

**H.T./SET/002/2024**

12 February 2024

**To: Managing Director  
The Stock Exchange of Thailand****Re: Management Discussion & Analysis for the year ended 31 December 2023 of  
Singer Thailand Public Company Limited (the Company) and its subsidiaries (the  
Group Company)****Business Overview and Impact of the COVID situation**

Singer Thailand Public Company Limited (“the Company”) has sold products (home electrical products, commercial products, and mobile phone products) along with lending and selling products in cash to the customers. Its subsidiary, SG Capital Public Company Limited, provides such hire purchase loans. Most of the Company’s customer groups are mainly upcountry areas, which in the past have been affected by COVID situation. However, the Company has helped those groups of debtors who were affected by the COVID situation through assistance programs by reducing interest rates, extending the repayment period and debt suspension. However, after the COVID situation has relaxed, the measures of assistance program were slightly decline according to the accounting guideline no. 37/2564 dated 3 December 2021, “Guideline regarding the provision of financial assistance to the debtors affected by the Covid-19”. The accounting guideline is in line with the BOT Circular no. BOT. For Nor Sor. 2 Wor. 802/2564 dated 3 September 2021, “Guidelines regarding the provision of financial assistance to the debtors affected by the Covid-19. However, after the COVID situation has relaxed. Such assistance measures have been gradually reduced. This affects the increase in provision for non-performing debt of the company’s subsidiary, SG Capital Public Company Limited. In the second quarter 3/2023, the subsidiary company carefully considered setting the provision for non-performing debt to reflect the customer’s repayment potential in the most reasonable way. In addition, the subsidiary company revised and adjusted the operation for credit lending process to be more concise since the beginning of this year. There is verification of customer identification, checking of customer credit information, including checking the source of customer income to conduct confidence in the customer's ability to repay debts. Customer credit analysis before approving such loans are required in order to reduce the risk of non-performing debt of the subsidiary in the future.

From the impact that the group of companies has reflected financial performance in during the 1st quarter and 2nd quarter of 2023, including hire purchase contract receivables and loan receivables, the subsidiary company was the result of writing off non-performing loans that the company had tracked and assessed to be uncollectible. The company also recorded additional provisions for expected credit losses (management over lay in expected credit loss) to adequately and appropriately address the risks anticipated from increasing significant credit risk and deteriorating credit quality. This was a result of the termination of assistance programs due to the impact of the COVID-19 pandemic. This was including the impact from provision on declining in the selling price of second-hand inventories and inventories obsolescence provision. All impacts had already been reflected in the operating results for the first and second quarters of 2023. From the above reasons, the Company and the Group had operating results at a loss in 2023.

According to the Board of Directors' Meeting of Singer Thailand Public Company Limited ("the Company") No. 268/2024 held on 12 February 2024, the BOD has approved the reviewed consolidated financial statement and the performance of the company and its subsidiaries for the year ended 31 December 2023. Which has been audited by the company's auditor.

The Group Company would like to explain performance for the year ended 31 December 2023, comparing to the same of previous year as follow:

Statement of comprehensive income (Million Baht)	For the three-month period ended				For the year ended 31 December		Increase (decrease)	
	31-Mar-23	30-Jun-23	30-Sep-23	31-Dec-23	2023	2022	Amount	%
<b>Revenues</b>								
Revenue from sales of goods	203	212	153	190	758	2,711	(1,953)	(72.0)
Interest income from hire-purchase contract and loans	641	531	484	433	2,089	2,316	(227)	(9.8)
Revenue from rendering of services	15	10	14	19	58	86	(28)	(32.6)
Dividend income	-	5	-	-	5	-	5	100.0
Other income	26	38	24	41	129	92	37	40.2
<b>Total revenues</b>	<b>885</b>	<b>796</b>	<b>675</b>	<b>683</b>	<b>3,039</b>	<b>5,205</b>	<b>(2,166)</b>	<b>(41.6)</b>
<b>Expenses</b>	-	-	-	-				
Cost of sales of goods	602	746	113	152	1,613	1,507	106	7.0
Cost of rendering of services	5	5	4	5	19	26	(7)	(26.9)
Distribution costs	201	191	118	119	629	1,071	(442)	(41.3)
Administrative expenses	153	277	165	158	753	596	157	26.3
Distribution costs and Administrative expenses	354	468	283	277	1,382	1,667	(285)	(17.1)
<b>Total expenses</b>	<b>961</b>	<b>1,219</b>	<b>400</b>	<b>434</b>	<b>3,014</b>	<b>3,200</b>	<b>(186)</b>	<b>(5.8)</b>
<b>Profit (Loss) from operating activities</b>	<b>(76)</b>	<b>(423)</b>	<b>275</b>	<b>249</b>	<b>25</b>	<b>2,005</b>	<b>(1,980)</b>	<b>(98.8)</b>
Finance costs	101	98	85	73	357	460	(103)	(22.4)
Expected credit loss	952	2,886	168	168	4,174	356	3,818	1,072.5
Gains on measurement of current investments	(2)	1	-	-	(1)	(4)	3	(75.0)
<b>Profit (Loss) before income tax expense</b>	<b>(1,127)</b>	<b>(3,408)</b>	<b>22</b>	<b>8</b>	<b>(4,505)</b>	<b>1,193</b>	<b>(5,698)</b>	<b>(477.6)</b>
Tax expense	(192)	(531)	7	(9)	(725)	251	(976)	(388.8)
<b>Profit (Loss) for the year</b>	<b>(935)</b>	<b>(2,877)</b>	<b>15</b>	<b>17</b>	<b>(3,780)</b>	<b>942</b>	<b>(4,722)</b>	<b>(501.3)</b>
Profit (Loss) attributable to non-controlling interests	(92)	(481)	2	-	(571)	6	(577)	(100.0)
<b>Profit (Loss) attributable to equity holders of the Company</b>	<b>(843)</b>	<b>(2,396)</b>	<b>13</b>	<b>17</b>	<b>(3,209)</b>	<b>936</b>	<b>(4,145)</b>	<b>(442.8)</b>

For the three-month period ended 31 December 2023, the Group Company had a net profit at Baht 17 million as increased from the 2nd quarter and the 3<sup>rd</sup> quarter, with the reduction from expected credit losses and provision on declining in the selling price of second-hand inventories and inventories obsolescence provision. This reflects that the company and group of companies have fully set aside various reserves in the 2nd quarter. As a result, in the 3<sup>rd</sup> and 4<sup>th</sup> quarters, the operating results were returned to profit from normal operation.

For the year ended 31 December 2023, the Group Company had a net loss attributable to equity holders of the Company at Baht 3,209 million with lower profits at Baht 4,145 million compared with the same period of last year.

### **Total revenue**

For the year ended 31 December 2023, total revenue of the group company had decreased by Baht 2,166 million or 41.6%. Details of revenue in the consolidated financial statements was as follows:

### **Revenue from sales of goods**

For the year ended 31 December 2023, revenue from sales of goods of the group company decreased by Baht 1,953 million or 72.0% respectively, from sales reduction in electrical appliance's product, decrease in number of franchise sales employee, and the subsidiary has changed its credit lending policy to be more stringent to control debt quality. For the year ended 31 December 2023, the company had income from hire purchase sales decreased at Baht 2,124 million, or 85.1%, when compared to the same period of last year. The company has solutions to increase income from sales by increasing the number of sales staff and adjusting business models as mentioned in the management's view for future operating results in this last paragraph. Currently, the Company plans to sell second-hand products through direct sales channels (Direct Sales Singer), organizing events at various markets (Event Clearance Sales), Community Malls and at Singer's warehouses. However, in the past, such sales were based on direct sales channel only (Direct Sales Singer).

### **Cost of Sales of goods**

For the year ended 31 December 2023, cost of sales of goods increased by Baht 106 million or 7.0% when compared to the same period last year because during the period, the company has set aside an allowance for the declining value of inventories at Baht 849 million, remaining Baht 764 million was the cost of goods sold. The management observed significant declining in selling price of second-hand inventories and stock obsolescence and damage during the third quarter, all products were counted. Both new and second-hand products, including products stored at the branch and the Company's warehouse. Accordingly, the management reassessed the estimated amount of net realisable value of inventories and there was an assessment of additional reserves for obsolete products. and groups of damaged products.

