



ILINK

Company Performance
Year End 2022



AGENDA

01 Interlink Overview

02 2022 Performance

03 Looking Forward

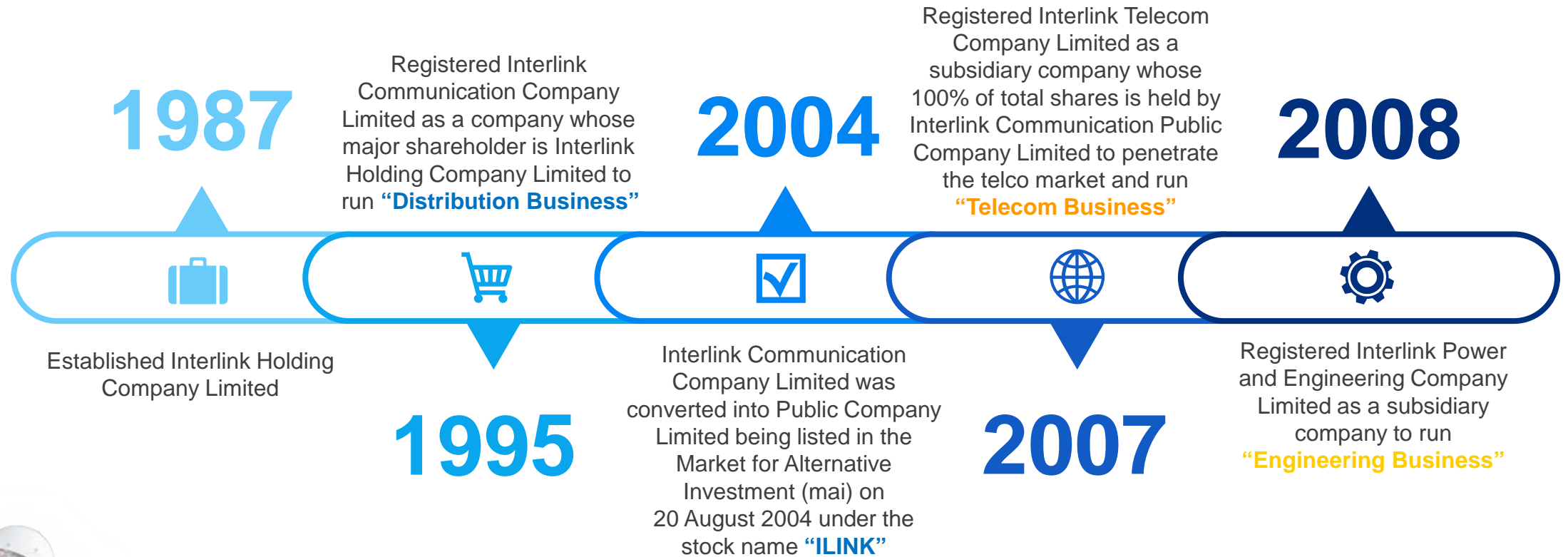


Interlink Overview



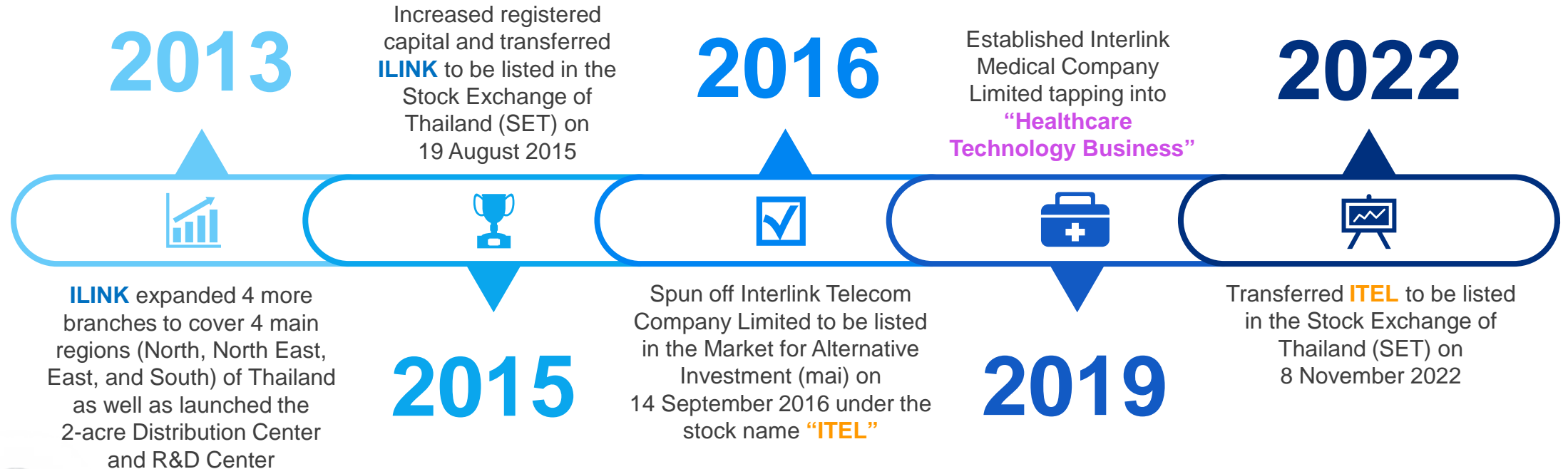


Interlink Timeline



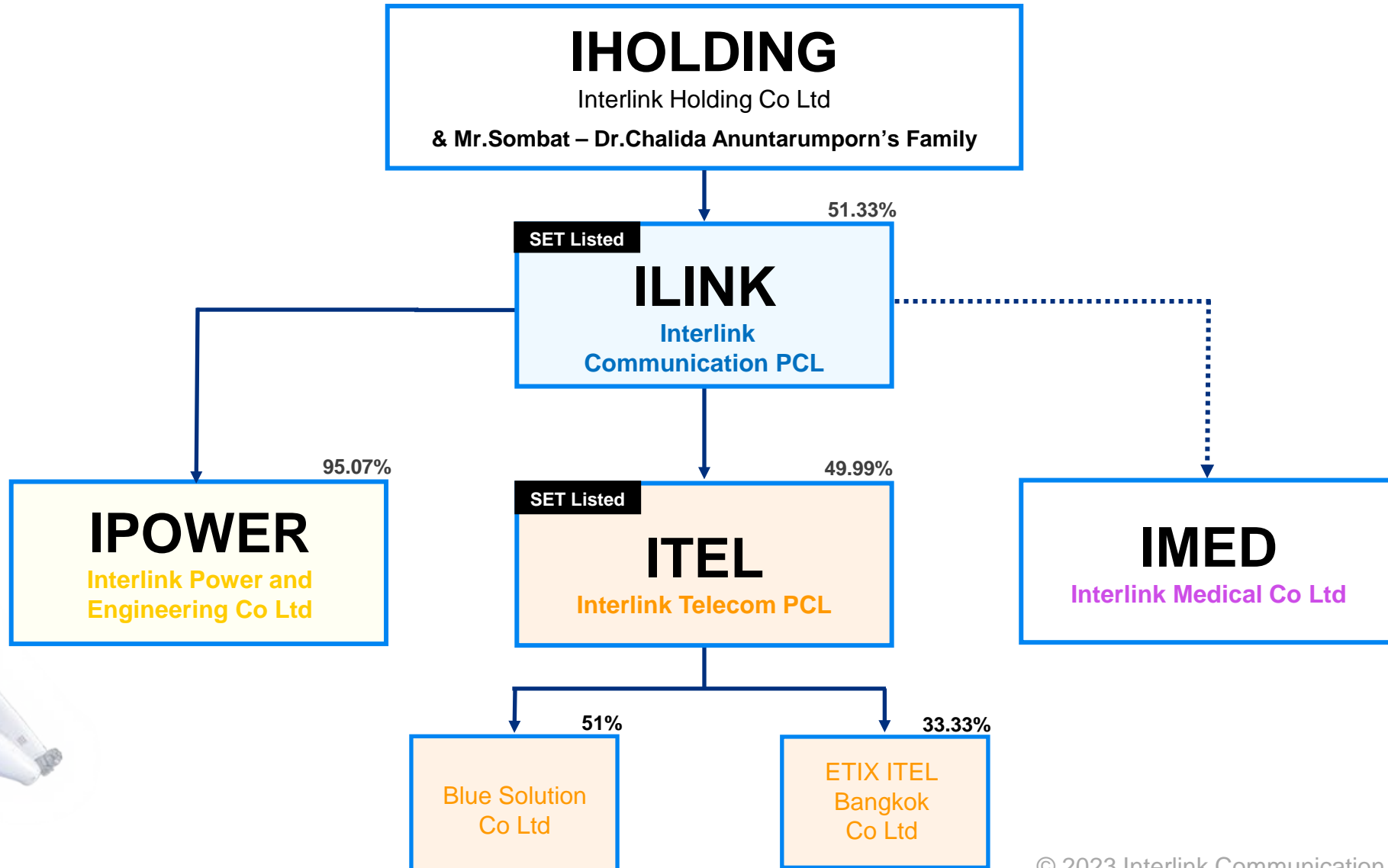


Interlink Timeline



Interlink Shareholding Structure

As of March 31, 2023





Interlink Business Portfolio



Revenue Contribution

ILINK : Distribution Business

- Importer & Distributor
- B2B Trading with secured income
- Cash Cow Business

FY21	FY22
36%	35%

IPOWER : Engineering Business

- Turnkey Project
- Government Bids
- Performance Based Business

FY21	FY22
23%	17%

ITEL : Telecom Business

- Service Provider & Installer
- Recurring & Non-Recurring Income
- Star Business

