

No. HEL25/02/007

Date 27 February 2025

Subject Management's Discussion and Analysis of financial statement for the year ended 31 December 2024

To President of The Stock Exchange of Thailand

Healthlead Public Company Limited and its subsidiaries ("the Group") would like to submit the discussion and analysis of significant changes of financial statements for Quarter 4 ended 31 December 2024 as follows:

	Q4 2024	Change		Jan-Dec 2024	Change
	(MB)	YOY (%)	QOQ (%)	(MB)	YOY (%)
Revenue from sales	526.53	19.05	4.64	1,977.09	20.88
Total revenues	538.92	19.59	5.25	2,017.89	21.61
Total expenses	500.37	21.43	2.29	1,916.05	22.93
Net profit (loss) for the period	31.20	5.03	86.03	78.26	4.80
EBITDA ¹	61.99	11.65	38.20	187.15	17.67

Revenue

The Group's revenue continued to grow in Q4 2024, reaching a total of 538.92 million baht. This comprised sales revenue of 526.53 million baht, accounting for 97.70% of total revenue. Sales revenue grew by 19.05% YOY and by 4.64% QOQ. During Q4 2024, three new pharmacy branches were opened, including one under Pharmax brand, one under Icare brand, and one under Superdrug brand. As a result, the Group had a total of 64 pharmacy branches in Bangkok and its metropolitan area as of December 31, 2024. (Table 1, Page 6)

Sales revenue by product category showed growth across all segments compared to the same period last year. The highest growth was in personal healthcare products, which increased by 46.03% YOY, aligning with the Group's long-term strategy to expand sales in this category. This was followed by medical food, which grew by 18.87% YOY, and medicine and dietary supplements, which grew by 17.34% YOY.

In Q4 2024, Healthiness Co., Ltd. (a subsidiary) launched four new SKUs under Prime brand and one new SKU under Besuto brand. As a result, as of December 31, 2024, the company had a total of 43 SKUs across its two main brands, Prime and Besuto.

Other income demonstrated strong growth, increasing by 48.42% YOY, driven by branch expansion and new revenue streams. It also grew by 39.87% QOQ, as product distributors ramped up promotional and marketing activities to meet their annual sales targets. As a result, under normal economic conditions, the Group typically generates higher service revenue in the final quarter of the year.

For the year ended 31 December 2024, the Group realized a net gain of 6.45 million baht from the disposal of non-current assets classified as held-for-sale in Q1-2024. This gain stemmed from the sale of land and a building previously utilized as a warehouse for Icare Health Co., Ltd., a subsidiary of the Group. The property was transferred to the new owner on 8 February 2024.

REVENUE BREAKDOWN	Q4 2024		Change				Jan-Dec	Change
	Proportion		YOY		QOQ		2024	YOY
	(MB)	(%)	(MB)	(%)	(MB)	(%)	(MB)	(%)
Medicine & Dietary								
Supplement	361.99	68.75	53.49	17.34	16.08	4.65	1,361.91	20.60
Medical Equipment &								
Home Healthcare	67.84	12.88	5.06	8.07	(1.44)	(2.07)	271.72	10.37
Personal Healthcare	66.07	12.55	20.83	46.03	7.35	12.51	230.07	36.24
Medical Food	30.62	5.82	4.86	18.87	1.34	4.58	113.39	24.35
Total revenue from sales	526.53	100.00	84.24	19.05	23.33	4.64	1,977.09	20.88

Gross margin

In Q4 2024, the Group reported a gross profit of 135.12 million baht, representing a 21.67% increase YOY. The gross profit margin stood at 25.66%, up from 23.27% in Q3 2024. This increase was primarily due to the Group receiving annual year-end trade discounts, which is a normal business cycle occurrence.

Distribution costs

In Q4 2024, the Group incurred distribution costs of 89.91 million baht, representing 17.08% of sales revenue. The majority of these costs, accounting for 89.73%, were attributed to personnel expenses, rental fees, utilities, and depreciation. Distribution costs increased by 36.54% YOY, primarily due to the rapid branch expansion over the past few years.

Administrative expenses

In Q4 2024, the Group recorded administrative expenses of 20.93 million baht, accounting for 3.88% of total revenue. Administrative expenses remained consistent with the previous quarter, with 77.78% attributed to personnel expenses, rental fees, utilities, and depreciation.

