

20 February 2026

LIT 2026/004

To The President of the Stock Exchange of Thailand

Topic Management Discussion & Analysis for period ended 31 December 2025

Lease IT Public Company Limited would like to clarify the financial performance for the period ending on December 31, 2025, as follows:

In 2025, "Lease IT" focuses on providing comprehensive financing services for SMEs (Small and Medium Enterprises) that partner with government agencies, state-owned enterprises, and large private companies. The Company acts as an alternative non-bank funding source that creates opportunities for Thai SMEs to access capital for business operations. Lease IT offers a range of financial products to meet the needs of SMEs from the start to the end of their projects with speed and understanding of the business operators, including: (1) Factoring services (purchasing accounts receivable), (2) Project Backup Financing, (3) Term Loans, (4) Bid Bond & E-Bidding loans, (5) Leasing & Hire Purchase, and (6) Supply Chain Finance for increasing working capital for partners, along with other supplementary services.

The Company is committed to supporting Thai SMEs to access capital in a fair and transparent manner and to grow sustainably together under the concept of "True Financial Partner." Additionally, experts serve as Business Growth Advisors to provide financial consultation and help entrepreneurs grow and succeed in a stable manner. Furthermore, Lease IT has a subsidiary that operates an installment-based product sales business via an online platform, expanding its customer base to the younger generation who wish to purchase IT products and lifestyle goods with installment payments, in alignment with the ongoing digital transformation.

Overview

In 2025, the Company's total revenue grew by 57% compared to the same period last year. This was a result of the increased demand for credit from SMEs who are government contractors, our core target customers. Consequently, as of 2025, the total portfolios reached 1,416 million baht, increased by 4% from the previous year. This expansion was bolstered by a 29% growth in Performing Loans, while Non-Performing Loans (NPLs) decreased by 8% due to effective debt collection and bad debt write-offs in accordance with the Revenue Code. Furthermore, the Company continues to prioritize portfolio growth alongside prudent risk management; the NPL ratio for new credit in 2025 stood at a remarkable 0.1%, well within the 3% threshold. This success underscores our commitment to maintaining asset quality as a foundation for sustainable growth, effectively scaling the portfolio while maintaining stringent control over new NPLs.

Strategies and directions

In 2025, Lease IT's strategy and operational direction focus on expanding its loan portfolio with quality, emphasizing a balance between risk management in the cautious economic environment and seizing business opportunities to create sustainable value and returns. The operational direction includes the following key points:

1. **Building a High-Quality SME Loan Portfolio:** The Company's strategy is to expand its SME customer base by focusing on providing loans to government partners, primarily through low-risk financial products such as factoring services. This approach meets the working capital needs of government-related businesses involved in various projects. At the same time, the Company aims to build a trusted brand and improve operational processes to enhance customer experience.
2. **Risk Management through Careful Debtor Screening and Portfolio Diversification:** The Company carefully screens customers and has established clear risk policies and criteria for assessing the ability of borrowers to repay. Skilled personnel with experience in credit analysis are in place to prevent low-quality debt. Additionally, the Company diversifies its loan portfolio across various industries to mitigate the impact of economic uncertainty, ensuring the ability to recover quickly if one industry is adversely affected.
3. **Expanding Installment Sales Business via Online Platform:** The Company aims to expand its customer base to younger generations who prefer to purchase products through installment payments. This aligns with the growing trend of financial technology (Fintech) and helps diversify the business risk by targeting new customer groups beyond just SMEs.

Financial Performance for period ended 31 December 2025

(Unit: Thousand Baht)	Consolidate Financial Statements			
	2025	2024	Change	%Change
Interest Income	116,418	77,150	39,268	51%
Fees and service incomes	52,613	27,416	25,197	92%
Other income	6,889	7,824	(935)	(12%)
Total revenues	175,920	112,390	63,530	57%
Service expense	29,318	23,089	6,229	27%
Administrative expense	71,537	71,676	(139)	(0.2%)
Expected credit losses	24,575	401,388	(376,813)	(94%)
Total expenses	125,430	496,153	(370,723)	(75%)
Operating Profit(Loss) before finance cost and tax	50,490	(383,763)	434,253	113%
Finance cost	(34,979)	(31,060)	3,919	13%
Profit(Loss) before income tax expenses	15,511	(414,823)	430,334	104%
Income tax revenues (expenses)	(4,671)	(35,036)	(30,365)	(87%)
Profit(Loss) for the year	10,840	(449,859)	460,699	102%

1. Revenues

Total revenue for the period ended 31 December 2025 increased by 64 million baht, or 57 percent, compared to the same period last year. This was driven by higher interest income and fee and service income, resulting from increased government budget disbursements, which in turn led to a continuous rise in loan demand from SMEs that are business partners with the government. Furthermore, the Company is expanding installment sales in response to robust market demand.

Interest incomes

Interest Income (Unit: Thousand Baht)	Consolidate Financial Statements				Change	
	2025	%	2024	%	Amount	%
- Installment Sales	43,067	37%	20,169	26%	22,898	114%
- Loan contracts	17,397	15%	9,460	12%	7,937	84%
- Factoring contracts	47,388	41%	40,004	52%	7,384	18%
- Finance lease contracts	907	1%	1,302	2%	(395)	(30%)
- Hire-purchase contracts	-	-	409	1%	(409)	(100%)
- Term Loan	7,649	7%	5,791	8%	1,858	32%
- Loans to customers	10	0%	15	0%	(5)	(33%)
Total	116,418	100%	77,150	100%	39,268	51%

Interest income for the period ended 31 December 2025 increased by 39 million baht, or 51 percent, compared to the same period last year, primarily driven by factoring contracts, installment sales, and Loan contracts, which about 93% of total interest income. This concentration is a result of the Company's strategic focus on high-liquidity products, aimed at mitigating Non-Performing Loans (NPLs) for new credit facilities.

