

May 13, 2026

Subject: Management Discussion and Analysis for the first quarter of the year 2026, Ending March 31, 2026

To: Director and Manager  
The Stock Exchange of Thailand

Thai Coconut Public Company Limited and its subsidiaries (“the Company”) would like to clarify the operating results from the consolidated financial statements for the first quarter of the year 2026 ended on March 31, 2026, with details as follows:

Unit: Thousand baht

Profit & Loss Statement	1Q2026	%	4Q2025	%	1Q2025	%	% Inc. (Bec.)	
							% YoY	% QoQ
<b>Total Revenue from sale of goods</b>	<b>1,509,224</b>	<b>101.47</b>	<b>1,629,327</b>	<b>100.52</b>	<b>1,550,550</b>	<b>101.19</b>	<b>(2.67)</b>	<b>(7.37)</b>
Revenue from sale and services	1,487,403	100.00	1,620,851	100.00	1,532,326	100.00	(2.93)	(8.23)
Interest and Other income	5,123	0.34	6,870	0.42	6,209	0.41	(17.49)	(25.43)
Net gain on foreign exchange	16,698	1.12	-	-	3,074	0.20	443.20	N/A
Gain on derivatives fair value remeasurement	-	-	1,606	0.10	8,941	0.58	(100.00)	(100.00)
<b>Costs of sale of goods and services</b>	<b>1,151,906</b>	<b>77.44</b>	<b>1,293,072</b>	<b>79.78</b>	<b>1,256,660</b>	<b>82.01</b>	<b>(8.34)</b>	<b>(10.92)</b>
<b>Gross profit</b>	<b>335,497</b>	<b>22.56</b>	<b>327,779</b>	<b>20.22</b>	<b>275,666</b>	<b>17.99</b>	<b>21.70</b>	<b>2.35</b>
<b>Selling and administrative expenses</b>	<b>223,351</b>	<b>15.02</b>	<b>252,907</b>	<b>15.60</b>	<b>206,800</b>	<b>13.50</b>	<b>8.00</b>	<b>(11.69)</b>
Distribution costs	111,520	7.50	108,143	6.67	99,385	6.49	12.21	3.12
Administrative expenses	111,831	7.52	144,764	8.93	107,415	7.01	4.11	(22.75)
<b>Other Expenses</b>	<b>20,933</b>	<b>1.41</b>	<b>12,136</b>	<b>0.75</b>	<b>-</b>	<b>-</b>	<b>N/A</b>	<b>72.49</b>
Net loss on foreign exchange	-	-	12,136	0.75	-	-	N/A	(100.00)
Loss on derivatives fair value remeasurement	20,933	1.41	-	-	-	-	N/A	N/A
<b>Profit from operating activities</b>	<b>113,034</b>	<b>7.60</b>	<b>71,212</b>	<b>4.39</b>	<b>87,090</b>	<b>5.68</b>	<b>29.79</b>	<b>58.73</b>
Finance costs	(24,655)	(1.66)	(26,763)	(1.65)	(14,918)	(0.97)	65.27	(7.88)
<b>Profit before income tax expense</b>	<b>88,379</b>	<b>5.94</b>	<b>44,449</b>	<b>2.74</b>	<b>72,172</b>	<b>4.71</b>	<b>22.46</b>	<b>98.83</b>
Tax expense	(5,858)	(0.39)	(11,805)	(0.73)	(7,310)	(0.48)	(19.86)	(50.38)
<b>Profit for the period</b>	<b>82,521</b>	<b>5.55</b>	<b>32,644</b>	<b>2.01</b>	<b>64,862</b>	<b>4.23</b>	<b>27.23</b>	<b>152.79</b>

### Overview of Business Operations

According to the consolidated financial statements for the first quarter of 2026, the Company reported total revenue of 1,509.22 million baht, representing a decrease of 2.67% compared to the same period last year. The decline was mainly attributable to lower sales and service revenue from coconut water products, which slowed in line with seasonal factors in the beverage industry, as the first quarter is generally considered the low season. Nevertheless, the Company was able to maintain stable revenue performance

amid global economic volatility and weaker purchasing power across several regions. In addition, the Company recorded an increase in gross profit of 59.83 million baht, or an increase of 21.70% compared to the same period last year. This improvement was mainly driven by the growth in coconut milk product sales in the Americas region, resulting from the implementation of pricing strategies alongside effective cost management and improved production efficiency, as well as the continued downward trend in coconut raw material costs.

