SRI TRANG GLOVES (THAILAND) PUBLIC COMPANY LIMITED

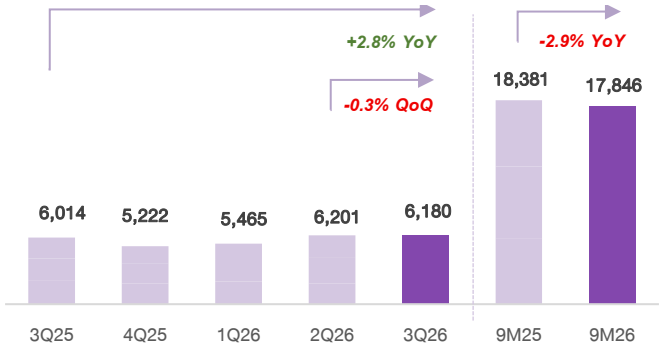
Management Discussion and Analysis Q3 2026
as of 30 September 2026 I 10 November 2026

Performance Overview

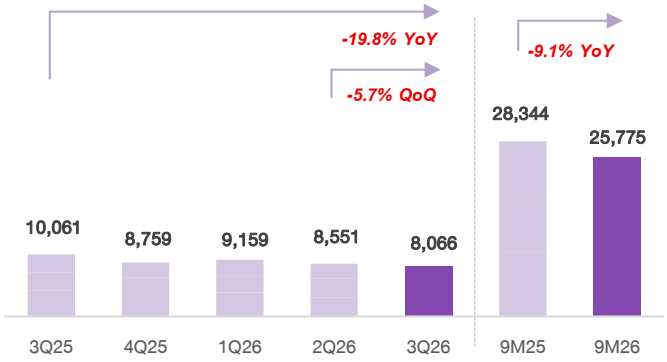
In the third quarter of 2026, the Company recorded a net profit of Baht 325.0 million, turning around from a net loss in the same period of the previous year, despite a 42.6% decrease quarter-on-quarter.

For the nine-month period of 2026, the Company recorded a total net profit of Baht 1,275.6 million, representing an increase of 222.7% year-on-year.

Gloves' Revenue (THB million)



Gloves' Sales Volume (Million pieces)



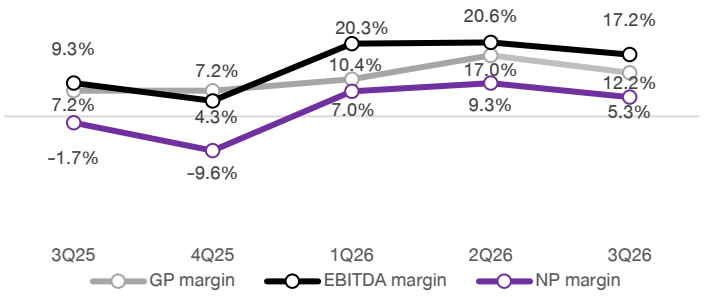
Profit and Loss Analysis

The Company reported a net profit of Baht 325.0 million in the third quarter of 2026, representing a net profit margin of 5.3%, down from 9.3% in the previous quarter, but turning around from a net loss margin of 1.7% in the same period of the previous year. The operating performance continued to benefit from higher average selling prices, reflecting elevated costs amid the impact of geopolitical tensions in the Middle East. In addition, the Company recognized further insurance compensation income related to flood damage during the quarter.

