

No. LTS.003/2025

Date 28 February 2025

Subject : Management's Discussion and Analysis and explanation of the year
Period ended 31 December 2024

To : Directors and Managers
The Stock Exchange of Thailand

Executive Summary

The overall performance for 2024 demonstrated significant growth in both revenue and net profit. Income from IT solutions for data centers has emerged as a key contributor this year. Additionally, revenue from large projects has doubled compared to 2023. These factors have driven year-over-year net profit growth

Company Performance

The overall performance for 2024 showed significant growth, driven by revenue from IT solutions for data centers. The total comprehensive income for the year reached 80.4 million baht, marking a 154.8% increase compared to 31.4 million baht in the same period of the previous year.

Quarterly performance also demonstrated continuous growth. In Q4 2024, total comprehensive income amounted to 27 million baht, reflecting a 5.9% increase compared to 21.1 million baht in Q3 2024.

Financial Position

As of December 31, 2024, total assets amounted to 495.4 million baht, representing an increase of 281.4 million baht or 131.5% compared to the end of December 2023. The primary driver of this growth was a rise in trade receivables, which increased by 155.4 million baht (274.1%), mainly due to sales from the Smart Park project. This project was granted a longer credit period compared to typical retail trade receivables. Additionally, trade receivables from Data Center projects in Q4 2024 contributed to the increase.

The company has effectively managed its liquidity by extending the credit period for trade payables. This is reflected in the increase in trade and other payables, which rose by 43 million baht, or 172%, compared to the end of December 2023.

Shareholders' equity amounted to 336.8 million baht, representing an increase of 200.2 million baht or 146.6% compared to the end of December 2023. This growth was primarily driven by the issuance of IPO shares and the accumulation of retained earnings, resulting from the total comprehensive income of 80.4 million baht in 2024.

Overall, the company continues to implement a prudent financial policy, maintaining a low debt-to-equity ratio (D/E) of 0.49x in Q4 2024.

Quarterly Performance

Statement of Profit or Loss and Other comprehensive Income (Loss)	4Q24	3Q24	Increase (Decrease)	%QoQ	4Q23	Increase (Decrease)	%YoY
Revenue from sales and services	140.4	161.0	(20.6)	(12.8)	64.7	75.7	117.0
Cost of sales and services	86.7	119.3	(32.6)	(27.3)	45.8	40.9	89.3
Gross Profit	53.7	41.7	12.0	28.8	18.9	34.8	184.1
Other income	0.3	0.03	0.3	900.0	0.5	(0.2)	(40.0)
Gain (loss) arising from change in fair value of derivatives	1.3	(1.4)	2.7	(192.9)	(0.6)	1.9	(316.7)
Profit before expenses	55.3	40.3	15.0	37.1	18.8	36.5	194.1
Selling expenses	5.7	5.0	0.7	14.0	5.0	0.7	14.0
Administrative expenses	14.5	8.4	6.1	72.6	5.1	9.4	184.3
Profit before finance costs and income tax	35.1	26.9	8.2	30.3	8.7	26.4	303.4
Finance cost	1.1	0.7	0.4	57.1	0.4	0.7	175.0
Profit before income tax	34.0	26.2	7.8	29.6	8.3	25.7	309.6
Income tax	7.0	5.1	1.9	37.3	2.1	4.9	233.3
Profit for the year	27.0	21.1	5.9	27.8	6.2	20.8	335.5
Other comprehensive Income (Loss)							
Actuarial gain (loss)	-	-	-	-	-	-	-
Tax expense of actuarial gain (loss)	-	-	-	-	-	-	-
				-			
Total Comprehensive Income (loss)	27.0	21.13	5.9	27.8	6.2	20.8	335.5

