SET 2026/009

11 August 2026

Subject: Management Discussion and Analysis (MD&A) for the Three-Month and Six-Month Periods ended 30 June 2026

To President
The Stock Exchange of Thailand

Executive Summary

Overview of Business Operations and Industry Conditions

Amid macroeconomic volatility and the impact of prolonged geopolitical conflicts since Q1'2026, the Company has continued to maintain its competitiveness and effectively manage its operating performance. Revenue from the engineering consulting business, which is the Company's core business, has not been materially affected by these factors.

For the Related Business, particularly Engineering, Procurement, and Construction (EPC) services, although the overall industry has faced pressure from rising construction material costs, the Company has implemented prudent risk management measures by entering into advance fixed-price arrangements for materials and equipment. This has enabled the Company to control project costs in line with its targets. As a result, the Company has not been materially affected and was able to maintain its gross profit margin in Q2'2026 at a level comparable to the same period of the previous year.

In addition to maintaining its profitability, the Company has continued to expand its backlog. As of the end of Q2'2026, the Company had a backlog of approximately 6,000 million Baht. This provides a solid foundation for stable future revenue recognition and reflects the Company's sustainable growth and long-term value creation for shareholders.

Overview of Key Events and Significant Developments

A Prestigious Award for Thailand's Architectural Industry

On 1 May 2026, Her Royal Highness Princess Maha Chakri Sirindhorn graciously granted an audience to Mr. Salyawate Prasertwitayakarn, representative of TEAM Consulting Engineering and Management Public Company Limited, on behalf of the AATTN8A consortium, to receive the **"ASA Design Award of the Year 2024 – Gold Medal"** in the office building category for the "Council of Engineers Building" project. The award was selected by the Association of Siamese Architects under Royal Patronage. Receiving this royal award represents the highest honor and affirms the capability of Thailand's architectural industry in creating internationally recognized, high-quality works.

Progress of Major Projects and Backlog Expansion

- **Construction of the New Zoo, Phase 2** of the Zoological Park Organization of Thailand under the Royal Patronage, located on approximately 300 rai of land in Khlong Hok, Pathum Thani Province. The project aims to develop a new modern zoo that meets world-class standards and is a continuation of the New Zoo Construction Project, Phase 1. The Company, under the RSDT Consortium, was awarded the construction works for Phase 2 with a total contract value of 4,335 million Baht, of which the Company's portion is 434 million Baht, representing 10%. The project is intended to serve as a sustainable nature learning center and recreational destination supporting environmentally friendly ecotourism, as well as providing public benefits to the community.
- A consortium led by the Company was entrusted by the State Railway of Thailand (SRT) to provide construction supervision consultancy services for **the Light Red Line Suburban Railway System Project, Siriraj–Taling Chan–Salaya Section and Three Additional Stations** comprising Saphan Phra Ram 6 Station, Bang Kruai–EGAT Station, and Ban Chim Phli Station. The total contract value is 392 million Baht. The Company signed the contract on 22 July 2026. The Company's share of the work is 66%, representing an addition of 258 million Baht to the Company's backlog. Revenue from the project is expected to be progressively recognized from 2026 through the project's targeted commencement of operations in 2029. This achievement reflects the Company's capabilities and expertise, as well as the continued trust placed in the Company by government agencies.

Major New Projects in the First Half of 2026

- Installation of Landslide monitoring and warning system projects
- Project for developing an engineering application to support approval consideration and control of public water resource utilization (WEAP) for the Southern, Ping, Wang, and Salawin river basins
- Study and design project for Tha Ton peat swamp and Mae Ramphueng peat swamp areas for ecosystem conservation and restoration
- Design and improvement project to resolve traffic problems on the Khao Sok–Klaeng and Korat–Pathai highway sections
- Survey, Detailed Design, and Tender Document Preparation Project for the Improvement and Capacity Expansion of the Provincial Waterworks Authority's Mae Taeng–Mae Rim Branch Water Supply System (Phase 1), with a capacity of 600 cubic meters per hour, San Maha Phon Subdistrict, Mae Taeng District, Chiang Mai Province
- Feasibility Study and Initial Environmental Examination Project for Sarika Reservoir, Phetchaburi Province
- Construction Supervision Project for the Light Red Line Suburban Railway System, Siriraj–Taling Chan–Salaya Section and Three Additional Stations
- Study, Survey, and Design Project for Repair and Maintenance of Runway, Taxiway, and Aircraft Apron Pavements at Samui Airport

