Management Discussion and Analysis
for the company performance of

Pilatus Marine Public Company Limited

For the quarter ended March *31, 2026*

No. PLT/MAI-008/2569

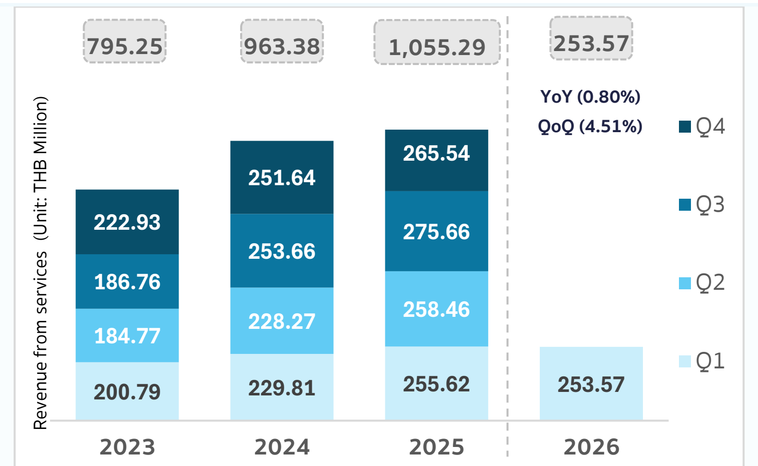
May 13, 2026

1. Executive Summary

1.1 Summary of Company's Business Performance for 1Q26

For the operating results for 1Q2026, Pilatus Marine Public Company Limited (the "Company") recorded service revenue of THB 253.57 million, decreasing by 4.51% QoQ and slightly decreasing by 0.80% YoY. The main factor was a decline in domestic transportation revenue in line with slower transportation volume. However, compared with the same period of the previous year, revenue from the international marine transportation business increased, supported by the chartering of one additional vessel to provide services under a Time Charter arrangement.

Table of Revenues Comparison by Quarter 2023-2026



In terms of profitability, the Company recorded EBITDA of THB 75.19 million, decreasing by 1.64% QoQ but increasing by 1.43% YoY. EBITDA margin was 29.65%, increasing from 28.79% in 4Q2025 and 29.00% in 1Q2025. **Net profit for the period was THB 12.61 million, decreasing by 2.78% QoQ and 2.68% YoY,** with a net profit margin of 4.97%. The decrease in net profit was mainly attributable to lower gross profit in line with lower service revenue. Nevertheless, the relatively stable EBITDA compared with the previous year reflected the Company's continued ability to generate cash flow from its core operations at a stable level.

1.2 Thai Economic Conditions and Energy Demand Outlook

Thai economic conditions in 2026 are expected to expand at a limited pace. Based on assessments by several institutions, including the IMF, SCB EIC, KKP Research, and the Energy Policy and Planning Office (EPPO), Thailand's GDP is generally expected to grow within a range of approximately 1.3-1.5%. KKP Research estimates growth at 1.3%, SCB EIC at 1.4%, and the IMF at 1.5%, while EPPO's information, based on risk scenarios following geopolitical factors, indicates that GDP may decline to around 1.3-1.6%[1]. This outlook reflects that Thailand's economic recovery remains under pressure from several factors, including energy price volatility, uncertainty in

[1] Energy Policy and Planning Office (EPPO): Energy Situation in 2025 and Energy Outlook for 2026

global trade, cost burdens for the business sector, and domestic purchasing power that continues to recover gradually.

Nevertheless, in relation to the Company's business, **demand for energy and LPG remains a basic and continuous demand.** EPPO expects the country's primary energy demand in 2026 to increase by 1.5% after declining by 1.6% in 2025. Overall consumption of LPG, propane, and butane is expected to increase by 0.6%, compared with a 2.1% decrease in 2025. Excluding LPG used as feedstock in the petrochemical industry, LPG consumption is expected to increase by 1.4%, supported by demand from the household and industrial sectors, which are expected to increase by 2.1% and 2.8%, respectively.

