

2025

COMPANY PROFILE



Thai Union Thailand plant 3



Chapter 1 Outline of Company and plant

1-1 Company

1-1.1 Brief history

Company name: **Thai Union Group PCL.**

Company logo:



Founded in 1977, Thai Union has a rich history of commitment to seafood expertise and innovation. From our beginnings as a canned tuna processor and exporter, we built our business on excellence in customer service and product quality. We now have an OEM international business and a global portfolio of consumer-favorite brands. Our ambitious growth plans are rooted in a commitment to sustainability and forward-looking innovations.



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OUR VISION

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

OUR MISSION

To be the seafood industry's leading agent of change, making a real positive difference to our consumers, our customers and the way the category is managed.

OUR GOAL

We are committed to “Healthy Living, Healthy Oceans.” With a focus on health and wellbeing across our group’s portfolio, we will strengthen the growth and profitability of our core businesses and expand into new, attractive areas. We will continue to lead the industry on sustainability while attracting and retaining talent.

1-1.2 Area of business

Company overview

Business profile: Business area and products



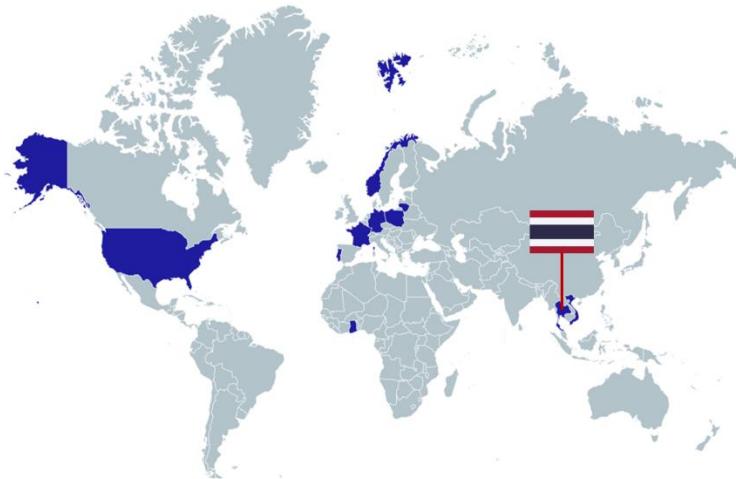
Over 40 years, Thai Union has achieved global market leadership, anchored in our expertise and passion for seafood. Our portfolio of consumer-favored brands across North America, Europe, Asia, and the Pacific has a global reach, with product developments informed by local insights and market preferences.

Through acquisitions and organic growth, our ambitious expansion strategy has established a diverse global brand portfolio. Covering three continents, our brands are consumer favorites and market leaders with a wide range of products including shelf-stable, frozen and chilled seafood, PetCare, valued-added, marine ingredients.

Our products are sold across three channels including branded retail, private label/original equipment manufacturer (OEM) and food services, Total Sales 2024: 4.2 billion dollar under various product categories.

1. Ambient Seafood: 49% of total sales
2. Frozen & chilled Seafood and Related business: 31% of total sales
3. Petcare: 13% of total sales
4. Value added and Other: 7% of total sales

Our Production Location



Production Location

1. Lyons, GA, USA
2. Douarnenez and Quimper, France
3. Peniche, Portugal
4. Tema, Ghana
5. Svolveer, Norway
6. Gniewino, Poland
7. Mahe, Seychelles
8. Long An, Vietnam
9. Samut Sakhon, Thailand
10. Songkhla, Thailand
11. Sassnitz, Germany
12. Kretinga, Lithuania
13. Rostock, Germany

We have several factories in Samut Sakhon, Thailand. Such as:

1. **Thai Union Group PCL. (Thai Union Thailand plant 3)**

2. Thai Union Group PCL. (Samutsakhon Shrimp factory)
3. Thai Union Manufacturing Company Limited (Thai Union Thailand plant 1-2)
4. I-Tail Samutsakhon
5. Pakfood Public Company Limited
6. Thai Union Feedmill Public Company Limited
7. Asian Pacific Can Company Limited

