



CHAOSUA
SINCE 1958



CHAOSUA FOODS INDUSTRY PUBLIC COMPANY LIMITED

Management Discussion and Analysis (MD&A)

Q1/2026





Executive Summary

In Q1/2026, Chaosua Foods Industry Public Company Limited ("the Company") reported net profit of THB 17.6 million, increased by THB 6.1 million or 53.1% from Q1/2025, while net profit margin was 6.0%, increased by 2.5% from Q1/2025, mainly due to 1) Ability to improve gross profit, together with effective management of selling and administrative expenses and 2) Ability to manage marketing budget efficiently.

The Company remains focused on continuously expanding its customer base and distribution channels, both domestically and internationally, in line with the business growth plan to drive sustainable revenue growth. The Company aims to broaden distribution coverage to better serve consumer demand across all target segments, while applying a 360° Marketing strategy to effectively integrate online and offline channels, enhance customer reach, strengthen brand awareness, and build long-term relationships between the brand and consumers. In addition, the Company continues to implement cost management and internal operational efficiency improvement measures through productivity improvement, waste reduction in the production process, automation enhancement in the manufacturing process, and the use of solar energy, to support more stable margin performance in the following period.

In the following period, the Company remains focused on driving prudent growth amid external pressures, such as geopolitical uncertainties. To strengthen profitability, the Company continues to drive growth through ongoing marketing activities to enhance brand awareness and stimulate consumer reach across all channels. The Company aims to reinforce its core business through proactive marketing campaigns. During the beginning of the year, the Company will focus on driving its rice cracker portfolio by using "Khao Tang with Pork Floss Overload" as the key product for consumer communication. During mid-year, the Company will place greater emphasis on its pork stick product campaign to accelerate growth in the processed meat snack segment, alongside the expansion of meal products through convenience store channels to broaden consumer reach. The Company will also continue to expand distribution through Traditional Trade channels to enhance domestic distribution coverage. Meanwhile, the Company remains focused on expanding its new customer base through online channels and digital platforms to respond to changing consumer behavior. In addition, the Company continues to implement cost management and internal operational efficiency improvement measures, including sourcing additional raw material suppliers to manage cost-related risks.

Results Overview	Q1/25	Q4/25	Q1/26	Change +/-	
Unit: Million THB				%YoY	%QoQ
Operating Revenue	323.3	410.8	293.1	(9.3%)	(28.7%)
Gross Profit	109.1	159.9	106.7	(2.2%)	(33.3%)
EBITDA	28.6	68.2	31.9	11.6%	(53.2%)
Net (Loss) Profit	11.5	46.2	17.6	53.1%	(61.8%)
Gross Profit Margin (%)	33.8%	38.9%	36.4%	2.7%	(2.5%)
EBITDA Margin (%)	8.7%	16.5%	10.8%	2.1%	(5.8%)
Net (Loss) Profit Margin (%)	3.5%	11.2%	6.0%	2.5%	(5.2%)

Notes: Values may differ by one decimal point due to rounding

YoY: Q1/2026 vs Q1/2025

- In Q1/2026, the Company reported total **Operating Revenue** of THB 293.1 million, decreased by THB 30.2 million or 9.3% from Q1/2025, mainly due to 1) the decrease in operating revenue from Modern Trade channels, which were affected by seasonal factors as consumer purchasing power typically softens in the first quarter after the key festive seasons and year-end promotional activities.
- Gross Profit Margin** of the Company was 36.4%, improved by 2.7% from Q1/2025, mainly due to 1) The success of the Company's strategy to adjust the wholesale distribution model by shifting from selling via agents to direct distribution has driven growth in the Traditional Trade channel, which helped improve storefront sales and expand SKU coverage more effectively, 2) The decrease in raw material costs, particularly pork prices, which is one of the Company's key raw materials, and 3) ongoing execution of proactive cost-management initiatives, focusing on productivity improvement within the factory and waste reduction in the production process.
- Net Profit Margin** of the Company was 6.0%, increased by 2.5% from Q1/2025, mainly due to 1) Ability to improve gross profit, together with effective management of selling and administrative expenses, 2) Ability to manage marketing budget efficiently.

Significant Event



Chaosua receives the 2026 Thailand's Most Admired Brand Award for the 4th consecutive year

Chaosua Foods Industry Public Company Limited received the 2026 Thailand's Most Admired Brand Award in the consumer goods category under Thai snacks for the fourth consecutive year, reflecting the continued strength of the "Chaosua" brand and consumers' confidence in the quality, uniqueness, and identity of the Company's products. This achievement was driven by the Company's consistent brand development strategy, covering product development, innovation, and the creation of consumption experiences that align with evolving modern consumer behavior.



