No. TMC_CS-014/2569

11 November 2026

Subject Management Discussion and Analysis (MD&A) for the Operating Results for Q3/2026

To The President

The Stock Exchange of Thailand

Economic Overview

In 2026, Thailand's manufacturing sector is undergoing significant changes driven by economic conditions, technological developments, and intensifying global competition. These factors are prompting industry operators to accelerate their adaptation in order to maintain competitiveness, particularly companies in the automotive parts and manufacturing sectors, which are being affected both directly and indirectly by the current economic environment.

The Thai economy continues to experience a gradual recovery, while domestic purchasing power remains relatively weak. At the same time, operating costs have continued to rise, including labor costs, electricity costs, raw material prices, and financing costs. As a result, the manufacturing sector is facing increasing cost pressures and declining profit margins. Meanwhile, customers across several industries remain cautious about spending and have postponed investments, resulting in greater volatility in orders in certain industries.

In addition, the increasing presence of Chinese manufacturers and intensified price competition have become significant pressures on Thai businesses. Many manufacturers are facing greater price negotiations from customers, as well as competition from foreign manufacturers with lower cost structures. Nevertheless, these challenges also present opportunities for companies with high manufacturing standards, effective management systems, and the ability to meet customers' requirements for quality and timely delivery. Such companies may have opportunities to enter new supply chains, both domestically and internationally.

At the same time, ESG, sustainability, and good corporate governance are receiving increasing attention from investors, customers, and international business partners. Companies that are able to develop their operations toward Green Industry standards, establish effective sustainability management systems, and demonstrate transparency in their operations will have greater opportunities to gain stakeholder confidence and build long-term competitive advantages.

Although the current economic environment presents significant challenges, it also represents an important period of transformation for Thailand's industrial sector. Companies that can adapt rapidly, invest in

technology, enhance production capabilities, and pursue future-oriented businesses will be better positioned to turn challenges into opportunities and achieve sustainable long-term growth. In particular, organizations with the potential to evolve into strong, modern industrial enterprises will be well positioned to strengthen their competitiveness and create sustainable value in the future.

Operating Results for Q3/2026 Ended 30 September2026

T.M.C. Industrial Public Company Limited would like to report the operating results and financial position of the Company and its subsidiaries for Q3/2026 ended 30 September 2026, the key details of which are summarized as follows:

Unit : Thousand Baht

Descriptions	Q3/2026		Q3/2025		Increase (Decrease)	
					Quantity	Proportion
Revenue from Sales and Services	69,601	100%	46,427	100%	23,174	49.91%
Cost of Sales and Services	(62,534)	-90%	(35,527)	-77%	27,007	76.02%
Gross Profit	**7,067**	**10%**	**10,900**	**23%**	**(3,833)**	**-35.17%**
Other Income	7,752	11%	2,915	6%	4,837	165.93%
Selling and Administrative Expenses	(20,995)	-30%	(14,002)	-30%	6,993	49.94%
Gain (Loss) on Changes in Fair Value	(1,021)	-1%	-	0%	(1,021)	-100.00%
Profit (Loss) before Finance Costs and Share of Profit (Loss) of Associates	**(7,197)**	**-10%**	**(187)**	**0%**	**(7,010)**	**-3,748.66%**
Finance Costs	(173)	-0.2%	(208)	0%	35	-16.83%
Profit (Loss) before Income Tax	**(7,370)**	**-11%**	**(395)**	**-1%**	**(6,975)**	**-1,765.82%**
Income Tax	-	0%	-	0%	-	0%
Net Profit (Loss)	**(7,370)**	**-11%**	**(395)**	**-1%**	**(6,975)**	**-1,765.82%**

Revenue

In Q3/2026, the Company recorded revenue from sales and services of THB 69.601 million, representing an increase of 49.91% compared to the same period of the previous year. Further details are presented in the table showing revenue, costs, and gross profit classified by product and business segment.

Cost of Sales and Services

In Q3/2026, the Company recorded cost of sales and services of THB 62.534 million, an increase of THB 27.007 million or 76.02% compared to Q3/2025. The increase was primarily attributable to fluctuations in

the prices of key raw materials, together with the gradual recognition of costs associated with major raw materials, such as steel, consumables, energy, transportation, and other expenses. These factors are external and beyond the Company's control.

