Date 14 August 2026

Subject Management's Discussion and Analysis and explanation of the 3-month and 6-month period ended 30 June 2026

To Directors and Managers, The Stock Exchange of Thailand

Food Moments Public Company Limited and subsidiaries ("the Group") explain the operating performance for the 3-month and 6-month period ended 30 June 2026 as follows;

Management's Discussion and Analysis
Explanation and Analysis of the Financial Position and Operating Performance

Overview of Business operations, Economy, and Industry conditions affecting performance

The overall Thai poultry industry in Q2/2026 experienced a slowdown and faced heightened challenges compared to the same period of the previous year. This was primarily driven by pressure from decelerating purchase orders from the Chinese market, resulting from internal policy adjustments within China. Consequently, Thai exporters were required to accelerate their strategic diversification by shifting export volumes to core markets, including the United Kingdom, the European Union, and Japan. However, a portion of export shipments encountered logistical constraints, container shortages, and geopolitical tensions that driven up freight rates. This led to certain export volumes being redirected back into the domestic market. Coupled with an increase in domestic broiler production entering the market, the domestic sector experienced a supply glut, which directly exerted downward pressure on domestic selling prices. Additionally, foreign exchange volatility-specifically the Baht/USD rate-remained a pressuring factor on export revenue recognition when converted back into Thai Baht.

For the domestic market in Q2/2026, consumer demand for chicken meat remained favorable, supported by its positioning as an accessible, high-protein source amid slowing consumer purchasing power. Nevertheless, the average selling price of broilers at the slaughterhouse gate trended continuously downward throughout Q2/2026, moving from THB 43.00 per kg in March to THB 36.00 per kg in June (with the Q2 average price ranging between THB 38.80 – 39.00 per kg), reflecting a domestic market under pressure from oversupply.

On the production cost side, imported soybean meal prices declined, fluctuating between THB 13.00 – 13.90 per kg, which helped partially alleviate cost pressures. Conversely, domestic feed corn prices trended upward throughout the quarter, moving within the range of THB 10.99 – 13.20 per kg according to market supply dynamics. As a result, the Group maintained its stringent focus on internal cost optimization and production efficiency to safeguard profitability and sustain its gross profit margin at an appropriate level.

Looking ahead into H2/2026, export volumes are expected to gain seasonal momentum (High Season) in Q3 to meet demand for the year-end festive season in European and Japanese markets. Nevertheless, amidst tight domestic pricing conditions, the Group continues to actively explore and capitalize on opportunities to expand exports into high-potential growth markets, such as the Middle East and the Philippines, aimed at mitigating dependency on primary markets and fostering long-term commercial sustainability.

The Group operates in (1) the production and distribution of raw meat chicken parts (RAW), and (2) the production and distribution of processed cooked chicken parts (CAV). The Group's business model focuses on downstream activities, processed cooked products, to reduce reliance on highly volatile market prices and to generate stable and sustainable profit margins. The poultry slaughterhouse serves as the upstream operation, supplying high-quality raw materials to the processed food factories.

Operating performance for 3-month period

For the 3-month period ended 30 June	CAV chicken parts business (CAV)		Raw chicken meat business (RAW)		Total reportable segments	
	2026	2025	2026	2025	2026	2025
unit : m.THB						
Revenue	812	793	994	1,070	1,806	1,863
Cost of sales	(691)	(665)	(853)	(913)	(1,544)	(1,578)
Performance by segment	121	128	141	157	262	285
Gross profit margin	***14.9%***	***16.1%***	***14.2%***	***14.7%***	***14.5%***	***15.3%***
Other income					10	13
Selling and administrative expense					(76)	(70)
Gain (loss) on exchange rate					3	(6)
Other gain					4	-
Finance costs					(3)	(5)
Profit before tax					200	217
Estimated corporate income tax					(26)	(27)
Deferred income tax					(2)	-
Profit for the period					**172**	**190**
Net profit margin					***9.5%***	***10.2%***
Profit attributable to owners of parent					168	186
Profit attributable to non controlling interests					4	4
					172	190

For the three-month period of Q2/2026, the Group recorded total revenue of THB 1,806 million, a decrease of THB 57 million (-3%) compared to the same period last year, mainly due to a decline in the revenue from raw chicken meat business.

