14 August 2026

Subject: Management discussion and analysis of Quarter 2 ended 30 June 2026

Dear Directors and Managers Stock Exchange of Thailand

T.R.V. Rubber Products Public Company Limited and its subsidiary ('The Group') would like to clarify the Group's operating results and financial position for the 6-month period ended 30 June 2026 as follows:

Industry Overview and Outlook

In Q2 2026, the Company's operating performance recovered and grew significantly, driven by the initial recognition of revenue from project work amounting to approximately THB 113.51 million. As a result, total revenue for the three-month period increased to THB 140.73 million, while net profit for the first six months rose to THB 9.85 million.

- Automotive Parts Segment: The decline in revenue was in line with the overall slowdown in the domestic automotive industry, resulting from lower vehicle production and new car sales, as well as stricter hire-purchase loan approval criteria imposed by financial institutions. Nevertheless, the automotive parts segment remains the Company's primary source of revenue.
- Electrical Appliance Parts Segment: This segment was affected by weaker consumer purchasing power in the durable goods category amid the economic slowdown. However, the revenue contribution from this segment remained relatively stable, reflecting continued demand from the Company's core customer base for spare parts and components.
- Project Business Segment: The sharp growth was driven by the Company's success in expanding its service base and securing new project contracts. This has helped diversify risk from the slowdown in the automotive and electrical appliance segments and is expected to become a key strategy for driving future revenue growth.

Overall, for the first six months of the year, the Company was able to achieve significant growth in net profit. The main supporting factor was the recognition of revenue and profit from project work in the most recent quarter, which helped offset the slowdown in sales of rubber parts for the automotive and electrical appliance sectors in line with industry conditions. Meanwhile, the Company's financial position remains very strong, supported by a sound capital structure, very high liquidity, and virtually no interest-bearing debt.

The comparative operating results for the six-month periods ended 30 June 2026 and 2025 are summarized as follows:

Income Statement (Unit: Thousand Baht)	Consolidated Financial Statement 3-Month Period		Increase (Decrease)		Consolidated Financial Statement 6-Month Period		Increase (Decrease)	
	2026	2025	Value	%	2026	2025	Value	%
Revenue from sales and services	140,733	31,089	109,644	352.68%	170,154	173,420	(3,266)	(1.88)%
Other income	296	753	(457)	(60.69)%	311	917	(606)	(66.09)%
Total Revenues	**141,029**	**31,842**	**109,187**	**342.90%**	**170,465**	**174,337**	**(3,872)**	**(2.22)%**
Cost of Sales	116,205	21,621	94,584	437.47%	137,384	149,064	(11,680)	(7.84)%
Selling and servicing expenses	2,022	1,831	191	10.43%	4,141	4,735	(594)	(12.56)%
Administrative expenses	7,943	7,943	0	0.00%	18,665	15,569	3,096	19.89%
Total Expenses	**126,170**	**31,395**	**94,776**	**301.88%**	**160,190**	**169,368**	**(9,178)**	**(5.42)%**
Operating profit (Loss)	**14,859**	**447**	**14,411**	**3224.01%**	**10,275**	**4,969**	**5,306**	**106.79%**
Finance income	2,249	224	2,024	903.72%	3,131	479	2,652	553.71%
Finance cost	(85)	(39)	(46)	119.03%	(153)	(87)	(66)	75.98%
Profit (Loss) before income tax expenses	**17,023**	**632**	**16,389**	**2593.24%**	**13,253**	**5,361**	**7,892**	**147.22%**
Tax (expense) income	(3,441)	(230)	(3,210)	1395.82%	(3,404)	(1,225)	(2,179)	177.86%
Profit (Loss) for the period	**13,582**	**402**	**13,179**	**3278.32%**	**9,849**	**4,136**	**5,714**	**138.14%**

Revenue by product group for six-month period

Structure of Revenue	Consolidated Financial Statement 31-Jun-2026		Consolidated Financial Statement 31-Jun-2025	
	Thousand Baht	%	Thousand Baht	%
Automotive sector	28,603	51.33	34,327	54.61
Growth rate (Percentage)	(16.68)			
Appliance sector	25,585	45.91	27,629	43.95
Growth rate (Percentage)	(7.40)			
Others	1,538	2.76	908	1.44
Growth rate (Percentage)	69.51			
Total revenue from sales	55,726	100.00	62,864	100.00
Growth rate (Percentage)	11.35			

Revenue from sales and services

For the three-month period ended 30 June 2026, the Group recorded revenue from sales and services of THB 140.73 million, compared with THB 31.09 million in the same period of the previous year. The main factor was the recognition of revenue from project work amounting to approximately THB 113.51 million, resulting in total revenue increasing to THB 141.03 million.

