

EXECUTIVE SUMMARY -Q1 2026

Q1 2026 delivered a strong performance for Thai Union Feedmill PCL (TFM) despite ongoing pressure from rising fishmeal prices.

- Sales grew significantly by 7.6% YoY, supported by robust shrimp feed sales which increased by 13.1% YoY.
- Gross profit margin declined to 20.0%, down by 1.7% YoY, mainly due to higher fish meal costs.
- Net profit reached THB 148mn, representing an 11.9% YoY increase, while the net profit margin stood at 11.1%, reflecting continued operational efficiency and effective cost control despite raw material headwinds.

KEY BUSINESS DEVELOPMENT

MOU with Bangladesh partners

In February 2026, the Company entered into a Memorandum of Understanding with partners in Bangladesh to support the development of the aquaculture industry. The collaboration focuses on transferring aquaculture technology and international farming standards for key economic species, strengthening TFM's regional market network and supporting sustainable growth over the long term.

Investment in Ecuador

On February 12, 2026, the Board of Directors approved the Company, or its newly established subsidiary in Ecuador, to invest in an aquaculture business with a total investment value not exceeding USD 55mn. The investment involves the construction of an aquaculture business facility and the installation of machinery, with an expected construction period of approximately 2.5 years. This project is intended to support the rapid growth of Ecuador's aquaculture industry and to further expand the Company's international operations beyond Thailand.

Knowledge-sharing seminar

TFM hosted a knowledge-sharing seminar on April 4, 2026, welcoming more than 500 shrimp farmers to exchange insights on industry trends, sustainability, and farm efficiency. TFM is accelerating business development by strengthening value-chain collaboration through "Thai Union Synergy 2026" and positioning its aquafeed business toward Lower Carbon Aquaculture. The strategy focuses on improving farm-level performance through feed optimization, farm management know-how, sustainable raw material sourcing, and renewable energy solutions, while expanding compliance with international standards such as BAP and ASC. These initiatives aim to differentiate Thai shrimp from price-based competition, support access to premium export markets, and drive long-term, sustainable growth across the Thai Union ecosystem

AWARDS AND RECOGNITIONS



- TFM received a Certificate of Recognition from the Department of Industrial Promotion (DIP) for its participation in the “Smart & Reverse Logistics: Transforming Business through Technology and Intelligent Reverse Logistics Management” activity. The award was presented under the program aimed at enhancing industrial operators’ capabilities through efficient and sustainable logistics management, recognizing the company’s commitment to adopting technology-driven logistics practices and strengthening long-term business competitiveness.



- TFM received the CSR-DIW Award from the Department of Industrial Works, recognizing its commitment to responsible operations and sustainable development. The award reflects the Company’s adherence to internationally aligned standards covering governance, environmental responsibility, labor practices, and community engagement, and supports its ongoing efforts toward sustainable growth and long-term value creation.

FINANCIAL PERFORMANCE (FOR Q1 2026)
CONSOLIDATED INCOME STATEMENT SUMMARY

(Unit: THB mn)	Q1 2025	Q4 2025	Q1 2026	QoQ (%)	YoY (%)
Sales	1,231	1,634	1,325	-18.9%	7.6%
Cost of sales	-965	-1,269	-1,060	-16.5%	9.9%
Gross profit	267	365	265	-27.4%	-0.7%
SG&A	-121	-151	-117	-23.0%	-3.8%
Bad debt and Doubtful debt	-7	-27	1	-102.0%	-107.7%
Other income	15	15	12	-24.0%	-22.2%
Other gains (losses), net	1	-15	3	-123.2%	216.3%
EBIT	154	186	164	-12.1%	6.2%
Finance cost	-4	-5	-5	-2.1%	7.6%
Income tax	-23	-2	-15	830.3%	-34.0%
Non-controlling interests	5	4	3	-19.9%	-30.0%
Net profit*	132	184	148	-20.0%	11.9%
EPS (THB/share) **	0.13	0.18	0.15	-20.0%	11.9%

*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 500mn shares to 1,000mn shares with an effective date on 24 April 2025. The numbers above are adjusted retrospectively for comparison purposes.

