SIRISOFT
PUBLIC COMPANY LIMITED

Management Discussion and Analysis

Q3/2026

SIRISOFT PUBLIC COMPANY LIMITED



คำอธิบายและวิเคราะห์ของฝ่ายจัดการ
ไตรมาสที่ 3 ปี 2569
บริษัท สิริซอฟต์ จำกัด (มหาชน)

Business Overview

The Group is a comprehensive IT consulting and development company specializing in information technology and digital transformation solutions. We focus on leveraging information technology systems and customized solutions as enablers for modern digital businesses that demand speed, adaptability, and sustainable growth. Our capabilities extend to facilitating business connections across and beyond industries to generate revenue streams, leveraging our expertise in API development as a key strength to effectively address digital economy needs through the API Economy. The Company's operational scope includes the following:

1. IT Optimization & IT Automation Services

We provide consulting services and IT system optimization solutions focused on enhancing efficiency and achieving business objectives. Our approach includes implementing automation systems to reduce clients' workload and delivering management services to ensure system stability, support ongoing development, and enable fast recovery in the event of system disruptions. This methodology helps minimize IT risks for clients while consistently delivering improved and reliable user experiences. Our services include Digital Workload Management consulting, Data Infrastructure and Data Migration services, and Hybrid Cloud Strategy and Management.

2. Digital Transformation Services

Transitioning to a digital business environment extends beyond sales and service strategies; it necessitates the reengineering of internal workflows to effectively support internal operational changes through digitalization, enabling data-driven decisions and seamless external connectivity. We provide comprehensive digital consulting and technology development services. This includes system architecture design, API optimization, system development and enhancement, and program integration. Our end-to-end services deliver tailored systems that align with business needs, increase agility, and improve operational efficiency. We also provide post-development support through training, documentation, and ongoing system maintenance to ensure smooth technological transition.

3. Cyber Security Services

We provide comprehensive cybersecurity risk management and security services, encompassing risk assessment, security enhancement, cyber threat response, and implementation of cybersecurity systems. Our holistic protection covers endpoint devices, applications, cloud services, networks, and internet security, providing end-to-end cybersecurity solutions for our clients.

4. IT Professional Services

We provide comprehensive IT services, including computer and network services, software solutions, cloud services, database management, additional support services, and application development services.

Furthermore, the Company provides IT consulting and development services to organizations, with our expertise in Application Modernization, that ensures systems remain current, continuously developable and efficient. We implement DevOps (Development & Operations) approach, emphasizing Automation and Cloud technologies to streamline software delivery processes. Our expertise extends to developing systems using Microservices architecture which reduces infrastructure dependencies and enhances scalability. This enables organizations to operate more efficiently than with conventional system development and infrastructure management methods. It also improves problem resolution within systems and facilitates maintenance and monitoring—resulting in robust, high-performing operational systems. In addition, we specialize in developing custom software solutions across a wide range of use cases. Our high-code development team possesses strong design capabilities and is well-versed in creating IT-driven operational enhancements, especially for organizations undergoing Digital Transformation.

Industry Overview

According to the 2025 Thai Digital Industry Survey and Assessment conducted by the Digital Economy Promotion Agency (depa) in collaboration with the IMC Institute, Thailand's digital industry continued to grow, reaching a total value of 3,873,338 million baht, an increase of 22.66% year-on-year. The industry comprises five major segments: Digital Services, Hardware & Smart Devices, Telecommunications, Software & Software Services, and Digital Content, which grew by 28.04%, 24.04%, 19.46%, 16.08%, and 6.00%, respectively. This reflects increasing demand for digital technologies across both the public and private sectors, particularly AI, cloud solutions, and digital infrastructure, to enhance operational efficiency and support the transition toward a digital economy.

Meanwhile, Krungthai COMPASS (November 2025) forecasts that the IT services business will grow by 5.30%, 5.80%, and 6.50% in 2025, 2026, and 2027, respectively. Growth is expected to be supported by demand for Cloud Solutions, Cybersecurity, and Data Analytics, as well as AI adoption and Cloud Migration, which continue to enhance operational efficiency and accelerate digital transformation.

