

**MR.D.I.Y.**

**Always Low Prices**

**MR. D.I.Y. Holding (Thailand) Plc.**

Management Discussion and Analysis

**For the 3Q2025 Earnings Results**



## EXECUTIVE SUMMARY

**MR. D.I.Y. Holding (Thailand) Public Company Limited (“the Company”)** is Thailand’s leading and fastest-growing home improvement and lifestyle retailer, operating over 1,000 stores across all 77 provinces. Since opening its first store in 2016, the Company has established a strong nationwide presence and brand leadership, capturing a 9% market share by revenue and 39% among chain retailers in 2024 (Frost & Sullivan). Offering approximately 16,000 SKUs per store, MR. D.I.Y. Thailand provides affordable, diverse, and convenient everyday products through both standalone and retail mall-based formats, ensuring accessibility for consumers nationwide.

### Thailand’s Economy

In 1H2025, Thailand’s GDP expanded by 3.0% YoY, with 2Q2025 growth easing slightly to 2.8% from 3.1% in 1Q2025. For 3Q2025, the Thai economy softened but showed signs of recovery towards the end of the quarter, as September headline inflation was negative, attributed mainly from falling energy and raw food prices, according to the Bank of Thailand. Domestic demand remains soft, with high household debt continuing to curb spending power. The Bank of Thailand consequently cut its policy rate to 1.5% in August 2025 to stimulate liquidity and household consumption. Consumer Confidence Index for September 2025 was 50.7 (-8.3pts lower since January 2025) impacted by flooding in several Central and Northern provinces, political uncertainties and delayed fiscal measures.

Despite the challenging macro environment, MR. D.I.Y. Thailand maintained a steady growth momentum through to 3Q2025, supported by consumers’ value-conscious behavior driving demand for affordable products. The Company continues to drive its performance through its value proposition of “Always Low Prices”, to offer price-to-quality products, diverse product range, and convenient retail experience.

## Key Financial Highlights:

In 3Q2025, the Company reported total revenue of THB 4,959.6 million, a 25.2% YoY increase, driven by strategic expansion into high-potential locations, enhancing brand awareness and customer engagement. Gross profit margin improved YoY to 52.5% from 48.5%, supported by economies of scale, enhanced product mix, and a favorable foreign exchange movement. Net profit recorded THB 604.9 million, rising 78.7% YoY.

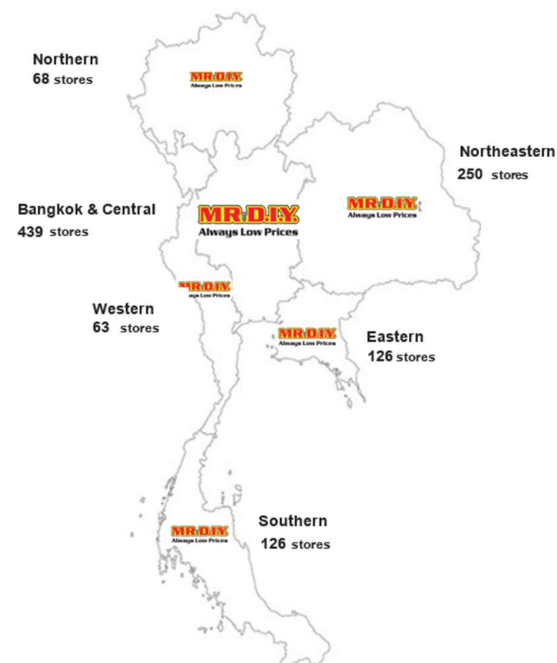
9M2025 total revenue and net profit reached THB 14,430.3 million and THB 1,781.4 million, respectively, representing robust YoY growth of 25.2% and 57.3%. These results illustrate the Company's ability to sustain growth and profitability while maintaining cost efficiencies and operational discipline in a challenging business environment.

