SISB

Management Discussion & Analysis

for the three-month and six-month periods ended 30 June 2026

SISB PUBLIC COMPANY LIMITED

13 August 2026

Re: Management Discussion & Analysis for the three-month and six-month periods ended 30 June 2026

To: The President of the Stock Exchange of Thailand (SET)

SISB PUBLIC COMPANY LIMITED ("the company") would like to provide an explanation regarding our significant events, financial performance, and position for the three-month and six-month periods ended 30 June 2026 as follows:

Executive Summary

Statement of Income	Consolidated financial statement for three-month period					
	30 June 2025		30 June 2026		Change	
	Million THB	%	Million THB	%	Million THB	%
Academic Year of Revenue Recognition	AY2024/2025		AY2025/2026			
Revenues from sales and services	610.98	98.05	623.53	97.70	12.55	2.05
Total revenues	623.14	100.00	638.16	100.00	15.02	2.41
Tuition and services cost	277.34	44.51	301.83	47.30	24.49	8.83
Gross Profit	333.65	54.61	321.70	51.59	(11.95)	(3.58)
EBITDA	285.84	45.87	273.65	42.88	(12.19)	(4.26)
Net Profit	223.76	35.91	200.31	31.39	(23.45)	(10.48)
Excluded Gain on sales and fair value adjustments of financial assets and related tax expenses						
Total revenues	621.77	100.00	633.46	100.00	11.69	1.88
EBITDA	284.46	45.75	268.94	42.46	(15.52)	(5.46)
Net Profit	222.39	35.77	196.54	31.03	(25.85)	(11.62)

Key Financial Highlight for the three-month period ended 30 June 2026

Revenue from sales and services

- The Company's revenue from sales and services for the three-month period ended 30 June 2025 and 2026 were THB 610.98 million and THB 623.53 million respectively. Revenue increased by THB 12.55 million or 2.05%. This mainly came from better mix of secondary student increased and also increased in tuition fee of AY2025/2026.

Net Profit and Net Profit Margin

- The company reported net income of THB 200.31 million in Q2'2026, a decrease from THB 223.76 million in the same period of previous year. The decrease in net profit was due to the increase in tuition and services cost. The Company reported net profit margin of 31.39% in Q2'2026 (If excluded revenue from gain on sales and fair value adjustments of financial assets and related tax expenses, net income was 196.54 million with net profit margin of 31.03%), decrease from 35.91% in the same period of previous year.

Campus and Education Development 2026-2027

The company has commenced construction of the third phase of Singapore International School Bangkok. The construction was completed in January 2026.

Figure 1: Photograph of the SISB Bangkok Phase 3 school building, which completed in January 2026.

The company entered into a land purchased agreement in Pathum Thani Province in December 2024. The company commenced the construction of the seventh Singapore International School. The company has a groundbreaking ceremony on 2 February 2026 and expected to open in Q3'2027.

The company has received the documents for school name reservation to establish a school under the Private School Act, under the name Marina Singapore International School in March 2026

Figure 2: Architectural rendering of the school building for SISB's seventh international school campus.

Driving Business Towards Sustainability

SISB Public Company Limited (the "Company") is committed to sustainable business development alongside the provision of quality education. The Company considers material environmental, social and governance (ESG) matters relevant to its business operations and stakeholders and incorporates these matters into its sustainability policies and operating practices.

During the first six months of 2026, the Company continued to implement sustainability initiatives in accordance with its established plans. Further information on the Company's sustainability management approach and performance is available at https://sisb.ac.th/esg/.

Target number of students for the year 2026

The company has set a target for total number of students across all six international school campuses to be 4,600 students by December 2026 decreased from original target at 4,800 due to the global economic slowdown.

