

## Management Discussion and Analysis

### for the operation results of the third quarter of fiscal year 2026 (1 Jan 2026 – 31 Mar 2026)

MC Group Public Company Limited and its subsidiaries (“the Company”) summarized the operating results for the third quarter of the fiscal year 2026 (1 Jan 2026 – 31 Mar 2026) and for the 9-month period of the fiscal year 2026 (1 July 2025 - 31 March 2026) details as follows

#### Overall Economic and Industry Overview

In the Third quarter of the fiscal year 2026 (1 Jan – 31 Mar 2026), the Consumer Confidence Index was 45.5 decreased from 51.8 in Dec 2025 due to Concerns over the conflict situation in the Middle East, which remained highly uncertain, directly affected raw material costs and transportation expenses, while also contributing to a higher cost of living. Nevertheless, political stability supported the continuity of government policies. Furthermore, any easing of the conflict in the Middle East would help support a stronger economic recovery.

#### Overall Performance for Q3'26 and 9-month period of FY2026

Unit: THB million	Q3 FY26		Change	9 - Month Period		Change
	Jan 26 - Mar 26	Jan 25 - Mar 25		Jul 25 - Mar 26	Jul 24 - Mar 25	
Sales Revenue	1,102	1,067	3.3%	3,496	3,245	7.7%
Gross Profit	706	670	5.4%	2,216	2,088	6.1%
Gross Profit Margin	64.1%	62.8%	1.3%	63.4%	64.3%	-1.0%
SG&A	488	445	9.7%	1,478	1,350	9.5%
%SG&A	44.3%	41.7%	2.6%	42.3%	41.6%	0.7%
Other Revenue	12	20	-40.5%	35	50	-30.0%
EBITDA	342	349	-1.9%	1,090	1,096	-0.5%
%EBITDA	30.7%	32.1%	-1.4%	30.9%	33.3%	-2.4%
NPAT	176	188	-6.5%	595	626	-4.9%
%NPAT	15.8%	17.3%	-1.5%	16.9%	19.0%	-2.1%

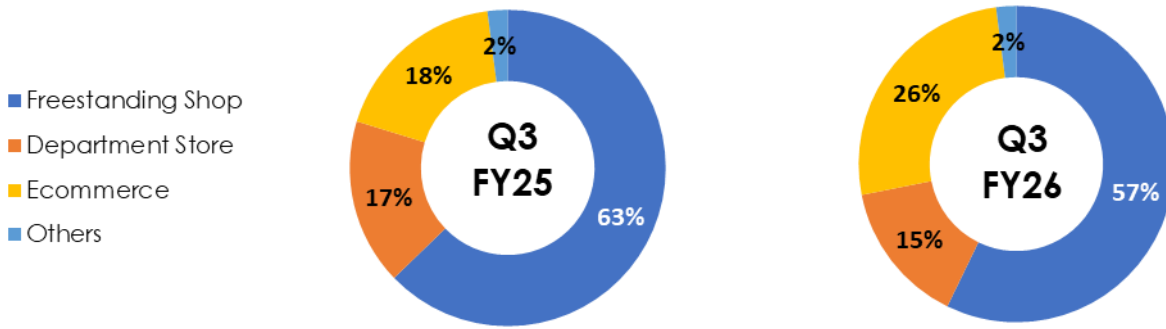
#### Revenue

For the third quarter of fiscal year 2026, the Company had a total sales revenue of THB 1,102 million, an increased of THB 35 million or 3.3%, this was driven by the continued growth of online revenue which increase its portion, while offline sales slightly decreased due to the economic and political situation, affecting consumer confidence and leading to less spending outside.

For 9-month period of FY2026, The company reported sales revenue of THB 3,496 million increased THB 251 million or 7.7% This growth was underpinned by growth momentum in online channels and to preserve offline customer base in economic volatility and geopolitical tensions situation.

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## Revenue break down by channel

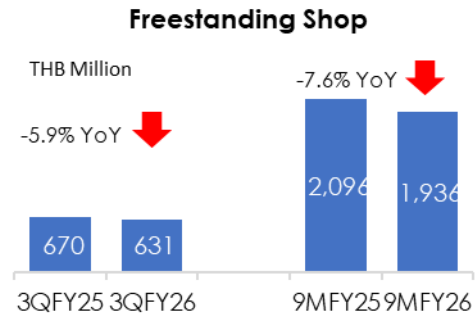


For the third quarter of fiscal year 2026, revenue breakdown by channels consisted of revenue from free-standing shop 57%, Department stores 15%, E-commerce 26% which was increased from 18% previous year and other channels 2%

### Freestanding Shop

Sales revenue from freestanding shop in 3Q26 was THB 631 million decreased THB 39 million or -5.9% YoY improve from previous quarter which decrease -7.2%.

