

**SINGER**

SINGER THAILAND PUBLIC COMPANY LIMITED

บริษัท ซิงเกอร์ประเทศไทย จำกัด (มหาชน)

H.T./SET/008/2026

14 May 2026

**To: Managing Director
The Stock Exchange of Thailand****Re: Management Discussion & Analysis for the 1st quarter ended 31 March 2026 of Singer Thailand Public Company Limited (the Company) and its subsidiaries (The Group Company)****Business overview**

For the first quarter of 2026, The Group Company reported a net profit attributable to the parent company of BAHT 143 million, representing the highest quarterly profit since the beginning of 2023. The Group Company has continued to achieve growth in sales revenue in every quarter since the third quarter of 2024 and expects such growth momentum to continue in the upcoming quarters.

In addition, The Group Company's subsidiary providing lending services with three financial products, namely mobile phone hire-purchase loans ("Lock Phone Loans"), electrical appliance hire-purchase loans, and employee welfare loans. During Q1/2026, the Company recorded total new loan of BAHT 3,018 million, representing an increase of 70% compared to the same period of the previous year. The majority of such loan consisted of Lock Phone Loans amounting to BAHT 2,941 million, accounting for 97% of total new loan, and increasing by 73% year-on-year.

As of 31 March 2026, the Company's Lock Phone Loan portfolio totaled BAHT 7,478 million, accounting for 54% of the total loan portfolio, representing an increase of 15% compared to the previous quarter. Currently, Lock Phone Loans constitute the largest proportion of the Company's total loan portfolio, in line with the Company's business objectives and strategic direction, and are expected to continue growing in the upcoming quarters.

Such growth is expected to support The Group Company's operating performance while the Company continues to maintain effective cost management practices to maximize benefits for The Group Company and its shareholders.

Statement of comprehensive income (Million Baht)	For the three-month period		Increase (decrease)	
	2026	2025	Amount	%
Revenues				
Revenue from sales of goods	227	115	112	97.7
Interest income from hire-purchase contract and loans	747	621	126	20.4
Revenue from rendering of services	28	12	16	129.8
Other income	12	21	(9)	(43.7)
Total revenues	1,013	769	245	31.9
Expenses	-	-	-	-
Cost of sales of goods	195	105	90	86.0
Cost of rendering of services	20	2	18	974.4
Distribution costs	87	87	-	-
Administrative expenses	165	182	(17)	(9.5)
Total expenses	467	376	91	24.2
Profit (Loss) from operating activities	546	393	154	39
Finance costs	24	16	8	54.2
Expected credit loss	282	360	(78)	(21.6)
Profit (Loss) before income tax expense	240	17	224	1,352.3
Tax expenses	(58)	(8)	(50)	646.3
Profit (Loss) for the period	182	9	173	1,985.7
Profit (Loss) attributable to non-controlling interests	38	10	28	298.9
Profit (Loss) attributable to equity holders of the Company	144	(1)	145	15,210.1

The Group Company would like to explain performance for the 1st quarter ended 31 March 2026, comparing to the same period of previous year as follow:

For the three month ended 31 March 2026, The Group Company had a net profit attributable to owners of parent at Baht 143 million, increased by Baht 144 million or 15,210% compared with the same period of last year.

Total revenue

For the three month ended 31 March 2026, total revenue of The Group Company of Baht 1,013 million increased by Baht 245 million or 32% compared to the same period of last year. The details of revenue in the consolidated financial statements were as follows:

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Revenue from sales of goods

For the three month ended 31 March 2026, total revenue of The Group Company of Baht 227 million increased by Baht 112 million or 97.7% compared to the same period of last year. Sales increased in electrical appliance's product and mobile phones.

However, the Application SG Finance+ platform had been launched to support sales staff and franchisees to drive sales of electrical appliances and mobile phones in 2025, reduced the usage of paper, reduced times of credit approval and expand more sales channel.

As at 31 March 2026- Lock Phone business was of Baht 7,478 Million or 54% increased 15% comparing to the same period of last year This currently accounts for the largest share of the total loan portfolio and is expected to grow in the next quarter.

