Attachment 7

CRC IR 003/2025

Re: Management Discussion and Analysis (MD&A) for the three-month and six-month ended 30 June 2025

To: President

The Stock Exchange of Thailand

13 August 2025

Central Retail Corporation Public Company Limited ("the Company" or "CRC") would like to clarify Management Discussion and Analysis for the operating results for three-month and six-month period ended 30 June 2025.

Please be informed accordingly.

Yours Sincerely,

-Signature-

(Mr. Panet Mahankanurak)

Chief Financial Officer

Central Retail Corporation Public Company Limited

Business Overview and Performance Summary

In the second quarter of 2025, the Thai economy continued to face pressure from both external and internal factors. Globally, economic uncertainty persisted due to trade policies implemented by the United States, particularly the Reciprocal Tariffs measure, which adversely affected the export sector and undermined private sector and investor confidence. Geopolitical tensions remained a key risk factor, negatively impacting the global business environment and contributing to a slowdown in major trading partner economies. Domestically, the Thai economy was burdened by high household debts and slowdown of international tourist arrivals. In this quarter, 7.1 million foreign tourists visited Thailand, a decrease of 12.2 percent compared to the same period of the previous year. However, Thai exports benefited temporarily from a suspension of U.S. tariff hikes, providing partial support to the economy.

Vietnam's economy in the same quarter was expected to grow by 7.96 percent year-on-year, according to the General Statistics Office of Vietnam. Growth was driven by increased exports during the U.S. tariff suspension, government investment in infrastructure such as the Long Thanh International Airport and the North-South Expressway, and expansion in the industrial sector.

Looking ahead to the second half of 2025, global economic uncertainty and prolonged trade wars are expected to persist. The Company will continue to monitor these risks closely while leveraging public and private sector stimulus measures to support domestic consumption and tourism.

Business Situation in Q2 2025

In second quarter of 2025, the Company remained focused on driving business growth to strengthen its leadership position and pursue excellence in all aspects. At the same time, it continued to advance sustainability across all stakeholders—including the Company, partners, customers, communities, and society—through the CRC OMNI-Intelligence strategy and a flexible portfolio designed to ensure agility and resilience in all situations. To navigate economic volatility, the Company adopted the 3C strategy (Cash, Cost, Capex) to optimize expenditure, manage investments prudently, and uphold financial stability.

- Thailand Business operations in Thailand grew 2% compared to the same period last year, driven by consistently strong sales in tourist provinces, while the food segment continued to grow. In this quarter, the Company expanded TOPS Supermarket, TOPS DAILY, and specialty stores along with renovations across various business units. Under its Omnichannel strategy, the Company continues to develop and enhance its efficiency of its Digital Channel (Online) and O2O channel (Offline to online). Online sales accounted 9% of total sales in Thailand as of Q2 2025.
- Vietnam: Total sales in Vietnam (in Vietnamese Dong) grew by 2% compared to the same period last year. (However, when translated into Thai Baht, sales declined by 10%, due to foreign exchange rate fluctuations.) The Company also continued to upgrade its GO! malls and hypermarkets, while also expanding its Brandshop network to meet rising demand. Online sales accounted 6% of total sales in Vietnam as of Q2 2025.
- Italy: Department store sales in Italy (in Euro) grew by 4% compared to the same period last year, while sales in Thai Baht terms declined by 2%, primarily due to foreign exchange rate fluctuations. The underlying factors are a slowdown in the luxury goods market and changing spending patterns among Chinese tourists. Online sales accounted 3% of total sales in Italy as of Q2 2025.

The Company remains committed to integrating sustainability with business operations under the ESG framework—covering Environment, Social, and Governance—guided by its CRC Care philosophy across seven dimensions: Care for the Economy, Customer, Partner, People, Community, Environment, and Governance.

