

**D.T.C. Enterprise Public Company Limited and Its Subsidiaries**  
**Clarification of the Operating Results of 2024**

**Overview of the Operating Results of 2024**

As at 31 December 2024, D.T.C. Enterprise Public Company Limited and its subsidiaries (“DTC Group”) had a total revenue of THB 740.36 million, an increase of THB 10.90 million or 1.49%; the total cost of sales and services of THB 324.85 million, a decrease of THB 22.49 million or 6.48%; the gross profit of THB 388.13 million, an increase of THB 26.05 million or 7.20%; the selling and administrative expenses of THB 273.32 million, an increase of THB 23.87 million or 9.57% and the net profit of THB 114.44 million, an increase of THB 14.82 million or 14.88%, compared with the operating results of 2023 as follows.

(Unit : THB Million)

Consolidated Financial Statements	2024	2023	Difference	%
Revenues from sales and services	712.98	709.42	3.56	0.50
Other revenue	27.38	20.04	7.34	36.63
<b>Total revenues</b>	<b>740.36</b>	<b>729.46</b>	<b>10.90</b>	<b>1.49</b>
Cost of sales and services	324.85	347.34	(22.49)	(6.48)
<b>Gross profit</b>	<b>388.13</b>	<b>362.08</b>	<b>26.05</b>	<b>7.20</b>
Selling and administrative expenses	273.32	249.45	23.87	9.57
<b>Net profit for the year</b>	<b>114.44</b>	<b>99.62</b>	<b>14.82</b>	<b>14.88</b>

DTC Group had a total revenue of THB 740.36 million and THB 729.46 million, in 2024 and 2023, respectively, an increase of THB 10.90 million or 1.49%. The highest increase is the revenue from rental service, mainly attributable to the emerging safety trend in the transportation business operation. Its current customers have shown a growing demand of upgrading their devices for safety enhancement, that is, upgrading from GPS tracking devices for monitoring driver behavior only to MDVR products for enhancing their fleet operations efficiency and promoting safety driving. At the same time, the rental fee of MDVR products is higher than that of the GPS tracking devices, resulting in an increase of its revenue from that of the previous year.

DTC Group's revenue structure, categorized by the revenue type, for the year ended 31 December 2024 and 31 December 2023, can be summarized as follows.

(Unit : THB Million)

Revenue Type	2024		2023		Difference	%
	Amount	%	Amount	%		
Revenue from services	684.23	92.42	678.96	93.08	5.27	0.78
Revenue from sales	28.75	3.88	30.46	4.18	(1.71)	(5.61)
Other revenues	27.38	3.70	20.04	2.74	7.34	36.63
<b>Total revenue</b>	<b>740.36</b>	<b>100.00</b>	<b>729.46</b>	<b>100.00</b>	<b>10.90</b>	<b>1.49</b>

The major portion of DTC Group's revenue is mainly derived from of the revenue from services, recording its revenue from services of THB 684.23 million and THB 678.96 million in 2024 and 2023, respectively, an increase of THB 5.27 million or 0.78%, representing 92.42% and 93.08% of the total revenues, respectively. The revenue from services is summarized in the table above.

#### Revenue by Types of Services

(Unit : THB Million)

Revenue from services	2024		2023		Difference	%
	Amount	%	Amount	%		
Revenue from GPS tracking system	397.27	58.06	398.22	58.65	(0.95)	(0.24)
Revenue from device rental service	191.26	27.95	149.17	21.97	42.09	28.22
Revenue from other services <sup>1</sup>	95.70	13.99	131.57	19.38	(35.87)	(27.26)
<b>Total revenues from services</b>	<b>684.23</b>	<b>100.00</b>	<b>678.96</b>	<b>100.00</b>	<b>5.27</b>	<b>0.78</b>

Remark: The revenue from other services<sup>1</sup> are revenue from projects of the public and private sectors, and revenue from maintenance service, etc.

