Moshi Moshi Retail Corporation Public Company Limited

Management Discussion and Analysis

(MD&A) Quarter 2/2026

Business Overview

Moshi Moshi Retail Corporation Public Company Limited (the company) is a retail business dedicated to creating exquisitely designed products that stand out for their cuteness, refinement, and quality at affordable consumer prices, aiming to deliver happiness to customers every day. The company offers a diverse range of lifestyle products covering home furnishing, plush toys, stationery, clothing, bags, fashions, beauty, cosmetics, IT accessories, toys, snacks, pet accessories, and other categories that present popular products according to consumer demands. The Company primarily targets consumers aged 13–35 years, comprising students and working professionals, with secondary target groups consisting of children aged 6–12 years and working adults aged 35–50 years.

As of June 30, 2026, the company had a total of 218 branches, comprising 212 Moshi Moshi stores, of which 16 were in Standalone format, 4 Garlic stores, 1 Giant store, and 1 The OK Station store, covering 70 provinces across Thailand. The company's branches are distributed across various areas in Bangkok and other provinces through distribution channels such as department stores, leading shopping malls, community malls, hypermarkets, and branches located outside department stores, which demonstrates the company's potential to reach consumers widely and thoroughly, as well as the positive response from customers nationwide. In this regard, the company has plans to further expand branches in the Standalone format in the future, in order to meet customer needs and support continuous business growth

Global and Thai Economy 2Q 2026 and Outlook for 2026

Global Economic

In Q2, the global economy managed to hold up reasonably well, supported significantly by AI-related investment. Meanwhile, the Middle East war situation had previously shown some signs of easing, following a preliminary agreement between the United States and Iran, which helped reduce market concerns for a period. However, on the trade policy front, the United States continued negotiating import tariff issues with key trading partners without reaching a clear conclusion, creating ongoing uncertainty for global trade.

Entering July, geopolitical and global trade conditions became increasingly uncertain again, driven by tensions in the Middle East and uncertainty over U.S. import tariff policy, which put pressure on the global economy and trade in the second half of the year. However, in early August, the situation began to show clearer signs of easing on both the geopolitical and trade policy fronts, reflecting the fact that these risk factors remain highly volatile and can change within a short period. The Company therefore continues to closely monitor developments.

For this reason, many organizations still maintain their 2026 global economic growth forecast at 2.5%, with the global economy in the second half of the year expected to slow due to the impact of the war intensifying once again. Meanwhile, several central banks may raise interest rates further for the remainder of the year, as inflation remains above target levels. The European Central Bank (ECB) has a chance of raising interest rates once more, while the U.S. Federal Reserve (Fed) and the Bank of Japan (BOJ) are likely to keep interest rates unchanged through the end of this year.

Thai Economic

In Q2, the Thai economy continued to be significantly supported by government measures. On the trade balance and current account balance front, May figures remained at good levels, although recovery signals had begun to soften somewhat. Import value gradually declined, while exports to the Middle East began to recover, and the tourism sector also showed some recovery.

However, in the second half of the year, the Thai economy is expected to expand at a lower rate than in the first half. Key issues to monitor in the second half include the Middle East war situation, which could impact energy prices once again; the U.S. Section 301 import tariff measures, under which Thailand risks being subject to tariffs as high as 12.5%; and the Super El Nino phenomenon, which could further reduce agricultural output this year.

On the government policy front, this is considered to play a significant role in supporting the economy in the second half of the year, as the emergency decree for a 400 billion baht loan was ruled not to violate the constitution, allowing the government to proceed with using 200 billion baht of the loan for the energy transition program. Meanwhile, the draft 2027 fiscal year budget bill shows clearer fiscal constraints, as the total budget does not differ much from the previous year, but includes a high proportion of additional borrowing plans. In addition, the Oil Fuel Fund still carries an accumulated loss burden from price-fixing measures, following the rise in global oil prices, requiring the Ministry of Energy to draw on excess refining margin benefits to keep retail prices of gasoline and diesel from exceeding 35 baht per liter. On the electricity tariff front, the government tends to maintain the rate at 3.95 baht per unit for the remainder of the year, even as global LNG prices rise toward year-end, by using clawback funds to help support this.

As for the Bank of Thailand (BOT), it tends to maintain the policy interest rate at 1% throughout this year, even though inflation remains below the target range, as this is mainly due to global energy prices. This allows the BOT to continue pursuing an accommodative monetary policy to help support the economy, with a tendency to keep interest rates below the potential level going forward, while continuing to focus on measures to help retail debtors and support SME access to credit.

Retail Business Outlook and Competition for 2026

The Retail Sentiment Index (RSI), jointly compiled by the Thai Retailers Association and the Bank of Thailand, showed that the RSI for June 2026 rose sharply by 16.0 points compared to May, driven significantly by the "Thai Help Thai Plus (60/40)" measure together with the Pracharat project, which effectively boosted overall sales. Prior to this, the retail index for May 2026 had plunged sharply, falling by 7.2 points to its lowest level in 5 years, as a result of severely contracted purchasing power across all regions due to the energy cost crisis that had pushed inflation higher. This made the recovery in June essentially a bounce-back from a very low base.

This is consistent with the overall Consumer Confidence Index compiled by the Ministry of Commerce, which in June 2026 rose to 50.2 from 49.2 in the previous month, marking a return to the confidence zone for the first time in 4 months, supported by government economic stimulus measures, the tourism sector, and continued export expansion. Similarly, the Industrial Sentiment Index rose to 88.2 in June 2026 from 84.7 in May, marking its first recovery in 4 months, as the Thai Help Thai Plus measure generated over 43,200 million baht in circulating funds within the economic system.

Although the overall retail index picture has improved, experts point out that this is merely a "localized, uneven recovery," because most of the positive figures observed were driven by small retailers who qualified under the "Thai Help Thai Plus" measure, which focuses on providing benefits to independent shops and stores with sales below the specified threshold.

Conversely, this measure has created an indirect Crowding-out Effect on medium-sized retail-wholesale stores, fully VAT-registered shops, and chain restaurants, which do not qualify for the benefits, causing some traffic and purchasing power to flow instead to shops participating in the program. It can be said that this measure has genuinely "supported" small operators, while at the same time "taking market share" away from medium-to-large operators.

For this reason, the RSI survey results indicating that retail operators overall have a positive outlook on the economic trend and purchasing power in Q3 (July-September 2026) should be interpreted with caution, because this improved confidence is concentrated among small shops and small operators who directly benefited from the government's economic stimulus measures, while medium-sized retailers and chain restaurants may not feel the same support, or may view the outlook with more caution.

