

## Management Discussion and Analysis (MD&A)

### Overview

The operating results of the SET group for the year ended December 31, 2025 are as shown below:

(Unit: THB million)	For the year ended December 31			
	2025	2024	Increase / (Decrease)	
			Amount	%
Operating revenue	6,132	6,438	(306)	(5%)
Other income	233	240	(7)	(3%)
<b>Total operating revenues</b>	<b>6,365</b>	<b>6,678</b>	<b>(313)</b>	<b>(5%)</b>
Operating expenses	(5,474)	(5,530)	(56)	(1%)
<b>Revenues over expenses from operations</b>	<b>891</b>	<b>1,148</b>	<b>(257)</b>	<b>(22%)</b>
Investment revenue, net	1,179	867	312	36%
Non-operating revenue	43	42	1	2%
<b>Revenues over expenses before contribution to CMDF and income tax expenses</b>	<b>2,113</b>	<b>2,057</b>	<b>56</b>	<b>3%</b>
Income tax expenses	(836)	(315)	521	165%
<b>Revenues over expenses before contribution to CMDF</b>	<b>1,277</b>	<b>1,742</b>	<b>(465)</b>	<b>(27%)</b>
Contribution to CMDF	(174)	(182)	(8)	(4%)
<b>Revenues over expenses, net</b>	<b>1,103</b>	<b>1,560</b>	<b>(457)</b>	<b>(29%)</b>

In 2025, the SET group had total operating revenues of THB 6,365 million, a decrease of THB 313 million (5%) from the previous year. The decline was primarily due to a decrease of THB 286 million in revenue from equity and derivatives business derived from a decline in trading fees and clearing & settlement fees in line with lower average daily trading volume in both markets. Total operating expenses were THB 5,474 million, a 1% decrease due to cost control measures related to employees. As for the contribution to the Securities and Exchange Commission (SEC), the amount decreased due to lower equity trading volume, delivering at the rate of 0.0020% before the new set-up to be adjusted to a tiered rate from February 2026 onwards. The net investment revenue was recorded at THB 1,179 million, an increase of THB 312 million (36%) resulting from improved investment values in Thai bonds and global equities. Combining all factors, the SET group's revenue before Capital Market Development Fund (CMDF) contributions and before taxes was THB 2,113 million. The corporate income tax totaled THB 836 million, and the contribution to CMDF totaled THB 174 million.

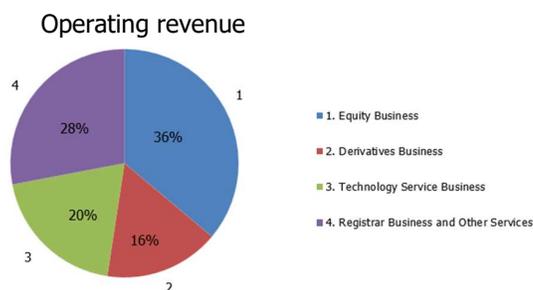
SET's annual contribution to CMDF was approximately THB 174 million, accounting for 90% of the revenue after deduction of expenses, taxes and reserves, based on the SET group's 2025 consolidated financial statements. As a result, in 2025 the SET group's net revenues over expenses totaled THB 1,103 million.

## 1. Analysis of Operating Results

### 1.1 Operating revenue

#### Operating revenue by business type

Operating revenue classified by key business type consists of Equity Business, Derivatives Business, Technology Service Business, as well as Registrar Business and Other Services.



For the year ended December 31, 2025

(Unit: THB million)

<b>Equity Business</b>	
- Trading fees	990
- Listing fees	518
- Clearing and settlement fees	307
- Depository fees	381
- Membership fees	40
<b>Total</b>	<b>2,236</b>
<b>Derivatives Business</b>	
- Trading fees	643
- Clearing fees	276
- Membership fees	30
<b>Total</b>	<b>949</b>
<b>Technology Service Business</b>	
- Member services fees	385
- Information services fees	445
- IT support fees	384
<b>Total</b>	<b>1,214</b>
<b>Registrar Business and Other Services</b>	
- Securities registrar services fees	1,661
- Fund services fees	47
- Payment services fees	9
- Digital gateway services fees	15
- E-Service fees	1
<b>Total</b>	<b>1,733</b>
<b>Total operating revenue</b>	<b>6,132</b>

