

Ref. BIZ 007/2025

May 13, 2025

**Subject: Management Discussion and Analysis for the three-month period ended March 31, 2025**

**To: President  
The Stock Exchange of Thailand**

Business Alignment Public Company Limited (“the Company”) and its subsidiary would like to submit this Management Discussion and Analysis of the Company’s operation for the three-month period ended March 31, 2025, detailed as follows:

### **Financial statements**

Consolidated financial statements as at March 31, 2025

Consolidated Financial Statements	March 31, 2025	March 31, 2024	Increase (Decrease)	
	Million Baht	Million Baht	Million Baht	%
Total assets	1,962.19	1,669.26	292.93	17.55%
Total liabilities	1,003.54	732.04	271.50	37.09%
Total shareholders’ equity	958.65	937.22	21.43	2.29%

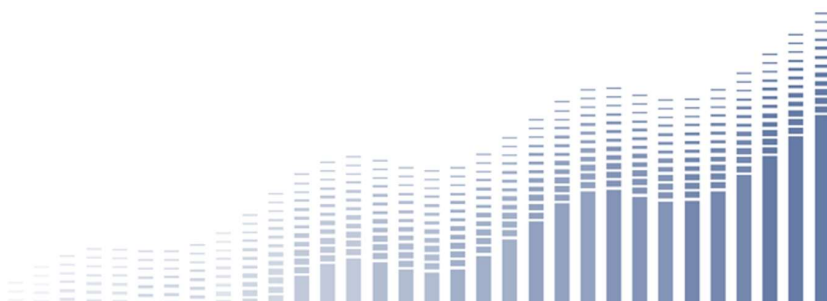
The Company and its subsidiary reported an increase in total assets, primarily resulting from higher inventory levels. Total liabilities increased, driven by higher trade payables related to the procurement of medical equipment and work in progress for customers. Shareholders’ equity also rose due to retained earnings.

### **Key Financial Ratios**

Financial Ratios	March 31, 2025	March 31, 2024
Return on equity (ROE)	22.84%	23.08%
Return on assets (ROA)	11.06%	11.81%
Liabilities to shareholders’ equity ratio (DE)	1.05 times	0.78 times
Interest bearing debt to equity ratio	0.16 times	0.26 times



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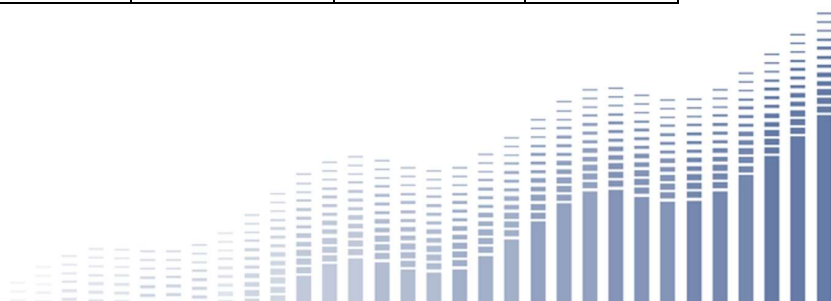


The Company and its subsidiaries recorded a return on equity (ROE) and return on assets (ROA) similar to those in the same period of the previous year.

The Company and its subsidiaries reported an increase in the debt-to-equity ratio compared to the same period of the previous year, primarily due to a rise in trade payables. Meanwhile, the interest-bearing debt-to-equity ratio remained similar to that of the same period last year.

