Management Discussion and Analysis

UBON BIO ETHANOL PUBLIC COMPANY LIMITED

Earning Results for Q3’26

Ended September 30, 2026



10 November 2026

Subject Report on the operating performance for Q3'26 and 9M'26 ended September 30th, 2026

To President

The Stock Exchange of Thailand

Ubon Bio Ethanol Public Company Limited and its subsidiaries (hereinafter referred to as **"Company"**) would like to clarify the operating results of the Company for the three-month and nine-month period ended on September 30, 2026, with key highlights summarized are as follows:

(Unit: THB Million)	Q3/26	Q3/25	%YoY	Q2/26	%QoQ	9M'26	9M'25	%YoY
Total sale	1,525.8	1,277.6	19.4%	1,106.9	37.8%	3,797.5	4,030.1	-5.8%
Gross profit	218.0	197.3	10.5%	138.6	57.3%	511.2	459.4	11.3%
Profit Attributable to Owners of Parent	**69.2**	**10.9**	534.9%	**(43.5)**	258.7%	**2.2**	**(59.9)**	**103.7%**

For Q3/2026, the Company generated total revenue of THB 1,525.8 million, increasing by 19.4% YoY and 37.8% QoQ. Gross profit was THB 218.0 million, increasing by 10.5% YoY and 57.3% QoQ. Net profit attributable to owners of parent was THB 69.2 million, increasing by 534.9% YoY and 258.7% QoQ, with earnings per share (EPS) of THB 0.018 per share.

For the nine-month period ended 2026 (9M2026), the Company generated total revenue of THB 3,797.5 million, decreasing by 5.8% YoY. Gross profit was THB 511.2 million, increasing by 11.3% YoY. Net profit attributable to owners of parent turned positive to THB 2.2 million, increasing by 103.7% YoY, with earnings per share (EPS) of THB 0.001 per share.

Business Overview and Industry Situation

Business Overview

The Company is one of Thailand's leading producers and distributors of cassava-based products, with core offerings including ethanol and cassava starch in both conventional and organic forms. It is recognized as a "Well-Integrated Tapioca Player" and the largest fully integrated cassava processor in the lower Northeastern region.

The Company utilizes cassava as its primary feedstock across ethanol and starch production, while maximizing resource efficiency by converting by-products—such as process water and cassava pulp—into biogas for renewable energy use within its facilities, as well as generating electricity for internal consumption and supply to the Provincial Electricity Authority. It has also expanded into other high-value agricultural products to further enhance growth potential.

However, as an upstream business heavily reliant on a single raw material, the Company is exposed to risks from climate variability, which can impact both supply and price volatility. To mitigate these risks and respond to rapid industry changes, the Company has refined its strategy to diversify into high-potential

businesses, with a stronger focus on downstream operations. These businesses offer lower volatility, stronger growth prospects, and closer proximity to end consumers.

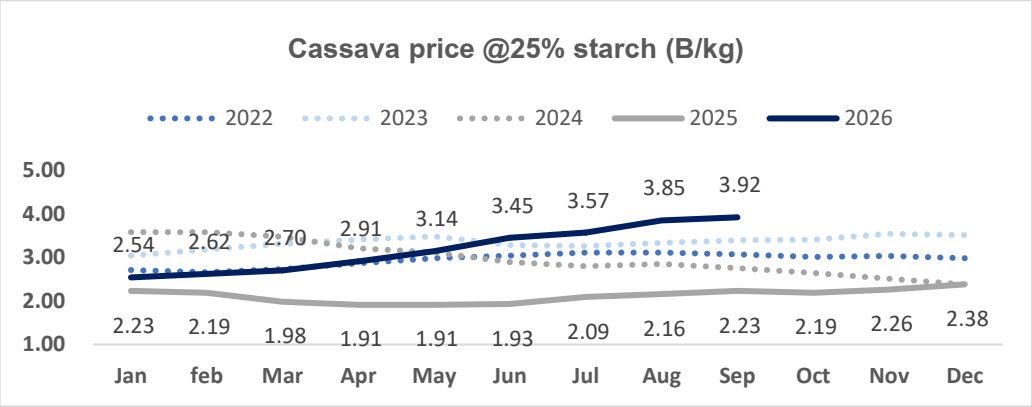
As part of this strategic direction, the Company has expanded into the food sector by investing in growth and profitability opportunities. In December 2024, it acquired a 60% stake in Oshinei Enterprise Co., Ltd. (OE), which operates established brands and is supported by an experienced management team. At the same time, the Company continues to strengthen its core business through the research and development of high-value products, supporting sustainable growth in line with national economic development plans and the global trend toward healthier food consumption.

