



CENTURY
PACIFIC
FOOD, INC.

Better Food, Better Tomorrow



ANNUAL & SUSTAINABILITY REPORT 2025



About the Cover

Better Food, Better Tomorrow

A better tomorrow starts with better, nutritious food—an aspiration CNPF believes should be within reach. For nearly 40 years, we have worked to bridge that gap by delivering a diverse range of affordable, quality, healthier food products so every Filipino family can put better food on the table.

2025 was a challenging year, one that compelled us to remain steadfast as a food staples company providing affordable nutrition. Amidst the crosswinds we navigated, we deepened our

commitment to long-term resilience for our consumers, our people, and the communities we serve.

From doubling down on the value of our products and championing health and wellness, to supporting local livelihoods, expanding capacity, and operating sustainably, we strive to make lasting, meaningful impact through our business. Together, we look toward a better tomorrow by serving better food today—nourishing and delighting everyone, every day, everywhere.

About the Report

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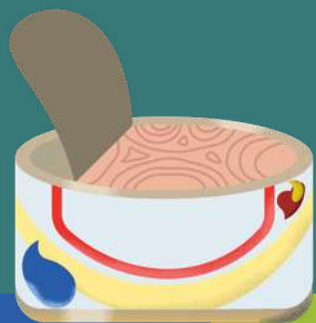
Century Pacific Food, Inc. (CNPF)'s annual and sustainability report provides information on the consolidated financial, economic, environmental, social, and governance performance across our business units (including Branded Marine, Meat, Milk and other emerging businesses) as well as OEM Tuna and Coconut Exports. It covers the period from 1 January to 31 December 2025 as aligned with our financial year, with all financial data disclosed here aligning with CNPF's 2025 audited consolidated financial statements.

In the sustainability chapter, ESG data points and disclosures have been aggregated to encompass all CNPF business activities, including our company owned manufacturing facilities, supply chain and logistics centers, and corporate support offices operating in the Philippines. This year, we have also included our second coconut processing

facility that was acquired in 2024 as part of the data coverage. Meanwhile, our latest coconut processing facility acquired in October 2025, as well as our international office and partner toll manufacturers have been excluded from our sustainability disclosures. Further clarity in scope, restatements, and methodology of data will be indicated in the footnotes.

CNPF has prepared our sustainability and business disclosures with reference to the 2021 GRI Standards. As part of our ongoing commitment to inspiring our stakeholders to contribute to sustainable development, we continue to share not only our progress and opportunities but also our challenges and learnings. At CNPF, we commit to continuous improvement to sharpen the accuracy, depth, completeness, and comparability of our disclosures.





Get to Know Century

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Mission Inspire: Sustainability at Century



Governance

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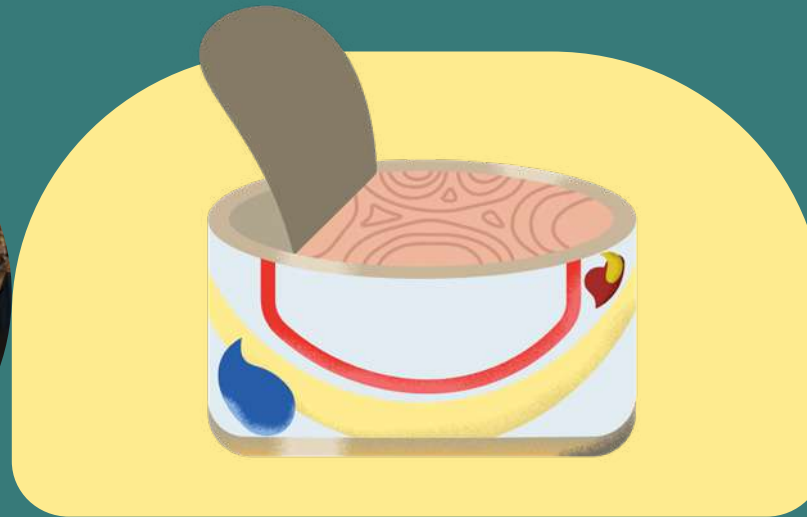
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Other Highlights



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Swift
CHICKEN FRANKS JUMBO

Swift
LIGHTLY SWEET
CHICKEN FRANKS JUMBO

Hunts
Pork & Beans

Lucky 7
SARDINES

Birch Tree
ADVANCE
Vanilla Flavour

Birch Tree
FORTIFIED

WOW!
LEARN
AFRITADA

FRESCA
SARDINES

555
SPANISH
SARDINES

Argentin
CONDENSED
MEAT

Century
TUNA
Flakes in Oil

555
SARDINES

Coco Mama
FRESH
GATA

555
TUNA
AFRITADA

Ligo
SARDINES
in Tomato Sauce

Argel
Kremdensack
Creme

Argentin
MEAT
LOAF
CLASSIC

Goodest
REAL MEAT
BEEF AND LIVER STEW

Century
Superkids
DOUBLE CHEESY
TUNA NUGGETS

Swift
BRIGHTLY MIGHTY
Chicken FRIES

Argentin
BEEF TAPA

WMEAT
MEATLESS
NUGGETS

Birch Tree
ADULT BOOST

Birch Tree
FORTIFIED

A Message from the Chairman and CEO

Dear Investors, shareholders, and friends,

In our previous letters, we labeled this decade, the “Tumultuous 2020s”. Major upheavals like the COVID-19 pandemic, Ukraine war, and various other calamities both natural and man-made, have punctuated the decade so far. On the flipside, we’ve seen the increasing adoption of AI, advancements in anti-obesity medicine, and the acceleration of renewable energy. These have resulted in economic, financial, and political shockwaves that continue to ripple through markets, economies, and supply chains.

A look back at 2025

The year 2025 unfolded with more than its fair share of plot twists, such as the Trump Tariffs that redrew the global trade map and DeepSeek that rewrote the rules of the AI race. Closer to home, on the positive side, we saw the moderating of inflation and taming of rice prices, but, on the negative side, we also had a series of typhoons during the season, paired with various government controversies, that slowed government spending and dampened consumer sentiment. As a result, the Philippine economy slowed down in Q3, growing at 3.9%, and tanked in 4Q 2025, decelerating further to 3.0%. For the Philippines, this kind of slowdown from our “resting heart rate” of 5 to 6% GDP growth is heavily felt by consumer companies.

Since we mentioned typhoons, it was already raining, economically speaking, and now, as of Q1 2026, it has begun to pour. The eruption of the US-Israel-Iran War ripped through global markets and sent oil prices surging. For an already fragile, import-dependent economy like ours, this was, to borrow a phrase, one storm too many. Q1 2026 GDP growth decelerated further to 2.8%, inflation spiked up to 7.2%, and the peso breached the long-held PHP 60 to USD ceiling. Looking ahead, we are bracing for more macro headwinds as we think the worst impacts, the second order effects and market ripples of the war, are still to come.

Amid this VUCA world, one word comes to mind: RESILIENCE. The word is both our aspiration and our battle cry. So, it is with this aspiration in mind that we are grateful that amid all the turbulence, we were able to deliver decent results.





Steady as we go

In 2025, revenues increased by 10% to PHP 83 billion. Our Branded business fueled the topline, with its volume-led growth of 13% outweighing a soft OEM Exports segment, which was up by a modest 2% year-on-year. Meanwhile, our net income improved by 11% to PHP 7 billion, with disciplined spending offsetting the impact of rising input costs on our margins.

We think we were able to produce this performance with the combination of an all-weather portfolio and a gritty, hard-working team guided by values and mission.

Even as we hunker down to work through the challenges that lie ahead, we are relieved and consider ourselves blessed for what we have achieved. Indeed, in the face of crisis, we draw confidence from the recent wins the team has been able to deliver.

2025 was a landmark year for Tuna, welcoming Park Seo-joon as Century Tuna's first global endorser. The campaign drove engagement and accelerated growth behind a protein-fit message that resonates with today's health-conscious consumer. Even so, we are candid about the category growing more competitive, and while we remain the clear leader, parts of the portfolio yielded some share to the competition. As I write this letter, efforts are already underway to regain what was lost.

Meanwhile, Meat had a turnaround year. A sharper focus on Argentina's value-for-money offerings, paired with regional innovations and entries into new sub-segments, allowed us to solidify our position as category leader and restore the business to form.

In Dairy, we continued to gain ground, increasing our market share to 30% in everyday milk category, behind a strong value-for-money proposition. Birch Tree led the charge – increasing access to quality nutrition while investing in higher-value segments like adult milk and meal replacement for seniors, democratizing nutrition across life stages.

Beyond these, we continue to build and invest in emerging growth platforms.

In Coconut, we are the category builders, developing the market on the promise of quality and convenience with Coco Mama. We are backing this ambition with the acquisition of processing facilities in Tangub and Tupi, strengthening our supply chain, supporting local farmers, and building a proudly Filipino coconut brand.

Our Pet Food business doubled in size, reflecting the growing place of pets in Filipino homes. By offering affordable, quality options across an expanding range, we are making pet care accessible to more Filipinos.

In Plant-Based, we are playing the long game. As a protein company, we believe plant-based alternatives will play an increasingly important role. Our acquisition of heritage brand Loma Linda from the US reflects this conviction. Hailing from one of the world's five Blue Zones, this acquisition is bite-sized, yet synergistic and immediately accretive addition to our portfolio.

Our OEM Export business navigated a softer global environment, reflected in its modest 2% growth. Despite the headwinds, we secured meaningful wins, including the renewal of a long-term contract with Vita Coco, the global leader in coconut water. As we enter 2026, we are encouraged by OEM's healthy recovery in the first quarter.

These results reflect a business model with built-in resilience: diversified, value-driven, and with a proven ability to weather uncertainty. While we have scaled over the years – contributing 50% to the canned goods market, present in 9 out of 10 households, across 86 markets worldwide, and delivering 8 billion servings of affordable nutrition – we are reminded that there is more to be done. And that, with this scale comes a responsibility, where building a business that lasts is not just an aspiration, it is an imperative.



Building a business that lasts

We are firm believers that a business built for longevity is one that balances the needs of its stakeholders. At Century Pacific, we call this Mission Inspire: grounded on Protein Delivery, Planet Preservation, and People Development (3Ps). Eight years in, our initiatives have grown more holistic, weaving the three Ps ever more closely in pursuit of outcomes that are good for business, good for the planet, and good for the lives we touch.

We like that our brands serve as platforms for good. Century Tuna's Saving Our Seas promotes circularity among coastal communities and uplifts lives. Birch Tree's Nutrition Mission delivered 3 million servings of milk to communities nationwide. Coco Mama's Save Our Coconuts committed to donating 1.1 million seedlings to smallholder farmers over the next 5 years to boost farm productivity, farmer incomes, and long-term coconut supply.

For us, resilient supply chains, more responsible manufacturing, and business results go hand in hand. We saw this in Sardines. By engaging smallholder fisherfolk and increasing awareness on sustainable sardine fishing, we have been able to uplift communities, reduce food waste and marine stress, serve affordable proteins to our consumers, and build a profitable business – all at once. The same ethos runs in our fast-growing Coconut business, from sustainable sourcing investments in solar and biomass, to waste reduction and healthier products.

These efforts sit alongside ongoing commitments across our business, from sustainable tuna sourcing and water recycling to achieving 100% plastic waste footprint reduction ahead of EPR through the Plastic Cleanup Partner program.

As we grow, so do the lives that we impact. Via RSPo Foundation's Kain Po program, 100 million meals have been donated to communities nationwide since its inception in 2010. Our operations supported 33,166 jobs last year, a number that will grow as we continue to scale.

On this note, we are grateful to be among Forbes' World's Best Employers, which to us is a signal that we're on the right track in building a company where values aren't just a poster on a wall; instead they come alive in our people. As the saying goes, culture eats strategy for breakfast. And as we face what lies ahead, it is precisely this culture that is our greatest asset.

Onwards and upwards

This storm too shall pass. Our company and our country have weathered many storms before. There's work to be done. We need to be ready for the fallout, but we will overcome. While it may take a few quarters to fully play out, we still have one eye over the horizon with intentional optimism in the Philippine economy. We are steadfast in our belief that better days lie ahead for our country's economy that is geared towards consumption.

As we write this letter, our Q1 2026 results offer encouragement, 15% revenue growth, with branded business expanding at 11%. For this year, we have not thrown in the towel; rather we will endeavor to still achieve double-digit growth.

Our commitment to our stakeholders remains unwavering as we balance affordability with cost pressures. Accessibility is core to our mission and reason for being, and in a country like the Philippines, is also a powerful in-market advantage.

We are also investing accordingly and have a CAPEX plan of PHP 8 to 9 billion, double our usual budget, as we lay the infrastructure for the company's next growth spurt and invest in new factories, supply chain capacity, and IT systems.

Looking beyond 2026, our mission and ambition remain unchanged, and we will work towards compounding the business at a double-digit pace, year after year.





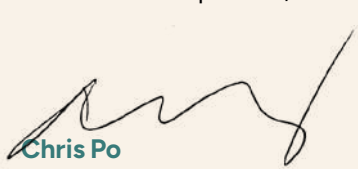
In gratitude


We are able to achieve our respectable results last year, and in fact our 10-year compounded annual growth rate of 14%, because of our team, the people who make up Century Pacific. We thank you for working together and for subscribing to our mission

To our Board of Directors, thank you for your steady counsel and your relentless push for us to do more and do better. You are among this company's true intangibles.

And finally, to our shareholders, it has been over a decade since our IPO in 2014. Your trust and confidence in us remain a great motivation. We are honored to be stewards of your capital, a responsibility that we never take lightly. Thank you for believing in us, in our mission, and in the Philippines.

Onwards and upwards,


Chris Po


Ted Po



2025 At a Glance

2-6

434
SKUs

36%
Marine

39%
Meat

12%
Milk

4%
Pet Food

1%
Coconut

9%
Plant-Based Alternatives

Each Filipino consumed an average of **17** CNPF products in 2025

CNPF delivered **8 billion servings** of affordable nutrition through products sold in domestic retail channels in 2025

CNPF products are present in **9 out of 10** households in PH*
*Source: Kantar

21 Brands

c. 152,000
Domestic points of sale directly covered by CNPF's distribution network

c. 31%
Of total food establishments in the Philippines

86
Export countries across global branded and OEM exports

PHP 83.3 billion
in Revenues (10% growth)
PHP 7.1 billion
in Net Income (11% growth)

#1 Market Positions
in Canned Tuna, Corned Beef, Coconut Cream, and Wet Pet Food in MT

Economic Value We Create

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In 2025, we were able to generate PHP 83.8 billion in direct economic value, primarily composed of revenues. Sales for the year amounted to PHP 83.3 billion, growing by 10% year-on-year, driven by the resilience of the Branded business, outweighing the softness in OEM Exports.

- 82%**
Payments to Suppliers and Other Operating Costs
Most of the value we generated was distributed across procurement, production, and manufacturing costs. This amounted to PHP 68.9 billion in 2025.
- 5%**
Payments to Providers of Capital
In 2025, we declared dividends amounting to PHP 1.10 per share, representing a 61% payout ratio. In total, dividends amounting to PHP 3.9 billion were distributed to our shareholders for the year. We also paid PHP 228 million in interest payments to our loan providers.
- 4%**
Employee Wages & Benefits
We distributed 4% of the value we generated as wages, salaries, and benefits to our employees, amounting to PHP 3.6 billion in 2025.
- 3%**
Taxes Given to Government
We distributed PHP 2.1 billion in taxes to the government in 2025.
- 6%**
Economic Value Retained
Of the PHP 83.8 billion economic value that was generated, 6% was retained by the Company to reinvest in operations, long-term growth opportunities, and sustainability initiatives.



2025 Milestones

February

PMA 43rd Agora Awards

Garnered Outstanding Achievement in Export Marketing and Marketing Management



March

Enterprise Asia: Asia Pacific Enterprise Awards 2024

Recognized as Inspirational Brand



May

Plastic Cleanup Partner Certification

Received PCP Certification for the 5th year of recovering 100% of our brands' plastic packaging footprint, ahead of EPR compliance

Forbes

WORLD'S

BEST EMPLOYERS

POWERED BY statista

2025

November

Forbes World's Best Employers 2025

Recognized among World's Best Employers

December

Kain Po Feeding Program

Distributed 18 million protein servings to partner communities nationwide in 2025



GTC Mangrove Forest Project

Planted 500 thousand mangroves in General Santos coastal communities since 2022



October

Coconut Capacity Expansion

Acquired third coconut processing facility in Tupi, Mindanao



ACGS Golden Arrow Awards

Garnered two Golden Arrows for Corporate Governance



PETA UK Vegan Food Awards 2025

unMeat's Tuna in Water recognized as Best Vegan Fish 2025

June

Coconut OEM & Vita Coco Partnership
Signed 5-year incremental contract



Tambuli Awards 2025
Sardine's Sustenido Bulan initiative honored for Corporate Purpose



July

Century Tuna's Park Seo Jun Fanmeet
Hosted a fan convention with its first international ambassador in Araneta Colosseum



Coco Harvest, Inc. Inauguration
Ceremony to commence the 2nd coconut processing facility together with key business partners



September

Extel 2025 Asia Executive Team Survey
Awarded Most Honored Company in the region (ex-China and Japan), top CEO and CFO in consumer staples and best in all-Philippines, and top IR Program and Board of Directors in all-Philippines

Century Pacific Food

Most Honored Company

2025 All-Asia Executive Team



Birch Tree Nutrition Mission
Distributed 3 million servings of milk to Filipino families through nationwide sampling



Philippine Coconut Authority COINS Awards 2025
CPAVI awarded as the top Coconut Water Exporter of 2024



1M Coconut Seedlings Pledge
Renewed commitment in partnership with HOPE to plant another 1 million coconut trees over 5 years

Century Tuna Saving Our Seas: International Coastal Cleanup Day 2025
Expanded to 6 sites in one day, diverting 1,348kg of plastic



August

Loma Linda Acquisition
Purchased a US-based heritage brand in shelf-stable plant-based products



Partnership with Blue Yonder
Enhance supply planning and forecasting accuracy, optimize inventory levels, and improve decision-making through AI-powered solutions



2025 Awards

PMA 43rd Agora Awards

Outstanding Achievement in:
unMeat – Export Marketing and Trailblazer
Gregory H. Banzon, COO – Marketing Management

Enterprise Asia:

Asia Pacific Enterprise Awards 2024

Inspirational Brand

ASEAN Corporate Governance Scorecard

Golden Arrow Awards

2 Golden Arrows

Extel 2025 Asia Executive Team Survey

Most Honored Company

In Consumer Staples, Rest of Asia

- 1st Overall: Best ESG
- 3rd Overall: Best CEO and CFO
- 1st Buyside: Best ESG
- 2nd Buyside: Best CEO, CFO, IR Program, IR Professional, & IR Team

In All-Philippines

- 1st Overall: Best CEO, CFO, IR Professional, IR Team, and ESG
- 2nd Overall: Board of Directors and IR Program
- 1st Buyside: Best CEO, IR Professional, IR Team, and ESG
- 2nd Buyside: Best CFO and IR Program

Forbes World's Best Employers 2025

World's Best Employers Rankings

Asia Pacific Tambuli Awards 2025

Sardines' Sustenido Bulan – Corporate Purpose

- Gold for Inclusive Growth
- Silver for Care for the Environment

Philippine Coconut Authority COINS Awards 2025

CPAVI – 2024 Coconut Water Exporter of the Year

PETA UK Vegan Food Awards 2025

unMeat's Tuna in Water – Best Vegan Fish 2025





Begin with Our Why



Purpose

To nourish and delight everyone, every day, everywhere.

Vision

We are a sustainable and responsible global company of entrepreneurs that nourishes and delights our consumers with healthier food and beverages through our manufacturing excellence, nutrition expertise, trusted brands, and passionate people.

Mission

Reinforce current businesses and brands to deliver quality and value for money products that generate attractive returns through responsible sourcing and operational excellence

Strengthen the organization that attracts, nurtures, and retains passionate and high performing corporate entrepreneurs and teams who live balanced lives

Pioneer the development of healthier and tastier food and beverages that consumers love and trust through latest credible nutrition science and effective branding

Scale up the business across the globe by creating consumer and customer connections and experiences in a more profitable and sustainable way across the value chain

Core Values

Respect for the Individual



We accept that there will always be differences in opinions, perspective, and way of doing things. We find ways to arrive at the highest value that can be created out of issues and opportunities despite individual differences. We listen to everyone's opinion but are firm on the final team decision.

Teamwork



We work together under one vision and mission. We recognize the strength of individuals and let the most qualified lead the team. We understand individual accountabilities, deliver on them, and do more as the situation calls for it.

Passion for Excellence



We continuously work across the value chain on excelling and optimizing our operations and costs to offer the best value for our customers, partners, and shareholders. We are relentless in overcoming challenges.



Customer Centric



We continuously pursue understanding consumer needs, anticipate market trends, and work towards delighting them through our products and experiences. We understand who benefits most from the goods or services we provide and continuously find ways to “wow” them. We are reliable, resilient, and responsible. We go the extra mile to provide more than the basic necessities of our customers and display a sense of urgency to service their priorities.

Humility



We respect each other and remain grounded even with exceptional intellectual achievements. We are open to ideas as brilliant ideas can come from anybody. We recognize the value of others far greater than oneself. We celebrate successes resulting from hard work and not due to the failure of others. We graciously accept defeat or loss, keeping in mind that this is but a learning experience preparing us for greater achievements. We are able to admit and accept our mistakes.

Integrity



All our decisions are guided through absolute integrity and conscience to protect our consumers, communities, partners, employees, and shareholders. We strive to do the right thing even when no one is watching. We adhere to moral uprightness, transparency, and trustworthiness. We walk the talk.

Malasakit



We strive to exceed expectations through personal accountability, selfless contribution, teamwork, and proactively collaborating with each other with concern, care, and compassion. We have the mindset of an owner and treat the business as one's own. We help market our products, report relevant customer feedback, and direct display/stock concerns to the appropriate person. We patronize our products.

Entrepreneurial Spirit



We have grit and possess a growth mindset that enables us to think big, persist in overcoming any challenges, and achieve our vision through a bias for action. We are constantly open to opportunities for the Company to grow further and become more profitable. We continuously strive for effectiveness and efficiency that will drive sustainable and profitable growth. We find ways to do things more efficiently while adding more value to product output to create more business or cost savings to the Company. We act on what is good for the Company but not to the extent of violating policies. We cut off bureaucracy and always consider the “business side” when making decisions.

Understanding Our All-Weather Business Model

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“To nourish and delight everyone, every day, everywhere”



AN OVERVIEW OF THE BUSINESS

Century Pacific Food, Inc. (PSE:CNPF) is one of the leading food and beverage companies in the Philippines. We are primarily focused on delivering affordable nutrition to a broad consumer base.

The Philippines is our center of gravity, with its consumption-driven economy and young population. With majority of households still at the base of the socioeconomic pyramid, providing accessible, quality protein sources are essential for food security and nutrition. This is the purpose upon which our Company was built - and one that continues to propel our business forward.

The business is composed of two major segments: Branded and Original Equipment Manufacturing (OEM) Exports.

Within Branded is a portfolio of market-leading brands and household names such as Century, 555, Ligo, Argentina, and BirchTree, among others, comprising

approximately 80% of our sales. The segment caters predominantly to the domestic market via retail and institutional channels. CNPF brands are also expanding their presence on international shores through our Global Branded Exports channel.

OEM Exports form the legacy business of CNPF. At present, capability is focused on tuna and coconut white label products. The Company is among the leading exporters of tuna and value-added coconut products in the country.

Our exposure to both domestic and international markets, along with the essential and staples nature of our portfolio, creates a resilient business model, allowing us to pursue growth across a range of economic conditions. It is a unique feature of our business that we have been able to do well in both favorable and more challenging times.



OUR GROWTH MODEL

At CNPF, we aim to grow sustainably at a rate approximately twice the pace of the Philippines' long-term GDP growth.

To meet this ambition, we anchor our strategy on these key pillars: reinforcing core segments, scaling growth drivers, future-proofing the portfolio, enhancing capabilities, and embracing more responsible and sustainable business practices. These priorities serve as our guide and will continue to shape how we grow and serve in the years ahead.



STRATEGIC GROWTH PILLARS

REINFORCE THE CORE

MARINE & MEAT



SCALE THE GROWTH DRIVERS

DAIRY & COCONUT



FUTURE-PROOF THE BUSINESS

PET, REFRIGERATED, & PLANT-BASED FOOD



ENHANCE CAPABILITY

Continuously investing in capacity expansion, digital transformation, R&D, and talent management

PROSPER SUSTAINABLY

Creating value for all stakeholders through our 3P sustainability framework: Protein Delivery, Planet Preservation, and People Development



Reinforcing the Core

Marine and Meat serve as our core segments, categories where we have a deep moat with market-leading brands. We aspire to grow protein consumption in the Philippines, continuously strengthen our market position, and expand our portfolio organically and inorganically.

MARINE

We are a leading manufacturer of branded MARINE products: tuna, sardines, and other fish- and seafood-based products. We are home to household names and market leading brands such as Century Tuna, 555, Ligo, and Argentina. Our expanded portfolio includes Blue Bay, Fresca, Kamayan, Century Quality, and Lucky 7 to cater to various market segments. Century Tuna, our flagship brand, is a champion for health and wellness in the country.



MEAT

We manufacture various MEAT products such as corned beef, emulsified loaves, ground pork, and sausages. Our cornerstone brand is Argentina, the market leader corned beef, which is anchored on quality and affordability. The portfolio also includes brands such as 555 Corned Beef and other value for money brands such as Wow!Ulam, Wow!Meaty, Shanghai, and Lucky 7.

Scale Growth Drivers

CNPF invests in faster growing categories that play an instrumental role in expanding our presence in consumer baskets and diversifying the business. We like lucrative categories that demonstrate strong growth potential and where the Company has a strong right to win.

MILK

Over the past few years, the Milk segment has grown to become a key pillar in our Branded business. We produce full cream milk, powdered milk drinks, evaporated and condensed milk, all-purpose cream, and other dairy products. The portfolio includes Birch Tree, our flagship milk brand, which has become the strong #2 challenger in the powdered milk category. Birch Tree cuts across family milks, adult milks, and meal replacements for the elderly. It also includes Angel, a culinary milk brand.

COCONUT

We have the capability to manufacture a variety of coconut products, including coconut cream. Under this segment is Coco Mama, a brand launched in 2019 to help develop the domestic market for packaged coconut cream.



Future-Proof the Business

We have also been investing in adjacent segments such as Refrigerated Food, Pet Food, and Plant-based Alternatives. These are more nascent segments that we believe can future-proof our enterprise.

Refrigerated food products include marine and meat products under the Century, Argentina, Swift, unMEAT, and Wow! brands. Apart from retail, we also supply refrigerated food ingredients to our food service partners nationwide.

Pet food products include both wet and dry offerings under a brand called Goodest. With pet ownership on the rise, fueled by long-term demographic trends, this category posts significant growth opportunities for the Company.



Plant-based alternatives include both frozen and shelf stable offerings. In 2020, we developed a brand called unMEAT, which is currently in over 13,000 points of sale globally. In 2025, we acquired US-based brands comprised of heritage brand Loma Linda and other brands such as neat, Tuno, and Kaffree Roma.



Enhancing Capability

We continuously invest in the capabilities that underpin our growth across manufacturing, research and development, digital transformation, and people.

TUNA AND COCONUT OEM EXPORTS

Our OEM export operations serve leading retailers and brands across global markets, reflecting the Company's manufacturing ability to meet the highest standards of quality, scale, and reliability.

We produce private label canned, pouched, and frozen tuna products for export through the Tuna OEM segment. This is the Company's legacy business rooted in nearly five decades of manufacturing excellence on a global scale.

We also produce a full range of value-added coconut products via the Coconut OEM segment, as global trends on health and wellness drive robust demand for coconut products around the world.



RESEARCH & DEVELOPMENT

Innovation is a strategic priority at CNPF, supported by a dedicated team of over 100 experts and anchored by our Innovation Center of Excellence — driving product development across all segments, from responding to evolving consumer needs to entering new categories with confidence.

DIGITAL TRANSFORMATION

We are on an ongoing journey to embed digital thinking across the enterprise — from robotics on the factory floor to advanced planning and supply chain systems — unlocking efficiencies and building an operating backbone for our next phase of growth.

PEOPLE

Our people are a source of competitive advantage. We invest in developing talent at every level, fostering a culture that is energized, capable, and deeply committed to our growth ambitions.

Prospering Sustainably

Essential to our long-term growth and value creation is the sustainability of the business and our ability to balance the needs of our stakeholders. To us, this means developing affordable and nutritious products for our consumers, taking care of our people and supporting communities, and, without a doubt, being good stewards of our resources. Thus, we embed into our ways of doing business a sustainability framework along the themes of Protein Delivery, Planet Preservation and People Development.

Our mission and business model revolve around providing affordable nutrition, primarily protein. As our business grows, so does the extent by which we can provide nutrition to the Filipino people.

We firmly believe that our commitment to being a responsible business will change the complexion and character of our business **POSITIVELY** and **PERMANENTLY** into the future.



Our Business Presence





Our Trade Channels

2-6

Domestic Retail

Our Sales team executes trade plans to expand our domestic reach, improve our service levels, and increase throughput in existing stores. We support our customers in trade – retailers, wholesalers, distributors – as well as our end consumers by ensuring product availability, despite headwinds brought about by a volatile geopolitical and economic landscape.

Food Service

Our food services business caters to institutional clients. Our roster of consumers ranges from consumer food service companies such as restaurants, hotels, and bakeshops to institutions such as hospitals, shipping lines, and canteens, among others. We also work with local government units, cooperatives, and wholesalers.

Our Culinary group develops innovative and healthy menu ideas using our portfolio of products. Our R&D team customizes pack sizes for our institutional clients' requirements while our Quality Assurance group ensures the quality and safety of all our products, positioning our food service products in the premium segment.

Global Brands

CNPF continuously pursues expansion in the international market. Our Global Brands business unit has established shelf presence in thousands of outlets and mainstream retail chains across 79 major markets around the world.

The Company's flagship brands in our marine, meat, milk, and coconut businesses are carried by multinational retailers such as Walmart, Safeway, and Albertsons in North America; Carrefour and Giant in the Middle East, China, and selected European countries; El Corte Ingles in Spain, Woolworths and Coles in the Pacific; and the National Trade Union Congress (NTUC) Fairprice in Singapore.

Direct points of sale covered

~152,000 doors

(2024: ~148,000)

Number of products sold in (domestic retail) across the Philippines

2.9 billion units

(2024: 2.6 billion units)

Number of restaurants served in the Philippines

~32,000

(2024: ~28,000)

Equivalent percentage of the total consumer food service establishments in the country

31%

(2024: 30%)

Number of export countries (OEM & Global Brands)

86

(2024: 82)

Units of branded products exported

65 million

(2024: 66 million)



Our Global Footprint



EXPORT PRESENCE



TOLL MANUFACTURERS
(GLOBAL BRANDED)



SALES OFFICES
(GLOBAL BRANDED)

86

Markets in which CNPF
products are available

10

Offshore Toll
Manufacturers

2

Global Brands
Sales Offices





The Leadership Team



Board of Directors 2-11



CHRISTOPHER T. PO

Filipino, 55
Executive Chairman

Date of Appointment

28 October 2013

Length of Service (as of 31 December 2025)

12 years

Academic/Professional Qualification

- Former Managing Director for Guggenheim Partners, a U.S. financial services firm, leading the firm's Hong Kong office
- Former Management Consultant at McKinsey and Company
- Former Head of Corporate Planning for JG Summit Holdings
- Graduated from the Wharton School and College of Engineering of the University of Pennsylvania in 1991 with dual degrees in Economics (finance concentration) and Applied Science (system engineering)

- Holds a Master's Degree in Business Administration from the Harvard University Graduate School of Business Administration
- Member of the Board of Trustees of the Ateneo de Manila University, Asia Society Philippines, and Child Network Protection Group
- President of the CPG-RSPo Foundation

Present Directorships

Other Publicly Listed Companies – Affiliates:

- Chairman of Shakey's Pizza Asia Ventures, Inc.
- Director of Arthaland Corporation

Other Non-Listed Companies/Organizations:

- Independent Director at AB Capital Securities, Inc.
- Independent Director at Maya Bank, Inc.



TEODORO ALEXANDER T. PO

Filipino, 56
Vice Chairman, President,
Chief Executive Officer

Date of Appointment

28 October 2013

Length of Service (as of 31 December 2025)

12 years

Academic/Professional Qualification

- Graduated Summa Cum Laude from Boston University with a Bachelor of Science degree in Manufacturing Engineering in 1990
- Completed the Executive Education Program (Owner-President Management Program) at Harvard Business School
- Held various positions in Century Pacific since 1990; designed, built, and managed several factories of the Group

Present Directorships

Other Publicly Listed Companies – Affiliates:

- Vice Chairman of Shakey's Pizza Asia Ventures, Inc.




RICARDO GABRIEL T. PO

Filipino, 58
Vice Chairman

Date of Appointment

28 October 2013

Length of Service (as of 31 December 2025)

12 years

Academic/Professional Qualification

- Graduated Magna Cum Laude from Boston University with a Bachelor of Science degree in Business Management in 1990
- Completed the Executive Education Program (Owner-President Management Program) at Harvard Business School in 2000
- Former Executive Vice President and Chief Operations Officer of CNPF from 1990 to 2006

Present Directorships

Other Publicly Listed Companies – Affiliates:

- Vice Chairman of Shakey's Pizza Asia Ventures, Inc.
- Vice Chairman of Arthaland Corporation
- Director of IP E-Game Ventures, Inc.


LEONARDO ARTHUR T. PO

Filipino, 49
Treasurer

Date of Appointment

28 October 2013

Length of Service (as of 31 December 2025)

12 years

Academic/Professional Qualification

- Graduated Magna Cum Laude from Boston University with a Bachelor of Science degree in Business Administration
- Has extensive and solid business development experience in consumer marketing, finance, and operations of fast-moving consumer goods (FMCG), foodservice, quick-serve restaurants, and real estate development

Present Directorships

Other Publicly Listed Companies – Affiliates:

- Treasurer and Director of Shakey's Pizza Asia Ventures, Inc.

Other Non-Listed Companies – Affiliates:

- President and Chief Executive Officer of Pacifica Homes Development Corporation

**ATTY. REGINA STELLA J. BARRIENTOS**

Filipino, 55
Director

Date of Appointment

6 July 2023

Length of Service (as of 31 December 2025)

2 years and 6 months

Academic/Professional Qualification

- Founder, name partner, and Chief Executive Officer of PJS (Puyat Jacinto Santos) Law
- Specializes in mergers and acquisitions and corporate law, with extensive experience in energy, infrastructure, and conflict resolution
- Holds a Juris Doctor (JD) degree and a Bachelor of Science degree in Legal Management from Ateneo de Manila University

Present Position

Other Non-Listed Companies:

- Chief Executive Officer of PJS Law

**FRANCES J. YU**

Filipino, 55
Lead Independent
Director

Date of Appointment

5 March 2019

Length of Service (as of 31 December 2025)

6 years and 10 months

Academic/Professional Qualification

- Former Chief Retail Strategist of Mansmith and Fielders, Inc.
- Former Vice President and Business Unit Head of Rustan's Supermarket
- Former Vice President and Head of Marketing Operations for Rustan's Supercenters, Inc.
- Founder of FJY Consulting, Inc.
- Former Vice President and General Manager of a marketing research and consulting firm catering to the top 500 corporations in several sectors

- Former Chairperson for the National Retail Conference and Stores Asia Expo (NRCE) Programs Committee of the Philippine Retailers Association from 2003 to 2005
- Graduated Summa Cum Laude from Fordham University, New York with a Bachelor of Arts degree in English Literature
- Graduated Magna Cum Laude from the Augustine Institute in Denver with a Master's Degree in Theology

Present Directorships

Other Publicly Listed Companies – Affiliates:

- Independent Director of Shakey's Pizza Asia Ventures, Inc.



**STEPHEN ANTHONY
T. CUUNJIENG**

Filipino, 67
Independent Director

Date of Appointment

6 July 2023

Length of Service (as of 31 December 2025)

2 years and 6 months

Academic/Professional Qualification

- Former Chairman and CEO of Evercore Asia Limited
- Former Vice Chairman of Macquarie ASEAN
- Former Managing Director of Merrill Lynch and Head of Power and Energy in Asia
- Former Managing Director and Vice President of Salomon Brothers
- Distinguished global investment banker

Present Directorships

Other Publicly Listed Companies:

- Independent Director of the Philippine Bank of Communications
- Independent Director of the First Philippine Holdings Corporation
- Independent Director of the Century Properties Group

Other Non-Listed Companies/Organizations:

- Advisory Board of Wharton
- Director of the International Advisory Board of the New York Philharmonic
- Senior Advisor of PAG



**REGINA ROBERTA
L. LORENZANA**

Filipino, 56
Independent Director

Date of Appointment

18 March 2021

Length of Service (as of 31 December 2025)

4 years and 9 months

Academic/Professional Qualification

- Currently the Chief Executive Officer of Belo Medical Group, Inc., Chief Energist of BetterBrandLabs, Inc., and founder of Nada Debajo S.L., Barcelona
- Has over 27 years of experience, working in senior executive roles in developed and emerging markets in consumer goods, with proven results driving turnarounds and building businesses to scale.
- Held various executive leadership positions as Global Vice President for Fabric & Fashion for Unilever PLC, Regional Vice President for Unilever Asia Africa & MiddleEast Deodorants, Vice President for Personal

Care Unilever Philippines, and Marketing Director positions in Unilever Indonesia and China.

- Awarded Asia Pacific Tambuli Chief Marketing Communications Officer of the Year
- Fellow at the International Women's Forum
- Completed the Senior Executive Education IWF Program and Leading Global Brands at Harvard Business School, Sustainability Leadership at the University of Cambridge, as well as senior executive programs at INSEAD
- Holds a bachelor's degree in Management Engineering from Ateneo De Manila University

Present Positions

Other Non-Listed Companies/Organizations:

- Chief Executive Officer, Belo Medical Group, Inc.
- Founder, Nada Debajo S.L., Barcelona
- Chief Energist, BetterBrandLabs, Inc., Manila



**PHILIP ALEXANDER
G. SOLIVEN**

Filipino, 65
Independent Director

Date of Appointment

6 July 2023

Length of Service (as of 31 December 2025)

2 years and 6 months

Academic/Professional Qualification

- Former President and Chairman of Cargill Philippines, Inc.
- Former President of Philippine Bio-Industries
- Former Director of C-Joy Poultry Meats, Inc.
- Former Vice President of Corporate Banking of the First National Bank of Boston in Singapore and Hong Kong
- Holds a bachelor's degree in Business Management from Ateneo De Manila University

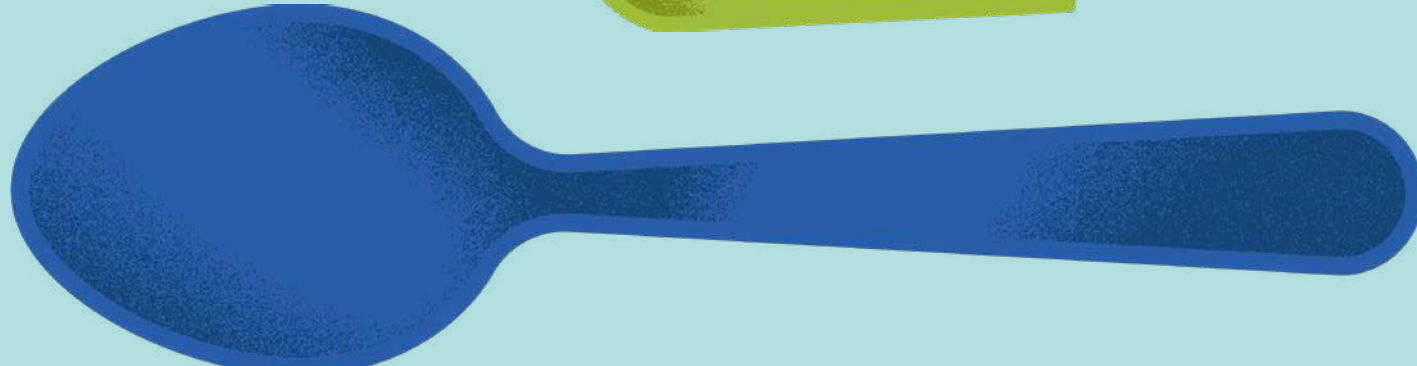
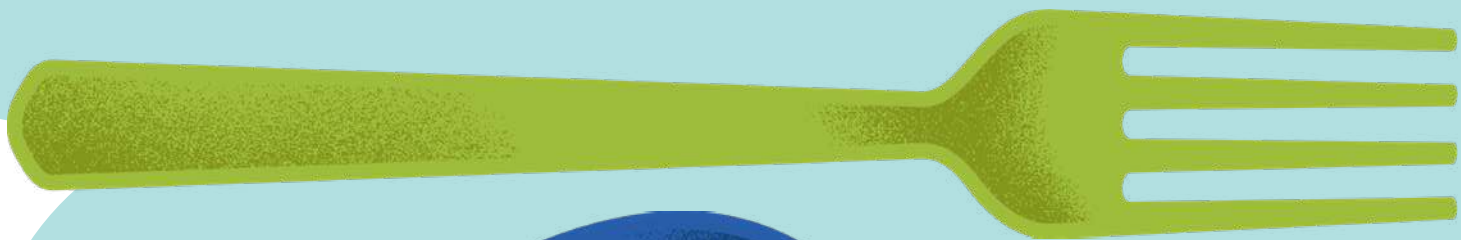
Present Directorships and Positions

Other Publicly Listed Companies:

- Lead Independent Director of the Metropolitan Bank and Trust Co.

Other Non-Listed Companies/Organizations:

- Treasurer and Director of The American Chamber of Commerce of the Philippines
- Board Member of ARK - Advancement for Rural Kids



Executives & Officers

2-11



Christopher T. Po
Executive Chairman
Year Joined: 2006

Former Managing Director for Guggenheim Partners, a US financial services firm where he was in charge of the firm's Hong Kong office. Former Management Consultant at McKinsey and Company working with companies in the Asian region. Former Head of Corporate Planning for JG Summit Holdings. Holds a Master's Degree in Business Administration from the Harvard University Graduate School of Business Administration



Teodoro Alexander T. Po
President & Chief Executive Officer
Year Joined: 1990

Held various positions in Century Pacific since 1990. Designed, built, and managed several factories of the group. Completed the Executive Education Program (Owner-President Management Program) at Harvard Business School. Graduated Summa Cum Laude from Boston University with a Bachelor of Science degree in Manufacturing Engineering



Gregory Francis H. Banzon

Executive Vice President
& Chief Operating Officer
Year Joined: 2011

Served as General Manager and Business Unit Head at Century Pacific. Has over 20 years of experience in general management, marketing, and sales functions. Former General Manager of RFM Corp. Former Country General Manager of Johnson & Johnson Indonesia and VP for Marketing of Johnson & Johnson ASEAN. Agora Awardee for Outstanding Achievement in Marketing and for Export Marketing. Holds a bachelor degree in Commerce, Major in Marketing Management from De La Salle University



Edwin Raymond C. Africa

Executive Vice President - Corporate General
Manager and Group Business Unit Head
Year Joined: 2014

Has over 25 years of experience in various general management, marketing and brand management roles both in the Philippines and in various Asian countries such as Taiwan, Thailand, Singapore, Malaysia and China. Held management roles in Procter and Gamble, Nippon Paint and PepsiCo. Holds a bachelor degree in Management Engineering from Ateneo de Manila University



Richard Kristoffer S. Manapat

Chief Finance Officer, Chief Risk Officer,
& Chief Information Officer
Year Joined: 2012

Held various positions in Century Pacific, including Head of Corporate Finance Planning and Finance Head of Tuna business unit. Held management positions under Finance in Unilever Philippines. Certified Public Accountant, Certified Management Accountant, Certified Risk Analyst, and Certified in Agile. Graduated cum laude from the University of the Philippines with a degree in Business Administration and Accountancy. Completed the Strategic Business Economics Program from the University of Asia and the Pacific and the Executive Education General Management Program at Harvard Business School



Victor Carlo S. Endaya

Vice President & General Manager -
Domestic Tuna
Year Joined: 2019

Former Vice President for Prepaid Marketing and Brand Strategy and Communications of Smart Communications. Former Global Brand Director of Hair Care for Unilever based in the United Kingdom. Graduated Magna Cum Laude with a bachelor degree in Industrial Engineering from the University of the Philippines



Teddy C. Kho

Vice President & General Manager - Tuna OEM
Year Joined: 2010

Has over 20 years of experience in various management, operations and technical roles, including President and General Director of San Miguel Hormel Foods Vietnam and Plant Manager of San Miguel Hoecheong based in Quanzhou, China. A board member and executive committee member of the International Seafood Sustainability Foundation. Graduated from Adamson University with a bachelor degree in Chemical Engineering. Placed 5th in the Chemical Engineering Board Examination. Completed the Management Development Program from the Asian Institute of Management.

