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14th May 2026

RE: Financial Statements Analysis Report Q1/2026

Dear President

The Stock Exchange of Thailand

L.P.N. Development Public Company Limited (PCL) hereby submits the financial statements of the Company and its subsidiaries for Q1/2026 and would like to provide the Management Discussion and Analysis of the operating results as follows:

Overview of Business Operations, Economy, and Industry Outlook

In Q1 2026, L.P.N. Development Public Company Limited operated as a residential real estate developer, focusing on both condominiums and low-rise housing. Alongside property development, the Company also engaged in service businesses, including condominium juristic management, security services, construction project management, and rental and service businesses. The Company continued to pursue strategies carried over from the previous year, focusing on three key approaches: (1) accelerating inventory liquidation through pricing strategies and diverse sales channels, (2) increasing the proportion of income from service businesses to create income stability, and (3) strengthening its financial structure by continuously reducing debt burden. For 2026, the Company plans to launch three new projects with a combined project value of approximately 4,500 million baht to support future growth.

The Thai economy and real estate industry in Q1 2026 continued to face pressure from several factors, including geopolitical uncertainties, US import tariff measures affecting exports and investor confidence, as well as household debt remaining above 90% of GDP. The Bank of Thailand projected Thailand's economic growth in 2026 at approximately 1.5%–2.2%. For the residential property market in Bangkok and its peripheral, housing demand still faced challenges due to the persistently high loan rejection rates imposed by financial institutions. As a result, many developers postponed the launch of new projects. Meanwhile, rental demand continued to increase, in line with the Investor Program strategy established by the Company.

Summary of significant events and developments: In Q1 2026, the following significant events and developments occurred within the Company and its subsidiaries.

1. Debenture repayment at maturity: The Company successfully completed the repayment of debentures due in the amount of 682 million baht during Q1 2026 as scheduled, reflecting its ability to effectively manage liquidity and reduce debt burden in line with its targets.

2. Share repurchase program for financial management: According to the resolution of the Board of Directors' Meeting No. 12/2025 held on 25 December 2025, the Company carried out a share repurchase program with a budget not exceeding 50 million baht and a maximum of 50 million shares. The repurchase period runs from 5 January 2026 to 3 July 2026, and as at 31 March 2026, the Company had repurchased a portion of the shares.

3. Handover of Place 168 Pinklao project: The Company commenced the handover process for the Place 168 Pinklao project, resulting in an increase in inventory value in line with the transfer of project costs from land and costs of projects under construction to inventories in accordance with accounting standards.

Overall Operating Results of the Company and its subsidiaries for Q1'26, Q1'25 and Q4'25

Table Summarizing Consolidated Statement of Profit and Loss

Item	Q1'26	Q1'25	%YoY	Q4'25	%QoQ
Amount Unit: Million baht					
1.Total revenue	1,864.49	1,532.61	21.65%	1,983.59	(6.00%)
2. Total revenue from sales	1,861.72	1,529.08	21.75%	1,975.58	(5.76%)
1) Revenue from sales of real estate	1,080.07	895.50	20.61%	1,282.80	(15.80%)
2) Rental and service business income	85.17	88.34	(3.58%)	63.31	34.54%
3) Income from management business	696.48	545.24	27.74%	629.48	10.64%
3. Total other income	2.77	3.54	(21.59%)	8.01	(65.36%)
4. Gross profit	345.30	327.12	5.56%	319.76	7.99%
5. Selling and administrative expenses	248.00	262.08	(5.37%)	298.58	(16.94%)
1) Selling expenses	94.37	112.64	(16.22%)	124.76	(24.36%)
2) Administrative expenses	153.63	149.44	2.81%	173.82	(11.61%)
6. Share of loss from investments in associates	8.62	5.88	46.47%	6.67	29.22%
7. EBIT	91.45	62.70	45.86%	22.51	306.23%
8. EBITDA	118.18	91.38	29.32%	50.25	135.19%
9. Profit for the quarter	2.76	21.90	(87.39%)	(51.72)	-
10. Profit attributable to the Company	0.41	20.42	(98.01%)	(53.70)	-
Significant Financial Ratio (%)					
11. Total Gross Profit Margin	18.55%	21.39%	(2.85%)	16.19%	2.36%
1) Gross Profit Margin from Real Estate Sales	17.60%	21.19%	(3.59%)	15.66%	1.94%
2) Gross Profit Margin from Rental and Service Business	30.61%	33.47%	(2.86%)	32.17%	(1.56%)
3) Gross Profit Margin from Management Business	18.55%	19.76%	(1.21%)	15.64%	2.91%
12. Total selling and administrative expenses to total sales revenue	13.30%	17.10%	(3.80%)	15.05%	(1.75%)
13. EBIT margin	4.90%	4.09%	0.81%	1.13%	3.77%
14. EBITDA margin	6.34%	5.96%	0.38%	2.53%	3.81%
15. Net Profit Margin (for the quarter)	0.15%	1.43%	(1.28%)	(2.61%)	2.76%
16. Net Profit Margin (attributable to the Company)	0.02%	1.33%	(1.31%)	(2.71%)	2.73%

