

Management Discussion and Analysis Q1 2026

Executive Summary

Business Overview and Economic and Industry Factors Impacting Operations

In the first quarter of 2026 (“1Q26”), Tidlor Holdings Public Company Limited (the “Group”) reported a net profit of 1,613.7 million Baht, increasing by 34.7% (YoY) and 63.3% (QoQ), setting a new high quarterly record. This was primarily driven by revenue growth from both the lending and insurance brokerage businesses and efficient cost control.

The Group’s total revenue amounted to 6,069.5 million Baht, increasing by 7.6% (YoY), supported by both the growth in interest income driven by the expansion of the loan portfolio and receivables, and fee and service income from the insurance brokerage business. The number of customers in both businesses continued to grow. Meanwhile, total expenses were 4,041.9 million Baht, decreasing by 2.2% (YoY). This improvement was mainly due to effective cost management amid business expansion, including credit loss, finance costs, and administrative expenses. As a result, the Cost-to-Income Ratio in this period stood at 54.4%, slightly decreasing from the previous year.

The Group’s outstanding loan portfolio amounted to 109,926.1 million Baht, increasing by 5.0% (YoY) and 0.3% (QoQ), mainly driven by the continuous growth in title loans in this quarter. Meanwhile, the number of loan customers grew by 8.2% (YoY) as a result of the Group’s continuous focus on quality customer base expansion under prudent lending policies. Growth was supported by both the network of 1,892 branches and digital channels, especially the Tidlor Card, Ngerm Tid Lor application, and E-Withdrawal services, which have shown an increased usage. These digital channels play a key role in enhancing self-service capabilities, improving customer accessibility, and strengthening the Group’s overall operating efficiency.

Asset quality remained at a healthy level, with the Non-Performing Loan (NPL) Ratio improving to 1.47% from 1.54% in the previous quarter. This improvement was supported by healthy quality in new loan origination, effective debt collection, and government support measures. The Credit Cost declined to 1.7%, compared to 3.0% in the same quarter last year. This was primarily due to the lower provision and net write-offs, in line with the improvement in overall loan quality. The NPL Coverage Ratio increased to 340.5%.

The insurance brokerage business continued to grow vigorously, with total non-life insurance premiums amounting to 3,090.3 million Baht, increasing by 11.7% (YoY), driven by both the diversity of products and the wide range of distribution channels, along with the successful adoption of digital technologies to enhance services. The three main brokerage brands: Shield Insurance Broker, Areegator, and heygoody, have played a vital role in expanding the customer base and growth opportunities across all target segments.

Financial Highlights

(Unit: THB million)	1Q25	1Q26	% YoY Increase/ (Decrease)
Interest income on hire-purchase receivables	304.7	267.0	(12.4%)
Interest income on loans	4,353.4	4,702.1	8.0%
Fee and service income	971.7	1,051.0	8.2%
Other income	10.6	49.4	366.0%
Total revenues	5,640.4	6,069.5	7.6%
Service and administrative expenses	(2,730.0)	(2,980.9)	9.2%
Finance costs	(630.8)	(593.1)	(6.0%)
Profit before credit loss	2,279.6	2,495.5	9.5%
Credit loss	(771.5)	(467.9)	(39.4%)
Loss arising from derecognition of financial assets measured at amortized cost	(600.3)	(503.0)	(16.2%)
Reversal of impairment (loss) determined in accordance with TFRS 9	(171.2)	35.1	(120.5%)
Share of profit from joint venture	-	2.4	100.0%
Profit before income tax expense	1,508.1	2,030.0	34.6%
Income tax expenses	(302.9)	(406.4)	34.2%
Net profit (attributable to owners of the company)	1,197.8	1,613.7	34.7%

Key Financial Ratio

	2023	2024	2025	1Q25	4Q25	1Q26
NPL Ratio (%)	1.45	1.81	1.54	1.78	1.54	1.47
NPL Coverage Ratio (%)	282.1	242.7	325.0	255.7	325.0	340.5
Credit Cost (%)	3.3	3.4	2.8	3.0	3.6	1.7
Debt to Equity (D/E) Ratio (times)	2.5	2.5	2.3	2.4	2.3	2.1
Cost to Income (C/I) Ratio (%)	54.9	55.9	55.4	54.5	57.0	54.4

