

Management Discussion and Analysis

For the third quarter and nine-month of the year ended November 30, 2025

AEON Thana Sinsap (Thailand) Public Company Limited ("the Company") has submitted the consolidated financial results ended November 30, 2025, which were reviewed by Deloitte Touche Tohmatsu Jaiyos Audit Company Limited. The operating performance is summarized as follows.

Overview

In 3Q25, the Thai economy expanded by 1.2%, a slowdown from the 2.8% growth in the previous quarter. This reflects a deceleration in both the agricultural and manufacturing sectors, as well as a slowdown in tourism. On the domestic demand side, private consumption continued to expand, but government spending decreased, resulting in limited momentum for the overall economy.

Regarding expenditure, private consumption continued to grow by 2.6%, while total investment expanded only slightly due to a slowdown in public investment. The export of goods and services continued to grow at a good rate but decreased from the previous quarter due to a reduction in the number of foreign tourists.

For the cumulative nine-month period, the Gross Domestic Product (GDP) grew by 2.4%. Household debt to GDP remained at a high level of 86.8%. Uncertainty stemming from global trade tensions, the Thai-Cambodian border conflict, and the domestic political situation persists. However, if these situations begin to resolve, it could be a key supporting factor for economic recovery in the next phase.

Financial Highlights	9M25 (Unit: Million Baht) Nov 30	9M24 Nov 30	%Y-Y
Financial Performance			
Total Revenues	16,216.54	16,747.31	(3.2%)
Total Expenses	13,415.41	14,102.65	(4.9%)
Net Profit			
Attributable to the Owner of Parent	2,181.64	2,134.87	2.2%
Asset Quality	2025 Nov 30	2025 Feb 28	%YTD
Accounts Receivable	88,008.34	88,948.06	(1.1%)
NPL	5.5%	5.2%	-
Allowance to			
Accounts Receivable	9.2%	8.0%	-
Highlights Ratios	2025 Nov 30	2025 Feb 28	%YTD
D/E (Times)	2.3	2.4	-
BVPS (Baht)	106.0	104.20	-
ROE	11.3%	11.3%	-
ROA	3.2%	3.1%	-

Milestones & Developments in 3Q25 (September 1 - November 30, 2025)

- On December 11, 2025, the Company notified the Stock Exchange of Thailand regarding a related-party transaction that supports normal business operations. Further details are available on the website of the Stock Exchange of Thailand.
- On November 21, 2025, the Company notified the Stock Exchange of Thailand regarding the conclusion of its share repurchase program for financial management (Treasury Stock). The share repurchase was completed on November 19, 2025, within the approved timeframe of May 22, 2025, to November 21, 2025. A total of 2,500,000 shares were repurchased, accounting for 1% of the total issued and paid-up shares, with a total value of THB 264,117,475.

Summary of Consolidated Financial Results

1. Profit and Loss

Profit and Loss Statement	Quarterly					Nine-month Period		
	Unit : Million Baht	3Q2025	3Q2024	%YoY	2Q2025	%QoQ	9M2025	9M2024
Credit card income	1,705	1,794	(4.9%)	1,710	(0.3%)	5,121	5,612	(8.8%)
Loan income	2,317	2,455	(5.6%)	2,371	(2.3%)	7,073	7,383	(4.2%)
Hire-purchase income	364	322	13.2%	362	0.6%	1,097	916	19.8%
Other income	964	955	0.9%	1,031	(6.5%)	2,926	2,836	3.2%
Total Revenues	5,350	5,526	(3.2%)	5,474	(2.3%)	16,217	16,747	(3.2%)
Operating and admin. expenses	2,081	2,187	(4.9%)	2,024	2.8%	6,179	6,506	(5.0%)
Expected credit loss	1,981	1,802	9.9%	1,908	3.8%	5,655	5,877	(3.8%)
Finance costs	502	600	(16.3%)	538	(6.6%)	1,576	1,716	(8.2%)
Other expenses	0.2	2.3	(92.3%)	0.6	(71.8%)	5.5	3.7	49.0%
Total Expenses	4,564	4,591	(0.6%)	4,470	2.1%	13,415	14,103	(4.9%)
Profit before tax income	786	935	(15.9%)	1,003	(21.7%)	2,801	2,645	5.9%
Income tax expenses	143	114	26.0%	218	(34.2%)	565	453	24.7%
Net profit Attribute to Owner of the Parent	618	789	(21.6%)	792	(21.9%)	2,182	2,135	2.2%
Earnings Per Share (Baht per share)	2.49	3.15	(21.0%)	3.17	(21.5%)	8.76	8.54	2.6%

