



No. FI202505-05

26 February, 2026

Subject: Management's Discussion and Analysis (MD&A) for Q4/2025 (Revised)

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 December 31, 2025, with the following details.

(Unit: Thousand Baht)

Profit & Loss statement	Q4/2568	%	Q4/2567	%	Q3/2568	%	YoY%	QoQ%	FY2568	%	FY2567	%	YoY%
Total Revenue	1,243,544	102.5%	1,442,013	104.7%	1,378,264	102.2%	-13.8%	-9.8%	5,386,950	102.6%	7,052,789	104.1%	-23.6%
Revenue from selling goods	1,213,699	100.0%	1,376,920	100.0%	1,348,625	100.0%	-11.9%	-10.0%	5,252,606	100.0%	6,775,377	100.0%	-22.5%
Net gain from foreign exchange	3,565	0.3%	7,928	0.6%	3,775	0.3%	-55.0%	-5.6%	14,041	0.3%	19,237	0.3%	-27.0%
Gain from changes in interest in associate	-		-		-	0.0%			-		-		
Others income	26,280	2.2%	57,165	4.2%	25,864	1.9%	-54.0%	1.6%	120,303	2.3%	258,175	3.8%	-53.4%
Cost of goods sold	685,235	56.5%	738,534	53.6%	762,184	56.5%	-7.2%	-10.1%	2,926,529	55.7%	3,631,766	53.6%	-19.4%
Gross profit	528,464	43.5%	638,386	46.4%	586,441	43.5%	-17.2%	-9.9%	2,326,077	44.3%	3,143,611	46.4%	-26.0%
SG&A	396,546	32.7%	474,511	34.5%	390,346	28.9%	-16.4%	1.6%	1,497,862	28.5%	1,854,129	27.4%	-19.2%
Selling expenses	246,934	20.3%	326,990	23.7%	273,025	20.2%	-24.5%	-9.6%	1,002,808	19.1%	1,298,057	19.2%	-22.7%
Administrative expenses	149,613	12.3%	147,521	10.7%	117,321	8.7%	1.4%	27.5%	495,054	9.4%	556,072	8.2%	-11.0%
EBIT	161,762	13.3%	228,968	16.6%	225,734	16.7%	-29.4%	-28.3%	962,559	18.3%	1,566,894	23.1%	-38.6%
Finance costs	554	0.0%	(463)	0.0%	(376)	0.0%	n.a.	n.a.	1,768	0.0%	(2,053)	0.0%	n.a.
Reversal of impairment loss (IFRS 9)	(7)	0.0%	990	0.1%	136	0.0%	n.a.	n.a.	(840)	0.0%	2,699	0.0%	n.a.
Loss on disposal of investment in subsidiary	-	0.0%	-	0.0%	-	0.0%	n.a.	n.a.	-	0.0%	(2,548)	0.0%	n.a.
Share of profit (loss) of associates and joint venture	298	0.0%	(2,680)	-0.2%	267	0.0%	n.a.	n.a.	1,960	0.0%	(1,211)	0.0%	n.a.
EBT	161,513	13.3%	226,815	16.5%	225,761	16.7%	-28.8%	-28.5%	963,591	18.3%	1,563,781	23.1%	-38.4%
Income tax expense	32,728	2.7%	30,928	2.2%	35,514	2.6%	5.8%	-7.8%	162,862	3.1%	297,869	4.4%	-45.3%
Net profit(loss)	128,785	10.6%	195,887	14.2%	190,247	14.1%	-34.3%	-32.3%	800,729	15.2%	1,265,912	18.7%	-36.7%
Net profit(loss) of Parent Company	121,263	10.0%	189,121	13.7%	183,307	13.6%	-35.9%	-33.8%	776,208	14.8%	1,252,546	18.5%	-38.0%



Overview

For the consolidated financial statements of Sappe PCL. and its subsidiaries in Q4/2025, the company recorded revenue from selling goods of THB 1,214 million, representing a decrease of 11.9% YoY and 10% QoQ. This decline was mainly driven by the continued slowdown in international markets, which have not yet recovered to normal. However, clear signs of recovery have begun to show in several key markets.

The cost of goods sold (COGS) ratio in Q4/2025 stood at 56.5% of revenue from selling goods, remaining an identical proportion of the previous quarter, mainly due to the impact of foreign exchange including raw material and packaging price.

Selling and administrative expenses totaled at THB 397 million, decreasing 16.4% from THB 475 million in the same quarter last year. As a result, net profit attributable to the owners of the parent company amounted to THB 121 million, or 10% of revenue from selling goods.

