SAMCO/SET-010/2569

4 August 2026

Subject: Management Discussion and Analysis for the Second Quarter and Six-Month Period of 2026

To: President
The Stock Exchange of Thailand

Sammakorn Public Company Limited (the "Company") would like to provide an explanation of the operating results of the Company and its subsidiaries, together with a summary of significant events and project developments, for the six-month period ended 30 June 2026, as follows:

In the second quarter of 2026, the Company launched the 91KINTON project on Soi Lat Phrao 91. The project comprises luxury 3.5-storey townhomes designed under the "Warm Minimalism" concept, seamlessly combining simplicity with warmth. The project is being developed through Sammakorn Plus Company Limited, a subsidiary of the Company. In addition, the Company increased the registered capital of Sammakorn-JV 5 Company Limited, a subsidiary of the Company, from Baht 1 million to Baht 40 million to support future real estate development projects.

In the second quarter of 2026, total revenues amounted to Baht 230.20 million, representing a decrease of Baht 202.56 million or 46.81% from the corresponding period of the previous year. For the six-month period ended 30 June 2026, the Company and its subsidiaries recorded total revenues of Baht 664.57 million, a decrease of Baht 136.30 million or 17.02% from the corresponding period of the previous year. Details are as follows:

Revenue from sales of real estate. In the second quarter of 2026, revenue from sales of real estate amounted to Baht 164.53 million, a decrease of Baht 201.58 million or 55.06% from the corresponding period of the previous year. For the six-month period ended 30 June 2026, revenue from sales of real estate amounted to Baht 298.77 million, a decrease of Baht 369.99 million or 55.32% from the corresponding period of the previous year. The decrease in revenue from sales of real estate in both the second quarter and the six-month period of 2026 was mainly attributable to delays in the transfer of ownership by certain customers. Financial institutions continued to apply stringent lending criteria, while household debt remained high and borrowers' debt-servicing capacity weakened. As a result, certain customers experienced delays in loan approvals or received loan facilities insufficient to finance their property purchases. These factors caused ownership transfers to fall behind the planned schedule and resulted in lower revenue recognition from sales of real estate compared with the corresponding period of the previous year.

The Company continues to closely monitor the status of customers' loan approvals and manage the ownership transfer process in line with prevailing circumstances in order to support revenue recognition in subsequent periods.

Rental income. In the second quarter of 2026, rental income amounted to Baht 16.19 million, a decrease of Baht 0.36 million or 2.18% from the corresponding period of the previous year. For the six-month period ended 30 June 2026, rental income amounted to Baht 30.63 million, a decrease of Baht 0.60 million or 1.92% from the corresponding period of the previous year. Rental income for both the second quarter and the six-month period of 2026 did not change significantly.

Service income. In the second quarter of 2026, service income amounted to Baht 37.93 million, an increase of Baht 2.39 million or 6.72% from the corresponding period of the previous year. The increase was mainly attributable to higher income from services provided at Sammakorn Market following market improvements, which increased both the number of market stalls and the service fee per stall. For the six-month period ended 30 June 2026, service income amounted to Baht 65.30 million, a decrease of Baht 6.84 million or 9.48% from the corresponding period of the previous year. The decrease was mainly due to the establishment of housing estate juristic persons for two projects, which reduced service income associated with the management of those projects compared with the corresponding period of the previous year.

Revenue from sales of food and bakery products. In the second quarter of 2026, revenue from sales of food and bakery products amounted to Baht 8.73 million, a decrease of Baht 1.35 million or 13.39% from the corresponding period of the previous year. For the six-month period ended 30 June 2026, such revenue amounted to Baht 17.58 million, a decrease of Baht 3.16 million or 15.24% from the corresponding period of the previous year. The decrease in revenue from sales of food and bakery products in both the second quarter and the six-month period of 2026 was attributable to the closure of two branches in 2025, which resulted in lower sales of food and bakery products compared with the corresponding period of the previous year.

Other income. In the second quarter of 2026, other income amounted to Baht 2.82 million, a decrease of Baht 1.67 million or 37.19% from the corresponding period of the previous year. For the six-month period ended 30 June 2026, other income amounted to Baht 5.79 million, a decrease of Baht 2.21 million or 27.63% from the corresponding period of the previous year. The decrease in other income in both the second quarter and the six-month period of 2026 was mainly attributable to lower water and electricity charges collected from contractors compared with the corresponding period of the previous year.

