

Management Discussion and Analysis

For the Three-month Period Ended 31 March 2025

Executive Summary

Consolidated financial statements <i>Unit: Thousand Baht</i>	Quarter 1 Year 2025	Quarter 4 Year 2024	Quarter 1 Year 2024	Change		Three-month Period		Change
	("1Q25")	("4Q24")	("1Q24")	%QoQ	%YoY	("3m25")	("3m24")	%YoY
Revenue from sales and services	227,728	240,730	155,661	(5.4%)	46.3%	227,728	155,661	46.3%
Gross profit	89,541	100,103	43,267	(10.6%)	106.9%	89,541	43,267	106.9%
Operating profit	14,202	34,750	545	(59.1%)	2,505.9%	14,202	545	2,505.9%
EBITDA	31,636	50,456	15,286	(37.3%)	107.0%	31,636	15,286	107.0%
Net profit (loss)	4,686	(75,138)	(3,318)	106.2%	241.2%	4,686	(3,318)	241.2%
Net profit (loss) to the parent company	7,491	(39,737)	(2,465)	118.9%	403.9%	7,491	(2,465)	403.9%
Gross profit margin	39.3%	41.6%	27.8%	(2.3%)	11.5%	39.3%	27.8%	11.5%
EBITDA margin	13.7%	20.5%	9.7%	(6.8%)	4.0%	13.7%	9.7%	4.0%
Net profit (loss) margin	2.0%	(30.5%)	(2.1%)	32.5%	4.1%	2.0%	(2.1%)	4.1%

Source: Interim financial information 3m25 (Reviewed) and management information

The First Quarter QoQ (1Q25 vs 4Q24)

- Consolidated revenues from sales and services dropped by 5.4%. This was mainly because revenues from OEM had 20.8% lower revenue from orders received from conventional medicines and hormones. In addition, consolidated gross profit margin declined by 2.3%.
- Consolidated operating profit decreased since reduction in revenue by Baht 13.0 million, while distribution costs increased by Baht 10.3 million.
- The Group reported consolidated net profit margin at 2.0% for 1Q25 due to no record of impairment loss of assets.

The First Quarter YoY (1Q25 vs 1Q24) and Three-month Period YoY (3m25 vs 3m24)

- The Group had higher consolidated revenues from sales and services totalled Baht 72.1 million. This was principally because revenue from Own Brand products increased by Baht 34.9 million. In addition, the expansion of dialysis solution plant and medical supplies for dialysis resulted to increase of revenue by Baht 12.7 million.
- The Group's gross profit increased by 106.9%. The changes were mainly derived from certain selling prices were increased and higher efficiency in capacity utilisation.
- In 1Q25, the Group had consolidated EBITDA margin and net profit margin at 13.7% and 2.0%, respectively. These ratios soared from

1Q24 since higher consolidated gross profit. However, the Group had higher distribution costs amounting to Baht 27.4 million resulted from advertising for Own Brand products.

Three-month Period financial ratios YoY (3m25 vs FY24)

- The Group had returns on assets and equity for 3m25 at 1.4% and 3.5%, respectively.
- For 3m25, D/E ratio rose up to 0.51 times since operating liabilities increased in the same way as revenue growth.

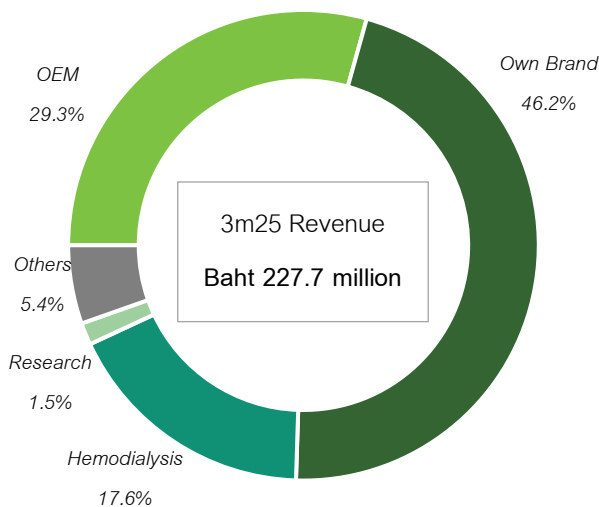
Significant events during 1Q25 and after the reporting date