Chaosua expands into the U.S. market through Natural Products Expo West 2026

Chaosua Foods Industry Public Company Limited continued to expand its international presence by showcasing its "Modern Thai Snack" products at Natural Products Expo West 2026 in the United States, aiming to enhance access to global consumers and strengthen brand awareness. The Company's participation focused on expanding distribution channels across mainstream retailers and supermarkets, while further driving the growth of its branded products. This initiative supports the Company's overseas revenue expansion going forward.



Chaosua launches new "Crispy Fish Skin Chili Paste" to diversify its product portfolio

Chaosua Foods Industry Public Company Limited launched its new product, "Crispy Fish Skin Chili Paste" to further drive growth in the snack segment and expand its portfolio into adjacent product categories. The product is designed to meet consumer demand for new and more intense consumption experiences, featuring a crispy texture, bite-sized pieces, no fishy smell, and the Company's signature seasoning recipe. The product is now available through leading retail channels and the Company's online platforms, enhancing product variety and broadening consumer reach.



Chaosua launches "Khao Tang with Pork Floss Overload" campaign, for health-focused consumers

Chaosua Foods Industry Public Company Limited continued to implement its marketing strategy to support the growth of "Khao Tang with Pork Floss Overload," one of the Company's flagship products. The campaign highlights the product's key proposition of generous toppings, while addressing consumer demand for both taste and nutritional value. This aims to further expand the customer base among modern and health-focused consumers. The Company has also continued to conduct marketing activities via online media and social media platforms to strengthen brand awareness and encourage product trial.



CHAOSUA Business Strategy



Strengthening the Domestic Business

- Strengthen modern trade channels
- Enhance distribution through traditional trade channels
- Strengthen online and new/emerging channels



Product Portfolio Management with a Focus on Better-for-You Snacks

- Rice cracker products
- Cereal snack products
- Meat snack products
- Processed food products



Continuous Expansion of International Markets

- Enhance operational efficiency in key markets (China and the United States)
- Drive growth in existing markets while expanding into new countries

Brand Modernization

- Refresh the "Chaosua" brand to resonate with younger generations, clearly communicating the "Better-For-You" value proposition.

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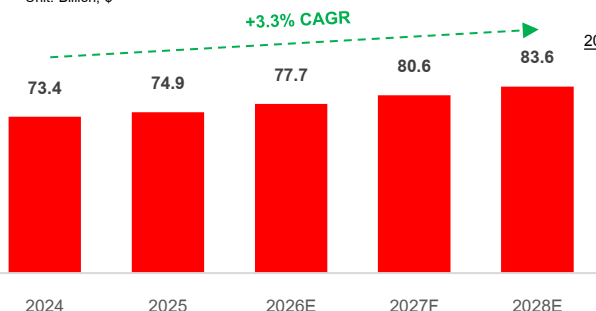
Enhancing Production Efficiency and Cost Management

- Optimize procurement volumes for raw materials and packaging
- Reduce waste in the production process
- Increase automation in production lines
- Expand solar rooftop installation



Snack Market Industry in The United States

Unit: Billion, \$



Note*: Snacks comprise 1) nuts, seeds, and mixed roasted grains, 2) savory snacks, 3) savory crackers, 4) popcorn, 5) pretzels, and 6) processed meat snacks.

In 2024, the U.S. snack market was valued at USD 73.4 billion and is projected to reach USD 83.6 billion by 2028E, representing a CAGR of 3.3% during 2024–2028E. This growth will be primarily driven by three key factors: 1) shifting consumer behavior toward value-added products, supporting volume and value growth in emerging categories such as processed meat snacks and healthy snacks; 2) the growing role of social media platforms in shaping consumer behavior, including brand awareness, purchasing channels, and new product trends; and 3) rising demand for convenient and ready-to-eat snacks, in line with demographic trends and evolving lifestyles of U.S. consumers.

