ACE_26_11_083

November 13, 2026

Subject: Management Discussion and Analysis of Financial Position and Operating Results for the three month and nine month period ended 30 September 2026

To: President

The Stock Exchange of Thailand

President Bakery Public Company Limited would like to submit Clarification of operating results for the three month and nine month period ended 30 September 2026 which has been reviewed by the auditor. The financial statement of the Company, as shown by Consolidated financial statements. The Company would like to clarify such significant changes as below,

Performance of the Company

(Unit: million Baht)

	Q3/2026	%	Q3/2025	%	Increase (Decrease)	
					Amount	%
Sales	1,855.76	99.42	1,809.41	99.33	46.35	2.56
Total revenues	1,866.58	100	1,821.53	100	45.05	2.47
Cost of Sales	1,007.54	54.29	1,018.10	56.27	(10.56)	(1.04)
Gross Profit	848.22	45.71	791.31	43.73	56.91	7.19
Selling and Administrative expenses	483.26	25.89	481.37	26.43	1.89	0.39
Profit for the period	344.44	18.45	309.69	17.00	34.75	11.22
Profit for the period (Baht)	0.77		0.69		0.08	

	For the 9 month period ended 30 September 2026	%	For the 9 month period ended 30 September 2025	%	Increase (Decrease)	
					Amount	%
Sales	5,211.09	99.11	5,192.13	99.05	18.96	0.37
Total revenues	5,258.13	100	5,241.72	100	16.41	0.31
Cost of Sales	2,860.61	54.89	2,880.12	55.47	(19.51)	(0.68)
Gross Profit	2,350.48	45.11	2,312.01	44.53	38.47	1.66
Selling and Administrative expenses	1,439.77	27.38	1,394.87	26.61	44.90	3.22
Profit for the period	895.93	17.04	938.25	17.90	(42.32)	(4.51)
Profit for the period (Baht)	1.99		2.08		(0.09)	

Remark: Percentage in Statement of comprehensive income derived from total revenues, while percentage of cost of sales and gross profit from sales

Operating Results

Sales revenue

The Company's revenue from sales for the third quarter of 2026 amounted to Baht 1,855.76 million, representing an increase of Baht 46.35 million or 2.56% compared to the same period of the previous year.

For the nine-month period ended September 30, 2026, the Company's revenue from sales totaled Baht 5,211.09 million, representing an increase of 0.37% compared to the same period of the previous year.

Cost of Sales

In the third quarter of 2026, the Company's cost of sales amounted to Baht 1,007.54 million, representing a decrease of Baht 10.56 million or 1.04% compared to the same period of the previous year. As a result, the gross profit margin increased to 45.71%, compared to 43.73% in the same period of the previous year.

For the nine-month period ended September 30, 2026, the Company's cost of sales totaled Baht 2,860.61 million, representing a decrease of Baht 19.51 million or 0.68% compared to the same period of the previous year. This decrease was mainly attributable to lower prices of key raw materials. However, the Company continued to experience higher packaging costs due to rising oil prices. As a result, the gross profit margin increased to 45.11%, compared to 44.53% in the same period of the previous year.

Selling and Administrative Expenses

In the third quarter of 2026, the Company's selling and administrative expenses amounted to Baht 483.26 million, representing an increase of Baht 1.89 million compared to the same quarter of the previous year. Selling and administrative expenses accounted for 25.89% of total revenue.

For the nine-month period ended September 30, 2026, selling and administrative expenses accounted for 27.38% of total revenue, compared to 26.61% in the same period of the previous year.

The increase in expenses was mainly attributable to depreciation of the distribution center building, which had been completed and put into operation; depreciation of new delivery vehicles purchased to replace the previous vehicles that had reached the end of their useful lives; depreciation of vending machines; higher labor costs in accordance with statutory requirements; and rising fuel prices.

Nevertheless, the Company implemented cost control measures by reducing advertising and sales promotion expenses to enhance overall expense management efficiency.

