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Subject: Management Discussion and Analysis (MD&A) for the 6-Month Period Ending 30 June 2026

To: Directors and Managers
The Stock Exchange of Thailand

Operation Results for Halcyon Technology PLC. ("the Company") and Its Subsidiaries:

unit: THB million	Q2/2026 (6M)	Q2/2025 (6M)	Change (THB mill.)	Change (%)
Revenue from Sales and Service	654.19	605.35	48.84	8.07%
Total Revenue	670.08	607.74	62.34	10.26%
Net Profit for the Year	91.07	52.71	38.36	72.77%
Net Profit for Shareholders of the Company	70.88	48.74	22.15	45.44%

For the 6-month period ending 30 June 2026 (Q2/2026), the Company and its subsidiaries had a total revenue of THB 670.08 million, increasing THB 62.34 million, or 10.26% from Q2/2025. Revenue from sales and service was THB 654.19 million, increasing THB 48.84 million, or 8.07% from Q2/2025. The Company and its subsidiaries had a net profit of THB 91.07 million and net profit for the shareholders of the Company of THB 70.88 million. Net profit margins were 13.59% and 10.58% of the total revenue, respectively (compared to 8.67% and 8.02% in the previous year).

Operating Results for Each Business Segment (Related Party Transactions Eliminated):

1. Manufacturing and Selling of Special Cutting Tools

unit: THB million	Q2/2026 (6M)	Q2/2025 (6M)	Change (THB million)	Change (%)
Revenue from External Customers	326.40	332.14	-5.73	-1.73%
Net Profit for the Period	64.40	43.65	20.76	47.56%

2. Importing and Selling of Cutting Tools

unit: THB million	Q2/2026 (6M)	Q2/2025 (6M)	Change (THB million)	Change (%)
Revenue from External Customers	284.08	239.36	44.72	18.68%
Net Profit for the Period	20.44	6.40	14.04	219.38%

3. Manufacturing and Selling of Toolings and Metal Fabrications

unit: THB million	Q2/2026 (6M)	Q2/2025 (6M)	Change (THB million)	Change (%)
Revenue from External Customers	43.71	33.85	9.85	29.11%
Net Profit for the Period	6.23	2.67	3.56	133.35%

And net profit margins for each business segment are as follows:

Net Profit Margin (to Total Revenue)	Q2/2026 (6M)	Q2/2025 (6M)
Profit from the Manufacturing and Selling of Special Cutting Tools Segment	19.11%	13.09%
Profit from the Importing and Selling of Cutting Tools Segment	7.08%	2.66%
Profit from the Manufacturing and Selling of Tooling and Metal Fabrications Segment	13.98%	7.85%
Net Profit for the Period	**13.59%**	**8.67%**
Net Profit for the Shareholders of the Company	**10.58%**	**8.02%**

The *Manufacturing and Selling of Special Cutting Tools Segment* had a revenue of THB 326.40 million in 6 months Q2/2026, decreasing THB 5.73 million, or 1.73%, from Q2/2025. This segment includes revenues from the three manufacturing companies including Halcyon Technology PLC. (the "parent company"), Halcyon Technology Vietnam Co., Ltd. or "HV" (the subsidiary in Vietnam), and Mastertech Diamond Products Company or "MDP" (the subsidiary in the USA).

Revenue in this segment declined primarily due to subsidiary MDP having a revenue decrease of THB 34.76 million, from the loss of two major customers in 2025 as a result of the customers' internal restructuring and changes in purchasing policies. In addition, MDP's revenue was affected by financial statement translation, as the Thai Baht appreciated from THB 33.53 to THB 32.10 per USD 1. However, revenue from the parent company increased by THB 22.04 million, and the subsidiary HV increased by

THB 6.98 million, due to the growth in the Digital Storage sector, in which Hard Disk Drive (HDD) manufacturers (main customer group of the parent company) are expanding production capacity to support the growing demands from Data Centers, in line with the continuous growth of AI technology.

When considering the operating performance for the 3-month period of Q2/2026, all three companies in this segment recorded higher revenue compared with the previous quarter. MDP received increased orders from a broader range of customers, particularly those in the Oil & Gas and Energy sectors, reflecting its continued efforts to expand and diversify its customer base in order to reduce reliance on major customers and mitigate revenue concentration risk. In addition, the Company and HV achieved record-high revenue, supported by the installation of new machinery at both production facilities, which enhanced production efficiency and shortened processing times. The Company also generated new revenue stream from its Central Warehouse Project with JJ Tools, a cutting tool manufacturer from South Korea. Under this project, the Company was appointed to operate as the Central Warehouse and granted exclusive distribution rights for JJ Tools products in Thailand. The Company manages product distribution through Distributors, which subsequently sell to dealers and end customers. The project commenced operations in May 2026.

The Special Cutting Tools segment recorded net profit of THB 64.40 million in 6 months Q2/2026, increasing THB 20.76 million from Q2/2025. The net profit margin was 19.11%, increasing from 13.09% of the segment's total revenue. This is mainly due to the increase in revenue from the parent company and HV, despite the decrease in revenue and profit from MDP. This segment also other income increasing THB 6.41 million from gain from the disposal of machineries, and a gain from exchange rate of THB 2.72 million, compared to a loss of THB 2.89 million in the previous year. Tax expense also decreased THB 5.20 million, mainly from the decline in MDP's revenue as well as the parent company's utilization of BOI tax privilege starting from February 2026.