Chapter 1-2 Plant outline

Company/Factory name: **Thai Union Group PCL. (Thai Union Thailand plant 3)**

1-2.1 Brief history



Thai Union Thailand plant 3

72/1 Moo 7, Sethakit 1 Road, Tarsrai Sub-district, Mueang Samut Sakhon District, Samut Sakhon 74000 Tel.:+66(0) 3481-6500

Thai Union Thailand plant 3 is one of the key manufacturing sites and the first factory in Thai Union Group who had implemented TPM since 2017, producing both ambient and frozen seafood products. The factory is in Samut Sakhon province on 155,000 square meters on land, operating since 1988.

There are 3 Plants located in our Thai Union Thailand plant 3, including:

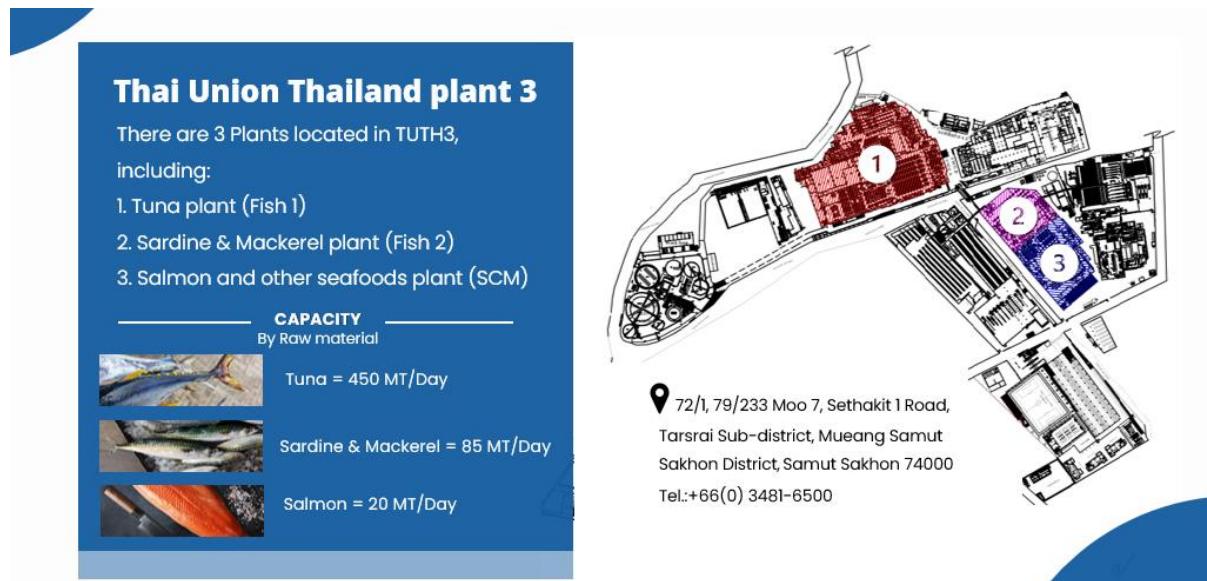
1. Tuna plant (Fish 1): Canned, Pouch and frozen tuna
2. Sardine & Mackerel plant (Fish 2): Canned, pouch sardine and mackerel
3. Salmon and other seafoods plant (SCM): Frozen salmon and other seafood