Significant Sustainability Developments in Q2 2025

- Environmental Dimension: The Company remains committed to advancing its ReNEW strategy to enhance environmental impact reduction across the value chain through various initiatives:
  - Reduce Greenhouse Gas Emissions: Thaiwatsadu has continued to promote sustainable practices in the hardline segment by installing solar rooftop, resulting in greenhouse gas reductions equivalent to planting 2.5 million trees. Additionally, Robinson Lifestyle shopping centers across the country have implemented smart solar-powered street lighting to support clean energy and environmental sustainability.
  - Navigate Environmental Responsibility: TOPS and Thaiwatsadu have developed green logistics systems and introduced electric trucks for nationwide product distribution, becoming the first retailers in the industry to implement this innovation.
  - Eco-friendly Materials: The Company has sustained its "Love the Earth Zero Waste" campaign, aimed at reducing solid waste and minimizing packaging and plastic sent to landfills. Initiatives have included the "Say No to Plastic Bags" campaign and other environmental programs.
  - Waste Management Solutions: Power Buy and its partners continued their collaboration in recycling electronic waste in accordance with international environmental standards for the third consecutive year.
- Social Dimension: Through its ongoing CRC Care philosophy, the Company continues to support all stakeholders—customers, business partners, employees, and communities—by improving quality of life and reducing inequality. Key initiatives included GO WHOLESALE continued to support Thai farmers under the Young Smart Farmer program in Udon Thani by purchasing salad greens, local vegetables, bananas, and other agricultural products to meet the needs of expanding operations in Northeastern of Thailand.
- Governance Dimension: The Company has consistently communicated and raised awareness of corporate ethics and anti-corruption efforts, as well as integrated GRC (Governance, Risk Management, and Compliance) principles. These efforts were supported by internal communication channels such as e-posters, the corporate website and etc. The Company successfully completed its first self-assessment recertification under the Collective Action Coalition Against Corruption (CAC), officially recognized on July 2, 2025. Furthermore, the Company has joined the CAC Change Agent initiative to promote transparency. Subsidiaries, including Central Food Retail Company Limited, CRC Thaiwatsadu Company Limited, and Power Buy Company Limited, have announced their commitment to the initiative, with full implementation expected by the end of 2025.

During the first half of 2025, the Company earned a total of 42 awards from 10 global institutions and leading publications, both domestically and internationally. These awards recognized excellence across key areas such as

Business management and Governance, Leadership, Human Resources, Investor Relations and Sustainability, which can be categorized into five key aspects

1. Business Management & Governance - Notable awards included Central Chidlom won the Most Innovative Department Store in the World from Intercontinental Group of Department Stores (IGDS) World Department Store Summit 2025, Best Corporate Communications Award from Asian Excellence Awards 2025 (5 consecutive years), Best Managed Company Award from FinanceAsia Asia's Best Companies Poll 2025 (3 consecutive years), Marketing Initiative of the Year and Pop-up Retail Project of the Year from Retail Asia Awards 2025 (4 consecutive years) and Ranked No. 4 in the Regional Retail Business category and Top 2 in Thailand as ranked by the FORTUNE Southeast Asia 500 List (2 consecutive years).
2. Leadership - Notable awards included Asia's Best CEO Award, Asia's Best CFO Awards and Best IR Professional Awards from Asian Excellence Awards 2025 (5 consecutive years) and Best CEO Award, Best CFO Award, Best Company Board of Directors Award and Best IR Professional Award from 2025 Extel's Asia Executive Team Survey.
3. Human Resources - Notable awards included Global Best Employer Brand Awards from The Employer Branding Institute and World HRD Congress (4 consecutive years) and A total of 21 awards from the Employee Experience Awards Thailand 2025 (2 consecutive years).
4. Investor Relations - Notable awards included Best IR Company Award from Asian Excellence Awards 2025 (4 consecutive years) and Best IR Programme Award and Best IR Team Award from 2025 Extel's Asia Executive Team Survey.
5. Sustainability - Notable awards included Best Community Programme Award from Global CSR & ESG Awards 2025 (5 consecutive years), Social Empowerment Award from Asia Responsible Enterprise Awards 2025 (3 consecutive years), Sustainability Asia Award from Asian Excellence Awards 2025 (4 consecutive years) and overall ESG Award from 2025 from Extel's Asia Executive Team Survey.

Key Business Developments the Second Quarter of 2025

1. Store Expansion and Renovation

In the second quarter of 2025, the Company continued to expand and renovate its stores. In Thailand, new store openings included three TOPS Supermarket and eight TOPS DAILY stores. In Vietnam, the Company is proceeding with the construction of two new GO! malls in Hung Yen (Already opened in July) and Yen Bai, which is scheduled to open in the second half of 2025. Additionally, the Company launched new specialty stores and Brandshops in both Thailand and Vietnam, aligning with its strategic expansion plan.

