



TKC-ELCID/006/2026

13 May 2026

Subject Management Discussion and Analysis for the three-month period ended 31 March 2026.

To The Director and the Manager of the Stock Exchange of Thailand

Turnkey Communication Services Public Company Limited (“the Company”) would like to submit the financial statement for the three-month period ended 31 March 2026, which has been reviewed by the Auditor as well as the explanation and analysis from the Management to provide interesting information to the investors and the public. The operational performance of the Company for the three-month period ended 31 March 2026 is as follows:

Overview of Operating Results and Factors Leading to Significant Changes

Summary of Operating Results

Item	31 March 2026		31 March 2025		Increase (Decrease)	
	Million Baht	%	Million Baht	%	Million Baht	%
Total revenue	521.31	100.00	842.45	100.00	(321.14)	(38.12)
Total operation expenses	466.09	89.41	791.42	93.94	(325.33)	(41.11)
Net profit for the period	55.22	10.59	51.03	6.06	4.19	8.21

Overview of the Company's operating results for the three-month period ended 31 March 2026, that is, total revenue decreased by Baht 321.14 million, equivalent to 38.12% compared to the same period last year.

Total operating expenses for the three-month period ended 31 March 2026. Total operating expenses decreased by Baht 325.33 million, equivalent to 41.11% compared to the same period last year.



Net profit for the three-month period ended 31 March 2026 increased by Baht 4.19 million, equivalent to 8.21% compared to the same period last year.

Analysis of Operation Results

1. Revenues

For the three-month period ended 31 March 2026 decreased by Baht 321.14 million, equivalent to 38.12% compared to the same period last year. This was mainly due to a decrease in revenue from sales.

Item	31 March 2026		31 March 2025		Increase (Decrease)	
	Million Baht	%	Million Baht	%	Million Baht	%
Revenue from sales and services	515.57	98.90	838.41	99.52	(322.84)	(38.51)
Other incomes	5.74	1.10	4.04	0.48	1.70	42.08
Total revenues	521.31	100.00	842.45	100.00	(321.14)	(38.12)

1.1. Revenue from sales and services

Revenue types	31 March 2026		31 March 2025		Increase (Decrease)	
	Million	%	Million	%	Million	%
Revenue from turnkey projects	258.59	50.16	147.59	17.60	111.00	75.21
Revenue from services and maintenance	256.39	49.73	245.34	29.26	11.05	4.50
Revenue from sales	0.59	0.11	445.48	53.14	(444.89)	(99.87)
Total revenues from sales and services	515.57	100.00	838.41	100.00	(322.84)	(38.51)

1.1.1 Revenues from turnkey projects

Revenues from providing design, sourcing, and installation of data communication systems, telecommunication systems, public safety systems and digital solutions business.



For the three-month period ended 31 March 2026, the Company had revenues from the turnkey projects in amount of Baht 258.59 million, an increase of Baht 111.00 million, equivalent to 75.21% compared to the same period last year, the Company transform its business to be in line with the current and future business direction. The Company focuses on being a comprehensive digital solution provider that supports megatrends in Cloud Solutions, Cyber Security, Smart Solutions, Software Development, e t c . During this period, the Company secured large-scale projects which are currently underway.

1.1.2 Revenues from engineering services and maintenance

Revenues from providing installation, and testing services for data communication systems, telecommunication systems, maintenance services, providing internet signal link services and providing services to develop information technology knowledge and skills for the digital society.

For the three-month period ended 31 March 2026, the Company had revenue from engineering and maintenance services of Baht 256.39 million, an increase of 11.05 million baht equivalent to 4.50 %, which is similar to the same period last year. The Company has a high-speed internet service project that has reached the end of the service period. In currently, the Company has received continuous service and maintenance work from the main project that has completed the contract period and the rental service of the server computer system (Cloud Solutions).

1.1.3 Revenue from sales

Revenues from the distribution of information technology equipment and telecommunication systems.

For the three-month period ended 31 March 2026, the Company had sales revenue of Baht 0.59 million. decreased by 444.89 million baht, equivalent to 99.87 % compared to the same period last year, the Company sold equipment for Thailand's central cloud project in public health. This is a large-scale project.



1.2. Other incomes

For the three-month period ended 31 March 2026, the Company had other income of Baht 5.74 million, decreased by 1.70 million baht. This is close to the same period last year.

