SET Opportunity Day

9M25 Results

14 Nov 2025

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HomePro at a glance

We make a better living

Corporate Group Structure

Business Units

- HomePro (Retail)
- Mega Home (Retail)
- Market Village (Shopping Mall)

Home Product Center PCL

Subsidiaries and Associate Company

Mega Home Center Co., Ltd. — 99.99%

Objective to operate as a real estate company lease out the space to HomePro

DC Service Center Co., Ltd. — 99.99%

Objective to operate the warehousing and distribution

Home Product Center (Malaysia) Sdn. Bhd. — 100%

Objective to operate a retail business in Malaysia

Home Product Center (Vietnam) Co., Ltd. — 100%

Objective to operate a retail business in Vietnam

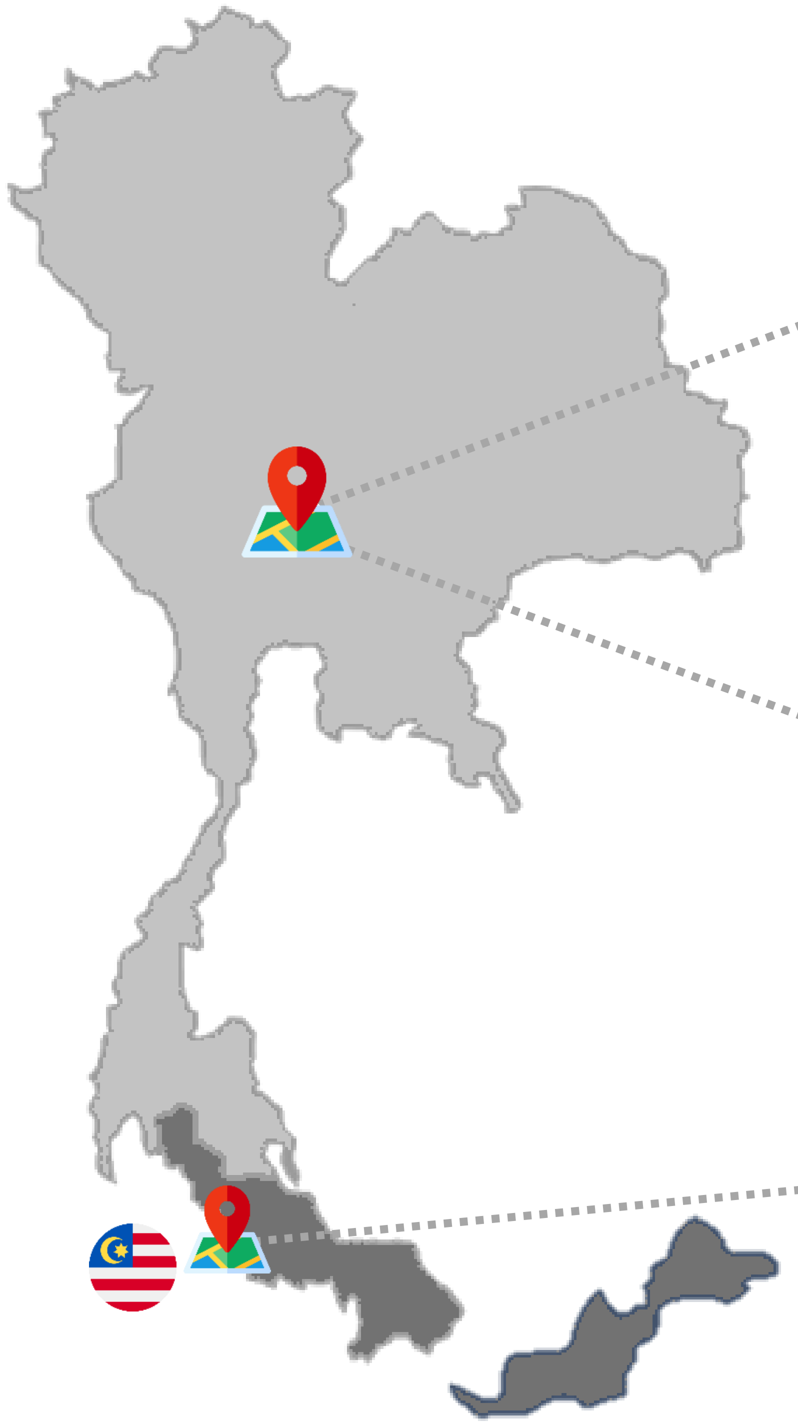
*in the process of dissolution

OneStockHome Co., Ltd. — 30%

Online building and decorative materials selling in construction material industry

Store Footprint

As of 30 September 2025



HomePro	Greater Bangkok	31 stores	Total = 97 stores
	Upcountry	66 stores	
HomePro S	Greater Bangkok	3 stores	Total = 4 stores
	Upcountry	1 store	
Mega Home	Greater Bangkok	6 stores	Total = 31 stores
	Upcountry	25 stores	
HomePro	Malaysia	7 stores	Total = 7 stores

Total = 139 Stores

Remark : 10 Hybrid Store Locations, 20 Total Stores (as of September 30, 2025)

Agenda

- **9M25 Financial Results**
- Business Outlook
- Sustainability Development

9M25 Key Financials

Total Revenue	-2.7% YoY
GPM	- 25 bps
EBITDA	-4.1% YoY
Net Profit	-7.7% YoY
Retail Sales	-2.8% YoY
SSSG (HomePro)	-5.9% YoY
ROE	22.9%
Market Cap*	THB 97.98 bn