Reviewed

The details of the operating results are as follows:

In Q1 2026, the Company and its subsidiaries recorded a net profit attributable to the Company of 0.41 million baht, a 98.01% decline compared to the net profit of 20.42 million baht in the same period of the previous year. However, when compared to the net loss of 53.70 million baht in the previous quarter, the Company was able to make a turnaround and report a slight profit after facing a net loss in the previous quarter, reflecting a recovery in its operating performance.

Total revenue in this quarter was 1,864.49 million baht, increasing by 21.65% from 1,532.61 million baht in the same period of the previous year. Such growth was driven by all of the Company's core businesses, reflecting the acceleration of transfers of ready-to-move-in projects, together with improved sales and asset management capabilities, despite the ongoing challenges in the market.

Revenue from sales of real estate was 1,080.07 million baht, representing a 20.61% year-on-year increase, driven by the ownership transfer of completed projects and the acceleration of inventory liquidation. Meanwhile, income from the management service business was 696.48 million baht, increasing by 27.74%, reflecting the continued growth of recurring income, which has played an increasingly significant role in supporting the Company's total revenue. Rental and service business income was 85.17 million baht, decreasing by 3.58% year-on-year, due to the sale of rental assets together with tenants, which is another channel for selling products to investors.

The overall gross profit margin in this quarter declined to 18.55% from 21.39% in the same period of the previous year. However, it increased from 16.19% in the previous quarter although the Company continued to implement a competitive pricing policy to accelerate inventory sales, and no additional inventory impairment was recorded.

Selling and administrative expenses were 248 million baht, decreasing by 5.37% year on year and 16.94% quarter on quarter. This reflected effective cost control and organizational restructuring efforts to align with the current situation.

The Company recorded a share of loss from investments in associates of 8.62 million baht, representing an increased loss compared to the same period of the previous year. Overall, operating profit (EBIT) of the Company was 91.45 million baht, a 45.86% increase year-on-year. Earnings before interest, tax, depreciation, and amortization (EBITDA) were 118.18 million baht, increasing by 29.32% year-on-year, demonstrating a significant recovery in core operating results.

However, interest expenses remained at a high level due to the increased recognition of interest as an expense, together with a reduction of the capitalization of borrowing costs to align with current market conditions in which purchasing power has weakened. In this regard, the Company has adjusted its project development strategy to adopt a phased construction approach based on sales volume, aiming to reduce investment burdens and manage financing costs over the long term.

The consolidated net profit margin was 0.15%. The net profit margin attributable to the Company over total revenue was 0.02%. Although these margins declined compared to the same period of the previous year, they improved from the previous quarter, which recorded a loss. This reflects a positive trend toward recovery in operating performance in the periods ahead.

