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Management Discussion and Analysis for the Third Quarter of Fiscal Year 2026

Frasers Property (Thailand) Public Company Limited and its Subsidiaries ("the Company") would like to report the financial results of the Company for the third quarter of FY2026 ended 30 June 2026 to the Stock Exchange of Thailand (SET).

Business Performance Overview:

The Thai economy performed better than previously anticipated in the past quarter and began to show signs of recovery from its trough. Economic growth was supported by stronger exports, investment momentum driven by technology and artificial intelligence (AI)-related developments, as well as ongoing government stimulus measures. In addition, the economic impact arising from geopolitical tensions in the Middle East was less severe than expected. Despite these positive developments, overall economic growth remained modest, and the recovery continued to be uneven. Expansion was concentrated among large corporates and technology-related industries, while households and small and medium-sized enterprises (SMEs) continued to face economic vulnerabilities and persistent headwinds. Amid these challenges, the Company continues to operate with prudence, focusing on capital and financial management to preserve stability and liquidity, while deploying flexible strategies to navigate economic volatility and capture opportunities from a potential market recovery. At the same time, the Company remains committed to strengthening its investment readiness in high-potential businesses to create long-term value, while continuously enhancing operational efficiency and organizational effectiveness. This is underpinned by a strong commitment to good corporate governance and responsible business practices toward communities, society, and the environment, to support stable and sustainable growth while safeguarding the long-term interests of all stakeholders.

For the third quarter of FY2026 ended 30 June 2026, the Company reported **total operating revenue** of THB 2,916.9 million, a decrease of 18.1% or THB 642.9 million compared to the previous year. The **total revenue** was THB 3,014.7 million, a decrease of 25.6% or THB 1,034.8 million. The Company recorded a **net profit** of THB 497.4 million, a decrease of 23.0% or THB 148.6 million, with **a profit attributable to the owners of the Company** of THB 496.4 million, a decrease of 22.9% or THB 147.8 million. The details are as follows:

- **Revenue from sales of real estate** decreased by THB 697.8 million or 28.6% to THB 1,743.7 million, compared to THB 2,441.5 million in the previous year. The decline was primarily attributable to continued market pressures from the economic slowdown, persistently high household debt levels, tighter lending conditions imposed by financial institutions, and intensified competition in the market. Meanwhile, the gross profit margin of the residential business improved from 22.6% in the prior year to 25.3%. In the fourth quarter, the Company plans to launch another new project, namely Goldina Ngamwongwan–Prachachuen, a townhome project under new brand, building on prior success and expanding into additional high-potential location. Despite these challenges, the Company remains focused on delivering high-quality products and excellent services, while maintaining effective cost management and continuously strengthening its brand to achieve top-of-mind positioning in the residential market.

• **Rental and related service revenue** decreased by THB 19.7 million or 2.4% to THB 818.0 million from THB 837.7 million in the previous year. The decline was primarily attributed to lower office occupancy rates at Silom Edge and FYI Center. Nevertheless, through continuous improvements in building quality and service standards, the Company was able to maintain a high occupancy rate of 85% across its office and retail properties under management, despite prevailing market oversupply.

In the industrial business, factories and warehouses under the Company's management continued to maintain a high occupancy rate of 92%, supported by the continued relocation of manufacturing bases to the Southeast Asia region, particularly Thailand, Indonesia, and Vietnam.

• **Revenue from hospitality business** increased slightly by THB 0.6 million, or 0.7%, to THB 81.3 million from THB 80.7 million in the previous year. The increase was primarily driven by a higher occupancy rate, while the average daily room rate decreased compared to the previous year.

• **Revenue from management services** increased by THB 74.0 million, or 37.0%, to THB 273.9 million, primarily driven by additional income from management services provided for One Bangkok following operational integration.

• In 3QFY2026, the Company recorded a gain on sales of investment properties of THB 9.2 million, a decrease of THB 404.4 million from THB 413.6 million in the previous year, mainly due to lower sales of non-strategic assets.

• Share of profits of associates and joint ventures, net of unrealized gains on sales of properties to associates and joint ventures, increased by THB 164.8 million to THB 306.8 million from THB 142.0 million in the previous year. The increase was mainly driven by the recognition of share of profit from additional land sales in the ARAYA – The Eastern Gateway project.

• The Company's total operating costs decreased by 20.2% or THB 490.7 million to THB 1,941.8 million, primarily due to lower cost of real estate sales in line with the decline in sales volume. As a result, overall gross profit margin improved from 31.7% in the previous year to 33.4%. Distribution costs and administrative expenses decreased by 9.3% or THB 65.2 million to THB 635.4 million, mainly attributable to a decrease in transfer expenses. Consequently, the Company recorded total costs and expenses of THB 2,577.2 million, a decrease of 17.7% or THB 555.9 million from the previous year.

• The Company's finance costs decreased by 10.6% or THB 34.6 million, primarily due to a lower average interest cost, in line with prevailing market conditions.

Based on the aforementioned revenues and expenses, the Company reported a **net profit** of THB 497.4 million, a decrease of THB 148.6 million or 23.0%, with a **profit attributable to the owners of the Company** of THB 496.4 million, a decrease of THB 147.8 million or 22.9%. Earnings per share for 3QFY2026 were THB 0.21 per share, a decrease from THB 0.27 per share in the previous year.

