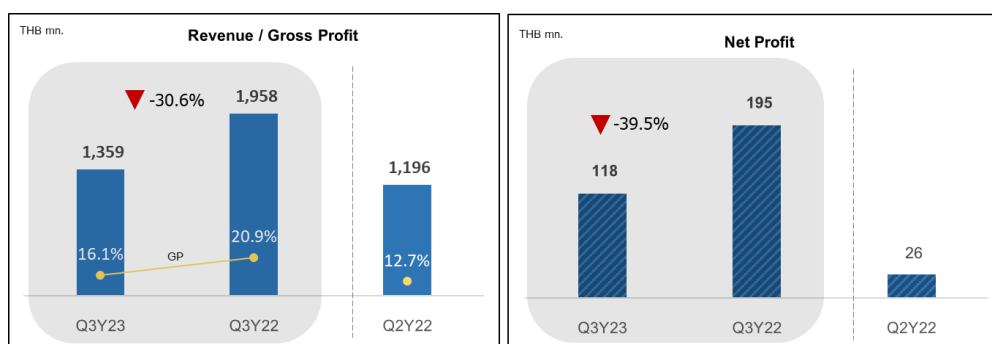


Management Discussion and Analysis

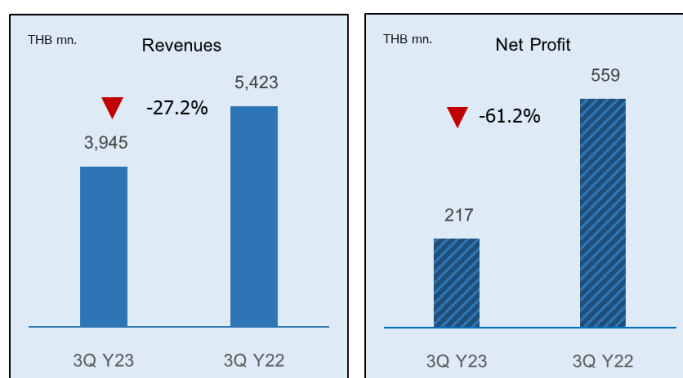
For Q3Y23 and 9M Y23

Executive Summary

- Revenue from sales of the Company for Q3 2022 and 2023 were THB 1,958 million and THB 1,359 million, respectively, representing a decrease of 30.6% YoY. Pet Food sales dropped significantly while Human Food sales were at around the same as the same quarter last year.
- The Q3 2023 gross profit of the Company was THB 218 million, better than last quarter, however, 60.6% decreased YoY (Q3 2022: THB 410 million, Q2 2023: THB 152 million). The Company Q3 2023 gross profit margin was at 16.1% (Q3 2022: 20.9%, Q2 2023: 12.7%). Portion of Human Food was at the same compared to same quarter last year. Meanwhile, labor and utilities portion to sales, even lower compare to 1st half of the year, but also higher compare to same period last year.
- The Q3 2023 net profit of the Company was THB 118 million, 39.5% decreased YoY due to rapid fell on sales and gross profit margin which partly offset by more than 20% lower operating expenses and even had interest income from cash deposit and loan to ASIAN. Loss from exchange rate was significant lower compare to the same quarter last year. The earnings per share was THB 0.06 per share (Q3 2022: THB 0.11 per share, calculated based on 1,700 million shares before IPO in October 2022).



- Revenue from sales of the Company for the 9 month of 2022 and 2023 were THB 5,423 million and THB 3,945 million respectively, representing a decrease of 27.2% mostly from pet food sales dropped.
- The gross profit of the Company for 9-month of 2023 was at THB 499 million, 53.4% decreased YoY. The Company 9-month of 2023 gross profit margin is at 12.7% compared to 19.8% at the same period last year. The decreased mostly due to higher raw material cost force by higher



portion in human food sales. Higher labor and utilities cost portion compared to sales also contributed.