Although the Company was able to manage its raw material supply to ensure sufficient materials for production in line with the growth in sales, the average unit costs arising from outstanding advance purchase contracts remained relatively high. Consequently, the costs incurred increased, resulting in a lower gross profit margin for the quarter.

Gross Profit

In Q3/2026, the Company recorded gross profit of THB 7.067 million, representing a decrease of 35.17% compared to Q3/2025. Nevertheless, the Company has continued its efforts to increase sales to both existing and new customers, while creating additional opportunities in repair and maintenance services and introducing new products to maintain sales and profitability.

The decrease in gross profit was directly affected by fluctuations in the prices of key raw materials. Nevertheless, the management remains committed to driving continuous growth by expanding its revenue base through three key strategies:

1. Maintaining and enhancing sales from existing customers.
2. Expanding market reach and acquiring new customers.
3. Expanding repair and maintenance services and introducing innovative new products to the market.

Selling and Administrative Expenses

In Q3/2026, the Company recorded selling and administrative expenses of THB 20.995 million, equivalent to 30% of revenue. The increase was primarily in line with higher business activities. Selling expenses increased in line with sales growth, together with brokerage fees from securities trading, financial transaction fees, and the recognition of losses arising from changes in fair value.

Finance Costs

In Q3/2026, the Company recorded finance costs of THB 173 thousand, a decrease of THB 35 thousand or 16.83% compared to Q3/2025. These finance costs mainly comprised interest expenses arising from various lease agreements.

Corporate Income Tax

The Company did not record any income tax expenses in either Q3/2026 or Q3/2025, as it had tax losses carried forward from previous years. Accordingly, no corporate income tax expense was incurred in Q3/2026.

Net Profit (Loss)

In Q3/2026, the Company recorded a net loss of THB 7.370 million, representing an increase in net loss of THB 6.975 million or 1,765.82% compared to Q3/2025. This was primarily attributable to the continued high prices of key raw materials, including steel, consumables, transportation costs, and other related expenses.

Revenue, Cost of Sales, and Gross Profit by Product Category

Revenue and Cost Structure by Business Type		Machinery Manufacturing and Distribution	Services	Healthcare Services	Total
Year 2026	Revenue	51,827.00	16,391.00	1,383.00	**69,601.00**
	%	74.46%	23.55%	1.99%	100%
	Cost	45,633.00	14,779.00	2,122.00	**62,534.00**
	GP	6,194.00	1,612.00	(739.00)	7,067.00
	%GP	11.95%	9.83%	-53.43%	10.15%
Year 2025	Revenue	29,665.00	13,950.00	2,812.00	**46,427.00**
	%	63.90%	30.05%	6.06%	100%
	Cost	23,096.00	9,533.00	2,898.00	**35,527.00**
	GP	6,569.00	4,417.00	(86.00)	10,900.00
	%GP	22.14%	31.66%	-3.06%	23.48%
Increase (Decrease)	Revenue	22,162.00	2,441.00	(1,429.00)	23,174.00
	%	74.71%	17.50%	-50.82%	49.91%
	Cost	22,537.00	5,246.00	(776.00)	27,007.00

- **Machinery Manufacturing and Sales Business**

  Revenue from the machinery manufacturing and distribution business increased by THB 22.162 million or 74.71% compared to Q3/2025. This increase was attributable to the delivery of machinery and the recognition of revenue from large-scale projects arising from production activities undertaken in previous periods.

- **Machinery Repair, Maintenance, and Relocation Services**

  Revenue from the services business increased by THB 2.441 million or 17.50%. This increase should be considered in conjunction with the significant growth in the machinery manufacturing and distribution business in 2026, with machinery sales increasing by 74.71%. As a result, the number of machines installed at customer sites in the market increased accordingly, leading to higher demand for scheduled maintenance services and machinery relocation services.

- **Healthcare Services Business**

  Revenue from the healthcare services business decreased by THB 1.429 million or 50.82%. This was because the Company operated the healthcare services business only during July and August 2026. The Company subsequently sold the business to another operator and discontinued its healthcare services business effective September 1, 2026.

