

No. LTS. 013/2025

Date May 15, 2025

Subject : Management's Discussion and Analysis and explanation of the year
Period ended March 31, 2025

To : Directors and Managers
The Stock Exchange of Thailand

Executive Summary

The operating performance for 1Q25 slightly declined compared to the previous quarter. This was mainly due to the delayed of product deliveries for large-scale projects in the lighting equipment business unit. However, during this quarter, the company has recognize revenue from the IT Solution business through commissioning activities for a data center project.

When compared to the same period last year 1Q24, the company showed growth in both revenue and net profit, reflecting a positive trend in business growth.

Company Performance

The operating performance for 1Q25 showed growth, driven by revenue from IT Solution-related businesses for data centers. The total comprehensive income for 1Q25 amounted to THB 18.4 million, compared to THB 15.1 million in the same period of the previous year, representing an increase of 22%.

However, when compared QoQ with 4Q24, the performance slightly declined. In 1Q25, the total comprehensive income was THB 18.4 million, a decrease of 31.9% compared to THB 27 million recorded in 4Q24.

Financial Position

As of March 31, 2025, the Company's total assets amounted to THB 561.4 million, representing an increase of THB 66 million or 13.3% compared to the end of 2024.

The primary factor contributing to this increase was a rise in trade receivables, which increased by THB 24.6 million or 11.6%, mainly due to sales related to the commissioning of the data center project. These receivables were granted longer credit terms compared to typical retail trade receivables.

Additionally, cash and bank deposits also increased as a result of collections from trade receivables.

The Company has managed its liquidity efficiently, as evidenced by the ability to extend the credit terms for trade payables. This is reflected in the increase in trade and other payables, which rose by THB 44.2 million or 65% compared to the end of 2024.

Shareholders' equity stood at THB 355.2 million, an increase of THB 18.4 million or 5.5% from the end of 2024. This increase was primarily driven by the net profit of THB 18.4 million generated during the current quarter.

Overall, the Company continues to pursue a prudent financial policy. As of 1Q25, the debt-to-equity ratio remained at a low level of 0.58 times.

