



บริษัท เจริญอุตสาหกรรม จำกัด (มหาชน)

CHIN HUAY Public Company Limited

15 May 2026

**MANAGEMENT DISCUSSION AND ANALYSIS (MD&A)**

For the three-month period ended 31 March 2026

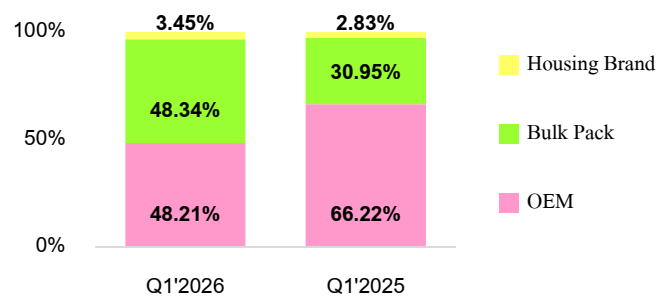
To The President

Stock Exchange of Thailand

The Management Discussion and Analysis of the operating results of Chin Huay Public Company Limited and its subsidiaries (collectively referred to as the “**Group**”) for the first quarter of 2026 (“**Q1/2026**”), as well as the analysis of the Group’s financial position for the three-month period ended 31 March 2026, are based on the reviewed financial statements reviewed by the independent auditor from PricewaterhouseCoopers ABAS Ltd. The Company may reclassify certain items of revenues and expenses, which could result in variances between the figures presented in this Management Discussion and Analysis and those presented in the reviewed financial statements. This is solely for the purpose of presenting, analyzing, and explaining the operating results in this document only.

**Business Overview**

The Group is engaged in the manufacturing and distribution of fruits and processed food products, categorized into three product segments: (1) dehydrated fruits, (2) canned fish, and (3) healthy snacks. The Group primarily focuses on exporting its products to international markets, including the United States, Canada, Japan, Italy, and Australia, among others. For the three-month period of 2026, export sales accounted for 73% of the Group's total revenue from sales and services. The Group operates through multiple distribution channels, including Original Equipment Manufacturer (OEM), Bulk Pack for industrial customers and large retail chains, and sales under the Company's housing brands, as follows:



Chin Huay Public Company Limited would like to report the details of performance as per operating revenue, gross profit, operating profit (loss), along with net profit (loss) as follows:

(Unit: Million Baht, %)

Summary of operating results	Jan-Mar 2026	Jan-Mar 2025	YoY (%)
<b>Revenues from sales of goods and services</b>	<b>438.30</b>	<b>445.48</b>	<b>(1.61%)</b>
Gross Profit	50.06	70.66	(29.15%)
Operating Profit (loss)	(0.60)	18.61	N.A.
<b>Net Profit (loss) for the period</b>	<b>(0.13)</b>	<b>13.08</b>	<b>N.A.</b>
Gross Profit Margin	11.42%	15.86%	
Operating Profit Margin	(0.14%)	4.18%	
Net Profit Margin <sup>/1</sup>	(0.03%)	2.90%	

Remarks: /1 - Net Profit Margin is calculated from Total Revenue.



**Key Highlights and Developments**

**Key Highlights in Q1/2026:**

During Q1/2026, the Group operated amid continued volatility in the global economy, particularly due to increased import tariffs imposed by the United States, the appreciation of the Thai Baht, and the impact of ongoing geopolitical conflicts on international logistics and transportation. These factors affected purchasing behavior among customers in certain key markets and created limitations in delivering products to destination countries. Nevertheless, the Group was able to effectively manage its operations and maintain business continuity through ongoing adjustments in marketing strategies, cost management, and business risk diversification.

For the dehydrated fruit segment, although export sales were pressured by slower purchase orders from certain customers in the United States, as well as the impact of foreign exchange fluctuations, the Group was able to significantly expand its domestic customer base, particularly from increasing demand for dehydrated mango products amid tight raw material supply conditions within the industry in Thailand. In this regard, the subsidiary's manufacturing facility in Cambodia continued to play a significant role in supporting raw material sourcing and enhancing supply chain flexibility, enabling the Group to efficiently fulfill customer orders and manage costs.

For the canned fish segment, export sales increased in line with demand from customers in the European Union and the United States markets. The Group was able to continuously procure quality fish raw materials that complied with customers' food safety standards. At the same time, the Company adjusted its domestic sales strategy by placing greater emphasis on modern trade channels and online platforms in order to improve cost efficiency and enhance long-term profitability.