- The Company's net profit for 9-month of 2023 was THB 217 million, dropped 61.2% from THB 559 million YoY. The net profit margin for the period was 5.5%, compared to 10.3% of the same period previous year, owing mostly to a lower sales and gross profit margin even operating expenses and financial cost decreased. Earnings per share was THB 0.10 (9-month of 2022: THB 0.33 per share, calculated based on 1,700 million shares before IPO in October 2022).

Business Overview

Asian Alliance International Public Company Limited (the "Company" or "AAI") and its subsidiaries (the "AAI Group") is Thailand's major original equipment manufacturers of pet food and shelf-stable human food. Currently, original equipment manufacture (OEM) business under clients' brands generates the majority of revenue from pet food and human food sales.

Since 2019, AAI Group has been developing its own pet food brands for cats and dogs. Currently, the Company has a diverse portfolio of brands that span all market categories, including (1) pet food products aimed for the high-end market, notably "monchou" and "Maria". (2) Pet food brands aimed for the mainstream market, such as "monchou balanced" and "Hajiko," and (3) Pet food brands aimed at the low-end market, such as "Pro."

Most of sales revenue is generated by exporting products to overseas markets.

Major Developments

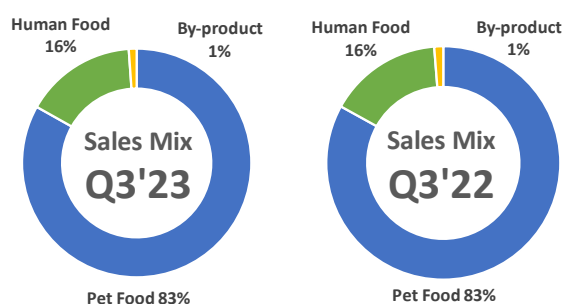
Total sales volumes in Q3 2023 decreased by 30% YOY to 8,077 tons from 11,492 tons in Q3 2022. Pet food volumes dropped around 29% YoY, even increased from the lowest point last quarter. Slowdown trends from both USA and Europe pressured the market still, however, market seems to pick up since past September. Human food decreased significantly too as tuna price was quite high.

Total sales (including intercompany transactions) dropped 31% YoY to THB 1,363 million in Q3 2023, contributed from every segment. Therefore, human food portion increase to 16% which equal to Q3 2022.

By-product sales values were at around 1% still.

Sales By Business Segment	Q3Y23	Q3Y22	%Growth	Q2Y23
Volume (Mt)	8,077	11,492	-30%	9,594
Pet Food	6,317	8,869	-29%	6,028
Human Food	1,252	1,754	-29%	1,305
By-product	508	869	-42%	625
Revenues (Millions Baht)	1,363	1,965	-31%	1,399
Pet Food	1,134	1,631	-31%	976
Human Food	214	309	-31%	217
By-product	15	24	-38%	18

Remark: Revenues in the table is included intercompany sales.



For 9-month of 2023, total sales volume decreased 25% YoY to 25,629 tons from 34,355 tons, mainly driven by Pet food volume due to pet food overwhelm stock in US market as lead time has been shorten significantly. The above situation was gradually improved along the past quarter. Human food sales volume was at around

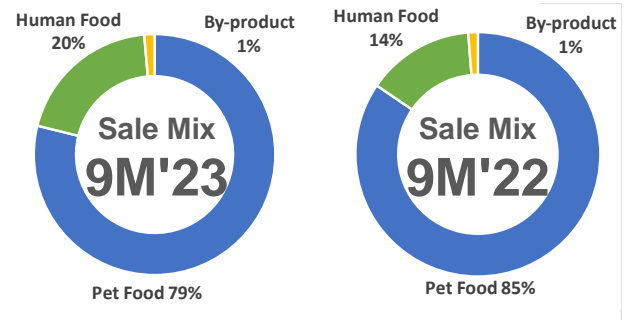
the same compared to same period last year according to the company's strategy even tuna price tend to pressure the market.

Total revenues for 9-month of 2023 (including intercompany transactions) decreased by 27% to THB 3,974 million, owing primarily to 32% lower pet food revenue. Human food increased slightly.

Pet food revenue portion decreased to 79% compared to 85% YoY. Human Food revenue increased in the beginning of the year to compensate sharply dropped in pet food sales.

