

Date May 15, 2026

Subject: Management Discussion and Analysis for the three months and year ended March 31, 2026

To: Director and Manager
Stock Exchange of Thailand

Delta Paint Public Company Limited (“the Company”) would like to clarify the operating results for the three-month and year ended March 31, 2026 with the following details:

Results of Operations for the 1st quarter of the Year 2026

Income Statement

(Million Baht)

	three-month	three-month	Changes	
	period ended	period ended	Amount	Percentage
	March 31, 2025	March 31, 2026		
Revenue from sales and services	170.4	137.8	(32.6)	(19.1)
Cost of sales and services	114.1	88.1	(26.0)	(22.8)
Gross profit	56.3	49.7	(6.6)	(11.7)
<i>Gross profit margin (%)</i>	<i>33.1</i>	<i>36.1</i>	<i>3.0</i>	<i>9.1</i>
Other revenues	1.3	1.9	0.6	46.1
Distribution Costs	52.0	45.4	(6.6)	(12.7)
Administrative expenses	14.4	12.3	(2.1)	(14.6)
Financial cost	3.6	2.2	(1.4)	(38.9)
Share of profit (loss) of associated companies using the equity method	0.4	1.1	0.7	175.0
Income tax expense	3.1	(0.1)	(3.2)	(103.2)
Net profit	(15.1)	(7.2)	7.9	52.3
<i>(Loss) attributable to Non-controlling interests of subsidiary</i>	<i>(0.1)</i>	<i>(0.0)</i>	<i>0.1</i>	<i>50.0</i>
Profit attributable to owners of the parent company	(15.2)	(7.2)	8.0	52.6
<i>Net profit margin (%)</i>	<i>(8.9)</i>	<i>(5.2)</i>	<i>3.7</i>	<i>41.7</i>
Earnings per share (Baht)	(0.07)	(0.03)	0.04	57.1

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Revenue Structure Categorized by Product Grade

Million Baht)

	three-month period ended March 31, 2025	Sale Proportions	three-month period ended March 31, 2026	Sale Proportions
Premium	75.3	44.2	72.8	52.8
Growth (%)	-		(3.3)	
Standard	36.9	21.7	35.7	25.9
Growth (%)	-		(3.3)	
Economy	58.2	34.1	24.9	18.1
Growth (%)	-		(57.2)	
Revenue from sales and services	170.4	100.0	133.4**	100.0
% Growth	-		(21.7)	

Remark : Service revenue Period for quarter'1/2026 = 4.4 Mb

Revenue from sales and services

For the three-month periods ended March 31, 2025 and 2026, the Company and its subsidiaries recorded net revenue from sales and services of THB 170.4 million and THB 133.4 million, respectively, representing a decrease of THB 37.0 million, or 21.7%. The decline was primarily attributable to a more stringent credit approval policy, focusing on customers with strong financial discipline and long-term growth potential aligned with the Company.

Regarding the revenue mix by product for the three-month period of 2026, net revenue from sales and services was derived from Premium, Standard, and Economy products, accounting for 52.8%, 25.9%, and 18.1% of total revenue, respectively. The shift in product revenue mix reflects the Company's strategic repositioning toward higher-margin product categories.

Gross Profit

For the three-month periods ended March 31, 2025 and 2026, the Company and its subsidiaries recorded gross profit of THB 56.3 million and THB 49.7 million, respectively, representing gross profit margins of 33.1% and 36.1%, respectively. The improvement in gross profit margin was primarily driven by effective production cost management, resulting in lower per-unit costs, together with the sales strategy realignment described above.

Other Revenues

For the three-months ended March 31, 2025 and 2026, The company had other Revenues amount of THB1.3 million and THB1.9 million, respectively, which increase THB 0.6 million, or 46.1%.

Selling Expenses and Administrative Expenses

For the three-month periods ended March 31, 2025 and 2026, the Company and its subsidiaries recorded selling and administrative expenses of THB 66.4 million and THB 57.7 million, respectively, a decrease of THB 8.7 million, or 13.1%. The reduction was primarily attributable to the organizational restructuring implemented since mid-last year, which resulted in a decrease in personnel expenses of THB 4.5 million, as well as a reduction in allowance for doubtful accounts of THB 4.3 million, reflecting the more selective credit approval policy.

Net Profit

For the three-month periods ended March 31, 2025 and 2026, the Company and its subsidiaries recorded a net loss of THB (15.1) million and THB (7.2) million, respectively, representing an improvement of THB 7.9 million, or 52.3%. The improvement was primarily driven by higher gross profit margin resulting from the revised sales strategy, coupled with a reduction in employee-related expenses.

Balance Sheet

(Million Baht)

	As of	As of	Change	
	December 31, 2025	March 31, 2026	Amount	Amount
Total Assets	814.9	816.3	1.4	17.2
Total Liabilities	409.3	417.8	8.5	2.1
Total Shareholder's Equity	405.6	398.5	(7.1)	(1.8)
Debt to Equity Ratio (Time)	1.0	1.0	0.0	0

Assets

As of March 31, 2026, the Company and its subsidiaries had total assets of Baht 816.3 million, a increase from total assets as of 31 December 2025 by Baht 1.4 million due to:

- Decreased in cash and cash equivalents of Baht 11.8 million.
- Increased in trade and other current receivables of Baht 18.9 million due to sales decreasing.
- Decreased in land, building and equipment's of Baht 5.1 million.

Liabilities

As of March 31, 2026, the Company and its subsidiaries had total liabilities of Baht 417.8 million, an increase of Baht 8.5 million from 31 December 2025, an increase of 2.1 percent due to:

- Increased Bank overdrafts and short-term loans from financial institutions in the amount of Baht 11.3 million
- Decreased in Trade and other current payables in the amount of Baht (6.7) million



Equity

As of March 31, 2026, the Company and its subsidiaries had shareholders' equity of Baht 398.5 million, a decrease of Baht (7.1) million from 31 December 2025, or decreased (1.8) percent.

Debt to Equity Ratio

As of March 31, 2026, compared to the year ended December 31, 2025, Company and its subsidiaries' debt to equity ratio was at 1.0 and 1.0 respectively.

Yours sincerely

(Mr.Athapon Tangkaravakoon)

Chief Financial Officer

Delta Paint Public Company Limited