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These provision was made for second-hand products in the amount of Baht 451 million or 64.8%. As a result, the Group company had written down the declining in value of inventories in cost of sales of goods which is in accordance with generally accepted accounting standards. The Company has changed the inventory reserve policy as described in the management's discussion and analysis for the 2nd quarter of 2023.

### **Interest income from hire-purchase contract and loans**

For the year ended 31 December 2023, interest income from hire-purchase contract and loans of the Group Company decreased at Baht 227 million or 9.8% mainly because interest income from hire-purchase decreased at Baht 493 million and in during 2<sup>nd</sup> quarter of 2023, there was the written-off non-performing loans of hire purchase receivable as described in the management's discussion and analysis for the 2nd quarter of 2023. However, interest income from loans increased at Baht 268 million since an expansion growth of the car for cash loan's portfolio.

### **Other income**

For the year ended 31 December 2023, other income of the Group Company increased at Baht 37 million or 40.2%, the main reason increased in insurance commission and Interest income from investments in short-term financial assets.

### **Distribution costs and Administrative expenses**

For the year ended 31 December 2023, distribution costs and administrative expenses decreased at Baht 285 million or 17.1% because distribution costs decreased at Baht 442 million, which in line for sales reduction. However, administrative expenses increased by Baht 157 million from the company had reserved for impairment in fixed assets at Baht 77 million and increased in other expenses. However, personnel expenses decreased compared with last year.

### **Finance costs**

For the year ended 31 December 2023, finance costs decreased at Baht 103 million or 22.4% because the company had repayment the debentures in during the year as described in part of liabilities and equity.

### **Expected credit loss**

For the year ended 31 December 2023, expected credit loss of the Group Company increased of Baht 3,818 million because the subsidiary company was the result of writing off non-performing loans that the company had tracked and assessed to be uncollectible. The company also recorded additional provisions for expected credit losses to adequately and appropriately address the risks anticipated from increasing significant credit risk and deteriorating credit quality. This was a result of the termination of assistance programs due

to the impact of the COVID-19 pandemic. Moreover, the Company has considered setting aside provisions for trade and other receivables. In during the 3<sup>rd</sup> quarter of 2023, there was sales of rights in receivable amounting to Baht 113 million was recognized of expected credit loss.

### Statements of financial position

Statement of financial position (Million Baht)	31 DEC 2023	31 DEC 2022	Inc (Dec)	
			Amount	%
<b>Assets</b>				
Current assets	8,328	15,489	(7,161)	(46.2)
Non-current assets	10,853	10,405	448	4.3
<b>Total assets</b>	<b>19,181</b>	<b>25,894</b>	<b>(6,713)</b>	<b>(25.9)</b>
<b>Liabilities and equity</b>				
<b>Liabilities</b>				
Liabilities and equity	3,370	2,632	738	28.0
Non-current liabilities	1,859	4,954	(3,095)	(62.5)
<b>Total liabilities</b>	<b>5,229</b>	<b>7,586</b>	<b>(2,357)</b>	<b>(31.1)</b>
<b>Equity attributable to owners of the parent</b>	<b>13,945</b>	<b>17,641</b>	<b>(3,696)</b>	<b>(21.0)</b>
<b>Non-controlling interests</b>	<b>7</b>	<b>667</b>	<b>(660)</b>	<b>(99.0)</b>
<b>Total equity</b>	<b>13,952</b>	<b>18,308</b>	<b>(4,356)</b>	<b>(23.8)</b>
<b>Total liabilities and equity</b>	<b>19,181</b>	<b>25,894</b>	<b>(6,713)</b>	<b>(25.9)</b>

### Assets

Total assets of the Group company changes decreased at Baht 6,713 million or 25.9% when compared with the year ended 2022, significant changes as follows:

- **Cash and cash equivalents**

The Group company had cash and cash equivalents in the amount at Baht 3,714 million, a decrease at Baht 925 million or 19.9% compared to the end of 2022. Due to repayment debenture by Baht 1,800 million and using fund for expansion portfolio of AR loans, repurchase stock by Baht 279 million.

- **Short-term investments in financial assets**

The Group company had short-term investments in financial assets in the amount at Baht 1 million decreased at Baht 2,796 million compared to the end of 2022, due to have maturity date of short term investment and then exchange to cash and cash equivalents in August 2023.

