ปรีชากรุ๊ป
PREECHA GROUP
www.preecha.com

No. PG011/051/69

13 November 2026

Subject: Management Discussion and Analysis for the Nine-Month Period Ended 30 September 2026

To: Directors and Manager, The Stock Exchange of Thailand

Executive Summary

Preecha Group Public Company Limited and its subsidiaries (the "Company") wishes to report its operating results for the nine-month period ended 30 September 2026, as follows:

During the first nine months of 2026, the Company recorded total revenue from sales and services of Baht 165.94 million, an increase of Baht 147.03 million, or 8.8 times, from Baht 18.91 million in the same period of the prior year, and approximately 5 times higher than total revenue for the full year 2025 (Baht 32.95 million). Revenue for this nine-month period was close to the Company's full-year revenue for 2023 (Baht 170.62 million), the highest annual revenue recorded by the Company over the past five years.

This growth occurred against a backdrop of continued slowdown in the housing estate market in Bangkok and its vicinity, a trend carried over from 2025, with new sales in the third quarter of 2026 down 11.4% and financial institutions remaining stringent in approving housing loans (source: Real Estate Information Center). Notwithstanding these market conditions, the Company was able to continue accelerating property transfers throughout the first three quarters of the year, reflecting the new management team's revised marketing strategy and project management, together with continued customer confidence in the Company's projects.

With respect to operating results, the Company recorded a net loss for the nine-month period of Baht 65.49 million (same period of the prior year: a loss of Baht 28.47 million), mainly attributable to the low gross margin on existing projects, which carry high development costs, and to personnel expenses, which represent a fixed cost necessary to operate the property development business, while current revenue has not yet reached a level sufficient to fully absorb such fixed costs. The Company expects its operating results to improve in 2027, as its principal revenue will come from new projects with an estimated gross margin of approximately 30%, compared with approximately 10% for existing projects. Together with the Company's plans to develop additional new projects, this is expected to raise revenue to a level that can fully absorb the fixed costs referred to above. The Company therefore aims to return to net profit in 2027.

Subsequent to the period-end, the Company received proceeds of Baht 104.66 million from its rights offering of newly issued ordinary shares to existing shareholders in proportion to their shareholdings, completed during 5–9 October 2026, which will help strengthen the Company's

liquidity and financial position, and will increase the ratio of shareholders' equity to net paid-up capital under the Stock Exchange of Thailand's criteria to 61.1%.

Industry Overview for the Nine-Month Period of 2026

Residential Property Development Business

The Thai economy continued to grow at a low rate during the first nine months of 2026, amid elevated household debt, which weighed on purchasing power and on financial institutions' approval of housing loan applications. Although government measures — including reduced transfer and mortgage registration fees and the relaxation of loan-to-value (LTV) regulations — supported overall residential property transfers, most such transfers were of second-hand homes, while the housing estate market in Bangkok and its vicinity remained in a slowdown. Developers accordingly slowed the launch of new projects in order to manage inventory risk.

Under these conditions, the Company focused on accelerating the transfer of remaining inventory in its existing projects, while preparing to develop new projects in locations with strong potential, scheduled to launch for sale from late 2026.

Office Leasing Business

The office leasing market in Bangkok remained highly competitive due to new supply gradually entering the market, with tenants continuing to prioritize cost management and hybrid working arrangements. Nevertheless, high-quality buildings in locations convenient for commuting, particularly those near mass transit stations, were still able to maintain occupancy and rental rates. The Company has renovated its office building located near the MRT Sutthisan station in order to strengthen its competitiveness and attract new tenants.

Analysis of Consolidated Operating Results for the Nine-Month Period

	Nine-Month Period 2026		Nine-Month Period 2025		Increase (Decrease)
	Baht million	**%**	**Baht million**	**%**	**%**
Revenue from sales and services	165.94	100%	18.91	100%	778%
Cost of sales and services	(144.13)	(87%)	(8.55)	(45%)	1,586%
Gross profit	**21.81**	**13%**	**10.36**	**55%**	**111%**
Other income	2.35	1%	1.44	8%	63%
Selling expenses	(11.72)	(7%)	(3.47)	(18%)	238%
Administrative expenses	(67.18)	(41%)	(30.90)	(163%)	117%
Loss from operating activities	(54.73)	(33%)	(22.56)	(119%)	143%
Finance costs	(10.56)	(6%)	(5.91)	(31%)	79%
Loss before income tax	(65.29)	(39%)	(28.47)	(151%)	129%
Loss for the period	**(65.49)**	**(39%)**	**(28.47)**	**(151%)**	**130%**