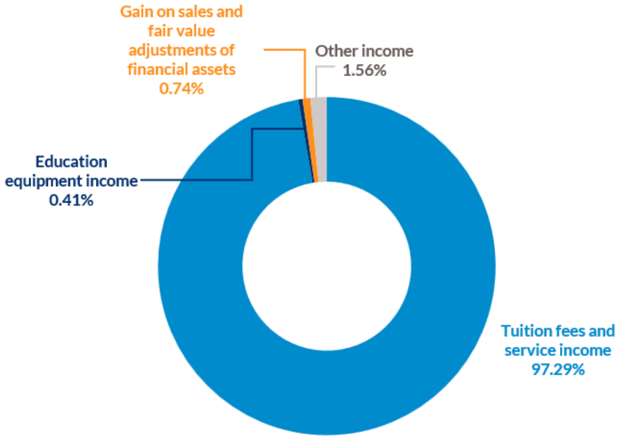
Financial Performance for the three-month period ended 30 June 2026

Statement of Income	Consolidated financial statement for the three-month period ended					
	30 June 2025		30 June 2026		Change	
	Million THB	%	Million THB	%	Million THB	%
Academic Year of Revenue Recognition	AY2024/2025		AY2025/2026			
Revenues						
Revenues from sales and services	610.98	98.05	623.53	97.70	12.55	2.05
- Tuition fees and services income	608.31	97.62	620.89	97.29	12.58	2.07
- Education equipment income	2.67	0.43	2.64	0.41	(0.03)	(1.12)
Gain on sales and fair value adjustments of financial assets	1.37	0.22	4.70	0.74	3.33	243.07
Other income	10.79	1.73	9.93	1.56	(0.86)	(7.97)
Total revenues	**623.14**	**100.00**	**638.16**	**100.00**	**15.02**	**2.41**
Costs and Expenses						
Tuition and services cost	277.34	44.51	301.83	47.30	24.49	8.83
Administrative expenses	127.78	20.50	139.09	21.79	11.31	8.85
Total costs and expenses	**405.12**	**65.01**	**440.92**	**69.09**	**35.80**	**8.84**
Share of profit from investment accounted for under equity method	9.31	1.49	10.85	1.70	1.54	16.54
Finance income	7.03	1.13	3.56	0.56	(3.47)	(49.36)
Finance cost	10.13	1.63	8.43	1.32	(1.70)	(16.78)
Profit before income tax expenses	**224.23**	**35.98**	**203.22**	**31.85**	**(21.01)**	**(9.37)**
Income tax expenses	0.47	0.07	2.91	0.46	2.44	519.15
Profit for the period	**223.76**	**35.91**	**200.31**	**31.39**	**(23.45)**	**(10.48)**
Gross Profit Margin		54.61		51.59		(3.02)
EBITDA Margin		45.87		42.88		(2.99)
Net Profit Margin		35.91		31.39		(4.52)
Excluded Gain on sales and fair value adjustments of financial assets and related tax expenses						
Total revenues	621.77	100.00	633.46	100.00	11.69	1.88
EBITDA	284.46	45.75	268.94	42.46	(15.52)	(5.46)
Net Profit	222.39	35.77	196.54	31.03	(25.85)	(11.62)

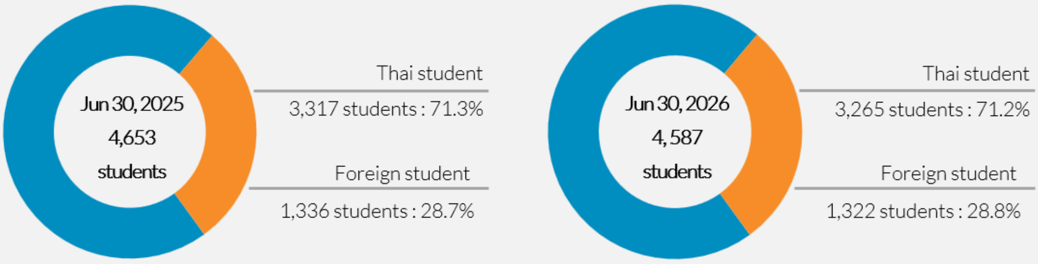
Analysis of Statement of Income for the three-month period ended 30 June 2026

