

No. LTS. 018/2025

Date August 14, 2025

Subject : Management's Discussion and Analysis and explanation of the year  
Period ended June 30, 2025

To : Directors and Managers  
The Stock Exchange of Thailand

### **Executive Summary**

**Overall performance for 2Q25** The Company continued to generate revenue from its IT Solution business for data centers. Overall performance was comparable to the previous quarter. During this quarter, additional deliveries were made for a large-scale project under the lighting equipment business unit.

When comparing the results of 2Q25 with the same period last year (2Q24), both sales and net profit showed growth, driven primarily by increased revenue from the IT Solution business.

### **Significant events**

**On 19 June 2025**, the Company acquired 100% of the shares of **EN Soft Co., Ltd.**, a business specializing in engineering, installation of computer systems, and related software solutions. The acquisition was executed through the issuance of new shares valued at THB 214.4 million.

Accordingly, in preparing the interim financial statements for the six-month period ended **30 June 2025**, the Company prepared consolidated financial statements that include **EN Soft Co., Ltd.**'s operating results for 12 days (from 19 June 2025 to 30 June 2025).

***Company Performance***

The Company's overall performance in **2Q25** was comparable to **1Q25**, recording total comprehensive income of **THB 20.4 million**, compared to **THB 18.4 million** in **1Q25**. This represents an increase of **THB 2.0 million**, or **10.7%**.

For the six-month period of the current year compared to the same period last year, profit increased. The Company recorded total comprehensive income for the six-month period of **THB 38.8 million**, compared to **THB 32.3 million** in the same period last year, an increase of **THB 6.5 million** (a decrease of **20%**).

***Financial Position***

As of 30 June 2025, total assets stood at THB 967.6 million, representing an increase of THB 472.2 million or 95.3% compared to year-end 2024. This significant increase was primarily due to the consolidation of EN Soft Co., Ltd., contributing THB 228.4 million to the total. The assets of EN Soft Co., Ltd. accounted for 23% of the consolidated financial statements. Key asset increases for 2Q25 included:

**Trade receivables** totaled THB 164.6 million, accounting for 77.6% of total receivables. A portion of this arose from sales related to the commissioning data center project, which involved longer credit terms than those granted to regular retail customers. This also included trade receivables from EN Soft Co., Ltd. All such receivables were not yet due for payment.

The Company continues to manage liquidity efficiently by negotiating extended credit terms with trade and other payables. This is reflected in the increase in trade and other payables by THB 98.5 million, or 144.9%, compared to year-end 2024.

**Shareholders' equity** totaled THB 590 million, an increase of THB 253.2 million or 75% from year-end 2024. The increase was primarily attributable to the capital increase of THB 214.4 million for the acquisition of EN Soft Co., Ltd., as well as higher retained earnings from the current quarter's net profit of THB 20.4 million.

Overall, the Company continues to pursue a prudent financial policy, maintaining a low debt-to-equity ratio of 0.64 times for 2Q25.

## Management Discussion and Analysis

**Quarterly Performance**

Statement of Profit or Loss and Other comprehensive Income (Loss)	2Q25	1Q25	Increase (Decrease)	%QoQ	2Q24	Increase (Decrease)	%YoY
Revenue from sales and services	133.8	127.8	6.0	4.7	80.2	53.6	66.8
Cost of sales and services	87.4	84.7	2.7	3.2	42.5	44.9	105.6
<b>Gross Profit</b>	<b>46.4</b>	<b>43.1</b>	<b>3.3</b>	<b>7.7</b>	<b>37.7</b>	<b>8.7</b>	<b>23.1</b>
Other income	0.2	0.10	0.1	70.0	0.3	(0.1)	(43.3)
Gain (loss) arising from change in fair value of derivatives	(0.3)	0.3	(0.6)	(200.0)	0.01	(0.3)	(3,100.0)
<b>Profit before expenses</b>	<b>46.3</b>	<b>43.5</b>	<b>2.8</b>	<b>6.4</b>	<b>38.0</b>	<b>8.3</b>	<b>21.7</b>
Selling expenses	7.0	5.6	1.4	25.0	5.6	1.4	25.0
Administrative expenses	12.7	13.6	(0.9)	(6.6)	10.2	2.5	24.5
<b>Profit before finance costs and income tax</b>	<b>26.6</b>	<b>24.3</b>	<b>2.3</b>	<b>9.3</b>	<b>22.2</b>	<b>4.4</b>	<b>19.6</b>
Finance cost	1.0	1.0	-	-	0.8	0.2	25.0
<b>Profit before income tax</b>	<b>25.6</b>	<b>23.3</b>	<b>2.3</b>	<b>9.7</b>	<b>21.4</b>	<b>4.2</b>	<b>19.4</b>
Income tax	5.2	4.9	0.3	6.1	4.5	0.7	15.6
<b>Profit for the year</b>	<b>20.4</b>	<b>18.4</b>	<b>2.0</b>	<b>10.7</b>	<b>16.9</b>	<b>3.5</b>	<b>20.5</b>

