EXECUTIVE SUMMARY

MR. D.I.Y. Holding (Thailand) Public Company Limited ("the Company") delivered YoY growth in 2Q2026, supported by continued store network expansion and higher transaction volume. Total revenue increased to THB 5,876.8 million, up 18.0% YoY. Gross profit margin ("GPM") improved to 52.0% from 51.4% in 2Q2025, while net profit increased 19.4% YoY to THB 757.0 million, representing a net profit margin ("NPM") of 12.9%. Overall, the quarter reflected continued growth and profitability.

The Company opened 59 new stores in 2Q2026, bringing its total store network to 1,248 stores as at 30 June 2026. Total transactions continued to increase YoY, while same-store sales growth ("SSSG") was -1.2%, mainly reflecting a higher comparison base in 2Q2025, when demand for selected essential items increased after the earthquake.

For 1H2026, total revenue reached THB 11,329.1 million, increasing 19.6% YoY, while net profit rose 22.0% YoY to THB 1,435.3 million. The performance reflected the contribution from network expansion, together with disciplined gross margin management and the Company's continued focus on affordable, quality everyday essentials amid mixed demand conditions.

Thailand's Economy and Operating Environment

Thailand's operating environment in 2Q2026 remained challenging and uneven. Domestic demand remained subdued through most of the quarter, as households continued to face high living costs, elevated household debt, and limited improvement in purchasing power, resulting in cautious and selective spending behaviour. External conditions were also volatile earlier in the quarter, as tensions in the Middle East contributed to higher energy, logistics, and input costs, which weighed on overall business sentiment. Although conditions improved towards quarter-end, supported partly by ongoing energy price-caps and preferential pricing coupled with temporary government support measures. The recovery in domestic spending remained partial rather than broad-based.

Consumer and business indicators reflected this pattern. Consumer Confidence Index (CCI) improved from 45.0 in April to 50.2 in June, while the Business Sentiment Index (BSI) recovered to 46.1 in June after weakening earlier in the quarter, though it remained below the baseline level of 50.0. At the same time, headline inflation averaged 2.7% YoY in 2Q2026, reflecting earlier increases in fuel, transport, and prepared food costs. Spending remained skewed towards essential and lower-ticket purchases consequently, while discretionary demand stayed restrained, with consumers continuing to prioritise value and necessity in their purchasing decisions.

Key Financial Highlights:

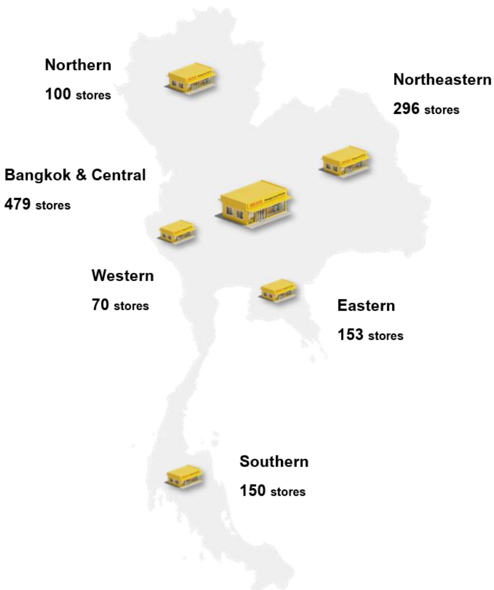
(unit: THB million)	**2Q2025**	**2Q2026**	**Change YoY**		**1H2025**	**1H2026**	**Change YoY**	
Total Revenue	4,978.5	**5,876.8**	898.3	18.0%	9,470.7	**11,329.1**	1,858.4	19.6%
Gross Profit	2,546.5	**3,034.4**	488.0	19.2%	4,855.5	**5,853.2**	997.7	20.5%
Gross Profit Margin	51.4%	**52.0%**	0.6 p.p.		51.5%	**52.0%**	0.5 p.p.	
Operating Profit	947.5	**1,082.3**	134.8	14.2%	1,757.7	**2,061.6**	303.8	17.3%
EBITDA	1,555.1	**1,826.4**	271.3	17.4%	2,951.4	**3,511.1**	559.7	19.0%
Net Profit	634.3	**757.0**	122.7	19.4%	1,176.4	**1,435.3**	258.9	22.0%
Net Profit Margin	12.7%	**12.9%**	0.1 p.p.		12.4%	**12.7%**	0.2 p.p.	

