No. BWG-CFO 005/2026

12 November 2026

Subject Management Discussion and Analysis of Financial Position and Operating Results

To President

The Stock Exchange of Thailand

Better World Green Public Company Limited and its subsidiaries (the "Group") would like to provide the Management Discussion and Analysis of the Group's operating results and financial position for the third quarter and the nine-month period ended 30 September 2026, as follows:

Overview of Operating Results

In Q3/2026, the Group recorded total revenue of Baht 670.39 million, compared with Baht 1,290.83 million in the same quarter of the previous year. The comparative period included a non-recurring gain of Baht 569.46 million on disposal of an investment in a joint venture, which did not arise from ordinary business operations. Revenue from sales and services amounted to Baht 660.51 million, a decrease of 7.69% from Baht 715.56 million in the same quarter of the previous year. The decrease was attributable to lower electricity sales revenue from subsidiaries following maintenance shutdowns at two power plants. However, revenue from industrial waste management services, including landfill disposal, wastewater treatment and incineration, increased.

For the nine-month period, the Group recorded total revenue of Baht 2,112.40 million, compared with Baht 2,553.03 million in the previous year, which included the aforementioned gain on disposal of an investment in a joint venture. Revenue from sales and services increased by 6.32% to Baht 2,091.10 million from Baht 1,966.79 million, reflecting the revenue accumulated during the first half of the year.

In Q3/2026, the Group recorded a net loss of Baht 134.83 million, compared with a net profit of Baht 595.31 million in the corresponding quarter. For the nine-month period, the Group recorded a net loss of Baht 24.87 million, compared with a net profit of Baht 665.66 million. The changes reflected both the gain on disposal of the investment recognized in the prior year and higher costs of services in the current period, particularly in Q3/2026.

Item (Baht million)	Q3/2026	Q3/2025	9M/2026	9M/2025
Total revenue	670.39	1,290.83	2,112.40	2,553.03
Revenue from sales and services	660.51	715.56	2,091.10	1,966.79
Gross profit	10.96	223.75	374.16	568.64
Profit (loss) from operating activities	(103.40)	672.07	48.18	841.46
Finance costs	17.93	44.36	53.78	139.37
Net profit (loss)	(134.83)	595.31	(24.87)	665.66
Profit (loss) attributable to owners of the parent	(159.84)	340.95	(101.09)	380.75
EBITDA	10.94	799.88	407.24	1,221.08

Operating Results

Revenue from Sales and Services

In Q3/2026, service revenue amounted to Baht 468.81 million, an increase of 7.42% from Baht 436.44 million, while sales revenue amounted to Baht 191.70 million, a decrease of 31.32% from Baht 279.13 million. Consequently, total revenue from sales and services decreased by Baht 55.05 million, or 7.69%.

For the nine-month period, revenue from sales and services increased by Baht 124.31 million, or 6.32%. Revenue from industrial waste disposal services amounted to Baht 1,473.23 million, an increase of 15.59%, while sales revenue amounted to Baht 617.87 million, a decrease of 10.74% from the corresponding period of the previous year.

For the industrial waste management business, changes in revenue were associated with service volume, types of industrial waste and the mix of services provided. The Group does not disclose actual waste disposal volumes or average service fee amounts, as such information is commercially sensitive and relevant to competition.

Gross Profit

In Q3/2026, gross profit amounted to Baht 10.96 million, compared with Baht 223.75 million in the previous year. Gross profit margin was 1.66%, compared with 31.27% in the previous year, calculated as a percentage of revenue from sales and services. Total costs of sales and services increased to Baht 649.55 million from Baht 491.81 million despite the decrease in revenue from sales and services. In particular, costs of services increased from Baht 352.00 million to Baht 518.39 million.

For the nine-month period, gross profit amounted to Baht 374.16 million, a decrease of 34.20% from Baht 568.64 million. Gross profit margin declined from 28.91% to 17.89%, reflecting higher costs of services and a higher cost structure relative to revenue.

The decrease was attributable to the temporary suspension of improvement works in the hazardous waste landfill section during Q3/2026 pursuant to an order issued by the Department of Industrial Works (“DIW”), which resulted in costs associated with improvements and repairs to the landfill. In addition, two power plants operated by subsidiaries were shut down for maintenance. Certain expenses continued to be incurred during these shutdowns and improvement and maintenance activities. These factors adversely affected gross profit for both Q3/2026 and the nine-month period.

Expenses and Profit from Operating Activities

In Q3/2026, selling and service expenses, administrative expenses and management remuneration totaled approximately Baht 124.24 million, a slight decrease from Baht 126.94 million in the previous year. However, the decrease in gross profit resulted in a loss from operating activities of Baht 103.40 million, compared with a profit of Baht 672.07 million in the previous year, which included the Baht 569.46 million gain on disposal of an investment in a joint venture.

