2 OCTOBER 2026

EQUITY RESEARCH - COMPANY REPORT

FINANSIA
FSS INTERNATIONAL INVESTMENT ADVISORY

FSSIA ESG rating ★★★★★

THAI UNION GROUP TU TB

THAILAND / FOOD & BEVERAGE

Tuna Headwinds, Strategic Upside

- คาดกำไร 3Q26 ยังทรงตัวได้ แม้ค่าใช้จ่ายสูงขึ้น ส่วนราคาปลาสูงขึ้นจะเริ่มกระทบ 4Q26
- มีมุมมองเชิงบวกต่อเป้าหมายของ CFO ท่านใหม่ ในการเพิ่ม Efficiency และ Cost Saving
- ปรับใช้เป้าปี 2027 ที่ 14.8 บาท ความเสี่ยงคือ ราคาปลา ส่วน upside คือ M&A ของ ITC

BUY

UNCHANGED

TARGET PRICE	THB14.80
CLOSE	THB12.40
UP/DOWNSIDE	+19.4%
PRIOR TP	THB14.20
CHANGE IN TP	+4.2%
TP vs CONSENSUS	-0.6%

แนวโน้มกำไร 3Q26 ประคองตัวได้

คาดกำไรสุทธิ 3Q26 อาจทำได้ราว 1.29 พันลบ. (+2.5% q-q, ทรงตัว y-y) โดยรวมถือว่าทำได้ดี เพราะคาดมี FX loss, ค่าขนส่งสูงขึ้น, ค่าที่ปรึกษาดีล M&A (ของ ITC) และค่ากฎหมายคดี RL จึงคาด SG&A to sales จะยังสูงราว 14.8% สูงกว่าเป้าเล็กน้อย แต่ถูกหักล้างด้วยรายได้ที่คาดโต +7% q-q, +5% y-y โตทั้ง Ambient (ลูกค้า US และฝรั่งเศส โตดี) และ Pet Food มีเพียง Frozen ที่คาดลดลงราว 2.5% y-y และคาดอัตรากำไรขั้นต้นอยู่ที่ 20.2% ปรับขึ้นจาก 19.0% ใน 3Q25 แต่ลงจาก 21.4% ใน 2Q26 เพราะต้นทุนสูงขึ้นและ product mix ขณะที่ยังมีสต็อกปลาราคาเดิมใช้อยู่

ราคาปลาทูน่า 3Q26 พุ่งแรง แต่ยังคาดหวังลดลงใน 4Q26

ราคาปลาทูน่าล่าสุดเดือน ก.ย. ยังปรับขึ้นต่อเป็น USD2,275/ตัน (+8.3% q-q, +42.2% y-y) สูงสุดในรอบ 9 ปี ทำให้ราคาปลาเฉลี่ย 3Q26 เท่ากับ USD2,075/ตัน (+17.4% q-q, +33.9% y-y) TU จะเริ่มรับรู้บางส่วนใน 4Q26 เบื้องต้นคาดจะกระทบอัตรากำไรขั้นต้นใน 4Q26 ราว 0.5% อย่างไรก็ตาม บริษัทคาดว่าราคาปลาจะทยอยลดลงใน 4Q26 หลังจบช่วง Fad Ban และทำให้ราคาปลาทั้งปี 2026 ไม่เกิน USD1,900/ตัน สูงขึ้นกว่าวิวครั้งก่อนที่ USD1,800/ตัน นั่นหมายถึง 4Q26 จะลงมาอยู่ที่ราว USD2,000 และยังมองปี 2027 จะอ่อนลงจากปี 2026

คงประมาณการกำไรปี 2026-27

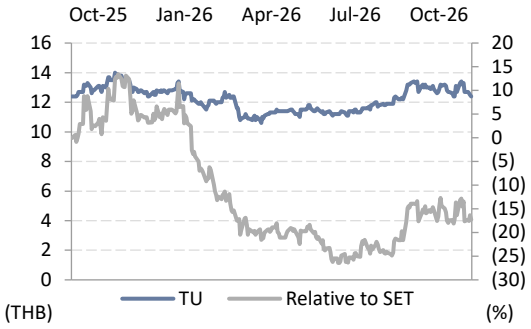
หากกำไร 3Q26 เป็นไปตามคาด บริษัทจะมีกำไร 9M26 อยู่ที่ 3.67 พันลบ. (+2.1% y-y) คิดเป็น 76.8% ของประมาณการทั้งปี แนวโน้มกำไรหลัก 4Q26 อาจทรงตัวถึงปรับลง q-q เพราะเริ่มรับรู้ต้นทุนปลาสูงขึ้น แต่อาจถูกหักล้างบางส่วนจากค่าที่ปรึกษาดีล M&A ของ ITC ลดลง เรายังคงประมาณการกำไรสุทธิปี 2026 ไว้ที่ 4.78 พันลบ. (+3.7% y-y) และคาดกำไรปี 2027 จะโตต่อเนื่อง +5.4% y-y เป็น 5.04 พันลบ. ภายใต้สมมติฐานรายได้โตต่อเนื่อง 3-4% y-y และใช้ราคาปลาทูน่า USD1,700/ตัน (-10.5% y-y) กรณีราคาปลาเปลี่ยนแปลงทุก 10% จะกระทบอัตรากำไรขั้นต้น 0.25% และกระทบกำไรราว 7.5%

คงคำแนะนำ ซื้อ ปรับใช้เป้าปี 2027 ที่ 14.8 บาท

เราปรับใช้ราคาเป้าหมายปี 2027 ที่ 14.8 บาท (อิง PE เดิม 12.5x) โดยความเสี่ยงระยะสั้นคือ ราคาปลาทูน่าปรับลงช้ากว่าคาด แต่หากปรับลงได้ในเดือน ต.ค. ตามวิวของผู้บริหาร น่าจะทำให้ sentiment เชิงลบผ่อนคลายลง ขณะที่ฝั่ง upside คือ ดีล M&A ของ ITC ที่น่าจะเกิดขึ้นใน 4Q26 ทั้งนี้เรามีโอกาสปรับเพิ่ม valuation ให้กับ TU หลังจากเริ่มมีมุมมองเชิงบวกต่อเป้าหมายของ CFO ท่านใหม่ ที่ต้องการเน้นการเพิ่ม Efficiency และทำ Cost Saving เบื้องต้นเราคาดเห็นการทำ Execution ที่ชัดเจนและเป็นรูปธรรมมากขึ้น แม้ระหว่างทางอาจเกิดรายการ Write off สินทรัพย์ที่กดดันผลการดำเนินงาน แต่มองเป็น One-time และมองบวกต่อการเติบโตในระยะยาวมากกว่า

KEY STOCK DATA

YE Dec (THB m)	2025	2026E	2027E	2028E
Revenue	132,719	135,681	140,745	146,192
Net profit	4,609	4,780	5,038	5,601
EPS (THB)	1.03	1.07	1.13	1.26
vs Consensus (%)	-	(8.0)	(10.9)	(8.8)
EBITDA	11,667	12,624	13,187	14,040
Recurring net profit	4,516	4,780	5,038	5,601
Core EPS (THB)	1.01	1.07	1.13	1.26
Chg. In EPS est. (%)	-	-	-	-
EPS growth (%)	(11.8)	5.8	5.4	11.2
Core P/E (x)	12.2	11.6	11.0	9.9
Dividend yield (%)	5.4	5.6	5.9	6.6
EV/EBITDA (x)	11.1	10.1	9.8	9.2
Price/book (x)	1.2	1.2	1.2	1.1
Net debt/Equity (%)	128.0	123.4	120.4	115.4
ROE (%)	9.7	10.6	10.9	11.7



Share price performance	1 Month	3 Month	12 Month
Absolute (%)	(2.4)	7.8	(2.4)
Relative to country (%)	(0.8)	9.5	(20.4)

Mkt cap (USD m)	1,420
3m avg. daily turnover (USD m)	7.1
Free float (%)	65
Major shareholder	Chansiri Family (12%)
12m high/low (THB)	14.10/10.40
Issued shares (m)	4,255.13

Sources: Bloomberg consensus; FSSIA estimates

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บทวิเคราะห์ฉบับนี้แปลมาจากต้นฉบับภาษาอังกฤษ ที่ออกรายงานเมื่อวันที่ 2 ตุลาคม 2026

Investment thesis

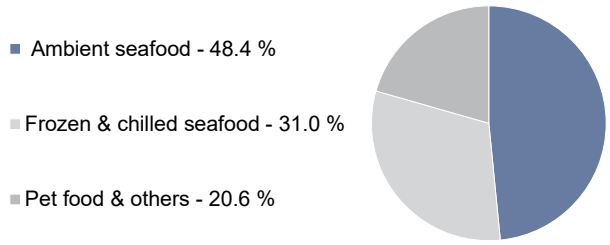
TU is one of the world's largest seafood companies. It is a leading producer and exporter of frozen and canned seafood such as tuna, shrimp, sardines, and mackerel. TU has affiliated companies, such as I-Tail Corporation (ITC TB, BUY), a major pet food manufacturer in Thailand. It also has overseas subsidiaries, one of which owns Chicken of the Sea, the #3 canned seafood brand in the US, and the TUE Group (formerly MWB), which owns canned seafood brands ranking among the top three in European markets, such as John West, Petit Navire, Parmentier, King Oscar, and Mareblu.

