



# T.K.S. TECHNOLOGIES PUBLIC COMPANY LIMITED

บริษัท ที.เค.เอส. เทคโนโลยี จำกัด (มหาชน)

Management Discussion and Analysis (MD&A)

Operating Performance and Financial Position

For the 3<sup>rd</sup> quarter ended September 30, 2025



We Care for  
Environmental

We Care for  
Social

We Care for  
Governance





## Executive Summary

Revenue from sales and services	Profit for the period	Profit sharing from associates
THB 1,059.3 million	THB 174.1 million	THB 146.9 million
Decrease 7.3% YoY	Increase 856.6% YoY	Increase 29.8% YoY

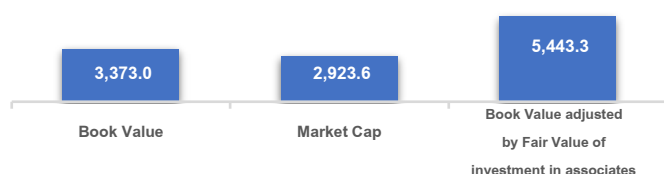
T.K.S. Technology Public Company Limited and its subsidiaries ("the Company") would like to clarify its performance and financial position for the nine-month period ended September 30, 2025. The Company generated revenue of THB 1,059.3 million, a decrease of THB 83.2 million or 7.3% compared to the same period last year. The decrease in revenue was mainly due to special projects in the printing business segment, the packaging and labeling segment, and the platform technology business segment, which has been growing continuously. However, the Company maintained a gross margin of 35.6%, a slight decrease from 36.0% in the same period last year. The decrease was mainly due to drop in Pass Book sales, as the Pass Book segment has a relatively high gross margin. Nevertheless, the Company continues to manage production costs efficiently and focuses on expanding high-growth business segments (Growth Business), such as platform technology, which is a segment with high gross margins. The Company also recognized a share of profit from investments in associates of THB 146.9 million, an increase of THB 33.7 million or 29.8% to the same period last year, and the loss from investment in PTECH decreased by THB 128.8 million. As a result, the Company recorded profit for the period of THB 174.1 million, an increase of THB 155.9 million or 856.6% to the same period last year.

The Company reported a net profit from operations of THB 128.8 million, a decrease of THB 15.7 million or 10.9% from the same period last year. This was due to a decrease in gross margin from sales and service revenue as mentioned above.

As of September 30, 2025, the Company's total assets amounted to THB 4,409 million, a decrease of THB 36 million or 0.8% from December 31, 2024, mainly due to the recognition of net profit (loss) during the period. However, the financial position of the Company remains strong, with a debt-to-equity ratio of 0.31x.

As of September 30, 2025, the net asset value of the Company (NAV) based on the consolidated financial statements compared to the Company's market capitalization and the book value adjusted by the fair value of the investment in associates net with deferred tax liabilities was shown as follows;

THB Million



## Sustainability Development at T.K.S. Group

- Achieved global standard certification for personal data management (ISO/IEC 27701:2019) in the year 2025.
- Achieved **Green Label certification** for 5 printing and writing paper products in the year 2025.
- Awarded a **5-star "Excellent" CG Scoring** for four consecutive years (2022-2025), consistently ranking in the Top Quartile Companies among peers by Market Capitalization in 2025 for the fourth consecutive year (2022-2025). Furthermore, the company received a 4-coin rating (90-99 points), classified as "Excellent," for the year 2025 from the Annual General Meeting (AGM) Checklist Assessment Project by the Stock Exchange of Thailand (SET).
- Awarded the **ESG DNA Project** certificate in 2025, organized by the Stock Exchange of Thailand (SET).
- Selected by the Stock Exchange of Thailand (SET) as a sustainable stock or **SET ESG Ratings for the year 2024 at A rating** (Previously known as THSI Sustainable Stocks), and maintained the A rating in 2025.
- CAC Certified** has been renewed for membership of the Thai Private Sector Collective Action against Corruption (CAC) from Thai Institute of Directors (IOD)
- ISB Leader Award** from the **I-EA-T Sustainable Business Awards 2024 (ISB Awards)**, a project to develop social achievement criteria for sustainable development of the Industrial Estate Authority of Thailand (IEAT)
- Green Industry Award** for environmentally friendly business practices and Trophy of **Eco Factory Excellence Award** for the third consecutive time from the Federation of Thai Industries for the year 2024.
- Green Star Award** at the Sustainability Awards for the year 2024
- CSR-DIW Continuous Award 2024** for the third consecutive time from the project to promote industrial factories to have social and community responsibility for sustainable development goals.
- TCC Best Awards** for the second consecutive time at the 22nd Outstanding Ethics Award Ceremony by the Thai Chamber of Commerce for the year 2024.