Sales By Business Segment	9M Y23	9M Y22	%Growth
Volume (Mt)	25,629	34,355	-25%
Pet Food	18,854	27,028	-30%
Human Food	4,783	4,947	-3%
By-product	1,992	2,379	-16%
Revenues (Millions Baht)	3,974	5,465	-27%
Pet Food	3,134	4,620	-32%
Human Food	786	777	1%
By-product	54	69	-21%

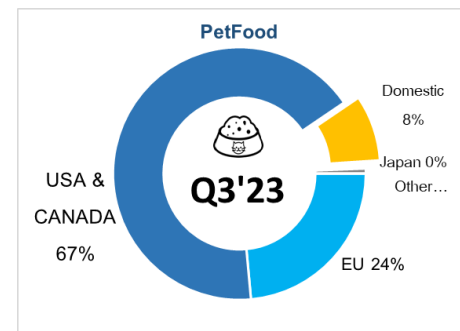
Remark: Revenues in the table is included intercompany sales.



Pet Food

Pet Food Business Revenues (THB mn.)	Q3Y23	Q3Y22	%Growth
OEM Pet Food	1,095	1,590	-31%
Brand Pet Food	39	42	-7%
By-product (Fishmeal)	15	24	-38%
Pet Food Business Revenues (THB mn.)	9M Y23	9M Y22	%Growth
OEM Pet Food	3,016	4,507	-33%
Brand Pet Food	118	115	3%
By-product (Fishmeal)	54	69	-21%

Remark: Revenues in the table is included intercompany sales.



OEM pet food revenues for Q3 2023 felled 31% YoY to THB 1,095 million, forced 9-month of 2023 sales dropped 33% YoY to THB 3,016 million compared to the same period last year as brands' owner were trying to adjust their stock to match with new lead time. Key market was US and EU still.

Key customers had increased their order in Q4 2023. The company, then, expected gradually increase in its OEM sales revenues continuously. New customers in private label segment, the new strategic segment, will also contribute since Q1 2024.

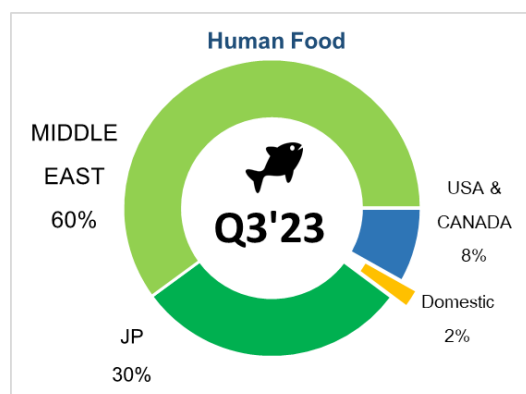
Owned Brand pet food revenues in Q3 2023 was at THB 39 million, 7% decreased YoY. However, owned brand revenues for 9-month of 2023 were at the same level compared to the same period last year. In Q3 2022, "monchou" sales increased significantly for the first time as the brand launch its Brand's Presenters with new "monchou balance" products. However, in 2023, local market competition was very strong as the market growth seems to significantly slowdown. The company, then, lower its marketing budget aiming more on sales-push marketing compared to brand awareness in order to increase brand revenues to achieve 10% portion as our long-term strategic plan.

However, "Thaiya", subsidiary in China, could not achieved its target to grow "monchou" sales in China yet as most of the market focus on low-end products. Premium segments were shared by well-known international brands. The company, then, focused on secure its market share in some area and try to expand

on-line sales and lay-off its salesperson in ineffective areas. The company will be looking for potential local distributors to distribute "monchou" instead.

Performance of "Thaiya Meisi," a Chinese dry pet food manufacturer, was at loss still. Q3 2023 sales and gross profit improved, net loss was lower. However, the market competition was very strong and raw material costs was still high.

