

# **Thai Union Group PCL. Management Discussion and Analysis (MD&A)**

For Q2 2025 and the first half of 2025  
ended June 30, 2025

## Q2 2025 EXECUTIVE SUMMARY

The second quarter of 2025 remained challenging amid ongoing geopolitical and macroeconomic volatility. Nonetheless, Thai Union continued to advance its strategy agenda, focusing on sustainable growth, cost efficiency, and long-term resilience across our core businesses.

- **Sales** were reported at THB 33,389mn, declining by 5.4% YoY, mainly due to an unfavorable FX impact of 4.7% YoY and a 0.7% YoY decline in organic sales, primarily driven by soft demand in Frozen business in the U.S. However, other businesses – including Ambient, Feed, and PetCare – continued to deliver organic sales growth.
- **The gross profit margin (GPM)** remained strong, improving to 19.7%, marking two consecutive quarters of growth and reaching an all-time high.
- **Adjusted operating profit (excluding transformation costs)** was THB 2,142mn, rising by 3.2% YoY, supported by effective cost management and more favorable raw material prices.
- **Adjusted net profit (excluding transformation costs)** was THB 1,506mn, representing a 13.2% increase YoY, while reported net profit stood at THB 1,273mn.
- On August 4, 2025, Thai Union’s Board of Directors approved to pay an **interim dividend** at THB 0.35 per share, representing a dividend payout ratio of 59% and a dividend yield of 3.0%.
- Following an announcement of a U.S. import tariff of 19% on Thai products on August 1, 2025, Thai Union has revised its **FY 2025 target guidance** (please refer to page 9).

## KEY BUSINESS DEVELOPMENTS IN Q2 2025

**Mitsubishi Corporation (MC) has announced an intention to increase its shareholding in TU from 6.19% to 20% (excluding treasury shares held by the Company) and TU and MC have entered into a strategic business alliance agreement.**

- On August 4, 2025, TU has received a letter of intent from MC regarding its intention to launch general offer to acquire additional shares in the company to increase its shareholding from 6.19% to 20.0% (excluding treasury shares). In addition, TU’s Board of Directors approved entering into the business alliance agreement with MC in order to strengthen growth and business collaboration for long-term success. This transaction reinforces the long-standing relationship and mutual confidence between the two companies, further strengthening a partnership that has been in place since 1991.

## Completed 2025 share buyback of 8.98% in 1H 2025

- On June 30, 2025, Thai Union completed the share repurchase of 400mn shares, representing 8.98% of the total paid-up capital, with a total payment of THB 4,310mn. This repurchase, conducted in the first half of 2025, was part of our determination to enhance shareholder returns.

## AWARDS



- TU was recognized as an ASEAN Asset Class company, having achieved an ASEAN Corporate Governance Scorecard score of 97.5 or above, highlighting TU’s strong corporate governance standards at a regional level.



- In addition, TU’s ADB Blue Finance loan was honored with the Best ESG Initiative award at the Corporate Treasurer Awards 2025, reflecting the company’s leadership in sustainable finance and responsible business practices.

## SUSTAINABILITY



### Launching 2024 Sustainability Report, highlighting progress toward ambitious SeaChange® 2030 goals

Thai Union launched 2024 Sustainability Report, showcasing strong progress toward our SeaChange® 2030 goals. Highlights include 98.9% responsibly sourced tuna, 97% monitored supply chain, and a 21% reduction in GHG emissions (Scope 1 and 2). We achieved zero landfill waste at 23 out of 32 sites, launched our Lower Carbon Shrimp Program in Thailand, and diverted 234 tons of plastic from waterways and oceans. These milestones reaffirm our commitment to 'Healthy Living, Healthy Oceans'.