Source: Euromonitor, Wissen Research

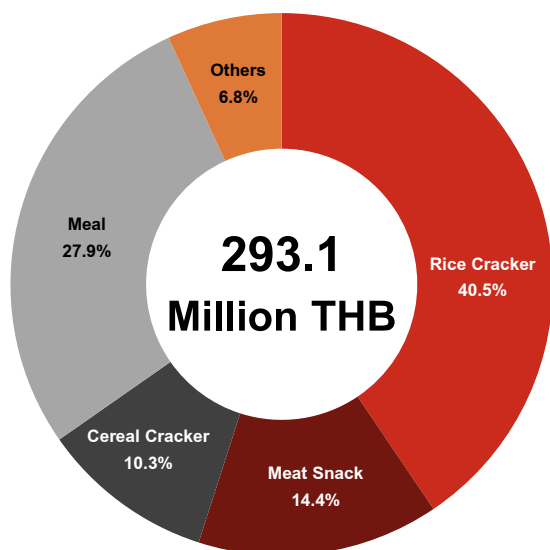
The Company's Operating Result

Overall Operating Result	Q1/25	Q4/25	Q1/26	Change +/-	
Units: Million THB				%YoY	%QoQ
Operating Revenue	323.3	410.8	293.1	(9.3%)	(28.7%)
Cost of Good Sold	214.1	251.0	186.4	(13.0%)	(25.7%)
Gross Profit	109.1	159.9	106.7	(2.2%)	(33.3%)
Other Income	6.9	1.9	3.4	(50.5%)	77.2%
Selling & Distribution Expenses	57.5	62.7	49.7	(13.5%)	(20.7%)
Advertising & marketing expenses	6.5	9.4	5.6	(13.2%)	(40.1%)
Administrative expenses	35.8	32.7	35.2	(1.6%)	7.8%
Financial Income	0.2	0.2	0.1	(46.9%)	(59.7%)
Financial Cost	2.0	1.4	1.2	(40.8%)	(13.3%)
Profit (Loss) before Income Tax	14.4	55.9	18.4	27.9%	(67.0%)
Income Tax (Expenses)	2.9	9.7	0.8	(72.2%)	(91.7%)
Net Profit (Loss)	11.5	46.2	17.6	53.1%	(61.8%)

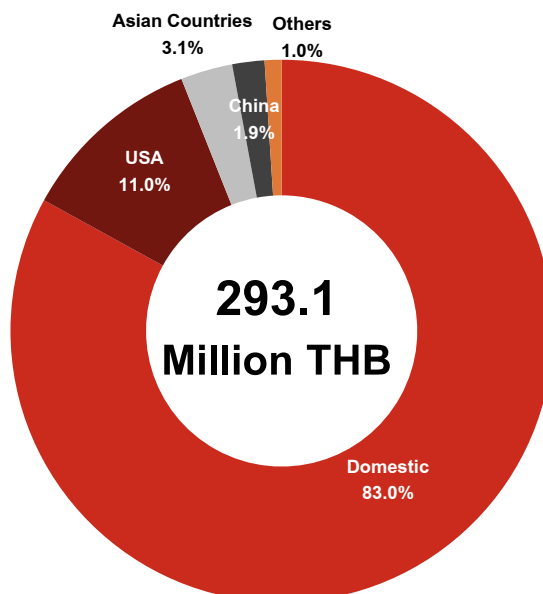
Notes: Values may differ by one decimal point due to rounding

Q1/2026 Operating Revenue Structure

Revenue Breakdown by Product Categories



Revenue Breakdown by Channel



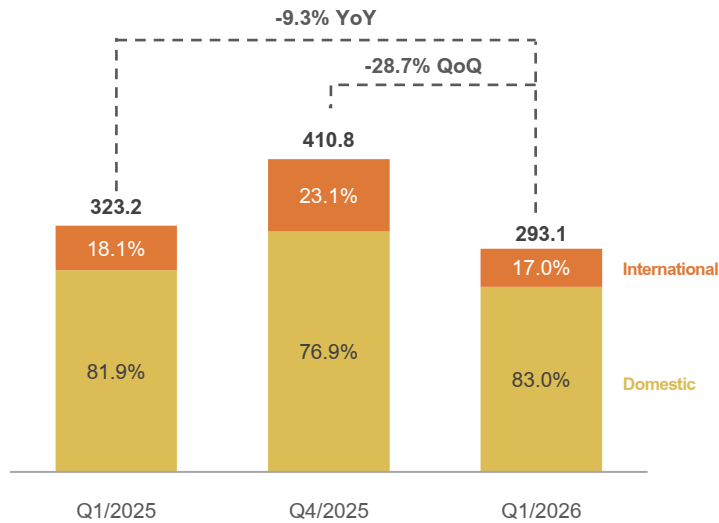
Note: *Asian countries exclude China

Q1/2026 Operating Results



Operating Revenue

Unit: Million THB, %



YoY: Q1/2026 vs Q1/2025

-9.3%

In Q1/2026, the Company reported operating revenue of THB 293.1 million, decreased by THB 30.2 million or 9.3% from Q1/2025, mainly due to the following factors:

- Domestic sales** contributed for 83.0% of total operating revenue in Q1/2026, decreased by 8.1% from Q1/2025, mainly due to the decrease in operating revenue through Modern Trade channel. However, the Company continued to adjust its product and distribution channel strategies to enhance consumer accessibility and respond to changing consumption behavior. In Q1/2026, the Company launched its new product, "Khao Tang with Pork Floss Overload," supported by a 360° marketing campaign to strengthen brand awareness and stimulate product consumption. In addition, The success of the Company's strategy to adjust the wholesale distribution model by shifting from selling via agents to direct distribution has driven growth in the Traditional Trade channel, which helped improve storefront sales and expand SKU coverage more effectively. Meanwhile, the Online channel continued to show sustainable growth, supported by promotional activities and broader consumer reach. The Company also continued to expand the distribution of meal products through CVS channels, such as crispy fish skin chili paste, spicy pork floss, and Chinese pork sausage, which enhanced opportunities to reach a broader consumer base and support sales growth in the following period.
- International sales** contributed for 17.0% of total operating revenue in Q1/2026, decreased by 14.7% from Q1/2025, mainly due to the decrease in sales in China, as the Company launched "Crispy Fish Stick" in Q1/2025, while in Q1/2026, products in China were in the final phase of the existing product sales program. The Company plans to launch new products with key customers in the second half of 2026, while continuing to offer its products through other distribution channels. However, the Company was able to expand its overseas market base continuously, particularly in the United States, supported by growth in private label products and higher sales through Asian chain supermarkets. Meanwhile, the Hong Kong market recorded strong growth compared to the same period last year, driven by effective marketing activities and the transition to a new distributor, which is expected to support further market expansion and sales growth in the following period.

QoQ: Q1/2026 vs Q4/2025

-28.7%

In Q1/2026, the Company reported operating revenue of THB 293.1 million, decreased by THB 117.8 million or 28.7% from Q4/2025, mainly due to the following factors:

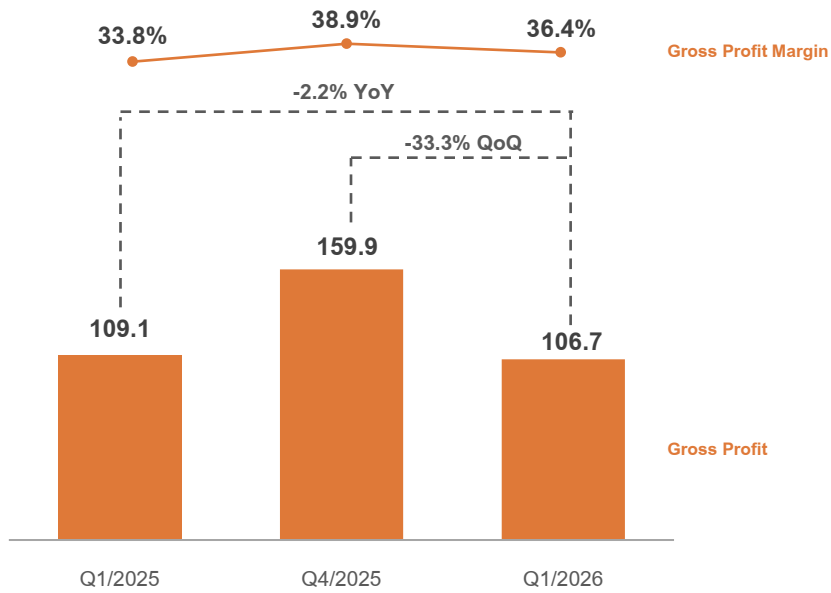
- Domestic sales** contributed for 83.0% of total operating revenue in Q1/2026, decreased by 23.0% from Q4/2025, mainly due to the decrease in operating revenue from Modern Trade and Traditional Trade channels, which were affected by seasonal factors as consumer purchasing power typically softens in the first quarter after the key festive seasons and year-end promotional activities. However, the Company continued to adjust its product and distribution channel strategies to enhance consumer accessibility and respond to changing consumption behavior. In Q1/2026, the Company launched its new product, "Khao Tang with Pork Floss Overload," supported by a 360° marketing campaign to strengthen brand awareness and stimulate product consumption. In addition, the success of the Company's strategy to adjust the wholesale distribution model by shifting from selling via agents to direct distribution has driven growth in the Traditional Trade channel, which helped improve storefront sales and expand SKU coverage more effectively. Meanwhile, the Online channel continued to show sustainable growth, supported by promotional activities and broader consumer reach. The Company also continued to expand the distribution of meal products through CVS channels, such as crispy fish skin chili paste, spicy pork floss, and Chinese pork sausage, which enhanced opportunities to reach a broader consumer base and support sales growth in the following period.

