

Overview of business operations, economic factors, and industry conditions that affect performance

During the first nine months of 2025, the packaging industry remained resilient, supported by domestic consumption, particularly in essential categories such as food, beverages, and household products. Export sector also contributed positively in specific segments, including frozen food, canned food, garment, and footwear. Nonetheless, high household debt levels continued to weigh on spending for durable goods, while external uncertainties such as trade policies and growing competition from Chinese suppliers further added pressure to economic momentum. Government stimulus measures, tourism recovery, and seasonal inventory restocking supported early-period momentum, while year-end festive demand provided an uplift toward the latter part of the period.

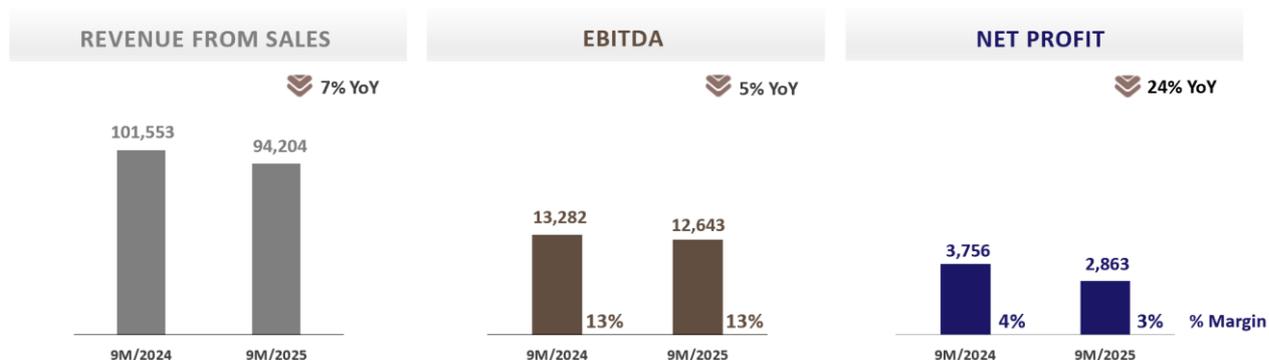
In Q3/2025, packaging demand remained comparable to the previous quarter despite global and regional market dynamics. Growth remained notable in ASEAN from both domestic and export markets, particularly in segments related to daily consumer products, apparel, and footwear, supported by early preparations for year-end festivities. Conversely, demand for durable goods remained subdued, constrained by persistent high household debt levels, which continued to suppress consumer spending. Meanwhile, pricing remained under pressure, influenced by regional downward trends, especially in pulp market.

On the cost side, raw material prices, particularly recovered paper (RCP) declined compared to the previous quarter. Energy and utility expenses remained on a downward trend, contributing to reduced production costs, while freight rates were stable throughout the period. SCGP maintained focus on operational excellence by leveraging regional production network and integrated business model to respond to diverse customer requirements and market conditions.

Performance highlights

SCGP's 9M/2025 performance highlights

Unit: MB



Total revenue from sales was 94,204 MB (-7% YoY).