Risk management

Given the global economic situation, the Thai economy, and the retail business environment that has faced continued high uncertainty since the beginning of the year, the Company has consistently been aware of the risks that could arise from these factors. It therefore assessed risks in advance and carried out risk management swiftly starting from Q1, particularly regarding the risk of rising product costs due to volatility in the global situation. The Company thus decided to accelerate purchase orders starting from early March 2026, a proactive measure that enabled the Company to maintain product costs at the same level and ensure continuous product availability through Q2. As for the risk of rising transportation costs, the Company has closely monitored the situation and assessed that it has not yet had a significant impact on the Company's product costs at this stage.

However, the Company is well aware that the overall situation remains highly uncertain and could affect consumer purchasing power going forward. It therefore continues to closely monitor developments in costs and the supply chain, while establishing risk response measures in 2 main areas, namely:

Managing the risk of slowing consumer purchasing power: The Company has adjusted its Product Mix selection strategy to align with consumer purchasing power, ensuring that the products offered remain at accessible price levels, in line with Value-Conscious behavior, which is the dominant market trend at present. In addition, the Company continues to place importance on sourcing products that are trending and aligned with consumer demand at each point in time, in order to make products more appealing, encourage customer visits, and increase the likelihood of purchase decisions, even amid conditions where consumers are more cautious with their spending

Managing the risk of intensifying competition: The Company has strengthened its strengths in shopping experience and understanding of Thai consumer behavior, in order to retain its customer base and differentiate itself from competitors, both in Online and Offline channels, where competition is expected to intensify continuously throughout 2026.

In this regard, when the Company observed clearer signs of slowing consumer purchasing power in Q2, it took additional proactive action by increasing marketing investment to accelerate brand awareness and drive sales growth in this quarter. This is considered a strategic risk management measure to stimulate purchasing power amid an overall market slowdown, alongside continuous management of the Product Mix, so that the Q2 operating results would remain of good quality and able to adapt promptly to changing market conditions.

Corporate Governance and Sustainable Development Operations

The company places great importance on developing and driving its business toward sustainability, ensuring stable growth while comprehensively addressing stakeholder expectations. To this end, the Company has established a sustainability development framework covering the dimensions of Environmental, Social, and Governance (ESG) across all stages of its business operations, cascading down to various operational functions. A sustainability management policy has also been formulated, encompassing the environmental, social, and governance dimensions, and is regularly reviewed and updated to align with the Company's evolving business characteristics in accordance with the dynamics of sustainability development at both national and international levels.

"Give Back to Earth" Project

Under the "Give Back to Earth" project, the Company, led by Khun Ploynapat Boonsongkroh, Director of Product Sourcing and Development, organized an educational activity on environmental conservation and proper waste sorting for students of Wat Dee Bon School, Ratchaburi Province, on 22 May 2026. The activity received a very positive response from participating students, and was able to collect a total of over 3,600 plastic bottles from the waste-sorting activity. All of the plastic bottles will be delivered to the Wat Chak Daeng Foundation for processing into monk's robes (Trai Civara) under the "Turning Waste into Merit" project. In addition to helping reduce the volume of plastic waste, this also promotes sustainable value for the community, reflecting Moshi Moshi's commitment to instilling environmental awareness in young people, alongside conducting business in a manner that is socially and environmentally responsible.

ASA Visit Activity No. 5/2026

On 28 May 2026, the Thai Investors Association, in collaboration with the Stock Exchange of Thailand, organized the "Volunteer Visit No. 5/2026" activity, bringing members of the Shareholder Rights Protection Volunteers to visit Moshi Moshi Retail Corporation Public Company Limited at the Om Yai warehouse. On this occasion, the Company's executives, comprising Khun Sa-nga Boonsongkor, Chief Executive Officer, Khun Suparada Rojwattana, Chief Financial Officer, and Khun Piyathip Dilokrsri, Director of Investor Relations, welcomed and engaged

in discussion with the volunteer members, covering topics related to the Company's operational direction, corporate vision, as well as the Jump+ strategic plan, which is a key growth plan the Company is currently driving forward for the next phase.

For additional information regarding sustainability development and corporate activities, please visit the website at *https://sustainability.moshimoshi.co.th/en/home*

Important Developments 2Q 2026

1. In 2Q 2026, the Company continued to **expand its branch network**, opening a total of 11 new branches, all under the Moshi Moshi brand. Of these, 2 branches were in the Standalone format. In addition, during this quarter the Company also expanded into 2 new provinces, namely Samut Songkhram and Surin, reflecting the Company's strategy to expand its customer base and reach diverse consumer groups across various regions nationwide. As of 30 June 2026, the Company had a total of 218 branches, covering 70 provinces across Thailand, comprising 212 Moshi Moshi branches (of which 16 were in the Standalone format), 4 Garlic branches, 1 Giant branch, and 1 The OK Station branch.
2. **Product and Service Development:** The Company continues to focus on developing products that align with market demand, while maintaining product quality and accessible price levels for consumers. In Q2 2026, the Company prepared its product offerings to meet consumer demand during key festivals and seasons, particularly the Songkran Festival and the Back to School period, which are times of notable consumer spending and outstanding sales performance during the year, through the phased launch of several thousand new items across a wide range of product categories. The products launched included popular licensed collections such as Kuromi, Hangyodon, and Hello Kitty T-Shirts from Sanrio, as well as the Snappy Dino collection designed by the Company's own design team, and Happyday with Moompa, created by a Thai artist. In addition, the Company also offered products aligned with seasonal demand, such as water guns and elephant-print pants for the Songkran Festival, as well as stationery and school supplies for the Back to School period, to meet consumer needs during each particular time of year.

3. **Marketing and Sales Promotion Activities:** During May–June 2026, the Company carried out a sales promotion campaign under the name "Back to School," covering both in-store and online channels. A variety of promotional activities were organized to stimulate customers' purchasing decisions during the back-to-school period, while also giving customers the opportunity to co-create product review content through social media, which helped broaden brand awareness and increase customer engagement with the Company's products.

   In addition, the Company introduced "Pond–Phuwin" as its first-ever "Friend of Moshi Moshi," featuring him to promote the Company's Stationery product group. This was aimed at generating interest in this product category and expanding reach to the Company's target customer base, particularly students and teenagers, who represent a key customer segment for this campaign.