- International sales** contributed for 17.0% of total operating revenue in Q1/2026, decreased by 47.6% from Q4/2025, mainly due to the decrease in sales in China, as the Company launched "Rice Crackers with Shrimp Floss and Pad Thai Sauce" in Q4/2025, while in Q1/2026, products in China were in the final phase of the existing product sales program. The Company plans to launch new products with key customers in the second half of 2026, while continuing to offer its products through other distribution channels. However, the Company was able to expand its overseas market base continuously, particularly in the United States, supported by growth in Private Label products and higher sales through Asian chain supermarkets.



Gross Profit and Gross Profit Margin

Unit: Million THB, %



YoY: Q1/2026 vs Q1/2025

+2.7%

Gross Profit Margin was 36.4% in Q1/2026, improved by 2.7% from Q1/2025, mainly due to:

- The success of the Company's strategy to adjust the wholesale distribution model by shifting from selling via agents to direct distribution, has driven growth in the Traditional Trade channel, which helped improve storefront sales and expand SKU coverage more effectively.
- The decrease in raw material costs, particularly pork prices, which is one of the Company's key raw materials.
- Proactive cost management, focusing on productivity improvement within the factory and waste reduction in the production process.

However, the Company continued to face some pressure from the appreciation of the Thai Baht, which affected export revenue. Nevertheless, the Company was able to manage such impact effectively through cost management and appropriate sales planning.

Gross Profit: In Q1/2026, the Company reported gross profit of THB 106.7 million, decreased by THB 2.4 million or 2.2% from Q1/2025. When compared to the 9.3% decrease in sales revenue, the lower rate of decline in gross profit reflected the Company's effective cost and operational management.

QoQ: Q1/2026 vs Q4/2025

-2.5%

Gross Profit Margin was 36.4% in Q1/2026, decreased by 2.5% from Q4/2025, mainly due to:

- The decrease in international sales, which represents a segment with a relatively high gross profit margin.
- Lower production volume from the high production base in Q4/2025, resulting in lower economies of scale compared to the previous quarter.

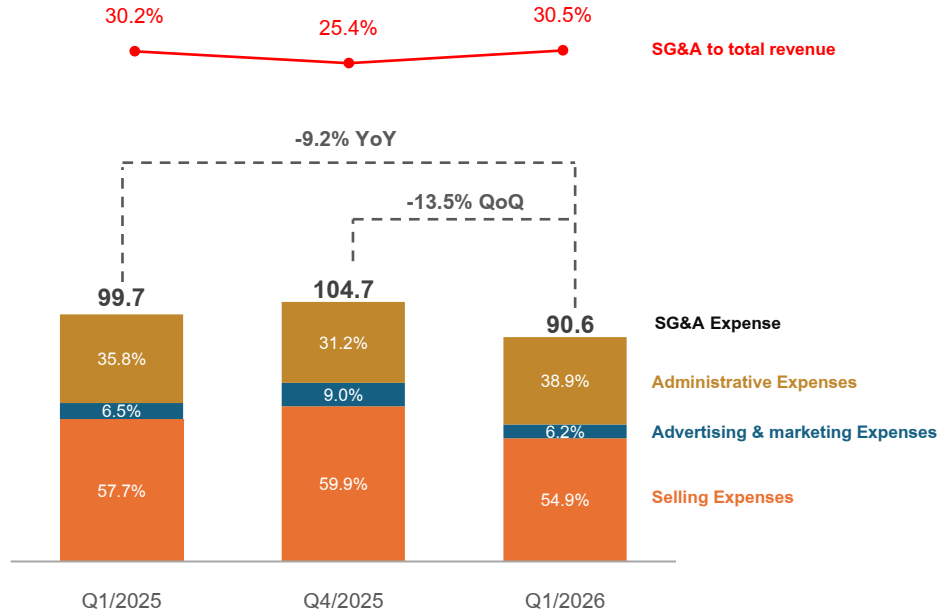
Nevertheless, the Company continued to implement proactive cost management measures, focusing on productivity improvement within the factory and waste reduction in the production process, to enhance operational efficiency and maintain appropriate cost control.

Gross Profit: In Q1/2026, the Company reported gross profit of THB 106.7 million, decreased by THB 53.2 million or 33.3% from Q4/2025.



