



**The Practical Solution
Public Company Limited**

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Subject Interim Management's Discussion and Analysis for 3 months & for 2022 ended 31 December 2022

To The President
The Stock Exchange of Thailand

Management's Discussion and Analysis of The Practical Solution Public Company Limited ("the Company") and subsidiaries for 3 months ended 31 December 2022, details are as follows.

Performance	3 Months 2021		3 Months 2022		Change
	MB	%	MB	%	%
Revenue from Sales and Services					
1. Revenue from IT System Sale	138.34	70.14	206.20	62.31	49.05
2. Revenue from Maintenance Services	51.91	26.32	65.38	19.76	25.95
3. Revenue from Other IT Services	5.50	2.79	56.88	17.19	934.18
Total Revenue from Sales and Services	195.75	99.24	328.46	99.26	67.80
Interest income	1.05	0.53	1.85	0.56	76.13
Other Revenue*	0.45	0.23	0.59	0.18	33.02
Total Revenue	197.25	100.00	330.91	100.00	67.76
Cost of sales and services	144.17	73.65	263.90	80.34	83.04
Selling expenses	7.43	3.77	9.46	2.86	27.21
Administrative expenses	28.76	14.58	34.24	10.35	19.05
Total Cost	180.37	91.44	307.60	92.96	70.54
Gross Profit	51.58	26.35	64.56	19.66	25.18
Operating Profit	16.88	8.56	23.31	7.04	38.12
Financial cost	0.11	0.05	0.62	0.19	475.19
Earnings before Taxes	16.77	8.50	22.69	6.86	35.32
Taxes	2.24	13.35	3.44	15.16	53.60
Net Profit	14.53	7.37	19.25	5.82	32.50
Profit (loss) attributable to:					
Shareholders of the parent company	15.13	7.67	18.77	5.67	24.06
Non-controlling interests	(0.60)	-0.30	0.48	0.14	-179.89
	14.53	7.37	19.25	5.82	32.47

Note: * Other revenue includes gains from sales of assets and gains from exchange rate etc.

Type of Customer	3 Months 2021		3 Months 2022		Change
	MB	%	MB	%	%
1. Private Companies	169.80	86.74	206.18	62.77	21.43
2. Government Agencies	25.95	13.26	122.28	37.23	371.21
Total	195.75	100.00	328.46	100.00	67.80

Revenue from sales and services

For the 3 months period ended December 31, 2022, the company revenue from sales and services to 328.46 MB increased 132.71 MB or increased 67.80% compared with the same period last year. The proportion of revenue from IT systems sales included installation and revenue from after-sales services was approximately 62% to 20%. Revenue increasing was mainly due to the closure of large projects worth more than 5MB. The total increased was 191.90 MB or 148%

Cost of sales and services Gross profit and Gross profit margin

For the 3 months period ended December 31, 2022, the cost of sales and services increased by 119.72 MB or 83.04% from the same period last year in accordance with the increase in revenue from sales and services, as a result, the company's gross profit increased to by 64.56 MB, but the gross profit margin decrease to 19.66%.

Selling and Administrative expenses Operating profit and Operating profit margin

For the 3 months period ended December 31, 2022, selling expenses increased 2.02 MB or 27.21% from the same period of the previous year. The main reason came from an increase in commission according to the increase in sales revenue. Administrative expenses increased 5.48 MB or 19.05% from the same period last year caused by increase in employee compensation and operating expenses in the part of the subsidiary. As a result, the profit from the company operations increased to 23.31 MB, but the operating profit margin decrease to 7.04%.

Net profit and Net profit margin

For the first 3 months period ended December 31, 2022, the net profit attributable to the parent company was 18.77 MB increasing 24.06% from the previous year due to the increased in revenue.

Management's Discussion and Analysis of The Practical Solution Public Company Limited ("the Company") and subsidiaries for 2022 ended 31 December 2022, details are as follows.

Performance	2021		2022		Change
	MB	%	MB	%	%
Revenue from Sales and Services					
1. Revenue from IT System Sale	374.98	63.64	651.42	66.01	73.72
2. Revenue from Maintenance Services	186.30	31.62	234.84	23.80	26.05
3. Revenue from Other IT Services	21.84	3.71	90.12	9.13	312.64
Total Revenue from Sales and Services	583.12	98.96	976.38	98.94	67.44
Interest income	3.57	0.61	6.18	0.63	72.96
Other Revenue*	2.56	0.43	4.30	0.44	68.00
Total Revenue	589.25	100.00	986.86	100.00	67.48
Cost of sales and services	401.51	68.86	719.12	73.65	79.10
Selling expenses	28.08	4.77	39.63	4.02	41.13
Administrative expenses	114.24	19.39	134.12	13.59	17.40
Total Cost	543.83	92.29	892.87	90.48	64.18
Gross Profit	181.61	31.14	257.26	26.35	41.65
Operating Profit	45.42	7.71	93.99	9.52	106.93
Financial cost	0.45	0.08	1.37	0.14	200.89
Earnings before Taxes	44.96	7.63	92.62	9.39	105.98
Taxes	8.02	17.83	18.80	20.30	134.54
Net Profit	36.95	6.27	73.82	7.48	99.79
Profit (loss) attributable to:					
Shareholders of the parent company	38.74	6.57	75.83	7.68	95.73
Non-controlling interests	(1.80)	-0.30	(2.01)	-0.20	12.08
	36.94	6.27	73.82	7.48	99.80

Note: * Other revenue includes gains from sales of assets and gains from exchange rate etc.

Type of Customer	2021		2022		Change
	MB	%	MB	%	%
1.Private Companies	436.63	74.88	679.12	69.56	55.54
2.Government Agencies	146.49	25.12	297.25	30.44	102.92
Total	583.12	100.00	976.38	100.00	67.44

Revenue from sales and services

For 2022, the company revenue from sales and services to 976.38 MB increased 393.26 MB or increased 67.44% comparing with the same period last year. The proportion of revenue from IT systems sales included installation and revenue from after-sales services was approximately 66% to 24%. Revenue increasing was mainly due to the closure of large projects worth more than 5MB. The total increased was 578.82 MB or 142%

Cost of sales and services Gross profit and Gross profit margin

For 2022, the cost of sales and services increased by 317.61 MB or 79.10% from the same period last year in accordance with the increase in revenue from sales and services, as a result, the company's gross profit increased to by 257.26 MB, but the gross profit margin decrease to 26.35%.

Selling and Administrative expenses Operating profit and Operating profit margin

For 2022, selling expenses increased 11.55 MB or 41.13% from the same period of the previous year. The main reason came from an increase in commission according to the increase in sales revenue. Administrative expenses increased 19.88 MB or 17.40% from the same period last year caused by increase in employee compensation and operating expenses in the part of the subsidiary. As a result, the profit from the company operations increased to 93.99 MB and the operating profit margin increased to 9.52%

Net profit and Net profit margin

For 2022, the net profit attributable to the parent company was 75.83 MB increasing 95.73% from the previous year due to the increased in revenue.

Please be informed accordingly,

Yours Sincerely,

(Mr. Bunsom Kitkasetstaporn)
Chief Executive Officer