

Analyst Meeting for 3Q20 Results

Thai Union Group PCL.
November 5, 2020



Disclaimer

The information contained in our presentation is intended solely for your personal reference only. In addition, such information contains projections and forward-looking statements that reflect our current views with respect to future events and financial performance.

These views are based on assumptions subject to various risks and uncertainties. No assurance is given that future events will occur, that projections will be achieved, or that the assumptions are correct. Actual results may differ materially from those projected.

3Q20 Key Highlights

“ While COVID-19 is still a challenge to all businesses, Thai Union continues to work hard to ensure business continuity and maintain production capacity in order to deliver safe and quality products to consumers around the world.

”

Thiraphong Chansiri
President and CEO



3Q20: First time ever above THB 2bn quarterly net profit, strong top line growth, frozen business back on track

THB mn

Sales

34,784

Top line improved from growing sales volume YoY

3Q20 sales up 9.3% YoY, mainly driven by 5.2% volume growth:

- Ambient sales up 12.4% YoY as consumers eat more at home.
- Frozen business back to growth, reporting sales up 4.7% YoY, as F&B opens.
- Excluding FX impact, sales increased 6.4% YoY.

Gross Profit

6,327

GPM of 18.2%, up 225bps YoY

Gross margin improvement from shifting sales mix:

- Increased ambient business sales improved margin
- PetCare benefited from innovation and stable raw material prices.
- Frozen business margin recovered to normalized level as sales improved.

Operating Profit

1,998

Growing SG&A in light of strong business growth

Operating profit improved 24.6% YoY on gross profit improvement:

- SG&A expenses increased as TU increased spending on brand investment and goodwill write-down of TU Canada (Chez Nous)
- SG&A ratio was at 12.4% (11.9% excluding goodwill write-down)

Net Profit

2,056

Record quarterly net profit, up 50% YoY

Strong core operation and lower losses in Red Lobster:

- Share of loss from Red Lobster recorded at THB 54mn (vs THB 702mn in 2Q20).
- Prudent FX management resulted in FX gains of THB98m.

YoY Chg. **+9.3%**

QoQ Chg **+5.2%**

% of sales

+24.6%

+5.0%

18.2%

+31.8%

-15.2%

5.7%

+49.7%

+19.8%

5.9%

9M20: Record 9M net profit, 9M20 reported profit up 74%, Debt ratio remained below 1x

9M20 Reported net profit
Up 74% YoY to

THB **4,789** million

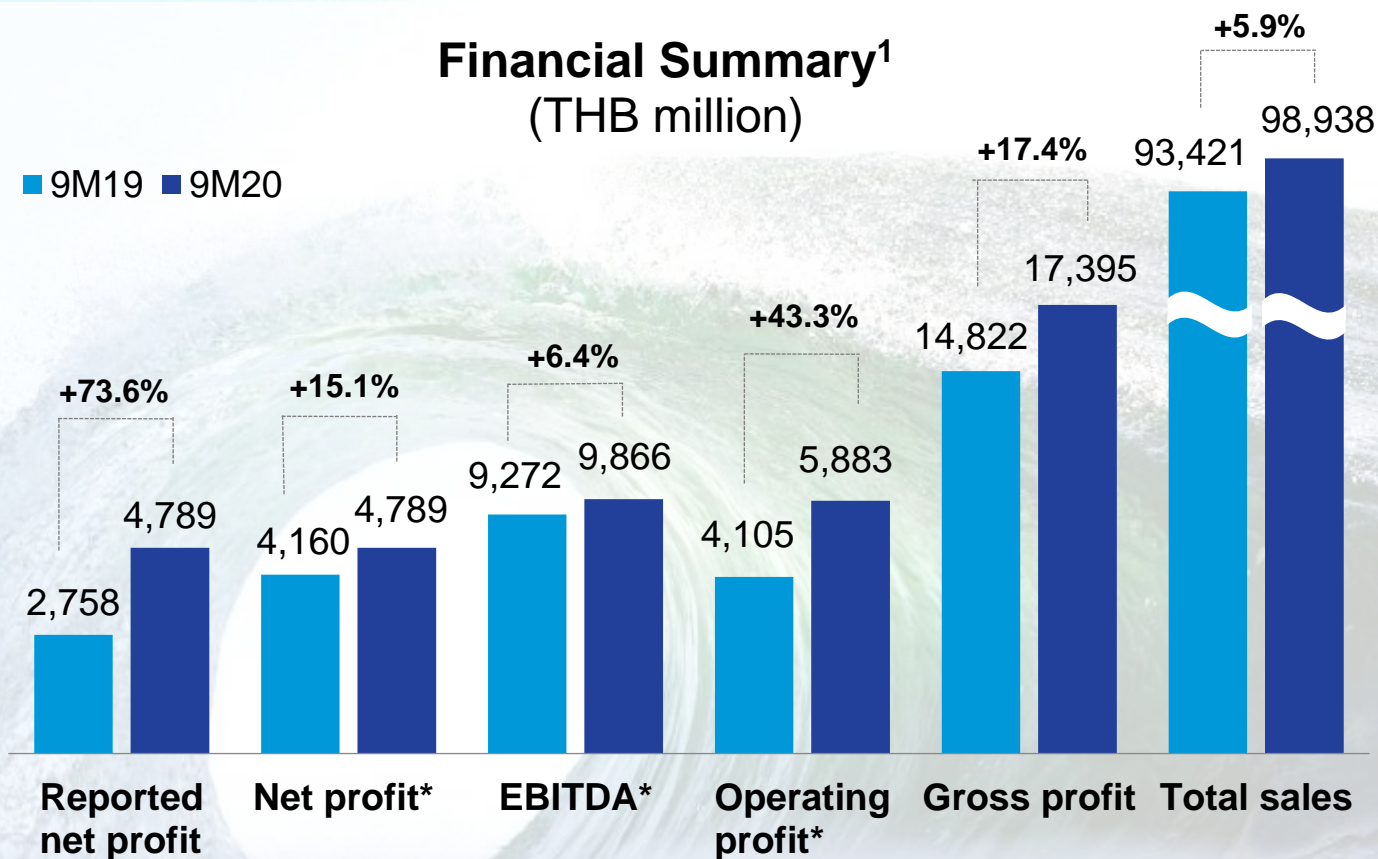
Share price movement

2019 ² (Jan – Dec 19)	2020 ² (Jan – Nov 20)
-16.7%	+9.6%

ND/E lowered from profitable
operation

2019 ND/E	3Q20 ND/E
1.07x	0.97x

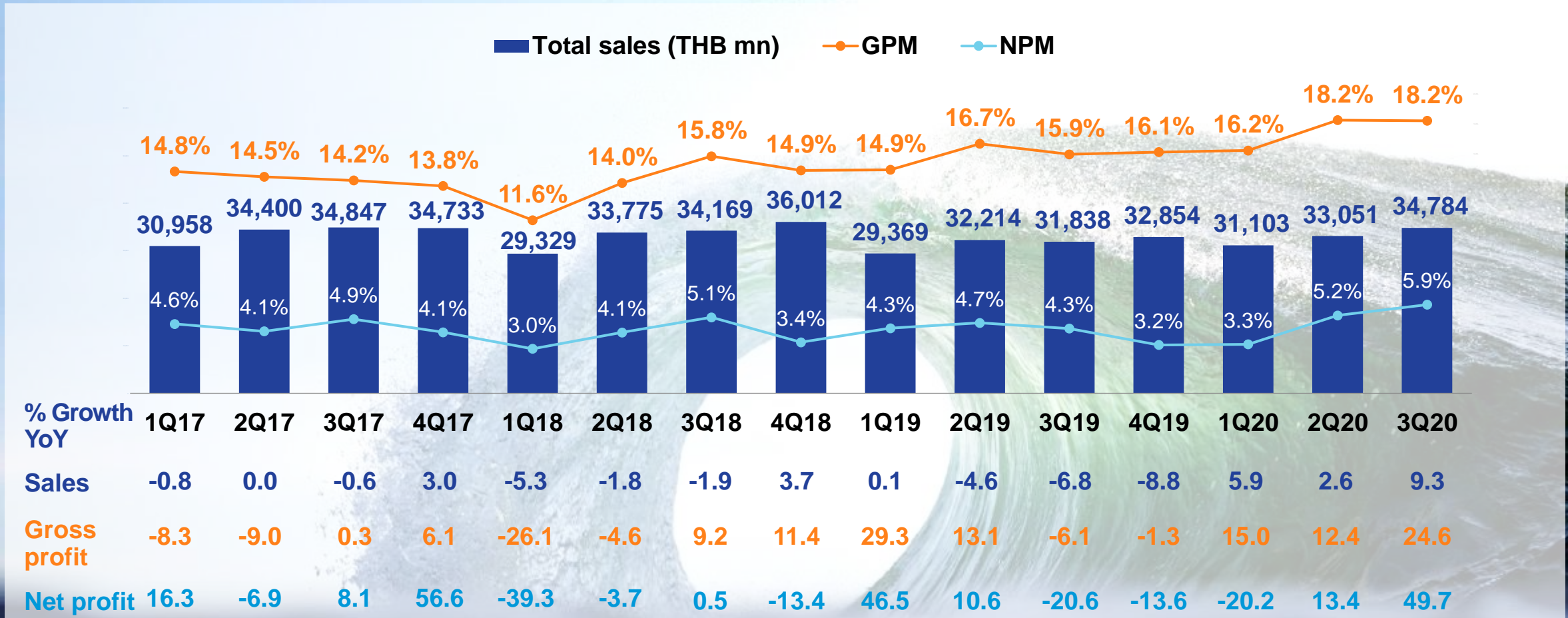
Financial Summary¹ (THB million)



Remark: *Excludes one-time accruals for US legal settlement and related tax credit of THB 1,402mn in 2Q19

Source: ¹TU; ²SET (Jan 2'19: THB16.2/share and Dec 30'19: THB13.5/share, Jan 2'20: THB13.6/share and Nov 3'20: THB14.9/share)

3Q20: 9.3% revenue growth, stepping up quarterly gross margin



Remark: Excluding one-time net accrual for US legal-related settlement of THB1,402mn (2Q19) and THB1,359mn (2Q18), ESCo business closure-related expenses of THB489mn (2H18) and TMAC investment impairment of THB 87mn (4Q18).

Key Developments

Thriving in the new normal, all key businesses back to growth



Ambient business continues to be the prime beneficiary

- Ambient business saw **strong sales push** in all key markets during 3Q20
- We continue to see **increased consumption** for canned seafood from last year



Frozen business back to growth

- As foodservice operations open up, Thai Union has seen **growing demand for frozen seafood**



PetCare, value-added and other businesses continued to deliver a solid expansion of 12% YoY

- Demand for **PetCare remained strong**
- Thai Union continued to launch **new, innovative products** to the market



Awards and Recognitions

We are proud to have our efforts recognized by leading institutions around the world



Thai Union was recognized in multiple categories at the 10th Asian Excellence Awards 2020:

- Asia's Best CEO: Mr. Thiraphong Chansiri, CEO
- Asia's Best CFO: Mr. Joerg Ayrle, Group CFO
- Asia's Best CSR
- Best Investor Relations Company
- Best IR Professional: Mr. Bunlung Waiyanont, IR



Mr. Thiraphong Chansiri, CEO (No. 1), and Dr. Darian McBain, Group Director of Sustainability (No. 46) recognized in IntraFish Seafood Power 100 for their role in driving positive change in Thailand's seafood industry.



Thai Union received Treasury Team of the Year, Thailand award at Asset Asian Awards 2020, led by Mr. Yongyut Setthawiwat, Group Corporate Finance, for global treasury center in Thailand and focus on increasing automation.



Awards and Recognitions

We are proud to have our sustainability efforts recognized by leading institutions around the world



Thai Union received SDG Impact Award for its global initiatives to deliver against UN SDGs and industry-leading standards at Responsible Business Awards 2020 in UK.



Thai Union was recognized as role model organization for best practices on human rights, receiving Human Rights Award 2020 in private sector category by the Rights and Liberties Protection Department, Thai Ministry of Justice.



Thai Union has been included in FTSE4Good Emerging Index for the fifth consecutive year, an extension of FTSE4Good Index which helps investors integrate ESG factors into investment decisions.

Continued focus on food-tech startups to drive innovation

- **Four new investments** in food-tech startups through Thai Union venture fund
 - **Alchemy Foodtech, Manna Foods and HydroNeo**, which are graduates from SPACE-F
 - Singapore-based alternative protein fund, **VisVires New Protein**



ALCHEMY
FOODTECH

MANNA



VisVires
New Protein



Introducing...

Thai Union Plant-Based Seafood and Meat

- At Thai Union, we are **building an ecosystem** to nurture food-tech startups and to drive **innovation in food industry**
- We have invested into **Manna Foods, Visvires New Protein, and Flying Spark**, focused on alternative protein
- Through our Global Innovation Center (GIC), we have a workstream on **nutrition and alternative protein**
- We have started with our **private label business** to pilot innovative products



Thai Union is committed to bringing healthy and tasty alternative protein products to consumers



Suitable for consumers that are looking for **alternatives in their diet**



Alternative proteins **strengthen Thai Union's sustainability vision**



Alternative protein seafood have a **lower environmental impact** than traditional meats



Alternative protein **market size** was at **USD 12.8bn** in 2019 and is expected to **grow 6.8% CAGR** from 2019 – 2025.

“

To be the world's most trusted seafood leader, caring for our resources to nurture generations to come. ”

Source: <https://www.credenceresearch.com/report/plant-protein-market>; <https://industryarc.com/Report/17780/insect-protein-market.html>



With an extensive distribution network, we deliver innovative products through multiple channels in Thailand

Our Brands



THE DOCK
Seafood Bar
By Thammachart Seafood



Foodservice



Private-label



Financial Results: 3Q20 - Consolidated





“
Cash preservation and
crisis management makes
us think in minutes, rather
than quarters.”

Joerg Ayrle
Group CFO

3Q20: Key Takeaways



Strong top line growth

- **9.3% sales growth YoY**, driven by **ambient business** in US and Thailand, and **strong recovery in frozen** seafood business.
- Growth was partly **supported by FX**. Excl. FX, sales growth was **6.4% YoY**.



Record quarterly gross margin

- GPM remained at **record high level of 18.2%**, vs 15.9% during 3Q19.
- Higher-margin **ambient business sales mix** improved, while **frozen business margin recovered** to a normalized level.



Solid operating profit

- **Quarterly OP** was at **THB 2.0bn, up 32% YoY**. Excl. Thai Union Canada **goodwill write-down of THB 183m**, OP would be **THB 2.2bn (+44% YoY)**.
- **SG&A was up 22%**, partly due to continued brand investment.



