No. FI202611-01

13 Nov, 2026

Subject: Management's Discussion and Analysis (MD&A) for Q3/2026

To: President of the Stock Exchange of Thailand

Sappe Public Company Limited (the "Company") would like to provide the following clarification regarding the Company's operating results for the quarter ended September 30, 2026, with the following details.

(Unit: Thousand Baht)

Profit & Loss statement	Q3/2026	%	Q3/2025	%	Q2/2026	%	YoY%	QoQ%	9M/2026	%	9M/2025	%	YoY%
Total Revenue	**1,627,432**	**103.0%**	**1,378,264**	**102.2%**	**1,538,483**	**102.6%**	**18.1%**	**5.8%**	**4,484,765**	**102.6%**	**4,143,407**	**102.6%**	**8.2%**
Revenue from selling goods	1,579,357	100.0%	1,348,625	100.0%	1,499,625	100.0%	17.1%	5.3%	4,371,112	100.0%	4,038,907	100.0%	8.2%
Net gain from foreign exchange	5,363	0.3%	3,775	0.3%	4,344	0.3%	42.1%	23.4%	11,956	0.3%	10,477	0.3%	14.1%
Others income	42,712	2.7%	25,864	1.9%	34,514	2.3%	65.1%	23.7%	101,697	2.3%	94,023	2.3%	8.2%
Cost of goods sold	**876,564**	**55.5%**	**762,184**	**56.5%**	**837,177**	**55.8%**	**15.0%**	**4.7%**	**2,415,107**	**55.3%**	**2,241,294**	**55.5%**	**7.8%**
Gross profit	**702,793**	**44.5%**	**586,441**	**43.5%**	**662,448**	**44.2%**	**19.8%**	**6.1%**	**1,956,005**	**44.7%**	**1,797,613**	**44.5%**	**8.8%**
SG&A	**500,318**	**31.7%**	**390,346**	**28.9%**	**465,482**	**31.0%**	**28.2%**	**7.5%**	**1,347,619**	**30.8%**	**1,101,315**	**27.3%**	**22.4%**
Selling expenses	368,970	23.4%	273,025	20.2%	330,300	22.0%	35.1%	11.7%	979,368	22.4%	755,874	18.7%	29.6%
Administrative expenses	131,348	8.3%	117,321	8.7%	135,182	9.0%	12.0%	-2.8%	368,251	8.4%	345,441	8.6%	6.6%
EBIT	**250,550**	**15.9%**	**225,734**	**16.7%**	**235,824**	**15.7%**	**11.0%**	**6.2%**	**722,039**	**16.5%**	**800,798**	**19.8%**	**-9.8%**
Finance costs	(515)	0.0%	(376)	0.0%	(615)	0.0%	n.a.	n.a.	(1,657)	0.0%	(1,214)	0.0%	n.a.
Reversal of impairment loss (TFRS 9)	(170)	0.0%	136	0.0%	(234)	0.0%	n.a.	n.a.	(1,427)	0.0%	832	0.0%	n.a.
Share of profit (loss) of associates and joint venture	1,703	0.1%	267	0.0%	1,514	0.1%	n.a.	n.a.	3,568	0.1%	1,661	0.0%	n.a.
EBT	**251,568**	**15.9%**	**225,761**	**16.7%**	**236,489**	**15.8%**	**11.4%**	**6.4%**	**722,523**	**16.5%**	**802,077**	**19.9%**	**-9.9%**
Income tax expense	46,041	2.9%	35,514	2.6%	40,839	2.7%	29.6%	12.7%	129,268	3.0%	130,134	3.2%	-0.7%
Net profit(loss)	**205,527**	**13.0%**	**190,247**	**14.1%**	**195,650**	**13.0%**	**8.0%**	**5.0%**	**593,255**	**13.6%**	**671,943**	**16.6%**	**-11.7%**
Net profit(loss) of Parent Company	**198,677**	**12.6%**	**183,307**	**13.6%**	**188,827**	**12.6%**	**8.4%**	**5.2%**	**570,383**	**13.0%**	**654,945**	**16.2%**	**-12.9%**

Overview

The Company's total revenue as of Q3/2026 was THB 1,627 million, up 18.1% from the same quarter of the previous year and up 5.8% from the previous quarter, driven by outstanding growth in the Asian region together with seasonally high product demand. As a result, the Company's revenue grew well compared with both the same period last year and the previous quarter.