MR. D.I.Y. Thailand is declaring the first interim dividend payout post-listing for 3Q2025 of THB 0.05 per share, totalling to a dividend payout of THB 301 million. This represents approximately 50% of 3Q2025 net profit, which is higher than our dividend payout policy of at least 40% of net profit.

## Store Network and Performance:

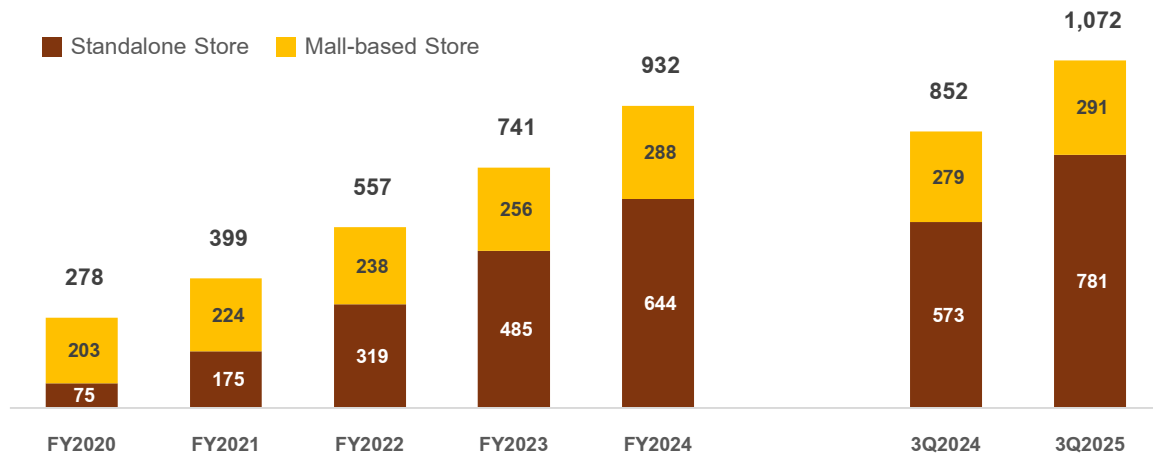
As of end-September 2025, the Company operated 1,072 stores nationwide, comprising 781 standalone stores (73%) and 291 retail mall-based stores (27%). The Company opened 145 new stores, including net new stores of 45 in 3Q2025, with nearly 90% in standalone formats. The Company remains on track to meet its 2025 target of opening 200 new stores.

SSSG recorded 2.8% for 9M2025, supported by higher basket size and improvements in customer traffic. This underscoring the effectiveness of MR. D.I.Y.'s customer-centric approach in driving sustainable, organic growth alongside its continued network expansion.





### Number of stores by type (as of 30 September 2025)



In 3Q2025, standalone store format remained the primary revenue contributor, generating 69.2% of total store sales, while mall-based stores contributed 30.8%.

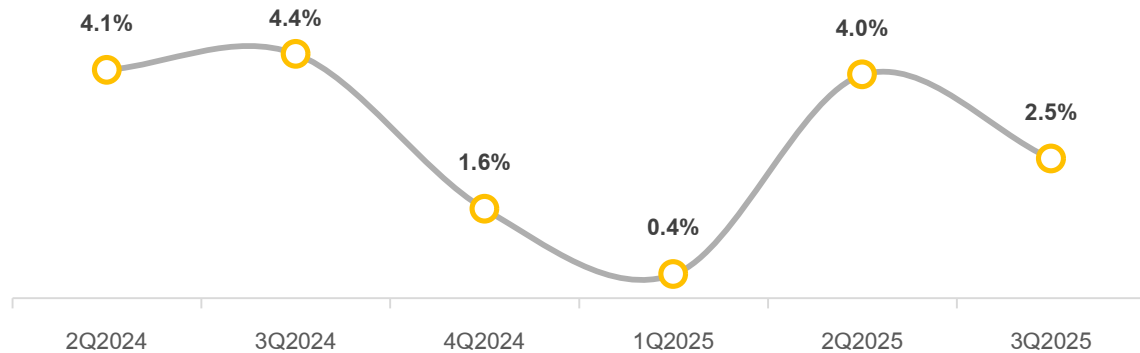
Store Format	3Q2024	3Q2025	% YoY	9M2024	9M2025	% YoY
Standalone Store	2,493.6	3,403.1	36.5%	7,114.0	9,756.5	37.1%
Mall-based Store	1,433.0	1,512.4	5.5%	4,329.1	4,565.8	5.5%
<b>Store Sales Revenue</b>	<b>3,926.6</b>	<b>4,915.4</b>	<b>25.2%</b>	<b>11,443.1</b>	<b>14,322.3</b>	<b>25.2%</b>
No. of Stores (at period-end)	852	1,072	25.8%			