In terms of renovation and rebranding in Thailand, Robinson Lifestyle has continued to strengthen its position as a Center of Life by launching "SaveOne Go Srisaman" at Robinson Lifestyle Srisaman. This new model integrates a lifestyle mall and local market under the concept of a lifestyle experience that includes shopping, dining, and relaxation. Central Department Stores in Pinklao and Chaengwattana have undergone renovations, while Thaiwatsadu and BnB Home have expanded their hybrid store models to new branches in Chaiyapruke and Chachoengsao, expected to be completed in the second half of the year. TOPS Supermarket Rama 9 has been upgraded to the TOPS FOOD HALL format. Additionally, TOPS DAILY has been transformed into a hybrid model called TOPS DAILY x TOPS Wine Cellar. This hybrid format combines the strength of TOPS DAILY - a mini supermarket offering a wide range of consumer goods with a specialty wine store like TOPS Wine Cellar, curated by a team of wine experts. Thirteen branches have been launched in popular tourist destinations such as Phuket, Koh Samui, Koh Phangan, and Pattaya.

In Vietnam, two GO! malls —Thang Long and Dong Nai—are undergoing renovations, which are expected to be completed in second half of 2025.

In Italy, the renovation of the flagship Rinascente store in Milan was completed in November 2024. Plans are also underway to expand the Beauty Hall by 3,000 square meters, making it the largest Beauty Hall in Italy, with an expected opening in 2027.

As of June 30, 2025, the Company operated a total 3,822 stores under its retail and wholesale brands. This comprised 85 department stores, 87 Thaiwatsadu stores, 13 GO WHOLESALE stores, 702 TOPS Supermarket stores, 41 GO! hypermarket stores and 14 go! stores, along with various specialty stores and Brandshops. The total net sales area reached 3,771,750 square meters, which increased by 4% from the same period last year. Additionally, the Company had a total of 75 shopping malls in Thailand and Vietnam, with a combined net leasable area of 776,659 square meters, an increase of 5% from the same period last year.

2. Omnichannel Development

The Company continues to advance its Next-Gen Omnichannel Platform to deliver an ultra-personalized shopping experience and enables a seamless integration between offline and online channels. A strong focus on deep data analytics to create a truly tailored and holistic customer journey. The platform also promotes inclusive growth for partners, positioning it as a 'Destination' for both customers and partners. Currently, the Company offers a variety of Omnichannel sales platforms to serve customers, including: 1) Digital channel (Online) such as website stores, mobile applications, and quick commerce platforms. 2) O2O Channel (Offline to Online) including Chat & Shop, sales through social media platforms such as Facebook, LINE, and TikTok, as well as Personal Shopper services, where customers receive personalized assistance in selecting products.

As of the second quarter of 2025, Online sales grew by 11% compared to the same period last year, accounting for 8% of the total sales of the Company (For the first half of year online sales grew by 13% and accounting for 8% of total sales).

3. Synergy Initiatives

The Company has continued to implement synergy initiatives in collaboration with all businesses under Central Retail and Central Group. These efforts aim to create added value through increased revenue and efficient cost management. Projects have progressed according to plan, including:

- Enhancing incremental sales by offering Product Cross-listing tailored to each business platform and joint marketing campaigns.
- Long-Term Profitability: Improving gross margins and enhancing cost efficiency across all departments. Key actions include optimizing procurement costs and utilizing pool purchasing to achieve more favorable pricing, which has already been initiated in some units.

The Company remains committed to cautious growth and a solid financial foundation through effective 3C management:

- Cost: Maximizing cost-efficiency through various initiatives such as reducing redundant personnel costs, installing solar rooftops, using electric trucks (EVs) for energy savings and sustainability, shifting advertising to online and social commerce platforms to reduce marketing expenses, and optimizing inventory management for outdated products.
- Capex: Prioritizing investments in strategic businesses and accelerating the expansion of proven formats.
- Cash Flow: Enhancing working capital efficiency, agility, and increasing cash flow to support further business growth.

The Second Quarter of 2025 Performance

Central Retail Corporation Public Company Limited and its subsidiaries ("Company") reported its operating results for the second quarter of 2025, with total revenue of THB 62,644 million, decreased by 0.8% from same period last year and net profit was THB 1,237 million, decreased by 30.5% from the same period last year. However, operating profit was THB 2,754 million decreased by 21.0% from the same period last year while core net profit stood at THB 1,443 million, reflecting a decrease of 16.7% from the same period last year. The decrease in revenue was primarily due to weaker consumer purchasing power driven by macroeconomic conditions, and slowdown of international tourist arrivals in this quarter. Although selling and administrative expenses increased—mainly from new store opening, renovation of existing stores, including an increase of loss on derivatives expenses—marketing and promotion expenses, and utility expenses decreased across several business units. However, the Company's share of profit from associates and joint ventures declined due to a reduced number of these entities. Nonetheless, financial costs decreased as a result of lower interest rates.

