



No. SONIC-008/2026

May 15, 2026

Subject Management Discussion and Analysis for the 3-month period ended 31 March 2026

To President

The Stock Exchange of Thailand

Business Overview and Industry Conditions Impacting Operations

In Q1 2026 (January – March 2026), the global economic backdrop remained characterized by elevated uncertainty. The primary headwind stemmed from U.S. import tariff policy: while the U.S. Supreme Court struck down tariffs imposed under the International Emergency Economic Powers Act (IEEPA) in February 2026, the administration promptly enacted replacement levies under Trade Act Section 122, ensuring that pressure on global supply chains and trade volumes persisted without interruption.

Both the International Monetary Fund (IMF) and the World Bank revised their 2026 global GDP growth forecasts downward to approximately 3.0–3.1%, reflecting a pronounced deceleration in global trade volume. The World Trade Organization (WTO) projects trade volume growth of only 0.5% for the year — a significant step down from 2.4% recorded in 2025.

Thailand's economy navigated Q1 2026 against a backdrop of political transition following a general election, which weighed on government capital expenditure disbursements and broader economic activity. The Bank of Thailand and major research institutions now project full-year 2026 GDP growth of only 1.5–1.8% — the weakest pace in over three decades.

Beyond the political headwinds, the export sector continues to face pressure from the 19% U.S. tariff on Thai goods (in effect since August 2025), compounded by a pronounced payback effect: the front-loading of orders by U.S. importers throughout 2025 has created a material pullback in new purchase orders in early 2026.

Logistics Industry Conditions

Three factors materially impacted logistics operations during the quarter:

1. Shanghai Containerized Freight Index (SCFI)

The SCFI averaged approximately 1,400–1,800 points across Q1 2026, reaching an intra-quarter high of 1,826.77 points in March, with a quarterly average of 1,708.32 points. While this represents a recovery from the lows seen in late 2025, rates remain well below the peak levels recorded in 2024–2025. Volatility reflects the ongoing rebalancing of container supply and demand globally, as well as the impact of blank sailings by major ocean carriers seeking to support rate levels.

2. Geopolitical Risk and Shipping Route Disruptions

Q1 2026 saw a simultaneous escalation across two critical maritime corridors — an unprecedented occurrence in the modern era.

On the Red Sea, the Houthi movement — which had suspended attacks on commercial shipping since mid-November 2025 — formally resumed hostile activity on February 28, 2026. Major carriers including Maersk, CMA CGM, and Hapag-Lloyd reverted to the Cape of Good Hope routing, adding 10–14 transit days and approximately USD 1.2–1.8 million in fuel costs per voyage.

In the Strait of Hormuz, the most consequential event of the quarter unfolded on February 28, 2026, when the United States and Israel conducted strikes against Iran. Iran responded by formally closing the Strait of Hormuz on March 4, 2026. Under normal conditions, the strait carries approximately 20% of the world's seaborne crude oil and 20% of its LNG trade. Following the closure, vessel traffic fell to roughly 5% of normal levels, war-risk insurance premiums surged 4–6x within a single week, and the International Energy Agency characterized the disruption as the largest supply shock in the history of global oil markets. This marked the first time in the modern era that two major shipping lanes were simultaneously blocked, inflicting severe pressure on global supply chains and freight costs.

3. Competitive Pricing Dynamics

The logistics market remains intensely competitive, particularly in ocean and air freight segments, where operators must carefully balance market share retention against margin preservation — all while absorbing elevated input costs driven by the geopolitical factors described above.

In aggregate, Q1 2026 presented logistics operators with an exceptionally complex operating environment — one defined by simultaneous external shocks across trade policy, geopolitics, and market structure. Companies demonstrating disciplined cost management, service quality improvement, and the ability to grow their customer base within high-potential industry verticals will be best positioned to sustain competitive advantage over the long term.

Executive Summary

The Company delivered a resilient operational performance in Q1.2026 (January – March 2026), navigating a challenging operating environment marked by slowing global trade volumes amid U.S. protectionist trade measures, freight rate volatility, and a constrained Thai economic recovery.

