MD&A

Management Discussion and Analysis

Industry Overview

In the second quarter of 2026, the Thai economy continued its gradual expansion amidst a challenging economic environment. As a result, businesses across various sectors placed greater emphasis on cautious inventory management and prudent order planning to enhance operational efficiency and maintain flexibility in responding to evolving market demands.

Concurrently, the industry was influenced by geopolitical factors, particularly the situation in the Middle East and the Strait of Hormuz, which kept energy costs and freight rates at elevated levels compared to the same period of the previous year. Additionally, Thailand's export sector faced constraints from certain trade measures, notably in the United States market, where import tariff adjustments were imposed on specific product categories, impacting cost burdens and price competitiveness in international markets.

Nevertheless, the Company maintained a proactive procurement strategy and worked closely with customers to manage costs, selling prices, and inventory levels to optimize efficiency across the entire supply chain. This was supported by price declines in certain key raw materials within the glass packaging business, such as cullet and soda ash, which helped mitigate the impact of persistently high energy costs and relieved pressure from raw material prices moving in tandem with crude oil trends.

Business Overview

The second quarter of 2026 marked a key milestone in driving the Company's "Total Packaging Solutions" strategy with the initial consolidation of Bangkok Can Manufacturing Co., Ltd. (BCM) into the consolidated financial statements for the first time. BCM's operational performance was recognized for a 2-month period from May to June 2026, strengthening the business portfolio and enhancing capability to offer more comprehensive packaging solutions to customers.

Driven by this strategic execution, consolidated revenue from sales and services reached THB 3,838 million, an increase of 13% YoY, primarily supported by the initial consolidation of BCM as well as growth in the Trading business. This strengthened the Company's revenue structure under the Total Packaging Solutions framework.

Despite ongoing cost pressures from elevated global energy costs and aluminum prices, effective cost management, proactive raw material procurement, and softening prices of certain raw materials enabled the Company to expand its gross profit margin to 16.1% (up from 15.9% in the same period of the previous year), reflecting strong operational cost control and profitability preservation.

Summary of Operating Results

Summary of Operating Results Table for 2Q26

(Unit: THB Million)	The Second Quarter (2Q26) (Apr - Jun)			The 6-Month Period (Jan - Jun)		
Operating Results	**2026**	**2025**	**% YoY**	**2026**	**2025**	**% YoY**
Revenue from sales and services /1	3,838	3,408	13%	7,407	7,161	3%
Cost of sales and services	(3,221)	(2,867)	(12%)	(6,216)	(6,032)	(3%)
Gross profit	617	540	14%	1,191	1,128	6%
Gross profit margin (%)	16.1%	15.9%	23 bps	16.1%	15.8%	32 bps
Dividend income	10	11	(5%)	10	11	(5%)
Other income /2	24	25	(4%)	50	50	(0.3%)
Profit before expenses	651	575	13%	1,250	1,189	5%
Selling expenses	(86)	(72)	(20%)	(151)	(145)	(4%)
Administrative expenses	(417)	(300)	(39%)	(804)	(620)	(30%)
Other gains (losses), net	1	(40)	>100%	(41)	(46)	11%
Profit before finance costs, share of profit from associates, and income tax	149	163	(9%)	255	378	(33%)
Finance costs	(45)	(73)	39%	(90)	(154)	42%
Profit before share of profit from associates and income tax	104	90	15%	165	225	(26%)
Share of profit from investments in associates	2.5	0.7	>100%	2.8	1.6	69%
Profit before income tax	106	91	17%	168	226	(26%)
Income tax	(27)	(30)	8%	(35)	(80)	56%
Profit for the period	79	61	30%	133	146	(9%)
Net Profit Attributable to Owners of the Company	63	59	8%	116	145	(20%)
EBITDA	613	586	5%	1,135	1,209	(6%)

Notes: /1 Revenue from sales includes transportation revenue.

/2 Other income includes interest income.

Revenue

Total revenue from sales reached THB 3,838 million, representing a growth of 13% YoY or an increase of THB 431 million compared to the same period of the previous year.