Red Lobster operations improved

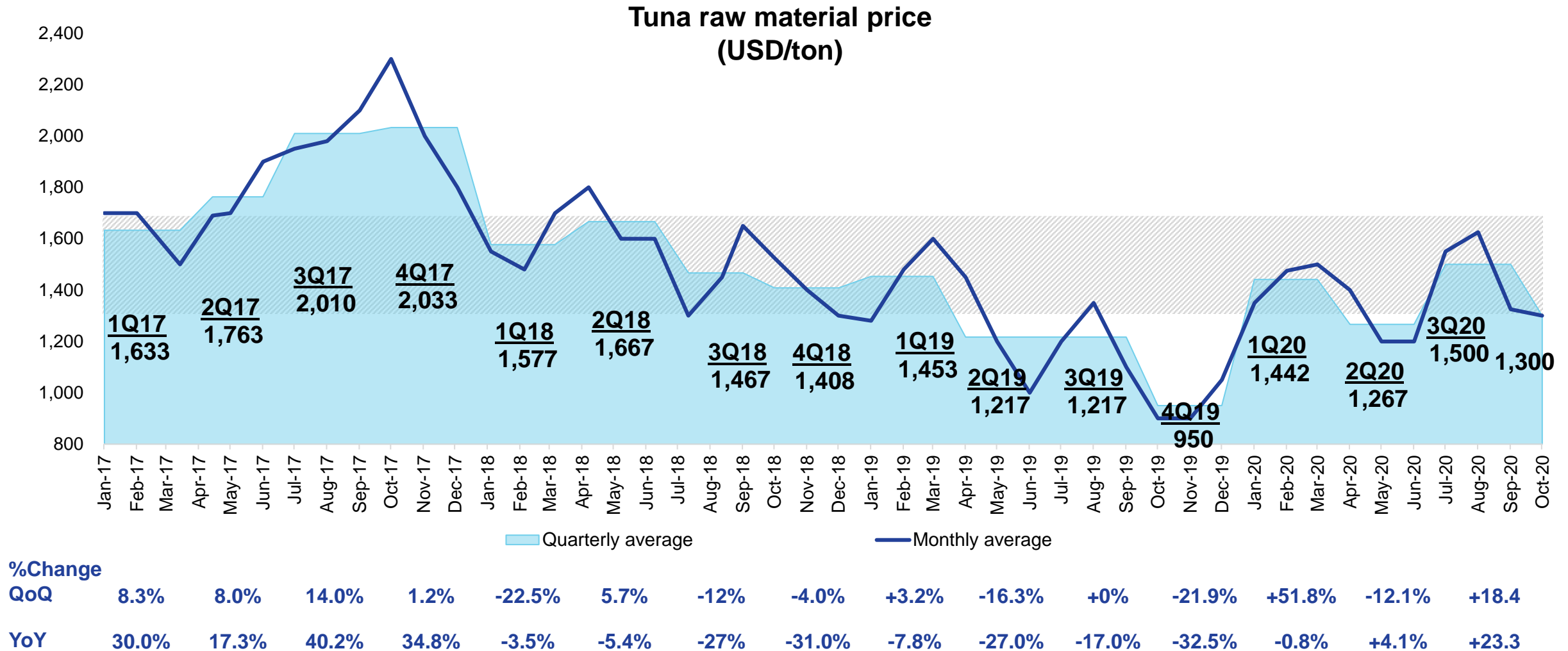
- **Red Lobster operations improved** significantly QoQ, and **contributed share loss of THB 54mn**, from THB 702m loss contributed during 2Q20.
- **Most restaurants reopened** for off-premise and dining at reduced capacity



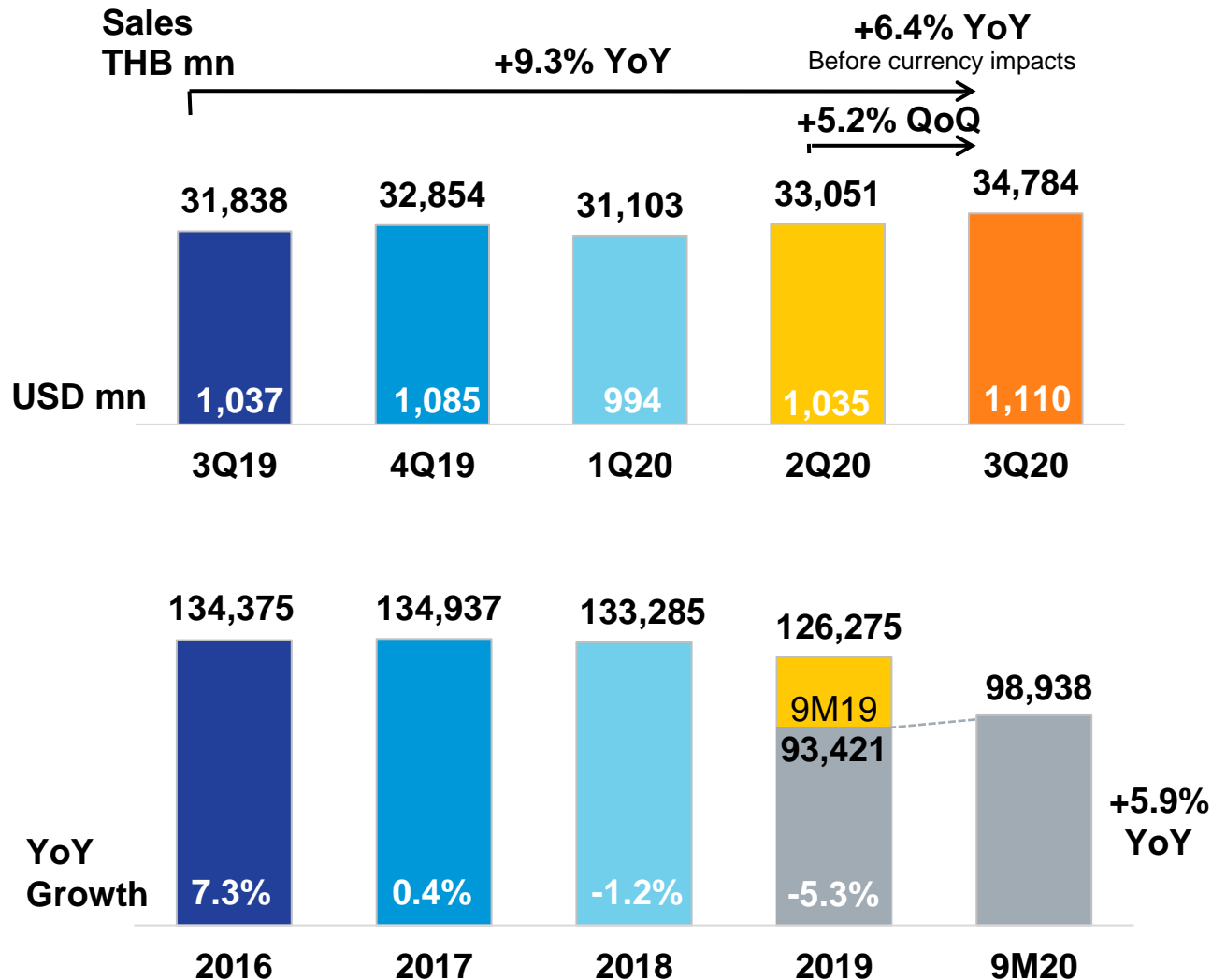
Record quarterly net profit

- 3Q20 net profit **increased 50% YoY** to **record quarterly level of THB 2.1bn**
- Thai Union continued to **record FX gains** and a much **improved contribution from affiliates** QoQ

Tuna prices remained within our expectations

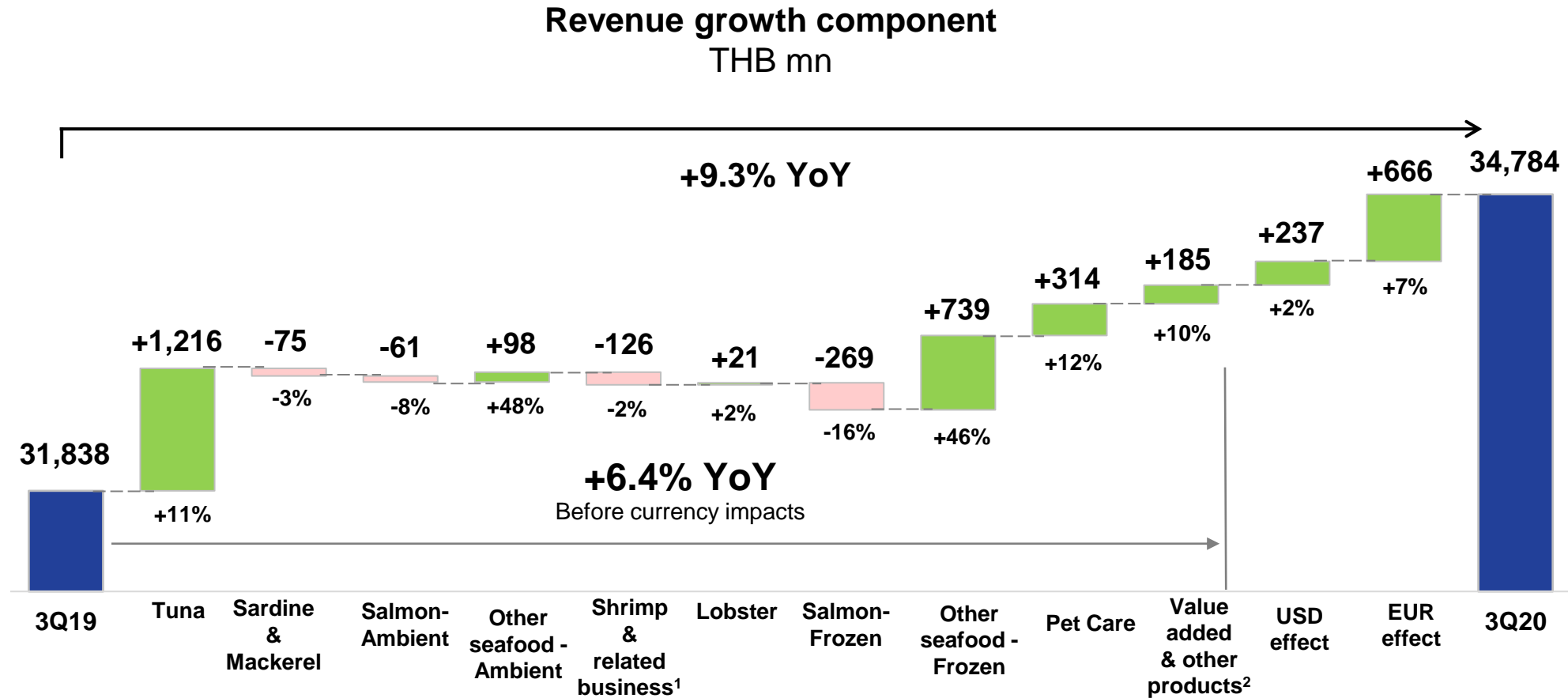


Sales growth driven by expansion in all key businesses



- **3Q20 sales improved 9.3% YoY, or a 6.4% growth if excluding FX impact, driven by:**
 - Sales growth driven mainly by ambient seafood sales (+12.4% YoY) and volume (+8.76%) growth, as consumers eat more at home. Tuna price also increased 23.3% YoY.
 - Frozen seafood saw a sales recovery to growth as the hospitality sector resumed to normal business, resulting in sales growth of 4.7% YoY.
 - Baht movement vs major currencies were favorable YoY. Excluding FX, sales would grow 6.4% YoY.
- **9M20 sales improved 5.9% YoY on strong volume sales (+7.3% YoY).**

Growth driven by ambient seafood and PetCare businesses, Thai Baht depreciation was favorable

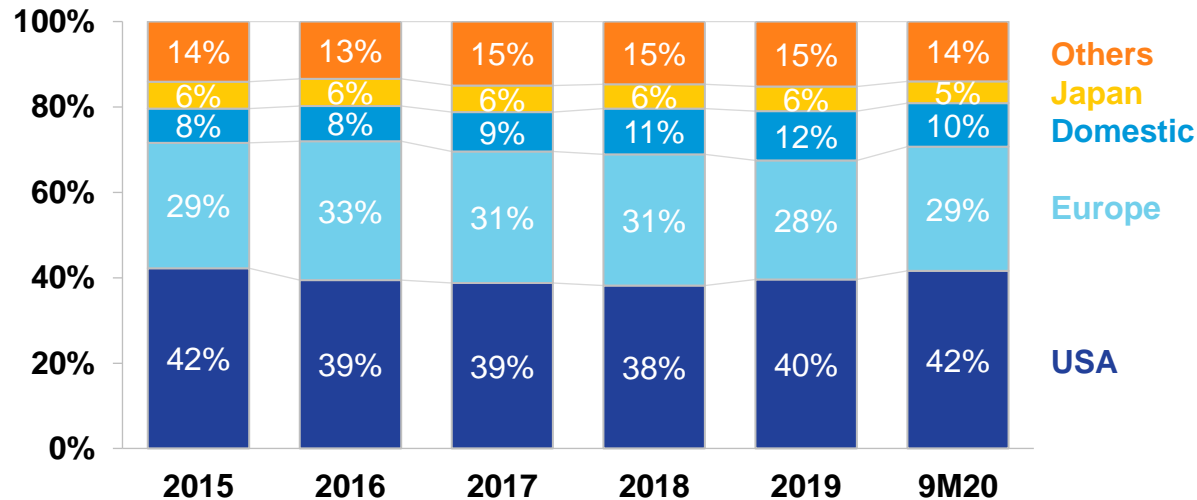


Remark: ¹Shrimp & related business comprises of frozen shrimp and shrimp feed.

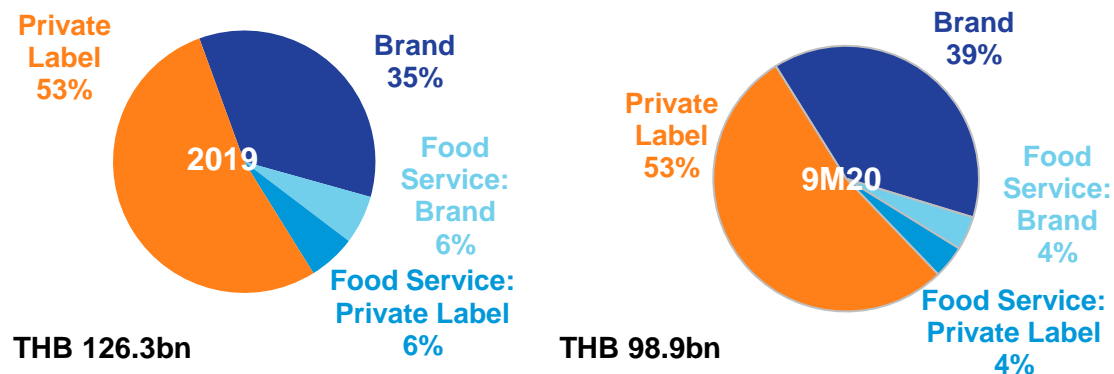
²Value-added & other products includes ready-to-eat products, frozen cephalopod, canned seafood, local products, bakery products, and sales of scraps

Revenue structure well-diversified

Sales Breakdown by Geographic



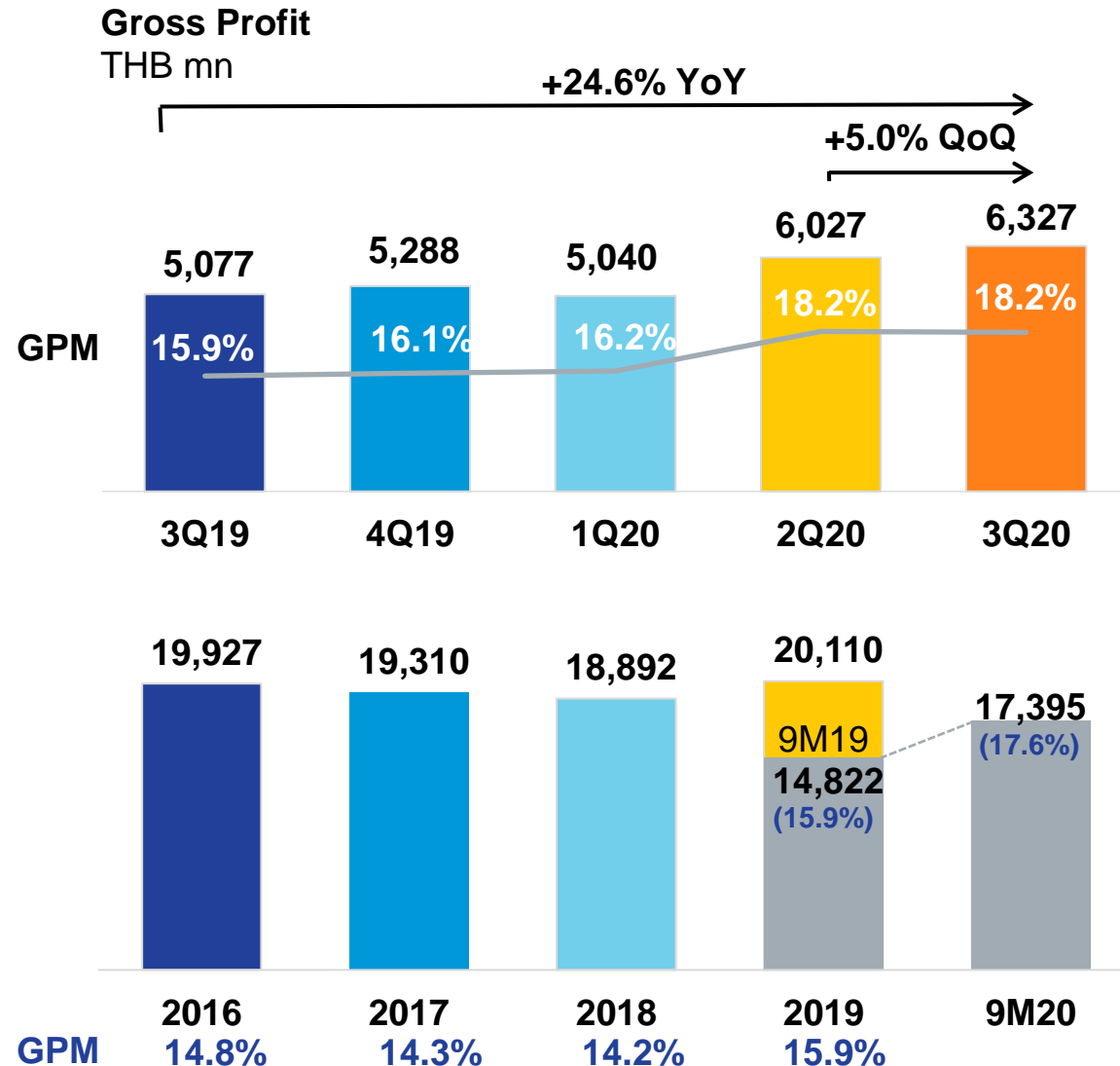
Sales Breakdown by Business



Remark: Others represent Asia, Australia, Middle East, Canada, Africa and South America