Financial Summary for the Second Quarter of 2025

	Three-month period ended			Increase (decrease)	
	30 June 2024 THB millions	31 March 2025 THB millions	30 June 2025 THB millions	from last year %	from last quarter %
Revenue from sales	56,242	62,097	55,856	(0.7%)	(10.1%)
Fashion segment	15,649	16,178	15,443	(1.3%)	(4.5%)
Hardline segment	18,596	18,887	17,746	(4.6%)	(6.0%)
Food segment	21,996	27,031	22,668	3.1%	(16.1%)
Revenue from rental services	1,968	2,001	2,000	1.6%	(0.0%)
Revenue from services	508	403	424	(16.6%)	5.0%
Investment Income	90	41	100	10.7%	140.7%
Other income	4,361	4,737	4,265	(2.2%)	(10.0%)
Total revenue	63,169	69,280	62,644	(0.8%)	(9.6%)
Cost of sales of goods	41,577	46,781	41,490	(0.2%)	(11.3%)
Gross profit from sales	14,665	15,316	14,366	(2.0%)	(6.2%)
Cost of rental and rendering of services	596	600	579	(2.8%)	(3.5%)
Gross profit from rental&services	1,881	1,805	1,845	(1.9%)	2.2%
Gross profit	16,546	17,121	16,211	(2.0%)	(5.3%)
Selling expenses	12,830	13,006	12,930	0.8%	(0.6%)
Administrative expenses	4,681	4,658	4,892	4.5%	5.0%
Profit from operating activities	3,486	4,235	2,754	(21.0%)	(35.0%)
Finance costs	1,303	1,116	1,083	(16.9%)	(2.9%)
Share of profit of Asso and JV	164	143	103	(37.4%)	(28.4%)
Profit before tax expense	2,347	3,262	1,773	(24.4%)	(45.6%)
Tax expense	566	787	537	(5.3%)	(31.8%)
Profit for the period	1,780	2,475	1,237	(30.5%)	(50.0%)
Profit to owners	1,660	2,337	1,143	(31.1%)	(51.1%)
Operation information*					
EBITDA	8,196	8,913	7,365	(10.1%)	(17.4%)
Core EBITDA	8,137	9,070	7,623	(6.3%)	(16.0%)
Core Profit	1,733	2,602	1,443	(16.7%)	(44.5%)
Core Profit to owners	1,613	2,464	1,349	(16.3%)	(45.2%)
Basic EPS	0.28	0.39	0.19	(31.1%)	(51.1%)
Core Basic EPS	0.27	0.41	0.22	(16.3%)	(45.2%)

Note: *Non-operating items for adjustments are gain/loss on foreign exchange, gain/loss on disposal of assets and investments and gain/loss on derivatives.

The Analysis of Operating Results for the Second Quarter of 2025

1. Revenue from sales of goods totaled THB 55,856 million, a decrease of 0.7% compared to the same period last year (decreased by 10.1% from the last quarter). Revenue from sales of goods can be classified based on the Company's business segments as follows:

   I. Revenue from sales of the fashion segment was THB 15,443 million, decreased by 1.3% from the same period last year (decreased by 4.5% from the last quarter). In Thailand, sales declined due to a decrease of international tourist arrivals, coupled with the renovation of stores as planed – namely Central Pinklao and Chengwatttana. However, in this quarter, the segment launched "SaveOne Go Srisaman" at Robinson Lifestyle Srisaman as a prototype of a new model that integrates a "lifestyle mall" with a "local market," which has received positive feedback and helped to attract customers to the department store. In Italy, sales (Thai Baht terms) declined, primarily due to the underlying factors are a slowdown in the luxury goods market and shifts in Chinese tourist spending behavior and foreign exchange rate fluctuations. (However, Italy sales in local currency (Euro terms) still grew compared to the same period last year). Meanwhile, Online sales increased by 19.3% compared to the previous year.

