



Stone One Public Company Limited
Management Discussion and Analysis
Quarter 3 Ending 30 September 2025

Management Discussion and Analysis Q3/2025

1. Executive Summary

In Q3/2025, The company reported total revenue of THB 105.97 million, a decrease of THB 17.96 million or -14.49% compared to the same period last year. The primary factor was attributable to a decline in granite revenue, specifically from Bigrock from the Nong Kha Quarry in Chonburi Province. The decline was mainly due to lower granite sales, particularly Bigrock from the Nongkha Quarry in Chonburi, following the client's construction project issues that resulted in a suspension of orders from late May to July 25, 2025. In addition, revenue from 20 mm granite was affected by seasonal factors that slowed overall construction activities, resulting in a THB 19.41 million decline in granite segment revenue. However, the company also benefited from increased revenue from the Chombueng Quarry in Ratchaburi, where limestone product sales rose by THB 5.91 million compared to the same period last year, continuing the growth trend from Q2/2025. In addition, dolomite revenue decreased by THB 2.41 million due to lower production volumes in line with customer orders, while by-product revenue declined by THB 1.79 million compared to the same period last year. Consequently, The Net Profit for in Q3/2025 stood at THB 9.58 million, marking a decline of THB 9.41 million or -49.56% YoY. EBITDA for Q3/2025 was THB 25.06 million, a decrease of THB 13.02 million or -34.20% YoY.

For the 9M/2025, the company recorded total revenue of THB 307.68 million, a decrease of THB 38.15 million (-11.03%), and a net profit of THB 54.46 million, an increase of THB 9.82 million (+22.01%). The primary driver of the increase in net profit was the reversal of the expected credit loss (ECL) allowance, following the recovery of trade receivables that had previously been fully provisioned. The Company reported a total comprehensive income of THB 53.96 million for the 9M/2025, an increase of THB 8.43 million or +18.51% YoY. EBITDA amounted to THB 116.96 million, while EPS for the 9M/2025 stood at 0.18 Baht, up from 0.16 Baht in the same period last year, representing an increase of +11.26%.

2. Progress on the New Quarry Project

Following the Company's acquisition of all ordinary shares of Boonthavorn Mining Co., Ltd. ("BTV") in Q2/2025, which secured ownership of a high-potential limestone quarry located in Khao Yoi District, Phetchaburi Province, the Company proceeded in Q3/2025 to sign a turnkey construction contract with a qualified contractor for the development and installation of a fully integrated production system. Construction works, mine development, and utility infrastructure have since been actively accelerated to ensure timely project completion. Commercial production is targeted to commence by the end of Q1/2026.

3. Operation Performance according to Consolidated Financial Statement Q3/2025

Unit: Thousand Baht

Income Statement	Q3/2025	Q3/2024	Increase/(Decrease)		9M/2025	9M/2024	Increase/(Decrease)	
Revenue								
Revenue from sales	97,638	114,050	(16,411)	(14.39%)	280,811	306,688	(25,877)	(8.44%)
Revenue from sales of by-products	7,401	9,226	(1,825)	(19.78%)	20,542	29,147	(8,605)	(29.52%)
Other income	932	655	277	42.21%	6,324	9,996	(3,672)	(36.73%)
Total revenue	105,971	123,931	(17,960)	(14.49%)	307,677	345,831	(38,154)	(11.03%)
Cost & Expenses								
Cost of sales & services	74,901	82,326	(7,425)	(9.02%)	219,232	227,026	(7,794)	(3.43%)
Gross profit	22,738	31,724	(8,986)	(28.33%)	61,579	79,662	(18,083)	(22.70%)
Selling and administrative expenses	20,222	18,379	1,842	10.02%	64,019	63,066	952	1.51%
Expected credit losses (ECL)	(1,313)	(1,981)	668	(33.73%)	(55,116)	(3,066)	(52,050)	1697.78%
Total costs & expenses	93,810	98,725	(4,915)	(4.98%)	228,135	287,027	(58,892)	(20.52%)
Earnings before interest and taxes	12,161	25,207	(13,045)	(51.75%)	79,542	58,804	20,738	35.27%
Finance cost	436	459	(23)	(5.04%)	917	1,572	(655)	(41.65%)
Profit (loss) before income tax	11,726	24,748	(13,022)	(52.62%)	78,625	57,233	21,392	37.38%
Income tax expenses	2,145	5,753	(3,608)	(62.72%)	24,164	12,595	11,569	91.86%
Net profit for the period	9,581	18,995	(9,414)	(49.56%)	54,461	44,638	9,823	22.01%
Total comprehensive income	9,581	19,886	(10,305)	(51.82%)	53,956	45,530	8,426	18.50%
EBITDA	25,055	38,078	(13,023)	(34.20%)	116,962	96,570	20,392	21.12%