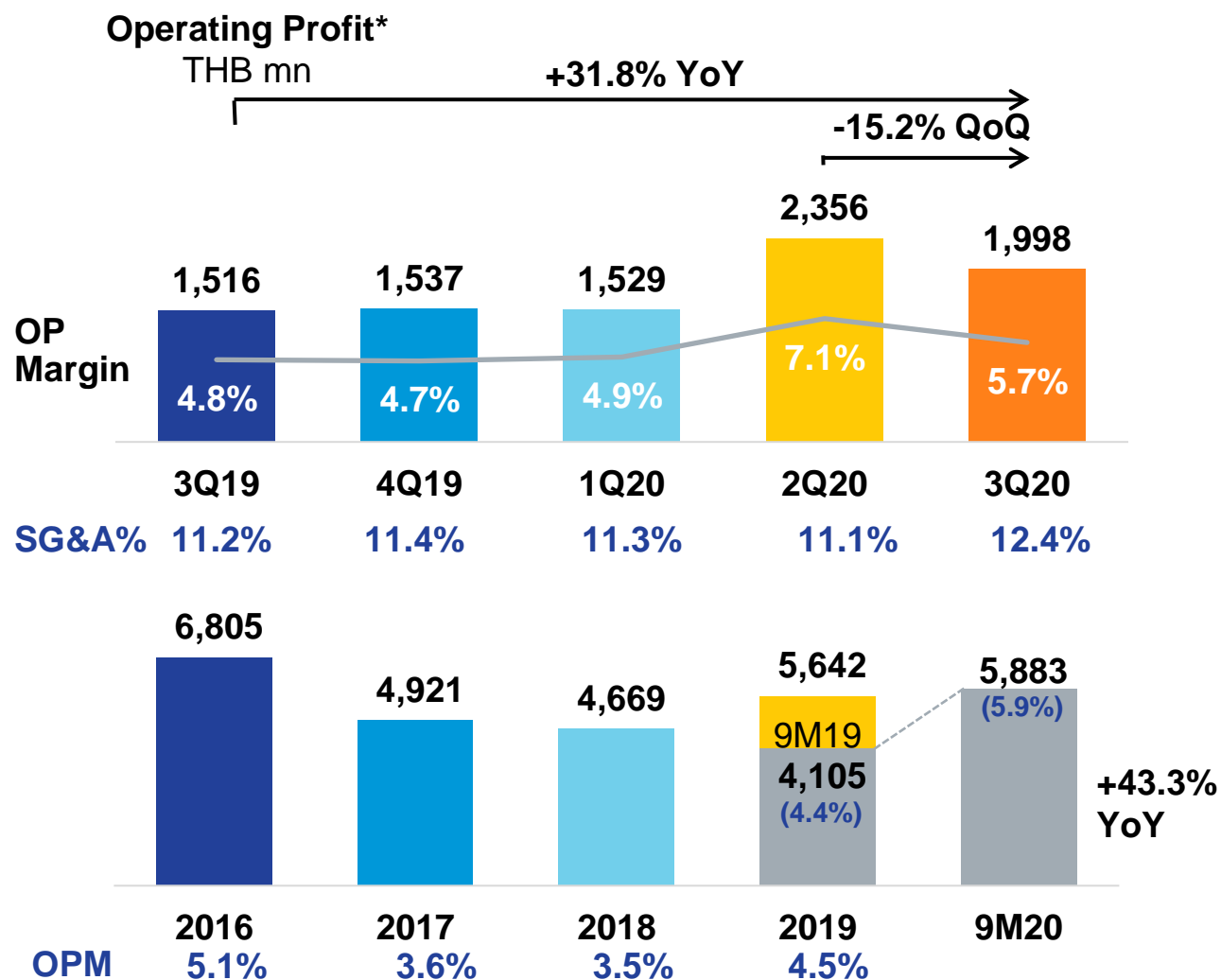
- **9M20 Sales contribution in US and Europe increased slightly.**
 - US and European sales increased 27% and 7% respectively from growing demand of both ambient and frozen seafood.
 - Thailand domestic sales was down to 10% of total sales from lower tourism activities.
- **9M20 branded sales slightly outgrew private label business, with sales mix at 43% and 57%, respectively.**
 - 9M20 total branded sales increased 18.7% YoY, as US ambient business sales improved YoY.
 - 9M20 private label sales also reported solid sales growth of 16.2%, as many food service customers resumed their business operations post-lockdown.

3Q20 excellent quarterly gross profit



- **3Q20 gross profit was the record quarterly level, margin remained at quarterly record level from 2Q20 at 18.2%, thanks to:**
 - Improved higher-margin ambient business sales mix, resulting in higher overall gross margin YoY.
 - Frozen and chilled business gross margin recovered back to a normalized level as many food service operators resumed their normal businesses post-lockdown.
 - There were no closures of any of Thai Union's facilities around the world during 3Q20, thanks to continued stringent hygiene measures applied in all of the company's operations.
- **9M20 gross profit was at THB17.4bn up 17.4% YoY, with gross margin of 17.6% (up 172bps YoY).**

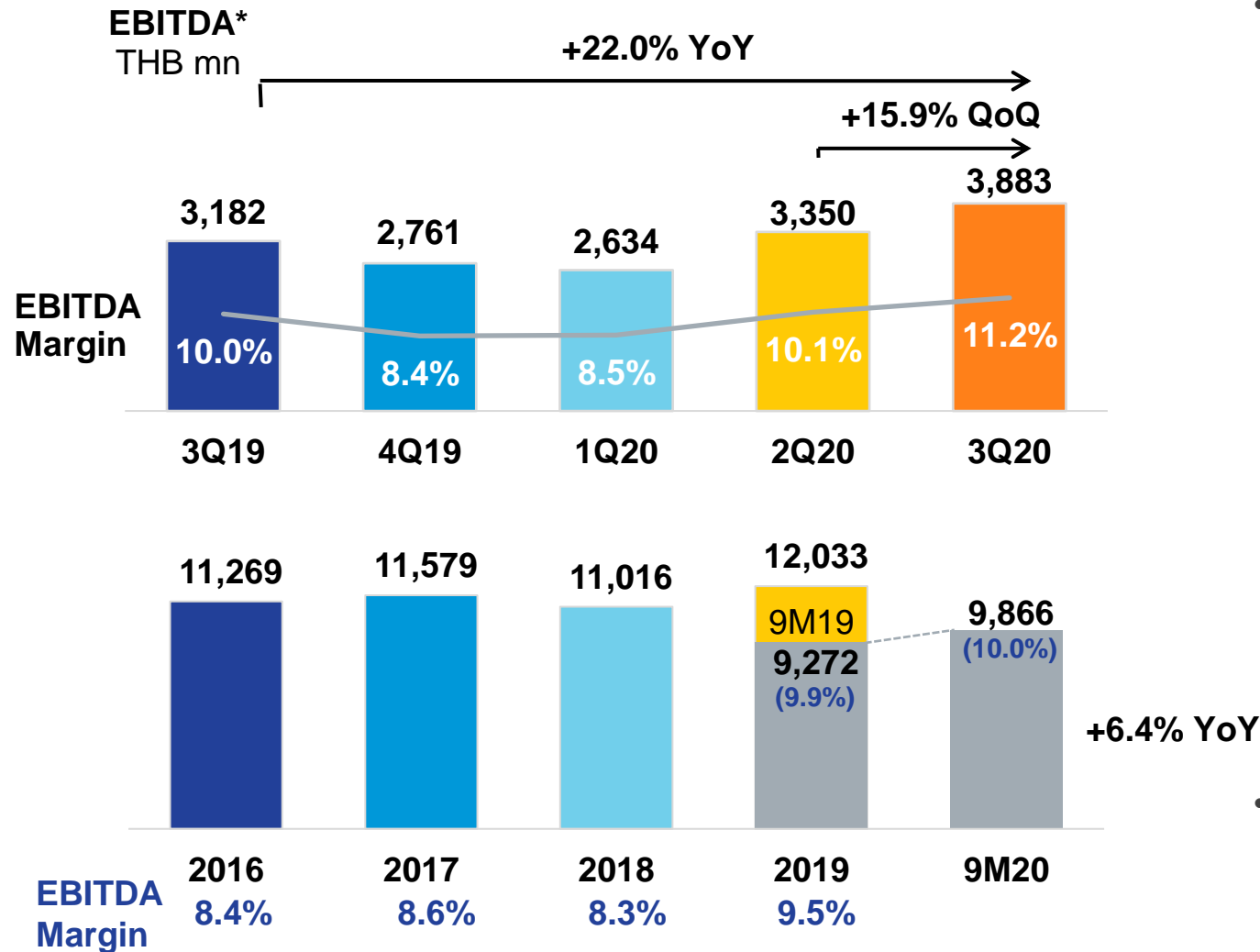
Strong operating profit, up 32% YoY, back to investment for growth



- **3Q20 Operating profit was up 31.8% YoY to THB 1,998mn**
 - 3Q20 SG&A to sales ratio was at 12.4%. This is partly due to the Company's continued investment in brands from reduced spending during 2Q20. SG&A expenses increased along with the improved sales by 9.3% YoY.
 - TU also incurred a goodwill write-down of THB183mn. If excluded, SG&A-to-sales ratio would be 11.9%.
 - Operating profit was high at THB 2.0bn, thanks to strong sales growth and margin enhancement.
- **9M20 operating profit was up 43.3%, largely driven by continued strong core business operation.**

Remark: Excluding one-time net accrual for US legal-related settlement of THB1,402mn (2Q19)

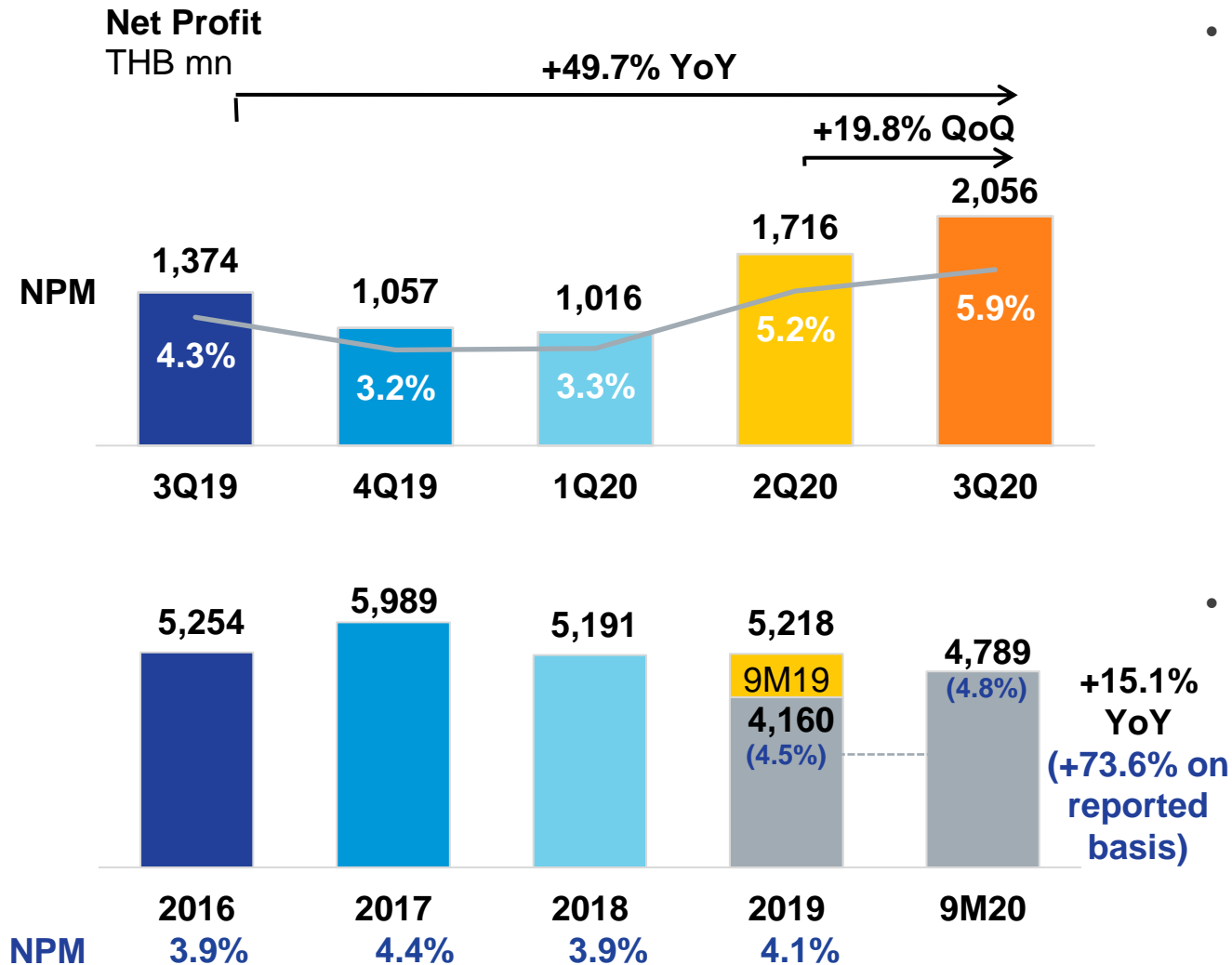
3Q20 EBITDA from strong core operation supported by affiliate business recovery



Remark: Excluding one-time net accrual for US legal-related settlement of THB1,402mn (2Q19)

- **3Q20 EBITDA at THB3.9bn, an increase of 22% YoY, due to:**
 - 3Q20 share of profit was at THB 258mn (vs THB 579m share of loss during 2Q20). This was mainly due to Red Lobster operations reporting lower losses with 3Q20 share of loss at THB 54mn vs loss of THB 702mn during 2Q20, due to prudent cost cutting initiatives, growing off-premise business, resuming of dine-in business and stringent hygiene practices.
 - TU continued to record consistent interest income from investment in Red Lobster preferred units.
 - TU reported 3Q20 FX gains of THB 98mn despite Baht depreciating against key currencies during the quarter.
- **Including US legal fees in 2Q19, 9M20 EBITDA would represent growth of 25% YoY on reported basis.** Excluding such fee, 9M20 EBITDA increased 6.4% YoY on normalized basis).

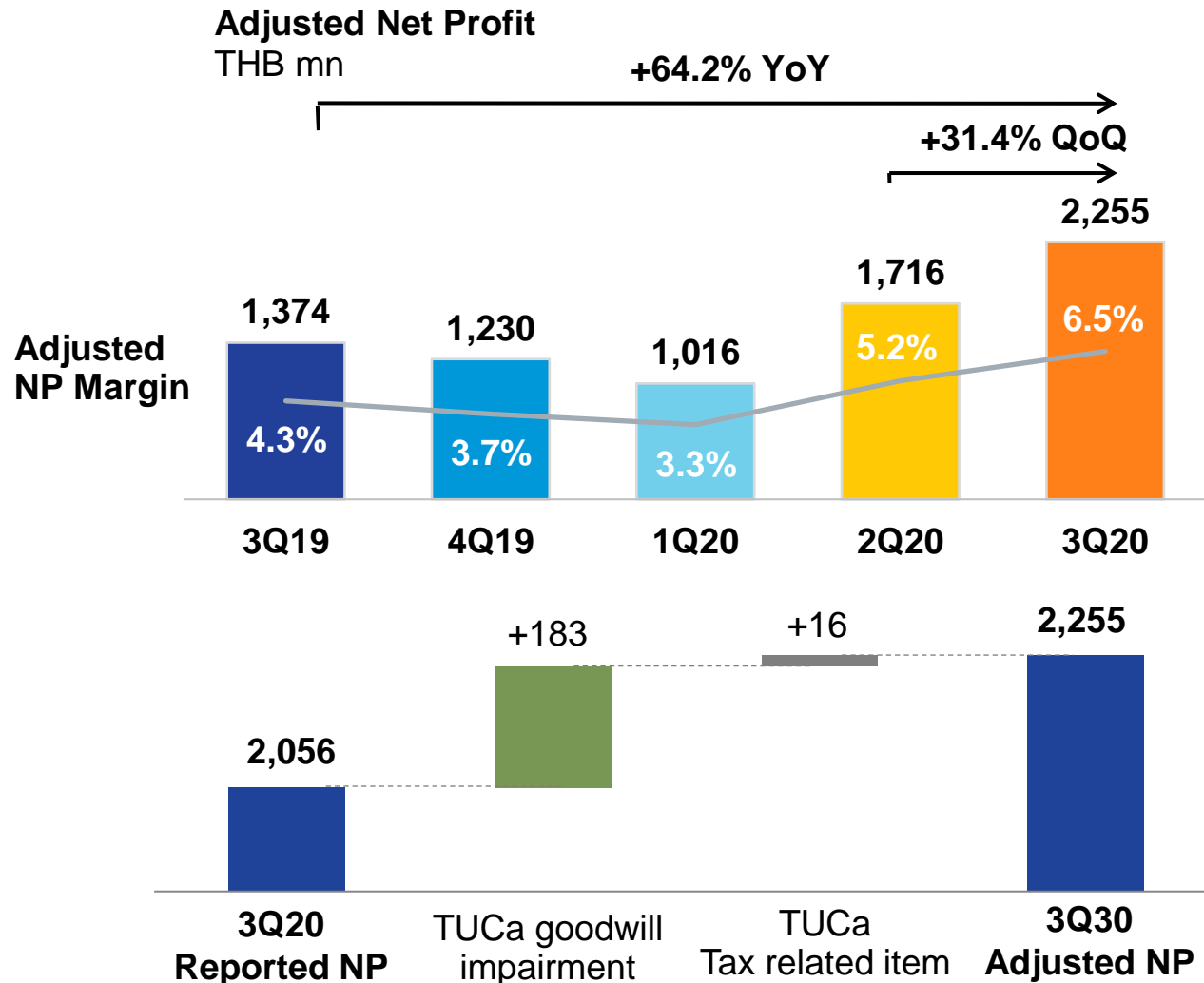
3Q20 net profit at record level, up 50% YoY



- **3Q20 reported net profit was THB 2,056mn, up 50% YoY**
 - This was mainly due to strong core operations and reduced losses in Red Lobster
 - Thai Union also recorded positive non-operating items as follows:
 - Lower finance cost of THB 437mn (vs THB 508mn a year ago) thanks to issuance of perpetual bonds during 4Q19.
 - Higher tax expenses of THB 308 (vs THB 278mn a year ago) inline with improved core businesses.
- **9M20 net income was also at a record level of THB 4.8bn, up 15% YoY.** Excluding share of loss from Red Lobster, 9M20 net profit would be at THB 5,655mn, a growth of 39% YoY.

