

**EASTERN WATER RESOURCES DEVELOPMENT AND MANAGEMENT PUBLIC COMPANY LIMITED**  
**MANAGEMENT DISCUSSION AND ANALYSIS FOR 2025**

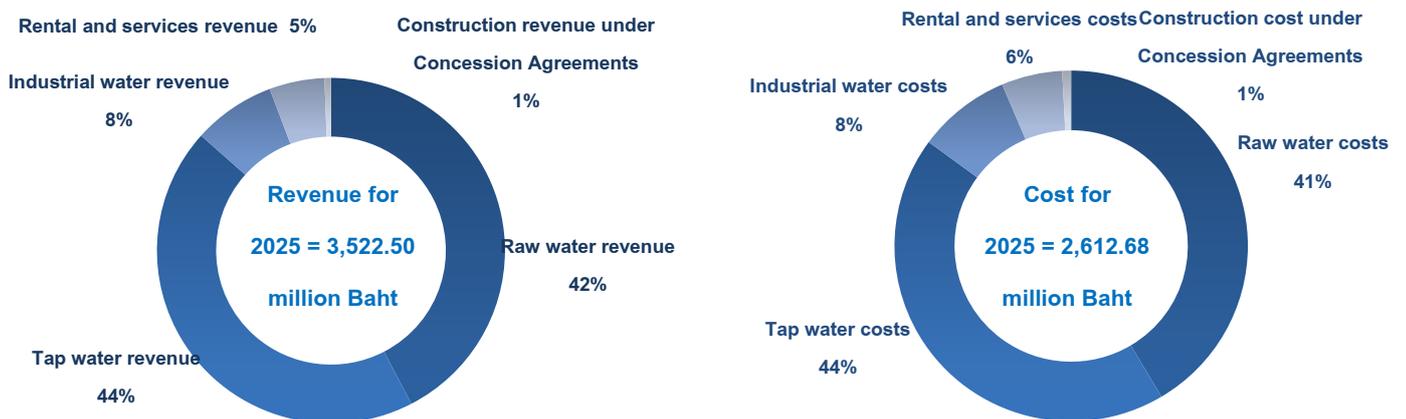
**1. ANALYSIS OF FINANCIAL PERFORMANCE**

In 2025, East Water Group maintained strong operating results, generating an EBITDA of 1,732.22 million Baht, an increase of 12.34%, even though sales and services revenue decreased compared to the same period of the previous year, clearly reflecting improvement in the efficient management of expenses and operations, especially from the raw water costs following the construction of the pipelines to replace the Treasury Department’s pipelines, eliminating the need for temporary raw water purchase from the other operator, resulting in notable improvement in operating margin.

In 2025, East Water Group had total consolidated sales and services income of 3,552.50 million Baht, decreased by 12.56%, compared to the same period of 2024, primarily from decreased raw water sales volume caused by abundant rainfall during the year and the intensifying competition in the raw water supply business in the Eastern region. However, the Company managed its cost of sales and services efficiently, reducing costs by 18.84% from the previous year, resulting in strong core operating profitability despite challenging market conditions. Meanwhile, increased depreciation and financial costs resulting from strategic investments in water pipeline infrastructure to enhance network stability, improve water resource management efficiency, and support long-term industrial water demand. This resulted in a net profit of 20.74 million baht in 2025, a decrease of 64.09% from the previous year. However, this impact reflects investments aimed at strengthening the company's growth potential rather than changes in core operating efficiency. The completed replacement pipeline system will mitigate water supply risks, enhance service continuity, and support future sales volume growth. Simultaneously, a more stable cost structure following the end of the temporary raw water purchase cost burden will contribute to maintaining operating profit margins and generating sustainable cash flow in the long term which will strengthen the company's financial position and competitiveness in the long term.

Presently, the Company's raw water pipeline network spans a total of 553 kilometers, reflects the readiness of its infrastructure and competitiveness, positioning it as a major raw water provider set to support the continually increasing water demands for the industrial sector in the Eastern Economic Corridor (EEC).

**Proportion of revenues and cost**



## EASTERN WATER RESOURCES DEVELOPMENT AND MANAGEMENT PUBLIC COMPANY LIMITED

### MANAGEMENT DISCUSSION AND ANALYSIS FOR 2025

#### 1. ANALYSIS OF FINANCIAL PERFORMANCE (CONT.)

Income statement (Million Baht)	Q4 (3-month period)				Q4 (12 months cumulative)			
	2025	2024	YoY	%	2025	2024	YoY	%
<b>Total Sales and Services revenue</b>	<b>840.97</b>	<b>897.45</b>	<b>(56.48)</b>	<b>(6.29%)</b>	<b>3,552.50</b>	<b>4,062.56</b>	<b>(510.06)</b>	<b>(12.56%)</b>
Raw water revenue	329.15	407.89	(78.73)	(19.30%)	1,504.51	2,073.40	(568.88)	(27.44%)
Tap water revenue	392.42	387.18	5.24	1.35%	1,571.68	1,569.16	2.52	0.16%
Industrial water revenue	72.06	57.06	15.00	26.30%	272.84	239.92	32.92	13.72%
Rental and services revenue	41.50	33.32	8.18	24.55%	182.31	142.00	40.32	28.39%
Construction revenue under Concession Agreements	5.84	12.01	(6.17)	(51.39%)	21.15	38.08	(16.93)	(44.47%)
<b>Costs of Sales and Services</b>	<b>585.51</b>	<b>688.71</b>	<b>(103.20)</b>	<b>(14.98%)</b>	<b>2,612.68</b>	<b>3,219.07</b>	<b>(606.39)</b>	<b>(18.84%)</b>
Raw water cost	208.98	313.49	(104.51)	(33.34%)	1,085.07	1,651.15	(566.07)	(34.28%)
Tap water cost	274.45	273.73	0.72	0.26%	1,138.56	1,152.27	(13.71)	(1.19%)
Industrial water cost	57.20	61.03	(3.83)	(6.27%)	222.68	259.66	(36.97)	(14.24%)
Rental and services cost	39.04	28.46	10.58	37.18%	145.22	117.92	27.30	23.15%
Construction cost under Concession Agreements	5.84	12.01	(6.17)	(51.39%)	21.15	38.08	(16.93)	(44.47%)
<b>Gross profit</b>	<b>255.46</b>	<b>208.74</b>	<b>46.72</b>	<b>22.38%</b>	<b>939.81</b>	<b>843.49</b>	<b>96.32</b>	<b>11.42%</b>
Other income	9.85	31.23	(21.39)	(68.48%)	54.52	110.13	(55.61)	(50.49%)
Selling and administrative expenses	128.70	127.81	0.89	0.70%	467.27	520.95	(53.68)	(10.30%)
<b>Operating profit</b>	<b>136.61</b>	<b>112.17</b>	<b>24.44</b>	<b>21.78%</b>	<b>527.07</b>	<b>432.67</b>	<b>94.39</b>	<b>21.82%</b>
Finance cost	121.11	108.01	13.10	12.13%	517.68	372.69	144.99	38.90%
<b>Share of profit (loss) from investments</b>	<b>(0.06)</b>	<b>0.00</b>	<b>(0.06)</b>	<b>(100.00%)</b>	<b>(0.06)</b>	<b>0.00</b>	<b>(0.06)</b>	<b>(100.00%)</b>
Income tax expenses (revenue)	(1.29)	(18.87)	17.58	93.17%	(11.42)	2.22	(13.64)	(613.53%)
<b>Net profit</b>	<b>16.73</b>	<b>23.03</b>	<b>(6.30)</b>	<b>(27.37%)</b>	<b>20.74</b>	<b>57.76</b>	<b>(37.02)</b>	<b>(64.09%)</b>
Net profit attributable to shareholders of the parent company	13.85	20.57	(6.72)	(32.67%)	9.50	46.61	(37.11)	(79.62%)
Earnings per share (EPS)	0.008	0.012	(0.004)	(32.67%)	0.006	0.028	(0.022)	(79.62%)