Summary of Operating Results

The operating results of TEAM Consulting Engineering and Management Public Company Limited and its subsidiaries ("the Company") for the three-month and six-month periods ended 30 June 2026 are summarized as follows:

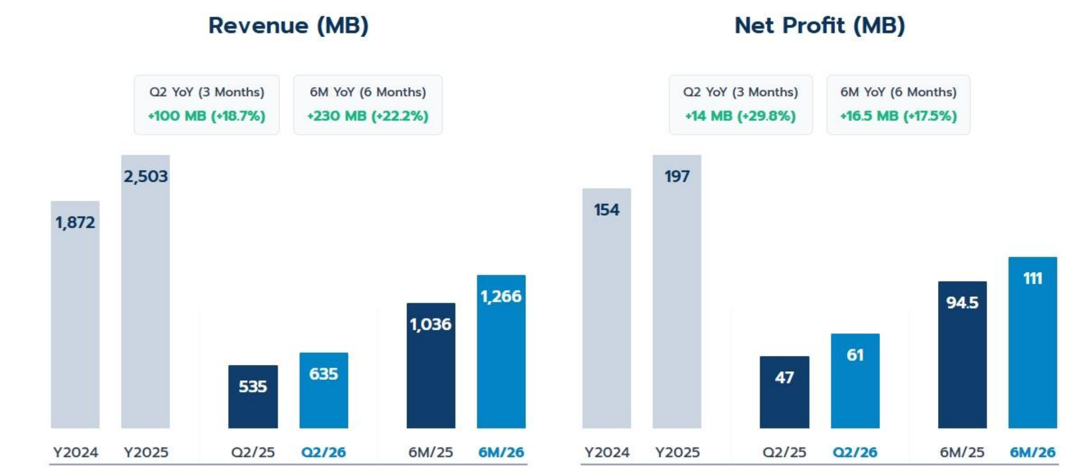
Operating result	For the three-months		Change		For the six-months		Change	
	Q2'26	Q2'25	MB	%	6M'26	6M'25	MB	%
Sales and service income	635.38	534.90	100.48	19%	1,265.98	1,036.01	229.97	22%
Cost of sales and service	(484.65)	(398.90)	85.75	21%	(965.57)	(758.91)	206.66	27%
Gross Profit	**150.73**	**136.00**	**14.73**	**11%**	**300.41**	**277.10**	**23.31**	**8%**
	24%	25%			24%	27%		
Dividend income	9.60	14.15	(4.55)	(32%)	10.11	14.66	(4.55)	(31%)
Other income	1.13	0.62	0.51	82%	1.98	1.41	0.57	40%
Administrative expense	(82.79)	(88.84)	(6.05)	(7%)	(166.37)	(165.79)	0.58	0.3%
Loss on changes in value of equity instrument designated at fair value through profit or loss	(0.15)	(1.90)	(1.75)	(92%)	(0.75)	(5.65)	(4.90)	(87%)
Operating profit	**78.52**	**60.03**	**18.49**	**31%**	**145.38**	**121.73**	**23.65**	**19%**
Share of profit (loss) from investments in joint venture and associates	(0.07)	0.08	(0.15)	(188%)	0.70	(0.35)	1.05	(300%)
Finance income	1.07	1.32	(0.25)	(19%)	1.84	3.06	(1.22)	(40%)
Finance costs	(3.53)	(3.45)	0.08	2%	(6.98)	(6.41)	0.57	9%
Profit before income tax expenses	**75.99**	**57.98**	**18.01**	**31%**	**140.94**	**118.03**	**22.91**	**19%**
Income tax expenses	(15.01)	(10.82)	(4.19)	39%	(29.63)	(23.47)	(6.16)	26%
Profit for the Period	**60.98**	**47.16**	**13.82**	**29%**	**111.31**	**94.56**	**16.75**	**18%**
	10%	9%			9%	9%		
Earnings per share	0.07	0.06	0.01	17%	0.14	0.12	0.02	17%

"Operating Performance in Q2'2026 Continued to Grow on a New Business Base"

The operating performance in Q2'2026 reflects the successful implementation of the Company's strategy to build upon its expertise in the engineering consulting business, which is its core business, and expand into Related Business through Engineering, Procurement, and Construction (EPC) services. This integration has enhanced the Company's capability to provide comprehensive End-to-End Solutions, which not only strengthens its competitiveness in undertaking large-scale projects but also serves as an important mechanism for business risk diversification and supports stable growth in the Company's total revenue. This expanded business base positions of the Company to create sustainable value over the long term.

