PEACE

Opportunity Day

YE/2025

PEACE & LIVING PUBLIC COMPANY LIMITED (PEACE)

19th March 2026

Live your journey with **PEACE** of mind.

PEACE

AGENDA

1. 2025 Operating Results
2. Business Direction 2026

Operating Results YE/2025

Company at a Glance

Year-End 2025

Total Revenue	**906** MB.	**+ 6.0%** YOY
Net Profit	**17** MB.	**– 74.5%** YOY

22 Successful pre-IPO projects; all without any dead stock — SOLD OUT

7 Projects from the time of IPO all — SOLD OUT

12
10 Active projects
2 New projects

9,750 MB.

Total current project value

- 8,500 MB – 10 Active projects
- 1,250 MB – 2 New projects

~ 6,800 MB.

Total remaining asset value for sale

1,158 units remaining for sale

PEACE



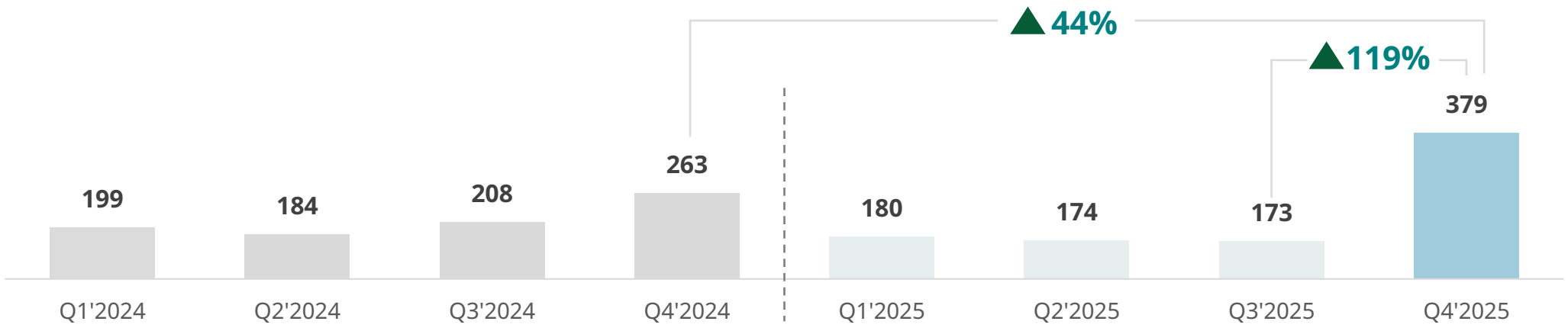
“Performance has bottomed out and is poised for recovery”

Operating Performance by Quarter in 2024 - 2025

Performance has bottomed out and is poised for recovery

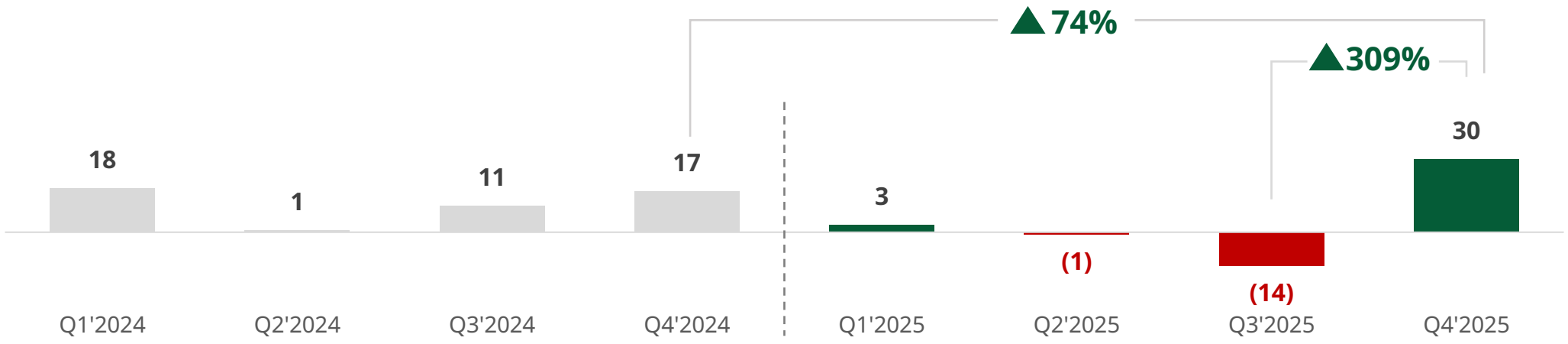
Q4/2025 marked a "BREAKTHROUGH" quarter with standout growth driven by 5 new project launches

Sales Revenue (MB)



Net Profit / (Loss) (MB)