II. Revenue from sales of the hardline segment was THB 17,746 million, decreased by 4.6% from the same period last year (decreased by 6.0% from the last quarter). The decline was primarily attributed to the performance of the electrical appliances business, which faced weaker market demand in Thailand and intensified competition in Vietnam. Despite this, the segment saw continued sales growth in construction materials and home décor products. Currently, Thaiwatsadu and BnB Home have expanded their hybrid store models to new branches in Chaiyapruke and Chachoengsao, expected to be completed in the second half of the year. This transition aims to effectively meet the comprehensive needs of both contractors and individual customers. Online sales increased by 2.6% compared to the previous year.

III. Revenue from sales of the food segment was THB 22,668 million, increased by 3.1% from the same period last year (decreased by 16.1% from the last quarter). In Thailand, sales growth was supported by the expansion of GO Wholesale in the previous quarter in Khon Kaen, Udon Thani and Hat Yai (Songkhla province). In this quarter, the Company launched 3 new stores of TOPS supermarket and 8 stores of TOPS daily. Total sales in Vietnam (Thai Baht term) declined due to ongoing renovations at two GO! mall locations in Thang Long and Dong Nai, expected to be completed in the second half of the year and foreign exchange rate fluctuation. (However, Vietnam sales in local currency (Dong terms) still grew compared to the same period last year). Online sales increased by 14.3% compared to the previous year.

2. Revenue from rental services was THB 2,000 million, an increase of 1.6% from the same period last year (slightly stable compared to the same period last year). The increase was primarily driven by additional rental space from the new "SaveOne Go Srisaman" model at Robinson Lifestyle Srisaman.
3. Revenue from rendering of services was THB 424 million, a decrease of 16.6% from the same period last year (increased by 5.0% from the last quarter). The decline was primarily due to store renovations, which resulted in a reduced number of service users.
4. Gross profit was recorded at THB 16,211 million, a decrease of 2.0% from the same period last year (decreased by 5.3% from last quarter). Key components are as follows:
    - Gross Profit from Sales (A new classification has been applied whereby losses on decreasing value of inventories which were previously included in administrative expenses moved to cost of sales.) was THB 14,366 million or decreased by 2.0% compared to the same period last year (decreased by 6.2% from the previous quarter). Gross profit margin from sales was 25.7%, down from 26.1% in the same period last year (up from 24.7% in previous quarter) due to change in the sales mix and more cautious consumer spending behavior, with a focus on value-for-money purchases and promotional items. However, the hardline segment saw an increase in gross margin due to a higher share of sales of high-margin products.
    - Gross profit from rental and rendering of services was THB 1,845 million, decreased by 1.9% compared to the same period last year (increased by 2.2% from last quarter), representing a gross profit margin of 76.1%, which increased from 75.9% in the same period last year.
5. Other income was THB 4,265 million, a decrease of 2.2% from the same period last year (decreased by 10.0% from last quarter). This was due to a decrease in promotional and advertising income due to seasonality effects.

6. Selling expenses were THB 12,930 million, an increase of 0.8% from the same period last year (decreased by 0.6% from last quarter). This was due to the expansion of new stores, resulting in higher expenses related to sales staff, and rental and service expenses. In addition, commission expenses from online sales channels also increased. However, marketing and promotion expenses as well as utility expenses declined. The selling expenses were 20.6% of total revenue, which increased from 20.3% compared to the same period last year.
7. Administrative expenses were THB 4,892 million, an increase of 4.5% from the same period last year (increased by 5.0% from last quarter). This was due to an increase in loss from fair value measurement of derivatives, which were recognized in accordance with accounting standards, and loss from disposal of assets from certain business operations, most of which were non-recurring items. The administrative expenses were 7.8% of total revenue, which increased from 7.4% compared to the same period last year.
8. Finance costs, including interest expenses from loans and lease agreements, were THB 1,083 million, decreased by 16.9% from the same period last year due to a decrease in interest rates.
9. Share of profits of associates and joint ventures using the equity method were THB 103 million, decreased by 37.4% from the same period last year. The decline was due to a reduced number of these entities, including Porto Worldwide Limited, joint venture of the Company, which exercised its shareholder agreement rights in the fourth quarter of 2024 to exchange its entire shareholding in GrabTaxi Holdings (Thailand) Co., Ltd. for shares in Grab Holdings Limited, which is listed on the NASDAQ. This transaction was recognized at fair value through other comprehensive income.
10. Tax expense (income) was THB 537 million, an decrease of 5.3% from the same period last year due to lower net profit.

