

King of “Farm-to-Shop” pork and poultry

- Proven success in transforming business model to captive demand, retail-driven value chain
- Twin drivers of superior earnings growth and sustainability
- Maintain BUY and lifted TP to THB9.5

2026E-28E: a turning point for earnings sustainability model

After a stellar 2025 performance with a net profit of THB7.4b (+137% y-y), many investors may wonder whether TFG's solid profit could sustain in 2026-28 or still is highly volatile upon the price volatilities of both feed (corn, soybean meal) and products (live pig, pork, chicken). Our answer to this concern is TFG's net profit will not only stay aloft at THB5b+ annually but also profitability and margins will strengthen.

TFG's weapons for earnings growth and sustainability

We think the three factors that will simultaneously catalyze, sustain, and enhance TFG's margins and profitability are 1) higher “captive” demands for pork, poultry, and feed; 2) rising the high-margin, low volatility retail revenue via shop expansion; and 3) superior product mix of pork-poultry, internal-external shop products, and Ready-to-Eat (RTE) and Ready-to-Cook (RTC) portions.

No more hog cycle margin volatility

We think TFG has now succeeded in changing its business model for pig/pork segment, resulting in greatly lower margin and earnings volatilities. The strategies embrace 1) completely turning all sales of the highly volatile “live pig” to pork revenue, which up to 90% sold directly to TFG's own retail shops; 2) cutting cost by opening new slaughter house to streamline process and lessen cost structure by up to THB5-10/kg; and 3) diversifying and growing pig farms in Vietnam, with a more lucrative margin than Thailand's live pig/pork markets.

Competitiveness on pricing and quality for retail shops

TFG's proven successful retail shop model will now further be expanded quickly, adding over 230 new shops per annum to reach 1,250 shops by 2028E. With the competitive pricing, high quality products from TFG's farm-to-shop pork and poultry, TFG should continue to penetrate the large-scale, upcountry mass markets in every single district in Thailand, competing head-to-head with the wet market as well as the Modern trade formats. We project retail revenue to grow from 37% of total revenue in 2025 to 55% in 2026 and 59% in 2027, driven by higher annual sales per store to THB61.4m/store on 851 stores in 2026 and THB62.6m on 1,020 stores in 2027.

Maintain BUY and lifted TP to THB9.5

We maintain BUY and lifted TP from THB6.0, based on 6x 2026E p/e, to THB9.5, now based on 10x 2026E P/E, to incorporate our upgrades on our higher P/E as we think the quality and sustainability of TFG's earnings and cash flows, both FCF and CF from operation, are greatly improving, thanks to TFG's success in transforming its business model from a upstream commodity of live pig/poultry B2B to a downstream captive retail shops of pork (90%) and export-oriented poultry.

Analyst

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ESG Rating : n.a.

CG Rating : ▲▲▲▲▲

BUY

| | |
|-------------------------------|-------------|
| Target Price 12M (THB) | 9.50 |
| VS. BB Consensus TP (%) | +59.4% |
| Share Price (THB) | 7.25 |
| Upside/Downside | +31.0% |

Share Data

| | |
|--------------------------|-----------|
| Market Cap (THB m) | 42,221.70 |
| Par (THB) | 5.00 |
| Free Float (%) | 42.11 |
| Issued shares (m shares) | 2,996 |

Financial forecast

| YE Dec (THB m) | 2025 | 2026E | 2027E | 2028E |
|----------------------------|--------|--------|---------|---------|
| Revenue | 72,810 | 94,174 | 108,073 | 124,704 |
| Net profit | 7,441 | 5,525 | 6,771 | 7,748 |
| Core net profit | 7,441 | 5,525 | 6,771 | 7,748 |
| vs Consensus (%) | | (10.3) | 4.6 | 13.0 |
| Net profit growth (%) | 136.7 | (25.7) | 22.5 | 14.4 |
| Core net profit growth (%) | 136.7 | (25.7) | 22.5 | 14.4 |
| EPS (THB) | 1.28 | 0.95 | 1.17 | 1.33 |
| Core EPS (THB) | 1.28 | 0.95 | 1.17 | 1.33 |
| Chg from previous (%) | | (4.55) | 4.26 | na |
| DPS (THB) | 1.20 | 0.45 | 0.55 | 0.62 |
| P/E (x) | 3.48 | 7.62 | 6.22 | 5.44 |
| P/BV (x) | 1.29 | 1.90 | 1.60 | 1.36 |
| ROE (%) | 40.73 | 26.18 | 27.96 | 27.10 |
| Dividend yield (%) | 3.72 | 16.27 | 13.28 | 11.60 |

Source: Financial Statement and Globlex securities

Share Price Performance (%)

| | 1M | 3M | 6M | YTD |
|--------------------|-------|-------|-------|-------------|
| Stock | 26.09 | 38.10 | 38.10 | 62.56 |
| Market | 30.20 | 20.67 | 24.58 | 42.89 |
| 12M High/Low (THB) | | | | 7.65 / 5.25 |