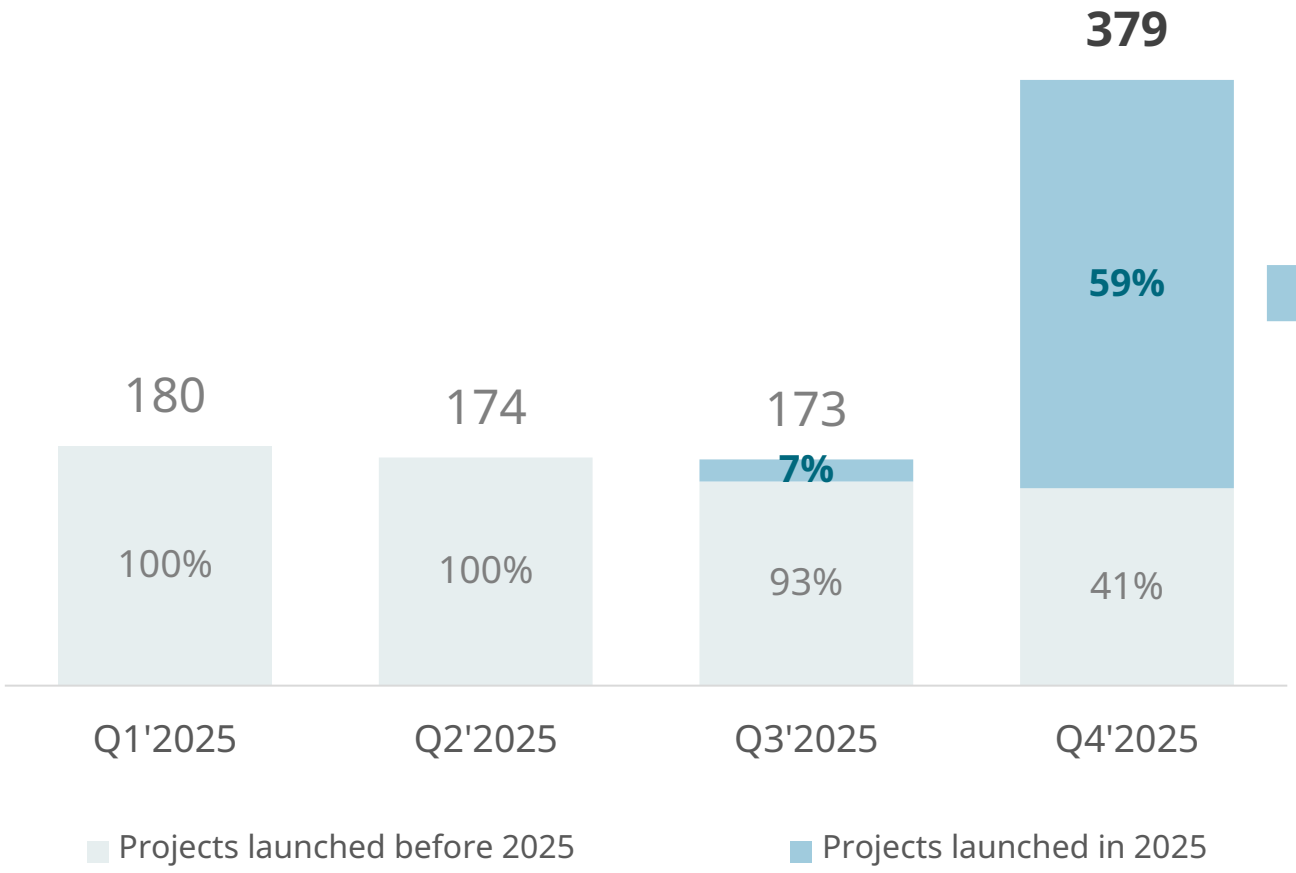
*



Remark: **Only includes profit / (loss) from normal operation*

Revenue (MB) from New Projects in 2025

59% of Q4/2025 revenue was driven by 5 new projects launched in 2025



Revenue from new projects || Transfer period*

INNER PEACE สาทร - ท่าพระ	**93** MB	|| ~ 1.5 months
CHER สาทร - สุขสวัสดิ์	**69** MB	|| ~ 1.5 months
CHERENE พหล - วัชรพล	**29** MB	|| ~ 1 month
CHER ปิ่นเกล้า - วงแหวน	**25** MB	|| ~ 5 months
CHER วิภาวดีรังสิต	**17** MB	|| ~ 3.5 months