(Unit: %)	Q1 2025	Q4 2025	Q1 2026	QoQ (%)	YoY (%)
GPM	21.7%	22.3%	20.0%	-2.3%	-1.7%
SG&A to sales	9.8%	9.3%	8.8%	-0.5%	-1.0%
OPM	11.2%	11.4%	11.2%	-0.2%	0.0%
NPM	10.7%	11.3%	11.1%	-0.2%	0.4%

Quarterly performance analysis

In Q1 2026, TFM reported **sales** of THB 1,325mn, representing a 7.6% YoY increase, primarily driven by strong growth in shrimp feed sales, which rose 13.1% YoY. Fish feed sales remained stable, while livestock feed sales declined 17.4% YoY. A more detailed breakdown of performance is provided in the Performance by Business Segment section.

Gross profit amounted to THB 265mn, remaining flat YoY. This reflected offsetting factors, including an improved product mix with a greater focus on higher-margin products and increased sales volume, which were counterbalanced by higher raw material costs. As a result, gross profit margin declined to 20.0%, compared with 21.7% in the same period last year.

Selling and Administrative expenses (SG&A) totaled THB 117mn, decreasing 3.8% YoY, despite higher sales. Consequently, the SG&A-to-sales ratio improved to 8.8%, compared with 9.8% in Q1 2025, reflecting effective cost control. In addition, doubtful debt expenses recorded a net reversal of THB 1mn, compared with an expense of THB 7mn in the same period last year, following successful debt recovery efforts in both Thailand and Indonesia.

Income tax expense amounted to THB 15mn, compared with THB 23mn in Q1 2025. The decline was mainly attributable to the commencement of Board of Investment (BOI) tax privileges in August 2025 for shrimp feed production at the Songkhla plant and fish feed production at the Samut Sakhon plant. Accordingly, the effective tax rate declined to 9.5%, from 15.4% in Q1 2025.

Altogether, TFM reported a **net profit** of THB 148mn, representing an 11.9% YoY increase. The strong profitability growth was driven by higher sales volume, an optimized product mix and enhanced production efficiency, despite continued pressure from elevated fishmeal prices.

In terms of the quarter-on-quarter (QoQ) analysis, TFM's performance softened quarter-on-quarter, reflecting normal seasonality as Q1 is typically the industry's low season following strong Q4 2025 demand. In Q1 2026, revenue declined 18.9% YoY to THB 1,325mn, mainly due to seasonal factors. Gross profit decreased 27.4% YoY to THB 265mn, with margin easing to 20.0% from 22.3%, impacted by higher fish meal costs and lower sales volumes. Despite this, effective cost management improved the SG&A-to-sales ratio to 8.8% from 9.3%. Net profit fell 20.0% YoY to THB 148mn, reflecting seasonal softness while highlighting the resilience of TFM's disciplined operating model.

PERFORMANCE BREAKDOWN BY CATEGORY

Shrimp feed performance analysis

In Q1 2026, shrimp feed sales amounted to THB 880mn, representing a 13.1% YoY increase. The growth was primarily driven by a strong 16.0% YoY increase in sales volume, supported by improved domestic demand from key customers across all regions in Thailand, together with continued market share gains. Export sales declined due to flooding in Sri Lanka in Q4 2025, which led to lower shrimp production. Sales in Indonesia also softened amid intense competition and reduced shrimp stocking activity, while the Company continues to strengthen technical support capabilities to expand its customer base.

On a quarter-on-quarter basis, shrimp feed sales declined 19.4%, mainly reflecting normal seasonal patterns.

Gross profit margin decreased to 21.9%, compared with 22.7% in the same period last year and 24.4% in the previous quarter.