For the third quarter of 2026, Digital Economy Promotion Agency (depa) 's survey showed that the Digital Industry Sentiment Index rose from 48.4 in the previous quarter to 51.4, returning to positive territory for the first time in five quarters. The software segment recorded the highest index at 56.5, followed by digital services at 52.8. Key drivers included government budget and increased demand for software and AI solutions. The expected sentiment index for the fourth quarter of 2026 stood at 52.4, reflecting positive business sentiment despite ongoing pressure from operating costs and price competition.

On the talent side, the depa and IMC Institute survey showed continued expansion in Thailand’s digital workforce. Software professionals increased by 14.82% to 189,718, while the Digital Services workforce grew by 7.15% to 92,342, reflecting rising demand for capabilities in digital platform development and Data Analytics; key enablers of Thailand’s transition toward a digital economy.

The digital industry segments relevant to the Company’s business operations can be categorized into the following key groups:

1. Software & Software Services

This segment recorded a total market value of 270,921 million baht in 2025, representing growth of 16.08% year-on-year. Software services accounted for 167,257 million baht, increasing by 15.15%, supported by growing demand for digital transformation, AI adoption, and cloud-based solutions. The continued integration of AI and cloud technologies into business operations reflects the industry's shift toward more advanced digital solutions, supporting long-term growth opportunities for software and IT service providers.

2. Digital Services Industry

This segment had a total market value of 470,851 million baht, an increase of 28.04% year-on-year. Growth was primarily supported by e-Retail, which expanded by 62.93% supported by the rapid adoption of Content Commerce through video-based and live-streaming platforms. Meanwhile, e-Logistics and FinTech recorded market values of 116,084 million baht and 62,895 million baht, respectively, while EdTech achieved the highest growth rate at 66.15%. The continued expansion across digital service segments reflects the growing adoption of digital technologies and evolving business models, supporting further development of Thailand's digital ecosystem.

3. Hardware & Smart Devices Industry

This segment recorded a total market value of 2,288,581 million baht in 2025, representing growth of 24.04% year-on-year. Growth was primarily driven by strong global demand for electronic products, supported by increasing investment in AI infrastructure and data centers. Exports expanded by 38.79%, while computer imports increased by 62.30%, reflecting rising demand for servers and processing equipment to support AI applications. These trends highlight the continued expansion of digital infrastructure and its role in supporting the industry's long-term growth.

Financial Performance Summary for the Third Quarter of 2026

Unit: million baht	3-month		QoQ		3-month	YoY	
Overall Group performance	**Q3 2026**	**Q2 2026**	**Amount**	**%**	**Q3 2025**	**Amount**	**%**
Revenues from sales and services	309.82	340.43	(30.61)	-8.99%	172.23	137.59	79.89%
Costs of sales and services	(258.62)	(264.18)	5.56	-2.10%	(128.12)	(130.50)	101.86%
Gross profit	**51.20**	**76.25**	**(25.05)**	**-32.86%**	**44.11**	**7.09**	**16.07%**
Other income	1.29	0.97	0.32	32.99%	3.01	(1.72)	-57.10%
Selling expenses	(14.69)	(13.15)	(1.54)	11.73%	(10.83)	(3.86)	35.66%
Administrative expenses	(32.44)	(31.30)	(1.13)	3.61%	(31.16)	(1.28)	4.10%
Operating profit (loss)	**5.36**	**32.77**	**(27.41)**	**-83.64%**	**5.13**	**0.23**	**4.42%**
Finance cost	(1.90)	(1.64)	(0.26)	15.91%	(1.67)	(0.23)	13.63%
Profit (loss) before income tax	**3.46**	**31.13**	**(27.67)**	**-88.88%**	**3.46**	**0.00**	**0.09%**
Tax income (expense)	(0.75)	(5.80)	5.05	-87.12%	(0.55)	(0.20)	37.06%
Profit (loss) for the period	**2.71**	**25.33**	**(22.61)**	**-89.29%**	**2.92**	**(0.20)**	**-6.96%**
Basic Earnings (Loss) Per Share (Baht/Share)	0.02	0.16	(0.14)	-89.29%	0.02	(0.00)	-6.96%
Gross Profit Margin (%)	16.52%	22.40%			25.61%		
EBITDA Margin (%)	4.88%	13.26%			9.70%		
EBIT Margin (%)	1.73%	9.62%			2.98%		
Net Profit Margin (%)	0.88%	7.44%			1.70%		

