

EXECUTIVE SUMMARY

MR. D.I.Y. Holding (Thailand) Public Company Limited (“the Company”) continues to deliver growth in 1Q2026 supported by network expansion and higher transaction volumes, and maintains healthy profitability. Total revenue in 1Q2026 increased to THB 5,452.4 million, up 21.4% YoY, while gross profit rose to THB 2,818.7 million, up 22.1% YoY, with gross profit margin (GPM) improving to 52.0% from 51.7% in 1Q2025. Net profit in the same trend increased 25.1% YoY to THB 678.3 million, representing a net profit margin (NPM) of 12.4%, 0.4 p.p. higher YoY.

Growth in the quarter was mainly driven by new store openings and higher transaction volumes, particularly from the standalone format. The Company added 65 net new stores in 1Q2026, bringing its total store network to 1,192 stores as at 31 March 2026. Total transactions increased 22.3% YoY, while average basket size remained broadly stable. Same store sales growth (“SSSG”) was positive at 0.1% in 1Q2026, reflecting selective consumer spending. Overall, the faster rollout pace and higher transaction volumes helped support continued topline growth.

Profitability remained healthy in 1Q2026, supported by a higher gross profit and lower finance costs. Overall, the quarter demonstrated the Company’s ability to sustain growth while continuing its expansion plans amid a weaker consumer backdrop.

Thailand’s Economy and Operating Environment

Thailand’s operating environment in 1Q2026 remained mixed, reflecting an uneven recovery. According to the Bank of Thailand, overall economic activity softened during the quarter, with private consumption moderating and tourism receipts declining, while private investment improved gradually. In response to the still-fragile recovery and subdued domestic demand, the Monetary Policy Committee cut the policy rate by 25 basis points to 1.00% in February 2026. Headline inflation remained in negative territory, averaging -0.54% in 1Q2026, reflecting weak demand. At the same time, foreign arrivals for the quarter declined 2.4% YoY to 9.3 million, indicating softer tourism momentum.

Towards the end of the period, rising global oil prices driven by geopolitical tensions in the Middle East further pressured the cost of living and weighed on overall consumer sentiment. Against this backdrop, household spending remained cautious and selective, with consumers continuing to prioritise affordability and value. This trend continues to support the Company’s value-for-money positioning, while its focus on delivering everyday value, maintaining a relevant assortment, and expanding accessibility through continued store rollout supported performance during the quarter.

Key Financial Highlights:

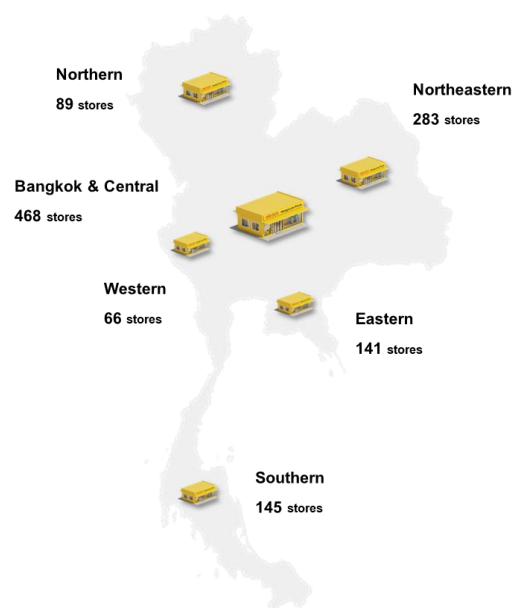
(unit: THB million)	1Q2025	1Q2026	Change YoY	
Total Revenue	4,492.2	5,452.4	960.1	21.4%
Gross Profit	2,309.0	2,818.7	509.7	22.1%
Gross Profit Margin	51.7%	52.0%	0.3 p.p.	
Operating Profit	810.3	979.3	169.1	20.9%
EBITDA	1,396.3	1,684.7	288.4	20.7%
Net Profit	542.2	678.3	136.1	25.1%
Net Profit Margin	12.1%	12.4%	0.4 p.p.	

