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22 February 2023

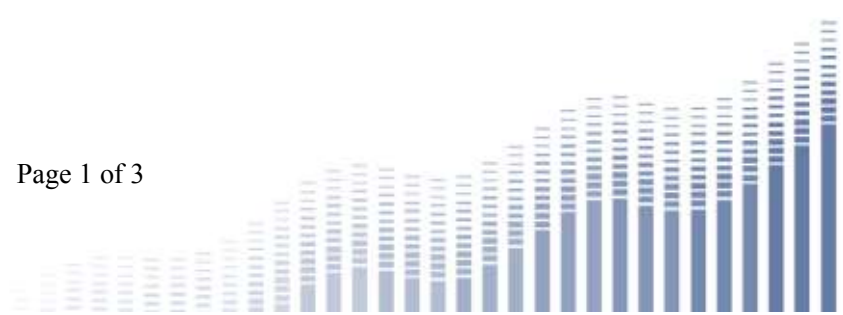
Subject: Management Discussion and Analysis for the year ended 31 December 2022

To: The President
The Stock Exchange of Thailand

Business Alignment Public Company Limited (“The Company”) and its subsidiaries would like to submit this Management Discussion and Analysis of the Company’s operation for the year ended 31 December 2022, with details as follows

Statement of Comprehensive Income for the year ended 31 December 2022

Statement of Comprehensive Income	The year ended 31 December 2022	The year ended 31 December 2021	Increase (Decrease)	
	Million Baht	Million Baht	Million Baht	%
Revenue from sales of goods	786.41	2,593.12	(1,806.71)	(69.67%)
Revenue from rendering of services	341.03	247.46	93.57	37.81%
Revenue from construction	0.00	5.23	(5.23)	(100.00%)
Revenue from hospital operations	98.14	74.95	23.19	30.93%
Revenue from business operation	1,225.58	2,920.76	(1,695.18)	(58.04%)
Gain on exchange rate	5.58	7.00	(1.42)	(20.24%)
Other income	4.04	6.38	(2.34)	(36.76%)
Total Other Revenue	9.62	13.38	(3.76)	(28.12%)
Total Revenue	1,235.20	2,934.14	(1,698.94)	(57.90%)
Cost of sales of goods	622.36	2,039.01	(1,416.65)	(69.48%)
Cost of rendering of services	278.37	196.14	82.23	41.93%
Cost of construction	0.00	4.82	(4.82)	(100.00%)
Cost of hospital operations	73.09	58.85	14.24	24.20%
Gross Profit	251.76	621.94	(370.18)	(59.52%)
Distribution costs	21.09	24.74	(3.65)	(14.76%)
Administrative expenses	59.22	60.07	(0.85)	(1.42%)
Earnings Before Interest & Tax	181.06	550.51	(369.45)	(67.11%)
Interest Expenses	14.34	24.21	(9.87)	(40.78%)
Earnings Before Tax	166.72	526.30	(359.58)	(68.32%)
Tax Expenses	35.01	107.83	(72.82)	(67.53%)
Net Profit (Loss)	131.71	418.47	(286.76)	(68.53%)
Profit attributable to:				
Equity holders of the parent	133.43	420.33	(286.90)	(68.26%)
Non-controlling interest	(1.72)	(1.86)		



Revenue from business operation

For the year ended 31 December 2022, the Company and its subsidiary generated revenue from sales, services and hospital operations of 1,225.58 million Baht, decreasing by 1,695.18 million Baht or 58.04%, when compared to the previous year, with details as follows:

1. **Revenue from sales of goods**

For the year ended 31 December 2022, the Company and its subsidiary generated revenue from sales of 786.41 million Baht, decreasing by 1,806.71 million Baht or 69.67%, of previous year of 2,593.12 million Baht. This decrease was due to the Company deliver 4 Projects. when compared to the previous year deliver 13 Projects and Revenue from deliver project centers treating cancer patients with protons radiotherapy of King Chulalongkorn Memorial Hospital.

2. **Revenue from rendering of services**

For the year ended 31 December 2022, the Company and its subsidiary generated a revenue from rendering of services of 341.03 million Baht, increasing by 93.57 million Baht or 37.81%, when compared to the previous year of 247.46 million Baht. This increase was due to the company has more maintenance contracts than the same period of the previous year.

3. **Revenue from hospital operations**

Revenue from hospital operations investment in Cancer Alliance Co., Ltd. (“CAH”) as subsidiary to operate specialized hospital for cancer treatment. For the year ended 31 December 2022, the Company and its subsidiary generated a revenue from hospital operations of 98.14 million Baht, increasing by 23.19 million Baht or 30.93%, when compared to the previous year. The increase the number of customers service from the hospital.

