No. Stella AC. 005/2026

Date 13 August 2026

Subject Management Discussion and Analysis for the 3-Month and 6-Month Periods Ended 30 June 2026

To The President

The Stock Exchange of Thailand

Executive Summary

Stella X Public Company Limited and its subsidiaries (the "Group") hereby present the operating results for the 3-month period ended 30 June 2026. The Group reported a profit of Baht 57 million, compared with a loss of Baht 111 million in the previous year. For the 6-month period, the Group reported a loss of Baht 95 million, compared with a loss of Baht 342 million in the previous year, representing a 72% decrease in the loss from the previous year.

The principal factor contributing to the improved performance was the recognition of gains and reversal of impairment losses, as the Group received repayment of a loan of Baht 225 million from a subsidiary of a joint venture following the disposal of land in the Legend Siam project. For the 3-month period, total revenues amounted to Baht 182 million, a decrease of 50% from Baht 363 million in the previous year. For the 6-month period, total revenues amounted to Baht 348 million, a decrease of 40% from the previous year, primarily due to decreases in revenue from sales of real estate, rental income and service income, and dividend income. However, revenue from medical services increased. Selling and administrative expenses for the 3-month and 6-month periods also decreased from the previous year.

Overview of the Statements of Comprehensive Income for the 3-Month and 6-Month Periods

The Group's operating results for the 3-month and 6-month periods ended 30 June 2026 and 2025 changed materially due to the following principal factors:

Statement of comprehensive income (For the three-month period ended 30 June 2026)	2026		2025		Increase (Decrease) %
	Million Baht	Percentage	Million Baht	Percentage	
Revenues					
Revenue from sales of real estate	52	28%	161	44%	(68%)
Rental income	1	0%	1	0%	(42%)
Service income	49	27%	57	16%	(15%)
Revenue from medical services	28	15%	31	8%	(8%)
Other income					
Interest income	0	0%	1	0%	(56%)
Dividend income	0	0%	77	21%	(100%)
Others	52	29%	35	10%	48%
Total revenues	182	100%	363	100%	(50%)
Expenses					
Cost of real estate sold	49	27%	176	48%	(72%)
Cost of rental and service	52	28%	52	14%	(1%)
Cost of medical services	25	14%	23	6%	7%
Selling and distribution expenses	18	10%	26	7%	(31%)
Administrative expenses	89	49%	104	29%	(15%)
Total expenses	233	128%	382	105%	(39%)
Operating profit (loss)	(51)	(28%)	(19)	(5%)	(172%)
Share of profit from investments in joint ventures and associates	(4)	(2%)	(7)	(2%)	41%
Finance cost	(115)	(63%)	(87)	(24%)	(32%)
Gain and reversal of impairment losses (impairment losses) under TFRS 9	225	123%	-	0%	100%
Profit (loss) before income tax	56	31%	(113)	(31%)	149%
Tax expenses (income)	(1)	(1%)	(2)	(0%)	22%
Profit (loss) for the year	57	31%	(111)	(31%)	151%

Statement of comprehensive income (For the six-month period ended 30 June 2026)	2026		2025		Increase
	Million Baht	Percentage	Million Baht	Percentage	(Decrease) %
Revenues					
Revenue from sales of real estate	89	26%	246	42%	(64%)
Rental income	1	0%	8	1%	(87%)
Service income	122	35%	144	25%	(15%)
Revenue from medical services	53	15%	35	6%	52%
Gain on sale of investment properties	1	0%	-	0%	100%
Other income					
Interest income	-	0%	2	0%	(100%)
Gain on exchang rate	1	0%	1	0%	(7%)
Dividend income	-	0%	88	15%	(100%)
Reversal loss of buy back	8	2%	-	0%	100%
Others	74	21%	57	10%	30%
Total revenues	348	100%	580	100%	(40%)
Expenses					
Cost of real estate sold	90	26%	240	41%	(63%)
Cost of rental and service	110	32%	132	23%	(17%)
Cost of medical services	47	13%	30	5%	56%
Selling and distribution expenses	35	10%	48	8%	(27%)
Administrative expenses	188	54%	244	42%	(23%)
Impairment loss on non-financial assets	-	0%	8	1%	(100%)
Total expenses	470	135%	702	121%	(33%)
Operating profit (loss)	(122)	(35%)	(122)	(21%)	1%
Share of profit from investments in joint ventures and associates	7	2%	(53)	(9%)	114%
Finance cost	(205)	(59%)	(173)	(30%)	(19%)
Gain and reversal of impairment losses (impairment losses) under TFRS 9	225	65%	-	0%	100%
Profit (loss) before income tax	(95)	(27%)	(349)	(60%)	73%
Tax expenses (income)	-	0%	7	1%	(100%)
Profit (loss) for the year	(95)	(27%)	(342)	(59%)	72%

