



**The Practical Solution
Public Company Limited**

+66 2112 9999
+66 2112 9998
thepractical
www.thepractical.co.th
99 Soi Cement Thai, Ratchadapisek Road,
Lad Yao, Chatuchak, Bangkok 10900 Thailand
TAX ID: 0-1075-62000-30-1

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Subject Interim Management's Discussion and Analysis for 3 months ended 31 March 2026

To The President
The Stock Exchange of Thailand

Management's Discussion and Analysis of The Practical Solution Public Company Limited and subsidiaries ("the Company") for 3 months ended 31 March 2026, details are as follows.

Performance	3 Months 2025		3 Months 2026		Change
	MB	%	MB	%	%
Revenue from Sales and Services					
1. Revenue from IT System Sale	183.65	50.78	92.18	34.89	-49.81
2. Revenue from Maintenance Services	103.08	28.50	101.05	38.25	-1.97
3. Revenue from Telecommunications	68.05	18.82	67.23	25.45	-1.20
4. Revenue from Other IT Services	3.82	1.06	1.21	0.46	-68.32
Total Revenue from Sales and Services	358.61	99.15	261.67	99.05	-27.03
Interest income	2.59	0.72	2.05	0.78	-20.85
Other Revenue*	0.47	0.13	0.46	0.17	-2.39
Total Revenue	361.67	100.00	264.18	100.00	-26.96
Cost of sales and services	257.57	71.83	185.86	71.03	-27.84
Selling expenses	15.36	4.25	10.57	4.00	-31.20
Administrative expenses	64.90	17.95	44.67	16.91	-31.18
Total Cost	337.84	93.41	241.10	91.26	-28.63
Gross Profit	101.04	28.17	75.81	28.97	-24.97
Operating Profit	23.83	6.59	23.07	8.73	-3.21
Financial cost	0.23	0.06	0.27	0.10	15.05
Earnings before Taxes	23.60	6.52	22.80	8.63	-3.39
Taxes	5.30	22.44	4.92	21.59	-7.05
Net Profit	18.29	5.06	17.88	6.77	-2.23
Profit (loss) attributable to:					
Shareholders of the parent company	22.10	6.11	16.61	6.29	-24.85
Non-controlling interests	-3.81	-1.05	1.27	0.48	-133.44
	18.29	5.06	17.88	6.77	-2.22

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

Type of Customer	3 Months 2025		3 Months 2026		Change
	MB	%	MB	%	%
1. Private Companies	189.72	52.90	209.24	79.96	10.29
2. Government Agencies	168.89	47.10	52.43	20.04	-68.96
Total	358.61	100.00	261.67	100.00	-27.03

Revenue from sales and services

For the first 3 months period ended March 31, 2026, the Company reported revenue from sales and services of THB 261.67 million, representing a decrease of THB 96.94 million, or 27.03%, compared to the same period of the previous year. The decline in revenue from sales and services was mainly attributable to a decrease in revenue from the distribution and implementation of information technology systems, which declined by THB 91.47 million, or 49.81%. This was primarily due to certain large-scale projects having longer-than-normal delivery schedules and revenue recognition periods, resulting in lower revenue recognized during the current period compared to the corresponding period of the previous year.

Cost of sales and services Gross profit and Gross profit margin

For the first 3 months period ended March 31, 2026, the Company's cost of sales and services decreased by THB 71.71 million, or 27.84%, compared to the same period of the previous year, in line with the decrease in revenue from sales and services. As a result, the Company reported a gross profit of THB 75.81 million, representing a gross profit margin of 28.97%.

Selling and Administrative expenses Operating profit and Operating profit margin

For the first 3 months period ended March 31, 2026, selling expenses decreased by THB 4.79 million, or 31.20%, compared to the same period of the previous year. The decrease in selling expenses was in line with the decline in revenue from sales and services, as commission expenses are variable costs calculated as a proportion of revenue. As a result, the selling expense ratio moved in line with the level of revenue.

Administrative expenses decreased by THB 20.23 million, or 31.18%, compared to the same period of the previous year. This decrease was primarily attributable to lower employee compensation expenses and expenses of the subsidiary. In addition, no additional allowance for doubtful accounts was recorded in the current period, whereas such allowance had been recognized in the corresponding period of the previous year, resulting in a decrease in administrative expenses compared to the prior year.

Although the Company's operating profit decreased to THB 23.07 million in line with the decline in revenue from sales and services, the operating profit margin improved to 8.73%. This improvement was attributable to the Company's effective management and control of operating expenses, resulting in enhanced profitability compared to the same period of the previous year.

Net profit and Net profit margin

For the first 3 months period ended March 31, 2026, the net profit attributable to the parent company amounted to THB 16.61 million, representing a decrease of 24.85% compared to the same period of the previous year. This decline was primarily attributable to the decrease in revenue from sales and services, which adversely affected the Company's operating performance and net profit for the period.

Backlog

As of March 31, 2026, the Company and its subsidiaries had total work on hand (backlog) of Baht 1,933 million.

Analysis of the Company's Financial Position

As of March 31, 2026, the Company's financial position has changed compared to December 31, 2025. The changes are presented in the following comparative table, along with explanations of the key movements.

Financial Position (Million Baht)	As of March 31, 2026	As of December 31, 2025	Change	
			(Million Baht)	%
Assets				
Current assets	999.81	944.74	55.08	5.83
Non-current assets	486.47	496.66	-10.20	-2.05
Total assets	1,486.28	1,441.40	44.88	3.11
Liabilities				
Current liabilities	552.85	542.09	10.76	1.99
Non-current liabilities	190.77	174.02	16.75	9.63
Total liabilities	743.62	716.10	27.52	3.84
Equity				
Equity attributable to parent company	726.37	710.28	16.09	2.27
Non-controlling interests	16.29	15.02	1.27	8.48
Total equity	742.66	725.30	17.36	2.39
Total liabilities and equity	1,486.28	1,441.40	44.88	3.11

Total Assets

As of March 31, 2026, and December 31, 2025, the Company and its subsidiaries reported total assets of Baht 1,486.28 million and Baht 1,441.40 million, respectively, representing an increase in total assets of Baht 44.88 million. The increase was primarily attributable to an increase in trade receivables and inventories.

Total Liabilities

As of March 31, 2026, and December 31, 2025, the Company and its subsidiaries reported total liabilities of Baht 743.62 million and Baht 716.10 million, respectively, representing an increase in liabilities of Baht 27.52 million. The increase was primarily attributable to an increase in contract liabilities (advance receipts).

Total Equity

As of March 31, 2026, and December 31, 2025, The Company and its subsidiaries reported shareholders' equity of Baht 742.66 million and Baht 725.30 million, respectively, representing an increase in shareholders' equity of Baht 17.36 million. The increase in shareholders' equity was attributable to net profit generated during the year, which strengthened the Company's capital position.

Please be informed accordingly,

Yours Sincerely,

(Mr. Bunsom Kitkasetsthaporn)
Chief Executive Officer