Remark: ** From the 1st unit ownership transfer date until 31 December 2025*

PEACE

Accelerating Growth with Promising New Projects Spanning Key Segments

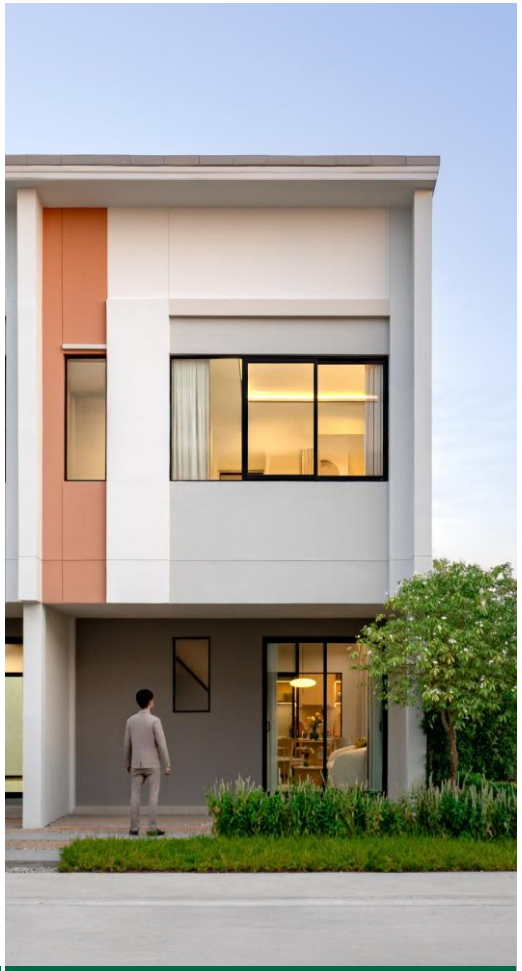


Accelerating Growth with Promising New Projects

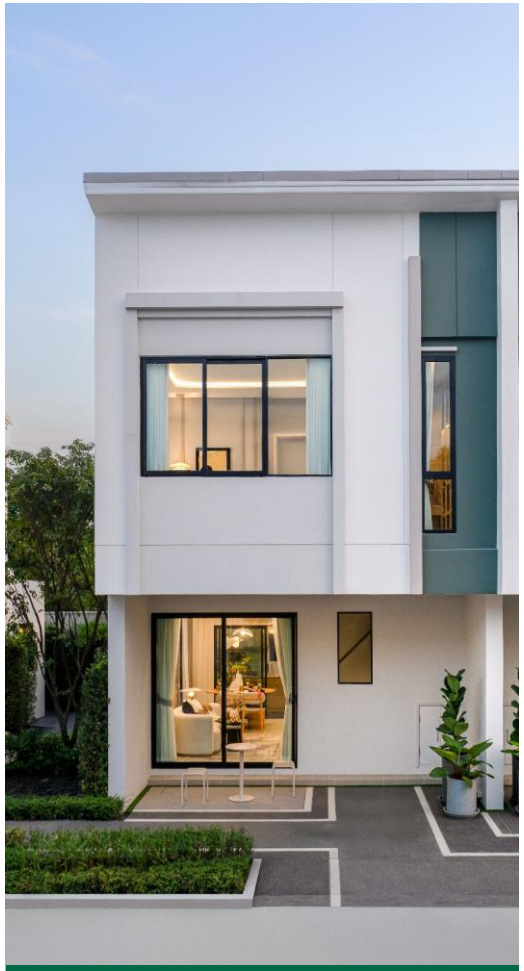
5 New Projects Launched in 2025



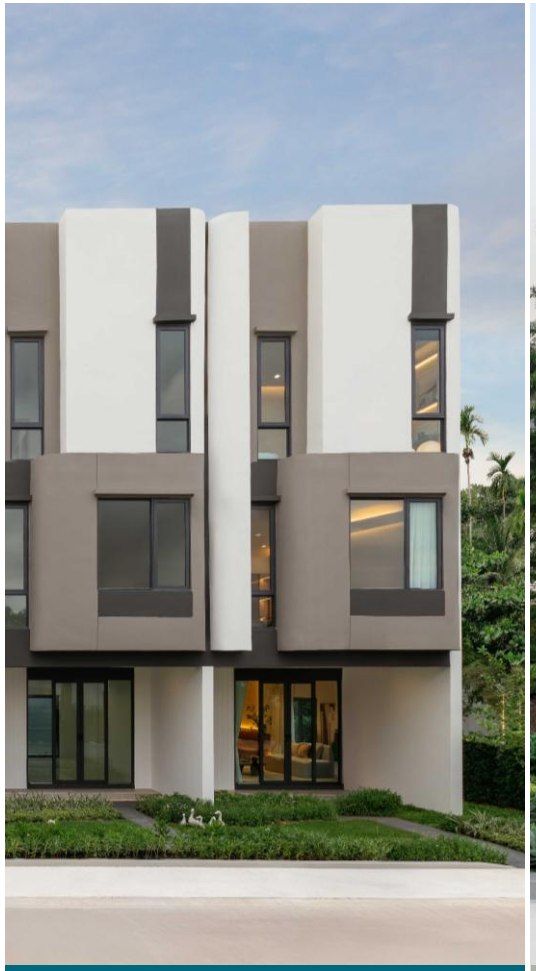
CHER
วิภาวดีรังสิต
133 Units l 300 - 400 MB