Revenue

Total revenue for Q1.2026 was THB 457.30 million, a decrease of THB 33.40 million, or 6.81%, year-over-year from THB 490.70 million in Q1.2025 — driven primarily by lower ocean freight revenue in line with prevailing rate levels. On a sequential basis, however, revenue increased by THB 8.42 million, or 1.88%, from Q4.2025, reflecting a gradual recovery trajectory.

Gross Margin Improvement

A key highlight of the quarter was the expansion of gross profit margin to 22.41%, up from 21.10% in Q1.2025 and 21.92% in Q4.2025 — demonstrating the Company's effectiveness in cost optimization and selective cargo acceptance. Air freight revenue also staged a notable recovery, rising 11.26% year-over-year and 18.79% quarter-over-quarter, underpinned by growing demand for express freight services from electronics and technology sector customers.

Profitability

Net profit for Q1.2026 was THB 35.60 million, representing a net profit margin of 7.70% — an improvement from THB 34.99 million (7.04% margin) in Q1.2025 and a material step-up from THB 25.89 million (5.70% margin) in Q4.2025. The quarter benefited from a swing to positive other income — net of THB 6.22 million, partially attributable to foreign exchange gains and fair value adjustments on financial assets.

Financial Position

The Company's balance sheet remains robust. As of 31 March 2026, total assets stood at THB 2,011.39 million, an increase of THB 16.01 million from 31 December 2025. Total liabilities declined from THB 438.66 million to THB 426.72 million, resulting in a further reduction in the debt-to-equity (D/E) ratio — reflecting the Company's financial stability and capacity to support future business expansion.

Strategic Outlook

Management remains firmly committed to delivering Quality Growth through the continued development of integrated logistics solutions, disciplined expansion into high-potential industry verticals, and rigorous cost management. These initiatives are pursued in parallel with ongoing investment in the renewable energy business, which is expected to generate stable recurring income over the long term.

The performance highlights for the three-month period ended March 31, 2026, are summarized as follows:

Unit : million baht

Statements of Comprehensive Income	For the three-month period			YoY		QoQ	
	Q1'2026	Q1'2025	Q4'2025	Increase / (Decrease)		Increase / (Decrease)	
				Amount	%	Amount	%
Revenues from services	453.65	487.47	445.76	(33.82)	(6.94)	7.89	1.77
Revenues from renewable energy business	3.65	3.23	3.12	0.42	13.00	0.53	16.99
Cost of services	352.62	385.28	348.24	(32.66)	(8.48)	4.38	1.26
Cost of renewable energy business	2.19	1.93	2.23	0.26	13.47	(0.04)	(1.79)
Gross profit	102.49	103.49	98.41	(1.00)	(0.97)	4.08	4.15
Interest revenue calculated using the effective interest method	4.59	6.19	5.11	(1.60)	(25.85)	(0.52)	(10.18)
Other income	0.23	0.38	0.44	(0.15)	(39.47)	(0.21)	(47.73)
Selling & Administrative expenses	64.90	61.33	62.64	3.57	5.82	2.26	3.61
Other gains (losses), net	6.22	(2.03)	(4.40)	8.25	(406.40)	10.62	(241.36)
Finance costs	2.66	2.82	2.99	(0.16)	(5.67)	(0.33)	(11.04)
Income tax	10.37	8.89	8.04	1.48	16.65	2.33	28.98
Net profit for the period	35.60	34.99	25.89	0.61	1.74	9.71	37.50
Other comprehensive income	(2.50)	0.47	(0.02)	(2.97)	(631.91)	(2.48)	12,400.00
Total comprehensive income for the period	33.10	35.46	25.87	(2.36)	(6.66)	7.23	27.95
Profit for the period attributable to:							
Owners of the parent	35.08	33.83	25.75	1.25	3.69	9.33	36.23
Non-controlling interests	0.52	1.16	0.14	(0.64)	(55.17)	0.38	271.43

Revenue

The Group's total service revenue for Q1.2026 amounted to THB 453.65 million, a decrease of THB 33.82 million, or 6.94%, from THB 487.47 million in Q1.2025 — consistent with the deceleration in global trade volumes and the payback effect following the front-loading of orders throughout FY2025. On a sequential basis, service revenue increased by THB 7.89 million, or 1.77%, from Q4.2025, reflecting a nascent recovery momentum led by air freight and other ancillary services.;