1-2.2 Organizations

Steering Committee and Company Organization



1-2.3 Plant layout



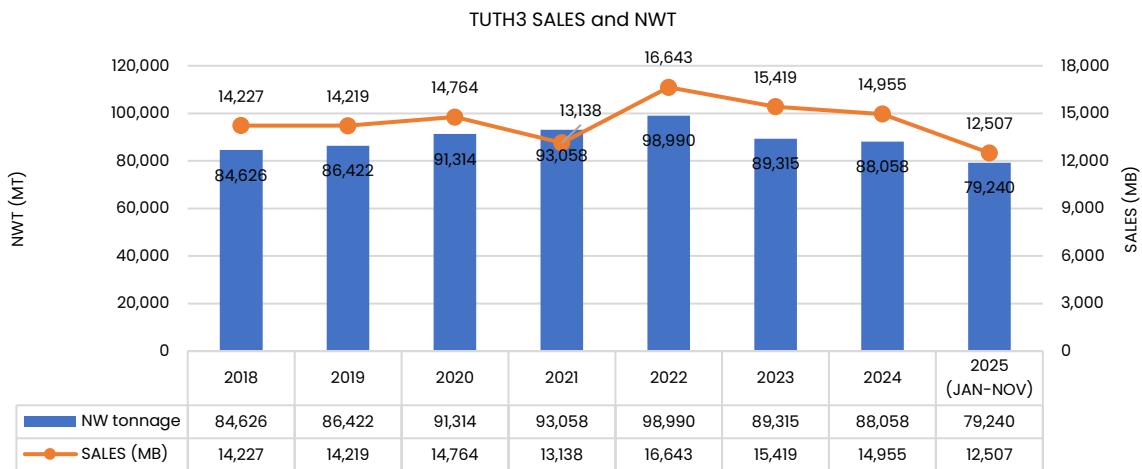
PLANT CONFIGURATION



| |  Tuna plant (F1+WH1+HVEF) |  Sardine & Mackerel |  Salmon and other seafood |  Support area + (CS4, CS5-6, Store) |  Engineering Utilities |
|---|--|--|--|---|---|
| Established | 1988 | 1999 | 1996 | CS4 = 2005 | WWT = 2009 Refrigeration = 1998 |
| Building area (m²) | 27,381 | 12,017 | 17,184 | 51,834 | Cap. 6,500 m ³ /day Cap.. 20.4 Mw-Ref. |
| Manpower (FTE) | 4,680 | 797 | 924 | 91 | 211 |
| Product (SKU) | Ambient : 210 Frozen : 627 Total : 837 | 541 | 357 | - | - |
| NO. of Line | 24 | 21 | 4 | 3 | 10 |
| Production Volume NWT (Act. JAN-SEP 2025 + forecast) | 79,732 | 12,858 | 4,650 | - | - |

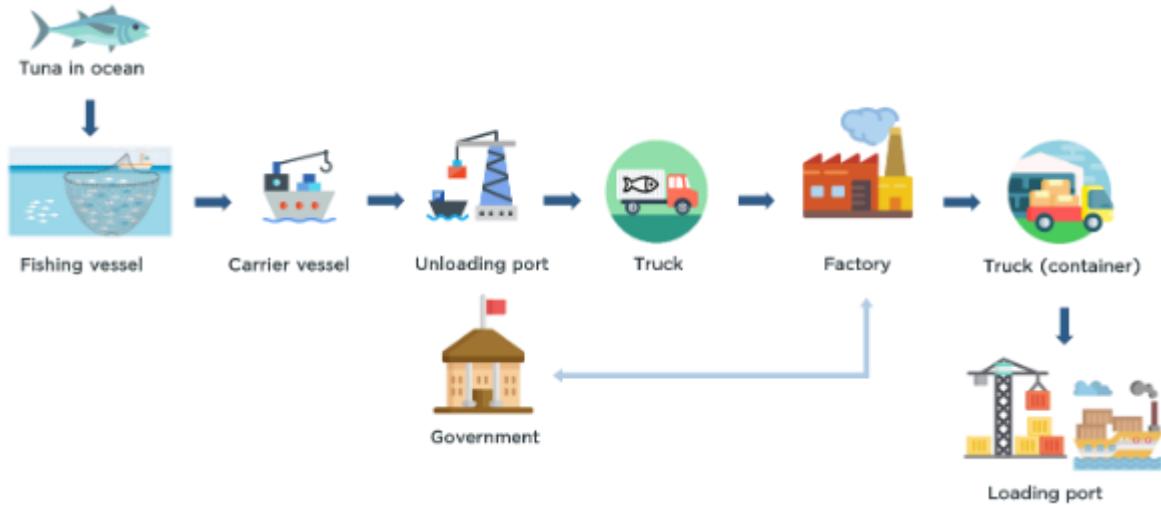
Total employees 7,623 FTE with 2,720 FTE men and 4,903 FTE women. They are working time in two shifts 07:00 am- 04:00 pm and 7:00 pm – 04:00 am

