

Subject Management Discussion and Analysis for the year ended 31st December 2025

To Managing Director
 The Stock Exchange of Thailand

Premier Tank Corporation Public Company Limited (“the Company”) would like to reveal performance and financial status of the Company and its subsidiaries for the year ended 31st December 2025 as the following;

Business and Operations Overview in 2025

In 2025, Thailand's economy slowed down compared to the previous year, reflected in the volatility in fuel consumption. According to a report by the Department of Business Energy, the consumption of certain types of fuel has changed as follows.

- Gasoline consumption averaged 31.72 million liters per day, an increase of 1.1%.
- High-Speed Diesel consumption average 65.03 million liters per day, a decrease of 2.6%

External factors that have an impact include global economic volatility, trade wars, and uncertainty in international financial markets, while domestic factors, such as the vulnerability of SMEs, declining labor income, and high household debt burdens, all affect purchasing power and the demand for oil in the transportation and industrial sectors.

Under this context, the Company's operations have been impacted, particularly in terms of fuel dispensing volumes which have adjusted according to market conditions. Additional factors include the expiration of the operating contract at the Sisaket oil depot competition from nearby fuel depots. Furthermore, the growth of electric vehicles (BEV, HEV, PHEV) is another factor leading to a declining trend in fuel demand, resulting in a significant decrease in the Company's revenue.

Amid these challenges, the Company has undertaken a restructuring of its revenue streams by increasing the proportion of fixed service income to enhance stability and mitigate long-term volatility. Concurrently, the Company has implemented stringent cost-reduction and expense-control measures in alignment with its operational plan. In addition, liquidity has been prudently managed by placing a portion of cash in short-term fixed deposits with commercial banks, thereby improving returns while reducing exposure to volatile asset investments.

Although operating revenue has declined, the Company has maintained outstanding financial strength, with a current ratio of 96.81 times and a debt-to-equity ratio of only 0.02 times, reflecting a solid financial structure with minimal debt obligations. Meanwhile, the gross profit margin stands at 54.68%, demonstrating operational efficiency. Although the net profit margin decreased to 8.59% due to the cessation of operations at one oil depot, the Company still retains more than 400 million baht in cash and bank deposits, underscoring a robust financial position that is well-prepared to support new investments.

Beyond generating business returns, the Company is committed to developing new ventures in the utilities sector through investment in a subsidiary to establish community water supply systems utilizing advanced filtration technology. This system effectively eliminates pathogens and contaminants without reliance on chemical agents. The prototype entered the commissioning phase at the end of 2025 and is expected to be available for lease and commercial sale in 2026. Such investment not only creates new revenue streams but also reflects the Company's dedication to enhancing the quality of life in remote communities, while aligning with ESG principles and the Sustainable Development Goals (SDGs).

The Company firmly believes that its strong financial structure, prudent investment approach, and focus on developing new businesses aligned with its vision for diversification will enable the Company to generate stable revenue, effectively navigate changes in the business environment, and foster long-term confidence among shareholders and stakeholders.

Performance

(Unit : Million Baht)

Consolidated Statement of Comprehensive Income *	2023	2024	2025	CHANGE	
				MB.	%
Rental and services income	178.06	139.79	78.06	(61.73)	(44.16%)
Costs of rental and services	57.30	55.82	35.38	(20.44)	(36.62%)
Gross profit	120.76	83.96	42.68	(41.28)	(49.17%)
Administrative expenses	33.03	34.22	42.02	7.79	22.77%
Finance income	4.89	8.08	7.38	(0.69)	(8.59%)
Profit for the period	75.10	46.97	7.38	(39.59)	(84.29%)
Earning per share (Baht : Share)	0.18	0.11	0.02		

*The Company established a subsidiary on 19 January 2024 and therefore prepared consolidated financial statements for the first time in 2024.

Performance Explanation

Revenue

In 2025, the Company and its subsidiaries had total revenue of 78.06 million baht, a decrease of 61.73 million baht or 44.16% compared to the same period of the previous year. This change was mainly due to the following factors:

1. The decline in fuel dispensing volume, driven by ongoing economic uncertainty, together with the restructuring of the service fee framework in October 2024. The previous fee structure, which was based on actual usage volume, was revised to a minimum monthly service fee as stipulated in the contract, with additional charges applied for usage exceeding the minimum threshold. This restructuring resulted in a lower average service fee per unit compared to the same period of the prior year. The Company's objective in implementing this adjustment was to enhance competitiveness against a newly established oil depot in the nearby area and to stabilize revenue by mitigating volatility arising from fluctuations in usage volume.

