

KC 043/69

Date: May 14, 2026

Subject: Management Discussion and analysis (MD&A) of operating results for the first quarter ended March 31,2026

TO: Board of Directors and Managers

The Stock Exchange of Thailand, MAI

Kumwell Corporation Public Company Limited (“company”) would like to submit MD&A of operating results for the first quarter ended March 31, 2026, The details are follows:

- 1 Overview of business operations, economic conditions, and industry factors affecting.**
- 2 Summary of Overall Operating Results.**
- 3 Summary of Consolidated Financial Position**
- 4 Factors That May Affect Future Operations or Growth**
- 5 Sustainability Development**



1 **Overview of business operations, economic conditions, and industry factors affecting.**

1. Overview of Business Operations, Economic and Industry Conditions Affecting Operations

Kumwell Corporation Public Company Limited (“the Company”) continued to operate amid evolving domestic and global economic conditions. The Company remained focused on effective management practices and closely monitored economic developments to capture business opportunities arising from the expansion of industrial and infrastructure sectors. Demand for lightning protection systems, safety systems, and infrastructure-related works continued to show positive growth trends, supported by investments from both the public and private sectors, which remained key supporting factors for the Company’s long-term business growth.

In the first quarter of 2026, the Company reported improved operating performance compared to the same period of the previous year, driven by efficient internal management, cost control measures, raw material cost risk management, and continuous enhancement of internal operational systems. These improvements were implemented under the organizational development framework based on the Thailand Quality Award (TQA) criteria, covering operational, support, governance, and audit processes.

In addition, the Company continued to implement its organizational transformation plan under the JUMP+ project, focusing on organizational capability enhancement, operational efficiency improvement, and the creation of new business opportunities. Key initiatives included the launch of the “Kumwell Clinic” project, as well as the development and expansion of hygiene-related and innovative products to respond to changing market trends and consumer behaviors that increasingly prioritize quality, safety, and hygiene.

Despite ongoing economic uncertainties and external challenges, the Company remains confident that its strong management capabilities, continuous organizational development, and focus on innovation and value-added products and services will strengthen its competitiveness and enable it to effectively adapt to changing market conditions. The Company will continue to conduct its business with prudence, transparency, and a commitment to sustainable growth in order to create long-term value for shareholders, customers, employees, and all stakeholders.



2 **Summary of Overall Operating Results.**

(Unit : Million Bath)



Summary of Overall Operating Results

Statements of Comprehensive Income	Consolidated Financial Statements			
	Q1 2025	Q1 2024	Inc. (Dec)	
			MB.	%
Revenue from sales and services	236.2	142.2	94.0	66.1%
Cost of sales and services	143.4	83.9	59.5	71.0%
Gross profit	95.3	59.0	36.3	61.6%
Other income	2.6	0.6	1.9	298.9%
Distributions costs	12.7	10.4	2.3	21.9%
Administrative expenses	31.8	29.4	2.3	7.9%
EBITDA	58.1	24.3	33.9	139.8%
EBIT	50.8	19.1	31.8	166.3%
Finance costs	2.1	2.4	- 0.3	-13.5%
EBT	48.8	16.7	32.1	191.8%
Income tax expense	9.8	3.6	6.2	170.3%
Net profit	39.0	13.1	25.9	197.7%

Revenue from Sales and Services

For the first quarter of 2026, the Company reported revenue from sales and services of THB 236 million, representing an increase of THB 94 million, or 66%, compared to the same period in 2025. The growth was primarily driven by a significant increase in sales from innovation-related products and service businesses associated with new projects initiated in 2025, which continued to recognize revenue during the current quarter.