2Q2026 results continued to show growth across key financial metrics. Net profit grew 19.4% YoY, supported by gross profit margin expansion and lower finance costs, while softer sales momentum towards the end of the quarter limited operating leverage. For 1H2026, both revenue and net profit increased YoY, showing the continued contribution from store network expansion and disciplined execution across the business.

With the Company's continued earnings growth and strong cash flow generating momentum, the Board approved an interim dividend for 2Q2026 of THB 0.065 per share, amounting to THB 391.1 million, representing approximately 51.7% of 2Q2026 net profit.

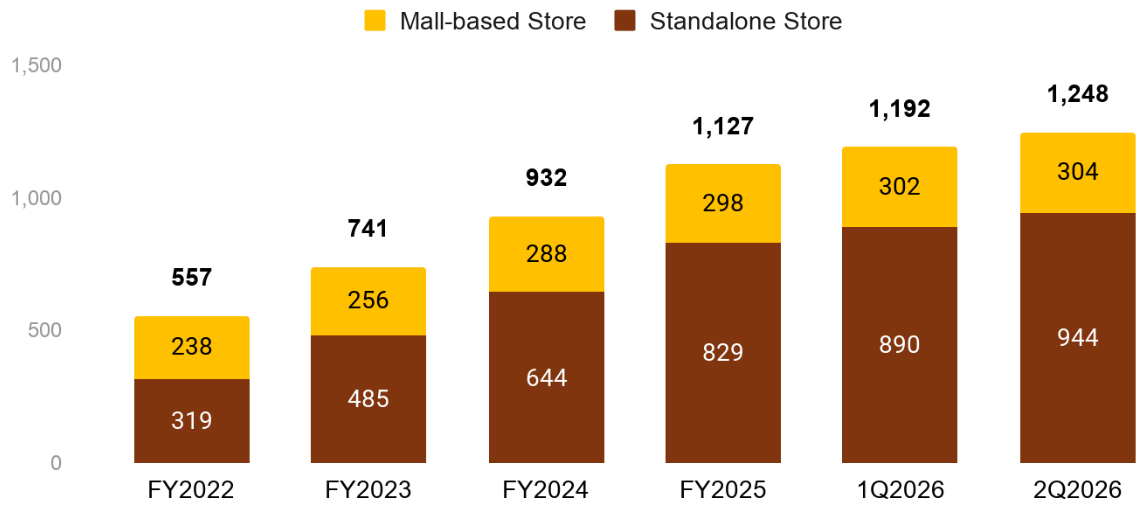
Store Network and Performance:

The Company continued to expand its store network in 2Q2026, adding 59 new stores. After 3 store closures during the quarter, the total store network stood at 1,248 stores as at 30 June 2026. Expansion remained focused on the standalone format, which accounted for 944 stores, or 75.6% of the total network, while the remaining 304 stores, or 24.4%, were retail mall-based.



In addition, more than 95% of the locations under the Company's FY2026 store expansion target of 210 new stores had already been secured and/or commenced construction, supporting strong visibility on rollout execution for the remainder of the year.

Number of stores by format *(as of 30 June 2026)*



Store Sales Revenue by Format

Store Format *(unit: THB million)*	**2Q2025**	**2Q2026**	**% YoY**	**1H2025**	**1H2026**	**% YoY**
Standalone Store	3,361.6	4,217.9	25.5%	6,353.5	8,111.2	27.7%
Retail Mall-based Store	1,583.2	1,601.6	1.2%	3,053.4	3,120.1	2.2%
Store Sales Revenue	**4,944.8**	**5,818.5**	**17.7%**	**9,406.9**	**11,231.3**	**19.4%**
No. of Stores (at period-end)				1,027	1,248	21.5%
Total Sales Floor Area (sq.m.; at period-end)				659,574	789,099	19.6%

