

Date: May 13, 2025

Reference 06/2025 (2568)

Subject Management Discussion and Analysis of the Financial Performance for the period ended 31 March 2025

Attention President

The Stock Exchange of Thailand

Summary of Performance Overview

For the period ended 31 March 2025, the company achieved total revenue of 1,885.2 million baht, representing 8.7% increase compared to the period ended 31 March 2024. The company also reported a net profit attributable to the parent company of 55.0 million baht, same as previous year.

Business overview

PRTR Group Public Company Limited ("PRTR" or the "Company") mainly operates in the Outsourcing Service business. The company established subsidiary companies to operate Total HR Solution business, for example, Recruitment business, Job platform business, Integrated Learning services business, and Human Capital Management Program

Competitive environment

The Outsourcing Services business has many entrepreneurs, both small, medium and large, and targets clients from various industries and job functions. However, by considering from our revenue size (source: Business Online Public Company Limited or BOL), the company can be considered as one of the three market leaders for Outsourcing Services in Thailand. The company currently employs more than 19,027 people for clients across a variety of industries including sales staff, office workers, IT and customer services. With over 30 years of expertise in the recruiting and outsourcing services business, we are able to provide customers with adequate employees to meet their needs and requirements in sales.

Recruitment Services businesses requires participants that operate businesses in Thailand to obtain a business license from the Department of Employment, which is a government agency that directly oversees such businesses. As of 31 January 2023, there are about 309 companies or firms that have received recruitment licenses for domestic job seekers (Source: Central Employment Registration and Jobseeker Protection Division) All of which are direct competitors of the company. If considering from revenue size (Source: Business Online Public Company Limited or BOL), the company can be considered as one of the four market leaders in Recruitment Services in Thailand. With over 30 years as an expertise in recruitment business, the company currently has a database of over 600,000 applicants and over 150 recruiting officers who specialize in recruiting employees for a variety of positions, from the employee level (Junior Officer) to the executive level (Executives Level).

Industry overview and trends

As of the fourth quarter of 2024, the total employment reached 40.1 million people, representing 98.94%, which is close to the previous quarter's rate of 98.90% (Source: National Economic and Social Development Council).

In the fourth quarter of 2024, the unemployment rate stood at 0.88%, a decrease from the previous quarter's rate of 1.02%.

Gross Domestic Product (GDP) grew by 3.2% in the fourth quarter of 2024, an increase from the previous quarter's growth of 3.0%.

Financial Performance

The company would like to report on our financial performance for the period ended 31 March 2025, with total revenues (includes Finance income) of Baht 1,885.2 million, an increase of 8.7% compared to the period ended March 31, 2024, and net profit attributed to owners of the parent of Baht 55.0 million, which remained the same as prior year. The details of significant changes are as follows:

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME	Quarter						
	Q1/2567	Q4/2567	Q1/2568	Changed			
	Million baht			QoQ	%QoQ	YoY	%YoY
REVENUES							
Revenue from rendering of services	1,731.3	1,960.5	1,882.1	(78.4)	(4.0%)	150.8	8.7%
Other income	0.5	-	0.2	0.2	100.0%	(0.3)	(60.0%)
Total Revenues	1,731.8	1,960.5	1,882.3	(78.2)	(4.0%)	150.5	+8.7%
EXPENSES							
Cost of rendering of services	1,562.1	1,790.3	1,717.9	(72.4)	(4.0%)	155.8	10.0%
Administrative expenses	106.2	106.4	100.5	(5.9)	(5.5%)	(5.7)	(5.4%)
Total Expenses	1,668.3	1,896.7	1,818.4	(78.3)	(4.1%)	150.1	9.0%
Profit before finance costs and income tax	63.5	63.8	63.9	0.1	0.2%	0.4	0.6%
Finance Income	2.4	2.3	2.9	0.6	26.1%	0.5	20.8%
Finance costs	1.1	1.2	1.1	(0.1)	(8.3%)	-	-
Profit Before Income Tax Expense	64.8	64.9	65.7	0.8	1.2%	0.9	1.4%
Income tax expense	12.3	9.9	12.5	2.6	26.3%	0.2	1.6%
Net Profit For the Year	52.5	55.0	53.2	(1.8)	(3.3%)	0.7	1.3%

