CHOW 318/2026

14 August 2026

Subject : Management's Discussion and Analysis for the three-month and six-month periods ended 30 June 2026

Attention : Committee and Manager, The Stock Exchange of Thailand

Refer to : The Regulation of the Stock Exchange of Thailand on the preparation and submission of financial statements and reports on the financial position and operating results of listed companies, B.E. 2544 (2001).

Chow Bright Ventures Holdings Public Company Limited ("the Company") would like to declare its operating results for the three-month and six-month periods ended 30 June 2026 and statement of financial position as of 30 June 2026. The analysis topics are as follows.

1. Management Discussion & Analysis
2. The Group Performance Analysis
   2.1 Analysis for the three-month period ended 30 June 2026
   2.2 Analysis for the six-month period ended 30 June 2026
3. Consolidated Statement of Financial Position Analysis
4. Consolidated Statement of Cash Flows Analysis
5. Update progress regarding of the notification letter received by the Group from the Department of Industrial Works and the Thai Industrial Standards Institute.

1. Management Discussion & Analysis

In the second quarter of 2026, the Group's overall operating performance improved compared with the same period of the previous year, as reflected by revenue from sales and services increasing to THB 164.04 million from THB 125.29 million. The increase was mainly attributable to the steel business, which was able to maintain continuous production compared with the temporary production suspension during the same period of the previous year. However, steel sales declined due to weaker domestic steel demand amid the economic slowdown and a slowdown in the real estate sector. Nevertheless, the Company began to see signs of recovery in orders from trading customers from the middle of the quarter, although order volumes remained below the previous year's level.

Meanwhile, the renewable energy business continued to serve as an important supporting business for the Group. Revenue from electricity sales in Japan remained stable, while revenue from equipment sales and EPC services decreased in line with the timing of revenue recognition for each project. The gross profit margin of this business also declined, putting pressure on the Group's overall gross profit. In addition, the share of profit from investments in joint ventures increased to THB 12.04 million, driven by the gradual recognition of operating results from power projects that had commenced commercial operations. Finance costs decreased as a result of both lower outstanding borrowings and lower interest rates. However, selling and administrative expenses increased due to higher employee-related expenses and consultant fees. The Group maintained EBITDA at approximately THB 7.41 million, compared with THB 8.74 million in the previous year.

In terms of financial position, as of 30 June 2026, the Group maintained a strong financial position, as reflected by a current ratio and debt-to-equity ratio of 1.1 times and 0.21 times, respectively. The Group also generated strong net cash flows from operating activities of THB 238.74 million, reflecting its ability to effectively manage liquidity and meet its financial obligations at an appropriate level. Management expects that the Group's operating performance going forward will depend on the recovery of orders in the steel business, the continuity of revenue recognition from the renewable energy business, and the effectiveness of cost and expense management, which will be key factors affecting the Group's performance for the remainder of the year.

Sustainable Corporate Development: ESG

The Group has begun to apply the concept of sustainable corporate development: ESG to its management practices, integrating environmental, social, and governance responsibilities into all processes in a transparent and auditable manner. The company believes that developing the organization under the ESG framework will enable the group to grow and coexist with society sustainably, rather than simply conducting business to generate returns for stakeholders. Implementing ESG into the organization's development takes time, cost, and a sense of responsibility among all employees. The company is committed to achieving its goals and has established an ESG working group to oversee its implementation in each business segment.

Steel Business: The Group has been certified and granted labeling for 1) the Carbon Footprint of Products, and 2) the Carbon Footprint of Circular Economy Products, by the Thailand Greenhouse Gas Management Organization.

Renewable Energy Business: The Group has established policies relating to the Environmental and Social Management System (ESMS) in accordance with the World Bank Group's IFC Performance Standards. This system will cover the company's environmental, social, and occupational health and safety (OHS) policies and procedures. In addition, the Group has also received the ISO 14001 certification, which is related the environmental management system standards, since the year 2024.

2. The Group Performance Analysis

2.1) Analysis for 3-month period ended 30 June 2026

Significant Financial Information - Operating Results	Q2	Q1	Changes		Q2	Changes	
MB	2026	2026	Mb	%	2025	Mb	%
Revenue from sales and services	164.04	282.49	(118.45)	-41.9%	125.29	38.75	30.9%
Gross profit	**3.30**	**29.64**	**(26.34)**	-88.9%	**8.50**	**(5.19)**	-61.1%
Selling and administrative expenses	36.70	35.85	0.85	2.4%	33.70	3.00	8.9%
Share of profit from investments in joint ventures	**12.04**	**8.67**	**3.37**	38.8%	**1.70**	**10.34**	607.5%
Finance cost	0.50	1.77	(1.26)	-71.6%	5.82	(5.31)	-91.4%
Tax (income) expenses	4.78	(1.14)	5.92	-517.8%	1.63	3.15	193.1%
Net profit	**(11.05)**	**2.47**	**(13.52)**	**-546.7%**	**(17.09)**	**6.04**	-35.4%
EBITDA	**7.41**	**19.50**	**(12.09)**	**-62.0%**	**8.74**	**(1.33)**	-15.2%
Gross profit margin to revenue (%)	**2.0%**	**10.5%**		-8.5%	**6.8%**		-4.8%
EBITDA margin to revenue (%)	**4.5%**	**6.9%**		-2.4%	**7.0%**		-2.5%