Industry Situation

Cassava

In 2026, Thailand's cassava industry faced tight domestic raw material supply, with total fresh cassava root output remaining at a record low due to the impacts of El Niño-induced drought, a shortage of clean stems, and the outbreaks of Cassava Mosaic Disease (CMD) and Witches' Broom Disease. Consequently, intense competition among processors to secure raw materials kept fresh root costs at an elevated level.

As of September 2026, the price of fresh cassava roots stood at THB 3.92 per kilogram, a 13.6% increase from THB 3.45 per kilogram in June 2026. Meanwhile, the average fresh cassava root price in Q3'26 reached THB 3.78 per kilogram, surging 75.0% YoY from an average of THB 2.16 per kilogram in the same period last year, when the average price was 2.16 baht per kilogram.



Source: TTDI

Ethanol

In Q3'26, average demand for fuel-grade ethanol stood at 3.7 million liters per day, increasing from an average of 3.5 million liters per day in Q3'25. Meanwhile, the ethanol blending ratio rose from 11.0% in Q3'25 to 11.8% in Q3'26.

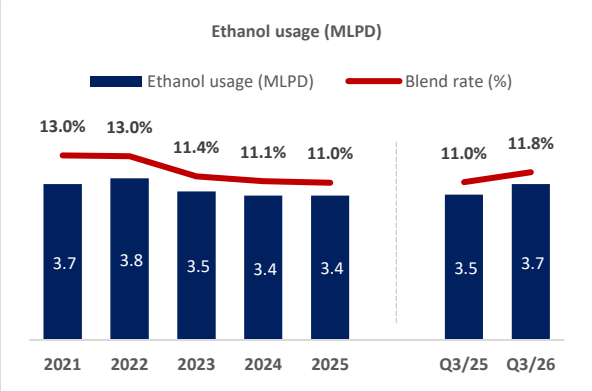
Overall, the ethanol industry is expected to be catalyzed by geopolitical factors, coupled with the government's policy to reduce the excise tax on Gasohol E20. This policy has widened the retail price gap between Gasohol E10 and E20 to over THB 8 per liter, effectively incentivizing motorists to switch to E20.

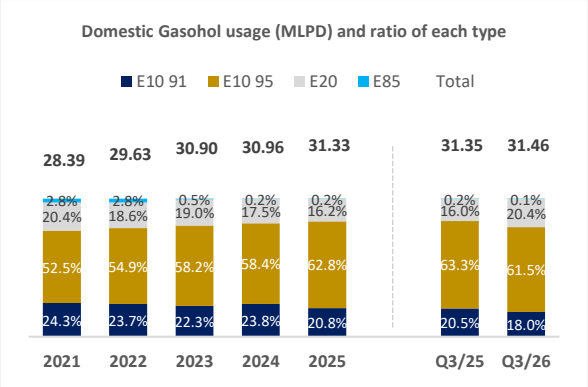
Although ethanol selling prices in Q3'26 increased by 15.0% QoQ and 36.7% YoY, raw material costs for cassava rose significantly due to lower crop yields caused by unfavorable weather and environmental conditions.

Nevertheless, the Company continues to prioritize stringent cost management while maintaining consistent production stability.