1Q2026 results saw double-digit growth across total revenue, gross profit, operating profit, EBITDA, and net profit. Net profit grew 25.1% YoY, supported by higher gross profit and lower finance costs, reflecting the strong operations and capital management efficiencies. Overall, the quarter demonstrated healthy earnings conversion from revenue growth, while maintaining margin resilience.

Reflecting the Company’s continued earnings growth and strong cash flow generation, the Board approved an interim dividend for 1Q2026 of THB 0.06 per share, amounting to THB 361.0 million. This represents approximately 53.2% of 1Q2026 net profit and remains in line with the Company’s dividend policy to distribute at least 40% of net profit.

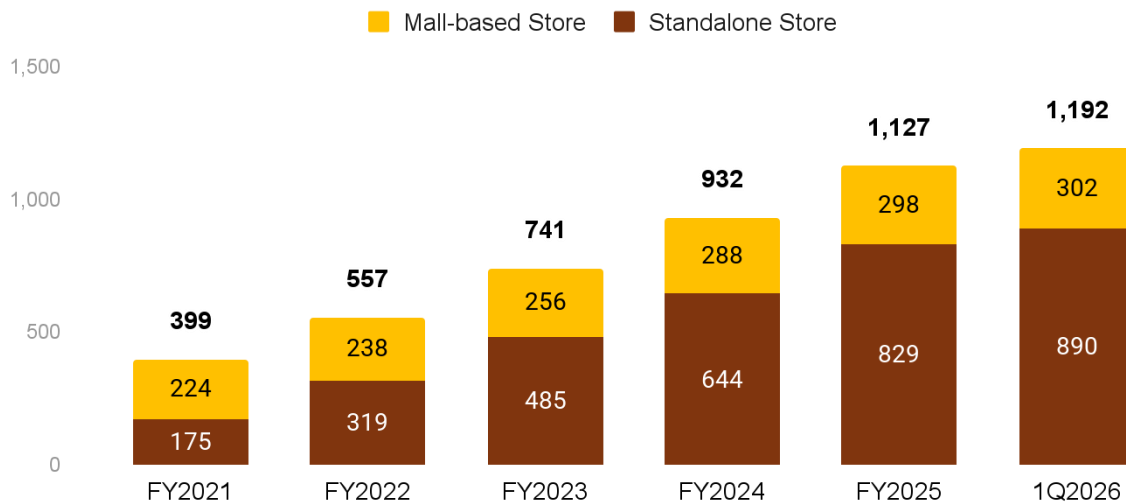
Store Network and Performance:

The Company continued to expand its store network in 1Q2026, adding 65 net new stores during the quarter, comprising 66 new store openings and 1 closure, bringing its total store network to 1,192 stores as at 31 March 2026. Expansion remains focused on the standalone format, which accounted for 890 stores, or 74.7% of the total network, while the remaining 302 stores, or 25.3%, were retail mall-based. The Company’s store network covers all 77 provinces, with further expansion planned across both existing and new catchment areas.



In addition, the Company has already secured and/or begun construction at more than 90% of the locations for its FY2026 store expansion target of 210 stores, supporting continued visibility into the rollout for the remainder of the year.

Number of stores by format (as of 31 March 2026)



Store Sales Revenue by Format

Store Format (unit: THB million)	1Q2025	1Q2026	% YoY
Standalone Store	2,991.8	3,893.3	30.1%
Retail Mall-based Store	1,470.2	1,518.6	3.3%
Store Sales Revenue	4,462.1	5,411.9	21.3%
No. of Stores (at period-end)	978	1,192	21.9%
Total Sales Floor Area (sq. m.; at period-end)	631,590	755,718	19.7%

