

Memo

Subject: Diversity and Inclusion (D&I)
Originally Dated: July 1, 2013
To: All CPF Executives and Staff
From: President and Chief Executive Officer of CPF
Attachment: CPF's Corporate Diversity and Inclusion Policy

As CPF strives to become a world-class organization and continue our global expansion, it is inevitable for the company to interact regularly with stakeholders such as clients, customers, suppliers, government officials, and our employees in every country, all of whom with diversified genders, nationalities, generations, cultures, values, and belief. Taken these factors into account, along with the upcoming establishment of the ASEAN Economic Community (AEC) in 2015, the company foresees the significance of having a dedicated Corporate Diversity and Inclusion Policy to ensure smooth operations in every location, attract and retain the best talents, unleash the maximum potential and capabilities of our people, all of which will lead to the company's sustainable business growth and competitiveness in the global market.

I am delighted to announce our Corporate Diversity and Inclusion Policy per the enclosed attachment as the standard guideline for every level of CPF employees to embrace and follow in all of our business undertakings. Please obtain a thorough understanding of this policy, as well as its operating mechanism and supporting tools which will be communicated to all of you periodically.

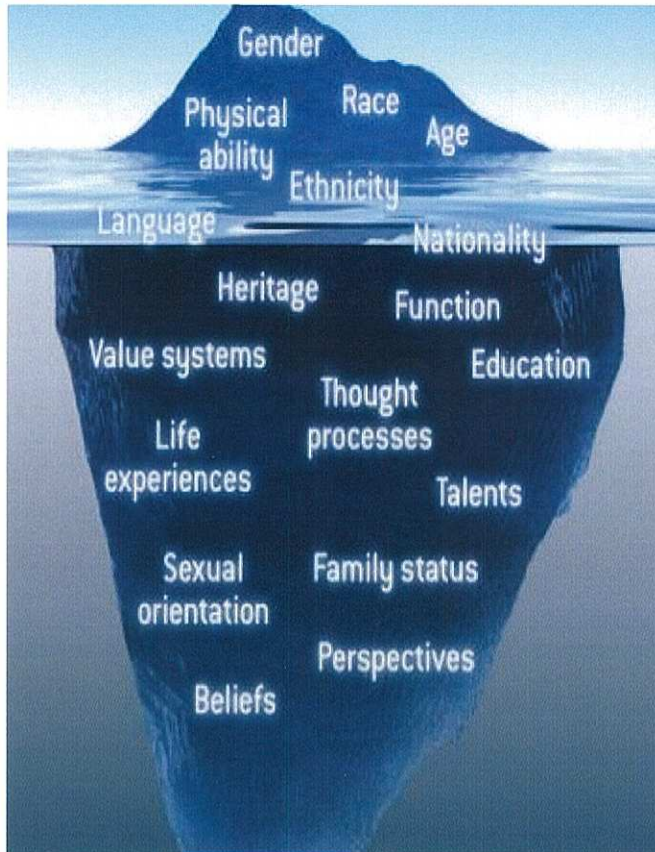
Thank you for your cooperation.

-----Signature-----

Mr. Adirek Sripratak



DIVERSITY AND INCLUSION



Definition

DIVERSITY means the ways we differ, ranging from the apparent differences such as age, gender, and physical appearances, to the unapparent differences such as thoughts, belief, values, preference, and experience.

INCLUSION means valuing differences while everyone in the organization is engaged and gets recognized.

Charoen Pokphand Foods Public Company Limited and its subsidiaries (CPF) recognize that harmonizing the employees' diverse ideas, skills, and experiences are key drivers to augmenting its business growth, groundbreaking innovation, and performance excellence.

Diversity and Inclusion Policy Statement



Charoen Pokphand Foods Public Company Limited and its subsidiaries (CPF) recognize that harmonizing the employees' diverse ideas, skills, and experiences are key drivers to augmenting its business growth, ground-breaking innovation, and performance excellence, all of which can be achieved through a clear and well-defined Diversity & Inclusion (D&I) policy.

As such, the company has established D&I management guidelines with the aim to mutually benefit its business operations and employees, in which:

- leaders must be open to different ideas from others
- encourage employees' assertiveness to express their ideas constructively
- foster a harmonized and respectful work environment where diverse employees can work together without discrimination and provided equal opportunities
- and recognize the employees appropriately