Total revenue comprised 45% from CAV and 55% from RAW (Q2/2025: 43% CAV and 57% RAW), with an overall gross profit margin of 14.5%, a decrease of 0.8%.

Cooked Added Value chicken parts business (CAV)

CAV sales volume was 5,990 tons with revenue of THB 812 million (Q2/2025: 5,860 tons with revenue of THB 793 million), at an average selling price of THB 135.55 per kg (Q2/2025: THB 135.32 per kg) and a gross profit margin of 14.9% (Q2/2025: 16.1%).

Revenue increased slightly year-on-year, as international conflicts impacted shipments to Europe, causing transit delays and container shortages that deferred a portion of deliveries and revenue recognition to July 2026.

Gross profit margin declined slightly due to the product mix.

Raw chicken meat business (RAW)

RAW Sales volume was 18,050 tons with revenue of THB 994 million (Q2/2025: 20,210 tons with revenue of THB 1,070 million), with an average selling price of THB 55.07 per kg (Q2/2025: THB 52.94 per kg). Gross profit margin was 14.2% (Q2/2025: 14.7%).

Revenue decreased compared to the same period last year, primarily due to lower domestic sales, despite continued strong growth in export sales, particularly to the Japanese and Malaysian markets. As a result, the proportion of export sales increased to 24% of total raw chicken sales.

Meanwhile, the average selling price increased as a result of the higher contribution from export sales, which partially offset the decline in domestic sales. In addition, the Group continued to benefit from relatively low feed ingredient costs, enabling the gross profit margin to remain at a healthy and stable level.

Other income

Other income mainly comprised revenue from the sale of chicken by-products and production consumables, as well as interest income earned from fixed deposits with commercial banks.

Selling and administrative expenses

It accounted for 4.2% of total revenue (Q2/2025: 3.8%) and represented a slight increase from the same period last year, mainly due to higher overseas freight costs.

The Group sells its products under both FOB (Free on Board) and CFR (Cost and Freight) terms. Under FOB arrangements, freight costs are borne by the customer, whereas under CFR arrangements, freight costs are included in the selling price.

Gain (loss) on exchange rate

The foreign exchange gain recorded in Q2/2026 was primarily attributable to the depreciation of the Thai Baht against the U.S. Dollar. The average exchange rate increased from THB 32.10 per U.S. Dollar as of March 2026 to THB 32.75 per U.S. Dollar as of June 2026, resulting in higher foreign exchange gains when the Group received payments from overseas customers.

In contrast, during the same period last year, the Thai Baht appreciated from THB 33.65 per U.S. Dollar to THB 32.46 per U.S. Dollar, resulting in a foreign exchange loss.

Other gain

Other gain mainly resulted from the fair value gain recognized on forward contracts.

Finance costs

It decreased by THB 2 million, primarily due to the Group's scheduled monthly repayments of long-term borrowings.

Operating performance for 6-month period

For the 6-month period ended 30 June	CAV chicken parts business (CAV)		Raw chicken meat business (RAW)		Total reportable segments	
	2026	2025	2026	2025	2026	2025
unit : m.THB						
Revenue	1,663	1,468	1,980	2,214	3,643	3,682
Cost of sales	(1,436)	(1,228)	(1,672)	(1,875)	(3,108)	(3,103)
Performance by segment	227	240	308	339	535	579
Gross profit margin	***13.7%***	***16.3%***	***15.6%***	***15.3%***	***14.7%***	***15.7%***
Other income					26	24
Selling and administrative expense					(148)	(138)
Gain (loss) on exchange rate					10	(5)
Other gain (loss)					(1)	-
Finance costs					(7)	(12)
Profit before tax					415	448
Estimated corporate income tax					(33)	(57)
Deferred income tax					2	(3)
Profit for the period					**384**	**388**
Net profit margin					***10.5%***	***10.5%***
Profit attributable to owners of parent					374	378
Profit attributable to non controlling interests					10	10
					384	388

For the first six months of 2026, the Group reported total revenue of THB 3,643 million, a decrease of THB 39 million (-1.1%) compared to the same period last year, mainly due to a decline in revenue from raw chicken meat business.