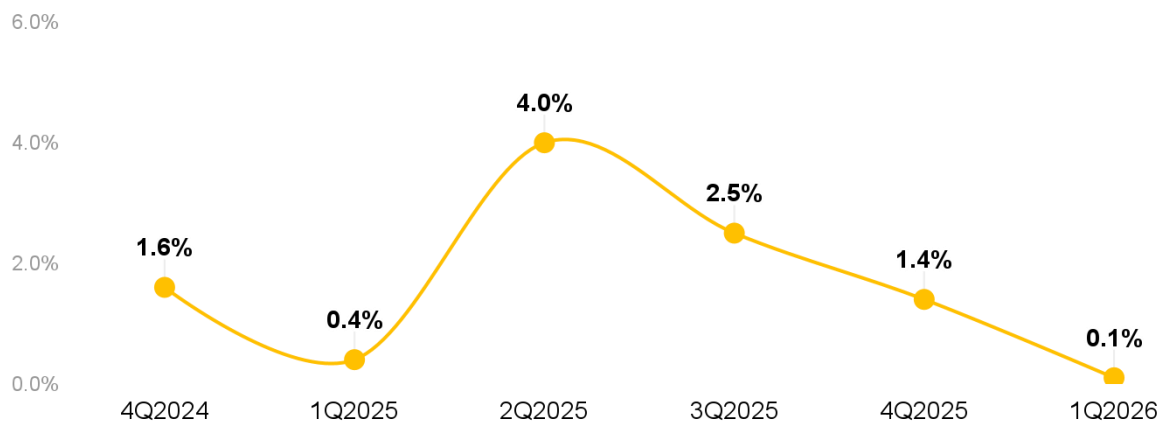
Store sales growth in 1Q2026 continued to be led by the standalone format, reflecting both the larger share of new openings and solid customer traction in this format. Standalone stores contributed 71.9% of total store sales in the quarter, while retail mall-based stores contributed 28.1%. Retail mall-based stores remained an important part of the network, serving different customer profiles and shopping occasions. Overall, the format mix continued to shift towards standalone stores, supporting broader market coverage and strengthening network productivity.

Transaction and Average Basket Size

	1Q2025	1Q2026	% YoY
Total Transaction (million)	27.4	33.4	22.3%
Average Basket Size (THB)	163.1	161.8	-0.8%

Transaction growth remained the primary driver of store sales performance in 1Q2026, supported by continued store rollout and wider customer reach across the network. Total transactions increased 22.3% YoY to 33.4 million, while the average basket size remained broadly stable at THB 161.8 per transaction, reflecting a selective customer spending environment.

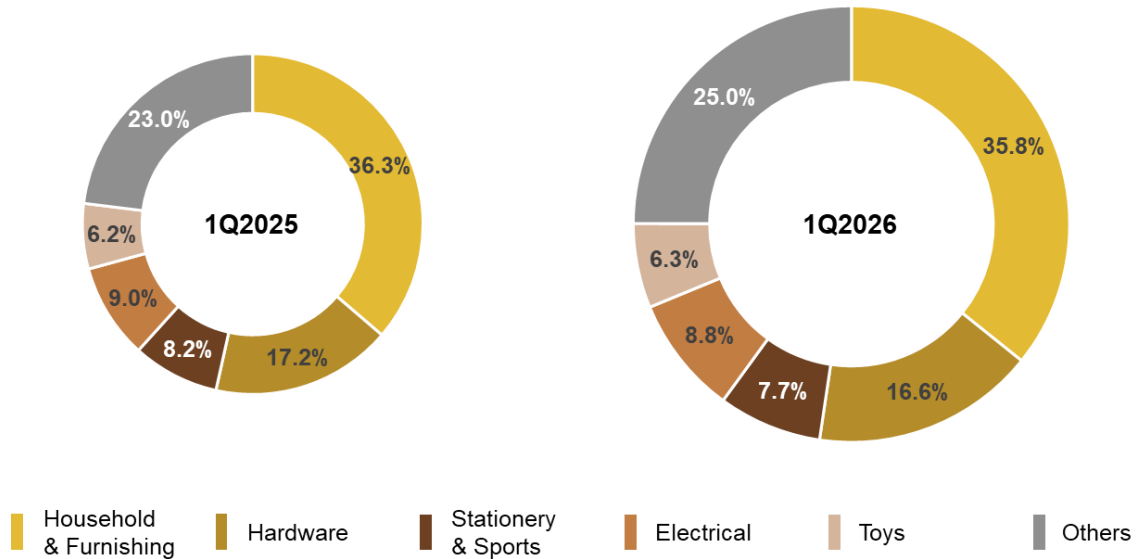
Same Store Sales Growth (SSSG)



SSSG was broadly flat at 0.1% in 1Q2026, indicating stable store performance during the quarter. Customer spending sentiment became more cautious towards the end of March amid rising fuel costs and broader cost-of-living concerns. Nonetheless, the Company remained focused on offering affordable everyday essentials and a relevant product assortment, which helped support brand visibility and stabilise store performance.