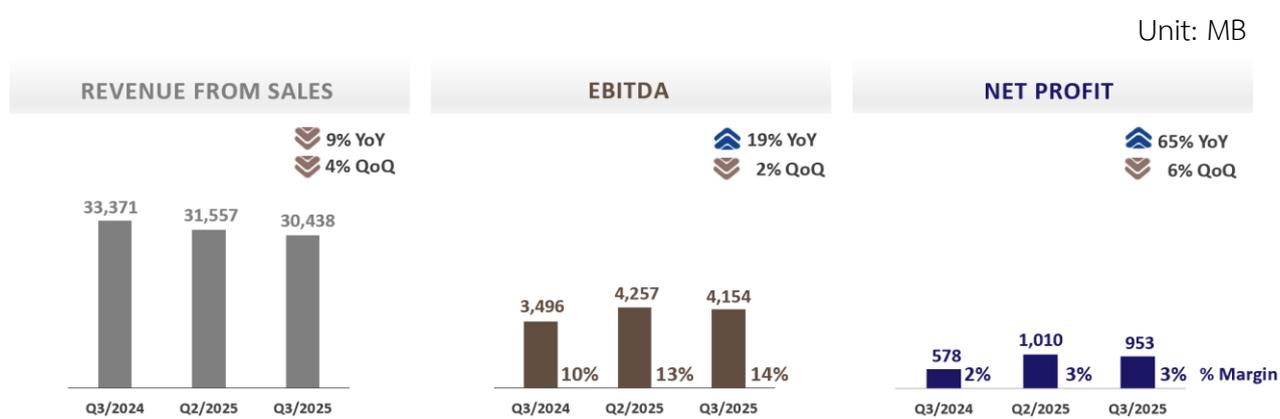
- YoY, revenue declined due to a reduction in selling prices across integrated packaging business (IPB) and fibrous business (FB), in line with regional market trends. However, sales volume increased, particularly in IPB, driven by ASEAN domestic demand.

EBITDA reported at 12,643 MB (-5% YoY) with EBITDA margin of 13%.

Profit for the period was 2,863 MB (-24% YoY) with net profit margin of 3%.

- YoY, profitability decreased due to reduced revenue from lower selling prices, including the impact of Thai baht appreciation.

SCGP's Q3/2025 performance highlights



Total revenue from sales was 30,438 MB (-9% YoY and -4% QoQ).

- YoY and QoQ, revenue decreased due to softer selling prices, despite an increase in sales volume.

EBITDA reported at 4,154 MB (+19% YoY and -2% QoQ) with EBITDA margin of 14%.

Profit for the period was 953 MB (+65% YoY and -6% QoQ) with net profit margin of 3%.

- YoY, profitability increased, primarily from lower costs of key raw materials and improved performance in the packaging paper operation in Indonesia.
- QoQ, profitability declined in tandem with revenue, while EBITDA margin improved, supported by effective energy and utility cost management.

Table 1 - SCGP's Consolidated Financial Statements

Unit: MB

	Q3				Jan - Sep		
	2025	2024	%y-o-y	%q-o-q	2025	2024	%y-o-y
Operating Results from Consolidated Financial Statements							
Revenue from sales	30,438	33,371	-9%	-4%	94,204	101,553	-7%
Cost of sales	24,967	28,187	-11%	-3%	77,198	83,447	-7%
Gross profit	5,471	5,184	6%	-5%	17,006	18,106	-6%
<i>Gross profit margin (%)</i>	18%	16%			18%	18%	
Distribution cost & administrative expense	3,767	4,140	-9%	-5%	11,763	12,554	-6%
EBITDA	4,154	3,496	19%	-2%	12,643	13,282	-5%
<i>EBITDA margin (%)</i>	14%	10%			13%	13%	
Profit for the period	953	578	65%	-6%	2,863	3,756	-24%
<i>Net profit margin (%)</i>	3%	2%			3%	4%	
Earnings per share (Baht)	0.22	0.13			0.67	0.87	
Core Financials							
Core EBITDA	4,210	3,557	18%	0%	12,688	13,373	-5%
Core profit	998	677	47%	1%	2,907	3,842	-24%

Note:

- Revenue from sales = Revenue from sales after inter-segment elimination basis
- EBITDA = Earnings before finance cost, tax, depreciation and amortization
(excluded dividend from associates and included FX gain/loss from loans)
In 9M/2025 and 9M/2024, Dividend from associates were 16 MB and 11 MB, respectively.
- Profit for the period = Profit for the period attributable to owners of the Company