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME	Quarter						
	Q1/2567	Q4/2567	Q1/2568	Changed			
	Million baht			QoQ	%QoQ	YoY	%YoY
PROFIT ATTRIBUTABLE TO							
Owners of the parent	55.0	56.4	55.0	(1.4)	(2.5%)	-	-
Non-controlling interests	(2.5)	(1.4)	(1.8)	(0.4)	(27.4%)	0.7	28.6%
TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO							
Owners of the parent	55.0	56.4	55.0	(1.4)	(2.5%)	-	-
Non-controlling interests	(2.5)	(1.4)	(1.8)	(0.4)	(28.6%)	0.7	28.0%
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	52.5	55.0	53.2	(1.8)	(3.3%)	0.7	1.3%

Total Revenues

For the period ended 31 March 2024 and 2025, the Company's total revenue was Baht 1,734.2 million and Baht 1,885.2 million, respectively, increased by Baht 151.0 million or 8.7%

For the period ended 31 March 2024 and 2025, the Company's revenue from rendering of services were Baht 1,731.3 million and 1,882.1 million, respectively, increased by Baht 150.8 million or 8.7% due to continuing growth in core services which includes outsourcing service and HRIS Platform.

The overall revenue from service provision continues to grow steadily, supported by the quality of service and potential to provide integration in one-stop service which cover recruitment in various industries and capability to recruit all levels of staff positions for clients.

Meanwhile, the company recorded other income and finance income of Baht 2.9 million and Baht 3.1 million in 2024 and 2025, respectively.

Revenue by service segment is as follows:

Revenue by services	Quarter						
	Q1/2567	Q4/2567	Q1/2568	Changed			
	Million baht		QoQ	%QoQ	YoY	%YoY	
Revenue from rendering of services - outsource	1,649.3	1,896.9	1,812.6	(84.2)	(4.4%)	163.4	9.9%
Revenue from rendering of services - recruitment	67.1	48.8	52.9	4.1	8.4%	(14.3)	(21.2%)
Total Revenue from main business	1,716.4	1,945.7	1,865.5	(80.2)	(4.1%)	149.1	8.7%
Revenue from rendering of services - Integrated learning Service	8.8	7.2	6.6	(0.6)	(8.7%)	(2.2)	(25.3%)
Revenue from rendering of services - Online Job Platform	0.3	-	-	-	-	(0.3)	(100.0%)
Revenue from rendering of services - HRIS Platform *	5.8	7.7	10.0	2.3	29.8%	4.2	71.1%
Total Revenue from new business	14.9	14.9	16.6	1.7	11.2%	1.6	11.0%
Other Revenue	0.5	0.0	0.2	0.2	569.5%	(0.2)	(51.7%)
Finance income	2.4	2.3	2.9	0.6	27.6%	0.5	18.7%
Total Revenues	1,734.2	1,962.9	1,885.2	(77.7)	(4.0%)	151.0	8.7%

* Commencing to generate revenue in Q2/2023

(1) Revenue from outsourcing services

For the period ended 31 March 2024 and 2025, the company generated revenue from Outsourcing services amounting to 1,649.3 million baht and 1,812.6 million baht, respectively, representing an increase of 163.4 million baht or 9.9%. This growth was driven by customers in the electrical appliances/mobile phone industry, telecommunications, IT sectors and Health and beauty industry. As a result, the number of outsourced employees increased, with the total number of outsourced employees as of 31 March 2025 reaching 19,027, an increase from 17,238 as of 31 March 2024.

For the three-month periods ended 31 December 2024 and 31 March 2025, the company generated revenue from outsourcing services of 1,896.9 million baht and 1,812.6 million baht, respectively, reflecting a decrease of 4.4%. This decline was primarily due to the recognition of bonus-related revenue of approximately 90 million baht in the fourth quarter of 2024. Typically, the company sees higher outsourcing service revenue in the second and fourth quarters of each year, driven by the recognition of bonus payments to employees.

The increase in the number of outsourced employees as of 31 March 2025 compared to 31 December 2024 was mainly attributed to continuous growth in the PC staff group and office-based staff. In contrast, the number of employees in the customer service and sales & marketing groups experienced a slight decline of outsourcing staffs over the same period.

(2) Revenue from recruitment services

For the period ended 31 March 2024 and 2025, the company generated revenue from the Recruitment business amounting to 67.1 million baht and 52.9 million baht, respectively, representing a decrease of 14.3 million baht or 21.2%. This decline was due to the decrease in sourcing of Middle and Executive positions from 131 to 107 individuals.