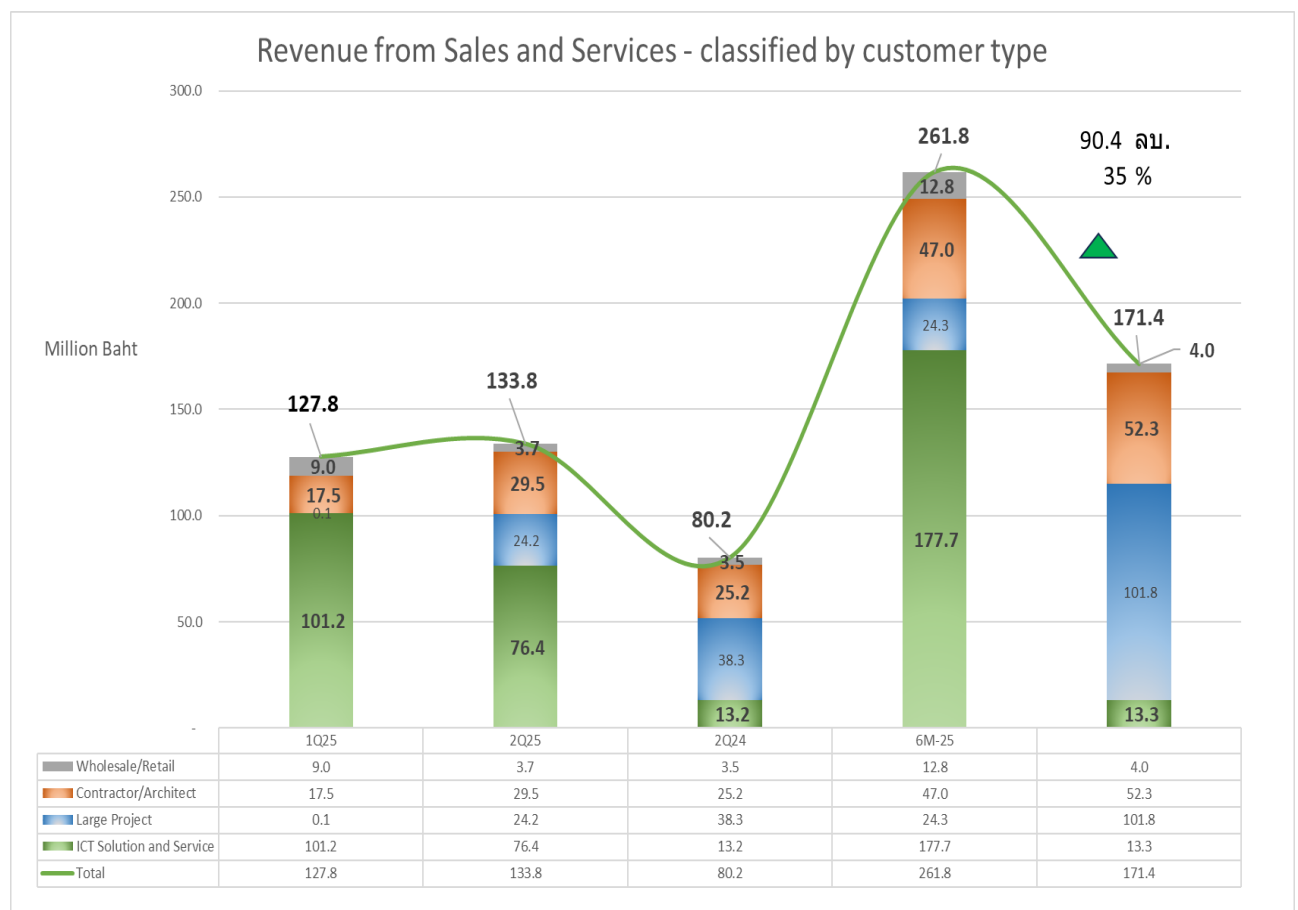
**Six Months Performance**

Statement of Profit or Loss and Other comprehensive Income (Loss)	6M2025	6M2024	Increase (Decrease)	%YoY
Revenue from sales and services	261.8	171.4	90.4	52.7
Cost of sales and services	172.2	101.9	70.3	69.0
<b>Gross Profit</b>	<b>89.6</b>	<b>69.5</b>	<b>20.1</b>	<b>28.9</b>
Other income	0.3	0.5	(0.2)	(40.0)
Gain (loss) arising from change in fair value of derivatives	(0.1)	0.1	(0.2)	(200.0)
<b>Profit before expenses</b>	<b>89.8</b>	<b>70.1</b>	<b>19.7</b>	<b>28.1</b>
Selling expenses	12.6	10.5	2.1	20.0
Administrative expenses	26.3	17.6	8.7	49.4
<b>Profit before finance costs and income tax</b>	<b>50.9</b>	<b>42.0</b>	<b>8.9</b>	<b>21.2</b>
Finance cost	2.0	1.5	0.5	33.3
<b>Profit before income tax</b>	<b>48.9</b>	<b>40.5</b>	<b>8.4</b>	<b>20.7</b>
Income tax	10.1	8.5	1.6	18.8
<b>Profit for the year</b>	<b>38.8</b>	<b>32.0</b>	<b>6.8</b>	<b>21.3</b>

