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August 14, 2025

Subject: Management's Discussion and Analysis for Six Months Ended June 30, 2025

To The President
The Stock Exchange of Thailand

Management's Discussion and Analysis
Consolidated Financial Statements
For six months ended June 30, 2025

Overall Group Performance

Table 1: Overall Financial Performance

Unit: million baht

	Jan - Jun 2025	Jan - Jun 2024	Change	%YoY
Revenues	710.70	690.84	19.86	2.9%
Gross Profit	358.51	347.33	11.18	3.2%
Adjusted EBT*	218.67	198.80	19.87	10.0%
EBT	205.56	190.17	15.39	8.1%
Net Profit	163.31	163.85	(0.54)	(0.3%)
% Gross Profit Margin	50.4%	50.3%		
% Adjusted EBT	30.8%	28.8%		

	Q2 2025	Q2 2024	Change	%YoY	Q1 2025
Revenues	362.72	345.17	17.55	5.1%	347.98
Gross Profit	185.67	173.01	12.66	7.3%	172.84
Adjusted EBT*	118.80	104.40	14.40	13.8%	99.87
EBT	103.14	93.32	9.82	10.5%	102.42
Net Profit	82.79	81.78	1.01	1.2%	80.52
% Gross Profit Margin	51.2%	50.1%			49.7%
% Adjusted EBT	32.8%	30.2%			28.7%

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 6M 2025, The Humanica Group of Companies ("HUMAN" or the "Company") delivered sales and service revenue of 710.70mb (6M 2024: 690.84mb), an increase of 19.86mb or 2.9%. HR Solutions revenue increased 10.00mb or 1.6%, which mostly increased from license income (SaaS model) and software

subscription income. Financial Solutions revenue increased 9.86mb or 15.8% which mostly increased from 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 13% year-on-year. The Indonesian subsidiary's revenue grew by 34% year-on-year, but when converted from the Indonesian Rupiah to Thai Baht, revenue grew by only 17% year-on-year. The impact of the depreciation of the Indonesian Rupiah had an impact on consolidated revenue by approximately 5%, meaning that without the impact of this currency, consolidated revenue should have grown by 8% year-on-year.

For Q2 2025, the sales and service revenue increased by 17.55mb or 5.1% to 362.72mb (Q2 2024: 345.17mb) from HR Solutions 11.67mb or 3.8% and Financial Solutions 5.88mb or 17.0%.

Gross Profit

For 6M 2025, gross profit grew 11.18mb or 3.2% as revenue grew 2.9% and cost increased 2.5%. Gross profit margin (GPM) slightly increased from 50.3% to 50.4% from an increase in staff cost -2.72mb, maintenance cost -2.17mb and cloud cost -3.82mb.

For Q2 2025, gross profit increased by 12.66mb or 7.3% and gross profit margin increased from 50.1% to 51.2% as revenue grew 5.1% and cost increased 2.8% from increase in depreciation and amortization cost -3.25mb.

Adjusted EBT/EBT

For 6M 2025,

Adjusted EBT closed at 218.67mb (6M 2024: 198.80mb), an increase of +19.87mb or +10.0% from

- Gross Profit grew +11.18mb
- Interest revenue increased +2.78mb
- Share of profit from associates and Joint Venture increased +6.21mb

EBT closed at 205.56mb (6M 2024: 190.17mb) increased by +15.39mb or 8.1% mostly from

- Adjusted EBT grew +19.87mb
- Reversal of share-based payment expenses +8.67mb
- Exchange gain decreased -16.92mb
- Loss from impairment on financial assets decreased +2.61mb

For Q2 2025,

Adjusted EBT increased to 118.80mb (Q2 2024: 104.40mb) by +14.40mb or +13.8% from

- Gross Profit grew +12.66mb
- Interest and dividend revenue increased +2.15mb
- Share of profit from associates and Joint Venture increased +3.59mb

EBT equals to 103.14mb (Q2 2024: 93.32mb) increased by +9.82mb or 10.5% from

- Adjusted EBT grew +14.40mb
- Exchange gain decreased -10.22mb
- Gain on financial assets increased +2.28mb

Net Profit

For 6M 2025, the Company has net profit after tax closed at 163.31mb (6M 2024: 163.85mb), slightly decreasing by 0.54mb or 0.3% with overall net profit margin down to 23.0% (6M 2024: 23.7%) due to a growth in EBT +15.39 less increased in income tax -15.93mb. Our BOI privilege expired in July 2024, this impacted income tax to grow this year.

The operating profit of the Indonesian subsidiary of this year was impacted by the exchange rate of the Indonesian Rupiah, which depreciated by approximately 13% from the previous year. The Indonesian subsidiary's operating profit before tax grew by 63% from the previous year, but when converted from the Indonesian Rupiah to Thai Baht, operating profit grew by only 42% from the previous year. The impact of the depreciation of the Indonesian Rupiah affected the consolidated operating profit by approximately 5%.