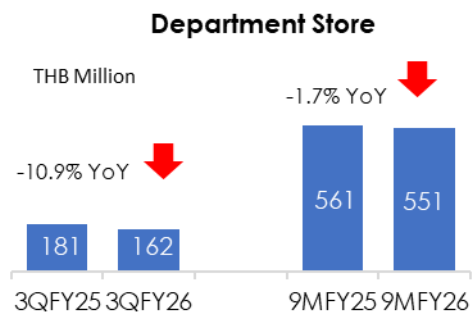
For the 9-month period was THB 1,936 million decreased by THB 160 million or -7.6% YoY.



### Department Store

Sales revenue from Department Stores in 3Q26 was THB 162 million decreased THB 20 million or -10.9% YoY from economic condition and purchasing power.

This result the 9-month period was THB 551 million decreased by THB 9 million or 1.7% YoY



### E-commerce

Sales revenue from E-commerce in 3Q26 was THB 287 million continued growth by THB 93 million or 48.1% YoY.

For the 9-month period was THB 926 million increased by THB 395 million or 74.3% YoY.



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As of 31 Mar 2026 and 30 Jun 2025, the Company had a total of 568 and 563 point of sales respectively details as follows

By Distribution Channel	Apparel and Lifestyle Products under “MC Group”		
	31 Mar 2026	30 Jun 2025	Increase (+) / Decrease (-) from end FY2025
Free-standing Shop	432	426	+6
Modern Trade	130	131	-1
Mobile Unit	6	6	-
<b>Total</b>	<b>568</b>	<b>563</b>	<b>+5</b>

## Gross Profit

For the third quarter of fiscal year 2026, the Company's gross profit was THB 706 million, increased THB 36 million or 5.4% YoY compared to the same period of the previous year. The gross profit margin was 64.1% compared to 62.8% in the same period of the previous year from continuous sales promotion management to stimulate sales from the slow economic recovery.

For 9-month period of FY2026, the company's gross profit was THB 2,216 million increased THB 128 million or 6.1% YoY, The gross profit margin was 63.4% compared to 64.3% in the same period of the previous year from continuous sales promotion management to stimulate sales from the slow economic recovery.

## Selling, General and Administrative Expenses (SG&A)

For the third quarter of the fiscal year 2026, The Company reported total SG&A expenses of THB 488 million, increased by THB 43 million or 9.7% mainly selling expenses from higher sales. SG&A as a percentage of sales at 44.3% from 41.7% from change in online sales proportion.

For 9-month period of FY2026, SG&A was THB 1,478 million increased by THB 128 million or 9.5% YoY and SG&A to sales changed from 42.3% previous year to 41.6% due to sales growth from selling expense online mixed change.

## Earnings before interest, Taxes, Depreciation and Amortization (EBITDA)

For the third quarter of fiscal year 2026, the Company had earnings before interest, tax, depreciation, and amortization (EBITDA) of THB 342 million, decreased THB 7 million or 1.9%, with an EBITDA margin of 30.7 % decreased bfrom 32.1% in the same period last year.

For 9-month period of FY2026, EBITDA was THB 1,090 million decreased of THB 6 million or 0.5% YoY and an EBITDA margin of 30.9% decreased from 33.3% in the same period last year.

## Net Profit

For the third quarter of fiscal year 2026, the Company had a net profit of THB 176 million compared to the same period of the previous year, the net profit decreased by THB 12 million or 6.5%, with a net profit margin of 15.8%, decreased from 17.3% in the previous year as a result of the shift toward fast-growing online channels has pushed up variable costs

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alongside existing fixed offline overheads, resulting in a higher total expense ratio. Despite this, the Company continues to balance margins across diverse channels and remains committed to a stringent cost-control policy for all other expenditures.

For 9-month period of FY2026, the Company had a net profit of THB 595 million, compared to the same period of the previous year, the net profit decreased by THB 30 million or 4.9%, with a net profit margin of 16.9%, decreased from 19.0% in the previous year as a result of ongoing efforts to drive sales during a period of slow economic rebound, with changes in the cost mix. Despite these shifts, the Company continues to adhere to a stringent expense management policy.

## Financial Position Analysis

### Statement of Financial Position

(THB million)	31 Mar 2026	30 Jun 2025	% Change
Cash and short-term investments	1,903	1,984	-4%
Account receivables	204	207	-1%
Inventory	1,087	1,109	-2%
Right-of-use assets	1,157	1,105	5%
Other assets	1,121	1,095	2%
<b>Total Assets</b>	<b>5,472</b>	<b>5,500</b>	<b>-1%</b>
Account payables	260	209	25%
Interest-bearing liabilities	0	0	0%
Lease liabilities	1,205	1,142	6%
Other liabilities	432	431	0%
<b>Total Liabilities</b>	<b>1,897</b>	<b>1,782</b>	<b>6%</b>
Equity attributable to the firm	3,574	3,717	-4%
Non-controlling interest	1	1	0%
<b>Shareholders' Equity</b>	<b>3,575</b>	<b>3,718</b>	<b>-4%</b>

### Assets

As of 31 Mar 2026, the Company reported total assets of THB 5,472 million, an decreased 1% or THB 28 million from the period 30 June 2025 mainly:

- Cash and short-term investments decreased by THB 81 million from THB 1,984 million on 30 June 2025 to THB 1,903 million on 31 Mar 2026 from Cash and cash equivalents decreased by THB 195 million off-set with increase in other current financial assets THB 114 million.
- Right-of-use assets increased THB 52 million from THB 1,105 million on 30 June 2025 to 1,157 million on 31 Mar 2026.