Statement of Financial Position

Unit : Thousand Baht

Descriptions	30 September 2026		31 December 2025		Increase (Decrease)	
Current Assets	471,940	73.80%	478,308	72%	(6,368)	-1.33%
Non-Current Assets	167,588	26.20%	176,379	28%	(8,791)	-4.98%
Total Assets	**639,528**	**100%**	**654,687**	**100%**	**(15,159)**	**-2.32%**
Current Liabilities	44,831	7.01%	36,428	7%	8,403	23.07%
Non-Current Liabilities	32,959	5.15%	37,718	6%	(4,759)	-12.62%
Total Liabilities	**77,790**	**12.16%**	**74,146**	**13%**	**3,644**	**4.91%**
Shareholders' Equity	561,738	87.84%	580,541	87%	(18,803)	-3.24%
Total Liabilities and Shareholders' Equity	**639,528**	**100%**	**654,687**	**100%**	**(15,159)**	**-2.32%**

Assets

As of September 30, 2026, the Company's total assets amounted to THB 639.528 million, representing a decrease of THB 15.159 million or 2.32% from THB 654.687 million as of December 31, 2025.

The decrease was attributable to the following movements:

- Cash and cash equivalents decreased by THB 5.463 million.
- Trade receivables decreased by THB 51.516 million.
- Current income tax assets decreased by THB 537 thousand.

- Right-of-use assets decreased by THB 8.352 million.
- Other current financial assets decreased by THB 137.224 million.
- Other non-current financial assets decreased by THB 2.730 million.
- Inventories increased by THB 23.187 million.
- Property, plant and equipment, net, increased by THB 488 thousand.
- Other non-current assets and other items increased by THB 63.956 million.

Liabilities

As of September 30, 2026, the Company's total liabilities amounted to THB 77.790 million, decreasing by THB 3.644 million or 4.91% compared to December 31, 2025. The main reason was the substantial payment for raw material purchases, resulting in a decrease in trade and other payables. Lease liabilities decreased by THB 6.882 million, while current employee benefit liabilities and other liabilities increased by THB 2.136 million.

Equity

As of September 30, 2026, the Company's shareholders' equity amounted to THB 561.738 million, representing a decrease of THB 18.803 million or 3.24% compared to December 31, 2025, due to the Company's net loss during the period.

Key Financial Ratios

Descriptions	Q3/2026	2025	Difference
1. Current Ratio	10.53	13.13	(2.60)
2. Debt/Equity Ratio	0.14	0.13	0.01

- **Current Ratio**

  As of September 30, 2026, the Company's current ratio stood at 10.53 times, representing a decrease of 2.60 times compared to the corresponding period in 2025. Nevertheless, the Company continued to maintain a very high level of liquidity and had no interest-bearing debt obligations.

- **Debt to Equity Ratio**

  As of June 30, 2026, the Company's debt-to-equity ratio stood at 0.14 times, which was relatively unchanged compared to the corresponding period in 2025.

Unit : Thousand Baht

Cash Flow Statement	30 September 2026	31 December 2025	Increase (Decrease)
Operating Activities	(40,675)	(23,081)	17,594
Investing Activities	37,417	(1,057)	(38,474)
Financing Activities	(2,509)	(2,579)	(70)
Effect of Exchange Rate Changes	304	(188)	(492)
Net Cash Flow	(5,463)	(26,905)	21,442
Cash and Cash Equivalents at Beginning of Period	88,187	81,978	(6,209)
Cash and Cash Equivalents at End of Period	**82,723**	**55,073**	**27,650**

As of September 30, 2026, the cash balance of the Company and its subsidiaries amounted to THB 82.723 million, representing an increase of THB 27.650 million from THB 55.073 million as of December 31, 2025. The key details are as follows:

Operating Activities The difference in cash flows from operating activities, including cash received from the collection of trade receivables and other items, increased by THB 17.595 million.

Investing Activities The difference in cash flows from investing activities was attributable to an increase of THB 36.360 million in cash paid for fixed deposits for investment purposes, an increase of THB 9.355 million in cash paid for asset acquisitions, and an increase of THB 934 thousand in interest paid recognized as part of asset costs and other items.

