Management Discussion and Analysis Quarter 2 Ending 30 Jun 2026

In the Q2/2026, Thailand's export sector continued to expand at a high level, supported by the upcycle of the global electronics industry, investment in technology businesses and data centers, as well as rising demand for electronic goods and components. At the same time, imports increased due to the import of raw materials, electronic components, and crude oil, which continued to support demand for the company's international transportation and logistics services.

In Q2/2026, the company generated service revenue of 1,490 million baht, an increase of 261 million baht, or 21.3%, compared to the same period of the previous year. This was driven by growth in the company's core business groups, particularly the Air Freight business and the Cross Border Service (land transport) business, which remain key contributors to the company's revenue growth. However, despite the high growth in service revenue, the company recorded a gross profit of 172 million baht, an increase of only 6% compared to the same period last year, a rate of increase lower than revenue growth. As a result, the gross profit margin declined from 13.2% in Q2/2025 to 11.6% in Q2/2026, reflecting pressure from service costs and price competition in the logistics industry, as well as an increased proportion of revenue from business segments with lower gross margins than others. The company places importance on managing the quality of revenue and gross profit margin, alongside cost management, and increasing the proportion of work and services capable of generating appropriate profit margins, to sustain its profitability going forward.

For Q2 2026, the company recorded a net profit of 29 million baht, an increase of 6 million baht, or 24.8%, compared to the same period last year. Despite the decline in gross profit margin, the company systematically controlled and managed its sales and administrative expenses, keeping costs at an appropriate level consistent with revenue growth. As a result, the company was still able to maintain net profit growth compared to the same period of the previous year.

Executive Summary of Company Performance

Unit: million baht

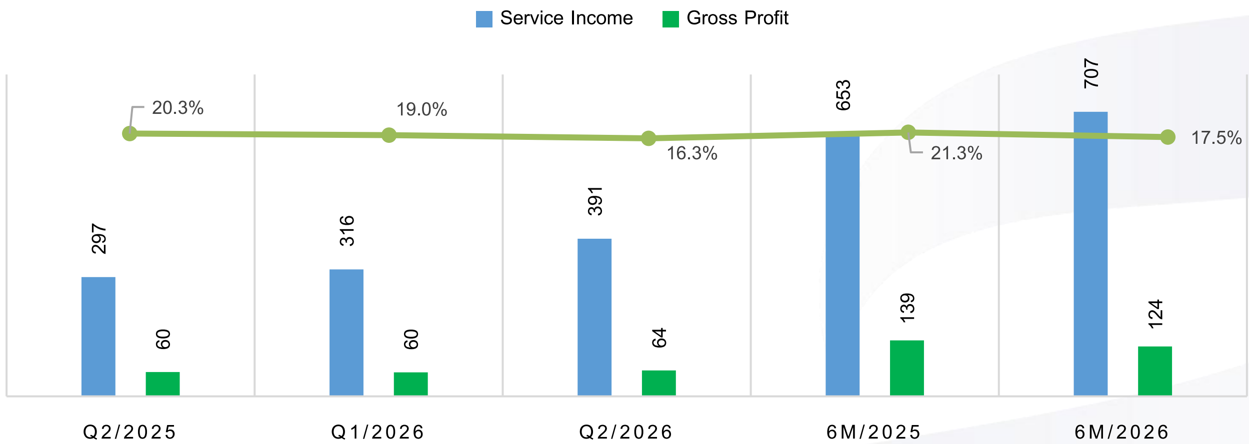
Profit and loss statement	Q2/2025	Q1/2025	Q2/2026	% YOY	% QOQ	6M/2025	6M/2026	%YOY
Service income	1,229	1,311	1,490	21.3%	13.7%	2,289	2,801	22.4%
Gross profit	162	163	172	6.0%	5.8%	361	335	-7.2%
Other income	18	16	14	-25.6%	-13.2%	27	30	10.9%
Selling expenses	31	36	35	12.0%	-2.8%	61	71	16.9%
Administrative expense	105	107	126	20.7%	18.0%	210	233	11.1%
Finance cost	4	3	4	19.5%	55.5%	7	7	7.6%
Income tax expense	8	7	12	55.4%	-81.2%	12	19	54.1%
Profit for the period	33	26	8	-77.0%	70.2%	97	33	-65.8%
Profit Sharing								
Equity Attributable to The Company's Shareholders	23	19	29	24.8%	49.5%	80	48	-39.2%
Equity Attributable to Non-Controlling Interests of Subsidiaries	10	6	-21	-312.3%	440.9%	18	-15	185.1%

