AIT
PROFESSIONAL ICT SOLUTIONS

คำอธิบายและการวิเคราะห์ของฝ่ายจัดการ
สำหรับผลการดำเนินงาน

MANAGEMENT DISCUSSION AND ANALYSIS (MD&A)

ไตรมาสที่ 3 ปี 2569
Quarter 3/2026



บริษัท แอ็ดวานซ์อินฟอร์เมชั่นเทคโนโลยี จำกัด (มหาชน)

ADVANCED INFORMATION TECHNOLOGY
PUBLIC COMPANY LIMITED

PROFESSIONAL TEAM | INNOVATIVE SOLUTIONS | TRUSTED PARTNER | SUSTAINABLE GROWTH

AIT (SVP-SEC) 021/2026

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Subject: Management's Discussion and Analysis of Operating Results for Q3-2026

To: The President of the Stock Exchange of Thailand

Summary of operations and the factors that make a significant change

Summary of Operations for the Q3-2026

Operation Overview	Balance by Quarter			Change (Increase ▲, Decrease ▼)			
	Q3-26	Q2-26	Q3-25	Q3-26 VS Q2-26		Q3-26 VS Q3-25	
	Million Baht (MB)			(MB)	%	(MB)	%
Total Revenue	1,652.34	1,727.16	1,851.99	74.82 ▼	4.33 ▼	199.65 ▼	10.78 ▼
Total Operating Expenses	1,442.50	1,555.13	1,659.41	112.63 ▼	7.24 ▼	216.91 ▼	13.07 ▼
Profit for the period – Equity holders of the Company	170.59	145.12	154.78	25.47 ▲	17.55 ▲	15.81 ▲	10.21 ▲

In Q3-26, the Company recorded the total revenue of 1,652.34 Million Baht (MB), representing a decrease of 4.33% from Q2-26 and 10.78% from Q3-25, while the Company reported Profit for the period – Equity holders of the Company at 170.59 MB, representing an increase of 17.55% and 10.21%, respectively. The increase in profit was attributable to a gain of 43.77 MB resulting from the conclusion of legal proceedings, which was recognized as other income.

Major projects that contributed to revenue recognition during Q3-26 included: the Information and Communications Technology Maintenance Services Project for the Secretariat of the House of Representatives, the procurement and installation project to upgrade the network system for Airports of Thailand Pub Co., Ltd., the Network for Building 10 project for Fabrinet Co., Ltd., the UOB Branch Router Refreshment project for United Information Highway Co., Ltd., the STT Bangkok 2 Data Center project for Master Solution Co., Ltd. and the UOB WAN Aggregation and Branch Routers project for Symphony Communication Pub Co., Ltd. etc.

The sales and service income decreased due to lower revenue from government-sector customers, primarily driven by reduced technology budgets among customer agencies and intensified competition. Meanwhile, the proportion of revenue from private-sector customers increased.

The total operating expenses amounted to 1,442.50 MB, representing a decrease of 7.24% from Q2-26 and 13.07% from Q3-25, mainly due to lower costs and employee-related expenses.

Despite the decrease in total revenue, Profit for the period increased, primarily attributable to the recognition of a gain resulting from the conclusion of legal proceedings. Meanwhile, the gross profit margin and operating profit margin declined compared to both the Q2-26 and the Q3-25.

Operating Results and Capabilities to Make Profit

Performance from revenues, costs and expenses which has significant impact on Q3–2026, can be shown in the following table:

Operation Overview	Balance by Quarter			Change (Increase ▲, Decrease ▼)			
	Q3-26	Q2-26	Q3-25	Q3-26 VS Q2-26		Q3-26 VS Q3-25	
	Million Baht (MB)			(MB)	%	(MB)	%
Sales and service income	1,514.91	1,618.37	1,755.37	103.46 ▼	6.39 ▼	240.46 ▼	13.70 ▼
Rental income from equipment for lease	61.65	84.46	80.94	22.81 ▼	27.01 ▼	19.29 ▼	23.83 ▼
Other income	75.78	24.33	15.68	51.45 ▲	211.47 ▲	60.10 ▲	383.29 ▲
Cost of sales and service	1,239.89	1,303.93	1,434.40	64.04 ▼	4.91 ▼	194.51 ▼	13.56 ▼
Cost of equipment for lease	53.39	70.46	58.88	17.07 ▼	24.23 ▼	5.49 ▼	9.32 ▼
Selling and distribution expenses	68.78	90.25	82.93	21.47 ▼	23.79 ▼	14.15 ▼	17.06 ▼
Administrative expenses	80.43	90.49	83.21	10.06 ▼	11.12 ▼	2.78 ▼	3.34 ▼

Sales and service income

The Company has Sales and service income amounted to 1,514.91 MB, representing a decrease of 103.46 MB or 6.39% from Q2-26 and decreased by 240.46 MB or 13.70% from Q3-25. The main factors were lower revenue from government-sector customers, driven by reduced technology budgets among customer agencies and intensified competition, while the proportion of revenue from private-sector customers increased.

Rental income from equipment for lease

The rental income from equipment for lease amounted to 61.65 MB, decreased by 22.81 MB or 27.01% from Q2-26 and 19.29 MB or 23.83% from Q3-25 due to a reduction in contract value upon the renewal of certain rental projects.

Other income

The other income amounted to 75.78 MB, increased by 51.45 MB or 211.47% from Q2-26 and 60.10 MB or 383.29% from Q3-25. A key contributing factor was a gain of 43.77 MB arising from the conclusion of legal proceedings involving a government agency. The proceedings comprised a lawsuit filed by the Company to recover outstanding payments for work completed and a countersuit filed by the government agency seeking damages for the Company's failure to complete the project. Both cases were finally resolved through Court judgments. In Q3-26, the parties reached a settlement and offset their respective outstanding obligations through the Legal Execution Department in accordance with the Court's rulings. Consequently, the legal proceedings were concluded, and the Company recognized the resulting gain on final resolution of the litigation as other income.

Cost of sales and service

The cost of sales and service amounted to 1,239.89 MB, decreased by 64.04 MB or 4.91% from Q2-26 and 194.51 MB or 13.56% from Q3-25 in line with the decrease in revenue from sales and services. However, the rate of cost reduction was lower than that of revenue, particularly compared to the previous quarter, due to higher prices of several products resulting from supply chain constraints, raw material shortages, and rising energy costs.

Cost of equipment for lease

The cost of equipment for lease amounted to 53.39 MB, decreased by 17.07 MB or 24.23% from Q2-26 and 5.49 MB or 9.32% from Q3-25 in line with the decrease in rental income. However, the rate of cost reduction was lower than that of revenue, primarily due to higher maintenance expenses associated with the aging of equipment, coupled with lower gross profit margins from newly secured rental projects.

Selling and distribution expenses

The selling and distribution expenses amounted to 68.78 MB, decreased by 21.47 MB or 23.79% from Q2-26 and 14.15 MB or 17.06% from Q3-25 in line with lower revenue. The reduction was primarily attributable to lower employee expenses following the resignation of certain employees.

Administrative expenses

The administrative expenses amounted to 80.43 MB, decreased by 10.06 MB or 11.12% from Q2-26 and 2.78 MB or 3.34% from Q3-25 mainly due to lower employee expenses.

