

13 May 2026

Subject: Management Discussion and Analysis for the Three-Month Period Ended 31 March 2026

To: The President

The Stock Exchange of Thailand

TBN Corporation Public Company Limited (the “Company”) and its subsidiaries would like to submit the Management Discussion and Analysis for the three-month period ended 31 March 2026, as detailed in the attached document.

Yours sincerely

Kanittha Wongrawichanan

(Miss Kanitha Wongrawichanan)

Chief Financial Officer

TBN Corporation Public Company Limited

Overview of Business, Economic, and Industry Conditions

The Company operates in the development and provision of enterprise software systems, with a focus on delivering solutions on the Low-code platform under Mendix, a global platform under Siemens that enables rapid application development and seamless integration with large enterprise systems. This approach helps reduce development time, increase flexibility in customizing systems to meet client needs, and improve efficiency in project delivery. The Company's main customer base consists of organizations undergoing Digital Transformation and seeking to enhance operational efficiency under constraints in IT human resources.

Although the global economic environment continues to face volatility from interest rates, inflation, and geopolitical uncertainties, most organizations remain committed to investing in information technology. In particular, projects that enhance productivity, reduce costs, and support strategic decision-making continue to be prioritized. Areas such as Automation, Data Analytics, and Artificial Intelligence (AI) are viewed as key mechanisms for creating competitive advantage (Gartner, 2025).

In terms of industry trends, the Low-code application development platform market continues to grow. Currently, AI has been increasingly integrated into development platforms in a more systematic way, known as AI-Native Development Platforms. These platforms help make the process of designing, developing, and improving systems faster and more intelligent (Gartner, 2025). The integration of AI with Low-code platforms not only shortens project implementation timelines, but also enhances the value of enterprise solutions, particularly in areas such as workflow automation, advanced data analytics, and decision support systems.

In response to these trends, the Company continues to enhance its personnel capabilities and further develop solutions on the Mendix platform, together with the application of AI technologies. This strategy aims to strengthen the Company's competitiveness, meet enterprise client needs, and support sustainable long-term growth.

Key Events during the Period

March 2026

In March 2026, the Company submitted the JUMP+ strategic plan and presented the project progress update in April 2026. The initiative represents a key strategic framework aimed at driving accelerated business growth and consists of three main pillars as follows:

- **Product and Service Development:** focusing on the creation and enhancement of solutions to meet evolving market demands.
- **Organizational and Operational Improvement:** focusing on organizational restructuring and improving operational efficiency to enhance agility and productivity.
- **Growth through Strategic Partnerships:** focusing on business expansion through mergers and acquisitions (M&A) and joint ventures (JV) to strengthen the Company's long-term competitiveness.

In addition, to ensure that business growth progresses alongside social and environmental responsibility, the JUMP+ plan also incorporates a Governance Plan and a Climate Plan as part of the Company's value enhancement strategy. These initiatives aim to strengthen transparent management practices and enhance the Company's preparedness in addressing climate-related challenges in a concrete manner.

April 2026

On 27 April 2026, the Annual General Meeting of Shareholders for the year 2026 unanimously resolved to approve the omission of legal reserve allocation and approved the payment of a cash dividend from the Company's 2025 operating results at the rate of THB 0.21 per share, totaling THB 21.00 million, representing 100% of the net profit based on the separate financial statements of THB 21.01 million.

The Company has set the record date for shareholders entitled to receive the dividend on 8 May 2026, and the dividend payment date is scheduled for 27 May 2026.

Operating Results for the Three-Month Period Ended 31 March 2026

TBN Corporation Public Company Limited and its subsidiaries (the “Company”) would like to clarify the consolidated operating results for the three-month period ended 31 March 2026. The details are as follows:

(Unit: Million (Thb))