2. Cost of Sales and Services

Cost types	31 March 2026		31 March 2025		Increase (Decrease)	
	Million Baht	%	Million Baht	%	Million Baht	%
Cost of turnkey projects	205.84	46.28	134.41	17.86	71.43	53.14
Cost of engineering services and maintenance	238.13	53.54	222.53	29.57	15.60	7.01
Cost of sales	0.76	0.18	395.62	52.57	(394.86)	(99.81)
Total cost	444.73	100.00	752.56	100.00	(307.83)	(40.90)
Gross profit	70.84		85.85			
Gross profit (%)	13.74%		10.24%			

For the three-month period ended 31 March 2026, the Company had total expenses of Baht 444.73 million, decreased by 307.83 million baht, equivalent to 40.90% compared to the same period last year, the decrease in the main cost was the cost of sales, which was in line with the decrease in sales revenue.



3. Expenses

Expense types	31 March 2026		31 March 2025		Increase (Decrease)	
	Million Baht	%	Million Baht	%	Million Baht	%
Selling expenses	9.46	14.15	14.61	21.09	(5.15)	(35.25)
Administrative expenses (*)	40.62	60.75	42.34	61.13	(1.72)	(4.06)
Finance cost	16.78	25.10	12.31	17.78	4.47	36.31
Total expenses	66.86	100.00	69.26	100.00	(2.40)	(3.47)
% Of revenues from sales and services	12.97		8.26			

* Classification of transactions

Selling expenses

For the three-month period ended 31 March 2026, the Company had selling expenses amount of Baht 9.46 million, a decrease of Baht 5.15 million, equivalent to 35.25% compared to the same period last year. In 2025, the Company will focus on transform its business to be in line with the business direction by focusing on the business as a comprehensive digital solution provider. Therefore, the Company has increased the business development department.

Administrative expenses

For the three-month period ended 31 March 2026, the Company had administrative expenses amount of Baht 40.62 million, a decrease of Baht 1.72 million, equivalent to 4.06%, which is close to the same period last year.



Finance cost

For the three-month period ended 31 March 2026, the Company had financial expenses of Baht 16.78 million, an increase of Baht 4.47 million, equivalent to 36.31% compared to the same period last year.

The Company borrowed money from financial institutions in the third quarter of 2025 to pay for the purchase of investments in associates. As a result, the interest burden increases with the higher loan amount. As a result, the Company's financial costs in this period increased significantly from the previous year. The Company received dividends from such associates higher than the financing costs paid.



Financial Position Analysis

1. Assets

Items that has significant changes	31 March 2026	31 December 2025	Increase (Decrease)	
	Million Baht	Million Baht	Million Baht	%
Cash and cash equivalents	84.66	143.34	(58.68)	(40.94)
Trade and other receivables	1,061.63	1,251.91	(190.28)	(15.20)
Lease receivables	96.08	109.00	(12.92)	(11.85)
Contract assets	1,168.85	1,118.14	50.71	4.54
Inventories	170.09	22.85	147.24	644.38
Investments in associates	2,793.51	2,740.88	52.63	1.92
Other non-current assets	75.67	33.76	41.91	124.14
Total assets	6,386.92	6,362.82	24.10	0.38

As of 31 March 2026, the Company had total assets of Baht 6,386.92 million, an increase of Baht 24.10 million, equivalent to 0.38% compared to total assets as of 31 December 2025.

- Cash and cash equivalents decreased by Baht 58.68 million due to the Company's conditional liabilities payments for various projects.
- Trade and other receivables decreased by Baht 190.28 million because the Company issued invoices to collect from customers and received payments, which were in accordance with the conditions.
- Lease receivables decreased by Baht 12.92 million due to the Company's conditional payment of debts.
- Assets arising from the contract increased by Baht 50.71 million because the Company has performed the project contract but has not yet reached the payment deadline.



- Inventories increased by Baht 147.24 million due to the Company's orders and receipts at the end of the financial reporting period. For the project, the Company ensures that operations are in accordance with the contract schedule.
- Investment in associates increased by Baht 52.63 million due to the Company's investment in ordinary shares of companies listed on the Stock Exchange of Thailand. The associated company has a profitable operation on the Company's part. 52.63 million baht.
- Other non-current assets increased by Baht 41.91 million due to the Company and its subsidiaries applying for tax refunds relating to the 2025 operating results, which are currently under the tax refund process.