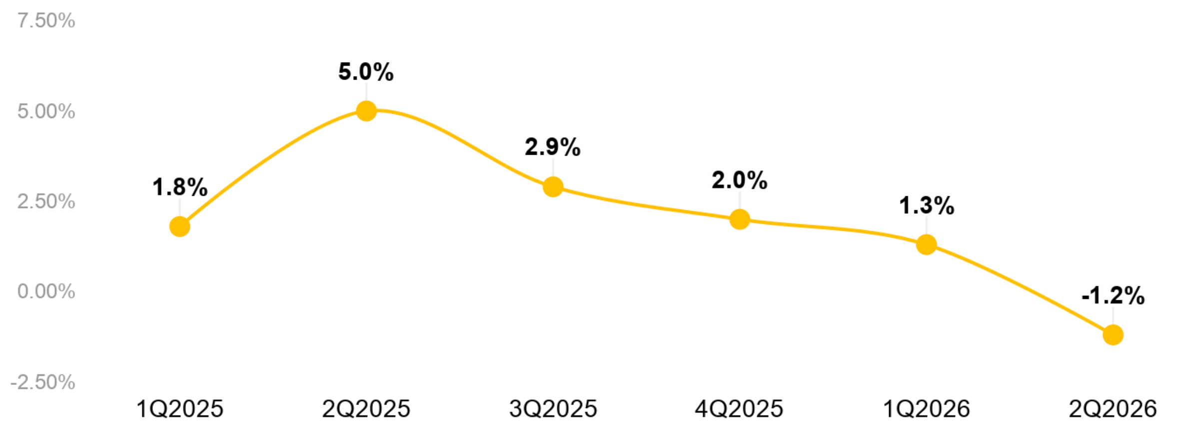
Store sales growth in 2Q2026 was driven primarily by the standalone format, in line with the strategy of new store openings in this format. Standalone stores contributed 72.5% of total store sales in the quarter, while retail mall-based stores contributed 27.5%. Retail mall-based stores continue to be an important format of the network, as it serves different customer profiles, shopping occasions and to continue to build top of mind awareness.

Transaction and Average Basket Size

	2Q2025	2Q2026	% YoY	1H2025	1H2026	% YoY
Total Transaction (million)	29.4	34.9	18.8%	56.7	68.3	20.5%
Average Basket Size (THB)	168.4	166.9	-0.9%	165.9	164.4	-0.9%

Transaction growth remained the primary driver of store sales performance in 2Q2026, as continued store network expansion broadened customer reach. Total transactions increased 18.8% YoY to 34.9 million, while average basket size softened to THB 166.9 per transaction from THB 168.4 in 2Q2025, reflecting continued pressure on discretionary spending during the quarter.

Same Store Sales Growth (SSSG)[1]

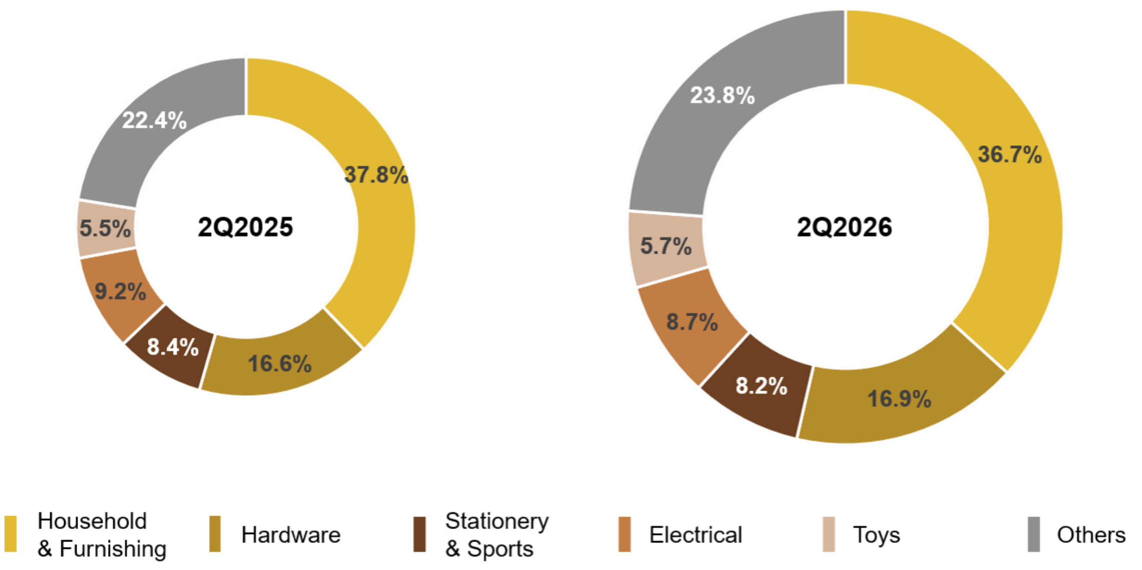


SSSG moderated to -1.2% in 2Q2026, primarily due to a higher comparison base in 2Q2025. The prior-year quarter had benefited from post-earthquake purchases early in the period and stronger back-to-school spending, supported by broader customer awareness of MR. D.I.Y. tax invoices under the existing government scheme. In response, the Company maintained a value-led assortment strategy, with emphasis on affordable everyday essentials and seasonal products relevant to customer needs.

