



Stone One Public Company Limited Management Discussion and Analysis

For the Year Ended December 31, 2025
(STX:TB)



Management Discussion and Analysis Year 2025

1. Executive Summary

In 2025, the Company reported total revenue of THB 411.81 million based on the consolidated financial statements, representing a decrease of THB 44.78 million, or -9.81%, compared with the same period last year. This decline was primarily driven by lower-than-anticipated sales of Bigrock products, as purchase orders significantly decreased due to delays in customers' construction projects. This contrasts with the prior year, which benefited from an accelerated construction phase that resulted in strong demand for Bigrock. In addition, sales of 20 mm granite were affected by the continued slowdown in the overall construction industry and intensified competition from increased stone supply in Chonburi and nearby provinces. This resulted in lower sales volumes, together with a decline in selling prices in 2025. Consequently, revenue from the granite product group decreased by THB 30.31 million, or -15.6%. Meanwhile, revenue from the dolomite product group decreased by THB 6.12 million, or -9.4%, primarily due to a high base effect from 2024, which featured a significant bulk order of Dolomite Lumps 0-30 mm as part of an inventory clearance strategy. This resulted in an atypically high sales volume in the previous year compared to 2025. Additionally, revenue from By-products for both granite and limestone groups decreased by THB 9.17 million or -24.7%, A result of heightened market competition and a continued slowdown in the construction sector aligned with prevailing economic conditions.

The Company maintained its net profit for 2025 at a level comparable to the previous year, reporting a net profit of THB 51.87 million, an increase of THB 0.11 million or 0.21%. This performance was bolstered by the successful recovery of past-due trade receivables, resulting in a reversal of expected credit losses. Consequently, EBITDA for 2025 rose to THB 124.61 million, an increase of THB 7.11 million or 6.05% and earnings per share (EPS) stood at THB 0.17, a decreased THB 0.18 recorded in the previous year.

2. Economic and Construction Industry Outlook

According to Kasikorn Research Center, Thai economy in Q4/2025 expanded at an accelerated pace of 2.5% YoY. Furthermore, the economy saw a significant rebound of 1.9% QoQ, effectively allowing Thailand to avoid a technical recession. Consequently, the overall GDP growth for 2025 reached 2.4%, surpassing the initial forecast of 2.0%. This performance was driven by the following key factors:

- The acceleration of vehicle purchases ahead of the expiration of the EV 3.0 incentive scheme at the end of 2025, along with government stimulus measures supporting private consumption—such as the “Khon La Khrueng Plus” co-payment program, top-ups to state welfare cards, and the “Tiew Dee Mee Kuen 2025” tourism tax rebate scheme.

- Private investment accelerated significantly in Q4/2025, with private construction returning to growth for the first time in seven quarters, led by factory construction. Investment in machinery also expanded at a faster pace, partly supported by the government’s “FastPass” initiative, which helps attract and expedite investment.

- Manufacturing output returned to expansion, leading to higher inventory levels compared to the previous year. Furthermore, favorable weather conditions contributed to an increase in agricultural yield as well.

Construction industry outlook for 2026-2028, based on Krungsri Research: overall construction investment value is projected to grow at approximately 2.5-3.0% per year, led by public construction, which should expand by 3.5-4.0% p.a. on the back of large-scale infrastructure projects advancing under the FY2026 budget. Private construction is projected to grow modestly at 1.5-2.0% p.a. after contracting in 2025-2026, with the recovery centered in key industrial and tourism areas. Industrial estate and warehouse development is likely to continue expanding, supported by foreign manufacturers' relocation and Thailand's strategic location.

3. Significant events in 2025 and Event after the reporting period

Annual Dividend Payment

On 27 February 2026, the Board of Directors' Meetings No. 2/2026 has a resolution to approve the dividend payment from net profit for the year ended 31 December 2025 at THB 0.085 per share, totaling THB 26.11 million. The dividend payment is subject to approval by shareholders at the Annual General Meeting in April 2026.

Appointment of CEO and Director

On 27 January 2026, the Board of Directors Meeting No.1/2026 resolved to appoint Mr. Natthakul Pingclasai as Director and Executive Director, succeeding Mr. Songwut Vejjanukroh upon retirement.