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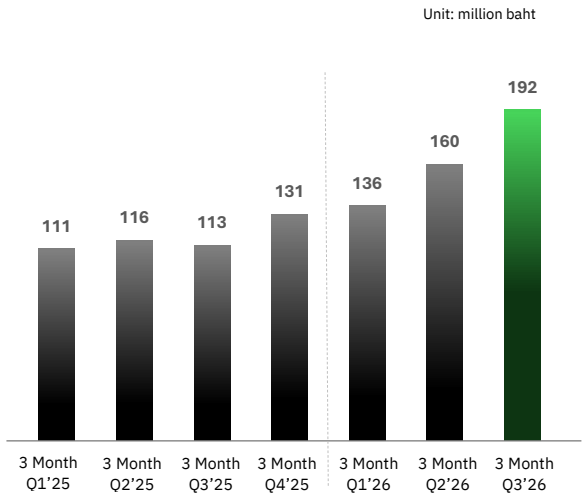
*Note: Financial ratios were calculated based on revenue from sales and services only, excluding other income.

Unit: million baht	3-month		QoQ		3-month	YoY	
Type of products or services	**Q3 2026**	**Q2 2026**	**Amount**	**%**	**Q3 2025**	**Amount**	**%**
Sales of hardware and software licenses	176.22	136.21	40.01	29.37%	105.67	70.55	66.76%
Implement and develop software services	111.85	184.31	(72.46)	-39.32%	48.64	63.21	129.95%
Maintenance and support services	10.28	10.80	(0.52)	-4.84%	9.21	1.07	11.62%
Staffing services**	11.48	9.11	2.37	26.03%	8.71	2.77	31.74%
Total	**309.82**	**340.43**	**(30.61)**	**-8.99%**	**172.23**	**137.59**	**79.89%**

**Staffing service revenue has historically formed part of the Group's existing revenue streams and, from Q2 2026 onward, is presented separately to better reflect the composition of the Group's revenue.

Recurring revenue

The quarterly increase in recurring revenue



Recurring revenue consists of software license, system maintenance, cloud infrastructure and staffing services, provided in the form of monthly and annual contracts

In Q3 2026, recurring revenue reached 192 million baht, increasing by 32 million baht or 20% from the previous quarter and marking the highest level in the past seven quarters. The growth was supported by higher infrastructure and cloud service revenue under ongoing service contracts, software license renewals and increased demand from both existing and new customers, as well as growth in maintenance and staffing service revenue.

Recurring revenue accounted for 62% of total revenue in Q3 2026, further strengthening the Group's revenue stability and visibility alongside growth from large-scale projects. A stronger recurring revenue base enhances revenue visibility and supports business continuity, providing a solid foundation for sustainable and profitable growth over the long term.

Financial Performance for the three-month period of Q3 2026 compared with Q2 2026 (QoQ)

In the third quarter of 2026, the Group recorded revenue from sales and services of 309.82 million baht, a decrease of 30.61 million baht or 8.99% from the previous quarter. The decline was mainly attributable to a 72.46 million baht or 39.32% reduction in software development service revenue, following substantial deliveries and revenue recognition from large-scale government projects in the second quarter. Accordingly, third-quarter revenue moderated in line with each project's delivery schedule. Nevertheless, revenue from sales of products and software licenses continued to grow, increasing by 40.01 million baht or 29.37%, driven by revenue recognition from the Government Data Center and Cloud Service (GDCC) project. Personnel sourcing service revenue also increased by 2.37 million baht or 26.03%. Growth in these businesses partially offset the decline in software development service revenue.

The Group recorded gross profit of 51.20 million baht, a decrease of 25.05 million baht or 32.86% quarter-on-quarter, while the gross profit margin declined to 16.52% from 22.40% in the preceding quarter. The decrease primarily reflected the timing of revenue recognition from large-scale software development projects, following substantial deliveries in Q2 2026, together with a change in the proportion of revenue generated from software development and Sales of hardware and software licenses. As a result, the overall gross profit margin moderated in line with the quarter's revenue mix.

