

Subject Management Discussion and Analysis for the period ended March 31, 2026

To Director and Management

Stock Exchange of Thailand

Inspire IVF Public Company Limited (“the Company”) would like to inform the company’s performance for the period ended March 31, 2026, as the following details:

Statement of income

Unit: million baht

Consolidated Financial Statement	Q1'2025	Q4'2025	Q1'2026	%Increase (Decrease)	
				YoY	QoQ
Revenue from sales and services	16.83	12.07	13.62	(19.07)	12.84
Costs of sales and services	11.20	9.50	10.91	(2.59)	14.84
Gross profit	5.63	2.57	2.71	(51.87)	5.45
Other income	2.23	1.88	1.45	(34.98)	(22.87)
Selling expenses	3.36	3.71	4.90	45.83	32.08
Administrative expenses	7.53	7.17	8.51	13.01	18.69
Profit (loss) before financial costs and income tax	(3.03)	(6.43)	(9.25)	(205.28)	(43.86)
Finance costs	1.13	1.07	1.06	(6.19)	(0.93)
Profit (loss) before income tax	(4.16)	(7.50)	(10.31)	(147.84)	(37.47)
Income tax expenses	(0.15)	(3.88)	(2.05)	1,266.67	(47.16)
Profit (loss) for the year	(4.01)	(3.62)	(8.26)	(105.99)	(128.18)

Quarterly revenue structure by business group

Unit: million baht

	Q1'2025		Q4'2025		Q1'2026		%Increase (Decrease)	
	Amount	Percent	Amount	Percent	Amount	Percent	YoY	QoQ
<u>1. Infertility Treatment Business</u>								
1.1 ICSI	11.89	62.42	8.93	63.99	9.67	64.17	(18.67)	8.29
1.2 Others ¹⁾	4.86	25.50	3.12	22.39	3.37	22.36	(30.66)	8.01
Total	16.75	87.92	12.05	86.39	13.04	86.53	(22.15)	8.22
<u>2. Regenerative Medicine Business</u>	0.07	0.38	0.02	0.13	0.58	3.85	728.57	2,800.00
Total Revenue from Sales and Services	16.83	88.30	12.07	86.52	13.62	90.38	(19.07)	12.84
Other Income ²⁾	2.23	11.70	1.88	13.48	1.45	9.62	(34.98)	(22.87)
Total Revenue	19.05	100.00	13.95	100.00	15.07	100.00	(20.89)	8.03

Note 1) Others include health enhancement services for infertility using regenerative medicine, embryo genetic testing, IUI, etc.

2) Other income such as interest received from short-term debt securities investments, profit from asset sales, etc.

Revenue from Sales and Services

The Company recorded service revenue for the three-month periods of the first quarter of 2026 and 2025 amounting to THB 13.62 million and THB 16.83 million, respectively, representing a decrease of THB 3.21 million or 19.07%. The decline in service revenue was attributable to the overall conditions of the fertility treatment industry, as well as instability arising from both domestic and international conflicts and wars since 2025. These factors have had a significant impact on the Company, as its primary customer base consists of foreign clients.

The Company recorded service revenue for the three-month periods of the first quarter of 2026 and the fourth quarter of 2025 amounting to THB 13.62 million and THB 12.07 million, respectively, representing an increase of THB 1.55 million or 12.84%. The increase in service revenue was attributable to the Company's plan to expand its medical services. The Company applied for a license to operate a polyclinic and obtained such license on 11 February 2026, enabling the Company to provide a broader range of services with greater diversity.

Cost of Sales and Services

The Company recorded cost of sales and services for the three-month periods of the first quarter of 2026 and 2025 amounting to THB 10.91 million and THB 11.20 million, respectively, representing a decrease of THB 0.29 million or 2.59%. Such decrease was in line with the decline in service revenue.

The Company recorded cost of sales and services for the three-month periods of the first quarter of 2026 and the fourth quarter of 2025 amounting to THB 10.91 million and THB 9.50 million, respectively, representing an increase of THB 1.41 million or 14.84%. Such increase was in line with the increase in service revenue.