## Revenue

**Revenue** for 2Q25 amounted to THB 133.8 million, an increase of THB 53.6 million or 66.8% compared to THB 80.2 million in the same period last year. This growth was driven by higher revenue from IT Solution projects for data centers and from large-scale projects under the lighting equipment business unit, in line with planned construction schedules and product deliveries.

In this quarter, revenue recognized included THB 76.4 million from the Commissioning Data Center project and THB 24.2 million from large-scale projects in the lighting equipment business unit.



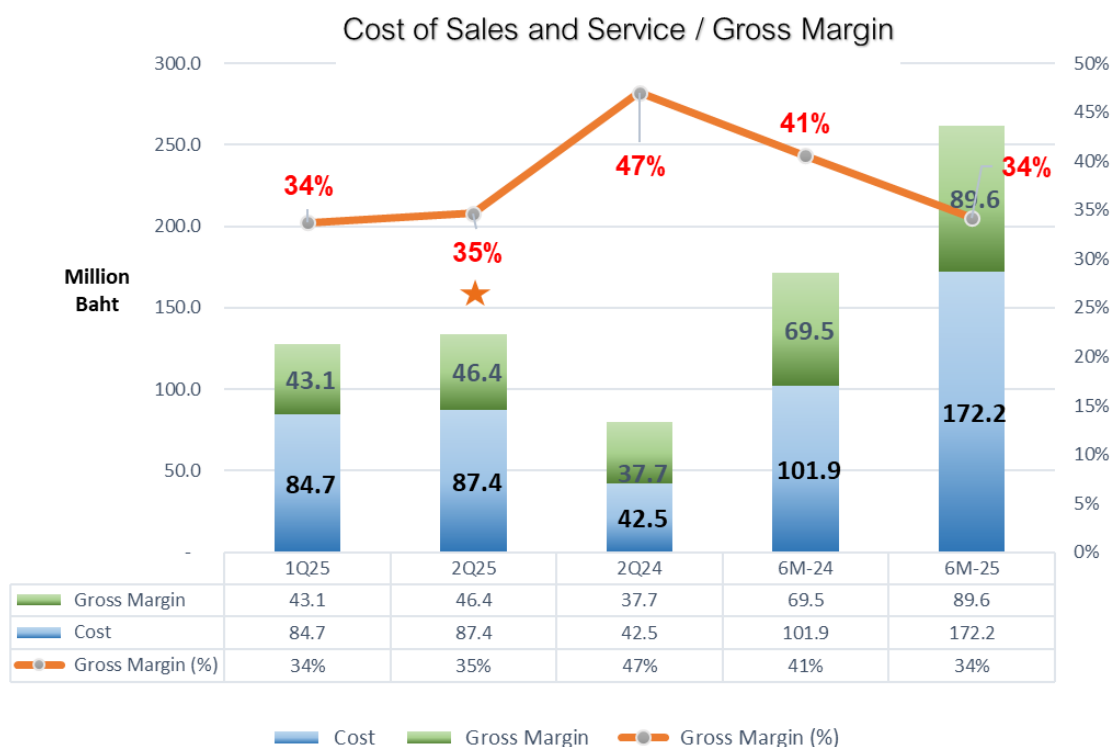
### Cost of sales and service / Gross profit / Gross Profit Margin

- **Cost of Sales and Services** for 2Q25 totaled THB 87.4 million, an increase of THB 2.7 million or 3.2% compared to THB 84.7 million in 1Q25. This increase in cost of sales was in line with the growth in revenue during 2Q25.