This is important to the Company because LPG plays a role in daily life and basic industries. Although the overall economy is not expected to expand at a high rate, domestic demand is expected to remain stable or grow gradually, particularly in the household and industrial sectors. This supports the continued importance of energy logistics and LPG transportation in the country's supply chain.

1.3 Overview of the Gas Carrier and LPG Shipping Industry

Overall, the Gas Carrier and LPG Shipping industry in 2026 continues to have both supporting factors and pressures that require close monitoring. On the demand side, the market continues to be supported by inter-regional LPG trade, particularly exports from the United States and the Middle East to Asia, which remains a key demand center in the global market. According to EIA data, U.S. exports of Natural Gas Plant Liquids (NGPL) reached a record high in 2025, with average propane exports of 1.8 million barrels per day, and several Asian countries remained key destinations for these exports[2]. Meanwhile, the IEA expects LNG supply growth in 2026 to support gas demand, particularly from China and emerging markets in Asia[3].

However, **the LPG Shipping market is not supported solely by positive factors.** Drewry expects the market in 2026 to remain volatile due to new fleet growth, especially larger gas carriers such as VLGCs/VLACs and ethane carriers, uncertainty in trade policies, and fragile demand from the petrochemical industry. LPG trade volume is expected to increase by around 6% in 2026[4], while new vessel deliveries are also expected to accelerate, which may pressure the supply-demand balance in the freight market. In addition, OPIS noted that the LPG market in Asia may face oversupply risks from new supply from the United States and the Middle East, while demand growth in major importing markets, particularly China, may not accelerate as strongly as in previous periods.[5]

For operators in Asia, this outlook indicates that fleet management and contract structure will become increasingly important. Operators with domestic long-term contract revenue, together with the ability to manage opportunities in international markets, will have greater flexibility in managing market volatility, particularly while trade

[2] IEA: https://www.eia.gov/todayinenergy/detail.php?id=67387

[3] https://www.iea.org/reports/gas-market-report-q1-2026/executive-summary

[4] https://www.drewry.co.uk/maritime-research-opinion-browser/maritime-research-opinions/trade-policies-and-stronger-fleet-growth-pose-challenges-for-lpg-shipping-in-2026

[5] https://www.opis.com/blog/2026-outlook-asias-lpg-market-braces-for-oversupply-as-demand-growth-stalls/

flows among the United States, the Middle East, and Asia may continue to shift in response to energy prices, trade policies, and geopolitical conditions.

1.4 Risks and Key Issues to Monitor

Although domestic LPG demand remains continuous, the industry continues to face pressure from several factors. **First** is volatility in oil and marine fuel prices, which are key costs for the transportation business and directly affect operators' margins. **Second** is uncertainty in shipping routes and geopolitics, particularly developments in the Middle East, the Strait of Hormuz, and the Red Sea, which may affect insurance costs, voyage duration, and the continuity of the energy supply chain.

Third is the demand-supply balance of gas carriers in the global market. New vessel deliveries in 2026, particularly larger gas carriers such as VLGCs/VLACs and ethane carriers, may pressure freight rates and vessel utilization if petrochemical demand and Asian LPG imports grow below expectations. However, the impact on the Company may be limited, as its fleet mainly consists of small-sized gas carriers with different operating characteristics and customer bases from large long-haul vessels. Environmental regulations and carbon-emission efficiency also remain key factors to monitor.

1.5 Management's View on the Company's Business Outlook

Management expects the Company's operating results in 2026 to remain under the context of limited economic growth and an energy transportation industry affected by volatility from external factors. Nevertheless, the **Company targets revenue growth of 7-9% in 2026 compared to the previous year**. The main support is expected to come from growth in three clearly complementary business segments: international marine transportation, domestic land transportation, and LPG Trading.

The international marine transportation business is expected to be an important growth driver in 2026, supported by full-year revenue recognition from three transport vessels following fleet expansion in the second half of the previous year. The Time Charter contract structure also helps increase revenue certainty and reduce exposure to energy cost volatility. At the same time, the Company continues to have a revenue base from domestic LPG transportation, which is linked to the country's basic energy demand and helps support overall revenue stability. In addition, revenue from international Time Charter services increases the diversity of the revenue structure and reduces excessive dependence on any single market.