**Noel Anthony M. Tempongko, Jr.**

Vice President & General Manager - Coconut OEM
Year Joined: 2013

Served as General Manager of The Pacific Meat Company. Has over 25 years of experience in various general management roles in companies including San Miguel Packaging Products, Magnolia Inc., San Miguel Pure Foods- Great Food Solutions, The Purefoods-Hormel Company, and Frabelle Corporation. Took up advanced management courses from the Asian Institute of Management. Holds a bachelor degree in Industrial Engineering from the University of the Philippines. Member of the Management Association of the Philippines

**Ronald M. Agoncillo**

Vice President & General Manager - Sardines
Year Joined: 2009

Served as CNPF's VP and GM of Milk and VP for Sales, Trade Marketing, and Demand Planning. Held various positions in sales, systems engineering, and logistics at Unilever, 3M, Shell, Cadbury, and San Miguel. Holds a Bachelor of Science degree in Industrial Management Engineering minor in Mechanical Engineering from De La Salle University and completed and Executive Education Advanced Management Program at Harvard Business School

**Ma. Fatima G. Aquino**

Vice President & General Manager - Milk
Year Joined: 2022

Has extensive marketing and general management experience in a diverse number of industries, including fast moving consumer goods, quick service restaurants, and the service industry. Held various roles in Brand Management in Unilver for top brands in the Philippines, Southeast Asia and China. Served as Vice President and Head of Marketing in Jollibee Philippines and as Chief Executive Officer of Bruno's Barbers. Holds a bachelor degree in BS Economics from the De La Salle University



Maria Demetria S. Siasoco

Vice President & General Manager - Meat
Year Joined: 2012

Has over 20 years of experience in brand, project management, and new product development in consumer and telecommunications industries. Held various marketing and brand management roles at CMC (now Unilever), Nestlé Philippines, Kraft Foods Philippines, Globe Telecom, and AirPhil Express. Earned a degree in Business Administration from Maryknoll College



Wilhelmino D. Nicolasora, Jr.

Vice President & General Manager - Petfood
Year Joined: 2011

Held various management positions in Century Pacific, including Vice President for Domestic Sales. Held various Sales Management and regional roles at multinational companies such as Unilever Philippines, PepsiCo International, and Kimberly-Clark Philippines & Thailand. Holds a bachelor degree in Industrial Engineering from De La Salle University



Marie Nicolette G. Dizon

Vice President & General Manager - Refrigerated & Plant-Based
Year Joined: 2019

Has over 15 years of experience in various general management, marketing, and sales roles in fast-moving consumer goods companies. Built expertise in turning around brands and businesses via strategy and operations transformation. Former Country Head of Froneri Philippines (Nestlé's ice cream JV). Holds a bachelor degree in Management Engineering from Ateneo de Manila University



George Leander Q. Wang III

Vice President - Human Resources & Corporate Affairs
Year Joined: 2021

Has extensive experience in human resources, strategic partnership and organizational building. Former VP for Human Resources at 2GO Logistics and Head of HR at Jollibee Philippines. Held HR leadership roles in Philip Morris International, San Miguel Corporation, and Globe Telecom. Former IT and change management consultant for Accenture. Graduated with a degree in Psychology from Ateneo de Manila University



Ralph S. Umali

Vice President - Domestic Sales
Year Joined: 2013

Has over 15 years experience in sales leadership positions with expertise in Modern Trade, Category Management, Sales Development, and E-Commerce . Held various sales management positions at Unilever Philippines, including Head of Modern Trade, Customer Marketing and Retail Solutions (Ice Cream). Holds a Bachelor of Science degree in Legal Management from the Ateneo de Manila University

**Mary Jennifer S. Tan**

Vice President - Group Procurement
Year Joined: 2015

Leads corporate procurement for Century Pacific Food, Shakey's Pizza, and Pacifica Homes. Has over 20 years of extensive experience in end-to-end supply chain management, including strategic sourcing, procurement, logistics and third party manufacturing management in the Philippines and the ASEAN region. Previously held procurement leadership positions at Coca-Cola FEMSA, Avon Products, and SCJohnson. Earned MBA units from De La Salle University. Holds a bachelor degree in Chemical Engineering from De La Salle University

**Adriano Gregorio M. Diaz De Rivera**

Vice President - Supply Chain Logistics
Year Joined: 2025

Brings over 25 years of end-to-end supply chain leadership, most recently as VP for Global Supply Chain at URC, where he led major planning and logistics transformations. Previously spent 18 years in logistic leadership roles at Procter & Gamble across the Philippines and Thailand. Holds a degree in Industrial Engineering from De La Salle University

**Honelet C. Sayas**

Vice President - Corporate Research and Development
Year Joined: 2002

Has over 20 years of experience in various research and development and quality assurance roles. Served as R&D Supervisor in Nenita Quality Foods Corp and Quality Assurance Technologist in Valley Ranch Foods Corp. Holds a bachelor degree in Food Technology from the University of the Philippines



Raymund Ver R. Guinoo
Domestic Tuna Marketing Director
Year Joined: 2018

Held various marketing, sales, and business development roles at Unilever Philippines, Unilever Malaysia and Singapore, and Globe Telecommunications. Graduated with honors at Ateneo de Manila University with a bachelor degree in Management Engineering



Carlos Miguel D. Corrales
Milk Marketing Director
Year Joined: 2025

Brings fifteen years of leadership experience in the beauty and personal care sector, most recently heading the Skin Care business at Unilever. Recognized for excellence in brand building and innovation. Recipient of the Mansmith Young Master Award and Unilever's Global Creative Excellence Award



Juliana Jessica Nina M. Inocencio
Meat Marketing Director
Year Joined: 2024

Has a strong track record in strategic marketing and commercial operations in Unilever Philippines and Southeast Asia under Home Care, Foods, and Nutrition. Received the prestigious Young Marketing Masters award by Mansmith Philippines. Holds a degree in BS Management Communications Degree from Ateneo de Manila University



Bryan A. Lingan
Emerging Business Marketing Director
Year Joined: 2018

Had an extensive marketing career in Unilever spanning from local brand building in the Philippines to regional and global brand development roles based out of Singapore across Foods, Ice Cream and Personal Care categories. Holds a bachelor degree in Management Engineering from Ateneo de Manila University



Ma. Angela Isabel G. Pecson

Sardines Marketing Director

Year Joined: 2022

Rejoined Century in 2022 as Marketing Director for Dairy Innovations prior to joining the Sardine Business Unit. Former Marketing Director of Beverages in Del Monte. Led marketing in Tuna, strengthening CNPF's market leadership and brand equity and launched successful innovations. Holds a double degree in Business Management and Communication Arts from De La Salle University

**Gabrielle Faye P. Raborar**

Pet Food Marketing Director

Year Joined: 2023

Formerly from Unilever Philippines and Southeast Asia leading brands under Personal Care, Food, and Home Care. Consultant in Acumen Consulting, honing business strategies across pharmaceuticals, fintech, and consumer goods industries. Is a Certified Public Accountant with a degree in Business Administration and Accountancy from the University of the Philippines

**Faye Christine B. Matriano**

Plant-based Marketing Director

Year Joined: 2017

Has extensive experience in management of fast-moving consumer goods brands, such as Betty Crocker, Pillsbury, Haagen-Dazs ice cream, and Coca-Cola. Completed her Global Executive MBA from INSEAD. Completed her executive education in Strategic Marketing Management at Harvard Business School

**Karen Louise J. Singian**

Innovations Marketing Director

Year Joined: 2022

Is a seasoned marketing professional with 13 years experience regional brand management in fast-moving consumer goods. Handles a various leadership positions in Unilever, Kimberly-Clarke Sinapore, and Vuono. Holds Bachelor of Science degree in Management from the Ateneo de Manila University





Maura Rosario G. Crisologo

Assistant Vice President - Modern Trade Sales
Year Joined: 2014

Is a seasoned in Sales professional, with a strong focus on Modern Trade. Held various roles in the areas of customer development and category management in fast moving consumer goods companies such as Unilever-RFM



Francis Y. Rodriguez

Assistant Vice President - General Trade Sales
Year Joined: 2015

Has extensive experience in general trade sales operations of fast-moving consumer goods. Prior to joining Century Pacific, he was Head of General Trade and Mobiling in Unilever-RFM Inc. (Selecta) Philippines. Holds a bachelor degree in Industrial Engineering from De La Salle University



Barbara Therese D. Valeriano

Assistant Vice President - Trade Marketing
Year Joined: 2021

Has extensive experience and proven 13 years track record in Sales, and Category Planning & Activation. Held various sales management positions at Kraft and Mondelez International. Holds a bachelor degree in Management from the Ateneo de Manila University



Adrian L. Campillo

Assistant Vice President - National Route to Market Customers and Private Label
Year Joined: 2018

Served as Century Pacific's National Sales Manager for Modern Trade and Head of Trade Marketing. Former Sales Director for Perfetti Van Melle and Concepcion Industries. Held various sales management roles in Colgate Palmolive Philippines. Holds a bachelor degree in Social Sciences from the University of the Philippines



Richelle P. Llacuna

Food Service Director
Year Joined: 2023

Has a strong track record in food service and sales with expertise in growth strategies, business transformation and capability development. Held various management positions and regional roles at Fonterra and Watsons. Holds a bachelor degree in Journalism from the University of the Philippines

**Robert Raymond S. Cruz**

Global Brands Director
Year Joined: 2022

Has vast experience in Sales, particularly in business development. Former Vice President of New Business Development at Rebisco. Held various leadership positions at Century including Global Brands Group Head, Country Head - China, and Sales Development Head

**Robert Crisencio C. Manansala**

Assistant Vice President &
Director Fish Procurement
Year Joined: 1998

Has extensive experience is marine procurement and sustainability. Has been with CNPF for 25 years and held various management positions including Export Sales Assistant Manager

**Janina Mara T. Mendoza**

Assistant Vice President - Export Business
Year Joined: 2006

Held various management positions in Century Pacific's export operations, including International Sales Officer and Sales and Marketing Manager. Completed post-graduate studies in Management at the University of Asia and the Pacific. Holds a bachelor degree in Humanities from the University of Asia and the Pacific



Joseph Edwin A. Quimpo

Assistant Vice President - Supply and Demand Chain

Year Joined: 2012

Built Century Pacific's demand planning systems and processes and worked with stakeholders in optimizing trade marketing budgets. Held various demand planning and inventory management roles in Beiersdorf Philippines, Del Monte, and McKenzie Distribution. Holds a bachelor degree in Management Engineering from Ateneo de Manila University



Bianca Rein Marie A. Gutierrez

Supply Chain Transformation Director

Year Joined: 2024

Leads Supply Chain Operations Transformation and End to End Planning. Has over 20 years of multi-discipline experience in Supply Chain, including demand & supply planning, warehouse & transport operations, cross-border logistics, and customer experience. Previously held supply chain leadership positions in P&G, Puregold, and J&J/Kenvue. Holds a bachelor degree in Manufacturing Engineering & Management from De La Salle University



Maria Cristina M. Villanueva

Assistant Vice President - Demand and Supply Planning

Year Joined: 2025

Rejoined the Company in 2025, leading integrated planning across Demand, Production, Inventory Control, and Distribution. Previously served as Head of Demand Planning where she helped modernize the function. Brings prior supply chain leadership experience from Beiersdorf Philippines and Del Monte Philippines. Holds a bachelor's degree in Industrial Engineering from the University of Santo Tomas



Daxter J. Temonos

Assistant Vice President - Special Projects

Year Joined: 2025

Has over 25 years of manufacturing and engineering leadership experience across global FMCG companies. Previously Engineering Services Director at Dole Philippines and held senior roles at Cardinal Agri and Nestlé, leading plant start-ups, commissioning, and multi-category operations locally and abroad. Holds a degree in Chemical Engineering from the University of the Philippines Diliman



Herminia B. Narciso

Assistant Vice President - Tuna Plant Operations
Year Joined: 2016

Has over 25 years of experience in quality assurance and plant operations. Held various operational management roles in Century Pacific, including Plant Manager of the tuna and coconut operations. Previously served as VP for Plant Operations at Alliance Select Foods International. Holds a bachelor degree in Chemistry from Western Mindanao State University

**Arriel S. Onesa**

Assistant Vice President - Sardines Manufacturing
Year Joined: 2008

Held various management roles in Century Pacific's sardines operations, including Plant Finance Comptroller and Plant Manager. President of the Industrial Group of Zamboanga and Vice Chairman of DOLE9 ITC for Fishing & Canning. Certified Public Accountant. Holds a bachelor degree in Commerce, Major in Accounting from Ateneo de Zamboanga University

**Corazon Joyce R. Rebosura**

Assistant Vice President & Plant Technical Director - Coconut
Year Joined: 2017

Chemical Engineer with over 20 years experience in beverage manufacturing in Coca-Cola. Led total factory operations covering production, quality, engineering and maintenance, logistics, demand and operations planning, procurement, finance, and HR

**Napoleon A. Benitez**

Plant Technical Director - Coconut
Year Joined: 2024

Has over 30 years experience in research and development, quality management, food manufacturing, and food distribution operations. Holds a post graduate degree in Supply Chain Management from the College of St. Benilde De La Salle University. Completed the Program on Quality Management from the Association of Overseas Technical Scholarship in Japan



Jinky M. Mercado

Assistant Vice President - Meat Manufacturing
Year Joined: 1996

Held various quality assurance, research and development, and production management roles, including Plant Manager of Century Pacific's Meat Division. Started her career at Inglenook Food Corporation, working in quality assurance and R&D. Holds a bachelor degree in Food Technology from Polytechnic University of the Philippines



Arlene A. Librella

Assistant Vice President - Milk Manufacturing
Year Joined: 2004

Held various management roles at Century Pacific's milk and tuna operations, including Plant Manager, Production Manager, Quality Control Manager and Corporate QA Chemist. Holds a bachelor degree in Chemistry from the University of the Philippines Diliman



Emmanuel B. Mernilo

Assistant Vice President - Packaging & Purchasing
Year Joined: 1993

Concurrently serves as head of Millennium General Power Corp and Millennium Land Development Corp. Has over 25 years of experience in general management, finance and accounting, and plant operations. Served as the business unit controller of Century Pacific's Tuna OEM division. Holds a bachelor degree in Accounting from Philippine Christian University. Completed the Management Program from the Asian Institute of Management



Nelson O. Albano

Assistant Vice President - Corporate Engineering
Year Joined: 2023

An engineering professional with extensive experience in the field. A former Engineering Head at Nestle Philippines and PETValue. Held various engineering roles in Pepsi Cola, Amcor, and Procter & Gamble



Kartini R. Lim

Assistant Vice President - Corporate Planning
Year Joined: 2017

Has extensive experience in finance management and partnering, driving competitive and profitable growth in the fast-moving consumer goods and food industry. Held various management positions in finance at Unilever Philippines, Citi, and Ramcar. Holds a bachelor degree in Management Engineering, Major in Finance, from the Ateneo de Manila University

**Jayravi D. Maas**

Assistant Vice President - Corporate
Controllership
Year Joined: 2001

Held various management positions in Century Pacific, including Internal Audit and Corporate Accounting. Held key roles in building CNPF's accounting system and in restructuring its accounting organization. Has a deep knowledge of the company's processes and operations, with experience in investment consultancy. Is a Certified Public Accountant. Holds a bachelor degree in Accounting from the Polytechnic University of the Philippines

**Nelia A. Pura**

Assistant Vice President - Sales Finance
Year Joined: 1997

Held various management roles in Century Pacific, including Business Unit Controller for the marine and milk segments. Part of the core team that set up the Company's international operations in North America and China. Previously worked at RFM Corp. Certified Public Accountant and Certified Management Accountant. Holds a bachelor degree in Business Administration and Accounting from University of the East

**Analyn C. Teodosio**

Assistant Vice President - Meat Finance
Year Joined: 1998

Has over 21 years of extensive experience in audit, credit and collection, financial reporting, taxation, cost and management reporting and plant controllership in fast-moving consumer goods industry. Started her career in SGV & Co as associate auditor. Certified Public Accountant and Certified Management Accountant. Earned MBA units from the Ateneo Graduate School of Business.



Rocelyn P. Sinocruz

Assistant Vice President - Domestic Tuna Finance
Year Joined: 2007

A homegrown talent at CNPF. A Certified Public Accountant who has held various management roles including Business Unit Controller for Branded Tuna Business and Vita Coco. Served as the Controller for Global Brands including its Vietnam, China, and North America operations. Has extensive experience in financial, cost and management reporting, consequently gaining a profound understanding of the company's intricate processes and operations



Resthelyn C. Padua

Assistant Vice President - Dairy Finance
Year Joined: 2015

Served as controller in CNPF Sardines prior to joining Dairy. Has a long-standing career in finance and audit. Formerly from top global accounting firm, Deloitte. Headed finance organizations domestically and abroad. Held key roles in establishing CNPF's Pet Food business and in the acquisition and integration of Ligo. Is a Certified Public Accountant, a Certified Management Accountant, and Chartered Financial Analyst. Holds a bachelor degree in Accountancy from Trinity University of Asia



Vilmar R. Pangasian

Assistant Vice President - OEM Tuna Exports Finance
Year Joined: 2005

Serves as controller of General Tuna Corporation. Has over 20 years experience in various fields in finance and accounting services. Held a vital role in creating and expanding CNPF plants into Zamboanga and Taguig. Also serves as the controller of several CNPF subsidiaries: Century Pacific Foods Packaging Ventures Inc., All Forward Warehouse Inc., and Millenium General Power Corp. A Certified Public Accountant and holds bachelor degree in accounting from La Salle University Ozamiz



Mylene D. Natino

Assistant Vice President - OEM Coconut Exports Finance
Year Joined: 2010

Has been with Century Pacific for 15 years, playing a key role in delivering financial analyses, business cases, and feasibility studies that supported strategic expansions, acquisitions, and long-term customer agreements. Her work has strengthened operational optimization and competitiveness. Holds a bachelor's degree in Accountancy from General Santos Foundation Inc. College



Paul V. Hernandez

Assistant Vice President -
Information Technology
Year Joined: 2010

Held various positions at Intel, including Global Automation Assembly/Test Technology Development Integration Manager, Strategic Computing Enabling Manager, Philippines IT Manager, and Data Automation Head. Completed the Management Development Program of Asian Institute of Management. Holds a bachelor degree in Electrical Engineering from the University of the Philippines

**Cristine Marie M. Galang**

Assistant Vice President - Digital
Business Solutions
Year Joined: 2024

Has a wealth of experience in IT management, having held leadership positions in renowned global companies. Successfully implemented IT Service Management best practices in companies like Blackberry and Procter & Gamble, and Uniqlo. Holds a masteral degree in Business Administration from the Ateneo Graduate School of Business and a bachelor degree in Information Technology from the University of Asia and the Pacific

**Carl Marlon N. Fronda**

Assistant Vice President - Corporate
Quality Assurance
Year Joined: 2025

Brings extensive quality and operations leadership experience across the food industry. Previously QA Head for Mindanao Operations at Del Monte Philippines and Plant General Manager at Cardinal Agri. Held senior roles at Franklin Baker, leading quality systems and food safety programs. Graduated Cum Laude with a degree in Chemistry from the University of the Philippines Los Baños

**Atty. Alvin A. Manuel**

Assistant Vice President - Employee and
Labor Relations, HR Service Delivery
and Plant Operations
Year Joined: 2020

Spearheads the planning and implementation of all employee and labor relations program of the Group. Former HR Director of PepsiCola Philippines and HR Executive of Solaire Resorts and Casino. Lawyer by profession and holds a masteral degree from the Ateneo Graduate School of Business



Samuel V. Santillan

Sr. Internal Audit Dept Manager
Year Joined: 2008

Has over 37 years of experience in auditing, finance, and accounting management roles. Worked with various companies in the auditing, manufacturing, shipping, retail and trading industries, including SGV & Co, PepsiCo Inc, Baliwag Navigation, NutriAsia, Marsman Drysdale Inc, and Pilipinas Makro Inc. Obtained MBA units from De La Salle University.



Atty. Maria Rosario L. Ybañez

Legal Counsel & Compliance Officer
Year Joined: 2018

Concurrently serves as the Corporate Secretary of Shakey's Pizza Asia Ventures. Over 20 years of experience in corporate, civil, criminal, labor, and intellectual property law. Graduated from Ateneo de Manila University with a Bachelor of Science degree in Legal Management, and received a Juris Doctor degree from Ateneo de Manila University, School of Law



Jenifer Mae S. Tecson

Investor Relations Head
Year Joined: 2020

Has extensive experience in business strategy, brand development, innovations and communications from Unilever Philippines and Sinag Consultancy. Transitioned to Investor Relations, playing key roles in stakeholder management, sustainability, corporate acquisitions and public relations. Is a Certified Public Accountant. Holds a bachelor degree in Business Administration and Accountancy from the University of the Philippines

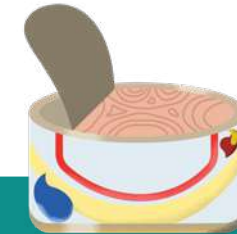


Leadership Council Chronicles

Building Consumer Trust

by **Greg Banzon**

Executive Vice President & Chief Operating Officer



Consumer trust has always been the foundation of our brands and remains a central driver of our growth. Across Century Pacific's portfolio, our brands are built on four enduring pillars: deep brand love, consistently reliable quality, affordability, and relevance to real consumer needs.

Deep Brand Love

For decades, we have nurtured strong relationships with Filipino households through marketing anchored on meaningful consumer insights—reflecting everyday aspirations of love and care for family, good health, affordable nutrition, and a better life. By speaking authentically to these insights, we have earned more than awareness; we have built emotional connection. This connection translates into trust, fueling brand loyalty that proves resilient during periods of inflation and economic uncertainty, while also enabling consumers to embrace innovation as their needs evolve.

A notable example is Century Tuna, which has long positioned tuna as a nutrient-dense source of protein aligned with health and fitness. For over two decades, the Century Tuna Superbods competition has inspired Filipinos to pursue their own fitness journeys, strengthening the brand's credibility and emotional connection.

Consistent Reliable Quality & Affordability

Our research consistently shows that consumers view CNPF brands, including Argentina, Birch Tree, 555 Sardines, and Coco Mama, as brands that understand their needs and deliver dependable quality at the right level of affordability. Even in highly competitive environments, consumers continue to choose our brands because they trust our value proposition.

Across categories, our portfolio serves a broad cross-section of income segments, from entry-level households to more affluent consumers, providing great-tasting, nutritious, and accessible food. This consistency has cultivated strong household penetration domestically and growing loyalty across global markets. Our promise remains simple yet powerful: dependable quality at a fair price.

Relevance

Behind every trusted brand is disciplined execution. Across the organization, we emphasized operational discipline by maintaining high quality standards, ensuring dependable supply, managing costs responsibly, and collaborating closely with trade partners.

We continue to invest in world-class manufacturing, responsible sourcing, and meaningful innovation that responds to real household needs. Recent initiatives, from new formats and flavors under existing brands via the launch of Blue Bay Corned Tuna to new concepts such as ready-to-eat rice meals through the new brand, Superbowl, demonstrate our commitment to relevance. Our more than 100-strong R&D organization, housed at the Century Pacific Innovation Center of Excellence, works continuously to enhance our core brands while developing the next generation of products.

Strong distribution partnerships and close collaboration with customers ensure accessibility across channels, while thoughtful pricing strategies keep our products within reach of everyday consumers. These reinforce our shared commitment to accessible, affordable nutrition.

In 2025, trust proved especially powerful. Amid inflationary pressures and cautious consumer sentiment, households gravitated toward brands they knew and relied on. Century Tuna, 555 Sardines, and Argentina all grew ahead of their respective categories, while our dairy portfolio, led by Birch Tree Fortified and Angel culinary milks, gained market share. This “flight to reliability” strengthened loyalty, reduced switching, and sustained performance despite tighter household budgets. Retailers and consumers alike looked to CNPF for stability and leadership in keeping quality nutrition affordable.

The year also tested brand trust through rising input costs, competitive intensity, and supply chain volatility. We addressed these challenges through productivity improvements, responsible pricing actions, and continued investment in brand building and quality.

Our guiding principle remained clear: protect long-term brand health over short-term gains. We do not compromise product integrity, consumer value, or brand credibility.

When trade-offs are required, we pursue efficiency, innovation, and portfolio balance—ensuring growth is sustainable and equity-driven. Looking ahead, our ambition is to build brands that are not only growing, but trusted, relevant, and enduring. Success will be measured by deeper household penetration, stronger consumer loyalty, expanded access to affordable nutrition, and continued progress in sustainability and responsible sourcing.

As consumer expectations evolve, three principles will guide us forward: staying relentlessly consumer-first, executing with consistency and discipline, and safeguarding trust as the foundation of growth.

Trust is not built in a single campaign or quarter—it is earned every day through what we deliver. At Century Pacific, we remain committed to nourishing lives, serving communities, and strengthening the trust placed in our brands by millions of consumers in the Philippines and in many markets abroad.



Leadership Council Chronicles

The Capability That Compounds

by **Chad Manapat**
Chief Financial Officer

Capability is the quiet engine behind sustainable growth. I've seen that firsthand.

When I joined Century Pacific in 2012, our entire management committee fit around a single boardroom table. We weren't listed yet. Today, that table would need to be several times larger - and it still wouldn't hold everyone whose decisions and actions shape this company. We're now present in over 80 countries, playing in categories we once only aspired to enter, with revenues roughly four times what they were at IPO. Yes, we've come far. But the mission that brought us here is far from finished, and that's exactly why we keep choosing to grow.

The lesson I keep coming back to is this: growth that lasts is built on capability, and like any good investment, it compounds - the discipline to know where to focus, the caliber of the people who make it happen, and the culture that holds it all together. It starts with focus. Every yes has a corresponding no, and the discipline to hold that line is what lets us go deep rather than wide. This discipline frees us to invest in what actually strengthens the company. Creating food that's delicious, nutritious, and affordable is not just a tagline but a constraint that shapes every product and pricing decision we make. Building brands people trust, strengthening our processes and operations, and developing our people - none of these work unless the parts reinforce each other.

However, focus only works when the right people are behind it.

We're deliberate about who we bring in - focused, talented individuals who share our values. We set a high bar, but we also back our people with real ownership, real decision-making authority, and real accountability for results. We invest in developing them, from our production lines and warehouses to our office teams. When people have both the ability and the support to take action, things move faster.



Ultimately, what holds all of that in place – and what I think is the hardest capability to build – is culture. You can't manufacture it, and you can't fake it for long. A consultant we work with put it plainly after an extended engagement with our teams: Century Pacific is one of the companies they've encountered where politics are minimal and people simply want to deliver. That observation stuck with me because it named something I've experienced for thirteen years but rarely heard articulated from the outside. Malasakit. Entrepreneurial mindset. A genuine drive for excellence. Culture reinforces performance, and performance reinforces culture. This one compounds too.

2025 was no exception. Truth be told, the past few years have all tested these. Consumers were under pressure. Input costs wouldn't settle. We had to make real trade-offs, such as deferring some innovations, pulling back on certain promotions, and saying no to systems that weren't the right fit (yet). What to fund, what to defer, when to push, when to pull back. That's the job. But even through all of that, the results came through. We were able to meet our financial commitments, share the hard-earned gains with our stakeholders, and still make strategic bets where they mattered.

To name just a few: we acquired Loma Linda, a 135-year-old plant-based brand, pairing it with our own unMeat under one roof. We secured a coconut processing facility in South Cotabato, creating 800 jobs in Mindanao. We signed our first Korean endorser to strengthen our Century brand. I could go on, but honestly, the list of things we said no to is longer. Great business leaders say that the companies that grow well through difficult years aren't the ones that try to do everything. They're the ones that choose well. That is what we try to be. We don't always get it right, but it is the standard we hold ourselves against.

I'm grateful to this company and to every colleague I get to work with. The job is hard, but the work is fun. Five or ten years from now, the challenges will be harder for a company that will have grown much larger. But we'll also be better equipped: a deeper bench, stronger systems, sharper instincts, and a culture that only gets more reinforced with each cycle. Each part strengthens the others. That's how capability compounds: not in a single year, but across them - quietly, consistently, and with increasing force. That's how we see our mission through.



Leadership Council Chronicles

Shaping Healthier Choices Every Day

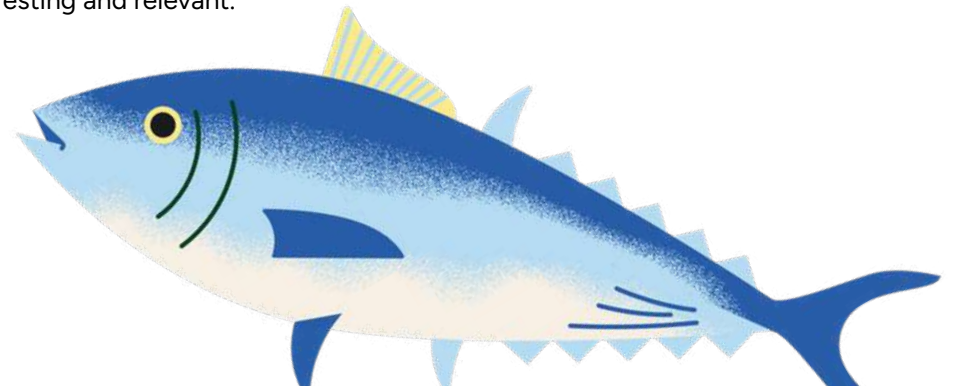
by Carlo Endaya
Vice President of Domestic Tuna



With the proliferation of content that bombards our consumers every day, not just online but also in real life, it is always a constant battle to get their attention. Social media algorithms are designed to keep consumers engaged and scrolling endlessly. Streaming services, with their knowledge of subscribers' profiles, know exactly what content will get them to binge-watch. And of course, there are the demands of family, work, and school that are oftentimes urgent and important. Amid multiple responsibilities and distractions, it is not a surprise that thinking about one's health can sometimes take a backseat in the minds of our consumers.

When we talk to our consumers, they constantly identify their health as one of their top priorities. They do not want to get sick and aspire to stay fit and be stronger for longer. Why, then, is health not usually the top trending topic in their lives? I believe there are two key reasons for this: (1) Becoming healthy is a long-term journey, not instantly gratifying and (2) Consumers are driven by emotions – the more passionately they feel about a topic defines how much attention they will give it. Because of these 2 reasons, health is not always top of mind.

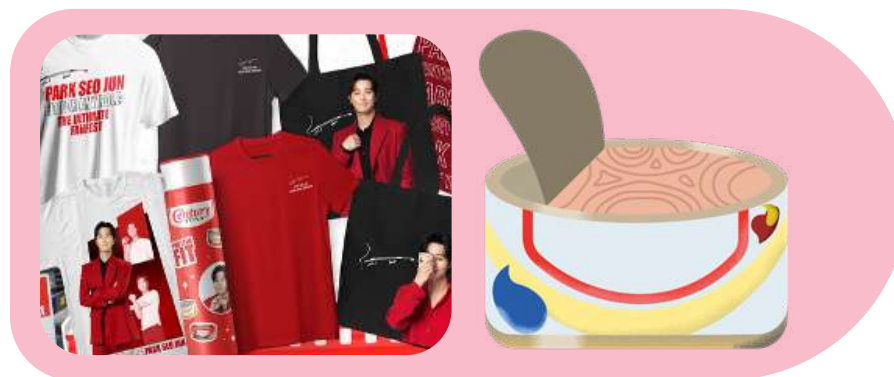
Our mission in Tuna is to ensure that people not just aspire for but also live the best and healthiest version of themselves. To progress with our mission, we need to understand our consumers well and keep our Health message interesting and relevant.





A defining moment for Century Tuna in 2025 was our Protein-Fit campaign with Park Seo Jun (also known as PSJ), which brought one of the world's most influential K-drama stars to the Philippines. We sought to tap a new community for our brand – the K-fans in the Philippines, a sizeable and highly engaged segment by partnering with PSJ, whose active and healthy image aligns with Century Pacific's health positioning. Beyond the excitement, the campaign reinforced a powerful truth: health resonates most when communicated as aspirational yet relatable. There are several ways to describe how Tuna is good for your body, but we decided to focus on a benefit that is abundant in our Tuna products yet under-served in the Filipino diet – getting the right amount of Protein.

Park Seo Jun helped us elevate protein from a functional ingredient into a lifestyle enabler of being "Protein Fit", supporting strength, confidence, and everyday performance. This authenticity strengthened brand trust and expanded Century Tuna's relevance among both loyal users and new consumers. We also immersed in the world of K-fans, by engaging them with merchandise, photo cards and the biggest fan meet for PSJ. The message resonated not just to PSJ fans but also to the vast majority of our audience.



These efforts translated into strong business results. In 2025, the Tuna Business Unit delivered **double-digit volume and revenue growth**, achieved **record-breaking profit**. We saw growth across **all our Tuna brands** with **Century Tuna leading the pack**. This performance reflects our ability to scale health at the right price points, ensuring that nutritious food remains affordable and accessible to millions of Filipino households.

Looking ahead, success in health and wellness means staying deeply consumer-led while remaining disciplined in execution. We will continue to drive the health agenda with our brands while keeping abreast of the Philippine pop culture. Even as Filipinos' attention is drawn to other aspects beyond their health, our commitment is to make the journey to becoming healthy (and eating Tuna along the way) always top of mind by aligning it with their passions and everyday lifestyles.



Business Spotlight

From Pressure to Performance

by **Ms. Mayette Siasoco**

Vice President & General Manager – Canned Meat Segment

Celebrating its 30th year as a premier canned meat manufacturer in the Philippines, Argentina remains dedicated to its long-term mission of delivering affordable, protein-rich options to the communities it serves. However, maintaining this commitment requires navigating an increasingly complex global landscape. The business is currently exposed to a range of external threats, including import vulnerability, currency weakness, and sourcing shifts resulting from intricate geopolitics. In response, CNPF Canned Meat is prioritizing the future-proofing of its portfolio to build a resilient business despite these international uncertainties.

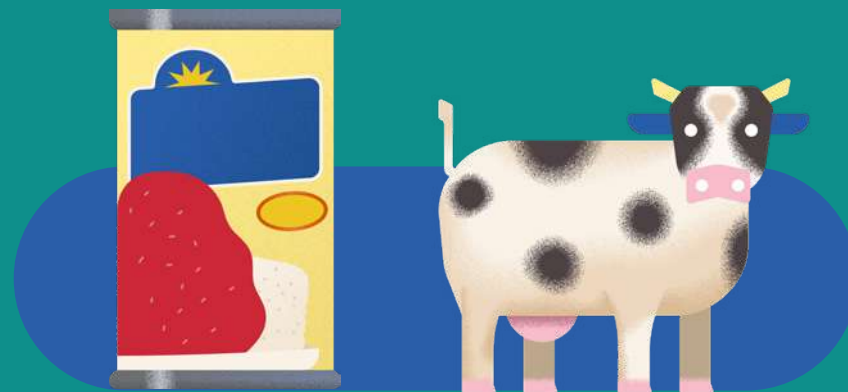
2025 represented a clear return to growth for the business. After a period of post-pandemic normalization, the canned meat category delivered 7% volume growth, primarily driven by improved performance in the Core Business and stronger execution across key SKUs.



Within this, the Corned Meat segment meaningfully outperformed, reversing its contraction in 2024 and ending 2025 in growth territory. This improvement reflects better demand traction, more effective in-market execution, and greater stability across the portfolio, positioning the category on a firmer footing as we move forward.

The Loaves business, returned to growth, as well. This was driven by a combination of well-timed price rollbacks and focused marketing initiatives that expanded usage beyond traditional breakfast occasions.

Another key milestone was achieved by Argentina Giniling (Ground Pork Mix). In just its fifth year in the market as a pioneer, the brand became the sixth in the portfolio to surpass 1 billion in revenues, supported by increasing household penetration in key regions in the country, highlighting both strong consumer adoption and the scalability of the platform.



To further elevate the business, the company's five-year strategic focus will center on capturing the Gen Z demographic, where evolving eating habits and emerging new consumption occasions are emerging. The strategy is anchored on repositioning the core portfolio as "quick and easy" culinary ingredients that fit modern, flexible meal occasions, while selectively developing new snacking formats within shelf-stable meats.

In parallel, the company will enter the "Smart Luxury" new spaces with the launch of a more accessible luncheon meat offerings, designed to broaden participation in affordable premium formats and capture growing interest among younger consumers, without compromising scale or value discipline.

The company's overarching ambition is to grow the category and reinforce its market leadership reach a 50% market share within the next five years. This will be driven by the continued scaling of value brands, the expansion of meat products into broader culinary applications, and the deliberate build-out of a sustainable presence in the smart luxury, affordable premium segment, a space where the brand does not currently compete but sees significant long-term growth potential.

Taken together, these initiatives are intended to convert current category pressures into a structurally stronger portfolio and a new phase of sustained, high-quality performance for the Canned Meat business.



Business Spotlight

Democratizing Nutrition

by **Timi Aquino**

Vice President of Dairy

At CNPF, we believe nutritious food should be accessible to every Filipino household. This philosophy serves as the Dairy Business Unit's lighthouse, guiding a value equation that balances nutrition, taste, and affordability. In a country with limited local dairy supply, "democratizing nutrition" requires managing a sophisticated global sourcing network to deliver essential protein, vitamins, and minerals while keeping prices within reach.

This mission has never been more critical. According to UNICEF, 26.7 per cent of Filipino children under five years old are stunted and approximately 672,000 children suffer from wasting. These persistent public health concerns are further complicated by economic headwinds that have heightened price sensitivity across all income groups. As a strong and growing brand in a market led by an established player, distribution remains a constant hurdle. Yet Birch Tree Fortified Milk has emerged as CNPF's most widely available product, successfully placing affordable nutrition at the forefront of daily consumption. Our competitive price allowed us to remain relevant when households needed it most, ensuring families did not have to sacrifice quality nutrition.



Fueling Creativity and Entrepreneurship

While Birch Tree addressed daily nutritional needs, Angel played a vital complementary role this year. Driven by the nationwide “graham bar craze”—a testament to Filipinos’ creativity—Angel saw unprecedented volumes. By providing affordable culinary dairy, we supported the growth of small food stalls and micro-entrepreneurs, proving that our impact extends from the family table to the local economy.

Strengthening the Access Network

Our commitment to accessibility is reinforced by strategic product design and expanded distribution, which reached a five-year high in 2025. We achieved this growth by offering Birch Tree Fortified value packs and free grammage promotions that enhanced value for budget-conscious shoppers. Furthermore, our active participation in government programs and localized support for entrepreneurs helped bridge the gap in underserved areas. In 2025, Birch Tree was recognized at the 2025 CNPF Sibol (Sustainability) Awards for its Nutrition Mission, serving 3 million glasses of milk to communities across the country.

Scaling for the Future

Our portfolio now spans the full spectrum of Filipino life stages—from premium offerings like Birch Tree Adult Boost and Angel Creams, to economy staples such as Birch Tree Fortified and Evaporated milk. This strategy has moved the needle on national health, with milk usage in 2025 reaching its highest level in Philippine history and with per-capita consumption increasing by 35% since Birch Tree’s launch. Looking ahead, we believe that the more we win, the more Filipinos we help. With the local dairy market still underdeveloped, we remain committed to pioneering new drinkable and culinary applications, strengthening our capabilities to support sustainable, long-term growth for the nation.



Business Spotlight

The Discipline of “Never Arriving”

How Humility Became Our Competitive Advantage

by **Ralph Umali**

Vice President – Domestic Sales

Most companies do not fail because they lack intelligence. They fail because reality arrives before honesty does. By the time acknowledgement comes, the correction is already too expensive.

In business, reaction time matters, and reaction time is shaped by culture. That is why humility—often mistaken for softness—can become a profound competitive advantage. Not because it lowers standards, but because it keeps organizations close to reality.

At Century Pacific, this philosophy did not come from a management framework or leadership seminar. It came from a man many of us simply called *Tatay*.

Since our IPO in 2014, our domestic sales revenue has more than tripled, even as our portfolio expanded to more than 400 products. Today those products reach nine out of ten Filipino households through more than 800,000 outlets nationwide. That kind of growth did not happen despite staying close to our customers; it happened because of it.



The Inheritance

Ricardo Po Sr. built Century Pacific from the ground up, but what he left behind was larger than a business. He left behind a discipline: work harder than you ask others to work, treat people with dignity regardless of status, stay close to the customer, and never allow let success to convince you that you have already figured things out.

Many who knew him still remember the words he repeated often:

**“Do more good, help more people,
and be humble.”**

——— **Ricardo S. Po, Sr.,**
Founder of Century Pacific

Simple advice. But enduring cultures are usually built on simple principles practiced consistently.

Humility, in this context, was never about appearing modest. It was about remaining teachable.

As organizations scale, they naturally become more insulated from reality. Dashboards replace conversations. Presentations become cleaner than conditions on the ground. Confidence grows, while curiosity declines.

And the moment curiosity declines, decline itself quietly begins. Companies rarely collapse all at once. More often, they drift away from customers, partners, and frontline truth. Humility interrupts that drift by forcing organizations to keep listening long after success suggests they no longer need to.



Ego Is Expensive

The opposite of humility is ego, which is also one of the least discussed costs in business.

Ego slows learning. It delays acknowledgment and converts feedback into a threat rather than a source of information. Organizations driven by ego spend enormous energy defending decisions that should simply have been corrected.

Healthy organizations behave differently.

A few months ago, I found myself in a brief elevator ride with our President and CEO, Teodoro Po. I mentioned, almost in passing, that our service levels had been under strain and that the sales team had been absorbing much of the pressure on the ground.

Before I could finish the thought, he stopped me.

“Ralph, I am sorry your team is bearing the brunt of our mistakes. This is on me. We should have planned better. We will fix it.”

No defensiveness. No explanation. No instinct to protect authority. Just accountability, delivered directly, between floors.

I walked out of that elevator thinking: This is exactly why people stay. This is exactly why partners trust us.

The exchange lasted less than a minute, but it revealed something important: the healthiest organizations shorten the distance between mistake and acknowledgment. Because markets move faster than ego can negotiate with reality. Ego-driven organizations are always late. Humble organizations tend to move earlier because they are less afraid of uncomfortable truths.

In volatile environments, humility, therefore, becomes a speed advantage.

Trust Compounds Quietly

Investors understand financial compounding. But trust compounds, too.

During Ondoy, Yolanda, the pandemic, and more recent global supply chain disruptions, the real test was never operational continuity alone. It was whether partners, customers, and communities believed we would continue showing up with steadiness, honesty, and accountability even under pressure.

During the pandemic, Century Pacific worked to extend vaccine access beyond our own employees, including distributor frontliners, retailer communities, and many of the logistics and sales personnel responsible for keeping food moving through stores during lockdowns.

The thinking was simpler than strategy: if the ecosystem around us remained vulnerable, none of us were truly secure. Because in difficult periods, relationships are tested by what companies are willing to do when there is no immediate economic return attached to the decision. And, over time, moments like these accumulate.

Anyone can appear values-driven during expansion cycles. Pressure reveals whether values are operational or merely aspirational.

This 2026, the conflict in the Middle East placed sustained pressure on our supply chain: in costs, timelines, and the difficult conversations we had with partners who were also navigating uncertainties of their own.

And yet, the partnerships held.

Not because we had perfect answers, but because we showed up prepared, transparent, and genuinely invested in finding solutions that worked for both sides.

What we have learned repeatedly is that trust, built patiently over decades, can stabilize relationships during periods when systems alone cannot.

Staying Close to Reality

As companies grow, leaders tend to become farther removed from shelves, stores, consumers, distributors, and the everyday friction of the market.

Sales is often misunderstood as the function that moves products. More fundamentally, Sales serves as the bridge between Century Pacific and the customer. It takes the full capability of the organization, the innovation of R&D, the reach of Marketing, the reliability of Supply Chain, the capability-building of HR, and translates it into something genuinely relevant for a retailer managing a specific format, a distributor serving a hard-to-reach municipality, or an e-commerce platform optimizing for discovery and conversion.

Ultimately, we bring integrated solutions shaped around the realities our partners face every day.

I remember a conversation a year ago about why sachets remained so resilient across categories despite repeated assumptions that shoppers would eventually “trade up” into larger formats.

The easy explanation was affordability. But on the ground, the reality was more nuanced.

Sachets were not merely affordability mechanisms. They helped households portion usage carefully, preserve freshness in homes with limited storage or refrigeration, avoid waste, and stretch constrained cash flow across daily needs.

That distinction mattered because consumer behavior often appears irrational from a distance. Up close, it is adaptive.

The moment a company becomes certain it fully understands the customer, it has already started drifting away from them.



The Discipline of “Never Arriving”

The future will demand even greater adaptability. Consumer expectations will evolve faster, channels will fragment and consolidate, and technology will reshape how products are discovered and evaluated.

In environments like these, strategy alone is insufficient. Whereas strategies can be copied, cultures grounded in humility are far harder to replicate.

In many ways, humility creates capital allocation discipline.

It builds skepticism toward growth detached from capability, encourages patience in categories that require long-term relevance rather than short-term excitement, and it reinforces a bias toward businesses where execution, affordability, and distribution depth continue to matter through economic cycles.

That posture has shaped Century Pacific’s evolution over time. We have generally expanded in areas adjacent to capabilities we already understand deeply—affordable nutrition, everyday consumption, and categories where operational excellence matters consistently—rather than pursuing scale for its own sake. Enduring growth is rarely built by assuming competence can simply be acquired overnight.

Over the past decade, Century Pacific has doubled in scale every five years. We are proud of that growth, but what matters more to us is how that growth was achieved: through the discipline of staying close to customers, remaining responsive during difficult periods, and continuing to learn even as the organization grows larger. What will not change is the mission Tatay built this company around, helping make affordable, nutritious food accessible to more Filipino households.

The discipline of “never arriving” is refusal to confuse scale with understanding. It is the recognition that enduring organizations stay teachable because the greatest threat to long-term success is often the certainty created by success itself.

What Tatay passed on was not merely a set of values, but a posture toward growth itself:

Stay grounded.
Stay useful.
Stay learning.

Malayo na. Pero malayo pa.