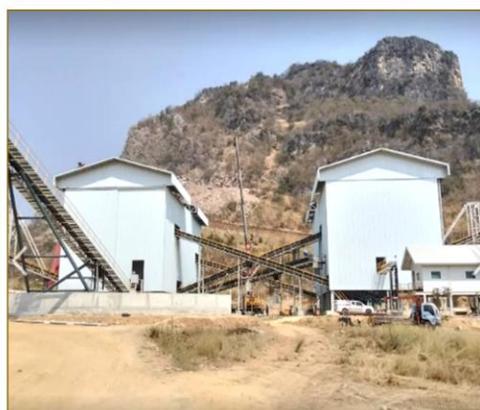
On 24 December 2025, the Board of Directors Meeting No.6/2025 resolved to appoint Mr. Krittanan Pingclasai, Directors and Senior Vice President - Sales Department, as the Chief Executive Officer (CEO). This appointment is effective from January 1, 2026, succeeding Mr. Songwut Vejjanukroh upon retirement.

Investment in a New Quarry

On 07 May 2025, the Company's acquisition of all ordinary shares of Boonthavorn Mining Co., Ltd. ("BTV"), representing a 100% equity interest. The total investment amounted to THB 212.79 million aimed at securing ownership of a limestone quarry located in Khao Yoi District, Phetchaburi Province.

Progress Update: Khao Yoi Quarry Project

Following the acquisition of BTV in Q2/2025, the Company entered into a turnkey agreement for the construction of a crushing plant and machinery systems. This expansion is supported by long-term credit facilities, with THB 136 million drawn down in 2025. The Khao Yoi Quarry is expected to commence commercial operations within Q2/2026.



4. Operation Performance according to Consolidated Financial Statement

Unit: Thousand Baht

Income Statement	YE 2025	YE 2024	Increase/(Decrease)	
Revenue				
Revenue from sales and services	374,805	406,661	(31,856)	(7.83%)
Revenue from sales of by-products	27,997	37,162	(9,165)	(24.66%)
Other income	9,011	12,772	(3,762)	(29.45%)
Total revenue	411,813	456,596	(44,783)	(9.81%)
Cost & Expenses				
Cost of sales & services	300,424	307,791	(7,367)	(2.39%)
Gross profit	74,381	98,871	(24,489)	(24.77%)
Selling and administrative expenses	92,287	85,424	6,863	8.03%
Expected credit losses (ECL)	(56,418)	(4,171)	(52,247)	1252.62%
Total costs & expenses	336,293	389,043	(52,751)	(13.56%)
Earnings before interest and taxes	75,520	67,552	7,968	11.79%
Finance cost	2,451	1,820	632	34.72%
Profit (loss) before income tax	73,069	65,733	7,336	11.16%
Income tax expenses	21,197	13,968	7,229	51.75%
Net profit for the period	51,872	51,765	107	0.21%
Total comprehensive income	50,897	53,111	(2,213)	(4.17%)
EBITDA	124,607	117,502	7,105	6.05%

In 2025, The Company reported total revenue of THB 411.81 million, representing a decrease of THB 44.78 million or -9.81% compared to the same period last year due to the following factors:

Revenue from sales and services in 2025 amounted to THB 374.81 million, a decrease of THB 31.86 million or -7.83%. This decline was mainly attributable to a THB 29.19 million reduction in product sales and a THB 2.67 million decrease in transportation service revenue. The contraction in product sales was primarily driven by a THB 30.31 million decline in granite products, while the limestone segment recorded an increase of THB 7.25 million, and the dolomite segments saw a decreases of a THB 6.12 million. The declines were mainly due to:

Sales in the granite segment, particularly Bigrock, declined as customers reduced their purchase volumes for construction projects due to project delays. As a result, sales decreased compared with the previous year, which was the initial phase of construction projects when demand for large volumes of stone was significantly higher. Revenue from granite 20 mm also declined as production capacity was prioritized toward Bigrock, which provides higher margins, resulting in lower production volumes of 20 mm granite compared with the previous year. At the same time, increased market supply of 20 mm construction stone from competing quarry operators in Chonburi, leading to declines in both sales volume and selling prices of the Company's 20 mm granite. In the limestone segment, sales increased in 2025, driven by higher demand for 20 mm construction aggregates and