## FINANCIAL PERFORMANCE (FOR THE SECOND QUARTER AND THE FIRST HALF OF THE YEAR)

### CONSOLIDATED INCOME STATEMENT SUMMARY

(Unit: THB mn)	Q2	Q1	Q2	QoQ	YoY	1H	1H	YoY
	2024	2025	2025	(%)	(%)	2024	2025	(%)
<b>Sales</b>	<b>35,283</b>	<b>29,789</b>	<b>33,389</b>	<b>12.1%</b>	<b>-5.4%</b>	<b>68,503</b>	<b>63,178</b>	<b>-7.8%</b>
Cost of sales	(28,748)	(24,177)	(26,822)	10.9%	-6.7%	(56,226)	(51,000)	-9.3%
<b>Gross profit</b>	<b>6,535</b>	<b>5,611</b>	<b>6,567</b>	<b>17.0%</b>	<b>0.5%</b>	<b>12,277</b>	<b>12,178</b>	<b>-0.8%</b>
SG&A	(4,569)	(4,710)	(4,658)	-1.1%	1.9%	(8,774)	(9,368)	6.8%
FX gain (loss)	(237)	26	68	162.6%	128.9%	(27)	95	448.3%
Other income	256	176	177	0.7%	-30.9%	535	353	-34.0%
Share of profit	179	291	158	-45.8%	-12.0%	338	449	32.7%
<b>EBIT</b>	<b>2,164</b>	<b>1,394</b>	<b>2,312</b>	<b>65.9%</b>	<b>6.8%</b>	<b>4,348</b>	<b>3,706</b>	<b>-14.8%</b>
Finance cost	(620)	(585)	(586)	0.2%	-5.4%	(1,267)	(1,172)	-7.5%
Tax (expense) credit	(44)	422	(209)	149.6%	373.5%	(173)	213	-223.3%
Non-controlling interests	(281)	(212)	(244)	15.3%	-13.2%	(537)	(456)	-15.1%
<b>Reported net profit</b>	<b>1,219</b>	<b>1,019</b>	<b>1,273</b>	<b>24.9%</b>	<b>4.4%</b>	<b>2,372</b>	<b>2,292</b>	<b>-3.4%</b>
Transformation costs	(111)	(298)	(233)	-21.8%	109.5%	(167)	(531)	217.4%
<b>Adjusted net profit*</b>	<b>1,330</b>	<b>1,317</b>	<b>1,506</b>	<b>14.3%</b>	<b>13.2%</b>	<b>2,539</b>	<b>2,823</b>	<b>11.2%</b>
<b>EBITDA</b>	<b>3,252</b>	<b>2,430</b>	<b>3,369</b>	<b>38.6%</b>	<b>3.6%</b>	<b>6,502</b>	<b>5,799</b>	<b>-10.8%</b>
<b>Adjusted EBITDA*</b>	<b>3,363</b>	<b>2,729</b>	<b>3,602</b>	<b>32.0%</b>	<b>7.1%</b>	<b>6,670</b>	<b>6,331</b>	<b>-5.1%</b>
EPS (THB/share)	0.27	0.24	0.32	30.8%	18.5%	0.51	0.56	10.8%
GPM	18.5%	18.8%	19.7%	0.8%	1.1%	17.9%	19.3%	1.4%
SG&A to sales	13.0%	15.8%	13.9%	-1.9%	1.0%	12.8%	14.8%	2.0%
Reported NPM	3.5%	3.4%	3.8%	0.4%	0.4%	3.5%	3.6%	0.2%
Adjusted NPM	3.8%	4.4%	4.5%	0.1%	0.7%	3.7%	4.5%	0.8%

Exchange rate	Q2	Q1	Q2	QoQ	YoY	1H	1H	YoY
	2024	2025	2025	(%)	(%)	2024	2025	(%)
USD/THB	36.71	33.95	33.11	-2.5%	-9.8%	36.18	33.53	-7.3%
EUR/THB	39.52	35.70	37.51	5.1%	-5.1%	39.11	36.61	-6.4%
GBP/THB	46.35	42.75	44.22	3.4%	-4.6%	45.79	43.49	-5.0%
JPY/THB	0.24	0.22	0.23	2.8%	-2.8%	0.24	0.23	-5.1%

Remark: \*Adjusted net profit and EBITDA excluded transformation costs.

### Performance analysis (Q2 2025 vs Q2 2024)

In Q2 2025, Thai Union reported **sales** of THB 33,389mn, declining by 5.4% YoY, primarily due to a 4.7% YoY unfavorable FX impact and a 0.7% drop in organic sales growth, mainly driven by weaker Frozen sales amid softer demand in the U.S. market. However, other businesses – including Ambient, Feed, and PetCare businesses – continued to deliver organic sales growth. *(For further details, please refer to the [Performance Breakdown by Category](#) section)*

**Gross profit** was THB 6,567mn, increased slightly by 0.5% YoY, primarily driven by Ambient category, supported by a favorable product mix and raw material costs. As a result, GPM reached an all-time high at 19.7%, compared to 18.5% in the same period last year, surpassing our full-year target range.