The Company continues to expand its market presence in key regions, including Asia, Europe, and the Americas, while also investing through its subsidiary in the Philippines under the name NOVOCOCONUT INC. to enhance production capacity and mitigate supply chain risks to support long term growth. The project is expected to commence operations within 2026. Furthermore, the Company remains focused on cost management, market diversification, and expanding its customer base to maintain competitiveness and support sustainable growth.

### **Significant Events and Developments**

At the Extraordinary General Meeting of Shareholders No. 1/2026 held on March 17, 2026, the meeting resolved to approve the issuance and offering of debt instruments with an outstanding amount at any time not exceeding 900 million baht. Subsequently, on April 30, 2026, the Company issued and offered unsubordinated and unsecured named debentures with a bondholders' representative, in which the issuer has the right to redeem the debentures prior to maturity. The debentures were offered to institutional investors and/or high net worth investors in two tranches with a total value of 500 million baht, consisting of 2 year and 3 year debentures carrying fixed interest rates of 4.85% and 5.05% per annum, respectively. The Company intends to utilize the proceeds from the debenture issuance for asset acquisitions, long term working capital, and expenditures related to its current business operations, such as the procurement of raw materials and inventories, as well as investments to expand the businesses of manufacturing and distributing coconut milk, coconut water, processed coconut products, pet food, ice cream products made from Thai fruits, and frozen Thai desserts, which are operated by the Company and its group companies.

In addition, at the Annual General Meeting of Shareholders for the year 2026 held on April 24, 2026, the meeting approved the annual dividend payment for 2025 in cash from the retained earnings of the BOI promoted business as of December 31, 2025, at the rate of 0.12 baht per share, totaling 176.40 million baht. The dividend payment is scheduled to be made on May 22, 2026.

## Summary of Operating Performance

### Revenue from Sales and Services

The Company reported revenue from sales and services for the first quarter of 2026 of 1,487.40 million baht, representing a decrease of 44.92 million baht, or 2.93%, compared to the same period last year. The decline was mainly attributable to lower revenue from coconut water products due to reduced purchase orders from certain export markets amid ongoing global economic volatility and weakened purchasing power in some markets. Nevertheless, revenue from coconut milk products increased, driven by consumer demand for health oriented products in line with the health and wellness trend, as well as growing consumer preference for coconut based alternatives and healthy food products. In addition, the Company benefited from clearer regulatory support, which has enhanced the competitive position of coconut milk products compared to traditional dairy products. Compared to the previous quarter, revenue from sales and services decreased by 133.45 million baht, or 8.23%, primarily due to seasonal factors in the beverage business, as the first quarter is generally considered the low season. However, the Company was still able to maintain revenue stability at a satisfactory level through market diversification across multiple regions, together with the growth of value added product categories and improved profitability.

The Company reported overseas sales and service revenue for the first quarter of 2026 of 1,229.34 million baht, representing a decrease of 63.67 million baht, or 4.92%, compared to the same period last year, and a decrease of 133.42 million baht, or 9.79%, compared to the previous quarter. The decline was mainly attributable to lower revenue from coconut water products as explained above. Overseas revenue accounted for 82.65% of total sales and service revenue. Compared to the same period last year, the Company recorded sales growth in the Americas region of 19.44%, Europe of 11.98%, the Middle East of 8.94%, and Oceania of 5.60%. Although sales in Asia and Africa declined, compared to the previous quarter, sales in Asia increased by 3.30% and Europe increased by 0.22%, while sales in other regions declined due to seasonal factors. Despite the decline in revenue from coconut water products, revenue from coconut milk products and pet food products continued to grow. In addition, the Company continues to expand its international markets through marketing activities, participation in trade exhibitions, and exploration of new markets, while maintaining strong customer relationships in preparation for the recovery of purchase orders during the high season of the beverage business in the following quarter.

Domestic revenue from sales for the first quarter of 2026 of 258.06 million baht, representing an increase of 18.75 million baht, or 7.83%, compared to the same period last year. The growth was mainly supported by continued increases in sales of coconut milk products and pet food products, driven by

marketing strategies focused on expanding the customer base and increasing distribution channels through retail stores. Domestic revenue accounted for 17.35% of total sales and service revenue. However, compared to the previous quarter, domestic sales and service revenue decreased slightly due to seasonal factors in the beverage business.

Interest income and other income for the first quarter of 2026 of 5.12 million baht, representing a decrease of 1.09 million baht, or 17.49%, compared to the same period last year, and a decrease of 1.75 million baht, or 25.43%, compared to the previous quarter. The decline was mainly attributable to lower interest income and a decrease in compensation income from export duty refunds (Blue Corner).