For the nine-month period, the Group recorded profit from operating activities of Baht 48.18 million, compared with Baht 841.46 million in the corresponding period of the previous year. As the prior-year figure included the gain on disposal of an investment in a joint venture, the effect of this transaction should be taken into account when comparing operating results.

Finance Costs and Net Profit

Finance costs for Q3/2026 decreased by 59.58% from Baht 44.36 million to Baht 17.93 million. For the nine-month period, finance costs decreased by 61.41% from Baht 139.37 million to Baht 53.78 million, consistent with the Group's management and reduction of interest-bearing debt in recent periods. Nevertheless, the reduction in finance costs was insufficient to offset the decline in gross profit in Q3/2026.

Financial Position

Assets

As at 30 September 2026, the Group had total assets of Baht 8,848.78 million, a decrease of Baht 78.54 million or 0.88% from the end of 2025. Current assets amounted to Baht 2,473.52 million, while non-current assets amounted to Baht 6,375.26 million.

Significant asset items were as follows:

- Cash and cash equivalents of Baht 1,031.87 million
- Trade and other current receivables of Baht 631.80 million
- Other current financial assets of Baht 640.00 million
- Restricted deposits at financial institutions of Baht 509.76 million

There were no other material changes in the Group's assets, except for a decrease of Baht 542.25 million in cash and cash equivalents from the end of the previous year. This was partly attributable to the reallocation of Baht 600.00 million to other current financial assets (fixed deposits with financial institutions), as part of deposit and liquidity management to earn higher returns.

Liabilities and Shareholders' Equity

The Group had total liabilities of Baht 2,006.67 million, a decrease of Baht 88.97 million or 4.25% from the end of 2025. Total shareholders' equity amounted to Baht 6,842.11 million, an increase of Baht 10.43 million or 0.15%. The debt-to-equity ratio was approximately 0.29 times, while the current ratio was approximately 2.81 times, reflecting the Group's continued strong capital structure.

During the period, the Company received net proceeds of approximately Baht 144.84 million from the issuance of new ordinary shares under a General Mandate and managed its long-term funding sources to align with its debt structure and funding requirements. As at 30 September 2026, the Company was in compliance with the financial covenants under the terms and conditions of its debentures.

Cash Flows

For the nine-month period of 2026, the Group generated net cash flows from operating activities of Baht 415.37 million, compared with Baht 685.45 million in the corresponding period of the previous year. This reflected the Group's continued positive operating cash flows despite weaker profit reported on an accrual basis.

Net cash used in investing activities amounted to Baht 853.80 million, compared with net cash generated from investing activities of Baht 746.85 million in the previous year, reflecting changes in the composition of short-term investments and investments in business-related assets.

Net cash used in financing activities amounted to Baht 103.82 million, compared with Baht 1,566.60 million in the previous year.

As a result, cash and cash equivalents decreased by a net amount of Baht 542.25 million, from Baht 1,574.11 million to Baht 1,031.87 million at the end of the reporting period. When considered together with other current financial assets of Baht 640.00 million, the Group continued to maintain a high level of liquidity.

Significant Events after the Reporting Period

On 15 July 2026, the Company received an order from the Department of Industrial Works to cease operations specifically in the hazardous waste landfill section. The Company undertook corrective actions and submitted information in accordance with the prescribed requirements. The Department of Industrial Works inspected the site on 17 September 2026, and the Company is awaiting the outcome of its consideration. The Company has also appealed the order and requested an extension of the period for compliance until 30 November 2026. The order remains effective only in respect of the specified section, while the Group's other businesses continue to operate under the relevant licenses.

The Company has adjusted its waste management plans, customer services, and resource and cost management in response to the circumstances. Based on its preliminary assessment, the Company does not expect the matter to have a material impact on the continuity of the Group's operations. The Company will continue to monitor the situation and assess the related impacts.

Conclusion

The Group's operating results for the nine-month period of 2026 reflected overall growth in revenue from sales and services, particularly in the industrial waste management business. However, higher costs of services and lower revenue from the electricity business, as discussed above, resulted in weaker gross profit margin and operating results compared with the previous year. The comparative period's net profit was also affected by the gain on disposal of an investment in a joint venture. The Group continues to focus on operating efficiency, cost control, liquidity and capital structure management, and close monitoring of compliance with the regulatory order.

Please be informed accordingly.

Yours sincerely,

(Mr. Suthat Boonyaudomsart)

Director and Deputy Managing Director, Accounting and Finance