CENTRALRETAIL

Financial Summary for the First Half of 2025

	Six-month period ended		Increase (decrease)
	30 June 2024	30 June 2025	
	THB millions	THB millions	%
Revenue from sales	116,588	117,953	1.2%
Fashion segment	31,914	31,621	(0.9%)
Hardline segment	38,083	36,633	(3.8%)
Food segment	46,592	49,699	6.7%
Revenue from rental services	3,945	4,001	1.4%
Revenue from services	947	827	(12.7%)
Investment Income	142	141	(0.8%)
Other income	8,801	9,002	2.3%
Total revenue	130,424	131,924	1.2%
Cost of sales of goods	86,788	88,271	1.7%
Gross profit from sales	29,801	29,682	(0.4%)
Cost of rental and rendering of service:	1,206	1,178	(2.3%)
Gross profit from rental&services	3,686	3,650	(1.0%)
Gross profit	33,486	33,332	(0.5%)
Selling expenses	25,359	25,936	2.3%
Administrative expenses	9,761	9,550	(2.2%)
Profit from operating activities	7,310	6,989	(4.4%)
Finance costs	2,443	2,199	(10.0%)
Share of profit of Asso and JV	469	246	(47.6%)
Profit before tax expense (income)	5,337	5,036	(5.6%)
Tax expense (income)	1,238	1,323	6.9%
Profit for the year	4,098	3,712	(9.4%)
Profit to owners	3,830	3,480	(9.1%)
Operation information*			
EBITDA	16,825	16,277	(3.3%)
Core EBITDA	17,207	16,693	(3.0%)
Core Profit	4,404	4,045	(8.2%)
Core Profit to owner	4,136	3,813	(7.8%)
Basic EPS	0.64	0.58	(9.1%)
Core Basic EPS	0.69	0.63	(7.8%)
	30 June 2024	30 June 2025	
Total assets	291,049	288,165	(1.0%)
Total liablilities	218,668	218,081	(0.3%)
Total equity	72,381	70,084	(3.2%)

Note: *Non-operating items for adjustments are gain/loss on foreign exchange, gain/loss on disposal of assets and investments and gain/loss on derivatives.

The Analysis of Operating Results for the First Half of 2025

1. Revenue from sales of goods totaled THB 117,953 million, an increase of 1.2% compared to the same period last year. Revenue from sales of goods can be classified based on the Company's business segments as follows:
   I. Revenue from sales of the fashion segment was THB 31,621 million, decreased by 0.9% from the same period last year. In Thailand, the fashion and lifestyle distribution segment experienced a surge in sales, driven by the addition of leading fashion and lifestyle brands to cater to evolving consumer demands. This growth was further fueled by the government's Easy E-Receipt program in the first quarter as well as ongoing stores enhancement. In Italy, sales in Thai Baht term declined, primarily due to a slowdown in the luxury goods market and shifts in Chinese tourists spending behaviors and foreign exchange rate fluctuations. (However, Italy sales in local currency (Euro terms) still grew compared to the same period last year). Meanwhile, Online sales increased by 21.1% from the same period last year.
   II. Revenue from sales of the hardline segment was THB 36,633 million, decreased by 3.8% from the same period last year. The decline was primarily attributed to the performance of the electrical appliances business, which faced weaker market demand in Thailand and intensified competition in Vietnam. Despite this, the segment saw continued sales growth in construction materials and home décor products due to improve product sourcing to meet the comprehensive needs of customers coupled with the establishment of new stores, ongoing existing stores renovations and ongoing transformation of new format. Meanwhile, Online sales increased by 5.8% from the same period last year.
   III. Revenue from sales of the food segment was THB 49,699 million, increased by 6.7% from the same period of last year. Thailand witnessed a surge in sales, primarily fueled by new stores expansion and the government's Easy E-Receipt program in the first quarter. Meanwhile, in Vietnam, sales in Thai Baht term declined from the ongoing store renovation and foreign exchange rate fluctuations. (Vietnam sales in local currency (Dong terms) grew compared to same period of last year). Online sales increased by 16.7% compared to the same period last year.
2. Revenue from rental services was THB 4,001 million, an increase of 1.4% from the same period last year. The increase was primarily due to store enhancement and additional rental space from new model.
3. Revenue from rendering of services was THB 827 million, a decrease of 12.7% from the same period last year. The decline was primarily due to ongoing store renovation in certain rental areas, which resulted in a reduced number of service users.
4. Gross profit was recorded at THB 33,332 million, a decrease of 0.5% from the same period last year. Key components are as follows:
   - Gross Profit from Sales (A new classification has been applied whereby losses on decreasing value of inventories which were previously included in administrative expenses moved to cost of sales.) was THB 29,682 million or decreased by 0.4% compared to the same period last year. Gross profit margin from sales was 25.2%, down from 25.6% in the same period last year due to change in the sales mix and more cautious consumer spending behavior, with a focus on value-for-money purchases and promotional items. However, the hardline segment saw an increase in gross margin due to a higher share of sales of high-margin products.