Company profile

Thai Union was founded in 1977 as a canned tuna processor and exporter. It is now an international OEM business with a global portfolio of consumer-favourite brands. TU had 18 brands, five strategic partnerships and key joint ventures, and eight overseas sales offices. TU has 13 production locations in 12 countries and two innovation and R&D centres. In 2025, its revenue contributions from the USA, Europe, Thailand, Japan, and other were 38.5%/30.3%/11.9%/4.9%/14.9%, respectively.

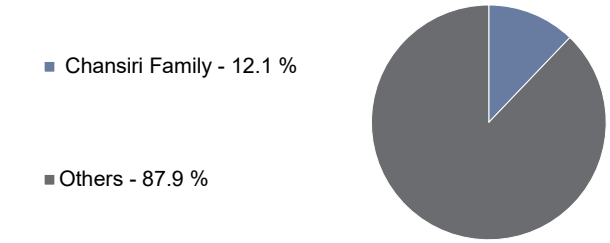
www.thaiunion.com

Principal activities (revenue, 2025)



Source: Thai Union Group

Major shareholders



Source: Thai Union Group

Catalysts

Potential catalysts for TU's 2027 earnings growth include 1) revenue growth of the three units; 2) its pet food and ready-to-eat capacity expansion; 3) the declining tuna price outlook; and 4) potential upside from M&A activity.

Risks to our call

Downside and upside risks to our TP include 1) a slower or faster-than-expected revenue recovery; 2) higher or lower-than-expected freight costs; 3) more fluctuating raw material costs than expected; 4) higher-than-expected labor costs and labor shortages; and 5) a stronger baht than expected.

Event calendar

Date	Event
2 November 2026	3Q26 results announcement
3 November 2026	3Q26 analyst meeting

Key assumptions

	2026E	2027E	2028E
Total revenue (USD m)	4,175	4,331	4,498
USD/THB	32.5	32.5	32.5
Ambient sales growth (%)	1.5	2.8	3.0
Frozen, Chilled sales growth (%)	2.0	3.8	3.5
PetCare, Value added sales growth (%)	4.3	5.8	6.3
Gross margin (%)	18.8	18.8	18.8

Source: FSSIA estimates

Earnings sensitivity

- For every THB1/USD increase, we estimate 2027 net profit to fall by 7%, and vice versa, all else being equal.
- For every 1% increase in the tuna price, we estimate 2027 net profit to fall by 5.8%, and vice versa, all else being equal.
- For every 5% increase in the minimum wage, we estimate 2027 net profit to fall by 4.3%, and vice versa, all else being equal.

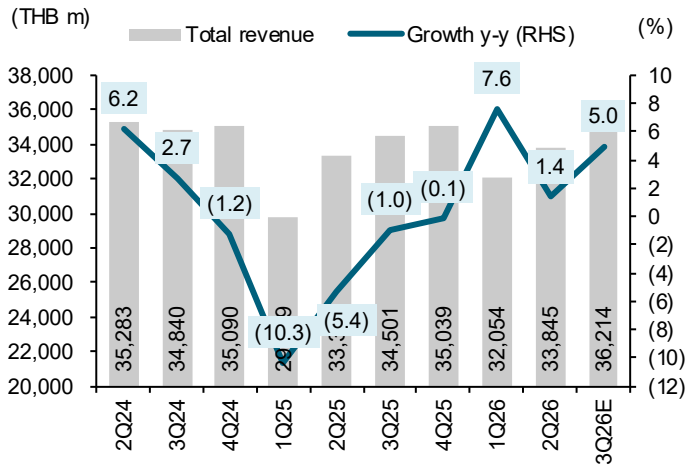
Source: FSSIA estimates

Exhibit 1: TU – 3Q26 earnings preview

	3Q25 (THB m)	4Q25 (THB m)	1Q26 (THB m)	2Q26 (THB m)	3Q26E (THB m)	----- Change ---- (q-q%)	(y-y%)	9M26E (THB m)	Change (y-y%)	2026E (THB m)	Change (y-y%)	% 9M26E to 2026E
Sales in THB m	34,501	35,039	32,054	33,845	36,214	7.0	5.0	102,114	4.5	135,681	2.2	75.3
Cost of sales	27,953	28,630	26,230	26,607	28,899	8.6	3.4	81,736	3.5	110,173	2.4	74.2
Gross profit	6,549	6,409	5,825	7,238	7,315	1.1	11.7	20,378	8.8	25,508	1.5	79.9
SG&A	4,755	4,871	4,659	5,062	5,360	5.9	12.7	15,081	7.0	18,724	(1.3)	80.5
Operating profit	2,038	1,775	1,364	2,407	2,176	(9.6)	6.7	5,947	12.7	7,734	9.7	76.9
Profit sharing	234	179	304	148	180	22.0	(23.1)	631	(7.5)	1,020	18.4	61.9
Interest expense	595	612	530	576	578	0.4	(2.9)	1,684	(4.7)	2,382	0.1	70.7
Tax expense	164	32	(384)	337	232	(31.2)	40.9	184	nm	642	nm	nm
Reported net profit	1,304	1,013	1,113	1,264	1,296	2.5	(0.6)	3,673	2.1	4,780	3.7	76.8
Core profit	1,196	922	825	1,196	1,346	12.5	12.6	3,367	(1.1)	4,780	10.5	70.4
Key ratios (%)						(ppt)	(ppt)					
Gross margin	19.0	18.3	18.2	21.4	20.2	(1.2)	1.2	20.0	0.8	18.8	(0.1)	
SG&A / sales	13.8	13.9	14.5	15.0	14.8	(0.2)	1.0	14.8	0.3	13.8	(0.5)	
Operating margin	5.9	5.1	4.3	7.1	6.0	(1.1)	0.1	5.8	0.4	5.7	0.4	
Net margin	3.8	2.9	3.5	3.7	3.6	(0.2)	(0.2)	3.6	(0.1)	3.5	0.1	
Core margin	3.5	2.6	2.6	3.5	3.7	0.2	0.3	3.3	(0.2)	3.5	0.3	
Operating statistics (THB m)												
Ambient sales	17,247	15,672	15,136	16,853	17,885	6.1	3.7	49,874	2.6	65,242	1.5	76.4
Frozen, chilled seafood sales	10,334	12,340	9,420	9,995	10,076	0.8	(2.5)	29,491	2.4	41,972	2.0	70.3
Pet care sales	4,624	4,690	5,115	4,489	5,341	19.0	15.5	14,945	13.3	18,770	5.0	79.6
Value added, others sale	2,296	2,337	2,383	2,508	2,913	16.1	26.9	7,804	10.2	9,697	3.0	80.5
Gross margin (%)												
Ambient	19.4	18.4	19.3	23.8	22.0	(1.8)	2.6	20.3	1.7	19.3	(0.5)	
Frozen, chilled seafood	13.8	14.5	11.3	13.5	13.2	(0.3)	(0.6)	12.6	1.1	13.5	0.3	
Pet care	25.8	26.3	24.9	29.7	25.0	(4.7)	(0.8)	25.3	(3.9)	25.6	0.0	
Value added, others	25.6	21.8	24.0	22.1	25.0	2.9	(0.6)	26.6	(0.4)	25.0	(0.4)	
FX rate (THB/USD)	32.3	32.2	31.6	32.6	33.0	1.3	2.2	32.1	(4.3)	32.0	(2.7)	
Tuna price (USD/tonne)	1,550	1,573	1,693	1,768	2,075	17.4	33.9	1,731	9.2	1,900	20.8	
Shrimp 60 pcs/kg (THB/kg)	153	140	160	128	140	9.4	(8.7)	144	(6.6)	150	(3.2)	
Salmon (NOK/kg)	70	83	89	77	73	(5.2)	4.9	83	(6.2)	80	(2.4)	