Revenues

In 3Q25, the company had total revenue of 5,350 million baht, a decrease of 2.3% qoq and a decrease of 3.2% yoy.

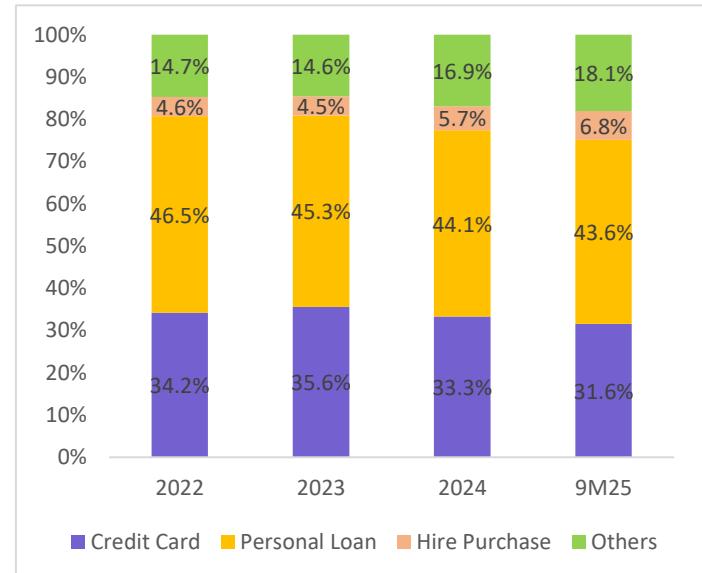
For the nine-month period, the company had total revenue of 16,217 million baht, a decrease of 3.2% yoy.

The decrease in total revenue was mainly a result of the decline in revenue from credit card and personal loans, while revenue from hire-purchase increased following improvements to the payment process and the expansion of cooperation with partners.

As for other income, which is primarily composed of the recovery of bad debts, it continued to grow.

The company remains focused on increasing the proportion of revenue from other income to create sustainable financial stability. As of the end of the current quarter, other income accounted for 18 % of total revenue.

Revenue Structure



Credit Card

In 3Q25, the company's credit card revenue amounted to 1,705 million baht, a decrease of 4.9% from the third quarter of the previous year and remaining stable from the prior quarter. The decline in credit card revenue is due to several factors. One factor is the strategic adjustment in the credit card business operations, focusing on creating long-term value through higher-quality customer base management. This emphasizes valued customers who have capability to make minimum payment on time, while also restructuring benefits and services to appropriately align with the behavior and needs of each customer segment. In this quarter, the company implemented enhancements for its two main credit card brands (AEON Classic and AEON Gold), which resulted in a higher yield compared to the previous quarter. Credit card revenue accounted for 31.6% of total revenue.

Personal Loan

In 3Q25, the company had revenue from loans amounting to 2,317 million baht, a decrease of 5.6% from the same quarter of the previous year and a slight decrease of 2.3% from the prior quarter. This was due to risk management and an emphasis on portfolio quality amidst household debt that remains at a high level. However, in this quarter, the company launched a new personal loan product, "One Loan," to facilitate customers in consolidating their debts into a single loan with a repayment period appropriate to their repayment ability and at a suitable interest rate. This is to help manage customers' debt burdens effectively and sustainably. In this quarter, revenue from loans accounted for 43.6% of total revenue.