Annual Performance

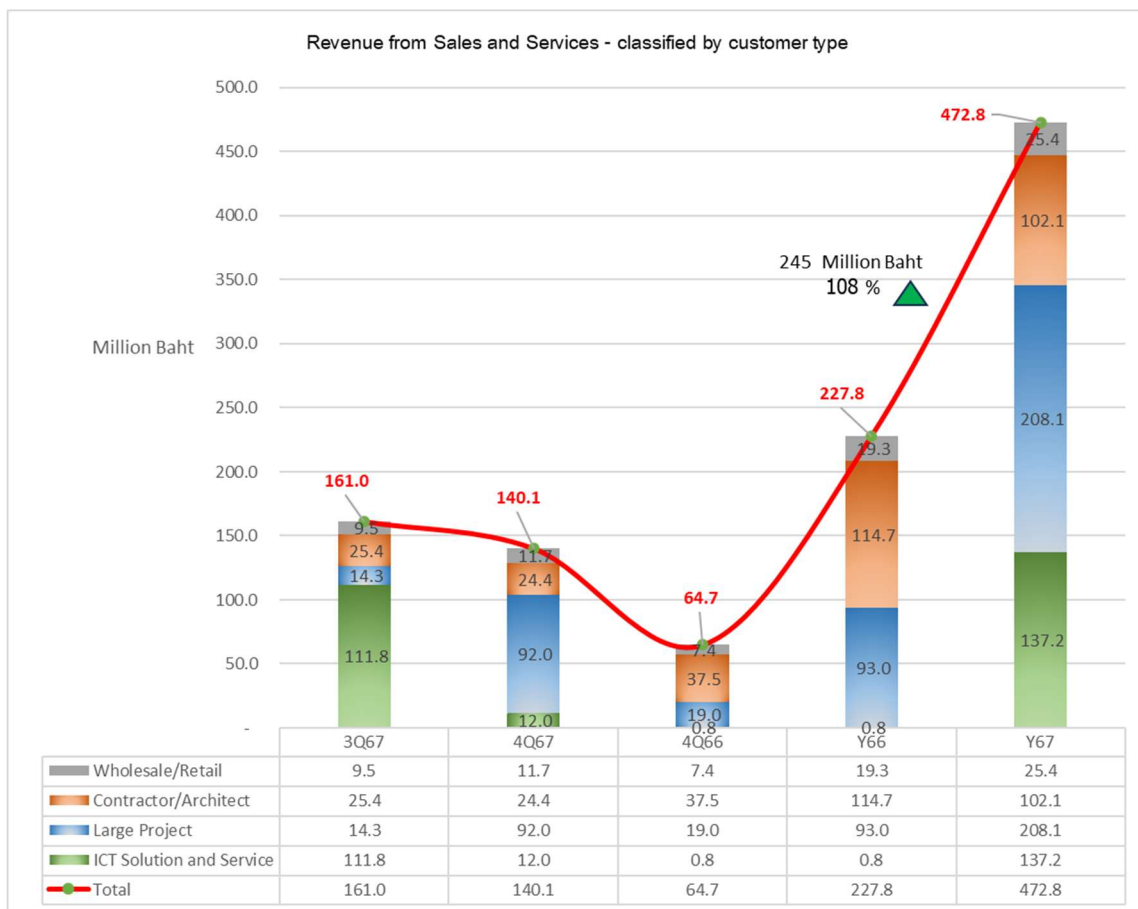
Statement of Profit or Loss and Other comprehensive Income (Loss)	Y2024	Y2023	Increase (Decrease)	%YoY
Revenue from sales and services	472.8	227.8	245.0	107.6
Cost of sales and services	307.9	138.1	169.8	123.0
Gross Profit	164.9	89.7	75.2	83.8
Other income	0.8	1.8	(1.0)	(55.6)
Gain (loss) arising from change in fair value of derivatives	(0.1)	(0.2)	0.1	(50.0)
Profit before expenses	165.6	91.3	74.3	81.4
Selling expenses	21.2	18.2	3.0	16.5
Administrative expenses	40.5	30.3	10.2	33.7
Profit before finance costs and income tax	103.9	42.8	61.1	142.8
Finance cost	3.2	1.6	1.6	100.0
Profit before income tax	100.7	41.2	59.5	144.4
Income tax	20.7	9.8	10.9	111.2
Profit for the year	80.0	31.4	48.6	154.8
Other comprehensive Income (Loss)				
Actuarial gain (loss)	0.3	-	0.3	100.0
Tax expense of actuarial gain (loss)	(0.1)	-	(0.1)	100.0
Total Comprehensive Income (loss)	80.4	31.40	49.0	156.1

