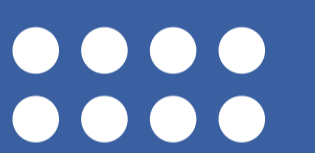


**PARTNERING WITH NATURE,  
EMPOWERING GROWTH.**



**MANAGEMENT DISCUSSION AND  
ANALYSIS**  
QUARTER 1/2026



**Period Ended 31 March 2026**



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**Subject:** Management Discussion and Analysis for Quarter 1/2026

**Attn:** The President The Stock Exchange of Thailand

"Specialty Natural Products Public Company Limited and subsidiaries ("The Group of Company") would like to submit the management discussion and analysis of the operating results for the three-month period ended March 31, 2026, as follows:

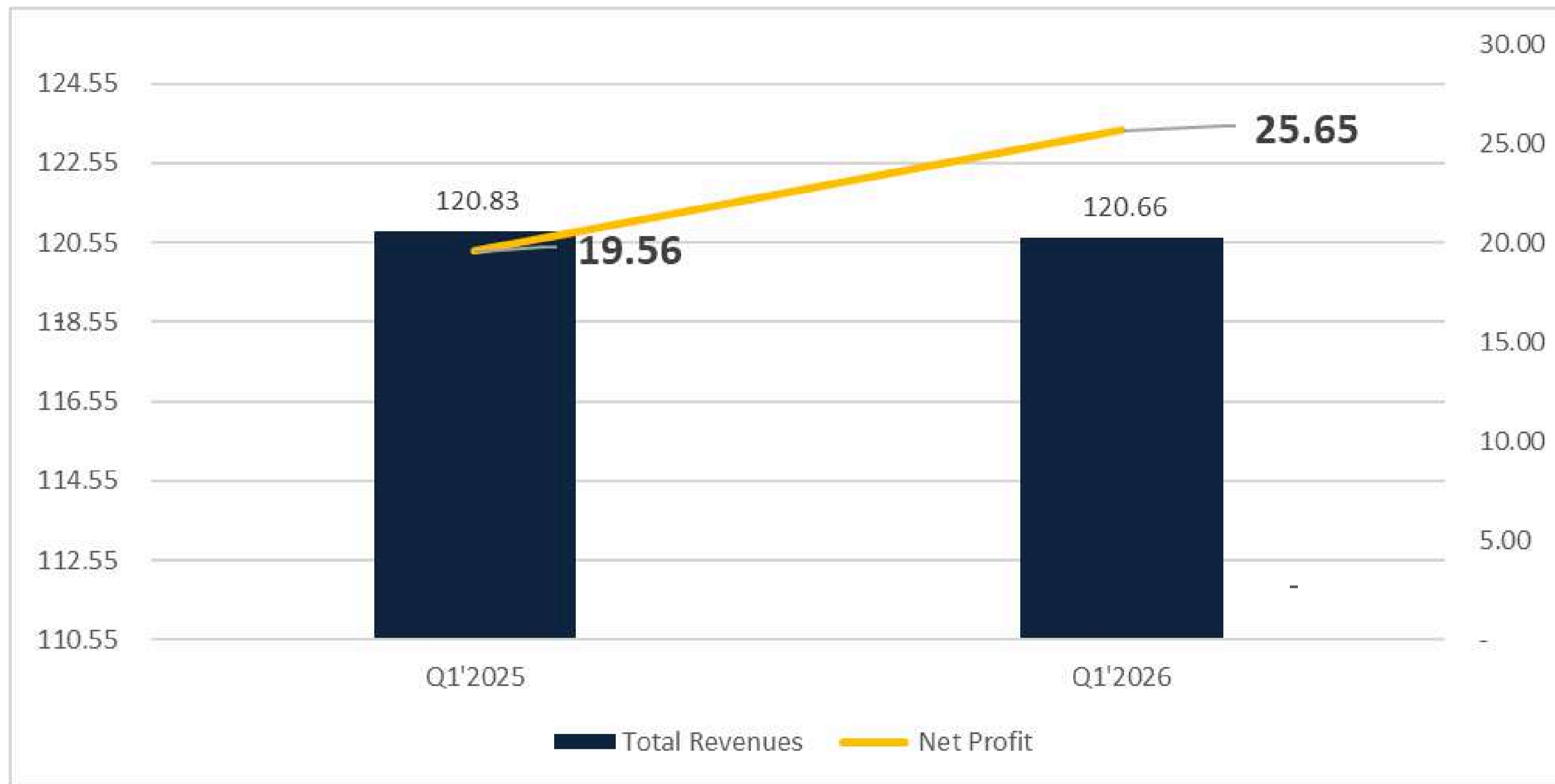
### **Executive Overview - Q1/2026**

"Elevating operational excellence while driving quality growth through precision marketing strategies."

- Q1/2026 represents a quarter in which the Group achieved outstanding performance in terms of quality, clearly reinforcing its profitability and business structural strength. Net profit reached THB 25.65 million, a leap of 31.13% year-on-year. This reflects the quality of growth derived from disciplined cost management and the execution of targeted marketing strategies.
- The Group reported total revenue for Q1/2026 of THB 120.66 million, consistent with the same period last year. Revenue from sales and services, the core of the business, continued its steady growth by 1.66% to THB 118.86 million. This resulted from marketing strategy adjustments to balance the partner portfolio, alongside driving the business through new product innovations that precisely meet market demands. Meanwhile, other income decreased by THB 2.11 million due to factors that do not impact the core revenue-generating capabilities of the business.
- A key success in this quarter was the significant expansion of the gross profit margin to 45.97%, an increase of 16.09% from 39.60% in the same period last year. This was a direct result of enhancing operational efficiency across all dimensions, including optimized production capacity management, systematic supply chain optimization, and the implementation of data analytics for partner selection to ensure high-quality raw materials at optimized costs.
- Regarding expense management, the Selling and Administrative Expenses (SG&A) ratio decreased to 19.88% from 20.87% in the same period last year. This reflects the ability to control and manage operating expenses effectively (operational efficiency) alongside revenue expansion, which generated economies of scale and continuously drove down the expense-to-revenue ratio.