**Selling and administrative expenses (SG&A)** were recorded at THB 4,658mn, rising by 1.9% YoY. The increase was mainly attributed to higher transformation costs and marketing expenses. The SG&A to sales ratio stood at 13.9% in Q2 2025, up from 13.0% in the same period last year. Excluding transformation costs, the SG&A to sales were 13.3%.

**FX gains** were THB 68mn, higher than last year, which recorded FX losses at THB 237mn in Q2 2024.

**Other income** was THB 177mn, decreasing by 30.9% YoY. This was primarily explained by higher interest income from ITC in Q2 2024.

**Share of profit from associates and JVs** was THB 158mn, decreasing from THB 179mn in Q2 2024.

**Finance costs** were THB 586mn, down from THB 620mn in the same period last year, primarily due to a decline in global interest rates.

**Tax expense** of THB 209mn, up from THB 44mn in the same period last year.

Altogether, **adjusted net profit (excluding transformation costs)** was THB 1,506mn, representing an increase of 13.2% YoY, while reported net profit stood at THB 1,273mn.

### Year-to-Date performance analysis

In 1H 2025, Thai Union reported a softer performance compared to the same period last year. Sales dropped by 7.8% YoY, and gross profit decreased slightly by 0.8% YoY, while GPM stood at 19.3%, higher than last year. However, SG&A expenses increased by 6.8% YoY, primarily due to higher transformation costs and an increase in administrative expenses. The share of profit from associates and JVs increased by 32.7% YoY, driven by the Avanti Group. Finance costs decreased by 7.5% YoY. During the first half of 2025, the Company recorded income tax of THB 213mn, compared to tax expenses of THB 173mn in the same period last year, mainly due to a one-off non-cash deferred tax reversal related to the Avanti shareholder restructuring in Q1 2025. Altogether, adjusted net profit improved strongly to THB 2,823mn, growing 11.2% YoY. However, including transformation costs, the reported net profit declined by 3.4% YoY.

### PERFORMANCE BREAKDOWN BY CATEGORY

	Q2	Q1	Q2	QoQ	YoY	1H	1H	YoY
	2024	2025	2025	(%)	(%)	2024	2025	(%)
<b>Sales (THB mn)</b>	<b>35,283</b>	<b>29,789</b>	<b>33,389</b>	<b>12.1%</b>	<b>-5.4%</b>	<b>68,503</b>	<b>63,178</b>	<b>-7.8%</b>
Ambient	17,376	14,762	16,597	12.4%	-4.5%	34,532	31,359	-9.2%
Frozen	10,842	8,441	10,034	18.9%	-7.4%	20,460	18,475	-9.7%
PetCare	4,456	4,174	4,387	5.1%	-1.5%	8,411	8,561	1.8%
Value-added	2,609	2,412	2,371	-1.7%	-9.2%	5,100	4,783	-6.2%
<b>Sales volume (Tons)</b>	<b>213,090</b>	<b>211,071</b>	<b>221,441</b>	<b>4.9%</b>	<b>3.9%</b>	<b>422,915</b>	<b>432,512</b>	<b>2.3%</b>
Ambient	81,903	80,069	81,668	2.0%	-0.3%	168,100	161,737	-3.8%
Frozen	61,319	56,632	66,400	17.2%	8.3%	119,495	123,031	3.0%
PetCare	26,149	26,938	28,770	6.8%	10.0%	49,952	55,708	11.5%
Value-added	43,719	47,432	44,603	-6.0%	2.0%	85,366	92,035	7.8%
<b>GPM (%)</b>	<b>18.5%</b>	<b>18.8%</b>	<b>19.7%</b>	<b>0.8%</b>	<b>1.1%</b>	<b>17.9%</b>	<b>19.3%</b>	<b>1.4%</b>
Ambient	18.9%	19.4%	22.0%	2.5%	3.1%	17.8%	20.8%	3.0%
Frozen	10.7%	12.4%	11.7%	-0.6%	1.0%	11.2%	12.0%	0.8%
PetCare	31.3%	24.5%	25.6%	1.1%	-5.7%	28.7%	25.1%	-3.6%
Value-added	26.5%	27.9%	26.3%	-1.6%	-0.2%	28.0%	27.1%	-0.9%

Raw material price	Q2	Q1	Q2	QoQ	YoY	1H	1H	YoY
	2024	2025	2025	(%)	(%)	2024	2025	(%)
Tuna (Skipjack; USD/ton)	1,478	1,660	1,510	-9.0%	2.1%	1,406	1,585	12.7%
Shrimp (60pcs/kg; THB/kg)	129	169	139	-17.9%	7.5%	135	154	14.3%
Salmon (NOK/kg)	110	98	78	-19.8%	-28.6%	109	88	-19.2%

