

MANAGEMENT DISCUSSION AND ANALYSIS

For the 1st Quarter 2026

Autocorp Holding Public Company Limited and its subsidiaries

Management Discussion and Analysis for the 1st Quarter 2026

Overall Performance

Autocorp Holding Public Company Limited (“ACG” or “the Company”) and its subsidiaries (“the Group”) reported a net profit of Baht 10.08 million for the first quarter of 2026, a decrease of 5.88 percent from Baht 10.71 million. The net profit margin was 3.16 percent, improved to 0.40 percent, an increase of 0.40 percent compared to the first quarter of 2025.

The Group reported total revenue for the first quarter of 2026 amounting to Baht 319.45 million, representing a decrease of 17.56 percent from Baht 387.50 million. The decline was primarily attributable to a 17.32 percent decrease in revenue from sales and rendering of services. The main reason was a decrease in revenue from cars and accessories dealership segment by Baht 60.95 million or 29.61 percent. In addition, revenue from repair and maintenance services and spare parts dealership segment decreased slightly compared to the same period of the previous year. Total expenses amounted to Baht 302.35 million, decreasing by 17.86 percent from Baht 368.10 million. The decrease was largely attributable to lower cost of sales, which moved in line with the decline in vehicle sales revenue. The Group’s gross profit margin increased by 3.85 percent compared to the first quarter of 2025, reflecting enhanced profitability.

Overall operating performance for the car dealership and service center business had total revenue for the first quarter of 2026 amounting to Baht 273.14 million, representing a decrease of 19.43 percent compared to the same period of the previous year. The decline was primarily attributable to lower revenue from cars and accessories dealership segment, resulting from a 33.03 percent decrease in vehicle sales volume. This was impacted by the ongoing conflict situation in the Middle East, which affected the supply chain and the procurement of parts for automotive production, resulting in a lower allocation of vehicles available for delivery to customers. In addition, the Thai automotive industry continued to face pressure from tighter hire-purchase lending criteria imposed by financial institutions. The car dealership and service center business recorded a gross profit margin of 20.49 percent, increasing by 4.17 percent compared to the same period of the previous year.

In the business segment of service center for rapid repair and maintenance services for all car brands (“Fast Fit”) had total revenue for the first quarter of 2026 amounting to Baht 49.78 million, representing a decrease of 4.14 percent compared to the same period of the previous year. The decline was mainly attributable to a 5.21 percent decrease in the number of vehicles entering for service. However, through the implementation of a pricing strategy aligned with cost structure and service value, gross profit increased by 9.49 percent. In addition, the Fast Fit business recorded a gross profit margin of 17.94 percent, increasing by 2.22 percent compared to the same period of the previous year. This reflected improved cost management efficiency and the business’s continuously enhanced profitability.

Operating results for the 1st Quarter 2026

(Unit: Baht million)	Q1/2025	Q1/2026	+ / (-)	%
Total revenue	387.50	319.45	(68.05)	(17.56%)
- Revenue from cars and accessories dealership	205.83	144.88	(60.95)	(29.61%)
- Revenue from repair and maintenance services and spare parts dealership	170.71	166.46	(4.25)	(2.49%)
Total revenue from sale and rendering of services	376.54	311.34	(65.20)	(17.32%)
- Commission income	8.28	5.47	(2.81)	(33.94%)
- Other income	2.68	2.64	(0.04)	(1.49%)
Cost of sales and rendering of services	315.39	248.80	(66.59)	(21.11%)
Gross profit	61.15	62.54	1.39	2.27%
Distribution costs	14.74	14.11	(0.63)	(4.27%)
Administrative expenses	37.97	39.44	1.47	3.87%
Finance costs	4.23	2.83	(1.40)	(33.10%)
Income tax expense	4.46	4.19	(0.27)	(6.05%)
Net Profit	10.71	10.08	(0.63)	(5.88%)
Gross profit margin	16.24%	20.09%	3.85%	23.69%
Net Profit Margin	2.76%	3.16%	0.40%	14.17%

Revenue from sale and rendering of services for Q1/2026 totaled Baht 311.34 million, decreasing by 17.32 percent from Baht 376.54 million compared to Q1/2025. Details are as follows:

- **Revenue from cars and accessories dealership** for Q1/2026 amounted to Baht 144.88 million, representing a decrease of 29.61 percent from Baht 205.83 million. The primary reason was a decline in vehicle sales volume of 33.03 percent compared to Q1/2025. This was in line with the impact of supply chain constraints resulting from the conflict situation in the Middle East.
- **Revenue from repair and maintenance services and spare parts dealership** for Q1/2026 amounted to Baht 166.46 million, representing a decrease of 2.49 percent from Baht 170.71 million compared to the same period of the previous year. The decline was mainly attributable to a slight decrease in revenue from the car dealership and service center business by 1.82 percent due to a lower number of vehicles entering for service. In addition, the Fast Fit business reported a 4.03 percent decrease in revenue as the number of vehicles entering for service declined by 5.21 percent. However, through the implementation of a pricing strategy aligned with cost structure and service value, together with the expansion of service offerings and the enhancement of value per customer visit, revenue per vehicle entering for service increased by 2.04 percent.

