TSR.IR. 028/2026

13 November 2026

Subject: Management Discussion & Analysis for the the 3rd quarter of Y2026

To: President

The Stock Exchange of Thailand

TSR Living Solution Public Company Limited ("Company") and its subsidiaries ("Group of Companies") hereby provide a summary of the operational results for the three-month period ended 30 September 2026, as reviewed by the Certified Public Accountant. The details are as follows:

Summary Q3/2026 of Operating Performance

Revenue

For the three-month ended 30 September 2026, TSR group of companies generated total revenue of 172.32 million Baht. This marks a decrease of 34.96 million Baht or 16.86% from the same period of previous year. The detailed breakdown of the revenue is as follows:

- The revenue from sales for the Q3/2026 amounted to 142.99 million Baht, showing a decrease of 29.77 million Baht or 17.23% from the same period of previous year. This decline was primarily attributable to challenging economic conditions, customers delayed their spending and product orders. In addition, flooding during the latter part of the quarter affected business operations and the purchasing power of customers in the affected areas.
- The interest income for the Q3/2026 was 24.49 million Baht, a decrease of 7.72 million Baht or 23.96% from the same period of previous year. The decline was mainly attributable to a reduction in hire-purchase receivables and loan receivables, which consequently led to lower interest income.

Cost of Goods Sold

The Cost of Goods Sold for TSR group of companies for the Q3/2026, amounted to 52.33 million Baht. This represents a decrease of 17.29 million Baht or 24.83% from the same period of previous year, in line with the decline in sales revenue.

Selling expenses

The selling expenses for TSR group of companies for the Q3/2026 amounted to 57.80 million Baht, a decrease from the same period of the previous year of 17.21 million Baht or 22.94%. This decrease was mainly attributable to lower sales revenue, together with the Group's effective management and control of selling expenses.

Administrative expenses

Administrative expenses of the Group for Q3/2026 amounted to THB 54.53 million, representing a decrease of THB 10.18 million, or 15.73%, compared to the same period of the previous year. This decrease was mainly attributable to the Group's policy of reducing and controlling administrative expenses.

Expected Credit Loss

For the Q3/2026, TSR group of companies incurred an expected credit loss of 61.31 million Baht, an increase from the same period of previous year of 2.83 million Baht, representing an increase of 4.84%. This increase was mainly attributable to the revaluation of collateral for the subsidiary's borrowers whose loans are secured by vehicles, following a decline in market prices of vehicles, resulting in higher expected credit loss recognition. However, the Group has implemented measures to enhance the efficiency of its credit operations and debt management by improving debt collection procedures and engaging external debt collection agencies to strengthen collection effectiveness and mitigate credit risk.

Net Loss

For the Q3/2026, TSR group of companies reported a net loss of 96.48 million Baht (compared to a net loss of 84.10 million Baht in Q3/2025), as explained by the reasons mentioned earlier. However, the Company had losses on other comprehensive income for Q3/2026 and Q3/2025 amounting to 95.90 million baht and 79.49 million baht, respectively.

Financial Position

Asset

As of 30 September 2026, TSR group of companies reported total assets amounting to 1,494.71 million Baht, reflecting a decrease of 301.37 million Baht or 16.78% compared to 31 December 2025. This substantial decrease in assets can be attributed to the following key factors:

- Cash and cash equivalents decreased by THB 12.29 million, mainly due to loan repayments and a decline in sales revenue.
- Hire-purchase receivables decreased by THB 51.97 million as a result of lower sales, together with an increase in the proportion of cash sales driven by the expansion of the B2SME segment.

- Loans receivable decreased by Baht 18.35 million, mainly attributable to debt repayments by customers and the revaluation of collateral for the subsidiary's borrowers whose loans are secured by vehicles, following a decline in market prices of vehicles. This resulted in the recognition of additional expected credit losses.
- Inventories decreased by Baht 20.20 million, mainly due to improved inventory management to adopt a more just-in-time approach, resulting in lower inventory levels.
- Assets held for sale decreased by THB 12.55 million due to disposals made during the period, as well as additional allowances for impairment adjustments.
- Property, plant and equipment decreased by THB 120.88 million, mainly due to the disposal of land during the period, depreciation recognized during the year, and the disposal of certain unused equipment.
- Deferred tax assets decreased by Baht 26.48 million, primarily because the timing of future taxable profits remains sufficiently uncertain to support the full utilization of the related tax benefits at present.

Liabilities

As of 30 September 2026, TSR group of companies reported total liabilities of 1,953.58 million Baht, a decrease of 14.61 million Baht from 31 December 2025. The Group has recorded loans from the former major shareholder (SABUY, currently known as WSOL), including principal and accrued interest, totaling THB 1,050.91 million. The loans are currently subject to a counterclaim, with witness hearings having taken place in October 2026, and the court's judgment is expected in January 2027. For the outstanding debt with financial institutions, amounting to THB 491.77 million, The Company has negotiated with the financial institutions and successfully obtained debt restructuring arrangements.

The shareholder's equity

As of 30 September 2026, TSR group of companies had total capital deficiency of 458.87 million Baht, compared to capital deficiency of 172.11 million Baht as of 31 December 2025. This represents a decrease of 286.76 million Baht, or 166.62%. mainly due to the net loss incurred from the business operations during the period. However, the company is in process of negotiating additional funding sources to support future business expansion.

This information is provided for your reference regarding the company's financial performance and position.

Kindly be informed.

Your truly,

-Arthittaya Chanaroon-

(Ms.Arthittaya Chanaroon)

Vice President – Account and Finance