

27 February 2026

Subject: Management Discussion and Analysis for the Year Ended 31 December 2025

To: Managing Director

Stock Exchange of Thailand

Srisawad Corporation Public Company Limited (“Company”) would like to present its Management Discussion and Analysis (MD&A) for the year ended 31 December 2025 with details as follows:

### 1. Key Highlights and Operating Performance Overview

Thailand’s economy in 2025 expanded at a rate of 2.4%, a slight deceleration from the previous year, amid persistent pressures from elevated household debt levels and an uneven recovery in investment and consumption. Nevertheless, toward year-end (Q4/2025), there were partial signs of recovery from improving exports and tourism, which helped sustain the overall economic stability.

While the retail lending industry faced challenges, the Company successfully enhances its operational efficiency and business cost management in 2025, resulting in a significant improvement in profitability. The Net Profit Margin for the year 2025 increased to 27.3%, up from 24.9% in the previous year. Specifically, in Q4/2025, the Net Profit Margin demonstrated growth, reaching 29.2%, an increase from 25.5% in the same quarter of the previous year.

Key success factors driving this high-quality profit growth include:

- **Enhanced Efficiency in Property Foreclosed Management:** Total loss from the sale of foreclosed assets for the year stood at THB 739 million, marking a significant decrease of 57.7% YoY. In Q4/2025 alone, this loss dropped by 73.3% YoY to just THB 113 million. This reflects a continuously improving trend under stringent risk management, as well as improved loan portfolio quality and enhanced efficiency in the foreclosed asset management process.
- **Prudent Financial Cost Management:** Total finance costs for the year were THB 2,866 million, a decline of 9.9% YoY, driven by appropriate debt structure management coupled with a downward trend in interest rates. Furthermore, finance costs in Q4/2025 were THB 705 million, down 10.3% YoY, reflecting continuous efficiency in managing funding sources and financial costs.

Although the Company was negatively impacted in Q4/2025 by the fair value assessment (mark-to-market) of its investment in Thai Airways International Public Company Limited shares, which resulted in a loss of approximately THB 47 million recognised under other income, the Company was still able to maintain steady

net profit growth driven by its strong core operating performance and excellent cost control. Excluding the impact of this mark-to-market transaction, the net profit for Q4/2025 would be approximately THB 1,458 million.

Regarding the overall loan portfolio, the Company successfully expanded its exposure in high-yield and high-demand product segments. Specifically, title loans and others grew robustly, with outstanding loans reaching THB 69,214 million, representing a 6.7% growth compared to THB 64,861 million in the same period of the previous year. Consequently, at the end of 2025, the Company reported total outstanding loans of THB 94,964 million, expanding by 1.2% from the previous quarter (THB 93,831 million in Q3/2025), which reflects a cautious resumption of portfolio expansion towards the end of the year.

This success in maintaining profitability and loan portfolio quality occurred amid a slowing Thai economic expansion in 2025. This resilience proves that the Company's strategies are adaptable and capable of effectively navigating challenges within the retail loan industry.

(THB million)			YoY		QoQ	
	Q4/25	Proportion	Q4/24	Proportion	Q3/25	Proportion
Outstanding Loans	94,964	100.0%	96,103	100.0%	93,831	100.0%
Title Loans and Others	69,214	72.9%	64,861	67.5%	67,314	71.7%
Hire Purchase and Personal Loans	25,750	27.1%	31,242	32.5%	26,517	28.3%
NPL	3,602		3,337		3,544	
Title Loans and Others	2,260		2,135		2,198	
Hire Purchase and Personal Loans	1,342		1,202		1,346	

## 2. Operating Results

(THB million)	12 Months		YoY		3 Months	
	Y 2025	Y 2024	%YoY	Q4/25	Q4/24	%YoY
Interest Income	16,459	18,027	-8.7%	4,141	4,292	-3.5%
Other Income	1,504	1,704	-11.7%	350	355	-1.4%
Insurance Brokerage Income	1,332	1,315	1.3%	341	385	-11.4%
Selling Expenses	1,265	1,614	-21.6%	308	361	-14.7%
Administrative Expenses	5,830	5,961	-2.2%	1,429	1,441	-0.8%
Loss on Sale of Foreclosed Assets	739	1,747	-57.7%	113	423	-73.3%
Expected Credit Loss	1,978	1,913	3.4%	551	402	37.1%
Finance Costs	2,866	3,181	-9.9%	705	786	-10.3%
<b>Net Profit</b>	<b>5,271</b>	<b>5,246</b>	<b>0.5%</b>	<b>1,411</b>	<b>1,281</b>	<b>10.1%</b>
<b>Net Profit Margin</b>	<b>27.3%</b>	<b>24.9%</b>	<b>2.4%</b>	<b>29.2%</b>	<b>25.5%</b>	<b>3.7%</b>

## Key Factors

### Interest Income

For 2025, the Company recorded total interest income of THB 16,459 million, a decrease of 8.7% YoY, due to the contraction in the loan portfolio under a more stringent lending policy. However, interest income trends stabilized during the second half of the year. In Q4/2025, interest income stood at THB 4,141 million, a slight increase from the prior quarter (Q3/25: THB 4,126 million) and declined only 3.5% YoY, reflecting a gradual recovery trend in the loan portfolio under a quality-focused growth framework in the second half of the year.

