No. Sor Kor. Bor Chor Ngor. 204/2026 13 November 2026

Subject: Submission of the Reviewed Interim Financial Statements for the three-month and nine-month periods ended 30 September 2026 together with the explanation of the significant causes affecting the operating results to vary more than 20% from those of the same period of the preceding year.

To The President
The Stock Exchange of Thailand

Enclosure: The Reviewed Interim Financial Statements for the three-month and nine-month periods ended 30 September 2026 of SUSCO Plc. and its subsidiaries and the Auditor's Report on Review of Interim Financial Information by the Certified Public Accountant.

The Company hereby submits the Reviewed Interim Financial Statements for the three-month and nine-month periods ended 30 September 2026, together with the Auditor's Report on Review of Interim Financial Information by the Certified Public Accountant, and would like to explain the significant causes of the change in operating results of more than 20% from the same period of the preceding year, as summarised below:

1. Summary of the Operating Performance for the three-month and nine-month periods ended 30 September 2026 compared with the same periods of 2025 of the Company

Unit: Million Baht

Operating Results	Quarter 3		Increase (Decrease)		9 Months		Increase (Decrease)	
	2026	2025	Amount	%	2026	2025	Amount	%
Total revenues	8,308.33	5,756.86	2,551.47	44.32	23,273.75	20,324.00	2,949.75	14.51
Total expenses	8,210.03	5,722.54	2,487.49	43.47	22,882.69	20,135.84	2,746.85	13.64
Profit before income tax	**98.30**	**34.32**	**63.98**	**186.42**	**391.06**	**188.16**	**202.90**	**107.83**
Income tax expense	19.77	5.87	13.90	236.80	78.36	38.25	40.11	104.86
Net profit for the period	**78.53**	**28.45**	**50.08**	**176.03**	**312.70**	**149.91**	**162.79**	**108.59**

1.1 In the third quarter of 2026, the Company had total revenues of Baht 8,308.33 million, an increase of Baht 2,551.47 million or 44.32% from the same period of 2025. This was mainly due to higher revenue from oil sales of Baht 2,531.83 million, resulting from higher selling prices together with higher sales volumes across retail sales through service stations, domestic wholesale and exports. As a result, gross profit increased by Baht 86.18 million or 26.81%, in line with the higher average marketing margin per litre. In addition, other income including rental income also increased by Baht 19.65 million, mainly from a foreign exchange gain of Baht 11.90 million. In terms of expenses, distribution costs increased by Baht 34.84 million due to higher personnel expenses, depreciation and transportation costs in line with sales volume, and administrative expenses increased by Baht 13.43 million due to personnel expenses, while finance costs decreased by Baht 6.41 million due to lower borrowings. As

a result of the above factors, the Company had a net profit of Baht 78.53 million, an increase of Baht 50.08 million or 176.03% from a net profit of Baht 28.45 million in the same period of 2025. This was driven by higher gross profit resulting from higher sales volume and a higher average marketing margin per litre, driven by effective management amid global energy prices volatility stemming from international conflicts.

1.2 For the nine-month period ended 30 September 2026, the Company had total revenues of Baht 23,273.75 million, an increase of Baht 2,949.75 million or 14.51% from the same period of 2025. This was mainly due to higher revenue from oil sales of Baht 2,901.41 million, resulting primarily from higher selling prices. Although total sales volume decreased due to lower exports caused by unrest in the border areas, retail sales through service stations increased. The higher proportion of retail sales and the higher average marketing margin per litre resulted in increases in both gross profit and average gross profit per litre. In addition, other income also increased by Baht 48.35 million, from higher rental income and foreign exchange gains. In terms of expenses, distribution costs increased by Baht 48.87 million due to higher personnel expenses, depreciation and transportation costs in line with higher retail sales volume, while administrative expenses decreased by Baht 16.68 million, as the Company recognised a foreign exchange loss of Baht 14.37 million in the nine-month period of 2025, and finance costs decreased by Baht 11.03 million. As a result of the above factors, the Company had a net profit of Baht 312.70 million, an increase of Baht 162.79 million or 108.59% from a net profit of Baht 149.91 million in the same period of 2025.

