

Date: February 26, 2026

Subject: Management Discussion and Analysis (MD&A) for the year 2025

To: Board of Directors and Managers

The Stock Exchange of Thailand, MAI

Kumwell Corporation Public Company Limited is pleased to submit the Management Discussion and Analysis (MD&A) for the December 31, 2025. The details are as follows:

- 1** Overview of business operations, economic conditions, and industry factors affecting.
- 2** Summary of Overall Operating Results.
- 3** Summary of Consolidated Financial Position.
- 4** Factors That May Affect Future Operations or Growth.
- 5** Sustainability Development.



For the year 2025, it marked another significant milestone for Kumwell Corporation Public Company Limited in elevating the organization from over 26 years of accumulated specialized expertise to becoming a world-class provider of lightning protection and safety system solutions, trusted by all sectors and playing a strategic role in the development of national and regional infrastructure. Amid a rapidly changing global landscape—driven by technological advancement, environmental challenges, and evolving stakeholder expectations—the Company has focused on laying important foundations across multiple dimensions. These include reviewing its strategic direction, restructuring operations to align with future growth, and leveraging its existing strengths in knowledge and innovation to build new competitive capabilities sustainably, both domestically and internationally.

One of the key milestones in 2025 was the Company's participation in the JUMP+ Program of the Stock Exchange of Thailand. This initiative enabled the Company to systematically reassess its capabilities, opportunities, and business challenges across various dimensions, including business growth planning, enhancement of corporate governance and regulatory standards, and environmental and carbon management planning. Participation in this program not only strengthened the Company's management standards but also reflected Kumwell's commitment to value-driven, transparent, and sustainable long-term growth.

Nevertheless, both domestic and global economic conditions continued to face uncertainties from several significant factors, affecting the overall direction of business operations. These included foreign exchange risks, where exchange rate fluctuations may result in foreign exchange gains or losses when the exchange rate on the transaction date for the purchase or sale of goods/raw materials differs from the exchange rate on the settlement date. To mitigate such risks, the Company has implemented risk management measures, including opening Foreign Currency Deposit (FCD) accounts to reduce exchange rate spread costs between buying and selling rates and to enhance financial liquidity.

In addition, Kumwell has strengthened its strategic direction through the establishment of a subsidiary, CTA Engineering and Solution Co., Ltd. (CTAES), to serve as a mechanism for market expansion and the integration of Kumwell Group's solutions into infrastructure-level applications. This initiative leverages expertise in Water Management Systems, a sector that plays a vital role in long-term economic and social development. At the same time, Kumwell continues to emphasize ongoing investment in research and development to enhance organizational capabilities and extend innovation toward higher value-added solutions. These innovations are not only aimed at generating new revenue streams but also at reinforcing confidence among customers and business partners, while laying a solid foundation for stable and sustainable long-term growth.



Performance Summary

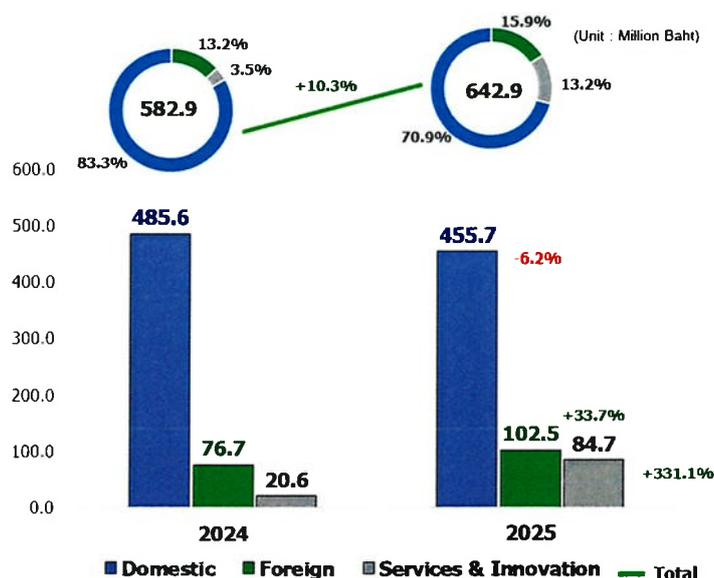
Consolidated Financial Statement						
Profit and Loss	2025		2024		Growth	
	MB.	% of Sales	MB.	% of Sales	MB.	%
SALES	642.9	100.0%	582.8	100.0%	60.1	10.3%
CGS	389.7	65.0%	348.5	67.2%	41.2	11.8%
GROSS PROFIT	253.2	39.4%	234.4	40.2%	18.8	8.0%
OTHER INCOME	1.6	0.3%	3.0	0.5%	-1.4	-46.0%
SELLING EXP.	46.4	7.2%	47.8	8.2%	-1.4	-2.8%
ADMIN EXP.	125.6	19.5%	109.6	18.8%	16.0	14.5%
EBITDA	113.2	17.6%	110.5	19.0%	2.7	2.5%
EBIT	82.8	12.9%	80.0	13.7%	2.8	3.6%
INTEREST EXP.	9.7	1.5%	13.5	2.3%	-3.8	-28.2%
EBT	73.3	11.4%	66.6	11.4%	6.7	10.1%
TAX	14.8	2.3%	13.3	2.3%	1.5	11.3%
NET PROFIT	58.5	9.1%	53.3	9.1%	5.2	9.8%