For the healthy snack segment, the business continued to demonstrate strong growth momentum in both domestic and international markets, driven by the development of new products that meet the preferences of modern consumers, particularly fruit snack and health-focused products, which received positive responses from both existing and new customers. In addition, the expansion of distribution channels through convenience stores and modern trade channels further supported brand recognition and broadened consumer reach.

In addition, the Group continued to place emphasis on prudent cost management and financial liquidity management. The Group also invested in the construction of a new cold storage facility to enhance raw material storage capacity and support future business growth, while continuing to operate in line with sustainable development principles and closely monitor foreign exchange risk management to maintain long-term stability and competitiveness.



**Business Direction:**

Amid the aforementioned challenges, the Group remained focused on maintaining the stability of its operating performance and financial liquidity, while preparing for business operations during the remaining period of the year. The Group proactively implemented measures to enhance production efficiency, strengthen cost control within manufacturing operations, increase production yield, and reduce unnecessary expenses across all areas to preserve profitability amid intensifying market competition.

In terms of financial management, the Company continued to adopt a prudent approach by placing emphasis on maintaining liquidity, managing working capital, and closely monitoring financial risks. At the same time, the Company continued to manage inventory levels, trade receivable quality, and capital structure at appropriate levels in order to prepare for economic volatility and maintain long-term financial strength.

For the operating outlook during the remaining period of the year, the Group expects its performance to improve compared to Q1/2026, supported by the seasonal nature of the business during the remaining quarters of the year, together with the gradual realization of benefits from cost management measures, production efficiency improvements, and continuous foreign exchange management. However, the Group's operating results remain dependent on global economic conditions, consumer purchasing power, particularly among overseas customers, raw material costs, and foreign exchange fluctuations going forward.

In addition, new product categories, particularly chocolate-coated dehydrated fruits and other healthy snack products, continued to demonstrate strong growth potential with steadily increasing sales volumes. These products are expected to become important drivers supporting the Company's future growth and profitability.

In the long term, the Company plans to further enhance the flexibility of its sales and marketing strategies in order to align with changing cost structures and market conditions, while increasing the proportion of value-added products and expanding into new markets to support sustainable growth in the future.



## Summary of Operating Performance

For the three-month period ended 31 March 2026

Statement of Comprehensive Income	Jan-Mar 2026		Jan-Mar 2025		YoY (%)
	Million Baht	%	Million Baht	%	
Revenues from sales of goods and services	438.30	100.00%	445.48	100.00%	(1.61%)
Cost of goods sold and services	(388.24)	(88.19%)	(374.82)	(84.14%)	3.58%
<b>Gross profit</b>	<b>50.06</b>	<b>11.42%</b>	<b>70.66</b>	<b>15.86%</b>	<b>(29.15%)</b>
Other incomes <sup>1</sup>	2.07	0.47%	2.42	0.54%	(14.46%)
Net gain on foreign exchange rate	6.31	1.44%	2.51	0.56%	151.39%
Net gain on derivatives	2.28	0.52%	-	-	N.A.
Selling and distribution expenses	(23.51)	(5.36%)	(15.39)	(3.45%)	52.76%
Administrative expenses	(37.81)	(8.63%)	(41.59)	(9.33%)	(9.09%)
<b>Operating profit (loss)</b>	<b>(0.60)</b>	<b>(0.14%)</b>	<b>18.61</b>	<b>4.18%</b>	<b>N.A.</b>
Financial income	0.01	<0.00%	<0.01	<0.00%	N.A.
Financial cost	(2.37)	(0.54%)	(1.62)	(0.36%)	46.30%
<b>Profit (loss) before income tax</b>	<b>(2.96)</b>	<b>(0.68%)</b>	<b>17.00</b>	<b>3.82%</b>	<b>N.A.</b>
Income tax (expense) income	2.83	0.65%	(3.92)	(0.88%)	N.A.
<b>Net profit (loss) for the period</b>	<b>(0.13)</b>	<b>(0.03%)</b>	<b>13.08</b>	<b>2.94%</b>	<b>N.A.</b>

Remark: /1 - Other incomes include income from export compensation, profit from asset disposal, and rental income.