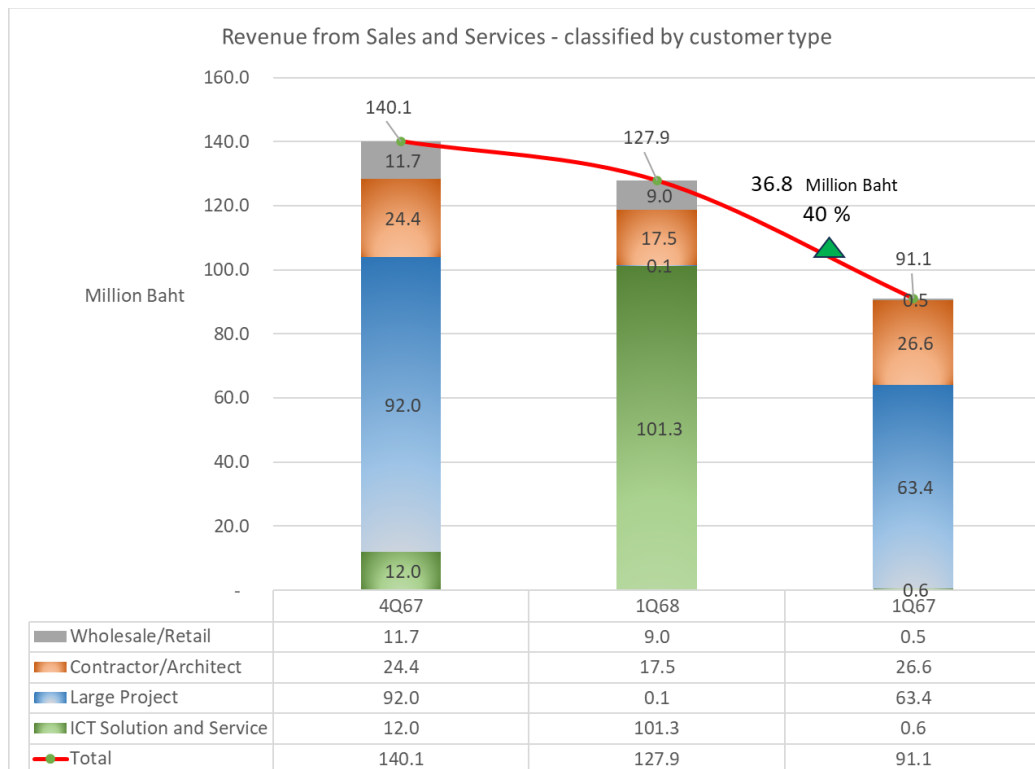
Quarterly Performance

Statement of Profit or Loss	1Q25	4Q24	Increase (Decrease)	%QoQ	1Q24	Increase (Decrease)	%YoY
Revenue from sales and services	127.8	140.4	(12.6)	(9.0)	91.1	36.7	40.3
Cost of sales and services	84.7	86.7	(2.0)	(2.3)	59.4	25.3	42.6
Gross Profit	43.1	53.7	(10.6)	(19.7)	31.7	11.4	36.0
Other income	0.1	0.30	(0.2)	(66.7)	0.2	(0.1)	(50.0)
Gain (loss) arising from change in fair value of derivatives	0.3	1.3	(1.0)	(76.9)	0.08	0.2	275.0
Profit before expenses	43.5	55.3	(11.8)	(21.3)	32.0	11.5	36.0
Selling expenses	5.6	5.7	(0.1)	(1.8)	4.9	0.7	14.3
Administrative expenses	13.6	14.5	(0.9)	(6.2)	7.4	6.2	83.8
Profit before finance costs and income tax	24.3	35.1	(10.8)	(30.8)	19.7	4.6	23.5
Finance cost	1.0	1.1	(0.1)	(9.1)	0.6	0.4	66.7
Profit before income tax	23.3	34.0	(10.7)	(31.5)	19.1	4.2	22.1
Income tax	4.9	7.0	(2.1)	(30.0)	4.0	0.9	22.5
Profit for the year	18.4	27.00	(8.6)	(31.9)	15.1	3.3	22.0

Sales and service income

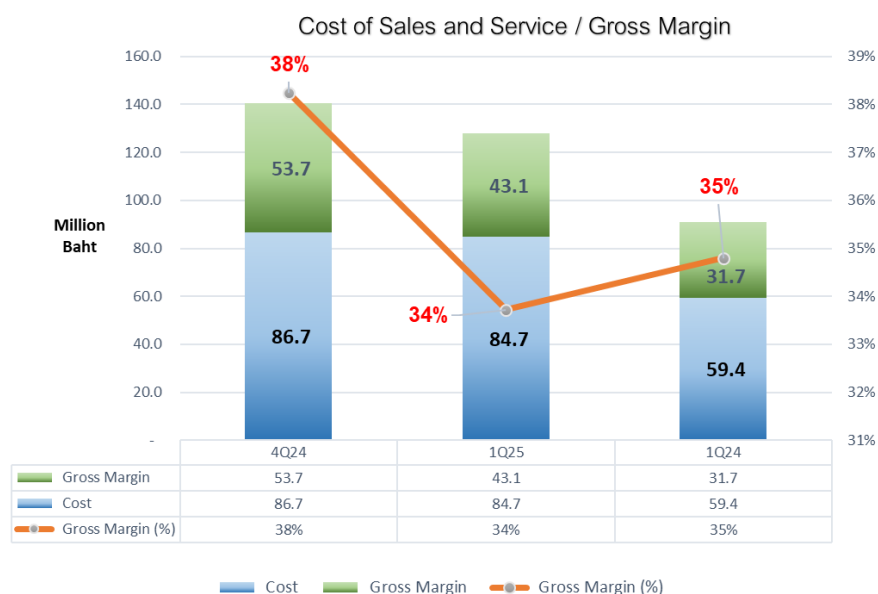
Income for 1Q25 amounted to THB 127.8 million, representing a decrease of THB 12.6 million or 9% compared to the same period last year (THB 140.4 million). This decline was primarily due to reduced revenue from large-scale projects, as the delivery schedule for these projects is pending based on the construction timeline, particularly for the lighting equipment business unit.

However, during this quarter, the Company has recognize revenue from the commissioning of the data center project, amounting to THB 101.3 million.