DTC Group's revenue from GPS tracking system. DTC Group had a revenue from GPS tracking system of THB 397.27 million and THB 398.22 million in 2024 and 2023, a decrease of THB 0.95 million or 0.24% year-on-year, mainly attributable to a decrease of mandatory GPS-installed vehicles under the Department of Land Transport from the previous year, that is, a decrease of 2% of GPS vehicles installed by DTC Group.

DTC Group had a revenue from device rental of THB 191.26 million and THB 149.17 million in 2024 and 2023, an increase of THB 42.09 million or 28.22% year-on-year, mainly attributable to the emerging safety trend in the transportation business operation. Its current customers have shown a growing demand of upgrading their devices for safety enhancement, that it, upgrading from GPS tracking devices for monitoring driver behavior only to MDVR products for enhancing their fleet operations efficiency, promoting safety driving, and adding functions that meet customer needs. At the same time, the rental fee of MDVR products is higher than that of the GPS tracking devices, resulting in an increase of the revenue from rental.

DTC Group had a revenue from other services of THB 95.70 million and THB 131.57 million, in 2024 and 2023, a decrease of THB 35.87 million or 27.26% year-on-year, mainly attributable to the completion and delivery of development projects in the private and public sectors.

DTC Group had a revenue from sales of THB 28.75 million and THB 30.46 million in 2024 and 2023, a decrease of THB 1.71 million or 5.61% year-on-year, mainly attributable to a decrease of revenue from sales from government projects.

DTC Group had other revenues of THB 27.38 million and THB 20.04 million in 2024 and 2023, an increase of THB 7.34 million or 36.63%, mainly attributable to an increase of interest income, deriving from short- and long-term investment with financial institutions in the country since the fourth quarter of 2023.

### **Cost of Sales of Products and Services**

DTC Group had a cost of sales of products and services of THB 324.85 million and THB 347.34 million in 2024 and 2023, respectively, a decrease of THB 22.49 million or 6.48%.

DTC Group had a cost of sales of products of THB 21.72 million and THB 26.21 million in 2024 and 2023, a decrease of THB 4.49 million or 17.13%, mainly attributable to shifting consumer behavior in preferring renting products and a decrease of sales of products for government projects.

DTC Group had a cost of services of THB 303.13 million and THB 321.13 million in 2024 and 2023, a decrease of THB 18.00 million or 5.61%, mainly attributable to a decrease of cost of installation and cost of after-sales services, as a result of favoring factors, namely its efficient cost management through streamlining operating procedures, technology advancement in product development, leading to significant decrease of after-sales product repairs, as well as launching of DTC Shops for serving customers nationwide, improving after-sales services, achieving customer satisfaction, reducing working hours, and expediting customer service.

### **Gross Profit**

DTC Group had a gross profit of THB 388.13 million and THB 362.08 million in 2024 and 2023, representing 54.44% and 51.04%, respectively, an increase of THB 26.05 million or 7.20%, mainly attributable to the launching of 14 DTC Shops nationwide, enhancing the after-sales services and customer satisfaction, and technology advancement in product development, leading to significant decrease of after-sales product repairs.

### **Selling and Administrative Expenses**

DTC Group had the selling and administrative expenses of THB 273.32 million and THB 249.45 million in 2024 and 2023, respectively, an increase of THB 23.87 million or 9.57%, attributable to the following reasons.

DTC Group had the selling expense of THB 58.24 million and THB 49.40 million, in 2024 and 2023, respectively, an increase of THB 8.84 million or 17.90%, mainly attributable

to an increase of sales commission in line with an increase of collection and an increase of sales staff members to promote the sales volume to meet the target this year.

DTC Group had the administrative expense of THB 215.08 million and THB 200.05 million in 2024 and 2023, respectively, an increase of THB 15.03 million or 7.51%, mainly attributable to its emphasis on business expansion and increasing competition in the labor market following the current economic condition, resulting in rising employee-related expenses. In addition, an estimated doubtful accounts increased in line with an increase of outstanding trade receivables from the previous year.

