

Management Discussion and Analysis for the Year 2021

Business Overview

Business overview of One to One Contacts Public Company Limited and its subsidiaries (“the Group”) for the year 2021 compared to the prior year are as follows;

For the year 2021 the Group reported total revenues (excluded other income) at THB 597.4 million, decreased by THB 81.4 million or 12.0% when compared to the prior year. It decreased from the revenue from services. The total cost was reported at THB 489.1 million, decreased by THB 113.3 million or 18.8%. The gross profit for the year 2021 was increased by THB 31.9 million or 41.7% and gross profit margin to revenues was at 18.1%.

The Group reported Net profits for the year 2021 at THB 55.7 million, increased by THB 104.5 million or 214.0%. when compared to the same period of prior year. It resulted from the increasing of gross profit margin and the increasing of other income by THB 57.9 million from Investments in equity securities of registered companies including other income from reversal of impairment loss on financial asset 32.5 million. Net profit ratio increased from the prior year was at 8.4%.

Revenues

The structure of revenues for the year ended 31 December 2021 and 2020 are as follows;

<i>Unit: THB million</i>	Y2021	Y2020	% Change
1. Revenue from sales and contract work	37.2	39.6	-6.0%
1.1 Turnkey Total Solutions	37.2	39.6	-6.0%
2. Revenue from services	560.2	639.2	-12.4%
2.1 Fully Outsourced Contact Center Management Service	368.3	408.8	-9.9%
2.2 Outsourced Contact Center Facility	25.8	12.7	102.5%
2.3 Outsourced Customer Service Representative	149.7	178.9	-16.3%
2.4 Maintenance Service	16.4	38.8	-57.5%
Total	597.4	678.8	-12.0%

1. Revenue from sales and from contract work

Turnkey Total Solutions generated revenue of THB 37.2 million in this year, decreased by THB 2.4 million or 6.0% when compared to the prior year.

2. Revenue from services

Revenue from services for this year was totally at THB 560.2 million, decreased by THB 79.0 million or 12.4% when compared to the prior year. The details are as follows;

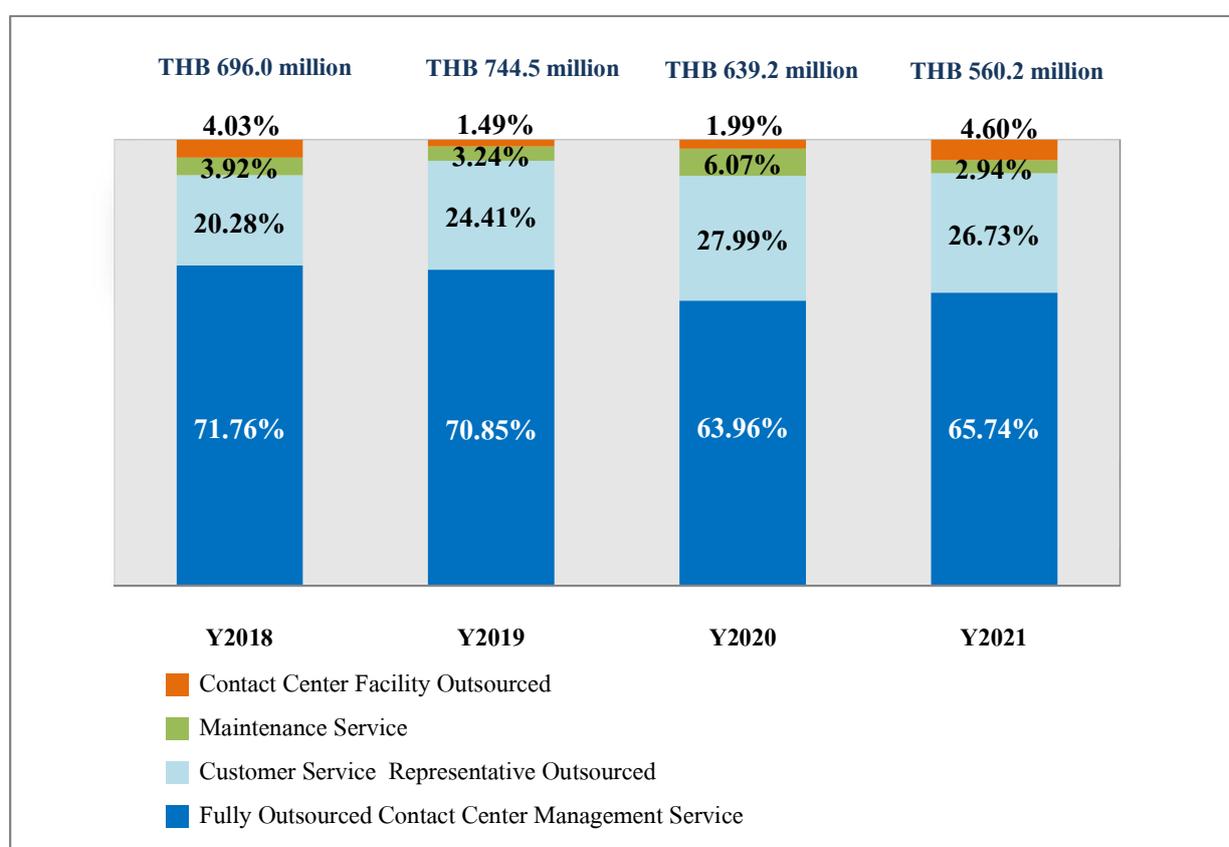
2.1 Revenue from Fully Outsourced Contact Center Management Service for this year was THB 368.3 million, decreased by THB 40.5 million or 9.9% when compared to the prior year. It was mainly decreased from the Government and State enterprise customer and Private sector’s customer in the airline business.

