HENG LEASING

ใครๆ ก็พึ่งได้

Management Discussion and Analysis (MD&A)

For the three-month and nine-month periods ended September 30, 2026

Subject Management Discussion and Analysis for the three-month and nine-month periods ended September 30, 2026

To Managing Director
The Stock Exchange of Thailand

Heng Leasing and Capital Public Company Limited (“the Company") would like to present its financial performance for the three-month and nine-month periods ended September 30, 2026 with an executive summary as follows:

- As of September 30, 2026, the Company has 450 branches, decreased by 293 branches, or equivalent to 39.4%, from December 31, 2025.
- Loan portfolio (Gross) as of September 30, 2026 is Baht 7,495.0 million, decreased by Baht 1,917.7 million, or equivalent to 20.4%, from December 31, 2025.
- Net profit for the three-month and nine-month periods ended September 30, 2026 is Baht 3.9 million and Baht 95.2 million or equivalent to net profit margin of 1.0% and 8.0%, respectively.
- Credit cost ratio as of September 30, 2026 is 7.5% (as of December 31, 2025: 7.5%).
- Debt to Equity Ratio (D/E) as of September 30, 2026 is 0.5 time (as of December 31, 2025: 0.8 time).

Company's performance

For operating performance for the nine-month period ended September 30, 2026, the Company has net profit amounting to Baht 3.9 million, decreased from the same period of the previous year by Baht 2.2 million or equivalent to 37.2%.

For operating performance for the nine-month period ended September 30, 2026, the Company has net profit amounting to Baht 95.2 million, increased from the same period of the previous year by Baht 24.1 million or equivalent to 33.9%.

Unit : Million Baht

Income Statement For the three-month period ended September 30,	2026	2025	Change	
			Amount	%
Revenues				
Hire purchase interest income	51.9	83.1	(31.2)	(37.6)
Loan interest income	305.2	418.6	(113.4)	(27.1)
Fee and service income	12.9	8.2	4.7	56.8
Other income	9.3	14.1	(4.8)	(33.9)
Total revenues	**379.3**	**524.0**	**(144.7)**	**(27.6)**
Service and administrative expenses	138.9	209.1	(70.2)	(33.6)
Profit from operating activities	**240.4**	**314.9**	**(74.5)**	**(23.7)**
Expected credit losses	185.0	177.7	7.3	4.1
Loss on impairment and disposal of assets	18.6	50.7	(32.1)	(63.3)
Profit before finance cost and income tax expenses	**36.8**	**86.5**	**(49.7)**	**(57.5)**
Finance cost	31.9	78.9	(47.0)	(59.5)
Profit before income tax expenses	**4.9**	**7.6**	**(2.7)**	**(36.4)**
Income tax expenses	1.0	1.5	(0.5)	(33.0)
Profit for the period	**3.9**	**6.1**	**(2.2)**	**(37.2)**
Basic earnings per share (Baht per share)	0.001	0.002		

1. Total revenue for the three-month period ended September 30, 2026 is Baht 379.3 million, decreased from the same period of the previous year by Baht 144.7 million or equivalent to 27.6%.

2. Service and administrative expenses for the three-month period ended September 30, 2026 is Baht 138.9 million, decreased from the same period of the previous year by Baht 70.2 million or equivalent to 33.6% due to changes in organizational and operational structure and process improvements.

3. Expected credit loss for the three-month period ended September 30, 2026 is Baht 185.0 million, increased from the same period of the previous year by Baht 7.3 million or equivalent to 4.1%.

4. Loss on impairment and disposal of assets for the three-month period ended September 30, 2026 is Baht 18.6 million, decreased from the same period of the previous year by Baht 32.1 million or equivalent to 63.3%.

5. Finance cost for the three-month period ended September 30, 2026 is Baht 31.9 million, decreased from the same period of the previous year by Baht 47.0 million or equivalent to 59.5%.

6. Net profit for the three-month period ended September 30, 2026 is Baht 3.9 million, decreased from the same period of the previous year by Baht 2.2 million or equivalent to 37.2%.