<u>Revenue from Sales and Services</u>

Revenue from sales and services for the current quarter amounted to THB 164.04 million, decreasing by THB 118.45 million from the previous quarter but increasing by THB 38.75 million from the same quarter of 2025, when revenue amounted to THB 125.29 million. The changes were mainly attributable to:

<u>Steel Business</u>

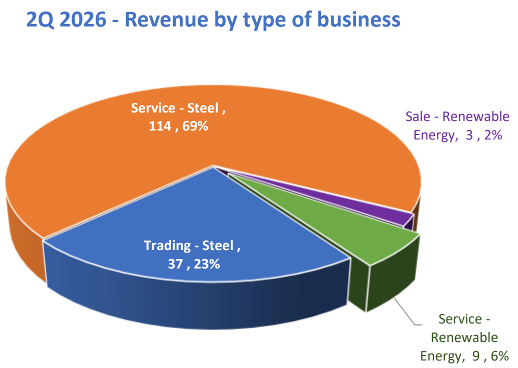
<u>Revenue from Sales and Services</u>: Revenue increased by THB 46.99 million from the second quarter of 2025, mainly due to higher sales volumes in the trading business and higher revenue from manufacturing services. The increase was primarily attributable to the fact that, during the same period of the previous year, the Company had temporarily suspended its production process to improve manufacturing operations, together with delays in obtaining approvals from government authorities, which were subsequently granted at the end of the third quarter of 2025.

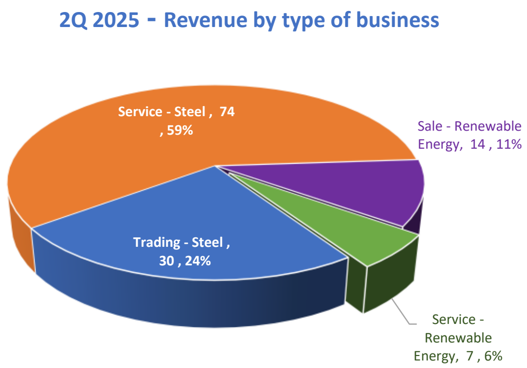
<u>Gross Profit and Gross Profit Margin</u>: Gross profit for the current period was THB 4.4 million. The gross profit margin of the steel business remained relatively stable at around 3-4% of revenue because the trading and service businesses maintained effective cost management through risk diversification. Therefore, the gross profit margin was not materially different from that of 2025.

Renewable Energy Business

Revenue from Sales and Services: Revenue decreased by approximately THB 8.24 million and THB 25.29 million compared with the second quarter of 2025 and the previous quarter, respectively. Revenue comprised electricity sales, equipment sales, and EPC services. The decreases were mainly attributable to lower revenue from equipment sales and EPC services, which varies depending on customer orders for solar power generation systems, the timing of projects awarded, and the terms of the relevant contracts. Revenue from electricity sales generated by the projects in Japan did not change materially.

Gross Profit and Gross Profit Margin: The renewable energy business recorded a gross loss of approximately THB 1.07 million in the current quarter from the electricity generation and sales segment, compared with a gross profit of approximately THB 4.66 million in the same period of the previous year.





Selling and Administrative Expenses: Selling and administrative expenses for the current period were THB 36.70 million, increasing by approximately THB 3 million from the previous year. The increase was mainly attributable to higher employee-related expenses and consultant fees incurred both in Thailand and overseas in connection with the Group's operations.

Share of Profit from Investments in Joint Ventures: The total share of profit was THB 12.04 million, increasing by THB 10.34 million from the second quarter of 2025. This was consistent with the improved performance of the joint ventures, as solar power projects gradually achieved Commercial Operation Date (COD) and commenced billing for electricity under Power Purchase Agreements (PPAs) with industrial and commercial customers in Thailand.

Finance Costs: Finance costs decreased by THB 5.31 million due to two main factors.

I. **Lower principal balance:** Short-term borrowings from financial institutions used for construction of solar power projects decreased compared with the outstanding balance at the end of the second quarter of 2025, due to the receipt of EPC service payments for completed solar power projects that had commenced commercial operations.

