MD&A Q3/2025

JMART

A member of Jaymart Group Holdings

Re: IR68/022

11 November 2025

Subject: Management's Discussion and Analysis for Q3/2025

Attention: President

The Stock Exchange of Thailand

Pursuant to the resolution of the Board of Directors' Meeting No. 7/2025 of Jaymart Group Holdings Public Company Limited (the "Company") held on November 11, 2025, the Board resolved to approve the consolidated financial statements and the operating results of the Company and its subsidiaries for the three-month and nine-month periods ended September 30, 2025, which have been reviewed by the Company's auditor. The summary of the results is as follows:

1. Overview

Economic and Industry Overview Relevant to the Company

In the first half of 2025, the Thai economy expanded at an average rate of 3%, supported by exports, private investment, and domestic consumption, which benefited from a rebound in tourism. However, household debt remained high, even though the household debt-to-GDP ratio declined to 87.4% from 90.7% in the previous year, reflecting slower retail borrowing and efforts to deleverage. Meanwhile, financial institutions maintained a cautious stance on new lending, making asset quality in the commercial banking sector a key factor to monitor closely.

1) **Mobile phone retail and accessories** – The mobile retail industry continued to show a positive growth outlook, driven by the technological shift toward AI-enabled smartphones. Consumers increasingly prioritize devices that integrate with online services, digital payment systems, and government or private sector applications. As a result, demand for high-quality smartphones and accessories continues to expand. Consumer behavior—particularly the growing preference for installment purchases and device upgrades every 2–3 years—remains a key driver of retail sales. At the same time, the expansion of retail and IT mall spaces, such as IT Junction, continues to play an important role in reaching regional customer bases.
2) **Non-performing loan (NPL) management and non-performing asset (NPA) management** – According to the Bank of Thailand (Q2/2025), total NPLs in the commercial banking system stood at 554.9 billion baht, a slight increase from the previous quarter, keeping the NPL ratio stable at 2.91%, which remains within manageable levels. Commercial banks continued to restructure debts and sell distressed asset portfolios to mitigate risks and strengthen liquidity. As a result, the asset management company (AMC) sector maintained positive growth prospects, even with government and regulatory debt relief programs in place. However, the slower economic recovery and weak household purchasing power affected debtors' repayment ability, leading some subsidiaries to increase their Expected Credit Loss (ECL) provisions.

3) **Property development and retail space management** – Thailand's real estate sector continued its gradual recovery, particularly in the low-rise housing market and key urban projects with genuine purchasing power. Growth in the service and retail sectors has supported steady demand for commercial spaces and community malls, while the government's continued stimulus measures—such as reductions in property transfer and mortgage registration fees and housing loan programs for middle-income groups—have helped sustain market activity. Moreover, Thailand's aging population structure has boosted demand for senior living and wellness centers, especially in urban areas with medium- to high-income groups, creating new opportunities for the company's project development in the future.
4) **Insurance business** – The insurance industry in 2025 is expected to continue expanding, led by growth in life and health insurance, driven by rising public awareness of financial and health planning. Insurers have accelerated the development of digital distribution channels to meet the needs of new-generation consumers who seek flexible, easily accessible coverage options. In particular, individual health insurance and short-term accident insurance segments are showing strong and sustained growth potential.

Jaymart Group Holdings

For the operating results of the Company and its subsidiaries, on a consolidated basis in Q3/2025, the Company recorded net profit attributable to shareholders of THB 82.5 million. For the nine-month period of 2025, net profit attributable to shareholders was THB 334 million, by the growth and higher profitability of the mobile phone retail business. However, the NPL and NPA management business did not achieve its targeted cash collection in certain debt portfolios, resulting in an increase in expected credit loss (ECL) provisions. In addition, there was a loss from the fair value adjustment of investment properties, leading to a decline in net profit attributable to shareholders compared to the previous year.

Jaymart Group continues to operate under the joint collaboration of its subsidiaries and associates, focusing on four core business segments in retail and financial services, leveraging technology. Guided by the operating principle of ***"The Power of Synergy"***, the Group's core strategy is to build an integrated business ecosystem aimed at generating sustainable returns for shareholders. The following section provides details on the performance developments and directions of each business segment.

