



Management Discussion and Analysis for the financial result of year 2024

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21 April 2025

Subject: Management Discussion and Analysis for the financial results for the year 2024

Attention: President

The Stock Exchange of Thailand

Bangkok Asset Intergroup Public Company Limited ("**the Company**") would like to provide a Management Discussion and analysis, for the year ending on December 31, 2024, with the following details:

Statement of comprehensive income Unit: MB.	2023		2024	
	Amount	%	Amount	%
Sales and service income	1,311.54	99.84	1,141.39	99.91
Other income	2.05	0.16	1.07	0.09
Total revenues	1,313.59	100.00	1,142.46	100.00
Cost of sales and services	1,185.92	90.28	1,017.29	89.04
Distribution costs	37.15	2.83	28.31	2.48
Administrative expenses	56.85	4.33	44.93	3.93
Profit from operating activities	33.67	2.56	51.93	4.55
Finance costs	5.76	0.44	5.72	0.51
Tax expenses	5.64	0.43	9.39	0.82
Profit for the year	22.27	1.70	36.82	3.22

Sales and service income

In 2024, the Company reported total revenue from sales and services of 1,141.39 million baht, decreasing by 170.15 million baht or 12.97%, compared to 1,311.54 million baht in 2023. The primary factor contributing to the decline in the number of houses sold is the slowdown in the real estate market, coupled with the rising cost of living, which has diminished consumer purchasing power. Additionally, various adverse factors directly affect the volume of housing loans, including the introduction of new housing projects in proximity to the company's furnished properties in certain areas, complicating the sale of the company's second-hand houses. Nevertheless, the average selling price of the second-hand houses sold by the company has risen. In terms of gross profit for 2024, it amounted to 124.10 million baht, reflecting a gross profit margin of 10.87%, a decrease of 1.52 million baht or 1.21% from 2023, which recorded a gross profit of 125.62 million baht and a gross profit margin of 9.58%. The analysis is categorized by business type as follows:

Sales and service income by business type	2023		2024	
	Unit	MB.	Unit	MB.
1. Agency with renovation business	204	1,069.20	150	883.19
2. Agency business	151	17.86	71	9.03
3. Reseller business	38	224.48	33	249.17
Total revenues	393	1,311.54	254	1,141.39

In 2024, Revenue from the Agency with renovation business decreased 186.01 million baht. Revenue from the Agency business decreased 8.83 million baht. The primary factors impacting the Company included a reduction in house sales volume, attributed to a slowdown in the real estate market, rising living costs, and restrictions on lending by financial institutions. Conversely, revenue from the Reseller business increased by 24.69 million baht, As a result of the sale of larger houses. The Company sold a total of 254 Units decrease of 130 Units compared to 393 Units in 2023. Nevertheless, in 2024, the average selling price of houses sold by the Company increased, categorized as follows:

- (1) The Agency with renovation business sold 150 units, a decrease of 54 units. However, the average selling price per unit increased from 5.24 million baht to 5.89 million baht.
- (2) The Agency business sold 71 units, a decrease of 80 units. However, the average brokerage fee income per unit increased from 0.12 million baht to 0.13 million baht.
- (3) The Reseller business sold 33 units, a decrease of 5 units. However, the average selling price per unit increased from 5.91 million baht to 7.55 million baht.

Cost of sales and services

In 2024, the Company reported a total cost of sales and services of 1,017.29 million baht, a decrease of 168.63 million baht (14.22%) from 1,185.92 million baht in 2023, The primary reason for this was a decline in sales volume. The expenses associated with the Agency with renovation business decreased by 175.22 million baht and the Agency business decreased by 0.30 million baht. Conversely, The Reseller business increase by 6.89 million baht, attributed to the expansion of renovations for large-scale house, particularly those priced above 10 million baht.

Distribution costs and administrative expenses

In 2024, the Company recorded total selling and administrative expenses of 73.24 million baht, a decrease of 20.76 million baht (22.09%) from 94 million baht in 2023.

- Distribution costs totaled to 28.31 million baht, a decrease of 8.84 million baht (23.80%) from 37.15 million baht in 2023.
- Administrative expenses totaled 44.93 million baht, a decrease of 11.92 million baht (20.97%) from 56.85 million baht in 2023.

The reduction in expenses stems from the Company's adjustment of its operational strategies, emphasizing cost control, minimizing superfluous expenditures, and effectively managing human resources in accordance with the economic climate.

Profit

In 2024, the Company achieved a net profit of 36.82 million baht, an increase of 14.55 million baht (65.33%) from 22.27 million baht in 2023. The primary factors stem from efficient cost management and the reduction of operating expenses.

Statement of Financial Position

Financial Position as of December 31, 2024, compared to December 31, 2023, are as follows:

Statement of Financial Position	31 Dec 2023	31 Dec 2024	Increase (decrease)	
	MB.	MB.	MB.	%
Assets total	260.64	243.83	(16.81)	(6.45%)
Liabilities total	151.17	130.17	(21.00)	(13.89%)
Shareholder total	109.47	113.66	4.19	3.83%

Assets total

As of the end of 2024, the Company reported total assets of 243.83 million baht, a decrease of 16.81 million baht or 6.45%, compared to 260.64 million baht at the end of 2023.

The primary factors contributing to this decline include:

- Decrease in construction in progress of 54.95 million baht
- Decrease in prepaid costs of 42.17 million baht
- Decrease inventories of 10.97 million baht,

Due to the delay in accepting houses to align with current real estate market conditions.

Meanwhile, cash and cash equivalents increased by 79.96 million baht and right-of-use assets rose by 15.78 million baht, following the Company's new office lease agreement.

Liabilities total

As of the end of 2024, the Company reported total liabilities of 130.17 million baht, a decrease of 21.00 million baht, or 13.89%, compared to 151.17 million baht at the end of 2023. primarily due to:

- Decrease in short-term borrowings and overdrafts of 29.98 million baht.
- Decrease in long-term loans by 5.70 million baht.

However, the Company continues to maintain adequate cash flow to manage its working capital and has revised its strategy to acquire properties for renovation and sale in accordance with market conditions and consumer demand. Concurrently, lease liabilities have risen by 15.63 million baht due to the new office lease agreement.

Shareholder total

As of the end of 2024, the Company reported total shareholders' equity of 113.66 million baht, an increase of 4.19 million baht (3.83%) from 109.47 million baht at the end of 2023.

The increase in shareholders' equity was primarily driven by:

- The recognition of net profit from the Company's 2024 operating performance, amounting to 36.82 million baht.
- The recognition of other comprehensive income from gains on re-measurements of defined benefit plans (net of income tax), totaling 0.67 million baht.

However, these increases were partially offset by:

- Interim dividend payments, totaling 33.30 million baht.

Please be informed accordingly.

Yours Sincerely,

(Pachara Tanawongkasaem)

Chief Executive Officer

Authorized to sign on behalf of the Company