PILATUS
MARINE


Management Discussion and Analysis for the company's performance of

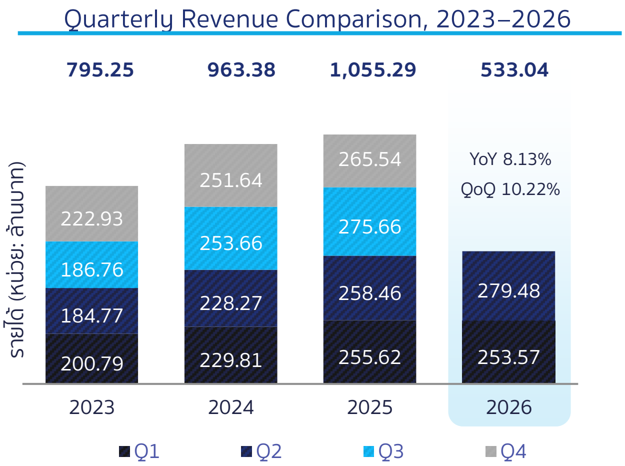
Pilatus Marine Public Company Limited For the 2nd quarter ended June 30, 2026

No: PLT/MAI-013/2026 August 14, 2026

# 1. Executive Summary

## 1.1 Summary of Business Performance for 2Q2026

**For 2Q2026, Pilatus Marine Public Company Limited (the "Company") reported service revenue of THB 279.48 million, an increase of 10.22% QoQ and 8.13% YoY.** The increase was primarily driven by marine transport revenue, which rose 10.86% QoQ and 8.84% YoY to THB 246.87 million. International marine transport revenue increased 3.59% QoQ and 71.46% YoY to THB 63.62 million, supported by Time Charter revenue from all three vessels. Domestic marine transport revenue increased 13.63% QoQ to THB 183.26 million, but declined 3.41% YoY as domestic customer transport volumes remained below the same period last year.




**In terms of profitability, EBITDA amounted to THB 77.90 million, increasing 3.61% QoQ but decreasing 4.42% YoY.** EBITDA Margin was 27.87%, down from 29.65% in 1Q2026 and 31.53% in 2Q2025. **Net profit amounted to THB 14.70 million, increasing 16.58% QoQ but decreasing 18.42% YoY.** The QoQ increase was consistent with higher revenue, a slight decrease in selling and administrative expenses, and lower net finance costs. The YoY decrease was attributable to service costs increasing by 11.96%, outpacing revenue growth, with fuel costs and operating expenses of the marine and land transportation businesses being key factors.

**For the six-month period of 2026, the Company reported service revenue of THB 533.04 million, an increase of 3.69% YoY.** International marine transport revenue increased 52.64% YoY, offsetting decreases of 6.26% YoY in domestic marine transport revenue and 2.44% YoY in land transportation revenue. However, gross profit decreased 14.81% YoY to THB 79.00 million, EBITDA decreased slightly by 1.63% YoY to THB 153.09 million, and net profit decreased 11.83% YoY to THB 27.31 million, due to higher service costs and expenses compared with the prior-year base.

## 1.2 Thailand's Economic Conditions and Energy Consumption Outlook

**Thailand's economy is expected to expand at a limited pace throughout 2026** compared with several countries in the region. The World Bank forecasts global GDP growth of 2.5% in 2026, down from 2.9% in the prior year, while Southeast Asia's GDP is expected to grow by 4.4%. Thailand is viewed as one of the slowest-growing economies in the region, with forecasts from various institutions ranging from approximately 1.6% to 2.3%. Goldman

Sachs estimates Thailand's GDP growth at 1.7%, while SCB EIC revised its estimate from 1.7% to 2.0%. Thailand's economic recovery therefore remains constrained by the gradual recovery of domestic purchasing power, household debt, business operating costs, and trade and geopolitical uncertainties. These factors have led some customers to manage inventories and order volumes more cautiously, consistent with the Company's domestic transport volumes trending lower than the prior year.

**Nevertheless, energy and LPG demand remain basic requirements of households and industrial sectors.** Data from the Energy Policy and Planning Office for the first three months of 2026 indicated that final commercial energy consumption increased 4.5% YoY, while LPG, propane and butane consumption increased 4.2% YoY to approximately 18.0 thousand tonnes per day. Petrochemical, household, transportation and industrial uses were key components. However, an increase in overall national LPG consumption may not result in a corresponding increase in transport service volumes, as the Company's revenue also depends on customer order volumes, route allocation, competition, and customers' transport management or procurement behavior. The Company therefore continues to closely monitor domestic LPG demand and the workload of each customer group.

## 1.3 Gas Carrier and LPG Shipping Industry Overview

**The Gas Carrier and LPG Shipping** industries in 2Q2026 continued to be influenced by uncertainty surrounding energy routes and geopolitics, particularly ongoing conflicts in the Middle East and restrictions around the Strait of Hormuz. As a result, some Asian buyers shifted towards sourcing more LPG from the United States, while certain shipping routes required vessels to take a longer route around the Cape of Good Hope. This increased voyage durations by approximately 10–15 days and reduced the number of vessels available in the market.