1. Distribution of mobile phones and accessories

The mobile phone and accessories distribution business, operated by Jaymart Mobile Company Limited ("Jaymart Mobile"), had a total of 306 branches. Net profit for the nine-month period ended 30 September 2025 was THB 90 million, representing an increase of 36% from the same period last year, driven by the successful expansion of the Jaymart Network business, which significantly enhanced the efficiency of product distribution and customer reach. The Company also offered products that better met consumer needs, particularly through a mobile phone sales strategy with a credit system that enables customers with the ability to make installment payments to access mobile phones. These customers demonstrated discipline in debt repayment through suitable installment terms, while the Company reduced bad debt risk by screening customers and controlling device usage under contractual conditions.

2. Debt Collection and Non-Performing Loan Management Business

The non-performing loan (NPL) management and non-performing asset (NPA) management business, operated by JMT Network Services Public Company Limited ("JMT"), has continued to generate consistent net profit. For the nine-month period ended 30 September 2025, net profit attributable to owners of the parent was THB 808 million, representing a decrease of 26.6% from the same period last year. As a result of lower-than-expected debt collection performance from non-performing loans (NPLs), the company recognized additional expected credit loss (ECL) provisions. However, the company believes that in the fourth quarter of 2025, debt collection performance will improve, as it is typically the peak collection season, when consumer purchasing power and repayment capacity reach their highest levels of the year.

3. Property Development and Retail Space Rental Management Business

The property development business, operated by JAS Asset Public Company Limited ("JAS"), reported a net loss attributable to owners of the parent of THB 245.8 million for the nine-month period ended 30 September 2025, representing a decrease of 255.8% from the same period last year. This was primarily due to losses from the fair value adjustment of investment properties, as the fair value declined in line with the remaining lease terms of all community mall projects. In addition, when compared to 2024, the Company had launched a new community mall project, which generated gains from the fair value adjustment of investment properties.

4. Insurance Business

Under JMT's subsidiaries, the insurance business, operated under Jaymart Insurance Public Company Limited, recorded insurance premium income of THB 244.7 million for the nine-month period of 2025, a decrease from the previous year due to the Company's quality control over the loss ratio of its insurance underwriting portfolio.

5. Group companies in which Jaymart has invested or recognized profit under the equity method — reporting only those with significant changes.

#	Company	%	Development
1	**BNN Restaurant Group Company Limited (Suki Teenoi or Teenoi)** Investment classification: Associated company, realized 30% share of profit from shareholding.	30.0	As of October 30, 2025, Suki Teenoi operated a total of 86 branches, along with 7 branches of Teenoi BBQ (grill buffet) and 1 branch of Teenoi Gold (premium buffet) — bringing the total to 96 branches nationwide. For the nine-month period of 2025, Teenoi reported a net profit of 803 million baht. The company recognized its 30% share of profit, amounting to 241 million baht (before purchase price allocation adjustments), from its investment in Suki Teenoi.

#	Company	%	Development
			Throughout the period, the company has continued to engage in collaborative marketing activities with the Jaymart Group, such as allowing customers to redeem loyalty points for buffet meals, promoting the brand through community mall advertising, and offering Suki Teenoi gift vouchers as customer appreciation rewards — reinforcing cross-brand synergy within the group.
2	**SG Capital Public Company Limited ("SGC")** Investment classification: Fair Value Through the Income Statement	2.23	Since late 2024, SGC's management has revised its operational strategy by enhancing its lending business with stricter technology-based controls under the SG Finance+ program — a mobile phone loan product offered to customers with repayment capability and discipline in installment payments. This has resulted in strong loan growth with a low level of non-performing loans. At present, loan disbursements generated through collaboration with Jaymart Mobile continue to grow steadily, both through dealer expansion and the enlargement of the sales network. In Q3/2025, SGC returned to profitability, recording a net profit of THB 123 million, marking a business turnaround driven by prudent credit risk management.
3	**KB J Capital Co., Ltd. ("KBJ")** Investment classification: Associate company. The Company recognizes a share of profit from its 21.74% equity holding.	21.74%	Throughout 2025, KB J Capital Co., Ltd. (KBJ) continued to deliver strong operating performance, driven by its mobile phone installment lending program under the "Samsung Finance+" brand, which has been operating since late 2022. The program provides "credit card–free smartphone installment" (Digital Lending) services through Samsung Experience Stores, Jaymart outlets, and authorized dealers. During the first nine months of 2025, the Company recognized a share of profit from its 21.74% investment in KBJ amounting to THB 123 million. The strong momentum is expected to continue throughout the year.