## Overview Business Strategy - Tech Ecosystem Builder

The Company has continuously focused on adapting its businesses to keep up with digital disruption by developing the innovation of information technology and has internally restructured its group of companies to create a synergy both in terms of market and product development and in terms of reducing production capital to increase its overall competitiveness to maintain its existing business base alongside finding new business partners. Currently, the Company has invested in 4 major businesses as below: -



## Overview Business Strategy - Tech Ecosystem Builder (Cont'd)

1. Image & Security Fulfillment
2. Platform Solution
3. IT & Digital Ecosystem
4. Investment

## Operating Performance Analysis

### Financial Performance for the 3<sup>rd</sup> quarter 2025

#### Revenue and Gross Profit

The Company generated revenue from sales and services of THB 350.0 million, a decrease of THB 19.9 million or 5.4% compared to the same period last year (YoY). Compared to Q2 2025 (QoQ), The Company's revenue from sales and services increased by THB 20.6 million or 6.3%, mainly driven by higher contribution from the anti-counterfeit printing business.

The Company's gross profit margin was 36.0%, an increase from 33.9% in the same period last year (YoY). However, it increased compared to Q2 2025 (QoQ), mainly due to efficient management of production costs and a focus on expanding high-growth business segments (Growth Business), such as platform technology, which is a segment with high gross margins.

#### Selling and administrative expense

The Company's selling and administrative expenses were THB 74.1 million, a decrease of THB 3.1 million or 4.0% compared to the same period last year (YoY), mainly due to lower selling expenses, shipping, and postage costs in line with reduced revenue. When compared to Q2 2025 (QoQ), The Company's selling and administrative expenses increased by THB 3.2 million or 4.5% in line with higher revenue from sales and services generated by the anti-counterfeit printing business.

### Finance cost and Income Tax

The Company incurred financial costs of THB 4.6 million, a decrease of THB 3.9 million or 45.9% compared to the same period last year (YoY), mainly due to a reduction in long-term loans from financial institutions. Compared to Q2 2025 (QoQ), The Company's finance costs decreased by THB 0.8 million due to the reduction in long-term loans from financial institutions.

The Company had income tax expenses of THB 10.9 million, an increase of THB 4.3 million or 65.2% compared to the same period last year (YoY), primarily due to an increase in operating profits. Compared to Q2 2025 (QoQ), the Company's income tax expenses also increased, which was in line with the increase in operating profits.

#### Profit sharing from investment in associates and dividend received from investment

The Company recognized a share of profit from investments in associates of THB 76.3 million, an increase of THB 44.3 million or 138.4% compared to the same period last year (YoY), and an increase of THB 34.7 million or 83.4% compared to Q2/2025 (QoQ). This increase was primarily driven by the higher share of profit from SYNEX in Q3/2025.

