

## **(Management Discussion and Analysis: MD&A)**

### **Financial Position and Operational Performance Analysis**

#### **Summary of Operating Results for the Three-Month Period Ended March 31, 2026**

Amid the continued uncertainty in the global economy resulting from the tensions involving the United States and Israel with Iran, which caused volatility in energy prices and broader economic impacts worldwide, together with the appreciation of the Thai Baht. However, the Company's sales performance for Q1/2026 remained unaffected and continued to grow steadily.

During Q1/2026, demand from the Company's major customers in the United States remained strong, while purchase orders from customers in other regions also increased, particularly in Asia and the Middle East, driven by replacement demand for deteriorated cylinders. As a result, the Company's sales volume increased by 24.7% compared to the prior quarter (Q4/2025) and increased by 7.6% compared to the same period of the prior year (Q1/2025). However, steel prices declined by approximately 14% compared to the same period of the prior year, together with approximately 6% appreciation of the Thai Baht, resulting in a lower average selling price. Consequently, revenue from sales increased at a lower rate than the growth in sales volume, rising by 2.6% from Baht 1,026.51 million to Baht 1,053.32 million compared to the same period of the prior year.

Although the average selling price remained under pressure from declining steel prices and the appreciation of the Thai Baht, the higher sales volume improved cost management efficiency, resulting in an increase in gross profit margin by 3.9% from 18.7% to 22.6% compared to the same period of the prior year, and an increase of 1.6% compared to the prior quarter. This reflected the Company's ability to effectively manage the spread between selling prices and production costs despite continued market volatility.

Regarding the energy and logistics situation, the tensions in the Middle East and the closure of the Strait of Hormuz since late February 2026 caused increased volatility in oil prices and international freight costs. As the Strait of Hormuz is one of the world's major oil transportation routes, such events resulted in a significant increase in crude oil prices during Q1/2026. For the Company, the primary impacts may arise through higher freight costs, energy costs, and delivery lead-time risks. Nevertheless, the Company reviewed and adjusted its sales policy in accordance with market conditions by offering product prices excluding freight costs or notifying freight charges closer to the delivery schedule in order to mitigate risks arising from logistics cost volatility.

For Q1/2026, the Company changed its accounting policy for determining the cost of inventories for raw materials and other inventories from the specific identification method and the first-in, first-out (FIFO) method to the weighted average method, effective from January 1, 2026, by applying retrospectively. The Company has restated the financial statements and financial information for all periods presented for comparative purposes. The impacts from such accounting policy change have been disclosed in the interim financial statements for Q1/2026.

Overall, in Q1/2026, the Company reported net profit for the period of Baht 171.23 million, representing an increase of 26.0% compared to the same period of the prior year (Restated) and an increase of 45.6% compared to the prior quarter (Restated). This was primarily due to higher sales volume, improved gross profit margin, and effective

financial cost management, despite continued risks from the appreciation of the Thai Baht, volatile energy prices, and geopolitical tensions which may affect international freight costs.

### **Performance highlights**

1. The reasons for changes in operating results for this period (Q1/2026) compared to the same period of the prior year (Q1/2025 – Restated) were as follows:

Revenue from sales increased by Baht 26.81 million (2.6%) from Baht 1,026.51 million to Baht 1,053.32 million, primarily due to a 7.6% increase in sales volume driven by continued demand from major customers in the United States and increased purchase orders from customers in other regions, particularly Asia and the Middle East, for replacement of deteriorated cylinders. However, raw material (steel) prices decreased by 14% compared to the same period of the prior year, together with approximately 6% appreciation of the Thai Baht, resulting in lower selling prices.

2. Cost of sales decreased by Baht 19.39 million (2.3%) from Baht 834.42 million to Baht 815.03 million, consistent with the 14% decline in raw material costs.

3. Gross profit increased by Baht 46.20 million (24.1%) from Baht 192.09 million to Baht 238.29 million, while gross profit margin increased from 18.7% to 22.6%, primarily due to the 14% decline in raw material prices and favorable market conditions in this quarter which allowed the Company to maintain pricing capability, net with approximately 6% appreciation of the Thai Baht.

4. Other income decreased by Baht 14.45 million (18.9%) from Baht 76.60 million to Baht 62.15 million, mainly due to lower scrap sales income in line with the 14% decline in steel market prices and lower production volume.