- Gross profit from rental and rendering of services was THB 3,650 million, decreased by 1.0% compared to the same period last year, representing a gross profit margin of 75.6%, which increased from 75.3% of the same period last year.

5. Other income was THB 9,002 million, an increase of 2.3% from the same period last year. This was due to the increase in income sharing and commission, promotional and advertising income as well as an increase of logistics and distribution income.
6. Selling expenses were THB 25,936 million, an increase of 2.3% from the same period last year. This was due to sales increased from the expansion of new stores and new format, resulting in higher expenses related to sales staff, and rental and service expenses, coupled with an increase of commission expenses from online sales channels. Meanwhile, the utility and promotional and advertising expenses declined. The selling expenses were 19.7% of total revenue, which increased from 19.4% compared to the same period last year.
7. Administrative expenses were THB 9,550 million, a decrease of 2.2% from the same period last year. This was due to a decrease in loss on foreign exchange and loss from fair value measurement of derivatives, which were recognized in accordance with accounting standards, together with loss from disposal of assets from certain business operations, most of which were non-recurring items. The administrative expenses were 7.2% of total revenue, which decreased from 7.5% compared to the same period last year.
8. Finance costs, including interest expenses from loans and lease agreements, were THB 2,199 million, decreased by 10.0% from the same period last year due to a decrease in interest rates.
9. Share of profits of associates and joint ventures using the equity method were THB 246 million, decreased by 47.6% from the same period last year. The decline was due to a reduced number of these entities, including Porto Worldwide Limited, joint venture of the Company, which exercised its shareholder agreement rights in the fourth quarter of 2024 to exchange its entire shareholding in GrabTaxi Holdings (Thailand) Co., Ltd. for shares in Grab Holdings Limited, which is listed on the NASDAQ. This transaction was recognized at fair value through other comprehensive income.
10. Tax expense (income) was THB 1,323 million, an increase of 6.9% from the same period last year.

Financial Position

1. Total assets as of 30 June 2025 and 31 December 2024 were THB 288,165 million and THB 291,049 million respectively, which decreased by THB 2,884 million or 1.0%. This was substantially due to a decrease in Investments in joint ventures of THB 4,484 million, inventory of THB 2,001 million, goodwill of THB 1,181 million, other current receivable of THB 985 million, investment properties of THB 747 million and trade receivable of THB 671 million. Meanwhile, an increase in right-of-use-assets of THB 4,097 million and other non-current financial assets of THB 2,802 million including an increase in cash and cash equivalents of THB 642 million.
2. Total liabilities as of 30 June 2025 and 31 December 2024 were THB 218,081 million and 218,668 million, respectively, which decreased by THB 588 million or 0.3%. This was substantially due to the decrease in trade payable of 5,869 million and other current payable of THB 3,379 million while the increase of lease liability of THB 5,424 million and loan of THB 3,259 million.
3. Total equity as of 30 June 2025 and 31 December 2024 were THB 70,084 million and THB 72,381 million respectively, which was a decrease of THB 2,296 million or 3.2%. This was substantially due to a difference in exchange rate from currency translation differences in financial statement.

Capital Structure

As of 30 June 2025, the Company's capital structure comprised of total liabilities of THB 218,081 million, of which THB 92,986 million were interest-bearing debts (excluding lease liabilities). These consisted of bank overdrafts and short-term borrowings from financial institutions totaling THB 48,840 million, current portion of long-term borrowings of THB 15,191 million, short-term borrowings from related parties of THB 43 million, long-term borrowings of THB 21,915 million and debentures of THB 6,996 million. Total shareholders' equity totaled THB 70,084 million. The net interest-bearing debt to equity ratio remained at 1.2 times (and well below the Company's internal threshold of 2.0 times).

