

November 14, 2025

Subject : Management's Discussion and Analysis for the 3rd quarter ending September 30, 2025,
Changing in operation results was over 20 percent.

Attn : The President
The Stock Exchange of Thailand

Siam Steel International Public Company Limited has submitted the consolidated financial statements of the 3rd quarter for the three-month period ended September 30, 2025. It is noted that the change in net profit (loss) was over than 20 percent compared with the previous year. The Company would explain in the Management's Discussion and Analysis for the 3rd quarter period ending September 30, 2025 as follows:

1. Operating Results

Consolidated Statements of Comprehensive Income for the three-month period ended September 30, 2025 and 2024

Consolidated Financial Statements	The Third quarter 2025		The Third quarter 2024		Change	
	Million Baht	%	Million Baht	%	Million Baht	%
Sales and services	356	100%	396	81%	(40)	(10%)
Construction services	0	0%	95	19%	(95)	(100%)
Total Revenues	356	100%	491	100%	(135)	(27%)
Costs of sales and services	300		337		(37)	(11%)
Costs of Construction services	0		93		(93)	(100%)
Total Costs of Sales and Services	300	84%	430	88%	(130)	(30%)
Sales and services gross profit	56		59		(3)	(5%)
Construction services gross profit	0		2		(2)	(100%)
Total Gross Income	56	16%	61	12%	(5)	(8%)
Other income	19	5%	26	5%	(7)	(27%)
Selling and administrative expenses	(84)	(24%)	(98)	(20%)	14	14%
Profit (Loss) from Operations	(9)	(3%)	(11)	(2%)	2	18%
Profit in associated companies on equity method	20	6%	20	4%	0	0%
Financial costs	(1)	(0%)	(2)	(0%)	1	50%
Profit (Loss) before Income Tax	10	3%	7	1%	3	43%
Income tax	(1)	(0%)	2	0%	(3)	(150%)
Equity in non – controlling interests in subsidiaries	(2)	(1%)	0	0%	(2)	(100%)
Net Profit (Loss) attributable to the Company	7	1.97%	9	1.83%	(2)	(14%)
Net Profit (Loss) per share attributable to the Company (Baht)	0.013		0.016		(0.003)	(14%)

1.1 Analysis of overall Operating Results

For the 3rd quarter of the year 2025, the consolidated financial statements of the Company presented total revenues amounting to 356 million baht, decreased by 135 million baht or decreased 27 percent from the same quarter of previous year. Such mainly change resulted from the decrease in furniture product group, flood protection wall, renewable energy business group and construction service. However, this year the Company still has the action plan of human resources development in marketing and production, as well as increasing new products to response the customer's requirements to enable sales volume increase, including to expand investment in renewable energy business in order to generate stable income in the future.

Total Revenues

For the 3rd quarter of this year, the consolidated financial statements of the Company's presented total revenues amounting to 356 million baht, decreased by 135 million baht or decreased 27 percent. This was mainly resulted from the decrease in furniture product group, flood protection wall, renewable energy business group and construction service. Total revenues in the 3rd quarter of this year consisted of following income:

- Revenues from sales of furniture product group and flood protection wall totaling 315 million baht, decreased by 30 million baht or decreased 9 percent from the 3rd quarter of previous year.
- Revenues from renewable energy business group totaling in this year 41 million baht, decreased by 10 million baht or decreased 20 percent from previous year.
- Revenues from domestic construction services of this year not income, because all projects are completed and revenue is recognized in 2024.

Other Income

The consolidated financial statements of the Company for the 3rd quarter of this year presented other income decreasing from the 3rd quarter of previous year by 7 million baht, or decreased 27 percent. Other income in the 3rd quarter of this year were mainly from other services and dividends received.

Cost of Sales and Expenses

- The consolidated financial statements of the Company presented total cost of sales for the 3rd quarter of this year amounting to 300 million baht, decreased by 130 million baht or decreased 30 percent from the 3rd quarter of previous year. For the ratio of total cost of sales to total revenue for the 3rd quarter of year 2025 and the 3rd quarter of year 2024 was 84 percent and 88 percent, respectively.