According to OPIS, freight rates for Very Large Gas Carriers (VLGCs) on the Houston–Chiba route increased to approximately US$320 per tonne in late May 2026, from the mid-US$140 per tonne range before the conflict intensified. This reflects the importance of transport costs and vessel availability to LPG trading between the United States and Asia. **However, this data represents the VLGC market, whose operating characteristics differ from the Company's transport model. The Company operates a fleet of small gas carriers under long-term Time Charter agreements, with freight rates and service conditions predetermined under the contracts. Consequently, the Company's transport costs are not directly affected by fluctuations in Spot freight rates in the same manner as the VLGC market.**

**For the Company, the revenue structure comprising domestic marine transport and international Time Charter revenue helps diversify risk.** In 2Q2026, all three international marine transport vessels operated under Time Charter agreements, providing greater revenue continuity than revenue dependent on individual Spot voyages. At the same time, the Company continues to focus on cost control, matching vessel deployment to workload, and selecting contracts appropriate to market conditions.

## 1.4 Management's View on Business Outlook

Management expects operations during the remainder of 2026 to remain subject to limited economic expansion and continued volatility in the energy transport business. The Company therefore focuses on maintaining the stability of the core businesses, managing vessel utilization in line with workload, and exercising disciplined cost control.

International marine transport under Time Charter agreements will continue to provide a revenue base that supports continuity of total revenue. The Company will closely monitor the performance and costs of all three vessels. Domestic marine transport remains a core business supported by LPG demand, although workload may depend on customer orders and job allocation during each period.

The LPG Trading business has begun to receive additional work volumes and customers, although it remains small in scale. Management plans to develop this business during the second half of the year by leveraging the company's existing customer network and logistics expertise. The Company will consider expansion based on commercial viability and risk management and will not accelerate capacity or fleet expansion beyond the level of supportable workload.

# 2. Performance Overview and Explanation

## 2.1 Financial Highlights for 2Q2026

Pilatus Marine Public Company Limited (the "Company") recorded the following overall performance for 2Q2026, ended June 30, 2026:

| Financial Highlights | Unit | 2Q26 | 1Q26 | 2Q25 | QoQ Change (%) | YoY Change (%) |
|---|---|---|---|---|---|---|
| Revenue from services | THB million | 279.48 | 253.57 | 258.46 | 10.22% | 8.13% |
| Total revenue | THB million | 283.88 | 264.87 | 258.46 | 7.18% | 9.84% |
| Gross profit | THB million | 41.84 | 37.16 | 46.22 | 12.60% | (9.48%) |
| EBITDA[1/] | THB million | 77.90 | 75.19 | 81.50 | 3.61% | (4.42%) |
| Net profit | THB million | 14.70 | 12.61 | 18.02 | 16.58% | (18.42%) |
| Earnings per share (EPS) | THB | 0.015 | 0.013 | 0.019 | 16.58% | (18.42%) |
| Gross profit margin (GPM) | % | 14.97% | 14.65% | 17.88% | 2.17% | (16.28%) |
| EBITDA Margin[2/] | % | 27.87% | 29.65% | 31.53% | (6.00%) | (11.61%) |
| Net profit margin | % | 5.26% | 4.97% | 6.97% | 5.77% | (24.55%) |

Notes: 1/ Earnings before interest, taxes, depreciation and amortization.
2/ EBITDA as a percentage of total revenue.

- **Service revenue –** Service revenue amounted to THB 279.48 million, increasing 10.22% QoQ and 8.13% YoY. The main factor was marine transport revenue of THB 246.87 million, which increased both QoQ and YoY due to international Time Charter revenue from three vessels. Domestic marine transport revenue increased QoQ but remained lower YoY in line with lower transport volumes. Land transportation revenue increased slightly YoY to THB 32.16 million, and the Company began recognizing THB 0.45 million in rental and service revenue during the quarter from investment property.
- **Gross profit –** Gross profit amounted to THB 41.84 million, increasing 12.60% QoQ but decreasing 9.48% YoY. Gross profit margin is up from 14.65% in the previous quarter but down from 17.88% in Q2 of the prior year. The QoQ increase was consistent with higher service revenue.
- **EBITDA –** EBITDA amounted to THB 77.90 million, increasing 3.61% QoQ but decreasing 4.42% YoY. EBITDA Margin was 27.87%, down from 29.65% in the previous quarter and 31.53% in Q2 of the prior year.

- **Net profit –** Net profit amounted to THB 14.70 million, increasing 16.58% QoQ but decreasing 18.42% YoY. Net profit margin was 5.26%, compared with 4.97% in the previous quarter and 6.97% in Q2 of the prior year. The QoQ increase was supported by higher gross profit, a slight decrease in selling and administrative expenses, and lower net finance costs, while the YoY decrease was attributable to service costs increasing at a higher rate than revenue.