Consequently, the Group recorded net profit of 2.71 million baht in the third quarter of 2026, down 22.61 million baht or 89.29% from the previous quarter. The decline was primarily attributable to lower gross profit resulting from the revenue recognition cycle of large projects and changes in revenue mix, together with a combined 2.67 million baht increase in selling and administrative expenses. Net profit margin was 0.88%, compared with 7.44% in the preceding quarter. Despite lower quarterly results against the high base of the previous quarter, the Group maintained positive net earnings.

Financial Performance for the three-month period of Q3 2026 compared with Q3 2025 (Q3 YoY)

In the third quarter of 2026, the Group recorded total revenue from sales and services of 309.82 million baht, an increase of 137.59 million baht or 79.89% over the same period of the previous year. Growth was supported by the Group's core businesses, particularly sales of products and software licenses, which increased by 70.55 million baht or 66.76% due to the expansion of digital and cloud infrastructure services. Software development service revenue increased by 63.21 million baht or 129.95% following revenue recognition based on progress on government projects. Maintenance service revenue rose by 1.07 million baht or 11.62%, while personnel sourcing service revenue increased by 2.77 million baht, reflecting expansion across several service lines and a broader revenue base.

The Group generated gross profit of 51.20 million baht, an increase of 7.09 million baht or 16.07% year-on-year, supported by higher revenue from software development and infrastructure-related services. However, the gross profit margin decreased from 25.61% to 16.52%, reflecting differences in project mix and project characteristics compared with the corresponding period of the previous year.

Selling and administrative expenses totaled 47.13 million baht, an increase of 5.14 million baht year-on-year, primarily due to a 3.86 million baht rise in selling expenses and a 1.28 million baht increase in administrative expenses to support operations and business expansion. The Group recorded operating profit of 5.36 million baht, an increase of 4.42% over the corresponding period of the previous year.

As a result, the Group recorded net profit of 2.71 million baht in the third quarter of 2026, slightly below 2.92 million baht in the same period of the previous year, representing a decrease of 6.96%. Although revenue and gross profit increased significantly, changes in revenue mix and project characteristics affect overall profit margins. The year-on-year revenue growth nevertheless reflects the expansion of the Group's operations and its capacity to undertake higher-value projects.

Financial Performance for the nine-month period ended September 30, 2026

For the first nine months of 2026, the Group recorded revenue from sales and services of 867.54 million baht, up 363.43 million baht or 72.09% year-on-year. Growth was primarily driven by software development services and the expansion of digital infrastructure and cloud-related

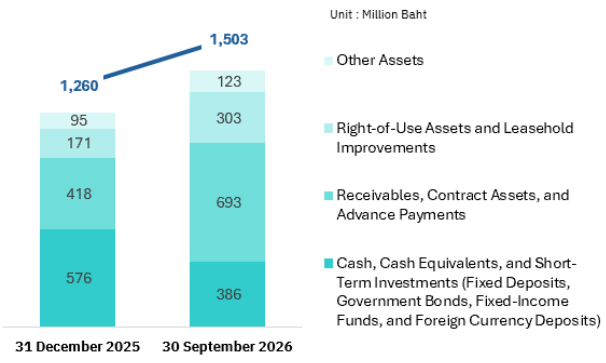
services. Gross profit increased by 69.17% to 177.21 million baht, with a gross profit margin of 20.43%. The Group achieved net profit of 30.34 million baht, compared with a net loss of 18.00 million baht in the corresponding period of 2025, representing a significant improvement in operating performance. Despite the moderation in quarterly profitability following substantial project deliveries in Q2, the nine-month performance reflects a broader revenue base and improved operating results compared with the previous year.

Throughout 2026, the Group has continued to strengthen its capabilities by delivering high-quality, value-added services and expanding software development projects that leverage its specialized expertise and growing market demand. The Group also remains focused on disciplined project selection, cost management, and operational efficiency to enhance profitability and support long-term growth.

Although Q3 results declined quarter-on-quarter, the Group's nine-month performance demonstrated significant business expansion. Moving forward, the Group will continue balancing revenue growth, cost efficiency, and higher-value services to strengthen competitiveness and drive sustainable, profitable growth.

