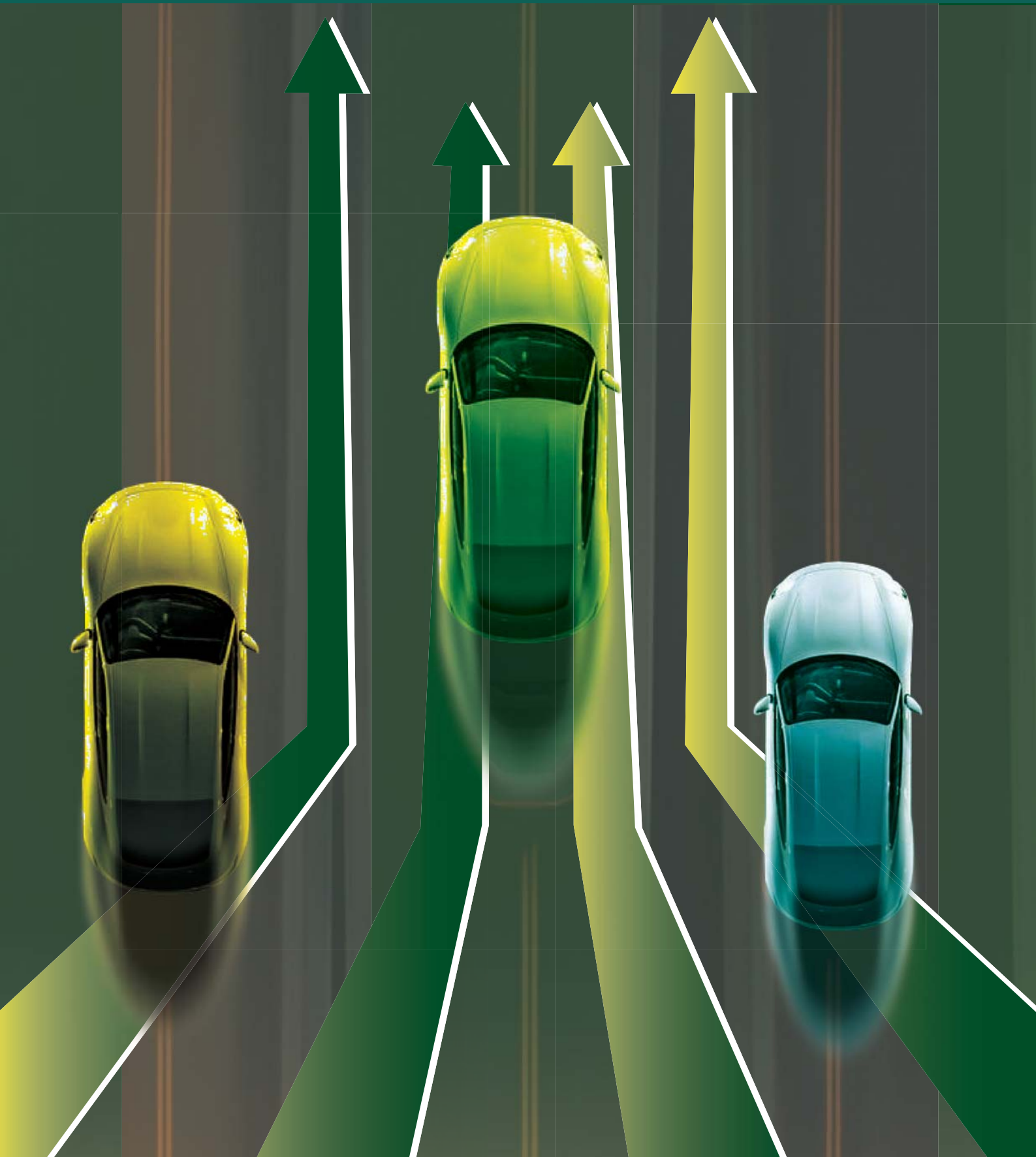


Management Discussion and Analysis

For the Third Quarter ended of September 30th, 2022

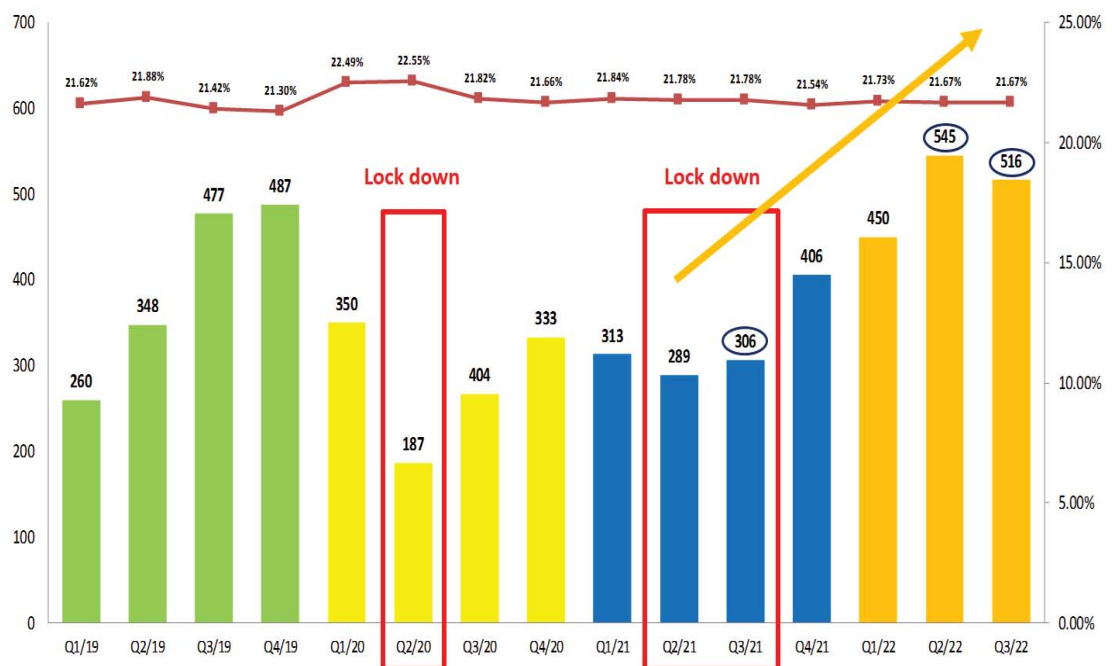


Management Discussion and Analysis

1. Overview

In Q3 2022, the company was still able to generate the new lending of about 500 MB and was in accordance with the lending target. In actual figure, the new lending of Q3 2022 was 516 MB, only a slight lower than the Q2 2022 lending by 29 MB, 5.32% lower. Comparing to the same quarter of the previous year (Q3 2021), the new lending of Q3 2022 was higher than the new lending of Q3 2021 by 210 MB, 68.62% higher.

A Graph Illustrates the Quarterly New Lending between Q1 2019 to Q3 2022



The graph above illustrated the quarterly new lending between Q1 2019 to Q3 2022. From the graph, it was obvious that the new lending had been growing since Q4 2021, after the lock-down measure was lifted-off. The new lending in Q4 2021 was 406 MB. The new lending rose to 450 MB in Q1 2022, and rose to 545 MB in Q2 2022. The 545 MB in Q2 2022 was the highest new lending. Recently, in Q3 2022, the new lending was 516 MB. In summary, the cumulative new lending for the first 3 quarters of this year was 1,511 MB. The company expected to achieve the new lending target of 2,000 MB in this year.

As for the loan quality, in Q3 2022, the company's NPF (Non Performing Finance) figure stood at 3.65%, a decline from 3.69% in the previous quarter. In addition, the company's NPF was still not exceeding the 4% figure as per the company's NPF target. As for the customers who still were affected by the lock-down measure, the debt restructuring program was still being offered to those customers.

As for the Q3 2022's operating result, the company produced a net profit of 61.43 MB, a decline by 19.37 MB., 23.98% decline, from the previous quarter (QoQ). Comparing to the same quarter of the previous year (Q3 2021), the company's profit in Q3 2022 declined by 9.28 MB, 13.12% from the Q3 2021's. For the 9 months operating result of this year, the company's generated a net profit of 216.99 MB, a decline by 13.61 MB, 5.90% decline from the previous year.

The major factors that contributed to a decline in Q3 2022's net profit from the previous quarter were as follows.

