

EXECUTIVE SUMMARY – Q2 2025

In Q2 2025, Thai Union Feedmill Public Company Limited (“TFM”) achieved its all-time high sales and net profit, reaching THB 1,476mn in sales and THB 194mn in net profit, respectively.

- Sales rose 13.8% YoY, driven by strong sales particularly from Shrimp feed and Fish feed.
 - Shrimp feed sales were THB 929mn, an increase of 13.8% YoY.
 - Fish feed sales were THB 455mn, an increase of 18.2% YoY.
- Gross profit margin (GPM) continued to grow for 6th consecutive quarters, reaching the new high at 22.9%.
- Net profit surged 49.7% YoY to THB 194mn, with a net profit margin (NPM) of 13.1%, reflecting continued operational efficiency.
- On August 1, 2025, TFM’s Board of Directors approved an interim dividend payment of THB 0.30 per share, with a payout ratio exceeding the policy guideline at 92% and an attractive dividend yield at 6%*, reinforcing TFM’s commitment to shareholder returns.

*Calculated based on the share price of 5.20 baht per share, the closing price as of July 31, 2025.

KEY BUSINESS DEVELOPMENT

TFM demonstrated strong growth, invested THB 300mn to upgrade aquafeed production to industry 4.0 standards amid rising demand for shrimp and fish feed



TFM reported strong growth despite the economic slowdown, with aquafeed sales in Q2 2025 rising compared to earlier in the year, driven by higher demand for shrimp and seabass feed. The company is expected to invest over THB 300mn to upgrade production lines to Industry 4.0 standards, with project completion expected by August 2025.

SUSTAINABILITY

First-time inclusion in the ESG100 list, recognizing TFM’s strong commitment to sustainable development



TFM is named one of the 13 new entrants in the 2025 ESG100 list by the Thaipat Institute, recognizing its commitment to sustainable business under the SeaChange®2030 strategy and its ambition to lead Thailand’s aquaculture industry on the global stage.

FINANCIAL PERFORMANCE (FOR Q2 and 1H 2025)
CONSOLIDATED INCOME STATEMENT SUMMARY

(Unit: THB mn)	Q2	Q1	Q2	QoQ	YoY	1H	1H	YoY
	2024	2025	2025	(%)	(%)	2024	2025	(%)
Sales	1,297	1,231	1,476	19.8%	13.8%	2,546	2,707	6.3%
Cost of sales	(1,053)	(965)	(1,137)	17.9%	8.0%	(2,101)	(2,102)	0.0%
Gross profit	243	267	338	26.8%	39.0%	445	605	36.1%
SG&A	(132)	(121)	(123)	1.3%	-7.0%	(238)	(244)	2.8%
Bad debt and Doubtful debt	1	(7)	(12)	68.1%	-1,145.9%	(1)	(19)	1,279.8%
Other income	18	15	16	6.5%	-11.0%	31	31	0.4%
Other gains (losses), net	3	1	5	347.9%	52.8%	8	6	-21.9%
EBIT	134	154	224	45.2%	67.7%	244	378	55.1%
Finance cost	(4)	(4)	(4)	-0.8%	14.6%	(7)	(8)	25.9%
Income tax	(1)	(23)	(29)	27.0%	2,069.9%	(5)	(52)	1057.1%
Non-controlling interests	1	5	3	-36.0%	291.2%	1	8	1,132.9%
Net profit*	129	132	194	46.9%	49.7%	233	326	39.5%
EPS (THB/share) **	0.13	0.13	0.19	46.9%	49.7%	0.23	0.33	39.5%

*Net profit refers to net profit attributable to the equity holders of the Company.

**The par value was split from THB 2 per share to THB 1 per share, with the number of shares increasing from 500 million shares to 1,000 million shares with an effective date on 24 April 2025. The numbers above are adjusted retrospectively for comparison purposes.