Looking ahead, the Company will focus on managing vessel utilization in line with work volume, managing fuel and maintenance costs, structuring contracts appropriately for market conditions, and monitoring opportunities from regional energy trade routes. Under an environment that remains uncertain, the Company will continue to prioritize the stability of its core business while managing cost and fleet risks in order to support competitiveness and quality long-term growth.

2. Performance Overview and Explanation

2.1 Financial Highlights Q1/2026

Pilatus Marine Public Company Limited ("the Company") reported the operating results for Q1/2026, ending on March 31, 2026, as detailed below.

Financial Highlights	Unit	1Q26	4Q25	1Q25	Change QoQ (%)	Change YoY (%)
Revenue from services	THB million	**253.57**	265.54	255.62	(4.51%)	(0.80%)
Total revenue	THB million	**264.87**	270.31	257.21	(2.01%)	2.98%
Gross profit	THB million	**37.16**	42.77	46.51	(13.13%)	(20.11%)
EBITDA[1/]	THB million	**75.19**	76.44	74.13	(1.64%)	1.43%
Net profit	THB million	**12.61**	12.97	12.95	(2.78%)	(2.68%)
EPS	Baht	**0.013**	0.014	0.013	(2.78%)	(2.68%)
Gross profit margin	%	**14.65%**	16.11%	18.19%	(9.03%)	(19.46%)
EBITDA Margin[2/]	%	**29.65%**	28.79%	29.00%	3.00%	2.25%
Net profit margin	%	**4.97%**	4.88%	5.07%	1.82%	(1.89%)

Remark: [1]/Earnings from operations before interest, tax, depreciation & amortization

[2/]Earnings' margin from operations before interest, tax, depreciation & amortization

- **Revenues from services** – The Company reported service revenue was of 253.57 million, decreasing by 4.51% QoQ and 0.80% YoY. The QoQ decrease was mainly due to lower revenue from the domestic marine transportation business under Contract of Affreightment (COA), which decreased by THB 6.85 million in line with slower transportation volume. Revenue from the international marine transportation business decreased by THB 5.36 million from the previous quarter due to a change in the service model for certain vessels from Time Charter to Spot. However, revenue from the domestic land transp ortation business increased slightly by THB 0.24 million due to higher volume of transportation.

  Compared with the same period of the previous year, service revenue decreased slightly. Revenue from domestic marine transportation under COA decreased by THB 16.56 million, and revenue from the land transportation business decreased by THB 2.09 million. Meanwhile, revenue from the international marine transportation business increased by THB 16.60 million from the chartering of one additional international vessel to provide Time Charter services since 3Q2025.

- **Gross Profit** - Gross profit was THB 37.16 million, decreasing by 13.13% QoQ and 20.11% YoY. Gross profit margin was 14.65%, decreasing from 16.11% in the previous quarter and 18.19% in the same period of the previous year. The main reason was lower revenue from domestic marine transportation.
- EBITDA - EBITDA was THB 75.19 million, decreasing by 1.64% QoQ but increasing by 1.43% YoY. EBITDA margin was 29.65%, increasing from 28.79% in the previous quarter and 29.00% in the same period of the previous year.
- **Net Profit** - Net profit was THB 12.61 million, decreasing by 2.78% QoQ and 2.68% YoY. The decrease compared with both the previous quarter and the same period of the previous year was mainly due to lower service revenue and gross profit, particularly from domestic marine transportation under COA.