Revenue from Sales and Services

For the year 2025, the Company reported revenue from sales and services totaling Baht 642.9 million, representing an increase of Baht 60.1 million, or 10.3%, compared to 2024. The growth was driven by higher sales in both domestic and international markets, supported by business expansion and increased investment activities. The revenue structure of the Company and its subsidiaries can be categorized by customer groups and product types as follows:



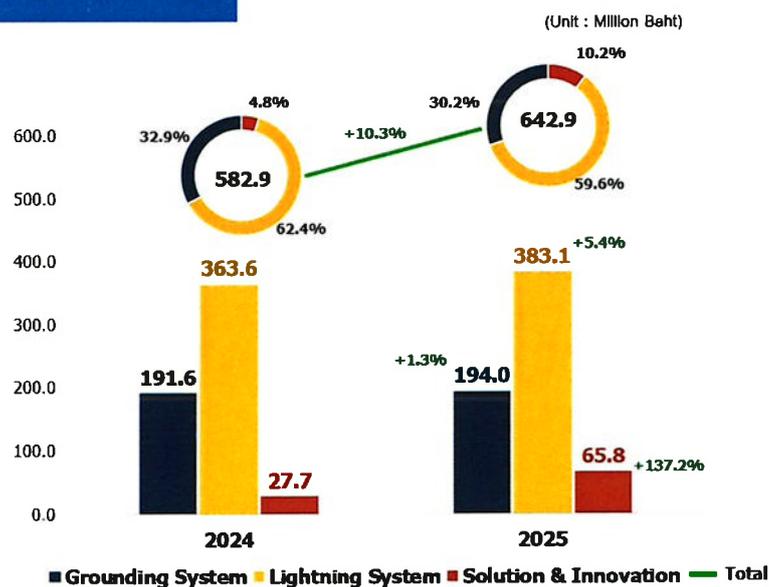
Revenue Classified by Customer Group



Sales in 2025 totaled Baht 642.9 million, representing an increase of Baht 60.1 million, or 10.3%, compared to the same period of the previous year. The increase was primarily attributable to higher purchase orders from international customers who secured project bids, resulting in a continuous rise in both sales volume and order value. Sales to international customers increased by Baht 25.8 million, from Baht 76.7 million in 2024 to Baht 102.5 million in 2025. In addition, revenue from services and innovation increased by Baht 64.1 million, from Baht 20.6 million in the same period of the previous year to Baht 84.7 million. This growth was mainly driven by survey and improvement works for installation at the Toyota factory, as well as a project related to the construction of a floodgate at Laem Chabang Port. Meanwhile, sales to domestic customers decreased by 6.2% compared to the same period of the previous year. The decline was mainly due to certain projects that were gradually delivered and completed in late 2025, resulting in no continued revenue recognition from those projects in the current period. For 2026, the Company plans to place greater emphasis on sales through distributors and promotional campaigns to further drive sales growth.



Revenue Classified by Product Group



For the year 2025, the Company reported sales of grounding system products totaling Baht 194.0 million, representing an increase of Baht 2.5 million, or 1.3%, compared to the same period of the previous year. Similarly, sales of lightning protection system products amounted to Baht 383.1 million, an increase of Baht 19.5 million, driven by growth in sales through distributors, which resulted in a higher proportion of sales value. In addition, revenue from services and innovation increased by Baht 38.1 million, from Baht 27.7 million to Baht 65.8 million compared to the same period of the previous year, primarily due to the Laem Chabang Port project.