(Unit: %)	Q2	Q1	Q2	QoQ	YoY	1H	1H	YoY
	2024	2025	2025	(%)	(%)	2024	2025	(%)
GPM	18.8%	21.7%	22.9%	1.2%	4.1%	17.5%	22.4%	4.9%
SG&A to sales	10.2%	9.8%	8.3%	-1.5%	-1.9%	9.3%	9.0%	-0.3%
OPM	8.7%	11.2%	13.8%	2.6%	5.1%	8.1%	12.6%	4.5%
NPM	10.0%	10.7%	13.1%	2.4%	3.1%	9.2%	12.0%	2.8%

Quarterly performance analysis

In Q2 2025, TFM achieved record-high **sales** of THB 1,476mn, representing a significant 13.8% YoY increase. This growth was mainly driven by Shrimp feed and Fish feed sales, which rose by 13.8% YoY and 18.2% YoY, respectively. The strong performance of these 2 segments reflected our strategic focus on expanding market share. In contrast, livestock feed sales declined by 12.2% YoY. For a more detailed breakdown, please refer to Performance by Business Segment.

Gross profit reached THB 338mn, marking a significant increase of 39.0% YoY. This strong improvement was primarily driven by higher sales volume, an improved product mix focused on high-margin segments and lower raw material costs. As a result, GPM reached a record high of 22.9%, marking an increase for 6th consecutive quarters.

Selling and Administrative expenses (SG&A) were THB 123mn, a decrease of 7.0% YoY. The was mainly due to a one-time expense Q2 2024. The SG&A to sales stood at 8.3%.

Income tax expense was THB 29mn, an increase of THB 28mn from the same period last year. The effective tax rate rose to 13.3%, compared to 1.0% in Q2 2024. The increase in tax expense was primarily due to the expiration of the Board of Investment (BOI) privileges for shrimp feed production at the Songkhla plant and fish feed production at the Samut Sakhon plant and global minimum tax impact. The Company is currently investing in new production lines under new BOI-promoted projects, which are expected to be completed by August 2025. This is anticipated to help lower the Company's effective tax rate going forward.

Altogether, TFM reported a record-breaking **net profit** at THB 194mn since its IPO, representing a significant 49.7% YoY increase. This impressive growth in profitability was driven by higher sales, cost improvement, enhanced production efficiency and an optimized product mix.

In terms of the quarter-on-quarter (QoQ) analysis, TFM performance grew strongly from the previous quarter. Sales rose by 19.8% QoQ, mainly driven by strong shrimp and fish feed sales during the high season in the second quarter. GPM continue to expand, rising by 1.2% QoQ to 22.9% in Q2 2025. SG&A expenses slightly increased by 1.3% QoQ due to selling expenses and higher personnel costs but SG&A to sales were at 8.3% dropping from 9.8% in Q1 2025. Altogether, net profit grew significantly by 46.9% QoQ.

PERFORMANCE BREAKDOWN BY CATEGORY

Shrimp feed performance analysis

In Q2 2025, shrimp feed sales were THB 929mn, rising significantly by 13.8% YoY. The growth was mainly driven by an 18.0% increase in volume, supported by a strong domestic market, which grew by 22.5% YoY. This improvement was primarily attributed to continued market share gains, achieved through the acquisition of new customers and the expansion of the existing customer base. However, shrimp feed sales in Indonesia, under PT Thai Union Kharisma Lestari (TUKL), declined by 15.1% YoY, remaining under pressure due to the ongoing shrimp disease outbreak. **On a QoQ analysis, shrimp feed sales increased by 19.4% QoQ**, driven by higher average selling prices and increased volume, supported by seasonal factors. **GPM surged to 24.6%**, improving both YoY and QoQ, mainly due to lower raw material costs.

Shrimp feed	Q2	Q1	Q2	QoQ	YoY	1H	1H	YoY
	2024	2025	2025	(%)	(%)	2024	2025	(%)
Sales (THB mn)	817	778	929	19.4%	13.8%	1,525	1,706	11.9%
Volume (Tons)	25,120	24,705	29,632	19.9%	18.0%	47,646	54,337	14.0%
GPM (%)	20.6%	22.7%	24.6%	1.9%	4.0%	19.1%	23.7%	4.6%

Fish feed performance analysis

In Q2 2025, fish feed sales reached THB 455mn, rising by 18.2% YoY, mainly driven by higher volume of seabass (+29.1% YoY) and other fish feed products (+16.1% YoY), along with market share expansion that reinforced the company's position as the market leader in seabass feed. **On a QoQ analysis, fish feed continued to grow by 27.6% QoQ**, supported by seasonality and a higher proportion of seabass feed sales. **GPM also improved by 5.7% YoY to 22.4% in Q2 2025**, supported by lower raw materials costs and a higher proportion of seabass in the product mix.