The Company reported total revenue of THB 105.97 million for Q3/2025, representing a decrease of THB 17.96 million or -14.49%. For 9M/2025, cumulative revenue stood at THB 307.67 million, down THB 38.15 million or -11.03% compared to the same period last year. The decline was primarily due to a reduction in revenue from sales and services both of which decreased on a quarterly and 9 Month period due to the following reasons:

Revenue from core product sales in Q3/2025 amounted to THB 95.46 million, a decrease of THB 15.87 million or -14.26%. The decline was primarily due to a THB 19.41 million drop in granite product revenue, a THB 5.91 million increase in limestone product revenue and a THB 2.41 million decrease in dolomite product revenue. The significant decrease in granite revenue, particularly from Bigrock, was primarily due to a temporary suspension of customer orders. This suspension was a result of delays within the customer's construction project plan, stemming from project-related issues and adherence to construction schedule quality inspections. As a result, the customer halted Bigrock product deliveries from late May to July 25, 2025. Furthermore, revenue from 20 mm granite was slightly impacted by seasonal factors, market competition, and a temporary slowdown in construction activities. The dolomite segment also experienced a short-term decline, as a major customer temporarily adjusted its procurement schedule to manage existing inventories before resuming normal orders. Meanwhile, sales volume of 0–30 mm dolomite decreased compared to last year, which had benefited from a one-time large order related to a road construction project in Q3/2024.

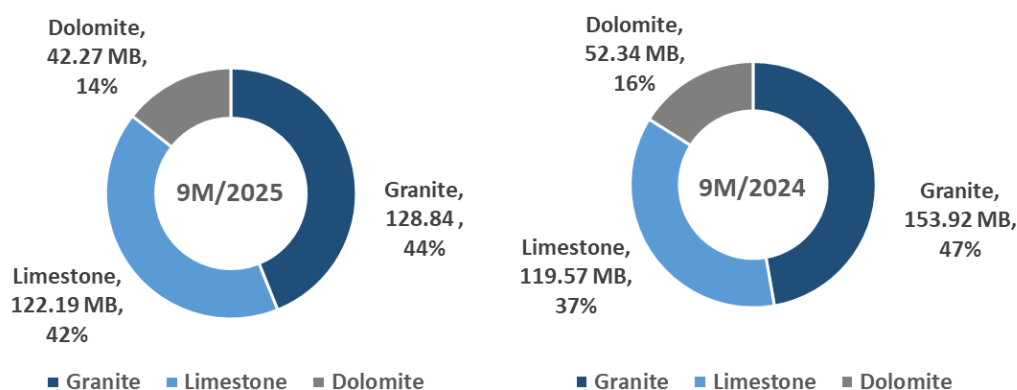
For the 9M/2025 period, the company's total revenue was THB 272.76 million, reflecting a minor decrease of THB 23.94 million, or -8.07%, compared to the same period in the prior year. This modest decline was primarily driven by a THB 23.54 million, decrease in sales from the granite product group. The primary driver was the overall market demand for 20mm construction stone, which decreased sales by THB 16.69 million. Additionally, Bigrock sales declined by THB 7.01 million YoY, as the prior year featured urgent project work requiring high volumes of stone. In contrast, the limestone product group experienced a sales increase of THB 9.69 million. This was driven by a recovery in demand for 20mm stone and the introduction of sales of Blastrock (quarry-blasted stone) to a new customer, which further supported the Limestone group's revenue growth compared to the previous year. The Dolomite product group recorded a sales decrease of THB 10.08 million. The main cause for this reduction was the decline in 0-30mm Dolomite sales, resulting from the absence of a major road construction project from a key customer this year, as previously noted.

