No. For 14/2026

27 August 2026

Subject: Report on the CB Designation of the Company's Securities and Recovery Measures

To: President,

The Stock Exchange of Thailand

FNS Holdings Public Company Limited (the "Company" or "FNS") convened a Public Presentation to provide information to investors and stakeholders regarding the placement of the "CB" mark on FNS securities. This was due to the Company's shareholders' equity declining to below 50% of the paid-up capital, based on the audited financial statements for the periods ended 30 June 2026.

FINANCIAL RESULTS AS OF 30 JUNE 2026

Unit: Thousand Baht	Amount	%
Issued and paid-up share capital	2,503,255	
Equity Y. 2025 (1)	1,182,361	47.2%
1H-2026		
FNS		
Operation	(170,956)	
Non-operation (OCI)	10,854	
MK (37% Equity)		
Operation	(162,564)	
Non-operation (OCI)	31,008	
Total 1H-2026 losses (2)	(291,658)	
Equity 1H-2026 (1)+(2)	890,703	35.6%

For the six-month periods ended 30 June 2026, FNS reported a total comprehensive loss of Baht 291.7 million, primarily due to the operating performance of the FNS Group and the share of loss from its 37% equity investment in M.K. Real Estate Development Public Company Limited ("MK"), which resulted in a decline in the FNS Group's shareholders' equity, causing the ratio of Issued and paid-up share capital to decrease to 35.6%.

MAJOR CAUSES OF LOSSES

1. Operating Results of Wellness Business

   The Wellness business continued to record an operating loss, notwithstanding the remarkable revenue growth achieved during the first half of the year, which rose by 53% compared to the same period of the prior year. However, as the business remains in the early stage of operations and is in the process of expanding its customer base, current revenue

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levels are not yet sufficient to absorb all fixed costs, including personnel, premises, marketing, and administrative expenses. As a result, the business continued to incur a loss during the period.

2. **Share of losses from investment in MK**

   FNS recognized its share of loss from the investment in MK for using equity method, primarily attributable to the performance of MK's residential project development business, which was affected by a slowdown in the sales, in line with the continued softness in the property market, together with high interest expenses arising from MK's capital structure. In addition, MK recognized foreign exchange losses relating to its foreign currency-denominated loans. These factors resulted in an operating loss for MK and adversely affected the overall performance of FNS.

<u>OPERATIONAL IMPROVEMENT PLAN</u>

The Company has implemented various measures to improve profitability and strengthen its financial position, with the following approaches:

1. **Development of Wellness Business**

   The Company plans to continuously enhance the operating performance of the Wellness business, focusing on both revenue growth and more efficient cost management to support the growth of the business and build long-term profitability.

   On the revenue side, the Company places emphasis on expanding its customer base, both from existing customers and by reaching new customer segments, together with developing and diversifying its services to respond to the evolving health and wellness needs. The Company plans to enhance its service formats, develop new products and service programs, and improve the effectiveness of its marketing activities and customer acquistion channels, in order to increase the number of customers, the repeat usage rate, and the average revenue per customer, which will improve the utilization of the resources and infrastructure in which the Company has invested.

   At the same time, the Company has implemented measures to enhance operational efficiency across all areas, focusing on managing resources in line with revenue levels and service volumes, as well as appropriately controlling personnel, premises, marketing, and administrative expenses, together with regularly reviewing work processes and cost structures, in order to improve operational efficiency and reduce unit costs as the customer base and revenue grow.

   Based on the aforementioned revenue expansion plans and cost management measures, the Company expects that the operating performance of the Wellness business will gradually improve in line with the growth of its customer base and utilization rate. Based on current projections, the Company expects that the Wellness business has the potential to reach cash flow breakeven within 1–2 years. However, this timeframe remains dependent on several key factors, such as the growth rate of the number of customers, the ability to increase service revenue, the effectiveness of cost control measures, as well as the overall economic conditions and competition in the Wellness business.

2. **Improvement in MK operating performance**

   Although MK continued to record a relatively high loss during the first half of 2026, management expects that its overall full-year operating performance will tend to improve, with a reduced loss compared to the prior year.

A key supporting factor comes from the warehouse business, which continues to deliver strong performance, with a satisfactory occupancy rate and predominantly long-term lease agreements, resulting in relatively stable and predictable revenue. In addition, there has been continued demand for leasing space from customers in the logistics and other industrial sectors, which will support MK's revenue and operating performance in the second half of the year.

At the same time, MK is in the process of restructuring its capital and reducing its debt levels in order to lower its interest expense burden, which has been one of the factors pressuring its performance in the recent period. Such actions are expected to help reduce MK's financial costs and support a stronger financial position going forward.

The Company will continue to operate its business prudently under sound financial discipline and good corporate governance practices, while implementing various measures to improve its financial position and address the factors related to the CB designation, with the aim of complying with the requirements of the regulatory authorities going forward.

Please be informed accordingly.

Yours sincerely,

FNS Holdings Public Company Limited

(Mr. Vorasit Pokachaiyapat)

Managing Director