### Transaction and Average Basket Size

	3Q2024	3Q2025	% YoY	9M2024	9M2025	% YoY
<b>Total Transaction (million)</b>	24.5	30.3	23.7%	70.9	87.1	22.9%
<b>Average Basket Size (THB)</b>	160.1	162.0	1.2%	161.5	164.5	1.9%

In 3Q2025, total transactions recorded 30.3 million transactions, with 9M2025 total transactions at 87.1 million transactions. The higher transaction volume was driven by the growing brand visibility, which continued to attract more customers, coupled with expansion of the store network. The average basket size also improved steadily to THB 162.0 per receipt in 3Q2025 and THB 164.5 per receipt for 9M2025.

### Same Store Sales Growth (SSSG)\*



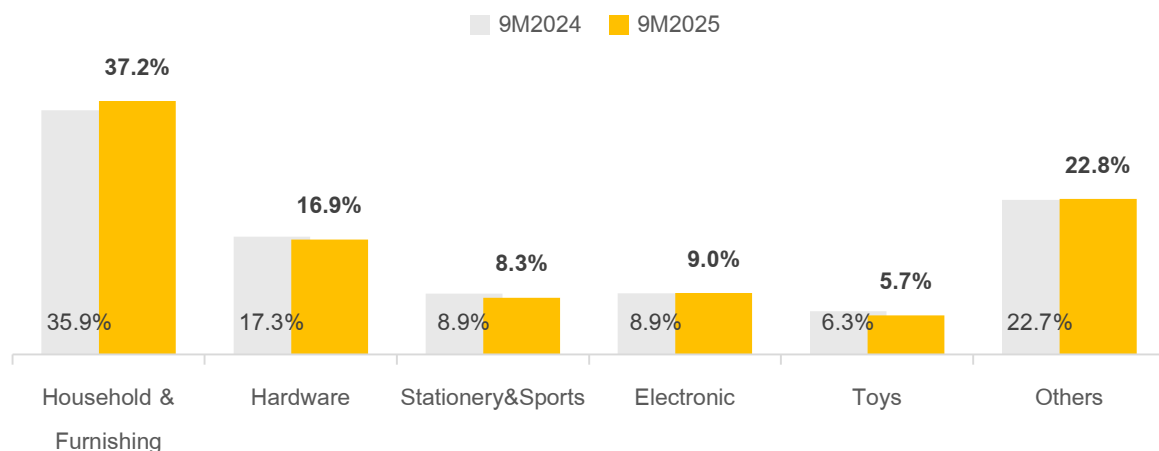
\*SSSG measures the year-on-year revenue growth from stores operating for at least 24 months, providing a conservative view of organic sales performance.

In 3Q2025, the Company's SSSG maintained a positive trajectory at 2.5%, despite macroeconomic pressures and adverse weather conditions. We maintain our strategies of effective marketing and branding campaigns to build brand awareness, to drive sales amidst a soft macro environment.

