

## Overview Business Performance

Make to Win Holding Public Company Limited engages in manufacturing and distributing clothes in both wholesale and retail selling in 2 main channels, 2 branches and factory, with the branding of “Anoko” “Noble” “Over Bick’C” “S Sport” and “Super Kool” and MTW invests in Deco Green Energy Company Limited as a subsidiary company which mainly engages in manufacturing and distributing electric motorcycles. The branches of MTW are located in Bobae Tower. The main channel of distributing electric motorcycle is selling to dealer located most of all area in Thailand with it’s own brand as “DECO”.

For year 2019-2021, MTW presented net profit of Baht 13.89 million, Baht 17.35 million and Baht 26.35 million consecutively whereas net profit margin account to 8.85%, 9.92% and 12.30%. In year 2020, net profit increases Baht 3.46 million from previous year or 24.91%. The main reason came from growing of sale of Electric motorcycle’s business, even though the Garment’s business had effected from Covid 19. In year 2021, net profit increases Baht 9.00 million or growth 51.90% due to the garment’s business has turned to net profit and the increase in sale of electric motorcycle’s business.

## Performance and Profitability

Sales	2020		2021		Increase (decrease)	% Increase (decrease)
	Million Baht	%	Million Baht	%		
Sale Revenue	173.92	99.45	213.08	99.49	0.13	13.54
Other incomes	0.96	0.55	1.09	0.51	39.29	22.47
Total Revenue	174.88	100.00	214.17	100.00	39.16	22.52

Other incomes consist of revenue from Prototype, sale of damage cloth, rent, interest revenue.

In year 2021, Revenue from sales of Baht 214.17 million increase Baht 39.16 million from 2020 or 22.52%. Sales revenue from Garment’s business of Baht 90.39 million, increase Baht 8.86 million or 10.87% due to the better circumstance of corona visus pandemic. For electric motorcycle business, the revenue from sale was 123.01 million baht (3,398 units) or 99.59% of total revenue of DECO, or an increase of 32.50%. The increase of revenue from sale was as a result from environment conservation trend and the expansion of the electric motorcycle dealers as a representative of DECO products.

## Cost of sales and Gross Profit margin

unit : Million Baht	2020	2021	Increase (decrease)	% Increase (decrease)
Cost of Sales	122.49	148.39	25.90	21.14
Gross Profit Margin	22.87	28.56	5.69	24.88
Gross Profit Margin (%)	28.05	31.6	3.55	

In year 2021, the Company had cost of sales Baht 148.39 million increase from the last year at Baht 122.49 million or increase Baht 25.90 million or 21.14%. The major increase come from the sale increase in electric motorcycle's business which is resulted to increasing of cost of sales. The Gross Profit margin increase by 28.05% to 31.60%, the gross margin amount increased from the previous year due to higher revenue from sale.

The analysis of revenue, Cost of sales and gross margin of each product group can be shown as follows

#### Garment's business

Unit Million Baht	2020	2021	Increase (decrease)	% Increase (decrease)
Revenues	81.53	96.41	90.39	96.01
Cost of sales	58.66	61.82	3.16	5.39
Gross Profit	22.87	28.05	5.18	22.65
Gross Profit margin (%)	28.05	31.60	3.55	

Cost of sales in garment's business consists of cost of material, direct labor and overhead such as plant facilities, plant depreciation, etc. In 2021, cost of sale is Baht 61.82 million or 68.40% of sales revenue which increase from 2020 because of increase in sale revenue due to the better circumstance of coronavirus pandemic. The company has gross profit Baht 28.05 million or increase Baht 5.18 million or 22.65%

#### Electric Motorcycle's business

Unit Million Baht	2020	2021	Increase (decrease)	% Increase (decrease)
Revenues	92.84	123.01	30.17	32.50
Cost of sales	65.39	88.29	22.90	35.02
Gross Profit	27.45	34.72	7.27	26.48
Gross Profit margin (%)	29.57	28.23	(1.34)	

In 2021, Cost of sales in electric motorcycle business is Baht 88.29 million of 71.77% of revenue from sale. The increasing of cost of sales is resulted from the increasing of revenue from sale due to the growth of customer's demand. The Company has the gross profit Baht 28.56 million or 28.33% which decrease from 29.57% in year 2020 due to the increase in raw material cost.

#### Selling expenses

For the year 2021, selling expense is Baht 11.45 million or 5.37% of total revenue. Increase by Baht 4.23 million or 58.59% from Baht 7.22 million in year 2020.

Selling expenses	2020		2021		Increase (decrease)	% Increase (decrease)
	Million Baht	%	Million Baht	%		
salary	1.87	25.96	3.91	34.14	2.04	109.09
overtime and other welfares	0.17	2.37	0.29	2.49	0.12	70.59

Sum salary and overtime and other welfares	2.04	28.33	4.20	36.63	2.16	105.88
Sales promotion	0.65	8.97	0.80	6.96	0.15	23.08
Depreciation	3.97	55.11	4.76	41.59	0.79	19.90
Other sales expenses	0.55	7.58	1.70	14.82	1.15	209.09
Total selling expenses	7.22	100.00	11.45	100.00	4.23	58.59
% of revenue	4.15		5.37		1.22	

Selling salary increased due to the normal change of salary base. The Company has low selling expense because of the company emphasis direct distributed goods from the factory. And the other selling expenses is depreciation for retail branch.