### **Costs of Sale and Services**

Cost of sales and services for the first quarter of 2026 amounted to 1,151.91 million baht, representing a decrease of 104.75 million baht, or 8.34%, compared to the same period last year, and a decrease of 141.17 million baht, or 10.92%, compared to the previous quarter. The ratio of cost of sales and services to revenue from sales and services was 77.44%, decreasing from 79.78%, or by 2.34%, compared to the same period last year, and decreasing from 82.01%, or by 4.57%, compared to the previous quarter. The decline was mainly attributable to the continued decrease in coconut raw material costs, improved production efficiency in the coconut milk product segment, and increased production volume in the pet food product segment, which resulted in economies of scale and reduced unit costs.

### **Gross Profit Margin**

The Company reported a gross profit margin from sales and services for the first quarter of 2026 was 22.56%, increasing from 17.99% in the same period last year and from 20.22% in the previous quarter. The improvement was mainly supported by the growth in sales of coconut milk and pet food products in the Americas region, which are product categories with strong profitability. In addition, the improvement was driven by the implementation of pricing strategies aligned with market conditions, effective cost management and enhanced production efficiency, as well as the decline in coconut raw material costs. Meanwhile, the increase in pet food production volume supported economies of scale and improved operating efficiency, resulting in a higher gross profit margin for the Company. The Company continues to prudently manage risks related to foreign exchange rates, raw material procurement, and production costs to mitigate external uncertainties and maintain long term profitability.

### Distribution Costs

The Company recorded distribution costs for the first quarter of 2026 amounted to 111.52 million baht, representing an increase of 12.14 million baht, or 12.21%, compared to the same period last year, and an increase of 3.38 million baht, or 3.12%, compared to the previous quarter. The increase was mainly attributable to higher marketing expenses, expansion of distribution channels, and promotional activities both domestically and internationally to support customer base expansion and business growth. The ratio of distribution costs to revenue from sales and services was 7.50%, increasing by 1.01% compared to the same period last year and by 0.83% compared to the previous quarter. Such increase reflects the Company's proactive investment strategy to strengthen its competitiveness and support long term growth.

### Administrative Expenses

The Company recorded administrative expenses for the first quarter of 2026 amounted to 111.83 million baht, representing an increase of 4.42 million baht, or 4.11%, compared to the same period last year. The ratio of administrative expenses to revenue from sales and services was 7.52%, representing only a slight increase of 0.51% compared to the same period last year. However, compared to the previous quarter, administrative expenses decreased by 32.93 million baht, or 22.75%. The ratio of administrative expenses to revenue from sales and services remained at 7.52%, decreasing by 1.41% compared to the previous quarter, mainly due to improved expense control and more efficient operating cost management.

### Financial Costs

The Company recorded finance costs for the first quarter of 2026 amounted to 24.65 million baht, representing an increase of 9.74 million baht, or 65.27%, compared to the same period last year. The ratio of finance costs to revenue from sales and services was 1.66%, increasing from 0.97% in the same period last year. The increase was mainly attributable to higher borrowings to support investments, capacity expansion, and investment projects of the Company and its subsidiaries. However, compared to the previous quarter, finance costs decreased by 2.11 million baht, or 7.88%. The ratio of finance costs to revenue from sales and services was 1.66%, representing only a slight increase compared to the previous quarter.

### Net Profit

The Company reported net profit for the first quarter of 2026 of 82.52 million baht, representing an increase of 17.66 million baht, or 27.23%, compared to the same period last year, and an increase of 49.88 million baht, or 152.79%, compared to the previous quarter. The improvement was primarily driven by higher

gross profit, supported by strong sales growth in coconut milk and pet food products in the Americas region, selling price adjustments, effective cost management, as well as declining coconut raw material costs. In addition, the Company achieved better control over administrative expenses despite previously volatile cost conditions. However, the operating results were partially impacted by losses from fair value adjustments of derivative instruments due to foreign exchange fluctuations. Nevertheless, the Company was able to maintain stable profitability through proactive cost management and continuous improvement in production technology efficiency. The Company remains focused on balancing revenue expansion with sustainable long-term returns.

