



“The Future is Shaped by Our Hearts”

MD&A 2022

Jaymart Group Holdings

Performance Highlights

Net Profit

1,795

 MB.
Nature of Business:

Jaymart operates as a holding company, which invests in retail, financial, and technology businesses with its core company, Jaymart Mobile, and other potential subsidiaries, such as JMT Network Services and JAS Asset, and an associated company, Singer Thailand. Besides, the Company is preparing for a revolution in technology by establishing J Ventures Co., Ltd to bring and develop Block Chain technology to be used in the group of companies.

Highlights of 2022 Performance

1. The subsidiary company in the core business has a net profit in 352, giving the Company a net profit of 1,795 million baht.
2. The proportion of profit in the group companies' financial business, specifically JMT, was a key player in business group growth.
3. Business growth through synergy collaboration helps to be less affected by COVID.

Management Discussion and Analysis 2022

Overview and Factors Affecting Future Performance



The Company operates as a holding company that invests in retail, financial, and technology businesses with a vision of being a Technology Investment Holding Company. In 2022, the Company expanded its investment into new potential businesses that can create an ecosystem to expand business together in the future. Each business the Company has invested in relates to retail, financial, and technology businesses. Creating growth for the group of companies will be driven by two factors: Organic Growth, which is received from the business currently managed by Jaymart (increase revenue, generate sales, and increase profits), and Inorganic Growth, which is a business that the Company has invested in to build and further continue the ecosystem during the past year 2022.

Regarding creating organic growth in the past year, 2022, the COVID 2019 epidemic has been dramatically eased. The government has not announced a lockdown to prevent the spread of COVID 2019. The people also have reduced their concerns about the outbreak due to increased vaccination, causing the retail business to have a good performance in terms of sales and profits. In the past year, Mobile phone shops, IT equipment products, and accessories performed excellently. They could increase sales by selling through various sales channels of the companies in the group, including selling products online which is continuously growing. In addition, in terms of debt collection business, after purchasing additional debt over the past several years, the debt-based business's income has also grown steadily.

In terms of inorganic growth in 2022, the Company has continued to form investment partners focusing on retail, finance, and technology. The deals that have been invested can be summarized as follows:

The Company's major investment	%
BNN Restaurant Group Co., Ltd. ("Suki Tee Noi")	30.0%
Avantis Laboratory (Thailand) Co., Ltd.	31.8%
Nation International Edutainment Public Co., Ltd.	9.9%
Buriram Sugar Public Co., Ltd.	9.9%
PRTR Group Public Co., Ltd. *	15.0%

* The Company will invest on the first day of listing on the stock market.

Company	Investment business
BNN Restaurant Group Company Limited ("Suki Tee Noi")	<p>It is a restaurant in the Suki Shabu category. There are currently 43 branches in Bangkok and its surrounding areas, which are fast-growing restaurants. and has a large customer base Makes the company see the value of working together in expanding branches. both in Bangkok and other provinces, as well as expanding the customer base in order to develop new products.</p> <div style="display: flex; justify-content: center; gap: 20px;">   </div> <p>The Company has already recognized profit from investment portion 30%, approximately 19 million baht since December 2022. In this year 2023, Jaymart will recognize profit share (Equity Consolidated) from investment in the proportion of 30% and plans Suki Tee Noi to be listed on the stock exchange within 2024.</p>
Buriram Sugar Public Company Limited ("BRR")	<p>Its primary business is the production and distribution of sugar. and the continuous industry, which has grown significantly in the last two years Sugar prices continue to be favorable on the global market. Furthermore, the company has businesses that are environmentally friendly. There are also products derived from sugar production, and entering the carbon credit business. Jay Mart Group is currently engaged in synergy operations in a variety of areas, including the provision of short-term loans to farmers. Bringing products and</p>