Revenue from services the company earned THB 2.17 million in transportation service revenue in Q3/2025, a decrease of THB 0.54 million or -19.88%. For 9M/2025, total services revenue was THB 8.05 million, a decrease of THB 1.94 million or -19.45% compared to the same period last year.

Revenue from the sales of by-products from granite and limestone in Q3/2025 amounted to THB 7.40 million, a decrease of THB 1.82 million or -19.78%. For 9M/2025, by-products revenue stood at THB 20.54 million, a decrease of THB 8.60 million or -29.52% compared to the same period last year. This sales contraction is attributed to the overall slowdown in construction activity during 2025, which mirrors the prevailing economic climate, as well as increased competition from other quarry operators. The decline in By-product revenue is particularly significant because these products do not carry an allocation of production costs. Consequently, any reduction in revenue from this segment directly and fully translates to a proportionate decrease in net profit.

Other income in Q3/2025 amounted to THB 0.93 million, reflecting an increase of THB 0.28 million. This increase was primarily driven by a rise in interest income of THB 0.37 million. For 9M/2025 period, other incomes was THB 6.32 million, a decrease of THB 3.67 million compared to the same period last year. The decrease in other income was a result of lower gains from asset disposal, which was caused by the sale of non-operational transport trailer trucks during Q1/2024.

Proportion of Revenue



Cost of sales and services in Q3/2025 totaled THB 74.90 million, a decrease of THB 7.42 million or -9.02% and for 9M/2025 period stood at THB 219.23 million, a slight decrease of THB 7.79 million or -3.43% compared to the same period last year. The reduction in the cost of sales was in line with the corresponding decrease in sales revenue. However, the rate of reduction in cost of sales was lower than the rate of decline in revenue. Consequently, the proportionate decrease in costs was smaller than the proportionate decrease in sales, resulting in a negative impact on the gross margin. The overall production cost structure for the accumulated 9M/2025 shifted, with the ratio of Variable Cost to Fixed Cost standing at 65% : 35%. This represents a change from the prior-year period's ratio of 66% : 34%, respectively.

Selling and administrative expenses in Q3/2025 amounted to THB 20.22 million, an increase of THB 1.84 million or +10.02%. For 9M/2025, cumulative SG&A totaled THB 64.01 million, a slight increase of THB 0.95 million or +1.51%. This increase was primarily driven by legal and accounting consultancy fees, along with operating expenses related to the construction of the new Khao Yoi Quarry in Phetchaburi. Reversal of ECL Allowance. Additionally, the company recorded a reversal of the allowance for ECL totaling THB 55.12 million for the accumulated 9M/2025 period, an increase of THB 52.05 million compared to the same period last year. This significant increase was due to the successful collection of debts from a group of historical trade receivables that had a full allowance for expected credit losses.

Finance Costs in Q3/2025, finance costs totaled THB 0.44 million, down THB 0.02 million or -5.04%. For 9M/2025, finance costs stood at THB 0.92 million, a decrease of THB 0.66 million or -41.65% compared to the same period last year. The reduction was primarily due to lower debt obligations following scheduled repayments under lease agreements.

Income Tax Expense the accumulated income tax expense for 9M/ 2025 stood at THB 24.16 million, an increase of THB 11.57 million. This increase was primarily due to the write-off of deferred tax assets resulting from the write-off of trade receivables that had a full allowance for expected credit losses.