	Q3'26	Q2'26	Q3'25
Avg. reference ethanol price (B/L)	25.07	21.79	18.33

Source: the Energy Policy and Planning Office (EPPO), Ministry of Energy



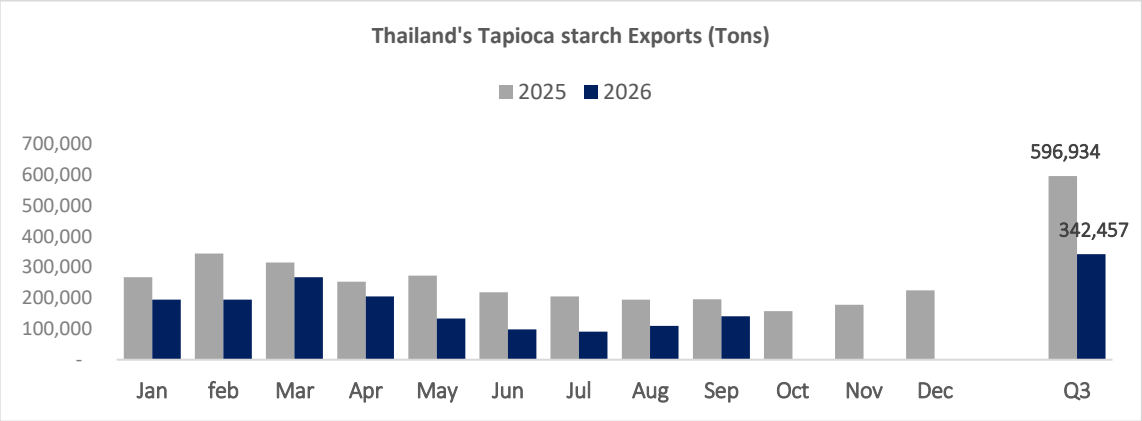


Source: Department of Enery Business, Ministry of Energy

Regarding the ethanol industry outlook in Q4'26, demand remains on a positive trajectory, led by rising E20 consumption. Following Q3'26, where consumption scaled up by over 10% to 3.7 million liters per day, demand is expected to stay robust into Q4'26 and early 2027. This growth is supported by the high season and government incentives for green energy, specifically the reduction of the Gasohol E20 excise tax by 5.60 baht per liter (from 6.00 to 0.358 baht per liter) for a three-month duration from October 28, 2026, to January 27, 2027.

Starch

In Q3'26, Thailand's tapioca starch export volume stood at 342,457 tons, a decrease from 596,934 tons in Q3'25, or a -42.6% YoY. This contraction was primarily driven by a decline in domestic fresh cassava root supply due to El Niño-induced drought conditions and the outbreak of Cassava Mosaic Disease. Consequently, domestic fresh cassava root prices rose, pushing the domestic tapioca starch price up to THB 20.96 per kilogram, from THB18.62 per kilogram in Q2'26 and THB13.20 per kilogram in Q3'25, an increase of 12.59% QoQ and 58.8% YoY.



Source: NETTA

Significant Changes and Developments

- **Awarded the 7 Innovation Awards 2026:** On July 24, 2026, Ubon Sunflower Company Limited ("UBS"), a subsidiary, was awarded the 7 Innovation Awards 2026 in the Social Innovation category. The award recognized the project "Tasuko Organic Cassava Flour: Creating Sustainable Value Throughout the Supply Chain.
- **Awarded the Prime Minister's Export Award 2026:** On August 7, 2026, Ubon Sunflower Company Limited ("UBS"), a subsidiary, was awarded the Prime Minister's Export Award 2026 in the Best Green & Sustainable Exporter category for its organic cassava flour products. This achievement reflects the company's commitment to driving its export business alongside environmental stewardship and sustainability.