CHER
ปิ่นเกล้า - วงแหวน
176 Units l 500 - 600 MB



CHER
สาทร - สุขสวัสดิ์
96 Units l 350 – 400 MB



INNER PEACE
สาทร - ท่าพระ
69 Units l 450 - 550 MB



CHERENE
พหล - วัชรพล
221 Units l 3,000 – 3,500 MB

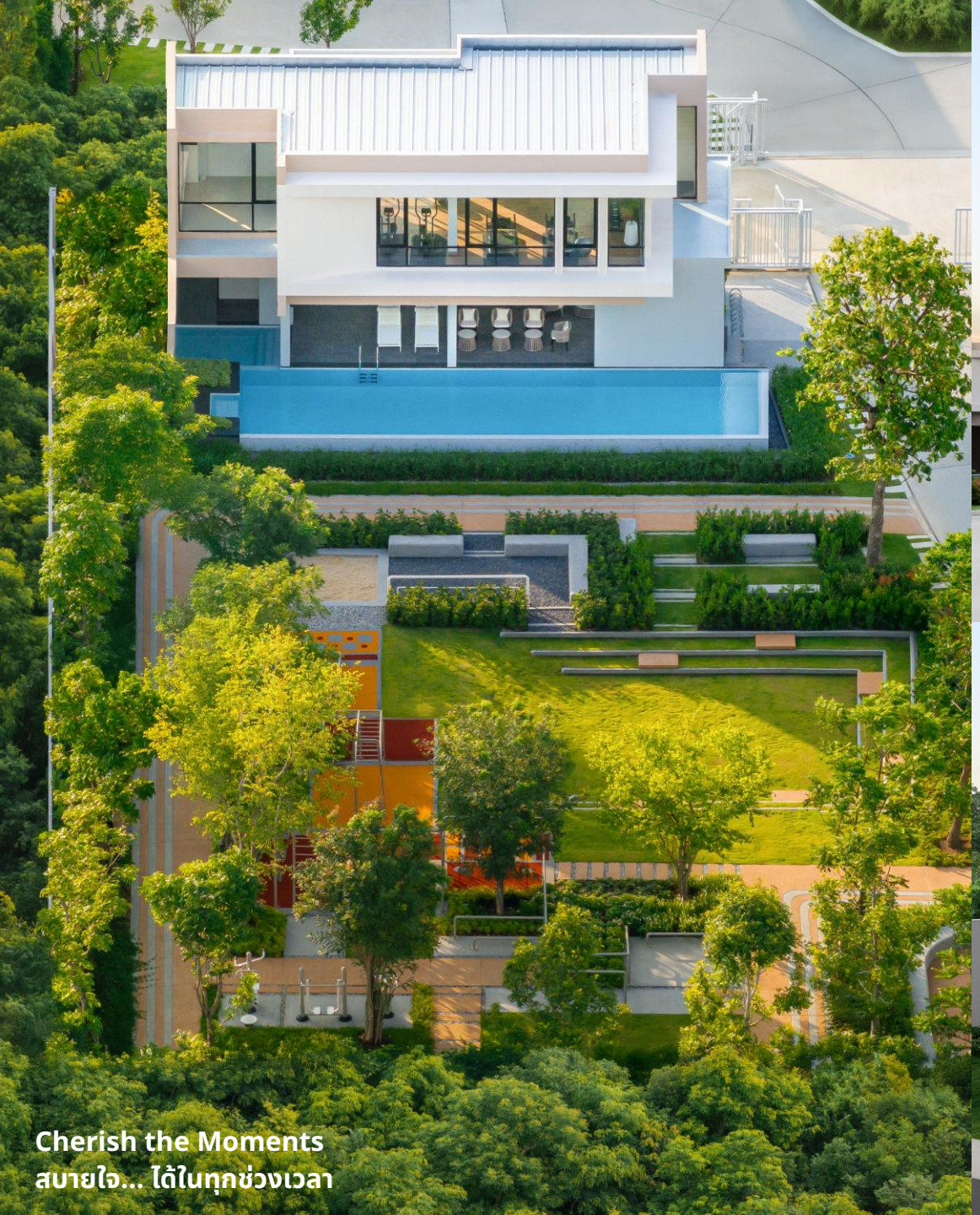






CHER

วิภาวดีรังสิต



Cherish the Moments
สบายใจ... ได้ในทุกช่วงเวลา

CHER
ปิ่นเกล้า - วงแหวน







CHER
สาทร - สุขสวัสดิ์

Cherish the Moments
สบายใจ... ได้ในทุกช่วงเวลา





INNER PEACE
สาทร - ท่าพระ







Where the Peace Begins
ความสุขที่เริ่มจากภายใน...บ้านของคุณ











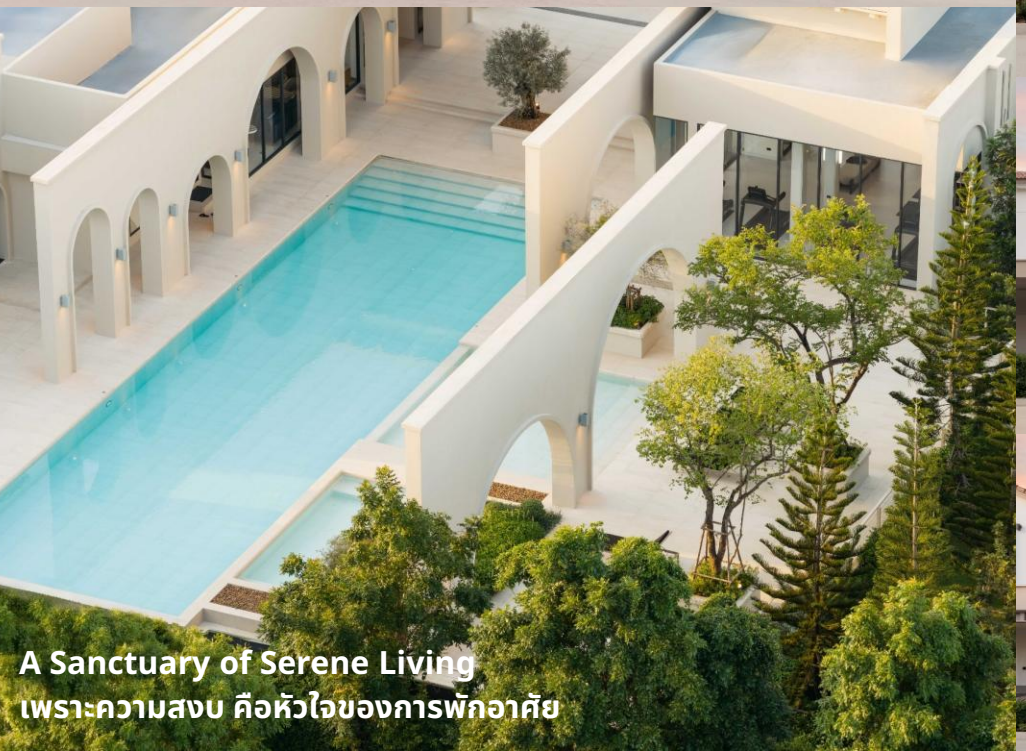
CHERENE