For Q1/2026, the Group reported total revenues from sales of goods and services of 438.30 million Baht, representing a decrease of 1.61% (YoY). Of this amount, revenue from the dehydrated fruit segment, accounting for 87% of total revenues from sales of goods and services, totaled 382.94 million Baht, decreasing by 6.41% (YoY). Revenue from the canned fish segment, accounting for 7% of total revenues from sales of goods and services, totaled 30.91 million Baht, increasing by 18.93% (YoY), while revenue from the healthy snack segment, accounting for 6% of total revenues from sales of goods and services, totaled 24.45 million Baht, increasing by 136.69% (YoY).



Revenue structure by segments	Jan-Mar 2026		Jan-Mar 2025		YoY (%)
	Million Baht	%	Million Baht	%	
<b>Revenues from sales</b>					
<b>1. Dehydrated fruits</b>					
Domestic	105.19	24.00%	43.00	9.65%	144.63%
International	277.75	63.37%	366.16	82.20%	(24.15%)
<b>Total</b>	<b>382.94</b>	<b>87.37%</b>	<b>409.16</b>	<b>91.85%</b>	<b>(6.41%)</b>
<b>2. Canned fish</b>					
Domestic	8.53	1.95%	9.24	2.07%	(7.68%)
International	22.38	5.10%	16.75	3.76%	33.61%
<b>Total</b>	<b>30.91</b>	<b>7.05%</b>	<b>25.99</b>	<b>5.83%</b>	<b>18.93%</b>
<b>3. Healthy snacks</b>					
Domestic	4.52	1.03%	0.98	0.22%	361.22%
International	19.93	4.55%	9.35	2.10%	113.16%
<b>Total</b>	<b>24.45</b>	<b>5.58%</b>	<b>10.33</b>	<b>2.32%</b>	<b>136.69%</b>
<b>Total Revenues from sales</b>	<b>438.30</b>	<b>100.00%</b>	<b>445.48</b>	<b>100.00%</b>	<b>(1.61%)</b>

### Revenue: Q1/2026 VS Q1/2025

The Group recorded total revenues from sales of goods and services of **438.30** million Baht, a decrease of **7.18** million Baht or **1.61%** YoY, comprising the following:

- (1) **Sales revenue from dehydrated fruit** totaled **382.94** million Baht, representing a decrease of **6.41%** YoY, with the revenue split between domestic and international sales and services at a ratio of approximately 27%: 73%, respectively.

1.1 **Sales revenue from domestic sales increased by 62.19 million Baht, or 144.63% YoY.** The increase was mainly attributable to the expansion of both existing and new customer bases, which increasingly placed orders for dehydrated mango products from the Group due to the shortage of mango raw materials in Thailand following the closure of the Thailand-Cambodia border checkpoints. Nevertheless, through the Group's capability in supply chain management via its subsidiary's manufacturing facility in Cambodia, together with expertise in logistics management through sea freight transportation in compliance with customs regulations, the Group was able to continuously procure raw materials and deliver finished products to support market demand efficiently and effectively respond to increased domestic customer demand.



1.2 **Sales revenue from international sales decreased by 88.41 million Baht, or 24.15% YoY.** The decline was primarily attributable to the continued impact of the United States' import tariff adjustment measures, which caused customers in the region to delay purchase orders in order to manage import costs. In addition, during the period, purchase orders from one major customer in the United States were delayed compared to domestic customers, resulting in the Group prioritizing product allocation to the domestic market, where demand was significantly higher during the same period. This temporary factor contributed to the decline in export sales value. Furthermore, the Group's performance was affected by the appreciation of the Thai Baht. The average exchange rate for the three-month period of 2026 was THB 31.61 per USD, compared to THB 33.96 per USD in the same period of the previous year, representing an appreciation of THB 2.35 per USD. This resulted in a significant decrease in revenue when converted into Thai Baht.

(2) **Sales revenue from canned fish totaled 30.91 million Baht, representing an increase of 18.93% YoY,** with the revenue split between domestic and international sales and services at a ratio of approximately 28%: 72%, respectively.

2.1 **Sales revenue from domestic sales decreased by 0.71 million Baht, or 7.68% YoY.** The decline was mainly attributable to changes in the Company's distribution channel strategy. The Company discontinued sales through one distributor since the beginning of Q1/2026 in order to improve budget management efficiency and reduce redundant promotional expenses. At the same time, the Company proactively increased the proportion of canned fish sales through direct online (E-commerce) channels and modern trade channels in order to enhance long-term profitability and improve access to consumers more effectively. Although such transition affected short-term domestic sales, it forms part of the Company's cost structure improvement plan for sustainable growth.