Operating Results

Statement of Income

(Unit: THB Million)	Q3/26	Q3/25	%YoY	Q2/26	%QoQ	9M'26	9M'25	%YoY
Revenue from Ethanol business	956.4	537.0	78.1%	441.2	116.8%	1,851.7	1,851.6	0.0%
Revenue from Starch business	380.8	428.5	-11.1%	443.2	-14.1%	1,310.3	1,424.4	-8.0%
Revenue from Food & Restaurant business	183.0	202.7	-9.7%	211.5	-13.5%	613.9	551.7	11.3%
Revenue from Other business[1]	5.6	109.4	-94.9%	11.0	-49.1%	21.6	202.4	-89.3%
Total sale	**1,525.8**	**1,277.6**	19.4%	**1,106.9**	37.8%	**3,797.5**	**4,030.1**	-5.8%
Cost of sales and services	(1,307.8)	(1,080.3)	21.1%	(968.3)	35.1%	(3,286.3)	(3,570.7)	-8.0%
Gross profit	**218.0**	**197.3**	10.5%	**138.6**	57.3%	**511.2**	**459.4**	11.3%
Other income	7.8	15.6	-50.0%	22.0	-64.5%	47.5	48.3	-1.7%
Net profit (loss) on derivative	(0.3)	1.7	-117.6%	(0.3)	0.0%	(4.1)	14.8	-127.7%
Selling and distribution expenses	(63.4)	(62.7)	1.1%	(57.7)	9.9%	(175.2)	(189.5)	-7.5%
Administrative expenses	(72.3)	(68.6)	5.4%	(80.8)	-10.5%	(239.9)	(221.8)	8.2%
Other expenses	(27.6)	(51.0)	-45.9%	(52.5)	-47.4%	(97.7)	(83.0)	17.7%
Operating Profit (Loss)	**62.2**	**32.3**	92.6%	**(30.7)**	302.6%	**41.8**	**28.2**	48.2%
Finance cost	(2.7)	(5.2)	-48.1%	(3.8)	-28.9%	(9.6)	(27.2)	-64.7%
Share of loss from investment in an associate and a joint venture (equity method)	(1.3)	-	100.0%	(1.5)	-13.3%	(4.6)	-	100.0%
Profit (Loss) income before tax expense	**58.2**	**27.1**	114.8%	**(36.0)**	261.7%	**27.6**	**1.0**	2660.0%
Taxes income (expense)	13.1	(6.2)	-311.3%	(2.0)	755.0%	(13.4)	(38.7)	-65.4%
Non-Controlling Interest (NCI)	2.1	10.0	-79.0%	5.5	-61.8%	12.0	22.2	-45.9%
Profit Attributable to Owners of Parent	**69.2**	**10.9**	534.9%	**(43.5)**	258.7%	**2.2**	**(59.9)**	**103.7%**
Basic Earnings per Share (in Baht)	**0.018**	**0.003**		**(0.011)**		**0.001**	**(0.015)**	

Remark: (1) Include revenue from sales of biogas-based electricity, sales of new organic agricultural products such as coffee beans, cassava chips, organic fertilizers, and Napier.

Sales

For Q3/2026, the Company reported revenue from sales of THB 1,525.8 million, increasing by THB 248.2 million, or +19.4% YoY, and by THB 418.9 million, or +37.8% QoQ. The year-on-year revenue growth was primarily driven by the ethanol business.

- **Ethanol business:** Revenue reached THB 956.4 million, increasing by THB 419.4 million or +78.1% YoY. This growth was mainly driven by higher sales volumes and an increase in the average selling price of fuel-grade ethanol, reflecting the higher cost structure of raw materials, particularly molasses and cassava, which remained at elevated levels.
- **Starch business:** Revenue stood at THB 380.8 million, decreasing by THB 47.7 million or -11.1% YoY. The decline was due to lower sales volumes of organic starch and sweeteners, impacted by a reduced domestic supply of raw materials resulting from El Niño-induced drought conditions.
- **Food & Restaurant business:** Revenue stood at THB 183.0 million, slightly decreasing by THB 19.7 million or -9.7% YoY. This decline was primarily due to a short-term drop in customer traffic, as consumers temporarily shifted toward small-scale retail merchants participating in government subsidy programs, combined with ongoing intense competition within the industry.