## 2.2 Operational Performance for 2Q2026

Figure 1: Marine transport vol. (Unit: k. tonnes)

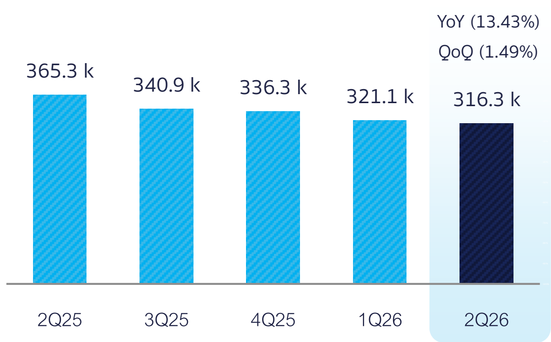
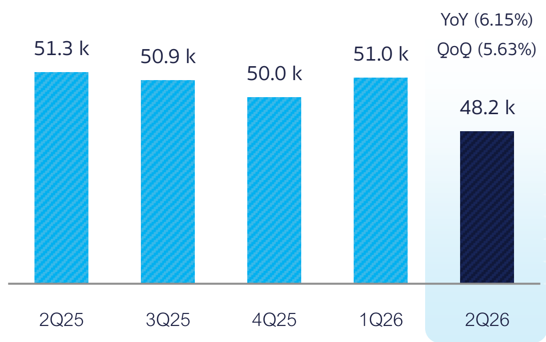



Figure 2: Land Transportation (Unit: k. tonnes)




- Marine transport volume was 316.3 thousand tonnes, decreasing 1.49% QoQ and 13.43% YoY. The decrease resulted from a slowdown in domestic transport volumes, while overall marine transport revenue increased both QoQ and YoY, particularly from international Time Charter revenue.
- Land Transportation was 48.2 thousand tonnes, decreasing 5.63% QoQ and 6.15% YoY. In contrast, land transportation revenue increased 4.13% QoQ and 1.63% YoY due to higher freight rates.

## 2.3 Consolidated Income Statement for 2Q2026

| Consolidated Income Statement (Unit: THB million) | 2Q26 | 1Q26 | 2Q25 | QoQ Change (%) | YoY Change (%) |
|---|---|---|---|---|---|
| Revenue from services | 279.48 | 253.57 | 258.46 | 10.22% | 8.13% |
| Total revenue | 283.88 | 264.87 | 258.46 | 7.18% | 9.84% |
| Cost of services | (237.63) | (216.41) | (212.24) | 9.81% | 11.96% |
| Gross profit | 41.84 | 37.16 | 46.22 | 12.60% | (9.48%) |
| Other income | 0.23 | 2.86 | 0.36 | (92.05%) | (36.74%) |
| Profit before expenses | 42.33 | 40.07 | 46.58 | 5.64% | (9.14%) |
| Selling and administrative expenses (SG&A) | (17.40) | (17.85) | (16.26) | (2.50%) | 7.01% |
| Reversal of (loss from) impairment of assets | 0.00 | 0.00 | 5.29 | N/A | (100.00%) |
| Loss from impairment of assets | (0.25) | 0.00 | (5.29) | N/A | (95.36%) |
| Other expenses | 0.00 | 0.00 | (0.30) | N/A | (100.00%) |
| Total expenses | (17.65) | (17.85) | (16.57) | (1.13%) | 6.49% |
| Operating profit | 24.68 | 22.22 | 30.01 | 11.07% | (17.77%) |
| Net finance costs | (6.01) | (6.49) | (7.54) | (7.36%) | (20.26%) |
| Profit before income tax expenses | 18.67 | 15.73 | 22.47 | 18.68% | (16.93%) |
| Income tax expense | (3.97) | (3.12) | (4.45) | 27.18% | (10.90%) |
| Profit for the period | 14.70 | 12.61 | 18.02 | 16.58% | (18.42%) |

## 2.3.1 Explanation of 2Q2026 Performance

- Service revenue – Service revenue amounted to THB 279.48 million, increasing 10.22% QoQ and 8.13% YoY, while total revenue amounted to THB 283.88 million, increasing 7.18% QoQ and 9.84% YoY.

    1. **Domestic marine transport revenue increased QoQ** by THB 21.98 million due to higher freight rates, but decreased YoY by THB 6.46 million in line with lower transport volumes.
    2. **International marine transport revenue (Time Charter and Spot) increased QoQ** by THB 2.20 million due to a higher exchange rate, and increased YoY by THB 26.50 million due to one additional international Time Charter vessel, which commenced service in June 2025.
    3. **Land transportation revenue increased QoQ by THB 1.28 million and YoY** by THB 0.52 million due to higher freight rates, despite land transportation volume declining both QoQ and YoY.
    4. **Rental and service revenue** amounted to THB 0.45 million following the commencement of investment property leasing in June 2026.