Currently, the Company secures both short-term and long-term funding through a mix of bank loans and debenture issuance. In 2025, TRIS Rating affirmed the Company’s corporate credit rating at “AA-” with a “Stable” outlook, reflecting its strengthening profitability, supported by solid operating performance and effective cost management.

Statement of Cash Flows

For the year ended 30 June 2025, the Company reported the cash flows as follows:

1. Cash flows from (used in) operating activities were THB 10,006 million, increased by THB 325 million from the same period last year. This was substantially due to the changes in operating assets and liabilities being a cause of the cash increased by THB 1,121 million, the changes from an increase in profit after adjusted to cash decreased by THB 369 million and taxes paid increased by THB 427 million.
2. Cash flows from (used in) investing activities were THB (2,796) million, decreased by THB 7,569 million from the same period last year. This was substantially due to a decrease in net acquisition of property, plant and equipment of THB 5,221 million and cash received from the disposal or capital reduction of investments in joint ventures of THB 4,437 million and increase of dividend received of THB 202 million. In addition, the decrease in net payment of intangible asset of THB 151 million and net short-term loan for related parties of THB 124 million. However, net payment for financial assets increased by THB 2,312 million and net payment for the acquisition of investments in subsidiaries THB 180 million.
3. Cash flows from (used in) financing activities were THB (6,744) million, increased by THB 1,858 million from the same period last year. This was substantially due to a decrease in net proceeds and payments from loans from financial institutions of THB 4,629 million, an increase in dividend payments of THB 803 million while the decrease in net repayment of lease liabilities of THB 3,403 million and net interest paid decreased of THB 153 million.

Business outlook

Central Retail under the **"New Heights, Next Growth"** strategy, aimed at elevating the organisation's capabilities and driving its next phase of growth with 5 strategic pillars:

1. Reinforce Customer Focus Deepen understanding and connection with customers by strengthening The 1 Loyalty Program in both Thailand and Vietnam, which now boasts over 26 million members combined. This reaffirms Central Retail's position as the strongest loyalty platform in the region. The company also aims to expand its customer base to target young and mainstream consumers, while further penetrating B2B segments.
2. Strengthen CRC Foundation Driving growth across core businesses — in both sales and profitability — while accelerating store expansion and renovation. The Company is also advancing its unified technology platform to enable a seamless omnichannel shopping experience and build the capabilities needed to scale AI integration. This, in turn, supports sustained double-digit growth in online sales. At the same time, the Company is accelerating the expansion of its Food and Mall businesses in Vietnam and introducing store formats tailored to the specific needs of target customer segments in each area.
3. Expedite New Growth through the expansion of GO WHOLESALE via 5 key strategies: expanding private label products, establishing itself as a destination for the HORECA (Hotel, Restaurant, Catering) sector, leading in fresh product offerings under the "Always Fresh-Forward" concept, and developing new store concepts and fulfillment stores tailored specifically to the HORECA and food retail segments. In addition, the Company will continue to expand the Auto1 business — a one-stop automotive service and accessories center to cover high-potential locations.
4. Scale Synergy Foster deeper collaboration both within and beyond the organization — with a strong focus on cross-functional work across Central Retail and Central Group businesses. This includes joint efforts to drive sales and enhance cross-business collaboration among employees to maximize operational efficiency. At the same time, the Company is optimizing retail space to better serve customer needs and improve return on investment (ROI) through Mixed-Use models and Hybrid Retail Store formats.
5. Disciplined Financial Management Maintain prudent financial management to ensure maximum efficiency amid economic uncertainty. This includes cost control, prioritizing investment in high-potential businesses, adjusting investment plans to remain flexible in changing environments, and managing capital structure appropriately to preserve financial stability and deliver strong shareholder returns.

Central Retail is committed to enhancing operational efficiency across all business units while managing risks in alignment with shifting economic conditions and evolving consumer behaviors. The Company focuses on effective costs and expenses management to drive strong and sustainable growth. At the core of this approach is the integration of the CRC Care 7 philosophy across seven dimensions, sustainability is embedded in every action — driven by the belief that social and environmental responsibility is the foundation for long-term growth. With a goal of becoming a Net Zero organization by 2050, the company aims to create tangible positive impact while uplifting the quality of life for communities, employees, and customers —enabling everyone to grow stronger together.