



Annual Registration Statement / Annual Report

Form 56-1 One Report

(Structured Data Report)

ONE TO ONE CONTACTS PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2022



Table of Contents

	Page
Business Operations and Performance	
Group Structure and Operations	1
Risk Management	4
Sustainable Development	6
Corporate Governance	
Corporate Governance Policy	10
Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information	11
Performance Report on Corporate Governance	21

Group Structure and Operations

Group Structure and Operations

Business Overview and Policies (1.1)

Company Information (1.1.5)

Company Name : ONE TO ONE CONTACTS PUBLIC COMPANY LIMITED

Symbol : OTO

Address : 99/26 Moo 4, Software Park 9 Fl., Chaengwattana Rd., Klong
Gluar, Pak-kred

Province : Nonthaburi

Postcode : 11120

Business : The Company provides Fully Outsourced Contact Center Services
and Turnkey Total Solutions to government agencies and
corporations with modern technology and provides rental
services both of Contact center facilities, software package
and Contact Center System Software which are customized by
customers.

Registration Number : 0107556000281

Telephone : 0-2685-0000

Website : www.onetoonecontacts.com

Email : contactus@otocontacts.com

Total Shares Sold (shares)

Common Stock : 559,999,995

Preferred Stock : 0

Business Operations (1.2)

Revenue Structure (1.2.1)

By Product Line or Business Grouping*

	2020	2021	2022
Total (Thousand baht)	685,090.00	657,159.00	634,894.00
Sales and Turnkey Total Solutions (Thousand baht)	39,572.00	37,197.00	20,141.00
Fully Outsourced Contact Center Management Service (Thousand baht)	408,851.00	368,265.00	387,627.00
Maintenance Service (Thousand baht)	38,776.00	16,467.00	9,331.00
Outsource Customer Service Representative (Thousand baht)	178,912.00	149,718.00	121,023.00
Outsource Contact Center Facility (Thousand baht)	12,724.00	25,767.00	22,308.00
Other segments (Thousand baht)	0.00	0.00	60,027.00
Other income (Thousand baht)	6,255.00	59,745.00	14,437.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Sales and Turnkey Total Solutions (%)	5.78	5.66	3.17
Fully Outsourced Contact Center Management Service (%)	59.68	56.04	61.05
Maintenance Service (%)	5.66	2.51	1.47
Outsource Customer Service Representative (%)	26.12	22.78	19.06
Outsource Contact Center Facility (%)	1.86	3.92	3.51
Other segments (%)	0.00	0.00	9.45
Other income (%)	0.91	9.09	2.27

By Geographical Area or Market*

	2020	2021	2022
Total (Thousand baht)	685,090.00	657,159.00	634,894.00
Domestic (Thousand baht)	680,580.00	654,931.00	634,697.00
International (Thousand baht)	4,510.00	2,228.00	197.00
Cambodia (Thousand baht)	4,510.00	2,227.00	197.00
Other countries (Thousand baht)	0.00	1.00	0.00

	2020	2021	2022
Total (%)	100.00	100.00	100.00
Domestic (%)	99.34	99.66	99.97
International (%)	0.66	0.34	0.03
Cambodia (%)	100.00	99.96	100.00
Other countries (%)	0.00	0.04	0.00

*Excluding the profit margins in the associated companies

Information on Products and Services (1.2.2)**Product/Service Information and Business Innovation Development (1.2.2.1)**

Research and Development (R&D) Policy : No

(Unit : Thousand baht)	2020	2021	2022
R&D expenses in the past 3 years	N/A	N/A	N/A

Risk Management

Risk Management

Risk Factors (2.2)

Risk that might affect the company's business, including environmental, social and corporate governance issues (2.2.1)

Risk from Climate Change

Risk Management Measures: Yes

Related Risk Topics

Strategic Risk

- Changes in technologies
- Damage to company image and reputation
- Other

Operational Risk

- Reliance on employees in key positions
- Shortage or reliance on skilled workers
- Loss or damage from non-compliance of partners or counterparties
- Climate change and disasters

