No: IDR 13/2026

Date: 13 May 2026

Re: Management Discussion and Analysis (MD&A) for the First Quarter of 2026

To: The President
The Stock Exchange of Thailand

Economic Overview

Thailand's economy in the first quarter of 2026 expanded from the previous quarter on both the demand and supply sides. On the demand side, expansion was supported by continued growth in exports, particularly in the technology product group, while the improvement in domestic demand was driven by an increase in private consumption, including front-loaded fuel purchases due to concerns over rising oil prices toward the end of the quarter. In addition, private investment increased, mainly from investment in machinery and equipment, alongside continued expansion in government expenditure. On the supply side, the industrial sector improved, reflecting the resumption of petroleum production following maintenance shutdowns, while the services sector expanded, driven mainly by trade-related activities, in line with production and export activities.

Nevertheless, toward the end of the quarter, the Thai economy began to be affected by the situation in the Middle East, as reflected by a decline in exports to Middle Eastern markets and a reduction in foreign tourist arrivals, particularly from the Middle East and Europe, while tourist arrivals from China continued to increase. Therefore, changes in the number of foreign tourist arrivals remain a factor to be closely monitored going forward.

With respect to economic stability, headline inflation remained negative, close to the level of the previous quarter, due mainly to high base effects in the energy category. Fresh food inflation declined at a slower pace, in line with rice prices, while core inflation remained stable at a positive level, close to that of the previous quarter. However, headline inflation began to face upward pressure from higher energy prices toward the end of the quarter, rendering the outlook for the Thai economy over the remainder of the year relatively challenging.

Operating Results for the First Quarter of 2026

CP ALL Public Company Limited ("CPALL" or "the Company") would like to clarify operating results for the first quarter of 2026 in which the Company and its subsidiaries have reported a net profit of Baht 9,118 million. The main reasons are as follows:

Total Revenues

In 1Q26, the Company reported total revenues at Baht 267,672 million, increasing by 5.8 percent year-over-year (YoY).

Revenue from sale of goods and rendering of services amounted to Baht 259,355 million, representing a growth of 5.5 percent YoY. This resulted primarily from an increase in revenue from sale of goods in all business units, including convenience store business, wholesale and retail businesses and mall, and other supporting businesses. This could be attributed to continuous product strategy adjustments together with the Offline-to-Online (O2O) strategy of each business unit which continued to effectively meet customer needs and be another contributing factor to revenue growth.

Gross Profit

In the first quarter of 2026, the Company reported gross profit from sale of goods and rendering of services at Baht 58,969 million, increasing by 5.1 percent YoY, as a result of the YoY increase in revenue from sale of goods of convenience store business, wholesale and retail businesses and mall, and other supporting businesses. Consequently, the gross profit margin in the Company's consolidated financial statements was reported at 22.7 percent, similar to 1Q25.

Distribution Costs and Administrative Expenses

In 1Q26, CPALL reported proportion of distribution costs and administrative expenses as follows:

Costs and Expenses	1Q26
Employee benefits	32%
Store management fees	13%
Rental and depreciation and amortization	19%
Advertising and sales promotion	12%
Utilities and others	24%
Total	**100%**

The distribution costs and administrative expenses were reported at Baht 51,309 million, increasing by 4.8 percent YoY. Distribution costs were reported at Baht 43,760 million, increasing by 6.6 YoY, whereas administrative expenses were reported at Baht 7,550 million, decreasing by 4.2 percent YoY. The increase in expenses could be attributed to the increase in employee benefits, store management fees, and advertising and sales promotion expenses, which grew in line with revenue growth. Regardless, the Company has maintained stringent and efficient cost control.

Profit Before Finance Costs and Income Tax Expense and Net Profit

In 1Q26, the Company reported profit before finance costs and income tax expense at Baht 16,157 million, increasing by 12.6 percent YoY, and reported net profit at Baht 9,118 million, increasing by 20.2 percent YoY. This came as a consequence of improved performance mainly in convenience store business, wholesale business, and other businesses, together with efficient cost control. The consolidated earnings per share for 1Q26 was reported at Baht 1.01 per share. The earnings per share is calculated based on the number of shares outstanding after subtracting the number of shares repurchased by the Company. For more information, please refer to Note 13 to the Financial Statements.

Proportion of Total Revenues and Profit before Finance Costs and Income Tax Expense before Elimination

During the first three months of 2026, the total revenues before elimination was contributed by the main businesses which are (Group 1) convenience store business and other businesses, accounting for 52 percent, and (Group 2) wholesale and retail businesses and mall, accounting for 48 percent. Revenue proportion of (Group 1) grew from the previous year mainly due to the growth in revenues from the convenience store business.

Profit before finance costs and income tax expense before elimination was contributed by the main businesses which are (Group 1) convenience store business and other businesses, accounting for 73 percent, and (Group 2) wholesale and retail businesses and mall, accounting for 27 percent. Profit proportion of (Group 1) increased from last year mostly from the higher growth in operating profit of convenience store business and other businesses.

