

November 9, 2023

Subject Interim Management's Discussion and Analysis for 3 months & 9 months ended 30 September 2023

To The President
The Stock Exchange of Thailand

Management's Discussion and Analysis of The Practical Solution Public Company Limited ("the Company") and subsidiaries for 3 months ended 30 September 2023, details are as follows.

Performance	3 Months 2022		3 Months 2023		Change
	MB	%	MB	%	%
Revenue from Sales and Services					
1. Revenue from IT System Sale	183.28	67.53	307.79	71.98	67.93
2. Revenue from Maintenance Services	68.21	25.13	72.41	16.93	6.16
3. Revenue from Construction	11.65	4.29	39.94	9.34	242.83
4. Revenue from Other IT Services	5.63	2.07	4.42	1.03	-21.49
Total Revenue from Sales and Services	268.77	99.02	424.55	99.28	57.96
Interest income	1.51	0.56	2.42	0.57	60.90
Other Revenue*	1.15	0.42	0.64	0.15	-44.06
Total Revenue	271.42	100.00	427.62	100.00	57.55
Cost of sales and services	188.98	70.31	320.15	75.41	69.41
Selling expenses	10.82	3.98	16.07	3.76	48.59
Administrative expenses	33.47	12.33	43.62	10.20	30.32
Total Cost	233.26	85.94	379.84	88.83	62.84
Gross Profit	79.79	29.69	104.40	24.59	30.84
Operating Profit	38.16	14.06	47.78	11.17	25.20
Financial cost	0.39	0.14	0.36	0.08	-8.60
Earnings before Taxes	37.77	13.92	47.43	11.09	25.58
Taxes	8.15	21.59	10.73	22.62	31.57
Net Profit	29.62	10.91	36.70	8.58	23.93
Profit (loss) attributable to:					
Shareholders of the parent company	30.42	11.21	38.02	8.89	25.00
Non-controlling interests	-0.80	-0.30	-1.32	-0.31	65.20
	29.62	10.91	36.70	8.58	23.91

Note: * Other revenue includes gains from sales of assets and gains from exchange rate etc.

Type of Customer	3 Months 2022		3 Months 2023		Change
	MB	%	MB	%	%
1. Private Companies	231.35	86.08	199.55	47.00	-13.74
2. Government Agencies	37.42	13.92	225.00	53.00	501.25
Total	268.77	100.00	424.55	100.00	57.96

Revenue from sales and services

For the 3 months period ended September 30, 2023, the company revenue from sales and services to 424.55 MB increased 155.78 MB or increased 57.96% comparing with the same period last year. The proportion of revenue from IT systems sales included installation and revenue from after-sales services was approximately 72% to 17%. Revenue increasing was mainly due to the closure of large projects worth more than 5MB. The total increased was 135.88 MB or 113%. Construction revenue from subsidiaries increased by 28.29 MB or 242.83%

Cost of sales and services Gross profit and Gross profit margin

For the 3 months period ended September 30, 2023, the cost of sales and services increased by 131.17 MB or 69.41% from the same period last year in accordance with the increase in revenue from sales and services, as a result, the company's gross profit increased to by 104.40 MB, but the gross profit margin decrease to 24.59%.

Selling and Administrative expenses Operating profit and Operating profit margin

For the 3 months period ended September 30, 2023, selling expenses increased 5.25 MB or 48.59% from the same period of the previous year. The main reason came from an increase in commission. Administrative expenses increased 10.15 MB or 30.32% from the same period last year caused by increase in employee compensation and operating expenses in the part of the subsidiary. The profit from the company's operations increased to 47.78 MB, but the operating profit margin decrease to 11.17%

Net profit and Net profit margin

For the first 3 months period ended September 30, 2023, the net profit attributable to the parent company was 38.02 MB increasing 25% from the previous year due to the increased in revenue.

Management's Discussion and Analysis of The Practical Solution Public Company Limited ("the Company") and subsidiaries for 9 months ended 30 September 2023, details are as follows.

Performance	9 Months 2022		9 Months 2023		Change
	MB	%	MB	%	%
Revenue from Sales and Services					
1. Revenue from IT System Sale	445.22	67.87	586.18	64.13	31.66
2. Revenue from Maintenance Services	169.45	25.83	217.12	23.76	28.13
3. Revenue from Construction	18.98	2.89	91.96	10.06	384.51
4. Revenue from Other IT Services	14.27	2.18	9.40	1.03	-34.13
Total Revenue from Sales and Services	647.92	98.77	904.66	98.98	39.63
Interest income	4.33	0.66	6.29	0.69	45.32
Other Revenue*	3.71	0.57	3.05	0.33	-17.84
Total Revenue	655.96	100.00	913.99	100.00	39.34
Cost of sales and services	455.22	70.26	667.83	73.82	46.70
Selling expenses	30.18	4.60	37.41	4.09	23.98
Administrative expenses	99.88	15.23	116.04	12.70	16.18
Total Cost	585.28	89.23	821.28	89.86	40.32
Gross Profit	192.70	29.74	236.83	26.18	22.91
Operating Profit	70.68	10.77	92.71	10.14	31.18
Financial cost	0.75	0.11	1.39	0.15	84.95
Earnings before Taxes	69.93	10.66	91.33	9.99	30.60
Taxes	15.36	21.97	18.78	20.57	22.27
Net Profit	54.57	8.32	72.54	7.94	32.93
Profit (loss) attributable to:					
Shareholders of the parent company	57.06	8.70	73.86	8.08	29.45
Non-controlling interests	-2.49	-0.38	-1.32	-0.14	-47.05
	54.57	8.32	72.54	7.94	32.94

Note: * Other revenue includes gains from sales of assets and gains from exchange rate etc.

Type of Customer	9 Months 2022		9 Months 2023		Change
	MB	%	MB	%	%
1.Private Companies	472.95	72.99	527.20	58.28	11.47
2.Government Agencies	174.97	27.01	377.45	41.72	115.72
Total	647.92	100.00	904.66	100.00	39.62



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Revenue from sales and services

For the 9 months period ended September 30, 2023, the company revenue from sales and services to 904.66 MB increased 256.74 MB or increased 39.63% comparing with the same period last year. The proportion of revenue from IT systems sales included installation and revenue from after-sales services was approximately 64% to 24%. Revenue increasing was mainly due to the closure of large projects worth more than 5MB. The total increased was 154.92 MB or 45%. Construction revenue from subsidiaries increased by 72.98 MB or 384.51%

Cost of sales and services Gross profit and Gross profit margin

For the 9 months period ended September 30, 2023, the cost of sales and services increased by 212.61 MB or 46.70% from the same period last year in accordance with the increase in revenue from sales and services, as a result, the company's gross profit increased to by 236.83 MB, but the gross profit margin decrease to 26.18%.

Selling and Administrative expenses Operating profit and Operating profit margin

For the 9 months period ended September 30, 2023, selling expenses increased 7.23 MB or 23.98% from the same period of the previous year. The main reasons It came from the increase in sales staff expenses and commissions. Administrative expenses increased 16.16 MB or 16.18% from the same period last year caused by increase in employee compensation and allowance for impairment of accounts receivable from the parent company and operating expenses in the part of the subsidiary. The profit from the company operations increased to 116.04 MB, but the operating profit margin decrease to 12.70%

Net profit and Net profit margin

For the first 9 months period ended September 30, 2023, the net profit attributable to the parent company was 73.86 MB increasing 29.45% from the previous year due to the increased in revenue.

Please be informed accordingly,

Yours Sincerely,

(Mr. Bunsom Kitkasetstaporn)

Chief Executive Officer