26 February 2026 Alla Public Company Limited

MANAGEMENT DISCUSSION AND ANALYSIS

Business Performance Overview of 2025

In 2025, the Thai economy faced structural challenges and multiple external headwinds, which significantly impacted the industrial sector—the Group's core customer base. As a result, many industrial customers substantially postponed or scaled back their investment plans in various projects in order to preserve liquidity amid ongoing economic uncertainty. These factors directly affected decisions to initiate new projects as well as the timing of budget disbursements across several industries.

The Group's revenue from contracts with customers decreased by 7% compared to the previous year, primarily reflecting the slowdown in large-scale project activities. Nevertheless, despite these challenges, the Group continued to advance its strategic growth initiatives. The clean energy business (Solar Solutions) recorded growth, in line with rising demand for energy cost reduction and increasing environmental awareness among business operators. In addition, after-sales services achieved satisfactory growth, consistent with the Group's strategy to expand recurring income streams and enhance long-term revenue stability.

The Group recorded an increase in administrative expenses, primarily attributable to higher personnel costs within support functions, as well as consulting fees incurred for the development of internal systems in human resources and information technology. These expenditures represent strategic investments aimed at enhancing operational efficiency and supporting the transition toward more modern operating systems in the future. Although net profit declined in line with softer revenue amid economic headwinds, the Group maintained a strong Gross Profit Margin through effective material cost management and disciplined control of operating expenses.

As of the end of 2025, the Group continued to receive customer orders, with a backlog of THB 268 million to be gradually recognized as revenue in subsequent periods. This reflects sustained market demand for the Group's products, which are fundamental components in a wide range of industrial projects. The Group also maintains a strong financial position, with a healthy liquidity ratio and a low debt-to-equity ratio, supporting its capacity for continued investment and business expansion.

Looking ahead, the Group will closely monitor both domestic and international economic developments and adjust its operational strategies in response to market volatility, with the objective of preserving competitiveness and achieving sustainable long-term growth.

Consolidated Financial Performance for the year 2025

Operating Income			
(Thousand Baht)	2025	2024	%Chg.
Revenues from contracts with customers	709,590	761,314	(7%)
Other income	916	4,355	(79%)
Total Operating Income	710,506	765,669	(7%)

Revenues structure						
	2025		2024		Change	
	Thousand Baht	%	Thousand Baht	%	Thousand Baht	%
Revenue from sales and services						
Crane and Electric Hoist	275,305	39%	321,949	42%	(46,644)	(14%)
Loading Dock and Equipment	130,039	18%	180,396	24%	(50,357)	(28%)
Warehouse system and Equipment	3,380	1%	8,204	1%	(4,824)	(59%)
Solar cell system	59,760	8%	23,413	3%	36,347	155%
EV Charging Station	171	0%	3,783	0%	(3,612)	(95%)
Total revenue from sales and services	**468,655**	**66%**	**537,745**	**70%**	**(69,090)**	**(13%)**
Revenue from after-sales service						
Crane and Electric Hoist	188,884	27%	171,921	22%	16,962	10%
Loading Dock and Equipment	51,138	7%	51,144	7%	(6)	0%
Training center	913	0%	504	0%	410	81%
Total revenue from after-sales service	**240,935**	**34%**	**223,569**	**29%**	**17,366**	**8%**
Other income	916	0%	4,355	1%	(3,439)	(79%)
Total Operating Income	710,506	100%	765,669	100%	(55,163)	(7%)

Total operating revenue of the Group for 2025 amounted to THB 711 million, representing a decrease of THB 55 million, or 7%, compared to the previous year. Revenue performance by business segment can be analyzed as follows:

1. **Material Handling System Segment:** Revenue declined across all product categories, in line with volatility in B2B customers' project pipelines. The segment was directly affected by the postponement of industrial investment projects amid prevailing economic uncertainty.
2. **Clean Energy Solution Segment:** Revenue from the sale and installation of solar power systems increased by THB 36 million, or 155% year-on-year. This growth reflects rising demand among businesses to reduce energy costs and comply with environmental (ESG) standards, consistent with the Group's strategic focus on expanding its presence in the alternative energy market.
3. **After-Sales Service Segment:** Revenue increased, particularly in crane and electric hoist maintenance services. This performance aligns with the Group's strategy to expand recurring income streams, thereby strengthening revenue balance and mitigating the impact of slower new project activity during periods of economic volatility.

Operating Expenses			
(Thousand Baht)	2025	2024	%Chg.
Cost of sales and services	469,839	509,472	(8%)
Selling expenses	39,292	38,646	2%
Administrative expenses	100,239	94,444	6%
Total Operating Expenses	609,370	642,562	(5%)

Total operating expenses of the Group for 2025 amounted to THB 609 million, representing a decrease of THB 33 million, or 5%, compared to the previous year.

- Cost of Sales and Services decreased by THB 40 million, or 8%, in line with the reduction in revenue from contracts with customers under prevailing market conditions.
- Selling Expenses remained relatively unchanged, with no material variance from the prior year.
- Administrative Expenses increased by THB 6 million, or 6%, primarily due to higher personnel costs within support functions and the engagement of strategic consultants to enhance human resource management systems and information technology infrastructure. The Group considers these expenditures to be significant strategic investments aimed at improving operational efficiency and strengthening the organizational structure for long-term sustainability.