Sales and service income

Revenue for 2024 totaled 472.8 million baht, reflecting an increase of 245 million baht or 107.6% compared to 227.8 million baht in the previous year. This growth was primarily driven by a 137.2 million baht increase in revenue from IT solutions for data centers and 115.1 million baht from large-scale project.

Revenue for Q4 2024 amounted to 140 million baht, reflecting a decrease of 20 million baht or 13% compared to 161 million baht in Q3 2024. This decline was primarily due to the majority of revenue from Data Center projects being recognized in Q3 2024.

However, Q4 2024 revenue was supported by an increase of 78 million baht from large-scale projects.



Cost of sales and service / Gross profit / Gross Profit Margin

- **The cost of sales and services** for 2024 amounted to 307.9 million baht, an increase of 169.8 million baht or 123% compared to 138.1 million baht in the previous year.

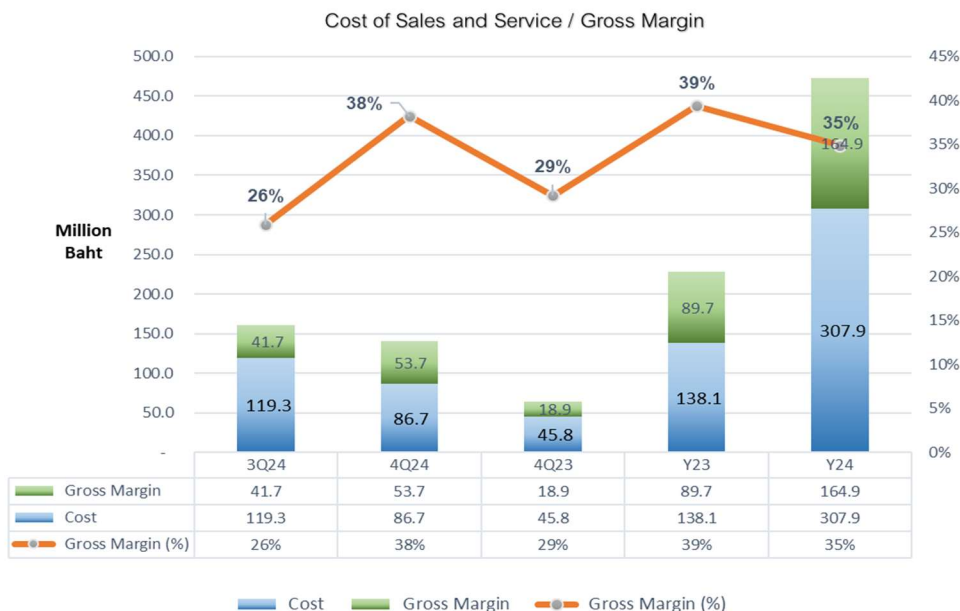
For Q4 2024, the cost of sales was 86.7 million baht, reflecting an increase of 32.6 million baht or 27.3% compared to 119.3 million baht in the previous quarter.

This increase in the cost of sales aligns with the overall revenue growth in 2024.

- **Gross profit** for 2024 amounted to 164.9 million baht, an increase of 75.2 million baht or 83.8% compared to 89.7 million baht in the previous year.

For Q4 2024, the gross profit was 53.7 million baht, reflecting an increase of 12 million baht or 28.8% compared to 41.7 million baht in the previous quarter. This growth in gross profit was driven by higher revenue from large-scale projects in Q4 2024, which had a higher gross profit margin.