	3M		Change		3M		Change	
	Q1'25	Q1'26	YoY	%	Q4'25	Q1'26	QoQ	%
Service income	97.56	86.92	(10.63)	-11%	89.42	86.92	(2.49)	-3%
Cost of services	(68.98)	(75.64)	(6.66)	10%	(69.08)	(75.64)	(6.56)	10%
Gross profit	28.58	11.28	(17.30)	-61%	20.34	11.28	(9.05)	-45%
Other income	1.84	2.06	0.22	12%	1.74	2.06	0.32	18%
SG&A expenses	(18.67)	(18.79)	(0.11)	1%	(15.30)	(18.79)	(3.48)	23%
Profit Share from								
Associates	0.00	0.13	0.13	100%	(0.15)	0.13	0.27	100%
Finance costs	(0.61)	(0.48)	0.14	-22%	(0.49)	(0.48)	0.01	-3%
EBT	11.13	(5.79)	(16.93)	-152%	6.14	(5.79)	(11.93)	-194%
Tax expense	(2.28)	(0.11)	2.17	-95%	(0.45)	(0.11)	(0.34)	-76%
Net profit	8.85	(5.90)	(14.76)	-167%	5.69	(5.90)	(11.60)	-204%

Revenue by Service Type

	3M	3M	Change		3M	3M	Change	
	Q1'25	Q1'26	YoY	%	Q4'25	Q1'26	QoQ	%
1. Digital Solution and Technical Consultancy Services	39.23	20.84	-18.39	-47%	30.35	20.84	-9.51	-31%
2. Technical Maintenance, Licensing and Cloud Services	51.46	54.49	3.03	6%	53.83	54.49	0.66	1%
3. Other	6.87	11.59	4.72	69%	5.24	11.59	6.35	121%
Total	97.56	86.92	(10.63)	-11%	89.42	86.92	(2.49)	-3%

As at 31 March 2025, the Company had ongoing projects that have not yet been delivered (Backlog) as follows:

((Unit: Million (Thb))

<i>Revenue Type</i>	<i>Revenue Not Yet Recognized</i>	<i>Delivery in 2026</i>	<i>Delivery After 2026</i>
1. Digital Solution and Technical Consultancy Services	31	27	4
2. Technical Maintenance, Licensing and Cloud Services	223	131	92
3. Other	30	6	24
Total	284	164	119

Revenue and Gross margin from Digital System Development and Consulting Services

	3M	3M	Change		3M	3M	Change	
	Q1'25	Q1'26	YoY	%	Q4'25	Q1'26	QoQ	%
<i>Revenue (MB)</i>	39.23	20.84	(18.39)	-47%	30.35	20.84	(9.51)	-31%
<i>Gross Margin</i>	14%	-48%	-62%		5%	-48%	-53%	

For the operating results for the first quarter of 2026, the Company's total revenue decreased compared to both the same period last year (YoY) and the previous quarter (QoQ). The main factors were the decline in project volume due to economic conditions and the slowdown in private sector investment, as well as the increasing influence of AI technology trends, which have changed market competition and customer demand.

However, the Company has begun to adjust its strategic direction by focusing on the development of lending solutions and debt collection solutions, which represent areas where the Company has accumulated extensive experience and expertise. This direction is aligned with growing market demand, and the Company has started to receive new business opportunities on a continuous basis.

Gross profit margin decreased compared to both the same period last year (YoY) and the previous quarter (QoQ). The primary reasons were lower revenue, while the Company continued to maintain a relatively stable level of fixed personnel costs, together with project-related costs and cost overruns in certain projects. As a result, the Company's gross profit margin declined during the period.

Revenue and Gross margin from Technical Maintenance, Licensing and Cloud Services

	3M	3M	Change			3M	3M	Change	
	Q1'25	Q1'26	YoY	%		Q4'25	Q1'26	QoQ	%
Revenue (MB)	51.46	54.49	3.03	6%		53.83	54.49	0.66	1%
Gross Margin	40%	36%	-4%			32%	36%	4%	

Revenue from maintenance services and technology support services remained stable compared to both the same period last year (YoY) and the previous quarter (QoQ). This was supported by recurring revenue from existing customers, together with a good contract renewal rate and a low service cancellation rate. As a result, revenue from this business segment continued to be stable and consistent.

Gross profit margin changed slightly compared to both the same period last year (YoY) and the previous quarter (QoQ), reflecting the stable margin of the recurring income business. The gross profit margin remained at approximately 32%–40%, which is the normal margin range for this business segment.

Revenue and Gross margin from other Services

	3M	3M	Change			3M	3M	Change	
	Q1'25	Q1'26	YoY	%		Q4'25	Q1'26	QoQ	%
Revenue (MB)	6.87	11.59	4.72	69%		5.24	11.59	6.35	121%
Gross Margin	39%	17%	-22%			36%	17%	-19%	

Revenue from other services increased compared to both the same period last year (YoY) and the previous quarter (QoQ). This was mainly due to the Company generating more revenue from non-Mendix services in 2026, such as lending solutions and debt collection systems, as well as other product-related services. This reflects a positive direction in expanding new sources of revenue and helps reduce reliance on the Company's traditional business in the long term.