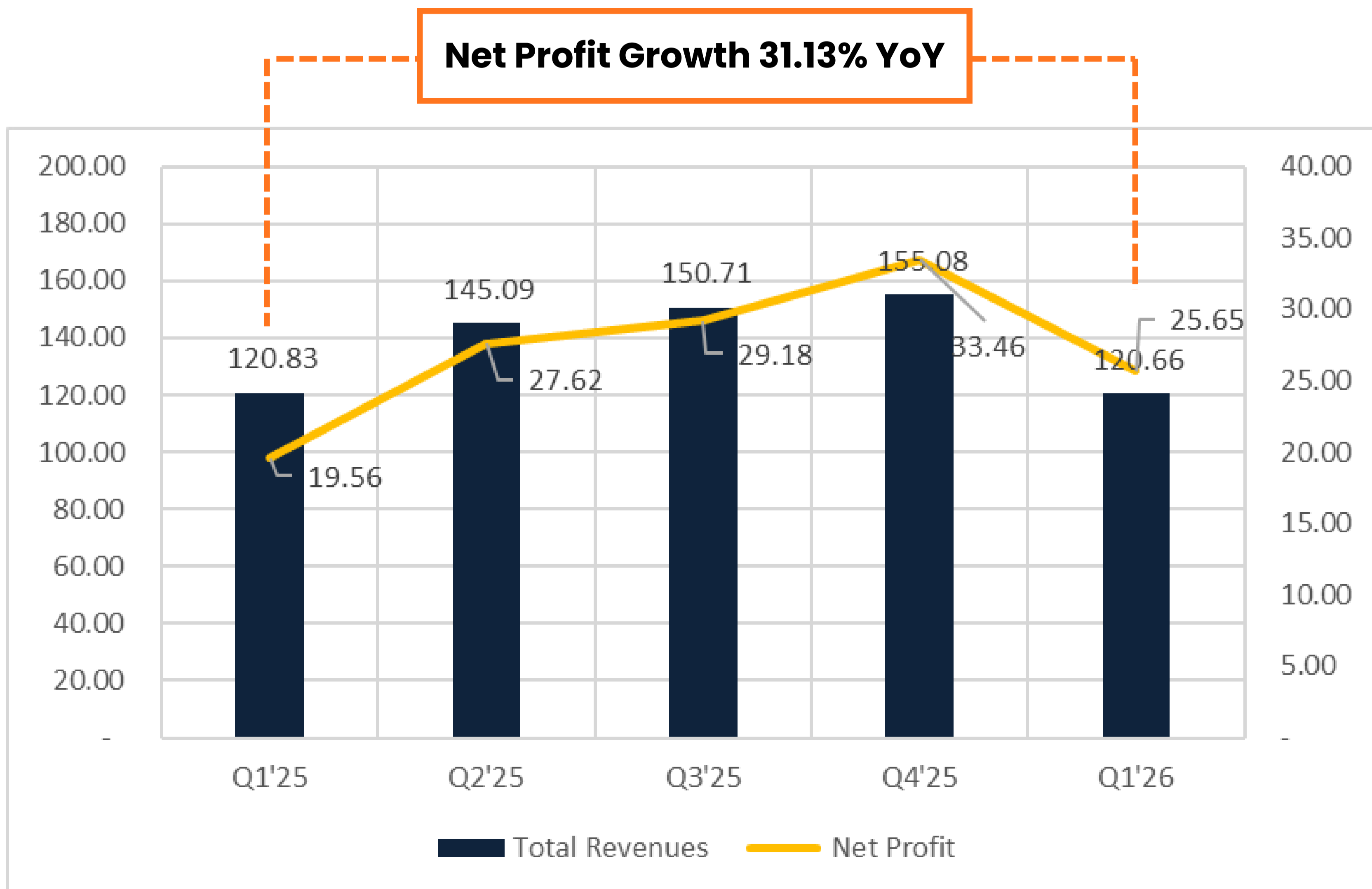


**Graph 1: Comparison of Total Revenue and Net Profit (YoY)**



Despite the revenue in the first quarter of each year remaining relatively consistent due to seasonal cycles, the Group's net profit and profit margins demonstrate continuous qualitative development. This reflects enhanced cost management efficiency and an increased capacity for profitability.