Major Shareholders (%) as of 5 Mar 2026

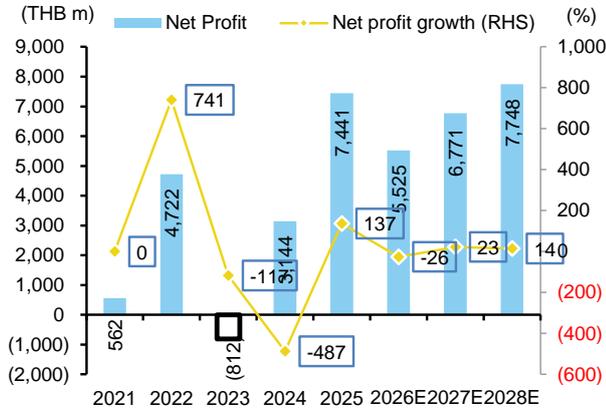
| | |
|---|-------|
| New Star Victor Company Limited | 31.74 |
| Mr. Winai Teawsomboonkit | 17.94 |
| The Bank Of New York (Nominees) Limited | 13.98 |

Company Profile

The principal business operations of the Company are producing and distributing frozen and chilled chicken products, producing and distributing swine and producing and distributing feed mill.

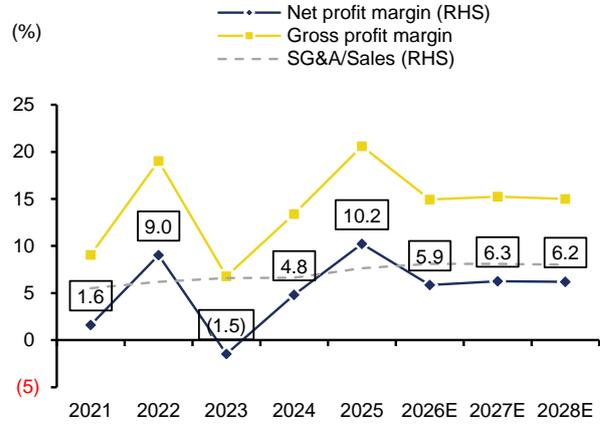
Source: SETSMART, SET

Exhibit 1: Net profit vs net profit growth



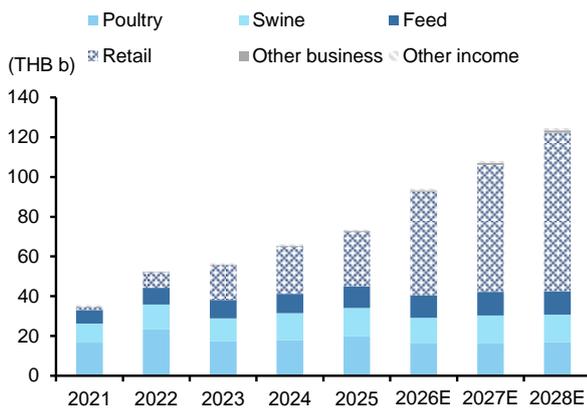
Sources: TFG; Glolex Research

Exhibit 2: Profitability



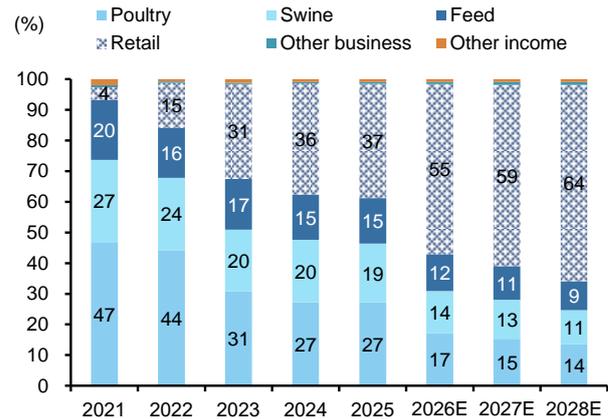
Sources: TFG; Glolex Research

Exhibit 3: Revenue breakdown by segment



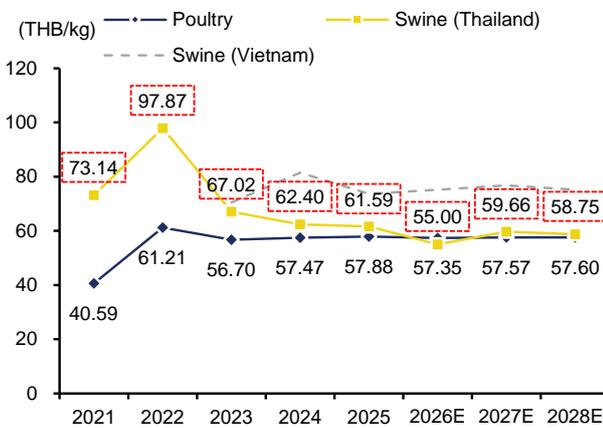
Sources: TFG; Glolex Research

Exhibit 4: Revenue breakdown by segment (%)