พหล - วัชรพล









A Sanctuary of Serene Living

เพราะความสงบ คือหัวใจของการพักอาศัย

Accelerating Growth with Promising New Projects

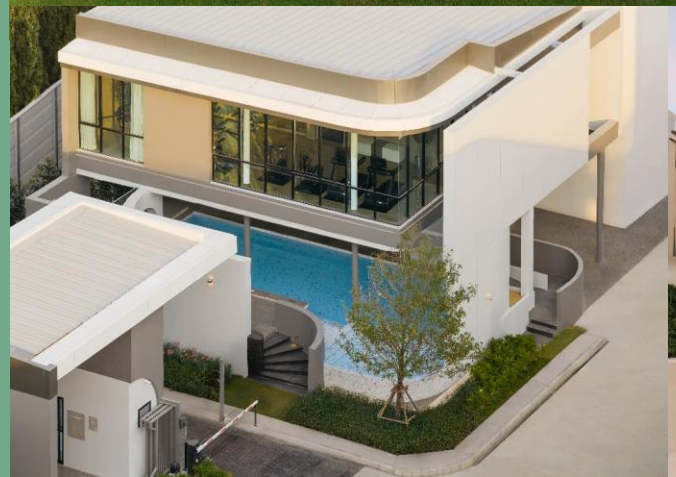
New Project Launched in early 2026

CORDIZ
พัฒนาการ - อ่อนนุช

Project size 6 – 3 – 16.7 rai	**Project Value** 450 – 550 MB	**Total unit** 68 Units **Price** 6 – 10 MB

Launch date
January 2026







Accelerating Growth with Promising New Projects

Upcoming Project in 2026

INNER PEACE
สาทร - กัลปพฤกษ์

Project size 13 – 3 – 52.8 rai	**Project Value** 800 – 900 MB	**Total unit** 109 Units **Price** 7 – 14 MB