**Graph 2: Total Revenue and Net Profit by Quarter**



**Table 1: Consolidated Operating Results for the Quarter Ended March 31, 2026**

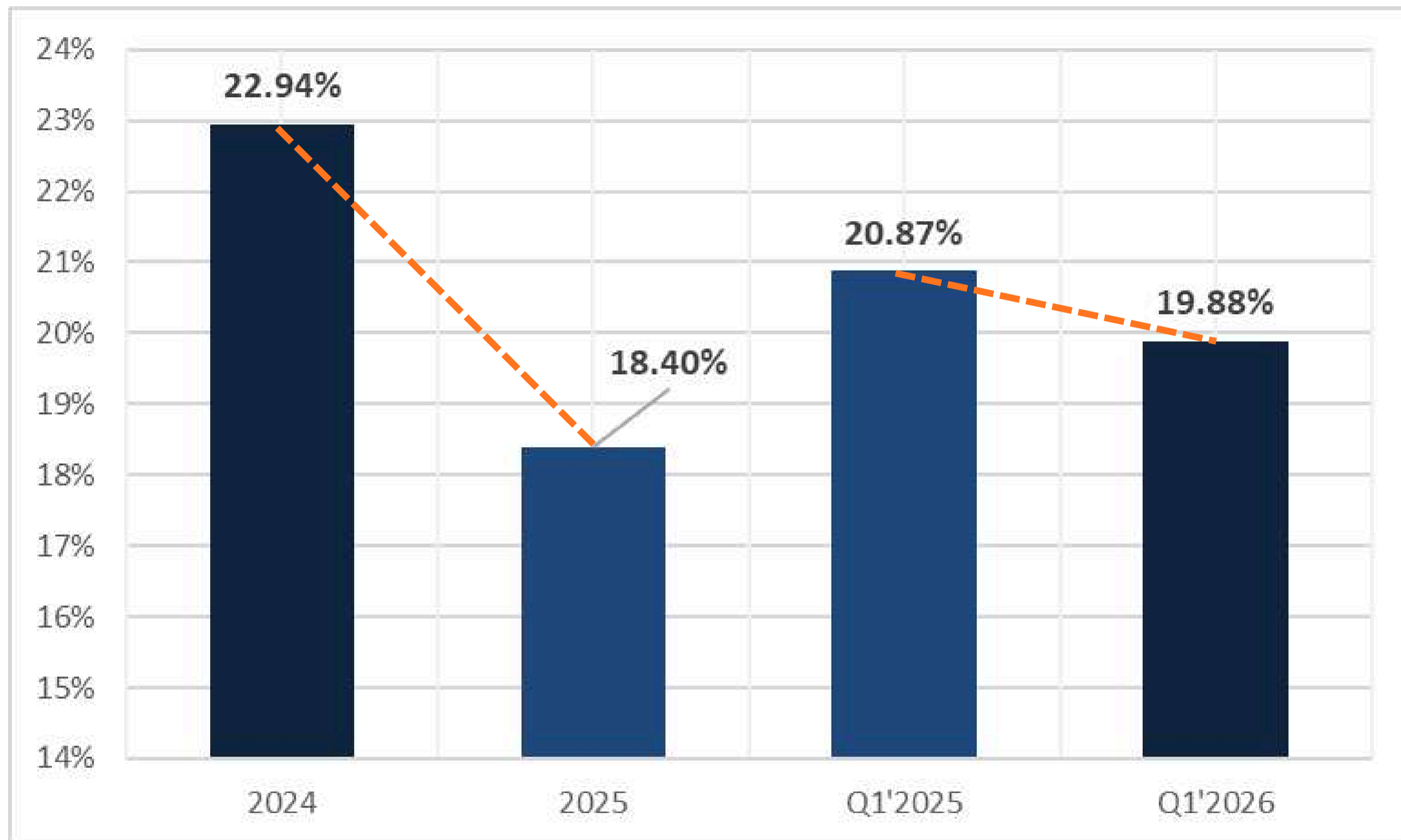
Overall Group Performance	For The Three Month Ended						Change Increase(Decrease) (QoQ) (B - A)		Change Increase(Decrease) (YoY) (B - C)	
	31 December 2025 (Q4'25) A		31 March 2026 (Q1'26) B		31 March 2025 (Q1'25) C		THB MM	%	THB MM	%
	THB MM	%	THB MM	%	THB MM	%				
Sales and Services Revenues	149.85	96.63	118.86	98.51	116.92	96.76	(30.99)	(20.68)	1.94	1.66
Other Income	5.23	3.37	1.80	1.49	3.91	3.24	(3.43)	(65.58)	(2.11)	(53.96)
<b>Total Revenues</b>	<b>155.08</b>	<b>100.00</b>	<b>120.66</b>	<b>100.00</b>	<b>120.83</b>	<b>100.00</b>	<b>(34.42)</b>	<b>(22.19)</b>	<b>(0.17)</b>	<b>(0.14)</b>
Cost of Sales and Services	86.76	55.95	64.22	53.22	70.62	58.45	(22.54)	(25.98)	(6.40)	(9.06)
