7 August 2026

Subject : Management Discussion and Analysis for the Operating Results the 2nd of 2026

Attention : President

The Stock Exchange of Thailand

Nation Group (Thailand) PCL. ("the Company") and its subsidiaries ("the Group") would like to clarify significant changes of Group's operation results for the second quarter and for the six-month ended 30 June 2026 were summarized as follows:

(Unit: Million Baht)

Consolidated Comprehensive Income	Quarter 2		Increase (Decrease)	%	the six-month		Increase (Decrease)	%
	2026	2025			2026	2025		
Total Revenue	250.89	240.09	10.80	*4*	450.36	431.61	18.75	*4*
Total Expenses	227.76	277.89	(50.13)	*(18)*	459.61	544.23	(84.62)	*(16)*
Net Profit (Loss)	16.50	(47.99)	64.49	*134*	(21.04)	(132.55)	111.51	*84*

Overview of Operation Performance

In the second quarter of 2026, the Group's operating performance improved significantly, returning to a net profit of Baht 16.50 million, an increase of 134% compared to the same period of the prior year, which recorded a net loss of Baht 47.99 million. This was primarily driven by continued revenue growth, particularly from online media and event-related income, together with more efficient cost and expense management, including the application of technology and artificial intelligence (AI) in operational processes.

For the six-month period of 2026, the Group recorded a net loss of Baht 21.04 million, a reduction in loss of Baht 111.51 million, or 84%, compared to the same period of the prior year, which recorded a net loss of Baht 132.55 million. This reflects the recovery trend in operating performance and the effectiveness of cost management measures, although cumulative operating results remained a net loss.

Revenues

In the second quarter of 2026, the Group's total revenue amounted to Baht 250.89 million, an increase of 4% compared to the same period of the prior year. This was primarily driven by growth in service and sales revenue, which increased by 5%, resulting from the sales strategy shift toward a customer-segment-focused approach, as well as the expansion of advertising revenue, particularly from online media, which grew by 7%, in line with the continued shift in consumer behavior toward greater online media consumption. Event-related revenue also increased by 33%, driven by events held during the quarter.

For the six-month period of 2026, the Group's total revenue amounted to Baht 450.36 million, an increase of 4% compared to the same period of the prior year. Service and sales revenue increased by 5%, mainly due to the expansion of advertising revenue, particularly from online media, which grew by 21%, reflecting that the Group's strategy of shifting its revenue portfolio toward digital media is aligned with the overall industry trend.

Costs and Expenses

In the second quarter of 2026, the Group's total cost of sales and expenses amounted to Baht 227.76 million, a decrease of 18% compared to the same period of the prior year. For the six-month period of 2026, the Group's total cost of sales and expenses amounted to Baht 459.61 million, a decrease of 16% compared to the same period of the prior year. This decrease was mainly driven by more efficient internal resource management, resulting in a more flexible cost structure and reduced operating expenses, together with the application of artificial intelligence (AI) innovation to enhance efficiency across all operational processes. Nevertheless, the Group continues to place importance on maintaining a balance between cost control and investment to support revenue growth.

Profit (Loss)

As a result of effective cost control and management measures, combined with revenue growth from online media and events, the Group's operating performance in the second quarter of 2026 rebounded to a net profit of Baht 16.50 million, an increase of 134% compared to the same period of the prior year, which recorded a net loss of Baht 47.99 million.

For the overall operating performance in the six-month period of 2026, although the Group still recorded a net loss of Baht 21.04 million, this represented a significant reduction in loss of 84% compared to the same period of the prior year, which recorded a net loss of Baht 132.55 million. This figure reflects tangible positive progress and the Group's demonstrated capability in cost management. The six-month net loss comprised a loss of Baht 37.54 million in the first quarter, while the second quarter returned to profitability with a net profit of Baht 16.50 million, reflecting a clearer recovery trend between the quarters.