Revenue

Revenue Breakdown in Q2'2026

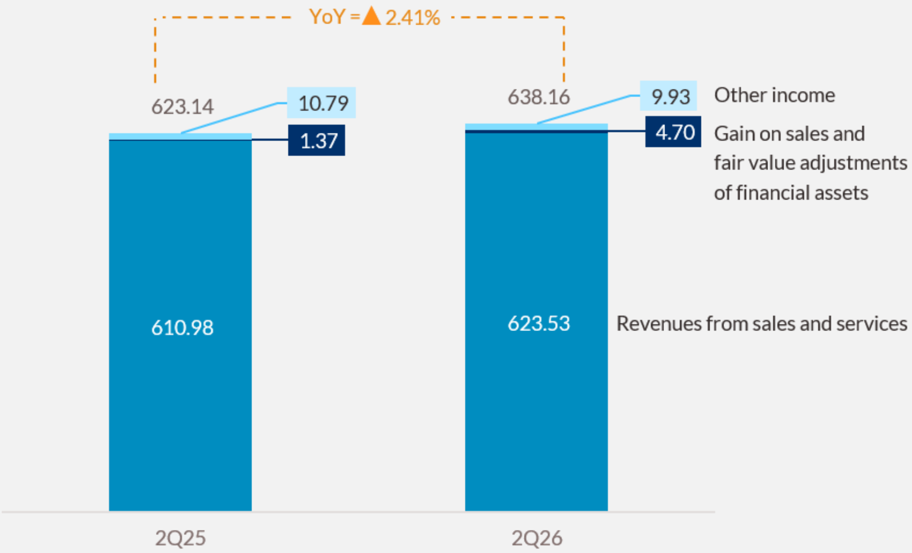


Number of Student by Nationality (SISB Group)



Number of schools: 6 schools 6 schools

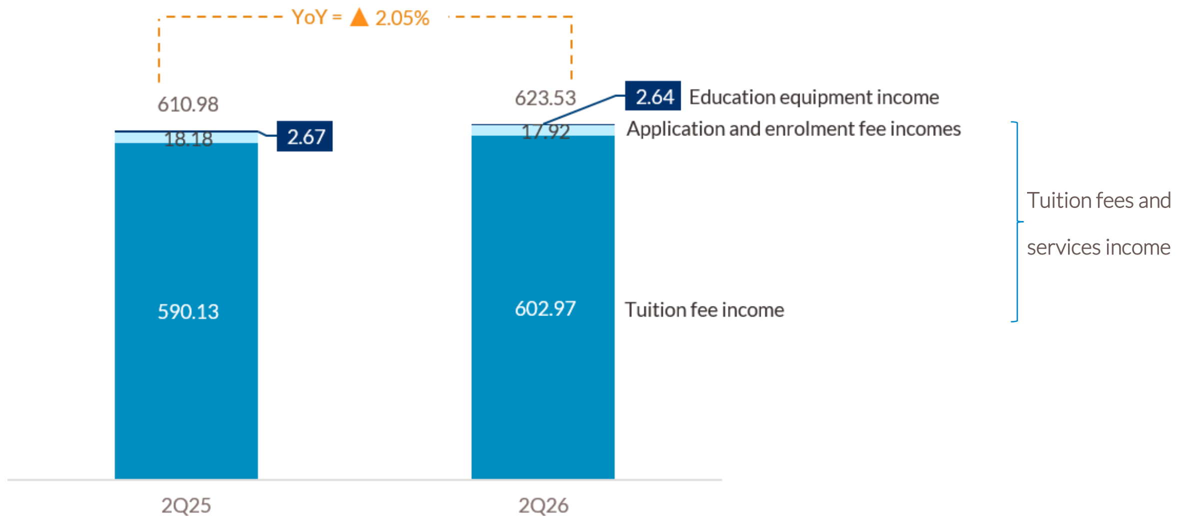
The Company's revenue for the three-month period ended 30 June 2025 and 2026 were THB 623.14 million and THB 638.16 million respectively. Revenue increased by THB 15.02 million or 2.41%. The summary is as follows:



If excluded revenue from Gain on sales and fair value adjustments of financial assets, The Company's revenue for the three-month period ended 30 June 2025 and 2026 were THB 621.77 million and 633.46 million respectively, increased by THB 11.69 million or 1.88%

Revenues from sales and services

Revenues from sales and services of the company for the three-month period ended 30 June 2025 and 2026 were THB 610.98 million and THB 623.53 million respectively. Revenues from sales and services consist of Tuition fees and services income and Education equipment income which accounted for 99.58% and 0.42% of revenues from sales and services in three-month period 2026 respectively.



Tuition fees and services income

Tuition fees and services income consists of Tuition fee income and Application and enrolment fee income. The details are as follows:

Tuition fee income

Tuition fee income for three-month period ended 30 June 2025 and 2026 was THB 590.13 million and THB 602.97 million respectively, increasing by 2.18% resulting from average tuition fee income per student increased from THB 0.56 million to THB 0.58 million per student or 3.58%, mainly came from the increasing in tuition fee of AY2025/2026 which is related to the industry and increased in staff remunerations and mix of secondary student increased.

Application and enrolment fee incomes

Application and enrolment fee incomes of the company for three-month period ended 30 June 2025 and 2026 were THB 18.18 million and THB 17.92 million respectively. Application and enrolment fee decreased by 1.43% from the same period of previous year, mainly came from lower number of new students.

Education equipment income

Education equipment income for three-month period ended 30 June 2025 and 2026 were THB 2.67 million and THB 2.64 million respectively, decreased by THB 0.03 million or 1.12%. Education equipment income mainly consisted of income from school uniforms.

Gain on sales and fair value adjustments of financial assets

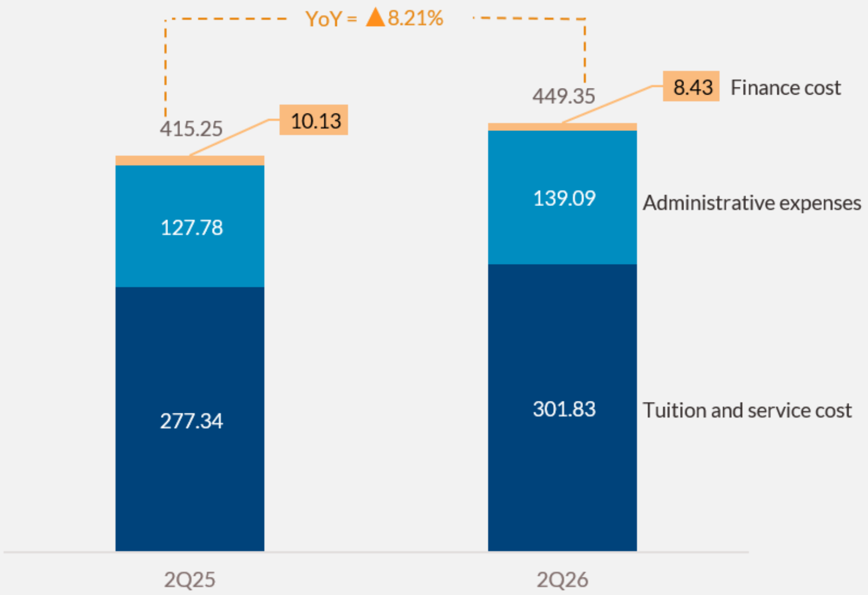
Gain on sales and fair value adjustments of financial assets for three-month period ended 30 June 2025 and 2026 were THB 1.37 million and THB 4.70 million respectively. Financial assets consisted of securities issued by a public listed company in transportation and logistics industry.

Other income

Other income for three-month period ended 30 June 2025 and 2026 were THB 10.79 million and THB 9.93 million respectively, decreased by THB 0.86 million or 7.97%. Other incomes mainly consisted of income from advisory and management fee from SISB-SIRI.

