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Topic: Management Discussion and Analysis for Quarter 3/2026

To: President

The Stock Exchange of Thailand

Economic Overview and Outlook

In the third quarter of 2026 the Thai economy was supported by a recovery in exports and investment in the technology sector, which going forward is expected to create potential growth opportunities in the demand for home-related products and services. Nevertheless, overall economic recovery remained muted amid ongoing uncertainties, particularly the volatility in energy costs caused by geopolitical conflicts in the Middle East. Consumer purchasing power continues to be affected by elevated household debt levels, rising inflation due to higher product prices and energy costs, along with stringent lending policies imposed by financial institutions. However, the government's economic stimulus measures under the "Thai Helps Thai Plus 60/40" program provided support for economic activities and helped mitigate pressure on domestic purchasing power. Against this backdrop, the Company continues to closely assess economic and market developments and adapt its business strategies to appropriately respond to evolving market conditions.

The third quarter coincides with Thailand's rainy season. This year experienced extremely heavy rainfall which continued into October, causing severe flooding in multiple areas, including the Bangkok Metropolitan Region, and impacted customers' ability to travel. Nevertheless, the Company retained its commitment to providing a seamless Omni-channel shopping experience across both online and physical store channels, ensuring that customers could conveniently access products and services across multiple channels, including the Company's apps and website. The Company continued to offer fast delivery services, including Express Delivery and Next-Day Delivery, while further expanding our sales channels through marketplace platforms and collaborations with quick commerce

partners. These initiatives contributed to the continued growth of online sales while enhancing service flexibility and enabling the Company to respond more effectively to customer needs.

Gross Profitability and Cost Management

In terms of gross profit, the Company continued to optimize its product mix by increasing the proportion of high-margin products through its Private Brands, while maintaining disciplined control over selling and general administrative expenses (SG&A). In addition, the Company closely monitored and managed risks associated with volatile energy costs.

Marketing and Sales Promotion Activities

To drive sales growth, the Company continued its focus on organizing joint promotional and marketing activities with its business partners to stimulate consumer spending. During the third quarter of 2026, the Company hosted the 'HomePro Super Expo' from July 24 to 29 across both physical stores and online channels, alongside regular monthly 'Double Day' campaigns. The Company also organized a “Free Electrical Appliance Repair” event from July 3 to 5 at HomePro and Mega Home stores nationwide. The initiative aimed to extend product lifecycles, promote efficient resource utilization, and strengthen long-term customer relationships.

Store Network Optimization and Expansion

During the third quarter of 2026, the Company converted Mega Home Minburi into a Hybrid Store format to enhance competitiveness and broaden the customer base over the long term. Consequently, as of the end of the third quarter of 2026, the Company operated a total of 134 stores, comprising 87 HomePro stores, 4 HomePro S stores, 20 Mega Home stores, 16 Hybrid Stores and 7 HomePro stores in Malaysia.

The financial results of the Company and its subsidiaries for the three-month and nine-month periods ended 30 September 2026, which have been reviewed by an auditor, are as follows:

Table 1: Financial Summary for the third quarter of 2026 and 2025 (3-Month Periods)

Unit: Million Baht

Consolidated Financial Statement	Q3'2026	%	Q3'2025	%	Increase (Decrease)	% Change
Revenue from contracts with customers	15,726.00	100.00%	15,622.45	100.00%	103.55	0.66%
Rental income	475.92	3.03%	477.13	3.05%	-1.21	-0.25%
Other income	570.63	3.63%	616.19	3.94%	-45.56	-7.39%
Total revenues	**16,772.55**	**106.65%**	**16,715.77**	**107.00%**	56.78	0.34%
Cost of sales and service	11,410.45	72.56%	11,438.50	73.22%	-28.05	-0.25%
Gross profit	**4,315.55**	**27.44%**	**4,183.95**	**26.78%**	131.60	3.15%
Cost of rental	215.64	1.37%	202.14	1.29%	13.49	6.67%
Selling and administrative expenses	3,340.98	21.24%	3,292.88	21.08%	48.11	1.46%
Profit before finance cost and income tax expenses	**1,805.48**	**11.48%**	**1,782.24**	**11.41%**	23.24	1.30%
Share of profit (loss) from investment in associates	0.08	0.00%	-0.13	0.00%	0.21	163.85%
Finance Income	2.65	0.02%	6.33	0.04%	-3.68	-58.13%
Finance cost	168.40	1.07%	181.94	1.16%	-13.54	-7.44%
Profit before income tax expenses	**1,639.81**	**10.43%**	**1,606.50**	**10.28%**	33.31	2.07%
Income tax expenses	318.37	2.02%	302.93	1.94%	15.45	5.10%
Profit for the period	**1,321.43**	**8.40%**	**1,303.57**	**8.34%**	17.87	1.37%

