



บริษัท แฮลเซียน เทคโนโลยี จำกัด (มหาชน)  
HALCYON TECHNOLOGY PUBLIC CO., LTD.

41 Moo 14 Bangchan Industrial Estate Soi 6, Serithai Road, Minburi, Bangkok 10510

Tel. (66)2-9063242-50 e-mail: info@halcyon.co.th

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Subject: Management Discussion and Analysis (MD&A) for the 3-Month Period Ending 31 March 2026

To: Directors and Managers  
The Stock Exchange of Thailand

Operation Results for Halcyon Technology PLC. (“the Company”) and Its Subsidiaries:

unit: THB million	Q1/2026	Q1/2025	Change (THB mill.)	Change (%)
Revenue from Sales and Service	301.12	298.50	2.62	0.88%
Total Revenue	304.48	299.85	4.63	1.54%
Net Profit for the Year	33.59	26.36	7.23	27.42%
Net Profit for Shareholders of the Company	22.81	24.54	-1.73	-7.03%

For the 3-month period ending 31 March 2026 (Q1/2026), the Company and its subsidiaries had a total revenue of THB 304.48 million, increasing THB 4.63 million, or 1.54% from Q1/2025. Revenue from sales and service was THB 301.12 million, increasing THB 2.62 million, or 0.88% from Q1/2025. The Company and its subsidiaries had a net profit of THB 33.59 million and net profit for the shareholders of the Company of THB 22.81 million. Net profit margins were 11.03% and 7.49% of the total revenue, respectively (compared to 8.79% and 8.18% in the previous year).

Operating Results for Each Business Segment (Related Party Transactions Eliminated):

1. Manufacturing and Selling of Special Cutting Tools

unit: THB million	Q1/2026	Q1/2025	Change (THB million)	Change (%)
Revenue from External Customers	151.88	159.49	-7.61	-4.77%
Net Profit for the Period	24.87	20.98	3.90	18.58%

## 2. Importing and Selling of Cutting Tools

<b>unit: THB million</b>	<b>Q1/2026</b>	<b>Q1/2025</b>	<b>Change (THB million)</b>	<b>Change (%)</b>
Revenue from External Customers	128.82	123.93	4.89	3.95%
Net Profit for the Period	5.80	3.83	1.97	51.41%

## 3. Manufacturing and Selling of Toolings and Metal Fabrications

<b>unit: THB million</b>	<b>Q1/2026</b>	<b>Q1/2025</b>	<b>Change (THB million)</b>	<b>Change (%)</b>
Revenue from External Customers	20.42	15.08	5.34	35.39%
Net Profit for the Period	2.92	1.56	1.36	87.48%

And net profit margins for each business segment are as follows:

<b>Net Profit Margin (to Total Revenue)</b>	<b>Q1/2026</b>	<b>Q1/2025</b>
Manufacturing and Selling of Special Cutting Tools Segment	16.14%	13.09%
Importing and Selling of Cutting Tools Segment	4.48%	3.06%
Manufacturing and Selling of Tooling and Metal Fabrications Segment	13.97%	10.28%
Total	11.03%	8.80%

The Manufacturing and Selling of Special Cutting Tools Segment had a revenue from external customers of THB 151.88 million in Q1/2026, decreasing THB 7.61 million, or 4.77%, from Q1/2025. This segment includes revenues from the three manufacturing companies including Halcyon Technology PLC. (the “parent company”), Halcyon Technology Vietnam Co., Ltd. or “HV” (the subsidiary in Vietnam), and Mastertech Diamond Products Company or “MDP” (the subsidiary in the USA).

Revenue in this segment declined primarily due to the loss of two major customers of the subsidiary MDP, as a result of internal restructuring and changes in the customers’ purchasing policies. In addition, revenue was affected by financial statement translation, as the Thai Baht appreciated from THB 33.95 to THB 31.60 per USD 1. As a result, MDP’s revenue decreased by THB 19.11 million, or around 32%, after financial statement translation. However, revenue from the parent company increased by THB 8.99 million, and the subsidiary HV increased by THB 2.52 million, due to the growth in the Data Storage sector, which includes Hard Disk Drive (HDD) manufacturers, the main customer group of the parent

company. Production volumes increased in line with continuously rising trend from Data Centers demands, together with the installation of new machines with improved efficiency and production speed.