Gross profit margin decreased due to higher outsource costs during the implementation phase of non-Mendix projects.

Selling and Administrative Expenses and SG&A to Sales Ratio

((Unit: Million (Thb))

	3M		Change		3M		Change	
	Q1'25	Q1'26	YoY	%	Q4'25	Q1'26	QoQ	%
<i>SG&A (MB)</i>	18.67	18.79	0.11	1%	15.30	18.79	3.48	23%
<i>SG&A to Sales</i>	19%	22%	2%		17%	22%	4%	

Selling and administrative expenses remained relatively stable compared to the same period last year (YoY). However, compared to the previous quarter (QoQ), selling and administrative expenses increased mainly due to two factors: (1) in Q4/2025, the Company recorded a reversal of expected credit loss (ECL), resulting in a lower-than-normal expense base in the previous quarter, and (2) in Q1/2026, the Company incurred consulting expenses related to organizational and workforce restructuring under the JUMP+ initiative, which aims to improve the long-term productivity and operational efficiency of both employees and the organization.

As a result, the SG&A to sales ratio increased slightly in both YoY and QoQ comparisons, in line with the lower revenue during the period.

Net Profit and Net Profit Margin

	3M	3M	Change		3M	3M	Change	
	Q1'25	Q1'26	YoY	%	Q4'25	Q1'26	QoQ	%
Net Profit (MB)	8.85	-5.90	-14.76	-167%	5.69	-5.90	(11.60)	-204%
Net Profit Margin	9%	-7%	-16%		6%	-7%	-13%	

Net profit and net profit margin decreased compared to both the same period last year (YoY) and the previous quarter (QoQ). The decline was mainly due to lower total revenue and a decrease in gross profit margin, particularly in the Digital Solutions business, which continued to be affected by a high fixed cost structure. As a result, the Company's profitability weakened during the period.

Statement of Financial Position as of 31 March 2026

Assets

(Unit: Million (Thb))	As of 31 December	As of 31 March	Change increase (decrease)	
	2025	2026	Amount	Amount
<i>Cash and Cash Equivalents</i>	151.84	162.88	11.04	7%
<i>Short-Term Investments</i>	306.33	306.75	0.43	0%
<i>Trade Receivables and Accrued Income</i>	176.44	156.11	-20.33	-12%
<i>Other Current Assets</i>	4.96	4.72	-0.24	-5%
<i>Restricted Bank Deposits</i>	14.63	14.56	-0.07	0%
<i>Property, Plant and Equipment</i>	6.39	6.80	0.41	6%
<i>Right-of-Use Assets</i>	24.18	22.34	-1.85	-8%
<i>Intangible Assets</i>	8.12	7.79	-0.33	-4%
<i>Investment in Associate</i>	1.54	1.66	0.13	8%
<i>Income tax refundable</i>	3.47	4.82	1.35	39%
<i>Deferred Tax Assets</i>	6.86	6.76	-0.11	-2%
<i>Other Non-Current Assets</i>	2.53	2.53	0.00	0%
Total Assets	707.30	697.73	-9.56	-1%

As of 31 March 2026, the Company's total assets amounted to THB 697.73 million, representing a decrease of THB 9.56 million, or 1%, compared to 31 December 2025. The key changes in significant items are summarized below.

Cash and Cash Equivalents

As of 31 March 2026, the Company's cash and cash equivalents increased compared to the previous year, mainly due to collections from trade receivables. This was in line with the normal payment cycle at the beginning of the year from the renewal of License and Maintenance Agreement (MA) contracts with existing customers.

The changes in cash and cash equivalents from operating, investing, and financing activities are summarized as follows:

(Unit: Million (Thb))

Net Cash Provided by (Used in) Operating Activities	12.03
Net Cash Used in Investing Activities	1.18
Net Cash Provided by (Used in) Financing Activities	(2.16)
Net Increase (Decrease) in Cash and Cash Equivalents	11.04

Trade Receivables and Accrued Income

As of 31 March 2026, the Company's trade receivables and accrued income decreased compared to the previous year. The decrease was mainly attributable to the continued delivery and revenue recognition of existing projects, together with the slowdown in revenue from new projects during the period. As a result, trade receivables and accrued income declined in line with the Company's revenue recognition volume.

