Management Discussion and Analysis Q3 2025

Executive Summary

Business Overview and Economic and Industry Factors Impacting Operations

In the third quarter of 2025 ("3Q25"), Tidlor Holdings Public Company Limited (the "Group") reported a net profit of 1,415.0 million Baht, an increase of 43.0% (YoY) and 8.5% (QoQ), setting a new high quarterly record. This was driven by revenue growth from both the lending and insurance brokerage businesses, improved overall asset quality, which led to a reduction in credit loss, and effective cost control.

The Group's total revenue amounted to 5,927.7 million Baht, an increase of 5.7% (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. Meanwhile, total expenses were 4,157.1 million Baht, a decrease of 4.9% (YoY). This decline was mainly due to a reduction in credit loss, in line with the improvement in asset quality, while finance costs stabilized compared to the same quarter last year. Service and administrative expenses increased in line with the business expansion, resulting in a Cost-to-Income Ratio of 55.4%.

The Group's outstanding loan portfolio amounted to 107,324.2 million Baht, growing 4.5% (YoY) and 1.3% (QoQ), driven by the continuous growth in title loans portfolio. Meanwhile, the numbers of loan customers grew by 9.6% (YoY), outpacing the overall growth of the loan portfolio, reflecting the expansion of an improving quality customer base. This growth was driven by the network of 1,865 branches nationwide, and digital channels, particularly the use of the TIDLOR Card and E-Withdrawal services, which have continued to increase in usage, reflecting the successful adoption of technology to enhance accessibility and service quality.

In terms of asset quality, it remained at a healthy level, with the Non-Performing Loan (NPL) Ratio improving to 1.66%, down from 1.78% in the previous quarter. This improvement was supported by prudent loan approval policies, better quality in new loan origination, effective collection, and impact of 'You Flight, We Help' program. Meanwhile, the NPL Coverage Ratio slightly increased to 283.9% from the previous quarter, resulting in a decline in the Credit Cost to 2.2%, from 3.9% in the same quarter last year.

The insurance brokerage business continued to grow, with total non-life insurance premiums amounting to 2,607.6 million Baht, an increase of 9.7% (YoY). This growth was driven by both the diversity of products and the wide range of distribution channels, including 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. Fee and service income from the insurance brokerage business remains one of the main drivers of the Group's overall revenue.

For the nine-month period of 2025 ("9M25"), the Group's net profit was 3,924.5 million Baht, an increase of 23.2% (YoY), driven by revenue growth of 5.7% (YoY), effective quality management, and prudent cost control. The Group maintains a solid capital structure and ample liquidity, supporting long-term business growth, along with the expansion of revenue from insurance brokerage business. The Group ensures its pivot led to sustainable transformation to achieve higher quality growth.

Financial Highlights

(Unit: THB million)	3Q24	3Q25	% YoY Increase/ (Decrease)	9M2024	9M2025	% YoY Increase/ (Decrease)
Interest income on hire-purchase receivables	347.8	283.0	(18.6%)	1,091.3	870.7	(20.2%)
Interest income on loans	4,379.2	4,629.0	5.7%	12,575.6	13,461.2	7.0%
Fee and service income	867.7	944.1	8.8%	2,679.2	2,878.6	7.4%
Other income	15.8	71.6	353.2%	37.7	113.1	200.0%
Total revenues	**5,610.5**	**5,927.7**	**5.7%**	**16,383.8**	**17,323.6**	**5.7%**
Service and administrative expenses	(2,743.5)	(2,925.1)	6.6%	(7,917.1)	(8,444.3)	6.7%
Finance costs	(623.2)	(645.0)	3.5%	(1,769.9)	(1,919.5)	8.5%
Profit before credit loss	**2,243.8**	**2,357.6**	**5.1%**	**6,696.8**	**6,959.8**	**3.9%**
Credit loss	(1,004.5)	(587.0)	(41.6%)	(2,719.2)	(2,050.4)	(24.6%)
Loss arising from derecognition of financial assets measured at amortized cost	(949.0)	(529.5)	(44.2%)	(2,353.7)	(1,684.6)	(28.4%)
TFRS 9	(55.5)	(57.5)	3.6%	(365.5)	(365.8)	0.1%
Profit before income tax expense	**1,239.3**	**1,770.6**	**42.9%**	**3,977.6**	**4,909.4**	**23.4%**
Income tax expenses	(249.8)	(355.6)	42.4%	(793.1)	(984.9)	24.2%
Net profit for the period	**989.5**	**1,415.0**	**43.0%**	**3,184.5**	**3,924.5**	**23.2%**

