

Subject: Management's Discussion and Analysis for Three Months Ended March 31, 2025

 To The President  
The Stock Exchange of Thailand

**Management's Discussion and Analysis**  
**Consolidated Financial Statements**  
**For three months ended March 31, 2025**

**Overall Group Performance**
**Table 1: Overall Financial Performance**

	Unit: million baht			
	Q1 2025	Q1 2024	Change	%YoY
Revenues	347.98	345.67	2.31	0.7%
Gross Profit	172.84	174.32	(1.48)	(0.8%)
Adjusted EBT*	99.87	97.01	2.86	2.9%
EBT	102.42	96.85	5.57	5.8%
Net Profit	80.52	82.07	(1.55)	(1.9%)
% Gross Profit Margin	49.7%	50.4%		
% Adjusted EBT	28.7%	27.3%		

Note:

\* Adjusted earnings before tax which exclude the effect of transactions from gain/loss on valuation of financial investment, Exchange gain (loss), one-off income (expenses) and Amortization expense of intangible asset from Purchase Price Allocation (PPA).

**Revenues**

For Q1 2025, The Humanica Group of Companies ("HUMAN" or the "Company") delivered sales and service revenue of 347.98mb (Q1 2024: 345.67mb), an increase of 2.31mb or 0.7%. HR Solutions revenue decreased 1.67mb or 0.5% which mostly decreased from implementation income and license income but SaaS income still increasing. Financial Solutions revenue increased 3.98mb or 14.3% which mostly increased from SAP license, implementation and maintenance income.

The revenue of the Indonesian subsidiary of this quarter was impacted by the exchange rate of the Indonesian Rupiah, which depreciated by approximately 9 percent year-on-year. The Indonesian subsidiary's revenue grew by 15 percent year-on-year, but when converted from the Indonesian Rupiah to Thai Baht, revenue grew by only 6 percent year-on-year. The impact of the depreciation of the Indonesian Rupiah had an impact on consolidated revenue by approximately 3 percent, meaning that without the impact of this currency, consolidated revenue should have grown by 4 percent year-on-year.

**Gross Profit**

For Q1 2025, gross profit dropped -1.48mb or -0.8%. Revenue grow 2.31% but cost grow 2.2% as gross profit margin (GPM) decreased from 50.4% to 49.7% mainly due to the increase in staff cost 2.64mb and cost of SAP license and maintenance 2.47mb.

## Adjusted EBT/EBT

### For Q1 2025

Adjusted EBT closed at 99.87mb (Q1 2024: 97.01mb), an increase of +2.86mb or +2.9% from

- Gross Profit decreased -1.48mb
- Increase in interest income +1.88mb
- Interest expenses increased -0.51mb
- Share of gain from associated & JV. increased +2.62mb

EBT closed at 102.42mb (Q1 2024: 96.85mb) increased by +5.57mb or +5.8% mostly from

- Adjusted EBT grew +2.86mb
- Reversed share-based payment expenses +8.67mb
- Exchange gain decreased -6.71mb
- Gain from financial investment decreased -2.30mb
- Impairment of financial asset decreased +2.61mb

## Net Profit

For 2024, the net profit after tax closed at 80.52mb (Q1 2024: 82.07mb), decreasing by 1.55mb or 1.9% with overall net profit margin down to 23.1% (Q1 2024: 23.7%) due to a growth in EBT +5.57 less increased in income tax -7.12mb. Our BOI privilege was expired in July 2024, this impact to income tax to grow in Q1 2025.

The profit of the Indonesian subsidiary of this quarter was impacted by the exchange rate of the Indonesian Rupiah, which depreciated by approximately 9 percent from the previous year. The Indonesian subsidiary's profit before tax grew by 13 percent from the previous year, but when converted from the Indonesian Rupiah to Thai Baht, profit grew by only 4 percent from the previous year. The impact of the depreciation of the Indonesian Rupiah affected the consolidated by approximately 3 percent.