2.2 **Sales revenue from international sales increased by 5.63 million Baht, or 33.61% YoY.** The increase was mainly supported by strategies tailored to the specific requirements of each region, as follows: (1) European Union market: the Company successfully sourced high-quality fish raw materials and maintained heavy metal contamination levels in compliance with the European Union's stringent standards, resulting in increased customer confidence and additional purchase orders; and (2) United States market: the Company's efficient production standards and consistent product quality strengthened confidence among major customers, leading to expanded marketing plans in the United States. Customers also accelerated the sourcing and delivery of key raw materials to the Company to support continuous exports. Coupled with continued growth in global demand for canned fish products, these factors significantly supported the strong growth in the Group's international sales revenue.



- (3) **Sales revenue from healthy snacks** totaled **24.45 million Baht**, representing an increase of **136.69% YoY**, with the revenue split between domestic and international sales and services at a ratio of approximately 18%: 82%, respectively.

3.1 **Sales revenue from domestic sales increased by 3.54 million Baht, or 361.22% YoY.** The increase was driven by effective marketing strategies, particularly joint promotional activities with modern trade channels focusing on branches located in areas with high concentrations of foreign tourists. These initiatives enhanced brand awareness and effectively stimulated sales. In addition, the expansion of distribution channels through 7-Eleven stores nationwide significantly broadened consumer reach and contributed to substantial growth in domestic sales.

3.2 **Sales revenue from international sales increased by 10.58 million Baht, or 113.16% YoY.** The increase was mainly supported by the development of a broader range of new products, particularly fruit-based healthy snacks that aligned well with customer demand in international markets. As a result, purchase orders from both existing and new customers increased significantly.



#### Gross Profit and Gross Profit Margin:

Gross Profit	Jan-Mar 2026		Jan-Mar 2025		YoY (%)
	Million Baht	%	Million Baht	%	
Dehydrated fruit	42.97	85.84%	63.89	90.42%	(32.74%)
Canned fish	7.14	14.26%	5.96	8.43%	19.80%
Healthy snacks	(0.05)	(0.10%)	0.81	1.15%	(106.17%)
<b>Total Gross Profit</b>	<b>50.06</b>	<b>100.00%</b>	<b>70.66</b>	<b>100.00%</b>	<b>(29.15%)</b>
<b>Gross Profit Margin</b>					
Dehydrated fruit	11.22%		15.62%		
Canned fish	23.10%		22.93%		
Healthy snacks	(0.20%)		7.84%		
<b>Overall Gross Profit Margin</b>	<b>11.42%</b>		<b>15.86%</b>		



The cost of goods sold and services consists of raw material costs, production labor costs, cost of electricity and fuel for factory operations, depreciation of factory buildings, machinery, and equipment, consumables costs, and packaging costs.

#### Q1/2026 VS Q1/2025

The Group's gross profit decreased by **20.60 million Baht**, with an overall gross profit margin of **11.42%**, declining from **15.86%** in the same period of the previous year, comprising the following:



(1) **Dehydrated Fruit Segment: Business Resilience Amid External Pressures**

Gross profit amounted to 42.97 million Baht, with a gross profit margin of 11.22%, decreasing from 15.62% in the same period of the previous year. The decline in gross profit margin was primarily attributable to two major external factors beyond the Company's control, namely:

- **Foreign exchange impact:** The average appreciation of the Thai Baht by approximately 7% compared to the same period of the previous year directly affected export revenue when converted into Thai Baht.
- **Raw material cost volatility:** Key raw material costs increased significantly. As a result, the Company was required to adjust selling prices for major product categories, including mango, ginger, and orange products, in order to preserve profitability. Consequently, certain customers temporarily postponed purchase orders pending pricing negotiations, resulting in the postponement of some product deliveries from the original schedule.

Currently, the Company is accelerating raw material procurement and proactively increasing production capacity to ensure sufficient product availability and readiness for delivery, particularly as customers have gradually resumed normal purchasing orders following pricing negotiations. This is expected to support a significant recovery in both sales revenue and gross profit margin from Q2/2026 onwards.