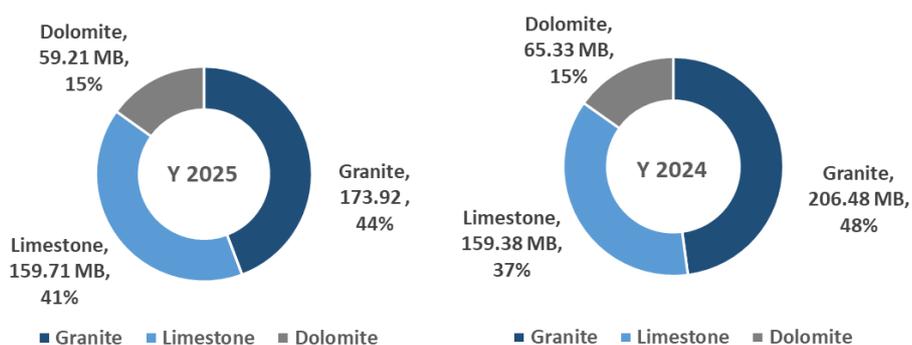
Blastrock, with large volume purchase orders from two new major customers. In addition, Dolomite sales declined, as 2024 recorded unusually high sales of 0–30 mm dolomite to a project-based customer from bulk orders and inventory clearance, with no similar large-volume purchases occurring in 2025.

Revenue from services the company earned THB 9.96 million in transportation service revenue in 2025, a decrease of THB 2.67 million or -21.14% compared to the same period last year. This decline was primarily due to reduced transportation demand, as these services are largely associated with the delivery of dolomite powder, which recorded lower sales in 2025.

Revenue from the sales of by-products from granite and limestone in 2025 amounted to THB 27.99 million, a decrease of THB 9.17 million or -24.66% compared with the same period last year. This comprised a THB 2.25 million decline in granite and a THB 6.92 million decline in limestone. Demand for these products, which are typically used in general road-fill construction, weakened in line with the overall slowdown in the construction sector amid economic conditions. Increased competition from other quarries also contributed to the significant drop in by-products sales. As these by-products carry no production costs, the decline in its revenue has a direct and significant impact on the Company's profitability.

Other income in 2025 amounted to THB 9.01 million, reflecting a decrease of THB 3.76 million or -29.45% compared to the same period last year. The decline was primarily due to lower gains on asset disposals compared to 2024, when the Company divested all unused transport dump-trucks to transition toward outsourced logistics service providers instead.

Proportion of Revenue



Cost of sales and services in 2025 totaled THB 300.42 million, a decrease of THB 7.37 million, or -2.39%, compared with the same period last year. The variable cost decreased by THB 11.78 million, primarily driven by lower cost of goods sold in line with the reduced sales volume of Granite 20 mm and Bigrock. Meanwhile, fixed cost increased by THB 4.41 million or 4.3% YoY, mainly due to a THB 2.85 million rise in employee-related expenses, a THB 0.91 million increase in depreciation and amortization from investments in mine buildings and machinery, and a THB 0.66 million rise in overhead costs. Overall, the production cost structure in 2025

comprised variable 64% and fixed costs 36%, compared with 66% to 34% in the previous year, respectively. As a result, the proportion of fixed costs increased by approximately 2% from the prior year.

Selling and administrative expenses in 2025 amounted to THB 92.29 million, an increase of THB 6.86 million or 8.03% compared to the same period last year. This increase was primarily driven by legal and accounting advisory fees, as well as operating expenses related to the acquisition and development of the new Khao Yoi quarry in Phetchaburi. Furthermore, the company recorded a reversal of the ECL allowance totaling THB 56.42 million for the 2025 period, an increase of THB 52.25 million compared to the same period last year. This significant increase was attributable to the successful collection of debts from a group of historical trade receivables that had a full allowance for expected credit losses.

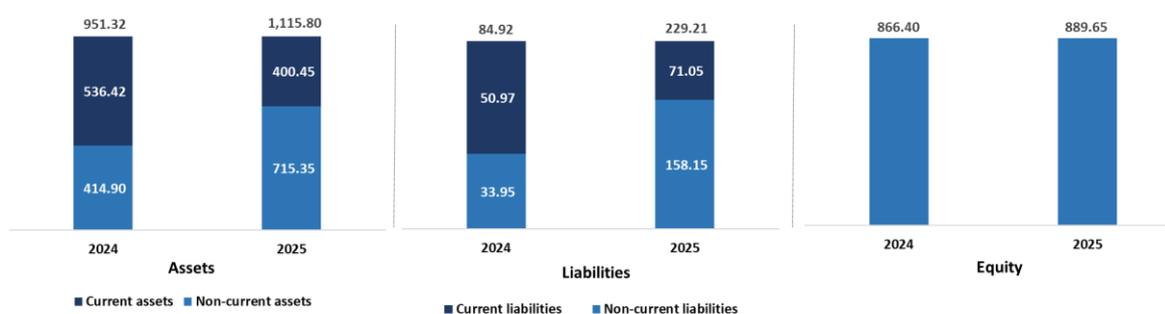
Finance Costs in 2025, finance costs totaled THB 2.45 million, an increase of THB 0.63 million or 34.72% compared to the same period last year. This was primarily due to an increase in long-term loan and lease liabilities related to the procurement of mining machinery, which were secured to support the construction and development of the new mine.