**Statement of comprehensive income for the three-month period ended March 31, 2025**

Statement of comprehensive income	Ended March 31, 2025	Ended March 31, 2024	Increase (Decrease)	
	Million baht	Million baht	Million baht	%
Revenue from sales of goods	7.62	120.05	(112.43)	(93.65%)
Revenue from rendering of services	141.19	130.64	10.55	8.08%
Revenue from constructions	11.53	0.00	11.53	100.00%
Revenue from hospital operations	26.03	26.95	(0.92)	(3.41%)
<b>Income from business operation</b>	<b>186.37</b>	<b>277.64</b>	<b>(91.27)</b>	<b>(32.87%)</b>
Gain on exchange rate	0.00	9.83	(9.83)	(100.00%)
Other income	1.15	0.36	0.79	219.44%
<b>Total other income</b>	<b>1.15</b>	<b>10.19</b>	<b>(9.04)</b>	<b>(88.72%)</b>
<b>Total revenue</b>	<b>187.52</b>	<b>287.83</b>	<b>(100.31)</b>	<b>(34.85%)</b>
Cost of sales of goods	4.90	96.38	(91.48)	(94.92%)
Cost of rendering of services	116.51	108.90	7.61	6.99%
Cost of constructions	8.37	0.00	8.37	100.00%
Cost of hospital operations	18.93	18.61	0.32	1.74%
<b>Gross profit</b>	<b>37.66</b>	<b>53.75</b>	<b>(16.09)</b>	<b>(29.94%)</b>
Selling and distribution expenses	5.53	5.70	(0.17)	(3.05%)
Administrative expenses	13.12	12.52	0.60	4.80%
Loss on exchange rate	6.10	0.00	6.10	100.00%
<b>Earnings before interest &amp; tax</b>	<b>14.06</b>	<b>45.72</b>	<b>(31.66)</b>	<b>(69.25%)</b>
Share of loss from investment in associate	(0.08)	0.00	0.08	100.00%
Finance income	2.97	0.89	2.08	231.88%
Interest expenses	(2.70)	(3.05)	(0.35)	(11.65%)
<b>Earnings before tax</b>	<b>14.25</b>	<b>43.56</b>	<b>(29.31)</b>	<b>(67.30%)</b>
Tax expenses	(3.00)	(8.58)	(5.58)	(65.05%)
<b>Net profit (Loss)</b>	<b>11.25</b>	<b>34.98</b>	<b>(23.73)</b>	<b>(67.85%)</b>
Profit attributable to:				
<b>Equity holders of the Company</b>	<b>11.13</b>	<b>34.51</b>	<b>(23.38)</b>	<b>(67.76%)</b>
Non-controlling interest	0.12	0.47		



The consolidated financial statement of the Company and its subsidiary for the three-month period ended March 31, 2025, reported the revenue of 187.52 million baht and the net profit attributable to equity holder of the Company of 11.13 million baht, details as follows:

### **Revenue from business operation**

For the three-month period ended March 31, 2025, the Company and its subsidiary had the revenues from sales, rendering of services, revenue from constructions, and hospital operations totaling 186.37 million baht, which decreased by 91.27 million baht or 32.87 percent over the same period last year, details as follows:

#### **1. Revenue from sales of goods**

For the three-month period ended March 31, 2025, the Company and its subsidiary had the sales revenue of 7.62 million baht, which decreased by 112.43 million baht or 93.65 percent compared to the same period last year. This was due to the absence of large-scale project deliveries during the first quarter of 2025. As a result, the revenue was derived solely from the sale of other medical accessory equipment.

#### **2. Revenue from rendering of services**

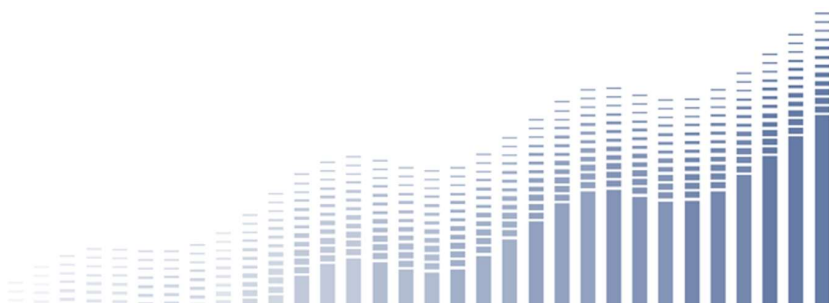
For the three-month period ended March 31, 2025, the Company and its subsidiary had the rendering of services revenue of 141.19 million baht, which increased by 10.55 million baht or 8.08 percent compared to the same period last year. This was due to an increase in the number of maintenance service contracts compared to the same period last year.

#### **3. Revenue from Construction**

For the three-month period ended March 31, 2025, the Company and its subsidiary recognized revenue of 11.53 million baht from the construction of a project building for the installation of a radiation machine. The Company recognizes the construction revenue progressively based on the ratio of actual contract costs incurred to the total estimated construction costs. Therefore, the Company recognized 72.39 percent as at March 31, 2025

#### **4. Revenue from hospital operations**

Revenue from hospital operations referred to the income generated by the Company's subsidiary (Cancer Alliance Company Limited) from operating a specialized hospital for cancer treatment. For the three-month period ended March 31, 2025, the subsidiary had revenue from hospital operations of 26.03 million baht. This was similar to the same period last year, which was 26.95 million baht.



### **Other revenue**

For the three-month period ended March 31, 2025, the Company and its subsidiary had the other revenue of 1.15 million baht, which decreased by 9.04 million baht or 88.72 percent compared to the same period last year. This was due to a decrease in the gain on the exchange rate.

### **Cost of sales of goods and gross profit margin from sales of goods**

For the three-month period ended March 31, 2025, the Company and its subsidiary had a gross profit from sales of 2.72 million baht, which was equivalent to a gross profit margin of 35.70 percent. This was higher than the gross profit margin from sales in the previous year at 19.72 percent. The increase in gross profit margin was due to revenue from the sale of other medical accessory equipment, which aligns with the normal gross profit margin typically generated from such sales.