Unit : million baht

Segment	For the three-month period			YoY		QoQ	
	Q1'2026	Q1'2025	Q4'2025	Increase / (Decrease)		Increase / (Decrease)	
				Amount	%	Amount	%
Sea Freight	259.87	305.44	261.54	(45.57)	(14.92)	(1.67)	(0.64)
Transportation	96.57	94.98	101.30	1.59	1.67	(4.73)	(4.67)
Air Freight	82.70	74.33	69.62	8.37	11.26	13.08	18.79
Other service /1	14.51	12.72	13.30	1.79	14.07	1.21	9.10
Total	453.65	487.47	445.76	(33.82)	(6.94)	7.89	1.77

Remarks: /1 Other services such as distribution center service fee, Container Yard service fee, Space rental service fee, and dangerous good logistics

1. Revenue from Sea Freight Services contributed 57.28% of total service revenue, generating THB 259.87 million in Q1.2026 — a decrease of THB 45.57 million, or 14.92%, from THB 305.44 million in Q1 .2025. The decline reflects the sustained volatility in ocean freight rates; while the SCFI edged higher in March 2026, it remained materially below year-ago levels. Volume was further compressed by the payback effect, as shipment activity in early FY2026 normalized against an elevated base in Q1.2025. That said, the sequential decline from Q4.2025 — which recorded THB 261.54 million — was marginal at 0.64%, suggesting the segment is approaching a stabilization point.

2. Revenue from Transportation Services accounted for 21.29% of total service revenue, recording THB 96.57 million in Q1.2026 — an increase of THB 1.59 million, or 1.67%, from THB 94.98 million in Q1 .2025. The growth was underpinned by continuity of service to key domestic accounts and port/airport feeder operations. Revenue declined modestly by 4.67% from Q4.2025's THB 101.30 million, attributable to normal seasonal softness in the early part of the calendar year, compounded by a higher number of public holidays during the period.

3. Revenue from Air Freight Services represented 18.23% of total service revenue and delivered the strongest growth performance of the quarter, with revenue of THB 82.70 million — up THB 8.37 million, or 11.26%, year-over-year from THB 74.33 million in Q1.2025, and up 18.79% sequentially from THB 69.62 million in Q4.2025. This robust expansion was driven by rising demand for the time-sensitive and high-value cargo segment, particularly from electronics and technology sector customers.

4. Revenue from Other Services such as 4 distribution center services, container yard operations, and hazardous goods handling— accounted for 3.20% of total service revenue, generating THB 14.51 million in Q1.2026. This represents an increase of THB 1.79 million, or 14.07%, year-over-year, and THB 1.21 million,

or 9.10%, quarter-over-quarter, reflecting continued momentum in demand for warehouse and integrated logistics solutions.

Revenue from Renewable Energy Business

Sonic Green Power Co., Ltd., a subsidiary of the Company, recognized revenue from AAE-BIG Joint Venture Co., Ltd. and PES-ERS Joint Venture Co., Ltd. (an indirect subsidiary) was attributable to the renewable energy business, which contributed THB 3.65 million in Q1 FY2026 — an increase of THB 0.42 million, or 13.00%, from THB 3.23 million in Q1 FY2025, and up 16.99% sequentially from THB 3.12 million in Q4 FY2025. This growth was driven by the Group's solar power generation projects, held through joint venture entities, which have progressively achieved Commercial Operation Date (COD) milestones.

Cost of service.

The Group's cost of services for Q1.2026 totaled THB 352.62 million, a decrease of THB 32.66 million, or 8.48%, from THB 385.28 million in Q1.2025 — reflecting the Company's successful management of freight costs, transportation expenses, and operating overheads. The cost-to-service-revenue ratio improved to 77.73% in Q1 FY2026, down from 79.04% in Q1.2025, underscoring the meaningful progress made in cost efficiency and margin discipline.