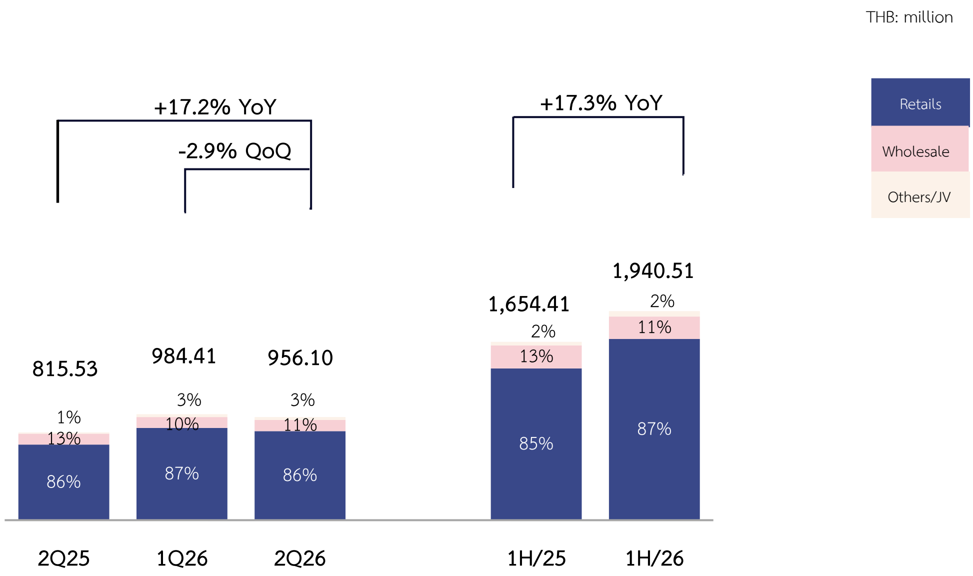
   Overall, both activities reflect the Company's integrated marketing strategy, which systematically combines sales promotion events, digital media marketing, and the use of influential figures ("Friend of Brand") to drive short-term sales momentum while simultaneously building long-term brand awareness and customer engagement. This is expected to increase customer traffic and support continuous sales growth in the future.

Financial Summary for the Quarter 2/2026 and for the 6-month period ended 30 June 2026

Operating Performance	Q2/25	Q1/26	Q2/26	Change +/-		1H/25	1H/26	Change +/-
Unit: Million THB				%YoY	%QoQ			%YoY
Operating Revenue	815.53	984.41	956.10	17.2%	(2.9%)	1,654.41	1,940.51	17.3%
Cost of Sales & Services	(367.04)	(430.27)	(416.58)	13.5%	(3.2%)	(741.70)	(846.85)	14.2%
Gross Profit	448.49	554.14	539.52	20.3%	(2.6%)	912.71	1,093.66	19.8%
Other income	4.34	3.93	3.33	(23.3%)	(15.3%)	8.69	7.26	(16.5%)
Selling expenses	(241.74)	(278.26)	(293.16)	21.3%	5.4%	(475.57)	(571.42)	20.2%
Administrative expenses	(30.09)	(31.70)	(33.53)	11.4%	5.8%	(56.44)	(65.23)	15.6%
Other gain(losses)-net	7.76	6.80	5.51	(29.0%)	(19.0%)	15.36	12.31	(19.9%)
Financial costs	(21.04)	(21.19)	(22.40)	6.5%	5.7%	(42.25)	(43.59)	3.2%
Profit before income tax	167.72	233.72	199.27	18.8%	(14.7%)	362.50	432.99	19.4%
Income Tax	(33.32)	(42.74)	(37.41)	12.3%	(12.5%)	(72.08)	(80.16)	11.2%
Net Profit	**134.40**	**190.98**	**161.86**	**20.4%**	**(15.2%)**	**290.42**	**352.83**	**21.5%**

Note: Number variations may occur due to decimal rounding conventions.

OPERATING REVENUE



<u>YoY: 2Q2026 VS 2Q2025</u>

In Q2 2026, the Company's total operating revenue amounted to THB 956.10 million, an increase of THB 140.57 million, or 17.2%, compared to the same period of the previous year. This was mainly driven by the continuous expansion of the branch network, the regular launch of new products, and proactive marketing strategies, particularly the recovery in sales during the Back to School season, which had a positive impact on both the retail and wholesale channels.

The retail business remained the core source of revenue, generating THB 826.80 million, or 86% of total operating revenue, an increase of THB 125.74 million, or 17.9%, driven by the addition of 36 new branches, bringing the total number of Moshi Moshi branches from 176 to 212. This was further supported by strong sales growth of back-to-school products and the ongoing rollout of new products alongside a variety of marketing activities.

The wholesale business generated revenue of THB 103.96 million, or 11% of total operating revenue, an increase of THB 1.82 million, or 1.8%, supported by the back-to-school season similarly to retail, together with the growing popularity of toy products, which helped boost activity in the Sampeng market. However, this was partly offset by traffic congestion caused by bridge construction in front of Platinum Fashion Mall, which led tour operators to avoid the area and caused general customers to visit less frequently.

Other channels (online and warehouse sales) generated total revenue of THB 25.34 million, or 3% of total revenue, an increase of THB 13.01 million, or 105.5%, with online sales growing by 176.6% and warehouse sales growing by 59.7%.

Meanwhile, Same Store Sales Growth (SSSG) stood at 4.0%, compared to 15.2% in Q2 2025, reflecting the high base of growth recorded in the same period of the previous year. Nevertheless, the Company was still able to maintain positive same-store sales growth, reflecting its ability to operate effectively amid a slowing economic environment. This was supported by the launch of new products, the sourcing of trending products aligned with consumer demand, and the offering of a diverse product range encompassing both licensed products and general merchandise, including seasonal products such as those for the Back to School period, together with regular marketing activities aimed at stimulating spending and sustaining sales growth.

Regarding the joint venture, Moshi Moshi and Index Creative Village Project Development (the "Joint Venture"), the Company did not recognize any related revenue during this quarter.

Moshi Moshi Branch Expansion	2Q2025	1Q2026	2Q2026	1H2025	1H2026
No. Net Opened Branch	11	6	11	17	17
No. Net Closed Branch	-	(1)*	-	-	(1)*
No. of Branch at the End of Period	176	201	212	176	212
Operating Revenue and SSSG					
Operating Revenue (THB: million)	815.53	984.41	956.10	1,654.41	1,940.51
Same Store Sales Growth	15.2	3.8	4.0	11.3	3.9

* In 1Q 2026, the Company closed 1 retail branch, namely the Tops Plaza Singburi branch, due to the mall's closure.