- **Gross Profit** for 2Q25 was THB 46.4 million, an increase of THB 3.3 million or 7.7% compared to THB 43.1 million in 1Q25.

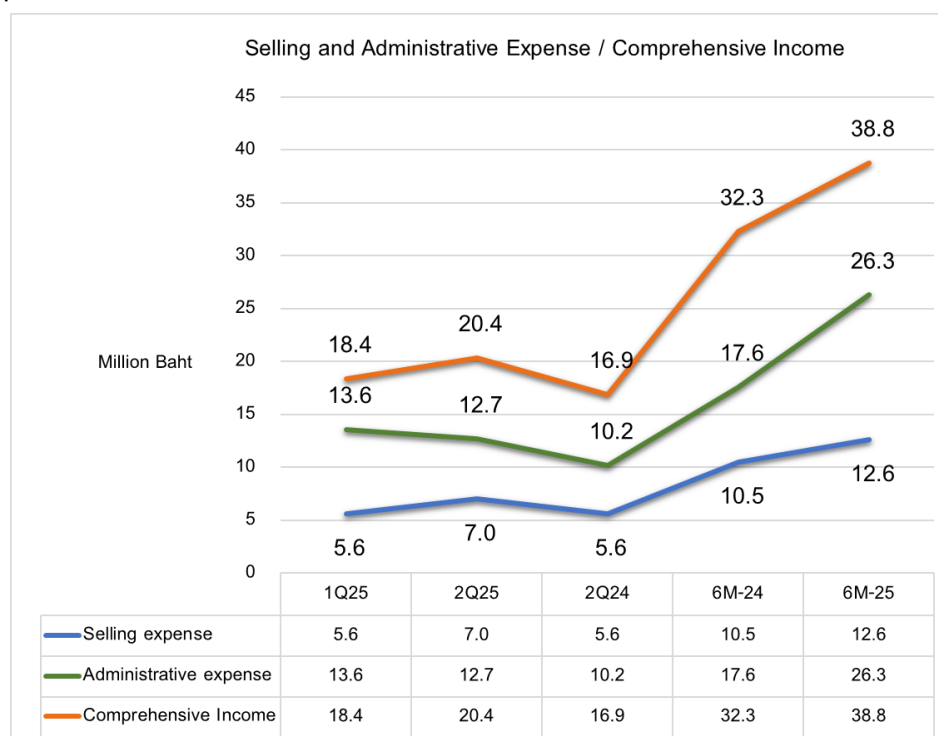
The gross profit margin in 2Q25 was impacted by the revenue mix, as revenue from the Data Center segment carried a lower margin compared to revenue from the lighting equipment business.

- **Gross Profit Margin** The gross profit margin for 2Q25 was 35%, remaining broadly in line with 34% in 1Q25.



## Selling and Administrative expense / Net Profit

- Selling Expenses** for 2Q25 amounted to THB 7.0 million, an increase of THB 1.4 million or 25% compared to THB 5.6 million in 1Q25. The increase was primarily due to promotional and marketing expenses related to the Company's participation in the Architect Expo in May, aimed at enhancing brand recognition among target customers in the lighting equipment business.
- Administrative Expenses** for 2Q25 totaled THB 12.7 million, remaining relatively stable compared to THB 13.6 million in 1Q25. Changes in specific expense categories were as follows:
  - Professional fees** decreased by THB 1.3 million, as financial and legal advisory fees related to the merger and acquisition were fully paid in 1Q25.
  - Audit fees** decreased by THB 0.4 million, as tax due diligence expenses from the merger and acquisition were also fully paid in 1Q25.
  - Bank fees** increased by THB 0.14 million, mainly from fees related to the establishment of new credit facilities with commercial banks.
- Net profit** for 2Q25 was THB 20.4 million, an increase of THB 2.0 million or 10.7% compared to THB 18.4 million in 1Q25, remaining broadly in line with the previous quarter. Overall, revenue saw a slight increase; however, the rise in selling expenses offset much of this growth, resulting in net profit levels similar to those of the prior quarter.