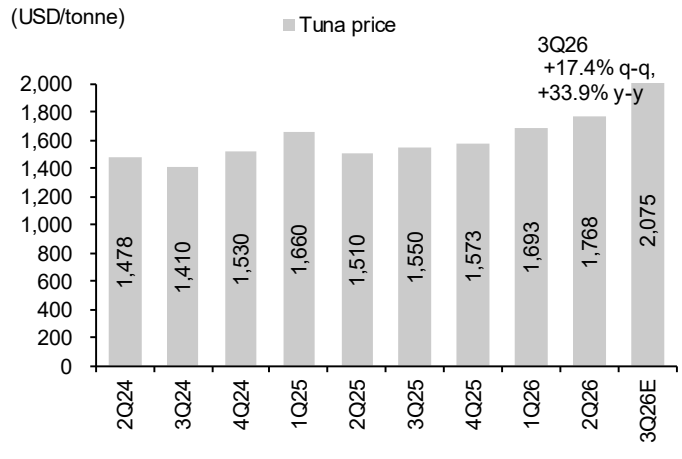
Sources: TU, FSSIA estimates

Exhibit 2: Quarterly total revenue and growth



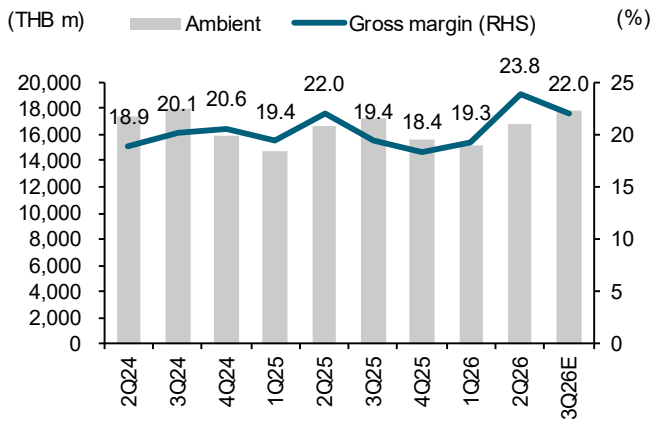
Sources: TU, FSSIA estimates

Exhibit 3: Quarterly tuna prices



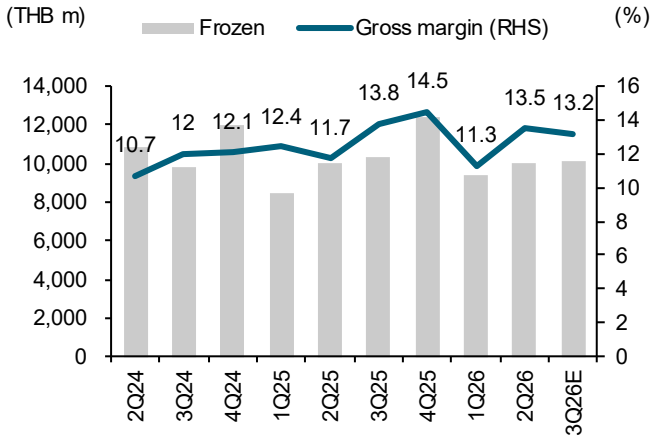
Sources: TU, FSSIA estimates

Exhibit 4: Quarterly revenue from ambient and margin



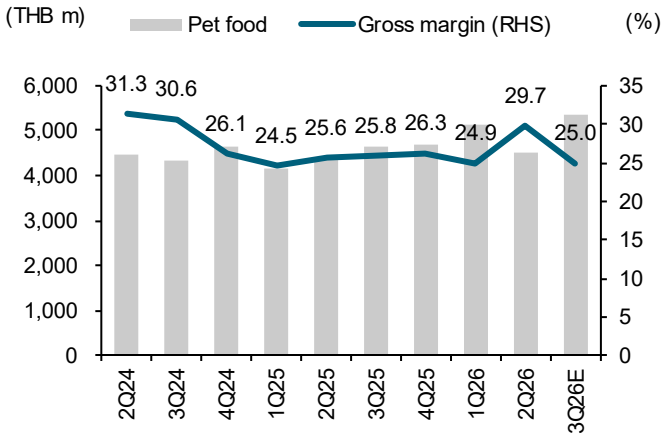
Sources: TU, FSSIA estimates

Exhibit 5: Quarterly revenue from frozen and margin



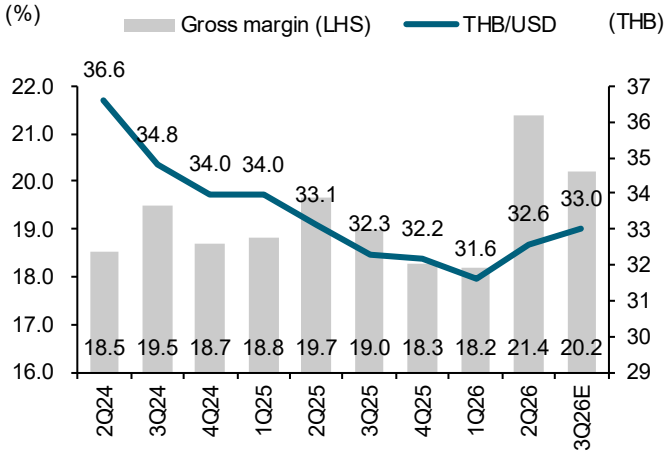
Sources: TU, FSSIA estimates

Exhibit 6: Quarterly revenue from pet food and margin



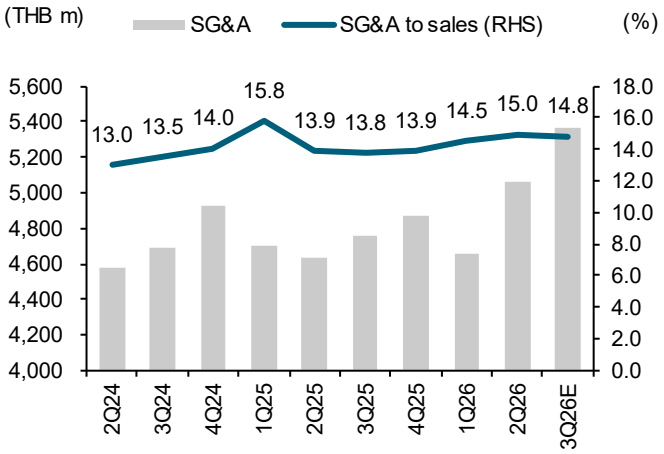
Sources: TU, FSSIA estimates

Exhibit 7: Quarterly overall gross margin and THB/USD



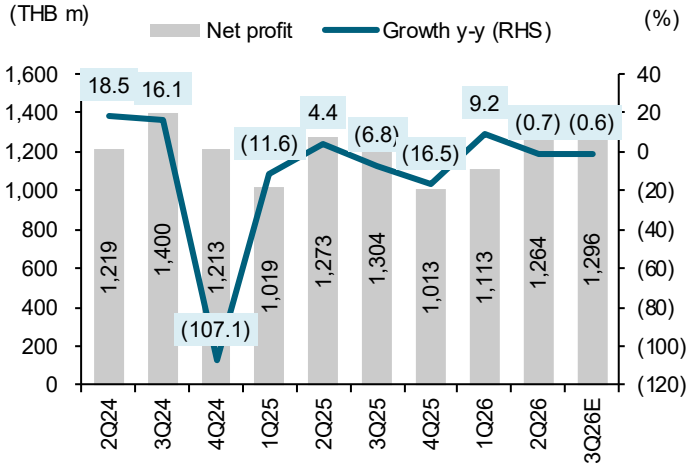
Sources: TU, FSSIA estimates

Exhibit 8: Quarterly SG&A and SG&A to sales



Sources: TU, FSSIA estimates

Exhibit 9: Quarterly net profit and growth



Sources: TU, FSSIA estimates

Exhibit 10: TU 2026 Guidance

	FY 26 Guidance	Key factors
Sales Growth	**+4 to 6% YoY** *(previous 3 - 4%)*	• Sales growth outlook raised to 4 – 6%, supported by volume growth across key categories, strong demand in Ambient, Frozen and PetCare, and favorable FX from THB depreciation. • Our FY 26 sales outlook is based on an FX assumption of average 32.5* THB/USD.
GPM	**~19.5 to 20.5%** *(previous 19 - 20%)*	• GPM outlook improved to 19.5 – 20.5%, driven by stronger margins in Ambient and Frozen, premium product mix, and continued conversion cost improvement. While, PetCare and Value-added remain stable.
SG&A to sales	**~13.5 to 14.5%**	• Full-year impact from U.S. tariffs from Frozen Thailand. • Higher marketing investment to support branded-product growth. • Lower transformation costs.
CAPEX	**~ THB 5.0 to 5.5bn** *(previous 5.5 – 6.0bn)*	• This year CAPEX increased from the catch up of 2025 CAPEX. Our CAPEX comprise normal investment requirements as well as additional CAPEX for new Feed's plant in Ecuador, completion of automated warehouse for PetCare and new facility expansion of our packaging business.
Dividend policy	**At least 50% dividend payout ratio**	

Remark:
- *Thai Union's 2026 financial targets are based on current forecast which may subject to change if key operating factors that effect the Company's performance variate from the assumptions.*
- **Potential translation sensitivity for 1 THB/USD change is estimating impact on topline 1.0%.*

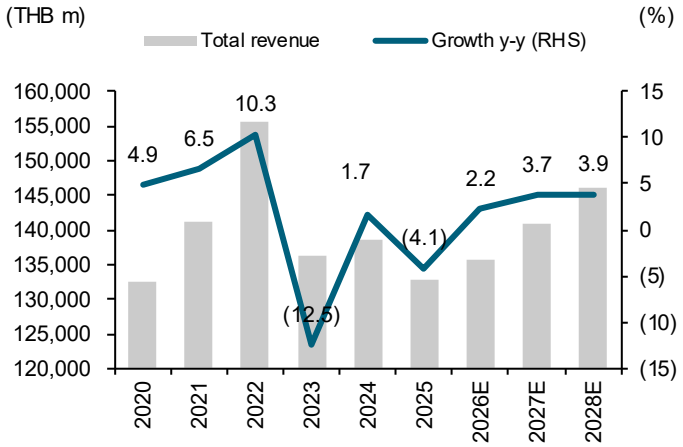
Sources: TU's 2Q26 presentation

Exhibit 11: Key assumptions for TU

	Actual	Current			Growth		
	2025	2026E	2027E	2028E	2026E	2027E	2028E
	(THB m)	(THB m)	(THB m)	(THB m)	(%)	(%)	(%)
Total revenue (USD m)	4,036	4,243	4,404	4,536	5.0	3.8	3.0
FX rate (THB/USD)	32.9	32.0	32.0	32.0	(0.0)	0.0	0.0
Total sale value (THB m)	132,719	135,681	140,745	146,192	2.2	3.7	3.9
Costs	107,582	110,173	114,285	118,708	2.4	3.7	3.9
Gross profit	25,136	25,508	26,460	27,484	1.5	3.7	3.9
SG&A expenses	18,966	18,724	19,423	19,882	(1.3)	3.7	2.4
Interest expense	2,379	2,382	2,387	2,367	0.1	0.2	(0.8)
Profit sharing	862	1,020	1,064	1,117	18.4	4.3	5.0
Reported net profit	4,609	4,780	5,038	5,601	3.7	5.4	11.2
Core profit	4,326	4,780	5,038	5,601	10.5	5.4	11.2
Key ratios (%)							
Gross margin	18.9	18.8	18.8	18.8			
SG&A to sales	14.3	13.8	13.8	13.6			
Net margin	3.5	3.5	3.6	3.8			
Core margin	3.3	3.5	3.6	3.8			
Operating statistics (THB m)							
Ambient sales	64,278	65,242	67,069	69,081	1.5	2.8	3.0
Frozen, chilled sales	41,149	41,972	43,567	45,092	2.0	3.8	3.5
Value added, others sales	9,415	9,697	9,988	10,288	3.0	3.0	3.0