Costs and Expenses

Costs and expenses of the company consist of tuition and services cost, administrative expenses and finance cost. Costs and expenses for three-month period ended 30 June 2025 and 2026 were THB 415.25 million and THB 449.35 million respectively, which accounted for 66.64% and 70.41% of total revenue.



Tuition and services cost

Tuition and services cost were the major component of the company's total cost. For three-month period ended 30 June 2025 and 2026, tuition and services cost were THB 277.34 million and THB 301.83 million respectively, increasing by THB 24.49 million or 8.83%. Tuition and services cost consisted of cost of education and cost of building management. The details are as follows:

Cost of Education

The company reported cost of education at THB 219.55 million for Q2'2026 increased from THB 201.62 million in the same period of previous year. The cost increased related to increasing in tuition fees income and adjustment in academic staff remunerations at the beginning of academic year, increasing in number of academic staffs. Cost of education to revenue from sales and services increased from 33.00% in the three-month period of 2025 to 35.21% in the three-month period of 2026. Cost of education to revenue from sales and services increased related to a decrease in student: teacher ratio of 5.93%.

Cost of Building Management

Cost of building management for three-month period ended 30 June 2026 was THB 82.28 million. The cost increased from the same period of the previous year at THB 75.72 million. Cost of building management to Tuition fee and service income was at 13.20% for Q2'2026 which increased from 12.39% at the same period of the previous year because the opening of the third phase of Singapore International School Bangkok.

Administrative expenses

The company reported administrative expenses at THB 139.09 million which is 21.79% of total revenue in Q2'2026 (If excluded revenue from gain on sales and fair value adjustments of financial assets, administrative expenses will be 21.96% of total revenue) which increased from the same period of last year at THB 127.78 million which is 20.50% of total revenue. The expenses consisted of employee-related expenses which amounted to THB 93.92 million in Q2'2025 and THB 102.70 million in Q2'2026. Administrative expenses to total revenue increased due to due to an increase in number of staff and increased in staff remunerations which resulted in an increase in the staff expense to total revenue ratio.

Finance cost

The company reported finance cost at THB 8.43 million in three-month period ended 30 June 2026, which decreased from the same period of last year at THB 10.13 million, mainly due to interest from right of use assets under TFRS 16 Leases

Share of profit from investment accounted for under equity method

For three-month period ended 30 June 2025 and 2026, SISB-SIRI which included Singapore International School Chiangmai, reported net income of THB 18.62 million and THB 21.69 million respectively. Therefore, the company realized share of profit from investment accounted for under equity method amounted to THB 9.31 million and THB 10.85 million in Q2'2025 and Q2'2026, respectively.

Net income

The company reported net income of THB 200.31 million, with net profit margin at 31.39%, (If excluded revenue from gain on sales and fair value adjustments of financial assets and related tax, net income was 196.54 million with net profit margin of 31.03%), a decrease from the same period of previous year of THB 223.76 million. The decrease in net profit was mainly due to the increase in tuition and service cost and administrative expenses.