### Statement of the Company's Financial position

Unit: Thousand baht

Consolidated Statement Financial	March 31, 2026	December 31, 2025	Change (+/-)	% Inc. (Dec.)
Total Assets	8,309,562	7,869,533	440,029	5.59
Total Debts	4,757,872	4,399,857	358,015	8.14
Total Shareholders' Equity	3,551,690	3,469,676	82,014	2.36
Debt to Equity Ratio (D/E Ratio): times	1.34	1.27	0.07	5.64

#### Assets

As of March 31, 2026, the Company had total assets of 8,309.56 million baht, representing an increase of 440.03 million baht, or 5.59%, compared to December 31, 2025. The increase was mainly attributable to higher trade and other current receivables, increased inventories resulting from higher procurement of coconut raw materials to support production, as well as investments in improvements to land, buildings, machinery, construction in progress, and machinery installation of the Company and its subsidiaries. Such investments were made to support the expansion of coconut water production capacity and the development of a new factory project in the Philippines.

#### Liabilities

As of March 31, 2026, the Company had total liabilities of 4,757.87 million baht, representing an increase of 358.02 million baht, or 8.14%, compared to December 31, 2025. The increase was mainly attributable to higher short term and long term borrowings to support the increased working capital

requirements in preparation for sales growth in the following quarter, as well as investments in machinery and machinery installation systems to support future production capacity expansion.

### **Shareholder's Equity**

As of March 31, 2026, the Company had shareholders' equity of 3,551.69 million baht, representing an increase of 82.01 million baht, or 2.36%, compared to December 31, 2025. The increase was mainly attributable to the net profit generated during the first quarter of 2026, which resulted in an increase in the Company's retained earnings.

### **Factors That Could Affect Future Operations or Growth**

The Company operates its business in a highly competitive environment and continues to encounter uncertainties arising from both domestic and global economic factors, particularly within the food and beverage industry relating to coconut based products, pet food products, and health oriented products. Market growth prospects may be affected by consumer purchasing power, inflationary pressures, interest rates, energy costs, freight charges, as well as fluctuations in agricultural raw material and packaging costs. Furthermore, global economic uncertainty, foreign exchange volatility, geopolitical tensions, and changes in trade policies, trade protection measures, and import tariffs imposed by trading partner countries may adversely affect export activities, operating costs, and the Company's competitiveness. Nevertheless, the Company has closely monitored and continuously assessed such developments and has accordingly adjusted its business strategies to align with prevailing market conditions to mitigate potential impacts from future uncertainties.

At the same time, the Company continues to recognize growth opportunities from the ongoing expansion in demand for health oriented food and beverage products in international markets, particularly coconut water and processed coconut products, as well as the continued growth of the pet food and value added product segments, which are expected to support the Company's long term revenue growth. In this regard, the Company remains committed to strengthening its risk management framework and enhancing operational efficiency on a continuous basis through prudent cost management, foreign exchange risk management, production efficiency improvement, raw material management, diversification of customer base and export markets, as well as the development of new products in line with evolving consumer preferences, in order to maintain its competitiveness and support sustainable long term growth.

### Sustainable Business Operations in line with ESG Principles and SDG Goals

The Company is committed to conducting its business in accordance with ESG (Environmental, Social, and Governance) principles and supporting the Sustainable Development Goals (SDGs), with emphasis on achieving business growth alongside responsibility toward the environment, society, and stakeholders under the concepts of Climate Resilience, Circular Economy, and Net Zero Transition, in order to create sustainable long term growth. In the environmental dimension, the Company continues to advance its Green Manufacturing initiatives through the promotion of clean energy utilization, including solar rooftop systems and biomass fuel, as well as the application of AI and IoT technologies to enhance production efficiency, reduce losses, and improve resource efficiency throughout its operations. In addition, the Company has entered into a Memorandum of Understanding (MOU) with SCGP under the “Old for New by SCGP RECYCLE” project to support waste management and the management of residual materials in accordance with Circular Economy principles. The project is currently under implementation, with recycling systems being continuously developed. At the same time, the Company has entered an MOU with Kasetsart University under a research project concerning the development of allometric equations for coconut trees to support studies relating to carbon sequestration, carbon footprint management, and greenhouse gas emission reduction approaches. The project is currently in the research and academic data collection phase in preparation for the Company’s Net Zero Emissions objectives and future climate related disclosure requirements. Furthermore, the Company places significant importance on maintaining a responsible supply chain and conducting business sustainably together with farmers, local communities, and business partners, alongside adherence to good corporate governance, effective risk management, and transparent ESG disclosure practices. These efforts aim to strengthen stakeholder confidence and enhance the Company’s competitiveness in alignment with internationally recognized sustainable growth practices.

Please be informed accordingly.

(Dr. Worawat Chinpinkyo)

Chief Executive Officer

Thai Coconut Public Company Limited