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May 9, 2025

Subject Management Discussion and Analysis: (MD&A) As of the First Quarter of 2025 (Q1/2025)

Attention: Director and Manager of the Stock Exchange of Thailand

## Operating Results

In the first quarter of 2025, the Company continued to face intense competitive pressure from low-priced imported products, particularly from China, which directly entered the market through both online and offline channels. As a result, the Company had to adapt in order to maintain its market share, while also dealing with rising costs. Moreover, external challenges such as trade wars and the economic slowdown in China further contributed to a decline in revenue from sales and services, despite partial support from government stimulus measures.

In the first quarter of 2025, the Company's performance improved compared to the previous quarter, despite a decline in revenue from sales and rendering of services. The Company reported EBITDA of THB 149 million, representing an increase of 134% year-over-year and 10% quarter-over-quarter. The increase was primarily driven by dividend income recognized during the quarter. Profit attributable to owners of the parent company was THB 607 million in Q1/2025, a significant increase of 833% compared to the same period of the previous year, and 20,176% compared to the previous quarter.

In the first quarter of 2025, the Company generated revenue from sales and rendering of services amounted to THB 2,128 million, representing a decrease of 1% year-over-year and 15% quarter-over-quarter. The decline was mainly due to weak consumer purchasing power that has yet to fully recover, along with intense competition from low-priced imported goods. Additionally, part of the decrease was attributable to the seasonal drop in consumer spending following the year-end festive period.

## Costs of sales and rendering of services

In the first quarter of 2025, the Company reported selling and administrative expenses of THB 830 million, representing an increase of 27% year-over-year and a decrease of 3% quarter-over-quarter. The year-over-year increase was primarily attributable to higher expenditures aimed at enhancing sales through E-Commerce channels. These included investments in technology, logistics and delivery costs, inventory management, online advertising, Affiliate Marketing, and platform fees associated with E-Marketplaces. Such costs represent strategic investments that the Company has undertaken to strengthen its competitive position in the digital marketplace.

### Company's increased profitability

In the first quarter of 2025, the Company recorded EBITDA of THB 149 million, representing an increase of 134% and 10% compared to the same period of the previous year and the previous quarter, respectively. As a result, the Company's EBITDA margin stood at 5%, a significant improvement from -20% in Q1/2024 and consistent with the 5% margin recorded in Q4/2024.

Profit attributable to owners of the parent company for Q1/2025 was THB 607 million, marking an increase of 833% year-over-year and 20,176% quarter-over-quarter.

**Table 1 –Operating Results**

(Unit : MB)

Operating Result	Q1		Q4	change	
	2025	2024	2024	% YoY	% QoQ
Revenue from sales and rendering of services	2,128	2,158	2,493	-1%	-15%
Total income	2,898	2,233	2,668	30%	9%
Costs of sales and rendering of services	1,480	1,534	1,775	-4%	-17%
Gross profit	648	624	718	4%	-10%
Distribution costs and Administrative expenses	830	656	860	27%	-3%
EBITDA <sup>(1)</sup>	149	(442.28)	136	-134%	10%
Net (Loss) Profit	601	64	(42)	-844%	-1546%
Profit (Loss) attributable to owners of parent	607	65	(3)	-833%	-20176%

#### Remark

(1) EBITDA is calculated as profit before finance costs, income tax, depreciation, and amortization.  
It excludes Share of (profit) loss of investments in associates accounted for using equity method.

**Table 2 – Key Financial Ratios**

(Unit : %)

Key Financial Ratio	Q1		Q4
	2025	2024	2024
EBITDA Margin	5%	-20%	5%
Net Profit Margin <sup>(1)</sup>	21%	3%	-2%
Profit Margin whice attributable to owners of parent	21%	3%	0%
Return on Equity <sup>(3)</sup>	2%	0%	0%
Return on Total Assets <sup>(4)</sup>	2%	0%	0%

**Remark**

- (1) Net Profit Margin is calculated by dividing profit (or loss) for the period/year by total revenue.
- (2) Profit Margin whice attributable to owners of paren is calculated by dividing the profit
- (3) Return on Equity (ROE) is calculated by dividing the profit for the period/year by the shareholders' equity.
- (4) Return on Total Assets (ROA) is calculated by dividing the profit for the period/year by the total assets.

**Total Assets**

As of March 31, 2025, the Company's total assets amounted to 35,479 million Baht. The Company cash and cash equivalents and Other current financial assets accounting for 2,269 million Baht.

**Total Liabilities and Equity**

The Company maintained a solid financial position. As of March 31, 2025, the Company reported total liabilities of 5,378 million Baht. The total shareholders' equity amounted to 30,101 million Baht. For the first quarter of 2025, the Company's capital expenditures and investments totaled 289 million Baht. The Company continues to invest in business expansion, efficiency enhancement projects.



Table 3 – Financial position

(Unit : MB)

Financial Status	Q1		Q4	change	
	2025	2024	2024	% YoY	% QoQ
Total Assets	35,479	35,522	34,766	0%	2%
Total liabilities	5,378	5,794	5,411	-7%	-1%
Net Debt	3,110	3,622	3,217	-14%	-3%
Total equity	30,101	29,729	29,355	1%	3%
Net Debt to Equity <sup>(1)</sup>	0.10	0.12	0.11		
Net Debt to EBITDA <sup>(2)</sup>	5.79	28.55	18.76		

**Remark**

(1) Net Debt-to-Equity Ratio is calculated by dividing net debt by total shareholders' equity.

(2) Net Debt-to-EBITDA Ratio is calculated by dividing net debt by EBITDA over the past 12 months.

**Sustainable Development**

The company remains committed to advancing sustainability. In the first quarter of 2025, the company achieved operational progress across three key dimensions environmental, social, and corporate governance, demonstrating the shared responsibility and active participation of management and employees, as outlined below:

**Environmental Aspect**

The company continues to prioritize environmental management. In Q1/2025, it submitted data for verification and certification to the Thailand Greenhouse Gas Management Organization (TGO), with official registration expected in April 2025.

Due to the expanded scope of data collection, the company resolved to adopt 2024 greenhouse gas emission and absorption data (covering January 1 to December 31, 2024) as its new baseline year, replacing previously used data. As a result, discrepancies between 2023 and 2024 figures may be observed.

Additionally, the Company emphasized systematic waste management by promoting proper waste separation among employees. Recyclable and reusable items such as plastic bottles, bottle caps, and expired calendars were collected and donated to relevant organizations for conversion into materials serving public benefit.

### Social Aspect

The Company supported the donation of essential goods comprising products it distributes to schools, institutions, and communities in the vicinity of its facilities. Assistance was also extended to locations that formally requested support, which reflects the company's continued commitment to community engagement.

### Governance Aspect

In collaboration with an external consultancy, the Company developed a strategic sustainability plan. In Q1/2025, the Company conducted an organizational readiness assessment and gap analysis through a current state evaluation, benchmarking its status against target standards. The assessment also included analysis of strategic factors and risks from both internal and external perspectives. The key sustainability issues identified through this process have been integrated into the Company's purpose, vision, mission, and operational framework. These efforts aim to advance the company toward becoming a truly sustainable organization.

Thank you for your attention and please kindly disseminate this information to all shareholders and investors accordingly.

Yours Sincerely,



(Mr. Thamarat Chokwatana)

President and Executive Chairman