MANAGEMENT DISCUSSION & ANALYSIS 2Q 2023/24 ENDED 30 SEPTEMBER 2023

2Q 2023/24 BUSINESS HIGHLIGHTS

MACO continued to deliver positive momentum from the first quarter, reporting revenue from services and sales of THB 678mn and net profit of THB 56mn in 2Q 2023/24.

- Revenue from services and sales was THB 678mn, an increase of 6.3% YoY.
 - o System Integration revenue increased by 5.5% YoY to THB 563mn.
 - o Advertising revenue increased by 10.1% YoY to THB 115mn.

KEY BUSINESS AND STRATEGIC UPDATES IN 2Q 2023/24

On 18 October 2023, MACO Board of Directors approved to propose to the shareholders' meeting (EGM), which will be held on 21 December 2023, the following significant matters: -

The change of the Company's name and objectives

• As MACO has transitioned itself to becoming a one-stop system integration solutions provider, the Company has proposed to add its objectives, stemming from the shift of its business direction to focus on the digital and technology markets. Additionally, to reflect the repositioning of the business, MACO has also proposed the change of the Company's name from Master Ad Public Company Limited to ROCTEC GLOBAL Public Company Limited.

Compensating accumulated losses to prepare the readiness of the Company's dividend distribution

During the past few years, MACO was affected by uncertainty caused by COVID-19 pandemic, leading to accumulated losses from the downturn of the business operation. However, the Company proposes to implement the Public Company Act by reallocating legal reserve and share premium to compensate the accumulated loss of around THB 1,264mn (as of 30 June 2023). Therefore, the Company will be able to distribute dividends to MACO's shareholders once it generates sufficient net profit and cash flow.

An issuance of MACO-W5

- MACO announced its intention to issue and allocate the Warrants to Purchase the Newly Issued Ordinary Shares of the Company No. 5 (MACO-W5) to shareholders whose name appeared on the shareholder list record date as of 4 January 2024.
- Key terms and conditions of MACO-W5 as follows: -

MACO-W5	
No. of warrants issued:	2,029mn units
Record date:	4 January 2024
Issuance date:	6 February 2024
Allocation ratio:	1 warrant unit : 4 ordinary share
Exercise ratio:	1 warrant unit : 1 ordinary share
Exercise period:	Quarterly
Exercise price:	THB 1.50 per share
Total value:	THB 3,044mn
Terms:	3 years

Please find more details as link: https://weblink.set.or.th/dat/news

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MASTER AD PUBLIC COMPANY LIMITED

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CONSOLIDATED P&L SNAPSHOT

THB (mn)	2Q 2023/24	2Q 2022/23	YoY (%)	1Q 2023/24	QoQ (%)
Revenue from services and sales	678	638	6.3%	620	9.4%
Cost of services and sales	(487)	(452)	7.6%	(449)	8.4%
Gross profit	191	186	2.9%	171	11.9%
SG&A	(129)	(121)	7.0%	(104)	23.8%
Share of profit (loss) from JVs & associates	21	17	23.5%	10	117.4%
EBITDA	149	146	2.4%	144	3.8%
EBIT	96	92	4.5%	89	7.1%
Financial cost	(7)	(8)	-18.8%	(7)	2.6%
Tax	(14)	(30)	-51.8%	(25)	-41.6%
Net profit: owners of the parent	56	35	58.8%	42	33.0%
Gross profit margin	28.2%	29.2%		27.6%	
EBITDA margin	22.0%	22.9%		23.2%	
Net profit margin: owners of the parent	8.3%	5.6%		6.8%	

TOTAL REVENUE FROM SERVICES AND SALES BY SEGMENTS

THB (mn)	2Q 2023/24	2Q 2022/23	YoY (%)	1Q 2023/24	QoQ (%)			
System Integration	563	534	5.5%	519	8.6%			
Advertising	115	104	10.1%	101	13.4%			
Total revenue from services and sales	678	638	6.3%	620	9.4%			
% CONTRIBUTION TO TOTAL REVENUE FROM SERVICES AND SALES								
% CONTRIBUTION TO TOTAL REVENUE F	ROM SERVICES	AND SALES						
% CONTRIBUTION TO TOTAL REVENUE F System Integration	ROM SERVICES A	AND SALES 83.6%		83.7%				
				83.7% 16.3%				

PERFORMANCE ANALYSIS (2Q 2023/24 vs 2Q 2022/23)

Following a mild recovery of global economy, MACO recorded **revenue from services and sales** of THB 678mn in 2Q 2023/24, an increase of 6.3% YoY.

- **System Integration revenue** contributed 83.0% of total revenue or THB 563mn, an increase of 5.5% YoY. This was mainly from more installation and maintenance projects.
- **Advertising revenue** contributed 17.0% of total revenue or THB 115mn, an increase of 10.1% YoY. The increase was mainly from the production of static media revenue.

Revenue growth also reflected in **cost of services and sales**, which increased by 7.6% YoY to THB 487mn. While, **cost-to-sales ratio** increased to 71.8% (prior year: 70.8%), resulting in a decrease in **gross profit margin** to 28.2% (prior year: 29.2%).

Selling, general and administrative expenses ("SG&A") increased by 7.0% YoY to THB 129mn. Meanwhile, **SG&A to revenue ratio** increased from 18.9% to 19.1%.

In 2Q 2023/24, the Company recorded a **share of profit from investment in joint ventures & associates** of THB 21mn (prior year: THB 17mn).

Altogether, the Company recorded **net profit: owners of the parent** of THB 56mn with a **net profit margin: owners of the parent** of 8.3%.