For the three months ending 31 December 2024 and 31 March 2025, the company generated revenue of 48.8 million baht and 52.9 million baht, respectively. The first quarter of 2025 saw an increase in revenue compared to the fourth quarter of 2024, due to an increase in the recruitment of Middle-level employees, from 63 to 87 individuals.

Platform services consist of (3) Integrated Learning Service that provides service through online and offline channels, (4) an Online Job Platform, and (5) HRIS platform. These platforms are in the first phase of business development. For the period ended 31 March 2024 and 2025, the company generated revenue from the training business amounting to 8.8 million baht and 6.6 million baht, respectively, reflecting an increase of 2.2 million baht or 25.3%. The Online Job Platform business generated revenue of 0.3 million baht and 0 baht, respectively, showing a decrease due to in 2025 all revenues are reclassified as Recruitment. The new HRIS Platform service generated revenue of 5.8 million baht and 10.0 million baht, respectively, an increase of 4.2 million baht or 71.1%. (The revenue from the HRIS Platform service, before intercompany eliminations, amounted to 11.4 million baht for the year ended 31 March 2025. For the fourth quarters of 2024, revenue before intercompany eliminations was 9.2 million baht. The increase in revenue is attributed to new clients since the fourth quarter of 2024 who began utilizing system development services. As of 31 March 2025, the system had 42,928 users, which increased from 16,093 users as of 31 March 2024.

Cost of Services

Captions	Quarter						
	Q1/2567	Q4/2567	Q1/2568	Changed			
	Million baht			QoQ	%QoQ	YoY	%YoY
Cost of Services and Expenses							
Cost of rendering of services - outsource	1,525.1	1,755.5	1,682.5	(73.0)	(4.2%)	157.4	10.3%
Cost of rendering of services - recruitment	26.3	27.2	25.5	(1.8)	(6.4%)	(0.8)	(3.1%)
Cost of rendering of services - training	5.0	3.5	3.2	(0.3)	(8.2%)	(1.8)	(35.3%)
Cost of rendering of services - Jobs Platform	0.6	(1.5)	-	1.5	100.0%	(0.6)	(100.0%)
Cost of rendering of services - Jobs Platform	5.1	5.6	6.7	1.1	19.8%	1.6	31.0%
Total Cost of rendering of services	1,562.1	1,790.3	1,717.9	(72.4)	-4.0%	155.8	10.0%
Administrative expenses	106.2	106.4	100.5	(5.9)	(5.5%)	(5.7)	(5.4%)
Total Cost of rendering of services and Expenses	1,668.3	1,896.7	1,818.4	(78.3)	-4.1%	150.1	9.0%
Profit from Operating Activities	63.5	63.8	63.9	0.0	0.2%	0.4	0.7%
Finance income	2.4	2.3	2.9	0.6	26.1%	0.5	20.8%
Finance costs	1.1	1.2	1.1	(0.1)	(8.3%)	-	-
Profit Before Income Tax Expense	64.8	64.9	65.7	0.7	1.2%	0.9	1.4%
Income tax expense	12.3	9.9	12.5	2.6	26.3%	0.2	1.6%
Net Profit For the Year	52.5	55.0	53.2	(1.9)	-3.3%	0.7	1.4%
Owners of the parent	55.0	56.4	55.0	(1.4)	-2.5%	1.4	0.0%
Non-controlling interests	(2.5)	(1.4)	(1.8)	(0.4)	(27.4%)	0.4	28.6%

For the period ended 31 March 2024 and 2025, The Company had cost of services of Baht 1,562.1 million and Baht 1,717.9 million, respectively, increased by Baht 155.8 million or 10.0%, mainly due to the following:

(1) The cost of outsourcing service was Baht 1,682.5 million, increasing by Baht 157.4 million or 10.3%. The increase was attributed to an increase in the salary and wage of the outsourcing staff. As a result, the cost grew in line with such an increase in revenue.

(2) The cost of providing HRIS Platform services amounted to Baht 6.7 million, reflecting an increase of Baht 1.6 million, or 31.0% compared to the previous year. This increase is proportionate to the rise in the company's revenue.