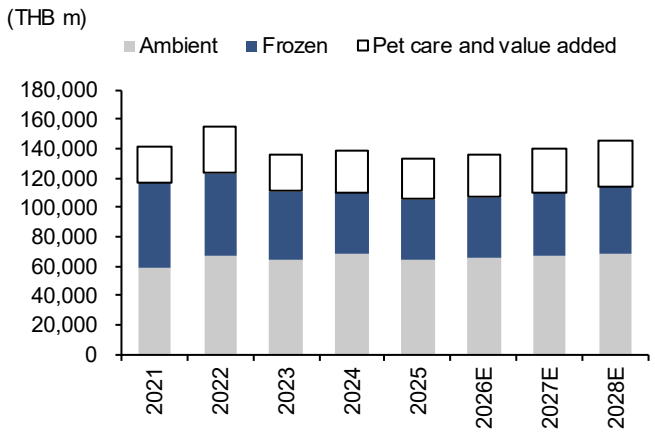
Source: FSSIA estimates

Exhibit 12: Yearly total revenue and growth



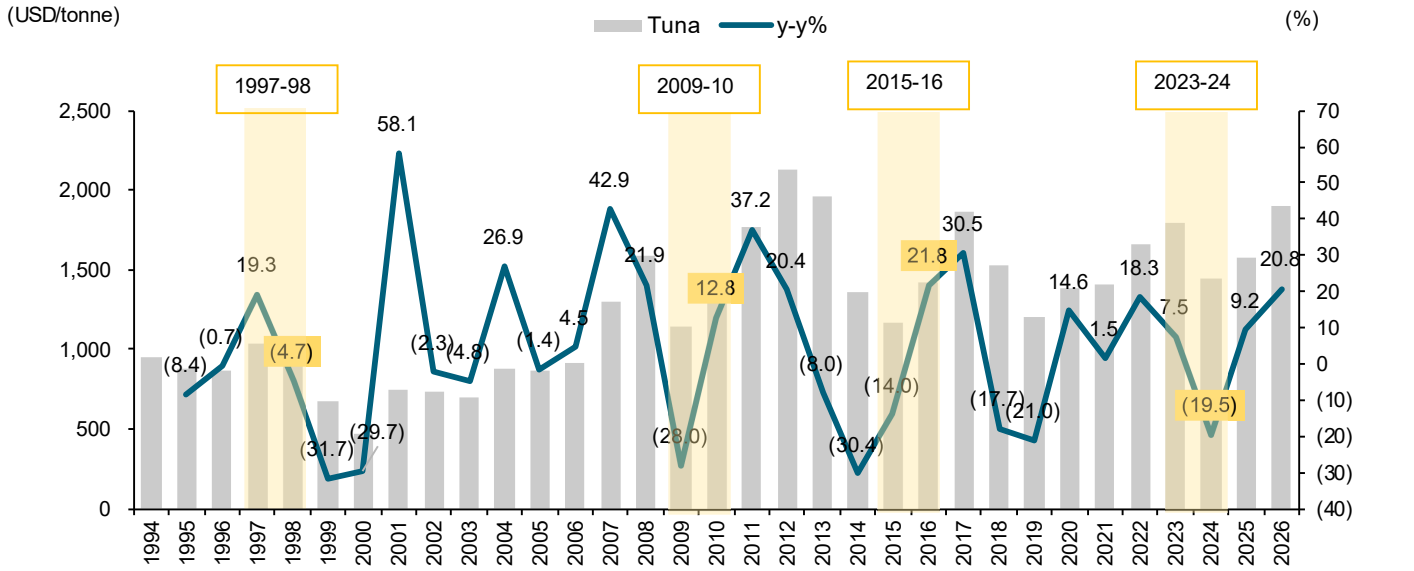
Sources: TU, FSSIA estimates

Exhibit 13: Yearly revenue breakdown by product segment



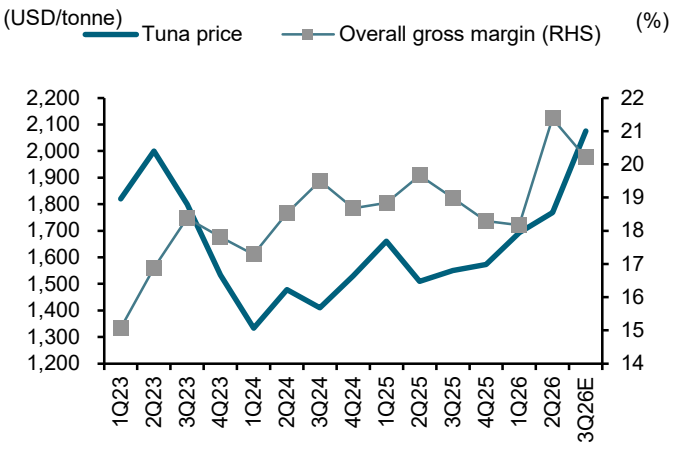
Sources: TU, FSSIA estimates

Exhibit 14: Historical Tuna Prices vs. El Nino Events



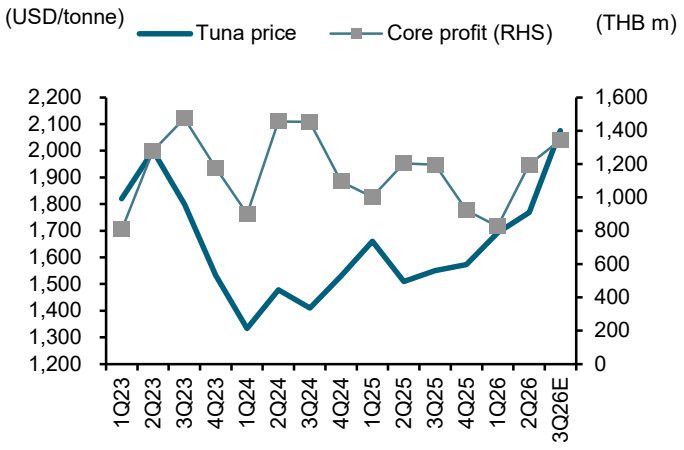
Sources: TU, FSSIA's compilation

Exhibit 15: Tuna price vs. TU's quarterly gross margin



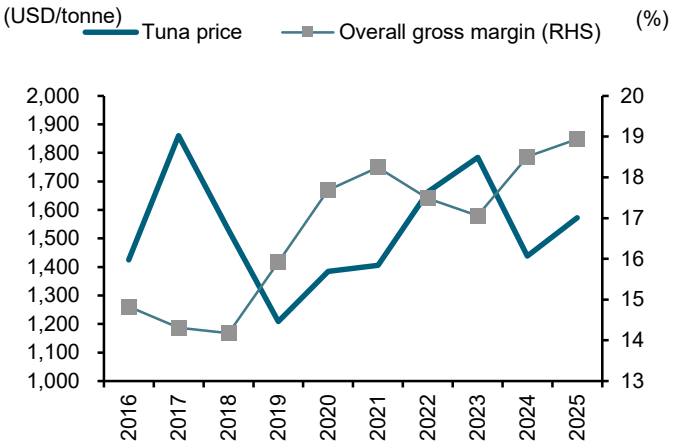
Sources: TU, FSSIA's compilation

Exhibit 16: Tuna price vs. TU's quarterly core profit



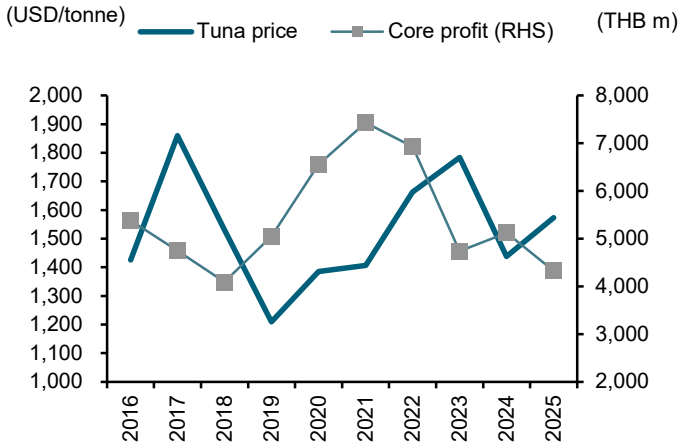
Sources: TU, FSSIA's compilation

Exhibit 17: Tuna price vs. TU's yearly gross margin



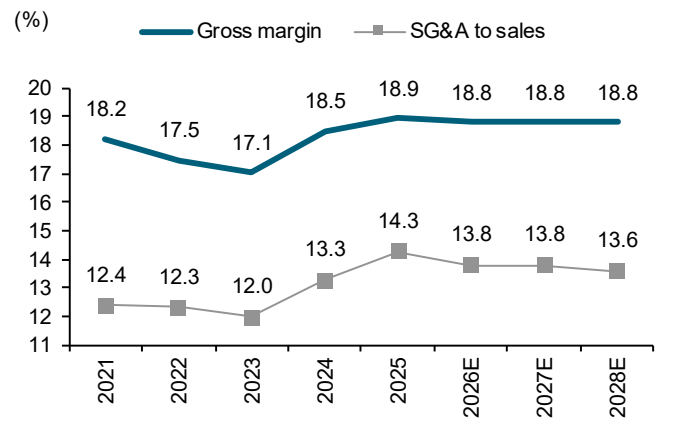
Sources: TU, FSSIA's compilation

Exhibit 18: Tuna price vs. TU's yearly core profit



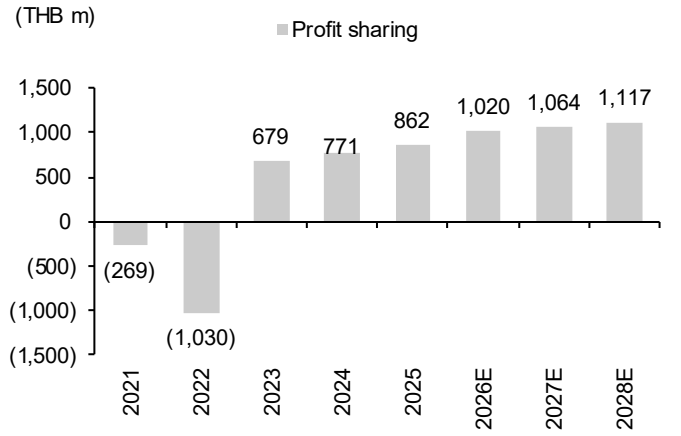
Sources: TU, FSSIA's compilation

Exhibit 19: Yearly gross margin and SG&A to sales



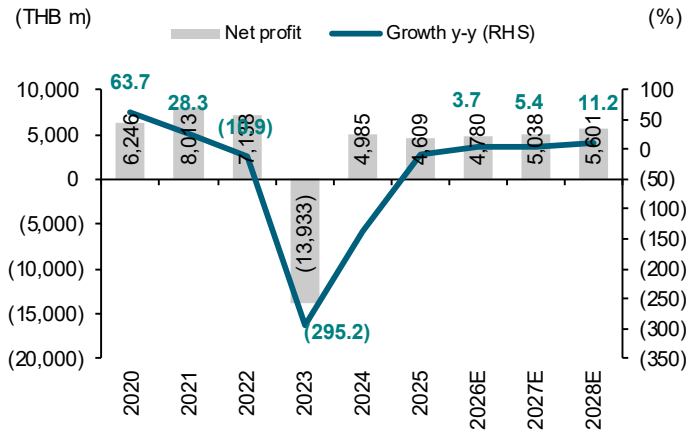
Sources: TU, FSSIA estimates

Exhibit 20: Yearly share of profits from associate companies



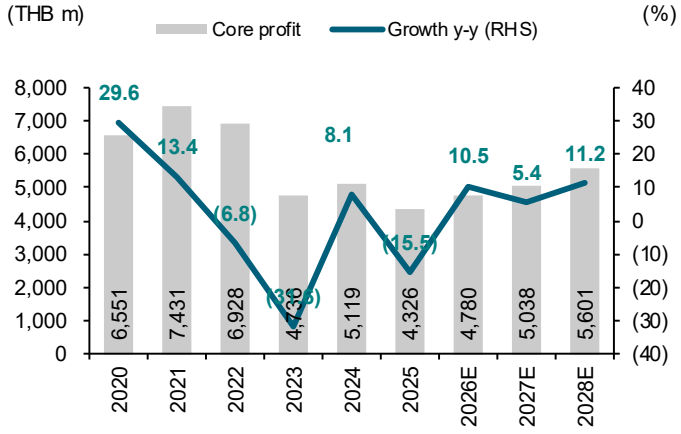
Sources: TU, FSSIA estimates

Exhibit 21: Yearly net profit and growth



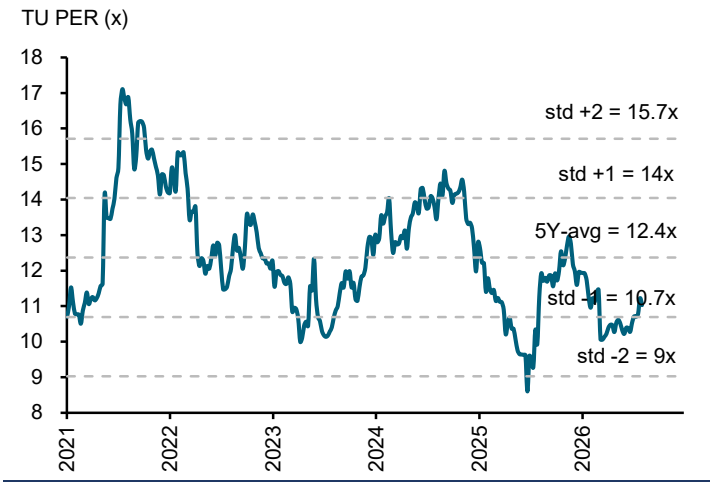
Sources: TU, FSSIA estimates

Exhibit 22: Yearly core profit and growth



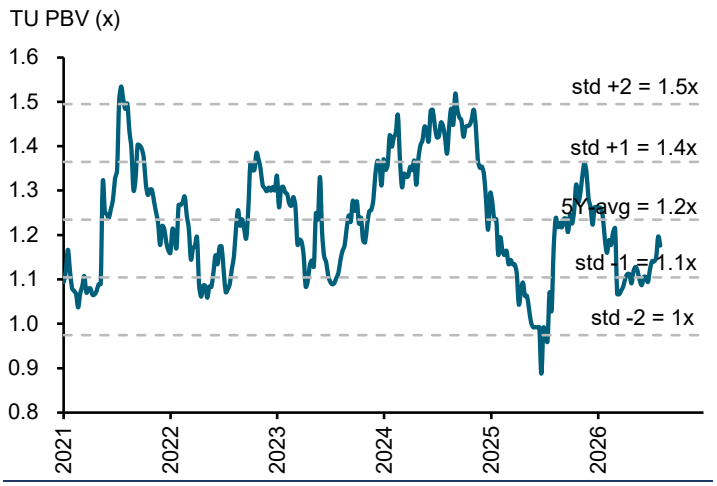
Sources: TU, FSSIA estimates

Exhibit 23: Historical P/E band



Sources: Bloomberg, FSSIA estimates

Exhibit 24: Historical P/BV band



Sources: Bloomberg, FSSIA estimates

Financial Statements

Thai Union Group

Profit and Loss (THB m) Year Ending Dec	2024	2025	2026E	2027E	2028E
Revenue	138,433	132,719	135,681	140,745	146,192
Cost of goods sold	(112,809)	(107,582)	(110,173)	(114,285)	(118,708)
Gross profit	**25,624**	**25,136**	**25,508**	**26,460**	**27,484**
Other operating income	1,137	882	950	985	1,023
Operating costs	(18,401)	(18,966)	(18,724)	(19,423)	(19,882)
