

## Management Discussion and Analysis: MD&amp;A

## Operating performance and financial position

## 1) Highlights of the Company's operating performance

In Q1/2025, the Company generated total revenue from service income of Baht 312.68 million which increased by 16% when compared to that of the same quarter of the previous year. The Company generated an increased volume of shipments by approximately 55% when compared to that of the same quarter of the previous year. In this quarter, the cross-border trade in Thailand increased by 100 percent, in Malaysia by 19 percent, and in China by 78 percent. However, the Company's gross profit margin decreased by approximately 2.32 percent from the gross profit margin of the same quarter of the previous year. The main reason was due to the increased competition in the market, which has resulted in higher empty-trip costs due to the inconsistency of the Northbound and Southbound freight volumes.

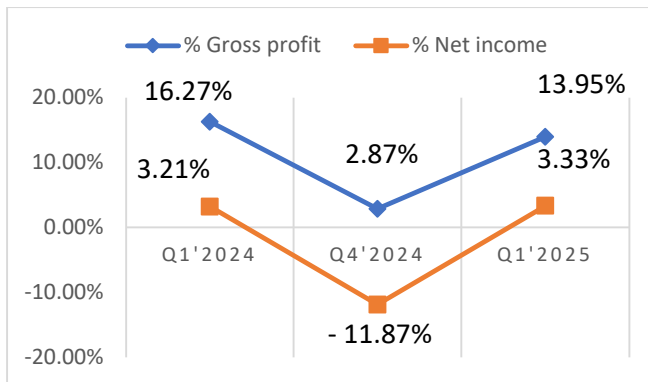
## Summary of the Company performance for Q1 of the year 2025 and 2024

Comprehensive income statements (Unit: Million Baht)	Q1'24	Q4'24	Q1'25	YoY		QoQ	
				Increase (Decrease)		Increase (Decrease)	
Service income	269.55	354.98	312.68	43.13	16%	(42.3)	(12%)
Cost of services	(225.68)	(344.79)	(269.07)	43.39	19%	(75.72)	(22%)
Gross profit	43.87	10.19	43.61	(0.26)	(0.59%)	33.42	328%
%Gross profit	16.27%	2.87%	13.95%	(2.32%)		11%	
Other income	4.14	(1.26)	1.57	(6.60)	(81%)	2.83	225%
Selling expenses	(1.16)	(0.81)	(1.28)	0.12	10%	0.47	58%
Administrative expenses	(38.67)	(28.98)	(28.51)	(10.16)	(26.27%)	(0.47)	2%
Gain (Loss) on exchange	4.03	(16.39)	(1.60)	(5.63)	(140%)	14.79	90%
Profit (Loss) before finance cost and tax expenses	12.21	(37.25)	13.79	(2.45)	(15%)	51.04	137%
Net Profit (Loss)	8.65	(42.13)	10.42	1.77	20%	52.55	125%
Profit attributable to:							
Equity holders of the Company	8.24	(39.65)	13.00	4.76	58%	52.65	133%
Non-controlling interest of the subsidiary	0.41	(2.49)	(2.58)	(2.99)	729%	0.09	4%
%Net Profit (Loss)	3.21%	(11.87%)	3.33%	0.12%		15.2%	

### Service income

In this quarter, the Group generated total revenue of Baht 312.68 million, which increased by 16% when compared to YoY. The main reasons were from the increased volume of shipments by 55% in domestic transportation in Thailand and China. In addition, the Company continuously has expanded shipment volumes on cold chain logistics from the second half of 2024 to present.

### Gross Profit and Gross Profit Margin



From the above chart, it can be seen that the Company's gross profit margin in the first quarter of 2025 increased compared to the fourth quarter of the previous year. The reason was the Group's effective cost management according to the strategy of reducing the cost of outsourced transportation, which is the Group's main cost, coupled with the decrease in the number of empty trips of the Group, resulting in the gross profit margin of this quarter increasing to 13.95 percent, which was in line with the Company's strategy.

Furthermore, the Company has undergone severe competition, resulting in the imbalance of the shipment volumes in both Northbound and Southbound – an increase in empty trips. The Company has foreseen such problems and considered the empty trip reduction is the key strategy in enhancing the efficiency of logistics as well as the cost reduction which can assist the Company to become more competitive. The solutions and strategies that have been implemented include:

- 1) The Company has utilized AI to analyze the transportation route and to find empty trip reduction approaches as well as planned to reduce empty trips by 10% within the next year.
- 2) The Company has initiated a program to provide discounts or special privileges to encourage customers to use transportation services on routes that require reducing the number of empty trips. This requires multiple strategies, starting from planning better routes, using technology, and creating business partnerships. These actions will not only help reduce costs but also increase the Company's competitiveness in the future.

