UNION PIONEER PLC

บริษัท ยูเนี่ยนไพโอเนียร์ จำกัด (มหาชน)

Management Discussion and Analysis (MD&A)

The second quarter ended 30 June 2026

10th August 2026

Subject: Management Discussion and Analysis (MD&A) for the second quarter of 2026

To: Managing Director of the Stock Exchange of Thailand

Union Pioneer Public Company Limited submits the Management Discussion and Analysis (MD&A) for the second quarter of 2026, with the following details:

Performance

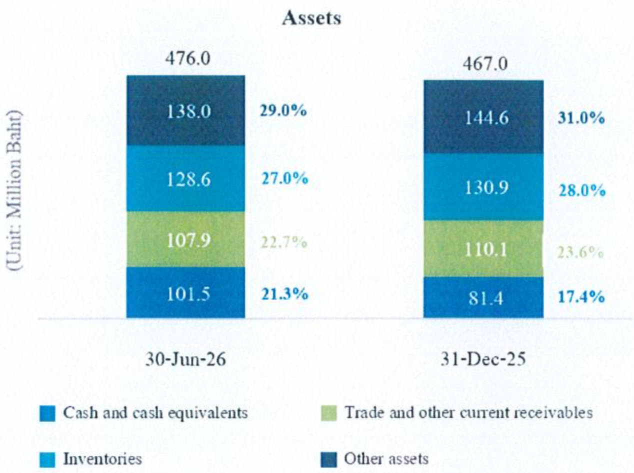
(Unit: Million Baht)

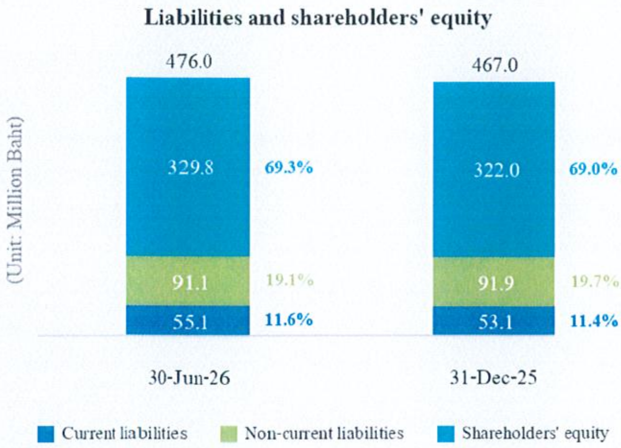
Statement of comprehensive income	For the three-month period ended 30 June 2026	2025	Increase (Decrease)	
Sales income	132.0	122.8	9.2	7.5%
Cost of sales	(113.2)	(116.6)	(3.3)	-2.8%
Gross profit	**18.7**	**6.3**	**12.5**	**199.5%**
Gross profit margin	**14.2%**	**5.1%**		
Profit (loss) from operating activities	6.5	(7.5)	13.9	-186.2%
Profit (loss) for the period	**5.0**	**(8.2)**	**13.2**	**-160.9%**

1. Sales revenue for Q2/2026 amounted to Baht 132.0 million, an increase of Baht 9.2 million (7.5%) from the same period of previous year, mainly due to increased export sales of elastic rubber products for the clothing and textile industry, driven by a recovery in orders from customers in the United States market, together with accelerated order placements by certain customers of the implementation of import tariff measures.
2. Cost of sales in Q2/2026 amounted to Baht 113.2 million, a decrease of Baht 3.3 million (2.8%) from the same period of the previous year, due to lower prices of natural rubber and synthetic rubber, the Company's main raw materials, following the price decline that began in the second half of 2025.
3. The increase in sales revenue, together with effective control of production costs and selling and distribution expenses in relation to raw material costs and labor expenses, resulted in the gross profit margin increasing by 9.1 percentage points, from 5.1% to 14.2%, compared with the same quarter of the previous year.

   There were no significant changes in other operating items.

Financial Position





As of 30 June 2026, the Company had total assets of Baht 476.0 million, an increase of 2% compared to 31 December 2025, with key items as follows:

1. Cash and cash equivalents amounted to Baht 101.5 million, an increase of Baht 20.1 million (24.7%), driven by improved net cash flow from operating activities of Baht 24.9 million, net of cash used in investing and financing activities of approximately Baht 4.8 million.
2. Land, buildings and equipment amounted to Baht 65.7 million, a decrease of Baht 6.5 million (9.0%), due to depreciation of approximately Baht 8.1 million recognized during the period, partly offset by an increase in machinery investment of Baht 1.2 million.

The Company has no interest-bearing debt from financial institutions; most of its liabilities consist of trade payables and lease liabilities, reflecting a safe financial structure free of interest-rate risk. There were no significant changes in liabilities or shareholders' equity.

Key Financial Ratios

	Q2/2026	Q2/2025
Profitability		
Gross Profit Margin (%)	14.2%	5.1%
EBITDA (%)	8.4%	-1.8%
Net Profit Margin (%)	3.7%	-6.6%
	30-Jun-26	**31-Dec-25**
Liquidity		
Current Ratio (Times)	0.0	0.0
Returns (Assets/Equity)		
Return on Equity (ROE) (%)	6.2%	-9.6%
Return on Assets (ROA) (%)	4.3%	-7.0%

1. Profitability: Improved significantly, mainly driven by the increase in gross profit margin to 14.2% (from 5.1% in Q2/2025), resulting in EBITDA margin (8.4%) and net profit margin (3.7%) returning to positive.
2. Liquidity: The Company maintained a strong liquidity position, with a current ratio of 6.4 times, a slight increase from the previous year. This level remains well above the industry average (approximately 1–2 times).
3. Returns: The Company's return on assets (ROA) and return on equity (ROE) were positive, reflecting its return to profitability. This indicates improved efficiency in utilizing assets and equity to generate returns.

Overall, the Company's operating performance in Q2/2026 showed a strong recovery, driven by effective control management, resulting in higher gross profit margin and net profit, together with a financial position that remains strong, with high liquidity and a low debt burden. For the outlook in Q3/2026, the Company will continue to closely manage risks arising from fluctuations in natural rubber prices and foreign exchange rates.

We hereby submit this report for your acknowledgement and kindly request that this information be reported to the members of the Stock Exchange of Thailand and all interested parties.

บริษัท ยูเนี่ยนไพโอเนียร์ จำกัด (มหาชน)
UNION PIONEER PUBLIC COMPANY LIMITED

Yours faithfully,

(Mr. Pornchai Phulsuksombati)

Chief Executive Officer