

Management Discussion and Analysis (MD&A)

CPanel Public Company Limited

1. Financial Overview

As of March 31, 2026, the Company reported total assets of THB 1,115.5 million, a slight decrease from THB 1,124.9 million as of December 31, 2025. The primary asset remains Property, Plant and Equipment (PP&E) with a net book value of THB 959.1 million. Total liabilities stood at THB 677.6 million and total shareholders' equity at THB 437.9 million, reflecting a debt-to-equity (D/E) ratio of 1.55x. A key development during the quarter was the Company's successful refinancing of its long-term loans, which resulted in a significant reduction of current liabilities from THB 656.8 million to THB 229.3 million. As a result, the current ratio improved from 0.12x to 0.31x. Shareholders' equity decreased by THB 14.7 million, reflecting the net loss recorded during the period.

Item	31 Mar 2026 (THB '000)	31 Dec 2025 (THB '000)
Total Current Assets	71,511	76,435
Total Non-Current Assets	1,044,000	1,048,461
Total Assets	1,115,511	1,124,896
Total Current Liabilities	229,313	656,766
Total Non-Current Liabilities	448,324	15,551
Total Liabilities	677,637	672,317
Total Shareholders' Equity	437,874	452,579

2. Statement of Comprehensive Income

Net sales revenue for Q1/2026 was THB 25.7 million, a decrease of 31.9% year-on-year, driven by a slowdown in order volume. However, cost of sales declined at a greater rate, improving the gross profit margin from 5.5% to 10.5%. Administrative expenses decreased by 34.1% through cost control measures. Finance costs, however, rose significantly from THB 1.2 million to THB 4.6 million due to higher interest expenses following the long-term debt. The Company recorded a net loss of THB 14.7 million, a slight improvement from THB 15.3 million in the same period of the prior year.

Item	Q1/2026 (THB '000)	Q1/2025 (THB '000)	Change	%
Net Sales Revenue	25,748	37,832	(12,084)	(31.9%)
Cost of Sales	23,055	35,758	(12,703)	(35.5%)
Gross Profit	2,693	2,074	+619	+29.8%
<i>Gross Profit Margin</i>	10.5%	5.5%	+5.0 ppt	–
Selling Expenses	8,592	7,809	+783	+10.0%
Administrative Expenses	7,938	12,034	(4,096)	(34.1%)
Operating Loss	(13,493)	(17,384)	Improved 3,891	–
Finance Costs	(4,606)	(1,222)	Increased 3,384	–
Income Tax Benefit	3,694	3,348	+346	+10.3%
Net Loss	(14,705)	(15,258)	Improved 553	(3.6%)
Loss per Share (THB/share)	(0.09)	(0.094)	Improved	–

3. Statement of Cash Flows

Net cash used in operating activities was THB 2.7 million, an improvement over the prior year, supported by the collection of THB 17.9 million in trade receivables. Net cash used in investing activities was only THB 2.9 million, significantly reduced from THB 14.1 million in Q1/2025, as the Company deferred capital expenditure on fixed assets. Net cash from financing activities was THB 10.2 million, primarily from a THB 28.9 million borrowing from related parties to support liquidity. Overall, cash and cash equivalents at the end of the period increased to THB 6.5 million from THB 1.9 million at the beginning of the period.

Item	Q1/2026 (THB '000)	Q1/2025 (THB '000)
Cash Flows from Operating Activities	(2,675)	(3,036)
Cash Flows from Investing Activities	(2,864)	(14,062)
Cash Flows from Financing Activities	10,184	5,095
Net Increase (Decrease) in Cash	4,645	(12,003)
Cash at Beginning of Period	1,885	14,662
Cash at End of Period	6,530	2,659