2. The temporary suspension of operations at the Sisaket depot resulted from the expiration of the service contract on April 30, 2025. The Company is currently in the process of seeking a new customer to enable the resumption of continuous operations in the future.

Cost of rental and services

In 2025, the Company and its subsidiaries had rental and service costs of 35.38 million baht, a decrease of 20.44 million baht or 36.62% compared to the same period of the previous year. The main factors contributing to this decrease are as follows:

1. Variable expenses decreased by 3.89 million baht, in line with the decline in fuel dispensing volume.
2. Depreciation expenses decreased by 0.30 million baht due to the end of the useful life of certain office furnishings and oil depot equipment.
3. The reduction in personnel expenses was due to organizational restructuring to align with current business conditions, along with changes in accounting classification. Fixed costs associated with the temporarily suspended depot, such as depreciation and electricity costs, from "cost of rental and services" to "administrative expenses" to reflect changes in activities and revenue. This reclassification has been effective since May 2025 and resulted in a significant decrease in service costs of 16.26 million baht compared to the same period last year.

Administrative expenses

In 2025, the Company and its subsidiaries had administrative expenses of 42.02 million baht, an increase of 7.79 million baht or 22.77% compared to the same period of the previous year. The main factors affecting the decrease are as follows:

1. Employee expenses increased by 2.27 million baht due to organizational restructuring following the expiration of the contract for operating the Sisaket oil depot. This involved a reduction in the number of employees along with severance payments in accordance with labor laws in May, classified as a one-time expense. The restructuring was undertaken to enhance operational flexibility and support ongoing business transformation.
2. The changes in accounting classification since May 2025 are to align with the changed activities and revenues by transferring fixed expenses of temporarily suspended depot, such as depreciation and electricity costs, from "cost of rental and services" to "administrative expenses," resulting in an increase in administrative expenses of 8.36 million baht compared to the same period last year.
3. Expenses decreased due to the absence of a loss from asset write-offs amounting to 1.33 million baht, which occurred in March of the previous year, as well as improvements in office management efficiency and expense control, resulting in a further reduction in expenses of 1.52 million baht.

Net profit

In 2025, the Company and its subsidiaries reported a net profit of 7.38 million baht, representing a decrease of 39.59 million baht or 84.29%, compared to the same period of the prior year. This decline was primarily attributable to the significant reduction in total revenue, particularly from lower fuel dispensing volumes and the temporary suspension

of operations at the Sisaket oil depot. Although the Company was able to partially reduce cost of rental and service operations, such measures were insufficient to offset the lost revenue. Furthermore, there were expenses related to severance pay in accordance with labor laws resulting from organizational restructuring to align with the current business environment.

Nevertheless, to strengthen long-term stability, reduce volatility, and generate future profitability, the Company has proactively undertaken the following initiatives:

- Cost management and operational efficiency enhancement across all dimensions.
- Revenue restructuring by increasing the proportion of fixed service income to mitigate volatility.
- Investment in new utility businesses through a subsidiary that develops community water supply systems utilizing advanced filtration technology. The prototype successfully entered the commissioning and handover phase at the end of 2025 and is expected to be available for lease and commercial sale in 2026.

This investment not only generates new revenue streams but also reflects the Company's commitment to improving the quality of life for people in remote communities, while aligning with ESG principles and the Sustainable Development Goals (SDGs). At the same time, the Company places strong emphasis on prudent liquidity management by allocating surplus operating cash into short-term fixed deposits with commercial banks, thereby enhancing returns and mitigating risks associated with volatile asset investments. This approach has contributed to increased interest income and financial returns, while preserving the stability of the financial structure and strengthening competitiveness to support new investments and deliver sustainable long-term profitability.

Financial position

(Unit : Million Baht)	31 Dec 25	%	31 Dec 24	%	CHANGE	
					MB.	%
ASSETS						
Current assets	415.31	45.88%	413.82	44.95%	1.48	0.36%
Non-current assets	489.90	54.12%	506.88	55.05%	(16.97)	(3.35%)
TOTAL ASSETS	905.21	100.00%	920.70	100.00%	(15.49)	(1.68%)
LIABILITIES AND SHAREHOLDERS 'EQUITY						
Current liabilities	4.29	0.47%	8.68	0.94%	(4.39)	(50.57%)
Non current liabilities	10.08	1.11%	9.29	1.01%	0.79	8.48%
TOTAL LIABILITIES	14.37	1.59%	17.97	1.95%	(3.60)	(20.04%)
Share capital - common shares	205.00	22.65%	205.00	22.27%	0.00	0.00%
Share premium	313.36	34.62%	313.36	34.03%	0.00	0.00%
Retained earnings	370.54	40.93%	382.38	41.53%	(11.84)	(3.10%)
Non-controlling interests	1.95	0.21%	1.99	0.22%	(0.05)	(2.28%)
TOTAL SHAREHOLDERS' EQUITY	890.85	98.41%	902.73	98.05%	(11.89)	(1.32%)
TOTAL LIABILITIES AND SHAREHOLDERS 'EQUITY	905.21	100.00%	920.70	100.00%	(15.49)	(1.68%)