Revenue and cost of real estate business: Revenue from sales of real estate amounted to Baht 89 million, a decrease of 64% from the previous year, due to fewer units transferred and a lower number of units available for sale, the impact of overall economic conditions and the conflict in the Middle East, and the absence of revenue recognition from newly launched projects during the period. For the 3-month period, revenue from sales of real estate amounted to Baht 52 million, a decrease of 68% from the previous year, due to the same factors.

Cost of real estate sold decreased in line with the decrease in revenue.

Rental and service income, and related costs: Rental income and service income amounted to Baht 123 million, a decrease of 19% from the previous year, due to the impact of overall economic conditions and the conflict in the Middle East, and the decrease in rooms available for rent in the hotel business following the expiry and termination of certain lease agreements. For the 3-month period, rental income and service income amounted to Baht 50 million, a decrease of 14% from the previous year.

Cost of rental and service decreased in line with the related revenue.

Revenue and cost of medical services: Revenue from medical services amounted to Baht 53 million, an increase of 52% from the previous year, as the medical and healthcare business became fully operational in 2026, despite the continued impact of slower demand from certain groups of international customers. However, for the 3-month period, revenue from medical services amounted to Baht 28 million, a decrease of 8% from the previous year, reflecting slower demand from certain groups of international customers during the quarter.

Cost of medical services increased in line with the related revenue.

The Group recorded no dividend income for the 6-month period of 2026, compared with dividend income of Baht 88 million in the corresponding period of the previous year. Likewise, the Group recorded no dividend income for the 3-month period of 2026, compared with dividend income of Baht 77 million in the corresponding period of the previous year.

Reversal loss of buy back amounted to Baht 8 million and arose from the cancellation of agreements to repurchase houses and condominium units in accordance with the Group's policies and operating plans. The item was recognised in quarter 1 of 2026. No reversal loss of buy back was recognised for the 3-month period ended 30 June 2026, consistent with the corresponding period of the previous year.

Selling and distribution expenses amounted to Baht 35 million, a decrease of 27%, primarily in line with the reduction in real estate ownership transfer activities. For the 3-month period, selling and distribution expenses amounted to Baht 18 million, a decrease of 31% from the previous year.

Administrative expenses amounted to Baht 188 million, a decrease of 23% from the previous year, primarily because the Group did not recognise any significant provisions during the year and continued to control expenses in accordance with the Group's operating plan. For the 3-month period, administrative expenses amounted to Baht 89 million, a decrease of 15% from the previous year, reflecting continued cost discipline.

Gain and reversal of impairment losses (impairment losses) under TFRS 9 arose as the Group received repayment of a loan of Baht 225 million from a subsidiary of a joint venture following the disposal of land in the Legend Siam project. In June 2026, the shareholders approved the sale of land and buildings held by a subsidiary of the joint venture for Baht 2,450 million. The first instalment of Baht 1,225 million was due by 30 June 2026, and the final instalment of Baht 1,225 million is due by 31 December 2026. For the 3-month period, the Group recognised gains and reversal of impairment losses in accordance with TFRS 9 of Baht 225 million, an increase of Baht 225 million.

Share of profit from investments in joint ventures and associates for the 6-month period amounted to Baht 7 million, an increase of 114%, attributable to the operating results of the joint ventures and associates. For the 3-month period, the Group recorded a share of loss of Baht 4 million, compared with a share of loss of Baht 7 million in the corresponding period of the previous year, representing a 41% decrease from the previous year.

Finance cost for the 3-month period amounted to Baht 114 million, an increase of 31% from the previous year, due to higher borrowings during the year.

