

3 October 2024

Subject Management Discussion and Analysis for the six-month period ended 30 June 2024

Attention Directors and Managers  
The Stock Exchange of Thailand

Pluk Phak Praw Rak Mae Public Company Limited (the “**Company**”) would like to inform the analysis of financial performance, financial positions and financial ratio for the six-month period ended 30 June 2024. The details are as follows:

**A summary of the key financial information for the six-month period ended 30 June 2024**

Item	For the six-month period ended 30 June		Change	
	2023	2024		
	THB mm	THB mm	THB mm	%
Revenue from sales	776.5	1,097.0	320.5	41.3
Total Revenue	778.0	1,110.7	332.7	42.8
Cost of goods sold	418.0	608.5	190.5	45.6
Gross Profit	358.5	488.5	130.0	36.3
Net Profit	73.9	102.4	28.5	38.6

**Revenue from sales**

The following table sets forth a breakdown of revenue from sales by distribution channel

	For the six-month period ended 30 June				Change	
	2023		2024			
	THB mm	%	THB mm	%	THB mm	%
<b>Ohkajhu</b>	<b>776.5</b>	<b>100.0</b>	<b>1,089.1</b>	<b>99.3</b>	<b>312.6</b>	<b>40.3</b>
Full-service Restaurant	731.9	94.3	1,024.7	93.4	292.8	40.0
Delivery and Kiosk	32.9	4.2	37.9	3.5	5.0	15.2
Café Amazon	6.7	0.9	21.2	1.9	14.5	216.4
Supermarket	5.0	0.6	5.3	0.5	0.3	6.0
Ohkajhu Wrap & Roll	-	-	1.6	0.1	1.6	NA
Oh! Juice	-	-	6.3	0.6	6.3	NA
<b>Total revenue from sales</b>	<b>776.5</b>	<b>100.0</b>	<b>1,097.0</b>	<b>100.0</b>	<b>320.5</b>	<b>41.3</b>

For the six-month period ended 30 June 2023 and 30 June 2024, the Company's revenue from sales was THB 776.5 million and THB 1,097.0 million, respectively.

The Company's revenue from sales increased from THB 776.5 million for the six-month period ended 30 June 2023, to THB 1,097.0 million for the six-month period ended 30 June 2024, representing a growth rate of 41.3%. The expansion in the number of branches has driven the Company's growth, as the Company opened 6 additional Full-service Restaurant branches since the second quarter of 2023, leading to an overall increase in sales. Furthermore, the Company has recognized revenue from sales from the Company's new brands including Ohkajhu Wrap & Roll and Oh! Juice which has opened the first store in April 2024 and May 2024, respectively.

The number of branches and details of the Same-Store Sales Growth ("SSSG") for the six-month period ended 30 June 2024 can be summarized as follows:

Operating Result	Unit	For the six-month period ended 30 June
		2024
<b>Ohkajhu</b>		
Number of Full-service Restaurant at the end of the period	Branch	30
SSSG for Full-service Restaurant <sup>(1)</sup>	%	8.4
Number of Delivery and Kiosk at the end of the period	Branch	4
SSSG for Delivery and Kiosk <sup>(1)</sup>	%	18.6
Number of Café Amazon at the end of the period <sup>(2)</sup>	Branch	450
Number of Supermarket at the end of the period	Branch	11
<b>Number of Ohkajhu Wrap &amp; Roll at the end of the period</b>	<b>Branch</b>	<b>1</b>
<b>Number of Oh! Juice at the end of the period</b>	<b>Branch</b>	<b>2</b>

Remark:

- (1) SSSG for the same period in the previous year (e.g. 6 or 12 months) is calculated by dividing (a) the Company's same-store revenue for that period after deducting same-store revenue for the same period in the previous year by (b) same-store revenue for the same period in the previous year
- (2) Number of branches that consistently sell the Company's products (Active branch)

### Profitability Ratio

Financial Ratio	For the six-month period ended 30 June	
	2023	2024
Gross Profit Margin (%) <sup>(1)</sup>	46.2	44.5
Net Profit Margin (%) <sup>(2)</sup>	9.5	9.2

Remark:

- (1) Calculated as gross profit divided by revenue from sales
- (2) Calculated as net profit divided by total revenue

### **Cost of goods sold and Gross Profit**

For the six-month period ended 30 June 2023 and 30 June 2024, the Company's cost of goods sold was THB 418.0 million and THB 608.5 million, respectively. These amounts accounted for 53.8% and 55.5% of revenue from sales, respectively. The Company's cost of goods sold includes raw material costs, production overhead costs, labor costs, depreciation and amortization, etc. The main raw material costs include meat, soup, sauce, salad dressing, fruits, vegetables and salad, which comprise of seed costs and costs incurred from the cultivation process, etc. and labor costs comprise of labor costs from the cultivation process, production at the central kitchen, to cooking at the branch.