(2) **Canned Fish Segment: Success from House Brand Expansion and High-Quality Customer Base Diversification Across All Regions**

Gross profit amounted to 7.14 million Baht, with a gross profit margin of 23.10%, increasing from 22.93% in the same period of the previous year. The improvement in gross profit margin despite challenging economic conditions was mainly attributable to the Company's strategy to optimize product structure and distribution channels, as follows:

- **Proactive domestic sales strategy adjustment:** The Company increasingly focused on marketing its house brand products through modern trade channels and E-commerce platforms in order to directly access consumers.
- **Expansion of a high-quality customer base:** Although domestic sales revenue declined in line with overall purchasing power, the Company successfully expanded its customer base across all regions and improved access to retail consumers through proactive marketing activities. This enabled the Company to maintain and improve its gross profit margin through reduced reliance on major customers and better customer diversification.

In addition to revenue strategies, the Company was also able to effectively manage conversion costs through the implementation of workforce optimization systems aligned with actual production volumes, together with continuous improvements in production line efficiency. These measures resulted in economies of scale and supported the sustainable maintenance of strong profitability levels.

(3) **Healthy Snacks Segment: Early Stage of Market Expansion and New Product Development**

**Gross loss amounted to 0.05 million Baht, with a gross loss margin of 0.20%.**

The gross loss was attributable to the strategic focus on expanding the international customer base through OEM arrangements, which remain in the market testing and co-development stage with business partners. As a result, unit production costs remained relatively high during the initial stage of the learning curve period. When analyzed by market, healthy snack products sold domestically continued to maintain a relatively high gross profit margin of 7.58%, while international sales recorded a gross loss margin of 1.97%. Nevertheless, the Company expects that once order volumes become more consistent and economies of scale and economies of scope are achieved, the profitability of this product segment will improve in line with the Company's targets.



**Other Income, Net gain on foreign exchange rate, and Net gain on derivatives:**

**Q1/2026 VS Q1/2025**

Other income decreased by **14.46%** YoY, primarily due to a decline in revenue from the sale of by-products and residual raw materials generated from the fruit processing operation. Such decrease was consistent with the lower production volume in the dehydrated fruit segment during the period, resulting in a corresponding reduction in by-products generated from the key raw materials used in production.

The Group reported an increase in net gain on foreign exchange rate of **151.39%** YoY. The increase was mainly attributable to the enhancement of the Group's foreign exchange risk management strategy, which became more intensive and effective through natural hedging through the matching of foreign currency cash flows together with the appropriate utilization of financial hedging instruments in line with market conditions, in order to systematically mitigate the impact of currency volatility. Compared to the same period of the previous year, during which such measures had not yet been fully implemented, the Thai Baht in Q1/2026 depreciated by approximately THB 1.41 per USD on average, in contrast to Q1/2025, when the Thai Baht appreciated by approximately THB 0.28 per USD on average. As a result, such proactive management enabled the Group to benefit from foreign exchange movements more effectively, which was reflected in the significant increase in gain on exchange rate.

The Group also recognized net gains on derivatives from the fair value measurement of Forward Contracts. This was attributable to the enhancement of the Group's hedging policy in response to foreign exchange volatility and the prevailing trend of Thai Baht appreciation, with the objective of maintaining the stability of Thai Baht cash flows derived from import and export activities.



### Selling and Distribution Expenses:

#### Q1/2026 VS Q1/2025

Selling and distribution expenses increased by **52.76%** YoY. The increase was primarily attributable to transportation expenses for export from the subsidiary in Cambodia. During Q1 /2 0 2 6 , the Group proactively managed its supply chain by transporting a significant volume of fresh mangoes to its production base in Thailand. Due to the necessity of maintaining the quality and standards of raw materials, refrigerated containers were utilized for transportation, which incurred higher freight costs compared to general finished goods transportation. Such expenses did not occur during the same period of 2025. Therefore, the increase in these expenses was necessary to ensure product quality and maintain production continuity.



### Administrative Expenses:

#### Q1/2026 VS Q1/2025

Administrative expenses decreased by **9.09%** YoY, primarily due to the following factors: (1) Personnel compensation restructuring: resulting from the retirement of senior executives at the end of 2025; (2) Transaction fee management: the Group was able to more effectively reduce banking fees related to operations; and (3) Overseas tax management: a significant decrease in penalties and surcharges incurred by the subsidiary in Cambodia, which were non-recurring expenses (One-time Expenses). This improvement resulted from management's effective tax planning and strict compliance with local tax regulations. These factors enabled the Group to sustainably maintain efficiency in managing its overhead expenses.



