

(Unofficial Translation)

10 May 2022

Subject Management Discussion and Analysis for Quarter 1/2022
Attention President, The Stock Exchange of Thailand

Bluebik Group Public Company Limited (the “Group”) would like to provide Management Discussion and Analysis for Quarter 1/2022 as attached.

Your Sincerely

-signature-

(Miss Sriprae Thanathitiphan)

Chief Finance Officer

Bluebik Group Public Company Limited**Management Discussion and Analysis for Quarter 1/2022**

Business Overview

Bluebik Group Public Company Limited and its subsidiaries (“the Group”) is a provider for strategic and digital technology consulting services and other related services for various business sectors. Main active businesses which generate revenue for the Group are including;

1. **Management Consulting (MC)** is service to develop short-term and long-term strategic business plan (3 – 5 years), develop marketing plan for customers’ products to create competitive strategy, perform business process improvement.

2. **Strategic Project Management (PMO)** is service to provide project management function including supervising projects, managing and monitoring project progress to ensure work delivery on timely basis and goal achievements of organizations.

3. **Digital Excellence and Delivery (DX)** is service to provide in-depth consulting in digital technology suitable to the organizations including designing user experiences and user-system interface (UX/UI) on website or application as well as developing deep technology to solve specific problems within the organizations in order to achieve the goal to enhance work efficiency and business flexibility. This also covers SAP consulting services.

4. **Big data, advanced analytics and artificial intelligence (AI)** is service to design and implement big data platform, analyze big data and implement the artificial intelligence to translate data into measurable value and support management decision making.

Financial Performance Summary for Quarter 1/2022

| Consolidated | | | | | Unit Million Baht | | |
|--|---------------|--------------|-------------|---------------|-------------------|--------------|----------------|
| | 3M Q1/22 | 3M Q4/21 | change QoQ | % | 3M Q1/21 | change YoY | % |
| Service and sale revenue | 111.34 | 105.76 | 5.58 | 5.28% | 49.78 | 61.56 | 123.68% |
| Cost of service and sale | (45.02) | (48.94) | 3.92 | (8.00%) | (15.50) | (29.52) | 190.46% |
| Gross profit | 66.32 | 56.82 | 9.50 | 16.72% | 34.28 | 32.04 | 93.49% |
| Other income | 0.79 | 1.67 | (0.88) | (52.56%) | 0.00 | 0.79 | 100.00% |
| Selling expenses | (19.11) | (15.99) | (3.13) | 19.55% | (8.95) | (10.16) | 113.49% |
| Administrative expenses | (21.23) | (20.13) | (1.10) | 5.48% | (10.34) | (10.88) | 105.21% |
| Profit from operation | 26.77 | 22.38 | 4.40 | 19.65% | 14.98 | 11.79 | 78.69% |
| Financial income | 0.61 | 0.53 | 0.08 | 15.90% | - | 0.61 | 100.00% |
| Financial expense | (0.18) | (0.14) | (0.04) | 27.44% | (0.15) | (0.03) | 18.05% |
| Share of profit – JV and associate company | 6.59 | 2.63 | 3.96 | 150.71% | - | 6.59 | 100.00% |
| Income tax expense | (5.15) | (4.43) | (0.73) | 16.41% | (2.50) | (2.66) | 106.29% |
| Net profit | 28.64 | 20.96 | 7.68 | 36.63% | 12.34 | 16.31 | 132.21% |
| Net profit margin | 25.73% | | | | | | |

Revenue breakdown by each services can be shown as following;

| Service and sale revenue | | | | | Unit Million Baht | | |
|---------------------------------|---------------|---------------|-------------|--------------|-------------------|--------------|----------------|
| | 3M Q1/22 | 3M Q4/21 | change QoQ | % | 3M Q1/21 | change YoY | % |
| 1. Management consulting | 28.78 | 20.88 | 7.90 | 37.84% | 11.66 | 17.12 | 146.84% |
| 2. Strategic PMO | 7.76 | - | 7.76 | 100.00% | 2.55 | 5.21 | 204.33% |
| 3. Digital delivery | 69.43 | 82.14 | (12.71) | (15.48%) | 26.24 | 43.19 | 164.58% |
| 4. Big data & AI | 5.37 | 2.74 | 2.63 | 96.06% | 9.33 | (3.96) | (42.42%) |
| Service and sale revenue | 111.34 | 105.76 | 5.58 | 5.28% | 49.78 | 61.56 | 123.67% |