	Q2	Q1	Q2	QoQ	YoY	1H	1H	YoY
	2024	2025	2025	(%)	(%)	2024	2025	(%)
<b>Sales (THB mn)</b>	<b>35,283</b>	<b>29,789</b>	<b>33,389</b>	<b>12.1%</b>	<b>-5.4%</b>	<b>68,503</b>	<b>63,178</b>	<b>-7.8%</b>
Brand	14,867	11,998	14,936	24.5%	0.5%	27,667	26,934	-2.6%
Private label	20,416	17,791	18,453	3.7%	-9.6%	40,836	36,244	-11.2%
<b>Sales volume (Tons)</b>	<b>213,090</b>	<b>211,071</b>	<b>221,441</b>	<b>4.9%</b>	<b>3.9%</b>	<b>422,915</b>	<b>432,512</b>	<b>2.3%</b>
Brand	86,375	82,331	95,363	15.8%	10.4%	168,969	177,694	5.2%
Private label	126,715	128,739	126,079	-2.1%	-0.5%	253,946	254,818	0.3%

### Quarterly performance breakdown analysis

#### I. Ambient category

In Q2 2025, **Ambient sales were THB 16,597mn, declining by 4.5% YoY**, primarily due to unfavorable FX impact and lower average selling prices, driven by lower tuna costs. Meanwhile, sales volume was relatively flat (-0.3% YoY), as a decline in U.S. private label, due to tariff uncertainty, was offset by higher branded volume in the U.S. and Europe driven by promotional activities as well as stronger demand in the Middle East, led by tuna, sardine, and mackerel.

On the contrary, **GPM improved markedly and reached the highest level in the past 11 quarters at 22.0%**, mainly driven from low fish prices in our inventory and higher branded sales volume following our promotional push as well as favorable high-margin product mix in the U.S. market.

Ambient	Q2	Q1	Q2	QoQ	YoY	1H	1H	YoY
	2024	2025	2025	(%)	(%)	2024	2025	(%)
<b>Sales (THB mn)</b>	<b>17,376</b>	<b>14,762</b>	<b>16,597</b>	<b>12.4%</b>	<b>-4.5%</b>	<b>34,532</b>	<b>31,359</b>	<b>-9.2%</b>
Brand	10,203	8,136	9,968	22.5%	-2.3%	19,238	18,104	-5.9%
Private label	7,173	6,626	6,629	0.0%	-7.6%	15,295	13,255	-13.3%
<b>Sales volume (Tons)</b>	<b>81,903</b>	<b>80,069</b>	<b>81,668</b>	<b>2.0%</b>	<b>-0.3%</b>	<b>168,101</b>	<b>161,737</b>	<b>-3.8%</b>
Brand	37,793	35,774	40,395	12.9%	6.9%	73,337	76,168	3.9%
Private label	44,110	44,295	41,274	-6.8%	-6.4%	94,764	85,569	-9.7%
<b>GPM (%)</b>	<b>18.9%</b>	<b>19.4%</b>	<b>22.0%</b>	<b>2.6%</b>	<b>3.1%</b>	<b>17.8%</b>	<b>20.8%</b>	<b>3.0%</b>

#### II. Frozen category

While total volume rose YoY this quarter, led by stronger Feed performance, overall sales declined due to soft demand in the shrimp business within the U.S. market.

**Frozen sales reported at THB 10,034mn, declined by 7.4% YoY**, primarily due to unfavorable FX impact and an ongoing soft sale of private label shrimp in the U.S. market. This was largely driven by a 7.5% YoY increase in shrimp prices, which led consumers to become more cautious with their spending. Nevertheless, the Feed business remained resilient and continued its steady growth, supporting to offset the decline in Frozen sales.

**Sales volume grew by 8.3% YoY** in Q2 2025, primarily driven by continued growth in the Feed business. However, this was partially offset by softer volume in the private label business.

**GPM increased by 1.0% YoY to 11.7%** in Q2 2025, reaching the upper end of the target range of 10–12%. The margin expansion was primarily driven by Feed and chilled businesses.