The operating profit before interests, taxes, depreciation and amortization (EBITDA) is shown in the following table:

EBITDA (Million Baht)	Q4 (3-month period)				Q4 (12 months cumulative)			
	2025	2024	YoY	%	2025	2024	YoY	%
Operating profit	136.61	112.17	24.44	21.78%	527.07	432.67	94.39	21.82%
Depreciation	163.88	190.23	(26.35)	(13.85%)	821.33	731.25	90.08	12.32%
Amortization	97.04	95.64	1.40	1.46%	383.89	377.99	5.89	1.56%
Share of loss from investments	(0.06)	0.00	(0.06)	(100.00%)	(0.06)	0.00	(0.06)	(100.00%)
<b>EBITDA</b>	<b>397.46</b>	<b>398.04</b>	<b>(0.58)</b>	<b>(0.14%)</b>	<b>1,732.22</b>	<b>1,541.92</b>	<b>190.30</b>	<b>12.34%</b>

Note: Depreciation does not include depreciation from recognizing the rights to use assets in accordance with the lease financial standards (TFRS16)

## 2. ECONOMIC AND INDUSTRIAL SITUATION

### 2.1 GLOBAL ECONOMIC SITUATION IN 2025

The global economy in 2025 continues expanding at a relatively slow rate, amidst trade fragmentation and supply chain restructuring. The International Monetary Fund (IMF) estimates that the global economy growth in 2025 would be about the same rate as in 2024 and remain below the pre-COVID-19 pandemic average (2011-2019).

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#### 2. ECONOMIC SITUATION (CONT.)

##### 2.2 THAILAND ECONOMIC SITUATION IN 2025

The National Economic and Social Development Council (NESDC) forecasts Thailand's Gross Domestic Product (GDP) growth for 2025 at 2.0 percent, considered fragile and below its potential. This forecast aligns with the views of several economic research institutions, which point out that the Thai economy remains pressured by internal structural problems such as declining competitiveness of traditional industries, labor shortages, low labor productivity, and high household and public debt.

In terms of price stability, the Bank of Thailand announced a forecast of a 0.14 percent contraction in overall inflation for 2025. The main reasons are the decline in global energy prices, coupled with government policies to subsidize electricity and fuel. Although lower energy costs will benefit utility operators by reducing production costs, negative inflation reflects domestic purchasing power that has not yet fully recovered. This is consistent with the average Consumer Price Index (CPI) for 2025, which is projected to decrease by 0.14 percent, reflecting negative inflation driven by external factors (supply-side disinflation) rather than a severe contraction in purchasing power, primarily driven by lower energy costs in line with global market trends and government subsidies.

The NESDC forecasted a GDP growth of 0.6% in the fourth quarter of 2025, pressured by slowing exports. However, economic trends are supported by government stimulus measures, with spending through the "Half-Price Plus" and "Travel Well, Get a Rebate" programs significantly boosting consumption towards the end of the year. The tourism sector in the regions began showing signs of recovery in December 2025, particularly with the increased return of Chinese tourists. This recovery in the service and tourism sectors in Chonburi and Rayong provinces is a key factor in maintaining the demand for tap water in the hotel and commercial sectors, preventing a contraction mirroring the overall decline in the heavy industries.

##### 2.3 THAILAND MANUFACTURING SECTOR SITUATION IN 2025

In 2025, Thailand's manufacturing sector faced significant friction. Overall, the average annual manufacturing production index (MPI) stood at 95.81, contracting by 0.78 percent compared to the previous year, and the average capacity utilization rate remained low at only 58.67 percent, with pressure stemming from increased imports of finished goods from abroad, the appreciation of the baht affecting the price competitiveness of export goods, and decreased confidence due to protectionist trade policies.

In Q4/2025, the manufacturing sector experienced high volatility. In October, the MPI contracted by 0.08 percent year-on-year to 94.69, followed by a sharp contraction of 3.85 percent in November, a direct impact from flooding in several areas and border unrest affecting trade. However, in December 2025, the MPI rebounded strongly, expanding by 2.52 percent to 93.27.

The recovery in December was primarily driven by the automotive industry with businesses accelerating domestic production of electric vehicles (EVs) to compensate for imports at a rate of 1.5 times, as per government regulations. Furthermore, the electronics and food industries maintain their production levels. The expansion of EV and electronic component production in the EEC directly impacts industrial water usage patterns. These industries require high-quality water and wastewater treatment systems that meet international standards, rather than relying solely on the massive volumes of raw water used in traditional heavy industry.

##### 2.4 OVERVIEW OF INVESTMENT PROMOTION APPLICATIONS (BOI) AND FOREIGN DIRECT INVESTMENT (FDI) IN 2025.

Amidst the slowdown of traditional industries, 2025 saw a record high of 1.87 trillion baht in Board of Investment (BOI) applications, a 67% increase compared to the previous year. Simultaneously, foreign direct investment (FDI) exceeded 1.35 trillion baht, a 66% growth from the previous year, with the Eastern Economic Corridor (EEC) remaining a powerful magnet attracting nearly 60% of the total investment.

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#### 2. ECONOMIC SITUATION (CONT.)

The most noteworthy aspect is the shift in industrial structure, with the digital industry surpassing automotive and petrochemicals to become the leading investor, attracting 746 billion baht across 151 projects. The majority of this investment is in data centers, with global giants like Microsoft, Google, and AWS establishing their cloud base in Thailand, despite uncertainties surrounding US tariffs and strict Chinese government capital controls. This reflects Thailand's growing status as a true regional digital economic hub.

The rapid growth of data centers and AI brings with it a new challenge: water resource security, as cooling is crucial for server operation. Water therefore becomes a critical risk factor for this group of investors.