In early October 2025, the Company sold 89,999,900 shares of PRTR Group Public Company Limited (PRTR), representing 14.99% of its total registered capital. The investment in PRTR shares was recorded under Fair Value

through Other Comprehensive Income (FVOCI), and therefore, the transaction had no impact on the Company's profit and loss statement.

This share disposal is part of the Company's investment portfolio adjustment to enhance flexibility and prepare for future business expansion. JMART and PRTR continue to maintain a strong and positive business relationship.

2. Operating Performance and Profitability

Summary of Operating Results

For the financial statements and operating results of the Company and its subsidiaries for Q3/2025 and the nine-month period of 2025, Jaymart Group's performance clearly demonstrated a recovery, with its core businesses generating net profit. The details of the Group's operating results are as follows:

Summary of Financial Performance (Condensed)

Unit: Million	Q3/2024	Q3/2025	Change		9M/2024	9M/2025	Change	
			Amount	%			Amount	%
Revenue from contracts with customers	2,206.1	2,723.2	517.1	23.4%	6,548.1	7,844.4	1,296.3	19.8%
Interest income from purchased receivables	905.1	855.1	(50.0)	-5.5%	2,756.6	2,614.2	(142.4)	-5.2%
Gains on loans receivable from purchase of AR	162.1	132.8	(29.3)	-18.1%	519.5	421.9	(97.6)	-18.8%
Rental income	95.8	108.4	12.6	13.2%	278.8	316.8	38.0	13.6%
Insurance income	121.3	74.8	(46.5)	-38.3%	375.4	244.7	(130.7)	-34.8%
Total income from sales and services	**3,490.5**	**3,894.3**	**403.8**	**11.6%**	**10,478.3**	**11,441.9**	**963.6**	**9.2%**
Cost of sales	1,830.8	2,334.7	503.9	27.5%	5,491.5	6,703.5	1,212.0	22.1%
Service cost	440.0	325.3	(114.7)	-26.1%	1,165.7	1,091.1	(74.6)	-6.4%
Rental cost	36.4	33.4	(3.0)	-8.2%	103.9	106.9	3.0	2.9%
Insurance expenses	118.5	79.3	(39.2)	-33.1%	369.8	237.5	(132.3)	-35.8%
Total cost of sales and services	**2,425.7**	**2,772.8**	**347.1**	**14.3%**	**7,131.0**	**8,139.0**	**1,008.0**	**14.1%**
Gross profit	**1,064.7**	**1,121.5**	**56.8**	**5.3%**	**3,347.3**	**3,302.9**	**(44.4)**	**-1.3%**
Promotional Service Income	53.2	59.7	6.5	12.2%	177.1	168.5	(8.6)	-4.9%
Other Income	28.3	32.9	4.6	16.3%	122.3	165.7	43.4	35.5%
Gain (loss) on FV adjustment of investment properties	56.6	(97.9)	(154.5)	-273.0%	219.3	(156.4)	(375.7)	-171.3%
Profit before expenses	**1,245.0**	**1,234.3**	**(10.7)**	**-0.9%**	**4,049.6**	**3,568.8**	**(480.8)**	**-11.9%**
Selling and distribution expenses	326.0	337.5	11.5	3.5%	966.0	1,009.7	43.7	4.5%
Administrative expenses	420.4	545.8	125.4	29.8%	1,349.2	1,536.4	187.2	13.9%
Operating profit	**498.5**	**351.0**	**(147.5)**	**-29.6%**	**1,734.4**	**1,022.7**	**(711.7)**	**-41.0%**
Financial income	85.7	63.8	(21.9)	-25.6%	263.4	203.1	(60.3)	-22.9%
Financial cost	(282.6)	(296.4)	(13.8)	4.9%	(842.3)	(852.8)	(10.5)	1.2%