Key Financial Ratio

	2022	2023	2024	3Q24	2Q25	3Q25
NPL Ratio (%)	1.58	1.45	1.81	1.88	1.78	1.66
NPL Coverage Ratio (%)	248.9	282.1	242.7	230.6	262.4	283.9
Credit Cost (%)	2.2	3.3	3.4	3.9	2.6	2.2
Debt to Equity (D/E) Ratio (times)	2.3	2.5	2.5	2.5	2.5	2.2
Cost to Income (C/I) Ratio (%)	56.4	54.9	55.9	55.0	54.6	55.4

Economic Overview

Thailand's economy in 3Q25 continued to recover at a slower pace compared to the previous quarter, due to weakening exports and a slowdown in agricultural, industrial, and related service sectors such as retail and transportation. Private consumption and investments remained unchanged, while the tourism sector declined compared to that in the same period last year. According to the Bank of Thailand (BoT), the Thai economy is expected to expand by 2.2% in 2025 and 1.6% in 2026. In the second half of 2025, economic activity may soften due to the impact of U.S. tariff measures, however the tourism sector is expected to gradually recover.

On monetary policy, the Monetary Policy Committee (MPC), resolved in its October 2025 meeting to maintain the policy interest rate at 1.50%, viewing that monetary policy should accommodate economic recovery and allow the effects of previous policy rate cuts to fully transmit through the economy.

Operating Results for Q3 2025

Summary of Operating Results

Revenue: In 3Q25, the Group reported total revenue of Baht 5,927.7 million, increased 5.7% (YoY). The majority of revenue continued to come from interest income, and fee and service income.

- Interest income amounted to 4,912.0 million Baht, rose 3.9% (YoY), accounting for 82.9% of total revenue. This comprised interest income on loans of 4,629.0 million Baht, up 5.7% (YoY), driven by the expansion of the title loan portfolio, and the change in portfolio mix. Meanwhile, interest income on hire purchase receivables was 283.0 million Baht, decreased 18.6% (YoY), consistent with the decline in the hire purchase portfolio, in line with the Group's loan origination and risk management strategy.

In terms of the efficiency of interest income and funding cost management, the yield on loans stood at 18.43%, increasing from 18.09% in the previous quarter, mainly due to a higher number of interest-accruing days and a change in the loan mix. The cost of funds slightly decreased to 2.42% from 2.44% in the previous quarter, reflecting effective cost management and the benefit of the Group's A+ credit rating from TRIS Rating Co., Ltd. As a result, the Net Interest Margin (NIM) increased and remained at a healthy level of 16.01%.

(Unit: %)	3Q24	2Q25	3Q25	% YoY Increase/ (Decrease)	% QoQ Increase/ (Decrease)
Interest income ratio (Yield on loans)	18.38	18.09	18.43	0.3%	1.9%
Interest expense ratio (Cost of funds)	2.42	2.44	2.42	5.2%	(1.0%)
Net interest margin (NIM)	15.96	15.64	16.01	0.3%	2.4%

- Fee and service income totaled 944.1 million Baht, an increase of 8.8% (YoY), accounting for 15.9% of total revenue. The main driver was the continued growth of the insurance brokerage business, reflecting the strong potential for expansion across the Group's three main brokerage brands, which cover all sales and service channels:
    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, helped expand the customer base across all segments, enhance accessibility, and deliver a superior customer experience through the use of digital technology. This has improved service speed, transparency, and efficiency, resulting in the continued growth of the Group's insurance brokerage business across all channels.

Expenses: In 3Q25, the Group's total expenses amounted to 4,157.1 million Baht, a decrease of 4.9% (YoY), comprising the following:

- Service and administrative expenses totaled 2,925.1 million Baht, an increase of 6.6% (YoY), in line with the expansion of the Group's core businesses. At the same time, the Group has continued to emphasize growth alongside, maintaining operational efficiency, as reflected in a stable and appropriate Cost-to-Income Ratio of 55.4%.
- Finance costs were 645.0 million Baht, increasing by 3.5% (YoY), mainly due to higher borrowing costs compared to the rates over the past 2–3 years, as well as increased borrowing to grow business.
- Credit loss amounted to 587.0 million Baht, a decrease of 41.6% (YoY), in line with the improvement in the overall asset quality of the loan portfolio and the Group's prudent risk management practices. As a result, the level of net write-offs declined significantly, and the Credit Cost Ratio decreased to 2.2%.