Financing Activities The difference in cash flows from financing activities arose from an increase of THB 70 thousand in lease liabilities.

Outlook and Strategic Plans for Q3/2026

Outlook and Strategic Plans for Q3/2026

1. Products and Services The Company has adjusted its business management structure in order to enhance its competitiveness, as follows:

   1.1 Machinery Manufacturing and Sales Division This division includes the Company's existing products as well as new products designed to improve energy efficiency and reduce global warming, as follows:

Biomass Carbonization System – Biochar Furnace



Remark:

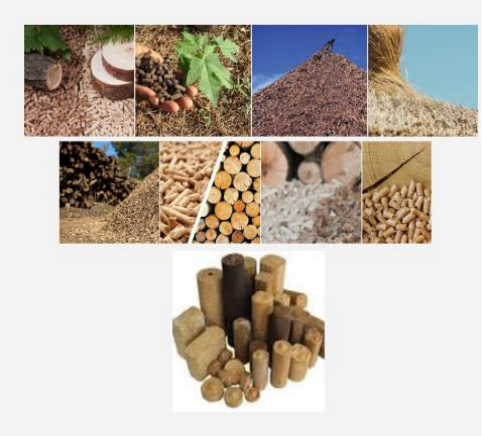
- Production capacity: 200 liters per batch
- Production capacity: 1,000 liters per batch
- Production capacity: 5,000 liters per batch

Operating Characteristics:

The biomass charcoal furnace system has been developed with a design in which one section of the furnace serves as the fuel combustion chamber to generate heat and transfer it to the carbonization chamber used for producing biochar. The heat transfer process occurs through thermal convection within the furnace system.

Part of the heat is released directly to the outside through a pipe connected from the combustion chamber, which induces airflow into the combustion chamber. Meanwhile, the large amount of smoke generated within the biochar production chamber is trapped and directed to circulate through pipes leading to the lower combustion chamber. The smoke is then eliminated through complete combustion, resulting in a smokeless process while simultaneously generating additional heat to substitute part of the fuel consumption.

Biomass Production System



Operating Characteristics:

The biomass production system is designed to convert organic materials that can be transformed into energy sources. These include various agricultural residues such as rice straw, rice husks, bagasse, palm bunches, wood chips, waste from agro-industrial processing plants, and community waste. In this context, the focus is specifically on agricultural residues, which are processed into fuel for generating heat used in cooking and industrial manufacturing processes.

The production process begins with the collection of

	raw materials, followed by size reduction and drying to reduce moisture content. The processed materials are then conveyed for briquetting and subsequent packaging.

1.2 1.2 Machinery Repair, Maintenance, and Relocation Services Division The Company has established a separate division for machinery repair, maintenance, and relocation services to enhance management efficiency and competitiveness.