The Company reported a net profit for the third quarter of 2026 of THB 1,321.43 million, representing an increase of THB 17.87 million Baht or 1.37% compared to the same period last year. The primary contributing factors are summarized below:

1. Total revenue amounted to THB 16,772.55 million, representing an increase of THB 56.78 million or up 0.34%, comprising of the following:
   1.1. Revenue from contracts with customers, which comprises revenue from the sale of goods and revenue from Home Service (Chang HomePro), amounted to THB 15,726.00 million, representing an increase of THB 103.55 million or up 0.66% compared to the same period last year. The increase was driven

by higher revenue contribution from stores opened since the fourth quarter of 2025 and during the first nine months of 2026, together with continued growth in revenue from Home Service (Chang HomePro). However, consumer purchasing power remained under pressure from the prolonged economic slowdown. In addition, seasonal factors in the third quarter. Particularly, heavy rainfall and flooding across several areas including Bangkok and its surrounding provinces, resulting in certain stores were temporarily closed, which was negatively affected customers traffic and purchasing activities.

1.2. Rental income amounted to THB 475.92 million, representing a decrease of THB 1.21 million or down 0.25% from the previous year. This decline was driven by lower rental income from leasable spaces in HomePro stores.

1.3. Other income amounted to THB 570.63 million, representing a decrease of THB 45.56 million or down 7.39%. This decrease was primarily due to lower co-promotional activities with vendors across both in-store and online channels, as well as lower marketing fees received compared to the same period last year.

2. Gross profit from the sale of goods and Home Service (Chang HomePro) amounted to THB 4,315.55 million, representing an increase of THB 131.60 million or up 3.15% compared to the previous year. The gross profit margin as percentage of sales increased from 26.78% in the previous year to 27.44%, an increase of 66 basis points. This improvement was driven by more effective product mix management, particularly the increased sales proportion of higher margin products and the continued Private Brand expansion, complemented by optimized pricing and product cost management.
3. Cost of rental amounted to THB 215.64 million, an increase of THB 13.49 million or up 6.67%, due to the increase in utility expenses, depreciation and repair and maintenance costs from rented space.
4. Selling and administrative expenses (SG&A) amounted to THB 3,340.98 million, representing an increase of THB 48.11 million or up 1.46% compared to the previous year. The SG&A as a percentage of sales was 21.24%, up from 21.08% in the previous year. The increase in expense was mainly attributable to higher depreciation, credit card fees, utility expenses, and repair and maintenance expenses. Nevertheless, these were partially offset by reductions in certain costs, such as personnel, and marketing expenses.
5. Finance income amounted to THB 2.65 million, representing a decrease of THB 3.68 million or down 58.13%, due to lower interest income.
6. Finance cost amounted to THB 168.40 million, representing a decrease of THB 13.54 million or down 7.44% compared to the previous year. This reduction was primarily driven by the refinancing of maturing high-interest debentures, which were replaced by new issuances at lower interest rates, together with lower interest expense on short term loans. Interest expenses on lease liabilities (Right-of-Use assets) decreased slightly in accordance with TFRS16.
7. Income tax expenses amounted to THB 318.37 million, representing an increase of THB 15.45 million or up 5.10% compared to the previous year as a result of the higher earnings before tax.

