

Siam Global House Public Company Limited
Management Discussion and Analysis (MD&A)
Operating Results as at September 30, 2025

Overall Performance

As at September 30, 2025, Siam Global House Public Company Limited (“the Company”) operated 93 domestic stores, an increase of 6 stores compared to the same period in 2024. In addition, its subsidiaries operated 2 stores in Cambodia.

For the third quarter of 2025, the Company had a net profit of Baht 367.92 million (separate financial statements), an increase of Baht 79.13 million or 27.40% compared to the same period last year. When including the share of profit from joint ventures with Global House International Co., Ltd and investments in subsidiaries, the net profit in consolidated financial statements was Baht 388.53 million, an increase of Baht 27.74 million or 7.69%, compared to the same period in 2024.

For the nine-month period ended September 30, 2025, the net profit in consolidated financial statements was Baht 1,524.96 million, a decrease of Baht 323.56 million or 17.50%, compared to the same period in 2024. Due to the slowdown in sales, in line with continued economic volatility and persistently high household debt levels, led to weaker consumer confidence and more cautious spending behavior.

Key Development for the Third Quarter of 2025

On August 30, 2025, the Company opened 1 more store in Mae Sot district, Tak province, to enhance business capability and support the growth of the Thai–Myanmar border economy.

In addition, the Company renovated 4 stores in Prachuap Khiri Khan, Surat Thani, Nakhon Si Thammarat, and Ubon Ratchathani to enhance the store image and improve customer experience.

Operating Result Summary

Unit: Million Baht

Consolidated financial statements	Third quarter		% of net sales		Nine-month period ended September 30		% of net sales	
	2025	2024	2025	2024	2025	2024	2025	2024
Net sales	7,416.04	7,181.76	100.00	100.00	23,972.66	24,664.63	100.00	100.00
Other income	181.36	137.77	2.45	1.92	598.02	556.85	2.49	2.26
Total revenues	7,597.40	7,319.53	102.45	101.92	24,570.68	25,221.48	102.49	102.26
Cost of goods sold	5,451.20	5,323.27	73.51	74.12	17,822.37	18,296.08	74.34	74.18
Gross profit	1,964.84	1,858.49	26.49	25.88	6,150.28	6,368.54	25.66	25.82

Unit: Million Baht

Consolidated financial statements	Third quarter		% of net sales		Nine-month period ended September 30		% of net sales	
	2025	2024	2025	2024	2025	2024	2025	2024
Distribution costs & Administrative expenses (exclude Depreciation, Unrealized gain(loss) on exchange rate, and Unrealized gain(loss) from current investments)	1,284.75	1,219.83	17.32	16.99	3,747.81	3,566.37	15.63	14.46
Depreciation & Amortization	353.71	341.32	4.77	4.75	1,039.56	989.76	4.34	4.01
Unrealized gain(loss) on exchange rate	2.75	(53.84)	0.04	(0.75)	4.49	4.65	0.02	0.02
Net profit before share of profit of joint venture	359.44	282.00	4.85	3.93	1,416.96	1,657.98	5.91	6.72
Share of profit of joint venture	29.09	78.79	0.39	1.10	108.00	190.54	0.45	0.77
Net profit	388.53	360.79	5.24	5.02	1,524.96	1,848.52	6.36	7.49
EBITDA	885.19	909.30	11.94	12.66	3,101.17	3,544.35	12.94	14.37

The Company's net profit for the third quarter of 2025 amounted to Baht 388.53 million, an increase of Baht 27.74 million or 7.69%, compared to the same period in 2024, representing 5.24% of net sales. The Company's net profit for the Nine-month period ended September 30, 2025, amounted to Baht 1,524.96 million, a decrease of Baht 323.56 million or 17.50%, compared to the same period in 2024, representing 6.36% of net sales. Key factors contributing to these results include:

- 1) Net sales for the third quarter of 2025 amounted to Baht 7,416.04 million, an increase of Baht 234.28 million or 3.26%, compared to the same period in 2024. Net sales for the nine-month period ended September 30, 2025, amounted to Baht 23,972.66 million, a decrease of Baht 691.97 million or 2.81%, compared to the same period in 2024, as a result of the decline in same-store sales, in line with the economic slowdown, consumers became more cautious in their spending behavior, as previously mentioned.
- 2) Other income for the third quarter of 2025 amounted to Baht 181.36 million, an increase of Baht 43.59 million or 31.64%, compared to the same period in 2024. Other income for the nine-month period ended September 30, 2025, amounted to Baht 598.02 million, an increase of Baht 41.17 million or 7.39%,

compared to the same period in 2024, due to an increase in service income from customers and promotional income received from suppliers.