Transfer of legal reserve and share premium to compensate deficit in the separate financial statements

On 22 April 2025, the Annual General Meeting of Shareholders had a resolution approving the Company to transfer legal reserve and ordinary share premium amounting to Baht 3.9 million and Baht 49.6 million, respectively, to compensate with outstanding deficit in the separate financial statements totalled Baht 53.5 million. The transfer of such reserves does not have effect to total shareholders' equity. Whilst, this will enable the Company ready to pay dividend for the future operating results.

Operating results

1. Revenue from sales and services structure



Products under customer's brand (OEM)

- The Group had variety of product to support customer's demand. This includes dietary supplements, syrup conventional medicine and hormones.

Products under the Group's brand (Own Brand)

- The Group's brand consisted of JSP™, Suphap Osot™, which covered many channels of distribution
- The Group's had product development and marketing plans to expand revenue from Own Brand segment.

Dialysis solution (Hemodialysis)

- The Group distributes dialysis solution for domestic dialysis clinic

Research and development, training and seminar services (Research)

- The Group provides product research and development of products, training and seminar and consultancy for research fund application

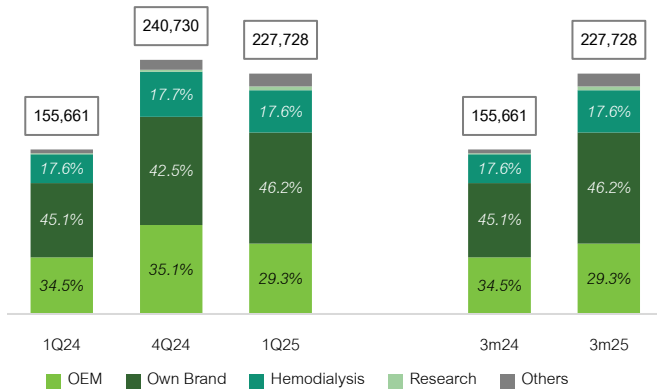
Other products (Others)

- The Group trades certain products such as drug test kits.
- The Group provides purified water system installation for industrial purposes.

Revenue by product type

Consolidated financial statements	Quarter 1	Quarter 4	Quarter 1	Change		Three-month Period		Change
	Year 2025	Year 2024	Year 2024	%QoQ	%YoY	Year 2025	Year 2024	
<i>Unit: Thousand Baht</i>	<i>("1Q25")</i>	<i>("4Q24")</i>	<i>("1Q24")</i>			<i>("3m25")</i>	<i>("3m24")</i>	<i>%YoY</i>
OEM	66,812	84,404	53,721	(20.8%)	24.4%	66,812	53,721	24.4%
Own Brand	105,136	102,275	70,212	2.8%	49.7%	105,136	70,212	49.7%
Hemodialysis	40,051	42,722	27,397	(6.3%)	46.2%	40,051	27,397	46.2%
Research	3,443	1,786	767	92.8%	348.9%	3,443	767	348.9%
Others	12,286	9,543	3,564	28.7%	244.7%	12,286	3,564	244.7%
Total	227,728	240,730	155,661	(5.4%)	46.3%	227,728	155,661	46.3%

Source: Interim financial information 3m25 (Reviewed) and management information



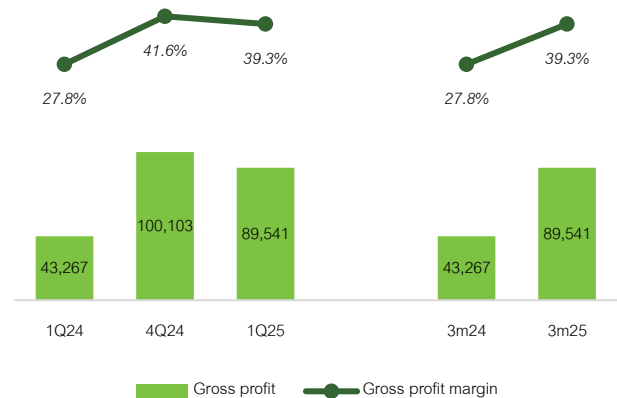
The First Quarter QoQ (1Q25 vs 4Q24) Consolidated revenues from sales and services decreased by 5.4%, which mainly because

