



**BETAGRO**

# **BETAGRO PCL**

## **Opportunity Day FY2025**

March 5, 2026

# AGENDA

- ▶ **EXECUTIVE SUMMARY**
- ▶ **STRATEGIC FOCUS ON INTERNATIONAL BUSINESS**
- ▶ **THAILAND FOOD BUSINESS HIGHLIGHT**
- ▶ **ANIMAL NUTRITION & NEW VENTURES HIGHLIGHT**
- ▶ **FINANCIAL HIGHLIGHT**



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# **EXECUTIVE SUMMARY**



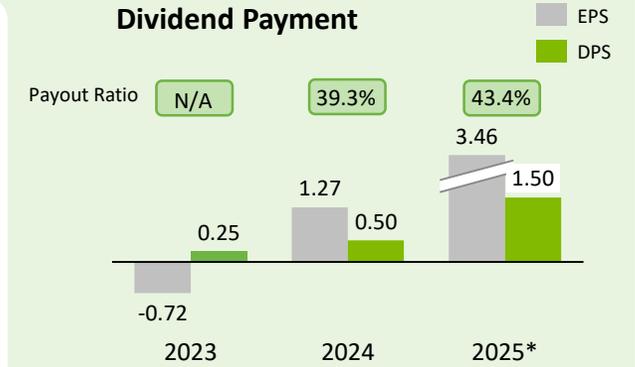
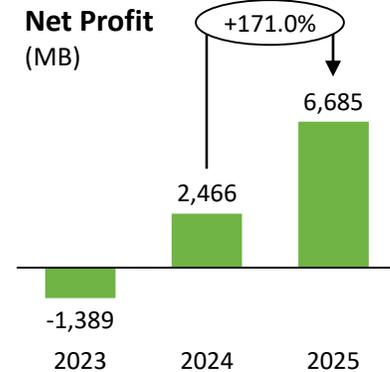
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## BTG managed to achieve 2025 Target despite challenging industry environment

	2025 Target	2025 Actual
➤ Sales Growth	3 - 7%	<b>7.1%</b>
➤ % Gross Profit Margin	13.5 - 15%	<b>16.9%</b>
➤ % SG&A to Sales	10 - 11%	<b>10.5%</b>
➤ CAPEX	4,800 MB	<b>4,638 MB</b> (97% of target)

2

## Robust net profit growth in 2025 with dividend payment at THB 1.50 per share\*



\*Pending shareholders' approval in 2026 AGM on 21 Apr 26

3

## BTG won Highly Commended Sustainability Awards and received "AAA" SET ESG Rating 2025 for 2<sup>nd</sup> consecutive year



These achievements reinforce BTG's ESG credentials, enabling greater access to overseas business opportunities

4

## BTG aims to achieve 2026 Target with 3 Key Strategies

### 2026 Target

- Sales Growth **3 - 7%**
- %Gross Profit Margin **15 - 17%**
- %SG&A to Sales **9.5 - 10.5%**
- CAPEX **5,300 MB**

### 2026 Key Strategies

-  International Expansion
-  Product & Channel Mix Optimization
-  Cost Transformation

# BTG aims to achieve 3-Year Target with 3 Key Strategies

## International Expansion

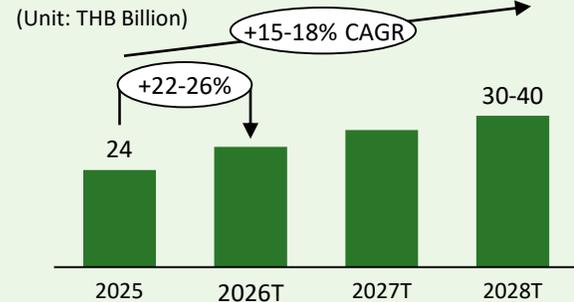
Through mergers and acquisitions (M&A) and strategic partnerships in high-potential markets

### International Expansion Strategy

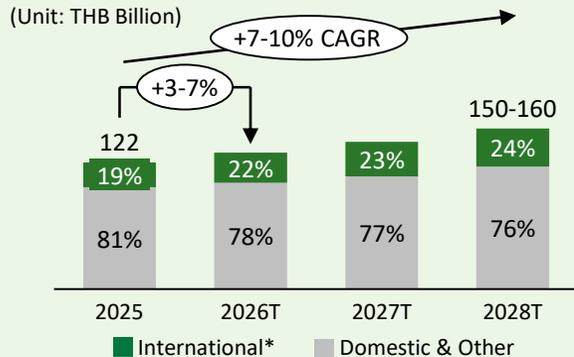
- Drive Export Revenue
- Grow CLM Operations
- Establish Presence in New Countries

### 3-Year International Target Growth

#### International Sales



#### Total Sales



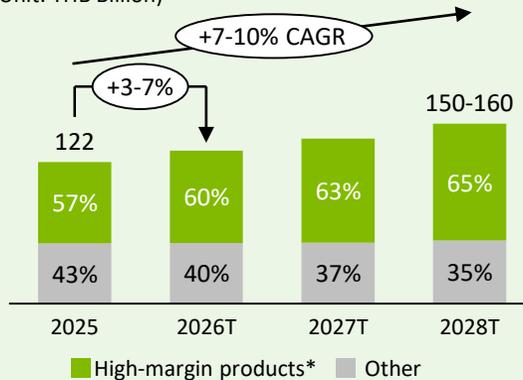
\*Excluding new countries (M&A)

## Product & Channel Mix Optimization

Enhancing profitability by focusing on high-margin products and channel to drive revenue growth and market share

### Sales by Products

(Unit: THB Billion)

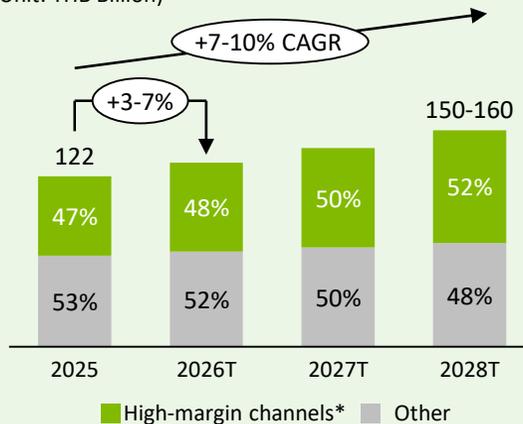


\*High-margin products as follow;

1. Thailand Food BU: Processed Food & Meat, Meat product
2. International BU: Processed Food & Meat, Meat product
3. Agro BU: Swine feed, Animal health, Lab service
4. Pet BU: Premium, Standard, Snack

### Sales by Channels

(Unit: THB Billion)



\*High-margin channels as follow;

1. Thailand Food BU: Foodservice, Modern trade, Own channel
2. International BU: Export, Foodservice, Modern trade, Singapore
3. Agro BU: Agent, Industrial
4. Pet BU: Export, Modern trade, E-commerce, Vet

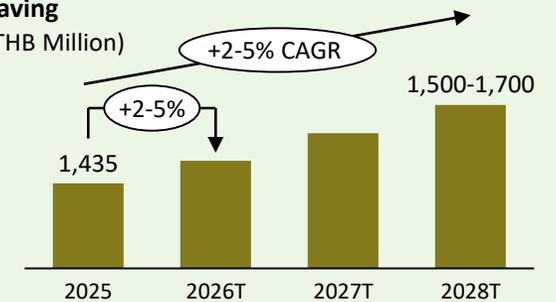
## Cost Transformation

Leveraging digital technology and process innovation to improve operational efficiency and reduce costs

### Cost Saving from Cost Transformation Project

#### Cost Saving

(Unit: THB Million)



#### Sourcing Strategy Optimization

through benchmarking, procurement process improvement and demand management



#### Livestock Production Optimization

through feed formula improvement, digitization and real time livestock management



#### Logistics Cost Optimization

through transportation efficiency improvement and warehousing distribution



#### General & Administration Expense Optimization

through operating model adjustment and process streamlining



#### Net Working Capital Optimization

through cash flow optimization and inventory management

# BTG's ESG recognitions enhance overseas business opportunities

BTG won Highly Commended Sustainability Awards and received "AAA" SET ESG Rating 2025 for 2<sup>nd</sup> consecutive year



## Climate Change Management

- Reduce greenhouse gas emissions (scope 1&2) from 2022 at least 20% by 2030 and reach Net Zero by 2050
- Renewable energy replacement ~23% of total power used by Solar power, Biomass and Biogas



## Sustainable Packaging

- 100% Eco-Friendly Packaging by 2030 (Reusable, Recyclable and Compostable)



## Circular Economy

- Organic Waste to Organic Matter Project to support circular economy and sustainable growth
- Join Circular Economy Program with Ministry of Industry



## Good Health and Well Being

- S-Pure is the first brand in the world to receive a Raised Without Antibiotics – RWA certification from NSF International
- S-Pure Clean Label for healthier choice



## Community Development

- Holistic Area Based Community Development (HAB) focuses on 5 areas of development (economic, education, health, social and environment) covering 20,000 households in 32 provinces in Thailand by 2025



## Employee Engagement

- Safety Culture & Process Safety Management
- Happy Workplace – productive & flexible workplace
- Happy Health – physical & mental health program
- Happy Money – financial literacy training



## "AAA" SET ESG Rating 2025 for second consecutive year

- Commit to run business with responsibility for environmental, social and good governance (ESG) along with sustainable growth performance



## Collective Action Against Corruption (CAC)

- Thai CAC Certification in June 2024
- Thai CAC Change Agent Award in 2025



## 5-star or "Excellence" Corporate Governance Score for second consecutive year

- Highly professional Board of Directors, focusing on corporate governance and integrity

## Sustainability Performance

### Environment: Climate Change Management

Target	2024	2025	2026T
Reduce greenhouse gas emissions (scope 1&2) from 2022 at least 20% by 2030	8.8%	12.1%	13.5%

### Social: Occupational Health & Safety

Target	2024	2025	2026T
Zero Accident by 2026 (case/ 200,000 man-hours)	0.48	0.24	0.00

### Governance: Collective Action Against Corruption (CAC)

Target	2024	2025	2026T
Collective Action Against Corruption (CAC)	CAC Certification	CAC Change Agent Award	CAC Change Agent Award



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# INTERNATIONAL BUSINESS



# International Business Strategic Direction and Targets

## International Expansion Strategy

Driving International Presence and Diversifying Geographic Presence

### Drive Export Revenue



- Expand product and service coverage with existing strategic customers
- Increase penetration by developing new customers
- Build sales in new countries

### Grow CLM Operations



- Leverage technical expertise to build, operate, and optimize overseas assets
- Drive meat and food sales to create value

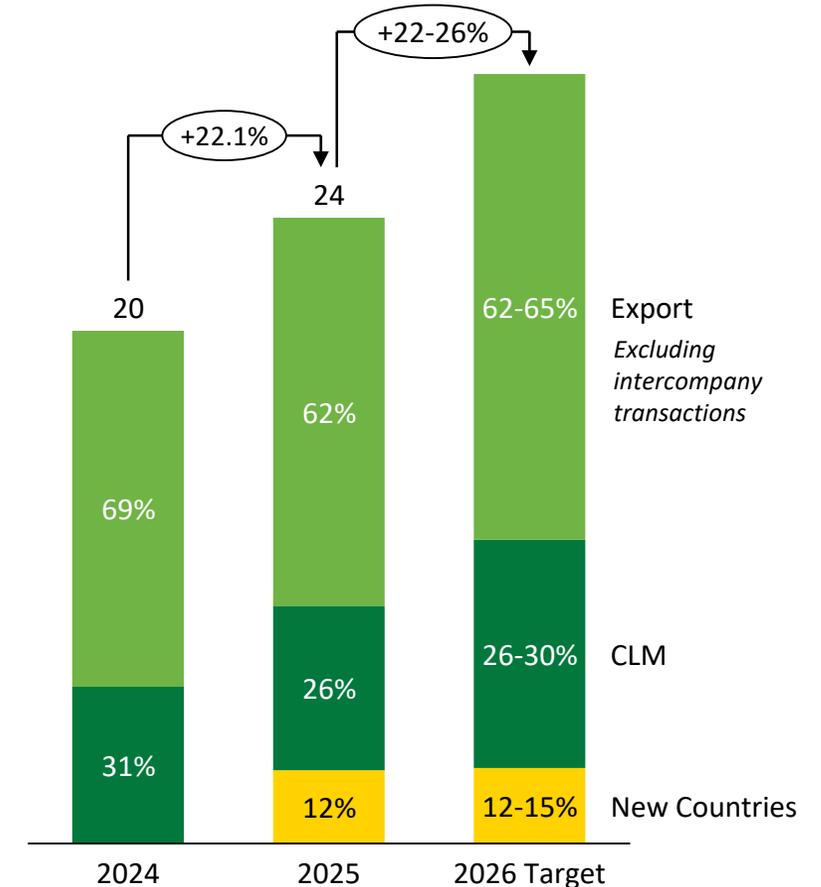
### Establish Presence in New Countries



- Enter new markets through acquisitions and partnerships
- Establish JV with strategic local partner in target geographies

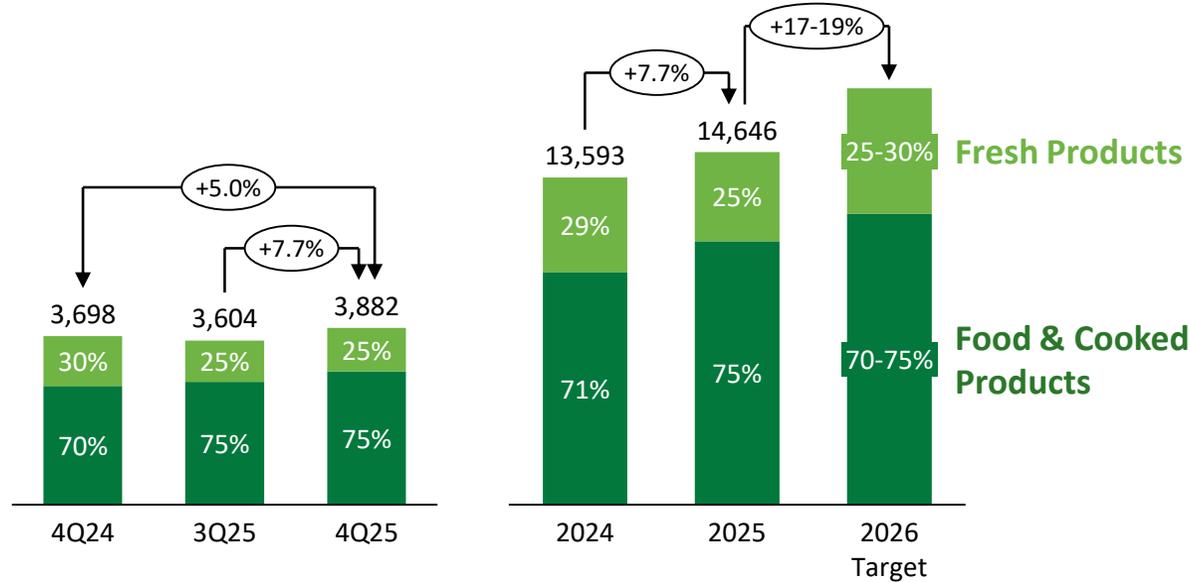
## Sales Performance and 2026 Target

unit: billion THB



# Export – Sales increased by 7.7% in 2025, primarily driven by continued growth in demand from European market

## Export Products



## 4Q25 Highlights & Progress on Key Strategies

+5.0% YoY revenue growth, driven by strong demand in UK market and Asia especially Hong Kong, and Philippine, with strong THB weighing down on export competitiveness.