### **Net Profit**

DTC Group had a net profit of THB 114.44 million and THB 99.62 million in 2024 and 2023, respectively, an increase of THB 14.82 million or 14.88%, compared with the operating results of 2023, mainly attributable to an increase of revenue and its efficient management of software development costs, a significant part of its overall expenses, following continuous development and enhancement.

This includes the launching of DTC Shops nationwide, enhancing the after-sales services and customer satisfaction, and technology advancement in product development, leading to significant decrease of after-sales product repairs. In addition, DTC Group recognized an increase of interest income from investment in mutual funds and debentures, fixed deposits with financial institutions and has been able to efficiently control its operating expenses, resulting in an increase of the net profit.

### **Analysis of DTC Group's Financial Positions**

As at 31 December 2024, DTC Group had a total asset of THB 1,798.88 million, an increase of THB 53.13 million or 3.04%, mainly attributable to an increase of a loan to a related party, Winstar Equipment Co., Ltd., of approximately THB 38.77 million for the purpose of placing a security in the Consortium Agreement. The loan term is three years from the execution date and the interest rate is 2.50% per annum. The principal amount will be repaid in one payment on 27 June 2027. In addition, its property, plant, and equipment increased by THB 14.04 million, following the opening of its new office in 2024.

As at 31 December 2024, DTC Group had total liabilities of THB 262.85 million, a decrease of THB 0.55 million or 0.21%, compared with 31 December 2023.

As at 31 December 2024, DTC Group had a shareholder's equity of THB 1,536.03 million, an increase of THB 53.68 million or 3.62%, mainly attributable to the following reasons.

-An increase of THB 114.44 million of the profit for the twelve-month period of 2024.

-A decrease of THB 92.11 million due to the dividend payment which was approved by the 2024 Annual General Meeting of Shareholders, on 22 April 2024. The dividend was paid from the 2023 operating results, at the rate of 20 existing shares to one dividend share, totaling 62.66 million shares at the value of THB 0.50 per share. The Company paid the dividend in the form of ordinary shares, at the value of THB 31.33 million, in the form of cash, in an amount of THB 57.30 million, after deducting withholding tax of THB 3.48 million.

-An increase of THB 31.33 million following the resolution approving an increase of the registered capital to accommodate the payment of dividend shares. The Company had filed the registration of the increase of paid-up capital on 20 May 2024.

-An increase of THB 0.69 million from the re-measurement of defined employee benefits.

-A decrease of THB 0.67 million from the approval of dividend payments from its subsidiaries to the non-controlling interests on 29 November 2024.

### Key Financial Ratios

Financial Ratios	Unit	2024	2023
<u>Liquidity Ratio</u>			
Liquidity ratio	times	7.70	7.92
Accounts receivable turnover ratio	times	4.60	5.74
Average collection period	days	79	64
Inventory turnover ratio	times	3.61	3.68
Average inventory period	days	101	99
<u>Profitability Ratio</u>			
Gross profit margin	%	54.44	51.04
Net profit margin	%	15.46	13.66
Return on Equity (ROE)	%	7.57	6.93
<u>Efficiency Ratio</u>			
Return on Assets (ROA)	%	8.02	7.77
<u>Financial Policy Ratio</u>			
Debt to equity ratio	times	0.17	0.18
<u>Earnings per share</u>			
Basic earnings per share	THB/shares	0.09	0.08

### Management and Operation

In 2024, the gross profit margin increased from 51.44% to 54.44% from an increase of revenue from the current customers with a growing demand of upgrading their devices for safety enhancement, that is, upgrading from GPS tracking devices for monitoring driver behavior only to MDVR products for enhancing their fleet operations efficiency and promoting safety driving. At the same time, the rental fee of MDVR products is higher than that of the GPS tracking devices, resulting in an increase of its revenue from that of the previous year. Furthermore, following continuous development and enhancement, DTC Group is able to efficiently manage software development costs, being a significant part of its overall expenses, resulting in an increase of the gross profit margin.

In 2024, the return on equity (ROE) increased from 6.93% to 7.57%, attributable to the capital increase and payments of dividend shares in 2023 and 2024. The profitability ratio increased and as a result, the return on assets (ROA) increased from 7.77% to 8.02%.