Financial Highlights

**For the 12 Months Ended
31 December 2025 (in PHP million)**

2025

2024

% Change

Profit and Loss Statement

Net Sales	83,296	75,492	10%
Gross Profit	20,944	19,705	6%
EBITDA	10,817	9,559	13%
Net Income	7,066	6,338	11%

Balance Sheet

Cash	2,885	3,228	-11%
Receivables	13,378	10,718	25%
Inventory	21,252	18,594	14%
Total Assets	64,976	55,241	18%
Trade & Other Payables	15,934	13,787	16%
Interest-Bearing Debt	7,907	3,324	138%
Total Liabilities	25,986	19,427	34%
Total Equity	38,989	35,814	9%

Cash Flows

Operating Cash Flows	4,531	7,996	-43%
Capital Expenditures	4,716	3,013	57%
Free Cash Flows	(185)	4,983	-104%
Net Change in Cash	(343)	-1,822	-81%

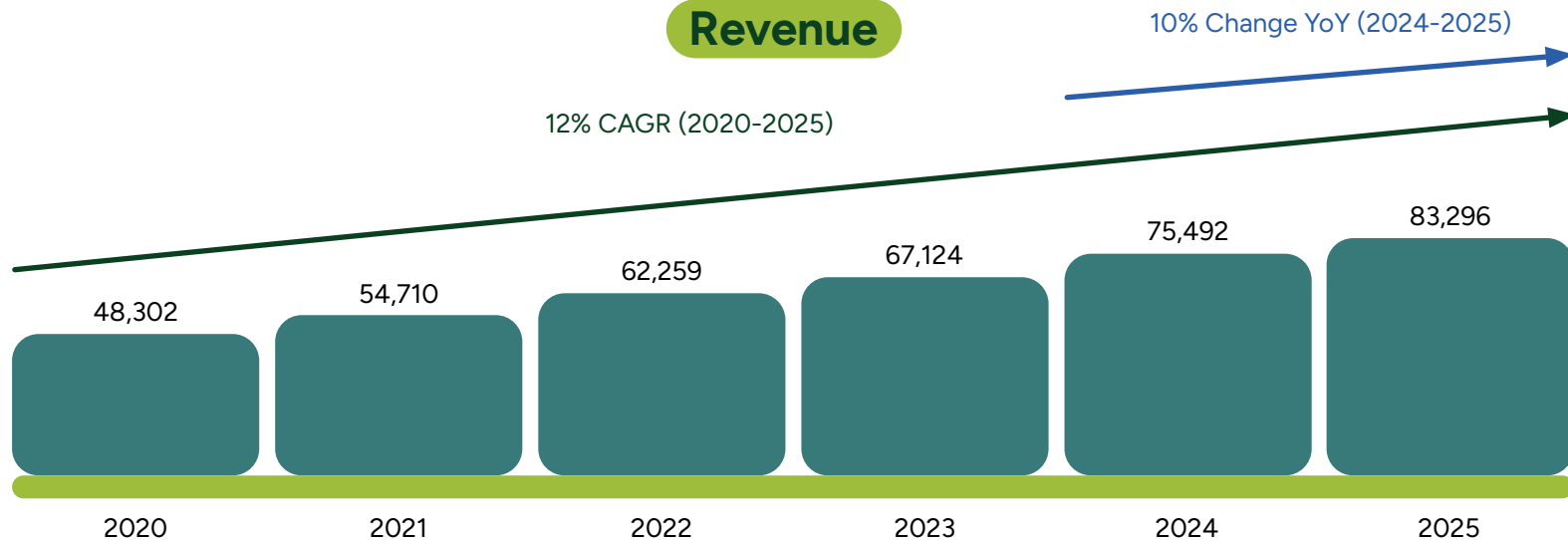
Ratios

Return on Equity	18.9%	18.5%	+0.4 pps
Net Gearing Ratio	0.13x	0.00x	+0.13 pps
Net Interest-Bearing Debt-to-EBITDA Ratio	0.46x	0.01x	+0.45 pps

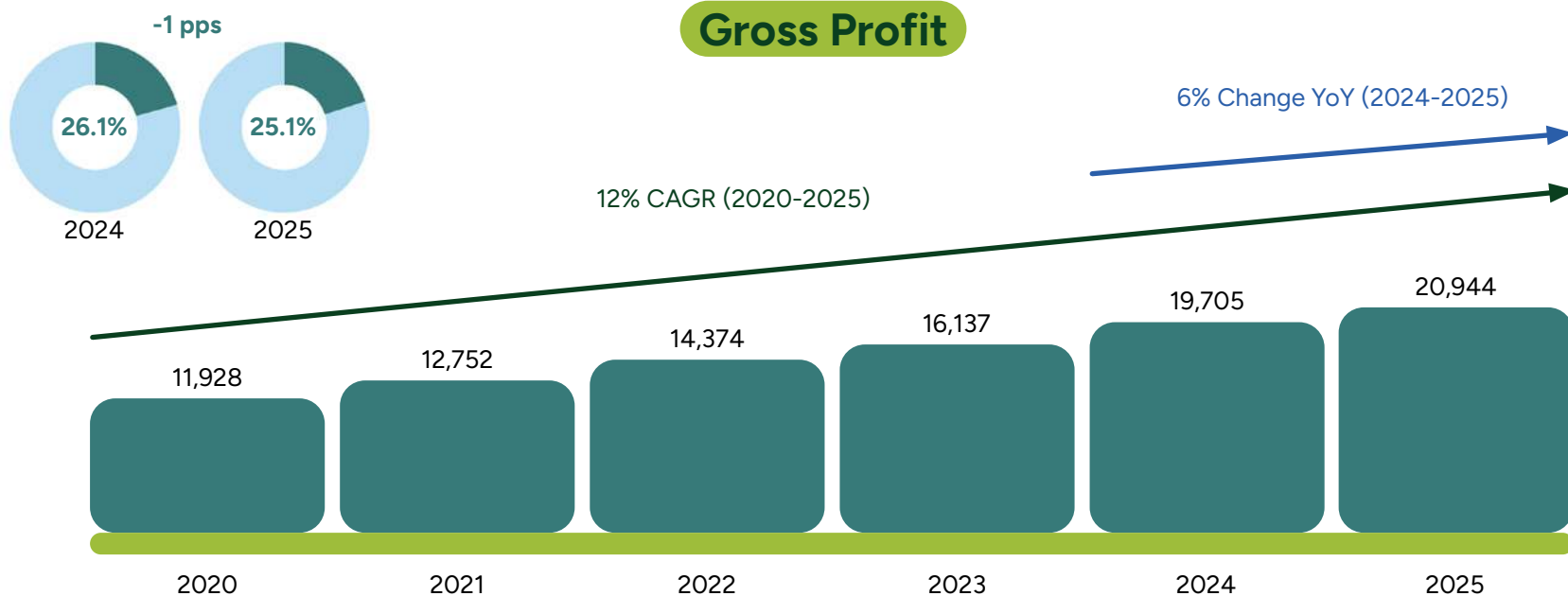
P&L Highlights (in PHP Millions)



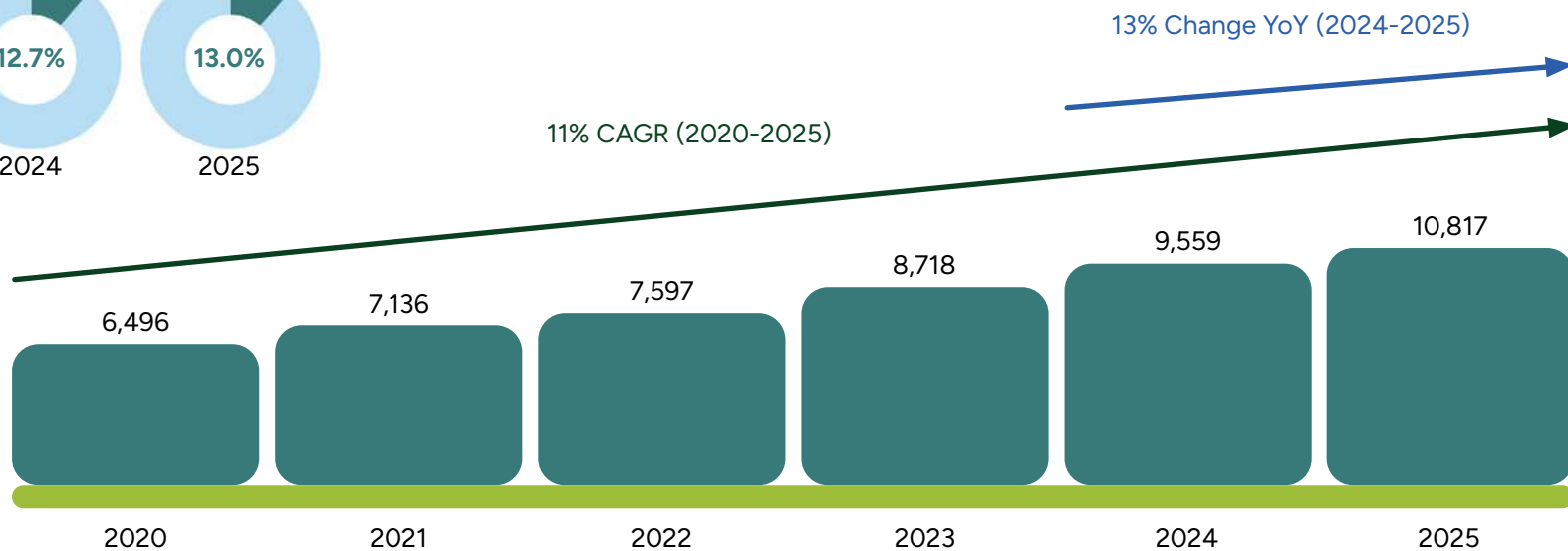
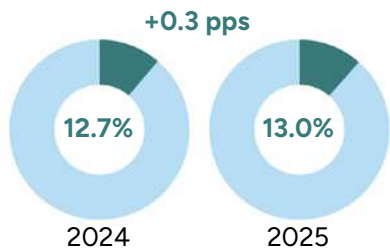
Revenue



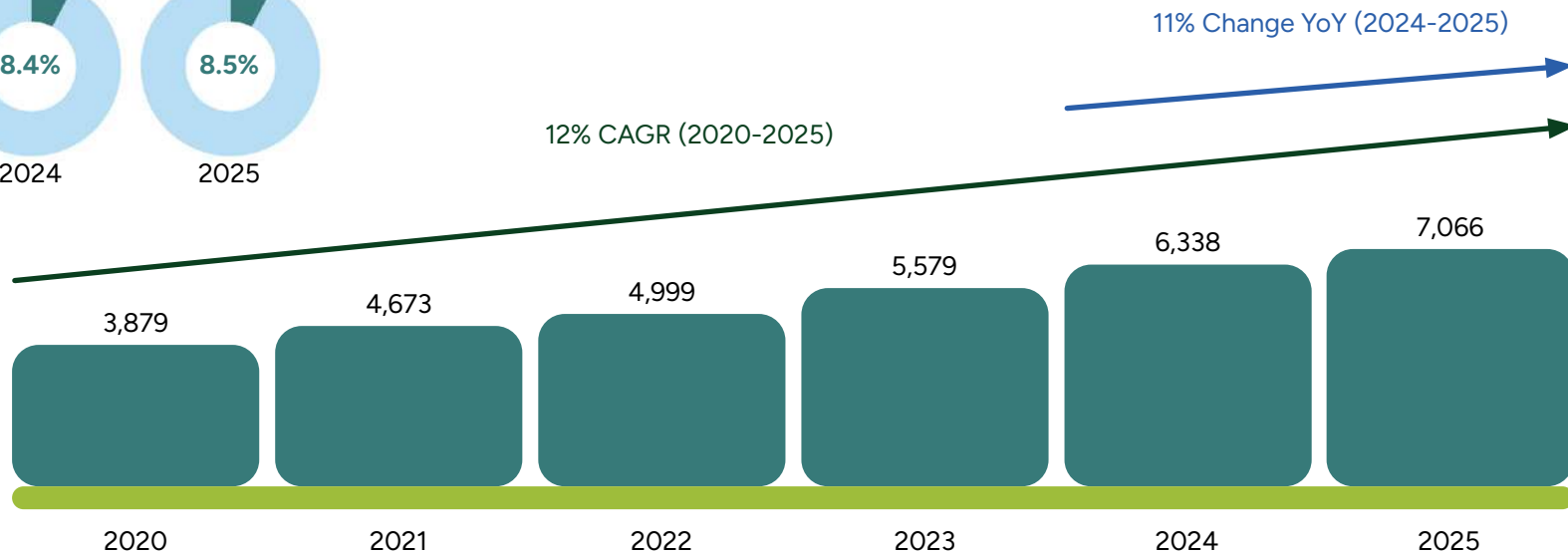
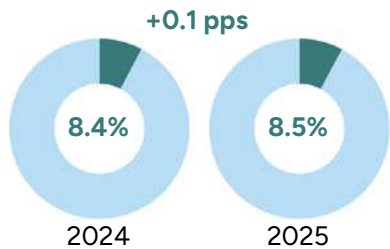
Gross Profit



EBITDA

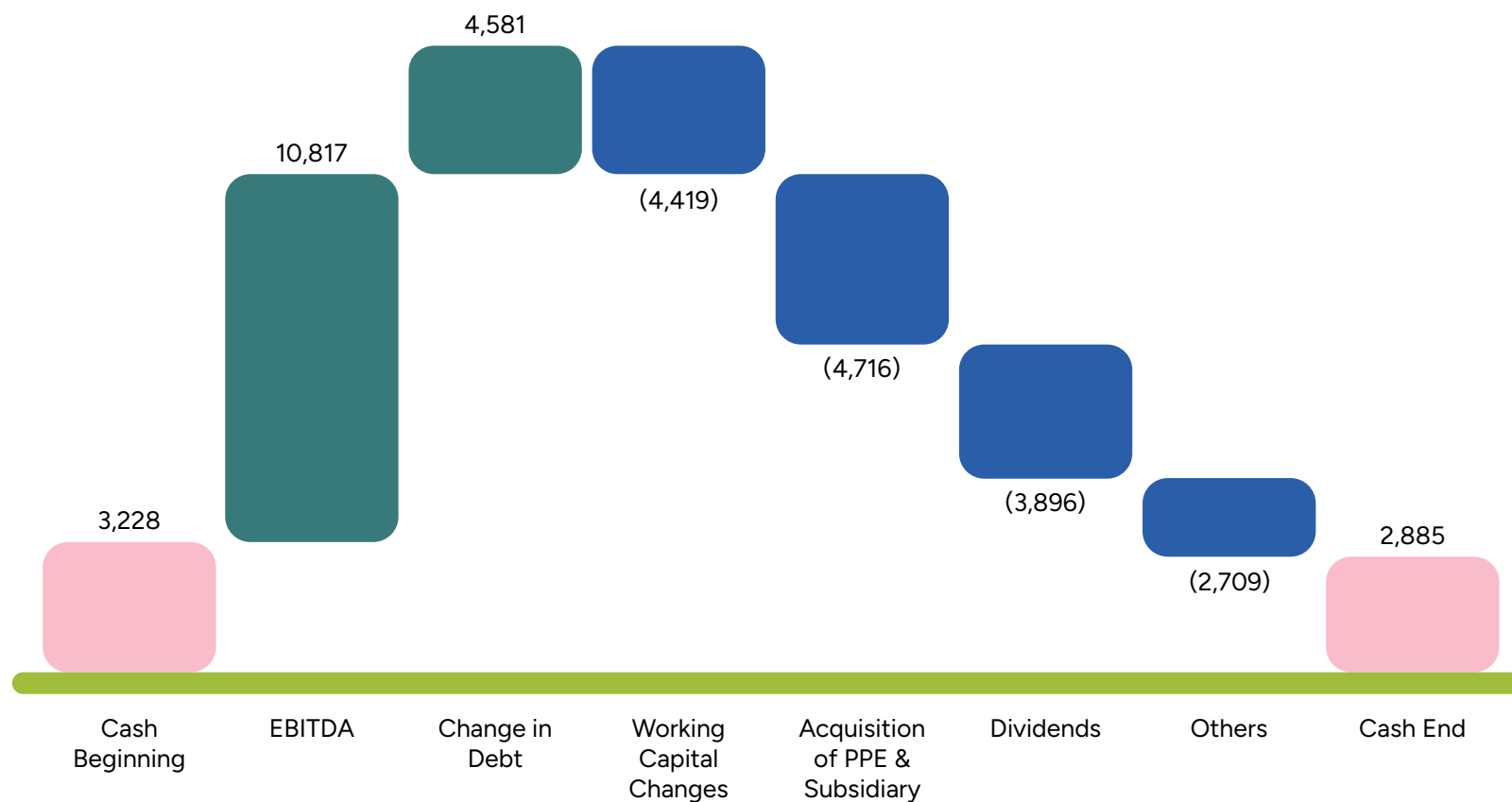


Net Income



2025 Cash Position

In PHP Millions



Other Highlights

Profit and Loss Statement	2020	2021	2022	2023	2024	2025
Return on Equity	19.1%	18.6%	18.6%	18.1%	18.5%	18.9%
Net Gearing Ratio	0.11x	0.12x	0.20x	0.03x	0.00x	0.13x
Net Interest-Bearing Debt-to-EBITDA Ratio	0.35x	0.43x	0.75x	0.11x	0.01x	0.46x
Total Assets	PHP 36,276M	PHP 40,880M	PHP 48,334M	PHP 51,542M	PHP 55,241M	PHP 64,976M



Measuring Our Financial Performance

In 2025, amidst much volatility in its operational landscape, Century Pacific was able to deliver double-digit revenue and profit growth. Its all-weather, multi-cycle portfolio allowed the Company to navigate economic headwinds more effectively, with the Branded portfolio delivering growth on the back of a relevant value proposition, more than offsetting the softness in exports.

Revenue Growth

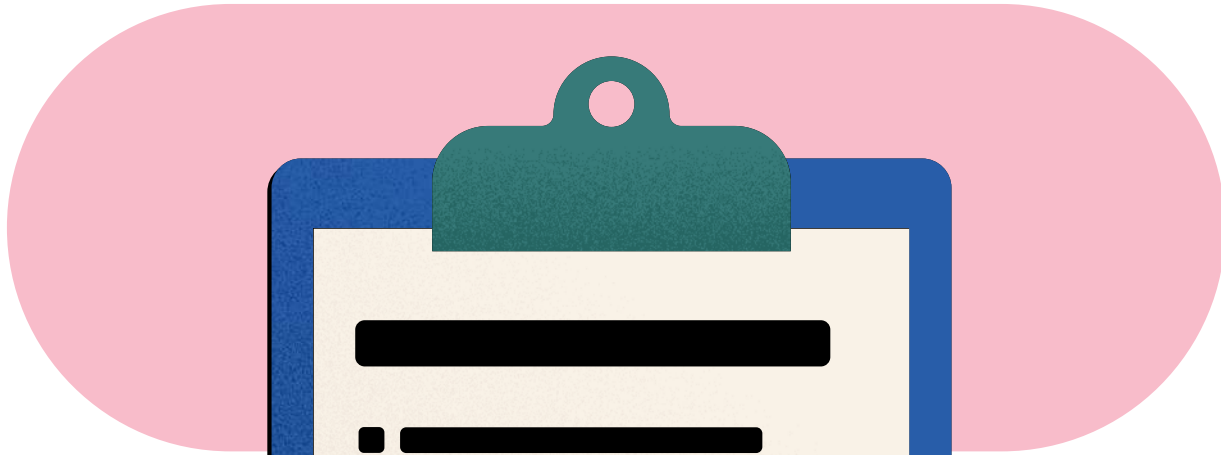
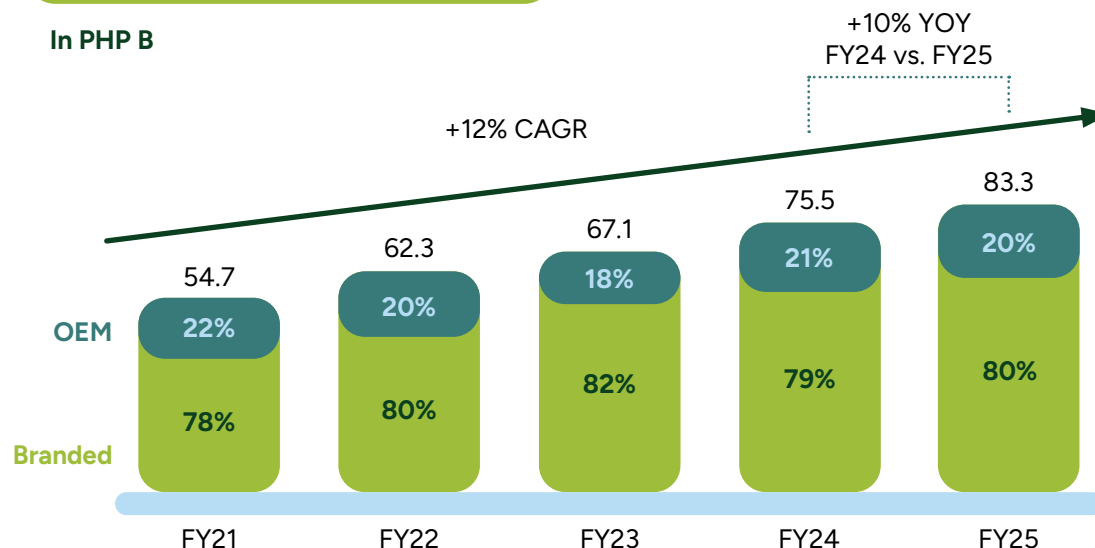
Total net sales this year, as reported in the audited consolidated financial statements, compared to the net sales of the previous year, as reported in the financial statements, for all business units

FY25 Topline Performance

Net Sales rose by 10% year-on-year, landing at Php 83.3 billion, reflecting a 5-year compounded annual growth rate of 12%.

CNPF revenue growth was volume-led and broad-based, primarily driven by the Branded business which compensated for the soft performance of OEM Export Sales. During the year, Branded posted a volume-driven increase of 13% YoY, fueled by the affordability, convenience, and nutritional relevance of its offerings. Meanwhile, our OEM Exports business, challenged by global trade uncertainty and an unfavorable commodity cycle, posted a mild uptick of 2% YoY versus a high prior year base.

5-Year Revenue Trend



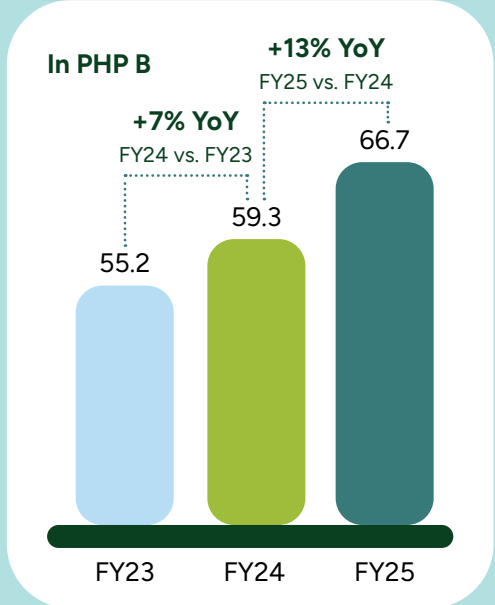


FY25 Branded Segment Performance

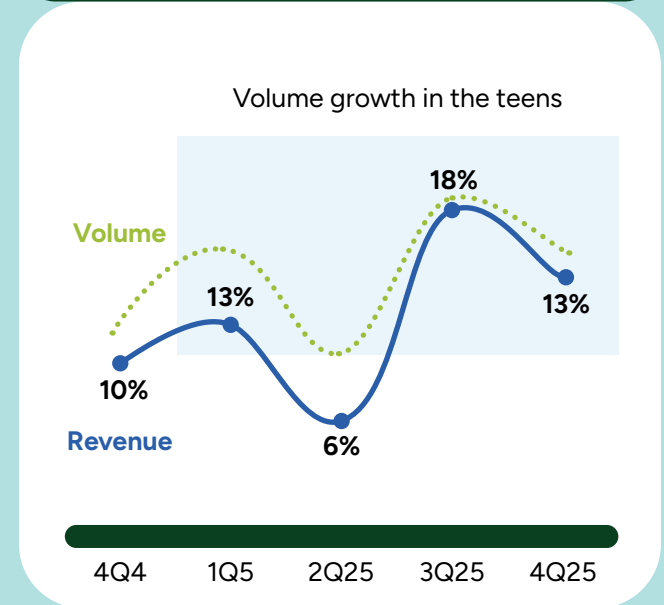
Total net sales this year compared to the previous year of the branded business units (Marine, Meat, and Milk & Other Emerging Segments)

Amidst crosswinds of stabilizing inflation coupled with soft consumer sentiment, CNPF's Branded segment, which continues to contribute majority of the Company's sales, saw FY25 revenues increase by 13% YoY. The segment's performance was volume-led, underpinned by consumer demand for trusted brands and our value-for-money staples.

Branded YoY Revenue Trend



Brand Quarterly Volume-led Growth

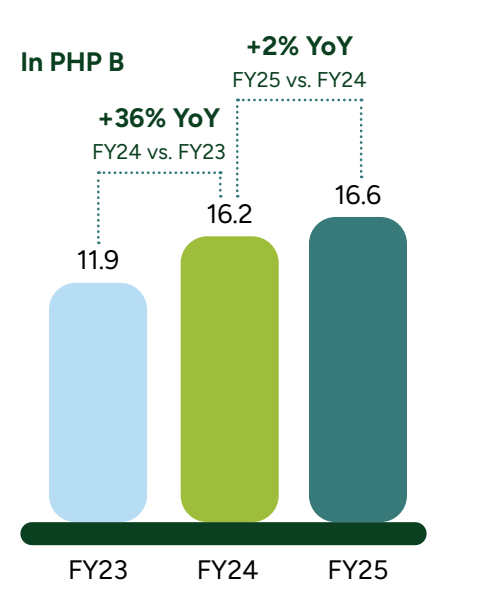


FY25 OEM Exports Segment Performance

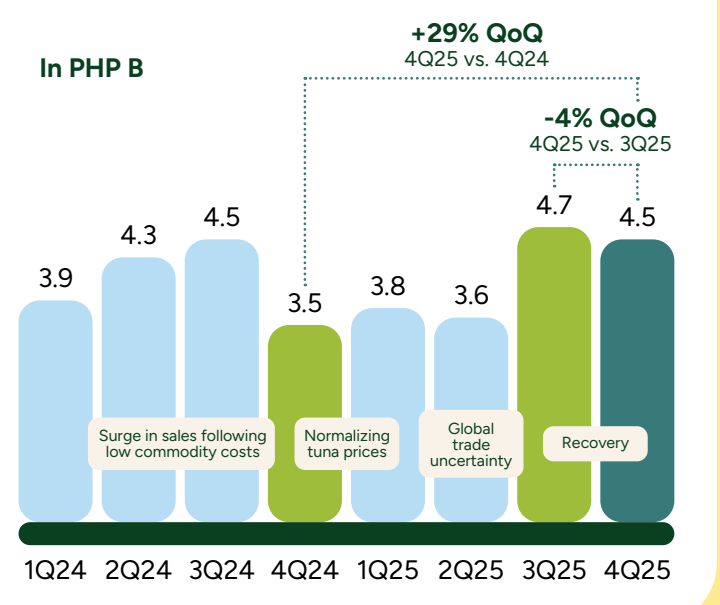
Total net sales this year compared to the previous year of the OEM Exports business units (Tuna and Coconut)

OEM Exports eased into growth towards 2H25 from a challenging first half, ending the year with revenues modestly improving by 2% YoY from the previous year. Coming from a strong 2024 base, the commodity-linked segment was further challenged by an unfavorable commodity cycle and uncertainty in global trade dynamics.

OEM YoY Revenue Trend



OEM Quarterly Revenue Trend

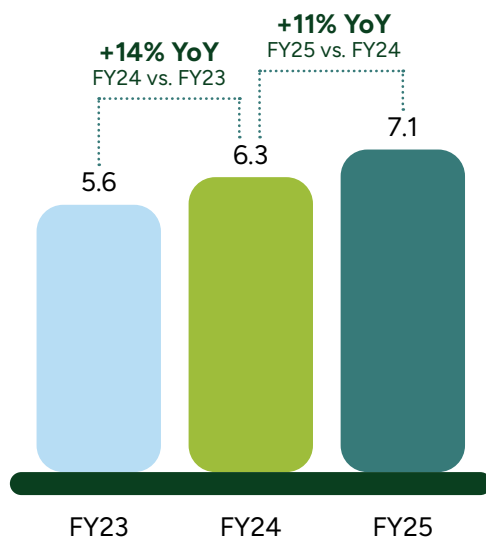


Net Profit Growth

Net earnings after all costs and taxes this year, as reported in the financial statements, compared to net earnings after all costs and taxes of last year, as reported in the financial statements

Sustained Profit Growth Momentum

In PHP B

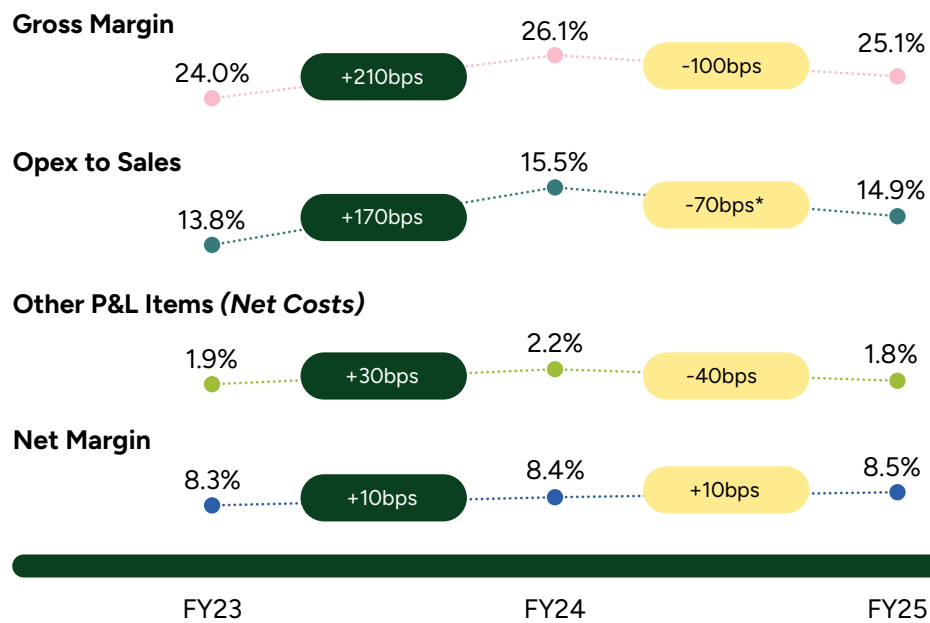


FY25 Bottomline Performance

In terms of profitability, CNPF saw gross margins compress by 100 basis points (bps) to 25.1% as commodity costs began to normalize from a favorable cycle the year prior. To mitigate pressure, we deliberately tightened discretionary spending. As a result, net profit margin remained stable at 8.5%, posting a mild expansion of 10bps.

Net profit after tax registered growth broadly in line with that of revenue at 11%, landing at Php 7.1 billion.

Margins Reflect CNPF's Disciplined Approach to Spending



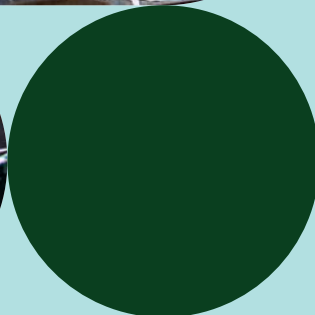
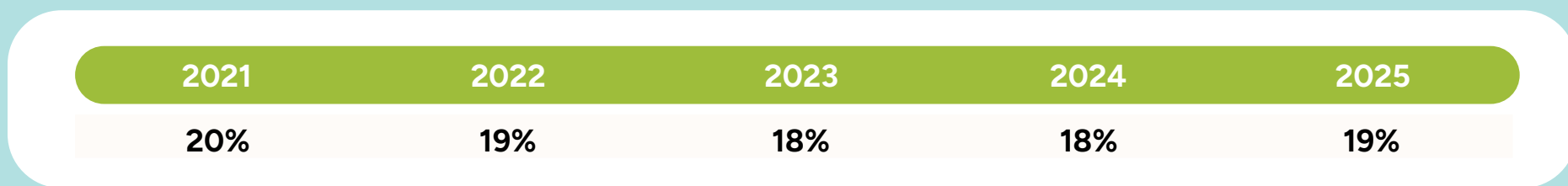
Return on Equity

Net income this year, as reported in the financial statements, divided by the average of shareholders' equity as of the end of this year and shareholders' equity as of the end of the previous year

FY25 Performance

Return on equity improved by 1 percentage point (pps) – remaining attractive despite enduring macroeconomic uncertainty. We expect to remain in this territory as we move forward, balancing long-term growth with generating healthy returns for our shareholders.

Altogether, CNPF delivered resilient, profitable growth in 2025, benefiting from its well-diversified portfolio as consumers continued to seek affordable and reliable everyday essentials. The Group's portfolio of Branded and OEM Exports enables us to navigate an increasingly dynamic landscape and create value for our stakeholders, supporting both short- and long-term growth ambitions.



In the Words of Our Consumers



My mom is 63 and a proud senior who continues to inspire everyone around her. As she gets older, she really needs Birch Tree Advance. This milk serves as her daily supplement to help keep her body strong, her energy steady, and her bones healthy. With all the years she spent taking care of others, it's now her time to be taken care of.

— R.S. on Birch Tree Advance

Birchtree is good for children. This is what my child drinks. He's very healthy.

— N.A. on Birch Tree Fortified

Please don't ever remove Angel Kremdensada from the market. It's has a big impact on those doing business.

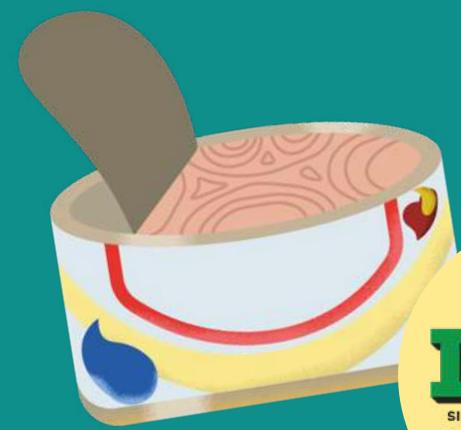
— K. G. on Angel



Coco Mama Fresh Gata is a fantastic choice for anyone looking for high-quality coconut cream. It has a rich, creamy texture and a fresh, natural coconut flavor that enhances any dish, whether you're making curries, desserts, or traditional Filipino recipes like laing and ginataang gulay. The packaging is convenient, making it easy to use without the hassle of cracking open a coconut. If you want a smooth, authentic gata experience without preservatives or artificial flavors, this is a great option!

— J. on Coco Mama





Each bite is packed with the healthy goodness of tuna! It's low in cholesterol, has zero trans fat, contains no preservatives, and is rich in Omega-3 DHA! Made healthy by Century!

— D. on Century Tuna

A reliable meal for the family, especially during typhoons. Just add a bit of vegetables or sweet potato leaves and you already have a simple and delicious dish. It's really good.

— N. on Ligo Sardines



It really feels and tastes like real meat! It's like lean pork, and the texture is almost the same. It has a bit of sweetness, but not overpowering like the usually very meaty and fatty tocino. A must-try! I really enjoyed this.

— E. & L. on unMeat



555 is my favorite when it comes to sardine brands, so when I found out they have lots of varieties, I tried them right away. This Bicol Express tuna tastes really good — not too spicy, so creamy, and actually new to my taste buds because it's creamy tuna. But overall, I would like to try all the other flavors. They also have mechado, afritada, and adobo tuna. So interesting, right!

— M. B. on 555



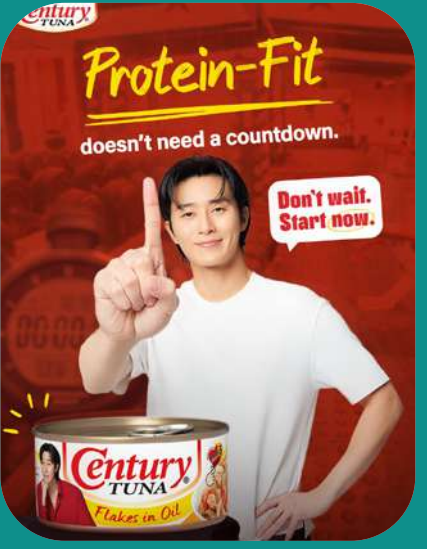
I've been using this cat food brand since my kittens were very small. They absolutely love the taste, and I've noticed a huge difference in their health. Their coats are shiny and soft, and they all seem to be thriving.

— C on Goodest Cat



Campaign Gallery





Goodest[®]
AffordaGoodest NUTRITION!

- ✓ Complete Nutrition
- ✓ Low in Sodium
- ✓ vet-formulated

Goodest[®]
AffordaGoodest NUTRITION!

- ✓ Complete Nutrition
- ✓ Low in Sodium
- ✓ vet-formulated

Goodest[®]
AffordaGoodest NUTRITION!

- ✓ Complete Nutrition
- ✓ Low in Sodium
- ✓ vet-formulated

Easy-Sarap Desserts for TWO!

Angel Kremdensada Creamer

P49 (1kg)
NOW IN A NEW SAKTO PACK

Sulit-creamy sarap with Angel on top!

Angel All Purpose Creamer

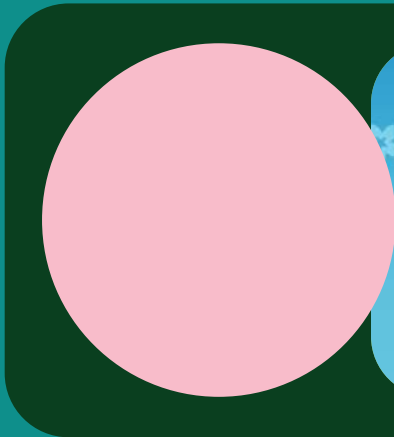
Serving suggestion

Add to Cart

Gawing sulit-sarap ang Summer!

Angel Evaporada Evaporated Liquid Creamer

Get 12% more* vs. Angel Evaporada 360ml



Gawing sulit-sarap ang Summer!

Angel Evaporada Evaporated Liquid Creamer

Get 12% more* vs. Angel Evaporada 360ml



Accreditation

Tuna



Sardines



Meat



Coconut



Milk





Mission Inspire: Sustainability at Century

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Our Business and Sustainability Commitment

CNPF remains committed to our mission of delivering affordable nutrition. We aspire to achieve profitable and sustainable growth by embedding environmental, social, and governance (ESG) considerations into the core of our operations. Ultimately, we aim to create greater value not only for our customers and employees but also for our business partners, shareholders, and the communities we serve. This also extends to supporting the outcomes envisioned by the United Nations Sustainable Development Goals (UN SDGs).

Our ESG Policy states our commitment to running our business responsibly. Our Board-level Corporate Governance & Sustainability Committee and the Management's Sustainability Steering Committee mandate and guide our sustainability agenda, while our business units implement these on the ground.



“Essential to our strategy going forward is our sustainability and ability to balance the needs of all our stakeholders. We believe that sustainability—whether coming up with healthier products, taking care of our people and communities, or being good stewards of our resources—is essential to our longevity. We believe our commitment to responsible business will change the complexion and character of our business in a good way and will future-proof our enterprise.”

CHRISTOPHER T. PO, Executive Chairman
TEODORO T. PO, President & Chief Executive Officer

Materiality Process

2-1

2-6

At CNPF, our material topics are the foundation of our sustainability framework, reporting disclosures, and targets. Our process for identifying material topics is robust, inclusive, and holistic.

CNPF continues to uphold our previous strategy from our comprehensive materiality assessment conducted in 2018, which was updated with our renewed materiality assessment in late 2023. Our stakeholders (including leadership, investors, supply chain partners, and customers) continue to be an integral part of our strategic and growth initiatives.

Our Board-level Corporate Governance and Sustainability Committee and Sustainability Steering Committee regularly review risks, opportunities, and developments in sustainability to ensure our material topics adapt to the evolving landscape.

We maintain an ongoing dialogue to validate the relevance of these material topics and ensure our strategic decisions align with the evolving interests of our stakeholders and the well-being of the environment. For further information, please see this report's section on How We Engage.



Sustainability Framework

Our Sustainability Framework focuses on our three core pillars: Protein Delivery, Planet Preservation, and People Development. This framework directs our efforts toward the most pertinent sustainability challenges and opportunities for our business and stakeholders.



Focus Areas and Material Topics

Protein Delivery

We commit to responsible manufacturing and development processes in providing sustainable, healthier, and affordable food products that address the nutritional needs of Filipinos as we aspire to become a Philippine leader in affordable nutrition



Planet Preservation

We commit to the efficient use, reuse, and restoration of agriculture and fisheries well-being resources, as well as better management of our environmental impacts by decreasing our water and energy consumption, lessening our greenhouse gas emissions, and actively monitoring our waste generation as we continue to grow our business and serve Filipinos.



People Development

We commit to building a highly engaged, inclusive, and competitive workforce, as well as a workplace that provides equal opportunities, safeguards workforce well-being, and promotes professional and personal development, to support the Company's current and future strategies and its sustainable success. We also commit to reducing hunger in the communities we adopt via impactful access to nutrition through our products and the livelihood projects we support.



Protein Delivery

Profit-Purpose Alignment

Product Affordability & Accessibility

We focus on continuously improving our products' affordability and availability in various distribution channels, making our products ubiquitous and accessible to consumers.

Product Development & Innovation

We constantly pursue customer delight and continuous market study through modern research and development techniques to come up with winning products.

Food Quality & Safety

Product quality, which also focuses on consumer welfare, is a business aspect accounted for in all parts of our operations.

Healthier Products

Sodium Reduction

We continue to monitor certain product ingredients which may have unfavorable effects on the body when consumed beyond the optimal level, such as sodium and nitrite.

Calcium, Iron & Vitamin C Fortification

We aim for the ideal balance of preserving the taste and quality our consumers love, vis-à-vis enhancing the overall nutritional value of our products.

Planet Preservation

Natural Resource Efficiency

Energy Consumption Management and More Responsible Water Use

We strive to improve our efficiency in utilizing natural resources by adopting industry best practices in energy and water management.

Environmental Impact Management

Greenhouse Gas Emission Reduction

We manage our use of natural resources to control our impact on the environment, including the resulting greenhouse gas generated by the energy we utilize.

Plastic Footprint Management

We are committed to reducing by 100% the plastic footprint (third-party verified) across all our brands that make use of flexible plastic packaging.

Landfill Waste Reduction

We explore ways to minimize our packaging and waste footprint.

Supply Chain Management

Supplier Credibility

We adhere to standards that ensure our materials are ethically sourced.

Local Sourcing

We aim to source more materials locally via exploring contract farming and local processing.

Tuna Sustainability

We aspire to be a leader in tuna sustainability. We diligently comply with international regulations on conservation measures.

Sardine Sustainability

We aspire to be a leader in sardine sustainability. We aim to promote sustainable fishing practices and improve livelihoods through local community engagement.



People Development

Employees

Diversity and Inclusion

We are committed to building a diverse and inclusive business that places a premium on skills and potential and does not discriminate based on ethnicity, religion, or gender.

Talent Development

We regard our employees as our partners. We invest considerably in promoting their professional and personal growth, which, in turn, helps grow the business.

Employee Engagement

We continuously engage with our employees by living out our values, maintaining open grievance mechanisms, providing competitive benefits, and embedding sustainability into our culture to ensure they are dedicated to their jobs and committed to the organization.

Workplace Safety

We are committed to ensuring the safety of our employees by protecting them from potential safety and health risks and hazards in the workplace.

Communities

Job Creation

Our growth around the country generates jobs for local communities.

Hunger Alleviation

We aim to address some of the Philippines' major socio-economic problems, such as hunger, malnutrition, lack of education, and environmental degradation.

Livelihood Support

We engage in community development and aim to create sustainable social impact.

Good Governance

The Company recognizes the importance of good governance. It underpins our ability to progress our sustainability journey and create long-term value for shareholders. This applies across our entire value chain, ensuring the organization behaves ethically, complies with rules and regulations, adheres to fair labor practices, and fulfills all other economic, moral, legal, and social obligations toward our stakeholders.



Governing and Operationalizing Sustainability

2-12

2-13

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CNPF ensures effective governance is in place to deliver on our sustainability commitments.

Our Board-level Corporate Governance & Sustainability Committee oversees the implementation of our sustainability framework and periodically reviews sustainability risks and opportunities. This is chaired by a Non-Executive Independent Director, ensuring an independent and objective view of business-critical issues in sustainability.

The Committee receives semi-annual updates on overall progress in sustainability and corporate governance and advises the Management's Sustainability Steering Committee accordingly. With the rest of the Board, the Committee ensures the integrity of sustainability disclosures. See Committees of the Board of Directors and the role and responsibilities of the Board of Directors sections for more information.

Our Management's Sustainability Steering Committee, composed of senior executives of key functions and business units and spearheaded by our Executive Chairman and Chief Executive Officer (CEO), and Executive Vice President & Corporate General Manager, is responsible for driving and embedding sustainability into every aspect of the business.

