

Pangasius Market Size, Share & Growth Report, H2-2026: Industry Outlook By Product Type, By Nature, By End-User, By Distribution Channel, Companies and Countries to 2032

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Abstracts

The global Pangasius Market is estimated to generate \$2.5 Billion in 2026. Further, between 2026 and 2032, the market size is forecast to grow at a CAGR of 5.9% to reach \$3.5 Billion in 2032. This Pangasius report provides a comprehensive analysis across By Product Type (Fresh, Frozen Whole Fish, Pangasius Fillets, Steak Cuts and Portions, Value-Added and Processed Pangasius), By Nature (Wild-Caught, Aquaculture), By End-User (Foodservice, Household, Food Processing), By Distribution Channel (Direct Sales, Indirect Sales, Retail Channels), across 5 geographic regions, and 22 countries.

Affordable Whitefish Demand, Foodservice Versatility and Certified Aquaculture Support Pangasius Consumption

The global pangasius industry encompasses farmed *Pangasianodon hypophthalmus* supplied primarily as frozen fillets, portions, loins and increasingly value-added seafood products. Demand is supported by pangasius' mild flavor, boneless format, consistent cooking performance and competitive positioning against other whitefish species across retail, foodservice and institutional channels. Producers are widening applications through breaded products, fish fingers, surimi and pre-portioned cuts that reduce kitchen preparation and improve yield control. Certification, traceability and responsible farming practices are increasingly important procurement criteria as buyers scrutinize aquaculture inputs, water management and processing standards. Convenience is also shaping consumer formats, with ready-to-cook and portion-controlled products helping pangasius compete beyond commodity frozen fillets. Vertically integrated supply chains

provide manufacturers greater control over broodstock, feed, farming, processing and export quality.

Value-Added Pangasius Products and Integrated Processing Strengthen Producer Differentiation

Manufacturers are moving upstream and downstream simultaneously, combining aquaculture control with more sophisticated retail and foodservice products. In 2026, Vinh Hoan showcased Fish Fingers, Breaded Fillet and Surimi Crabstick alongside conventional pangasius formats, targeting ready-to-cook retail, restaurant and private-label applications. During 2025, the company also emphasized multi-format pangasius solutions at Vietfish, highlighting traceability, commercial yield and consistent performance for distributors and foodservice operators. Nam Viet Corporation (NAVICO) continued operating an integrated pangasius platform spanning farming and value-added processing, with current corporate disclosures retaining pangasius and processed products as core business categories. Producer strategies increasingly combine scale, processing flexibility and product customization rather than depending exclusively on standardized frozen fillet exports.

Portion Engineering, By-Product Upcycling and Traceable Aquaculture Redefine Pangasius Supply Chains

Manufacturer activity shows the pangasius industry shifting toward greater product segmentation and fuller utilization of each harvested fish. Processors are developing pre-portioned, breaded, seasoned and surimi-based products that improve labor efficiency for foodservice customers while supporting differentiated private-label propositions. Vertically integrated aquaculture remains strategically important because it allows tighter control over feed, farming conditions, harvest timing and processing quality. Traceability and certification are increasingly embedded into commercial positioning rather than treated solely as compliance requirements. Producers are also monetizing skins, bones, fat and other processing streams through fish oil, fishmeal, collagen and gelatin, supporting circular-production models and reducing waste. Automation in trimming, portioning, freezing and quality inspection is becoming more relevant as manufacturers seek higher throughput, standardized yields and improved labor productivity across large-scale processing operations.

Shifting Consumer Expectations and Industry Transformation

Young and adult consumers across markets are increasingly scrutinizing products

beyond price and brand, seeking greater visibility into ingredients or materials, their origin, manufacturing location, quality, sourcing practices, and environmental attributes. This is increasing the importance of ingredient lists, nutrition labeling, allergen declarations, certifications, sourcing information and other product claims, while also raising the bar for transparency and substantiation.

In addition, the industry is being reshaped by advances in AI, ingredient and formulation technologies, automation, digital commerce, packaging technology and data analytics, creating new opportunities to accelerate product development, improve product quality and optimize operations. However, these capabilities require higher capital commitments, particularly as companies invest in store expansion and refurbishment, automation, AI-enabled systems, digital infrastructure and other productivity-enhancing technologies.