On a sequential basis, cost of services increased by THB 4.38 million, or 1.26%, from THB 348.24 million in Q4.2025, moving in line with the corresponding increase in service revenue — indicative of a well-managed cost structure that scales proportionally with business activity.

Cost from Renewable Energy Business

Sonic Green Power Co., Ltd., a subsidiary of the Company, recognized cost of services related to its renewable energy business from AAE-BIG Joint Venture Co., Ltd. and PES-ERS Joint Venture Co., Ltd. (an indirect subsidiary) amounted to THB 2.19 million in Q1.2026, an increase from THB 1.93 million in the same period of the prior year. On a sequential basis, costs declined marginally by THB 0.04 million, or 1.79%, from THB 2.23 million in Q4.2025.

The year-over-year cost increase reflects the progressive commencement of commercial operations (COD) across additional solar power generation projects within the Group's joint venture portfolio, whereby both revenue and project operating costs scale proportionally with generation output. The modest sequential decline from Q4.2025, on the other hand, is attributable to ongoing cost containment initiatives at the project level.

Gross Profit

The Group's combined gross profit from logistics and renewable energy businesses for Q1.2026 totaled THB 102.49 million, representing a gross profit margin of 22.41%. Compared to Q1.2025, which recorded gross profit of THB 103.49 million at a margin of 21.10%, absolute gross profit declined modestly by THB 1.00 million — a direct consequence of lower overall revenue. Notably, however, the gross profit

margin expanded by 1.31% points year-over-year, reflecting meaningful improvement in cost efficiency and the quality of business mix. On a sequential basis, gross profit increased by THB 4.08 million from THB 98.41 million in Q4.2025, with the gross profit margin improving by 0.49% from 21.92% — demonstrating continued operational leverage and disciplined cost management quarter-on-quarter.

Interest revenue calculated using the effective interest method

For the three-month period ended March 31, 2025, amounted to THB 4.59 million, representing a decrease of THB 1.60 million from the same period of the prior year and a decline of THB 0.52 million from Q4.2025. The year-over-year and sequential decreases were attributable to three principal factors: the maturity of hire-purchase agreements on tractor and trailer units, a reduction in bank deposit interest rates, and lower interest income from financial assets — the latter reflecting the Company's decision to pare back investment activity in response to heightened capital market volatility.

Other revenue

Other income comprises non-operating income items, including returns on structured notes with embedded derivatives, dividend income from investment securities, and realized gains (losses) on disposal of securities. Other income for Q1.2026 (ended 31 March 2026) totaled THB 0.23 million, a decrease of THB 0.15 million from THB 0.38 million in Q1.2025, and a decrease of THB 0.21 million from THB 0.44 million in Q4.2025. The year-over-year decline was primarily due to the absence of realized gains on securities disposal in the current quarter, compared to a gain recorded in Q1.2025.

Selling and Administrative expenses

Selling and administrative expenses for Q1.2026 (ended 31 March 2026) totaled THB 64.90 million, an increase of THB 3.57 million from the same period of the prior year and THB 2.26 million from Q4.2025. The increase was partly driven by higher personnel costs and deliberate investment in human capital development, in support of the Company's long-term business expansion strategy.

Other Gains (Losses) — Net

The Company recorded a net other gain of THB 6.22 million in Q1.2026, a swing of THB 8.25 million from a net other loss of THB 2.03 million in the prior year period. The turnaround was driven by foreign exchange gains and favorable fair value movements on the investment securities portfolio, both of which shifted materially in the Company's favor during the quarter.

Net Profit

Based on the consolidated financial statements for Q1.2026 (ended 31 March 2026), the Company reported net profit of THB 35.60 million, representing a net profit margin of 7.70%. This reflects an increase of THB 0.61 million, or 1.74%, from net profit of THB 34.99 million (7.04% margin) in Q1.2025, and a

substantial increase of THB 9.71 million, or 37.50%, from net profit of THB 25.89 million (5.70% margin) in Q4.2025. The improvement in profitability reflects the Company's effective cost management and well-executed business restructuring initiatives.