Financial Analysis of the company

As of September 30, 2026, the Company has a financial position that changed from its financial position as of December 31, 2025 as shown in the comparative tables and explained as follows:

Assets Items that have significant changes	Balance by Quarter		Change (Increase ▲, Decrease ▼)	
	Q3–26	Q4–25	Q3–26 VS Q4–25	
	(MB)		(MB)	%
Cash and cash equivalents	1,832.45	2,524.58	692.13 ▼	27.42 ▼
Trade and other current receivables	2,154.16	1,598.53	555.63 ▲	34.76 ▲
Contract assets	642.11	742.87	100.76 ▼	13.56 ▼
Inventories and work in process	436.24	585.48	149.24 ▼	25.49 ▼
Equipment for lease	214.85	249.15	34.30 ▼	13.77 ▼
Non-current prepayments for service costs	29.71	78.71	49.00 ▼	62.25 ▼
Total assets	6,060.68	6,539.73	479.05 ▼	7.33 ▼

Asset

The Company's total assets amounted to 6,060.68 MB, decreased by 479.05 MB or 7.33% from the end of 2025. The key changes were as follows:

The cash and cash equivalents amounted to 1,832.45 MB, decreased by 692.13 MB or 27.42% mainly due to the payment of the 2025 annual dividend of 322.61 MB in Q2-26 and the 2026 interim dividend of 230.46 MB in Q3-26.

The trade and other current receivables amounted to 2,154.16 MB, increased by 555.63 MB or 34.76% due to the issuance of invoices for work previously recognized as contract assets or accrued revenue, as well

as project deliveries accompanied by invoicing toward the end of the quarter. In addition, collection from certain customers, particularly government agencies, took longer due to inspection, acceptance, and payment approval procedures, resulting in an increase in outstanding receivables.

The Contract assets amounted to 642.11 MB, decreased by 100.76 MB or 13.56% as the Company was able to issue invoices for projects delivered and revenue recognized during the nine-month period of 2026.

The inventories and work in process amounted to 436.24 MB, decreased by 149.24 MB or 25.49% due to project deliveries during the nine-month period of 2026, together with a lower volume of new projects amid intense competition in the information and communications technology industry.

The equipment for lease amounted to 214.85 MB, decreased by 34.30 MB or 13.77% because depreciation of equipment exceeded additional investment in new rental projects during the nine-month period of 2026.

The non-current prepayments for service costs amounted to 29.71 MB, decreased by 49.00 MB or 62.25% mainly due to the reclassification of prepaid maintenance expenses attributable to costs to be recognized within one year to current prepayments for service costs.

Liabilities Items that have significant changes	Balance by Quarter		Change (Increase ▲, Decrease ▼)	
	Q3–26	Q4–25	Q3–26 VS Q4–25	
	(MB)		(MB)	%
Unbilled payables	585.13	661.67	76.54 ▼	11.57 ▼
Current portion of liabilities under financial arrangement agreements	136.55	199.08	62.53 ▼	31.41 ▼
Income tax payable	9.00	28.70	19.70 ▼	68.64 ▼
Provision for penalty on project delay	23.09	85.53	62.44 ▼	73.00 ▼
Other current liabilities	68.77	106.63	37.86 ▼	35.51 ▼
Liabilities under financial arrangement agreements - net of current portion	9.46	90.43	80.97 ▼	89.54 ▼
Total liabilities	2,134.91	2,519.82	384.91 ▼	15.28 ▼

Liabilities

The Company's total liabilities amounted to 2,134.91 MB, representing a decrease of 384.91 MB or 15.28% from the end of 2025. The key changes were as follows:

The unbilled payables amounted to 585.13 MB, decreased by 76.54 MB or 11.57% as the Company received invoices from suppliers during the nine-month period of 2026 for work-related installments that had been recorded as accrued expenses at the end of 2025.

The income tax payable amounted to 9.00 MB, decreased by 19.70 MB or 68.64% due to payment of the 2025 outstanding corporate income tax and a relatively high amount of withholding tax deducted upon receipt of payments, resulting in a lower corporate income tax payable for the period.

The provision for penalty on project delay amounted to 23.09 MB, representing a net decrease of 62.44 MB or 73.00%. A key contributing factor was the conclusion of the legal proceedings with a government agency, as described under 'Other Income'. Accordingly, the Company reduced the provision related to the case by 77.10 MB.