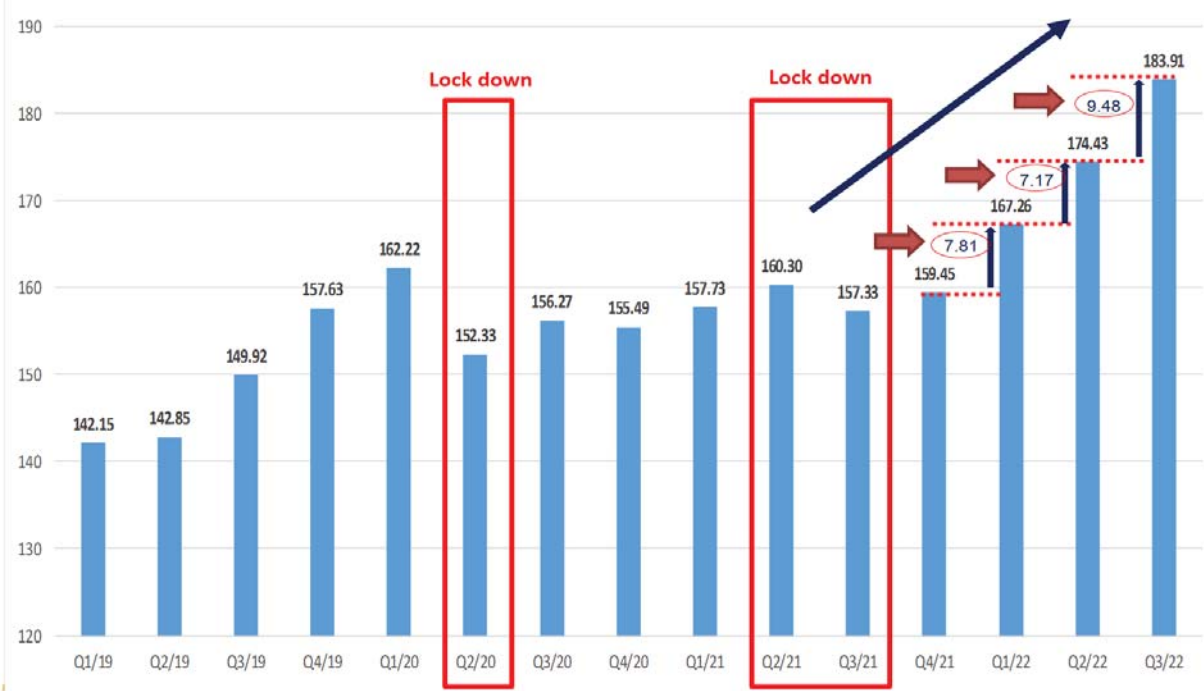
1. The administrative expense increased by 4 MB, resulting from 1) the increase in marketing incentive expense due to the increase in new lending volume, and 2) the increase in collection expense paid to the out-source debt collectors due to the implementation of the announcement of Market Conduct (since August 2021) regarding the maximum collection fee that the company could charge from the delay-payment customers. This, gradually, resulted in the company's higher expense paid to the out-source debt collectors. However, the company believed that this type of expense had already saturated and was in a stable stage since the Q3 2022.
2. The expected credit loss expense (reserve for loan loss) increased by 3 MB from the previous quarter.
3. The impairment loss and loss from sales of properties foreclosed increased by 7 MB, resulting from a decline in prices in the used-car auction market. In addition, due to the more active debt collection activities in Q3, the debt collection department was able to seize more automobiles from the NPF's customers. The decline in prices of used-cars was in accordance with the market condition. After the lifting-off of lock-down measure, many more financial institutions had resumed the measure of automobile -seizure form the NPL's customers, resulting in more supply of used-car in the auction market. It was believed that the price of used-cars will pick up in Q4 2022 due to the usual peak demand.
4. The cost of fund increased by 3 MB, resulting from the utilization or more credit line from the financial institutions to finance the increase in new lending.

Some of the company's revenue items declined in Q3 2022. The fees & services income and other income (mainly, revenue from judicial debt collection) declined altogether by about 6 MB. However, **the revenue from lending increased by 9.48 MB.** The increase in revenue from lending in Q3 2022 was still insufficient to cover the increase in the expense in Q3 2022. **However, the company regarded this increase in revenue from lending as a good sign for the**

future outcome. After the lifting-off of the lock-down measure, the company's revenue from lending had been growing in each quarter by the amount of 7-9 MB since Q1 2022. The revenue from lending had been an increasing trend, while the shift in administrative expense as mention in 1. in term of collection expense paid to the out-source debt collectors had already saturated and was already stable since Q3 2022. In addition, if the company continued the lending of about 500 MB quarterly, it was believed that marketing incentive expense would remain stable. As a result, the revenue from lending would over run the mentioned increase in expenses which had already saturated since Q3 2022.