1-2.4 Size of Business



This graph displays the trends in TUF sales in millions of baht (MB) and net weight tonnage (NW Tonnage) over the years 2018 to 2025. The bar chart represents the NW Tonnage, and the line chart represents the SALES (MB).

1-3 Production system (from order to shipping)



1-4 Main Products



1-5 Date of TPM inauguration and Milestone on the Journey of Manufacturing Excellence

Thai Union Thailand plant 3 had officially kicked off TPM since **19 Dec 2017**. The key purpose is to eliminate visible losses, improve the operation performance and people capability.

In 2018 we started from 3 pillars including AM, PM and FI pillar, in 2019 we extended another three pillars which were QM, E&T and Safety pillar. Then in 2020 we further extended another three pillars including ICE, E&E and EA pillar. After that, LCS pillar was added in 2021 as our 10th pillar.

We set up TPM Facilitators training for our sister companies in both Europe and Asia.

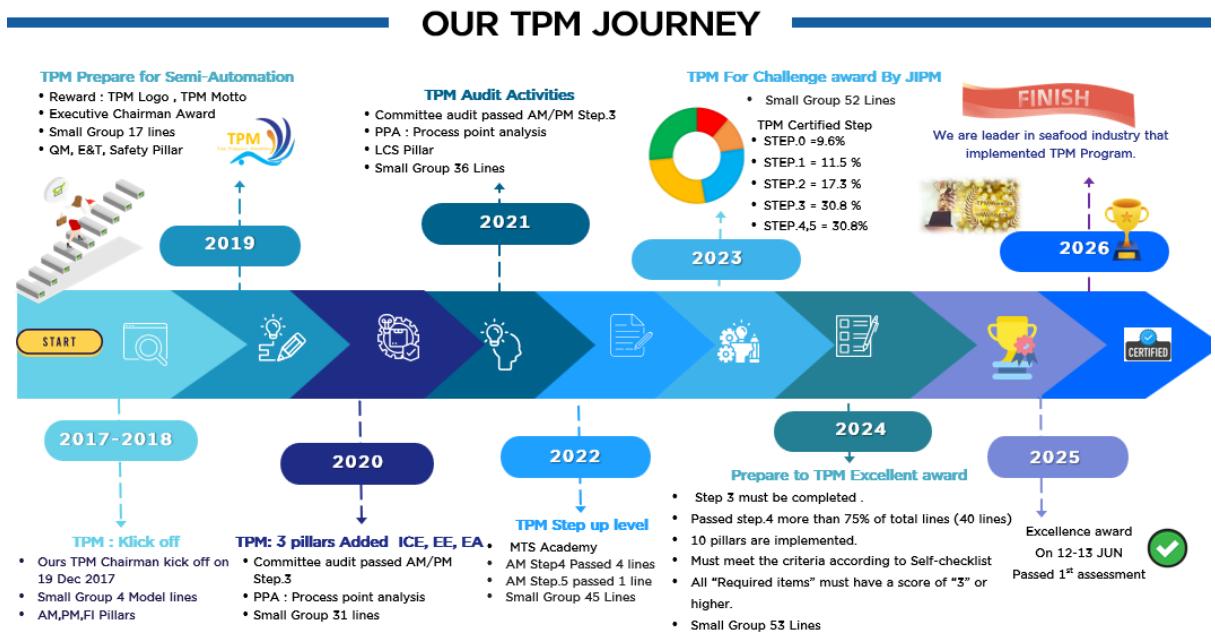
During the period of COVID-19 pandemic, many of our TPM activities had to be put on hold in 2020-2021 due to social distancing policy. After the situation got back to normal, we decided to accelerate our TPM activities and make the road map back on track towards the Excellence Award.