#### 2.5 ECONOMIC FORECAST FOR 2026

The overall Thai economy in 2026 is projected to recover gradually, amidst ongoing challenges. Kasikorn Research Center estimates that the Thai economy will grow by only 1.6 percent in 2026, primarily pressured by a projected contraction in exports due to a high base, a slowdown in global demand, and the impact of US tax measures. Meanwhile, the tourism sector is recovering gradually. However, amidst these macroeconomic challenges, business opportunities for the water industry in the Eastern Economic Corridor (EEC) are clearly emerging.

The most noteworthy economic driver in the EEC is the rapid expansion of the Data Center (DC) and Artificial Intelligence (AI) industries. While this is a positive sign for investment, it inevitably brings new challenges regarding water resource security. The Company, as the largest supplier and distributor of raw water in the country, has therefore adopted a proactive approach to transform this challenge into a business opportunity. This is achieved through a strategy focused on responding to new demand patterns by creating a new S-curve. The company sees an opportunity to expand its customer base into the Data Center industrial estates in the EEC, positioning itself as a specialist partner in comprehensive water management, from raw water to providing high-quality industrial water that supports modern cooling systems which require maximum stability and continuity in water supply.

#### 3. WATER SITUATION

##### 3.1 Regional climate monitoring

- Number of storms in the Northwestern Pacific Ocean <sup>1. - 4.</sup>

Overall, the number of tropical storms in the Pacific Ocean in 2025 was approximately 35% below the normal level (1991-2020). This is because the Tropical Storm Risk (TSR) forecasted a high ACE index in mid-2025. However, the number of typhoons was lower than expected, resulting from the neutral phase of the ENSO phenomenon and the negative phase of the Pacific Decadal Oscillation (PDO) in terms of sea surface temperature variation in the North Pacific.

In 2025, a total of 28 storms occurred, consisting of 17 typhoons and only 5 intense typhoons, with a total ACE index of 187. It is noteworthy that since storm records began in 1965, no season has ever seen 17 typhoons but only 5 intense typhoons before, this may be related to climate change. For example, Typhoon Wutip, the first storm of the season, arrived later than usual, and Typhoon Neoguri reached Category 4 intensity near 40 degrees latitude north, making it one of the most severe tropical cyclones ever recorded at that latitude.

From June to November 2025, Thailand was affected by five tropical storms: Typhoon Wutip, Typhoon Wipha (the most damaging storm of the year, causing flash floods and landslides in 11 provinces in northern and northeastern Thailand), Typhoon Kajiki, Typhoon Ragasa, Typhoon Kalmaegi, and was also affected by Cyclone Senyar, an unusually formed storm in the Strait of Malacca, which directly impacted southern Thailand and the island of Sumatra, Indonesia. This storm caused "rain bomb" heavy rainfall in Songkhla province.

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3. WATER SITUATION (CONT.)

➤ Monitoring natural weather phenomena affecting Thailand at the regional level

- **Pacific Ocean Side: El Niño Southern Oscillation (ENSO)<sup>5</sup>**

By the end of 2025, the ENSO phenomenon was in La Niña condition (56% chance), but due to its "weak" level, it will result in slightly more rainfall than normal and possibly lower-than-normal temperatures at times. For the January to March 2026 period, a Neutral condition is predicted with a probability of 45%–80%, this will until Q2 – Q3. Then in Q3 - Q4 early signs of a possible "El Niño" phenomenon are predicted, characterized by hot and dry weather, with the probability increasing to 38%.

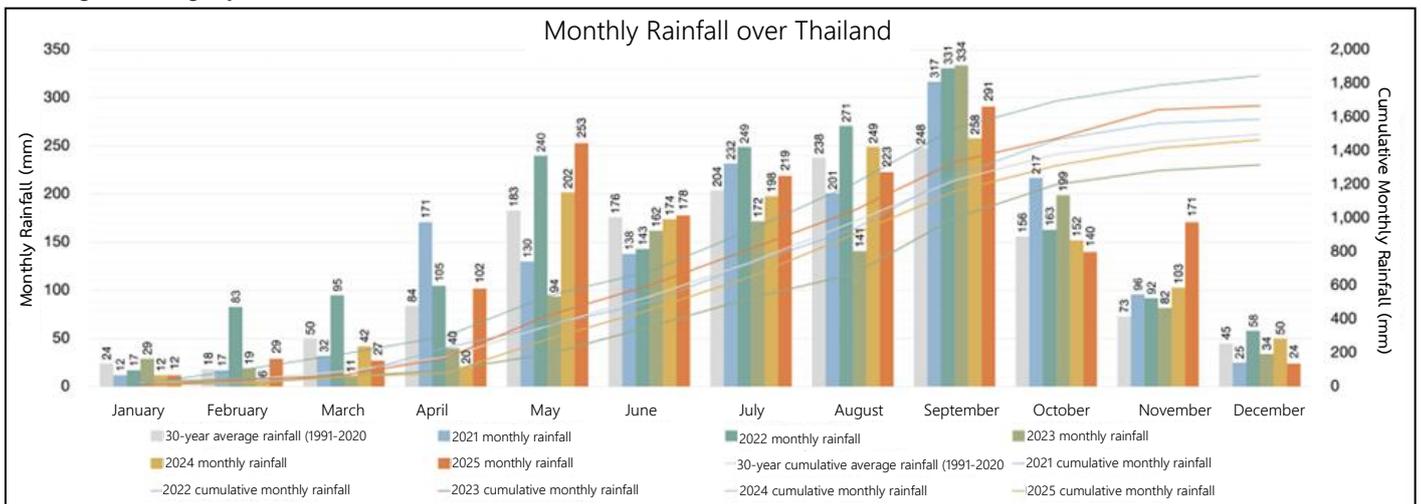
- **Indian Ocean Side: Indian Ocean Dipole (IOD)<sup>6</sup>**

Based on the IOD index forecasting model, the probability forecast for the IOD situation indicates that IOD will be "Neutral" from December 2025 to May 2026, which will not affect rainfall in Thailand.

3.2 Comparison of cumulative rainfall and storage volume in reservoirs

➤ **The cumulative rainfall over the country during the January – December 2025 period compared to the previous 5-year period and average<sup>6</sup>.**

The cumulative rainfall for the January – December 2025 period was 1,669 mm, higher than the 2021, 2023, 2024 and the average, but slightly lower than 2022.