Table 2 - Non-operating Items Adjustment for Core profit and Core EBITDA

Unit: MB

	Core profit		Core EBITDA	
	Q3		Q3	
	2025	2024	2025	2024
	998	677	4,210	3,557
Key Items				
1) FX gain/(loss) from loans, derivatives and investments	(29)	(22)	(36)	25
2) Company restructurings	-	-	-	-
3) Changes to local regulations	-	-	-	-
4) Expenses related to M&Ps transactions	(1)	(76)	(1)	(82)
5) Others	(15)	(1)	(19)	(4)
Total	(45)	(99)	(56)	(61)
Profit for the period and EBITDA	953	578	4,154	3,496

Key analysis on Core profit and Core EBITDA

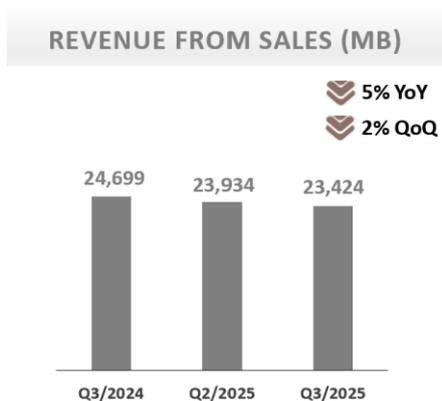
In Q3/2025, SCGP’s Core EBITDA was at 4,210 MB (+18% YoY and flat QoQ), and Core profit was 998 MB (+47% YoY and +1% QoQ). Key non-operating items for Q3/2025 came mainly from foreign exchange loss from loans, derivatives and investments.



Operating Results by Key Business Segments

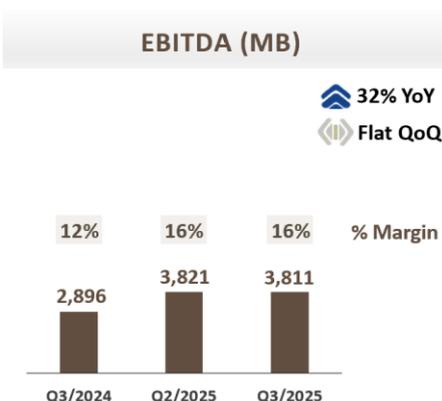
Integrated Packaging Business (IPB)

Q3/2025 performance (before inter-segment elimination)



Revenue from sales recorded at 23,424 MB.

- YoY, revenue decreased by 5%, primarily due to lower selling prices.
- QoQ, revenue declined by 2%. Polymer packaging softened due to seasonal factors such as off-peak agricultural season reducing packaged fruit sales, and decreased production activity in Europe during summer holiday for medical supplies and labware. Fiber packaging improved, supported by domestic consumption of essential goods, particularly in Vietnam and Indonesia, while performance in Thailand slowed down amidst subdued demand for alcoholic beverages and agricultural products. Packaging paper sales volume remained stable, backed by efforts to maximize domestic sales despite lower export volumes to China. Selling prices declined in line with soft regional market conditions.



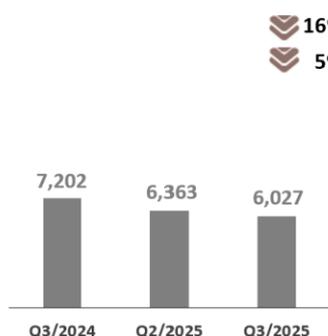
EBITDA recorded at 3,811 MB with EBITDA margin of 16%. Profit for the period amounted to 1,135 MB.

- YoY, EBITDA increased by 32%, driven by lower costs of raw materials, energy, and freight, coupled with improvement in Indonesia’s packaging paper business.
- QoQ, EBITDA and profit for the period remained comparable, supported by resilient performance in packaging paper and fiber packaging, coupled with the effectiveness of cost-reduction measures.

Fibrous Business (FB)

Q3/2025 performance (before inter-segment elimination)

REVENUE FROM SALES (MB)

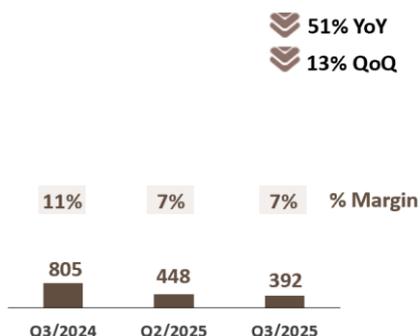


16% YoY
5% QoQ

Revenue from sales recorded at 6,027 MB.