Revenue Structure by Business Segment Table

(Unit: THB Million)	The Second Quarter (2Q26) (Apr – Jun)			The 6-Month Period (1H26) (Jan – Jun)		
	2026	2025	% YoY	2026	2025	% YoY
Total Revenue from Sales	**3,838**	**3,408**	**13%**	**7,407**	**7,161**	**3%**
Glass packaging business	2,664	2,766	(4%)	5,566	5,797	(4%)
Other packaging business	515	560	(8%)	1,023	1,176	(13%)
Trading business	237	125	89%	415	282	47%
Aluminum packaging business	461	-	100%	461	-	100%
Elimination	(38)	(43)	11%	(57)	(95)	40%

Glass Packaging Business:

- **The second quarter of 2026:** Sales revenue was THB 2,664 million, representing a decrease of THB 102 million or 4% YoY. The decline was primarily driven by challenges in the export sector to the US market, which faced new import tariffs. Nevertheless, the domestic market showed improving signs of recovery, particularly in daily consumer product categories across both food and beverage segments. The Company successfully retained its core customer base and sales volume in major product lines while maintaining a strong focus on sales quality and effective product mix management.
- **The 6-month period 2026:** Sales revenue reached THB 5,566 million, a decrease of THB 231 million or 4% YoY, impacted by export market challenges. However, the Company continuously maintained its primary customer base and sales volumes, with the alcoholic beverage segment sustaining good sales performance while the non-alcoholic beverage segment experienced a slowdown compared to the same period of the previous year.

Other Packaging Business:

- **The second quarter of 2026:** Sales revenue was THB 515 million, a decrease of THB 45 million or 8% YoY, softening in line with demand slowdown across other packaging segments. Nevertheless, the Company continued expanding its customer base within the Flexible Packaging segment and developing new products to support future growth.

Other Packaging Business (Cont.):

- **The 6-month period 2026:** Sales revenue reached THB 1,023 million, a decrease of THB 154 million or 13% YoY, resulting from industry-wide demand pressures. Meanwhile, the Company remained focused on cost management and production efficiency enhancement to maintain market competitiveness.

Trading Business:

- **The second quarter of 2026:** Sales revenue reached THB 237 million, recording remarkable growth of THB 112 million or 89% YoY. This segment demonstrated continuous expansion with revenue increases across all product categories, reflecting the success of market penetration under the Total Packaging Solutions strategy. This comprehensive approach enables the Company to fully address diverse customer needs and serves as a key driver in diversifying primary revenue risks.
- **The 6-month period 2026:** Sales revenue was THB 415 million, an increase of THB 133 million or 47% YoY, supported by continuous customer base expansion and portfolio additions.

Aluminum Packaging Business:

- **The second quarter of 2026:** The Company recognized operational results of Bangkok Can Manufacturing Co., Ltd. (BCM) for the first time for a 2-month period from May to June 2026. This generated sales revenue of THB 461 million, primarily derived from aluminum cans and ends, with aluminum cans accounting for approximately 70% of total segment sales. The addition of the aluminum packaging business not only expanded the Company's revenue growth, but also reinforced its product portfolio under the Total Packaging Solutions strategy while enhancing total gross profit and overall quarterly performance.



Gross Profit

Total gross profit in 2Q26 expanded to THB 617 million, up THB 77 million or 14% YoY, representing a gross profit margin of 16.1% (+23 bps YoY).

Gross Profit by Business Segment Table

(Unit: THB Million)	The Second Quarter (2Q26) (Apr - Jun)			The 6-Month Period (1H26) (Jan - Jun)		
	2026	2025	% YoY	2026	2025	% YoY
Total Gross Profit	**617**	**540**	**14%**	**1,191**	**1,128**	**6%**
Gross Profit Margin (%)	***16.1%***	***15.9%***	***23 bps***	***16.1%***	***15.8%***	***32 bps***
Glass packaging business	486	477	2%	997	991	1%
Other packaging business	50	52	(3%)	98	122	(20%)
Trading business	10	8	20%	20	14	45%
Aluminum packaging business	70	-	100%	70	-	100%
Elimination	1	3	(66%)	5	1	>100%

Glass Packaging Business

- **Second Quarter 2026:** Gross profit reached THB 486 million, representing an increase of THB 9 million or 2% YoY. Despite the decline in sales revenue, the Company maintained its strong profitability through effective raw material and energy cost management. In particular, proactive procurement strategies helped reduce key raw material costs, such as cullet and soda ash, which offset the impact of persistently high energy costs and enabled year-on-year gross profit growth.
- **6-Month Period 2026:** Gross profit was THB 997 million, an increase of THB 6 million or 1% YoY. This reflected continuous efficiency in production and raw material cost management, despite ongoing challenges in both domestic and export markets.