Operating EBITDA	**12,725**	**11,667**	**12,624**	**13,187**	**14,040**
Depreciation	(4,365)	(4,615)	(4,890)	(5,165)	(5,415)
Goodwill amortisation	0	0	0	0	0
Operating EBIT	**8,360**	**7,052**	**7,734**	**8,022**	**8,625**
Net financing costs	(2,492)	(2,379)	(2,382)	(2,387)	(2,367)
Associates	771	862	1,020	1,064	1,117
Recurring non-operating income	771	862	1,020	1,064	1,117
Non-recurring items	(134)	93	0	0	0
Profit before tax	**6,504**	**5,629**	**6,372**	**6,700**	**7,375**
Tax	(430)	17	(642)	(676)	(751)
Profit after tax	**6,074**	**5,645**	**5,730**	**6,024**	**6,624**
Minority interests	(1,089)	(1,036)	(950)	(985)	(1,023)
Preferred dividends	-	-	-	-	-
Other items	-	-	-	-	-
Reported net profit	**4,985**	**4,609**	**4,780**	**5,038**	**5,601**
Non-recurring items & goodwill (net)	**134**	**(93)**	**0**	**0**	**0**
Recurring net profit	**5,119**	**4,516**	**4,780**	**5,038**	**5,601**
Per share (THB)					
Recurring EPS *	1.15	1.01	1.07	1.13	1.26
Reported EPS	1.12	1.03	1.07	1.13	1.26
DPS	0.70	0.67	0.70	0.74	0.82
Diluted shares (used to calculate per share data)	4,455	4,455	4,455	4,455	4,455
Growth					
Revenue (%)	1.7	(4.1)	2.2	3.7	3.9
Operating EBITDA (%)	4.6	(8.3)	8.2	4.5	6.5
Operating EBIT (%)	4.9	(15.6)	9.7	3.7	7.5
Recurring EPS (%)	nm	(11.8)	5.8	5.4	11.2
Reported EPS (%)	nm	(7.5)	3.7	5.4	11.2
Operating performance					
Gross margin inc. depreciation (%)	18.5	18.9	18.8	18.8	18.8
Gross margin exc. depreciation (%)	21.7	22.4	22.4	22.5	22.5
Operating EBITDA margin (%)	9.2	8.8	9.3	9.4	9.6
Operating EBIT margin (%)	6.0	5.3	5.7	5.7	5.9
Net margin (%)	3.7	3.4	3.5	3.6	3.8
Effective tax rate (%)	6.6	(0.3)	10.1	10.1	10.2
Dividend payout on recurring profit (%)	60.7	66.0	65.0	65.0	65.0
Interest cover (X)	3.7	3.3	3.7	3.8	4.1
Inventory days	158.4	161.8	161.1	154.3	154.2
Debtor days	43.4	48.1	44.2	39.1	39.1
Creditor days	62.8	65.9	66.4	66.9	66.8
Operating ROIC (%)	8.2	6.8	7.5	7.8	8.2
ROIC (%)	5.7	5.0	5.5	5.7	6.0
ROE (%)	9.5	9.7	10.6	10.9	11.7
ROA (%)	5.1	4.8	4.9	5.1	5.3