Frozen	Q2	Q1	Q2	QoQ	YoY	1H	1H	YoY
	2024	2025	2025	(%)	(%)	2024	2025	(%)
<b>Sales (THB mn)</b>	<b>10,842</b>	<b>8,441</b>	<b>10,034</b>	<b>18.9%</b>	<b>-7.4%</b>	<b>20,460</b>	<b>18,475</b>	<b>-9.7%</b>
Brand	4,099	3,463	4,564	31.8%	11.4%	7,385	8,027	8.7%
Private label	6,743	4,978	5,470	9.9%	-18.9%	13,075	10,448	-20.1%
<b>Sales volume (Tons)</b>	<b>61,319</b>	<b>56,632</b>	<b>66,400</b>	<b>17.2%</b>	<b>8.3%</b>	<b>119,495</b>	<b>123,031</b>	<b>3.0%</b>
Brand	46,491	44,808	53,198	18.7%	14.4%	91,633	98,006	7.0%
Private label	14,829	11,824	13,201	11.6%	-11.0%	27,863	25,025	-10.2%
<b>GPM (%)</b>	<b>10.7%</b>	<b>12.4%</b>	<b>11.7%</b>	<b>-0.7%</b>	<b>1.0%</b>	<b>11.2%</b>	<b>12.0%</b>	<b>0.8%</b>

### III. PetCare category

**PetCare sales were 4,387mn, decreased slightly by 1.5% YoY**, primarily due to an unfavorable FX translation, lower average selling prices as well as exceptional high sales of the premium products in the same period last year.

In contrast, **sales volume grew by 10.0% YoY**, largely driven by increased demand from key customers in the U.S. market and higher sales from new product launches, partially offset by declines in Europe and Asia & Oceania markets. While volume rose strongly, the proportion of premium products declined to 46.3% from 54.4% in Q2 2024.

**GPM decreased by 5.7% YoY to 25.6% in Q2 2025**, compared to an all-time high in the same period last year. The decline was mainly due to an unfavorable premium mix, higher depreciation costs from the ITC factory expansion which started production in July 2024 in Samut Sakhon as well as increased minimum wages.

PetCare	Q2	Q1	Q2	QoQ	YoY	1H	1H	YoY
	2024	2025	2025	(%)	(%)	2024	2025	(%)
<b>Sales (THB mn)</b>	<b>4,456</b>	<b>4,174</b>	<b>4,387</b>	<b>5.1%</b>	<b>-1.5%</b>	<b>8,411</b>	<b>8,561</b>	<b>1.8%</b>
Brand	65	47	55	17.5%	-16.2%	116	101	-12.8%
Private label	4,390	4,127	4,333	5.0%	-1.3%	8,295	8,460	-1.3%
<b>Sales volume (Tons)</b>	<b>26,149</b>	<b>26,938</b>	<b>28,770</b>	<b>6.8%</b>	<b>10.0%</b>	<b>49,952</b>	<b>55,708</b>	<b>11.5%</b>
Brand	550	465	460	-0.9%	-16.3%	1,011	925	-8.5%
Private label	25,598	26,473	28,310	6.9%	10.6%	48,941	54,783	11.9%
<b>GPM (%)</b>	<b>31.3%</b>	<b>24.5%</b>	<b>25.6%</b>	<b>1.1%</b>	<b>-5.7%</b>	<b>28.7%</b>	<b>25.1%</b>	<b>-3.6%</b>

### IV. Value-added category

**Value-added sales were THB 2,371mn, decreasing by 9.2% YoY**, primarily due to lower sales across all segments driven by lower selling prices, except for Ingredient businesses which we saw higher sales with stronger demand.

However, **sales volume increased by 2.0% YoY**, marking the 4<sup>th</sup> consecutive quarter of YoY volume growth. The increase was mainly driven by higher volumes in the Ingredients, By-product, and Packaging segments. On the demand side, we saw stronger demand for the Ingredients segment across all regions and higher demand for the By-product and Packaging segments in Asian market.

**GPM declined slightly YoY to 26.3% in Q2 2025**, primarily due to lower margins in Value-added segment, partially offset by higher margins in By-product, Ingredients and Packaging segments.

