

Business Plan

Contents

- 1. Brand Model**
- 2. Problem**
- 3. Existing Players/Competitor Analysis**
- 4. Solution/Value Proposition**
- 5. Business Model**
- 6. Vision, Mission, Value**
- 7. Growth Opportunities**
- 8. Management Team**
- 9. Technology Roadmap**
- 10. Marketing Plan**
- 11. Financial Projection**
- 12. Usage of Fund**



01 **Problem** / WHY

There are various pains in agricultural retail on both the seller and the buyer's side.

Let's address the pains from both sides.



Current Pains of Buyers



Toxic food consumption

Chance to meet farmers that share the same value

Shipping delayed and damaged

No time for grocery shopping

COVID-19 pandemic

Difficult and unsafe to physically go out shopping

Buyer Pain 1



Toxic food consumption

The number of people becoming ill from chemicals and pesticide residue found in foods increases each year. People are looking for safer and healthier alternatives and this is why the market for organic products has been increasing by 20% annually.

Buyer Pain 2



Shipping delayed and damaged

Logistical issues such as delays and mishandlings have brought tremendous loss to agricultural entrepreneurs and consumers. Delays cause the produce to rot and mishandlings ruin the produce. These cases have to go through a long and tedious refund process, becoming a burden to both the sellers and buyers.

Buyer Pain 3



No time for grocery shopping

Business women, whether they work in an office or at home, are often busy until late at night. They have no time to do groceries on the weekdays, and they would rather rest on the weekends than to go out shopping for groceries.

Buyer Pain 4



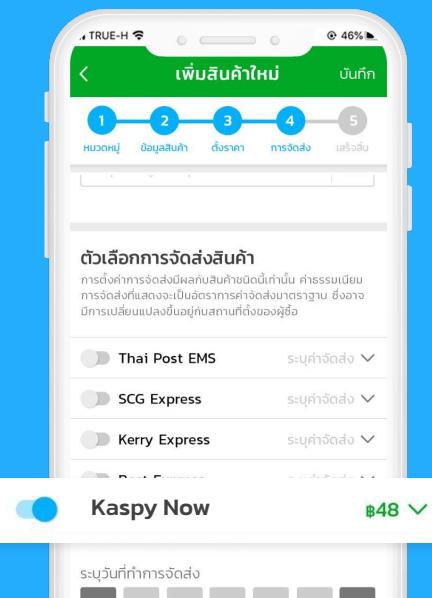
COVID-19 Pandemic

Since the start of the pandemic, consumers have avoided shopping at local markets as a preventative measure. In addition, with lockdowns in place, it is no easy task to go out buy what is needed to stock up the fridge and pantry.

Kaspy Buyer Solution



**Kaspy กัดสรร
Kaspy Certification System**



**Kaspy Logistic
Kaspy Now**



**Kaspy Subscription
& Kaspy Butler**



**Platform website,
app and
Online Social**

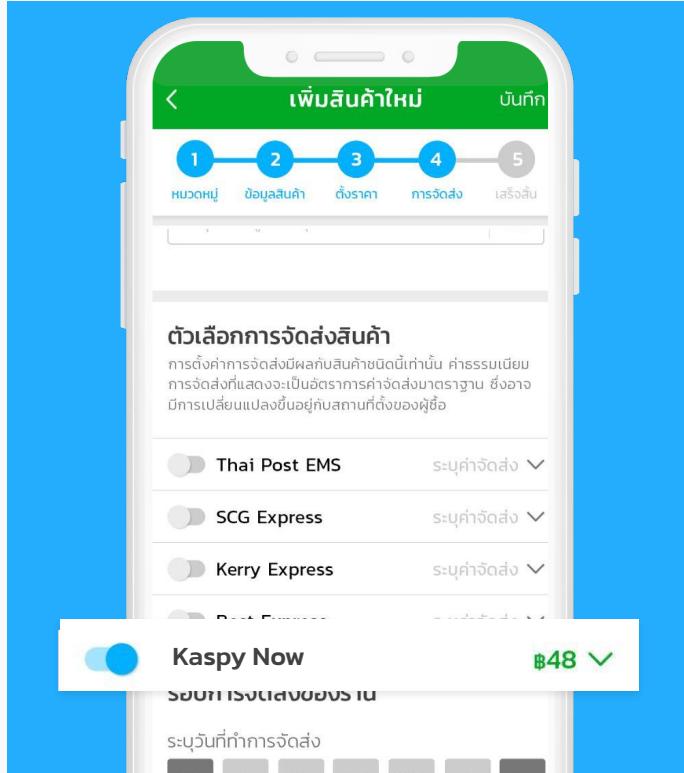
Kaspy Buyer Solution 1



Kaspy Certification System / Kaspy คัดass

Qualified sellers will be promoted to "Kaspy Selected" as a way to ensure consumers that products from these sellers are reliable, trustworthy, and quality products. We don't only give out our Kaspy Selected badge to sellers with an organic certificate, but also to sellers who are committed to produce high quality, chemical and pesticide free products.

Kaspy Buyer Solution 2



Kaspy Now / Kaspy Logistic

Kaspy Now will eliminate logistical delays and mishandlings. With Kaspy Now, we guarantee timely delivery with a reasonably low fee.

Kaspy Buyer Solution 3

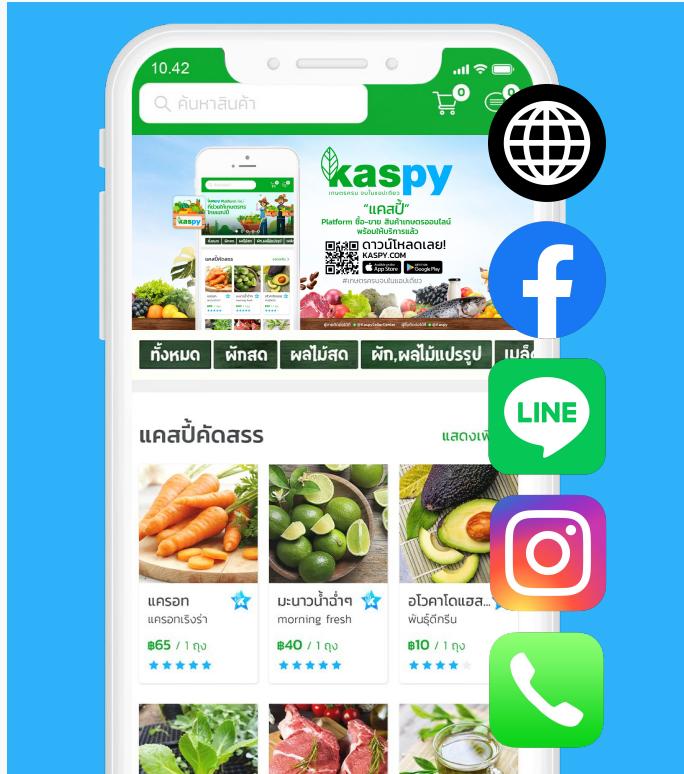


Kaspy Subscription & Kaspy Butler

Our Kaspy Subscription service will make sure our customers' fridges are stocked with fresh produce and pantries always filled with staple items. Customers can select the delivery intervals for each and every product on their shopping list.

Kaspy Butler has been created to cater to our customers who are usually too busy to make grocery runs. Customers can give us a call, explain their needs and we will match them with the right products and have it delivered to them. Kaspy Butler will also be able to handle timely deliveries for a special dinner or other special occasions.

Kaspy Buyer Solution 4



Platform Website, App and Online Social

Extremely easy to use and flexible. Customers can place orders through our application, website, Facebook, Instagram, or through our official LINE account.

CURRENT PAINS

Shipping delayed and damaged

Fresh products were not properly handled and delivery was delayed causing spoilage of vegetables and fruits prior consumption



CURRENT PAINS



High delivery fees when compare to product costs

Fresh produces delivery often costs more than 50% of the product price



🔥🔥 Promotion 220THB/pack
ขนาด 200 กรัม ต่อ ถุง 🔥🔥
🚗🚗 ค่าส่งแบบ ส่งเร็ว 120฿

CURRENT PAINS



Toxic food consumption

58.7% of vegetables and fruits were contaminated with toxins beyond the standard no matter if you purchase from supermarket or local market



% of samples from supermarket and local market that found toxins beyond MRL



Source: <https://www.thaipan.org/highlights/2283>

On an average, **200 Thai** people die from **cancer** per day

Source: National Cancer Institute, Department of Medicine, Ministry of Public Health

Pesticide residues in food are one of the major risk factors for **cancer** and other health problems that lead to death.

Source: <https://www.thaipan.org/data/369>

ຫາກ່າວ

NEW FEATURES

- Advertisement System
- Social Feed
- GP management System ແປ່ງສ່ວນແປ່ງໃໝ່ ວິສທະຍາມມູນຄຸນໄດ້
- Kaspy Trend / Big Data analysis
- Live

Current Pains of Sellers



**Nobody understands
the value of their
products**

**Unfair Trade via
Middlemen**

**Unsustainable due to
lack of marketing
knowledge**

**Complicated
Exporting Processes**

Seller Pain 1



Nobody understands the value of their products

Farmers who dedicate their time to sustainable organics find it difficult to sell as customers don't understand the value behind the slightly higher price.

Farmers convert back to chemical farming as it increases their output, and their produce look prettier, and middlemen cut them a deal right at their farm. The burden is shifted to the consumer.

Seller Pain 2



Middlemen offering prices way under market value

Farmers are used to middlemen coming to them to buy off their produce in bulk. They've never had a chance to market their own products, therefore, accepting the price offered to them rather than setting a price that they see fit. Farmers still see themselves as manufacturers rather than entrepreneurs.

Seller Pain 3



Lack of marketing knowledge

There isn't yet a platform that dedicates itself to promoting and marketing agricultural products. Planting, cultivating, and harvesting takes up the majority of their time. Entities that give free training are scarce and hard to reach.

Seller Pain 4



Complicated Exporting Processes

It's a dream for local farmers to be able to export their products globally by themselves, but the processes are tedious and complicated.

Kaspy Seller Solution



Market products on a platform that matches them with customers who share the same values

Platform that connects sellers directly to end customers eliminating middlemen

Training on branding, marketing, market trends

Kaspy XL

Kaspy Seller Solution



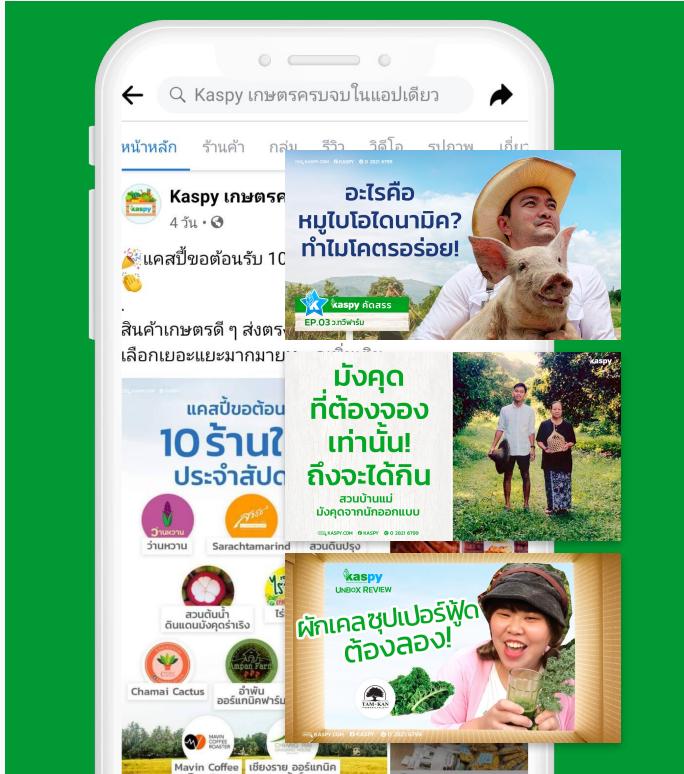
สินค้าและธุรกิจได้รับการ
ประเมินให้เจอกลุ่มลูกค้า
ที่ share the same
value

เพิ่มช่องทางการตลาด
ตรงถึงมือผู้บริโภคใหม่
ผ่านพ่อค้าคนกลาง

ได้รับความรู้เรื่อง
branding และทิศทาง
การตลาดสิ่งที่ควรขาย
ควรปลูก

Kaspy XL

Kaspy Seller Solution 1



Conveying Product Value Through Storytelling

Sellers' products are directly marketed towards end users who share the same value through storytelling and constant efforts to increase awareness.