- **Sales revenue** in the 3/2026 amounted to Baht 6,086.9 million, decreasing by 0.4% QoQ but increasing by 0.1% YoY.
  - **The ASP** The average selling prices of all rubber glove products in 3/2026 increased slightly from the previous quarter to reflect higher raw material, transportation, and other costs, driven by persistently high global oil and petrochemical prices amid geopolitical tensions in the Middle East. The average selling price in US dollar terms increased by 3.6% QoQ to USD 23.17 per 1,000 pieces. Meanwhile, the Thai baht depreciated by 2.0% QoQ against the US dollar, resulting in a 5.7% QoQ increase in the average selling price in Thai baht terms. Compared with the same period of the previous year, the average selling price increased by 24.5% YoY in US dollar terms and 28.2% YoY in Thai baht terms.
  - **Sales volume** in the third 3/2026 totaled 8,066 million pieces, decreasing by 5.7% QoQ and 19.8% YoY, as some customers continued to exercise caution in placing orders amid uncertainty surrounding raw material price trends.
- **Utilization rate** in 3/2026 decreased to 72.1%, compared with 77.6% in the previous quarter and 77.3% in the same period of the previous year.
- **Cost of goods sold (COGS)** in 3/2026 amounted to Baht 5,346.9 million, increasing by 5.4% QoQ due to persistently high raw material costs. However, compared with the same period of the previous year, cost of sales decreased by 5.3% YoY. The Company continued to focus on cost management and improving production efficiency, alongside the adoption of automation systems and AI technologies, to continuously strengthen its competitiveness amid cost and industry volatility.
- **Gross profit** in 3/2026 amounted to Baht 740.0 million, decreasing by 28.9% QoQ from the previous quarter. The gross profit margin declined to 12.2% from 17.0% in the previous quarter. However, compared with the same period of the previous year, gross profit increased by 69.7% YoY, driven by higher average selling prices and the positive impact of the depreciation of the Thai baht on a year-on-year basis. As a result, the gross profit margin improved from 7.2% in the same period of the previous year.
- **Other income** in 3/2026 amounted to Baht 287.3 million, increasing by 434.4% QoQ and 559.7% YoY, mainly due to the recognition of additional insurance compensation income of Baht 251.5 million related to the flood incident that occurred toward the end of 4/2025.

- **SG&A** in 3/2026 amounted to Baht 519.0 million, increasing by 8.4% QoQ and 1.6% YoY. The increase was mainly attributable to the reallocation of a portion of machinery depreciation from production costs to expenses in accordance with the lower utilization rate during the quarter, as well as higher transportation and ocean freight costs. SG&A to sales ratio stood at 8.5%, increasing from 7.8% in the previous quarter and 8.4% in the same period of the previous year.
- **Finance costs** in 3/2026 amounted to Baht 40.7 million, decreasing by 4.3% QoQ and 28.7% YoY, primarily due to lower interest expenses compared with the same period of the previous year following the gradual repayment of borrowings.
- **EBITDA** in 3/2026 amounted to Baht 1,071.7 million, decreasing by 15.0% QoQ but increasing by 89.2% YoY. The EBITDA margin stood at 17.6%, declining from 20.6% in the previous quarter but improving from 9.3% in the same period of the previous year.

Margin (%)



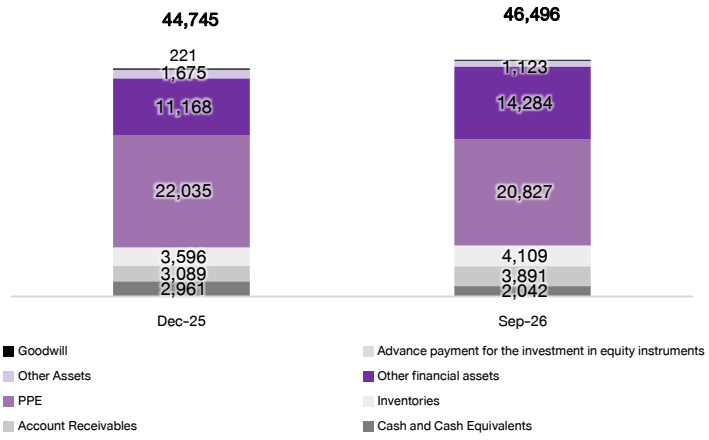
Financial Position Analysis

As of September 30, 2026, the Company maintained a strong financial position, with a low debt-to-equity (D/E) ratio of only 0.2 times.