### Export Europe

- +29.5% YoY, driven by continued strong demand in the UK for export of Food & Cooked Products and supported by catch up shipment delayed from Q3, despite negative impact from THB appreciation against USD.

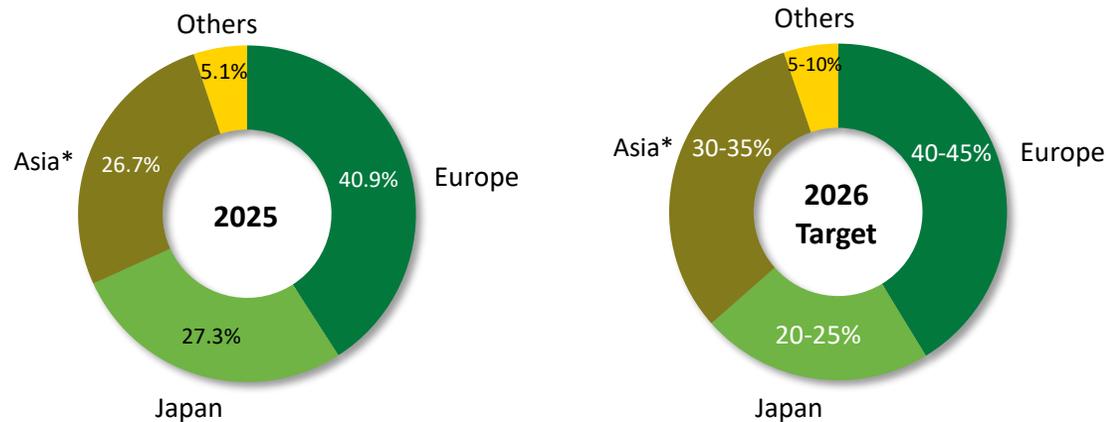
### Export Japan

- Japan market continues to be difficult due to dampened market demand, product mix changes, heighten cost pressures from key retails customers, and lower cost competitiveness from strong THB against JPY YoY

### Export ASIA

- Strong growth continued in Food & Cooked Product sales in Hong Kong, South Korea, and Philippines in both the Foodservice and Packaged Consumer Foods segments.

## Export Destinations



Remark: \* Excluding Japan

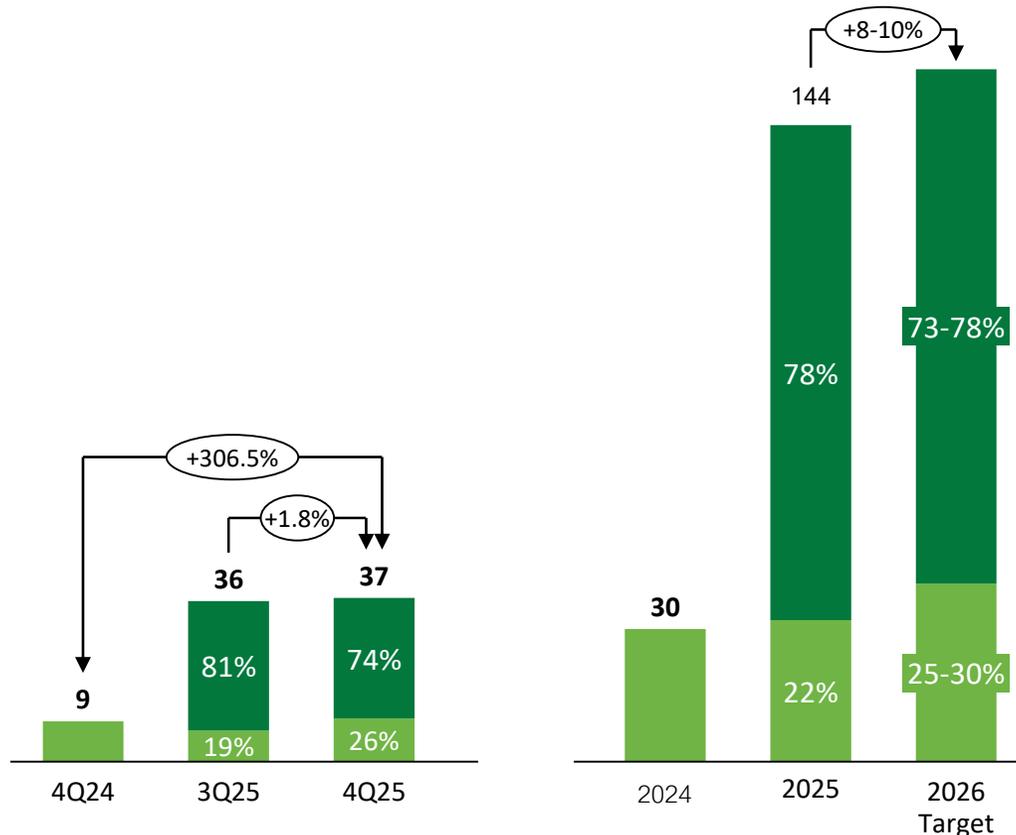
# New Country (Singapore) – Key Progress in International Expansion

Continue to grow business in Singapore through distribution expansion and operational efficiency



## Consolidated Singapore Performance (Unit: M SGD)

- Export Sales to Singapore
- Eggriculture



### Singapore Market Updates in 4Q25

- Egg sale volume grew +3% YoY especially F&B channel.
- Malaysia eggs continued oversupply, maintaining the low egg price in Singapore market

### Strategic Activity Highlights in 4Q25

- Leverage on lower import egg price to balance with local productions
- Local cage-free egg supply started in Sep-Oct, selling to hotel and F&B clients

### Synergy Initiatives Progress Updates

- Financial cost synergy from a lower interest rate / financial cost for Egg business operations in Singapore by leveraging on Betagro Group position and get benefit from purchasing scale to BTG.
- Established a commercial model for retired layers by exporting to Cambodia and Africa utilizing Betagro's Export Sales Team network.

\*Based on Egg Business's MIS Performance FY ending Dec plus export sales to Singapore including cooked chicken, eggs and cuisine products export from Thailand and sold in modern trade and food service channels, excluding all intercompany transactions between Thailand and Singapore entities



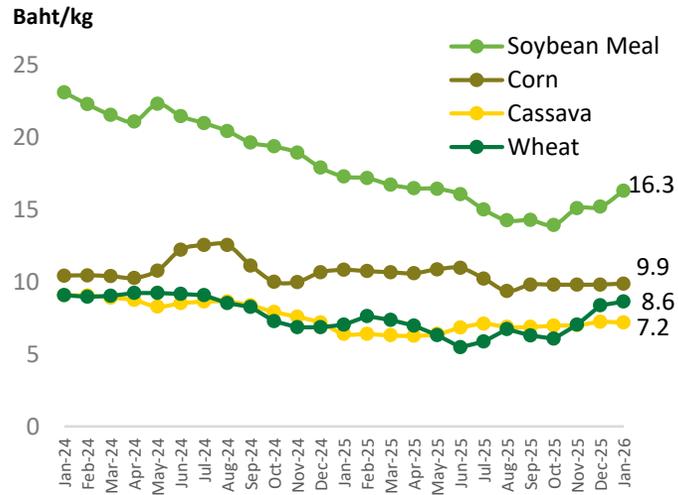
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# THAILAND FOOD BUSINESS HIGHLIGHT



# 1H26F livestock prices expected to recover, supported by tourist season

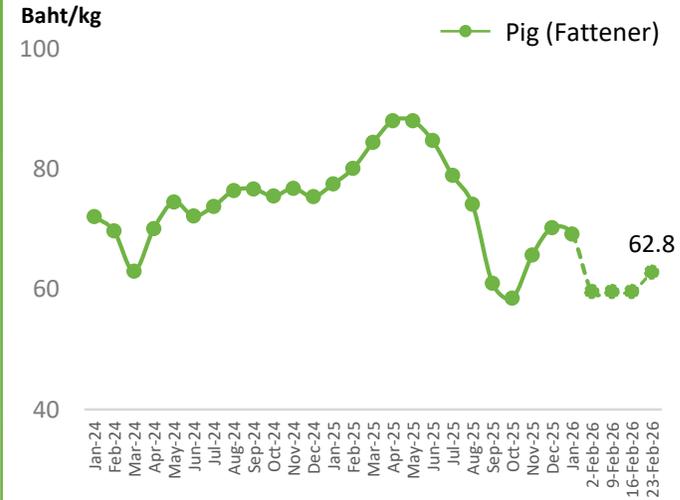
## While raw material prices expect to slightly increase



Source: Thai Feed Mill Association (TFMA)

### Raw Materials

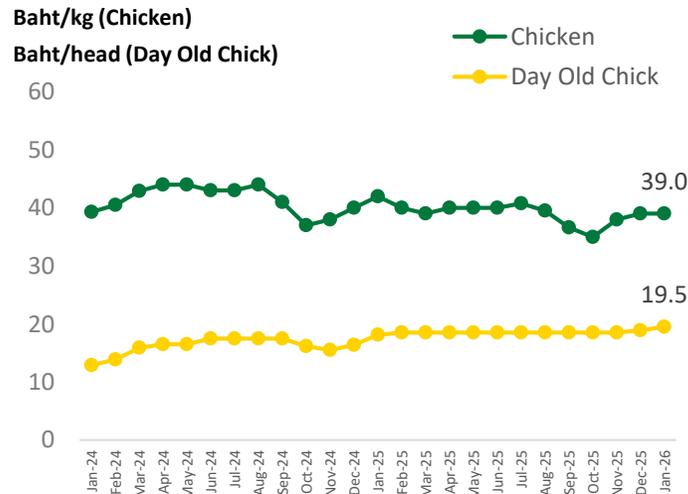
- Expect overall raw material prices in 1H26F to slightly increase from 4Q25
- Expect corn price to increase in 1H26F, caused by lower supply
- Expect soybean meal price to increase in 1H26F, caused by higher import tariffs
- Expect wheat prices to decline in 1H26F, caused by more crop production



Source: The Swine Raisers Association of Thailand

### Pig (Fattener)

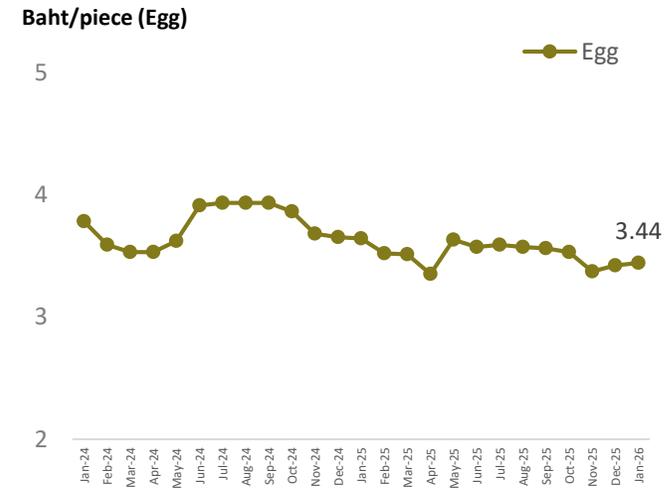
- Expect pig price to increase in 1H26F driven by increasing consumer demand from higher tourist number
- The Swine Raisers Association of Thailand's measures to stabilize pig price
- Economic stimulus under the new government expected to support higher consumer demand
- In 2026, 3 Thai swine producers officially authorized to export pork to Malaysia



Source: Thai Boiler Processing Association

### Chicken & Day Old Chick

- Expect chicken prices to increase in 1H26F driven by higher demand from export market and increasing consumer demand from higher tourist number



Source: Department of Internal Trade (DIT)

### Egg

- Expect egg price to stable in 1H26F caused by higher supply is expected to be offset by increasing demand from higher tourist number

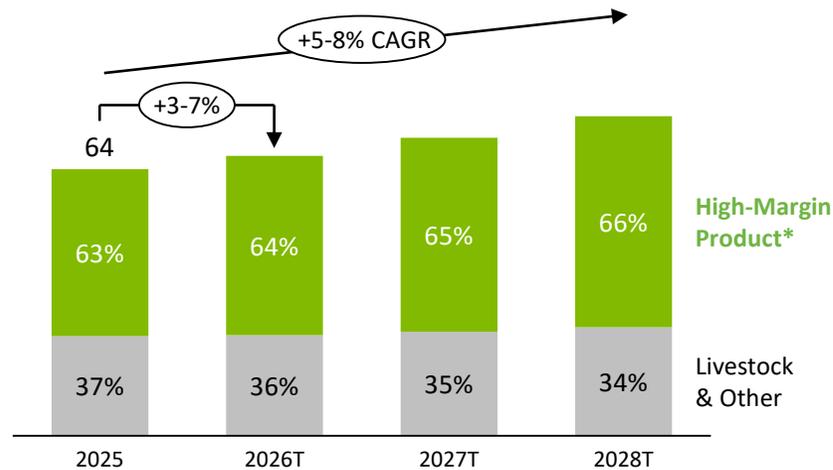




## Product & Channel Mix Optimization

### Sales by Product

(Unit: THB Billion)