The other current liabilities amounted to 68.77 MB, decreased by 37.86 MB or 35.51% mainly due to the remittance in January 2026 of withholding tax and value-added tax for December 2025.

The liabilities under financial arrangement agreements, including both the portion due within one year and the portion due after one year, decreased by a net 143.50 MB, mainly as a result of scheduled debt repayments.

Shareholders' Equity

The shareholders' equity representing a decrease of 94.14 MB or 2.34% from the end year of 2025 mainly due to a decrease of 94.11 MB or 6.19% in unappropriated retained earnings, resulting from the payment of the 2025 annual dividend in Q2 2026 and the interim dividend in Q3 2026, offset by the profit for the nine-month period of 2026.

Key Financial Ratio Analysis

Liquidity ratio

Financial ratio	Q3-25	Q2-26	Q3-26
Current ratio (times)	2.46	2.54	2.74
Quick ratio (times)	2.11	2.10	2.35
Cash flow liquidity ratio (times)	0.32	(0.05)	0.05

Accounts receivable turnover (times)	0.63	0.64	0.56
Average collection period (days)	142	141	160
Inventory turnover (times)	2.19	2.24	2.54
Average sales period (days)	41	40	35
Accounts Payable Turnover (times)	0.93	0.82	0.87
Days Payable Outstanding (days)	97	109	103
Cash Cycle (days)	86	72	92

From the financial ratios table for each quarter above, it was found that:

1) Current ratio amounted to 2.74 times and quick ratio amounted to 2.35 times, both higher than in Q2-26 and Q3-25, indicating that current assets remained well above current liabilities and that the Company had sufficient liquidity to meet its current obligations.

2) Cash flow liquidity ratio amounted to 0.05 times, compared with negative 0.05 times in Q2-26 and 0.32 times in Q3-25 this indicates that cash flow from operations turned positive in Q3-26, supported by decreases in Inventories and work in process, Contract assets, and prepayments for service costs. However, collection from major government project receivables continued to take a long time due to customer inspection, acceptance, and payment approval procedures.

3) Accounts receivable turnover amounted to 0.56 times, decreased from 0.64 times in Q2-26 and 0.63 times in Q3-25. The average collection period increased to 160 days from 141 days and 142 days, respectively. Although the average sales period decreased to 35 days, the days payable outstanding decreased to 103 days from 109 days in the prior quarter. As a result, the cash conversion cycle lengthened to 92 days, compared with 72 days in Q2-26 and 86 days in Q3-25.

Profitability ratio

Financial ratio	Q3-25	Q2-26	Q3-26
Gross profit margin (%)	18.68%	19.29%	17.97%
Operating profit margin (%)	9.63%	8.67%	8.50%
Net profit margin (%)	8.33%	8.37%	10.30%
Return on equity (%)	3.94%	3.55%	4.30%

The gross profit margin amounted to 17.97%, decreased from 19.29% in Q2-26 and 18.68% in Q3-25 due to higher product prices and related costs resulting from supply chain constraints and rising energy costs, as well as higher maintenance costs for rental equipment as it aged.

The operating profit margin amounted to 8.50%, decreased from 8.67% in Q2-26 and 9.63% in Q3-25 in line with the decrease in core revenue and gross profit margin.

The net profit margin amounted to 10.30% and return on equity amounted to 4.30% representing an increase from Q2-26 and Q3-25 mainly due to the profit from the conclusion of legal proceedings recognized as other income.

Financial policy ratio

Financial ratio	Q3-25	Q2-26	Q3-26
Debt to equity ratio (times)	0.67	0.60	0.54
Interest coverage ratio (times)	36.93	38.58	32.18

Debt to equity ratio amounted to 0.54 times, decreased from 0.60 times in Q2-26 and 0.67 times in Q3-25 reflecting a lower proportion of liabilities to shareholders' equity, with shareholders' equity remaining the primary source of funding.