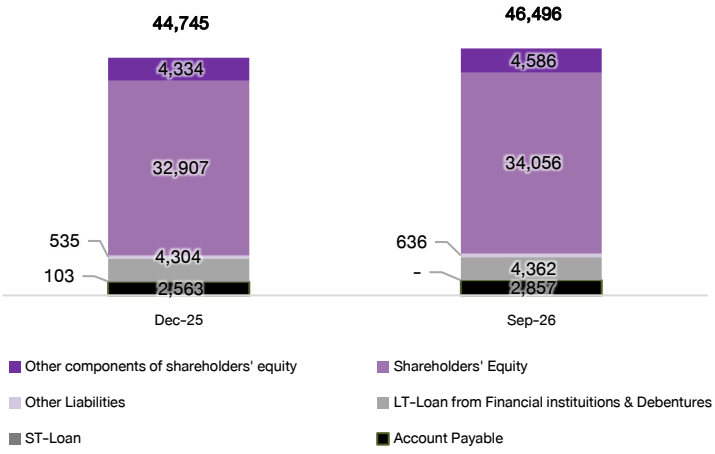
- Total Assets amounted to Baht 46,496.4 million, increasing by 3.9% from December 31, 2025, mainly due to the following:
  - Non-current Assets increased by 5.5%, driven by a 27.9% increase in investments in non-current assets, partially offset by a 5.5% decrease in property, plant and equipment (PP&E).
  - Current Assets decreased by 1.2%, mainly due to a 31.0% decrease in cash and cash equivalents following dividend payments. Meanwhile, trade receivables and inventories increased by 25.9% and 14.2%, respectively, compared with the previous quarter, reflecting higher values of finished goods and raw materials.
- Total Liabilities amounted to Baht 7,854.8 million, increasing by 4.7% from December 31, 2025, mainly due to the following:
  - Non-current Liabilities increased by 34.0%, primarily driven by a 57.1% increase in long-term borrowings.
  - Current Liabilities decreased by 11.0%, mainly due to a 39.7% decrease in short-term and long-term borrowings due within one year, while trade payables increased by 11.5%.
- Total Shareholders' Equity amounted to Baht 38,641.6 million, increasing by 3.8% from December 31, 2025.

Note: The majority of STGT's loans consist of long-term borrowings under a loan support program from the Rubber Authority of Thailand (RAOT), with an interest rate subsidy of up to 3.0% per annum, to support production capacity expansion.

Asset (THB million)



Liabilities and Shareholders' Equity (THB million)



Cash Flows Analysis

For 3/ 2026, the Company reported ending net cash of Baht 2,041.9 million, representing a decrease of Baht 918.8 million.

- **Net cash generated from operating activities** amounted to Baht 2,768.4 million. This was derived from operating profit of Baht 3,282.6 million in the third quarter of 2026, offset by an increase in operating assets of Baht 364.5 million, resulting in cash generated from operations of Baht 2,918.2 million. This was combined with interest received of Baht 36.2 million, interest paid of Baht 137.0 million, and income tax paid of Baht 48.5 million.
- **Net cash used in investing activities** amounted to Baht 1,121.3 million, mainly comprising cash paid for the purchase of other financial assets of Baht 462.4 million, net cash paid for the acquisition of property, plant and equipment (PP&E) of Baht 690.5 million, and dividend income received of Baht 8.2 million.
- **Net cash used in financing activities** amounted to Baht 2,575.1 million, mainly comprising dividend payments of Baht 2,071.9 million, net proceeds from the drawdown and repayment of long-term borrowings of Baht 67.3 million, share repurchases of Baht 427.2 million, repayment of short-term borrowings of Baht 103.0 million, and lease liability payments of Baht 40.3 million.