Unit : Million Baht

Income Statement For the nine-month period ended September 30,	2026	2025	Change	
			Amount	%
Revenues				
Hire purchase interest income	174.8	280.0	(105.2)	(37.6)
Loan interest income	947.2	1,335.5	(388.3)	(29.1)
Fee and service income	34.4	34.3	0.1	0.3
Other income	32.0	29.5	2.5	8.3
Total revenues	**1,188.4**	**1,679.3**	**(490.9)**	**(29.2)**
Service and administrative expenses	481.8	691.5	(209.7)	(30.3)
Profit from operating activities	**706.6**	**987.8**	**(281.2)**	**(28.5)**
Expected credit losses	422.6	506.2	(83.6)	(16.5)
Loss on impairment and disposal of assets	48.8	121.3	(72.5)	(59.8)
Profit before finance cost and income tax expenses	**235.2**	**360.3**	**(125.1)**	**(34.7)**
Finance cost	116.3	271.2	(154.9)	(57.1)
Profit before income tax expenses	**118.9**	**89.1**	**29.8**	**33.5**
Income tax expenses	23.7	18.0	5.7	32.2
Profit for the period	**95.2**	**71.1**	**24.1**	**33.9**
Basic earnings per share (Baht per share)	0.025	0.019		

1. Total revenue for the nine-month period ended September 30, 2026 is Baht 1,188.4 million, decreased from the same period of the previous year by Baht 490.9 million or equivalent to 29.2%.

2. Service and administrative expenses for the nine-month period ended September 30, 2026 is Baht 481.8 million, decreased from the same period of the previous year by Baht 209.7 million or equivalent to 30.3% due to changes in organizational and operational structure and process improvement.

3. Expected credit loss for the nine-month period ended September 30, 2026 is Baht 422.6 million, decreased from the same period of the previous year by Baht 83.6 million or equivalent to 16.5%.

4. Loss on impairment and disposal of assets for the nine-month period ended September 30, 2026 is Baht 48.8 million, decreased from the same period of the previous year by Baht 72.5 million or equivalent to 59.8%.

5. Finance cost for the nine-month period ended September 30, 2026 is Baht 116.3 million, decreased from the same period of the previous year by Baht 154.9 million or equivalent to 57.1%.

6. Net profit for the nine-month period ended September 30, 2026 is Baht 95.2 million, increased from the same period of the previous year by Baht 24.1 million or equivalent to 33.9%.

Company's Financial Position

Unit : Million Baht

Statements of financial position As of	**September 30, 2026**	**December 31, 2025**	**Change**	
			Amount	**%**
Current assets	2,922.7	3,337.2	(414.5)	(12.4)
Non-current assets	4,479.0	5,839.5	(1,360.5)	(23.3)
Total assets	**7,401.7**	**9,176.7**	**(1,775.0)**	**(19.3)**
Current liabilities	1,832.5	2,654.3	(821.8)	(31.0)
Non-current liabilities	497.3	1,445.9	(948.6)	(65.6)
Total liabilities	**2,329.8**	**4,100.2**	**(1,770.4)**	**(43.2)**
Total shareholders' equity	5,071.9	5,076.5	(4.6)	(0.1)
Total liabilities and shareholders' equity	**7,401.7**	**9,176.7**	**(1,775.0)**	**(19.3)**

1. Total Assets

- As of September 30, 2026, the Company has total assets of Baht 7,401.7 million, decreased from the end of the previous year by Baht 1,775.0 million or equivalent to 19.3%, mainly due to decrease in loan portfolio.

2. Total Liabilities

- As of September 30, 2026, the Company has total liabilities of Baht 2,329.8 million, decreased from the end of the previous year by Baht 1,770.4 million or equivalent to 43.2%, mainly due to decrease in borrowings.

3. Total Equities

- Total Equities as of September 30, 2026 is Baht 5,071.9 million, decreased from the end of the previous year by Baht 4.6 million or equivalent to 0.1% which is the net result of net profit for the period and dividend payment during the period.

Sustainable Development and Corporate Governance

The Company operates on a sustainable basis that balances business growth with social well-being and the environment including the importance of good corporate governance. The Company has appointed the Corporate Governance and Sustainable Development Committee to demonstrate our commitment to disclosing important information to stakeholders accurately, completely, and transparently. The Company has added Sustainable Development and Corporate Governance contents as a part of Management Discussion and Analysis. For the 3rd quarter of 2026, the Company made significant progress as follows:

E: Environment

The Company focuses on the efficient use of resources and systematic waste management. The Company has started the campaign to reduce the use of electricity. Campaign to reduce water use and help check for broken plumbing equipment. Campaign to reduce pollution from car traveling including waste separation for effective waste management.

S: Social

The Company has provided financial knowledge to people in the community through the project to promote financial knowledge and has also published it through online channels in the program "Heng Ruay Pang" via YouTube and Facebook of the Company.

G: Governance

The Company focuses on the importance of good corporate governance. The Company operated following the Personal Data Protection Act. and the Anti-Money Laundering Act, B.E. 2542 (1999) and the Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing Act, B.E.2559 (2016) to update the policy and operation process including educating employees for knowledge and updated a guideline for working and serving customers equitably.