Economic Overview

Thailand's economy in 1Q26 continued to slowly recover, mainly from limited domestic demand as a result of the high household debt, the unrecovered income, and the cautious loan origination. Tourism and export sectors started to be stagnant compared to those last year, and still were pressured by the conflict in the Middle East intensifying in late-February that affected the economy through escalations of energy prices, manufacturing costs, and transportation costs. Besides, vehicle market still faced challenges from economic conditions and price competition from Chinese vehicle manufacturers. Still, used vehicles gained a positive sign in terms of price, which

was at a favorable level compared to that last quarter. In the meantime, the Bank of Thailand (BoT) expects that the Thai economy to expand by 1.3-1.7% in 2026. (Source: the Bank of Thailand)

On monetary policy, the Monetary Policy Committee (MPC) in its February 2026 meeting, resolved to reduce the policy interest rate by 0.25% to 1.00%, aiming to support economic recovery and alleviate financial burdens of households and businesses amid below-potential economic conditions.

Summary of Key Events and Developments

Regarding the shareholding and management restructuring plan, the Group is currently reviewing certain aspects of the restructuring plan relating to the transfer of Ngern Tid Lor's InsurTech business, taking into consideration the evolving business and economic environment, to ensure optimal resource allocation and long-term sustainable growth.

Operating Results for Q1 2026

Summary of Operating Results

Revenue: In 1Q26, the Group reported total revenue of 6,069.5 million Baht, increasing by 7.6% (YoY). The majority of revenue was contributed from interest income as well as fee and service income.

- Interest income amounted to 4,969.1 million Baht, rising by 6.7% (YoY) and accounting for 81.9% of total revenue. This growth was mainly driven by the increase in interest income on loans, which amounted to 4,702.1 million Baht, up by 8.0% (YoY), in line with the expansion of the title loan portfolio.

In terms of the efficiency of interest income and funding cost management, the yield on loans was 18.1%, increasing from 17.9% in the same quarter last year, mainly owing to the change in the loan mix. The cost of funds moved down to 2.2% from 2.4% in the same quarter last year, aligning with market interest rate environment. As a result, the Net Interest Margin (NIM) was 15.9%.

(Unit: %)	1Q25	4Q25	1Q26	% YoY Increase/ (Decrease)	% QoQ Increase/ (Decrease)
Interest income ratio (Yield on loans)	17.9	18.5	18.1	1.1%	(2.2%)
Interest expense ratio (Cost of funds)	2.4	2.3	2.2	(8.3%)	(4.3%)
Net interest margin (NIM)	15.4	16.2	15.9	3.2%	(1.9%)

- Fee and service income totaled 1,051.0 million Baht, rising by 8.2% (YoY) and accounting for 17.3% of total revenue. The main driver was the continued growth of the insurance brokerage business, which remains a key source of income supporting a more diversified income structure. This growth was driven by the performance of the Group's three main brokerage brands, including:
 - 1) Shield Insurance Broker, supported by Call Center 1501, a face-to-face insurance brokerage business operated through branch employees licensed for both non-life and life insurance.
 - 2) Areegator, an online insurance platform for affiliated member brokers.
 - 3) heygoody, a fully digital insurance brokerage platform.

All three brands complement one another effectively with technology adoption and development, which enhance accessibility, transparency, and customer experience, resulting in the continued growth of the Group's insurance brokerage business across all channels.

Expenses: In 1Q26, the Group's total expenses amounted to 4,041.9 million Baht, decreasing by 2.2% (YoY), comprising the following:

- Service and administrative expenses totaled 2,980.9 million Baht, increasing by 9.2% (YoY), in line with the expansion of the Group's core businesses. At the same time, the Group has continued to emphasize growth with efficient cost control, as reflected in a stable and appropriate Cost-to-Income Ratio of 54.4%
- Finance costs were 593.1 million Baht, reducing by 6.0% (YoY), according to the declined policy interest rate and government bond yield, leading the Group's borrowing cost to decrease gradually.
- Credit loss amounted to 467.9 million Baht, moving down by 39.4% (YoY), owing to the decreased provision as a result of the 4Q25's management overlay, leading the reserves level to be ample for cushioning uncertainties. Also, the overall asset quality of the loan portfolio improved according to the prudent risk management. As a result, the levels of provision according to the loan quality and net write-offs declined, and the Credit Cost Ratio decreased to 1.7%, compared to 3.0% in the same quarter last year.

Net profit: in 1Q26, the Group recorded a net profit of 1,613.7 million Baht, rising by 34.7% (YoY) and 63.3% (QoQ), mainly as a result of a higher revenue from both lending and insurance brokerage businesses and the efficient cost control.