Assets

As of December 31, 2025, the Company had total assets of 905.21 million baht, a decrease of 15.49 million baht or 1.68% compared to December 31, 2024, due to the following main reasons:

1. Other financial assets (deposits with maturity exceeding 3 months) increased by 91.31 million baht, while cash and cash equivalents decreased by 78.42 million baht. This change was due to the Company's allocation of operating cash into short-term fixed deposits (with maturities not exceeding one year) to achieve higher returns compared to savings deposits. Nevertheless, on a net basis, cash and bank deposits increased by 12.88 million baht.
2. Trade and other current receivables decreased by 11.35 million baht as a result of more effective receivables management, which enabled the Company to accelerate debt collection.
3. Buildings and equipment decreased net by 16.98 million baht. This included an increase of 3.23 million baht in construction in progress from the development of a prototype automatic water production system, an increase of 1.16 million baht from computers, oil depot equipment and other assets, offset by a decrease of 21.37 million baht from depreciation expense recognized during the year.

Liabilities

As of December 31, 2025, the Company had total liabilities of 14.37 million baht, a decrease of 3.60 million baht or 20.04%, from the previous year. This reduction was mainly attributable to the decrease in trade payables, and the absence of corporate income tax payable, as withholding tax credits exceeded the actual tax liability.

Shareholder's Equity

As of December 31, 2025, the Company had total shareholders' equity of 890.85 million baht, a decrease of 11.89 million baht, or 1.32%, compared to December 31, 2024. This decrease was due to the payment of dividends amounting to 19.27 million baht. Although the Company had a net profit of 7.38 million baht in 2025, it was still insufficient to offset the impact of the dividend payment, resulting in an overall decline in shareholders' equity from the previous year.

Key Financial Ratios

Financial Ratio	31 st December 2023	31 st December 2024	31 st December 2025
Gross profit margin (%)	67.82	60.07	54.68
Net Profit Margin (%)	40.90	31.69	8.59
Return on Equity (%)	8.69	5.26	0.82
Current Ratio (Times)	25.57	47.68	96.81
Return on Fixed Assets (%)	21.07	15.38	6.65
Debt to Equity (Times)	0.02	0.02	0.02

Profitability Ratio

In 2025, the Company's gross profit margin and net profit margin decreased from 60.07% in 2024 to 54.68% in 2025, and from 31.69% in 2024 to 8.59% in 2025, respectively. The main reason for this decline was a decrease in revenue due to a reduction in fuel dispensing volumes and the expiration of the Sisaket oil depot service contract on April 30, 2025.

The Company's return on equity as at 31 December 2025 was 0.82% which decrease compared to 2024 due to the decline in net profit for 2025.

Liquidity Ratio

The Company's current ratio for 2023, 2024, and 2025 was 25.57 times, 47.68 times, and 96.81 times, respectively, reflecting a consistent upward trend. The majority of current assets comprised cash and cash equivalents and trade receivables, while current liabilities primarily consisted of trade payables, accrued expenses, and corporate income tax payable. The increase in the current ratio demonstrates strong liquidity, a stable ability to meet short-term obligations, and reinforces investor and creditor confidence in the Company's solid financial position and readiness to support future business expansion.

Operational Efficiency Ratio

In 2025, the Company's return on fixed assets decreased from 15.38% in 2024 to 6.65%, primarily due to the 84.29% decline in net profit, which outweighed the reduction in fixed assets resulting from depreciation. Fixed assets decreased by 3.85% compared to December 31, 2024.

Financial Policy Ratio

Debt to equity ratio of the Company on 31 December 2025 was 0.02 times, which is the same rate as in 2024, as the Company did not incur additional debt from financial institutions while retained earnings increased in line with operating profit. As a result, the debt-to-equity ratio remains unchanged.

Please be informed accordingly.

Sincerely Yours,

===Phattaya Ngowsakul===

(Ms.Phattaya Ngowsakul)

Chief Financial Officer