

EMPOWER GROWTH TOGETHER

Management Discussion and Analysis (MD&A)

Operating Performance and Financial Position

For the 1st quarter ended March 31, 2026





Executive Summary

Revenue from sales and services THB 414.1 million Increase 9.0% YoY	Profit for the period THB 151.6 million Increase 100.8% YoY	Profit sharing from associates THB 85.3 million Increase 194.0% YoY
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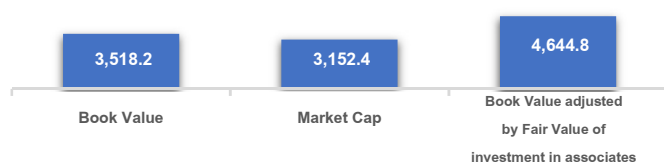
T.K.S. Technology Public Company Limited and its subsidiaries ("the Company") would like to clarify its performance and financial position for the first quarter ended March 31, 2026. The Company generated revenue of THB 414.1 million, an increase of THB 34.2 million or 9.0% compared to the same period last year. The increase in revenue was mainly due to revenue growth from special projects in the printing business segment and the packaging and labeling segment, while the platform technology business segment continued to grow. However, the Company maintained a gross margin of 38.9%, a slight increase from 35.2% in the same period last year. The increase was primarily driven by the growth of special projects in the printing business segment, as the Security Solution group yields a relatively high gross margin. Nevertheless, the Company continues to manage production costs efficiently and focuses on expanding high-potential growth business segments (Growth Business), such as platform technology, which is a business group with high gross margins. Additionally, The Company recognized a share of profit from investments in associates of THB 85.3 million, an increase of THB 56.3 million or 194.0% compared to the same period last year.

The Company reported a net profit from operations of THB 73.5 million, an increase of THB 20.8 million or 39.4% from the same period last year. This was primarily driven by the increase in revenue from sales and services, as well as the improved gross profit margin as mentioned above.

As of March 31, 2026, the Company's total assets amounted to THB 4,473.6 million, an increase of THB 89.2 million or 2.0% from December 31, 2025, primarily due to the recognition of net profit (loss) during the period. Nevertheless, the Company's financial position remains strong, with a debt-to-equity ratio of 0.27x.

As of March 31, 2026, the net asset value of the Company (NAV) based on the consolidated financial statements compared to the Company's market capitalization and the book value adjusted by the fair value of the investment in associates net with deferred tax liabilities was shown as follows;

THB Million



Sustainability Development at T.K.S. Group

- Achieved global standard certification for personal data management (**ISO/IEC 27701:2019**) in the year 2025.
- Achieved **Green Label certification** for 6 printing and writing paper products in the year 2025.
- Awarded a **5-star "Excellent" CG Scoring** for four consecutive years (2022-2025), consistently ranking in the Top Quartile Companies among peers by Market Capitalization in 2025 for the fourth consecutive year (2022-2025). Furthermore, the company received a 4-coin rating (90-99 points), classified as "Excellent," for the year 2025 from the Annual General Meeting (AGM) Checklist Assessment Project by the Stock Exchange of Thailand (SET).
- Awarded the **ESG DNA Project certificate** in 2025, organized by the Stock Exchange of Thailand (SET).
- Selected by the Stock Exchange of Thailand (SET) as a sustainable stock or **SET ESG Ratings for the year 2024 at A rating** (Previously known as THSI Sustainable Stocks), and received an AA rating for the first time in 2025.
- **CAC Certified** has been renewed for membership of the Thai Private Sector Collective Action against Corruption (CAC) from Thai Institute of Directors (IOD)
- **ISB Leader Award** from the **I-EA-T Sustainable Business Awards 2024 (ISB Awards)**, a project to develop social achievement criteria for sustainable development of the Industrial Estate Authority of Thailand (IEAT)
- **Green Industry Award** for environmentally friendly business practices and Trophy of **Eco Factory Excellence Award** for the third consecutive time from the Federation of Thai Industries for the year 2024.
- Thai Chamber of Commerce Business Ethics Award of Merit: **Big Quick Win 2025**
- **CSR-DIW Continuous Award 2025** for the fourth consecutive time from the project to promote industrial factories to have social and community responsibility for sustainable development goals.
- **TCC Best Awards** for the second consecutive time at the 22nd Outstanding Ethics Award Ceremony by the Thai Chamber of Commerce for the year 2024.
- **Green Star Award** at the 2025 Environmental Governance Flag Award Ceremony, recognizing excellence in environmental management standards.
- **Total Worker Health (TWH) Honorary Plaque** for outstanding holistic employee well-being management.