Compliance Risk

- Corporate Governance
- Other

Financial Risk

- Default on payment or exchange of goods
- Fluctuation in exchange rates, interest rates, or the inflation rate

Risk to Securities Holder (2.2.2)

Investment risks of Securities Holders

Risk Management Measures: Yes

Related Risk Topics

- Other

Risk to Securities Holder from Investing in Foreign Securities (Applicable to only foreign companies) (2.2.3)

Risk of Investing in Foreign Securities

Risk Management Measures: Yes

Related Risk Topics

- Other

Sustainable Development

Sustainable Development

Sustainability Management Policy and Targets (3.1)

Sustainability Management Policy and Targets

Corporate Sustainability Policy : Yes

URL of corporate sustainability policy : www.onetoonecontacts.com/การพัฒนาอย่างยั่งยืน/sustainable-development-goals-th/

Environmental Aspect (3.3)

Policy and Guideline on Environmental Aspect (3.3.1)

Environmental Policy and Practice : Yes

URL of environmental policy and practice : www.onetoonecontacts.com/wp-content/uploads/2022/05/นโยบายพัฒนาเพื่อความยั่งยืน-TH.pdf

Company environmental guideline : Electricity Management, Water Management, Waste Management, Greenhouse Gas and Climate Change Management

Results with Respect to the Environmental Aspect (3.3.2)

• Electricity consumption

	2020	2021	2022
Amount of electricity purchased (kWh)	354,194.00	845,375.00	771,947.00

Water management

• Water consumption

	2020	2021	2022
Water consumption (cubic meters)	9,133.00	5,072.00	3,192.00

Waste management

• Waste from operations

	2020	2021	2022
Non-hazardous waste (kg)	8,578.00	302,843.00	239,023.00
Total (kg)	8,578.00	302,843.00	239,023.00

Greenhouse gas management

• Greenhouse gas emissions

	2020	2021	2022
GHG emission target	217,816.03	191,958.83	1,077,565.50
Scope 1 (Tons of carbon dioxide equivalents)	N/A	N/A	N/A
Scope 2 (Tons of carbon dioxide equivalents)	186,943.59	422,603.00	385,896.00
Scope 3 (Tons of carbon dioxide equivalents)	26,344.00	774,692.00	611,673.00
Total (Tons of carbon dioxide equivalents)	213,287.59	1,197,295.00	997,569.00

• Verification of greenhouse gas emissions over the past year

Third-party verification : No

Social Aspect (3.4)

Policy and Guideline on Social Aspect (3.4.1)

Human Rights Policy : Yes

URL of human rights policy : www.onetoonecontacts.com/wp-content/uploads/2022/05/นโยบายการไม่ละเมิดสิทธิมนุษยชน-TH.pdf

Company human right guideline : Employee Rights, Migrant Workers, Child Labor, Safety and Occupational Health at Work, Non-discrimination

Results with Respect to the Social Aspect (3.4.2)

Information about employees

• Total number of employees

	2020	2021	2022
Number of male employees (persons)	548	326	381
Number of female employees (persons)	964	943	1,006
Total (persons)	1,512	1,269	1,387

• Employee remuneration

	2020	2021	2022
Employee remuneration (baht)	353,500,000.00	277,170,000.00	302,180,000.00

• Employee development and training

	2020	2021	2022
Average training hours of employees (hour / person / year)	9	26	34
Employee development and training expenses (baht)	671,052.00	397,627.00	182,114.74

• Health, safety and work environment

	2020	2021	2022
Number of employee work injuries leading to employee absence (times)	0	0	0

• **Employee retention**

	2020	2021	2022
Percentage of employees who voluntarily resigned (%)	74.60	74.15	66.11

