

15 May 2026

Re Management Discussion and Analysis for the first quarter of year 2026

Attn. The President

The Stock Exchange of Thailand (SET)

R&B Food Supply Public Company Limited and its subsidiaries would like to clarify the financial performance and financial information for the first quarter of year 2026 with the following details:

Revenue Structure

Group revenue structure derived from the business of manufacturing and distribution of raw materials used as Food Ingredients by dividing into 6 types:

- 1.1 Flavour, Fragrance & Color
- 1.2 Food Coating
- 1.3 Dry
- 1.4 Frozen
- 1.5 Packaging (Plastic)
- 1.6 Trading goods

Financial Performance

Profit or Loss (In Million Baht)	Three - month period (January - March)		Change	
	2026	2025	Amount	%
Revenues from sales and rendering services	1,085.51	1,050.27	35.24	3.36%
Cost of goods sold and rendering services	(668.32)	(679.65)	(11.32)	-1.67%
Gross profit	417.19	370.62	46.57	12.56%
Gain (loss) on exchange rate	3.95	(2.01)	5.96	296.16%
Other income	1.46	8.48	(7.02)	-82.75%
Selling and Distribution expenses	(102.53)	(98.54)	3.99	4.05%
Administrative expenses	(163.10)	(143.90)	19.20	13.35%
Expected credit losses	(2.43)	(0.05)	2.38	4870.95%
Finance costs	(2.91)	(2.78)	0.13	4.80%
Share of profit of joint ventures accounted for using the equity method	-	1.49	(1.49)	-100.00%
Profit before income tax expense	151.63	133.32	18.31	13.74%
Income tax expense	(15.01)	(28.88)	(13.86)	-48.01%
Profit for the period	136.62	104.44	32.18	30.81%
Profit (loss) attributable to:				
Non-controlling interests	(5.31)	(1.28)	(4.04)	-315.61%
Owners of the parent	141.93	105.72	36.21	34.26%
EBITDA	223.12	201.70	21.42	10.62%

The First Quarter of Year 2026 Performance Analysis

In the first quarter of year 2026, the Group had revenues from sales and services of Baht 1,085.51 million, which increased by Baht 35.24 million or 3.36% YoY, when compared with the same period of year 2025, which had revenues from sales and services of Baht 1,050.27 million.

The increase in revenue from sales of Baht 35.24 million was driven by the following key factors;

1.) Source of Revenues

- Domestic sales increased by Baht 10.23 million (1.24% YoY)
- Overseas sales increased by Baht 25.01 million (10.99% YoY)

2.) Product Group

- Flavour, Fragrance & Color group increased by Baht 31.73 million (10.28% YoY)
- Dry group increased by Baht 11.38 million (18.06% YoY)
- Food Coating group decreased by Baht 7.07 million (-1.30% YoY)

3.) Customer Segment

- Sales to Industrial customers increased by Baht 48.64 million (6.00% YoY)
- Sales to Traditional trade customers decreased by Baht 8.99 million (-6.92% YoY)
- Sales to Modern trade customers decreased by Baht 4.41 million (-4.00% YoY)

Domestic sales increased by Baht 10.23 million, primarily due to recovery in purchase orders from industrial customers in the Flavour, Fragrance & Color group. While the same period of previous year, sales orders were affected by the economic slowdown. Therefore, sales orders were recovering in current period and supporting the domestic sales growth.

Overseas sales increased by Baht 25.01 million, primarily due to the market expansion into the Asian region for the Flavour, Fragrance & Color and the Food coating groups. Furthermore, this growth was bolstered by the proactive sales and marketing strategies implemented by overseas subsidiaries.

Gross profit was Baht 417.19 million, 12.56% increase compared to with the same period the previous year. This was mainly due to increase in the proportion of revenue from sales of product group with high gross margin, resulting in an increase in the group gross profit margin.

Three-month period (January - March)			Change	YoY
(In Million Baht)	2026	2025		
Gross profit	417.19	370.62	46.57	12.56%
Proportion to revenues from sales and rendering services	38.43%	35.29%		3.14%

Selling and distribution expenses, along with administrative expenses were Baht 265.63 million, an increase of Baht 23.19 million or 9.57% when compared to with the same period the previous year. Mainly due to:

- Expenses of a subsidiary in India, which has been reclassified as a subsidiary since the fourth quarter of year 2025 of Baht 10.41 million such as staff salaries, depreciation, and transportation expenses.
- An increase in staff costs to support the Group product development and expansion, together with annual salary adjustments.
- An increase in sampling product expenses for traditional trade customers, in order to expand customer base and build brand awareness.
- An increase in transportation expenses resulting from the Group's proactive sales and marketing strategies.

Profit for the First Quarter of Year 2026

Three-month period (January - March)			Change	YoY
(In Million Baht)	2026	2025		
Profit for the period	136.62	104.44	32.18	30.81%
Proportion to revenues from sales and rendering services	12.59%	9.94%		2.65%

Profit for the period increased, mainly due to increase in the proportion of revenues from sales of product group with high gross margin, resulting in an increase in the Group gross profit margin. In addition, income tax expense decreased of Baht 13.86 million, mainly due to corporate income tax exemption on net profit derived from BOI-promoted operations of flavour and fragrance product group, which sales operation started in the fourth quarter of 2025.