Overview Business Strategy - Tech Ecosystem Builder

The Company has continuously focused on adapting its businesses to keep up with digital disruption by developing the innovation of information technology and has internally restructured its group of companies to create a synergy both in terms of market and product development and in terms of reducing production capital to increase its overall competitiveness to maintain its existing business base alongside finding new business partners. Currently, the Company has invested in 4 major businesses as below: -



Overview Business Strategy - Tech Ecosystem Builder (Cont'd)

1. Image & Security Fulfillment
2. Platform Solution
3. IT & Digital Ecosystem
4. Investment

Operating Performance Analysis

Financial Performance for the 1st quarter 2026

Revenue and Gross Profit

The Company generated revenue from sales and services of THB 414.1 million, a Increase of THB 34.2 million or 9.0% compared to the same period last year (YoY). Compared to Q4 2025 (QoQ), The Company's revenue from sales and services Increased by THB 67.5 million or 19.5%, mainly due to an increase in special projects within the digital print management business.

The Company's gross profit margin was 38.9%, an increase from 35.2% in the same period last year (YoY) and an increase compared to the fourth quarter of 2025 (QoQ), The Company continued to manage production costs efficiently in each quarter and focused on expanding high-potential growth business segments such as platform technology, which is a business group with a high gross profit margin.

Selling and administrative expense

The Company's selling and administrative expenses were THB 75.7 million, an increase of THB 5.8 million or 8.3% compared to the same period last year (YoY), When compared to Q4 2025 (QoQ), The Company's selling and administrative expenses increased by THB 2.2 million or 3.0%. This decline was in line with the increase in revenue from sales and services, particularly from special projects in the digital customer data printing business segment.

Finance cost and Income Tax

The Company's finance costs were THB 3.3 million, a decrease of THB 2.8 million or 45.3% compared to the same period last year (YoY), mainly due to a reduction in long-term loans from financial institutions. When compared to Q4 2025 (QoQ), The Company's finance costs decreased by THB 0.6 million also resulting from the reduction in long-term loans from financial institutions.

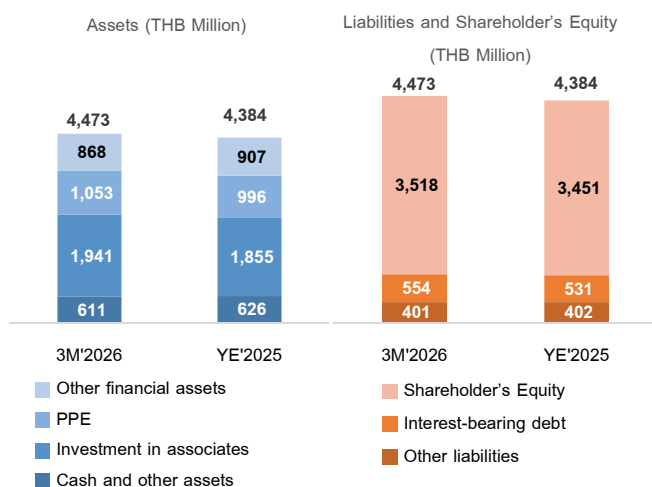
The Company had income tax expenses of THB 13.6 million, a increase of THB 3.5 million or 34.9% compared to the same period last year (YoY), primarily due to a decrease in operating profits. Compared to Q4 2025 (QoQ), the Company's income tax expenses also increased, which was in line with the increase in operating profits.