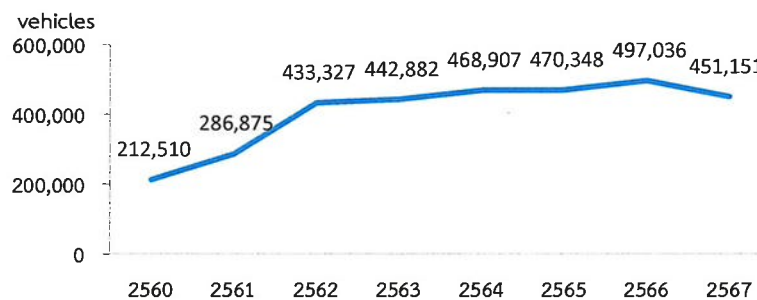
In 2024, the accounts receivable turnover ratio decreased from 5.74 times to 4.60 times due to an increase of long overdue receivables from the previous year. Notwithstanding the foregoing, the Company issued and implemented more stringent policies and measures in controlling and monitoring debt collection and an allowance for doubtful accounts was set up for the increase of outstanding receivables.

### Analysis of the Company compared with Competitors

The GPS installation business can be categorized into two main groups as follows:

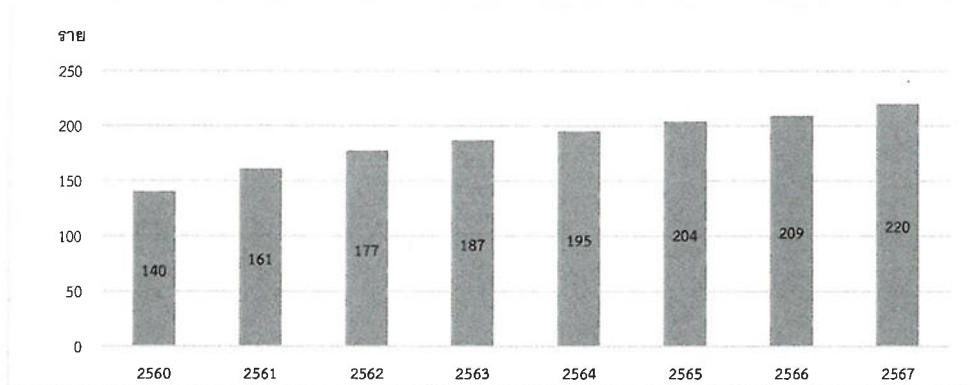
#### 1. Mandatory GPS Business

#### Number of GPS-installed Vehicles Connected to the Department of Land Transport For 2017 – 2024 (excluding other vehicles)



Source: Department of Land Transport,  
“Data and Statistic Report according to DLT GPS for December 2024” December 2024

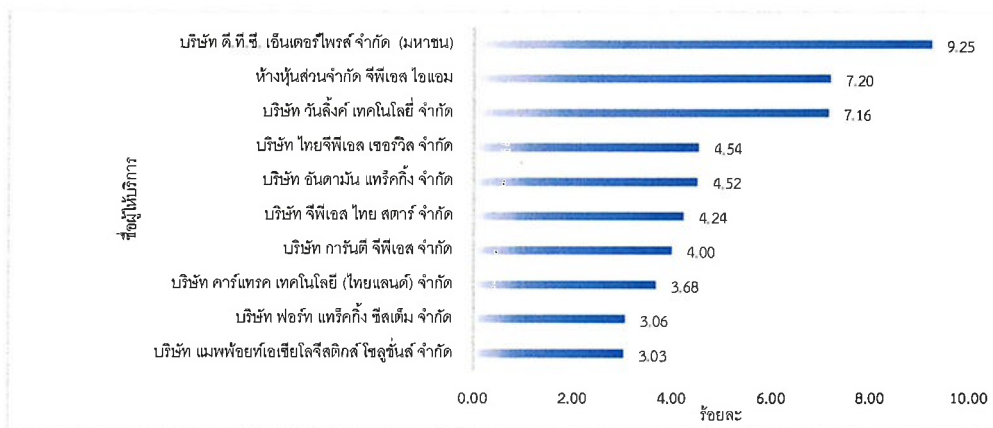
### Number of GPS Tracking System Providers for 2017-2024



Source: Department of Land Transport, “Data and Statistic Report of DLT GPS for December 2024” December 2024

Following the economic growth and the transportation business in the country in the past eight years, the number of GPS tracking system provides considerably increased from 140 providers in 2017 to 220 providers in 2024, resulting in a tougher competition, both in term of pricing and quality.