<b>Gross Profit (Exclude Other Income)</b>	<b>63.09</b>	<b>40.68</b>	<b>54.64</b>	<b>45.29</b>	<b>46.30</b>	<b>38.31</b>	<b>(8.45)</b>	<b>(13.39)</b>	<b>8.34</b>	<b>18.01</b>
Selling Expense	5.99	3.86	3.64	3.02	4.22	3.49	(2.35)	(39.23)	(0.58)	(13.74)
Administrative Expenses	20.25	13.06	20.35	16.87	21.00	17.38	0.10	0.49	(0.65)	(3.10)
<b>Profit Before Finance Costs and Income Tax</b>	<b>42.08</b>	<b>27.13</b>	<b>32.45</b>	<b>26.89</b>	<b>24.99</b>	<b>20.68</b>	<b>(9.63)</b>	<b>(22.88)</b>	<b>7.46</b>	<b>29.85</b>
Finance Costs	0.05	0.03	0.04	0.03	0.09	0.07	(0.01)	(20.00)	(0.05)	(55.56)
Income Tax	8.57	5.52	6.76	5.60	5.34	4.42	(1.81)	(21.12)	1.42	26.59
<b>Net Profit</b>	<b>33.46</b>	<b>21.58</b>	<b>25.65</b>	<b>21.26</b>	<b>19.56</b>	<b>16.19</b>	<b>(7.81)</b>	<b>(23.34)</b>	<b>6.09</b>	<b>31.13</b>

