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TAX ID: 0-1075-62000-30-1

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August 13, 2026

Subject Interim Management's Discussion and Analysis for 3 months & 6 months ended 30 June 2026

To The President

The Stock Exchange of Thailand

Management's Discussion and Analysis of The Practical Solution Public Company Limited ("the Company") and subsidiaries for 3 months ended 30 June 2026, details are as follows.

Performance	3 Months 2025		3 Months 2026		Change
	MB	%	MB	%	%
Revenue from Sales and Services					
1. Revenue from IT System Sale	207.06	53.78	253.55	63.44	22.45
2. Revenue from Maintenance Services	99.44	25.83	103.49	25.89	4.07
3. Revenue from Telecommunications engineering work	68.55	17.81	36.04	9.02	-47.43
4. Revenue from Other IT Services	6.77	1.76	4.21	1.05	-37.81
Total Revenue from Sales and Services	**381.82**	**99.18**	**397.29**	**99.40**	**4.05**
Interest income	2.68	0.70	2.09	0.52	-21.89
Other Revenue*	0.48	0.12	0.30	0.07	-37.48
Total Revenue	**384.98**	**100.00**	**399.68**	**100.00**	**3.82**
Cost of sales and services	271.91	71.21	317.66	79.96	16.82
Selling expenses	16.22	4.21	12.71	3.18	-21.66
Administrative expenses	48.29	12.54	46.52	11.64	-3.68
Total Cost	**336.43**	**87.39**	**376.88**	**94.30**	**12.02**
Gross Profit	**109.91**	**28.79**	**79.63**	**20.04**	**-27.55**
Operating Profit	**48.55**	**12.61**	**22.80**	**5.70**	**-53.04**
Financial cost	0.21	0.05	0.50	0.13	141.38
Earnings before Taxes	48.34	12.56	22.30	5.58	-53.86
Taxes	9.81	20.30	8.87	39.77	-9.61
Net Profit	**38.53**	**10.01**	**13.43**	**3.36**	**-65.15**
Profit (loss) attributable to:					
Shareholders of the parent company	**37.70**	**9.79**	**24.06**	**6.02**	**-36.17**
Non-controlling interests	**0.83**	**0.22**	**-10.63**	**-2.66**	**-1,375.29**
	38.53	**10.01**	**13.43**	**3.36**	**-65.15**

Note: * Other revenue includes gains from sales of assets and gains from exchange rate etc.

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Type of Customer	3 Months 2025		3 Months 2026		Change
	MB	%	MB	%	%
1. Private Companies	208.36	54.57	214.43	53.97	2.91
2. Government Agencies	173.46	45.43	182.86	46.03	5.42
Total	**381.82**	**100.00**	**397.29**	**100.00**	**4.05**

Revenue from sales and services

For the 3 months period ended June 30, 2026, the Company reported revenue from sales and services of Baht 397.29 million, representing an increase of Baht 15.47 million, or 4.05%, compared with the same period of the previous year. The increase in revenue from sales and services was primarily attributable to a Baht 46.49 million, or 22.45%, increase in revenue from the distribution and implementation of information technology systems, as well as a Baht 4.05 million, or 4.07%, increase in revenue from post-sales system maintenance and support services. Although revenue from the civil engineering business, particularly infrastructure and telecommunications systems, decreased by Baht 32.51 million, or 47.73%, the growth in revenue from the information technology business and post-sales services was sufficient to offset the impact of such decrease. As a result, the Company's total revenue continued to grow, reflecting the Company's ongoing shift in its revenue structure toward the information technology business, which has strong potential and favorable growth prospects in the future.

Cost of sales and services Gross profit and Gross profit margin

For the 3 months period ended June 30, 2026, the Company's cost of sales and services increased by Baht 45.75 million, or 16.82%, compared with the same period of the previous year, in line with the growth in revenue from sales and services, particularly from the information technology business, which recorded higher revenue. However, the increase in costs at a higher rate than the growth in revenue resulted in a decrease in gross profit to Baht 79.63 million, representing a gross profit margin of 20.04%. Nevertheless, the Company continued to achieve revenue growth from its information technology business and post-sales services, which remained key factors supporting the overall growth of the business.