Profit for the period

For the three-month period ended September 30, 2026, the Company reported a net profit of Baht 344.44 million, representing an increase of 11.22% compared to the same period of the previous year.

For the nine-month period ended September 30, 2026, the Company reported a net profit of Baht 895.93 million, representing a decrease of 4.51% compared to the same period of the previous year. During this period, the Company recognized a share of loss from investments in joint ventures amounting to Baht 2.82 million.

Financial Position of the Company

(Unit: million Baht)

	September 30, 2026	%	December 31, 2025	%	Increase (Decrease)	
					Amount	%
Total Assets	14,229.07	100.00	14,074.36	100.00	154.71	1.10
Total Liabilities	1,087.84	7.65	1,214.34	8.63	(126.50)	(10.42)
Shareholders' Equity	13,141.23	92.35	12,860.02	91.37	281.21	2.19
Total Liabilities and Shareholders' Equity	14,229.07	100.00	14,074.36	100.00	154.71	1.10

Financial Position

Assets

As of September 30, 2026, the Company's total assets amounted to Baht 14,229.07 million, representing an increase of Baht 154.71 million or 1.10% compared to December 31, 2025. The increase was mainly attributable to cash and cash equivalents, which increased by Baht 115.31 million as a result of the Company's operating performance; financial assets, which increased by Baht 509.64 million and accounted for 57.97% of total assets; and long-term loans to related parties, which increased by Baht 68.40 million in accordance with the Company's proportionate investment in the joint venture.

Meanwhile, trade and other current receivables accounted for 4.12% of total assets, decreasing by Baht 342.70 million compared to December 31, 2025. The decrease was mainly attributable to the settlement of trade receivables by customers within the agreed credit terms, resulting in a lower outstanding trade receivables balance.

Liabilities

As of September 30, 2026, the Company's total liabilities amounted to Baht 1,087.84 million, accounting for 7.65% of total liabilities and shareholders' equity. This represented a decrease of Baht 126.50 million or 10.42% compared to December 31, 2025. The decrease was mainly attributable to a reduction in trade and other current payables, as well as payments made for machinery purchases.

The Company's average payment period was 71 days, while its Debt-to-Equity (D/E) Ratio stood at 0.08 times, reflecting a relatively low level of financial leverage compared to shareholders' equity.

Shareholders' Equity

As of September 30, 2026, the Company's shareholders' equity amounted to Baht 13,141.23 million, accounting for 92.35% of total liabilities and shareholders' equity. This represented an increase of Baht 281.21 million compared to December 31, 2025.

The Company's book value per share stood at Baht 29.20, increasing from Baht 28.58 as of December 31, 2025. This reflected an increase in the Company's book value attributable to each share.

Liquidity and suitability of investment structure

Liquidity

For the nine-month period ended September 30, 2026, the Company generated net cash from operating activities of Baht 1,425.89 million, an increase of Baht 74.09 million or 5.48% compared to the same period of the previous year. This reflected an improvement in the Company's ability to generate cash from its operating activities.

Net cash used in investing activities amounted to Baht 896.38 million, an increase of Baht 238.72 million compared to the same period of the previous year. This was mainly attributable to an increase of Baht 387.03 million in cash payments for purchases of other current financial assets and an increase of Baht 58.90 million in long-term loans to related parties.

Net cash used in financing activities amounted to Baht 644.81 million, mainly attributable to dividend payments of Baht 634.50 million and repayments of lease liabilities amounting to Baht 9.16 million.

As a result of the above cash flows, the Company's cash and cash equivalents decreased by Baht 115.31 million. As of September 30, 2026, the Company had cash and cash equivalents of Baht 386.77 million.

Suitability of Capital Structure

As of 30 September 2026, the Company had a debt-to-equity ratio of 0.08 times, which remained low, along with an interest coverage ratio of 896.56 times, reflecting stable financial strength and a suitable capital structure. and Debt service coverage.

This is to be informed for your acknowledgement

Yours respectfully,

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(Miss Petcharat Anantawichai)

Director and Senior Management Accounting Department

and Finance Department Manager

Company Secretary