For the six-month period ended 30 June 2026, the Group recorded revenue from sales and services of THB 170.15 million, a decrease of THB 3.27 million or 1.88% compared with THB 173.42 million in the same period of the previous year. This was due to a slowdown in regular service sales in the first quarter, which was partially offset by the gradual recognition of revenue from project work in the most recent quarter.

<u>Cost of sales and operating profit</u>

For the three-month period ended 30 June 2026, the Group incurred cost of sales of THB 116.21 million, an increase of THB 94.58 million, in line with the recognition of revenue from project work in this quarter. As a result, the Company recorded operating profit of THB 14.86 million, an increase of THB 14.41 million from THB 0.45 million in the previous year.

For the six-month period ended 30 June 2026, the Group incurred cost of sales and services of THB 137.38 million, a decrease of THB 11.68 million from THB 149.06 million in the previous year, reflecting more efficient management and cost control of project and service operations. As a result, operating profit amounted to THB 10.28 million, an increase of THB 5.31 million from THB 4.97 million in the previous year, as total costs declined at a greater rate than total revenue, despite an increase in administrative expenses to THB 18.67 million. The main reason for the increase in administrative expenses was consultancy fees related to the joint investment transaction in O2P Phanat Co., Ltd.

<u>Net Profit</u>

For the three-month period ended 30 June 2026, the Company recorded profit for the period of THB 13.58 million, an increase of THB 13.18 million compared with THB 0.40 million in the previous year. The main factor was the higher profit from project work, which significantly boosted overall performance.

For the six-month period ended 30 June 2026, cumulative net profit amounted to THB 9.85 million, an increase of THB 5.71 million from THB 4.14 million in the previous year. This reflects a recovery, with profit from project work in the most recent quarter helping to offset the decline.

Statement of financial position

Financial Statement (Unit: Thousand Baht)	Consolidated Financial Statement		Increase (Decrease)	%Increase (Decrease)	% Proportion per total assets
	30-Jun-2026	31-Dec-2025			
Assets					
Current assets	392,551	359,697	32,854	9.13%	75.31%
Non-current assets	128,725	131,840	(3,115)	(2.36)%	24.69%
Total assets	**521,276**	**491,537**	**29,739**	**6.05%**	**100.00%**
Liabilities and shareholders' equity					
Current liabilities	36,263	16,690	19,573	117.27%	6.96%
Non-current liabilities	16,388	16,071	317	1.97%	3.14%
Shareholders' equity	468,625	458,776	9,849	2.15%	89.90%
Total liabilities and shareholders' equity	**521,276**	**491,537**	**29,739**	**6.05%**	**100.00%**

Total assets

Financial Statement (Unit: Thousand Baht)	Consolidated Financial Statement		Increase (Decrease)	%Increase (Decrease)	% Proportion per total assets
	30-Jun-2026	31-Dec-2025			
Current assets					
Cash and cash equivalents	162,990	233,642	(70,652)	(30.24)%	31.27%
Trade and other current receivables	49,576	49,641	(65)	(0.13)%	9.51%
Short-term loan to related company	122,400	-	122,400	0.00%	23.48%
Short-term loans to other party	42,800	64,200	(21,400)	(33.33)%	8.21%
Inventories	9,346	8,783	563	6.41%	1.79%
Other current assets	5,439	3,431	2,008	58.53%	1.04%
Total currents assets	**392,551**	**359,697**	**32,854**	**9.13%**	**75.31%**
Non-current assets					
Restricted bank deposits	9,875	9,875	-	0.00%	1.89%
Property, plant and equipment	105,636	109,276	(3,640)	(3.33)%	20.26%
Right-of-use assets	8,766	7,283	1,483	20.37%	1.68%
Intangible assets	1,269	1,316	(47)	(3.54)%	0.24%
Deferred tax assets	2,236	2,523	(287)	(11.37)%	0.43%
Other non-current assets	943	1,567	(624)	(39.85)%	0.18%
Total non-current assets	**128,725**	**131,840**	**(3,115)**	**(2.36)%**	**24.69%**
Total assets	**521,276**	**491,537**	**29,739**	**6.05%**	**100.00%**

<u>Total assets</u>

As of 30 June 2026, the Group had total assets of THB 521.28 million, an increase of THB 29.74 million, or 6.05%. The Company's current assets amounted to THB 392.55 million, an increase of THB 32.85 million, or 75.31%, with details as follows:

- Cash and cash equivalents totaled THB 162.99 million, decreasing by THB 70.65 million from the previous year, due to loans extended to related entities.
- Short-term loans to related parties amounted to THB 122.40 million, relating to the O2P Phanat project.
- Short-term loans to other entities stood at THB 42.80 million, decreasing by THB 21.40 million due to repayments from a joint venture project.
- Other current assets amounted to THB 5.44 million, increasing by THB 2.01 million, mainly due to higher corporate income tax withheld at source, in line with revenue recognition from project work during the period.