## Segment Report

**Table 2: The breakdown performance by business entities**

Unit: million baht

	Q1 2025			Q1 2024		
	HR Solutions	Financial Solutions	Total	HR Solutions	Financial Solutions	Total
<u>Revenues</u>						
-Thailand	167.05	31.73	198.78	172.88	27.75	200.63
-Indonesia	99.32	-	99.32	106.04	-	106.04
-Other SEA	49.88	-	49.88	39.00	-	39.00
<b>Total revenues</b>	<b>316.25</b>	<b>31.73</b>	<b>347.98</b>	<b>317.92</b>	<b>27.75</b>	<b>345.67</b>
Gross Profit	164.47	8.37	172.84	167.96	6.36	174.32
Operating Profit	96.56	5.65	102.21	88.72	1.85	90.57

In Table 2, The Company's segment report comprises 2 business units, HR Solutions and Financial Solutions.

## Q1 2025/Q1 2024

### HR Solutions

- HR solutions revenue decreased 1.67mb or 0.5% to 316.25mb (Q1 2024: 317.92mb). This decrease is mainly due to decreasing revenue from implementation and license income but still increasing revenue from SaaS income which decreased from Thailand 5.83mb or 3.4% and Indonesia 6.72mb or 6.3% and increased from others 10.88mb or 27.9%. Revenue of other SEA increased significantly as there were transfer of clients from DataOn Indonesia to Humanica Asia Pte. (Singapore) amounting to 9.23mb.
- Gross profit decreased 3.49mb or 2.1% to 164.47mb (Q1 2024: 167.96mb) as revenue dropped 1.67mb and cost increased 1.82mb.
- Operating profit increased 7.84mb or 8.8% to 96.56mb (Q1 2024: 88.72mb).

### Financial Solutions

- Financial solutions revenue increased 3.98mb or 14.3% to 31.73mb (Q1 2024: 27.75mb) from growth of license income, implementation income and maintenance income.
- Gross profit increased 2.01mb or 24.0% to 8.37mb (Q1 2024: 6.36mb) as revenue grew 3.98mb and cost increased 1.97mb.
- Operating profit increased 3.80mb or 205.4% to 5.65mb (Q1 2024: 1.85mb).

### The recurring and non-recurring revenue:

**Table 3: The break down revenue by recurring & non-recurring revenue.**

Unit: million baht

Type of Revenue	Q1 2025				Q1 2024			
	HR Solutions	Financial Solutions	Total	% Proportion	HR Solutions	Financial Solutions	Total	% Proportion
Recurring	244.27	22.66	266.93	76.7%	225.40	19.94	245.34	71.0%
Non-Recurring	71.98	9.07	81.05	23.3%	92.52	7.81	100.33	29.0%
<b>Total revenues</b>	<b>316.25</b>	<b>31.73</b>	<b>347.98</b>	<b>100.0%</b>	<b>317.92</b>	<b>27.75</b>	<b>345.67</b>	<b>100.0%</b>

## Q1 2025/Q1 2024

Overall, the Company's recurring revenue proportion increased from 71.0% in Q1 2024 to 76.7% in Q1 2025 while non-recurring revenue proportion decreased from 29.0% to 23.3%. Recurring revenue reported an overall increase of 21.59mb or 8.8%. We registered stronger growth in recurring SaaS and ERP maintenance revenue.

Non-recurring revenue decreased 19.28mb or 19.2% from Q1 2024, mainly due to decreasing in implementation income.