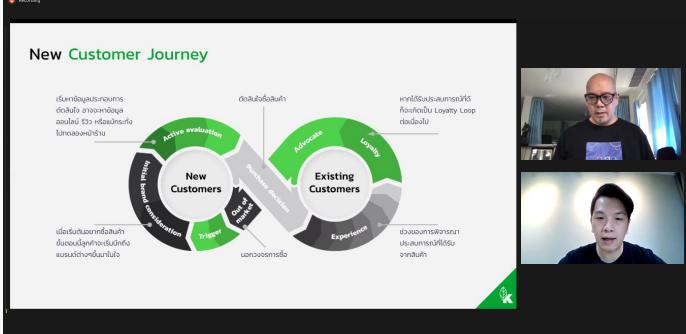
Kaspy Seller Solution 2



Market Directly to End Customers

Kaspy is a platform that eliminates middlemen so that sellers can set reasonable and fair prices for their products – raising their livelihoods.

Kaspy Seller Solution 3



Branding and Marketing Training

Kaspy hosts workshops that educate sellers on how to brand and market their products through storytelling as well as joint training programs with various entities.

Kaspy Seller Solution 3



ได้รับความรู้เรื่อง branding และ^{กิจกรรมการตลาดสิ่งที่ควรขายครับลูก}

Training by สสว มร / Seller Center
information knowledge / คัดสรรค์ Facebook
content, live, club house,
In app statistic

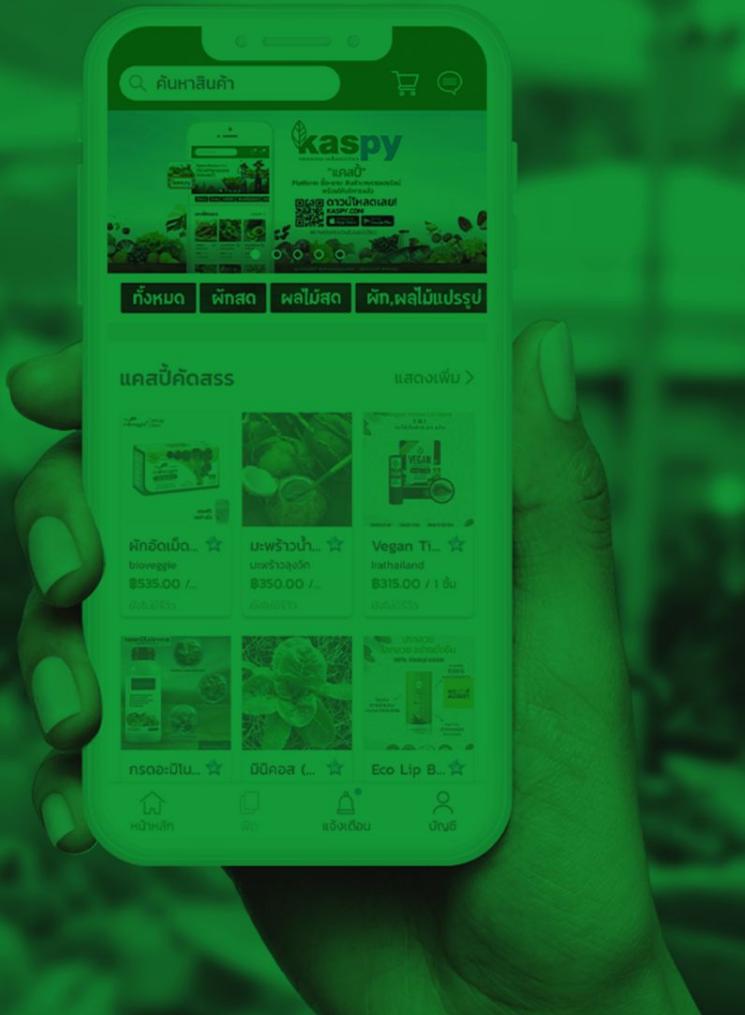
Kaspy Seller Solution 4



Kaspy XL

Kaspy will become the first platform that helps local farmers export their products. We will help them every step of the way to match their products with foreign buyers, whether it be documentation, warehousing, or logistics.

02 Existing Competitors



Competitors

Direct Competitors



Farmto



Thailand Postmart



Shopee

Indirect Competitors



Lazada



Tesco Lotus



freshket



Blue Basket



Tops



CP Freshmart



JD Central



Lemon Farm



Central Food Hall



Big C



Makro

	 kaspy	 FARM·TO	 THPmart	 freshket	 Blue Basket	 Lemon Farm
Website	✓	✓	✓	✓	✓	✓
Application	✓	✓	✓	✓	X	X
Agricultural product Only	✓	✓	X	✓	✓	✓
Certification approval system and display	✓	X	X	X	X	X
Training Program	✓	X	X	X	X	X
Selected Product คัดสรร	✓	X	X	X	X	✓

		FARM·TO THPmart				
Loyalty Program	✓	X	X	✓	X	✓
Agricultural Big Data	✓	X	✓	✓	X	X
Guaranteed Same/Next Day Delivery	✓	X	X	✓	✓	X
Subscription Service	✓	X	X	X	X	X
In app social media community	✓	✓	X	X	X	X
Market Trends	✓	X	X	X	X	X
Import Export	✓	X	X	X	X	X

A photograph of a man and a woman in a field, smiling and harvesting leafy green vegetables from a large pile in the foreground. The man is on the left, wearing a dark t-shirt, and the woman is on the right, wearing a light-colored shirt and glasses. A white arrow shape points from the left towards the text.

03 Business Model Canvas

Business Model Canvas: Seller

Problem/Pain: Chemical and pesticide residue in fresh produce causing health risks / local farmers' livelihoods are still low / local farmers lack entrepreneurial skills

Solution: Kaspy is a platform that brings sellers and customers that share the same value to one place

Beneficiary: Local Farmers / Consumers / Thailand's Soil

Output / Outcome / Impact: Lower use of chemicals / consumers' health is better off / chemical and pesticide residue in soil decreased

Key Partners

1. Por Laew Dee
2. PMU on Area Based Development
3. NSTDA
4. YSF
5. Earthsafe
6. Logistic Companies
7. Mon Logistic
8. Kubota
9. Social Enterprise (Eastern Thailand)
10. PGS Thailand

Key Activities

1. Fix all bugs
2. Build Brand Awareness
3. Acquire Seller/Buyer
4. Find Strategic Partner
5. Solid marketing Plan
6. Talk to Investor

Value Proposition

Kaspy was created to help local farmers switch their mindset from being a producer to becoming an entrepreneur and take pride in their products as well as learn how to market their products to like minded consumers so that they establish a sustainable business.

Key Resources

1. Team UX/UI
2. Team Programmer
3. Team Production / VDO
4. Team Accounting
5. Team CS

Customer Relationship

1. Provide information on how to become a "Kaspy Selected" seller
2. Create well-produced video content to help promote products
3. Create an ecosystem within the app and whole Kaspy platform
4. Promote products to reach as many people as possible

Customer Segment

Seller:

1. Farmers who would like to improve / update themselves
2. Social enterprises that want to bring in new opportunities to the farmers under their umbrella
3. Agricultural equipment sellers and processed/value added products

Channels

Sell/Buy through our App, Line OA, and SM
Social Media:
Facebook, Youtube, IG, Website, SEO, Online Influencer (Pages), KOL

Cost Structure

Fix Cost

1. Employee Salary
2. Office rental fee
3. Water bill / electricity bill / internet bill etc.
4. Software License
5. Amazon Server Rental

Variable Cost

1. Marketing Cost
2. Tech Outsource
3. Travel & Accommodation Expenses when Shooting Content
4. Staff compensation & OT

Revenue Streams

1. GP 15% (B2C)
2. Kaspy Subscription 20% (B2C)
3. Kaspy Wholesale 12% (B2B)

How

What

Who

Money

Business Model Canvas: Consumer

Problem/Pain: Chemical and pesticide residue in fresh produce causing health risks / local farmers' livelihoods are still low / local farmers lack entrepreneurial skills

Solution: Kaspy is a platform that brings sellers and customers that share the same value to one place

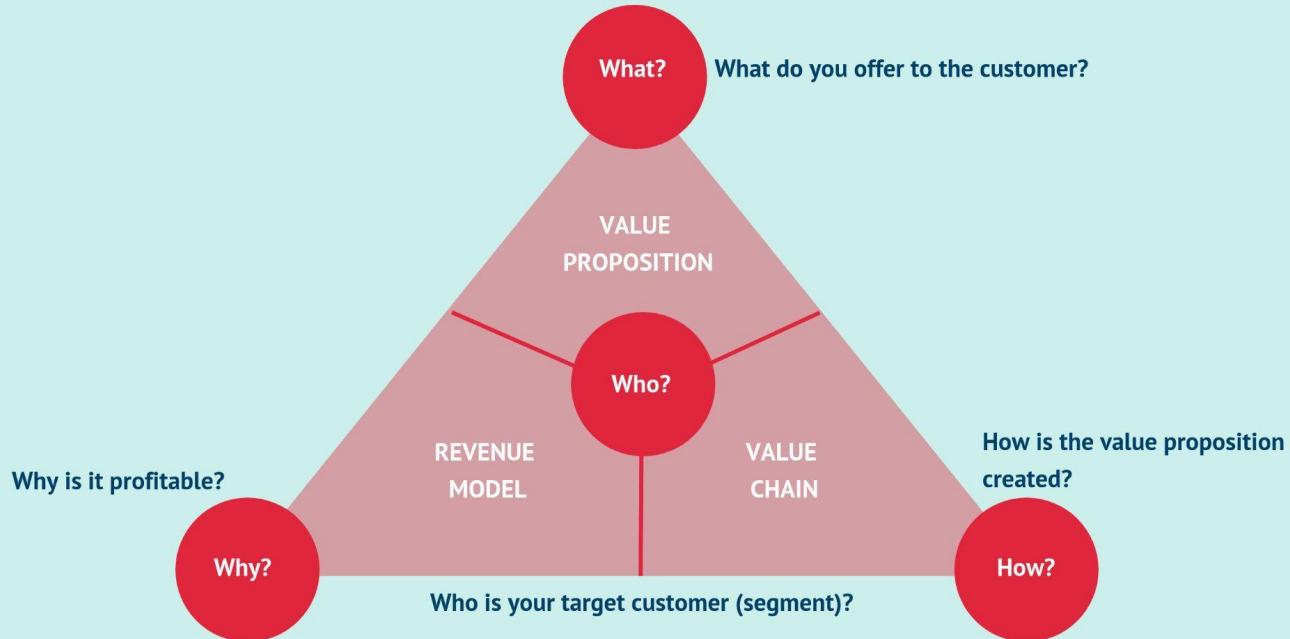
Beneficiary: Local Farmers / Consumers / Thailand's Soil

Output / Outcome / Impact: Lower use of chemicals / consumers' health is better off / chemical and pesticide residue in soil decreased