### Revenue Contribution by Product Category

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

#### Revenue contribution by product category for the first nine months of 2025 and 2024



## FINANCIAL PERFORMANCE

### Statement of Profit or Loss

#### Summary of Statement of Profit or Loss for the 3 months ending September 2025 and 2024

(unit: Million Baht)	3Q2024	3Q2025	Chg YoY	%Chg YoY
<b>Revenue from Sales</b>	<b>3,937.6</b>	<b>4,924.3</b>	<b>986.7</b>	<b>25.1%</b>
Cost of Sales	(2,027.7)	(2,341.4)	(313.7)	15.5%
<b>Gross Profit</b>	<b>1,909.9</b>	<b>2,582.9</b>	<b>673.0</b>	<b>35.2%</b>
% GPM	48.5%	52.5%	3.9 p.p.	
Other Income <sup>(1)</sup>	22.2	35.3	13.1	59.0%
Selling and Distribution Expenses	(1,135.8)	(1,426.6)	(290.9)	25.6%
Administrative Expenses	(252.5)	(283.8)	(31.3)	12.4%
<b>Operating Profit</b>	<b>543.8</b>	<b>907.7</b>	<b>363.9</b>	<b>66.9%</b>
Share of Loss from Investment in Associate	-	(24.1)	(24.1)	n/a
Finance Cost - Borrowings	(32.9)	(29.8)	3.1	(9.4%)
Finance Cost - Lease liabilities	(60.6)	(69.3)	(8.7)	14.4%
<b>Profit Before Tax</b>	<b>450.3</b>	<b>784.5</b>	<b>334.2</b>	<b>74.2%</b>
Income Tax Expenses	(111.9)	(179.6)	(67.7)	60.5%
<b>Net Profit</b>	<b>338.5</b>	<b>604.9</b>	<b>266.4</b>	<b>78.7%</b>
% NPM	8.5%	12.2%	3.6 p.p.	
<b>EBITDA</b>	<b>1,082.4</b>	<b>1,557.1</b>	<b>474.7</b>	<b>43.9%</b>

**Summary of Statement of Profit or Loss for the 9 months ending September 2025 and 2024**

(unit: Million Baht)	9M2024	9M2025	Chg YoY	% Chg YoY
<b>Revenue from Sales</b>	<b>11,492.9</b>	<b>14,343.7</b>	<b>2,850.8</b>	<b>24.8%</b>
Cost of Sales	(5,824.4)	(6,905.3)	(1,080.9)	18.6%
<b>Gross Profit</b>	<b>5,668.5</b>	<b>7,438.4</b>	<b>1,769.9</b>	<b>31.2%</b>
% GPM	49.3%	51.9%	2.5 p.p.	
Other Income <sup>(1)</sup>	33.6	86.6	53.0	158.0%
Selling and Distribution Expenses	(3,311.5)	(4,070.2)	(758.7)	22.9%
Administrative Expenses	(642.0)	(789.3)	(147.3)	22.9%
<b>Operating Profit</b>	<b>1,748.6</b>	<b>2,665.5</b>	<b>916.9</b>	<b>52.4%</b>
Share of Loss from Investment in Associate	-	(70.3)	(70.3)	n/a
Finance Cost - Borrowings	(102.0)	(87.3)	14.7	(14.4%)
Finance Cost - Lease Liabilities	(174.4)	(202.8)	(28.4)	16.3%
<b>Profit Before Tax</b>	<b>1,472.2</b>	<b>2,305.1</b>	<b>832.8</b>	<b>56.6%</b>
Income Tax Expenses	(340.0)	(523.7)	(183.7)	54.0%
<b>Net Profit</b>	<b>1,132.2</b>	<b>1,781.3</b>	<b>649.1</b>	<b>57.3%</b>
% NPM	9.8%	12.3%	2.5 p.p.	
<b>EBITDA</b>	<b>3,283.8</b>	<b>4,508.6</b>	<b>1,224.8</b>	<b>37.3%</b>

(1) Other income comprises gain on exchange rate, revenue from services rendered to associates, and other income.