### Financial Position

Financial Position	30 June 2025.	31 December 2024.	Increase (decrease)	%Change
Current Assets	608.0	338.3	269.7	79.7
Non-Current Assets	359.6	157.1	202.5	128.9
Total Assets	967.6	495.4	472.2	95.3
Current Liabilities	327.6	122.6	205.0	167.2
Non-Current Liabilities	50.0	36.0	14.0	38.9
Total Liabilities	377.6	158.6	219.0	138.1
Shareholders' Equity	590.0	336.8	253.2	75.2

### Total Assets

Statement of Financial Position	30 June 2025.	31 December 2024.	Increase (decrease)	%Change
Cash and cash equivalents	46.5	48.4	(1.9)	(3.9)
Trade and other receivables - net	376.7	212.1	164.6	77.6
Contract assets	79.5			
Inventories - net	66.6	59.0	7.6	12.9
Other current assets	61.0	25.8	35.2	136.4
Investment property	10.8	10.8	-	-
Fixed assets, intangible assets and right-of-use assets - net	144.0	117.9	26.1	22.1
Goodwill	138.2	-	138.2	100
Other non-current assets	44.3	21.4	22.9	107.0
<b>Total Assets</b>	<b>967.6</b>	<b>495.4</b>	<b>472.2</b>	<b>95.3</b>

### Total Liabilities

Statement of Financial Position	30 June 2025.	31 December 2024.	Increase (decrease)	%Change
Loan from financial institutions	47.1	29.7	17.4	58.6
Trade and other payables	166.5	68.0	98.5	144.9
Contract liabilities	63.7	-		
Lease liabilities	27.5	29.8	(2.3)	(7.7)
Income tax payable	12.3	13.7	(1.4)	(10.2)
Other current liabilities	51.3	9.4	41.9	445.7
Employee benefit obligations	6.7	5.2	1.5	28.8
Other non current liabilities	2.5	2.8	(0.3)	-
<b>Total Liabilities</b>	<b>377.6</b>	<b>158.6</b>	<b>155.6</b>	<b>98.1</b>

Remark \*\* Includes Current and Non Current items

### Assets

As of 30 June 2025, the Company's total assets stood at THB 967.6 million, an increase of THB 472.2 million or 95.3% from 31 December 2024. The significant increase was primarily due to the consolidation of E.N. Soft Co., Ltd. into the financial statements. Key asset movements included:

- **Increase in trade and other receivables** of THB 164.6 million, up 77.6% from year-end 2024, driven by receivables from Data Center projects in the current quarter and trade receivables from E.N. Soft Co., Ltd. amounting to THB 129 million.
- **Increase in other current assets** of THB 35.2 million, up 136.4%, mainly from prepaid service expenses, including THB 25.8 million from E.N. Soft Co., Ltd.
- **Goodwill** of THB 138.2 million, arising from the acquisition of E.N. Soft Co., Ltd. through the issuance of new shares.



**Liabilities**

As of 30 June 2025, the Company's total liabilities amounted to THB 377.6 million, an increase of THB 155.6 million or 98.1% from 31 December 2024. The increase was primarily due to the following factors:

- **Increase in trade and other payables** of THB 98.5 million, up 144.9% from year-end 2024, driven by purchases for the Commissioning Data Center project, where extended supplier credit terms were aligned with customer credit terms. These payables were not yet due for payment. The balance also included trade payables from E.N. Soft Co., Ltd. amounting to THB 22.8 million, and accrued project costs of THB 56.2 million.
- **Increase in other current liabilities** of THB 41.9 million, up 445.7% from year-end 2024, mainly due to advance receipts from E.N. Soft Co., Ltd. totaling THB 24 million.

**Shareholders' equity**

As of **30 June 2025**, shareholders' equity totaled THB 590 million, an increase of THB 253.2 million or 75.2% from 31 December 2024. The increase was mainly attributable to the capital increase of THB 214.4 million for the acquisition of E.N. Soft Co., Ltd., as well as the net profit of THB 20.4 million generated in 2Q25.