Analysis of the Financial Position

Assets

As of 31 March 2026, the Group had total assets of Baht 5,961.64 million, which increased to Baht 166.00 million or increased 2.86% from the balance as at 31 December 2025 where the total assets were Baht 5,795.64 million.

The major changes comprised:

- 1) An increase in cash and cash equivalents of Baht 22.74 million mainly due to:
 - Cash received from operations of Baht 102.63 million.
 - Payments for purchase of land, building factory and machinery and equipment of Baht 76.83 million.
 - Payment for lease liabilities of Baht 5.68 million from lease.
- 2) An increase in trade and other current receivables by Baht 77.55 million was mainly due to decrease in trade receivables—other parties.
- 3) An increase in inventories by Baht 51.78 million resulting from inventory management to maintain stock levels in line with customers' orders

- 4) An increase in property, plant and equipment of Baht 33.41 million, mainly due to both domestic and overseas investments in buildings and building improvements, machinery and equipment, amounting to Baht 81.09 million and net of depreciation during the period amounting to Baht 58.48 million.

Liabilities

As of 31 March 2026, the Group had total liabilities of Baht 873.58 million, representing 14.65% of total assets. Total liabilities increased of Baht 16.31 million or 1.90% when compared with total liabilities as at 31 December 2025 of Baht 857.27 million, representing 14.79% of total assets. The major changes came from an increase in income tax payable of Baht 16.58 million.

Shareholders' Equity

As of 31 March 2026, the Group had total shareholders' equity of Baht 5,088.06 million, equivalent to 85.35% of total assets. The shareholders' equity increased of Baht 149.69 million or increased 3.03% when compared with shareholders' equity as at 31 December 2025, which had balance of Baht 4,938.37 million, representing to 85.21% of total assets. The major changes were from:

- 1) Profits attributable to owners of the Company for the first quarter of year 2026 amounted to Baht 141.93 million.
- 2) Loss attributable to non-controlling interests for the first quarter of year 2026 amounted to Baht 5.31 million.
- 3) Other components of equity (exchange differences on translating financial statements) attributable to owners of the parent increased by Baht 13.23 million.

Cash Flow Statements

Statement of cash flows for three-month period ended 31 March 2026 were as follows:

- 1) Net cash provided by operating activities of Baht 102.63 million.
- 2) Net cash flows used in investing activities of Baht 78.93 million, mainly due to cash paid for purchase of property, plant and equipment of Baht 76.83 million.
- 3) Net cash used in financing activities was Baht 3.63 million, primarily due to payment for principal elements of lease liabilities.
- 4) Cash and cash equivalents as of 31 March 2026, amounted to Baht 657.06 million, compared to Baht 634.32 million as of 31 December 2025.

Financial Ratios as of 31 March 2026

Compared with Financial Ratios as of 31 December 2025

1) Liquidity Ratios

The liquidity ratio as of 31 March 2026 was 4.71 times, increased when compared with the liquidity ratio as of 31 December 2025, which was 4.64 times this indicated that the Group has maintained good financial stability.

Financial Ratios	For the three-month period ended 31 March 2026	For the year ended 31 December 2025
<u>Liquidity Ratio</u>		
Current Ratio (Time)	4.71	4.64
Quick Ratio (time)	2.89	2.82
Average Collection Period (Day)	85	86
Average Sale Period (Day)	145	141
Average Payment Period (Day)	47	45
Cash Cycle (Day)	183	182

2) Profitability Ratios

2.1 The gross profit margin for the three-month period ended 31 March 2026 was 38.43%, an increase from the gross profit margin for the three-month period ended 31 March 2025, which was 35.29%. This was mainly due to increase in the proportion of revenues from sales of product group with high gross margin, resulting in an increase in the Group gross profit margin.

2.2 As of 31 March 2026, the return on equity (ROE) was 9.38%, an increase from 8.88% as of December 31, 2025

3) Efficiency Ratio

As of 31 March 2026, the return on assets (ROA) was 9.34%, an increase from 9.22% as of December 31, 2025.

Financial Ratios	For the three-month period ended 31 March 2026	For the year ended 31 December 2025
<u>Profitability Ratio</u>		
Gross Profit Margin (%)	38.43	34.88
Operating Profit Margin (%)	13.96	12.17
Net Profit Margin (%)	12.57	9.94
Return on Equity (ROE %)	9.38	8.88
<u>Efficiency Ratio</u>		
Return on Asset (ROA %)	9.34	9.22
<u>Financial policy Ratio</u>		
Debt to Equity Ratio (Time)	0.18	0.18

Yours Sincerely

(Mr. Suranart Kittirattanadetch)

Chief Financial Officer

R&B Food Supply Public Company Limited