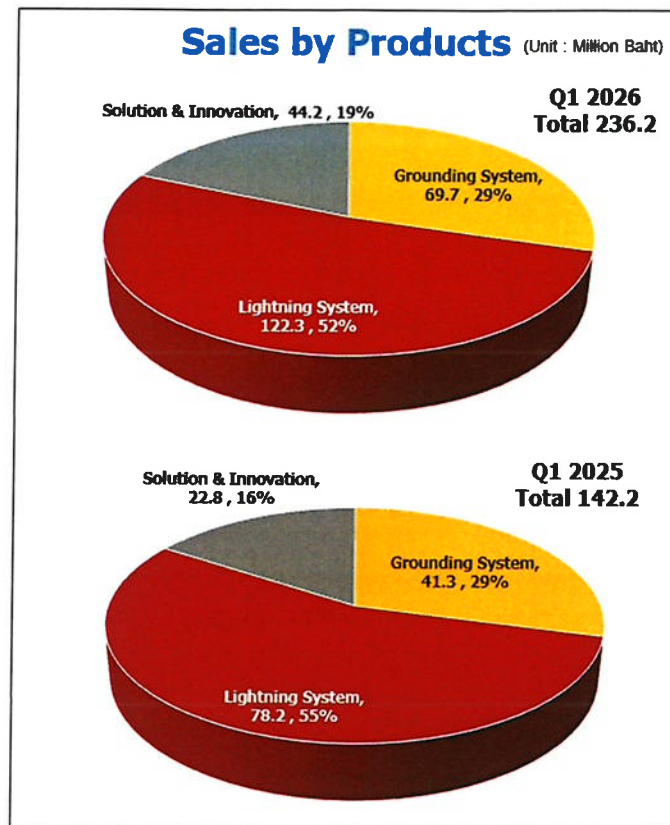
International sales also increased, particularly within the ASEAN region, mainly attributable to the successful execution of the Company's market expansion strategy and stronger demand from existing customers in overseas markets. In addition, expansion into new market segments and newly secured projects contributed positively to sales performance during the quarter. As a result, overseas sales increased by approximately THB 10 million, or 52%, compared to the first quarter of 2025.

The revenue structure of the Company and its subsidiaries, classified by business group and product category, is presented as follows:





Revenue Segmented by Product Group



In the first quarter of 2026, the Lightning Protection product group remained the Company's primary source of revenue, generating total sales of THB 122 million, accounting for 52% of total revenue. The segment recorded significant growth of THB 44 million compared to the same period of the previous year (YoY).

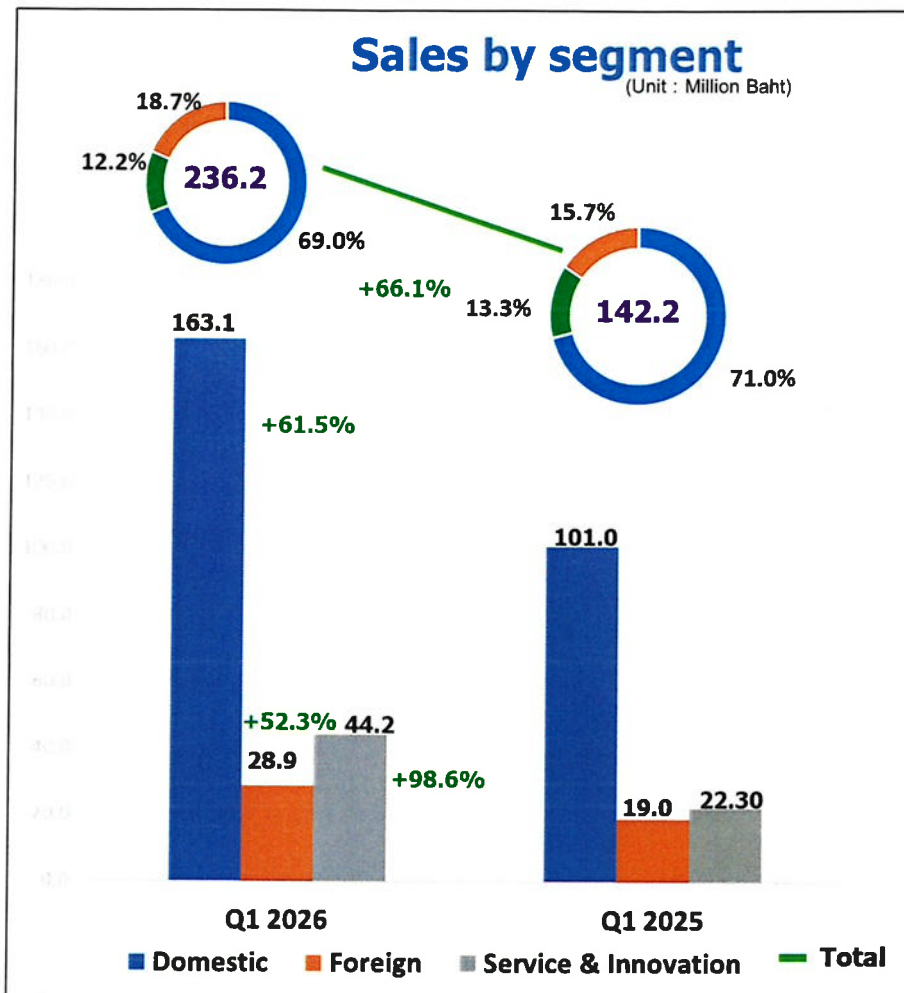
Meanwhile, the Grounding System product group recorded sales of THB 70 million, representing 29% of total revenue, an increase of THB 28 million from the previous year. The Innovation and Services segment generated sales of THB 44 million, accounting for 19% of total revenue, increasing by THB 21 million compared to the first quarter of 2025.