Gross profit for Q1/2026 amounted to Baht 62.54 million, representing an increase of 2.27 percent from Baht 61.15 million compared to Q1/2025. The increase was mainly driven by higher profit per unit in the maintenance service and spare parts business, resulting from a higher proportion of high-margin products and an increase in revenue per unit. This led to improved fixed cost absorption and a reduction in overall unit cost. As a result, the gross profit margin for Q1/2026 was 20.09 percent, increasing by 3.85 percent compared to the same period of the previous year, reflecting the Company's enhanced profitability.

Commission income for Q1/2026 amounted to Baht 5.47 million, a decrease of 33.94 percent from Baht 8.28 million compared to Q1/2025. The decline was primarily due to a decrease in car sales volume. As a result, commission income from providing finance and insurance decreased, which tends to follow the volume of car sale.

Financial Position

(Unit: Baht million)	31 December 2025	31 March 2026	+ / (-)	%
Cash and cash equivalents	173.74	163.88	(9.86)	(5.68%)
Trade accounts receivable	21.61	21.61	(0.16)	(0.74%)
Inventories	74.12	76.18	2.06	2.78%
Property, plant and equipment	558.29	550.23	(8.06)	(1.44%)
Right-of-use assets	141.91	138.17	(3.74)	(2.64%)
Other assets	194.82	196.85	2.03	1.04%
Total assets	1,164.49	1,146.76	(17.73)	(1.52%)
Short-term loans from a financial institution	120.00	90.00	(30.00)	(25.00%)
Trade accounts payable	87.10	89.04	1.94	2.23%
Other liabilities	220.83	221.04	0.21	0.10%
Total liabilities	427.93	400.08	(27.85)	(6.51%)
Total equity	736.56	746.68	10.12	1.37%
Total liabilities and equity	1,164.49	1,146.76	(17.73)	(1.52%)

Total assets amounted to Baht 1,146.76 million, a decrease of 1.52 percent from Baht 1,164.49 million, mainly due to:

- Cash and cash equivalents decreased by Baht 9.86 million or 5.68 percent. The details of the liquidity analysis are on the next page.
- Property, plant and equipment decreased by Baht 8.06 million or 1.44 percent primarily due to the recognition of normal depreciation during the year. Meanwhile, Inventories increased by Baht 2.06 million or 2.78 percent. The increase was primarily attributable to higher inventory levels of vehicles, engine oil, and batteries to support sales demand and maintain inventory continuity in line with the current supply chain constraints.

Total liabilities amounted to Baht 400.08 million, a decrease of 6.51 percent from Baht 427.93 million, mainly due to:

- Short-term loans from a financial institution decreased by Baht 30.00 million or 25.00 percent due to the repayment of promissory notes.

Equity amounted to Baht 746.68 million, an increase of 1.37 percent from Baht 736.56 million due to a net profit of Baht 10.08 million, an increase of Baht 0.63 million and warrants to purchase common shares increased by Baht 0.04 million.

Liquidity analysis

(Unit: Baht million)	Q1/2025	Q1/2026
EBITDA	33.84	30.61
Change in operating assets and liabilities	16.50	(4.42)
Net cash flows from (used in) operating activities	50.34	26.19
Net cash flows from (used in) investing activities	0.42	(1.27)
Net cash flows from (used in) financing activities	(24.44)	(34.78)
Net cash increase (decrease)	26.32	(9.86)
Cash at beginning of period	165.87	173.74
Cash at ending of period	192.19	163.88

- **Net cash inflow from operating activities** amounted to Baht 26.19 million includes the earnings before interest, taxes, depreciation and amortization (EBITDA) amounted to Baht 30.61 million and the cash outflow from change in operating assets and liabilities amounted to Baht 4.42 million. The main transactions which caused the cash flow to decrease was a reduction in trade payables of Baht 38.49 million, resulting from lower vehicle procurement volume due to supply chain constraints arising from the conflict situation in the Middle East.
- **Net cash outflow from investing activities** amounted to Baht 1.27 million was primarily attributable to capital expenditures for equipment amounted to Baht 1.22 million and intangible assets amounted to Baht 0.08 million.
- **Net cash outflow from financing activities** amounted to Baht 34.78 million, were driven by proceeds from short-term borrowings from financial institutions amounted to Baht 220.00 million. Such inflows were offset by repayments of borrowings Baht 250.00 million, payments of lease liabilities of Baht 3.93 million, and interest payments of Baht 0.85 million.

Please be informed accordingly,

Yours sincerely

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