Competitive dynamics are also shifting as private-label and disruptor brands raise value expectations across selected price points, pushing established players to sharpen their entry, core and premium propositions. Private-label expansion, adjacent-category opportunities, M&A and AI are consequently creating new avenues for growth for manufacturers, suppliers and other industry participants across both developed and developing markets.

Impact of Tariffs and Inflation Rates on Pangasius Markets and Companies

Tariffs and elevated inflation are directly reshaping the cost structure and pricing strategies of Food & Beverages and Consumer Goods companies. The impact is particularly visible in imported ingredients and raw materials, packaging materials, energy, transportation, and other internationally sourced inputs, while higher consumer prices are increasing pressure on household purchasing decisions. The IMF WEO Data 2026 projects global headline inflation at 4.7% in 2026, while the continued use of tariffs and other trade measures is increasing uncertainty around sourcing and cross-border costs.

The report quantifies the impact of tariff changes and inflation on the market by analyzing country-level inflation trends, tariff exposure, import dependence, input-cost movements and pricing conditions, and assesses their implications for market volumes, revenues and margins.

Key Value-Creating Activities and Participants Across the Pangasius Industry Value Chain

Pangasius value chains are becoming more cost-sensitive and closely integrated, with changes in input prices, sourcing concentration, production efficiency, packaging costs, logistics and channel economics directly influencing margins and competitive positioning at each stage.

The report maps the value chain from upstream suppliers to end-use channels, identifies the principal participants and value-adding activities at each stage, and assesses the relative importance of procurement, manufacturing, packaging, logistics, distribution and retail in the forecast period.

Pangasius Pricing analysis- How Input Costs, Competition and Positioning Influence Pangasius Market Pricing

Pricing analysis in the report establishes how prices differ across products, segments, countries and channels and what is driving those differences. The report provides historical and current price benchmarks, country-level and regional comparisons, product-level pricing, and an assessment of the principal factors influencing price movements.

Five forces analysis- How Competitive Forces Are Shaping the Pangasius Industry

The chapter in the Pangasius report evaluates competitive rivalry, threat of new entrants, bargaining power of suppliers, bargaining power of buyers, and threat of substitutes, with each force assessed against the market's actual operating conditions. It analyzes market factors including fragmentation, product differentiation, manufacturing and distribution requirements, switching costs, supplier concentration, raw-material availability, retailer purchasing power, and the ability of consumers to substitute between brands. The report also examines how e-commerce and marketplaces are lowering certain barriers to market access while intensifying price transparency, and how established distribution networks, brand recognition, scale and customer relationships continue to protect incumbents across categories.

Critical Success Factors- Key Factors Determining Competitive Success in the Pangasius Industry

The report identifies the critical success factors that fuel growth in the Pangasius market, in addition to market trends and company capabilities. The Pangasius report

evaluates critical success factors against the market's competitive environment and assesses how leading participants are strengthening them. Further, the chapter identifies the factors with strongest influence on market-share retention, customer loyalty, pricing power, operating performance, and long-term competitive differentiation.

Segmentation analysis- How Demand Is Distributed Across Key Segments of the Pangasius Market

The report analyzes the global and regional markets across key types, applications, and other segments from 2021 to 2025. Further, forecasts are provided from 2026 to 2032. Key segments included in the study are By Product Type (Fresh, Frozen Whole Fish, Pangasius Fillets, Steak Cuts and Portions, Value-Added and Processed Pangasius), By Nature (Wild-Caught, Aquaculture), By End-User (Foodservice, Household, Food Processing), By Distribution Channel (Direct Sales, Indirect Sales, Retail Channels).

US Pangasius Market - Strong Consumer Spending, Private-Label Expansion and Premium Product Demand

The US Pangasius companies are focusing on value positioning, distribution strength, product differentiation, and operating efficiency as private-label products gain ground against national brands. The US store-brand sales reached \$282.8 billion in 2025, growing 3.3% versus 1.2% for national brands, while store brands reached a record 21.3% dollar share and 23.5% unit share according to the Private Label Manufacturers Association. The report provides the US Pangasius market size outlook from 2021 to 2032 and the key factors shaping the market along with key strategies adopted by leading companies.