QoQ: 2Q2026 VS 1Q2026

Compared to Q1 2026, the Company's operating revenue decreased by THB 28.31 million, or 2.9%, primarily attributable to the following factors in each business channel:

The retail business recorded a revenue decrease of THB 29.06 million, or 3.4%. However, this decline was in line with the normal seasonal factors typical of the retail industry. During this quarter, the Company continued to expand its retail branch network, adding a total of 11 new branches, of which 2 were standalone-format stores.

The wholesale business recorded a revenue increase of THB 2.38 million, or 2.3%, mainly supported by higher sales from the Sampeng wholesale branch. This was driven by the growing popularity of toy products, which helped generate market activity in the Sampeng area and attracted more shoppers to the location, together with demand for products during the Back to School period, resulting in improved sales performance at the Sampeng branch. The Company currently has no plans to expand its branch network in the wholesale channel.

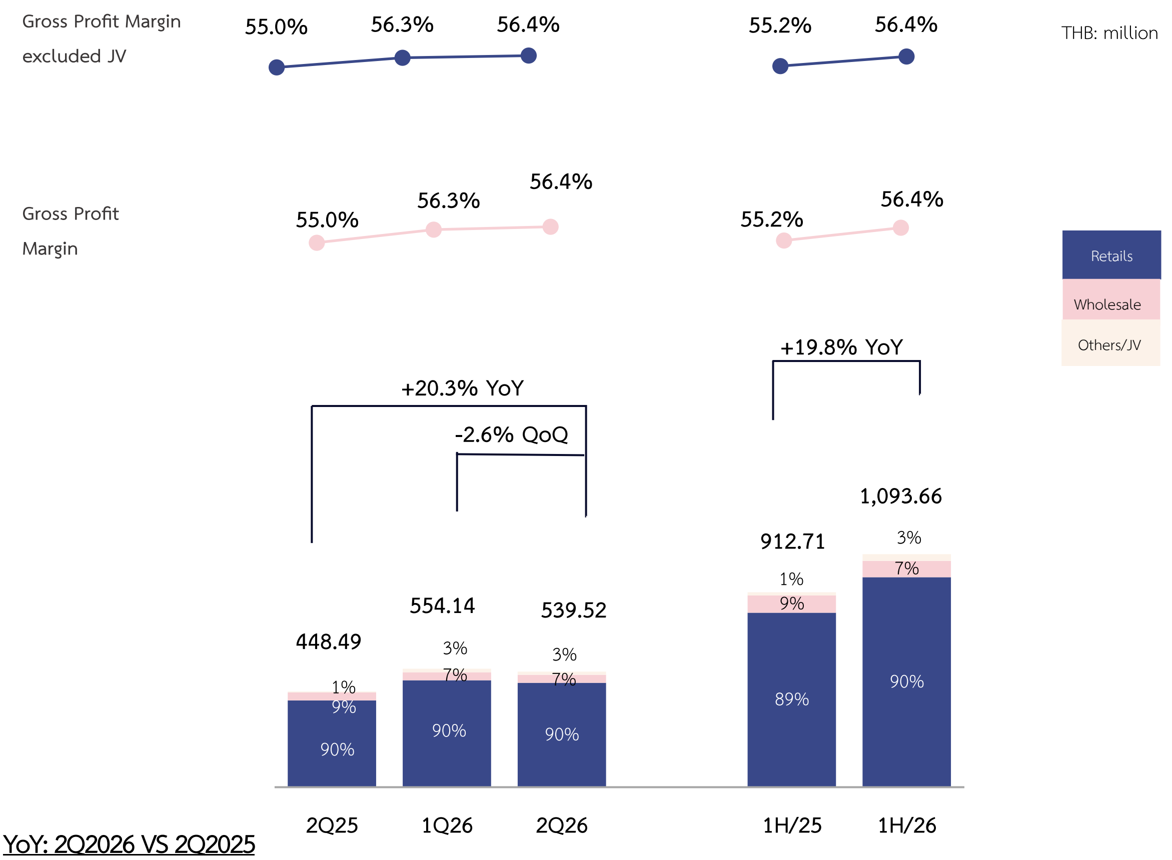
For other channels, revenue decreased by THB 1.62 million, or 6.0%, compared to the previous quarter, mainly due to a decline of THB 1.91 million in warehouse sales revenue. Sales in each activity cycle depend on the number and timing of events held (event-based) in each quarter, which is a normal characteristic of this channel.

YoY: 1H2026 VS 1H2025

For the operating results in the first 6 months of 2026, the Company recorded operating revenue of THB 1,940.51 million, growing by 17.3%, or an increase of THB 286.10 million, compared to the same period of the previous year. This growth was mainly driven by continued business expansion, through an increase in the number of Moshi Moshi retail branches from 176 branches in the 6-month period of 2025 to 212 branches in the 6-month period of 2026, an increase of 36 branches.

In addition, the Company continued to drive business growth through its strategy of developing products to meet consumer needs, together with the continuous launch of new products, releasing over 1,000 new items per month, while also renovating retail stores to enhance the brand image and shopping experience through modern store decoration aligned with the target group's lifestyle, as well as expanding branches according to plan, to support growth and broaden customer reach nationwide.

GROSS PROFIT AND GROSS PROFIT MARGIN



YoY: 2Q2026 VS 2Q2025

In Q2 2026, the Company recorded total gross profit of THB 539.52 million, an increase of THB 91.03 million, or 20.3%, compared to the same period of the previous year. The gross profit margin improved from 55.0% to 56.4%, mainly attributable to the addition of 36 retail branches, which increased the proportion of revenue from the retail business—which carries a higher gross margin than the wholesale business—relative to the previous year. In addition, the gross profit margin was further supported by product mix management, through an increased proportion of imported products and other high-margin products across several product categories, which contributed to the overall improvement in the Company's gross profit margin.

The Company's gross profit margin genuinely reflects its core operating performance, as it does not involve any items related to the joint venture.

