



Management Discussion and Analysis

UBON BIO ETHANOL PUBLIC COMPANY LIMITED

Earning Results for Q2'26

Ended June 30, 2026





11 August 2026

Subject Report on the operating performance for Q2'26 and 1H'26 ended June 30th, 2026
To President
The Stock Exchange of Thailand

Ubon Bio Ethanol Public Company Limited and its subsidiaries (hereinafter referred to as “Company”) would like to clarify the operating results of the Company for the three-month and six-month period ended on June 30, 2026, details are as follows:

As for the Company's performance for the three-month period ended 30 June 2026 (Q2'26), the Company generated total revenue of **THB 1,106.9 million**, decreased by THB 204.2 million or -15.6% YoY mainly due to a decline in ethanol business and other businesses by -29.7% and -59.3% YoY, respectively. The Company reported a net loss attributable to owners of the Company of THB 43.6 million in Q2'26, compared to a net loss of THB 128.1 million in Q2'25 (-66.0% YoY), representing a loss per share of **THB 0.011**.

As for the Company's performance for the six-month period ended 30 June 2026 (1H'26), the Company recorded total revenue of **THB 2,271.7 million**, a decrease of THB 480.8 million (-17.5% YoY). The Company reported a net loss attributable to owners of the Company of THB 67.1 million in 1H'26, compared to a net loss of THB 70.8 million in 1H'25 (-5.3% YoY), representing a loss per share of **THB -0.017**.

Income Statement ((Unit: THB mn)	Q2/26	Q2/25	%YoY	Q1/26	%QoQ	2025 1H'26	2024 1H'25	%YoY
Revenue from Ethanol business	441.2	628.0	-29.7%	454.1	-2.9%	895.3	1,314.6	-31.9%
Revenue from Starch business	443.2	462.9	-4.3%	486.3	-8.9%	929.5	995.9	-6.7%
Revenue from Food & Restaurant business	211.5	177.3	19.3%	219.3	-3.6%	430.9	349.1	23.4%
Revenue from Other business ⁽¹⁾	11.0	42.9	-74.3%	5.0	119.5%	16.0	92.8	-82.7%
Total sale revenue	1,106.9	1,311.1	-15.6%	1,164.7	-5.0%	2,271.7	2,752.4	-17.5%
COGS	(968.3)	(1,263.3)	-23.4%	(1,010.1)	-4.1%	(1,978.4)	(2,490.3)	-20.6%
Gross profit	138.6	47.7	190.4%	154.7	-10.4%	293.3	262.1	11.9%
Other income	22.0	17.8	23.7%	17.7	24.6%	39.7	32.7	21.4%
Net profit (loss) on derivative	(0.3)	12.1	-102.2%	(3.5)	-92.3%	(3.8)	13.1	-129.0%
Selling and distribution expenses	(57.7)	(61.6)	-6.3%	(54.0)	6.8%	(111.7)	(126.8)	-11.9%
Administrative expenses	(80.8)	(75.9)	6.6%	(86.8)	-6.8%	(167.6)	(153.2)	9.4%
Other expenses	(52.5)	(22.1)	137.4%	(17.5)	199.3%	(70.1)	(32.0)	119.1%
Operating Profit (Loss)	(30.7)	(82.0)	-62.5%	10.4	-393.9%	(20.2)	(4.1)	396.5%
Finance cost	(3.8)	(11.4)	-66.3%	(3.1)	23.3%	(7.0)	(22.0)	-68.3%
Share of loss from investment in an associate and a joint venture (equity method)	(1.5)	-	0.0%	(1.9)	-18.3%	(3.4)	-	0.0%
Profit (Loss) income before tax expense	(36.0)	(93.4)	-61.4%	5.5	-758.3%	(30.6)	(26.0)	17.4%
Taxes income (expense)	(2.0)	(28.3)	-93.0%	(24.6)	-91.9%	(26.6)	(32.5)	-18.3%
Non-Controlling Interest (NCI)	5.5	6.4	-13.6%	4.4	26.1%	9.9	12.2	-19.2%
Profit (Loss) of the Parent	(43.6)	(128.1)	-66.0%	(23.5)	85.3%	(67.1)	(70.8)	-5.3%

Remark: (1) Include revenue from sales of biogas-based electricity, sales of new organic agricultural products such as coffee beans, cassava chips, organic fertilizers, and Napier.