Canada Pangasius Market - Affordability, Retail Concentration and Supply-Chain Resilience Shape Market Growth

Over the past two years, Canadian companies have been focusing on value, supply-chain resilience and manufacturing efficiency to overcome trade and cost pressures. Retail demand also remained firm, with food and beverage retail sales increasing 4.4% year-on-year in December 2025, led by packaged dry foods, fresh meat and poultry, and snacks, according to Statistics Canada. The report identifies competitive pricing and product value, retailer access, diversified sourcing, productivity, brand positioning, and portfolio innovation as key success factors across the Canadian Pangasius value chain.

Mexico Pangasius Market- Rising Consumption, Manufacturing Expansion and Export Integration Drive Market Development

Mexico's Pangasius market is supported by a large domestic consumer base, established manufacturing capabilities, and strong export integration, while pricing remains an important consideration for consumers and manufacturers. The INEGI reported that the consumer prices for food, beverages and tobacco increased 5.13% year-on-year in May 2026, compared with 3.94% for overall consumer prices, keeping affordability and price management central to category performance. Leading companies are focusing on domestic manufacturing scale, ingredient availability, export competitiveness, product differentiation, efficient sourcing and supply-chain execution to gain profit margins.

Germany Pangasius Market- Private-Label Strength, Price Sensitivity and Manufacturing Efficiency Shape Competition

Value-for-money, private-label competitiveness, efficient sourcing, and cost control are central to market performance and continue to shape the market outlook. German food prices remained structurally above their pre-inflation baseline: the food and non-alcoholic beverages CPI reached 136.2 in 2025 (2020=100), compared with 121.9 for the overall CPI, although annual food inflation moderated to 2.0% in 2025. The market is also being influenced by Germany's policy push toward healthier eating and greater development of alternative protein products, creating additional opportunities for reformulation and product innovation.

France Pangasius Market- Premium Food Culture, Retail Transformation and Selective Consumer Spending Drive Demand

France's Pangasius market is being shaped by moderating food inflation, cautious household consumption and a shift in retail demand toward value and specialized formats. Household final consumption expenditure increased only 0.4% in volume in 2025, while household purchasing power declined 0.4%, keeping affordability and price-value positioning important despite the easing of inflation. Pangasius companies operating in France are balancing value-oriented pricing with quality and differentiation, strengthening supermarket and alternative-format distribution, managing procurement and supply-chain costs, and responding to increasingly selective household spending.

UK Pangasius Market- Import Dependence, Retail Concentration and Product Portfolio Expansion Influence Market Growth

The UK Pangasius market is strongly influenced by import dependence, household affordability, and retail concentration. Consumer expenditure on food and alcoholic drinks reached ?303.3 billion in real terms in 2025, up 1.1%, with spending on food and drink eaten outside the home increasing 2.3% to ?137.7 billion, while household food expenditure was broadly flat. The structure of the industry also favors companies able to operate efficiently at scale: approximately 98.8% of UK food and drink manufacturing businesses are SMEs, creating a large and fragmented supplier base alongside major manufacturers and retailers. Over the forecast period, competitive pricing, procurement efficiency, product differentiation, retailer and foodservice relationships, import management and the ability to respond remain key success factors.

Spain Pangasius Market- Household Consumption, Tourism and Export-Oriented Manufacturing Support Demand

Spain's Pangasius market is supported by strong household food expenditure, a large tourism-driven consumption base and a highly export-oriented food industry, although consumers remain sensitive to price increases. Tourism provides an additional demand channel: international tourists spent €11.7 billion in Spain in April 2026 alone, up 7.4% year-on-year, including €1.99 billion on food and drinks, up 6.8%. Spain's food industry also reached a record level of exports in 2025, reinforcing its importance as an export manufacturing base and exposing producers to international trade conditions and supply-chain developments.