The Special Cutting Tools segment recorded net profit of THB 24.87 million in Q1/2026, increasing THB 3.90 million baht from Q1/2025. The net profit margin was 16.14%, increasing from 13.09% of the total revenue in the previous year. This is mainly due to the increase in revenue from the parent company. This segment also had a gain from exchange rate of THB 1.80 million, compared to a loss of THB 0.91 million; and operating expenses decreased by THB 3.28 million as a result of MDP's cost control measures implemented following the loss of major customers, in order to maintain profitability levels and mitigate the impact on the Group's operating performance. Nevertheless, the Company has continued expanding its customer base to compensate for the lost sales. During Q1/2026, MDP acquired 10 new customers, accounting for approximately 7% of total sales, reflecting a positive recovery trend, although many of these new customers are still in the initial stage of placing orders and are expected to gradually increase their purchase volumes over time.

The Importing and Selling of Cutting Tools Segment (Standard Cutting Tools) generated revenue from external customers of THB 128.82 million in Q1/2026, increasing THB 4.89 million, or 3.95%, from Q1/2025. Revenue in this segment was derived from seven domestic and overseas subsidiaries, all of which operate as trading companies. During the past year, the segment has actively expanded its portfolio of new Standard Cutting Tools brands, including JJ Tools, Ahno, and Softool, in order to enhance competitiveness and strengthen the ability to provide more comprehensive solutions and services. The subsidiaries that demonstrated strong performance growth in Q1/2026 included Halcyon Technology Singapore Pte. Ltd. ("HS") and Halcyon Technology (M) Sdn. Bhd. ("HY"), subsidiaries in Singapore and Malaysia, respectively. Both showed signs of recovery following the relatively sluggish economic conditions in early 2025. In addition, Halcyon Tools and Engineering Co., Ltd. ("HENG"), a subsidiary serving customers in Thailand's eastern region, also achieved solid revenue growth following the introduction of the Intelligent Inventory Management System ("iiMS") project since early 2024. The iiMS project provides customers with an integrated inventory management solution through automated vending machines for industrial tools and supplies.

The segment recorded a net profit of THB 5.80 million in Q1/2026, an increase of THB 1.97 million from Q1/2025. The net profit margin was 4.48%, increasing from 3.06% of the total revenue in the previous year. This was mainly attributable to the increase in revenue of the segment, while the subsidiaries also gradually adjusted product selling prices to align with the higher product costs imposed by manufacturers in recent periods.

The Manufacturing and Selling of Toolings and Metal Fabrications segment, representing the operations of Halcyon Metal Co., Ltd. (“HM”), generated revenue from external customers of THB 20.42 million in Q1/2026, an increase of THB 5.34 million, or 35.39%, from Q1/2025. The segment’s major customer is a manufacturer of aircraft components based in the United States, a sector that continues to demonstrate positive growth. Other domestic customers also saw growth from the previous year. The segment recorded net profit of THB 2.92 million, an increase of THB 1.36 million from Q1/2025. The net profit margin was 13.97%, increasing from 10.28% of the total revenue in the previous year. The major contributor for the increase in margin was the gain from exchange rate of THB 0.42 million, compared to a loss of THB 0.07 in the previous year.

### **Summary of Operating Results and Business Outlook:**

Overall, the Group’s operating performance in Q1/2026 showed a positive growth trend, particularly from the parent company, despite the impact from subsidiary MDP losing major customers. The company has plans to expand its customer base to offset the lost revenue through more proactive marketing initiatives, along with the development of new products and projects to better serve a broader range of customers.

For 2026, the Company targets revenue growth remains approximately 7% from the previous year. Supporting factors include the continued expansion of the Data Storage and Hard Disk Drive (HDD) industries, driven by rapidly increasing demand from Data Centers to support AI, automation systems, and various cloud services. Additional support is expected from improved production efficiency following the installation of new machines, adjustments to marketing strategies to accommodate additional new product brands, and the iiMS project, which is expected to expand to overseas subsidiary customer bases during this year.

In addition, other factors expected to support the growth of the Group’s profit margins in 2026 include: (1) the parent company has already obtained approval for BOI investment promotion privileges, which will help reduce corporate income tax expenses for products manufactured by the parent company, with the Company having commenced utilization of such tax privileges since March 2026 onward; and (2) the parent company completed share swap transactions with minority shareholders of subsidiaries, resulting in an increase in profit attributable to owners of the parent in line with the increased shareholding proportions.

Please be informed accordingly.

Sincerely Yours,

Mr. Soraj Sutanadhan

CEO