*Closing price as of September 30, 2025

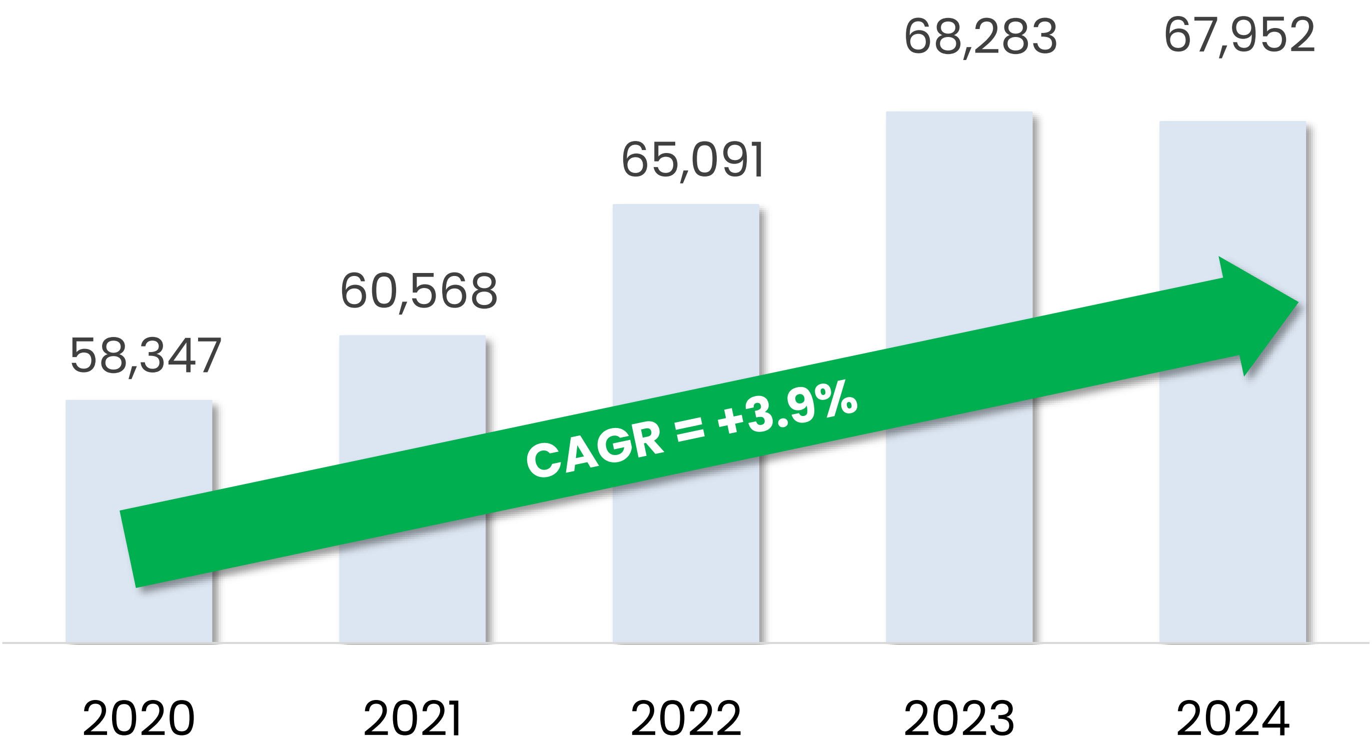
HomePro

9M25 Income Statement Summary

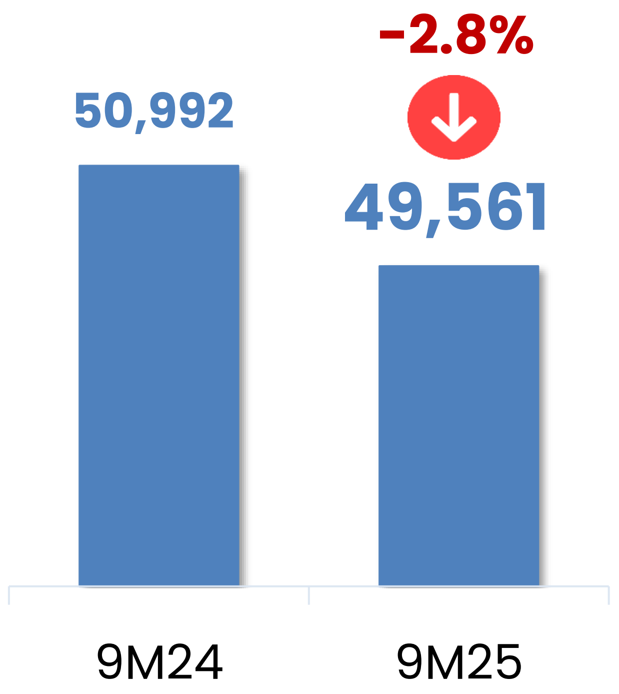
Unit : million Baht	9M25	% of sales	9M24	% of sales	Var	% change
Revenue from contracts with customers	49,561.40	100.00	50,991.79	100.00%	-1,430.39	-2.81%
Rental Income	1,423.45	2.87%	1,376.30	2.70%	47.15	3.43%
Other Income	1,842.20	3.72%	1,925.85	3.78%	-83.64	-4.34%
Total Revenues	**52,827.05**	**106.59%**	**54,293.93**	**106.48%**	**-1,466.89**	**-2.70%**
Cost of sales and service	36,551.23	73.75%	37,477.55	73.50%	-926.32	-2.47%
Gross profit	**13,010.17**	**26.25%**	**13,514.24**	**26.50%**	**-504.08**	**-3.73%**
Cost of Rental	614.39	1.24%	602.47	1.18%	11.92	1.98%
Selling and Administrative Expenses	**9,677.35**	**19.53%**	**9,815.89**	**19.25%**	**-138.55**	**-1.41%**
EBIT	5,984.08	12.07%	6,398.02	12.55%	-413.94	-6.47%
Share of profit (loss) from investment in associates	-0.46	0.00%	0.42	0.00%	-0.88	-209.50%
Finance Income	34.69	0.07%	36.28	0.07%	-1.59	-4.39%
Finance Cost	536.87	1.08%	499.40	0.98%	37.47	7.50%
Tax	1,071.94	2.16%	1,158.80	2.27%	-86.86	-7.50%
Net Profit	**4,409.50**	**8.90%**	**4,776.53**	**9.37%**	**-367.04**	**-7.68%**
Depreciation	2,655.59	5.36%	2,614.48	5.13%	41.11	1.57%
EBITDA	8,639.67	17.43%	9,012.50	17.67%	-372.83	-4.14%