- YoY, revenue decreased by 16%, primarily due to lower selling prices.
- QoQ, revenue declined by 5%. Revenue from foodservice packaging increased, driven by favorable demand resulting from heightened outdoor activities during summer in Europe, promotional campaigns for quick-service restaurants (QSRs), and customer order transfers from China to Vietnam operation. In contrast, revenue from fine and specialty paper decreased due to lower selling prices, despite seasonal festive printing demand and continued specialty paper exports to India. Pulp revenue rebounded due to higher sales volume of dissolving pulp in line with textile and garment demand. However, selling prices dropped in tandem with regional market.

EBITDA (MB)



51% YoY
13% QoQ

EBITDA recorded at 392 MB with EBITDA margin of 7%. Loss for the period was 149 MB.

- YoY, EBITDA and profit for the period decreased by 51% and 196%, respectively, due to lower revenue, resulting from decreased selling prices.
- QoQ, EBITDA and profit for the period reduced by 13% and 46%, respectively, mainly due to price pressure in pulp operation.

Table 3 - Operating Results by Business Segment

Unit: MB

	Q3				Jan - Sep		
	2025	2024	%y-o-y	%q-o-q	2025	2024	%y-o-y
Revenue from sales							
Consolidated SCGP	30,438	33,371	-9%	-4%	94,204	101,553	-7%
Integrated Packaging Business	23,424	24,699	-5%	-2%	71,581	75,834	-6%
Fibrous Business	6,027	7,202	-16%	-5%	19,314	21,287	-9%
Recycling Business	2,077	2,212	-6%	-1%	6,180	6,730	-8%
Intersegment Elimination	(1,090)	(742)	-47%	-31%	(2,871)	(2,298)	-25%

	Q3				Jan - Sep		
	2025	2024	%y-o-y	%q-o-q	2025	2024	%y-o-y
EBITDA							
Consolidated SCGP	4,154	3,496	19%	-2%	12,643	13,282	-5%
Integrated Packaging Business	3,811	2,896	32%	0%	11,142	10,468	6%
Fibrous Business	392	805	-51%	-13%	1,573	3,173	-50%
Recycling Business and Corporate	369	133	177%	-85%	4,323	3,272	32%
Intersegment Elimination	(418)	(338)	-24%	83%	(4,395)	(3,631)	-21%

	Q3				Jan - Sep		
	2025	2024			2025	2024	%y-o-y
EBITDA margin (%)							
Consolidated SCGP	14%	10%			13%	13%	
Integrated Packaging Business	16%	12%			16%	14%	
Fibrous Business	7%	11%			8%	15%	

	Q3				Jan - Sep		
	2025	2024	%y-o-y	%q-o-q	2025	2024	%y-o-y
Profit (loss) for the period							
Consolidated SCGP	953	578	65%	-6%	2,863	3,756	-24%
Integrated Packaging Business	1,135	690	64%	-1%	3,153	3,534	-11%
Fibrous Business	(149)	155	-196%	-46%	(121)	1,144	-111%
Recycling Business and Corporate	(19)	(165)	88%	-101%	3,143	2,413	30%
Intersegment Elimination	(14)	(102)	86%	99%	(3,312)	(3,335)	1%

Note:

EBITDA = Earnings before finance cost, tax, depreciation and amortization (excluded dividend from associates and included FX gain/loss from loans)

EBITDA margin = EBITDA / Revenue from sales

Profit (loss) for the period = Profit (loss) for the period attributable to owners of the Company

Consolidated SCGP's financial statement is presented after the intersegment elimination.