- Gross profit – Gross profit amounted to THB 41.84 million, increasing 12.60% QoQ but decreasing 9.48% YoY. Gross profit margin was 14.97%, up from 14.65% in the previous quarter but down from 17.88% in Q2 of the prior year. The QoQ increase was consistent with higher service revenue.

- Selling and administrative expenses (SG&A) – Selling and administrative expenses amounted to THB 17.40 million, decreasing 2.50% QoQ but increasing 7.01% YoY. The YoY increase was mainly attributable to higher distribution costs or commissions for the additional international vessel and higher administrative expenses.

- Net finance costs – Net finance costs amounted to THB 6.01 million, decreasing 7.36% QoQ and 20.26% YoY, supporting profit before tax and net profit. The QoQ decrease of THB 0.48 million and YoY decrease of THB 1.53 million were consistent with principal repayments and lower borrowing interest rates.

- Profit for the period – Profit for the period amounted to THB 14.70 million, increasing 16.58% QoQ but decreasing 18.42% YoY. The QoQ increase was supported by higher gross profit, lower selling and administrative expenses, and lower net finance costs, while the YoY decrease was attributable to service costs increasing at a higher rate than revenue.

## 2.3.2 Revenue by Segment for 2Q2026

| Revenue Type (Unit: THB million) | 2Q26 | 1Q26 | 2Q25 | QoQ Change (%) | YoY Change (%) |
|---|---|---|---|---|---|
| 1. Marine transport business | 246.87 | 222.69 | 226.82 | 10.86% | 8.84% |
| 1.1 Domestic Marine Transport | 183.26 | 161.28 | 189.72 | 13.63% | (3.41%) |
| COA[1/] | 182.65 | 161.28 | 189.72 | 13.26% | (3.72%) |
| Spot[2/] | 0.60 | 0.00 | 0.00 | N/A | N/A |
| 1.2 International Marine Transport | 63.62 | 61.41 | 37.10 | 3.59% | 71.46% |
| Spot | 0.00 | 0.00 | 5.21 | N/A | (100.00%) |
| Time Charter[3/] | 63.62 | 61.41 | 31.89 | 3.59% | 99.46% |
| 2. Land Transportation | 32.16 | 30.88 | 31.64 | 4.13% | 1.63% |
| Domestic | 32.16 | 30.88 | 31.64 | 4.13% | 1.63% |
| 3. Rental and service revenue | 0.45 | 0.00 | 0.00 | N/A | N/A |
| Total service revenue | 279.48 | 253.57 | 258.46 | 10.22% | 8.13% |

Notes: 1/ COA means Contract of Affreightment, a transport agreement for a specified period.
2/ Spot means Spot Charter, a voyage-by-voyage transport engagement based on customer demand.
3/ Time Charter means a contract for transporting cargo over a specified period, under which the charterer or customer has the right to use the vessel during that period.

Key Takeaway:

In 2Q2026, the Company reported service revenue of THB 279.48 million, increasing 8.13% YoY and 10.22% QoQ. International marine transport revenue increased both YoY and QoQ due to Time Charter services provided by three vessels. Domestic marine transport revenue increased QoQ in line with higher freight rates but decreased YoY due to slower transport volumes. Land transporation revenue increased both QoQ and YoY due to higher freight rates, despite land transportation volume declining in both comparison periods.