FY21	FY22
41%	48%

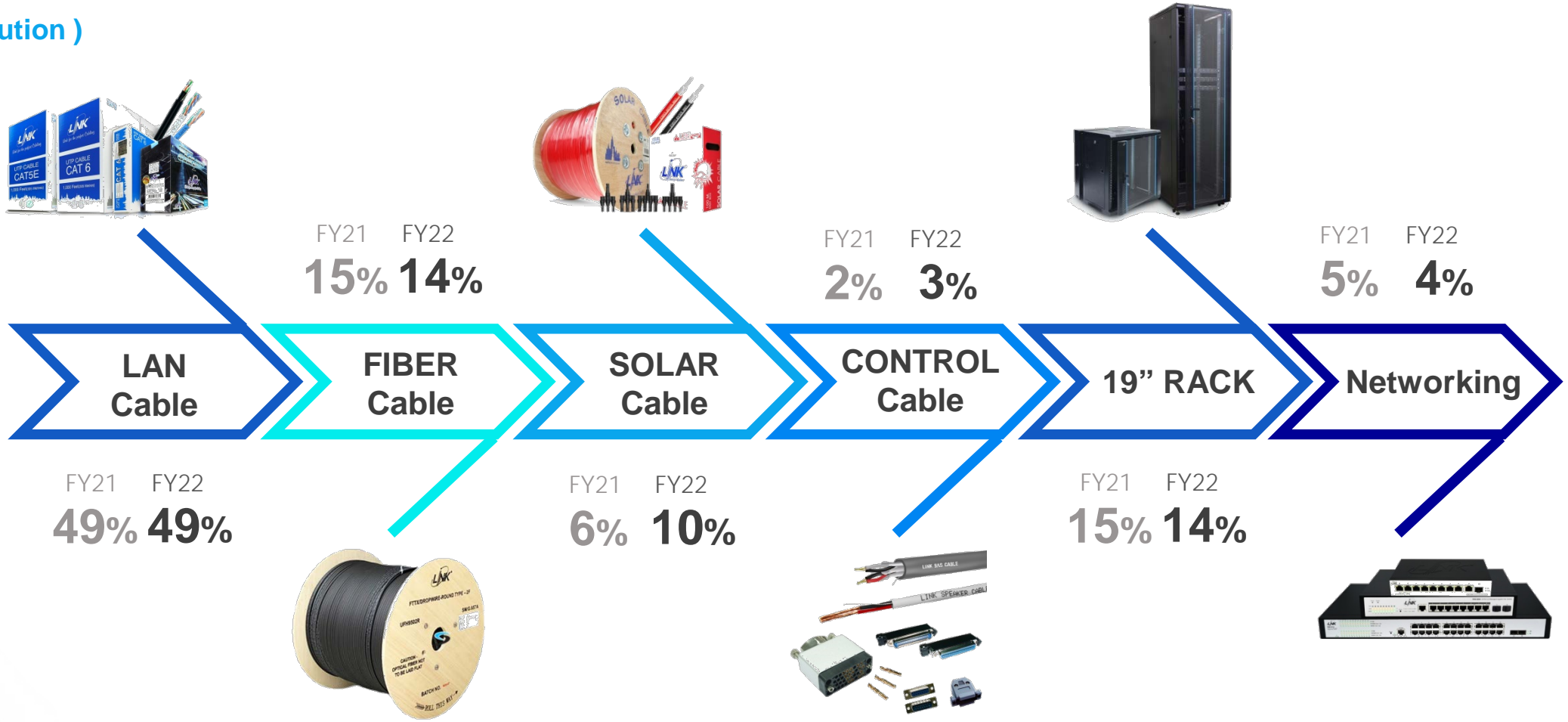


2022 Performance



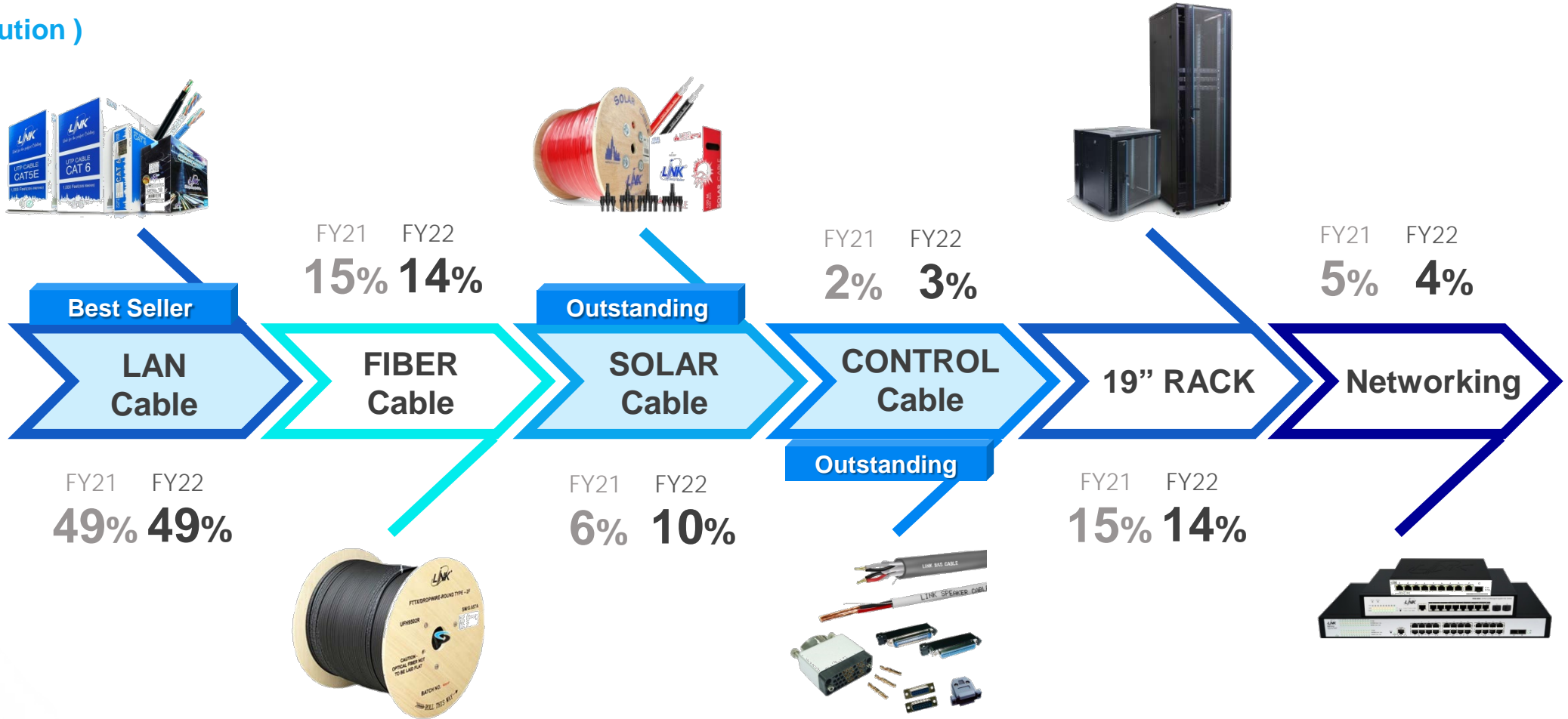
Distribution

Product Mix (Revenue Contribution)



Distribution

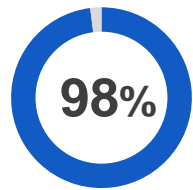
Product Mix (Revenue Contribution)



Distribution

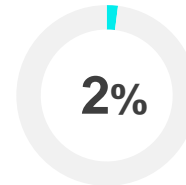
Customer Mix By Geography

(Revenue Contribution)



Domestic Market

- The largest customer base covering all regions of Thailand
- 5 Different Customer Groups
- 99% B2B / 1% B2C



International Market

- Myanmar
- Cambodia
- Laos
- Vietnam
- Maldives



Distribution

Customer Mix By Nature

(Revenue Contribution)

FY21 FY22
37% **36%**



SI & ICT Dealer



Thailand

FY21 FY22
18% **20%**



Installer & Contractor

Outstanding



Shops

FY21 FY22
42% **41%**



Modern Trade

FY21 FY22
2% **2%**



End Users

FY21 FY22
1% **1%**



Distribution

Customer Mix By Behavior

Overall Sales	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Sales Revenue (MB)	2,118.57	2,191.18	2,030.18	2,172.91	2,462.04
Sales Growth (%)		3.43%	-7.35%	7.03%	13.31%

(1) Repeat Customers	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Sales Revenue (MB)	2,085.31	2,155.46	1,985.31	2,127.71	2,427.33
Repeat Customers (%)	98.43%	98.37%	97.79%	97.92%	98.59%
Sales Growth (%)		3.36%	-7.89%	7.17%	14.08%

(2) New Customers	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Sales Revenue (MB)	33.26	35.72	44.87	45.20	34.71
New Customers (%)	1.57%	1.63%	2.21%	2.08%	1.41%
Sales Growth (%)		7.38%	25.62%	0.73%	-23.19%



