THE NEXT TECHNOLOGY FRONTIER

Management Discussion and Analysis

For Third Quarter of 2026

Synnex (Thailand) Public Company Limited

Executive Summary

In Q3/2026, the Company recorded sales and service revenue of THB 11,614 million, down 4.1% year-on-year and 1.7% quarter-on-quarter, bringing total revenue for the first nine months of 2026 to THB 34,736 million, broadly in line with the same period last year (down 0.6%). Revenue this quarter was affected by flooding in some areas toward the end of the quarter, which disrupted product deliveries, together with supply constraints on certain models and still-fragile consumer purchasing power, resulting in a 15.6% year-on-year decline in Apple sales. Nonetheless, the Company focused on growth led primarily by corporate and government customers. In Q3/2026, the IT Commercial group grew 51.0% year-on-year, while the IT Consumer group grew 17.2%, driven by Consumer PC and DIY Component & Monitor, reaffirming the strength of the Company's diversified product portfolio. Gross profit was THB 449 million, down 4.2% year-on-year in line with revenue, while the gross profit margin (GPM) was maintained at 3.86%, unchanged from the same quarter last year. Net profit was THB 221 million, up 11.6% year-on-year despite lower revenue, supported by diversified Product Mix management, a 37.6% decrease in finance costs, control of selling and administrative expenses, and a 38.1% increase in the share of profit from associates. Accordingly, net profit for the first nine months was THB 666 million, up 15.6% from the same period last year.

Q3/2026 Key Performance Drivers

- **Growth in Strategic Growth Engine businesses.** Users in both the corporate and consumer segments have increasingly shifted toward devices that support AI processing. This drove growth in Commercial Personal Computers, as organizations accelerated device upgrades to support AI PCs, together with the replacement cycle following the end of Windows 10 support, as well as in Consumer Personal Computers and DIY Component & Monitor, driven by demand for higher-performance upgrades to support AI usage. In addition, the clean-energy business group (Energy Solution) remained one of the Company's standout businesses, driven by rising demand for solar cells and peripheral equipment amid elevated energy prices, while the Personal Wearable group benefited from the popularity of health-related devices. These helped offset lower smartphone revenue resulting from the restructuring of distribution in the smartphone segment.
- **Effective Product Mix management.** The Company increased the revenue contribution from higher-margin products, particularly the IT Commercial group, which grew 51.0% year-on-year. This enabled the Company to maintain its gross profit margin (GPM) at 3.86%, unchanged from the same quarter last year despite lower total revenue. Gross profit for the nine-month period was THB 1,354 million, up 1.2%, with a gross profit margin (GPM) of 3.90%, up from 3.83%, while revenue declined 0.6%, reflecting the effectiveness of the Company's portfolio-management strategy and its focus on quality growth.
- **Disciplined management of expenses and finance costs.** Selling and administrative expenses (SG&A) were THB 257 million, down 2.6% year-on-year and 8.5% quarter-on-quarter, representing 2.21% of revenue, while interest expense decreased to THB 26 million from THB 41 million, a decrease of 37.6% year-on-year. As a result, profit before share of profit from associates was THB 170 million, up 5.5%, despite lower revenue and gross profit.

As a result of these factors, in Q3/2026 the Company posted net profit of THB 221 million, up 11.6% from the same quarter last year and broadly in line with the previous quarter (down 1.3%), despite total revenue declining 4.1% year-on-year and 1.7% quarter-on-quarter. The key supporting factors were (1) a THB 51 million share of profit from associates, up 38.1%, driven mainly by the performance of Next Capital Public Company Limited (NCAP); (2) a net foreign exchange gain (including the effect of fair-value measurement of financial assets and liabilities) of THB 30 million, up 55.2%; and (3) a 37.6% decrease in finance costs due to efficient management. As a result, the net profit margin rose to 1.90% from 1.63%, and earnings per share (EPS) increased to THB 0.26 from THB 0.23, reflecting strong earnings quality. For the first nine months of 2026, the Company recorded net profit of THB 666 million, up 15.6% from the same period last year, with the net profit margin rising to 1.92% from 1.65% and earnings per share of THB 0.79, up from THB 0.68.