• **Significant labor dispute**

	2020	2021	2022
Significant labor dispute	No	No	No

Corporate Governance Policy

Corporate Governance Policy

Overview of the Corporate Governance Policy and Guideline (6.1)

Corporate Governance Policy

Corporate Governance Policy : Yes

Company website on corporate governance policy : www.onetoonecontacts.com/wp-content/uploads/2023/03/20221110-CG-Policy-TH.pdf

Policy and Guideline Related to the Board of Directors (6.1.1)

Policy and guideline related to the board of directors

Company policy and guideline : Nomination of Directors, Compensation, Independence of the Board of Directors, Director Development, Board Performance Evaluation, Corporate Governance of Subsidiaries and Associated Companies

Code of Conduct (6.2)

Establishing a Code of Conduct

Establishing a Code of Conduct

Code of Conduct : Yes

Policy and Guideline related to the Code of Conduct

Company policy and guideline : Preventing of Conflicts of Interest, Preventing the Misuse of Inside Information, Anti-corruption, Whistleblowing

Corporate Governance Structure
and Significant Information Regarding
the Board of Directors, Subcommittees,
Management,
Employee and Other Information

Corporate Governance Structure and Significant Information Regarding the Board of Directors, Subcommittees, Management, Employee and Other Information

Board of Directors (7.2)

Composition of the board of directors (7.2.1)

	Number of persons	Percentage (%)
Total number of directors	10	100.00
Number of male directors	9	90.00
Number of female directors	1	10.00
Number of executive directors	2	20.00
Number of non-executive directors	8	80.00
Number of independent directors	4	40.00

Information on the board of directors and persons with authority to control the company (7.2.2)

List of directors

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PAKORN APAPHANT Gender: Male Age: 54 years old Highest level of education: Doctoral degree Major: Civil Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Re-elected as director	14 Dec 2020	Engineering, Governance/ Compliance, Risk Management, Audit

2.	Mr. KANAWUTHI WATTANADHIRACH Gender: Male Age: 63 years old Highest level of education: Bachelor's degree Major: Business Administration (Accounting) , Laws Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	14 Dec 2020	Law, Accounting, Corporate Management, Strategic Management
3.	Mr. PANOM RATANARAT Gender: Male Age: 47 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Original director	14 Dec 2020	Finance, Banking
4.	Mr. CHAIWAT PHITHAKRAKTHAM Gender: Male Age: 37 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Executive) Director type: Original director	14 Dec 2020	Marketing
5.	Mr. PRIYONG TEERASATHIAN Gender: Male Age: 54 years old Highest level of education: Bachelor's degree Major: Business Administration in Accounting , Laws Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive, Independent director) Director type: Original director	8 Mar 2021	Accounting, Audit

6.	<p>Mr. CHUKET OUNJITTI</p> <p>Gender: Male</p> <p>Age: 52 years old</p> <p>Highest level of education: Doctoral degree</p> <p>Major: Mathematics</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	28 Apr 2021	Engineering, Finance, Accounting
7.	<p>Mr. PATTARAKIT TECHASIKARN</p> <p>Gender: Male</p> <p>Age: 62 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive, Independent director)</p> <p>Director type: Original director</p>	28 Apr 2021	Corporate Management, Accounting
8.	<p>Mr. SUBHASIDDHI RAKKASIKORN</p> <p>Gender: Male</p> <p>Age: 52 years old</p> <p>Highest level of education: Bachelor's degree</p> <p>Major: Business Administration</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Re-elected as director</p>	11 Jun 2021	Accounting, Corporate Management
9.	<p>Ms. SAOWANEE KHAOUBOL</p> <p>Gender: Female</p> <p>Age: 48 years old</p> <p>Highest level of education: Master's degree</p> <p>Major: Finance and Banking</p> <p>Thai nationality: Yes</p> <p>Residing in Thailand: Yes</p>	<p>Director</p> <p>(Non-executive)</p> <p>Director type: Original director</p>	10 Nov 2021	Finance, Corporate Management