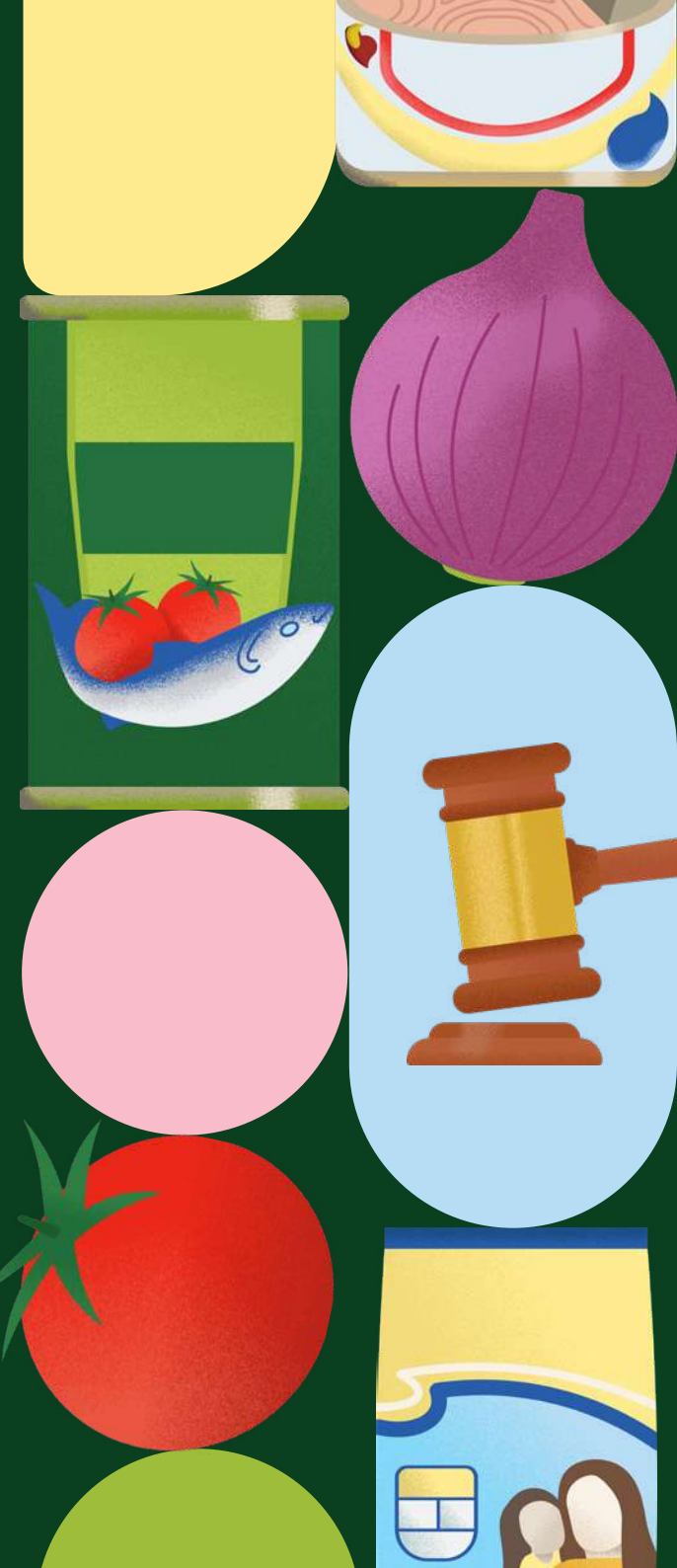
Respective teams manage, develop, and implement goals and action plans across the pillars of our

framework with the Core Sustainability Steering Committee, leading the overall direction and ensuring continuous improvement in responsible business practices. Relevant sustainability goals and targets have been incorporated into the Company's Performance Management System (PMS) as the basis of Management's variable compensation, alongside business and operational key performance indicators (KPIs).

Our Management Sustainability Steering Committees hold biannual meetings with the Executive Chairman and CEO to present and monitor the progress and impact of ongoing initiatives across each pillar of our sustainability framework, report and review key sustainability metrics, and discuss opportunities and next steps to advance CNPF's sustainability focus areas.

Our Investor Relations Department acts as secretariat to the meetings and ensures that this governance structure is organized and operating correctly.

At CNPF, we believe that sustainability is everybody's job. Our sustainability efforts must become integral to our business operations to ensure lasting and scalable impact. Consequently, CNPF delegates responsibility to business unit heads, who empower their teams to make decisions aligning business objectives with sustainability goals. This integration ensures that business and sustainability are considered in tandem.



Sustainability Governance Structures in Place



Board's Corporate Governance & Sustainability Committee

CHAIRMAN

Stephen CuUnjieng
Independent Director

Distinguished global investment banker; Former Chairman and CEO of Evercore Asia; Member of the Asia Advisory Board of Wharton; Director of the International Advisory Board of the New York Philharmonic

MEMBERS

Philip Soliven
Independent Director

Seasoned banker; Former President and Chairman of Cargill Philippines, Inc.

Regina Lorenzana
Independent Director

Former Global Vice President of Unilever's Global HomeCare Division; Completed executive programs in Sustainability Leadership from the University of Cambridge



Management's Sustainability Steering Committee

Core

Christopher Po	Executive Chairman Chairman of the Sustainability Steering Committee
Teodoro Po	President & CEO
Edwin Africa	EVP - Corporate GM and Group BU Head
Jenifer San Juan-Tecson	Investor Relations Head

Planet

Teddy Kho	VP & GM - OEM Tuna Exports
Ronald Agoncillo	VP & GM - Sardines
Fatima Aquino	VP & GM - Milk
Mayette Siasoco	VP & GM - Meat
Noel Tempongko	VP & GM - OEM Coconut Exports
Jinky Mercado	AVP Meat Manufacturing
Arlene Librella	AVP Milk Manufacturing
Arriel Onesa	AVP Sardine Manufacturing
Joyce Rebosura	AVP Coconut Manufacturing
Jenny Tan	VP for Group Procurement



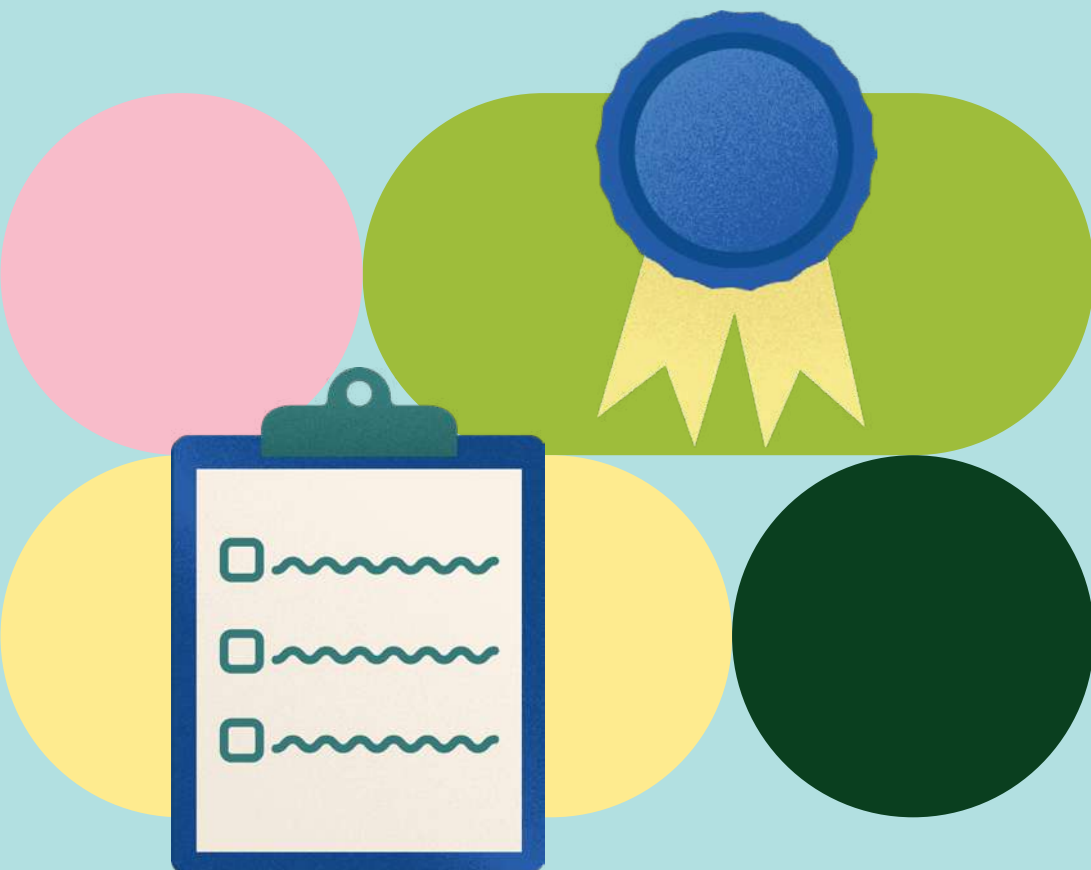
Management's Sustainability Steering Committee

Protein

Honelet Sayas	VP Corporate Research & Development (R&D)
Rhoda Inocelda	R&D Senior Department Manager
Cheryl Singson	Nutrition & Regulatory Affairs
Carmina Olivenza	Nutrition & Regulatory Affairs, Registered Nutritionist & Dietitian
Nicolette Dizon	VP & GM - Refrigerated & Plant-based

Planet

George Wang, III	VP Human Resources and Corporate Affairs
Kamille Corpuz	RSPo Program Manager
Joyce Espanola	Senior HR Manager

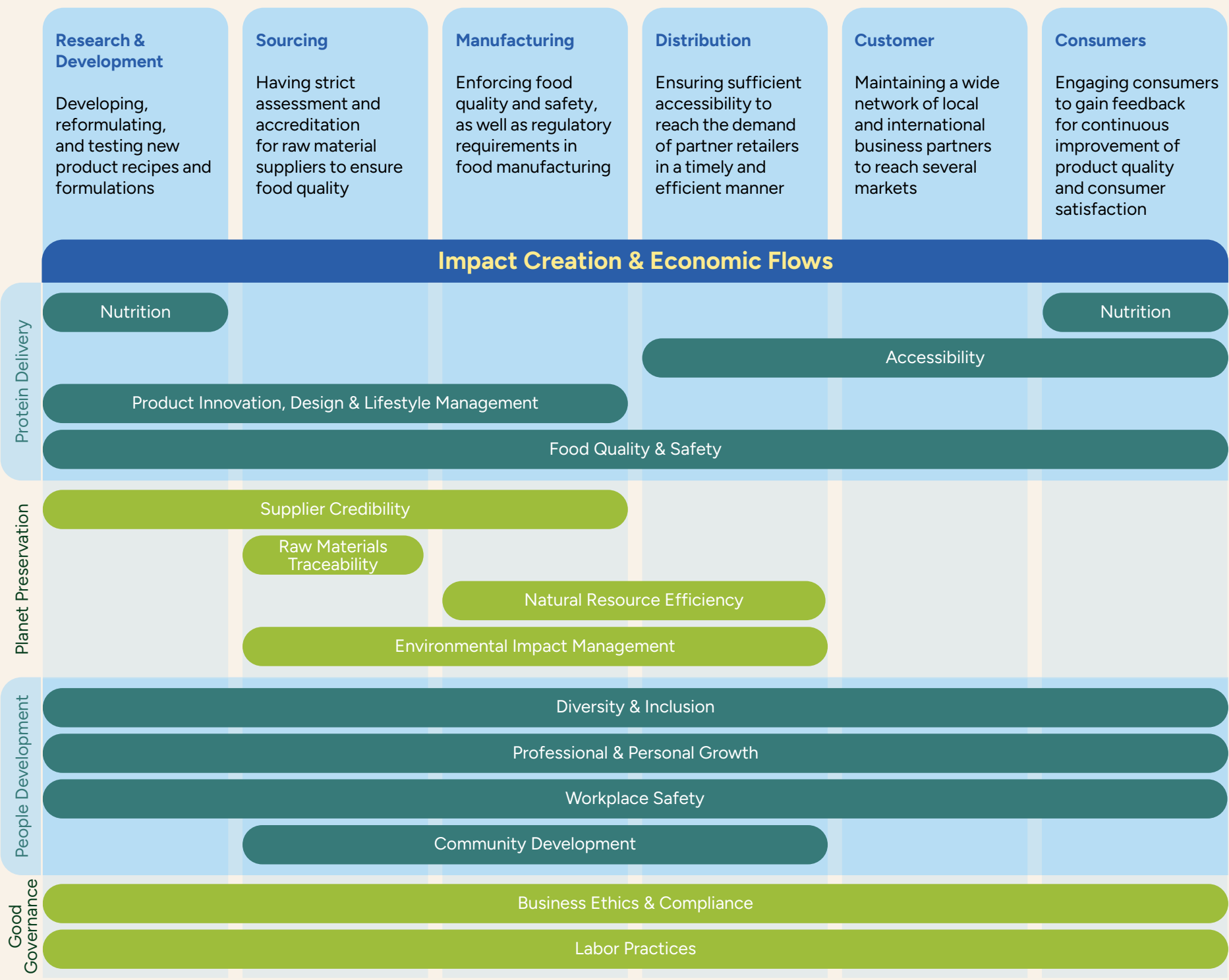




Creating Impact Across our Business

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Our sustainability strategy continues to be anchored on the environmental, social, and economic impacts of CNPF's various business activities along our value chain. We map out our key sustainability issues against our value chain to help us manage our risks and negative impacts and identify opportunities to scale our positive impact and create greater value for our stakeholders.



How We Engage

	Channels of Engagement	Concerns	How We Address Them
Consumers	<ul style="list-style-type: none"> • Consumer touch points (phone, email, website, social media channels, regular field work, and trade show activities) • Regular internal satisfaction surveys • Research with third-party agencies 	<ul style="list-style-type: none"> • Product affordability • Product quality • Product availability • Healthier products • Packaging issues 	<ul style="list-style-type: none"> • Presence of value for money offerings in our portfolio and promotions program • Timely resolution of customer complaints • Expansion of manufacturing capacity to address demand • Continuous innovation to develop healthier products and to improve product and packaging quality
Customers & Retailers	<ul style="list-style-type: none"> • Customer touch points (branches, personnel, phone, email, website, and social media channels) • Regular site visits to existing retailers and participation in events such as conventions, new store openings, and in-store promotions • Joint business reviews and planning 	<ul style="list-style-type: none"> • Product affordability • Quality of products (dented products) • Reliability and timeliness of product deliveries • Convenience of the sales process and billing concerns • Managing inflationary pressures 	<ul style="list-style-type: none"> • Presence of value for money offerings in our portfolio and promotions program • Timely resolution of complaints and regular feedback • Continuous monitoring and upgrade of systems and processes • Alignment of activation plans, budget, and promo effectiveness
Suppliers	<ul style="list-style-type: none"> • Communication lines (phone, e-mail, meetings, and business reviews) • Supplier accreditation process on eProc • Delivery schedules • Order placement/PO issuance • Request for quotations/proposal/bidding information • Receiving of deliveries • Email and contact number of Human Resources to report irregularities 	<ul style="list-style-type: none"> • Issues with bidding through eProc portal • Inefficiencies of the system (late delivery advice, sudden changes on the schedule, quantities, and location, out of lead-time orders) 	<ul style="list-style-type: none"> • Coordination with IT and service provider on speed and performance optimization of eProc portal, and reactivation of vendor training program • Close coordination with vendors to ensure seamless procurement process • Proper material planning, close inventory monitoring, and cross-functional discussions with top management

Channels of Engagement	Concerns	How We Address Them
<p>Employees</p> <ul style="list-style-type: none"> • Online communication through learning portal, email blasts, newsletters, social media • Individual and group engagements (performance reviews, engagement surveys, and focus group discussions) • Official company events (town hall meetings, planning, and trainings) • Team building activities (summer outings, Christmas parties, special wellness events, and sports activities) • Grievance Mechanisms through our Whistleblower Policy 	<ul style="list-style-type: none"> • Employee salaries and benefits, variable pay, and other financial assistance • Career development and growth (programs, succession plans, opportunity for external training, rewards, and recognition) • Company culture and personal welfare • Occupational Health & Safety, hybrid work arrangement, work relationships, wellness programs 	<ul style="list-style-type: none"> • Review and continuous improvement of performance management system, as well as manpower and succession planning • Adherence to policies on salary structure, benefits, incentive and bonus system, and provision of access to loan programs (SSS, HDMF, company funds) • Partnership with Department of Labor and Employment (DOLE) on Occupational Health & Safety training • Implementation of employee engagement, trainings, and recognition programs • Initiating wellness programs and social clubs for physical, mental, social, and spiritual health • Reconfiguration of the office space to adapt to a hybrid working arrangement
<p>Investors & Shareholders</p> <ul style="list-style-type: none"> • Annual stockholders' meeting • Publication of Sustainability and Annual Report • Analysts' briefings • Conferences and roadshows hosted by institutional investors • Formal meetings, site visits, and conference calls with investors and analysts 	<ul style="list-style-type: none"> • Trends in the macroeconomic and socio-political environment in the industry • Business outlook, viability, and growth • Environmental, social, and governance issues 	<ul style="list-style-type: none"> • Constant engagement with investors, analysts, corporate regulators, and the investing public through different channels such as regular meetings, conferences, and briefings • Risk management and good governance procedures • Transparency in the information provided in reports and the timeliness of their publications

	Channels of Engagement	Concerns	How We Address Them
Government	<ul style="list-style-type: none"> • Policy dialogues, consultations, and briefings • Invitation to events and lectures • Annual audits, required reports, and publications such as financial statements • Official correspondence and formal proceedings 	<ul style="list-style-type: none"> • Compliance with laws and regulations • Opportunities and areas for public and private sector collaboration • Completeness and accuracy of reports • Transparency and accountability 	<ul style="list-style-type: none"> • Compliance, transparency, and timeliness on submission of required reports and renewal of permits and licenses • Updating of company policies and systems based on the latest government regulations • Attendance and participation in government-sponsored learning sessions and compliance programs
Communities (Beneficiaries of CSR programs & residents of communities where we operate)	<ul style="list-style-type: none"> • Feeding programs in partner schools, orphanages, and parishes • Volunteer activities in chosen communities • Meeting with other NGOs, CSOs, and government agencies 	<ul style="list-style-type: none"> • Product quality and information • Limits in product variety provided • Recipe of food provided • Timeliness in delivery of goods 	<ul style="list-style-type: none"> • Pre- and post-evaluation with stakeholders (students, parent-volunteers, school representatives) • Basic food handling and demo cooking using Century- prescribed recipes • Dialogue with the feeding coordinators & parent-volunteers • Planning and coordination with communities and government agencies prior to the volunteer activity • Partnerships with other non-profit organizations to increase our reach
Communities (Surrounding Plant Operations)	<ul style="list-style-type: none"> • Community meetings 	<ul style="list-style-type: none"> • Environmental concerns and waste disposal • Traffic congestion caused by the trucks coming in and out of the plant • Market access for local produce • Availability of jobs 	<ul style="list-style-type: none"> • Dialogue with the communities in partnership with the local government unit • Partnership with a third party for recycling and upcycling of waste • Adherence to the recommended traffic routes for private vehicles and trucks • Implementation of feeding programs in schools and communities • Implementation of local community purchasing programs to support coconut farmers • Partnership with government agencies to provide jobs to the community

Protein Delivery

Profit Purpose Alignment

CNPF builds a product portfolio around affordable nutrition, catering to Filipino households. We strive to nourish millions by developing delicious products that address nutrient deficiencies, reduce the risk of non-communicable diseases, meet diverse nutritional needs across all life stages, and enhance nutrition education in the country.

Through continuous improvement and innovation of food products that are easy on the pocket and within reach, CNPF delivers quality proteins and additional nutrients to nourish and delight everyone, every day, everywhere.

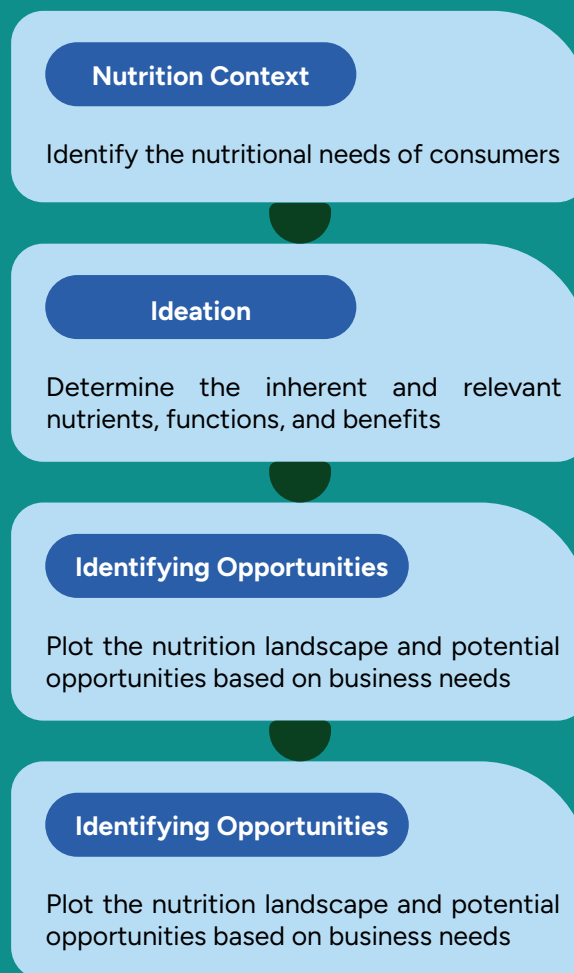
CNPF's Alignment with National Nutrition Goals

The National Nutrition Survey by the Philippine government, conducted in 2021, illuminates the complex dietary challenges facing our country. While strides have been made in reducing undernutrition, we are confronted with escalating rates of obesity and persistent malnutrition.

In response to this, CNPF's protein delivery strategies resonate deeply with the Philippine Plan of Action on Nutrition 2023–2028. We are committed to enhancing the availability and accessibility of healthy and safe food, helping improve the overall health of Filipinos nationwide and creating a supportive environment for consumers.

CNPF Nutrition Program

Our Nutrition Program aligns business objectives with the nutritional needs of our consumers. It represents a commitment to operational excellence, from innovative product development to informative consumer education and local community engagement, all aligned with the goal of fostering a healthier Philippines.



Nutrition Context

Identify the nutritional needs of consumers

Ideation

Determine the inherent and relevant nutrients, functions, and benefits

Identifying Opportunities

Plot the nutrition landscape and potential opportunities based on business needs

Identifying Opportunities

Plot the nutrition landscape and potential opportunities based on business needs

Underpinning our Nutrition Program is a commitment to collaboration and innovation. Our business units continuously seek out opportunities to address the nutritional needs of our consumers through product innovation. We actively seek out partnerships with suppliers to create product formulations that address changing nutritional requirements. Our connections with government agencies, academia, and industry experts lead to meaningful research and development, while our work with non-governmental organizations (NGOs) and healthcare organizations amplifies our outreach and impact within communities.



Nutrition Framework

Increased Availability of Healthy & Safe Food



Food Reformulation

Reduce the sodium content of core products



Food Fortification

Launch products fortified with additional nutrients



Dietary Supplementation

Expand the distribution of dietary supplements in the portfolio



Increased Accessibility of Healthy & Safe Food



Food Assistance

Increase Kain Po protein servings delivered to partner communities



Increased Consumption of Healthy Diet



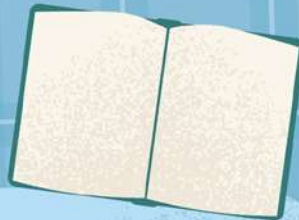
Health/Nutrition Literacy and Nutrition Promotion Program for Behavioral Change

Increase branded nutrition campaigns fighting malnutrition and promoting health and wellness



Food Labeling

Roll out new labels across all innovations



Food Marketing Regulation

Ensure strict compliance with regulatory audits and certifications



Improved Healthy Supportive Environment

Behavior Change & Overweight and Obesity Management/Prevention

Launch inclusive and transformational branded nutrition campaign



Programs for Older Persons

Increase reach of branded activations for the elderly



Availability of Healthy & Safe Food

3-3

CNPF is committed to enhancing food availability while tackling micronutrient deficiencies and mitigating the intake of nutrients with potentially adverse health impacts. Our integrated approach involves both product innovation and reformulation, with attention to nutrient fortification.

CNPF's social impact is deeply intertwined with our mission to offer affordable and accessible options. Recognizing that more than 80% of the Philippine population comes from lower-income classes, we have tailored our portfolio to ensure that our products are present across multiple price tiers, from value for money all the way up to affordable premium. This strategic positioning allows us to effectively serve major segments across the Philippine market.

Our products are accessible through diverse distribution channels, from traditional mom-and-pop sari-sari stores and wholesalers to modern convenience stores and supermarkets, ensuring that our products reach as broad an audience as possible. Through this comprehensive approach, CNPF not only advances our nutritional objectives but also supports broader socioeconomic inclusion and access to quality food options.



Expanding Our Plant-Based Business With Loma Linda

We work to increase the availability of plant-based alternatives as a healthier and sustainable source of nutrition in the Philippines and beyond. In 2025, we expanded our plant-based portfolio in the United States with the acquisition of brands such as Loma Linda, Tuno, neat, and Kaffre Roma.

Loma Linda is an iconic, 135-year-old brand that has long catered to the dietary needs of health-conscious consumers, especially among the Seventh-day Adventist community. It was named after Loma Linda, California, a city officially recognized as one of five so-called Blue Zones—regions in the world where people live longer, healthier lives, with more centenarians than the global average.

Through this acquisition, we are able to widen the availability of Loma Linda and its other brands in the US. Furthermore, we continue to expand our plant-based portfolio both at home and abroad, ensuring that we can provide our consumers with plenty of choices to support their journey to live better and eat healthier.



2025 Nutrition KPIs

Protein delivered through domestic retail^a

35 million kg

Servings of affordable nutrition delivered through domestic retail^b

8 billion servings

Servings of protein delivered through Kain Po

18 million servings

Servings of milk delivered to various orphanages and welfare centers

245,101 servings



Accessibility of Healthy & Safe Food

3-3

413-1

We are committed to expanding access to safe, nutritious food, ensuring Filipino households have the essentials for a healthy diet.

CNPF's initiatives aim to provide both direct food assistance and employment assistance to bolster food security.

Century Pacific Food, Inc.

Our diverse portfolio of brands cater to a range of price tiers, leveraging our OEM business

SEGMENTS

VALUE FOR MONEY

MASS MARKET

AFFORDABLE PREMIUM

Marine



Meat



Milk & Other Emerging



Strategies such as developing a portfolio that cuts across multiple price tiers and offering affordable packaging formats like single-servings that are easier for low-income families to purchase helped the business reach more customers and strengthen its presence in sari-sari stores and local retail channels.

Through a mix of affordable products, community programs, sustainability initiatives, and experiential marketing, we ensure that nutritious protein sources are widely available and affordable to Filipinos, particularly low- and middle-income households.

Food accessibility also strengthens our market leadership. In 2025, Birch Tree continued to see strong demand for affordable powdered milk and strategic brand initiatives.



Birch Tree Nutrition Mission 2025

In 2025, Birch Tree launched a nationwide campaign with a target to deliver at least one million servings of fortified milk to communities across the Philippines during and beyond Nutrition Month. As part of CNPF’s mission to improve access to affordable nutrition in the Philippines, this campaign aimed to address nutrient deficiencies by promoting fortified dairy products, which contain essential micronutrients.

With Birch Tree’s core message of “Tripleng Lakas” nutritional benefits (supporting brain development, bone health, and immunity), the campaign was motivated by findings that many Filipino households struggle to include milk in their diets. More importantly, it directly supports the basic right to health and nutrition by promoting accessible and affordable milk consumption among Filipino families.

Key highlights include:

- Milk distribution programs in communities, schools, and barangays
- Roadshows and educational activities promoting nutrition habits
- Free product sampling and feeding programs to encourage regular milk consumption

Through educational events and community engagement, the campaign encouraged families to integrate daily milk consumption into their diets as a simple way to improve nutritional intake.

As a result of this grassroots, community-based campaign, we were able to deliver around **3 million servings of milk**—tripling our initial target of 1 million servings after only five months.

Birch Tree’s affordability and widespread distribution highlight the continuing challenge of nutritional inequality in the Philippines, but it also provides CNPF with the opportunity to demonstrate how private food companies can help close the gap in reaching public health goals, supplementing government efforts to reduce malnutrition through product fortification, food assistance, and ensuring these are within Filipinos’ reach.



Consumption of Healthy Food

3-3

Promoting nutritional awareness and empowering consumers to make informed food choices are central to CNPF's ethos. We employ marketing campaigns, nutrition-focused product messaging, fitness advocacy, and sustainability initiatives to inform and help the general public. These efforts encourage Filipinos to adopt protein-rich, balanced diets and healthier lifestyles.

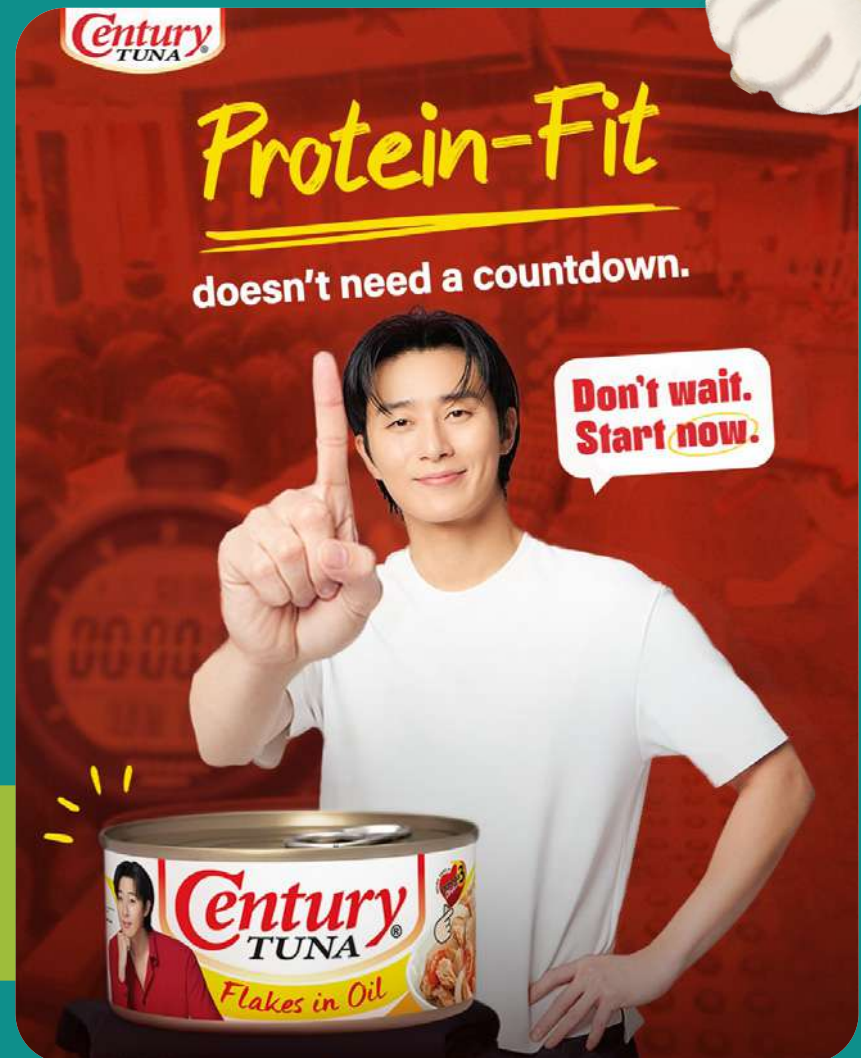
Making Healthy Trend Through #ProteinFit With Park Seo-Joon

The 2025 Protein Fit campaign featuring Park Seo-Joon reflects CNPF's push toward making nutrition more integrated into the lives of our consumers. It combined fitness, nutrition, and pop culture appeal to promote healthier, high-protein diets. More importantly, it underscored CNPF's role in encouraging Filipinos to make better food choices and lead healthier lifestyles every day. This campaign emphasized how Century Tuna can help consumers stay "Protein Fit," highlighting convenience and high protein content (around 29 g per serving) to support strength and active lifestyles.

By tapping Park Seo-Joon, a globally recognized Korean actor, we leveraged his global reach and influence to connect with younger audiences and K-culture fans, making healthy eating more aspirational and mainstream.

To deepen engagement, Century Tuna also rolled out experiential efforts like a fanmeet with Park Seo-Joon attended by more than eight thousand fans, the #ProteinFit food truck, offering K-inspired dishes, and on-ground engagement to bring the campaign to life.

This campaign promoted a simple yet effective message: that staying fit doesn't require complicated diets. Simple meals can be upgraded into protein-rich options using tuna, reinforcing everyday practicality—positioning Century Tuna as an easy, modern solution for maintaining a protein-rich, fitness-oriented diet.



Healthy Supportive Environment 3-3

Fostering a healthy, supportive environment is critical to our holistic approach to nutrition. Our work in this area includes initiatives to create an ecosystem that supports healthy lifestyle choices and addresses specific nutritional needs, particularly for the vulnerable segments of our population, such as the elderly.

Our efforts target behavior change and the management and prevention of obesity, a critical issue in public health today. We also focus on micronutrient supplementation to address specific dietary gaps. For the elderly, who are often at greater risk of nutritional deficiencies, we have tailored programs to ensure they receive the nourishment they need.

Supporting Employee Health and Wellness by Celebrating Nutrition Month

July 2025 marked CNPF's celebration of Nutrition Month, a flagship wellness program designed to promote purposeful nutrition and holistic well-being among employees. Headed by our Corporate Research and Development (R&D) under the theme "Fueling Innovation Through Wellness: Eat Mindfully, Move Purposefully", this program enables our employees to be at their best—helping them deliver nutrition and delight to everyone, everywhere, every day, in alignment with the Company's purpose.

The 2025 program included the following initiatives:

- Program Kickoff & Mini Health Fair: featuring wellness talks, free health checks, and nutrition assessments conducted by registered nutritionist-dietitians from the UPLB Institute of Human Nutrition and Food (IHNF)
- Second-leg Mini Health Fair: done to broaden employee access to health services and wellness information
- Steps Challenge & Dance Jam: encouraging daily movement, stress relief, and employee engagement
- Lunch & Learn on Mindful Eating and Purposeful Movement: learning sessions led by a nutritionist-dietitian expert

Through these activities, CNPF strengthened awareness of purposeful nutrition and physical activity as enablers of creativity and productivity, while also encouraging healthier daily habits. With this program, CNPF will continue to promote our employees' health and well-being, which, in turn, forms a solid foundation for innovation, performance, and long-term sustainability.

NUTRITION MONTH 2025
 FUELING INNOVATION THROUGH WELLNESS: EAT MINDFULLY, MOVE PURPOSEFULLY

THU JULY 03 **KICKOFF & HEALTH FAIR**
 9AM – 12NN
 CPFI-ICE INSPIRE HUB, MEZZANINE AREA

WEEKDAYS JULY 14–18 **THE GREAT STEP-OFF**
 EVERY STEP COUNTS: WALK YOUR WAY TO WELLNESS!
 MECHANICS WILL BE EMAILED SOON

THU JULY 24 **DANCE JAM**
 4PM – 6PM
 CPFI-ICE INSPIRE HUB

THU JULY 31 **LUNCH & LEARN**
 11:40AM – 1:15 PM
 CPFI-ICE INSPIRE HUB

Open to all ICE-based employees.

CPFI-ICE
 "SABACE"
 INNOVATION CENTER
 OF EXCELLENCE

Product Development and Innovation

3-3

Innovation is at the heart of CNPF's strategy. Our entrepreneurial approach fosters a multidisciplinary process to develop high-quality, affordable products that meet consumer needs. This agile and collaborative methodology accelerates market delivery while driving continuous learning and improvement.

CNPF's Innovation Center of Excellence (ICE) continues to be at the forefront of our R&D with innovating our products. ICE was further expanded in 2025, with improved facilities capable of pushing its already state-of-the-art results toward long-term developments.

Innovation at CNPF results from synergistic efforts among cross-functional teams, including R&D, Marketing, Sales, Manufacturing, Supply Chain, and Finance. We take pride in our partnership with the Department of Science and Technology (DOST) and the Food Nutrition Research Institute (FNRI), which enhances our nutritional expertise, competitive edge, and ability to address consumer health gaps.

We strive to offer products that support consumer health. Our recently expanded portfolio includes products fortified with nutrients targeted to address specific health concerns and nutritional gaps, such as protein, calcium, zinc, iron, and Omega-3 DHA. Fortifying our dairy offerings with calcium and vitamin D3 exemplifies our commitment to bone health, while our high-fiber options are tailored to support digestive wellness.

Protein



Omega 3



Calcium



B Vitamins



Choline



Dietary Fiber



CNPF Joins the International Life Sciences Institute (ILSI)

In 2025, CNPF joined ILSI, a global nonprofit network focused on advancing scientific research in nutrition, food safety, and environmental sustainability. CNPF's membership marks a milestone in our engagement with international scientific communities, potentially strengthening both our research capabilities and nutrition strategy.

By joining ILSI, we gain access to a global network of researchers and policy experts, providing opportunities to collaborate on studies and participate in scientific dialogues that influence food and nutrition practices. Membership also allows us to engage more actively in discussions around emerging issues in food science.

These insights may inform product development and strengthen CNPF's commitment to providing accessible and nutritionally enhanced food products. Beyond research collaboration, the partnership aligns with our broader sustainability and corporate responsibility goals of providing affordable, nutritious, quality products while contributing to safer food systems.



Food Quality and Safety

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- 416-2
- 417-1
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- 417-3

We recognize the imperative of ensuring food quality and safety, especially considering that our reach extends to 9 out of 10 households in the Philippines. This responsibility is fundamental in our sustainability as a company.

Our QA and R&D teams safeguard the quality and safety of our products through technical training, proficiency testing, and raw material safety testing. Upholding our standards means that all products across our brands are subjected to rigorous controls and assessments. For 2025, this means that all 216 of our significant product categories were assessed for health and safety impacts.

Our QA team ensures that we adhere to local and international food safety and quality standards, such as the Philippine National Standard, Association of Official Agricultural Chemists, Compendium of Microbiological Criteria for Food, Codex Alimentarius, and ASTM International. The QA team also implements internal control systems at every stage of our operations to meet our safety and quality standards.





Raw Material Testing & Supplier Accreditation

Ingredients and packaging materials are evaluated for conformity with production standards. Suppliers are accredited to ensure that raw materials are consistently manufactured and delivered according to agreed specifications.



Production & Process Control

A monitoring system is established at each phase of the production process, covering sampling frequency, time, temperature, testing procedure, and other control parameters.



Food Safety Audit

Our plants, toll manufacturers, suppliers, and products are audited to review and validate compliance with regulatory standards and buyer requirements.



Continuous Improvement

Product and process improvements are made based on the risks and feedback found during the audit. Controls are set based on the identified issues and updated quality standards.

Our R&D team assesses the functionality and taste of raw material inputs for production, making sure these are consistent with both consumers' tastes and product quality standards. R&D regularly conducts studies, including product trade audits through physical, chemical, sensory, and microbiological analyses.

We encourage and monitor consumer feedback on food quality and safety, which serves as input for product and process improvements. Any issues are referred to the relevant department and promptly resolved through corrective measures and improvements. We also have a Traceability and Recall Program in place to further ensure product safety.

Product Information and Labeling

We comply with the relevant and applicable food safety requirements of the Food and Drug Administration (FDA) Philippines, including regulations on packaging information, labels, and ingredients. We also label products

that comply with specific sustainability criteria, such as Extended Producer Responsibility (EPR) compliance and being Dolphin Safe.

Local government agencies and third-party certifying bodies annually validate our certifications and permits. Our marketing and advertising materials also comply with all advertising guidelines, as reviewed and approved by the Ad Standards Council in the Philippines.

As we expand our global reach, we also abide by the food safety labeling standards of our international markets, including the U.S., Canada, Europe, the U.K., Australia, Japan, the U.A.E., Saudi Arabia, and Israel, among others. During 2025, there were no cases of non-compliance with laws or standards regarding product health, safety, and quality, as well as product labeling and marketing practices.

For the full list of product labeling standards and regulations CNPF adheres to, refer to the Sustainability Data Summary tables at the back of this report.

Planet Preservation





Natural Resource Efficiency

3-3

At CNPF, we strive to minimize our environmental impact by prioritizing efficient and sustainable use of natural resources. We continuously seek to improve our performance by implementing industry best practices for water and energy management and closely monitoring our consumption of these vital resources.

The Sustainability Steering Committee meets biannually to review our resource management report, monitor developments, and identify new opportunities to reduce water and energy consumption.

More Responsible Water Use

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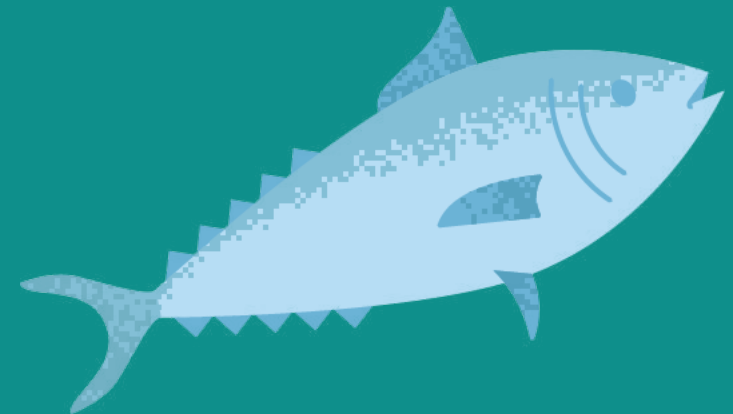
Water is vital to our operations, playing a critical role in manufacturing—from cleaning and sanitation to thawing frozen produce, generating steam, and product creation. We also recognize its importance to our suppliers, customers, and the communities where we operate, source, and distribute our products.

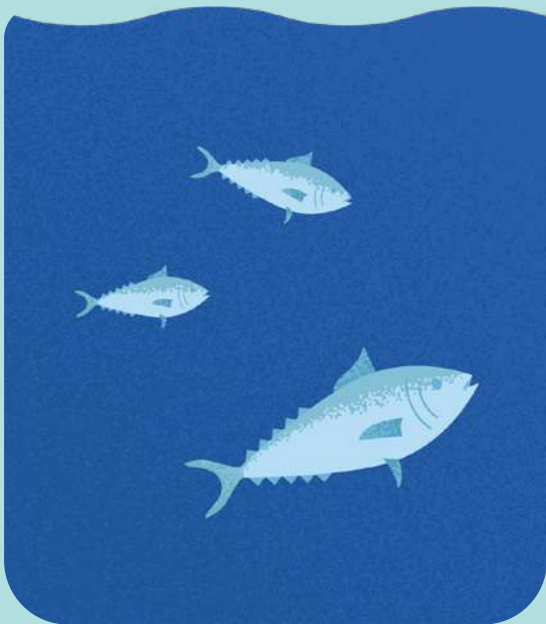
CNPF sources most of its water from deep wells within or nearby production facilities, with about a third supplied by third-party providers. Our rigorous monitoring, sampling, and testing protocols across production processes strictly adhere to quality standards, reflecting our commitment to operational excellence and environmental stewardship. Environmental impact assessments (EIAs) and baseline studies are also conducted as needed to evaluate anticipated water-related impacts, prior to any facility or operational expansion.

Water withdrawal data is primarily determined through the flow meters installed in deep wells and through third party water billing. To continuously improve our performance, we implement water efficiency measures, invest in water savings technology, and aim to deepen our understanding of our water-related impacts on the local communities in which we source our water.

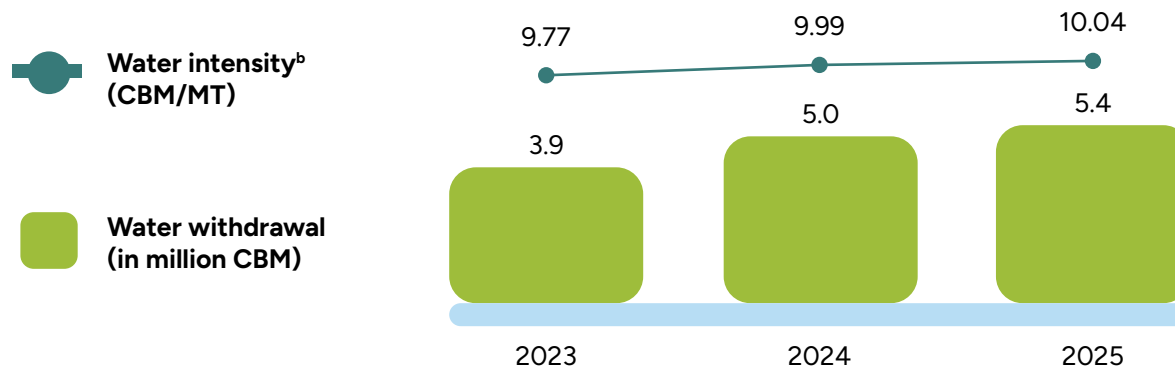
For instance, in our Tuna, Coconut, and Sardines plants, we reclaim condensate, turning what would otherwise be waste into a resource. The concentrate produced as reject water from the reverse osmosis treatment process is channeled as a water source for facility upkeep. The Tuna plant also reuses cooling water from retort cycles. In our Canned Meat and Dairy plants, reclaimed water is used not only for facility cleaning but also for product cooling and as boiler feed water.

We also monitor our water intensity, which shows how many cubic meters of water we withdrew for each metric ton (MT) of product manufactured. Despite increasing production from last year, we have maintained a minimal rise in water intensity, indicating the consistency of our water management practices. To enhance our performance, we will continue to identify opportunities for water efficiency across our businesses.





Water Management and Performance



^a Water use increase in 2025 is due to the addition of a new coconut facility in Tangub.

^b Water intensity is calculated as total water withdrawal divided by total product volume produced in MT. This metric means that for every MT of product manufactured in 2025, CNPF withdrew 10.04 cubic meters of water.

Effluents

All wastewater discharged from CNPF facilities adheres to minimum standards established by the Department of Environment and Natural Resources (DENR). Across all our plants, we treat our wastewater onsite in compliance with DENR Administrative Order (DAO) No. 35 Series of 1990 on Effluent Regulations as well as DAO 2016-08 on Water Quality Guidelines and General Effluent Standards. Our Milk and Meat plants adhere to the Laguna Lake Development Authority for Class C water in accordance with local requirements. Water discharge data is measured using a combination of flow measurement and wastewater treatment plant (WWTP) operational records.

To mitigate our wastewater impact and promote a circular economy, we have continued to use wastewater sludge from our Tuna, Sardines, and Coconut operations—as either alternative fuel for our boilers or byproducts sold to local buyers for oil extraction. In 2025, these businesses repurposed approximately 7,518 MT of sludge.



Coconut Facilities In General Santos Improve Wastewater Treatment Process Enhancement

Wastewater management is a central part of CNPF's sustainability priorities in responsible water use, supporting environmental stewardship targets and compliance with Philippine environmental regulations.