The cost of goods sold ratio in Q3/2026 was 55.5% of revenue from selling goods, lower than both the same quarter of the previous year and the previous quarter, due to higher revenue and efficient cost management, although the Company continued to be affected by higher raw material costs since Q2 arising from uncertainty in the Middle East, namely resin, plastic and oil prices.

Selling and administrative expenses were THB 500 million, up 28.2% from the same quarter of the previous year and up 7.5% from the previous quarter, mainly due to continued investment in sales and marketing to support market expansion and strengthen the brand in key markets.

For the first nine months of 2026, selling and administrative expenses increased by 22.4% while sales revenue increased by 8.2% compared with the same period of the previous year. As a result, net profit attributable to owners of the parent for the first nine months was THB 570 million, down 12.9%. Nevertheless, the Company continues to focus on managing investment efficiency and controlling expenses in order to deliver growth and long-term returns.

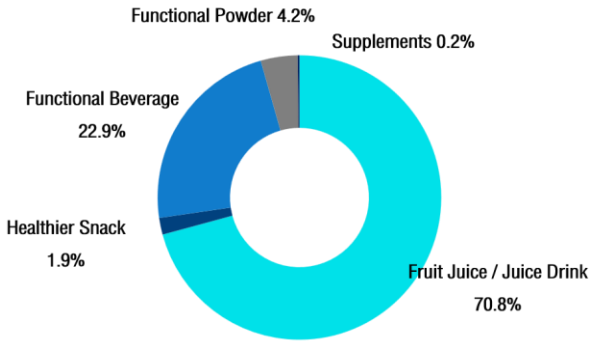
Revenue from Selling Goods

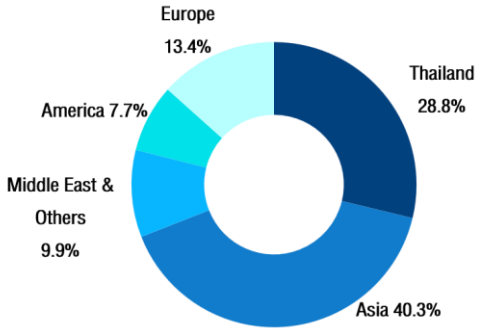
The Company's sales revenue in Q3/2026 was THB 1,579 million, up 17.1% from the same quarter of the previous year and up 5.3% from the previous quarter, mainly supported by the recovery of sales in overseas markets, especially the Asian region, together with growth in domestic sales.

International sales revenue in Q3/2026 was THB 1,125 million, up 16.1% from the same quarter of the previous year and up 5.1% from the previous quarter, mainly driven by outstanding growth in the Asian region, particularly in the Philippines and India. In the Middle East, the easing of uncertainty helped keep sales stable compared with the previous quarter. In the Americas, the Company continued to expand distribution channels and increase marketing activities, resulting in sales growth compared with the previous quarter. Sales in Europe decreased from both the same quarter of the previous year and the previous quarter following the continued economic slowdown.

Domestic sales revenue in Q3/2026 was THB 454 million, up 19.7% from the same quarter of the previous year and up 5.8% from the previous quarter, mainly because coconut water prices rose from the beginning of the year, which increased revenue from the All Coco business, as well as other products such as B'lue, which continued to deliver solid growth this quarter.

Revenue from Selling Goods in Q3/2026





Cost of Goods Sold

The cost of goods sold ratio in Q3/2026 was 55.5% of sales revenue, lower than both the same quarter of the previous year and the previous quarter, supported by easing pressure on raw material and packaging costs after the uncertainty in the Middle East began to subside, together with higher sales and efficient production cost management, enabling the Company to keep the cost of goods sold ratio at an appropriate level continuously. In addition, the Company benefited from the depreciation of Thai baht, a higher utilization rate in line with increased sales volume, and continuous cost control through key projects.

