



# Terabyte Plus Public Co., Ltd.

Management Discussion and Analyst (MD&A)  
For Q1/2025

May 8, 2025

Subject: Management Discussion and Analyst (MD&A) for Q1/2025 Period Ended March 31, 2025

To: President  
The Stock Exchange of Thailand

Terabyte Plus Public Company Limited (“the Company”) hereby announces its operating results for the Q1/2025 Period Ended March 31, 2025. These results have undergone an independent auditor’s review, with the following key highlights:

## Part 1: Revenue Structure of TERA

---

Terabyte Plus Public Company Limited Group (“the Company” or “TERA”) presently comprises three entities: Terabyte Plus Public Company Limited and two subsidiaries, Cluster Systems Company Limited and Skyfrog Company Limited, in which TERA maintains a 99.99% equity stake. Engaged in the ICT sector, the Group functions as a provider of ICT infrastructure solutions, encompassing Cloud services, On-premise Hardware & Cyber Security, AI for Biz. and Data Analytics. Furthermore, it offers the Skyfrog application, a specialized logistics management software and provide IT Manager & IT Consultant as a Service (Outsourcing services for improving IT internal control systems for companies preparing for stock exchange listing).

The Company’s revenue structure is organized into three primary categories: 1) Service Revenue, 2) Sales Revenue, and 3) Other Revenue.

Service revenue primarily comprises recurring revenue streams, alongside some one-time revenue from project-based system installations. The predominant portion of service revenue is recurring in nature, providing stability to the Company’s income profile.

Sales revenue, which arises from project-based engagements, exhibits quarter-to-quarter variability due to the timing of project completions and the corresponding revenue recognition. This characteristic, typical of the project-based business model, results in sales revenue fluctuations both on a year-over-year (YoY) and quarter-over-quarter (QoQ) basis, dependent upon the comparable periods.

## Part 2: Summary of Key Events in Q1/2025

---

- 1) Progress of the T.Cloud Gen3 Project (one of the objectives of IPO fund utilization): The Company commenced the provision of services and began recognizing revenue from the T.Cloud Gen3 project starting in Q1/2025. From the moment the first baht of revenue is recognized, The Company will also begin depreciating and amortizing the project's assets from Q1/2025 onward. During the initial phase, when services have just begun and revenue is still limited, the fixed costs associated with the project will exceed its income. However, the revenue is expected to gradually increase until it surpasses the fixed costs and will continue to grow steadily in the future. (This growth pattern is similar to that of the T.Cloud Gen1 and Gen2 projects, where revenue was only 17.33 million baht, in 2020 and grew to approximately 73.39 million baht by 2024.)
- 2) The Company has initiated the development of artificial intelligence solutions for businesses (AI for Biz.), Which is a key AI solution use case aimed at supporting both the private and public sectors (provided in collaboration with business partners). Consequently, the Company has renamed this business segment from Data Analytics to AI for Biz. & Data Analytics, with a target to begin generating revenue from these AI solutions starting in Q3/2025.
- 3) Starting from January 1, 2025, the Company has entered into an additional lease agreement for office space on the 12th floor of CS Tower to be used for the following purposes: Network Operation Center (NOC) room for the T.Cloud Gen3 Project, meeting room and common areas for hosting major company events, such as: shareholders' meetings, company visits for investors. This lease agreement has resulted in an increase of 2.6 million baht in right-of-use assets and lease liabilities, in accordance with financial reporting standards.
- 4) In Q1/2025, a subsidiary (Skyfrog Co., Ltd.) invested excess cash of 10 million baht into a mutual fund. This investment resulted in an increase of 10 million baht in other current financial assets in the financial statement.
- 5) [Significant Events After March 31, 2025] The Annual General Meeting (AGM) of shareholders for the year 2025, held on April 22, 2025, approved the dividend payment from the net profit as of December 31, 2024, at a rate of 0.08 baht per share, totaling 19.2 million baht. The Company has scheduled the dividend payment for May 20, 2025.

## Part 3: Summary of Overall Performance Q1/2025

Unit: Million Baht

Summary of Overall Performance	Q1/25	Q1/24	Q4/24	Change +/-	
				%YoY	%QoQ
Revenue from Sales	23.08	43.35	58.69	(46.77%)	(60.68%)
Revenue from Services	78.54	71.99	78.29	9.10%	0.32%
Other Revenue	0.77	0.26	1.41	193.87%	(45.60%)
<b>Total Revenue</b>	<b>102.39</b>	<b>115.60</b>	<b>138.39</b>	<b>(11.43%)</b>	<b>(26.02%)</b>
Cost of Sales	(19.04)	(32.91)	(44.77)	(42.15%)	(57.48%)
Cost of Services	(58.03)	(50.40)	(55.97)	15.12%	3.68%
<b>Total Cost of Sales and Services</b>	<b>(77.07)</b>	<b>(83.31)</b>	<b>(100.74)</b>	<b>(7.50%)</b>	<b>(23.50%)</b>
<b>Gross Profit</b>	<b>24.56</b>	<b>32.03</b>	<b>36.24</b>	<b>(23.34%)</b>	<b>(32.25%)</b>
Selling Expense	(11.08)	(10.77)	(8.42)	2.90%	31.57%
Administrative Expense	(14.41)	(15.37)	(15.63)	(6.25%)	(7.86%)
<b>Total Selling and Administrative Expenses</b>	<b>(25.49)</b>	<b>(26.14)</b>	<b>(24.06)</b>	<b>(2.48%)</b>	<b>5.95%</b>
<b>Operating Profit</b>	<b>(0.16)</b>	<b>6.16</b>	<b>13.60</b>	<b>(102.65%)</b>	<b>(101.20%)</b>
Financial Costs	(0.59)	(0.40)	(0.56)	46.75%	4.08%
<b>Earnings Before Income Tax</b>	<b>(0.75)</b>	<b>5.76</b>	<b>13.03</b>	<b>(113.03%)</b>	<b>(105.75%)</b>
Income Tax	0.14	(1.18)	(2.23)	(111.82%)	(106.22%)
<b>Net Profit</b>	<b>(0.61)</b>	<b>4.58</b>	<b>10.80</b>	<b>(113.33%)</b>	<b>(105.66%)</b>
Earning Per Share (EPS)	(0.003)	0.03	0.04		
Unit: Baht					
Gross Profit Margin (%)	24.16%	27.77%	26.46%		
Net Profit Margin (%):	(0.60%)	3.96%	7.80%		

**Remark:**

1. There may be minor discrepancies in figures due to rounding and conversion to million baht.
2. The percentage change figures from the table above are calculated based on amounts in baht (which may not align with the percentage difference calculation using amounts in millions of baht, as rounding occurs when converting from baht to millions of baht).