Source:

- Storm prediction and monitoring: <https://www.tropicalstormrisk.com/>
- Looking back at the number of typhoons that hit Thailand in 2025, their impact and future trends: <https://www.tnnthailand.com/tnnexclusive/212914/>
- Department of Disaster Prevention and Mitigation (DDPM): <https://www.facebook.com/share/p/1C1PqrMGxW/>
- Thai Meteorological Department (TMD): <https://www.tmd.go.th/warning-and-events/warning-storm>
- ENSO: Recent Evolution, Current Status and Predictions: [https://www.bom.gov.au/climate/enso/wrap-up/archive/20251223\\_archive.shtml](https://www.bom.gov.au/climate/enso/wrap-up/archive/20251223_archive.shtml)
- Water Situation Report, December 2025, by the Water Resources Information Institute (Public Organization): <https://www.thaiwater.net/uploads/contents/report/202512.pdf>

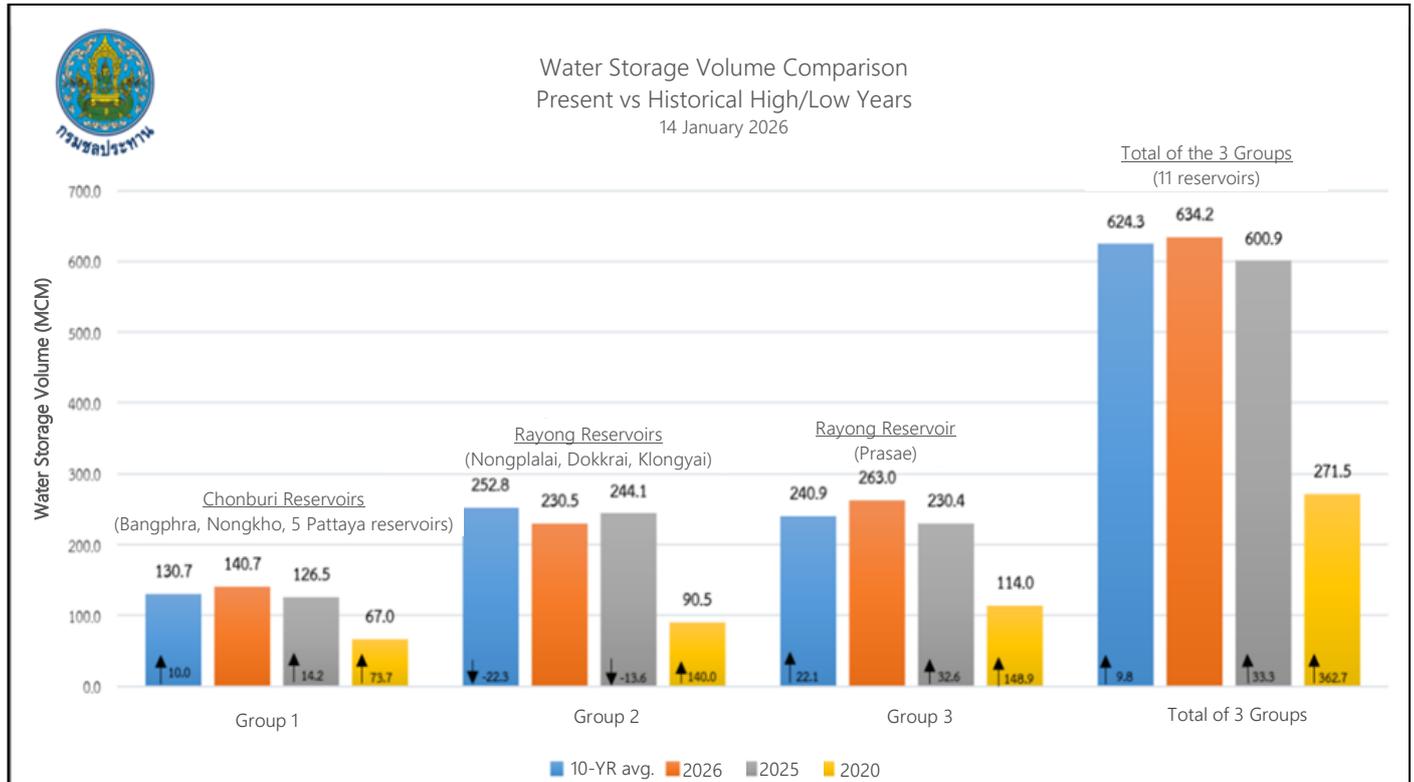
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3. WATER SITUATION (CONT.)

➤ **Water storage volume in Eastern Provinces compared to historical and 10-year average as of 14 January 2026.**

The total water storage volume in all 11 reservoirs in the Eastern Provinces in January 2026 was higher than the same period of 2025, the 10-year average and 2020. However, when looking at individual provincial reservoir groups, it was found that in 2026, the water volume in the reservoirs of the Rayong group would be lower than in 2025 and the 10-year average.



Source: Information provided by Royal Irrigation Office 9 for the Eastern Provinces Keyman Water War Room Meeting 1/2026 on 14 January 2026

➤ **Current water situation (6 February 2026)**

- As of 6 February 2026, in Chonburi the water storage volume of the 2 main reservoirs was at 75.4%, in Rayong the water storage volume of the 3 main reservoirs was at 75.9% and the Prasae Reservoir was at 81.6% of storage capacity. Both areas are in the “normal” range.<sup>7 and 8</sup>
- When compared to the same period of 2024 and 2025, the current total storage volume of reservoirs in Chonburi was higher by 47.53 MCM and 9.63 MCM, or +55% and +9.2%, respectively. Similarly, the storage volume of reservoirs in Rayong was higher by 1.74 MCM or 0.8% compared to 2024, but lower by 13.18 MCM, or -6.3% compared to 2025.

The water reserves in the Company’s reservoirs on 6 February 2026.

Water Volume (Million Cu.M)	Chonburi		Rayong			
	Bangphra	Nongkho	Dokkrai	Nongplalai	Klongyai	Prasae
Water reserve (6 Jan 2026)	89.36	15.02	63.13	123.65	22.14	240.8
Percentage of total capacity	76.4%	70.2%	88.4%	75.5%	55.2%	81.6%
Average (2015-2025)	69.11	12.49	54.71	128.75	27.47	208.75
Above/(below) average (2015-2025)	+20.25	+2.53	+8.42	-5.10	-5.33	+32.05

Source:

- Water volumes in Chonburi reservoirs (Bangphra and Nongkho Reservoirs) from Chonburi Provincial Irrigation Office’s Facebook page
- Water volumes in Rayong reservoirs (Nongplalai, Dokkrai and Prasae Reservoirs) from Rayong Provincial Irrigation Office’s Facebook page

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### 3. WATER SITUATION (CONT.)

#### 3.3 Analysis of climate and water situation impacting the Group of Companies

In 2025, as Thailand was affected by five tropical storms from June to November causing water levels in reservoirs, rivers, and other water storage ponds in the eastern region to be near normal levels. This allowed the industrial and consumer sectors to use surface water sources or local water sources instead of purchasing water from the Company. This is one of the negative factors affecting the raw water sales business in 2025.

### 4. SIGNIFICANT EVENTS

**Dividend Payment:** On 25 April 2025, the Annual General Shareholders Meeting (AGM) approved the 2024 dividend payout to shareholders of 0.02 Baht per share, totaling 33.28 million Baht, comprising of an interim dividend payout of 0.01 Baht per share, totaling 16.64 million Baht, which the shareholders received 27 September 2024 and dividend payout for the second 6-months of 2024 of 0.01 Baht per share, totaling 16.64 million Baht on 23 May 2025.