5. Finance costs decreased by Baht 2.02 million (46.9%) from Baht 4.31 million to Baht 2.29 million, primarily due to early repayment of debt using excess cash in order to reduce financial costs, together with a slight decline in market interest rates.

6. Income tax expenses increased by Baht 3.67 million (35.2%) from Baht 10.42 million to Baht 14.09 million, in line with higher operating profit and increased utilization of tax privileges under the Board of Investment's investment promotion program for community and social development projects, while the income tax rate remained unchanged at 20%.

7. Net profit for the period increased by Baht 35.32 million (26.0%) from Baht 135.91 million to Baht 171.23 million, primarily due to higher sales and improved profitability, while selling and administrative expenses remained relatively stable.

The reasons for changes in operating results for this period (Q1/2026) compared to the prior period (Q4/2025 – Restated) were as follows:

1. Revenue from sales increased by Baht 225.11 million (27.2%) from Baht 828.21 million to Baht 1,053.32 million, primarily due to a 24.7% increase in sales volume driven by continued demand from major customers in the United States and increased purchase orders from customers in other regions, particularly Asia and the Middle East, for replacement of deteriorated cylinders, net with a 2% decline in raw material (steel) prices compared to the prior quarter and slight appreciation of the Thai Baht.

2. Cost of sales increased by Baht 161.07 million (24.6%) from Baht 653.96 million to Baht 815.03 million, in line with higher sales volume, while raw material (steel) costs decreased by 2% compared to the prior quarter.

3. Gross profit increased by Baht 64.04 million (36.8%) from Baht 174.25 million to Baht 238.29 million, while gross profit margin increased by 1.6% from 21.0% to 22.6%, primarily due to favorable market conditions in this quarter which allowed the Company to maintain pricing capability, net with slight appreciation of the Thai Baht.

4. Other income increased by Baht 20.64 million (49.7%) from Baht 41.51 million to Baht 62.15 million, primarily due to foreign exchange gains resulting from the depreciation of the Thai Baht on outstanding foreign currency receivables at the end of the period.

5. Selling and distribution expenses increased by Baht 9.63 million (25.1%) from Baht 38.43 million to Baht 48.06 million, in line with higher sales volume and a higher proportion of sales under freight-inclusive terms during the period.

6. Income tax expenses increased by Baht 23.48 million (250.1%) from income tax expense of Baht 9.39 million to income tax expenses of Baht 14.09 million, due to reduced tax privileges from the Board of Investment's investment promotion program for community and social healthcare development (CSR), together with improved operating results, while the income tax rate remained unchanged at 20%.

7. Net profit for the period increased by Baht 53.64 million (45.6%) from Baht 117.59 million to Baht 171.23 million, primarily due to higher sales and improved profitability, net with higher income tax expenses and increased selling and distribution expenses.

## **Financial Position**

### **Assets**

As of March 31, 2026, the Company's total assets increased by Baht 201.66 million (5.3%) from the end of 2025 (Restated), increasing from Baht 3,774.06 million to Baht 3,975.72 million. The significant changes in assets were as follows:

- Cash and cash equivalents and other current financial assets, net, increased by Baht 125.10 million (11.6%) from Baht 1,074.91 million to Baht 1,200.01 million, primarily due to improved operating results and cash reserved for dividend payment scheduled for late April 2026.
- Trade accounts receivable increased by Baht 295.85 million (98.6%) from Baht 300.04 million to Baht 595.89 million, in line with higher sales in Q1/2026.
- Inventories decreased by Baht 221.75 million (23.1%) from Baht 959.89 million to Baht 738.14 million, primarily due to lower raw material inventories resulting from production during the period and lower finished goods inventories from accelerated product deliveries.

### **Liabilities**

As of March 31, 2026, the Company's total liabilities increased by Baht 195.66 million (39.4%) from the end of 2025 (Restated), increasing from Baht 496.10 million to Baht 691.76 million. The significant changes in liabilities were as follows:

- Short-term loans from financial institutions and trade and other payables, net, decreased by Baht 87.53 million (28.4%) from Baht 308.05 million to Baht 220.52 million, primarily due to the utilization of excess cash for early repayment of short-term borrowings in order to reduce financial costs and interest expenses, together with lower trade payables in line with reduced raw material purchases.
- Advances received from customers increased by Baht 87.99 million (218.4%) from Baht 40.30 million to Baht 128.29 million, due to increased sales transactions with advance payment terms.
- Dividends payable increased by Baht 160.63 million (2,425.7%) from Baht 6.62 million to Baht 167.25 million, resulting from the declaration of dividend payment from the Company's operating results for the period from July to December 2025, pursuant to the resolution of the 2026 Annual General Meeting of Shareholders held on March 31, 2026, at the rate of Baht 0.30 per share for 535.51 million shares, totaling Baht 160.65 million, which is scheduled to be paid on April 30, 2026.

