

Subject Management Discussion and Analysis for the year 2025

To Directors and Managers
The Stock Exchange of Thailand

Nutrition SC Public Company Limited and its subsidiaries would like to clarify the financial performance and financial information for the year 2025 with the following details:

Business Overview

The main business of the company's group is to import, manufacture and sale of Food/Food additives and ingredients in order to be used as raw materials or ingredients in customers' recipes. The business can be classified into two segments as follows.

- 1) Food ingredients business and
- 2) Feed ingredients business.

The customers are domestic customers, which can be divided into sales in the food and animal feed industry, approximately 90-95% of sales revenue, and to ODM and OEM customers, approximately 5-10% of sales revenue during 2020 to 2025.

Nutrition SC Public Company Limited or "NTSC" and its subsidiaries ("NTSC group") issued additional shares were issued to sell common shares to the general public on the 1st quarter of 2023. As a result, the financial statement information has differences when compared with the previous year, which include the operating results and related expenses.

On 28 April 2025, the Annual General Meeting of the Company's shareholders approved to increase the Company's registered shared capital from 50,000,000 Baht to 66,000,000 Baht by issuing 32,000,000 shares with a par value of 0.50 Baht per share to support the stock dividend payment of 32,000,000 ordinary shares.

On July 2, 2025, the Extraordinary General Meeting of Shareholders No. 1/2025 resolved to approve an additional increase in the Company's registered capital in the amount of 666,508 Baht by issuing 1,333,016 newly issued ordinary shares with a par value of 0.50 Baht per share. The capital increase was made to accommodate the shortfall in the stock dividend allocation. As a result, the Company's current registered capital is 66,666,508 Baht, divided into 33,333,016 ordinary shares with a par value of 0.50 Baht per share.

Subsequently, on 17 December 2025, the Board of Directors' Meeting No. 7/2025 resolved to approve the acquisition of assets to support the Company's capacity expansion plan and future growth. The investment comprises the construction of a new manufacturing facility for human and animal, with a total investment value of approximately 217.8 million Baht. The investment aims to enhance production capacity and operational flexibility, elevate production

standards and efficiency in line with industry trends, and strengthen the Company's competitive capabilities, thereby supporting its sustainable long-term growth.

For the year 2025, the Company recorded total revenue of 1,205.6 million Baht, representing an increase of 91.3 million Baht or 8.2% compared to the same period of the previous year. This revenue growth reflects the success of the Company's effective management strategies and its commitment to operational excellence in alignment with its vision of driving sustainable business growth.

One of the key drivers of growth in this year was the Company's ability to successfully expand its OEM production capacity as planned, covering both the human and animal food industries. This expansion not only enabled the Company to meet the growing market demand but also reinforced its position as a trusted and highly capable manufacturer within the industry.

In addition, the Company benefited from improvements in both the domestic economy and export markets, along with the positive impact of its strategic partnership development initiatives. These efforts have significantly strengthened the Company's customer base and distribution network, enhancing its competitiveness in both local and international markets.

From an internal management perspective, the Company places strong emphasis on building a flexible and agile management system. Strategic plans are regularly reviewed to ensure alignment with the rapidly changing business environment. Monthly performance evaluations, cost control measures, risk management practices, and efficient resource utilization have all contributed to the Company's ability to achieve consistent growth and adapt effectively to evolving circumstances.

Overall, the performance in this year reflects the strength of the Company's business structure, adaptability, and potential for future expansion. The Company remains committed to pursuing new opportunities through innovation, product development, and market expansion, in order to meet the evolving needs of consumers and deliver long-term value to all stakeholders.

In the context of international business operations, quality and safety standards have become strategic imperatives. The Company has obtained internationally recognized certifications, including ISO 9001:2015, FSSC 22000, GMP, HACCP, GHP, and ISO 14064-1:2018, reflecting its strong commitment to quality-driven and sustainable operations. These certifications serve to mitigate operational risks and represent a competitive advantage in trade negotiations, while also reinforcing trust and credibility among both domestic and international business partners.