### Net Profit and Net Profit Margin:

#### Q1/2026 VS Q1/2025

In Q1/2026, the Group reported a net loss of **0.13** million Baht, declining from a net profit recorded in the same period of the previous year. The decrease was primarily attributable to lower revenue from the dehydrated fruit segment, which is the Group's core revenue contributor, together with the decline in gross profit margins in both the dehydrated fruit and healthy snack segments, as previously explained above. These factors directly affected the Group's operating profitability. Although during the period the Group was able to improve revenue and profitability from the canned fish segment, recognized net gains on foreign exchange and derivatives, and effectively control administrative expenses, such positive factors were insufficient to offset the impact from the slowdown in core revenue and the increase in raw material costs.



## Summary of Financial Position

(Unit: Million Baht)	31 Mar 2026	31 Dec 2025	Change (%)
<b>Assets</b>			
Cash and cash equivalents <sup>1</sup>	92.48	96.91	(4.57%)
Trade and other current receivables-net	174.98	183.07	(4.42%)
Inventories-net	667.53	607.64	9.86%
Other current assets	55.91	42.51	31.52%
<b>Total current assets</b>	<b>990.90</b>	<b>930.13</b>	<b>6.53%</b>
Investment property	82.22	82.22	0.00%
Property, plants and equipment-net	855.56	851.25	0.51%
Right-of-use assets-net	48.48	50.49	(3.98%)
Intangible assets-net	4.30	4.30	0.00%
Other non-current assets	22.41	19.69	13.81%
<b>Total non-current assets</b>	<b>1,012.97</b>	<b>1,007.95</b>	<b>0.50%</b>
<b>Total assets</b>	<b>2,003.87</b>	<b>1,938.08</b>	<b>3.39%</b>
<b>Liabilities and shareholders' equity</b>			
Short-term loans from banks	280.00	220.00	27.27%
Trade and other current payables	146.55	154.52	(5.16%)
Current portion of long-term liabilities	28.49	27.55	3.41%
Other current liabilities	22.48	12.75	76.31%
<b>Total current liabilities</b>	<b>477.52</b>	<b>414.82</b>	<b>15.11%</b>
Net liabilities due within one year			
Long-term loans from bank	52.58	56.17	(6.39%)
Loans from directors	61.27	61.39	(0.20%)
Lease liabilities	52.80	54.87	(3.77%)
Other non-current liabilities	96.46	97.82	(1.39%)
<b>Total non-current liabilities</b>	<b>263.11</b>	<b>270.25</b>	<b>(2.64%)</b>
<b>Total liabilities</b>	<b>740.63</b>	<b>685.07</b>	<b>8.11%</b>
Issued and fully paid-up share capital	400.00	400.00	0.00%
Share premium	283.17	283.17	0.00%
Retained earnings	402.64	402.77	(0.03%)
Other components of shareholders' equity	177.43	167.07	6.20%
<b>Total shareholders' equity</b>	<b>1,263.24</b>	<b>1,253.01</b>	<b>0.82%</b>
<b>Total liabilities and shareholders' equity</b>	<b>2,003.87</b>	<b>1,938.08</b>	<b>3.39%</b>

Note: /1 – Including short-term investments



As of 31 March 2026, the Group's **total assets** amounted to **2,003.87** million Baht, representing an increase of **3.39%** compared to 31 December 2025. The Group's key assets consisted of (1) cash and cash equivalents, (2) trade and other current receivables, (3) inventories, and (4) property, plant and equipment. Significant changes were as follows:

- **Cash and cash equivalents** decreased by **4.43** million Baht, or **4.57%**. The change was in line with the factors explained in the "Cash Flow Analysis" section, which classifies increases (decreases) in cash and cash equivalents by operating activities, investing activities, and financing activities.
- **Trade and other current receivables – net** decreased by **8.09** million Baht, or **4.42%** compared to the end of 2025. The decrease was mainly attributable to lower international trade receivables, consistent with the decline in international sales revenue during the current period, while domestic sales revenue increased. However, since international trade receivables generally have longer credit terms than domestic receivables, changes in international sales had a greater impact on overall trade receivables. The decline in trade receivables reflected effective receivables management and collection efficiency, together with a revenue structure containing a higher proportion of domestic sales, resulting in a shorter overall collection period for the Group.
- **Inventories – net** increased by **59.89** million Baht, or **9.86%**, while inventories before allowance increased by 63.34 million Baht, or 10.17% compared to the end of 2025. The increase was mainly attributable to higher semi-finished goods and finished goods inventories in the dehydrated fruit segment, in line with seasonal raw material procurement for key products, particularly mangoes and oranges. In addition, the Group increased semi-finished goods inventories to support production planning and ensure sufficient product availability for customer orders throughout the year. Nevertheless, inventory levels remained under close management in order to maintain a balance between customer demand fulfillment and working capital efficiency.
- **Property, plant and equipment – net** increased by **4.31** million Baht, or **0.51%**, resulting from additional investments during the period amounting to 9.87 million Baht. Such investments mainly related to the construction of a new cold storage facility to enhance storage capacity and reduce long-term cold storage rental expenses, as well as factory improvements and the procurement of tools and equipment to further improve production efficiency. The net increase was after deducting depreciation expenses for the period.