Analysis of the Consolidated Financial Position

The Group hereby explains the significant changes in its financial position as at 30 June 2026 compared with 31 December 2025, arising from the following principal factors:

Statement of financial position (As at 30 June 2026)							
	30 June 2026	31 December 2025	Increase (Decrease) %		30 June 2026	31 December 2025	Increase (Decrease) %
Assets				Liabilities and shareholders' equity			
Current assets				Current liabilities			
Cash and cash equivalents	478	99	381%	Trade and other current payables	686	664	3%
Trade and other current receivables	35	38	(8%)	Retention payables	37	52	(28%)
Project development cost	2,016	2,061	(2%)	Deposits and advance received from customers	86	76	13%
Inventories	13	14	(8%)	Current portion of lease liabilities	60	68	(11%)
Other current assets	52	39	33%	Current portion of long-term loans from financial	22	17	27%
Non-current assets held for sale	95	0	100%	Current portion of long-term loans from other parties	17	30	(45%)
Total current assets	2,689	2,252	19%	Current portion of long-term debentures	936	763	23%
				Short-term debentures	22	22	2%
Non-current assets				Short-term loans from related parties	14	1,576	(99%)
Restricted bank deposits	92	42	117%	Short-term loans from other parties	869	957	(9%)
Other long-term receivables	122	122	0%	Income tax payable	21	21	(1%)
Loans to related parties	463	460	1%	Short-term provisions	687	931	(26%)
Other non-current financial assets -	4,931	4,931	0%	Revenue Department Payable	214	224	(4%)
Investments in associates	739	729	1%	Other current liabilities	117	154	(24%)
Investments in joint ventures	112	107	4%	Total current liabilities	3,789	5,556	(32%)
Deposit for purchase of land	238	238	0%				
Land awaiting development	979	979	0%	Non-current liabilities			
Investment properties	426	524	(19%)	Long-term loans from financial institutions	192	206	(7%)
Property, plant and equipment	1,818	1,839	(1%)	Long-term loans from related party	2,458	0	100%
Right-of-use assets	64	77	(17%)	Long-term loans from other party	120	120	0%
Intangible assets	14	15	(10%)	Lease liabilitiy	140	171	(18%)
Goodwill	174	174	0%	Long-term debentures	232	407	(43%)
Deferred tax assets	12	11	2%	Long-term provisions	20	20	0%
Withholding tax deducted at source	40	44	(8%)	Deferred tax liabilities	197	195	1%
Value-added tax credit	10	10	2%	Provision for long-term employee benefits	13	11	15%
Other non-current assets	46	29	57%	Total non-current liabilities	3,372	1,130	198%
Total non-current assets	10,280	10,334	(1%)	Total liabilities	7,161	6,686	7%
Total assets	12,970	12,586	3%				
				Shareholders' equity	5,708	5,789	(1%)
				Non-controlling interests of the subsidiaries	101	112	(9%)
				Total liabilities and shareholders' equity	12,970	12,586	3%

Total Assets

As at 30 June 2026, the Group had total assets of Baht 12,970 million, an increase of 3% from Baht 12,586 million as at 31 December 2025.

Cash and cash equivalents increased by Baht 379 million, primarily because the Group received repayment of a loan of Baht 225 million from a subsidiary of a joint venture following the disposal of land in the Legend Siam project.

Non-current assets held for sale increased by Baht 95 million following the reclassification of certain investment properties as assets held for sale.

Total Liabilities

As at 30 June 2026, the Group had total liabilities of Baht 7,161 million, an increase of 7% from 31 December 2025. The debt structure changed materially from current liabilities to non-current liabilities.

Long-term loans from related parties amounted to Baht 2,458 million as at 30 June 2026, compared with nil at the end of 2025. The borrowings were from Thana Power Holding Company Limited under total credit facilities of Baht 2,600 million, with the maturity extended to 31 December 2028. Consequently, short-term loans from related parties decreased from Baht 1,576 million to Baht 14 million.

Short-term provisions decreased by Baht 244 million, from Baht 931 million to Baht 687 million. The principal component related to provisions for obligations arising from put options on houses and condominium units, which the Group assessed based on the likelihood of customers exercising their rights under prevailing economic and real estate market conditions. The decrease was primarily attributable to the repurchase of condominium units in quarter 1 of 2026, amounting to Baht 210 million.

Total Equity

As at 30 June 2026, the Group had total equity of Baht 5,809 million, a decrease of 1% from Baht 5,900 million as at 31 December 2025, primarily attributable to the loss for the 6-month period of Baht 95 million, net of other comprehensive income and changes in non-controlling interests.

Please be informed accordingly.

Yours sincerely,

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Chief Financial Officer

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