บริษัท เอส 11 กรุ๊ป จำกัด (มหาชน) ทะเบียนเลขที่-0107556000698
S 11 GROUP PUBLIC COMPANY LIMITED
888 ซอยจตุโชติ 10 ถนนจตุโชติ แขวงออเงิน เขตสายไหม กรุงเทพฯ 10220 โทร. 0-2022-8888 โทรสาร 0-2158-7948
888 Soi Chatuchot 10, Chatuchot Rd., Ao Ngoen, Sai Mai, Bangkok 10220 Tel. 0-2022-8888 Fax 0-2158-7948
E-Mail : info@sgroup.co.th Website : www.sgroup.co.th

S11-008/2569

11 August 2026

Subject: Management Discussion and Analysis for the 2nd Quarter ended 30 June 2026

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 2nd Quarter ended 30 June 2026 as follows;

Business overview, economic and industrial conditions

In the 2nd quarter ended 30 June 2026, the Company still conducts the motorcycle hire purchase business in the existing markets by continuously maintaining its market share and customer's base. However, the economic overview was slow down together with the level of household debt was still high that caused the consumer's purchasing power and the customer's repayment capability were pressured. Moreover, the stressful situation in the Middle East was still prolonged which lead to the high level of world's oil price. Since Thailand mainly relies on the oil importing, it caused the increased energy and transportation cost, passes through the products and services price result in the increased population's cost of living and affected to the consumer's purchasing power. The aforementioned factors caused the Company closely follow-up the economic situation and risk factors which may affect to its business operation along with focuses on the loan approval with carefulness, controls the credit risk in order to decrease the chance of non-performing loan occurrence and increase the operational efficiency.

In addition, the Bank of Thailand has supervised the business operators of hire purchase and leasing of automobiles and motorcycles under the criterion which promoting the responsible and fair financial service by specifying the business operators to correctly and completely disclose the information to customers and appropriately give the assistance when customers face the repayment problems. However, the Company has closely followed-up the progress of such criterion together with adjusted its policies and operational process to be conform to and in accordance with the requirement of regulators in order to upgrade the business standard and strengthen the confidence to stakeholders.

The Thailand's motorcycle industrial condition in 2nd quarter ended 30 June 2026 was grew up by increased 6.29% compared to the same period of the previous year reflecting the effect from uncertainty of high fuel price that caused motorcycle be a good choice and save in commuting and working which enhanced the overview in 2nd quarter ended 30 June 2026 was in a better direction.

Summarized significant events and developments

In 2nd quarter ended 30 June 2026, the Company has no significant events and developments between April and June.

Operating Performance

Revenues

(Unit : Million Baht)

Type of Revenues	Q2/2025	Q2/2026	%YoY
Hire purchase interest incomes	251.94	277.25	10.04
Loan interest incomes	0.66	0.25	(61.93)
Fee and service incomes	11.35	11.13	(1.97)
Other incomes	34.17	35.91	5.07
Total revenues	298.13	324.54	8.86

Total revenues of the Company in 2nd quarter ended 30 June 2026 were increased 8.86% from Baht 298.13 million to Baht 324.54 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	Q2/2025	Q2/2026	%YoY
Sale and administrative expenses	61.99	56.42	(8.99)
Expected credit losses	87.48	76.64	(12.39)
Loss on impairment and disposal of assets foreclosed	9.00	6.05	(32.77)
Loss from derivative	2.20	2.78	25.93
Total expenses	160.67	141.89	(11.69)

Total expenses of the Company in 2nd quarter ended 30 June 2026 were Baht 141.89 million, decreased 11.69% from Baht 160.67 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 2nd quarter ended 30 June 2026 were Baht 56.42 million, decreased 8.99% from Baht 61.99 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 2nd quarter ended 30 June 2026 were Baht 76.64 million, decreased 12.39% from Baht 87.48 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 2nd quarter ended 30 June 2026 were Baht 6.05 million, decreased 32.77% from Baht 9.00 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.

<u>Financial cost</u>

Financial cost of the Company in 2nd quarter ended 30 June 2026 was decreased 23.87% from Baht 32.99 million to Baht 25.11 million compared to the same period of the previous year due to the decreasing of loans from financial institutions and interest rate.