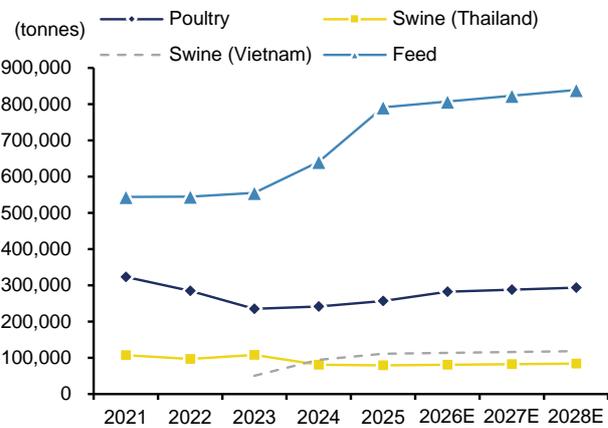
Sources: TFG; Glolex Research

Exhibit 5: Average selling prices



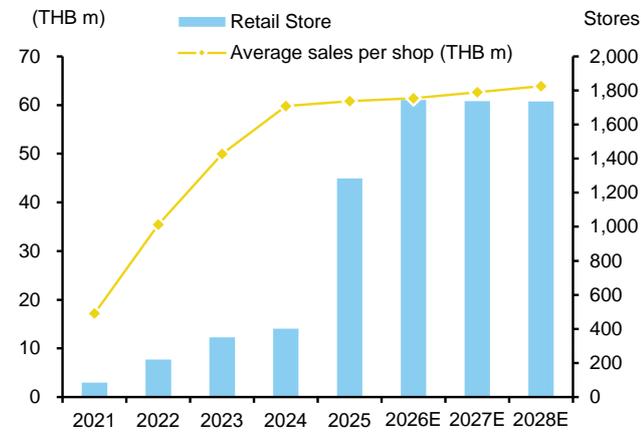
Sources: TFG; Glolex Research

Exhibit 6: Sales volume



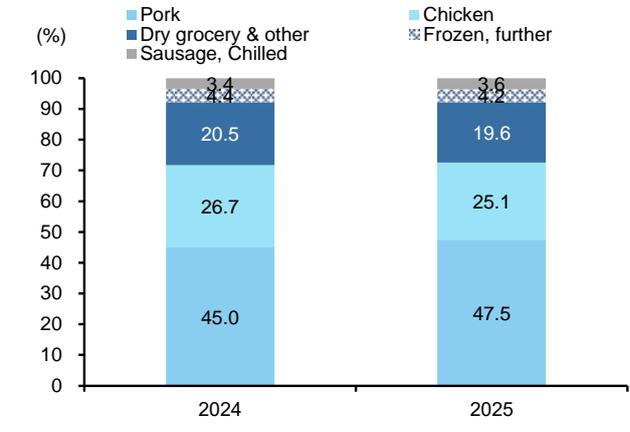
Sources: TFG; Glolex Research

Exhibit 7: Retail sales vs sales per store



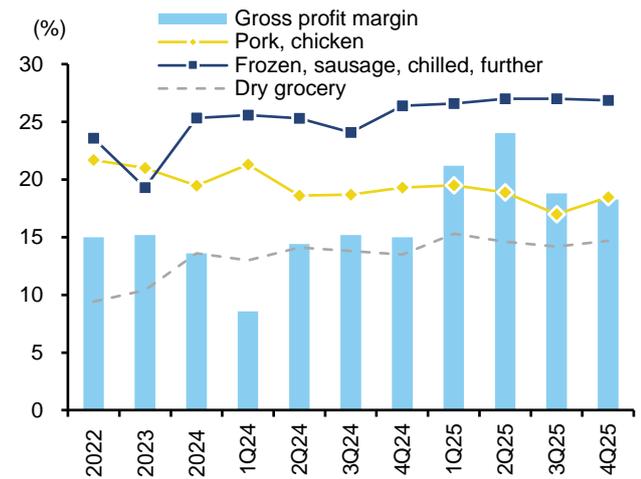
Sources: TFG; Globlex Research

Exhibit 8: Retail shop revenue by products



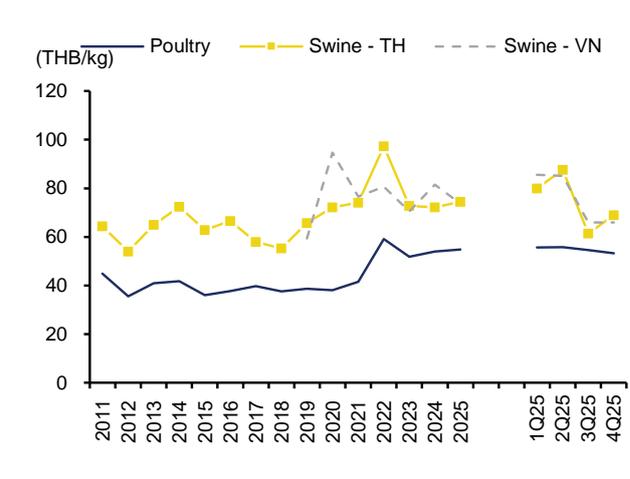
Sources: TFG; Globlex Research

Exhibit 9: Retail shop gross profit margin