### **Cost of rendering of services and gross profit margin from rendering of services**

For the three-month period ended March 31, 2025, the Company and its subsidiary had a gross profit from rendering of services of 24.68 million baht, which was equivalent to the gross profit margin of 17.48 percent. This was similar to the same period last year, which was 16.64 percent.

### **Cost of Construction and Gross Profit Margin from Construction**

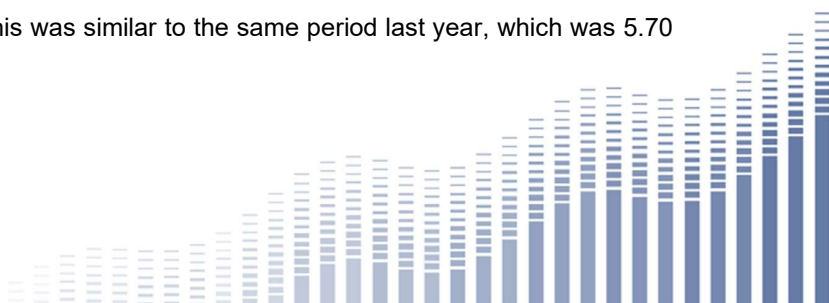
For the three-month period ended March 31, 2025, the Company and its subsidiary generated a gross profit margin from construction of 3.16 million baht or equivalent to the gross profit margin of 27.41 percent. This margin is in line with the projected gross profit margin based on the total construction budget.

### **Cost of hospital operations and gross profit margin from hospital operations**

For the three-month period ended March 31, 2025, the Company and its subsidiary had a gross profit from hospital operations of 7.10 million baht, which was equivalent to a gross profit margin of 27.28 percent. This was similar to the same period last year, which was 30.95 percent.

### **Selling and distribution expenses and administrative expenses**

For the three-month period ended March 31, 2025, the Company and its subsidiary had the selling and distribution expenses of 5.53 million baht. This was similar to the same period last year, which was 5.70 million baht.



For the three-month period ended March 31, 2025, the Company and its subsidiary had the administrative expenses of 13.12 million baht. This was similar to the same period last year, which was 12.52 million baht.

#### **Share of loss from investment in associate**

For the three-month period ended March 31, 2025, the Company and its subsidiary recorded a share of loss from investment in associate of 0.08 million baht. This loss arose from the collaboration to establish a company in Cambodia under the name “Business Alignment (Cambodia) Company Limited”, which engages in the importation, distribution, installation, and maintenance of medical equipment in Cambodia. The Company holds a 40 percent shareholding in such associate.

#### **Finance income**

For the three-month period ended March 31, 2025, the Company and its subsidiary had financial income of 2.97 million baht, which increased by 2.08 million baht or 231.88 percent. This increase was due to an increase in the financial income from the financial lease receivable.

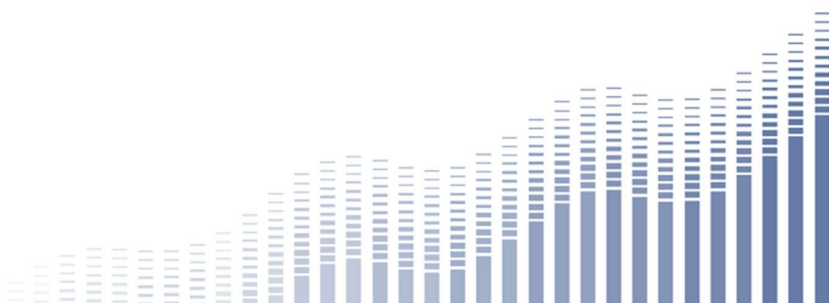
#### **Finance cost**

For the three-month period ended March 31, 2025, the Company and its subsidiary had a financial cost of 2.70 million baht. This was similar to the same period last year, which was 3.05 million baht.

#### **Net profit and net profit margin**

For the three-month period ended March 31, 2025, the Company and subsidiary had a net profit attributable to equity holder of the parent of 11.13 million baht. It decreased by 23.38 million baht or 67.76 percent compared to the same period last year, which was 34.51 million baht. The net profit margin was 5.93 percent compared to the same period last year, which was 11.99 percent. The Company had a decline in net profit margin due to the absence of large-scale project deliveries, resulting in lower sales revenue. Consequently, both net profit and the net profit margin decreased compared to the previous year.

For the three-month period ended March 31, 2025, the subsidiary had a net profit of 0.46 million baht. The Company recognized a gain/loss from the subsidiary based on the shareholding proportion (73.97 percent).



As at March 31, 2025, the Company has a backlog valued at 1,360 million baht.

Please be informed accordingly.

Yours Sincerely,



(Mr. Sompong Chunekitiyanone)

Chief Executive Officer



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