The aging of trade receivables and accrued income is presented as follows:

Trade Receivables

Age of Receivables	Amount (Million Baht)	Reason
Not yet due	36.10	
Overdue within 3 months	17.33	Partially received in April 2026 and currently pending customer payment approval. The Company expects to receive payment within the second quarter of 2026.
Overdue for 3–6 months	0.10	Received in April 2026.
Over 12 months	1.61	THB 1.61 million relates to a receivable with liquidity issues. The Company is currently in the process of closely monitoring debt collection (with 100% allowance for doubtful accounts already provided).
Total before allowance for ECL	55.13	

Accrued Income

Age of Accrued Income	Amount (Million Baht)	Reason
Not yet due	100.55	
Overdue within 3 months	1.22	Partial billing was issued in April 2026. The remaining amount is currently pending the customer's approval process for billing issuance and is expected to be completed within Q2/2026.
Overdue for 3–6 months	0.92	Currently pending delivery documentation.
Total before allowance for ECL	102.68	

As of 31 March 2026, the Company recorded an allowance for expected credit loss on accrued income totaling THB 1.70 million.

Liabilities

(Unit: Million (Thb))	As of 31	As of 31	Change increase (decrease)	
	December	March	Amount	Amount
	2025	2026		
<i>Trade Payables and Other Payables</i>	85.51	81.91	-3.60	-4%
<i>Deferred Revenue</i>	54.75	59.28	4.53	8%
<i>Other Current Liabilities</i>	6.14	2.98	-3.16	-51%
<i>Lease Liabilities</i>	23.35	20.60	-2.74	-12%
<i>Employee Benefit Obligations</i>	22.06	23.31	1.26	6%
Provision for Project Losses	3.83	3.83	0.00	0%
<i>Provision for Dismantling of Leasehold Improvements</i>	1.13	1.18	0.05	5%
Total	196.76	193.10	-3.66	-2%

As of 31 March 2026, the Company's total liabilities slightly decreased compared to the previous year. The decrease was mainly due to lower trade payables and other current payables, in line with the Company's normal business payment cycle. Meanwhile, deferred revenue increased from the renewal of Maintenance Agreement (MA) and License contracts from existing customers during the beginning of the year, which was consistent with the Company's business cycle.

Shareholders' Equity

(Unit: Million (Thb))	As of 31	As of 31	Change increase (decrease)	
	December	March	Amount	%
	2025	2026		
<i>Issued and Paid-up Share Capital</i>	50.00	50.00	0.00	0%
<i>Share Premium</i>	400.47	400.47	0.00	0%
<i>Retained Earnings</i>	58.53	52.62	-5.90	-10%
<i>Non-controlling Interests</i>	1.54	1.54	0.00	0%
Total Shareholders' Equity	510.53	504.63	-5.90	-1%

As of 31 March 2026, the Company's total shareholders' equity decreased slightly compared to the previous year, mainly due to the net loss recorded in the current period, which resulted in a decrease in retained earnings in line with the Company's operating results.

Key Financial Ratios

Financial Ratios	Unit	3M'2025	3M'2026	Change increase (decrease)
<i>Current Ratio</i>	<i>Times</i>	4.85	4.02	0.83
<i>Gross Profit Margin</i>	%	29.30%	12.98%	-16.32%
<i>Return on Equity (ROE)</i>	%	4.46%	0.98%	-3.48%
<i>Interest bearing debt to equity ratio (IBD/E)</i>	<i>Times</i>	0.06	0.04	0.02

In the first quarter of 2026, the Company continued to maintain a solid financial position and strong liquidity. The key financial ratios are summarized as follows:

The current ratio was 4.02 times, decreasing from 4.85 times in the previous year. Nevertheless, the ratio remained at a high level, reflecting the Company's effective liquidity management and its sufficient capability to meet short-term obligations.

The gross profit margin was 12.98%, decreasing from 29.30% in the previous year. The decline was primarily attributable to lower revenue, together with the continued high fixed cost structure, particularly in the Digital Solutions segment, resulting in lower profitability during the period.