1-6 TPM policies and Objectives

TPM chairman has declared TPM policy as a backbone of the factories on the kicked off day 19 December 2017. We aims to strive for

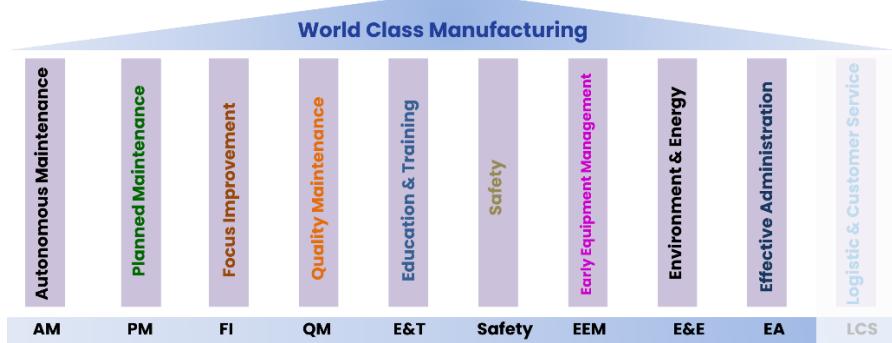
- Company satisfaction
- Customer satisfaction
- Social satisfaction
- Employee satisfaction

Our journey is a long term commitment to serve 4 purposes above and it is a long way journey . We would like to challenge TPM Excellence award in 2025,with TPM we will focus on our machine and people skill to reduce our cost and breakdown. By the way, our main policy is to be environmental friendly and reduce GHG by more than 50% in 2030.