Sustainable Sales Growth

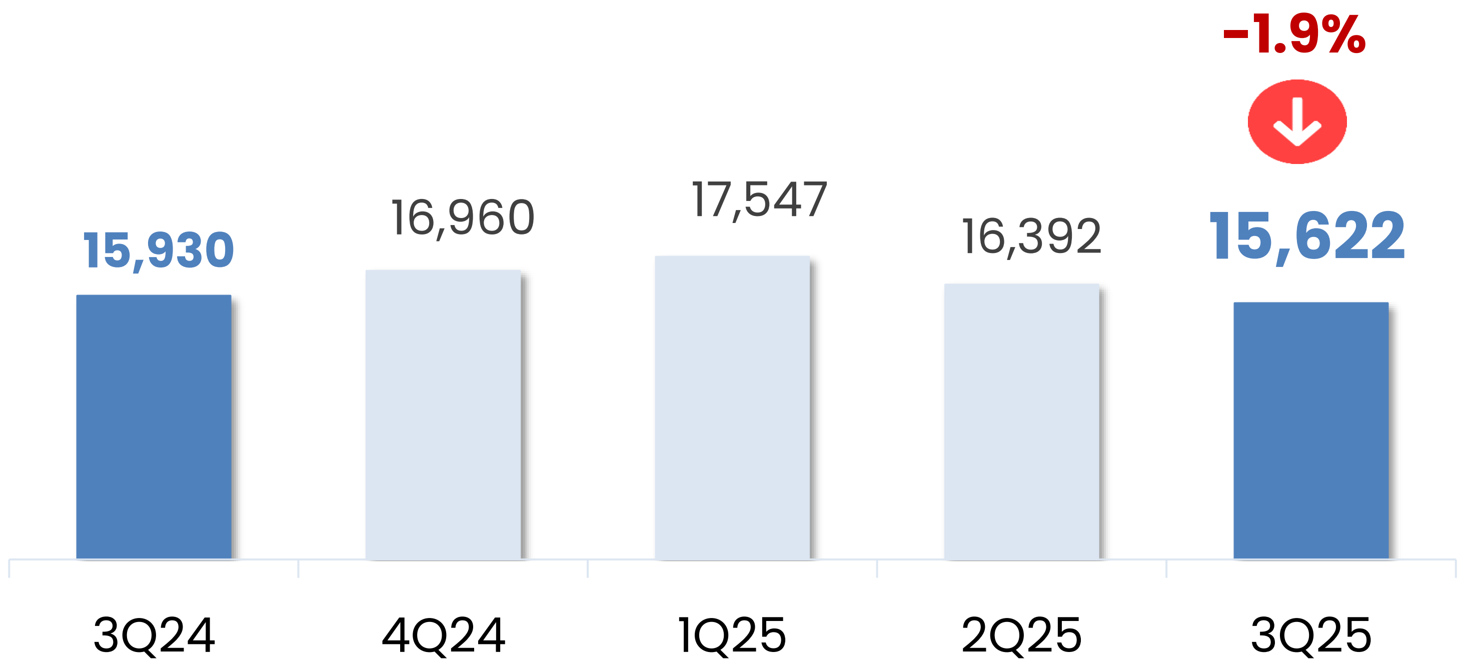
Consolidated Financial Statements



9M24 vs 9M25

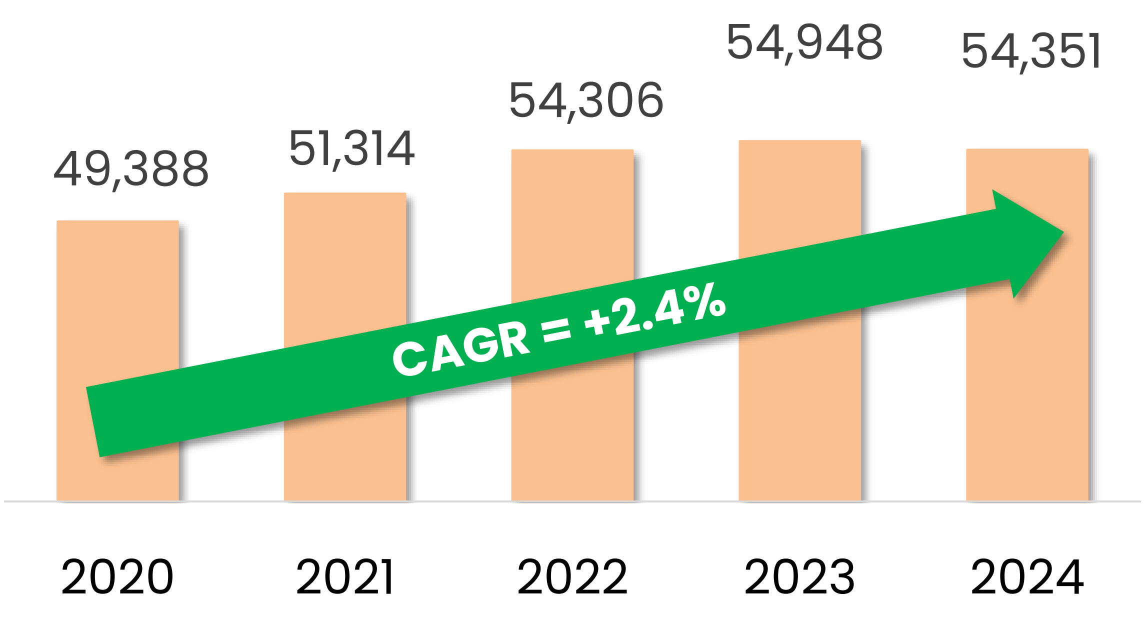


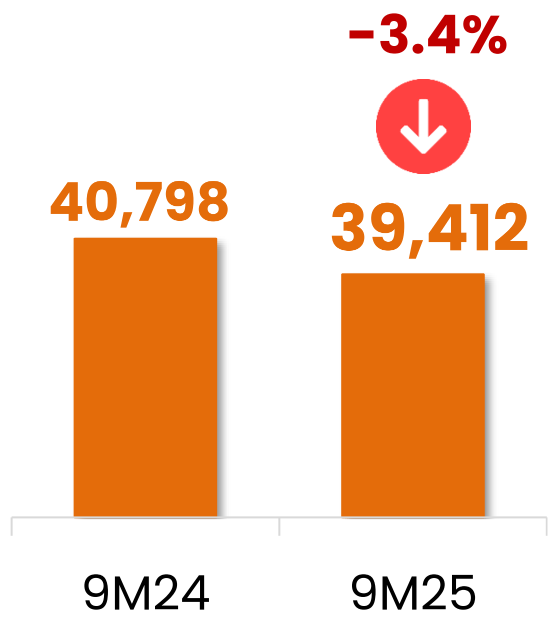
3Q24 vs 3Q25

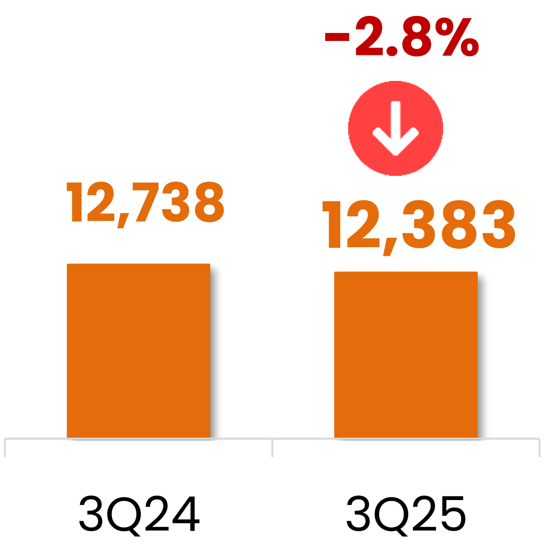


Sales Growth and SSSG by Business Unit

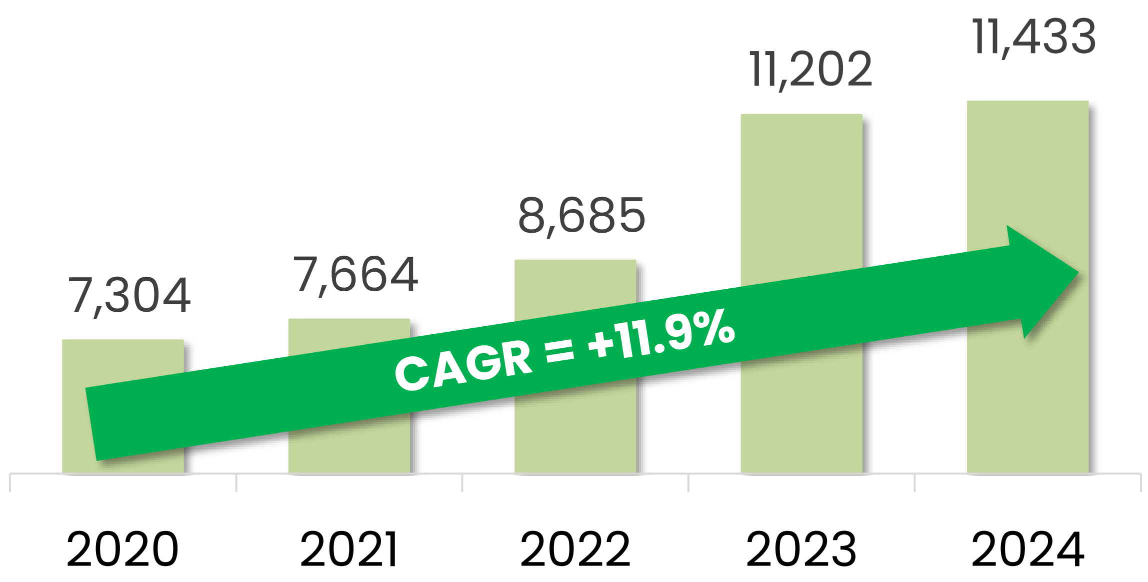
HomePro

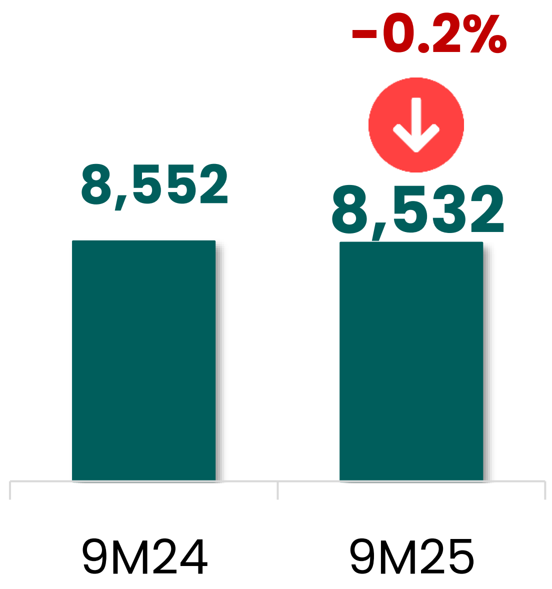


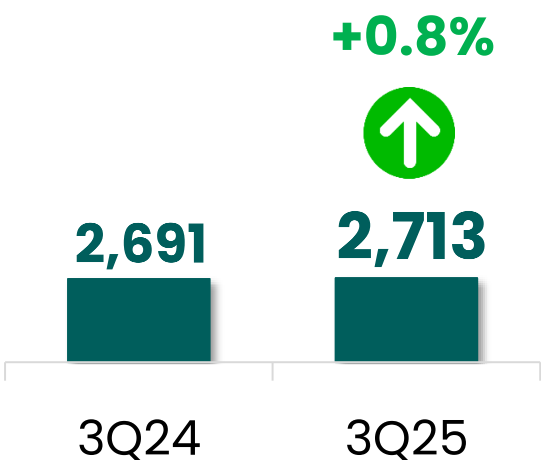