For Q2, 2025 the net profit increased by 1.01mb or 1.2% to 82.79mb (Q2 2024: 81.78mb) due to increasing in EBT +9.82mb and an increase in income tax -8.81mb, resulting from the expiration of BOI privilege.

Segment Report

Table 2: The breakdown performance by business entities

Unit: million baht

	Jan - Jun 2025			Jan - Jun 2024		
	HR Solutions	Financial Solutions	Total	HR Solutions	Financial Solutions	Total
<u>Revenue</u>						
-Thailand	343.20	72.20	415.40	353.63	62.34	415.97
-Indonesia	203.73	-	203.73	205.33	-	205.33
-Other SEA	91.57	-	91.57	69.54	-	69.54
Total revenue	638.50	72.20	710.70	628.50	62.34	690.84
Gross Profit	335.96	22.55	358.51	330.71	16.62	347.33
Operating Profit	189.54	15.86	205.40	167.84	7.53	175.37

	Q2 2025			Q2 2024		
	HR Solutions	Financial Solutions	Total	HR Solutions	Financial Solutions	Total
<u>Revenue</u>						
-Thailand	176.15	40.47	216.62	180.75	34.59	215.34
-Indonesia	104.41	-	104.41	99.29	-	99.29
-Other SEA	41.69	-	41.69	30.54	-	30.54
Total revenue	322.25	40.47	362.72	310.58	34.59	345.17
Gross Profit	171.50	14.17	185.67	162.75	10.26	173.01
Operating Profit	92.97	10.21	103.18	82.58	5.64	88.22

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

6M 2025/6M 2024

HR Solutions

- HR solutions revenue increased by 10.00mb or 1.6% to 638.50mb (6M 2024: 628.50mb). This increase is mainly due to increasing revenue from license income (SaaS model) and software subscription income which increased from other SEA countries 22.03mb or 31.7%, decreased from Thailand 10.43mb or 2.9% and Indonesia 1.60mb or 0.8%. Revenue of other SEA increased significantly as there were transfer of clients from DataOn Indonesia, amounting 35mb.
- Gross profit increased 5.25mb or 1.6% to 335.96mb (6M 2024: 330.71mb) as revenue grew 10.00mb and cost increased 4.75mb.
- Operating profit increased 21.70mb or 12.9% to 189.54mb (6M 2024: 167.84mb).

Financial Solutions

- Financial solutions revenue increased 9.86mb or 15.8% to 72.20mb (6M 2024: 62.34mb) from the growth of implementation income and maintenance income.
- Gross profit increased 5.93mb or 35.7% to 22.55mb (6M 2024: 16.62mb) as revenue grew 9.86mb and cost increased 3.93mb.
- Operating profit increased by 8.33mb or 110.6% to 15.86mb (6M 2024: 7.53mb).

Q2 2025/Q2 2024

HR Solutions

- HR solutions revenue increased 11.67mb or 3.8% to 322.25mb (Q2 2024: 310.58mb). This increase is mainly due to increasing revenue from SaaS model and software subscription, which increased from Indonesia 5.12mb or 5.2% and other countries 11.15mb or 36.5% and decreased from Thailand 4.6mb or 2.5%. Revenue of other SEA significantly increased as there were transfer of clients from DataOn Indonesia, amounting 23mb.
- Gross profit increased 8.75mb or 5.4% to 171.50mb (Q2 2024: 162.75mb) as revenue grew 11.67mb and cost increased 2.92mb.
- Operating profit increased 10.39mb or 12.6% to 92.97mb (Q2 2024: 82.58mb).

Financial Solutions

- Financial solutions revenue increased by 5.88mb or 17.0% to 40.47mb (Q2 2024: 34.59mb) from growth of implementation income and maintenance income.
- Gross profit increased 3.91mb or 38.1% to 14.17mb (Q2 2024: 10.26mb) as revenue grew 5.88mb and cost increased 1.97mb.
- Operating profit increased 4.57mb or 81.0% to 10.21mb (Q2 2024: 5.64mb).

The recurring and non-recurring revenue:

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

Unit: million baht

Type of Revenue	Jan – Jun 2025				Jan – Jun 2024			
	HR Solutions	Financial Solutions	Total	% Proportion	HR Solutions	Financial Solutions	Total	% Proportion
Recurring	490.30	46.95	537.25	75.6%	445.16	41.15	486.31	70.4%
Non-Recurring	148.20	25.25	173.45	24.4%	183.34	21.19	204.53	29.6%
Total revenues	638.50	72.20	710.70	100.0%	628.50	62.34	690.84	100.0%

Type of Revenue	Q2 2025				Q2 2024			
	HR Solutions	Financial Solutions	Total	% Proportion	HR Solutions	Financial Solutions	Total	% Proportion
Recurring	246.03	24.29	270.32	74.5%	219.76	21.21	240.97	69.8%
Non-Recurring	76.22	16.18	92.40	25.5%	90.82	13.38	104.20	30.2%
Total revenues	322.25	40.47	362.72	100.0%	310.58	34.59	345.17	100.0%

6M 2025/6M 2024

Overall, the Company's recurring revenue proportion increased from 70.4% in 6M 2024 to 75.6% in 6M 2025 while non-recurring revenue proportion decreased from 29.6% to 24.4%. Recurring revenue reported an overall increase of 50.94mb or 10.5%. We registered stronger growth in recurring revenue of SaaS model software, software subscription and ERP maintenance.