**TRIS Rating:** On 26 June 2025, TRIS RATING announced the downward adjustment of the rating of the Company's credit and the ratings on its outstanding senior unsecured debentures to "A-" with "Stable Outlook" from "A" with "Stable Outlook". The credit rating downgrade reflects the intensifying competition in the raw water business from the entry of several competitors. Nevertheless, the credit rating still reflects the strength of the Company as a major raw water supplier with a comprehensive pipeline network in the Eastern Economic Corridor (EEC) and its reliable services and lengthy track record.

**Establishment of a Joint Venture:** On August 26, 2025, the Company established a subsidiary company together with STECON Power Co., Ltd., named Eastwater STECON Utilities Co., Ltd., with an initial registered capital of 1,000,000 baht. The Company holds a 60% stake in this subsidiary company. However, although the Company holds more than 50% of the registered capital in the joint venture, the Company does not have sole control over the joint venture as joint control was specified in the joint venture agreement. Subsequently, on October 20, 2025, Eastwater Stecon Utilities Co., Ltd. registered an additional capital of 61.75 million baht with the Ministry of Commerce, and 70% of the registered capital was called for payment. The Company invested in its 60% stake and paid for the shares in proportion to its investment, totaling 25.94 million baht.

The objective of establishing this joint venture is to support the water infrastructure and integrated water systems services business expansion to data centers in the Eastern Economic Corridor (EEC), which is an industrial cluster with high growth potential. This is in line with the Company's strategy to expand its customer base in the water infrastructure business and increase opportunities for long-term revenue generation for the Company.

#### **Lawsuits:**

As of 31 December 2025, the company was involved in lawsuits with potential values totaling 131.27 million Baht as detailed below:

1. On 16 November 2024, the Company received the lawsuit filed to the Civil Court by the government agency as the plaintiff. The lawsuit demands the eviction of the Company and the demolition of properties and followers on its site in the overlapping areas of Nong Pla Lai-Nong Khor Pipeline Project, and Nong Khor-Laem Chabang Pipeline Project (Phase 2). Additionally, the lawsuit seeks compensation for damages due to loss of benefit from not receiving the entrance fee (second

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**4. SIGNIFICANT EVENTS (CONT.)**

instalment) and for not receiving share of revenue (first year), totaling Baht 127.77 million. The lawsuit also demands interest of 5% per annum on the said amount from the filing date until the Company fully vacates the premises.

On 10 March 2025, the Civil Court made an appointment for the pretrial conference and determined that it was appropriate to prepare a map of the disputed land. On 25 July 2025, the Company along with the plaintiff and the land officer already conducted a cadastral survey and prepared a map of the disputed land.

Later, on 27 October 2025, the Civil Court ordered to prepare an additional map of the disputed land, and scheduled an appointment for the pretrial conference and examine a map of the disputed land on 23 February 2026.

On 23 February 2026, both parties appeared as scheduled. The land officer notified the Court that the preparation of the map of the disputed land had not yet been completed. Upon consideration, the Court was of the view that the proceedings could not yet be carried out and therefore adjourned the appointment for examine a map of the disputed land on 27 April 2026.

However, if the outcome of the lawsuit causes the Company to return the said site, the management has a water grid management contingency plan in place by preparing to build a replacement water pipeline in the overlapping area.

- On 22 March 2025, the Company received a summons for a preliminary examination and a copy of a complaint in a criminal case. The complaint was filed by a private company against the Company on 11 March 2025 at Rayong Provincial Court. The charges are for causing damage to property and defalcation. The plaintiff alleged that the Company disconnected water pipelines of the Map Ta Phut - Sattahip water pipeline project. The plaintiff claims that these pipelines are part of the Dok Krai water pipeline project owned by a government agency, and the disconnection caused damage to the plaintiff's property.

The case was dismissed by the court on 27 August 2025. Subsequently, on 8 January 2026, the plaintiff filed an appeal with the Court, and the Company is entitled to submit to the appeal by 10 March 2026.

Management believes that the ultimate outcome will not give rise to any significant losses from these lawsuits, so the Company has not recorded any provision for liability in the financial information.

**5. RAW WATER BUSINESS**

Raw water revenue for 2025 was 1,504.51 million Baht, decreased by 568.88 million Baht or -27.44% compared to 2024, mainly from raw water sales volume decrease of 47.64 million Cu.M or -25.04% (excluding internal usage of the Group of Companies of 55.52 million Cu.M.) mainly due to impact of the global economy and other factors as detailed above, causing raw water demand for the industrial sector to decline.

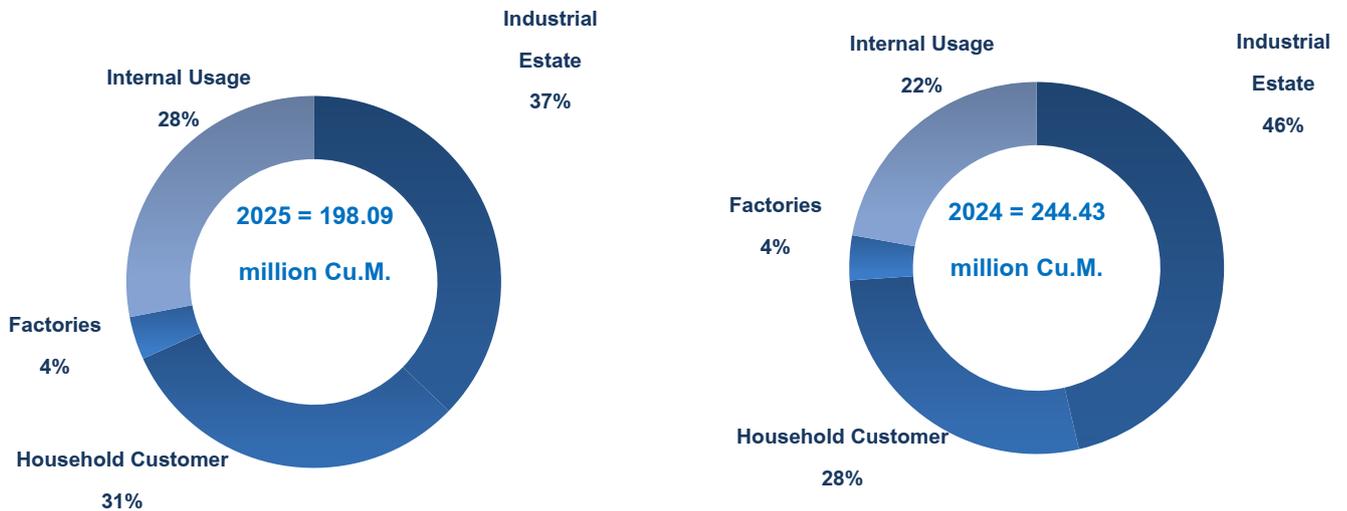
The average raw water sales price was 10.55 Baht per Cu.M., decreased by 0.35 Baht per Cu.M. or -3.19% compared to the same period of 2024.

