Overview of the Group's Operating Results for the Second Quarter of 2026

During the first nine months of 2026, the Company continued to operate in a challenging domestic and global economic environment. Global economic volatility, geopolitical tensions, and uncertainty surrounding international developments affected energy and raw material prices, transportation costs, the investment climate, and business purchasing power. These factors, together with sustained competitive pressures across the industry, adversely affected the Company's operations and profitability.

However, technological advances and the continued expansion of the digital economy, particularly investment in artificial intelligence (AI), data centers, and digital infrastructure, continue to support long-term demand for telecommunications services and the development of power transmission systems. Meanwhile, investment in infrastructure and public utilities presents opportunities for businesses in the steel and steel wire sectors to expand their markets.

In the telecommunications sector, investment in digital technology, network expansion, and demand for internet services continue to support growth. However, operators remain under pressure from price competition and rising operating costs. The telecommunications installation and maintenance business has further growth opportunities as the number of base stations increases and new service contracts become available.

The ongoing need to expand and upgrade the national power transmission network continues to support the long-term outlook for the high-voltage transmission tower business, particularly as industrial activity and investment in data centers drive higher electricity demand. However, delays in the tendering and implementation of certain public-sector projects affected the Company's order intake, production capacity utilization, and revenue recognition.

The steel wire business continued to face volatility in raw material and energy prices, as well as competition from lower-priced imports. The Company therefore managed its production costs and inventory carefully to maintain its competitiveness and protect its gross profit margin.

The Company focused on managing costs and expenses, improving operational efficiency, expanding its customer base, pursuing new business opportunities, and maintaining financial liquidity to navigate economic volatility and position the Company for future growth.

Summary of the Group's Operating Results for the Third Quarter of 2026

Capital Engineering Network Public Company Limited and its subsidiaries (collectively, the "Group") reported a net loss of THB 29.15 million for the third quarter of 2026, an increase in net loss of THB 41.01 million compared with the same period of the previous year, equivalent to a 346% decrease in net loss. This was primarily attributable to the recognition of the fair value of financial assets, some of which the Group had already disposed of.

Revenue from the Group's overseas telecommunications business increased, particularly in Telecom Implementation Services, where the Group expanded its engineering team to handle a higher volume of work installing transmission equipment on telecommunications towers. The Operations and Maintenance (O&M) business currently manages and maintains more than 1,400 telecommunications sites. The Group plans to extend its O&M services to other regions of the Philippines in 2027, which is expected to support revenue growth and generate recurring revenue.

For the third quarter of 2026, the Group reported gross profit of THB 2.04 million, a decrease of THB 52.48 million from the same period in 2025. Challenging economic conditions and continued competitive pressures weakened demand and reduced order volumes in the steel wire manufacturing and distribution business. The business also faced volatility in raw material prices and production costs. Meanwhile, lower energy consumption by customers reduced revenue and operating profit in the electricity and thermal energy sales business. Changes in the revenue mix and in each business segment's contribution to profit also affected the Group's overall gross profit.

The Group's operating results are summarized below.

Revenue

1. Revenue from Sales

Revenue from steel wire sales (RWI) decreased to THB 70.26 million, down THB 56.38 million, or 45.00%, from THB 126.64 million in the same period last year. The decrease reflected the Company's decision to adjust its sales strategy in response to current market conditions. The Company focused on retaining its target customers, accepting orders at appropriate prices, improving service efficiency, and responding to customer needs. These measures resulted in lower sales volume and value compared with the same period last year.

Revenue from sales of electricity and thermal energy (ENESOL) decreased by more than 9.89% year on year due to lower energy consumption by customers. **Revenue from sales of industrial products (STOWER)** amounted to THB 1.04 million, down from the same period last year.

2. Revenue from Project Work and Services

The subsidiary (STOWER) recorded revenue from projects and services of THB 66.94 million. Domestic operations contributed THB 22.28 million, or 32.78% of the total, while telecommunications operations in the Philippines contributed THB 45.70 million, or 67.22%. Total revenue from projects and services increased by THB 22.22 million, or 48.57%, from the same quarter last year, with revenue from overseas telecommunications operations increasing by 23.02%.