- **Gross profit margin** for 2024 was 34.9%, lower than the 39.4% recorded in the previous year. This decline was primarily due to revenue from Data Center projects, which, as large-scale projects, had a lower gross profit margin compared to revenue from lighting equipment sales. However, on average, the overall gross profit margin for the year remained above 30%.



Selling and Administrative expense / Net Profit

- **Selling expenses** for 2024 amounted to 21.2 million baht, reflecting an increase of 3 million baht or 16.5% compared to 18.2 million baht in the previous year. This increase was primarily driven by higher sales staff salaries due to workforce expansion and increased commission expenses, aligning with the growth in revenue.
- **Administrative expenses** for 2024 totaled 40.5 million baht, representing an increase of 10.2 million baht or 33.7% compared to 30.3 million baht in the previous year. This increase was primarily due to the following factors:
 1. **Employee-related expenses** – An increase of 4.8 million baht resulting from workforce expansion and salary adjustments in accordance with the company's policy and inflation rate.
 2. **Advertising and public relations expenses** – An additional 1.3 million baht incurred during the IPO offering period.
 3. **Audit fees** – An increase of 0.8 million baht.
 4. **Allowance for doubtful accounts** – An increase of 2.5 million baht, aligning with the growth in trade receivables in 2024.

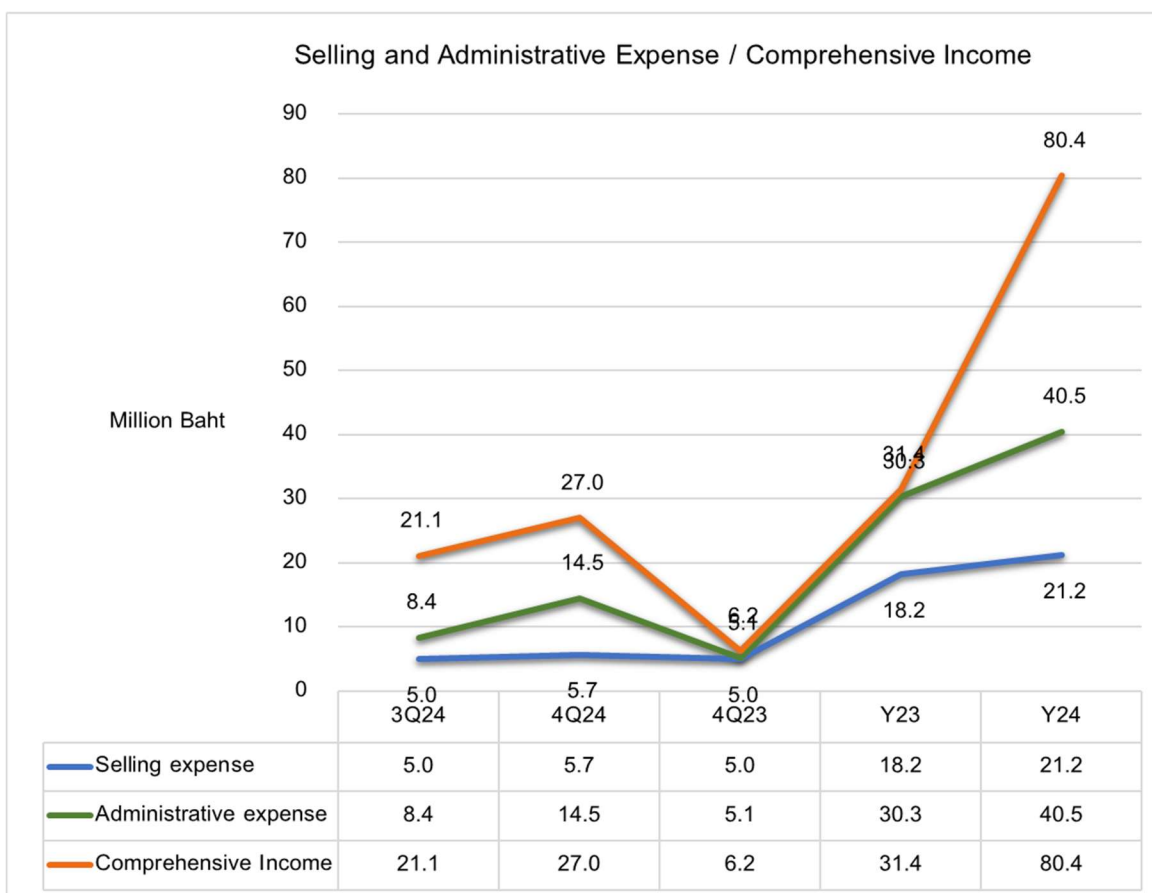
In Q4 2024, administrative expenses amounted to 14.5 million baht, reflecting an increase of 6.1 million baht or 72.6% compared to 8.4 million baht in the previous quarter. This increase was primarily driven by the following factors:

1. **Allowance for doubtful accounts** – An increase of 1.2 million baht.
2. **Office rental expenses** – An additional 0.5 million baht for the new office building.
3. **Office relocation expenses** – An increase of 0.5 million baht.

- **Comprehensive income** for 2024 amounted to 80.4 million baht, reflecting an increase of 49 million baht or 156.1% compared to 31.4 million baht in the previous year.

For Q4 2024, total comprehensive income was 27 million baht, an increase of 5.9 million baht or 27.8% compared to 21.1 million baht in the previous quarter.

Overall, the company's performance in 2024 grew by 1.5 times compared to 2023.



Financial Position

Statement of Financial Position	31 December 2024.	31 December 2023.	Increase (decrease)	%YoY
Current Assets	338.3	170.6	167.7	98.3
Non-Current Assets	157.1	43.4	113.7	262.0
Total Assets	495.4	214.0	281.4	131.5
Current Liabilities	122.6	62.3	60.3	96.8
Non-Current Liabilities	36.0	15.1	20.9	138.4
Total Liabilities	158.6	77.4	81.2	104.9
Shareholders' Equity	336.8	136.6	200.2	146.6

Total Assets

Statement of Financial Position	31 December 2024.	31 December 2023.	Increase (decrease)	%YoY
Cash and cash equivalents	48.4	48.1	0.3	0.6
Trade and other receivables - net	212.1	56.7	155.4	274.1
Inventories - net	59.0	56.4	2.6	4.6
Other current assets	25.8	16.5	9.3	56.4
Investment property	10.8	10.8	-	-
Fixed assets, intangible assets and right-of-use assets - net	117.9	7.8	110.1	1,411.5
Other non-current assets	21.4	17.7	3.7	20.9
Total Assets	495.4	214.0	281.4	131.5

Total Liabilities

Statement of Financial Position	31 December 2024.	31 December 2023.	Increase (decrease)	%YoY
Loan from financial institutions	29.7	26.0	3.7	14.2
Trade and other payables	68.0	25.0	43.0	172.0
Lease liabilities	29.8	4.8	25.0	520.8
Income tax payable	13.7	8.4	5.3	63.1
Other current liabilities	9.4	8.1	1.3	16.0
Employee benefit obligations	5.2	5.1	0.1	2.0
	2.8	-	2.8	-
Total Liabilities	158.6	77.4	78.4	101.3

Remark ** Includes Current and Non Current items

ASSETS

As of December 31, 2024, the company's total assets amounted to 495.4 million baht, representing an increase of 281.4 million baht or 131.5% compared to December 31, 2023.

This growth was primarily driven by the following factors:

- **Increase in trade and other receivables** – A rise of 155.4 million baht (274.1% compared to December 2023), mainly due to sales from the Smart Park project, which was granted a longer credit period than general trade receivables, as well as receivables from Data Center projects in Q4 2024.
- **Increase in fixed assets and right-of-use assets** – An increase of 110.1 million baht (1,411%), primarily driven by the acquisition of GPU assets for rental purposes, amounting to 83 million baht, and an increase in right-of-use assets from leasing a new office building, totaling 28 million baht.