**Revenue from Sales**

In 3Q2025, the Company recorded revenue from sales of THB 4,924.3 million, a robust 25.1% YoY increase. This growth was primarily driven by the expansion of the store network, which grew from 852 to 1,072 stores over the past year, together with positive 2.5% SSSG. By product category, Household & Furnishing and Hardware remained the largest contributors, together accounting for 54.1% of total sales during the quarter.

This strong quarterly performance lifted revenue for 9M2025 to THB 14,343.7 million, up 24.8% YoY, supported by broad-based growth across all regions, aligning with the Company's strategic focus on expanding into high-potential areas nationwide.

**Gross Profit**

In 3Q2025, gross profit rose 35.2% YoY to THB 2,582.9 million, with the gross profit margin improving to 52.5%. The margin expansion was supported by economies of scale from network expansion, enhanced product mix, and favorable foreign exchange movements.

For 9M2025, gross profit increased 31.2% YoY to THB 7,438.4 million, while the gross profit margin expanded to 51.9%, underscoring the Company's ability to leverage scale, optimize sourcing, and sustain profitability despite a challenging macroeconomic environment.

**Selling and Distribution Expenses**

Selling and distribution expenses increased 25.6% YoY to THB 1,426.6 million in 3Q2025 and 22.9% to THB 4,070.2 million for 9M2025, primarily due to higher depreciation, transportation, and employee-related costs associated with the expansion of the store network and warehouse. The increase was partially offset by a moderate rise in utility expenses, supported by a lower electricity fuel charge (FT rate) and benefits from the solar-panel installation program. The selling and distribution expense to total revenue ratio remained stable at 28.8% for 3Q2025 and 28.2% for 9M2025, similar to the previous year, reflecting the Company's ability to manage operating expenses in line with revenue growth and network expansion.

**Administrative Expenses**

Administrative expenses for 3Q2025 rose 12.4% YoY to THB 283.8 million, with nine-month growth of 22.9% YoY to THB 789.3 million, mainly driven by a higher headcount at the corporate headquarters, increased depreciation from office expansion, and higher repair and maintenance costs related to ongoing store renovations aimed at enhancing the retail experience.

**Share of Loss from Investment in Associate**

For 3Q2025 and 9M2025, the Company recorded a share of loss from investment in associate of THB 24.1 million and THB 70.3 million, respectively, reflecting the early-stage operations of KKV stores, which commenced in October 2024. The operational results are showing gradual improvements with 12 stores opened as of 3Q2025, with narrower QoQ losses per store, driven by ongoing product assortment optimization and enhanced cost control.



**Finance Cost**

Finance costs increased by 6.0% YoY to THB 99.1 million in 3Q2025, primarily reflecting higher interest expenses on lease liabilities arising from store network expansion, partly offset by lower interest expenses on financial institution loans following scheduled repayments. For 9M2025, finance costs rose in the same trend, up 5.0% YoY to THB 290.1 million.

**Net Profit and Net Profit Margin**

In 3Q2025, the Company delivered a 78.7% YoY increase in net profit to THB 604.9 million, supported by an expanded net profit margin of 12.2%. The improvement reflected a higher gross profit margin, and benefits from strategic store expansion. This solid quarterly performance lifted net profit 9M2025 to THB 1,781.4 million, up 57.3% YoY, underscoring the Company's ability to sustain profitability through operational efficiency and disciplined execution.

## Statement of Financial Position

(unit: Million Baht)	31 Dec 2024	30 Sep 2025	Chg	% Chg
Cash and Cash Equivalent	784.3	490.9	(293.3)	(37.4%)
Inventories	4,893.5	5,509.5	616.0	12.6%
Right-of-use Assets	5,932.1	5,895.4	(36.7)	(0.6%)
Other Assets	3,690.2	4,341.4	651.2	17.6%
<b>Total Assets</b>	<b>15,300.1</b>	<b>16,237.3</b>	<b>937.2</b>	<b>6.1%</b>
Interest-bearing Debt	2,600.4	2,662.8	62.4	2.4%
Lease Liabilities	6,344.5	6,317.9	(26.7)	(0.4%)
Other Liabilities	1,596.7	1,662.8	66.0	4.1%
<b>Total Liabilities</b>	<b>10,541.7</b>	<b>10,643.5</b>	<b>101.8</b>	<b>1.0%</b>
<b>Total Shareholders' Equity</b>	<b>4,758.3</b>	<b>5,593.8</b>	<b>835.4</b>	<b>17.6%</b>