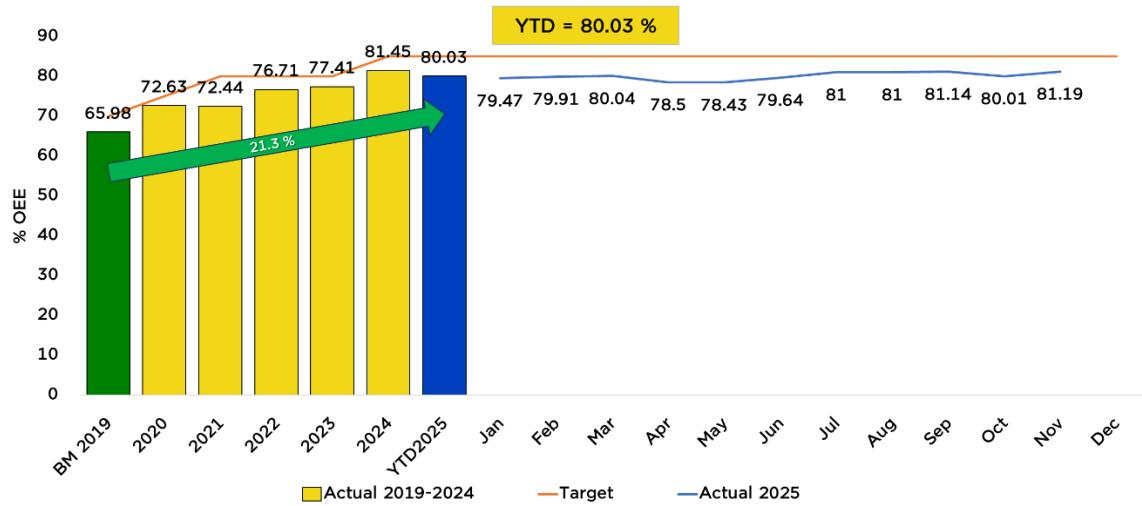


1-7 TPM organizations

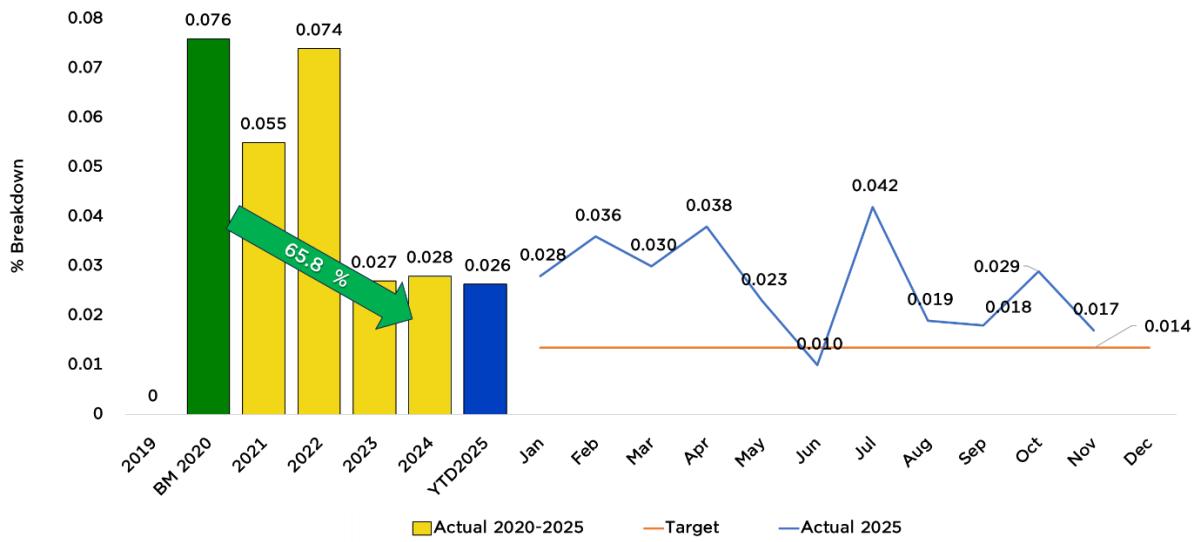
After kicked of in December 2017, we started with four pillars first e.g. AM ,PM FI and E&T the we have expanded to 9 pillars which we split of Safety and Energy & Environment pillars.



