



BOUTIQUE NEWCITY
PUBLIC COMPANY LIMITED

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NO. BTNC BM 01/2566

23rd February 2023

Subject: Management Discussion and Analysis for the annual period ended of year 2022

To: Director and Manager of the Stock Exchange of Thailand,

Reference: Financial Statements for annual period ended of year 2022 of Boutique Newcity Public Company Limited.

The Board of Directors of Boutique Newcity Public Company Limited has approved the Financial Statements for the annual period ended 31st December 2022 which was verified by certified public accountant. The operating results of the Company had a profit of 20.95 million baht, compared to the previous year with a net loss of 25.09 million baht, increased by 183.5%. The increase was due to the company adjusting the operation processes to respond to changing economic situations throughout the year 2022 by managing and monitoring the performance through various channels, adjusting the number of stores to align with sales, and generating higher sales through other channels with lower cost, in addition, the company also imposed stricter control with the inventory management and increased management efficiency. As a result of various management improvements, the results of the Company's operations are as follows.

1. Total revenue of the company was amounted to 303.78 million baht, decreased from the last year by 151.05 million baht or -36.1%. (The company had revenue from retail operation of 177.77 million baht which was increased by 10.75 million baht or 6.4%. The revenue from corporate sales and services of 89.43 million baht which was decreased by 161.80 million baht or -64.4%). The decrease in revenue was due to decreased sale of medical equipment for Covid-19 (PPE shirts and syringe) in 2021 which was a special case. Other income of the company decreased from the previous year 3.59 million baht or -37.6%, due to the decrease in the rental revenue.
2. The Company reported Selling, Administrative, and other expenses of 137.49 million baht, decreased from the previous year by 38.91 million baht or -22.1%, The expenses were reduced in all parts as follow:
 - the selling expenses decreased by 33.09 million baht, due to the reduction of sales space and the rental fee for some points of sale.
 - administrative expenses decreased by 3.74 million baht due to the workforce management to increase ability to work in a variety of responsibilities and reduce repetitive task.
 - the finance cost decreased by 2.08 million baht due to the repayment of loans from Financial institutions and related persons.

1112/53-75 SOI PIYAVATCHARA, SUKHUMVIT ROAD, PRAKHANONG SUB-DISTRICT,
KLONGTOEY DISTRICT, BANGKOK 10110 THAILAND
TEL. +662-391-3320 FAX. +662-712-1844

WWW.BTNC.CO.TH

3. Gross profit for the period of the Company amounted to 133.27 million baht or 49.9% of sale revenues (gross margin increased from previous year by 18.5%), due to the company adjusting strategies in selling retails product by focusing in creating higher awareness of the quality of the product and value propositions that are greater than the competitors. The company also focused strongly on cost management of production.
4. Net profit for the period 2022, amounted to 20.95 million baht, increase from the previous year by 46.04 million baht or 183.5%.
5. The company had other comprehensive income net from income tax of 1.38 million baht, decreased from previous year due to last year's adjustment in investments of equity instruments that were measured at fair value in the amount of 64.37 million baht. For 2022, the increase was only 0.35 million baht and there was a net actuarial gain of 1.03 million baht.
6. The total comprehensive income for the year 2022 amounted to 22.33 million baht, compared to 2021 which was a total of 39.28 million baht in profit, decrease from previous year of 16.95 million baht.

Thank you for your kind consideration and please disseminate this information to shareholders and investors accordingly.

Sincerely Yours,



Pravara Ekaraphanich

Managing Director