2.2 Summary of Operational Performance for Q1/2026

Figure 1 : Marine Transportation Vol. (Unit : k. tons)

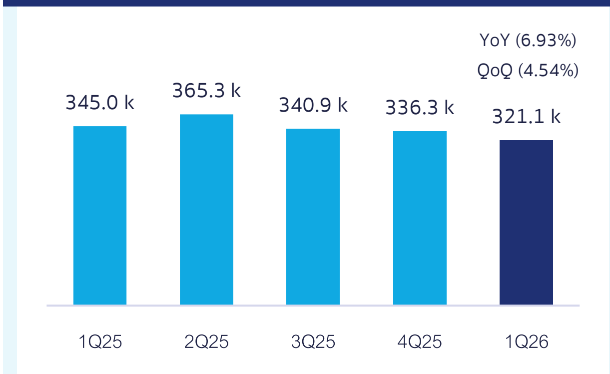
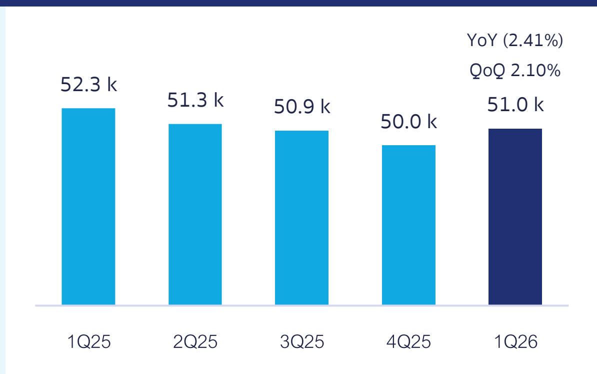


Figure 2 : Land Transportation Vol. (Unit : k. tons)



- Marine transportation volume in 1Q2026 was 321.1 thousand tons, decreasing by 4.54% QoQ and 6.93% YoY. The decrease was attributable to slower domestic transportation volume.
- Land transportation volume in 1Q2026 was 51.0 thousand tons, increasing by 2.10% QoQ but decreasing by 2.41% YoY.

2.3 Income Statement for Q1/2026

Income Statement (Unit: THB million)	1Q26	4Q25	1Q25	Change QoQ (%)	Change YoY (%)
Total revenue from services	**253.57**	265.54	255.62	(4.51%)	(0.80%)
Total revenues	**264.87**	270.31	257.21	(2.01%)	2.98%
Cost of services	**(216.41)**	(222.77)	(209.11)	(2.86%)	3.49%
Gross Profit	**37.16**	42.77	46.51	(13.13%)	(20.11%)
Other income	**2.86**	0.12	0.45	2,208.20%	535.60%
Profit before expenses	**40.07**	42.82	47.05	(6.43%)	(14.85%)
SG&A	**(17.85)**	(17.96)	(16.59)	(0.64%)	7.60%
Loss from impairment of assets	**0.00**	0.00	(5.29)	N/A	(100.00%)
Other expenses	**0.00**	(2.00)	(0.41)	(100.00%)	(100.00%)
Total expenses	**(17.85)**	(19.96)	(22.28)	(10.57%)	(19.91%)
Profit from operating activities	**22.22**	22.86	24.77	(2.82%)	(10.29%)
Finance costs (Net)	**(6.49)**	(6.73)	(8.47)	(3.54%)	(23.34%)
Profit before income tax expenses	**15.73**	16.13	16.30	(2.51%)	(3.51%)
Tax expenses	**(3.12)**	(3.17)	(3.35)	(1.44%)	(6.75%)
Profit for the period	**12.61**	12.97	12.95	(2.78%)	(2.68%)

2.3.1 Explanation of changes in Operating Performance for Q1/2026

- **Revenue from services** - Service revenue was THB 253.57 million, decreasing by 4.51% QoQ and 0.80% YoY. The change in revenue consisted of three main components.

  1. Revenue from domestic marine transportation (COA) decreased both QoQ and YoY, declining by THB 6.85 million from the previous quarter and by THB 16.56 million from the same period of the previous year, in line with lower transportation volume.
  2. Revenue from international marine transportation (Time Charter and Spot) decreased QoQ but increased YoY. The QoQ decrease of THB 5.36 million was due to the adjustment of certain vessel services from Time Charter to Spot. However, compared with the same period of the previous year, revenue increased by THB 16.60 million from the addition of one international vessel since 3Q2025 to provide Time Charter services.
  3. Land transportation revenue increased QoQ by THB 0.24 million, in line with higher land transportation volume from the previous quarter, but decreased YoY by THB 2.09 million due to lower land transportation volume compared with the same period of the previous year.