Industry and Competitive Environment

Economic and IT Industry Overview in Q3/2026

In Q3/2026, based on published economic indicators, the Thai economy continued to be supported by private investment, exports of electronics and technology products, and government spending-support measures. However, the recovery remained uneven, while rising living costs and energy prices, together with income and employment risks, continued to constrain consumer purchasing power. In addition, flooding in parts of Bangkok toward the end of the quarter disrupted travel and added constraints to logistics planning in the affected areas.

For the IT industry, consumer purchasing power remained a factor to monitor, while investment in AI, Cloud, and digital infrastructure continued to support business opportunities, particularly among corporate customers. As a result, growth trends varied across product categories.

However, rapidly rising demand for memory driven by the expansion of AI, together with component manufacturers allocating more production capacity to AI-related products, left memory supply for certain product categories insufficient to meet demand (Memory Shortage) and pushed costs higher, particularly for Smartphones and PCs/Notebooks.

Q4/2026 Outlook

The Company expects the overall technology industry in Q4/2026 to improve from the previous quarter, as several external factors are becoming more supportive of technology spending. First, the year-end shopping season and long holidays are the period when consumers purchase the most technology products as gifts and for entertainment, which is expected to clearly stimulate demand for gaming consoles, gaming peripherals, and gadgets. Second, leading brands launch new smartphones toward the end of the year; the iPhone 18 Series has been well received, with demand remaining high, coupled with the launch of the iPhone Duo, Apple's first foldable iPhone, although supply of certain models remains tight due to the ongoing memory shortage (Memory Shortage). Meanwhile, the wearables market is supported by the health and wellness trend, and new mid-range smartphones returning to the market are giving consumers more choice.

On the energy front, persistently high energy prices have led households to take greater interest in generating their own electricity. In addition, the government launched the "People's Solar Program," which subsidizes equipment and installation costs for household solar

systems at THB 50,000 per household for up to 1 million households nationwide, with a total budget of THB 50,000 million. Registration is open from 27 October 2026 to 31 January 2027, alongside low-interest loans from state-owned banks. This measure substantially reduces households' initial investment burden and is expected to drive a significant increase in demand for solar panels, inverters, and peripheral equipment from Q4/2026 through 2027, consistent with the growth direction of the Company's clean-energy business group (Energy Solution).

In the corporate sector, demand for business computers and notebooks remained strong, as both public- and private-sector organizations continued to replace devices to support AI PC usage, together with the replacement cycle following the end of Windows 10 support. Investment in AI Infrastructure, Cloud, and Digital Transformation also remains a key long-term driver. However, factors to monitor include the memory shortage, which may constrain supply of certain product groups, the impact of flooding on purchasing power in some areas, and global economic uncertainty.

Key Events and Developments During the Quarter

Launched "AI Hub" with AWS to accelerate AI adoption among Thai enterprises

The Company launched "AI Hub" in Thailand on the Cloud and AI infrastructure of Amazon Web Services (AWS) under the concept "Empowering Thailand's AI Transformation." The platform serves as an AI Acceleration Platform that brings together technology, expertise, Business Use Cases, and a partner network, enabling organizations from SMEs to Enterprises to access, experiment with, and scale AI more quickly across Smart Logistics, Smart Manufacturing, OCR & Workflow Automation, and Enterprise Productivity.

Showcased Nintendo Switch 2 at gamescom asia x Thailand Game Show 2026

As the official distributor of Nintendo in Thailand, the Company participated in gamescom asia x Thailand Game Show 2026 under the concept "The Heart of Gaming," offering visitors hands-on play with Nintendo Switch 2 in a "Try & Play" zone of over 270 square meters. The Company also communicated its "TRUSTED BY SYNNEX" standard throughout the Customer Journey, from genuine products and warranty to after-sales service, to expand its customer base in the Gaming market across Core Gamers, Casual Gamers, and families.