[1] Effective from 2Q2026, SSSG is calculated based on stores operating for more than 12 months, compared with more than 24 months previously, to align with common retail industry practice. Prior periods shown are presented on a comparable basis.

Revenue Contribution by Product Category[2]

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.



[2] *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 30 June 2026 and 2025

(unit: THB million)	2Q2025	2Q2026	Change YoY	
Revenue from Sales	**4,951.2**	**5,832.1**	**880.9**	**17.8%**
Cost of Sales	(2,404.7)	(2,797.7)	(392.9)	16.3%
Gross Profit	**2,546.5**	**3,034.4**	**488.0**	**19.2%**
% GPM	*51.4%*	*52.0%*	*0.6 p.p.*	
Other Income[3]	27.2	44.7	17.4	63.9%
Selling and Distribution Expenses	(1,369.4)	(1,679.4)	(310.0)	22.6%
Administrative Expenses	(256.9)	(317.4)	(60.6)	23.6%
Operating Profit	**947.5**	**1,082.3**	**134.8**	**14.2%**
Share of Loss from Investment in Associate	(33.8)	(27.0)	6.8	-20.2%
Finance Cost - Interest-bearing Loans	(28.2)	(0.3)	27.9	-98.9%
Finance Cost - Lease Liabilities	(67.7)	(78.0)	(10.3)	15.2%
Profit Before Tax	**817.7**	**976.9**	**159.3**	**19.5%**
Income Tax Expenses	(183.4)	(219.9)	(36.5)	19.9%
Net Profit	**634.3**	**757.0**	**122.7**	**19.4%**
% NPM	*12.7%*	*12.9%*	*0.1 p.p.*	
EBITDA	**1,555.1**	**1,826.4**	**271.3**	**17.4%**

[3] *Other income comprises gain on exchange rate, revenue from services rendered to associate, and other income.*

Summary of Statement of Profit or Loss for the 6 months ending 30 June 2026 and 2025

(unit: THB million)	1H2025	1H2026	Change YoY	
Revenue from Sales	**9,419.4**	**11,255.9**	**1,836.5**	**19.5%**
Cost of Sales	(4,563.9)	(5,402.7)	(838.8)	18.4%
Gross Profit	**4,855.5**	**5,853.2**	**997.7**	**20.5%**
% GPM	*51.5%*	*52.0%*	*0.5 p.p.*	
Other Income[4]	51.3	73.2	21.9	42.7%
Selling and Distribution Expenses	(2,643.6)	(3,247.3)	(603.8)	22.8%
Administrative Expenses	(505.5)	(617.5)	(112.0)	22.2%
Operating Profit	**1,757.7**	**2,061.6**	**303.8**	**17.3%**
Share of Loss from Investment in Associate	(46.2)	(54.6)	(8.5)	18.4%
Finance Cost - Interest-bearing Loans	(57.5)	(0.3)	57.2	-99.5%
Finance Cost - Lease Liabilities	(133.5)	(151.5)	(18.0)	13.5%
Profit Before Tax	**1,520.6**	**1,855.2**	**334.6**	**22.0%**
Income Tax Expenses	(344.1)	(419.9)	(75.7)	22.0%
Net Profit	**1,176.4**	**1,435.3**	**258.9**	**22.0%**
% NPM	*12.4%*	*12.7%*	*0.2 p.p.*	
EBITDA	**2,951.4**	**3,511.1**	**559.7**	**19.0%**

Revenue from Sales

Revenue from sales increased 17.8% YoY to THB 5,832.1 million in 2Q2026, primarily driven by continued store network expansion and higher transaction volume, although growth was partly offset by softer discretionary spending. The standalone format remained the primary growth contributor, in line with the Company’s store expansion focus to continue establishing presence in underpenetrated areas, operating in areas of lower competition, while increasing our accessibility. By product category, Household & Furnishing and Hardware remained the largest contributors, together accounting for 53.6% of total sales during the quarter.