Key Partners <ol style="list-style-type: none">1. Por Laew Dee2. Stravingtimes (MOVF)3. Tor Penguin4. Sena Hoi	Key Activities <ol style="list-style-type: none">1. Facebook Content2. Promotional Videos3. Fix Bugs / Improve app speed4. Partner & Influencer5. Lower delivery fees6. Talk to Investor	Value Proposition <p>Kaspy was created to help local farmers switch their mindset from being a producer to becoming an entrepreneur and take pride in their products as well as learn how to market their products to like minded consumers so that they establish a sustainable business.</p>	Customer Relationship <ol style="list-style-type: none">1. Loyalty program (coins rewards)2. Affiliate Program3. Coupon Discounts4. Kaspy Butler5. Birthday Gift Set	Customer Segment <p>Buyer:</p> <ol style="list-style-type: none">1. Women 35+, high household income, lives in compound with extended family2. Health conscious consumers3. Restaurant, Hotel, and Resort owners4. Lazy generation5. Specialty diets for health/medical purposes
Cost Structure	Fix Cost <ol style="list-style-type: none">1. Employee Salary2. Office rental fee3. Water bill / electricity bill / internet bill etc.4. Software License5. Amazon Server Rental	Variable Cost <ol style="list-style-type: none">1. Marketing Cost2. Tech Outsource3. Travel & Accommodation Expenses when Shooting Content4. Staff compensation & OT	Revenue Streams <ol style="list-style-type: none">1. GP 15% (B2C)2. Kaspy Subscription 20% (B2C)3. Kaspy Wholesale 12% (B2B)	
<i>How</i>	<i>What</i>	<i>Who</i>	<i>Money</i>	

Buyer

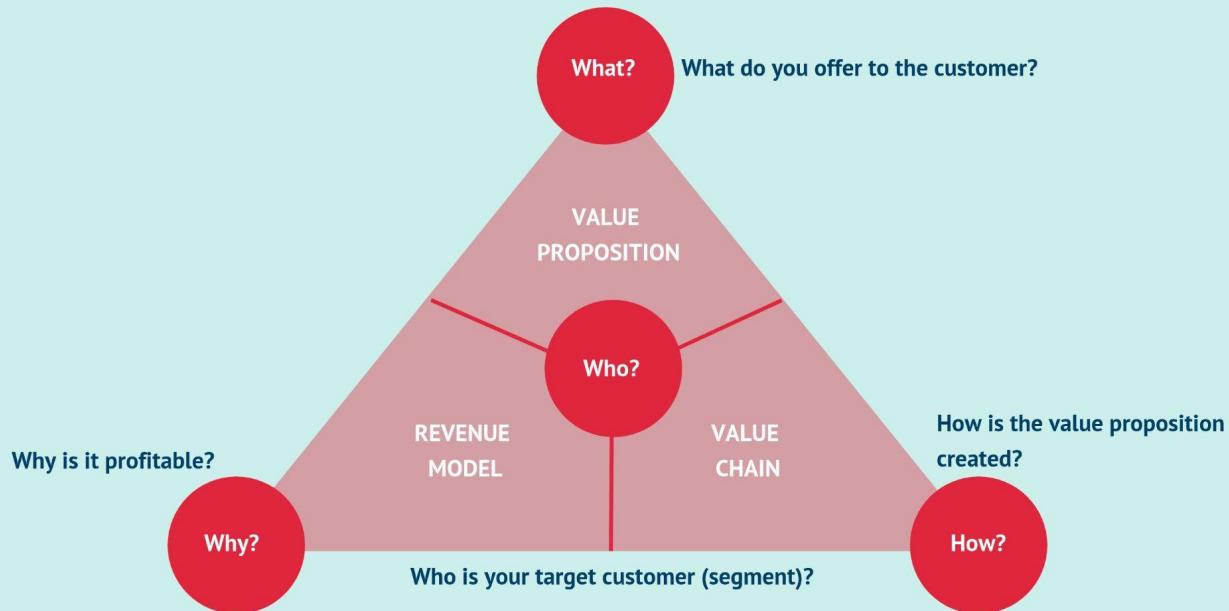
What is a business model?



ยังไม่ต้องทำหน้าี้

Seller

What is a business model?





04

Brand Model

Vision, Value, Mission



Kaspy Brand Model

Kaspy is an e-commerce platform that gathers the 4 main groups of agricultural sellers, namely high quality clean produce, chemical and pesticide free, organic, and "Kaspy Selected" sellers. Initially, we will focus on "Kaspy Selected" sellers to build rapport with and create an example for other groups of sellers.



Kaspy Brand Model

Brand Purpose

Kaspy was created to help local farmers switch their mindset from being a producer to becoming an entrepreneur and take pride in their products as well as learn how to market their products to like minded consumers so that they establish a sustainable business.

Brand Positioning

Kaspy is a community that gathers good enough products for good enough people. We strive to help farmers improve their business and entrepreneurial skills and encourage sustainable organics. We will help our sellers sell at higher volumes at a local and international scale.

Brand Attributes

1. Creative
2. Joyful
3. Selective
4. Nurturing
5. User Friendly

Brand Promise

Kaspy promises to promote farmers with a clear standpoint so that they grow and are presented with various sales opportunities that will sustain their business in the long-run.

Vision & Mission

Thailand's No.1 Agricultural Platform

Being the voice for farmers with a unique standpoint and turning them into a somebody in the agricultural industry.

E-commerce Platform with the best quality agricultural products

ก้าวสู่ความเป็นผู้นำในอุตสาหกรรมเกษตร

The No.1 E-commerce Platform backed by the support from loyal users

by 2026

We will provide safe and timely deliveries with lower delivery fees

We will be the first platform helping sellers export their products to the global market

ยังไม่ต้องทำหน้าที่

Mission, Vision, Value

Action Plans

Timelines / Tactics
Resources / Task Forces

Strategies / Goals

Game Plan
Key Approaches / Target Results

Vision

Ultimate Dream?
Bridge to the Future / Stretch the Organization

Mission Statement

Charter / Declaration
What We Do? / How We Do it?

Core Values

Corporate DNA
Who We Are? / What We Stand For?

យ៉ាងមិនត้องការអប់រំ

Core value

Who we are

We are online agricultural platform that

Creative

Joyful

Selective

Nurture

User Friendly

ยังไม่ต้องทำหน้านี้

Mission Statement

What we do

เราต้องการยกระดับคุณภาพชีวิตของเกษตรกร และช่วยให้เค้าเป็นเกษตรกรที่มีมาตรฐานระดับสากล
เราต้องการให้ผู้ซื้อมีแหล่งซื้อสินค้าที่มีคุณภาพ ปราศจากสารเคมีเจือปน ให้เค้าได้สนับสนุนเกษตรกรต้นน้ำ

How we do it

เราได้สร้างกลุ่ม Kaspy คัดสรร เพื่อเป็นตัวอย่างให้กับเกษตรกรคนอื่น ให้มีการเลิกใช้สารเคมี และเรายังมี Kaspy Certified ที่ช่วยให้กับเกษตรกร ในโครงการ ได้มีมาตรฐานที่สามารถส่งออกสินค้าได้ และเรายังเป็น Platform ที่มีการคัดกรองสินค้า เพื่อส่งมอบ สินค้าที่ปลอดสารพิษ ให้กับผู้บริโภค

ยังไม่ต้องทำหน้าที่

Vision

1. เราจะเป็น Thailand's No.1 Agricultural Platform ที่สร้างความสุขและรอยยิ้ม ให้แก่เกษตรกรและผู้ประกอบการด้านสินค้าเกษตร ~ ไม่ว่าคุณจะเป็นเกษตรกรที่เล็กหรือใหญ่ คุณคือ somebody สำหรับเราเสมอ
2. เป็น e-commerce platform ที่มีสินค้าเกษตรคุณภาพดีมาก ที่ครอบคลุมทุกหมวดหมู่
3. เราจะเป็น e-commerce platform สำหรับสินค้าเกษตรคุณภาพที่ใหญ่ที่สุด และผู้ใช้งานรักมากที่สุดในประเทศไทย ในปี 2569 (2026)
4. เราจะเป็น Platform ที่สามารถช่วยลดราคาค่าขนส่ง และมีมาตรฐานในการจัดส่งสินค้าที่ดี ไม่ทำให้สินค้าเสียหาย
5. เราจะเป็น Platform แรกที่ช่วยให้เกษตรกรสามารถส่งออกสินค้าด้วยตัวของเค้าเอง

SWOT Analysis

Strengths

- Alliances with organic farmers and social enterprises
- Own our own technology
- Partnered with entities that are experts in the field of logistics for fresh produce
- In house media production team

Opportunity

- Big data which is hugely in demand and also useful for future business ventures
- Received support from various groups and potential support in the future from government units as well as private units (investors)
- No direct competitors with both an app and platform dedicated to agricultural products as of yet
- The business is still in the "cashcow" phase
- Opportunities to partner up with various entities expertized in their own fields
- Huge growth potential in agricultural e-commerce as this sector has only just started emerging on e-commerce

Weakness

- an app with big goals but lack experience in startup business
- still in need of a CFO
- still in need of a CMO
- cashflow

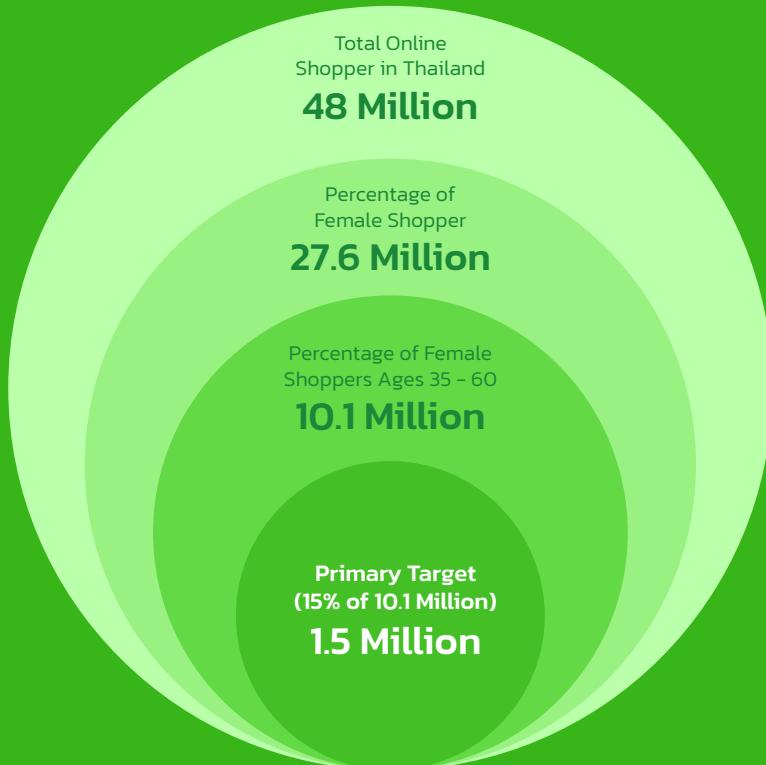
Threat

- many existing companies are now expanding their business in the agricultural sector
- Thailand Post has launched their own e-commerce app



Estimated User Acquisition Goal

2026 Goal



ผู้ใช้งานในระบบ

5,000,000M

Users

Active User

250k

Users

Active Seller

25k

Users / Shops

สินค้ามากกว่า

100k

SKU

Sell Revenue

112M

Per Months

GP เฉลี่ย

11.2M

Per Months

ยอดขายเฉลี่ย

450฿

ต่อคน / ต่อเดือน

Estimated User Acquisition Goal

Kaspy Subscriptions / Kaspy Butler

Group A = Households with income of 100K+

| Group B = Households with income of 50K+

| Group C = Households with income of 30K+

		2021	2022	2023	2024	2025	2026
Group A	Population	420,000	420,000	420,000	420,000	420,000	420,000
Group B	Population	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000
Group C	Population	2,840,000	2,840,000	2,840,000	2,840,000	2,840,000	2,840,000
	% Target	MVP	0.01%	0.04%	0.10%	0.40%	1.00%
Group A	Family	-	42	168	420	1,680	4,200
Group B	Family	-	160	640	1,600	6,400	16,000
Group C	Family	-	284	1,136	2,840	11,360	28,400
	Gross Sale						
Group A	20,000	-	840,000	3,360,000	8,400,000	33,600,000	84,000,000
Group B	12,000	-	1,920,000	7,680,000	19,200,000	76,800,000	192,000,000
Group C	8,000	-	2,272,000	9,088,000	22,720,000	90,880,000	227,200,000
		300,000	5,032,000	20,128,000	50,320,000	201,280,000	503,200,000
GP	10%	30,000	503,200	2,012,800	5,032,000	20,128,000	50,320,000
Per Year	@12	→ 30,000	6,038,400	24,153,600	60,384,000	241,536,000	603,840,000