Key Financial Ratios

- **Interest coverage ratio** for 3/2026 stood at 26.34 times, decreasing from 29.66 times in the previous quarter, mainly due to lower earnings during the quarter. Nevertheless, this ratio reflects the Company's strong cash flow position, which remains sufficient to adequately cover its interest obligations.
- **Current ratio** as of September 30, 2026 stood at 2.41 times, increasing from 2.30 times in the previous quarter, as current liabilities continued to decrease at a higher rate than current assets, a trend that has persisted since the previous quarter.
- **Cash conversion cycle** for 3/2026 stood at 51.81 days, increasing slightly from 49.09 days in the previous quarter. This was mainly attributable to an increase in the average Days Inventory Outstanding (DIO), together with a slight decrease in the average Days Payables Outstanding (DPO), while the average Days Sales Outstanding (DSO) remained relatively stable compared with the previous quarter.
- **Net interest-bearing debt-to-equity ratio (Net IBD to equity)** as of September 30, 2026 stood at 0.06 times, unchanged from the previous quarter.

**Note: The calculation includes time deposits with a maturity of over three months as part of short-term investments*

Business Strategy

- The Company remains committed to continuously reducing production costs by integrating various technologies to enhance manufacturing efficiency and eliminate redundancies, thereby achieving Economies of Scale. Furthermore, the Company is exploring the feasibility of implementing Artificial Intelligence (AI) to optimize machinery performance. This ensures the delivery of high-quality products at sustainable, competitive prices, ultimately generating profits for the Company and strong returns for our shareholders.
- Our unique Product Mix (NR:NBR) and manufacturing flexibility allow us to seamlessly switch production between Natural Rubber Powder-Free (NRPF) gloves and Nitrile (NBR) gloves. Combined with our strategic plant locations in Thailand, a global hub for premium concentrated latex, the Company is well-positioned to produce high-quality rubber gloves that meet diverse global demands.

Our business strategy will focus on:

- **Maintaining our position as a leading producer and distributor of natural rubber gloves,** capitalizing on our competitive advantage over competitors in access to high-quality NR latex at lower costs and benefiting from no CESS levy on raw materials.
- **Increasing production of specialty gloves that respond to specific customer demand,** with current offers of over 88 types, including non-detectable protein gloves, surgical gloves, and diamond-textured gloves that are used in the industrial sector. This year, we have further developed and improved on our products, such as latex surgical gloves that enable medical personnel to wear double layers more comfortably.
- **Growing our customer base** from currently 179 countries. This approach also helps diversify revenue across multiple regions, including Asia, the United States, Europe, and Latin America.
- **Managing utilization rate and profitability** to achieve optimal profitability and provide reasonable returns in the long run as the glove industry is going through the normalization period.
- **Improving production efficiency through the use of automation and technologies including AI** To reduce costs and minimize labor dependency throughout the entire production chain, the Company has implemented automation covering raw material preparation, auto-stripping and stacking, and automated packaging, extending to our Smart Warehouse systems. This includes the deployment of SAM (Sri Trang AI Machine) and AI Vision Cameras for quality inspection to enhance precision in quality control, reduce waste, and strengthen our long-term competitive advantage.
- **Building on and maintaining our ESG leadership,** by prioritizing social and environmental responsibility and good corporate governance to align with today's sustainable values. This commitment positions us to achieve sustainable growth and maintain leadership in the global glove industry.

Sustainable Business Operations (ESG)

STGT emphasizes sustainable business operations throughout the business value chain under the concept of "Clean World Clean Gloves," focusing on product quality, environmentally friendly production, and creating business value for stakeholders. In Q3/2026, the Company undertook significant ESG activities as follows:

Environmental

- **STGT partners with Oishi Group and Thaksin University to launch the "Sri Trang Green Steps" project, creating value from used rubber gloves to develop the potential of children and youth**



The Company, together with Oishi Group Public Company Limited and the Faculty of Engineering, Thaksin University, launched the "Sri Trang Green Steps" project under the Circular Economy concept. Used rubber gloves from business operations were cleaned, sorted and reprocessed, using a formula that minimizes chemical use, into 70 square meters of rubber flooring for an indoor sports training area, which was handed over to Kanchanadit School in Surat Thani Province to promote youth well-being. The project also helps reduce industrial waste and greenhouse gas emissions from conventional waste disposal.