Remark: Excluding one-time net accrual for US legal-related settlement of THB1,402mn (2Q19)

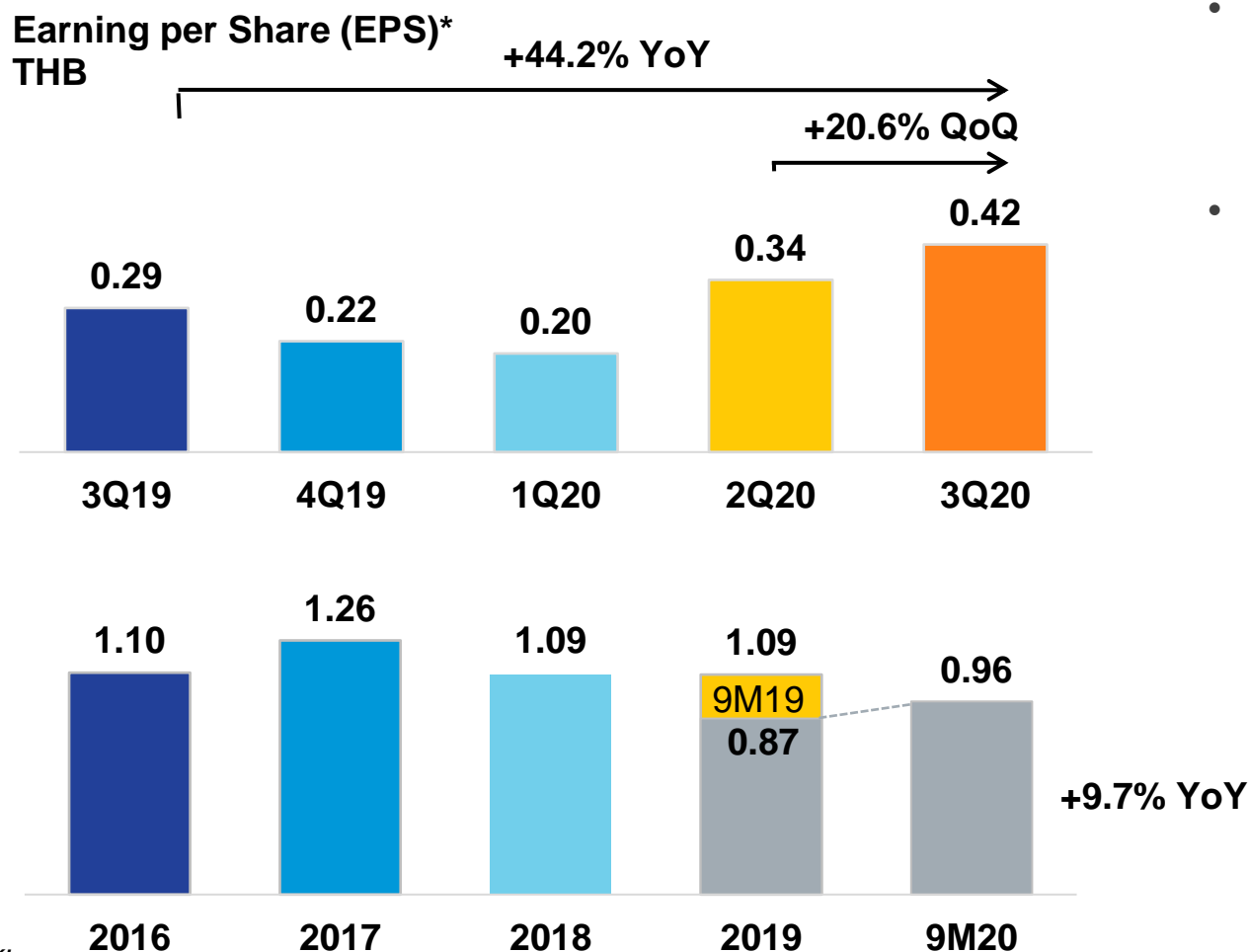
3Q20 Adjusted net profit posted no difference from normalized basis



- Excluding one-off negative item during 2Q19 amounted THB 199mn (TU Canada provision goodwill write-down, THB183mn, and tax related to the transaction, THB16mn, **the 3Q20 net profit was at THB 2.3bn up 64% YoY.**
- After the fire incident and given the uncertainty around the future of Thai Union Canada (TUCa, or Chez Nous), **the company decided to impair the goodwill of the subsidiary to reflect more accurately the intrinsic value of the company.**

Remark: Excluding one-time net accrual for US legal-related settlement of THB1,402mn (2Q19)

EPS: 3Q20 reported EPS was up 44.2% YoY



- According to the consolidated financial statement, 3Q20 EPS was at THB 0.42, up 44.2% YoY, along with the reported net profit growth trajectory.
- However, excluding the one-off US legal fees from 2Q19 EPS, 9M20 EPS of THB0.96 would imply a 65.4% growth YoY.

Remark:

Excluding one-time net accrual for US legal-related settlement of THB1,402mn (2Q19)

*EPS in this slide represents fully diluted EPS based on current number of shares of 4,771,815,496

A slight discrepancy between net profit and EPS decline was due to the accounting of interest paid for perpetual bond holders.

We remain fully committed in Red Lobster and in turning around the business post pandemic



Red Lobster has proven to be complimentary to our portfolio of seafood-oriented assets



Achieved supply chain efficiencies through Thai Union's stake in the company



Upside potential in **expanding locations across Asian markets**



Opportunity to drive value for the chain and recover the business to growth and profitability



Increased collaboration with management team during pandemic to improve operations



Successfully onboarded **Seafood Alliance as a co-investor** of Red Lobster



3Q20: Lower losses in Red Lobster



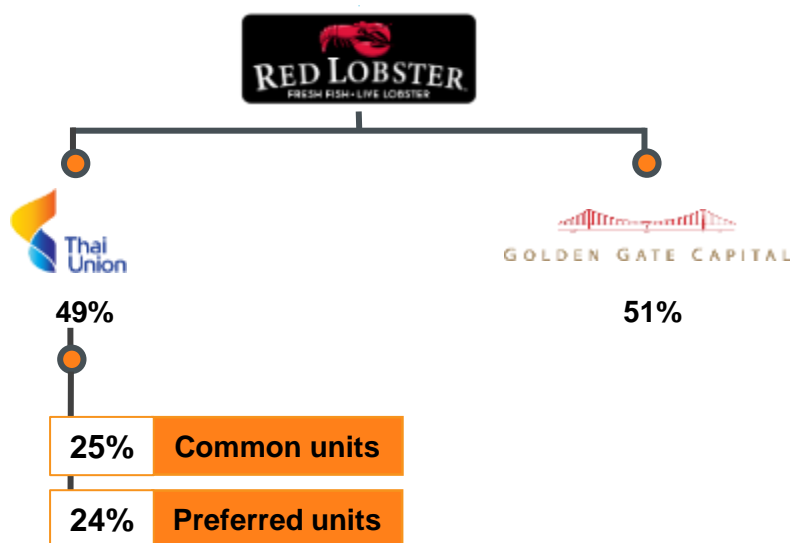
THB mn	3Q20	2Q20	1Q20	4Q19	3Q19
Share of profit	-54	-702	-111	-243	-34
Other income	244	249	243	252	242
Interest expense	-109	-123	-119	-136	-139
Income tax	1	221	42	-38	63
Net income	82	-355	55	-165	132
EPS (THB/share)	0.02	-0.07	0.01	-0.03	0.03

- Despite the pandemic, **total financial impact from Red Lobster investment has become net profit accretive in 3Q20**, thanks to strong cost cutting plan, new off-premise growth initiatives, and many restaurants were opened for dine-in
- Positive signs of recovery.** Majority of restaurants are now opened for both off-premise and dining halls
- Red Lobster continues to **negotiate rent abatements with all landlords to reduce cash burn**, completed almost 90% rent abatements so far
- Red Lobster is **in discussions to refinance** its existing loans
- USD 65mn term loan repaid** in September 2020

Our ultimate shareholding in Red Lobster remains unchanged

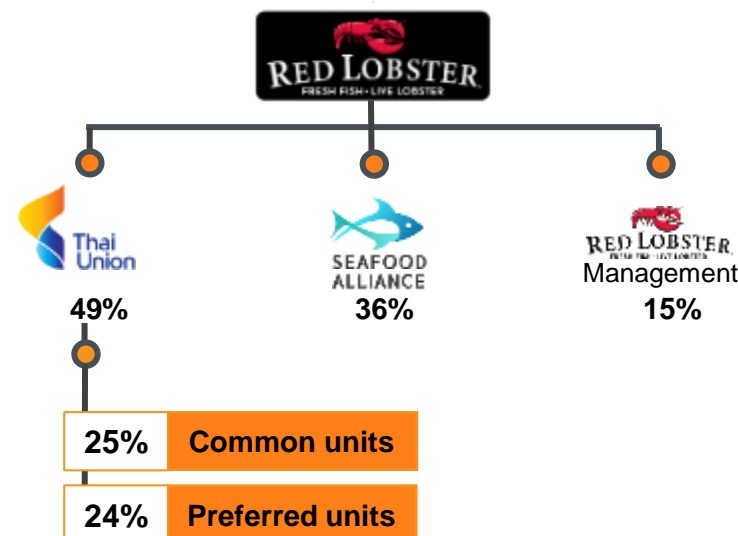
Current shareholding structure

- **Thai Union's shareholding:**
 - **25% common equity** stake on diluted basis
 - **10-year preferred equity units** convertible to **24% common equity** stake
- **Golden Gate holds 51% common equity**



New shareholding structure

- **Thai Union becomes largest shareholder**, continues to own **49% diluted equity** and record **25% share of profit**
- **6-year preferred equity units** convertible to 24% equity stake remain at **8% preferred dividend yield**
- **Seafood Alliance purchases 36% common equity:** Paul Kenny, Retired CEO of Minor Food, one of Asia's largest casual dining operators; Rit Thirakomen, Founder of MK Restaurants, one of Thailand's largest restaurant operators and others
- **Red Lobster management owns 15% common equity**

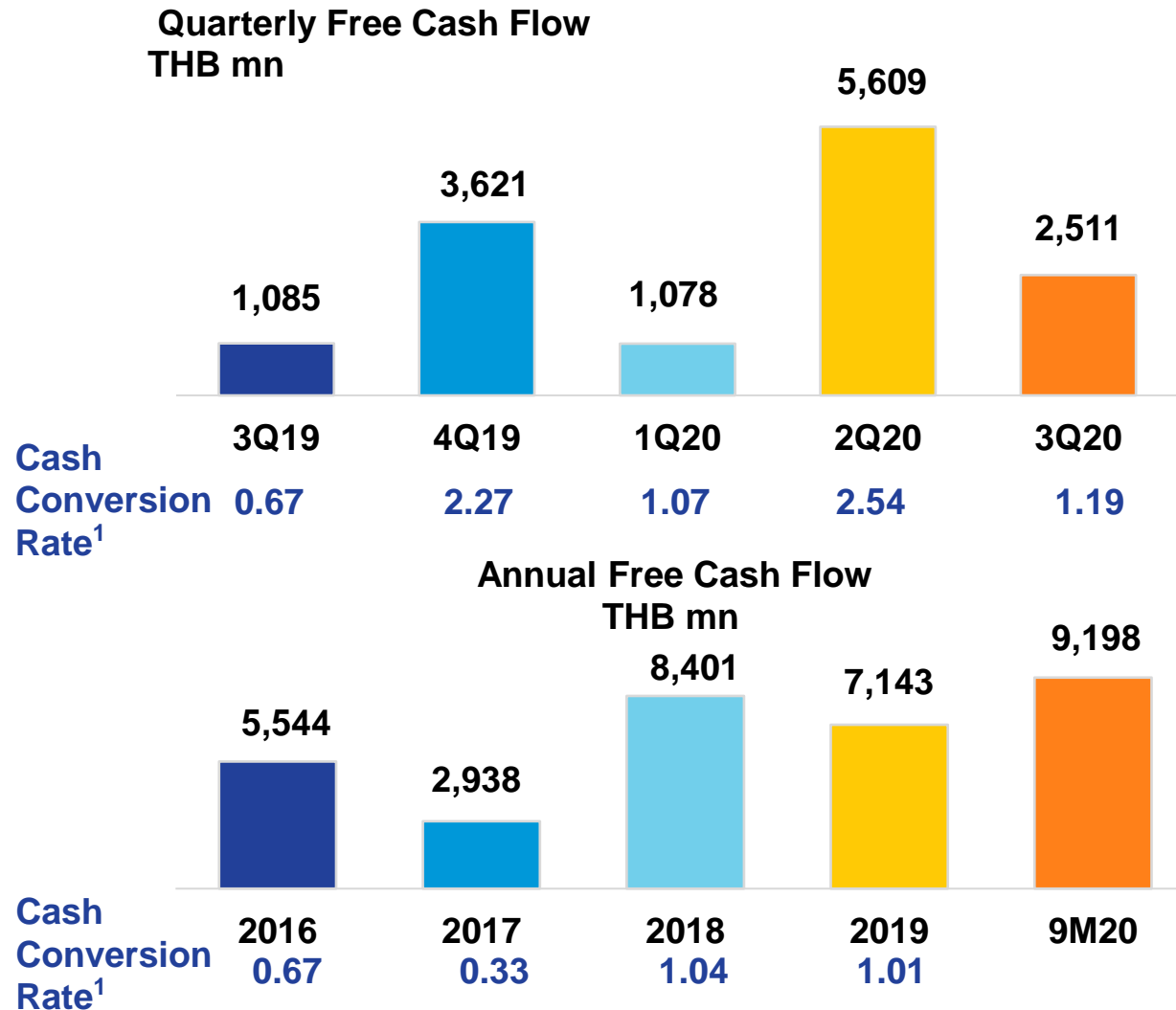


COVID-19 has driven Red Lobster to reimagine its business model

- **All outlets are open for off-premise** (ToGo, curbside pickup, and delivery)
- **94% restaurants open for dining halls** with social distancing measures (approx. 50% guest capacity)
- **Key initiatives during the pandemic**
 - Up to **3x growth in off-premise** business, with increased focus on curbside pickup
 - **Cost-cutting** through **one-paged menu**, move towards **digital marketing**, **headcount** reduction, **rental abatements**
 - **Menu evolutions** focused on serving quality food at more accessible price points, gives customers an **“everyday reason to come”**
 - Several restaurants started **outdoor dining**
 - Improved **COVID-19 guest safety** measures with touchless delivery and curbside, QR-enabled menus
 - More than **8.7 million users** in **My Red Lobster Rewards** customer loyalty platform



3Q20: Solid free cash flow on strong profitability and efficient working capital management