Statement of financial position

Assets



Assets

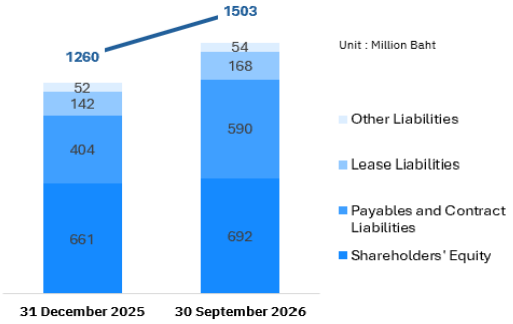
As of September 30, 2026, the Group had total assets of 1,503.40 million baht, an increase of 243.56 million baht or 19.33% from the end of 2025, primarily due to the following

1. Contract assets and advance payments for services increased by a combined 295.65 million baht, consistent with business expansion and the execution of large-scale projects. Contract assets increased by 206.46 million baht as revenue was recognized according to project progress, with more than 50% expected to become billable within 6 months. Advance payments for services increased by 89.19 million baht due to the procurement of software licenses and services to support contractual project deliveries. Meanwhile, trade and other receivables decreased by 20.78 million baht, resulting in a combined net increase of 274.87 million baht across these asset categories.

2. Right of use assets, Leasehold improvements and equipment together with intangible asset increased by 131.14 million baht, reflecting additions to assets and equipment during the period to support the Group's operations and service delivery.

3. Cash and cash equivalents together with financial assets decreased by 190.03 million baht, mainly reflecting net cash used in operating activities of 152.93 million baht to support project execution and advance service payments.

Liabilities and shareholders' equity



Liabilities

As of September 30, 2026, the Group had total liabilities of 811.65 million baht, an increase of 213.22 million baht or 35.63% from the end of 2025, with the following key changes:

1. Trade and other payables increased by 281.53 million baht, in line with higher purchases of products and equipment and the recognition of project costs to support business operations.

2. Contract liabilities (deferred revenue) decreased by 96.36 million baht as revenue was progressively recognized in line with service performance and project deliveries under contractual terms.

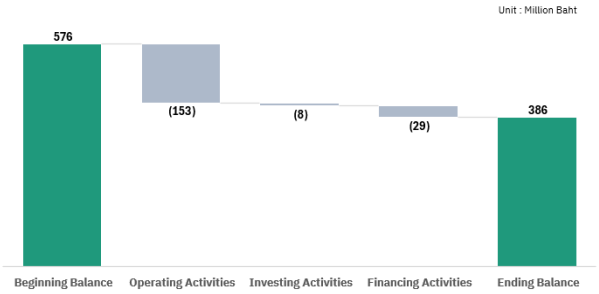
3. Lease liabilities increased by 26.60 million baht, mainly due to lease modifications during the period, net of scheduled lease payments.

As of September 30, 2026, the Group had no short-term or long-term borrowings from financial institutions.

Shareholders' equity

As of September 30, 2026, the Group had total shareholders' equity of 691.75 million baht, an increase of 30.34 million baht from the end of the previous year, reflecting net profit for the period. The Group continues to maintain a strong capital base to support business expansion.

Cash flow statement



As of September 30, 2026, the Group held cash, cash equivalents, and other financial assets totaling 386.53 million baht, a decrease of 190.03 million baht from the end of 2025, primarily due to working capital requirements for operations and the delivery of large-scale projects. Key cash flow movements for the nine-month period were as follows:

- Net cash used in operating activities amounted to 152.93 million baht, mainly due to an increase in contract assets from project progress that had not yet become billable and advance service payments to support project execution.
- Net cash used in investing activities amounted to 8.38 million baht, primarily due to an 8.65 million baht increase in restricted bank deposits placed as collateral for business obligations.
- Net cash used in financing activities amounted to 28.87 million baht, mainly comprising 24.97 million baht of lease principal repayments and 3.90 million baht of finance costs paid.