### Important Financial Ratios

#### Quarterly

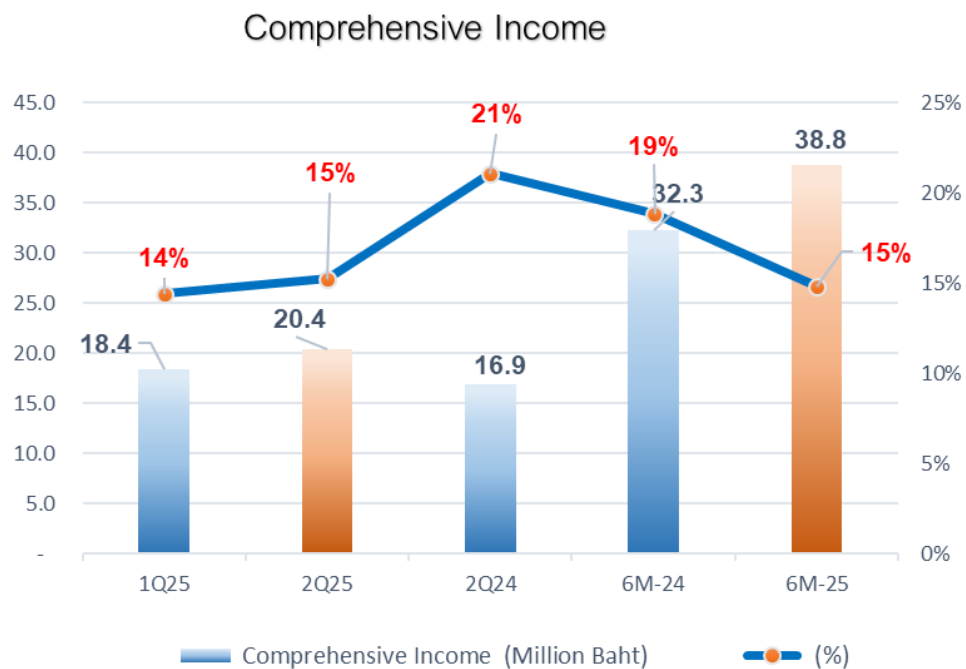
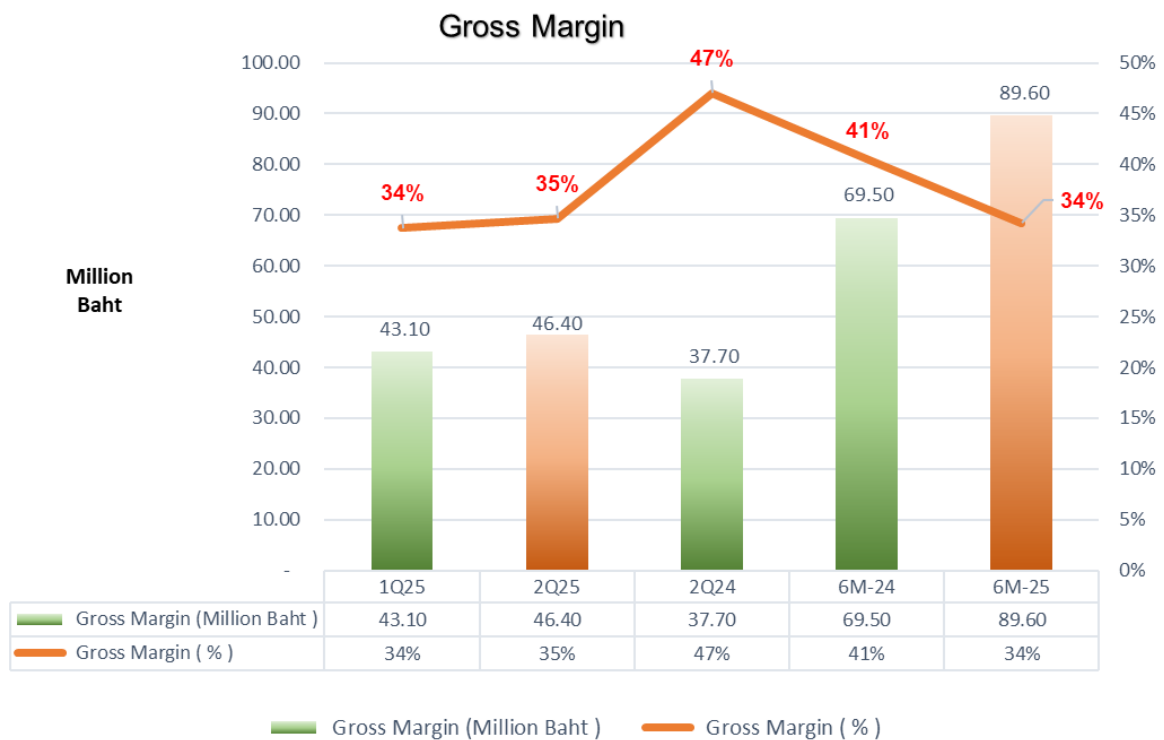
Financial Ratios	2Q25	1Q25	In(De)crease	%QoQ	2Q24	In(De)crease	%YoY
Gross Profit Margin	35%	34%	1%	3%	47%	-12%	-26%
Net Profit	15%	14%	1%	6%	21%	-6%	-28%
EBITDA	23%	21%	2%	8%	26%	-4%	-14%