[4] *Other income comprises gain on exchange rate, revenue from services rendered to associate, and other income.*

For 1H2026, revenue from sales grew 19.5% YoY to THB 11,255.9 million, maintaining a solid YoY growth trajectory and reflecting the relevance of affordable everyday essentials amidst an uneven recovery environment.

Gross Profit

Gross profit increased 19.2% YoY to THB 3,034.4 million in 2Q2026, with gross profit margin improving to 52.0% from 51.4% in 2Q2025. The margin improvement was supported by scale benefits from network expansion and an enhanced product mix, including a higher contribution from private-label products.

For 1H2026, gross profit increased 20.5% YoY to THB 5,853.2 million, while gross profit margin improved by 0.5 p.p. YoY to 52.0%. The improvement reflected the Company's continued inventory and margin management, while its existing inventory position helped cushion near-term volatility in foreign exchange, freight and input costs during the period.

Operating Expenses and Operating Profit

Selling and distribution expenses rose 22.6% YoY to THB 1,679.4 million in 2Q2026, broadly in line with the larger store base of 1,248 stores, compared with 1,027 stores in 2Q2025. Key drivers included higher depreciation and amortisation related to store leases, renovations, and warehouse capacity, together with higher staff costs to support store and warehouse operations. Local transportation expenses also increased due to higher delivery trips and fuel prices, but remained limited at approximately 0.7% of sales in this quarter.

Administrative expenses rose 23.6% YoY to THB 317.4 million, mainly reflecting higher office-related expenses from the expanded warehouse support office and other administrative costs associated with the Company's larger operating scale. As a result, operating profit increased 14.2% YoY to THB 1,082.3 million.

For 1H2026, SG&A expenses increased 22.7% YoY, with SG&A-to-total revenue increasing to 34.1% from 33.3% in 1H2025. Despite higher SG&A expenses, operating profit grew 17.3% YoY to THB 2,061.6 million, supported by revenue growth and an expansion in the gross profit margin.

At the end of 2Q2026, 20 KKV stores were in operation. The share of loss from investment in associate was THB 27.0 million in 2Q2026, lower YoY despite a larger store base, reflecting initial benefits from ongoing operation optimisation. For 1H2026, the share of loss increased YoY to THB 54.6 million as most of the stores remained in the ramp-up phase. Overall, the impact remained minimal relative to the Company's overall profitability.

Finance Cost and Net Profit

Finance costs declined 18.4% YoY to THB 78.3 million in 2Q2026, reflecting a lower debt base following the Company's post-IPO deleveraging. Finance costs in the quarter primarily comprised interest on lease liabilities, while interest expense on short-term borrowings remained minimal. Together with revenue growth and gross profit margin expansion, net profit increased 19.4% YoY to THB 757.0 million in 2Q2026, while net profit margin improved to 12.9%, compared with 12.7% in 2Q2025.

For 1H2026, net profit increased 22.0% YoY to THB 1,435.3 million, modestly outpacing revenue growth and reflecting the combined effect of revenue expansion, gross margin improvement, and lower finance costs.

Statement of Financial Position

(unit: THB million)	31 Dec 2025	30 Jun 2026	Change	
Cash and Cash Equivalents	1,770.7	784.4	(986.3)	-55.7%
Inventories	5,544.7	5,561.1	16.4	0.3%
Property, Leasehold Asset Improvements and Equipment	3,049.3	5,276.3	2,227.0	73.0%
Right-of-use Assets	6,188.7	6,233.8	45.1	0.7%
Other Assets	1,839.8	1,571.2	(268.6)	-14.6%
Total Assets	**18,393.2**	**19,426.8**	**1,033.6**	**5.6%**
Interest-bearing Debt	-	251.2	251.2	n/a
Lease Liabilities	6,605.9	6,631.6	25.7	0.4%
Other Liabilities	2,087.7	2,113.5	25.7	1.2%
Total Liabilities	**8,693.6**	**8,996.3**	**302.6**	**3.5%**
Total Shareholders' Equity	**9,699.5**	**10,430.5**	**731.0**	**7.5%**