10. Mr. SOMKIT LIKITPARINYA	Director	14 Jan 2022	Finance, Accounting, Corporate Management
Gender: Male	(Non-executive)		
Age: 48 years old			
Highest level of education:	Director type: Re-elected		
Master's degree	as director		
Major: Information Technology Management			
Thai nationality: Yes			
Residing in Thailand: Yes			

Other Information pertaining to committees

The Chairman is an independent director : Yes

The Chairman and the manager are the same person : No

The Chairman and the manager are members of the same family : No

The company appoints at least one independent director to determine the agenda
of the Board of Directors' meetings : Yes

Sub-committees (7.3)

Information about sub-committees (7.3.2)

Audit Committee

List of audit committee members

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PAKORN APAPHANT Gender: Male Age: 54 years old Highest level of education: Doctoral degree Major: Civil Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the audit committee (Non-executive, Independent director) Director type: Re-elected as director	14 Dec 2020	Engineering, Governance/ Compliance, Risk Management, Audit
2. Mr. CHUKET OUNJITTI [1] Gender: Male Age: 52 years old Highest level of education: Doctoral degree Major: Mathematics Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	28 Apr 2021	Engineering, Finance, Accounting
3. Mr. PATTARAKIT TECHASIKARN [1] Gender: Male Age: 62 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Audit committee (Non-executive, Independent director) Director type: Original director	28 Apr 2021	Corporate Management, Accounting

[1] A director with the accounting expertise needed to review financial statements

Executive Committee

List of executive committee members

General information	Position	Date position was assumed
1. Mr. KANAWUTHI WATTANADHIRACH Gender: Male Age: 63 years old Highest level of education: Bachelor's degree Major: Business Administration (Accounting) , Laws Thai nationality: Yes Residing in Thailand: Yes	Chairman of the executive committee	28 Apr 2021
2. Mr. CHAIWAT PHITHAKRAKTHAM Gender: Male Age: 37 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	14 Dec 2020
3. Ms. Warunee Poodee Gender: Female Age: 49 years old Highest level of education: Master's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	6 Nov 2019
4. Ms. Chutima Insawang Gender: Female Age: 46 years old Highest level of education: Bachelor's degree Major: Irrigation Engineering Thai nationality: Yes Residing in Thailand: Yes	Member of the executive committee	8 Mar 2021

Other sub-committees

Sub-committees information

Name of sub-committees	List of directors	Position
Corporate Governance Committee	Mr. PRIYONG TEERASATHIAN	Chairman
	Mr. PAKORN APAPHANT	Member
	Mr. KANAWUTHI WATTANADHIRACH	Member
Nominating and Compensation Committee	Mr. PAKORN APAPHANT	Chairman
	Mr. PRIYONG TEERASATHIAN	Member
	Mr. KANAWUTHI WATTANADHIRACH	Member
Risk Management Committee	Mr. KANAWUTHI WATTANADHIRACH	Chairman
	Mr. PRIYONG TEERASATHIAN	Member
	Mr. CHAIWAT PHITHAKRAKTHAM	Member
Sustainable Development Committee	Mr. KANAWUTHI WATTANADHIRACH	Chairman
	Ms. Warunee Poodee	Member
	Mr. CHAIWAT PHITHAKRAKTHAM	Member
	Ms. Chutima Insawang	Member
Investment Committee	Mr. KANAWUTHI WATTANADHIRACH	Chairman
	Mr. CHAIWAT PHITHAKRAKTHAM	Member
	Mr. Surapong Saeheng	Member

Roles of Sub-committees

Sub-committees responsible for risk management : Risk Management Committee

Sub-committees responsible for nomination : Nominating and Compensation Committee

Sub-committees responsible for remuneration : Nominating and Compensation Committee

Sub-committees responsible for corporate governance : Corporate Governance Committee