Gross Profit Margin	13.2%	12.4%	11.6%	-1.7%	-0.9%	15.8%	12.0%	-3.8%
Net Profit Margin	1.9%	1.5%	1.9%	0.1%	0.5%	3.4%	1.7%	-1.7%

Performance by Business Unit

1. Sea Freight

Unit: million baht



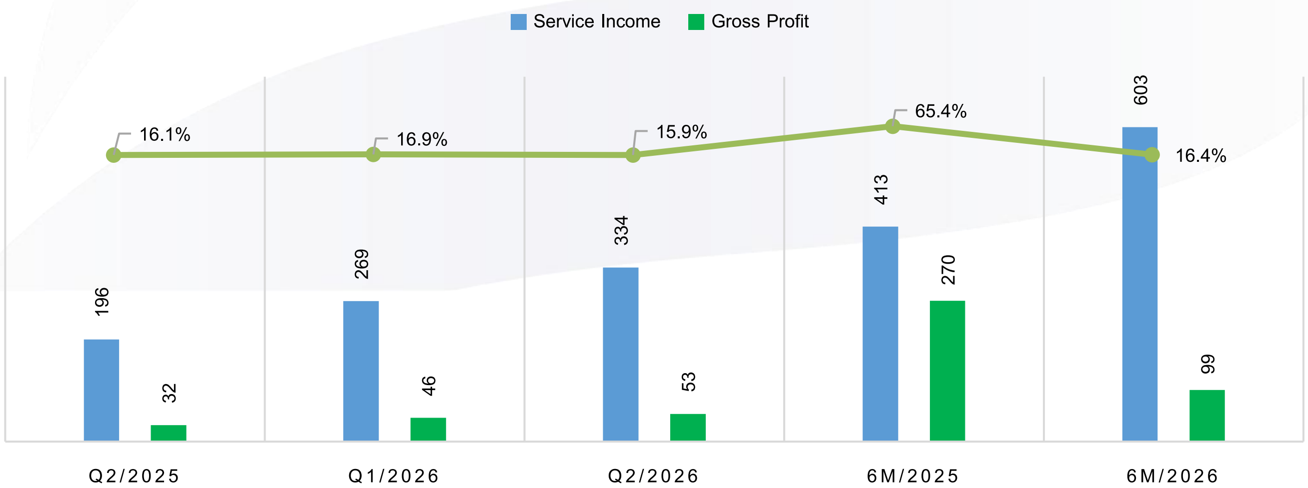
In Q2 2026, the company generated revenue from sea freight services of 391 million baht, an increase of 32.0% compared to the same period of the previous year. This was supported by the recovery of international trade activity, growth in export volumes, and an expanding customer base in certain industry segments.

The company recorded a gross profit from sea freight services of 64 million baht, an increase of 6.2% compared to the same period last year. However, the gross profit margin declined from 20.3% to 16.3%, due to freight cost increases remaining at elevated levels, causing the growth rate of gross profit to lag the growth rate of revenue.

The company continues to prioritize freight cost management, as well as increasing the proportion of work and customer groups capable of generating appropriate profit margins, to sustain the profitability of its sea freight business going forward.

2. Air Freight

Unit: million baht



Air freight services were the standout growth business segment in Q2 2026, with the company generating service revenue of 334 million baht, an increase of 138 million baht, or 70.6%, compared to the same period of the previous year.