Value-added	Q2	Q1	Q2	QoQ	YoY	1H	1H	YoY
	2024	2025	2025	(%)	(%)	2024	2025	(%)
<b>Sales (THB mn)</b>	<b>2,609</b>	<b>2,412</b>	<b>2,371</b>	<b>-1.7%</b>	<b>-9.2%</b>	<b>5,100</b>	<b>4,783</b>	<b>-6.2%</b>
Brand	499	353	349	-1.0%	-30.1%	928	702	-24.4%
Private label	2,110	2,060	2,022	-1.8%	-4.2%	4,172	4,081	-2.2%
<b>Sales volume (Tons)</b>	<b>43,719</b>	<b>47,432</b>	<b>44,603</b>	<b>-6.0%</b>	<b>2.0%</b>	<b>85,366</b>	<b>92,035</b>	<b>7.8%</b>
Brand	1,541	1,285	1,309	1.8%	-15.1%	2,988	2,595	-13.2%
Private label	42,178	46,147	43,294	-6.2%	2.6%	82,378	89,441	8.6%
<b>GPM (%)</b>	<b>26.5%</b>	<b>27.9%</b>	<b>26.3%</b>	<b>-1.6%</b>	<b>-0.2%</b>	<b>28.0%</b>	<b>27.1%</b>	<b>-0.9%</b>

### Year-to-Date Performance breakdown analysis

During 1H 2025, **Ambient** sales were THB 31,359mn, declining by 9.2% YoY, mainly due to a negative FX impact and a 3.8% YoY decline in volume primarily from weaker demand in Europe, the U.S. and Canada, and the Middle East (high baseline in Q1 2024 when the market recovered from a hard currency shortage). GPM in 1H 2025 improved significantly from the same period last year to 20.8%, mainly driven by low raw material prices in our inventories, more high-margin product mix and our promotional push to regain branded sale, well within the target range of 20 – 22%.

**Frozen** sales decreased by 9.7% YoY, primarily due to a 14.1% YoY increase in shrimp prices (1H 2025: THB 154/kg vs 1H 2024: THB 135/kg), which led to a reduction in private label shrimp sales, particularly in the key U.S. market. GPM rose by 0.8% to 12.0% during the period, while Feed and chilled businesses delivered stronger performance, this was partly offset by the soft performance of the shrimp business.

**PetCare** sales grew by 1.8% YoY and volume ramp up by 11.5% YoY. This growth was driven by robust demand in the U.S. GPM declined to 25.1% from 28.7% in 1H 2024, primarily due to an unfavorable premium product mix (47.5% in 1H 2025 vs. 54.6% in 1H 2024), higher raw material, and lower selling prices.

**Value-added** sales decreased by 6.2% YoY, mainly due to lower sales across all segments primarily from lower selling prices, except for higher sales in Ingredients segment. However, sales volume rose by 7.8% YoY, largely from By-product segment in domestic and Asian market as well as Ingredients segment across all regions. Despite the decline YoY, GPM remained high at 27.1%.

### STATEMENT OF FINANCIAL POSITION

(Unit: THB mn)	December 31, 2024	June 30, 2025	YTD (%)
Cash and cash equivalents*	15,487	17,096	10.4%
Trade and other receivables, net	16,876	17,674	4.7%
Inventories, net	43,626	45,457	4.2%
Other current assets	3,659	3,167	-13.5%
<b>Total current assets</b>	<b>79,649</b>	<b>83,394</b>	<b>4.7%</b>
Fixed assets	30,694	31,292	1.9%
Investments	9,267	9,455	2.0%
Goodwill and intangible assets	27,706	29,426	6.2%
Other non-current assets	7,598	6,972	-8.2%
<b>Total non-current assets</b>	<b>75,264</b>	<b>77,144</b>	<b>2.5%</b>
<b>Total assets</b>	<b>154,912</b>	<b>160,538</b>	<b>3.6%</b>
Bank overdrafts and short-term loans	16,991	20,017	17.8%
Trade and other payables	18,522	19,082	3.0%
Current portion of long-term loans	12,926	15,140	17.1%
Other current liabilities	2,149	2,854	32.8%
<b>Total current liabilities</b>	<b>50,588</b>	<b>57,093</b>	<b>12.9%</b>
Long-term loans	38,594	40,996	6.2%
Other non-current liabilities	9,418	9,915	5.3%
<b>Total non-current liabilities</b>	<b>48,012</b>	<b>50,911</b>	<b>6.0%</b>
<b>Total liabilities</b>	<b>98,600</b>	<b>108,004</b>	<b>9.5%</b>
Non-controlling interests	7,678	7,402	-3.6%
<b>Total equity</b>	<b>56,313</b>	<b>52,535</b>	<b>-6.7%</b>
<b>Total liabilities and shareholders' equity</b>	<b>154,912</b>	<b>160,538</b>	<b>3.6%</b>

Remark: \*Including short-term investments

### Statement of financial position analysis (June 30, 2025 vs December 31, 2024)

As of June 30, 2025, Thai Union reported **total assets** of THB 160,538mn, increasing by 3.6% from THB 154,912mn as of December 31, 2024. The increase was primarily attributable to an increase in 1) net inventories of THB 1,831mn due to seasonal inventory built-up, 2) goodwill and intangible assets of THB 1,721mn, 3) cash and cash equivalent of THB 1,609mn, 4) net trade and other receivables of THB 798mn, and 5) fixed assets of THB 598mn. However, this was partially offset by a decrease in 6) current derivative assets of THB 930mn, and 7) non-current derivative assets of THB 792mn.