### 1.1.1 Equity Business

(Unit: THB million)	2025	2024	Increase / (Decrease)	
			Amount	%
<b>Revenue - Equity Business</b>	<b>2,236</b>	<b>2,451</b>	<b>(215)</b>	<b>(9%)</b>
Trading fees	990	1,135	(145)	(13%)
- the portion submitted to the SEC	397	454	(57)	(13%)
- the portion of SET	593	681	(88)	(13%)
Listing fees	518	558	(40)	(7%)
Clearing and settlement fees	307	339	(32)	(9%)
Depository fees	381	388	(7)	(2%)
Membership fees	40	31	9	29%
<b>Key market index indicators</b>				
SET Index at the end of the year (points)	1,260	1,400	(140)	(10%)
Average daily trading value - Equity (THB million)	41,045	46,551	(5,506)	(12%)
Average market capitalization (THB trillion)	15.7	17.5	(1.8)	(10%)
Number of listed securities (securities)	2,393	2,575	(182)	(7%)

Operating revenue from the equity business decreased by THB 215 million (9%) in correlation with lower average daily trading volume and declining number of listed securities. SET collected trading fees from members at a rate of 0.005% of the trading value, generating revenue of THB 990 million, and remitted subsidies to the SEC at a rate of 0.0020% of the trading value, totaling THB 397 million.

### 1.1.2 Derivatives Business

(Unit: THB million)	2025	2024	Increase / (Decrease)	
			Amount	%
<b>Revenue - Derivatives Business</b>	<b>949</b>	<b>1,020</b>	<b>(71)</b>	<b>(7%)</b>
Trading fees	643	693	(50)	(7%)
Clearing fees	276	297	(21)	(7%)
Membership fees	30	30	-	-
<b>Key market index indicators</b>				
Average daily trading volume - Derivatives (contracts)	416,351	483,772	(67,421)	(14%)

Average daily trading volume of all derivatives instruments combined recorded a drop by 14%, resulting in a decrease of THB 71 million (7%) in operating revenue from derivatives business.

### 1.1.3 Technology Service Business

(Unit: THB million)	2025	2024	Increase / (Decrease)	
			Amount	%
<b>Revenue - Technology service Business</b>	<b>1,214</b>	<b>1,247</b>	<b>(33)</b>	<b>(3%)</b>
Member services fees	385	412	(27)	(7%)
Information services fees	445	433	12	3%
IT support fees	384	402	(18)	(4%)

Operating revenue from technology service business decreased by THB 33 million (3%), mainly due to a drop in IT support fees from less service usage, a drop in member services fee in correlation with the stock market and derivatives market conditions. Meanwhile, Information services fees increased due to higher customer demand for SET's data & information services.

### 1.1.4 Registrar Business Services and Other Services

(Unit: THB million)	2025	2024	Increase / (Decrease)	
			Amount	%
<b>Revenue - Registrar Business Services and Other Services</b>	<b>1,733</b>	<b>1,720</b>	<b>13</b>	<b>1%</b>
Securities registrar fees	1,661	1,644	17	1%
Fund services fees	47	44	3	7%
Payment service fees	9	10	(1)	(10%)
Digital gateway service fees	15	15	-	-
E-Service fees	1	7	(6)	(86%)

Operating revenue from the registrar business and other services increased by THB 13 million (1%), mainly due to securities registrar fees which grew in line with the volume of corporate actions services, while revenue from other services decreased in direct relation to the service usage volume.

## 1.2 Other income

(Unit: THB million)	2025	2024	Increase / (Decrease)	
			Amount	%
<b>Total other income</b>	<b>233</b>	<b>240</b>	<b>(7)</b>	<b>(3%)</b>
Funds to support projects from CMDF	23	55	(32)	(58%)
Revenue from fees and management funds	48	43	5	12%
Revenue from education activities	58	38	20	53%
Revenue from rental and utilities	10	10	-	-
Revenue from fines	4	8	(4)	(50%)
Revenue from others	90	86	4	5%

Other income decreased by THB 7 million (3%), primarily due to the completion of projects funded by CMDF with the aim to improve the quality of sustainability data for listed companies, in Q2 2025. Revenue from education activities rose in line with the increasing training activities.