Total revenue was derived from 46% CAV and 54% RAW (2025: 40% CAV and 60% RAW). The Group's overall gross profit margin was 14.7%, representing a decrease of 1.0%.

Cooked Added Value chicken parts business (CAV)

Sales volume totaled 12,460 tons, with revenue of THB 1,663 million (2025: 10,860 tons with revenue of THB 1,468 million), with an average selling price of THB 133.47 per kg (2025: THB 135.17 per kg). Gross profit margin was 13.7% (2025: 16.3%).

Revenue increased compared to the same period last year, mainly driven by the expansion of the Group's product portfolio and higher sales of newly developed reforming products.

The average selling price declined from the same period last year, primarily due to the appreciation of the Thai Baht against the U.S. Dollar. As a result, the average exchange rate used for recognizing export revenue decreased to THB 31.78 per U.S. Dollar, compared with THB 33.36 per U.S. Dollar in the same period last year, representing a decline of approximately 4.7%. Consequently, export revenue converted into Thai Baht decreased. Nevertheless, the Group adjusted its product mix and increased the proportion of sales denominated in Thai Baht to help mitigate the impact of exchange rate fluctuations on U.S. Dollar-denominated sales.

The decline in gross profit margin was primarily attributable to the appreciation of the Thai Baht against the U.S. Dollar, together with changes in the product mix.

Raw chicken meat business (RAW)

Sales volume totaled 36,990 tons, with revenue of THB 1,980 million (2025: 40,920 tons with revenue of THB 2,214 million), with an average selling price of THB 53.52 per kg (2025: THB 54.10 per kg). Gross profit margin was 15.6% (2025: 15.3%).

Revenue decreased compared to the same period last year, primarily due to lower domestic sales, despite continued strong growth in export sales, particularly to the Japanese and Malaysian markets. As a result, the proportion of export sales increased to 22% of total raw chicken sales.

The Group maintained a healthy gross profit margin, supported by stable selling prices and continued benefits from relatively low feed ingredient costs.

Other income

Other income mainly comprised revenue from the sale of chicken by-products and production consumables, as well as interest income earned from fixed deposits with commercial banks.

Selling and administrative expenses

It accounted for 4.1% of total revenue (2025: 3.8%), representing a slight increase from the same period last year, mainly due to higher overseas freight costs.

The Group sells its products under both FOB (Free on Board) and CFR (Cost and Freight) terms. Under FOB arrangements, freight costs are borne by the customer, whereas under CFR arrangements, freight costs are included in the selling price.

Gain (loss) on exchange rate

The foreign exchange gain recorded during the first six months of 2026 was primarily attributable to the depreciation of the Thai Baht against the U.S. Dollar. The average exchange rate increased progressively each month, from THB 31.39 per U.S. Dollar as of December 2025 to THB 32.75 per U.S. Dollar as of June 2026, resulting in foreign exchange gains when the Group received payments from overseas customers.

In contrast, during the same period last year, the Thai Baht appreciated progressively each month, from THB 34.02 per U.S. Dollar as of December 2024 to THB 32.46 per U.S. Dollar as of June 2025, resulting in foreign exchange losses.

Other loss

Other loss mainly resulted from the fair value loss recognized on forward contracts.

Finance costs

It decreased by THB 5 million, primarily due to the Group's scheduled monthly repayments of long-term borrowings. In addition, the Group maintained effective operating cash flow management, eliminating the need for additional borrowings from financial institutions.