The Company's cost of sales and services consists of:

- costs of medicines and medical supplies;
- professional fees for physicians and medical technologists;
- salaries and employee-related expenses for medical personnel, nurses, and medical technologists;
- diagnostic expenses, including blood testing fees and embryo genetic testing fees;
- depreciation expenses, including depreciation of medical equipment and right-of-use assets for leased buildings;
- other costs, including utility expenses and repair and maintenance expenses for medical equipment.

Gross Profit and Gross Profit Margin

The Company recorded gross profit for the three-month periods of the first quarter of 2026 and 2025 amounting to THB 2.71 million and THB 5.63 million, respectively, representing gross profit margins of 19.89% and 33.45%, respectively. The decrease in the Company's gross profit was attributable to the decline in service revenue.

The Company recorded gross profit for the three-month periods of the first quarter of 2026 and the fourth quarter of 2025 amounting to THB 2.71 million and THB 2.57 million, respectively, representing gross profit margins of 19.89% and 21.29%, respectively. The increase in the Company's gross profit was attributable to the increase in service revenue.

Selling Expenses

The Company recorded selling and administrative expenses for the three-month periods of the first quarter of 2026 and 2025 amounting to THB 4.90 million and THB 3.36 million, respectively, representing an increase of THB 1.54 million or 45.83%.

The Company recorded selling and administrative expenses for the three-month periods of the first quarter of 2026 and the fourth quarter of 2025 amounting to THB 4.90 million and THB 3.71 million, respectively, representing an increase of THB 1.19 million or 32.07%.

The increase in selling expenses was attributable to the increase in referral fee rates for referral partners, as well as higher compensation for sales and marketing personnel, due to the Company's plans to expand its marketing activities both domestically and internationally.

Administrative Expenses

The Company recorded administrative expenses for the three-month periods of the first quarter of 2026 and 2025 amounting to THB 8.51 million and THB 7.53 million, respectively, representing an increase of THB 0.98 million or 13.01%.

The Company recorded administrative expenses for the three-month periods of the first quarter of 2026 and the fourth quarter of 2025 amounting to THB 8.51 million and THB 7.17 million, respectively, representing an increase of THB 1.34 million or 18.68%.

The increase in administrative expenses was attributable to employee compensation expenses.

Finance Costs

The Company recorded finance costs for the three-month periods of the first quarter of 2025, the fourth quarter of 2025, and the first quarter of 2026 amounting to THB 1.13 million, THB 1.07 million, and THB 1.06 million, respectively. The Company's finance costs arose from the recognition of interest expenses relating to right-of-use assets for leased buildings.

Net Profit

The Company recorded net losses for the three-month periods of the first quarter of 2026 and 2025 amounting to THB 8.26 million and THB 4.01 million, respectively, representing an increase in net loss of THB 4.25 million or 105.98%.

The Company recorded net losses for the three-month periods of the first quarter of 2026 and the fourth quarter of 2025 amounting to THB 8.26 million and THB 3.62 million, respectively, representing an increase in net loss of THB 4.64 million or 128.17%.

The decrease in net profit was attributable to the decline in revenue and the increase in selling and administrative expenses, which were incurred to support the Company's sales and marketing operations and are expected to result in an increase in the number of service users in 2026.