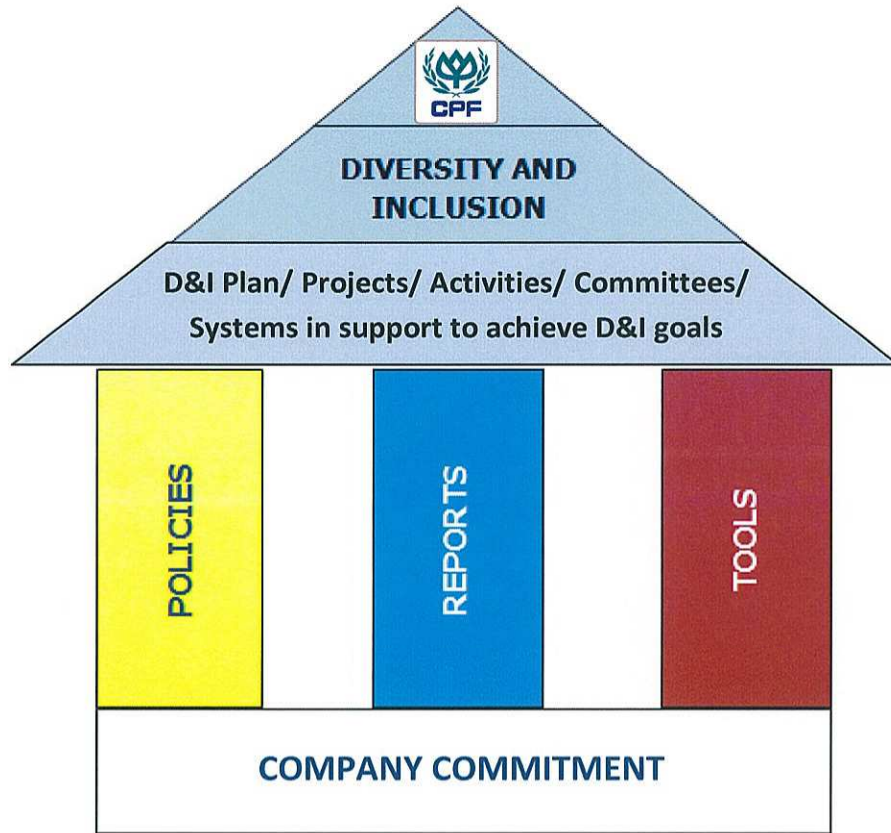
Therefore, CPF's D&I policy is the synergy of its employees' diverse genders, generations, nationalities, cultures, backgrounds, experiences, perspectives, and practices to create a work environment where differences are respected and valued in order to achieve the organization's vision of becoming "Kitchen of the World".

A handwritten signature in blue ink, which appears to read 'Adirek Sripratak', is located above the printed name.

(Adirek Sripratak)

**President and CEO
Charoen Pokphand Foods PLC.
1 July 2013**

Diversity and Inclusion Framework



Apart from the aforementioned “Diversity and Inclusion Policy Statement”, the company will issue related policies, provide reporting system and supporting tools, and appoint D&I committees at CPF corporate level, country level, and business unit level to achieve D&I goals. Development on these initiatives will be updated to all employees in future communication statements.

Company's Commitment on Diversity and Inclusion in CPF

Commitment



Action Plan

Set and review the D&I goals both in long and short term. All Business Units in every operating country must develop annual D&I Plan for their own unit and in line with Corporate Strategy and Business direction.

1

- Set clear localization target
- Set clear D&I Plan for every business units in every countries
- Establish D&I committee in every level, every business units, and every locations
- Etc.

Establish communication channels for all the employees to share their information, knowledge, experience, giving & receiving constructive feedback and reporting of misbehavior. The objective is to enable employee for work improvement and adaptation to dynamic change in business.

2

- Promote "CEO Corner" as a direct communication channel with the CEO
- Create CPF App for employee interaction via smart phone
- Establish multiple communication channels for employees to share their thoughts and ideas
- Etc.

Promote "Respectful Working Environment and Valuing Difference" with no discrimination based on personal preferences, personality, race, nationality, religion, color, gender, generation, marital status, and comply with legal requirement of each country.

3

- Create a communication channel where employees can voice out any harassment concerns
- Establish CPF's Corporate Discrimination and Sexual Harassment Policy
- Provide cross-cultural preparation program prior to the employees' overseas assignments

Provide equal opportunity in recruitment process and equitable access to opportunities for career progression according to performance, competency and growth of the organization.

4

- Roll-out the Internal Resourcing process
- Establish a Resourcing Standard that will be aligned and used in every functions and all locations across CPF
- Regularly manage and monitor employee's career path in every business units and work functions
- Etc.

Recognize employee appropriately for their contributions to innovations, work improvement and achievement of the Company.

5

- Establish CPF's Corporate Recognition Policy
- Create Employee Recognition Handbook as an additional guideline
- Encourage every business units and functions to consistently recognize their employees
- Etc.

The company appeals that each and every employee would together reflect the above commitment in our day to day work.

Mr. Adirek Sripratak
President, Chief Executive Officer