



บริษัท ไอแอนดีไอ กรุ๊ป จำกัด (มหาชน)  
I&I Group Public Company Limited  
475 Siripinyo Building, Unit 1801, 18th Fl., Si Ayutthaya Road,  
Thanon Phaya Thai, Ratchathewi, Bangkok 10400 Thailand  
T (+66) 2-248-3745-6 F (+66) 2-248-3747 W www.ii.co.th

IIG 006/2022

12 May 2022

Subject: Management discussion and analysis for the three months ended March 31, 2022

Attn: Governors and President Market for Alternative Investment (MAI)

I&I Group Public Company Limited (“the Company”) would like to submit the management discussion and analysis of the operating results for the three months ended March 31, 2022 as follows:

Statement of comprehensive income for the three months ended 31 March

Overall Group Performance	For the three months ended 31 March				Change	
	2022		2021		Increase/(Decrease)	
	THB mm	%	THB mm	%	THB mm	%
Sales and Services Revenues	219.07	98.4	151.90	100.0	67.17	44.2
Other Revenue	3.55	1.6	0.00	0.0	3.55	0.0
<b>Total Revenue</b>	<b>222.62</b>	<b>100.0</b>	<b>151.90</b>	<b>100.0</b>	<b>70.72</b>	<b>46.6</b>
Cost of Sales and Services	160.84	72.2	113.87	75.0	46.97	41.2
<b>Gross Margin (Exclude Other Income)</b>	<b>58.23</b>	<b>26.6</b>	<b>38.03</b>	<b>25.0</b>	<b>20.20</b>	<b>53.1</b>
Selling and Administrative Expenses	25.96	11.7	23.99	15.8	1.97	8.2
<b>Profit Before Finance Costs and Income Tax</b>	<b>35.82</b>	<b>16.1</b>	<b>14.04</b>	<b>9.2</b>	<b>21.78</b>	<b>155.1</b>
Finance Costs	(0.37)	(0.17)	(0.01)	(0.0)	(0.36)	3600.0
<b>Profit Before Tax</b>	<b>35.45</b>	<b>15.9</b>	<b>14.03</b>	<b>9.2</b>	<b>21.42</b>	<b>152.7</b>
Income Tax	(6.87)	(3.1)	(2.67)	(1.8)	(4.20)	157.3
<b>Net Profit After Tax</b>	<b>28.58</b>	<b>12.8</b>	<b>11.36</b>	<b>7.5</b>	<b>17.22</b>	<b>151.6</b>



Summary of Performance

**Sales and Services Revenues (3M YoY)**

For the three months ended 31 March 2022 and 2021, the Company recorded total sales and service revenue of THB 219.07 million and THB 151.90 million, respectively. This is equal to an increase of 44.2% YoY. The significant increase came from growth of service revenue of Customer Relationship Management (CRM) and Enterprise Resource Planning (ERP) by 33.6% and 65.5%. respectively.

Table 1: Sales and Services Revenues by type of service for the three months ended 31 March

Revenue Types	For the three months ended 31 March				Change	
	2022		2021		Increase/(Decrease)	
	THB mm	%	THB mm	%	THB mm	%
1. Revenue from Customer Relationship Management (CRM)	112.74	50.6	84.36	55.5	28.38	33.6
2. Revenue from Enterprise Resource Planning (ERP)	92.54	41.6	55.91	36.9	36.63	65.5
3. Revenue from Consulting service of Customer Experience Management (CEM) and Digital Marketing	6.11	2.7	5.39	3.5	0.72	13.4
4. Revenue from Data Analytics & Management (iiG Data)	1.89	0.9	1.20	0.8	0.69	57.5
5. Revenue from Placement Service	5.79	2.6	5.04	3.3	0.75	14.9
<b>Sales and Services Revenues</b>	<b>219.07</b>	<b>98.4</b>	<b>151.90</b>	<b>100.0</b>	<b>67.17</b>	<b>44.2</b>
Other Revenue	3.55	1.6	-	0.0	3.55	-
<b>Total Revenue</b>	<b>222.62</b>	<b>100.0</b>	<b>151.90</b>	<b>100.0</b>	<b>70.72</b>	<b>46.6</b>