* Pre-exceptional, pre-goodwill and fully diluted

Revenue by Division (THB m)	2024	2025	2026E	2027E	2028E
Ambient seafood	68,412	64,278	65,242	67,069	69,081
Frozen & chilled seafood	42,226	41,149	41,972	43,567	45,092
Pet food & others	27,795	27,291	28,467	30,110	32,019

Sources: Thai Union Group; FSSIA estimates

Financial Statements

Thai Union Group

Cash Flow (THB m) Year Ending Dec	2024	2025	2026E	2027E	2028E
Recurring net profit	5,119	4,516	4,780	5,038	5,601
Depreciation	4,365	4,615	4,890	5,165	5,415
Associates & minorities	771	862	1,020	1,064	1,117
Other non-cash items	(268)	186	0	0	0
Change in working capital	4,068	(4,867)	6,401	(1,565)	(1,537)
Cash flow from operations	**14,054**	**5,312**	**17,091**	**9,702**	**10,596**
Capex - maintenance	(3,605)	(4,889)	(5,500)	(5,500)	(5,000)
Capex - new investment	-	-	-	-	-
Net acquisitions & disposals	(13,143)	(757)	(4,904)	(786)	(818)
Other investments (net)	2,133	437	(496)	(1,317)	(1,416)
Cash flow from investing	**(14,615)**	**(5,209)**	**(10,901)**	**(7,602)**	**(7,234)**
Dividends paid	(5,774)	(7,399)	(3,107)	(3,275)	(3,641)
Equity finance	(50)	0	0	0	0
Debt finance	523	6,721	(3,055)	148	(588)
Other financing cash flows	(295)	805	(1,403)	329	354
Cash flow from financing	**(5,596)**	**127**	**(7,566)**	**(2,798)**	**(3,875)**
Non-recurring cash flows	-	-	-	-	-
Other adjustments	0	0	0	0	0
Net other adjustments	**0**	**0**	**0**	**0**	**0**
Movement in cash	**(6,156)**	**230**	**(1,375)**	**(698)**	**(513)**
Free cash flow to firm (FCFF)	1,931.67	2,481.23	8,572.41	4,486.45	5,729.37
Free cash flow to equity (FCFE)	(332.11)	7,628.83	1,732.13	2,576.86	3,128.04
Per share (THB)					
FCFF per share	0.45	0.58	2.01	1.05	1.35
FCFE per share	(0.08)	1.79	0.41	0.61	0.74
Recurring cash flow per share	2.24	2.28	2.40	2.53	2.72

Balance Sheet (THB m) Year Ending Dec	2024	2025	2026E	2027E	2028E
Tangible fixed assets (gross)	65,367	68,237	74,012	79,787	85,037
Less: Accumulated depreciation	(34,742)	(37,337)	(42,502)	(47,941)	(53,606)
Tangible fixed assets (net)	**30,626**	**30,900**	**31,510**	**31,845**	**31,430**
Intangible fixed assets (net)	**0**	**0**	**0**	**0**	**0**
Long-term financial assets	-	-	-	-	-
Invest. in associates & subsidiaries	9,420	9,736	9,736	9,736	9,736
Cash & equivalents	8,333	8,563	7,188	6,490	5,977
A/C receivable	16,876	18,074	14,795	15,347	15,941
Inventories	43,626	47,639	45,277	46,967	48,784
Other current assets	10,813	8,633	11,528	11,659	11,655
Current assets	**79,649**	**82,909**	**78,787**	**80,463**	**82,357**
Other assets	35,218	34,781	35,277	36,594	38,010
Total assets	**154,912**	**158,326**	**155,311**	**158,638**	**161,533**
Common equity	48,635	44,704	45,196	46,960	48,920
Minorities etc.	7,678	7,379	7,462	7,741	8,041
Total shareholders' equity	**56,313**	**52,083**	**52,659**	**54,701**	**56,960**
Long term debt	38,594	47,120	46,120	45,370	44,620
Other long-term liabilities	9,418	10,222	8,819	9,148	9,502
Long-term liabilities	**48,012**	**57,342**	**54,939**	**54,518**	**54,122**
A/C payable	18,522	18,684	19,620	20,352	21,140
Short term debt	29,917	28,113	26,058	26,956	27,118
Other current liabilities	2,149	2,104	2,035	2,111	2,193
Current liabilities	**50,588**	**48,901**	**47,713**	**49,419**	**50,451**
Total liabilities and shareholders' equity	**154,912**	**158,326**	**155,311**	**158,638**	**161,533**
Net working capital	50,645	53,558	49,944	51,510	53,047
Invested capital	125,909	128,976	126,468	129,685	132,223
* Includes convertibles and preferred stock which is being treated as debt					
Per share (THB)					
Book value per share	10.92	10.03	10.14	10.54	10.98
Tangible book value per share	10.92	10.03	10.14	10.54	10.98
Financial strength					
Net debt/equity (%)	106.9	128.0	123.4	120.4	115.4
Net debt/total assets (%)	38.8	42.1	41.8	41.5	40.7
Current ratio (x)	1.6	1.7	1.7	1.6	1.6
CF interest cover (x)	0.9	4.2	1.7	2.1	2.3

Valuation	2024	2025	2026E	2027E	2028E
Recurring P/E (x) *	**10.8**	**12.2**	**11.6**	**11.0**	**9.9**
Recurring P/E @ target price (x) *	**12.9**	**14.6**	**13.8**	**13.1**	**11.8**
Reported P/E (x)	11.1	12.0	11.6	11.0	9.9
Dividend yield (%)	5.6	5.4	5.6	5.9	6.6
Price/book (x)	1.1	1.2	1.2	1.2	1.1
Price/tangible book (x)	1.1	1.2	1.2	1.2	1.1
EV/EBITDA (x) **	9.7	11.1	10.1	9.8	9.2
EV/EBITDA @ target price (x) **	10.5	12.0	11.0	10.6	10.0
EV/invested capital (x)	1.0	1.0	1.0	1.0	1.0

* Pre-exceptional, pre-goodwill and fully diluted ** EBITDA includes associate income and recurring non-operating income

Sources: Thai Union Group; FSSIA estimates

Thai Union Group PCL (TU TB)

FSSIA ESG rating

★★★★★

81.86 /100

Exhibit 25: FSSIA ESG score implication

Rating	Score	Implication
★★★★★	>79-100	**Leading its industry peers in managing the most significant ESG risks which not only better cost efficiency but also lead to higher profitability.**
★★★★	>59-79	A mixed track record of managing the most significant ESG risks and opportunities relative to industry peers.
★★★	>39-59	Relevant ESG materiality matrix has been constructively addressed, well-managed and incorporated into day-to-day operations, in which targets and achievements are evaluated annually.
★★	>19-39	Relevant ESG materiality matrix has been identified with key management in charge for progress to be followed up on and to provide intensive disclosure. Most targets are conventional and achievable.
★	1-19	The company has adopted the United Nations Sustainable Development Goals (UN SDGs), established sustainability management guidelines and fully complies with regulations or ESG suggested guidance from related organizations such as the SET and SEC.