II. **Lower interest rates:** Interest rates on short-term borrowings from financial institutions during the current quarter were reduced compared with the corresponding period, in line with interest rates announced by financial institutions.

2.2) Analysis for 6-month period ended 30 June 2026

Significant Financial Information - Operating Results MB	1H 2026	1H 2025	Changes Mb	Changes %
Revenue from sales and services	446.54	739.08	(292.55)	-39.6%
Gross profit	32.95	37.85	(4.91)	-13.0%
Selling and administrative expenses	72.55	59.75	12.79	21.4%
Share of profit from investments in joint ventures	20.72	5.87	14.84	252.8%
Finance cost	2.27	13.92	(11.65)	-83.7%
Tax (income) expenses	3.64	1.90	1.74	91.5%
Net profit	(8.57)	(7.26)	(1.32)	18.1%
EBITDA	26.91	38.22	(11.32)	-29.6%
Gross profit margin to revenue (%)	7.4%	5.1%		2.3%
EBITDA margin to revenue (%)	6.0%	5.2%		0.9%

Revenue from Sales and Services

Revenue from sales and services for the six-month period was THB 446.54 million, decreasing from THB 739.08 million in the same six-month period of 2025. The decrease was mainly attributable to the following factors.

Steel Business

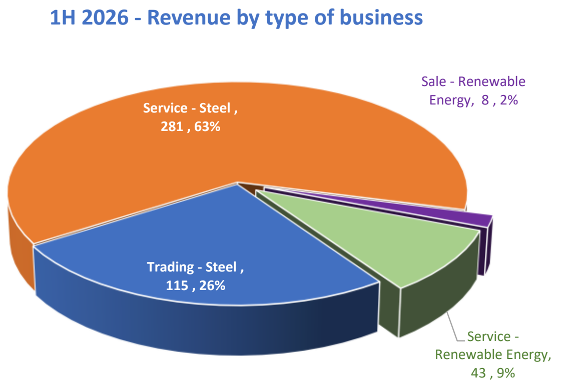
Revenue from Sales and Services: Revenue decreased by THB 260.20 million due to lower sales volumes in the trading business and lower revenue from manufacturing services during the first quarter of 2026. This was mainly attributable to the Company's temporary suspension of production in order to improve its manufacturing processes, together with delays in obtaining approvals from government authorities, which were received at the end of the third quarter of 2025. In addition, domestic demand for steel declined during the first quarter of 2026 due to the economic slowdown, overseas conflicts, and uncertainty adversely affecting the growth of the real estate sector, which is a key customer segment for steel bars. However, the Company began gradually receiving orders from trading customers from the middle of the first quarter onward.

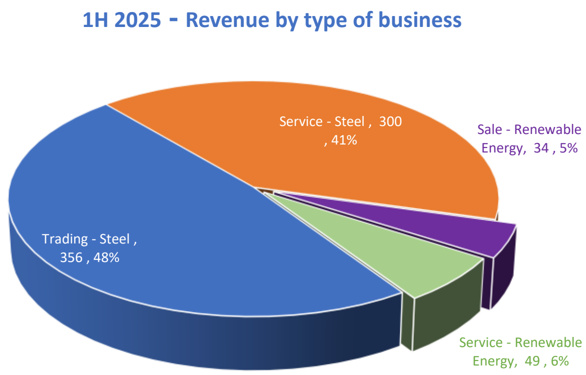
Gross Profit and Gross Profit Margin: Gross profit for the current period was THB 15.41 million. The gross profit margin of the steel business remained relatively stable at around 3-4% of revenue, as the trading and service businesses maintained effective cost management through risk diversification. Therefore, the gross profit margin was not materially different from that of 2025.

Renewable Energy Business

Revenue from Sales and Services: Revenue decreased by THB 32.34 million, comprising revenue from electricity sales, equipment sales, and EPC services. The decrease was mainly attributable to lower revenue from equipment sales and EPC services, which varies depending on customer orders for solar power generation systems, the timing of projects awarded, and the terms of the relevant contracts. Revenue from electricity sales generated by the projects in Japan did not change materially.

Gross Profit and Gross Profit Margin: Gross profit from the renewable energy business for the current period was approximately THB 17.6 million, generated from electricity sales, equipment sales, and EPC services. This represented a slight increase compared with gross profit of approximately THB 10.9 million in the previous year, mainly due to differences in the timing of service performance under the relevant contracts.





Selling and Administrative Expenses: Selling and administrative expenses for the current period were THB 72.55 million, increasing by approximately THB 12.79 million from the previous year, mainly due to employee-related expenses and consultant fees in both Thailand and overseas in connection with the Group's operations.