Cost of Sales

In 9M/2025, SCGP's cost of sales was 77,198 MB (-7% YoY): integrated packaging business (IPB) accounted for 58,176 MB, fibrous business (FB) accounted for 17,231 MB, and recycling business (RB) accounted for 5,049 MB, with the details as follows:

Table 4 - Cost of Sales by Business Segment

Unit: MB

	Q3				Jan - Sep		
	2025	%	%y-o-y	%q-o-q	2025	%	%y-o-y
Integrated Packaging Business	18,962	76%	-10%	-2%	58,176	75%	-8%
Fibrous Business	5,500	22%	-10%	-4%	17,231	22%	-2%
Recycling Business	1,733	7%	-9%	0%	5,049	7%	-9%
Intersegment Elimination	(1,228)	-5%	46%	25%	(3,258)	-4%	28%
Consolidated SCGP	24,967	100%	-11%	-3%	77,198	100%	-7%

Raw material management: SCGP has enhanced its competitiveness through strategic management of sourcing network, with a focus on operational optimization and diversification of recovered paper (RCP) supply sources. In 9M/2025, the company procured 65% of RCP domestically via 182 recycling stations, direct collection points, and local suppliers, complemented by 35% from international sources across Europe, US, Japan, and Oceania. SCGP continues to strengthen its supply chain and expand import capacity through strategic sourcing arm, including Peute in the Netherlands and Jordan Trading in US. By prioritizing primary source collection, SCGP ensures supply security and operational flexibility between domestic and imported sources to gain cost optimizing operations amid market volatility.

Energy management: SCGP employs data analytics and index-linked pricing to strategically manage coal sourcing, supported by artificial intelligence (AI), to ensure optimal quantities and prices while enhancing cost and energy efficiency. Coal is primarily sourced from Indonesia. In Q3/2025, coal costs showed a slight downward trend compared to the previous quarter due to steady supply and subdued demand amid global slow economic recovery. To improve competitiveness, the company utilizes biomass as an alternative fuel to reduce greenhouse gas emissions. In 9M/2025, alternative fuels accounted for 38.6% of total energy consumption, reflecting significant progress toward sustainability goals.

Summary of Financial Positions as of 30 September 2025

Total assets were equal to 177,908 MB or a decrease of 10,672 MB (-6% from December 2024). The change was mainly attributed to foreign exchange translation of 6,249 MB due to Thai Baht appreciation, a reduction in property, plant, and equipment of 2,365 MB, a net decrease in cash and short-term investments of 861 MB, and a decline in inventory of 702 MB.

Total liabilities were equal to 87,570 MB or a decrease of 5,723 MB (-6% from December 2024). This was primarily due to a 1,825 MB decrease from foreign exchange translation resulting from Thai Baht appreciation, and a net decrease of 3,106 MB in liabilities related to put options, mainly from reversals following the acquisition of additional Duy Tan shares.

Total shareholders' equity reported at 90,338 MB or a decrease of 4,949 MB (-5% from December 2024). The change was mainly due to foreign exchange translation of 4,424 MB from Thai Baht appreciation.

Capital Structure

In 9M/2025, total debt to equity ratio was at 1.0 times, which was stable compared to 9M/2024. Net debt to EBITDA was at 3.4 times, which was higher than 3.1 times in 9M/2024 due to additional capital expenditure during the period.

Table 5 - Summary of SCGP's Consolidated Statement of Financial Position

Unit: MB

	September	December	Change	
	2025	2024	MB	%
Total Assets	177,908	188,580	(10,672)	-6%
Current Assets	51,941	55,304	(3,363)	-6%
Cash and cash equivalents	6,433	9,849	(3,416)	-35%
Short-term investments	4,227	2,434	1,793	74%
Trade and other current receivables	23,063	23,551	(488)	-2%
Inventories	17,848	19,027	(1,179)	-6%
Investments in associates	1,311	1,193	118	10%
Property, plant and equipment	85,798	91,014	(5,216)	-6%
Goodwill	26,994	28,242	(1,248)	-4%
Other intangible assets	8,482	9,098	(616)	-7%
Total Liabilities	87,570	93,293	(5,723)	-6%
Trade and other current payables	14,908	15,678	(770)	-5%
Loans	63,846	64,877	(1,031)	-2%
Liabilities related to put options	381	3,487	(3,106)	-89%
Total Shareholders' Equity	90,338	95,287	(4,949)	-5%
Total equity attributable to owners of the Company	74,703	76,679	(1,976)	-3%
Non-controlling interests	15,635	18,608	(2,973)	-16%