Non-recurring revenue decreased 31.08mb or 15.2% from 6M 2024, mainly due to decreasing in implementation income and on-premises software income.

Q2 2025/Q2 2024

The Company's recurring revenue proportion increased from 69.8% in Q2 2024 to 74.5% in Q2 2025 while non-recurring revenue proportion decreased from 30.2% to 25.5%. Recurring revenue reported an overall increase of 29.35mb or 12.2%, driven by income from SaaS model software, software subscription and ERP maintenance.

Non-recurring revenue decreased 11.80mb or 11.3% from Q2 2024, mainly due to decreasing in implementation income, on-premises software income and income from sales of hardware.

Financial Position

Table 4: Overall Financial Position

Unit: million baht

<u>Assets</u>	As of Dec 31, 2024	%	As of Jun 30, 2025	%	Change YoY	% YoY
Cash and cash equivalents	678.49	16.1%	688.86	17.7%	10.37	1.5%
Current financial assets	68.77	1.6%	34.90	0.9%	(33.87)	(49.3%)
Trade & Other receivable	226.76	5.4%	290.34	7.4%	63.58	28.0%
Contract assets	58.20	1.4%	54.04	1.4%	(4.16)	(7.1%)
Inventory	3.93	0.1%	7.18	0.2%	3.25	82.7%
Current portion of loan to a related party	-	-	13.76	0.4%	13.76	-
Other current Asset	4.54	0.1%	3.74	0.1%	(0.80)	(17.6%)
Non-current financial assets	561.66	13.3%	294.26	7.5%	(267.40)	(47.6%)
Loan to a related party	17.74	0.4%	29.53	0.8%	11.79	66.5%
Right to use assets	103.89	2.5%	83.43	2.1%	(20.46)	(19.7%)
Goodwill	1,902.33	45.1%	1,828.29	46.9%	(74.04)	(3.9%)
Non-Current asset	589.13	14.0%	570.77	14.6%	(18.36)	(3.1%)
Total Assets	4,215.44	100.0%	3,899.10	100.0%	(316.34)	(7.5%)
<u>Liabilities</u>						
Current liability	380.58	9.0%	351.80	9.0%	(28.78)	(7.6%)
Non-Current liability	149.07	3.5%	124.42	3.2%	(24.65)	(16.5%)
Total liabilities	529.65	12.5%	476.22	12.2%	(53.43)	(10.1%)
Shareholders' equity	3,685.79	87.5%	3,422.88	87.8%	(262.91)	(7.1%)
Total liabilities and Shareholders' equity	4,215.44	100.0%	3,899.10	100.0%	(316.34)	(7.5%)

(a) Total assets

Total assets as of June 30, 2025, stand at 3,899.10mb, a decrease of 316.34mb or 7.5%. The decrease was mainly due to lower current and non-current financial assets -301.27mb, as the Company disposed of both short-term and long-term investments in order to fund the share repurchase. Goodwill decreased -74.04mb which resulted from foreign exchange rate adjustment due to the depreciation of the USD of DataOn group's goodwill of USD 51.72 million to closing rate.

(b) Total Liabilities

Total liabilities as of June 30, 2025 was 476.22mb, decreasing by 53.43mb or 10.1%, mainly due to decreasing in trade and other payables -11.50mb, current contract liabilities -11.51mb and lease liabilities -22.57mb.

(c) **Shareholders' equity**

Total shareholder's equity as of June 30, 2025 was 3,422.88mb, decreasing by 262.91mb or 7.1%, mainly due to treasury shares -165.10mb, warrants -7.15mb and other components of equity -92.31mb (decreased from translation adjustments through other comprehensive income of DataOn group's goodwill).

Cash Flow Statement

Unit: million baht

	Jan - Jun 2024	Jan - Jun 2025
Net cash provided by (used in)		
Cash Flow from Operating (CFO)	228.10	99.13
Cash Flow from Investing (CFI)	(209.53)	241.84
Cash Flow from Financing (CFF)	(159.00)	(339.21)
Net increase (decrease) in cash and cash equivalents	(140.43)	1.76

Cash Flow from Operating Activities

CFO for 6M 2025 was 99.13mb mainly came from EBITDA +275.66mb less the reversal share-based payment expenses -7.15mb and offset with the net change in working capital -98.57mb.

Cash Flow from Investing Activities

CFI for 6M 2025 was 241.84mb mainly due to the sale of financial assets in order to use for the share repurchase.

Cash Flow from Financing Activities

CFF for 6M 2025 was -339.21mb due to finance lease payment -23.08mb, dividend payment -154.43mb and treasury share payment -156.95mb.

Please be informed accordingly.

Yours sincerely,

Mr. Soontorn Dentham
Chief Executive Officer