Share of Profit from Investments in Joint Ventures: The total share of profit was THB 20.72 million, increasing by THB 14.84 million from the second quarter of 2025. This was consistent with the improved performance of the joint ventures, as solar power projects gradually achieved COD and commenced billing for electricity under PPAs with industrial and commercial customers in Thailand.

Finance Costs: Finance costs decreased by THB 11.65 million due to two main factors.

I. **Lower principal balance:** Short-term borrowings from financial institutions used for construction of solar power projects decreased compared with the outstanding balance at the end of the second quarter of 2025, due to the receipt of EPC service payments for completed solar power projects that had commenced commercial operations.

II. **Lower interest rates:** Interest rates on short-term borrowings from financial institutions during the current quarter were reduced compared with the corresponding period, in line with interest rates announced by financial institutions.

3. Analysis of Consolidated financial position as at 30 June 2026

Consolidated Statement of Financial Position	30-Jun-26 Mb	31 Dec 25 Mb	Changes Mb	Changes %
ASSETS				
Current assets	453.16	712.28	(259.12)	-36.4%
Non-current assets	2,323.60	2,301.31	22.30	1.0%
Total Assets	**2,776.77**	**3,013.59**	**(236.82)**	**-7.9%**
Liabilities and Equity				
Liabilities				
Current liabilities	401.55	561.51	(159.96)	-28.5%
Non-current liabilities	89.13	84.90	4.23	5.0%
Total Liabilities	**490.68**	**646.41**	**(155.73)**	**-24.1%**
Shareholders' equity	**2,286.09**	**2,367.17**	**(81.09)**	**-3.4%**
Total Liabilities and Equity	**2,776.77**	**3,013.59**	**(236.82)**	**-7.9%**

Total Assets:

As of 30 June 2026, the Group had total assets of THB 2,776.77 million, decreasing by THB 236.82 million from the previous year. Significant changes in assets were as follows.

Current Assets decreased by THB 259.12 million due to the following:

- Trade and other current receivables decreased by THB 276.91 million, mainly due to collections of receivables related to the construction of solar power projects, from account receivable - Revenue Department and current tax assets decreased by THB 11.73 million due to the reclassification of withholding tax receivables pending refund from the Revenue Department from current assets to non-current assets, as the expected refund period exceeds 12 months.
- Cash and cash equivalents decreased by THB 13.98 million from the Group's operations, contract assets increased by THB 33.43 million, and other current assets increased by THB 8.26 million.

Non-current Assets increased by THB 22.3 million.

- Investment in joint venture increased by THB 11.6 million and other non-current assets increased by THB 32.37 million, mainly due to the reclassification of withholding tax receivables pending refund from current assets to non-current assets.
- Property, plant, and equipment decreased net by THB 20.25 million, mainly due to depreciation and amortization during the period.

Total Liabilities:

The Group had total liabilities of THB 490.68 million, decreasing by THB 155.73 million from the previous year. Key movements included a decrease in trade and other current payables of THB 13.42 million during the period and a net decrease of THB 165.44 million in short-term borrowings from financial institutions and related parties due to repayments made during the period.

Total Equity decreased by THB 81 million due to a THB 85.11 million decrease in non-controlling interests in subsidiaries (dividend paid during the period by a subsidiary), partly offset by a THB 5.84 million increase in foreign currency translation differences and a THB 5.05 million increase in share of other comprehensive income from joint ventures.

4. Analysis of Cashflow Statement

Summary of Consolidated Statement of Cashflow	Mb
Net cash in-flows from operating activities	238.74
Net cash out-flows from investing activities	(4.33)
Net cash out-flows from financing activities	(254.19)
Changes in translation adjustments	5.85
Net decreased in cash and cash equivalents	**(13.93)**
Cash and cash equivalent - beginning of the period	75.02
Cash and cash equivalent - end of the period	**61.10**

Net cash in-flows from operating activities

The Group generated net cash from operating activities of THB 238.74 million, comprising cash generated from operations during the period of THB 265.10 million, net of interest received and paid and income tax paid totaling THB 26.36 million.

Net cash out-flows from investing activities

During the period, the Group had no significant movements in investing activities.

Net cash out-flows from financing activities

The Group repaid short-term borrowings from financial institutions and unrelated parties totaling THB 165.4 million, paid dividends to minority shareholders during the period of THB 87.2 million.

5. Update progress regarding of the notification letter received by the Group from the Department of Industrial Works and the Thai Industrial Standards Institute.

On 7 April 2026, Chow Steel Manufacturing Co., Ltd. submitted a report on amendments to project details in the completed Environmental Impact Assessment (EIA) report to the Provincial Industry Office ("PIO"). The submission is currently under review by the PIO.

Yours sincerely,

(Mr. Anavin Jiratomsiri)

Chief Executive Officer