Turning sludge and wastewater by-products into useful materials (like fuel and fertilizer) reduces waste and contributes to a circular economy. In 2025, we enhanced our wastewater management process by reviewing and tightening wastewater treatment parameters, processing control monitoring improvements while optimizing current processes, and adopting newer technologies like Dissolved Air Flotation and Oil Separation.

These new improvements reduced our electricity consumption for wastewater treatment by as much as 20–30%, while also reducing wear and tear on the equipment (such as pumps) during processing. This prolongs the life of our wastewater treatment facilities and further reduces costs for maintenance and upkeep.

We believe that waste is a resource when properly managed. Aside from cost reduction, the improved sludge from the wastewater treatment results in an alternative revenue stream for the Company, resulting in additional sales of our sludge and oils to biodiesel companies.

By upgrading wastewater treatment and reuse practices, CNPF minimizes our impact on freshwater sources and ecosystems and shows our commitment to complying with DENR's effluent standards. Ultimately, these improvements help protect the environment, support sustainability goals, and advance more efficient water use in our production.

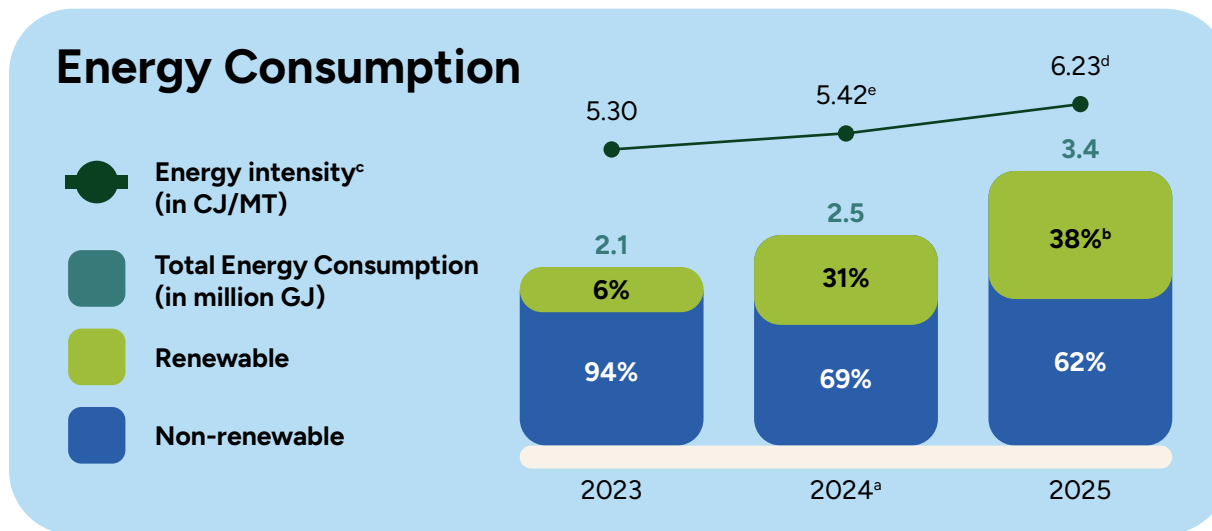
Energy Consumption Reduction

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Following the shift of our Tuna and Coconut businesses to geothermal energy this year, the share of renewable sources in our total energy consumption has increased by 7%. We have also expanded the practice of using biomass to generate steam to support manufacturing processes in our new coconut plant in Tangub.

We have recorded an increase in gasoline usage to ensure power continuity. Coal remains the largest component of our energy mix, however, it now represents less than half of our total energy consumption, about 10% lower than last year.

We recognize a 25% increase in overall energy consumption and nearly the same increase for energy intensity for 2025. While we are progressing in the use of renewables, we will continue to monitor our net energy use and seek ways to improve our energy management initiatives.



Note: Energy consumption is measured using installed meters for purchased renewable and non-renewable electricity, while fuel consumption is compiled using delivery receipts, storage tank level readings, equipment operating logs, and the estimated liter consumption of trips.

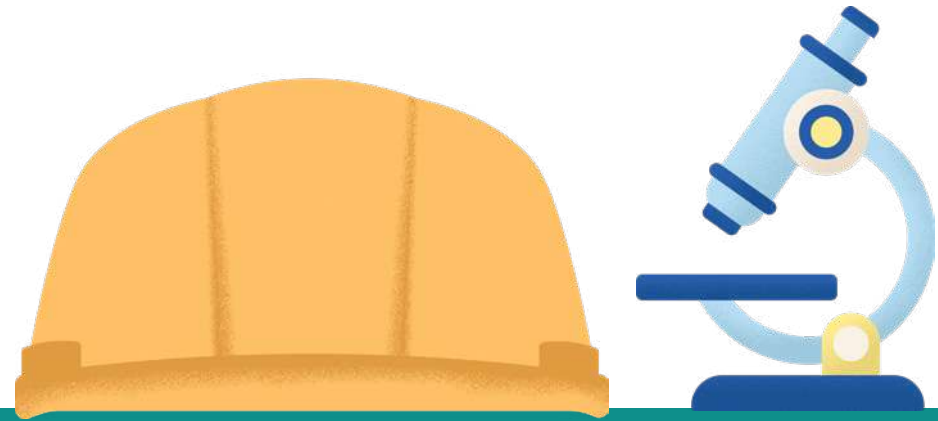
^aRestated 2024 data for accuracy.

^bIncrease in 2025 is due to new coconut plants using biomass for power, the shift of Tuna and Coconut facilities to geothermal energy, expanded scope and better data collection using actual billing.

^cEnergy intensity is calculated as total energy consumption divided by total product volume produced in MT. This metric means that for every MT of CNPF product manufactured in 2025, CNPF consumed 6.23 GJ of energy.

^dHigher energy intensity is due to the addition of a new coconut plant, which is still ramping up production.





First Engineering Summit

CNPF emphasizes operational excellence, innovation, and people development across our manufacturing facilities—from tuna and coconut processing facilities in Mindanao to its dairy, meat, and R&D operations in Manila. 2025 marked a milestone with the First Engineering Summit spearheaded by Corporate Engineering.

This summit served as a platform for engineering teams across plants and facilities to share best practices, safety enhancements, lean maintenance strategies, and new technologies for process optimization. Additionally, it brought our technical leaders and engineers together to promote cross-plant collaboration, spark discussions on automation, energy efficiency, predictive maintenance, and value-adding innovations aligned with CNPF's product pipeline.

We plan on holding our Engineering Summits every two years to check progress and adjust plans. As CNPF grows, that trust and the habit of checking in regularly will help us make steadier improvements, allowing us to fulfill our mission far into the future.

Environmental Impact Management

CNPF recognizes the importance of environmental stewardship. We are committed to understanding and responsibly managing our environmental impacts, including those related to climate change. Our goal is to progressively establish mitigation and adaptive measures that will enable us to responsibly manage environmental risks and seize climate-related business opportunities as they arise.

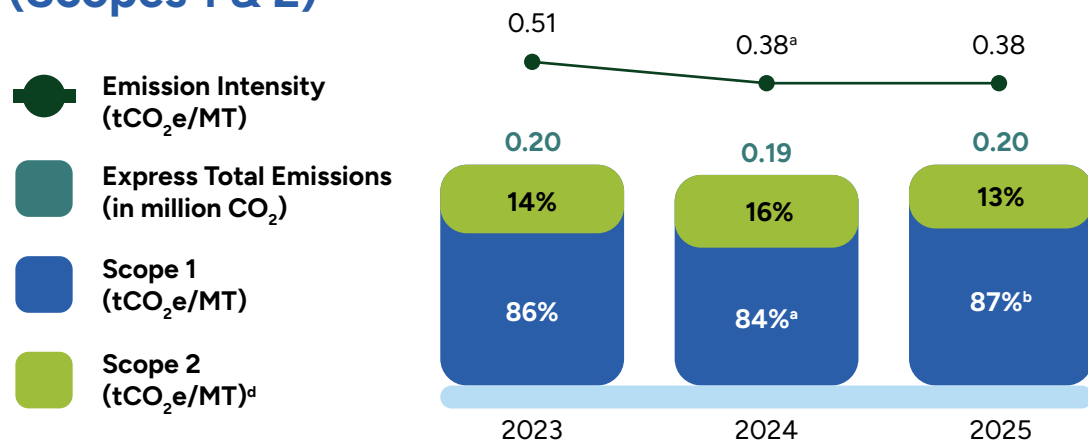


Greenhouse Gas Emission Reduction

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By advancing energy efficiency and expanding investment in renewable energy, we are steadily reducing our emissions economically: a win for the planet, the business, and our consumers.

GHG Emissions & GHG Intensity of CNPF (Scopes 1 & 2)



We account for our operational GHG emissions through Scope 1 and Scope 2 categories, representing the emissions directly under our control. In our production plants, our Scope 1 emissions derive from on-site combustion of coal to generate steam for our boilers at our production plants. We also consume diesel in backup generators for supplementary and backup power, as needed, as part of Scope 1 emissions. Our Scope 2 emissions derive from our consumption of purchased electricity.

^aRestated Scope 1 emissions and related metrics for accuracy.

^bIncrease in 2025 Scope 1 emissions is driven by higher diesel use for generator sets.

^cEmission intensity is calculated as Scope 1 GHG emissions divided by total product volume produced in MT. This metric means that for every MT of product manufactured in 2025, CNPF emitted 0.38 tonnes of carbon dioxide equivalent in greenhouse gases (direct emissions).

Investment in Renewable Energy

We continue our transition to using clean, renewable energy, striving to reduce our carbon emissions and our reliance on fossil fuels.

In 2025, the construction of a 1.2-MW solar plant was approved in the new coconut processing facility in Tangub. The plant is expected to be online by the second quarter of 2026 to provide clean energy to our coconut facility.

Meanwhile, our other coconut facility in General Santos is now operating with 100% renewable geothermal power. This sustainable power supply replaces the previous mix of 11% renewable and 89% non-renewable energy for the facility. Enabled by the Philippines' Retail Competition and Open Access (RCOA) policy, this partnership not only reduces our environmental impact, but also results in cost savings for CNPF through lower electricity rates.



Coconut Facility in General Santos Completes ISO 14001:2015 Stage 1 Audit

In 2025, our coconut facility in General Santos completed Stage 1 of the ISO 14001:2015 certification audit for its Environmental Management System (EMS)—a key international standard that helps organizations systematically manage their environmental responsibilities.

Completing Stage 1 indicates that we have launched an organized, documented EMS—including environmental policies, aspect assessments, monitoring systems, and internal procedures aligned with ISO's international standard.

This positions our facilities to enter Stage 2 and ultimately achieve full ISO 14001 certification. By implementing internationally recognized management systems, we can drive environmental improvements on an organizational scale.

As we work towards full certification, attaining this milestone underscores our evolving role as a responsible food manufacturer that integrates environmental accountability into its core operations, helping us pursue and operate sustainably long-term.



Landfill Waste Reduction

At CNPF, we aim to promote the circular economy and strive to 'do more with less' by reducing waste at source and recycling or upcycling waste into new resources. As a food company, we focus on maximizing the use of our operations' biological and packaging materials before disposal.

In our Coconut business, we maximize the raw material by utilizing all parts of the nut as for key products such as coconut water and cream as well as by-products. To minimize waste, we use coconut shells as biomass fuel for our boilers. Our Tuna business also turns waste into tuna by-products such as fish meal, fish oil, and fish soluble. Meanwhile, sludge generated from the wastewater treatment facility (WWTF) in our Milk business is sold for use as a primary component in cement production fuel.

In compliance with the Ecological Solid Waste Management Act, all business units segregate their operational waste on-site as part of daily operations. We sell recyclables from our operations, such as scrap metals, plastics, paper, and cardboard, to scrap recyclers, while accredited haulers collect our general rubbish for disposal at landfills. All our business units have systems in place to

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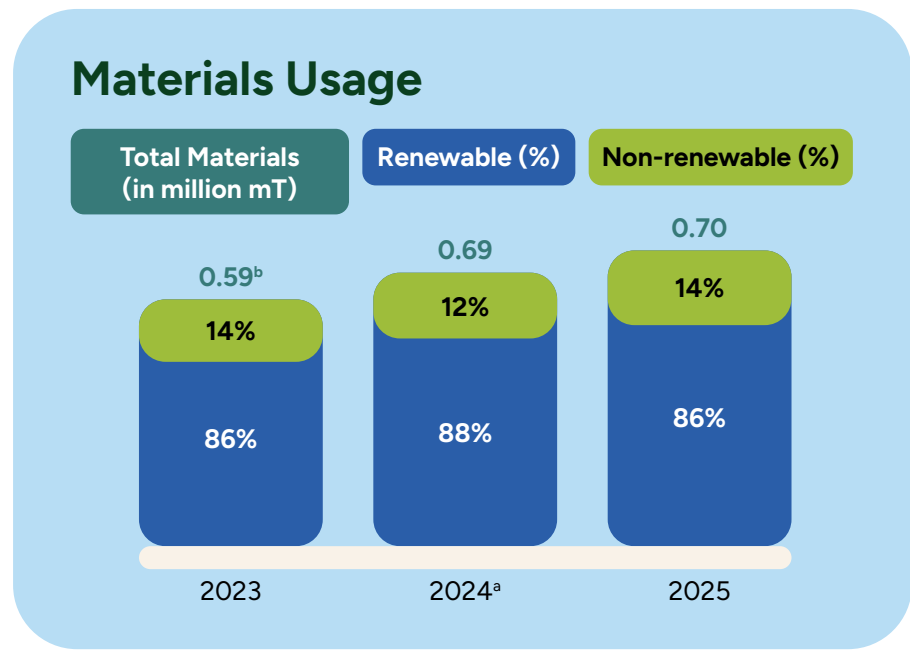
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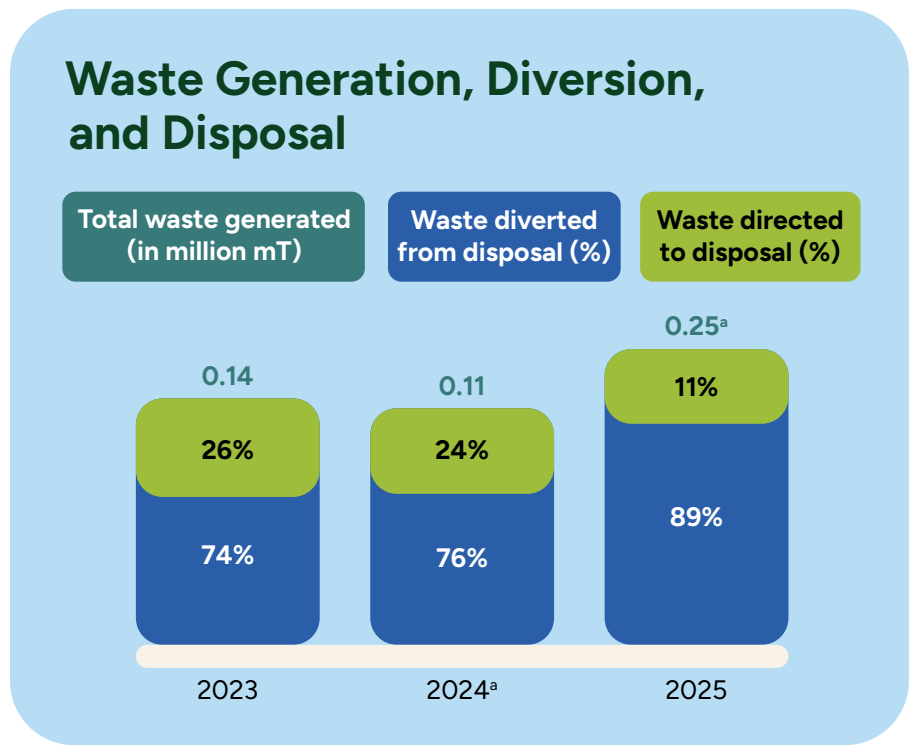
monitor and measure the amount and type of waste from their operations and report to our Sustainability Steering Planet Subcommittee.

We prioritize recyclable, renewable, or biodegradable materials. Our current packaging range—from tin cans and metal lids to glass bottles, plastic containers, paper labels, and cardboard cartons—is designed to support recyclability. Additionally, we actively collaborate with partners to enhance plastic recycling and co-processing, helping to minimize our environmental footprint. For more details, refer to this report's Plastic Waste Management section.

We are also committed to responsible waste management, ensuring that the waste we generate (plastic, compost, metal, scraps, sludge, etc.) is recovered and processed into reusable resources, whether for our own operations or external applications.



^a2024 data has been restated for accuracy.
^bThe total amount of materials used in 2023 has been restated for accuracy.



^aThe significant increase in reported waste generated in 2025 is attributed to improvements in the waste data collection from our supply chain and logistics division. These wastes were classified under waste diverted from disposal.

Plastic Footprint Management

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CNPF actively pursues a robust strategy to address our plastic footprint resulting from post-consumer waste. We continuously seek out viable eco-friendly substitutes to single-use plastics and explore ways to diminish our plastic dependency.

In 2021, our Tuna and Sardines businesses banned single-use plastics from plant and office canteens to encourage reusable food containers or paper packaging. This prohibits plastic items such as coffee sachets and bottled drinks within plant premises. To support this initiative, water drinking fountains are provided to encourage employees to bring their own reusable containers.

Our Tuna business has replaced plastic stretch films with reusable wraps for palletized empty cans and finished goods in logistics and transport, reducing plastic waste by over 56% since the implementation of these initiatives in 2022. Additionally, 70–80% of our brands use paper and tin packaging, which are more easily recycled.

Our Continued Commitment To Plastic Waste Management

The partnership between CNPF and Plastic Credit Exchange (PCX) is a key component of our environmental strategy to reduce and manage our plastic footprint. In 2025, the collaboration was expanded through plastic recovery programs and community waste initiatives through plastic credit investments aimed at supporting a circular economy.

As a Plastic Cleanup Partner, we invest in plastic credits that fund the recovery and processing of post-consumer plastic waste. Through this mechanism, we enable the collection and recycling of plastic waste in the environment equivalent to the amount used in its product packaging.

2025 marks our sixth year of committing to reducing our brands' plastic footprint by 100% through this offsetting mechanism.

By August of 2025, we had fully recovered plastic waste equivalent to 100% of the plastic packaging used by our brands, exceeding the 40% recovery requirement under the Philippines' EPR Act of 2022.

This commitment extends to the communities and partner organizations that we work with as well. Community-based plastic collection programs like the Aling Tindera program (where women-owned sari-sari stores act as plastic collection hubs) and the dozens of collection sites in areas such as Batangas helped communities earn additional income while improving waste recovery systems.

We've continued our commitment, with 14 brands still operating under the PCX Plastic Cleanup Program, encompassing all CNPF brands using flexible plastic packaging. We are committed to incorporating all new CNPF brands that use flexible packaging into our plastic waste management program. To offset our footprint in 2025, we purchased 4,184 MT worth of plastic credits.

Overall, this initiative shows that we consider sustainability as an investment, not an expense—and a crucial aspect of our operations moving forward. For more information on the Plastic Footprint Management program or our Plastic Cleanup Partnership with PCX, visit our website.



Saving Our Seas 2025

In 2025, CNPF once again expanded our flagship environmental campaign, “Saving Our Seas,” transforming it from a one-day cleanup into a nationwide movement that blends marine conservation with community empowerment and policy support. By integrating high-profile activations, mobilizing volunteers, and engaging with local governments and communities, our campaign helped demonstrate that tackling plastic pollution and promoting a circular economy requires shared responsibility and cross-sectoral collaboration among consumers, businesses, and government alike.



“Plastic with Park Seo-joon”: Turning Awareness into Action

A major catalyst for the 2025 Saving Our Seas campaign was the July 2025 fan meet event featuring South Korean actor Park Seo-joon, who was appointed as a brand ambassador for CNPF’s Century Tuna brand. At this high-profile gathering, fans were invited to donate plastic bottles as part of a collective effort to support the campaign, a symbolic moment that sparked momentum and helped elevate public involvement in the initiative.

Over 8,000 fans attended the event, which resulted in 25 kg in plastic collections during the half-day period—67% more than our initial target. The event helped amplify the campaign’s reach and broaden participation. By the end of the campaign, CNPF was able to collect an estimated 1 MT of plastics.

International Coastal Cleanup Day 2025: A Nationwide Surge of Volunteerism

For its third year, the Saving Our Seas campaign marked International Coastal Cleanup Day 2025, expanding the cleanup drives from just one site in 2024 to six coastal locations nationwide. More than 8,200 volunteers participated—a 228% increase in volunteers compared to the roughly 200 participants just a year earlier.

Together, these volunteers collected approximately 1,386 kg of plastic waste, nearly quadrupling the amount collected in 2024. These activities not only helped remove trash from beaches and waterways but also drew attention to the scale of marine debris and the importance of collective action.



La Union Hospitality Group Ordinance Orientation: Single-Use Plastics Ban Advocacy

Finally, CNPF's environmental advocacy linked closely with local policy efforts such as the Single-Use Plastics (SUP) ban initiative in provinces like La Union, where local ordinances impose restrictions on items like plastic utensils, straws, cups, and polystyrene products to curb pollution.

Through Saving Our Seas, CNPF partnered with La Union's DENR to educate the various hospitality groups about solid waste management. We also worked with the Provincial Government Environment and Natural Resources Office (PG-ENRO) about prohibition of single-use plastics in the province (Provincial Ordinance No. 426-2023), with 49 groups in total taking part in these sessions.

Supply Chain Management

Supplier Credibility 3-3 2-25 2-27 403-7

In accordance with our Supplier Accreditation Policy, we seek business partners who meet our commercial standards, comply with relevant government regulations, and align with our social and environmental aspirations as responsible members of the community.

Our Supplier Code of Conduct and Ethics (SCOCE) outlines the Company's stance on responsible sourcing and supply chain sustainability and the corresponding requirements we expect our suppliers, manufacturers, and service providers to uphold.

The SCOCE covers our standards on:

- Human rights (child labor, forced labor, human trafficking, nondiscrimination, harassment, working hours, wages, and benefits)
- Health, safety, and quality
- Business ethics (business integrity, no gift policy, fair competition, privacy and intellectual property, and conflict of interest)
- Environmental compliance with applicable laws and regulations
- Management systems

As of 2025, 100% of our current suppliers have signed and acknowledged the SCOCE as a requirement to work with CNPF.

Currently, all supplier audits are primarily designed for QA, which evaluates and ensures product quality and safety standards. For the latest developments on the international standards, certifications, accrediting bodies, trade associations, and regulating agencies we align with, refer to the Accreditations and Certifications and the Tuna Sustainability sections of the report and the Purchases Assessment page on our website.

CNPF is currently developing a roadmap to incorporate sustainability criteria into our supplier screening and accreditation process. This will help us assure and monitor partners' compliance with the social, environmental, and governance standards set in the SCOCE and identify and manage associated sustainability risks within our supply chain.

We are committed to engaging and educating our partner suppliers on sustainability practices to ensure they grasp the importance and can effectively implement them. Over the past year, we've focused on empowering supply chain manufacturers with the necessary knowledge and tools for accurate carbon footprint tracking.

These efforts are essential for informed decision-making and strategy development to lower carbon emissions across the value chain. Our objective is to work with our partners to create an efficient, cost-effective, and responsible supply chain that is responsive to the evolving demands of sustainability.



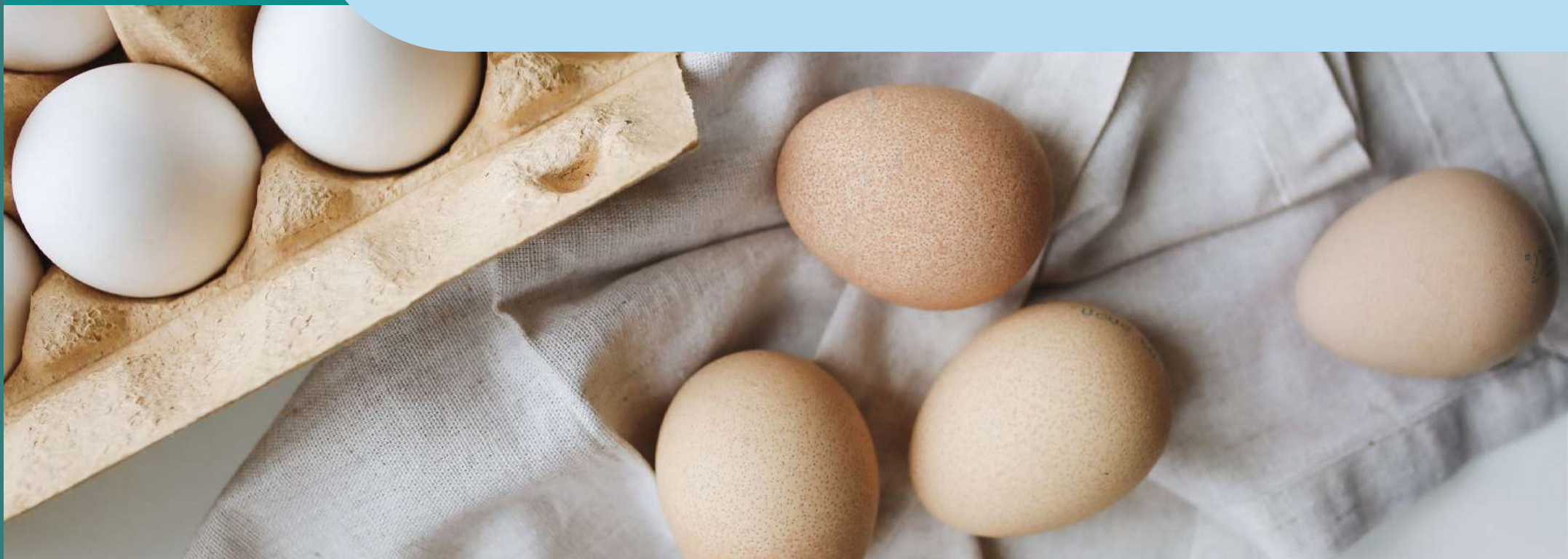
Transforming The Local Food Supply Chain With Our Commitment To Cage-Free Eggs

CNPF's 2025 cage-free egg commitment represents a clear step toward ethical sourcing and sustainable food production. By pledging to fully transition to cage-free eggs by 2030, we align with global sustainability trends and contribute to transforming the Philippine food industry underpinned by more responsible supply chains.

Cage-free egg production refers to systems where hens are not confined to small battery cages and can move freely within barns, allowing natural behaviors such as nesting, perching, and foraging. This approach is considered more humane and can improve both animal welfare and product quality. By committing to cage-free sourcing, we support more humane farming practices that allow hens greater mobility and natural living conditions.

Additionally, consumer demand for ethically sourced food is increasing. A 2024 GMO Research survey shows that 80% of Filipinos are more likely to favor brands that use cage-free eggs. As one of the Philippines' largest food manufacturers, our commitment encourages suppliers and competitors to adopt similar standards.

We will gradually shift all egg ingredients to cage-free sources across all our brands, and provide annual updates on its progress toward the 2030 target as part of our responsible sourcing strategy.



Local Sourcing

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By sourcing locally, CNPF is better positioned to launch new products and reach markets much faster while reducing shipping and storage costs. We believe that with this approach, we can minimize emissions, energy usage, and waste, while supporting local businesses and contributing to the economy, enabling market access for local producers.

Procurement Practices

	2023	2024	2025
Percentage of procurement budget used for significant locations of operations that is spent on local suppliers (%)	52%	56%	56%

To support the local economy, we allocate over 56% of our total procurement budget to suppliers registered in the Philippines. In 2025, 100% of the raw materials for our Coconut business were sourced from local farms.

Through RSPo Foundation's Farmer to Agripreneur program, we source approximately 84% of the fresh produce we use in our Tuna products from local smallholder farmers. Our Sardine business also works with local fisherfolk, sourcing most of its major raw materials requirements locally. To know more about Sardine Sustainability, see this report's section on Padagos Bulan.

Our Coconut business, CPAVI, has established a local community purchasing program in various provinces in Mindanao. This program not only ensures a stable supply for our factory but also gives smallholder coconut farmers the opportunity to earn more from selling directly to CPAVI at a fair market price. In 2025, CPAVI sourced 28% of its coconut supply from this program.

Save Our Coconuts Year 2

CNPF's 2025 Save Our Coconuts initiative focuses on distributing coconut seedlings to smallholder farmers aimed towards increasing productivity and supporting sustainable coconut supply chains. Initially pledged to distribute an additional 100,000 coconut seedlings to smallholder farmers across the Philippines, it now stands as one of our foremost initiatives to create a sustainable coconut industry in the Philippines.

Save Our Coconuts Year 2 officially rolled out in December 2024, marking an accelerated expansion of our activities. An additional 8,000 seedlings were planted, with distribution of quality seedlings supporting 105 farmers. The program prioritizes smallholder coconut farmers, who make up the majority of the coconut farming sector in the Philippines and often depend on coconut farming as their main livelihood.

Apart from the benefits to farmers, Save Our Coconuts has also advanced CNPF's efforts in sustainable sourcing. By investing in agricultural renewal and farmer livelihoods, we continue to contribute to both community development and the long-term sustainability of the coconut industry in the Philippines, all while securing a steady supply to meet growing demand for coconut products.



Tuna Sustainability

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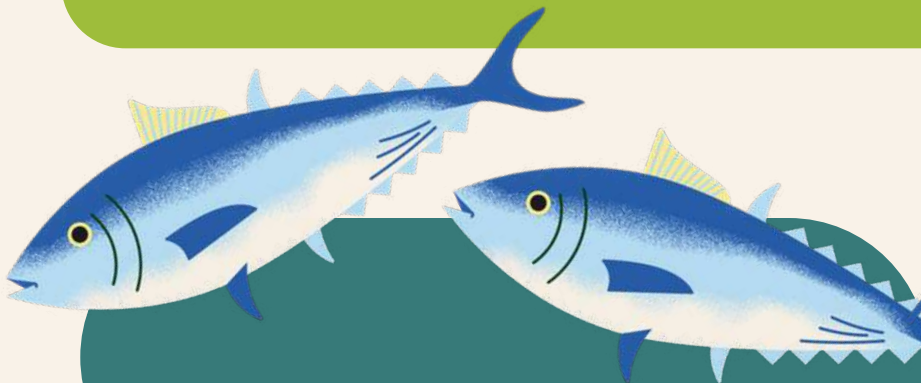
As one of the leading manufacturers of tuna products both locally and worldwide, we recognize that the longevity of our Tuna business hinges on the sustainability of the seafood industry. Biodiversity loss, climate change, and unethical labor practices threaten the health of our business and the tuna industry. CNPF is committed to responsible sourcing and fishing practices as a means to sustain the Tuna business while conserving the health of marine ecosystems.

International Seafood Sustainability Foundation (ISSF)

Through our wholly owned subsidiary General Tuna, CNPF is a member of the ISSF. CNPF also sits on the Board of the ISSF and its executive committee to help shape sustainable tuna fishing practices globally. Together with more than 20 other members worldwide, we strive to fully comply with the ISSF's conservation measures. The major drivers for our continued involvement with this organization are remaining up to date with evolving expectations for corporate responsibility in our industry and achieving a competitive advantage among more discerning consumers in developed markets.

ISSF's Conservation Measures cover the following areas:

- Regional Fisheries Management Organization (RFMO) Support
- Traceability & Data Collection
- Bycatch Mitigation
- Monitoring, Control and Surveillance
- Illegal, Unreported and Unregulated Fishing
- Capacity
- ProActive Vessel Register
- Exemption for Very Small Purse Seine Vessels
- Social and Labor Standards



Skipjack Tuna

We primarily utilize skipjack tuna, stocks of which are deemed to be at healthy levels per the ISSF's 2024 assessments. This species is the most abundant of all major commercial tuna due to its short gestation period and ability to reproduce year-round in tropical and subtropical waters.

Traceability

We firmly believe that transparency in sourcing underpins sustainability. All our tuna raw materials are traceable at the source. Vessels are registered at the Proactive Vessel Register and audited by a third-party assurance group, MRAG Americas. This ensures that we only source from suppliers who comply with industry best practices and conservation measures.

Pursuing Tuna Traceability with Other Global Standards and Industry Associations

CNPF is focused on improving our ability to screen and assess suppliers. We are a member of the Global Tuna Alliance—a market-led initiative that issued the Tuna Traceability Declaration in 2020 to support SDG 14: Life Below Water.

In 2021, General Tuna adopted the [Global Dialogue on Seafood Traceability \(GDST\)](#) standards. This international platform for companies in the seafood supply chain, technical experts, and partner non-governmental organizations has in place the GDST Standards and [Guidelines for Interoperable Seafood Traceability Systems](#), the first comprehensive set of global standards for end-to-end seafood traceability. This represents a significant global initiative to make global seafood traceability more reliable and affordable by allowing for interoperability across seafood traceability platforms, and is critical for the industry to combat illegal fishing and unethical labor practices.

Partnering with various organizations and adhering to international standards demonstrate our commitment and give us the opportunity to be a leader in Tuna Sustainability to serve global markets.

For a full list of our partnerships and cooperation with international volunteer and regulating bodies, see our [Tuna Purchase Assessment](#) on the CNPF website.

Updates on Our Fisheries Improvement Project (FIP)

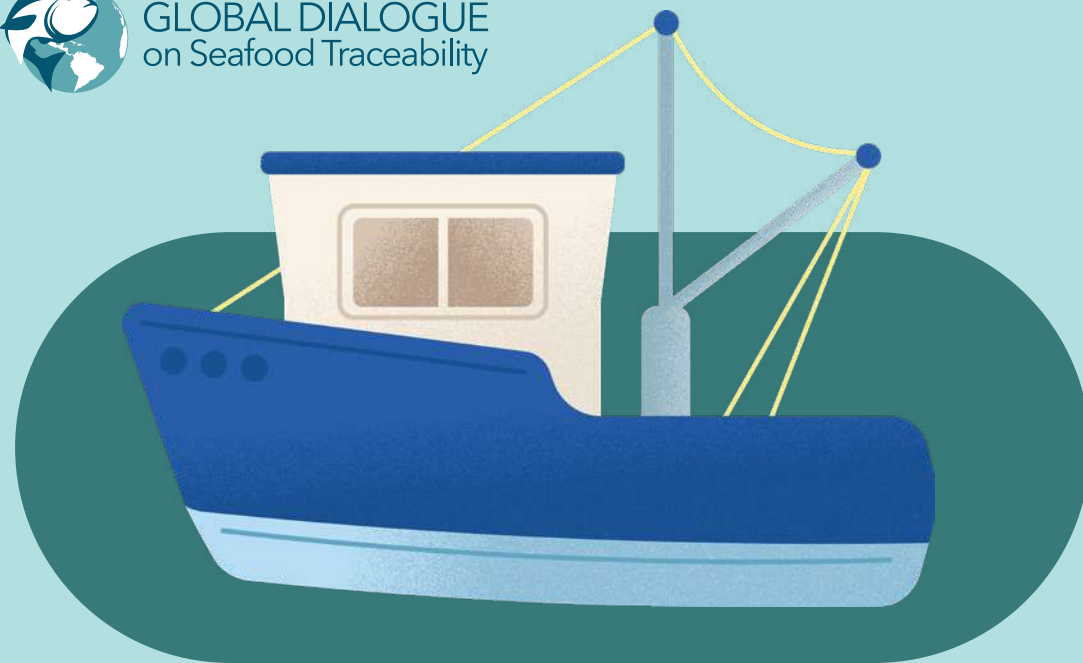
Responding to the rising global demand for sustainable seafood, CNPF, through our subsidiary General Tuna Corporation, initiated a FIP in 2021 to guide local fisheries toward best practices.

CNPF's FIP is a multi-stakeholder initiative in partnership with the Bureau of Fisheries and Aquatic Resources that aims to help fisheries in the Western Central Pacific Ocean High Seas Pocket 1 adopt more sustainable fishing practices and ensure sustainable stocks of Yellowfin and Skipjack tuna.

Mounting pressure to become sustainable makes Marine Stewardship Council (MSC) Certification an increasing requirement for fisheries to continue supplying corporations. The FIP is a stepping stone toward obtaining this certification. General Tuna Corporation is working toward MSC Certification for its FIP by 2026, which will allow us to maintain our current customer base and open opportunities to serve new markets. The FIP enhances our local fishing fleet's competitiveness on a global scale, advancing skills and capabilities across all registered Filipino-flagged vessels in the fishery. CNPF is on track to meet our 2026 goals for the FIP.



GLOBAL DIALOGUE
on Seafood Traceability



Sardine Sustainability

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SUSTENIDO 2.0: PADAGOS, BULAN!

In 2025, CNPF deepened our sustainability agenda with the advancement of our Sustenido Bulan program into SUSTENIDO 2.0: PADAGOS, BULAN! Our activities in 2025 strengthen Sustenido Bulan’s core mission: promoting sustainable fishing practices, reducing waste, building supply chain resilience, and boosting local economic growth.

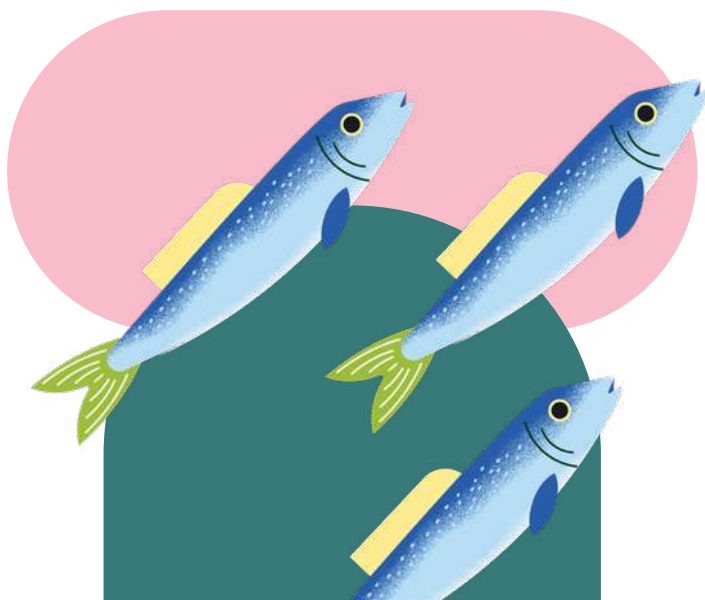
By mid-2025, SUSTENIDO BULAN 2.0 had already further improved the results from ongoing programs initiated in 2024:

- Human rights (child labor, forced labor, human trafficking, nondiscrimination, harassment, working hours, wages, and benefits)
- Health, safety, and quality
- Business ethics (business integrity, no gift policy, fair competition, privacy and intellectual property, and conflict of interest)
- Environmental compliance with applicable laws and regulations

SUSTENIDO BULAN 2.0 placed a strong emphasis on collaboration. In 2025, we worked with Bulan’s community in pursuing initiatives that leave a holistic impact on the families in Bulan:

- CNPF pledged to build a classroom in Irgan Elementary school supporting 1,500 students, aiming to improve the overall educational environment in Bulan.
- We also empowered 300 fisherfolk wives through a handcrafted dressmaking program in partnership with TESDA and PESO, enabling families to diversify their income streams.

SUSTENIDO 2.0: PADAGOS, BULAN! demonstrates CNPF’s long-standing commitment to sustainable sourcing and community development. By promoting sustainable fishing practices, supporting livelihoods with improved productivity, and uplifting communities through nutrition, education, and skills development, the initiative exemplifies how building a resilient and inclusive sardines supply chain can deliver win-win outcomes for the business and its partner communities.



People Development



Employees

Diversity and Inclusion (D&I)

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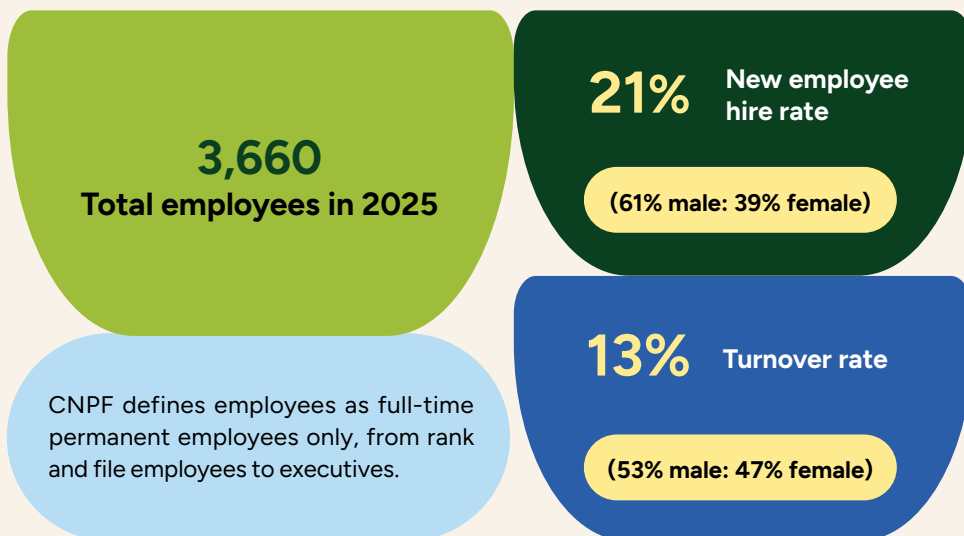
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CNPF is firmly committed to fostering a diverse and inclusive work environment. We maintain a non-discriminatory hiring approach that transcends ethnicity, religion, and gender, actively drawing talent from the communities where we operate. Guided by CNPF's policies, our Human Resources (HR) Department is instrumental in nurturing an inclusive culture where every employee's unique background and perspective contribute to our collective growth and success.

D&I begins at the top. We have a diverse Board of Directors that enables more strategic decision making to drive continuous growth, innovation, and business continuity. Our Board Charter states our Board Diversity Policy and commitment.

Across the organization, most of our senior and middle managers are women. While gender distribution at the executive level still skews male, the ratio has been improving over the years through our continuous efforts to empower women in leadership. To date, four out of seven of our manufacturing divisions are headed by women.

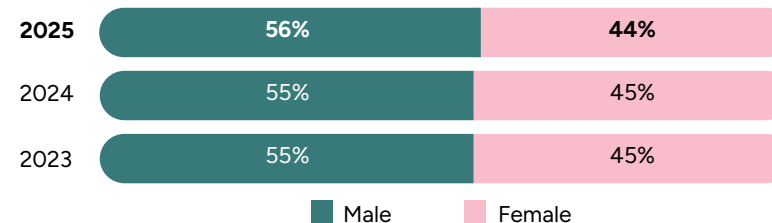
As we move forward, we commit to facilitating opportunities for our employees to increase awareness and foster diversity and inclusion in the workplace.



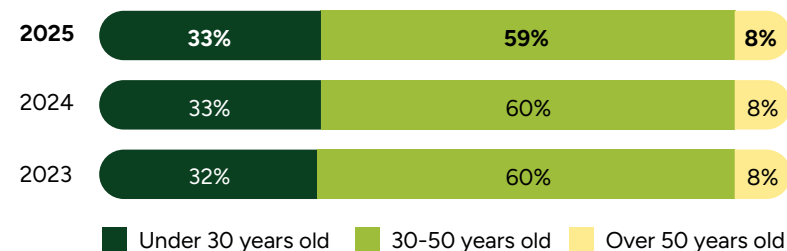
Board and Employee Diversity

Employee Breakdown

By Gender

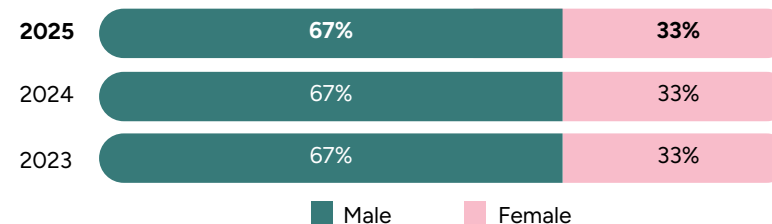


By Age

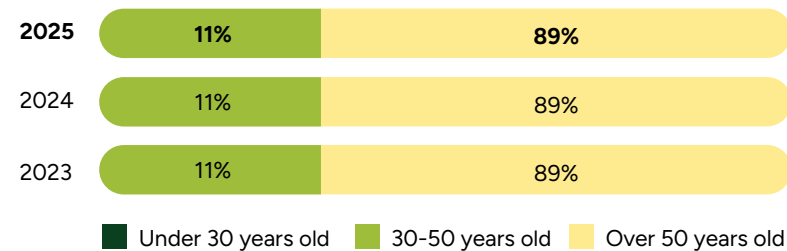


Board of Directors Breakdown

By Gender



By Age



Talent Development

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We regard our employees as partners in business growth and are committed to investing in their professional and personal development. Guided by our Employee Training and Development policy, our HR Department works together with Department Heads to build competencies that support business needs, maximize performance, and ensure career growth and succession planning.

Across our business units, we offer employees training courses on a wide variety of topics, from specific areas of expertise such as machinery operation, marketing communications, and accounting to strategic planning like business continuity, critical thinking, and project management.

As a food business, we make sure to keep employee knowledge up-to-date on good food manufacturing practices like the Hazard Analysis Critical Control Point (HACCP) to protect consumer health. To keep our own workplaces safe, we provide training and refresher courses on occupational safety, first aid, and labor standards.

Values formation sessions, accelerated development programs, and coaching and leadership skills through initiatives like the Century Leadership University also support the holistic and personal development of our people.



Average Training Hours	2023	2024	2025
Female	16	18	21
Male	12	17	20
Overall	14	17	20

°The method for calculating average training hours in 2025 was updated, consolidating the actual training hours across all business units prior to dividing by the headcount per employee level.

2025 KPIs		
Number of training hours 74,452 hours (2024: 55,422 hours)	PHP investment in employee training 32.5 Million (2024: 48.5 million)	% of total training hours given to women 45% (2024: 47%)

Performance Management System (PMS)

CNPF promotes and rewards staff based on exemplary performance. Through our PMS, employees and their immediate leaders are responsible for defining, monitoring, and evaluating progress on performance expectations and KPIs.

