Management Discussion and Analysis for the results of Quarter 2nd 2026, ended on June 30, 2026

Unit: Million Baht	Q2/2026	Q1/2026	Q2/2025	Inc. (Dec.) %		6 Mths/26	6 Mths/25	Inc. (Dec.) %
	Mb.	Mb.	Mb.	QoQ	YoY	Mb.	Mb.	
Revenue from sales	89.86	54.78		64.05%	100.00%	144.63		100.00%
Revenue from services	135.19	149.17	162.58	-9.37%	-16.84%	284.36	380.44	-25.25%
Other income	2.54	6.76	4.85	-62.44%	-47.64%	9.30	5.72	62.50%
Total revenues	227.59	210.70	167.42	8.02%	35.94%	438.29	386.16	13.50%
Cost of sales	74.82	43.90		70.44%	100.00%	118.72		100.00%
Cost of rendering of services	110.37	120.44	159.29	-8.36%	-30.71%	230.81	370.24	-37.66%
Distribution cost	10.13	10.56	5.80	-4.08%	74.54%	20.68	7.79	165.48%
Administrative expenses	38.00	42.01	61.97	-9.54%	-38.68%	80.01	103.71	-22.86%
Gain on change in fair value of other non-current financial assets	6.52	-2.71		340.89%	100.00%	3.81		100.00%
Share of gain (loss) of investment in associate using equity method	36.59	-41.33	-3.31	188.54%	1205.56%	-4.74	-3.31	43.05%
Profit (Loss) for the period	37.19	-51.99	-69.59	171.53%	153.43%	-14.80	-120.99	-87.77%
Total comprehensive income (loss) for the period	38.45	-52.62	-68.75	173.06%	155.92%	-14.17	-127.08	-88.85%
Profit (Loss) attributable to Equity holders of the Company	36.98	-51.86	-71.50	171.30%	151.72%	-14.88	-108.53	-86.29%

Business Overview and Industry Analysis

The Company and its subsidiaries are engaged in the manufacturing and distribution of electric vehicles under the OMODA, JAECOO, CHERY, and LEPAS brands, as well as commercial electric vehicles under the FARIZON brand. In addition, the Company operates transportation and travel services, covering non-scheduled bus and van passenger services, student transportation services, employee shuttle services, general car rental and tour vehicle services, as well as cargo transportation and transfer services.

Summary of Operating Results and Financial Position

Based on the consolidated financial statements of King Gen Public Company Limited and its subsidiaries for the second quarter ended June 30, 2026, the Company had a net profit attributable to the parent company of 36.98 million Baht, a turnaround from a net loss attributable to the parent company of 71.50 million Baht in the same period of the previous year, representing an improvement in operating results of 108.48 million Baht.

The turnaround to profitability in this quarter reflects the positive development of operating results, supported by the initial recognition of revenue from the commercial electric vehicle distribution business, the adjustment of the service business portfolio by focusing on segments with appropriate profitability, more efficient management of costs and expenses, as well as the recognition of profits from investments in the electric vehicle business. The key details are as follows:

Revenue

In the second quarter of 2026, the Company had sales revenue of 89.86 million Baht, which was revenue from the commercial electric vehicle distribution business. In the same period of the previous year, the Company had no revenue from such business.

The Company had service revenue of 135.19 million Baht, a decrease of 27.38 million Baht, or 16.84%, compared to the same period of the previous year. The main reason was the implementation of the strategy to reduce the proportion of services in business segments with low profit margins, in order to focus on work that can generate more appropriate returns.

As a result of the initial recognition of revenue from the commercial electric vehicle distribution business, the overall total revenue of the Company in the second quarter of 2026 increased by 60.17 million Baht, or 35.94%, compared to the same period of the previous year, reflecting the expansion of the Company's revenue base into new businesses in accordance with the strategic plan that has been implemented.

In addition, in the second quarter of 2026, the Company recognized profits from its investment in Omoda and Jaecoo Manufacturing (Thailand) Company Limited (OJMT) and Omoda and Jaecoo (Thailand) Company Limited (OJST), which contributed to the Company's operating results in this quarter. OJMT commenced its manufacturing plant operations on April 20, 2026. Therefore, the operating results recognized by the Company from OJMT in this quarter were derived from the initial operating period of the plant during the second quarter of 2026.

Costs and Administrative Expenses

The Company had service costs of 110.37 million Baht, a decrease of 48.91 million Baht, or 30.71%, compared to the same period of the previous year. The key reason was the reduction in the proportion of services in business segments with low profit margins and the focus on work that can generate appropriate returns.

At the same time, the Company had administrative expenses of 38.00 million Baht, a decrease of 23.97 million Baht, or 38.68%, compared to the same period of the previous year. During the same period of the previous year, the Company incurred higher-than-normal expenses related to the establishment and structuring of the electric vehicle manufacturing and distribution business, as it was the initial stage of the new business operations.

Following the establishment of such structure and operating systems, the Company has been able to manage expenses more efficiently, which is another key factor supporting the recovery of operating results in this quarter.

For the commercial transportation business, the Company continues to restructure its service operations, with an emphasis on selecting routes and work that can generate returns at an appropriate level. For routes or services that the Company has assessed as unable to generate profits or having low profit margins, the Company will consider reducing the proportion or discontinuing such services as appropriate, in order to enhance the efficiency of resource utilization and cost management of the Company.

Overall Operating Performance

The operating results in the second quarter of 2026 reflect the progress in the Company's business restructuring and the enhancement of operational efficiency, resulting from the initial generation of revenue from new businesses, the recognition of returns from investments in the electric vehicle business, as well as the management of existing businesses with a focus on profitability and cost efficiency.

The Company will continue to prioritize the development of businesses with potential, alongside efficient cost and resource management, in order to strengthen its competitiveness and support the continuous growth of its operating results.