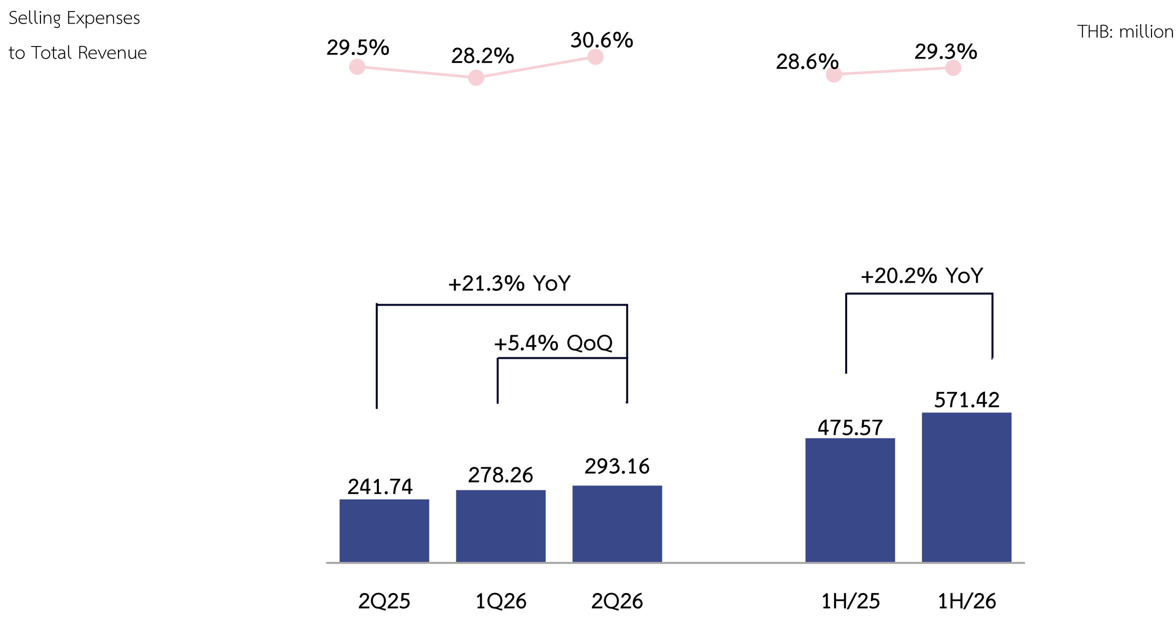
QoQ: 2Q2026 VS 1Q2026

Compared to Q1 2026, gross profit decreased by THB 14.62 million, or 2.6%, in line with the normal seasonal factors affecting sales. Nevertheless, the Company's gross profit margin improved, supported by the reversal of an internal provision related to inventory management in the sorting zone, which was a one-off factor for this period, while product mix management and an increased proportion of higher-margin products served as additional supporting factors for the overall gross profit margin.

YoY: 1H2026 VS 1H2025

For the first 6-month period of 2026, the Company recorded gross profit of THB 1,093.66 million, an increase of THB 180.95 million, or 19.8%, compared to the same period of the previous year, with the gross profit margin improving from 55.2% to 56.4%. The main supporting factors were the expansion of retail branches and the increased proportion of imported product sales, which carry higher gross profit margins across several product categories, resulting in an overall improvement in the Company's gross profit margin.

SELLING EXPENSES



<u>YoY: 2Q2026 VS 2Q2025</u>

In Q2 2026, the Company recorded selling expenses of THB 293.16 million, an increase of THB 51.42 million, or 21.3%, compared to the same period of the previous year, representing 30.6% of total revenue, up from 29.5% in the previous year. This increase in expenses resulted from investments to support business expansion, customer base growth, and long-term sales growth.

The main factor was the expansion of the Moshi Moshi retail branch network, which increased by 36 branches, from 176 to 212 branches currently, leading to higher branch-related operating expenses, including personnel costs, rental and space service fees, and utility costs, together with the impact of the 2025 minimum wage increase, which affected overall personnel costs.

In addition, the continuous growth of online sales resulted in higher online platform fees in line with transaction volume, compounded by an increase in fee rates charged by online platform providers, which further increased costs in this area. At the same time, the Company continued to carry out marketing activities to support sales growth, expand its new customer base, and strengthen brand awareness among its target customers.

<u>QoQ: 2Q2026 VS 1Q2026</u>

Compared to Q1 2026, selling expenses increased by THB 14.90 million, or 5.4%, mainly due to the continued expansion of branches, with 6 new branches opened in Q1 2026 and a further 11 branches opened in Q2 2026, resulting in higher branch-related operating expenses. This was compounded by marketing activities related to the launch of "Pond–Phuwin" as the

Friend of Moshi Moshi for the Stationery product group, as well as the recognition of expenses associated with preparations for the launch of Moshi Moshi's first-ever Brand Ambassador.

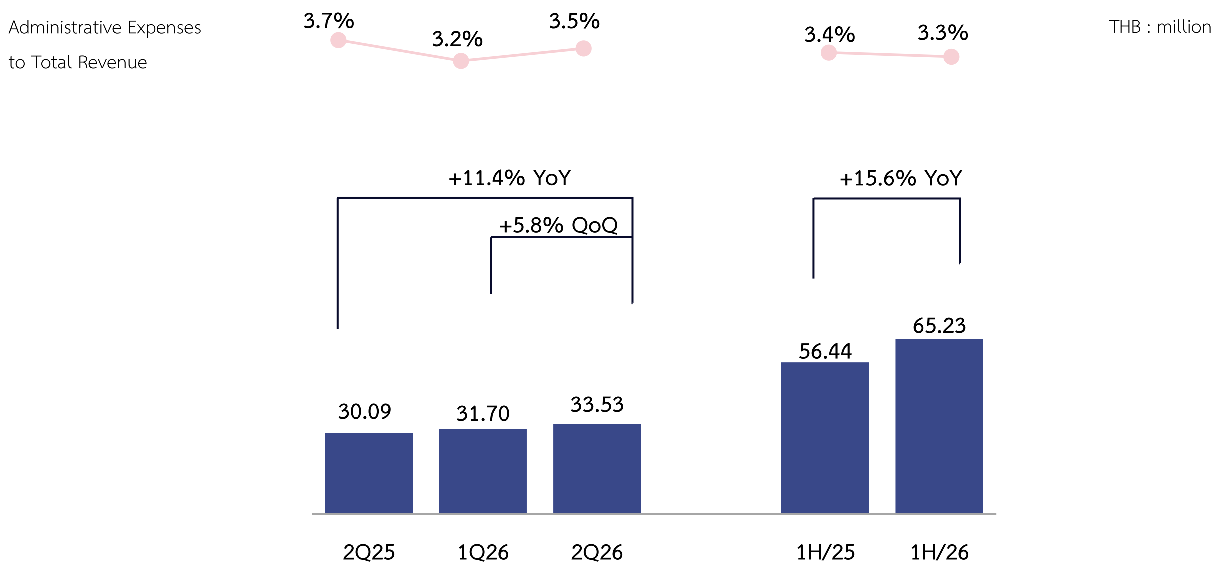
The ratio of selling expenses to total revenue increased from 28.2% to 30.6%, as revenue in Q2 was affected by seasonality factors resulting in lower revenue than in Q1, while expenses related to branch expansion and marketing activities were recognized as incurred during the period. As a result, the ratio of selling expenses to total revenue increased in this quarter.