Table 6 - SCGP's Net Debt

	Unit: MB	
	September	December
	2025	2024
Short-term Loans	24,629	24,493
Foreign	7,460	15,657
Baht	17,169	8,836
% of Total Loans	39%	38%
Long-term Loans	39,217	40,384
Foreign	9,404	8,085
Baht	29,813	32,299
% of Total Loans	61%	62%
Total Loans	63,846	64,877
Average cost of debt (%)	3.8%	4.3%
Cash and Cash Under Management	10,664	12,283
Cash and cash equivalents	6,433	9,849
Investments in debt instruments	4,231	2,434
Net Debt	53,182	52,594



Table 7 - Key Financial Ratio

			Jan - Sep	
			2025	2024
Profitability Ratio				
1	Gross Profit Margin	(%)	18.1	17.8
2	EBITDA Margin	(%)	13.4	13.1
3	Net Profit Margin	(%)	3.0	3.7
4	Core EBITDA Margin	(%)	13.5	13.2
5	Core Profit Margin	(%)	3.1	3.8
6	Return on Assets	(%)	1.7	2.5
7	Return on Equity	(%)	3.7	6.4
8	Return on Invested Capital	(%)	3.8	5.0
Liquidity Ratio				
9	Current Ratio	(times)	1.2	0.9
10	Quick Ratio	(times)	0.7	0.5
Activity Ratio				
11	Account Receivable Turnover	(times)	6.1	6.4
12	Account Payable Turnover	(times)	9.6	10.6
13	Cash Cycle	(days)	87	88
14	Total Asset Turnover	(times)	0.7	0.7
15	Inventory Turnover	(times)	5.6	5.6
Leverage Ratio				
16	Net Debt to EBITDA	(times)	3.4	3.1
17	Net Debt to Equity	(times)	0.6	0.6
18	Debt to Equity	(times)	1.0	1.0
19	Interest-bearing Debt to Equity	(times)	0.7	0.7

Note:

- 1) Gross profit margin is calculated by gross profit divided by revenue from sales
- 2) EBITDA margin is calculated by EBITDA divided by revenue from sales
- 3) Net profit margin is calculated by profit for the period attributable to owners of the parent divided by revenue from sales
- 4) Core EBITDA margin is calculated by core EBITDA divided by revenue from sales
- 5) Core profit margin is calculated by core profit divided by revenue from sales
- 6) Return on assets is calculated by profit for the period (LTM) divided by average total assets
- 7) Return on equity is calculated by profit for the period (LTM) divided by average shareholders' equity attributable to owners of the parent
- 8) Return on invested capital is calculated by profit from operations minus tax expense, divided by the sum of interest-bearing debt minus cash and shareholders' equity
- 9) Current ratio is calculated by current assets divided by current liabilities.
- 10) Quick ratio is calculated by sum of cash and cash equivalents plus short-term investment and trade and other receivables, divided by current liabilities
- 11) Account receivable turnover is calculated by revenue from sales divided by average trade receivables
- 12) Account payable turnover is calculated by cost of sales divided by average trade payables
- 13) Cash cycle is calculated by sum of average collection period plus inventory days minus accounts payable day
- 14) Total asset turnover is calculated by revenue from sales divided by average total assets
- 15) Inventory turnover is calculated by cost of sales divided by average inventory
Net debt is calculated by total debt (interest bearing), less cash and cash under management
- 16) Net debt to EBITDA is calculated by net debt divided by EBITDA (LTM)
- 17) Net debt to equity is calculated by net debt divided by equity
- 18) Debt to equity is calculated by total debt divided by total equity
- 19) Interest-bearing debt to equity is calculated by interest-bearing debt divided by total equity



Summary of Cash Flows Statement Ended 30 September 2025

In 9M/2025, SCGP's net cash flows provided by operating activities amounted to 11,737 MB, including the operating cash flows of 13,153 MB and tax payment of 1,416 MB. Cash flows generated from operations were comprised of profit for the period adjusted by items such as depreciation and amortization, tax expense, and change in operating assets and liabilities.