### 1.3 Operating expenses

(Unit: THB million)	2025	2024	Increase / (Decrease)	
			Amount	%
<b>Operating expenses</b>	<b>5,474</b>	<b>5,530</b>	<b>(56)</b>	<b>(1%)</b>
Employee expenses	2,395	2,455	(60)	(2%)
Depreciation and amortization	716	705	11	2%
Direct service expenses	677	648	29	4%
SEC fees	403	460	(57)	(12%)
Technology expenses	414	399	15	4%
Fees and compensation expenses	214	237	(23)	(10%)
Marketing expenses	209	219	(10)	(5%)
Building and office expenses	216	200	16	8%
Educational activities and capital market development expenses	80	89	(9)	(10%)
Donations and Corporate Social Responsibility (CSR) expenses	15	27	(12)	(44%)
Impairment loss (of assets)	34	-	34	n/a
Others	101	91	10	11%

Operating expenses in 2025 amounted to THB 5,474 million, or a 1% decrease, primarily due to control measures on employee-related expenses, consisting of salaries, bonuses, provident funds, personnel development, retirement benefits, medical expenses, and other welfare benefits. The SEC fees decreased due to lower trading volume in equity instruments, charged at the rate of 0.0020%. From February 2026 onwards, the SEC will implement a tiered rate calculated based on the average daily trading value of securities each month. The portion not exceeding THB 65,000 million will be charged at the rate of 0.0025%, and the portion exceeding THB 65,000 million will remain at the original rate. Furthermore, the SEC is considering adjusting the fees for the futures exchange (Thailand Futures Exchange PCL: TFEX) in 2026. As for the technology expenses and depreciation, the amount increased due to the ongoing system development and maintenance.

### 1.4 Investment income

(Unit: THB million)	2025	2024	Increase / (Decrease)	
			Amount	%
<b>Investment income</b>	<b>1,179</b>	<b>867</b>	<b>312</b>	<b>36%</b>
Interest income	373	418	(45)	(11%)
Dividend income	170	75	95	127%
Realized gain from investments	339	136	203	149%
Unrealized gain from investments	296	239	57	24%
Reversal (allowance) for expected credit loss	1	(1)	2	200%

In 2025, the SET group recorded a net investment income of THB 1,179 million, rising by THB 312 million (36%). This was due to an increase in the value of investment amount in the Thai bonds and the global equities, resulting from a decrease in yields in the Thai bonds and the growth in earnings of listed companies in the global equity sector.

## 2. Analysis of Financial Position

(Unit: THB million)	Dec 31,	Dec 31,	Increase / (Decrease)	
	2025	2024	Amount	%
Total assets	59,638	56,607	3,031	5%
Total liabilities	25,554	23,566	1,988	8%
Funds balances	34,084	33,041	1,043	3%

Significant changes in assets, liabilities and funds of the SET group as at December 31, 2025 in comparison with the balance as at December 31, 2024 are as follows:

### 2.1 Analysis of assets

As at December 31, 2025, total assets of the SET group amounted to THB 59,638 million, an increase of THB 3,031 million (5%). Significant details are as follows:

2.1.1 Cash and cash equivalents, cash at banks for financial benefits payable, and financial assets were recorded at THB 23,195 million or 39% of total assets. The total balance increased by THB 353 million (2%) as categorized below:

(Unit: THB million)	Dec 31,	Dec 31,	Increase / (Decrease)	
	2025	2024	Amount	%
<b>Cash and cash equivalents</b>	<b>1,815</b>	<b>2,303</b>	<b>(488)</b>	<b>(21%)</b>
<b>Cash at banks for financial benefits payable</b>	<b>98</b>	<b>94</b>	<b>4</b>	<b>4%</b>
<b>Financial assets</b>	<b>21,282</b>	<b>20,445</b>	<b>837</b>	<b>4%</b>
- Investment in debt instruments and ordinary shares measured at Fair Value Through Profit or Loss (FVTPL)	17,152	16,715	437	3%
- Investment measured at amortized cost	930	860	70	8%
- Investment in debt instruments measured at Fair Value Through Other Comprehensive Income (FVTOCI)	1,861	1,638	223	14%
- Investment in equity instruments measured at FVTOCI	1,339	1,232	107	9%
<b>Total</b>	<b>23,195</b>	<b>22,842</b>	<b>353</b>	<b>2%</b>

In 2025, the SET group invested in bank deposits, bonds, debt instruments, investment units in mutual funds, and domestic and foreign financial instruments. The investment policies are determined based on the objectives of each investment portfolio. Total financial assets increased due to expanded investments in debt instruments and equity instruments.

2.1.2 Assets for margin deposits and benefits, and assets for clearing system protection and benefits were recorded at THB 19,464 million or 33% of total assets. This represented an increase of THB 356 million (2%), resulting from the members' collateral and the rise in the fund's net asset price resulted from improved returns in line with market conditions.

2.1.3 Property, building and equipment, and intangible assets amounted to THB 4,765 million or 8% of total assets, decreasing THB 131 million (3%) mainly due to useful life depreciation of IT systems in 2025.