Finance costs

In Q4 2024, the Group incurred finance costs of 4.14 million baht, representing 0.77% of total revenue. This figure increased by 58.55% YOY and by 21.01% QOQ. The increase is attributed to the expansion of our branch network, as the Group's finance costs are primarily finance cost of lease liabilities.

Net profit

In Q4 2024, the Group reported a net profit of THB 31.20 million, a 5.03% YOY increase. Despite rising distribution costs due to branch expansion, overall performance grew, driven by increased sales, as well as higher other income and financial income. However, the net profit margin slightly decreased compared to the same quarter last year due to the accelerated branch expansion and the resulting higher distribution costs.

PROFITABILITY RATIOS	Q4 2024	Q4 2023	Q3 2024	2024	2023
Gross profit margin (%)	25.66	25.11	23.27	23.51	23.06
Net margin (%)	5.79	6.59	3.27	3.88	4.50
EPS (THB)	0.11	0.11	0.06	0.29	0.27

STATEMENT OF FINANCIAL POSITION

	31-Dec-24	31-Dec-23	30-Sep-24	YOY	QOQ
	(MB)	(MB)	(MB)	(%)	(%)
Total assets	1,499.06	1,382.35	1,497.23	8.44	0.12
Total liabilities	493.23	414.29	522.91	19.05	(5.68)
Total shareholder's equity	1,005.82	968.05	974.32	3.90	3.23
Current ratio (X)	4.05	4.26	3.54		
ROAE (%)	7.93	7.82	8.03		
ROAA (%)	5.43	5.59	5.49		
Debt to equity ratio (X)	0.49	0.43	0.54		

*ROAE = Trailing-12-month net profit to average total shareholders' equity

**ROAA = Trailing-12-month net profit to average total assets

Total assets

As of 31 December 2024, the Group reported total assets of 1,499.06 million baht, an 8.44% increase from 31 December 2023. Total current assets remained relatively stable compared to year-end 2023, while non-current assets increased by 20.65% from the period ending 31 December 2023.

In Q4 2024, cash and cash equivalents decreased by 49.62% YOY. However, other current financial assets increased by 55.99% YOY, and other non-current financial assets grew by 17.35% YOY. This was due to adjustments in the Group's cash management policy, alongside higher working capital requirements driven by business expansion. Inventory increased by 25.46% YOY, while trade receivables and other current receivables grew by 22.03% YOY.

For non-current assets, the Group saw a 29.28% YOY increase in right-of-use assets and a 27.91% YOY rise in other intangible assets other than goodwill. These increases were primarily related to software license fees and intellectual property costs to support branch expansion.

On 8 February 2024, The Group sold its non-current assets classified as held-for-sale, net book value 17.38 million baht as stated in the statements of financial position as of 31 December 2023 and it recognized 6.45 million baht gain from disposal of the assets in Q1 2024.

Total liabilities

As of 31 December 2024, the Group's total liabilities amounted to 493.23 million baht, representing a 19.05% YOY increase. Most of the increase in the Group's liabilities was attributable to new branch openings, including lease liabilities and provision for dismantling and removal cost.

The Group maintained a debt-free status and had a low debt-to-equity ratio of 0.49 times as of 31 December 2024.

Total shareholders' equity

As of 31 December 2024, the Group's shareholders' equity amounted to 1,005.82 million baht, and retained earnings were 186.43 million baht, representing a 25.41% increase from 31 December 2023.

Please be informed accordingly.

Yours sincerely,



(Araya Tantanasin)

Chief Finance Officer

Healthlead Public Company Limited

Table 1 : Our pharmacy details

1.