In addition to focusing on business performance, the Company places significant importance on sustainable development across all dimensions. The Company has continuously and concretely implemented environmental, social,

and governance (ESG) initiatives to strengthen its long-term organizational resilience and create shared value for all stakeholders.

Furthermore, the Company remains committed to enhancing its operations in alignment with relevant international standards, including the Sedex Members Ethical Trade Audit (SMETA), in order to improve supply chain management efficiency, reinforce confidence among trading partners and customers, and support the Company's sustainable growth in the long term.

Environment

The Company places great importance on sustainable environmental management by continuously monitoring and assessing the impacts of its various initiatives.

- Solar Cell Installation Project.

Implemented at Wat Nakorn Chuen Chum Pier, Krathumlom Samphran Nakhonpathom, with the objective of improving water quality in the local community and promoting a sustainable ecosystem.

- LED Lighting Replacement Project.

The Company has completed the upgrade to LED lighting across approximately 70% of its facilities. This initiative contributes to improved energy efficiency, reduced electricity consumption, and lower carbon dioxide emissions, thereby supporting the Company's environmental management objectives and long-term sustainability strategy.

In addition, the Company regularly conducts verification and reporting of its greenhouse gas emissions in alignment with the ISO 14064-1 Greenhouse Gas Accounting and Verification Standard. This ensures transparency, accountability, and the use of assessment results in planning for long-term emission reduction.

The Company has also been awarded the "Carbon Neutral Event Recognition" by the Thailand Greenhouse Gas Management Organization (Public Organization), certifying that Nutrition SC Public Company Limited contributed to the design of its exhibition booth under the concept "Plant a Square Meter" at the Fi Asia 2025 trade show, held during 17–19 September 2025. This achievement reflects the Company's strong commitment to promoting clean energy and minimizing environmental impacts in a tangible manner.

Social

The Company is committed to creating shared value for society and surrounding communities while pursuing sustainable business growth. During the year of 2025, the Company carried out several social and community development initiatives.

- Youth Education Support

In collaboration with the Krathumlom Municipality, the Company organized an educational session on “Sexually Transmitted Diseases” for students at Ban Krathumlom School on 18 July 2025, aiming to raise health awareness and encourage appropriate behaviors among youths.

- Employee Capability Development

The Company continuously implements training and development programs covering technical knowledge, leadership enhancement, and ethical conduct to strengthen employee capabilities and prepare for future business growth.

Governance

The Company conducts its business with transparency, fairness, and accountability under the principles of Good Corporate Governance (CG). The Company is committed to continuously developing and improving its governance policies to align with international best practices.

As a result of this commitment, the Company received a “4-Star (Very Good)” rating in the Corporate Governance Report (CGR) of Thai Listed Companies 2025, assessed by the Thai Institute of Directors Association (IOD).

Overall, the Company's commitment to ESG practices not only reflects its responsibility toward society and the environment. NTSC group also serves as a key mechanism for fostering strong and sustainable relationships with communities. These efforts contribute to enhancing the Company's reputation as a responsible organization, while driving stable and sustainable business growth in the long term.

Revenue Structure

NTSC group revenue structure derived from the business of manufacture and distribution of raw materials used as Food Ingredients by dividing into 2 types:

- 1) Food ingredients business
- 2) Feed ingredients business

Revenue from sales separated by main product segment for the company and its subsidiaries for the year 2025

Unit : Million Baht

Revenue structure	For the year ended		Change	
	2025	2024	Amount	%
Food ingredients	1,037.9	990.6	47.3	4.8
Feed ingredients	167.7	123.7	44.0	35.6
Total	1,205.6	1,114.3	91.3	8.2