Return on Equity (ROE) was 0.98%, decreasing from 4.46% in the previous year, in line with the decline in the Company's operating results and net profit for the current period.

The interest-bearing debt-to-equity ratio was 0.04 times, decreasing from 0.06 times in the previous year. This reflects the Company's strong capital structure and low level of financial risk.

Factors Affecting Future Operations and Growth

In 2026, the Company plans to expand its business into lending solutions and comprehensive debt collection systems, which are considered key drivers that may support the Company's growth in the next phase. The Company aims to provide services to both financial institutions (Banks) and non-bank lenders (Non-Banks), including leasing companies, personal loan providers, auto title loan operators, digital lending businesses, and other enterprises that extend credit facilities to customers.

The market is expected to continue expanding, driven by increasing demand from both Banks and Non-Banks that are placing greater emphasis on asset quality management, credit risk control, and the management of non-performing loans (NPLs), amid ongoing economic volatility and intensifying competition in the lending industry.

Currently, the Company is in the process of developing its own proprietary lending solutions platform and debt collection system, alongside collaborations with specialized technology partners. Since the fourth quarter of the previous year, the Company has begun to receive customer interest and business leads, and has successfully secured certain projects. The Company expects to see continued growth in its lead pipeline from 2026 onward, which is anticipated to establish new revenue streams and increase the proportion of recurring income in the future.

In addition, the Company plans to integrate Artificial Intelligence (AI) into its debt collection processes to enhance the efficiency of debtor data analysis and payment behavior assessment. The system is designed to learn from actual data and tailor communication approaches to individual debtors. This is expected to improve collection rates, reduce long-term personnel costs, and enhance the efficiency of credit portfolio management for clients across both segments.

However, the success of these initiatives remains subject to several factors, including overall economic conditions, regulatory frameworks imposed by relevant authorities, the level of market competition, as well as the Company's ability to develop and deliver the solutions in accordance with the established implementation plans.

Sustainability Development

TBN Corporation Public Company Limited (the “Company” or “TBN”) remains committed to conducting its business under a sustainable development framework by integrating Environmental, Social, and Governance (ESG) principles as a key foundation in driving the organization. The Company aims to create balanced growth and shared value for all stakeholders. During the first quarter of 2026, the Company’s key sustainability developments can be summarized as follows:

1. Environmental Dimension

Energy Management within the Organization: The Company has implemented energy-saving initiatives through measures such as scheduled operating hours for air-conditioning systems and office lighting, with the objective of reducing resource consumption and minimizing environmental impact.

2. Social Dimension

Human Capital Development: The Company continues to emphasize the enhancement of employees’ technology capabilities through continuous upskilling and reskilling initiatives in order to support the organization’s long-term growth. Currently, the Company is in the process of studying and developing an e-Learning system to serve as a comprehensive platform for employee learning and training in the future.

In addition, during the first quarter of 2026, the Company organized various learning and development activities for employees, customers, and external participants. These included training programs and international certification examinations for Mendix Rapid, Mendix Intermediate, and Mendix Advanced courses under the TBN Mendix Academy and TBN Café programs. The Company also emphasized the development of communication and leadership skills through programs such as “Powerful Communication at Work” and the “Smart Leader” leadership development course for supervisors, with the aim of strengthening employees’ capabilities in all dimensions.

Human Rights and Employee Relations: The Company places importance on reducing inequality and respecting fair labor practices. A Welfare Committee has been established to encourage employee participation and provide a channel for proposing appropriate welfare-related initiatives.

Occupational Health and Safety: The Company promotes employee well-being through annual health check-ups, maintaining hygienic workplace conditions, and providing essential medicines and first-aid equipment for emergency situations. In addition, the Company organized the “Power Step Challenge 2026” walking campaign to encourage exercise and promote better employee health.

3. Governance Dimension

Driving Sustainability Strategy: Following the establishment of the Sustainability Strategy Management Committee in 2025 to formulate policies, allocate resources, and strengthen collaboration with business partners, during the first quarter of 2026 the committee continued to advance the Employee–Partner Collaborative Initiative for Customer Requirement Process Development. The initiative aims to enhance customer requirement data collection processes in a more concrete manner. The Company is currently in the process of preparing operational manuals and expects the standardized process to be implemented within the second quarter of 2026.