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Effective date : 01/07/2568 , FO-GR-02 R02



Business Overview and Industry Situation

Business Overview

The Company is one of Thailand's leading producers and distributors of cassava-based products, with core offerings including ethanol and cassava starch in both conventional and organic forms. It is recognized as a "Well-Integrated Tapioca Player" and the largest fully integrated cassava processor in the lower Northeastern region.

The Company utilizes cassava as its primary feedstock across ethanol and starch production, while maximizing resource efficiency by converting by-products—such as process water and cassava pulp—into biogas for renewable energy use within its facilities, as well as generating electricity for internal consumption and supply to the Provincial Electricity Authority. It has also expanded into other high-value agricultural products to further enhance growth potential.

However, as an upstream business heavily reliant on a single raw material, the Company is exposed to risks from climate variability, which can impact both supply and price volatility. To mitigate these risks and respond to rapid industry changes, the Company has refined its strategy to diversify into high-potential businesses, with a stronger focus on downstream operations. These businesses offer lower volatility, stronger growth prospects, and closer proximity to end consumers.

As part of this strategic direction, the Company has expanded into the food sector by investing in growth and profitability opportunities. In December 2024, it acquired a 60% stake in Oshinei Enterprise Co., Ltd. (OE), which operates established brands and is supported by an experienced management team. At the same time, the Company continues to strengthen its core business through the research and development of high-value products, supporting sustainable growth in line with national economic development plans and the global trend toward healthier food consumption.

Industry Situation

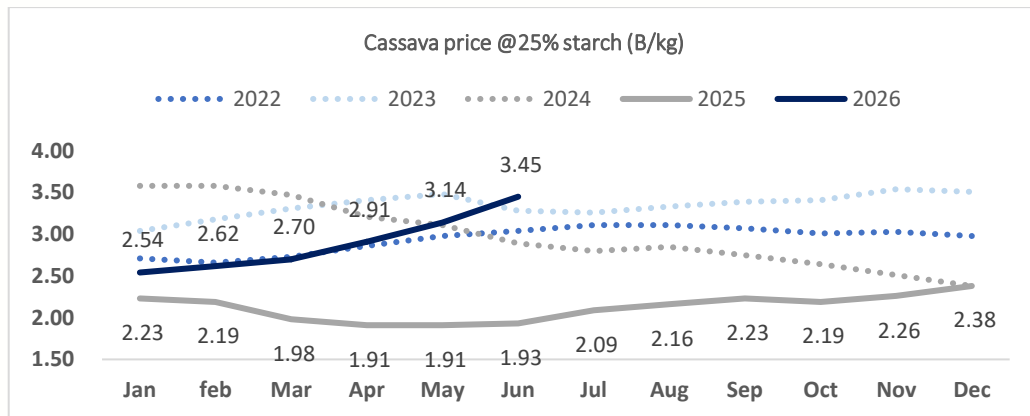
Cassava

The price of fresh cassava in June 2026 was 3.45 baht per kilogram, higher than in March 2026, when it was 2.70 baht per kilogram, or an increase of 27.8%. Meanwhile, the average price of fresh cassava in Q2'26 was 3.17 baht per kilogram, representing a 65.1% YoY increase compared to the same period last year, when the average price was 1.92 baht per kilogram.



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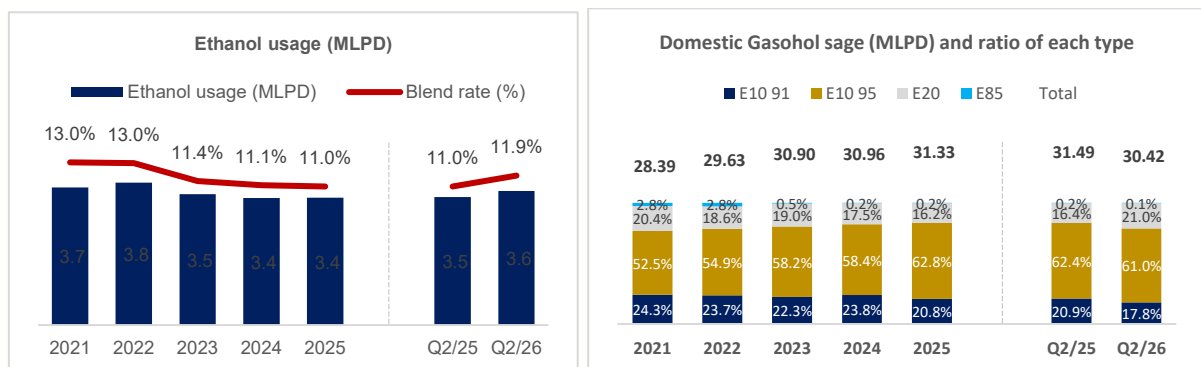