Unit: Million	Q3/2024	Q3/2025	Change		9M/2024	9M/2025	Change	
			Amount	%			Amount	%
Profit share from investments in joint ventures	127.6	49.8	(77.8)	-61.0%	354.8	195.4	(159.4)	-44.9%
Profit share from investments in associates	110.0	83.6	(26.4)	-24.0%	248.4	336.9	88.5	35.6%
Income tax revenue (expense)	(68.7)	(96.9)	(28.2)	41.0%	(304.6)	(259.9)	44.7	-14.7%
Net Profit for the year	**470.5**	**154.9**	**(315.6)**	**-67.1%**	**1,454.0**	**645.4**	**(808.6)**	**-55.6%**
Net Profit attributable to shareholders	**255.3**	**82.5**	**(172.8)**	**-67.7%**	**830.8**	**333.8**	**(497.0)**	**-59.8%**

Revenue Analysis

The Company recorded total revenue of THB 3,894.3 million in Q3/2025, an increase of THB 403.8 million or 11.6% from the same period last year. For the nine-month period ended 30 September 2025, total revenue was THB 11,441.9 million, an increase of THB 963.6 million or 9.2% compared to the same period last year. The breakdown of revenue by category is as follows:

1. Revenue from contracts with customers in Q3/2025 amounted to THB 2,723.2 million, an increase of THB 517.1 million or 23.4% compared to the same period last year. For the nine-month period ended 30 September 2025, sales revenue totaled THB 7,844.4 million, an increase of THB 1,296.3 million or 19.8% compared to the same period last year. The increase was mainly driven by higher sales in the mobile phone distribution business of Jaymart Mobile, reflecting the success of the Jaymart Network expansion, which has significantly enhanced the efficiency of product distribution and customer reach.
2. Interest income from purchased receivables and gains from loan receivables arising from debt purchases, which represent revenue from the debt management business, amounted to THB 987.9 million in Q3/2025, a decrease of THB 79.3 million or 7.4% compared to the same period last year. For the nine-month period of 2025, the amount was THB 3,036.1 million, down THB 240 million or 7.3% from the same period last year. This was the result of decrease collections from the non-performing loan portfolio, mainly due to the continued slowdown in domestic economic conditions, coupled with the persistently high level of household debt, which has affected borrowers' overall debt repayment capacity.
3. Rental income in Q3/2025 amounted to THB 108.4 million, an increase of THB 12.6 million or 13.2% compared to the same period last year. Rental income for the nine-month period of 2025 totaled THB 316.8 million, an increase of THB 38 million or 13.6% from the same period last year. The increase was driven by new community malls under JAS, following the opening of JAS Green Village Prawet in Q2/2024 and JAS Green Village Ramkhamhaeng in Q3/2024.
4. Insurance premium income was THB 74 .8 million in Q3/2025, a decrease of THB 46.5 million or 38.3% compared to the same period last year. For the nine-month period of 2025, insurance premium income was THB 244.7 million, a decrease of THB 130.7 million or 34.8% from the same period last year. This decline was due to Jaymart Insurance focusing

on offering insurance products with a lower loss ratio, resulting in the company selectively underwriting policies to control risk.

Gross profit

On a consolidated basis, the Company reported gross profit of THB 1,121.5 million in Q3/2025, an increase of THB 56.8 million or 5.3% compared to the same period last year. This was due to the growth of Jaymart Mobile's handset distribution business, which recorded higher sales compared to the same period of the previous year, as well as rental income from two community malls that commenced operations in the second half of 2024.

For the nine-month period of 2025, gross profit was THB 3,302.9 million, a slightly decrease of THB 44.4 million or 1.3 %.