### Top-Ten GPS Tracking System Providers as at December 2024



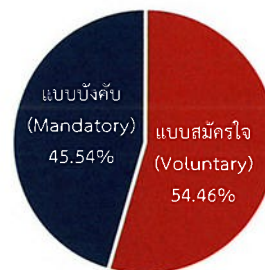
Source: Department of Land Transport, “Data and Statistic Report of DLT GPS for December 2024” December 2024

DTC Group has the highest market share in providing the GPS tracking system to vehicles connected to the system of the Department of Land Transport since 2017. In 2024, DTC Group installed the GPS tracking system in 41,732 vehicles, representing 9.25% of GPS vehicles connected to the system of the Department of Land Transport, out of 220 GPS tracking system providers.

## 2. Voluntary GPS Business

In addition to the “GPS Across Thailand Project” of the Department of Land Transport that drove a leap growth of the mandatory GPS business, the expansion of the transportation business, a shift of consumer behavior, and technology trend awareness, consumers recognize the usefulness of technology and want to apply technology to their business organizations. In particular, transportation management software is introduced to logistics management for the purposes of managing transportation costs, being a major cost factor for businesses, enhancing effectiveness and competitiveness.

### GPS Vehicles Installed by DTC Group as at December 2024



Source: D.T.C. Enterprise Public Company Limited

As at December 2024, DTC Group installed the GPS tracking system in 91,644 vehicles: 49,912 vehicles were voluntary, representing or 54.46%, and 41,732 vehicles were mandatory, representing 45.54%, of the total vehicles, installed the GPS tracking system by DTC Group.

### Sustainability Management

DTC Group is committed to the concept of sustainability management by conducting its business and seeking new opportunities in full compliance with laws and relevant regulations. This includes anti-corruption measures to ensure transparency and accountability by taking into account the benefits to its business and shareholders, and the treatment to interested parties through implementing important policies, such as the Good Corporate Governance Policy, Code of Business Ethics, Anti-Corruption Policy, and Insider Trading Policy.

Examples of its outstanding sustainability achievements in 2024 are:

- The Company launched a new innovation project, by adopting modern technology to enhance operational efficiency and promote resource optimization. In addition, the Company increased its support for social responsibility activities, such as DTC Back to Nature and “Bringing Life Back to Bang Nam Phueng Forest”.



- The Company participated in a program organized by the Thai Institute of Directors (IOD) to assess and monitor the corporate governance development among listed companies in Thailand on a yearly basis by applying the criteria based on the good corporate governance principles of the Organization for Economic Cooperation and Development (OECD). In 2024, the Company was rated “Very Good” ▲▲▲▲ from the Corporate Governance Report of Thai Listed Companies (CGR) and receive a total score of 81 points (full score of 100 points) for the assessment of good corporate governance by IOD, indicating a very good rating.
- The Company participated in a program organized by the Thai Institute of Directors (IOD) to assess the management quality of its Annual General Meeting of Shareholders (AGM) on a yearly basis. This was to ensure its compliance with the best practices for holding a good and complete AGM and serve as a guideline for improving the Company’s corporate governance in accordance with the best practices based on the international corporate governance principles. In 2024, the Company was rated at 81% (full score of 100%) for the assessment of AGM quality management, an increase from 79% in 2023.

Please be informed accordingly.

Sincerely yours



(Ms. Jiraporn Lailuk)

Deputy Chief Executive Officer and Executive  
Vice President /Chief Financial Officer