- **OEM products:** Revenue from OEM products declined totalling Baht 17.6 million. This was principally because the Group had less customers' orders on conventional medicines.
- **Own Brand products:** The increase of revenue from Own Brand products totalled Baht 2.9 million mainly derived from dietary supplements, namely "Suphap Osot™ Balack Sesame Oil + Rice Bran Oil", which had enlargement of advertising.
- **Hemodialysis products:** The Group had lessened revenue by 6.3% because of lower revenue from medical supplies for dialysis.

The First Quarter YoY (1Q25 vs 1Q24) and Three-month Period YoY (3m25 vs 3m24) Consolidated revenues from sales and services increased by 46.3% since

- **OEM products:** Because the Group had a new customer ordered dietary supplements since the end of 2024, this customer had orders repeatedly so that revenue increased by Baht 13.1 million.
- **Own Brand products:** This type of product had 49.7% revenue growth since the Group expanded more channels of distribution, together with providing more mass marketing to boost customers' demand.
- **Hemodialysis products:** This product contributed 17.6% of consolidated revenues from sales and services for 1Q25. The Group had higher revenue from this segment because recognition of revenue from the expansion of dialysis solution plant was in fully period.

2. Gross profit and gross profit margin



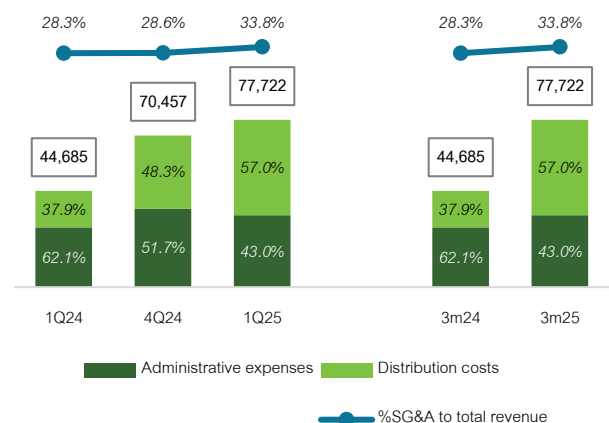
The First Quarter QoQ (1Q25 vs 4Q24)

- Consolidated gross profit margin dropped by 2.3% since revenue from sales and services decreased. The Company had no additional investment spending resulted to cost of sales and services significantly.

The First Quarter YoY (1Q25 vs 1Q24) and Three-month Period YoY (3m25 vs 3m24)

- The Group's consolidated gross profit margin increased by 11.5% because of upward selling price on certain products, increase of capacity utilisation from higher of customers' demand, especially dietary supplements and hemodialysis.

3. Distribution costs and administrative expenses



The First Quarter QoQ (1Q25 vs 4Q24)

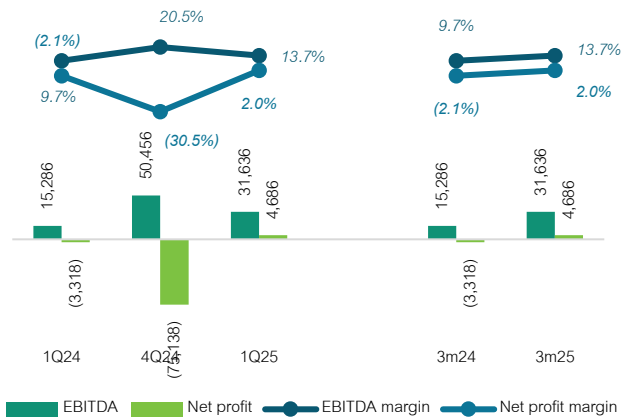
- **Distribution costs:** The Group's distribution costs for 4Q24 and 1Q25 were Baht 34.0 million and Baht 44.3 million, respectively. The increase of distribution costs mainly derived from advertising expenses for out-of-home media increased.