Other Packaging Business

- **Second Quarter 2026:** Gross profit stood at THB 50 million, down THB 2 million or 3% YoY. However, the gross profit margin (GPM) expanded to 9.7%, up 42 bps from the same period of the previous year despite lower sales revenue. The Company continued to manage costs and product mix effectively, maintaining a solid gross profit margin.
- **6-Month Period 2026:** Gross profit totaled THB 98 million, a decrease of THB 24 million or 20% YoY, representing a gross profit margin of 9.6% (down 79 bps YoY). The margin contraction was primarily pressured by raw material costs in the plastic packaging segment as well as lower sales volumes in certain business lines, leading to reduced profitability compared to the previous year.

Trading Business

- **Second Quarter 2026:** Gross profit was THB 10 million, an increase of THB 2 million or 20% YoY, representing a gross profit margin of 4.2% (down 218 bps YoY). The increase in gross profit value was driven by sales growth across all product categories under the Total Packaging Solutions strategy, whereas the gross profit margin declined due to changes in the product revenue mix.
- **6-Month Period 2026:** Gross profit reached THB 20 million, up THB 6 million or 45% YoY, with a gross profit margin of 4.8% (down 14 bps YoY). The growth in gross profit value aligned with sales revenue growth and customer base expansion under the Total Packaging Solutions provider strategy.

Aluminum Packaging Business

- **Second Quarter 2026 and 6-Month Period 2026:** Initial gross profit was recognized at THB 70 million, representing a gross profit margin of 15.2%. The consolidation of BCM served as a major driver supporting the Company's total gross profit. Nevertheless, the segment's margin remained under pressure from elevated global London Metal Exchange (LME) aluminum prices and regional Main Japanese Port (MJP) premiums due to regional supply tightness.



Selling, General, and Administrative Expenses (SG&A)

- **The Second Quarter of 2026:** The Company recorded total selling, general, and administrative expenses of THB 503 million (comprising selling expenses of THB 86 million and administrative expenses of THB 417 million), representing an increase of 37% YoY. This growth was primarily driven by higher expenses within the glass packaging business, alongside the initial recognition of operational expenses amounting to THB 35 million following the consolidation of BCM.
- **The 6-Month Period of 2026:** The Company recorded total selling, general, and administrative expenses of THB 955 million, an increase of THB 196 million or 26% YoY. The increase was mainly attributable to higher expenses in the glass packaging business and the consolidation of BCM's performance commencing May 2026.

Income Tax Expenses

- **The Second Quarter of 2026 and the 6-Month Period of 2026:** Income tax expenses decreased compared to the same period of the previous year. This reduction was primarily driven by the recognition of certain Deferred Tax Assets (DTA), which effectively reduced the Group's overall income tax burden.