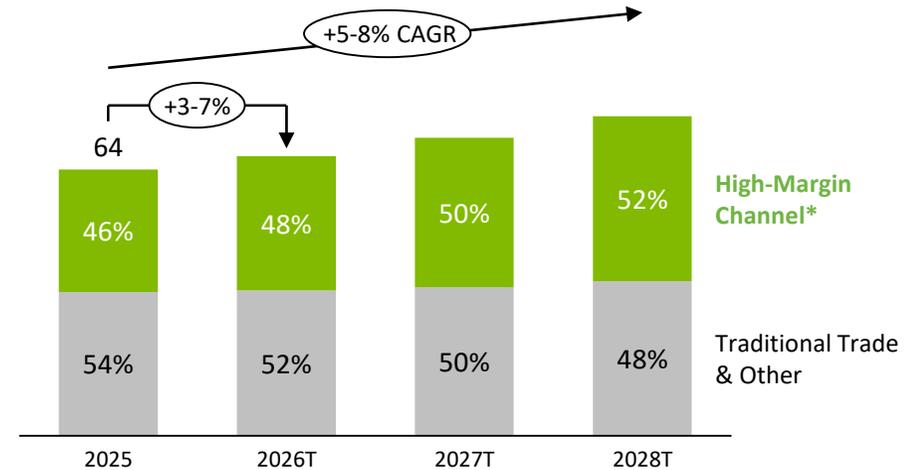
\*Note: High-margin product including Processed F&M, Pork meat, Chicken meat

- **Drive Processed Food & Meat, Meat Product** to increase margin
- **Enhance Brand Strength** through assortment re-focus and doubling down on key brands communication (S-Pure, Betagro)



### Sales by Channel

(Unit: THB Billion)



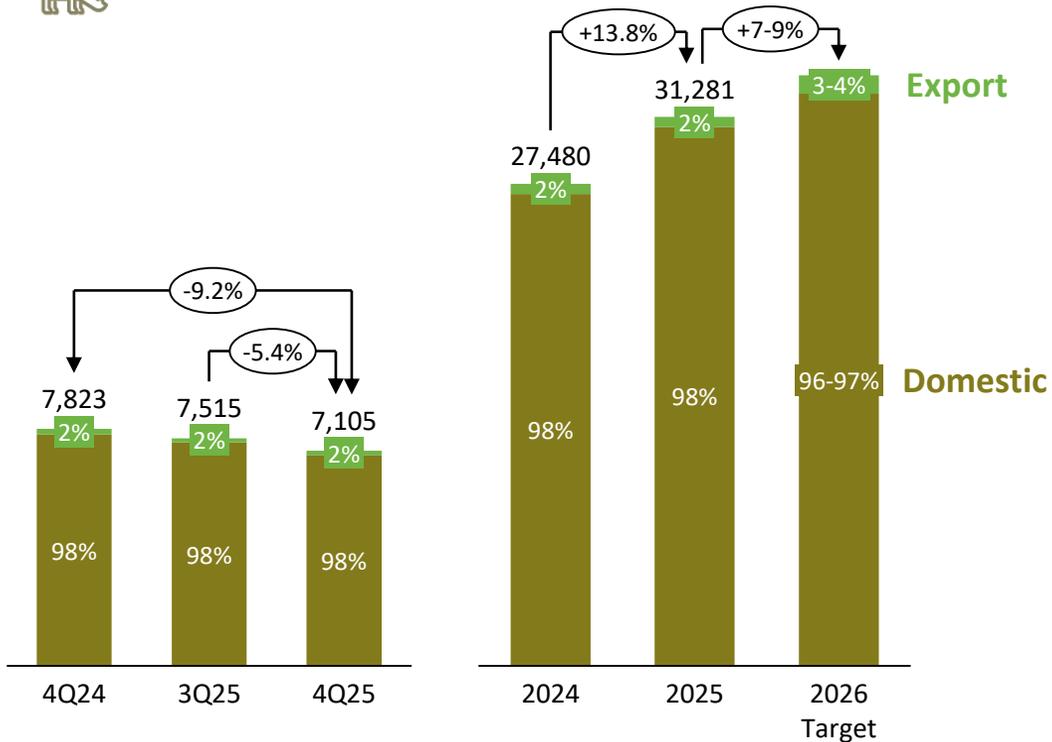
\*Note: High-margin channel including Foodservice, Modern Trade and Own Channel

- **Modern Trade – Strengthen partnerships** with key partners (Tops, CJ and Villa Market) through new projects, NPD, and new brand launches
- **Foodservice – become a leading B2B partner** by develop “Solutions” for each segment: Restaurant Solutions, Airline Catering Solutions and Hospital Catering Solutions
- **Own Channel – focusing on Hygienic Meat Shop, Betagro Shop and Betagro Deli** to increase and stabilize margin

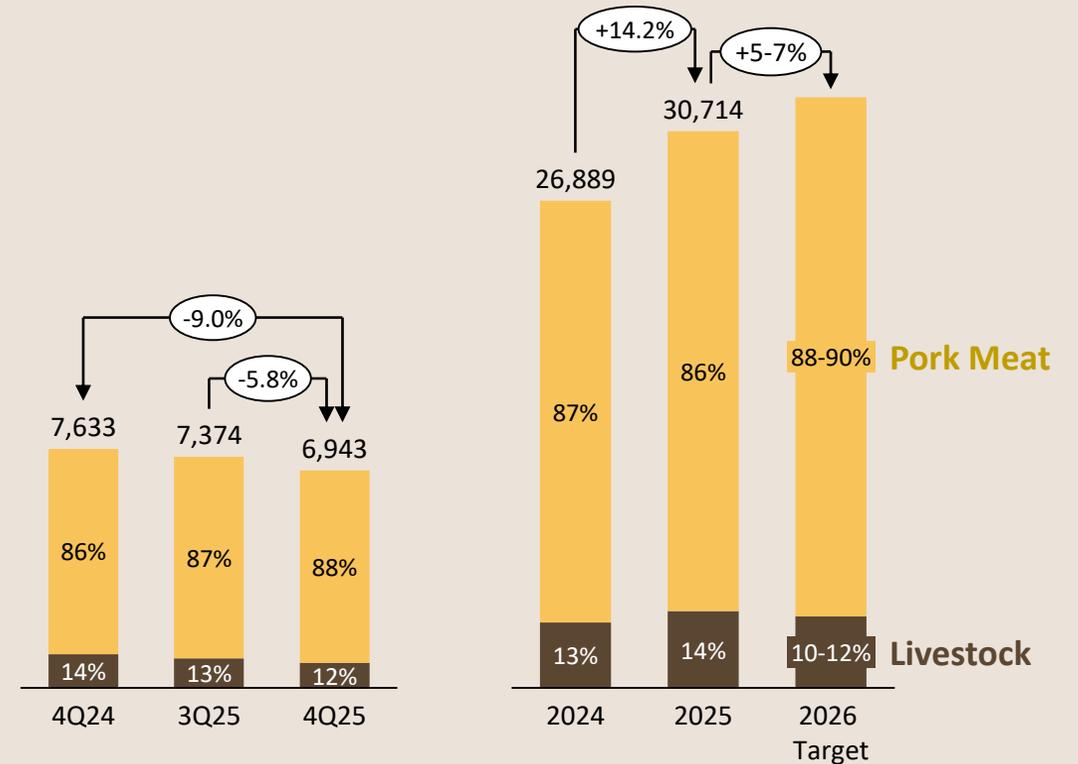


# Pork – Sales increased 13.8% YoY in 2025, and target to grow 7-9% in 2026 supported by more export and pork meat products

## Pork Sales (MB)



## Pork Domestic Sales (MB)

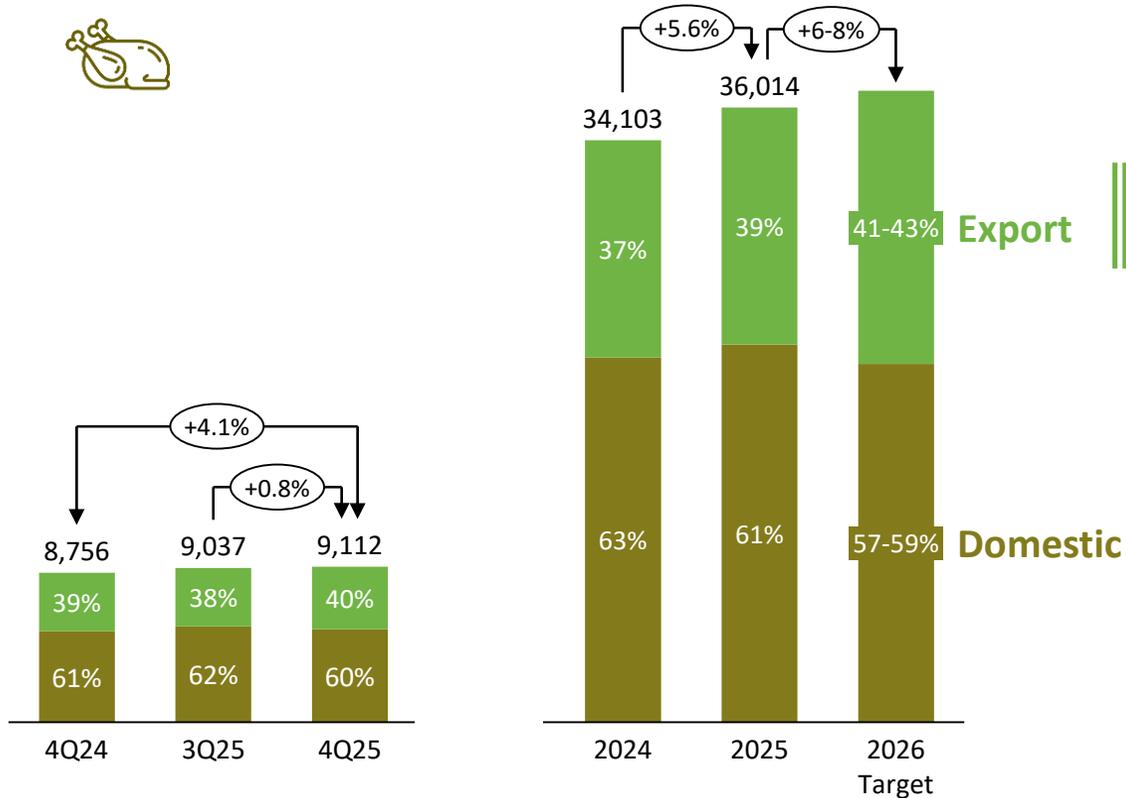


### Export Pork Meat to Malaysia

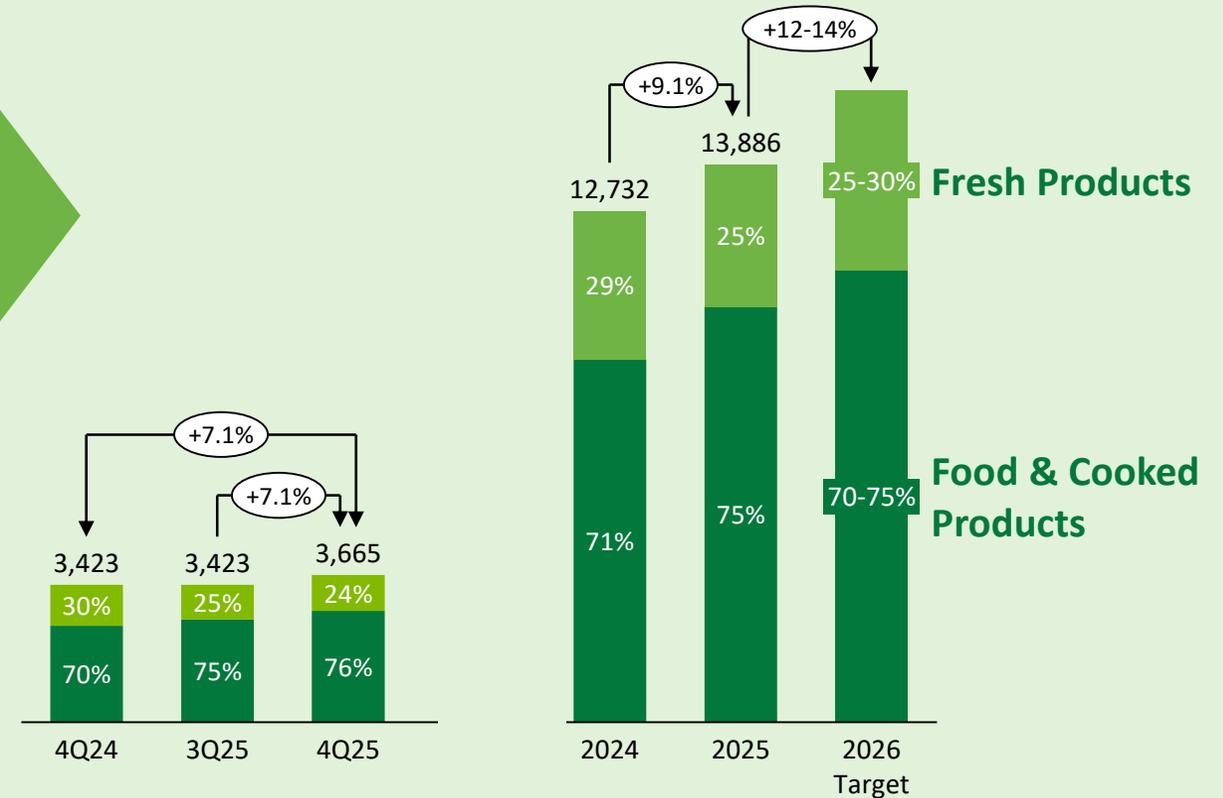
In 2026, Betagro is 1 of 3 Thai swine producers officially authorized to export pork to Malaysia, with exports expected to begin in March 2026

# Chicken Meat – Sales grew 5.6% YoY in 2025, and target to grow 6-8% in 2026 supported by more export to EU & UK markets

## Chicken Meat Sales (MB)



## Chicken Meat Export Sales (MB)





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# ANIMAL NUTRITION & NEW VENTURES HIGHLIGHT

