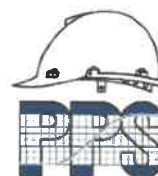


PROJECT PLANNING SERVICE PCL.บริษัท โปรเจกต์ แพลนนิ่ง เซอร์วิส จำกัด (มหาชน)
ทะเบียนนิติบุคคลเลขที่ 0 10 7 555 00014 7

February 26, 2019

PPS/PCL-011/2019

Subject: Management Discussion and Analysis for The Year Ended 31 December 2019

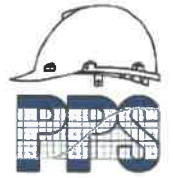
Attention: Managing Director Stock Exchange of Thailand

The Project Planning Service Public Company Limited (PPS) would like to report and discuss the operating results for the year ended 31 December 2019 compared to 2018 as shown in the table below:

Income statement (Consolidation)	Year 2019		Year 2018		Increase (Decrease)	
	Million Baht	% of income	Million Baht	% of income	Million Baht	%
Service income	448.15	100.00	378.50	100.00	69.65	18.40
Costs of services	344.03	76.77	291.74	77.08	52.29	17.92
Gross profit	104.12	23.23	86.76	22.92	17.36	20.01
Other income	18.60	4.15	8.59	2.27	10.01	116.66
Administrative expense	108.95	24.31	78.51	20.74	30.44	38.77
Other expense	9.40	2.10	2.79	0.74	6.61	237.05
Finance costs	0.21	0.05	0.18	0.05	0.03	20.78
Share of profit(loss) on investment in associates and joint venture	1.54	0.34	(2.59)	(0.68)	4.13	159.38
Profit before income tax expense	5.70	1.27	11.28	2.98	(5.58)	(49.46)
Tax expense	2.08	0.46	3.83	1.01	(1.75)	(45.77)
Profit for the year	3.62	0.81	7.45	1.97	(3.83)	(51.36)

**TRUSTWORTHY
PROJECT MANAGER**
“คู่ค้าคู่ควรแก่การไว้วางใจ”

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Net Profit and Net Profit Margin

The Company and its subsidiaries have a net profit for the year ended December 31, 2019 amounted to 3.62 million Baht, decreasing from the previous year's net profit 7.45 million Baht at 3.83 million Baht or 51.36 percent decrease. A net profit margin is 0.81 percent of service income decreasing from the net profit margin of 1.97 percent of service income compared with the results of operations for the previous year. There are reasons and factors as follows:

Service Income

Total revenue has increased from the previous year by 69.65 million baht (representing an increase of 18.40% from the previous year) because large scale projects awarded at the end of 2018 are in growth phases and a subsidiary has recorded design service revenue during 2019 resulting in an increase of service revenue.

Costs of Services

The company and its subsidiaries have increased service costs for 52.29 million baht from the previous year. (Representing an increase of 17.92 percent from the previous year.) The proportion of the increase is similar to the increase in service income which is mainly caused by an increase in the number of employees and compensation, including an increase in the cost of using specialist, and new labor law benefit regulation.

Administrative Expense

The company and its subsidiaries have increased administrative expenses for 30.44 million baht from the previous year. (Representing an increase of 38.77 percent from the previous year). This is mainly due to an increase in the number of employees and compensation, expenses related to the feasibility study of a company's project, rebranding expense, and public relations.

Yours faithfully,

(Tat Thongpakdi)

Managing Director