### Liabilities

As of 31 Mar 2026, total liabilities were THB 1,897 million compared to THB 1,782 million on 30 June 2025, an increase of THB 115 million mainly from THB 90 million increased in Trade and other current payables.

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## Shareholders' Equity

As of 31 Mar 2026, the Company reported THB 3,575 million of shareholders' equity, an decrease of THB 142 million from THB 3,718 million on 30 June 2025 from dividend paid of THB 737 million offset with 9M26 performance of THB 595 million.

## Liquidity

As of 31 Mar 2026, the Company's cash, cash equivalent, and short-term investment of THB 1,903 million decreased THB 81 million from 30 June 2025 due to

- Cash provided by operating activities was THB 881 million mainly from THB 740 million Profit before income tax expenses.
- Net Cash outflow from investing activities was THB 80 million from THB 76 million cash paid for property, plant and equipment.
- Net Cash outflow from financing activities was THB 883 million from THB 737 million from dividend payment and THB 114 million of liabilities under finance lease agreements.

## Key Financial Ratios

Financial Ratios		For period ended	
		31 Mar 2026	30 Jun 2025
<b>Liquidity Ratios</b>			
Current Ratio*	times	3.6	3.9
Average Days Receivable	days	19	18
Average Days in Inventory	days	256	289
Average Days Payable	days	54	47
Cash cycle	days	221	260
<b>Efficiency Ratios</b>			
Return on Assets (Annualized)	%	17.4	17.4
Return on Equity (Annualized)	%	20.3	20.4
<b>Leverage Ratios</b>			
Debt to Equity Ratio	times	0.5	0.5

\*Exclude Current portion of lease liabilities, Current Ratio were 5.5 and 6.2 times for 31 Mar 2026 and 30 Jun 2025, respectively.

## Development and future growth trends

For fiscal year 2026, the Company aims to drive sales growth, with a strategic focus on online channels. In the offline segment, our priority is to retain our existing customer base while capturing new markets, leveraging over 50 years of heritage and a comprehensive ecosystem. This foundation includes an extensive omni-channel network, specialized manufacturing expertise, and an in-house distribution center. Furthermore, we are actively evaluating expansion into international markets and exploring M&A opportunities in related industries, maintaining the agility to act when conditions

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align. To achieve our targets, we will continue our digital expansion, invest in proprietary retail outlets, and optimize our physical footprint by renovating key locations and phasing out underperforming sites.

## Overview of Sustainability Developments

The Company is committed to integrating sustainability into its core operations under the principles of good corporate governance, with consideration for all stakeholders. This commitment has led to numerous awards and certifications, including ISO 9001 for quality management and ISO/IEC 27001:2022 for information security management, making the Company the first in Thailand's fashion and lifestyle retail industry to achieve this certification. In addition, the Company received the highest rating of "AAA" in the SET ESG Ratings 2025 for the second consecutive year from the Stock Exchange of Thailand, and was awarded the Commended Sustainability Awards under the Sustainability Excellence category at the SET Awards 2025. It was also recognized with a perfect score of 100 and rated "Excellent, a Role Model" in the AGM Checklist 2025 assessment by the Thai Investors Association. Furthermore, the Company achieved an "Excellent" rating in the Corporate Governance Report (CGR) 2025 for the seventh consecutive year, as assessed by the Thai Institute of Directors Association (IOD).

The Company is dedicated to reducing carbon emissions through continuous investment in energy-saving projects. In fiscal years 2023-2024, the Company continuously launched the Solar Rooftop project at its headquarters, the new warehouse (Mc Fulfillment Center), and at Mc Outlet stores. This initiative promotes clean energy usage and reduces electricity costs, yielding satisfactory cost savings.

Additionally, the Company places great emphasis on the use of sustainable materials to minimize environmental impact and fosters ESG awareness by implementing office waste separation programs, promoting water, electricity, and paper conservation, and launching the "No Bag Campaign," which eliminates plastic bags and replaces them with paper alternatives for product packaging. The Company is also committed to developing eco-friendly products by continuously expanding the use of sustainable materials in its merchandise. Furthermore, the Company has collaborated with its business partner, SC Grand, to develop new T-shirts by transforming leftover fabric from the production process. These products are designed to be comfortable to wear, of good quality, and affordably priced, and are available at Mc Outlet stores. Moreover, the Company has replaced traditional plastic packaging with recyclable plastic that is biodegradable and environmentally friendly. Furthermore, the Company remains committed to human rights and social responsibility, focusing on employee welfare, community development initiatives, and stakeholder engagement throughout the supply chain to create long-term value and sustainable growth.

Respectfully yours



Virach Seripanu

Director