- **Administrative expenses:** The Group had administrative expenses for 4Q24 and 1Q25 totalled Baht 36.4 million and 33.4 million, respectively. The administrative expenses decreased due to research expenses on new product.

The First Quarter YoY (1Q25 vs 1Q24) and Three-month Period YoY (3m25 vs 3m24)

- **Distribution costs:** The increase of advertising expenses resulted to consolidated distribution costs rose up by Baht 27.4 million.
- **Administrative expenses:** Administrative expenses were higher by Baht 5.6 million because of service fee on vending machine and professional fees.

4. EBITDA and net profit



The First Quarter QoQ (1Q25 vs 4Q24)

- the Group's consolidated EBITDA dropped by 37.3% since lower of gross profit, but higher of distribution costs.
- In 1Q25, the Group's consolidated net profit turned to positive again because there was no effect from impairment loss from non-financial assets.

The First Quarter YoY (1Q25 vs 1Q24) and Three-month Period YoY (3m25 vs 3m24)

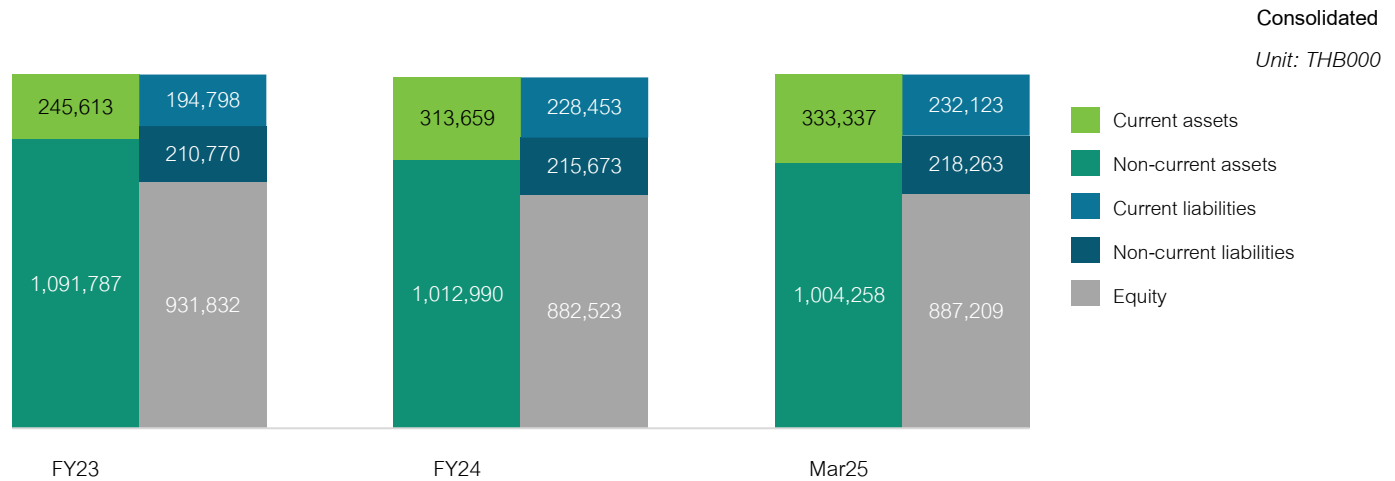
- According the growth of consolidated gross profit, consolidated EBITDA and consolidated net profit soared by Baht 16.4 million and Baht 8.0 million, respectively.