Selling Expenses

Selling expenses in Q3/2026 were THB 369 million, or 23.4% of sales revenue, an increase from both the same quarter of the previous year and the previous quarter, mainly due to continued investment in sales and marketing, including the expansion of distribution channels, building brand awareness and strength, and increased marketing activities in key markets to support sales growth and long-term business expansion.

Administrative Expenses

Administrative expenses in Q3/2026 were THB 131 million, or 8.3% of sales revenue, a lower ratio compared with both the same quarter of the previous year and the previous quarter, mainly because sales revenue increased this quarter. For the first nine months of 2026, the Company kept administrative expenses at a level similar to the same period of the previous year, reflecting continued efficiency in managing and controlling operating expenses.

Net Profit (Loss) – Parent Company

Net profit attributable to owners of the parent in Q3/2026 was THB 199 million, or 12.6% of sales revenue, up 8.4% from the same quarter of the previous year and up 5.2% from the previous quarter, supported by revenue growth and efficient cost of goods sold management, even though the Company continued to invest in sales and marketing.

Summary of Significant Events and Developments

Establishment of a new subsidiary in the Republic of Indonesia: In August, the Board of Directors resolved to approve Sappe Holding Co., Ltd. (a direct subsidiary of the Company, 100% held by the Company) to establish a new subsidiary in the Republic of Indonesia, which will be an indirect subsidiary of the Company, with Sappe Holding Co., Ltd. holding 100% of its shares, to support the expansion of the Group's business and operations in Indonesia, including the expansion of distribution channels. The subsidiary will engage in wholesale and distribution of non-alcoholic beverage products, with registered capital of IDR 10,000 million and is currently in the process of calling up the minimum share payment of 25% of the registered capital, funded by the Company's working capital. The company has been registered under the name PT Mogu Mogu Indonesia, subject to approval by the relevant authorities in Indonesia.

Capital increase in SAPPE Philippines Corporation: In August, the Board of Directors resolved to approve Sappe Holding Co., Ltd. (a direct subsidiary of the Company, 100% held by the Company) to increase capital in SAPPE Philippines Corporation (an indirect subsidiary of the Company) by 113,000 shares with a par value of PHP 1,100 per share, totaling PHP 124.30 million. As a result, the registered capital of SAPPE Philippines Corporation increases from PHP 22.00 million to PHP 146.30 million, with PHP 74.80 million to be called up for share payment, to support the expansion of the Group's business and distribution channels in the Philippines.

Factors That May Affect Future Operations or Growth

Competition and changes in consumer behavior: The beverage industry is highly competitive both domestically and internationally, while consumer behavior is changing rapidly, particularly the trend toward health consciousness and demand for a variety of products, which may affect market share and sales growth. The Company therefore continues to develop product innovations and strengthen its brands to maintain its competitiveness.

Regulatory and trade policy changes overseas: Doing business overseas may be affected by changes in laws, regulations, trade policies, tax measures, and health and environmental requirements, which may affect costs and competitiveness. The Company therefore closely monitors changes in each market and adjusts its business approach to comply with the relevant requirements.

Volatility of raw material costs and foreign exchange rates: Prices of key raw materials such as sugar, PET plastic resin and coconut-based materials, as well as exchange rates, may fluctuate with market conditions and external factors, which affect production costs, revenue and the Company's profit margins. The Company therefore continuously monitors the situation and manages the risks.

Environmental, Social and Governance (ESG) Performance

The Company drives business growth together with sustainable development, which is a key strategy for strengthening its long-term competitiveness, by integrating ESG principles across the value chain, including developing new beverage products, 100% Zero Water Discharge water management, the use of solar energy, packaging development based on the Circular Economy concept, and projects promoting the health and quality of life of employees and the community.

In terms of governance, the Company has been certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC) and is a member of the UN Global Compact Network Thailand (GCNT) to elevate transparent and responsible business operations in line with international sustainability principles. At present, the Company is a constituent of the SET ESG Index, has received a SET ESG Rating of A, and has been rated 5 stars in the Corporate Governance Report of Thai Listed Companies (CGR).

Sincerely Yours,

Sappe Public Company Limited

Ms. Piyajit Ruckariyapong

Chief Executive Officer