Other Revenue

For the year ended 31 December 2022, the Company and its subsidiary generated other revenue of 9.62 million Baht, decreasing by 3.76 million Baht or 28.12%, when compared to the previous year. The decrease was because the Company from gain on exchange rate and reversed provisions.

Cost of sales of goods and Gross Profit Margin from sales of goods

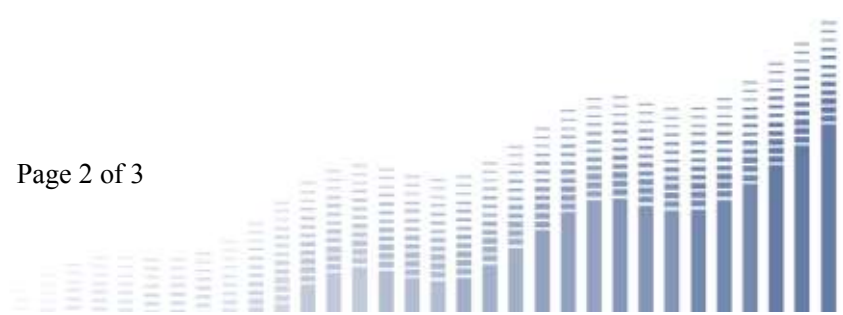
For the year ended 31 December 2022, the Company and its subsidiary had a gross profit from sales of 164.05 million Baht or equivalent to gross profit margin of 20.86%, of the same period of previous year at 21.37%.

Cost of rendering of services and Gross Profit Margin from rendering of services

For the year ended 31 December 2022, the Company and its subsidiary had a gross profit from services of 62.66 million Baht or equivalent to gross profit margin of 18.37%, of the same period of previous year at 20.74%.

Cost of hospital operations and Gross Profit from hospital operations

For the year ended 31 December 2022, the Company and its subsidiary had a gross profit from hospital operations of 25.05 million Baht or equivalent to gross profit of 25.52%, The increase the number of customers service from the hospital.



Distribution costs and Administrative Expenses

For the year ended 31 December 2022, the Company and its subsidiary had a distribution cost of 21.09 million Baht, decreasing by 3.65 million Baht or 14.76% compared to the previous year. This decrease of human resources costs.

For the year ended 31 December 2022, the Company had administrative expenses of 59.22 million Baht of the same period of previous year of 60.07 million Baht.

Finance Costs

For the year ended 31 December 2022, the Company and its subsidiary had financial costs of 14.34 million Baht, decreasing by 9.87 million Baht or 40.78%, This decrease from recognition of interest expense of advance payment from customer.

Net Profit and Net Profit Margin

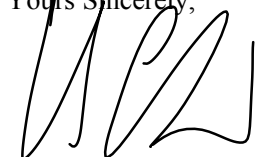
For the year ended 31 December 2022, the Company and subsidiary had a net profit attributable to equity holder of the parent of 133.43 million Baht, or equivalent to net profit margin of 10.80% compared to the previous year, which had the net profit attributable to equity holder of the parent of 420.33 million Baht or net profit margin of 14.33%. The Company had lower net profit margin as due to the decrease in revenue from sales and deliver 4 Projects.

The Company investment in Cancer Alliance Co., Ltd. (“CAH”) as subsidiary to operate specialized hospital for cancer treatment. On 21 July 2022 At the Extraordinary General Meeting of Cancer Alliance Company Limited shareholders, shareholders had approve special resolution to increase the registered capital from 250 million baht (2.5 million ordinary shares of 100 baht each) to 350 million baht (3.5 million ordinary shares of 100 baht each) through an issuance of additional 1 million ordinary shares of 100 baht each to offer to the existing shareholders in proportion to their shareholding. However, some shareholders did not exercise their rights to purchase all shares; therefore, the Company intended to exercise the rights to purchase the remaining shares from such shareholders in the amount of 314,000 shares, representing a capital increase of 31.4 million baht. On 25 July 2022, the Company paid 96.4 million baht (964,000 ordinary shares, called up at 100 baht per share) for its investment in the subsidiary. As a result, the Company has increased the share in the subsidiary company from 65% to 73.97%.

For the year ended 31 December 2022 The subsidiary had loss total of 5.97 million Baht The Company recognized a loss from subsidiary proportional to 73.97%.

Please be informed accordingly.

Yours Sincerely,



(Mr. Sompong Chunekitiyanone)

Chief Executive Officer

Business Alignment Public Company Limited