From the graph below, the revenue from lending had increased significantly for the 3 consecutive quarters. In Q1 2022, the revenue from lending increased by **7.81 MB** from Q4 2021 (from 159.45 MB to 167.26 MB). In Q 2 2022, the revenue from lending increased by **7.17 MB** from Q1 2022 (from 167.26 MB to 174.43 MB). Recently, in Q3 2022, the revenue from lending increased by **9.48 MB** from Q2 2022 (from 174.43 MB to 183.91 MB).

The Graph illustrated the revenue from Lending and the average revenue per day (Q1 2019 - Q3 2022)



2. The Operating Result and Profitability

2.1 The Company's Operating Result ending 30 September 2022

(unit in thousand baht)

Continuing operations:	Q3/2022	Q2/2022	Q3/2021	QoQ	YoY	nine-month / 2022		nine-month / 2021		YoY	
						amount	%	amount	%	+ / -	%
Income from hire-purchase contracts	183,910	174,432	157,325	5.43%	16.90%	525,605	78.68%	475,359	81.50%	50,246	10.57%
Income from loans	23					22				22	
Income from inventory finance receivables	642	603	858	6.36%	-25.23%	1,835	0.27%	2,934	0.50%	(1,099)	-37.45%
Fee and service income	18,153	21,900	8,318	-17.11%	118.25%	57,052	8.54%	26,115	4.48%	30,937	118.46%
Other income	25,916	28,280	29,832	-8.36%	-13.13%	83,530	12.50%	78,847	13.52%	4,683	5.94%
Total income	228,644	225,215	196,333	1.52%	16.46%	668,045	100.00%	583,255	100.00%	84,789	14.54%
Selling expenses	2,072	1,185	729	74.81%	184.14%	4,257	0.64%	1,759	0.30%	2,498	142.03%
Administrative expenses	87,260	83,305	66,695	4.75%	30.84%	257,486	38.54%	195,683	33.55%	61,803	31.58%
Expected credit losses (Bad debt and doubtful accounts)	34,736	31,281	19,933	11.05%	74.26%	88,463	13.24%	53,420	9.16%	35,043	65.60%
Impairment loss and loss on sales of properties foreclosed	6,973	(356)	4,135	n.m.	68.64%	3,020	0.45%	12,690	2.18%	(9,670)	-76.20%
Finance costs	20,891	18,069	18,336	15.61%	13.93%	56,020	8.39%	56,226	9.64%	(207)	-0.37%
Total expenses	151,932	133,484	109,828	13.82%	38.34%	409,246	61.26%	319,778	54.83%	89,468	27.98%
Profit (loss) before income tax expenses	76,712	91,731	86,505	-11.32%	-11.32%	258,799	38.74%	263,477	45.17%	(4,678)	-1.78%
Income tax (expenses)	15,286	10,930	15,799	39.85%	-3.25%	41,812	6.26%	32,876	5.64%	8,936	27.18%
Profit (loss) for the period	61,426	80,801	70,706	-23.98%	-13.12%	216,987	32.48%	230,601	39.54%	(13,614)	-5.90%

Q3 2022 Operating Result Compared to Q3 2021 Operating Result (YoY)

In Q3 2022, the company generated a net profit of 61.43 MB, lower than the Q3 2021's net profit by 9.28 MB, 13.12% lower (Q3 2021's profit was 70.71 MB). The major factors that contributed to the lower profit were the increase in some of the expenses. The expected credit loss expense of Q3 2022 increased by 14.81 MB, 74.26% increase, compared to the Q3 2021's (from 19.93 in Q3 2021 to 34.74 in Q3 2022). However, the expected credit loss expense of Q3 2022 was still considered to be normal. The reason for the expected credit loss expense of Q3 2022 to be higher than the expected credit loss expense of Q3 2021 was that, in Q3 2021, the