Source: TTDI

Ethanol

In Q2'26, the average demand for fuel-grade ethanol stood at 3.6 million liters per day, an increase from 3.5 million liters per day in Q2'25. Meanwhile, the ethanol blending proportion rose from 11.0% in Q2'25 to 11.9% in Q2'26, varying in line with a significant increase in the consumption of Gasohol E20. This growth was driven by the government's management of the retail price gap between Gasohol E10 and E20 to make E20 more attractive, prompting consumers to use more E20 for cost-efficiency.

However, the cost of cassava raw material increased at a faster pace than the selling price of fuel-grade ethanol. Cassava prices rose by 65.1% YoY and 27.8% QoQ, whereas the selling price of ethanol increased by +12.4% YoY and 4.6% QoQ.



Starch

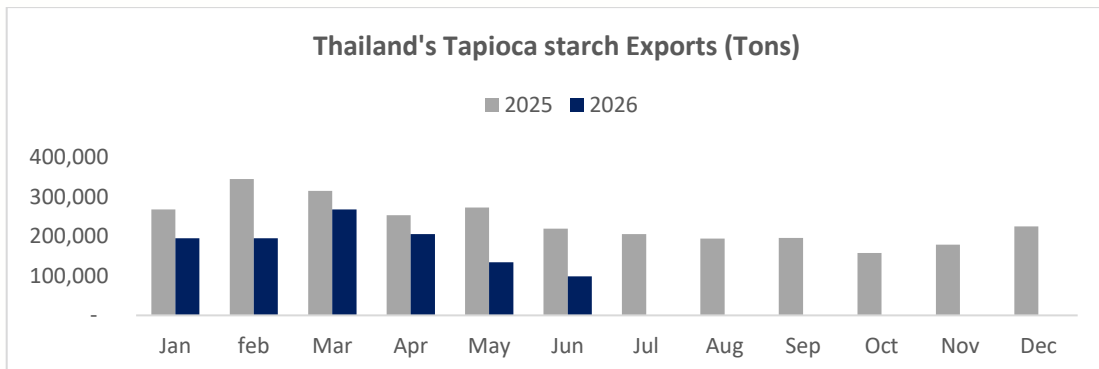
In Q2'26, Thailand's tapioca starch export volume stood at 438,647 tons, a decrease from 745,548 tons in Q2'25, or a -41.2% YoY decrease, due to lower domestic fresh cassava root yields caused by drought and Cassava Mosaic Disease.



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Significant Changes and Developments

- Approval of Dividend Payment:** The Annual General Meeting of Shareholders approved a dividend payment of THB 0.0153 per share, which was paid on May 6, 2026. This dividend payout was backed by sufficient retained earnings and did not impact the Company's liquidity or future investment plans.
- The Company achieved Carbon Footprint of Product (CFP) certifications:** Ubon Sunflower Co., Ltd. ("UBS"), a subsidiary of the Group, successfully secured Carbon Footprint of Product (CFP) certifications from the Greenhouse Gas Management Organization (Public Organization) for five products: organic cassava starch (400g, 25kg, and 850kg packs) and organic cassava flour (500g and 25kg packs). The certifications evaluate greenhouse gas emissions throughout the entire Product Life Cycle. This achievement reflects the Company's transparency in environmental disclosure, reinforcing its commitment to driving the business toward Carbon Neutrality by 2030 and Net Zero Emissions by 2050.



- Launch of the "Amber" Brand** – The Company has invested in and launched "Amber," a Western restaurant on the 2nd floor of Nihonmachi, Sukhumvit Soi 26. Operating under the concept of "Western Cuisine Reimagined," the restaurant offers contemporary Western fare that blends familiarity with creativity, focusing on delicious, accessible dishes designed for everyday dining. This strategic investment further diversifies the Company's portfolio and enhances its ability to meet modern consumer lifestyles.



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Operating Results

Sales

For Q2'26, the Company reported sales revenue of THB 1,106.9 million, representing a decrease of THB 204.2 million (-15.6% YoY), primarily driven by lower revenue from ethanol business and other businesses.