Branch	Location	Open
1. Thotsakan Intersectioion	349/512 Phutta Monthon Sai 2, Bang Phai Subdistrict, Bang Khae District Bangkok	2009
2. Save Center	Room A.5 42-42/1-42/34 Borommaratchachonnani Road, Sala Thammasop Subdistrict, Thawi Watthana District, Bangkok	2009
3. Sai 2 Market	238 Phutta Monthon Sai 2, Bang Khae Nuea Subdistrict, Bang Khae District Bangkok	2009
4. Prachaniwet 1	99/188,189 Thetsaban Songkhro Road, Lat Yao Subdistrict, Chatuchak District, Bangkok	Mar 2010
5. Seri Market Rama 9	999/5 Unit U013,U014 Rama 9 Road, Phattanakan Subdistrict, Suan Luang District, Bangkok	Dec 2014
6. The Trio	170/14 Phutta Monthon สาย 3, Bang Phai Subdistrict, Bang Khae District, Bangkok	Dec 2014
7. Senee Market Phet Kasem 28	194/14 Phet Kasem Road, Pak Khlong Phasi Chareon Subdistrict, Phasi Chareon District, Bangkok	Aug 2016
8. Phet Kasem 56	618/3-618/4 Phet Kasem Road, Bang Wa Subdistrict, Phasi Chareon District, Bangkok	Aug 2019
9. Victoria Garden	1871 Building B, Room B109 Phet Kasem Road, Lak Song Subdistrict, Bang Khae District, Bangkok	Jun 2020
10. Thanommit Market	88 Ram Inthra 55/8, Tha Raeng Subdistrict, Bang Khen District, Bangkok	Nov 2021
11. La Salle	965,967,969 Bang Na Tai Subdistrict, Bang Na District, Bangkok	May 2022
12. Ratchayothin	15,15/1 Room B101, 1 st FL. Box Space Ratchayothin, Ratchadaphisek Subdistrict, Chatuchak District, Bangkok	Aug 2022
13. Susco Ekkachai 101	1133/1-2 Susco Gas Station Ekkachai 101 Branch, Ekkachai Road, Bang Bon Tai Subdistrict, Bang Bon District, Bangkok	Aug 2022
14. Susco Phutta Bucha	367 Susco Gas Station Phutta Bucha Branch, Phutta Bucha Road, Bang Mod Subdistrict, Thung Khru District, Bangkok	Sep 2022

Branch	Location	Open
15. Thonburi Marketplace	Room R04 Thonburi Marketplace Borommaratchachonnani Road, Sala Thammasop Subdistrict, Thawi Watthana District, Bangkok	Nov 2022
16. Bangchak Tha Kham	Room A02-A03 1 st FL. Building A, Tha Kham Road, Samae Dam Subdistrict, Bang Khun Thian District, Bangkok	Dec 2022
17. Ram Inthra KM.8	311/12 ซอย 1 Ram Inthra Road, Ram Inthra Subdistrict, Khan Na Yao District, Bangkok	Dec 2022
18. Lotus Nong Chok	46 Chueam Samphan Road, Krathum Rai Subdistrict, Nong Chok District, Bangkok	Dec 2022
19. Seri Market Phutta Monthon Sai 5	Room A029, A030, 64 Moo 11, Phutta Monthon Sai 5 Rai Khing Subdistrict, Sam Phran District, Nakhon Pathom	Apr 2023
20. Tha It Nonthaburi	91/144-145 Moo 5, Bang Rak Noi Subdistrict, Mueang Nonthaburi District, Nonthaburi	Apr 2023
21. Thunya Aom Yai	33/34 Moo 2, Aom Yai Subdistrict, Sam Phran District, Nakhon Phatom	Apr 2023
22. Lat Phrao 136	Room 3, 3466 Soi Lat Phrao 136, Lat Phrao Road, Khlong Chan Subdistrict, Bang Kapi District, Bangkok	May 2023
23. Foody Farm Bang Yai	Room FD-10,11,12, 88/88 Moo 8 Bang Muang Subdistrict, Bang Yai District, Nonthaburi	Jul 2023
24. Caltex Si Saman	Shop 1-4, 323/2 Moo 3, Ban Mai Subdistrict, Pak Kret District, Nonthaburi	Sep 2023
25. Ramkhamhaeng 59	1 st FL. and Mezzanine, 517,517/1 Ramkhamhaeng Road, Hua Mak Subdistrict, Bang Kapi District, Bangkok	Sep 2023
26. Village Hub Pracha Uthit 90	Building D Room D102A, 1 FL. 828,828/1 Moo 2, Ban Khlong Suan Subdistrict, Phra Samut Chedi District, Samut Prakan	Dec 2023
27. Shell Phutta Monthon Sai 5	133/3 Moo 9, Rai Khing Subdistrict, Sam Phran District, Nakhon Pathom	May 2024
28. Sky Mall Ekkachai	93/9 Room No. 7, 8, 9 1 st FL., Moo 2, Bang Nam Chuet Subdistrict, Mueang District, Samut Sakhon	Aug 2024
29. Kilen Market	16/96 Moo 5, Zone B, Room B01-B03, Salaya Subdistrict, Phutta Monthon District, Nakhon Pathom	Dec 2024

2.