For the six-month period ended 30 June 2024, the Company's cost of sales increased from THB 418.0 million in the six-month period ended 30 June 2023 to THB 608.5 million in the six-month period ended 30 June 2024, representing a growth rate of 45.6%, in line with the increase in revenue from the opening of additional 6 branches of Full-service Restaurant comparing to the same period of the previous year. However, the Company's gross profit margin decreased from 46.2% in the six-month period ended 30 June 2023 to 44.5% in the six-month period ended 30 June 2024, partly due to the increase in the cost of some raw materials, which were higher than the same period of the previous year, and the implementation of marketing campaigns by providing food and beverage discounts to customers who applied for membership program in order to increase the number of members from new customer groups together with expanding the strategy to increase customer engagement.

### **Net profit and net profit margin**

For the six-month period ended 30 June 2023 and 30 June 2024, the Company's net profit was THB 73.9 million and THB 102.4 million, respectively. This resulted in net profit margins of 9.5% and 9.2%, respectively.

For the six-month period ended 30 June 2024, the Company's net profit increased from THB 73.9 million in the six-month period ended 30 June 2023, to THB 102.4 million in the six-month period ended 30 June 2024, representing a growth rate of 38.6%. However, the net profit margin decreased from 9.5% in the six-month period ended 30 June 2023, to 9.2% in the six-month period ended 30 June 2024. This decrease was driven from the increase in raw material costs, marketing campaign by providing food and beverage discounts to customers who applied for membership program in order to increase the number of members from new customer groups and enhance customer engagement, and higher administrative expenses associated with the Company's preparation for listing on the Stock Exchange of Thailand.

## Financial Positions

Financial Data	As of 31 December 2023	As of 30 June 2024	Change	
	THB mm	THB mm	THB mm	%
Total Assets	1,349.9	1,338.9	(11.0)	(0.8)
Total Liabilities	772.0	737.3	(34.7)	(4.5)
Shareholders' equity	577.9	601.5	(23.6)	4.1

### Total Assets

As of 30 June 2024, the Company had total assets of THB 1,338.9 million. The Company's total assets mainly consist of property, plant and equipment, right of use, cash and cash equivalents, and inventories.

Total assets as of 30 June 2024 slightly decreased from THB 1,349.9 million as of 31 December 2023 to THB 1,338.9 million as of 30 June 2024, representing a decrease of 0.8%. This was primarily due to a decrease in property, plant and equipment and right of use, as the Company opened only 1 additional branch of Ohkajhu Full-Service Restaurant during the six-month period of 2024. Additionally, the Company expanded into new business by opening 1 Ohkajhu Wrap & Roll branch and 2 Oh! Juice branches, which required lower investment compared to opening an Ohkajhu Full-Service Restaurant. As a result, the increase in property, plant and equipment and right of use from these branch expansions was lower compared to the amortization of such assets during the six-month period of 2024.

### Total liabilities

As of 30 June 2024, the Company had total liabilities of THB 737.3 million. The Company's total liabilities mainly consisted of account payables and other payables, lease liabilities, and long-term loans from financial institutions.

Total liabilities as of 30 June 2024 decreased from THB 772.0 million as of 31 December 2023 to THB 737.3 million, representing a decrease of 4.5%. This decrease was mainly due to the decrease in account payables and other payables, in line with payment schedules, and the decrease in lease liabilities as a result of rental payments made according to the lease agreements.

### Shareholders' equity

As of 30 June 2024, the Company had shareholders' equity of THB 601.5 million. Shareholders' equity as of 30 June 2024 increased from THB 577.9 million as of 31 December 2023 to THB 601.5 million as of 30 June 2024, mainly due to an increase in profit for the six-month period of 2024 amounting to THB 102.4 million. However, the Company announced the dividend payment of THB 78.8 million in the first quarter of 2024 and paid dividends in April 2024, which were dividends from the 2023 financial year's profits.

Please be informed accordingly,

Sincerely yours,

- *Ms. Phavitpen Hlaorattanapaiboon* -

(Ms. Phavitpen Hlaorattanapaiboon)

Chief Financial Officer