Profit sharing from investment in associates and dividend received from investment

The Company recognized a share of profit from investments in associates of THB 85.3 million, an increase of THB 56.3 million or 194.0% compared to the same period last year (YoY), and an increase of THB 10.9 million or 14.6% compared to Q4/2025 (QoQ). This was primarily driven by the share of profit from SYNEX in Q1/2026.



Financial Position Analysis



Assets

As of March 31, 2026, the Company has total assets of THB 4,473 million, an increase of THB 89 million or 2.0% from December 31, 2025. The significant changes are as follows:

- Investments in associates increased by THB 86 million, mainly due to the cessation of impairment loss recognition for the investment in PTECH.
- Fixed assets increased by THB 57 million due to investments in the Security Fulfillment business.
- Other financial assets decreased by THB 39 million, primarily due to the purchase of investments and the reclassification of certain investments during the period.

Liabilities

As of March 31, 2026, the Company has total liabilities of THB 955 million, an increase of THB 22 million or 2.3% from December 31, 2025. The significant changes in liabilities are as follows:

- Interest-bearing liabilities increased by THB 23 million, mainly due to an increase of THB 60 million in short-term loans from financial institutions.

Shareholder's Equity

As of March 31, 2026, the Company has total shareholders' equity of THB 3,518 million, an increase of THB 68 million or 2.0% from December 31, 2025. This was primarily due to the net profit for the 3-month period of THB 159 million and the treasury stock transaction of THB 39.89 million.

During 2026, the Company repurchased a total of 13.89 million ordinary shares or 2.73% of its total paid-up shares, under the Treasury Stock program for financial management purposes. The total repurchase value amounted to THB 86.24 million, for which the Company concurrently appropriated an equivalent amount of retained earnings as a treasury stock reserve.

Debt to Equity Ratio

The debt-to-equity ratio and the interest-bearing debt-to-equity ratio as of March 31, 2026, were 0.27x and 0.16x, respectively, showing a slight increase from December 31, 2025.

Fair value

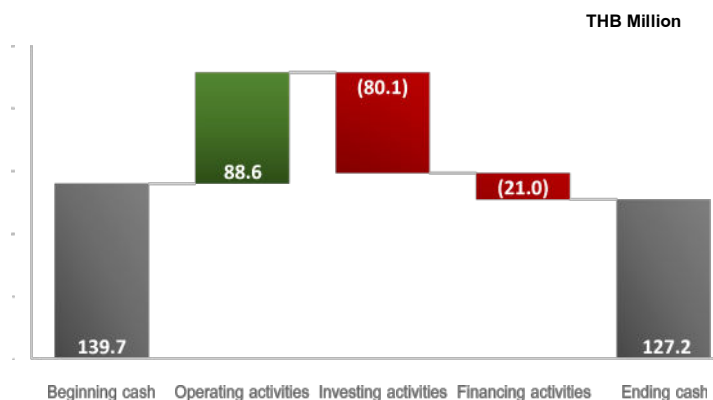
The following table presents the carrying amounts and fair values of assets measured at fair value or disclosed at fair value according to the consolidated financial statements and the notes to the financial statements of the Company as of March 31, 2026.

	Unit: THB million	
	Carrying Amount	Fair Value
Assets measured at fair value		
Investment in equity securities	907	907
Assets disclosed fair value		
Investment in associates	1,941*	3,068

* The carrying amount of investments in associates was measured using the equity method in accordance with applicable accounting standards.