- 3) Gross profit for the third quarter of 2025 amounted to Baht 1,964.84 million, an increase of Baht 106.35 million or 5.72%, compared to the same period in 2024, representing a gross profit margin of 26.49% of net sales which increase by 0.61%, due to the adjustment of management policy of House Brand products. Gross profit for the nine-month period ended September 30, 2025, amounted to Baht 6,150.28 million, a decrease of Baht 218.26 million or 3.43%, compared to the same period in 2024, representing a gross profit margin of 25.66% of net sales, which decreased by 0.16%.
- 4) Distribution costs & Administrative expenses (exclude Depreciation, Unrealized gain(loss) on exchange rate, and Unrealized gain(loss) from current investments) for the third quarter of 2025 amounted to Baht 1,284.75 million, an increase of Baht 64.92 million or 5.32% , compared to the same period in 2024, representing 17.32% of net sales. It was calculated as an average costs per branch of Baht 13.81 million, a decrease of 1.50% compared to the same period in 2024. Distribution costs & Administrative expenses (exclude Depreciation, Unrealized gain(loss) on exchange rate, and Unrealized gain(loss) from current investments) for the nine-month period ended September 30, 2025, amounted to Baht 3,747.81 million, an increase of Baht 181.44 million or 5.09%, compared to the same period in 2024, representing 15.63% of net sales. It was calculated as an average costs per branch of Baht 40.30 million, a decrease of 1.68% compared to the same period in 2024. It was mainly driven by an increase in salary expenses and the store expansion expenses of 6 newly opened stores.
- 5) Finance costs for the third quarter of 2025 amounted to Baht 59.37 million, a decrease of Baht 23.17 million or 28.07%, compared to the same period in 2024. Finance costs for the nine-month period ended September 30, 2025, amounted to Baht 183.05 million, a decrease of Baht 55.97 million or 23.42% , compared to the same period in 2024, because of the interest rate cut by financial institutions and the repayment of long-term loans that were due.
- 6) Income tax expenses for the third quarter of 2025 amounted to Baht 87.84 million, an increase of Baht 17.25 million or 24.43%, compared to the same period in 2024. Income tax expenses for the nine-month period ended September 30, 2025, amounted to Baht 347.84 million, a decrease of Baht 80.36 million or 18.77%, compared to the same period in 2024, because of a decline in earnings before tax.
- 7) EBITDA for the third quarter of 2025 amounted to Baht 885.19 million, a decrease of Baht 24.11 million or 2.65% , compared to the same period in 2024. EBITDA for the nine-month period ended September 30, 2025, amounted to Baht 3,101.18 million, a decrease of Baht 443.18 million or 12.50%, compared to the same period in 2024.

Financial Position Summary

Assets

As at September 30, 2025, the Company had total assets of Baht 40,910.94 million. Key assets consisted of cash and cash equivalents of Baht 855.82 million; trade and other current receivables of Baht 733.33 million; merchandises of Baht 14,852.55 million; Other financial assets of Baht 462.19 million; investment in joint venture of Baht 2,227.14 million; and property, plant and equipment of Baht 20,136.52 million.

The increase in total assets of Baht 1,407.48 million or 3.56% , since December 31, 2024, was mainly from the increases in merchandises of Baht 1,582.32 million; trade and other current receivables of Baht 106.61 million; Other financial assets of Baht 142.14 million; and property, plant and equipment of Baht 347.82 million after opening new stores, while cash and cash equivalents decreased by Baht 805.38 million.

Liabilities

As at September 30, 2025, total liabilities of the Company were Baht 15,485.58 million. Key liabilities include short-term loans from financial institutions of Baht 10,532.66 million, trade and other current payables of Baht 2,528.95 million, and long-term loans of Baht 840.00 million.

Total liabilities increased by Baht 940.05 million or 6.46% since December 31, 2024. This was mainly due to the increase in short-term loans from financial institutions of Baht 1,920.38 million, while long-term loans decreased by Baht 235.00 million. Debt to Equity Ratio was at 0.61 time, increasing by 0.03 time from December 31, 2024, due to the increase in short-term loans disbursement.

Shareholders' equity

As at September 30, 2025, the Company had total shareholders' equity of Baht 25,425.37 million, an increase of Baht 467.45 million or 1.87% from December 31, 2024, mainly because of profit generated from the Company's performance during the nine-month period of the year.

Cash Flows

For the nine-month period of 2025, the Company's cash flows decreased by Baht 805.38 million from last year, which were classified as follows:

- Net cash flow provided by operating activities was Baht 183.13 million, which decreased by Baht 2,698.98 million from last year, as profits from adjustment to cash decreased by Baht 397.63 million while investment in merchandises increased by Baht 1,622.93 million. Income tax expense decreased by Baht 142.82 million. Changes in operating assets and liabilities caused a decrease in cash flows of Baht 2,301.35 million.
- Net cash flow used in investing activities amounted to Baht 1,506.46 million. The primary purchases were for property, plant, and equipment as part of the store expansion plan, totaling Baht 1,400.30 million, and for Other financial assets by Baht 164.00 million. Meanwhile, proceeds from insurance claims were Baht 14.08 million, interest received was Baht 17.29 million and proceeds from sale of Other financial assets were Baht 22.01 million
- Net cash flow provided financing activities totaled Baht 523.60 million, as a result of short-term loans from financial institutions Baht 1,920.38 million. While dividend payments to shareholders of Baht 958.57 million, long-term loan repayments of Baht 235.00 million, and interest paid of Baht 182.20 million.

Consequently, as at September 30, 2025, the Company's cash and cash equivalents were Baht 855.82 million, including current assets of Baht 16,649.91 million and current liabilities of Baht 13,629.87 million. This represented a current ratio of 1.22 times. Although it slightly declined from the previous year-end, the ratio remained at a level that reflects the Company's financial stability and its ability to conduct debt repayments.

Please be acknowledged accordingly

Yours sincerely

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Chief Executive Officer