



S11-002/2569

18 February 2026

Subject: Management Discussion and Analysis for the year 2025 ended 31 December 2025

To: The President

The Stock Exchange of Thailand

S 11 Group Public Company Limited would like to notify the operating performance according to the consolidated financial statement for the year 2025 ended 31 December 2025 as follows;

Business overview, economic and industrial conditions

In 2025, the Company still conducts the motorcycle hire purchase business in the existing markets by continuously maintain its market share and customer's base. Although, the economic condition was gradually recovered and the household debt was still high, the Company, therefore, maintains the quality of credit providing and focusing on the customers' repayment capability. Moreover, the Royal Decree specifying that the business of hire-purchase and leasing of automobiles and motorcycles shall be governed by the Financial Institutions Business Act B.E.2551 B.E.2568 which effective on 2 December 2025 caused the Company was under the regulation of the Bank of Thailand. The Bank of Thailand then released the criterion, procedures and conditions in business operation on 3 December 2025 to be a guideline for business operators in order to ensure that the customers would receive fair service and support when they have repayment problems which caused the other operators in the same business executed in the same way such as registration and identity verification and operational process improvement to be conform to the Bank of Thailand's specified criterion. These may increase a short-term costs and workload but in the long-term, it would create the confidence to customers and stakeholders as well as make the industry competition was not severe and be fairer.

The Thailand's motorcycle industrial condition in 2025 was grew slightly by increased 1.59% compared to the same period of the previous year reflected the gradual recovery by supporting from the demand of motorcycle using in daily life for commute and work which caused the overview in 2025 was in a better direction.



Summarized significant events and developments

In 2025, the Company's significant events and developments between September and December are as follows;

September 2025: The Company reviewed and published the credit rating result held by TRIS Rating Company Limited on September 29, 2025. TRIS Rating assigns the company rating of S11 at "BB+" and rating outlook at "Positive".

December 2025: The Company adjusted its strategy by focusing on the credit quality in each area. Therefore, the Company has increased its business in some area and decreased in some area. At the end of 2025, the Company's business areas were covering Bangkok Metropolitan area, Chonburi, Ayuttaya, Rayong, Chanthaburi, Nakhon Ratchasima, Buri Rum, Nakhon Nayok, Saraburi, Nakhon Sawan and Chachoengsao.

Operating Performance

Revenues

(Unit : Million Baht)

Type of Revenues	2024	2025	%YoY
Hire purchase interest incomes	1,102.97	1,016.63	(7.83)
Loan interest incomes	7.38	2.44	(66.92)
Fee and service incomes	49.43	45.74	(7.46)
Other incomes	93.15	131.34	41.00
Total revenues	1,252.93	1,196.16	(4.53)

Total revenues of the Company in 2025 were decreased 4.53% from Baht 1,252.93 million to Baht 1,196.16 million compared to the same period of the previous year resulting from the high domestic household debt which caused the Company increased the strictness in loan approval together with the Company give the importance to maintaining the quality of debtors and loans to be more efficiency.



Expenses

(Unit : Million Baht)

Types of Expenses	2024	2025	%YoY
Sale and administrative expenses	279.33	252.29	(9.68)
Expected credit losses	540.95	298.62	(44.80)
Loss on impairment and disposal of assets foreclosed	116.97	40.07	(65.74)
Loss from derivative	-	10.19	-
Total expenses	937.25	601.18	(35.86)

Total expenses of the Company in 2025 were Baht 601.18 million, decreased 35.86% from Baht 937.25 million compared to the same period of the previous year. The Company's total expenses structure consist of

- Sale and administrative expenses

Sale and administrative expenses of the Company in 2025 were Baht 252.29 million, decreased 9.68% from Baht 279.33 million compared to the same period of the previous year resulting from the efficient controlling of operating costs.

- Expected credit losses

Expected credit losses of the Company in 2025 were Baht 298.62 million, decreased 44.80% from Baht 540.95 million compared to the same period of the previous year resulting from the Company applies the proactive risk management and effective debt collecting strategy together with control the debtors' quality by increases the strictness in loan approval in order to support the economic fluctuation and reduce the risk of hire purchase port's quality.

- Loss on impairment and disposal of assets foreclosed

Loss on impairment and disposal of assets foreclosed of the Company in 2025 were Baht 40.07 million, decreased 65.74% from Baht 116.97 million compared to the same period of the previous year corresponded to the recovered used motorcycle price and the controlling of debtors' quality by increased the strictness in loan approval.



Financial cost

Financial cost of the Company in 2025 were decreased 25.08% from Baht 170.38 million to Baht 127.62 million compared to the same period of the previous year due to the decreasing of loans from financial institutions and interest rate.

Profit for the year

The net profit of the Company in 2025 were Baht 373.95 million, increased 220.67% from Baht 116.62 million compared to the same period of the previous year resulting from the Company's increasing of the strictness in loan approval along with the effective controlling of operating costs.

Financial Status

Assets

(Unit : Million Baht)

Summarized Financial Statement	2024	2025	%YoY
Current assets	3,046.52	3,049.62	0.10
Non-current assets	3,436.35	3,427.46	(0.26)
Total assets	6,482.87	6,477.08	(0.09)

As at 31 December 2025, total assets of the Company was decreased 0.09% from Baht 6,482.87 million to Baht 6,477.08 million compared to the end of last year resulting from the decreasing of hire purchase receivables which are the most of the Company's assets.