Consolidated income statement

Consolidated financial statements <i>Unit: Thousand Baht</i>	Quarter 1 Year 2025	Quarter 4 Year 2024	Quarter 1 Year 2024	<i>Change</i>		Three-month Period Year 2025 Year 2024		<i>Change</i>
	("1Q25")	("4Q24")	("1Q24")	%QoQ	%YoY	("3m25")	("3m24")	%YoY
Revenue from sales	219,519	234,068	151,210	(6.2%)	45.2%	219,519	151,210	45.2%
Revenue from services	8,209	6,662	4,451	23.2%	84.4%	8,209	4,451	84.4%
Cost of sales	(130,402)	(134,663)	(108,199)	(3.2%)	20.5%	(130,402)	(108,199)	20.5%
Cost of services	(7,785)	(5,964)	(4,195)	30.5%	85.6%	(7,785)	(4,195)	85.6%
Gross profit	89,541	100,103	43,267	(10.6%)	106.9%	89,541	43,267	106.9%
Other income	2,383	5,104	1,963	(53.3%)	21.4%	2,383	1,963	21.4%
Distribution costs	(44,315)	(34,034)	(16,922)	30.2%	161.9%	(44,315)	(16,922)	161.9%
Administrative expenses	(33,407)	(36,423)	(27,763)	(8.3%)	20.3%	(33,407)	(27,763)	20.3%
Operating profit	14,202	34,750	545	(59.1%)	2,505.9%	14,202	545	2,505.9%
Finance costs	(4,017)	(3,743)	(4,148)	7.3%	(3.2%)	(4,017)	(4,148)	(3.2%)
Impairment loss on non-financial assets	-	(115,990)	-	100.0%	-	-	-	-
Reversal of impairment loss (impairment loss) in accordance with TFRS9	(1,680)	(1,992)	534	15.7%	(414.6%)	(1,680)	534	(414.6%)
Profit (loss) sharing from associate accounted for equity method	(782)	306	(836)	(355.6%)	6.5%	(782)	(836)	6.5%
Profit (loss) before taxes	7,723	(86,669)	(3,905)	108.9%	297.8%	7,723	(3,905)	297.8%
Income taxes income (expense)	(3,037)	11,531	587	(126.3%)	(617.4%)	(3,037)	587	(617.4%)
Net profit (loss)	4,686	(75,138)	(3,318)	106.2%	241.2%	4,686	(3,318)	241.2%
Net profit (loss) to parent company	7,491	(39,737)	(2,465)	118.9%	403.9%	7,491	(2,465)	403.9%
Earnings (losses) per share (Baht)								
Basic	0.02	(0.08)	(0.005)			0.02	(0.005)	
Diluted	0.02	(0.08)	(0.005)			0.02	(0.005)	

Source: Interim financial information 3m25 (Reviewed) and management information

Financial position



Assets

- **Current assets:** As of 31 March 2025 ("Mar25"), consolidated current assets primarily comprised trade receivables and inventories, accounted for 75.6% of consolidated current assets. As of Mar25, consolidated current assets increased from 31 December 2024 ("FY24") because cash and cash equivalents, trade receivables and inventories increased totalling Baht 19.6 million.
- **Non-current assets:** As of Mar25, the Group had property, plant and equipment accounted for 67.0% of consolidated total assets. The lower value of property, plant and equipment as of Mar25 increased from FY24 since depreciation charged for 3m25.