Net cash flows used in investing activities amounted to 5,597 MB, primarily due to capital expenditure of 3,688 MB and short-term investments amounted to 2,079 MB.

Net cash flows used in financing activities amounted to 9,122 MB, primarily due to the acquisition of Duy Tan shares totaling 3,580 MB, dividend payment of 3,228 MB, and interest payment of 1,927 MB.

Table 8 - Summary of SCGP's Consolidated Statement of Cash Flows

Unit: MB

	Jan - Sep		Change
	2025	2024	
Cash flows from operating activities	11,737	9,271	2,466
Cash flows from investing activities	(5,597)	126	(5,723)
Cash flows from financing activities	(9,122)	(11,911)	2,789
Net decrease in cash and cash equivalents	(2,982)	(2,514)	(468)
Free cash flows	8,049	5,065	2,984

Major business update



SCGP has announced the signing of a conditional share purchase agreement to acquire 100% stake acquisition in fiber packaging in West Java (Bekasi), Indonesia, PT Prokemas Adhikari Kreasi (MYPAK) with a total enterprise value of Rupiah 455 billion or approximately Baht 956 million. This acquisition aligns with the strategy to expand portfolio in consumer-related segments, enhance value chain integration with packaging paper business and elevate production efficiency with new facilities and synergies with existing fiber packaging operations in Indonesia. With this acquisition, integration level in Indonesia will increase from 18% to 26%.

Innovation, ESG, and sustainability developments



SCGP has been honored with two prestigious awards from ASEAN Corporate Governance Scorecard 2024: “Country Top 5 PLCs” award and “ASEAN Top 50 PLCs” award, organized by the Minority Shareholders Watch Group (MSWG), Malaysia’s corporate governance expert and the country’s Domestic Ranking Body responsible for conducting the assessment to recognize strong corporate governance practices and commitment to ESG. These awards reflect SCGP’s dedication to transparent, ethical, and governance-based business operations that ensure sustainable growth across its value chain.



SCGP has collaborated with six customers in food and consumer markets to develop SCGP-certified packaging with Private Declaration labels that show the amount of greenhouse gas emissions to build stakeholder confidence and accelerate the Net Zero transition. This initiative aims to increase transparency, social responsibility, build credibility, and strengthen competitiveness.



SCGP, in partnership with Lion Corporation (Thailand) Limited and the Marketing Association of Thailand (MAT), has launched the 34th J-MAT Award, a national comprehensive marketing plan competition under the theme "Packaging Speak Out: The Power of Premium Herbs". The competition invited university students from across the country to showcase their marketing ideas, aiming to elevate brand experience for consumers through the integration of connected packaging.