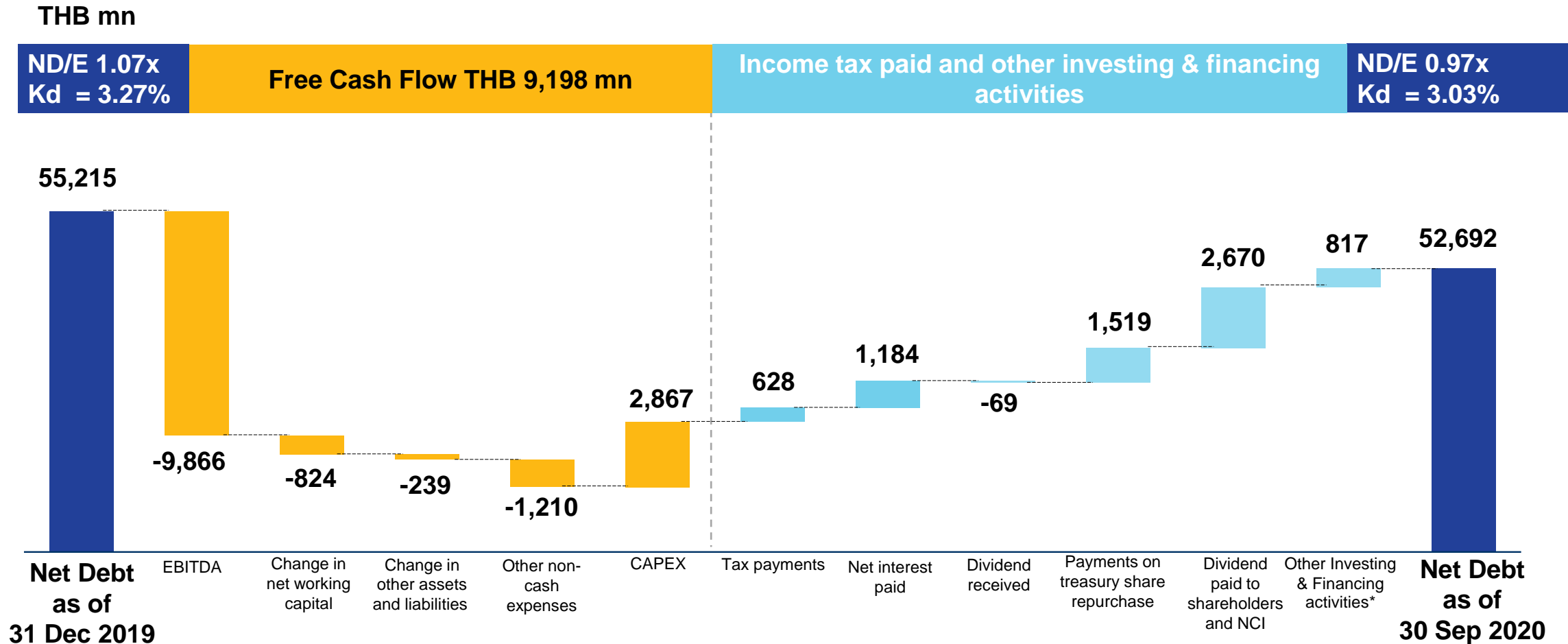


- During 3Q20, TU cash flow remain highly favorable thanks to strong operation profitability and efficient working capital management.
- Amid growing inventories (THB 3.1bn increase from 2Q20), TU maintained robust receivable collection (account receivable rose only 3.2% despite strong sales growth) and grew payable (along with higher inventories).
- 9M20 free cash flow was the highest in 5 years at THB 9.2bn.

Remark: Change definition of Free Cash Flow; 1Cash Conversion Rate = FCF / EBIT; FCF= EBITDA-Changes in net working capital – Change in other assets& Liabilities + non-cash expenses – CAPEX

FCF is based on reported financial statement basis

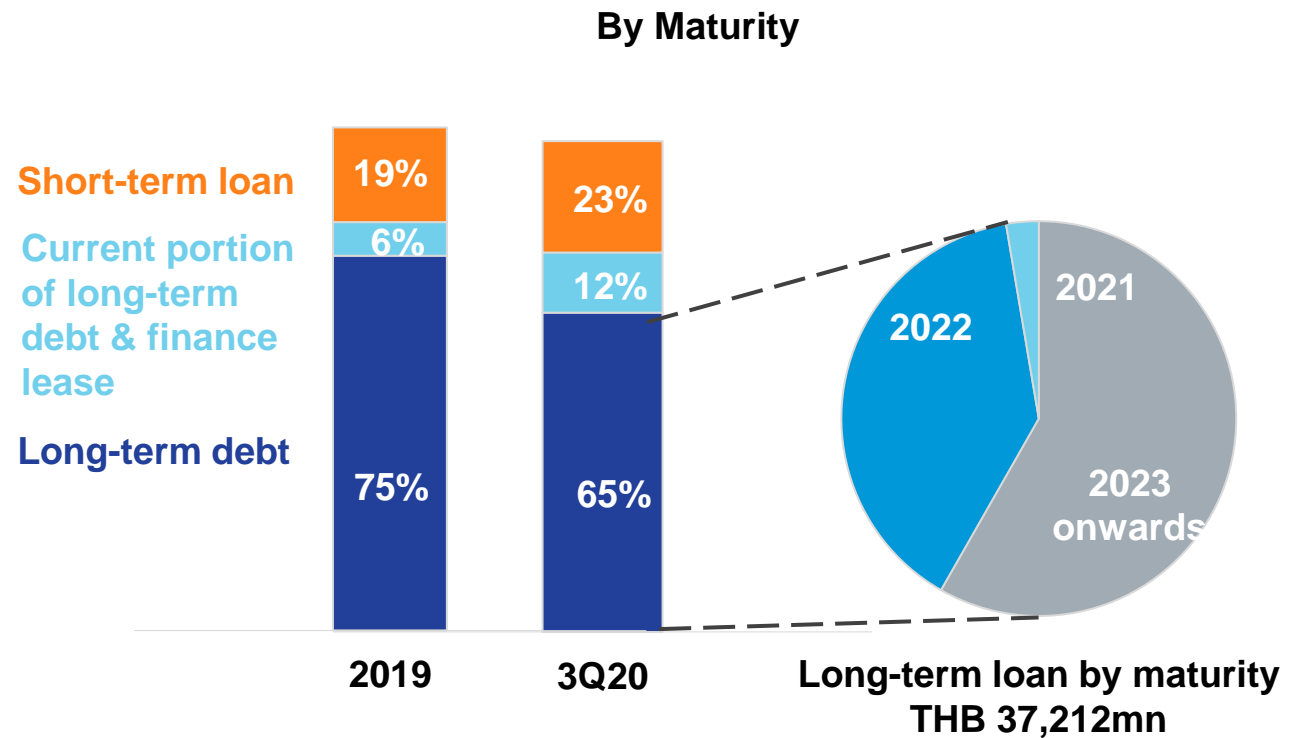
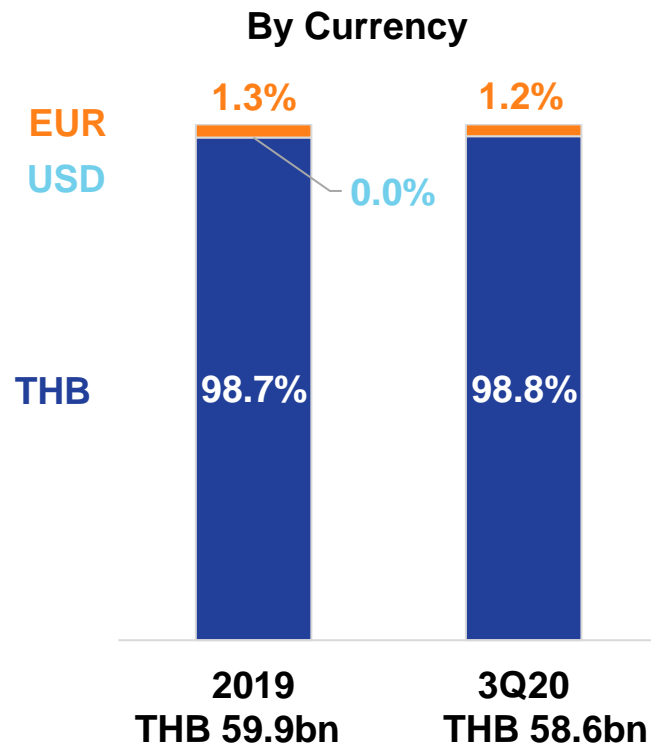
9M20: THB 2.5bn net debt reduction from strong cash flow generation



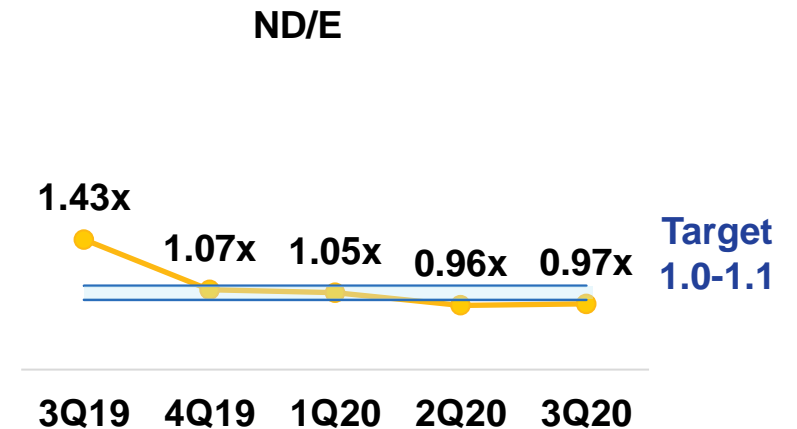
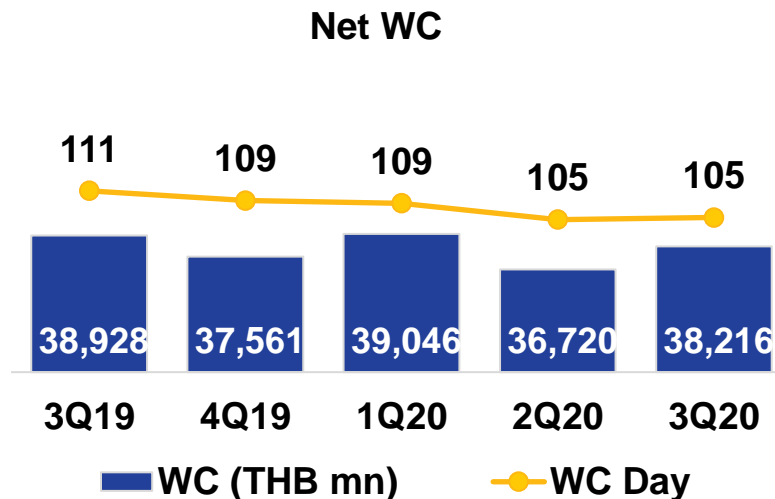
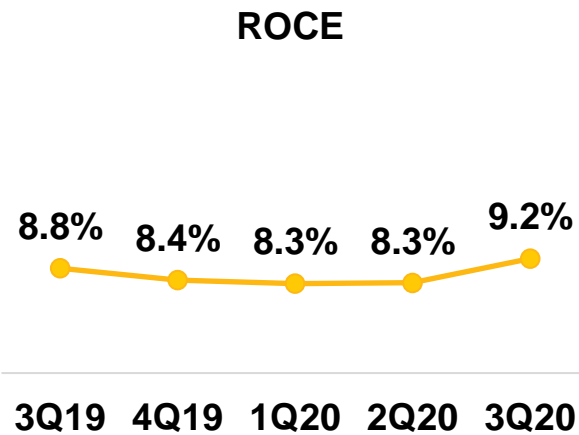
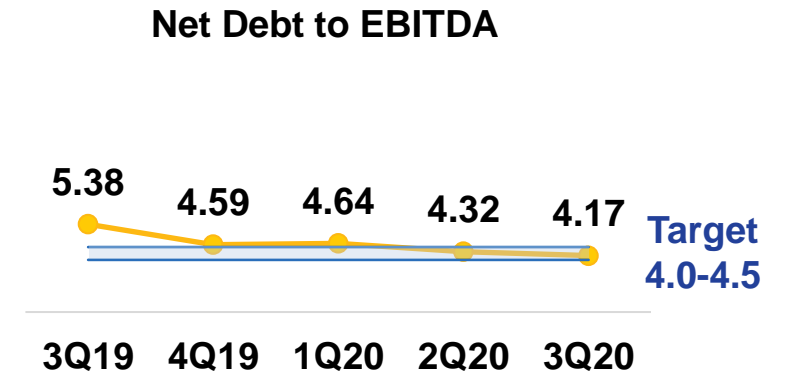
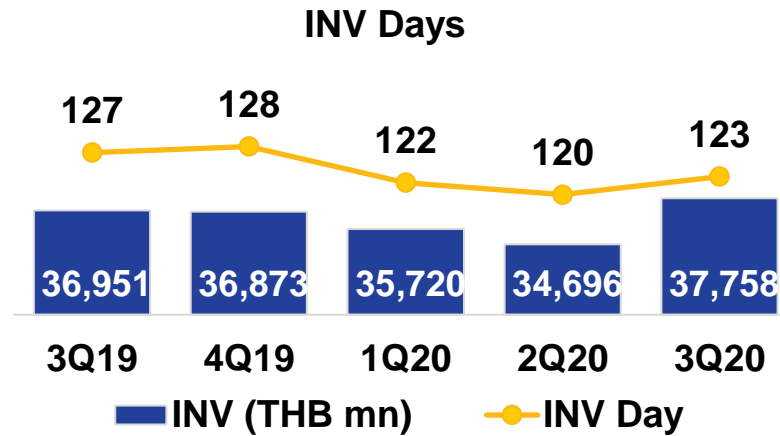
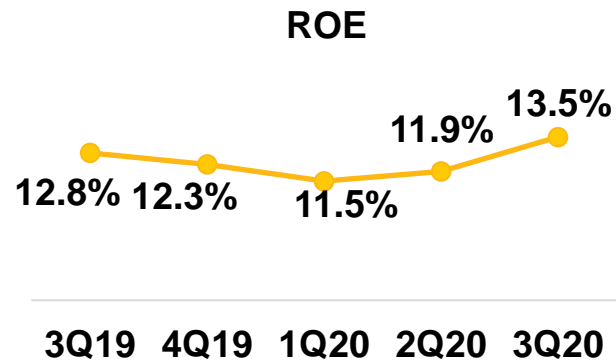
Remark: *Included 1) change in loans to associates & other companies
 2) change in investments in associates and other long-term investments
 3) proceeds from sale of assets 4) dividend received and 5) change in non-controlling interest