Italy Pangasius Market- Product Quality, Heritage and Export Competitiveness Remain Key Market Drivers

Italy's consumption structure favors companies capable of maintaining value across differentiated price points: household consumption expenditure averaged €2,738 per month in 2023, up 4.3% from 2022, although the increase reflected both higher spending and price effects. Italy's large manufacturing and export base supports demand for products with strong quality, provenance, and differentiation, particularly where Italian origin provides a competitive advantage. Companies that can combine Italy's established food-manufacturing capabilities with tighter cost control and differentiated products are better positioned to navigate slower domestic consumption and renewed price pressure.

China Pangasius Market- Digital Commerce, Brand Trust and Selective Consumer Spending Reshape Demand

China's Pangasius markets are being shaped by large-scale domestic consumption, rapid online retail expansion, increasingly selective spending and a widening performance gap between categories. Total retail sales of consumer goods reached RMB 50.1 trillion in 2025, up 3.7%, significantly outperforming beverages at 1.0%. Online retail is particularly important: physical-goods online sales reached RMB 13.1 trillion, representing 26.1% of total consumer-goods retail sales, while online sales of food increased 14.5% according to the National Bureau of Statistics of China. Established brands retain an advantage where consumers prioritize familiarity and brand authority, while the rapid expansion of online food sales creates opportunities for digitally native brands and manufacturers capable of using data, AI, and platform ecosystems.

India Pangasius Market- Rising Consumption, Increasing Investment and Expanding Distribution Create Growth Opportunities

India's Pangasius market is being supported by rising household consumption, a large and increasingly diversified consumer base, expansion of food processing and continued investment in formal food manufacturing. India's rural monthly per-capita consumption expenditure reached ₹4,122 in 2023–24, up from ₹3,773 in 2022–23, while urban MPCE increased to ₹6,996, highlighting the continued expansion of household purchasing capacity across both rural and urban markets. The supply side is also becoming more organized and processing-intensive. Digital commerce and AI-enabled consumer engagement are also becoming increasingly relevant, particularly as Indian consumers adopt digital tools across product discovery and purchasing.

Japan Pangasius Market- Aging Consumers, Household Price Sensitivity and Digital Purchasing Reshape the Market

Japan's Pangasius markets are being shaped by high food expenditure, renewed price pressure and increasingly cautious real household consumption, alongside a structurally mature consumer base. Price pressure has also remained visible in 2026, with Japan's headline CPI increasing 1.5% year-on-year in May 2026, while core inflation excluding fresh food increased 1.4%. Meanwhile, online purchasing remains an important route to consumers: 55.3% of two-or-more-person households used online shopping in May 2026, with food contributing materially to the increase in online-shopping expenditure. Companies also need to manage smaller household sizes and differing consumption patterns by age, while maintaining strong product differentiation in a mature market where incremental volume growth is more difficult to achieve.

Brazil Pangasius Market- Strong Domestic Consumption and Export-Oriented Manufacturing Drive Growth

Brazil's Pangasius market is supported by a large domestic consumption base, a highly integrated agricultural and food-processing sector, and exceptional export competitiveness, while renewed food-price pressure is keeping affordability important. The country's food and beverage industry generated R\$1.388 trillion in revenue in 2025, equivalent to 10.9% of national GDP, with domestic sales reaching R\$1.02 trillion; retail accounted for R\$732 billion and foodservice R\$287.9 billion. Real industry sales increased 2.2%, while companies invested R\$41.3 billion, up 6.8%, including R\$26.7 billion in innovation, plant modernization and new technologies.

Middle East Africa Pangasius Market- Import Dependence and Value-Added Products Gaining Steady Demand Growth

The Middle East Pangasius markets are being shaped by high dependence on food imports, food-security investment, urbanization, tourism, premium retail and increasingly selective consumer spending, with conditions differing substantially between Gulf markets and the wider region. The GCC recorded overall inflation of only 1.8% in 2025, while food and beverage prices increased 1.2%, indicating relatively contained consumer-price pressure compared with many global markets. Across the region, this combination of import exposure and localization is increasing the importance of supplier diversification, local production, inventory management, and efficient logistics, while strong tourism, hospitality, and modern retail ecosystems are supporting demand for differentiated, convenience-oriented, and premium products.