Company	Investment business
	services, such as mobile phones, computers, and insurance services, to present to farmers in Buriram.
PRTR Recruitment Company Limited	<p>A company with over 15,000 employees that provides a full range of personnel outsourcing services and human resource management services (HR Outsourcing Services or Outsource). Jaymart believes that human resources are at the heart of what drives the organization. And Jaymart can add synergy to PRTR. to grow alongside the Jaymart group of companies.</p> <p>In this year 2023, Jaymart will recognize profit share (Equity Consolidated) from investment in the proportion of 15%.</p>

The Jaymart Group has been operating under its subsidiaries and associates' joint operation, comprising six core business lines, and focusing on the core business in the retail business under the concept of **"The Power of Synergy."** It is an effective strategy to create an ecosystem to generate shareholder returns. The details of the development and directions of the performance of each business line are described as follows:

1. Mobile Distribution Business and Accessories

Jaymart Mobile Company Limited (JMB), the Company's core company where the Company holds 100% of shares in the business, distributing mobile phones and accessories. In 2021, some branches opened nationwide, number of 363 branches (include IT Junction). As a result, JMB had sales equal to 9,552 million baht, with mobile phones sold in the amount of 0.75 million units. This resulted from synergy with companies in the group and the recovery of retail situation. As a result, JMB had a net profit equal to 352 million baht in 2022, an increase of more than 77 percent compared to 2021.

2. Non-Performing Debt Management Business

JMT Network Services Public Company Limited ("JMT"), a 53.5% subsidiary of the Company, operates a non-performing debt management business and can still generate turnover according to the target with the highest performance growth for the seventh consecutive year. With industry conditions and non-performing debt markets supporting the Company's growth, the distressed debt funds purchased by the Company can still generate cash flow from debt collection as targeted. As a result, collectible cash flow 5,548 million baht was collected in 2022, which grew from the previous year 21%. In 2022, with operational efficiency and in this year 2022, JMT joined Kasikorn Bank in the establishment of JK Asset Management

Co., Ltd., which has already received over 70 billion baht in non-performing debt transfers.

3. Personal Loan Business

KB J Capital Co., Ltd. ("KBJ"), an associated company, operates the main business of issuing personal loans under supervision. At the beginning of 2021, the Company signed a joint venture agreement with KB Kookmin Card Co., Ltd. ("KB"), the leading credit card provider from South Korea. In addition, there were many business developments in the past year, such as issuing a cash card and a joint project with Samsung for Samsung Finance Plus mobile loans.

4. Financial Technology Business (Fintech)

J Ventures Co., Ltd. ("JVC") operates a software development business and invests in Started-up companies with potential and apparent development in the development of the Block Chain system on the part of the JFIN Chain so that the upcoming dApp will use the JFIN Chain.

5. Product Distribution Business with Hire Purchase Service (Associated Company)

In 2022, Singer Thailand Public Company Limited ("Singer"), an associated company held by the Company in the proportion of 25.5%, operates the business of selling products under the SINGER brand and providing hire-purchase services, operating results with a net profit equal to 935 million baht. It marks the highest net profit in history since before Singer was established. In addition, Singer successfully brought SG Capital Public Company Limited ("SGC") to be listed on the stock exchange late last year with a fundraising value of over 3,198 million baht.

6. Property Development Business and Retail Space

Under the Jaymart Group, JAS Asset Public Company Limited ("J") is a real estate developer intended for rent and sale. In 2022, a new shopping center was opened, the Jas Green Village Kubon, which generated increased revenue 2022. With investment strategies over the past several years, Jaymart has continually had a net profit growth rate. In addition, adjusting the business to diversify risks to shield its profit base or make it resilient to economic conditions is one of Jay Mart's key strategies.