Launch target
Q4 2026

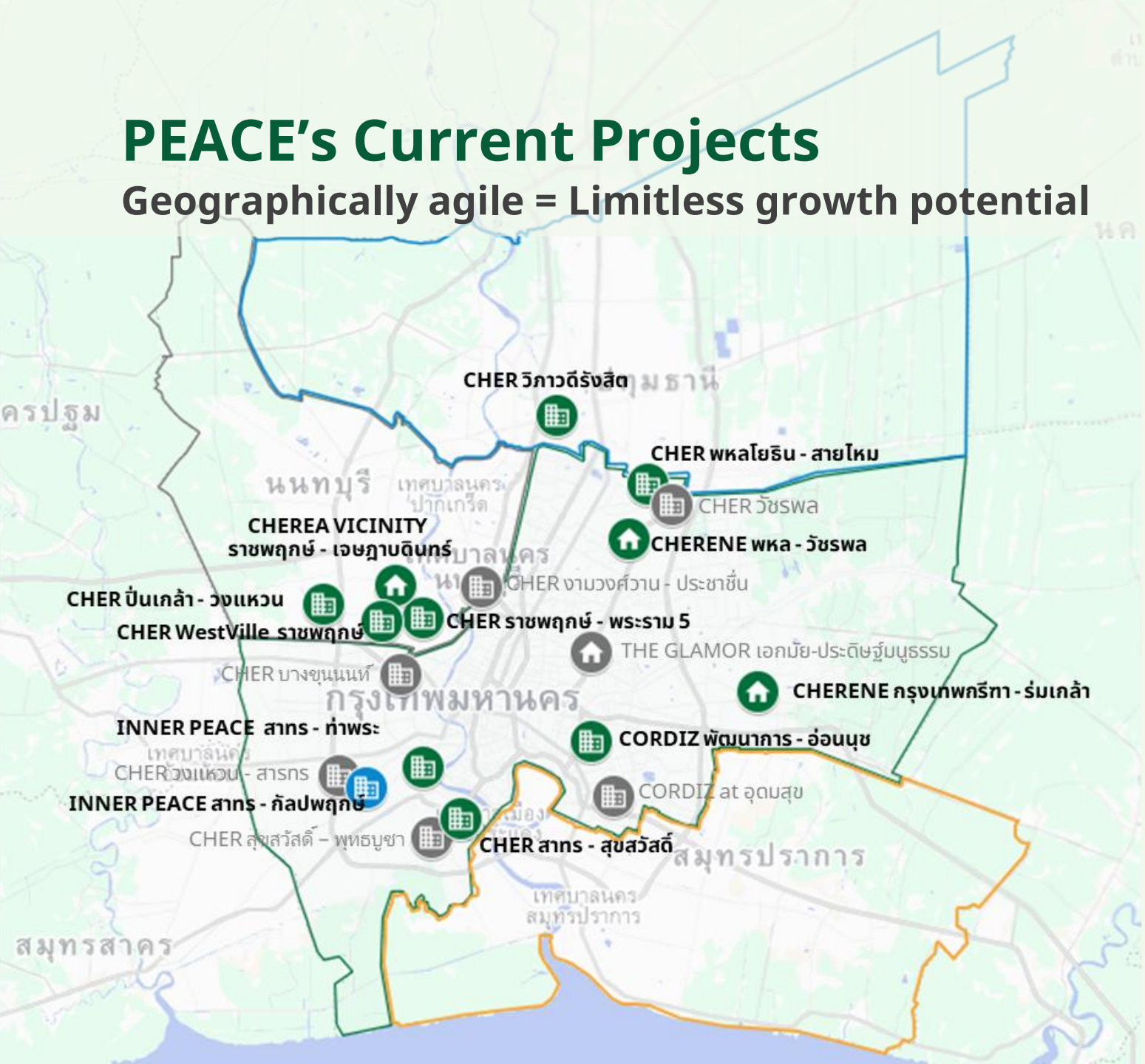






PEACE's Current Projects

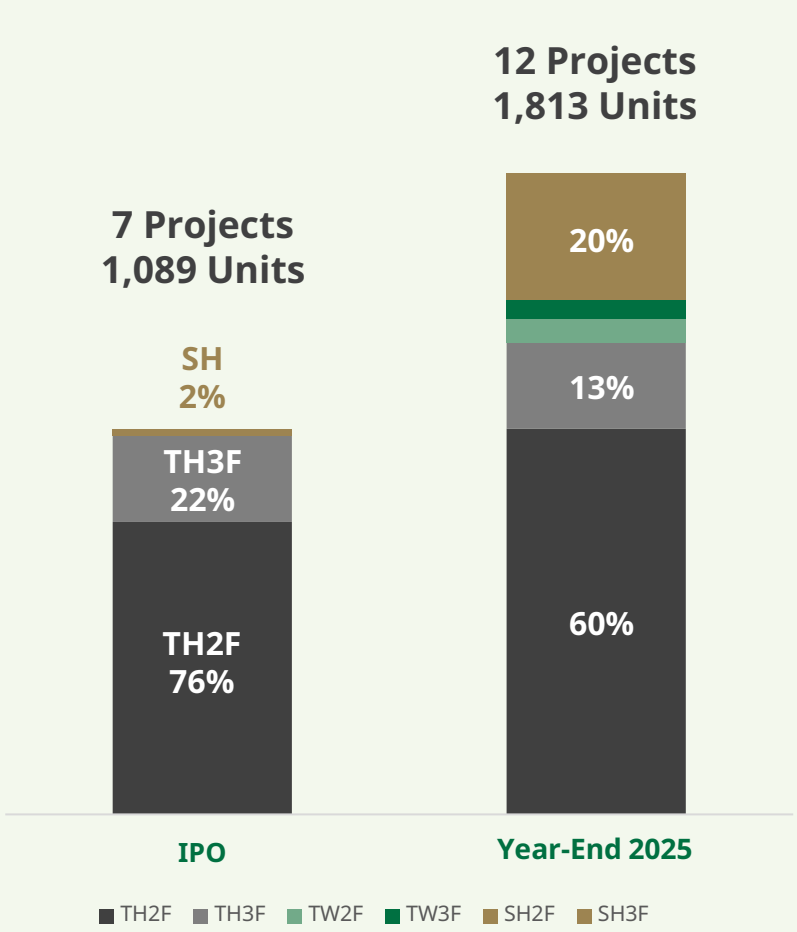
Geographically agile = Limitless growth potential