Products and Services



Progress of the Implementation of the Sustainability Development Plan

Sustainable Business Strategy

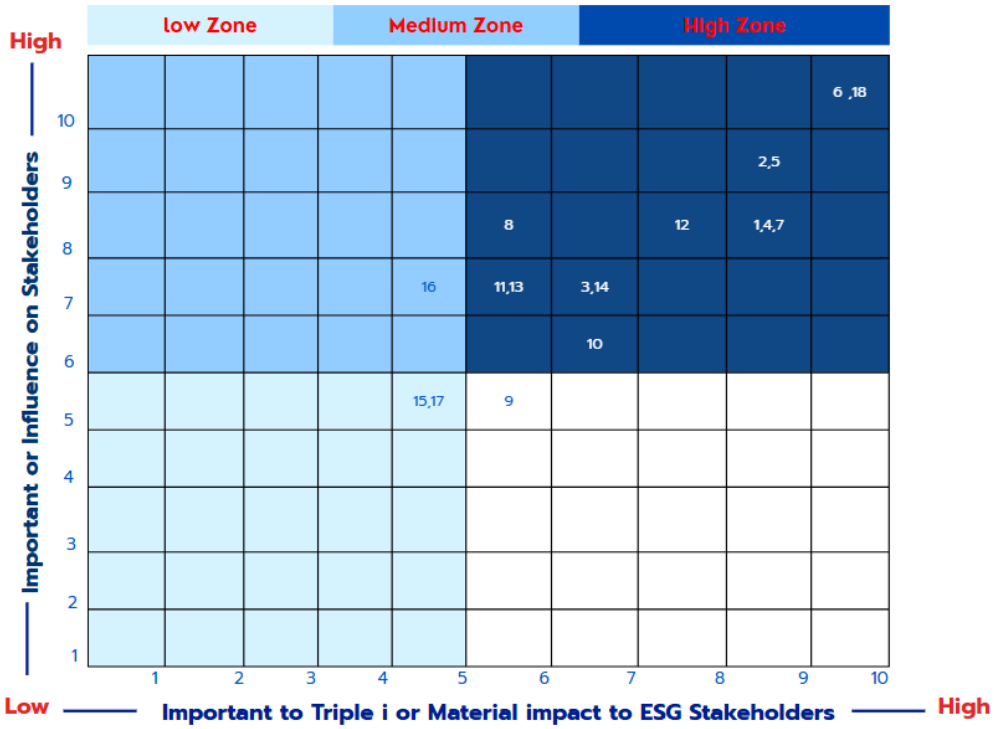
In line with the Company's vision to develop internationally recognized, high-quality machinery innovations that comprehensively meet customer needs, while driving the organization through sustainable business practices and ethical conduct for the greatest benefit of the economy, society, and the environment, the Company has established the "4 Greens" strategy as a framework for its operations in order to align with its approach toward sustainable organizational development, as follows:



GOVERNANCE AND ECONOMICS	SOCIAL	ENVIRONMENT	
Green Company **Organizational Development:** Focus on managing and developing resources efficiently and training personnel to have knowledge in environmental management.	**Green Procurement** **Sustainable Procurement:** Choose environmentally friendly materials and services from manufacturers with sustainable standards.	**Green Process** **Improve Production Processes:** Use modern technology to reduce waste and energy to increase production efficiency.	**Green Products** **Environmentally friendly products:** Develop products to use recycled materials and environmentally friendly production processes.
• Good Corporate Governance • Anti-Corruption • Building Good Relationships and Producing Quality Products According to customer needs • Co-developing business partners in conducting business responsibly • Focusing on creating innovations and new technologies	• Employee Care and Development • Considering Human Rights and Fair Labor Treatment • Promoting Good Health and Safety at Work • Complaint Management • Community Support and Engagement	• Environmental Management System: To reduce the environmental impacts caused by business operations • Reducing Energy Consumption and Using Energy Efficiently • Reducing Greenhouse Gas Emissions into the Atmosphere • Risk Management • Efficient Resources Usage • Improving Water Management	• Research and Develop Environmentally Friendly Products • Create Production System Standards • Traceability: Create a tracking system from raw material procurement, production, and delivery to ensure that there are no impacts on the environment and society.

Materiality Assessment Results

The Company places importance on sustainable development in the areas of corporate governance, economic, social, and environmental dimensions. The Company has conducted stakeholder engagement surveys, impact assessments, and prioritization of key sustainability issues. In 2026, the Company identified 18 material sustainability topics, as follows:





Disclosure in Accordance with International Standards and ESG Assessment Results

Disclosure in Accordance with International Standards

1. GRI : Global Reporting Initiative
2. CDP : Carbon Disclosure Project
3. SASB : Sustainability Accounting Standard Board

Assessment Results for 2026

1. The Company's CG Score was upgraded from 4 stars to 5 stars under the Corporate Governance Report of Thai Listed Companies (CGR) conducted by the Thai Institute of Directors Association.
2. The Company received CAC Certification from the Thai Institute of Directors Association.
3. The Company obtained ISO 14001:2015 Certification.

Sustainable Business Goals

Goals	9M/2026 Performance / Progress Toward Target	Target Year
Economics		
EBITDA 40 million baht	-2.65 million baht	2028
Governance		
CAC Certification	Certified	2026
Climate Action		
Reduce greenhouse gas emissions by at least 7% compared to the base year	Assessment not yet conducted	2028

Please be informed accordingly.

Sincerely,

(Mr. Warin Phadungsinth)

Managing Director