Fish feed	Q2	Q1	Q2	QoQ	YoY	1H	1H	YoY
	2024	2025	2025	(%)	(%)	2024	2025	(%)
Sales (THB mn)	385	356	455	27.6%	18.2%	804	811	0.9%
Volume (Tons)	11,822	10,699	14,337	34.0%	21.3%	24,084	25,036	4.0%
GPM (%)	16.7%	22.5%	22.4%	-0.1%	5.7%	16.7%	22.5%	5.8%

Livestock performance analysis

In Q2 2025, livestock and other feed sales amounted to THB 74mn, decreased by 12.2% YoY, primarily due to lower sales and volume in both Thailand and Pakistan. This was a result of portfolio optimization efforts aimed at focusing on more profitable products. **On a QoQ analysis, livestock and other feed sales declined by 14.1% QoQ** due to lower sales in both Thailand and Pakistan. GPM stood at 13.0% in Q2 2025.

Livestock and other feed	Q2 2024	Q1 2025	Q2 2025	QoQ (%)	YoY (%)	1H 2024	1H 2025	YoY (%)
Sales (THB mn)	84	86	74	-14.1%	-12.2%	180	160	-11.4%
Volume (Tons)	5,395	6,227	5,321	-14.6%	-1.4%	11,767	11,548	-1.9%
GPM (%)	9.7%	13.5%	13.0%	-0.5%	3.3%	8.7%	13.3%	4.6%

STATEMENT OF FINANCIAL POSITION

(Unit: THB mn)	December 31, 2024	June 30, 2025	YTD (%)
Cash and cash equivalents	1,077	1,003	-6.9%
Trade and other receivables, net	799	809	1.3%
Inventories, net	492	453	-7.8%
Other current assets	48	4	-92.2%
Total current assets	2,416	2,269	-6.1%
Property, plant and equipment, net	1,332	1,396	4.8%
Other non-current assets	108	110	2.5%
Total non-current assets	1,440	1,506	4.6%
Total assets	3,856	3,775	-2.1%
Bank overdrafts and short-term loans	148	160	8.3%
Trade and other payables	693	674	-2.7%
Other current liabilities	57	79	39.6%
Total current liabilities	897	913	1.8%
Long-term loan	41	31	-25.5%
Employee benefit obligations	171	175	2.2%
Other non-current liabilities	15	18	19.2%
Total non-current liabilities	228	224	-1.7%
Total liabilities	1,125	1,137	1.1%
Non-controlling interests	211	194	-8.1%
Total equity	2,731	2,638	-3.4%
Total liabilities and equity	3,856	3,775	-2.1%

Statement of financial position analysis (June 3, 2025, vs. December 31, 2024)

As of June 30, 2025, the Company had **total assets** of THB 3,775mn, representing a 2.1% decrease from THB 3,856mn as of December 31, 2024. The decrease was primarily attributable to cash paid for dividend payment and Capex.

Total liabilities of THB 1,137mn, an increase by THB 12mn or 1.1% from THB 1,125mn as of December 31, 2024. This increase was mainly from the increases in tax payable and short-term loan.

Total equity stood at THB 2,638mn, decreasing by 3.4% from THB 2,731mn as of December 31, 2024. This was mainly from dividend payment.

STATEMENT OF CASH FLOW

(Unit: THB mn)	June 30, 2025
Beginning cash (as of January 1, 2025)	1,075
Net cash from operating activities	446
Net cash used in investing activities	(130)
Net cash from financing activities	(392)
Other	(5)
Ending cash (as of June 30, 2025)	994

Cash flow analysis

For the six months ended June 30, 2025, **net cash from operating activities** was THB 446mn, resulting from strong profitability. **Net cash used in investing activities** was THB 130mn, largely driven by capital expenditures related to BOI projects. **Net cash provided used in financing activities** amounted to THB 392mn, resulting mainly from dividend payment.