The *Importing and Selling of Cutting Tools Segment* generated revenue of THB 284.08 million in 6 months Q2/2026, increasing THB 44.72 million, or 18.68%, from Q2/2025. Revenue in this segment was derived from eight domestic and overseas subsidiaries, all of which operate as trading companies for cutting tools. During the past year, the segment has actively expanded its portfolio of new Standard Cutting Tools brands, including JJ Tools, Ahno, and Softool, in order to enhance competitiveness and strengthen the ability to provide more comprehensive solutions and services. The subsidiaries that demonstrated outstanding performance growth in Q2/2026 include Halcyon Technology Singapore Pte. Ltd. ("HS") and Halcyon Technology (M) Sdn. Bhd. ("HY"), subsidiaries in Singapore and Malaysia, respectively. Both showed signs of recovery following the relatively sluggish economic conditions in early 2025. In addition, several subsidiaries in this segment achieved record-high quarterly revenue. The growth was driven by a number of strategic initiatives, including the expansion of the iiMS project, an integrated inventory management system provided to customers through vending machines; the launch of the Central Warehouse project, under which FDM serves as one of two distributors in Thailand; the expansion of the Group's product portfolio as mentioned above; and continued growth among customers in the Digital Storage/HDD industry, similar to the Special Cutting Tools segment.

This segment recorded a net profit of THB 20.44 million in Q2/2026, an increase of THB 14.04 million from Q2/2025, with the net profit margin improving to 7.08% from 2.66% of the segment's total revenue. The improvement was primarily driven by higher revenue, which enabled the segment to better absorb operating costs and expenses. In addition, the subsidiaries have gradually adjusted their selling prices to reflect higher product costs from suppliers since the beginning of the year.

The *Manufacturing and Selling of Toolings and Metal Fabrications Segment*, representing the operations of Halcyon Metal Co., Ltd. ("HM"), generated revenue from external customers of THB 43.71 million in 6 months Q2/2026, an increase of THB 9.85 million, or 29.11%, from Q2/2025. The segment had increasing order volume from its major customer, a manufacturer of aircraft components based in the United States, a sector that continues to demonstrate positive growth. Other domestic customers also saw growth from the previous year.

This segment recorded a net profit of THB 6.23 million in Q2/2026, an increase of THB 3.56 million from Q2/2025, with the net profit margin improving to 13.98% from 7.85% of the segment's total revenue. The improvement was primarily driven by higher revenue, and a gain from exchange rate of THB 0.66 million, compared to a loss of THB 1.88 million in the previous year.

Summary of Operating Results and Business Outlook:

The Group's overall operating performance in Q2/2026 showed clear growth, despite the continued impact from MDP's loss of major customers. The strategies and various initiatives implemented by the Company in recent periods have begun to yield more visible results this year, enabling several companies within the Group to achieve record-high quarterly revenue.

Based on the operating results and the continued growth outlook for the second half of the year, *the Company has revised its 2026 revenue growth target from approximately 7% to at least 10% compared to the previous year.* Key growth drivers include the expansion of the Digital Storage/HDD industry, supported by increasing demand for Data Centers to accommodate AI, automation systems, and various cloud services; improved production efficiency following the installation of new machinery; and adjustments to the marketing strategy to support the introduction of additional products and new brands.

In addition, the Company established a new subsidiary in the Philippines within a special economic zone under the Philippine Economic Zone Authority (PEZA) to support customer base expansion and improve cost efficiency while benefiting from tax incentives associated with operations in the area. The new subsidiary commenced operations in June 2026. The Group has also established a new office for its Malaysian subsidiary in Johor Bahru to serve customers in target industries and growing industrial areas in southern Malaysia, with operations commencing in Q3/2026. The Company expects both operations to support the Group's revenue growth going forward.

For 2026, the Company also has several key factors expected to support the Group's net profit and net profit for the shareholders of the Company. These include: (1) the parent company has been granted investment promotion privileges by the Board of Investment (BOI), which will reduce corporate income tax expenses relating to products manufactured by the parent company. The Company began utilizing these tax benefits in February 2026; (2) the parent company has entered into share swap transactions with minority shareholders of various subsidiaries under the HalcyONE project, resulting in an increase in net profit attributable to owners of the parent in line with the increased ownership interests in the subsidiaries. As of the end of Q2/2026, the transactions involving two subsidiaries in Thailand and one subsidiary in Singapore had been completed, while the transactions involving subsidiaries in Vietnam and the Philippines are expected to be completed by the end of Q3/2026; and (3) the Company has negotiated and agreed to acquire the remaining shares in Halcyon Technology (M) Sdn. Bhd. ("HY"), a subsidiary in Malaysia, and PT HTECH Tools Indonesia ("HI"), a subsidiary in Indonesia, from their respective minority shareholders following their decision not to participate in the share swap transactions. These acquisitions will enable the Company to continue implementing strategies in line with the objectives of the HalcyONE project. The acquisition and transfer of the remaining shares in HY were completed in July 2026, while the share purchase agreement for HI is currently being prepared, with completion expected within 2026.

Please be informed accordingly.

Sincerely Yours,

Mr. Soraj Sutanadhan
CEO