Table 2: Financial Summary for the nine-month period of the year 2026 and 2025

Unit: Million Baht

Consolidated Financial Statement	9M'2026	%	9M'2025	%	Increase (Decrease)	% Change
Revenue from contracts with customers	48,687.95	100.00%	49,561.40	100.00%	-873.45	-1.76%
Rental income	1,431.23	2.94%	1,423.45	2.87%	7.78	0.55%
Other income	1,857.29	3.81%	1,842.20	3.72%	15.08	0.82%
Total revenues	**51,976.46**	**106.75%**	**52,827.05**	**106.59%**	**-850.58**	**-1.61%**
Cost of sales and service	35,412.50	72.73%	36,551.23	73.75%	-1,138.74	-3.12%
Gross profit	**13,275.46**	**27.27%**	**13,010.17**	**26.25%**	**265.29**	**2.04%**
Cost of rental	623.60	1.28%	614.39	1.24%	9.21	1.50%
Selling and administrative expenses	10,090.33	20.72%	9,677.35	19.53%	412.98	4.27%
Profit before finance cost and income tax expenses	**5,850.04**	**12.02%**	**5,984.08**	**12.07%**	**-134.04**	**-2.24%**
Share of profit (loss) from investment in associates	0.36	0.00%	-0.46	0.00%	0.82	177.44%
Finance Income	11.53	0.02%	34.69	0.07%	-23.16	-66.77%
Finance cost	502.75	1.03%	536.87	1.08%	-34.12	-6.35%
Profit before income tax expenses	**5,359.17**	**11.01%**	**5,481.44**	**11.06%**	**-122.27**	**-2.23%**
Income tax expenses	1,039.59	2.14%	1,071.94	2.16%	-32.35	-3.02%
Profit for the period	**4,319.58**	**8.87%**	**4,409.50**	**8.90%**	**-89.91**	**-2.04%**

The Company's net profit for the nine-month of 2026 was THB 4,319.58 million, a decrease of THB 89.91 million or 2.04% compared to the same period of the previous year. The main contributing factors are as follows:

1. Total revenue amounted to THB 51,976.46 million, a decrease of THB 850.58 million or down 1.61% year-on-year, comprised of the following:
   1.1. Revenue from contracts with customers, which includes revenue from the sale of goods and revenue from Home Service (Chang HomePro), amounted to THB 48,687.95 million, a decrease of THB 873.45 million or down by 1.76% compared to the same period of the previous year. This decline was primarily attributable to a high revenue comparable base in the first quarter last year, which was bolstered by the government's 'Easy E-Receipt' stimulus scheme, whereas no similar economic stimulus measures were implemented in the first quarter of 2026. In addition, prolonged heavy rainfall and flooding in several areas during the third quarter, including Bangkok and its surrounding provinces, affected

customers' convenience in visiting the Company's certain stores. Nevertheless, revenue from Home Service (Chang HomePro) continued to grow compared to the same period last year.

1.2. Rental income amounted to THB 1,431.23 million, an increase of THB 7.78 million or up 0.55% from the previous year. The increase was mainly driven by higher rental income from leasable spaces in HomePro stores and Market Village shopping malls, particularly in key tourist destinations.

1.3. Other income amounted to THB 1,857.29 million, an increase of THB 15.08 million or up 0.82% compared to the same period of the previous year. This increase was primarily due to higher co-promotional activities with vendors across both in-store and online channels, as well as higher marketing fees, compared to the same period last year.

2. Gross profit from the sale of goods and Home Service (Chang HomePro) amounted to THB 13,275.46 million, an increase of THB 265.29 million or up 2.04% compared to the previous year. The gross profit margin increased from 26.25% in the previous year to 27.27%, an increase of 102 basis points. This improvement was driven by effective product mix management, particularly the increased sales proportion of higher margin products and the continued Private Brand expansion, complemented by optimized pricing and product cost management.
3. Cost of rental amounted to THB 623.60 million, an increase of THB 9.21 million or up 1.50% compared to the previous year, primarily due to an increase in utility expenses from rented space.
4. Selling and administrative expenses (SG&A) amounted to THB 10,090.33 million, an increase of THB 412.98 million or up 4.27% compared to the previous year. The SG&A as a percentage of sales was 20.72%, increasing from 19.53% in the previous year. The primary drivers of this increase included higher depreciation, personnel, credit card fees, utility expenses, and repair and maintenance expenses. However, these were partially offset by reductions in marketing expenses.
5. Finance income amounted to THB 11.53 million, a decrease of THB 23.16 million or down 66.77% compared to the previous year, due to the decrease in interest income.
6. Finance cost amounted to THB 502.75 million, a decrease of THB 34.12 million or down 6.35% compared to the previous year. This reduction was primarily attributed to the refinancing of maturing higher coupon debentures, which were replaced by new issuances at lower interest rates. However, interest expenses on lease liabilities (Right-of-Use assets) increased slightly from lease extensions in accordance with TFRS16. In addition, the Company has optimized its funding sources to support its liquidity requirement, reflecting the effective finance cost management.
7. Income tax expenses amounted to THB 1,039.59 million, a decrease of THB 32.35 million or 3.02% compared to the previous year, in line with the lower earnings before tax.