Employee KPIs are determined annually at the beginning of each year and structured around four pillars: Corporate Development & Business Growth, Sustainability, Process and Functional Excellence, and People and Organizational Development. The pillars enable individual and organizational development and business growth while integrating our sustainability framework into performance.

Immediate leaders ensure the progress of their direct reports through regular coaching and feedback, which reinforces CNPF’s learning culture. Assessment results determine whether an employee is eligible for salary increases (for all levels) and performance bonuses (for Supervisory levels and above).

In 2025, 100% of our full-time employees, from rank-and-file to executive levels, underwent performance reviews.

Executive Succession Management Program and Individual Development Plan

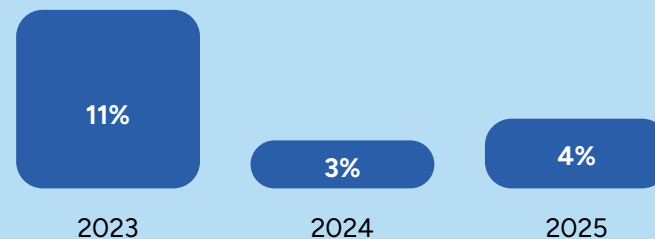
Our Executive Succession Management Program supports business goals, strategies, and sustainability—equipping our high-potential talents who have been evaluated and selected to take on key senior management roles in the next three to five years.

To address development gaps and hone the competencies required by these leadership roles, each candidate is given an Individual Development Plan, which is then implemented through on-the-job learning, coaching, and classroom training. The program is capped with a comprehensive competency assessment and performance evaluation. Final recommendations are then referred to the Executive Committee to determine the candidates’ readiness.



Employee Promotions

Percentage of employee population promoted to a higher rank



Employee Engagement

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CNPF believes that a healthy culture drives productivity and performance and builds a highly motivated workforce with a passion for excellence. Our approach is founded on providing fair compensation, living out our core values, promoting well-being, and embedding sustainability into our culture.

It is our duty to provide a fair and comfortable livelihood for our people. CNPF offers a fair salary structure, benefits, incentive and bonus systems, and access to loan programs. As outlined in our Employee Benefits policies, employees are entitled to benefits that go beyond statutory labor standards, such as:

- Healthcare coverage and medical services
- Vacation and sick leaves
- Paternity and maternity leave
- Flexible working arrangements depending on the nature of work
- Salary and housing loans to eligible employees
- Retirement benefits and leaving service benefits to qualified employees

To continue to attract and retain the best talent, we stay current on market standards for salary and benefits and adopt best practices in developing strong employee relations.

We strive to instill our core values across our business, from onboarding our new hires to employees' individual duties and working as a team. Every individual at CNPF is evaluated against CNPF's values through our PMS.

Our various engagement programs help to strengthen our culture where our employees find fulfillment as partners, contributing and collaborating to achieve shared goals.

In 2025, we organized two offsite Wellness Fairs, convening employees from our business units in Luzon. Activities such as an inter-plant basketball tournament, Centurylympics Fun Day, monthly Fun Night activities, and other wellness events supported physical activity, stress management, and overall well-being.



CNPF Wins Forbes' World's Best Employers 2025

In 2025, CNPF was named one of Forbes World's Best Employers, marking the second consecutive year the Company received this global recognition. As one of the Philippines leading food companies, this distinction demonstrates the Group's commitment to nurturing an impact-driven and values-based organization.

CNPF believes that when our people rally around the company's collective mission of delivering affordable nutrition, they can create real, positive impact through their work. That is why CNPF aims to cultivate a harmonious environment that enables our people to flourish as empowered and collaborative leaders who contribute to this shared goal.

At Century Pacific, we see how living out our core values guide the way we grow and work together as a team. We commit to providing avenues for our people to develop, not only in their careers, but also as individuals.

We believe that being a good, reputable employer not only retains talent but attracts fresh talent as well. By increasing awareness of CNPF as an employer of choice nationwide, we are able to build a broader, more diverse, and high-quality talent pool. This creates more opportunities to attract people who share our values and long-term vision.



“For 20 years, CPFI has been more than a workplace – it has been my home. It’s a place where shared dreams are shaped by teamwork and become shared success. Together, we expanded our reach and products, nourishing and delighting, not just the Philippines but the world.

At the heart of our operations is a simple truth: ‘basta’t sama sama, kayang kaya’ – for it is together that we reach greater heights.”

— **Janina Mara T. Mendoza**
Assistant Vice President
of the Tuna Export
Business



“Through my role in coordinating internship programs and other academic partnership initiatives, I discovered new strengths and skills which I continue to develop.

What makes my work truly fulfilling is knowing that our efforts create meaningful opportunities for people who want to be part of the organization.”

— **Elisha A. Vinarao**
HR Associate,
Corporate HR





Malasakit Miles Program

The Malasakit Miles Program is a recognition program that encourages employees to collaborate. It reflects our core value of “malasakit,” which emphasizes compassion, responsibility, and concern for others within and outside the organization.

Malasakit Miles are earned when fellow employees recognize one another’s efforts to support teams other than their own, going above and beyond their job descriptions to extend support — malasakit in action. Each quarter, the highest-performing Malasakit Miles individuals and departments are tallied, fostering a stronger sense of purpose and teamwork.

The Coconut business unit developed the program to promote collaboration across its various plants. In a span of just 2 years, the unit has seen significant expansion, from one to three plants across Mindanao. Through the program, the culture of malasakit crosses borders, builds camaraderie, and rewards people.

As of October 2025, there are 52 active Malasakit Milers throughout our Coconut business.

Sibol Awards

We aim to build a culture where sustainability is central to what we do and how we make decisions. Through our company-wide annual Sibol Awards, we instill this purpose-driven mindset by empowering our business units to implement sustainability projects that drive our Sustainability Framework.

In 2025, the highest honors were bestowed upon the Dairy team for its Nutrition Mission program. Please refer to the Food Accessibility section of this report for more information on their accomplishments.





Workplace Safety

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A healthy and safe working environment is a prerequisite to our workforce's well-being and paramount to our operations' success. CNPF is committed to creating decent and safe working conditions for our employees working in our plant facilities, on the field, and in our corporate offices, as well as for our contractors and subcontractors, to prevent injury, illnesses, death, and health risks. We fulfill this through our Policy on Health, Safety and Welfare of Employees, in full compliance with RA 11058 and the DOLE's standards.

Every business unit, subsidiary, and affiliate of CNPF has a governing Health and Safety Committee whose primary role is to oversee and safeguard the workplace. The Health and Safety Committee, supported by Safety Officers and marshals on the ground, develops and implements accident prevention and response programs.

This involves conducting regular inspections, audits, and risk assessments, investigating and reporting incidents, implementing corrective actions, and providing safety and health training. The committee is also expected to maintain a Disaster Contingency Plan for emergency preparedness. The committee and officers have monthly meetings to uphold these measures and systems. Non-routine processes also have associated safety controls; for example, our Sardines business requires work permits to be issued daily for non-routine tasks, while our Refrigerated Meat business mandates the submission of strict methodologies from engaged contractors.

Supervisors and safety officers are responsible for implementing controls and corrective actions to ensure safe working conditions. Employees and workers are responsible for reporting any work-related hazards and near-miss incidents to their immediate superiors. Employees and workers also have the right to refuse work when work-related hazards are present in the workplace. In both cases, our employees and workers are protected from reprisals, in accordance with workers' rights.

In accordance with R.A. No. 11058, CNPF has also put the following corporate policies in place to ensure a safe, productive, and supportive workplace:

1. Occupational Health & Safety Policy
2. Health and Safety Committee Policy
3. Drug-Free Workplace Policy
4. AIDS Prevention and Control Policy
5. Tuberculosis Prevention and Control Policy and Program
6. Hepatitis B Policy and Program
7. Mental Health in the Workplace Policy and Program

Promoting Occupational Health & Safety

Regular training and education programs instill a safety culture in our workplace. CNPF holds an annual mandatory Occupational Health & Safety Seminar and First Aid Seminar for selected employees both as an onboarding program for new hires and a refresher course for regular employees and third-party workers working in the plants, warehouses, and logistics. The annual seminar trains our people and workers to recognize safety hazards and apply appropriate control measures, overall complying with government-mandated standards. In addition, our Safety Officers undergo the necessary training and certifications to ensure their continued competency in overseeing safety processes.

Within our plants, we also have daily toolbox meetings, which act as safety briefings to remind our employees and workers of our protocols and to be proactive in identifying and addressing hazardous situations. These quick, informal, everyday huddles supplement our annual mandatory training and reinforce safety.

We also communicate safety guidelines and updates through our health and safety bulletin boards. Our Coconut business, for example, shares lessons learned from safety incidents by posting information on One-Point Lesson (OPL), an internal information-sharing platform, as well as through internal discussions and its Health and Safety bulletin boards. In general, we use the results of our hazard identification and reporting processes to inform the development and improvement of our safety programs and procedures.

Occupational Health and Safety Metrics

Metrics	2023	2024	2025
Number of fatalities	0	0	0
Rate of high-consequence work-related injuries (per 200,000 hours)	0.17	0.00	0.03
Safe man-hours	4.64 million	5.82 million	8.86 million

The data above currently covers all CNPF employees only. For other data on safety and health, refer to the Sustainability Data Summary section.





Overall Health, Well-being, and Human Rights

CNPF promotes the overall health and well-being and upholds the rights of our people. As outlined in our Policy Statement on Human Rights, how we manage our business and interact with our stakeholders are guided by the Labor Code of the Philippines (P.D. No. 442 as amended, s. 1974) as well as global frameworks like the International Human Rights principles of the Universal Declaration of Human Rights (UDHR) and the UN Guiding Principles on Business and Human Rights (UNGPs).

We prohibit all forms of sexual harassment in our workplaces and in all business endeavors. Our Anti- Sexual Harassment and Safe Space Policy upholds our core value of Respect for the Individual and ensures that our working environment supports the dignity, self-esteem, and security of individuals at all times. The Committee on Decorum and Investigation on Sexual Harassment Cases, primarily composed of and chaired by women from managerial, supervisory, and rank-and-file levels, is tasked to investigate and address complaints of gender-based sexual harassment and their immediate resolution.

We continuously promote employee rights, covering labor standards, management prerogatives, and employee's rights and duties. In addition, we strengthen the competencies of our supervisors and section managers through Project Northwall, which provides guidance on leading and managing people, including grievance handling and conflict resolution. These initiatives ensure that employees across all levels are aware of company policies on their rights and are equipped to tackle any related issues that may arise.

HR departments across our business units are provided with the right information and tools through Project Compass, a special labor relations workshop. An informative session was conducted on Proactive Labor Relations for service providers' managers and frontliners to strengthen their competency in feedback, evaluation, and incident management.

All plant employees are covered by HMO and have access to medical services, such as regular consultations, both remote and in-person, annual physical examinations, and vaccinations. Our HR Department provides various health promotion programs to employees, such as monitoring and check-ups, healthy eating initiatives, sports or other physical activities, informative sessions, and other lifestyle or non-occupational health related assistance.

CNPF also prioritizes mental health, recognizing that emotional, psychological, and social well-being enables people to overcome challenges, have good relations, and realize their potential.

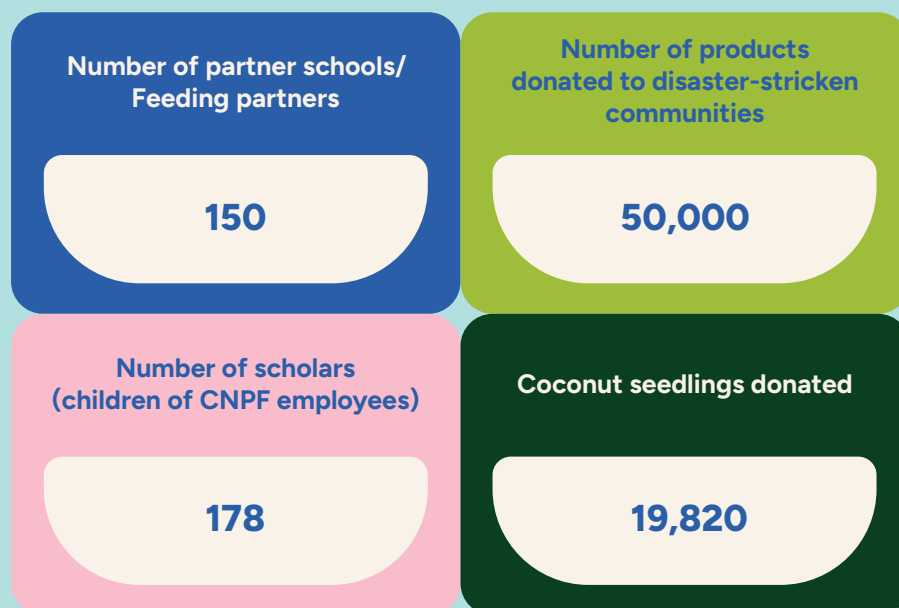
Our Policy and Program on Mental Health in the Workplace, instituted in 2021, articulates our obligation to promote mental health in the workplace. In compliance with R.A.s 11036 and 11058, the policy and program ensure that CNPF employees have access to adequate mental health services, treatment, and reasonable work arrangements. The HR team works with the Health and Safety Committee to further champion mental health through communicating awareness, identifying and managing work-related stressors, and promoting work-life balance.



Community Engagement

CNPF is accountable to the stakeholders in the communities where we operate, hire our staff, and source our ingredients, supplies, and utilities. Our advocacies amplify our role in providing affordable nutrition and are in pursuit of enduring and meaningful partnerships with change agents who share our vision of a better future. For information on our targeted hunger alleviation programs, please see the section of this report on Food Accessibility.

Each of our business units is empowered to implement social and environmental engagement programs to respond to community needs. Examples of community initiatives across our businesses are job caravans, medical missions, feeding programs, mangrove planting, donations of food products, and partnerships with other organizations such as Technical Education and Skills Development Authority (TESDA) for technical skills training. These initiatives—alongside our overarching strategy for job creation and livelihood support in our areas of operation—help us in achieving our vision of more resilient communities.



Job Creation and Livelihood Support

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As CNPF grows, so do the jobs created and supported along our value chain ecosystem. Whether through our partners, vendors, or suppliers, we create livelihood opportunities and encourage decent working environments. Our SCOCE is one way in which we make a positive impact while expanding our locus of positive influence.

KPI	2023	2024	2025
Total number of jobs supported across CNPF value chain	28,336	29,250	33,166

We also support women micro-entrepreneurs in earning additional income by participating in community-based plastic recycling through our Aling Tindera Waste-to-Cash program in partnership with Plastic Credit Exchange (PCX). For more information on this program, please refer to the Plastic Waste Management section of this report.

In 2025, CNPF supported over 33,166 jobs, comprising full-time employees, that of our subsidiaries and affiliates, outsourced workers, as well as jobs indirectly supported through our business relationships, such as project-based staff, consultants, exclusive corporate distributors, and employees of suppliers, vendors, contractors, and supply chain partners that are primarily dependent on CNPF.

In alignment with Community Engagement, CNPF launched Sustenido Bulan to enhance the livelihoods of local fisherfolk in 2025. Read more about this program in our Sustenido Bulan section.

Through RSPo Foundation, Inc., our philanthropic socio-civic arm and non-profit affiliate, we're able to extend the reach of the positive impact we can make. We also support livelihoods for displaced marine workers in Zamboanga during the fish ban season and farmer cooperatives in Sarangani through RSPo's Adopt-A-Farm and Farmer to Agripreneur programs. These programs enable us to create work opportunities for these communities while also serving as reliable sources of raw materials for our Tuna and Sardines businesses.

CNPF Supports Future Professionals with Mindanao State University - Iligan Institute of Technology (MSU-IIT)

As a long-standing Filipino company, we understand that we have a responsibility to secure the continuity of our organization and at the same time, provide the next generation with opportunities to build a better life. This is why CNPF pursues proactive efforts to strengthen our employer branding and futureproof our pipeline of talent—most notably, among students.

In February 2025, CNPF through its Human Resources department launched an internship program and signed a MOA with MSU-IIT. This demonstrates our early investments in developing potential talent and building strong relationships with academic institutions.

This internship program in partnership with selected schools and universities gave students industry exposure and work experience, as well as support needed for them to complete their studies.

In particular, this initiative highlighted our support for the following impact areas:

- Academic excellence: We awarded scholarship grants to academically outstanding graduating students, recognizing talent and helping support their transition into the workforce.
- Focus on Mindanao talent development: Our scholarship initiative specifically targeted graduating students from partner schools in Mindanao, helping expand opportunities and strengthen the local talent pipeline.

We will look for more opportunities to partner with other academic institutions in the future, seeking to both develop the workforce within and outside our company. These initiatives are part of our broader effort to build sustainable partnerships with educational institutions, and ensure a steady pipeline of skilled professionals for the future.



“The scholarship program greatly lightened my financial, allowing me to focus more on my studies rather than worrying about tuition and other school expenses. It also gave me a sense of responsibility to make the most out of the opportunity given to me. Beyond the financial support, it connected me to a community of scholars who inspired and encouraged me throughout my college journey.

Knowing that there were people who believed in my potential pushed me to study hard”

— **Jalyanna G. Fornasodoro**
CPG Scholar 2025



Pathways To Work: DualTech Training Center Foundation Partnership And I CAN Internship Program

CNPF strongly believes that the Filipino youth deserve unrestricted access to meaningful employment opportunities regardless of socio-economic bracket. In line with this, we partnered with the DualTech Training Center Foundation and the I CAN internship program in 2025 to provide internship opportunities in marginalized communities that can lead to eventual full-time employment.

In 2025, we deployed 46 interns across the Tuna, Coconut, and Dairy business units through our partnership with DualTech Training Center. As of year-end, three student trainees have completed their internship with us and are now full-time employees. There will be 27 graduating trainees from Tuna and Coconut in early 2026 who will be given full time employment opportunities with us as well. Long-term, we hope to tap more DualTech students as a strategic source of future talent.

Likewise, we welcomed five promising students through the I CAN (Connect. Achieve. Navigate) Internship Program in November 2025. These students are now undergoing their internships within CNPF, learning practical experience that will help them gain future employment.



An illustration featuring various vegetables. At the top, a dark green oval contains a head of garlic on the left and a whole purple onion and a slice of onion on the right. Below this, a blue circle is partially visible. In the bottom left, a green circle contains a slice of red tomato and a whole red tomato. The background is a light blue gradient.

Hunger Alleviation

3-3

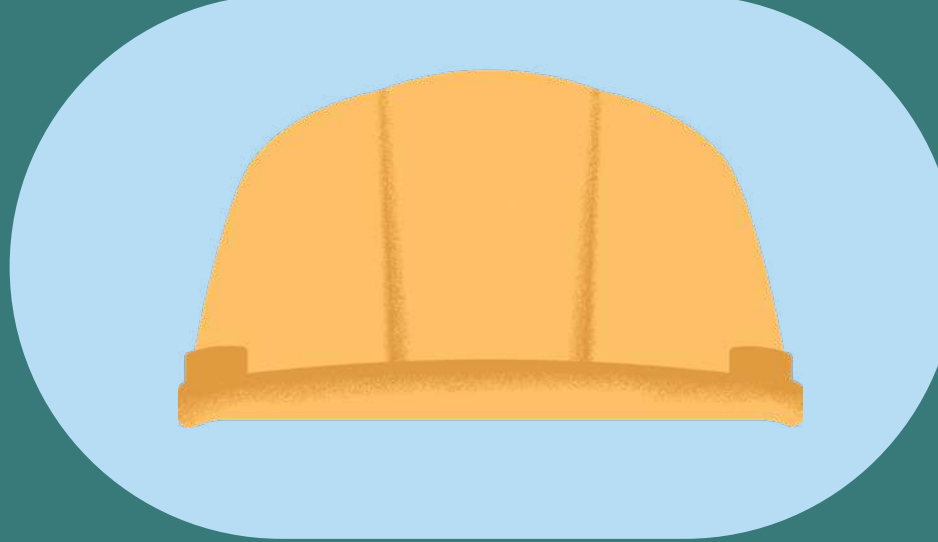
CNPF participates in broader collaborations such as the Zero Hunger Alliance, a network that works with government agencies, non-governmental organizations (NGOs), and community groups. The Zero Hunger Alliance is a multi-sectoral initiative led by Century Pacific Group's RSPo Foundation, in partnership with Gawad Kalinga, government agencies, local communities, and academic institutions. Its mission is to help end involuntary hunger in the Philippines through a holistic 5M approach: Magpakain (feeding), Magpakalusog (nutrition education), Magtanim (community food farming), Magtulongan (multi-sector collaboration), and Magkonek (digital mobilization).

Anchored on sustainable and community-driven strategies, the alliance seeks to foster long-term food security, especially for children and vulnerable groups, while empowering local stakeholders to take ownership of the solution.

In 2025, KAIN PO expanded its reach by including Indigenous Peoples (IP) communities as beneficiaries. In partnership with the Birhen sa Kota Development Foundation, the program supported **10,946 indigenous beneficiaries** in Cagayan de Oro City. By integrating local produce with CNPF products, these communities create sustainable, highly nutritious meals tailored to their regional resources.

The Missionary Oblates of Mary Immaculate, in partnership with local barangays, supported **1,600 indigenous beneficiaries** in Sultan Kudarat, South Cotabato. This collaboration sustained the KAIN PO feeding program, delivering at least eight sessions per month.

Other IP communities reached by the program include the Sama Badjao in Tawi-Tawi, the Aeta in Pampanga, and the Mangyan in Mindoro.



Governance

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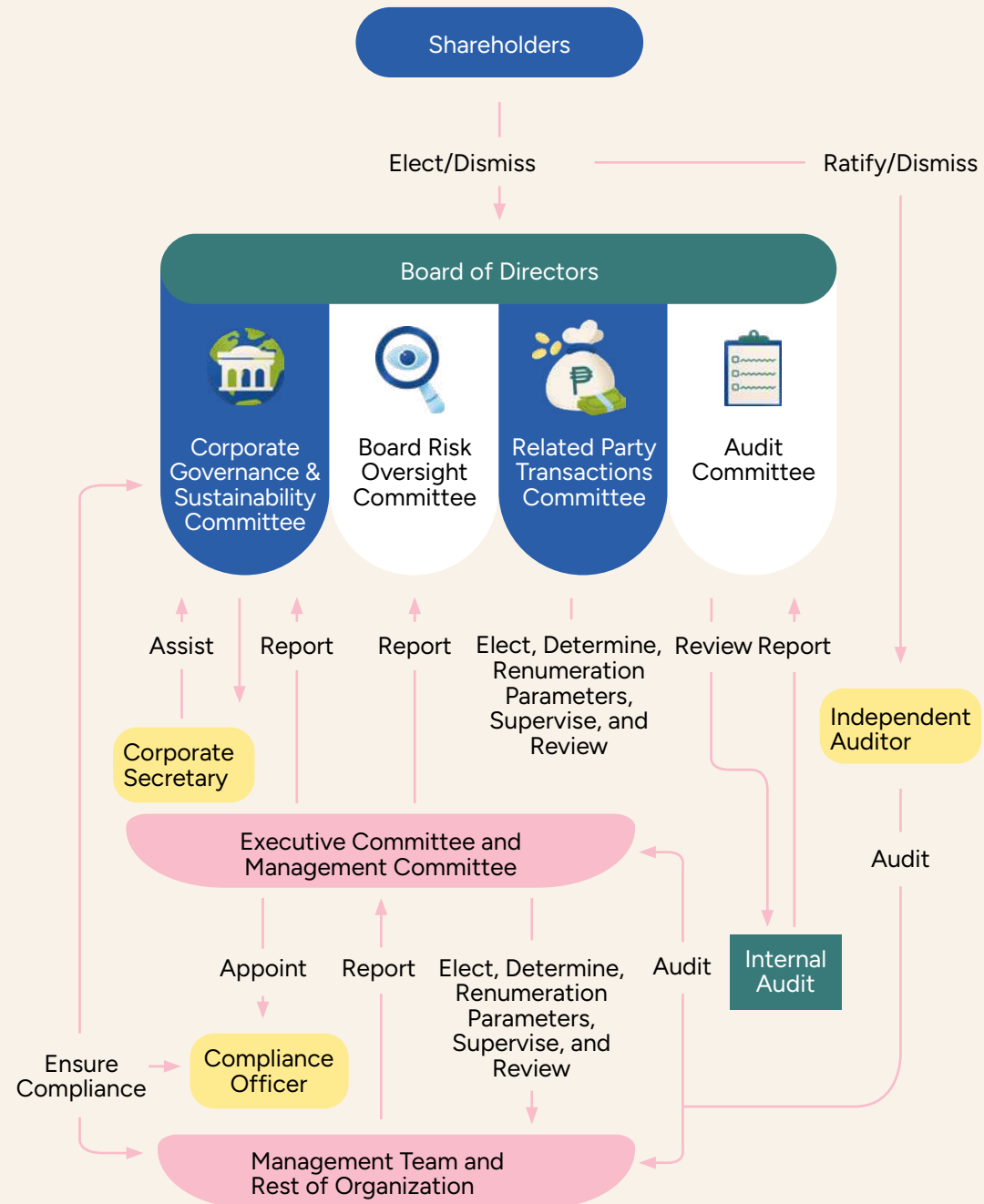




Corporate Governance Introduction

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The Company recognizes the importance of good governance in successfully progressing in our sustainability journey and creating greater value for shareholders. We believe that good corporate governance must span across our entire value chain to ensure that CNPF operates along the lines of business ethics, complies with rules and regulations, and adheres to fair labor practices as we continue to fulfill our multiple economic, moral, legal, and social obligations towards our stakeholders.



Shareholders & Board of Directors

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Shareholders

Shareholders are encouraged to actively participate by exercising their rights. Such rights include the following, among others:

1. Participating and voting during stockholders' meetings
2. Exercising the appraisal right on instances stated in Section 81 of the Corporation Code
3. Voting and being voted as director or officer of the Company
4. Inspecting records of all the Company's business transactions and minutes of any meeting
5. Receiving dividends declared by the Board of Directors
6. Sharing in the distribution of the Company's remaining assets after its dissolution and liquidation

Shareholder rights can be found in the Company's By-Laws and Manual on Corporate Governance which are available on the CNPF website.



Board of Directors

2-12

The Board of Directors (the Board) is to act in the best interest of the Company and all its shareholders. The following are some of the roles and responsibilities of the Board.

To the Company

1. Approve the selection and assess the performance of Senior Management and other control functions
2. Ensure an effective performance management framework is in place to certify Management and personnel performance are at par with set standards
3. Supervise the proper implementation of and compliance to the Code of Business Conduct and Ethics, including standards for professional and ethical behavior for internal and external dealings
4. Attend and actively participate in all meetings of the Board and its respective committees
5. Oversee the development of and approve business objectives and strategies and monitor their implementation
6. Assure the Company has an appropriate internal control system, including a mechanism for managing potential conflicts of interest of the Board, Management, and shareholders
7. Make certain there is a sound enterprise risk management framework for key business risks

To Shareholders

1. Encourage active shareholder participation and minimize costs and administrative impediments to said participation
2. Be transparent about and fairly promote shareholder rights, and provide processes and procedures for them to follow
3. Attend and actively participate in all shareholders' meetings
4. Have a formal and transparent board nomination and election policy
5. Establish corporate disclosure policies and procedures to ensure the comprehensive, accurate, reliable, and timely report of relevant and material information, including non-financial information. Further details may be found in the Board Charter available on the Company website.



Composition of the Board of Directors

2-9

The Board of Directors is to have a collective working expertise that is relevant to the Company's industry or sector.

The majority of the Board should consist of non-executive directors in order to secure objective, independent judgment on corporate affairs and to substantiate proper checks and balances.

Additionally, at least three or one-third of the Board (whichever is higher) must be independent directors.

This ensures that no director or group of directors can dominate the decision-making process, protecting the Company's interest over the interest of individual shareholders.

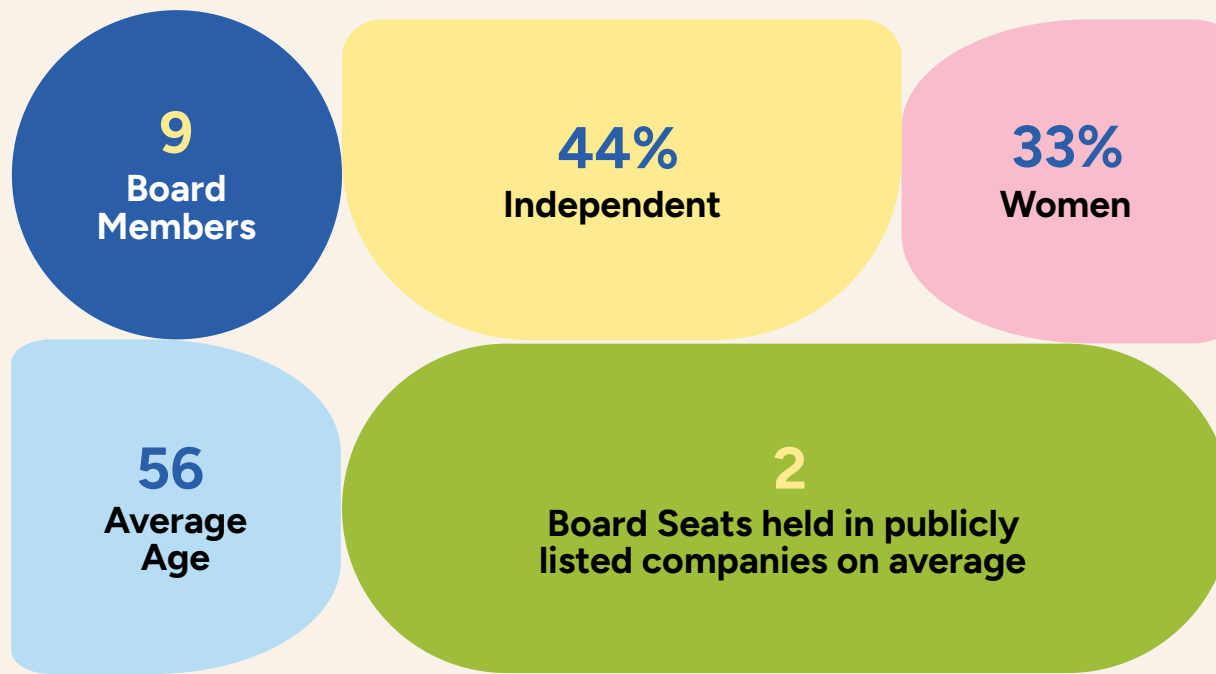
A lead independent director is designated should the Chairman of the Board not be independent and is authorized to lead the Board in cases where management has clear conflicts of interest.

The diversity of our Board of Directors is vital as we aim to create a diverse and inclusive organization. The Company's Board Diversity Policy can be found in its Board Charter.

Current Composition



■ Executive Director ■ Non-executive Director



Qualifications 2-10

The Board ensures that it has an appropriate mix of competence and expertise. Its members should also remain qualified for their positions individually and collectively to fulfill their roles and responsibilities and respond to the needs of the organization based on the evolving business environment and strategic direction.

The Company's Nomination Committee pre-screens and accepts the nominations for the Board in accordance with the criteria provided in the Company's Manual of Corporate Governance and the By-Laws.

The qualifications of directors, among others, include:

1. College education or equivalent academic degree
2. Practical understanding of the business of the Company
3. Good standing in the relevant industry, business, or professional organization
4. Relevant previous business experience

In addition to the above, non-executive directors can only concurrently serve as directors in a maximum of five publicly listed companies to ensure he or she can allot sufficient time for company matters.

Once elected, the directors serve for a term of three (3) years. Unless he/she resigns, dies or is removed, each director holds office until the next annual election and until his successor is duly elected.

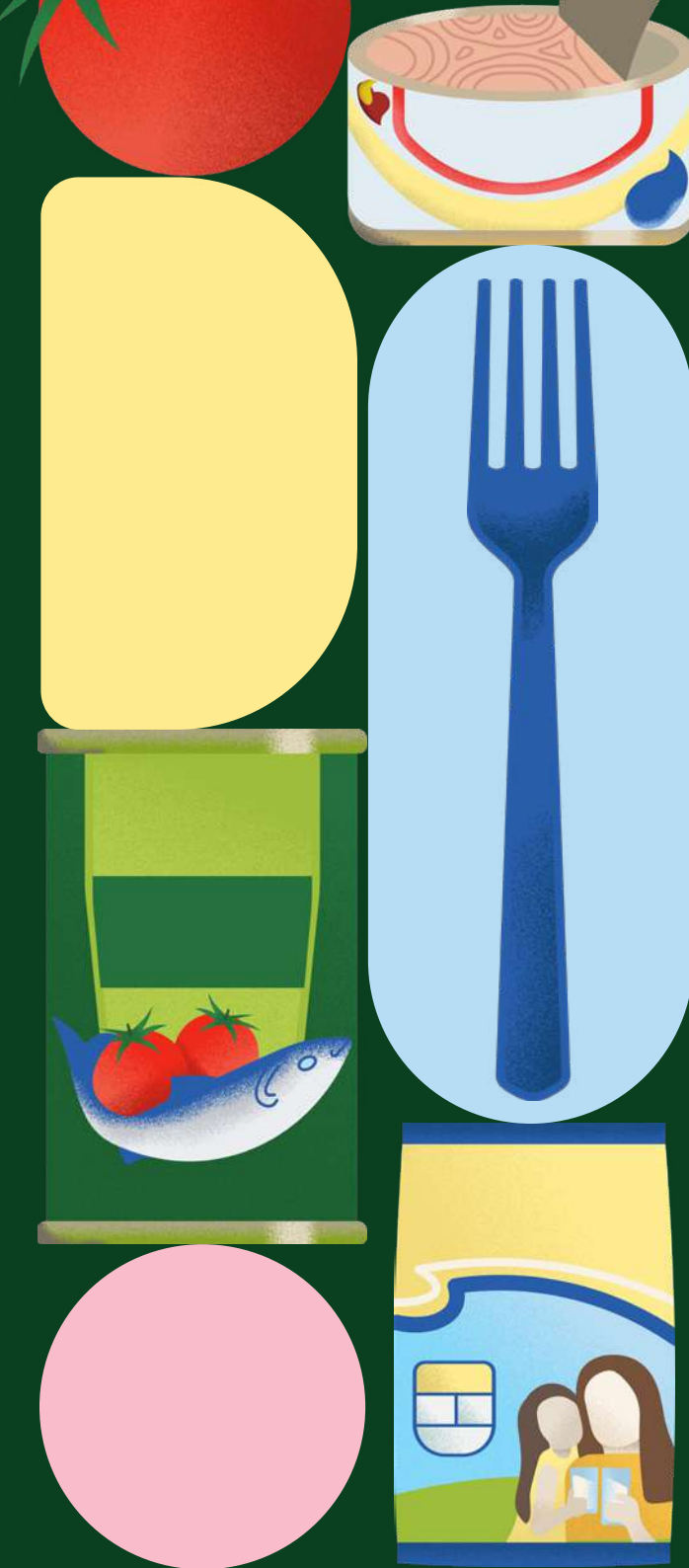
Remuneration 2-19

The Company's By-Laws provide that directors shall receive reasonable per diems for their attendance during each Board meeting. Any compensation other than per diems may be allowed subject to the approval of stockholders representing at least a majority of the outstanding capital stock.

Training 2-17

The Company has set guidelines and procedures concerning the orientation program for first-time directors.

Our directors attended corporate governance seminars conducted by the Institute of Corporate Directors (ICD) on the 29th of August 2025. For the year, the annual training focused on 1) the Board's role in succession, leadership, and rewards and 2) governance and strategy for artificial intelligence.



Evaluation System 2-18

CNPF conducts annual Board Performance Assessments with the following Criteria and Process of evaluation:

- The structure, efficiency, and effectiveness of the Board
- Participation and engagement of each member of the Board
- Contribution of each member director to their respective Committees
- The relationship of the board with management.

The criteria also reflect the specific duties, responsibilities and accountabilities of each party assessed as provided in the Company's By-Laws, Manual on Corporate Governance, Board Committee Charters and governing policies.

Succession Plan

The Board ensures that an effective succession planning program for directors and key officers is in place. This is to help secure the continuous growth of the Company.

LEGEND

VC Vice Chairman

C Chairman

M Member

BOARD MEETING ATTENDANCE

DETAILS

MEMBERSHIP AND ATTENDANCE STOCKHOLDER AND BOARD

MEETING	ANNUAL STOCKHOLDER*	REGULAR	SPECIAL
NO. OF MEETINGS	1	4	23
Christopher T. Po Executive Chairman	C 1/1	C 4/4	C 39/39
Teodoro Alexander T. Po Vice Chairman, President, and CEO	— 1/1	VC 4/4	VC 39/39
Ricardo Gabriel T. Po Vice Chairman	— 1/1	VC 4/4	VC 39/39
Leonardo Arthur T. Po Treasurer	— 1/1	M 4/4	M 39/39
Atty. Regina Stella J. Barrientos Director	— 1/1	VC 4/4	VC 39/39
Frances J. Yu Lead Independent Director	— 1/1	M 4/4	M 39/39
Stephen Anthony T. CuUnjieng Independent Director	— 1/1	M 4/4	M 39/39
Regina Roberta L. Lorenzana Independent Director	— 1/1	M 4/4	M 39/39
Philip Alexander G. Soliven Independent Director	— 1/1	M 4/4	M 39/39

Committees of the Board of Directors

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The Board Committees are to support the effective performance of the Board's functions. Their purpose, memberships, structures, and responsibilities are further discussed in the Committee Charters available on the Company website.



Audit Committee

The Audit Committee is tasked to oversee Senior Management in maintaining an effective internal control framework which can provide assurance in areas including reporting, monitoring compliance with laws, regulations, and internal policies, and the efficiency and effectiveness of operations.

It ensures that both internal and independent auditors are to have unrestricted access to all records, properties, and personnel to enable them to perform their audit functions independently from one another.

It is composed of at least three non-executive directors, the majority of whom, including the Chairman (who should neither be Chairman of the Board nor of any other committee), should be independent. All must be experienced in the areas of accounting, auditing, and finance.

The Audit Committee meets with the Board at least every quarter without the presence of the Chief Executive Officer or any other member of the management team.

Internal Audit

The Audit Committee has an independent Internal Audit function that provides objective assurance and consulting services, monitoring and guiding the implementation of company policies and bringing a systematic approach to evaluating and improving the effectiveness of the Company's governance, risk management, and control functions.

The Committee oversees Internal Audit, recommending the approval of the Internal Audit Charter which contains the function's responsibilities and plans.

It ensures the independence of the Internal Auditor and reviews and monitors Management's responsiveness to Internal Audit.

Additionally, the Audit Committee periodically meets with the Chief Audit Executive, whose appointment is recommended by the Committee.

Samuel V. Santillan¹ was re-appointed as the Company's Chief Audit Executive and has 25 years of experience in auditing, finance, and accounting management roles in various companies prior to joining CNPF in 2008.

Internal Audit is to render an annual report on its responsibilities, activities, and performance relative to the audit plans and strategies approved by the Audit Committee.

It is also to provide a statement declaring whether it is compliant with the International Standards for the Professional Practice of Internal Auditing.

Internal Audit assists the Audit Committee to ensure:

1. Reliability and integrity of financial and operating information
2. Compliance with policies, plans, procedures, laws, and regulations
3. Safeguard of assets
4. Resources are economically and efficiently used
5. Results of operations and programs are consistent with established objectives, goals, and plans

¹Samuel V. Santillan announced his retirement as Chief Audit Executive on 5 February 2026.

External Audit

The Audit Committee has a robust process for approving and recommending the appointment, re-appointment, removal, and fees of the independent auditor. It should be alerted for any situation that may potentially rise due to conflicts of interest which could impair the independent auditor's objectivity.

SyCip, Gorres, Velayo & Co. (SGV) was reappointed as the Company's independent auditor for 2024 during the Annual Stockholders' Meeting held last 30 June 2025, with Christine G. Vallejo as the engagement partner. It is to assess the Company's audited financial statements and provide its judgment on the compliance of said statements with the Philippine Financial Reporting Standards.

In 2025, SGV was paid Php 12.57 million for their audit services. SGV is a member firm of Ernst & Young Global.



Board Risk Oversight Committee

The Board Risk Oversight Committee is to oversee the Company's enterprise risk management system to ensure its functionality and effectiveness. Its responsibility is to supervise Management's activities in managing credit, market liquidity, and operational, legal, and other risk exposures.

It comprises at least three members, and at least one member should be knowledgeable in risk and risk management.

The Committee should always have clear communication with the Chief Risk Officer, Richard S. Manapat, who is likewise the Company's Chief Finance Officer.

Corporate Governance and Sustainability Committee

The Corporate Governance and Sustainability Committee is responsible for ensuring the Company's compliance with corporate governance principles and practices. It periodically reviews the Company's corporate governance framework to ensure it remains appropriate given material changes in the corporation's size, complexity, strategy, and business and regulatory environments.

The Committee's responsibilities also include sustainability matters which involve environmental, social, and sustainability governance concerns. The Committee oversees the implementation of our sustainability framework and periodically reviews sustainability risks and opportunities. It receives updates on overall progress on sustainability and corporate governance semi-annually and advises the Management's Sustainability Steering Committee accordingly. With the rest of the Board, the committee also acts as gatekeeper for sustainability disclosures.

The Committee is also to function as a Nomination and Remuneration Committee, determining the nomination and election process and establishing a formal and transparent procedure in developing a policy for determining remuneration.

It comprises at least three members, all of whom should be independent, including the Chairman.

Related Party Transactions Committee

The Related Party Transactions Committee is tasked to review all material related party transactions of the Company. It also informs regulating and supervising authorities relating to the Company's related party transaction exposures and ensures appropriate disclosures are accomplished.

The Committee is composed of at least three non-executive directors, two of whom should be independent, including the Chairman.



Details	Membership and Attendance Board Committee			
Meeting	Audit committee	Corp Gov and Sustainability Committee	Board Risk Oversight Committee	Related Party Transactions Committee
No. of meetings	4	2	1	2
Ricardo Gabriel T. Po Vice Chairman	M 3/4	-	M 1/1	M 2/2
Atty. Regina Stella J. Barrientos Director	-	-	M 1/1	M 2/2
Frances J. Yu Lead Independent Director	M 4/4	-	-	C 2/2
Stephen Anthony T. CuUnjieng Independent Director	-	C 2/2	-	-
Regina Roberta L. Lorenzana Independent Director	-	M 2/2	C 1/1	-
Philip Alexander G. Soliven Independent Director	C 4/4	M 2/2	-	-

C - Chairman M - Member



Report of the Audit Committee to the Board of Directors For the year ended 31 December 2025

The Audit Committee is tasked to oversee Senior Management in maintaining an effective internal control framework. The Audit Committee held meetings every quarter in 2025 to discuss the following:

1. 2024 External Audit Report of SGV, Audited FY25 Financial Performance, Geopolitical Risk Assessment, and Internal Audit Report
2. Presentation of Q1 Unaudited Financial Report and Internal Audit Report
3. Presentation of Q2 Unaudited Financial Report, Geopolitical Risk Assessment, Acquisition Updates, and Internal Audit Report
4. External Audit Plan 2025 of SGV, Presentation of Q3 Unaudited Financial Report, Investor Engagement Updates, and Internal Audit Report

Report of the Corporate Governance and Sustainability Committee to the Board of Directors For the year ended 31 December 2025

The Corporate Governance and Sustainability Committee is tasked with ensuring that good corporate governance principles and practices are complied with and observed by the Company. In line with this mandate, the Committee met twice and accomplished the following in 2025:

1. Discussed the 2024 Sustainability Report and the 2024 Self-Assessment of the Board of Directors
2. Discussed the 2025 Sustainability Report

Report of the Board Risk Oversight Committee to the Board of Directors For the year ended 31 December 2025

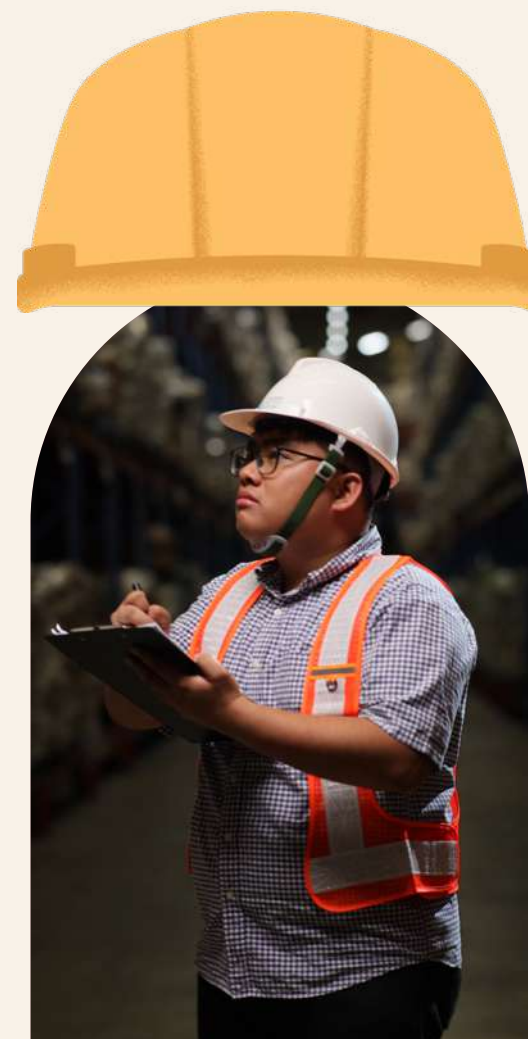
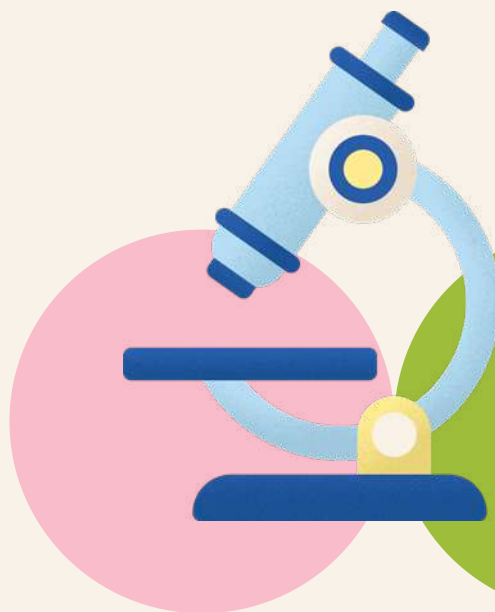
The Board Risk Oversight Committee is tasked to oversee the Company's enterprise risk management system to ensure its functionality and effectiveness. The Committee achieved the following:

1. Discussed the Corporate Risk Assessment and Risk Register Updates
2. Assessed Business Concentration and Extraordinary Risks with their respective Mitigating Measures

Report of the Related Party Transactions Committee to the Board of Directors For the year ended 31 December 2025

The Related Party Transactions Committee is tasked to review all material related party transactions of the Company. The Committee discussed the following:

1. Amounts covering related party transactions of the Company with affiliates in the Group



Corporate Secretary

The Corporate Secretary is to keep abreast of relevant laws, regulations, governance issuances, industry developments, and operations of the Company and advise the Board on all relevant issues as they arise.