Liabilities

As of December 31, 2024, the company's total liabilities amounted to 158.6 million baht, representing an increase of 78.4 million baht or 101.3% compared to December 31, 2023. This increase was primarily driven by the following factors:

- **Increase in trade and other payables** – A rise of 43 million baht (172% compared to December 2023), primarily due to the purchase of materials for the Smart Streetlight project, which was granted an extended credit period and has not yet reached its payment due date.
- **Increase in lease liabilities** – An increase of 25 million baht (520.8% compared to December 2023), aligning with the rise in right-of-use assets resulting from the lease of a new office building.

Shareholders' equity

As of December 31, 2024, the company's shareholders' equity amounted to 336.8 million baht, reflecting an increase of 200.2 million baht or 146.6% compared to December 31, 2023. This growth was primarily driven by the capital raised from the IPO and the increase in retained earnings from the total comprehensive income of 80.4 million baht for 2024.

Important Financial Ratios – Quarterly

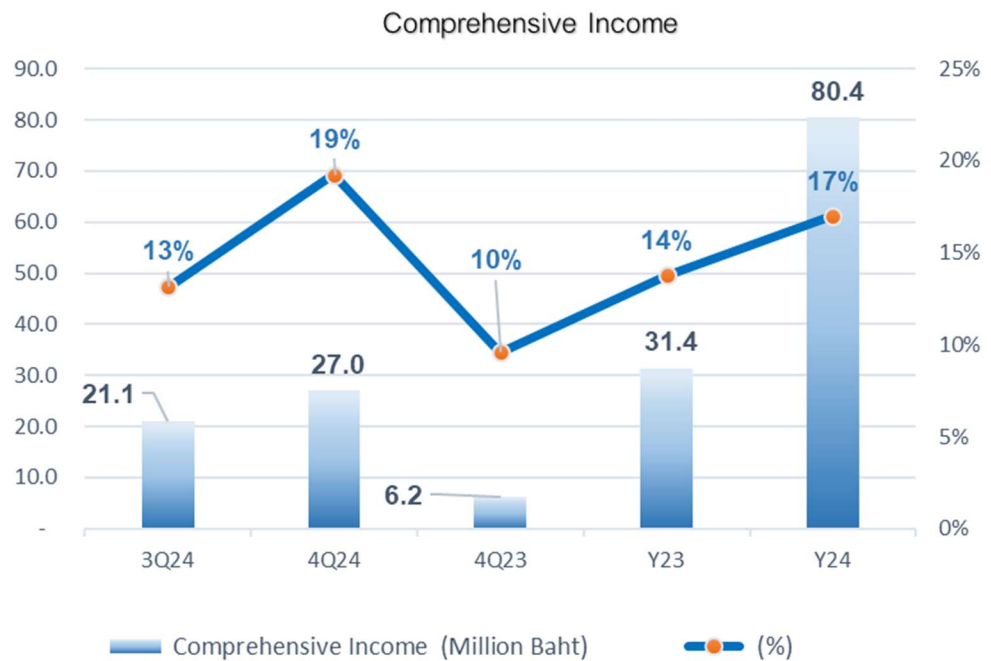
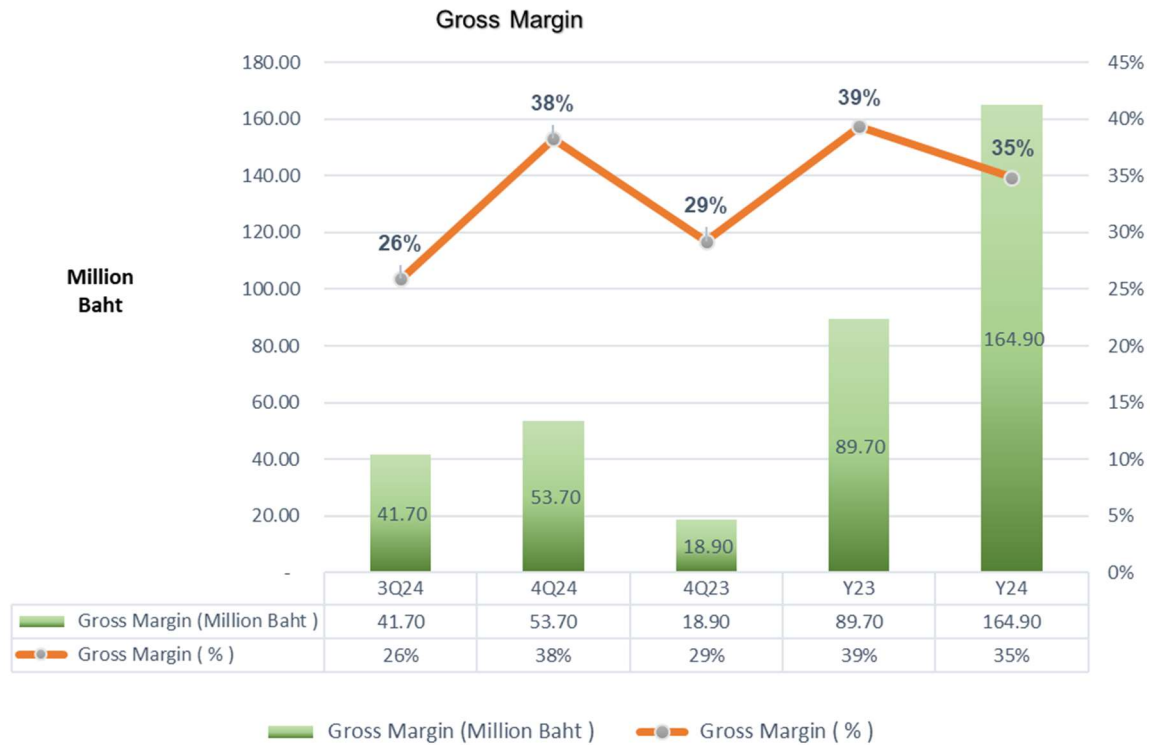
Financial Ratios	4Q24	3Q24	In(De)crease	%QoQ	4Q23	In(De)crease	%YoY
Gross Profit Margin	38%	26%	12%	48%	29%	9%	31%
Net Profit	19%	13%	6%	47%	10%	10%	101%
EBITDA	29%	19%	10%	55%	15%	14%	88%