2 Summary of the Operating Performance for the three-month and nine-month periods ended 30 September 2026 compared with the same periods of 2025 of the Company and its subsidiaries

Unit: Million Baht

Operating Results	Quarter 3		Increase (Decrease)		9 Months		Increase (Decrease)	
	2026	2025	Amount	%	2026	2025	Amount	%
Total revenues	9,008.47	6,505.17	2,503.30	38.48	25,292.69	23,711.47	1,581.22	6.67
Total expenses	8,911.62	6,483.98	2,427.64	37.44	24,949.02	23,547.14	1,401.88	5.95
Share of profit (loss) of joint ventures	**13.86**	**(3.17)**	**17.03**	**537.22**	**36.52**	**(7.27)**	**43.79**	**602.34**
Profit before income tax	**110.71**	**18.02**	**92.69**	**514.37**	**380.19**	**157.06**	**223.13**	**142.07**
Income tax expense	23.21	9.20	14.01	152.28	80.02	45.53	34.49	75.75
Profit for the period	**87.50**	**8.82**	**78.68**	**892.06**	**300.17**	**111.53**	**188.64**	**169.14**
Profit attributable to:								
Owners of the parent	**87.58**	**9.58**	**78.00**	**814.20**	**300.64**	**113.97**	**186.67**	**163.79**
Non-controlling interests	**(0.08)**	**(0.76)**	**(0.68)**	**(89.47)**	**(0.47)**	**(2.44)**	**(1.97)**	**(80.74)**
	87.50	**8.82**	**78.68**	**892.06**	**300.17**	**111.53**	**188.64**	**169.14**

2.1 In the third quarter of 2026, the Company and its subsidiaries had total revenues of Baht 9,008.47 million, an increase of Baht 2,503.30 million or 38.48% from the same period of 2025. This was mainly due to higher sales revenue of Baht 2,477.73 million, resulting from higher selling prices and higher oil sales volumes, together with higher sales of electric vehicles. As a result, gross profit increased by Baht 86.48 million. In addition, other income including rental income also increased by Baht

25.57 million, from a foreign exchange gain of Baht 12.05 million and an increase in rental income of Baht 10.18 million. In terms of expenses, distribution costs increased by Baht 34.27 million due to higher personnel expenses, transportation costs and various taxes in line with higher retail sales volume, while depreciation and amortization decreased. Administrative expenses increased by Baht 8.66 million due to higher personnel expenses. On the other hand, finance costs decreased by Baht 6.54 million due to lower borrowings, and the share of results of joint ventures turned to a profit of Baht 13.86 million from a loss of Baht 3.17 million in the same period of the previous year. As a result of the above factors, the Company and its subsidiaries had a net profit of Baht 87.58 million, an increase of Baht 78.00 million or 814.20% from a net profit of Baht 9.58 million in the same period of 2025. The key driver was higher gross profit from oil sales, resulting from higher sales volume and a higher average marketing margin per litre, as a result of efficient management amid international conflicts and volatile global energy prices.

2.2 For the nine-month period ended 30 September 2026, the Company and its subsidiaries had total revenues of Baht 25,292.69 million, an increase of Baht 1,581.21 million or 6.67% from the same period of 2025. This was mainly due to higher sales revenue of Baht 1,517.38 million, resulting from higher selling prices, which increased gross profit by Baht 120.36 million. In addition, other income including rental income increased by Baht 63.83 million, from a foreign exchange gain of Baht 49.16 million, an increase in rental income of Baht 33.57 million and an increase in electric vehicle service income of Baht 26.02 million. In terms of expenses, finance costs decreased by Baht 16.69 million due to lower borrowings, and the share of results of joint ventures turned to a profit of Baht 36.52 million from a loss of Baht 7.27 million in the same period of the previous year. As a result of the above factors, the Company and its subsidiaries had a net profit of Baht 300.64 million, an increase of Baht 186.67 million or 163.79% from a net profit of Baht 113.97 million in the same period of 2025.