- **Ethanol business:** Revenue stood at THB 441.2 million, decreasing by THB 186.8 million (-29.7% YoY). This decline was primarily attributed to lower sales volume of fuel-grade ethanol and high domestic inventory levels, which led to continued intense industry competition.
- **Starch business:** Revenue reached THB 443.2 million, slightly decreasing by THB 19.7 million (-4.3% YoY), mainly due to a decline in starch sales volume.
- **Food & Restaurant business:** Revenue rose to THB 211.5 million, an increase of THB 34.20 million (+19.3% YoY), driven by successful restaurant promotions.
- **Other businesses:** Revenue stood at THB 11.0 million, decreasing by THB 31.9 million (-74.4% YoY), mainly impacted by a decline in coffee product sales.

For 1 H'26, the Company reported sales revenue of THB 2,271.7 million, representing a decrease of THB 480.8 million (-17.5% YoY), primarily driven by lower revenue from ethanol business.

- **Ethanol business:** Revenue stood at THB 895.3 million, decreasing by THB 419.3 million (-31.9% YoY). The overall decline was driven by a drop in ethanol sales volume and market price pressure, which led to reduced sales volumes of ethanol grades.
- **Starch business:** Revenue reached THB 929.5 million, a decrease of THB 66.4 million (-6.7% YoY), primarily due to lower sales volumes and average selling prices of tapioca starch.
- **Food & Restaurant business:** Revenue rose to THB 430.8 million, an increase of THB 81.7 million (+23.4% YoY). Growth was driven by promotional strategies aligned with evolving consumer behavior, alongside business expansion from investments in new restaurant brands, namely "Kouji Alchemist" and "Heap."
- **Other businesses:** Revenue stood at THB 16.0 million, decreasing by THB 76.8 million (-82.8% YoY), mainly impacted by a decline in coffee product sales.



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Cost of sales

For Q2'26, the Company reported cost of sales of THB 968.3 million, representing a decrease of THB 295.0 million (-23.4% YoY) in line with the decline in sales volume. Cost of sales accounted for 87.5% of total sales revenue, decreasing from 96.4% in Q2'25. As a result, the gross profit margin improved to 12.5%, compared to 3.6% in Q2'25.

For 1H'26, the Company reported cost of sales of THB 1,978.4 million, representing a decrease of THB 512.0 million (-20.0% YoY), representing 87.1% of total sales revenue compared to 90.5% in 1H'25. Consequently, the gross profit margin expanded to 12.9%, up from 9.5% in 1H'25.

Selling and Administration Expenses

For Q2'26, the Company reported total selling and administrative expenses of THB 138.5 million, representing 12.5% of total revenue. This comprised selling expenses of THB 57.7 million, a decrease of THB 3.9 million (-6.3% YoY) in line with lower sales volume, and administrative expenses of THB 80.8 million, an increase of THB 5.0 million (+6.6% YoY), primarily driven by legal service fees. Overall, total selling and administrative expenses slightly increased by THB 1.0 million (+0.2% YoY).

For 1H'26, the Company reported total selling and administrative expenses of THB 279.4 million, representing 12.3% of total revenue. This comprised selling expenses of THB 111.7 million, a decrease of THB 15.1 million due to lower transportation and export costs in line with lower sales volume, while administrative expenses reached THB 167.6 million, an increase of THB 14.4 YoY.

Other Expenses

For Q2'26, the Company reported other expenses of THB 52.5 million, representing 4.7% of total revenue, increasing by THB 30.4 million (+137.4% YoY). This increase was primarily driven by transportation fleet operating costs and the costs of production shutdown.

For 1H'26, the Company reported other expenses of THB 70.1 million, representing 3.1% of total revenue, increasing by THB 38.1 million (+119.1% YoY). This increase was primarily driven by transportation fleet operating costs and the costs of production shutdown.

Financial cost

For Q2'26, the Company reported financial costs of THB 3.8 million, a decrease of THB 7.6 million or -66.3% YoY. The decline was primarily attributable to lower borrowing levels, in line with reduced raw material procurement volumes, as well as interest rate reduction policies and effective credit facility management across multiple commercial banks.

For 1H'26, the Company reported financial costs of THB 7.0 million, a decrease of THB 15.0 million or -68.3% YoY.