Distribution

Customer Mix By Behavior

98.22%
Repeat Customers



87.56%
Repeat Purchase Rate



Repeat Customers
generate a minimum of

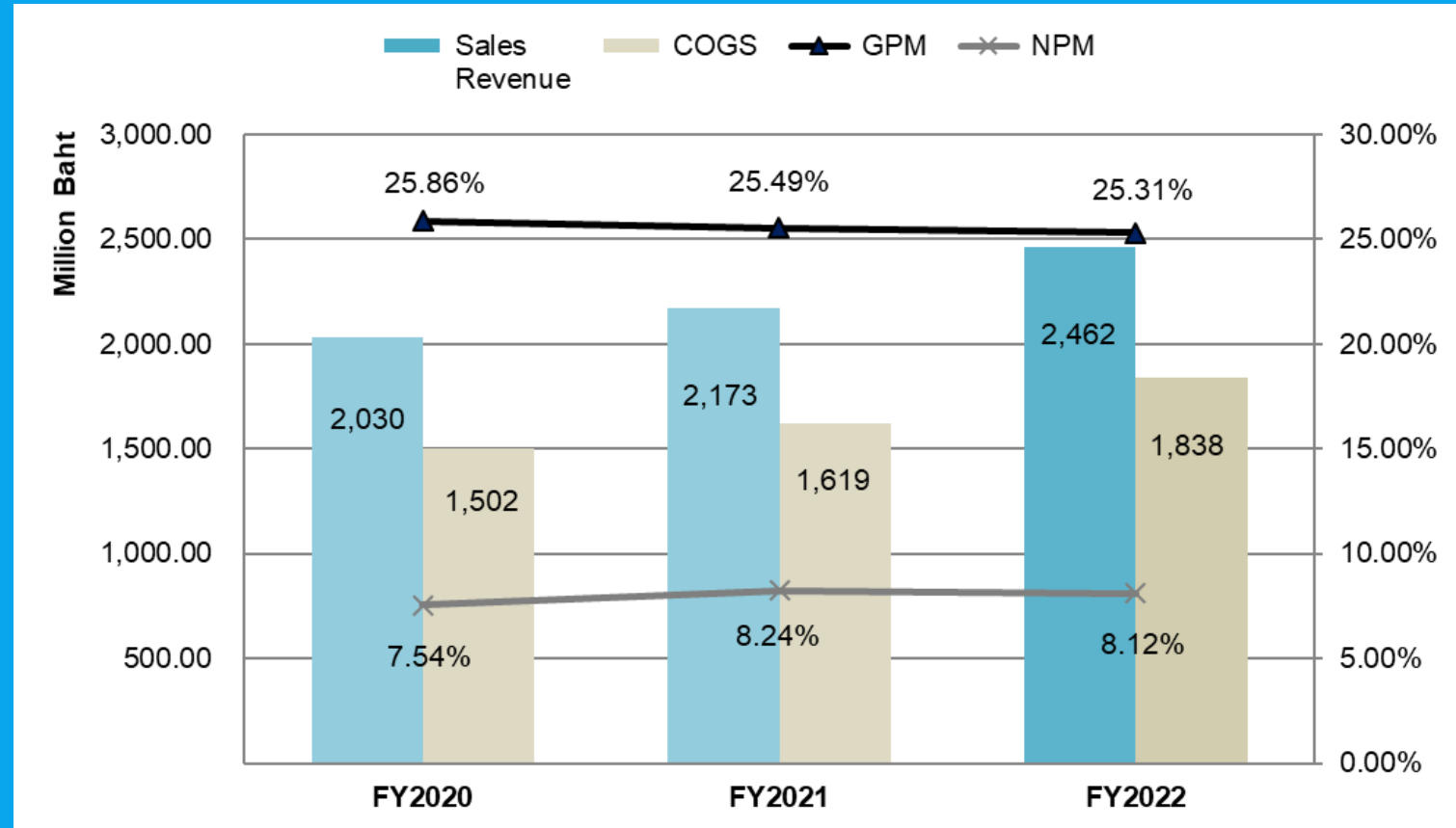
2,000 MB
RECURRING

Sales Revenue each year



Distribution Performance

Unit: Million Baht



“We mainly increase sales by 13% on cabling product, **Solar Cable** and **LAN Cable**, while maintaining accumulated GPM over 25%

With a **consistent monitor** of **SG&A expense** and **finance cost**, NPM is 8.12% above the target”

Actual vs Target



Distribution

Revenue



2022

+13.31%_{YoY}

2022 (T)

+12-20%_{YoY}

NPM (%)