Social

- **STGT unveils the future of Thai rubber gloves at IRGCE 2026 with next-generation natural rubber glove innovations, advancing “Clean World Clean Gloves” as a new global standard**



The Company participated in IRGCE 2026, held on 8–10 September 2026 in Kuala Lumpur, Malaysia, to present the “Clean World Clean Gloves” concept, which promotes transparency, responsibility and sustainability across the value chain. The highlight was its Traceable Gloves, which allow users to scan the QR code on the box to trace the product’s journey back to its raw material sources. The Company also introduced its ST, ST Pro and Latex Powder-Free Surgical Gloves, which are ultra-thin yet durable.

- **STGT advances the “GIVE BLOOD, SAVE LIFE” campaign, mobilizing volunteers for blood donation and donating medical gloves to the Thai Red Cross Society**



The Company’s employees donated blood under the “GIVE BLOOD, SAVE LIFE” campaign on 26 August 2026 at Park Ventures Ecoplex, Bangkok, supporting the National Blood Centre, Thai Red Cross Society, in maintaining sufficient blood supplies for patients nationwide. The Company also donated 2,000 medical gloves to the mobile blood donation unit to strengthen safety and hygiene standards for medical personnel and volunteers, reflecting its ongoing efforts to instill public-mindedness in employees at all levels.

Governance & Economic

- **Sri Trang Group receives a plaque of appreciation on Mahidol Day 2026, reaffirming its commitment to Thai society**



Sri Trang Group received a plaque of appreciation as a benefactor at the Mahidol Day 2026 ceremony on 24 September 2026 at the Faculty of Medicine, Prince of Songkla University, in recognition of its support for the missions of the Faculty of Medicine and the Songklanagarind Hospital Foundation during the floods in southern Thailand in late November 2025. As an organization with roots in the South, the Company remains committed to standing alongside communities and Thai society nationwide, while continuing to prioritize people’s quality of life.

- **Sri Trang USA welcomes representatives from the Royal Thai Consulate-General and the Thai Trade Center in Chicago**



STGT USA, part of the Company’s global business network, welcomed representatives from the Royal Thai Consulate-General and the Thai Trade Center in Chicago on 29 July 2026 to discuss cooperation between the Thai private sector and Thai government agencies overseas, and to exchange information on the business environment. Both parties agreed to strengthen business networks and raise awareness of Thai products in the U.S. market, in line with the Company’s stakeholder relationship management and sustainable overseas business growth.

- **Sri Trang Receive 6 Awards at IAA Awards 2026 for Outstanding CEO, CFO and IR**



Organized by the Investment Analysts Association (IAA), STGT previously received the Outstanding CEO and Outstanding IR awards in 2024, secured three honors including: Outstanding CEO - Ms. Jarinya Jirojkul, Chief Executive Office, Outstanding CFO - Ms. Thanawan Sa-ngiamsak, Chief Financial Officer and Outstanding IR - Mr. Vitanath Sincharoenkul, Chairman of Executive Committee.