Analysis of operating results

Unit : Million Baht

Profit or (Loss)	For the year ended		Change	
	2025	2024	Amount	%
Revenue from sales	1,205.6	1,114.3	91.3	8.2
Cost of good sold	(918.6)	(872.5)	(46.1)	5.3
Gross profit	287.0	241.8	45.2	18.7
Other income	2.6	1.4	1.2	85.7
Interest income	3.9	5.1	(1.2)	(23.7)
Selling expenses	(50.8)	(49.5)	(1.3)	2.6
Administrative expenses	(89.7)	(85.8)	(3.9)	4.5
Other gain (loss)	0.7	7.2	(6.5)	(90.3)
Finance costs	(3.5)	(3.7)	0.2	(5.4)
Profit before income tax expenses	150.2	116.5	33.7	28.9
Income tax expenses	(30.2)	(23.1)	(7.1)	30.7
Profit for the year	120.0	93.4	26.6	28.5
Non-controlling interests	-	-	-	-
Owners of the parents	120.0	93.4	26.6	28.5

Revenues from Sales for the year 2025

For the year, the Group had revenues from sales of 1,205.6 million Baht, which increased by 91.3 million Baht or 8.2%, when compared with the year 2024, which had revenues from sales of 1,114.3 million Baht. The main reasons for the increase in revenue from sales amounting to 91.3 million Baht were mainly increased by Food ingredients of 47.3 million Baht or 4.8% and increased by Feed ingredients of 44.0 million Baht or 35.6%

The company and its subsidiaries Gross Profit for the year 2025

Unit : Million Baht

Gross Profit	For the year ended		Change	
	2025	2024	Amount	%
Gross Profit	287.0	241.8	45.2	18.7
Propotion to revenue from sales	23.8%	21.7%	2.1%	

Gross Profit for the year between 2025 and 2024 were increased by 287.0 million Baht and 241.8 million Baht respectively. The gross margin was increased as the cost of goods decreased, by efficient exchange rate management and others supporting factors. That was the reason of increased of gross margin by 2.1%.

Sales and Administrative Expenses for the company and its subsidiaries for the year 2025

Unit : Million Baht

Selling and Administrative Expenses	For the year ended		Change	
	2025	2024	Amount	%
Selling and Administrative Expenses	140.5	135.3	5.2	3.8
Propotion to revenue from sales	11.7%	12.1%	(0.5%)	

The main reasons for the change in selling and administrative expenses for year 2025 and 2024.

For the year 2025, the Company planned strategies for sales promotion, booths, trade shows, seminars effectively, as well as managing its selling expenses, resulting in increased a of 1.4 million Baht. Administrative expenses also increased by 3.8 million Baht, this was caused by employee expenses and building renovate expenses.

Profit for the year 2025

Unit : Million Baht

Profit	For the year ended		Change	
	2025	2024	Amount	%
Profit	120.0	93.4	26.6	28.5
Propotion to revenue from sales	9.9%	8.4%	1.5%	

For the year, the Company recorded an increase in net profit of 26.6 million Baht or 28.5% from the last year. This improvement was primarily attributable to strong sales growth, efficient cost of sales management, and well-controlled administrative expenses. Consequently, income tax expenses rose by 7.1 million Baht, in line with the Company's continued improvement in financial performance.

Analysis of the Financial Position for the year 2025 of the Company and its subsidiaries

Financial Position (In Million Baht)	31 Dec 2025	31 Dec 2024	Change	
			Amount	%
Total Current Assets	901.2	831.8	69.4	8.3
Total Non-Current Assets	476.5	457.7	18.8	4.1
Total Assets	1,377.7	1,289.5	88.2	6.8
Total Current Liabilities	137.8	148.0	(10.2)	(6.9)
Total Non-Current Liabilities	114.2	119.7	(5.5)	(4.6)
Total Liabilities	252.0	267.7	(15.7)	(5.9)
Shareholders' Equity	66.6	50.0	16.6	33.2
Share premium	762.9	762.9	-	-
Legal reserved	6.7	5.0	1.7	-
Unappropriated retained earnings	289.5	203.9	85.6	42.0
Non-Control interests	-	-	-	-
Total Shareholders' Equity	1,125.7	1,021.8	103.9	10.2

Assets

As of 31 December 2025, the Group had total assets of 1,377.7 million Baht, which was an increase of 88.2 million Baht or 6.8% increase from the balance as of 31 December 2024, where the total assets were 1,289.5 million Baht. The significant changes comprised of; an increase of cash of cash equivalents (81.2 million Baht), an increase in trade accounts receivable and others (4.3 million Baht), the inventory (4.7 million Baht), a reduction of other current assets (20.1 million Baht).

