

SET 2025/005

13 May 2025

Subject: Management Discussion and Analysis (MD&A) for First Quarter of 2025 end 31 March 2025

To President
The Stock Exchange of Thailand

Executive Summary

Overview of Significant Events in Q1/2025

Sustainable Business Practices (ESG) and Corporate Social Responsibility (CSR)

- ☐ In the first quarter of 2025, the Company continued to operate according to its business plan while also demonstrating its commitment to social responsibility. During the recent earthquake in Thailand, Mr. Rapee Phongbupakicha, Chairman of the Board, initiated and established the **"Preliminary Earthquake Impact Assessment Center for Affected Buildings by TEAM GROUP"** to support the public and government agencies in conducting preliminary safety assessments of buildings that may have been affected. The center provided initial engineering consultations, reflecting the Company's role as a leader in engineering, ready to drive societal impact responsibly.

Regarding operations, the Company conducted inspections on condominiums, high-rise buildings, and other types of buildings under construction in the Bangkok area, totaling 17 projects under the Company's supervision. It can be confirmed that none of the projects were structurally affected by the earthquake. This reflects the strength of the Company's management standards under the SQT (Service Quality and Teamwork) framework, which focuses on quality, safety, and teamwork at every stage of the project.

Stable operations amid such uncertainty reinforce the Company's capability in managing complex projects, while simultaneously enhancing its corporate image in terms of social responsibility and continuously building trust with investors and stakeholders.

- ☐ **The Company, in collaboration with Ditto (Thailand) Public Company Limited or DITTO**, participated in the "SET's 50th Anniversary Project: Doing Good for Society" initiative through the "Computers for Thai Children: Caring About Finance" project. The Company donated 130 refurbished but still high-quality computers to schools in need, with the aim of reducing educational inequality and fostering financial knowledge among Thai youth.

Summary of Operating Results in Q1/2025

The operating results of TEAM Consulting Engineering and Management Public Company Limited and its subsidiaries (the "Company") for the three-month period ended 31 March 2025 are summarized as follows:

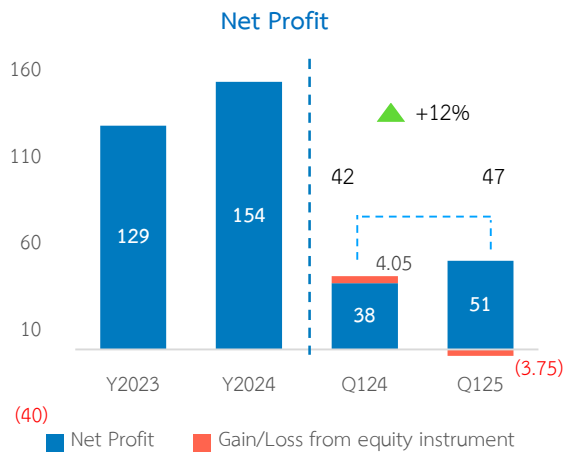
Operating result	Quarter		Change	
	Q1/2025	Q1/2024	MB	%
Revenues				
Sales and service income	501.11	410.36	90.75	22%
Profit on changes in value of equity instrument designated at fair value through profit or loss	-	4.05	(4.05)	(100%)
Dividend income	0.51	0.49	0.02	4%
Other income	0.79	1.81	(1.02)	(56%)
Total revenues	502.41	416.71	85.70	21%
Expenses				
Cost of sales and service	360.01	284.45	75.56	27%
Administrative expense	85.96	83.44	2.52	3%
Loss on changes in value of equity instrument designated at fair value through profit or loss	3.75	-	3.75	100%
Total Expenses	449.72	367.89	81.83	22%
Operating profit	52.70	48.82	3.87	8%
Finance income	10.75	6.49	4.26	66%
Share of profit (loss) from investments in joint venture and associates	(0.44)	1.51	(1.95)	(129%)
Finance cost	(2.96)	(3.72)	0.76	(20%)
Profit before income tax expenses	60.04	53.10	6.94	13%
Income tax expenses	(12.65)	(10.85)	(1.80)	17%
Profit for the period	47.39	42.25	5.14	12%

"Q1/2025 Operating Performance Continues to Grow"

In the first quarter of 2025, the Company demonstrated strong performance under its growth strategy, which builds upon its core business of engineering consultancy and project management services. The Company has expanded its engineering consultancy scope to cover a wider range of professions to meet the needs of clients at all levels and enhance its ability to provide comprehensive services.

At the same time, the Company has moved forward with expanding Related Business, such as Engineering, Procurement, and Construction (EPC) services, which enhance its competitive capabilities and provide opportunities for the Company to access large-scale projects from both the public and private sectors. Additionally, the Company focuses on integrating technology into its operations to improve efficiency and systematically elevate service quality.