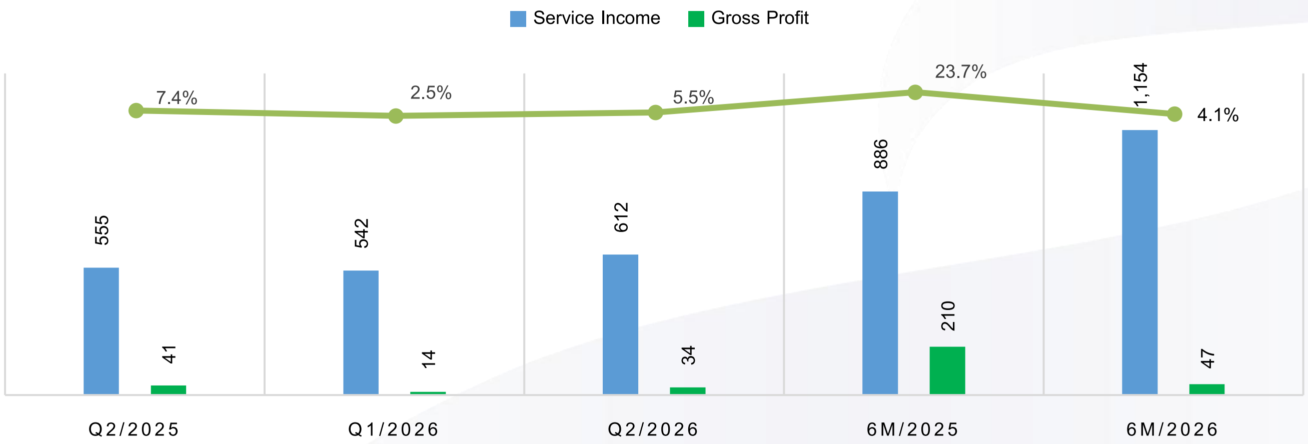
This was mainly driven by increased air cargo volumes, as well as an expanding customer base among goods requiring speed and reliability in transportation.

The company recorded a gross profit from air freight services of 53 million baht, an increase of 68.5% compared to the same period last year, while the gross profit margin stood at 15.9%, close to the level of the same period last year. This reflects the company's ability to manage service costs efficiently while accommodating increased work volumes.

Air freight remains one of the key business segments supporting the growth of the company's revenue and gross profit. The company continues to focus on retaining its existing customer base while expanding its new customer base and increasing work volumes in high-potential goods segments, to support continued growth and sustain profitability going forward.

3. Cross Border Service

Unit: million baht



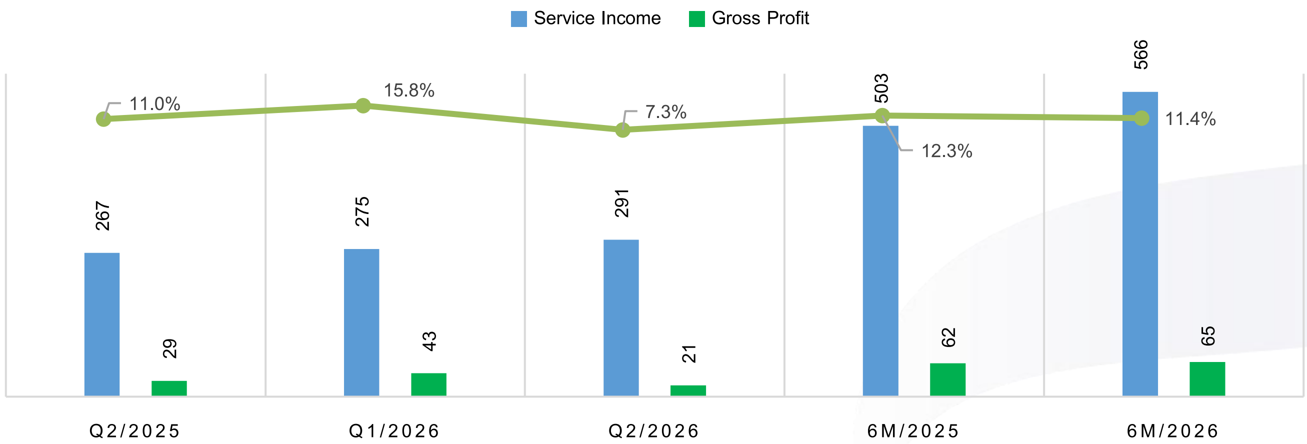
In Q2 2026, Cross Border Service remained one of the company's core businesses and a segment accounting for a high proportion of its revenue, generating service revenue of 612 million baht, an increase of 57 million baht, or 10.3%, compared to the same period of the previous year. This growth was supported by continued expansion in demand for international transportation services within the region, as well as the strength of the company's service network in the CLMV countries.

However, the company recorded a gross profit from cross-border land transport services of 34 million baht, a decrease of 17.9% compared to the same period last year, while the gross profit margin declined from 7.4% to 5.5%, reflecting pressure from rising operating costs. As a result, revenue growth was not reflected in gross profit growth moving in the same direction.

