



**The Practical Solution  
Public Company Limited**

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Subject Interim Management's Discussion and Analysis for 3 months & for 2023 ended 31 December 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 31 December 2023, details are as follows.

Performance	3 Months 2022		3 Months 2023		Change
	MB	%	MB	%	%
<b>Revenue from Sales and Services</b>					
1. Revenue from IT System Sale	206.20	62.31	237.97	53.02	15.41
2. Revenue from Maintenance Services	65.38	19.76	75.44	16.81	15.39
3. Revenue from Construction	54.32	16.42	126.43	28.17	132.75
4. Revenue from Other IT Services	2.56	0.77	6.30	1.40	146.09
<b>Total Revenue from Sales and Services</b>	<b>328.46</b>	<b>99.26</b>	<b>446.14</b>	<b>99.40</b>	<b>35.83</b>
Interest income	1.85	0.56	2.40	0.54	29.65
Other Revenue*	0.59	0.18	0.28	0.06	-53.31
<b>Total Revenue</b>	<b>330.91</b>	<b>100.00</b>	<b>448.82</b>	<b>100.00</b>	<b>35.63</b>
Cost of sales and services	263.90	80.34	325.27	72.91	23.26
Selling expenses	9.46	2.86	16.14	3.60	70.69
Administrative expenses	34.24	10.35	47.31	10.54	38.15
<b>Total Cost</b>	<b>307.60</b>	<b>92.96</b>	<b>388.73</b>	<b>86.61</b>	<b>26.38</b>
<b>Gross Profit</b>	<b>64.56</b>	<b>19.66</b>	<b>120.87</b>	<b>27.09</b>	<b>87.20</b>
<b>Operating Profit</b>	<b>23.31</b>	<b>7.04</b>	<b>60.09</b>	<b>13.39</b>	<b>157.81</b>
Financial cost	0.62	0.19	0.34	0.07	-45.64
Earnings before Taxes	22.69	6.86	59.77	13.32	163.38
Taxes	3.44	15.16	11.96	20.00	247.60
<b>Net Profit</b>	<b>19.25</b>	<b>5.82</b>	<b>47.80</b>	<b>10.65</b>	<b>148.34</b>
Profit (loss) attributable to:					
<b>Shareholders of the parent company</b>	<b>18.77</b>	<b>5.67</b>	<b>42.51</b>	<b>9.47</b>	<b>126.46</b>
Non-controlling interests	0.48	0.14	5.29	1.18	1,005.56
	<b>19.25</b>	<b>5.82</b>	<b>47.80</b>	<b>10.65</b>	<b>148.32</b>

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	206.18	62.77	286.30	64.17	38.86
2. Government Agencies	122.28	37.23	159.84	35.83	30.71
<b>Total</b>	<b>328.46</b>	<b>100.00</b>	<b>446.14</b>	<b>100.00</b>	<b>35.83</b>

### Revenue from sales and services

For the 3 months period ended December 31, 2023, the company revenue from sales and services to 446.14 MB increased 117.68 MB or increased 35.83% compared with the same period last year. The proportion of revenue from IT systems sales included installation and revenue from after-sales services was approximately 60% to 22%. The revenue increase was mainly due to the closure of large projects worth more than 5MB. The total increase was 305.42 MB or 59%. Construction revenue from subsidiaries increased by 72.11 MB or 132.75%

### Cost of sales and services Gross profit and Gross profit margin

For the 3 months period ended December 31, 2023, the cost of sales and services increased by 61.38 MB or 23.26% 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 120.87 MB, and gross profit margin increased to 27.09%.

### Selling and Administrative expenses Operating profit and Operating profit margin

For the 3 months period ended December 31, 2023, selling expenses increased 6.69 MB or 70.69% from the same period of the previous year. The main reason came from an increase in commission. Administrative expenses increased 13.06 MB or 38.15% from the same period last year caused by an increase in employee compensation and operating expenses in the part of the subsidiary. The profit from the company's operations increased to 60.09 MB, and operating profit margin increased to 13.39%

### Net profit and Net profit margin

For the first 3 months period ended December 31, 2023, the net profit attributable to the parent company was 42.51 MB, increasing 126.46% 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 2023 ended 31 December 2023, details are as follows.

