
Subject Management Discussion and Analysis for the year ended 31st December 2024

To Managing Director
The Stock Exchange of Thailand

Premier Tank Corporation Plc. ("the Company") would like to reveal performance and financial status for the year ended 31st December 2024 as the following;

Business Overview in 2024

Oil Consumption Situation in Thailand, The Department of Energy Business reported the overall oil consumption for the year 2024. **Gasoline Group:** The average consumption was 31.65 million liters/day, a decrease of 0.05%¹ compared to the same period last year. The decrease was due to several factors such as the expansion of electric vehicles (BEV, HEV, and PHEV), which accounted for 5.5%² of passenger cars with no more than 7 seats. Additionally, the usage of the electric mass transit system has continuously increased, with a growth of 11.03%³ compared to the previous year. **Diesel Group:** The average consumption was 68.76 million liters/day, a decrease of 0.2% compared to the same period last year. This decrease was due to the previous year's usage of diesel as fuel in power plants.

In 2024, the Company will face the impact of economic uncertainty, weak consumer purchasing power and high household debt. These factors have made consumers more cautious in spending. In addition, the growth of electric vehicles (BEV, HEV, PHEV) and the opening of new oil depots with areas overlapping with the Company's target areas have resulted in a decrease in oil distribution volume, which affected the company's revenue.

To solve this problem, the Company has adjusted its revenue structure strategy by increasing the proportion of fixed income and seeking new investment opportunities to expand businesses related to the target group to increase sustainable revenue. In addition, the Company has planned to reduce expenses and control costs according to the plan, including depositing some cash in short-term fixed deposits with commercial banks to obtain returns higher than savings interest rates. This is to compensate for the decreased revenue and reduce the risk of investing cash in other assets.

For the year 2024, the Company has 2 oil depots: Khon Kaen Oil Depot and Sisaket Oil Depot. Additionally, there is a subsidiary company that engages in production, procurement, and sell tap water filtration systems for household consumption to local government agencies, the private sector and industry.

¹ Source: Department of Energy Business

² Source: Calculated from the accumulated number of registered vehicles as of December 31, 2024, Department of Land Transport

³ Source: Department of Rail Transport

Performance

Consolidated Statement of Comprehensive Income*	2022	2023	2024	CHANGE	
				MB.	%
Rental and services income	197.06	178.06	139.79	(38.28)	(21.50%)
Costs of rental and services	59.24	57.30	55.82	(1.48)	(2.58%)
Gross profit	137.81	120.76	83.96	(36.80)	(30.47%)
Administrative expenses	34.61	33.03	34.22	1.19	3.60%
Finance income	0.73	4.89	8.08	3.19	65.30%
Profit for the period	83.72	75.10	46.97	(28.13)	(37.46%)
Earning per share (Baht : Share)	0.21	0.18	0.11		

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

Performance results for 2024

For 2024, the Company and its subsidiaries had a total net profit of 46.97 million baht, a decrease of 28.13 million baht or 37.46% compared to 2023. The main reasons were a decrease in revenue and the loss from the disposal of the concrete yard of Khon Kaen oil depot. However, there was an increase in financial income (interest income) and effective control of costs from rent and services to help compensate for the decrease in net profit as much as the decrease in revenue.

The key points of the performance are as follows:

- **Rental and service income** was 139.79 million baht, a decrease of 38.28 million baht or 21.50%, due to a decrease in oil distribution volume following economic uncertainty and the opening of a new oil depot that overlaps with the company's target.
- **The cost of rental and services** was 55.82 million baht, a decrease of 1.48 million baht or 2.58%, due to a decrease in employee expenses, utility costs, and depreciation of computers and some of the oil depot equipment that reached the end of its useful life.
- **Gross profit** was 83.96 million baht, a decrease of 36.80 million baht or 30.47%, due to the decline in revenue. Although the company tried to reduce expenses, the cost reduction could not be done as quickly as the revenue decline, as most of the rental and service costs are fixed costs. This resulted in the gross profit margin decreasing from 67.82% in 2023 to 60.07% in 2024.
- **Administrative expenses** amounted to 34.22 million baht, an increase of 1.19 million baht or 3.60%, due to a loss of 1.33 million baht from the write-off of the concrete yard at the Khon Kaen oil depot. The concrete yard area in the parking lot for oil transport vehicles waiting to use the loading side of the oil depot had some partial damage. The company repaired it by demolishing the damaged concrete areas and laying a new concrete surface. This repair was a one-time, specific repair and not a recurring annual expense.
- **Financial income** (interest income) was 8.08 million baht. An increase of 3.19 million baht or 65.30% due to negotiations with financial institutions to obtain higher interest rates than the market.