Raw Water Volume (Million Cu.M)	Q4 (3-month period)				Q4 (12 months cumulative)			
	2025	2024	YoY	%	2025	2024	YoY	%
Total distribution volume	45.00	51.25	(6.25)	(12.19%)	198.09	244.43	(46.33)	(18.96%)
(deduct) Internal usage for within the group of companies	13.75	13.45	0.30	2.24%	55.52	54.21	1.30	2.41%
<b>Net raw water sales volume</b>	<b>31.25</b>	<b>37.80</b>	<b>(6.55)</b>	<b>(17.33%)</b>	<b>142.58</b>	<b>190.21</b>	<b>(47.64)</b>	<b>(25.04%)</b>

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**5. RAW WATER BUSINESS (CONT.)**

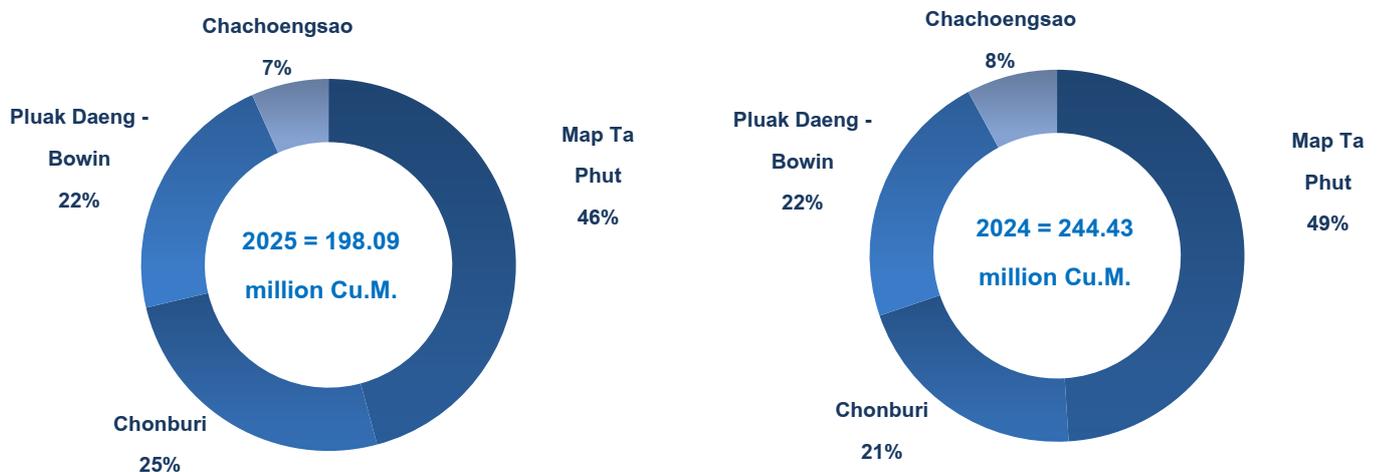
Raw Water Distribution by Customer Group (Internal usage for tap water production is included)



Considering the direction and trend of industrial sector, there is substantial raw water business growth potential from the expansion of industries, as well as, the government policy promoting Rayong, Chonburi and Chachoensao provinces to be the production hub of high-tech industries and increasing competitiveness with the Eastern Economic Corridor (EEC), a major supporting factor is the development of data centers in the EEC which is projected to significantly increase water demands and water service business in the region. The Company's raw water capabilities are considered highly ready to support the EEC from investments, stability of water resources and water distribution network.

Currently, the Company's raw water distribution volume to each service areas are as follows:

Raw Water Distribution by Service Area (Internal usage for tap water production is included)



**Gross Profit of Raw Water Business** for 2025 was 419.44 million Baht, decreased by 2.81 million Baht or -0.67% compared to the same period of 2024. The details are as follows:

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Raw water revenue decreased 568.88 million Baht or -27.44%, mainly due to the lower raw water demands from global economic uncertainty and other impact to customers in the industrial sector, as detailed above.

**5. RAW WATER BUSINESS (CONT.)**

Nevertheless, the cost of sales of raw water also decreased by 566.07 million Baht or -34.28%, mainly from the completed construction of the pipelines to replace the Treasury Department's pipelines leading to more efficient management of raw water distribution and decreasing dependence on raw water purchase from third-party, as in the previous year.

From the above reasons, the gross profit margin of raw water business for 2025 increased to 27.88% from 20.37 YoY, reflecting improving effectiveness of cost management and capability to generate profit from the more stable pricing structure after the completion of the new pipelines.

Major costs of raw water business (Million Baht)	Q4 (3-month period)				Q4 (12 months cumulative)			
	2025	2024	YoY	%	2025	2024	YoY	%
Raw Water Revenue	329.15	407.89	(78.73)	(19.30%)	1,504.51	2,073.40	(568.88)	(27.44%)
Costs of Raw Water	208.98	313.49	(104.51)	(33.34%)	1,085.07	1,651.15	(566.07)	(34.28%)
Raw Water	16.00	24.03	(8.02)	(33.39%)	70.94	586.25	(515.31)	(87.90%)
Electricity	73.69	104.68	(30.99)	(29.61%)	356.20	380.50	(24.30)	(6.39%)
Maintenance	77.02	116.07	(39.05)	(33.64%)	494.88	455.65	39.23	8.61%
Depreciation	18.20	24.57	(6.37)	(25.91%)	58.05	117.41	(59.36)	(50.56%)
Others	24.06	44.14	(20.08)	(45.49%)	105.00	111.33	(6.33)	(5.69%)
Gross Profit	120.17	94.40	25.77	27.30%	419.44	422.25	(2.81)	(0.67%)
Gross Profit Margin	36.51%	23.14%			27.88%	20.37%		

**Note:** 1) For cost of sales in Q2/2025 the Financial Analysis and Investor Relations Division (FA&IR) has adjusted the allocation method for certain cost items to better align with the nature of the costs and actual resource utilization. This change may result in differences in cost of sales figures compared to the previous period, but this has no impact on the company's overall net profit.

**6. TAP WATER BUSINESS**

Tap water revenue for 2025 was 1,571.68 million Baht, an increase of 2.52 million Baht or +0.16% compared to the same period of 2024, following the tap water cost which decrease by 13.71 million Baht or -1.19% of the same period of 2024.

Tap water sales volume (Million Cu.M)	Q4 (3-month period)				Q4 (12 months cumulative)			
	2025	2024	YoY	%	2025	2024	YoY	%
Tap water sales volume of Company	6.21	6.11	0.11	1.73%	24.83	24.39	0.44	1.82%
Tap water sales volume of subsidiaries	18.22	18.05	0.16	0.91%	73.00	74.29	(1.29)	(1.74%)
Total tap water sales volume	24.43	24.16	0.27	1.12%	97.83	98.68	(0.85)	(0.86%)

**Gross Profit of Tap Water Business** for 2025 was 433.12 million Baht, increased by 16.22 million Baht or +3.89% compared to the same period of 2024, mainly due to the decrease in raw water costs for tap water production, compared to the same period of 2024. Thus, the gross profit margin was 27.56%, increased from 26.57% during the same period of 2024, mainly from the costs for raw water and electricity in the tap water business adjusting in the same direction as the raw water sales business as they are linked to the same raw water sources and distribution system. The company also efficiently managed other costs, such as the costs of chemicals and other employee-related costs, which decreased from the previous year, resulting in an appropriate overall production cost for the tap water business.