- The consolidated financial statements of the Company presented selling and administrative expenses of the 3rd quarter of this year amounting to 84 million baht, decreased by 14 million baht or decreased 14 percent from the 3rd quarter of previous year. This was mostly resulted from decreasing of administrative expenses related to employees and this quarter not recognized of impairment loss in asset. For the ratio of selling and administrative expenses to total revenues for the 3rd quarter of year 2025 and the 3rd quarter of year 2024 was 24 percent and 20 percent, respectively.

- The consolidated financial statements of the Company presented financial cost for the 3rd quarter of this year amounting to 1 million baht decreased from the 3rd quarter of previous year 1 million baht, or decreased 50 percent. This was mainly resulted from the interest expenses of loans from domestic financial institutions for operating in renewable energy business group.

Gross Profit

- The consolidated financial statements of the Company for the 3rd quarter of the year 2025 presented gross profit amounting to 56 million baht, decreased by 5 million baht or decreased 8 percent from the 3rd quarter of previous year. The gross profit ratio for the 3rd quarter of the year 2025 and the 3rd quarter of the year 2024 was 16 percent and 12 percent, respectively.

Profit in associated companies on equity method

- The consolidated financial statements of the Company of the profit in associated on equity method for the 3rd quarter of the year 2025 presented profit amounting to 20 million baht, equal to the same quarter of the previous year.

Net Profit (Loss)

- The consolidated financial statements of the Company presented net profit amounting to 7 million baht for the 3rd quarter of the year 2025 and net profit amounting to 9 million baht for the 3rd quarter of the year 2024, profit decreased from previous year by 2 million baht or decreased 14 percent. This resulted from the decreasing of revenues and gross profit. For the net profit ratio of the 3rd quarter of the year 2025 was 1.97 percent and the 3rd quarter of the year 2024 was net profit 1.83 percent.

2. Financial positions

Statements of Financial positions as of September 30, 2025 and December 31, 2024

Consolidated financial statement	September 30, 2025		December 31, 2024		Change	
	Million Baht	%	Million Baht	%	Million Baht	%
Assets						
Cash and cash equivalents	506	14%	412	12%	94	23%
Trade accounts receivable - net	158	5%	261	8%	(103)	(39%)
Inventories – net	217	6%	222	6%	(5)	(2%)
Other current assets	109	3%	111	3%	(2)	(2%)
Total Current Assets	990	28%	1,006	29%	(16)	(2%)
Investments	1,141	33%	1,120	32%	21	2%
Property, plant and equipment - net	1,237	36%	1,286	36%	(49)	(4%)
Other non - current assets	113	3%	116	3%	(3)	(3%)
Total Non - Current Assets	2,491	72%	2,522	71%	(31)	(1%)
Total Assets	3,481	100%	3,528	100%	(47)	(1%)
Liabilities and Shareholders' Equity						
Short-term loans from financial institutions	50	1%	50	2%	0	0%
Trade accounts payable	261	8%	307	9%	(46)	(15%)
Long-term loans from financial institutions; due within 1 year	12	0%	13	0%	(1)	(8%)
Short-term loans from related company	119	3%	129	4%	(10)	(8%)
Other current liabilities	131	4%	120	3%	11	9%
Total Current Liabilities	573	16%	619	18%	(46)	(7%)
Employee benefits obligation	35	1%	44	1%	(9)	(20%)
Other non - current liabilities	130	4%	142	4%	(12)	(8%)
Total Non - Current Liabilities	165	5%	186	5%	(21)	(11%)
Total Liabilities	738	21%	805	23%	(67)	(8%)
Shareholders' equity to the Company's	2,522	73%	2,503	71%	19	1%
Shareholders' equity non-controlling interests' equity	221	6%	220	6%	1	0%
Total Shareholders' equity	2,743	79%	2,723	77%	20	1%
Total Liabilities and Shareholders' Equity	3,481	100%	3,528	100%	(47)	(1%)

2.1 Analysis of the financial position of the Company and its subsidiaries as at September 30, 2025 and December 31, 2024

Total Assets

As at the end of the 3rd quarter of the year 2025, the consolidated financial statements of the Company presented total assets amounting to 3,481 million baht, decreased by 47 million baht from the end of December 31, 2024. This was mainly decreasing from the net-trade accounts receivable and net-property, plant and equipment .

