# Management Discussion and Analysis (MD&A)

1Q 2026/27 ended 30 June 2026

## Intelligent Technology for Infrastructure Mobility and Media

## EXECUTIVE SUMMARY

**Beginning the year with a growth trajectory on ICT Solutions:** ROCTEC delivered operating revenue of THB 914mn, up 10.8% YoY, driven by ICT Solutions, which grew THB 106mn or 15.1% YoY to THB 809mn, representing 89% of total operating revenue. Within ICT Solutions, Transportation Solutions and Digital Display Solutions were the key growth contributors, partially offset by Integrated Technology Solutions, which declined against a high prior-year base following the completion of several major government projects. The Advertising business was softer, primarily reflecting the seasonal pattern of advertising expenditure during the first quarter.

**Disciplined execution supported resilient margin performance:** Gross profit amounted to THB 231mn, up 1.4% YoY, with GPM at 25.3%. The margin was temporarily moderated by project mix and revenue-recognition timing across ICT Solutions projects. Nevertheless, disciplined execution and cost control across the portfolio supported a resilient margin structure, with performance expected to recover as project revenue phases in and the business mix becomes more favourable.

**Healthy profitability reflecting operating leverage:** NPAT reached THB 113mn, down 6.8% YoY, while NPM remained healthy at 12.4%. The decline primarily reflected project-mix and revenue-recognition timing, together with a high prior-year base for associate earnings. These were partly mitigated by strong core ICT Solutions revenue growth and stable SG&A, demonstrating continued cost discipline and positioning ROCTEC for bottom-line recovery as project execution progresses.

## KEY DEVELOPMENTS

**FY 2026 Annual General Meeting (AGM):**

The Company held its AGM, during which all proposed resolutions were approved. Key matters included: the approval of a dividend payment of THB 0.0184 per share from the FY 2025/26 financial results, representing a 62% payout ratio of net profit after corporate income tax and legal reserves. The record date was set for 4 August 2026, with payment scheduled for 21 August 2026.

**Acquisition of Remaining 18.35% Stake in Trans.Ad Solution ("Trans.Ad"):**

ROCTEC approved the acquisition of the remaining 18.35% of the ordinary shares in Trans.Ad from minority shareholders for THB 617mn, funded by a THB 507mn capital increase in its subsidiary Eye On Ad Co., Ltd. and a THB 97mn dividend from Trans.Ad. The transaction raises ROCTEC's effective ownership of Trans.Ad from 81.65% to 100%, securing full economic benefit and further strengthening the Company's ICT Solutions capability, particularly in the digital display business.

## FINANCIAL PERFORMANCE

| Unit: THB mn | Quarterly Basis | | | | Yearly Basis | | |
|---|---|---|---|---|---|---|---|
| | 1Q 2026/27 | 1Q 2025/26 | YoY | YoY (%) | FY 2025/26 | FY 2024/25 | FY 2023/24 |
| **Operating revenue** | **914** | **825** | **89** | **10.8%** | **3,428** | **3,093** | **2,606** |
| ICT Solutions | 809 | 703 | 106 | 15.1% | 2,917 | 2,653 | 2,167 |
| *- Transportation* | *333* | *244* | *89* | *36.3%* | *1,041* | *942* | *781* |
| *- Integrated Technology* | *240* | *262* | *(22)* | *(8.5)%* | *1,000* | *1,006* | *735* |
| *- Digital Display* | *237* | *197* | *40* | *20.4%* | *877* | *705* | *651* |
| Advertising | 105 | 122 | (17) | (13.9)% | 511 | 440 | 439 |
| COGS | (683) | (597) | (86) | (14.4)% | (2,470) | (2,214) | (1,907) |
| **Gross profit** | **231** | **228** | **3** | **1.4%** | **957** | **878** | **699** |
| SG&A | (104) | (102) | (2) | (2.4)% | (441) | (514) | (423) |
| Share of profit from investment | 23 | 29 | (7) | (23.1)% | 91 | 100 | 80 |
| **EBITDA** | **205** | **212** | **(7)** | **(3.3)%** | **826** | **754** | **630** |
| **EBIT** | **159** | **167** | **(8)** | **(4.9)%** | **649** | **518** | **411** |
| Finance income | 7 | 10 | (3) | (29.9)% | 33 | 38 | 36 |
| Finance cost | (7) | (6) | (1) | (20.1)% | (28) | (27) | (28) |
| Tax | (23) | (19) | (4) | (22.4)% | (61) | (67) | (79) |
| **NPAT: owners of the parent** | **113** | **121** | **(8)** | **(6.8)%** | **476** | **340** | **233** |