Financial Performance for the six-month period ended 30 June 2026

Statement of Income	Consolidated financial statement for six-month period					
	30 June 2025		30 June 2026		Change	
	Million THB	%	Million THB	%	Million THB	%
Academic Year of Revenue Recognition	AY2024/2025		AY2025/2026			
Revenues						
Revenues from sales and services	1,235.26	98.19	1,249.70	97.99	14.44	1.17
- Tuition fees and services income	1,229.75	97.75	1,244.49	97.58	14.74	1.20
- Education equipment income	5.51	0.44	5.21	0.41	(0.30)	(5.44)
Gain on sales and fair value adjustments of financial assets	1.37	0.11	6.43	0.50	5.06	369.34
Other income	21.40	1.70	19.20	1.51	(2.20)	(10.28)
Total revenues	1,258.03	100.00	1,275.33	100.00	17.30	1.38
Costs and Expenses						
Tuition and services cost	559.71	44.49	606.61	47.56	46.90	8.38
Administrative expenses	249.12	19.80	263.90	20.69	14.78	5.93
Total costs and expenses	808.83	64.29	870.51	68.25	61.68	7.63
Share of profit from investment accounted for under equity method	19.30	1.53	21.45	1.68	2.15	11.14
Finance income	13.88	1.11	8.69	0.68	(5.19)	(37.39)
Finance cost	18.34	1.46	16.53	1.30	(1.81)	(9.87)
Profit before income tax expenses	464.04	36.89	418.43	32.81	(45.61)	(9.83)
Income tax expenses	2.51	0.20	2.43	0.19	(0.08)	(3.19)
Profit for the period	461.53	36.69	416.00	32.62	(45.53)	(9.87)
Gross Profit Margin		54.69		51.46		(3.23)
EBITDA Margin		46.47		43.60		(2.87)
Net Profit Margin		36.69		32.62		(4.07)
Excluded Gain on fair value adjustments of financial assets and related tax expenses						
Total revenues	1,256.65	100.00	1,268.90	100.00	12.25	0.97
EBITDA	583.27	46.41	549.57	43.31	(33.70)	(5.78)
Net Profit	460.15	36.62	408.67	32.21	(51.48)	(11.19)

Analysis of Statement of Income for the six-month period ended 30 June 2026

Total revenues

The Company's total revenues for the six-month period ended 30 June 2025 and 2026 were THB 1,258.03 million and THB 1,275.33 million respectively. Revenue increased by THB 17.30 million or 1.38%. This mainly came from better mix of secondary student increased and also increased in tuition fee of AY2025/2026.

Total costs and expenses

Total costs and expenses of the Company increased from THB 808.83 million to THB 870.51 million which consist of Tuition and services cost and Administrative expenses

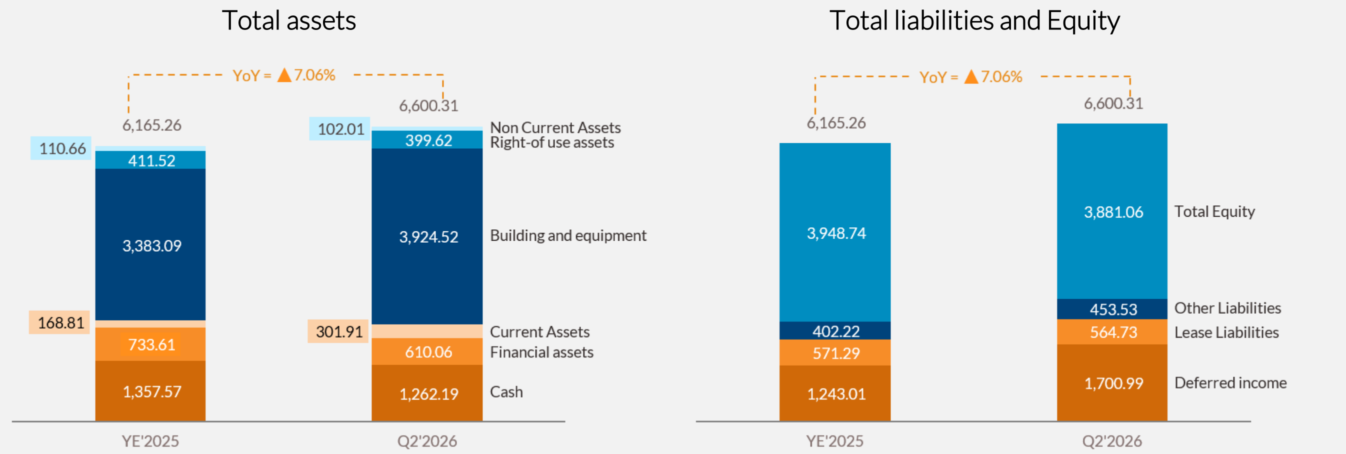
For six-month period ended 30 June 2025 and 2026, tuition and services cost were THB 559.71 million and THB 606.61 million respectively, increasing by THB 46.90 million or 8.38%. The cost increased related to increasing in tuition fees income and adjustment in academic staff remunerations at the beginning of academic year, increasing in number of academic staffs and came from the depreciation of the third phase of Singapore International School Bangkok. Tuition and services cost to revenue from sales and services increased from 45.31% in the six-month period of 2025 to 48.54% in the six-month period of 2026.

