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Ref No. RCL 010/2026 May 8, 2026

Subject: Management Discussion and Analysis Yearly Ending March 31, 2025

To: The President

The Stock Exchange of Thailand

Regional Container Lines Public Company Limited (the "Company" or "RCL") is please to inform that in the first quarter of 2026, the Company reported freight income of THB 8,410 million and net profit of Baht 1,671 million, representing a decrease of 9.6% and 18.8%, respectively, compared to the same period of the previous year. The decline was mainly attributable to the oversupply of global container shipping capacity that has accumulated since 2025 and became more notable in the early part of the quarter. As a result, total lifting and average freight rates declined by 1.0% and 2.2%, respectively. The average freight rate in the first quarter of 2026 was USD 406 per TEU, compared to USD 415 per TEU in the same period of the previous year. Nonetheless, war in the Middle East during March 2026, which created heavy disruption to every player in the market, provided some support to freight rates, though not to a level of material increase. Overall, the Company's operating performance for the first quarter was in line with expectations, supported in part by the Company's ability to reduce the cost of freight by 7.6%, including reduced fuel consumption. As a result, the Company was able to maintain a reasonable level of profitability amid heightened market volatility.

Compared to the fourth quarter of 2025, in which the Company recorded net profit of THB 1,803 million, net profit in the first quarter of 2026 declined by THB 132 million, or 7.3%. This was mainly due to a 9.2% decrease in freight income, driven by a 3.6% decline in average freight rates from USD 421 per TEU in the fourth quarter of 2025 to USD 406 per TEU in the first quarter of 2026, as well as a 4.6% decline in total lifting arising from the seasonal slowdown in shipping demand and freight rates during the Chinese New Year period. Costs of freight decreased by 5.9%. Although the International Monetary Fund (IMF) projects global GDP growth in 2026 to slow to 3.1%, which may constrain lifting growth. The Company assesses that freight rates should remain at acceptable levels and will provide an offset to such impacts to some extent. The Company continues to pursue a strategy of expanding into new trade lanes and high-potential markets, particularly in regions with strong economic growth such as India, Latin America, and Africa, while maintaining disciplined cost management to enhance competitiveness and generate long-term returns.

In the first quarter of 2026, the container shipping industry faced multiple key challenges, including pressure from excess vessel capacity following the continued delivery of newbuild vessels ordered during periods of elevated freight rates. This was compounded by heightened geopolitical conflict in the Strait of Hormuz, leading to the increase of fuel costs, as well as the impact of trade tariff policies that caused operators to delay cargo shipments. In addition, increasingly stringent environmental regulations under the framework of the International Maritime Organization (IMO) have imposed additional operational costs that shipping operators must carefully manage. Collectively, these factors affected global trade flows, operating costs, and profitability across the container shipping industry.

The Company has implemented a comprehensive strategy and will continue to do so to address industry challenges and enhance long-term competitiveness. Fleet management remains a key focus, with ongoing investments in new, energy-efficient vessels capable of supporting alternative fuels, alongside the disposal of old vessels during periods of strong vessel demand. These measures support compliance with IMO environmental regulations and enhance long-term fuel cost efficiency. In addition, the Company maintains resilience in fleet deployment by adjusting service routes in response to changing market conditions and expanding operations into high-potential routes and new markets with growing demand. This approach optimizes fleet utilization and reduces reliance on any single trade lane. Furthermore, the Company continues to leverage technology to enhance operational efficiency and service quality, while investing continually in the development of human capital to strengthen organizational readiness for future growth and emerging industry challenges.

Please be informed accordingly,

Yours faithfully,

-signed-

Dr. Twinchok Tanthuwanit

President

Company Secretary

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