Selling and Administrative expenses Operating profit and Operating profit margin

For the 3 months period ended June 30, 2026, selling expenses decreased by Baht 3.51 million, or 21.66%, compared with the same period of the previous year. This decrease was primarily attributable to a large-scale project for which revenue was recognized during the period without incurring sales commission expenses, resulting in an overall decrease in selling expenses.

Administrative expenses decreased by Baht 1.78 million, or 3.68%, compared with the same period of the previous year. This was mainly due to a reduction in employee compensation expenses of the parent company and operating expenses of its subsidiaries. As a result, the Company was able to manage its expenses more efficiently, supporting overall cost control in its operations.

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The Company's operating profit decreased to Baht 22.80 million, with the operating profit margin declining to 5.70% during the period. The Company's operating performance declined as the growth in revenue from sales and services was lower than the rate of increase in costs and operating expenses, resulting in a decrease in operating profit compared with the same period of the previous year.

Net profit and Net profit margin

For the 3 months period ended June 30, 2026, the Company reported net profit attributable to the owners of the parent of Baht 24.06 million, representing a decrease of 36.17% compared with the same period of the previous year. The decrease was primarily attributable to higher operating costs associated with projects for which revenue was recognized during the period, both at the parent company and its subsidiaries, resulting in a decline in profitability compared with the same period of the previous year.

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Management's Discussion and Analysis of The Practical Solution Public Company Limited ("the Company") and subsidiaries for 6 months ended 30 June 2026, details are as follows.

Performance	6 Months 2025		6 Months 2026		Change
	MB	%	MB	%	%
Revenue from Sales and Services					
1. Revenue from IT System Sale	390.71	52.33	345.73	52.04	-11.51
2. Revenue from Maintenance Services	202.53	27.13	204.53	30.81	0.99
3. Revenue from Telecommunications engineering work	136.59	18.29	103.27	15.56	-24.39
4. Revenue from Other IT Services	10.59	1.42	5.42	0.82	-48.82
Total Revenue from Sales and Services	**740.42**	**99.17**	**658.95**	**99.26**	**-11.00**
Interest income	5.27	0.71	4.15	0.62	-21.38
Other Revenue*	0.94	0.13	0.75	0.11	-20.10
Total Revenue	**746.64**	**100.00**	**663.85**	**100.00**	**-11.09**
Cost of sales and services	529.48	71.51	503.52	76.41	-4.90
Selling expenses	31.58	4.23	23.28	3.51	-26.30
Administrative expenses	113.20	15.16	91.19	13.74	-19.45
Total Cost	**674.27**	**90.31**	**617.98**	**93.09**	**-8.35**
Gross Profit	**210.94**	**28.49**	**155.43**	**23.59**	**-26.31**
Operating Profit	**72.37**	**9.69**	**45.87**	**6.91**	**-36.62**
Financial cost	0.44	0.06	0.77	0.12	74.34
Earnings before Taxes	71.94	9.64	45.10	6.79	-37.31
Taxes	15.12	21.02	13.79	30.58	-8.77
Net Profit	**56.82**	**7.61**	**31.31**	**4.72**	**-44.92**
Profit (loss) attributable to:					
Shareholders of the parent company	**59.79**	**8.01**	**40.67**	**6.13**	**-31.98**
Non-controlling interests	**-2.98**	**-0.40**	**-9.36**	**1.41**	**214.49**
	56.82	**7.61**	**31.31**	**4.72**	**-44.89**

Note: * Other revenue includes gains from sales of assets and gains from exchange rate etc.

Type of Customer	6 Months 2025		6 Months 2026		Change
	MB	%	MB	%	%
1.Private Companies	398.08	53.76	423.67	64.29	6.43
2.Government Agencies	342.35	46.24	235.29	35.71	-31.27
Total	**740.42**	**100.00**	**658.95**	**100.00**	**-11.00**

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Revenue from sales and services

For the 6 months period ended June 30, 2026, the Company reported revenue from sales and services of Baht 658.95 million, representing a decrease of Baht 81.47 million, or 11.00%, compared with the same period of the previous year. The decrease was primarily attributable to a Baht 44.98 million, or 11.51%, decline in revenue from the distribution and implementation of information technology systems, resulting from longer delivery and revenue recognition periods for certain projects, as well as adjustments to the revenue recognition of the subsidiary's civil engineering business relating to infrastructure and telecommunications systems. The decrease was primarily due to the timing of revenue recognition, while certain projects remained in progress and are expected to be gradually recognized as revenue in subsequent periods.