Financial Position Analysis

Unit : million baht

Statement of Financial Position	31 March 2026	31 December 2025	Increase / (Decrease)	
			Amount	%
Asset	2,011.39	1,995.38	16.01	0.80
Liabilities	426.72	438.66	(11.94)	(2.72)
Equity attributable to the owners of the parent	1,517.23	1,487.21	30.02	2.02

Assets

As of March 31, 2025, the Company reported total assets of THB 2,011.39 million, an increase of THB 16.01 million, or 0.80%, from 31 December 2025. The key movements were as follows:

1. Cash and Cash Equivalents as of 31 March 2026 stood at THB 327.20 million, an increase of THB 18.20 million from 31 December 2025, driven by operating profit generation and effective working capital management — reflecting the Company's healthy liquidity position.

2. Trade and Other Receivables as of 31 March 2026 totaled THB 290.43 million, an increase of THB 6.69 million from 31 December 2025, in line with higher revenue. The receivables profile remains sound, with the majority of the Group's trade receivables outstanding for no more than three months past due.

3. Property, Plant and Equipment as of 31 March 2026 amounted to THB 935.40 million, a decrease of THB 7.25 million from 31 December 2025, attributable to depreciation charges during the period.

4. Finance Lease Receivables as of 31 March 2026 stood at THB 41.47 million, a decrease of THB 5.33 million from 31 December 2025, reflecting collections received on hire-purchase agreements for tractor and trailer units.

5. Financial assets measured at fair value through profit or loss and other comprehensive income as of 31 March 2026 totaled THB 351.36 million, a marginal decrease of THB 0.51 million from 31 December 2025, attributable to a reduction in short-term debt instrument and derivative investments.

Liabilities

Total liabilities as of 31 March 2026 amounted to THB 426.72 million, a decrease of THB 11.94 million, or 2.72%, from 31 December 2025 — reflecting disciplined liability management. The reduction was driven primarily by scheduled principal repayments on long-term borrowings from financial institutions, which served to reduce the Company's interest burden and further strengthen its long-term financial position.

Shareholder's equity

Equity attributable to owners of the parent Company as of 31 March 2026 stood at THB 1,517.23 million, an increase of THB 30.02 million, or 2.02%, from 31 December 2025, driven by the accumulation of retained earnings in line with the quarter's operating performance.

Capital Structure

The Group maintains a sound and stable financial position. As of 31 March 2026, the debt-to-equity (D/E) ratio stood at 0.27x, improving from 0.28x as of 31 December 2025 — reflecting a strengthening balance sheet. The improvement was principally attributable to effective cash flow management, systematic debt repayment, and the accumulation of retained earnings. As a result, the Group's capital structure remains conservative and well-positioned to support future business expansion.

Factors That May Affect Future Operations or Growth

The Group's operational performance and growth trajectory in the periods ahead are subject to a number of external and internal factors, which management monitors and assesses on an ongoing basis. These are detailed as follows:

1. Ocean Freight Rate Volatility and Shipping Market Conditions The SCFI's elevated volatility throughout Q1 FY2026, coupled with a year-over-year recovery trend, may exert upward pressure on procurement freight costs, potentially compressing margins in the ocean freight segment in the near term. However, should the Company succeed in passing through cost increases to customers, the overall margin impact would remain limited. Conversely, a sustained recovery in freight rates could prove beneficial to ocean freight revenue, provided the Company maintains cargo volumes and manages freight spreads effectively.

2. Trade Policy Headwinds and International Trade Tensions The continuation of U.S. import tariff measures and ongoing uncertainty surrounding the trajectory of global trade policy may sustain downward pressure on export volumes from Asian producing countries, including Thailand, over the short to medium term — directly impacting international freight volumes and the Company's core business revenue. That said, escalating U.S.-China trade tensions may accelerate supply chain diversion, presenting a meaningful opportunity for ASEAN economies, including Thailand, to attract new investment and manufacturing activity — which would, over the medium term, generate incremental logistics demand.

3. Geopolitical Risk and Shipping Route Disruptions Ongoing conflict in the Middle East, including attacks in the Red Sea and the Bab-el-Mandeb Strait, remains a material risk factor, compelling ocean carriers to reroute vessels via the Cape of Good Hope — extending transit times and disrupting vessel schedules. A prolonged continuation of these conditions would present both operational planning challenges in serving customers and potential revenue upside from elevated freight rates.