Figure 3: Revenue mix by segment, 2Q2026 compared with 2Q2025

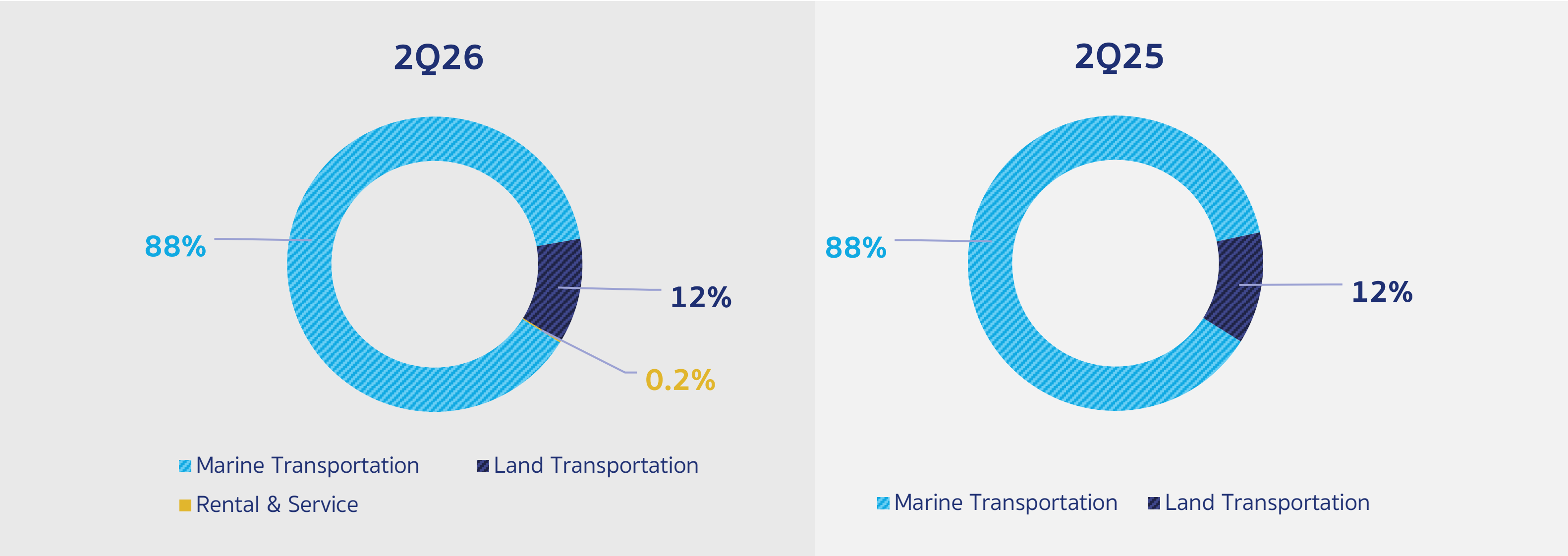



**Figure 3:** Revenue from marine transport accounted for 88% of service revenue, land transport revenue accounted for 12%, and rental and service revenue accounted for 0.2%.

Figure 4: Revenue mix by region, 2Q2026 compared with 2Q2025

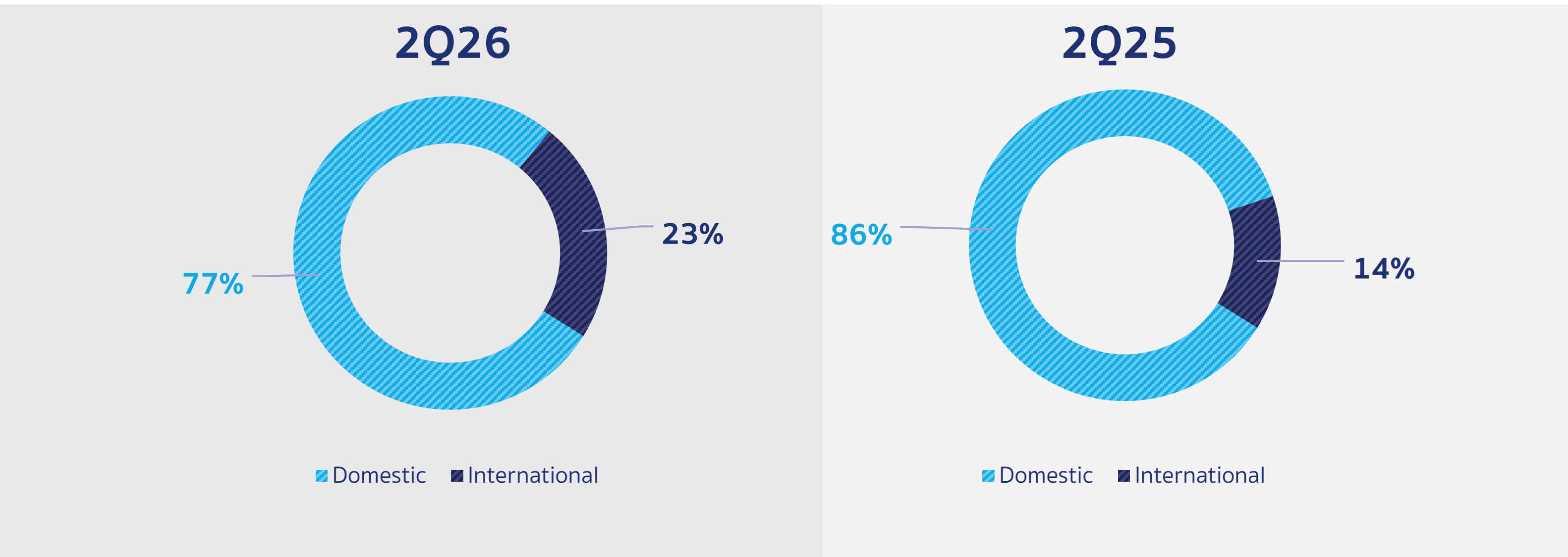



**Figure 4:** Domestic revenue accounted for 77% of service revenue in 2Q2026, down from 86% in Q2 of the prior year. International revenue accounted for 23%, up from 14%, primarily due to Time Charter revenue from three vessels.