Since Cross Border Service is a business segment that accounts for a high proportion of the company's revenue, changes in its gross profit margin have had an impact on the company's overall gross profit margin. The company places importance on managing transportation costs and resource utilization efficiency, route and trip management, as well as considering revenue quality and setting service prices appropriately relative to costs, to enhance the profitability of this business going forward.

4. Supply Chain Solutions

Unit: million baht



In Q2/2026, the company generated revenue from Supply Chain Solutions of 291 million baht, an increase of 9.1% compared to the same period of the previous year, supported by continued growth in demand for warehousing services and integrated logistics management.

However, the company recorded a gross profit of 21 million baht, down from 29 million baht in the same period last year, a decrease of 28.1%. The gross profit margin declined from 11.0% to 7.3%, reflecting pressure from rising service costs including warehousing costs, personnel costs, and operating-related expenses. As a result, revenue growth was unable to fully offset the rising costs, causing the business' profitability to decline compared to the same period last year.

The company places importance on improving the efficiency of warehouse and resource management, controlling operating costs, and considering an appropriate service pricing structure relative to costs, to enhance margins and improve profitability of this business going forward.

Selling Expenses

In Q2/2026, the company incurred selling expenses of 35 million baht, an increase of 12.0% compared to the same period of the previous year, consistent with the expansion of revenue and business activity. This was partly due to an increase in sales and marketing personnel supporting the growing customer base and increased work volume. Compared to Q1/2026, selling expenses decreased slightly.

Administrative Expenses

In Q2/2026, the company incurred administrative expenses of 126 million baht, an increase of 22 million baht, or 20.7%, compared to the same period of the previous year, and an increase of 19 million baht, or 18.0%, compared to Q1/2026. This was mainly due to an increase in personnel to support business growth and increased work volume, as well as expenses related to system development and investments aimed at improving operational efficiency and strengthening the company's long-term competitiveness. The company continues to prioritize controlling and managing selling and administrative expenses in line with revenue growth, while continuously monitoring efficiency and returns from such expenses and investments.

Finance Costs

In Q2/2026, the company incurred finance costs of 4 million baht, at a level close to the same period of the previous year, reflecting appropriate management of interest-bearing debt.

Net Profit

In Q2/2026, the company recorded a net profit of 29 million baht, an increase of 24.8% compared to the same period of the previous year, and an increase of 49.5% compared to Q1/2026, with a net profit margin of 1.9%, close to the level in the same period of the previous year reflecting a recovery in profitability compared to the previous quarter. For the first six months of 2026, net profit attributable to the company's shareholders amounted to 48 million baht, down from 80 million baht in the same period of the previous year. This decline was mainly driven by losses recognized by subsidiaries, along with increased administrative expenses, which meant that revenue growth from services was not fully translated into net profit growth, even though service revenue in the first half of the year continued to grow at a high level compared to the same period of the previous year. Therefore, in the second half of 2026, the company will focus on managing service costs efficiently, appropriately controlling selling and administrative expenses, and closely monitoring the operating performance of its subsidiaries, to limit the impact on consolidated operating results and support the recovery of profit margins and profitability in line with revenue growth going forward.

Management Discussion and Analysis: Statement of Financial Position

Balance Sheet	30-06-2026	31-12-2025	%
Cash and cash equivalents	359	394	-8.9%
Trade and other receivables	1,453	1,125	29.1%
Other current assets	305	384	-20.5%
Property, building and equipment	418	388	7.7%
Right -of-user assets	273	296	-8.0%
Goodwill	226	226	0.0%
Intangible asset	176	183	-4.0%
Other non-current assets	39	40	-1.3%
Total Assets	**3,249**	**3,037**	**7.0%**

Balance Sheet	30-06-2026	31-12-2025	%
Trade accounts payable	1,124	866	29.7%
Current portion of loan	125	150	-16.6%
Other current liabilities	55	34	59.7%
Non-current portion of loan	179	199	-10.2%
Other non-current liabilities	93	84	11.5%
Total Liabilities	**1,576**	**1,334**	**18.2%**
Total Shareholders' equity	**1,673**	**1,703**	**-1.8%**

As of June 30, 2026, the company had total assets of 3,249 million baht, an increase of 212 million baht, or 7.0%, from 3,037 million baht as of December 31, 2025. The key change came from trade and other receivables, which increased by 328 million baht, or 29.1%, consistent with the growth in revenue and transaction volumes during the first six months of the year, while property, plant, and equipment increased by 30 million baht, or 7.7%, due to investments to support operations and improve service efficiency.