Financial Performance for 3QFY2026

Unit: THB Million	3QFY2025	3QFY2026	% to Total Revenue	%Y-o-Y
Revenue from sales of real estate	2,441.5	1,743.7	57.8%	(28.6%)
Rental and related service revenue	837.7	818.0	27.1%	(2.4%)
Revenue from hotel business	80.7	81.3	2.7%	0.7%
Management fee income	199.9	273.9	9.1%	37.0%
Total operating revenue	**3,559.8**	**2,916.9**	**96.8%**	**(18.1%)**
Gain on sales of investment properties	413.6	9.2	0.3%	(97.8%)
Others	76.1	88.6	2.9%	16.4%
Total revenues	**4,049.5**	**3,014.7**	**100.0%**	**(25.6%)**
Total operating costs	2,432.5	1,941.8	64.4%	(20.2%)
Distribution costs and administrative expenses	700.6	635.4	21.1%	(9.3%)
Total expenses	**3,133.1**	**2,577.2**	**85.5%**	**(17.7%)**
Finance costs	(325.8)	(291.2)	(9.7%)	(10.6%)
Share of profits (losses) of associates and joint ventures net of unrealised gains on sales of properties to associates and joint ventures	142.0	306.8	10.2%	116.1%
Tax expenses	(86.6)	44.3	1.5%	(151.2%)
Profit for the period	**646.0**	**497.4**	**16.5%**	**(23.0%)**
Profit attributable to owner of the Company	**644.2**	**496.4**	**16.5%**	**(22.9%)**
Basic earnings per share (THB)	**0.27**	**0.21**		**(22.2%)**

Financial Position as at 30 June 2026

Unit: THB Million	30 Sep 2025	30 Jun 2026	% YTD
Cash, cash equivalents and fixed deposits	1,073.1	1,125.0	(17.7%)
Real estate development for sales	33,447.1	35,942.8	9.0%
Investments in associates, joint ventures, and other investments	13,322.6	14,277.0	6.5%
Investment properties	37,505.1	39,506.5	4.0%
Property, plant and equipment	2,415.5	3,075.8	(0.3%)
Total assets	**93,878.5**	**100,901.1**	**5.4%**
Interest-bearing liabilities	46,388.4	48,130.3	3.8%
Total liabilities	**57,657.7**	**63,022.3**	**7.3%**
Total equity	**36,220.8**	**37,878.8**	**2.5%**

As of 30 June 2026, the Company's total assets amounted to THB 100,901.1 million, an increase of 7.5% or THB 7,022.6 million, compared with 30 September 2025. This was primarily attributable to an increase in real estate development for sales and investment properties, following the acquisition of new industrial land plot in Chonburi and additional investment in industrial properties, respectively.

As of 30 June 2026, the Company's total liabilities amounted to THB 63,022.3 million, an increase of THB 5,364.6 million or 9.3% from 30 September 2025. Interest-bearing debt was THB 48,130.3 million, an increase of THB 1,741.9 million, mainly from a rise in loan from financial institutions. Total equity was THB 37,878.8 million, which increased by THB 1,658.1 million or 4.6% compared to the previous year. As a result, the Company's interest-bearing debt to equity ratio was at 1.27 times, slightly lower than 1.28 times at the end of FY2025.

Business Outlook

Thailand's economy in 2026 is expected to expand at a slower pace than the previous year, primarily due to the impact of geopolitical tensions in the Middle East, which have weighed on tourism, exports, and domestic consumption. The SCB Economic Intelligence Center projects Thailand's GDP growth at 2.0% in 2026, supported by signs of easing geopolitical tensions, as well as continued growth in exports and investment in certain industries. Nevertheless, despite support from government stimulus measures and the THB 400 billion emergency borrowing decree, the Thai economy continues to face pressure from rising energy and production costs. These pressures have begun to pass through to inflation and consumer purchasing power, resulting in an uneven recovery, with growth concentrated among large corporates and technology-related industries, while households and small and medium-sized enterprises (SMEs) remain vulnerable. On the monetary policy front, the Monetary Policy Committee (MPC) is expected to maintain the policy interest rate at 1.00%, as inflationary pressures are largely driven by supply-side factors. Meanwhile, the Thai baht is expected to remain relatively stable, supported by the country's strong international reserve position.

In the residential sector, conditions remain challenging amid persistently high household debt levels, stricter lending criteria from financial institutions, and weakened purchasing power amid the economic slowdown. Although the government has extended several stimulus measures, including reductions in transfer and mortgage registration fees and the relaxation of housing loan-to-value regulations, property developers still need to remain prudent and adaptable in refining their business strategies, with a strong focus on efficient cost and capital management to navigate the anticipated market slowdown.

The industrial real estate and industrial estate sectors continue to benefit from government investment policies and incentive measures, including 'Thailand FastPass' initiative, which supports growth in foreign direct investment, although such investment remains largely concentrated in the electronics and digital industries. Nevertheless, Thailand continues to possess strong potential to attract manufacturing relocation, supported by its strategic location at the centre of ASEAN, well-developed infrastructure, the expansion of special economic zones, and government investment promotion policies. These factors continue to underpin the long-term growth prospects of the industrial sector. Developers, however, need to remain agile in response to market changes and evolving customer behaviours by enhancing service quality, adopting advanced technologies, and developing projects that emphasize environmental, social, and governance (ESG) principles to strengthen sustainable competitiveness.

In the commercial sector, competition remains intense due to an influx of newly completed office buildings, which has limited the ability to increase rental rates. Nevertheless, Grade A and A+ office buildings in the Central Business District (CBD) continue to attract strong demand, particularly those with ESG certifications and consistently enhanced service quality and safety standards. These factors are expected to enhance competitiveness and help mitigate the risk of oversupply in the market.

Yours faithfully,

Frasers Property (Thailand) Public Company Limited

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Mr. Kriangkrai Pokanukrom

Chief Financial Officer