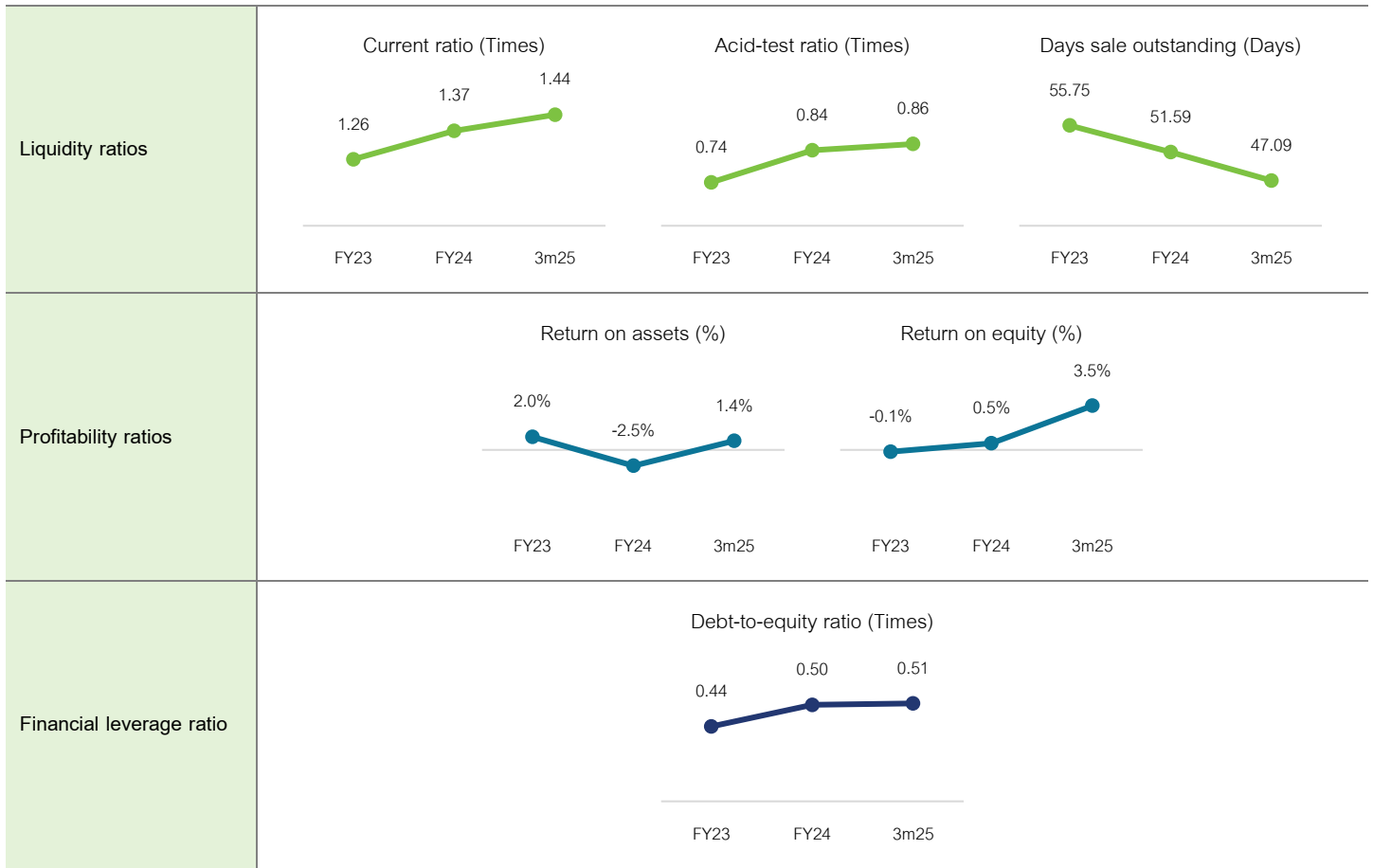
Liabilities

- **Current liabilities:** The Group had consolidated current liabilities as of Mar25 higher than FY24 by 1.6%. This was principally because the Group had operating current liabilities increased by Baht 21.2 million. While, current interest-bearing liabilities decreased totalled Baht 17.5 million.
- **Non-current liabilities:** Consolidated non-current liabilities of the Group as of Mar25 increased from FY24 by 1.2% because the Group had higher non-current interest-bearing liabilities totalled Baht 4.2 million.

Equity

- During 3m25, the Group's equity increased from consolidated net profit earned.

Significant financial ratios



- In 3m25, the Group's liquidity had slightly better since higher balances of cash and cash equivalents and inventories.
- Returns on equity for 3m25 increased from FY24 because consolidated net profit margin increased.
- Since the Group had more of operating liabilities in line with revenue growth, D/E ratio slightly changed to 0.51 times