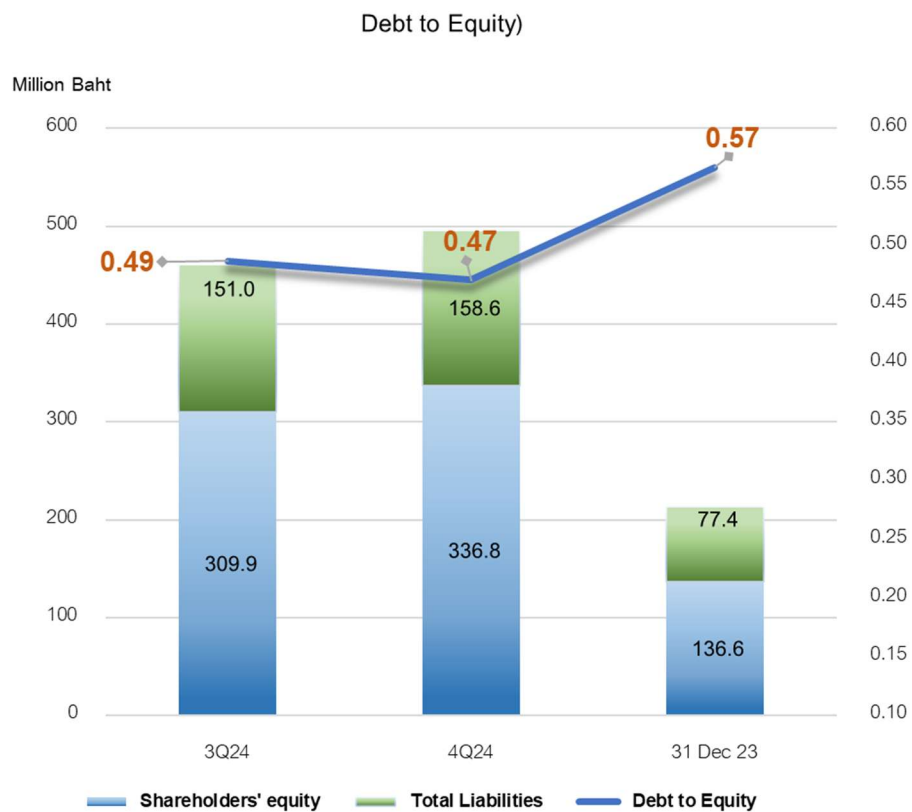
Financial Ratios	4Q24	3Q24	In(De)crease	%QoQ	3Q23	In(De)crease	%YoY
Debt to Equity ratio (D/E)	0.47	0.49	-2%	-3%	0.57	-10%	-17%
Return on Asset (ROA)	5.6%	4.9%	0.8%	15.6%	7.7%	-2.1%	-26.9%
Return on Equity (ROE)	8.0%	6.8%	1.2%	17.6%	11.4%	-3.4%	-30.0%
*** ROA & ROE Pro Rata Rate							