- **Other businesses:** Revenue stood at THB 5.6 million, decreasing by THB 103.8 million or -94.9% YoY. This decline was primarily attributable to lower sales volumes of coffee products and soil conditioner.

For 9M2026, the Company reported revenue from sales of THB 3,797.5 million, decreasing by THB 232.6 million or -5.8% YoY. The year-on-year decline was primarily attributable to the performance of the tapioca starch and other businesses.

- **Ethanol business:** Revenue stood at THB 1,851.7 million, slightly increasing by THB 0.1 million or +0.0% YoY, driven mainly by an increase in the average selling price of fuel-grade ethanol.
- **Starch business:** Revenue reached THB 1,310.3 million, decreasing by THB 114.1 million or -8.0% YoY, primarily due to lower sales volumes resulting from limited domestic raw material availability.
- **Food & Restaurant business:** Revenue reached THB 613.9 million, increasing by THB 62.2 million or +11.3% YoY. Growth was driven by promotional strategies aligned with evolving consumer behavior, alongside business expansion from investments in restaurant and the opening of 2 new branches.
- **Other businesses:** Revenue stood at THB 21.6 million, decreasing by THB 202.4 million or -89.3% YoY, primarily impacted by lower sales volumes of coffee products.

Gross profit

For Q3/2026, the Company recorded a gross profit of THB 218.0 million, increasing by THB 20.7 million or +10.5% YoY and by THB 79.4 million or +57.3% QoQ. The year-on-year growth was supported by higher sales volumes and an increase in the average selling price of the ethanol business, alongside efficient raw material cost control.

For 9M2026, the Company recorded a gross profit of THB 511.2 million, increasing by THB 51.8 million or +11.3% YoY. The increase was driven primarily by higher average selling prices in the ethanol business, coupled with continuous improvements in production efficiency and raw material cost control. However, raw material and chemical costs remained elevated due to ongoing geopolitical tensions in the Middle East. Consequently, the Company maintains its focus on optimizing production processes, energy usage, and cost controls to maintain efficiency.

Selling and Administration Expenses

For Q3/2026, the Company recorded selling and administrative expenses of THB 135.7 million, increasing by THB 4.4 million or +3.5% YoY and decreasing by THB 2.8 million or -2.0% QoQ. The increase was mainly attributable to higher distribution expenses in line with sales volume and business support expenses across the Company.

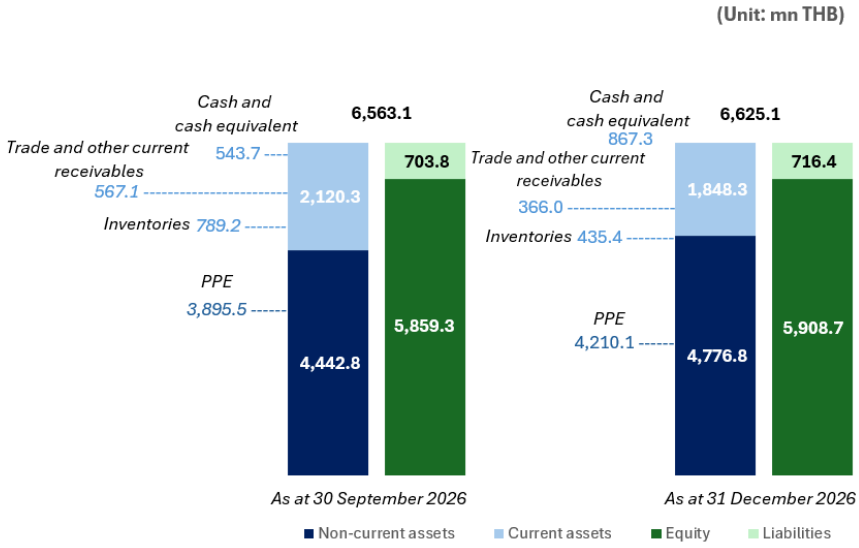
For 9M2026, the Company recorded selling and administrative expenses of THB 415.1 million, increasing by THB 3.8 million or +0.9% YoY. This slight growth was mainly due to increased administrative expenses related to business support, which offset a reduction in distribution expenses that varied in line with full-year sales volume.