Human Food



Human food, mainly tuna shelf-stable products, sales volume decreased around 23% in Q3 2023 YoY, from 1,754 tons to 1,252 tons due to high tuna price even freight cost was lower and US dollar was stronger. The key market was Middle East and Japan. Sales value decreased 31% compared to the same quarter last year, to THB 214 million.

Sales volume of 9-month of 2023 was 3% decrease compared to the same period previous year, at 4,783 tons. Sales value was around the same level at THB 786 million (9-month of 2022: THB 777 million). Middle East was still the main market.

Financial Review

Profitability Analysis

STATEMENT OF INCOME	Q3Y23		Q3Y22		Change	Q2Y23		Change
	Mil. THB	% to sales	Mil. THB	% to sales		Mil. THB	% to sales	
					%			%
Revenue from Sales & Services	1,359	100.0	1,958	100.0	(30.6)	1,196	100.0	13.6
Cost of sales & services	(1,141)	(83.9)	(1,548)	(79.1)	(26.3)	(1,044)	(87.3)	9.2
Gross Profit	218	16.1	410	20.9	(46.8)	152	12.7	43.9
Operating Expenses	(97)	(7.2)	(125)	(6.4)	(22.4)	(75)	(6.3)	30.1
Operating Profit	121	8.9	285	14.5	(57.6)	77	6.4	57.2
Other incomes	14	1.1	18	0.9	(22.6)	11	1.0	24.7
Gain/(Loss) on FX	(12)	(0.9)	(71)	(3.6)	(83.3)	(80)	(6.7)	(85.3)
Other expenses	0	0.0	(1)	(0.0)	(156.8)	(1)	(0.1)	(142.4)
Financial cost	1	0.1	(11)	(0.6)	(111.2)	6	0.5	(78.6)
Profit before tax	125	9.2	221	11.3	(43.4)	13	1.1	865.0
Tax expenses (income)	(7)	(0.5)	(26)	(1.3)	(72.8)	13	1.1	(152.1)
Net Profit	118	8.7	195	10.0	(39.5)	26	2.2	347.1
EPS.	0.06		0.11			0.01		

Revenue from Sales & Services

The company reported THB 1,359 million in revenue from sales and services in Q3 2023, a 30.6% decrease YoY, pressure from every segment. Pet food sales pressured from overwhelm stock in the key markets still. However, the situation improved since Q3 mid-quarter. Human food sales dropped due to high tuna price. However, total revenues improved compared to Q2 2023 which was the lowest point.

Gross Profit

Gross profit for Q3 2023 was THB 218 million, 46.8% decrease YoY, and represented 16.1% of revenues, decreased from 20.9% in the same period last year due to significantly sales dropped. Quite low sales were also pressured on labor and utilities cost as those portions were increased compared to sales. Raw material costs portions were also increased compared to sales even those were quite stable.

Operating expenses

Operating expenses for Q3 2023 were THB 97 million, decreased 22.4% YoY, and consisted of selling and distribution charges and administrative expenses.

Selling and distribution expenses of the Company decreased around THB 39 million due to THB 36 million decrease in advertising expenses of the company's brands. The others due to decrease along sales revenues decrease. Administrative expenses increased around THB 9 million YoY. THB 2 million of those was allowance for obsolete stocks.

The company reported around THB 12 million net loss from exchange rate in Q3 2023, significant lower compared to THB 71 million net loss of the same quarter last year as the US dollars has strengthened at the very end of the quarter while the company sales US dollars forward contract according to the company hedging policy.

Financial cost

The financial cost for Q- 2023 was at net received around THB 1 million compared to THB 11 million financial cost in Q3 2022, as the company interest expenses was at around THB 3 million (calculated from more than 3 years lease contract), but received THB 5 million interest from cash deposit and Asian Sea corporation PLC.

Tax expense (income)

For Q3 2023, the company reported THB 7 million tax expense which was lower compare to same period last year.

Net Profit and Earning per Share

The net profit of Q3 2023 was THB 118 million, which decreased by 39.5% YoY. The net profit margin was 8.7% (Q3 2022: 10.0%, Q2 2023: 2.2%). Earnings per share was THB 0.06.