Overall Equipment Effectiveness (OEE) trend from 2019 – 2025

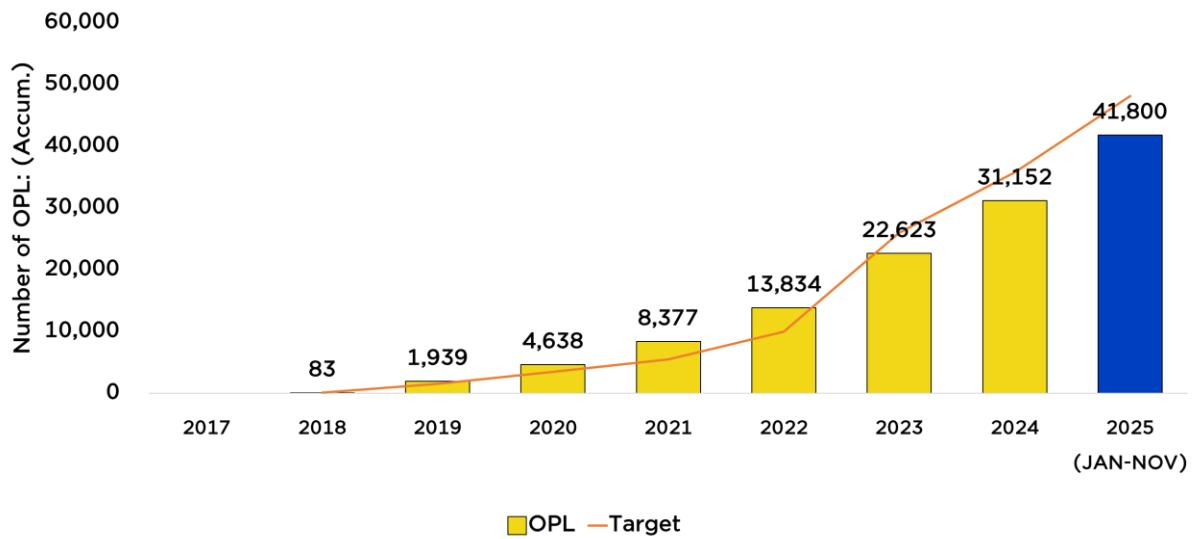


Breakdown trend from 2020 - 2025



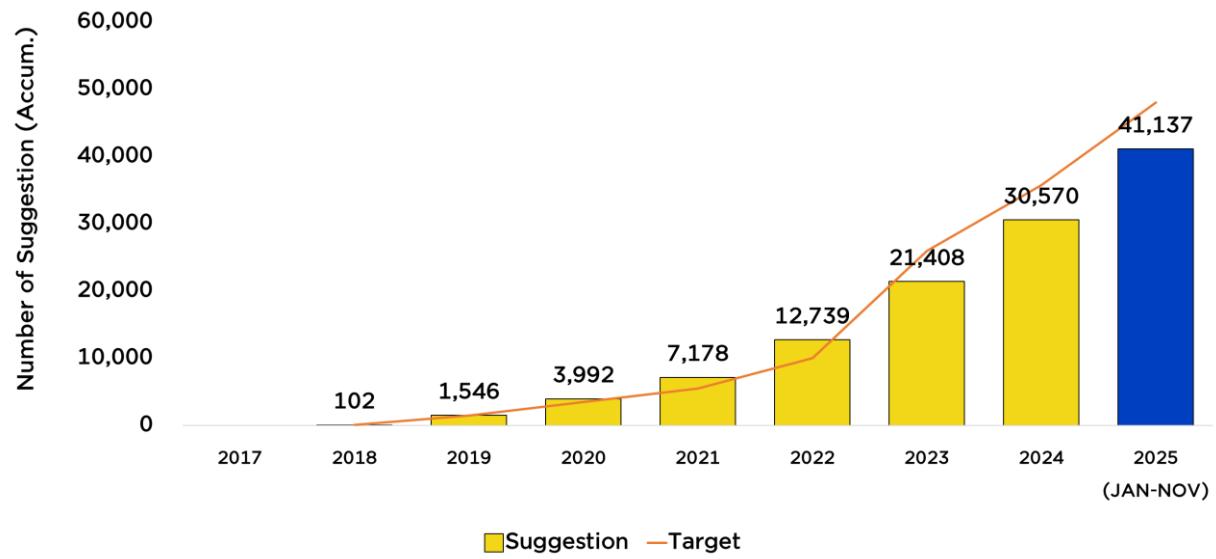
This graph delivers a strong message about improvement. The bars on the left show 65.8% reduction in breakdowns from the initial high level to the latest result, signaling a major achievement in reliability.

One point lesson trend 2018 – 2025



One Point Lesson graph illustrates a strong upward trend in knowledge-sharing activities over time. The yellow bars show steady growth year by year, and the final blue bar represents YTD 2025

Number of suggestion trend 2018 – 2025



The Suggestion graph shows yellow bars steadily grow year by year, and the final blue bar demonstrates a significant achievement. This pattern reflects a strong culture of continuous improvement, where more and more team members are actively sharing suggestions to drive innovation and operational excellence.