Timeline Plan

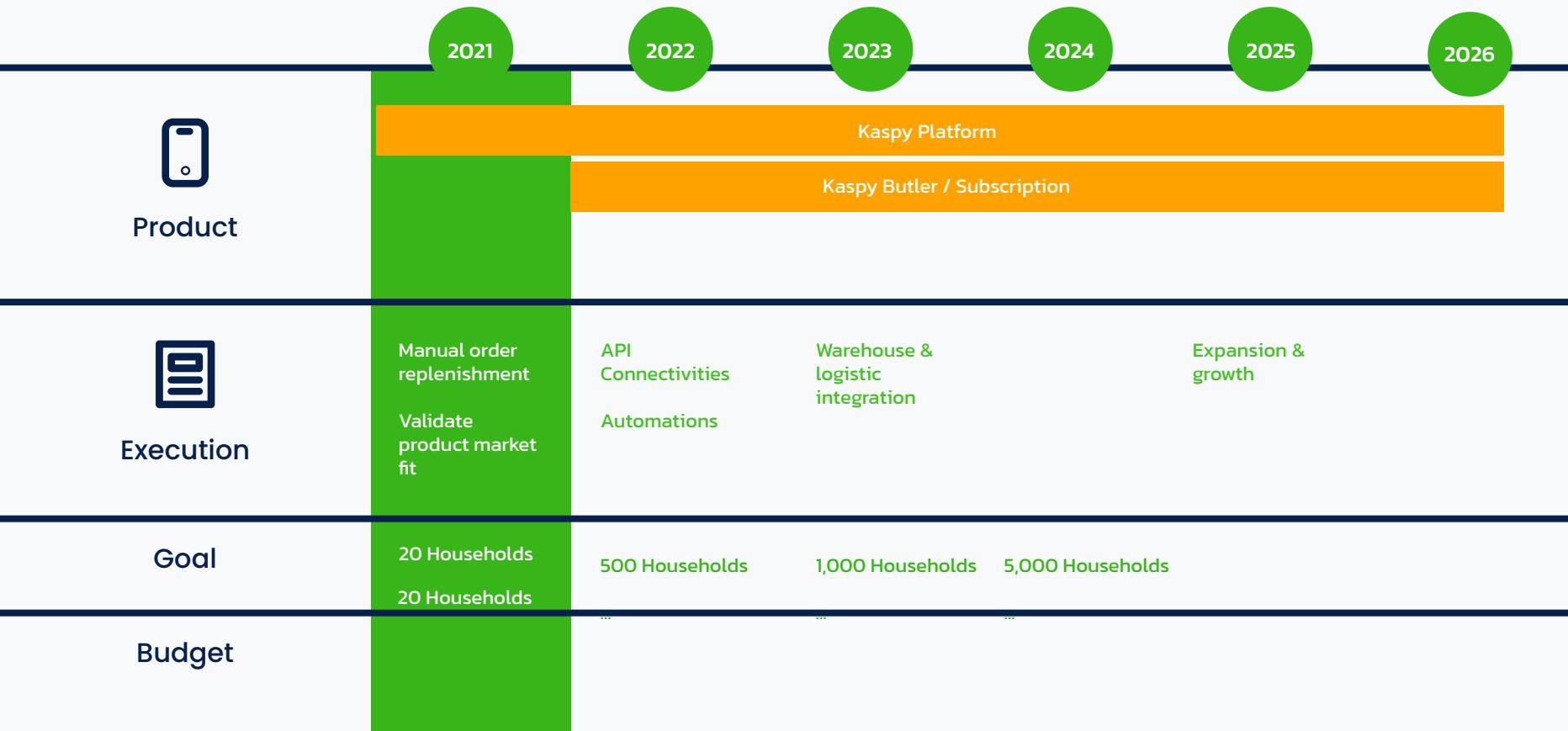


KASPY GO TO MARKET STRATEGY

Completed

In progress

Planned



Mission



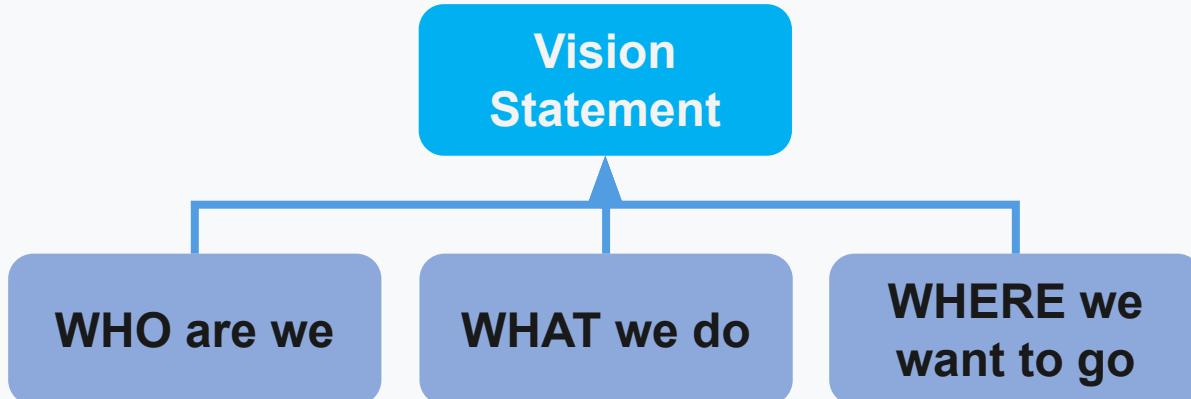
Mission Statement is about WHY you are in the business. Mission Statement focuses on stakeholders e.g. Customer, Employee, Shareholder, SHE (Social, Health, Environment).

XXXX

Vision Statement



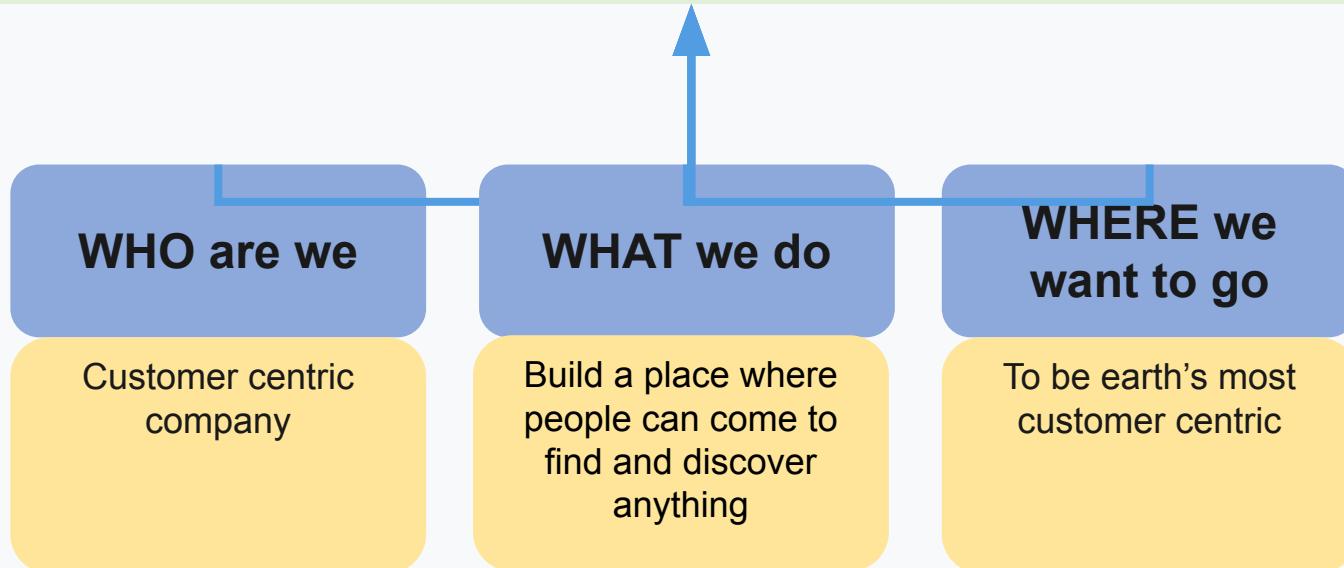
An aspirational description of what an organization would like to achieve or accomplish in the mid-term or long-term future. It is intended to serve as a clear guide for choosing current and future courses of action.



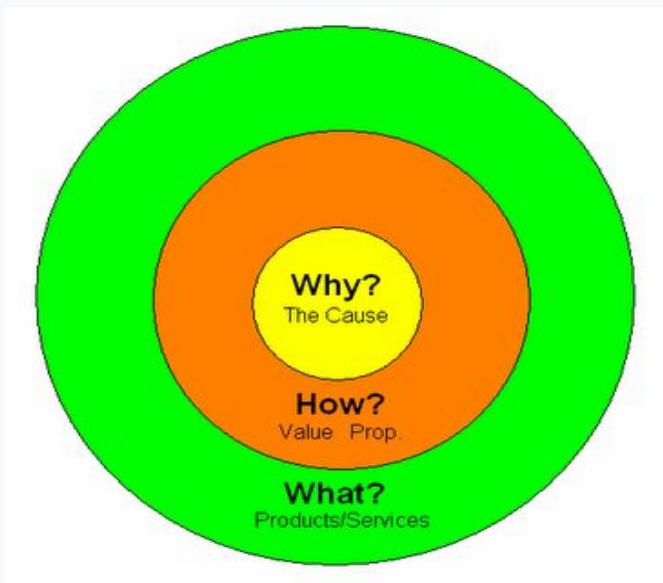
Vision Statement Example

Amazon

"Our [Amazon's] vision is to be earth's most customer centric company; to build a place where people can come to find and discover anything they might want to buy online."



Core Value



Core Value is a principle that guides an organization's internal conduct as well as its relationship with the external world.

Core Value Example

Melbourne-based Maple Event Group is growing quite fast and their owners, wife and husband Carly and Eric Cohen, say it's all about their Core Values. Named the 14th Best Place to Work in Australia. Maple Event Group Core Values are;



A black and white photograph of a smiling man wearing a wide-brimmed straw hat and a plaid shirt. He is holding a large bunch of harvested rice plants in his hands. The background is a blurred field.

05 Growth Opportunity

GROWTH OPPORTUNITY

โอกาสการเติบโตของเรามีมากเหลือเกิน

โดยมองจากยอดการบริโภคสินค้าการเกษตรในประเทศไทยทั้งในแบบ C2C B2C B2B ไปจนถึง B2G
รายปีอยู่ในช่วง early stage ของยุคดิจิทัล 5G ก็กำลังจะเข้ามา

เรามองยอดการซื้อขายไว้ส่วนหนึ่ง

แล้ว Big Data หละ จะนำประโยชน์ให้กับประเทศได้อย่างไร?