Interest coverage ratio amounted to 32.18 times, decreased from 38.58 times in Q2-26 and 36.93 times in Q3-25. Although the ratio was lower, it remained at a high level, indicating that the Company maintained ability to meet its interest obligations.

Asset Quality ratio

Financial ratio	Q3-25	Q2-26	Q3-26
Assets turnover	0.29	0.26	0.27

The assets turnover amounted to 0.27 times, increased from 0.26 times in Q2-26 but decreased from 0.29 times in Q3-25. The movement depended on the revenue relative to the assets in operations.

Efficiency ratio

Financial Ratio	Q3-25	Q2-26	Q3-26
Return on assets (%)	2.43%	2.20%	2.73%
Return on fixed assets (%)	30.08%	31.83%	38.45%

The return on assets and the return on fixed assets amounted to 2.73% and 38.45%, respectively, representing an increase from Q2-26 and Q3-25 mainly due to the profit from the conclusion of legal proceedings, which did not arise from ordinary sales and services. Accordingly, the impact of this item should be considered when assessing asset utilization efficiency.

Factors Affecting Future Operating Performance

The Company recognizes that its business continues to face uncertainties arising from both external and internal factors, which may affect operating performance, statement of financial position, cash flows, and the ability to achieve strategic objectives. The Company therefore continuously monitors and assesses risks and establishes appropriate mitigating measures to limit potential impacts, maintain business continuity, and strengthen long-term competitiveness. The key factors as of Q3-26 are set out below.

External Factors

1. Geopolitical and Economic Uncertainty

In Q3-26, the global economy continued to face uncertainty arising from international conflicts, energy price volatility, and the restructuring of global supply chains. These factors may affect energy costs, transportation expenses, product prices, business confidence, and customers' investment decisions.

In Thailand, although the economy continued to receive support from exports and investment in technology and artificial intelligence industries, growth remained uneven across business sectors and could face pressure from energy costs, living expenses, and an uneven recovery in purchasing power.

The Company closely monitors economic and geopolitical developments and assesses their impacts on orders, project costs, and supply chains. It also prepares contingency plans for rapidly changing circumstances.

2. Political Stability, Government Policies, and Budget Disbursement

Part of the Company's revenue is derived from information and communications technology projects for government agencies, state enterprises, and public organizations. The continuity of government policies,

procurement processes, and budget disbursement therefore directly affects business opportunities, project implementation timelines, and the Company's revenue recognition.

Political changes or policy reviews may delay project approvals, procurement, or delivery. Nevertheless, the government has introduced measures to accelerate the disbursement of government budgets and state enterprise investment budgets to ensure continuity in public spending.

Accordingly, the Company closely monitors government policies, budget plans, and the progress of public-sector projects, while diversifying its customer base into the private sector and other promising businesses to reduce reliance on any single customer group.

3. Risks and Opportunities from Technological Changes

The information and communications technology industry is changing rapidly, particularly in artificial intelligence, cloud systems, data centers, cybersecurity, automation, and network infrastructure. These developments increase the need for continuous investment in personnel and technology.

At the same time, investment in Thailand's digital infrastructure continues to expand significantly. Applications for investment promotion during H1-26 were concentrated in data centers, cloud businesses, and infrastructure supporting AI, creating opportunities for the Company to expand its services.

The Company therefore monitors technology trends, develops employee capabilities, builds business partnerships, and develops new solutions to meet customer demand and generate revenue from promising businesses in the future.

4. Foreign Exchange Volatility

Most products and equipment used by the Company in its projects are imported from overseas, either directly or through domestic distributors. Exchange rate volatility may therefore affect project costs, profit margins, and pricing capabilities.

In Q3-26, the THB continued to fluctuate in response to global economic conditions, energy prices, monetary policy directions, and capital flows. The Company manages this risk by setting prices that take currency fluctuations into account, negotiating pricing terms with business partners, using financial hedging instruments, and managing foreign-currency deposit accounts as appropriate.