Hire Purchase

In 3Q25, the company's hire-purchase loan revenue was 364 million baht, an increase of 13.2% from the third quarter of the previous year. This was primarily a result of growth in the second-hand vehicle hire-purchase portfolio, supported by the expansion of the partner network in both the second-hand car and motorcycle segments, leading to continuous growth in loan origination for this group. Hire-purchase loan revenue accounted for 6.8% of total revenue. Additionally, hire-purchase loans have come under the supervision of the Bank of Thailand to ensure fair customer service management (Market Conduct), which will be effective from December 2025.

Others

In 3Q25, the company had other income of 964 million baht, of which 582 million baht was from the recovery of bad debts, an increase of 10.7% from the same period of the previous year. This accounted for 11.0% of total revenue and reflects the effectiveness of the entire credit risk management process, from loan approval, loan monitoring, debt collection, acceleration of legal proceedings, and participation in the continuously held debt mediation projects of the Legal Execution Department. In addition, there was income from the insurance brokerage business amounting to 161 million baht. In the third quarter, total other income accounted for 18.0% of total revenue. However, in this quarter, the company had no income from the sale of written-off receivable.

Expenses

The Company's expenses mainly consist of operating and administrative expenses, expected credit loss, and finance cost. In 3Q25, the Company had total consolidated expenses of 4,564 million baht. Details of expenses are as follows:

Operating and Administrative Expenses

In 3Q25, the company's operating and administrative expenses, which include remuneration for directors and management, amounted to 2,081 million baht, a decrease of 4.9% from the same period of the previous year. This resulted from a reduction in marketing expenses and lower branch management expenses. The cost-to-income ratio for the nine-month period was 38.1% in the company's consolidated financial statements and 37.2% in the company's separate financial statements.

Expected Credit Loss (ECL)

In 3Q25, the company's ECL was 1,981 million baht, an increase of 9.9% from the same period of the previous year. This was due to setting provisions to accommodate the volatility of economic conditions, potential uncertainty in the next phase, and natural disaster events. It also includes the monitoring of asset quality that is sensitive to debtors' income, such as in the tourism sector which has experienced a slowdown. These factors reflect a prudent approach to credit risk management.

Finance Cost

In 3Q25, the company had financing costs of 502 million baht, a decrease of 16.3% from the same period of the previous year. This was due to a decrease in new lending in line with the economic slowdown and lower financing costs. However, the company has managed its borrowings appropriately in order to effectively manage financing costs in conjunction with liquidity management.

Net Profit

In 3Q25, ending November 30, 2025, the company had a net profit attributable to the parent company of 618 million baht, equivalent to an earnings per share of 2.49 baht, a decrease of 21.0% from the same period of the previous year. For the nine-month period, the company had a net profit attributable to the parent company of 2,182 million baht, equivalent to an earnings per share of 8.76 baht, an increase of 2.6% from the same period of the previous year.

The net profit attributable to the parent company consists of net profit from subsidiary groups, both domestic and foreign, accounting for 7% of the consolidated financial statements.

1. Balance Sheet

Statement of Financial Position	November 30, 2025	February 28, 2025	Change
			%YTD
Unit : Million Baht			
Accounts Receivable	88,008	88,948	(1.1%)
Total Assets	89,610	91,464	(2.0%)
Total Borrowing	56,346	58,921	(4.6%)
Total Liabilities	62,212	64,410	(3.4%)
Equity Attributable to Owners of the Parent	26,399	26,051	1.3%
ROE (attributable to owners of the parent)	11.3%	11.3%	-
ROA	3.2%	3.1%	-
D/E Ratio	2.3 times	2.4 times	-

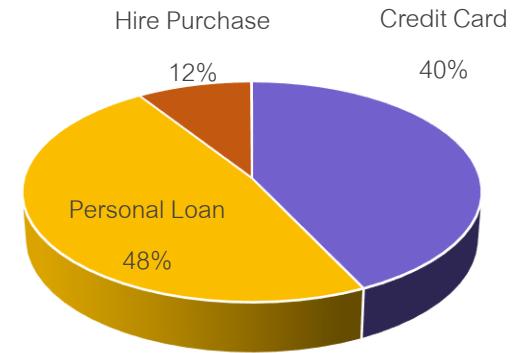
Total Assets

As of November 30, 2025, the consolidated total assets were 89,610 million baht, decreased 2.0% from total assets as of February 28, 2025. The main assets were attributed to the portfolio of net accounts receivable which shared 89.2% of total assets.

