

## Management Discussion and Analysis for the Year 2020

### Business Overview

Business overview of One to One Contacts Public Company Limited and its subsidiaries (“the Group”) for the year 2020 compared to the prior year are as follows;

For the year 2020 the Group reported total revenues (excluded other income) at THB 678.8 million, decreased by THB 77.5 million or 10.2% when compared to the prior year. It decreased from the revenue from services. The total cost was reported at THB 602.4 million, decreased by THB 69.7 million or 10.4%. The gross profit for the year 2020 was decreased by THB 7.8 million or 9.2% and gross profit margin to revenues was at 11.3%.

The Group reported total net loss for the year 2020 at THB 48.9 million, decreased by THB 81.9 million or 248.0%. This was a result of the provision for expected credit losses of receivable. Moreover, in prior year, there was interest income from lawsuit against a government agency as a trade account receivable at THB 25.6 million which present as other income. Net loss margin was at 7.2%.

### Revenues

The structure of revenues for the year ended 31 December 2020 and 2019 are as follows;

<i>Unit: THB million</i>	<b>Y2020</b>	<b>Y2019</b>	<b>% Change</b>
<b>1. Revenue from sales and contract work</b>	<b>39.6</b>	<b>11.8</b>	<b>236.3%</b>
1.1 Turnkey Total Solutions	39.6	11.8	236.3%
<b>2. Revenue from services</b>	<b>639.2</b>	<b>744.5</b>	<b>-14.1%</b>
2.1 Fully Outsourced Contact Center Management Service	408.8	527.5	-22.5%
2.2 Outsourced Contact Center Facility	12.7	11.1	14.8%
2.3 Outsourced Customer Service Representative	178.9	181.8	-1.6%
2.4 Maintenance Service	38.8	24.1	60.6%
<b>Total</b>	<b>678.8</b>	<b>756.3</b>	<b>-10.2%</b>

#### 1. Revenue from sales and from contract work

**1.1 Turnkey Total Solutions** generated revenue of THB 39.6 million in this year, increased by THB 27.8 million or 236.3%. It was mainly increased from the customers of Government and State enterprise sector and Private sector.

#### 2. Revenue from services

Revenue from services for this year was totally at THB 639.2 million, decreased by THB 105.3 million or 14.1% when compared to the prior year. The details are as follows;