The key growth driver of the Innovation segment was the expansion of projects within new business sectors, representing the Company's strategic penetration into new business segments under the "JUMP" strategy. This initiative aims to support exponential growth while enhancing revenue diversification and strengthening the resilience of the Company's revenue structure over the long term.





Revenue by Customer Segment



1. Domestic Market

Domestic sales recorded significant growth of 61%, increasing to THB 163 million from THB 101 million in the previous year, driven primarily by the following key supporting factors:

- **Infrastructure and Data Center:** Growth was supported by large-scale investments in power transmission systems and high-speed rail projects, as well as increasing demand for advanced electrical safety systems in the Data Center sector, which continues to be a major global mega trend.
- **Safety Standard Enhancement:** Increasing demand for upgrades of lightning protection and grounding systems to comply with new safety standards across both industrial and real estate sectors contributed positively to sales growth.
- **Proactive Marketing Strategy:** Sales growth was further supported by effective distributor channel management and intensive nationwide marketing and promotional activities carried out in collaboration with the Company's distributors.



2. Innovation & Services Segment

The Innovation & Services segment reported an increase in sales of THB 21 million, primarily driven by the Company's "JUMP+" strategy. This segment represents a new business area that the Company began actively penetrating in 2025 and has become a key driver in generating revenue from innovative products and solutions, supporting the Company's long-term growth strategy.

3. International Market

International sales increased by THB 10 million, representing a growth rate of 52%, primarily driven by the following key factors:

➤ **Expansion of the customer base in the ASEAN region.**

Kumwell has strengthened its capabilities and enhanced confidence at the ASEAN regional level by developing standards in collaboration with Badan Standardisasi Nasional (BSN), the National Standardization Agency of Indonesia. Leveraging the Company's expertise and experience in Grounding Systems, Lightning Protection Systems, and Electromagnetic Compatibility (EMC), Kumwell has also transferred technical knowledge and expertise to engineers and related stakeholders in both the public and private sectors, aiming to enhance electrical safety standards and contribute to greater safety for Indonesian society.

➤ **Expansion of capable distributors in international markets.**

Kumwell continues to actively expand its presence in international markets by strengthening its network of capable distributors in key countries, including Pakistan, Indonesia, Singapore, and Laos, in support of the Company's aggressive expansion plan and exponential growth strategy. The Company focuses on partnering with distributors that possess strong sales capabilities, engineering expertise, and technical service readiness, enabling them to effectively deliver KUMWELL's products, solutions, and innovations to target customers. This strategy is expected to enhance the Company's competitiveness, expand its international customer base, and strengthen the KUMWELL brand in global markets over the long term.

Based on the overall operating performance in the first quarter, the Company's "JUMP+" strategy has delivered tangible results by systematically enhancing sales efficiency and revenue generation, while improving organizational agility in responding to rapidly growing market demand. As a result, first-quarter sales surged by 66% year-on-year (YoY), reflecting not only the initial success of the strategy but also strengthening confidence in achieving the Company's targeted 50% growth for 2026.



Cost of Sales and Services

Through the implementation of a proactive pricing strategy under a Dynamic Pricing Mechanism aligned with market conditions and real-time raw material cost correlation, the Company was able to effectively manage product costs under the supervision of management, resulting in no significant impact on profitability.

The Company remains committed to fairness toward customers by adjusting pricing structures to reflect actual



raw material costs. When raw material costs increase, the Company adjusts prices appropriately to maintain business sustainability, while price reductions are passed on to customers when costs decline.

The increase in cost of sales and services of THB 59.5 million was in line with the significant growth in revenue during the period. Overall, the cost ratio changed by only 1% compared to the first quarter of 2025, reflecting the Company's effective cost management capabilities amid rapid business expansion.