Cost of sales and service / Gross profit / Gross Profit Margin

- Cost of Sales and Services** for 1Q25 amounted to THB 84.7 million, compared to THB 86.7 million in the previous quarter, representing a decrease of THB 2 million or 2.3%. This reduction in cost of sales is in line with the decrease in revenue during 1Q25
- Gross Profit** for 1Q25 amounted to THB 43.1 million, compared to THB 53.7 million in the previous quarter, representing a decrease of THB 10.6 million or 19.7%. The decline was primarily due to the increased proportion of revenue from the data center project in 1Q25, which carries a lower gross profit margin compared to the revenue from the lighting equipment business.
- Gross Profit Margin** for 1Q25 stood at 34%, which is lower than the previous quarter's margin of 38%. This decrease is attributable to the increased revenue contribution from the data center project, which, being a large-scale project, carries a lower gross margin compared to revenue from the sale of lighting equipment. Nevertheless, the overall average gross profit margin remained above 30%, indicating continued profitability at a healthy level



Selling and Administrative expense / Net Profit

- **Selling Expenses** for 1Q25 amounted to THB 5.6 million, remaining stable compared to the same period last year, which was THB 5.7 million.

This stability is due to the fact that selling expenses are primarily incurred from sales of lighting equipment, which are generated through the sales team. Therefore, fluctuations in revenue from large-scale projects or data center work do not significantly impact selling expenses.

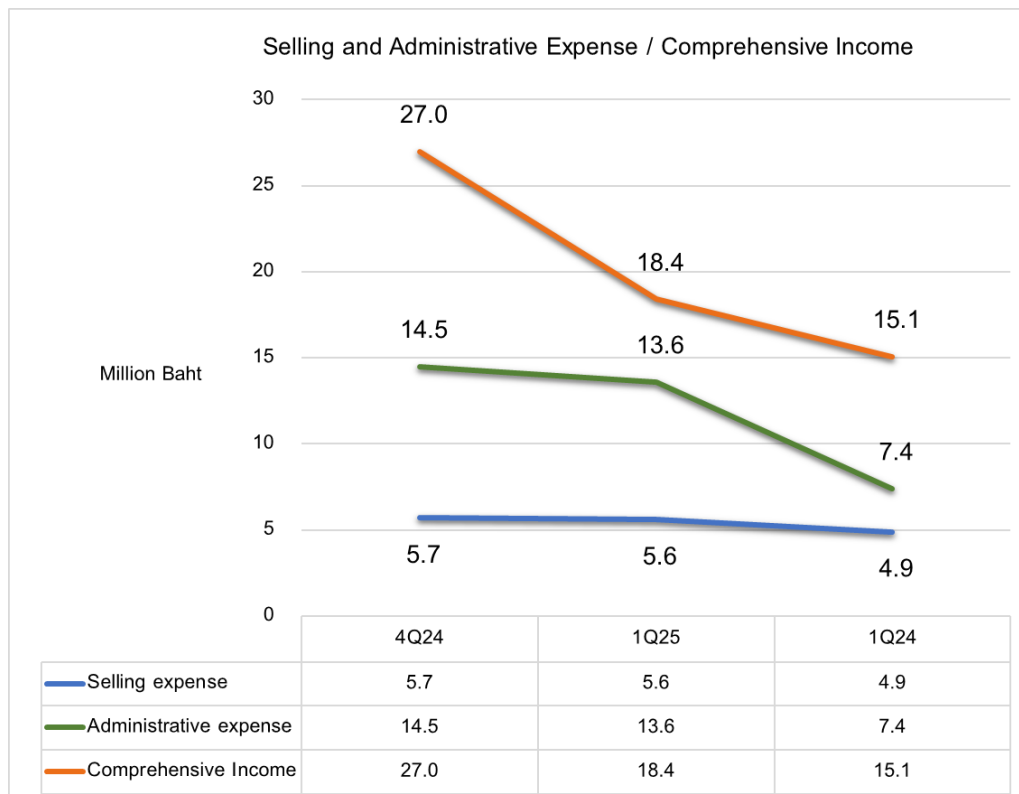
- **Administrative Expenses** for 1Q25 amounted to THB 13.6 million, remaining relatively stable compared to the previous quarter, which recorded THB 14.5 million.