In terms of liquidity, the company had cash and cash equivalents of 359 million baht, a decrease of 35 million baht, or 8.9%, from the end of 2025, partly because of using working capital to support business expansion and investment in operating-related assets. The company continues to prioritize managing cash flow and liquidity at an appropriate level to support business operations and the settlement of financial obligations.

As of June 30, 2026, the company had total liabilities of 1,576 million baht, an increase of 242 million baht, or 18.2%, from 1,334 million baht as of December 31, 2025. The increase mainly came from trade and other payables, which rose by 258 million baht, or 29.7%, consistent with the expansion of business volume and working capital management in line with the company's operating cycle. However, interest-bearing debt declined, with short-term borrowings decreasing by 25 million baht, from 150 million baht to 125 million baht, and long-term borrowings decreasing by 20 million baht, from 199 million baht to 179 million baht, due to scheduled repayments — helping the company keep its interest-bearing debt burden and financing costs at an appropriate level.

Shareholders' equity as of June 30, 2026, stood at 1,673 million baht, a decrease of 30 million baht, or 1.8%, from 1,703 million baht as of December 31, 2025. The company continues to prioritize managing its capital structure to be appropriate for its level of operations, investment plans, and future business growth.

In summary, during the first six months of 2026, the company's assets and liabilities increased in line with the expansion of business activity and working capital requirements, while interest-bearing debt declined. The company therefore focuses on efficiently managing trade receivables, trade payables, cash flow, and debt obligations, to maintain liquidity and an appropriate capital structure to support ongoing operations and business growth going forward.

Management Discussion and Analysis: Financial Ratios

Ratio	2024	2025	6M/2026
Current Ratio (Times)	2.14	1.81	1.63
Debt / Equity Ratio (Times)	0.73	0.98	1.16
Return on Assets (ROA) %	4.78%	5.00%	3.10%
Return on Equity (ROE) %	6.95%	8.98%	7.16%
Average Collection Period (Day)	73	70	71
Payment Period (Day)	61	63	71
Cash Cycle (Day)	11	8	0

In the first six months of 2026, the company continued to maintain a strong financial position and operational efficiency. Key financial ratios reflected the company's ability to appropriately manage liquidity, capital utilization, and working capital, even as the company was in a period of business expansion and accommodating growing work volumes.

Liquidity Position

The current ratio at the end of the first six months of 2026 stood at 1.63 times, down from 1.81 times in 2025 and 2.14 times in 2024, reflecting an increase in current liabilities and working capital requirements to support business expansion. However, this ratio remains above 1 time, indicating that current assets still exceed current liabilities.

Capital Structure and Leverage

The debt-to-equity ratio (D/E) increased from 0.73 times in 2024 and 0.98 times in 2025 to 1.16 times in the first six months of 2026, mainly due to an increase in trade and other payables in line with the expansion of business volume and working capital requirements. However, when considering interest-bearing debt, both short-term and long-term borrowings declined from the end of 2025. The company therefore continues to prioritize maintaining an appropriate level of debt and capital structure relative to cash flow and business growth.

Profitability

Return on assets (ROA) stood at 3.10%, while return on equity (ROE) stood at 7.16%. However, when considered alongside operating results for the first six months of 2026 during which net profit attributable to the company's shareholders declined compared to the same period of the previous year the company continues to prioritize improving gross profit margin, controlling costs, and enhancing the efficiency of asset and capital utilization to support returns going forward.

Working Capital Efficiency

The average collection period stood at 71 days, close to the 70-day level in 2025, while the average payment period increased to 71 days from 63 days in 2025. As a result, the cash cycle declined from 11 days in 2024 and 8 days in 2025 to 0 days in the current period. This change reflects better alignment between the company's collection cycle from customers and its payment cycle to suppliers, helping reduce the amount of time the company needs to fund its own operating cycle using its own capital. The company continues to closely monitor receivables quality and collection periods, particularly given the increase in trade receivables in line with business expansion.