## Domestic marine transport, 2Q2026:

THB 183.26 million,

down 3.41% from the same period last year

## International marine transport, 2Q2026:

THB 63.62 million,

up 71.46% from the same period last year

## Land transportation, 2Q2026:

THB 32.16 million,

up 1.63% from the same period last year

## 2.4 Consolidated Income Statement for the Six-Month Period of 2026

| Consolidated Income Statement (Unit: THB million) | 6M26 | 6M25 | YoY Change (%) |
|---|---|---|---|
| Revenue from services | 533.04 | 514.08 | 3.69% |
| Total revenue | 548.76 | 515.67 | 6.42% |
| Cost of services | (454.04) | (421.35) | 7.76% |
| Gross profit | 79.00 | 92.73 | (14.81%) |
| Other income | 3.09 | 0.81 | 281.45% |
| Profit before expenses | 82.39 | 93.63 | (12.01%) |
| Selling and administrative expenses (SG&A) | (35.25) | (32.85) | 7.31% |
| Loss from disposal of assets | (0.25) | (5.34) | (95.32%) |
| Other expenses | 0.00 | (0.66) | (100.00%) |
| Total expenses | (35.49) | (38.85) | (8.65%) |
| Operating profit | 46.90 | 54.78 | (14.39%) |
| Net finance costs | (12.50) | (16.01) | (21.89%) |
| Profit before income tax | 34.39 | 38.77 | (11.29%) |
| Income tax expense | (7.09) | (7.80) | (9.12%) |
| Profit for the period | 27.31 | 30.97 | (11.83%) |

### 2.4.1 Explanation of Six-Month 2026 Performance

- **Service revenue** – Service revenue amounted to THB 533.04 million, increasing 3.69% YoY, while total revenue amounted to THB 548.76 million, increasing 6.42% YoY. The changes comprised: (1) international marine transport revenue (Time Charter and Spot) increasing YoY by THB 43.12 million due to one additional international Time Charter vessel, which commenced service in June 2025 (2) domestic marine transport revenue decreasing YoY by THB 23.63 million in line with lower transport volumes (3) land transportation revenue decreasing YoY by THB 1.58 million in line with lower transporting volumes and (4) rental and service revenue increasing by THB 0.45 million following the leasing of investment property by a subsidiary acquired in June 2026.

- **Gross profit** – Gross profit amounted to THB 79.00 million, decreasing 14.81% YoY. Gross profit margin decreased from 18.04% in the prior-year six-month period to 14.82% in the six-month period of

2026 because service costs increased at a higher rate than revenue, despite international Time Charter revenue supporting total revenue growth.

- Selling and administrative expenses (SG&A) – Selling and administrative expenses amounted to THB 35.25 million, increasing 7.31% YoY.
- Loss from disposal of assets – In 2025, the Company sold one vessel after early decommissioning before the end of its useful life because the vessel's condition was not commercially viable for continued operation and maintenance, resulting in a loss on disposal.
- Net finance costs – Net finance costs amounted to THB 12.50 million, decreasing 21.89% YoY in line with principal repayments and lower borrowing interest rates.
- Profit for the period – The Company reported six-month profit for the period of THB 27.31 million, decreasing 11.83% YoY. Net profit margin was 5.12%, down from 6.02% in the prior-year six-month period.

## 2.4.2 Revenue by Type for the Six-Month Period of 2026

| Revenue Type (Unit: THB million) | 6M26 | 6M25 | YoY Change (%) |
|---|---|---|---|
| 1. Marine transport business | 469.56 | 449.47 | 4.47% |
| 1.1 Domestic marine transport | 344.53 | 367.56 | (6.26%) |
| COA[1/] | 343.93 | 367.56 | (6.43%) |
| Spot[2/] | 0.60 | 0.00 | N/A |
| 1.2 International marine transport | 125.03 | 81.91 | 52.64% |
| Spot | 0.00 | 5.21 | (100.00%) |
| Time Charter[3/] | 125.03 | 76.70 | 63.01% |
| 2. Land Transportation | 63.03 | 64.61 | (2.44%) |
| Domestic | 63.03 | 64.61 | (2.44%) |
| 3. Rental and service revenue | 0.45 | 0.00 | N/A |
| Total service revenue | 533.04 | 514.08 | 3.69% |

