



No. M.D.049 /2025

May 19, 2025

Subject: Notification of management's discussion and analysis for the year 2024

To: President of the Stock Exchange of Thailand

With reference to Kang Yong Electric Public Company Limited's submission of financial statements for the year 2024 (ended March 31, 2025) duly reviewed by a certified public accountant, we would like to give clarification on the Company's operating results and financial position as follows:

Summary of financial information		Ended March 31	
		2025	2024
	(Unit)		
Total assets	Baht million	11,243	11,115
Total liabilities	Baht million	1,655	1,747
Shareholders' equity	Baht million	9,588	9,368
Revenues from sales and rendering of services	Baht million	6,082	7,079
Total revenues	Baht million	6,964	7,771
Costs of sales and rendering of services	Baht million	5,458	6,109
Gross profit	Baht million	624	970
Selling and administrative expenses	Baht million	802	867
Net profit	Baht million	703	738
Net profit per shares	Baht	35.48	37.25
Financial ratios			
<i>Liquidity ratios</i>			
Current ratio	time	9.02	7.65
Quick ratio	time	6.10	6.67
Accounts receivable turnover ratio	time	6.56	6.99
Average collection period	day	56	52
Inventory turnover ratio	time	7.98	6.13
Average age of inventories	day	46	60
Accounts payable turnover ratio	time	7.09	6.44
Repayment period	day	51	57
Cash cycle	day	51	55
<i>Profitability ratios</i>			
Gross profit margin	%	10.27	13.71
Net profit to sales ratio	%	11.55	10.42
Return on equity	%	7.41	8.54
<i>Efficiency ratios</i>			
Return on total assets	%	6.28	7.11
Return on fixed assets	%	78.55	75.35
Assets turnover ratio	time	0.62	0.75
<i>Financial policy ratios</i>			
Debt to equity ratio	time	0.17	0.19
Dividend payout ratio	%	*	80.13

* In process of seeking approval from the Annual General Meeting of Shareholders 2025



Summary of operating results for FY2024 in comparison with FY2023:

Unit: Baht million	For the year ended March 31			
	2025	2024	Diff	%
Revenues from sales and rendering of services	6,082.2	7,079.3	(997.1)	-14.1%
Costs of sales and rendering of services	5,457.5	6,108.8	(651.3)	-10.7%
%	89.7%	86.3%	3.4%	
Gross profit	624.7	970.5	(345.8)	-35.6%
Selling expenses	275.1	291.4	(16.3)	-5.6%
Administrative expenses	527.2	575.1	(47.9)	-8.3%
Investment income and other	883.1	691.7	191.4	27.7%
Profit before income tax	705.5	795.7	(90.2)	-11.3%
Tax expense	3.1	58.1	(55.0)	-94.7%
Net profit for the year	702.4	737.6	(35.2)	-4.8%

Revenues from sales and services, by business segment

Unit: Baht million	For the year ended March 31			
	2025	2024	Diff	%
Domestic market	2,717.7	2,962.1	(244.4)	-8.3%
Japan	2,318.5	3,136.4	(817.9)	-26.1%
Others	1,046.1	980.8	65.3	6.7%
Export market	3,364.6	4,117.2	(752.6)	-18.3%
Total	6,082.2	7,079.3	(997.0)	-14.1%

Other export markets include 16 countries, namely Taiwan, Hong Kong, Singapore, Malaysia, Myanmar, Philippines,

Vietnam, Indonesia, Australia, New Zealand, UAE, Sri Lanka, Brunei, Russia, Qatar and Kuwait

Revenues from sales and services

For the fiscal year 2024, the Company's revenues from sales and rendering services decreased by 997.1 million baht or -14.1% from 7,079.3 million baht in the year 2023 to 6,082.2 million baht in the year 2024, divided into the following three major business groups as follows:

1. In the domestic market, revenue from sales and rendering services decreased by 244.4 million baht or -8.3% from 2,962.1 million baht in 2023 to 2,717.7 million baht in 2024, mainly due to the sales reduction of the refrigerator and water pump.
2. Export to Japan market, revenue from sales decreased from 3,136.4 million baht in 2023 to 2,318.5 million baht in 2024 or decreased 817.9 million baht or -26.1% due to the sales reduction in all products.
3. Export to markets elsewhere, the sales increased from 980.8 million baht in 2023 to 1,046.1 million baht in 2024 or increased 65.3 million baht or 6.7%, mainly due to the sales expansion in all products.



Investment income and other income

Investment income and other income for the fiscal year 2024 was 883.1 million baht, an increase of 191.4 million baht or 27.7% compared to 2023. The increased income mainly came from investment income increased by 230.0 million baht, net foreign exchange gains reduced by 31.4 million baht and while other income decreased by 7.8 million baht.

Cost of sales and expenses

The cost of sales and rendering services in 2024 accounted for 89.7% of revenues from sales and rendering services. The parts and raw materials prices were soaring; therefore, the cost of products ratio increased by 3.4% compared to the previous year.

Selling expenses decreased from 291.4 million baht in 2023 to 275.1 million baht in 2024, reducing 16.3 million baht or -5.6% as the royalty fee decreased 24.1 million baht.

Administrative expenses decreased from 575.1 million baht in 2023 to 527.2 million baht in 2024, decreasing by 47.9 million baht or -8.3%. The major reduction was the product development fee, 47.2 million baht.