Financial position

(Unit : Million Baht)	31 Dec 24	%	31 Dec 23	%	CHANGE	
					MB.	%
ASSETS						
Current assets	413.57	44.92%	382.17	42.21%	31.40	8.22%
Non-current assets	507.13	55.08%	523.22	57.79%	(16.08)	(3.07%)
TOTAL ASSETS	920.70	100.00%	905.38	100.00%	15.32	1.69%
LIABILITIES AND SHAREHOLDERS' EQUITY						
Current liabilities	8.68	0.94%	14.95	1.65%	(6.27)	(41.94%)
Non current liabilities	9.29	1.01%	5.72	0.63%	3.56	62.29%
TOTAL LIABILITIES	17.97	1.95%	20.67	2.28%	(2.70)	(13.08%)
Share capital - common shares	205.00	22.27%	205.00	22.64%	0.00	0.00%
Share premium	313.36	34.03%	313.36	34.61%	0.00	0.00%
Retained earnings	382.38	41.53%	366.36	40.46%	16.03	4.37%
Non-controlling interests	1.99	0.22%	-	0.00%	1.99	-
TOTAL SHAREHOLDERS' EQUITY	902.73	98.05%	884.71	97.72%	18.02	2.04%
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	920.70	100.00%	905.38	100.00%	15.32	1.69%

Assets

Total assets as of December 31, 2024, amounted to 920.70 million baht, an increase of 15.32 million baht or 1.69% from December 31, 2023, due to the following main reasons:

- o The increase in other current financial assets (Fixed deposit) amounted to Baht 250.73 million, the decrease in cash and cash equivalents was 206.76 million baht. This is because the Company uses the remaining cash from normal operations and is in the process of finding businesses with the potential to create sustainable growth for the company to invest in higher returns than savings deposit in the form of fixed deposits with maturities of not more than 1 year.
- o Decrease in trade receivables due to a decrease in revenue of Baht 14.07 million.
- o Building and equipment decreased by 14.89 million baht due to an increase in net concrete yard improvement of Baht 1.42 million, equipment for oil depots of 0.60 million baht, assets under construction of Baht 5.08 million and decrease from depreciation expenses amounting to 21.99 million baht for the year.

Liabilities

Total liabilities as of December 31, 2024, were Baht 17.97 million. This was a decrease of Baht 2.70 million or 13.08% from December 31, 2023, mainly due to the decrease in the accrued corporate income tax for the year 2024.

Shareholder's Equity

Total shareholders' equity on 31 December 2024 was Baht 902.73 million which increased for Baht 18.02 million or 2.04% from 31 December 2023, mainly due to the following:

- Increase in net profit for the year 2024 amounting to Baht 46.98 million.
- Payment for ordinary shares of the subsidiary from non-controlling interests of Baht 2.00 million.
- Decrease from dividend payment of Baht 30.75 million
- The loss from remeasurement of employee benefits after income tax amounting to Baht 0.21 million

Key Financial Ratios

Financial Ratio	31 st December 2022	31 st December 2023	31 st December 2024
Gross profit margin (%)	69.94	67.82	60.07
Net Profit Margin (%)	42.11	40.90	31.69
Return on Equity (%)	13.12	8.69	5.26
Current Ratio (Times)	23.77	25.57	47.65
Return on Fixed Assets (%)	22.05	21.07	15.38
Debt to Equity (Times)	0.02	0.02	0.02

Profitability Ratio

In 2024, the Company's gross profit margin and net profit margin decreased from 67.82% in 2023 to 60.07% in 2024, and from 40.90% in 2023 to 31.69% in 2024, respectively. The main reason for this decline was a decrease in revenue due to a reduction in oil distribution volume.

The Company's return on equity as at 31 December 2024 was 5.26% which decrease compared to 2023 due to the decline in net profit for 2024.

Liquidity Ratio

The Company's current ratio in 2022, 2023, and 2024 was 23.77 times, 25.57 times, and 47.65 times, respectively, which increasing continuously. Most of the current assets consist of cash and cash equivalents, and trade receivables, while the main components of current liabilities are trade payables, accrued expenses, and corporate income tax payable.

Operational Efficiency Ratio

Return on fixed assets in 2024 has decreased from 21.07 % in 2023 to 15.38% to the reduction in the net profit of 37.46% in 2024, greater than the decrease in fixed assets from the depreciation. Fixed assets decreased by 4.05% compared to December 31, 2023.

Financial Policy Ratio

Debt to equity ratio of the Company on 31 December 2024 was 0.02 times, which is the same rate as in 2023, 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