AMARC | ASIA MEDICAL AND AGRICULTURAL LABORATORY AND RESEARCH CENTER

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AMARC-SET 012-2026

11 August 2026

Subject: Management Discussion and Analysis for the quarter ended 30 June 2026

To: The Director and Manager of Market for Alternative Investment (MAI)

Asia Medical and Agricultural Laboratory and Research Center Public Company Limited (the "Company") would like to provide the operating results of the Company and its subsidiary for the second quarter and the first half ending 30 June 2026 as follows:

Statement of Comprehensive Income for the quarter ended 30 June 2026

Statement of Comprehensive Income (Unit: Million Baht)	3 months			6 months		
	2026	2025	%Increase /(Decrease)	2026	2025	%Increase /(Decrease)
Revenues						
Testing service	127.10	160.35	(20.7%)	224.19	252.91	(11.4%)
Calibration service	4.59	3.30	39.1%	8.78	6.87	27.8%
Inspection & Certification service (IC*)	3.30	1.98	66.7%	6.34	8.09	(21.6%)
Revenues from services	**134.99**	**165.63**	**(18.5%)**	**239.31**	**267.87**	**(10.7%)**
Other revenues	0.69	0.98	(29.6%)	1.42	1.66	(14.5%)
Total Revenues	**135.68**	**166.61**	**(18.6%)**	**240.73**	**269.53**	**(10.7%)**
Cost of services	60.32	59.19	1.9%	117.01	112.74	3.8%
Gross Profit ** (GP)	**74.67**	**106.44**	**(29.8%)**	**122.30**	**155.13**	**(21.2%)**
Selling & Administrative expenses	28.99	30.03	(3.5%)	55.62	56.07	(0.8%)
Earnings before interest and taxes (EBIT)	**46.37**	**77.39**	**(40.1%)**	**68.10**	**100.72**	**(32.4%)**
Finance costs	0.19	0.26	(26.2%)	0.34	0.57	(39.4%)
Profit before taxes	46.18	77.13	(40.1%)	67.76	100.15	(32.3%)
Income tax expenses	(0.54)	(0.34)	58.6%	(1.57)	(0.65)	140.6%
Net Profit (NP)	**46.72**	**77.47**	**(39.7%)**	**69.33**	**100.80**	**(31.2%)**
%GP	55.3%	64.3%		51.1%	57.9%	
%NP	34.4%	46.5%		28.8%	37.4%	

*IC = Inspection & Certification
**Gross Profit (GP) excludes other revenues

Operating Result

For the 3-month and 6-month periods ended 30 June 2026 (YoY)

Revenues

For the three-month and six-month periods, the Company and its subsidiaries reported total service revenues of THB 134.99 million and THB 239.31 million, respectively, representing decreases of 18.5% and 10.7% compared with the same periods of the previous year. In the first half of the year, revenues from testing services amounted to THB 224.19 million, accounting for 93.7% of total service revenues. Meanwhile, calibration service revenues continued to grow at a solid and consistent rate. Revenue from system auditing and certification services showed sturdy growth in the three months; however, overall performance for the first half remained below its record y-o-y. The details are as follows:

1. **Revenues from Testing Service**

   For the three-month and six-month periods, the Company reported testing service revenues of THB 127.10 million and THB 224.19 million, representing year-on-year decreases of 20.7% and 11.4%, respectively. This variance reflects the Company's proactive pricing strategy implemented in response to increasingly dynamic market conditions within the export fruit and vegetable testing sector. The strategy is designed to safeguard the Company's core customer base and preserve long-term market share, while operating in parallel with ongoing efforts to expand into new client segments to support sustainable future growth. Although this transitional phase continues to balance short-term revenue adjustments, management remains confident that these strategic measures will strengthen the Company's competitive position and underpin stable, resilient growth going forward.

   Revenues from other testing services continued to grow steadily, supported by the expansion of service offerings and the development of new testing parameters tailored to evolving market needs. These initiatives have enabled the Company to increase testing volumes from existing clients while consistently broadening its new customer base.

2. **Revenues from Calibration Service**

   For the three-month and six-month periods, the Company reported calibration service revenues of THB 4.59 million and THB 8.78 million, representing year-on-year increases of 39.1% and 27.8%, respectively. This strong growth reflects the Company's successful expansion into high-value service segments, supported by the continued confidence of major business partners who provide a stable and recurring volume of work. In addition, the Company has strengthened its operational capacity through team expansion and improved schedule management, enabling more efficient handling of the rising workload.

   These key drivers contributed to a solid performance in the first half of the year and support a positive outlook for sustained growth throughout the rest of the year.

3. **Revenues from Inspection & Certification Service**

   For the three-month and six-month periods, the Company reported system auditing and certification service revenues of THB 3.30 million and THB 6.34 million, respectively. While revenue for the three-month period increased by 66.7%, overall revenue for the first half of the year declined by 21.6% year-on-year. This decrease was primarily attributable to delays in government projects resulting from the shift in the fiscal budget cycle at the beginning of the year. To mitigate the impact of these external factors, the Company has proactively adjusted its strategic approach by increasing its focus on expanding revenue contributions from private-sector clients. This initiative is further supported by accelerated efforts to broaden certification scopes into new industrial sectors, creating additional strategic growth opportunities and extending the Company's reach into high-potential markets.

Gross Profit

For the three-month and six-month periods, the Company and its subsidiaries reported gross profits of THB 74.67 million and THB 122.30 million, respectively, reflecting a decline from the same periods of the previous year. The decrease was mainly due to the transitional phase in service revenues, even though calibration services and other testing services continued to grow. The Company is still rebalancing to offset the reduced revenue from exporting fruit and vegetable testing services, which are undergoing proactive pricing adjustments to maintain competitiveness. Temporary delays in government projects also contributed to short-term impacts. As a result, the gross profit margin moved in line with the revenue performance during the period.

Selling & Administrative Expenses

For the three-month and six-month periods, the Company and its subsidiaries reported selling and administrative expenses of THB 28.99 million and THB 55.62 million, representing year-on-year decreases of 3.5% and 0.8%, respectively. These reductions reflect the effective implementation of the Company's strict cost-control policy, which is designed to align the cost structure with current business conditions. At the same time, the Company continues to uphold essential operational investments—particularly in personnel and marketing—to support ongoing business activities and strategic initiatives. Overall expenditures are managed within an optimized framework that maintains operational balance and minimizes any adverse impact on performance, ensuring that cost discipline is achieved without compromising long-term competitiveness.

Net Profit (Total comprehensive income for the period) ended 30 June 2026

For the three-month and six-month periods ended 30 June 2026, the Company and its subsidiaries reported net profits of THB 46.72 million and THB 69.33 million, respectively, reflecting a decline from the same periods of the previous year. The decrease was mainly driven by the Company's proactive pricing strategy in the export fruit and vegetable testing segment, implemented to preserve market share and strengthen long-term relationships with key customers amid heightened market volatility. Although calibration services and other testing service segments continued to grow, temporary delays in government projects also postponed revenue recognition. Nevertheless, effective cost-control measures helped reduce selling and administrative expenses, aligning overall operations with current business conditions. Despite these transitional structural factors, the Company's core service businesses remain fundamentally strong. The pricing strategy recalibration, together with continued expansion into higher-value service segments, is expected to enhance margin quality and reinforce long-term competitiveness.

Please be informed accordingly.

Sincerely yours,

(Mr. Chindanai Chaiyong)
Managing Director