Financial Performance Summary for the 3-month period ended 31 March 2022 compared with 3-month period ended 31 March 2021

For the 3-month period ended 31 March 2022, total revenues of the Group amounted to Baht 111.34 million, increased by Baht 61.56 million or increased by 124 percent YoY. This was mainly due to

the continuously rising tide of digital transformation worldwide and the end-to-end services of the Group which effectively met the needs of clients. In this quarter, the revenues from Digital excellence and delivery (DX) was the main revenue that drives the revenue growth. In addition, there was a growth in the revenues from Management Consulting (MC) and strategic PMO (PMO) which derived from the resume of client's operation. The revenue of Big data and Advance Analytic (AI) decreased a bit due to outstanding projects under services which will be tentatively delivered in quarter 2/2022. Furthermore, the revenue from overseas is growing steadily. The oversea income for quarter 1/2022 is Baht 23.53 million, representing 21 percent of total revenue.

For the 3-month period of quarter 1/2022, net profits of the Group amounted to Baht 28.64 million which increased 132 percent from the same period of previous year due to the revenue growth. The net profit margin for Quarter 1/2022 reported at 26 percent which increased from average net profit margin of year 2021 reported at 22 percent due to the earnings maintain for core services and the increase in profit sharing from joint venture Orbit Company Limited amounted to Baht 6.60 Million. Orbit Company Limited had high net profit margin in Quarter 1/2022 due to their ability to control cost and operating expense and the BOI tax exemption which was granted in this quarter.

Financial Performance Summary for the 3-month period ended 31 March 2022 compared with 3-month period ended 31 December 2021

For the 3-month period ended 31 March 2022, total revenues of the Group amounted to Baht 111.34 million, increased by Baht 5.58 million or increased by 5 percent QoQ. This was mainly due to the growth of revenues from Management Consulting (MC) and strategic PMO (PMO) offsetting with the decrease in Digital excellence and delivery (DX) as a result of some projects completion in quarter 4/2021.

For the 3-month period of quarter 1/2022, net profits of the Group amounted to Baht 28.64 million which increased 37 percent from the latest period due to the revenue growth and profit sharing from Orbit Company Limited.

As of 31 March 2022, the Group reported Backlog amounted to Baht 458.51 million which expected to be delivered and realized as revenue in year 2022 not less than Baht 247 million.

Balance Sheet

Asset

As of 31 March 2022 total assets of the Group amounted to Baht 661.55 million, increased by Baht 10.55 million from total assets as of 31 December 2021 amounted to Baht 651.00 million. Changes in assets can be summarized as the following;

- Increase in account receivable, accrued income and work in progress amounted to Baht 41.52 million from operational growth;
- Increase in investment in joint venture and associated company amounted to Baht 6.78 million;
- Increase in goodwill from subsidiary acquisition amounted to Baht 18.86 million;
- Increase in right-of-use asset, building improvement, equipment and software amounted to Baht 3.05 million;
- Decrease in cash and cash equivalent and short term investment amounted to Baht 59.66 million from operation and investment activities

Liabilities

As of 31 March 2022 total liabilities of the Group amounted to Baht 89.20 million, decreased by Baht 17.91 million from total liabilities as of 31 December 2021 amounted to Baht 107.11 million. Changes in liabilities are mainly due to decrease in trade payable and accrued expenses amounted to Baht 27.25 million offsetting with increase in unearned income amounted to Baht 4.79 million, employee benefit obligation amounted to 0.96 million from the increasing in headcount, and lease liabilities amounted to Baht 2.04 million from the expansion of office rental.

Shareholders' equity

As of 31 March 2022 total shareholders' equity of the Group amounted to Baht 572.35 million, increased by Baht 28.46 million from total shareholders' equity as of 31 December 2021 amounted to Baht 543.89 million from the net profit for the quarter 1/2022.