ทั้งหมดที่กล่าวมานี้ สามารถสรุปเป็น 4 หัวข้อใหญ่ๆ ได้ดังนี้ครับ

1. ภายในประเทศไทย เราจะเริ่มจาก B2C และก็จะเพิ่มฟีเจอร์สำหรับการซื้อ/ขายแบบ B2B & C2C และก็ B2G ซึ่งการเพิ่มแบบนี้ นอกจากราคาจะเพิ่มยอดขายแล้ว ยังเพิ่มจำนวนผู้ใช้งาน และ big data ที่มากขึ้นอีกด้วยเท่าตัว
2. การเพิ่มทีม sale ที่มาดูแลในเรื่อง Kaspyp butler ที่จะรับทุกความต้องการ จากการองค์กรหรือกลุ่มที่ต้องการ สินค้าเกษตรจำนวนมาก รวมถึงการดูแลรับจัดการเชื้อของวัณฑุ์ในช่วงสิ้นปีเป็นต้น
3. การทำงานร่วมกับหน่วยงานของภาครัฐ เพื่อเป็นการขยายเครือข่ายกับกลุ่มเกษตรกร และเงินทุนสนับสนุน จากหน่วยงานรัฐ เช่น สวก. บพท. เป็นต้น
4. ขาย platform license ให้กับประเทศเพื่อนบ้าน ที่มีสินค้าเกษตรจำนวนมากเหมือนกับประเทศไทย

ช่องทางการเติบโตของแคสปี้

01

**Kaspy
Subscription**

02

**Kaspy Now
& Butler**

03

**Kaspy Logistic
Solution**

04

**ทำงานร่วมกับ
ภาครัฐ**

05

Data Analytic

06

Kaspy XL



STRATEGY FOR KASPY Now/Butler

:

STRATEGY FOR KASPY Logistic Solution

:

STRATEGY FOR KASPY ทำงานกับรัฐ

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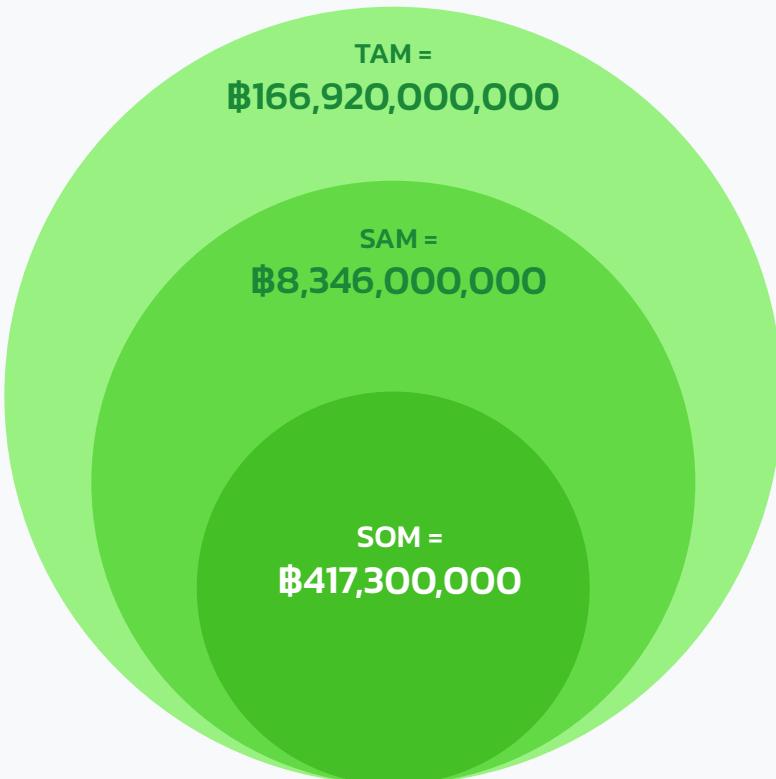
STRATEGY FOR KASPY data analytic

:

STRATEGY FOR KASPY XL

:

Market Cap



TAM SAM SOM

THB 748,000,000,000 E-Market Value

THB 166,920,000,000 Agriculture Retail Value

THB 8,346,000,000 Agriculture Retail through E-Commerce
(estimated at 5% of total agriculture retail value)

THB 417,300,000 (target 5%)

Growth rate of agriculture e-market value = 27%

A photograph showing a group of people's hands joined together in a circle, symbolizing unity or teamwork. The hands are of various skin tones and are resting on a patch of green grass. A white arrow-shaped graphic points from the left towards the text.

06

Key People & Partners

Founders



Rangsi Thuwirat

CEO

Over 10 years experience in branding at Oakley Inc. headquarters in the USA and in 2010 founded mad Arai-D with partners in Thailand. Mad Arai-D is the leading Creative House expertised in Corporate and Entertainment Visual Branding. Guest lecturer at Chulalongkorn University and Mahidol International University on Branding.



Dr. Suthat Ronglong

CTO

Innovator and technology x humane consultant. An innovation enthusiast. Experienced as a Software Engineer at Google Headquarters and NASA, USA. Currently founder of Do in Thai Company which has won various innovation awards.



Wuttichai Chevasutho

COO

Over 10 years experience in setting a clear direction and goal for businesses, evaluating risks and coming up with foolproof measures to overcome crises. Experienced in setting the structure for marketing plans, producing media/content, branding, and consulting entrepreneurs and businesses to overcome crises.



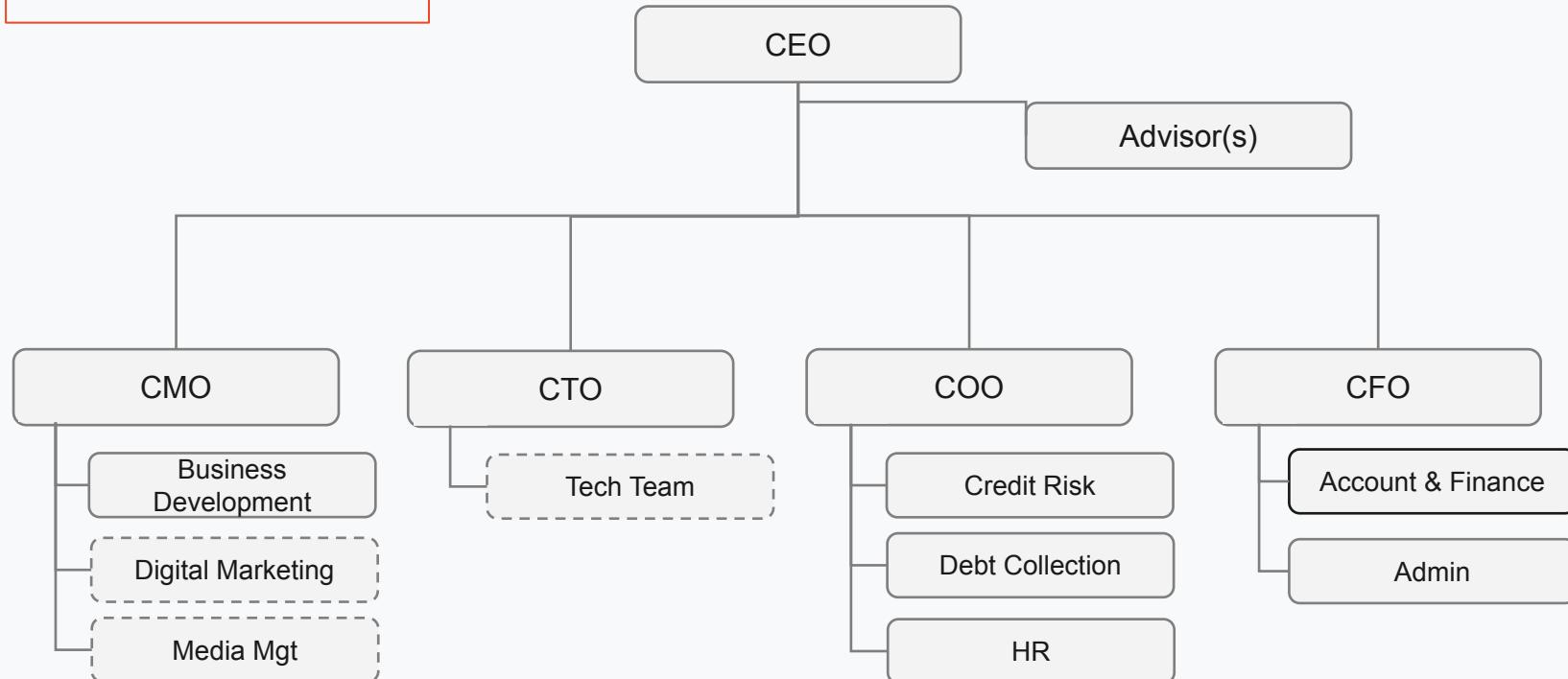
Peerapong Sutinrerk

CIO

Over 10 years experience in technology development systems. Former head of tech department at Sripatum University and has software programming experience at Twistbox Entertainment, USA.

Organization Structure

ទេវការណ៍ P Mike



[---] Outsourced

Kaspy Community Partners

Seller recruitment from our strategic partners



Por Laew Dee
Thailand Entrepreneur Network Group



**Area-Level Research &
Innovation Fund
Management Unit of
Thailand**



**Social Enterprises
Thailand**



**Food Innopolis and
Pad Thai**



earthsafe



**Young Smart Farmer
Thailand (YSF)**



National Farmers Council



**Office of Small and
Medium Enterprises
Promotion of Thailand**

Kaspy Learning Partner

Kaspy's top priority is to educate farmers and entrepreneurs on the know-hows of online selling.

GEN X
ผู้ที่เกิดระหว่างปี 2508-2523

GEN Y
ผู้ที่เกิดระหว่างปี 2524-2539

GEN Z
ผู้ที่เกิดระหว่างปี 2540-2555

GEN Alpha
ผู้ที่เกิดระหว่างปี 2556-ปัจจุบัน

แก้ไขคลิป: หน้าตาเครื่องมือในการแก้ไข

New Customer Journey

Existing Customers

Profile

Kaspy has collaborated with national experts, Thammasat University, community enterprise agencies, and government agencies such as the Office of Small and Medium Enterprise Promotion (OSMEP).

Marketing Partners

B2C / B2B / B2G



B2C
Starving Time



B2B
Tor Penguin



B2C/B2B
Mhiew Ruenjarung



B2G
Kiattisak Udomnak

Kaspy Technology Development Partners

Our accomplished partners who will help in the development of new features



Assoc. Prof. Athasit



Asst. Prof. Nakornthip



Assoc. Prof. Proadpran



Dittaya Wanvarie

Kaspy Shipping Partners

Current Logistic Partners



Thai Post



SCG Express



Inter Express



Kerry Express



Best Express



Flash Express

Future Logistic Partners



NIM Express

Kaspy Subscription, Now, and Logistic Partners



Mon Logistic

Mon Logistic will help us transport agricultural products across Thailand

kaspy now



kaspy now

Inter Group Packaging

Inter Group Packaging specializes in making boxes for delivery and will supply us quality shipping boxes.



Import Export Partners

Mr. Natakrit Lee CEO of 888 Group

Our first angel investor and partner who own one of the biggest agricultural export company in Thailand.



บริษัท ตองแปಡห้องเย็น จำกัด



Our Consultants



PhD Sirikul Laukaikul
Director & Trainer Por Laew Dee The Creator



Patai Padungtin
CEO / Co-founder at BUILK ONE GROUP



Songpol Shanmatkit
Director, Executive Director and
Chief Executive Officer at TV Direct



PhD Porramate Chumyim
Corporate Innovation Design and
Strategy Startup Mentor – Operate Business
Accelerator



**Assoc. Prof. Boonrat
Lohwongwatana**
CEO and Co-founder at Meticuly



Surawat Promyotin
Director, Sustainability and Entrepreneurship
Center at Sasin Graduate Institute of Business
Administration of Chulalongkorn University