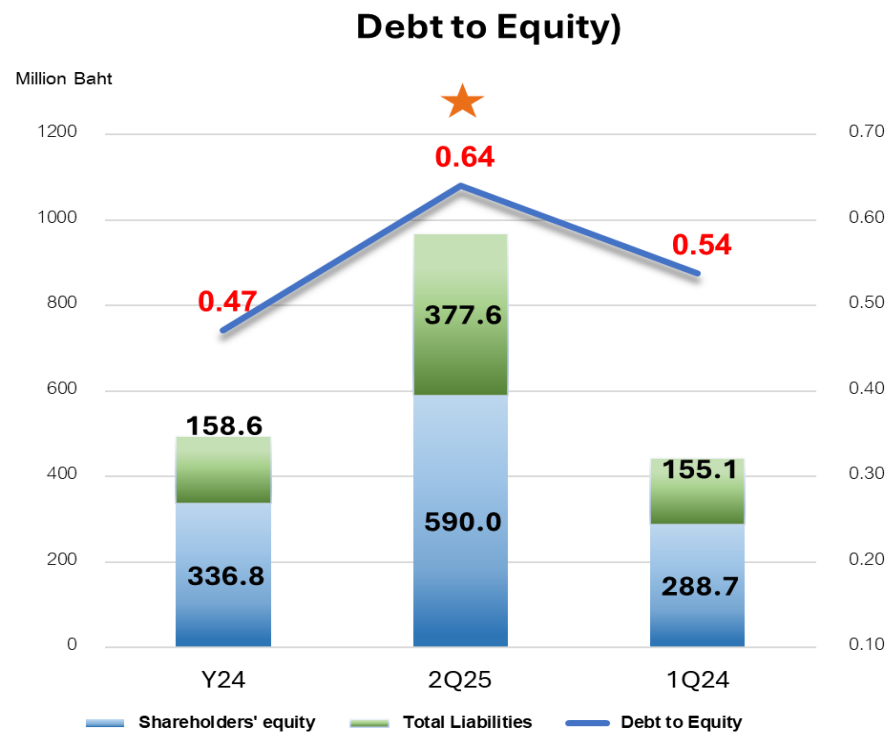
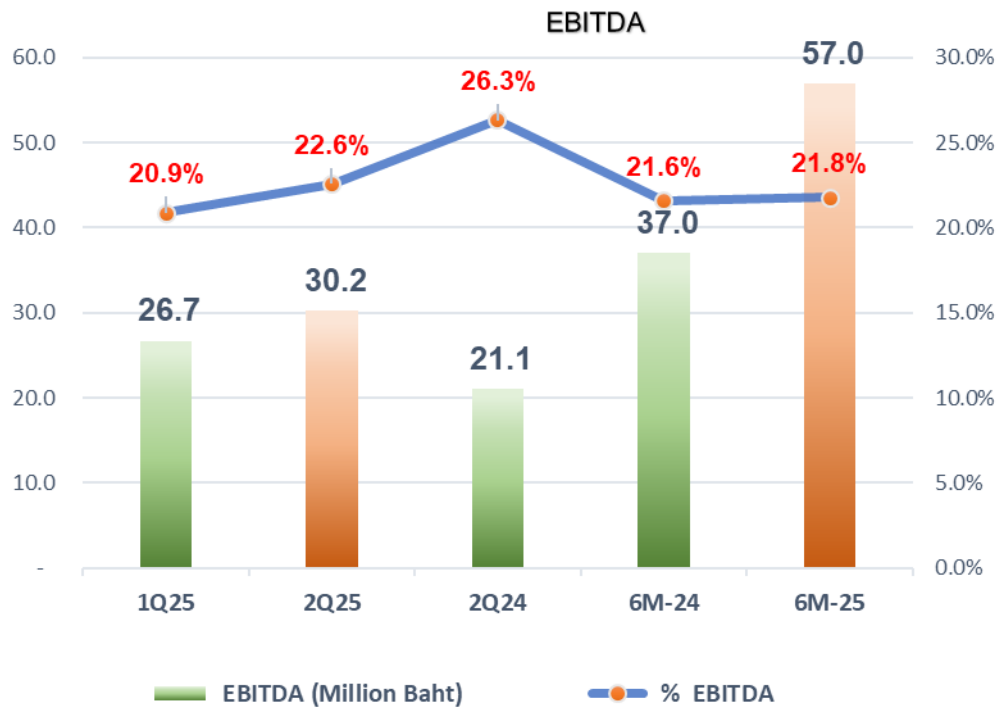
Financial Ratios	2Q24	3Q24	In(De)crease	%QoQ	3Q23	In(De)crease	%YoY
Debt to Equity ratio (D/E)	0.64	0.47	17%	36%	0.54	10%	19%
Return on Asset (ROA)	2.7%	3.5%	-0.8%	-23.5%	29.3%	-26.6%	-90.9%
Return on Equity (ROE)	4.3%	5.5%	-1.2%	-21.1%	33.8%	-29.5%	-87.3%
*** ROA & ROE Pro Rata Rate							

