

2025 Management Discussion and Analysis

Performance Overview

In 2025, Samart Corporation Public Company Limited ("SAMART"), reported total revenue of Baht 10,957 million, increased by Baht 799 million or 7.87% from 2024.

The Company had revenue from sales, contracted work and services in an amount of Baht 10,816 million, increased by Baht 773 million or 7.70% from the previous year. This increase came from the Digital ICT Solution business which revenue increased by Baht 1,239 million mainly from the revenue from the contract work of the government project. Additionally, the air traffic management services business in Cambodia and the integrated security system technology business under the Utilities and Transportations business which revenue increased by Baht 316 million, and by Baht 166 million, respectively. While the revenue from the power substation business under the Utilities and Transportations business decreased by Baht 984 million. This decline was primarily attributed to project milestones and the revenue recognition schedules under the contracts, as well as the revenue from the Digital Communications business decreased by Baht 12 million.

The Company reported total cost and expense of Baht 9,722 million, increased by Baht 370 million or 3.96% from 2024. The Company's gross profit for 2025 was Baht 2,410 million, increased by Baht 266 million or 12.40%. The gross profit margin for 2025 was 22.28%, up by 0.93% from the previous year's margin of 21.35%. The Company's selling, distribution, administrative and other expenses were Baht 1,316 million, decreased by Baht 137 million or 9.45% from the previous year, mainly due to the Company recognized the long-term provisions from litigation on the Dispute with the 13th Bangkok Asian Game Organizing Committee and the Sports Authority of Thailand in 2024.

In 2025, finance costs was Baht 276 million, decreased by Baht 60 million from the previous year. The Company recorded the net profit attributable to equity holders of the Company Baht 479 million, increased by Baht 346 million or 260.59% from 2024. Despite, the Company recognized a loss from accounting estimations related to the litigation in an amount of Baht 261 million in 2025 and Baht 286 million in 2024. However, excluding this loss, the Company would have reported net profit attributable to the equity holders of the Company of Baht 685 million, an increase of Baht 267 million or 63.67% from 2024.

Operational Outcome of the Company and Subsidiaries

In 2025, the Company's revenue from sales, contract work and service were Baht 10,816 million, increased by Baht 773 million or 7.70% from the previous year.

Revenues from sales, contract work and service breakdown by business

Business	Year 2025 (Million Baht)	Year 2024 (Million Baht)	% Change
Digital ICT Solution	5,336	4,097	30.24%
Digital Communications	503	515	-2.33%
Utilities and Transportations	4,972	5,425	-8.35%
Revenues from related parties	5	5	-
Total revenues from sales, contract work and service	10,816	10,042	7.70%

Digital ICT Solution business (“SAMTEL”)

In 2025, Digital ICT Solution business reported revenue from sales, contract work and service of Baht 5,336 million, which was primarily derived from state enterprise and state-owned enterprises, accounting for over 90% of total revenue, the revenue increased by Baht 1,239 million or 30.24% from the previous year. This growth was mainly from the increasing in revenues from contract work. In 2025, SAMTEL signed new project worth Baht 6,244 million. As of the end of 2025, the Digital ICT Solution business had the backlog of Baht 6,694 million.

Digital Communications business (“SDC”)

In 2025, Digital Communication business reported revenue from sales, contract work and service of Baht 503 million, decreased by Baht 12 million or 2.33% from the previous year. This drop was mainly due to the reduction in revenue from sales. As of the end of 2025, the Digital Communications business had the backlog of Baht 509 million.

Utilities and Transportations business

In 2025, Utilities and Transportations business reported revenue from sales, contract work and service of Baht 4,972 million, decreased by Baht 453 million or 8.35% from the previous year. This drop was mainly from the revenue from the power substation business under Teda Company Limited decreased by Baht 984 million that primarily attributed to project milestones and the revenue recognition schedules under the contracts. However, the revenue from the air traffic management services business in Cambodia under Samart Aviation Solutions Public Company Limited increased by Baht 316 million. In 2025, the number of flights managed by the air traffic management services business totaled 123,659 flights, increased by 19,772 flights or 19.03% compared to the previous year. Additionally, the revenue from the integrated security system technology business under Vision and Security System Company Limited increased by Baht 166 million. As of the end of 2025, the Utilities and Transportations business had the backlog of Baht 8,483 million.

Statement of financial position

Assets

As of 31 December 2025, the Company had total asset of Baht 17,027 million, decreased by Baht 1,072 million or 5.92% from the previous year.

- Total current asset was Baht 9,157 million, decreased by Baht 1,052 million. This was mainly from the accrued income decreased by Baht 1,006 million, and cash and cash equivalents decreased by Baht 472 million. While inventories increased by Baht 421 million.
- Total non-current asset was Baht 7,869 million, decreased by Baht 20 million. This was mainly from the decreasing in property, plant and equipment, which decreased by Baht 483 million, finance lease receivables - net of current portion decreased by Baht 115 million. While other non-current assets increased by Baht 308 million, and intangible assets increased by Baht 245 million.

Liabilities

As of 31 December 2025, the Company had total liabilities of Baht 10,043 million, decreased by Baht 1,286 million or 11.35% from the previous year.

- Total current liabilities was Baht 7,112 million, decreased by Baht 1,283 million. This was mainly from the Trade and other current payables decreased by Baht 637 million, current portion of debentures decreased by Baht 318 million, and bank overdrafts and short-term loans from financial institutions decreased by Baht 240 million.
- Total non-current liabilities was Baht 2,931 million, decreased by Baht 3 million. Primary due to debentures - net of current portion which decreased by Baht 402 million, while other non-current provisions increased by Baht 387 million.

Debt-to-Equity Ratio (D/E Ratio)

As of 31 December 2025, the D/E ratio was 1.44 times, decreasing from 1.67 in the previous year. Additionally, Net interest-bearing debt-to-equity ratio was 0.25 times, decreasing from 0.32 in the previous year.

Liquidity

As of 31 December 2025, the current ratio was 1.29 times. The Company had net cash flows from operating activities amounted to Baht 1,483 million, while net cash flows used in financing activities and net cash flows used in investing activities was Baht 1,361 million and Baht 526 million, respectively. Resulting in cash and cash equivalents at end of the year value Baht 2,563 million.

Sources of Fund

As of 31 December 2025, the total shareholders' equity of the Company was Baht 6,983 million, increased by Baht 214 million from the previous year, and the unappropriated retained earnings were Baht 1,470 million.