We are approaching pre-financing of maturing bonds

Interest-bearing debts of THB 58,554mn

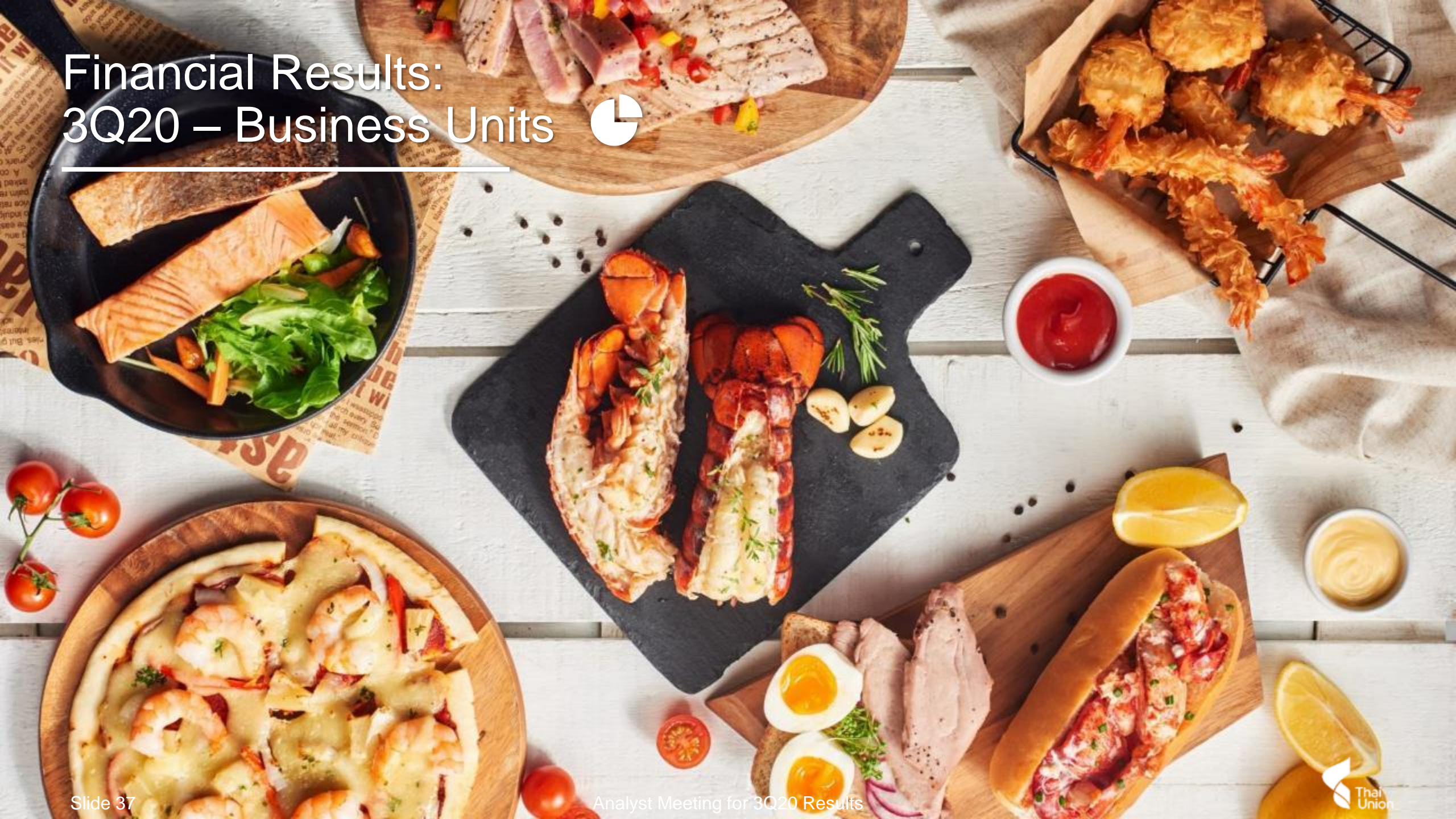


Debt ratio target achieved, improved NWC management

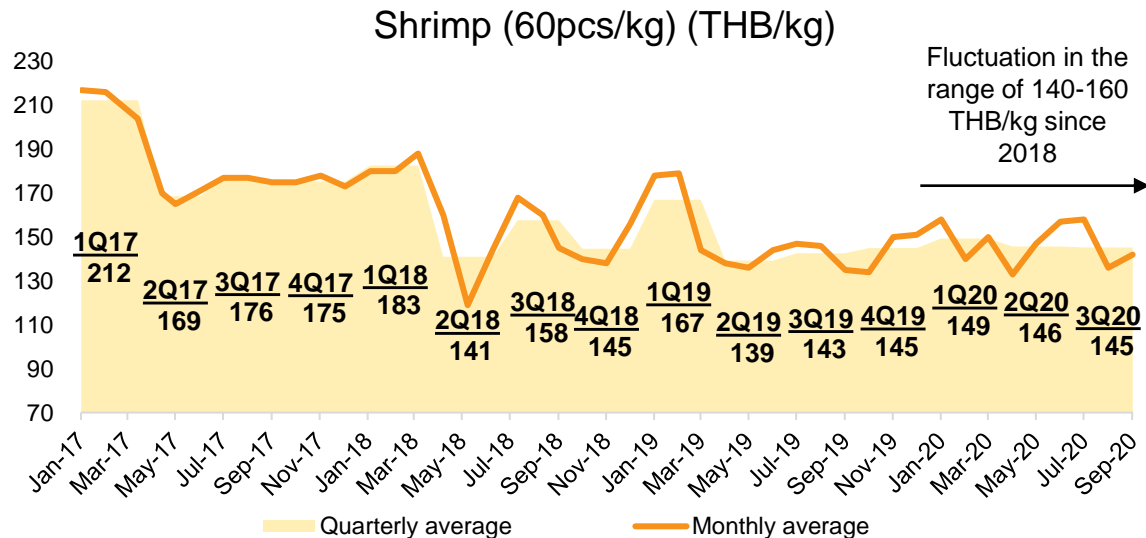
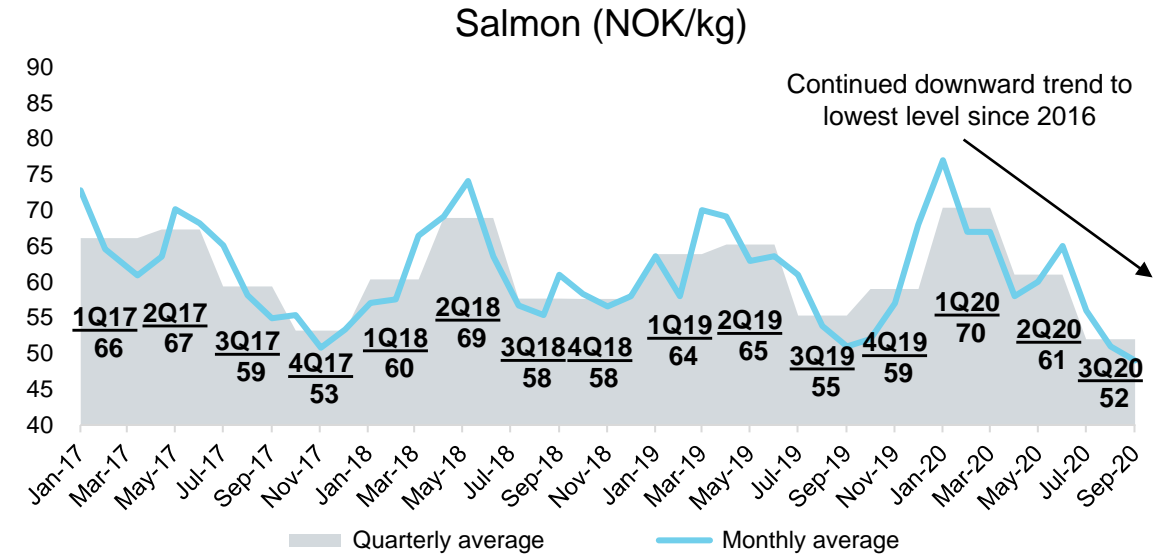
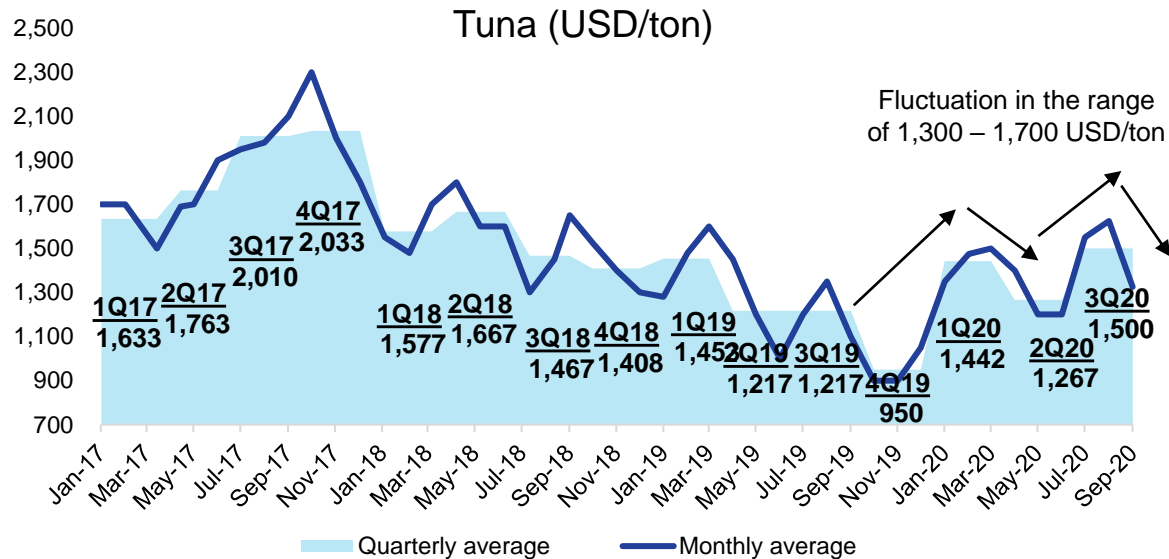


Remark: Excluding one-time net accrual for US legal-related settlement of THB1,402mn (2Q19)

Financial Results: 3Q20 – Business Units



Tuna and shrimp prices remained stable, salmon dropped to lowest level since 2016



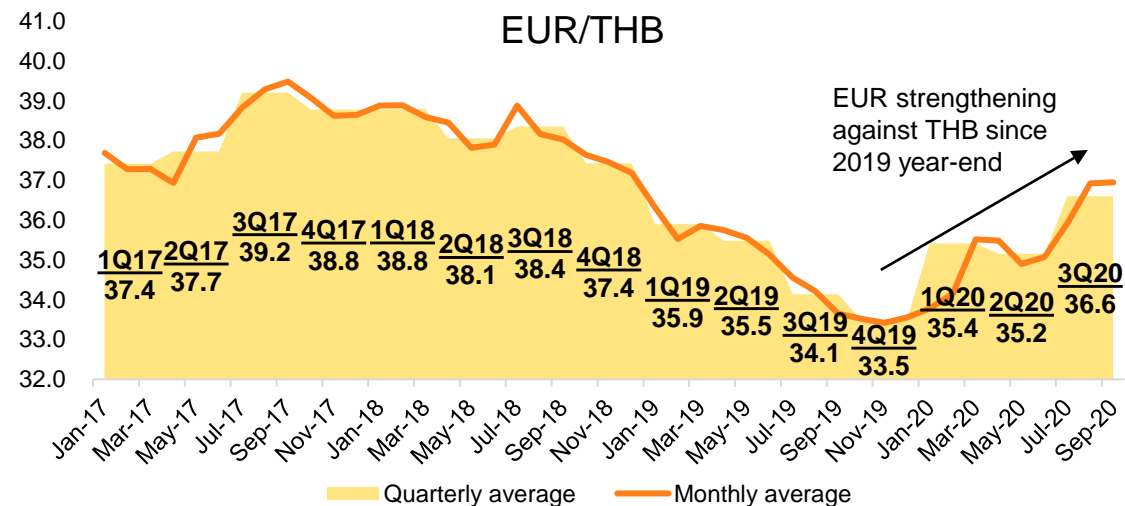
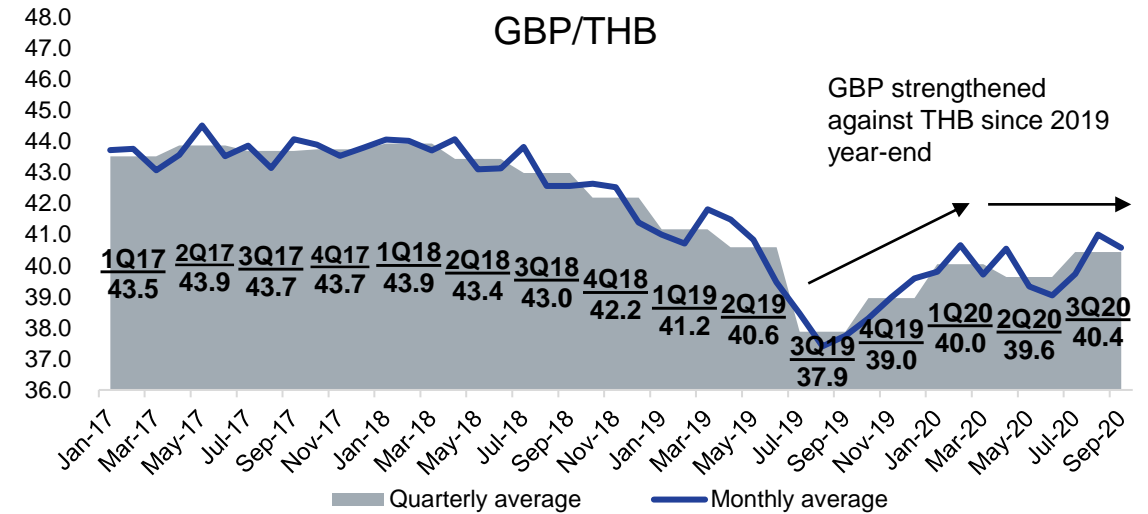
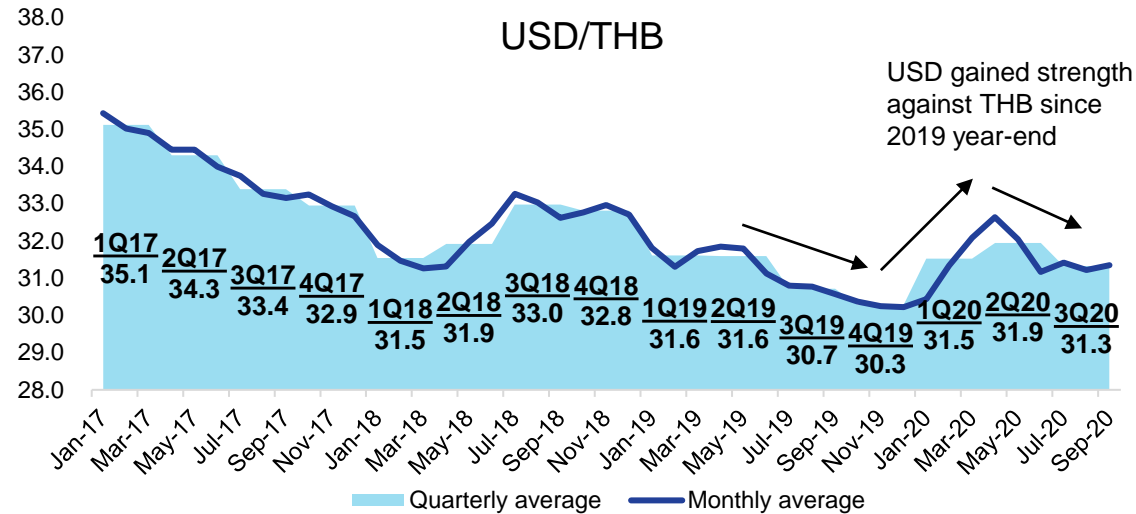
In October 2020, raw material prices closed at:

- Tuna - USD 1,300/ton, Shrimp - THB 139/kg, Salmon - NOK 49/kg

In 3Q20, average raw material prices closed at:

- Tuna: USD 1,500/ton (+23.3% YoY, +18.4% QoQ)
- Shrimp: THB 145/kg (+1.9% YoY, -0.2% QoQ)
- Salmon: NOK 52/kg (-5.9% YoY, -14.8% QoQ)

Thai Baht weakened against all key currencies YoY



In October 2020, average FX rates closed at:

- USD/THB – THB 31.27, EUR/THB – THB 36.78, GBP/THB – THB 40.56

In 3Q20, average FX rates closed at:

- USD/THB: THB 31.33 (+2.0% YoY, -1.9% QoQ)
- EUR/THB: THB 36.60 (+7.2% YoY, +4.1% QoQ)
- GBP/THB: THB 40.44 (+6.8% YoY, +2.0% QoQ)

