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A.025/2026

13 May 2026

Subject: Management discussion and analysis for the first quarter March 31, 2026

Attention: President

The Stock Exchange of Thailand

NL Development Public Company Limited and subsidiaries (the "Company") would like to inform of the Company's performance for first quarter March 31, 2026, as the following details:

Statement of comprehensive income

Financial statement	For the quarter ended March 31			
	2026		2025	
	THB Million	Percent	THB Million	Percent
Revenues from construction works	324.34	100.00	310.76	100.00
Cost of construction works	286.82	88.43	266.85	85.87
Gross profit	37.52	11.57	43.91	14.13
Other income	1.85	0.57	7.37	2.37
Administrative expenses	(44.43)	(13.70)	(44.39)	(14.28)
Profit before income tax expense	(5.06)	(1.56)	6.90	2.22
Finance costs	(0.11)	(0.03)	(0.15)	(0.05)
Income tax expense	0.09	0.03	(1.06)	(0.34)
Net profit	(5.08)	(1.57)	5.69	1.83

Revenues from construction works

In the first quarter of the year 2026, the Company had revenues from construction work in the amount of THB 324.34 million, an increase of THB 13.58 million or 4.37 percent from the same period in 2025. This increase in revenue was primarily attributable to the continuous delivery of work as planned.

The Company's revenues from construction works can be categorized as in two formats:



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(1) Revenues from construction works categorized by project types

Revenues from construction works categorized by project types	For the quarter ended March 31			
	2026		2025	
	THB Million	Percent	THB Million	Percent
1. Hospital	224.66	69.27	237.86	76.54
2. Office	86.34	26.62	72.90	23.46
3. Other construction	13.34	4.11	-	-
Total revenues from construction works	324.34	100.00	310.76	100.00

(2) Revenues from construction works categorized by client types

Revenues from construction works categorized by client types	For the quarter ended March 31			
	2026		2025	
	THB Million	Percent	THB Million	Percent
1. Government	173.12	53.38	158.82	51.11
2. State enterprises	107.00	32.99	45.88	14.76
3. Private	44.22	13.63	106.06	34.13
Total revenues from construction works	324.34	100.00	310.76	100.00

Cost of construction works

In the first quarter of 2026, the Company's cost of construction was THB 286.82 million, representing an increase of THB 19.97 million, or 7.48%, compared to the same period in 2025. This increase was primarily due to the growth in revenue and higher costs driven by current conditions, which have recently caused volatility in the prices of major construction materials. This, coupled with labor costs and other external factors, led to a higher construction cost compared to the same period in 2025. Consequently, the Company recorded a gross profit of THB 37.52 million, representing a gross profit margin of 11.57%.

Loss profit

In the first quarter of 2026, the Company reported a net loss of THB 5.08 million. This was primarily due to a decrease in gross profit and a decline in other income.



Financial statements

Balance sheet	March 31, 2026		December 31, 2025	
	THB Million	Percent	THB Million	Percent
Total asset	1,371.38	100.00	1,374.99	100.00
Total liabilities	597.36	43.56	595.89	43.34
Total shareholders' equity	774.02	56.44	779.10	56.66

Asset

As of March 31, 2026, the Company reported total assets of THB 1,371.38 million. Assets decreased by THB 3.61 million from the previous year, mainly due to a decrease in Cash and cash equivalents. The main components of assets as of March 31, 2026 are (1) Current contract assets (2) Other current financial assets, (3) Cash and cash equivalents.

Liabilities

As of March 31, 2026, the Company's total liabilities amounted to THB 597.36 million, an increase of THB 1.47 million from the end of 2025. This increase was primarily due to a rise in trade payables from construction contracts. As of March 31, 2026, the main components of the total liabilities consisted of (1) Trade and other current payables, (2) Current contract liabilities, (3) Retention payable.

Shareholders' equity

As of March 31, 2026, the Company's total shareholders' equity was THB 774.02 million, representing a decrease of THB 5.08 million compared to the end of 2025. This decrease was attributable to the operating results for the period.

Yours sincerely

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(Mr. Sarun Rojlerjanya)

President