### 3.1: Summary of Overall Performance

#### Overall Performance Q1/2025

For Q1/2025, ending March 31, 2025, the Company reported total revenue and net profit of 102.39 million baht, and a net loss of (0.61) million baht, respectively. Total revenue for Q1/2025 decreased by 13.22 million baht, or 11.43% year-over-year (YoY), while net profit decreased by 5.19 million baht, or 113.33% YoY. The net profit margin stood at (0.60)%, a decrease compared to the same period last year, which had a net profit margin of 3.96%. The YoY decrease in revenue for Q1/2025 was mainly due to a decline in product sales revenue of 20.27 million baht, or 46.77%. However, the Company experienced an increase in service income of 6.55 million baht, or 9.10%, as well as an increase in interest income from fixed deposits and lease interest from IT equipment provided to customers, which rose by 0.51 million baht, or 193.87%. As a result, the total revenue decline was limited to only 11.43% YoY.

However, for Q1/2025, the Company began providing services and generating revenue from the T.Cloud Gen3 project a large-scale project in which the Company had invested approximately 46.19 million baht, as of March 31, 2025. Of this amount, approximately 42.89 million baht, was invested in fixed assets used to support the project's services. As a result, upon recognizing the first baht of revenue, the Company was required to begin depreciating and amortizing the assets in accordance with their useful lives, in line with accounting standards and financial reporting standards. This resulted in the Company incurring fixed costs such as depreciation and amortization of assets, data center rental, electricity expenses, compensation for Network Operations Center (NOC) staffs who operate on a 24x7 basis, and additional cost allocation of 2.84 million baht, for compensation of Cloud Engineers specifically assigned to this project. Since the T.Cloud Gen3 project was still in its early stage and generated revenue of only 0.24 million baht in the first quarter, the related costs and expenses exceeded the revenue generated from the project. The Company's cost of services also increased by 7.63 million baht, or 15.12% year-on-year (YoY), in line with the increase in service revenue, and due to the additional service costs associated with the T.Cloud Gen3 project as detailed above. As a result, the Company's gross profit declined by 7.48 million baht, or 23.34% YoY. (However, if the fixed costs of 2.84 million baht from the T.Cloud Gen3 project were excluded, the Company would have recorded a gross profit of approximately 27.4 million baht, representing a gross profit margin of around 26.76%, which is slightly lower than the gross margin in the same period of the previous year, but slightly higher than the gross margin in Q4/2024.)

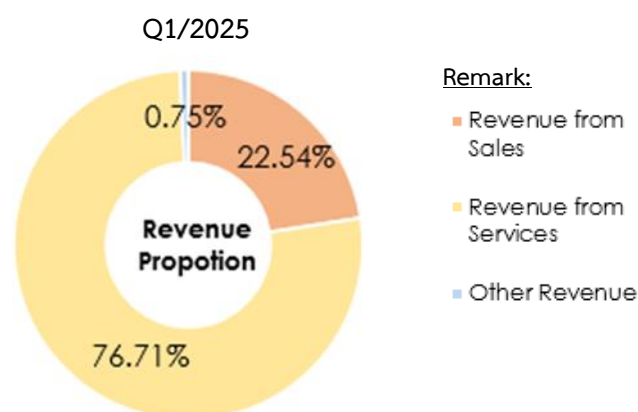
*Remark: Revenue from the T.Cloud project will require time for marketing, implementation, and system migration from T.Cloud Gen2 as its contracts gradually expire. Revenue recognition will be incremental and is expected to grow steadily over time. This pattern is consistent with the previous growth trajectories of the T.Cloud Gen1 and Gen2 projects, which generated revenue of only 17.33 million baht in 2020 and grew to approximately 73.39 million baht in 2024.*

**Selling and Administrative Expenses:** The Company recorded selling and administrative expenses of 25.49 million baht, representing a decrease of 0.65 million baht, or 2.48% compared to the same period of the previous year (YoY).

## 3.2: Revenue

### 3.2.1 Overall Revenue by Business Segment

Revenue Proportion of Each Business Segment

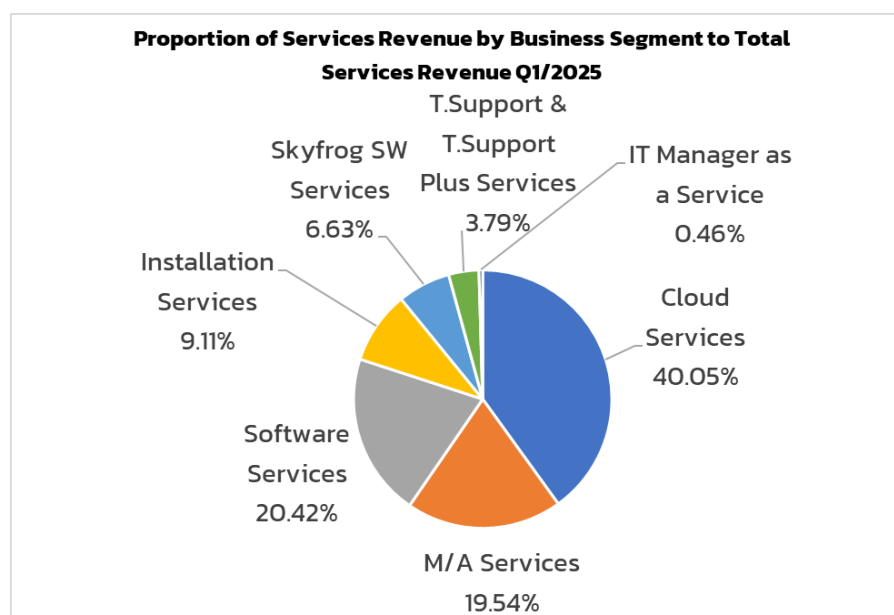


Revenue Structure by Business Segment

Revenue Structure	Q1/25	Q1/24	Q4/24	Change +/-	
				%YoY	%QoQ
Revenue from Sales	23.08	43.35	58.69	(46.77%)	(60.68%)
Revenue from Services					
Cloud Services	31.46	27.76	30.61	13.34%	2.76%
Hardware M/A Services	15.35	15.84	14.52	(3.13%)	5.71%
Software Services	16.04	15.13	17.41	5.98%	(7.88%)
Installation Services	7.15	7.59	9.25	(5.72%)	(22.68%)
Skyfrog SW Services	5.21	3.00	3.13	73.34%	66.20%
T.Support & T.Support Plus Services	2.98	2.67	2.85	11.49%	4.56%
IT Manager and IT Consultant as a Service	0.37	-	0.52	-	(29.81%)
Total Revenue	78.54	71.99	78.29	9.10%	0.32%
From Services					
Total Revenue from	101.62	115.34	136.98	(11.90%)	(25.81%)
Operations					
Remark:	0.24	-	-		
T.Cloud Gen3 service only					

**Remark:**

- There may be minor discrepancies in figures due to rounding and conversion to million baht.
- The revenue from each type of service in the table above represents accounting data collected by the company for data analysis purposes. The company's financial statements do not break down this information in detail. This has already been clarified in the company's prospectus.



