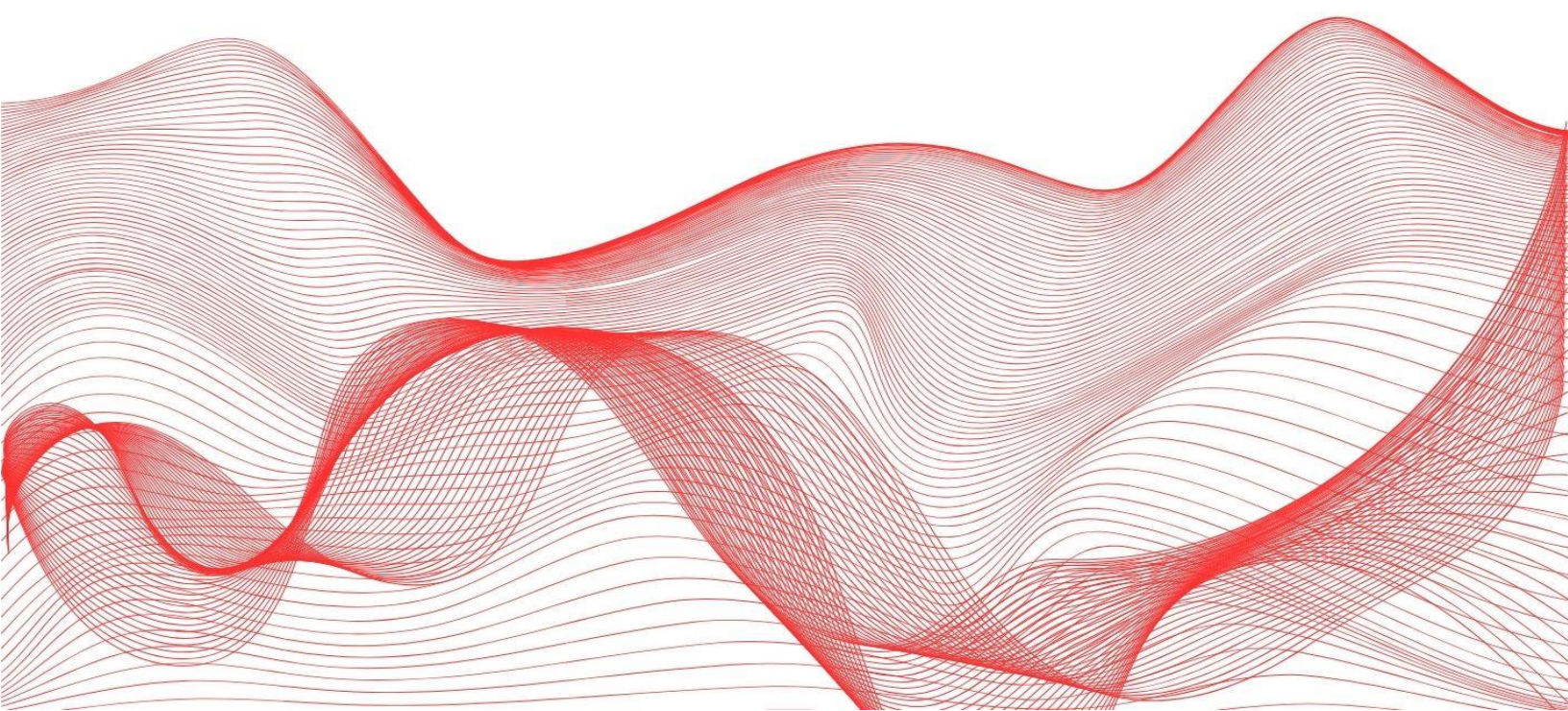


J.AI

J A S A S S E T

MD & A 2023



Re: IR67/004

9 February 2024

Subject Management Discussion and Analysis for 2023 performance
 Attention President
 The Stock Exchange of Thailand

According to the resolution of the Board of Directors of JAS Asset Public Company Limited (“the Company”) No. 1/2024 on 9 February 2024. Resolved to approving the financial statements and operating results of the Company for the year 2023. This has been audited by the auditor of the Company and with the following results.