3 strategic business segments

Total 9M20 sales: THB 98,938 mn



Ambient seafood

Sales: THB 48,284 mn



Frozen & chilled seafood and related

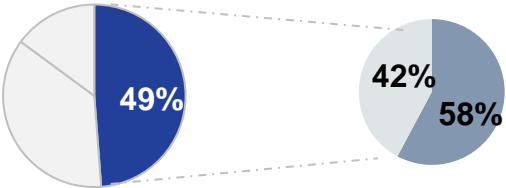
Sales: THB 35,868 mn



PetCare, value-added and others

Sales: THB 14,786 mn

Sales Split



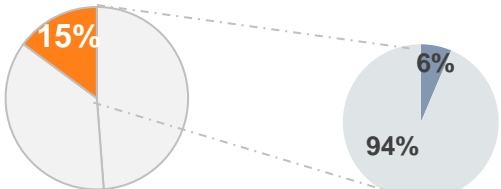
Brand
Private label

Sales Split



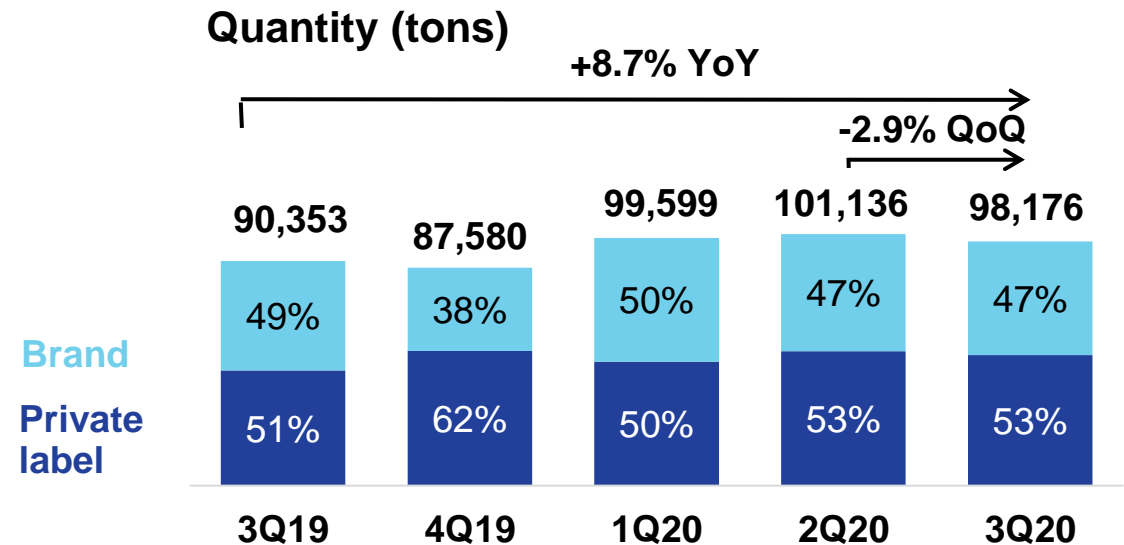
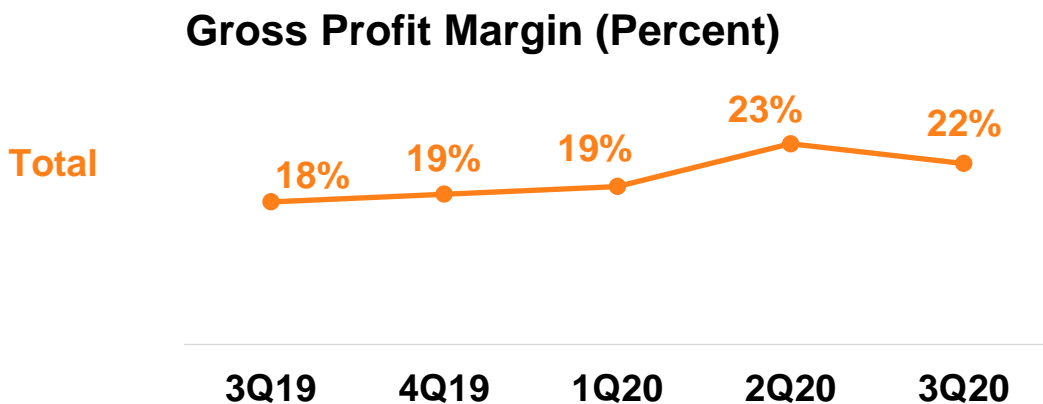
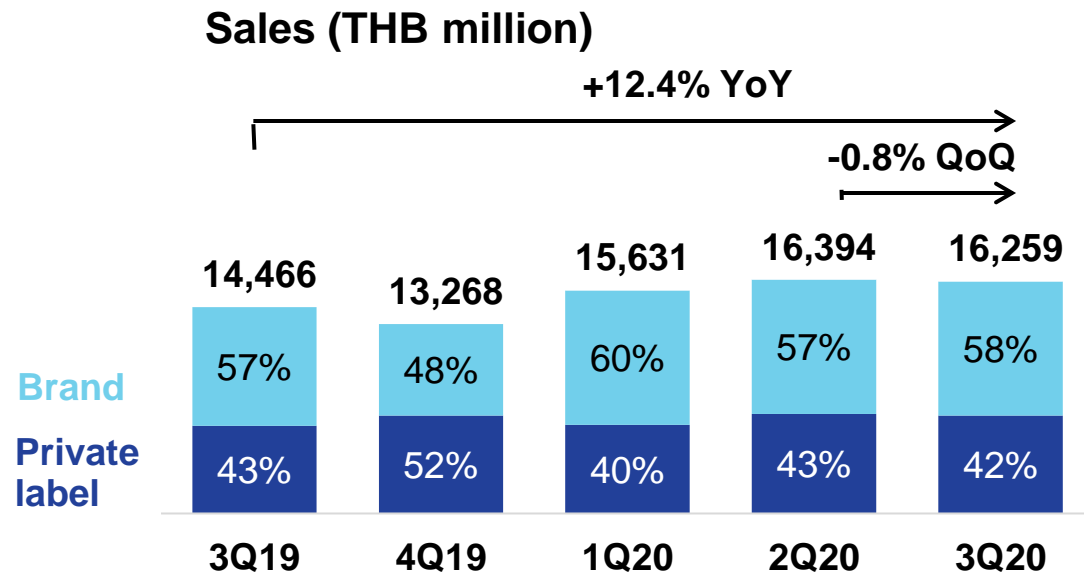
Brand
Private label

Sales Split



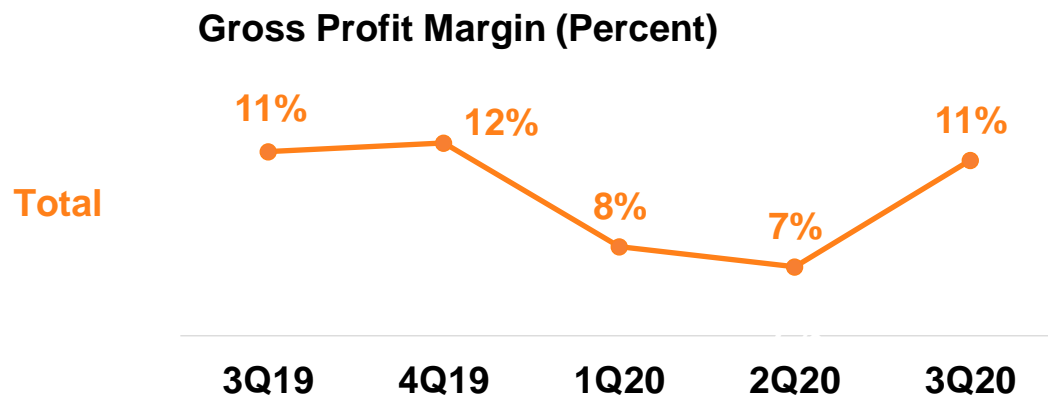
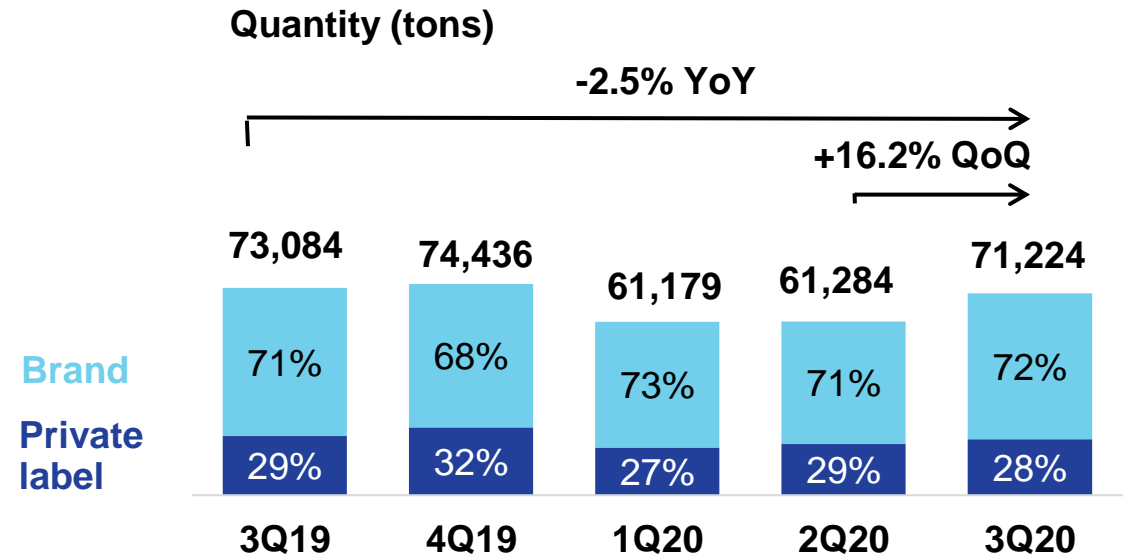
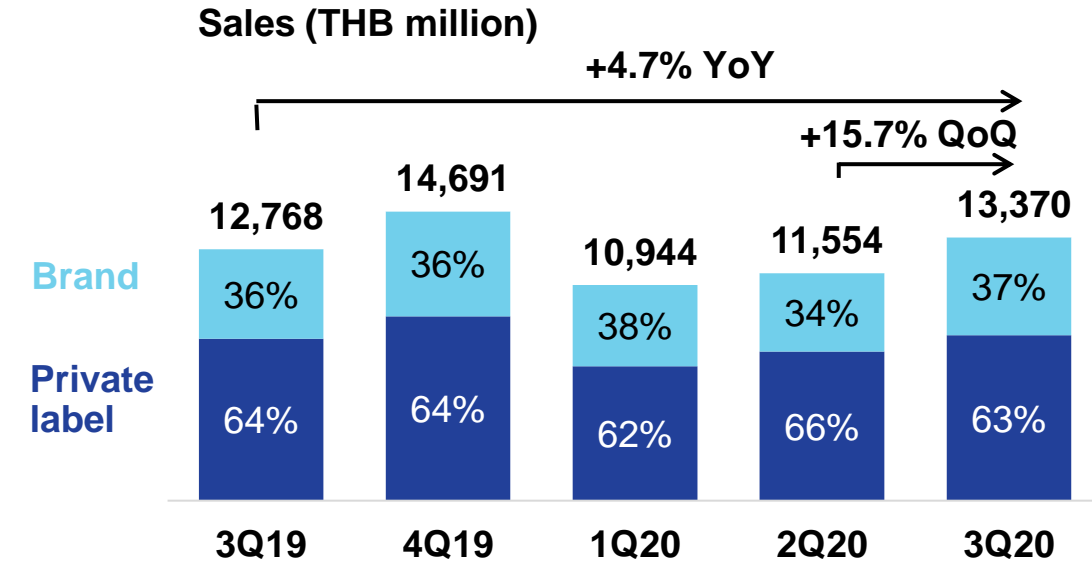
Brand
Private label

Ambient seafood: Continued to deliver a strong growth



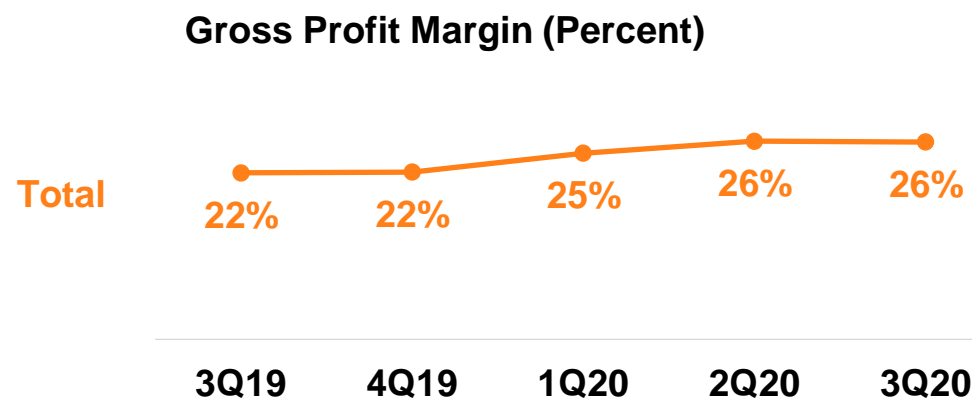
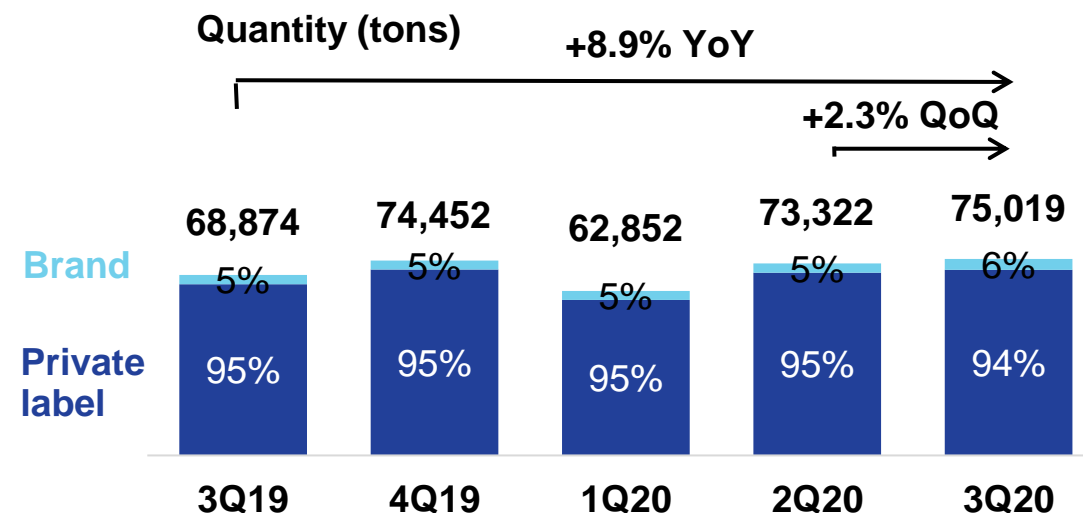
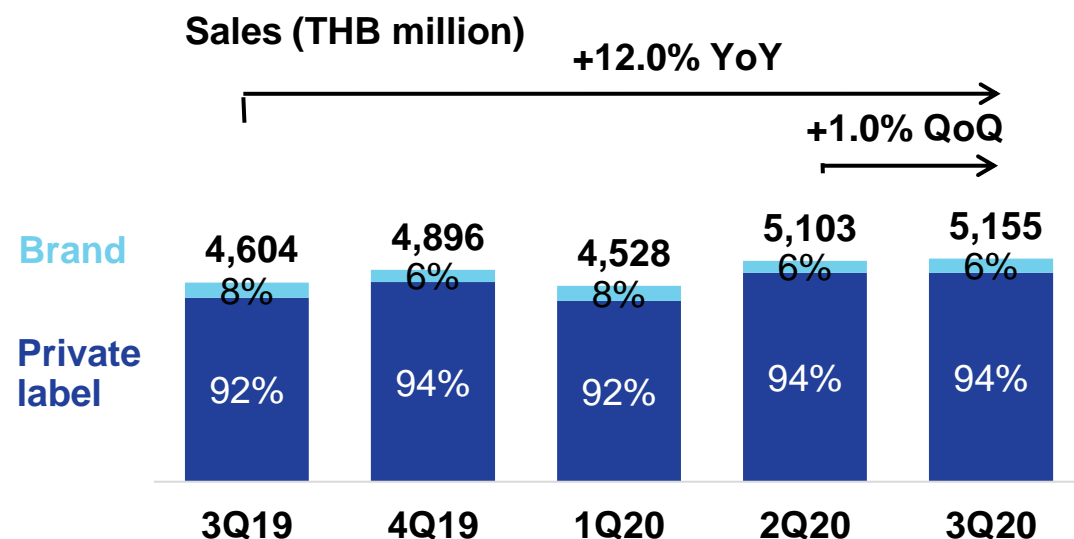
- **3Q20 ambient sales increased 12.4% YoY**, due largely to rising tuna price and sales volume growth of 8.7% YoY. TU continued to experience strong sales growth in the US.
- **Increased ambient sales**, in both branded (+13.1% YoY) and private label (+11.5%), were **attributable mainly to continued social distancing and increased home cooking**
- **Gross profit was up 34% YoY to THB 3.5bn**, thanks to business recovery from a weak profit during 3Q19.
- **9M20 ambient business sales were at THB 48.3bn, up 15.1% YoY, while gross profit increased 25.4% YoY.**

Frozen, chilled seafood and related: Back to growth



- With many cities resuming their normal businesses during 3Q20, **frozen and chilled seafood sales were up 4.7% YoY**
- **Food service operators reopening** prompted increased demand for frozen seafood products.
- **Gross profit up 2.7% YoY and 74% QoQ**, as gross margin resumes to a more normalized level of 11%.
- **During 9M20, frozen, chilled seafood and related businesses saw sales declined by 4.9% YoY to THB 25.9bn.**

PetCare, value-added and others: Strong growth with a focus on higher margin businesses



- **3Q20 PetCare and value added sales increased 12.0% on the back of increasing volume**, which is attributable to a keen focus on higher margin products.
- **Gross margin improved to 26%, which is partly due to low raw material price in recent quarters** and the launch of new ingredient products.