In 1Q 2026/27, ROCTEC began the year with resilient top-line growth. The Company reached operating revenue of THB 914mn, an increase of THB 89mn or 10.8% YoY. Growth was primarily driven by ICT Solutions business, which contributed THB 809mn, or 89% of total operating revenue, and grew THB 106mn or 15.1% YoY. This was supported by continued progress in Transportation Solutions and a broader base of strategic partnerships in Digital Display Solutions, partially offset by project-pipeline timing that affected revenue recognition in Integrated Technology Solutions. The Advertising business continued to provide recurring revenue, although its performance reflected the seasonal pattern of advertising expenditure.

Within ICT Solutions, **Transportation Solutions** was the key growth engine for this quarter, generating revenue of THB 333mn, increasing THB 89mn or 36.3% YoY. Growth momentum was led by the SRT telecommunications network project, which represents ROCTEC's flagship entry into Thailand's government infrastructure sector and remained the segment's most significant revenue contributor during the quarter. This was complemented by projects from Hong Kong for MTR's upgrade and maintenance contracts. Together, these engagements reinforced the segment's strategic importance in mission-critical transportation solutions and supported a more visible, higher-quality recurring revenue structure going forward.

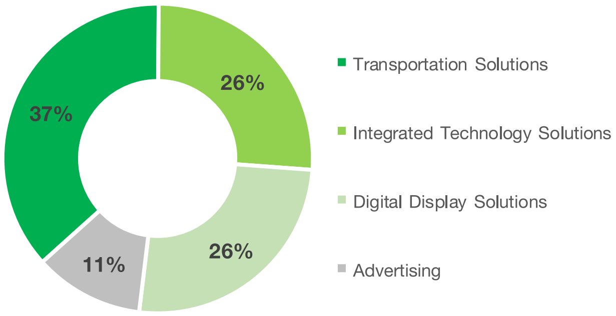
**Digital Display Solutions** was another key contributor, delivering revenue of THB 237mn, up THB 40mn or 20.4% YoY. The strong performance was supported by display-installation orders from Thailand's leading advertising providers. Revenue recognition also reflected engagements structured around strategic partnerships, which supported more predictable revenue visibility and capital-light growth as ROCTEC continued to scale its digital display platform. This underscored ROCTEC as Thailand's leading digital display solutions provider.

**Integrated Technology Solutions** recorded revenue of THB 240mn, down THB 22mn or 8.5% YoY. The decline reflected normalised revenue recognition following the completion and delivery of several major government projects in the prior year, rather than a deterioration in underlying demand. The segment remained active across public and private sectors, including ongoing network infrastructure and cybersecurity engagements with an airport operator and universities in Hong Kong.

These engagements align with national smart city and digital transformation priorities, in which security and surveillance infrastructure form a core component. Despite the lower top line, the segment demonstrated consistent execution across multiple clients and project types, maintaining its relevance in public digital infrastructure development.

The Advertising business contributed revenue of THB 105mn, declining THB 17mn or 13.9% YoY. The softer performance primarily reflected the seasonal pattern of advertising expenditure during the first quarter of the year, together with a deliberate selectivity towards premium street furniture assets amid a cautious macroeconomic environment, protecting yield and asset quality. Nevertheless, the segment continued to provide recurring revenue and earnings visibility through its concession-based portfolio.