The Company's operating results for the year 2023 for the Company's financial statements. The Company had a net profit of 192.6 million baht, a decrease of 4.8 percent from 2022. Primarily attributed to escalated financial costs stemming from interest incurred through lease agreements and loans obtained from financial institutions. The details of the operation results are as follows:

Performance Summary

	2022		2023		Change	
	MB.	%	MB.	%	MB.	%
Rental income	345.2	62.0%	383.2	65.9%	38.0	11.0%
Revenue from contracts with customers	177.0	31.8%	169.1	29.1%	(7.9)	-4.5%
Other income	34.6	6.2%	28.8	5.0%	(5.8)	-16.8%
Total revenue	556.8	100.0%	581.1	100.0%	24.3	4.4%
Rental cost	39.6	7.1%	49.7	8.6%	10.1	25.5%
Cost of Sales	155.7	28.0%	164.5	28.3%	8.8	5.7%
Gross profit	326.9	58.7%	338.1	58.2%	11.2	3.4%
Profit (loss) on FV adjustment of investment properties	135.6	24.4%	235.4	40.5%	99.8	73.6%
Profit before expenses	497.1	89.3%	602.3	103.6%	105.2	21.2%
Selling and distribution expenses	80.6	14.5%	91.6	15.8%	11.0	13.6%
Administrative expenses	83.7	15.0%	136.2	23.4%	52.5	62.7%
Operating profit (EBIT)	332.8	59.8%	374.5	64.4%	41.7	12.5%
Financial income	1.3	0.2%	1.2	0.2%	(0.1)	-7.7%
Financial cost	71.5	12.8%	93.5	16.1%	22.0	30.8%
Share of loss from investment in joint venture	0.7	0.1%	17.3	3.0%	16.6	2371.4%

	2022		2023		Change	
	MB.	%	MB.	%	MB.	%
Profit before income tax expenses	262.6	47.2%	262.9	45.2%	0.3	0.1%
Income (expense) income tax	(59.5)	-10.7%	(70.3)	-12.1%	10.8	-18.2%
Net profit	202.3	36.3%	192.6	33.1%	(9.7)	-4.8%

Rental and Service income

Rental income for the year 2023 was 383.2 million baht, a 11 percent increase from the year 2022, and total income was 581.1 million baht, an increase from the same period the previous year 4.4 percent. This increase can be chiefly attributed to enhanced rental income and revenue from services derived from all community mall projects, reflecting elevated space rental rates. Additionally, heightened utility income stems from the implementation of a policy aligning electricity prices with associated costs.

Rental cost and Cost of sales

The Company has rental costs and cost of sales for the year 2023 equal to 214.2 million baht, an increase of 9.7 percent from the year 2022. This is primarily attributed to the escalation in utility expenses, particularly electricity fees.

Gross Profit

The Company's gross profit in the year 2023 was equal to 338.1 million baht, representing a gross profit margin of 58.2 percent, a slight increase from the previous year. This is a result of personnel expenses and depreciation within the school and elderly care center business segments.

Selling expenses and administrative expenses

The Company's sales and distribution expenses in the year 2023 were 91.6 million baht, an increase 13.6 percent from the year 2022, and administrative

expenses were 136.2 million baht in the year 2023, an increase 62.7 percent from the year 2022.

The rise in sales and distribution expenses can be attributed to the expansion of our marketing team, which has grown in tandem with the number of community malls, alongside escalated promotional expenditures.

Regarding administrative expenses, the uptick is primarily due to the provision made for allowance of account receivables which will be classified as one time item this year.

Profit on fair value adjustment of investment properties

The Company's profit on fair value adjustment of investment properties was 235.4 million baht, an increase of 73.6 percent from the year 2022, mainly due to an increase in income consideration of investment properties from the new community Malls "JAS Green Village Bang-Bua-Thong".

Assets

The Company had total assets of 5,923 million baht as at 31 December 2023, an increase of 1,226.6 million baht or 26.1 percent from the end of 2022. This increase is a result of the expansion in investment real estate, driven by the development of new shopping center projects. Additionally, the profit from the appraisal reflects the fair value assessment

of the newly established shopping center, JAS Green Village Bang-Bua-Thong.

the Rights Offering (RO) conducted in January 2024.

Liabilities and Shareholders' Equity

The Company's total liabilities were 3,008.2 million baht as at 31 December 2023, an increase 1,065.2 million baht or 54.8 percent from the end of 2022. Liabilities were mainly increased from the loan from the parent company that outstanding balance was 700 million baht and the Company issued of debentures of 326.6 million baht during the year for business expansion. The Company has already repaid its loans with the parent company following

Shareholders' equity was equal to 2,914.8 million baht increased 161.4 million baht or 5.9 percent from the end of 2022 which increased from profit for the period.