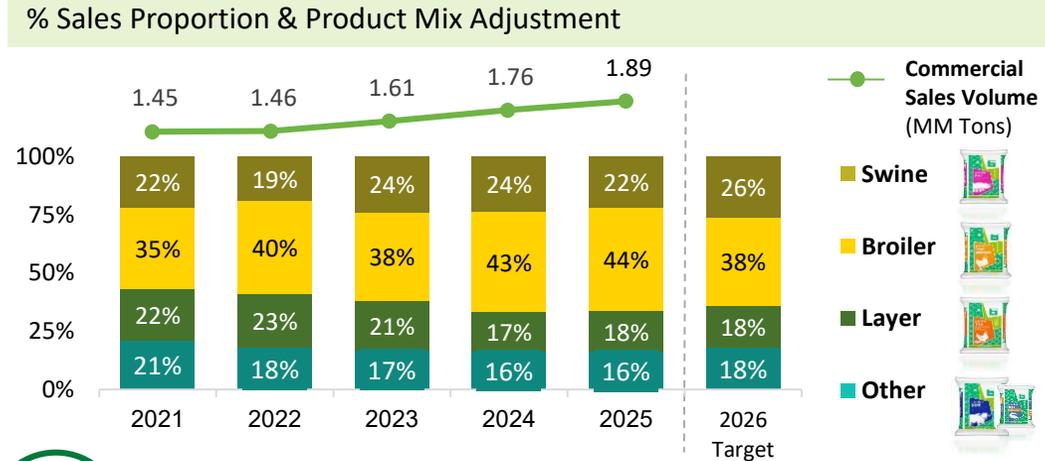


# Agro Highlights – Sales volume continue to grow, driven by animal feed demand and key account management



## Strategy to Shift towards High-Value Products

Focusing on Swine Feed



## AGRO Key Strategy ; KAM (Key Account Management)



### Key Account – Driven Growth

Scale up key account management & solution-selling, and GP optimization



### Integrated Product Offering

Product bundling and quality consistency



### Digital Cost Optimization

Manage total cost of ownership by Agro digital farm management



### Customer Engagement

Customer relationship management (CRM) and loyalty programs across channels



## Sustainable Production – Low Carbon Factory and Reducing Cost of Production

- Renovate equipment & machine to use alternative fuel, reducing carbon footprint and cost of production



### % Fuel Usage

Year	Coal	Woodchip	Other
2023	52%	32%	16%
2024	47%	37%	16%
2025	15%	67%	18%
2026 Target	2%	82%	16%

- Install Solar System to reduce cost and carbon footprint



Solar Farm



Solar Rooftop



Solar Carport

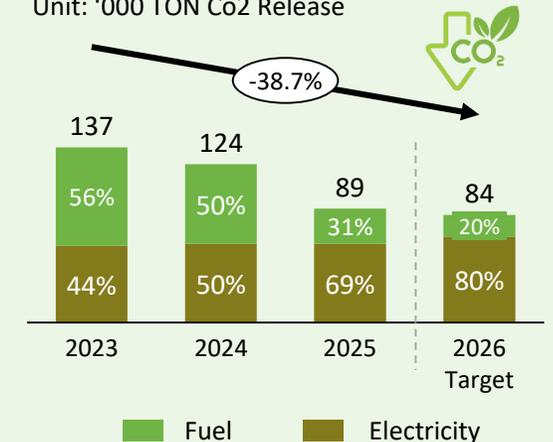
In 2025, solar power represented **19%** of total power consumption, with a target of 21% in 2026

- BTG's feed mill factory commits to get **Carbon Footprint Organization Certificate within 2026**



### Fuel & Electrical Ton Co2 Release

Unit: '000 TON Co2 Release



# Pet Highlights – Strong growth from market expansion, both domestic and export with increased capacity utilization



## Strategy to Shift towards High-Value Products

Increase Our Presence in International Markets



## Solid Growth both Domestic & Export Channels

### Domestic Sales +18.4% YoY in 2025



Online channels  
+103.6% YoY



Modern trade  
+45.6% YoY

### Export Sales +42.8% YoY in 2025

Driven by 11 new customers and 7 new countries expansion to ...



### The First Brand Ambassador of CAT n joy, "Daou Pittaya"

Betagro is committed to expanding its pet food segment with high-quality products and strategic branding, and this campaign has gained impressive traction

## Key Strategies of Pet Business

- 1. HVA Products**  
Drive differentiation while ensuring long-term sustainability and resilience
- 2. International Market Expansion**  
Expand export/trading distribution coverage in attractive international market
- 3. Build Brand Awareness**  
Expand export/trading distribution coverage in attractive international market
- 4. Operation Excellence**  
Enhance economy of scale Improve sales ordering cycle time

**Smart Warehouse**  
Automated Storage & Retrieval System (ASRS)

**Smart Extruder**

**Smart Silo**

**Smart Boiler**

**Auto Packing**

**Smart Dashboard**

**Solar cells**

**Smart Dryer**

**British Retail Consortium (BRC) Global Standards for Food Safety**  
BRCs GRADE A

**Plant Expansion (Phase2) Full Capacity 58,100 Tons/Year Start operation 3Q24**

**% Total Capacity Utilization (Total Capacity = 108,500 Tons/Year)**

Year	2024	2025	2026 Target	2027 Target
Utilization	49%	61%	70%	80%



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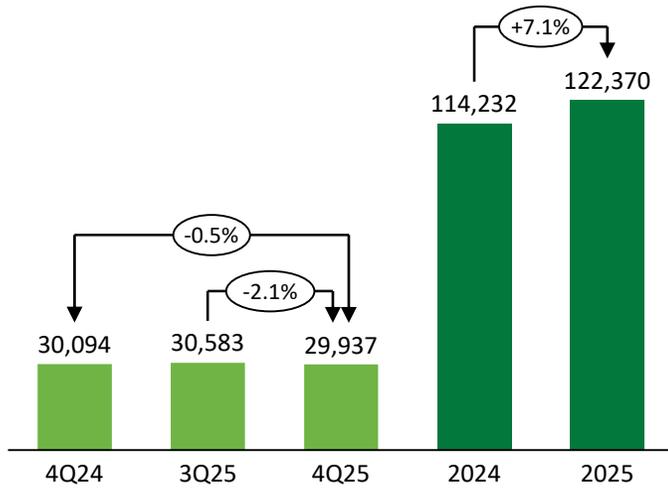
# FINANCIAL SUMMARY



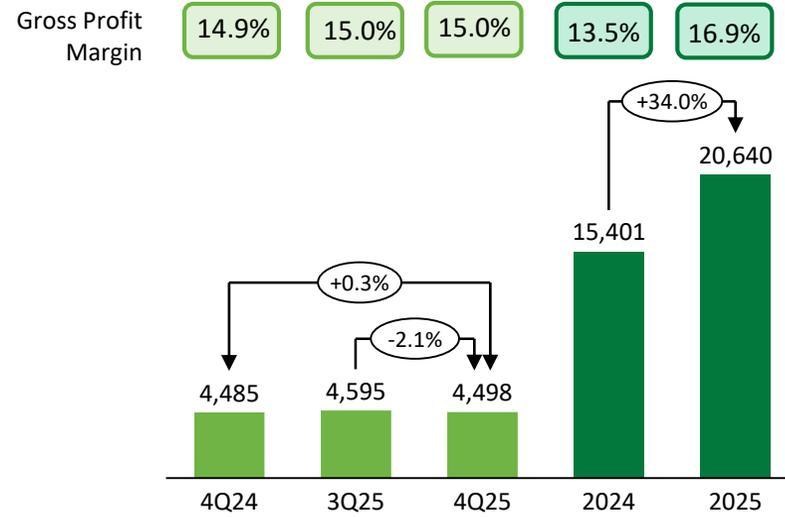
# In 2025, net profit recorded solid growth to 6,685 MB, driven by increased selling prices, improved gross margin and efficient cost control



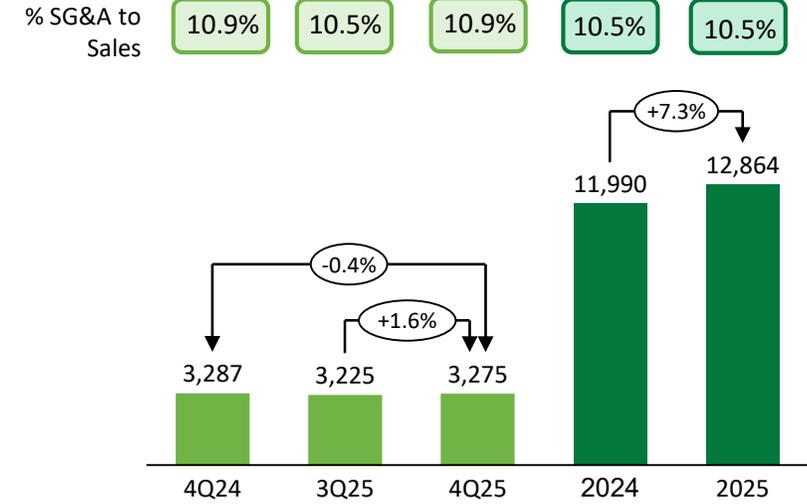
Sales (MB)



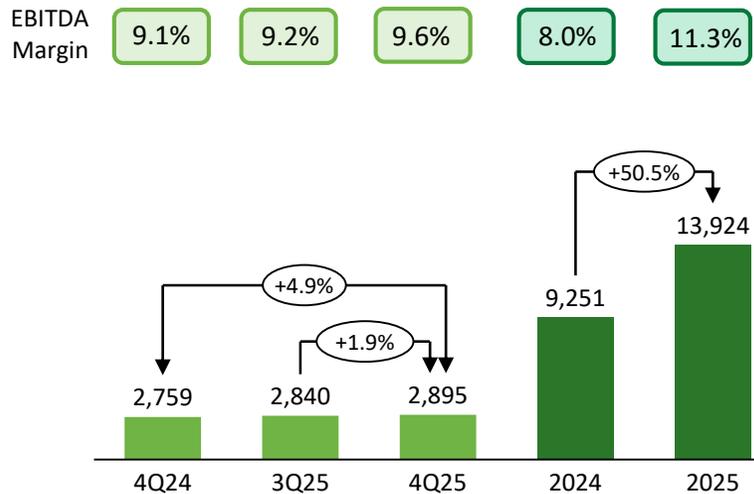
Gross Profit (MB)



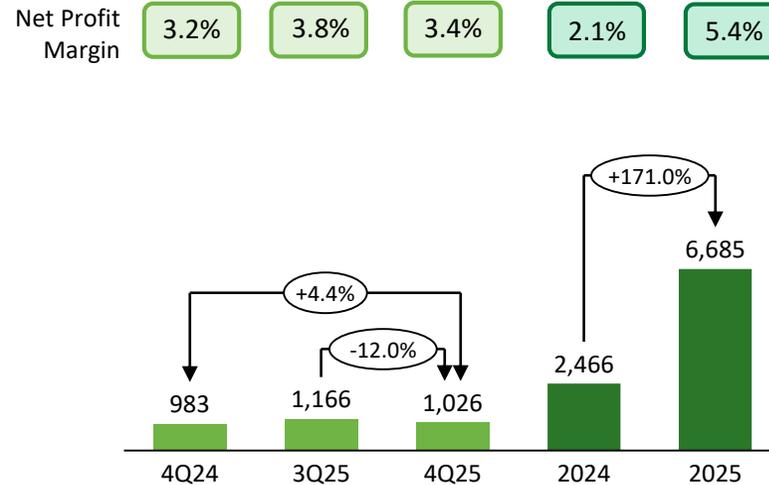
Selling & Administrative Expenses (MB)



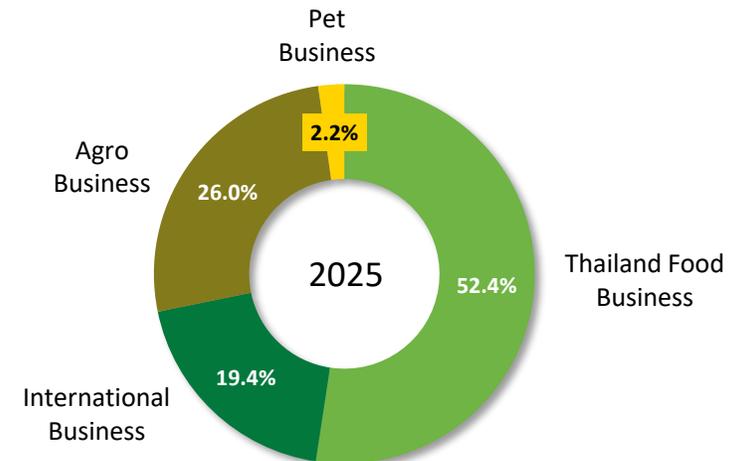
EBITDA (MB)



Net Profit (MB)



Revenue by Business

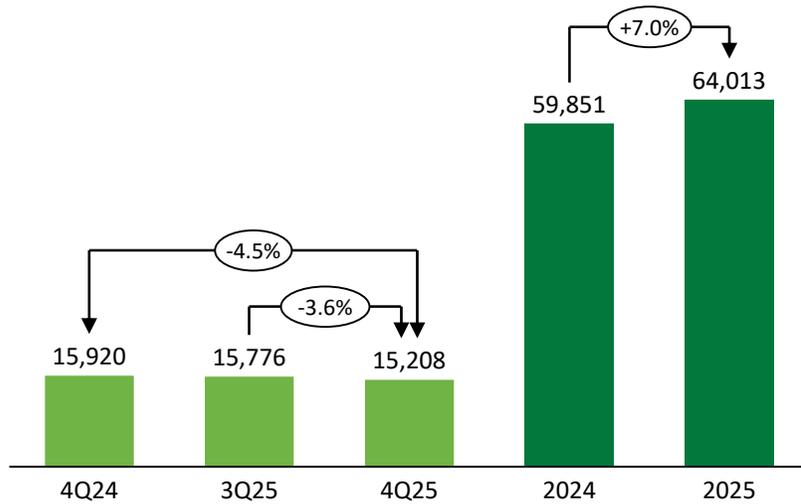


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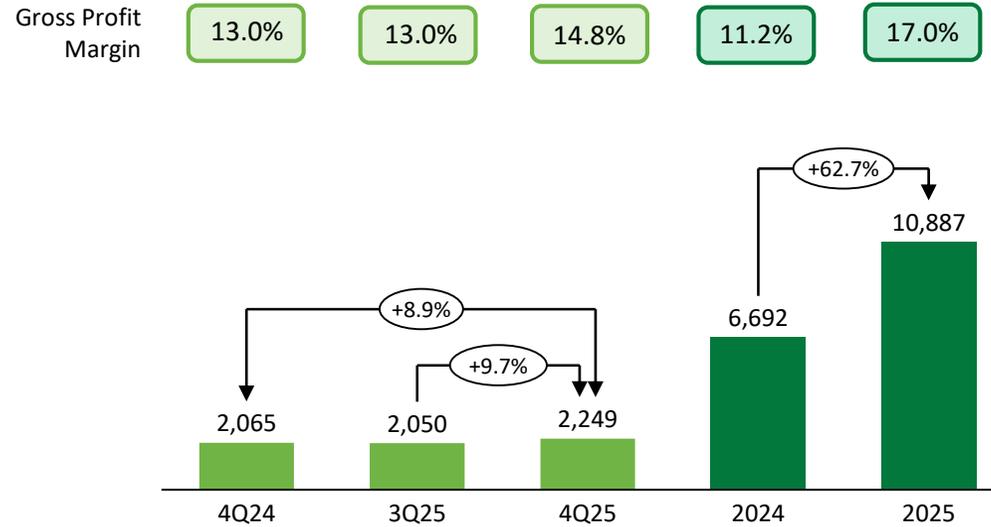
# Thailand Food Business – %GP rose to 17.0% in 2025, mainly from higher livestock prices, softening raw material prices and portfolio mix optimization