**Revenue Contribution**




Gross profit came in at THB 231mn, up THB 3mn or 1.4% YoY, with gross profit margin at 25.3%, compared with 27.6% in 1Q 2025/26. The margin profile was temporarily tempered by a change in revenue mix during the quarter, together with revenue-recognition timing across projects. Looking ahead, margin is expected to normalise as project revenue phases in across the portfolio, reflecting a resilient margin structure and disciplined cost execution.

SG&A expenses stood at THB 104mn, broadly stable YoY while operating revenue grew 10.8%, reflecting emerging operating leverage from continued cost discipline and a more efficient operating structure, supporting stronger earnings scalability as the business grows. This structural positive helps offset near-term margin and mix headwinds.

Share of profit from associates was THB 23mn, down THB 7mn or 23.1% YoY. The decline primarily reflected a large one-off client order at Prowtech Vietnam Holding in the prior year that did not recur, partly offset by an improved contribution from Hello Bangkok LED Co., LTD ("HelloLED") amid a competitive out-of-home advertising environment in Thailand.

As a result, NPAT reached THB 113mn, declining THB 8mn or 6.8% YoY, with NPM remaining healthy at 12.4%. The bottom line held up on the strength of core business revenue, with the decline attributable to project-mix and timing effects and a high prior-year base for associate earnings, both of which are temporary. With the SG&A base steady, ROCTEC demonstrated its ability to scale revenue efficiently and is positioned to return to bottom-line growth as project revenue phases in and mix normalises, while maintaining disciplined cost control. Overall, 1Q 2026/27 performance reinforces the Company's balanced execution across mobility, digital media platforms, and smart infrastructure, supporting a long-term growth trajectory.

## Risk Consideration

- **Project timing risk**: Revenue and operating performance may vary between periods, as certain ICT Solutions projects are recognised based on execution milestones and delivery schedules across segments. However, ROCTEC's diversified project portfolio and ongoing backlog help support overall revenue visibility.
- **Margin mix risk:** Short-term margin fluctuations may arise from changes in project mix, particularly during the scale-up phase of Digital Display Solutions and other new solution deployments. Nevertheless, this is not expected to reflect structural cost pressure, as ROCTEC continues to maintain disciplined execution and cost control.
- **Associate earnings risk:** Share of profit from associates may fluctuate depending on advertising demand, competitive intensity, and market conditions in overseas operating regions. ROCTEC continues to monitor associate performance and market developments to manage exposure and capture future recovery opportunities.

## FINANCIAL POSITION

**Total assets** as of 30 June 2026 stood at THB 7,102mn, down THB 564mn or 7.4% from 31 March 2026. Current assets declined THB 610mn or 15.2% to THB 3,393mn, primarily a THB 466mn reduction in other current financial assets, redeemed to fund the THB 617mn acquisition of the remaining 18.35% of Trans.Ad — surplus liquidity redeployed into full ownership of a core operating business, with no borrowing required. Work in progress fell THB 110mn on project completion and delivery, partly offset by higher inventories in line with ongoing project activity. Non-current assets rose THB 46mn or 1.3% to THB 3,709mn, mainly on higher instalment receivables and additional non-current investments, partly offset by depreciation and amortisation.

**Total liabilities** stood at THB 2,553mn, down THB 67mn or 2.6%. Current liabilities declined THB 82mn or 3.9% to THB 2,034mn, mainly a THB 102mn reduction in advances received and unearned revenue as services were delivered, partly offset by higher project-warranty provisions and income tax payable. Non-current liabilities increased THB 15mn or 3.0% to THB 519mn, on a further THB 24mn advance from Plan B Media PCL ("PlanB") under the HelloLED transaction, partly offset by lease repayments. ROCTEC remained free of interest-bearing borrowings.

**Total shareholders' equity** stood at THB 4,549mn, down THB 497mn or 9.9% from 31 March 2026. This reflected a THB 463mn deficit from the change in ownership interests on the Trans.Ad buy-in, together with THB 157mn lower non-controlling interests (NCI). These were partly offset by THB 113mn NPAT for the quarter and a THB 10mn improvement in other components of equity (OCI).