Revenue from the domestic power and telecommunications businesses increased by THB 13.46 million, or 173.02%, year on year. Most of this revenue came from galvanizing services and private-sector substation projects, both of which improved compared with the same period last year. For the high-voltage transmission line and substation structure projects for which the Electricity Generating Authority of Thailand (EGAT) has already opened bidding, purchase orders are expected to be issued in early 2027. The Company has the personnel, machinery, and financial liquidity to begin work immediately if the projects are awarded as planned.

The increase in revenue from overseas telecommunications operations was attributable to continued revenue growth at QROI Network Services Inc. (QNSI) across three service areas: (1) Telecom Implementation Services, which involve installing transmission equipment on telecommunications towers, (2) Operations and Maintenance (O&M) services for telecommunications sites, and (3) Project Management Services. These services are expected to support the Company's future revenue growth.

3. Rental and Service Income

In the third quarter of 2026, the Group recorded **rental and service revenue of THB 5.64 million.** Of this amount, a subsidiary began recognizing **THB 4.95 million in rental and service revenue from the Station One real estate project**. Revenue from the project is recognized on a recurring basis.

4. Other Income

Other income comprised proceeds from the sale of scrap materials, interest income, and miscellaneous income.

Expenses

For the three months ended 30 September 2026, the Group recorded **total expenses of THB 234.09 million,** an **increase of THB 14.48 million, or 6.59%,** from THB 219.61 million in the same period of the previous year. The Group focused on managing costs and expenses efficiently and keeping expenses in line with its level of business activity. The

main expense items are discussed below.

1. Cost of Sales and Project Costs

The Group recorded cost of sales and services of THB 176.08 million, a decrease of THB 15.93 million, or 8.30%, from THB 192.01 million in the same period of the previous year. The decrease was primarily attributable to lower sales volumes, which reduced variable costs in line with lower revenue and business activity.

2. Cost of Rental and Services

The Group recorded **rental and service costs of THB 5.06 million**, primarily attributable to two investment property projects held by its subsidiaries, **Urbitia and Station One Yaowarat**. These costs were directly related to managing and operating the properties to generate rental and service revenue.

3. Administrative Expenses

Administrative expenses for the third quarter of 2026 **decreased by THB 6.74** million compared with the same period of the previous year. The decrease was primarily attributable to the Group's efforts to manage and control expenses in line with prevailing business conditions. The decrease was partly offset by administrative expenses from the rental property business. Following its investment in Imperial Land Co., Ltd., the Group began recognizing expenses related to the management and operation of that business during the quarter.

4. Finance Costs

The Group's **finance costs** consisted primarily of interest expense on credit facilities from financial institutions. The Group focused on managing its debt structure and finance costs by maintaining adequate liquidity, using credit facilities in line with business needs, and keeping interest expense at an appropriate level.

Overall, the Group continued to manage costs and expenses prudently while improving operational efficiency to align its cost structure with revenue levels and support sustainable long-term profitability.

Financial Position

Statement of Financial Position — THB million, except percentages

Item	30 Sep 2026	%	31 Dec 2025	%	Increase (Decrease)	%
Current assets	1,100.12	48%	1,425.02	57%	(324.90)	(22.80)
Non-current assets	1,192.25	52%	1,082.41	43%	109.84	10.15
Total assets	**2,292.37**	**100%**	**2,507.43**	**100%**	**(215.06)**	**(8.58)**
Current liabilities	128.25	6%	205.59	8%	(77.34)	(37.62)
Non-current liabilities	236.19	10%	211.51	9%	24.68	11.67
Total liabilities	**364.44**	**16%**	**417.10**	**17%**	**(52.66)**	**(12.63)**
Equity attributable to owners of the Company	1,132.76	49%	1,268.70	51%	(135.94)	(10.71)
Non-controlling interests	795.17	35%	821.63	33%	(26.46)	(3.22)
Total equity	**1,927.93**	**84%**	**2,090.33**	**83%**	**(162.40)**	**(7.77)**
Total liabilities and equity	**2,292.37**	**100%**	**2,507.43**	**100%**	**(215.06)**	**(8.58)**

➢ **Asset**

As at 30 September 2026, the **Group's total assets amounted to THB 2,292.37 million, a decrease of THB 215.06 million, or 8.58%,** from THB 2,507.43 million as at 31 December 2025. The decrease was primarily attributable to a

decline in other current financial assets, reflecting disposals of financial assets and a reduction in the market value of equity investments amid continued volatility in capital markets and economic conditions.