Hosted "SYNNEX PARTNER CONNECT 2026" to elevate its Technology Ecosystem

The Company hosted "SYNNEX PARTNER CONNECT 2026: Empowering the Future," bringing together more than 30 global technology brands and dealers nationwide across Consumer, Commercial, Enterprise Solution, Software, Cloud, AI, and Green Energy Solution. The event also showcased the Group's services, including "SWOPMART Trade-In," "SERVICE POINT," and "SYNNEX Care+," as well as collaborations with financial and insurance partners, reflecting the Company's evolving role from Technology Distributor to Value Creation Partner.

Summary of Financial Results for Q3/2026 and the First Nine Months of 2026

Total Revenue and Gross Profit

In Q3/2026, the Company recorded total sales and service revenue of THB 11,614 million, a decrease of THB 502 million, or 4.1%, year-on-year, and down THB 196 million, or 1.7%, quarter-on-quarter. This brought total revenue for the first nine months of 2026 to THB 34,736 million, broadly in line with the same period last year (down 0.6%). The decline in revenue was mainly due to supply constraints in the Apple product group and the restructuring of distribution in the smartphone segment, together with still-fragile consumer purchasing power. Nonetheless, the Company was supported by continued solid growth in the IT Commercial and IT Consumer groups, consistent with its Product Mix Shift strategy toward higher-margin products and solutions. Gross profit was THB 449 million, down 4.2% both year-on-year and quarter-on-quarter, in line with revenue, while the gross profit margin (Gross Profit Margin: GPM) was 3.86%, unchanged from Q3/2025, although down from 3.96% in the previous quarter. For the first nine months of 2026, the Company recorded gross profit of THB 1,354 million, up 1.2% from the same period last year, representing a gross profit margin of 3.90%, up from 3.83% and approaching the gross profit margin target of approximately 4% for 2026.

Expenses, Finance Costs, and Share of Profit from Associates

Selling and administrative expenses (SG&A) were THB 257 million, down 2.6% year-on-year and 8.5% quarter-on-quarter, representing an expense-to-revenue ratio (SG&A to Sales) of 2.21% and reflecting continued efficiency in expense management. For the first nine months of 2026, SG&A expenses were THB 794 million, up 1.7% from the same period last year. On finance costs, interest expense was THB 26 million, down from THB 41 million in the same quarter last year, a decrease of 37.6%, due to efficient capital-structure management, while interest expense for the nine-month period was THB 77 million, down 36.6% from the same period last year. In addition, the Company recorded a net foreign exchange gain (including the effect of fair-value measurement of financial assets and liabilities) of THB 30 million, up 55.2% year-on-year, and recognized a THB 51 million share of profit from investments in associates, up 38.1% year-on-year and 2.1% quarter-on-quarter, driven mainly by the performance of Next Capital Public Company Limited (NCAP). As a result, the share of profit from associates for the first nine months of 2026 was THB 148 million, up 35.4% from the same period last year.