Summary of Financial Position

Assets: As of March 31, 2026, the Group's total assets amounted to 113,304.8 million Baht, slightly increasing by 0.5% from the end of 2025, primarily driven by the increase in title loan and hire purchase receivables in line with the growth of the lending business.

As of the end of 1Q26, the Group's total loan portfolio amounted to 109,926.1 million Baht, growing by 5.0% (YoY) and 0.3% (QoQ). This consisted of loans to customers and accrued interest receivables totaling 101,870.2 million Baht, expanding by 0.3% (QoQ), and hire purchase receivables totaling 8,055.9 million Baht, broadening by 0.7% (QoQ). This was primarily due to the Group's prudent loan approval policies, particularly in areas affected by flooding from late-2025 to early-2026. Loan portfolio growth was supported by the expansion of a quality customer base through 1,892 branches and non-branch channels, which continue to play a crucial role for improving customer accessibility and upgrading service quality. As of end-March 2026, over 780,000 Tidlor cards have been issued and about 79% of withdrawals were completed through 'E-Withdrawal'. The Group continues to develop its products and enhance services through the application of technology and innovation to improve customer accessibility, convenience, and long-term cost efficiency.

Asset quality remained at a healthy level, with the Non-Performing Loan (NPL) Ratio standing at 1.47%, reducing from 1.54% in the previous quarter. The improvement was mainly from cautious loan approval policies, healthy new loan originations, effective collection, and government support measures. The Group's total expected credit loss allowance amounted to 5,486.3 million Baht, representing an NPL Coverage Ratio of 340.5%, remaining robust and adequate for cushioning further uncertainties, along with the loan quality growth.

Liabilities: As of March 31, 2026, the Group's total liabilities amounted to 77,229.6 million Baht, decreasing by 1.4% from what was stated at the end of 2025, mainly from repayment of long-term debentures.

As of the end of 1Q26, the Group's total loans and debentures amounted to 72,652.0 million Baht, decreased by 1.0% from what was stated at the end of 2025. The Group maintained a strong financial structure, with well-diversified funding sources, comprising borrowings and debentures in a ratio of 58:42. Liquidity remained sufficient to support future business growth, with available credit facilities of over 23,000 million Baht. As of the end of March 2026, the Group's debt-to-equity ratio remained low at 2.1 times.

Shareholders' Equity: As of March 31, 2026, the Group's total shareholders' equity amounted to 36,075.2 million Baht, increasing by 4.7% from what was stated at the end of 2025, driven by strong net profit attributable to owners of the company generated in 1Q26.

(Unit: million Baht)	31 December 2025	31 March 2026	%YTD Increase/ (Decrease)
Cash and cash equivalents	3,060.3	3,389.0	10.7%
Loans and hire purchase receivables	109,585.6	109,926.1	0.3%
Allowance for expected credit loss	(5,499.8)	(5,486.3)	(0.2%)
Other current assets	1,586.4	1,382.8	(12.8%)
Other non-current assets	4,064.3	4,093.2	0.7%
Total assets	112,796.8	113,304.8	0.5%
Loans	41,124.0	42,267.7	2.8%
Debentures	32,286.1	30,384.3	(5.9%)
Total Loans and Debentures	73,410.1	72,652.0	(1.0%)
Non-current liabilities	4,923.9	4,577.6	(7.0%)
Total liabilities	78,334.0	77,229.6	(1.4%)
Total shareholders' equity	34,462.8	36,075.2	4.7%
Total liabilities and shareholders' equity	112,796.8	113,304.8	0.5%

Sustainability Development

In 1Q26, Ngern Tid Lor Public Company Limited ("Ngern Tid Lor"), a subsidiary of the Group, organized an activity under the "Financial Knowledge to Communities for Life Rolls Forward" project, aiming to provide basic financial knowledge on proper debt management to residents of Phra Nakhon Si Ayutthaya city municipality, Phra Nakhon Si Ayutthaya province. The activity was conducted through an activity-based learning approach, covering income and expense planning, debt understanding, careful decision-making before borrowing money, and building savings discipline. Such financial skills are an important foundation for sustainably reducing inequality and addressing poverty. Hence, this activity reflects Ngern Tid Lor's business operation under the social pillar of sustainability.

Further details are available on the Company's website at <https://www.tidlorinvestor.com/en/tidlor-sustainability/sustainability>