Selling and Service Expenses

Selling and administrative expenses decreased significantly as a proportion of revenue, driven by the Company's strong revenue growth of 6.6% and effective cost control and expense management. As a result, the ratio of selling and administrative expenses improved positively compared to the previous period.

- The ratio of distribution costs to revenue decreased from 7.3% to 5.3%.
- The ratio of administrative expenses to revenue decreased from 20.6% to 13.3%. As a result, the overall ratio of distribution costs and administrative expenses declined from 27.9% to 18.6%, representing a year-on-year (YoY) improvement of 9%.



Net Profit

Net profit for the first quarter of 2026 recorded significant growth of 197.7% year-on-year (YoY), with total net profit reaching THB 39 million, an increase of THB 25.9 million compared to the same period of the previous year. In addition, the Company successfully improved its Net Profit Margin from 9.2% to 16.3%, reflecting stronger operational efficiency, effective management capabilities, and enhanced profitability potential.

3 Summary of Financial Position

(Unit : Million Bath)

Consolidated Financial Statement						
Balance Sheet	2026		2025		Growth	
	MB.	% of TA	MB.	% of TA	MB.	%
Cash and cash equivalents	79.3	7.9%	54.5	5.9%	24.8	45.6%
A/R & Other Receivables	192.7	19.1%	168.8	18.3%	23.9	14.1%
Contract assets	51.1	5.1%	29.6	3.2%	21.5	72.7%
Inventories	190.2	18.9%	173.1	18.8%	17.2	9.9%
Other current financial assets	10.3	1.0%	8.8	1.0%	1.5	16.6%
Total current assets	523.5	51.9%	434.7	47.2%	88.8	20.4%
Other non-current financial assets	10.3	1.0%	10.3	1.1%	0.0	0.2%
Property, plant and equipment	420.3	41.6%	423.8	46.0%	(3.5)	-0.8%
Right-of-use assets	6.2	0.6%	4.9	0.5%	1.2	24.8%
Non-current assets	48.9	1.4%	47.6	2.0%	1.3	2.8%
Total non-current assets	485.7	48.1%	486.6	52.8%	(0.9)	-0.2%
Total assets	1,009.2	100.0%	921.3	100.0%	87.9	9.5%



Analysis of Financial Position – Assets

- **Growth in Total Assets:** Total assets increased to THB 1,009.2 million, representing growth of 9.5% compared to 2025.
- **Strong Cash Position and Liquidity:** Cash and cash equivalents increased to THB 79.3 million, representing growth of 45.6%, in line with the significant increase in revenue during the period.
- **Operating Assets:**
 - **Accounts Receivable (A/R):** Increased to THB 192.7 million in line with sales growth.
 - **Contract Assets:** Recorded strong growth of 72.7%, reaching THB 51.1 million, reflecting the increase in ongoing project work during the period.
 - **Inventories:** Increased by 9.9% to THB 190.2 million to support future orders and product deliveries.
- **Non-current Assets:** Property, Plant and Equipment (PPE) slightly decreased by 0.8% to THB 420.3 million, primarily due to depreciation expenses recognized over the useful life of the assets.



3 Summary of Financial Position (Continued)

(Unit : Million Bath)

Consolidated Financial Statement (Continued)						
Balance Sheet	Q1' 2026		2025		Growth	
	MB.	% of TA	MB.	% of TA	MB.	%
Bank overdraft and short-term loans	32.0	3.2%	32.0	3.5%	-	0.0%
A/P & Other Payables	101.1	10.0%	53.2	5.8%	47.9	90.1%
Current portion of long-term loans	39.8	3.9%	40.3	4.4%	(0.5)	-1.3%
Current liabilities	29.8	3.0%	19.0	2.1%	10.8	57.2%
Total current liabilities	225.1	22.3%	167.1	18.1%	58.0	34.7%
Long-term loans from financial institutions	96.6	9.6%	106.2	11.5%	(9.5)	-9.0%
Lease liabilities	4.7	0.5%	4.4	0.5%	0.4	8.2%
Provision for long-term employee benefits	25.7	2.5%	25.7	2.8%	0.1	0.2%
Other non-current liabilities	-	0.0%	-	0.0%	-	0.0%
Total non-current liabilities	127.1	12.6%	136.2	14.8%	(9.1)	-6.7%
Total liabilities	352.2	34.9%	303.3	32.9%	48.9	16.1%
Paid-up share capital	215.0	21.3%	215.0	23.3%	-	0.0%
Premium on ordinary shares	519.7	51.5%	519.7	56.4%	-	0.0%
Deficit of business combination	-	460.9	-	460.9	-	0.0%
Share-based payment reserve	17.7	1.8%	17.7	1.9%	-	0.0%
RE-Legal Reserved	21.5	2.1%	21.5	2.3%	-	0.0%
RE-Unappropriated	341.4	33.8%	303.6	33.0%	37.8	12.5%
Total shareholders' equity	654.4	64.8%	616.6	66.9%	37.8	6.1%
Total Liabilities and shareholder's equity	1,009.2	100.0%	921.3	100.0%	87.9	9.5%

