



No CS69/379

May 13, 2026

Subject : Management Discussion and Analysis for the first quarter period ended March 31, 2026

Attention: The Board of directors
The Stock Exchange of Thailand

The Board of Directors' Meeting of Asefa Public Company Limited ("the Company") No.3/2026 held on May 13, 2026 approved the financial statement of the Interim Financial Statements for the three-month period ended March 31, 2026. The Company would like to clarify the changes in significant performance are as follows:

(Unit: Million Baht)

Consolidated Financial Statement	1st Quarter 2026	1st Quarter 2025	Change Increased / (Decreased)	
			Amount	%
Revenue for sale and services	1,331.75	713.85	617.90	86.56
Cost of sales and services	(1,043.87)	(549.60)	494.27	89.93
Gross profit	287.88	164.25	123.63	75.27
Gross Profit Margin (%)	21.62%	23.01%		
Other income	17.29	14.43	2.86	19.82
Profit before expenses	305.17	178.68	126.49	70.79
Distribution Cost	(86.65)	(65.52)	21.13	32.25
Administrative expenses	(68.49)	(49.75)	18.74	37.66
Total expenses	(155.14)	(115.27)	39.87	34.58
Profit from operating activities	150.03	63.41	86.62	136.63
Finance costs	(6.84)	(3.87)	2.97	76.92
Share of loss from investments in associate	0.05	(2.88)	2.93	101.81
Profit before income tax	143.25	56.66	86.59	152.82
Income tax expenses	(27.95)	(12.68)	15.27	120.51
Profit for the years	115.29	43.98	71.31	162.13
Net profit (Equity holders of the Company)	116.15	44.37	71.78	161.76
Net Profit Margin (%)	8.61%	6.09%		
Earnings per share (Baht)	0.22	0.08	0.14	175.00

Performance Analysis and Discussion

For the three-month period ended 31 March 2026, the Company and its subsidiaries reported total sales and service revenues of 1,331.75 million baht, representing an increase of 617.90 million baht, or 86.56%, compared to the same period of the previous year. Net profit amounted to 116.15 million baht, increasing by 71.78 million baht, or 161.76% year-on-year.

The improvement in operating results was primarily attributable to higher revenue recognition from large-scale projects during the current period, together with continued growth in service-related revenue of the Company and its subsidiaries. In addition, the Company was able to manage operating expenses efficiently, resulting in a decrease in the ratio of total expenses to total revenue from 15.83% to 11.50%. Meanwhile, the net profit margin improved from 6.09% to 8.61%, supporting the increase in net profit compared to the same period of the previous year.



Revenues for sales and service

Sales and service revenues for the three-month period ended 31 March 2026 amounted to 1,331.75 million baht, representing an increase of 617.90 million baht, or 86.56%, compared to the same period of the previous year. The increase in revenue across the Company's business segments comprised an increase of 320.72 million baht in revenue from manufactured products, an increase of 169.25 million baht in revenue from trading products, and an increase of 127.93 million baht in service revenue.

The overall growth in revenue was primarily driven by higher revenue recognition from large-scale projects during the current period, together with continued growth in service-related revenue of the Company and its subsidiaries. Such growth was consistent with the expansion of project execution activities and increased customer demand during the period.

Costs of sales and service

Cost of sales and services for the three-month periods ended 31 March 2026 and 2025 amounted to 1,043.87 million baht and 549.60 million baht, respectively, representing an increase of 494.27 million baht, in line with the increase in sales and service revenues. The Company reported a gross profit margin of 21.62%, decreasing by 1.39 percentage points compared to the same period of the previous year.

The decrease in gross profit margin was primarily attributable to a slight decline in the gross profit margins of the manufactured products segment and the trading products segment, mainly due to the increase in product and raw material costs during the recent period.

Distribution cost

Selling expenses for the three-month periods ended 31 March 2026 and 2025 amounted to 86.65 million baht and 65.52 million baht, respectively, representing an increase of 21.13 million baht, or 32.25%. The increase was primarily attributable to higher employee-related expenses, as well as increased sales promotion and marketing activity expenses, to support the expansion of the Company's business operations.

Administrative expenses

Administrative expenses for the three-month periods ended 31 March 2026 and 2025 amounted to 68.49 million baht and 49.75 million baht, respectively, representing an increase of 18.74 million baht, or 37.66%. The increase was primarily attributable to higher employee-related expenses, depreciation expenses, and increased allowance for obsolete inventory recorded during the period.

Statements of Financial Position

(Unit: Million Baht)

Consolidated Financial Statement	As at Mar 31, 2026	As at Dec 31, 2025	Change Increased / (Decreased)	
			Amount	%
Current assets	2,405.13	2,362.21	42.92	1.82
Non – current assets	2,133.42	2,080.46	52.96	2.55
Total assets	4,538.55	4,442.67	95.88	2.16
Liabilities	2,407.33	2,426.74	(19.41)	(0.80)
Shareholders' equity	2,131.22	2,015.93	115.29	5.72
Total Liabilities and shareholders' equity	4,538.55	4,442.67	95.88	2.16



Analysis of financial position

Assets

As at 31 March 2026, the Company and its subsidiaries reported total assets of 4,538.55 million baht, representing an increase of 95.88 million baht, or 2.16%, compared to 31 December 2025. Significant changes were as follows:

Cash and cash equivalents decreased by 330.46 million baht, primarily due to lower cash inflows from operating activities compared to the same period of the previous year, together with payments of trade payables due during the period. Meanwhile, trade and other current receivables increased by 456.59 million baht, in line with higher sales. Net inventories decreased by 77.62 million baht as a result of lower raw material purchases and increased product deliveries to customers compared to the previous period. In addition, net property, plant and equipment increased by 16.33 million baht from asset acquisitions during the period for use in the Company's operations.

Liabilities

As at 31 March 2026, the Company and its subsidiaries reported total liabilities of 2,407.33 million baht, representing a decrease of 19.41 million baht, or 0.80%, compared to 31 December 2025. Significant changes were as follows:

Short-term and long-term borrowings from financial institutions decreased by 11.51 million baht as the Company utilized cash flows generated from operating activities to gradually repay certain loan obligations. Meanwhile, contract liabilities decreased by 78.73 million baht due to the gradual recognition of revenue from projects for which advance payments had been received from customers in prior periods.

In addition, the Company's debt-to-equity ratio (D/E Ratio) decreased from 1.20 times to 1.13 times, reflecting the Company's prudent capital structure and liquidity management.

Shareholders' Equity

As at 31 March 2026, the Company and its subsidiaries reported total shareholders' equity of 2,131.22 million baht, representing an increase of 115.29 million baht, or 5.72%, compared to the end of 2025. The increase was primarily attributable to net profit generated from the Company's operating results during the period.

For your information.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Phaiboon'.

Mr. Phaiboon Ungkanakornkul
Chief Executive Officer