Net profit attributable to owners of Parent

For Q3/2026, the Company recorded profit attributable to owners of parent of THB 69.2 million, increasing by THB 58.3 million or +534.9% YoY and by THB 112.7 million or +258.7% QoQ. This growth was primarily driven by higher gross profit resulting from increased sales volume and higher average selling prices in the ethanol business, combined with a decrease in shutdown expenses due to fewer plant shutdown days.

For 9M2026, the Company recorded profit attributable to owners of parent of THB 2.2 million, increasing by THB 62.1 million or +103.7% YoY. The turnaround was mainly supported by gross profit expansion driven by higher average ethanol selling prices, alongside continuous production efficiency improvements and raw material cost control.

Financial Position



(Unit: THB Million)	September 30, 2026	December 31, 2025
Total Assets	6,563.1	6,625.1
Total Liabilities	703.8	716.4
Total Equity	5,859.3	5,908.7

Assets

As of 30 September 2026, the Company reported total assets of THB 6,563.1 million, decreasing by THB 62.0 million or -0.9% from 31 December 2025. Total assets comprised current assets of THB 2,120.3 million or 32.3% of total assets and non-current assets of THB 4,442.8 million or 67.7% of total assets. Key changes during the period included an increase in trade and other current receivables of THB 201.1 million, in line with higher sales revenue from the ethanol business, and an increase in inventories of THB 353.8 million due to raw material stockpiling to support higher sales volumes. Meanwhile, decreasing due to depreciation and amortization of property, plant, and equipment during the nine-month period.

Liabilities

As of 30 September 2026, the Company reported total liabilities of THB 703.8 million, decreasing by THB 12.6 million or -1.8% from 31 December 2025. Total liabilities comprised current liabilities of THB 408.2 million or 58.0% of total liabilities and non-current liabilities of THB 295.6 million or 42.0% of total liabilities. Key changes during the period included an increase in trade and other current payables of THB 46.3 million, in line with higher purchase volumes and prices of raw materials. Meanwhile, loans from financial institutions decreased by THB 56.8 million due to principal repayments made during the period.

Shareholders' Equity

As of 30 September 2026, the Company reported total shareholders' equity of THB 5,859.4 million, decreasing by THB 49.4 million or -0.8% from 31 December 2025, mainly driven by net profit for the period. The Company paid an annual dividend for 2025 of THB 59.9 million

Cash Flow

For the nine-month period ended 30 September 2026, the Company reported cash and cash equivalents of THB 543.7 million, with details as follows.

Unit: THB Million	30 September 2026	30 September 2025
Net cash from (used in) operating activities	(90.5)	712.9
Net cash from (used in) investing activities	(70.8)	(127.1)
Net cash from (used in) financing activities	(159.0)	(644.1)
Net increase (decrease) in cash and cash equivalents	**(320.3)**	**(58.3)**
Cash and cash equivalents at the beginning of the period	867.3	486.9
Less: Cash and cash equivalents classified as assets held-for-sale	(3.3)	-
Cash and cash equivalents at the end of the period	**543.7**	**428.6**

Net cash used in operating activities was THB 90.5 million. Key items included profit from operating activities of THB 392.1 million, while trade payables increased by THB 49.3 million due to raw material purchases to support higher sales volumes and rising raw material costs. These cash inflows were offset by an increase in trade receivables of THB 187.0 million in line with higher ethanol sales, as well as an inventory buildup of THB 396.8 million to secure raw materials for ongoing production and distribution.

Net cash used in investing activities was THB 70.8 million, primarily utilized for investments to enhance production efficiency and maintain operational equipment and systems.

Net cash used in financing activities was THB 159.0 million, mainly reflecting principal and interest repayments on loans from financial institutions of THB 67.1 million, alongside dividend payments of THB 65.8 million.