Shrimp feed	Q1	Q4	Q1	QoQ	YoY
	2025	2025	2026	(%)	(%)
Sales (THB mn)	778	1,115	880	-21.1%	13.1%
Volume (Tons)	24,705	34,687	28,665	-17.4%	16.0%
GPM (%)	22.7%	24.4%	21.9%	-2.5%	-0.8%

Fish feed performance analysis

In Q1 2026, fish feed sales totaled THB 356mn, broadly flat year-on-year. Seabass feed sales declined 2.2% YoY due to intense competition from both domestic and imported products. In contrast, other fish feed categories grew 2.9% YoY, reflecting the Company's diversification efforts into species such as tilapia, snakehead fish, gourami, and catfish. However, weak tilapia prices pressured farmers to shift toward lower-quality, lower-priced feed options. In addition, gourami farming activity declined due to lingering impacts from the pandemic.

On a quarter-on-quarter basis, fish feed sales declined 16.6%, mainly due to seasonal factors, as fish consume less feed during the winter period and the availability of fish juveniles was limited.

Gross profit margin declined to 16.8%, compared with 22.5% in Q1 2025 and 20.4% in Q4 2025.

Fish feed	Q1	Q4	Q1	QoQ	YoY
	2025	2025	2026	(%)	(%)
Sales (THB mn)	356	427	356	-16.6%	0.0%
Volume (Tons)	10,699	13,140	10,642	-19.0%	-0.5%
GPM (%)	22.5%	20.4%	16.8%	-3.6%	-5.7%

Livestock performance analysis

In Q1 2026, livestock feed sales totaled THB 71mn, declining 17.4% YoY. The decrease was primarily attributable to challenging industry conditions, including lower livestock product prices that pressured farmers' profitability and led to reduced farming activities. In addition, sales were impacted by the Company's initiatives to streamline its SKU portfolio and rationalize its customer base in Thailand, as well as the exit from its investment in Pakistan in 2025. These actions form part of the Company's ongoing portfolio optimization strategy, with a focus on prioritizing higher-margin and more profitable products.

On a quarter-on-quarter basis, livestock feed sales decreased 13.5%, driven mainly by continued SKU and customer rationalization under tighter credit control in Thailand, together with the full impact of the Pakistan exit.

Despite lower sales, gross profit margin improved to 14.7%, compared with 13.5% in Q1 2025 and 10.2% in Q4 2025, reflecting improved product mix and enhanced cost discipline.

Livestock and other feed	Q1	Q4	Q1	QoQ	YoY
	2025	2025	2026	(%)	(%)
Sales (THB mn)	86	82	71	-13.5%	-17.4%
Volume (Tons)	6,245	6,587	4,742	-28.0%	-24.1%
GPM (%)	13.5%	10.2%	14.7%	4.5%	1.2%

STATEMENT OF FINANCIAL POSITION

(Unit: THB mn)	December 31, 2025	March 31, 2026	YoY (%)
Cash and cash equivalents	674	1,013	50.4%
Short-term investment	350	0	-100.0%
Trade and other receivables, net	872	812	-6.8%
Inventories, net	460	559	21.5%
Other current assets	1	8	1042.3%
Total current assets	2,356	2,393	1.5%
Property, plant and equipment, net	1,384	1,362	-1.6%
Other non-current assets	89	81	-9.2%
Total non-current assets	1,473	1,443	-2.0%
Total assets	3,830	3,836	0.2%
Bank overdrafts and short-term loans	194	199	2.4%
Trade and other payables	671	497	-25.9%
Other current liabilities	38	54	41.0%
Total current liabilities	903	750	-16.9%
Long-term loan	21	17	-17.8%
Employee benefit obligations	179	183	2.5%
Other non-current liabilities	27	30	8.7%
Total non-current liabilities	226	230	1.4%
Total liabilities	1,130	980	-13.3%
Non-controlling interests	162	163	0.5%
Total equity	2,700	2,856	5.8%
Total liabilities and equity	3,830	3,836	0.2%

Statement of financial position analysis (March 31, 2026, vs. December 31, 2025)

As of March 31, 2026, the Company's **total assets** amounted to THB 3,836mn, representing a slight increase of 0.2% from THB 3,830mn as of December 31, 2025. The slight increase was primarily driven by higher inventory levels, which were largely offset by declines in short-term investments as well as trade and other receivables.

Total liabilities stood at THB 980mn, decreasing 13.3% from THB 1,130mn as of December 31, 2025. The decline was primarily driven by lower trade and other payables during the period.