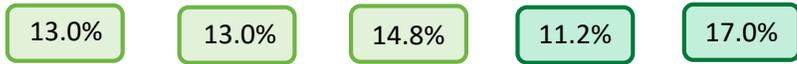
Sales (MB)



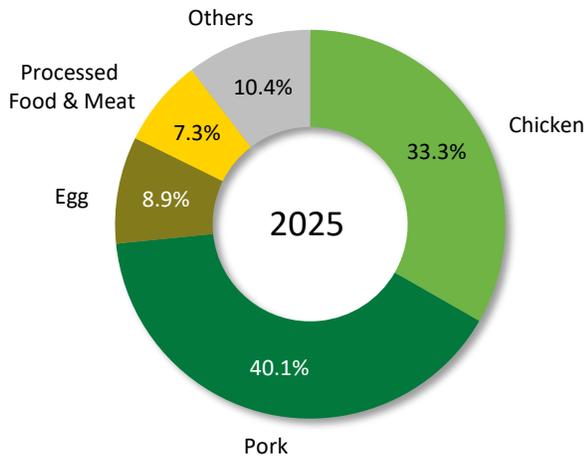
Gross Profit (MB)



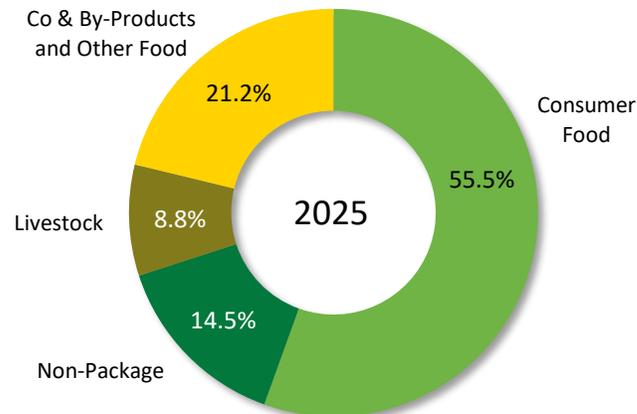
Gross Profit Margin



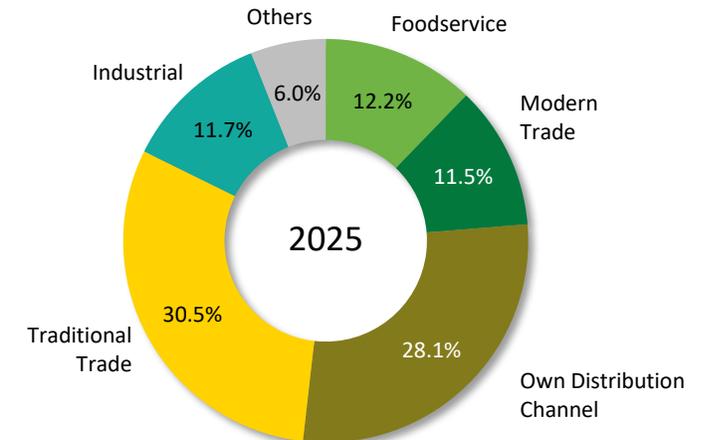
Revenue by Species



Revenue by Product



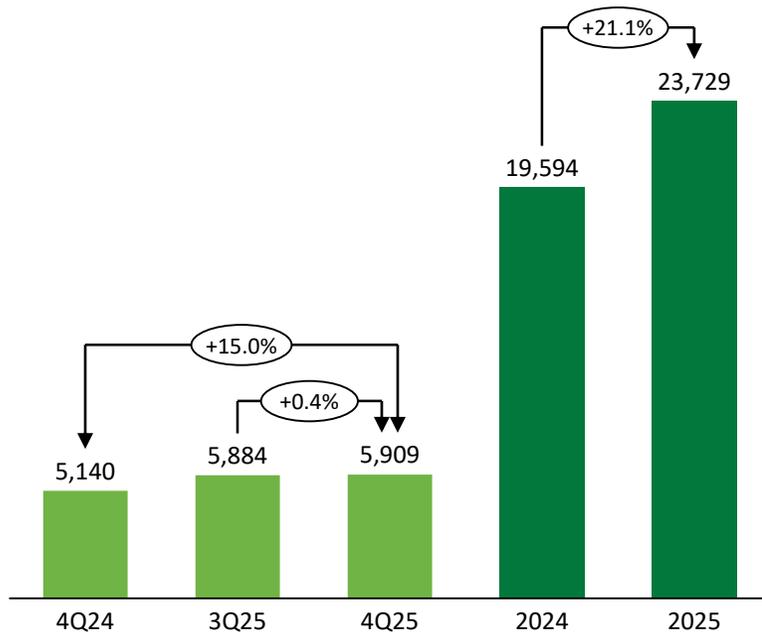
Revenue by Distribution Channel



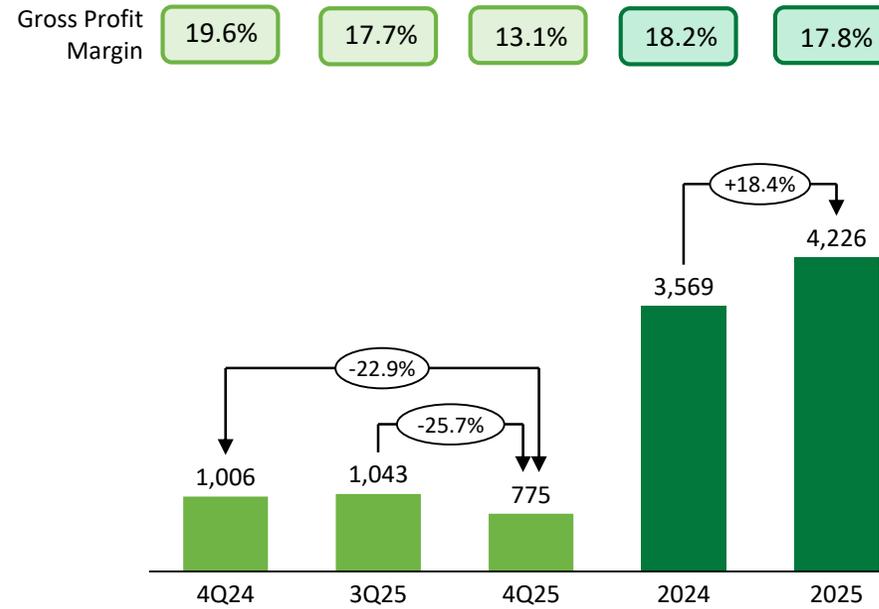
# 2 International Business – Strong sales growth driven by higher export demand from European market and M&A in Singapore



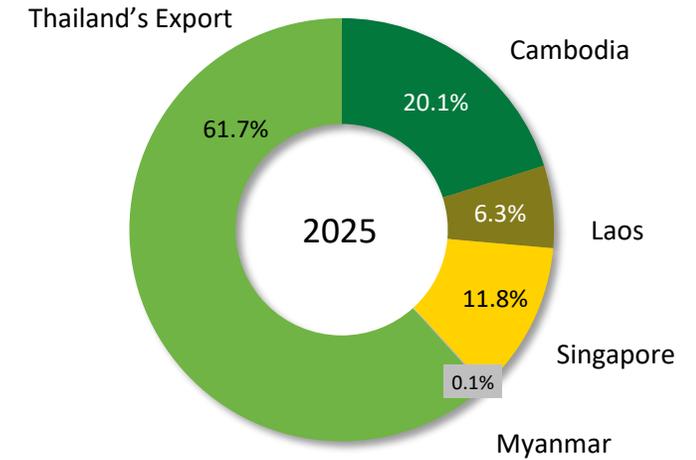
## Sales (MB)



## Gross Profit (MB)



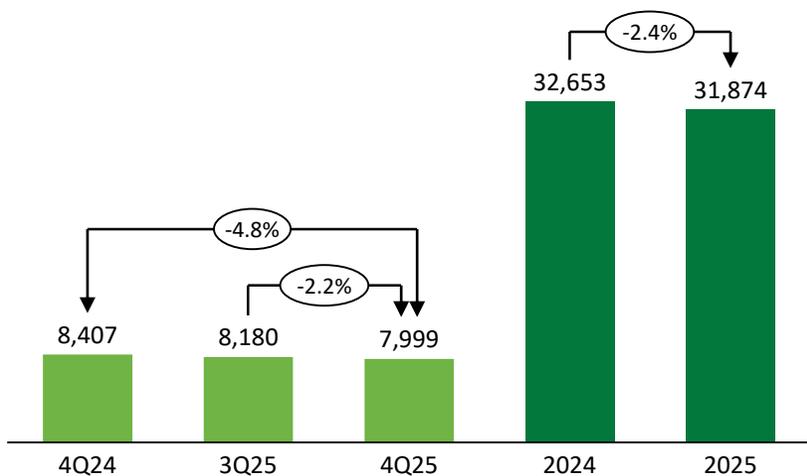
## International Portfolio



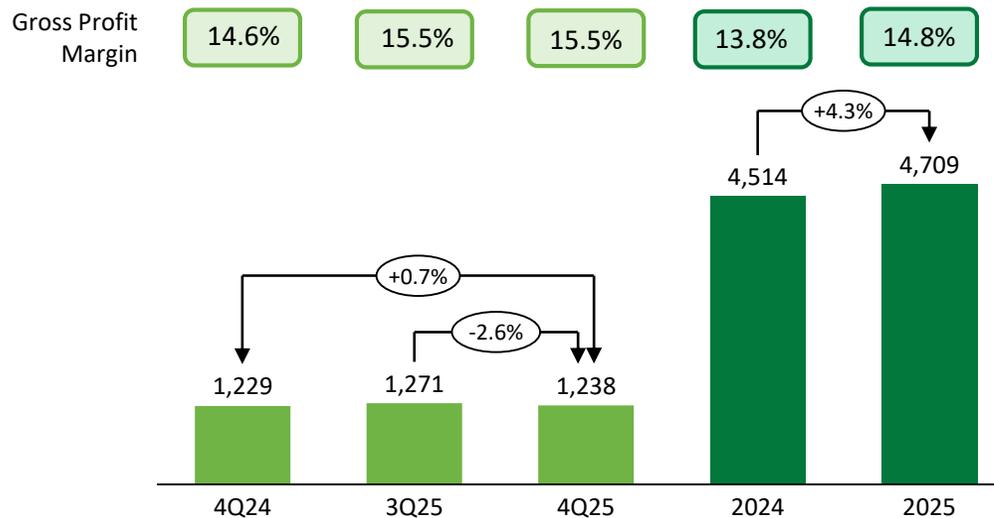
# 3 Agro – %GP improved in 2025, mainly from decreased raw material prices



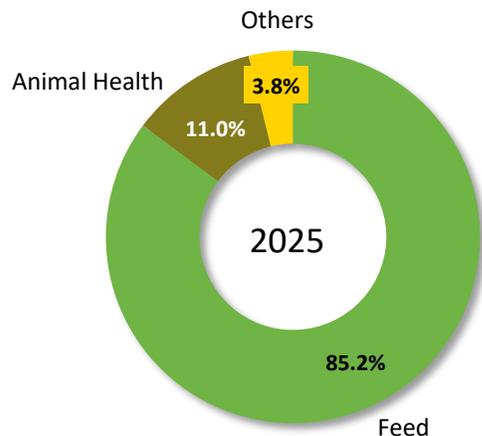
Sales (MB)



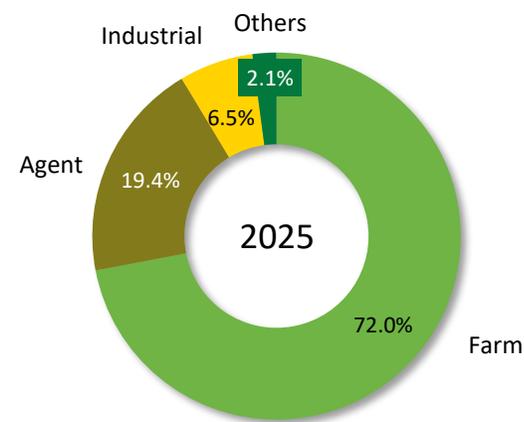
Gross Profit (MB)



Revenue by Product



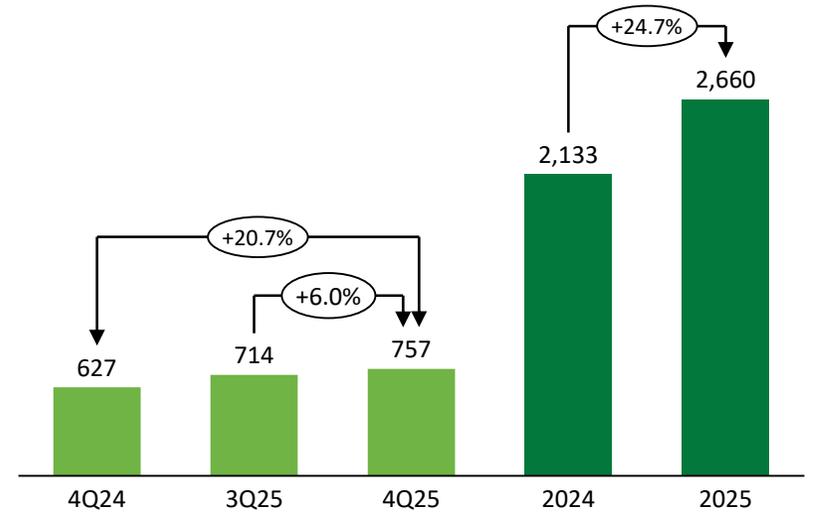
Revenue by Distribution Channel



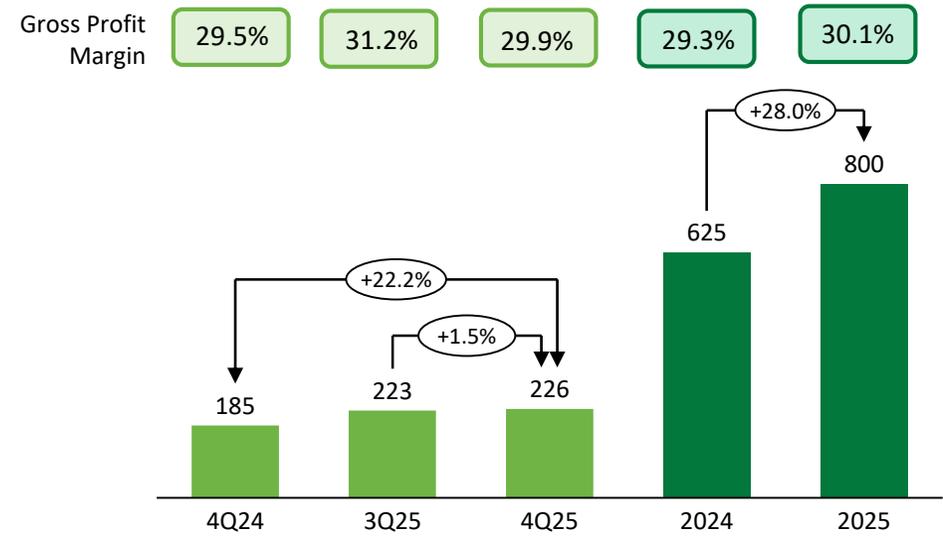
# Pet – Sales grew strongly by 24.7% YoY in 2025, driven by market expansion from both domestic and export