This growth is reflected in the improved performance, both in revenue and net profit, driven by the ability to manage complex projects, expand the client base, and increase revenue sources as follows:



Net Profit

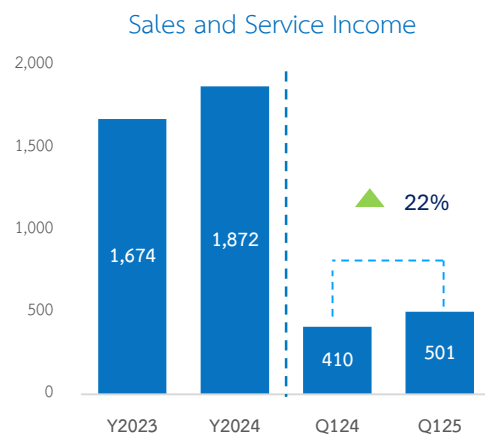
In Q1/2025, the Company had a total net profit of 47.39 million Baht, an increase of 5.14 million Baht from the same period of the previous year, or a growth rate of 12%, reflecting a continuous growth trend from the previous year. However, excluding the impact of profit (loss) from the measurement of equity instruments at fair value through profit or loss (FVTPL), which had a loss of 3.75 million Baht, the Company would have a net profit from operating results of 51.14 million Baht, an increase of 12.94 million Baht from the same period of the previous year, or a growth rate of

34%, indicating a significant improvement in operating results from the Company's core business. The impact of profit (loss) from measuring the value of equity instruments at fair value through profit or loss (FVTPL) is shown as follows:

Unit : million Baht			
For the Period	Operating Profit	Profit(Loss) on changes in value of equity instrument designated at fair value through profit or loss	Net Profit
Q1/2024	38.20	4.05	42.25
Q1/2025	51.14	(3.75)	47.39
increase (Decrease)	12.94		5.14
%	34%		12%

Sales and Service Income

In the first quarter of 2025, the Company had total service revenue of 501.11 million Baht, an increase of 90.75 million Baht from the previous year or a growth rate of 22% under the growth strategy that builds on the core business. Both businesses have grown continuously.

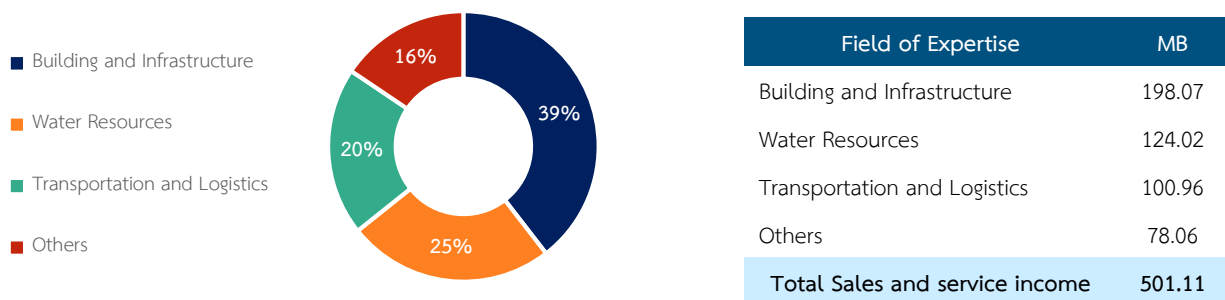


In Q1/2025, the Company played a significant role in national infrastructure projects, participating in strategic projects that are crucial for the country's economic and social development. This demonstrates the Company's capability to manage large-scale projects and the confidence placed in the Company by both public and private sectors. Notable projects include:

- ☐ Construction Supervision of Double Track Railway
- ☐ Detailed Design of Chiang Mai Airport
- ☐ Construction Supervision of Underground Metro
- ☐ Construction of the New Zoo
- ☐ Design of a Large-Scale Hydropower in Laos

In Q1/2025, the Company was involved in over 360 projects covering various engineering and project management disciplines. The services can be classified according to the Company's core expertise as follows:

Revenue by Type of Engineering Services



Backlog

As of 31 March 2025, the Company had signed purchase orders or contracts awaiting delivery totaling 4,742.03 million Baht. In 2025, the Company has set a target to secure contracts worth a total of 2,600 million Baht. In Q1/2025 and April 2025, the Company secured new projects worth over 800 million Baht, including projects such as the Design of Phuket Airport and the Installation of Geotechnical Instrumentation for the Orange Line Underground Metro.