Gain on land expropriation. In March 2026, the Company recognised a gain on land expropriation of Baht 246.50 million arising from the expropriation of six title deeds by the Expressway Authority of Thailand. Accordingly, the Company recognised the gain on land expropriation in the 2026 interim period.

Costs

Total costs in the second quarter of 2026 amounted to Baht 173.19 million, a decrease of Baht 156.32 million or 47.44% from the corresponding period of the previous year. For the six-month period ended 30 June 2026, total costs amounted to Baht 321.57 million, a decrease of Baht 283.90 million or 46.89% from the corresponding period of the previous year. Details are as follows:

Cost of real estate sales. In the second quarter of 2026, cost of real estate sales amounted to Baht 123.11 million, a decrease of Baht 159.50 million or 56.44% from the corresponding period of the previous year. The decrease was in line with lower revenue from ownership transfers of projects developed by the Company and its subsidiaries. For the six-month period ended 30 June 2026, cost of real estate sales amounted to Baht 227.80 million, a decrease of Baht 285.38 million or 55.61% from the corresponding period of the previous year, consistent with the slowdown in cumulative ownership transfers during the first six months of 2026 compared with the corresponding period of the previous year.

Cost of rental services. In the second quarter of 2026, cost of rental services amounted to Baht 7.98 million, an increase of Baht 1.58 million or 24.69% from the corresponding period of the previous year. For the six-month period ended 30 June 2026, cost of rental services amounted to Baht 15.89 million, an increase of Baht 3.49 million or 28.15% from the corresponding period of the previous year. The increase in cost of rental services in both the second quarter and the six-month period of 2026 resulted from higher operating costs associated with rental areas compared with the corresponding period of the previous year.

Cost of services. In the second quarter of 2026, cost of services amounted to Baht 31.39 million, an increase of Baht 3.14 million or 11.12% from the corresponding period of the previous year. For the six-month period ended 30 June 2026, cost of services amounted to Baht 57.90 million, an increase of Baht 3.14 million or 5.73% from the corresponding period of the previous year. The increase in cost of services in both the second quarter and the six-month period of 2026 was mainly attributable to higher land rental expenses and the establishment of housing estate juristic persons for two projects, which resulted in higher service-related costs compared with the corresponding period of the previous year.

Cost of sales of food and bakery products. In the second quarter of 2026, cost of sales of food and bakery products amounted to Baht 10.71 million, a decrease of Baht 1.54 million or 12.57% from the corresponding period of the previous year. For the six-month period ended 30 June 2026, such cost amounted to Baht 19.98 million, a decrease of Baht 5.15 million or 20.49% from the corresponding period of the previous year. The decrease in cost of sales of food and bakery products in both the second quarter and the six-month period of 2026 was mainly attributable to the closure of the Langsuan branch, which reduced costs associated with the food and bakery business compared with the corresponding period of the previous year.

Selling and Administrative Expenses

In the second quarter of 2026, selling and administrative expenses amounted to Baht 77.61 million, a decrease of Baht 13.49 million or 14.81% from the corresponding period of the previous year. For the six-month period ended 30 June 2026, selling and administrative expenses amounted to Baht 161.24 million, a decrease of Baht 11.76 million or 6.80% from the corresponding period of the previous year. Details are as follows:

Selling expenses. In the second quarter of 2026, selling expenses amounted to Baht 25.01 million, a decrease of Baht 9.10 million or 26.68% from the corresponding period of the previous year. The decrease in selling expenses was in line with the decrease in revenue from sales of real estate of the Company and its subsidiaries. For the six-month period ended 30 June 2026, selling expenses amounted to Baht 46.67 million, a decrease of Baht 13.33 million or 22.22% from the corresponding period of the previous year, consistent with the decrease in cumulative revenue from sales of real estate during the first six months of 2026 compared with the corresponding period of the previous year.

Administrative expenses. In the second quarter of 2026, administrative expenses amounted to Baht 52.60 million, a decrease of Baht 4.39 million or 7.70% from the corresponding period of the previous year, mainly as a result of efficient management and control of operating expenses. For the six-month period ended 30 June 2026, administrative expenses amounted to Baht 114.57 million, an increase of Baht 1.56 million or 1.38% from the corresponding period of the previous year. The increase was mainly attributable to expenses incurred for repairs to project infrastructure in preparation for the establishment and handover of housing estate juristic persons.