Sub-committees responsible for corporate sustainability development : Sustainable Development Committee

Executives (7.4)

List and positions of the executive (7.4.1)

The four highest-ranking executives

General information	Position	Date position was assumed	Experience and expertise
1. Mr. KANAWUTHI WATTANADHIRACH Gender: Male Age: 63 years old Highest level of education: Bachelor's degree Major: Business Administration (Accounting) , Laws	Chief Executive Officer	28 Apr 2021	Law, Accounting, Corporate Management, Strategic Management
2. Mr. Thawee Udomkitchote Gender: Male Age: 57 years old Highest level of education: Bachelor's degree Major: Science in Business and Managerial Economics	Acting - Vice Chief Executive Officer	1 Sep 2021	Economics, Corporate Management, Strategic Management
3. Ms. Warunee Poodee Gender: Female Age: 49 years old Highest level of education: Master's degree Major: Business Administration	Senior Vice President-Operation	5 Jun 2019	Accounting, Corporate Management, Strategic Management
4. Mrs. Sasakorn Suppatkul Gender: Female Age: 52 years old Highest level of education: Master's degree Major: Business Administration	Vice President - Sales and CR	16 Jun 2020	Negotiation, Project Management, Marketing, Strategic Management
5. Mr. Praphan Somboonngern Gender: Male Age: 45 years old Highest level of education: Bachelor's degree Major: Computer Science	Vice President - Information Technology	1 Mar 2022	Information & Communication Technology, IT Management, Professional Services

[1] Highest responsibility in accounting and finance

[2] Directly responsible for financial account supervision

Remuneration policy for executives (7.4.2 – 7.4.3)

Remuneration policy for executives

Remuneration policy for executives : Yes

Remuneration

	2020	2021	2022
Total executive remuneration (baht)	18,876,346.67	21,279,578.33	19,893,968.00

Other forms of remuneration

Employee Stock Ownership Plan (ESOP) : No

Employee Joint Investment Program (EJIP) : No

Employees (7.5)

Information about company employees

Employees

Number of male employees (persons) : 381

Number of female employees (persons) : 1,006

Total (persons) : 1,387

Employee Remuneration

Total employee remuneration : 302,180,000.00

Provident fund

Total number of employees (persons) : 1,387

Number of employees contributing to the PVD (persons) : 185

Percentage of employees who are members (%) : 13.34

Performance Report on Corporate Governance

Performance Report on Corporate Governance

Summary of Director Performance (8.1)

Selection, development, and evaluation of duty performance of the Board of Directors (8.1.1)

List of new directors appointed in the past year

• List of continuing directors (full term of directorship and being re-appointed as a director)

General information	Position	Date position was assumed	Experience and expertise
1. Mr. PAKORN APAPHANT Gender: Male Age: 54 years old Highest level of education: Doctoral degree Major: Civil Engineering Thai nationality: Yes Residing in Thailand: Yes	Chairman of the board (Non-executive, Independent director) Director type: Re-elected as director	Date position was assumed: 14 Dec 2020	Engineering, Governance/ Compliance, Risk Management, Audit
2. Mr. SUBHASIDDHI RAKKASIKORN Gender: Male Age: 52 years old Highest level of education: Bachelor's degree Major: Business Administration Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 11 Jun 2021	Accounting, Corporate Management
3. Mr. SOMKIT LIKITPARINYA Gender: Male Age: 48 years old Highest level of education: Master's degree Major: Information Technology Management Thai nationality: Yes Residing in Thailand: Yes	Director (Non-executive) Director type: Re-elected as director	Date position was assumed: 14 Jan 2022	Finance, Accounting, Corporate Management