Accounts Receivable

As of November 30, 2025, the company had trade receivables from the consolidated financial statements amounting to 88,008 million baht, a slight decrease of 1.1% from the trade receivables as of February 28, 2025. The company had credit card receivables of 35,469 million baht, a decrease of 4.9 % from the end of the previous fiscal year, while loan receivables amounted to 41,874 million baht, contracting slightly from the end of the previous fiscal year by 1.6%. The contraction of credit card and loan receivables resulted from strict risk management and is consistent with the contraction trend of the credit card industry. In addition, the company had hire-purchase receivables of 10,602 million baht, an increase of 17.0% from the end of the previous fiscal year, reflecting continuous growth from the expansion of cooperation with partners.

Accounts Receivable Segmentation



Allowance for expected credit loss

As of November 30, 2025, the company had an allowance for expected credit losses of 8,057 million baht, an increase of 5.4% from the previous quarter and an increase of 12.8% from the beginning of the year. This was due to an increase in management overlay to manage risks that may arise from several factors, such as natural disasters, economic uncertainty in the next phase, and the strengthening of the baht which could affect the slowdown of exports and tourism. The proportion of Stage 2 loans remained stable from the previous quarter at 2.8%, and the non-performing loan (NPL) ratio increased from the previous quarter to 5.5% as a result of seasonal factors. The Coverage Ratio stood at 165%, and the ratio of allowance for expected credit losses to total outstanding loans was 9.2%, reflecting provisioning at a prudent and appropriate level.

Liabilities

As of November 30, 2025, the company had liabilities from the consolidated financial statements totaling 62,212 million baht, a decrease from the end of the previous fiscal year by 3.4%. The company had total interest-bearing liabilities of 56,346 million baht, a decrease of 4.4% from the end of the previous fiscal year. This consists of long-term interest-bearing liabilities of 38,727 million baht, or 69% of total borrowings. In order to manage the risk that may arise from foreign exchange rate fluctuations, the company has entered into currency and interest rate swap agreements to hedge the risk in its liabilities.

Debentures, Solvency and Liquidity Management

As of November 30, 2025, the company had liabilities in the form of long-term, unsubordinated, and unsecured debentures totaling 3,162 million baht, a decrease from 5,770 million baht as of February 28, 2025. This includes debentures with a maturity of within 1 year amounting to 1,700 million baht, with interest rates payable between 0.65 - 3.18% (details as per the notes to the financial statements). The company has been able to maintain its financial ratios and other requirements as specified in the agreements.

In addition, the company has remaining revolving credit facilities totaling 11,735 million baht and another committed revolving credit facility of 3,000 million baht with several domestic financial institutions, as well as cash and cash equivalents of 3,438 million baht, which is sufficient for the company's operations and debt repayment. The Debt Service Coverage Ratio (DSCR) is 0.40 times.

Credit Ratings

The company has received a corporate credit rating and arranges for a review of this rating every year, conducted by a credit rating agency, Fitch Ratings. In addition, in terms of ESG, the company has been rated 'A' by MSCI ESG Rating and SET ESG, passed the evaluation by FTSE ESG, and received an "Excellent" score from the assessment of good corporate governance of Thai listed companies by the Thai Institute of Directors Association (IOD), as summarized below:

Credit Rating Agency	Credit Ratings
Fitch Ratings	A-/Stable
MSCI ESG Rating	A
FTSE ESG / SET ESG	Pass / A
CGR	Excellence

Shareholders' Equity

As of November 30, 2025, total equity attributable to owners of the parent amounted to 26,399 million baht, increased 1.3% from as of February 28, 2025, Book value (attributable to the owners of the parent) as of November 30, 2025, was 106.03 baht per share, increased from 104.20 baht per share as of February 28, 2025.