- **Cost of services and sales** was THB 216.41 million, decreasing by 2.86% QoQ but increasing by 3.49% YoY. The QoQ decrease was mainly due to lower marine transportation costs in line with lower transportation volume and lower oil prices compared with the same period. However, repair and maintenance expenses increased. Compared with the same period of the previous year, cost of services increased due to higher voyage expenses from the chartering of an international vessel to provide Time Charter services, as well as depreciation related to scheduled vessel maintenance (dry-docking) of Pilatus 66. Meanwhile, fuel costs decreased in line with lower transportation volume.
- **Gross profit** was THB 37.16 million, decreasing by 13.13% QoQ and 20.11% YoY. Gross profit margin was 14.65%, decreasing from 16.11% in the previous quarter and 18.19% in the same period of the previous year. The main reason was the decrease in service revenue, particularly from domestic marine transportation in line with lower transportation volume, while cost of services decreased at a lower rate than revenue. As a result, gross profit margin declined both QoQ and YoY.
- **SG&A** were THB 17.85 million, decreasing by 0.64% QoQ but increasing by 7.60% YoY. The YoY increase was mainly due to higher commission expenses in line with the addition of one international vessel.
- **Loss from impairment of assets** in 1Q2025, the Company recognized an impairment loss on assets of THB 5.29 million from an accounting adjustment, as the vessel to be sold in 2Q2025 had a selling price below its net book value.
- **Finance costs, net** were THB 6.49 million, decreasing by 3.54% QoQ and 23.34% YoY. The main reasons were long-term loan repayments during the year, together with lower interest rates, which reduced the Company's interest expense compared with both the previous quarter and the same period of the previous year.
- **Net profit** for the period was THB 12.61 million, decreasing by 2.78% QoQ and 2.68% YoY. The main reason was lower service revenue and gross profit, particularly from domestic marine transportation, in line with slower volume of transportation.

2.3.2 Revenue by Segment Q1/2026

Revenue Segments (Unit: THB million)	1Q26	4Q25	1Q25	Change QoQ (%)	Change YoY (%)
Marine Transportation	**222.69**	**234.91**	**222.65**	**(5.20%)**	**0.02%**
1.1 Domestic Marine Transportation	**161.28**	168.13	177.84	(4.08%)	(9.31%)
COA[1/]	**161.28**	168.13	177.84	(4.08%)	(9.31%)
SPOT[2/]	**0.00**	0.00	0.00	N/A	N/A
1.2 International Marine Transportation	**61.41**	66.78	44.81	(8.03%)	37.06%
COA	**0.00**	0.00	0.00	N/A	N/A
SPOT	**0.00**	21.87	0.00	(100.00%)	N/A
Time Charter[3/]	**61.41**	44.91	44.81	36.76%	37.06%
Land Transportation	**30.88**	**30.64**	**32.97**	**0.79%**	**(6.35%)**
Domestic	**30.88**	30.64	32.97	0.79%	(6.35%)
International	**0.00**	0.00	0.00	N/A	N/A
Total revenue from services	**253.57**	**265.54**	**255.62**	**(4.51%)**	**(0.80%)**

Remark: 1/ COA, or Contract of Affreightment, refers to a transportation agreement made in advance for the shipment of goods over a specified period.