Summary of Financial Position

Assets

As of September 30, 2026, the Company and its subsidiaries reported total assets of THB 65,739.76 million, representing a decrease of THB 4,908.72 million or 6.95% from December 31, 2025. This decline was primarily attributable by significant movements in key following asset categories.

- Decrease in cash and cash equivalents of THB 2,928.13 million resulting from dividend payments of THB 4,991.02 million, and share repurchases of THB 1,869.98 million.
- Reduction in trade and other receivables of THB 747.11 million.
- Decrease in inventories of THB 655.89 million.
- Decrease in property, plant, and equipment of THB 382.21 million Baht.
- Decrease in investment properties of THB 110.76 million Baht.
- Decrease in right-of-use assets of THB 81.23 million Baht.

Liabilities

As of September 30, 2026, the Company and its subsidiaries reported total liabilities of THB 40,741.84 million, representing a decrease of THB 3,809.41 million or 8.55% from December 31, 2025. This included a decrease in trade and other payables of THB 3,621.15 million and an increase in interest-bearing debt of THB 11.93 million. Consequently, the Total Debt-to-Equity (D/E) ratio was 1.63 times, while the Interest-Bearing Debt-to-Equity ratio was recorded at 0.74 times.

Shareholder’s equity

As of September 30, 2026, total shareholders' equity of the Company and its subsidiaries amounted to THB 24,997.91 million, representing a decrease of THB 1,099.31 million or 4.21% from December 31, 2025. Unappropriated retained earnings decreased was mainly due to dividend payment and share repurchases. Additionally, the Return on Equity (ROE) was recorded at 22.54%.

Liquidity and Cash flows

As of September 30, 2026, the Company and its subsidiaries reported a net decrease in cash and cash equivalents of THB 2,928.13 million, attributed to the movement of cash flows from the following activities:

Net cash flows from operating activities increased THB 5,784.96 million.

Net cash flows used in investing activities decreased THB 2,636.60 million.

Net cash flows used in financing activities decreased THB 6,083.56 million.

Regarding the liquidity position as of September 30, 2026, the Company and its subsidiaries reported current assets of THB 17,916.79 million and current liabilities of THB 22,667.57 million, resulting in a current ratio of 0.79 times. The Company has secured short-term financing facilities sufficiently to maintain adequate liquidity, including an overdraft and bill of exchange, as well as trade finance facilities.

Sustainability Performance (ESG Initiatives)

During the third quarter of 2026, the Company remained committed to driving its business in alignment with sustainable development practices, focusing on clean energy adoption and circular economy initiatives. The Company actively advanced its clean energy utilization by expanding Solar Rooftop installations across HomePro and Mega Home stores, Market Village shopping centers, and distribution centers, bringing the total number of operational sites to 103 by the end of Q3/2026. Furthermore, the Company has piloted battery storage installations in selected stores for nighttime electricity consumption, aiming to reduce energy costs and mitigate environmental impacts from greenhouse gas emissions.

Furthermore, the Company actively promoted the Circular Economy framework through its 'Trade-In' program (Old for New), encouraging customers to exchange used products for discounts on new purchases. All returned items are sorted and recycled in collaboration with business partners, transitioning them into eco-friendly 'Circular Products' that generate added value. Since its inception through the end of Q3/2026, the program has accumulated over 740,000 items properly processed through recycling and waste management systems. These initiatives not only contribute to waste reduction and mitigate environmental impacts but also serve as a key strategy to drive business growth alongside sustainable social and environmental responsibility.

Sincerely yours,

(Ms. Wannee Juntamongkol)

Executive Vice President – Finance and Investment