Sources: FSSIA estimates

Exhibit 26: ESG – peer comparison

	FSSIA	Domestic ratings						Global ratings						Bloomberg	
	ESG score	DJSI	SET ESG	SET ESG Rating	CG score	AGM level	Thai CAC	Morningstar ESG risk	ESG Book	MSCI	Moody's	Refinitiv	S&P Global	ESG score	Disclosure score
SET100	69.20	5.34	4.40	4.40	4.76	4.65	3.84	Medium	51.76	BBB	20.87	58.72	63.91	3.72	28.17
Coverage	67.12	5.11	4.15	4.17	4.83	4.71	3.53	Medium	52.04	BB	16.97	56.85	62.09	3.40	31.94
BTG	59.18	--	Y	AAA	5.00	4.00	Certified	High	--	BBB	--	57.88	41.00	4.62	61.44
CPF	79.20	Y	Y	AAA	5.00	5.00	Certified	Medium	67.15	BB	44.00	55.37	83.00	4.84	68.27
GFPT	49.83	--	Y	AA	5.00	5.00	Certified	High	--	--	--	59.62	24.00	4.42	56.26
TU	81.86	Y	Y	AA	5.00	5.00	Certified	High	62.18	A	41.00	74.55	89.00	3.81	77.73
TFG	27.60	--	--	--	5.00	5.00	Certified	Severe	--	--	--	41.03	--	--	49.40

Sources: SETTRADE.com; FSSIA's compilation

Exhibit 27: ESG score by Bloomberg

FY ending Dec 31	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
ESG financial materiality scores - ESG score	**2.56**	**2.86**	**2.84**	**3.00**	**3.29**	**3.52**	**3.70**	**3.81**
BESG environmental pillar score	2.51	3.33	3.36	3.58	4.80	4.54	4.63	4.77
BESG social pillar score	1.28	1.41	1.36	1.53	1.54	1.54	1.57	1.57
BESG governance pillar score	4.21	3.95	3.89	3.93	3.40	4.54	5.03	5.25
ESG disclosure score	**56.98**	**60.30**	**60.75**	**63.74**	**70.52**	**74.16**	**75.64**	**77.73**
Environmental disclosure score	44.64	48.32	48.66	48.66	69.50	76.26	84.87	84.87
Social disclosure score	42.59	42.59	43.62	52.60	52.12	56.29	52.12	52.12
Governance disclosure score	83.59	89.86	89.86	89.86	89.86	89.86	89.86	96.12
Environmental								
Emissions reduction initiatives	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Climate change policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Climate change opportunities discussed	No	No	No	No	No	No	No	No
Risks of climate change discussed	No	No	Yes	Yes	Yes	Yes	Yes	Yes
GHG scope 1	367	370	337	311	323	296	269	228
GHG scope 2 location-based	179	170	173	183	188	181	165	178
GHG Scope 3	—	—	—	—	4,072	3,555	4,165	4,165
Carbon per unit of production	1	1	1	1	1	1	1	1
Biodiversity policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Energy efficiency policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Total energy consumption	1,251	1,196	1,097	1,181	1,209	1,243	1,172	1,098
Renewable energy use	48	40	53	75	250	124	134	191
Electricity used	369	350	354	379	375	365	338	364
Fuel used - natural gas	7,918	7,030	3,052	7,182	8,309	269,310	265,220	264,482

Sources: Bloomberg; FSSIA's compilation

Exhibit 28: ESG score by Bloomberg *(cont.)*

FY ending Dec 31	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Fuel used - crude oil/diesel	No	No	No	No	No	No	No	No
Waste reduction policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Hazardous waste	0	1	1	1	3	1	1	1
Total waste	27	57	45	84	78	69	67	73
Waste recycled	—	27	26	51	32	43	38	46
Waste sent to landfills	27	22	14	14	14	25	28	26
Environmental supply chain management	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Water policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Water consumption	—	—	—	—	4,380	7,310	4,790	5,900
Social								
Human rights policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Policy against child labor	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Quality assurance and recall policy	No	No	Yes	Yes	Yes	Yes	Yes	Yes
Consumer data protection policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Equal opportunity policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Gender pay gap breakout	No	No	No	Yes	Yes	Yes	Yes	Yes
Pct women in workforce	—	—	—	—	57	57	57	57
Pct disabled in workforce	—	—	—	—	2	2	2	2
Business ethics policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Anti-bribery ethics policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Health and safety policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Lost time incident rate - employees	1	1	0	0	0	0	0	0
Total recordable incident rate - employees	—	—	—	1	1	1	1	1
Training policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Fair remuneration policy	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Number of employees – CSR	51,143	47,314	44,551	44,101	44,705	48,630	44,797	44,753
Employee turnover pct	15	13	16	17	13	20	18	19
Total hours spent by firm - employee training	767,145	264,958	209,390	260,196	90,926	62,032	279,261	168,085
Social supply chain management	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Governance								
Board size	**12**	**12**	**12**	**12**	**12**	**11**	**11**	**11**
No. of independent directors (ID)	**4**	**4**	**4**	**4**	**5**	**5**	**5**	**5**
No. of women on board	0	0	0	0	2	2	2	2
No. of non-executive directors on board	6	6	6	6	6	6	7	7
Company conducts board evaluations	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
No. of board meetings for the year	6	5	6	7	5	8	8	8
Board meeting attendance pct	89	85	90	92	95	92	93	99
Board duration (years)	3	3	3	3	3	3	3	3
Director share ownership guidelines	No	No	No	No	No	No	No	No
Age of the youngest director	42	43	44	45	46	47	48	49
Age of the oldest director	83	84	85	86	87	80	81	82
No. of executives / company managers	**12**	**11**	**12**	**12**	**11**	**11**	**11**	**10**
No. of female executives	1	1	1	1	0	0	0	0
Executive share ownership guidelines	No	No	No	No	No	No	No	No
Size of audit committee	**3**	**3**	**3**	**3**	**3**	**3**	**3**	**3**
No. of ID on audit committee	3	3	3	3	3	3	3	3
Audit committee meetings	21	14	21	12	5	13	9	8
Audit meeting attendance %	89	93	97	94	100	97	96	100
Size of compensation committee	**2**	**2**	**2**	**2**	**2**	**2**	**2**	**2**
No. of ID on compensation committee	2	2	2	2	2	2	2	2
No. of compensation committee meetings	2	2	2	2	4	3	2	4
Compensation meeting attendance %	100	100	100	100	100	100	100	100
Size of nomination committee	**2**	**2**	**2**	**2**	**2**	**2**	**2**	**2**
No. of nomination committee meetings	2	2	2	2	4	3	2	4
Nomination meeting attendance %	100	100	100	100	100	100	100	100
Sustainability governance								
Verification type	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes

Sources: Bloomberg; FSSIA's compilation

Disclaimer for ESG scoring

ESG score	Methodology	Rating
The Dow Jones Sustainability Indices (DJSI) By S&P Global	The DJSI World applies a transparent, rules-based component selection process based on the companies' Total Sustainability Scores resulting from the annual S&P Global Corporate Sustainability Assessment (CSA). Only the top-ranked companies within each industry are selected for inclusion.	Be a member and invited to the annual S&P Global Corporate Sustainability Assessment (CSA) for DJSI. Companies with an S&P Global ESG Score of less than 45% of the S&P Global ESG Score of the highest scoring company are disqualified. The constituents of the DJSI indices are selected from the Eligible Universe.
SET ESG Ratings List (SETESG) by The Stock Exchange of Thailand (SET)	SET ESG quantifies responsibility in Environmental and Social issues by managing business with transparency in Governance, updated annually. Candidates must pass the preemptive criteria, with two crucial conditions: 1) no irregular trading of the board members and executives; and 2) free float of >150 shareholders, and combined holding must be >15% of paid-up capital. Some key disqualifying criteria include: 1) CG score of below 70%; 2) independent directors and free float violation; 3) executives' wrongdoing related to CG, social & environmental impacts; 4) equity in negative territory; and 5) earnings in red for > 3 years in the last 5 years.	To be eligible for **SETESG inclusion**, verified data must be scored at a minimum of 50% for each indicator, unless the company is a part of DJSI during the assessment year. The scoring will be fairly weighted against the nature of the relevant industry and materiality. **SETESG Index** is extended from the SET ESG Ratings companies whose 1) market capitalization > THB5b (~USD150b); 2) free float >20%; and 3) liquidity >0.5% of paid-up capital for at least 9 out of 12 months. The SETTHSI Index is a market capitalisation-weighted index, cap 5% quarterly weight at maximum, and no cap for number of stocks.
CG Score by Thai Institute of Directors Association (Thai IOD)	An indicator of CG strength in sustainable development, measured annually by the Thai IOD, with support from the Stock Exchange of Thailand (SET). The results are from the perspective of a third party, not an evaluation of operations.	Scores are rated in six categories: 5 for Excellent (90-100), 4 for Very Good (80-89), 3 for Good (70-79), 2 for Fair (60-69), 1 for Pass (60-69), and not rated for scores below 50. Weightings include: 1) the rights; 2) and equitable treatment of shareholders (weight 25% combined); 3) the role of stakeholders (25%); 4) disclosure & transparency (15%); and 5) board responsibilities (35%).
AGM level By Thai Investors Association (TIA) with support from the SEC	It quantifies the extent to which shareholders' rights and equitable treatment are incorporated into business operations and information is transparent and sufficiently disclosed. All form important elements of two out of five the CG components to be evaluated annually. The assessment criteria cover AGM procedures before the meeting (45%), at the meeting date (45%), and after the meeting (10%). (*The first assesses 1) advance circulation of sufficient information for voting; and 2) facilitating how voting rights can be exercised. The second assesses 1) the ease of attending meetings; 2) transparency and verifiability; and 3) openness for Q&A. The third involves the meeting minutes that should contain discussion issues, resolutions and voting results.)*	The scores are classified into four categories: 5 for Excellent (100), 4 for Very Good (90-99), 3 for Fair (80-89), and not rated for scores below 79.
Thai CAC By Thai Private Sector Collective Action Against Corruption (CAC)	The core elements of the Checklist include corruption risk assessment, establishment of key controls, and the monitoring and developing of policies. The Certification is good for three years. *(Companies deciding to become a CAC certified member start by submitting a Declaration of Intent to kick off an 18-month deadline to submit the CAC Checklist for Certification, including risk assessment, in place of policy and control, training of managers and employees, establishment of whistleblowing channels, and communication of policies to all stakeholders.)*	The document will be reviewed by a committee of nine professionals. A passed Checklist will move for granting certification by the CAC Council approvals whose members are twelve highly respected individuals in professionalism and ethical achievements.
Morningstar Sustainalytics	The Sustainalytics' ESG risk rating provides an overall company score based on an assessment of how much of a company's exposure to ESG risk is unmanaged. *Sources to be reviewed include corporate publications and regulatory filings, news and other media, NGO reports/websites, multi-sector information, company feedback, ESG controversies, issuer feedback on draft ESG reports, and quality & peer reviews.*	A company's ESG risk rating score is the sum of unmanaged risk. The more risk is unmanaged, the higher ESG risk is scored. NEGL: 0-10 / Low: 10-20 / Medium: 20-30 / High: 30-40 / Severe: 40+
ESG Book	The ESG score identifies sustainable companies that are better positioned to outperform over the long term. The methodology considers the principle of financial materiality including information that significantly helps explain future risk-adjusted performance. Materiality is applied by over-weighting features with higher materiality and rebalancing these weights on a rolling quarterly basis.	The total ESG score is calculated as a weighted sum of the features scores using materiality-based weights. The score is scaled between 0 and 100 with higher scores indicating better performance.
MSCI	MSCI ESG ratings aim to measure a company's management of financially relevant ESG risks and opportunities. It uses a rules-based methodology to identify industry leaders and laggards according to their exposure to ESG risks and how well they manage those risks relative to peers. **AAA** 8.571-10.000 / **AA** 7.143-8.570 / **A** 5.714-7.142 / **BBB** 4.286-5.713 / **BB** 2.857-4.285 / **B** 1.429-2.856 / **CCC** 0.000-1.428 **Leader:** leading its industry in managing the most significant ESG risks and opportunities **Average:** a mixed or unexceptional track record of managing the most significant ESG risks and opportunities relative to industry peers **Laggard:** lagging its industry based on its high exposure and failure to manage significant ESG risks	
Moody's ESG solutions	Moody's assesses the degree to which companies take into account ESG objectives in the definition and implementation of their strategy policies. It believes that a company integrating ESG factors into its business model and relatively outperforming its peers is better positioned to mitigate risks and create sustainable value for shareholders over the medium to long term.	
Refinitiv ESG rating	Designed to transparently and objectively measure a company's relative ESG performance, commitment and effectiveness across 10 main themes, based on publicly available and auditable data. The score ranges from 0 to 100 on relative ESG performance and insufficient degree of transparency in reporting material ESG data publicly. *(Score ratings are 0 to 25 = poor; >25 to 50 = satisfactory; >50 to 75 = good; and >75 to 100 = excellent.)*	
S&P Global	The S&P Global ESG Score is a relative score measuring a company's performance on and management of ESG risks, opportunities, and impacts compared to its peers within the same industry classification. The score ranges from 0 to 100.	
Bloomberg	ESG Score	Bloomberg score evaluating the company's aggregated Environmental, Social and Governance (ESG) performance. The score is based on Bloomberg's view of ESG financial materiality. The score is a weighted generalized mean (power mean) of Pillar Scores, where the weights are determined by the pillar priority ranking. Values range from 0 to 10; 10 is the best.
Bloomberg	ESG Disclosure Score	Disclosure of a company's ESG used for Bloomberg ESG score. The score ranges from 0 for none to 100 for disclosure of every data point, measuring the amount of ESG data reported publicly, and not the performance on any data point.

Rating regarding the sustainable development of Thai listed companies, both on the SET and MAI, are publicly available on the website of the Securities and Exchange Commission of Thailand (SEC). Currently, ratings available are 1) "**CG Score**"; 2) "**AGM Level**"; 3) "**Thai CAC**"; and 4) ""**SETESG**" The ratings are updated on an annual basis. FSSIA does not confirm nor certify the accuracy of such ratings.

Source: FSSIA's compilation

GENERAL DISCLAIMER

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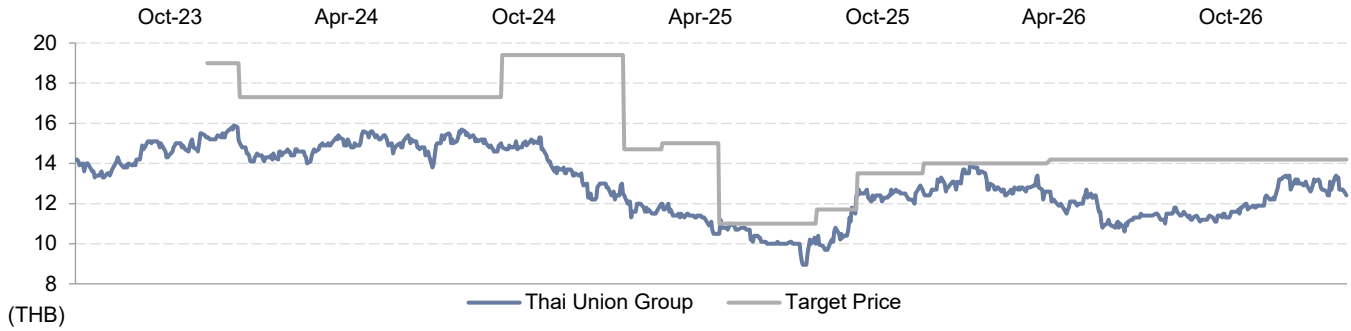
History of change in investment rating and/or target price

Thai Union Group (TU TB)



Date	Rating	Target price	Date	Rating	Target price	Date	Rating	Target price
23-Jan-2024	BUY	19.00	18-Feb-2025	BUY	15.00	01-Oct-2025	HOLD	14.00
20-Feb-2024	BUY	17.30	08-Apr-2025	HOLD	11.00	16-Jan-2026	HOLD	14.20
03-Oct-2024	BUY	19.40	01-Jul-2025	HOLD	11.70	03-Apr-2026	BUY	14.20
16-Jan-2025	HOLD	14.70	05-Aug-2025	HOLD	13.50			

Sureeporn Teewasuwet, IAA started covering this stock from 23-Jan-2023

Price and TP are in local currency

Source: FSSIA estimates

Company	Ticker	Price	Rating	Valuation & Risks
Thai Union Group	TU TB	THB 12.40	BUY	Downside and upside risks to our TP include 1) a slower or faster-than-expected revenue recovery; 2) higher or lower-than-expected freight costs; 3) more fluctuating raw material costs than expected; 4) higher-than-expected labor costs and labor shortages; and 5) a stronger baht than expected.

Source: FSSIA estimates

Additional Disclosures

Target price history, stock price charts, valuation and risk details, and equity rating histories applicable to each company rated in this report is available in our most recently published reports. You can contact the analyst named on the front of this note or your representative at Finansia Syrus Securities Public Company Limited.

All share prices are as at market close on 01-Oct-2026 unless otherwise stated.

RECOMMENDATION STRUCTURE

Stock ratings

Stock ratings are based on absolute upside or downside, which we define as (target price* - current price) / current price.

BUY (B). The upside is 10% or more.
HOLD (H). The upside or downside is less than 10%.
REDUCE (R). The downside is 10% or more.
Unless otherwise specified, these recommendations are set with a 12-month horizon. Thus, it is possible that future price volatility may cause a temporary mismatch between upside/downside for a stock based on market price and the formal recommendation.

* In most cases, the target price will equal the analyst's assessment of the current fair value of the stock. However, if the analyst doesn't think the market will reassess the stock over the specified time horizon due to a lack of events or catalysts, then the target price may differ from fair value. In most cases, therefore, our recommendation is an assessment of the mismatch between current market price and our assessment of current fair value.

Industry Recommendations

Overweight. The analyst expects the fundamental conditions of the sector to be positive over the next 12 months.
Neutral. The analyst expects the fundamental conditions of the sector to be maintained over the next 12 months.
Underweight. The analyst expects the fundamental conditions of the sector to be negative over the next 12 months.

Country (Strategy) Recommendations

Overweight (O). Over the next 12 months, the analyst expects the market to score positively on two or more of the criteria used to determine market recommendations: index returns relative to the regional benchmark, index sharpe ratio relative to the regional benchmark and index returns relative to the market cost of equity.

Neutral (N). Over the next 12 months, the analyst expects the market to score positively on one of the criteria used to determine market recommendations: index returns relative to the regional benchmark, index sharpe ratio relative to the regional benchmark and index returns relative to the market cost of equity.

Underweight (U). Over the next 12 months, the analyst does not expect the market to score positively on any of the criteria used to determine market recommendations: index returns relative to the regional benchmark, index sharpe ratio relative to the regional benchmark and index returns relative to the market cost of equity.