Mega Home

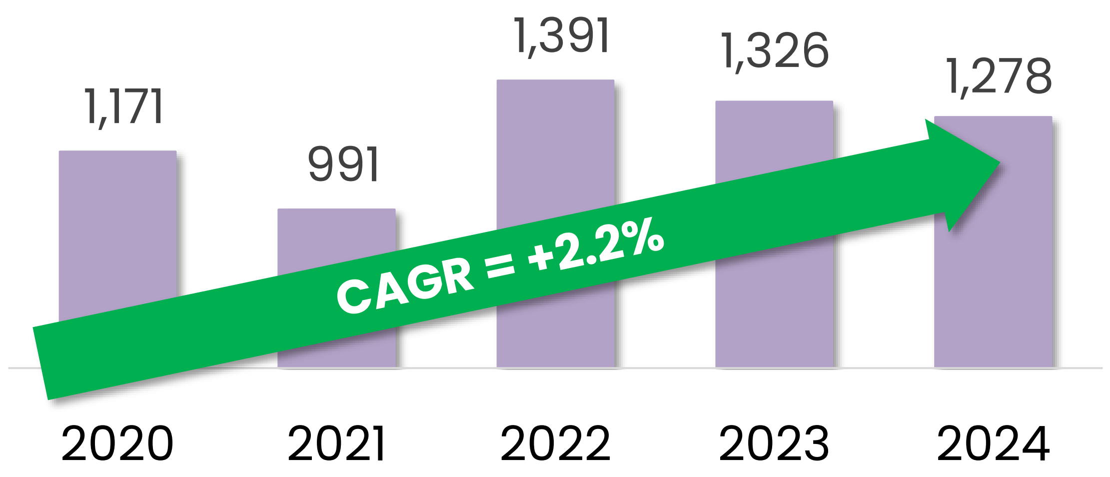




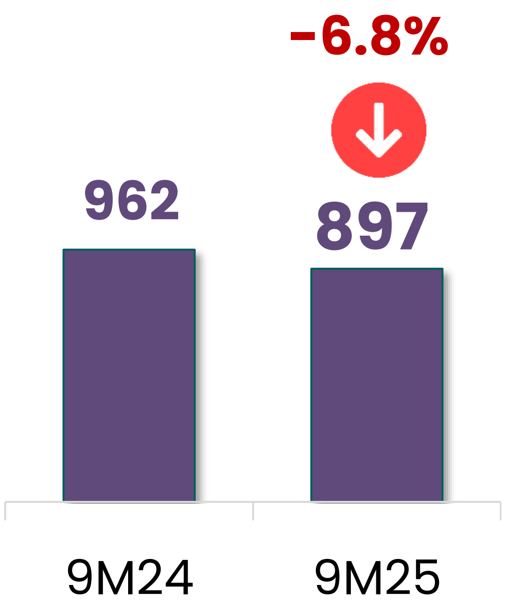


Sales Growth and SSSG by Business Unit

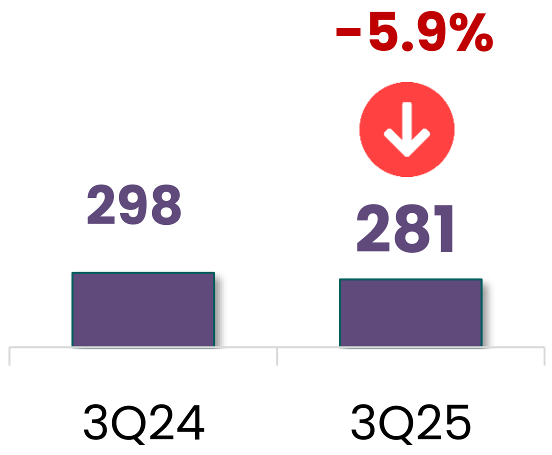
Malaysia + Vietnam



Malaysia

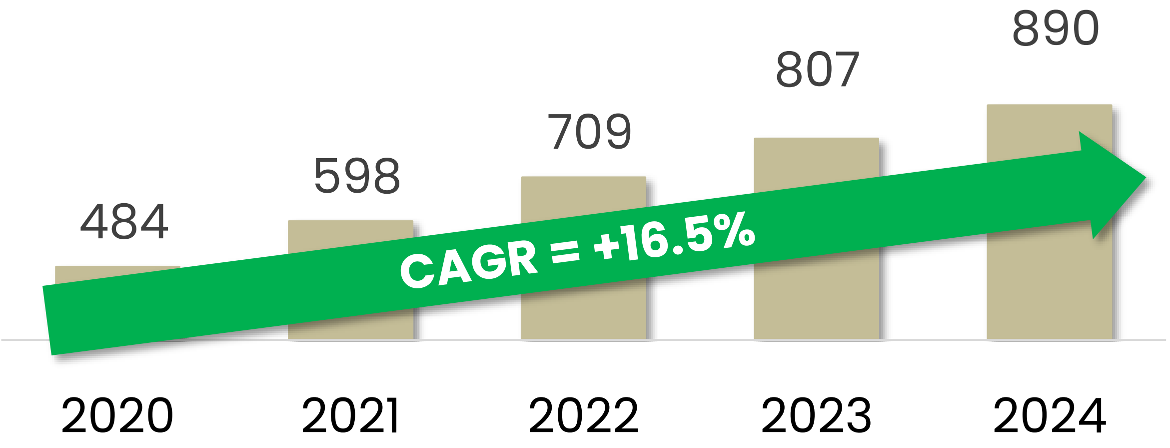


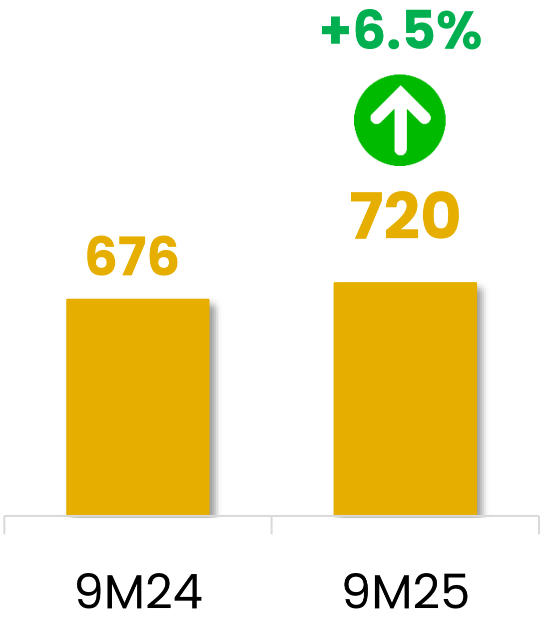
Malaysia

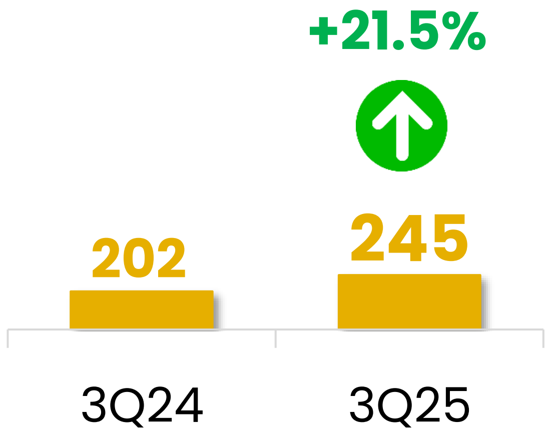


Remark: HomePro has already ceased the business in Vietnam since July 30th, 2024.