## CASH FLOW SUMMARY

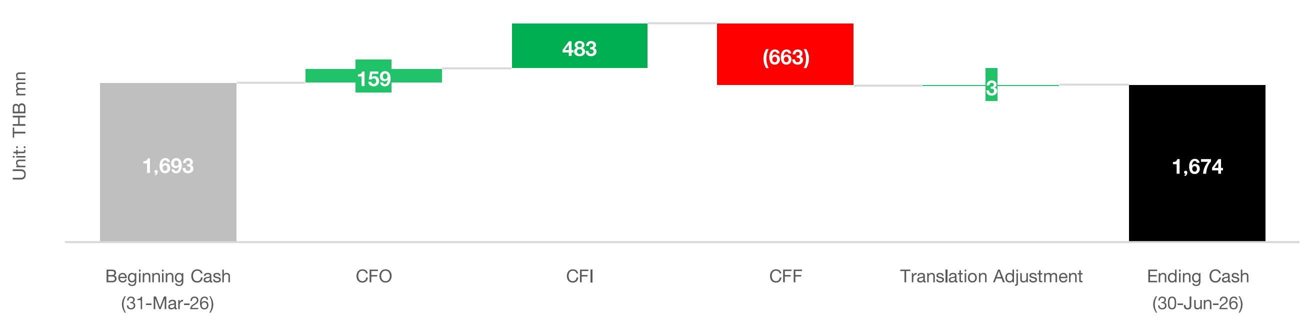
Cash and cash equivalents stood at THB 1,674mn as of 30 June 2026, a net decrease of THB 19mn from THB 1,693mn at the start of the period. Liquidity remained strong throughout the quarter, supporting operations and project completion.

**CFO** amounted to THB 159mn, underpinned by profit before tax of THB 152mn, adjusted for non-cash items and a net working capital inflow of THB 14mn from higher receivables in line with increased project activity. The major activities were a THB 110mn inflow from work in progress and a THB 102mn outflow from advances received and unearned revenue as services were delivered.

**CFI** was a net inflow of THB 483mn, driven by THB 581mn from the redemption of current financial investments, released to fund the Trans.Ad buy-in, THB 25mn dividends received and a further THB 24mn advance deposit from PlanB under the HelloLED transaction. These inflows were partially offset by THB 148mn deployed into financial investments.

**CFF** was a net outflow of THB 663mn, against THB 8mn a year earlier, driven mainly by the THB 617mn acquisition of the remaining 18.35% of Trans.Ad from minority shareholders. It also included lease repayments, with no loan repayments this year unlike the prior period.

**Cash Flow Reconciliation**



## FINANCIAL SUMMARY (CONSOLIDATED)

| FINANCIAL PERFORMANCE (THB mn) | 1Q 2026/27 | 1Q 2025/26 | Changes | (%) |
|---|---|---|---|---|
| Revenues from services and sales | 365 | 298 | 67 | 22.4% |
| Revenues from system installation services | 469 | 431 | 39 | 9.0% |
| Rental income | 80 | 96 | (16) | (16.7)% |
| Other income | 3 | 2 | 1 | 55.4% |
| **Total revenues** | **917** | **826** | **90** | **10.9%** |
| Costs of services and sales | 298 | 240 | 58 | 24.3% |
| Cost of system installation services | 385 | 357 | 28 | 7.8% |
| Selling expenses | 29 | 31 | (2) | (6.0)% |
| Administrative expenses | 75 | 71 | 4 | 6.1% |
| **Total expenses** | **787** | **699** | **89** | **12.7%** |
| **Operating profit** | **129** | **128** | **2** | **1.3%** |
| Share of profit from investments in joint ventures | - | 12 | (12) | n/a |
| Share of profit from investments in associates | 23 | 17 | 5 | 29.3% |
| Finance income | 7 | 10 | (3) | (29.9)% |
| Finance cost | (7) | (6) | (1) | (20.1)% |
| **Profit before income tax expenses** | **152** | **161** | **(9)** | **(5.8)%** |
| Income tax | (23) | (19) | (4) | (22.5)% |
| **Profit (loss) for the period** | **129** | **142** | **(13)** | **(9.6)%** |
| **Profit attributable to equity holders of the Company** | **113** | **121** | **(8)** | **(6.8)%** |