Liabilities

As of 31 December 2025, the group had total liabilities of 252.0 million Baht, which was equivalent to 18.3% of the total assets, with a reduction of 15.7 million Baht or 5.9% compared with total liabilities as of 31 December 2024, where the total of liabilities were 267.7 million Baht. The main reasons were the effects from the trade and other payables a reduction of 10.5 million Baht, lease liabilities a reduction of 3.4 million Baht, other current liabilities also reduction of 2.9 million Baht and an increase in derivative liabilities of 1.0 million Baht.

Shareholders' Equity

As of 31 December 2025, the group had total shareholders' equity of 1,125.7 million Baht, which was equivalent to 81.7% of the total assets. The shareholders' equity was increased by capital of 16.6 million Baht or 33.2% and from net operating profit for the year after deduction of the legal reserve allocated during the year in the amount

of 1.7 million Baht, an increase in retained earnings of 85.6 million Baht or 42.% when compared with total shareholders' equity as of 31 December 2024 (1,021.8 million Baht).

Financial Ratios as at 31 December 2025

Compared with Financial Ratios as of 31 December 2024

1) Efficiency ratios

Financial Ratios	For the year ended 31 December 2025	For the year ended 31 December 2024
<u>Profitability Ratio</u>		
Gross Profit Margin (%)	23.8%	21.7%
Net Profit Margin (%)	9.9%	8.4%
Return on Equity (%)	10.7%	9.4%
<u>Efficiency Ratio</u>		
Return on Asset (%)	8.7%	7.5%
<u>Financial policy Ratio</u>		
Debt to Equity Ratio (Time)	0.2	0.3

2) Liquidity Ratio

Financial Ratios	For the year ended 31 December 2025	For the year ended 31 December 2024
<u>Liquidity Ratio</u>		
Current Ratio (Time)	6.5	5.6
Quick Ratio (Time)	4.5	3.8
Average Collection Period (Day)	56	62
Average Sale Period (Day)	108	103
Average Payment Period (Day)	47	48
Cash Cycle (Day)	117	117

The Company and its subsidiaries Cash Flow Statements for the year ended 2025

Cash Flow Statements (In Million Baht)	The year 2025	The year 2024
Cash flow from operating activity		
Net cash flows provided by operating activity	123.7	59.0
Cash flow from investing activity		
Net cash flows used in investing activity	(22.7)	(58.3)
Cash flow from financing activity		
Net cash flows used in financing activity	(19.4)	(30.9)
Net cash and cash equivalents increased (decreased)	81.6	(30.2)
Brought forward in cash and cash equivalents	259.7	289.9
Gain(loss) on exchange rate	(0.4)	0.0
Carried forward in cash and cash equivalents	340.9	259.7

Cash Flow Statements as of 31 December 2025 as follows

- 1) The net cash flow provided by operating activities was 123.7 million Baht.
- 2) The net cash flow used in investing activities was 22.7 million Baht. The main effect was from the finance revenue of 4.7 million Baht. It was used from payment for factory construction and equipment of 28.2 million Baht.
- 3) The net cash flow used in financing activities was 19.4 million Baht. The main effect was from the payment of the lease liabilities of 3.4 million Baht and cash dividend paid of 16 million Baht.
- 4) The cash and cash equivalents were 340.9 and 259.7 million Baht as of 31 December 2025 and December 2024, respectively.