The slight change in total administrative expenses was a result of increases (or decreases) in the following specific expense items:

1. **Increase in professional fees** by THB 4.8 million due to payments for financial and legal advisory services related to a merger and acquisition (M&A) transaction.
2. **Increase in audit fees** by THB 0.6 million, resulting from higher audit costs for a subsidiary.
3. **Increase in office and warehouse rental expenses** by THB 0.6 million. This is because, in the previous quarter 4Q24, the company had only just begun renting a new office location in December 2024, which affected the comparability.
4. **Decrease in expected credit loss (ECL) allowance** by THB 1.8 million, following the successful collection of trade receivables during 1Q25.
5. **Decrease in foreign exchange gains** by THB 1.7 million.

- **Net Profit** for 1Q25 was THB 18.4 million, representing a decrease of THB 8.6 million or 31.9% compared to the previous quarter (THB 27 million). The decline in net profit was mainly due to a decrease in total revenue of THB 10.6 million, while selling and administrative expenses remained stable, thereby impacting profitability.

However, when compared to the same period of the previous year (1Q24), where net profit was THB 15.1 million, the Company recorded an increase of THB 3.3 million or 22%. This reflects a positive growth trend in overall performance.



Financial Position

Financial Position	31 Mar 2025	31 Dec 2024	Increase (decrease)	%QoQ
Current Assets	402.7	338.3	64.4	19.0
Non-Current Assets	158.7	157.1	1.6	1.0
Total Assets	561.4	495.4	66.0	13.3
Current Liabilities	172.8	122.6	50.2	40.9
Non-Current Liabilities	33.4	36.0	(2.6)	(7.2)
Total Liabilities	206.2	158.6	47.6	30.0
Shareholders' Equity	355.2	336.8	18.4	5.5

Total Assets

Statement of Financial Position	31 Mar 2025	31 Dec 2024	Increase (decrease)	%QoQ
Cash and cash equivalents	78.2	48.4	29.8	61.6
Trade and other receivables - net	236.7	212.1	24.6	11.6
Inventories - net	64.6	59.0	5.6	9.5
Other current assets	30.2	25.8	4.4	17.1
Investment property	10.8	10.8	-	-
Fixed assets, intangible assets and right-of-use assets - net	120.0	117.9	2.1	1.8
Other non-current assets	20.9	21.4	(0.5)	(2.3)
Total Assets	561.4	495.4	66.0	13.3

Total Liabilities

Statement of Financial Position	31 Mar 2025	31 Dec 2024	Increase (decrease)	%QoQ
Loan from financial institutions	27.2	29.7	(2.5)	(8.4)
Trade and other payables	112.2	68.0	44.2	65.0
Lease liabilities	28.4	29.8	(1.4)	(4.7)
Income tax payable	18.8	13.7	5.1	37.2
Other current liabilities	11.7	9.4	2.3	24.5
Employee benefit obligations	5.4	5.2	0.2	3.8
	2.5	2.8	(0.3)	-
Total Liabilities	206.2	158.6	47.9	30.2

ASSETS

As of March 31, 2025, the Company reported total assets of THB 561.4 million, representing an increase of THB 66 million or 13.3% compared to December 31, 2024. The increase was primarily driven by the following factors:

- **An increase in cash and bank deposits** by THB 29.8 million or 61.6% from the end of 2024, resulting from the collection of trade receivables.
- **An increase in trade and other receivables** by THB 24.6 million or 11.6% from the end of 2024, mainly due to sales generated from data center-related projects during the current quarter.

Liabilities

As of March 31, 2025, the Company had total liabilities of THB 206.2 million, representing an increase of THB 47.9 million or 30.2% compared to December 31, 2024. The increase was primarily due to the following factor:

- **An increase in trade and other payables** by THB 44.2 million or 65% from the end of 2024. This was mainly due to the Company's purchase of equipment and materials for the commissioning of the data center project. These purchases were supported by extended credit terms from suppliers, which align with the longer credit terms the Company provides to its customers. The outstanding trade payables had not yet reached their payment due dates.

Shareholders' equity

As of March 31, 2025, the Company's shareholders' equity amounted to THB 355.2 million, representing an increase of THB 18.4 million or 5.5% compared to the end of 2024. This increase was attributable to the net profit generated in Q1/2025.