Thai Union reported **total liabilities** of THB 108,004mn, increasing by 9.5% from THB 98,600mn as of December 31, 2024. The increase was primarily driven by the rise in 1) long-term loans of THB 4,937mn, 2) bank overdrafts and short-term loans from financial institutions of THB 3,026mn, and 3) current portion of debentures of THB 2,453mn. However, this was partially offset by the decline in 4) debentures of THB 2,557mn.

**Total equity** was at THB 52,535mn, declining by 6.7% from THB 56,313mn as of December 31, 2024. The decrease was mainly due to 1) treasury shares from the share buyback program of THB 4,310mn, and 2) non-controlling interests of the subsidiaries of THB 276mn. However, this was partially offset by an increase in 3) retained earnings of THB 846mn.

### STATEMENT OF CASH FLOW

(Unit: THB mn)	June 30, 2025
Beginning cash (as of January 1, 2025)	8,281
Net cash from operating activities	3,196
Net cash (used in) investing activities	(2,140)
Net cash (used in) financing activities	(353)
Other*	35
Ending cash (as of June 30, 2025)	9,018

Remark: \*Other refers to exchange differences on cash and cash equivalents.

### Cash flow analysis

For the six months ended June 30, 2025, **net cash from operating activities** was THB 3,196mn, resulting from an increase in free cash flow of THB 1,657mn. **Net cash used in investing activities** was THB 2,140mn. The key component included purchases of property, plant, and equipment and intangible assets of THB 1,932mn, net cash payment for short-term investments of THB 712mn, and net cash payments for short-term loan to related parties and third parties of THB 127mn. However, this was partially offset by cash receipts from investments in debt instruments of THB 346mn, interest received of THB 191mn, and dividend received of THB 113mn. **Net cash used in financing activities** was THB 353mn. The key component was net cash payments for repurchase of treasury shares of THB 4,130mn, dividends paid to the owners of the parent of THB 1,446mn, interest and other finance costs paid of THB 1,089mn, and dividends paid to the owners of the parent of THB 785mn. However, this was partially offset by cash receipts from long-term loans from financial institutions of THB 4,918mn and net cash receipts from short-term loans from financial institutions of THB 2,855mn.

### KEY FINANCIAL RATIOS

	Q2 2024	Q1 2025	Q2 2025	1H 2024	1H 2025
<b>Efficiency activity ratio</b>					
Accounts receivable days (days)	35	37	39	35	39
Inventory days (days)	162	156	157	162	157
<b>Profitability ratio</b>					
GPM (%)	18.5%	18.8%	19.7%	17.9%	19.3%
NPM (%)	3.5%	3.4%	3.8%	3.5%	3.6%
ROA (%)	5.4%	5.1%	5.2%	5.4%	5.2%
ROE (%)	8.7%	9.8%	10.4%	8.7%	10.4%
ROCE (%)	7.4%	7.3%	7.5%	7.4%	7.5%
<b>Liquidity ratio</b>					
Current ratio (times)	2.26	1.50	1.46	2.26	1.46
<b>Leverage ratio</b>					
Net debt to equity ratio (times)	0.82	1.00	1.12	0.82	1.12
Net debt to EBITDA ratio (times)	3.78	4.48	4.67	3.78	4.67
Interest coverage ratio (times)	5.24	4.15	5.75	5.46	5.28
<b>Per share ratio</b>					
Basic earnings / share (THB)	0.27	0.24	0.32	0.51	0.56
Book value / share (THB)	12.92	11.39	11.71	12.92	11.71

### 2025 FINANCIAL TARGET:

- On April 2, 2025, the U.S. administration announced a 10% baseline import tariff on all countries, effective April 5, 2025. Although reciprocal tariffs by other countries were initially set to take effect on April 9, they have been suspended for 90 days.
- On August 1, 2025, the U.S. announced a 19% reciprocal tariff on imports from Thailand. Although this represents a significant change, it provides greater clarity and relief compared to earlier expectations of a higher rate. The tariffs are expected to impact TU's overall business, particularly exports to the U.S. Accordingly, the Company has revised its 2025 guideline to reflect the implementation of U.S. tariffs, incorporating a full-year scenario of 10% tariff from April to July and a 19% tariff from August to December.