## Financial Position

Table 4: Overall Financial Position

Unit: million baht

<u>Assets</u>	As of Dec 31, 2024	%	As of Mar 31, 2025	%	Change YoY	% YoY
Cash and cash equivalents	678.49	16.1%	689.28	16.2%	10.79	1.6%
Current financial assets	68.77	1.6%	67.12	1.6%	(1.65)	(2.4%)
Trade & Other receivable	226.76	5.4%	280.48	6.6%	53.72	23.7%
Current contract assets	58.20	1.4%	47.66	1.1%	(10.54)	(18.1%)
Inventory	3.93	0.1%	5.30	0.1%	1.37	34.9%
Current portion of loan to a related party	-	-	24.19	0.6%	24.19	-
Other current Asset	4.54	0.1%	5.51	0.1%	0.97	21.4%
Non-current financial assets	561.66	13.3%	556.84	13.1%	(4.82)	(0.9%)
Right to use assets	103.89	2.5%	93.49	2.2%	(10.40)	(10.0%)
Goodwill	1,902.33	45.1%	1,899.15	44.7%	(3.18)	(0.2%)
Non-Current asset	606.87	14.4%	578.84	13.6%	(28.03)	(4.6%)
<b>Total Assets</b>	<b>4,215.44</b>	<b>100.0%</b>	<b>4,247.86</b>	<b>100.0%</b>	<b>32.42</b>	<b>0.8%</b>
<u>Liabilities</u>						
Current liability	380.58	9.0%	370.06	8.7%	(10.52)	(2.8%)
Non-Current liability	149.07	3.5%	138.15	3.3%	(10.92)	(7.3%)
<b>Total liabilities</b>	<b>529.65</b>	<b>12.5%</b>	<b>508.21</b>	<b>12.0%</b>	<b>(21.44)</b>	<b>(4.0%)</b>
<b>Shareholders' equity</b>	<b>3,685.79</b>	<b>87.5%</b>	<b>3,739.65</b>	<b>88.0%</b>	<b>53.86</b>	<b>1.5%</b>
<b>Total liabilities and Shareholders' equity</b>	<b>4,215.44</b>	<b>100.0%</b>	<b>4,247.86</b>	<b>100.0%</b>	<b>32.42</b>	<b>0.8%</b>

**(a) Total assets**

Total assets as of March 31, 2025 stand at 4,247.86mb, an increase of 32.42mb or 0.8%. The increase was mainly due to higher cash excess from operations 10.79mb, trade and other receivables 53.72mb less the decrease of current contract assets -10.54mb, goodwill -3.28mb and right to use assets -10.40mb

**(b) Total Liabilities**

Total liability as of March 31, 2025 was 508.21mb, decreasing by 21.44mb or 4.0%, mainly due to decreasing in trade and other payables 33.38mb offset with increasing in income tax payable 13.0mb.

**(c) Shareholders' equity**

Total shareholder's equity as of March 31, 2025 was 3,739.65mb, increasing by 53.86mb or 1.5%, mainly due to increasing in unappropriated retained earnings 67.88mb and decreasing in treasury stock 12.58mb and warrants 7.72mb.

**Cash Flow Statement**

Unit: million baht

	Q1 2024	Q1 2025
Net cash provided by (used in)		
Cash Flow from Operating (CFO)	126.25	45.23
Cash Flow from Investing (CFI)	(55.73)	(13.09)
Cash Flow from Financing (CFF)	(17.97)	(23.68)
Net increase (decrease) in cash and cash equivalents	52.55	8.46

**Cash Flow from Operating Activities**

CFO for Q1 2025 was 45.23mb mainly came from EBITDA +137mb less the reversal share-based payment expenses -9mb and offset with the net change in working capital -72mb.

**Cash Flow from Investing Activities**

CFI for Q1 2025 was -13.09mb compared to Q1-2024 was -55.73mb. The decrease in investment came from there were investment in associated and other company including Rabbit Cash -20mb, Idol Planner -9mb and H-Lab -3mb in last year.

**Cash Flow from Financing Activities**

CFF for Q1 2025 was -23.68mb due to finance lease payment -11.25mb and treasury stock payment -10.42mb.

Please be informed accordingly.

Yours sincerely,

Mr. Soontorn Dentham  
Chief Executive Officer