บริษัท ไพโอเนียร์ มอเตอร์ จำกัด (มหาชน)
PIONEER MOTOR PUBLIC COMPANY LIMITED

Ref. PIMO 6911 / 014

November 12, 2026

Subject: Management Discussion and Analysis of Financial Statement for the third quarter for the three-month and nine-month period ended September 30, 2026

To: The President

The Stock Exchange of Thailand

Pioneer Motor Public Company Limited would like to clarify the Company's Financial Operations results for the third quarter for the three-month and nine-month period ended September 30, 2026. The Details are as follows:

Operating Performance Overview

Operating Performance & Drivers

The company's earnings growth is driven by expansion in sales revenue, enhanced production cost efficiencies such as softer prices for certain raw materials and optimized manufacturing processes and increased foreign exchange gains from export revenues. Consequently, these factors have improved the company's overall profitability compared to the same period last year.

Industry Overview & Competitive Landscape

Within the broader industry, the sales of air conditioner motors, water pump motors, and other motor types continue to face headwinds from a gradual economic recovery. Household purchasing power and construction sector activity remain constrained, dampening demand for residential and general-purpose applications. This slowdown is particularly evident in water pump motors for residential and agricultural use, as consumers defer capital expenditures and opt to repair existing equipment rather than purchasing new units. Additionally, price competition remains intense, primarily fueled by low-cost imports from China, which forces industry players to meticulously manage price and cost strategies to preserve competitiveness.

Market Opportunities

Conversely, the market benefits from growing demand for energy-efficient and high-efficiency motors. This trend is gaining traction among industrial and retail consumers seeking to reduce electricity expenses. Furthermore,

public infrastructure investments and a resurgent tourism sector are supporting volume demand in specific segments, including swimming pool systems, hotel water management, and commercial buildings.

Outlook & Future Strategy

Looking ahead, the company anticipates cautious short-term growth for air conditioner, water pump, and other motor segments, given the challenging economic climate and competitive landscape. To mitigate these risks, the company will focus on stringent cost management, the development of high-quality energy-saving products, and geographic or segment expansion into high-potential markets. These initiatives aim to fortify competitive advantages and secure sustainable, long-term growth.

Operating Performance

For the third quarter, the three-month period ended September 30, 2026, the company reported a net profit from financial statements of Baht 19.92 million, compared to a net profit of Baht 23.94 million of the same period last year, decreased by Baht 4.02 million (16.79%).

Considering the net profit margin to total revenue, the company achieved a net profit margin of 7.66% down from 9.02% in the same period last year.

For the nine-month period ended September 30, 2026, the company reported a net profit from financial statements of Baht 79.61 million, compared to a net profit of Baht 62.51 million of the same period last year, increased by Baht 17.10 million (27.35%).

Considering the net profit margin to total revenue, the company achieved a net profit margin of 9.83% up from 8.00% in the same period last year.

Unit: Million Baht

3-month period	**Financial statements Ended 30/09/2026**	**Financial statements Ended 30/09/2025**	**Increase (Decrease)**	
			Amount	**(%)**
Sales	252.55	258.16	(5.61)	(2.17)
Net profit (loss)	19.92	23.94	(4.02)	(16.79)

Unit: Million Baht

9-month period	Financial statements Ended 30/09/2026	Financial statements Ended 30/09/2025	Increase (Decrease)	
			Amount	(%)
Sales	779.85	759.83	20.02	2.63
Net profit (loss)	79.61	62.51	17.10	27.35

Revenue

Total revenue for the third quarter, for the three-month period ended September 30, 2026, the Company has earned total revenue of Baht 260.03 million decreased by Baht 5.20 million (1.96%) from the same period last year. This is divided into sales revenue of Baht 252.55 million decreased by Baht 5.61 million (2.17%) from the same period last year. Compared to the proportion of revenue from domestic sales and export sales, domestic sales revenue was 52% and export sales revenue 48%, (Q3 2025: domestic sales revenue was 47% and export sales revenue 53%).

Total revenue for the nine-month period ended September 30, 2026, the Company has earned total revenue of Baht 809.62 million increased by Baht 27.86 million (3.56%) from the same period last year. This is divided into sales revenue of Baht 779.85 million, increased by Baht 20.02 million (2.63%) from the same period last year. Compared to the proportion of revenue from domestic sales and export sales, domestic sales revenue was 47% and export sales revenue 53%, (9M 2025: domestic sales revenue was 46% and export sales revenue 54%).