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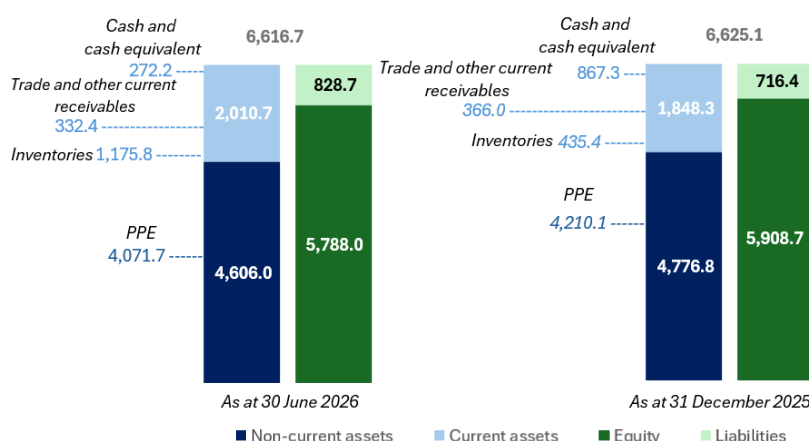


Net profit Attributable to Owners of the Company

For Q2'26, the Company reported a net loss attributable to the Company of THB 43.6 million, reflecting a loss reduction of THB 84.5 million or -66.0% YoY compared to Q2'25. The net loss margin improved to -3.9%, compared to a net loss margin of -9.8% in Q2'25.

For 1H'26, the Company reported a net loss attributable to the Company of THB 67.1 million, reflecting a loss reduction of THB 3.7 million or -5.3% YoY compared to 1H'25. The net loss margin stood at -3.0%, compared to -2.6% in 1H'25.

Financial Position Analysis



Statement of Financial Position (Unit: THB mn)	June 30, 2026	December 31, 2025
Total Assets	6,616.7	6,625.1
Total Liabilities	828.7	716.4
Total Equity	5,788.0	5,908.7

Assets

As of 30 June 2026, the Company reported total assets of THB 6,616.7 million, decreasing by THB 8.4 million (-0.1%) from 31 December 2025, primarily due to depreciation and amortization of fixed assets during the first half of the year.

Liabilities

As of 30 June 2026, the Company reported total liabilities of THB 828.7 million, increasing by THB 112.3 million (+15.7%) from 31 December 2025, primarily due to an increase in short-term borrowings from financial institutions to support seasonal raw material purchases.



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Shareholders' Equity

As of 30 June 2026, the Company reported total shareholders' equity of THB 5,788.0 million, decreasing by THB 120.7 million (-2.0%) from 31 December 2025, primarily due to the operating loss of THB 67.1 million recorded in 1H'26 and payment of dividends of THB 59.9 million.

Key Financial Ratios

Key Financial Ratio	Q2'26	Q2'25
Gross Profit Margin (%)	12.5%	3.6%
Net Profit Margin (%)	-3.9%	-9.8%
Return On Equity (ROE) (%)	-0.7%	-1.8%
Return On Assets (ROA) (%)	-0.8%	-2.2%
Debt to Equity (D/E) (Times)	0.2	0.2
Current Ratio (Times)	3.9	0.11

Corporate Sustainability Actions

UBE places strong emphasis on addressing climate change and promoting sustainable supply chain management, alongside continuous research and development of agricultural innovations. The Company systematically integrates sustainability principles across the economic, social, and environmental dimensions (ESG) into its business operations.

To ensure effective implementation, UBE has established a sustainability steering committee with participation from management at all levels. The Company also fosters an organizational culture that promotes ESG awareness and knowledge among executives and employees, embedding sustainability as a fundamental part of organizational thinking and operations. These principles are translated into practice through the “**UBE CARE**” program, which aligns sustainable business strategies with national sustainability goals, supporting long-term organizational growth and sustainable economic development.

In 2026, the Company participated in the FTSE Russell ESG Scores assessment for the second consecutive year to disclose its Environmental, Social, and Governance (ESG) performance. To achieve a higher score target, the Company is advancing key projects aligned with FTSE Russell ESG themes, including the development of a biodiversity roadmap, water security management plans, cybersecurity governance frameworks, and supply chain ESG assessments.