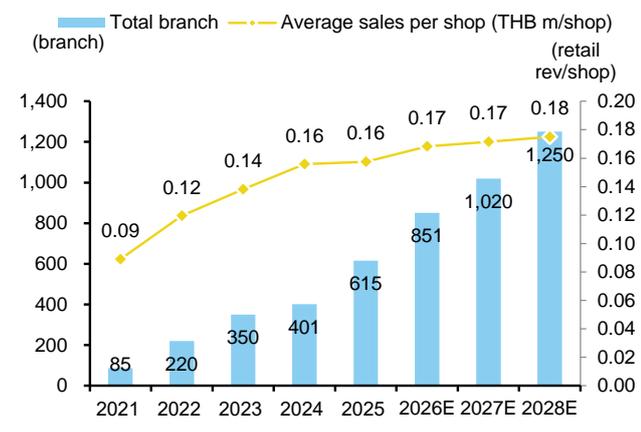
Sources: TFG; Globlex Research

Exhibit 10: Average selling prices by products



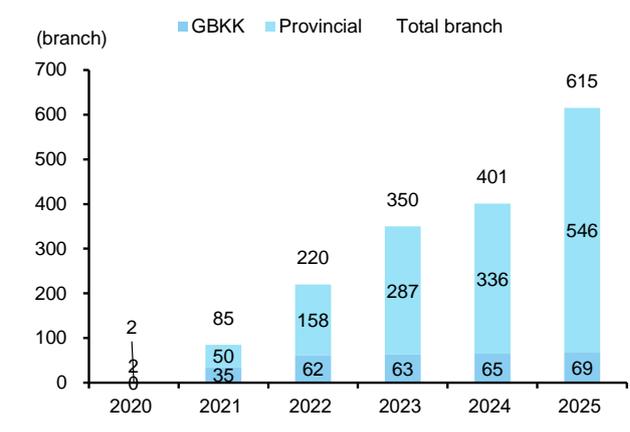
Sources: TFG; Globlex Research

Exhibit 11: Number of retail shop vs average sales per shop



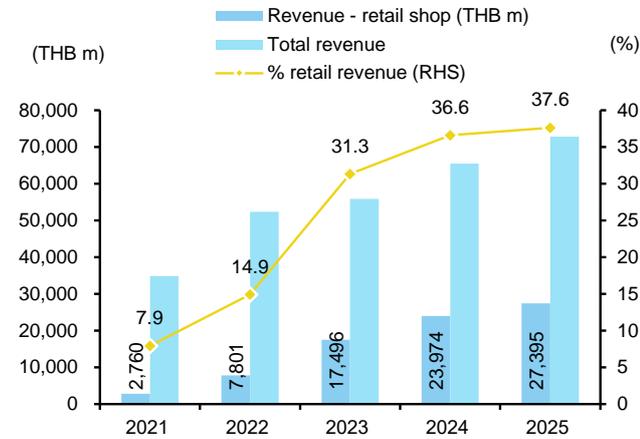
Sources: TFG; Globlex Research

Exhibit 12: Number of retail shops by region



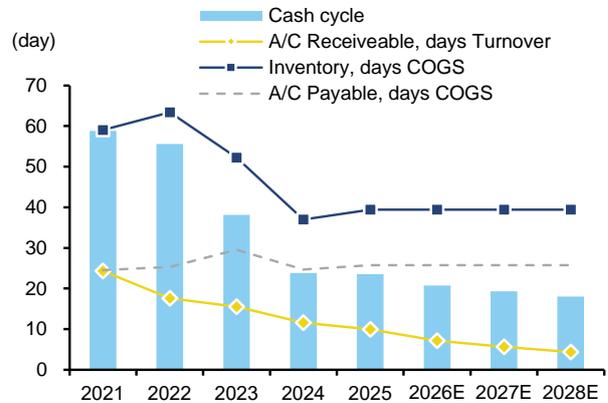
Sources: TFG; Globlex Research

Exhibit 13: Retail – revenue per shop, total revenue, % retail revenue to total revenue