Income Tax Expense the accumulated income tax expense in 2025 stood at THB 21.20 million, an increase of THB 7.23 million or 51.75% compared to the same period last year. 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, the company reported a net profit of THB 51.87 million in 2025, an increase of THB 0.11 million, or 0.21% compared to the same period last year. Total comprehensive income amounted to THB 50.90 million, following the remeasurement of employee benefit obligations. Furthermore, the Company reported EBITDA for 2025 stood at THB 124.61 million, an increase of THB 7.11 million or 6.05% YoY. Earnings per share (EPS) was THB 0.17, compared to THB 0.18 in the previous year.

5. Analysis of Statement of Financial Position

Unit: Million Baht



Total Assets

As of December 31, 2025, the company reported total assets of THB 1,115.80 million, an increase of THB 164.48 million, or 17.29%, from December 31, 2024, primarily due to the following factors:

Current assets amounted to THB 400.45 million, a decrease of THB 135.97 million, or -25.35%, mainly from:

- Cash and cash equivalents decrease by THB 91.40 million and other financial assets (fixed deposits) decrease by THB 40.00 million, this was primarily due to the acquisition of shares in Boonthavorn Co., Ltd. in May 2025 and the capital expenditure for the construction of the new quarry processing plant.
- Inventories – net decreased by THB 6.34 million, mainly due to a THB 2.62 million reduction in explosive raw materials at Nong Kha following its final blasting in December 2025 as quarry reserves was depleted. In addition, semi-finished goods declined by THB 1.90 million, primarily from granite Bigrock, while finished goods decreased by THB 0.90 million, mainly due to lower 20 mm limestone inventory.

Non-current assets amounted to THB 715.35 million, an increase of THB 300.45 million or 72.41% from the end of 2024, due to the following factors:

- Property, Plant, and Equipment (PPE) – net amounted to THB 383.77 million, an increase of THB 53.27 million, due to construction in progress for the new quarry – Phetchaburi.
- Right-of-use assets- net totaled THB 68.71 million, increasing by THB 46.75 million. The increase was mainly from the renewal of the head office lease for another three years, resulting in an additional THB 10.07 million in ROU assets, financial lease agreements for machinery amounting to THB 13.48 million, and financial lease contracts for excavators used in mining operations and vehicles totaling THB 23.20 million.
- Intangible assets – net totaled THB 224.54 million, increasing by THB 214.84 million, primarily due to the recognition of the fair value of intangible assets (mining concession) amounting to THB 215.16 million, arising from the acquisition of an asset group through the share purchase of Boonthavorn Mining Co., Ltd. in Q2/2025.
- Deferred tax assets – net amounted to THB 3.60 million, decreasing by THB 16.09 million. This reduction was primarily driven by the write-off of long-outstanding trade receivables that had a full allowance for expected credit losses, following debt settlement negotiations with certain customers and the subsequent receipt of repayments in Q1/2025.

Liabilities and Equity

As of December 31, 2025, the company had total liabilities of THB 229.21 million, an increase of THB 144.28 million, or 169.90% from December 31, 2024. Details of change in the liabilities are as follows:

Current liabilities amounted to THB 71.05 million, increasing by THB 20.08 million or 39.40%, mainly due to

- The current portion of lease liabilities and long-term borrowings from financial institutions increased by THB 25.65 million, primarily driven by loan drawdowns for the construction of the Khao Yoi Quarry.
- Corporate income tax payable decreased by THB 6.04 million following the 2024 PND.50 payment in Q2/2025
- Other current provisions and other current liabilities decreased by THB 1.29 million.
- Trade and other current payables increased THB 1.76 million.

Non-current liabilities totaled THB 158.15 million, an increase of THB 124.20 million, or 365.79%.