	Q1/2026	Q2/2026	Q3/2026	Q4/2026
FTSE Russell's ESG Scores	3.4 (AA)	3.4 (AA)	N/A	N/A



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Environmental Dimension

The Company is firmly committed to leading greenhouse gas reduction efforts through the adoption of clean, efficient technologies, in alignment with its comprehensive GHG management strategy. It has set clear long-term targets to achieve carbon neutrality by 2040 and net-zero greenhouse gas emissions by 2050, supporting Thailand's national climate ambitions.

In 2025, the Company successfully reduced its GHG emissions by 46,951 tCO₂e, a 29.19% decrease from 160,869 tCO₂e in 2024 to 113,918 tCO₂e. Building on this strong progress, the Company has set a further reduction target of 17% for 2026, reinforcing its ongoing commitment to sustainable and measurable climate action.

The Company collects greenhouse gas (GHG) emissions data across all three recognized categories: Scope 1, which includes direct emissions from sources owned or controlled by the Company; Scope 2, which covers indirect emissions from purchased energy such as electricity; and Scope 3, which comprises other indirect emissions throughout the value chain, including upstream and downstream activities.

	Q1/2026	Q2/2026	Q3/2026	Q4/2026
GHG Emission (tonCO ₂ e)	34,565	11,602	N/A	N/A

- Enhancing the Internal Control System (ICS) for a Green Supply Chain:** The Company collaborated with leading government agencies and academic institutions—including the Bank of Thailand (Northeast Office), NSTDA, the Ubon Ratchathani Provincial Agricultural Extension Office, and the Office of Agricultural Research and Development Region 4 (OARD 4)—to organize the "Internal Control System (ICS) Inspector Development" activity. This initiative aims to upskill farmers and inspectors of organic cassava plots across four lower northeastern provinces, driving a high-quality supply chain control system that is transparent, traceable, and compliant with international standards. The program enhances the capabilities of upstream farmers while ensuring the delivery of safe, high-value products to consumers within a sustainable green agricultural industry.



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- **Formulating the Biodiversity Action Plan (BAP):** On June 17–18, 2026, the Company partnered with the Biodiversity-Based Economy Development Office (Public Organization), or BEDO, and environmental experts to host a workshop to develop the Company's Biodiversity Action Plan (BAP) in Ubon Ratchathani. This initiative establishes long-term natural resource and ecosystem management guidelines aligned with the Company's business operations, driving balanced and sustainable growth.

Social Dimension

The Company has established a Human Rights Policy to prevent violations throughout its business activities, including its supply chain and business partners. This policy ensures respect for the rights of employees, customers, farmers, and local communities, and reinforces the Company's commitment to uphold human rights across all operations.

Labor disputes/Complaints/Human rights violations Report (Cases)	Q1/2026	Q2/2026	Q3/2026	Q4/2026
Human Rights Violations	0	0	N/A	N/A
Major Labor Disputes	0	0	N/A	N/A
Customer Data Breaches	0	0	N/A	N/A
Consumer Rights Violations	0	0	N/A	N/A
Community/Social Disputes	0	0	N/A	N/A
Labor Rights Violations and Discriminatory Practices	0	0	N/A	N/A
Community Rights Violations	0	0	N/A	N/A

- **The Company promoted workforce risk management through insurance systems:** On May 14, 2026, the Company participated as a panel speaker on the topic "*Peace of Mind for Workers with Insurance Protection*" under the project to promote insurance systems for risk management in workplaces in Ubon Ratchathani. The Company shared concepts and supported risk management knowledge, aligning with its policy that prioritizes enhancing the quality of life, safety, and long-term security of its employees sustainably under the "UBEYOND" framework.



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Governance Dimension

The Company has been awarded a 5-star “Excellent” rating in the 2025 Corporate Governance Report (“CG Scoring”) by the Thai Institute of Directors Association (Thai IOD) for the third consecutive year. In addition, it has advanced to a 3-star CAC Change Agent status under the Thai Private Sector Collective Action Against Corruption (CAC).

This recognition reflects the Company’s continued commitment to conducting business with integrity and transparency, while actively promoting these principles across its partners and suppliers. By fostering a transparent and accountable supply chain, the Company reinforces a strong foundation for long-term sustainable development.

	Q1/2026	Q2/2026	Q3/2026	Q4/2026
CG Scoring	5-star “Excellent”	5 star “Excellent”	N/A	N/A
CAC	CAC Change Agent with a 3-star	CAC Change Agent with a 3 star	N/A	N/A



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