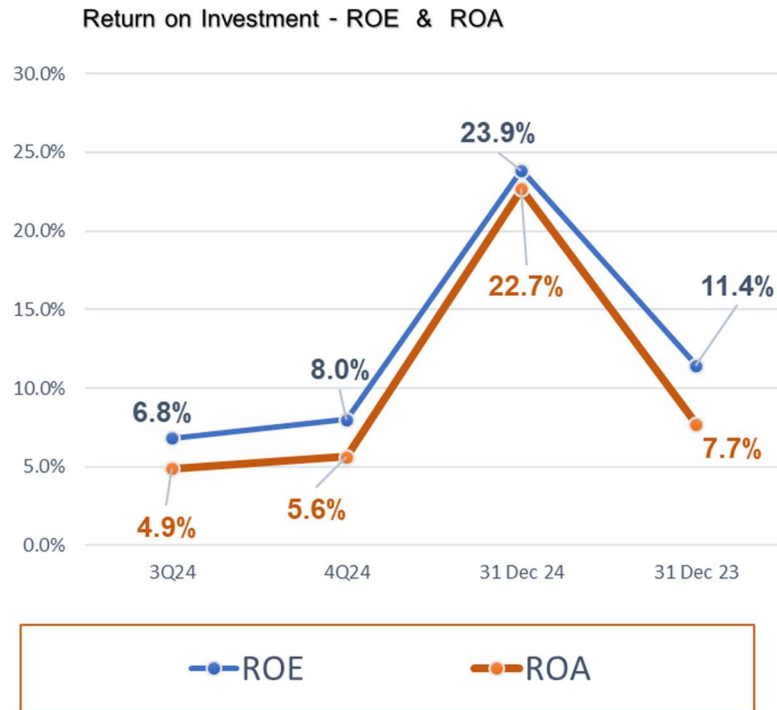
Important Financial Ratios – Annually

Financial Ratios	Y24	Y23	In (De) crease	%YoY
Gross Profit Margin	35%	39%	-4%	-11%
Net Profit	17%	14%	3%	23%
EBITDA	23%	21%	2%	7%

Financial Ratios	Y24	Y23	In (De) crease	%YoY
Debt to Equity ratio (D/E)	0.47	0.57	(0.10)	-17%
Return on Asset (ROA)	0.23	0.08	15%	193%
Return on Equity (ROE)	0.24	0.11	12%	108%
*** ROA & ROE Pro Rata Rate				







Sincerely Yours,

Nuchanat Sangchat

Chief Finance Officer