8.12%

≥8%



Engineering

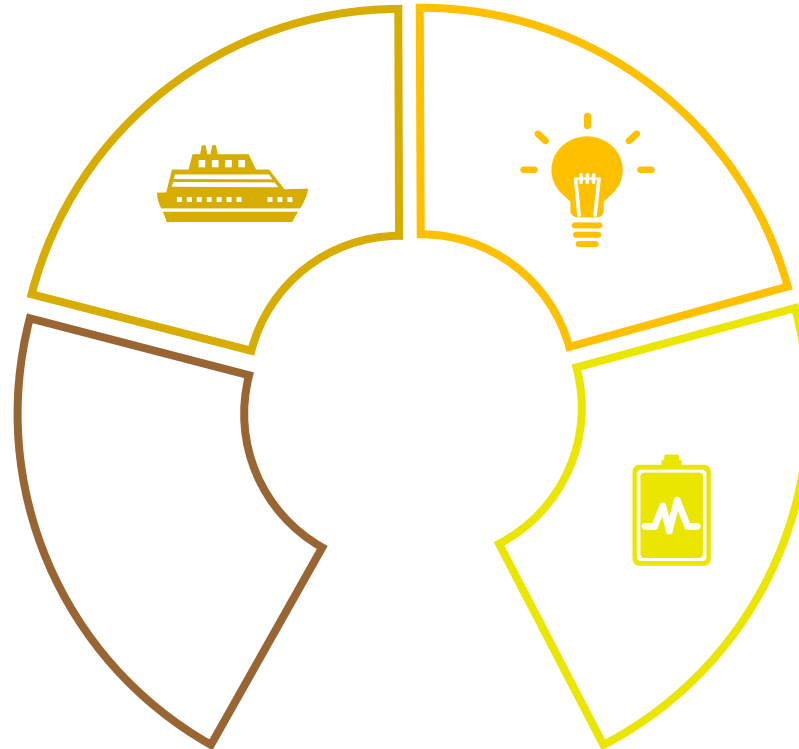
Submarine Cable Project



Power Substation Project



Underground Cable Project



Transmission Line Project

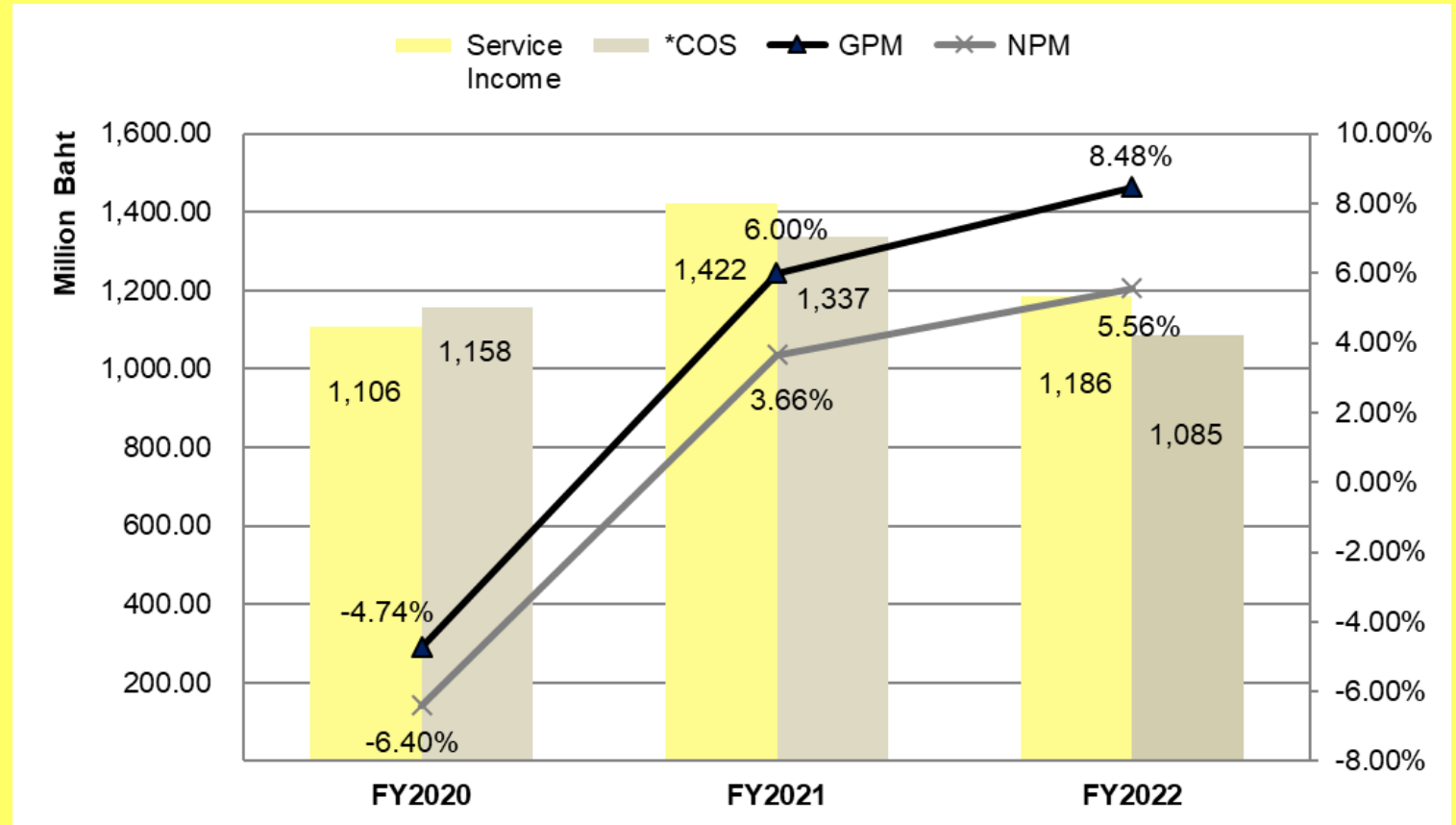


Engineering Performance



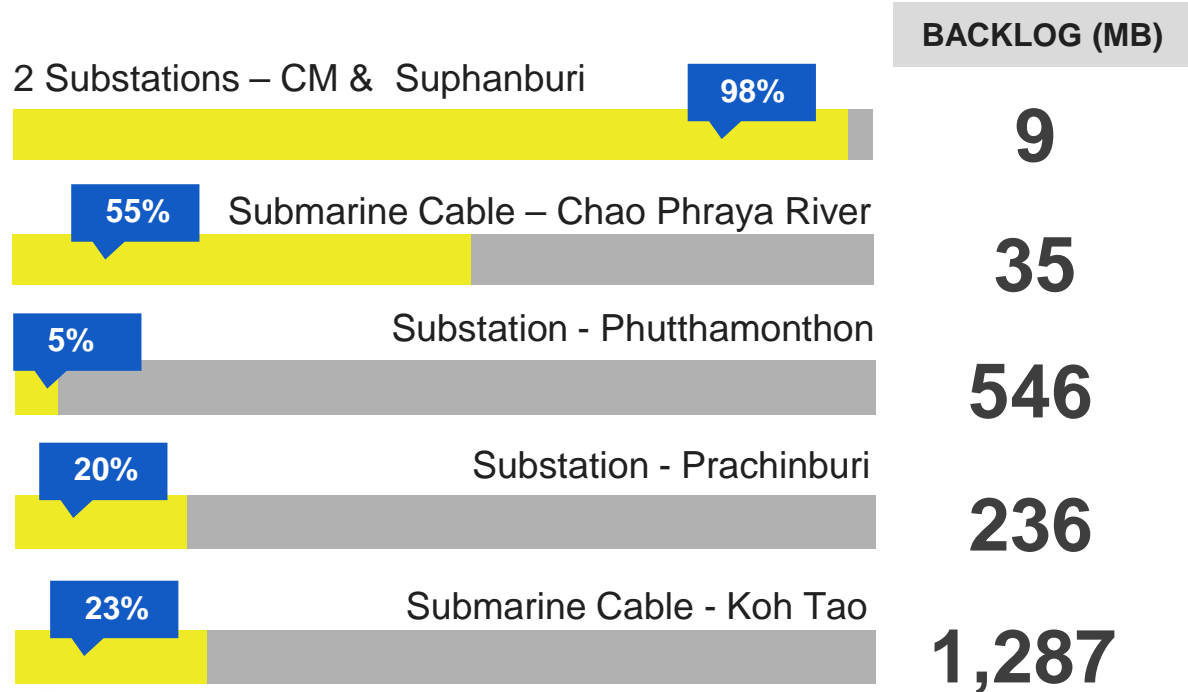
Unit: Million Baht

“Although FY22 income is less than FY21’s which based on the size of projects on hand as well as percentage of work completion that vary over time, we consistently improve GPM and NPM of EPC business achieving the target”



*Cost of Service includes “others gain (loss), net” from APM Project during FY2020 - FY2022

Engineering Backlog



Total Backlog as of 31 Dec 2022

> 2,113 MB

Recognize in 2023 : 2024 onwards

> 60% : 40%

NEW Contract Signing in 1Q23

Purchase Various Types of Submarine Cables Project (PEA)

67.19 MB



Actual vs Target

Engineering

Backlog



2022

3.17x_{YoY}

2022 (T)

3x_{YoY}

NPM (%)