Figure 5: Revenue mix by segment, 6M2026 compared with 6M2025

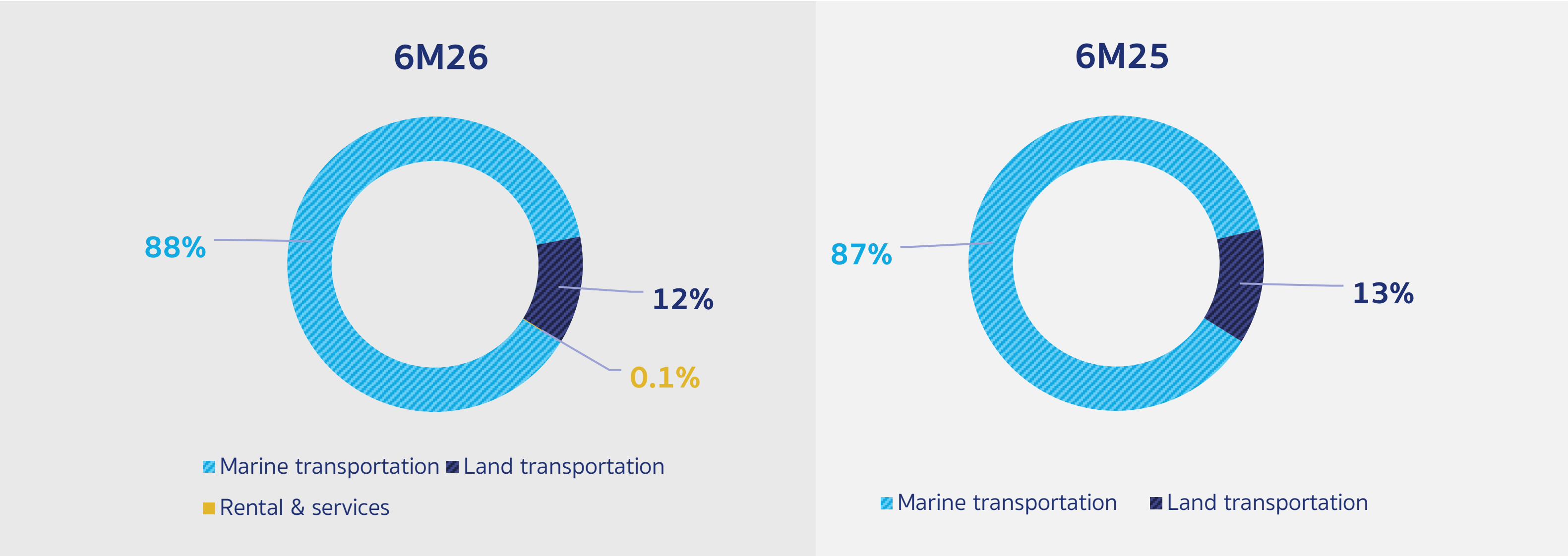



**Figure 5:** Marine transport revenue accounted for 88% of service revenue, land transportation revenue accounted for 12%, and rental and service revenue accounted for 0.1%.

Figure 6: Revenue mix by region, 6M2026 compared with 6M2025

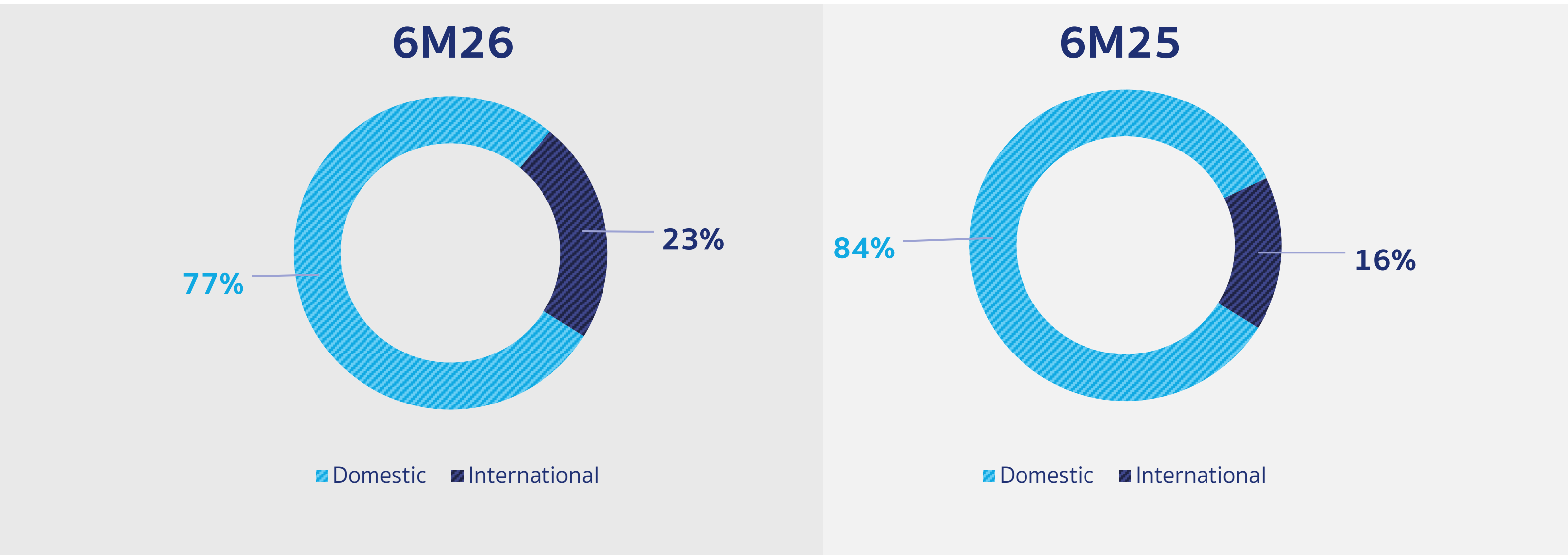
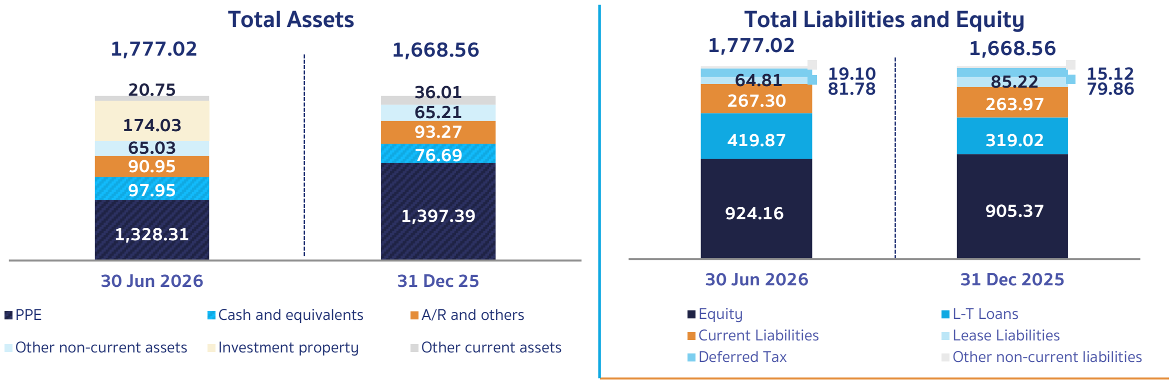



