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August 10, 2026

Subject : Management Discussion and Analysis (MD&A) for Quarter 2/2026

To : President, The Stock Exchange of Thailand

Khonburi Sugar Public Company Limited and subsidiaries ("The Company") would like to provide an explanation of the operating result for the six-month period ended on 30 June 2026. The details are as follows:

Summary of Operating Results (Consolidated)

For the three-month period

Operating Results	Consolidated		Change	
	For the three-month period ended		Amount	%
	30 Jun 2025	30-Jun-24		
Unit : Million Baht				
Total Sales and Service Income	2,587.8	2,633.9	-46.1	-1.7%
Total Revenue	2,608.4	2,650.3	-41.8	-1.6%
Gross Profit	457.6	676.0	-218.4	-32.3%
Earnings Before Finance Costs and Taxes (EBIT)	142.3	463.3	-321.0	-69.3%
Net Profit for the period	**91.9**	**313.1**	**-221.2**	-70.6%
Earnings Before Finance Costs, Taxes, Depreciation and Amortization (EBITDA)	335.0	674.0	-339.0	-50.3%
Financial Ratio				
% Gross margin	17.5%	25.5%		-8.0%
% Net Profit (Loss)	3.5%	11.8%		-8.3%
% EBIT	5.5%	17.5%		-12.0%
% EBITDA	12.8%	25.4%		-12.6%

For the three-month period ended 30 June 2026, the Company reported a net profit of THB 91.9 million, representing a 70.6% decrease from the same period last year. The decline was primarily attributable to a 26.3% decrease in the Company's average sugar selling price, driven by lower global sugar prices, which more than offset the increase in sales volume. Consequently, sales revenue declined, while selling and export expenses increased in line with higher sales volumes. In addition, the lower cane price for the 2025/2026 crop year adversely affected the repayment capacity of sugarcane growers, prompting the Company to increase its expected credit loss (ECL) allowance on sugarcane grower receivables.

For the six-month period

Operating Results	Consolidated		Change	
	For the six month		Amount	%
	YTD 30 Jun 2025	YTD 30 Jun 2024		
Unit : Million Baht				
Total Sales and Service Income	6,277.5	6,433.5	-156.0	-2.4%
Total Revenue	6,426.6	6,472.2	-45.6	-0.7%
Gross Profit	1,247.3	1,673.7	-426.3	-25.5%
Earnings Before Finance Costs and Taxes (EBIT)	822.6	1,278.3	-455.7	-35.6%
Net Profit for the period	**615.9**	**947.8**	**-331.9**	-35.0%
Earnings Before Finance Costs, Taxes, Depreciation and Amortization (EBITDA)	1,210.9	1,704.0	-493.1	-28.9%
Financial Ratio				
% Gross margin	19.4%	25.9%		-6.5%
% Net Profit (Loss)	9.6%	14.6%		-5.1%
% EBIT	12.8%	19.8%		-7.0%
% EBITDA	18.8%	26.3%		-7.5%

For the six-month period ended 30 June 2026, the Company had a consolidated net profit amounting to THB 615.9 million which decreased by THB 331.9 million or 35.0 % compared with the same period of the previous year. The Earning before Finance Costs, Taxes, Depreciation, and Amortization (EBITDA) was THB 1,210.9 million that decreased by THB 493.1 million or 28.9% compare the same period of the previous year, which has changed from the following factors:

The Company reported revenue from sales and services of THB 6,277.5 million, a decrease of THB 156.0 million, or 2.4%, from the same period last year. The decline was primarily attributable to lower average selling prices for domestic and export sugar, as well as molasses, reflecting lower global sugar prices. Although sales volumes increased, particularly raw sugar exports and molasses sales, which rose by 32.6% from the same period last year, the increase was insufficient to offset the decline in average selling prices. Nevertheless, the weaker Thai Baht had a favorable impact on the Company's export sales. Revenue from the utilities business also decreased by THB 77.8 million, or 6.1%, mainly due to a lower average selling price.

The cost of sales and services increased compared with the same period last year, mainly due to higher sales volume and increased direct production-related expenses, particularly chemical

costs. In Crop Year 2025/2026, the Company crushed 4.5 million tons of sugarcane, representing an increase of 0.42 million tons, or 10.0%, compared with the previous production year.

Selling and distribution expenses increased compared with the same period last year, mainly due to higher sales volume, which resulted in increased transportation and export-related expenses, together with higher fuel prices. In addition, higher sugarcane crushing volume led to increased production and finished goods inventory, resulting in higher storage costs.

The Company recognized gains from foreign exchange and gains on changes in the fair value of sugar swap contracts totaling THB 112.0 million, an increase of THB 115.0 million compared with the same period last year, when a net loss of THB 3.0 million was recognized. The gains were mainly attributable to the weakening of the Thai Baht, as well as the Company's risk management for foreign exchange and sugar prices in accordance with its policy through foreign exchange and sugar swap contracts.

Finance costs for the six months ended June 30, 2026 amounted to THB 127.7 million, decreasing by THB 56.2 million compared with the same period last year, primarily due to the reduction in the policy interest rate.

Sincerely Yours,

(Mr. Cholachart Worawuthichongsathit)

Chief Financial Officer