4. Industry Competition and Pricing Pressure The logistics industry remains intensely competitive, with pressure from both domestic and international service providers, as well as direct-to-customer sales initiatives by certain ocean carriers seeking to bypass freight intermediaries. The Company must sustain its competitive edge through service quality, reliability, customer relationship depth, and the breadth of its one-stop service offering.

5. China+1 Manufacturing Relocation and Foreign Direct Investment The structural trend of production base diversification away from China toward ASEAN economies — with Thailand particularly well-positioned given its robust logistics infrastructure — represents a significant medium-term growth catalyst. As foreign investors expand manufacturing operations in Thailand, demand for transportation and logistics services is expected to increase commensurately. The Group is well-placed to capture this opportunity through its comprehensive multimodal network spanning land, ocean, and air freight.

6. Renewable Energy Business Growth and Recurring Income Generation The progressive achievement of COD milestones across the Group's renewable energy investment portfolio will continue to expand the recurring income base in subsequent periods, reducing reliance on logistics revenue — which is inherently cyclical in nature. The Thai government's clean energy policy support and global Net Zero frameworks provide additional long-term tailwinds for this business segment.

7. Foreign Exchange Risk and Financial Asset Management International logistics operations are predominantly transacted in foreign currencies, principally the U.S. dollar. Fluctuations in the THB/USD and other exchange rates may affect revenue and costs upon translation to Thai Baht, as well as giving rise to unrealized gains or losses under Thai Financial Reporting Standards (TFRS). The Company manages this exposure through prudent diversification of its financial asset portfolio.

8. Technology, Digitalization, and Sustainability The adoption of digital technologies, artificial intelligence, and automation in the logistics industry continues to accelerate. Service providers that effectively leverage technology to enhance operational efficiency and elevate the customer experience will hold a meaningful competitive advantage. Simultaneously, tightening environmental, social, and governance (ESG) requirements and carbon standards in the transportation sector may lead to incremental increases in operating costs in the periods ahead.

Sustainability Developments

In Q1.2026, the Company continued to advance its business operations within a sustainable development framework, integrating Environmental, Social, and Governance (ESG) dimensions into its corporate strategy and day-to-day operations — with the aim of striking a balanced approach between business growth and the creation of long-term positive impact for society and the environment.

Environmental

The Company remains committed to reducing its environmental footprint and addressing climate change through the following key initiatives:

- **Climate Change Management:**

- *Long-term Target:* The Company has established a target to reduce its greenhouse gas emission intensity by no less than 5% by 2027, relative to the base year.
- *Clean Energy Expansion:* A rooftop solar installation was commissioned at the Laem Chabang branch on 1 March 2026, with an installed capacity of 15.60 kWp and an estimated annual generation output of 14,886 kWh. This initiative is designed to increase the proportion of clean energy consumption, reduce reliance on grid electricity, and support the reduction of energy-related greenhouse gas emissions.

- **Waste Management:**

- *Organic Waste Initiative:* The Company launched the "Sonic Mission Zero — Sort It Right, Zero Food Waste" project at its head office, focusing on organic waste segregation and in-house composting of food residues — aligned with circular economy principles and targeting zero food waste.

Social

The Company places emphasis on enhancing employee well-being and contributing to broader societal development:

- **Employee Engagement and Corporate Culture:** The "Sonic Happy Station" program continued during the quarter, promoting communication skills, interpersonal relationship-building, and a strong organizational culture, alongside the provision of appropriate employee welfare and benefits.

Governance

Effective corporate governance serves as the cornerstone of organizational resilience. The Company adheres to and implements sound corporate governance principles in accordance with the guidelines of the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC), applied in a manner appropriate to the nature of its business and organizational context.

Please be informed accordingly,

Yours sincerely,

-signature-

Dr.Santisuk Kosiapanant (Ph.D)
Chief Executive Officer

-signature-

(Mr.Ranut Lieolertsakulchai)
Director / Company Secretary