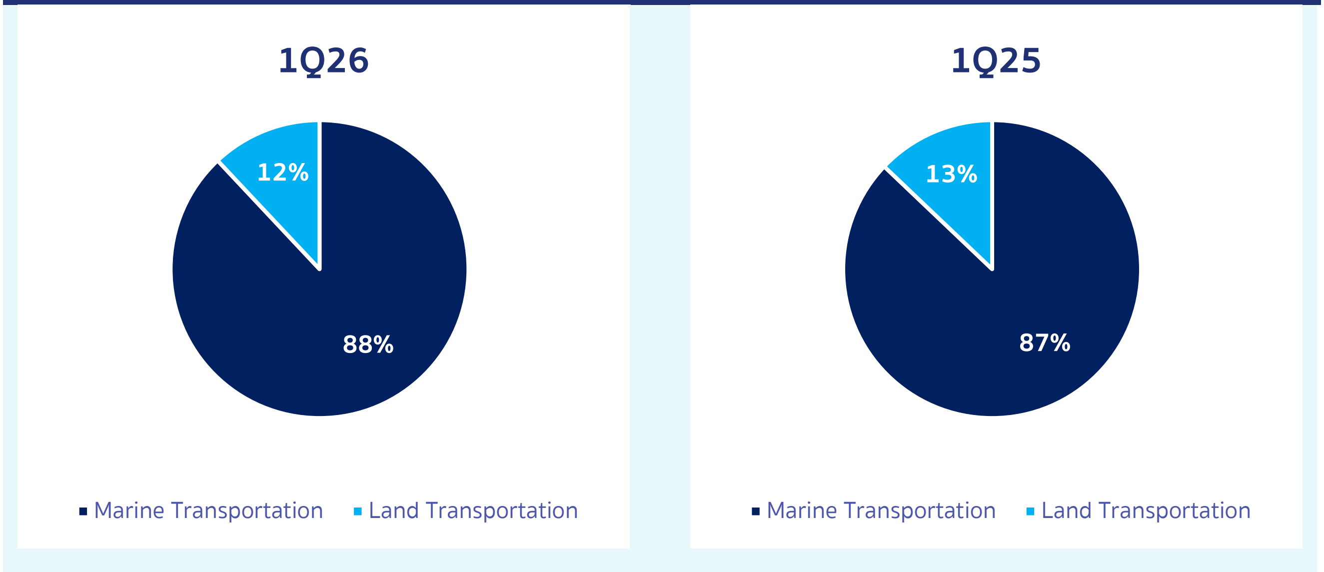
2/ Spot refers to a Spot Charter, which is a single voyage charter where transportation services are hired on a per-trip basis according to the customer's needs.

3/ Time Charter refers to a contract for the transportation of goods for a specified period. It involves the leasing of a vessel for a set duration, during which the charterer or customer has the right to use the vessel.

Key Takeaway:

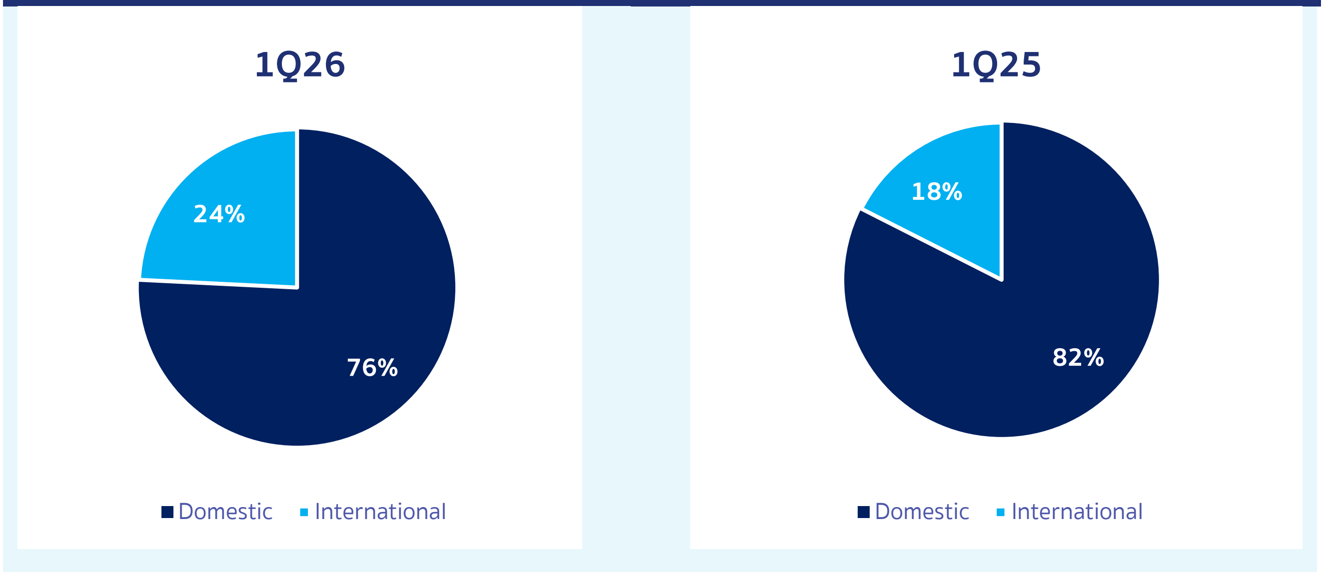
In Q1/2026, the Company's service revenue was THB 253.57 million, down 0.80% YoY and 4.51% QoQ. International marine transportation revenue grew YoY, supported by Time Charter services, while domestic marine transportation declined due to slower shipment volume. Land transportation revenue fell YoY but improved slightly QoQ.