Financial Trend

Performance comparison: Annual, Quarter 2 (3M), and First Half (6M)



Revenue

For the first six months of 2026, the Company's sales and service revenue was 1,266 million Baht, an increase of 230 million Baht or 22% compared to the same period of the previous year. This significant growth reflects the continued strength of the Company's operating performance following the expansion achieved in 2025.

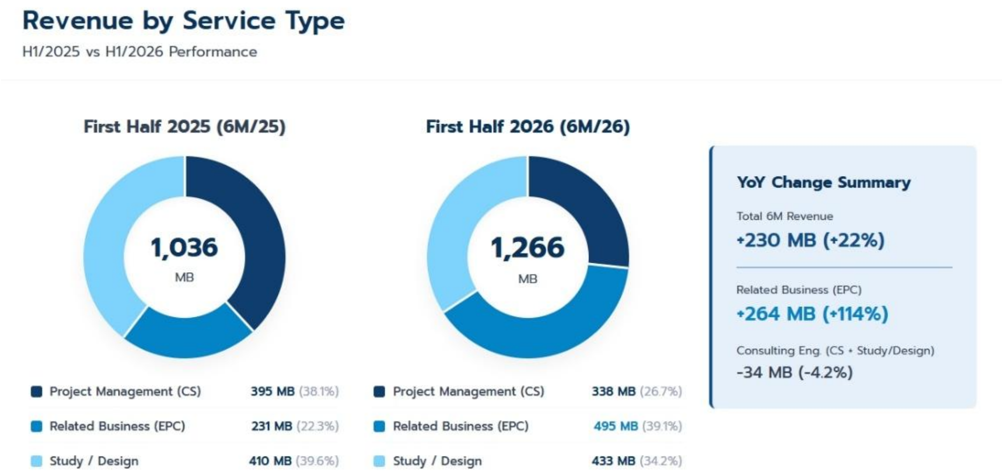
The key growth drivers were the successful execution of the Company's business strategy through two main pillars: maintaining its market share in the engineering consulting business, which remains a stable core revenue base, together with the full-scale expansion of Related Business through Engineering, Procurement, and Construction (EPC) services. This expansion has enhanced the Company's revenue-generating capability, resulting in substantial and stable revenue growth.

Gross Profit

For the first six months of 2026, the Company recorded total gross profit of 300 million Baht, an increase of 23 million Baht or 8% compared to the same period of 2025. The main contributing factor was the significant increase in revenue recognition from Engineering, Procurement, and Construction (EPC) services, together with the Company's ability to maintain a strong revenue base and profit margin from its engineering consulting business. As a result, the overall gross profit increased in line with the growth in total revenue.

Net Profit

For the first six months of 2026, the Company's net profit was 111 million Baht, an increase of 17 million Baht or 18% compared to the same period of the previous year. The growth in net profit reflects the Company's strong ability to maintain profitability despite changes in the revenue mix resulting from the expansion of EPC projects.

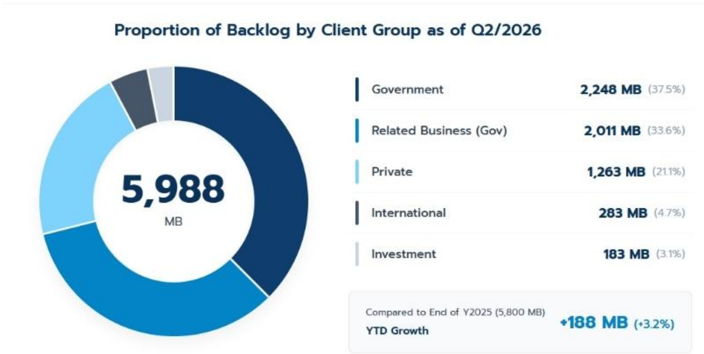


The Company's revenue structure by type of services for the six-month period of 2026 is as follows:

- **Engineering Consulting Business :** The engineering consulting business, covering project management, study, and design services, remains the Company's core expertise and stable revenue base, with revenue close to the previous year. Revenue from study and design services increased to 433 million Baht from 410 million Baht in the first six months of 2025, reflecting clients' continued trust and consistent delivery of quality work.
- **Related Business Providing Engineering, Procurement, and Construction Services :** The related business in engineering, procurement, and construction business continued to be a key growth engine, with EPC revenue surging 114% to 495 million Baht. This accounted for 39% of total revenue for the quarter, a proportion close to that of 2025.

