

IP_AC002/2269

May 11 , 2026

Subject Management Discussion and Analysis of the Quarter 1 of year 2026

To Directors & Managers
The Stock Exchange of Thailand

Summary of Key Events and Developments

The Company operates in six core business segments as follows

1. Hospital Market Healthcare
2. Consumer Market Healthcare
3. Animal Healthcare
4. Pharmacy Business
5. Hospital Business
6. Medical Device Innovation Business

In Q1/2026, Inter Pharma Public Company Limited (the “Company”) continued to execute its “Integrated Health Innovation” strategy, with a focus on strengthening innovation and research and development capabilities, enhancing core distribution channels, and improving operational efficiency. The Company continued to communicate its growth direction and key initiatives to investors through disclosures and ongoing engagement activities.

Key initiatives are summarized as follows

- The Company participated in the Stock Exchange of Thailand’s listed-company value enhancement program (JUMP+) to strengthen its growth potential, enhance the disclosure of strategic plans and progress to investors on an ongoing basis, and increase the Company’s visibility through SET activities.
Participation in the program supports the Company in developing and communicating its growth plans with greater clarity and measurability, while enhancing transparency in information disclosure and strengthening long-term investor confidence. The achievement of such objectives will depend on the Company’s ability to consistently execute its plans and regularly report progress to stakeholders. In this regard, the Company disclosed its JUMP+ business plan through the SET information disclosure system on March 26, 2026.
Continue executing the “Integrated Health Innovation” strategy by expanding healthcare products through hospital and consumer channels, while enhancing marketing effectiveness and end-customer reach.
- Establish a five-year roadmap (2026–2030) to develop treatment innovations, with a focus on gene therapy for Parkinson’s disease, and support Thailand’s goal of becoming a medical hub by leveraging the country’s medical expertise.
- The gene therapy project is currently in Phase 1 clinical research, in collaboration with partners in Japan and leading Thai medical schools.
- Strengthen distribution channels, with an emphasis on the pharmacy network (Pharmacy Business), and improve processes and systems to enhance overall operational efficiency.
- Closely monitor and manage costs and related expenses to maintain profitability and financial flexibility amid market volatility.

Summary of Operating Results for the Q1 of year 2026

Unit : Million Baht	Q1 2026	Q1 2025	Change		Q4 2025	Change	
	MB	MB	MB	%	MB	MB	%
Revenue from Sales & Services	560	531	29	5%	572	-12	-2%
Total revenue	562	534	28	5%	576	-14	-2%
Cost of goods sold and services	312	312	1	0%	337	-25	-7%
Gross profit	247	219	29	13%	235	13	5%
% Gross profit	44%	41%			41%		
Selling expenses	124	124	-1	-1%	133	-9	-7%
Administrative expenses	71	58	13	23%	62	9	14%
Selling and administrative expenses	195	182	12	7%	195	0	0%
Net profit	39	28	11	40%	29	10	35%
% Net profit	7%	5%			5%		

Overview

In Q1/2026, the Company delivered solid operating performance, reflecting its ability to expand its customer base, manage its business portfolio effectively, and respond to market demand. Total operating revenue amounted to THB 560 million, an increase of THB 29 million or 5% compared with the same quarter of the previous year, mainly driven by growth in the Pharmacy Business and Animal Healthcare segments. Compared with the prior quarter, revenue decreased slightly by THB 12 million or 2%, mainly due to the Medical Device Innovation Business and the Consumer Market Healthcare (particularly the pharmaceutical products group).

Gross profit in Q1/2026 was THB 247 million, an increase of THB 29 million or 13% compared with the same quarter of the previous year, and an increase of THB 13 million or 5% compared with the prior quarter. Gross profit margin was 44%, up by 3 percentage points compared with both the same quarter of the previous year and the prior quarter, reflecting effective cost management, a higher mix of higher-margin products and services, and continued quality control in operations.

Selling and administrative expenses totaled THB 195 million, broadly in line with the prior quarter, and increased by THB 12 million or 7% compared with the same quarter of the previous year. The increase was partly attributable to branch restructuring in the Pharmacy Business to enhance operating efficiency and strengthen the branch network over the long term.

As a result, net profit in Q1/2026 amounted to THB 39 million, increasing by 40% compared with the same quarter of the previous year and by 34% compared with the prior quarter. Net profit margin improved to 7% from 5% in the comparable periods, reflecting improved profitability and stronger operational efficiency.