STATEMENT OF INCOME	3Q Y23		3Q Y22		Change
	Mil. THB	% to sales	Mil. THB	% to sales	%
Revenue from Sales & Services	3,945	100.0	5,423	100.0	(27.2)
Cost of sales & services	(3,446)	(87.3)	(4,351)	(80.2)	(20.8)
Gross Profit	499	12.7	1,071	19.8	(53.4)
Operating Expenses	(268)	(6.8)	(308)	(5.7)	(13.2)
Operating Profit	232	5.9	763	14.1	(69.7)
Other incomes	40	1.0	55	1.0	(27.9)
Gain/(Loss) on FX	(65)	(1.6)	(144)	(2.7)	(54.9)
Other expenses	(1)	(0.0)	1	0.0	(149.9)
Financial cost	3	0.1	(27)	(0.5)	(111.0)
Profit before tax	209	5.3	649	12.0	(67.8)
Tax expenses (income)	8	0.2	(90)	(1.7)	(108.9)
Net Profit	217	5.5	559	10.3	(61.2)
EPS.	0.10		0.33		

THB mn.

Revenue from Sales & Services

Revenue from sales and services of the Company for 9-month of 2022 and 2023 were THB 5,423 million and THB 3,945 million respectively, representing an decrease of 27.2% due to slowdown trend of pet food due to overwhelm stock of pet food brands' owners as lead time has been shorten.

Gross Profit

The gross profit for the 9-month of 2023 was at THB 499 million, 53.4% decreased YoY. The Company gross profit margin for the period is at 12.7% compared to 19.8% at the same period last year. Gross profit margin declined as a result of higher portion of human food sales forced higher raw material cost. Moreover, labor and utilities cost also higher in portion compared to sales.

Operating expenses

Operating expenses for 9-month of 2023 were at THB 268 million, 13.2% decrease YoY mostly due to THB 33 million lower on marketing and advertising expenses during the same period last year. Administrative expenses were increased around THB 5 million compared to 9-month of 2022.

The company reported THB 65 million net loss from exchange rate for 9-month of 2023, significant lower compared to THB 144 million net loss of the same period last year as the US dollars has strengthened at the very end of the quarter while the company sales US dollars forward contract according to the company hedging policy.

Financial cost

Financial cost for the 9-month of 2023 was reported at THB 3 million net received. The company had THB 15 million interest income from Asian Sea Corporation PLC and saving deposit which off-set with THB 12 million net financial cost. For 9-month of 2022, the company reported THB 27 million.

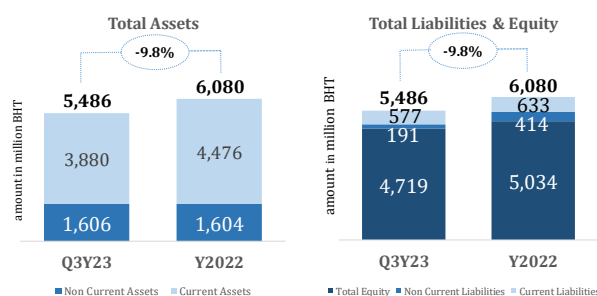
Tax expense (income)

For 9-month 2023, the company reported around THB 8 million tax revenue due to THB 38 million tax income calculate from unrealize loss on forward contract which offset by THB 30 million of tax expenses.

Net Profit and Earning per Share

The net profit for 9-month 2023 was THB 217 million, which decreased by 61.2% compared to THB 559 million of the same period last year. The net profit margin was 5.5%, decreased from 10.3% of the same period last year. Earnings per share was THB 0.10.

Financial Position



Total Assets

As of 30th September 2023, the company has THB 5,486 million total assets, decreased by THB 593 million, or 9.8%, from THB 6,080 million at the end of 2022. The main contributors were THB 388 million decrease in cash. Trade and other receivables and inventory decreased THB 193 million and THB 352 million respectively, while loan to related company increased THB 500 million.

Property, plant, and equipment totaled THB 1,351 million as of 30th September 2023, slightly decreased compared to the end of 2022.