Overall, in Q1/2025, the Company's revenue composition was as follows: service revenue accounted for 76.71%, sales revenue for 22.54%, and other revenue for 0.75% of total revenue.

The details of service revenue, sales revenue, and other revenue for Q1/2025 are as follows:

#### 1) Revenue from Services

In Q1/2025, the Company's service income increased by 6.55 million baht or 9.10% compared to the same period last year (YoY), and saw a slightly increase of 0.25 million baht or 0.32% from the previous quarter (QoQ). The overall increase/decrease in service income for Q1/2025 can be summarized as follows:

- 1) **Revenue from Skyfrog Software Services, Cloud Services, T.Support/T.Support Plus Services** (premium IT services offered by the Company), and Software services (**Software M/A**: Maintenance Agreement and **SaaS**: Software-as-a-Service as a reseller of global IT vendors), three-month period increased by 73.34%, 13.34%, 11.49%, and 5.98% YoY, respectively. were primarily driven by higher demand for Skyfrog Application Services. In the current year, the Company recognized revenue from a large-scale Skyfrog Project under ongoing customer contracts and new customer acquisitions. This growth reflects the rising demand for Cloud Services, Software Subscriptions, IT Systems in the form of SaaS, Software M/A, and T.Support/T.Support Plus services.
- 2) **Revenue from system installation services, Hardware M/A services, and Cloud services** three-month period decreased by 5.72%, and 3.13% YoY, respectively. The decrease in revenue from system installation and Hardware M/A services aligns with the decline in Project-based sales, leading to a reduction in one-time system installation services and Hardware M/A services. also declined accordingly.

## 2) Revenue from Sales

In Q1/2025, the Company's sales revenue decreased by 20.27 million baht or 46.77% YoY, primarily because large-scale projects were still in progress during the first quarter, which is typically the early stage of the fiscal year. In addition, private sector customers have shown a growing tendency to shift from traditional on-premise investments in hardware and software to as-a-service models, particularly through Cloud Services.

However, sales revenue is project-based and therefore tends to fluctuate across quarters and years, depending on project closure, delivery schedules, and revenue recognition. Such variability is considered normal for the nature of this business.

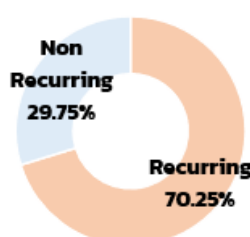
## 3) Other Revenue

The Company's other revenue includes gains from marking to market the value of investment units, gains from asset disposals, interest revenue, refunded employee provident fund contributions upon employee resignation, and sponsorship funds for marketing events. In Q1/2025, the Company recorded other revenue of 0.77 million baht, a year-over-year (YoY) increased of 0.51 million baht, or 193.87%, and a quarter-over-quarter (QoQ) decreased of 0.64 million baht, or 45.60%.

**Remark:** Other revenue from non-operating income from the Company's regular business operations, leading to variability across quarters. However, a portion of this revenue is operational, including sponsorships for marketing events from principal vendors and business partners. Although the Company's selling and administrative expenses rose due to marketing events aimed at boosting sales and maintaining strong client relationships, these events were partially funded by sponsorships from the Company's principal vendors and key business partners, recorded as other revenue.

## 4) Summary of the Proportion of Recurring Revenue to Operating Revenue

**Proportion of Recurring Revenue to  
Operating Revenue Q1/2025**



In Q1/2025, the Company's revenue composition was 70.25% from Recurring Revenue and 29.75% from Non-Recurring Revenue.

**Remark:** Recurring Revenue consists of various fixed-term service contracts, typically spanning 1-3 years, including T.Cloud services, Public Cloud services, M/A and Subscription services (covering both Hardware and Software), Skyfrog SaaS, T.Support/T.Support Plus, and IT Manager and IT Consultant as a Service.

## 3.2.2 Revenue Breakdown by the Company and Its Subsidiaries

Unit: Million Baht

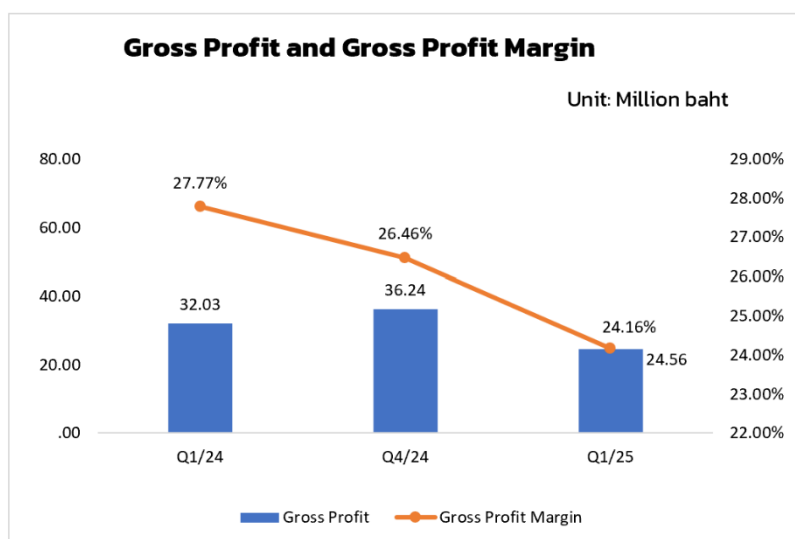
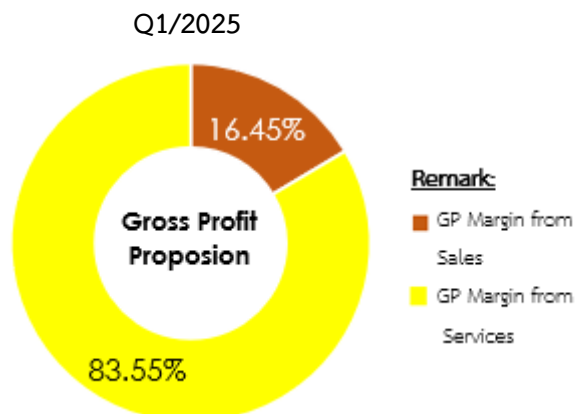
Terabyte Plus PLC.	Q1/25	Q1/24	Q4/24	Change +/-	
				%YoY	%QoQ
Revenue from Sales	19.99	32.26	45.80	(38.04%)	(56.35%)
Revenue from Services	59.67	58.62	59.05	1.79%	1.06%
Revenue from Dividends	0.00	5.46	0.00	(100.00%)	-
Other Revenue	2.56	1.95	2.74	31.03%	(6.68%)
<b>Total Revenue</b>	<b>82.22</b>	<b>98.30</b>	<b>107.58</b>	<b>(16.36%)</b>	<b>(23.57%)</b>