Summary of Financial Overview and Operating Results

The financial statements and operating results of the Company and its subsidiaries as of December 31, 2022, which the Company's auditor reviewed, the summary of income and profits were as follows:

Consolidated Financial Statements	2021		2022		YoY	
	MB.	%	MB.	%	MB.	%
Revenue from Contracts with Customers	8,176.6	69.3%	9,560.6	68.7%	1,384.0	16.9%
Interest Revenue on Loans from Purchases of Receivables and Loans	2,131.7	18.1%	2,608.6	18.7%	476.9	22.4%
Profit from Loans on Purchase of Receivables	1,052.2	8.9%	1,182.8	8.5%	130.6	12.4%
Rental Income	238.2	2.0%	290.0	2.1%	51.8	21.7%
Insurance income	194.1	1.6%	278.0	2.0%	83.9	43.2%
Total revenues from sales and services	11,792.8	100.0%	13,920.0	100.0%	2,127.2	18.0%
Cost of Sales	6,968.6	59.1%	8,123.8	58.4%	1,155.2	16.6%
Cost of Services	846.2	7.2%	1,055.0	7.6%	208.8	24.7%
Cost of Renting	133.2	1.1%	84.0	0.6%	(49.2)	-36.9%
Insurance expenses	158.9	1.3%	346.3	2.5%	187.4	117.9%
Total cost of sales and services	8,107.0	68.7%	9,609.1	69.0%	1,502.1	18.5%
Gross Profit	3,685.8	31.3%	4,310.9	31.0%	625.1	17.0%
Sales Promotion Income	295.0	2.5%	487.1	3.5%	192.1	65.1%
Management Fee Income	16.8	0.1%	47.4	0.3%	30.6	182.1%
Other Revenues	211.8	1.8%	203.8	1.5%	(8.0)	-3.8%
Gain (Loss) from Fair Value Adjustment of Investment Property	57.4	0.5%	120.2	0.9%	62.8	109.4%
Unrealized gain (loss) from other financial assets	(1.0)	-0.01%	400.8	2.9%	401.8	-40180%
Gain (loss) on sale of investments	11.3	0.1%	65.1	0.5%	53.8	476.1%
Reversal (Loss) of Impairment of Assets	(3.9)	-0.03%	2.8	0.0%	6.7	-171.8%
Selling and Distribution Expenses	847.7	7.2%	1,108.5	8.0%	260.8	30.8%
Administrative Expenses	930.3	7.9%	1,164.8	8.4%	234.5	25.2%
Total cost of sales and services	1,778.0	15.1%	2,273.3	16.3%	495.3	27.9%
Operating Profit	2,561.2	21.7%	3,364.7	24.2%	803.5	31.4%
Financial Income	23.0	0.2%	15.4	0.1%	(7.6)	-33.0%
Financial Cost	(695.7)	-5.9%	(706.5)	-5.1%	(10.8)	1.6%

Consolidated Financial Statements	2021		2022		YoY	
	MB.	%	MB.	%	MB.	%
Share of profit from investment in joint venture	-	0.0%	96.2	0.7%	96.2	100.0%
Share of profit from investment in associates	1,531.5	13.2%	247.9	1.8%	(1,283.6)	-83.8%
Income (Expense) Income Taxes	(302.1)	-2.6%	(402.9)	-2.9%	(100.8)	33.4%
Net profit attributable to equity holders	2,467.6*	20.9%	1,795.0	12.9%	(672.6)	-27.3%

*There was an extra gain from last year 1,296 million baht.

Revenue Analysis

The total revenue of the Company in 2022 was 13,920 million baht, an increase from the same period of the previous year 2,127.2 million baht or an increased 18 percent. The increase in total revenue was mainly due to increased revenue in the mobile distribution business and non-performing debt management business. The details of revenue in the consolidated financial statements are as follows:

1. Revenue from contracts made with customers was 9,560.6 million baht, an increase of 1,384 million baht or 16.9 % from the same period of the previous year. The main reason was that the Company could expand more distribution channels and manage sales channels through channels that were the synergy of the group of companies.
2. Interest income from loans for the purchase of receivables and loans and gains from loans for the purchase of receivables which was the majority of revenue from JMT's non-performing debt management business, was equal to 2,608.6 million baht, an increase of 476.9 million baht or 22.4 percent from the same period of the previous year.
3. Rental income was 290.0 million baht increase equal to 51.8 million baht or 21.7 percent from the same period of the previous year. It resulted from the closure of branches of rental areas in the business of JAS Asset to control the operating results following the target.
4. Insurance income was equal to 278 million baht decrease equivalent to 83.9 million baht or 43.2 percent. It was income arising from the preparation of the subsidiary's consolidated financial statements in the insurance business, in which the Company controlled the quality of insurance, causing the sales from those parts to decline.

Cost of Sales & Services and Gross Profit Analysis

In 2022, the Company had a total cost of sales and services 9,609.1 million baht, an increase from the previous year by 1,502.1 million baht or an increase of 18.5 percent as a result of increased employees expenses and legal expenses from non-performing debt management business.

The Company had a gross profit margin from the consolidated financial statements in 2022 was 31 million baht, a slight decrease of 0.3% compared to the same period last year.

Selling and Administrative Expenses and Operating Profit Analysis

In 2022, the Company had selling and administrative expenses equal to 2,273.3 million baht increase of 27.9%, mainly due to employees expenses, promotion expenses, rental expenses and expected credit loss from debt management business.

The operating profit in 2022 equaled to 3,364.7 million baht increase 803.5 million baht or an increase of 31.4 % from the same period of the previous year as a result of the Company's subsidiaries in each business segment having continued net profit performance.

Financial Costs

The Company had total finance costs in 2022 equal to 706.5 million baht, an increase from the previous year equivalent to 10.8 million baht. Most of the decline in finance costs was an increase in the Company's financial costs and its subsidiaries for loan from financial institutions and debentures.

Share of profit from investments in associated companies

In 2022, the Company's share of profits from investments in associates was 96.2 million baht mostly due to earnings from the 1st year operation of JK Asset Management Ltd.

Share of profit from investments in associated companies

In 2022, the Company's share of profits from investments in associates was 247.9 million baht due to higher earnings in associated companies such as Singer Thailand PCL. and BNN Restaurant Group Co., Ltd. ("Suki Tee Noi").

Net Profit

The Company's net profit in 2022 was 1,795 million baht, representing a net profit margin of 12.9 percent and earnings per share ratio of 1.27 baht per share. When compare with the previous year if there is no special profit amount of 1,296 million baht, the growth of profit will be 53%.

Statement of Financial Position Analysis

Assets

As of December 31, 2022, the Company had total assets 55,401.1 million baht divided into current assets 16,512.7 million baht, representing 29.8 percent of total assets. Most of the decreased assets were other current financial assets which consists of funds and instruments that invested by the Company.

For non-current assets, 38,888.5 million baht, representing 70.2 percent of total assets compared to the end of 2022, increased 42.4 percent compared to the end of 2021. Most of the increased assets were investments in associates, loans receivable from purchase of accounts receivable of JMT and investment properties.

Overall, the Company's total assets increased 10,122.8 million baht or 22.4 percent.

Liabilities and Shareholders' equity

As of December 31, 2022, the Company had total liabilities 24,619.7 million baht compared to an increase of 6,164.0 million baht or 33.4 percent. Due to increase in loans from financial institutions and new issues of the debenture.

As of December 31, 2022, the Company's total shareholders' equity 30,781.4 million baht increased 3,958.8 million baht or increased 14.8 % compared to the end of the year 2021. It resulted from the increased premium on ordinary shares from the issuance and offering of newly issued ordinary shares to specific investors, including the increased retained earnings from the Company's performance that grew continuously.

The Company had an interest-bearing debt-to-equity ratio equal to 0.67 times, which increased from the end of 2021 as a result of 0.54.

Sustainable Development

Jaymart Group realizes the importance of sustainable development divided into three dimensions: social, environmental, and corporate governance according to the code of conduct. In 2022, Jaymart implemented the Sustainable Development Goals: SDGs. The following important operations were performed.