As a result of the aforementioned factors, the company reported a net profit of THB 9.58 million in Q3/2025, a decrease of THB 9.41 million, or -49.56%. For 9M/2025 net profit stood at THB 54.46 million, an increase of THB 9.82 million, or +22.01%, compared to the same period last year. EBITDA for Q3/2025 stood at THB 25.06 million, a decrease of THB 13.02 million, or -34.20% and for 9M/2025 it reached THB 116.96 million, an increase of THB 20.39 million, or +21.12%. Earnings per share (EPS) for Q3/2025 and 9M/2025 were THB 0.03 per share and THB 0.18 per share, respectively. EPS for 9M/2025 period increased by THB 0.02 per share, or +11.26%.

4. Analysis of Statement of Financial Position

Unit: Million Baht



Total Assets

As of September 30, 2025, the company reported total assets of THB 989.10 million, an increase of THB 37.78 million, or +3.97%, from December 31, 2024, primarily due to the following factors:

Current assets amounted to THB 346.48 million, a decrease of THB 189.94 million, or -35.41%, mainly from:

- Cash and cash equivalents of THB 146.65 million, a decrease of THB 150.71 million. The principal cause of this reduction was the cash utilized for the acquisition of shares in a new quarry located in Phetchaburi Province.
- Financial assets measured at amortized cost decreased by THB 40.00 million, reflecting a strategic shift of funds from current fixed deposits to new deposit arrangements with other financial institutions that offer more favorable interest rates.

Non-current assets amounted to THB 642.63 million, an increase of THB 227.73 million or +54.89% from the end of 2024, due to the following factors:

- Intangible assets – net amounted to THB 224.85 million, an increase of THB 215.61 million, primarily due to the recognition of the fair value of intangible assets (quarry concession) arising from the acquisition of an asset group through the share purchase of Boonthavorn Mining Co., Ltd.
- Right-of-use assets reached a total of THB 43.21 million, increased by THB 21.25 million. This was primarily due to the renewal of the lease for the company's office building for three years and the lease of a wheel loader for the Chom Bueng quarry, and various other operational vehicles.
- Property, Plant, and Equipment (PPE) amounted to THB 342.12 million, an increase of THB 11.62 million, due to construction in progress for the new Phetchaburi crushing plant.
- Deferred excavation costs – net stood at THB 0.69 million, a decrease of THB 2.21 million
- Deferred tax assets – net stood at THB 2.35 million, a decrease of THB 17.34 million due to the adjustment (write-off) of DTA items, which were no longer realizable following the successful collection of previously written-off trade receivables during the first quarter of 2025.

Liabilities and Equity

As of September 30, 2025, the company had total liabilities of THB 99.45 million, an increase of THB 14.53 million, or +17.11% from December 31, 2024. Details of change in the liabilities are as follows:

Current liabilities amounted to THB 51.06 million, increasing only THB 0.09 million. This stability was due to

- Current portion of lease liabilities amounted to THB 13.81 million, increased by THB 6.66 million, this increase was due to the execution of new lease agreements for hydraulic excavators and a wheel loader for quarry use.
- Trade payables amounted to THB 31.83 million, a decrease of THB 1.52 million
- Corporate income tax payable decreased by THB 3.97 million due to the payment of 2024 income tax (PND.50)
- Other current provisions and other current liabilities dropped by THB 1.16 million.

Non-current liabilities totaled THB 48.39 million, an increase of THB 14.44 million, or +42.52%. The primary reason for

- Lease liabilities –net increased by THB 12.32 million due to the renewal of the office lease for an additional three years and the lease agreement for a wheel loader used in the Ratchaburi Quarry operations, and various other operational vehicles.
- Other non-current payables increased by THB 3.18 million, reflecting the recognition of the new mine's concession fee obligation, which is scheduled for gradual settlement in future periods.