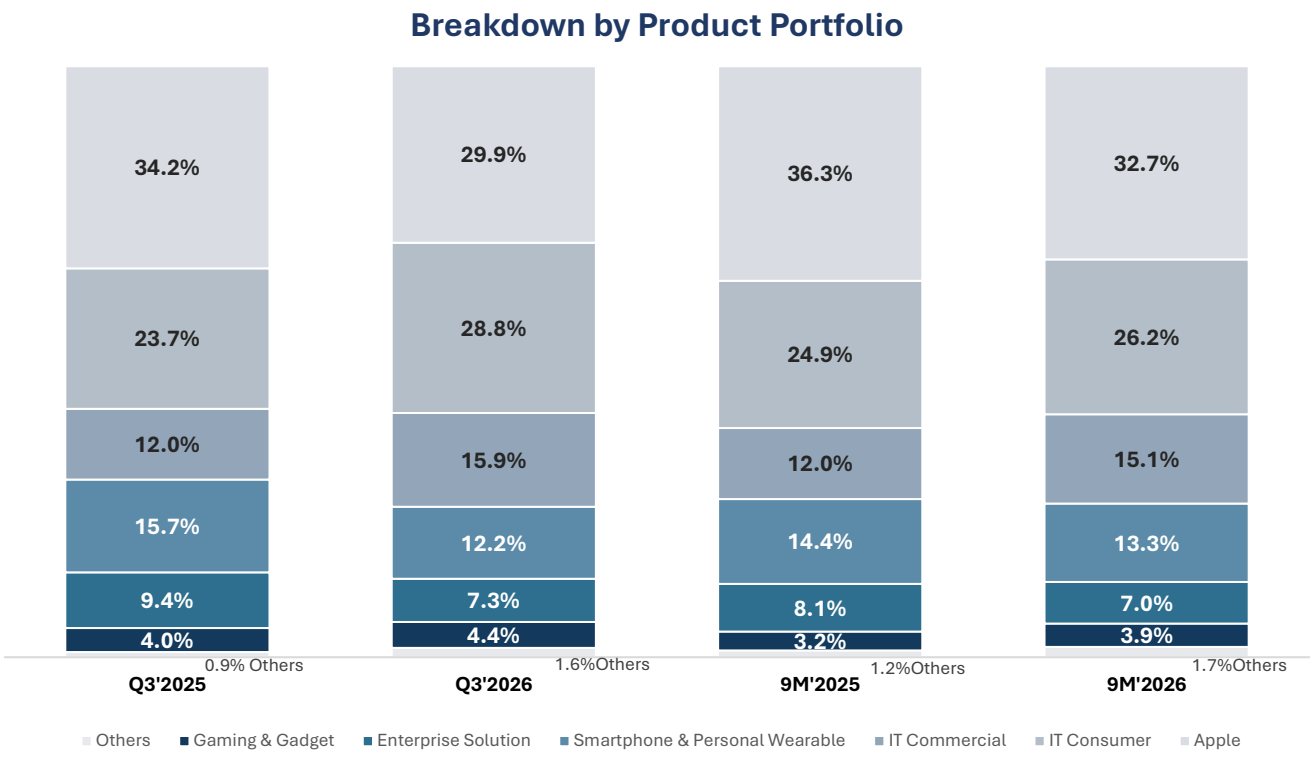
Net Profit

By maintaining its gross profit margin through Product Mix management, together with expense control, lower finance costs, and growth in the share of profit from associates, the Company posted net profit of THB 221 million, an increase of THB 23 million, or 11.6%, year-on-year, and broadly in line with the previous quarter (down 1.3%), representing a net profit margin (Net Profit Margin) of 1.90%, up from 1.63% in Q3/2025, with earnings per share (Earnings per Share: EPS) of THB 0.26, up from THB 0.23. As a result, net profit for the first nine months of 2026 was THB 666 million, an increase of THB 90 million, or 15.6%, from the same period last year, with earnings per share of THB 0.79, up from THB 0.68.

(Unit: THB million)