MANAGEMENT DISCUSSION & ANALYSIS 2Q 2023/24 ENDED 30 SEPTEMBER 2023

ASSETS

FINANCIAL POSITION

ASSETS BREAKDOWN	30 S	EP 2023	31 MAR 2023		
	(THB mn)	% out of total	(THB mn)	% out of total	
Cash & cash equivalents and current investments	1,056	15.5%	1,365	21.2%	
Trade & other receivables	633	9.3%	365	5.7%	
Investment in joint venture and associates	2,478	36.4%	2,456	38.2%	
Property, plant and equipment	350	5.1%	379	5.9%	
Right-of-use assets	377	5.5%	396	6.2%	
Goodwill and Intangible assets	622	9.1%	617	9.6%	
Other assets	1,293	19.0%	853	13.3%	
Total assets	6,809	100.0%	6,431	100.0%	

Total assets as of 30 September 2023 was reported at THB 6,809mn, an increase of 5.9% or THB 378mn from THB 6,431mn as of 31 March 2023.

Total current assets were THB 2,766mn, increasing by 18.6% or THB 434mn, primarily from an increase of 1) trade and other receivables of THB 267mn and 2) work in process and inventories of THB 154mn.

Total non-current assets stood at THB 4,043mn, decreasing by 1.4% or THB 56mn.

Trade and other receivables were THB 633mn, an increase of 73.3% or THB 268mn from THB 365mn. As of 30 September 2023, the average collection period as at the end of this quarter was 76 days compared to 42 days as of 31 March 2023.

AGEING OF TRADE RECEIVABLES (THB mn)	30 SEP 2023	31 MAR 2023
Not yet due	320	148
Up to 3 months	105	56
3 - 6 months	58	9
6 - 12 months	19	3
Over 12 months	2	7
Total	504	223
Allowance for expected credit losses	(1)	(1)

LIABILITIES AND SHAREHOLDERS' EQUITY

LIABILITIES AND EQUITY BREAKDOWN	30 SEP 2023		31 MAR 2023	
	(THB mn)	% out of total	(THB mn)	% out of total
Short term loans from financial institutions	185	2.7%	190	3.0%
Trade and other payables	1,248	18.3%	1,034	16.1%
Advances received from employers and unearned revenue	298	4.4%	274	4.3%
Other current liabilities	114	1.7%	118	1.8%
Lease liabilities	403	5.9%	417	6.5%
Other non-current liabilities	126	1.9%	128	1.9%
Total liabilities	2,375	34.9%	2,161	33.6%
Shareholders' equity	4,435	65.1%	4,270	66.4%
Total liabilities and equity	6,809	100.0%	6,431	100.0%



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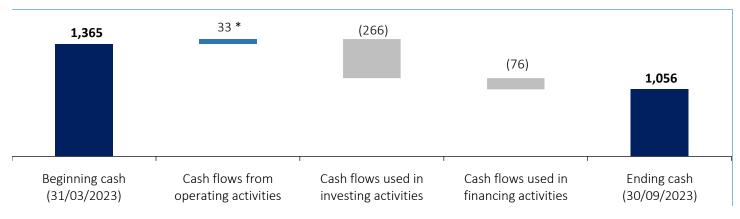
Total liabilities were THB 2,375mn, increasing by 9.9% or THB 214mn from THB 2,161mn as of 31 March 2023.

Total equity was THB 4,435mn, increased by 3.8% or THB 164mn from THB 4,270mn as of 31 March 2023. This was mainly attributed to an increase in 1) retained earnings of THB 99mn, 2) other components of shareholders' equity of THB 35mn and 3) non-controlling interests of the subsidiaries of THB 31mn.

CASH FLOW

As of 30 September 2023, the Company had **net cash from operating activities** of THB 33mn. **Net cash used in investing activities** was THB 266mn mainly from cash paid for 1) an investment in financial assets of THB 261mn. **Net cash used in financing activities** was THB 76mn. The key components were cash paid for 2) repayment of lease liabilities of THB 34mn, 3) subsidiaries' dividend payment of THB 24mn and 4) interest expenses of THB 13mn.

6-MONTH CASH FLOW SNAPSHOT (THB mn)



^{*}Included translation adjustment of THB 15mn

KEY FINANCIAL RATIOS

		2Q 2023/24	2Q 2022/23			30-SEP- 2023	31-MAR- 2023
Profitability Ratios				Liquidity Ratios			
Gross profit	(%)	28.2%	29.2%	Current ratio	(times)	1.4	1.4
Operating EBITDA	(%)	22.2%	22.9%	Quick ratio	(times)	1.2	1.2
Net profit margin	(%)	11.0%	8.4%	Account receivable turnover	(times)	4.8	8.8
Net profit margin: owners of the parent	(%)	8.3%	5.6%	Average collection period	(days)	76	42
Return on equity	(%)	4.2%	2.4%	Payable days	(days)	208	181
Efficiency Ratios				Leverage Ratios			
Return on assets	(%)	5.0%	2.7%	Liability to equity	(times)	0.5	0.5
Return on fixed assets	(%)	83.8%	34.2%	Debt to equity	(times)	0.05	0.05
Asset turnover	(times)	0.4	0.3				

Remark: Financial ratios were calculated based on The Stock Exchange of Thailand's formula.

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MANAGEMENT OUTLOOK

While, the global economy is showing signs of slow recovery, MACO remains on course to meet its annual targets following the strong results for the first half of 2023/24. The Company has continued to develop and broaden its products and services aimed at driving revenue, profitability and shareholders' value. With the new strategic focus of being a leader in communication systems, digital media and display solutions provider across Thailand, Hong Kong and other Southeast Asia countries, the Company is confident in its ability to deliver profitable and sustainable growth in the future.

Ms. Tamonwan Narintavanich (Chief Financial Officer)

Master Ad Public Company Limited