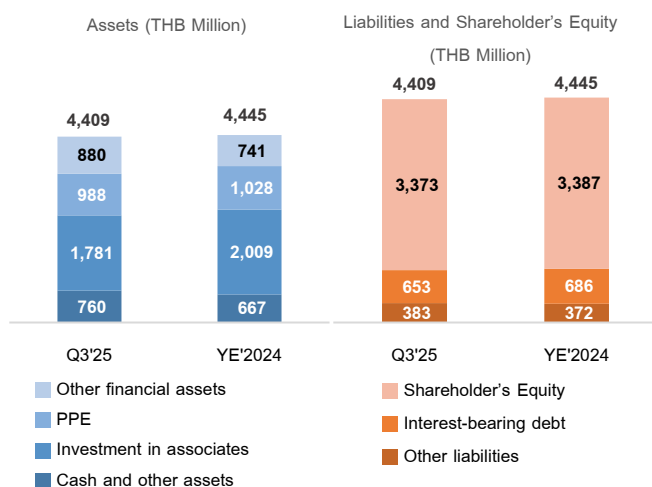
#### Gain (loss) from extraordinary items

Q3'2025: The Company recognized a loss on loss of significant influence in associate of THB 20.4 million and recognized a Loss on fair value adjustment arising from reclassification to investment of THB 14.6 million. Thus, totaling a loss from extraordinary items was THB 35.1 million.

Q2'2025: The Company recognized an impairment loss of THB 86.6 million and recognized a loss from the sale of investments in joint ventures and associates of THB 12.5 million. Thus, totaling a loss from extraordinary items was THB 99.1 million.



## Financial Position Analysis



### Assets

As of September 30, 2025, the Company has total assets of THB 4,409 million, a decrease of THB 36 million or 0.8% from December 31, 2024. The significant changes are as follows:

- Investments in associates decreased by THB 228 million, mainly due to the company recognizing an impairment loss in PTECH.
- Fixed assets decreased by THB 40 million due to regular depreciation.
- Other financial assets increased by THB 139 million, primarily due to the purchase of investments and the reclassification of certain investments during the period.

### Liabilities

As of September 30, 2025, the Company has total liabilities of THB 1,036 million, a decrease of THB 22 million or 2.0% from December 31, 2024. The significant changes in liabilities are as follows:

- Other liabilities increased by THB 11 million, mainly due to an increase in trade payables of THB 4 million from the gradual ordering of raw materials for production during Q3/2025, and an increase in other current payables of THB 5 million.
- Interest-bearing liabilities decreased by THB 33 million, mainly due to the repayment of long-term loans from financial institutions upon maturity.

## Shareholder's Equity

As of September 30, 2025, the Company has total shareholders' equity of THB 3,373 million, a decrease of THB 14 million or 0.4% from December 31, 2024. The main reasons were net profit for the 9-month period of THB 187 million, during the year 2025, the Company paid an annual dividend of THB 213 million in cash.

### Debt to Equity Ratio

The debt-to-equity ratio and the interest-bearing debt-to-equity ratio as of September 30, 2025, were 0.31x and 0.19x, respectively, showing a slight decrease from December 31, 2024.

### Fair value

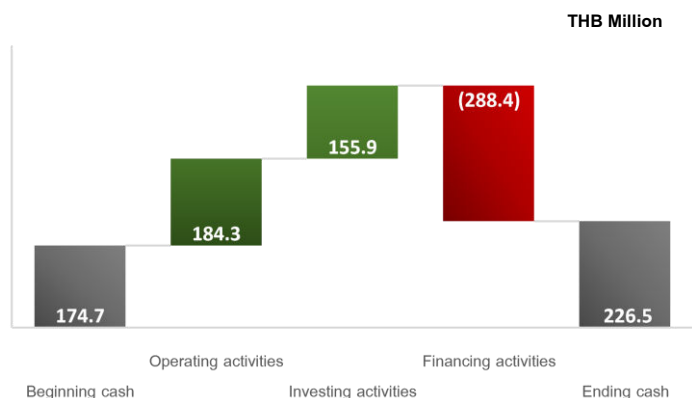
The following table presents the carrying amounts and fair values of assets measured at fair value or disclosed at fair value according to the consolidated financial statements and the notes to the financial statements of the Company as of September 30, 2025.