Cost of Sales and Services

Cost of sales and services for the year 2025 increased by Baht 41.2 million, from Baht 348.5 million in the same period of the previous year to Baht 389.5 million. The increase was in line with higher sales volume, as costs varied in accordance with the increase in sales. However, overall costs decreased by 2% compared to the previous year as a result of the production department's cost control policy. As a result, the gross profit margin was 39.4%, decreasing by 0.8% compared to the same period of the previous year. The main reason for the decline was the higher proportion of international sales, which carried a lower average selling price than domestic sales, while the cost of sales per unit remained at a similar level. Nevertheless, the Company has plans to manage pricing strategies and control production costs in order to maintain its profitability and support sustainable long-term operations.



Distribution Costs and Administrative Expenses



In 2025, distribution costs decreased by Baht 1.4 million, or 2.8%, from Baht 47.8 million in the same period of the previous year to Baht 46.4 million. The decrease was mainly attributable to lower domestic and international travel expenses, as well as reduced exhibition and public relations booth expenses. Meanwhile, administrative expenses increased by Baht 16.0 million, or 14.5%. The increase was primarily due to higher consulting fees, an increase in the allowance for expected credit losses, and foreign exchange losses resulting from currency fluctuations.





Net Profit



Net profit for the year 2025 amounted to Baht 58.8 million, representing an increase of Baht 5.2 million, or 9.8%, compared to the same period of the previous year. The increase was primarily attributable to enhanced customer demand assessments, which led to higher international sales and increased service revenue from additional project-based work.

3 Summary of Financial Position

(Unit : Million Baht)

Consolidated Financial Statement						
Balance Sheet	2025		2024		Growth	
	MB.	% of TA	MB.	% of TA	MB.	%
Cash and cash equivalents	54.5	5.9%	57.6	6.7%	(3.1)	-5.4%
A/R & Other Receivables	168.8	18.3%	135.3	15.6%	33.6	24.8%
Contract assets	29.6	3.2%	-	-	29.6	0.0%
Inventories	173.1	18.8%	192.6	22.3%	(19.5)	-10.1%
Other current financial assets	8.8	1.0%	4.8	0.6%	4.0	84.6%
Total current assets	434.7	47.2%	390.2	45.1%	44.5	11.4%
Restricted bank account						
Other non-current financial assets	10.3	1.1%	10.2	1.2%	0.1	1.1%
Property, plant and equipment	423.8	46.0%	444.8	51.5%	(21.0)	-4.7%
Right-of-use assets	4.9	0.5%	6.7	0.8%	(1.8)	-26.3%
Non-current assets	47.6	1.4%	12.5	2.0%	35.1	280.5%
Total non-current assets	486.6	52.8%	474.1	54.9%	12.5	2.6%
Total assets	921.3	100.0%	864.3	100.0%	56.9	6.6%

Assets

- **Trade and other receivables:** As of the end of 2025, trade receivables increased by Baht 33.6 million, or 24.8%, primarily due to growth in sales in both domestic and international markets. In addition, sales and marketing plans were projected in collaboration with customers, which contributed to a higher balance of trade receivables at year-end. In terms of receivables quality, 93% of total trade receivables were classified as current and within normal credit terms (compared to 92% in 2024), indicating that the majority of receivables remain within the normal collection period.
- **Contract assets:** It increased by Baht 29.6 million, primarily due to accounting adjustments related to the Laem Chabang Port project, particularly from the upward revision of project value based on the progress of the project.



- **Inventories:** The Company's inventories decreased by 10.1% as a result of improved inventory management. The Company enhanced its order processing procedures and implemented a Just-in-Time stock management system to optimize cost efficiency. In addition, the management of aging inventory has been further improved, contributing to more effective inventory control.
- **Other current financial assets:** It increased by Baht 35.1 million, primarily due to short-term loans provided to a subsidiary to support its business commencement in 2025. The increase was also attributable to higher deferred tax assets, mainly resulting from revisions to actuarial estimates in accordance with the actuary's report, in compliance with the relevant Financial Reporting Standards.

