

PROUD/FIN/SET-2025/004

12 November 2025

Subject: Management Discussion and Analysis for the 3rd Quarter and 9-Month Period
Ended 30 September 2025

To: The President
The Stock Exchange of Thailand

Proud Real Estate Public Company Limited (the “Company”) would like to clarify the operating results for the 3rd quarter and 9-month period ended 30 September 2025. The details are as follows:

Operating Performance for the 3rd Quarter and 9-Month Period Ended 30 September 2025

Income Statement

(Unit: million baht)	3Q25	3Q24	%YOY	9M25	9M24	%YOY
Revenue from sales of real estate	1,236.43	195.77	531.57	5,004.79	1,971.18	153.90
Cost of real estate sold	(935.87)	(155.35)	502.44	(3,887.56)	(1,560.83)	149.07
Gross profit	300.56	40.43	643.51	1,117.23	410.35	172.26
Other income	2.68	35.94	(92.54)	8.11	43.65	(81.43)
Selling and distribution expenses	(118.18)	(22.30)	430.06	(563.14)	(162.05)	247.51
Administrative expenses	(66.75)	(40.14)	66.28	(205.96)	(164.47)	25.22
Operating profit (loss)	118.31	13.93	749.46	356.24	127.48	179.46
Finance income	0.01	0.03	(84.85)	1.48	2.42	(38.99)
Finance cost	(29.02)	(0.56)	5,063.35	(86.79)	(23.56)	268.33
Profit (loss) before income tax	89.30	13.40	566.47	270.93	106.34	154.78
Income tax (expenses) income	(34.29)	(10.54)	225.23	(126.18)	(14.66)	760.57
Profit (loss) for the period	55.01	2.86	1,825.59	144.75	91.68	57.90

Revenue from sales of real estate

For the 3rd quarter of 2025, the Company reported revenue from real estate sales totaling THB 1,236.43 million, representing an increase of THB 1,040.66 million or 531.57% compared to the same period of the previous year. This significant growth was primarily driven by continuous ownership transfers in the “Nue District R9” project and “VEHHA Hua Hin”, which have recorded transfer progress of over 55% and 43% of the total project value respectively. Meanwhile, other projects also contributed to overall revenue growth, such as “VI Ari” project, which has achieved 64% of total ownership transfers, and “Nue Cross Khu Khot Station” project, which has transferred ownership of the entire project value. Consequently, the Company recognizes the entire revenue from the project.

For the 9-Month Period Ended 30 September 2025, the Company reported revenue from real estate sales totaling THB 5,004.79 million, representing an increase of THB 3,003.61 million or 153.90% compared to the same period of the previous year. The majority of this revenue was derived from the transfer of ownership in the Nue District

R9 and VEHHA Hua Hin projects, both of which progressed according to the planned delivery schedule. Meanwhile, other projects also contributed to overall revenue growth, such as “VI Ari” project, which has achieved 64% of total ownership transfers, and “Nue Cross Khu Khot Station” project, which has transferred ownership of the entire project value. These developments contributed to the Company’s overall revenue growth in the 9-Month Period Ended 30 September 2025, in line with its target performance.

Cost of real estate sales

For the 3rd quarter of 2025, the Company recorded cost of real estate sales amounting to THB 935.87 million, an increase of THB 780.52 million or 502.44% compared to the same period of the previous year. This increase was in line with the higher real estate sales revenue recognized during the quarter. As a result, the Company reported a gross profit of THB 300.56 million for the 3rd quarter of 2025, representing a gross profit margin of 24.31%.

For the 9-Month Period Ended 30 September 2025, the Company recorded cost of real estate sales totaling THB 3,887.56 million, an increase of THB 2,326.73 million or 149.07% compared to the same period of the previous year, in line with the increase in real estate sales revenue as previously mentioned. Consequently, the Company reported a gross profit of THB 1,117.23 million for the 9-Month Period Ended 30 September 2025, equivalent to a gross profit margin of 22.32%.

Other income

For the 3rd quarter of 2025, the Company recorded other income totaling THB 2.68 million, representing a decrease of THB 33.26 million or 92.54% compared to the same period of the previous year. This was a result of the company’s improved management and customer screening processes, which led to a decrease in the number of sales contract cancellations.

For the 9-Month Period Ended 30 September 2025, the Company recorded other income amounting to THB 8.11 million, a decrease of THB 35.54 million or 81.43% compared to the same period of the previous year, mainly attributable to the same factor mentioned above.

Selling and distribution expenses

For the 3rd quarter of 2025, the Company recorded selling and distribution expenses of THB 118.18 million, an increase of THB 95.88 million or 430.06% compared to the same period of the previous year, representing 9.56% of revenue from real estate sales. This increase was mainly driven by a higher proportion of ownership transfers.