Total Liabilities

The total liabilities of the Company were THB 767 million as of 30th September 2023, THB 279 million decreased from THB 1,046 million at the end of 2022 due to THB 270 million long term loan paid up in advance using cash received from IPO and THB 311 million decrease in trade liabilities.

Total Shareholders' equity

As of 30th September 2023, shareholders' equity of the Company was at THB 4,719 million, THB 314 million decrease from THB 5,034 million at the end of 2022 mostly due to THB 531 dividend payout which partly offset by profit of the period.

	Q3Y23	%	FY22	%	% Chg
Cash and cash equivalent	1,120	20.4	1,508	24.8	-25.73
Trade and other receivables	788	14.4	981	16.1	-19.7
Short-term Loan to Related party	500	9.1	0	0.0	n/a
Inventories	1,403	25.6	1,754	28.9	-20.0
Other current assets	69	1.3	232	3.8	-70.2
Total current assets	3,880	70.73	4,476	73.6	-13.30
Investments	31	0.6	34	0.6	-8.8
Long term Loan to JV & Association	21	0.4	18	0.3	14.2
Fixed assets	1,351	24.6	1,353	22.3	-0.2
Other non current assets	203	3.7	198	3.3	2.4
Total non current assets	1,606	29.27	1,604	26.4	0.1
Total Assets	5,486	100.0	6,080	100.0	-9.8
Trade and other payables	461	8.4	492	8.1	-6.3
Current portion of long-term loans & Leases	15	0.3	83	1.4	-82.3
Other current liabilities	101	1.8	58	1.0	74.3
Total current liabilities	577	10.5	633	10.4	-8.8
Long term Loan	0	0.0	200	3.3	-100.0
Other non current liabilities	191	3.5	214	3.5	-10.8
Total non current liabilities	191	3.5	414	6.8	-53.9
Total Liabilities	767	14.0	1,046	17.2	-26.7
Total shareholders' equity	4,719	86.0	5,034	82.8	-6.2
Total Liabilities and Equity	5,486	100.0	6,080	100.0	-9.8

Cash Flow

	Unit: Million Baht		
	Q3 2023	Q3 2022	Change
Cash flow from operating activities			
Profit before tax	209	649	(440)
Adjustments for:			
Depreciation & Amortisation	154	127	27
Other adjustments	4	21	(18)
Loss (gain) on exchange rate	166	31	135
Financial cost, net	(3)	27	(29)
Operating profit before working capital changes	529	854	(325)
Decrease (increase) in operating assets	623	(675)	1,298
Increase (decrease) in operating liabilities	(53)	(24)	(29)
Cash from operating activities	1,099	156	943
Interest net paid	3	(26)	29
Income tax net paid	(40)	(101)	60
Net cash from operating activities	1,061	29	1,032

Operating activities

Cash flows from operating activities after changes in operating assets and liabilities for 3Q ending 30th September 2022 and 2023 were THB 29 million and THB 1,061 million respectively. The changes in cash flows were mainly due to the changes in operating profit during period and operating assets. Trade and other receivables and inventories decreased THB 352 million and THB 193 million respectively which resulted from drop in sales orders.

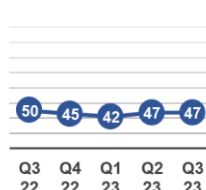
Cash & other current assets decrease THB 620 million mainly due to THB 500 million loan to Asian Sea Corporation PLC.

As of 30th September 2023, the accounts receivable days and inventory days were 47 days and 107 days respectively.