Administrative expenses were at THB 263.90 million which is 20.69% of total revenue, increasing from THB 249.12 million in the same period of last year. The expenses consisted of employee-related expenses which amounted to THB 195.03 million. Administrative expenses to total revenue increased from 19.80% in six-month period of 2025 to 20.69% in six-month period of 2026. This was due to an increase in number of staff and increased in staff remunerations

Net income

The company reported net income of THB 416.00 million for six-month period of 2026, with net profit margin at 32.62% (If excluded revenue from gain on fair value adjustments of financial assets and related tax expenses, net income was 408.67 million with net profit margin of 32.21%), decrease from the same period of previous year of THB 461.53 million. The decrease in net profit was mainly due to the increase in tuition and service cost and administrative expenses.

Analysis of Statement of Financial Position



<u>Total assets</u>

As of 30 June 2026, the company's total assets increased from the balance as of 31 December 2025 by THB 435.05 million or 7.06%.

Significant changes mainly came from the following items:

- Cash and cash equivalent decreased by THB 95.38 million. Significant movements were as follows:
  - Net cash flows from operating activities of THB 892.78 million from school fee and deposit from new students during the period.
  - Net cash flows used in investing activities of THB 485.07 million, mainly used for land acquisition for the expansion of the Suvarnabhumi school in Samut Prakan Province. Offset with cash inflows from investments in matured fixed deposits, dividend received from investment in joint venture and interest income.
  - Net cash flows used in financing activities of THB 503.09 million for payments of dividend and liabilities under finance lease agreements.
- Current financial assets decreased by THB 123.55 million mainly due to the maturity of fixed deposits and the sale of securities issued by a public listed company in transportation and logistics industry during the period. As of 30 June 2026, the company has other current financial assets of THB 610.06 million.
- Current assets increased by THB 133.10 million, mainly from account receivables of tuition fee for AY2026/2027.
- Property, plant, and equipment increased by THB 541.43 million. The movements were as follows:
  - Property, plant, and equipment increased by THB 656.11 million mainly came from land acquisition for the expansion of the Suvarnabhumi school.
  - Depreciation during the period of THB 114.66 million.
  - Other movements decreased by THB 0.02 million.
- Right-of-use assets decreased by THB 11.90 million, which mainly came from depreciation during the period.

The Group maintained a strong financial position, with total cash and fixed deposits of at THB 1,842.19 million as of 30 June 2026, representing 27.91% of total assets. This decreased from 2,055.57 million or 33.34% of total assets as of 31 December 2025 mainly came from land acquisition for the expansion of the Suvarnabhumi school.

Total liabilities

As of 30 June 2026, the company's total liabilities increased from the balance as of 31 December 2025 by THB 502.73 million or 22.68%.

Significant changes mainly came from the following items:

- Deferred income increased by THB 457.98 million, mainly came from advance tuition fee for AY2026/2027.
- Lease Liabilities decreased by THB 6.56 million from lease liabilities payment.
- Other Liabilities increased by THB 51.31 million mainly due to accrued bonus, accrued cost of extra activities, deposit from new students during the period and provision for long-term employee benefits.

Total shareholders' equity

As of 30 June 2026, total shareholders' equity was at THB 3,881.06 million, which decreased by THB 67.68 million or 1.71%.

Significant changes mainly came from the following items:

- Net profit for the six-month period ended 30 June 2026 of THB 416.00 million.
- Other comprehensive loss for the six-month period ended 30 June 2026 of THB 4.28 million.
- Dividend payment of THB 479.40 million. The dividend payment was approved the 2026 Annual General Meeting of Shareholders on 9 April 2026.

Please be informed accordingly.

Yours Sincerely,

Mr. Yew Hock Koh

Chief Executive Officer