Consolidated Income Statement	Q3/2026	%	Q3/2025	%	%YoY	Q2/2026	%	%QoQ	9M/2026	9M/2025	%YoY
Total revenue	11,614	100.00	12,116	100.00	-4.14%	11,810	100.00	-1.67%	34,736	34,930	-0.56%
Cost of sales and services	(11,165)	96.14	(11,647)	96.14	-4.14%	(11,342)	96.04	-1.56%	(33,382)	(33,591)	-0.62%
Gross profit	**449**	**3.86**	**468**	**3.86**	**-4.16%**	**468**	**3.96**	**-4.18%**	1,354	1,339	1.16%
Gain (loss) on exchange rate	31	0.26	19	0.16	55.20%	27	0.22	17.62%	100	82	22.06%
Other income	18	0.15	19	0.15	-4.89%	24	0.21	-27.34%	64	61	4.03%
Selling and administrative expenses	(257)	2.21	(263)	2.17	-2.59%	(280)	2.37	-8.51%	(794)	(781)	1.70%
Interest expense	(26)	0.22	(41)	0.34	-37.56%	(25)	0.21	4.17%	(77)	(121)	-36.57%
Income tax	(45)	0.38	(41)	0.34	9.79%	(40)	0.34	12.61%	(129)	(113)	14.07%
Profit before share of associates	**170**	**1.46**	**161**	**1.33**	**5.50%**	**174**	**1.47**	**-2.22%**	518	467	10.99%
Share of profit from associates	51	0.44	37	0.31	38.11%	50	0.43	2.09%	148	109	35.44%
Net Profit	**221**	**1.90**	**198**	**1.63**	**11.62%**	**224**	**1.89**	**-1.25%**	666	576	15.64%
Earnings per share (THB)	**0.26**		**0.23**		13.04%	**0.26**		0.00%	0.79	0.68	16.18%

Revenue by Business Unit (Business Unit Performance)



The Company reports its performance across six core business groups: Apple Business, Smartphone & Wearables Business, IT Consumer Business, IT Commercial Business, Enterprise Solution Business, and Gaming Business. Performance by business group in Q3/2026 was as follows:

(1) Apple Business declined 15.6% year-on-year and 17.8% quarter-on-quarter, mainly due to supply constraints on certain models, together with the manufacturer reallocating production capacity to support new products, leaving newly launched products insufficient to meet demand. Nonetheless, consumer demand remained high.

(2) Smartphone & Wearables Business declined 25.0% year-on-year and 13.1% quarter-on-quarter, mainly due to the restructuring of distribution in the smartphone segment, together with the Memory Shortage, which pushed up product costs and prices. Nonetheless, Personal Wearables continued to post outstanding growth of 74.4% year-on-year, driven by the widening health and fitness trend, which improved the group's gross profit margin from the previous year.

(3) IT Consumer Business grew 17.2% year-on-year and 8.9% quarter-on-quarter, driven mainly by Consumer PC and DIY Component & Monitor, which grew 33.6% and 30.1% year-on-year, respectively, as consumers increasingly upgraded their devices to support AI usage, together with government spending-stimulus measures that helped sustain purchasing power during the quarter. Meanwhile, the Printing & Supply segment remained soft in line with industry trends. Proactive inventory management in the Storage, SSD, RAM, and PC categories enabled the Company to manage rising product prices effectively and supported the group's gross profit growth, which outpaced revenue growth.

(4) IT Commercial Business grew 51.0% year-on-year and 6.3% quarter-on-quarter, making it the Company's largest contributor to revenue growth this quarter. The key driver was Commercial PC, which grew 89.4% year-on-year as business and government organizations continued transitioning to Windows 11 and accelerated investment in AI PC devices to enhance productivity, together with Network SOHO, which continued to grow in line with demand for network systems among small and medium-sized businesses.

(5) Enterprise Solution Business declined 11.6% year-on-year and 3.0% quarter-on-quarter, mainly due to a slowdown in Enterprise Network as corporate customers postponed large-scale project investments amid low economic growth. Nonetheless, Software & Cloud grew 9.3%, in line with investment in Cloud and AI Infrastructure, as corporate customers increasingly adopted software and Cloud services on a Subscription basis, replacing large upfront capital outlays with flexible monthly or annual usage-based expenses. This generates Recurring Revenue and a long-term, committed customer base for the Company. Meanwhile, the clean-energy business group (Energy Solution) grew 248.4% year-on-year, driven by rising demand for solar systems amid elevated energy prices. The Company expects government budget disbursement in the new fiscal year to support the recovery of project work going forward.