<u>YoY: 1H2026 VS 1H2025</u>

For the first 6 months of 2026, the Company recorded selling expenses of THB 571.42 million, an increase of THB 95.85 million, or 20.2%, compared to the same period of the previous year. This was mainly attributable to the expansion of the Moshi Moshi retail branch network from 176 branches in the 6-month period of 2025 to 212 branches in the 6-month period of 2026, an increase of 36 branches, resulting in higher branch-related operating expenses, such as store staff costs, rental and space service fees, store decoration and fixture costs, and product distribution costs.

The ratio of selling expenses to total revenue increased from 28.6% to 29.3%, driven by higher personnel costs in line with the growing number of branches, as well as marketing expenses incurred to support sales growth and strengthen brand awareness.

ADMINISTRATIVE EXPENSES



<u>YoY: 2Q2026 VS 2Q2025</u>

In Q2 2026, the Company recorded administrative expenses of THB 33.53 million, an increase of THB 3.44 million, or 11.4%, compared to the same period of the previous year. This was mainly attributable to higher personnel costs in line with the annual salary adjustment, as well as consulting expenses for developing the Company's organizational and personnel management systems, which formed part of the Company's efforts to strengthen personnel capabilities and enhance long-term operational efficiency. Nevertheless, the ratio of administrative expenses to total revenue decreased from 3.7% to 3.5%, reflecting the Company's ability to manage central overhead costs efficiently.

<u>QoQ: 2Q2026 VS 1Q2026</u>

Compared to Q1 2026, administrative expenses increased slightly by THB 1.83 million, or 5.8%, mainly due to higher personnel costs in line with the Company's human resource management. The ratio of administrative expenses to total revenue increased from 3.2% to 3.5%, as revenue in Q2 was affected by seasonality factors resulting in lower revenue than in Q1, while administrative expenses are largely recurring costs that align with the Company's ongoing operating structure.

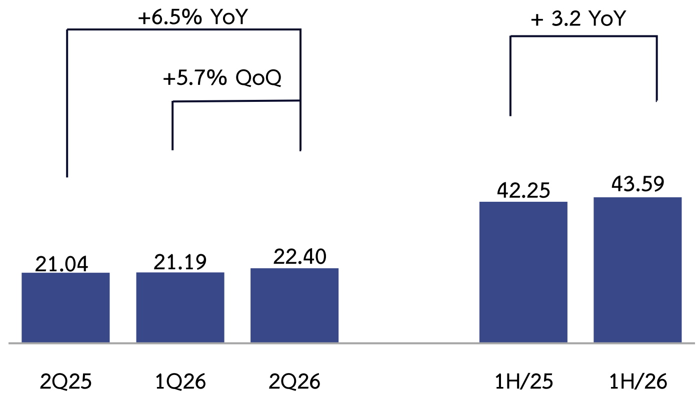
<u>YoY: 1H2026 VS 1H2025</u>

For the first 6 months of 2026, the Company recorded administrative expenses of THB 65.23 million, an increase of THB 8.79 million, or 15.6%, compared to the same period of the previous year, mainly due to the annual employee salary adjustment and consulting expenses for developing the Company's organizational and personnel management systems.

The ratio of administrative expenses to total revenue decreased from 3.4% to 3.3%, as revenue grew at a higher rate than administrative expenses, reflecting the Company's ability to manage central overhead costs efficiently.

FINANCE COST

THB: million



<u>YoY: 2Q2026 VS 2Q2025</u>

In Q2 2026, the Company recorded finance costs of THB 22.40 million, an increase of THB 1.36 million, or 6.5%, compared to the same period of the previous year, in line with the increase in branch expansion.

<u>QoQ: 2Q2026 VS 1Q2026</u>

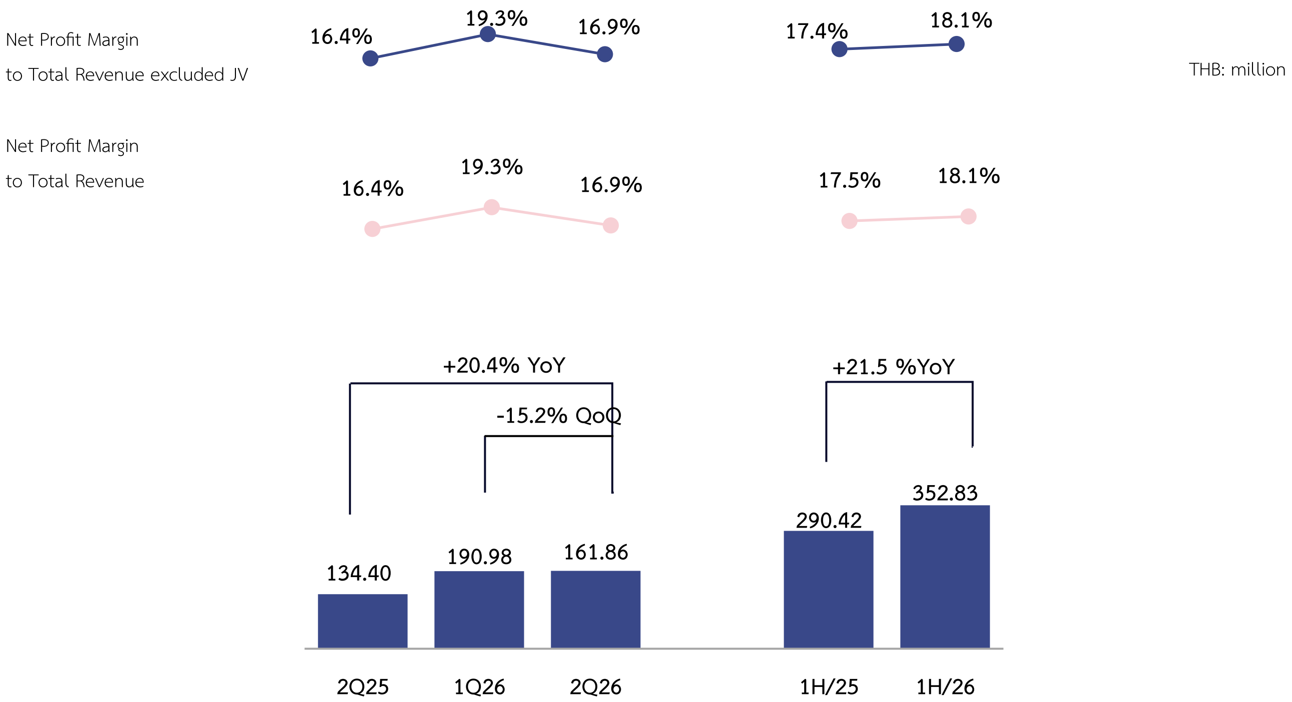
Finance costs increased by THB 1.21 million, or 5.7%, from the previous quarter, mainly due to higher lease liabilities in line with the Company's branch expansion. In Q1 2026, the Company expanded by 6 branches, with a further 11 branches added in Q2 2026, resulting in an increase in lease liabilities and the related finance costs.