### Total Assets

As of September 30, 2025, the Company's total assets stood at THB 16,237.3 million, an increase of THB 937.2 million from THB 15,300.1 million at the end of 2024. The increase was mainly driven by expansion-related investments, including THB 387.1 million in leasehold improvements and equipment, higher inventories of THB 616.0 million ahead of the China Golden Week holiday, as well as to support new store openings and anticipated demand in 4Q2025. The Company also made an additional investment in its associate KKVSC <sup>(2)</sup> to support their future growth.

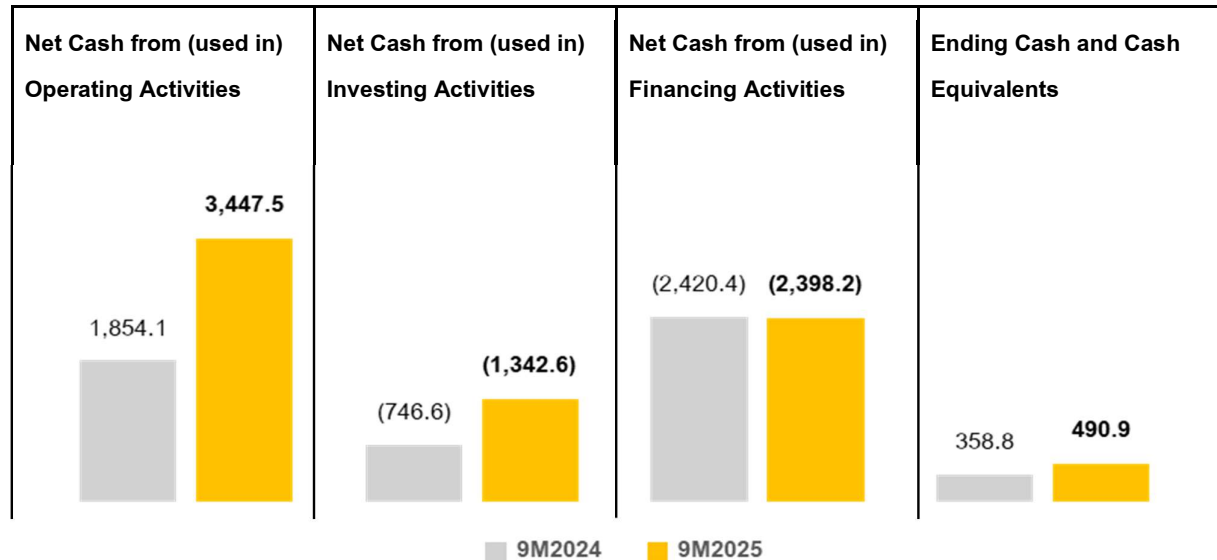
### Total Liabilities

As of September 30, 2025, the Company's total liabilities stood at THB 10,643.5 million, an increase of THB 101.8 million, or 1.0%, from THB 10,541.7 million at the end of 2024, mainly due to higher utilization of short-term loan facilities to support inventory levels.

### Shareholders' Equity

As of September 30, 2025, the Company's shareholders' equity increased to THB 5,593.8 million, up THB 835.4 million from THB 4,758.3 million at the end of 2024. The increase was primarily driven by net profit generated during 9M2025, partially offset by cash dividends totaling THB 945.9 million paid to shareholders.