2025 Guidance	10% tariff (Apr – Dec)	10% tariff (Apr – Jul) 19% tariff (Aug – Dec)
<b>Sales growth</b>	+1 to 3% YoY	-1 to -2% YoY
<b>GPM</b>	~18.0 to 19.0%	~18.5 to 19.5%
<b>SG&amp;A to sales</b>	~13.5 to 14.0%	~13.5 to 14.0%
<b>Effective interest rate</b>	No material change expected	
<b>CAPEX</b>	~THB 3.0bn to 3.5bn	~THB 3.5bn to 4.0bn
<b>Dividend payout ratio</b>	At least 50% dividend payout ratio	

#### Remark:

- Thai Union's 2025 financial targets are based on current forecast which may subject to change if key operating factors that affect the Company's performance variate from the assumptions.
- Under FX rate assumption rate of 33.5 THB/USD; potential translation sensitivity for 1 THB/USD change is estimate impact on topline 0.8 – 0.9%.

## APPENDIX:

### Sales breakdown by region

	Q2 2024	Q1 2025	Q2 2025	QoQ (%)	YoY (%)	1H 2024	1H 2025	YoY (%)
<b>Sales (THB mn)</b>	<b>35,283</b>	<b>29,789</b>	<b>33,389</b>	<b>12.1%</b>	<b>-5.4%</b>	<b>68,503</b>	<b>63,178</b>	<b>-7.8%</b>
The U.S. & Canada	14,130	11,981	13,001	8.5%	-8.0%	26,963	24,982	-7.4%
Europe	11,414	8,109	10,938	34.9%	-4.2%	21,243	19,048	-10.3%
Thailand	3,619	3,685	3,774	2.4%	4.3%	7,225	7,459	3.2%
Japan	1,980	1,719	1,565	-9.0%	-21.0%	3,926	3,284	-16.3%
Middle East	923	1,071	974	-9.0%	5.5%	2,952	2,046	-30.7%
Others	3,217	3,223	3,137	-2.7%	-2.5%	6,194	6,360	2.7%
<b>% Sales by region</b>								
The U.S. & Canada	40.0%	40.2%	38.9%	-1.3%	-1.1%	39.4%	39.5%	0.2%
Europe	32.3%	27.2%	32.8%	5.6%	0.4%	31.0%	30.1%	-0.9%
Thailand	10.3%	12.4%	11.3%	-1.1%	1.0%	10.5%	11.8%	1.3%
Japan	5.6%	5.8%	4.7%	-1.1%	-0.9%	5.7%	5.2%	-0.5%
Middle East	2.6%	3.6%	2.9%	-0.7%	0.3%	4.3%	3.2%	-1.1%
Others	9.1%	10.8%	9.4%	-1.4%	0.3%	9.0%	10.1%	1.1%

### Formula of key ratios

Account receivable days = 365 / account receivable turnover

Inventory days = 365 / inventory turnover

GPM = Gross profit / sales

NPM = Net profit / sales

ROA = 12-month rolling EBIT / average total assets

ROE = 12-month rolling net profit / average total shareholders' equity

ROCE = 12-month rolling EBIT / average capital employed

Capital Employed = total assets - total current liabilities (incl. current portion of long-term debt)

Current ratio = Total current assets / total current liabilities

Net debt to equity = Interest-bearing debt - cash and cash equivalents / total shareholders' equity

Debt/EBITDA = Interest-bearing debt / 12-month rolling EBITDA

Interest coverage = EBITDA / finance costs

Earnings / share = Net profit less interest paid on perpetual debentures / weighted average number of ordinary shares outstanding not include treasury shares

Book value = Total shareholders' equity / (outstanding shares - share repurchase)

### Definitions

EBITDA = Earnings before interest, taxes, depreciation and amortization

FX = Foreign exchange

GPM = Gross profit margin

ITC = i-Tail Corporation PCL

JVs = Joint ventures

NPM = Net profit margin

Other income = Interest income, dividend income, other income, and other gains (losses) (net)

ROA = Return on assets

ROCE = Return on capital employed

ROE = Return on equity

SG&A = Selling expenses, administrative expenses, and reversal of impairment of financial assets (net)