Proportion of Total Revenue of the Company and its Subsidiaries for Q1'26, Q1'25 and Q4'25

Type of Revenue	Q1'26	Q1'25	%YoY	Q4'25	%QoQ
1. Revenue from sales of real estate	1,080.07	895.50	20.61%	1,282.80	(15.80%)
1.1 Residential Condominium	887.58	647.23	37.13%	1,026.99	(13.53%)
Proportion (%)	82.18	72.28	9.90%	80.06	2.16%
1.2 Residential Home	192.49	248.27	(22.46%)	255.81	(24.92%)
Proportion (%)	17.82	27.72	(9.90%)	19.94	(10.82%)
1.3 Gross Profit Margin	17.60%	21.19%	(3.59%)	15.66%	12.34%
2. Rental and service business income	85.17	88.34	(3.58%)	63.31	34.54%
3. Income from management business	696.48	545.24	27.74%	629.48	10.64%
4. Total revenue from main business	1,861.72	1,529.08	21.75%	1,975.58	(5.76%)
5. Gross Profit Margin of main business	18.55%	21.39%	(2.85%)	16.19%	2.36%
6. Other income ^{Note 1}	2.77	3.54	(21.59%)	8.01	(65.36%)
7. Total revenue	1,864.49	1,532.61	21.65%	1,983.59	(6.00%)

^{Note 1} Other income includes interest income, dividend received, fee incomes from ownership transfer, changes of details or breach of contract, profits from sales of assets, business support income, income from pre-construction management service collected from associate companies, income from public services, income from insurance claim and miscellaneous income.

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Project Launch, Sales Volume and Backlog

1. Total sales in Q1 2026 were approximately 1,508 million baht, consisting of:

- 1) 75% of sales from residential condominium projects.
- 2) 25% of sales from residential home projects.

Total sales in this quarter were approximately 1,508 million baht, with 75% derived from residential condominium projects and 25% from residential home projects. reflecting a portfolio structure that remains primarily focused on condominiums.

As of the end of the quarter, the Company had a backlog of 1,362 million baht, which would be gradually recognized as revenue during 2026 to 2027, providing visibility of future earnings.

In addition, the Company plans to launch 3 new projects with a combined project value of approximately 4,500 million baht in response to housing demand in the market and to support revenue growth over the long term.

2. The backlog was 1,362 million baht which would gradually be recognized as revenue from 2026 to 2027.

Sales Volume and Backlog of the Company and its subsidiaries as at 31 March 2026

Sales Volume	Q1'26	Backlog	To be handed over in 2026-2027
1. Residential Condominium (million baht)	1,133	1. Residential Condominium (million baht)	1,237
Proportion (%)	75%	Proportion (%)	91%
2. Residential Home (million baht)	375	2. Residential Home (million baht)	125
Proportion (%)	25%	Proportion (%)	9%
3. Total Sales	1,508	3. Total Backlog	1,362

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Analysis of Consolidated Statement of Financial Position of the Company

Table Summarizing Consolidated Statement of Financial Position of the Company and its subsidiaries as at 31 March 2026 and 31 December 2025

ASSETS	As at 31 March 2026	As at 31 Dec 2025	Variance (%)
(Unit: Million baht)			
Cash and cash equivalents	620.57	790.36	(21.48%)
Trade and other receivables	569.15	503.66	13.00%
Land and costs of project under construction	6,573.47	8,102.70	(18.87%)
Inventories	8,008.17	6,765.29	18.37%
Other current assets <i>Note 1</i>	20.50	20.25	1.23%
Non-current assets <i>Note 2</i>	7,444.28	7,522.83	(1.04%)
TOTAL ASSETS	23,236.14	23,705.08	(1.98%)
LIABILITIES AND SHAREHOLDERS' EQUITY	As at	As at	Variance
(Unit: Million baht)	31 March 2026	31 Dec 2025	%
Bank overdrafts and short- term borrowings	5,773.39	5,393.32	7.05%
Trade and other payables	1,476.09	1,300.08	13.54%
Long-term borrowings	3,609.45	4,623.57	(21.93%)
Income tax payables	2.50	1.68	48.56%
Non-current liabilities <i>Note 3</i>	704.20	693.24	1.58%
TOTAL LIABILITIES	11,565.63	12,011.90	(3.72%)
Shareholders' equity	11,670.51	11,693.18	(0.19%)
Total liabilities and shareholders' equity	23,236.14	23,705.08	(1.98%)

Note 1 Comprising temporary investment and short-term loans to related parties

Note 2 Comprising investments in subsidiaries and associates, land and costs of project held for development, investment properties, property, plant and equipment, goodwill, intangible assets, leasehold right, deferred tax assets and other non-current assets