Cluster Systems Co., Ltd.	Q1/25	Q1/24	Q4/24	Change +/-	
				%YoY	%QoQ
Revenue from Sales	3.09	11.02	12.88	(72.01%)	(76.05%)
Revenue from Services	13.47	9.04	14.79	49.00%	(8.89%)
Other Revenue	0.00	0.04	0.45	(100.00%)	(100.00%)
<b>Total Revenue</b>	<b>16.56</b>	<b>20.10</b>	<b>28.12</b>	<b>(17.64%)</b>	<b>(41.12%)</b>

Skyfrog Co., Ltd.	Q1/25	Q1/24	Q4/24	Change +/-	
				%YoY	%QoQ
Revenue from Sales	0.00	0.07	0.01	(100.00%)	(100.00%)
Revenue from Services	7.24	6.52	6.35	10.96%	13.88%
Other Revenue	0.14	0.22	0.18	(36.11%)	(23.76%)
<b>Total Revenue</b>	<b>7.37</b>	<b>6.80</b>	<b>6.55</b>	<b>8.39%</b>	<b>12.61%</b>

### 3.3: Gross Profit and Gross Profit Margin (%)

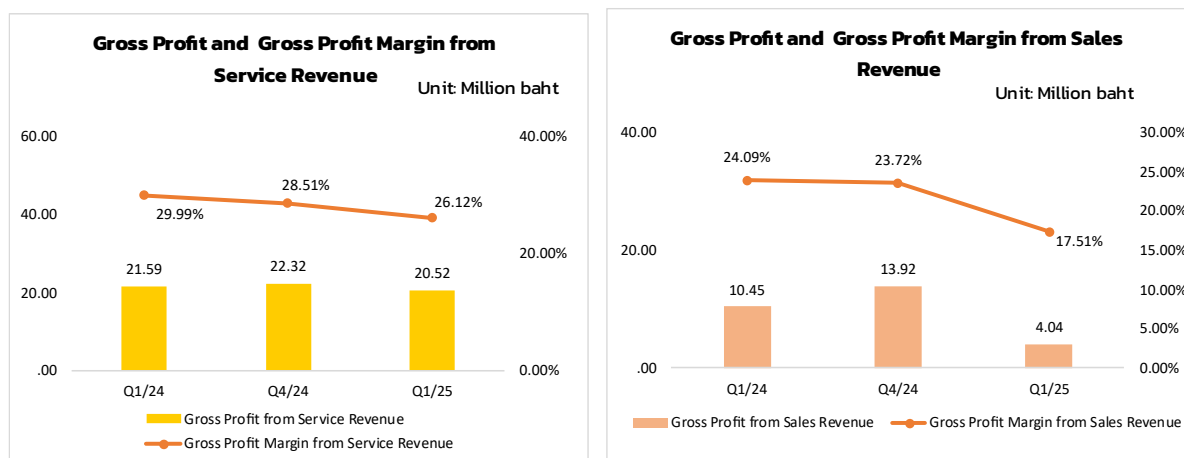
#### Gross Profit Margin Proportion for Each Business Segment



In Q1/2025, the Company reported a gross profit of 24.56 million baht, decreased of 7.48 million baht, or 23.34%, compared to the same period last year (YoY). However, in terms of gross profit margin, the company recorded a gross profit margin of 24.16% in Q1/2025, down from 27.77% recorded in the same period last year. Compared to the prior quarter (QoQ), gross profit declined by 11.69 million baht, or 32.25%, resulting in a decrease in gross profit margin from the previous quarter's margin of 26.46%. in the previous quarter. The primary reason for the decline was the commencement of revenue recognition from the T.Cloud Gen3 project. As a result, the Company began recording depreciation and amortization of project assets from the first Baht of recognized revenue, leading to a lower gross profit margin.

Overall, in Q1/2025, the Company's gross profit composition was derived from service revenue and sales revenue in proportions of 83.55% and 16.45%, respectively.

The details of gross profit from service revenue and sales revenue in Q1/2025 are as follows:



### 1) Gross Profit and Gross Profit Margin (%) from Service Revenue

In Q1/2025, the Company's gross profit from service revenue amounted to 20.52 million baht, a decrease of 1.07 million baht, or 4.96%, compared to the same period last year (YoY). The company recorded a gross profit margin for service revenue stood at 26.12%, slightly down than the 29.99% recorded in the same period last year. Compared to the previous quarter (QoQ), gross profit from service revenue decreased by 1.81 million baht, or 8.09%.

However, In Q1/2025, the Company commenced services and recognized initial revenue from the T.Cloud Gen3 project, a large-scale initiative. As of March 31, 2025, the total investment in the project amounted to approximately 46.19 million baht, of which 42.89 million baht was invested in fixed assets used to support the services under the project. with the recognition of the first baht of revenue, The Company began to record depreciation and amortization of project-related assets based on their useful lives. Additionally, The Company incurred fixed costs including data center rental, electricity expenses, employee compensation for 24/7 Network Operations Center (NOC) support, and cost allocations related to Cloud Engineers' compensation. These costs were recorded in accordance with relevant accounting and financial reporting standards, resulting in a service cost increase of 2.84 million Baht in the quarter, while the revenue from the project in the same period was only 0.24 million baht.

### 2) Gross Profit and Gross Profit Margin (%) from Sales Revenue

In Q1/2025, the Company's recorded gross profit from sales revenue was 4.04 million baht, a decrease of 6.41 million baht, or 61.32% a year-over-year (YoY). The gross profit margin stood at 17.51% down from 24.09% recorded in the same period last year. However, compared to the previous quarter (QoQ), gross profit from sales revenue declined by 9.88 million baht, or 70.98%.

The decline in gross profit for Q1/2025 was aligned with the decrease in sales revenue, which is primarily project-based in nature. Project-based revenue tends to fluctuate across quarters depending on project readiness, successful closures, and revenue recognition timelines this is typical for the business. In Q4/2024, the Company recorded a relatively high amount of project-based revenue. However, in Q1/2025, such revenue was considerably lower, resulting in a corresponding decline in gross profit from sales.

### 3.4: Selling and Administrative Expenses

#### 1) Selling Expenses

Selling expenses primarily consist of key items such as sales staff expenses, transportation and accommodation costs, promotional expenses, and other selling expenses like advertising and business dining expenses.