The Company has a debt-to-equity ratio of 1.03 times and an interest-bearing debt-to-equity ratio of 0.57 times, which tends to increase from the end of 2022 that was 0.71 times and 0.27 times accordingly.

Cash Flow Analysis (consolidated financial statements)

For the year 2023, the Company had a net decrease in cash and cash equivalents of 59.4 million baht, separated by cash flow details for each activity as follows:

Unit : Million Baht	2022	2023
Cash flows from operating activities	219.9	212.9
Cash flows from (used in) investing activities	(499.5)	(923.0)
Cash flows from financing activities	334.9	650.7
Net increase (decrease) in cash and cash equivalents	55.3	(59.4)

Cash flows from operating activities in 2023, the Company had net cash from in operating activities 212.9 million baht, the decrease in cash was attributed to the rise in construction deposits allocated for new project developments.

Cash flows from investing activities in 2023, the Company had net cash used in investing activities 923.0 million baht, as a result of investments in investment real estate for JAS Green Village projects, encompassing branches in Bang-Bua-Thong, Prawet, Ramkhamhaeng, and Khon Kaen.

Cash flow from financing activities in 2023, the Company had net cash from financing activities 650.7 million baht, increased due to the Company borrowed the parent company.

Forward Looking

The Company holds an optimistic outlook regarding its future performance following the successful capital increase at the close of January 2024. This increase has been significant support from major shareholders,

bolstering the Company's financial position substantially. With an infusion of 669.3 million baht (total 704.8 million baht) in additional capital, the Company now stands on a firmer financial footing, poised to navigate the business landscape of 2024 with confidence.

In the current year, the Company is actively engaged in the development of three community shopping center projects. These projects include JAS Village Ramkhamhaeng, situated along Ramkhamhaeng Road, JAS Green Village Prawet located on Sukhapiban 2 Road, and JAS Green Village Khon Kaen, where the land has been prepared for development through leasing arrangements.

With prudent financial management in mind, the Company has projected its cash flow and ensured adequate capital sources to sustain its operations. Going forward, the Company remains committed to judicious operational practices, safeguarding sufficient cash flow to sustain its future operations.

Sustainable Development and ESG

JAS Asset Public Company Limited is aware of the importance of sustainable development for all stakeholder groups, economic, social and environmental dimensions. In 2023, JAS Asset operated by the linkage of performance in response to the United Nations Sustainable Development Goals (SDGS).

Environmental

JAS Asset has implemented environmental management and resource conservation initiatives continuously, aiming to drive sustainable business practices. Emphasis is placed on implementing effective environmental management models and systems, fostering employee awareness of environmental protection. This starts with individual responsibility and extends to broader environmental stewardship. Additionally, the Company is committed to environmental protection in its operational areas, ensuring compliance with relevant regulations and adhering to principles of good corporate governance. The Company will operate in various areas as follows:

1. To achieve the goal of reducing greenhouse gas emissions in 2023, the Company installed a private PPA (Private Power Purchase Agreement) solar cell system. This agreement entails purchasing electricity generated from solar energy. The installation and power purchase contract were executed by JGS Synergy Power Company Limited, an associated of Jaymart, the parent company, that operates in the renewable energy business alongside integrated services. This addition was implemented across three shopping centers: The Jas Wang Hin, The Jas Village Amata, and The Jas Green Village Kubon. In 2023, JAS Asset will procure a certain quantity of electrical units from JGS Synergy Power Company Limited. The purchase of 562,657.8 kWh amounts to 1,809,025.3 baht, whereas buying electricity from the Electricity Authority would equate to 2,412,033.8 baht. This represents a savings of approximately 603,008.4 baht, equivalent to a reduction of 25%. Furthermore, this initiative is expected to contribute to a reduction in greenhouse gas emissions by up to 281,272.7 tCO₂eq, which is comparable to planting

approximately 35,159 trees. (This estimate is based on electricity production and greenhouse gas absorption per year.)