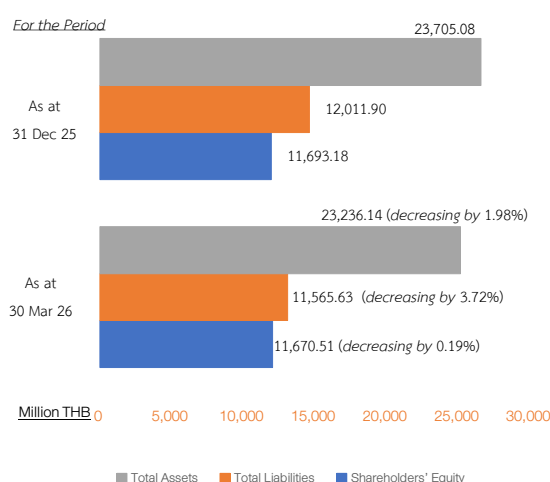
Note 3 Comprising unearned rental income, provisions for employee benefit, rental and service deposit and other non-current liabilities

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As at 31 March 2026, the value of total assets of the Company and its subsidiaries was 23,236.14 million baht, decreasing by 1.98% from 23,705.08 million baht as at 31 December 2025. The decline in core assets was primarily due to the use of cash flows for repayment of interest-bearing debt and matured debentures, as well as effective asset management. Meanwhile, Inventories increased by 18.37% due to the handover of the Place 168 Pinklao project, consistent with a corresponding 18.87% reduction in land and costs of projects under construction, in accordance with the Company normal work plan.

Total liabilities stood at 11,565.63 million baht, decreasing by 3.72% from 12,011.90 million baht at the end of 2025. The key contributing factor was the repayment of debentures amounting to 682 million baht during Q1 2026, together with the Company's cash flow management to reduce interest burdens. As a result, the interest-bearing debt-to-equity ratio continued to decline.

Statement of Financial Position



The shareholders' equity slightly decreased by 0.19 %, from 11,693.18 million baht to 11,670.51 million baht. The primary reason was the share repurchase program approved by the Board of Directors in its meeting No. 12/2025 on 25 December 2025, which authorized a repurchase budget not exceeding 50 million baht and a maximum of 50 million shares to be repurchased. The repurchase period runs from 5 January 2026 to 3 July 2026.

As for the financial ratio, The Company's debt-to-equity (D/E) ratio stood at 0.99:1, while the interest-bearing debt-to-equity ratio was 0.80:1, declining from the end of 2025, reflecting the Company's continued efforts to gradually reduce its debt burden. The Company has consistently upheld financial discipline and managed its capital structure in an appropriate manner by maintaining the debt ratios within the established policy limits in order to accommodate economic volatility and support long-term growth.

Financial structure

In Q1 2026, the Company continued to implement its financial structure management policy cautiously and efficiently, with a focus on strengthening cash flow from operations, reducing interest-bearing debt, and maintaining an appropriate level of liquidity. The Company also repaid a portion of its liabilities using cash flow generated from accelerating the liquidation of ready-to-move in units, which helped mitigate financial risks and interest burdens in the short term during that quarter. The Company successfully completed the repayment of debentures due in the amount of 682 million baht as scheduled, primarily using cash flow from operations. This reflected the Company's ability to effectively manage liquidity and secure funding sources without affecting its capital structure and overall business operations.

In addition, the Company continued to pursue its debt reduction policy by using proceeds from the ownership transfers of real estate projects to repay both short-term and long-term borrowings, with the aim of reducing finance costs and strengthening its balance sheet. As a result, the interest-bearing debt to equity ratio declined and remained at an appropriate level in line with the Company's policy.