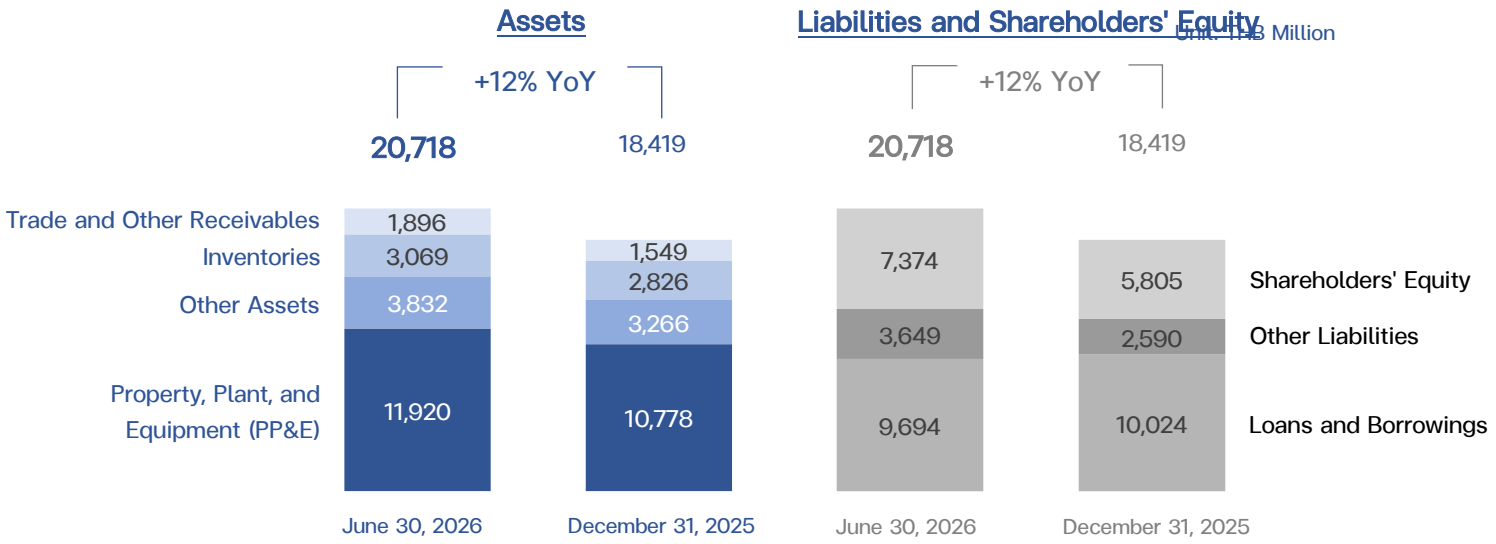
Net Profit Attributable to Owners of the Company

- **The Second Quarter of 2026:** The Company reported net profit attributable to owners of the Company of THB 63 million, an increase of THB 4 million or 8% YoY. This growth was supported by revenue expansion and effective production cost management.
- **The 6-Month Period of 2026:** The Company reported net profit attributable to owners of the Company of THB 116 million, a decrease of THB 29 million or 20% YoY. The decline was mainly due to higher selling, general, and administrative expenses resulting from business expansion and the business combination of BCM, despite continuous growth in the Group's revenue and gross profit compared to the same period of the previous year.

Statement of Financial Position

As of June 30, 2026

Asset, Liability, and Equity Structure



- **Total Assets:** As of June 30, 2026, the Group's total assets stood at THB 20,718 million, an increase of THB 2,299 million or 12% from THB 18,419 million as of December 31, 2025. This was primarily driven by the business combination of Bangkok Can Manufacturing Co., Ltd. (BCM), which has been consolidated since May 1, 2026, alongside capital investments in property, plant, and equipment in accordance with the Company's business plan.
    - **Trade and Other Receivables:** Increased by THB 347 million or 22% from THB 1,549 million to THB 1,896 million in line with higher sales revenue, with trade accounts receivable remaining within normal collection terms.
    - **Inventories:** Increased by THB 243 million or 9% from THB 2,826 million to THB 3,069 million to support production and delivery schedules in alignment with market demand and the Group's operational plan.
    - **Property, Plant, and Equipment (PP&E):** Increased by THB 1,143 million or 11% from THB 10,778 million to THB 11,920 million, resulting from investments in production efficiency enhancements, routine machinery upgrades and replacements under the Company's normal plan, as well as the asset recognition from the BCM business combination.

- **Goodwill:** Increased by THB 223 million from THB 71 million to THB 294 million, primarily resulting from the acquisition of Bangkok Can Manufacturing Co., Ltd. (BCM) and the recognition of items arising from the business combination. Nevertheless, the accounting recording of this business combination remains a provisional amount, as the Company is currently in the process of preparing the Purchase Price Allocation (PPA), which may cause the recognized values of assets, liabilities, and goodwill to change in the future.