Selling and Administrative Expenses

Unit: Million THB, %



YoY: Q1/2026 vs Q1/2025

-9.2%

In Q1/2026, the Company reported selling and administrative expenses of THB 90.6 million, decreased by THB 9.2 million or 9.2% from Q1/2025, mainly due to the efficient management of selling expenses, marketing expenses, and administrative expenses, with marketing activities adjusted to align with current consumer behavior. The Company continues to prioritize initiatives to maintain brand awareness and consistently reach target audiences, while also emphasizing strict internal cost control and prudent resource utilization. As a result, **selling and administrative expenses to total revenue** in Q1/2026 was 30.5%, improved by 0.3% from Q1/2025.

- **Selling and distribution expenses to total revenue** in Q1/2026 was 16.8%, improved by 0.6% from Q1/2025 due to the Company's ability to control selling and distribution expenses effectively.

Meanwhile, **selling and distribution expenses** decreased from Q1/2025 due to the decrease in sales.

- **Advertising and marketing expenses to total revenue** in Q1/2026 was 1.9%, slightly improved by 0.1% from Q1/2025.

Meanwhile, **advertising and marketing expenses** continuously decreased from Q1/2025. However, the Company continued its marketing initiatives to strengthen brand awareness at the same level compared to the previous year. In addition, the Company plans to launch further marketing activities in Q2/2026 to support the awareness of new products and expand its consumer base wider.

- **Administrative expenses to total revenue** in Q1/2026 was 11.9%, increased by 1.0% from Q1/2025 mainly due to the decrease in both domestic and international sales.

Meanwhile, **administrative expenses** maintained from the same period of the previous year.

QoQ: Q1/2026 vs Q4/2025

-13.5%

In Q1/2026, the Company reported selling and administrative expenses of THB 90.6 million, decreased by THB 14.2 million or 13.5% from Q4/2025, mainly due to the efficient management of selling expenses and marketing expenses, with marketing activities adjusted to align with current consumer behavior. The Company continues to prioritize initiatives to maintain brand awareness and consistently reach target audiences, while also emphasizing strict internal cost control and prudent resource utilization. However, the decrease in domestic and international sales, resulted in **selling and administrative expenses to total revenue** in Q1/2026 to be 30.5%, increased by 5.2% from Q4/2025.

- **Selling and distribution expenses to total revenue** in Q1/2026 was 16.8%, increased by 1.6% from Q4/2025 due to the decrease in both domestic and international sales.

Meanwhile, **selling and distribution expenses** decreased from Q4/2025 mainly due to the decrease in sales. Together with seasonal factors, as the first quarter of each year records lower levels of marketing and promotional activities compared to Q4/2025, this results in the decline in expenses that is in line with the normal business operations.

- **Advertising and marketing expenses to total revenue** in Q1/2026 was 1.9%, improved by 0.4% from Q4/2025, reflecting the Company's ability to control administrative expenses effectively.

Meanwhile, **advertising and marketing** decreased from Q4/2025 due to the high level of marketing and promotional activities conducted in Q4/2025 to support sales during the year-end period. In addition, the Company plans to launch further marketing activities in Q2/2026 to support the awareness of new products and expand its consumer base.

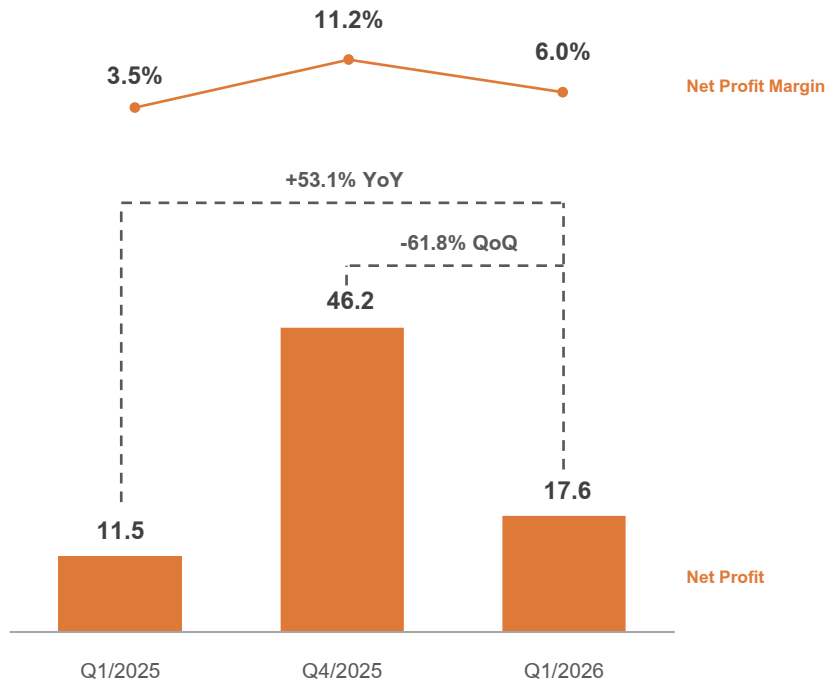
- **Administrative expenses to total revenue** in Q1/2026 was 11.9%, increased by 4.0 from Q4/2025 due to the decrease in both domestic and international sales, resulting in a higher proportion of administrative expenses relative to the lower revenue base.