The structure of Total assets presented in the consolidated financial statements of the Company as at the end of the 3rd quarter of this year consisted of cash and cash equivalents 14 percent, trade accounts receivable 5 percent, net inventories 6 percent and other current assets 3 percent, investments in associated companies and other companies 33 percent, Property, plant and equipment 36 percent and other non-current assets 3 percent. Whereby the structure of total assets at the end of previous year consisted of cash and cash equivalents 12 percent, trade accounts receivable 8 percent, net inventories 6 percent and other current assets 3 percent, investments in associated companies and other companies 32 percent, property, plant and equipment 36 percent and other non-current assets 3 percent.

- Cash and cash equivalents at the end of the 3rd quarter of the year 2025 was 506 million baht, increased from the end of previous year by 94 million baht, as follow:

Cash flow from operating activities was 78 million baht. This mostly comes from trade accounts receivable from construction work and other current payable-general companies increase.

Cash flow from investing activities 39 million baht. This mostly comes from dividends received.

Cash used for financing activities was 23 million baht. This mostly are pay off lease liabilities and payments for short-term loan from related companies.

- Trade accounts receivable at the end of the 3rd quarter of the year 2025 was 158 million baht, decreased from the end of previous year of 103 million baht. The balance of trade accounts receivable at the end of the 3rd quarter of the year 2025 of which separated as 69 percent of such accounts receivable was not yet due, 11 percent of accounts receivable was overdue less than 3 months and 20 percent of accounts receivable was overdue more than 3 months. However, the Company and its subsidiaries have monitored closely for the debts collection. The company will consider the possibility of receiving the payment of debt. In addition, in the case of some debtors being in the process of collection, the Company will provide the appropriate proceed to record the allowance for doubtful accounts. At the end of the 3rd quarter of this year, balance of allowance for doubtful account was 11 million baht. Receivable turnover rate at the end of the 3rd

quarter of the year 2025 was 7.52 times and at the end of previous year was 8.32 times. Average debt collection at the end of the 3rd quarter of the year 2025 was 49 days and at the end of previous year was 44 days. Receivable turnover was decreased and average debt collection period was increase because the revenue was decreased at the end of the 3rd quarter of this year.

- Inventories balance at the end of the 3rd quarter of the year 2025 was 217 million baht, decreased by 5 million baht or decreased 2 percent from the end of previous year. Mostly increased from the renewable energy business group. The inventory turnover rate at the end of the 3rd quarter of the year 2025 was 5.94 times, and was 6.43 times at the end of previous year.

- Other current assets as of the end of the 3rd quarter of the year 2025 was 109 million baht, decreased by 2 million baht or decreased 2 percent from previous year. This decrease was mainly resulted from the other current receivables-general company.

- Investments at the end of the 3rd quarter of the year 2025 were 1,141 million baht, increased by 21 million baht or increased 2 percent from the end of previous year. This was resulted from recognition of increasing in profit on equity method net dividend payment from associated company.

- Property, plant and equipment-net as at the end of the 3rd quarter of the year 2025 was 1,237 million baht, decreased by 49 million baht or decreased 4 percent from the end of previous year. Mostly assets were property, plant and equipment in furniture business and from investment of renewable energy business group in the form of buildings and machinery which decreased from depreciation.

Total liabilities

As at the end of the 3rd quarter of this year, the consolidated financial statements of the Company presented total liabilities of 738 million baht, decreased by 67 million baht or decreased 8 percent from the previous year. Mostly decreased from trade accounts payable and other non-current liabilities.