	Unit: THB million	
	Carrying Amount	Fair Value
<b>Assets measured at fair value</b>		
Investment in equity securities and derivative	880	880
<b>Assets disclosed fair value</b>		
Investment in associates	1,781*	3,851

\* The carrying amount of investments in associates was measured using the equity method in accordance with applicable accounting standards.



## Cashflows statement



The Company has cash and cash equivalents totaling THB 226.5 million, which increased by THB 51.8 million from the beginning of the period. The cash flow items are as follows:

- Net cash flow from operating activities amounted to THB 184.3 million, primarily due to net cash from operations, with income tax payments during the year of THB 32.0 million.
- Net cash flow used in investing activities was THB 155.9 million, mainly from the Company received dividends from SYNEX and other investments, namely MSC and AIT, totaling THB 189.5 million, and cash proceeds from the sale of investments of THB 27.5 million. Net cash used in purchasing fixed assets was THB 23.7 million, net cash used in acquiring investments was THB 39.2 million.
- Net cash flow used in financing activities was THB 288.4 million, primarily due to net cash receipts from borrowing and repayments during the period of THB 85.0 million, dividend payments of THB 212.9 million, interest payments of THB 15.5 million, and repayments of long-term loans of THB 114.4 million.



## Financial Information

### Financial Performance for the 3<sup>rd</sup> quarter ended September 30, 2025

Unit: THB Million	Quarter 3/2025	Quarter 3/2024	Quarter 2/2025	YoY % +(-)	QoQ % +(-)
Revenue from sales and services	350.0	369.9	329.4	(5.4%)	6.3%
Cost of sales and services	(224.1)	(244.5)	(212.4)	(8.3%)	5.5%
Gross profits	125.9	125.4	117.0	0.4%	7.6%
Selling and administrative expense	(74.1)	(77.2)	(70.9)	(4.0%)	4.5%
Other income	3.4	2.3	4.6	47.8%	(26.1%)
EBIT	55.2	50.5	50.7	9.3%	8.9%
Finance cost	(4.6)	(8.5)	(5.4)	(45.9%)	(14.8%)
Income tax	(10.9)	(6.6)	(8.8)	65.2%	23.9%
Net profits from operations	39.7	35.4	36.5	12.1%	8.8%
Profits (loss) sharing from investment in associates and joint venture	76.3	32.0	41.6	138.4%	83.4%
Dividend received from investment	7.3	7.3	36.3	-	(79.9%)
Gain (loss) from extraordinary items *	(35.1)	-	(99.1)	N/A	(64.6%)
Net profit (loss) for the period	88.2	74.7	15.3	18.1%	476.5%
Depreciation & amortization	(24.7)	(26.2)	(26.3)	(5.7%)	(6.1%)
EBITDA	79.9	76.7	77.0	4.2%	3.8%
Gross profit margin (%)	36.0%	33.9%	35.5%	6.2%	1.4%
EBITDA margin (%)	22.8%	20.7%	23.4%	10.1%	(2.6%)
Operating profit margin (%)	11.4%	9.6%	11.1%	18.8%	2.7%
Earnings per share (THB)	0.17	0.15	0.02	13.3%	750.0%

#### Profit attributable to:

Owners of the parent	86.6	73.9	12.0	17.2%	621.7%
Non-controlling interests	1.6	0.8	3.3	100%	(51.5%)
Net profit (loss) for the period	88.2	74.7	15.3	18.1%	476.5%

\* Profit (loss) from extraordinary items comprise of:

- Q3'2025: The Company recognized a loss on loss of significant influence in associate of THB 20.4 million and recognized a Loss on fair value adjustment arising from reclassification to investment of THB 14.6 million. Thus, totaling a loss from extraordinary items was THB 35.1 million.
- Q2'2025: The Company recognized an impairment loss of THB 86.6 million and recognized a loss from the sale of investments in joint ventures and associates of THB 12.5 million. Thus, totaling a loss from extraordinary items was THB 99.1 million.