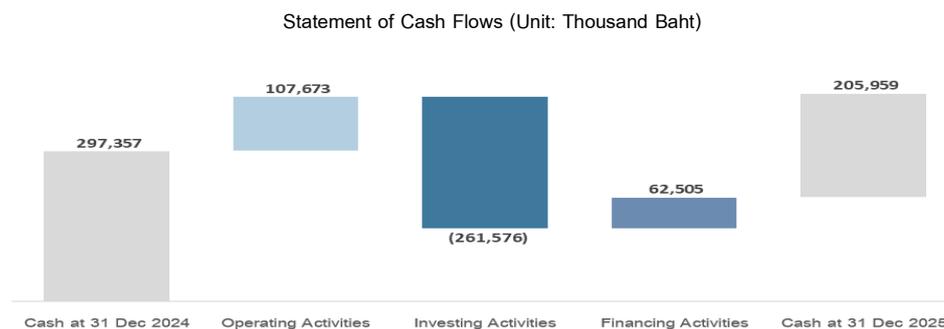
- Long-term loans increased by THB 93.27 million, primarily to finance the construction of the Khao Yoi Quarry.
- Lease liabilities – net increased by THB 29.36 million, resulting from the 3-year renewal of the office rent agreement and new lease contracts for machinery, mining equipment, and operational vehicles.
- Other non-current payables increased by THB 2.13 million due to concession fee obligations for the new mine, payable in accordance with the scheduled payment terms.
- Employee benefit obligations decreased by THB 0.97 million.

Currently, The Company's debt structure comprises approximately 23% fixed-rate and 77% floating-rate borrowings, aligned with its financial cost management strategy in response to prevailing market conditions.

Total Equity

As of December 31, 2025, the company had shareholders' equity of THB 886.59 million, an increase of THB 20.19 million, or 2.33% from December 31, 2024. The increase was mainly driven by higher retained earnings from net profit generated during the year of THB 50.90 million, after dividend payments of THB 30.70 million made in Q2/2025.

6. Analysis of Cash flows



As of December 31, 2025, the company and its subsidiaries had cash and cash equivalents of THB 205.96 million, a decrease of THB 91.40 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 107.67 million, The operating result of period of in 2025 improved cash position THB 64.85 million, adjusted by the change in operating assets and liabilities and income tax of THB 42.82 million.
- **Net cash used in investing activities** totaled THB 261.58 million, mainly from
 - Acquisition of Boonthavorn Mining Co., Ltd. (quarry concession) for THB 212.79 million.
 - Payment for purchase of fixed assets THB 82.72 million, mainly for the Khao Yoi Quarry development.
 - Redemption of long-term financial deposits of THB 40 million to support investment in the new quarry.
 - Cash deposits of THB 4.79 million, mainly for down payments on XCMG and excavators for mining operations.
- **Net cash used in financing activities** was THB 62.51 million, mainly from
 - Cash proceeds from long-term borrowings totaled THB 108 million, specifically raised to support investment

activities for the new mine project.

- Payments of lease liabilities amounted to THB 12.34 million.
- Total interest expense amounted to THB 2.43 million.
- Cash dividends paid to shareholders in Q2/2025 amounted to THB 30.70 million.

7. Significant Financial Ratios



8. 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 strives for leadership in the stone industry by prioritizing occupational health, safety, and environmental standards through a systematic risk management framework to mitigate operational impacts on all stakeholders. To uphold this commitment, we have implemented anti-corruption and whistleblowing policies, ensured equal treatment for all employees, and actively fostered community development through local employment, vocational support, annual public health programs, and infrastructure contributions, such as donating materials for local road construction.

Social Dimension

The Company is committed to being a leader in the production and distribution of industrial stone products and dolomite. While recognizing that operational risks are inherent to our industry. 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.

Q4 2025 CSR Activities update

- Support for public service and accident prevention programs during the New Year period in Chom Bueng, Rang Bua, and Chomphon Municipality.
- Donation of stone products to local temples and healthcare facilities, including Wat Boek Phrai, Ban Nong Nok Karian Health Center, Crown Prince Chom Bueng Hospital, Wat Kaem On, and Huai Tha Chang Monastery.
- Hosted a luncheon for the elderly in Talat Khwai Village, Ratchaburi Province.
- Donation of medical nutrition supplies to Naresuan University Hospital, Faculty of Medicine.