For the 9-Month Period Ended 30 September 2025, the Company incurred selling and distribution expenses totaling THB 563.14 million, representing an increase of THB 401.09 million or 247.51% compared to the same period of the previous year, representing 11.25% of revenue from real estate sales. This reflects the continued transfer of ownership in both ongoing and newly launched projects, in line with revenue growth during the period.

Administrative expenses

For the 3rd quarter of 2025, the Company recorded administrative expenses of THB 66.75 million, representing an increase of THB 26.61 million or 66.28% compared to the same period of the previous year. The increase was mainly attributable to employee-related expenses and common area fees for unsold units.

For the 9-Month Period Ended 30 September 2025, the Company recorded administrative expenses totaling THB 205.96 million, an increase of THB 41.49 million or 25.22% compared to the same period of the previous year. The increase was primarily due to higher personnel expenses and common area fees, as mentioned above. However, the expansion of the personnel and the enhancement of management capabilities were carried out in line with the business plan to support the future growth of real estate projects."

Finance income and finance cost

For the 3rd quarter of 2025, the Company recorded finance income of THB 0.01 million, representing a decrease of THB 0.02 million or 85.85% compared to the same period of the previous year, which decreased in line with the repayment of bank borrowings. On the other hand, the Company recorded finance costs of THB 29.02 million, an increase of THB 28.46 million or 5,063.35% compared to the same period of the previous year. The increase was mainly attributable to higher interest expenses on bank loans, preferred shares, and debentures, which arose after the commencement of ownership transfers to customers. As a result, these interest expenses were recognized as finance costs in the statement of profit or loss, in accordance with applicable accounting standards, to accurately reflect the Company's cost of financing.

For the 9-Month Period Ended 30 September 2025, the Company reported finance income of THB 1.48 million, a decrease of THB 0.94 million or 38.99% compared to the same period of the previous year, derived from interest income. Finance costs for the same period totaled THB 86.79 million, an increase of THB 63.23 million or 268.33% compared to the same period of the previous year, resulting from finance income and finance costs factors as above, the Company reported operating profit of THB 89.30 million in the 3rd quarter of 2025, an increase of THB 75.90 million or 566.47% compared to the same period of the previous year. For the 9-Month Period Ended 30 September 2025, operating profit amounted to THB 270.93 million, representing an increase of THB 164.59 million or 154.78% compared to the same period of the previous year, which reflects improved profitability from ownership transfers.

Net profit for the period

For the 3rd quarter of 2025, the Company reported a net profit of THB 55.01 million, representing an increase of THB 52.15 million or 1,825.59% compared to the same period of the previous year. This improvement was mainly driven by a higher proportion of ownership transfers, which have relatively high gross profit margins, along with effective cost control in both cost of sales and administrative expenses, resulting in a lower expense-to-revenue ratio.

For the 9-Month Period Ended 30 September 2025, the Company recorded a net profit of THB 144.75 million, a slight increase of THB 53.07 million or 57.90% compared to the same period of the previous year. The profit

increase reflects ownership transfers progressing according to plan. In addition, deferred income tax expenses were recognized, which are accounting entries that do not directly impact operating cash flows.

Despite the continued slowdown in the economy which has also affected the real estate sector, the Company has qualified and emphasizes the development of high-quality projects to address the needs of target customers through modern design, along with the careful selection of locations with long-term growth potential. This reflects the effectiveness of the Company's strategy even under challenging economic conditions as evidenced by the positive market response to all ongoing projects and the Company's continuously growing performance.

As of the end of September 2025, the Company's ongoing projects continued to receive strong market interest, with sales rates clearly reflecting underlying demand. For example, the ROMM Convent had achieved sales of 84% of its total project value and expects to begin recognizing revenue in the 2nd quarter of 2026. Nue District R9 reached a high sales rate of 98%, VEHHA Hua Hin project had achieved sales of 71% of its total project value and VI Ari achieved sales 64% of its total project value.

Furthermore, the Company had a total backlog of THB 6,985 million as of 30 September 2025, which is expected to be recognized as revenue progressively through 2026. This backlog will play a significant role in supporting long-term earnings growth. In addition, the Company is preparing to launch new projects with a combined value exceeding THB 9,600 million, reinforcing its strong and sustainable revenue-generating capacity in the future.