### Gain (loss) on foreign exchange

In Q1/2025, the Group had an unrealized foreign exchange gain of THB 1.8 million, which was close to the unrealized foreign exchange gain of THB 2.0 million in Q1/2024. However, the Group had an actual foreign exchange loss of THB 3.4 million due to the fluctuation of USD from THB 35.2 per USD in 2024 to THB 33.9 per USD in Q1/2025, resulting in a net foreign exchange loss of THB 1.6 million.

### Selling and administrative expenses

The Group's selling and administrative expenses for 2025 decreased by THB 10 million compared to those of the previous year. The main reason was that in the first quarter of 2024, the Company had additional expenses due to its listing on the Stock Exchange in the fourth quarter of 2023, resulting in a decrease in selling and administrative expenses in the first quarter of 2025 compared to the first quarter of the previous year.

### Net profit

The Group had a net profit of THB 10 million for the first quarter of 2025, resulting from higher transportation volume, while the Group maintained a net profit margin of 3 percent, the same as in the same quarter of 2024.

## 2) Financial position analysis

Statement of financial position	Consolidated financial statement as at			
	31 December 2024		31 March 2025	
	Million Baht	%	Million Baht	%
<b>Assets</b>				
Cash and cash equivalent	81.58	8.38%	144.29	13.87%
Other financial assets measured at fair value through profit or loss	85.61	8.79%	57.36	5.51%
Trade and other current receivable	300.21	30.84%	322.97	31.05%
Other current assets	75.33	7.74%	87.10	8.37%
Building improvement and equipment	187.26	19.24%	179.16	17.22%
Net right-of-use assets	141.96	14.58%	148.50	14.28%
Other non-current assets	101.57	10.43%	100.79	9.70%
<b>Total assets</b>	<b>973.52</b>	<b>100.00%</b>	<b>1,040.17</b>	<b>100.00%</b>

### Assets

As of March 31, 2025, the Company had total assets of Baht 1,040 million, an increase of Baht 66.65 million or 7% from December 31, 2024, which was mainly due to the Company having better liquidity management between account payables and receivables than in the previous quarter, resulting in the company's cash and cash equivalents increasing by Baht 63 million.

Statement of financial position	Consolidated financial statement as at			
	31 December 2024		31 March 2025	
	Million Baht	%	Million Baht	%
<b>Liabilities and shareholders' equity</b>				
Trade and other payable	240.63	24.72%	308.06	29.62%
Loan from financial institutions	33.05	3.40%	25.98	2.50%
Lease liabilities	112.44	11.55%	108.42	10.42%
Other current liabilities	3.64	0.37%	4.44	0.43%
Other non-current liabilities	7.86	0.81%	7.98	0.77%
Total shareholders' equity	575.91	59.16%	585.30	56.27%
<b>Total liabilities and shareholders' equity</b>	<b>973.52</b>	<b>100.00</b>	<b>1,040.17</b>	<b>100.00</b>

### Liabilities and shareholders' equity

As of March 31, 2025, the Company's total liabilities were Baht 455 million, which increased by Baht 57 million from those as of December 31, 2024. It's mainly due to an increase in trade and other current payables from liquidity management with business partners.

As of March 31, 2025, shareholders' equity increased by Baht 10 million from December 31, 2024, resulting from the Company's increased operating performance during the period.

### 3) Perspective on the operating performance trend for the year 2025

Considering from what the Company encountered last year, whether it was the risk from fuel price volatility, the Company has resolved the problem of fuel cost to return to normal situation after receiving the subsidy from the Malaysian government, or the risk from US Dollar volatility – the Company has been monitoring the US Dollar volatility as well as additionally utilizing hedging to relieve the impacts of exchange rate and market competition which has become more severe, resulting in additional empty trips (Backhaul). The Company has continuously implemented measures to reduce the empty trip volume through the use of transportation management

technology, improving transportation routes, and creating cooperation with business partners, resulting in the empty trip rate starting to decrease on some routes since the fourth quarter of 2024.

This year, the Company focuses on developing the logistics management model to another level as well as the continuous turnaround with the following action plans:

- 1) Enhancing transportation management technology (Smart Logistics) by utilizing AI to help analyze to increase the efficiency of real time route planning.
- 2) Extending collaboration on logistics and increasing opportunities for return trips matching by expanding customer base into new areas to increase opportunities to match return trips and reduce volumes of backhaul/empty trips.
- 3) Improving pricing policy and driving customer motivation to increase opportunities to be competitive in the market.
- 4) The Company has also continuously offered temperature-controlled warehouse and transportation services (Cold Chain Logistics) to expand its customer base.
- 5) In addition, there will be an emphasis on expanding the market in the less than truck load (LTL) transportation service business group, as it is believed that customers in this group still have potential and tend to expand.

The Company believes that the aforementioned strategies will enhance logistics efficiency and reduce the cost of transportation, and these will render the Company to be sustainable competitive in the long term.