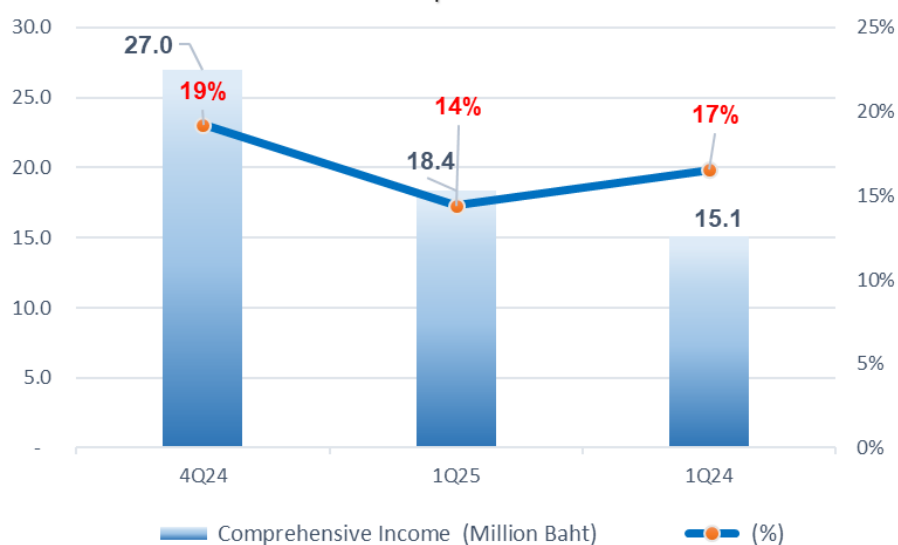
Important Financial Ratios

Financial Ratios	1Q25	4Q24	In(De)crease	%QoQ	1Q24	In(De)crease	%YoY
Gross Profit Margin	34%	38%	-5%	-12%	35%	-1%	-3%
Net Profit	14%	19%	-5%	-25%	17%	-2%	-13%
EBITDA	21%	29%	-8%	-28%	17%	3%	20%

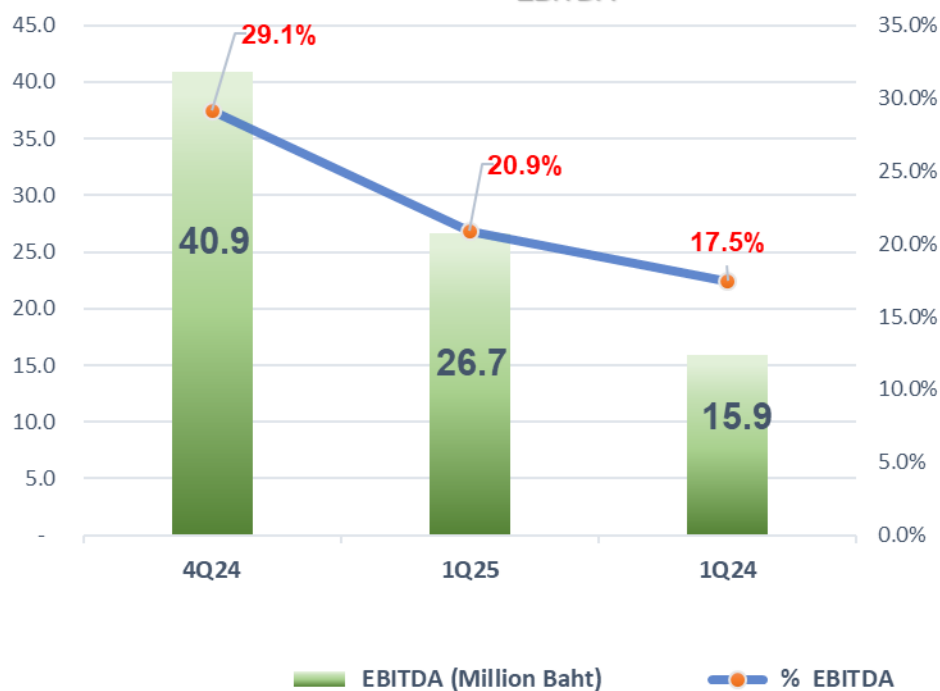
Financial Ratios	1Q25	4Q24	In(De)crease	%QoQ	Y2024	In(De)crease	%YoY
Debt to Equity ratio (D/E)	0.58	0.47	11%	23%	0.66	-8%	-12%
Return on Asset (ROA)	3.5%	6.2%	-2.8%	-44.2%	29.3%	-25.8%	-88.1%
Return on Equity (ROE)	5.3%	8.0%	-2.7%	-33.7%	33.8%	-28.5%	-84.3%
*** ROA & ROE Pro Rata Rate							