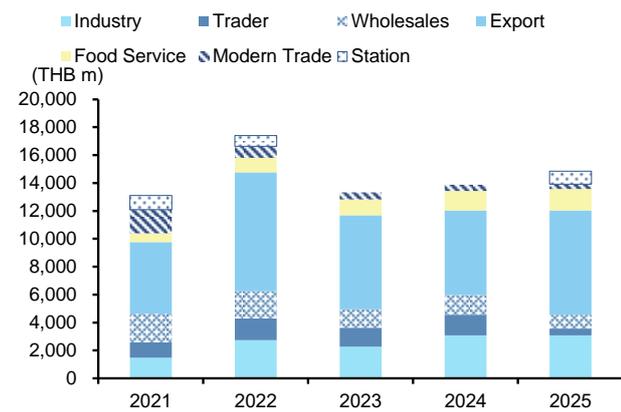
Sources: TFG; Globlex Research

Exhibit 14: Cash cycle



Sources: TFG; Globlex Research

Exhibit 15: Poultry revenue by distribution channel



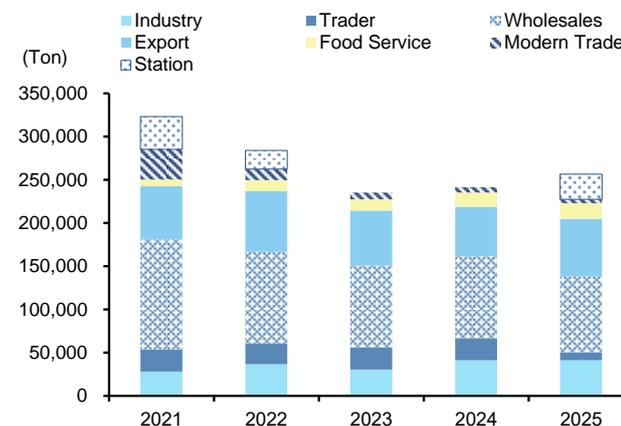
Sources: TFG; Globlex Research

Exhibit 16: Poultry revenue by distribution channel (%)



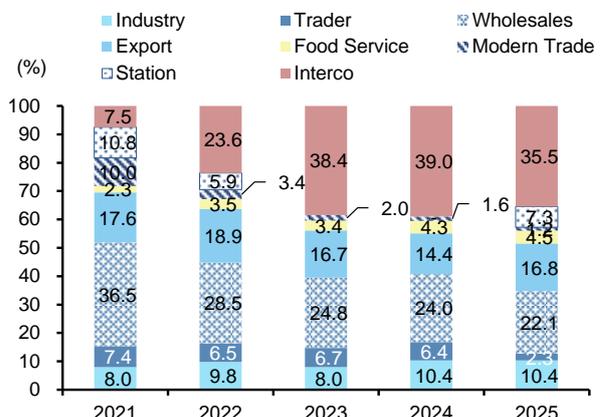
Sources: TFG; Globlex Research

Exhibit 17: Poultry sales volume by distribution channel



Sources: TFG; Globlex Research

Exhibit 18: Poultry sales volume by distribution channel (%)



Sources: TFG; Globlex Research

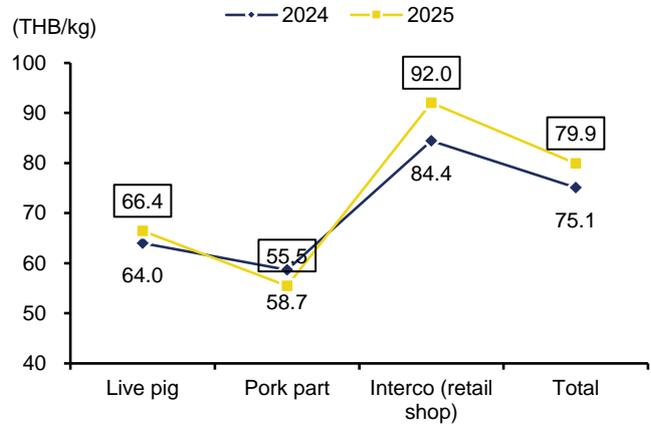
Exhibit 19: Swine revenue and sales volume

| Swine - sales volume (ton) | 2024 | 2025 |
|----------------------------|---------|---------|
| Live pig | 56,392 | 44,205 |
| Pork part | 24,286 | 34,856 |
| Interco (retail shop) | 109,260 | 119,652 |
| Total | 189,938 | 198,713 |

| Swine - revenue (THB m) | 2024 | 2025 |
|-------------------------|--------|--------|
| Live pig | 3,609 | 2,936 |
| Pork part | 1,425 | 1,933 |
| Interco (retail shop) | 9,227 | 11,008 |
| Total | 14,261 | 15,877 |