Meanwhile, **administrative expenses** increased from Q4/2025 mainly due to the adjustment in the allowance for doubtful accounts, primarily related to the recognition of expected credit loss (ECL) provisions arising from temporary delays in collections, following changes in billing and payment processes of certain trade partners. However, such outstanding balances were fully collected in April 2026, and the Company expects to reverse the related expenses in the following quarter.



Net Profit and Net Profit Margin

Unit: Million THB, %



YoY: Q1/2026 vs Q1/2025

+2.5%

Net Profit Margin was 6.0% in Q1/2026, increased by 2.5% from Q1/2025, mainly due to:

- 1) Ability to improve gross profit, together with effective management of selling and administrative expenses.
- 2) Ability to manage marketing budget efficiently.

Net Profit: In Q1/2026, the Company reported net profit of THB 17.6 million, increased by THB 6.1 million or 53.1% from Q1/2025.

QoQ: Q1/2026 vs Q4/2025

-5.2%

Net Profit Margin was 6.0% in Q1/2026, decreased by 5.2% from Q4/2025, mainly due to:

- 1) The decrease in operating revenue through the Modern Trade and Traditional Trade channels, which were affected by seasonal factors as consumer purchasing power typically softens in the first quarter after the key festive seasons and year-end promotional activities.
- 2) The decrease in international sales, which represent a product segment with relatively high gross profit margin.
- 3) Increase in administrative expenses, mainly due to the adjustment in the allowance for doubtful accounts.

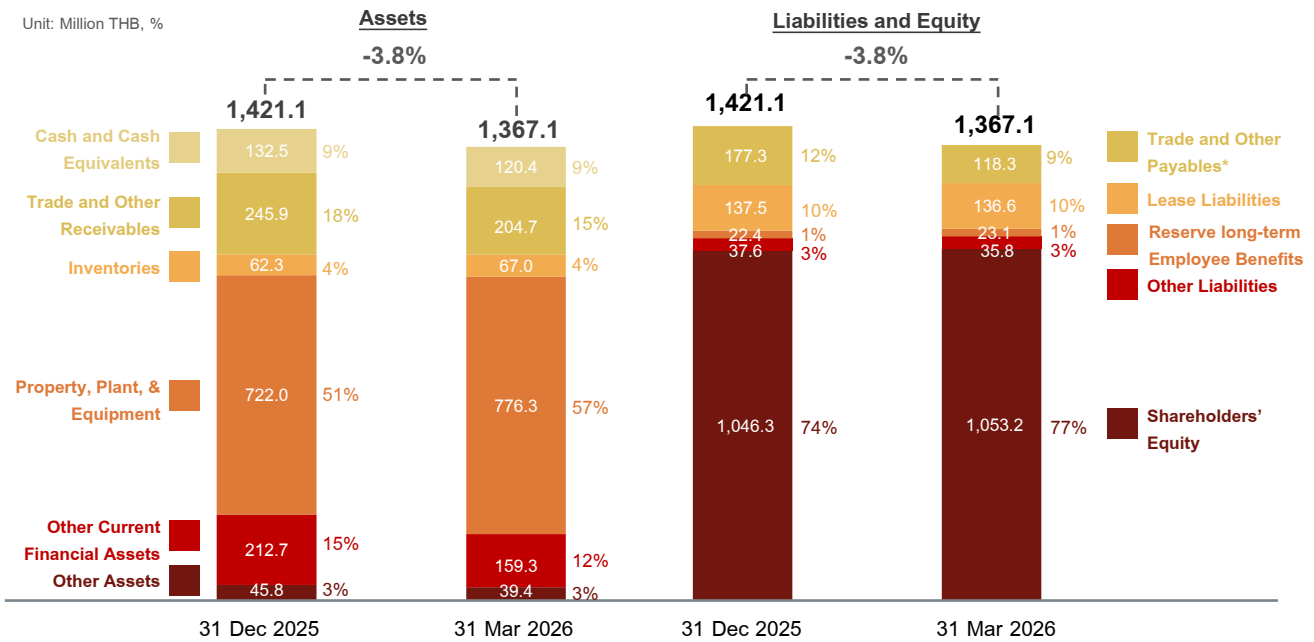
However, the Company remains focused on continuously expanding its customer base and distribution channels, both domestically and internationally, in line with the business growth plan to drive sustainable revenue growth. In addition, the Company continues to implement cost management and internal operational efficiency improvement measures through productivity improvement within the factory and waste reduction in the production process, to support more stable margin performance in the following period.