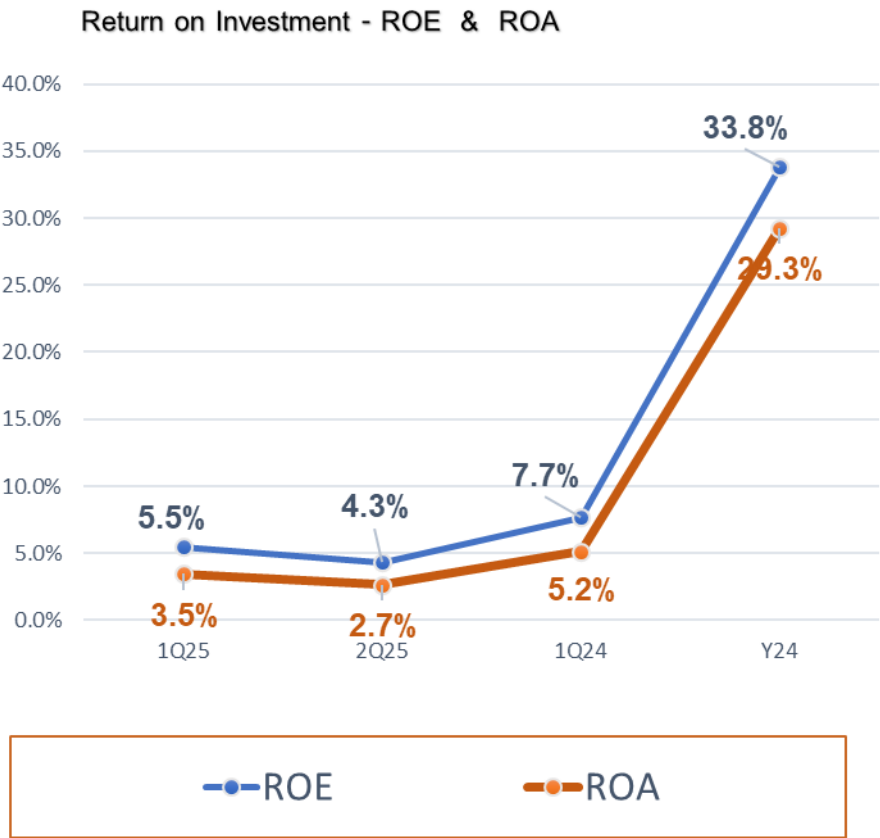
#### Six Months

Financial Ratios	6M Y25	6M Y24	In (De) crease	%YoY
Gross Profit Margin	34%	41%	-6%	-16%
Net Profit	15%	19%	-4%	-21%
EBITDA	22%	22%	0%	1%

Financial Ratios	6M Y25	6M Y24	In (De) crease	%YoY
Debt to Equity ratio (D/E)	0.64	0.54	0.10	19%
Return on Asset (ROA)	0.05	0.29	-24%	-82%
Return on Equity (ROE)	0.08	0.34	-26%	-77%
*** ROA & ROE Pro Rata Rate				







Sincerely Yours,

Nuchanat Sangchat

Chief Finance Officer