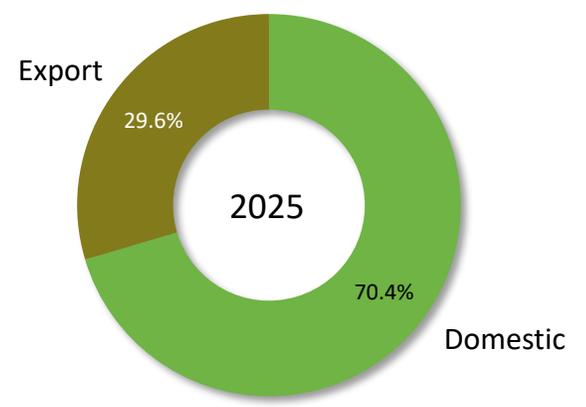
Sales (MB)



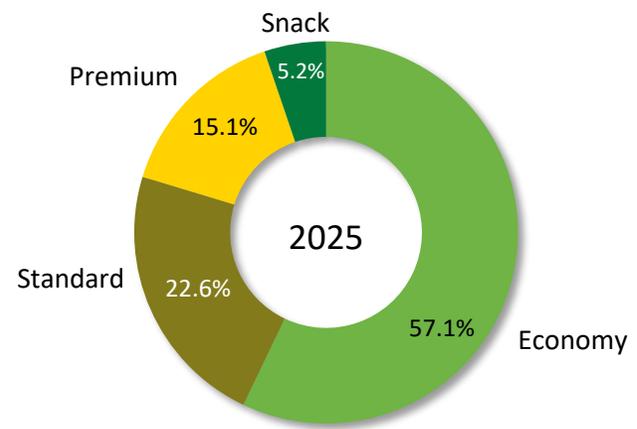
Gross Profit (MB)



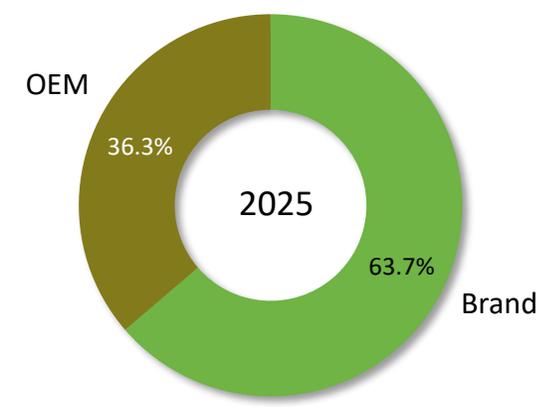
Revenue by Channel



Revenue by Market Segment



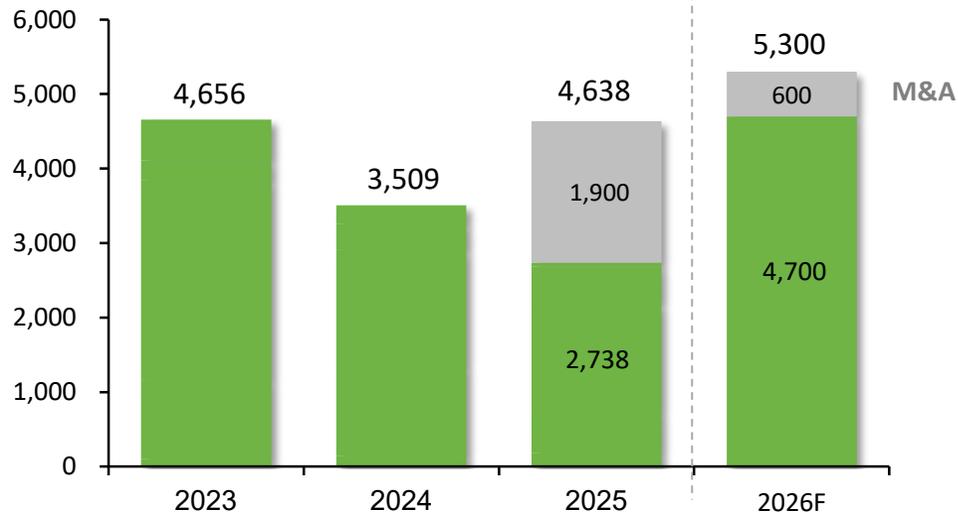
Revenue by Customer



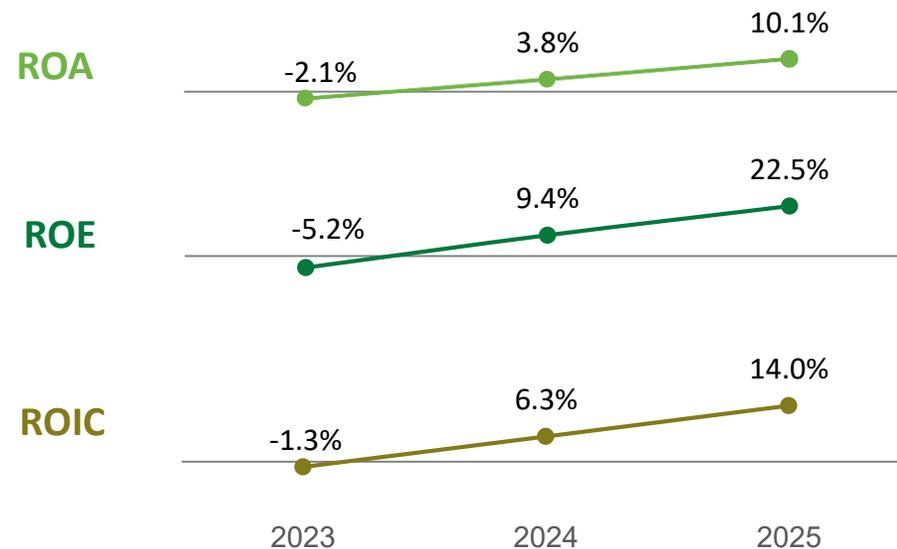
# Betagro has continued to grow in profitability ratios and strong financial position to support 5,300 MB CAPEX plan in 2026



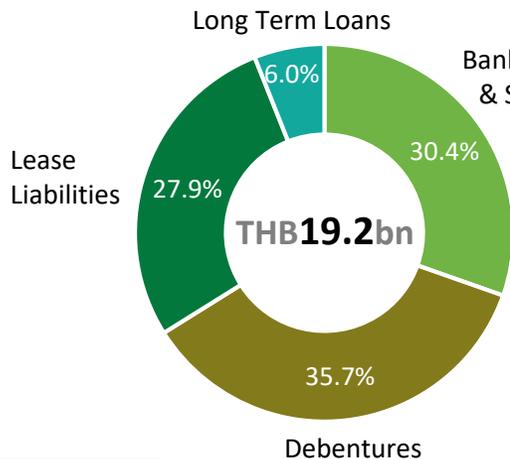
## Capital Expenditure Plan (MB)



## Financial Ratio



## Interest-Bearing Debt Breakdown

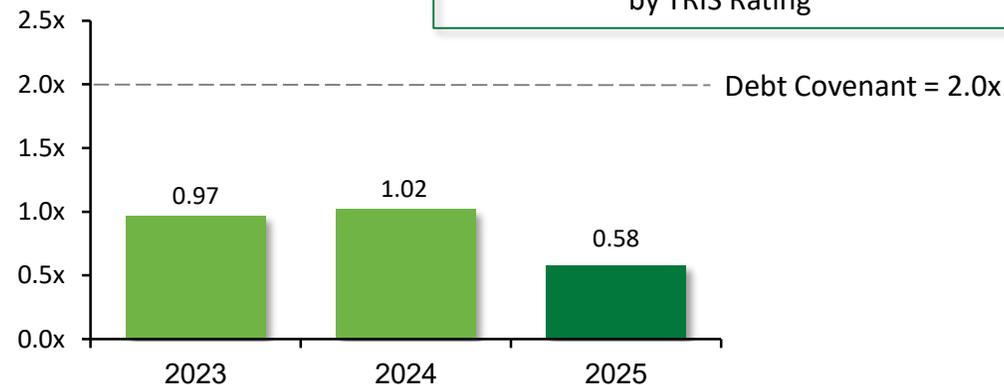


## Cost of Debt

2023	2024	2025
2.72%	3.02%	2.76%

Remark: Excluding lease liabilities

## Interest-Bearing Debt to Equity Ratio



Credit Rating "A" with "Stable" outlook by TRIS Rating

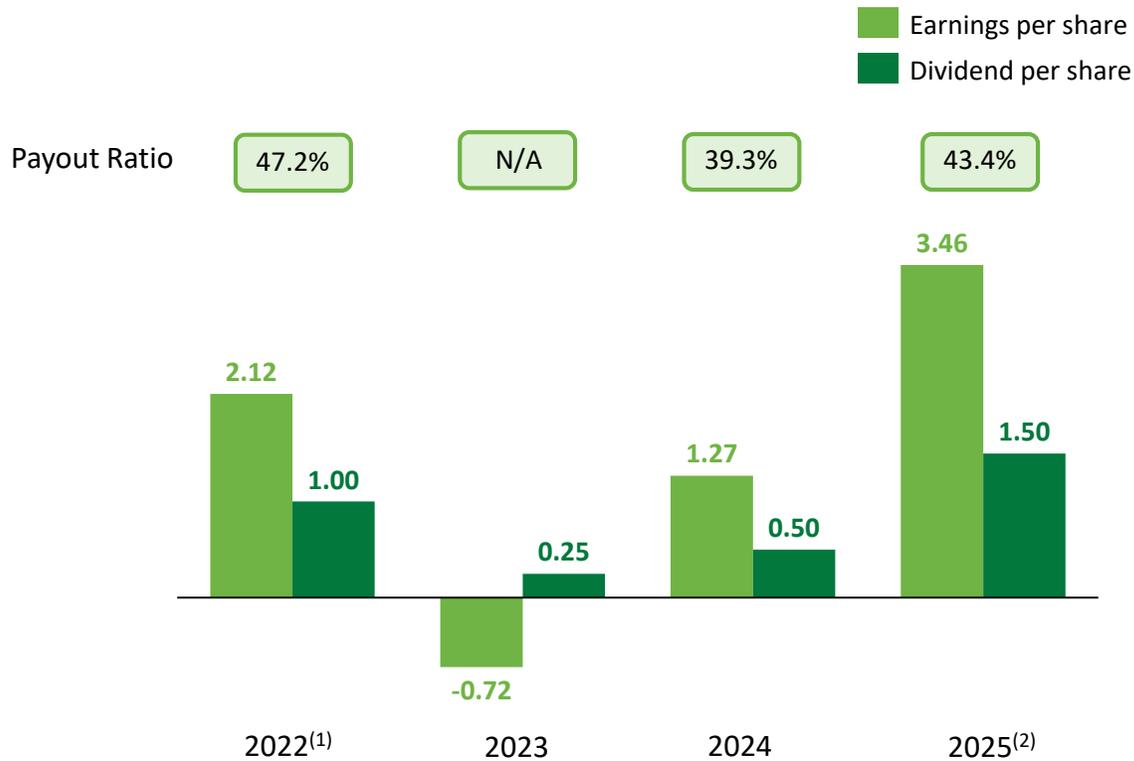
Remark: Data as of December 31, 2025

# Proposed dividend of 1.50 THB/share<sup>(2)</sup>, record high since listing

## Dividend & Earnings Per Share

### Dividend Policy

Not less than 30% of net profits based on standalone financial statements



Remark: <sup>(1)</sup> In 2022, BTG paid dividend from financial result during 1 Jul 2022 - 31 Dec 2022

<sup>(2)</sup> Pending shareholders' approval in the 2026 Annual General Meeting of Shareholders on 21 April 2026

## BTG Share Repurchase Program

**Maximum amount:** Not exceed THB 2,000 million

**Number of shares:** Not exceed 85 million shares  
(not exceed 4.39% of the total of paid-up shares)

**Period:** Starting from 29 Sep 2025 to 27 Mar 2026

### Objective of Share Repurchase Program

- To efficiently manage BTG's excess liquidity
- To enhance shareholder value through improved returns on equity (ROE) and earnings per share (EPS)
- To assure shareholders and investors' confidence regarding BTG's strong financial position and positive performance outlook in the future

**Cumulative number of shares repurchased until present date**  
(from 29 Sep 2025 – 23 Jan 2026)

**Share repurchase value:** THB 496.7 million

**Number of shares:** 27.5 million shares\*  
(1.42% of paid-up shares)

\* No share repurchase during silent period from 11 Oct – 11 Nov 2025 and 25 Jan – 25 Feb 2026