As of 31 March 2026, the Group's **total liabilities** amounted to **740.63** million Baht, representing an increase of **8.11%** compared to 31 December 2025. The Group's key liabilities consisted of (1) short-term and long-term borrowings from financial institutions and (2) trade and other current payables. Significant changes were as follows:

- **Short-term and long-term borrowings** from financial institutions increased by **56.41** million Baht, comprising the following:
  - 1) **Short-term borrowings (promissory notes)** increased by **60.00** million Baht, or **27.27%**, in order to support higher working capital requirements during the seasonal raw material procurement and export production period. During the period, the Group received significant collections from overseas customers in U.S. Dollars and managed U.S.

Dollar liquidity to support import payments while reducing foreign exchange risk exposure. Accordingly, the Group selected domestic promissory notes as its primary short-term funding source. In addition, interest rates declined to lower levels, resulting in financial costs remaining at an appropriate level, reflecting effective financial cost management and systematic short-term cash flow management.

- 2) **Long-term borrowings (including current portion due within one year)** decreased by 3.59 million Baht due to repayment of loans used to support land acquisition for the construction of a new cold storage facility in Tha Chin Subdistrict, Samut Sakhon Province. No additional long-term borrowings were made during the period.
- **Trade and other current payables** decreased by 7.97 million Baht, or 5.16%, mainly due to payments for raw materials in the **canned fish** segment during Q1/2026, including fish raw materials and packaging materials procured during the end of 2025 in preparation for production to support increasing customer orders. This reflected the Group's proactive supply chain management and production planning strategy.



#### Analysis of cash flow

#### For the three-month period ended 31 March 2026

Cash Flow (Unit: Million Baht)	Jan-Mar 2026	Jan-Mar 2025
Cash and cash equivalents – beginning of period	95.95	155.05
Net cash flows from operating activities	(50.84)	(25.90)
Net cash flows used in investing activities	(9.67)	(23.06)
Net cash flows from (used in) financing activities	50.69	(5.08)
The difference from financial statements currency conversion	5.39	(0.21)
Cash and cash equivalents – end of period	91.52	100.08

**Net cash flows from operating activities** amounted to (50.84) million Baht, representing a decrease of 24.94 million Baht from the same period of the previous year. The decrease was mainly attributable to a loss before income tax of 2.97 million Baht in Q1/2026, compared to a profit before income tax of 16.99 million Baht in Q1/2025, together with payments for inventories totaling 63.34 million Baht for raw material procurement to support production. This was in line with the Group's strategy to maintain sufficient raw material inventories in advance to support customer orders. At the same time, the Company received advance payments for goods and services amounting to 7.89 million Baht. However, trade and other current receivables decreased by 11.58 million Baht as a result of lower sales revenue, together with effective debt collection management.



Net cash flows used in investing activities amounted to (9.67) million Baht, primarily related to investments in the construction of a new cold storage facility to enhance storage capacity and reduce long-term cold storage rental expenses, as well as factory improvements and the procurement of tools and equipment to support production operations.

Net cash flows from financing activities amounted to 50.69 million Baht, mainly from short-term borrowings from financial institutions (promissory notes) totaling 60 million Baht to support liquidity and strategic investment projects.



### Key Financial Ratios

For the three-month period ended 31 March 2026

Key Financial Ratios	Jan-Mar 2026	Jan-Mar 2025
<b>Liquidity Ratio</b>		
Current Ratio (times)	2.08	2.96
<b>Operating Efficiency Ratio</b>		
Average Collection Period (days)	42	46
Average Inventory Period (days)	14	13
<b>Profitability Ratio</b>		
Return on Equity (%)	(2.52%)	7.91%
Return on Assets (%)	(1.68%)	5.40%
<b>Leverage Ratio or Financial Ratio</b>		
Debt to Equity Ratio (times)	0.59	0.42
Interest Coverage Ratio (times)	2.07	22.17

As of the end of Q1/2026, the Group's **current ratio** was **2.08 times**, decreasing from **2.96 times** as of the end of Q1/2025. The decrease was primarily attributable to the increase in current liabilities to support operations and production activities. Nevertheless, the current ratio remained above 1.0 time, reflecting the Group's sufficient ability to repay short-term liabilities and its continued strong financial liquidity position.