Revenue Contribution by Product Category¹

Our product offerings are organised into six key categories: 1) Household and Furnishing, 2) Hardware, 3) Stationery & Sports, 4) Electrical, 5) Toys, and 6) Others, which include gifts, jewelry, cosmetics, car accessories, and food and beverage products.



¹ The revenue contribution by product category may not add up to 100.0% due to rounding.

FINANCIAL PERFORMANCE

Statement of Profit or Loss

Summary of Statement of Profit or Loss for the 3 months ending 31 March 2026 and 2025

<i>(unit: THB million)</i>	1Q2025	1Q2026	Change YoY	
Revenue from Sales	4,468.2	5,423.8	955.6	21.4%
Cost of Sales	(2,159.2)	(2,605.1)	(445.9)	20.7%
Gross Profit	2,309.0	2,818.7	509.7	22.1%
% GPM	51.7%	52.0%	0.3 p.p.	
Other Income ²	24.1	28.6	4.5	18.8%
Selling and Distribution Expenses	(1,274.1)	(1,567.9)	(293.8)	23.1%
Administrative Expenses	(248.6)	(300.1)	(51.4)	20.7%
Operating Profit	810.3	979.3	169.1	20.9%
Share of Loss from Investment in Associate	(12.3)	(27.6)	(15.3)	124.2%
Finance Cost - Interest-bearing Loans	(29.3)	-	29.3	-100.0%
Finance Cost - Lease Liabilities	(65.8)	(73.5)	(7.7)	11.7%
Profit Before Tax	702.9	878.2	175.3	24.9%
Income Tax Expenses	(160.8)	(200.0)	(39.2)	24.4%
Net Profit	542.2	678.3	136.1	25.1%
% NPM	12.1%	12.4%	0.4 p.p.	
EBITDA	1,396.3	1,684.7	288.4	20.7%

Revenue from Sales

Revenue from sales increased 21.4% YoY to THB 5,423.8 million in 1Q2026, primarily driven by continued store expansion and higher transaction volumes across the network. The standalone format remained the primary growth driver, while SSSG was broadly flat during the quarter.

By product category, Household & Furnishing and Hardware were the largest contributors, together accounting for 52.4% of total sales during the quarter.

² Other income comprises gain on exchange rate, revenue from services rendered to associate, and other income.

Gross Profit

Gross profit increased 22.1% YoY to THB 2,818.7 million, while gross profit margin improved to 52.0% from 51.7% in 1Q2025. The modest margin expansion reflected continued gross margin resilience, supported by scale benefits from network expansion and effective merchandising of affordable everyday products that remained relevant to customers' day-to-day needs.

Operating Expenses and Operating Profit

Selling and distribution expenses increased 23.1% YoY to THB 1,567.9 million in 1Q2026, broadly in line with the larger store base, reflecting higher personnel expenses, rental and depreciation, and transportation and expenses associated with store rollout and broader network coverage.

Administrative expenses rose 20.7% YoY to THB 300.1 million, with growth moderating from earlier periods and reflecting a more stable run-rate of central administrative costs following the earlier step-up in HQ headcount, employee benefits, and corporate office expansion. As a result, operating profit increased 20.9% YoY to THB 979.3 million, broadly in line with revenue growth.

At the end of 1Q2026, 16 KKV stores were in operation. The share of loss from investment in associate increased to THB 27.6 million in 1Q2026, compared with THB 12.3 million in 1Q2025, mainly due to a larger number of stores still in the ramp-up phase. Overall, the impact remained modest relative to the Company's overall profitability.

