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Lor khor. 13/2569

14 May 2026

Subject: Management Discussion and Analysis of Operating Results for Quarter 1, 2026

To: President of the Stock Exchange of Thailand

TPCS Public Company Limited would like to clarify the operating results of the Company and its subsidiaries as appeared in the statement of comprehensive income for Quarter 1 ended March 31, 2026, compared to the same period of the previous year.

Economic Overview

In the first quarter of 2026, both the Thai and global economies experienced a slowdown amid pressures from prolonged geopolitical conflicts, which led to volatile and rising global energy prices and impacted the supply chain. This situation drove up production costs across industrial sectors and impacted consumer purchasing power, resulting in cautious household spending. Furthermore, global economic uncertainties, energy price trends, and ongoing geopolitical tensions remain key risk factors that continually weigh on overall confidence and impact corporate operating costs.

Overall Performance

In Q1/2026, the Company reported total revenue of 341.77 million Baht, a decrease of 49.61 million Baht or 12.68%, primarily due to a decline in both domestic sales and export revenues.

Revenue from sales and services amounted to 322.70 million Baht, a decrease of 42.37 million Baht or 11.61%, consisting of the following:

- Domestic sales amounted to 267.31 million Baht, a decrease of 24.48 million Baht or 8.39%, due to lower sales of industrial and hygiene products, which were impacted by the unrecovered economic conditions leading to a drop in domestic automobile production and sales.
- Export sales amounted to 52.11 million Baht, a decrease of 16.99 million Baht or 24.59%, due to lower exports to Asia, which were impacted by ongoing war situations.

Other income amounted to 19.07 million Baht, a decrease of 7.24 million Baht or 27.50%, due to a decrease in dividend income received.

Cost of sales and services amounted to 235.23 million Baht, a decrease of 23.29 million Baht or 9.01%, corresponding to the reduction in production and sales.

Selling and administrative expenses amounted to 99.66 million Baht, an increase of 8.79 million Baht or 9.67%, due to an increase in employee-related expenses.

Operating results showed a net profit of 27.77 million Baht, an increase of 0.54 million Baht or 1.98%.

Summary of Operating Results

Summary of Operating Results	Unit	Quarter 1		Change
		2026	2025	%YoY
Revenue from sales and services	Million Baht	322.70	365.07	-11.61%
Total revenue	Million Baht	341.77	391.38	-12.68%
Cost of sales and services	Million Baht	235.23	258.52	-9.01%
Gross profit	Million Baht	87.47	106.55	-17.91%
Selling and administrative expenses	Million Baht	99.66	90.87	9.67%
EBITDA	Million Baht	49.59	45.26	9.57%
Net profit	Million Baht	27.77	27.23	1.98%
Profit attributable to Owners of the parent company	Million Baht	28.84	27.16	6.19%
Earnings per share attributable to Owners of the parent company	Baht/Share	0.27	0.25	

Key Financial Ratios

Financial Ratios	Unit	Quarter 1	
		2026	2025
EBITDA Margin	%	14.51	11.56
Net Profit (Loss) Margin	%	8.13	6.96
Profit (Loss) Margin Owners of the Parent Company	%	8.44	6.94
Return on Equity	%	0.30	0.25
Return on Total Assets	%	0.28	0.23

Note on Calculation Methods:

- Net Profit Margin is calculated from the net profit (loss) for the period divided by total revenue.
- Profit (Loss) Margin of the Parent Company is calculated using the profit attributable to the parent company divided by total revenue.
- Return on Equity is calculated using the profit (loss) attributable to the parent company divided by the equity attributable to the parent company.
- Return on Total Assets is calculated from the profit of the parent company divided by total assets.

Total Assets

As of March 31, 2026, the Company had total assets of 3,064.75 million Baht, which included cash, cash equivalents, and other current financial assets totaling 1,023.77 million Baht.

Total Liabilities and Equity

As of March 31, 2026, the Company had total liabilities of 278.52 million Baht, representing liabilities not yet due, and shareholders' equity attributable to the parent company amounting to 2,769.30 million Baht.

Financial Position Summary

Summary of Financial Position	Unit	Quarter 1	Quarter 4	Change
		2026	2025	%QoQ
Total Assets	Million Baht	3,064.75	3,004.95	1.99%
Total Liabilities	Million Baht	278.52	253.50	9.87%
Total Equity Attributable to the Parent Company	Million Baht	2,769.30	2,735.33	1.24%
Debt to Equity Ratio	Times	0.10	0.09	11.11%

Sustainability Development

The Company continues to drive its sustainability operations under the Environmental, Social, and Corporate Governance (ESG) framework, focusing on enhancing personnel capabilities through technology and developing the organization into a reliable, modern, and sustainable brand.

In this quarter, priority was given to enhancing work efficiency and refining work processes to be faster, more transparent, and verifiable, as well as promoting business operations to support the Company's stable and sustainable growth.

Environmental: The Company emphasizes efficient resource and environmental management to minimize operational impacts and support the cost-effective use of resources, aligning with its goal to become a reliable and sustainable brand. In this quarter, the Company monitored greenhouse gas management data and performance, and improved work processes by transitioning from paper-based to digital systems. This initiative aims to increase efficiency, reduce costs, decrease paper usage, and enhance operational traceability.

Social: The Company focuses on personnel development, fostering an organizational culture that is adaptable to change, and increasing employee potential through greater use of technology, enabling the organization to become modern and reliable.

Governance: The Company strictly adheres to conducting business under the principles of good corporate governance, transparency, responsibility, and business ethics, ensuring that operational plans align with the organization's strategies. Furthermore, the Company encourages executives and employees at all levels to strictly comply with the business ethics policy, anti-corruption policy, and good corporate governance guidelines to build stakeholder confidence and maintain enduring transparency and sustainability.

Management remains confident that the Company's strong business fundamentals, diverse product range, and solid financial position will enable effective management of economic fluctuations and market competition. Overall, the Company's operating results remain profitable with sufficient liquidity, which is considered to be at a good level.

Please be informed accordingly.

Sincerely yours,

Miss Darunee Supo

(Miss Darunee Supo)

Authorized Person to Disclose Information