Figure 3: Revenue by segment Q1/2026 compared to Q1/2025



From figure 3: From the revenue proportion by segment in 1Q2026, the Company's service revenue consisted of revenue from the marine transportation business at 88% of total revenue and revenue from the land transportation business at 12% of total revenue.

Figure 4: Revenue by Geographical Region Q1/2026 compared to Q1/2025



From figure 4: From the revenue proportion by region in 1Q2026, the Company's international service revenue accounted for 24% of total revenue, increasing from 18% in the same period of the previous year. The increase was mainly driven by higher international Time Charter revenue compared with the same period of the previous year.

Domestic marine Transportation 1Q26

Revenue of THB 161.28 million

A decrease of 9.31%

YoY

International Marine Transport 1Q26

Revenue of THB 61.41 million

An increase of 37.06%

YoY mainly from Time Charter contract

Land Transportation 1Q26

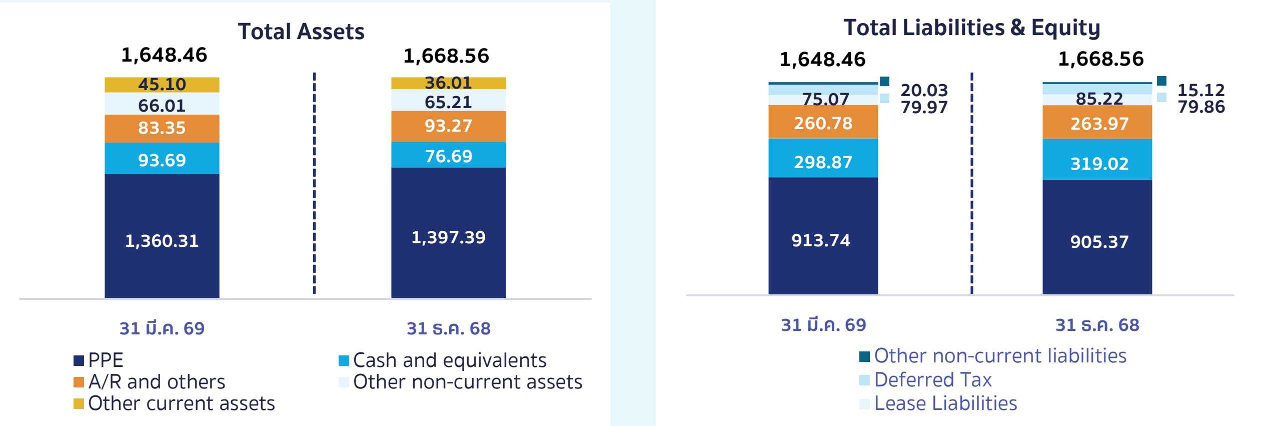
Revenue of THB 30.88 million

A decrease of 6.35%

YoY

3. Balance Sheet

Figure 5: Balance Sheet as of March 31, 2026 vs as of December 31, 2025 (Unit: THB million)



Assets:

As of March 31, 2026, the Company and its subsidiaries had total assets of THB 1,648.46 million, decreasing by 1.20% from THB 1,668.56 million as of December 31, 2025. The key changes were as follows.