2. Liabilities

Items that has significant changes	31 March 2026	31 December 2025	Increase (Decrease)	
	Million Baht	Million Baht	Million Baht	%
Loans from financial institutions	1,305.68	1,416.92	(111.24)	(7.85)
Trade and other payables	415.46	358.01	57.45	16.05
Contract liabilities	151.58	113.05	38.53	34.08
Provision for employee benefits	77.36	92.59	(15.23)	(16.45)
Total liabilities	2,183.16	2,214.28	(31.12)	(1.41)

As of 31 March 2026, the Company had total liabilities of Baht 2,183.16 million. This was a decrease of Baht 31.12 million, equivalent to 1.41% compared to total liabilities as at 31 December 2025.

- Loans from financial institutions decreased by Baht 111.24 million due to the Company's conditional payments.
- Trade and other payables increase of Baht 57.45 million due to the fact that the Company has received services but has not yet paid its debts, which is in accordance with commercial conditions.



- Contract liabilities increased by Baht 38.53 million due to the Company's delivery of turnkey project under the contract that received advance payments from customers according to the contract period.
- Provision for employee benefits decreased by Baht 15.23 million due to the payment of benefits to employees whose project-based employment had ended.

3. Shareholders' Equity

As of 31 March 2026, the Company had shareholders' equity of Baht 4,203.76 million. This was an increase of Baht 55.22 million, equivalent to 1.33% compared to shareholders' equity as at 31 December 2025, due to operating profit for the three-month period ended 31 March 2026 of Baht 55.22 million.

4. Suitability of the capital structure

As at 31 March 2026, the Company's debt-to-equity ratio was 0.52 times, similar to that at 31 December 2025, the ratio of debt to shareholders' equity was 0.53 times, with a decrease in debt of Baht 31.12 million and an increase in shareholders' equity of Baht 55.22 million.



Sustainability Development

The Company places great importance on sustainable development by conducting business operations in alignment with Environmental, Social, and Governance (ESG) principles. This approach is designed to create long-term value for all stakeholders and align with the evolving priorities of modern investors, who increasingly focus on corporate responsibility toward society and the environment. The Company has implemented a structured corporate sustainability management strategy encompassing risk analysis, target setting, and performance monitoring to support the United Nations Sustainable Development Goals (SDGs), as outlined below:

1. Environmental

The Company is committed to minimizing its environmental impact by promoting responsible resource use, energy efficiency, and participation in natural resource conservation. Key environmental targets include:

- Reducing water consumption per person by 2.5% by 2029, compared to the 2025 baseline.
- Reducing electricity consumption per person by 2.5% by 2029, compared to the 2025 baseline.
- Reducing paper usage by 2.5% by 2029, compared to the 2025 baseline.
- Reducing greenhouse gas emissions by 5% by 2029, compared to the 2025 baseline.

2. Social

The Company prioritizes social responsibility by fostering a positive, inclusive, and equitable work environment, upholding human rights, and ensuring equal opportunities for all employees. Core social targets include:

- Promote local employment for community projects at not less than 50% by 2029, compared to the 2025 baseline.
- Voluntary employee turnover rate not exceeding 10%.
- Employee engagement level is greater than 80%.
- Average of no less than 8 training hours per employee per year
- Zero human rights complaints.



- Zero Lost Time Injury Rate (LTIR)

3. Economy & Governance

The Company is dedicated to enhancing corporate governance, transparency, and anticorruption practices to build investor trust and ensure stakeholder confidence. Key governance targets include:

- Achieving a five-star rating in the Corporate Governance Report (CGR) by 2028.
- Generate not less than 40% of total revenue from recurring income by 2029.
- Increase human capital revenue-generating capability by 20% by 2029, compared to the 2025 baseline.
- Achieving customer satisfaction level greater than 80%.

The Company remains committed to advancing sustainability across all dimensions by balancing operational performance with environmental, social, and governance responsibilities. This approach aims to deliver long-term, stable returns to shareholders and all stakeholders.

Please be informed accordingly,

Sincerely yours,

(Mr. Sayam Tiewtranon)

Managing Director

Corporate Secretary

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