Operating Results of the Convenience Store Business

In 1Q26, the convenience store business opened a total of 139 stores. At the end of the quarter, CPALL had a total of 16,084 stores, divided into:

(1) 8,289 corporate stores (approximately 51 percent of total stores) or net new stores of 95 stores in this quarter

(2) 7,795 store business partner (SBP) and sub-area stores (approximately 49 percent of total stores) or net new stores of 44 stores in this quarter

The majority of the stores were stand-alone, accounting for 86 percent of total stores, while the remaining portion of total stores were in PTT gas stations.

In 1Q26, the convenience store business reported total revenue from sales and services at Baht 121,958 million, increasing by 7.0 percent YoY. The average sales per store per day in 1Q26 were at Baht 85,998, together with same-store sales growth (SSSG) which was reported at 1.9 percent YoY. The average spending per ticket was approximately Baht 90, and the average number of customers per store per day was 958 persons. The number of customers remained similar to the corresponding quarter last year thanks to seasonal factors, particularly the weather which had become hotter since the beginning of the year, the general election in February which boosted domestic mobility, and the recovery in the number of foreign tourist arrivals, particularly Chinese tourists. Moreover, the convenience store business has used strategic plans aligned with the prevailing situations, focusing on both retaining the existing customer base and expanding new customer base by offering new products with promotions to attract customers in each period of time. Furthermore, the Company strived to improve the revenue generated from selling products through the O2O strategy, such as 7Delivery and All Online, which was consistently able to meet customers' needs well, contributing approximately 11 percent to total sales revenue.

In 1Q26, 76.3 percent of revenue from sale of goods originated from food categories and 23.7 percent from non-food categories. The contribution of food categories to the sales mix grew from the same period of last year due to the change in consumer behavior, together with the launch of new products with promotional activities of the food and beverage categories which were able to attract more customers, both local and foreign, reflecting that 7-Eleven is the number one destination for food and beverages for all customer groups, anywhere and anytime.

Gross profit for the convenience store business in 1Q26 was at Baht 36,154 million, increasing by 7.9 percent YoY. Gross profit margin was reported at 29.6 percent, increasing from 29.4 percent in 1Q25. The main reason was the aforementioned product strategy, as well as the emphasis on product margin by continually increasing the proportion of high-margin products.

The convenience store business also recognized other income at Baht 7,820 million, increasing by 17.5 percent YoY, which could be mainly attributed to the utilization of store area, including revenue from renting space and others. Furthermore, dividend income from subsidiaries was recognized at the amount of Baht 1,450 million.

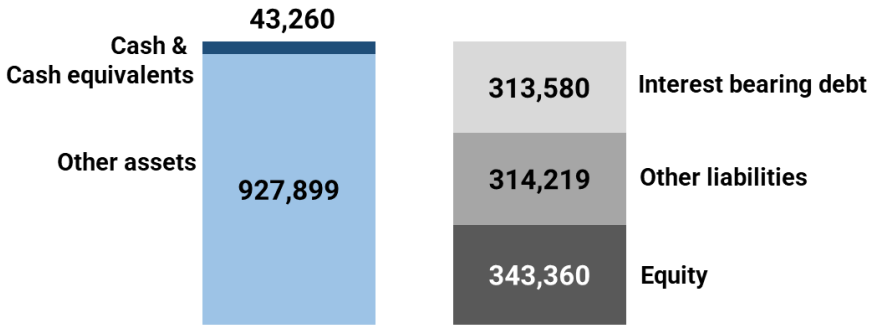
In 1Q26, distribution costs and administrative expenses were Baht 34,467 million, increasing by 8.5 percent YoY, mainly due to employee benefits, store management fees, and advertising and sales promotion, which rose in tandem with revenue growth and store expansion.

Nevertheless, the Company continuously endeavored to control expenses tightly and maximize efficiency, together with striving to expand 7-Eleven stores as planned and add more channels for customers to access products and services. The convenience store business continued to report an increase in operating profit to Baht 11,119 million, an increase of 14.6 percent YoY, and a net profit of Baht 7,570 million, an increase of 18.9 percent YoY. The Company's earnings per share from separate financial statements was reported at Baht 0.84 per share.

As of 31 March 2026, the Company operated the convenience store business (7-Eleven) with a total of 30 stores in Lao PDR and 63 stores in Cambodia.

Financial Position of the Company as of 31 March 2026

Compared to Financial Position as of 31 December 2025



The Company had cash and cash equivalents of Baht 43,260 million, which represents a decrease of Baht 9,947 million or 18.7 percent, mainly due to cash disbursements to repay debentures and long-term borrowings from financial institutions.

Trade accounts receivable decreased by Baht 293 million or 5.6 percent to Baht 4,948 million. The decrease was in the trade accounts receivable in the convenience store business, and the wholesale and retail businesses and mall. The decrease was attributable to trade receivables with credit terms that are not overdue. As a consequence, the accounts receivable days decreased to 1.5 days.