3 Summary of Financial Position (Continued)

(Unit : Million Baht)

Consolidated Financial Statement (Continued)						
Balance Sheet	2025		2024		Growth	
	MB.	% of TA	MB.	% of TA	MB.	%
Bank overdraft and short-term loans	32.0	3.5%	20.6	2.4%	11.4	55.3%
A/P & Other Payables	53.2	5.8%	28.7	3.3%	24.5	85.3%
Contract liabilities	22.6	2.5%	-	0.0%	22.6	0.0%
Current portion of long-term loans	40.3	4.4%	39.0	4.5%	1.4	3.5%
Current liabilities	19.0	2.1%	15.2	1.8%	3.7	24.4%
Total current liabilities	167.1	18.1%	103.5	12.0%	63.6	61.4%
Long-term loans from financial institutions	106.2	11.5%	146.5	16.9%	(40.3)	-27.5%
Lease liabilities	4.4	0.5%	6.2	0.7%	(1.8)	-28.9%
Provision for long-term employee benefits	25.7	2.8%	18.0	2.1%	7.7	42.8%
Other non-current liabilities	-	0.0%	-	0.0%	-	0.0%
Total non-current liabilities	136.2	14.8%	170.6	19.7%	(34.4)	-20.2%
Total liabilities	303.3	32.9%	274.1	31.7%	29.2	10.7%
Paid-up share capital	215.0	23.3%	215.0	24.9%	-	0.0%
Premium on ordinary shares	519.7	56.4%	519.7	60.1%	-	0.0%
Deficit of business combination	- 460.9	-50.0%	- 460.9	-53.3%	-	0.0%
Share-based payment reserve	17.7	1.9%	17.7	2.0%	-	0.0%
RE-Legal Reserved	21.5	2.3%	21.5	2.5%	-	0.0%
RE-Unappropriated	303.6	33.0%	277.3	32.1%	26.3	9.5%
NCI	1.4	0.2%	-	0.0%	1.4	0.0%
Total shareholders' equity	618.0	67.1%	590.2	68.3%	27.8	4.7%
Total Liabilities and shareholder's equity	921.3	100.0%	864.3	100.0%	56.9	6.6%

Liabilities and Shareholders' equity

- **Bank overdraft and short-term loans:** As of the end of 2025, it increased by Baht 11.4 million, or 55.3%, primarily due to the utilization of short-term borrowings from financial institutions to support a subsidiary's business commencement in 2025.

- **Trade and other payables:** As of the end of 2025, trade payables increased by approximately Baht 24.5 million, from Baht 28.7 million to Baht 53.2 million, representing an increase of 85.3%. The increase was primarily attributable to the import of water pumps for the Laem Chabang Port project. The payment was subsequently made in February 2026.
- **Long-term Loans from Financial Institutions:** As of the end of 2025, it decreased by Baht 40.3 million, or 27.5%, primarily due to the repayment of long-term loans totaling Baht 39 million during 2025. The decrease resulted from a reduction in outstanding principal, with no additional borrowings incurred during the year.
- **Shareholders' equity:** Retained earnings increased by Baht 26.3 million, or 9.5%, resulting in an increase in earnings per share from Baht 0.12 to Baht 0.13.

4 Factors That May Affect Future Operations or Growth

- ▶ The Company has participated in the JUMP+ Program, an initiative of the Stock Exchange of Thailand (SET), aimed at enhancing and increasing the value of listed companies. The program supports companies in developing clear and sustainable growth plans through three key pillars: Growth, Governance, and Green operations. In addition, the program helps enhance the Company's attractiveness to investors.

5 Sustainability Development

- ▶ Kumwell Corporation Public Company Limited, in terms of sustainability, continues to enhance its standards in environmental, social, and governance (ESG) practices. In 2025, the Company received a SET ESG Rating of "AA" and achieved an "Excellent" rating in the Corporate Governance Report (CGR) for the third consecutive year. These recognitions reflect the Company's commitment to conducting business in accordance with good corporate governance principles while creating shared value for society under the concept of CSV: Creating Shared Value – Safety to Society, which has always been at the core of Kumwell's mission.



Please be informed accordingly.

Sincerely,

Mr. Boonsak Kiatjaroonlert

Chief Executive Officer

Kumwell Corporation Public Company Limited