Summary of Financial Ratios

Overall, the company continues to maintain sufficient liquidity for its operations, while the increase in the debt-to-equity ratio is mainly attributable to trade payables and operating-related liabilities associated with business expansion, rather than an increase in interest-bearing borrowings. For the second half of 2026, the company will focus on managing working capital, controlling trade receivable levels, maintaining liquidity, and enhancing profitability, to keep its financial structure appropriate for the company's business growth.

Industry Trends, Risks, and Business Direction

For the second half of 2026, the company expects the international logistics business to continue receiving support from intra-Asian trade, the relocation of production bases to the ASEAN region, and demand for international freight transport particularly along routes between Thailand, China, and the CLMV countries, which are key markets for the company's Cross Border Service and Air Freight businesses.

In the first six months of 2026, the company's service revenue grew by 22.4% compared to the same period of the previous year, reflecting the expansion of business volume and increasing customer demand. However, revenue growth continued to face pressure on profitability, particularly from the operating results of certain subsidiaries that remained loss-making. The company has therefore implemented measures to improve the performance of these loss-making subsidiaries by establishing a Net Profit Recovery Plan, setting out approaches and closely monitoring operating results, to accelerate improvements in profitability and reduce the impact on the group's consolidated performance. The company placed importance on revenue growth alongside quality of earnings and returns from operations, focusing on cost management, expense control, and appropriately assessing the profitability of each business. Looking ahead to the second half of 2026, the global economy and logistics industry remain subject to uncertainty from several factors, including volatility in the economies and purchasing power of key trading partner countries, geopolitical conflicts, international trade measures, and import tariff policies and trade restrictions that may affect international trade volumes. In addition, volatility in freight rates, energy prices, and exchange rates may affect the company's operating costs and profitability. At the same time, price competition in the logistics industry remains intense, particularly on routes between China and the ASEAN region, which the company will monitor closely as it may affect gross profit margins. The company will focus on cost management, selecting work with appropriate returns, and improving operational efficiency, to maintain competitiveness and support quality growth going forward.

Under these conditions, in the second half of 2026 the company will focus on Quality Growth, prioritizing cost and margin management, improving operational efficiency across business units, managing working capital and liquidity, expanding its customer base in high-potential industry segments, and increasing service utilization among existing customers through a wider range of services.

In addition, the company continues to develop Integrated Logistics Solutions and leverage its regional service network to increase opportunities for cross-business service offerings and create added value for customers, alongside developing systems and technology to enhance operational efficiency and support long-term competitiveness. Despite ongoing external uncertainty in the second half of 2026, the company believes that growth in its revenue base, the breadth of its regional service network across Asia, and its focus on cost management, earnings quality, and operational efficiency will be key factors supporting its performance and competitiveness going forward.

ESG and Sustainability Operations

The company places importance on conducting business under Environmental, Social, and Governance (ESG) principles, alongside sustainable business growth, focusing on improving operational efficiency, managing environmental impact, caring for stakeholders, and conducting business under good governance and appropriate risk management principles.

Environmental: The company focuses on improving energy and resource efficiency, as well as reducing the environmental impact of its transportation and logistics activities. This includes route and space utilization management, reducing empty-truck trips, promoting the use of clean-energy vehicles and electric vehicles (EVs), and developing Green Logistics service approaches to support the reduction of greenhouse gas emissions from operations and the supply chain.

Social: The company places importance on human resource management and development, strengthening the knowledge and skills needed to adapt to industry changes, occupational health and safety, and creating an appropriate working environment. The company also focuses on managing relationships with customers, business partners, communities, and stakeholders to build long-term trust and strong relationships.

Governance: The company is committed to conducting business with transparency, ethics, and accountability, prioritizing good corporate governance, anti-fraud and anti-corruption measures, management of conflicts of interest, personal data protection and cybersecurity, and appropriate risk management and internal control systems, as well as raising governance standards across group companies to ensure consistent operating practices.

For the second half of 2026, the company will continue to integrate ESG principles into its strategy and business operations, focusing on improving efficiency and reducing the environmental impact of logistics activities, developing services that respond to customers' sustainability needs, developing personnel and technology, and enhancing risk management and corporate governance across the group.

The company believes that conducting business under ESG principles, alongside generating appropriate financial performance, will help strengthen its competitiveness, reduce risks from environmental changes, regulatory shifts, and stakeholder expectations, and support the creation of sustainable long-term value for shareholders, customers, business partners, employees, communities, and all stakeholders.