Inventories decreased by Baht 5,581 million or 7.5 percent from the end of the previous year to Baht 68,562 million, with inventory days equaling 30.9 days.

Trade accounts payable decreased by Baht 10,817 million or 8.0 percent from the end of the previous year to Baht 123,606 million, with accounts payable days equaling 57.7 days.

Consequently, the Company and its subsidiaries reported cash cycle of approximately negative 25 days as of 31 March 2026.

Interest-bearing debt excluding lease liabilities decreased by Baht 12,691 million or 3.9 percent from the end of the previous year to Baht 313,580 million, largely due to repayments of debentures by the Company and repayments of current portion of long-term borrowings from financial institutions by CP Axtra Public Company Limited. The Company reported net debt to adjusted equity at 0.76 times and was able to continuously comply with the bond covenant which requires the net debt to adjusted equity ratio to not exceed 2:1.

Sustainability Goals in Business Operations of the Company

The Company is committed to continuous development and management of corporate sustainability and has specified 15 organizational sustainable development goals corresponding to the United Nations Sustainable Development Goals (SDGs) and the 10 United Nations Global Compact Principles (UNGC). In each year, the Company has continuously strived on taking action to achieve the sustainable development goals and realize the identified strategic plan. The progresses in 2026 will be disclosed in the 2026 Sustainability Report.

Summary of Sustainability Goals and Performance Progresses in 2025

Topic	Description	Goal	2025 Performance
Environmental: 7 Go Green			
Climate Resilience*	To achieve Carbon Neutral by 2030 and Net Zero GHG Emissions by 2050	Carbon neutral	2.27 mtCO2e
Efficient Use of Resources and Energy	To reduce the final energy consumption compared to business-as-usual (BAU)	25%	6.13%
Sustainable Packaging Management*	Private Brand utilizing plastic packaging must be reusable, recyclable, and compostable	100%	97.27%
Sustainable Waste and Surplus Food Management*	Reduce excess or leftover food volume requiring disposal and reduce waste volume originating from Company's operations requiring landfill disposal	100%	82.77%
Ecosystem & Biodiversity Protection	All areas of business operations have projects in collaboration with local and national stakeholders or independent third parties	100%	100%
Social: 7 Go Together			
Social Impact and Economic Contribution*	To develop skills and promote jobs to generate income for SMEs, small entrepreneurs, agriculturists, and vulnerable groups	250,000 persons	952,936 persons
Education and Lifelong Learning*	To support children, youth, adults and vulnerable groups to education-having access to necessary technical and professional skills	500,000 persons	590,721 persons
Good Health & Well-Being*	Increase the number of new health & nutrition products and services	25%	26.4%
Food and Water Security & Access to Well-being*	Support the underserved, impoverished, and vulnerable people in receiving access to safe food and water, and well-being	5,000,000 persons	5,269,922 persons
Stakeholder Engagement	All key stakeholder group engagement level	80%	86%
Governance and Economic: 7 Go Right			
Corporate Governance and Anti-Corruption	The Company's corporate governance rating is at excellence by an internationally recognized institute	Excellence	Excellence
Occupational Health and Safety & Labor Practices*	The Company has continuously conducted Human Rights Impact Assessment following UN Guidelines, of its operations and suppliers with high sustainability risks	100%	100%
Human Capital Development	All leaders and employees will be involved in the learning process and activities on sustainability	100%	100%
Innovation and Value Creation*	Income from products and services innovation and new businesses including process innovation	20%	11%
Responsible Supply Chain*	Significant Tier-1 Suppliers must be assessed and receive development and improvement	100%	100%

*Significant material topics in 2025

Outlook for Convenience Store Business in 2026

Store expansion	The Company plans to develop distribution channels for products and services on both online and offline platforms, together with new store rollout following the growth of communities, various infrastructures, tourist destinations and other high-potential areas to facilitate and access the needs of customers as much as possible. The Company plans to open about 700 new stores in Thailand and also aims to open new stores in Lao PDR in 2026. For Cambodia, the Company has refined its strategy to suit changing operational circumstances.
Sales and services revenue	Revenue growth of the convenience store business is driven by contribution from new stores, SSSG and sales through other channels including 7Delivery and All Online which are forecast to grow in line with the projected economic growth in Thailand (GDP growth). However, this is subject to other factors including inflation rate, raw material price, energy price and private consumption growth, etc.
Gross profit margin	Gross profit margin expansion is expected to continue on the back of product strategy in order to cater to consumer demand in each period of time. The Company also continues to drive higher sales participation of the higher-margin products mainly in food and beverage categories.
Capital expenditure (CAPEX)	CAPEX is projected to be approximately Baht 12,000 – 13,600 million with details as follows (unit: million Baht) • Store expansion 3,800 – 4,600 • Store renovation 2,900 – 3,500 • Investment in new projects, subsidiaries and DC 4,000 – 4,100 • Fixed assets and IT system 1,300 – 1,400

Please be informed accordingly.

Sincerely yours,

Mr. Kriengchai Boonpoapichart

Chief Financial Officer

Authorized person to disclose information