



ROJUKISS INTERNATIONAL

Management Discussion & Analysis

As of Q1/2026

Thailand Economic overview

Thailand’s macroeconomic environment in 2026 remains moderate amid global trade uncertainties and ongoing geopolitical tensions in the Middle East, which may contribute to volatility in energy prices, logistic costs and financial markets. **According to recent assessments by the Bank of Thailand, Thailand’s economy is projected to grow by approximately 1.3%–1.5% in 2026**, revised downward from earlier expectations, reflecting the impact of weaker external demand, geopolitical tensions, global trade uncertainties and softer tourism momentum.

Domestic economic activity continues to be supported mainly by private consumption, although spending patterns remain cautious amid high household debt levels, slower income growth and a more value-conscious consumer mindset. Consumers are increasingly prioritizing essential and everyday purchases, while remaining selective on discretionary spending. At the same time, private investment decisions may remain measured given ongoing policy transition, fiscal budget timing and uncertainty in the global economic backdrop.

Despite broader economic growth may remain moderate in 2026, Thailand’s beauty and personal care industry continues to show attractive structural growth. **The skincare segment in 2026 is projected at mid-single digit growth 4% - 6%**, assuming Thailand’s economy remains soft but consumer demand for skincare stays resilient. Premiumization, dermatological skincare, anti-aging, sun care, and e-commerce are likely to outperform the broader category.

Key Performance Highlight in Q1/2026

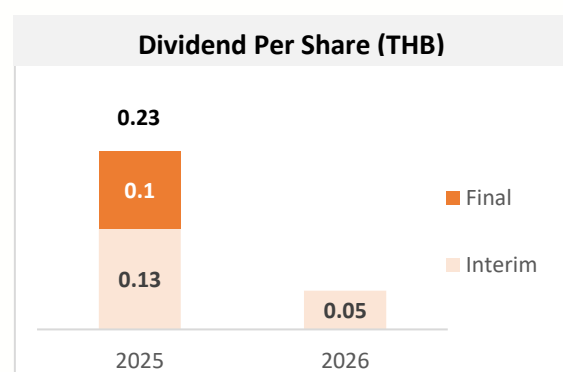
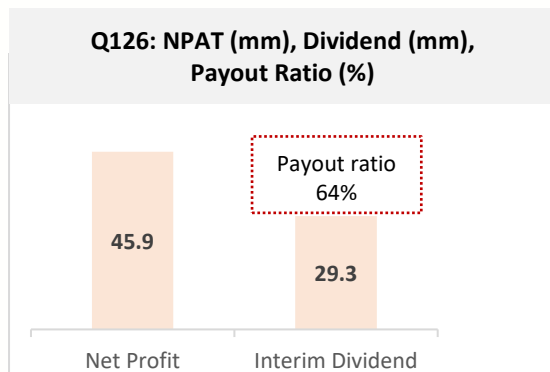
Million Baht	Q1 2026	Q1 2025	% Change
Total Revenue	331.1	244.9	+35.2%
Total EBITDA	62.4	49.1	+27.0%
EBITDA Margin	18.8	20.0	
Total Net Profit	45.9	36.1	+27.3%
Net Profit Margin	13.9	14.7	

- **In Q1/2026, the company’s revenue significantly increased by 35.2% YoY to THB 331.1 mm, mainly driven by the continued strong momentum of Skincare and growth of Beauty care category.**
 - Q1/2026 Revenue from Rojukiss brand increased by 38% YoY compared to Q1/2025, which was driven by hero products, and new products. We have launched a new product, including Face Eye Neck Repair Serum & Cream, Hydrogel mask in Rice Ferment Brightening and Cica-BHA formular, Gluta Nia-C10 Triple White Serum, and B12 pink vitamin serum treatment pad in Q1/2026. Also, the new packaging of Sis2Sis that was relaunched since Q4/2025 has delivered strong growth of sales by 47% YoY

- Total Revenue increased YoY in all channels, which are General Trade +112%, E-commerce +82%, Export channel +44%, and Modern Trade +21% compared to last year that we managed inventory with retailers.
- Net profit in Q1/2026 remained solid at THB 45.9 mm, increasing by 27.3% YoY, supported by higher sales and gross profit. However, due to higher selling and administrative expenses as a percentage of sales, the net profit margin slightly decreased to 13.9% from 14.7% in Q1/2025

Q1/2026 Key Highlights

- **Interim Dividend Payment and changed in dividend payment policy to a quarterly basis:**
 - The Company approved an interim dividend payment from its net profit for the first quarter of 2026, totaling THB 29.3 million (THB 0.05 per share), representing a dividend payout ratio of 64%
 - Record date of 27 May 2026 with payout on 12 June 2026
 - The Company changed its dividend payment policy to a quarterly basis, as approved at the Board of Directors' Meeting No. 2/2026 held on 13 May 2026



- **ESG Initiatives:** In Q1/2026, the Company continued to operate under its ESG framework by implementing energy management measures in response to rising oil prices, including temporarily increasing Work From Home arrangements and enhancing logistics efficiency. The Company also conducted an Employee Survey to assess workplace satisfaction across all levels. On the governance aspect, the Company continued to adopt the CG Code 2017 as its guiding principle. In 2025, the Company received a “Good” or 3-star corporate governance rating from the Thai Institute of Directors Association (Thai IOD). The Company also plans to continue launching additional ESG initiatives throughout 2026 to support sustainable long-term growth.

