บริษัท ฟู้ดแอนด์ดริ้งส์ จำกัด (มหาชน)
Food and Drinks Public Company Limited
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November 16, 2026

Subject: Management discussion and analysis of the operating results for the quarter 3/2026
Attn: President
The Stock Exchange of Thailand

The Company would like to report its operating results for Q3/2026 and for the nine-month period ended September 30, 2026, compared with the same periods of 2025, based on the financial statements in which investments are accounted for using the equity method. The results are summarized as follows:

Operating Result for Q3/2026

The Company reports a net profit of THB 6.34 million for Q3/2026, an increase of THB 2.35 million compared with the same quarter of the previous year, which recorded a net profit of THB 3.99 million. Earnings per share is THB 0.36 (Q3/2025: THB 0.23). Total revenue amounted to THB 116.15 million, a decrease of THB 22.43 million or 16.19% from the same quarter of 2025 (THB 138.58 million).

Operating Result for the Nine-Month Period of 2026

The Company reports a net loss of THB 17.09 million for the nine-month period ended September 30, 2026, a decrease of THB 24.92 million in profit compared with the same period of the previous year, which recorded a net profit of THB 7.83 million. The loss per share is THB 0.97 (9M/2025 earnings per share: THB 0.44), and the book value per share as of September 30, 2026 is THB 83.67 (December 31, 2025: THB 84.64).

Significant changes are as follows:

- Total revenue amounted to THB 311.55 million, a decrease of THB 175.78 million or 36.07% from the same period of 2025 (THB 487.33 million), mainly due to lower sales to customers in Cambodia.
- Cost of sales decreased by THB 130.92 million, consistent with the reduction in sales volume.
- Finance costs increased by THB 16.74 million, mainly due to borrowings for the Company's operations.

Please be informed accordingly.

Sincerely yours,

(Mr. Huang, Yen-Chih)
Chief Executive Officer

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