Income tax expense

The Group's estimated effective tax rate (ETR) decreased to 7.81%, compared with 12.72% in the same period last year. This was primarily attributable to the Group's expectation of benefiting from the corporate income tax exemption applicable to its production and distribution of raw chicken meat throughout 2026. In addition, the Group expects to obtain additional Board of Investment (BOI) approval for its production and distribution of CAV within the third quarter of 2026, which is expected to further reduce the Group's effective tax rate.

Financial position

As at	Consolidated		Comparison Inc (dec)	
	30-Jun-26	31-Dec-25		
	Million Baht	Million Baht	Million Baht	%
Current assets	2,654	2,584	70	2.7
Non-current assets	2,424	2,387	37	1.6
Total assets	**5,078**	**4,971**	**107**	**2.2**
Current liabilities	955	979	(24)	(2.5)
Non-current liabilities	171	221	(50)	(22.6)
Total liabilities	**1,126**	**1,200**	**(74)**	**(6.2)**
Issued and paid-up share capital	1,976	1,976	-	-
Share premium on ordinary shares	751	751	-	-
Difference from business combination under common control	121	121	-	-
Retained earnings				
Legal reserve	104	104	-	-
Unappropriated	944	768	176	22.9
Equity attributable to owners of the parent	**3,896**	**3,720**	**176**	**4.7**
Non-controlling interests	56	51	5	9.8
Total equity	**3,952**	**3,771**	**181**	**4.8**
Total liabilities & equity	**5,078**	**4,971**	**107**	**2.2**

As of the end of Q2/2026, the Group's current assets amounted to THB 2,654 million (2025: THB 2,584 million), an increase of THB 70 million (+2.7%), primarily attributable to the following:

1. An increase in cash and cash equivalents by THB 262 million, mainly due to net cash generated from operating activities of THB 427 million and net cash generated from investing activities of THB 96 million (see further explanation under the decrease in Other Current Financial Assets), partially offset by net cash used in financing activities of THB 265 million.

2. An increase in inventories by THB 44 million, primarily due to shipping delays and a shortage of export containers resulting from international conflicts, causing certain shipments to be postponed to July 2026.

3. A decrease in other current financial assets by THB 220 million as the Group restructured its investments in bank certificates of deposit upon maturity, changing from instruments with remaining maturities of more than three months to those with maturities of less than three months. This adjustment was made to enhance liquidity management flexibility and support the Group's planned capacity expansion projects.

As of the end of Q2/2026, the Group's non-current assets amounted to THB 2,424 million (2025: THB 2,387 million), an increase of THB 37 million (+1.52%), primarily attributable to the following:

1. An increase in property, plant and equipment by THB 42 million, mainly due to capital expenditures of approximately THB 127 million to improve the production efficiency of the CAV and RAW manufacturing facilities, partially offset by depreciation expense of THB 85 million recognized during the period.

As of the end of Q2/2026, the Group's liabilities amounted to THB 1,126 million (2025: THB 1,200 million), a decrease of THB 74 million (-6.16%), primarily attributable to the following:

1. A decrease in long-term borrowings from financial institutions by THB 47 million due to scheduled loan repayments.

2. A decrease in income tax payable by THB 42 million, as the Group estimated its effective corporate income tax rate for 2026 at 7.81%, compared with the actual effective tax rate at 16.07% for 2025.

3. An increase in trade payables by THB 27 million, mainly due to higher purchases of raw materials for the production of CAV products.

As of the end of Q2/2026, the Group's shareholders' equity amounted to THB 3,952 million (2025: THB 3,771 million), an increase of THB 181 million (+4.79%), primarily attributable to net profit for the period of THB 384 million, partially offset by dividend payments of THB 203 million.

Key Financial Ratios

		Consolidated	
As at		30-Jun-26	31-Dec-25
Cash cycle	Days	33	23
Liquidity ratio	Times	2.78	2.64
Debt to equity ratio	Times	0.28	0.32
Interest bearing debt to equity ratio	Times	0.06	0.07

Please be informed accordingly

Sincerely Yours,

....

Sumate Masileerungsri
Chief Financial Officer
Authorized Persons to Disclose Information
Food Moments Public Company Limited