5. Supply Chain Disruption

Shortages of memory chips and production capacity constraints may increase the prices of electronic equipment and extend delivery lead times, affecting the Company's costs and project delivery schedules.

Growing demand for high-bandwidth memory chips for AI data centers, together with manufacturers shifting production capacity toward AI-supporting products, may constrain the availability of components for other types of equipment. As a result, risks relating to prices and procurement lead times remain.

The Company plans its procurement, identifies alternative sources of supply, and closely coordinates with manufacturers and distributors to mitigate impacts on project delivery and service provision.

6. Cybersecurity and Data Protection Risks

Cyber threats are becoming more frequent and sophisticated, including malware and ransomware attacks, data breaches, attacks through external service providers, and exploitation of system vulnerabilities for which patches have not yet been installed. Even vulnerabilities that have been identified and for which solutions are available continue to be used in attacks on information systems.

Cyber incidents may affect service delivery, credibility, remediation costs, and legal compliance. The Company therefore emphasizes vulnerability management, access controls, data backup and recovery, incident monitoring, and periodic testing of incident response and business continuity plans.

7. Legal and Regulatory Requirements for Technology Governance

The use of personal data, cloud systems, and artificial intelligence is subject to increasingly stringent laws, standards, and governance expectations. Non-compliance with applicable requirements may cause financial and reputational damage and undermine customer confidence.

In 2026, the Electronic Transactions Development Agency emphasized the development of AI governance guidelines to ensure safety, transparency, fairness, and alignment with international standards. The Company therefore continuously monitors legal and regulatory developments and standards, establishes prudent and careful guidelines for the use of data and AI, and assesses risks before adopting technologies or providing technology services to customers.

Internal Factors

1. Human Resource Risks

Personnel with specialized knowledge and skills are essential to the Company's ability to execute projects and achieve growth, particularly those with expertise in cloud systems, AI, cybersecurity, networks, and project management, which remain in high demand in the labor market.

The Company therefore manages human resources systematically, covering recruitment, skills development, retention of high-potential employees, succession planning, compensation and benefits management, and knowledge transfer plans to mitigate the impact of employee resignations and ensure smooth transitions of responsibilities.

2. Project Management and Delivery Risks

The Company's projects are complex and involve multiple stakeholders. Delays in equipment procurement, changes in project scope, shortages of specialized personnel, or failure to deliver work according to plan may increase costs, delay revenue recognition, or result in contractual penalties.

The Company has therefore established project management and cost control processes, monitors project progress and assesses risks on a project-by-project basis, and assigns responsible persons and corrective action plans when projects show signs of deviating from schedule.

3. Trade Receivables, Liquidity, and Working Capital Risks

The nature of project-based businesses may involve a relatively long period from equipment procurement through project delivery to receipt of payment, particularly for government customers. Delays in customer inspection and acceptance or budget disbursement may affect the Company's cash flows and working capital requirements.

The Company therefore closely monitors receivable aging and collection status, assesses counterparties' ability to pay, establishes appropriate credit limits and trading terms, and manages credit facilities and cash flows to ensure sufficient funds for operations.

4. Dependence on Key Suppliers and Manufacturers

Certain products must be procured from specific manufacturers or distributors. Changes in pricing policies, commercial terms, levels of support, or the status of business relationships with partners may affect costs and the Company's ability to deliver projects.

The Company therefore maintains relationships with key partners while diversifying its supplier base, developing cooperation with new manufacturers, and preparing alternative product and service options to reduce dependence on any single business partner.

Overall, the Company considers the above factors to present both risks and business opportunities. It therefore focuses on proactive risk management alongside the development of personnel, technology, work processes, and its customer base to support stable and sustainable growth over the long term.

Sincerely yours,

(Ms. Sarin Chandranipapongse)

Company Secretary

Authorized signature on behalf of the Company