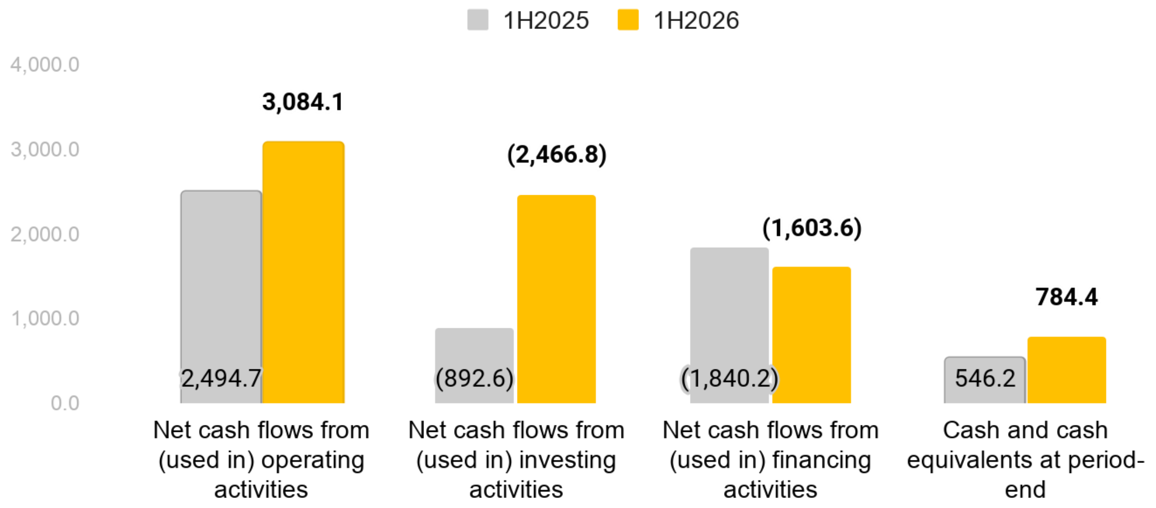
As at 30 June 2026, total assets stood at THB 19,426.8 million, while total liabilities and total shareholders' equity were THB 8,996.3 million and THB 10,430.5 million, respectively.

The Company maintained a solid financial position following post-IPO deleveraging, with limited interest-bearing debt. Short-term borrowings of THB 251.2 million were utilised selectively for inventory procurement and working capital purposes.

Property, leasehold asset improvements and equipment increased to THB 5,276.3 million, mainly reflecting the land acquisition completed in March 2026 for the Company's automated warehouse project, together with continued store expansion and additional warehouse capacity. Cash and cash equivalents stood at THB 784.4 million as at 30 June 2026, following strategic investment, working capital requirements, and shareholder returns during the period. Inventories stood at THB 5,561.1 million, remaining sufficient to support the larger store network, broad product assortment, and continued product availability across the network.

Right-of-use assets and lease liabilities were THB 6,233.8 million and THB 6,631.6 million, respectively, mainly arising from leased store and warehouse locations, which remain a core part of the Company's asset-light 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 3,084.1 million in 1H2026, compared with THB 2,494.7 million in 1H2025, reflecting 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 2,466.8 million, mainly for land acquisition for the automated warehouse project, store and warehouse capacity expansion, while net cash used in financing activities was THB 1,603.6 million, primarily related to lease payments and dividend paid to shareholders. As a result, cash and cash equivalents at the end of the period stood at THB 784.4 million.

Key Financial Ratios

Ratio	unit	2Q2025	2Q2026
Inventory Days	(days)	199.2	187.6
Gross Profit Margin - GPM	(%)	51.4%	52.0%
EBITDA Margin	(%)	31.2%	31.1%
Net Profit Margin	(%)	12.7%	12.9%
Return on Equity - ROE	(%)	45.5%	28.5%
Net Gearing Ratio[5]	(times)	0.3	Net cash

[5] *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 most planned expansions remain concentrated in 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 new enhanced shopping experience. The Company will also continue refining its offering to better address everyday household needs at affordable prices for the Thai consumers, 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 mission-based 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 95% of locations already secured or under construction. It also targets opening approximately 210 new stores in FY2027, bringing the total store network to more than 1,500 locations by the end of 2027, subject to market conditions. Expansion will continue to be weighted primarily towards standalone stores in community locations, which remain the main format for widening customer reach and supporting convenient access. While the Company’s expansion model remains predominantly asset-light, it may adopt a more tailored development approach in selected high-potential locations where appropriate, without materially changing average store investment or its target payback period of within three years.

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 center 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 efficiencies. 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, long-term growth and align 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 2Q2026, the Company continued to expand its renewable energy initiatives by installing solar panels at an additional 47 stores, bringing the total number of stores with solar panel installations to 110 stores. This initiative supports the Company’s efforts to improve energy efficiencies 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.