Profit

In the fiscal year 2024, the Company posted a gross profit margin of 624.7 million baht or 10.3% of revenues from sales and rendering services, which was a -3.4% decrease compared to the previous year. After considering the reduction of the selling expenses, the reduction of administrative expenses, the growth of investment income and other income, and the reduction of income tax; therefore, the net profit for the year 2024 was 702.4 million baht or 11.5% of revenues from sales and rendering services which increased by 1.1% from the year 2023. The net profit rate per share has dropped from 37.25 baht per share in the year 2023 to 35.48 baht per share in the year 2024. The return on equity in the year 2024 decreased from 8.54% in the year 2023 to 7.41% in the year 2024.



Summary of financial position

Unit: Baht million	For the year ended March 31			
	2025	2024	Diff	%
Cash and cash equivalents	243.1	222.3	20.8	9.4%
Other current financial assets	3,228.9	4,412.8	(1,183.9)	-26.8%
Trade accounts receivables and Other receivables	900.2	953.9	(53.7)	-5.6%
Value added tax refundable	82.2	37.2	45.0	121.0%
Short-term loan to related party	1,484.7	97.8	1,386.9	1418.1%
Inventories	645.2	722.4	(77.2)	-10.7%
Other current assets	7.0	6.7	0.3	4.5%
Total current assets	6,591.3	6,453.1	138.2	2.1%
Other non-current financial assets	3,356.6	3,214.6	142.0	4.4%
Property, plant and equipment	1,202.8	1,365.5	(162.7)	-11.9%
Other non-current assets	92.7	81.6	11.1	13.6%
Total non-current assets	4,652.1	4,661.7	(9.6)	-0.2%
Total assets	11,243.4	11,114.8	128.6	1.2%
Trade accounts payables and Other payables	715.3	824.4	(109.1)	-13.2%
Deferred tax liabilities	577.7	547.4	30.3	5.5%
Non-current provisions for employee benefits	271.3	275.1	(3.8)	-1.4%
Other liabilities	90.5	99.6	(9.1)	-9.1%
Total liabilities	1,654.8	1,746.5	(91.7)	-5.3%
Total equity	9,588.6	9,368.3	220.3	2.4%
Total liabilities and equity	11,243.4	11,114.8	128.6	1.2%

Total assets

As of March 31, 2028, the Company recorded total assets of 11,243.4 million baht, increased 128.6 million baht or 1.2% from the corresponding period of the previous year, with changes in essential asset items as follows:

- Cash and cash equivalents as of March 31, 2025, was 243.1 million baht, increased from the previous year by 20.8 million baht or 9.4%.
- Other current financial assets as of March 31, 2025, was 3,228.9 million baht, decreased from the previous year by -1,183.9 million baht or -26.8%. Short-term deposits with financial institutions have decreased, with cash being used to lend short-term loans to related businesses.
- Trade accounts receivables and other receivables as of March 31, 2025 was 900.2 million baht, a decrease of -53.7 million baht or -5.6% from the previous year, mainly due to a reduction in trade accounts receivable. The trade accounts receivable as of March 31, 2025 accounted for 851.4 million baht, decreased -57.5 million baht from 908.8 million baht in the fiscal year 2023.
- Inventories as of March 31, 2025 amounted to 645.2 million baht, a decrease of 77.2 million baht or -10.7% from the previous year due to a reduction of finished goods, resulting from efficient sales and inventory management; therefore the inventory was lower than the previous year.



- Other non-current financial assets as of March 31, 2025, was 3,356.6 million baht, increased by 142.0 million baht or 4.4 compared to March 31, 2024 due to the fair value adjustment of other investments.

Total liabilities

As of March 31, 2025, the Company had total liabilities of 1,654.8 million baht, a reduction of 91.7 million baht or -5.3% compared to the previous year. The significant changes are as below:

- Trade accounts payable and other payables as of March 31, 2025 was 715.3 million baht, a decrease of -109.1 million baht or -13.2%, mainly due to the trade liabilities decreased as of March 31, 2025, which was 454.5 million baht, decreased from 541.8 million baht in the last year by 87.4 million baht.
- Deferred tax liabilities as of March 31, 2025 was 577.7 million baht, an increase of 30.3 million baht or 5.5%, mainly due to an increase in Gain on equity securities measured at fair value through other comprehensive income.
- Other liabilities as of March 31, 2025 was 90.5 million baht, declined by -9.1 million baht or -9.1% from the last year due to the estimated damage insurance costs are reduced by -6.9 million baht and a decrease in corporate income tax payable of -2.6 million baht.

The cash cycle was four days faster, from 55 days in 2023 to 51 days in 2024, resulting from efficient production and inventory management. The current ratio changed from 7.65 times in year 2023 to 9.02 times in year 2024; as can be seen the Company still has excellent financial stability.

Shareholders' equity

As of March 31, 2025, the Company recorded shareholders' equity of 9,588.7 million baht, increased by 220.5 million baht or 2.4% from the previous year, due to various changes as follows:

- Shareholders' equity increased by 220.5 million baht from its comprehensive income for the year 2024 due to net profit of 702.5 million baht and other comprehensive income of 108.9 million baht.
- Shareholders' equity decreased from dividend payment in August 2024. The Company paid dividends to its shareholders in the total amount of 591.0 million baht at 29.85 baht per share, according to the shareholders' meeting as of July 26, 2024, approved the resolution.

Yours sincerely,

(Mr. Keiji Oya)

President