



TACC-011/2025

November 7, 2025

Subject: Management Discussion and Analysis for the third quarter and nine-month period ended September 30, 2025

To: President
The Stock Exchange of Thailand

T.A.C. Consumer Public Company Limited ("the Company") and its subsidiary ("the Group") would like to clarify the operating results for the third quarter and nine-month period ended September 30, 2025 as follows:

Overall

In the third quarter of 2025, the Group recorded consolidated revenue of Baht 618.97 million, an increase of 28.60% from the previous year, and consolidated net profit of Baht 89.99 million, an increase of 48.98% from the previous year. The main contributing factor was the increase in revenue from products sold in 7-Eleven stores from domestic consumption, and the trend of Thai milk tea and matcha green tea in the consumers. Additionally, the Group introduced new products to the market in collaboration with 7-Eleven, including other customers. However, consolidated cost of sales increased from last year affected by an increase in coffee bean price, which continuously increased since last year but, the Group effectively managed expenses and the subsidiary's expenses significantly decreased from last year because of the ceasing operation. This made the portion of the cost of goods sold and expenses to revenue are at the same level as the previous year.

Sales and service income

The Group recorded consolidated revenue of Baht 618.97 million, an increase of Baht 137.65 million (28.60%) from the previous year. The increase in revenue was from (a) continuous promotional campaigns to boost sales of 7-Eleven customers, (b) the trend of Thai milk tea and matcha green tea in the consumers, and (c) increased domestic customer sales due to launched new product with key customers and the expansion of key customers' store networks.



Cost of Sales and services

The Group recorded consolidated cost of sales and services of Baht 420.71 million, an increase of Baht 99.30 million (30.89%) from the previous year, which is in line with the growth in revenue and increasing of main raw material price i.e., coffee, which continuously increased since last year.

Gross profit

The Group achieved consolidated gross profit of Baht 198.26 million, or equivalent to the profit margin of 32.03%, a decrease of 1.19% from the previous year of 33.22%. This is because the increase in cost of sales.

Selling and distribution expenses

The consolidated selling and distribution expenses for the period amounted to Baht 37.43 million, increase Baht 0.09 million (0.23%) from the previous year, representing 6.05% of consolidated revenue (decrease of 1.71% from the previous year). The expenses for this year are from the Company solely, but in the previous year are comprised of expenses from both the Company and the subsidiary. Considering the Company only, the selling and distribution expenses increased Baht 4.06 million (12.16%) from the previous year, which increased from an increase in promotional expenses that is in line with sales revenue.

Administrative Expenses

The consolidated administrative expenses for the period amounted to Baht 49.34 million, increasing Baht 0.40 million (0.82%) from the previous year, or equivalent to 7.97% of the Group's revenue (decrease 2.20% from the previous year). The Company's expenses increase of Baht 4.52 million (10.12%) from the previous year, which is from the amortization and subscription fee of software SAP, employee related expenses, and other operation expenses. Meanwhile, the subsidiary's expenses decrease Baht 4.12 million.

Net Profit

The Group recorded consolidated net profit of Baht 89.99 million, an increase of Baht 29.59 million (48.98%) from the previous year, or equivalent to a net profit margin of 14.54%, an increase of 1.99% from the previous year at 12.55%. An increase in net profit was driven by the Group's revenue growth, effective operation expense management throughout the year, and a decrease of the subsidiary's operating expenses from the ceasing operation.



Operation result of the 9-month period

For the 9-month period of 2025, the Group recorded consolidated revenue of Baht 1,726.63 million, increasing Baht 289.67 million (20.16%) from the previous year because of continuous increase of sales in 7-Eleven stores, and recorded consolidated gross profit margin of 32.15%, a decrease of 1.28% from the previous year because of an increase in coffee bean price. In addition, the Group recorded consolidated net profit of Baht 242.15 million, increasing Baht 53.02 million (28.03%) from the previous year, or equivalent to a net profit margin of 14.02%, an increase of 0.86%.

Business Plan 2025

The Group expects continuing growth of revenue for 2025 by strengthening its core business and enhancing the experience of the new generation of customers, including emphasizing efficient and sustainable cost management for both direct and indirect expenses.

Sustainability Management

The Company driving the business towards sustainable growth as Business Purpose that "We commit to build compounding well-being quality value for sustainability across all". The Company has currently established a Sustainability Committee and a Sustainability Working Group, which are responsible for defining the corporate sustainability framework and strategy, encompassing Environmental, Social, and Governance dimensions. The Company has carried out sustainability activities as follows;

1. Sustainability Management in the Environmental Dimension

The Company's package sent to customers is an innovative packaging "Green Carton" By SCG Packaging, which is an environmentally friendly packaging made from used paper waste through the storage process and recycled. To show that the Company considers the importance of environmental protection to all the stakeholders. Moreover, The Company realizes the importance to Greenhouse gas management covering the value chain which has been certificate Standard TGO Guidance of the Carbon Footprint for Organization as continuously.

2. Sustainability Management in the Social Dimension

The Company operates its business by adhering to and emphasizing on duties and responsibilities to society and stakeholders, including, Shareholders, Customers, Business Partners, Employees, Communities and Surrounding Society. This is to create business sustainability, to be able to manage the business to stably grow and to be accepted in the society, as well as to plant these ideas among employees at all levels. There are



guidelines for implementation such as values and respects human rights as it equitably, equally, and fairly treats employees regardless of differences in race, religion, gender, or physical condition.

3. Sustainability Management in the Governance Dimension

The Company has been assessed in the Corporate Governance Report of Thai Listed Companies for the year 2025 at the level of 5 stars or an Excellent CG Scoring, reflecting the continuous good corporate governance, and transparent information disclosure. Additionally, consider the impact on environment, society, and all stakeholders including the importance to operate sustainable business.

Sincerely yours,

Chatchawe Vatanasuk

Mr. Chatchawe Vatanasuk

Chief Executive Officer

T.A.C. Consumer Public Company Limited