บริษัท ไอแอนดีไอ กรุ๊ป จำกัด (มหาชน)  
I&I Group Public Company Limited  
475 Siripinyo Building, Unit 1801, 18th Fl., Si Ayutthaya Road,  
Thanon Phaya Thai, Ratchathewi, Bangkok 10400 Thailand  
T (+66) 2-248-3745-6 F (+66) 2-248-3747 W www.ii.co.th

**1. Revenue from Customer Relationship Management (CRM)**

For the three months ended 31 March 2022, the Revenue from Customer Relationship Management (CRM) increased by THB 28.38 million or 33.6% YoY. The increase is from salesforce subscription increased 13.1% YoY and revenue from implementation and application management service for CRM system increased 68.1% YoY, mainly from acquiring new major customers in life and other insurance business, property business, and energy business, altogether contributing to the increase in revenue from the subscription service of Salesforce software.

**2. Revenue from Enterprise Resource Planning (ERP)**

For the three months ended 31 March 2022, the revenue from Enterprise Resource Planning (ERP) increased by THB 36.63 million or 65.5% YoY, mainly from the increase in revenue from Implementation and Application Management Service for ERP System of 20.01 million from acquiring a new customer in assets management business and the increase in revenue from Software Subscription & MA and the Grant of License from Oracle of THB 4.75 million compared to the same period of last year, from new service to migrate the legacy ERP on-premises to ERP on Cloud for our clients, resulting in a significant increase in recurring revenue.

**3. Revenue from Consulting service of Customer Experience Management (CEM) and Digital Marketing**

For the three months ended 31 March 2022, the revenue from consulting services and implementation specialized in brand strategy planning, customer experience management and digital marketing increased THB 0.72 million or increased 13.4% compared to the same period of last year, from a providing a service to customers in commercial bank, hospital, and pharmaceutical manufacturing.

**4. Revenue from Data Analytics & Management (iiG Data)**

For the three months ended 31 March 2022, the revenue from Data Analytics & Management was THB 1.89 million or increased THB 0.69 million or 57.5% compared to the same period of last year from providing service to customers in the hospital business and life insurance business.

**5. Revenue from Placement Service**

For the three months ended 31 March 2022, the revenue from placement service increased THB 0.75 million or increased 14.9% compared to the same period of last year from providing service to customers in commercial bank.



Table 2: Sales and Services Revenues by type of recurring and non-recurring

Revenue Types	For the three months ended 31 March				Change	
	2022		2021		Increase/(Decrease)	
	THB mm	%	THB mm	%	THB mm	%
Revenues- Recurring	84.59	38.0	71.37	47.0	13.22	18.5
Revenues- Non-Recurring	134.48	60.4	80.53	53.0	53.95	67.0
<b>Sales and Services Revenues</b>	<b>219.07</b>	<b>98.4</b>	<b>151.90</b>	<b>100.0</b>	<b>67.17</b>	<b>44.2</b>
Other Revenue	3.55	1.6	-	0.0	3.55	-
<b>Total Revenue</b>	<b>222.62</b>	<b>100.0</b>	<b>151.90</b>	<b>100.0</b>	<b>70.72</b>	<b>46.7</b>

#### Recurring and Non-Recurring Revenue for the three months ended 31 March 2022 (3M YoY)

For the three months ended 31 March 2022, the recurring revenue increased THB 13.22 million or 18.5% compared to the same period of last year, mainly from an increase in revenue from new customers of Customer Relationship Management (CRM) and Enterprise Resource Planning (ERP) services. Furthermore, the non-recurring revenue increased THB 53.95 million or 67.0% compared to the same period of last year, mainly from revenue from the new consulting project of Customer Experience Management (CEM) and Digital Marketing, Data Analytics & Management (iiG Data), Customer Relationship Management (CRM), and Enterprise Resource Planning (ERP) during the year. This results in the portion of the non-recurring revenue increased from 53.0% to 60.4% YoY.

#### Cost of Sales and Services

For the three months ended 31 March 2022, Cost of sales and services of the Company mainly came from cost of consultation and Implementation system. Overall cost of sales and service increased in line with our sales increases. For the three months ended 31 March 2022, the Company recorded cost of sales and services of THB 160.84 million or 72.2% of sales (For the three months ended 31 March 2021: THB 113.87 million or 75.0% of sales.), increased 41.2% YoY. The reason from the service cost increase which was in the same direction of sale increased 44.2% YoY mainly came from increased in labor costs.