Development of directors over the past year

List of directors	Position	Participated in director development program
Mr. PAKORN APAPHANT	Chairman of the board	Non-participating
Mr. KANAWUTHI WATTANADHIRACH	Director	Participating
Mr. PANOM RATANARAT	Director	Non-participating
Mr. CHAIWAT PHITHAKRAKTHAM	Director	Participating
Mr. PRIYONG TEERASATHIAN	Director	Participating
Mr. CHUKET OUNJITTI	Director	Participating
Mr. PATTARAKIT TECHASIKARN	Director	Participating
Mr. SUBHASIDDHI RAKKASIKORN	Director	Non-participating
Ms. SAOWANEE KHAUBOL	Director	Participating
Mr. SOMKIT LIKITPARINYA	Director	Non-participating

Directors' performance assessment

Method used to evaluate directors' performance : Whole-board-of-directors assessment, Individual-director assessment (self-assessment)

Meeting attendance and remuneration to each Board member (8.1.2)

Meeting attendance of the board of directors

Number of board meetings (times) : 7

Date of AGM meeting : 21 Apr 2022

EGM meeting : No

	List of directors	Termination date	Number of Board Meeting	AGM meetings	EGM meetings
1.	Mr. PAKORN APAPHANT (Chairman of the board)	-	7/7	Participating	Did not hold the meeting
2.	Mr. KANAWUTHI WATTANADHIRACH (Director)	-	7/7	Participating	Did not hold the meeting
3.	Mr. PANOM RATANARAT (Director)	-	7/7	Participating	Did not hold the meeting
4.	Mr. CHAIWAT PHITHAKRAKTHAM (Director)	-	7/7	Participating	Did not hold the meeting
5.	Mr. PRIYONG TEERASATHIAN (Director)	-	7/7	Participating	Did not hold the meeting
6.	Mr. CHUKET OUNJITTI (Director)	-	7/7	Participating	Did not hold the meeting
7.	Mr. PATTARAKIT TECHASIKARN (Director)	-	7/7	Participating	Did not hold the meeting
8.	Mr. SUBHASIDDHI RAKKASIKORN (Director)	-	7/7	Participating	Did not hold the meeting
9.	Ms. SAOWANEE KHAUBOL (Director)	-	7/7	Participating	Did not hold the meeting
10.	Mr. SOMKIT LIKITPARINYA (Director)	-	6/6	Participating	Did not hold the meeting

Remuneration for company directors

	List of directors	Termination date	Meeting allowance (baht)	Other monetary remuneration (baht)	Other non-monetary
1.	Mr. PAKORN APAPHANT (Chairman of the board)	-	300,000.00	N/A	No
2.	Mr. KANAWUTHI WATTANADHIRACH (Director)	-	130,000.00	N/A	No
3.	Mr. PANOM RATANARAT (Director)	-	70,000.00	N/A	No
4.	Mr. CHAIWAT PHITHAKRAKTHAM (Director)	-	70,000.00	N/A	No

5.	Mr. PRIYONG TEERASATHIAN (Director)	-	130,000.00	N/A	No
6.	Mr. CHUKET OUNJITTI (Director)	-	110,000.00	N/A	No
7.	Mr. PATTARAKIT TECHASIKARN (Director)	-	110,000.00	N/A	No
8.	Mr. SUBHASIDDHI RAKKASIKORN (Director)	-	70,000.00	N/A	No
9.	Ms. SAOWANEE KHAUBOL (Director)	-	70,000.00	N/A	No
10.	Mr. SOMKIT LIKITPARINYA (Director)	-	60,000.00	N/A	No

Report on the Audit Committee's Performance for the Past Year (8.2)

Report on the audit committee's performance for the past year

Meeting attendance of audit committee

Number of Audit committee meetings (times) : 4

	List of directors	Termination date	Number of the audit committee meeting
1.	Mr. PAKORN APAPHANT (Chairman of the audit committee)	-	4/4
2.	Mr. CHUKET OUNJITTI (Audit committee)	-	4/4
3.	Mr. PATTARAKIT TECHASIKARN (Audit committee)	-	4/4