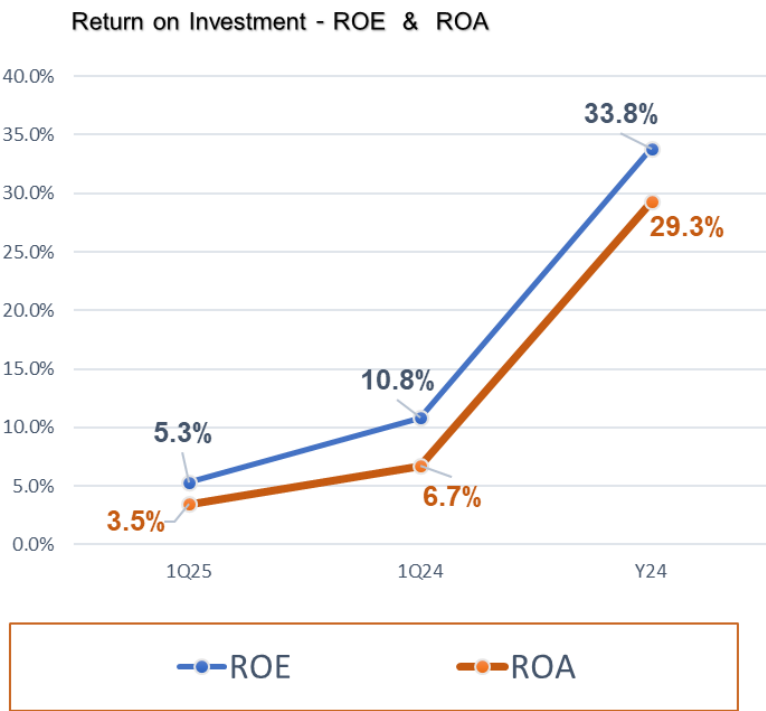
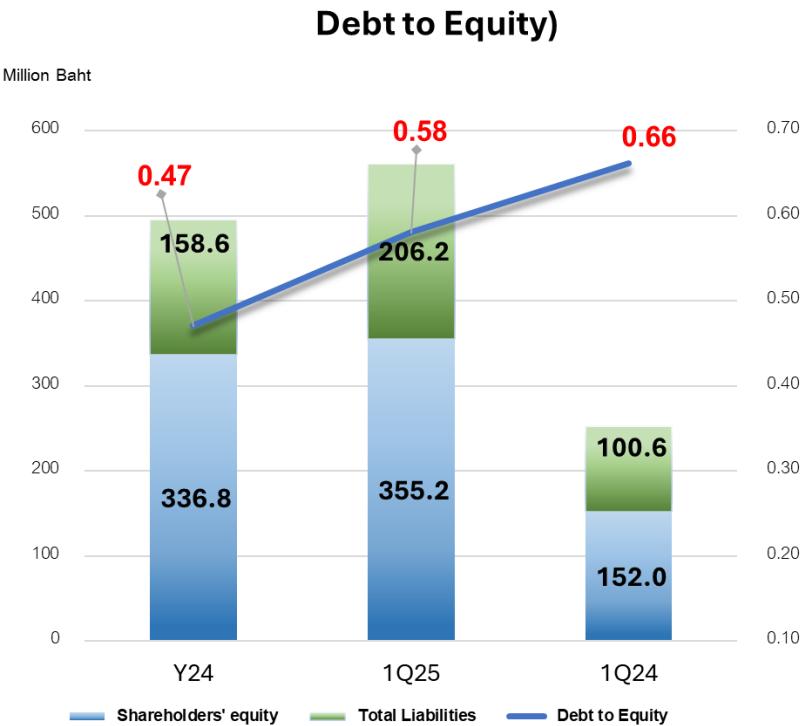


Comprehensive Income



EBITDA





Sincerely Yours,

Nuchanat Sangchat

Chief Finance Officer