**Figure 6:** Domestic revenue accounted for 77% of service revenue in the six-month period of 2026, while international revenue accounted for 23%, increasing from 16%, primarily due to Time Charter revenue from three vessels.

# 3. Statement of Financial Position

Figure 7: Statement of financial position for the period ended June 30, 2026 compared with December 31, 2025 (Unit: THB million)




## Assets

As of June 30, 2026, the Company and the subsidiaries had total assets of THB 1,777.02 million, increasing 6.50% from December 31, 2025. Key movements were as follows:

- **Cash and cash equivalents** increased by THB 21.27 million due to cash flow from operating activities.
- **Investment property** increased by THB 174.03 million due to additional investment in a subsidiary.
- **Property and equipment**, net decreased by THB 69.08 million due to depreciation for the period.

## Liabilities

As of June 30, 2026, the Company and the subsidiaries had total liabilities of THB 852.86 million, increasing 11.75% from THB 763.19 million as of December 31, 2025.

- **Long-term borrowings** increased by THB 100.86 million due to drawdowns used to finance investment in a subsidiary.
- **Lease liabilities** decreased by THB 20.41 million due to scheduled repayments.

## Equity

As of June 30, 2026, shareholders' equity increased by THB 18.79 million, or 2.08%, to THB 924.16 million. The increase comprised six-month net profit of THB 27.31 million and an increase of THB 1.08 million from the effect of employee benefit obligations under a new actuarial report and the effect of cash flow hedging. The Company paid dividends of THB 9.60 million during the period.

# 4. Cash Flow Statement

| Transaction (Unit: THB million) | As of June 30, 2026 | As of June 30, 2025 |
|---|---|---|
| Net cash provided by (used in) operating activities | 154.28 | 142.15 |
| Net cash provided by (used in) investing activities | (64.09) | (63.94) |
| Net cash provided by (used in) financing activities | (69.52) | (98.59) |
| Net increase (decrease) in cash and cash equivalents | 20.66 | (20.38) |
| Cash and cash equivalents at the beginning of the period | 76.69 | 104.78 |
| Unrealized gain (loss) on foreign exchange | 0.60 | (0.12) |
| Cash and cash equivalents at the end of the period | 97.95 | 84.28 |

**The Company had cash and cash equivalents at the beginning of the period, as of January 1, 2026, of THB 76.69 million.** Cash inflow from operating activities totaled THB 154.28 million, after deducting employee benefit payments of THB 1.29 million and income tax payments of THB 12.83 million. **The Company recorded net cash used in investing activities of THB 64.09 million**, including cash paid for investing in subsidiary and vessel repair expenses (Dry Dock). **In addition, net cash used in financing activities totaled THB 69.52 million.** The Company received cash from additional long-term borrowings, while cash was used for long-term loan repayments, lease liability repayments, interest payments and dividend payments. As a result, cash and cash equivalents at the end of the period, as of June 30, 2026, totaled THB 97.95 million.

# 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 complying with environmental laws and regulations, which serve as a fundamental basis for business operations.

- 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.