company had utilized some of the excess reserved for loan loss (management overlay) by the amount 22 MB, resulting to the credit loss expense of Q3 2021 to be lower than normal by 22 MB. In addition, the administrative expense increased by 20.56 MB, 30.84% increase. The major increase resulted from the personal expense due to the opening of new 3 branches in Q1 2022, the increase in sale incentive expense due to the increase in new lending, the increase in debt collection expenses (paid to the out-source debt collectors) as a result of the effectiveness of the market conduct measure as explained earlier. The impairment loss and loss from sales of properties foreclosed increased by 2.83 MB, 68.64% increase, resulting from a decline in prices of used-cars in the auction market (increase from 4.14 MB to 6.97 MB). The cost of fund increased by 2.55 MB, 13.93% increase (from 18.34 MB to 20.89 MB), resulting from the utilization of more credit line from the financial institutions to fund the increase in new lending in 2022. As for the revenue side, **the company's total revenue increased by 32.31 MB**, 16.46% increase. The revenue from lending increased by 16.90% (from 157.33 MB to 183.91 MB), resulting from a pronounced sustained increase in new lending since Q4 2021 until Q3 2022. Moreover, the fees and services income increased by 9.83 MB, 118.25% increase (from 8.32 MB to 18.15 MB), mainly were from car registration service fee and brokerage insurance fee due to the increase in new lending. The only revenue that decrease was the other revenue, mainly resulted from the decrease in revenue from the recovery of judicial debt which decreased by 3.91 MB, 13.13% decrease (from 29.83 MB to 25.92 MB).

The Operating Result of Q3 2022 Compared to Q2 2022

The company's total revenue increased from 225.22 MB in Q2 2022 to 228.64 MB in Q3 2022, 3.42 MB, 1.52% increase. The major increase in the total revenue was as a result of the increase in revenue from lending by 9.48 MB, 5.43% increase (from 174.43 MB to 183.91 MB). The increase was as a result of the significant growth of lending portfolio. (**The lending portfolio increased from 3,352 MB as at end of 2021 to 3,775 MB in Q3 2022.**) The revenue that declined was the revenue from fees and services. The revenue from fees and services decreased by 3.75 MB, 17.11 % decrease (from 21.90 MB to 18.15 MB). This type of revenue varied with the volume of new lending. The other revenue decreased by 2.36 MB from the previous quarter, 8.36% decrease. As for the total expenses, the company's total expense increased by 13.82%, compared to the previous quarter (from 133.48 MB to 151.93MB). The major increase was the expected credit loss expense which increased by 3.46 MB, from 31.28 MB to 34.71 MB, 11.05% increase. However, the expected credit loss expense in Q3 2022 was still considered to be normal. Usually, the company's normal expected credit loss expense had been in the range of 10-12 MB a month. Importantly, the company had been actively managing the debt collection in order to minimize the expected credit loss expense. The administrative expense increased by 3.95 MB, 4.75% increase, mainly resulting from the increase in marketing incentive expense, and the debt

collection expense (paid to the company's out-source debt collectors). The increase in marketing incentive expense resulted from the increase in volume of new lending, while the increase in debt collection expense (paid to the company's out-source debt collectors) was due to the effectiveness of the announcement of market conduct measure mentioned earlier. In Q3 2022, the impairment loss and loss from sales of properties foreclosed was 6.97 MB, while in Q2 2022 there was a gain of 0.36 MB. This was as a result of a decline in price in the used-car auction market. The cost of fund increased by 2.82 MB, 15.61% increase (from 18.07 MB to 20.89 MB), resulting from the more utilization of credit line from the financial institutions to finance the new lending. The other factor affecting the lower in net profit after tax of Q3 2022 compared to Q2 2022's was about the deferred tax in Q2 2022. In Q2 2022, the company had a deferred tax of about 5 MB, producing the tax saving to the company of about 5 MB in Q2 2022.

In summary, the reasons for the lower profit of Q3 2022 compared to the Q2 2022 were from the increase in marketing incentive expense, resulting from the increase in new lending volume, and the increase in debt collection expense (paid to out-source debt collectors), resulting from the effectiveness of the market conduct measure. However, the revenue from lending had been growing about 7-9 MB quarterly for the last 3 consecutive quarters since Q1 2022. The company believed that these 2 type of increased expenses had already saturated since Q3 2022. Given the new lending of about 500 MB quarterly, the company believed that the revenue from lending would still increase in the same manner as in the last 3 recent quarters.