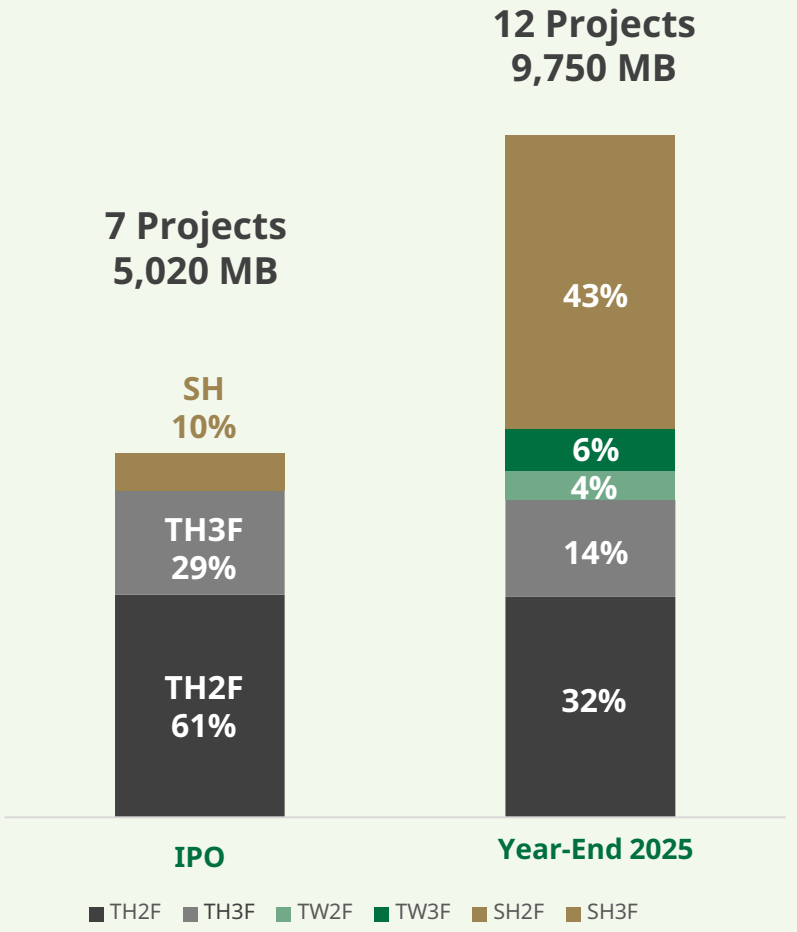
For over 30 years, **PEACE has remained strategically unbound**, maintaining a dominant development footprint across Greater Bangkok. We don't see boundaries; we see opportunity everywhere.

PEACE's Portfolio Spanning Key Segments

Short–Medium term direction: Increase TH2F,TH3F, TW3F to balance company's portfolio



Total **UNIT** by product type



Total **VALUE** by product type



Business Direction 2026

Performance “TURNAROUND” with Sales Revenue Target of 1,500 MB

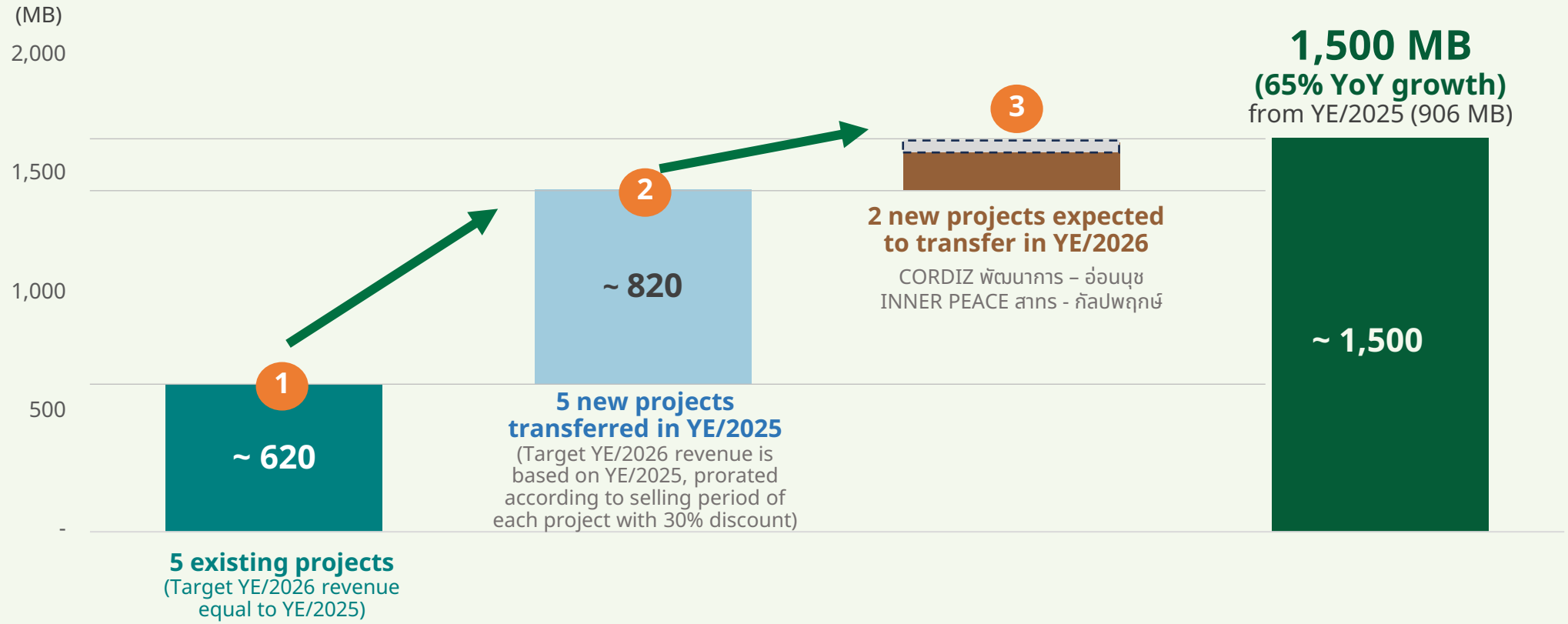
Maintain Financial Superiority

Operating Costs & Expenses Focus

- Committed payment schedule from strong cashflow management
- Collaborate with strategic partner and scale-up negotiation power
- Lower break even point to enhance profitability