Geographic diversity: Sales

United States
and Canada

43%



Pacific Ocean

Atlantic Ocean

Others

18%



(Asia, Australia, Middle East, Africa and South America)

Europe

29%

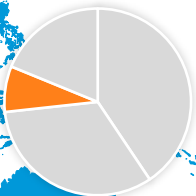


Pacific Ocean

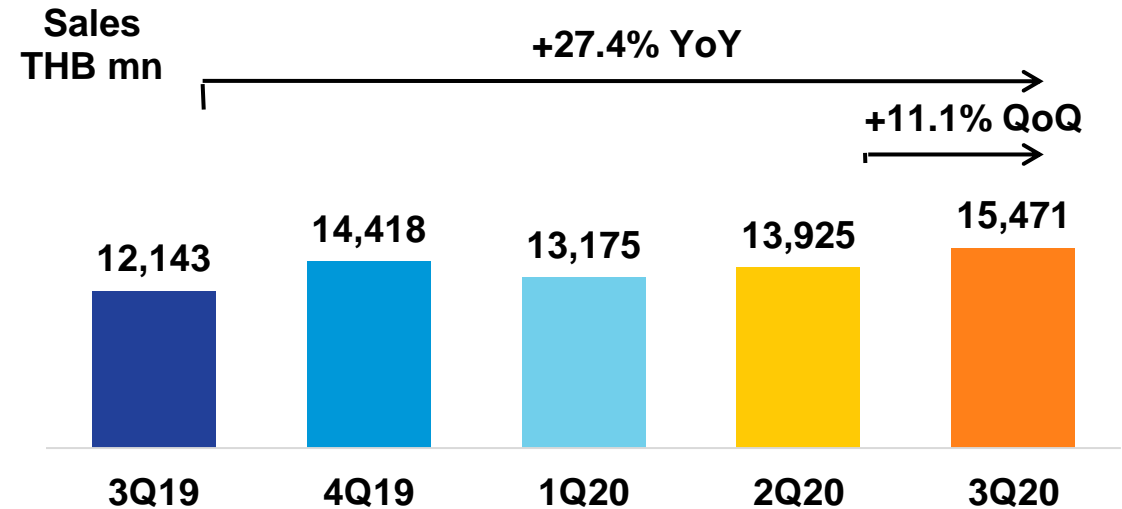
Indian Ocean

Thailand

10%

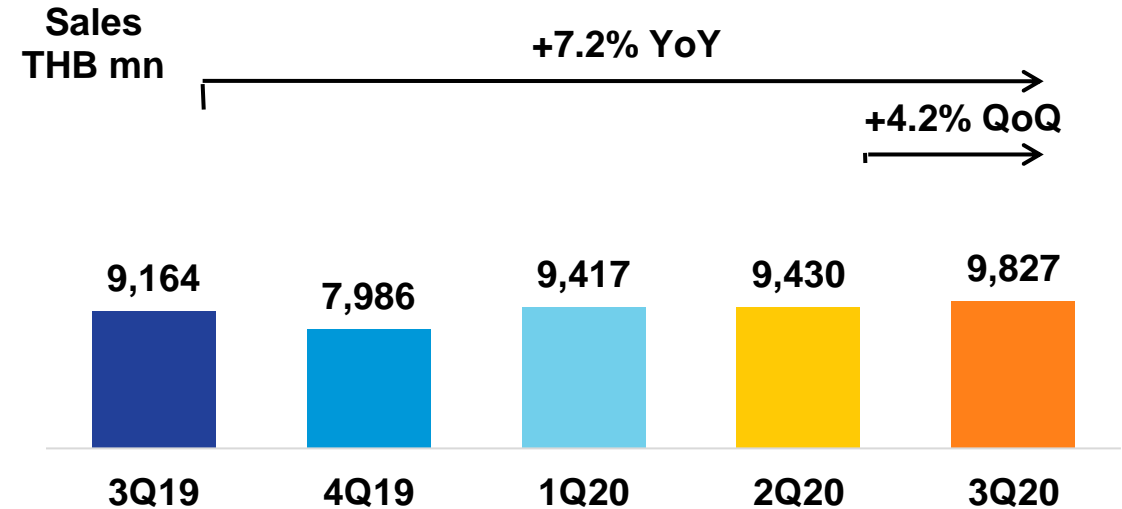


US & Canada: All key businesses back to growth



- **3Q20 North America sales increased by 27.4% YoY in Thai Baht term.**
 - US ambient seafood business continued to deliver 22% growth YoY
 - US Frozen businesses sales recovered significantly as the food service operators resume their service, delivering growth of 14% YoY.
- **Less losses in Red Lobster operation from 2Q20.**

Europe: Delivering strong sales growth

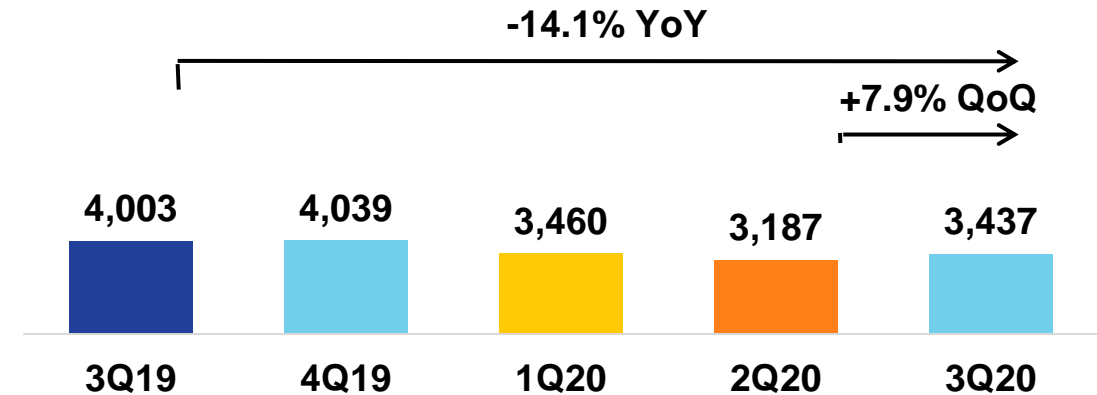


- **3Q20 EU sales growth of 7% was supported by currency effect**
 - Thai Baht depreciated significantly against EUR (-7.2%) and GBP (-6.8%)
 - Excluding the currency effect, European ambient seafood sales were stable despite some markets facing challenging environments.

Thailand: Affected by lower tourism activities

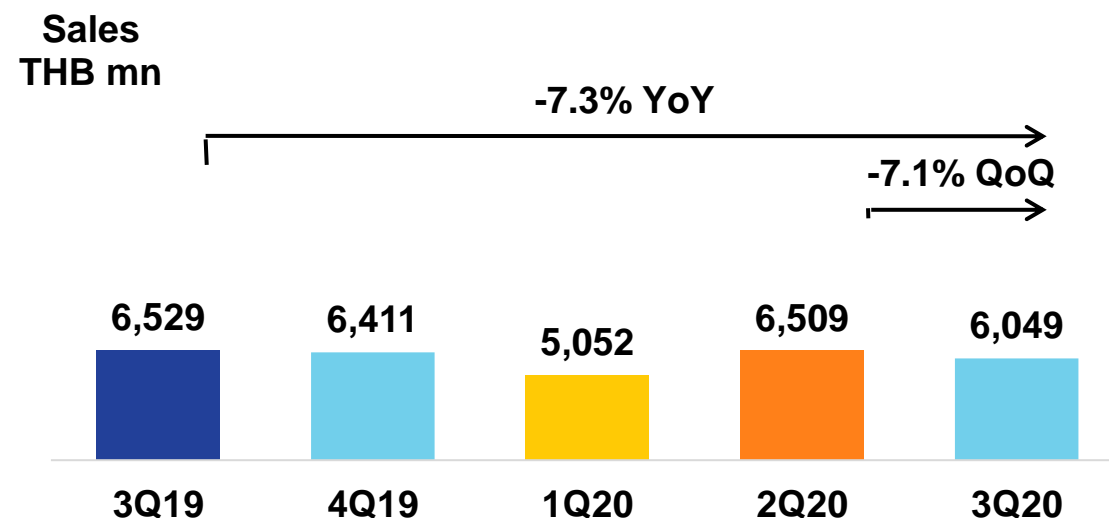


Sales
THB mn



- **3Q20 Thailand sales was down 14.1% YoY.**
- Food service is the key business for domestic sales and was affected by lower tourism activities.
- Increased sales to retail distribution have partially offset the lost sales to food service customers.
- Sealect continued to see strong sales growth of 77% during 3Q20.

EM and rest of the world: Frozen seafood sales decline partly offset by growing Ambient seafood-focused markets



- 3Q20 sales experience some decline in frozen segment in the market such as China and Japan. However, we have seen some growth in the key markets for ambient products such as Middle East and Africa that partly support overall sales.

3Q20 Segment profitability

Business segment	Sales THB mn	Margin %	Gross profit THB million
Ambient seafood <ul style="list-style-type: none"> • Tuna, sardine and mackerel, ambient and pouch salmon 	16,259	21.5	3,488
Frozen, chilled seafood and related <ul style="list-style-type: none"> • Shrimp and related ¹, lobster, frozen, chilled and smoked salmon, other seafood² 	13,370	11.1	1,490
PetCare, value-added and others <ul style="list-style-type: none"> • PetCare, value-added and others¹, other products² 	5,155	26.2	1,349
Total	34,784	18.2	6,327

Remark: ¹Shrimp & related business includes frozen shrimp, shrimp feed and value-added shrimp

²Other seafood includes frozen cephalopod, crab, scallop, shellfish and other fish

³Value-added business includes ready-to-eat products, maguro & cephalopod sashimi, local products, bakery products and snack

⁴Other products include scrap, fishery and others

Business Outlook

“

During the current situation, our key focus is on cash preservation, capturing opportunities and managing daily operations, with health and safety as our no. 1 priority.

The overall volatility of the business environment remains.

”

Q&A Session



Thai
Union

We want to hear from you!

We are running a survey on **Thai Union's new, plant-based seafood** and meat products and would love to hear your feedback.

To respond to the survey (2-5 min.), **simply scan the QR code** below.



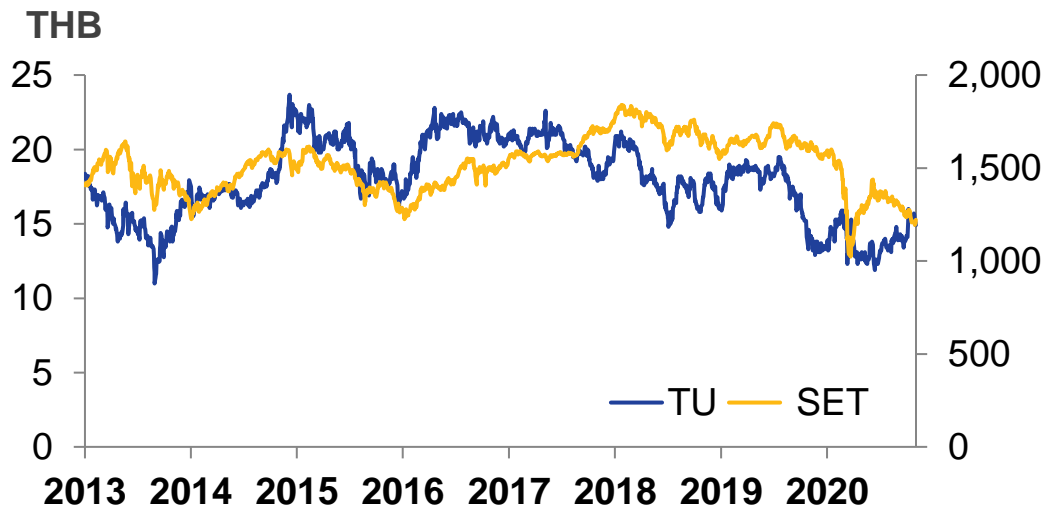


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Share capital information

Stock Performance at a Glance

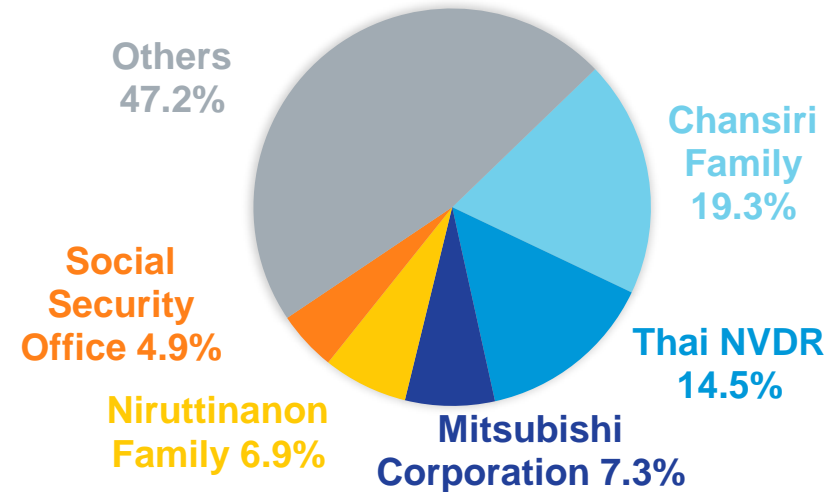
Bloomberg/ Reuters	TU TB/ TU.BK
Share price (3 November, 2020)	THB 14.90
Historical price	
52-week high	THB 16.00
52-week low	THB 11.90
No. of paid up shares	4,771.8mn
Par value	THB 0.25
Market Capitalization	THB 71.1bn



Source: SET and TU

Major Shareholders

As of 30 September, 2020



Free float	64.9%
Foreign ownership/ Foreign limit	28.6%/ 45.00%

Dividend Policy

Minimum 50% payout of our net profit with semi-annual payments

DPS (THB per share)

Period	1H20	2H19	1H19	2H18	1H18	2H17	1H17	2H16
DPS	0.32	0.22	0.25	0.15	0.25	0.34	0.32	0.31

3Q20 Income statement

(Unit: THB mn)	Consolidated							
	3Q20	% to sales	3Q19	% to sales	2Q20	% to sales	3Q20 3Q19 Change	3Q20 2Q20 Change
Sales	34,784	100%	31,838	100%	33,051	100%	9.3%	5.2%
Cost of sales	(28,457)	-81.8%	(26,762)	-84.1%	(27,024)	-81.8%	6.3%	5.3%
Gross profit	6,327	18.2%	5,077	15.9%	6,027	18.2%	24.6%	5.0%
SG&A expenses	(4,329)	-12.4%	(3,561)	-11.2%	(3,671)	-11.1%	21.6%	17.9%
FX gain (loss)	98	0.3%	78	0.2%	216	0.7%	25.8%	-54.5%
Other income	533	1.5%	473	1.5%	378	1.1%	12.6%	41.0%
Share of profits from investments in assoc. & Jvs	258	0.7%	201	0.6%	(579)	-1.8%	28.4%	-144.5%
EBIT	2,887	8.3%	2,267	7.1%	2,370	7.2%	27.3%	21.8%
Finance cost	(437)	-1.3%	(508)	-1.6%	(438)	-1.3%	-14.0%	-0.3%
EBT	2,450	7.0%	1,759	5.5%	1,932	5.8%	39.2%	26.8%
Tax	(308)	-0.9%	(278)	-0.9%	(140)	-0.4%	10.6%	119.4%
Profit (Loss) from discontinued operarion	(13)	0.0%	(25)	-0.1%	(14)	0.0%	-46.6%	-3.0%
Net income	2,129	6.1%	1,456	4.6%	1,778	5.4%	46.2%	19.7%
Net income (loss) attributable to:								
Equity holders of the Company	2,056	5.9%	1,374	4.3%	1,716	5.2%	49.7%	19.8%
Non-controlling interests of the subs	72	0.2%	82	0.3%	62	0.2%	-12.0%	17.6%
Earnings per share								
Basic earnings per share	0.42		0.29		0.34		44.2%	20.6%
Exchange rate								
THB/USD	31.33		30.71		31.95		2.0%	-1.9%

Statement of Financial Position as of 30 September 2020

(Unit: THB mn)	3Q20	% to total assets	2019	% to total assets	Change
Cash and cash equivalents*	5,862	4.0%	4,689	3.3%	25.0%
Trade and other receivables - net	14,344	9.9%	14,869	10.5%	-3.5%
Inventories - net	37,758	26.1%	36,873	26.0%	2.4%
Other current assets	1,570	1.1%	3,115	2.2%	-49.6%
Total current assets	59,535	41.1%	59,547	42.0%	0.0%
Fixed assets	28,466	19.7%	27,500	19.4%	3.5%
Investments	22,733	15.7%	22,031	15.5%	3.2%
Goodwill and other intangible assets	30,324	20.9%	27,899	19.7%	8.7%
Other non-current assets	3,731	2.6%	4,932	3.5%	-24.4%
Total Assets	144,789	100%	141,909	100%	2.0%
Bank overdrafts and short-term loans	13,285	9.2%	11,277	7.9%	17.8%
Trade and other payables	20,452	14.1%	19,323	13.6%	5.8%
Current portion of long-term loans	7,193	5.0%	4,003	2.8%	79.7%
Other current liabilities	1,689	1.2%	1,205	0.8%	40.2%
Total current liabilities	42,619	29.4%	35,808	25.2%	19.0%
Long-term loans	38,076	26.3%	44,625	31.4%	-14.7%
Other non-current liabilities	9,943	6.9%	9,681	6.8%	2.7%
Total Liabilities	90,639	62.6%	90,114	63.5%	0.6%
Non-controlling interests of the subsidiaries	3,484	2.4%	3,372	2.4%	3.3%
Total Shareholders' Equity	44,716	30.9%	42,474	29.9%	5.3%
Total liabilities and shareholders' equity	144,789	100%	141,909	100%	2.0%

Remark: *Including short-term investments

3Q20 Statement of cash flow

(Unit: THB mn)	Consolidated		
	9M20	9M19	Change
Profit before income tax	5,581	3,097	2,485
Adjustments for depreciation & amortisation expenses	2,942	2,717	225
Other adjustments	1,214	1,407	(194)
Changes in operating assets and liabilities	2,403	(324)	2,726
Cash flows receipts from operating activities	12,140	6,897	5,242
Net cash receipts (payments) from operating activities	11,512	6,749	4,763
Net cash payments for investing activities	(2,858)	(3,366)	508
Net cash receipts (payments) for financing activities	(7,732)	(3,931)	(3,801)
Net increase (decrease) in cash and cash equivalent	921	(548)	1,469
Cash and cash equivalents - opening balance	4,483	1,311	3,173
Exchange gain (loss) on cash and cash equivalents	79	(69)	148
Cash and cash equivalents - closing balance	5,484	694	4,790
CAPEX	2,867	3,338	(471)
Management Est. Free Cash Flows*	9,198	3,523	5,675

Remark: *Figures as reported in November 2020



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