Total equity increased to THB 2,856mn, up 5.8% from THB 2,700mn at the end of 2025, mainly reflecting improved profitability during the quarter.

STATEMENT OF CASH FLOW

(Unit: THB mn)	March 31, 2026
Beginning cash (as of January 1, 2026)	674
Net cash from operating activities	(2)
Net cash used in investing activities	342
Net cash used in financing activities	(9)
Other	9
Ending cash (as of March 31, 2026)	1,013

Cash flow analysis

For the three months ended March 31, 2026, **net cash used in operating activities** amounted to THB 2 million, mainly reflecting an offset between profitability during the low season and cash outflows related to the settlement of accounts payable from the high season and the clearance of other accrued expenses following year-end. **Net cash from investing activities** totaled THB 342 million, primarily reflecting net cash inflows from short-term investments. **Net cash used in financing activities** was THB 9 million, largely attributable to repayments of long-term borrowings.

KEY FINANCIAL RATIOS

	Q1 2025	Q4 2025	Q1 2026
Activity ratio			
Accounts receivable days (days)	55	51	49
Inventory days (days)	44	38	40
Profitability ratio			
ROA (%)	16.5%	20.9%	21.4%
ROE (%)	22.6%	29.0%	28.1%
ROCE (%)	20.1%	27.2%	26.3%
Liquidity ratio			
Current ratio (times)	3.3	2.6	3.2
Leverage ratio			
Net debt to equity ratio (times)	(0.28)	(0.16)	(0.27)
Net debt to EBITDA ratio (times)	0.31	0.25	0.24
Interest coverage ratio (times)	12.24	13.37	11.63
Debt to equity ratio (times)	0.32	0.42	0.34
Per share ratio			
Basic earnings / share** (THB)	0.13	0.18	0.15
Book value / share** (THB)	2.64	2.54	2.69

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

2026 FINANCIAL TARGET:

- TFM’s sales are expected to grow by 8 – 10% YoY, mainly driven by continued strong momentum in shrimp feed and fish feed in Thailand.
- GPM is expected to remain at a high level, supported by consistently strong production yields, a healthy product-mix profile, 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.
- A significant portion is allocated to the new plant in Ecuador, while the remainder will support various operational developments, upgrades, and initiatives across the business

2026 Guidance	
Sales growth	+ 8 – 10% YoY
GPM	18-20%
SG&A to sales	8 – 10%
CAPEX	THB 680mn
Dividend policy	At least 50% dividend payout ratio

FACTORS THAT MAY AFFECT TFM’S OPERATIONS AND PERFORMANCE
Raw Material Price Volatility

- TFM’s operating performance may be affected by volatility in key raw material prices, particularly fishmeal which are subject to fluctuations in global commodity markets. A rapid increase in raw material costs, while the Company’s ability to adjust selling prices remains limited, could exert pressure on gross profit margins.

APPENDIX
Sales breakdown by region

	Q1 2025	Q4 2025	Q1 2026	QoQ (%)	YoY (%)
Sales (THB mn)	1,231	1,634	1,325	-18.9%	7.6%
Thailand	1,051	1,443	1,198	-17.0%	13.9%
Indonesia	129	141	103	-27.2%	-20.4%
Sri Lanka	38	35	14	-59.8%	-63.5%
Others	13	15	11	-29.3%	-16.7%
% Sales by region					
Thailand	85.4%	88.3%	90.4%	2.3%	5.9%
Indonesia	10.5%	8.6%	7.8%	-10.2%	-26.0%
Sri Lanka	3.1%	2.1%	1.0%	-50.5%	-66.0%
Others	1.0%	0.9%	0.8%	-12.8%	-22.6%

Raw material price

(Unit: THB/kg)	Q1 2025	Q4 2025	Q1 2026	QoQ (%)	YoY (%)
Dehulled soybean meal	17.07	14.74	16.13	9.4%	-5.5%
Fish meal	35.96	43.53	47.18	8.4%	31.2%
Wheat flour	15.68	14.89	14.73	-1.1%	-6.0%

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