# IR CONTACT



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Head of Investor Relations

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FACEBOOK

## Betagro Group

<https://www.facebook.com/BetagroGroupOfficial>



LINKEDIN

## Betagro Group

<https://th.linkedin.com/company/betagro-group>



YOUTUBE

## Betagro Group

<https://www.youtube.com/channel/UCagW4zzCJjygyqbc251S9Aw/featured>



WEBSITE

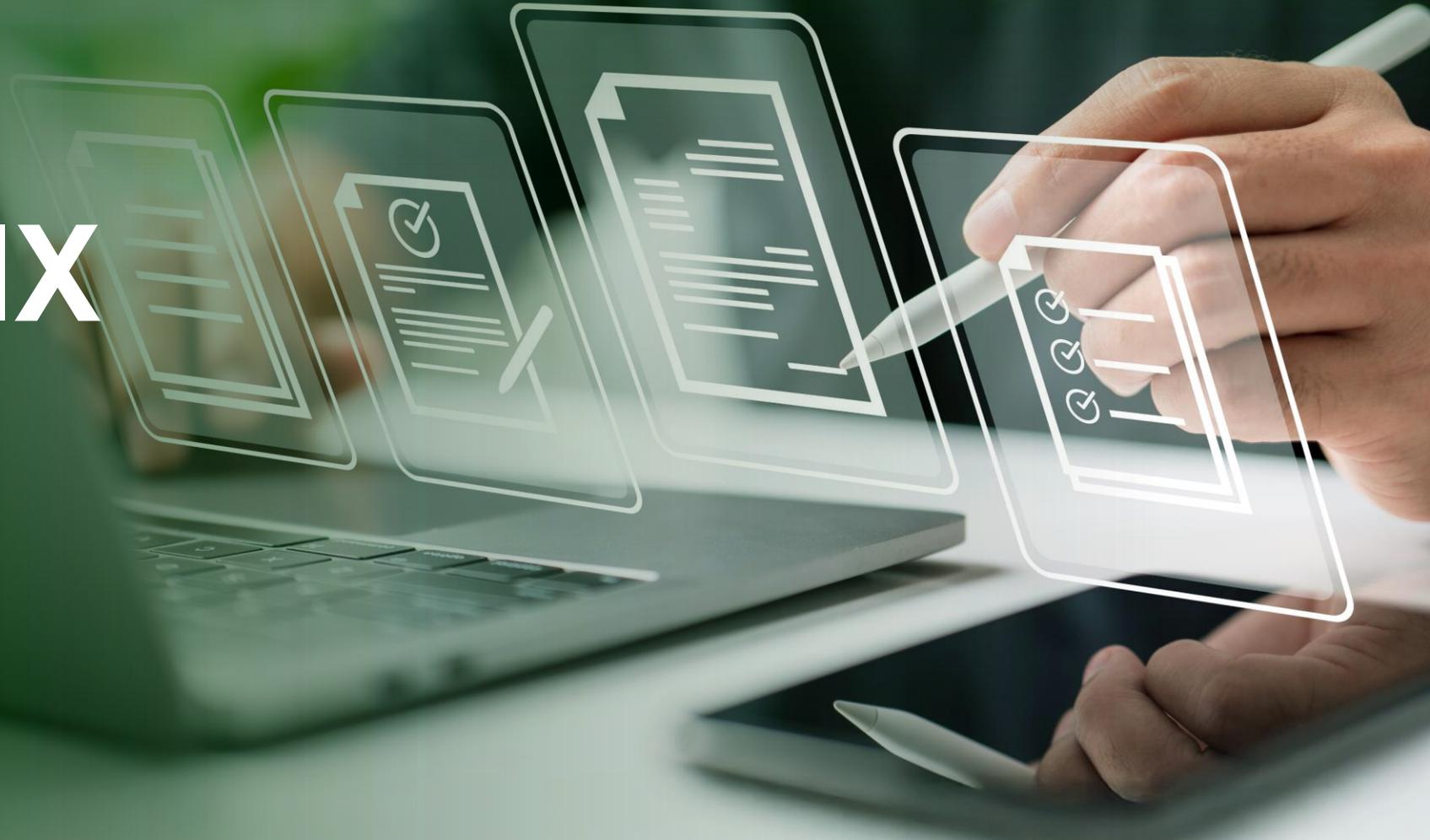
## www.betagro.com

<https://www.betagro.com/th/home>



BETAGRO

# APPENDIX



Since our founding in 1967, Betagro Group has been driven by its purpose, belief and core values



## PURPOSE

Help enrich people's lives with **Better Food**

"Better Food" means:

Highest Food Safety Standards

Superior Quality and Deliciousness

Fair Prices

Produced Sustainably



## BELIEF

People must have choices, and we must work hard to deserve people's trust

## CORE VALUES



Professional Innovation

Integrity Quality

People & Customer Centric

### Phase I

#### Laying Business Foundation

### Phase II

#### Growth through Expansion

### Phase III

#### Striving to Upgrade Food Industry

1967 1972 1978 1990 2004 2006 2011 2017 2022 2023 2024 2025



Incorporation of Betagro Co., Ltd. and first feed factory in Samut Prakan

Started its first swine farm, including imported swine breeder from abroad which elevate the standard of swine farm in Thailand

Incorporation of Better Pharma Co., Ltd., which started its first animal health product factory

Construction of Food Complex 1, our first food production base to increase production of poultry

Opened our first Betagro Shop, a wholesales shop for food products

Launched our pork products under S-Pure brand for premium market

Launched "Betagro E-Traceability", allowing B2B customers to trace sources of our chicken products

Our first pet food factory began production; opened our first Hygienic Meat Shop

Launched plant-based ready to cook Meatly! brand

Launched sustainable packaging (reusable, recyclable and compostable)

Opened our first Feed Mill Factory in Laos

Acquisition of Eggriculture a leading integrated egg producer in Singapore

# Betagro has been listed on 5 Indexes MSCI, FTSE, SET100, SETWB and SETESG



## MSCI Global Small Cap

Listed on February 28, 2023



## FTSE SET Mid Cap

Listed on June 19, 2023



## SET 100

Listed on July 1, 2023



## SETWB

Listed on July 1, 2023



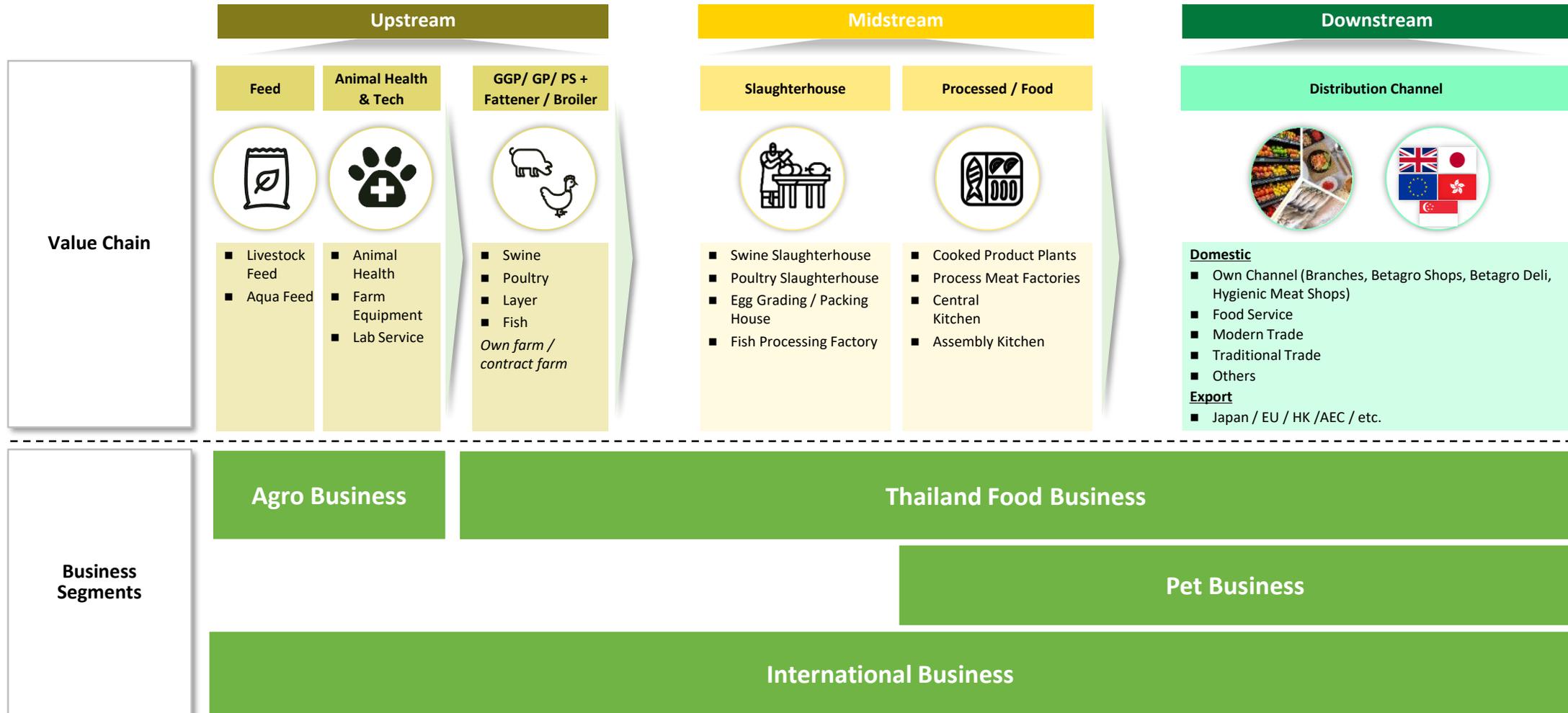
## SETESG

Listed on December 16, 2024



Note: SET Well-Being Index (SETWB) reflects the performance of 30 securities in the seven sectors with high competitiveness, which are instrumental to the nation's gross domestic product growth or GDP growth, generating income to the Thai people and raising living standards of Thai people

# Our Business Model Covers All Stages of the Food Value Chain



# Physical Footprint Extends across 4 Countries in Southeast Asia with International Presence in 30+ Countries Globally through Export

Thailand



## Animal Feed



**4.4** mm tons per year

**11** Feed Mills

## Broiler



**212.7** mm birds per year

**8** Broiler Farms

## Egg



**1.6** bn eggs per year

**19** Egg Grading Facilities

## Swine



GGP, GP, and PS Farm<sup>(1)</sup>

**171.4** k sows

Fattening Farm

**3,715.2** k pigs per year

## Processed Food & Processed Meat



**89.0** k tons per year of processed food

**48.9** k tons per year of processed meat

## Pet Food



**108.5** K tons per year

**1** Pet Factory



**101** Betagro Branches

**219** Betagro Shops

**26** Betagro Deli

**1,074** Hygienic Meat Shops

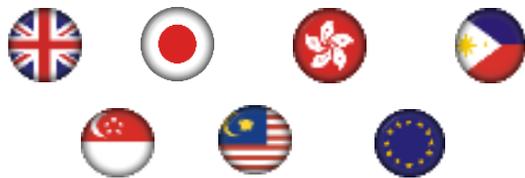


**33,288** Employees



**4** Research & Innovation Centers

## 30+ Export Destinations



And more...

## Cambodia



- Feed Mill (1)
- Fattening Farm (3)
- Grandparent and Parent Pig Farms (5)
- Chicken Slaughterhouse (1)
- Sausage Factory (1)
- Betagro Branches (6)

**123 Contract Farms**

## Laos



- Feed Mill (1)
- Grandparent and Parent Pig Farms (5)
- Chicken Slaughterhouse (1)
- Betagro Branches (3)
- Betagro Shops (1)

**110 Contract Farms**

## Singapore



- Layer Farm (1)
- Processed Egg Factory (1)

## Myanmar



- Betagro Representative Office

As of December 31, 2025

(1) GGP stands for great grandparent; GP stands for grandparent and PS stands for parent

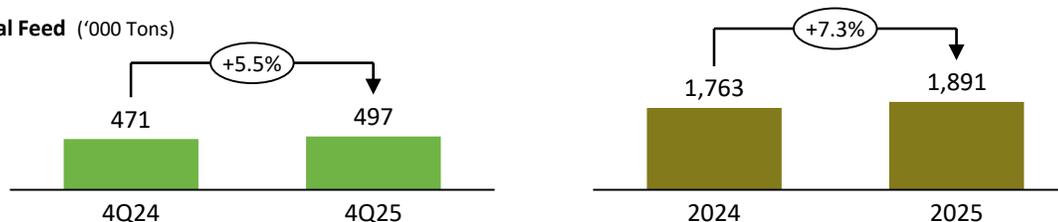
# Sales volume continued to grow in 2025 across all business units, in line with capacity expansion and increasing demand

## Sales Volume Growth of 5.7% YoY in 4Q25 and 8.1% YoY in 2025

### Agro



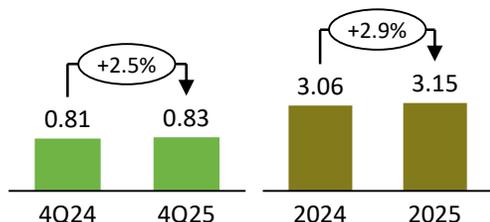
Commercial Feed ('000 Tons)



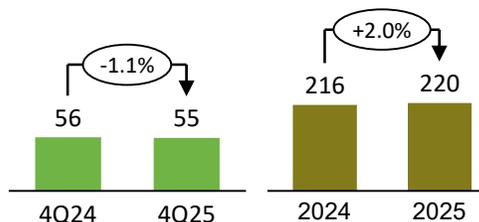
### Thailand Food Business



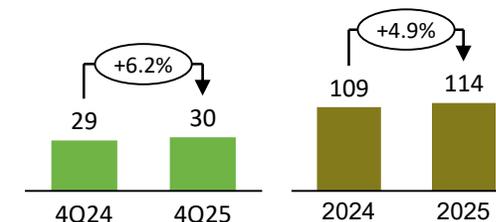
Swine Slaughterhouse (MM Pigs)



Chicken Slaughterhouse (MM Chickens)



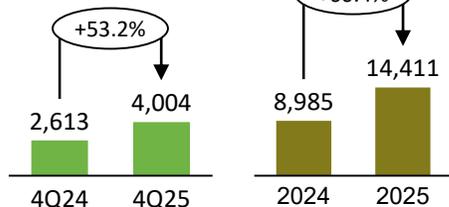
Processed Food & Meat ('000 Tons)



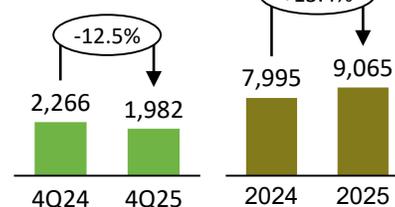
### Cambodia, Laos and Singapore



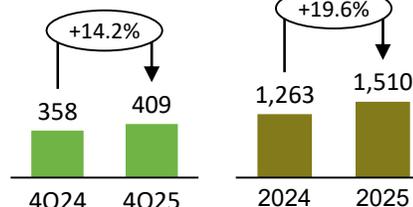
Pork Meat (Tons)



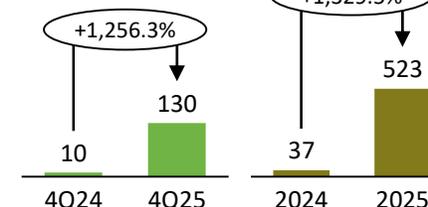
Chicken Meat (Tons)



Processed Food & Meat (Tons)