<u>YoY: 1H2026 VS 1H2025</u>

For the first 6 months of 2026, the Company recorded finance costs of THB 43.59 million, an increase of THB 1.34 million, or 3.2%, compared to the same period of the previous year, mainly attributable to higher interest expenses on lease liabilities, in line with the increased number of branches.

The Company had no interest expense burden from borrowings, as its total finance costs arose entirely from the recognition of lease liabilities in accordance with financial reporting standards.

NET PROFIT AND NET PROFIT MARGIN



<u>YoY: 2Q2026 VS 2Q2025</u>

In Q2 2026, the Company recorded net profit of THB 161.86 million, an increase of THB 27.46 million, or 20.4%, compared to the same period of the previous year, resulting in an increase in net profit margin from 16.4% to 16.9%. This was mainly supported by the addition of 36 retail branches, growth in Same Store Sales Growth (SSSG), as well as effective cost management throughout the past quarter.

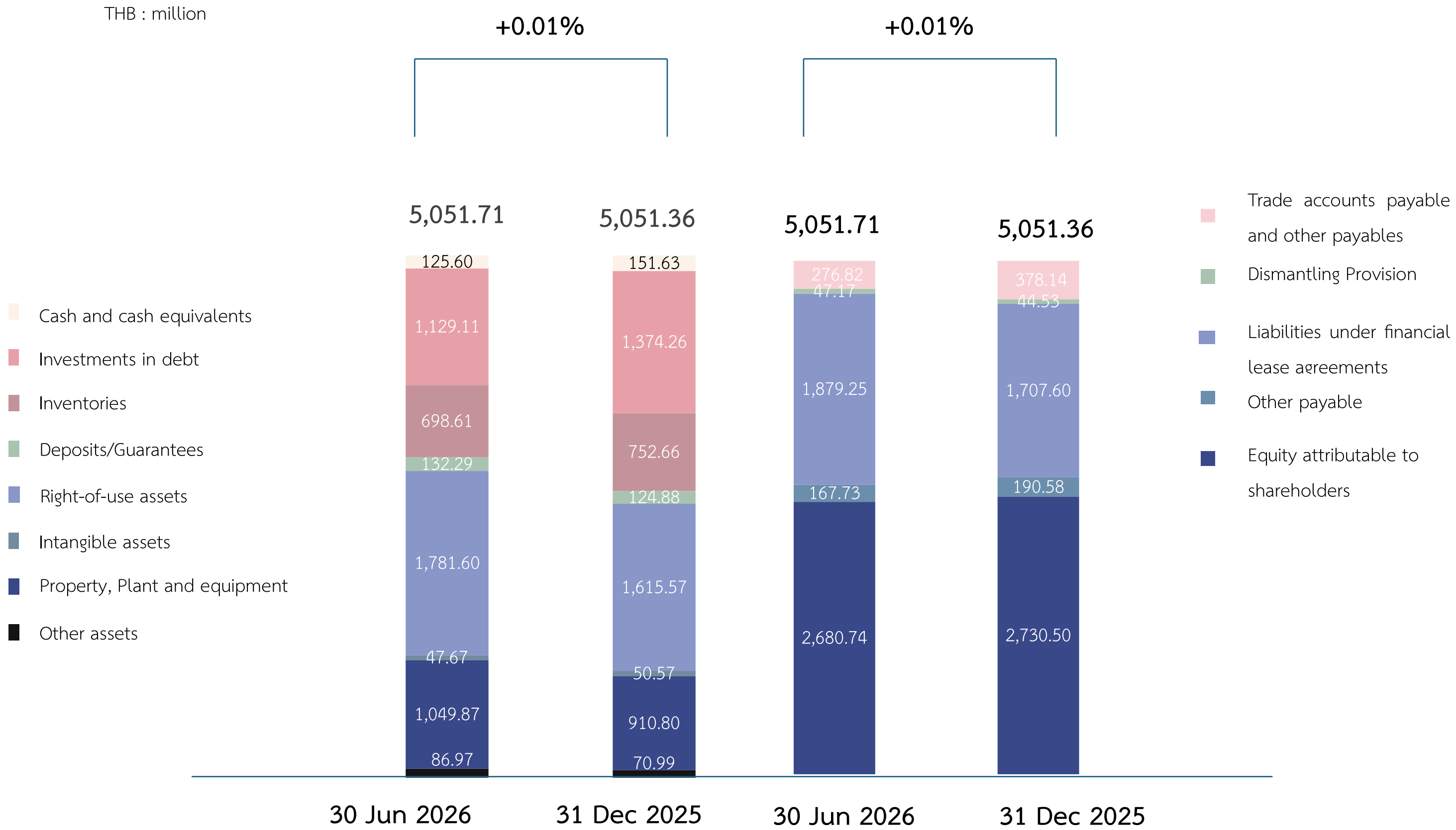
<u>QoQ: 2Q2026 VS 1Q2026</u>

Compared to the previous quarter, the Company's net profit decreased by THB 29.12 million, or 15.2%, while the net profit margin declined from 19.3% to 16.9%. This decrease was in line with seasonal factors, as Q1 2026 benefited from continued spending momentum following the year-end festive season, whereas Q2 was a period in which consumption returned to normal levels.