- **Rojukiss Market share improvement:** Rojukiss maintained its leadership in face masks, with market share rising to 18.8% in Q1/2026 (vs. 16.1% in Q1/2025), driven by continued product innovation, effective marketing campaigns, and strong consumer demand across channels.
- **Continued Launch New Products:** In Q1/2026, we have launched new products including Face Eye Neck Repair Serum & Cream, Hydrogel mask in Rice Ferment Brightening and Cica-BHA formular, Gluta Niacin C10 Triple White Serum, and B12 pink vitamin serum treatment pad.



- **HWB awards from Watsons:** Hydrogel Mask has recently been recognized with the Watsons Thailand HWB Award, marking a significant milestone for our face mask category. This achievement not only reinforces our strong leadership in the segment but also reflects our continued commitment to product innovation. By leveraging advanced hydrogel technology, the product delivers enhanced efficacy and user experience, aligning with evolving consumer needs and preferences.

Financial Performance

Table 1: Statement of Comprehensive income for 3-month period

(Unit : Million Baht)

Consolidated Financial Statement	Q1 2026	%	Q1 2025	%	%YoY	Q4 2025	%	%QoQ
Revenue from sales and service	331.1	100.0	244.9	100.0	35.2	364.8	100.0	(9.2)
Cost of sale and service	(135.3)	(40.8)	(116.5)	(47.6)	16.1	(170.6)	(46.8)	(20.7)
Gross Profit	195.9	59.2	128.4	52.4	52.7	194.2	53.2	0.9
Other Income	0.6	0.2	1.0	0.4	(42.5)	0.9	0.2	(31.1)
Selling expenses	(99.0)	(29.9)	(62.0)	(25.3)	59.5	(83.3)	(22.8)	18.8
Administrative expenses	(41.6)	(12.6)	(25.3)	(10.3)	64.5	(41.1)	(11.3)	1.3
Gain (Loss) from foreign exchange rate	3.7	1.1	4.0	1.6	(7.0)	(3.8)	(1.0)	(198.0)
Total expenses and other income	(136.3)	(41.2)	(82.3)	(33.6)	65.5	(127.3)	(34.9)	7.1
Profit before finance cost and tax	59.6	18.0	46.0	18.8	29.6	66.9	18.3	(10.9)
Finance cost	(0.1)	(0.0)	(0.1)	0.0	17.8	0.0	0.0	100.4
Profit before income tax expenses	59.5	18.0	45.9	18.7	29.6	66.9	18.3	(11.0)
Income tax expense	(13.6)	(4.1)	(9.8)	(4.0)	38.2	(22.6)	(6.2)	(39.8)
Profit for the year	45.9	13.9	36.1	14.7	27.3	44.3	12.1	3.7
- Attributable to the owner of the company	45.9	13.9	36.1	14.7	27.3	44.3	12.1	3.7

Revenue from Sales

In Q1/2026, the revenue from sales and services reached THB 331.1 mm, significantly increased by 35.2% YoY, driven by strong sales in the Skincare and Cosmetics categories across all channels – particularly general trade, e-commerce and export. However, revenue declined by 9.2% QoQ, as Q4 is typically the peak season.

Cost of Sales and Gross Profit Margin

In Q1/2026, gross profit margin remained strong at 59.2%, improving from 52.4% in Q1/2025 and 53.2% in Q4/2025. The improvement was driven by a higher contribution of higher-margin products, together with the completion of inventory clearance for discontinued brands.

Selling Expenses

In Q1/2026, selling expenses totaled THB 99 mm, representing 29.9% of sales, compared to 25.3% in Q1/2025, and 22.8% in Q4/2025. The increase was primarily driven by higher marketing and selling expenses to support sell-out in Modern trade and Online channels, along with slightly increase in KOLs/KOCs and promotional spending to boost sales and launch new products. This reflects the Company's strategy to front-load marketing investments in Q1 to build sales momentum. Selling expenses as a percentage of sales are expected to normalize in the coming quarters, in line with the Company's target levels.

Administrative Expenses

In Q1/2026, administrative expenses were THB 41.6 million, representing 12.6% of sales, up from 10.3% in Q1/2025. The increase was mainly due to a lower expected credit loss (ECL) reversal (THB 0.3 million vs. THB 4.5 million in Q1/2025), as well as higher personnel costs from increased headcount to support business expansion. Compared to Q4/2025, administrative expenses slightly increased by THB 0.8 mm or 1.3% QoQ.

Net Profit

In Q1/2026, net profit of THB 45.9 mm, increased by 27.3% YoY, mainly due to increase in sales and gross profit. However, net profit margin slightly declined to 13.9% from 14.7% in Q1/2025, due to elevated selling and administrative expenses as a percentage of sales. On QoQ basis, net profit margin improved from 12.1% in Q4/2025, supported by stronger gross profit.