KEY FINANCIAL RATIOS

	Q2 2024	Q1 2025	Q2 2025	1H 2024	1H 2025
Activity ratio					
Accounts receivable days (days)	57	55	53	57	53
Inventory days (days)	46	44	40	46	40
Profitability ratio					
ROA (%)	9.1%	16.5%	18.7%	9.1%	18.7%
ROE (%)	13.1%	22.6%	25.8%	13.1%	25.8%
ROCE (%)	11.3%	20.1%	23.8%	11.3%	23.8%
Liquidity ratio					
Current ratio (times)	3.06	3.34	2.48	3.06	2.48
Leverage ratio					
Net debt to equity ratio (times)	(0.15)	(0.28)	(0.30)	(0.15)	(0.30)
Net debt to EBITDA ratio (times)	0.42	0.31	0.26	0.42	0.26
Interest coverage ratio (times)	13.99	12.24	16.23	13.99	16.23
Debt to equity ratio (times)	0.34	0.32	0.43	0.34	0.43
Per share ratio					
Basic earnings / share** (THB)	0.13	0.13	0.19	0.47	0.33
Book value / share** (THB)	2.64	2.84	2.64	2.64	5.48

**The par value was split from THB 2 per share to THB 1 per share, with the number of shares increasing from 500 million shares to 1,000 million shares with an effective date on 24 April 2025. The numbers above are adjusted retrospectively for comparison purposes.

2025 FINANCIAL TARGET:

We updated our target guidance for 2025.

- TFM's sales are expected to grow by 7–9% YoY, mainly driven by continued strong momentum in shrimp feed and fish feed in Thailand despite Indonesia market contraction due to disease.
- GPM is expected to reach a new high-based line, supported by improved production yield, a healthy portfolio mix, optimized product costs, and effective raw material cost management.
- SG&A to sales implemented additional cost-saving initiatives to balance the increased sales and marketing efforts needed to support further growth.
- Lastly, capital expenditure is primarily allocated to two BOI projects: shrimp at Ranod and fish at Mahachai, along with safety measures for all plants.

2025 Guidance	
Sales growth	+ 7 – 9% YoY (previous target + 8 – 10% YoY)
GPM	19-21% (previous target + 18-20%)
SG&A to sales	8 – 10%
Effective interest rate ¹	10 – 11%
CAPEX	THB 300mn
Dividend policy	At least 50% dividend payout ratio

¹Include top-up tax from GMT

APPENDIX
Sales breakdown by region

	Q2	Q1	Q2	QoQ	YoY	1H	1H	YoY
	2024	2025	2025	(%)	(%)	2024	2025	(%)
Sales (THB mn)	1,297	1,231	1,476	19.8%	13.8%	2,546	2,707	6.3%
Thailand	1,090	1,051	1,298	23.5%	19.1%	2,148	2,350	9.4%
Indonesia	154	129	130	0.9%	-15.1%	299	260	-13.1%
Pakistan	16	2	5	131.9%	-71.7%	36	7	-81.7%
Sri Lanka	27	38	23	-39.9%	-14.5%	41	61	47.7%
Others	10	11	19	78.6%	87.0%	22	30	37.4%
% Sales by region								
Thailand	84.1%	85.4%	88.0%	2.6%	3.9%	84.4%	86.8%	2.4%
Indonesia	11.8%	10.5%	8.8%	-1.7%	-3.0%	11.7%	9.6%	-2.1%
Pakistan	1.2%	0.2%	0.3%	0.1%	-0.9%	1.4%	0.2%	-1.2%
Sri Lanka	2.1%	3.1%	1.5%	-1.6%	-0.6%	1.9%	2.6%	0.7%
Others	0.8%	0.9%	1.3%	0.4%	0.5%	7.3%	11.6%	4.3%

Raw material price

(Unit: THB/kg)	Q2	Q1	Q2	QoQ	YoY	1H	1H	YoY
	2024	2025	2025	(%)	(%)	2024	2025	(%)
Dehulled soybean meal	21.6	17.1	16.3	-4.5%	-24.4%	43.9	33.4	-23.8%
Fish meal	45.5	36.0	36.9	2.5%	-18.9%	92.3	72.9	-21.0%
Wheat flour	17.2	15.7	15.3	-2.7%	-11.2%	35.3	31.0	-12.3%

Source: Thai Feed Mill Association

Formula of key ratios

Account receivable days = 365 / account receivable turnover

Inventory days = 365 / inventory turnover

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 / 12-month rolling finance costs

Debt to equity ratio = Total liabilities / total shareholder's equity

Earnings / share = Net profit / weighted average number of ordinary shares outstanding

Book value = Total shareholders' equity / outstanding shares