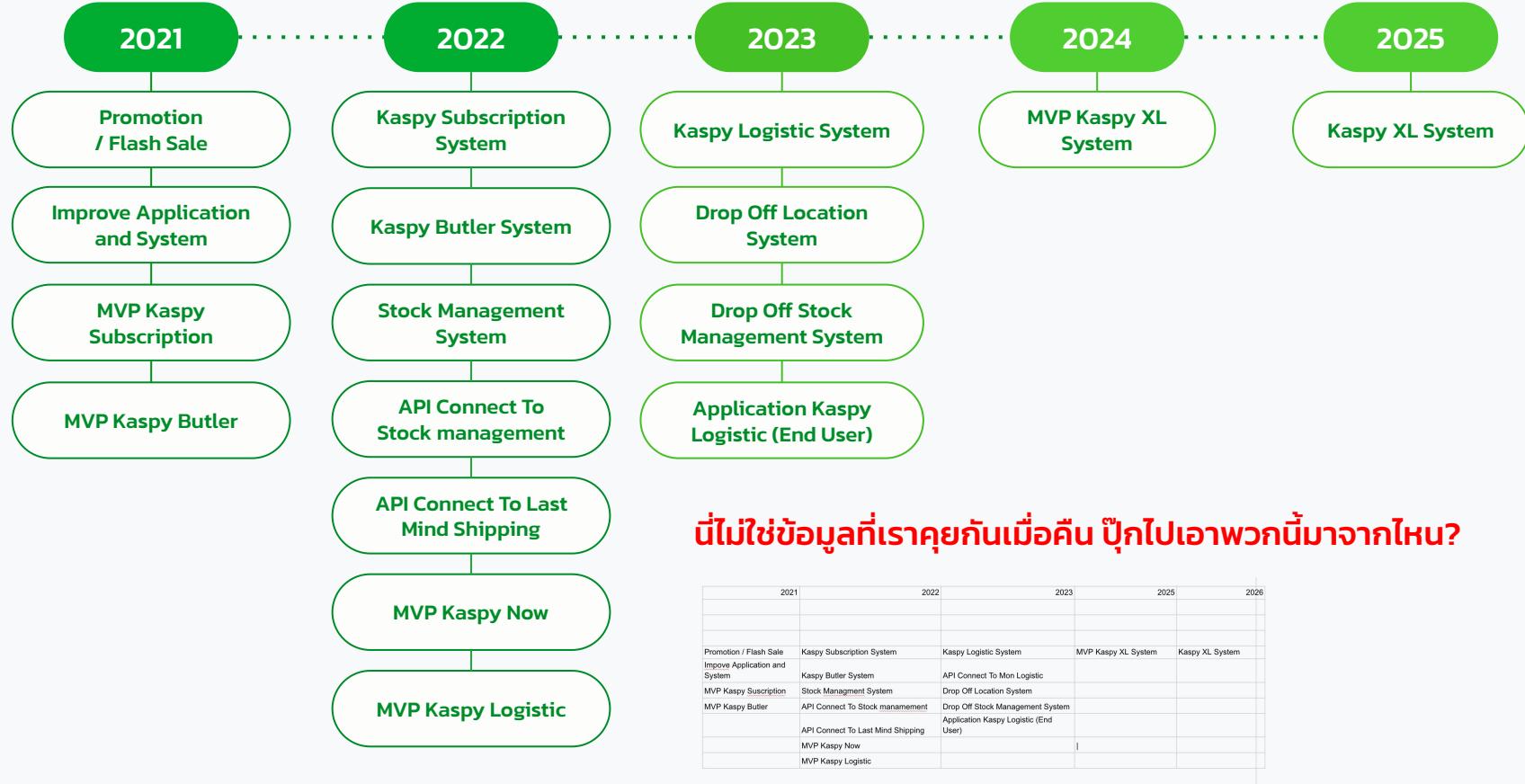


08

Technology Roadmap



Technology Roadmap



A photograph of a person's hands holding a light-colored wooden crate. The crate is filled with various fresh vegetables, including large white onions, orange carrots, and green leafy vegetables like kale or lettuce. The person is wearing a dark-colored apron over a light-colored shirt.

07

Marketing &

Acquisition

Strategy

Marketing Strategy

Recruiting users to the app (sellers and buyers)

Acquire Sellers

Acquired through alliances with government units and recruiting through social media



Por Laew Dee /
SET Social Enterprise



Social Enterprises
Thailand



Area-Level Research &
Innovation Fund
Management Unit of
Thailand



Kasetsook
Facebook Page

Acquire Buyers

Acquired through influencers and social media



Thanaphong Wongchinsri



Kiattisak Udomnak



Mhiew Ruenjarung



PhD Rapeepat
Tanyawatpornkul



Starving Time (MOVF
MEDIA)



Kaspy
Social Media

Strategy for Kaspy Subscription

<p>01 Parents of International School Students</p>	<p>02 Contact Admin of Residential and Condominium Projects(฿20 million +)</p>	<p>03 Alternative Schools such as Flock Learning</p>	<p>04 Company LINE Groups</p>
<p>05 Affiliate Program (invite new users to the app in exchange for in app vouchers and discounts)</p>	<p>06 EXPATS living in Bangkok</p>	<p>07 Influencers</p>	<p>08 Social Media</p>



08

Financial Projection

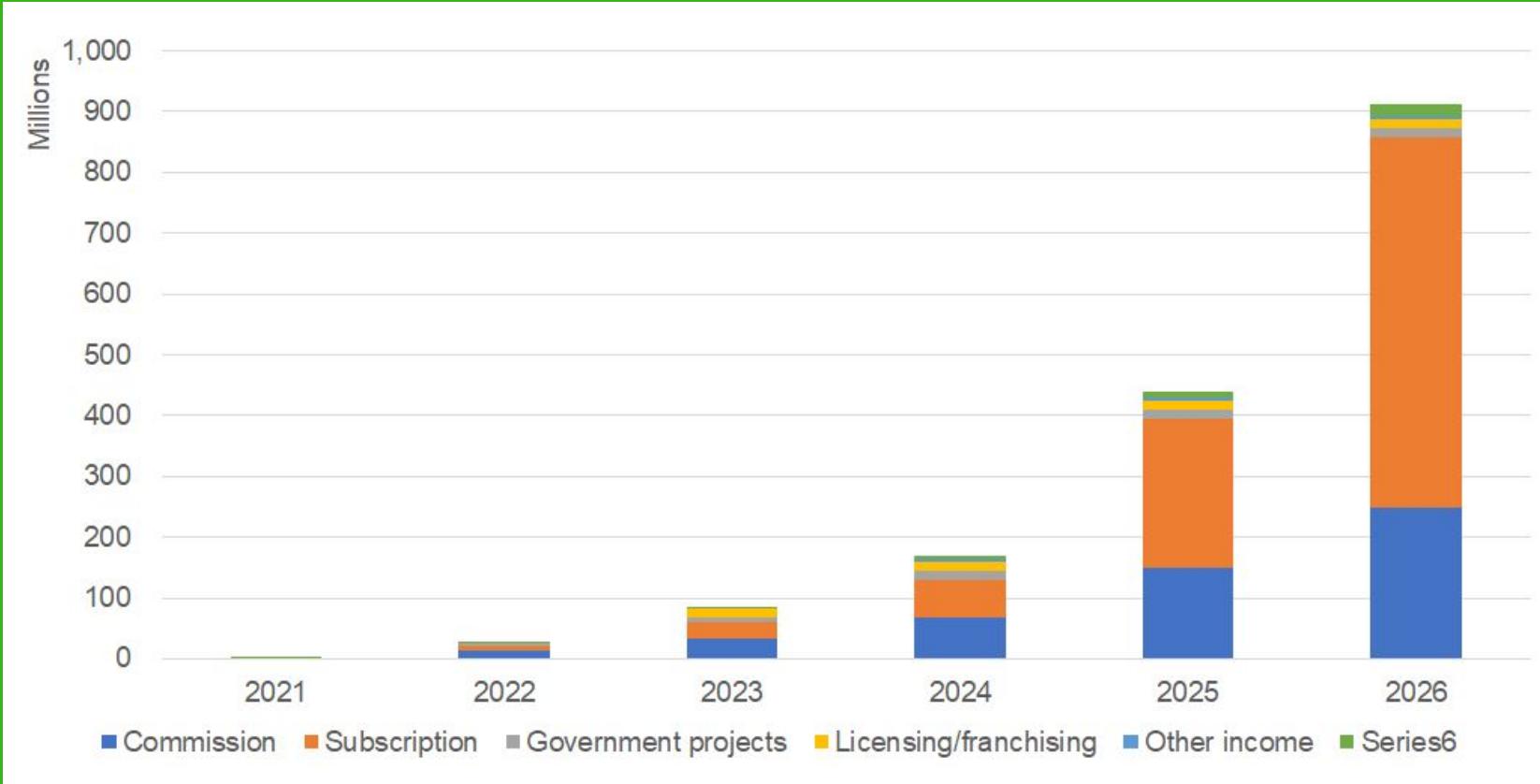


Investment Plan

**Create and maintain
Core technology
(Kaspy Platform)**

**Spend on marketing budget
PR & Promotion**

Revenue Forecast



5-Year Projection

Best case scenario

FINANCIAL STATEMENTS	Y0	Y1	Y2	Y3	Y4	Y5
	2021	2022	2023	2024	2025	2026
INCOME STATEMENT	Estimation	Forecast	Forecast	Forecast	Forecast	Forecast
Income						
Commission	111,307	14,175,000	33,750,000	67,500,000	148,500,000	247,500,000
Subscription	130,000	6,638,400	25,503,600	62,634,000	245,541,000	610,177,500
Government projects	0	4,000,000	8,000,000	15,000,000	15,000,000	15,000,000
Licensing/franchising	0	0	15,000,000	15,000,000	15,000,000	15,000,000
Big data analytics	0	0	0	5,000,000	5,000,000	5,000,000
Other income	1,460	865,000	1,730,000	5,010,000	10,857,500	20,311,875
Total income	242,767	25,678,400	83,983,600	170,144,000	439,898,500	912,989,375
Cost of Services	2,243,096	7,599,539	15,472,539	38,090,539	78,258,539	126,826,539
Gross Profit	-2,000,328	18,078,861	68,511,061	132,053,461	361,639,961	786,162,836
Selling, General & Administrative Expenses						
Selling Expenses	4,204,304	31,200,968	32,775,872	56,568,240	58,643,610	62,289,975
Administrative Expenses	2,731,740	18,407,609	20,146,209	29,581,499	30,379,573	30,423,332
Total SG&A	6,936,044	49,608,577	52,922,081	86,149,739	89,023,183	92,713,307
Operating Profit	-8,936,372	-31,529,716	15,588,980	45,903,722	272,616,777	693,449,529
Financing Cost						
Earnings before Tax	-8,936,372	-31,529,716	15,588,980	45,903,722	272,616,777	693,449,529
Corporate Income Tax	0	0	0	4,178,570	54,523,355	138,689,906
Net Profit	-8,936,372	-31,529,716	15,588,980	41,725,152	218,093,422	554,759,623

Best Case scenario:

		2021	2022	2023	2024	2025	2026
Group A	Population	420,000	420,000	420,000	420,000	420,000	420,000
Group B	Population	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000
Group C	Population	2,840,000	2,840,000	2,840,000	2,840,000	2,840,000	2,840,000
	% Target	MVP	0.010%	0.040%	0.100%	0.400%	1.000%
Group A	Family	-	42	168	420	1,680	4,200
Group B	Family	-	160	640	1,600	6,400	16,000
Group C	Family	-	284	1,136	2,840	11,360	28,400
	Gross Sale						
Group A	20,000	-	840,000	3,360,000	8,400,000	33,600,000	84,000,000
Group B	12,000	-	1,920,000	7,680,000	19,200,000	76,800,000	192,000,000
Group C	8,000	-	2,272,000	9,088,000	22,720,000	90,880,000	227,200,000
		300,000	5,032,000	20,128,000	50,320,000	201,280,000	503,200,000
GP	10%	30,000	503,200	2,012,800	5,032,000	20,128,000	50,320,000
Per Year	@12	30,000	6,038,400	24,153,600	60,384,000	241,536,000	603,840,000