Key Financial Ratios

Key Financial Ratio	Q3'26	Q3'25
Gross Profit Margin (%)	14.28%	15.44%
Net Profit Margin (%)	4.54%	0.85%
Return On Equity (ROE) (%)	1.05%	0.16%
Return On Assets (ROA) (%)	1.18%	0.19%
Debt to Equity (D/E) (Times)	0.12	0.13
Current Ratio (Times)	5.19	0.02

Corporate Sustainability Actions

UBE places strong emphasis on addressing climate change and promoting sustainable supply chain management, alongside continuous research and development of agricultural innovations. The Company systematically integrates sustainability principles across the economic, social, and environmental dimensions (ESG) into its business operations.

To ensure effective implementation, UBE has established a sustainability steering committee with participation from management at all levels. The Company also fosters an organizational culture that promotes ESG awareness and knowledge among executives and employees, embedding sustainability as a fundamental part of organizational thinking and operations. These principles are translated into practice through the **"UBE CARE"** program, which aligns sustainable business strategies with national sustainability goals, supporting long-term organizational growth and sustainable economic development.

In 2026, the Company participated in the FTSE Russell ESG Scores assessment for the second consecutive year to disclose its Environmental, Social, and Governance (ESG) performance. To achieve a higher score target, the Company is advancing key projects aligned with FTSE Russell ESG themes, including

the development of a biodiversity roadmap, water security management plans, cybersecurity governance frameworks, and supply chain ESG assessments.

	Q1/2026	Q2/2026	Q3/2026	Q4/2026
FTSE Russell's ESG Scores	3.4 (AA)	3.4 (AA)	3.4 (AA)	N/A

Environmental Dimension

The Company is firmly committed to leading greenhouse gas reduction efforts through the adoption of clean, efficient technologies, in alignment with its comprehensive GHG management strategy. It has set clear long-term targets to achieve carbon neutrality by 2040 and net-zero greenhouse gas emissions by 2050, supporting Thailand's national climate ambitions.

In 2025, the Company successfully reduced its GHG emissions by 46,951 ton CO_2e, a 29.19% decrease from 160,869 ton CO_2e in 2024 to 113,918 ton CO_2e. Building on this strong progress, the Company has set a further reduction target of 17% for 2026, reinforcing its ongoing commitment to sustainable and measurable climate action.

In 2026, The Company collects greenhouse gas (GHG) emissions data across all three recognized categories: Scope 1, which includes direct emissions from sources owned or controlled by the Company; Scope 2, which covers indirect emissions from purchased energy such as electricity; and Scope 3, which comprises other indirect emissions throughout the value chain, including upstream and downstream activities.

	Q1/2026	Q2/2026	Q3/2026*	Q4/2026
GHG Emission (tonCO_2e)	38,747	28,059	19,771	N/A

**Estimated*

- On August 10, 2026, Ubon Bio Ethanol Public Company Limited (UBE) received the "Nature Positive Pioneer" certificate at the Thailand Nature Positive Forum 2026, organized by the Biodiversity-Based Economy Development Office (BEDO). Recognized as one of 14 pioneering organizations actively applying biodiversity assessment tools to its operations, UBE demonstrated its strategic vision of integrating biodiversity into the value chain. By promoting sustainable agriculture and efficient resource management, the company actively supports the National Biodiversity Strategies and Action Plan (National Biodiversity Strategies and Action Plan: NBSAP) and its Nature Positive goals. This approach transforms environmental challenges into opportunities for Shared Value creation, serving as a vital foundation to ensure that the economy, business, communities, and ecosystems thrive together in a balanced manner.





Social Dimension

The Company has established a Human Rights Policy to prevent violations throughout its business activities, including its supply chain and business partners. This policy ensures respect for the rights of employees, customers, farmers, and local communities, and reinforces the Company's commitment to uphold human rights across all operations.