Net Profit: In Q1/2026, the Company reported net profit of THB 17.6 million, decreased by THB 28.6 million or 61.8% from Q4/2025.



Statement of Financial Position

Unit: Million THB, %



* Note: Trade and other payables, including Department of Revenue payables

-3.8% | Total Assets

As of 31 March 2026, the Total Assets of the Company was THB 1,367.1 million, decreased by THB 54.0 million or 3.8% from 31 December 2025, driven by the following key changes:

- **Property, Plant, & Equipment:** was THB 776.3 million, increased by THB 54.4 million, due to the increase in investment for construction to expand production capacity for each product categories
- **Other Current Financial Assets:** was THB 159.3 million, decreased by THB 53.3 million, due to the decrease in temporary investments, as funds were utilized to finance the factory expansion project and machinery installation
- **Trade and Other Receivables:** was THB 204.7 million, decreased by THB 41.2 million, mainly due to the decreased in revenue from sales

-16.2% | Total Liabilities

As of 31 March 2026, the Total Liabilities of the Company was THB 313.9 million, decreased by THB 60.9 million or 16.2% from 31 December 2025, driven by the following key changes:

- **Trade and Other Payables:** was THB 118.3 million, decreased by THB 58.9 million, primarily from the payment settlement for the construction of the new factory, as well as the decrease in payables for raw materials and packaging materials, which varied in line with production volume

+0.7% | Total Shareholders' Equity

As of 31 March 2026, the **Total Equity** of the Company was THB 1,053.2 million, increased by THB 6.9 million or 0.7% from 31 December 2025, driven by the following key changes:

- **Unappropriated Retain Earnings:** was THB 128.8 million, increased by THB 6.5 million, corresponding to the Company's operating results for the Q1/2026
- **Share-based payment transactions:** was THB 6.8 million, increased by THB 0.9 million, from the Employee Stock Option Program (ESOP)
- **Other components of shareholders' equity:** was THB 1.3 million, decreased by THB 0.5 million



Key Financial Ratios

Account Receivable Days

Unit: Days



Q1/2025 Q4/2025 Q1/2026

Inventory Days

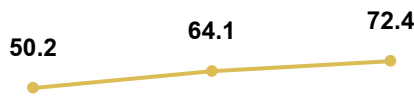
Unit: Days



Q1/2025 Q4/2025 Q1/2026

Account Payable Days

Unit: Days



Q1/2025 Q4/2025 Q1/2026

Current Ratio

Unit: Times



Q1/2025 Q4/2025 Q1/2026

D/E Ratio

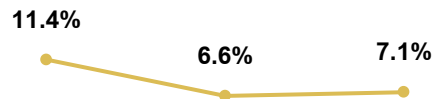
Unit: Times



Q1/2025 Q4/2025 Q1/2026

ROE

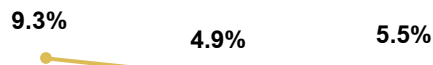
Unit: %



Q1/2025 Q4/2025 Q1/2026

ROA

Unit: %



Q1/2025 Q4/2025 Q1/2026

EPS

Units: THB per share



Q1/2025 Q4/2025 Q1/2026

Corporate social responsibility or CSR

Throughout 2025-2026, Chaosua – Wholesome continued to carry out CSR activities to support local communities, strengthen relationships between the Company and society, and foster positive awareness among employees. These initiatives helped enhance morale, pride, and a volunteer-minded culture within the organization, reflecting the Company’s commitment to advancing ESG, particularly the Social (S) and Governance (G) dimensions. During Q1/2026, the following activities were conducted:

Employee Well-being & Pride



“Chaosua – Wholesome received the Outstanding Establishment Award for Employment of Persons with Disabilities in recognition of the International Day of Persons with Disabilities, Nakhon Ratchasima Province, 2025.”



“Received the Healthy Workplace Award (Silver Level, National) under the ‘DDC’ program from the Ministry of Public Health.”

“Awarded a Certificate of Recognition for Zero Child Labour, Forced Labour, and Human Trafficking Practices.”

Volunteerism & Organizational Culture



“Donated Chaosua products to Suranaree Subdistrict Municipality to support activities for National Children’s Day 2026.”



“Donated Chaosua products and drinking water to support the Alms-Giving Ceremony of 10,000 Monks during the 558th Anniversary Celebration of Nakhon Ratchasima City.”