#### **Shareholders' Equity**

As of March 31, 2026, shareholders' equity, net, increased by Baht 5.99 million (0.2%) from the end of 2025 (Restated), increasing from Baht 3,277.97 million to Baht 3,283.96 million. The significant changes in shareholders' equity were as follows:

- Increased from net profit for the three-month period from January to March 2026 amounting to Baht 171.23 million.
- Retained earnings decreased from the declaration of dividend payment from the Company's operating results for the period from July to December 2025 amounting to Baht 160.65 million.
- Employee benefit obligations reserve was additionally recorded amounting to Baht 4.59 million.

#### **Cash Flows**

As of March 31, 2026, the Company's cash and cash equivalents increased by Baht 5.52 million (10.7%) from the end of 2025 (Restated), increasing from Baht 51.55 million to Baht 57.07 million due to the following factors:

- Net cash provided by operating activities amounted to Baht 185.82 million, primarily due to cash generated from the reduction in inventories and raw material inventories from production and sales during the period, consistent with increased advances received from customers, net with increased trade accounts receivable from sales during the period which had not yet been collected, and payments of trade and other payables.
- Net cash used in investing activities amounted to Baht 131.58 million, mainly resulting from working capital management through short-term investments which generated higher returns than bank deposits, together with machinery improvements to enhance production efficiency.
- Net cash used in financing activities amounted to Baht 48.72 million, primarily due to early repayment of short-term loans from financial institutions in order to reduce financial costs.

## Summary of financial status, operating results, and significant financial ratios

### Financial statement

STATEMENT OF FINANCIAL POSITION (Thousand Baht)	31 March 2026	31 December 2025 (Restated)	Inc(Dec)	
			Thousand Baht	%
Cash and cash equivalents	57,065	51,549	5,516	10.7%
Trade accounts receivable	595,891	300,039	295,852	98.6%
Inventories	738,144	959,892	(221,748)	(23.1%)
Advance payments for goods	10,266	2,814	7,452	264.8%
Refundable value added tax	27,668	30,517	(2,849)	(9.3%)
Other current financial assets	1,142,948	1,023,361	119,587	11.7%
Other current assets	28,373	23,603	4,770	20.2%
<b>Total Current Assets</b>	<b>2,600,355</b>	<b>2,391,775</b>	<b>208,580</b>	<b>8.7%</b>
Investment property	61,917	61,917	0	-
Property, plant and equipment	1,294,794	1,303,260	(8,466)	(0.6%)
Deferred tax assets	18,205	16,664	1,541	9.2%
Other non-current assets	448	448	-	-
<b>Total Non-Current Assets</b>	<b>1,375,364</b>	<b>1,382,289</b>	<b>(6,925)</b>	<b>(0.5%)</b>
<b>TOTAL ASSETS</b>	<b>3,975,719</b>	<b>3,774,064</b>	<b>201,655</b>	<b>5.3%</b>
Short-term loans from bank	51,887	100,000	(48,113)	(48.1%)
Trade and other payables	168,633	208,052	(39,419)	(18.9%)
Current portion of lease liabilities	1,241	1,869	(628)	(33.6%)
Advances received from customers	128,286	40,297	87,989	218.4%
Dividend payable	167,251	6,622	160,629	2425.7%
Accrued commission expenses	7,717	13,555	(5,838)	(43.1%)
Accrued transportation expenses	11,150	9,302	1,848	19.9%
Accrued income tax	19,796	5,335	14,461	271.1%
Other accrued expenses	37,576	35,594	1,982	5.6%
Other current liabilities	18,516	3,037	15,479	509.7%
<b>Total Current Liabilities</b>	<b>612,053</b>	<b>423,663</b>	<b>188,390</b>	<b>44.5%</b>
Lease liabilities	0	0	0	-
Liabilities under post-employment benefits	79,705	72,434	7,271	10.0%
<b>Total Non-Current Liabilities</b>	<b>79,705</b>	<b>72,434</b>	<b>7,271</b>	<b>10.0%</b>
<b>TOTAL LIABILITIES</b>	<b>691,758</b>	<b>496,097</b>	<b>195,661</b>	<b>39.4%</b>
Issued and fully paid-up 535,506,333 shares	535,506	535,506	-	-
Premium on share capital	55,091	55,091	-	-
Retained earnings - Appropriated for legal reserve	53,641	53,641	-	-
Retained earnings - Unappropriated	2,639,723	2,633,729	5,994	0.2%
<b>TOTAL SHAREHOLDERS' EQUITY</b>	<b>3,283,961</b>	<b>3,277,967</b>	<b>5,994</b>	<b>0.2%</b>
<b>TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY</b>	<b>3,975,719</b>	<b>3,774,064</b>	<b>201,655</b>	<b>5.3%</b>