2.2 Revenue from Contact Center Facility Outsourced for this year was THB 25.8 million, increased by THB 13.1 million or 102.5% when compared to the prior year. It was mainly increased from Private sector's customer.

2.3 Revenue from Customer Service Representative Outsourced for this year was THB 149.7 million, decreased by THB 29.2 million or 16.3% when compared to the prior year. It mainly decreased by the Government and State enterprise customer.

2.4 Revenue from Maintenance Service for this year was THB 16.4 million, decreased by THB 22.4 million or 57.5% when compared to the prior year. It mainly decreased from end of contract with Government and State enterprise customer.

The structure of revenue from services



Gross Profit

For this year, gross profit margin of the Group was reported at THB 108.3 million and gross profit margin to revenues was at 18.1%, increased from 11.3% of the prior year. It main Gross profit margin increased from cost management.

Selling Expenses, Administrative Expenses and Other Expenses

The Group has selling expenses, administrative expenses and other expenses for this year, totally at THB 112.8 million, increased from the prior year by THB 30.7 million or 37.5%. It mainly increase from consultant fees, legal consultant fees, office moved expense and provision for impairment of intangible assets.

Net Profit

The Group reported Net profits for the year 2021 at THB 55.7 million, increased by THB 104.5 million or 214.0% when compared to the same period of prior year. It resulted from the increasing of gross profit margin and the increasing of other income by THB 57.9 million from Investments in equity securities of registered companies including other income from reversal of impairment loss on financial asset 32.5 million. Net profit ratio increased from the prior year was at 8.4%.

Financial Position

Total assets

As at 31 December 2021, the Group reported total assets at THB 708.7 million, increased by THB 153.1 million or 27.6% when compared to the end of the prior year. It was mainly increased from other current financial assets and other non current financial assets.

Total liabilities

As at 31 December 2021 the Group reported total liabilities at THB 98.8 million, decreased by THB 36.5 million or 27.0% when compared to the end of prior year. It was mainly decreased from lease liabilities and other current liabilities.

Financial ratio

The Group reported financial ratio as at 31 December 2021 as follows;

Financial ratio	Y2021	Y2020
Liquidity (times)	9.99	7.32
Debt to Equity (times)	0.11	0.24
Return on Equity (%)	7.59%	-6.83%
Return on Assets (%)	6.55%	-5.84%
Gross Profit Margin (%)	18.13%	11.26%
EBIT Margin (%)	10.70%	-6.83%
Net Profit Margin (%)	8.47%	-7.13%