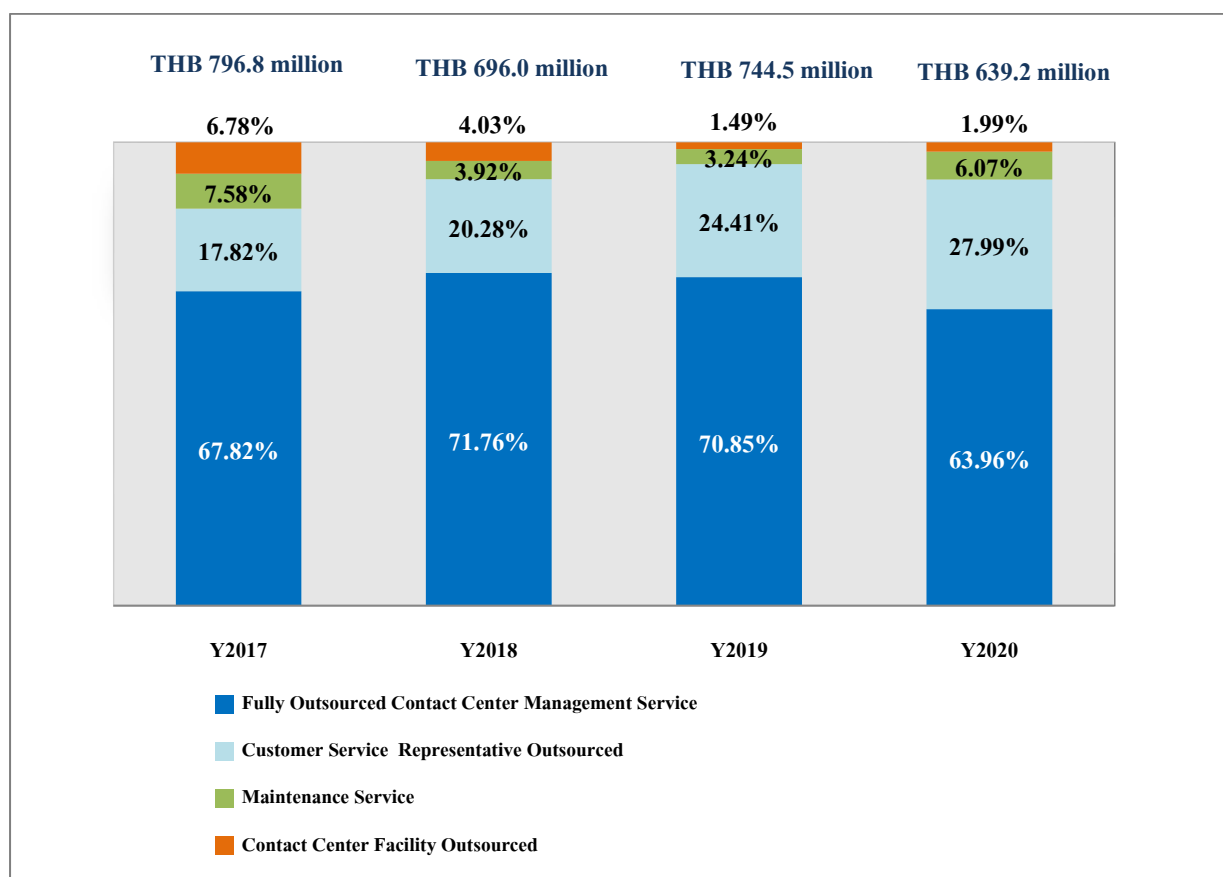
**2.1 Revenue from Fully Outsourced Contact Center Management Service** for this year was THB 408.8 million, decreased by THB 118.7 million or 22.5% when compared to the prior year. It was mainly decreased from the Corporate customer in airline business.

**2.2 Revenue from Contact Center Facility Outsourced** for this year was THB 12.7 million, increased by THB 1.6 million or 14.8% 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 178.9 million, decreased by THB 2.9 million or 1.6% when compared to the prior year. It mainly decreased by the Private sector's customer.

**2.4 Revenue from Maintenance Service** for this year was THB 38.8 million, increased by THB 14.6 million or 60.6% when compared to the prior year. It mainly increased 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 76.4 million and gross profit margin to revenues was at 11.3%, increased from 11.1% of the prior year. It came from cost reduction plan of the Group.

### Selling Expenses, Administrative Expenses and Other Expenses

The Group has selling expenses, administrative expenses and other expenses for this year, totally at THB 129.5 million, increased from the prior year by THB 46.7 million or 56.5%. This was a result of the provision for expected credit losses of receivable at THB 46.2 million

## Net Profit

The Group reported total net loss for this year at THB 48.9 million, decreased by THB 81.9 million or 248.0% when compared to the prior year. This was a result of the provision for expected credit losses of receivable. Moreover, in prior year, there was interest income from lawsuit against a government agency as a trade account receivable at THB 25.6 million which present as other income. Net loss margin was at 7.2%.

## Financial Position

### Total assets

As at 31 December 2020, the Group reported total assets at THB 698.3 million, decreased by THB 276.8 million or 28.4% when compared to the end of the prior year. It was mainly decreased from other current financial assets.

### Total liabilities

As at 31 December 2020, the Group reported total liabilities at THB 135.2 million, increased by THB 27.7 million or 25.8% when compared to the end of prior year. It was mainly increased from lease liabilities.

### Financial ratio

The Group reported financial ratio as at 31 December 2020 as follows;

Financial ratio	Y2020	Y2019
Liquidity (times)	7.32	9.68
Debt to Equity (times)	0.24	0.12
Return on Equity (%)	-6.83%	3.84%
Return on Assets (%)	-5.84%	3.44%
Gross Profit Margin (%)	11.26%	11.13%
EBIT Margin (%)	-6.83%	4.51%
Net Profit Margin (%)	-7.13%	4.18%