An analysis of sales by product category for the nine-month period ending September 30, 2026, reveals that the three core product groups maintained a positive growth trend, with a net increase in total sales of Baht 14.97 million compared to the same period last year. The breakdown by product category is as follows:

- Industrial Motors: Sales increased by Baht 15.58 million (the primary driver of growth). This indicates that the domestic manufacturing sector and B2B (Business-to-Business) clients including organizations, companies, factories, and various business entities—retain purchasing power and continue to invest, which has helped to offset declines in other segments.
- Air-Conditioning Motors: Sales saw a slight increase of Baht 1.98 million (stable, modest growth). This segment was directly impacted by the ongoing slowdown in the domestic economy, leading consumers to exercise caution in their spending and delay the purchase of new products.

• Water Pumps, Centrifugal Pumps, Pool & Spa Motors, and Household Water Pump Motors: Sales decreased by a total of Baht 2.59 million (a contraction driven by external factors). Key negative influences were observed in two major markets:

1. International Market: Sales of pool and spa motors declined, consistent with the broader global economic slowdown.

2. Domestic Market: Sales of water pump motors experienced a significant decline. Due to the loss of market share to low-cost substitute products from China, which have flooded the market and triggered intense price-based competition.

However, the company continues to penetrate the industrial motor market and upgrading the water pump motor group in the country by emphasizing the selling point of durability, energy saving and after-sales service instead of competing directly on price with Chinese products. In addition, inventory management and production costs in order to maintain the ability to make a profit under economic conditions that are still fluctuating.

For the third quarter for the three-month period ended September 30,2026, the Company has other income of Baht 7.48 million increased by Baht 0.41 million (5.80%) from the same period last year.

For the nine-month period ended September 30,2026, the Company has other income of Baht 29.76 million increased by Baht 7.83 million (35.70%) from the same period last year.

The primary driver was the company's effective realization of gains from exchange rate movements a result of the continued positive trend in export revenues denominated in US dollars (USD) and Australian dollars (AUD) over the recent period.

Given that a significant portion of the company's earnings relied on exchange rate gains, particularly from USD and AUD-denominated export revenue, the company implemented the following key risk-mitigation measures to stabilize profits and buffer against the potential impact of a future appreciation of the Thai Baht:

1. Financial Hedging

• Forward Contracts: Locked in exchange rates with commercial banks for fixed export receivables, ensuring stable Thai Baht revenue and mitigating volatility.

2. Business-Based Measures (Natural Hedging & Operational Strategy)

• Natural Hedge (Cash Flow Matching): Aligning expenditures such as those for imported raw materials or machinery with USD denominated export revenues. By using these inflows to directly cover outflows in the same currency, the company reduces its reliance on converting funds into Thai Baht.

• Foreign Currency Deposit (FCD) Accounts: Retained export proceeds in foreign currency accounts to fund future overseas expenses, eliminating frequent conversion costs and commissions.

Cost of Sales

For the third quarter for the three-month period ended September 30, 2026, the Company's cost of sales from financial statements of Baht 206.79 million decreased by Baht 2.48 million (1.19%) from the same period last year, in line with the decrease in sales revenue.

Furthermore, considering the cost of sales to sales revenue ratio, the company's cost of sales to sales revenue was 81.88%, increase from 81.06% in the same period last year.

For the nine-month period ended September 30, 2026, the Company's cost of sales from financial statement of the Company of Baht 629.26 million increased by Baht 1.05 million (0.17%) from the same period last year, in line with the increase in sales revenue.

Furthermore, considering the COGS-to-sales revenue ratio, the company's cost of sales to sales revenue ratio dropped to 80.69%, down from 82.68% in the same period last year.

This margin improvement was partially driven by favorable foreign exchange movements. As the local currency weakened, the company's foreign currency export revenues grew in Thai Baht terms, even with flat or marginal volume growth. Consequently, this top-line currency tailwind effectively outpaced domestic inflation and rising raw material costs, thereby lowering the COGS-to-revenue ratio.

Selling Expenses

For the third quarter for the three-month period ended September 30, 2026, the Company has Selling Expenses was Baht 11.52 million increased by Baht 0.05 million (0.44%) from the same period last year.

For the nine-month period ended 30 September, 2026, the Company has Selling Expenses was Baht 33.67 million increased by Baht 1.39 million (4.30%) from the same period last year.

The expansion in selling expenses was primarily driven by elevated sales commissions aligned with revenue growth alongside higher employee compensation. Consequently, overall selling expenses outpaced those from the same period last year.

Administrative Expenses

For the third quarter for the three-month period ended September 30, 2026, the Company has Administrative Expenses was Baht 16.35 million increased by Baht 1.89 million (13.07%) from the same period last year.

For the nine-month period ended September 30, 2026, the Company has Administrative Expenses was Baht 46.41 million increased by Baht 3.00 million (6.91%) from the same period last year.