### Other Income and Insurance Brokerage Income

Other income for the full year was THB 1,504 million, down 11.7%, in line with the overall portfolio contraction. Meanwhile, insurance brokerage income totaled THB 1,332 million, up 1.3% YoY, reflecting the Company's ability to maintain and expand its insurance brokerage revenue base continuously, even amid the overall portfolio decline.

### Selling and Administrative Expenses

Total operating expenses for the full year were THB 7,095 million, down 6.3% YoY, reflecting sustained cost management efficiency, with selling expenses declining 21.6% and administrative expenses declining 2.2%. In Q4/2025, total expenses were THB 1,719 million, down 4.4% from the prior quarter (Q3/25: THB 1,802 million), reflecting the continuity in cost management and maintaining expense levels appropriate to operating conditions.

### Loss on Sale of Foreclosed Assets

The full-year amount was THB 739 million, a significant decline of 57.7% YoY, reflecting improved loan portfolio quality and enhanced foreclosed asset management processes. In Q4/2025, the loss declined 73.3% YoY to only THB 113 million, demonstrating a sustained improving trend under a disciplined risk management framework.

### Expected Credit Loss

The full-year amount was THB 1,978 million, up 3.4% YoY, from provisioning on a conservative basis to address potential risks under prevailing economic uncertainties. This increase was in line with the Company's risk management approach. The increase was largely attributable to Q4/2025, where additional provisions of THB 551 million were set aside (up 37.1% YoY), to support the growth of the title loan portfolio and to strengthen reserve levels to an appropriate level for the current portfolio structure.

### Finance Costs

The full-year amount was THB 2,866 million, down 9.9% YoY, driven by appropriate debt structure management coupled with declining interest rate trends. In Q4/2025, finance costs were THB 705 million, down 10.3% YoY, reflecting continued efficiency in funding source and finance cost management.

### Net Profit Margin

For 2025, the net profit margin was 27.3%, up from 24.9% in the prior year. In Q4/2025, the net profit margin was 29.2%, up from 25.5% in the same quarter of the prior year, driven by efficient business cost management, particularly the significant decline in losses on foreclosed assets and lower finance costs.

## 3. Financial Position

(THB million)	YoY			QoQ	
	FY 2025	FY 2024	%YoY	Q3/25	%QoQ
Current Assets	71,099	67,388	5.5%	66,813	6.4%
Non-Current Assets	36,575	40,521	-9.7%	37,309	-2.0%
<b>Total Assets</b>	<b>107,674</b>	<b>107,909</b>	<b>-0.2%</b>	<b>104,122</b>	<b>3.4%</b>
Current Liabilities	31,810	34,820	-8.6%	31,151	2.1%
Non-Current Liabilities	35,105	36,787	-4.6%	33,587	4.5%
<b>Total Liabilities</b>	<b>66,915</b>	<b>71,607</b>	<b>-6.6%</b>	<b>64,738</b>	<b>3.4%</b>
Shareholders' Equity	40,759	36,302	12.3%	39,384	3.5%
<b>Total Liabilities and Shareholders' Equity</b>	<b>107,674</b>	<b>107,909</b>	<b>-0.2%</b>	<b>104,122</b>	<b>3.4%</b>

### Total Assets

Total assets as of December 31, 2025 were THB 107,674 million, virtually flat year-on-year (down only 0.2%) and up 3.4% from Q3/2025, driven by the expansion of the title loan portfolio in the final quarter of the year. Non-current assets declined 9.7% from the prior year mainly due to a reduction in foreclosed assets.

### Total Liabilities

Total liabilities as of December 31, 2025 were THB 66,915 million, down 6.6% from the prior year, due to repayment of borrowings from financial institutions and debentures. Shareholders' equity increased 12.3% to THB 40,759 million, from accumulated operating profits, resulting in an improvement in the Company's capital ratios and enhancing its ability to support ongoing business operations.

#### **4. Outlook and Strategy for 2026**

The Company remains committed to executing its established strategies while adapting to changes in the business environment and new regulatory requirements from relevant supervisory authorities. In 2026, the Company will focus on the following key strategic priorities:

##### **Loan Portfolio Quality**

The Company places strong emphasis on continuous customer screening and debt collection to maintain loan quality at levels appropriate to the portfolio's risk structure. Concurrently, the Company continues to develop data-driven tools and debtor monitoring systems, which will help reduce provisioning pressures and losses on sale of foreclosed assets.

##### **Portfolio Shift Toward Higher-Yield Products**

The Company continues to optimize its loan origination mix in line with the risk-return profile of each product, focusing on high-yield loan segments with competitive resilience to preserve profit stability and accommodate potential future business cost volatility. In particular, the Company will continue to expand the title loan portfolio, which has been increasing its share on a continuous basis.

##### **Branch Network Expansion and Restructuring**

The Company continues to restructure its branch network to enhance efficiency by expanding in high-potential areas and downsizing underperforming branches, while building on the "Online Branch" strategy to broaden customer reach at lower operating costs and better serve new-generation consumer behavior.

##### **Digital Transformation**

The e-KYC and Mobile Lending Platform projects have been progressing steadily and are expected to be fully launched commercially in 2026. These initiatives will enhance customer service efficiency, reduce loan approval turnaround times, and elevate customer data management capabilities. In addition, the Company is developing a new Loan Management System to support long-term growth.

##### **Regulatory Compliance and Borrower Protection**

The Company closely monitors evolving regulatory guidelines from supervisory authorities, including new hire purchase lending regulations effective in 2026. The Company has prepared its operational systems, reporting processes, and internal risk management frameworks to maintain stakeholder confidence and ensure long-term business sustainability.