(6) Gaming Business grew 4.7% year-on-year and 9.5% quarter-on-quarter, supported by the popularity of Nintendo Switch 2 and continued new game releases, together with the expansion of its retail network and collaboration with business partners.

Financial Position Summary

Item (THB million)	30 Sep 2026	31 Dec 2025	Change
Assets			
Cash and cash equivalents	213	90	123
Trade receivables	7,742	7,253	489
Inventories	5,424	4,798	626
Other current assets	1,373	1,863	(490)
Total current assets	**14,752**	**14,004**	**748**
Investments in associates	1,656	1,520	136
Property, plant and equipment	350	363	(13)
Other non-current assets	470	614	(144)
Total non-current assets	**2,476**	**2,497**	**(21)**
Total assets	**17,228**	**16,501**	**727**
Liabilities and shareholders' equity			
Short-term loans from financial institutions	6,951	7,262	(311)
Trade payables	3,910	3,277	633
Other current liabilities	1,164	966	198
Total current liabilities	**12,024**	**11,505**	**519**
Total non-current liabilities	**103**	**173**	**(70)**

Item (THB million)	30 Sep 2026	31 Dec 2025	Change
Total liabilities	**12,127**	**11,678**	**449**
Total shareholders' equity	**5,101**	**4,823**	**278**
Total liabilities and shareholders' equity	**17,228**	**16,501**	**727**

Key Financial Ratios

Financial Ratio	Unit	Q3/2026	Q2/2026	Q3/2025
Debt to Equity Ratio (D/E)	Times	2.38	2.63	2.42
Interest-Bearing Debt to Equity	Times	1.39	1.43	1.54
Interest Coverage Ratio	Times	11.26	11.6	8.7
Current Ratio	Times	1.23	1.2	1.22
Quick Ratio	Times	0.78	0.76	0.8
Days Sales Outstanding (DSO)	Days	61	56	53
Days Inventory Outstanding (DIO)	Days	46	46	34
Days Payable Outstanding (DPO)	Days	36	38	21
Cash Conversion Cycle (CCC)	**Days**	**71**	**64**	**66**

Driving Business Sustainability (ESG and Sustainability)

Sustainability Strategy: The Company conducts business sustainably under the FTSE Russell ESG Scores framework, covering three dimensions: Environmental, Social, and Governance & Economic. The Company integrates the Sustainable Development Goals (SDGs) into its corporate strategy, with the Corporate Governance and Sustainability Development Committee providing strategic oversight.

ESG Materiality Topics: In 2026, the Company identified four sustainability materiality topics based on business and stakeholder impact assessments: 1) Supply Chain Management, 2) Corporate Governance, 3) Environmental Management and Climate Change, and 4) Community Development and Social Collaboration. Targets and response strategies have been established to address the materiality topics across all dimensions.

Certifications and Memberships: ESG Rating at AA level from the Stock Exchange of Thailand (SET ESG) · Corporate Governance rated 4 Stars (Very Good) · AGM Checklist rated 5 Stars from the Thai Investors Association (TIA) · First-time certification of Corporate Carbon Footprint (CFO) for 2025 from the Thailand Greenhouse Gas Management Organization (TGO) · Participation in the Low Emission Support Scheme for the 4th consecutive year.

Company Contact

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Forward-Looking Statements Disclaimer

Some statements made in this material are forward-looking statements with the relevant assumptions, which are subject to various risks and uncertainties. These include statements with respect to the Company's corporate plans, strategies, beliefs, and other statements that are not historical facts. These statements can be identified by the use of forward-looking terminology such as "may", "will", "expect", "anticipate", "intend", "estimate", "continue", "plan", or other similar words. The statements are based on management's assumptions and beliefs in light of the information currently available. These assumptions involve risks and uncertainties which may cause the actual results, performance, or achievements to be materially different from any future results, performance, or achievements expressed or implied by such forward-looking statements. Please note that the Company and its executives/staff do not control and cannot guarantee the relevance, timeliness, or accuracy of these statements.