Statement of financial position

Unit: Million Baht

Item	As of March 31, 2026	As of December 31, 2025	Increase (Decrease)	
			Amount	Percent
Cash and cash equivalents	460.00	467.34	(7.34)	(1.57)
Trade account and other current receivables	2.53	2.73	(0.20)	(7.33)
Inventories	2.68	2.52	0.16	6.35
TOTAL CURRENT ASSETS	465.21	472.59	(7.38)	(1.56)
Rental building improvements and equipment	47.14	46.65	0.49	1.05
Right-of-use assets	52.08	53.49	(1.41)	(2.64)
Intangible asset	3.69	2.33	1.36	58.37
Deferred income tax asset	8.98	6.93	2.05	29.58
Other non - current assets	15.67	16.86	(1.19)	(7.06)
TOTAL NON- CURRENT ASSETS	127.57	126.26	1.31	1.04
TOTAL ASSETS	592.78	598.85	(6.07)	(1.01)
Trade account and other current payables	10.19	7.11	3.08	43.32
Lease liabilities - current portion	4.87	4.81	0.06	1.25
TOTAL CURRENT LIABILITIES	15.06	11.92	3.14	26.34
Lease liabilities - net of current portion	52.19	53.44	(1.25)	(2.34)
Non - current provisions for employee benefits	4.05	3.77	0.28	7.43
Other non-current liabilities	1.40	1.39	0.01	0.72
TOTAL NON-CURRENT LIABILITIES	57.64	58.60	(0.96)	(1.64)
TOTAL LIABILITIES	72.70	70.52	2.18	3.09
Issued and paid share capital	220.00	220.00	-	-
Premium on share capital	324.11	324.11	-	-
Legal reserve	2.61	2.61	-	-
Unappropriated	(26.64)	(18.38)	(8.26)	44.94
Non-controlling interests	0.01	0.01	-	-
TOTAL SHAREHOLDERS' EQUITY	520.08	528.34	(8.26)	(1.56)
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	592.78	598.85	(6.07)	(1.01)

Assets

The Company's total assets as at 31 March 2026 and 31 December 2025 amounted to THB 592.78 million and THB 598.85 million, respectively. Such assets comprised current assets, including cash and cash equivalents, trade receivables, and inventories, as well as non-current assets, including leasehold improvements and equipment, and right-of-use assets.

The decrease in the Company's total assets as at 31 March 2026 compared to 31 December 2025 was mainly attributable to the decrease in cash and cash equivalents resulting from the operating loss for the three-month period of the first quarter of 2026, as well as the decrease in leasehold improvements and equipment and right-of-use assets due to depreciation expenses.

Liabilities

The Company's total liabilities as at 31 March 2026 and 31 December 2025 amounted to THB 72.70 million and THB 70.52 million, respectively. Such liabilities comprised current liabilities, including trade payables and other current payables, as well as lease liabilities.

The increase in the Company's total liabilities as at 31 March 2026 compared to 31 December 2025 was mainly attributable to the purchase of medicines and medical supplies during the quarter, which became due for payment in the following quarter.

Shareholders' Equity

The Company's total shareholders' equity as at 31 March 2026 and 31 December 2025 amounted to THB 520.08 million and THB 528.34 million, respectively. Such shareholders' equity comprised issued and paid-up share capital and retained earnings.

The decrease in shareholders' equity as at 31 March 2026 compared to 31 December 2025 was attributable to the Company's operating results for the three-month period of 2026, which resulted in a net loss of THB 8.26 million.

Key financial ratios

Financial ratio	Unit	2026	2025
Current ratio	Times	30.88	39.62
Debt to equity ratio (D/E)	Times	0.14	0.13
Cash cycle	Days	4.71	1.48
Return on assets (ROA)	Percent	(3.53)	(2.81)
Return on equity (ROE)	Percent	(4.01)	(3.19)

Current ratio

The Company's current ratio as at 31 March 2026 and 31 December 2025 was 30.88 times and 39.62 times, respectively. The decrease in the Company's current ratio was attributable to the decrease in cash and cash equivalents, as well as the increase in trade payables and other current payables.

Debt to equity ratio (D/E)

The Company's debt-to-equity ratio as at 31 March 2026 and 31 December 2025 was 0.14 times for both periods.

Cash cycle

The Company's cash conversion cycle as at 31 March 2026 and 31 December 2025 was 4.71 days and 1.48 days, respectively. The increase in the Company's cash conversion cycle was attributable to a longer average inventory holding period, while the average payment period decreased.

Return on assets

The return on assets as at 31 March 2026 and 31 December 2025 was -3.53% and -2.81%, respectively. The decrease in the return on assets was attributable to the net loss incurred during the three-month period of the first quarter of 2026.

Return on equity

The return on equity as at 31 March 2026 and 31 December 2025 was -4.01% and -3.19%, respectively. The decrease in the return on equity was attributable to the net loss incurred during the three-month period of the first quarter of 2026.