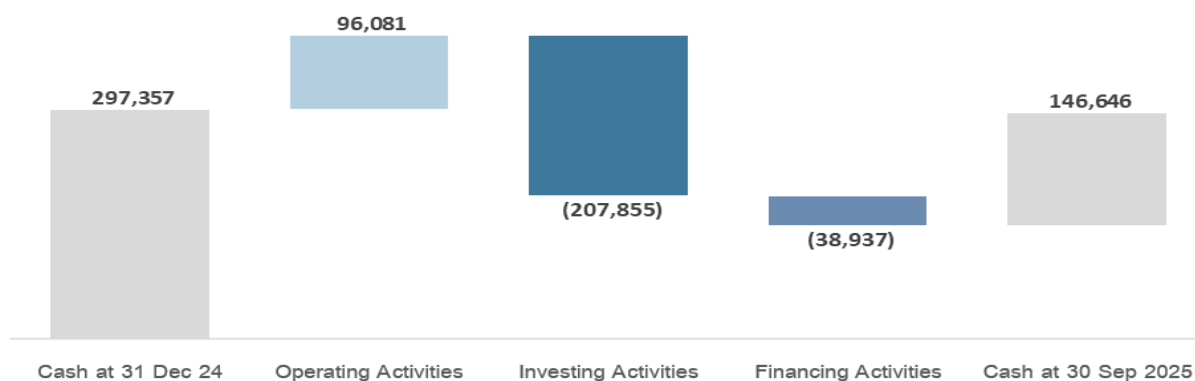
- Long-term loan from a financial institution amounted to THB 0.91 million, resulting from the drawdown of a long-term loan facility during Q3/2025
- Employee benefit obligations decreased by THB 2.45 million due to retirement payments to employees.

Total Equity

As of September 30, 2025, the company had shareholders' equity of THB 889.65 million, an increase of THB 23.25 million, or +2.68% from December 31, 2024. Retained earnings increased by THB 53.95 million in net profit, offset by a THB 30.70 million dividend payment in Q2/2025.

5. Analysis of Cash flows

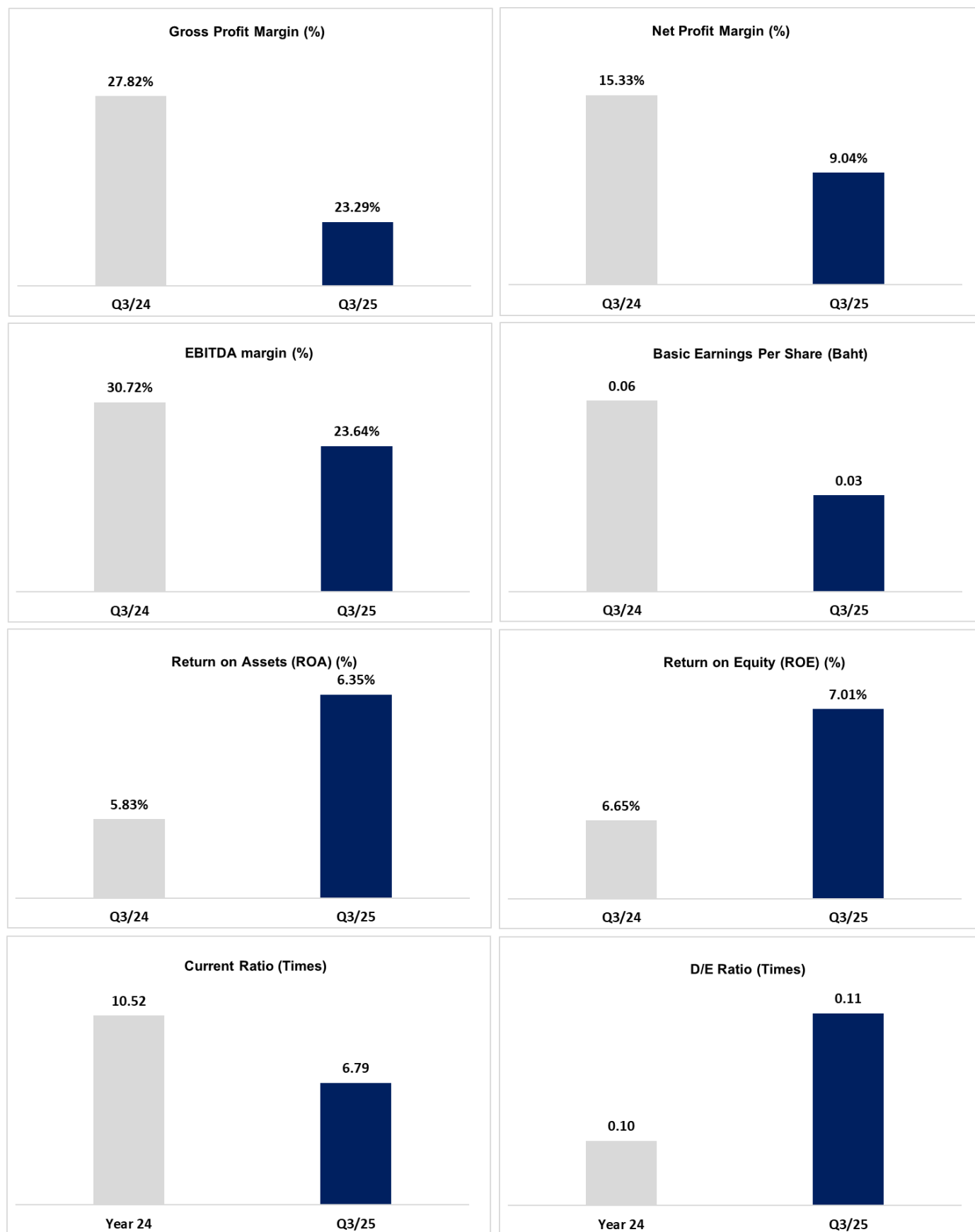
Statement of Cash Flows (Unit: Thousand Baht)