Hire purchase receivables

As at 31 December 2025, total net hire purchase receivables of the Company was Baht 6,139.33 million, increased 1.65% from Baht 6,039.57 million compared to the end of last year resulting from the increasing of loan approval by increasing of carefulness in loan approval and more focusing on the debtors' quality.



Liabilities

(Unit : Million Baht)

Summarized Financial Statement	2024	2025	%YoY
Current liabilities	2,226.18	1,835.00	(17.57)
Non-current liabilities	875.11	1,013.18	15.78
Total liabilities	3,101.28	2,848.18	(8.16)

As at 31 December 2025, total liabilities of the Company was Baht 2,848.18 million, decreased 8.16% from Baht 3,101.28 million compared to the end of last year resulting from the decreasing of loans from financial institutions.

Important Financial Ratios

Important Financial Ratios	2024	2025
Interest Coverage Ratio: ICR (Times)	2.03	4.73
Debt Service Coverage Ratio: DSCR (Times)	0.16	0.38
Debt to Equity: D/E (Times)	0.92	0.78

As at 31 December 2025, the Company's interest coverage ratio which calculated from profit before interest, income tax, depreciation and amortization / interest expense was 4.73 times increased from 2.03 times compared to the same period in 2024 due to the decreasing of loans from financial institutions and interest rate.

As at 31 December 2025, the Company's debt service coverage ratio which calculated from profit before interest, income tax, depreciation and amortization / (short-term interest bearing debt + current portion of long-term interest bearing debt) was 0.38 times increased from 0.16 times compared to the same period in 2024.

As at 31 December 2025, the Company's debt to equity ratio was 0.78 times decreased from 0.92 times compared to the same period in 2024.



Liquidity

(Unit : Million Baht)

Summarized Cash Flows Statements	2024	2025	%YoY
Net cash flows from (used in) operating activities	815.06	415.00	(49.08)
Net cash flows from (used in) investing activities	(2.08)	(14.04)	574.63
Net cash flows from (used in) financing activities	(871.26)	(420.60)	(51.72)

As at 31 December 2025, the Company's cash flows classified by activities consist of

- Cash flows from operating activities

The Company's net cash flows from operating activities were Baht 815.06 million in 2024 and Baht 415.00 million in 2025, decreased 49.08% compared to the same period of the previous year resulting from the Company increased the strictness in loan approval and the high domestic household debt.

- Cash flow from investing activities

The Company's net cash flows used in investing activities were increased 574.63% from Baht 2.08 million to Baht 14.04 million compared to the same period of the previous year due to the Company has an increasing investment of permanent property.

- Cash flows from financing activities

The Company's net cash flows used in financing activities were decreased 51.72% from Baht 871.26 million to Baht 420.60 million compared to the same period of the previous year due to the Company's liquidity was sufficient to the business operation.

Shareholders' equity

As at 31 December 2025, shareholders' equity of the Company was Baht 3,628.90 million, increased 7.31% from Baht 3,381.58 million compared to the end of last year due to the increasing profit from the effective performance.

Negative factors to the financial status and operating performance

The factors having an important role in determining direction of business growth in the future are the supervision of the Bank of Thailand after the Royal Decree specifying that the business of hire-purchase and leasing of automobiles and motorcycles shall be governed by the Financial Institutions Business Act B.E.2551



B.E.2568 was effective and released the criterion for hire-purchase and leasing operators to conform which affected to the financial status because the operational cost and process may increased resulting from the adjustment in accordance with the specified criterion.

Apart from the supervision of the Bank of Thailand, the high domestic household debt is a significant factor which affected to the credit quality and the risk of customers' repayment especially the retail customers who is the major customer base of motorcycle hire purchase business. According to the aforementioned factors, the Company, therefore, gives the importance to assess the customers' repayment capability and increase the strictness in loan approval. These factors would determine the growth direction of motorcycle hire purchase industry in the future.

Sustainable development

The Company still gives the importance to executing the sustainable development by adhering to the ESG principles (Environmental, Social, and Governance) as follows;

Environmental dimensions: The Company gives the importance to the operation correspondence with the sustainability development principles by focusing on the using of resource efficiently and reducing the effect to environment in business operation. The Company changed from paper using to support the using of e-document in order to decrease the resource consumption and increase the working facility. Moreover, the Company also supported the appreciate energy consumption by campaigning its employees to turning off the light and electrical equipment when not in use, setting solar cell to produce alternative energy and reduced the Green House Gases emission. In addition, the Company gives the importance to execute the wastes management systematically, promoted the separating waste before dispose in order to recycle and reuse together with preventing the garbage problems which would destroy environment and other living things.

Social dimensions: The Company gives the importance to conduct business by focuses on all stakeholders including customers, employees, partners and communities. The Company emphasize fair and transparent service along with responsible to customers and partners. Moreover, the Company continuously develops the employees' potential by increased knowledge, skill and working moral as well as create good and safe working environment. Furthermore, the Company also supporting the public interest activities such as giving scholarship to the employee's children, donation of motorcycles to be a learning media etc.



บริษัท เอส 11 กรุ๊ป จำกัด (มหาชน) ทะเบียนเลขที่-0107556000698

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Governance dimensions: The Company gives the importance to the good corporate governance by adhere to the transparent and auditable principles along with responsible to all stakeholders. The Company's operation is based on the strictly comply with related laws and regulations as well as specified the business ethics guidelines and code of conduct in order to be the working principles with honestly and truthfully.

Please be informed accordingly.

Sincerely yours,

Mrs. Katika Kusawadee

Company Secretary

Authorized person for the signatory of the IT report