President's Report 24 June 2022





Who we are

Recognized with international standards for sanitation, food safety, and quality

ISO 22000:2018
Food Safety Management Systems

Hazard Analysis and Critical Control Points

71 years
Operating history

1,100+

Feeds distribution network

140

822

Employees

Foods broiler farms nationwide















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Feed milling

Farms Breeding

Contract growing

Processing

Foods

Branding, marketing, and further processing

What we do

300,200

Feeds production capacity

79,000

Foods production capacity

76%

Feeds plant utilization rate

Foods plant utilization rate

















Our select existing hotel, restaurant, and institutional (HRI) customers

Where we want to be

Become an OEM for many hospitality and food companies and ultimately, a key pillar of the country's food ecosystem 30%

target net income compound annual growth rate (2019-2026)







Grow the core

- Add new OEM accounts and deepen businesses with HRI customers through customization, joint product development, and collaborative demand planning
- Launch ready-to-cook lines under our Cook's brand, focusing on Greater Manila, Central Luzon, and Bicol









Juicy and tasty, prime quality meat









Diversify into adjacent opportunities

- Following ASF, capture prospects in hog repopulation and pork meat market by venturing into hog raising and marketing
- Replicate our contract growing model to manage risks













Transform the cost base and enhance risk management processes

- Manage raw materials price volatility and other business risks through diversification and more robust risk management protocols
- Offset upward pressure on costs through:
 - > automation,
 - > further integration,
 - > supply chain optimization, and
 - continuous improvements in feeds formulation and efficiency



Invest and adapt for the future

- Continue to invest in:
 - > facilities,
 - > technology,
 - > research and development,
 - > strategic alliances and acquisitions, and
 - > people



Create shared value

 Create value for everyone and contribute towards achieving zero hunger, decent work and economic growth, and responsible production and consumption 2 ZERO HUNGER

8 DECENT WORK AND ECONOMIC GROWTH

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



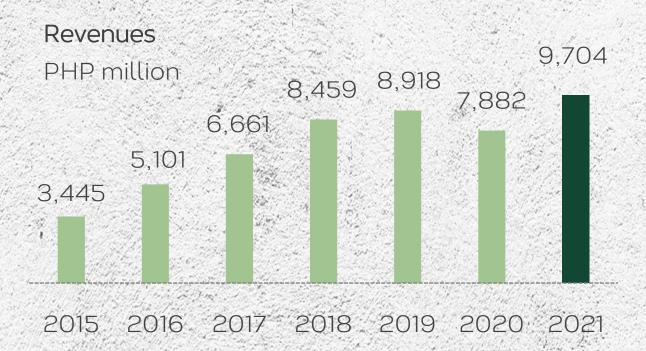
Performance highlights

₱9.7B ₱0.029 ₱4.1B

6-yr revenue CAGR Record-high revenues

Earnings per share

Total assets



in'000	2019 *	2020	2021
Revenues	8,918,466	7,881,920	9,704,281
Gross profit	717,488	571,799	856,354
Margin	8%	7%	9%
Operating profit	158,581	79,010	183,992
Margin	2%	1%:	2%
EBITDA	385,533	222,493	249,664
Margin	4%	3%	3%
Net income	128,823	9,288	89,442

ESG and Sustainability

Our Purpose:

Forging Livelihood, Nourishing LivesTM ₱9.7B

Direct economic value distributed

95%

1.75%

Attrition rate

3.8

Budget spent on local suppliers Customer satisfaction rating





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