Sources: TFG; Globlex Research

Exhibit 20: Swine prices – TFG vs live pig market price



Sources: TFG; Globlex Research

Exhibit 21: Sales volume and revenue from captive internal demands

| Sales volume - captive internal demand | 2024 | 2025 |
|--|------|------|
| Poultry | 39.0 | 35.5 |
| Swine | 57.5 | 60.2 |
| Feed mills | 67.5 | 63.3 |

| Revenue - captive internal demand | 2024 | 2025 |
|-----------------------------------|------|------|
| Poultry | 35.1 | 31.9 |
| Swine | 64.7 | 69.3 |
| Feed mills | 67.6 | 63.2 |
| Retail | 79.5 | 80.4 |

Sources: TFG; Globlex Research

Exhibit 22: TFG's production plant locations

Our Factory



Feed Mill Factory
 • Prachinburi (60,000 Tonnes/month)
 • Suphanburi (110,000 Tonnes/month)

Poultry farm
 more than 229 contract farmers
 19 breeder chicken farms
 7 hatcheries



Chicken 4 Slaughterhouses (540,000 chickens/day)
 • 3 Karnchanaburi
 • 1 Prachinburi

Chicken Sausage Factory
 • Karnchanaburi (60 Tonnes/day)
 • Prachinburi (60 Tonnes/day)



Further Factory
 • Kanchanaburi (24,000 Tonnes/yr)



Company Presentation Ye'2025

Sources: TFG

Exhibit 23: Key changes in assumptions

| THB m | ----- Current ----- | | | ----- Previous ----- | | | ----- Change (%) ----- | | |
|------------------------------|---------------------|-----------|-----------|----------------------|-----------|-----------|------------------------|-------|-------|
| | 2026E | 2027E | 2028E | 2026E | 2027E | 2028E | 2026E | 2027E | 2028E |
| Revenue | 94,174 | 108,073 | 124,704 | 76,839 | 81,680 | 124,704 | 22.6 | 32.3 | 0.0 |
| Gross profit | 14,075 | 16,478 | 18,706 | 15,655 | 16,871 | 18,706 | (10.1) | (2.3) | 0.0 |
| Operating profit | 6,435 | 7,710 | 8,729 | 6,471 | 7,136 | 8,729 | (0.6) | 8.0 | 0.0 |
| Net profit | 5,525 | 6,771 | 7,748 | 5,789 | 6,494 | 7,748 | (4.6) | 4.3 | 0.0 |
| EPS (THB/share) | 0.95 | 1.17 | 1.33 | 1.00 | 1.12 | 1.33 | (4.6) | 4.3 | 0.0 |
| Key assumptions | | | | | | | | | |
| ASP - Poultry (THB/kg) | 54.0 | 54.1 | 54.4 | 52.0 | 52.0 | 54.4 | 3.9 | 4.1 | 0.0 |
| ASP - Swine (TH) (THB/kg) | 67.4 | 72.4 | 72.8 | 65.0 | 70.0 | 72.8 | 3.7 | 3.4 | 0.0 |
| ASP - Swine (VN) (THB/kg) | 75.2 | 76.8 | 75.2 | 75.0 | 76.0 | 75.2 | 0.3 | 1.0 | 0.0 |
| ASP - Feed (THB/kg) | 14.0 | 14.1 | 14.7 | 14.0 | 14.1 | 14.7 | 0.0 | 0.0 | 0.0 |
| Volume - Poultry (tonnes) | 437,370 | 450,775 | 464,681 | 424,009 | 426,855 | 464,681 | 3.2 | 5.6 | 0.0 |
| Volume - Swine (TH) (tonnes) | 212,259 | 220,453 | 229,008 | 212,259 | 220,453 | 229,008 | 0.0 | 0.0 | 0.0 |
| Volume - Swine (VN) (tonnes) | 113,328 | 115,595 | 117,907 | 113,328 | 115,595 | 117,907 | 0.0 | 0.0 | 0.0 |
| Volume - Feed (tonnes) | 2,303,540 | 2,394,522 | 2,489,569 | 2,303,540 | 2,394,522 | 2,489,569 | 0.0 | 0.0 | 0.0 |

Sources: Globlex Reserch

| Balance sheet (THB m) | | | | | |
|------------------------------|---------------|---------------|---------------|---------------|---------------|
| Year ending Dec | 2024 | 2025 | 2026E | 2027E | 2028E |
| Current assets | | | | | |
| Cash & ST investment | 4,907 | 4,818 | 1,566 | 3,395 | 7,438 |
| Account receivable | 2,084 | 1,977 | 1,840 | 1,681 | 1,499 |
| Inventories | 5,375 | 5,848 | 8,102 | 9,265 | 10,722 |
| Others | 8,790 | 9,225 | 11,897 | 13,636 | 15,716 |
| Non-current assets | | | | | |
| Net fixed assets | 16,202 | 17,132 | 16,215 | 15,179 | 14,025 |
| Others | 8,792 | 8,848 | 8,848 | 8,848 | 8,848 |
| Total Assets | 46,149 | 47,848 | 48,469 | 52,004 | 58,247 |
| Current liabilities | | | | | |
| Account payable | 3,594 | 3,824 | 5,298 | 6,059 | 7,011 |
| ST borrowing | 14,444 | 12,866 | 9,000 | 7,000 | 7,000 |
| Others | 2,477 | 3,393 | 4,389 | 5,037 | 5,812 |
| Long-term liabilities | | | | | |
| Long-term debts | 8,567 | 6,978 | 7,000 | 7,000 | 7,000 |
| Others | 568 | 704 | 704 | 704 | 704 |
| Total liabilities | 29,650 | 27,765 | 26,391 | 25,799 | 27,527 |
| Paid-up capital | 5,811 | 5,824 | 5,824 | 5,824 | 5,824 |
| Retained earnings | 7,461 | 11,249 | 13,288 | 17,469 | 22,045 |
| Others | 3,177 | 3,013 | 3,013 | 3,013 | 3,013 |
| Minority interest | 51 | (2) | (47) | (101) | (162) |
| Shareholders' equity | 16,499 | 20,083 | 22,078 | 26,205 | 30,720 |