Branch	Location	Open
1. Pradit Manutham	275 Pradit Manutham Road, Wangthonglang Subdistrict, Wangthonglang District, Bangkok	2013
2. Chamchuri Square	317 Chamchuri Square Building, B FL. Room 03 - B03/1, Phayathai Road, Pathumwan Subdistrict, Pathumwan District, Bangkok	2013
3. Pure Place Ramkhamhaeng 110	86/1 Pure Place Shopping Mall B Building, 1 st FL. Room B105-B106 Ramkhamhaeng Road, Saphan Sung Subdistrict Saphan Sung District, Bangkok	2013
4. Nuan Chan	17/63 Nuan Chan Road, Nuan Chan Subdistrict, Bueng Kum District, Bangkok	2013
5. The Jas Wanghin	728 The Jas Wanghin Community Mall, Room B102 1 st FL. Lat Phrao-Wanghin Road, Lat Phrao Subdistrict, Lat Phrao District, Bangkok	Dec 2014
6. The Nine Rama 9	999/2 The Nine, Rama 9 Road, Phattanakan Subdistrict Suan Luang District, Bangkok	Dec 2014
7. Food Villa Ratchaphruek	77/11 Food Villa Ratchaphruek, Ratchaphruek Road, Bang Ramat Subdistrict, Taling Chan District, Bangkok	Feb 2016
8. The Street Ratchada	139 The Street Ratchada, Ratchadaphisek Road, Din Daeng Subdistrict, Din Daeng District, Bangkok	Jun 2016
9. The Crystal Ekkamai-Ram Inthra	209 The Crystal Building J 1 st FL. Room 101 Pradit Manutham Road, Lat Phrao Subdistrict, Lat Phrao District, Bangkok	Jul 2017
10. Fashion Island	587,589,589/7-9 Fashion Island, Room B037C B FL. Ram Inthra Road, Khan Na Yao Subdistrict, Khan Na Yao District, Bangkok	Nov 2018
11. Lotus Lat Krabang	362 Tesco Lotus Building Ladkrabang Branch, Luang Phaeng Road, Thap Yao Subdistrict, Lat Krabang District, Bangkok	Sep 2020

Branch	Location	Open
12. Robinson Lat Krabang	Room RLK-1F-RR-102/3, RLK-1K FL., 308/1 Lat Krabang Road, Lat Krabang Subdistrict, Lat Krabang District, Bangkok	Sep 2021
13. Marketplace Krungthep Kreetha	Room KTK01LS107,109, 1F FL. 241 Krungthep Kreetha Road, Hua Mak Subdistrict, Bang Kapi District, Bangkok	Oct 2021
14. Thonglor 13	283/3-4 Unit 0101-2, 1 st FL. Homeplace Office Building, Soi Thonglor 13, Sukhumvit 55, Khlong Tan Nuea Subdistrict, Vadhana District, Bangkok	Mar 2022
15. Seacon Srinakarin	55 Seacon Square Room B0029, B1 FL. Srinakarin Road, Nong Bon Subdistrict, Prawet District, Bangkok	Sep 2022
16. Ratchapruek	81/1 Moo 10 Bangkrang Subdistrict, Mueang Nonthaburi District, Nonthaburi	Nov 2022
17. Boothavorn Suvarnabhumi	Room A1-A13, 15/2 Moo 14 Bang Phli Yai Subdistrict, Bang Phli District, Samut Prakan	Jun 2023
18. On Nut	Room P1-P5, 1762/1 On Nut Road, On Nut Subdistrict, Suan Luang District, Bangkok	Oct 2023
19. Lotus North Ratchapruek	Tesco Lotus North Ratchapruek, Room PG028, 30/17 Moo 4, Aomkred Subdistrict, Pak Kret District, Nonthaburi	Dec 2023
20. Paradise Park G Floor	Paradise Park, G FL. 61 Srinakarin Road, Nong Bon Subdistrict, Prawet District, Bangkok	Dec 2023
21. PTT Borommaratchachonnani 99	Room 3.1, 359/2 Borommaratchachonnani Road, Chimphe Subdistrict, Taling Chan District, Bangkok	Dec 2023
22. Paradise Park 3 rd Floor	Paradise Park, 3 rd FL. 61 Srinakarin Road, Nong Bon Subdistrict, Prawet District, Bangkok	Dec 2023
23. Sena Fest	542,542/1-2 Room S01, G FL. Sena Fest Project, Charoen Nakhon Road, Khlong Ton Sai Subdistrict, Khlong San District, Bangkok	Mar 2024