The marginal increase in overall expenses was primarily driven by enhanced employee compensation, reflecting performance-based adjustments aligned with the company's improved operating results. Notably, in fiscal year 2026, the company incurred no foreign exchange losses, marking a significant turnaround from the same period last year. Meanwhile, other administrative expenses remained well-controlled and strictly within the approved annual budget.

The Financial Position

Assets

As of September 30, 2026, the Company has total asset equal from financial statement of Baht 1,428.53 million, which increased by Baht 80.60 million (5.98%) from December 31, 2025. The details are as follows:

Current Assets of Baht 1,035.12 million, comprise the following significant items:

- Cash and cash equivalents of Baht 88.06 million decreased by Baht 44.47 million (33.56%) from the end of 2025, due to the company invested a portion of the funds in short-term financial assets.
- Other current financial assets consisting of mutual fund investments through Krungthai Bank stood at Baht 371.18 million, representing an increase of Baht 106.99 million (40.49%) from the end of 2025. Meanwhile, the company was exploring alternative investment options with other financial institutions or capital sources to enhance portfolio yields under an appropriate risk management framework.

- Trade receivables stood at Baht 157.19 million, marking a decrease of Baht 13.59 million (7.96%) from the end of 2025. Despite the expansion in overall sales revenue, trade receivables declined significantly. This divergence reflected enhanced collection efficiency and tighter credit management.
- Other current receivables: Stood at Baht 23.87 million, representing a decrease of Baht 5.00 million (26.45%) from the end of 2025, which constituted no material change.
- Inventories: Totaled Baht 394.84 million, marking an increase of Baht 40.67 million (11.48%) from the end of 2025. This growth was primarily driven by an accumulation of work-in-progress (WIP) to support scheduled deliveries in the upcoming period.

Non-Current Assets of Baht 393.41 million, primarily consisting of:

- Property, Plant, and Equipment (PP&E): Stood at Baht 389.39 million, a decrease of Baht 12.66 million (3.15%) from the end of 2025. This reduction was primarily driven by routine depreciation, with certain assets having reached the end of their useful lives and becoming fully depreciated.

Liabilities

As of September 30, 2026, the company's total liabilities from financial statement of Baht 281.79 million, which increased by Baht 29.13 million (11.53%) from December 31, 2025. The details are as follows:

Current Liabilities of Baht 226.41 million, comprise the following significant items:

- Trade account payable of Baht 177.11 million, a marginal increase of Baht 5.47 million (3.19%) from the end of 2025, primarily driven by higher raw material payables.
- Other current payables of Baht 41.98 million, up by Baht 25.82 million (159.77%) from the end of 2025, partially fueled by an increase in accrued employee compensation.
- Corporate income tax payable of Baht 5.45 million, representing a decrease of Baht 4.34 million (44.33%) from the end of 2025, which was aligned with the company's operating performance.

Non-Current Liabilities of Baht 55.38 million composed the following significant items:

- Deferred tax liabilities of Baht 13.20 million, a slight decrease of Baht 0.54 million (3.91%) from the end of 2025.

- Non - current provisions for employee benefits of Baht 40.86 million, an increase of Baht 2.76 million 7.24%) from the end of 2025. This was driven by the recognition of actuarial obligations and an extension in employee length of service.

Shareholders' Equity

As of September 30, 2026, the company's shareholders' equity from financial statement of Baht 1,146.74 million. The detailed are as follows:

- Issued and paid-up registered: Totaled of Baht 189.41 million (757,635,269 ordinary shares with a par value of Baht 0.25 per share)

- Premium on share capital (net) of Baht 419.33 million.

Retained earnings:

- Appropriated for legal reserve of Baht 21.31 million.

- Reserve for treasury shares of Baht 38.06 million, in compliance with the Public Limited Companies Act B.E. 2535(1992), which mandates the appropriation of retained earnings equal to the total cost of repurchased shares.

- Unappropriated retained earnings of Baht 422.45 million, an increase of Baht 51.49 million (13.88%) from the end of 2025. This growth was driven by a net profit of Baht 79.61 million for the nine-month period ended September 30,2026, offset by a Baht 18.97 million dividend from the H2/2025 performance, and a Baht 9.15 million recognition of treasury share transactions.

- Treasury share (Deduction) of Baht 38.06 million. Presented as a deduction within equity.

- Revaluation surplus on assets is a surplus from land revaluation of Baht 94.24 million. Arising entirely from land revaluation.

Please kindly be informed accordingly,

บริษัท ไพโอเนียร์ มอเตอร์ จำกัด (มหาชน)
PIONEER
MOTOR PUBLIC COMPANY LIMITED

Yours Sincerely,

Pioneer Motor Public Company Limited

Mrs. Podjamarn Wongsuwan

Deputy Managing Director of Accounting and Finance