In Q1/2025, the Company's selling expenses slightly increased by 0.31 million baht, or 2.90%, compared to the same period last year (YoY), and increased by 2.66 million baht, or 31.57%, from the previous quarter (QoQ).

The increase in selling expenses during this quarter was primarily due to salary adjustments for employees. In addition, the decline in project-based revenue resulted in a lower allocation of engineers' salaries to service costs. The Company also incurred expenses related to organizing a customer and business partner appreciation event held on February 21, 2025, in celebration of the Company's 20th anniversary, which contained around 250 persons attended the event. Total expenses of the event approximately 0.96 million baht.

#### 2) Administrative Expenses

Administrative expenses primarily consist of key items such as salaries, bonuses, director fees, employee-related expenses, transportation, and depreciation.

In Q1/2025, the Company's administrative expenses decreased by 0.96 million baht, or 6.25%, compared to the same period last year (YoY), and decreased by 1.23 million baht, or 7.86%, from the previous quarter (QoQ).

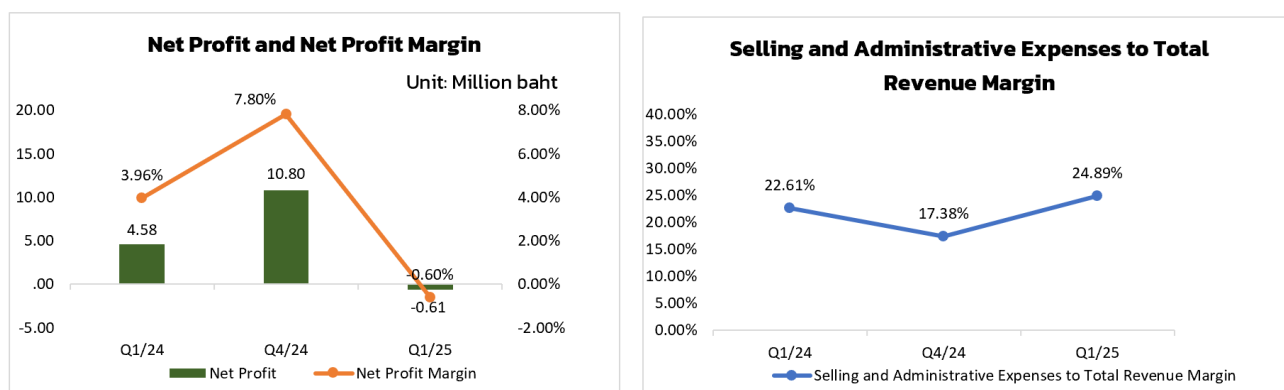
The decrease in administrative expenses was mainly attributable to effective cost control measures, particularly in manpower management. Additionally, expenses related to the IPO process declined, with only the financial advisory (FA) service fee remaining under the one-year post-IPO support agreement, which is set to expire on April 23, 2025.

### 3.5: Financial Costs

The Company's financial costs consist of interest expenses on lease liabilities and interest expenses on right-of-use assets, in compliance with Thai Financial Reporting Standard (TFRS) No. 16 on leases.

In Q1/2025, the Company's financial costs increased by 0.19 million baht, or 46.75%, compared to the same period last year (YoY), and slightly increased by 0.02 million baht, or 4.08%, from the previous quarter (QoQ).

### 3.6: Net Profit and Net Profit Margin (%)



For the net profit and net profit margin for Q1/2025 compared to the same period of the previous year (YoY), compared to the previous quarter (QoQ), the summary is as follows:

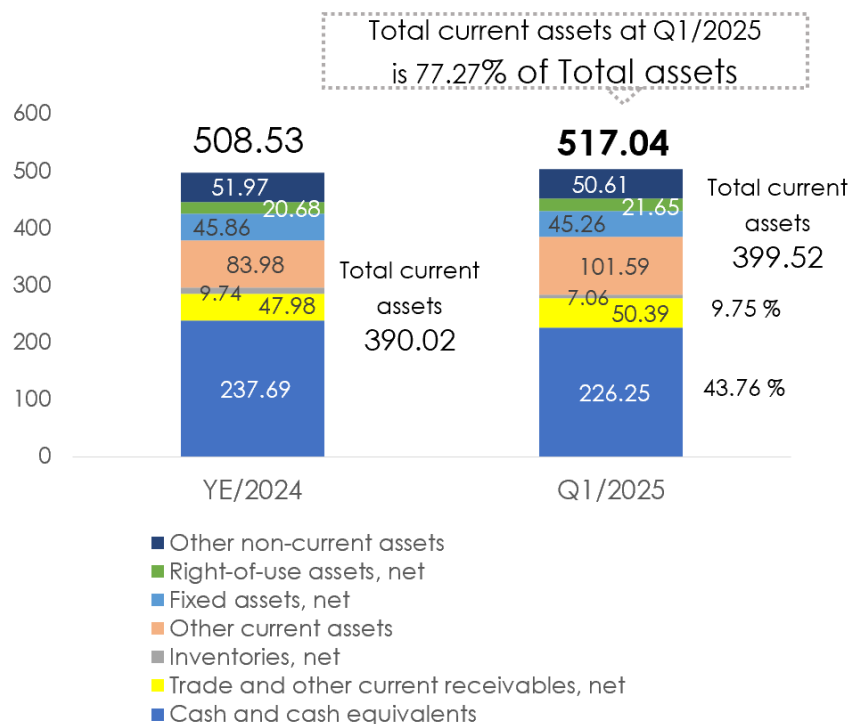
YoY (Q1/2025 Compared to Q1/2024)	QoQ (Q1/2025 Compared to Q4/2024)
<p>In Q1/2025, the Company recorded a net loss of 0.61 million baht, a decrease in net profit of 5.19 million baht, or 113.33% YoY. This was aligned with the decline in gross profit, which resulted from a drop in operating revenue combined with an increase in fixed costs associated with the T.Cloud Gen3 project. Although the Company recorded a slight reduction in selling and administrative expenses compared to the same period last year, the ratio of SG&amp;A expenses to total revenue in Q1/2025 rose to 24.89%, up from 22.61% in Q1/2024. As a result, the net profit margin for this quarter stood at (0.60%), down from 3.96% in the same period of the previous year.</p>	<p>In Q1/2025, the Company recorded a net profit of 0.61 million baht, representing a decrease of 11.41 million baht or 105.66% (QoQ). This was aligned with the decline in gross profit, which resulted from lower operating revenue and an increase in fixed costs associated with the T.Cloud Gen3 project. In addition, selling and administrative expenses increased compared to the previous quarter, due to the annual salary adjustment and the expenses related to the Company's 20<sup>th</sup> anniversary customers and partners appreciation event. As a result, the ratio of SG&amp;A expenses to total revenue in Q1/2025 rose to 24.89%, up from 17.38% in the previous quarter. Consequently, the net profit margin for this quarter stood at (0.60%), a decrease from 7.80% in the previous quarter.</p>