<u>Profit for the period</u>

The net profit of the Company in 2nd quarter ended 30 June 2026 were Baht 125.93 million, increased 50.65% from Baht 83.59 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 Statements of Financial Position	As of 31 Dec 2025	As of 30 Jun 2026	%YoY
Current assets	3,049.62	3,137.59	2.88
Non-current assets	3,427.46	3,528.78	2.96
Total assets	6,477.08	6,666.38	2.92

As at 30 June 2026, total assets of the Company was increased 2.92% from Baht 6,477.08 million to Baht 6,666.38 million compared to the end of last year resulting from the increasing of hire purchase receivables which are the most of the Company's assets.

Hire purchase receivables

As at 30 June 2026, total net hire purchase receivables of the Company was Baht 6,323.81 million, increased 3.00% from Baht 6,139.33 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 Statements of Financial Position	As of 31 Dec 2025	As of 30 Jun 2026	%YoY
Current liabilities	1,835.00	1,923.33	4.81
Non-current liabilities	1,013.18	958.71	(5.38)
Total liabilities	2,848.18	2,882.05	1.19

As at 30 June 2026, total liabilities of the Company was Baht 2,882.05 million, increased 1.19% from Baht 2,848.18 million compared to the end of last year resulting from the increasing of creditor from new loan approval.

Important Financial Ratios

Important Financial Ratios	6M/2025	6M/2026
Interest Coverage Ratio: ICR (Times)	4.37	6.71
Debt Service Coverage Ratio: DSCR (Times)	0.33	0.46
Debt to Equity: D/E (Times)	0.85	0.76

As at 30 June 2026, the Company's interest coverage ratio which calculated from profit before interest, income tax, depreciation and amortization / interest expense was 6.71 times increased from 4.37 times compared to the same period in 2025 due to the decreasing of loans from financial institutions and interest rate

As at 30 June 2026, 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 0.46 times increased from 0.33 times compared to the same period in 2025.

As at 30 June 2026, the Company's debt to equity ratio was 0.76 times decreased from 0.85 times compared to the same period in 2025.

Liquidity

(Unit : Million Baht)

Summarized Cash Flows Statements	6M/2025	6M/2026	%YoY
Net cash flows from (used in) operating activities	227.28	179.47	(21.04)
Net cash flows from (used in) investing activities	(6.68)	(7.78)	16.49
Net cash flows from (used in) financing activities	(222.45)	(165.83)	(25.45)

As at 30 June 2026, 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 227.28 million in 6M/2025 and Baht 179.47 million in 6M/2026, decreased 21.04% compared to the same period of the previous year resulting from the increasing of strictness in new loan approval.

- Cash flow from investing activities

  The Company's net cash flows used in investing activities were Baht 6.68 million in 6M/2025 and Baht 7.78 million in 6M/2026, increased 16.49% 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 Baht 222.45 million in 6M/2025 and Baht 165.83 million in 6M/2026 decreased 25.45% compared to the same period of the previous year due to the Company's liquidity is sufficient to its operation.

<u>Shareholders' equity</u>

As at 30 June 2026, shareholders' equity of the Company was Baht 3,784.33 million, increased 4.28% form Baht 3,628.90 million compared to the end of last year due to the increasing profit from the effective performance.

Factors affecting to the financial status and operating performance

The factors having a significant role in determining direction of business growth in the future are the supervision of the Bank of Thailand who specified the criterion, method and condition in running business by executing the responsible lending, the repayment capability assessment and the debtor assistance which leaded the Company conducts the effective loan approval and risk management according to the requirement of the Bank of Thailand.

Furthermore, the level of domestic household debt was still high which affected to the credit quality and increasing the risk of customer's default especially the retail customers who is the major customer base of the Company. These situations caused the Company gives the importance to conduct the credit risk management by increasing the strictness in repayment capability assessment and the carefulness in loan approval. The aforementioned factors, therefore, influence to the Company's operating performance and financial status as well as the growth direction of motorcycle hire purchase business 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 important to running business with environmental responsibility according to the green business principle by using resource with efficiency together with reducing the effect to environment through the management in all dimensions such as changing of document form from paper to electronic in order to reduce the resource consumption as well as campaigning the employees to save energy by turning off the light and electrical equipment when not in use and setting solar cell to produce the alternative energy and reduce the green house gases emission.

Social dimensions: The Company gives the importance to conduct business by focusing on all stakeholders, emphasizing the treat of customers, employees, partners and communities with responsibility, committing to develop the employee's potential, supporting the safe and appropriate working environment as well as respecting the human rights. Moreover, the Company's has continuously conducted the social activities to create the good relationship with communities and support the sustainable social development.

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