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Depreciation in the tap water business increased due to the allocation of costs from newly constructed raw water pipeline systems to the tap water business that utilizes raw water from these systems. This reflects actual usage costs and contributes to better long-term cost management.

#### 6. TAP WATER BUSINESS (CONT.)

Major Costs of Tap Water Business (Million Baht)	Q4 (3-month period)				Q4 (12 months cumulative)			
	2025	2024	YoY	%	2025	2024	YoY	%
Tap Water Revenue	392.42	387.18	5.24	1.35%	1,571.68	1,569.16	2.51	0.16%
Costs of Tap Water	274.45	273.73	0.72	0.26%	1,138.56	1,152.27	(13.71)	(1.19%)
Raw Water	8.63	61.50	(52.87)	(85.96%)	73.22	315.72	(242.49)	(76.81%)
Electricity	54.85	37.72	17.12	45.39%	223.98	154.97	69.01	44.53%
Chemical	13.87	12.65	1.22	9.64%	50.25	54.75	(4.49)	(8.21%)
Payroll, Outsource Expenses & Maintenance	12.69	49.41	(36.72)	(74.31%)	180.58	205.47	(24.89)	(12.11%)
Depreciation	119.84	89.07	30.78	34.55%	496.60	347.44	149.16	42.93%
Others	64.56	23.37	41.20	176.30%	113.92	73.92	40.00	54.11%
<b>Gross Profit</b>	<b>117.97</b>	<b>113.46</b>	<b>4.52</b>	<b>3.98%</b>	<b>433.12</b>	<b>416.90</b>	<b>16.22</b>	<b>3.89%</b>
Gross Profit Margin	30.06%	29.30%			27.56%	26.57%		

**Note:** 1) For cost of sales in Q2/2025, the FA&IR Division adjusted the allocation method for certain cost items to better align with the nature of the costs and actual resource utilization. This change may result in differences in cost of sales figures compared to the previous period but has no impact on the company's net profit.

#### 7. INDUSTRIAL WATER BUSINESS

Industrial water revenue for 2025 was 272.84 million Baht, increased by 32.92 million Baht or +13.72% compared to the same period in 2024, as industrial water sale volume gradually increased to match existing and current customer demands.

**Gross Profit of Industrial Water Business** for 2025 was 50.16 million Baht, an increase of 68.89 million Baht or +354.18% compared to the same period of 2024, mainly due the Company's efficient management of industrial water production costs, especially raw water costs, by utilizing raw water from internal sources instead of purchasing from another private entity. This significantly reduced the average raw water cost.

Industrial Water Sale Volume Industrial Water Revenue	Q4 (3-month period)				Q4 (12 months cumulative)			
	2025	2024	YoY	%	2025	2024	YoY	%
Industrial Water Sale Volume	4.84	4.09	0.75	18.27%	19.36	17.48	1.88	10.73%
Industrial Water Revenue	72.06	57.06	15.00	26.29%	272.84	239.92	32.92	13.72%
Costs of Industrial Water	57.20	61.03	(3.83)	(6.27%)	222.68	259.66	(36.97)	(14.24%)
Cost of Raw Water	2.00	2.63	(0.63)	(23.87%)	7.83	21.67	(13.84)	(63.87%)
Direct cost (electricity, RW chemicals, O&M)	22.57	22.87	(0.30)	(1.30%)	86.75	95.14	(8.39)	(8.82%)
Depreciation	27.20	35.53	(8.33)	(23.44%)	110.08	138.88	(28.79)	(20.73%)
Other costs	5.42	0.00	5.42	-	18.02	3.97	14.05	353.78%
<b>Gross Profit</b>	<b>14.86</b>	<b>(3.97)</b>	<b>18.83</b>	<b>474.26%</b>	<b>50.16</b>	<b>(19.73)</b>	<b>69.89</b>	<b>354.18%</b>
Gross Profit Margin	20.62%	(6.96%)			18.38%	(8.23%)		

**Note:** 1) For cost of sales in Q2/2025, the FA&IR Division adjusted the allocation method for certain cost items to better align with the nature of the costs and actual resource utilization. This change may result in differences in cost of sales figures compared to the previous period but has no impact on the company's net profit.

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## 8. FINANCIAL POSITION ANALYSIS

Financial Position (MB)	As of 31 Dec 2025	As of 31 Dec 2024	Increased (Decreased)	%
Total Assets	27,792.55	29,574.10	(1,781.55)	(6.02%)
Total Liabilities	16,242.00	18,005.20	(1,763.20)	(9.79%)
Equity	11,550.55	11,568.90	(18.35)	(0.16%)
- Equity attributable to owners of the parent company	11,420.10	11,430.66	(10.57)	(0.09%)

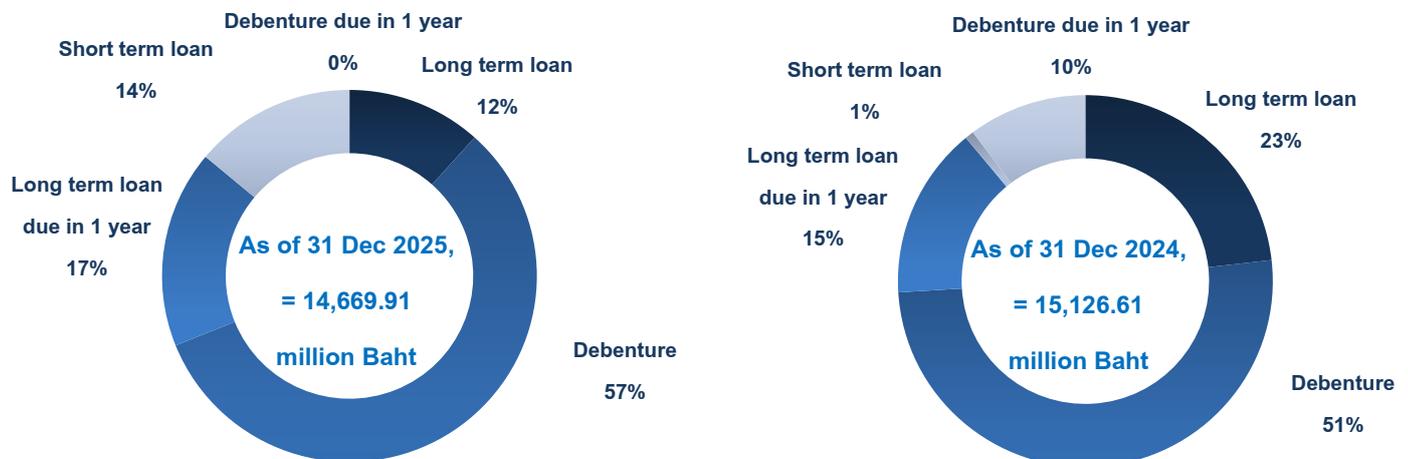
**1) Assets** At 31 December 2025, total assets were 27,792.55 million Baht, decreased by 1,781.55 million Baht or -6.02% from end of 2024 mainly from the following changes:

- cash and cash equivalents of 126.30 million Baht, a decrease of 135.68 million Baht since end of 2024 due to drawdown for the Company's operations.