## Financial Information (Cont'd)

### Financial Performance for the nine-month period ended September 30, 2025

Unit: THB Million	9M 2025	9M 2024	YoY
			% +(-)
Revenue from sales and services	1,059.3	1,142.5	(7.3%)
Cost of sales and services	(682.6)	(731.7)	(6.7%)
Gross profits	376.7	410.8	(8.3%)
Selling and administrative expense	(214.9)	(229.9)	(6.5%)
Other income	12.8	14.0	(8.6%)
EBIT	174.6	194.9	(10.4%)
Finance cost	(16.1)	(24.4)	(34.0%)
Income tax	(29.7)	(26.0)	14.2%
Net profits from operations	128.8	144.5	(10.9%)
Profits (loss) sharing from investment in associates and joint venture	146.9	113.2	29.8%
Dividend received from investment	45.9	32.6	40.8%
Gain (loss) from extraordinary items *	(134.2)	(264.0)	(49.2%)
Net profit (loss) for the period	187.4	26.3	612.5%
Depreciation & amortization	(78.7)	(87.3)	(9.9%)
EBITDA	253.3	282.2	(10.2%)
Gross profit margin (%)	35.6%	35.9%	(0.8%)
EBITDA margin (%)	23.9%	24.7%	(3.2%)
Operating profit margin (%)	12.2%	12.6%	(3.2%)
Earnings per share (THB)	0.35	0.04	775.0%

#### Profit attributable to:

Owners of the parent	174.1	18.2	856.6%
Non-controlling interests	13.3	8.1	64.2%
Net profit (loss) for the period	187.4	26.3	612.5%

\* Profit (loss) from extraordinary items comprise of:

- For the nine-month period ended September 30, 2025: The Company recognized an impairment loss of THB 86.6 million and recognized a loss from the sale of investments in joint ventures and associates of THB 12.5 million and recognized a loss on loss of significant influence in associate of THB 20.4million and recognized a Loss on fair value adjustment arising from reclassification to investment of THB 14.6 million. Thus, totaling a loss from extraordinary items was THB 134.2 million.
- For the nine-month period ended September 30, 2024: The Company recognized an impairment loss of THB 264.0 million on its investment in an associate company.



## Financial Information (Cont'd)

### Statement of Financial Position and Key Financial Ratio

Description	Financial Position as of					
	30 September 2025		31 December 2024		Change	
	MB	%	MB	%	MB	%
Total assets	4,409.2	100.0	4,445.1	100.0	(35.9)	(0.8)
Total liabilities	1,036.2	23.5	1,057.7	23.8	(21.5)	(2.0)
Total shareholder's equity	3,373.0	76.5	3,387.4	76.2	(14.4)	(0.4)
Key financial ratio						
Debt to Equity ratio	0.31x		0.31x			
Interest Bearing Debt to Equity ratio	0.19x		0.20x			

### Cashflows statement

Cashflows (Unit: THB million)	For the nine-month period ended 30 September 2025	For the nine-month period ended 30 September 2024
Net cashflows from operating activities	184.3	255.3
• Cashflow from operation	261.1	297.8
• Change in working capital	(44.7)	(25.4)
• Net tax paid	(32.1)	(17.1)
Net cashflows used in investing activities	155.9	105.7
Net cashflows from (used in) financing activities	(288.4)	(339.8)
Net increase (decrease) in cash and cash equivalents during the period	51.8	21.2
Cash and cash equivalents at the beginning of the period	174.7	151.8
Cash and cash equivalents at the ending of the period	226.5	173.0

Please kindly be informed accordingly.

Sincerely yours,

(Mr.Supant Mongkolsuthree)

Chief executive officer