**Operating Results for the Three-Month Period Ended March 31, 2026**

- The Group continues to demonstrate a strong capability in generating revenue growth. In Q1/2026, revenue from sales and services amounted to THB 118.86 million, representing a 1.66% increase compared to THB 116.92 million in the same period last year. The key success factors include the retention of the existing customer base with consistent purchase orders, coupled with the adjustment of marketing strategies to manage the partner portfolio for better balance and optimization.
- Regarding cost management, the Group achieved outstanding success in enhancing operational efficiency. Gross profit amounted to THB 54.64 million, a significant increase from THB 46.30 million in the same quarter last year, representing a gross profit growth rate of 18.01%. Consequently, the Gross Profit Margin improved markedly from 39.60% in the previous year to 45.97% this quarter. This achievement reflects excellent efficiency in production cost control and supply chain optimization, as well as a more effective utilization of production capacity (economies of scale).
- Selling expenses continued to decline, totaling THB 3.64 million this quarter, a decrease of 13.74% compared to THB 4.22 million in the same period last year, and a 39.23% decrease quarter-on-quarter (QoQ). This result stemmed from shifting toward a more efficiency-focused market entry strategy, emphasizing Strategic Account Management and data analytics for a targeted approach. This has enabled the Company to reduce redundant promotional activities while maintaining competitiveness and expanding the business base effectively under an optimized cost structure.
- For administrative expenses, the Group remains focused on managing internal resources with maximum efficiency and value. In this quarter, administrative expenses amounted to THB 20.35 million, a decrease of 3.10% compared to the same period last year. The success in cost reduction reflects effective control of fixed costs and the impact of upgrading information technology systems to enhance workflow optimization, increasing agility and reducing redundancy. This allows the organization to operate rapidly with sustainably lower management costs.
- Driven by excellent performance across all dimensions, the Group reported a net profit for Q1/2026 of THB 25.65 million, a leap of 31.13% compared to a net profit of THB 19.56 million in the same period last year. Furthermore, the Net Profit Margin expanded to 21.26%, up from 16.19% in the previous year. These figures confirm the Company's strong profitability and financial stability, reflecting the Group's readiness to drive sustainable growth in accordance with its strategic roadmap.



**Graph 3 : Selling and Administrative Expenses (SG&A) to Total Revenue Ratio**



**Table 2 : Revenue from Sales and Services by Category for the Three-Month Period Ended March 31, 2026**

Overall Group Performance	For the three months period ended				Change Increase(Decrease) (YoY)		Strategic Position
	31 March 2026 (Q1'26)		31 March 2025 (Q1'25)		(A - B)		
	A		B				
	THB MM	%	THB MM	%	THB MM	%	
Revenue from Original Design Manufacturer (ODM)	83.43	69.15	60.38	49.97	23.05	38.17	<b>Growth engine:</b> Driven by Longevity and Preventive Health sectors.
Revenue from Active-Phyto Innovation (API)	34.74	28.79	48.07	39.78	(13.33)	(27.73)	<b>Core foundation:</b> Primary revenue base, aligning with customer purchasing cycles.
Revenue from Original Brand Manufacturer (OBM)	0.69	0.57	8.47	7.01	(7.78)	(91.85)	<b>Long term investment:</b> Strategic investment for value enhancement.
Other Income	1.80	1.49	3.91	3.24	(2.11)	(53.96)	Non-core supporting income.
<b>รวมได้รวม</b>	<b>120.66</b>	<b>100.00</b>	<b>120.83</b>	<b>100.00</b>	<b>(0.17)</b>	<b>(0.14)</b>	