Overview of Operating Results

The Company recorded a net loss for the nine-month period ended 30 September 2026 of Baht 65.49 million (same period of the prior year: a loss of Baht 28.47 million), mainly attributable to the low gross margin on existing projects, which carry high development costs, and to personnel expenses, which represent a fixed cost necessary to operate the business, while current revenue has not yet reached a level sufficient to fully absorb such fixed costs.

Revenue from sales and services was Baht 165.94 million, an increase of Baht 147.03 million, or 8.8 times, from the same period of the prior year (Baht 18.91 million), comprising Baht 151.01 million of revenue from property sales and Baht 14.94 million of revenue from rental and services. This increase was driven by the continued acceleration of property transfers across the Company's projects throughout the first three quarters of the year.

Cost of sales and services was Baht 144.13 million, an increase of Baht 135.58 million, in line with the increase in revenue from property sales, together with an upward revision of estimated project costs. The gross margin for this period cannot be directly compared with the same period of the prior year, as in that period the Company recorded only Baht 3.19 million of revenue from property sales, with most of its revenue derived from the office leasing business. For this period, the gross margin was 13.1%, as most revenue was derived from the sale of remaining inventory in existing projects, which carry high development costs, while new projects scheduled to launch for sale from late 2026 have an estimated gross margin of approximately 30%.

Selling expenses were Baht 11.72 million, an increase of Baht 8.25 million, in line with higher marketing expenses and transfer-related expenses corresponding to the increase in revenue, together with marketing preparation for new projects.

Administrative expenses were Baht 67.18 million, an increase of Baht 36.28 million, mainly comprising personnel expenses, which represent a fixed cost necessary to operate the property development business, reflecting the establishment of a management team and staff with the expertise required to support new projects scheduled to launch for sale from late 2026.

Finance costs were Baht 10.56 million, an increase of Baht 4.65 million, due to an increase in short-term loans from major shareholders and related parties during the period, used to fund investment in new projects and for working capital.

Analysis of Third-Quarter 2026 Consolidated Operating Results (Three-Month Comparison)

The Company presents its operating results for the third quarter of 2026 (July–September) as compared with the third quarter of 2025, as follows:

	Q3 2026		Q3 2025		Increase (Decrease)
	Baht million	%	Baht million	%	%
Revenue from sales and services	45.12	100%	5.07	100%	791%
Cost of sales and services	(40.23)	(89%)	(1.96)	(39%)	1,953%
Gross profit	**4.89**	**11%**	**3.10**	**61%**	**58%**
Other income	0.25	1%	0.30	6%	(16%)
Selling expenses	(3.28)	(7%)	(0.82)	(16%)	301%
Administrative expenses	(25.92)	(57%)	(9.66)	(191%)	168%
Loss from operating activities	(24.06)	(53%)	(7.08)	(140%)	240%
Finance costs	(3.94)	(9%)	(2.55)	(50%)	55%
Loss before income tax	(28.00)	(62%)	(9.63)	(190%)	191%
Loss for the period	**(28.00)**	**(62%)**	**(9.63)**	**(190%)**	**191%**

Overview of Operating Results

The Company recorded a net loss for the third quarter of 2026 of Baht 28.00 million (third quarter of 2025: a loss of Baht 9.63 million; second quarter of 2026: a loss of Baht 17.62 million), mainly attributable to lower revenue compared with the preceding quarter, while personnel expenses remained a fixed cost, together with an upward revision of estimated project costs during the quarter.

Revenue from sales and services was Baht 45.12 million, an increase of Baht 40.05 million, or 8.9 times, from Baht 5.07 million in the third quarter of 2025, in line with the continued transfer of properties. Compared with the second quarter of 2026 (Baht 81.69 million), revenue decreased by Baht 36.57 million, as during the first and second quarters of 2026 the Company was able to clear a substantial amount of long-held inventory from other projects, while the Company is in the process of preparing to launch new projects for sale in the fourth quarter of 2026.