Backlog

To enhance preparedness and address uncertainties arising from geopolitical volatility, the Company has proactively pursued a strategy to continuously expand its backlog in order to enhance revenue stability and mitigate business risks. As of the end of Q2'2026, the Company had a total backlog of 5,988 million Baht, representing an increase of 3% compared to the end of 2025.



A key strategy contributing to this achievement is the Company's focus on bidding for and securing projects from government-sector clients, which provide a relatively high degree of stability in terms of budget disbursement. Currently, government and government-related projects collectively account for 71% of the Company's total backlog. This backlog structure not only serves as an effective safeguard against business risks but also provides greater confidence in the Company's future revenue recognition, supporting strong and sustainable growth amid volatility in the global economy.

Cost of Services

The Company's cost of services was 966 million Baht, increasing by 207 million Baht or 27%. The main reason was the higher work volume. Meanwhile, the gross profit margin decreased slightly due to the expansion of the Company's service scope into related business in EPC, which tends to have a higher cost structure than the engineering consulting business.

Administrative Expenses

The Company's administrative expenses were 166 million Baht, remaining at a level comparable to the previous year. The major components of administrative expenses included salaries and benefits, research and development expenses, and licensed software expenses, among others.

Dividend Income

The Company received a dividend from its investment in ordinary shares of Netbay Public Company Limited. In 2024, the Company invested in 12 million of such shares, representing 6% of the registered and paid-up capital.

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.

Financial Position

Financial position	As of 30 June 2026		As of 31 December 2025		Change	
	MB	%	MB	%	MB	%
Assets	3,607.58	100%	3,625.50	100%	(17.92)	(0.5%)
Liabilities	2,296.70	64%	2,186.96	60%	109.74	5%
Shareholders' equity	1,310.88	36%	1,438.54	40%	(127.67)	(9%)

Assets

As of the end of Q2'2026, the Company's total assets remained at a level comparable to that as of the end of 2025. Significant changes included an increase of 244 million Baht in trade receivables and contract assets, reflecting normal business cycle expansion and corresponding with the growth in sales and project progress. Meanwhile, other non-current financial assets decreased by 135 million Baht, primarily due to the mark-to-market adjustment of the Company's investment in ordinary shares of a listed company, whose market value declined in line with market conditions. This item represents an unrealized loss recognized through other comprehensive income (FVOCI) and is solely an accounting adjustment. It has no impact on the Company's cash flows or the profitability of its core operations.

Liabilities

As of the end of Q2'2026, the Company's total liabilities increased by 5% compared to the previous period, primarily due to additional borrowings from financial institutions to provide working capital for the expansion of Engineering, Procurement, and Construction (EPC) projects. Such financing represents the Company's proactive liquidity management to support the procurement of materials and equipment and ensure that construction activities progress according to plan. This is consistent with the increased backlog and supports the Company's readiness to deliver projects and recognize revenue in subsequent periods.

Shareholders' Equity

As of the end of Q2'2026, the Company's shareholders' equity decreased by a net amount of 128 million Baht, or 9%, compared to the previous period. However, the decrease was not attributable to any deterioration in the Company's core operating performance, but rather represented the net effect of capital structure management and accounting adjustments.

The key factors contributing to the decrease in shareholders' equity included a dividend payment of 131 million Baht to shareholders from the net profit for 2025, and the recognition of an unrealized loss from the fair value measurement of investments in ordinary shares (Unrealized Loss on FVOCI) amounting to 108 million Baht. Meanwhile, the Company's core business remained strong and generated a net profit for the period of 111 million Baht, which substantially offset the aforementioned decreases. The reduction in shareholders' equity arising from the fair value measurement of investments was a non-cash accounting item and had no impact on the Company's liquidity or normal business operations.

Significant Financial Ratios

	6M'2026	6M'2025
Net Profit Margin	8.71%	8.99%
Earnings per share	0.14	0.12
Return on Equity (ROE)	16.19%	14.30%
Return on Assets (ROA)	6.16%	6.20%
Debt to Equity Ratio (D/E Ratio)	1.75	1.35
Interest-Bearing Debt to Equity Ratio	0.40	0.20

Please be informed accordingly.

Yours sincerely,

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