ODM Growth Engine Operating at Full Capacity: Revenue from the ODM segment surged by 38.17% YoY to THB 83.43 million, reflecting the tangible success of the Strategic Account Management strategy and the consistent delivery of innovative products within the Longevity and Preventive Health sectors.



**Revenue from Active Pharmaceutical Ingredients (API)  
For the Three-Month Period Ended March 31, 2026**

For the three-month period ended March 31, 2026, the Group generated revenue from the Active Pharmaceutical Ingredients (API) segment amounting to THB 34.74 million, representing 28.79% of total revenue. Although revenue in this segment experienced a decline compared to the same period last year due to temporary market conditions, the Group continues to advance its Product Innovation strategy. This focus aims to retain the existing partner base with consistent orders while expanding opportunities to new customer groups through balanced and more efficient partner portfolio management. These initiatives are expected to drive sustainable growth for the API segment, which remains a vital engine in the Group's core revenue structure.

**Revenue from Original Design Manufacturer (ODM) Services  
For the Three-Month Period Ended March 31, 2026**

For the three-month period ended March 31, 2026, revenue from the ODM business segment was highly prominent, reaching THB 83.43 million, or 69.15% of total revenue. This represents a leap of 38.17% compared to the same period last year. This significant recovery and growth reflect the Group's capability in managing production capacity in effective alignment with customers' marketing plans. Additionally, products previously in the research and development pipeline have commenced delivery according to schedule, making the ODM business a primary driver in achieving the performance targets for this quarter.

**Revenue from Original Brand Manufacturer (OBM) Products  
For the Three-Month Period Ended March 31, 2026**

For the Original Brand Manufacturer (OBM) segment in Q1/2026, revenue amounted to THB 0.69 million. While the current revenue contribution remains modest, the Group considers this a strategic business unit focused on long-term value creation. The Group is accelerating the growth of the Wellnova™ brand by expanding distribution channels across both offline and online platforms, coupled with marketing activities aimed at broad brand recognition. Management remains confident that strengthening its own brand portfolio will be a key factor in enhancing profit margins and creating sustainable differentiation within the industry. A more pronounced growth in revenue proportion is expected following the scheduled launch of upcoming new products.



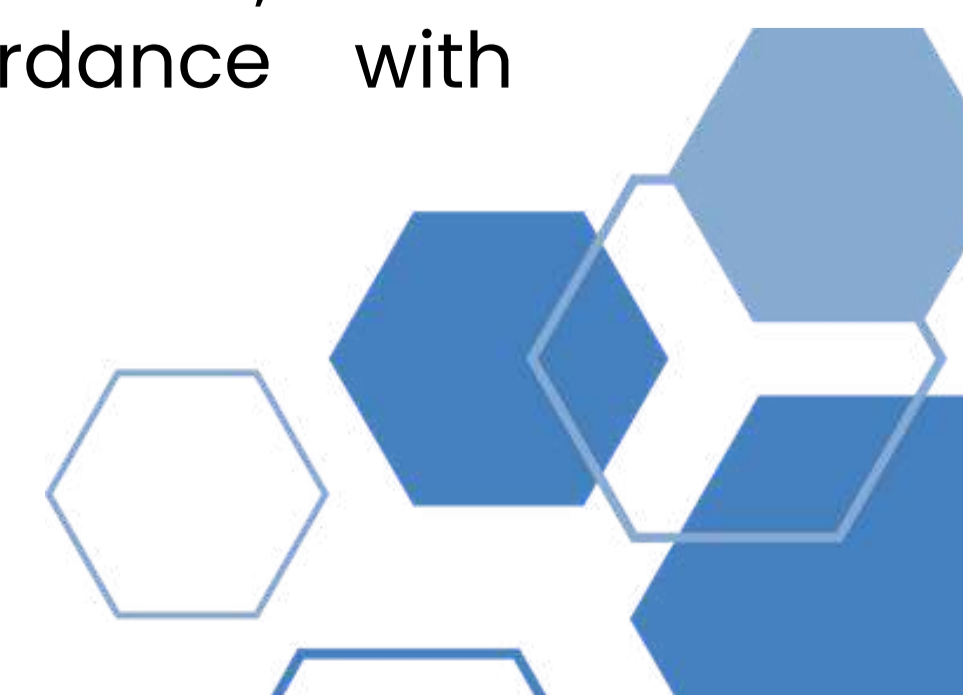
**Statement of Financial Position as of March 31, 2026**