Finance Cost and Net Profit

Finance costs declined 22.7% YoY to THB 73.5 million in 1Q2026, following the repayment of all outstanding interest-bearing loans from IPO proceeds. Finance costs in the quarter mainly comprised interest on lease liabilities. Together with continued revenue growth and higher gross profit, supported net profit growth of 25.1% YoY to THB 678.3 million, with the net profit margin improving to 12.4% from 12.1% in 1Q2025.

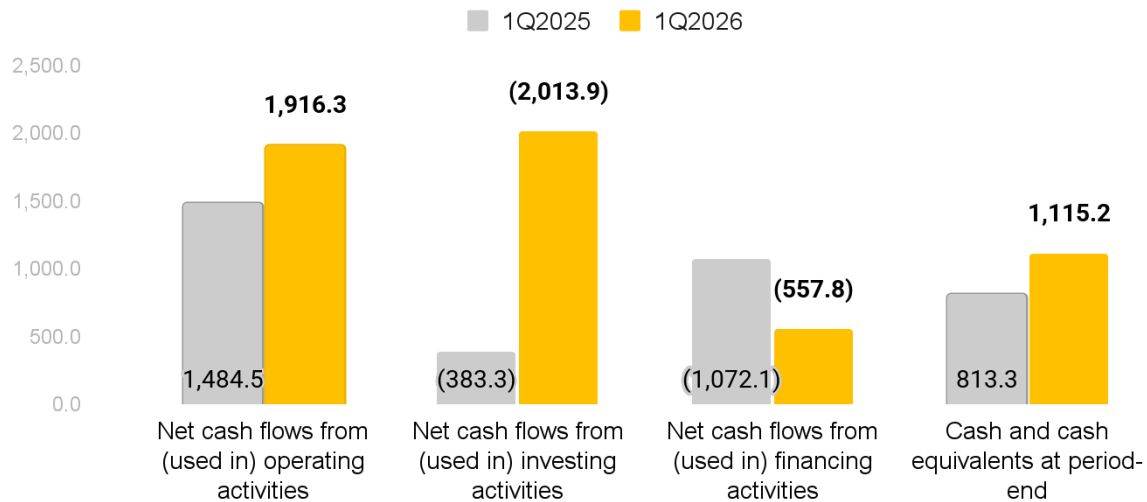
Statement of Financial Position

<i>(unit: THB million)</i>	31 Dec 2025	31 Mar 2026	Change	
Cash and Cash Equivalents	1,770.7	1,115.2	(655.5)	-37.0%
Inventories	5,544.7	5,261.2	(283.5)	-5.1%
Property, Leasehold Asset Improvements and Equipment	3,049.3	5,039.1	1,989.8	65.3%
Right-of-use Assets	6,188.7	6,307.2	118.5	1.9%
Other Assets	1,839.8	1,536.1	(303.7)	-16.5%
Total Assets	18,393.2	19,258.9	865.7	4.7%
Lease Liabilities	6,605.9	6,716.2	110.3	1.7%
Other Liabilities	2,087.7	2,155.4	67.6	3.2%
Total Liabilities	8,693.6	8,871.6	177.9	2.0%
Total Shareholders' Equity	9,699.5	10,387.3	687.7	7.1%

As at 31 March 2026, total assets stood at THB 19,258.9 million, while total liabilities and total shareholders' equity were THB 8,871.6 million and THB 10,387.3 million, respectively. The Company's financial position remained solid, supported by a stronger capital structure following the repayment of interest-bearing loans after the IPO.

Property, leasehold asset improvements and equipment increased to THB 5,039.1 million, while cash and cash equivalents declined to THB 1,115.2 million at the end of 1Q2026, mainly reflecting the completion of the land acquisition in March 2026 for the Company's automated warehouse project. Inventories stood at THB 5,261.2 million and remained supportive of the larger store network, broad product assortment, and continued product availability across the network.

Right-of-use assets and lease liabilities were THB 6,307.2 million and THB 6,716.2 million, respectively, reflecting the continued use of leased store and warehouse locations as a core part of the Company's operating model. Overall, the financial position remained supportive of continued expansion while maintaining prudent capital discipline.