Atty. Manuel Z. Gonzales was re-elected as the Company's Corporate Secretary on 30 June 2025. He has been a Senior Partner in the Martinez Vergara Gonzalez & Serrano Law Office since 2006. Atty. Gonzales attended an eight-hour corporate

governance seminar conducted by the ICD in August 2025.

Atty. Gwyneth S. Ong was re-appointed as the Company's Assistant Corporate Secretary on 30 June 2025. She has been a Partner at the Martinez Vergara Gonzalez & Serrano Law Office since 2015, having extensive experience in a broad range of securities and capital market transactions.



Compliance Officer

The Compliance Officer is responsible for determining and measuring the Company's adherence with its Manual on Corporate Governance, relevant laws, the Code of Corporate Governance for publicly listed companies, SEC rules and regulations, and all governance issuances of regulatory agencies.

Atty. Maria Rosario L. Ybañez was appointed as the Company's Compliance Officer on 30 June 2025 and has been involved in the practice of corporate, civil, criminal, labor, and intellectual property law since 2001.

Executive Team

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The Executive Team, along with the rest of the Management team, answers to the Board of Directors and is responsible for the operations and performance of the Company. It concretizes the Company's objectives and targets by

executing its strategies and attaining set targets. The Team is spearheaded by the Chief Executive Officer (CEO).





The positions of CEO and Chairman of the Board are held by separate individuals. Their roles in the organization are distinguished below:

Chief Executive Officer

1. Supervise, monitor, and control operational activities and performance
2. Oversee operational alignment and operating structures
3. Determine the Company's strategic direction and implement its short- and long-term strategic plans
4. Oversee operations and all day-to-day management decisions of the Company
5. Manage the Company's resources prudently

Executive Chairman

1. Maintain qualitative and timely lines of communication and information between the Board and Management
2. Preside Board meetings and ensure its focus on strategic matters such as the Company's overall risk appetite, key governance concerns, and contentious issues that will significantly affect operations
3. Chair weekly Executive Committee meetings, with the option to join Management Committee meetings
4. Focus on strategic development of newer business units, new growth initiatives, and special projects
5. Serve as the link between internal and external stakeholders and provide stockholders with a balanced and comprehensible assessment of the Company's performance, position, and prospects



Rest of the Organization

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The rest of the organization completes the Company and supports its strategies to achieve its ever-growing targets. With competent professionals who embody the core values, CNPF is able to fulfill its purpose of nourishing and delighting everyone, every day, everywhere. As such, attracting, developing, and retaining talent across the organization is of key importance.

The Company maintains strict policies on Health & Safety in all business lines, Anti-Sexual Harassment, Anti-Tuberculosis, Drug Free Workplace, and Executive Medical Check-Ups.

The Company reviews the compensation paid to executives and officers on a yearly basis. The levels of remuneration of the corporation should be sufficient to be able to attract and retain the services of qualified and competent executives and officers.

We have policies on annual merit increases and salary adjustments that are tied to the employees' performance assessments. CNPF proudly promotes a culture of recognition and value for key and high-performing employees who demonstrate excellence at the workplace. Performance is the main driver for total rewards. Rewards programs are therefore differentiated across businesses and among employees according to their contributions and levels of performance, with a significant share given to high-performing employees.

Code of Business Conduct and Ethics

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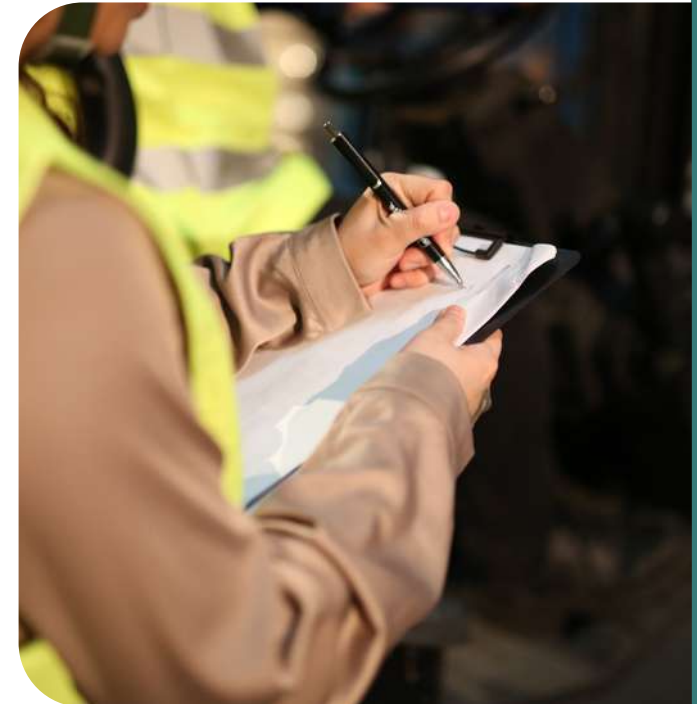
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Compliance with Laws	Requires all employees to comply with relevant laws and regulations in the conduct of business.
Corruption, Extortion & Bribery	Prohibits all forms of corruption, extortion, and bribery from suppliers, clients, or any party with whom the company has business relationships.
Conflicts of Interest	Requires employees to avoid situations that create actual or apparent conflicts between personal and company interests, supported by an annual disclosure form.
No Gift Policy	Prohibits employees from soliciting or receiving gifts from suppliers, customers, or business partners for any purpose.
Use of Non-Public Information	Requires all employees to sign a confidentiality agreement and limits use of company information to legitimate business purposes only.
Insider Trading	Prohibits managers and above from trading CNPF shares during blackout periods surrounding the release of material company disclosures.
Reporting of Personal Transactions	Requires directors, executive officers, and controlling shareholders to report share dealings to the Compliance Officer within three business days for disclosure to regulators.
Use of Company Assets	Obliges employees to act as responsible custodians of company assets, exercising due care and complying with all recording and documentary requirements.
Conflict Resolution	Promotes a work environment conducive to the amicable resolution of disagreements, with superiors and HR jointly responsible for facilitating settlement.
Fair Trade	Ensures fair and responsible competition in all dealings with customers, suppliers, and business partners.



Product Quality & Responsible Innovation	Ensures products and services meet agreed safety and quality specifications, with R&D conducted responsibly under accepted scientific, clinical, and ethical principles.
Data Privacy	Ensures compliance with the Data Privacy Act of 2012 through a designated Data Privacy Officer and codified protocols for the secure processing of private information.
Employees Holding Appointive or Elective Position	Prohibits employees from holding government positions, with limited exceptions for barangay-level roles subject to proper disclosure and approved leave.
Entitlement to Work	Affirms the company's commitment as an equal opportunity employer, extending fair treatment to all individuals regardless of race, religion, sex, disability, or other protected status.
Human Rights	Commits to respecting and promoting human rights in accordance with UN Guiding Principles, using due diligence to prevent risks and address any adverse impacts from business activities.
Labor Laws and Policies	Upholds lawful and ethical employment practices, prohibiting forced and child labor, ensuring fair wages, and maintaining safe working conditions in compliance with applicable labor laws.
Anti-Sexual Harassment and Safe Spaces	Prohibits all forms of sexual harassment and ensures a workplace that upholds the dignity, peace of mind, and self-esteem of every individual.

For more information on the Code of Business Conduct and Ethics, please check the CNPF Code of Ethics on our [website](#).



Other Company Policies

2-23

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Environmental, Social, and Governance (ESG) Policy

- Guided by a Sustainability Framework with three pillars: Protein Delivery, Planet Preservation, and People Development
- Overseen by the Board’s Corporate Governance and Sustainability Committee, with Senior Management leading implementation

For the full policy, visit: [ESG-Policy](#)

Supplier Code of Conduct and Ethics

- Covers Human Rights, Ethics, Health, Safety & Quality, Environment, and Management Systems for all suppliers and service providers
- Requires compliance with social standards in all legally binding agreements

For the full policy, visit: [Supplier Code of Conduct for Suppliers](#)

Policy Statement on Human Rights

- Committed to respecting and promoting human rights in accordance with UN Guiding Principles on Business and Human Rights
- Prohibits discrimination based on sex, age, religion, ethnicity, sexual orientation, gender, or marital status

For the full policy, visit: [Policy Statement on Human Rights](#)

Policy on Material Related Party Transactions

- Ensures fairness and transparency of all related party transactions (RPTs) involving CNPF and its affiliates, officers, and directors
- Aims to avoid conflict of interest and comply with regulatory and good governance practices

For the full policy, visit: [Policy on Material Related Party Transactions](#)

Policy on Health, Safety and Welfare of Employees

- Ensures each employee a workplace free from hazardous conditions in compliance with the Occupational Safety and Health Standards (OSHS) as mandated by the Department of Labor and Employment (DOLE)

For the full policy, visit: [Company’s Enterprise Risk Management System and Other Policies](#)

Employee Training and Development Policy

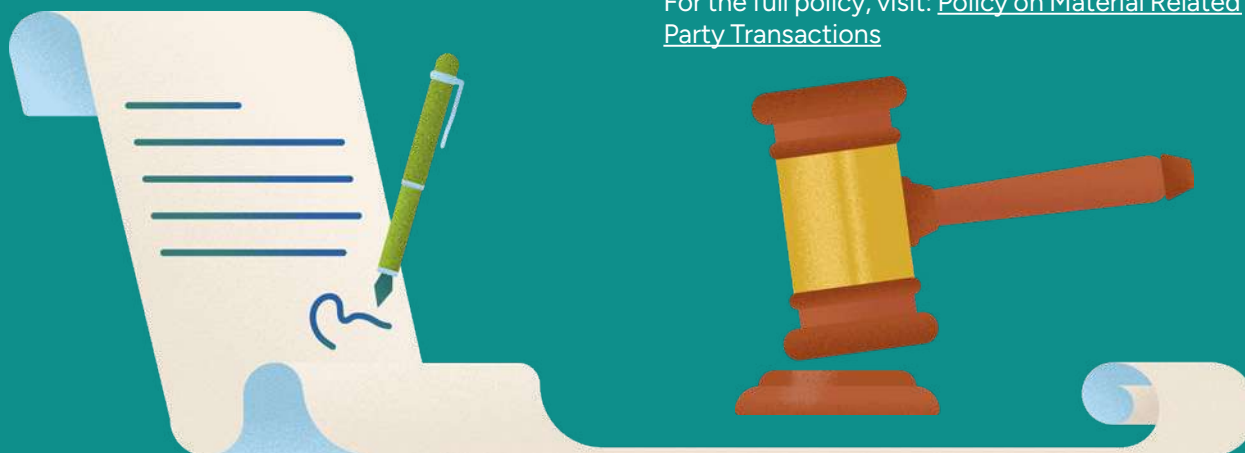
- Policy to carry out continuous in-house and external training and development programs to build competencies, ensure maximum efficiency, and support the career growth and advancement of all regular employees

For the full policy, visit: [Company’s Enterprise Risk Management System and Other Policies](#)

Policy & Program on Mental Health in the Workplace

- Promotes and enhances employee well-being by increasing mental health awareness, supporting employees at risk, and integrating mental health protection into the organizational culture

For the full policy, visit: [Policy and Program on Mental Health in the Workplace](#)



Anti-Corruption

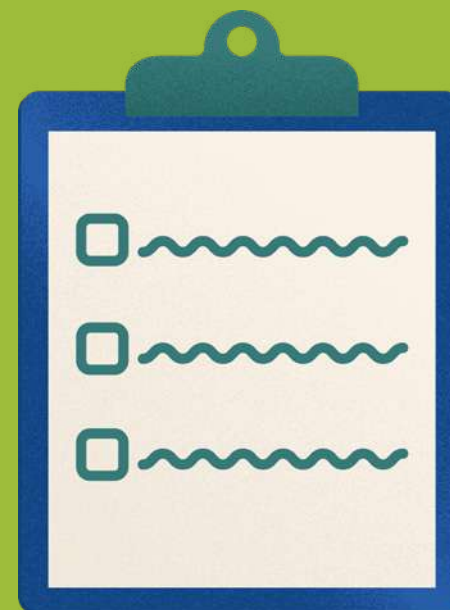
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CNPF upholds our zero-tolerance policy against corruption. Anti-corruption training begins at the onboarding session for all new hires, while our Board of Directors receives annual 1:1 training on management and reporting for incidents. The anti-corruption program and procedures are outlined in our Code of Business Conduct and Ethics, covering all elements of anti-corruption with provisions on corruption, extortion, bribery, conflict of interest, receipt of gifts, compliance with laws, and whistleblowing, among others.

In 2025, the Internal Audit Function continued strengthening risk assessment and control measures to reinforce effective governance, risk management, and internal control practices across the organization. Internal Audit processes and methodologies align with the newly-released Global Internal Audit Standards (GIAS).

CNPF also enhanced audit coverage to include new business operations and risk exposures. Audits include the monitoring and assessment of corrective actions for top risks identified in prior audit engagements. We will continue to evaluate management actions to ensure key control weaknesses are properly addressed and risks are effectively mitigated.

In the reporting year, 30 operations (100%) were assessed for anti-corruption by Internal Audit. Audits resulted in insignificant risks.



In the reporting year, there were zero confirmed cases of corruption.







Risk Management

2-25

CNPF has created a culture where key risks are anticipated, assessed, and actively managed alongside opportunities to achieve business objectives and enhance performance. The Company integrates the risk management process with existing business planning systems and processes to ensure that long- and short-term risks are taken into consideration in making business decisions.

The Company maintains a Risk Register and evaluates risk based on impact and likelihood. Countermeasures are developed and audited to ensure that risks are aptly mitigated.

Here we identify the Company's key risk exposures, their potential impact, as well as some of the current processes and procedures that help mitigate them. The risks outlined below are not exhaustive and instead identify only those deemed as high impact and with a high level of probability.

Moreover, CNPF regularly reviews this list and continues to refine the way we identify, understand, quantify, and manage the effects of risks throughout the Company.

Risks in actual or alleged contamination and safety concerns

Potential Impact

1. Weakened brand and reputation
2. Loss of revenue streams
3. Incur additional costs for damages and/or reparation

Mitigation

1. Continuous investment in quality control systems, procedures, and certifications
2. Strong quality-conscious culture and organization that spans the entire supply chain
3. Regular audits that ensure compliance with internationally recognized systems of food safety and contamination prevention
4. Investments in the brand name and reputation to strengthen the credibility of the brand
5. Maintenance of adequate insurance coverage for costs of damages and/or reparation

Risks in natural or man-made calamities that may cause failure of normal operations

Potential Impact

1. Loss of revenue streams
2. Damage to assets

Mitigation

1. Adequate coverage of insurable assets at the right valuation
2. Preventive maintenance
3. Risk management review and disaster training, especially at the plant and operating levels
4. Agile business continuity plan
5. More responsible and sustainable manufacturing practices to reduce our environmental impacts

Risks in data breaches, cybersecurity system threats, and IT system failure

Potential Impact

1. Compromised data security
2. Disrupted operations

Mitigation

1. Robust IT security measures
2. Regular cybersecurity training
3. Periodic systems health scans and audits
4. Business continuity plan and redundancy systems

Risks in fluctuations in prices and availability of key raw materials and other input or operating costs

Potential Impact

1. Volatility in earnings performance
2. Lower profitability metrics
3. Loss of revenue streams

Mitigation

1. Active study and monitoring of raw material availability, prices, trends, and substitutes
2. Supplier source diversification
3. Ample inventory to ensure continuous production
4. Raw material substitution plan
5. Investments in brand name and reputation to support price adjustments
6. Product diversification targeting different price points and serving different consumer segments

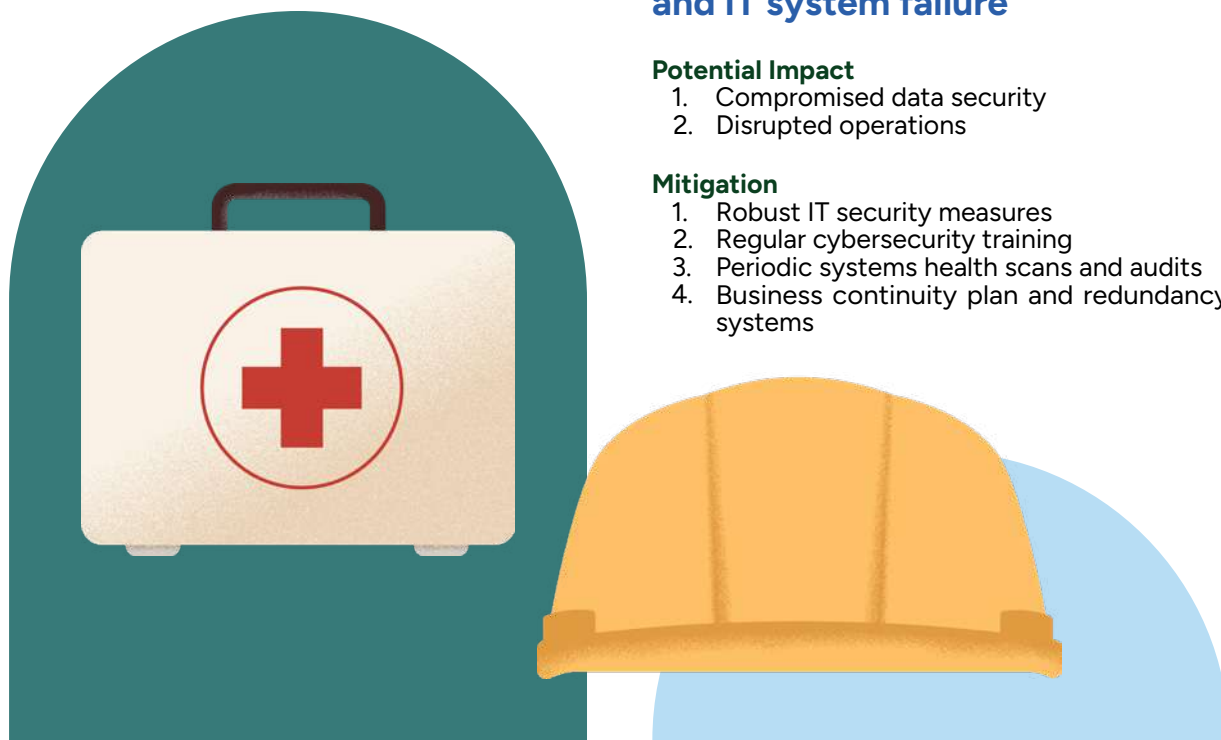
Risks in asset misappropriations and financial misstatements

Potential Impact

1. Reduction in profits and operational disruptions
2. Reputational damage and erosion of employee morale
3. Legal consequences

Mitigation

1. Strong internal controls and segregation of duties
2. Regular internal audits
3. Automated financial systems
4. Training personnel



Risks in new entrants or increased competition in various food categories

Potential Impact

1. Loss of market share
2. Loss of revenue streams

Mitigation

1. Regular engagement with consumers and market intelligence exercises
2. Investments in brand name, reputation, and R&D for new innovations
3. Strict management of cost at all levels to ensure products' cost competitiveness

Risks in labor unrest and slowdowns

Potential Impact

1. Higher cost of doing business
2. Higher employee attrition rate

Mitigation

1. Healthy and safe working environment, where work is conducted voluntarily on the basis of freely agreed-upon and documented terms
2. Fair remuneration and reasonable working hours
3. Engagement programs and Whistleblower Policy



Risks in volatility in macroeconomic and political factors such as foreign exchange, interest rates, availability of funding, rule of law, among others

Potential Impact

1. Lower profitability metrics
2. Difficulty to fund expansion
3. Higher cost of doing business

Mitigation

1. Healthy gearing ratios, liquidity, and cash generation
2. Optimization of currency and geographic sales mix to minimize foreign exchange exposure
3. Selective hedging as approved by the Board
4. Regular review of funding mix by currency, tenor, and manner of pricing (fixed/floating)
5. Actively stakeholder engagement to keep current in all applicable laws and regulation

Risks in forecast variability

Potential Impact

1. Inventory shortages or excess
2. Operational disruptions in manufacturing and supply chain
3. Opportunity loss in revenue and capital misallocation

Mitigation

1. Investments in advanced demand forecasting and planning tools
2. Continuous monitoring and updating of forecasts
3. Engagement with external market intelligence and industry experts to validate forecast assumptions

Risks in workplace safety due to accidents

Potential Impact

1. Compromised health and safety of the labor force
2. Disrupted operations
3. Weakened brand and reputation
4. Incur additional costs for damages and/or repair

Mitigation

1. Implementation of safety protocols, educational safety campaigns, and training at all worksites
2. Regular workplace audits
3. Preventive maintenance of facilities and vehicles
4. Establishment of a health and safety committee
5. Continuous investment in the brand name and reputation

Risks in differing interests of majority shareholders from that of other minority shareholders

Potential Impact

1. Reduced public confidence and higher cost of capital
2. Difficulty in maximizing value for shareholders

Mitigation

1. Regular meetings of Related Party Transactions Committee to review related party transactions at the board level
2. System to ensure all related party transactions are covered by individual agreements that make certain they are arm's length
3. Regular disclosures and engagement with minority shareholders





Other Highlights



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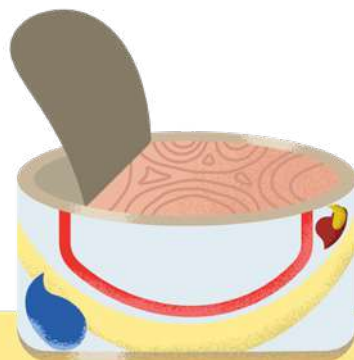
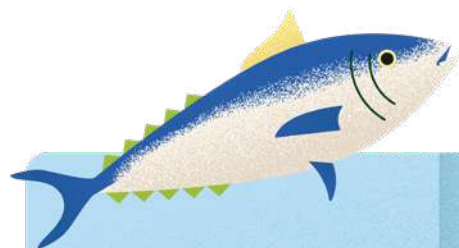


Investor Relations Program

2-29

2025 was challenging to navigate. We saw much uncertainty both in global trade markets and on the home front with the slowdown in GDP. While easing inflation and declining rice prices supported domestic spending power, consumers continued to prioritize affordable and reliable staples. Paradoxically, against this consumer backdrop, CNPF posted sustained growth supported by the resilience of our all-weather, multi-cycle portfolio with its value-for-money positioning. These conditions allowed the Company to invest in capacity, continuing to lay the groundwork for our long-term priorities.

Given this landscape, the role of Investor Relations becomes increasingly strategic. Our team is focused on keeping stakeholders well-informed, providing clear insight into the Company's priorities, the progress toward our long-term vision, and how Management is navigating the complexities of the current environment. It is especially during times like these that building and maintaining the confidence of our stakeholders is most critical.





Proactive Amidst Challenging Times

In our role as liaison between CNPF and the financial community, the Investor Relations team works to help stakeholders understand not just what we do, but why we do it. Our communication approach remains anchored on clarity, consistency, and a focus on the metrics that matter most, while also fostering meaningful dialogue.

Throughout the year, we kept our stakeholders informed about how the Company was adapting to a changing market landscape—from subdued domestic demand to opportunities to make healthier food products affordable and accessible. Just as importantly, we listened. We took time to understand our investors’ concerns and welcomed their perspectives. We shared what we heard with the broader leadership team, so stakeholder views

could help inform decision-making and align our actions with long-term expectations. In each of our touchpoints, whether through earnings briefings, investor correspondence, one-on-one meetings, corporate access events, or company disclosures—we aimed to provide thoughtful responses and foster open, two-way conversations.

We also ensured that our messaging remained consistent, transparent, and accessible across all our materials and reports. With the Executive Chairman and Senior Management engaging directly with investors and analysts, we reinforced not only our commitment to transparency, but also our openness to dialogue and learning. These ongoing exchanges help us do better and move forward together.

Recognition

We are humbled to see our efforts being recognized by notable institutions and investment professionals.

Extel 2025 Asia Executive Team Survey

In Consumer Staples, Rest of Asia (ex-Japan and China)

2nd Buyside: IR Program, Officer, & Team

In All-Philippines

1st Overall: IR Officer and Team

2nd Overall: IR Program

1st Buyside: IR Officer and Team

2nd Buyside: IR Program



Dappy Tecson

Chase Gaerlan

Andie Uy

Jean Fonollera

investorrelations@centurypacific.com.ph



How We Engage



**Glossy
Annual Report**

**Non-deal Roadshows
to Key Financial
Market Centers**



**Traditional and
Social Media Coverage**



Corporate Website



11 Press Releases



**Selected Manufacturing
Site Visits**

**19 Corporate access
events (16 In-Person
and 3 Virtual)**



**Annual
Stockholders' Meeting
30 June**



Conference Calls on Quarterly Financial Results

8 April: Full Year 2024 Earnings Call
7 May: First Quarter 2025 Earnings Call
13 August: Second Quarter 2025 Earnings Call
6 November: Third Quarter 2025 Earnings Call

Attainment of Sell-side Coverage from Brokerages

Institution	Analyst	Latest Call
AB Capital	Hazel Tanedo	OUTPERFORM
BPI Securities	Danbryan Go	BUY
BDO Securities	Maura Rodriguez	BUY
Chinabank	Neil Maderaje	OUTPERFORM
CLSA	Renz Alvarado	OUTPERFORM
COL Financial	Denise Joaquin	BUY
First Metro	Estela Villamiel	BUY
JPM	Jeanette Yutan	OVERWEIGHT
Macquarie	Karisa Magpayo	OUTPERFORM
Papa Securities	Ashley Tong	UNDERWEIGHT
Maybank	Daphne Sze	BUY
PEP/BoFA	Julian Roxas	BUY
PNB	Adeline Bermudez	OUTPERFORM
RCBC	Josh Natividad	HOLD
Regis Jefferies	Gio Dela Rosa	BUY
UBS	John Te	BUY



Investor Relations Calendar 2025

January

- CLSA Non-Deal Roadshow
- BofA ASEAN Conference
- DBS Vickers Pulse of Asia Conference
- Nomura ASEAN Conference
- Maybank Philippine Corporate Day

February

- Macquarie Owners' Access
- PNB Philippines Investor Day (Virtual)
- BPI Retail Investor Call (Virtual)

March

- UBS OneASEAN Summit 2025
- CITIC CLSA ASEAN Forum Bangkok
- PSE Investor Forum

April

- FY24 Earnings Release

May

- 1Q25 Earnings Release
- PSE STAR Investor Day (Virtual)

July

- Maybank Invest ASEAN

August

- 2Q25 Earnings Release
- Macquarie ASEAN Conference

September

- JP Morgan Philippine Forum
- CLSA Investor Forum
- Jefferies & Regis Partners:
The Philippines - Back On The Radar
London Access Days

October

- Jefferies & Regis Partners
Philippine Conference

November

- 3Q25 Earnings Release

December

- BofA ASEAN Conference



Stock Highlights 2-1

Stock Exchange

Century Pacific Food, Inc. is a publicly listed corporation. It held its Initial Public Offering (IPO) on 6 May 2014 and is listed on the Philippine Stock Exchange (PSE) with "CNPF" as its ticker symbol. The stock has a minimum board lot of 100 shares and no foreign ownership limit.

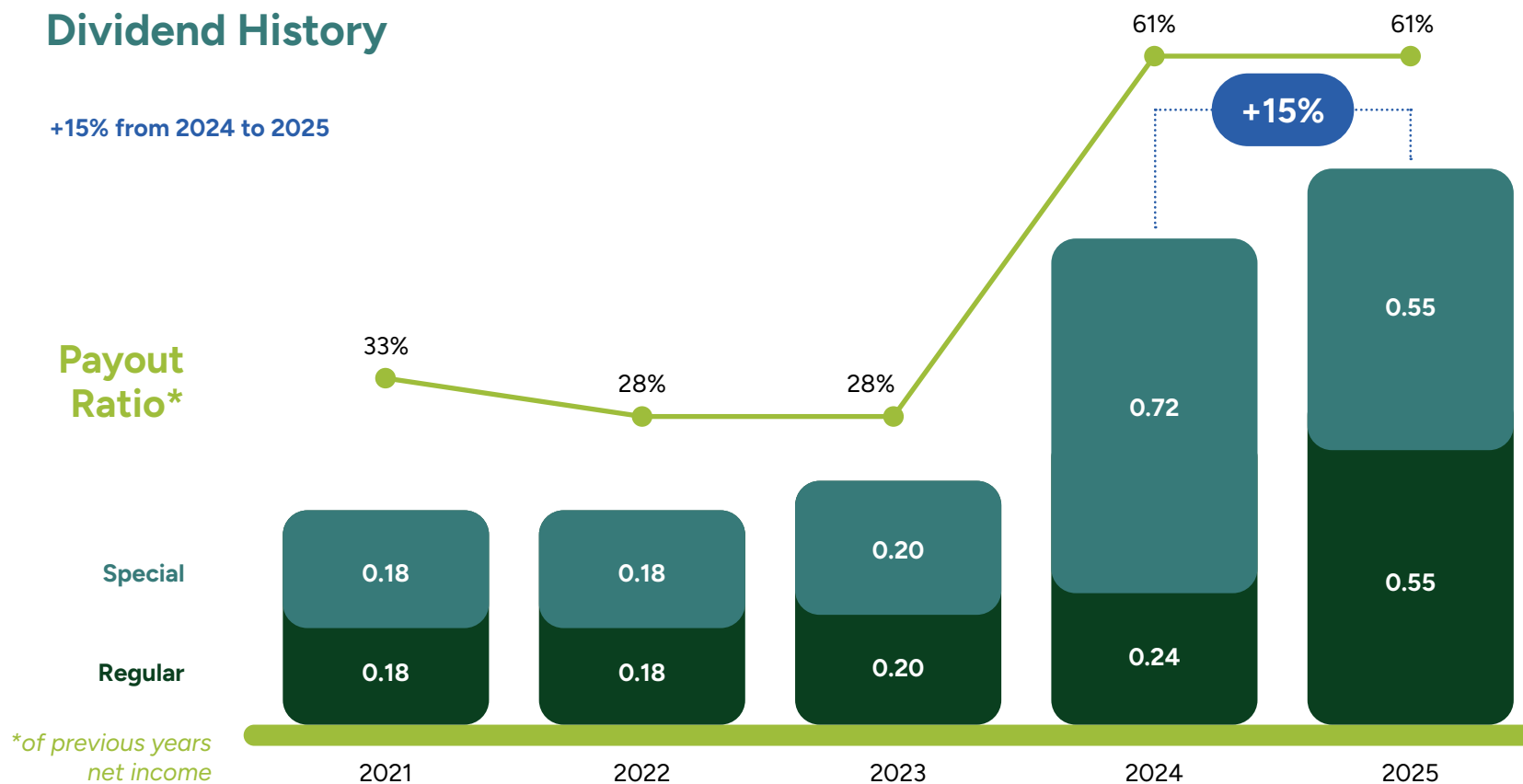
Indices

- FTSE All Cap – Asia Pacific
- FTSE Small Cap – Asia Pacific
- MSCI Philippines Small Cap Index
- PSE Index

Dividend History

+15% from 2024 to 2025

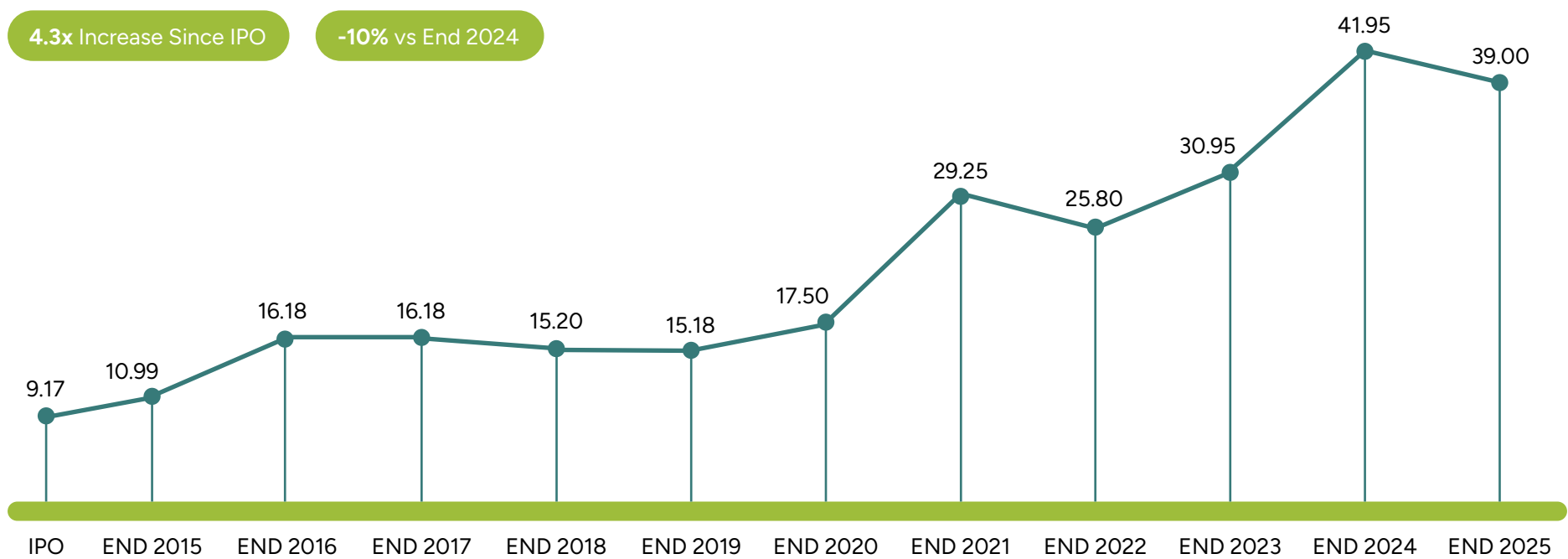
Payout Ratio*





Stock Performance

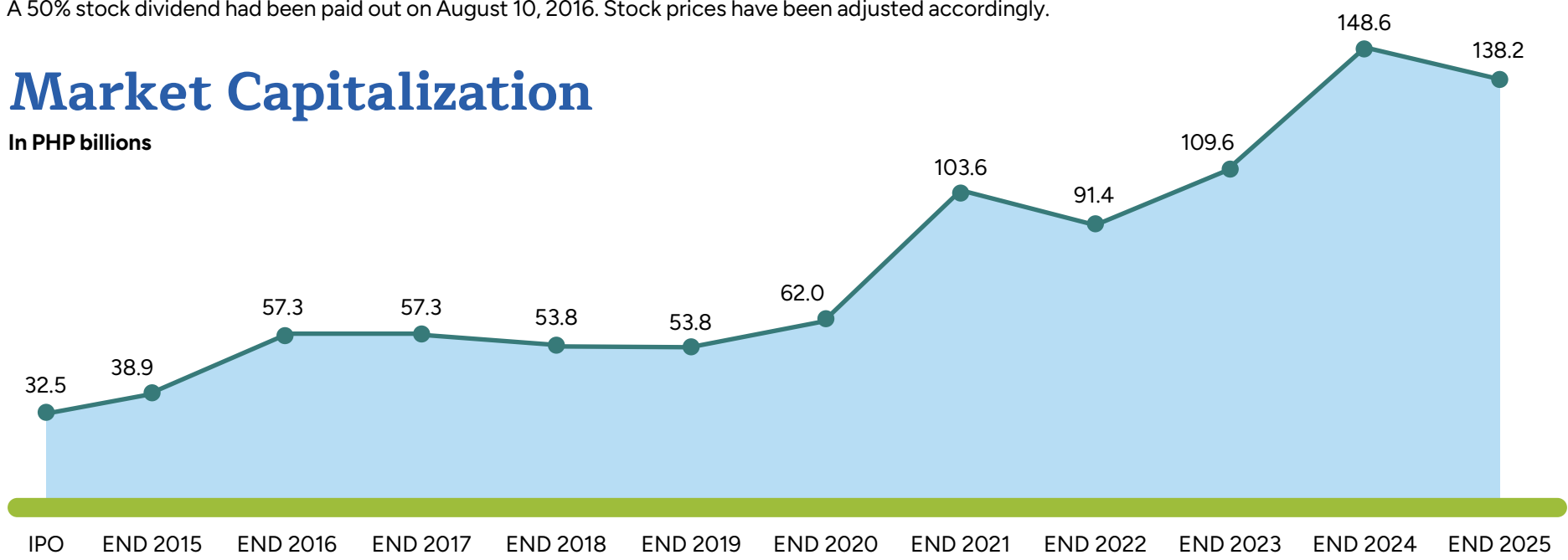
4.3x Increase Since IPO -10% vs End 2024

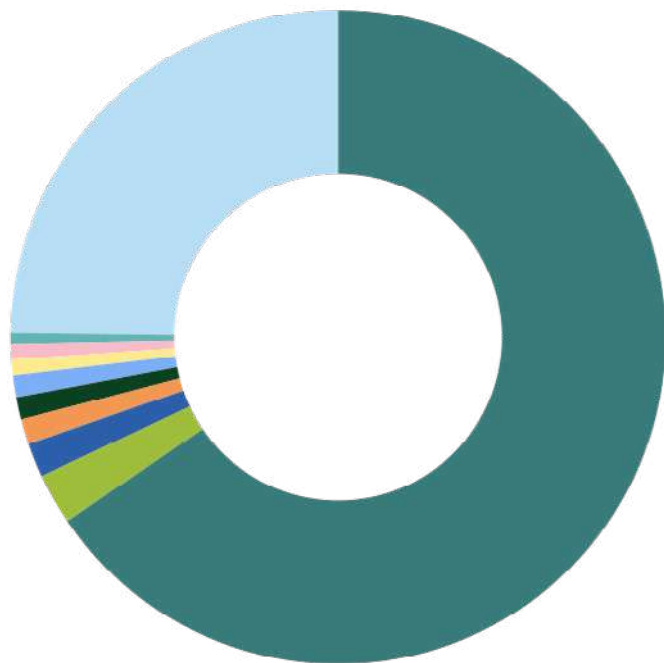


A 50% stock dividend had been paid out on August 10, 2016. Stock prices have been adjusted accordingly.

Market Capitalization

In PHP billions





Source: Refinitiv, December 2025

Shareholders

- **66%** Century Pacific Group, Inc.
- **3%** Fidelity Management & Research Company LLC
- **2%** Aikya Investment Management Limited
- **1%** Capital World Investors
- **1%** The Vanguard Group, Inc.
- **1%** First Sentier Investors
- **1%** RBC Global Asset Management (UK) Limited
- **1%** Templeton Asset Management Ltd.
- **1%** Fidelity Institutional Asset Management
- **25%** Others

Annual Stockholders Meeting

We hold our Annual Stockholders' Meeting every June 30th.

Share Capital

As of end 2025, CNPF's authorized capital was PHP 6 billion consisting of 6 billion common shares with a PHP 1.00 par value. There were 3,542,258,595 listed, issued, and outstanding shares as of the same period.

Based on the closing price of PHP 39 per share, the market capitalization of the Company's common shares as of the end of 2025 was PHP 138,148,085,205.

Other Stock Issuance

We have issued 4,056,100 common shares following our Employee Stock Purchase Plan (ESPP).

There were no new shares issued in 2025.

A total of 8,269,245 are available for subscription under the ESPP, leaving 4,213,145 shares still unissued.

Information Disclosures

In compliance, all information required by the Philippine Securities and Exchange Commission and the PSE are filed, disclosed, and promptly made public via the Company's [corporate website](#) and its official [PSE online portal page](#).

Management Discussion & Analysis

Consolidated Statements of Financial Position

CNPF's total assets stood at PHP 64.98 billion as of 31 December 2025, increasing from PHP 55.24 billion as at year-end 2024. Cash and cash equivalents registered at PHP 2.88 billion. Inventories were at PHP 21.25 billion. Net property, plant, and equipment were recorded at PHP 12.39 billion, representing an increase of PHP 2.36 billion from the previous year, while Intangible assets were recorded at PHP 6.26 billion.

Total equity expanded from PHP 35.81 billion at the end of December 2024 to PHP 38.99 billion, coming primarily from the Company's generated net income during the year. Book value per share (BVPS) increased by 9% to PHP 11.01 as of end 2025.

Total liabilities increased by PHP 6.56 billion to PHP 25.99 billion. All the Company's debt is denominated in Philippine pesos. Current ratio was at 2.01x. Interest-bearing debt over equity and net gearing ratio increased to 0.20x and 0.13x, respectively.

All in all, CNPF maintained our strong and healthy balance sheet.

Consolidated Statements of Comprehensive Income

CNPF's consolidated net income after tax amounted to PHP 7.07 billion for the full year, ending 31 December 2025. This is 11% higher than the reported net income after tax of PHP 6.34 billion in 2024.

Consolidated net revenues for 2025 grew by 10%, amounting to PHP 83.30 billion compared to the PHP 75.49 billion revenues from the previous year.

The Branded business, which comprises the majority of the Company's sales, saw revenues increase by 13% year-on-year driving consolidated revenue growth amid a soft domestic consumer environment.



Meanwhile, the OEM Exports revenues increased by 2%, impacted by volatile global trade conditions and an unfavorable commodity cycle.

For the full year ending 31 December 2025, the cost of sales amounted to PHP 62.35 billion, growing by 12% from the previous year. This resulted in a 6% increase in gross profit, which amounted to PHP 20.94 billion. The Company's cost of sales consists primarily of raw material and packaging costs, manufacturing costs, and direct labor costs.

Gross margins contracted by 96-basis points to 25.1% due to normalizing input costs. These were offset by lower operating expenses as a percentage of sales, which improved by 65-basis points. Given operating expenses and other income, operating margins increase by 31-basis points, while net profit margins expanded by 9-basis points.

Consolidated Statements of Cash Flows

The Company ended the year with PHP 2.88 billion in Cash and cash equivalents. Operating activities generated PHP 4.53 billion in total inflow. Net cash used in investing activities amounted to PHP 4.77 billion, comprised primarily of Capital expenditures which amounted to PHP 4.71 billion as of year-end. Capital expenditures included the acquisition of a coconut facility in Tupi, South Cotabato and of Loma Linda brands in the United States. Net cash used from financing activities amounted to PHP 102 million, driven by increased loan payments and dividends.

In 2025, the cash conversion cycle was 90 days, increasing by six days from the previous year, influenced by higher receivable days. As of end 2024, accounts receivable, inventory, and payable days stood at 59, 124, and 93, respectively.



Statement of Management's Responsibility for Consolidated Financial Statements

The management of CENTURY PACIFIC FOOD INC. and SUBSIDIARIES (the "Group") is responsible for the preparation and fair presentation of the consolidated financial statements including the schedules attached therein, as at and for the years ended 31 December 2025 and 2024, in accordance with Philippine Financial Reporting Standards (PFRS) Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, Management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable matters related to going concern and using the going concern basis of accounting unless Management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The Board of Directors is responsible for overseeing the Group's financial reporting process.

The Board of Directors reviews and approves the consolidated financial statements including the schedules attached therein, and submits the same to the stockholders.

SGV & Co., the independent auditor appointed by the stockholders, has audited the consolidated financial statements of the Group in accordance with Philippine Standards on Auditing, and in their report the stockholders, has expressed their opinion on the fairness of presentation upon completion of such audit.



Christopher T. Po
Executive Chairman



Teodoro Alexander T. Po
President & Chief Executive Officer



Richard Kristoffel S. Manapat
Chief Financial Officer



Independent Auditor's Report

The Stockholders and the Board of Directors
Century Pacific Food, Inc.
7th floor, Centerpoint Building,
Julia Vargas St., Ortigas Center
Pasig City

Report on the Audit of the Consolidated Financial Statements

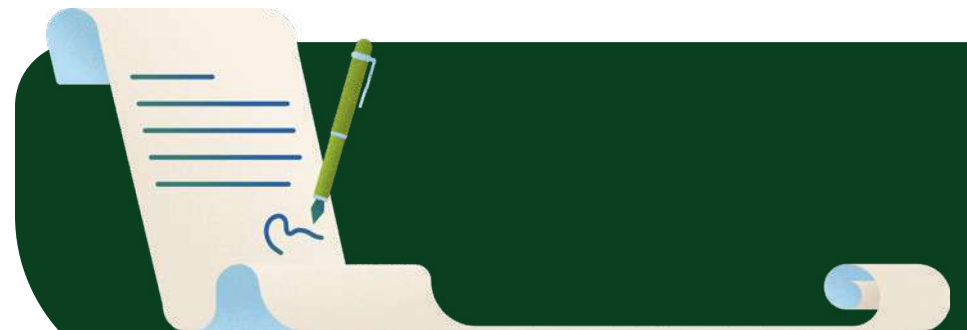
Opinion

We have audited the consolidated financial statements of Century Pacific Food, Inc. and its subsidiaries (the Group), which comprise the consolidated statements of financial position as at 31 December 2025 and 2024, and the consolidated statements of comprehensive income, consolidated statements of changes in equity and consolidated statements of cash flows for each of the three years in the period ended 31 December 2025, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as at 31 December 2025 and 2024, and its consolidated financial performance and its consolidated cash flows for each of the three years in the period ended 31 December 2025 in accordance with Philippine Financial Reporting Standards (PFRS) Accounting Standards.