- As at the end of the 3rd quarter of this year, short-term loan from financial institution was 50 million baht. Mostly are the promissory note of the subsidiary company for the operation.

- As at the end of the 3rd quarter of this year, Trade accounts payable was 261 million baht, decreased by 46 million baht or decreased 15 percent from previous year.

- As at the end of the 3rd quarter of this year, short-term loan from related companies was 119 million baht, decreased by 10 million baht or decreased 8 percent from previous year. The balance is equal to the end of the previous year. Mostly are loans of companies in the renewable energy business group which is an indirect subsidiary of the company, loans from related companies to spend in the business.

- As at the end of the 3rd quarter of this year, other current liabilities were 131 million baht, increased by 11 million baht or increased 9 percent from previous year. This mostly caused by other current payables-general company arising from the deposit for receiving the goods.

- As at the end of the 3rd quarter of this year, other non-current liabilities were 130 million baht, decreased by 12 million baht or decreased 8 percent from previous year. This was mainly resulted from the recognition of the liabilities according to the lease agreement for car, machinery and the land for operation and deferred tax liabilities.

Shareholders' equity

As at the end of the 3rd quarter of this year, the consolidated financial statements of the Company presented the shareholders' equity of 2,743 million baht, as at the end of previous year was 2,723 million baht, increased by 20 million baht from previous year. This caused by the turnover of group of companies has the net profit.

Book value as at the end of the 3rd quarter of this year was 4.63 baht per share, increased 0.04 baht per share as at the end of previous year.

2.2 Liquidity and significant financial ratios

Statements of Cash flows for the nine-month period ended September 30, 2025

Consolidated financial statements	Unit : Million Baht
Net cash from (used for) operating activities	78
Net cash from (used for) investing activities	39
Net cash from (used for) in financing activities	(23)
Increase (Decrease) in cash and cash equivalents - net	94
Cash and cash equivalents at the beginning of period	412
Cash and cash equivalents at the end of period	506

Liquidity of the consolidated financial statement of the Company as at the end of the 3rd quarter of this year, the Company held the balance of cash at the end of period amounting to 506 million baht, 412 million baht at the end of previous year. Cash flow increased by 94 million baht, this was related to:

- Cash flow from operating activities amounting to 78 million baht. This mostly comes from trade accounts receivable from construction work 105 million baht and other current payable-general companies increase 14 million baht.

- Cash flow from investing activities 39 million baht. This mostly comes from dividends received amounting to 51 million baht.

- Cash flow spent with financing activities 23 million baht. This mostly used to pay off lease liabilities 11 million baht and pay off for short-term loan from related company amounting to 14 million baht.

The current ratio was increased from 1.63 times as at the end of previous year to 1.73 times as at the end of the 3rd quarter of this year. The quick ratio was decreased from 1.09 times as at the end of previous year to 1.16 times as at the end of the 3rd quarter of this year. However, both ratios represented positive favorable liquidity of the Company and its subsidiaries.

In consideration of the ability for the debt repayment as at the end of the 3rd quarter of this year and the end of previous year, the Company and its subsidiaries still maintained good ability for debt payment. Considering from the debt to the ratio, Showing 0.30 times at the end of previous year and 0.27 times at the end of the 3rd quarter of this year.

3. Significant factors that may affect the future of finance position or future operation

The stability of local political

If domestic politics is not stable, it will result in the government's spending. Government spending to stimulate the economy will be reduced. As a result, the industrial growth will be shrunken, the purchase order will also be reduced.

Foreign market

Due to the global economic situation, the recovery of the international market may lead to the company receiving more purchase orders.

Raw material pricing

Steel is core raw material for production. If steel price is fluctuated, it may affect the orders and production costs.

Foreign Exchange Rate

If the Baht is strengthened against foreign currency continuously, this may affect the Company's sales in Baht value. In addition, the Company may lose ability in its competitiveness compared to competitors and may get loss from exchange rates.

Please be informed accordingly,

Yours sincerely,

(Mr. Surapol Kunanantakul)
President
Siam Steel International Public Company Limited