## 2.2 Analysis of liabilities

As at December 31, 2025, total liabilities of the SET group amounted to THB 25,554 million, an increase of THB 1,968 million (8%). Significant details are as follows:

2.2.1 Margin deposits and assets for clearing system protection and benefits payable amounted to THB 19,305 million or 76% of total liabilities, an increase of THB 352 million (2%). The increase resulted from members increasing their margin deposits to adequately cover the risks arising from volatility in the derivatives market.

2.2.2 Trade and other current payables amounted to THB 2,928 million or 11% of total liabilities, an increase of THB 1,049 million (56%). The increase resulted from the purchase of investment of private funds.

## 2.3 Analysis of funds

As at December 31, 2025 the total funds of the SET group amounted to THB 34,084 million, an increase of THB 1,043 million (3%) compared to 2024. This growth was driven by the SET group's net revenue over net expenses for 2025 which reach THB 1,103 million, while a loss on revaluation of investment in other comprehensive income which stood at THB 60 million.

## 3. Analysis of Liquidity

Cash flows of the SET group for the years ended December 31, 2025 and December 31, 2024 can be summarized as follows:

(Unit: THB million)	2025	2024	Increase /(Decrease)	
			Amount	%
Cash flows from operating activities	1,263	1,125	138	12%
Cash flows used in investing activities	(1,735)	(1,639)	96	6%
Cash flows used in financing activities	(13)	(14)	(1)	(7%)
Cash and cash equivalents at the end of year	1,913	2,397	(484)	(20%)

Cash and cash equivalents as at December 31, 2025 amounted to THB 1,913 million, a decrease of THB 484 million (20%) from the year 2024. The details of the inflows and outflows are as follows:

- Net cash gained from operating activities totaled THB 1,263 million, an increase resulting from operational liquidity management.
- Net cash used in investing activities totaled THB 1,735 million, primarily from purchase of assets totaling THB 666 million, especially in the development and maintenance of systems to support ongoing business operations. In addition, financial assets were purchased totaling THB 10,045 million, partially offset by cash received from investments totaling THB 8,976 million.

#### 4. **Reserves and Contribution to the Capital Market Development Fund (CMDF)**

The Securities and Exchange Act (No. 6) B.E. 2562, enacted on April 16, 2019, requires The Stock Exchange of Thailand (SET) to contribute to CMDF no less than 90% of the revenue after deduction of expenses, taxes and reserves. In this regard, the consolidated financial statements of SET shall be used to calculate the contribution amount. The provision of reserves shall be in accordance with the type and amount specified by SET's Board of Governors. Details are as follows:

##### 4.1 **Reserves**

The type of reserves, the allocation principles, and the reserve amount are shown as follows:

Type of reserve	Principles for reserve allocation to ensure adequacy of funding sources	Reserve amount (THB million)	
		2025	2024
1. Reserves set aside according to law or criteria in business operation as specified, including reserve amount to accommodate special situations	1.1 Legal reserve	-	-
	1.2 Reserves according to business operation such as European Market Infrastructure Regulation (EMIR) and Principles for Financial Market Infrastructures (PFMI), to meet an increase (decrease) of business operation during each year	66	(34)
	1.3 Reserves allocated for specific funds such as approval of additional capital in specific funds during the year, benefit sharing of Securities Investor Protection Fund (SIPF), Derivatives Investor Protection Fund (DIPF), Clearing Fund (CLF), or other similar funds	-	-
	1.4 Reserves allocated to accommodate financial risks from operations, including emergency measures	-	621
2. Reserves set aside to accommodate investment fluctuations	According to the unrealized gain (loss) during the year	297	239
3. Reserves set aside for investment in businesses or fixed assets	According to the investment amount in businesses and fixed assets approved by the SET Board of Governors	721	714
<b>Total reserves</b>		<b>1,084</b>	<b>1,540</b>

#### 4.2 Contribution to CMDF

Details of the annual contribution calculation are as follows:

(Unit: THB million)	2025	2024
Revenue over expenses before contribution to CMDF (according to the statement of comprehensive revenue and expenses)	2,113	2,057
<b>Less</b> Income tax expenses	(836)	(315)
Revenue after deduction of expenses and tax before reserves	1,277	1,742
<b>Less</b> Reserves	(1,084)	(1,540)
Revenue after deduction of expenses, tax, and reserves	193	202
Annual contribution amount at the rate of 90%	174	182

Accumulated contribution expenses as at December 31, 2025 can be presented as follows:

	(THB million)
Money transferred to CMDF in 2019	5,700
Accumulated contribution from 2020 - 2024	2,166
Annual contribution amount for 2025	174
<b>Total accumulated contribution expenses</b>	<b>8,040</b>