Business Direction 2026

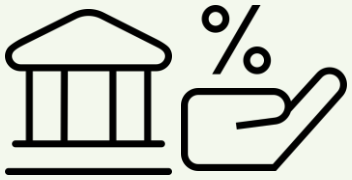
Performance Turnaround with Sales Revenue Target of 1,500 MB



Target 2 - 3 new land acquisition in 2026 to support growth for the next 3 – 5 years

Business Direction 2026

Maintained Strong Cashflow Stability



Top-tier financing costs

on project finance loans supported by strong credit profile and prime project locations



No Bond Risk

Resulting in low debt burden and low financing cost

Total Project Financing Facilities
(Pre-IPO vs Year-end 2025)

639 MB
IBD/E 0.05x
Pre-IPO
(2018)

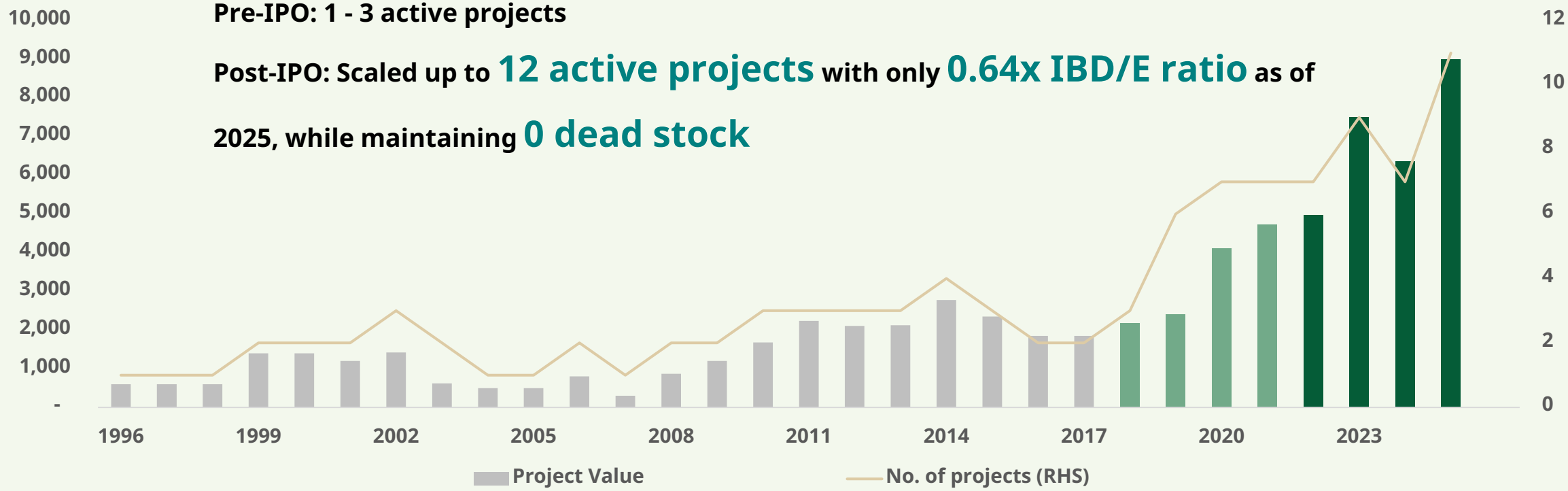
3,913 MB
IBD/E 0.64x
Year-End
2025

Business Direction 2026

Maintained Strong Cashflow Stability

Pre-IPO: 1 - 3 active projects

Post-IPO: Scaled up to 12 active projects with only 0.64x IBD/E ratio as of 2025, while maintaining 0 dead stock



IBD/E : 0x – 0.29x

Pre-IPO
(before 2018)

IBD/E : No debt

IPO Preparation
(2018 – 2022)

IBD/E : 0x – 0.64x

Post-IPO
(2022 - Present)

Business Direction 2026

Over the past 30 years, PEACE has paid out cumulative dividends of 1,177 MB



Operating Year	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021[3]	2022	2023	2024	2025
Net Profit (MB)	53.29	168.79	159.59	127.8	97.27	122.79	102.26	119.87	31.51	133.71	215.09	384.00	166.07	67.57	17.20
Paid-up Capital (MB)	56.00	56.00	56.00	56.00	56.00	56.00	56.00	168.00	336.00	336.00	336.00	504.00	504.00	504.00	504.00
Dividend Amount (MB)	28.00	56.00	56.00	56.00	44.80	56.00	56.00	168.00[1]	16.80	40.32	84.00	126.00	75.6	30.24	30.24
Cash Dividend per Share[2] (Baht)	0.50	1.00	1.00	1.00	0.80	1.00	1.00	1.00	0.05	0.12	0.40	0.25	0.15	0.06	0.06
Dividend Payout/Net Profit (%)	52.54	33.18	35.09	43.82	46.06	45.61	54.76	140.16	53.32	30.15	78.11	32.81	45.52	44.75	175.84

Dividend Payout at Par Value

Remark: *1. The company announced a dividend payment of 168 MB for recapitalization objective.*
2. Cash dividend per share calculated based on adjustment par value of THB 1 each for comparison purpose.
3. The company paid cash dividend 0.20 Baht per share and stock dividend at a ratio of 5:1

Plan to pay out dividend from 2025 net profit & retained earnings due to positive outlook

PEACE

Live your journey with **PEACE** of mind.