Financial Position	31 March 2026		31 December 2025		Change Increase(Decrease)	
	THB MM	%	THB MM	%	THB MM	%
<b>Assets</b>						
Cash and cash equivalents	429.93	41.19	429.81	41.95	0.12	0.03
Trade and Other receivables	138.84	13.30	156.19	15.24	(17.35)	(11.11)
Inventory	139.42	13.36	128.16	12.51	11.26	8.79
Other current assets	84.79	8.12	64.59	6.30	20.20	31.27
Investments in subsidiaries	3.29	0.32	3.25	0.32	0.04	1.23
Property, plant, and equipment	223.32	21.40	226.10	22.06	(2.78)	(1.23)
Other non-current assets	24.09	2.31	16.58	1.62	7.51	45.30
<b>Total Assets</b>	<b>1,043.68</b>	<b>100.00</b>	<b>1,024.68</b>	<b>100.00</b>	<b>19.00</b>	<b>1.85</b>
<b>Liabilities and Equity</b>						
Trade and Other Payables	60.18	5.77	72.90	7.11	(12.72)	(17.45)
Corporate Income Tax	19.08	1.83	13.30	1.30	5.78	43.46
Other current Liabilities	2.12	0.20	2.00	0.20	0.12	6.00
Other non-current Liabilities	12.37	1.18	11.26	1.10	1.11	9.86
<b>Total Liabilities</b>	<b>93.75</b>	<b>8.98</b>	<b>99.46</b>	<b>9.71</b>	<b>(5.71)</b>	<b>(5.74)</b>
<b>Equity</b>	<b>949.93</b>	<b>91.02</b>	<b>925.22</b>	<b>90.29</b>	<b>24.71</b>	<b>2.67</b>
<b>Total Liabilities and Equity</b>	<b>1,043.68</b>	<b>100.00</b>	<b>1,024.68</b>	<b>100.00</b>	<b>19.00</b>	<b>1.85</b>

**Total Assets:** As of March 31, 2026, the Group's total assets amounted to THB 1,043.68 million, an increase of THB 19.00 million or 1.85% compared to the end of 2025. This was primarily driven by a THB 20.20 million increase in other current assets, representing a 31.27% rise, and an 8.79% increase in inventory to support distribution expansion plans for new innovative products in line with the Company's strategy. Meanwhile, the Company maintained excellent liquidity, with cash and cash equivalents reaching THB 429.93 million, accounting for 41.19% of total assets. This reflects a robust financial position ready for future investment opportunities.

**Total Liabilities:** As of March 31, 2026, the Group's total liabilities stood at THB 93.75 million, a decrease of THB 5.71 million or 5.74% compared to the end of the previous year. The primary factor was a decrease in trade and other current payables of THB 12.72 million, or 17.45%, demonstrating efficiency in cash flow management and timely debt settlement. Furthermore, the Group's liabilities remain very low relative to the overall capital structure, with a total debt-to-assets ratio of only 8.98%, underscoring a secure financial structure with low risk.

**Total Equity:** As of March 31, 2026, the Group's total equity amounted to THB 949.93 million, an increase of THB 24.71 million or 2.67% compared to the end of 2025. This growth was mainly driven by an increase in retained earnings from continuous performance growth in the past quarter. Total equity accounts for 91.02% of the total liabilities and equity, reflecting solid financial stability and the ability to generate sustainable returns for shareholders, while maintaining the capacity for long-term business expansion in accordance with organizational goals.