5.56%

≥5%



Telecom



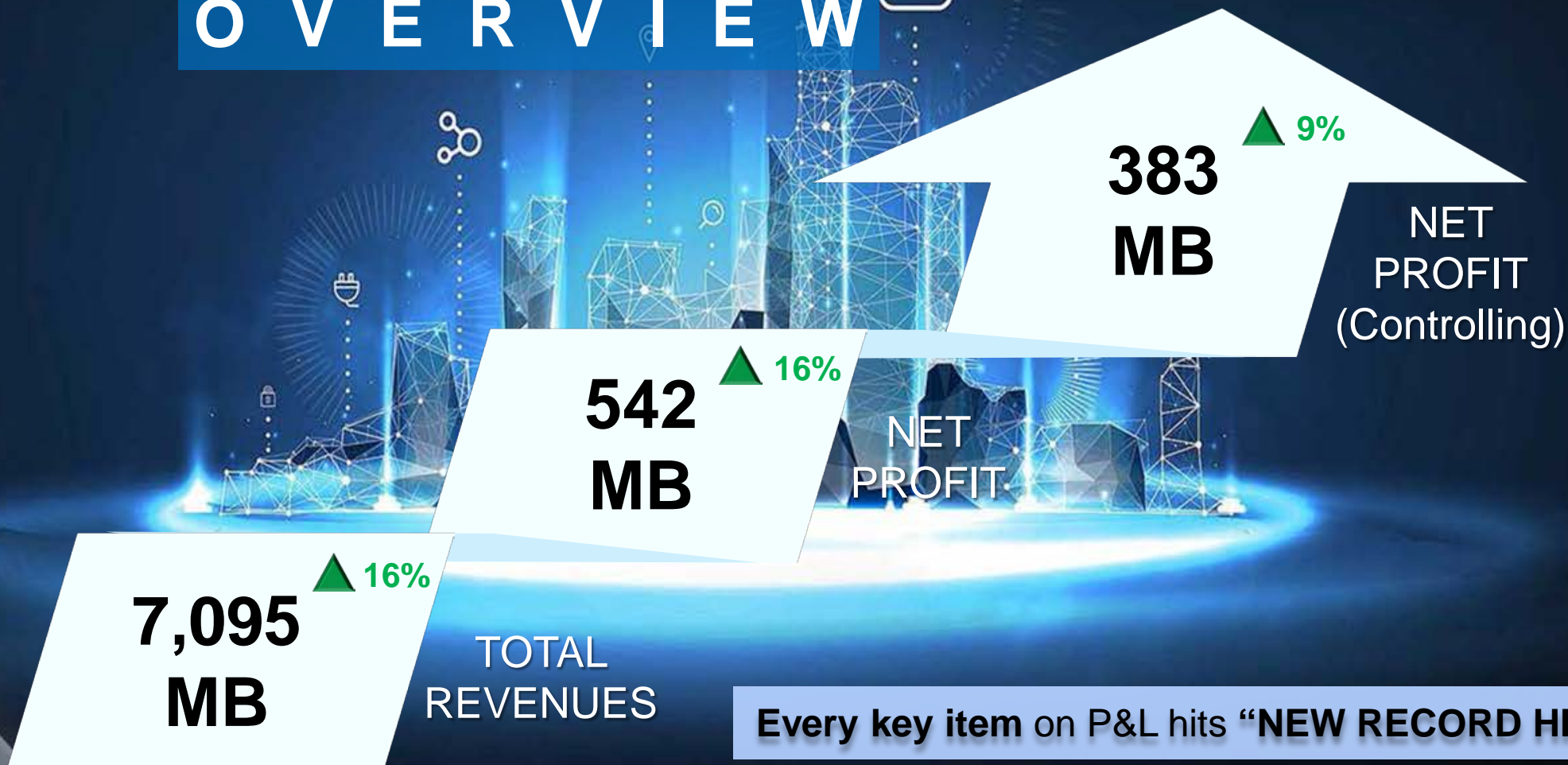
2023 STRATEGIC PLAN

3 December 2022



2022 CONSO

OVERVIEW



Looking Forward



2023 Strategy & Outlook



KEY DRIVERS IN 2023

- Growing Adoption of Cables from **Submarine, Underground to Overhead**
- Technological **Advancements**
- Infrastructural **Development**
- Government Spending on **Transportation, Clean Energy, and Digital Services**

Distribution

- Drive High Growth / High Margin Products
- Maintain Repeat Customers
- Break into Modern Trade & International Market

Dis Revenue 2023 (T) \geq **2,700 MB**

Dis NPM 2023 (T) \geq **9%**

Engineering

- #1 in Submarine Cable
- Deliver Projects on Hand as planned

EPC Revenue 2023 (T) \geq **1,200 MB**

EPC NPM 2023 (T) \geq **8%**

Telecom

- Increase Profit
- Improve Customer Experience
- Develop “BS” & push into SET

Telco Revenue 2023 (T) \geq **3,500 MB**

Telco NPM 2023 (T) \geq **9%**





“

Total Revenues
≥ 7,400 MB

NPM
≥ 8%

”

2023 Group Target



INTERLINK REVENUE (FY2013 – FY2022)