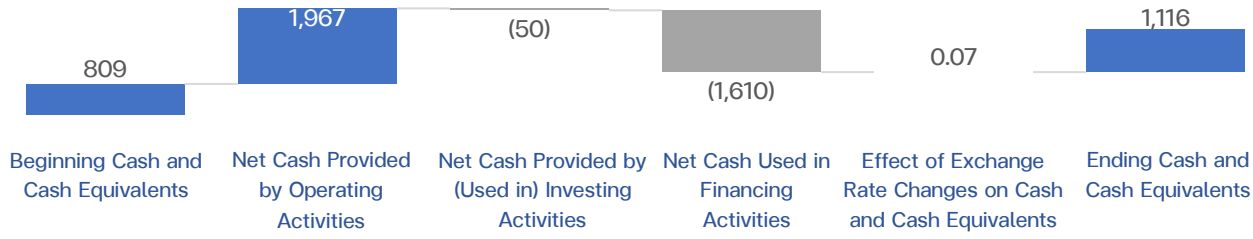
- **Total Liabilities:** As of June 30, 2026, the Group's total liabilities stood at THB 13,344 million, an increase of THB 729 million or 6% from THB 12,615 million as of December 31, 2025. This was partially due to the business combination and the recognition of liabilities related to the acquired entity's operations, as well as planned investments by the Company.
    - **Interest-Bearing Debt/ Loans and Borrowings :** Decreased by THB 330 million or 3% from THB 10,024 million as of December 31, 2025, to THB 9,694 million as of June 30, 2026. This reflected ongoing capital structure management and continuous short-term loan repayments, despite additional long-term borrowings during the period to support business operations and investments.
- **Shareholders' Equity:** As of June 30, 2026, the Group's total shareholders' equity stood at THB 7,374 million, an increase of THB 1,570 million or 27% from THB 5,805 million as of December 31, 2025. This was mainly the result of the business combination of Bangkok Can Manufacturing Co., Ltd. (BCM) and net period performance, despite dividend payments and share repurchases executed during the period.

Statement of Cash Flows

For the 6-Month Period Ended June 30, 2026

Change in Cash and Cash Equivalents

Unit: THB Million



- **Net Cash Provided by Operating Activities:** The Company recorded a positive net cash flow from operating activities of THB 1,967 million, primarily driven by the Group's operating performance and non-cash adjustments, such as depreciation and amortization of THB 880 million, alongside interest and income tax payments totaling THB 135 million. In addition, the Company efficiently managed its working capital—particularly trade accounts receivable and inventories—enabling the continuous generation of operating cash flows.
- **Net Cash Used in Investing Activities:** The Company recorded net cash used in investing activities of THB 50 million, primarily resulting from the acquisition of Bangkok Can Manufacturing Co., Ltd. (BCM), which involved a net cash outflow for the business combination of THB 789 million, as well as investments in property, plant, and equipment (PP&E) for maintenance and production efficiency enhancements in accordance with the Company's plan. Nevertheless, the Company received cash and cash equivalents from the business combination amounting to THB 1,110 million, resulting in net cash used in investing activities for the period of THB 50 million.
- **Net Cash Used in Financing Activities:** The Company recorded net cash used in financing activities of THB 1,610 million, primarily due to net repayments of short-term and long-term loans from financial institutions totaling approximately THB 1,252 million to continuously reduce the Company's debt burden and financial costs. Additionally, the Company had total dividend payments of THB 207 million, share repurchases (Treasury Stock) of THB 74 million, and lease liability payments of THB 82 million.

Sustainability Initiatives

During the first 6 months of 2026, the Company continued to drive its business operations in alignment with sustainable development guidelines, with key developments in environmental, social, and shared value creation for stakeholders as follows:

- **The Prime Minister's Industry Award in Corporate Social Responsibility (CSR) for the Year 2025:** The Company received "The Prime Minister's Industry Award in Corporate Social Responsibility (CSR)" for the year 2025 from the Ministry of Industry. This reflects the Company's commitment to sustainable business practices through the integration of environmental, social, and community dimensions across both its manufacturing processes and the creation of shared value for society.
- **Circular Economy & Alternative Energy Development:** The Company continuously advanced its development of alternative energy usage and Circular Economy concepts by studying the application of Tire Pyrolysis Oil (TPO) from used tires as an alternative fuel in glass bottle melting processes. This initiative aims to enhance energy flexibility, reduce reliance on fossil fuels, and support the Company's sustainability goals, aligning with efficient resource utilization guidelines and long-term greenhouse gas emission reduction.
- **Support for the IECU Hackathon 2026 Project:** The Company co-sponsored the IECU Hackathon 2026 project, organized by the Department of Industrial Engineering, Faculty of Engineering, Chulalongkorn University, to promote youth potential in innovation and sustainability. Through this partnership, the Company transferred knowledge in Reverse Logistics and Circular Economy to support the development of concepts and practical solutions that can be applied in the industrial sector.