Financial Position of the Company and its Subsidiaries

Unit: Million Baht

Financial Position	As at 30 September 2026	As at 31 December 2025	Increase (Decrease)	
			Amount	%
Current assets	2,934.96	2,385.82	549.14	23.02
Non-current assets	7,496.47	7,348.32	148.15	2.02
Total assets	**10,431.43**	**9,734.14**	**697.29**	**7.16**
Current liabilities	3,463.70	2,902.56	561.14	19.33
Non-current liabilities	2,456.73	2,504.19	(47.46)	(1.90)
Total liabilities	**5,920.43**	**5,406.75**	**513.68**	**9.50**
Total shareholders' equity	**4,511.00**	**4,327.39**	**183.61**	**4.24**
Total liabilities and shareholders' equity	**10,431.43**	**9,734.14**	**697.29**	**7.16**

As at 30 September 2026, the Company and its subsidiaries had total assets of Baht 10,431.43 million, an increase of Baht 697.29 million or 7.16% from Baht 9,734.14 million as at 31 December 2025. This was mainly due to an increase in current assets of Baht 549.14 million, resulting from higher trade and other current receivables in line with sales growth.

In terms of liabilities, as at 30 September 2026, the Company and its subsidiaries had total liabilities of Baht 5,920.43 million, an increase of Baht 513.68 million or 9.50% from Baht 5,406.75 million as at 31 December 2025. This was mainly due to an increase in current liabilities of Baht 561.14 million, arising from higher trade and other current payables as a result of oil purchases to support higher sales volumes, while bank overdrafts and short-term borrowings from financial institutions decreased, and non-current liabilities decreased by Baht 47.46 million due to lower long-term borrowings.

When considering key liquidity financial ratios, the Company and its subsidiaries had a receivables turnover ratio of 34.17 times, an inventory turnover ratio of 36.00 times, a debt-to-equity ratio of 1.31 times and an interest-bearing debt-to-equity ratio of 0.69 times. These ratios reflect that the Company and its subsidiaries continue to maintain sufficient liquidity, manage working capital efficiently, and are well positioned to support business operations and future expansion.

Management's Perspectives on Trends and Strategies

1. Oil business: In the third quarter of 2026, oil sales volume increased compared with the same period of the previous year, driven by higher sales volume per service station and a larger number of service stations, as well as higher domestic and export wholesale volumes. However, for the nine-month period, overseas oil sales volume remained lower than in the same period of the previous year, mainly due to unrest in the border areas between Thailand and neighbouring countries. For the outlook towards the end of 2026, the Company expects domestic sales to continue growing as a result of strategic adjustments and service station expansion, while overseas oil sales are expected to remain stable at a level close to that of the second half of 2025.
2. Non-oil business: The Company has accelerated the expansion of its leasable space and the modernisation of SUSCO service stations to better meet consumer needs, alongside the opening of SUSCO SQUARE Pinklao at the end of 2025, which is expected to support growth of at least 20% in Non-oil rental income in 2026. Furthermore, the Company continues to seek business partners and expand the range of businesses offered at its service stations, such as restaurants and automotive services, to diversify its services, enhance customer convenience and strengthen long-term revenue generation.
3. Automotive and electric vehicle sales business: In 2026, new BYD models were launched with pricing and designs that meet consumer demand, enabling the Group to continuously increase its electric vehicle sales. Together with BYD's plans to roll out new models to reach a wider range of consumers, the Company therefore expects sales of electric vehicles under the BYD and DENZA brands to continue to grow well throughout 2026, supported by new model launches and market demand that remains at a satisfactory level.
4. Other businesses

    4.1 The Company has installed electric vehicle chargers (EV chargers) at 67 of its service stations, with a total of 174 charging points, to support the growing use of electric vehicles and provide greater convenience to customers. In addition, the Company plans to continue expanding cooperation with business partners to increase the number of EV charging points in line with demand, which is expected to grow, and to elevate its service stations into comprehensive energy service centres.

4.2 Car hire-purchase and rental business: In addition to the Grab EV project, which aims to promote the use of electric vehicles (EVs) among Grab drivers, the Company continues to provide car rental services to government agencies, state enterprises and the private sector. The Company aims to expand its electric vehicle fleet for the hire-purchase and rental businesses to at least 1,000 vehicles by 2027 to meet the continuously growing demand for electric vehicles and to broaden its corporate customer base. The Company expects this expansion to strengthen its revenue-generating capability and support future growth in its operating results.

Please be informed accordingly.

Yours sincerely,

(Mr. Chairit Simaroj)
Managing Director