### Operating Efficiency Ratios

The **average collection period** in Q1/2026 was **42 days**, decreasing from **46 days** in Q1/2025. The decrease was mainly attributable to the customer structure and payment terms of certain customers, particularly in overseas markets, which was consistent with the decrease in international trade receivables as discussed in the "Trade and other current receivables" section. Nevertheless, the Group continued to closely monitor and manage receivables in order to maintain receivable quality, optimize operating cash flow efficiency, and control related risks.



The average inventory period in Q1/2026 was **14 days**, slightly increasing from **13 days** in Q1/2025. Although finished goods inventory increased to support proactive marketing plans, the turnover level of 14 days continued to reflect highly efficient inventory management and the Group's ability to distribute products to the market rapidly. This helped reduce the risk of product deterioration and lower storage-related costs.

### Profitability Ratios

In Q1/2026, the Group's return on equity (ROE) was **(2.52%)**, decreasing from **7.91%** in Q1/2025. The decline was mainly attributable to the net loss during the period, resulting from the slowdown in revenue, together with the increase in selling and distribution expenses as explained in the "Selling and Distribution Expenses" section.

In Q1/2026, the Group's return on assets (ROA) was **(1.68%)**, decreasing from **5.40%** in Q1/2025. This reflected the net loss during the period, while total assets increased from strategic investments to expand production capacity and investments in fixed assets that have not yet fully generated returns. Such investments are expected to positively contribute to operating efficiency in the long term.

### Leverage Ratio or Financial Ratio

As of the end of Q1/2026, the Group's debt-to-equity ratio (D/E) was **0.59 time**, increasing from **0.42 time** as of the end of Q1/2025. The increase was mainly attributable to borrowings used to support working capital and operations, together with the decrease in shareholders' equity resulting from dividend payments. Nevertheless, a D/E ratio of less than 1.0 time remained at a strong level and reflected the Group's solid financial position.

In Q1/2026, the Group's interest coverage ratio was **2.07 times**, decreasing from **22.17 times** in Q1/2025 in line with the slowdown in operating performance. However, the ratio remained at a level sufficient to cover interest payment obligations.



### Key factors on the Company's Operational Performance

Amid continued uncertainties in the global economy, including volatility in foreign exchange rates, raw material costs, international trade policies, as well as rapidly changing consumer purchasing behavior, the Group recognizes such challenges and places significant emphasis on proactive business management in order to strengthen resilience and mitigate potential long-term operational impacts.

Management has closely monitored economic conditions and industry trends while continuously adjusting strategies to align with changing market conditions. The Group has focused on diversifying risks across export markets, customer bases, and raw material sourcing in order to reduce excessive reliance on any particular market or factor. At the same time, the Company



continues to emphasize supply chain management, cost control, and disciplined liquidity management to maintain operational stability amid highly volatile conditions.

In addition, the Group continues to develop new products, increase the proportion of value-added products, and expand distribution channels across both domestic and international markets in order to accommodate changing consumer behavior and strengthen long-term competitiveness.

Nevertheless, with its extensive experience in the industry, expertise in raw material and production management, and ability to adapt rapidly to changing circumstances, the Company believes that it is well-positioned to effectively manage risks and maintain business continuity, while establishing a strong foundation for sustainable growth in the future.



#### Sustainability development

During Q1/2026, the Group continued to advance its sustainability initiatives under the “Chin Huay Tree Philosophy”, which emphasizes stable and sustainable growth alongside responsible, transparent, and fair business practices toward all stakeholders. The Group continued to manage its business operations in alignment with such philosophy across environmental, social, and corporate governance dimensions, while simultaneously enhancing operational efficiency and optimizing resource utilization.

The Company places importance on environmental management, efficient energy utilization, waste management, and the control of impacts arising from production processes. In addition, the Company continues to strengthen its corporate governance system, risk management practices, and personnel development in order to enhance competitiveness and support future changes in the business environment. Further details regarding the Company’s sustainability initiatives can be studied in the Sustainability Report 2025 available on the Company’s website at [www.chinhuay.com](http://www.chinhuay.com).