Key Financial Ratios

Key Financial Ratio	9M2025	FY2024	FY2023
Book Value per Share (attributable to owners of the parent) (Baht)	106.02	104.20	97.89
EPS (Baht)	8.76	11.44	13.04
EBIT margin (%)	27.0%	27.6%	28.8%
D/E (times)	2.3	2.4	2.7
DSCR (times)	0.40	0.27	0.33
ROA (%)	3.2%	3.1%	3.5%
ROE (%)	11.3%	11.3%	13.8%
Allowance for doubtful account to total receivables (%)	9.2%	8.0%	9.1%
Coverage Ratio (%)	165%	154%	183%
NPL (%)	5.5%	5.2%	5.0%
Stage 2 Ratio	2.8%	2.7%	3.3%

2. Sustainability Development

The AFS Group recognizes the importance of driving business growth in parallel with sustainable social development. AFS Group prioritise participation in environmental conservation initiatives and activities that enhance societal well-being. Furthermore, to elevate the Group's position as an integral part of the infrastructure that plays a vital role in society, both in Japan and internationally, we are committed to integrating economic and social value through sustainability-focused management.

AEON Thana Sinsap (Thailand) Public Company Limited, a local subsidiary of AEON Financial Service Co., Ltd., aligns its sustainability practices with the overarching principles of the AFS Group. The Company has appointed both a dedicated sustainability working group and a formal sustainability committee.

The Company operates the business with awareness of environmental, social and governance and bring the Sustainable Development Goals; SDGs as the part of organization driven continuously to respond client and all stakeholders needs and to consecutively operate the business under the challenging situation. Moreover, the company received an ESG rating of 'A' from MSCI ESG Rating and SET ESG. Additionally, the company also passed the FTSE ESG assessment in the latest results announced in December 2025.

Environmental

The Company places a significant emphasis on cultivating a sustainable relationship between society and the environment through the implementation of an Environmental Management System (ISO14001) across the entire organization. The Company has joined as a member in Greenhouse Gas Reduction workforce in AEON Financial Services Group, Japan, in which established goals and, short-term and long-term action plans to reduce greenhouse gas emissions to Zero CO2 Society, with the goal to reduce GHG emission by 30% within the year 2034.

The Company has implemented environmental development through strategic plans. Digitalization Roadmap since 2017 and implementation of resource management in business operations, which are;

1. Reducing the use of paper and plastic;
2. Waste management; and
3. Management of electrical energy, water, and fuel energy.

In addition, the Company has successfully completed the verification of its 2024 greenhouse gas emissions by an external verifier, reaffirming its strong commitment to environmental management.

Social

The Company conducts business in accordance to human rights principles, based on its philosophy which places importance to peace, human beings and society, which aims to conduct business with responsibility to both customers; via the development of financial products and services regularly to enhance the financial service accessibility and the use of financial services with safety and fairness, and employees; via our Human Resources Management policy to treat employees equally through recruiting, providing a safe working environment and good occupational healthy environment, performance appraisal, employee development, layoffs, and retirement processes.

In addition, the Company also supports various social projects through AEON Thailand Foundation with the following objectives:

1. Promote and support forest conservation;
2. Promote education, including granting scholarships and/or donations to students and/or schools;
3. Develop Thai society and promote and support general public interest;
4. Conduct or cooperate with other charitable organizations for public benefit; and
5. Do not engage in any political activities.

Governance

The Company is aware of the industry risks, therefore, we place importance to technology development and management as well as financial innovations in response to customer's needs by focusing on providing personal loan services responsibly and customer satisfaction. In addition, the Company develops corporate governance and risk management continuously to maintain credibility and trust of all stakeholders. Besides operating under the supervision of the SEC/SET, Bank of Thailand, related laws and regulations, the Company also complies ISO world-class standards to control various operational processes and using international standard such as COSO, J-SOX and ISO31000 as risk management framework and reporting standard to ensure that the Company conducts business with transparency and fairness for stakeholders' confidence. Moreover, the Company received the "Excellent" rating in CGR assessment by Thailand's IOD.

Details of governance performance results in detail can be viewed in the Sustainability Report and 56-1 One Report, Section 2, Corporate Governance and environmental, social and economic performance in detail can be viewed in the Sustainability Report and Report 56-1 One Report, topic: Driving Business for Sustainability.