Revenue to be recognized for the remaining performance obligation (Backlog)

(Unit: million baht) Type of products or service	30 Sep 2026	31 Dec 2025
Sales of hardware and software licenses	352.79	518.02
Implement and develop software services	261.85	182.14
Maintenance and support services	146.30	39.12
Total	**760.94**	**739.28**

As of September 30, 2026, the Group had a total revenue backlog of 760.94 million baht, representing an increase of 21.66 million baht, or 2.93%, compared with the end of 2025. The increase was primarily driven by a significant rise in the maintenance and support services backlog, which grew from 39.12 million baht to 146.30 million baht, following the securing of new multi-year maintenance contracts during the period. Additionally, the software development services backlog increased by 79.71 million baht, or 43.76%, supported by large-scale government projects. Despite the expiration of certain software licensing contracts, the overall backlog increased, reflecting the Group's expanding portfolio of long-term service contracts and supporting future revenue continuity.

Software development backlog has an average duration of no more than 1 year, while maintenance services and product and software licensing projects have an average fulfillment period approximately 3 years. The Group continues to pursue business opportunities in financial institutions, insurance, and energy to broaden its customer base, achieve a more balanced revenue mix, and support stable long-term growth.

Outlook

The Group is ready to drive sustainable growth in line with the new investment cycle of the technology industry. Thailand's digital industry continues to present attractive growth opportunities, supported by increasing adoption of AI, cloud computing, cybersecurity, and digital infrastructure across the public and private sectors. Key growth drivers include Generative AI, Agentic AI, Cloud-Native technologies, Virtual Bank, and Sovereign Cloud. Against this backdrop, the Group has adopted key strategic directions as follows:

1. Expanding digital services in line with key technological trends

The Group will continue to build on its expertise in Generative AI & Agentic AI, Cloud-Native technologies, and Cybersecurity to support the accelerating wave of Digital & AI Transformation, particularly across financial institutions, Virtual Banks, insurance, and the public sector. This strategy will elevate the Group's role as a strategic partner in driving Thailand's digital economy.

2. Enhancing delivery efficiency through DevOps

With over 10 years of experience in applying DevOps methodologies, the Group will further strengthen this capability through AI-Augmented DevOps and Platform Engineering to accelerate project delivery, reduce inefficiencies, and continuously create superior value for

clients. This will improve productivity, enhance customer satisfaction and trust, and lead to future high-value project opportunities.

3. **Advancing Emerging Technologies and Expanding into High-Potential Industries**

   The Group will accelerate the development of emerging technologies, including Data Platform & Analytics and Sovereign Cloud, while expanding its customer base into high-investment industries such as financial services, insurance, energy, healthcare, and the public sector. At the same time, the Group will continue to reskill and upskill its workforce in AI & Data Engineering to build a sustainable competitive advantage.

With a solid backlog base and continued opportunities across software development, cloud infrastructure, and digital transformation services, the Group remains focused on strengthening its core business and expanding its service capabilities while maintaining disciplined cost management to enhance profitability and operating efficiency over the medium to long term. These strategic initiatives are expected to reinforce the Group's competitive position, support a more balanced revenue mix, and create sustainable long-term value for shareholders.

Corporate sustainability

The Group is committed to conducting business sustainably across the economic, social, and environmental dimensions. Its initiatives include reducing greenhouse gas emissions, promoting employee health and safety, and supporting local communities and society, with the objective of continuously creating shared value for stakeholders.

The Group also prioritizes workforce capability development through training and specialized skills enhancement, while collaborating with educational institutions and business partners to exchange knowledge, respond to technological changes, and contribute to the growth of the digital industry.

In the third quarter of 2026, the Group continued to create value for society by sharing professional knowledge with students in the Digital Science and Technology program, Faculty of Science, Kasetsart University, Sriracha Campus, to strengthen their skills and prepare them for professional careers. In addition, the Group participated in curriculum development under the AIS Infinite SMEs program to enhance the capabilities of Thai technology entrepreneurs (Tech SMEs) by sharing technical knowledge and business experience, strengthening their competitiveness, and creating opportunities for sustainable growth.

These activities reflect the Group's commitment to applying its technology expertise to create shared value for society by developing talent and supporting Thai entrepreneurs, thereby contributing to the sustainable growth of the digital ecosystem under the vision "Evolving as One."