Amid ongoing global uncertainties, the Company continues to closely monitor cost efficiency and maintain disciplined execution. Key focus areas include optimizing sell-in, accelerating sell-out growth, and tightly managing selling and administrative expenses relative to sales, in order to sustain profitability and resilience.

Statement of Financial Position as of 31 March 2026
Total Assets

List of assets	31 March 2026		31 December 2025	
	Million Baht	%	Million Baht	%
Cash and cash equivalents	376.0	27.1	379.5	29.6
Financial assets	100.2	7.2	-	-
Trade and other current receivables	493.9	35.6	481.6	37.6
Current contract assets	166.5	12.0	183.8	14.3
Inventory	180.7	13.0	171.4	13.4
Other assets	71.3	5.1	65.9	5.1
Total assets	1,388.6	100.0	1,282.2	100.0

Liability and Shareholder's Equity

Liability and Shareholder's Equity	31 March 2026		31 December 2025	
	Million Baht	%	Million Baht	%
Trade and other payables	267.4	19.3	227.0	17.7
Other current liabilities	51.7	3.7	38.6	3.0
Non-current liabilities	15.1	1.1	9.8	0.8
Total Liability	334.2	24.1	275.4	21.5
Paid-up registered capital	300.0	21.6	300.0	23.4
Retained Earnings – Appropriated Legal reserved	33.3	2.4	33.3	2.6
Retained Earnings – Unappropriated	148.7	10.7	102.7	8.0
Other components of Equity	572.3	41.2	570.8	44.5
Equity attributable to owner of the parent	1,054.3	75.9	1,006.8	78.5
Total Equity	1,054.3	75.9	1,006.8	78.5
Total liabilities and Equity	1,388.6	100.0	1,282.2	100.0

As of 31 March 2026, the Company's total assets were THB 1,388.6 mm, an increase of THB 106.4 mm from the end of 2025, primarily driven by a THB 100.2 million increase in financial assets from short-term investment. Total trade and other current receivables, and contract assets decreased by THB 5.0 mm in line with business operations, while Inventory increased by THB 9.3 mm to support upcoming sales.

Total liabilities reported THB 334.2 mm, increased by THB 58.8 mm from end of 2025, mainly from a increase in trade and other payables by THB 40.4 mm, as well as THB 13.1 mm rise in other current liabilities, primarily related to tax expenses.

The Company's equity was THB 1,054.3 mm, increased by THB 47.5 mm from end of 2025, from unappropriated retained earnings from Q1/2026 net profit of THB 46.0 mm.

Statement of Cashflow

	Q12026	Q12025
Cash – Beginning balance 31 December	379.5	293.0
Net cashflow from operating activities	98.9	59.6
Net cashflow from investing activities	(102.1)	(1.8)
Net cashflow from financing activities	(1.0)	(23.4)
Exchange gain (loss) on cash and cash equivalents	0.6	(0.4)
Cash – Ending balance 31 March 2026	376.0	327.1

Cash and cash equivalents as of 31 March 2026 were THB 376 mm, slightly decreasing from THB 379.5 mm at the beginning of the year.

Net cash generated from operating activities remained strong at THB 98.9 mm, compared to THB 59.6 mm in Q1/2025, reflecting improved operating performance from net profit, inventories and account payables.

Net cash used in investing activities was THB 102.1 mm from short-term financial assets.

Net cash used in financing activities totaled THB 1.0 mm, mainly from payment of lease liabilities.

Strategic initiatives and Outlook for 2026

The Company delivered excellence in Q1'2026, supported by continued growth in revenue and profitability, further enforcing the strong foundation established at the end of FY2025. Sustained improvements through earnings, liquidity and cash flow reflect the resilience of the Company's business model and the effectiveness of its operational execution.

At the same time, the Company remains mindful of current geopolitical tensions and war-related uncertainties, which may affect the global economy, supply chain conditions and consumer sentiment. Management continues to closely monitor developments and has proactively implemented mitigation plans, including supply chain diversification, prudent inventory management, disciplined cost control and business continuity measures, to minimize potential disruptions and support sustainable growth.

Rojukiss will continue to be the primary growth engine, supported by an even stronger innovation pace in its core face moisturizers and face mask, a new Equity advertising campaign on air throughout the year, a more premium and consistent packaging design and a continuous expansion of distribution points in both modern and general trade with the appointment of more distributors to significantly expand national coverage. The company will continue to strengthen its recent expansion in Face Cleansers and Sunscreen with further investments and innovation.

International expansion will also play an increasingly important role. The Company targets international revenue contribution to 8% in 2026, with operations in 10 countries, and a long-term target of reaching 20% of total revenue by 2030. This strategy is being executed through three key pillars:

- A. A direct distribution model led by Rojukiss country managers in priority Asian markets: Vietnam/Laos/Cambodia, and Indonesia, partnering with top-tier players in modern trade and e-commerce.
- B. A distributor-led model in other critical Asian markets
- C. A wholesaler model catering to the broader global market by aggressive exhibiting in international shows.