Labor disputes/Complaints/Human rights violations Report (Cases)	Q1/2026	Q2/2026	Q3/2026	Q4/2026
Human Rights Violations	0	0	0	N/A
Major Labor Disputes	0	0	0	N/A
Customer Data Breaches	0	0	0	N/A
Consumer Rights Violations	0	0	0	N/A
Community/Social Disputes	0	0	0	N/A
Labor Rights Violations and Discriminatory Practices	0	0	0	N/A
Community Rights Violations	0	0	0	N/A

- Ubon Bio Ethanol Public Company Limited (UBE) welcomed 145 students and faculty from Ubon Ratchathani University to its bioenergy learning center to share insights on human resources management, employee relations, and Human Rights Due Diligence (HRDD) across its value chain. This educational visit aimed to bridge academic knowledge with real-world business practices, promoting an understanding of fair and responsible people management. The initiative underscores UBE's commitment to upholding human rights principles and driving sustainable development within the community.



Governance Dimension

The Company has achieved a 5-star ("Excellent") CG Scoring for 2025 from the Thai Institute of Directors Association (Thai IOD) for the third consecutive year. In Q3/2026, the Company also secured its third recertification from the Thai Private Sector Collective Action Against Corruption (CAC), while maintaining its 3-star CAC Change Agent status. This underscores our unwavering commitment to ethical and transparent business operations, robust internal controls, and the extension of anti-corruption standards to business partners to foster a transparent, accountable supply chain for sustainable growth.

	Q1/2026	Q2/2026	Q3/2026	Q4/2026
CG Scoring	5-star “Excellent”	5 star “Excellent”	5 star “Excellent”	N/A
CAC	CAC 2 stars & CAC Change Agent with a 3-star	CAC 2 stars & CAC Change Agent with a 3 star	CAC 2 stars & CAC Change Agent with a 3 star	N/A

Ubon Sunflower Company Limited (UBS), a subsidiary of Ubon Bio Ethanol Public Company Limited (UBE), received the Prime Minister's Export Award 2026 in the "Best Sustainable Exporter" from the Department of International Trade Promotion (DITP). This prestigious award highlights UBS’s success in integrating sustainability throughout its entire supply chain—from responsible raw material sourcing and production processes to elevating Thai processed agricultural products to meet global standards. By creating shared value with farmers, business partners, and customers, UBS has established itself as a role model in the production and export of organic tapioca starch, successfully combining product excellence with strong social and environmental responsibility.



- Ubon Bio Ethanol Public Company Limited (UBE) participated in a discussion with the Office of Industrial Economics (OIE) and the Bio Thailand network, working collaboratively with government agencies, the private sector, and related network partners to review and determine the direction of the country's bio-industry development measures (2018–2027). The company contributed policy recommendations to support the goal of propelling Thailand to become the Bio Hub of ASEAN by 2027. This direction aligns

with the organization's operations, which focus on adding value to agricultural produce to create high-value bio-products and managing resources according to Circular Economy principles.

- Ubon Bio Ethanol Public Company Limited (UBE) achieved a perfect score of 100 points (5 coins), reflecting an "Excellent" rating, in the 2026 Annual General Meeting (AGM) Checklist assessment for the second consecutive year (2025–2026). Conducted by the Thai Investors Association and the Federation of Thai Capital Market Organizations among 832 listed companies, this achievement underscores UBE's commitment to good corporate governance, transparency, and the equitable treatment of shareholders. It highlights the company's ongoing efforts to elevate corporate governance standards, build stakeholder trust, and drive long-term sustainable growth.

- Ubon Bio Ethanol Public Company Limited ("UBE") has successfully renewed its Thai Private Sector Collective Action Against Corruption (CAC) certification for the third consecutive time, valid for three years from 2026 to 2028. UBE aims to expand its anti-corruption cooperation across its business partners to build a transparent value chain and promote responsible business operations. This ongoing recognition represents a crucial step in building confidence among shareholders, investors, and stakeholders, and reinforces the Company's foundation for growth through good corporate governance.