Statement of Cash Flow (Unit: THB million)


Net cash from operating activities increased to THB 1,916.3 million in 1Q2026, compared with THB 1,484.5 million in 1Q2025, showing continued growth in operating performance and solid cash generation from the business. Operating cash flow was primarily used to support working capital needs and business expansion. Net cash used in investing activities totaled THB 2,013.9 million, mainly for land acquisition for the automated warehouse project, store and warehouse capacity expansion, and additional investment in associate. Net cash used in financing activities was THB 557.8 million, primarily related to lease payments. As a result, cash and cash equivalents at the end of 1Q2026 stood at THB 1,115.2 million.

Key Financial Ratios

Ratio	unit	1Q2025	1Q2026
Inventory Days	(days)	200.9	189.3
Gross Profit Margin - GPM	(%)	51.7%	52.0%
EBITDA Margin	(%)	31.1%	30.9%
Net Profit Margin	(%)	12.1%	12.4%
Return on Equity - ROE	(%)	43.6%	27.0%
Net Gearing Ratio ³	(times)	0.2	Net cash

³ Calculated as total interest-bearing loans less cash and cash equivalents, divided by total shareholders' equity.

FY2026 and Beyond

Looking ahead, the Company will continue to expand its store network to broaden its customer reach and improve accessibility across Thailand. As planned expansion remains concentrated on the standalone format, the Company is also introducing its MR. D.I.Y. 2.0 concept across new standalone openings to create a more welcoming format and to enhance the shopping experience. At the same time, it will continue refining its offering to better address everyday household needs at affordable prices, while preserving the value-for-money positioning central to the business.

The Company is also focused on improving merchandise relevance through a balanced mix of private-label products, third-party brands, and selected IP-related merchandise, serving both essentials and impulse purchases. Across key categories, it will further develop its price and quality ladder to reach a broader range of customer segments and shopping occasions. Supported by its nationwide presence and established operating platform, the Company believes it remains well-positioned to pursue continued growth through disciplined execution, while remaining attentive to economic conditions, consumer spending patterns, and competitive dynamics.

Store expansion

The Company plans to open approximately 210 new stores in FY2026, with over 90% of locations already secured or under construction. The target is to reach more than 1,500 locations by the end of 2027, subject to market conditions. Expansion will continue to weigh primarily towards the standalone format in community locations, which remain the main format for widening customer reach and supporting convenient access. New stores are expected to achieve a payback period within three years, supporting disciplined capital allocation and long-term growth.

Capital expenditure (Capex)

For FY2026, total capital expenditure is estimated at THB 4,000 million, mainly for new store openings, warehouse and logistics capacity expansion, store renovations, and IT system upgrades. A key component is the continued development of the automated warehouse and distribution centre at the ARAYA Industrial Estate in Samut Prakan, which represents a strategic shift from the current leased-warehouse model.

The project has earmarked a total investment of approximately THB 4,500 million over 2025–2031 and will incorporate an Automated Storage and Retrieval System (ASRS) to improve space utilisation, picking accuracy, and logistics efficiency. Upon completion, the facility is expected to support up to 3,000 stores and strengthen infrastructure capacity for long-term expansion.

Environmental, social, and governance (ESG)

The Company integrates sustainability considerations into its business operations to support responsible and long-term growth, aligned with stakeholder expectations and environmental responsibility. These efforts are driven through an approach that strengthens ESG standards, business ethics, and risk management. Under its sustainability strategy, “D.I.Y. for a Sustainable Future,” the Company focuses on resource efficiency, responsible sourcing, and creating positive community impact, supported by ethical supply chain practices and responsible product offerings.

During 1Q2026, the Company continued to expand its renewable energy initiatives by installing solar panels at an additional 10 stores, bringing the total number of stores with solar panel installations to 63 stores. This initiative supports the Company’s efforts to improve energy efficiency and reduce its environmental footprint.

The Company remains committed to strengthening its ESG practices across environmental, social, and governance dimensions, in line with its long-term sustainability objectives.