3Q26 Key Financial Information *(unit: THB million)*

	3Q26	2Q26	%QoQ	3Q25	%YoY	9M2026	9M2025	%YoY
Volume (in million pcs.)	8,065.5	8,550.7	*-5.7%*	10,061.3	*-19.8%*	25,775.1	28,343.6	*-9.1%*
Sales revenue	6,086.9	6,114.0	*-0.4%*	6,079.5	*0.1%*	17,686.0	18,622.5	*-5.0%*
COGS	(5,346.9)	(5,073.1)	*5.4%*	(5,643.4)	*-5.3%*	(15,336.7)	(16,819.1)	*-8.8%*
Gross profit	740.0	1,040.9	*-28.9%*	436.1	*69.7%*	2,349.3	1,803.4	*30.3%*
Other income	287.3	53.8	*434.4%*	43.6	*559.7%*	671.6	131.1	*412.5%*
SG&A	(519.0)	(478.7)	*8.4%*	(510.7)	*1.6%*	(1,416.1)	(1,356.6)	*4.4%*
Gain (loss) on exchange rate, net	38.6	75.4	*-48.9%*	(14.3)	*-370.4%*	206.0	(139.8)	*-247.3%*
Other gain (loss), net	(126.5)	(60.3)	*110.0%*	(86.5)	*46.3%*	(276.1)	4.3	*-6,515.7%*
Operating profit (loss)	420.4	631.1	*-33.4%*	(131.8)	*-419.0%*	1,534.8	442.3	*247.0%*
EBITDA	1,071.7	1,261.2	*-15.0%*	566.5	*89.2%*	2,375.2	1,846.0	*28.7%*
EBIT	429.1	642.3	*-33.2%*	(93.0)	*-561.2%*	1,144.4	677.0	*69.0%*
Finance income	8.7	11.2	*-22.5%*	38.7	*-77.7%*	38.7	141.6	*-72.7%*
Finance costs	(40.7)	(42.5)	*-4.3%*	(57.1)	*-28.7%*	(124.4)	(186.4)	*-33.3%*
EBT	388.4	599.7	*-35.2%*	(150.1)	*-358.7%*	1,449.0	397.5	*264.5%*
Tax	(63.4)	(33.3)	*90.5%*	44.1	*-243.8%*	(173.5)	(2.2)	*7645.2%*
Net profit	325.0	566.5	*-42.6%*	(106.0)	*-406.5%*	1,275.6	395.3	*222.7%*
GP margin	12.2%	17.0%	*-28.6%*	7.2%	*69.5%*	13.3%	9.7%	*37.2%*
EBITDA margin	17.6%	20.6%	*-14.7%*	9.3%	*88.9%*	13.4%	9.9%	*35.5%*
Net profit margin	5.3%	9.3%	*-42.4%*	-1.7%	*-406.1%*	7.2%	2.1%	*239.8%*
Financial Ratio								
Current ratio	2.41	2.30	*4.8%*	2.40	*0.4%*	2.41	2.40	*0.4%*
Cash cycle (days)	51.81	49.09	*5.5%*	50.78	*2.0%*	49.03	49.45	*-0.8%*
Net IBD/E	0.06	0.06	*-0.9%*	0.03	*98.4%*	0.06	0.06	*-1.3%*
Interest coverage ratio	26.34	29.66	*-11.2%*	8.83	*198.2%*	27.71	14.27	*94.2%*
ROA	2.9%	5.0%	*-42.4%*	-0.9%	*-426.1%*	2.8%	2.1%	*33.8%*
ROE	3.5%	6.1%	*-42.9%*	-1.1%	*-416.2%*	3.4%	2.7%	*27.5%*

Sri Trang Gloves (Thailand) Public Company Limited ("**STGT**") is one of the world's largest producers of examination gloves. STGT located in strategic raw material locations in Thailand. STGT offers a wide range of high-quality examination gloves for medical and non-medical purposes including Natural Rubber Powdered (NRPD), Natural Rubber Powdered-Free (NRPF) and Nitrile Butadiene Rubber (NBR) gloves that are distributed to 179 countries worldwide. As of 30 September 2026, STGT employed around 8,390 people in all operating units worldwide including in Thailand, USA, the PRC, Singapore, Vietnam, Indonesia, and Philippines. STGT is listed on the Stock Exchange of Thailand under Consumer Products/Personal Products & Pharmaceuticals sector and on the Singapore Exchange under healthcare services and medical equipment, supplies & distribution sector. For more information, please visit www.sritranggloves.com

Contact Investor Relations Department:

Email: stgt_ir@sritranggroup.com

Tel: 02 207 4500 Ext. 1404, 1403