Home Services

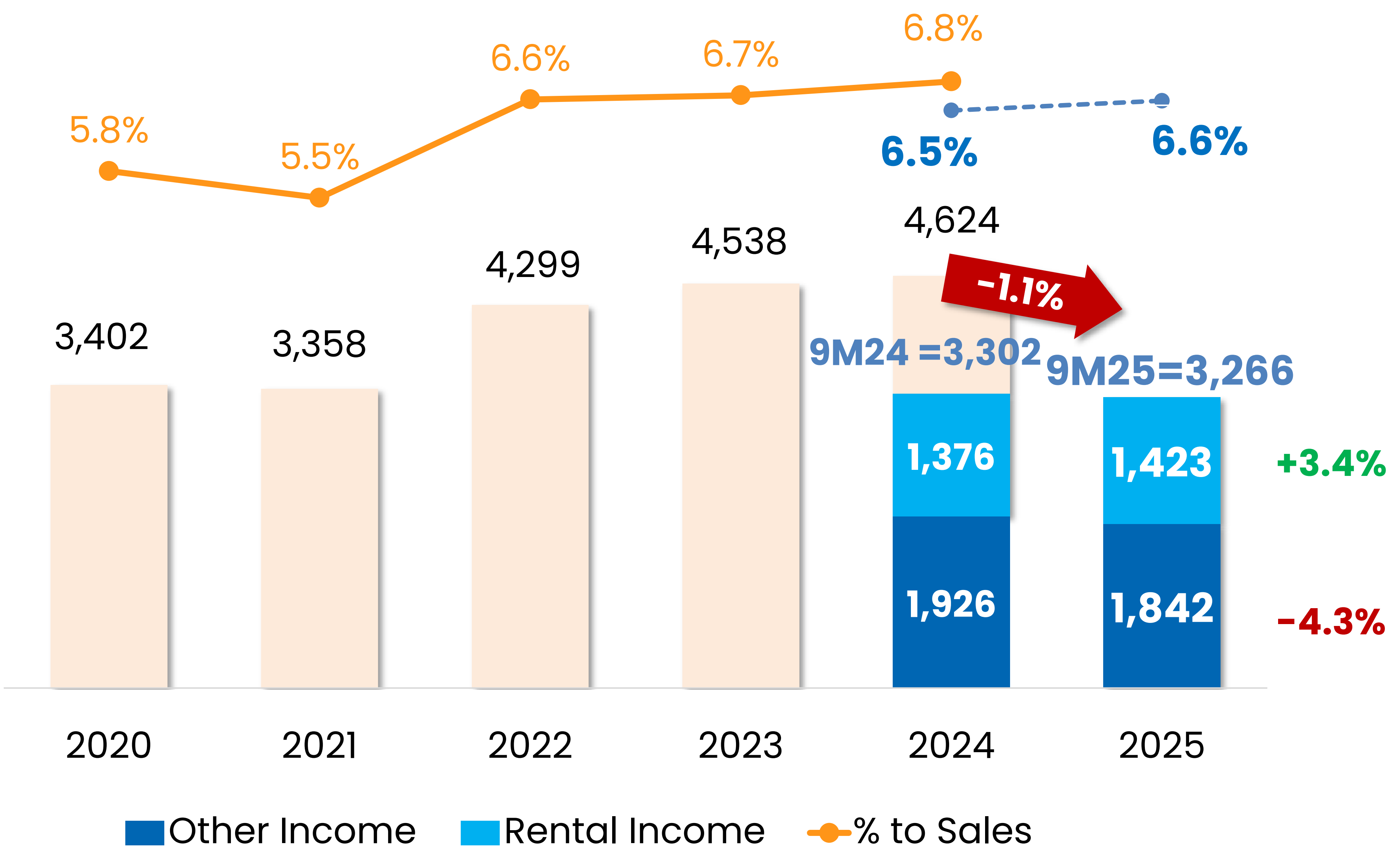


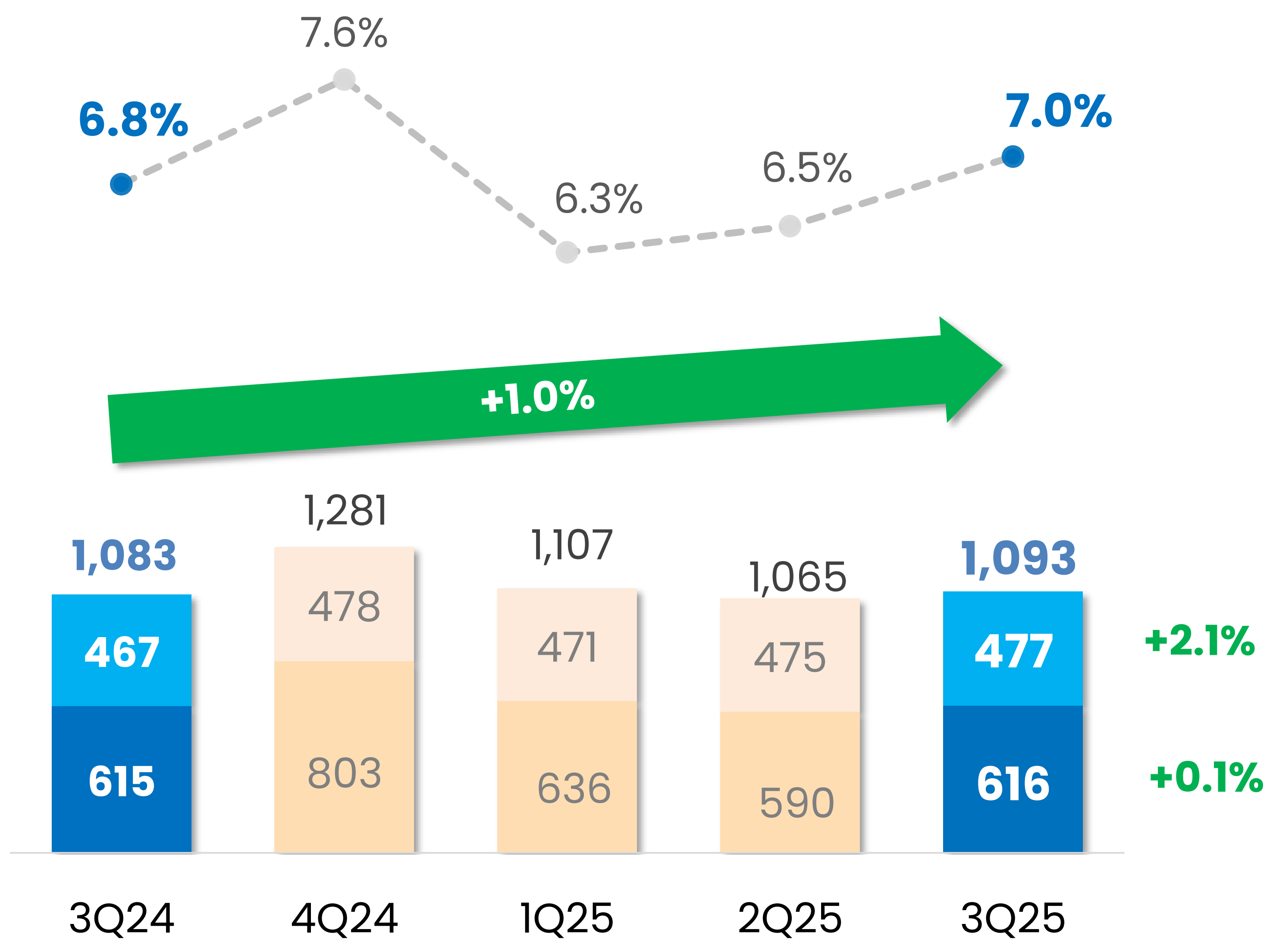




Other Income

Unit : million Baht

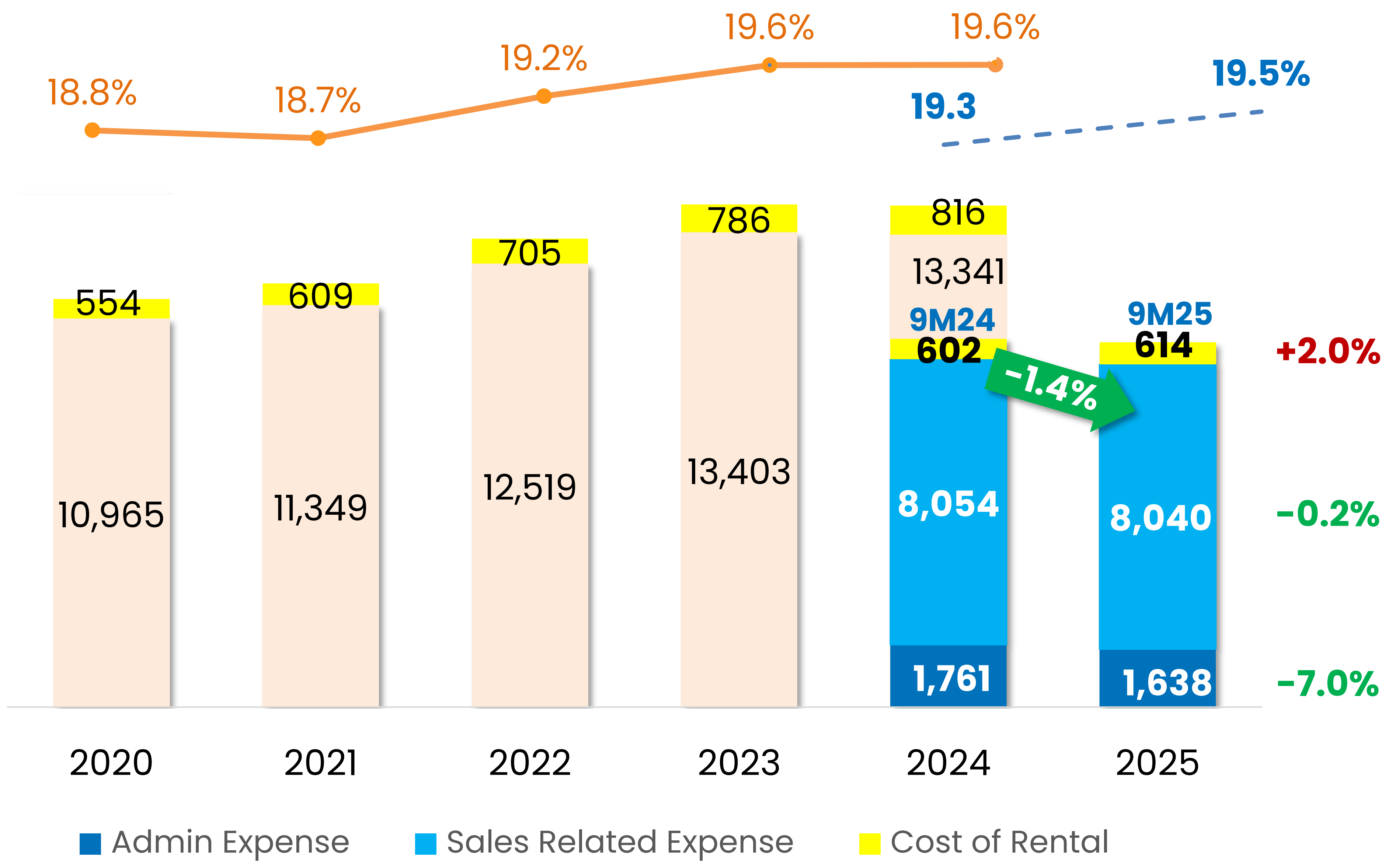


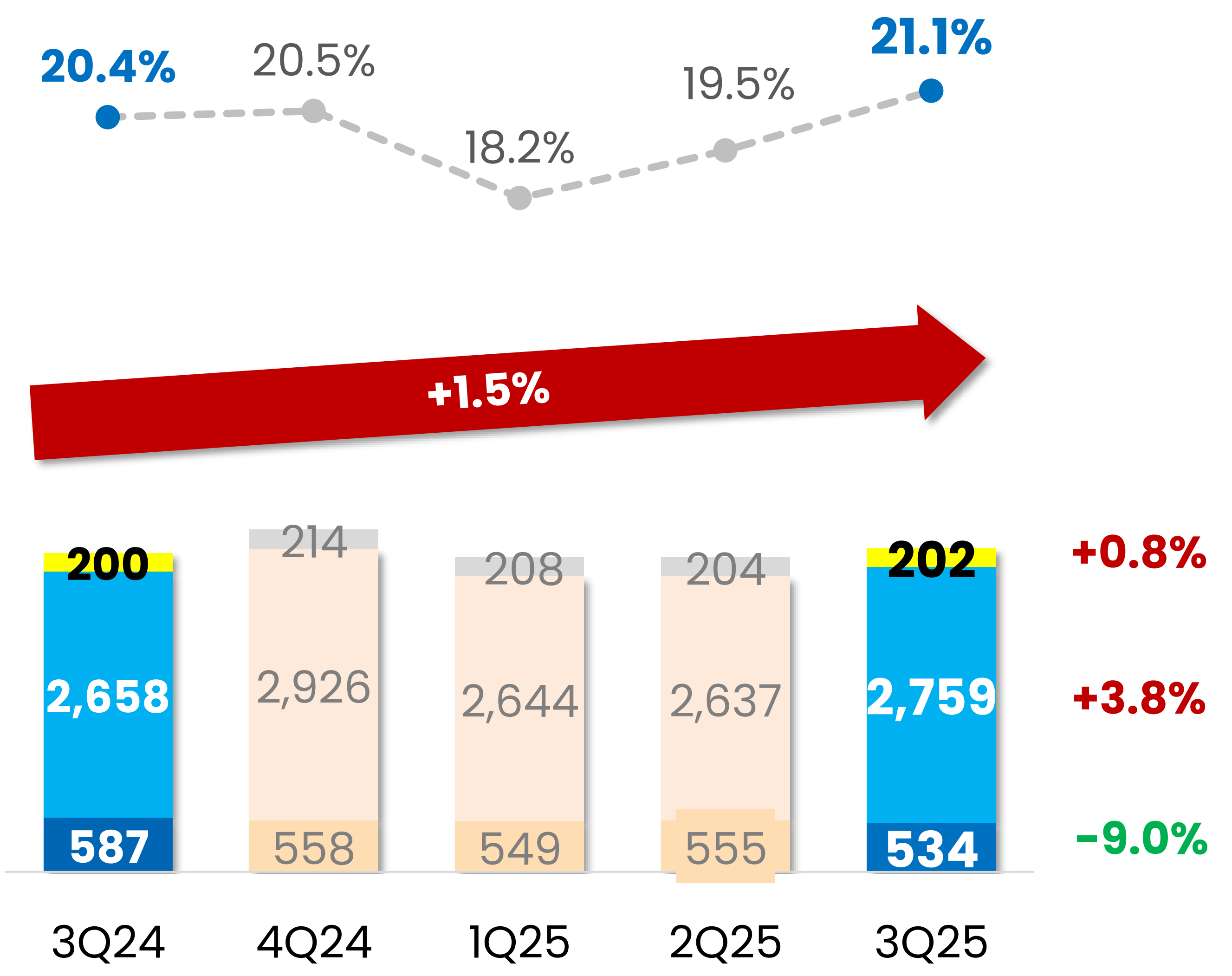


- In 3Q25, rental income increased by 2.07% from the previous year. The increase is primarily driven by higher rental income from leased spaces of HomePro stores and Market village shopping malls, especially malls located in tourist destinations, compared to the same period last year
- In 3Q25, other income slightly increased by 0.13%. The increase was primarily attributable to the expansion of co-promotional activities with vendors across both in-store and online channels.