Cost of Sales of goods

For the three month ended 31 March 2026, Cost of sales of goods of The Group Company of Baht 195 million or 86%, compared to the same period of last year. Cost of sales of goods of The Group Company of Baht 105 million or 91% is in line with of increased sales .

Interest income from hire-purchase contract and loans

For the three month ended 31 March 2026, interest income from hire-purchase contract and loans of The Group Company of Baht 747 million, increased Baht 126 or 20.4% .

In the Y'2025 - Lock Phone business significantly increased its hire purchase loans in amount of Baht 9,310 million and Baht 2,941 million in the first quarter of 2026. Lead to the increase in interest income

Other incomes

For the three month ended 31 March 2026, other income of The Group Company of Baht 12 million, decreased Baht 9 or 43.7% comparing to the same period last year. This is due to effect from accounting adjustments to restate income from marketing support to recognize as part of interest income from HP and loans throughout lock phone contract. Effect from accounting adjustments The impact for the three-month period of Q1 2025 shows an adjusted decrease in other income of 78.4 million Baht.

Distribution costs and Administrative expenses

For the three month ended 31 March 2026, administrative expenses decreased by Baht 17 million or 6.4% comparing to the same period last year. Administrative expenses decrease by Baht 17 million from Legal service and The Group Company's continuous control of expenses.

Finance costs

For the three month ended 31 March 2026, finance costs increased at Baht 8 million or 54.2% comparing to the same period last year due to the issuance of debentures by a subsidiary during 2026, which resulted in higher finance costs

Expected credit loss

For the three month ended 31 March 2026, expected credit loss of The Group Company decreased of Baht 78 million or 21.6% comparing to the same period last year, The primary reason is a shift in the overall portfolio mix toward loans with highly efficient and effective NPL risk management. Specifically, the proportions of the Car for Cash and electrical appliance loan portfolios have gradually decreased. Concurrently, the Lock Phone loan portfolio has gained a higher portion in the total portfolio and is projected to expand continuously in the future.

Net profit for the period

For the three month ended 31 March 2026, The Group Company had a net profit attributable to owners of parent at Baht 143 million the same period of last year. The primary reason was the growth of the Lock Phone business and effective expense control.

Statements of financial position

Statement of financial position (Million Baht)	31 MAR 2026	31 DEC 2025	Inc (Dec)	
			Amount	%
Assets				
Current assets	10,961	10,265	695	6.8
Non-current assets	5,832	6,276	(443)	(7.1)
Total assets	16,793	16,542	252	1.5
Liabilities and equity				
Liabilities				
Liabilities and equity	618	580	38	6.7
Non-current liabilities	1,096	1,067	29	2.6
Total liabilities	1,713	1,647	66	4.0
Equity attributable to owners of the parent	13,421	13,275	146	1.1
Non-controlling interests	1,659	1,620	39	2.4
Total equity	15,080	14,895	185	1.2
Total liabilities and equity	16,793	16,542	251	1.5

Assets

As of December 31, 2026, total assets of The Group Company of Baht 16,793 million, increased by Baht 252 million or 1.5% when compared with the year ended 2025. These were separated into current assets increased at Baht 695 million or 6.8% and non-current assets decreased at Baht 443 million or 7.1%. The significant changes were as follows:

- **Cash and cash equivalents**

The Group Company had cash and cash equivalents in the amount of Baht 1,825 million, a decrease at Baht 29 million or 1.6% compared to the end of 2025 due to debenture repayment interest during the period and subsidiary issue debenture 1,000 million during the period to support the expansion of the Lock Phone loan portfolio.

- **Hire purchase contract receivables and loan receivables.**

Hire purchase contract receivables and loan receivables of Baht 12,171 million, increased by Baht 229 million compared with the year ended 2025. Hire purchase of electronics and others increased by Baht 811 million or 12% mainly due to an increase in Lock Phone's hire-purchase portfolio. While loan receivables decreased by Baht 583 million or 11% because of receiving payments during the period, coupled with the policy to reduce C4C loans.