Key factors that may affect future operations and growth

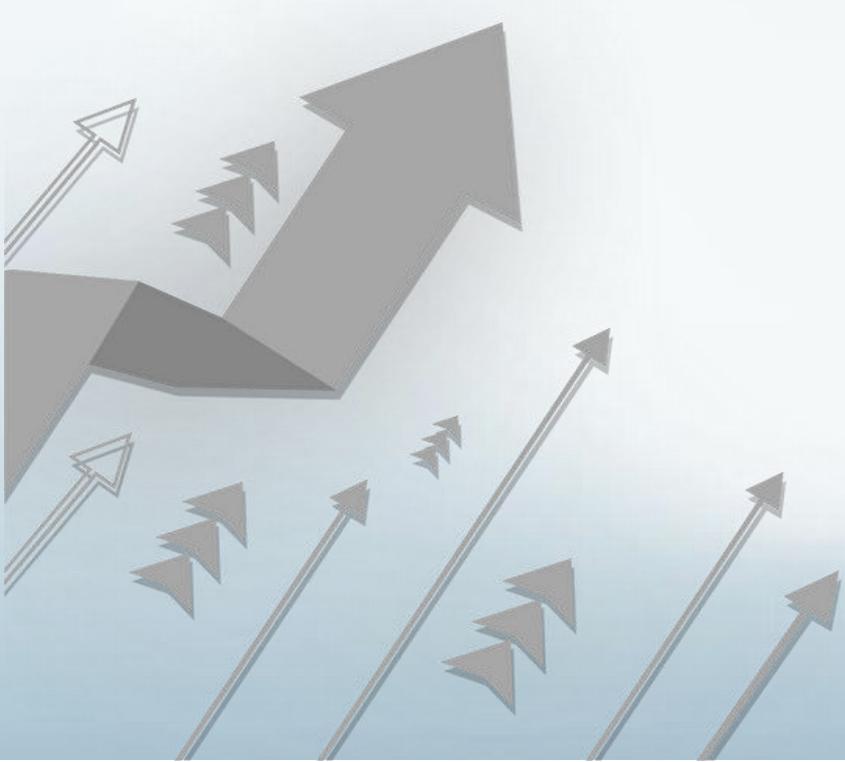
Looking ahead to the rest of 2025 and into 2026, global trade and investment are expected to expand at a moderate pace, reflecting a modest recovery amid ongoing trade tensions. Although US import tariff measures have become more defined, geopolitical tensions continue to intensify competition for foreign direct investment (FDI), further accelerating trends such as friendshoring, nearshoring, and reshoring. China's economic growth is projected to slow due to subdued domestic demand and external pressures, including export tariffs. In response to trade barriers, manufacturers in China are actively diversifying risks, reinforcing the China+1 strategy across Asia. The ASEAN region has demonstrated resilience, emerging as a key relocation hub amid shifting geopolitical dynamics and global supply chain realignments. Meanwhile, major economies are expected to implement more accommodative fiscal policies to support short-term growth, but these measures may raise concerns regarding long-term fiscal sustainability.

Packaging industry continues to benefit from positive momentum in ASEAN, which remains a key growth engine supported by domestic consumption and exports. Demand for daily-use consumer products and consumer discretionary goods is expected to rise, driven by government stimulus measures, recovery in the tourism and service sectors, and seasonal spending ahead of the year-end holidays. The upcoming festive season, along with cultural celebrations such as Chinese New Year and Vietnamese New Year, is anticipated to further boost packaging demand, particularly in the fast-moving consumer goods (FMCG) segment.

SCGP continues to prioritize earning performance and EBITDA margin by leveraging growth opportunities in ASEAN's domestic markets and the recovery in exports. The company is committed to expanding consumer packaging business across the region to drive performance, supported by the approval of the investment in fiber packaging business in Indonesia. This enhances SCGP's ability to deliver packaging solutions to the growing food, beverage, and FMCG sectors, while expanding its portfolio and strengthening long-term customer relationships through cross-selling strategy. In parallel, SCGP is committed to improving cost efficiency by expanding its local recovered paper (RCP) sourcing network across ASEAN, reinforcing collaboration with subsidiaries in Europe and US, and integrating AI technologies to optimize energy consumption and production processes.

In term of ESG, SCGP continues to advance its commitments with clearly defined targets, including 25% reduction in greenhouse gas emissions by 2030 and achieving Net Zero by 2050. In 9M/2025, the company achieved 38.6% alternative fuel usage, reflecting steady progress toward its sustainability goals. In addition, the company is actively working to ensure that all packaging is reusable, recyclable, or compostable by 2030 and reinforce its commitment to circular economy principles.

EVOLVING SUSTAINABLE PACKAGING SOLUTIONS



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