➢ **Liabilities**

As at 30 September 2026, the Group's **total liabilities amounted to THB 364.44 million**, a **decrease of 12.63%** from 31 December 2025, reflecting prudent management of its debt structure and working capital. The decrease was primarily attributable to a subsidiary's efforts to manage liquidity by reducing its reliance on credit facilities to finance raw material purchases, as well as the reversal of other current liabilities related to maintenance expenses for key machinery at another subsidiary.

The decrease in liabilities reflects the Group's effective management of debt and liquidity and its prudent approach to financial policy. The Group prioritizes controlling its financial obligations and maintaining a balanced capital structure to strengthen its financial stability and support long-term business operations.

➢ **Shareholders' Equity**

As at 30 September 2026, **equity attributable to owners of the Company amounted to THB 1,132.76 million, a decrease of THB 135.94 million, or 10.71%,** from THB 1,268.70 million as at 31 December 2025. The decrease was consistent with the recognition of operating losses for the period. Non-controlling interests decreased by THB 26.46 million, or 3.22%. The overall decline in equity reflected the impact of the Group's operating results for the period.

Total equity accounted for 84% of total assets, indicating that equity remained the Group's primary source of funding and that liabilities represented a relatively small share of its capital structure. The Group continues to focus on improving operational efficiency, controlling costs and expenses, and managing capital prudently to maintain a sound financial position and support the continuity of its business operations over the long term.

Overview of Financial Position

The Group maintained a sound financial structure, with lower total liabilities and equity continuing to account for a high proportion of total assets. The decline in current assets and the increase in non-current assets made effective liquidity management and efficient asset utilization increasingly important.

Going forward, the Group will focus on managing liquidity effectively, improving asset utilization, and controlling its financial obligations. It will also work to accelerate revenue generation and improve returns from assets and businesses with growth potential to strengthen profitability and maintain long-term financial stability.

Financial Ratio

Key Financial Ratios	Q3 2026	Q2 2026	Q1 2026	Year-End 2025	Q3 2025	Q2 2025
Current Ratio	8.58	7.34	7.76	6.93	6.51	9.18
Debt-to-Equity Ratio (D/E)	0.19	0.20	0.20	0.20	0.20	0.19
Return on Assets (ROA)	(1.27%)	(3.09%)	(3.05%)	(8.56%)	(2.81%)	(0.24%)
Return on Equity (ROE)	(2.57%)	(6.30%)	(6.22%)	(16.93%)	(5.54%)	(0.48%)
Book Value per Share	1.52	1.56	1.58	1.70	1.82	1.90

At the end of the third quarter of 2026, the Group **maintained a strong liquidity position and a sound capital structure.** Its current ratio of **8.58 times** reflected its ability to meet short-term obligations and manage working capital effectively. Its debt-to-equity ratio of **0.19 times** indicated that liabilities remained low relative to equity, giving the Group flexibility in managing its capital structure.

However, the Group's **return on assets (ROA) and return on equity (ROE) were —1.27% and —2.57%,** respectively, reflecting negative returns on both assets and shareholders' equity for the period. To improve these returns, the Group is focusing on using its assets more efficiently, controlling costs and expenses, and improving performance across its business segments to strengthen revenue generation and deliver sustainable returns to shareholders.

Overall, the Company maintained a **strong liquidity position and low debt levels.** Its priorities going forward are to improve asset utilization, control costs and expenses, grow revenue from its core businesses, and accelerate projects with the potential to generate revenue and profit. These measures are aimed at restoring **ROA and ROE to positive levels** and delivering appropriate long-term returns to shareholders.

Factors That May Affect Future Operations or Growth

The Company operates as a holding company and focuses on investing in businesses with long-term growth potential. Its investments include interests in subsidiaries and associates, as well as equity holdings in other companies listed on the Stock Exchange of Thailand. Accordingly, the Company's operating results, financial position, and growth depend largely on the performance and cash-generating ability of its investee companies and on the returns the Company earns from those investments.