Important Events

On 20 April 2026, the Annual General Meeting of Company's shareholders approved the reduction of its registered share capital by Baht 4,996 million form the existing registered share capital of Baht 14,373 million to Baht 9,378 million by cancellation of 9,426 million unissued ordinary shares with a par value of Baht 0.53 each. The Company registered the decrease in its registered share capital with the Ministry of Commerce on 23 April 2026.

Summary of financial position

(Unit: Million Baht)

Statement of financial position	30 Jun 2026	31 Dec 2025	Increase (Decrease)	% Change
Current assets	294.73	264.99	29.74	*11*
Non – current assets	504.53	525.85	(21.32)	*(4)*
Total assets	**799.26**	**790.84**	**8.42**	***1***
Current liabilities	534.15	493.94	40.21	*8*
Non - current liabilities	184.24	194.99	(10.75)	*(6)*
Total liabilities	**718.39**	**688.93**	**29.46**	***4***
Total shareholders' equity	**80.87**	**101.91**	**(21.04)**	***(21)***

Total assets

Total asset as at 30 June 2026 amount to Baht 799.26 million, an increased amount of Baht 8.42 million, or 1% compared amount to Baht 790.84 million as at 31 December 2025. The key changes were as follows:

Current assets increased by Baht 29.74 million, mainly due to an increase in accrued income of Baht 45.16 million from major customers and government, for which billing is pending issuance in accordance with contract terms, while trade and other current receivables decreased by Baht 12.95 million.

Non-current assets decreased by Baht 21.32 million, mainly due to decreases in property, plant and equipment, right-of-use assets, and intangible assets, partly resulting from normal depreciation and amortization.

Total liabilities

Total liabilities as at 30 June 2026 amount to Baht 718.39 million, an increased amount of Baht 29.46 million compared amount to Baht 688.93 million as at 31 December 2025. The key changes were as follows:

Current liabilities increased by Baht 40.21 million due to trade and other current payable increased by Baht 29.87 million and short-term loans increased by Baht 15.5 million.

Non-current liabilities decreased by Baht 10.75 million, mainly due to a decreased in lease liabilities.

Total shareholders' equity

Total shareholders' equity as at 30 June 2026 amount to Baht 80.87 million, a decreased amount of Baht 21.04 million compared amount to Baht 101.91 million as at 31 December 2025. The decrease was attributable to the recognition of a net loss amount of Baht 21.04 million for the six month.

Financial Ratio

Financial Ratio	30 Jun 2026	31 Dec 2025
Current Ratio (Time)	0.55	0.54
Debt to Equity Ratio (Time)	8.88	6.76

Comparing the financial ratios as of 30 June 2026 with 31 December 2025, the significant changes were as follows:

The current ratio increased from 0.54 times to 0.55 times, as current assets increased by Baht 29.74 million, at a rate higher than the increase in current liabilities of Baht 40.21 million, resulting in a slight improvement in the current ratio.

The debt to equity ratio increased from 6.76 times to 8.88 times, as total liabilities increased by Baht 29.46 million, while shareholders' equity decreased by Baht 21.04 million. The decrease in shareholders' equity was mainly attributable to the Group's operating losses for the six-month period, resulting in a higher debt to equity ratio.

Cash flow statements

(Unit: Million Baht)

Cash flow statements	30 Jun 2026	30 Jun 2025
Cash flows from (used in) operating activities	(4.47)	26.62
Cash flows used in investing activities	(4.35)	(2.86)
Cash flows from (used in) financing activities	4.95	(32.28)

Cash flows used in operating activities amount to Baht 4.47 million, consisting of changes in operating assets and liabilities of Baht 3.86 million and income tax paid of Baht 8.41 million.

Cash flows used in investing activities amount to Baht 4.35 million, due to acquisitions of operating equipment amount to Baht 3.2 million, advances paid for purchases of assets amount to Baht 1.1 million, and proceeds from sales of investment in financial assets cash paid for purchases of investments in financial assets amount to Baht 0.33 million.

Cash flows from financing activities amount to Baht 4.95 million, due to proceeds from repayment of short-term loans amount to Baht 15.5 million and payments of principal portion of lease liabilities totaling amount to Baht 3.88 million and interest expenses amount to Baht 6.96 million.