Summary of Financial Position

As of the end of 3Q25, the Group's total loan portfolio amounted to 107,324.2 million Baht, growing 4.5% (YoY) and 1.3% (QoQ). This consisted of loans to customers and accrued interest receivables totaling 99,170.9 million Baht, expanding by 1.6% (QoQ), and hire-purchase receivables totaling 8,153.3 million Baht, decreasing by 2.1% (QoQ). The Group's prudent loan approval policies emphasize collateral value, customers' repayment ability, and overall economic conditions. In addition, 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.

In terms of asset quality, the Group remains at a healthy level, with the Non-Performing Loan (NPL) Ratio standing at 1.66%, down from 1.78% in the previous quarter. The improvement was mainly due to prudent loan approval policies, high-quality new loan originations, effective collection, and the impact of the "You Fight, We Help" program. The Group's total expected credit loss allowance amounted to 5,057.0 million Baht, representing an NPL Coverage Ratio of 283.9%, reflecting a strong financial position and continued pivot to quality growth.

Assets: As of September 30, 2025, the Group's total assets amounted to 109,709.5 million Baht, an increase of 3.0% from the end of 2024, primarily driven by the increase in loans and hire-purchase receivables in line with the growth of the lending business.

Liabilities: As of September 30, 2025, the Group's total liabilities amounted to 75,321.9 million Baht, a slight decrease of 0.9% from the end of 2024, mainly due to a decline in other current payables and accrued expenses.

As of the end of 3Q25, the Group's total loans from financial institutions and debentures amounted to 71,238.6 million Baht, an increase of 1.0% from the end of 2024. The Group maintained a strong financial structure, with well-diversified funding sources, comprising borrowings from financial institutions and debentures in a ratio of 54:46. Liquidity remained sufficient to support future business growth, with available credit facilities of over 20,000 million Baht. As of the end of September 2025, the Group's debt-to-equity ratio remained low at 2.2 times.

Shareholders' Equity: As of September 30, 2025, the Group's total shareholders' equity amounted to 34,387.6 million Baht, increasing by 12.7% from the end of 2024, driven by strong net profit generated during the first nine months of the year.

(Unit: THB million)	31 December 2024	30 September 2025	%YTD Increase/ (Decrease)
Cash and cash equivalents	1,771.2	2,068.9	16.8%
Loans and hire purchase receivables	103,929.1	107,324.2	3.3%
Allowance for expected credit loss	(4,553.7)	(5,057.0)	11.1%
Other current assets	1,491.3	1,275.3	(14.5%)
Other non-current assets	3,893.2	4,098.1	5.3%
Total assets	**106,531.1**	**109,709.5**	**3.0%**
Loans from financial institutions and debentures	70,506.9	71,238.6	1.0%
Non-current liabilitites	5,500.9	4,083.3	(25.8%)
Total liabilities	**76,007.8**	**75,321.9**	**(0.9%)**
Total shareholders' equity	**30,523.3**	**34,387.6**	**12.7%**
Total liabilities and shareholders' equity	**106,531.1**	**109,709.5**	**3.0%**

Sustainability Developments

In the third quarter of 2025, Ngern Tid Lor Public Company Limited (Ngern Tid Lor), a subsidiary of the Group, received the HR Asia Best Companies to Work for in Asia Award – Thailand 2025 for the third consecutive year, as well as the Excellence in Workplace Wellbeing 2025 award from the HR Excellence Awards. These achievements reflect the company's success in fostering an organizational culture that balances high performance with employee well-being, alongside its continuous investment in people development through upskilling, reskilling, and promoting holistic well-being. In addition, Ngern Tid Lor participated as a guest speaker at the Money Freedom Forum 2025 under the topic "Unlock Your Life! Transform Debt into Financial Freedom." The event reinforced the company's role as a leader in Financial Inclusion, committed to promoting accessible, practical, and actionable financial literacy to enhance the financial well-being of people in a sustainable way.

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