Loss on FV adjustment of investment properties

The Company recorded a loss from the fair value adjustment of investment properties amounting to THB 97.9 million in Q3/2025, a decrease of THB 154.5 million or 273% compared to the same quarter last year. For the nine-month period ended 30 September 2025, the loss from the fair value adjustment of investment properties was THB 156.4 million, a decrease of THB 375.7 million or 171.3% from the same period last year. The main reason was a decrease in the fair value of investment properties, reflecting the remaining lease terms of all community mall projects. In comparison, the company recorded a gain from the fair value adjustment of investment properties in 2024 following the launch of new community mall projects.

Selling and Administrative Expenses

The Company recorded selling and administrative expenses from the consolidated financial statements of THB 883.3 million in Q3/2025, an increase of THB 136.9 million or 18.3% compared to the same period last year. For the nine-month period ended 30 September 2025, selling and administrative expenses amounted to THB 2,546.1 million, an increase of THB 230.9 million or 10% from the same period last year. The main reason was the increase in expected credit loss (ECL) provisions at JMT.

Profit share from investments in associates

The Company recorded a share of profit from investments in associates of THB 83.6 million, a decrease of THB 26.4 million or 24 % compared to the same period last year. The main reason was the share of loss from the adjustment of SINGER's brand support income, following a change in revenue recognition method from one-time recognition to amortization over time.

For the nine-month period of 2025, the Company's selling and administrative expenses totaled THB 336.9 million, an increase of THB 88.5 million or 35.6% from the same period last year. The increase was driven by the recovery of KB J Capital, which reported profits in 3 quarters, and also received a share of profit from Suki Teenoi.

Net profit for the period

The Company reported net profit of THB 154.9 million in Q3/2025, a decrease of THB 315.6 million or 67.1% compared to the same period last year. For the nine-month period of 2025, net profit was THB 645.4 million, down THB 808.6 million or 55.6% from the same period last year. Although the mobile phone

retail business experienced growth and higher profitability, the NPL and NPA management business achieved debt collections below target, leading to an increase in Expected Credit Loss (ECL) provisions. In addition, there was a loss from the fair value adjustment of investment properties across all community mall projects, stemming from the decline in Right-of-Use (ROU) asset value over the lease term.

Net profit attributable to shareholders

Net profit attributable to shareholders was THB 82.5 million in Q3/2025, a decrease of THB 172.8 million or 67.7% compared to the same period last year. For the nine-month period of 2025, net profit attributable to shareholders was THB 333.8 million, a decrease of THB 497 million or 59.8% from the same period last year, due to the same factors as those affecting net profit for the period.

Key Financial Ratios

Financial Ratio	Q3/2024	Q3/2025
Current ratio (time)	0.62	0.66
Gross profit margin (%)	33.58%	28.90%
Operating profit margin (%)	16.86%	8.90%
Net profit (%)	13.02%	6.26%
Return on Equity (ROE) (%)	7.46%	3.94%
Return on Assets (ROA) (%)	4.05%	2.28%
Debt to equity (D/E) (time)	0.79	0.70
Interest Bearing Debt to Equity (IBD/E) (time)	0.72	0.65

Calculation method of financial ratios in accordance with the Notification of the Capital Market Supervisory Board No. TorChor. 14/2567 (No. 27)

*ROE = Profit before interest and tax × 100 / Average total shareholders' equity

**ROA = Profit before interest and tax × 100 / Average total assets

3. Asset Management Capability

Assets

As of 30 September 2025, according to the consolidated financial statements, the Company reported total assets of THB 61,935.7 million, an increase of THB 2,239.4 million or 3.8% from the end of 2024. The main reason was the increase in cash and cash equivalents from the issuance and offering of debentures by JMT in September 2025.

Key Asset Components

1. Loans receivable from purchase of accounts receivable - net of current portion – THB 18,825.0 million, representing 30.4% of total assets, a decrease of THB 1,506.1 million or 7.4% from the end of 2024, due

to the recognition of expected credit loss (ECL) provisions and the reclassification of certain debtors into non-performing assets (NPAs).