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- **Hire purchase contract receivables and loan receivables.**

Hire purchase contract receivables and loan receivables decreased at Baht 1,960 million compared with the year ended 2022. Hire-purchases of electronic and others decreased at Baht 3,755 million or 70.1% and loan receivables increased by Baht 1,795 million or 19.9% because the subsidiary had written-off bad debts and sets up an additional payment overlay for allowance for expected credit losses as explained in the section on expected credit losses above.

- **Inventories**

Inventories decreased at Baht 1,054 million or 60.1%, compared with the year ended 2022, mainly because the company had delayed the ordering the goods in during the period. In addition, the Company had provision on declining in the selling price of second-hand inventories and inventories obsolescence provision.

- **Property, plant, and equipment**

Property, plant, and equipment decreased at Baht 268 million or 31.5% compared with the year ended 2022, because the Company had transferred equipment of Baht 196 million into inventories as the management now intends to sell these assets as trading inventories.

- **Long-term loans to related party**

From the separate financial statements, The Company has an outstanding loan to a subsidiary, SG Capital Public Company Limited, in the amount at Baht 10,073 million, which is scheduled to be repaid according to the loan contract in year 2024 and 2025, the amount at Baht 2,354 million and Baht 7,719 million, respectively.

### **Liabilities and equity**

- Total liabilities decreased at Baht 2,357 million or 31.1%, compared with the year ended 2022. Those significant transactions decreased from trade payable of Baht 122 million because we delayed new purchase orders of goods from suppliers. Other payables decreased by Baht 144 million and repayment debentures by Baht 1,800 million during the period.

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- Total equity of the Group Company decreased at Baht 4,356 million or 23.8%, compared with the year ended 2022. Those significant changes increased mainly due to the company's share repurchase program as reported to the Stock Exchange of Thailand earlier, the Company had repurchased shares in the amounting to Baht 279 million, The Group Company had a net loss in during the year and dividends were paid during the period.

### **Liquidity Analysis and Company Future Capital Adequacy**

The Company has sufficient cash flow for business operations and loan repayment. In this regard, the company has reserved cash flow to pay off the debentures. As of December 31, 2023, the Group has cash and cash equivalents and investments in short-term financial assets. The total such balance was Baht 3,714 million.

### **Management's view on the future operations performance**

As the company has considered setting aside a provision for non-performing debt arising from helping debtors affected by the COVID situation. And the recording of losses from the declining in the value of inventories that have been examined through various channels of the Company. These impacted the operating results in the first and second quarter of this year. Thus, the group company shall not set up more provision. In addition, the company has significantly reduced expenses in the sales expenses and administrative expenses as presented in the financial statements. These will be reduced operating expenses in the future. On the sales side, there was reduction. from more stringent lending control. The company has considered using various technologies. to be used to verify identity and collection in order to improve the quality of sales and collection which will be improved credit approval. The company has created the additional channels and new target groups business model. During the period from July - September 2023, the company has experimented with selling products by hire purchase (Hire Purchase by Singer) other than is done in subsidiary which does not affect business conflicts in any way as explained in the management's discussion and analysis for the second quarter of 2023. However, when the trial period has expired, October 2023 onward, the company will sell only second-hand products on hire-purchase basis according to the traditional credit consideration method, which is considered by verifying the customer's identity (KYC, Dip Chip process), including checking the source of the customer's income, and no checking the customer's credit bureau (NCB) information.

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Moreover, the changes have been made to the Company's branch stores to be in the form of a retail store (Retail Business), adding new types of products to the Company's stores to increase the sales volume of home electrical appliances and mobile phone products. The Company also provides loans to small and medium sized enterprises (SMEs Loan) in order to expand the company's customer base in order to have thorough access to the company's products and considering by adding a channel to sell products through vehicles (Singer Vans) in order to get approval to sell products immediately. It's adding new sales channels to Company. This business model is mentioned above, will encourage sales to have a better trend in the future. Management and the group company remain optimistic about its financial position and future performance. Due to the demand for loans, both hire purchase loans, car loans and other loans still increasing. In addition, the company still uses strict credit approval and lending policies. Increase risk analysis in lending to customers Including working proactively in debt collection to reduce impacts and risks that may occur in the future.

Kindly be informed,

Yours truly,

Mr. Narathip Wirunechatapant  
Chief Executive Officer  
Singer Thailand Public Company Limited