Cash flows statement



The Company has cash and cash equivalents totaling THB 127.2 million, which decreased by THB 12.5 million from the beginning of the period. The cash flow items are as follows:

- Net cash flow from operating activities amounted to THB 88.6 million, primarily driven by net cash from operations, while including a share of profit from associates of THB 85.3 million.
- Net cash flow used in investing activities was THB 80.1 million, mainly due to Net cash payments for the purchase of fixed assets amounting to THB 77.6 million during the period.
- Net cash flow used in financing activities was THB 21 million, primarily due to net cash receipts from borrowings and repayments during the period of THB 60 million, interest payments of THB 3.5 million, repayments of long-term loans of THB 34.5 million, and cash payments for stock repurchases of THB 40 million



Financial Information

Financial Performance for the 1st quarter ended March 31, 2026

Unit: THB Million	Quarter 1/2026	Quarter 1/2025	Quarter 4/2025	YoY % +(-)	QoQ % +(-)
Revenue from sales and services	414.1	379.9	346.6	9.0%	19.5%
Cost of sales and services	(252.9)	(246.0)	(235.0)	(2.8%)	(7.6%)
Gross profits	161.1	133.9	111.5	20.4%	44.5%
Selling and administrative expense	(75.7)	(69.9)	(73.5)	(8.3%)	(3.0%)
Other income	5.0	4.9	4.8	1.7%	3.8%
EBIT	90.4	68.9	42.8	31.3%	111.3%
Finance cost	(3.3)	(6.1)	(3.9)	45.3%	14.5%
Income tax	(13.6)	(10.1)	(5.7)	(34.9%)	(139.0%)
Net profits from operations	73.5	52.7	33.2	39.4%	121.3%
Profits (loss) sharing from investment in associates and joint venture	85.3	29.0	74.4	194.0%	14.6%
Dividend received from investment	0.1	2.3	0.2	(95.7%)	(50.2%)
Gain (loss) from extraordinary items *	-	-	-	-	-
Net profit (loss) for the period	158.8	84.0	107.8	89.1%	47.4%
Depreciation & amortization	(24.8)	(27.6)	(23.6)	10.3%	(4.9%)
EBITDA	115.2	96.5	66.4	19.4%	73.5%
Gross profit margin (%)	38.9%	35.2%	32.2%	10.4%	21.0%
EBITDA margin (%)	27.8%	25.4%	19.2%	9.5%	45.2%
Operating profit margin (%)	17.7%	13.9%	9.6%	27.9%	85.3%
Earnings per share (THB)	0.31	0.15	0.20	106.7%	55.0%

Profit attributable to:

Owners of the parent	151.6	75.5	103.1	100.81%	47.04%
Non-controlling interests	7.2	8.4	4.7	(14.04%)	54.04%
Net profit (loss) for the period	158.8	83.9	107.8	89.29%	47.35%



Financial Information (Cont'd)

Statement of Financial Position and Key Financial Ratio

Description	Financial Position as of					
	31 March 2026		31 December 2025		Change	
	MB	%	MB	%	MB	%
Total assets	4,473.6	100.0	4,384.4	100.0	89.2	2.0
Total liabilities	955.4	21.4	933.8	21.3	21.6	2.3
Total shareholder's equity	3,518.2	78.6	3,450.6	78.7	67.6	2.0
Key financial ratio						
Debt to Equity ratio	0.27x		0.27x			
Interest Bearing Debt to Equity ratio	0.16x		0.15x			

Cash flows statement

Cash flows (Unit: THB million)	For the Three-month Period ended March 31, 2026	For the Three-month Period ended March 31, 2025
Net cash flows from operating activities	88.6	30.2
• Cash flow from operation	118.6	96.8
• Change in working capital	(20.5)	(60.1)
• Net tax paid	(9.5)	(6.5)
Net cash flows used in investing activities	(80.1)	(32.4)
Net cash flows from (used in) financing activities	(21.0)	(21.7)
Net increase (decrease) in cash and cash equivalents during the period	(12.5)	(23.9)
Cash and cash equivalents at the beginning of the period	139.7	174.7
Cash and cash equivalents at the ending of the period	127.2	150.8

Please kindly be informed accordingly.

Sincerely yours,

(Mr.Supant Mongkolsuthree)

Chief executive officer