Gross Profit Margin

Gross profit by Type of Business	Quarter						
	Q1/2567	Q4/2567	Q1/2568	Changed			
				Million baht	QoQ	%QoQ	YoY
Gross profit from rendering of services - outsource	124.2	141.4	130.1	(11.3)	(8.0%)	5.9	4.8%
Gross profit from rendering of services - recruitment	40.8	21.6	27.4	5.8	27.1%	(13.4)	(32.9%)
Gross profit from rendering of services - Integrated learning Service	3.8	3.7	3.4	(0.3)	(9.1%)	(0.5)	(12.3%)
Gross profit from rendering of services - Online Job Platform	(0.4)	1.5	-	(1.5)	(100.0%)	0.4	100.0%
Gross profit from rendering of services - HRIS Platform *	0.7	2.1	3.3	1.2	56.2%	2.6	347.0%
Total Gross profit	169.2	170.2	164.2	(6.1)	-3.5%	(5.0)	-3.0%

* Commencing to generate revenue in Q2/2023

For the period ended 31 March 2024 and 2025, The Company had a gross profit of Baht 169.2 million and Baht 164.2 million, decreased by 5.0 million or 3.0%. The decrease in gross profit mainly came from Recruitment services which has gross profit margin decrease by 1.0% from prior year.

Administrative Expenses

For the period ended 31 March 2024 and 2025, administrative expenses compare to total revenue was 6.2% and 5.3%, respectively, which shows the company's robust performance in expense management. For the period ended 31 March 2024 and 2025, administrative expenses were Baht 106.2 million and Baht 100.5 million, respectively, decreased by Baht 5.7 million or 5.4%. The primary reason for this decrease was a reduction in employee-related expenses, resulting from improvements in operational process that enhanced overall work efficiency.

Financial Costs

Financial costs were Baht 1.1 million equal to prior year. The Company then has major interest expense from Lease liabilities.

Income Tax Expense

Income tax expense	For the year ended	
	31-Mar-24	31-Mar-25
Profit Before Income Tax Expense	64.8	65.7
Income tax expense	12.3	12.5
Effective tax rate	19.0%	19.0%

The effective tax rate is under 20% because some accounting expenses deductible for tax purposes exceed their recorded accounting value.

Statements of Financial Position

CONSOLIDATED FINANCIAL POSITION	As at				Change	
	31-Dec-24		31-Mar-25			
	Million THB	%	Million THB	%	Million THB	%
Current assets	2,065.9	88.8%	2,103.5	88.8%	37.6	1.8%
Non-Current assets	261.2	11.2%	266.1	11.2%	4.9	1.9%
Total Assets	2,327.1	100.0%	2,369.6	100.0%	42.5	1.8%
Current Liabilities	494.8	75.1%	478.0	73.8%	(16.8)	(3.4%)
Non-Current Liabilities	164.0	24.9%	170.1	26.2%	6.1	3.7%
Total Liabilities	658.8	28.3%	648.1	27.4%	(10.7)	(1.6%)
Total Shareholders' Equity	1,668.3	71.7%	1,721.5	72.6%	53.2	3.2%

Total Assets

As of March 31, 2025, the Company's total assets amounted to THB 2,369.6 million, representing an increase of THB 42.5 million compared to THB 2,327.1 million at the end of 2024. Cash and cash equivalents as of March 31, 2025, stood at THB 586.2 million. Trade receivables increased by THB 44.7 million, while Refundable corporate income tax decreased by THB 103 million, primarily due to tax refunds received from the Revenue Department.

CONSOLIDATED FINANCIAL POSITION	As at				Change	
	31-Dec-24		31-Mar-25			
	Million THB	%	Million THB	%	Million THB	%
Trade receivables - other companies						
Within credit terms	868.7	89.8%	841.2	83.2%	(27.5)	(3.2%)
Overdue:	-	-	-	-	-	-
Less than 3 months	94.1	9.7%	160.9	15.9%	66.8	71.0%
3 - 6 months	2.5	0.3%	6.9	0.7%	4.4	178.4%
6 - 12 months	2.0	0.2%	2.5	0.2%	0.5	22.8%
Over 12 months	1.1	0.1%	1.7	0.2%	0.7	62.4%
Less Allowance for expected credit losses	(1.4)	(0.1%)	(1.5)	(0.1%)	(0.1)	(6.4%)
Trade receivables - other companies	967.0	100.0%	1,011.7	100.0%	44.7	4.6%

อัตราส่วนทางการเงินที่สำคัญ	As at	
	31-Dec-24	31-Mar-25
Accounts Receivable Turnover (time)	6.3	6.4
Average collection period (day)	58	58

The Company maintained its trade receivables turnover ratio at a similar level to the previous year. As of March 31, 2025, trade receivables totaled THB 1,011.7 million, an increase of THB 44.7 million compared to the end of 2024, consistent with the increase in revenue during 2025.