- Cash and cash equivalents increased by THB 17.00 million from operating results. During 1Q2026, there were no additional capital expenditures for vessel acquisitions or other investments.
- Inventories increased by THB 10.27 million due to higher fuel reserves to ensure sufficient supply for customer services and reduce risk from oil price volatility toward the end of 1Q2026.
- Buildings and equipment, net, decreased by THB 37.08 million due to depreciation for the period.

Liabilities:

As of March 31, 2026, the Company and its subsidiaries had total liabilities decreasing by THB 28.48 million. The key changes were as follows.

- Long-term loans decreased by THB 22.21 million due to scheduled loan repayments.
- Lease liabilities decreased by THB 11.16 million due to scheduled repayments.
- Other non-current liabilities increased by THB 4.91 million due to the recognition of additional employee benefit obligations based on a new actuarial report.

Equity:

As of March 31, 2026, the Company and its subsidiaries had shareholders' equity of THB 913.74 million, increasing by 0.93% from THB 905.37 million as of December 31, 2025. The increase was attributable to net profit for the period of THB 12.61 million, partially offset by a decrease of THB 4.23 million from the impact of employee benefit obligations under the new actuarial report and the impact of cash flow hedging.

4. Cash Flow Statement

Transaction (Unit: THB million)	Mar 31, 2026	Mar 31, 2025
Net cash provided by operating activities	76.48	73.57
Net cash provided by (used in) investing activities	(21.59)	(40.08)
Net cash provided by (used in) financing activities	(40.09)	(57.61)
Net increase (decrease) in cash and cash equivalents	**14.80**	**(24.13)**
Cash and cash equivalents as at the beginning of the year	76.69	104.78
Unrealized profit (loss) on exchange rate	2.21	(0.16)
Cash and cash equivalents as at the end of the period	**93.69**	**80.49**

The Company had an opening cash balance of THB 76.69 million as of January 1, 2026. Cash inflow from operating activities totaled THB 78.93 million. After deducting income tax payments of THB 2.44 million, the Company generated net cash provided by operating activities of THB 76.48 million. The Company had net cash used in investing activities of THB 21.59 million, with the key item being dry-docking. In addition, the Company had net cash used in financing activities of THB 40.09 million from long-term loan repayments, lease liability repayments, and interest payments. As a result, the Company had an ending cash balance of THB 93.69 million as of March 31, 2026.

5. Sustainability Commitment

Pilatus Marine Public Company Limited has established clear and effective operational guidelines aimed at achieving sustainable growth while simultaneously reducing negative environmental impacts in a tangible manner. The Company recognizes the importance of strictly adhering to environmental laws and regulations, which serve as a fundamental basis for business operations.

Currently,

- Currently, one of the Company's key policies is the efficient use of resources and energy. The Company is committed to environmental protection by minimizing unnecessary resource consumption and preventing pollution that may arise from business operations. Additionally, the Company places significant emphasis on promoting and developing innovations for environmental sustainability, creating new methods that help reduce environmental impact.
- The Company has actively pursued environmental goals with a strong commitment and has implemented measures to reduce water pollution through the management of ballast water in accordance with international standards and has systematically reduced waste by adhering to the 7R principles (Refuse, Refill, Return, Repair, Reuse, Recycle, Reduce). This systematic approach effectively minimizes environmental impact. Additionally, the Company has transitioned to using low-sulfur fuels, such as Marine Gas Oil (MGO), and has promoted the use of LED lighting to reduce air pollution and greenhouse gas emissions.

In the Future,

The Company places great importance on responsibility towards all stakeholders, whether directly or indirectly involved with the Company. The Company is committed to identifying additional sustainability benchmarks at international standards to enhance the efficiency and quality of marine and land transportation services. Furthermore, the Company is dedicated to minimizing any potential negative impacts it may cause, ensuring that all operational planning supports sustainable growth in the future.