SG&A Expenses

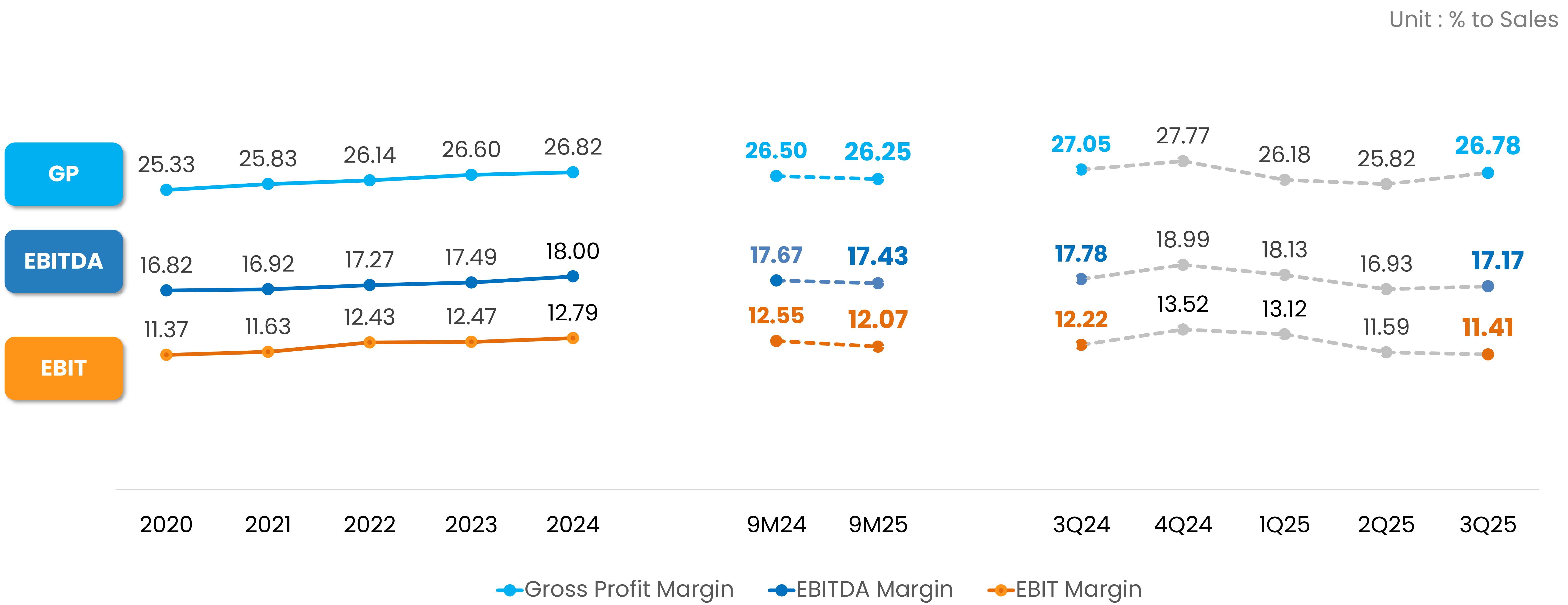
Unit : million Baht





- In 3Q25, the SG&A as a percentage of sales was 21.08%, up from 20.37% in the previous year. The increase was mainly due to a higher proportion of fixed expenses relative to sales, as total sales declined despite certain cost control measures. The primary expenses contributing to the increase comprised personnel, marketing, and card fees. Conversely, expenses that declined included repair and utility costs.
- Cost of rental and related services slightly increased due to the increase in utility costs from the new rented space of HomePro stores opened since 2024