## Part 4: Summary of Balance Sheet and Cash Flow as of The End of Q1/2025

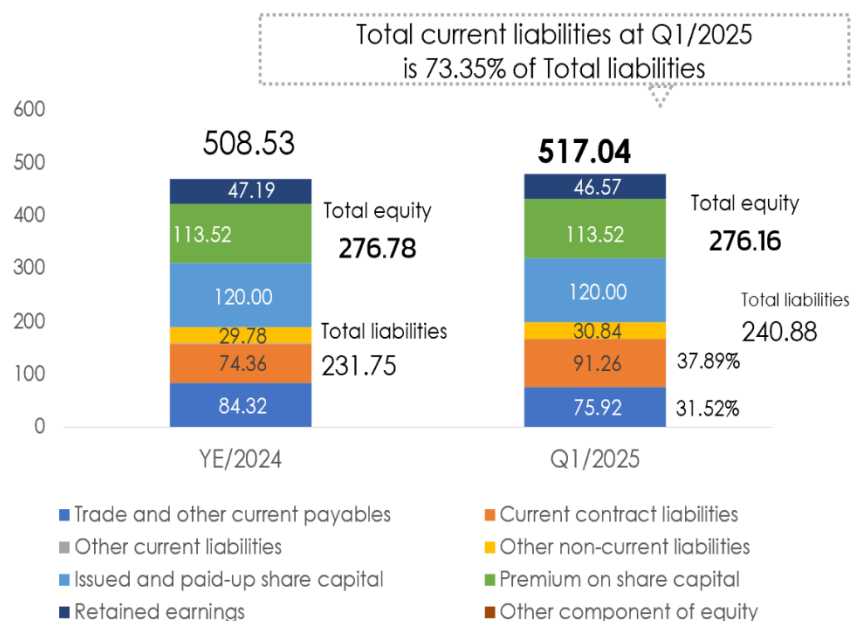
### Assets

Unit: Million Baht



### Liabilities and Equity

Unit: Million Baht



## 4.1: Assets

As of March 31, 2025, the Company's total assets amounted to 517.04 million baht, an increase of 8.51 million baht, or 1.67%, from December 31, 2024. This growth was primarily driven by an increase in current assets. The majority of the Company's assets as of March 31, 2025, were current assets, totaling 399.52 million baht, or 77.27% of total assets. Key changes in asset components include:

- **Cash and Cash Equivalents:** Valued at 226.25 million baht, a decrease of 11.44 million baht, This was in line with the increase in other current assets, primarily due to payments for asset acquisitions.
- **Trade Receivables and Other Current Receivables (Net):** Amounted to 50.39 million baht, an increase of 2.41 million baht, this was in line with the increase in service income.

## 4.2: Liabilities

As of March 31, 2025, the Company's total liabilities amounted to 240.88 million baht, an increase of 9.13 million baht, or 3.94%, from December 31, 2024. This increase was primarily due to a rise in contract-based liabilities. The Majority of the Company's liabilities were current liabilities, totaling 176.69 million baht, or 73.35% of total liabilities.

**As of March 31, 2025, the Company's Interest-Bearing Debt (IBD) stood at only 0.15 million baht**, representing a mere 0.0006% of total liabilities. Most of the Company's liabilities comprise trade payables and liabilities recorded in accordance with accounting and financial reporting standards, such as current contractual liabilities, lease liabilities, and employee benefit obligations. The significant changes in liabilities are as follows:

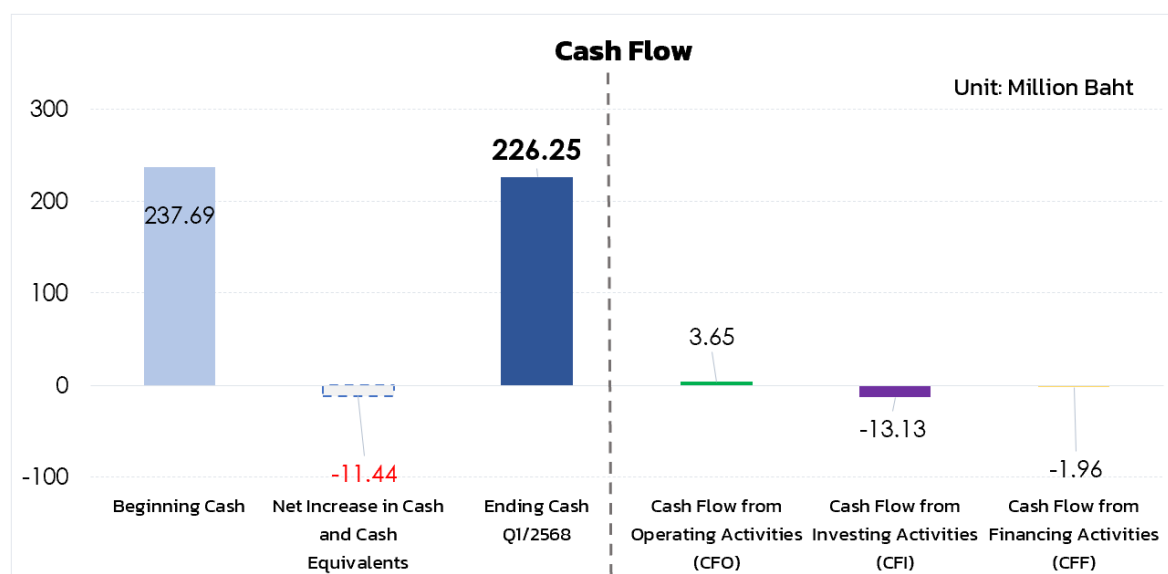
- **Account Payables and Other Current Liabilities:** Amounted to 75.92 million baht, a decrease of 8.40 million baht, primarily due to repayments made to trade creditors.
- **Current Liabilities from Contracts:** Totaled 91.26 million baht, an increase of 16.90 million baht, this resulted from a higher proportion of one-time billing for recurring services, where revenue will be recognized progressively over the contractual period.

***Remark:** Interest Bearing Debt refers to liabilities with an actual interest payment obligation that the company is committed to paying. In this case, it is the debt related to a leasing agreement for HPE GreenLake services (a virtual cloud service), structured as a recurring contract. The company purchases this service to provide recurring services to customers under similar recurring contracts. This interest-bearing debt does not include liabilities recorded in accounting or financial reporting standards that do not involve actual interest payments from the company.*

## 4.3: Shareholders' Equity

As of March 31, 2025, the Company's shareholders' equity totaled 276.16 million baht, a decrease of 0.62 million baht, or 0.22%, from December 31, 2024. As a result of the net loss recorded during this quarter.