#### Selling and Administrative Expenses

For the three months ended 31 March 2022, the Company recorded selling and administrative expenses THB 25.96 million or 11.7% of total revenues (For the three months ended 31 March 2021: THB 23.99 million or 15.8% of total revenues), an increase of THB 1.97 million YoY but decreased by 4.1% point compared to the same period of last year.



### Net Profit After Tax

For the three months ended 31 March 2022, Net profit after tax was THB 28.58 million or 12.8% of total revenues, increased by THB 17.22 million or 151.6% compared to the same period of last year. This is mainly due to the increase in service revenue from Customer Relationship Management (CRM), Enterprise Resource Planning (ERP) and other business.

### Statement of Financial Position ended 31 March 2022

Financial Position	31 March 2022		31 December 2021		Change Increase/(Decrease)	
	THB mm	%	THB mm	%	THB mm	%
<b>Assets</b>						
Cash and cash equivalents	107.13	11.9	159.45	20.0	(52.32)	(32.8)
Trade and Other receivables, net	153.43	17.0	137.41	17.2	16.02	11.7
Unbilled receivables	186.38	20.6	126.92	15.9	59.46	46.8
Prepaid software license fees	125.10	13.8	61.54	7.7	63.56	103.3
Other current assets	12.14	1.3	3.78	0.5	8.36	221.2
Goodwill	251.72	27.9	251.72	31.6	0.00	0.0
Other non-current assets	67.83	7.5	56.18	7.1	11.65	20.7
<b>Total assets</b>	<b>903.73</b>	<b>100.0</b>	<b>797.00</b>	<b>100.0</b>	<b>106.73</b>	<b>13.4</b>
<b>Liabilities</b>						
Current liabilities	270.30	29.9	195.39	24.5	74.91	38.3
Non-current liabilities	50.89	5.6	47.65	6.0	3.24	6.8
<b>Total liabilities</b>	<b>321.19</b>	<b>35.5</b>	<b>243.05</b>	<b>30.5</b>	<b>78.14</b>	<b>32.1</b>
<b>Equity</b>	<b>582.54</b>	<b>64.5</b>	<b>553.95</b>	<b>69.5</b>	<b>28.59</b>	<b>5.2</b>
<b>Total liabilities and equity</b>	<b>903.73</b>	<b>100.0</b>	<b>797.00</b>	<b>100.0</b>	<b>106.73</b>	<b>13.4</b>



บริษัท ไอแอนดีไอ กรุ๊ป จำกัด (มหาชน)  
I&I Group Public Company Limited  
475 Siripinyo Building, Unit 1801, 18th Fl., Si Ayutthaya Road,  
Thanon Phaya Thai, Ratchathewi, Bangkok 10400 Thailand  
T (+66) 2-248-3745-6 F (+66) 2-248-3747 W www.ii.co.th

#### **Total Assets**

Total assets as of 31 March 2022 is THB 903.73 million, increased THB 106.73 million or 13.4% compared to total assets as of 31 December 2021. The main reason came from the increase in an account receivable and unbilled receivables of THB 75.48 million and increase in Prepaid software license fees of THB 63.56 million. Non-Current Asset shown on the financial statement is goodwill that will be tested for impairment at least on a yearly basis. The Goodwill is the amount recorded from company valuation/appraisal from the purchase price allocation and not impaired in this period due to the good performance and solid cash flow status.

#### **Total Liabilities**

Total liabilities as of 31 March 2022 is THB 321.19 million, increased THB 78.14 million or 32.1% compared to total liabilities as of 31 December 2021 due to the increase in deferred income from software subscription, maintenance, and application management service revenue total of THB 76.22 million, which is in line with the increase in prepaid software license fees.

#### **Equity**

Total equity as of 31 March 2022 is THB 582.54 million, increased THB 28.59 million or 5.2%, mainly due to net profit from operation from the past three months.

#### **AR Turnover and Collection Period**

The standard credit term for our clients running between 30-120 days depending on type of sales and service. Most of the credit terms of the Company and its subsidiaries are 30 days. As of 31 March 2022, the DSO (Day Sales Outstanding) was 51 days on average, a slightly decreased 5 days from 56 days as of 31 December 2021.

Please be informed accordingly.

Sincerely Yours,

Mr. Somchai Mekasuvanroj

Chief Executive Officer

I&I Group Public Company Limited