- land, buildings and equipment (net) of 23,052.05 million Baht, decreased by 492.38 million Baht since end of 2024, and intangible assets of 1,950.11 million Baht, a decrease of 352.22 million Baht since end of 2024 from recognizing depreciation and amortization expenses.

**2) Liabilities** At 31 December 2025, total liabilities were 16,242.00 million Baht, decreased 1,763.20 million Baht or -9.79% from end of 2024, mainly due to changes in the current portion of debentures (due within 1 year), a decrease of 1,549.74 million Baht and a decrease of long-term loans from financial institutions of 1,801.14 million Baht since end of 2024.

### Proportion of Interest-Bearing Debt



**Note:** According to the debentures and long-term loan agreements, the company is required to maintain its D/E ratio of not higher than 2.00.

**3) Shareholder's Equity** At the end of 31 December 2025, Shareholders' equity attributable to owners of the parent company was 11,420.10 million Baht, decreased by 10.57 million Baht or -0.09% from end of 2024

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## 9. LIQUIDITY ANALYSIS AND FUNDING ADEQUACY

For 2025, the company carried over cash and cash equivalents of 261.98 million Baht, whereby during the financial period, net cash decreased 135.68 million Baht. This was comprised of the following items:

**1) Net cash received from Operating Activities** totaling 1,543.96 million Baht from net income from operations and changes in working capital

**2) Net cash used in Investment Activities** amounted to 647.69 million Baht. This was mainly due to the purchase of financial assets totaling 1,691.03 million Baht, the purchase of fixed assets and cash advance for construction projects of 1,338.43 million Baht.

**3) Net cash used in Financing Activities** amounted to 1,031.95 million Baht, mainly from the cash repayment of short-term and long-term loans from financial institutes of 6,679.50 million Baht and cash repayment of debentures of 1,200 million Baht.

## 10. KEY FINANCIAL RATIOS

Key Financial Ratios	2025	2024
<b>Liquidity Ratio</b>		
Current ratio (times)	0.30	0.43
Average A/R collection days (days) <sup>1)</sup>	39.60	37.86
Average A/P collection days (days)	15.84	16.60
<b>Profitability Ratio</b> <sup>2)</sup>		
Gross profit / total sales and services revenue (%)	26.61%	20.96%
Net profit / total sales and services revenue (%)	0.59%	1.44%
<b>Performance Ratio</b>		
Return on Equity (ROE) (%)	4.56%	3.73%
Return on Assets (ROA) (%)	1.85%	1.48%
<b>Capital Structure and Debt Ratio</b>		
Debt to Equity ratio (time)	1.41	1.56
Debt Service Coverage ratio (DSCR) (time)	0.56	0.36
Net Debt to EBITDA ratio	8.47	9.81

**Note:** 1) the company changed the calculation method/formula for financial ratios (key financial ratios) by business type (industrial group and general services) according to the Securities and Exchange Commission Announcement No. Tor.Jor. 14/2567 (Vol. 27) to comply with the standard. This change started from Q3 2024 onwards and had a retrospective effect on the ratios for the same period in the previous year.

2) Gross profit and Net profit do not include construction revenue under concession agreement and other income.

For 2025, East Water Group reported an increase in net operating profit but decreases in net profit compared to the same period of 2024, mainly from lower revenues as a consequence of lower from raw water sales and tap water sales due to an incomplete market recovery and increased competition in the industry. Nonetheless, the Company was able to effectively control expenses, consequently gross profit margin increased to 26.61% while net profit margin decreased to 0.59%, compared to the same period of 2024 when the gross profit margin was 20.96% and net profit margin was 1.44%, which reflects the impact of the lowered revenue.

Return on Equity (ROE) and Return on Asset (ROA) for the 2025 increased to 4.56% and 1.85%, respectively compared to the same period in 2024, when the ROE was 3.73% and ROA was 1.48%, mainly from increased asset structure management efficiency.

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As for the liquidity at the end of 2025, the Current Ratio was 0.30 times, decreased from 2024's 0.43 times. Debt to Equity ratio was 1.41 times, decreased from 1.56 times at end of 2024, due to debt repayments of long-term loans from financial institutions and debentures.

#### 10. KEY FINANCIAL RATIOS (CONT.)

The Debt Service Coverage Ratio (DSCR) increased to 0.56 times from 0.36 times at end of 2024.

The Net Debt to EBITDA ratio was 8.47 times, a decrease from 9.81 times at end of 2024, reflecting the Company's ongoing debt and financial structure management. The Company has prudent short-term and long-term liquidity and capital management plans in place to support debt obligations and ensure the continued operation of its business.

#### 11. CREDIT TERM POLICY

The Company has set credit terms for raw water customers, tap water customers and tenants at approximately 30 days. For trading partners, the Company will negotiate credit terms to be approximately 30 days as well. The Group of Companies has appropriate policies and procedures to control credit risk from transactions with customers. As the majority of the group's customers are either governmental agencies or large private companies, Management assessed credit risk as "low".

#### 12. CAPITAL EXPENDITURE COMMITMENT

Capital expenditure commitments that have not yet been recognized in the financial statement are as follows:

Capital Expenditure (MB)	31 December 2025	31 December 2024
Land, buildings and equipment	143.17	394.29
Intangible assets	49.23	73.41
<b>Total</b>	<b>192.40</b>	<b>467.70</b>

Capital expenditure commitment in land, buildings and equipment stem from ongoing construction projects, such as the total water service for U-Tapao International Airport project and the Klong Luang – Chonburi raw water pipeline construction project.

#### 13. RELATED PARTIES TRANSACTIONS

The Company has related transactions with entities that might experience conflicts of interest, as identified by the Auditor as follows:

- 1) The Provincial Waterworks Authority (PWA), which is the largest shareholder, with 40.20% of the Company's issued shares and has representatives appointed to the Company's Board of Directors
- 2) The Industrial Estate Authority of Thailand (IEAT), which holds 4.57% of the Company's issued shares and has a representative appointed to the Company's Board of Directors

The details of related transactions are sorted by type of transaction and included in the note to financial statement no. 39.1 of the financial statement relating to related transactions with individuals or businesses.