### Statement of Comprehensive Income

STATEMENT OF COMPREHENSIVE INCOME (Thousand Baht)	Q1/26	Q1/25 (Restated)	Q4/25 (Restated)	Inc(Dec)	
				Q1/26 - Q1/25	Q1/26 - Q4/25
Revenue from sales and services	1,053,319	1,026,512	828,208	2.61%	27.18%
Costs of sales and services	815,029	834,418	653,961	(2.32%)	24.63%
<b>Gross profit</b>	<b>238,290</b>	<b>192,094</b>	<b>174,247</b>	<b>24.05%</b>	<b>36.75%</b>
Other income	62,148	76,601	41,510	(18.87%)	49.72%
Selling and distribution expenses	48,060	48,887	38,434	(1.69%)	25.05%
Administrative expenses	64,770	69,156	67,210	(6.34%)	(3.63%)
Total expenses	112,830	118,043	105,644	(4.42%)	6.80%
Finance costs	2,287	4,318	1,915	(47.04%)	19.43%
Profit before income tax	185,321	146,334	108,198	26.64%	71.28%
Income tax benefit (income tax expenses)	(14,090)	(10,419)	9,390	35.23%	(250.05%)
<b>Profit for the period</b>	<b>171,231</b>	<b>135,915</b>	<b>117,588</b>	<b>25.98%</b>	<b>45.62%</b>
<b>Total comprehensive income for the period</b>	<b>166,643</b>	<b>135,915</b>	<b>117,588</b>	<b>22.61%</b>	<b>41.72%</b>
<b>Profit (Baht per share)</b>	<b>0.31</b>	<b>0.25</b>	<b>0.22</b>	<b>22.61%</b>	<b>41.72%</b>

### Statement of Cash Flows

STATEMENT OF FINANCIAL POSITION (Thousand Baht)	Q1/26	Q1/25 (Restated)	Inc(Dec)	
			Thousand Baht	%
Net cash provided from (used in) operating activities	185,816	260,197	(74,381)	(28.6%)
Net cash used in investing activities	(131,577)	(370,999)	239,422	(64.5%)
Net cash provided from financing activities	(48,723)	142,916	(191,639)	(134.1%)
<b>Net increase (decrease) in cash and cash equivalents</b>	<b>5,516</b>	<b>32,114</b>	<b>(26,598)</b>	<b>(82.8%)</b>
Cash and cash equivalents at beginning of period	51,549	100,657	(49,108)	(48.8%)
<b>Cash and cash equivalents at end of period</b>	<b>57,065</b>	<b>132,771</b>	<b>(75,706)</b>	<b>(57.0%)</b>

## Financial Ratio

Financial Ratio	Q1/26	Q1/25 (Restated)	Q4/25 (Restated)
<b>PROFITABILITY RATIO</b>			
Gross Profit Margin	22.6%	18.7%	21.0%
Net Profit Margin	15.4%	12.3%	13.5%
Return On Equity : ROE	19.3%	19.8%	18.3%
<b>EFFICIENCY RATIO</b>			
Return On Assets : ROA	15.6%	14.2%	15.7%
<b>LIQUIDITY RATIO</b>			
Current Ratio	4.2	2.6	5.6
Quick Ratio	2.9	1.4	3.2
<b>FINANCIAL POLICY RATIO</b>			
Debt to Equity Ratio : D/E	0.2	0.4	0.2
Interest Coverage Ratio	92.0	40.2	70.2
Debt-Service Coverage Ratio	0.3	0.1	0.3