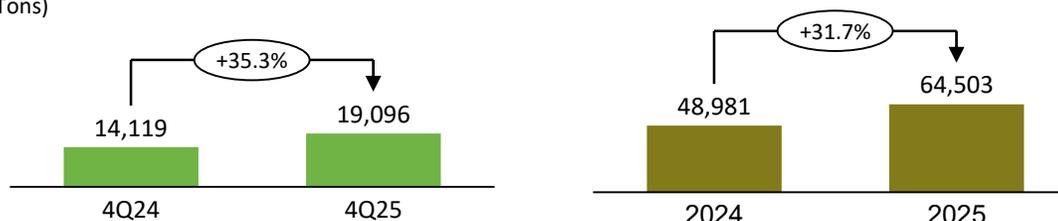
Egg (MM Eggs)



### Pet

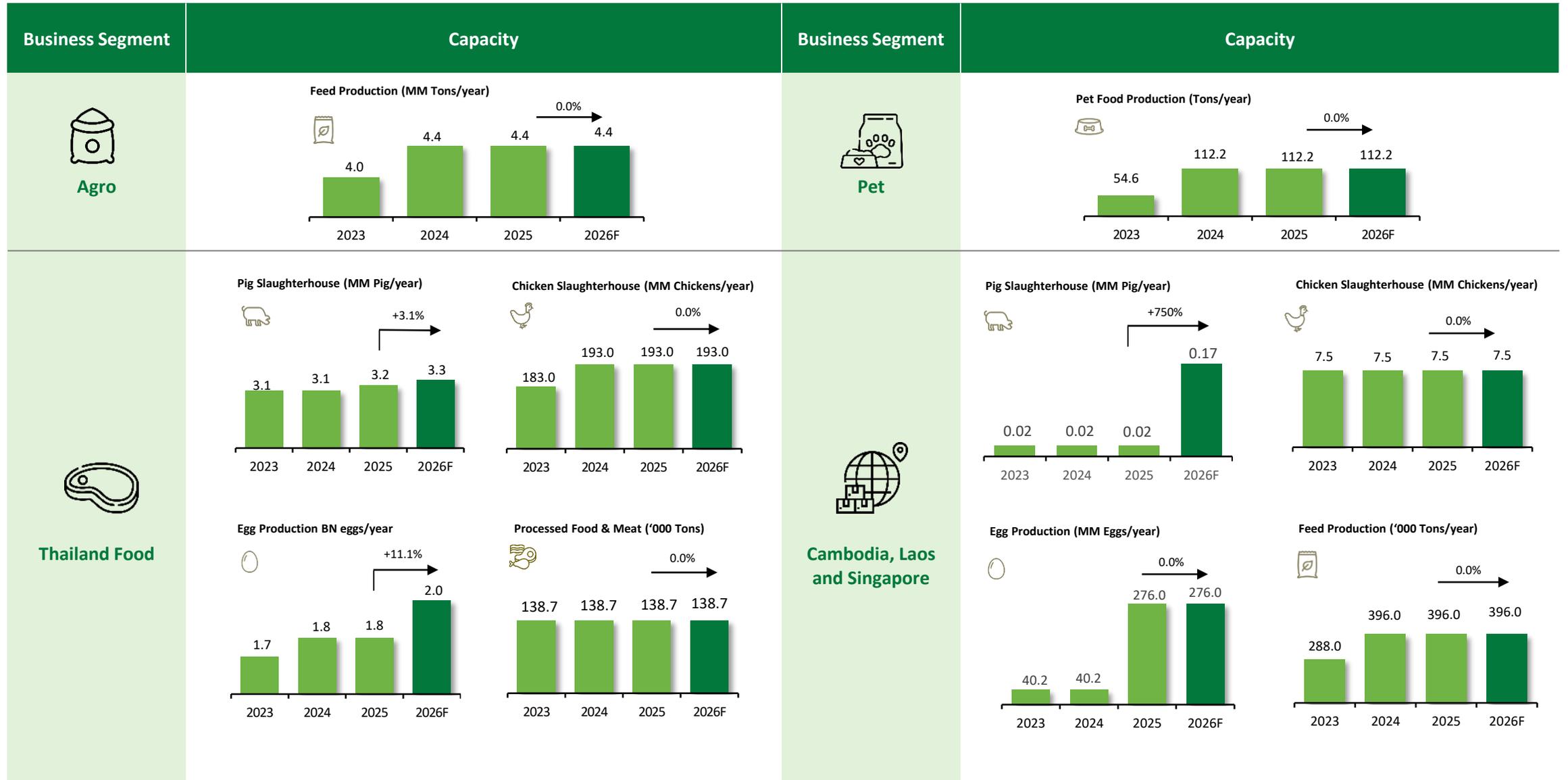


Pet Food (Tons)



# Capacity Expansion

Strategy to expand production capacity and volume growth together with higher utilization rate



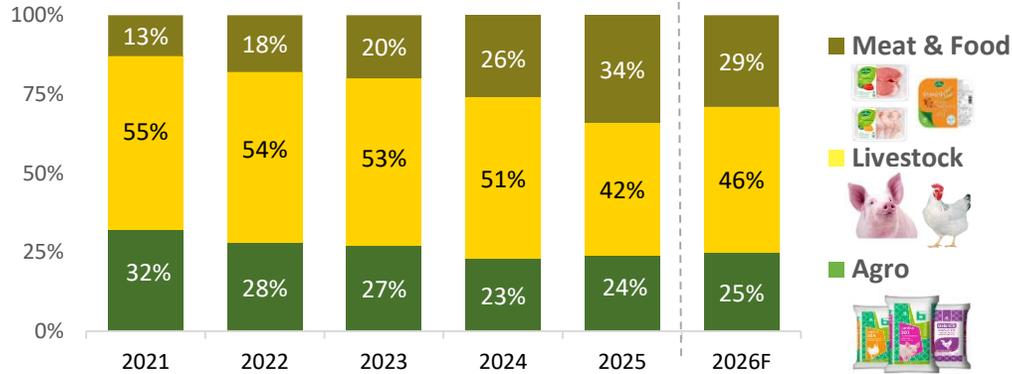
# Existing Countries (Cambodia, Laos, Myanmar)

Portfolio optimization towards high-margin products & channels

## Sales Growth Across the Board

Portfolio Adjustment to Strong Downstream Business by Partnership Model

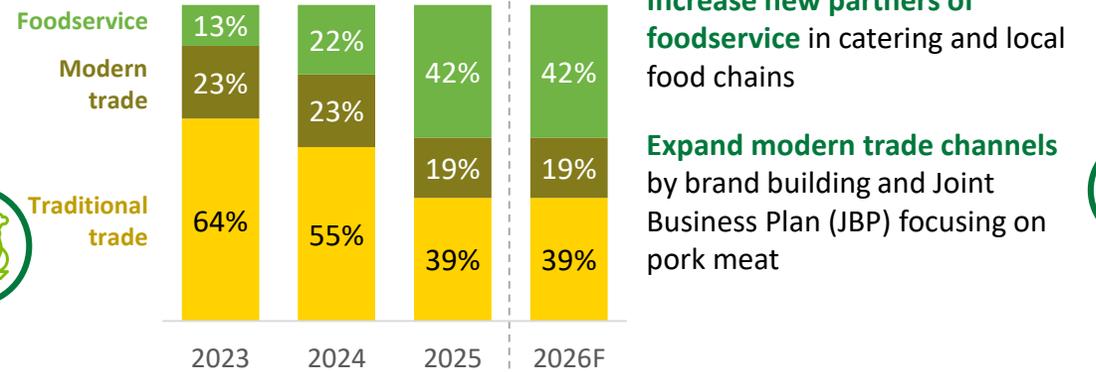
% Sales Proportion & Product Mix Adjustment



## Focusing on High-Margin Products and Channels in Cambodia

### Channel mix adjustment to shift towards modern trade & foodservice

% Meat Sales Proportion by Channel



Increase new partners of foodservice in catering and local food chains

Expand modern trade channels by brand building and Joint Business Plan (JBP) focusing on pork meat



## Aiming to Increase Chicken Meat Volume & Sale Channels in Laos

### Expand domestic chicken meat production

Chicken Meat Volume (Tons)  
(Started operation in 2Q24)



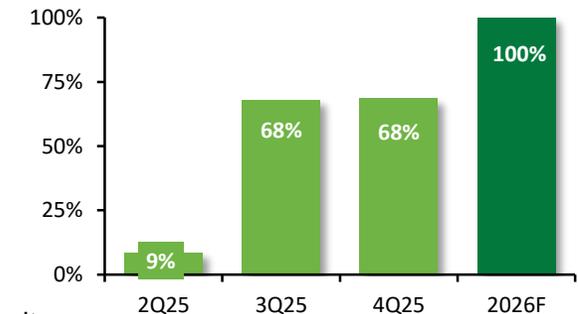
Betagro (Laos) penetrates fresh markets, elevating "Hygienic Butchery" quality. And expand 9 branches of Hygienic Meat Shop in 2025 to reach more consumers and aim to increase sales volume



### Expansion of New Sausage Production Line



%Capacity Utilization



Start operation 2Q25

Full capacity 1,065 Tons/Year

# Cost Transformation

Strategy to drive cost excellence and enable Betagro to scale profitability



## Livestock Production Optimization

through feed formula improvement, digitization and real time livestock management



## Sourcing Strategy Optimization

through benchmarking, procurement process improvement and demand management



## Logistics Cost Optimization

through transportation efficiency improvement and warehousing distribution



## General & Administration Expense Optimization

through operating model adjustment and streaming opportunity identification



## Net Working Capital Optimization

through cash flow optimization and inventory management

## What we aim to achieve



Improve customers & end-consumers access to high-quality foods

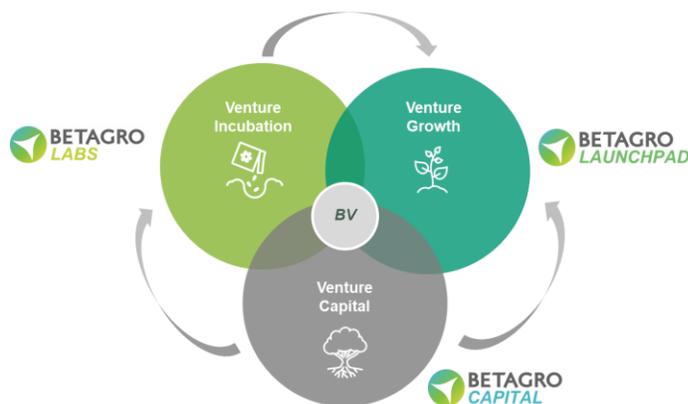


Create new and sustainable sources of protein



Optimize existing agro-industrial-food supply chains

## What we do



1



Identify innovations that could serve as inspiration for new ventures

2



Dedicated capabilities that help Betagro's new ventures scale from 0 to 1, and 1 to 10



*Alternative Proteins Solution that provide sustainable and healthy food for the future"*



*Digital cash van aimed at servicing fragmented foodservice players*



*Virtual Restaurant that partners with restaurants to utilize spare kitchen capacity to cook and sell meals via online brands*



*Digital agriculture & financial solutions offering digital farm mgt and financial solutions to farmers*

3



USD 30Mn Fund to invest into start-ups and establish strategic partnerships

### Fund of Fund Investments



*"Singaporean technology fund investing in startups across South-East Asia and India"*



*"Food and agriculture sectors fund with the focus across Europe & Asia"*



*"Chinese - based food and AgTech fund which is backed by Temasek and a handful international corporates"*

### Direct Investments



*"Leading novel microbiome platform"*



*"EU's leading precision fermentation protein player"*



*"Cell based pork meat from Netherland"*



*"VC firm invests in consumer products/ services and food technology sectors"*

# We have developed several leading household brands in Agro, Food & Protein, and Pet Businesses



## Key Brands under Betagro Group

### Brand & Segmentation

**PREMIUM**



**STANDARD**



**ECONOMY**



### Agro Business



### Protein & Food Business



### Pet Business



# Board of Directors

## Strong Emphasis on Good Governance & Integrity



**Mr. Rapee Sucharitakul**

*Chairman of the Board of Directors /  
Independent Director*



**Dr. Thaweesak Koanantakool**

*Independent Director / Chairman of  
the Corporate Governance and  
Sustainability Committee / Member  
of the Audit Committee*



**Mr. Winid Silamongkol**

*Independent Director / Chairman of  
the Audit Committee / Member of  
the Corporate Governance and  
Sustainability Committee*



**Mrs. Tongurai Limpiti**

*Independent Director / Chairman of  
the Risk Management Committee /  
Member of the Audit Committee /  
Member of the Nomination and  
Remuneration Committee*



**Mr. Tanawong Areeeratchakul**

*Independent Director / Chairman of  
the Nomination and Remuneration  
Committee / Member of the Risk  
Management Committee*



**Mr. Vanus Taepaisitphongse**

*Director / Member of the Risk  
Management Committee / Member  
of the Corporate Governance and  
Sustainability Committee*



**Ms. Thanomvong Taepaisitphongse**

*Director / Member of the Nomination  
and Remuneration Committee*



**Mrs. Siriwan Intarakumthornchai**

*Director / Member of the Risk  
Management Committee*



**Dr. Premratn Taepaisitphongse**

*Director*



**Ms. Piyaporn Taepaisitphongse**

*Director*



**Mr. Vasit Taepaisitphongse**

*Director / Member of the Corporate  
Governance and Sustainability Committee*

# Management Committee

## Purpose-Driven & Experienced Management Team



**Mr. Somsak Boonlarp**

*President of Thailand Food Business*



**Mr. Vasit Taepaisitphongse**

*Chief Executive Officer and  
Acting President of International Business*



**Mr. Chayadhorn Taepaisitphongse**

*President of Animal Nutrition & New Ventures*



**Mr. Taweekiat Kukiattrat**

*Chief Operating Officer  
Agro Business*



**Mr. Trirat Thongplod**

*Chief Operating Officer  
Protein Business*



**Mr. Worrawut Vanitkulbodee**

*Chief Operating Officer  
International Business*



**Dr. Oliver Gottschall**

*Chief Operating Officer  
Food Business*



**Mr. Somcharn Suphapitiporn**

*Chief Operating Officer  
Pet Business*



**Mr. Paitoon Jiranantararat**

*Chief Operational Development &  
Supply Chain Officer*



**Ms. Dulaya Phuangthong**

*Chief Financial Officer*



**Ms. Genevieve Siriwan Finet**

*Chief Human Resources Officer*



**Ms. Ririnda Tangtatswas**

*Chief Strategy & Innovation Officer*