## Executive Summary

The Group operates under a high-value Integrated Business Model, merging bioscience expertise with digital technology applications to create product differentiation and strengthen long-term competitiveness amidst the continuous growth of global health trends.

In Q1/2026, the Group achieved a leap in performance with a net profit of THB 25.65 million, an increase of 31.13% year-on-year. While total revenue remained stable at THB 120.66 million, revenue from sales and services grew to THB 118.86 million, representing a 1.66% increase. This success reflects excellence in cost management, driving the Gross Profit Margin to 45.97% and the Net Profit Margin to 21.26%, confirming a robust financial position and exceptional profitability.

Growth in this quarter was primarily driven by the ODM business segment, which generated THB 83.43 million in revenue, a 38.17% increase, following the scheduled delivery of innovative products. Meanwhile, the API segment remains a vital revenue base, alongside the accelerated promotion of the Wellnova™ brand in the OBM segment to enhance long-term value added.

Furthermore, due to the nature of the business where the first quarter is subject to seasonality factors—following customers' purchasing cycles and partners' inventory management—operating results decreased compared to the previous quarter (QoQ) in line with normal industry patterns. However, year-on-year (YoY) comparisons, which serve as a more appropriate metric for reflecting growth trends, clearly confirm the Group's qualitative development.

### Management focuses on quality growth guided by Four Strategic Pillars:

- **Strategic Expansion:** Driving strategic growth by accessing new customer segments and target markets both domestically and internationally, particularly within the high-potential Longevity and Preventive Health sectors. This includes exploring investment opportunities and strategic partnerships that complement and enhance the Group's core business.
- **Portfolio & Supply Chain Optimization:** Utilizing Data Analytics for partner selection and raw material cost management to elevate production efficiency and ensure sustainable profitability.
- **IP & Innovation:** Committing to continuous investment in Research and Development (R&D) to create Intellectual Property (IP) and product innovations derived from natural extracts supported by scientific research. This serves as a fundamental cornerstone for long-term competitive advantage.
- **ESG Leadership & Regenerative Impact:** Operating under Environmental, Social, and Governance (ESG) standards while driving the Regenerative Impact concept, which aims to restore ecosystems, communities, and the value chain in accordance with the Group's People, Planet, Profit framework.



Under this expanded four-pillar strategic framework, the Group has maintained its competitiveness and established a solid financial position. As of the end of Q1/2026, total assets reached THB 1,043.68 million with THB 429.93 million in cash. This liquidity level supports both routine operations and strategic investment expansions. Management remains committed to maintaining financial discipline and operational efficiency to deliver sustainable long-term returns to shareholders.

## **Sustainability and Corporate Social Responsibility (CSR) Performance**

Management drives its business operations under the concept of ESG Leadership & Regenerative Impact, one of its core strategic pillars. Sustainability management is regarded as both a risk management mechanism and a foundation for long-term growth, governed by the People, Planet, Profit framework. This approach aims to create value for personnel, communities, and ecosystems alongside business performance.

In Q1/2026, management continued to focus on a comprehensive development framework, including energy efficiency, sustainable raw material management, and the enhancement of the quality of life for employees and surrounding communities. Building upon the Carbon Footprint for Organization (CFO) certification received by its subsidiary last year, Management continues to utilize this data as a critical baseline for closely monitoring and analyzing environmental performance. This ensures that greenhouse gas management remains aligned with the Group's overall strategic roadmap.

Furthermore, management is moving forward with systematic energy and waste management operational projects, while simultaneously improving sustainability reporting processes to be more transparent and internationally recognized. These efforts aim to build confidence among all stakeholders that the Group is prepared to maintain excellence in its operations and continue creating sustainable value for both society and the organization in the future.

**“Sustainability goals are considered one of the primary objectives of the Group.”**

Please be informed accordingly,

Sincerely Yours,  
Mr. Thanuwatt Jaimsuwan  
Chief Financial Officer