### Note:

1. Gross profit margin =  $\text{Gross profit} / \text{Revenue from sales} \times 100$
2. Net profit margin =  $\text{Profit for the period} / \text{Total Income} \times 100$
3. Return on equity =  $\text{Profit for the period} / \text{Total Shareholders' Equity(average)} \times 100$
4. Return on assets =  $\text{Earnings Before Interest and Taxes (EBIT)} / \text{Total assets(average)} \times 100$
5. Current Ratio =  $\text{Current assets} / \text{Current liabilities}$
6. Quick Ratio =  $(\text{Cash and cash equivalent} + \text{restricted cash} + \text{temporary investment} + \text{account receivable}) / \text{Current liabilities}$
7. Debt to Equity Ratio =  $\text{Total Liabilities} / \text{Total Shareholders' Equity}$
8. Interest Coverage Ratio =  $\text{Earnings Before Interest, Tax, Depreciation, and Amortization (EBITDA)} / \text{Finance costs}$
9. Debt-Service Coverage Ratio =  $(\text{Net profit} + \text{Depreciation}) / \text{Total Liabilities}$

### **Factors Impacting Future Operations and Growth**

Although in 2026, both the global and Thai economies continued to face uncertainties from various factors, including the conflicts involving the United States and Israel with Iran, which caused volatility in energy prices, as well as trade wars, exchange rate fluctuations, and geopolitical tensions, the Company was able to maintain its competitive advantage through prudent risk management strategies and a strong revenue structure derived primarily from exports, which accounted for more than 95% of total revenue. The Company also managed foreign exchange risk through a Natural Hedge strategy by retaining foreign currencies received, such as U.S. dollars, to directly pay for raw materials purchased in the same currency, such as steel. In addition, the Company considered the use of other financial instruments, such as forward currency contracts, depending on market conditions, to mitigate risks arising from exchange rate volatility driven by various current factors.

Nevertheless, the Company continued to closely monitor the risks associated with raw material costs, freight expenses, and energy prices, which tended to remain volatile due to the tensions in the Middle East, particularly the potential closure of the Strait of Hormuz, one of the world's major oil transportation routes. Such circumstances resulted in short-term increases in global oil prices and international freight rates, which may affect logistics costs and delivery lead times on certain shipping routes. However, the Company has prepared mitigation measures by increasing flexibility in its sales and delivery plans, including increasing the proportion of sales under FOB (Free on Board) terms and managing product deliveries in accordance with market conditions in order to minimize the impacts from potential fluctuations in freight and energy costs.

Furthermore, the Company continued to closely monitor developments in U.S. trade policies, particularly the Section 232 measures, which continued to impose import tariffs on steel and aluminum products, including derivative products, resulting in higher import costs in the United States. At the same time, the United States also implemented other temporary tariff measures, which may affect the direction of global trade in the future. Nevertheless, the Company assessed that the impacts from such measures remained manageable due to its long-term business relationships with customers, trusted product quality and delivery capabilities, as well as its diversified market presence across multiple regions worldwide, which helped reduce the risk of overreliance on any single market.

### **Sustainability Development**

In accordance with the Company’s vision, “Global leader in sustainable gas cylinder business with innovative spirit for better lives” the Company incorporated key sustainability issues into its strategic plan and sustainability operations framework, with significant progress during Q1/2026 as follows:

<b>General Sustainability Operations</b>	In December 2025, the Company received a SET ESG Ratings assessment result of AA for 2025 from the Stock Exchange of Thailand for the third consecutive year.
<b>Environmental Operations</b>	The Carbon Footprint Management Team developed action plans and established measures to reduce greenhouse gas emissions, together with setting clear targets. Progress has been regularly reported to management on a quarterly basis. The targets for 2026 were established at the Environmental Management System Committee Meeting No. 1/2026 held on February 18, 2026.
<b>Social Operations</b>	The Company continued to implement its project to support public hospitals nationwide by providing medical equipment, including the Dinsaw Robot and Dinsaw Mini Robot, together with related medical devices, in order to enhance healthcare services through the application of robotic and AI technologies to support medical personnel, reduce workloads, and improve service efficiency for the public. During Q1/2026, the Company donated Dinsaw Robots to Ban Tom Subdistrict Health Promoting Hospital and the 60th Anniversary Nawaminthrachini Mae Puem Health Center, Phayao Province.
<b>Governance and Good Corporate Governance Operations</b>	The Company was awarded a 5-star “Excellent” rating in good corporate governance for the sixth consecutive year from the Corporate Governance Report of Thai Listed Companies (CGR) 2025. The Company was also ranked within the top 25% (Top Quartile) of all listed companies participating in the assessment for the third consecutive year.