5-Year Projection

CASH FLOW STATEMENT	2021	2022	2023	2024	2025	2026
	Estimation	Forecast	Forecast	Forecast	Forecast	Forecast
CASH FLOW FROM OPERATING ACTIVITIES						
Net Profit	-8,936,372	-31,529,716	15,588,980	41,725,152	218,093,422	554,759,623
Add: Depreciation & Amortization	1,416,913	3,588,548	5,936,548	8,997,348	11,365,348	13,733,348
Changes in current assets						
Account receivables	7,906	0	0	0	0	0
Inventories	0	0	0	0	0	0
Other current assets	0	0	0	0	0	0
Changes in current liabilities	0	0	0	0	0	0
Trade and other payables	-414,869	0	0	0	0	0
Other current liabilities	0	0	0	0	0	0
Net cash flow from operating activities	-7,926,421	-27,941,168	21,525,528	50,722,500	229,458,770	568,492,971
CASH FLOW FROM INVESTING ACTIVITIES						
PP&E - Cost	-224,000	-2,960,000	-5,000,000	-3,464,000	0	0
Intangible assets - cost	-7,450,365	-11,480,000	-13,480,000	-23,680,000	-23,680,000	-23,680,000
Other non-current assets	0	0	0	0	0	0
Net cash flow from investing activities	-7,674,365	-14,440,000	-18,480,000	-27,144,000	-23,680,000	-23,680,000
CASH FLOW FROM FINANCING ACTIVITIES						
Overdraft & short-term loans	0	0	0	0	0	0
Loan from related parties	0	0	0	0	0	0
Long-term loan - Leasing	0	0	0	0	0	0
Other non-current liabilities	0	0	0	0	0	0
Paid-up capital	4,361,133	0	0	0	0	0
Share premium	46,409,717	0	0	0	0	0
Legal reserve	0	0	0	0	0	0
Dividend payment/adjustments	0	0	0	0	0	0
Net cash flow from financing activities	50,770,850	0	0	0	0	0
Net cash increase/(decrease)	35,170,064	-42,381,168	3,045,528	23,578,500	205,778,770	544,812,971
Beginning cash	37,986	35,208,050	-7,173,118	-4,127,590	19,450,910	225,229,680
Ending cash	35,208,050	-7,173,118	-4,127,590	19,450,910	225,229,680	770,042,651

Cashflow & Valuation

Discounted Cash Flow Approach		Y0 2021	Y1 2022	Y2 2023	Y3 2024	Y4 2025	Y5 2026	Beyond
Statement of Cash Flows								
Cash flow from operating activities		(7,926,421)	(27,941,168)	21,525,528	50,722,500	229,458,770	568,492,971	
Cash flow from investing activities		(7,674,365)	(14,440,000)	(18,480,000)	(27,144,000)	(23,680,000)	(23,680,000)	
Cash flow from financing activities		50,770,850	0	0	0	0	0	
Cash increase/(decrease)		35,170,064	(42,381,168)	3,045,528	23,578,500	205,778,770	544,812,971	
Beginning cash		37,986	35,208,050	(7,173,118)	(4,127,590)	19,450,910	225,229,680	
Ending cash		35,208,050	(7,173,118)	(4,127,590)	19,450,910	225,229,680	770,042,651	
Valuation								
Free Cash Flow			-42,381,168	3,045,528	23,578,500	205,778,770	544,812,971	544,812,971
WACC			12.00%					zero growth
PV of Planning Period			381,572,290					
PV of Terminal Value			2,576,179,261				4,540,108,095	
Business Value			2,957,751,551					
Deduct: Market Value of Debt			0					
Plus: Cash on hand			35,208,050					
Equity Value			2,992,959,601					
Share Price (Baht/ Share)			2,084.07					
Funding			50,000,000					
% Shareholding			1.7%					

Investor Expected Return

EQUITY IRR	Y0	Y1	Y2	Y3	Y4	Y5
1 Investment - Angle Round	(50,000,000)					
2 Dividend						
3 Capital Gain						
Share value @ exit year						4,540,108,095
Share portion of VC	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%
Capital Gain						1,135,027,024
Cash Flow to Investor (1+2+3)	(50,000,000)	0	0	0	0	1,135,027,024
Net Cash Flow to Investor	1,085,027,024					
ROI (X)	21.70					
Equity IRR (%)	86.73%					

Case B scenario: decrease 50% target percentage on subscription model

		2021	2022	2023	2024	2025	2026
Group A	Population	420,000	420,000	420,000	420,000	420,000	420,000
Group B	Population	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000
Group C	Population	2,840,000	2,840,000	2,840,000	2,840,000	2,840,000	2,840,000
	% Target	MVP	0.005%	0.020%	0.050%	0.200%	0.500%
Group A	Family	-	21	84	210	840	2,100
Group B	Family	-	80	320	800	3,200	8,000
Group C	Family	-	142	568	1,420	5,680	14,200
	Gross Sale						
Group A	20,000	-	420,000	1,680,000	4,200,000	16,800,000	42,000,000
Group B	12,000	-	960,000	3,840,000	9,600,000	38,400,000	96,000,000
Group C	8,000	-	1,136,000	4,544,000	11,360,000	45,440,000	113,600,000
	300,000	2,516,000	10,064,000	25,160,000	100,640,000	251,600,000	251,600,000
GP	10%	30,000	251,600	1,006,400	2,516,000	10,064,000	25,160,000
Per Year	@12	30,000	3,019,200	12,076,800	30,192,000	120,768,000	301,920,000

Investor Expected Return

Discounted Cash Flow Approach		Y0	Y1	Y2	Y3	Y4	Y5	Beyond
		2021	2022	2023	2024	2025	2026	
Statement of Cash Flows								
Cash flow from operating activities		(7,926,421)	(30,899,984)	9,690,264	25,010,990	138,568,776	329,372,331	
Cash flow from investing activities		(7,674,365)	(14,440,000)	(18,480,000)	(27,144,000)	(23,680,000)	(23,680,000)	
Cash flow from financing activities		50,770,850	0	0	0	0	0	
Cash increase/(decrease)		35,170,064	(45,339,984)	(8,789,736)	(2,133,010)	114,888,776	305,692,331	
Beginning cash		37,986	35,208,050	(10,131,934)	(18,921,670)	(21,054,680)	93,834,096	
Ending cash		35,208,050	(10,131,934)	(18,921,670)	(21,054,680)	93,834,096	399,526,427	0
Valuation								
Free Cash Flow			-45,339,984	-8,789,736	-2,133,010	114,888,776	305,692,331	305,692,331
WACC		12.00%						zero growth
PV of Planning Period		157,748,838						
PV of Terminal Value		1,445,483,654					2,547,436,095	
Business Value		1,603,232,491						
Deduct: Market Value of Debt		0						
Plus: Cash on hand		35,208,050						
Equity Value		1,638,440,541						
Share Price (Baht/Share)		1,140.89						
Funding		50,000,000						
% Shareholding		3.1%						
EQUITY IRR								
1 Investment - Angle Round		(50,000,000)						
2 Dividend								
3 Capital Gain								
Share value @ exit year							2,547,436,095	
Share portion of VC		25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	
Capital Gain							636,859,024	
Cash Flow to Investor (1+2+3)		(50,000,000)	0	0	0	0	636,859,024	
Net Cash Flow to Investor		586,859,024						
ROI (X)		11.74						
Equity IRR (%)		66.35%						

Case C scenario:

decrease 50% target percentage and GP on subscription model

		2021	2022	2023	2024	2025	2026	
Group A	Population	420,000	420,000	420,000	420,000	420,000	420,000	
Group B	Population	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	
Group C	Population	2,840,000	2,840,000	2,840,000	2,840,000	2,840,000	2,840,000	
	% Target	MVP	0.005%	0.020%	0.050%	0.200%	0.500%	
Group A	Family	-	21	84	210	840	2,100	
Group B	Family	-	80	320	800	3,200	8,000	
Group C	Family	-	142	568	1,420	5,680	14,200	
	Gross Sale							
Group A	20,000	-	420,000	1,680,000	4,200,000	16,800,000	42,000,000	
Group B	12,000	-	960,000	3,840,000	9,600,000	38,400,000	96,000,000	
Group C	8,000	-	1,136,000	4,544,000	11,360,000	45,440,000	113,600,000	
		300,000	2,516,000	10,064,000	25,160,000	100,640,000	251,600,000	
GP	5%	15,000	125,800	503,200	1,258,000	5,032,000	12,580,000	
Per Year	@12	→	15,000	1,509,600	6,038,400	15,096,000	60,384,000	150,960,000

Investor Expected Return

Discounted Cash Flow Approach		Y0	Y1	Y2	Y3	Y4	Y5	Beyond
		2021	2022	2023	2024	2025	2026	
Statement of Cash Flows								
Cash flow from operating activities		(7,941,421)	(32,379,392)	3,772,632	10,065,950	95,216,064	209,812,011	
Cash flow from investing activities		(7,674,365)	(14,440,000)	(18,480,000)	(27,144,000)	(23,680,000)	(23,680,000)	
Cash flow from financing activities		50,770,850	0	0	0	0	0	
Cash increase/(decrease)		35,155,064	(46,819,392)	(14,707,368)	(17,078,050)	71,536,064	186,132,011	
Beginning cash		37,986	35,193,050	(11,626,342)	(26,333,710)	(43,411,760)	28,124,304	
Ending cash		35,193,050	(11,626,342)	(26,333,710)	(43,411,760)	28,124,304	214,256,315	
Valuation							0	
Free Cash Flow			-46,819,392	-14,707,368	-17,078,050	71,536,064	186,132,011	186,132,011
WACC		12.00%						zero growth
PV of Planning Period		45,679,685						
PV of Terminal Value		880,135,850						1,551,100,095
Business Value		925,815,535						
Deduct: Market Value of Debt		0						
Plus: Cash on hand		35,193,050						
Equity Value		961,008,584						
Share Price (Baht/ Share)		669.17						
Funding		50,000,000						
% Shareholding		5.2%						
EQUITY IRR		Y0	Y1	Y2	Y3	Y4	Y5	
1 Investment - Angle Round		(50,000,000)						
2 Dividend								
3 Capital Gain								
Share value @ exit year								1,551,100,095
Share portion of VC		25.00%	25.00%	25.00%	25.00%	25.00%	25.00%	25.00%
Capital Gain								387,775,024
Cash Flow to Investor (1+2+3)		(50,000,000)	0	0	0	0	0	387,775,024
Net Cash Flow to Investor		337,775,024						
ROI (X)		6.76						
Equity IRR (%)		50.63%						

Beta Version organic growth (April - August 2021)

Amount of Users	April	May	June	July	August	
	Total Users	2,745	3,079	3,446	3,973	4,686
Amount of Sellers	Total Sellers	195	236	282	334	356
Revenue.	Total revenue (APR-AUG) = ₩98,315					