Quarterly Financial Ratio Analysis of the Company and its subsidiaries for Q1'26, Q1'25 and Q4'25

Quarterly Financial Ratio	Unit	Q1'26	Q1'25	Q4'25
1. Liquidity Ratios				
1.1 Current Ratio	times	2.18	2.14	2.42
1.2 Quick Ratio	times	0.17	0.12	0.20
1.3 Average Collection Period*	days	18.47	13.02	15.97
1.4 Average Inventory Turnover Period*	days	743.42	655.16	766.03
1.5 Average Payable Period*	days	35.51	25.60	27.83
1.6 Cash Conversion Cycle*	days	726.38	642.58	754.17
2. Profitability Ratios				
2.1 Gross Profit Margin from Main Business	%	18.55	21.39	16.19
2.2 Gross Profit Margin from Sales of Real Estates	%	17.60	21.19	15.66
2.3 Gross Profit Margin from Rental and Services	%	30.61	33.47	32.17
2.4 Gross Profit Margin from Management services	%	18.55	19.76	15.64
2.5 Net Profit Margin Ratio	%	0.02	1.33	(2.71)
2.6 Return on Equity*	%	0.07	0.40	(0.39)
3. Efficiency Ratios				
3.1 Return on Assets*	%	1.16	0.94	0.86
3.2 Return on Fixed Assets*	%	5.49	5.80	4.45
3.3 Asset Turnover Ratio*	times	0.30	0.32	0.30
4. Financial Ratios				
4.1 Debt to Equity Ratio	times	0.99	1.03	1.03
4.2 Interest Bearing Debt to Equity Ratio	times	0.80	0.87	0.86
4.3 Interest Coverage Ratio*	times	3.36	2.95	0.65
4.4 Earnings Per Share	THB	0.0003	0.02	(0.03)
4.5 Book Value	THB	8.32	8.04	8.28

Note*: Annualized based on the most recent Trailing 12 Months (TTM) of operating results.

Reviewed

In Q1 2026, the Company maintained an appropriate level of liquidity. The current ratio stood at 2.18 times, increasing from 2.14 times in the same period of the previous year. Although the ratio slightly decreased compared to the previous quarter, it reflected the Company's ability to effectively manage liquidity and short-term debt obligations under its prudent cash flow management policy.

At the same time, the Company was able to accelerate inventory sales and continuously generate sales revenue, resulting in growth in revenue from real estate sales compared to the same period of the previous year. Inventory turnover period stood at 743.42 days. Although this remained high due to the nature of the real estate business, it improved from 766.03 days in the previous quarter, reflecting more efficient inventory management direction and supporting the Company's operating cash flow in the long term. Regarding profitability ratios, the Company's gross profit margin was 18.55%, down from 21.39% in the same period of the previous year. Meanwhile, the net profit margin attributable to the Company over total revenue was 0.02%, decreasing from 1.33%. The decline was primarily attributable to intense price

competition and the Company's strategy to accelerate the sale of ready-for-sale inventory in order to generate cash flow and reduce financial cost burdens.

Nevertheless, the Company was able to maintain strong growth in total revenue, which increased by 21.65% from the same period of the previous year. This reflected the Company's ability to adjust its sales, marketing, and product management strategies in line with current purchasing power and market conditions, despite continued pressure on the real estate sector from economic conditions, interest rates, and stricter loan approvals by financial institutions.

In addition, the Company's EBIT and EBITDA improved significantly compared to the same period of the previous year, reflecting the recovery of its core operating performance and continued efficiency in expense control. This was complemented by disciplined financial structure management, aimed at strengthening its long-term financial position.

Regarding asset efficiency ratio, the Company's return on assets (ROA) was 1.16%, increasing from 0.94% in the same period of the previous year and improving from 0.86% in the previous quarter. This reflected the Company's enhanced ability to generate returns from its assets, in line with the growth in total revenue and the recovery of its core operating performance.

As for the total asset turnover ratio, it stood at 0.30 times, remaining stable compared to the previous quarter and close to the level recorded in the same period of the previous year. This reflected the Company's ability to consistently generate revenue from its asset base under market conditions that remain challenging, though less severe than in the past.

Regarding financial ratios, the Company's debt-to-equity ratio (D/E Ratio) was 0.99 times, decreasing from 1.03 times at the end of 2025, while the interest-bearing debt-to-equity ratio was 0.80 times, decreasing from 0.86 times at the end of 2025. This reflected the Company's continued efforts to reduce debt burden and maintain disciplined capital structure management. The Company consistently utilized cash flow from operations and proceeds from the sale of ready-for-sale inventory to repay debentures and borrowings.

Meanwhile, the interest coverage ratio improved to 3.36 times from 2.95 times in the same period of the previous year and increased significantly from 0.65 times in the previous quarter. This reflected the recovery of operating profit and the Company's improved ability to accommodate finance cost burdens.