2. Investments in joint ventures – THB 6,644 million, representing 10.7% of total assets, an increase of THB 703.1 million or 11.8% from the end of 2024, The investments increased due to JMT's proportional capital injection of approximately 500 million baht and the recognition of accumulated share of profit of about 200 million baht in JK Asset Management Co., Ltd.
3. Investments in associates – THB 6,183 million, representing 10.5% of total assets, a slightly increase of THB 96.1 million or 1.6 % from the end of 2024.
4. Investment properties – THB 5,885.7 million, representing 9.5% of total assets, a slightly decrease of THB 6 million or 0.1% from the end of 2024.

Liabilities and Shareholders' Equity

As of 30 September 2025, according to the consolidated financial statements, the Company reported total liabilities of THB 28,310.9 million, a decrease of THB 28,310.9 million or 10.7% from the end of 2024, mainly due to an increase in net debentures (new issuances net of repayments), which rose by 1,692 million baht during the past nine months to be used as investment capital for acquiring non-performing loan (NPL) portfolios through auctions from companies and/or financial institutions for future management.

Total shareholders' equity was THB 33,624.8 million, a slight decrease of THB 489.9 million or 1.4% from the end of 2024, resulting from normal business operations and dividend payments.

4. Liquidity and Capital Adequacy

Debt Servicing Capability and Compliance with Loan Covenants

As of September 30, 2025, according to the company-only financial statements, the company had debentures totaling 2,387.2 million baht (at par value) due for redemption in 2025. The company fully repaid the debentures as scheduled on October 28, 2025.

The Company continues to maintain a strong financial position and has consistently complied with all financial covenants under the debenture terms and conditions.

Liquidity and Cash Flow Analysis (consolidated)

For the nine-month period ended 30 September 2025, the Company reported a net increase in cash and cash equivalents of THB 2,412.4 million. The details of cash flows by activity are as follows:

Unit : Million Baht	Q3/2024	Q3/2025
Cash flows from operating activities	2,296.7	2,527.1
Cash flows from (used in) investing activities	1,596.3	(1,627.2)
Cash flows from (used in) financing activities	(5,205.0)	1,512.6
Net increase (decrease) in cash and cash equivalents	(1,311.9)	2,412.4

Cash flows from operating activities amounted to THB 2,527.1 million, an increase of 230.4 million baht, or 10%, compared to the same period of the previous year. The main reason was that JMT reduced its acquisition of non-performing loans (NPLs) for management during the period.

Cash flows from investing activities amounted to THB 1,627.2 million, mainly due to capital injections into the joint venture, JK Asset Management Co., Ltd., and investment in JMT's new office building.

Cash flows used in financing activities totaled THB 1,512.6 million, primarily from the issuance of debentures and borrowings from financial institutions, used to refinance existing debt and prepare for future NPL acquisitions.

5. Debt Obligations and Off-Balance Sheet Commitments

As of September 30, 2025, the Group had the following future payment obligations: Lease and Service Agreements: Commitments related to land lease agreements, office space leases, service contracts, and others amounted to THB 29 million.

Software Agreements: Commitments related to software contracts amounted to THB 24 million.

6. Forward-Looking Factors Impacting Future Performance and Management Approaches

Since the beginning of 2025, the overall Thai economy has faced ongoing volatility from both external and internal factors, including persistently high household debt levels, natural disasters such as earthquakes in certain areas, and uncertainty stemming from prolonged international trade conflicts, which have affected exchange rates and import costs.

These circumstances present new challenges that inevitably impact the business operations of the Jaymart Group. Nevertheless, the Company has continued to plan and adapt in order to maintain stable net profitability. The key strategies adopted during this period include:

6.1 Revenue generation under prudent risk management

- The Company focuses on creating opportunities for access to products and services within the Group through carefully managed credit programs, such as the mobile phone lending schemes under partnerships with Samsung Finance+ and SG Finance+, with Jaymart Mobile serving as the core channel to expand distribution to consumers who need mobile devices but face cash constraints. Loans are extended only to customers with genuine repayment capacity, thereby reducing the risk of future bad debts.