Cost of sales and services was Baht 40.23 million, an increase of Baht 38.27 million, in line with the increase in revenue from property sales, together with an upward revision of estimated project costs during the quarter. The gross margin was 10.8%, as most revenue was derived from the sale of remaining inventory in existing projects, which carry high development costs. The gross margin cannot be directly compared with the third quarter of 2025, for the same reasons described above in the nine-month analysis.

Selling expenses were Baht 3.28 million, an increase of Baht 2.46 million, in line with higher marketing expenses and transfer-related expenses corresponding to the increase in revenue, together with marketing preparation for new projects.

Administrative expenses were Baht 25.92 million, an increase of Baht 16.26 million, mainly comprising personnel expenses, which represent a fixed cost necessary to operate the property development business, reflecting the establishment of a management team and staff with the expertise required to support new projects scheduled to launch for sale from late 2026.

Finance costs were Baht 3.94 million, an increase of Baht 1.39 million, due to an increase in short-term loans from major shareholders and related parties, used to fund investment in new projects and for working capital.

Analysis of Consolidated Financial Position

The Company's financial position as at 30 September 2026, as compared with 31 December 2025, is set out below:

Total assets were Baht 571.19 million, an increase of Baht 57.21 million from Baht 513.98 million, mainly attributable to a Baht 40.96 million increase in property development costs in line with investment in projects under development, and a Baht 26.49 million increase in buildings and equipment from the renovation of the office building.

Total liabilities were Baht 406.62 million, an increase of Baht 124.95 million from Baht 281.67 million. During the period, the Company was able to repay most of the loans used to develop existing projects using proceeds received from property transfers, resulting in a net repayment of Baht 57.91 million of bank borrowings. At the same time, the Company received Baht 131.49 million of short-term loan support from major shareholders and related parties, used to fund investment in new projects and for working capital, reflecting the continued support of major shareholders for the Company's business plans. Trade and other payables also increased in line with higher construction activity on the Company's projects.

Shareholders' equity was Baht 164.57 million, a decrease of Baht 67.74 million from Baht 232.31 million, reflecting the Company's total comprehensive loss for the period. Subsequent to the period-end, the Company received proceeds of Baht 104.66 million from its rights offering of newly issued ordinary shares to existing shareholders in proportion to their shareholdings, completed during 5–9 October 2026, which will increase shareholders' equity in the fourth quarter of 2026.

The ratio of shareholders' equity to net paid-up capital (net of discount on ordinary shares) under the Stock Exchange of Thailand's criteria was 49.0% as at 30 September 2026 (shareholders' equity of Baht 164.57 million against paid-up capital of Baht 336.00 million), slightly below the 50% threshold, as the Company received the new capital only after the period-end. Following receipt of payment for the new shares and registration of the increased paid-up capital with the Ministry of Commerce on 22 October 2026, and including such new capital, shareholders' equity would be Baht

269.23 million, against paid-up capital of Baht 859.29 million, less a discount on ordinary shares of Baht 418.63 million, leaving net paid-up capital of Baht 440.66 million. On this basis, the ratio would increase to 61.1% (before deducting share offering expenses), above the 50% threshold set by the Stock Exchange of Thailand.

Liquidity and Capital Structure

- The ratio of total liabilities to shareholders' equity was 2.47 times, and the ratio of interest-bearing liabilities to shareholders' equity was approximately 1.7 times. Including the new capital received subsequent to the period-end, these ratios would decrease to approximately 1.5 times and 1.0 times, respectively.
- Interest-bearing liabilities due within one year comprise Baht 99.75 million of loans from financial institutions, for which the Company is in the process of negotiating an extension of the repayment period, and Baht 131.49 million of short-term loans from major shareholders and related parties, which the Company plans to repay using proceeds from the capital increase and cash flow from property transfers.
- Subsequent to the period-end, the Company received proceeds of Baht 104.66 million from its rights offering of ordinary shares, which will help strengthen liquidity and reduce reliance on short-term funding sources.

Please be informed accordingly.

Yours faithfully,

(Mr. Varut Taymeya)
Chief Financial and Accounting Officer