Financial Position

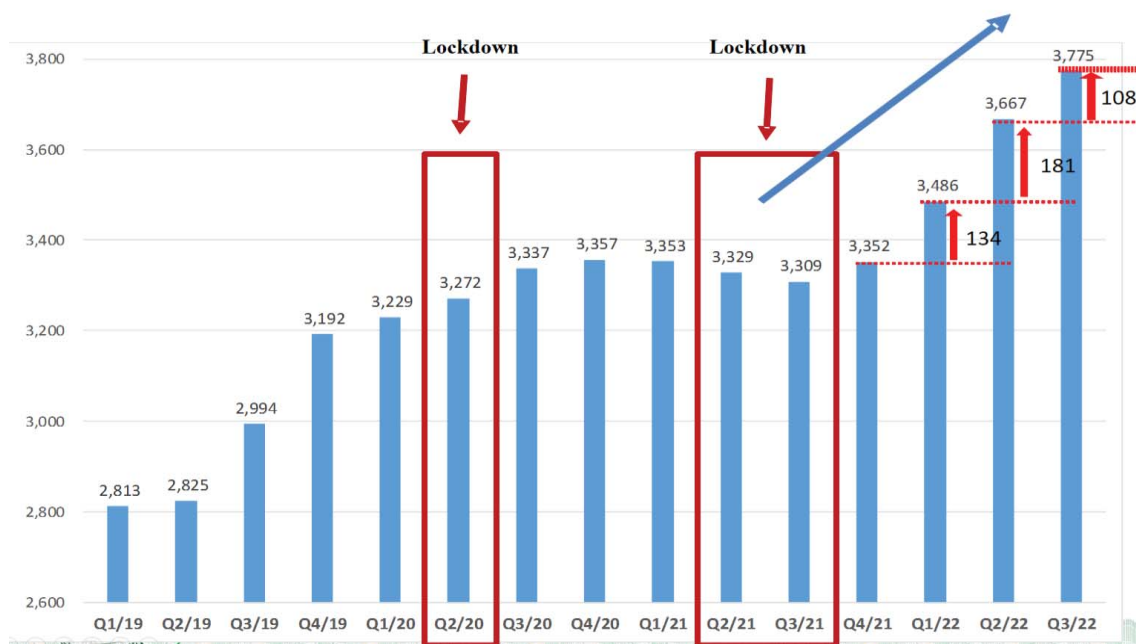
Statements of financial position	Q3/2022	Q2/2022	QOQ	Q3/2021	YOY
Cash and cash equivalents	59.05	32.37	82.42%	149.25	-60.44%
Hire-purchase receivables	3,775.25	3,667.13	2.95%	3,309.07	14.09%
Inventory finance receivables	30.50	12.84	137.46%	22.25	37.08%
Properties and equipment	26.99	26.76	0.87%	26.52	1.77%
Properties foreclosed	117.97	99.85	18.15%	71.97	63.91%
Deferred tax assets	51.08	48.77	4.74%	36.27	40.83%
Others	49.26	46.09	6.87%	80.25	-38.62%
Total assets	4,110.10	3,933.81	4.48%	3,695.58	11.22%
Short-term loan from major sharehc	2,191.59	2,029.88	7.97%	1,924.66	13.87%
Others	143.76	190.61	-24.58%	121.55	18.28%
Total liabilities	2,335.35	2,220.49	5.17%	2,046.21	14.13%
Shareholders' equity	1,774.75	1,713.32	3.59%	1,649.37	7.60%

Financial Ratio	Q3/2022	Q2/2022	Q3/2021
Liquidity Ratio (multiple)	0.53	0.46	0.78
Debt to Equity Ratio (multiple)	1.32	1.30	1.24
NPF (%)	3.65%	3.69%	3.95%

Financial Position in Q3 2022

In Q3 2022, the company's total asset was 4,110.10 MB, 176.29 MB, 4.48% increase compared to the previous quarters. Comparing to the same quarter of the previous year, the total asset of Q3 2022 increased by 414.52 MB, 11.22 %. The major increase in total asset resulted from the increase lending portfolio which increased by 108.12 MB, 2.95% increase, resulting from the increase in new lending. The graph below illustrated the company's quarterly lending portfolio.

Graph Illustrated the Lending Portfolio from Q1 2019 to Q3 2022



As for the liabilities, in Q3 2022, the company's total liabilities were 2,335.35 MB, 114.86 MB, 5.17% increase from the previous quarter. The major increase in liabilities was the increase in borrowing from the financial institutions. As at 30 September 2022, the borrowing from financial institutions was 2,191.59 MB, consisting of P/N and long-term loan from the Islamic Bank of Thailand of 1,770 MB, and 100.36 MB, respectively, and the long-term loan of 321.23 MB from the Government Saving Bank.

As for the equity, in Q3 2022, the company's total equity was 1,774.75 MB, 61.43 MB, 3.59 % increase from the previous quarter. Compared to the Q3 2021, the company's total equity in Q3 2022 had increased by 125.38 MB, 7.60% increase. The increase in total equity resulted from the increase in retained-earning. The company Debt to Equity ratio had increased from 1.30 in the previous quarter to 1.32 in the Q3 2022, resulting from the increase in borrowed debt.