- **Inventories**

Inventories 283 million increased at Baht 8 million or 2.9%, compared with the year ended 2025 because the increase resulting from higher mobile phone stock to accommodate mobile business growth, net of electrical appliance sales during the quarter and a reduction in overall inventory

- **Long-term loans to related party**

From the separate financial statements, The Company had an outstanding loan receivable to a subsidiary, SG Capital Public Company Limited, in amount of Baht 5,050 million. During the period, the subsidiary had loan repayment of Baht 6,523 million and paid 5,157 million, and the subsidiary has plan to repay the remaining loans within 2028

Liabilities and equity

In 2026, total liabilities of Baht 1,713 million, increased by Baht 66 million or 4.0%, compared with the year ended 2025 from trade payables and lease liabilities, driven by higher inventory turnover in line with sales growth.

- Total equity of The Group Company of Baht 15,080 million, increased Baht 185 million compared with the year ended 2025 mainly due to an increase in operating profits in subsidiary.

Key Financial Ratios

Key Financial Ratio	Unit	31 MARCH 2026	31 DECEMBER 2025
Debt-to-Equity (D/E) Ration	Times	0.13	0.12
Current Ration	Times	17.72	17.70
Debt Service Coverage Ration	Times	1.07	1.68
Return on Assets	%	1.08	1.10
Return on Equity	%	1.35	1.37

Debt-to-Equity (D/E) Ratio

On 31 March 2026, The Group Company had total liabilities of Baht 1,713 million and total equity of Baht 15,080 million with a debt-to-equity ratio of 0.13 times increased from last year which was primarily driven by an increase in liabilities.

Current Ratio

On 31 March 2026, The Group Company had total current assets of Baht 10,961 million and total current liabilities of Baht 618 million with a current ratio of 17.72 times increased from the year ended 2025 mainly due to the increase in current assets during the year.

Debt Service Coverage Ratio

On 31 March 2026, The Group Company had a Debt Service Coverage Ratio of 1.07 times decreased from the year ended 2025 due to an decrease in EBITDA income tax, depreciation, and amortization, compared to the fourth quarter of 2025.

Return on Assets

On 31 March 2026, The Group Company had a Return on Assets of 1.08%, decreased slightly from the year ended 2025.

Return on Equity

On 31 March 2026, The Group Company had a Return on Equity of 1.35%, increased from the year ended 2024 in line with profitability of The Group Company. comparable to the fourth quarter of 2025.

Liquidity Analysis and Company Future Capital Adequacy

The Group Company has sufficient cash flow for business operations and debentures repayment. In this regard, the Group Company has reserved cash flow to pay off the debentures.

As of March 31, 2026, The Group Company had cash and cash equivalents balance of Baht 1,825 which is sufficient to repay the Baht 250 million debentures maturing in December 2026.

Cash flows for the year ended 31 March 2026 is as follows:

Statement of cash flow (Million Baht)	For the year end		Inc (Dec)	
	31-Mar-26	31-Mar-27	Amount	%
Net cash from (used in) operating activities	16	233	(217)	93.1
Net cash (used in) from investing activities	(13)	67	(80)	(119.4)
Net cash used in financing activities	(32)	(1,734)	1,702	98.2
Net increase (decrease) in cash and cash equivalents	(29)	(1,434)	1,405	98.0
Cash and cash equivalents at 1 January	1,854	2,257	(403)	(17.9)
Cash and cash equivalents at 31 December	1,825	823	1,002	(121.7)

Net cash from operating activities was Baht 16 million, decreased by Baht 217 million compared to the same period the previous year because the expansion of Lock phone business.

Net cash used in investing activities was Baht 13 million, decreased by 80 million compared to the same period the previous year because investments in fixed deposit

Net cash used in financing activities was Baht 32 million for payment of interest while Baht 1,734 million was used in the first quarter of 2025 for the repayment of debentures and interest.

Management's perspective on the future direction of operations

The management team and The Group Company remain optimistic regarding the Company's financial position and future operating performance. This positive outlook is supported by the continued expansion of mobile phone hire-purchase loans ("Lock Phone Loans") by the subsidiary, together with prudent credit quality management, which has contributed to improved operating results for the subsidiary.

In addition, Singer Thailand Public Company Limited has continued to achieve quarter-on-quarter growth in sales revenue. Furthermore, the onset of the summer season, which is typically a peak sales period for air conditioners, particularly during the latter part of the first quarter and throughout the second quarter, together with on going cost control management, has further supported the Company's improved operating performance.

