

Date 28 February 2024

Subject: Management Discussion and Analysis of the Company's Performance from the Financial Reporting for the Year Ended 31 December 2023

To: Director and Manager
The Stock Exchange of Thailand

Primo Service Solutions Public Company Limited ("**the Company**" or "**PRI**") would like to submit the Management Discussion and Analysis for the Year Ended 31 December 2023 as follows:

The company conducts the business by holding shares in other firms (Holding Company) which the firms operate and provide real estate service and related service to customers (One Stop Service). The company provide extensive services which cover upstream to downstream real estate service by holding shares of 13 major subsidiaries and 1 associate which are segmented in 3 business groups as follow:

(1) Engineering Consulting and Design Business

- United Project Management Company Limited ("UPM")
- UPM Design Studio Company Limited ("UDS")
- Project Asia Limited ("PJA")

(2) Real Estate Management Business

- Primo Management Company Limited ("PMM")
- Crown Residence Company Limited ("CRD")
- Hampton Hotel and Residence Company Limited ("HHR")
- Passion Realtor Company Limited ("PRT")
- Passion Asset 360 Company Limited ("PAS")
- Just Co On Company Limited Company Limited ("JCO")
- Prop2Morrow Limited Company Limited ("P2M")
- Livtech Lab Company Limited ("LTL")

(3) Real Estate After Sales Services Business

- WYDE Interior Company Limited ("WYD")
- UNO Service Company Limited ("UNO")
- WYDE Furniture Company Limited("WFN")

Operating Results for the year ended 31 December 2023 are as follows

Items	For the Years Ended 31 December (MTHB)				Change	
	2022	%	2023	%	MTHB	%
Revenue from services and sales	913.5	99.9	1,912.9	99.8	999.4	109.4
Other Income	1.1	0.1	3.0	0.2	1.9	172.7
Total revenues	914.6	100.0	1,915.9	100.0	1,001.3	109.5
Cost of services and sales	519.8	56.8	1,322.0	69.0	802.2	154.3
Administrative expenses	87.4	9.6	138.5	7.2	51.1	58.5
Total expenses	607.2	66.4	1,460.5	76.2	853.3	140.5
Operating profit	307.4	33.6	455.4	23.8	148.0	48.1
Finance income	0.2	0.0	11.8	0.6	11.6	5,800.0
Finance cost	(0.4)	(0.0)	(4.9)	(0.3)	(4.5)	1,125.0
Profit before tax	307.2	33.6	462.3	24.1	155.1	50.5
Tax expenses	67.1	7.3	93.9	4.9	26.8	39.9
Profit for the year	240.1	26.3	368.4	19.2	128.3	53.4
Other comprehensive income	239.9	26.2	368.4	19.2	128.5	53.6

I Operating Income

For the years ended 31 December 2022 and 2023, the total revenues of the company were Baht 914.6 million baht, and 1,915.9 million baht, respectively increased by 1,001.3 million baht or equivalent to 109.5% as a result of increase in all groups. Details are as follows

Business Groups	For the Years Ended 31 December (MTHB)		Change	
	2022	2023	MTHB	%
Engineering Consulting and Design Business	126.3	496.1	369.8	296.8
Real Estate Management Business	412.7	499.0	86.3	20.9
Real Estate after Sales Service Business	374.5	917.8	543.3	145.1
Other Income	1.1	3.0	1.9	172.7
Total Revenue	914.6	1,915.9	1,001.3	109.5

- For the years ended 31 December 2023, Engineering Consulting and Design Business had increased in revenue from the same period of the previous year details as follow: 1) The revenue from consulting service, architectural design and construction management are increased as a consequence of increase in project number. and. 2) an increase in number of training services (UPM Academy) and variety of training courses.
- For the years ended 31 December 2023, Real Estate Management Business had increased in revenue from the same period of the previous year details as follows: 1) an increase in juristic management for condominiums and housing estates, also residential properties and 2) an increase in brokerage services and JV deal makers as a result of real estate sector has recovered and Land & Building tax ACT B.E. 2562 (2019) was fully tax effective in year 2023 which encourage buying-selling of condominiums and lands.
- For the years ended 31 December 2023, Real Estate after Sales Service Business had increased in revenue from the same period of the previous year due to an increase in interior design and installation services from expanding the business scope of design and decoration services to the common areas of real estate projects, along with an increase in cleaning services due to an increase in number of service contracts and one-time cleaning from sale promotions collaborated with real estate developers.

II Expense

1. Cost of services and sales

For the years ended 31 December 2022 and 2023, the Company's cost of services and sales were 519.8 million baht and 1,322.0 million baht, respectively which increased by 802.2 million baht or equivalent to 154.3%. The details are as follows

Business Groups	For the Years Ended 31 December (MTHB)		Change	
	2022	2023	MTHB	%
Engineering Consulting and Design Business	99.9	379.3	279.4	279.7
Real Estate Management Business	135.6	258.7	123.1	90.8
Real Estate after Sales Service Business	283.5	678.0	394.5	139.2
Other costs	0.8	6.0	5.2	650.0
Total Cost of services and sales	519.8	1,322.0	802.2	154.3

- For the years ended 31 December 2023, Engineering consulting and Design Business, Real Estate Management Business and Real Estate after Sales Service Business had increased in cost of services which was in line with the increase in revenue.

2. Administrative Expenses

Administrative expenses of the Company mainly consist of employee benefit expenses, audit fee depreciation & amortization expense and other expenses such as advisory fee and other fees. For the years ended 31 December 2022 and 2023, the Company's administrative expense were 87.4 million baht and 138.5 million baht, respectively which increased by 51.1 million or equivalent to 58.5%

III Profit for the year

For the years ended 31 December 2022 and 2023, the Company's net profit were 240.1 million baht and 368.4 million baht, respectively which increased by 128.2 million baht or equivalent 53.4% The reason was increasing in revenues of current business and expanding new services.

VI Statement of Financial Position

Items	As of 31 December (MTHB)		Change	
	2022	2023	MTHB	%
Total Assets	1,635.8	2,490.5	854.7	52.2
Total Liabilities	152.5	744.2	591.7	388.0
Total Equity	1,483.3	1,746.3	263.0	17.7

1. Total Assets

Major assets comprised cash and cash equivalents, trade account and other receivables, inventory, and other current assets. Total assets as at 31 December 2022 and 2023, were 1,635.8 million baht and 2,490.5 million baht, respectively which increased by 52.2% as a result of expansion of business and client's credit term.

2. Total Liabilities

Major liabilities comprised trade account and other payables, accrued income taxes, other current liabilities, and lease liabilities. Total liabilities as at 31 December 2022 and 2023, were 152.5 million baht and 744.2 million baht, respectively which increased by 388.0% due to increase in account payables along with the business expansion.

3. Total Equity

As at 31 December 2022 and 2023, the equity of the company were 1,483.3 million baht and 1,746.3 million baht, respectively increased by 17.7% percent due to the increase in paid-up capital and share premium from initial public offering (IPO).

Please be informed accordingly,

Sincerely yours,

Miss Nucharee Jitardhan
Authorized Persons to Disclose Information