Cost of Services

In the first quarter of 2025, the Company's cost of services was in a total amount of 360.01 million Baht, an increase of 75.56 million Baht from the same period of the previous year, representing a 27% increase. The main reason for this increase was the expansion of services into related business, such as Engineering, Procurement, and Construction (EPC), which has higher costs than the core engineering consultancy business.

Administrative Expenses

In Q1/2025, the Company had total administrative expenses of 85.96 million Baht, an increase of 2.52 million Baht from the same period last year, representing a 3% increase. Administrative expenses include salaries and benefits, research and development costs, and software license expenses. The Company has implemented an effective management system to support business expansion in both consultancy and related business in EPC, resulting in stable administrative costs despite ongoing business growth.

Profit (Loss) on changes in value of equity instrument designated at fair value through profit or loss

The Company invested in 10.00 million shares of a listed company, of which 5.00 million shares were classified as equity instrument designated at fair value through profit or loss (FVTPL). This resulted in the Company recognizing a profit (loss) from changes in the fair value of these shares in the statement of comprehensive income.

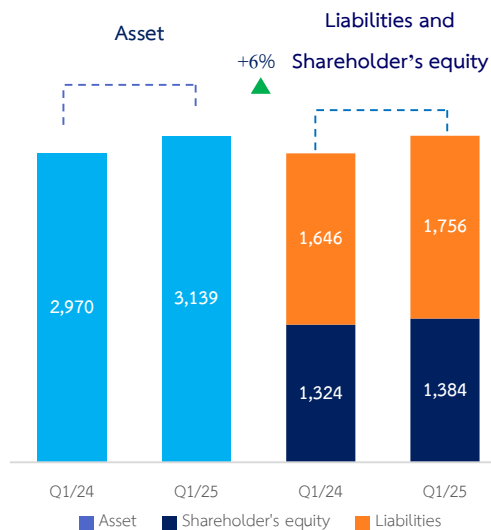
Net Profit

In the first quarter of 2025, the Company had a total net profit of 47.39 million Baht, an increase of 5.14 million Baht from the same period of the previous year or a growth rate of 12%, reflecting a continuous growth trend from the previous year. However, excluding the impact of profit (loss) from measuring the value of equity instruments at fair value through profit or loss (FVTPL), which was 3.75 million Baht, the Company would have a net profit from the operating results of 51.14 million Baht, an increase of 12.94 million Baht or a growth of 34% compared to the same period of the previous year.

The growth in such profit was the result of an increase in service revenue, along with the efficiency of cost and expense management, especially administrative expenses that could be controlled to be at a level close to the previous year. This resulted in the Company being able to generate significant growth in operating profit.

Financial Position

Financial position	As of 31 March 2025		As of 31 December 2024		Change	
	MB	%	MB	%	MB	%
Assets	3,139.47	100%	2,970.00	100%	169.47	6%
Liabilities	1,755.50	56%	1,645.79	55%	109.71	7%
Shareholders' equity	1,383.97	44%	1,324.21	45%	59.75	5%



Assets

As of 31 March 2025, the Company's assets amounted to 3,139.47 million Baht, an increase of 169.47 million Baht from the previous year, representing a 6% increase. The primary reason for the increase was a 128.25 million Baht increase in contract assets, which aligns with the continued improvement in business performance.

Liabilities

As of 31 March 2025, the Company had the total liabilities of 1,755.50 million Baht, an increase of 109.71 million Baht from the previous year, representing a 7% increase. The increase in

liabilities was consistent with the business expansion and increased project activities during the quarter, including:

- 1) Short-term loans from financial institutions, increasing by 50.00 million Baht, to be used as working capital for related business.
- 2) Trade payable and other payables, increasing by 25.12 million Baht, due to subcontracting and purchasing project-related equipment.
- 3) Contract liabilities, increasing by 34.94 million Baht, which represents contract liabilities from clients contracts.

Shareholders' Equity

As of 31 March 2025, the Company's shareholders' equity amounted to 1,383.97 million Baht, an increase of 59.75 million Baht from the previous year, representing a 5% increase. This increase was primarily due to a total comprehensive income.

Significant Financial Ratios

	Q1/2025	Q1/2024
Net Profit Margin	9.43%	10.14%
Return on Equity (ROE)	14.00%	13.79%
Return on Assets (ROA)	6.21%	6.57%
Debt to Equity Ratio (D/E Ratio)	1.27	1.14
Interest-Bearing Debt to Equity Ratio	0.23	0.26

Please be informed accordingly.

Yours sincerely,

(Ms. Nathaya Limsoontrakul)
Chief Financial Officer
TEAM Consulting Engineering and Management Public Company Limited