- In addition, the Group emphasizes increasing revenue from its existing customer base through a repurchase analysis strategy to encourage repeat purchases, leveraging insights from its Customer Relationship Management (CRM) system via the J Point program, which offers additional benefits and incentives to strengthen customer loyalty and extend long-term relationships within the Group's network.
- In the property development for rent business, the company has redeveloped certain rental properties to explore new business opportunities, such as transforming an active senior care facility into a hotel under the brand "Sens Hotel."

6.2 Reducing operating costs

- The Company has implemented strict cost control measures, focusing on improving employee efficiency and adjusting headcount to align with the business structure and long-term objectives, a process that began in late Q1/2025 and continued into Q3/2025.
- At the branch level, the Company has reviewed and reduced the number of underperforming branches, shifting toward lower fixed-cost sales channels such as online platforms, while leveraging high-performing branches of Jaymart Mobile and JAS Asset's IT Junction to align with changing consumer behavior and to cope with the slowing economy.

6.3 Maintaining sufficient cash flow to service debt and financial obligations

- The Company prioritizes stringent liquidity management to preserve the Group's long-term credit standing, with a systematic plan for repaying debt and meeting financial obligations, including bonds and loans from financial institutions. This ensures that every company in the Group can fully meet its commitments throughout 2025. Such planning is a key strategy to strengthen investor and lender confidence, as well as to maintain the Group's financial stability amid an economic environment that remains volatile. The Company and its subsidiaries regard the preservation of the Group's credit quality as a top priority.

7. Key Events and Developments in Sustainability

Jaymart Group Holdings Public Company Limited drives its business toward sustainable growth while ensuring transparent, accountable, and socially and environmentally responsible operations that serve all stakeholders.

In terms of the environment, the company focuses on efficient resource management by developing monitoring systems for energy, water, and waste to improve processes and optimize resource utilization. It also promotes sustainable waste management through waste segregation for recycling, reducing single-use plastics, and organizing employee awareness campaigns to minimize waste and environmental impact both inside and outside the organization.

On the social front, the company prioritizes human capital development and the well-being of employees through engagement and capability-building initiatives such as the "Talent Business Workshop," which enhances the skills

and vision of next-generation leaders to adapt to technological change, as well as annual health check-ups to promote employee wellness. Additionally, the company organizes environmental activities like the “Eco Selfie Challenge” and “Zero Waste in Office” campaigns to encourage responsible resource use and environmentally conscious behavior. It also collaborates with partners on responsible electronic waste management, achieving tangible results both within and beyond the organization.

In corporate governance, the company received its first-ever **“Excellent (5-Star)”** rating in the 2025 Corporate Governance Report (CGR) by the Thai Institute of Directors (IOD), reflecting its strong commitment to transparency, accountability, and good governance principles. Jaymart Group Holdings Public Company Limited remains steadfast in conducting its business responsibly across environmental, social, and governance dimensions, creating shared value for shareholders, partners, customers, communities, and society — driving the organization toward stable and sustainable long-term growth.

Please be informed accordingly.
(Ms. Ladda Waruntarakun)
Company Secretary

Mr. Panya Chutisiriwong
Group Chief Investor Relations
Jaymart Group Holdings Public Company Limited

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Channels for Updating Q3/2025 Operating Results for Investors

To foster understanding, fairness, and transparency in investor communications, Jaymart Group Holdings Public Company Limited invites all investors and stakeholders to join the Q3/2025 Analyst Meeting and Earnings Conference Call.

Date: 12 November 2025 | Conducted in Thai

Times: 9:00 a.m. – 12:00 p.m. (available for viewing both live and on-demand after the event)

YouTube Channel: IR Jaymart Group. In case of any technical issues, the Company will promptly upload the audio and video recording of the meeting for investors at Company IR Website.

The Company sincerely hopes that this meeting will be beneficial for investors in tracking the Company's operating performance, business trends, and key strategies going forward.

In addition, Jaymart Group will participate in the Stock Exchange of Thailand's Opportunity Day on Friday, November 14, 2025, starting from 9:15 a.m. to 12:00 p.m.