<u>YoY: 1H2026 VS 1H2025</u>

For the first 6 months of 2026, the Company recorded net profit of THB 352.83 million, an increase of THB 62.41 million, or 21.5%, compared to the same period of the previous year, with the net profit margin rising notably from 17.4% to 18.1%. This was mainly supported by effective cost management, which helped sustain profitability and support earnings growth amid ongoing high levels of economic and geopolitical uncertainty.

STATEMENT OF FINANCIAL POSITION



Note: Figures may be subject to rounding differences.

As of June 30, 2026

ASSETS

At the end of Q2 2026, the Company had total assets of THB 5,051.71 million, a slight increase of THB 0.35 million, or 0.01%, from the end of 2025. Key changes were as follows: right-of-use assets increased by THB 166.03 million, as a result of branch expansion and lease renewals, while property, plant and equipment increased by THB 139.07 million, reflecting investments in branch expansion as well as the acquisition of additional land to support the Company's business expansion. At the same time, investments in debt securities decreased by THB 245.16 million, due to liquidity management to support the Company's investment and operating activities, including the payment of dividends in Q2 2026. Inventories decreased by THB 54.05 million, in line with inventory management following the High Season period.

Liabilities

At the end of Q2 2026, the Company had total liabilities of THB 2,370.97 million, an increase of THB 50.12 million, or 2.2%, from the end of 2025. Lease liabilities increased by THB 171.65 million, in line with the increase in right-of-use assets resulting from branch expansion and lease renewals, while trade and other payables decreased by THB 101.32 million, in line with the seasonal factors of the business.

Shareholders' Equity

Total shareholders' equity amounted to THB 2,680.74 million, a decrease of THB 49.76 million, or 1.8%, from the end of 2025. This was mainly attributable to the payment of dividends from the 2025 annual operating results of THB 402.60 million, representing a payout ratio of 60%, higher than 50% in the previous year. Meanwhile, net profit generated during the period contributed to an increase in shareholders' equity and partially offset the impact of the dividend payment. As a result, shareholders' equity at the end of Q2 2026 declined from the end of 2025. The Company's overall financial structure remains strong with healthy liquidity, with no outstanding borrowing obligations.

STANTEMENT OF CASHFLOW FOR For the six months periods ended June 30, 2026	1H/25	1H/26	+/-
Unit: Million THB			%YoY
Net cash generated from operating activities	534.25	510.54	(4.4%)
Net cash generated (used in) investing activities	(122.39)	63.78	(152.1%)
Net cash used in financing activities	(441.55)	(600.35)	36.0%
Net increase (decreased) in cash and cash equivalents	(29.69)	(26.03)	(12.3%)
Cash and cash equivalents at the beginning of the year	177.19	151.63	(14.4%)
Cash and cash equivalents at the end of the periods	147.51	125.60	(14.9%)

Note: Number variations may occur due to decimal rounding conventions

CASH FLOW FROM OPERATING ACTIVITIES

The Company generated net cash flow from operating activities of THB 510.54 million, a decrease of THB 23.72 million from the same period of the previous year. This was supported by an increase of THB 102.01 million in profit adjusted for non-cash items, reflecting continued growth in operating performance, while cash flow from inventory management decreased by THB 72.44 million, due to increased advance purchase orders since Q1 2026 to ensure sufficient inventory to support business growth and to mitigate risks arising from geopolitical conflict situations.

CASH FLOW FROM INVESTING ACTIVITIES

Net cash used in investing activities amounted to 63.78 million baht, a decrease of 186.17 million baht compared to the same period of the prior year, comprising the following main activities.

- Net cash used for investment in debt instruments decreased by 271.38 million baht.
- Cash paid for the purchase of fixed assets and intangible assets increased by THB 82.91 million, consistent with the branch network expansion, including investment in land and construction of a new warehouse to support future business growth.

CASH FLOW FROM FINANCING ACTIVITIES

The Company had net cash used in financing activities of 600.35 million baht, an increase of 158.80 million baht compared to the prior year, with the primary factor:

- Dividend payments from annual operating results amounted to THB 402.60 million, an increase of THB 138.60 million
- Repayment of lease liabilities and interest paid increased by THB 20.20 million, in line with the Company's branch expansion

In summary, the Company's cash flow reflects strong potential to generate cash flow from operations, together with continuous investment to support business expansion, and balanced financial management between long-term growth and generating appropriate returns for shareholders.

Business Outlook for 2026

1. Retail Network Expansion & Transformation

The Company continues to focus on expanding its retail store network in high-potential locations, targeting the opening of 35 new branches within 2026, of which at least 5 will be in the Standalone format, in order to increase customer accessibility in areas beyond shopping malls. At the same time, the Company also places importance on upgrading its existing branches, through renovation, space expansion, relocation, and updating product display formats to be more modern, in order to enhance the customer shopping experience.

In terms of capital expenditure, the Company has allocated a total budget of over THB 500 million, comprising approximately THB 200 million in CAPEX for branch expansion and general administration, approximately THB 220 million for the construction of the second warehouse to support future business growth, and a further THB 80 million in investment for land acquisition to support future business expansion.

2. Product Portfolio Development & Retail Excellence

The Company places great importance on continuously developing and launching new products to meet ever-changing customer needs, while elevating in-store product display and presentation standards to create a more engaging and enjoyable shopping experience for customers.

3. Digital Infrastructure & Data-Driven Management

The Company continues to develop its information technology infrastructure to enhance management efficiency, while leveraging data-driven insights to formulate strategies that accurately address customer behavior and needs, as well as adopting technology to improve operational systems and overall effectiveness.

4. Customer Base Expansion

The Company aims to expand its customer base to reach a broader mass market, increasing accessibility across diverse age groups and genders, while strengthening its presence among the primary target group aged 13 to 35 and penetrating the secondary target group aged 6 to 12, in order to build brand awareness from childhood, expand long-term business opportunities, and enhance the Company's ability to reach a wider consumer base.

5. Intensify Marketing & Brand Equity

The Company is committed to intensifying its marketing efforts alongside elevating Brand Equity through omnichannel marketing, building a distinctive and clearly differentiated brand image, enhancing the customer experience at every touchpoint, fostering long-term brand affinity and loyalty, and effectively communicating product value, all with the aim of building strong brand recognition, reinforcing credibility, and sustainably strengthening the brand's competitive position.