Performance	2022		2023		Change
	MB	%	MB	%	%
<b>Revenue from Sales and Services</b>					
1. Revenue from IT System Sale	651.42	66.01	824.15	60.47	26.52
2. Revenue from Maintenance Services	234.83	23.80	292.55	21.47	24.58
3. Revenue from Construction	73.30	7.43	218.39	16.03	197.94
4. Revenue from Other IT Services	16.83	1.71	15.70	1.15	-6.71
<b>Total Revenue from Sales and Services</b>	<b>976.38</b>	<b>98.94</b>	<b>1,350.79</b>	<b>99.12</b>	<b>38.35</b>
Interest income	6.18	0.63	8.69	0.64	40.62
Other Revenue*	4.30	0.44	3.32	0.24	-22.72
<b>Total Revenue</b>	<b>986.86</b>	<b>100.00</b>	<b>1,362.80</b>	<b>100.00</b>	<b>38.09</b>
Cost of sales and services	719.12	73.65	993.10	73.52	38.10
Selling expenses	39.63	4.02	53.56	3.93	35.13
Administrative expenses	134.12	13.59	163.35	11.99	21.79
<b>Total Cost</b>	<b>892.87</b>	<b>90.48</b>	<b>1,210.01</b>	<b>88.79</b>	<b>35.52</b>
<b>Gross Profit</b>	<b>257.26</b>	<b>26.35</b>	<b>357.69</b>	<b>26.48</b>	<b>39.04</b>
<b>Operating Profit</b>	<b>93.99</b>	<b>9.52</b>	<b>152.80</b>	<b>11.21</b>	<b>62.57</b>
Financial cost	1.37	0.14	1.72	0.13	26.01
Earnings before Taxes	92.62	9.39	151.08	11.09	63.11
Taxes	18.80	20.30	30.74	20.35	63.50
<b>Net Profit</b>	<b>73.82</b>	<b>7.48</b>	<b>120.34</b>	<b>8.83</b>	<b>63.00</b>
Profit (loss) attributable to:					
Shareholders of the parent company	75.83	7.68	116.37	8.54	53.46
Non-controlling interests	-2.01	-0.20	3.97	0.29	-297.36
	<b>73.82</b>	<b>7.48</b>	<b>120.34</b>	<b>8.83</b>	<b>63.03</b>

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

Type of Customer	2022		2023		Change
	MB	%	MB	%	%
1.Private Companies	679.12	69.56	813.50	60.22	19.79
2.Government Agencies	297.25	30.44	537.29	39.78	80.75
<b>Total</b>	<b>976.38</b>	<b>100.00</b>	<b>1,350.79</b>	<b>100.00</b>	<b>38.35</b>

### Revenue from sales and services

For 2023, the company revenue from sales and services to 1,350.79 MB increased 374.41 MB or increased 38.35% compared with the same period last year. The proportion of revenue from IT systems sales included installation and revenue from after-sales services was approximately 60% to 21%. Revenue increase was mainly due to the closure of large projects worth more than 5MB. The total increase was 834.90 MB or 44%. Construction revenue from subsidiaries increased by 145.09 MB or 197.94%

### Cost of sales and services Gross profit and Gross profit margin

For 2023, the cost of sales and services increased by 273.98 MB or 38.10% 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 357.69 MB, and gross profit margin increased to 26.48%.

### Selling and Administrative expenses Operating profit and Operating profit margin

For 2023, selling expenses increased 13.92 MB or 35.13% from the same period of the previous year. The main reasons came from the increase in sales staff expenses and commissions. Administrative expenses increased 29.23 MB or 21.79% 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 152.80 MB, and operating profit margin increased to 11.21%

### Net profit and Net profit margin

For 2023, the net profit attributable to the parent company was 116.37 MB, increasing 53.46% from the previous year due to the increased in revenue.

Please be informed accordingly,

Yours Sincerely,

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(Mr. Bunsom Kitkasetstaporn)

Chief Executive Officer