Cost of sales and services Gross profit and Gross profit margin

For the 6 months period ended June 30, 2026, the Company's cost of sales and services decreased by Baht 25.96 million, or 4.90%, compared with the same period of the previous year, in line with the overall decrease in revenue from sales and services. As a result, the Company recorded a gross profit of Baht 155.43 million, representing a gross profit margin of 23.59%, reflecting effective cost management in line with the level of revenue while maintaining an appropriate level of profitability.

Selling and Administrative expenses Operating profit and Operating profit margin

For the 6 months period ended June 30, 2026, selling expenses decreased by Baht 8.31 million, or 26.30%, compared with the same period of the previous year. This decrease was primarily attributable to a large-scale project for which revenue was recognized during the period without incurring sales commission expenses, resulting in an overall decrease in selling expenses.

Administrative expenses decreased by Baht 22.01 million, or 19.45%, compared with the same period of the previous year. This was mainly due to reductions in employee compensation expenses, operating expenses, and expected credit loss allowances of the subsidiary compared with the same period of the previous year, reflecting improved efficiency in the Company's expense management and cost control.

The Company's operating profit decreased to Baht 45.87 million, representing an operating profit margin of 6.91% for the period. The Company's operating performance declined as the growth in revenue from sales and services was lower than the rate of increase in costs and operating expenses, resulting in a decrease in operating profit compared with the same period of the previous year.

Net profit and Net profit margin

For the 6 months period ended June 30, 2026, the Company reported net profit attributable to the owners of the parent of Baht 40.67 million, representing a decrease of 31.98% compared with the same period of the previous year. The decrease was primarily attributable to higher operating costs associated with projects for which revenue was recognized during the period, both at the parent company and its subsidiaries, resulting in a decline in profitability compared with the same period of the previous year.

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Backlog

As of June 30, 2026, the Company and its subsidiaries had total work on hand (backlog) of Baht 1,784 million.

Analysis of the Company's Financial Position

As of June 30, 2026, the Company's financial position has changed compared to December 31, 2025. The changes are presented in the following comparative table, along with explanations of the key movements.

Financial Position (Million Baht)	As of June 30, 2026	As of December 31, 2025	Change	
			(Million Baht)	%
Assets				
Current assets	1,166.23	944.74	221.49	23.45
Non-current assets	396.00	496.66	-100.67	-20.27
Total assets	**1,562.23**	**1,441.40**	**120.83**	**8.38**
Liabilities				
Current liabilities	672.59	542.09	130.50	24.07
Non-current liabilities	184.26	174.02	10.24	5.89
Total liabilities	**856.85**	**716.10**	**140.74**	**19.65**
Equity				
Equity attributable to parent company	699.72	710.28	-10.55	-1.49
Non-controlling interests	5.66	15.02	-9.36	-62.33
Total equity	**705.38**	**725.30**	**-19.92**	**-2.75**
Total liabilities and equity	**1,562.23**	**1,441.40**	**120.83**	**8.38**

Total Assets

As of June 30, 2026, and December 31, 2025, the Company and its subsidiaries had total assets of Baht 1,562.23 million and Baht 1,441.40 million, respectively, representing an increase of Baht 120.83 million. The increase was primarily attributable to increases in trade receivables and inventories, while cash and cash equivalents decreased as the Company utilized funds for operating activities and procurement related to large-scale projects.

Total Liabilities

As of June 30, 2026, and December 31, 2025, the Company and its subsidiaries had total liabilities of Baht 856.85 million and Baht 716.10 million, respectively, representing an increase of Baht 140.74 million. The increase was primarily attributable to increases in short-term borrowings from financial institutions, trade payables, and contract liabilities, the majority of which represented advances received from customers.

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Total Equity

As of June 30, 2026, and December 31, 2025, the Company and its subsidiaries had shareholders' equity of Baht 705.38 million and Baht 725.30 million, respectively, representing a decrease of Baht 19.92 million. The decrease was primarily attributable to lower net profit for the period, together with the payment of annual dividends to shareholders as the allocation of returns to shareholders in accordance with the Company's dividend policy, resulting in a decrease in shareholders' equity compared with the end of the previous year.

Yours Sincerely,

(Mr. Bunsom Kitkasetsathaporn)

Chief Executive Officer