

Management Discussion & Analysis : MD&A Q2/2025

Kingsmen C.M.T.I. Public Company Limited.

August 8, 2025.

Subject: Discussion and analysis of operations for the quarter ended June 30, 2025.

To: Director and Manager of the Stock Exchange of Thailand.

Kingsmen C.M.T.I. Public Company Limited ("the Company") would like to clarify the operating results for the quarter ended June 30, 2025 which the income and net profit (loss) have changed more than 20% compared to the same period of the previous year. Figures according to the table are as follows.

Unit : Mil Baht

Consolidated	Q2-25		Q2-24		#YoY (Q2-25#Q2-24) Inc./Dec.		H1-25		H1-24		#YoY (1H-25#1H-24) Inc./Dec.	
	Amt.	%	Amt.	%	Amt.	%	Amt.	%	Amt.	%	Amt.	%
Service Income	199.38		172.42		26.96	16%	435.02		448.99		-13.97	-3%
Cost of Service	196.16	98%	138.90	70%	57.26	41%	385.77	89%	356.66	82%	29.11	8%
Gross (Loss) Profit	3.22	2%	33.52	17%	-30.30	-90%	49.25	11%	92.33	21%	-43.08	-47%
Other Income	1.22	1%	0.13	0%	1.09	823%	1.76	0%	0.19	0%	1.56	803%
Selling Expenses	5.39	3%	4.61	2%	0.78	17%	11.10	3%	9.01	2%	2.09	23%
Admin Expenses	32.84	16%	21.60	11%	11.24	52%	58.19	13%	44.53	10%	13.66	31%
Financial Cost	1.83	1%	1.39	1%	0.44	31%	3.64	1%	3.58	1%	0.06	2%
Net Before tax	-35.61	-18%	6.06	3%	-41.67	-688%	-21.93	-5%	35.41	8%	-57.34	-162%
Tax income/(expenses)	-5.70	-3%	0.71	0%	-6.80	-956%	-8.86	-2%	-4.78	-1%	-4.08	-85%
Net After Tax	-41.31	-21%	6.77	3%	-48.47	-716%	-30.79	-7%	30.63	7%	-61.42	-201%

Service Income of THB 199.38 million increased by THB 26.96 million or 16% y-y, driven by the interior decoration (INT) segment, which was able to secure projects for decorating luxury brand retail shops in leading department stores.

Cost of Service amounted to THB 196.16 million, up 41% y-y from the previous year.

Gross Profit was THB 3.22 million, down -90% y-y compared to the previous year. This was due to reduced revenue from the exhibition and marketing promotion business as a result of several direct and indirect factors, including the earthquake at the end of March, the weak domestic economy which lowered purchasing power, the number of tourists falling short of targets, uncertainty in export taxation to the United States, and political instability. These factors caused customers in various industries to slow down or cut spending in Q2, resulting in cancellations or

postponements of events, especially among luxury brand clients, who delayed some events and canceled others.

Admin Expenses amounted to THB 32.84 million, an increase of +THB 11.24 million or +52% y-y, resulting from the expansion of the project management team (executive level) and the design team at the end of the previous year.

Financial Cost was THB 1.83 million, up +THB 0.44 million or +31% y-y, as the Company renewed lease contracts for both locations with rental fee adjustments, resulting in higher related interest costs.

Summary of consolidated financial results for Q2/2025 shows a Net After Tax of THB -41.31 million, a decrease of THB -48.47 million or -716% y-y.

The subsidiary in Cambodia is undergoing a tax audit and negotiation process.

For the second half of 2025, due to the overall unfavorable domestic situation, the Company places emphasis on customer selection, maintaining the existing customer base, and providing appropriate new options for customers, such as considering budget, project nature, and payment capability as the first priority to prevent bad debts, alongside cost control and driving concrete sustainability development in all sectors. Although the overall domestic economy is still not performing well, there's opportunities from the luxury brand customer segment, which, in the second half of the year, still has plans to renovate existing stores, decorate temporary shops, open new stores in department stores or mega projects, etc. Moreover, this customer group also plans to hold marketing activities to boost year-end sales through pop-up stores and brand promotion events. In addition, the second half of the year is a period with a large number of trade exhibitions and marketing activities across various industries. The Company is therefore confident that it will be able to deliver better performance than in the first half of the year, as has been the case in previous years.

Please be informed accordingly,

Yours sincerely,



(Mr. Chayawat Pisessith)
Chairman of the Board.
Kingsmen C.TM.T.I. Public Company Limited.