The Company's book value per share was 8.32 baht per share, increasing from 8.28 baht per share at the end of 2025. This reflected the Company's ability to maintain its financial strength and shareholders' equity.

Factors That May Affect Future Operations

The Company has assessed key factors that may affect its future operations and financial position as follows:

Opportunity Factors

- Backlog supporting near-term revenue: As of the end of Q1 2026, the Company had a backlog of 1,362 million baht, which will be gradually recognized as revenue during 2026–2027, thereby enhancing revenue visibility in the coming period.
- New project launches: The Company plans to launch three new projects with a combined project value of approximately 4,500 million baht in the second half of 2026 to drive sales and revenue growth in the subsequent period.
- Growing demand in the rental market: Consumer trends toward renting, driven by purchasing power constraints, support the growth of the Investor Program and rental business income.
- Service business revenue: The expansion of LPP’s customer base in line with the cumulative number of handed over projects has supported the stability and continuous growth of recurring income.

Risk Factors to Be Monitored

- Macroeconomic conditions: Volatility arising from international tariff policies and the slowdown of the Thai economy may affect consumers’ purchasing power and confidence.
- Interest rates: Rising market interest rates would affect the Company’s financial costs and the debt burden of homebuyers.
- Mortgage rejection rate: The persistently high loan rejection rate may cause delays in ownership transfers relative to the initial schedule.
- Construction costs: Fluctuation in construction material and labor costs may affect gross profit margins of projects under development.

Appendix: Financial Ratio and Formulas

Financial Ratio	Unit	Formula
1. Liquidity Ratios		
1.1 Current Ratio	times	Current Assets / Current Liabilities
1.2 Quick Ratio	times	(Current Assets -Inventory-Land and costs of project under construction) / Current Liabilities
1.3 Average Collection Period*	days	Average accounts receivable / [Total revenue (annualized) / 365]
1.4 Average Inventory Turnover Period*	days	Average Inventory / [(COGS (annualized) + Inventory Change) / 365]
1.5 Average Payable Period*	days	Average accounts payable / [COGS (annualized) / 365]
1.6 Cash Conversion Cycle*	days	Average Collection Period + Average Inventory Turnover Period - Average Payable Period
2. Profitability Ratios		
2.1 Gross Profit Margin from Main Business	%	(Total revenue of main business – Total cost of goods sold) / Total revenue of main business
2.2 Gross Profit Margin from Sales of Real Estates	%	(Net sales - COGS) / Net Sales
2.3 Gross Profit Margin from Rental and Services	%	(Rental and service revenue – Cost of rental and service) / Rental and service revenue
2.4 Gross Profit Margin from Management services	%	(Revenue from management service – Cost of management service) / Revenue from management service
2.5 Net Profit Margin Ratio	%	Net profit attributable to the Company / Total revenue
2.6 Return on Equity*	%	Net profit attributable to the Company (annualized) / Average shareholders' equity
3. Efficiency Ratios		
3.1 Return on Assets*	%	Earnings Before Interest and Taxes (annualized) / Average Total Assets
3.2 Return on Fixed Assets*	%	Earnings Before Interest, Taxes, Depreciation, and Amortization (annualized) / Average Fixed Assets
3.3 Asset Turnover Ratio*	times	Total revenue (annualized) / Average Total Assets
4. Financial Ratios		
4.1 Debt to Equity Ratio	times	Total debt / Shareholders' equity after Minority Interest
4.2 Interest Bearing Debt to Equity Ratio	times	Interest Bearing Debt / Shareholders' equity after Minority Interest
4.3 Interest Coverage Ratio*	times	Earnings Before Interest, Taxes, Depreciation, and Amortization (annualized) / Interest Expense
4.4 Earnings Per Share	THB	Profit for the quarter/Weighted Average Shares
4.5 Book Value	THB	Shareholders' Equity/Weighted Average Shares

Note*: Annualized based on the most recent Trailing 12 Months (TTM) of operating results.

Reviewed

Please kindly be informed accordingly.

Sincerely yours,

Miss Daranee Chatphiriyaphan

Chief Executive Officer