09

Use of Funds

18 months



Use of Fund



Use of Fund: Development

**Additional
Features**



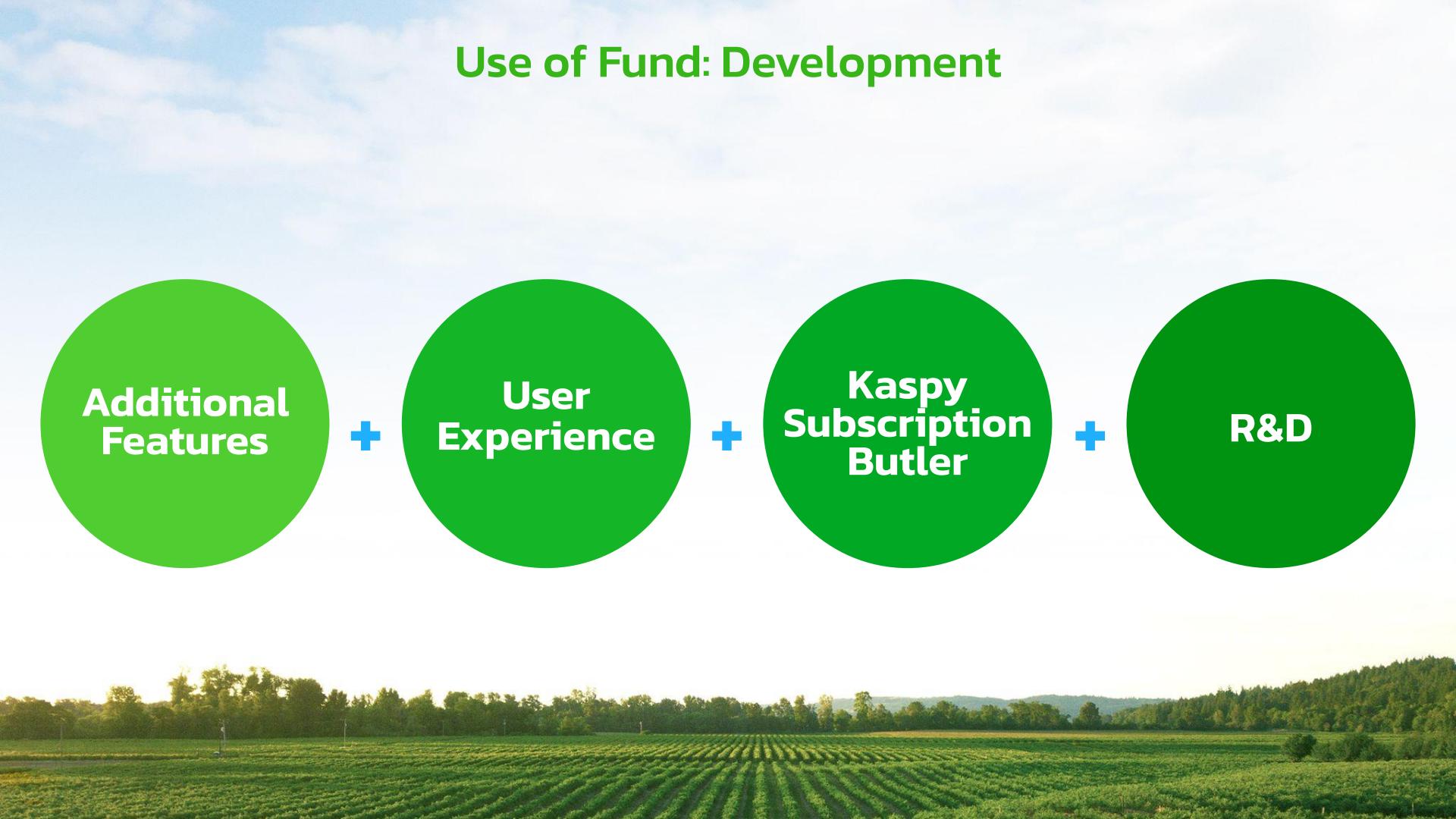
**User
Experience**



**Kaspy
Subscription
Butler**



R&D



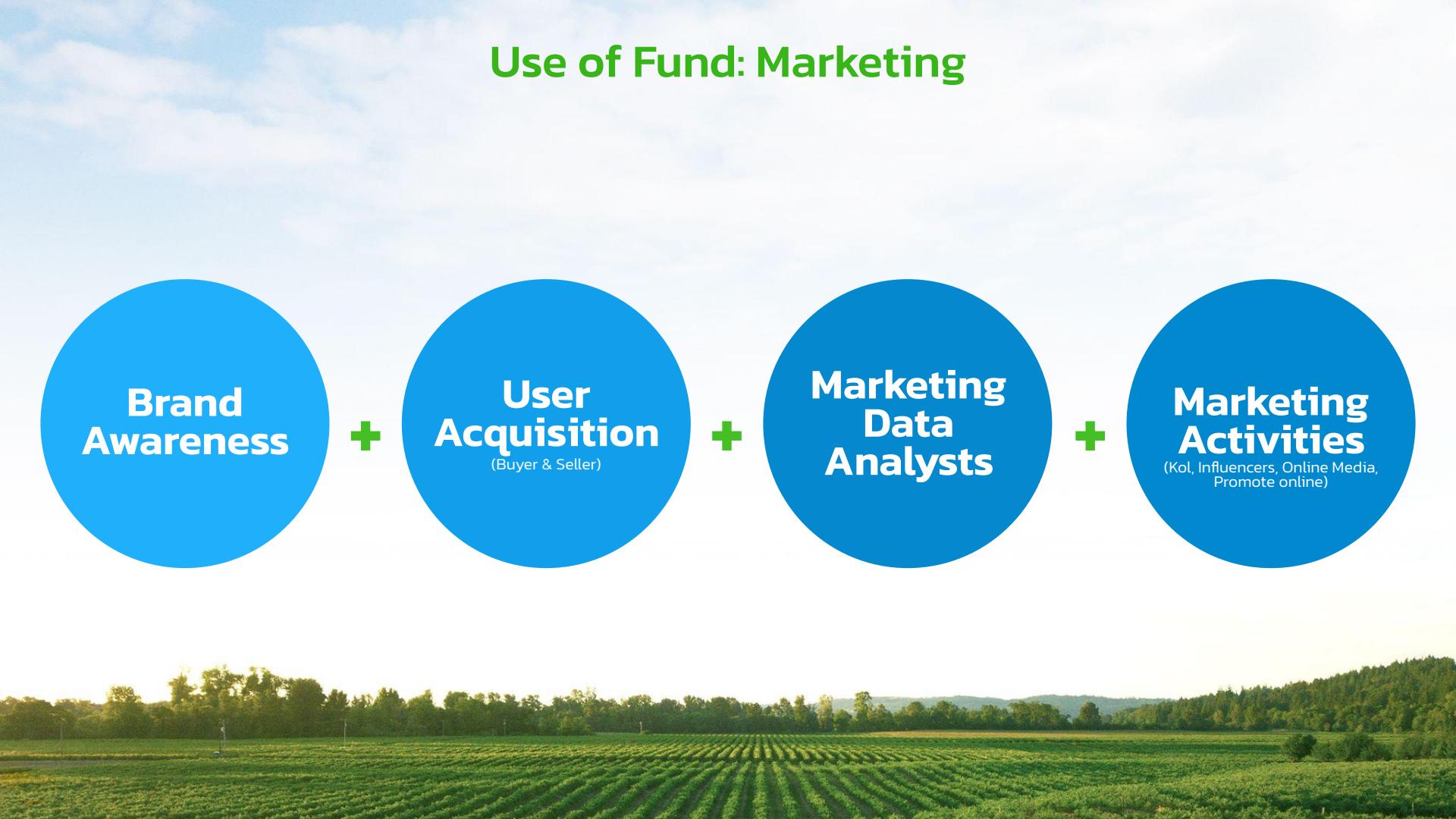
Use of Fund: Marketing

Brand Awareness

User Acquisition
(Buyer & Seller)

Marketing Data Analysts

Marketing Activities
(Kol, Influencers, Online Media, Promote online)



Use of Fund: Operation

**Customers
Services &
Sale
Support**



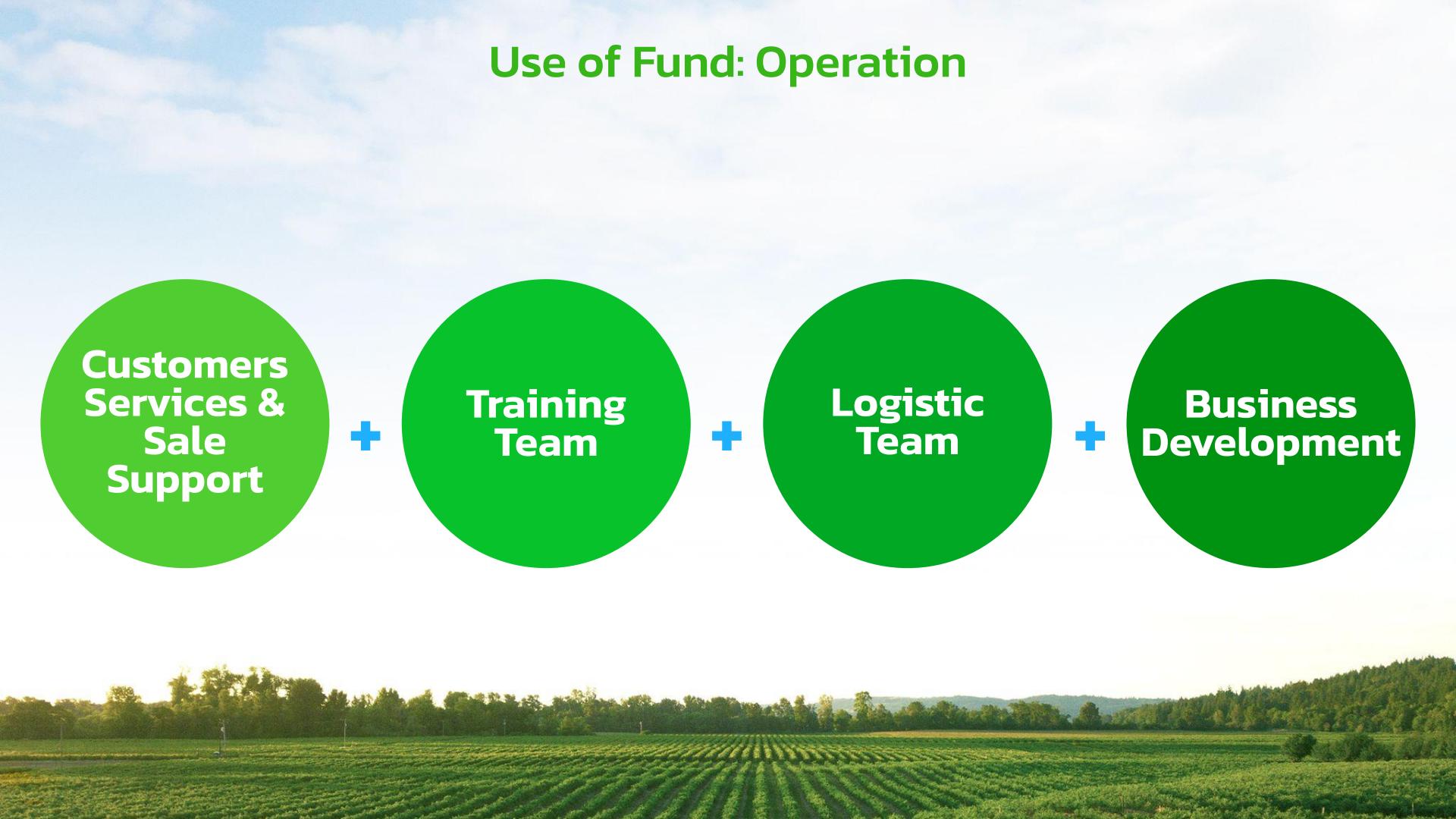
**Training
Team**



**Logistic
Team**



**Business
Development**



Why Invest Now???

New Normal from COVID-19 Situation

Since the start of the pandemic, new user acquisition in the e-commerce industry has increased by around 50% and a 120% increase in "first-time" customers versus the previous year.

Online Shopping Trend Growing

Thai e-commerce ranked 1st in ASEAN for its growth. The asset value of Thai e-commerce has been increasing consistently by 8-10% every year, especially in the B2C sector which increased by upwards of 14.04%.

Lazy Generation

According to the research based on 1,200 Thais, 81% are lazy to wait in line for shopping, 69% are lazy to cook, and 64% are lazy to go out for shopping. There is a huge business opportunity to cater convenience to the lazy generation.

Agricultural Big Data

The market value of smart farming in Thailand amounted to 128.7 million U.S. dollars in 2018, and is forecasted to reach 269.9 million U.S. dollars in 2022. There's a huge opportunity to capture seasonal and regional trends.

First and only agricultural online marketplace that covers all agricultural categories that will become the biggest agricultural platform locally, regionally, and globally.

Thank You



**Organic food/ fruits / Veggies/ Demand? Convincing news? Reports?
Statements? Research ? Strong enough to be convinced!!!!**

@PLOY

- Thailand was among the first countries in the world to begin initiatives for organic farming. In 1991, the first Thai farmers began growing organic crops, and just four years later the country had developed standards for what could be considered organic. Since then, the **demand for organic products among the Thai people has increased rapidly**. But the number of organic farms has not kept up with this demand, leading to a large market for foreign trade of organic products and produce.
- For the **2021 fiscal year, 1.9 billion baht** has been allocated by the government to **promote organic farming**.
- **Organic products in Thailand represent 0.04% of global demand with market size of US\$20.2 mn** and a per capita expenditure of US\$0.29, indicating that organic products are niche and supported by a small base of **high-income consumers**.
- Despite a low ranking in market size and per capita income, **Thailand ranks 10th in forecast growth with an anticipated value CAGR (compound annual growth rate) of 8.5% for the period 2019–2024**. The entry of new players and price reductions is making organic products more affordable.
- Premium pricing is a strong incentive for producers. **Consumers are willing to pay anywhere from 15% to 50% more for organic products** than for conventional foods.