As of September 30, 2025, the company and its subsidiaries had cash and cash equivalents of THB 146.65 million, a decrease of THB 150.71 million from December 31, 2024. The increase in cash during the period was due to the following:

- **Net cash flow from operating activities** amounted to THB 96.08 million
The operating result of 9M period of 2025 improved cash position THB 59.81 million, adjusted by the change in operating assets and liabilities and income tax of THB 36.27 million.
- **Net cash used in investing activities** totaled THB 207.86 million, mainly from payment for acquiring ordinary shares of Boonthavorn Mining Co., Ltd., which holds a quarry concession, for THB 212.79 million.
- **Net cash used in financing activities** was THB 38.94 million, due to payment for lease liabilities and interest paid totaled THB 9.23 million, payment for dividends in Q2/2025 of THB 30.70 million and proceeds from long-term borrowings THB 1 million.

6. Significant Financial Ratios



7. Sustainability Development

the company recognizes the importance of ESG (Environmental, Social, and Governance) sustainability across all dimensions of its business operations. These include:

Governance and Economic Dimension

The Company is committed to being an industrial stone producer that delivers sustainable, long-term returns. This is achieved by utilizing IoT technology in our production process, implementing AutoCAD for production planning, efficiently managing costs, and minimizing resource loss to maximize their utilization.

Environment Dimension

The Company is dedicated to creating value for the organization and its stakeholders while simultaneously focusing on environmental management and efficient resource utilization. This is achieved by reforestation to reduce greenhouse gas emissions, Implementing route-planning technology for transportation to lower energy consumption, Water spraying in and around the quarry to mitigate dust pollution, Using tarpaulin covers on trucks and covering crushing plants and conveyor belts to control dust.

Social Dimension

The Company is committed to being a leader in the production and distribution of stone products. Our production processes are designed to ensure zero illness and zero accidents for all personnel. The company and its subsidiaries recognize the importance of their impact on the local communities and society surrounding our business locations, and we are dedicated to addressing these impacts as part of our commitment. This is achieved by Whistleblowing and Anti-Corruption Policy, Equal Opportunity Employment, Community Employment and Career Building, Community Health and Development

Q3 2025 CSR Activities update

- Project to Promote and Support Agriculture and Local Handicrafts in Ban Nong Kha Community, Moo 11, Chonburi Province.
- Project to Enhance Safety Standards at Ban Huai Kum School, Chonburi Province.
- Project to Vocational Study Tour and Career Promotion for Khao Yoi Community, Moo 6, Phetchaburi.

