

## Management Discussion and Analysis for the Third Quarter of Year 2021

### Business Overview

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

For the three-month period, the Group reported total revenues (excluded other revenues) at THB 169.3 million, increased by THB 30.6 million or 22.0% from the prior period. However, when compared to the same period of prior year, The revenue was decreased by THB 14.8 million or 8.0% whereas the gross profit by THB 31.1 million was increased by THB 4.7 million. The gross profit margin for this quarter represented at 18.4%.

For the nine-month period, the Group reported total revenues (excluded other revenues) at THB 457.6 million, decreased by THB 78.7 million or 14.7% from the same period of prior year. It was increased in the gross profit by THB 5.4 million, resulted in the gross profit by THB 75.8 million, whereas the gross profit margin was going up to be at 7.7%.

### Revenues

The structure of revenues for the three-month and nine-month period ended 30 September 2021 and 2020 are as follows;

Unit: THB million	Three-month period			% Change +/-		Nine-month period		% Change
	Q3-20	Q2-21	Q3-21	QoQ	YoY	9M-20	9M-21	+/-
<b>1. Revenue from sales and contract work</b>	<b>25.1</b>	<b>4.2</b>	<b>12.9</b>	<b>206.6%</b>	<b>-48.5%</b>	<b>35.3</b>	<b>25.7</b>	<b>-27.1%</b>
1.1 Turnkey Total Solutions	25.1	4.2	12.9	206.6%	-48.5%	35.3	25.7	-27.1%
<b>2. Revenue from services</b>	<b>159.0</b>	<b>134.5</b>	<b>156.4</b>	<b>16.2%</b>	<b>-1.6%</b>	<b>501.0</b>	<b>431.9</b>	<b>-13.8%</b>
2.1 Fully Outsourced Contact Center Management	94.7	83.0	105.5	27.1%	11.3%	317.5	280.7	-11.6%
2.2 Contact Center Facility Outsourced	3.2	7.6	6.6	-13.4%	106.1%	8.7	19.9	128.6%
2.3 Customer Service Representative Outsourced	51.1	38.2	40.5	6.0%	-20.8%	145.1	115.7	-20.2%
2.4 Maintenance Service	9.9	5.7	3.8	-33.3%	-61.7%	29.8	15.6	-47.7%
<b>Total</b>	<b>184.1</b>	<b>138.7</b>	<b>169.3</b>	<b>22.0%</b>	<b>8.0%</b>	<b>536.3</b>	<b>457.6</b>	<b>-14.7%</b>

## 1. Revenue from sales and contract work

Turnkey Total Solutions for the three-month period was THB 12.9 million decreased from the same period of prior year by THB 12.2 million but increase from the prior period by THB 8.7 million.

## 2. Revenue from services

Revenue from services for the three-month period was THB 156.3 million, increased by THB 21.8 million or 16.2% from the prior period and decreased by THB 2.6 million or 1.6% when compared to the same period of prior year. Moreover, the revenue from services for the nine-month period was THB 431.9 million which decreased by THB 69.1 million or 13.8% when compared to the same period of prior year. The details are as follows;

**2.1 Revenue from Fully Outsourced Contact Center Management Service** for the three-month period was THB 105.2 million, increased by THB 22.2 million or 27.1% from the prior period. In addition, when compared to the same period of prior year, it was increased by THB 10.7 million or 11.3%. For the nine-month period, it was at THB 280.7 million decreased by THB 36.7 million or 11.6% when compared to the same period of prior year. It was mainly decreased from the Corporate customer in airline business and customers of Government and State enterprise sector.

**2.2 Revenue from Contact Center Facility Outsourced** for the three-month period was THB 6.6 million, decreased from the prior period but increase from the same period of prior year. It was mainly increased from Private sector's customer. For the nine-month period, it was THB 19.9 million increased by THB 11.2 million or 128.6% when compared to the same period of prior year.

**2.3 Revenue from Customer Service Representative Outsourced** for the three-month period was THB 40.5 million, increased from the prior period by THB 2.3 million or 6.0% and decreased from the same period of prior year by THB 10.6 million or 20.8%. For the nine-month period, it was THB 115.7 million decreased from the same period of prior year by THB 29.3 million or 20.2%. It mainly decreased by the customers of Government and State enterprise sector and Private sector.

**2.4 Revenue from Maintenance Service** for the three-month period was THB 3.8 million, decreased from the prior period by THB 1.9 million or 33.3% and decreased from the same period of prior year by THB 6.1 million or 61.7%. For the nine-month period, it was THB 15.6 million decreased from the same period of prior year by THB 14.2 million or 47.7%. It mainly decreased from Government and State enterprise customer.

## Gross Profit

For the three-month period, the Group reported total gross profit at THB 31.1 million and the gross profit margin was at 18.4%. When compared to the prior period, the gross profit increased by THB 10.7 million. Moreover, when compared to the same period of prior year the gross profit increased by THB 4.7 million and the gross profit margin increased from 14.4% to 18.4%. For the nine-month period, the Group reported total gross profit at THB 75.8 million. When compared to the same period of prior year, the gross profit increased by THB 5.4 million. It main Gross profit margin increased from cost management and cost reduction plan of the Group. The gross profit margin increased from 13.1% to 16.6%.

### **Selling Expenses, Administrative Expenses and Other Expenses**

The Group has selling expenses, administrative expenses and other expenses for the three-month period, totally at THB 32.1 million, increased from the prior period and increase from consultant fees including legal consultant. When compared the nine-month period to the prior year, it was increased by THB 23.0 million or 40.3%.

### **Net Profit**

The Group reported total net profit for the three-month period at THB 31.0 million increased by THB 18.3 million or 144.6% when compared to the prior period and increased by THB 28.8 million or 1318.3% when compared to the same period of prior year. Net profit to total revenues was at 14.8%. This was a result from the increasing of other income by THB 27.9 million from gain on change in value of listed equity investments. For the nine-month period, net profit was THB 56.6 million and net profit ratio was at 12.4% when increased from the same period of prior year.

### **Financial Position**

As at 30 September 2021, the Group reported total assets at THB 775.2 million, increased by THB 76.9 million or 11.0% when compared to the end of the prior year. It was mainly increased from financial assets.

Total liabilities were represented at THB 155.2 million, increased by THB 20.0 million or 14.8% when compared to the end of the prior year. It increased mainly from short-term loans from banks, and other payable.

The liquidity ratio (current assets to current liabilities) of the Group was at 4.1 times decreased from the end of the prior year. The debt to equity ratio of the Group was at 0.26 times, the proportion of the liabilities was low.