Financial Positions

Assets				
(Unit: million baht)	September 30, 2025	December 31, 2024	Changes + / (-)	%Changes + / (-)
Current assets				
Cash and cash equivalents	774.14	484.90	289.24	59.65
Other receivables	50.92	42.17	8.75	20.74
Real estate development costs	6,977.19	9,045.14	(2,067.94)	(22.86)
Current tax assets	42.07	4.38	37.69	860.06
Other current assets	342.75	681.58	(338.83)	(49.71)
Total current assets	8,187.07	10,258.17	(2,071.09)	(20.19)
Non-current assets				
Building and equipment	9.66	23.10	(13.45)	(58.20)
Right-of-use assets	4.82	8.78	(3.95)	(45.04)
Intangible assets	5.14	4.54	0.60	13.25
Deferred tax assets	167.62	270.25	(102.63)	(37.98)
Other non-current financial assets	2.19	4.03	(1.84)	(45.69)
Other non-current assets	117.38	87.69	29.70	33.87
Total non-current assets	306.81	398.38	(91.57)	(22.99)
Total assets	8,493.89	10,656.55	(2,162.66)	(20.29)

As of 30 September 2025, the Company had total assets of THB 8,493.89 million, representing a decrease of THB 2,162.66 million or 20.29% from the end of 2024. The decrease was primarily due to the following factors:

- Cost of real estate development decreased by THB 2,067.94 million or 22.86%, mainly due to ownership transfers in the Nue District R9, VEHHA Hua Hin, VI Ari and Nue Cross Khu Khot Station projects.
- Other current assets decreased by THB 338.83 million or 49.71%, largely resulting from the transfer of ownership in certain projects, which led to the recognition of commission costs and related prepaid expenses as incurred.
- Cash and cash equivalents increased by THB 289.24 million or 59.65%, primarily due to transfer of ownership.

Liabilities and Shareholders' Equity

(Unit: million baht)	September 30, 2025	December 31, 2024	Changes + / (-)	%Changes + / (-)
Current liabilities				
Bank overdrafts	15.03	14.84	0.19	1.25
Trade and other payables	1,025.67	923.06	102.61	11.12
Current portion of long-term loans from financial institutions	1,718.59	518.78	1,199.82	231.28
Current portion of lease liabilities	3.21	4.74	(1.53)	(32.25)
Deferred revenue from sale of real estate	1,534.77	2,215.03	(680.25)	(30.71)
Accrued expenses related to the projects	83.85	86.61	(2.77)	(3.20)
Retention payable - current	6.59	7.95	(1.35)	(17.02)
Income tax payable	7.02	19.49	(12.47)	(63.98)
Other current liabilities	31.51	11.38	20.13	176.88
Total current liabilities	4,426.24	3,801.88	624.36	16.42
Non-current liabilities				
Long-term loan from unrelated party and person	200.00	445.74	(245.74)	(55.13)
Long-term loans from financial institutions, net of current portion	572.32	3,860.21	(3,287.88)	(85.17)
Debenture	545.69	-	545.69	100.00
Lease liabilities, net of current portion	1.53	3.84	(2.31)	(60.28)
Cumulative and redeemable of preference shares, net of current portion	889.79	833.25	56.53	6.78
Provision for long-term employee benefits	6.34	5.61	0.74	13.13
Provision for decommissioning costs	6.88	6.85	0.03	0.44
Retention payable - non-current	134.54	133.91	0.66	0.47
Total non-current liabilities	2,357.09	5,289.40	(2,932.32)	(55.44)
Total liabilities	6,783.33	9,091.28	(2,307.95)	(25.39)

As of 30 September 2025, the Company's total liabilities amounted to THB 6,783.33 million, representing a decrease of THB 2,307.95 million or 25.39% compared to the end of 2024. The main reasons for this decrease were as follows:

- Long-term loans from financial institutions decreased by THB 2,088.65 million or 47.68%, primarily due to the full repayments of bank loans for the Nue District R9 and has a repayment plan for the VEHHA Hua Hin within 2025 and ROMM Convent projects by 2026.

- Advance receipts from real estate sales decreased by THB 680.25 million or 30.71%, mainly due to the continued transfer of ownership in the Nue District R9, VEHHA Hua Hin, VI Ari and Nue Cross Khu Khot Station projects.
- Long-term loans from unrelated parties decreased by THB 245.74 million or 55.13%, due to full repayment of loans from unrelated parties.

Offsetting by:

- Debentures increased by THB 545.69 million, entirely from the issuance and offering of the 1/2025 debenture tranche in March 2025.
- Trade and other payables increased by THB 102.61 million or 11.12%, primarily due to accrued land expenses related to the development of a new high-rise condominium project in Hua Hin.

The Company's interest-bearing debt to equity ratio (IBD/E) decreased to 2.30 times, down from 3.62 times at the end of 2024. Similarly, the total debt to equity ratio (D/E) decreased to 3.97 times, compared to 5.81 times as of the end of 2024.

As of 30 September 2025, the Company's total shareholders' equity amounted to THB 1,710.56 million, representing an increase of THB 145.29 million from the end of 2024. This increase was primarily driven by higher retained earnings resulting from the ongoing ownership transfers across various projects in line with the planned schedule.

Please be informed accordingly.

Yours sincerely,



(Ms. Naruedee Koslathip)
Chief Financial Officer