Analysis of Liabilities and Shareholders' Equity

- Current Liabilities:** Total liabilities increased by 16.1% to THB 352.2 million. The most significant increase was in trade and other payables, which rose by 90.1%, or THB 47.9 million. This reflects the Company's effective management of supplier credit terms, enabling the use of interest-free financing to support the expansion of orders during the first quarter.
- Reduction in Long-term Borrowings:** The Company continued to repay long-term loans from financial institutions, resulting in a 9.0% decrease, or THB 9.5 million reduction, compared to the end of 2025. The reduction of interest-bearing debt amid economic volatility strengthened the Company's financial structure and enhanced its net profitability potential.
- Shareholders' Equity:** Shareholders' equity increased by 6.1% to THB 654.4 million, supported by a 12.5% growth in retained earnings. As a result, the Company maintained a balanced capital structure, with shareholders' equity accounting for 64.8% of total assets. This reflects the Company's strong financial position and reinforces investor confidence in its readiness to support future large-scale investments.



- **Earnings per Share (EPS):** Supported by strong business growth, earnings per share increased significantly from THB 0.03 to THB 0.09 per share, reinforcing the Company's financial strength and commitment to delivering sustainable returns and long-term confidence to investors.

4 Factors That May Affect Future Operations or Growth

▶ Kumwell Corporation Public Company Limited has participated in the JUMP+ project to enhance its competitive capabilities and strengthen its readiness for long-term growth. As part of this initiative, the Company has revised its investment plans and improved manufacturing efficiency through the Smart Factory concept by increasingly adopting automation systems and robotic technologies in production lines and operational processes. These improvements are expected to reduce operating costs, enhance production accuracy and continuity, and decrease reliance on labor in certain processes. Such initiatives also support future trends associated with an aging society and potential labor shortages. The implementation of these measures is expected to positively contribute to the Company's competitiveness, operational flexibility, and sustainable long-term growth opportunities.



5 **Sustainability Development**

▶ Kumwell Corporation Public Company Limited places significant importance on sustainable organizational development by adopting the Thailand Quality Award (TQA) framework as a guideline for systematically improving and enhancing its internal management processes. This approach aims to strengthen operational efficiency, transparency, good corporate governance, and long-term competitiveness. The Company has categorized its operations into four key process groups: (1) Operational Processes, comprising the Sales and Marketing Department, Research and Development Department, Procurement and Logistics Department, and Corporate Communications Department, with a focus on improving operational efficiency, developing products and services, and creating value and satisfaction for customers and stakeholders; (2) Supporting Processes, comprising the Accounting and Finance Department, Human Resources Department, and Information Technology Department, which play a key role in strengthening organizational readiness in terms of resources, personnel, information systems, and technology to effectively support business operations and organizational growth; (3) Governance Processes, comprising the Thailand Quality Award Working Committee, Corporate Governance Working Committee, Procurement Working Committee, Knowledge Management Working Committee, Risk Management Working Committee, and Sustainability Working Committee, which are responsible for establishing guidelines, monitoring implementation, and driving operations in alignment with corporate governance principles, risk management practices, and the Company's sustainable development framework; and (4) Audit Processes, carried out by the Internal Audit Department, which is responsible for assessing the adequacy of internal control systems, risk management processes, and regulatory compliance in order to strengthen confidence in the Company's operational efficiency and transparency.

The Company expects that adopting the TQA framework as a model for management system development will elevate the organization toward management excellence, enhance stakeholder confidence, and support the Company's sustainable growth in the long term.

Please be informed accordingly.

Sincerely,



Mr. Boonsak Kiatjaroonlert

Chief Executive Officer

Kumwell Corporation Public Company Limited