Finance Costs

In the second quarter of 2026, finance costs amounted to Baht 11.36 million, an increase of Baht 0.38 million or 3.46% from the corresponding period of the previous year. For the six-month period ended 30 June 2026, finance costs amounted to Baht 25.47 million, an increase of Baht 0.46 million or 1.84% from the corresponding period of the previous year. The increase in finance costs in both the second quarter and the six-month period of 2026 was mainly attributable to the Company’s borrowings used to finance real estate development projects and support ongoing operations. In addition, certain projects remained under development, and the Company therefore continued to incur interest expenses on borrowings, resulting in a slight increase in finance costs compared with the corresponding period of the previous year.

Net Profit (Loss) Attributable to Equity Holders of the Company

For the second quarter of 2026, the Company and its subsidiaries recorded a net loss attributable to equity holders of the Company of Baht 23.51 million, representing an increase in net loss of Baht 19.59 million or 499.74% from the corresponding period of the previous year. The higher net loss in the second quarter of 2026 was mainly attributable to a decrease in revenue from sales of real estate of Baht 201.58 million or 55.06% from the corresponding period of the previous year. As a result, the Company recorded a loss for the period of Baht 28.63 million, an increase of Baht 26.79 million or 1,455.98% from the corresponding period of the previous year. For the six-month period ended 30 June 2026, the Company and its subsidiaries recorded net profit attributable to equity holders of the Company of Baht 133.28 million, an increase of Baht 144.47 million or 1,291.06% from the corresponding period of the previous year. The increase was mainly attributable to the recognition of a gain on land expropriation of Baht 246.50 million arising from the expropriation of six title deeds by the Expressway Authority of Thailand, resulting in improved operating results for the six-month period of 2026 compared with the corresponding period of the previous year.

Consolidated Statement of Financial Position as at 30 June 2026

Assets

As at the end of the second quarter of 2026, the Company had total assets of Baht 5,392.33 million, which were broadly unchanged from total assets as at 31 December 2025, decreasing by Baht 0.31 million or 0.01%.

Current assets. As at the end of the second quarter of 2026, current assets amounted to Baht 4,152.05 million, an increase of Baht 48.30 million or 1.18% from 31 December 2025. The increase was mainly attributable to higher cash and cash equivalents, together with a decrease in real estate development costs.

Non-current assets. As at the end of the second quarter of 2026, non-current assets amounted to Baht 1,240.28 million, a decrease of Baht 48.62 million or 3.77% from 31 December 2025. The decrease was mainly attributable to the expropriation of certain plots of the Company’s land by the Expressway Authority of Thailand in March 2026.

Liabilities

As at the end of the second quarter of 2026, the Company had total liabilities of Baht 2,730.54 million, a decrease of Baht 114.99 million or 4.04% from 31 December 2025.

Current liabilities. As at the end of the second quarter of 2026, current liabilities amounted to Baht 1,272.06 million, a decrease of Baht 70.53 million or 5.25% from 31 December 2025. The decrease was mainly attributable to repayments of bank overdrafts to reduce the Company's interest burden, together with repayments of short-term borrowings from related parties and borrowings from financial institutions.

Non-current liabilities. As at the end of the second quarter of 2026, non-current liabilities amounted to Baht 1,458.48 million, a decrease of Baht 44.46 million or 2.96% from 31 December 2025. The decrease was mainly attributable to the gradual recognition of rental income received in advance from a real estate investment trust in the ordinary course of the Company's business, together with repayments of borrowings from financial institutions.

Shareholders' Equity

As at the end of the second quarter of 2026, the Company had shareholders' equity of Baht 2,661.79 million, an increase of Baht 114.68 million or 4.50% from Baht 2,547.11 million as at 31 December 2025.

The increase in shareholders' equity was mainly attributable to total comprehensive income for the period of Baht 120.44 million, resulting in higher shareholders' equity as at the end of the second quarter of 2026 compared with the end of 2025.

Cash Flows

As at the beginning of the period on 31 December 2025, the Company had cash and cash equivalents of Baht 27.37 million. During the six-month period ended 30 June 2026, the Company generated net cash from operating activities of Baht 40.49 million and net cash from investing activities of Baht 307.85 million, while net cash used in financing activities amounted to Baht 234.14 million. Consequently, as at 30 June 2026, the Company had cash and cash equivalents of Baht 141.57 million.

Please be informed accordingly

Yours sincerely,

(Mr. Napon Janetumnugul)
Chief Executive Officer