



Management Discussion and Analysis

For the year ending March 31, 2025

**Eureka Design Public Company
Limited**

Subject Profit and loss reporting for the 1st quarter of 2026 ended March 31, 2026

To Dear Directors and Managers

Stock Exchange of Thailand

Eureka Design Public Company Limited and its subsidiaries (“UREKA”) would like to inform the operating results for the year of 2026 ending on March 31, 2026, details as follows:

Summary of UREKA's performance	EBIT	Net profit	Change	Net profit margin
	11.24 M.	5.02 M.	2.8 M.	10.86%
Income Statement	Year	Year	Change	Change
Unit: million baht	2025	2024	Million	(% yoy)
Revenues				
Revenue from sales and services	44.18	54.23	(10.05)	-18.53%
Other income	2.04	1.89	0.15	7.94%
Total revenue	46.22	56.12	(9.90)	-17.64%
Expenses				
Cost of good sold	26.82	40.25	(13.43)	-33.37%
Selling costs	0.00	0.13	(0.13)	-97.69%
Administrative expenses	8.16	8.46	(0.30)	-3.55%
Interest expense	4.05	4.87	(0.82)	-16.84%
Total expenses	39.03	53.71	(14.68)	-27.33%
Profit (loss) before income tax	7.19	2.41	4.78	198.34%
Income (expenses) income tax	(2.17)	(0.19)	(1.98)	1042.11%
Net profit (loss)	5.02	2.22	2.80	126.13%
<i>Net profit margin</i>	<i>10.86%</i>	<i>3.96%</i>		

Business Overview of 2026

In the first quarter of 2026, the Company continued to operate amid a volatile global economic environment driven by economic, trade, and geopolitical uncertainties, particularly the impact of the global economic slowdown, intense price competition in the recycled plastic pellet industry, as well as fluctuations in exchange rates and raw material costs. Nevertheless, the Company remained focused on cost management, maintaining financial discipline, enhancing operational efficiency, and balancing its revenue structure in order to strengthen long-term business stability and competitiveness.

The overview of UREKA's consolidated profit and loss statement are as follows:

1. UREKA had revenue from sales and services for the quarter ending March 31, 2026, with sales and service income of 44.18 million baht, a decrease of 10.05 million baht or 18.53% from the same period last year with sales and service income of 54.23 million baht. However, the revenue from the production and distribution of recycled plastic pellets amounted to 15.75 million and revenue from the production and distribution of tap water to the Provincial Waterworks Authority according to the water purchase agreement to solve the water shortage problem at the Phan Thong water distribution station and Nong Ka Kha water distribution station was 28.43 million baht. The decline in core revenue was primarily attributable to weaker sales in the recycled plastic pellet business, resulting from continued intense price competition, regional oversupply of plastic pellets, and cautious purchasing behavior among industrial customers amid a still-fragile economic recovery. Nevertheless, the Company's water production and distribution business continued to demonstrate stability and generate recurring cash flow, thereby supporting the resilience of the Company's revenue structure and mitigating volatility in the Group's overall operating performance.
2. UREKA had other income for the quarter ending March 31, 2026, other income was 2.04 million baht, an increase of 0.15 million baht or an increase of 7.94% from the same period last year. with other income of 1.89 million baht. The improvement was mainly attributable to favorable foreign exchange differentials.
3. UREKA had total revenue for the quarter ending March 31, 2026, with total revenue of 46.22 million baht, a decrease of 9.90 million baht or a decrease of 17.64% from the same period of the previous year which had total revenue of 56.12 million baht
4. UREKA had cost of sales and services for the quarter ending March 31, 2026, in the amount of 26.82 million baht, a decrease of 13.43 million baht or a decrease of 33.37% compared to the previous year with cost of sales and services of 40.25 million baht. Although the Company continued

to face pressure from raw material and energy costs, as well as volatility in the global economic environment, it was able to improve cost management efficiency through tighter control over production costs, raw material management, production capacity optimization in line with market conditions, and enhanced internal operational efficiency. As a result, the rate of cost reduction exceeded the rate of revenue decline.