| STATEMENT OF FINANCIAL POSITION (THB mn) | 30-Jun-26 | 31-Mar-26 | Changes | (%) |
|---|---|---|---|---|
| Current assets | 3,393 | 4,003 | (610) | (15.2)% |
| Non-current assets | 3,709 | 3,663 | 46 | 1.3% |
| **Total assets** | **7,102** | **7,666** | **(564)** | **(7.4)%** |
| Current liabilities | 2,034 | 2,116 | (82) | (3.9)% |
| Non-current liabilities | 519 | 504 | 15 | 3.0% |
| **Total liabilities** | **2,553** | **2,620** | **(67)** | **(2.6)%** |
| Issued and fully paid capital | 812 | 812 | - | 0.0% |
| Premium on ordinary shares | 3,128 | 3,128 | - | 0.0% |
| Retained earnings | 564 | 914 | (350) | (38.3)% |
| Other components of shareholders' equity | (249) | (259) | 10 | 3.9% |
| Non-controlling interest of the subsidiaries | 294 | 451 | (157) | (34.8)% |
| **Total shareholders' equity** | **4,549** | **5,046** | **(497)** | **(9.9)%** |
| **Total liabilities and shareholders' equity** | **7,102** | **7,666** | **(564)** | **(7.4)%** |

| CASH FLOW STATEMENT (THB mn) | 3M 2026/27 | 3M 2025/26 | Changes | (%) |
|---|---|---|---|---|
| **Profit before tax** | **152** | **161** | **(9)** | **(5.8)%** |
| Cash from (used in) operating activities | 166 | (5) | 171 | n/a |
| Cash received from Interest income | 7 | 10 | (3) | (29.9)% |
| Cash paid for corporate income tax | (15) | (11) | (4) | (37.7)% |
| Cash received from income tax refund received | 0 | 0 | 0 | n/a |
| **Net cash from (used in) operating activities** | **159** | **(6)** | **164** | **n/a** |
| **Net cash from (used in) investing activities** | **483** | **40** | **443** | **n/a** |
| **Net cash from (used in) financial activities** | **(663)** | **(8)** | **(655)** | **n/a** |
| Translation adjustments | 3 | (10) | 13 | n/a |
| **Net changes in cash and cash equivalents** | **(19)** | **17** | **(35)** | **n/a** |
| Cash and cash equivalents at beginning of period | 1,693 | 1,838 | (145) | (7.9)% |
| **Cash and cash equivalents at end of period** | **1,674** | **1,855** | **(181)** | **(9.7)%** |

| Key Financial Ratios | unit | 1Q 2026/27 | 1Q 2025/26 | 4Q 2025/26 |
|---|---|---|---|---|
| **Profitability Ratios** | | | | |
| Gross profit | (%) | 25.3% | 27.6% | 26.9% |
| Operating margin | (%) | 22.4% | 25.6% | 22.3% |
| Net profit margin | (%) | 14.1% | 17.3% | 15.4% |
| Net profit margin: owners of the parent | (%) | 12.4% | 14.7% | 12.2% |
| Return on equity | (%) | 10.8% | 9.0% | 10.7% |
| **Efficiency Ratios** | | | | |
| Return on assets | (%) | 9.0% | 7.9% | 8.8% |
| Return on fixed assets | (%) | 319.6% | 210.6% | 298.8% |
| Assets turnover | (times) | 0.5x | 0.4x | 0.5x |
| | | **30-Jun-26** | **30-Jun-25** | **31-Mar-26** |
| **Liquidity Ratios** | | | | |
| Current ratio | (times) | 1.7x | 1.7x | 1.9x |
| Quick ratio | (times) | 1.5x | 1.3x | 1.6x |
| Accounts receivable turnover | (times) | 4.5x | 5.5x | 4.6x |
| Average collection period | (days) | 81 | 66 | 79 |
| Payable days | (days) | 200 | 215 | 216 |
| **Leverage Ratios** | | | | |
| Liabilities to equity | (times) | 0.6x | 0.5x | 0.5x |
| Debt to equity | (times) | 0.0x | 0.0x | 0.0x |