Regarding Singer's sales revenue, the Company has continued to record steady sales growth, achieving quarter-on-quarter (QoQ) growth of 17.7% compared to the previous quarter and year-on-year (YoY) growth of 97.7%. Such growth was primarily driven by the mobile phone product category, which experienced significant expansion through diversified distribution channels, including dealer channels, direct sales channels, and retail branch channels.

In addition, fuel sales revenue from the fuel dispenser kiosk project also increased as the Company continued to expand the number of service points. As of the end of 2025, the project had a total of 2,575 fuel dispenser kiosks nationwide.

The value of repossessed and second-hand inventory decreased significantly by 87% compared to the end of 2025. The inventory had an initial value of approximately Baht 30 million, with a remaining net book value of BAHT 2 million.

With respect to sales channel development, the Company has expanded its branch network and increased the number of sales personnel in order to drive higher sales growth. In addition, the Company has enhanced its online marketing initiatives, resulting in a continued upward trend in online sales performance.

In Q1/2026, Singer Thailand Public Company Limited participated in the Jump+ Program and announced a comprehensive transformation initiative aimed at accelerating business growth. The initiative is driven by three key strategic pillars for business expansion, as follows:

- 1) Restructuring the cost structure of electrical appliance products and developing new products under the SINGER brand in order to enhance profit margins.

- 2) Expanding the sales force and diversifying distribution channels, including direct sales through branch expansion as well as the expansion of dealer networks nationwide.
- 3) Driving Digital Transformation across the organization by leveraging AI technology to enhance sales operations, distribution channels, and customer service capabilities in order to improve sales efficiency, reduce costs, and deliver an end-to-end customer experience. This initiative is expected to support future revenue growth and elevate SINGER to become a fully integrated leader in the retail-finance platform business in the digital era.

In addition to business growth, SINGER continues to strengthen its corporate governance and transparency practices through the development of a comprehensive Data Governance Framework and the implementation of technology-driven internal control and risk management systems. These initiatives are aimed at preventing fraud, misuse of insider information, and conflicts of interest.

At the same time, the Company remains committed to sustainable growth by preparing a Greenhouse Gas (GHG) Inventory to serve as a baseline for reducing greenhouse gas emissions and supporting the Company's long-term business operations in line with ESG principles.

Sustainability development

Implementation of Corporate Social Responsibility (CSR) activities in accordance with the Company's Environmental, Social, and Governance (ESG) policy for the first quarter of 2026.

1. "Singer Cares: Sew with Care, Share with Love" Activity

The Company donated 500 fabric bags to Chaiyaphum Hospital and 500 fabric bags to Surat Thani Hospital for use in carrying medicines for patients returning home and for storing personal belongings of inpatients.

This activity promotes the use of reusable fabric bags as sustainable packaging to maximize resource efficiency, replace single-use plastic bags, and contribute to the reduction of global warming and environmental impacts, in line with the Company's Corporate Social Responsibility (CSR) and Environmental, Social, and Governance (ESG) policy.

2. Executives and employees of Singer Thailand Public Company Limited, in collaboration with Thailand Post Company Limited and the National Blood Centre, Thai Red Cross Society, participated in a blood donation activity to support blood reserves for hospitals nationwide.

3. “Singer Shares Kindness and Cares for Society” Project

Executives and employees of Singer Thailand Public Company Limited organized National Children’s Day activities and donated gifts, educational supplies, sports equipment, and five Singer water purifiers to students of Ban Lahan School (Apirak Wittaya).

The activity aimed to support youth development and enhance educational opportunities and well-being for children in the local community.

4. “Job Creation and Career Development” Activity

The Company organized practical sewing training sessions for students of Suratthani Vocational College, focusing on the use of Singer portable sewing machines. The training also included knowledge sharing on design, pattern making, and sewing techniques to equip students with practical tailoring skills that can be further developed into sustainable careers and income-generating opportunities.

In addition, the Company donated computerized sewing machines and industrial sewing machines to support students’ learning and institutional educational activities.

Kindly be informed,

Yours truly,

Mr. Narathip Wirunechatapant
Chief Executive Officer
Singer Thailand Public Company Limited