Summary of Quarterly Financial Statements for Q1/2026

Revenue from Sales and Services by Business Segment

Revenue from sales and services can be classified by business segment as follows

Revenue Segment	Q1 2026	Q1 2025	Change		Q4 2025	Change	
	MB	MB	MB	%	MB	MB	%
1. Hospital Market Healthcare	71	78	-7	-9%	68	3	4%
2. Consumer Market Healthcare	113	129	-17	-13%	121	-8	-7%
3. Animal Healthcare	100	86	14	17%	105	-5	-5%
4. Pharmacy Business	194	167	27	16%	183	11	6%
5. Hospital business	54	52	2	4%	58	-4	-6%
6. Medical equipment of rehabilitation medicine	28	19	10	100%	37	-9	-24%
Total	560	531	29	5%	572	-12	-2%

Revenue from Hospital Customers (Hospital Market Healthcare)

In Q1/2026, revenue from hospital customers was THB 71 million, increasing by 4% compared with the prior quarter, reflecting the Company's continued ability to expand sales and respond to market demand. Compared with the same quarter of the previous year, revenue decreased slightly by 9%; however, the Company maintained stable revenue levels, supported by a strong customer base across both public and private hospitals and healthcare providers.

Revenue growth was also supported by therapeutic pharmaceutical products used in healthcare facilities, as well as nutraceuticals and dietary supplements that continue to gain popularity, consistent with consumer behavior placing greater emphasis on preventive healthcare.

The Company continues to develop products and expand high-potential product groups to capture healthcare market growth trends and support stable long-term growth.

Revenue from Consumer Customers (Consumer Market Healthcare)

In Q1/2026, revenue from consumer customers totaled THB 113 million, decreasing by THB 17 million or 13% compared with the same quarter of the previous year and decreasing by THB 8 million or 7% compared with the prior quarter. The main driver was lower revenue in the therapeutic products group.

Nevertheless, demand for the Company's products remained resilient, particularly for therapeutic products, nutraceuticals, and dietary supplements, reflecting continued confidence in product quality and the Company's brand strength in the healthcare market.

The Company remains focused on developing products aligned with preventive healthcare trends and continues to expand marketing opportunities and distribution channels to support stable and sustainable long-term growth.

Revenue from Animal Healthcare

In Q1/2026, revenue from Animal Healthcare was THB 100 million, increasing by THB 14 million or 17% compared with the same quarter of the previous year. Although revenue declined slightly from the prior quarter, overall performance reflected the segment's strong growth trend. Growth was supported by the Company's ability to retain its existing customer base while expanding into new customer groups, particularly for immune-support products and products for pet health balance, which have gained popularity in line with preventive pet healthcare trends.

In addition, Thailand's pet healthcare products market continues to grow, supported by consumer behavior placing greater emphasis on pet health and quality of life. The Company therefore continues to develop products and expand distribution channels to capture market growth opportunities and support sustainable long-term growth.

Revenue from Pharmacy Business

In Q1/2026, revenue from the Pharmacy Business was THB 194 million, increasing by THB 27 million or 16% compared with the same quarter of the previous year, and increasing by THB 11 million or 6% compared with the prior quarter. This reflects strong growth potential and efficient operations, despite intense competition in the health retail market. Growth was supported by a strong customer base and increasing brand confidence, as well as continued improvements in service quality and product assortment aligned with consumer needs.

The Company also continued to expand customer access through efficient branch network management, along with development of online channels and proactive local marketing in high-potential areas. These initiatives enhance convenience in accessing products and services and improve customer experience across channels.

With these supporting factors, the Pharmacy Business remains a key driver of the Company's growth and is expected to continue expanding, supported by long-term increases in health awareness and demand for healthcare products.

Revenue from Hospital Business

In Q1/2026, revenue from the Hospital Business was THB 54 million, increasing by THB 2 million or 5% compared with the same period of the previous year, and decreasing by THB 4 million or 6% compared with Q4/2025. The results reflect continued operations and efficient service delivery, supported by ongoing improvements in service quality and appropriate resource management.

Following renovations to both the outpatient (OPD) area and the inpatient ward on the 5th floor, the hospital enhanced service capacity and maintained stable revenue levels. The hospital also continued to expand specialized medical services, such as brain surgery by specialist physicians, and expanded offsite health check-up services into other provinces to increase access and create additional revenue growth opportunities going forward.

Revenue from Medical Device Innovation Business (Medical Device Business)

In Q1/2026, revenue from the medical device business was THB 28 million, increasing by THB 10 million compared with the same quarter of the previous year, reflecting the Company's ability to scale and positive market response to its medical innovations. Compared with the prior quarter, revenue decreased by THB 9 million or 24%, in line with the seasonal pattern of the business.