## MANAGEMENT OUTLOOK

The global operating environment remained challenging during 1Q 2026/27, with moderating growth, geopolitical uncertainty and elevated costs weighing on business confidence. For ROCTEC, the more relevant trend is sustained investment in AI, digital infrastructure and electronics across Asia, which aligns with the Company's mission-critical infrastructure focus and provides resilience through cycles. Within its core markets, long-term demand remains supportive: Thailand's private investment is forecast to grow 4.4%, led by technology-intensive FDI supporting smart city, cybersecurity and digital infrastructure demand, while Hong Kong's transport modernisation and smart city investment align with ROCTEC's Transportation and Integrated Technology engagements.

Against this backdrop, 1Q 2026/27 delivered double-digit revenue growth with margin temporarily shaped by a deliberate tilt towards flagship entry projects, a trade-off that positions the Company for larger, higher-value opportunities ahead.

Looking ahead to FY 2026/27, management remains confident in delivering steady and resilient growth across ICT Solutions, supported by visible project revenue, recurring income and an active pipeline. At the end of July 2026, 69% of the FY 2026/27 revenue budget is already secured (25% actual and 44% backlog), providing good visibility on the full-year target. Transportation and Integrated Technology Solutions remain key priorities. Management expects both near-term headwinds to ease over the year: margin should improve as the project mix broadens beyond the initial flagship entry projects, while Advertising recovers from its seasonal low. Beyond its existing business, ROCTEC is pursuing new growth from the practical application of AI, including the AI Smart Home Butler and AI Customer Service Hotline, developed through in-house R&D. While growth may be measured against a cautious macroeconomic backdrop, disciplined execution and an improving revenue mix are expected to support sustainable earnings and margin quality.

**Risk Consideration**

The outlook remains subject to execution risks, including the timing of public-sector project approvals, potential delays arising from geopolitical and macroeconomic uncertainty, and changes in customer investment schedules across key markets. These factors may affect the pace of revenue recognition and project progression. ROCTEC continues to monitor developments closely and maintains the financial flexibility to manage near-term variability without compromising its operational commitments.

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Ms. Tamonwan Narintavanich

(Chief Financial Officer)

ROCTEC Global Public Company Limited

## SUSTAINABILITY INITIATIVES

# SUSTAINABILITY AT ROCTEC

ROCTEC recognises that sustainability is integral to long-term value creation and operational resilience and has embedded sustainability considerations into its strategy, governance framework, and day-to-day operations. Aligned with its role as an integrated ICT Solutions and systems solutions provider, ROCTEC's sustainability framework centres on responsible operations, stakeholder engagement, ethical conduct, employee well-being, and data protection, with oversight integrated into the existing corporate governance and risk management structure.

### 5 Pillars of ROCTEC's Sustainability

| Responsible Operations | Stakeholder Engagement | Ethical Conduct | Employee Well-being | Governance & Risk Management |
|---|---|---|---|---|
| *Focuses on efficient resource use and operational safety.* | *Emphasises building strong relationships with all stakeholders.* | *Upholds high Standards of integrity and transparency.* | *Prioritises employee development and safety.* | *Integrates sustainability into decision-making processes.* |

### Environment

ROCTEC promotes responsible resource use and builds environmental awareness through concrete action.

### Social

ROCTEC took part in community and humanitarian activities with the BTS Group and external agencies.

### Governance

ROCTEC is committed to good, transparent governance and ethical business conduct.

**ROCTEC Circular**


ROCTEC upcycles used advertising vinyl into over 300 items, including student bags, teaching aids, and awareness materials to four schools in Sisaket province. The circular-economy project turns waste into educational value and is planned as a recurring annual program that will expand to more provinces over time.

5-Star "Excellent" CGR 2025


CAC-certified company, demonstrating anti-Corruption Commitment

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