Interest income Installment sales from Ulite Digital Co., Ltd (subsidiary) increased by 23 million baht, or 114% from the same period last year, due to the increasing sales volume and the growing number of business partners joining to sell products on the platform.

Interest income from Term Loan, which are long-term loans provided to enhance the liquidity of SME operators for their business operations and are secured loans, increased 2 million baht or 32% when compared with the same period last year.

Fees and service incomes

Fees and service incomes (Unit: Thousand Baht)	Consolidate Financial Statements				Change	
	2025	%	2024	%	Amount	%
- Loan contracts	16,141	31%	8,524	31%	7,617	89%
- Factoring contracts	30,419	58%	15,662	57%	14,757	94%
- Finance lease contracts	13	0%	44	0%	(31)	(70%)
- Hire-purchase contracts	-	-	14	0%	(14)	(100%)
- Term Loan	5,212	10%	2,383	9%	2,829	119%
- Letter of guarantees	545	1%	674	2%	(129)	(19%)
- Others	283	1%	115	0%	168	146%
Total	52,613	100%	27,416	100%	25,197	92%

Fee and service income increased by 25 million baht, or 92 percent from the same period last year, moving in tandem with the loan portfolio expansion. This growth was driven by a strategic focus on the public sector and the financing of projects with short-term delivery cycles and low complexity, aligning with the Company's strategy.

2. Expected Credit Losses

In 2025, the Company recognized expected credit loss of 25 million baht, a decrease of approximately 377 million baht from the last year, while the current period saw a much lower rate of NPL occurrence. Furthermore, the Company has been actively pursuing the collection of NPLs to further reduce its proportion. However, the Company has assessed the expected credit loss provisions in accordance with Thai Financial Reporting Standard No. 9 to ensure that the provisions align with the quality and risk of customers, as well as the prevailing circumstances.

the Company has a policy to expand its loan portfolio with quality by enhancing the rigor and prudence of credit risk assessment. This includes adjusting loan approval limits to be more appropriate, focusing on expanding the portfolio with low-risk products and providing loans to businesses that are not overly complex, as well as managing the portfolio by diversifying across various industry sectors. This is to ensure that new loan portfolio expansion is efficient, sustainable, and results in the lowest possible losses. In addition, the Company emphasizes debt collection by increasing the debt collection team and engaging external law firms to expedite debt recovery in order to reduce the proportion of non-performing loans (NPLs). It also considers additional write-offs for debt items clearly expected to be irrecoverable, based on the results of debt collection efforts and legal proceedings, to further reduce the proportion of NPLs.

3. Service expenses

Service expenses increased by 6 million baht, or 27 percent, in line with the increase in revenue, primarily due to employee expenses.

4. Finance Cost

Finance cost increased about 4 million baht or 13%, driven by an increase in debentures to support loan portfolio growth.

5. Income tax expenses

The Company recognized an income tax expense of 5 million baht, decreased by 30 million baht. In 2024, according to write-off DTA, about 36.8 million baht since the Company forecast un-utilised DTA on ECL ontime in the future.

6. Net profit and Earning per shares

The Company reported a net profit of 11 million baht, resulting from higher revenue levels and a decrease in expected credit loss provisions. Consequently, the Earnings Per Share (EPS) for the year 2025 increased to 0.02 Baht per share, compared to the previous year, a loss of (1.02) Baht per share.

Liquidity and Cash Flow

The Company had cash outflows from operating activities of 111 million baht, primarily due to the expansion of the loan portfolio.

The Company's current ratios as of 2025 and 2024 were 8.3 times and 5.1 times, respectively. The increase from the previous year was due to expanding the portfolios and issuing new debentures in October 2025 to repay the existing debentures.

Consolidated financial position of the Company as of 31 December 2025 in comparison with that as of 31 December 2024.

Assets

Total assets as of the year 2025 were 1,091 million baht, an increase of approximately 102 million baht from the end of 2024. The main result from an expansion in the portfolio, specifically in Factoring, Term loan and Installment sales.

Liabilities

Total liabilities as of the year 2025 increased by approximately 89 million baht compared to the end of 2024. This was due to issuing new debentures of 450 million baht in October 2025 to repay the existing debentures by 300 million baht and expand the loan portfolio in the future.



The ratio of interest-bearing debt to equity (IBD ratio) as of the year 2025 and the end of 2024 was 0.83 times and 0.67 times, respectively. The slight increase from the issuance of new debentures in October 2025. However, this ratio remains low due to the Company's strong capital structure and effective management of funding sources, which aligns lending activities to ensure efficient cash flow management.

The interest coverage ratio (ICR) for the end of 2025 and 2024 was 1.7 times and (12 times), respectively. The increase in ICR in the current period was due to improved operating performance. However, the Company continues to focus on managing cash flow to further improve liquidity balance, thereby building stability and confidence among stakeholders.

Equity

Annual General Meeting of Shareholders approved the transfer of legal reserve amounting to 30 million Baht and share premium amounting to 443 million Baht to offset the Company's deficit totaling 473 million Baht. Equity as of the year 2025 amount 554 million baht, increased from the year 2024 by about 13 million baht due to the net profit of the current period.

Please be informed accordingly.

Best regards,

(Ms.Sitaphatr Nirojthanarat)

Chief Executive Officer

Lease IT Public Company Limited