(2) KKVSC stands for KKV Supply Chain Company Limited

**Statement of Cashflow** (Unit: Million Baht)


For 9M2025, the Company's net cash from operating activities rose 85.9% YoY to THB 3,447.5 million, outpacing revenue growth, while the cash flow-to-income ratio remained robust at 133.7%. This reflects the Company's strong cash generation capability and healthy liquidity position. Funds were strategically deployed mainly to support general working capital requirements and to finance store and warehouse expansion. The Company also distributed cash dividends, underscoring its commitment to sustainable shareholder returns.

**Key Financial Ratios**

	Unit	3Q2024	3Q2025
Days in Inventory	(days)	198.9	206.2
Gross Profit Margin	(%)	48.5%	52.5%
EBITDA Margin	(%)	27.3%	31.4%
Net Profit Margin	(%)	8.5%	12.2%
Return on Equity - ROE	(%)	39.2%	45.9%
Net Gearing Ratio	(times)	0.5	0.4

## FY2026 and Beyond

According to Frost & Sullivan, Thailand's home improvement retail market is projected to grow at 4.8% CAGR from 2024 to 2029. The chain retailer segment, is forecasted to grow at a 15.3% CAGR for the same period, reflecting the continued transition from traditional trade to modern retail formats.

MR. D.I.Y. Thailand is currently leading the chain retailers with current market share of 9%, MR. D.I.Y. Thailand remains in the early stages of capturing the full potential of this fragmented market. Leveraging its nationwide footprint, value-for-money proposition, and diverse product assortment. MR. D.I.Y. Thailand is poised to sustain above-industry growth and strengthen our leadership in Thailand's home improvement and lifestyle sector.

### Store expansion

The Company targeted to open 200 new stores in FY2025, all of which have already been opened or secured locations. For FY2026 and FY2027, the company targets to open 210 stores in each year, bringing the total store count to over 1,500 locations by the end of 2027.

The company's expansion will focus on standalone store formats located within communities to enhance accessibility and deliver greater convenience and value to customers. Each new store is expected to achieve a payback period of approximately 3 years, delivering attractive returns on capital and supporting long-term sustainable growth.

### Capital expenditure (Capex)

For FY2025 and FY2026, total capital expenditure is budgeted at approximately THB 2,000 million and THB 4,000 million, respectively, primarily supporting new store openings, renovations, and IT system upgrades to enhance data-driven operations.

A key highlight is the development of a new automated warehouse and distribution center <sup>(3)</sup> at the ARAYA Industrial Estate in Samut Prakan, representing a strategic shift from the existing leased-warehouse model. The project involves a total expected investment of THB 4,500 million over 2025–2031. The facility will feature an Automated Storage and Retrieval System (ASRS) to maximize space utilization, improve picking accuracy, and streamline logistics operations, while reducing labor and rental costs. Once completed, the new distribution center will have the capacity to support up to 3,000 stores and support MR. D.I.Y. Thailand's long-term growth ambitions.

(3) Land acquisition to develop a new automated warehouse in the OC under the title heading: "Letter of Intent for Land Acquisition ("LOI")" at page 190.

## **Environmental, social, and governance (ESG)**

The Company is committed to strengthening its ESG practices as part of its focus on sustainable growth. Environmental initiatives center on improving energy efficiency and reducing carbon emissions through solar panel installations at warehouses and selected standalone stores, which have generated up to 35% energy cost savings with a three-year payback period.

On the social front, the Company promotes employee welfare, safety, and inclusivity through ongoing training and occupational health programs, while actively supporting community development. Key activities include donations of essential goods to local communities and the Thai Red Cross, as well as CSR programs benefiting children and underprivileged groups nationwide.

In governance, the Company continues to reinforce internal controls and compliance frameworks to promote integrity, transparency, and accountability. Oversight of ESG strategy and sustainability performance rests with the Corporate Governance and Sustainability Committee, chaired by an independent director.

Together, these initiatives demonstrate the Company's commitment to responsible business practices and long-term value creation for stakeholders.