Total Liabilities

As of March 31, 2025, total liabilities stood at THB 648.1 million, a decrease of THB 10.7 million or 1.6% compared to THB 658.8 million at the end of 2024. The primary reason for this decline was a THB 11 million reduction in accrued expenses related to service costs.

The Company is required by its financial institutions to maintain a debt-to-equity ratio not exceeding 3.5 times. As of March 31, 2025, the debt-to-equity ratio was 0.4 times, consistent with the ratio at the end of 2024.

Total Shareholder Equity

Shareholders' equity as of March 31, 2025, amounted to THB 1,721.5 million, an increase of THB 53.2 million or 3.2% compared to THB 1,668.3 million at the end of 2024. This increase was primarily due to net profit from operations for the period ended March 31, 2025, which amounted to THB 55.0 million.

Key Financial Ratio

Financial Ratios	For the year ended	
	31-Mar-24	31-Mar-25
Gross Profit Margin (%)	9.8	8.7
Net Profit Margin (Owners of the parent) (%)	3.2	2.9
Return on Assets (%)	10.4	9.4
Return on Equity (%)	14.2	13.1
Current Ratio (times)	4.5	4.4
D/E Ratio (times)	0.4	0.4
Earning per Share (Baht)	0.1	0.1

Cash Flow Liquidity and Capital Resource

Statement of Cashflows (Unit : Million Baht)	For the period ended			
	31-Mar-24	31-Mar-25	Change	%
Cash Flow from Operating Activities				
Net cash provided by (used in) operating activities	74.1	117.3	43.2	58.2%
Cash Flow from Investing Activities				
Net cash used in investing activities	(3.4)	(3.7)	(0.3)	(9.5%)
Cash Flow from Financing Activities				
Net cash from (used in) financing activities	(5.1)	(5.2)	(0.1)	(2.1%)
Net increase (decrease) in cash and cash equivalents	65.7	108.4	42.7	65.0%
Cash and cash equivalents as at 1 January	480.3	477.8	(2.5)	(0.5%)
Cash and cash equivalents as at	546.0	586.2	40.2	7.4%

As of March 31, 2025, the Company had Cash and cash equivalents of THB 586.2 million. Net cash provided by operating activities for the period ended March 31, 2025, was THB 117.3 million, compared to THB 74.1 million for the same period in 2024. This increase was due to the Company receiving THB 140.3 million in tax refunds from withholding tax for 2023.

Net cash used in investing activities was THB 3.7 million, primarily for the development of the HRIS Platform software. Net cash used in financing activities was THB 5.2 million, consisting of lease liability repayments of THB 4.1 million and interest payments of THB 1.1 million.

Executives' views on business trends in 2025

According to data from the Bank of Thailand, economic growth is projected to range between 1.3% and 2.0%, impacted by the Reciprocal Tariffs imposed by the United States. Nevertheless, the Company continues to see opportunities for business expansion, particularly in outsourcing services, which remain in steady demand across various sectors. Accordingly, the Company expects to maintain consistent growth throughout the year. Additionally, the Company remains committed to improving operational efficiency by enhancing administrative cost management, with a strong emphasis on integrating technology to boost productivity.

Sustainability development

The company emphasizes sustainable growth by promoting good corporate governance, which leads to effective and efficient management that is rigorous, transparent, and accountable. This approach builds trust and confidence among shareholders, stakeholders, and all involved parties, contributing to stable and sustainable business growth.

Key Sustainability Achievements

- Achieved a 5-star "Excellent" CGR rating for two consecutive years.
- CAC Certified: Recognized as a member of the Thai Private Sector Collective Action Against Corruption.
- CSR: For the fifth consecutive year, we organized activities to educate university students in preparation for their future careers.

In 2023-2024, the company received an "Excellent" Corporate Governance Score (5-star rating) for the second consecutive year from the Thai Institute of Directors (IOD), supported by the Stock Exchange of Thailand (SET) and the Securities and Exchange Commission (SEC) who was inspecting corporate governance of listed companies in Thailand for the year 2024.

In 2024, the company was certified as a member of the Thai Private Sector Collective Action Against Corruption (CAC), reflecting PRTR's commitment to combating all forms of corruption through transparent business operations, building trust with all stakeholders.



The company aims to integrate ESG in every working process (ESG in process) to build sustainable business process in every aspect whether it be governance, social and environmental through policy, the board and all employees to build common awareness in the company.

Please be informed accordingly.

Yours faithfully,

.....
(Risara Charoenpanich)

Chief Executive Officer