The Company remains committed to sustainable growth in this segment through proactive strategies such as expanding collaboration with government agencies and business partners, developing products and innovations tailored to specialized healthcare needs, and leveraging high-quality medical technologies that meet international standards. These efforts strengthen competitiveness, expand the customer base, and support long-term demand growth for medical technologies.

Unit : Million Baht	Q1 2026	Q1 2025	Change		Q4 2025	Change	
	MB	MB	MB	%	MB	MB	%
Cost of sales and services	312	312	1	0%	337	-25	-7%
Selling expenses	124	124	-1	-1%	133	-9	-7%
Administrative expenses	71	58	13	23%	62	9	14%
Total expenses	507	494	13	3%	532	-25	-5%

Cost of Sales and Services and Gross Profit

In Q1/2026, total cost of sales and services was THB 312 million, and gross profit margin was 44%, an increase of 3 percentage points compared with both the same period of the previous year and the prior quarter. This was mainly due to a higher revenue contribution from nutraceuticals and dietary supplements, which generally carry higher margins than therapeutic products. The Company continues to focus on increasing the proportion of higher value-added products while managing costs efficiently to strengthen profitability and support sustainable long-term growth.

Selling and Distribution Expenses

In Q1/2026, total selling and distribution expenses were THB 124 million, remaining relatively unchanged from the corresponding period of the previous year, while decreasing by THB 9 million, or 7%, compared with the prior quarter. The decrease was mainly due to improved efficiency in sales channel management and more effective allocation of marketing resources, as well as tighter control of expenses related to sales promotion activities in line with market conditions and revenue direction in each business segment.

In addition, the Company emphasizes disciplined cost management by prioritizing spending on initiatives that generate tangible business returns and by adopting technology and sales-support tools to improve operating efficiency. This enables the Company to maintain competitiveness while managing expenses appropriately.

Administrative Expenses

In Q1/2026, administrative expenses totaled THB 71 million, increasing by THB 13 million or 23% compared with the same quarter of the previous year, and increasing by THB 9 million or 14% compared with Q4/2025. This was primarily due to strategic restructuring, including the closure of three pharmacy branches to enhance operating efficiency and strengthen the branch network over the long term, which supports financial stability and readiness for future growth.

These expenses are part of the strategic restructuring process, which is expected to support long-term cost management, improve organizational agility, and establish a strong foundation for sustainable growth, while enhancing financial stability and long-term competitiveness.

Net Profit

In Q1/2026, the Company reported net profit of THB 39 million, representing 7% of revenue. Net profit increased by THB 11 million or 40% compared with the same quarter of the previous year, and increased by THB 10 million or 35% compared with the prior quarter. This reflects the Company's continued ability to generate returns from operations amid ongoing economic and competitive challenges, under a management approach focused on sustainable and efficient growth.

Financial Position

	As at March 31, 2026	As at December 31, 2025	Change	%
	MB	MB	MB	
Total Assets	3,275	3,239	36	1%
Total Liabilities	937	940	- 3	0%
Total Shareholders' Equity	2,338	2,299	39	2%

Assets

As of 31 March 2026, the Company's total assets were THB 3,275 million, increasing by THB 36 million or 1% compared with 31 December 2025. The increase was mainly due to a THB 55 million increase in current assets, driven by higher cash and cash equivalents and inventories, partly offset by a THB 19 million decrease in non-current assets, mainly from right-of-use assets and other non-current assets.

Liabilities

As of 31 March 2026, the Company's total liabilities were THB 937 million, decreasing by THB 3 million compared with 31 December 2025. The change was mainly due to a THB 7 million increase in current liabilities, largely from higher trade payables and accrued corporate income tax totaling THB 22 million, and a THB 15 million decrease in short-term bank loans. Non-current liabilities decreased by THB 10 million, mainly from lease liabilities.

Shareholders' Equity

As of 31 March 2026, shareholders' equity totaled THB 2,338 million, increasing by THB 39 million or 2% compared with 31 December 2025. The main reason was net profit attributable to the Company's shareholders of THB 36 million for the period and a THB 3 million increase in non-controlling interests of subsidiaries.

Sustainability Developments

The Company is committed to conducting its business sustainably and responsibly toward society and the environment to achieve long-term growth and create value for all stakeholders. Accordingly, the Company has established strategies, targets, and action plans in the short, medium, and long term. The Board of Directors and management place emphasis on sustainability to promote organizational resilience, social and environmental responsibility, and good corporate governance.

Yours faithfully,

Ms. Chatkaew Krudkosol

Chief of Finance Officer