The Company recognizes the importance of managing its investment portfolio effectively while maintaining ongoing oversight of its investee companies and monitoring their performance. It seeks to enhance the value of its investments, balance risk and return, and manage capital and liquidity prudently at the parent company level. The key factors that may affect the Company's future operations and growth are discussed below.

1. Operating Performance and Ability of Investee Companies to Generate Return

The performance of the Company's subsidiaries, associates, and other investee companies is a key factor affecting the Company's operating results through gains or losses on investments, dividend income, and changes in the value of its investments. If these companies grow their revenue, improve profitability, and consistently generate operating cash flows, the Company may benefit from higher investment returns and increased investment values. Declining performance or recurring losses at investee companies may adversely affect the Company's operating results and financial position.

The Company closely monitors the financial results, cash flows, debt obligations, and ability of its investee

companies to execute their business plans. It also supports efforts to improve their operational efficiency and enhance their ability to generate long-term investment returns.

2. Effectiveness of Investment Portfolio Management and Capital Allocation

Investment portfolio management is a key factor in the Company's growth as a holding company. Investment decisions, changes in ownership stakes, and the allocation of capital across businesses all affect the Company's ability to generate returns and its overall risk exposure. If investments fall short of their return targets or the Company allocates capital to businesses whose risks exceed acceptable levels, the efficiency of capital utilization and the Company's long-term value may be adversely affected.

The Company prioritizes efficient capital allocation and has delegated responsibility to the Investment Committee for assessing proposed investments within approved investment limits. The Committee considers growth potential, expected returns and cash flows, the merits of each investment relative to its cost, the payback period, and acceptable levels of risk. This process supports prudent investment decisions aligned with the Company's strategy.

3. The Parent Company's Ability to Receive Dividends and Manage Cash Flow

For a holding company, **dividends received from investee companies are an important source of cash** for covering the parent company's expenses, meeting its financial obligations, and funding new business opportunities. Dividend payments depend on each investee company's operating results, financial position, and capital requirements, as well as approval by its shareholders or board of directors in accordance with applicable requirements.

If investee companies are unable to pay dividends at the expected levels, the parent company's cash flow and ability to manage its capital may be affected. The Company therefore prioritizes cash flow planning, liquidity management, and assessing the dividends it expects to receive from its investee companies to ensure it has sufficient funds to cover its expenses and carry out its investment plans.

4. Economic Volatility and Trends in the Industries in Which the Company Invests

The Company invests in a range of sectors, including construction materials and engineering, energy, digital businesses, and beauty and wellness. Changes in economic conditions, purchasing power, private-sector investment, raw material costs, interest rates, and competitive conditions in each sector may affect the revenue, profitability, and growth prospects of the Company's investee companies.

The Company monitors trends and business conditions in each industry to assess their potential impact on its overall investment portfolio. It supports its investee companies in adapting their strategies to changing conditions and evaluates investment opportunities that can generate returns and enhance the Company's value.

5. Limitations on Control and Oversight of Investee Companies

When the Company holds a non-controlling interest in an investee company, its ability to set policies, influence management, and participate in key decisions may be limited. This may affect the Company's ability to oversee the investee's operations and keep them aligned with the Company's investment objectives and policies.

The Company exercises its rights as a shareholder, including through its designated representatives where appropriate, and monitors relevant information and the operating performance of its investee companies to assess risks and safeguard its investment interests.

6. Risks Arising from Fluctuations in Investment Values and Asset Impairment

The value of the Company's investments may be affected by the performance of its investee companies, capital market conditions, volatility in securities prices, and changes in economic and industry conditions. These factors may

affect the fair value of the investments and whether the Company is required to recognize asset impairment losses under applicable financial reporting standards.

The Company regularly monitors and assesses the value of its investments, taking into account the operating performance and business outlook of its investee companies, as well as their ability to generate future returns. These assessments support prudent portfolio management and help ensure that investment valuations appropriately reflect their economic value.

The Company focuses on managing its investment portfolio effectively, supporting improvements in the performance of its investee companies, and managing its liquidity and capital structure prudently. It also evaluates investment opportunities that align with its capabilities and risk tolerance to generate sustainable returns and enhance long-term shareholder value.

Yours sincerely,
-Laphassarin Kraiwongwanitrung-
(Laphassarin Kraiwongwanitrung)
Acting Chief Executive Officer