Other Items			
(Thousand Baht)	2025	2024	%Chg.
Finance income	2,868	3,424	(16%)
Finance cost	(673)	(536)	26%
Income tax expenses	(20,455)	(24,965)	(18%)
Total Other Items	(18,260)	(22,007)	(17%)

- Income tax expenses decreased in line with the operating profits.

Profitability Analysis			
(Thousand Baht)	2025	2024	%Chg.
Gross profit	239,751	251,842	(5%)
Gross profit margin	34%	33%	
Net profit	82,876	101,029	(18%)
Net profit margin	12%	13%	
Total comprehensive income	77,854	101,029	(23%)
Basic earnings per share (Baht)	0.14	0.17	(18%)

- Gross profit for 2025 decreased by THB 12 million, or 5%, compared to the previous year, in line with the slowdown in revenue from contracts with customers amid prevailing economic conditions. Nevertheless, the Group was able to maintain its gross profit margin at a level comparable to the prior year, reflecting disciplined and effective cost management in cost of sales and services.
- Net profit for 2025 declined by THB 18 million, or 18%, primarily due to the reduction in gross profit resulting from slower project volumes, coupled with higher administrative expenses. The increase in administrative costs relates to strategic investments in human capital and information systems aimed at enhancing competitive capabilities and strengthening the foundation for future growth.

Consolidated Financial Position for the year 2025

Financial Position			
(Thousand Baht)	2025	2024	%Chg.
Total Assets	1,191,837	1,228,524	(3%)
Total Liabilities	221,449	269,990	(18%)
Total Shareholders' Equity	970,388	958,534	1%

The Group's total assets decreased by THB 37 million, or 3%, with key movements summarized as follows:

- Cash and Cash Equivalents increased by THB 44 million. This was primarily driven by net cash inflows from operating activities of THB 179 million and the maturity of fixed deposits amounting to THB 20 million. These inflows were partially offset by cash outflows for investment in fixed assets of THB 58 million, repayment of short-term borrowings of THB 30 million, and dividend payments totaling THB 66 million.
- Trade and Other Current Receivables decreased by THB 17 million, mainly due to collections received during the year and a reduction in outstanding balances in line with slower revenue recognition.
- Inventories decreased by THB 73 million, primarily attributable to the completion and delivery of project work to customers during the year.
- Other Current Financial Assets decreased by THB 20 million as a result of fixed deposits reaching maturity.
- Property, Plant and Equipment increased by THB 41 million, mainly due to assets under construction related to projects under Power Purchase Agreements (PPAs), which represent a key foundation for generating recurring income in the future.

Total liabilities of the Group decreased by THB 49 million, or 18%, with key movements summarized as follows:

- Short-term Loan from Financial Institutions decreased by THB 30 million as a result of repayments made during the year.
- Deposit Received in Advance decreased by THB 27 million, in line with the reduction in backlog value due to prevailing economic conditions.
- Non-current Provision for Employee Benefits increased by THB 11 million following the year-end remeasurement of employee benefit obligations based on actuarial assumptions, ensuring that the provision reflects current obligations in accordance with actuarial principles.

The total shareholders' equity increased by THB 12 million, or 1%. The increase was primarily attributable to total comprehensive income for the year of THB 78 million, partially offset by dividend payments of THB 66 million.

Liquidity and Capital Management

Cash Flows		
(Thousand Baht)	2025	2024
Net cash from operating activities	178,508	120,256
Net cash from (used in) investing activities	(35,205)	4,405
Net cash used in financing activities	(99,134)	(44,245)
Net increase in cash and cash equivalents	**44,169**	**80,416**
Beginning cash and cash equivalents	316,845	236,429
Ending cash and cash equivalents	**361,014**	**316,845**

For the year 2025, the Group had a net increase in cash and cash equivalents of THB 44 million. The Group started the period with a cash balance of THB 317 million, resulting in a closing cash balance of THB 361 million. The details of cash flows for each activity are as follows:

- Net cash from operating activities amounted to THB 179 million.
- Net cash used in investing activities amounted to THB 35 million. This was primarily attributable to proceeds from the maturity of fixed deposits totaling THB 20 million and interest income of THB 3 million, partially offset by capital expenditures of THB 58 million for investment in property, plant and equipment.
- Net cash used in financing activities totaled THB 99 million, mainly comprising repayments of short-term borrowings from financial institutions of THB 30 million and dividend payments of THB 66 million.

Ratios Analysis		
	2025	2024
Return on Asset (%)	8.59%	10.61%
Return on Equity (%)	8.59%	10.70%
Current ratio (x)	5.54	4.35
Total debt to equity (x)	0.23	0.28

Return on Assets (ROA) and Return on Equity (ROE) decreased by 2.02% and 2.11%, respectively, in line with the decline in net profit compared to the previous year.

Current Ratio increased by 1.19 times, primarily due to the reduction in current liabilities following repayments of short-term borrowings from financial institutions. Debt-to-Equity Ratio (D/E) remained relatively unchanged, with no material variance.