Non-current assets amounted to THB 128.73 million, representing 24.69% of total assets, down THB 3.12 million from year-end 2025, with the following changes:

- Land, buildings, and equipment amounted to THB 105.64 million, decreasing by THB 3.64 million, mainly due to depreciation over the useful life of the assets during the period.
- Right-of-use assets amounted to THB 8.77 million, increasing by THB 1.48 million, or 20.37%.

Total liabilities and equity

Financial Statement (Unit: Thousand Baht)	Consolidated Financial Statement		Increase (Decrease)	%Increase (Decrease)	% Proportion per total assets
	30-Jun-2026	31-Dec-2025			
Current liabilities					
Trade and other current payables	28,752	12,394	16,358	131.98%	5.52%
Current portion of contract liabilities	2,088	2,808	(720)	(25.64)	0.40%
Current portion of lease liabilities	1,524	1,184	340	28.72%	0.29%
Income tax payable	2,140	152	1,988	1307.89%	0.41%
Other current liabilities	1,759	152	1,607	1057.04%	0.34%
Total current liabilities	**36,263**	**16,690**	**19,573**	**117.27%**	**6.96%**
Non-current liabilities					
Non-current portion of contract liabilities	-	528	(528)	(100.00)%	0.00%
Lease liabilities, net of current liabilities	3,563	3,167	396	12.49%	0.68%
Non-current provision for employee benefits	12,825	12,376	449	3.62%	2.46%
Total non-current liabilities	**16,388**	**16,071**	**317**	**1.97%**	**3.14%**
Total liabilities	**52,651**	**32,761**	**19,890**	**60.71%**	**10.10%**
Shareholders' equity					
Paid-up share capital	120,000	120,000	-	0.00%	23.02%
Premium on ordinary shares	254,886	254,886	-	0.00%	48.90%
Legal reserve	11,215	11,215	-	0.00%	2.15%
Cumulative profit	82,524	72,675	9,849	13.55%	15.83%
Total shareholders' equity	**468,625**	**458,776**	**9,849**	**2.15%**	**89.90%**
Total liabilities and shareholders' equity	**521,276**	**491,537**	**29,739**	**6.05%**	**100.00%**

Total liabilities

As of 30 June 2026, the Group had total liabilities of THB 52.65 million, an increase of THB 19.89 million. The main reason was the increase in trade and other current payables to THB 28.75 million, which was in line with purchases of raw materials and equipment to support project operations, as well as accrued corporate income tax, which increased to THB 2.14 million in line with the higher operating profit during the period.

Equity

As of 30 June 2026, the Group had total equity attributable to owners of THB 468.63 million, an increase of THB 9.85 million, reflecting the accumulated net profit for the first six months of 2026.

Analysis of key financial ratios

Financial Ratios	Unit	30-Jun-26	30-Jun-25
Current Ratio	times	10.83	14.42
Return on Equity (ROE)	%	0.03	0.90
Return on Assets (ROA)	%	0.03	0.83
Debt to Equity Ratio	times	0.11	0.09
Interest-bearing Debt	times	0.003	0.01

- The current ratio was 10.83 times, down from 14.42 times, due to an increase in current liabilities. However, a ratio above 10 times indicates that the Company still has very strong liquidity and a high ability to meet short-term obligations.
- The return on equity (ROE) declined from 0.90% to 0.03%, and the return on assets (ROA) declined from 0.83% to 0.03%. Both ratios decreased due to the Company's lower net profit.
- The debt-to-equity ratio increased slightly from 0.09 times to 0.11 times, due to an increase in trade payables and operating liabilities.
- The interest-bearing debt-to-equity ratio was 0.003 times, down from 0.01 times in the same period of the previous year, indicating that the Company has virtually no interest-bearing debt. As a result, the risks associated with financial cost management and interest rates are very low.

Please be informed accordingly,

Yours sincerely

(Khun Theerawut Nawamongkhonchaikit)

Chief Executive Officer

T.R.V. Rubber Products Public Company Limited