Branch	Location	Open
24. The Mall Bang Khae	Room G01, G FL. 518,518/1 Petchkasem, Bang Khae Nuea Subdistrict, Bang Khae District, Bangkok	Mar 2024
25. Charn at The Avenue Changwattana	104/42 Building A Room A106, Moo 1, Changwattana Road, Thung Song Hong Subdistrict, Lak Si District, Bangkok	Apr 2024
26. Jas Green Village Prawet	50/1 Room B102, 1 st FL. Sukhaphiban 2 Road, Dok Mai Subdistrict, Prawet District, Bangkok	Jun 2024
27. Golden Place Praram 9	189 Room No. 189-3, 189-4 Pradit Manutham Road, Wangthonglang Subdistrict, Wangthonglang District, Bangkok	Aug 2024
28. Nirvana Porch Krungthep Kreetha	15 Room No. A109A Srinakarin-Romklao Road, Thap Chang Subdistrict, Saphan Sung District, Bangkok	Sep 2024
29. Park Bang Na	951/1 Room No. A114-A115 1 st FL. Debaratna Road, Bang Na Nuea Subdistrict, Bang Na District, Bangkok	Sep 2024
30. Jas Green Village Ramkhamhaeng	195 Room No. A110 Ramkhamhaeng Road, Rat Phattana Subdistrict, Saphan Sung District, Bangkok	Sep 2024
31. The Sphere Phet Kasem	45/6, 45/9 Room No. E6, E7 1 st FL. Moo 6, Aom Noi Subdistrict, Krahtum Baen District, Samut Sakorn	Sep 2024
32. Little walk Rattanaithibet	371 Room No. A05-06, Rattanathibet Road, Bang Krasaw Subdistrict, Mueang Nonthaburi District, Nonthaburi	Nov 2024

3.

Branch	Location	Open
1. Central Pinklao	7/222 Central Pinklao Room 325/1 3 rd FL. Borommaratchachonnani Road, Arun Amarin Subdistrict, Bangkok Noi District, Bangkok	May 2016

4.

Branch	Location	Open
1. Superdrug	40/9 Phran Nok-Phutthamonthon Sai 4, Bang Phrom Subdistrict, Taling Chan District, Bangkok	Mar 2017
2. Superdrug Makro Charansanitwong	521/27 Room No. S115, S116, S117 1 st FL., Charansanitwong Road, Bangkunsri Subdistrict, Bangkok Noi District, Bangkok	Oct 2024

EBITDA¹ The Company adjusted EBITDA formular from:

- A. “Profit from operating activities + Depreciation and amortization” as reported in Q1 2024 - Q3 2024 to
- B. “Profit for the years + Finance costs + Income tax expenses + Depreciation and amortization”

The table below provides comparison data:

	Q1 2024	Q 2 2024	Q 3 2024	Q 4 2024	2023	2024
EBITDA (A)	41.14	34.72	42.90	60.16	156.75	178.92
Change (%) YOY	36.51%	-4.08%	18.52%	10.96%	-15.94%	14.14%
Change (%) QOQ	-24.13%	-15.60%	23.57%	40.23%		
EBITDA (B)	43.65	36.67	44.85	61.99	159.05	187.15
Change (%) YOY	44.27%	0.66%	21.73%	11.65%	-14.79%	17.67%
Change (%) QOQ	-21.39%	-15.99%	22.32%	38.20%		