#### Administrative Expenses

For the year 2021, Administrative Expenses is Baht 19.75 million or 9.27% of revenues which decrease by Baht 21.26 million from last year. The decrease effects come from the decrease in Depreciation and amortization.

Administrative Expenses	2020		2021		Increase (decrease) (Million Baht)	% Increase (decrease) %
	Million Baht	%	Million Baht	%		
Salary and other welfares	8.36	39.32	8.21	41.55	(0.15)	(1.79)
Depreciation and amortization	6.31	29.69	4.32	21.86	(1.99)	(31.54)
Professtion fees	3.27	15.40	3.07	15.56	(0.20)	(6.12)
Others	3.31	15.59	4.16	21.03	(0.85)	(25.68)
Total administrative expenses	21.26	100.00	19.75	100.00	(1.51)	(7.10)
% of revenue	12.22		9.27		(2.95)	

Others include utility expenses, stationary expenses, insurance expenses, maintenance expenses, etc.

For the year 2021, the expense relevant to administrative is Baht 8.21 million or 41.55% of administrative expense. For the year 2021, administrative expense decreased which was resulted from the salary of C-Level managements was decreased due to the COVID-19 circumstance and the decrease of depreciation and amortization.

#### Net Profit and Net Profit margin

Type of business	Net Profit and Net Profit margin					
	2020		2021		Increase (decrease)	% Increase (decrease)
	Million Baht	%	Million Baht	%		
Consolidated	17.35	9.92	26.35	12.30	9.00	51.87

Garment's business	0.34	0.40	7.73	8.21	7.39	2,173.53
Electric motorcycle's business	16.99	18.18	18.62	15.08	1.63	9.59

For the year 2021, the net profit of the Company was Baht 26.35 million or 12.30% which increase by Baht 9.00 million or 51.87% due to the net profit from Garment's business has increased to Baht 7.73 million or 8.21%. And continuous growth of electric motorcycle's business from customer demand increasing, effect to increase in net profit to Baht 18.62 million or 15.08%

#### Statement of Financial position

(unit million baht)	2020	2021	Increase (decrease)	% Increase (decrease)
Assets				
Current Assets	136.22	175.22	39.00	28.63
Non-current assets	215.36	209.57	(5.79)	(2.99)
Total Assets	351.58	384.79	33.21	9.45
Liabilities				
Current Liabilities	51.52	58.12	6.60	12.81
Non-current Liabilities	2.27	1.94	(0.33)	(14.54)
Total Liabilities	53.79	60.06	6.27	11.66
Equity				
Shares capital	250.00	250.00	-	-
Retained earnings	19.49	39.93	20.45	104.95
ส่วนได้เสียที่ไม่มีอำนาจควบคุม	28.30	34.80	6.50	22.96
Total equities	297.79	324.73	26.94	9.05

#### Assets

As of December 31 2021, total assets is 384.80 Baht million, increase Baht 33.21 million from 2020 due to an increase in current assets from trade accounts receivable and other accounts receivable. The decrease of non-current assets due to the depreciation of fixed assets.

#### Liabilities

As of December 31 2021, total liabilities is Baht 60.06 million, increase of 6.27 million baht from increase of current liabilities which is Bank overdraft. And decrease in non-current liabilities due to the repayment of Long term loan.

#### Equity

As of December 31 2021, total shareholders' equity is Baht 324.73 million an increase of Baht 26.94 million due to increasing of the operating results of the year 2021.

#### Significant Financial Ratio

Financial Ratio	2020	2021	Increase (decrease)
Liquidity Ratio (time)	2.66	3.01	0.35
Gross Profit Margin	29.57%	30.36%	0.79%
Net Profit Margin	9.92%	12.30%	2.38%
Return on Equity	5.97%	8.47%	2.5%
Return on Assets	4.94%	7.16%	2.22%
Debt to Equities (times)	0.18	0.18	0
Interest Bearing Debt to EBITDA Ratio (times)	0.99	0.87	(0.12)

#### Liquidity Ratio

The liquidity ratio increased from 2.66 times to 3.01 times due to an increase in other accounts receivable for advance payment of the electric motorcycle's business and increase of inventories for raw material and finished products.

#### Gross Profit Margin

Gross profit margin increased from 29.57% to 30.36% or increase of 0.79%, mainly increase in the sale revenue of electric motorcycle's business with a higher gross margin.

#### Net Profit Margin

Net profit margin increased from 9.92% to 12.30% mainly from higher gross profit as mentioned above together with effective control of selling and administrative expenses

#### Return on Equity

Return on equity increased from 5.97% to 8.47% as net profit increased from Baht 17.35 million to Baht 26.35 million, while shareholders' equity did not change significantly therefore increasing the return on equity

#### Return on Asset

The return on assets increased from 4.94% to 7.16% in line with the capacity utilization for producing merchandize for sale to customers.

#### Interest bearing debt to EBITDA ratio

IBD/EBITDA in year 2021 equal to 0.87 times which decrease from 0.99 times due to the replayment of Long term loan.