2. Continuously collaborating with Care the Whale network and the Stock Exchange in managing corporate waste, the Company is engaged in campaigns aimed at reducing waste generation at its source. This includes promoting the practice of sorting waste before disposal and ensuring proper waste management based on waste type. Moreover, the Company is committed to maximizing waste reuse through recycling and upcycling efforts. The results of the "Invisible Garbage" operation conducted from 1 January to 31 December 2023, spanning a total of 365 days, revealed significant progress. Employees within the organization collectively separated a total of 10,953.20 kilograms of waste. This effort has the potential to reduce greenhouse gas emissions by 247.04 kgCO₂eq, which is equivalent to planting 27 large trees aged 10 years.
3. On 20 October 2023, JAS Asset Public Company Limited was awarded the Greenhouse Gas Reduction Coalition Organization Award by the Stock Exchange of Thailand in collaboration with the Greenhouse Gas Management Organization (Public Organization) during the Climate Care Forum 2023: "Time to Reduce for the World" event. This event was held under the auspices of the "Climate Care Platform" initiative, which aims to encourage all sectors to recognize the importance of timely action in reducing and managing valuable resources. During the event, certificates of honor were presented, including recognition for the Project to Support Greenhouse Gas Reduction Activities (LESS Project) by the TGO. Additionally, a special lecture titled "Climate Crisis: Time to Reduce" was delivered, accompanied by the symbol of the "Climate Clock." This symbol signifies the urgency of the situation, emphasizing that time is running out and underscoring the imperative to act promptly to reduce greenhouse gas emissions. This initiative aligns with Thailand's goal of achieving carbon neutrality by 2050 and attaining net zero greenhouse gas emissions by 2065.

Social

1. The Company is committed to human resource management and has thus implemented labor practices to attract and retain employees possessing the requisite skills and abilities for long-term engagement with the organization. These efforts aim to mitigate personnel shortages while continually enhancing the human resource system to augment employee capabilities. Additionally, the Company remains steadfast in its commitment to ethical principles, ensuring compliance and preventing all forms of human rights violations.
2. The Company offers a diverse range of skill development programs and comprehensively promotes the advancement of both personal skills and career paths for its employees. This process begins with identifying skill gaps, providing training to enhance existing skills (Upskilling), and introducing new skills (Reskilling). This ensures that all employees possess key skill sets relevant to the Company's business strategy and vision.

3. The Company focuses on enabling its business operations to coexist harmoniously and sustainably with the community, society, and environment. By strengthening good relationships with the community, for example, on 5 July 2023, at 10:00 a.m. in the auditorium of Wat Lat Pladuk School, JAS Green Village shopping center, Bang-Bua-Thong, led by Mr. Supoj Sirikulpas, Chief Executive Officer, along with employees of JAS Asset Public Company Limited, directors, teachers, and students of Wat Lat Pladuk School participated in the scholarship award ceremony for the year 2023. The Company awarded scholarships to 50 students, totaling 100,000 baht, and contributed 20,000 baht to curriculum development. After the ceremony, snacks were distributed, including ice cream given to every student, totaling 400 sets.

Throughout its business activities in 2023, JAS Asset has not encountered any disputes with the community or society. Additionally, the Company prioritizes compliance with laws related to human rights and strict environmental regulations.

Governance

1. JAS Asset is committed to operating according to the principles of good governance, which form an essential foundation for sustainable business growth. With the objective of running business operations efficiently, the Company has established guidelines for corporate governance based on the principles of good corporate governance. These guidelines adhere to various laws and regulations issued by government agencies and related regulatory bodies. Additionally, the Company has implemented measures to prevent and address potential incidents, while effectively managing associated risks to maintain them at an acceptable level.
2. To underscore the commitment to combating corruption and fraud, the Company has conducted training sessions on the topic "The Role of Executives and Employees in Combating Corruption and Fraud" (Anti-Corruption). Additionally, a signing ceremony declaring the collective intention to prevent corruption was held by executives and employees on 19 October 2023. The event was attended by the Secretary General of the Anti-Corruption Organization (Thailand) and the Thai Private Sector Action Coalition Against Corruption (CAC). The objective of organizing this event is to raise awareness about the importance of combating corruption and fostering an organizational culture that does not condone, tolerate, or engage in any form of corruption. These initiatives are crucial for enhancing trustworthiness among society, investors, and all stakeholders of the Company towards the organization.

Please be informed accordingly.

Yours Faithfully,

- *Signed* -

(Mr. Suphot Sirikulapas)

Chief Executive Officer

JAS Asset Public Company Limited

Mr. Panya Chutisiriwong

Group Chief Investor Relations

JAS Asset Public Company Limited

Jaymart Group