#### 4.4: Cash Flow



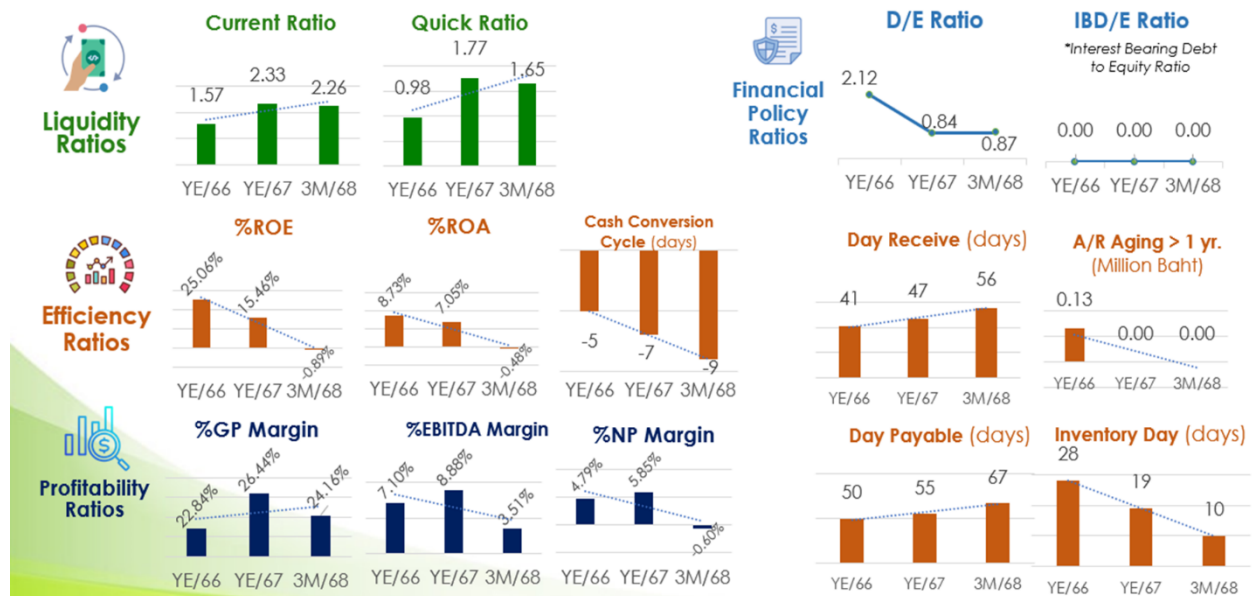
As of March 31, 2025, the Company reported cash and cash equivalents totaling 226.25 million baht, compared to the beginning balance of 237.69 million baht, This represented a net decrease of 11.44 million baht during the period. This change is detailed as follows:

- Net cash flow from operating activities: +3.65 million baht
- Net cash flow from investing activities: -13.13 million baht\* and
- Net cash flow from financing activities: -1.96 million baht

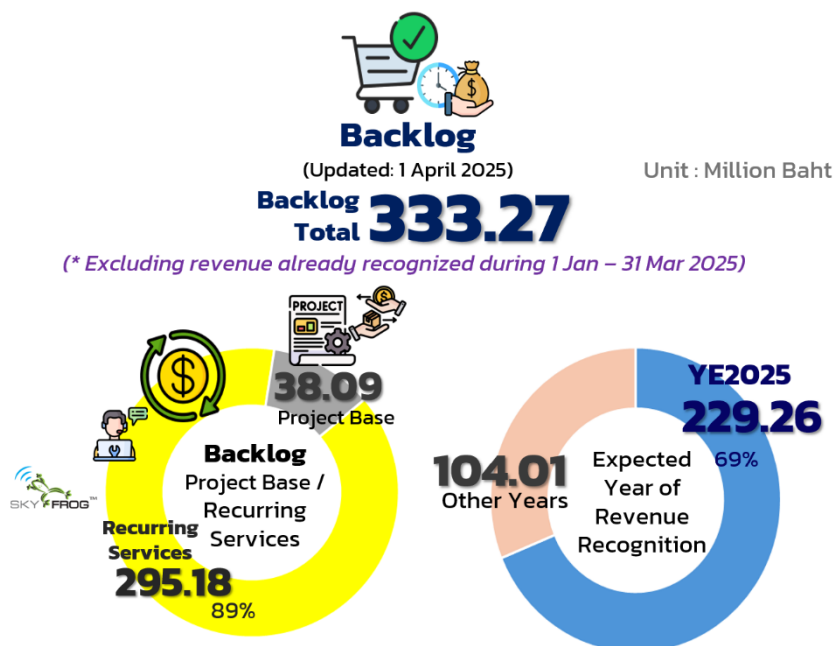
The main cash flows from investing activities included an investment of 10.00 million baht in fixed income mutual funds, the purchase of fixed assets for the T.Cloud Gen3 project (additional investment in Q1/2025) totaling 3.63 million baht, and interest received in the amount of 0.49 million baht.

The main cash flows from financing activities included the repayment of lease liabilities totaling 1.55 million Baht, and interest payments on lease liabilities amounting to 0.40 million Baht.

## Part 5: Summary of Key Financial Ratios as of Q1/2025



## Part 6: Backlog



## Part 7: Significant Business Plan

The Company prioritizes business growth through both organic and inorganic approaches, including Mergers and Acquisitions (M&A). Key business strategies include:

- 1) **Identify High-Quality, High-Margin Solutions and Services:** The Company focuses on continuously meeting customer IT needs by offering solutions with high gross margins. Emphasis is placed on increasing the share of recurring revenue to stabilize income and gross profit. Examples include new services like IT Manager as a Service and IT Consultant as a Service, offered as outsourced solutions to help clients—especially those preparing for IPOs—enhance their IT internal audit systems.
- 2) **Maintain Strong Customer Relationships:** By engaging with customers regularly and organizing periodic marketing events to introduce useful solutions, the Company aims to foster sales opportunities and maintain solid customer relationships. The Company organized a customers and business partners appreciation event on the occasion of its 20th anniversary on February 21, 2025.
- 3) **Participate in Government and State Enterprise Projects:** To offset revenue declines from the private sector, which is experiencing reduced investments due to weakened consumer purchasing power, economic challenges, unfavorable economic conditions, household debt, the trade war between global powers, wars in several countries, and natural disasters including droughts, floods, and earthquakes. These factors have impacted on agricultural prices and output, affecting the purchasing power of the Majority of the population and leading to delays in investment decisions by private sector companies, which are the company's primary client base.
- 4) **Cost and Expense Management:** The Company carefully manages costs and administrative expenses, particularly the workforce size, in alignment with its revenue.
- 5) **Accelerate the Closing and Delivery of Ongoing Customer Projects:** The Company aims to expedite the finalization and delivery of projects currently under negotiation with customers to improve operational efficiency and meet client needs promptly.
- 6) **Accelerate Investment in the T.Cloud Gen3 Project (One of the IPO Fund Objective):** to maximize revenue recognition from this project.
- 7) **Coordinate and provide advice to the target company that the company has completed the Accounting Due Diligence in Q4/2024:** So that the target company can improve its accounting system and obtain financial statements certified by an auditor with recognized standards, in preparation for considering investment participation during 2026. In doing so, the Company will comply with Thai Capital Market Supervisory Board Notification No. 20/B.E. 2551 regarding significant transactions that qualify as asset acquisitions or disposals, as well as the Stock Exchange of Thailand's regulations on disclosures and practices for listed companies concerning asset acquisition and disposal transactions (B.E. 2547). The Company will calculate the transaction size of any asset acquisitions and disclose relevant information through the SET's information dissemination system in accordance with applicable regulations, ensuring transparency for investors and the public.

## Part 8 : **Factors That May Significantly Impact Operations, Financial Position, or Future Growth**

The company assesses and manages risks, both external and internal, that may impact its business operations, financial position, and future growth. The company has established measures to mitigate risks by regularly evaluating both external and internal risk factors. As part of this process, the company conducts business risk assessments (Risk Assessment) consistently and reports the summary of the risk assessment results to the Audit Committee and the Board of Directors in every quarter.

However, to avoid excessive length in this document, the company has not summarized all the risk factors reported to the Audit Committee and the Board of Directors. Here, only the key risks with significant impact (Key Risks) are summarized as follows:

### **1) Risk factors related to bad debt from accounts receivable arising from sales of goods and services, and risk factors related to a lack of financial liquidity.**

Due to the competitive nature of this business, it is generally necessary to extend credit to customers. At the same time, the company also receives adequate trade credit from suppliers for purchasing goods. However, if customers delay payments or are unable to settle their debts due to financial difficulties, bad debt may arise, which could potentially affect the company's financial liquidity.

#### Risk Mitigation Measures:

- Most of the company's customers are medium to large private companies. The company screens customer quality, has an approval system for appropriate payment terms, and an efficient system for following up on overdue accounts. The company follows a policy of diversifying its customer base across various groups and has a large number of customers, without reliance on any single customer. This significantly reduces the risk of bad debt collection.
- The company has an Internal Control system and Internal Audit process, with strict reviews of the financial status and profitability potential of customers, especially new customers wishing to purchase goods and services from the company. Payment terms are approved by an authorized officer (Chief Financial Officer or CFO) to ensure that appropriate, controlled-risk payment conditions are established for each customer. This system has been in use for nearly 20 years and has proven to be highly effective. More than 20 years of operations, the company has experienced only two bad debt cases, totaling approximately 400,000 baht, which occurred in 2023. This amount represented only about 0.07% of total revenue for that year, as the customer's business encountered issues and was unable to continue, eventually closing down.
- The company has an efficient system for monitoring and collecting overdue accounts, with regular reporting of overdue accounts to the Audit Committee and the Board of Directors on a quarterly basis. In cases where payments are overdue beyond the stipulated period, the company has established systematic procedures for follow-up and legal action to ensure effective collection of outstanding debts.

- The company has sufficient working capital and cash flow, with a very low Interest-Bearing Debt to Equity Ratio. A daily cash flow tracking system is in place, with management monitoring cash flow status continuously. Additionally, the company has emergency bank overdraft credit lines available with financial institutions. For projects requiring long-term delivery, the company negotiates extended credit terms with suppliers and/or obtains bank loans to cover the period needed to collect payments from customers. As a listed company on the Market for Alternative Investment (mai), the company has additional cash flow from IPO fundraising, ensuring ample working capital, liquidity, and cash flow for efficient operations.
- Overall, the Company is confident that it has effective risk control measures in place to mitigate the risk of bad debt from receivables related to the sale of goods and services. Additionally, the Company is well-equipped to manage and prevent potential liquidity shortages.

## 2) Risk of technological changes, which may affect the company's competitive potential in the future.

Information technology is constantly evolving. If the company is unable to adapt to these changes, it may reduce the company's competitive potential and could negatively impact the company's long-term performance.

### Risk Mitigation Measures:

- The company continuously monitors technological changes and strives to identify business opportunities, New S-curves, and potential companies for investment. The main objectives of the IPO funds include investing in the T.Cloud Gen3 project and in potential IT-related SME companies, which will enhance the company's competitive potential in the future.
- The company prepares an annual plan, assigns team leads to be responsible for monitoring each task, and holds regular meetings to track the progress of various developments. The company also makes adjustments to the plan as necessary, ensuring it remains appropriate and effective.

## Part 9: Sustainability Development

---

The company has always undertaken projects and organized activities that benefit society and stakeholders, operating its business with a commitment to social and environmental responsibility (ESG: Environment, Social, and Governance). In Q1/2025, the company has carried out projects to promote sustainability as follows:

- 1) The company has received 9 internship students from various higher education institutions to provide them with the opportunity to gain real work experience in different fields. This project also contributes to the sustainability of the company's workforce and competitive potential in the future, as these interns will receive training through hands-on work. Additionally, the company has the opportunity to select high-potential interns for future employment (the company has been running this program continuously since 2022, and this is the 4.1th batch of interns).
- 2) The Company has launched the “Unused Medicine Donation – Sending Care to Umphang” project to serve as a platform for collecting unused medicines from employees and business partners. The Company acts as an intermediary to gather these medicines and periodically send them to Umphang Hospital by mail. This project was initiated in early January 2025.
- 3) On February 10, 2025, Terabyte Plus Public Co., Ltd. and Its subsidiaries, led by Mr. Surasit Kiwprasopsak, Chief Executive Officer, together with executives and employees from the group, organized the “Tree Planting Year 3” activity at Benjakitti Park in the heart of Bangkok. This activity is part of the Company's ESG (Environmental, Social, and Governance) initiative, with a focus on the Environmental aspect, aiming to promote nature conservation and increase urban green spaces.

### **Objectives of the activity:**

- To contribute to raising awareness about environmental and natural resource conservation
- To increase green spaces in urban areas for better community quality of life
- To promote social and environmental responsibility among employees in the group

Please be informed accordingly,

Sincerely Yours

(Mr. Surasit Kiwprasopsak)  
Chief Executive Officer  
and Company Secretary