| Key ratios | | | | | |
|----------------------------------|--------|--------|--------|--------|-------|
| Year ending Dec | 2024 | 2025 | 2026E | 2027E | 2028E |
| Growth (%YoY) | | | | | |
| Sales | 17.2 | 11.2 | 29.3 | 14.8 | 15.4 |
| Operating profit | 133.3 | 62.4 | (12.3) | 17.4 | 14.3 |
| EBITDA | 133.3 | 62.4 | (12.3) | 17.4 | 14.3 |
| Net profit | 486.9 | 136.7 | (25.7) | 22.5 | 14.4 |
| Core net profit | 486.9 | 136.7 | (25.7) | 22.5 | 14.4 |
| EPS | 486.9 | 136.7 | (25.7) | 22.5 | 14.4 |
| Core EPS | 486.9 | 136.7 | (25.7) | 22.5 | 14.4 |
| Profitability (%) | | | | | |
| Gross margin | 18.9 | 25.6 | 20.3 | 20.6 | 20.3 |
| Operation margin | 12.3 | 17.9 | 12.2 | 12.4 | 12.3 |
| EBITDA margin | 12.3 | 17.9 | 12.2 | 12.4 | 12.3 |
| Net margin | 4.8 | 10.2 | 5.9 | 6.3 | 6.2 |
| ROE | 20.9 | 40.7 | 26.2 | 28.0 | 27.1 |
| ROA | 6.7 | 15.8 | 11.5 | 13.5 | 14.1 |
| Stability | | | | | |
| Interest bearing debt/equity (x) | 1.4 | 1.0 | 0.7 | 0.5 | 0.5 |
| Net debt/equity (x) | 1.1 | 0.7 | 0.7 | 0.4 | 0.2 |
| Interest coverage (x) | 4.4 | 12.2 | 10.0 | 14.3 | 17.3 |
| Interest & ST debt coverage (x) | 0.3 | 0.7 | 0.7 | 1.0 | 1.2 |
| Cash flow interest coverage (x) | 0.2 | 0.3 | 0.2 | 0.3 | 0.4 |
| Current ratio (x) | 1.0 | 1.1 | 1.3 | 1.5 | 1.8 |
| Quick ratio (x) | 0.3 | 0.3 | 0.2 | 0.3 | 0.5 |
| Net debt (THB m) | 18,104 | 15,026 | 14,434 | 10,605 | 6,562 |
| Activity | | | | | |
| Asset turnover (X) | 1.4 | 1.4 | 1.8 | 2.9 | 6.4 |
| Days receivables | 11.6 | 9.9 | 7.1 | 5.7 | 4.4 |
| Days inventory | 37.0 | 39.4 | 39.4 | 39.4 | 39.4 |
| Days payable | 24.7 | 25.8 | 25.8 | 25.8 | 25.8 |
| Cash cycle days | 23.9 | 23.5 | 20.8 | 19.3 | 18.0 |