Environment

1. The Company participated in the Care the Whale project, established by the Stock Exchange of Thailand. As a citizen of the world, along with the business sector and social enterprises, are aware of the problem and committed to being a part of the solution from the beginning to be another force in the counterclockwise direction of the climate change crisis so that the world, the existing ecosystem, to be a balanced resource for the next generation.
2. To reduce energy consumption purchased from outside, the Company installed a solar rooftop on Grid at Jaymart Headquarters, covering the rooftop area of Buildings A and B. It was inaugurated by JGS Synergy Power Co., Ltd., a subsidiary of Jaymart, operating a business selling solar rooftop equipment. The installation was begun in November 2022 and was scheduled to be completed by January 2023. According to the Company's electricity consumption data in 2022, the Company purchased electricity from outside to use at Jaymart Building, Head Office, totaling 2,241.70 MWh, costing 9,871,887.50 baht. When the Solar Rooftop system is installed with a capacity of 171.13 kWh of solar energy or approximately 249.90 MWh per year, the Company will save 1,049,614.44 baht per year and reduce greenhouse gas emissions by more than 124.93 tCO₂eq, or 11.14% of total electricity consumption.
3. Invisible waste operations at the end of 2022 that sorted paper and plastic bottles waste 2,702.42 kg, reduced greenhouse gas emissions by 5,978.64 kgCO₂eq or equivalent to planting 664 large trees.

Social

1. Employee development is an essential issue of the Company. The Company believes that the foundation of potential employees directly affects the Company's business competitiveness. In addition, the present is constantly changing, causing the need to develop employees to keep up with changes all the time, including new technological changes, changes in law, new regulations, and new formats and technologies to support the Company's business activities.

The Company increasingly deployed online training in the past year due to the coronavirus pandemic. As a result, it saved the cost of training and reduced the travel of employees as well.

From employee information, as of December 31, 2022, there were 1,111 employees, an average of 6 hours per person, with an average training cost of 376.64 baht per person.

2. There are activities to increase knowledge for the elderly in the community near the Company to promote access to technology for the elderly. It is to reduce the age gap, and it is a link between family relationships through a smartphone application. In 2022, there were two activities: Senior So Smart #11 at JAS Green Village Kubon Shopping Center and Senior So Smart #12 at Mahachon Church.

Governance

1. The Company respects the rights of data subjects under relevant laws. For requesting rights, including the right to request access, request a copy, request to update information, request an objection to the processing of personal data, request for data transfer, request to delete or destroy data when it is no longer necessary, request to delete or destroy customer data when it is legally required, and to prepare for the care and responsibility for customers, including to comply with Personal Data Protection Act B.E. 2562 which came into effect on June 1, 2022, the Company has announced the privacy policy on the website. www.jaymart.co.th and the way to contact the personal data protection officer at e-mail: dpo@jaymart.co.th and conducting a training course called "PDPA Awareness," with 925 employees trained in 2022 as well.
2. Jaymart emphasizes conducting business under the supervision of honesty, correctness, and freedom from corruption. The Company, therefore, has expressed its intention to fight against corruption by joining the Thai Private Sector Collective Action Coalition against Corruption (CAC) on June 24, 2022. So, anti-corruption in the organization becomes the culture of the organization. As a result, employees understand and are aware of all forms of anti-corruption in the organization, including damage caused by fraud corruption affects both offenders and the organization as a whole and leads the organization to sustainable success. Therefore, a training course, "Palangjai Ruamjai...Anti-Corruption," has been organized, with 408 employees who have completed the course training.

Please be informed accordingly.

- *Singed* -

(Ms. Ladda Waruntharakul)
Company Secretary

Mr. Panya Chutisiriwong
Investor Relations
Jaymart Public Company Limited
Tel. 02 308 8196 / email: panya@jaymart.co.th