Basis for Opinion

We conducted our audits in accordance with Philippine Standards on Auditing (PSAs). Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Company in accordance with the Code of Ethics for Professional Accountants in the Philippines (the Code of Ethics), as applicable to the audits of the financial statements of public interest entities, together with the ethical requirements that are relevant to the audits of the financial statements of public interest entities in the Philippines. We have also fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the consolidated financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying consolidated financial statements.

Impairment assessment of goodwill and trademarks with indefinite useful life

Under PFRSs, the Group is required to annually test the amount of goodwill and trademarks with indefinite useful life for impairment. As of 31 December 2025, the Group's goodwill, attributable to coconut and meat businesses, amounted to PHP 3,630.4 million and trademarks with indefinite useful life amounted to PHP 2,275.8 million, which are considered significant to the consolidated financial statements. In addition, Management's assessment process requires significant judgment and is based on assumptions which are subject to higher level of estimation uncertainty, specifically revenue growth rate, operating expenses, gross margins, discount rate and the long-term growth rate.

The Group's disclosures about goodwill and trademarks are included in Notes 5 and 11 to the consolidated financial statements.

Audit Response

We obtained an understanding of the Management's assessment process for evaluating the impairment of goodwill and trademarks with indefinite useful life. We involved our internal specialist in evaluating the methodologies and the assumptions used. We compared the key assumptions used, such as revenue growth rate, operating expenses, gross margins, and long-term growth rate, against the historical performance of the cash generating units, industry outlook, and other relevant external data. We tested the parameters used in the determination of the discount rate against market data.

We also reviewed the Group's disclosure about those assumptions to which the outcome of the impairment test is most sensitive, specifically those that have the most significant effect on the determination of the recoverable amount of goodwill and trademarks with indefinite useful life.



Other Information

Management is responsible for other information. The other information comprises the Philippine SEC Form 17-A for the year ended 31 December 2025 but does not include the consolidated financial statements and our auditor's report thereon which we obtained prior to the date of the Auditor's Report, and the Philippine SEC Form 20 - IS (Definitive Information Statement) and Annual Report for the year ended 31 December 2025, which are expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated financial statements does not cover other information, and we will not express any form of assurance conclusion thereon.

In connection with our audits of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audits, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with PFRS Accounting Standards, and for such internal control as Management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, Management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless Management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with PSAs will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with PSAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
- Conclude on the appropriateness of Management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may

cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the consolidated financial statements. We are responsible for the direction, supervision, and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely

rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

The engagement partner on the audit resulting in this independent auditor's report is Christine G. Vallejo.

SYCIP GORRES VELAYO & CO.

Christine G. Vallejo

Partner

CPA Certificate No. 99857

Tax Identification No. 206-384-906

BOA/PRC Reg. No. 0001,

April 16, 2024, valid until August 23, 2026

SEC Partner Accreditation No. 99857-SEC (Group A)

Valid to cover audit of 2021 to 2025 financial statements

SEC Firm Accreditation No. 0001-SEC

(Group A)

Valid to cover audit of 2021 to 2025 financial statements

BIR Accreditation No. 08-001998-105-2025, N October 20,

2025, valid until October 19, 2028

PTR No. 10765144,

January 2, 2026, Makati City

10 April 2026



Financial Statements

CENTURY PACIFIC FOOD, INC. AND SUBSIDIARIES

(A Subsidiary of Century Pacific Group, Inc.)

CONSOLIDATED STATEMENT OF FINANCIAL POSITION in PHP

	December 31	
	2025	2024
ASSETS		
Current Assets		
Cash and cash equivalents	2,884,541,289	3,227,606,273
Trade and other receivables - net	13,378,061,156	10,718,133,404
Inventories - net	21,251,678,938	18,593,752,925
Due from related parties	181,187,677	249,575,960
Prepayments and other current assets - net	5,336,384,790	3,195,953,784
Total Current Assets	43,031,853,850	35,985,022,346
Noncurrent Assets		
Property, plant & equipment - net	12,387,312,903	10,023,483,010
Goodwill and Intangible assets - net	6,264,805,335	6,010,223,028
Right of use asset - net	1,502,324,827	1,705,105,397
Deferred tax assets - net	1,373,785,774	1,326,450,706
Retirement asset - net	29,606,822	16,647,808
Other non-current assets	385,973,878	174,295,168
Total Non-current Assets	21,943,809,539	19,256,205,117
TOTAL ASSETS	64,975,663,389	55,241,227,463

LIABILITIES & EQUITY

Current Liabilities		
Short-term loans payables	4,806,970,000	200,000,000
Trade and other payables	15,933,874,621	13,786,983,036
Current portion of borrowings	23,747,808	24,076,203
Income tax payable	187,516,314	168,582,580
Due to related parties	65,075,240	40,135,878
Lease liabilities - current portion	21,420,445,249	358,563,283
Total Current Liabilities	21,420,445,249	14,578,340,980
Noncurrent Liabilities		
Borrowings - net of current portion	3,076,014,604	3,099,762,411
Retirement benefit obligation - net	133,203,708	183,161,042
Lease liabilities - net of noncurrent portion	1,356,530,508	1,566,173,197
Total Noncurrent Liabilities	4,565,748,820	4,849,096,650
TOTAL Liabilities	25,986,194,069	19,427,437,630
Equity		
Share capital	3,542,258,595	3,542,258,595
Share premium	4,936,859,146	4,936,859,146
Share-based compensation reserve	8,211,398	8,211,398
Other reserves	30,628,942	30,628,942
Currency translation adjustment	28,943,374	25,734,786
Retained earnings		
Appropriated	23,000,000,000	17,000,000,000
Unappropriated	7,442,567,865	10,270,096,966
Total Equity	38,989,469,320	35,813,789,833
TOTAL LIABILITIES AND EQUITY	64,975,663,389	55,041,227,463

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CENTURY PACIFIC FOOD, INC. AND SUBSIDIARIES

(A Subsidiary of Century Pacific Group, Inc.)

in PHP

Years Ended December 31

	2025	2024	2023
CASH FLOWS FROM OPERATING ACTIVITIES			
Income before income tax	8,303,560,332	7,394,940,469	6,526,431,037
Depreciation and amortization	2,126,007,233	1,847,444,928	1,700,210,495
Finance costs	387,153,482	316,498,015	483,876,139
Loss on impairment of trademark	-	190,000,000	-
Defined benefit cost	147,460,589	135,933,250	104,917,748
Interest income	(38,104,958)	(104,870,060)	(78,306,591)
Unrealized foreign exchange loss (gain) - net	(18,439,567)	(12,939,387)	9,276,734
Gain on lease termination	497,311	(2,246,271)	(19,344,166)
Loss (Gain) on disposal of property, plant and equipment - net	1,558,942	973,879	(9,645,804)
Recovery from insurance	-	-	-
Operating cash flows before working capital changes	10,909,693,364	9,765,734,823	8,717,415,592
Changes in operating assets and liabilities:			
Decrease (Increase) in:			
Trade and other receivables	(2,661,112,486)	(1,331,478,713)	(615,070,265)
Due from related parties	68,388,283	9,058,451	(61,186,265)
Inventories	(2,568,887,991)	(1,688,268,908)	826,914,305
Pre-payments and other current assets	(1,598,157,391)	(297,545,296)	(83,062,525)
Revolving funds and other noncurrent deposits	(20,952,281)	-	-
Increase (Decrease) in:			
Trade and other payables	2,336,433,011	3,153,710,603	660,271,128
Due to related parties	24,939,362	9,589,903	4,627,138
Cash generated from operations	6,490,343,871	9,620,800,863	9,449,909,108
Income tax paid	(1,790,218,472)	(1,489,202,831)	(1,039,915,385)
Contributions to plan assets	(208,624,928)	(240,834,751)	(177,559,032)
Interest received	39,289,692	104,870,060	78,306,591
Insurance proceeds received	-	-	-
Net cash from operating activities	4,530,790,163	7,995,633,341	8,310,741,282

	2025	2024	2023
CASH FLOWS FROM INVESTING ACTIVITIES			
Acquisitions of:			
Property, plant and equipment	(4,083,463,118)	(2,323,199,716)	(1,516,430,323)
Subsidiary - net of cash acquired	(632,538,000)	(689,921,625)	-
Intangible assets		-	-
Proceeds from sale of property, plant and equipment	5,251,841	2,089,741	18,538,922
Collection (payment) of deposits	(61,227,286)	(25,151,682)	75,749,833
Net cash used in investing activities	(4,771,976,563)	(3,036,183,282)	(1,422,141,568)
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from availment of:			
Short-term borrowings	22,923,319,000	6,240,000,000	5,140,000,000
Availment of long-term borrowings	-	-	-
Payments of:			
Short-term borrowings	(18,316,349,000)	(8,910,000,000)	(6,910,000,000)
Dividends	(3,896,484,454)	(3,400,568,251)	(1,416,903,438)
Lease liabilities	(558,121,782)	(476,158,562)	(427,578,725)
Finance costs	(228,242,348)	(215,134,167)	(353,548,387)
Long-term borrowings	(26,000,000)	(20,000,000)	(20,000,000)
Debt issuance costs	-	-	-
Net cash used in financing activities	(101,878,584)	(6,781,860,980)	(3,988,030,550)
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	(343,064,984)	(1,822,410,921)	2,900,569,164
CASH AND CASH EQUIVALENTS, BEGINNING OF YEAR	3,227,606,273	5,050,017,194	2,149,448,030
CASH AND CASH EQUIVALENTS, END OF YEAR	2,884,541,289	3,227,606,273	5,050,017,194

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CENTURY PACIFIC FOOD, INC. AND SUBSIDIARIES

(A Subsidiary of Century Pacific Group, Inc.)

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

in PHP

Years Ended December 31

	2025	2024	2023
REVENUE FROM CONTRACTS WITH CUSTOMERS	83,295,676,862	75,491,910,157	67,124,343,619
COST OF GOODS SOLD	62,351,285,924	(55,787,094,216)	(50,987,309,427)
GROSS PROFIT	20,944,390,938	19,704,815,941	16,137,034,192
OPERATING EXPENSES	(12,377,981,454)	(11,710,490,472)	(9,238,580,052)
OTHER INCOME	539,917,878	485,226,003	487,580,077
OTHER EXPENSES	(453,718,506)	(872,983,048)	(454,033,632)
INCOME FROM OPERATIONS	8,652,608,856	7,606,568,424	6,932,000,585
FINANCE COSTS	(387,153,482)	(316,498,015)	(483,876,139)
INTEREST INCOME	38,104,958	104,870,060	78,306,591
INCOME BEFORE INCOME TAX	8,303,560,332	7,394,940,469	6,526,431,037
PROVISION FOR INCOME TAX	(1,237,827,920)	(1,057,169,275)	(947,271,477)
NET INCOME	7,065,732,412	6,337,771,194	5,579,159,560
OTHER COMPREHENSIVE INCOME (LOSS)			
Item that will be reclassified to profit or loss in subsequent years -			
Remeasurement gain (loss) on retirement benefit obligation – net of tax effect	3,222,941	38,996,920	(99,996,323)
Item that will be not be reclassified to profit or loss in subsequent years -			
Currency translation adjustment - net of tax effect	3,208,588	(12,939,387)	9,276,734
	6,431,529	26,057,533	(90,719,589)
TOTAL COMPREHENSIVE INCOME	7,072,163,941	6,363,828,727	5,488,439,971
EARNINGS PER SHARE			
Basic	1.9947	1.7892	1.5750
Diluted	1.9923	1.7871	1.5732

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CENTURY PACIFIC FOOD, INC. AND SUBSIDIARIES

(A Subsidiary of Century Pacific Group, Inc.)

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY FOR THE YEARS ENDED DECEMBER 31, 2025, 2024, AND 2023

	Share Capital	Share Premium	Share-based Compensation Reserve
Balance, January 1, 2023	3,542,258,595	4,936,859,146	8,211,398
Net Income	-	-	-
Currency translation adjustment	-	-	-
Remeasurement gain on retirement plans - net of tax	-	-	-
Total Comprehensive Income	-	-	-
Cash dividends	-	-	-
Reversal of Appropriation	-	-	-
Appropriation of retained earnings	-	-	-
Balance, December 31, 2023	3,542,258,595	4,936,859,146	8,211,398
Net Income	-	-	-
Currency translation adjustment	-	-	-
Remeasurement loss on retirement plans - net of tax	-	-	-
Total Comprehensive Income	-	-	-
Cash dividends	-	-	-
Balance, December 31, 2024	3,542,258,595	4,936,859,146	8,211,398
Net Income	-	-	-
Currency translation adjustment	-	-	-
Remeasurement gain on retirement plans - net of tax	-	-	-
Total Comprehensive Income	-	-	-
Cash dividends	-	-	-
Reversal of Appropriation	-	-	-
Appropriation of retained earnings	-	-	-
Balance, December 31, 2025	P3,542,258,595	P4,936,859,146	P8,211,398



Other Reserves	Currency Translation Adjustment	Unappropriated Retained Earnings	Appropriated Retained Earnings	Total
30,628,942	29,397,439	11,495,598,726	8,736,038,578	28,778,992,824
-	-	5,579,159,560	-	5,579,159,560
-	9,276,734	-	-	9,276,734
-	-	(99,996,323)	-	(99,996,323)
-	9,276,734	5,479,163,237	-	5,488,439,971
-	-	(1,416,903,438)	-	(1,416,903,438)
-	-	4,236,038,578	(4,236,038,578)	-
-	-	(12,500,000,000)	12,500,000,000	-
30,628,942	38,674,173	7,293,897,103	17,000,000,000	32,850,529,357
-	-	6,337,771,194	-	6,337,771,194
-	(12,939,387)	-	-	(12,939,387)
-	-	38,996,920	-	38,996,920
-	(12,939,387)	6,376,768,114	-	6,363,828,727
-	-	(3,400,568,251)	-	(3,400,568,251)
30,628,942	25,734,786	10,270,096,966	17,000,000,000	35,813,789,833
-	-	7,065,732,412	-	7,065,732,412
-	3,208,588	-	-	3,208,588
-	-	3,222,941	-	3,222,941
-	3,208,588	7,068,955,353	-	7,072,163,941
-	-	(3,896,484,454)	-	(3,896,484,454)
-	-	17,000,000,000	(17,000,000,000)	-
-	-	(23,000,000,000)	(23,000,000,000)	-
P30,628,942	P28,943,374	P7,442,567,865	P23,000,000,000	P38,989,469,320

Sustainability Data Summary

Economic

Economic Value Generated	UOM	2023 ¹	2024	2025
Direct economic value generated (revenues)	billion PHP	67.6	76.0	83.8
Economic value distributed		61.5	70.8	78.7
Employee wages and benefits		2.8	3.1	3.6
Payments to suppliers, workers, and other operating costs ²		55.7	62.4	68.9
Dividends paid to stockholders and interest payments to loan providers		1.8	3.5	4.1
Taxes given to government		1.3	1.8	2.1
Economic value retained		6.1	5.2	5.1
Procurement practices 204-1				
	UOM	2023	2024	2025
Percentage of procurement budget used for significant locations of operations that is spent on local suppliers ³	%	52%	56%	56%

Social

Employees 2-7, 401-1, 405-1, 2-4										
Employees by Gender	UOM	2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
Full-time employees	head (% of total)	1,506 (55%)	1,219 (45%)	2,725	1,763 (55%)	1,438 (45%)	3,201	2,060 (56%)	1,600 (44%)	3,660



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Executive		23	16	39	25	21	46	34	29	63
Senior Manager		48	67	115	57	72	129	74	87	161
Middle Manager	head	78	115	193	103	128	231	126	149	275
Supervisor		342	378	720	413	453	866	459	536	995
Rank and File		1,015	643	1,658	1,165	764	1,929	1,367	799	2,166
Employees by Age	UOM	2023			2024			2025		
		< 30 years	30-50 years	>50 years	< 30 years	30-50 years	>50 years	< 30 years	30-50 years	>50 years
Full-time employees	head (% of total)	880 (32%)	1,628 (60%)	217 (8%)	1,050 (33%)	1,910 (60%)	241 (8%)	1,220 (33%)	2,139 (58%)	301 (8%)
Executive		0	24	15	0	29	17	0	35	28
Senior Manager		1	90	24	2	96	31	2	121	38
Middle Manager	head	21	158	14	30	188	13	27	188	13
Supervisor		308	379	33	366	457	43	366	457	43
Rank and File		550	977	131	652	1,140	137	652	1,140	137
	UOM	2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
New hires (total)	head (% of total)	281 (50%)	280 (50%)	561 (100%)	392 (60%)	266 (40%)	658 (100%)	468 (61%)	299 (39%)	767 (100%)
New hire rate	%	21%			21%			21%		
Turnover (total)	head (% of total)	232 (59%)	164 (41%)	396 (100%)	269 (56%)	212 (44%)	481 (100%)	248 (53%)	220 (47%)	468 (100%)
Turnover rate	%	15%			15% ⁴			13%		

¹Economic Value Generated in 2023 was restated to remove non-cash items.²This figure includes all other operating costs and investments to the community such as donations and CSR activities.³Local suppliers are defined as entities registered and operating in the Philippines, denominated in local currency (PHP).⁴Restated to correct a rounding error. The previously reported figure was 16%.



Workers 2-8										
Workers ⁵	UOM	2023			2024			2025		
Total	head	17,254			17,854			20,591		
Jobs Supported										
	UOM	2023			2024			2025		
Jobs supported across the CNPF value chain ⁶	number	28,336			29,250			33,166 ⁷		
Diversity and equality - Governance bodies 405-1										
Board of Directors	UOM	2023			2024			2025		
By gender		Male	Female	Total	Male	Female	Total	Male	Female	Total
	head (% of total)	6 (67%)	3 (33%)	9 (100%)	6 (67%)	3 (33%)	9 (100%)	6 (67%)	3 (33%)	9 (100%)
By age		<30 years	30-50 years	>50 years	<30 years	30-50 years	>50 years	<30 years	30-50 years	>50 years
	head (% of total)	0 (0%)	1 (11%)	8 (89%)	0 (0%)	1 (11%)	8 (89%)	0 (0%)	1 (11%)	8 (89%)
Parental leave - Maternity and Paternity Leave 401-3										
	UOM	2023			2024			2025		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
Employees entitled to parental leave	head	772	903	1,675	1,055	1,162	2,217	1,477	1,419	2,896
Employees that returned to work		39	65	104	36	65	101	33	63	96

⁵Workers include outsourced, project-based, and consultants.

⁶This metric comprises CNPF employees and that of our subsidiaries and affiliates, as well as outsourced workers, project-based staff, consultants, and employees of suppliers, vendors, and

supply chain partners that are primarily dependent on CNPF. In 2024, this metric was expanded to include exclusive corporate distributors.

⁷Increase is due to the new coconut plant and continued expansion.

continuation of previous page's table

UOM	2023			2024			2025		
Employees that returned to work within reporting period	39	63	102	34	45	79	33	68	101
Employees still employed 12 months after their return to work	38	62	100	36	61	97	30	55	85

Occupational Health and Safety⁸

403-8, 403-9, 403-10, 2-4

UOM	2023 ⁹	2024	2025	
Employees covered by OSH Management System	2,275	3,201	3,360	
Fatalities as a result of work-related injury	0	0	0	
Fatalities as a result of work-related ill health	0	0	0	
High-consequence work-related injuries (excluding fatalities)	4	0	3	
Recordable work-related injuries	9	31 ¹⁰	21	
Recordable work-related ill-health	212	28 ¹¹	10	
Rate of high-consequence work-related injuries	number per 200,000 hours	0.17	0	0.03
Rate of work-related injuries	number per 200,000 hours	0.30	0.35 ¹²	0.20
Total man-hours	hours	5,905,270	17,883,595 ¹³	21,502,627
Safe man-hours	hours	4,642,076	5,822,880	8,855,770
Number of safety drills	number	16	18	25

⁸ In line with our reporting to the Department of Labor and Employment (DOLE), occupational health and safety data disclosed covers CNPF employees only. All our corporate policies and programs on OSH cover all people working at our facilities, plants, and offices - including outsourced workers.

⁹ In line with our reporting to the Department of Labor and Employment (DOLE), occupational health and safety data disclosed covers CNPF employees only. All our corporate policies and programs on OSH cover all people working at our facilities, plants, and offices - including outsourced workers.

⁹ OSH data collection methodology was updated in 2024. Figures for recordable ill health, total

man-hours, and safe man-hours are not directly comparable to 2023 data due to differences in collection basis.

¹⁰ Restated to correct the data and reflect only one work-related injury from headquarters. The previously reported figure was 35.

¹¹ Restated to correct the data and reflect zero work-related ill-health from headquarters. The previously reported figure was 225.

¹² Restated following a correction in the number of total man-hours worked in our Coconut business. The previously reported figure was 0.74.

¹³ Restated to correct the total man-hours worked in our Coconut business. The previously

Training and Development¹⁴

404-1

	UOM	2023			2024			2025 ¹⁵		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
Average training hours per employee (total)		12	16	14	17	18	17	20	21	20
Executive		14	30	20	1	6	3	12	29	20
Senior manager		13	12	12	15	23	19	23	23	23
Middle manager	hours/ employee	63	60	61	16	24	20	37	40	39
Supervisor		18	17	18	15	16	16	35	31	33
Rank and File		6	8	7	18	18	18	13	11	12
Total training hours	hours			38,329			55,422			74,452
Total training hours given to women	hours			19,834			25,878			33,604
Investment in employee training	million PHP			12.2			48.5			32.5

Anti-Corruption

205-1, 205-2, 205-3, 2-4

	UOM	2023	2024	2025
Number of operations assessed for risks related to corruption	number	28	29	30
Percentage of operations assessed for risks related to corruption	%	100	100	100
Percentage of employees to whom the organization's anti-corruption policies and procedures have been communicated to	%	100	100	100
Percentage of business partners to whom the organization's anti- corruption policies and procedures have been communicated to	%	100	100	100

reported figure was 9,488,086 hours.

¹⁴ Training and development data counts from rank-and-file employees to executives only.

¹⁵ The method for calculating average training hours in 2025 was updated, consolidating the actual

training hours across all business units prior to dividing by the headcount per employee level.

¹⁶ Restated to correct the data as there was one case of corruption identified. The previously reported figure was zero.

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	UOM	2023	2024	2025
Percentage of directors and management that have received anti-corruption training	%	100	100	100
Total number and nature of confirmed incidents of corruption	number	0	1 ¹⁶	0

Marketing and Labeling

417-1

2025

Requirements for product and service information and labeling

Food labeling standards followed:

- Title 21 - Food and Drugs. CHAPTER I - FOOD AND DRUG ADMINISTRATION, DEPARTMENT OF HEALTH AND HUMAN SERVICES (CONTINUED). SUBCHAPTER B - FOOD FOR HUMAN CONSUMPTION.
- FOOD FACTS - Safe Food Handling from the U.S. Food and Drug Administration
- Canadian Food Inspection Agency - Guide to Food Labeling and Advertising
- Regulation (EU) No. 1169/2011
- Regulation (EC) No. 178/2002
- Regulation (EC) No. 1334/2008
- Department for Environment Food & Rural Affairs - The Food Information Regulations 2013: Guide to compliance (November 2012)
- Food Standards Agency - Advice on Food Allergen Labeling
- A Guide to Food Labeling and Advertisements by SFA
- Sale of Food Act (Chapter 283, Section 56 (1)) Food Regulations
- Ingredient Labeling of Foods: User Guide to Standard 1.2.4 - Labeling of Ingredients
- Nutrition Information: User Guide to Standard 1.2.8 - Nutrition Information Requirements
- GSO 05/FDS 2233: Requirements of Nutrition Labeling
- GB7718 General Standards for Food Labeling
- GB2760-2015 Chinese Standards for Food Additives
- Asia Pacific Food Law Guide 2018

These standards apply to 100% of our branded products.

¹⁷ Restated to reflect corrected coal consumption data in 2024.

¹⁸ Restated to reflect corrected coal consumption data in 2024.

Environment

302-1, 302-3, 303-3, 303-4, 303-5, 305-1, 305-2, 305-4, 305-7, 306-3, 306-4, 306-5, 2-4

	UOM	2023 ⁸	2024	2025
Energy				
Total energy consumption within the organization	GJ	2,130,379	2,686,631 ¹⁷	3,352,052
Non-renewable (total)	GJ	2,006,287	1,853,636 ¹⁸	2,076,952
Gasoline	GJ	-	7,136	193,629 ¹⁹
LPG	GJ	361	155	260
Diesel ⁹	GJ	21,267	133,304	141,838
Coal ¹⁰	GJ	1,843,992	1,564,889 ²⁰	1,602,458
Electricity	GJ	140,666	148,152	138,768
Renewable (total) ¹¹	GJ	124,092	832,996 ²¹	1,275,793
Energy intensity (per mt of product) ¹²	GJ/mt	5.30	5.42 ²²	6.23 ²³
Water				
Water consumption	CBM	727,659	915,486	1,062,908 ²⁴
Water discharge	CBM	3,200,926	4,038,727	4,340,595
Water withdrawal	CBM	3,928,586	4,954,214	5,403,502
Water intensity (per mt of product)	CBM/mt	9.77	9.99	10.04

¹⁹ Increase in gasoline consumption in 2025 is due to the use of generator sets.

²⁰ Restated to reflect the correct amount of coal consumption for our coconut business. The new figure is about 132,708 GJ higher than previously reported. This also affects our total amount of non-renewable energy consumed and total energy consumption for 2024.

²¹ Restated to correct the amount of biomass consumption due to better energy conversion. The new figure is about 64,993 GJ higher than previously reported.

²² Restated given the corrections made above.

²³ Higher energy intensity due to the addition of a new coconut plant, which is still ramping up production.

²⁴ Water use increase in 2025 is due to the addition of a new coconut facility in Tangub.

²⁵ Standards used for the computation are based on the GHG Protocol Corporate Protocol and Reporting Standard. Location-based grid emission factors are based on the Philippine Department

	UOM	2023	2024	2025
Emissions²⁵				
GHG emissions (Scope 1 and 2)	tCO ₂ e <i>continuation of previous table</i>	203,952	188,853 ²⁶	204,188
GHG emissions (Scope 1)	tCO ₂ e	176,124	159,544 ²⁷	176,735 ²⁸
GHG emissions (Scope 2)	tCO ₂ e	27,828	29,309	27,453
GHG emissions intensity (per mt of product)	tCO ₂ e/mt	0.51	0.38 ²⁹	0.38
Emissions: Other air pollutants³⁰				
Nitrogen Oxides (NO _x)	mg/ncm			2,428
Sulphur Oxides (SO _x)	mg/ncm			1,225
Persistent Organic Pollutants (POPs)	mg/ncm			1
Hazardous Air Pollutants (HAPs)	mg/ncm			-
Particulate Matter (PM)	mg/ncm			316
Materials Used³¹				
Total materials used	mt	590,910 ³²	689,666 ³³	705,346
Renewable	mt	507,973	605,902	609,222
Non-renewable	mt	82,937	83,764 ³⁴	96,123
Waste				
Total waste generated	mt	140,203	113,254	248,708
Total waste diverted from disposal	mt	103,921	86,193	222,397
Total waste directed to disposal	mt	36,282	27,061	26,311

of Energy. The gasses reported include carbon dioxide, methane, and nitrous oxide. Currently, there are no local emission factors for renewable energy. For simplicity, emission data represents non-renewable sources only

²⁶ Restated to reflect corrected Scope 1 emissions. The new figure is 13,678 tCO₂e higher than previously reported.

²⁷ Restated 2024 Scope 1 emissions after correcting the amount of coal consumption for our coconut business. The new figure is 13,678 tCO₂e higher than previously reported.

²⁸ Increase in 2025 Scope 1 emissions is driven by higher diesel use for generator sets.

²⁹ Restated to reflect corrected Scope 1 emissions. The new figure is 0.03 tCO₂e/MT higher than



	UOM	2023	2024	2025
Non-hazardous/solid waste (total)	mt	105,538	90,038	226,017
By method	mt			
Disposed	mt	3,754	9,370	15,400
Incineration	mt	291	5,040	12,507 ³⁵
Landfilled	mt	3,463	4,330	2,893
Other disposal operations	mt	0	0	-
Diverted	mt	101,783	80,668	210,616
Preparation for reuse	mt	86,406	53,515	186,123
Recycling	mt	11,463	2,594	3,216
Other recovery operations, including composting	mt	3,915	24,560	21,277
By location				
Onsite recovery operation	mt	24,357	77,311	76,194
Offsite recovery operation		77,426	3,357	134,422
Onsite disposal operation		291	3	10,630 ³⁶
Offsite disposal operation		3,463	9,367	4,771

previously reported.

³⁰ Consolidated data on other air pollutants is not available for 2023–2024, as it is our first time to disclose this metric after alignment across business units.

³¹ Renewable materials mainly consist of our food items and paper packaging. Non-renewable materials cover our non-paper-based packaging such as tin cans and plastic pouches and exclude fuel sources.

³² The total amount of materials used in 2023 has been restated to correct a summation error. The amount is 81 MT lower than previously reported.

³³ Restated to correct a double-counting error for non-renewable materials. The amount is about

³⁴ Restated to correct a double-counting error. The amount is about 7,100 MT lower than previously reported.

³⁵ Includes sale of BO to a third party by SCLD.

³⁶ Increase is due to the residual waste of a new coconut plant.

³⁷ Restated 2024 onsite disposal operation.

continuation of previous page's table

Hazardous waste (total)	mt	19,486	34,666	
By method				
Disposed	mt	32,528	17,691	11,088
Incineration	mt	3,877	4,442	1,580
Landfilled	mt	28,651	13,250	9,505
Other disposal operations	mt	-	-	
Diverted	mt	2,138	5,525	11,603
Preparation for reuse	mt	779	3,709	4,226
Recycling	mt	1,358	1,335	-
Other recovery operations, including composting	mt	0	481	7,378
	UOM	2023	2024	2025
By location				
Onsite recovery operation	mt	0	71	378
Offsite recovery operation	mt	2,137	5,454	11,225
Onsite disposal operation	mt	3,877	14,649 ³⁷	5,739
Offsite disposal operation	mt	28,651	3,042	5,349

Compliance with Laws and Regulations 2-27

Non-compliance with Environmental Laws and Regulations	UOM	2025
Fines were incurred	number	1
Non-monetary sanctions were incurred	number	0

³⁷ Restated 2024 onsite disposal operation.

Content Indices for Sustainability Disclosures

PH SEC Form 17-A Annex B Content Index 2025

This report complies with the Philippine Stock Exchange Sustainability Reporting Guidelines for Publicly Listed Companies.

CONTEXTUAL INFORMATION	LOCATION AND ADDITIONAL INFORMATION
Name of Organization	Century Pacific Food, Inc. (“CNPF”)
Location of Headquarters	Centerpoint, 7/F. J Vargas Ave. cor. Garnet St. Ortigas Center, Brgy. San Antonio, Pasig City, Metro Manila
Locations of Operations	General Santos City, Zamboanga City, Taguig, Biñan, Pasig City
Report Boundary	<p>The sustainability disclosures provide information on the consolidated environment, social, and governance performance across our primary business units – Branded Marine, Meat, Milk, and other emerging businesses, as well as OEM Tuna and Coconut exports.</p> <p>This also includes all our company-owned manufacturing facilities, supply chain and logistics, and corporate support offices operating in the Philippines. Our international office and toll manufacturing operations have been excluded from our sustainability disclosures.</p>
Business Model, including Primary Activities, Brands, Products, and Services	Engaged in manufacturing packaged food and beverages
Reporting Period	January 1, 2025 – December 31, 2025
Highest Ranking Person responsible for this report	Christopher Po, Executive Chairman
Contact for questions regarding the report	Investor Relations,



"COMPLY OR EXPLAIN" PROVISIONS

Materiality Process	Our Business and Sustainability Commitment: Materiality Process
Economic: Economic Performance Direct Economic Value Generation and Distributed	Our Sustainability Commitment: Governing and Operationalizing Sustainability Sustainability Data Summary SEC 17-A 2025 Annual Report - Management's Discussion and Analysis or Plan of Operation
Economic: Economic Performance Climate-related risks and opportunities	Planet Preservation: Environmental Impact Management Sustainability Data Summary
Economic: Procurement Practices Proportion of spending on local suppliers	Supply Chain Management: Local Sourcing Sustainability Data Summary
Economic: Anti-corruption Training on Anti-corruption Policies and Procedures, Incidents of Corruption	Corporate Governance: Anti-Corruption Sustainability Data Summary
Environment: Resource Management Energy consumption within the organization, Reduction of energy consumption, Water consumption within the organization, Materials used by the organization	Planet Preservation: Natural Resource Efficiency, Environmental Impact Management Sustainability Data Summary
Environmental: Environmental Impact Management Air Emissions, Solid and Hazardous Wastes	Planet Preservation: Natural Resource Efficiency, Environmental Impact Management Sustainability Data Summary
Social: Employee Management Employee Hiring and Benefits, Employee Training and Development, Labor- Management Relations, Diversity and Equal Opportunity	People Development: Employees Sustainability Data Summary
Social: Workplace Conditions, Labor Standards, and Human Rights Occupational Health and Safety, Labor Laws, and Human Rights	People Development: Workplace Safety Sustainability Data Summary
Social: Supply Chain Management	Supply Chain Management Sustainability Data Summary
Social: Relationship with Community Significant Impacts on Local Communities	Protein Delivery: Food Accessibility Planet Preservation: Plastic Footprint Reduction, Local Sourcing, Tuna Sustainability, Sardine Sustainability People Development: Community Engagement



GRI Content Index 2025

CNPF has prepared its sustainability disclosures and annual report with reference to the latest 2021 GRI Standards. As part of our ongoing commitment to inspire our stakeholders to contribute to sustainable development, we continue to share not only our progress and opportunities, but also our challenges and learnings.

Together with available public information listed below, this report references Global Reporting Initiative Standards as summarized in the following table.

GRI STANDARDS		LOCATION OF DISCLOSURE IN THIS REPORT	ADDITIONAL REFERENCES
GRI 1: Foundation			
GRI 2: General Disclosures			
2-1	Organizational details	PH SEC Form 17-A Annex B Content Index 2025 About the Report Understanding Our Business Model Stock Highlights	
2-2	Entities included in the organization's sustainability reporting	PH SEC Form 17-A Annex B Content Index 2025 About the Report	
2-3	Reporting period, frequency, and contact point	PH SEC Form 17-A Annex B Content Index 2025 About the Report	
2-4	Restatements of information	Sustainability Data Summary	
2-6	Activities, value chain and other business relationships	Understanding Our Business Model 2025 At a Glance Our Business Presence Trade Channels Mission Inspire: Sustainability at Century: Creating Impact Across our Business	About Century Pacific Our Brands & Products
2-7	Employees	People Development: Employees Sustainability Data Summary	
2-8	Workers who are not employees	Sustainability Data Summary	
2-9	Governance structure and composition	Corporate Governance Introduction Composition of the Board of Directors Committees of the Board of Directors	Board Committees Board of Directors



GRI STANDARDS		LOCATION OF DISCLOSURE IN THIS REPORT	ADDITIONAL REFERENCES
2-10	Nomination and selection of the highest governance body	Composition of the Board of Directors	Corporate Governance & Sustainability Committee Charter
2-11	Chair of the highest governance	Board of Directors Executive Team	Board of Directors
2-12	Role of the highest governance body in overseeing the management of impacts	Shareholders & Board of Directors Committees of the Board of Directors Executive Team Our Business and Sustainability Commitment: Governing and Operationalizing Sustainability	
2-13	Delegation of responsibility for managing impacts	Executive Team Our Business and Sustainability Commitment: Governing and Operationalizing Sustainability	
2-14	Role of the highest governance body in sustainability report		
2-15	Conflicts of interest	Code of Business Conduct and Ethics	Governance Documents -Policies
2-16	Communication of critical concerns	Committees of the Board of Directors	SEC 17-A Annual Report 2025 – Corporate Governance
2-17	Collective knowledge of the highest governance body	Composition of the Board of Directors	
2-18	Evaluation of the performance of the highest governance body	Composition of the Board of Directors	
2-19	Remuneration practices	Composition of the Board of Directors Rest of the Organization	SEC 17-A Annual Report 2025 - Executive Compensation
2-20	Process to determine remuneration	Rest of the Organization	
2-22	Statement on sustainable development strategy	A Message to our Shareholders Mission Inspire: Sustainability at Century: Our Business and Sustainability Commitment	



GRI STANDARDS		LOCATION OF DISCLOSURE IN THIS REPORT	ADDITIONAL REFERENCES
2-23	Policy commitments	Code of Business Conduct and Ethics Other Company Policies	Governance Documents - Policies
2-24	Embedding policy commitments	Code of Business Conduct and Ethics Other Company Policies	
2-25	Processes to remediate negative impacts	Code of Business Conduct and Ethics Other Company Policies Mission Inspire: Sustainability at Century: How We Engage Planet Preservation: Supply Chain Management Risk Management	
2-26	Mechanisms for seeking advice and raising concerns	Code of Business Conduct and Ethics Mission Inspire: Sustainability at Century: How We Engage	
2-27	Compliance with laws and regulations	Protein Delivery: Food Quality and Safety Planet Preservation: Supply Chain Management People Development: Workplace Safety Sustainability Data Summary	
2-28	Membership associations	Supply Chain Management: Tuna Sustainability	Tuna Purchase Assessment
2-29	Approach to stakeholder engagement	Mission Inspire: Sustainability at Century: How We Engage Investor Relations Program	
<u>GRI 3: Material Topics</u>			
3-1	Process to determine material topics	Our Business and Sustainability Commitment: Materiality Process	
3-2	List of material topics	Our Business and Sustainability Commitment: Sustainability Framework, Governance and Operationalizing Sustainability	

GRI STANDARDS		LOCATION OF DISCLOSURE IN THIS REPORT	ADDITIONAL REFERENCES
3-3	Management of Material topics	<p>Protein Delivery: Food Availability, Food Accessibility, Consumption of Healthy Food, Healthy Supportive Environment, Product Development and Innovation, Food Quality and Safety</p> <p>Planet Preservation: More Responsible Water Use, Energy Consumption Reduction, Greenhouse Gas (GHG) Emission Reduction, Landfill Waste Reduction, Plastic Footprint Management, Supplier Credibility, Local Sourcing, Tuna Sustainability, Sardine Sustainability</p> <p>People Development: Diversity and Inclusion (D&I), Talent Development, Employee Engagement, Workplace Safety, Job Creation and Livelihood Support, Hunger Alleviation</p>	
GRI 200: Economic Disclosures			
<u>GRI 201: Economic Performance</u>			
201-1	Direct economic value generated and distributed	Economic Value We Create Sustainability Data Summary	
201-3	Defined benefit plan obligations and other retirement plans		SEC 17-A Annual Report 2025 - Retirement Plan Obligations
<u>GRI 203: Indirect Economic Impacts</u>			
203-2	Significant indirect economic impacts	Community Engagement: Job Creation and Livelihood Support	
<u>GRI 204: Procurement Practices</u>			
204-1	Proportion of spending on local suppliers	Supply Chain Management: Local Sourcing Sustainability Data Summary	

GRI STANDARDS		LOCATION OF DISCLOSURE IN THIS REPORT	ADDITIONAL REFERENCES
<u>GRI 205: Anti-corruption</u>			
205-1	Operations assessed for risks related to corruption	Corporate Governance: Anti-corruption Sustainability Data Summary	
205-2	Communication and training about anti-corruption policies and procedures		
205-3	Confirmed incidents of corruption and actions taken		
<u>GRI 206: Anti-competitive Behavior</u>			
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Direct Answer: There were zero (0) incidents of legal action during the reporting period.	
<u>GRI 301: Materials</u>			
301-1	Materials used by weight or volume	Planet Preservation: Landfill Waste Reduction, Plastic Footprint Reduction Sustainability Data Summary	
<u>GRI 302: Energy</u>			
302-1	Energy consumption within the organization	Planet Preservation: Energy Consumption Reduction, Greenhouse Gas Emissions Sustainability Data Summary	
302-3	Energy intensity		
302-4	Reduction in energy consumption		Direct Answer: Total energy consumption increased in 2025. Among all sources, a decrease was recorded for only Electricity, measuring 9,384 GJ less than the previous year.

GRI STANDARDS		LOCATION OF DISCLOSURE IN THIS REPORT	ADDITIONAL REFERENCES
<u>GRI 303: Water and Effluents</u>			
303-1	Interactions with water as a shared resource	Planet Preservation: Water Consumption Reduction	
303-2	Management of water discharge-related impacts		
303-3	Water withdrawal		
303-4	Water discharge		
303-5	Water consumption		
<u>GRI 305: Emissions</u>			
305-1	Scope 1 GHG emissions	Planet Preservation: Greenhouse Gas Emissions Sustainability Data Summary	
305-2	Scope 2 GHG emissions	Planet Preservation: Greenhouse Gas Emissions Sustainability Data Summary	
305-4	GHG emissions intensity		
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Sustainability Data Summary	
<u>GRI 306: Waste</u>			
306-1	Waste generation and significant waste-related impacts	Planet Preservation: Landfill Waste Reduction, Plastic Footprint Reduction Sustainability Data Summary	
306-2	Management of significant waste-related impacts		
306-3	Waste generated		
306-4	Waste diverted from disposal		
306-5	Waste directed to disposal		



GRI STANDARDS		LOCATION OF DISCLOSURE IN THIS REPORT	ADDITIONAL REFERENCES
<u>GRI 401: Employment</u>			
401-1	New employee hires and employee turnover	People Development: Employees Sustainability Data Summary	
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	People Development: Employee Engagement	
401-3	Parental leave	Sustainability Data Summary	
<u>GRI 403: Occupational Health and Safety</u>			
403-1	Occupational health and safety management system	People Development: Workplace Safety	
403-2	Hazard identification, risk assessment, and incident investigation		
403-3	Occupational health services		
403-4	Worker participation, consultation, and communication on occupational health and safety		
403-5	Worker training on occupational health and safety		
403-6	Promotion of worker health		
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Planet Preservation: Supply Chain Management	
403-8	Workers covered by an occupational	Sustainability Data Summary	
403-9	Work-related injuries	People Development: Workplace Safety	
403-10	Work-related ill health	Sustainability Data Summary	

GRI STANDARDS		LOCATION OF DISCLOSURE IN THIS REPORT	ADDITIONAL REFERENCES
<u>GRI 404: Training and Education</u>			
404-1	Average hours of training per year per employee	People Development: Talent Development Sustainability Data Summary	
404-2	Programs for upgrading employee skills and transition assistance programs	People Development: Talent Development	
404-3	Percentage of employees receiving regular performance and career development reviews		
<u>GRI 405: Diversity and Equal Opportunity</u>			
405-1	Diversity of governance bodies and employees	Employees: Diversity and Inclusion Sustainability Data Summary	
<u>GRI 406: Non-discrimination</u>			
406-1	Incidents of discrimination and corrective actions taken	Direct Answer: There were zero (0) incidents of discrimination during the reporting period.	
<u>GRI 413: Local Communities</u>			
413-1	Operations with local community engagement, impact assessments, and development programs	Protein Delivery: Food Accessibility Planet Preservation: Plastic Footprint Management Supply Chain Management: Local Sourcing, Tuna Sustainability, Sardine Sustainability	
413-2	Operations with significant actual and potential negative impacts on local communities	Community Engagement: Job Creation and Livelihood Support	
<u>GRI 416: Customer Health and Safety</u>			
416-1	Assessment of the health and safety impacts of product and service categories	Protein Delivery: Food Quality and Safety	p. 102
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services		p. 102



GRI STANDARDS		LOCATION OF DISCLOSURE IN THIS REPORT	ADDITIONAL REFERENCES
<u>GRI 417: Marketing and Labeling</u>			
417-1	Requirements for product and service information and labeling	Protein Delivery: Food Quality and Safety Sustainability Data Summary	
417-2	Incidents of non-compliance concerning product and service information and labeling	Protein Delivery: Food Quality and Safety	
417-3	Incidents of non-compliance concerning marketing communications		
<u>GRI 418: Customer Privacy</u>			
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Direct Answer: There were zero (0) incidents of substantiated complaints on customer privacy during the reporting period.	

Contact Us

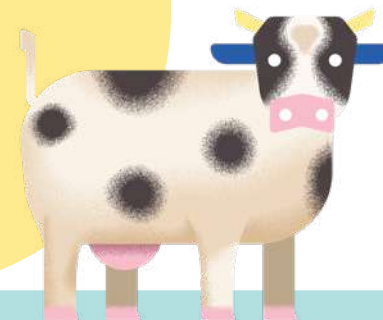
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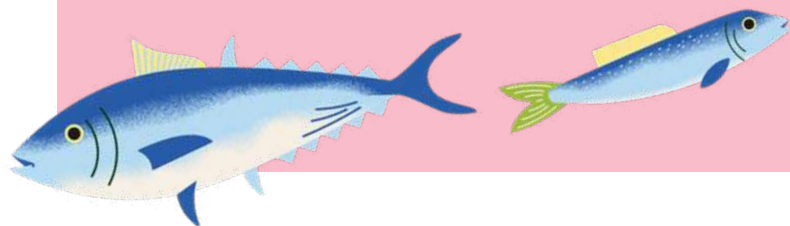
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