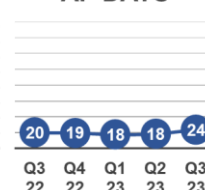
Working Capital

Unit: million Baht	Q3 Y23	Y2022	Change
Inventories	1,403	1,754	(352)
Account Recievable	788	981	(193)
Cash & Other current assets	1,120	1,740	(620)
Account Payable	(310)	(313)	4
Other Payable	(22)	(58)	37
Net Working Capital	2,980	4,105	(1,125)
Inventory days	107	109	(2)
AR Days	47	45	2
AP Days	24	19	4

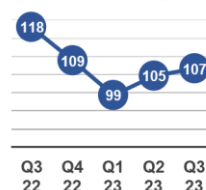
AR DAYS



AP DAYS



INV DAYS



	Unit: Million Baht		
	Q3 2023	Q3 2022	Change
Cash flow from investing activities			
Purchases of property, plant and equipment	(134)	(331)	197
Proceed of sales equipments and investment property	0	0	(0)
Decrease in restricted bank deposit	-	19	(19)
Short Term loan to Head Quarter	(500)	-	(500)
Increase in Loan to Joint Venture	-	5	(5)
Net cash used in investing activities	(633)	(307)	(326)
Cash flow from financing activities			
Bank borrowings raised	-	968	(968)
Repayment of bank borrowings	(270)	(75)	(195)
Repayment of lease liabilities	(15)	(14)	(1)
Dividend paid	(531)	(512)	(19)
Net cash from financing activities	(816)	367	(1,183)
Effect of foreign exchange rate changes	0	(0)	0
Net increase (decrease) in cash and cash equivalents	(388)	89	(477)
Cash and cash equivalents at beginning of period	1,508	46	1,462
Cash and cash equivalents at end of period	1,120	135	985

Investing activities

Cash flows used for investing activities for 3Q ending 30th September 2022 and 2023 were THB -307 million and THB 633 million respectively. During the period, THB 500 million has been lent to Asian Sea Corporation PLC. The Company invested in capacity expansion for pet food products as well as machines and equipment to continuously improve production efficiency to accommodate the continuous increase in orders in the future as its planned.

Financing activities

For the year ending 30th September 2022 cash flows from financing activities of the Company were THB 367 million compared to THB 816 million cash used in financing activities for the period end 30th September 2023, which mainly due to long term loan paid up and dividend pay-out.

Key Financial Ratios									
	Q3Y23	Q3Y22	Q3Y21	Q2Y23		Q3Y23	Q3Y22	Q2Y21	Q2Y23
Growth Rates					Profitability Ratios				
Sales Growth	-30.6%	59.4%	0.8%	-34.1%	Return on equity*	10.2%	33.6%	26.6%	11.8%
Net Profit Growth	-39.5%	49.9%	4.4%	-85.5%	Return on assets**	8.7%	17.3%	16.1%	10.3%
					Total Assets Turnover***	102.9%	150.2%	133.7%	115.1%
Leverage and Liquidity Ratios					Net Profit margin	8.7%	10.0%	10.8%	2.2%
Current ratio	6.7	1.5	1.7	7.2	Gross profit margin	16.1%	20.9%	24.5%	12.7%
Quick or acid test ratio	4.2	0.6	0.6	4.2	* Using last 4 consecutive quarters net profit divided by end quarter equity				
Debt to equity ratio	0.2	0.9	0.7	0.2	** Using last 4 consecutive quarters net profit divided by end quarter total assets				
Net Debt to equity ratio	(0.2)	0.6	0.3	(0.2)	** Using last 4 consecutive quarters sales divided by end quarter total assets				

Y2023 Outlook:

The Company expect gradually improved on pet food sales since Q3 2023. However, sales forecast for the year expected to be lower to at around THB 5.5 billion which represents a 23% decreased compared to 2022. Pet food sales would contribute around THB 4.4 billion due to OEM revenue drop from both US and Europe brand. However, domestic own brand sales would be able to grow slightly. Human Food sales would contribute around THB 1.1 billion, however, gross profit margin were expected to be lower compared to previous year due to high tuna price since the beginning of the year and very strong competition in the industry.

The company is going forward on its capacity expansion plan for the year 2023 and expect to achieve 6,500 tons more pet food capacity. Then, total pet food capacity would be at 56,000 tons by early 2024. The company believe the pet food will be able to grow further next year, contribute by both current and new customers. In the meantime, the company expected that it may invest in new warehouse and factory within next year to support future growth.

The Company also expects that gross profit margin for the year could improve along with increase in pet food portion, so that the gross profit margin will be at 12-14% as expected before.