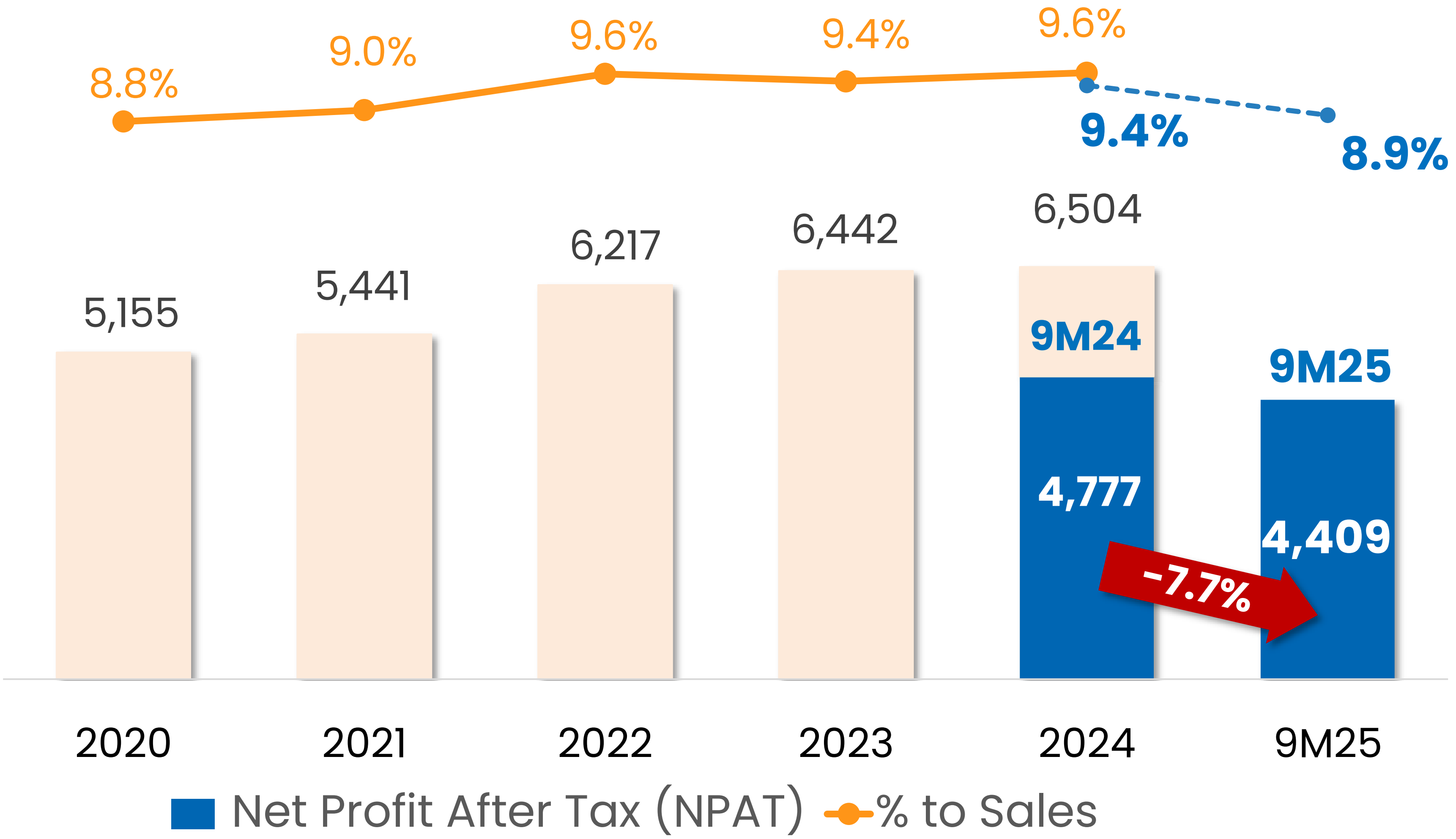
Profitability Ratio

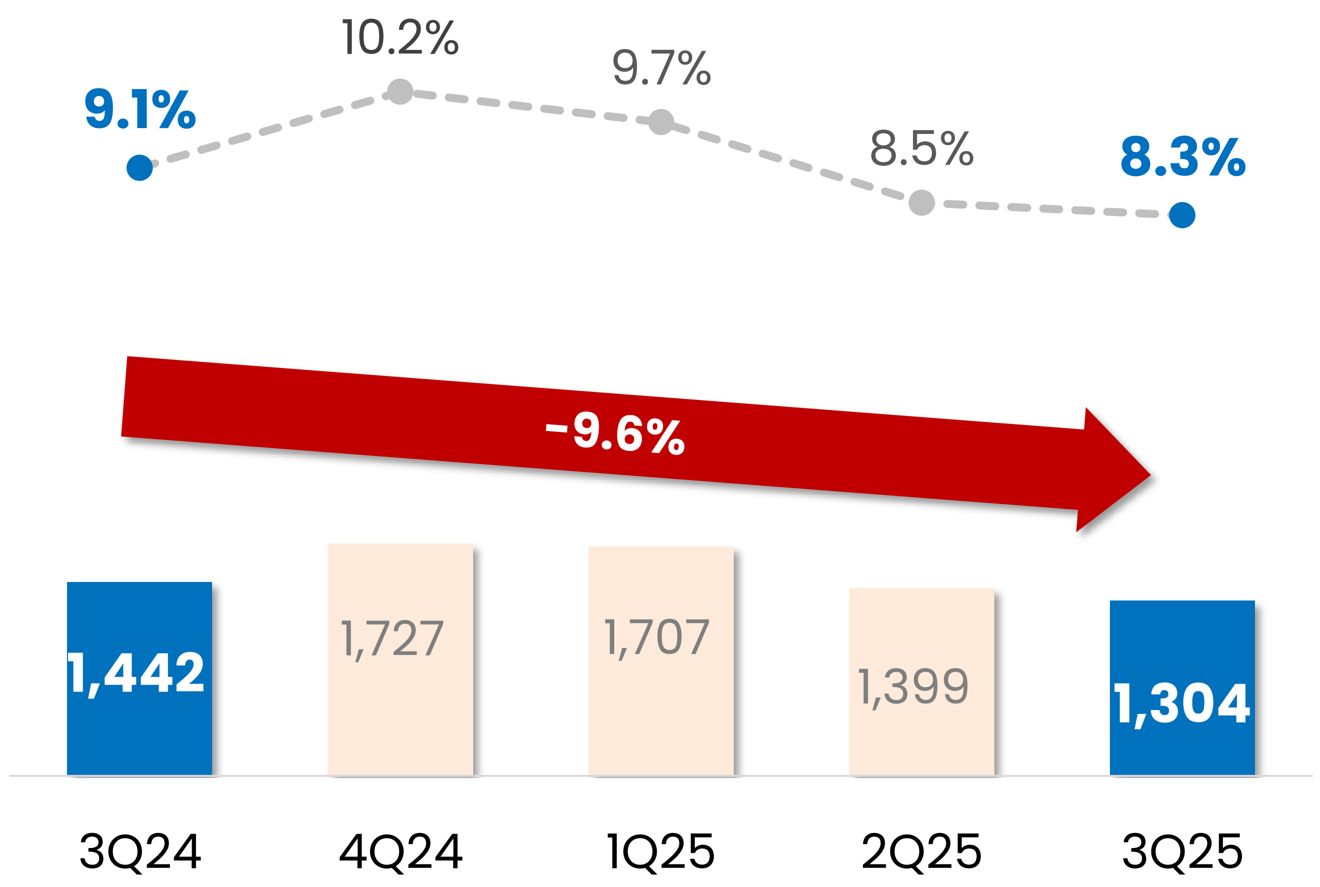


- In 3Q25, The gross profit margin as percentage of sales decreased from 27.05% in the previous year to 26.78%. This was driven by a decrease in trade volume discounts received upon purchases, aligning with the overall decline in sales. Additionally, the cost of services increased, corresponding to the growth in service revenue.

Net Profit & EPS

Unit : million Baht





FY	2020	2021	2022	2023	2024	9M24	9M25
EPS	0.39	0.41	0.47	0.49	0.49	0.36	0.34

3Q24	4Q24	1Q25	2Q25	3Q25
0.11	0.13	0.13	0.11	0.10

- NPAT in 3Q25 decreased by 9.6% YoY.
- Earnings per share (EPS) were 0.10 Baht in 3Q25.

Balance Sheet at a Glance

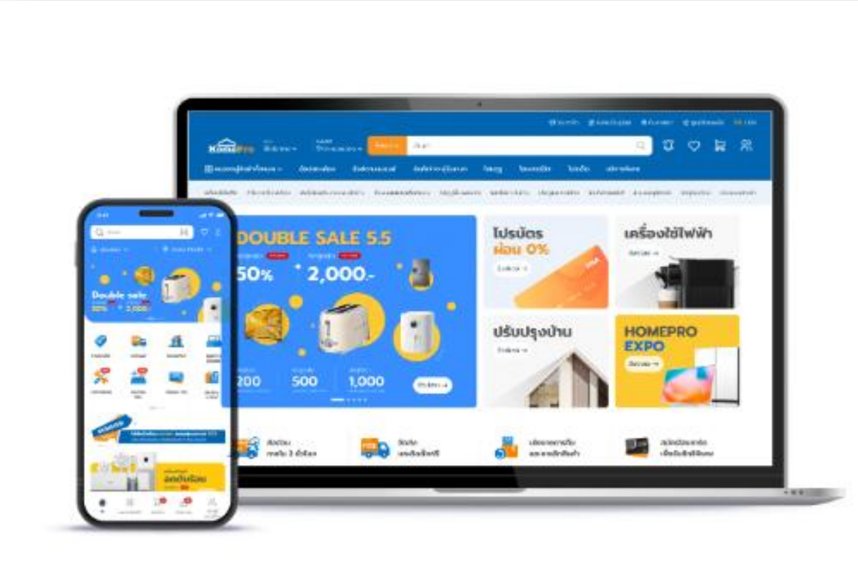
Unit : million Baht	30 Sep 2025	31 Dec 2024	Var	% change
Cash & Deposit	2,381.91	5,553.72	-3,171.81	-57.11%
Inventory	14,250.41	14,899.73	-649.32	-4.36%
Land Building & Equipment	46,759.11	46,071.86	687.25	1.49%
Other Assets	2,775.27	3,139.56	-364.29	-11.60%
Total Assets	**66,166.71**	**69,664.87**	**-3,498.16**	**-5.02%**
Financial Debt*	24,603.79	23,589.33	1,014.46	4.30%
Account Payable	13,729.93	15,458.72	-1,728.79	-11.18%
Other Liabilities	3,339.45	3,814.38	-474.93	-12.45%
Total Liabilities	**41,673.17**	**42,862.43**	**-1,189.26**	**-2.77%**
Paid-Up Capital	13,151.20	13,151.20	N/A	N/A
Share Premium	646.32	646.32	N/A	N/A
Retain Earnings	10,696.01	13,004.91	-2,308.90	-17.75%
Total Equities	**24,493.53**	**26,802.44**	**-2,308.91**	**-8.61%**

* Included impact of TFRS16 on lease liabilities of 7,098.26 million Baht

Agenda

- 9M25 Financial Results
- **Business Outlook**
- Sustainability Development

2025 Key Business Focus



1.Omni Channel

2. Demand Generation

3. HomePro Ecosystem

4.Home Service

5.Increase Efficiency

Margin Expansion Through Private Label

homebase
PARNO
Solshield
Furdini
CABIN
BENETTA
MOYA
Bathtime
Ekono
MATALL
porrin
aZLE
Spring
Carini
onground
ZynTec
acco
TARA
Zimple
SOON:.
Fontän
CRABERN
PARNO
KECH
MAILBOX
XFIRE
MAZDOX
PLIM
flusso
healthymix
ELECKTA
GRANDI
dara
PACKIN

- Over **36** Private Brands
- Over **25,000** Items
- Quality and value focused
- Continuous development

2025 Store Expansion Plan

No. of stores as of 2024

	HomePro	HomePro S	Mega Home	HomePro Malaysia
Ended 2024	94	5	30	7

New Stores in 2025

	HomePro	HomePro S	Mega Home	HomePro Malaysia
1H 2025				
3Q 2025	Bowin Maesai Bangna-Trad		Maesai	
4Q 2025	3		4	

*The Company has closed HomePro S at Nanglinchee due to lease expiration.

Our Stores At Ended 2025

	HomePro	HomePro S	Mega Home	HomePro Malaysia
Total (stores)	100	4	35	7

Remark :

Total Stores Open in 2025 = 11 stores

- **No. of Hybrid Stores:** 5 Hybrid Stores Conversion + 2 New Locations (2 HP + 2 MH)= **9 Stores**
- **No. of Stand-Alone Stores: 2 Stores**

Agenda

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- **Sustainability Development**

2025-2050 SD Roadmap

	As of 9M25	Target (%)	Target Year
1. ECO Product Sales mix	51.5%	50%	2025
2. Responsible Plastic Consumption	91.3%	100%	2025
3. Technician Teams	2,911	1,800	2025
4. Employee Engagement	87.0%	88.0%	2025
5. Customer Experience	91.2%	85.0%	2025
6. Renewable Energy	34.8%	100.0%	2030
7. Zero waste	84.0%	100.0%	2030
8. GHG Reduction per store	41.0%	50.0%	2030
9. Circular Product	1.2%	20.0%	2030
10. Net Zero	9.0%	100.0%	2050

Track Record of Endorsement in Key Sustainable Indices

International

S&P Global
Top 5%
Corporate Sustainability Assessment 2024 Score
©S&P Global 2025.
For terms of use, visit www.spglobal.com/yearbook.

Ranked in the Top5% of Dow Jones Sustainability Indices (DJSI)

FTSE4Good

Included in the FTSE4Good since 2016

MSCI ESG RATINGS AA

Received AA rating from MSCI-ESG

Bloomberg

Received Bloomberg ESG Scores sustainability assessment at the "Leading" level for the third consecutive year

Rated
MORNINGSTAR | SUSTAINALYTICS

Received Sustainably Low Risk Rating in ESG Risk ranking

Home Product Center
Top 20 for gender equality in 2024
EQUILEAP
EMERGING MARKETS

Ranked in the Equileap's Gender Equality

Domestic

Investors' Choice Award

AGM Investors' Choice

SET AA
ESG Ratings 2024

Selected to be included in SET ESG Ratings, AA level of The Stock Exchange of Thailand of the year 2024.

Excellence CG Score

ESG100 2024
Environmental • Social • Governance

Listed in ESG100 Index

2023
SUSTAINABILITY DISCLOSURE AWARD

Received the Sustainability Disclosure Award for 2024 from Thaipat institute

CAC CERTIFIED

Anti-Corruption Certified

HomePro

Q&A

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