Pangasius Competitive Landscape

The Pangasius competitive landscape is becoming more fragmented as established multinational brands compete simultaneously with private-label products, regional manufacturers, digitally native brands and category-focused disruptors. Competitive advantage is increasingly determined by the ability to balance price, product quality, innovation, distribution reach and speed of response rather than by brand scale alone. The report provides detailed analysis of leading companies including business profile, SWOT analysis, products and services, and financial profiles of Vinh Hoan Corporation, Nam Viet Corporation, Bien Dong Seafood Co., Ltd., GODACO Seafood Joint Stock Company, Hung Vuong Corporation, AGIFISH, Truong Giang Fishery Holdings Corp., Aquatex Bentre Joint Stock Company, NTSF Seafoods Joint Stock Company, Dai

Thanh Seafoods Co., Ltd..

Pangasius Market Segmentation

By Product Type

Fresh

Frozen Whole Fish

Pangasius Fillets

Steak Cuts and Portions

Value-Added and Processed Pangasius

By Nature

Wild-Caught

Aquaculture

By End-User

Foodservice

Household

Food Processing

By Distribution Channel

Direct Sales

Indirect Sales

Retail Channels

Geographical Coverage

North America (US, Canada, Mexico)

Europe (Germany, UK, Spain, France, Italy, Russia, Rest of Europe)

Asia Pacific (China, India, Japan, South Korea, Southeast Asia, Rest of APAC)

Latin America (Brazil, Argentina, Rest of South and Central America)

Middle East and Africa (Saudi Arabia, UAE, MENA, South Africa, Sub-Saharan Africa)

Leading Companies in Pangasius Industry

Vinh Hoan Corporation

Nam Viet Corporation

Bien Dong Seafood Co., Ltd.

GODACO Seafood Joint Stock Company

Hung Vuong Corporation

AGIFISH

Truong Giang Fishery Holdings Corp.

Aquatex Bentre Joint Stock Company

NTSF Seafoods Joint Stock Company

Dai Thanh Seafoods Co., Ltd.

Frequently Asked Questions

1. What is the current size of the Pangasius market?

The Pangasius market is estimated at US\$2.5 Billion in 2026, based on the report's market sizing methodology. Demand is supported by new product launches, while competition from local labels is influencing near-term market performance. The market is expected to reach US\$3.5 Billion by 2032, reflecting the investment expansion of leading companies.

2. How fast is the Pangasius market expected to grow through the forecast period?

The Pangasius market is projected to expand at a 5.9% CAGR between 2026 and 2032, with growth concentrated in Asia Pacific.

3. Which segment currently accounts for the largest share of the Pangasius market?

The report analyzes the report across By Product Type (Fresh, Frozen Whole Fish, Pangasius Fillets, Steak Cuts and Portions, Value-Added and Processed Pangasius), By Nature (Wild-Caught, Aquaculture), By End-User (Foodservice, Household, Food Processing), By Distribution Channel (Direct Sales, Indirect Sales, Retail Channels).

4. Which regions are generating the largest demand for Pangasius products?

Differences in consumer preferences, pricing, regulation and distribution infrastructure continue to create significant variations in market performance across regions. Asia Pacific is the fastest growing market driven by China, India, Southeast Asia, and other emerging markets.

5. Which companies are leading the Pangasius market?

The Pangasius market includes major participants such as Vinh Hoan Corporation, Nam Viet Corporation, Bien Dong Seafood Co., Ltd., GODACO Seafood Joint Stock Company, Hung Vuong Corporation, AGIFISH, Truong Giang Fishery Holdings Corp., Aquatex Bentre Joint Stock Company, NTSF Seafoods Joint Stock Company, Dai Thanh Seafoods Co., Ltd.. Leading companies compete through product portfolio, distribution, technology, while recent competitive activity includes M&A, product launches, capacity expansion, and geographic expansion. Market leadership varies significantly by product category and geography.

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By Nature
Wild-Caught
Aquaculture
By End-User
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 - NTSF Seafoods Joint Stock Company
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CHAPTER 13- APPENDIX

Glossary of Terms

Research Methodology & Data Sources

Conclusion & Strategic Recommendations

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