Revenue from Selling Goods

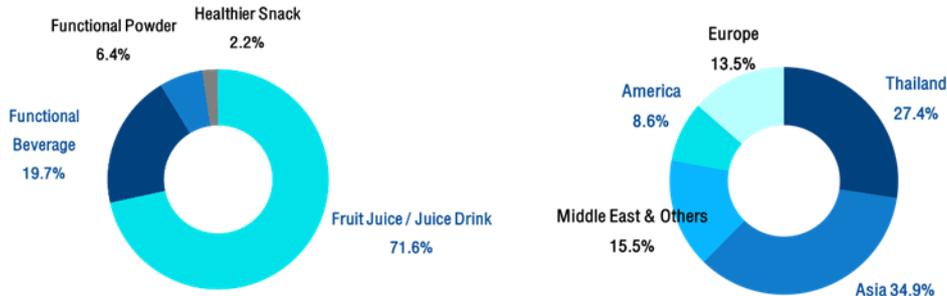
In Q4/2025, the company recorded total revenue from selling goods of THB 1,214 million, a decrease of 11.9% YoY and 10% QoQ. This decline was due to lower international sales.

International sales totaled at THB 881 million, a decrease of 14.3% YoY. This was driven by the global economic slowdown, the volatility of Thai Baht, the ongoing conflict of geopolitics, and the U.S. trade measures, which remained uncertain. Nevertheless, sales in Europe have gradually recovered from Q3/2025, besides sales in America have also improved from Q3/2025. However, sales in the Middle East were affected by external factors. In Asia, performance remained under pressure due to intensified competition in key markets such as South Korea and distributor management issues in Indonesia.

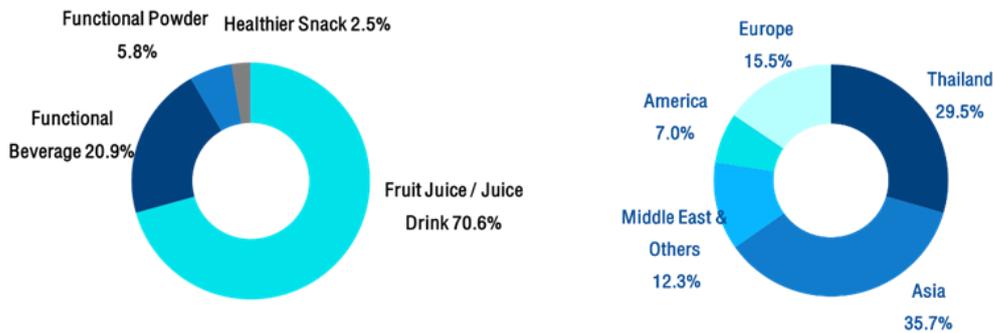
Domestic sales totaled at THB 333 million, representing a decrease of 4.7% YoY. The decline was primarily driven by lower coconut prices, which resulted in an 11% reduction in sales value of coconut-related products, despite a 3% increase in sales volume compared to the previous year. Sales of other product categories recorded slight growth YoY. As the company had already launched most of its new products during the first half of the year, there were no additional product launches in Q4. Nevertheless, for the full year of 2025, domestic sales remained solid with the growth of 13.1% YoY.



Revenue of Sale of Goods in Q4/2025



Revenue of Sale of Goods in 2025



Cost of Goods Sold

In Q4/2025, the cost of goods sold (COGS) ratio was 56.5% of revenue from selling goods, an identical proportion of the previous quarter. Throughout 2025, the company faced cost management challenges arising from the appreciation of the Thai Baht and lower production capacity utilization compared to the previous year. Nevertheless, the company effectively managed costs through several key initiatives, including automation projects, production and HR planning, solar rooftop and floating systems, and the application of machine learning in quality control processes. As a result, the overall COGS ratio remained stable.



Selling Expenses

Selling expenses accounted for 20.3% of revenue from selling goods in Q4/2025, a decrease of 3.4 percentage points YoY. For the full year 2025, the selling expense ratio stood at 19.1%, compared to 19.2% in the previous year. This reflects the company's effective cost control and operational efficiency, despite lower revenue during the period.

Administrative Expenses

Administrative expenses in Q4/2025 totaled THB 149.6 million, or 12.3% of revenue from selling goods, slightly increasing from THB 147.5 million YoY. This increase was primarily due to trademark expenses arising from the write-off of certain trademarks amounting to THB 11.7 million. This was one-time, non-recurring item.

Net Profit (Loss) – Parent Company

Net profit attributable to the owners of the parent company in Q4/2025 was THB 121 million, accounting for 10% of revenue from selling goods. This represents a 35.9% decrease YoY and a 33.8% decrease QoQ.

Sincerely Yours,
Sappe Public Company Limited

Ms. Piyajit Ruckariyapong
Chief Executive Officer