5. UREKA had distribution costs for the quarter ending March 31, 2026, in the amount of 0.003 million baht, a decrease of 0.13 million baht or a 97.69% reduction when compared to last year. The cost of distribution amounted to 0.13 million baht. The significant pressure on costs is attributed to the fragile global economic landscape and rising import-export tariffs across multiple markets, which have elevated raw material and production costs. Nonetheless, the Company continues to actively implement efficiency-enhancing measures to maintain a lean cost structure and enhance long-term competitiveness.
6. UREKA had administrative expenses for the period ended 31 March 2026 amounted to THB 8.16 million, representing a decrease of THB 0.30 million, or 3.55%, compared to THB 8.46 million in the same period of the previous year. This reflected the Company's continued efforts in expense control and corporate cost management, despite being partially affected by the recognition of unrealized foreign exchange losses.
7. UREKA had financial costs for the quarter ending March 31, 2026, in the amount of 4.05 million baht, a decrease of 0.82 million baht or an increase of 16.84% compared to the same period of the previous year with financial cost of 4.87 million baht. This reflects more efficient debt and loan management, in line with the Company's prudent capital structure policy and long-term commitment to financial sustainability.
8. UREKA had net profit for the quarter ending March 31, 2026, which amounts to 5.02 million baht, an increase of 2.80 million baht or an increase of 126.13% compared to the same period last year when the net profit was 2.22 million baht. Although the Company's total revenue declined in line with market conditions and competitive pressure within the industry, its overall operating performance improved significantly, reflecting the Company's continued enhancement in cost management and operational efficiency. The Company placed strong emphasis on controlling production costs, optimizing production capacity in line with market demand, managing operating expenses prudently, and effectively managing financing costs. As a result, the Company's net profit margin improved compared to the same period of the previous year.

Unit: million baht	Year	Year	Change	Change
Current assets	2025	2024	Million	(% yoy)
Non-current assets	154.83	183.31	(28.48)	-15.54%
Total assets	1,716.33	1,692.02	24.31	1.44%
Liability	1,871.16	1,875.33	(4.17)	-0.22%
Equity	295.71	305.79	(10.08)	-3.30%
Liability and Equity	1,575.45	1,569.54	5.91	0.38%
Total Liability and Equity	1,871.16	1,875.33	(4.17)	-0.22%

The overview of UREKA's consolidated financial statement are as follows:

1. UREKA had total assets as of March 31, 2026 of 1,871.16 million baht, divided into current assets of 154.83 million baht, of which the main components are cash and cash equivalents of 11.89 million baht and accrued receivables and accrued income totaling 100.33 million baht, and non-current assets of 1,716.33 million baht, of which the main components are property, buildings and equipment in the amount of 1,325.78 million baht. As a result, the Company's total assets decreased by THB 4.17 million, or 0.22%, compared to 31 December 2025, primarily due to changes in advance payments for shares in accordance with the progress of the Company's investment transactions.
2. UREKA had liabilities as of March 31, 2026 in the amount of 295.71 million baht, a decrease of 10.08 million baht or 3.30% from liabilities as of December 31, 2025. The decrease was primarily attributable to the gradual repayment of long-term borrowings from financial institutions, in line with the Company's capital structure management policy, which emphasizes maintaining financial discipline, prudent debt management, and strengthening long-term financial stability. As a result, the Company's debt burden ratio continued to improve steadily.
3. Shareholders' equity increased as a result of continued profitability. As of March 31, 2026, retained earnings stood at THB 155.93 million, up THB 5.91 million from THB 150.02 million as of December 31, 2025. The increase in retained earnings reflected the Group's ability to continuously generate returns from its business operations despite ongoing economic and competitive challenges. It also demonstrated the Group's solid financial position and its capability to support future business growth.

Other key financial ratios as follows:

Key financial ratios	Year 2026	Year 2025
Leverage Ratio D/E	0.19	0.19
Liquidity Ratio Current Ratio	0.89	1.42
Profitability Ratios Net Profit Margin	11%	4%

Please be informed accordingly and publish to investors

Best regards,

(Rinnatha Akeassavapirom)
Chief Executive Officer and Director