| Profit & loss (THB m) | | | | | |
|------------------------------|----------------|---------------|---------------|---------------|---------------|
| Year ending Dec | 2024 | 2025 | 2026E | 2027E | 2028E |
| Revenue | | | | | |
| Revenue | 65,482 | 72,810 | 94,174 | 108,073 | 124,704 |
| Cost of goods sold | (53,088) | (54,191) | (75,086) | (85,862) | (99,364) |
| Gross profit | 12,394 | 18,620 | 19,089 | 22,211 | 25,340 |
| Operating expenses | (4,350) | (5,560) | (7,640) | (8,768) | (9,976) |
| Operating profit | 8,043 | 13,059 | 11,449 | 13,443 | 15,364 |
| EBIT | 4,425 | 9,441 | 6,435 | 7,710 | 8,729 |
| Depreciation | (3,619) | (3,618) | (5,014) | (5,733) | (6,635) |
| EBITDA | 8,043 | 13,059 | 11,449 | 13,443 | 15,364 |
| Non-operating income | | | | | |
| Other incomes | (100) | 11 | 476 | 546 | 630 |
| Other non-op income | 166 | 260 | 166 | 166 | 166 |
| Non-operating expense | (1,022) | (923) | (645) | (540) | (504) |
| Interest expense | (1,007) | (771) | (645) | (540) | (504) |
| Other non-op expense | (14) | (152) | - | - | - |
| Equity income/(loss) | (31) | 20 | - | - | - |
| Pre-tax Profit | 3,438 | 8,809 | 6,432 | 7,882 | 9,022 |
| Extraordinary items | - | - | - | - | - |
| Current taxation | (319) | (1,364) | (951) | (1,166) | (1,334) |
| Minorities | 26 | (4) | 45 | 54 | 61 |
| Net Profit | 3,144 | 7,441 | 5,525 | 6,771 | 7,748 |
| Core net profit | 3,144 | 7,441 | 5,525 | 6,771 | 7,748 |
| EPS (THB) | 0.54 | 1.28 | 0.95 | 1.17 | 1.33 |
| Core EPS (THB) | 0.54 | 1.28 | 0.95 | 1.17 | 1.33 |

| Cash flow (THB m) | | | | | |
|-----------------------------|---------------|---------------|----------------|---------------|---------------|
| Year ending Dec | 2024 | 2025 | 2026E | 2027E | 2028E |
| Operating cash flow | | | | | |
| Operating cash flow | 7,210 | 8,525 | 6,085 | 8,646 | 9,911 |
| Net profit | 3,144 | 7,441 | 5,525 | 6,771 | 7,748 |
| Depre. & amortization | 3,619 | 3,618 | 5,014 | 5,733 | 6,635 |
| Change in working capital | 1,464 | 463 | (2,319) | (1,335) | (1,626) |
| Others | (1,017) | (2,998) | (2,136) | (2,523) | (2,845) |
| Investment cash flow | 6,190 | 2,224 | 2,854 | 6,408 | 7,206 |
| Net CAPEX | (2,538) | (4,548) | (1,225) | (10) | (10) |
| Change in LT investment | 8,728 | 6,772 | 4,079 | 6,418 | 7,215 |
| Change in other assets | - | - | - | - | 1 |
| Free cash flow | 13,399 | 10,749 | 8,938 | 15,054 | 17,118 |
| Financing cash flow | | | | | |
| Financing cash flow | (9,329) | (10,838) | (12,190) | (13,225) | (13,074) |
| Change in share capital | - | 49 | - | - | - |
| Net change in debt | 36 | (53) | (45) | (54) | (61) |
| Dividend paid | (1,743) | (3,486) | (3,486) | (2,589) | (3,172) |
| Others | (7,621) | (7,347) | (8,659) | (10,582) | (9,841) |
| Net cash flow | 4,070 | (89) | (3,252) | 1,829 | 4,043 |

| Per share (THB) | | | | | |
|---------------------------|-------|-------|-------|-------|-------|
| EPS | 0.54 | 1.28 | 0.95 | 1.17 | 1.33 |
| Core EPS | 0.54 | 1.28 | 0.95 | 1.17 | 1.33 |
| CFPS | 1.16 | 1.90 | 1.81 | 2.14 | 2.46 |
| BVPS | 2.83 | 3.46 | 3.81 | 4.53 | 5.31 |
| Sales/share | 11.27 | 12.53 | 16.21 | 18.60 | 21.46 |
| EBITDA/share | 1.38 | 2.25 | 1.97 | 2.31 | 2.64 |
| DPS | 0.30 | 1.20 | 0.45 | 0.55 | 0.62 |
| Valuation | | | | | |
| P/E (x) | 41.4 | 3.5 | 7.6 | 6.2 | 5.4 |
| P/BV (x) | 7.91 | 1.29 | 1.90 | 1.60 | 1.36 |
| Dividend yield (%) | 74.67 | 3.72 | 16.27 | 13.28 | 11.60 |
| Dividend payout ratio (%) | 55.45 | 93.71 | 46.86 | 46.86 | 46.86 |

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Stock Recommendations

Stock ratings are based on absolute upside or downside, which we define as $(\text{target price}^* - \text{current price}) / \text{current price}$.

- BUY:** Expected return of 10% or more over the next 12 months.
HOLD: Expected return between -10% and 10% over the next 12 months.
REDUCE: Expected return of -10% or worse over the next 12 months.

Unless otherwise specified, these recommendations are set with a 12-month horizon. Thus, it is possible that future price volatility may cause 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.

Sector Recommendations

- Overweight:** The industry is expected to outperform the relevant primary market index over the next 12 months.
Neutral: The industry is expected to perform in line with the relevant primary market index over the next 12 months.
Underweight: The industry is expected to underperform the relevant primary market index over the next 12 months.

Country (Strategy) Recommendations

Overweight: 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: 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: 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.