Vision

Be a leading investment company which invests in a diverse range of businesses and is widely recognized for its stability, sustainability, and good returns.

Mission

- Search for opportunities to invest in new businesses with good potential, aiming at enhancing the Company's business diversity, stability, and operating performance.
- Govern member companies of Thanachart Group, ensuring that they realize their potential growth in full and in line with the business goals.
- Be committed to supporting, promoting, and driving member companies of the Group not only to offer quality of products and services that satisfactorily meet customer needs but also to adhere to the principles of good corporate governance in order to gain credibility and generate sustainable good returns.

Company Milestone

1959
The Company was originally registered as "Lee Kwang Min Trust Co., Ltd." on 17 November 1959.

1982
The Company was listed on the Stock Exchange of Thailand.

1999
Set up TBANK and started the commencement in 2002

2004
TBANK was awarded a Full Commercial Banking License

2007-2009
Bank of Nova Scotia (BNS) became our strategic partner by holding 24% of TBANK. Later in 2009, BNS increased its shareholding in TBANK to 49%.

2010
TBANK purchased 99.95% of Siam City Bank's total issued and paid-up shares and became the sixth largest bank in Thailand by asset size

2013
TBANK sold Thanachart Life Assurance Pcl. to Pridentail Life Assurance and signed a 15-year Exclusive Bancassurance Agreement with them.

2014
The Company and MBK purchased Siam City Life Assurance from TBANK and changed its name to MBK Life Assurance

2019
The Company sold TBANK to TMB Bank in order to create a larger bank with higher customer base, greater market potential, more business opportunities. The Company holds more than 20% of the combined bank (later named as TMBThanachart Bank or TTB)

2020-2021
The Company adjusted its strategies and business operation to better suit its status as a "Diversified Investment Holding Company". This included the increased shareholding in subsidiaries and associated companies, divesting some of its investments to align with its new structure, as well as establishing an asset-based financing business.

2023-2024
The Company had continuously increased its shareholding in subsidiaries and associated companies while it also continued seeking opportunities for potential investments to enhance diversification, stability, and overall Company performance.

2025
- The Company sold all its shareholding in TNS to TTB. As a result, TTB now holds 99.97% of TNS, and TNS ceased to be a subsidiary of the Company.
- The Company acquired newly issued common shares of PRG. Combined with its existing holdings, the Company's total stake rose to 24.80% of PRG. Due to its influence over PRG's operations, the Company classified PRG as an associated company.

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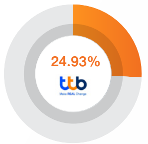
TCAP's Business Structure

As of 31 December 2025

Banking Business



TMBThanachart Public Company Limited ("TTB"), an associated company of TCAP, operates commercial banking business in accordance with Financial Institutions Businesses Act and the businesses concerning financial services under the permission of the Ministry of Finance, the Bank of Thailand, and other parties concerned.

Insurance Business

Thanachart Insurance Public Company Limited ("TNI") provides non-life insurance services including fire insurance, automobile insurance, marine and transportation insurance, and miscellaneous insurance.

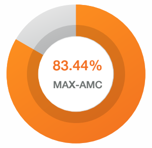
Remark: TCAP increased its shareholding in TNI from 50.96% to 89.96% in the fourth quarter of 2022.

T LIFE operates life insurance services including ordinary life insurance and group life insurance which are financial security and provide life and health protection. The service is offered to individual, institution clients, and general organizations.

Remark: MBK LIFE has changed its name to T LIFE since 6 July 2022.

Distressed Asset Management

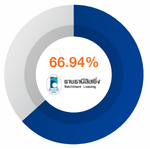
NFS Asset Management Company Limited ("NFS-AFC") operates asset management business. In this connection, it purchases or takes transfers of non-performing assets from financial institutions of Thanachart Group and other financial institutions.



MAX Asset Management Company Limited ("MAX-AMC") operates asset management business. In this connection, it purchases or takes transfers of non-performing assets from other financial institutions.

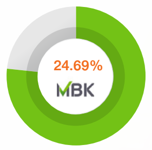
TS Asset Management Company Limited ("TS-AMC") operates asset management business. In this connection, it takes transfers and managed non-performing assets, which include non-performing loans as well as property foreclosed, from SCIB and TBANK.

Hire Purchase Business



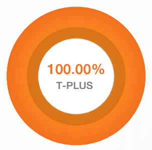
Ratchthani Leasing Public Company Limited ("THANI") operates hire purchase business for both new and used car with an expertise in specific types of automobile such as trucks (6-wheeler and 10-wheeler) for individual and juristic person for commercial use.

Other Businesses



MBK Public Company Limited ("MBK") has 8 main businesses which can be divided into the following:

Shopping center business › Hotel and tourism business › Golf business › Real estate business › Food solution business › Financial business › Other business › Corporate supporting business



Thanachart Plus Company Limited is an asset-based financing provider, which is flexible and fast in providing credit facilities to its customers in order to truly meet their needs. It has both term loan facilities and working capital facilities, providing the business with liquidity for stable growth.

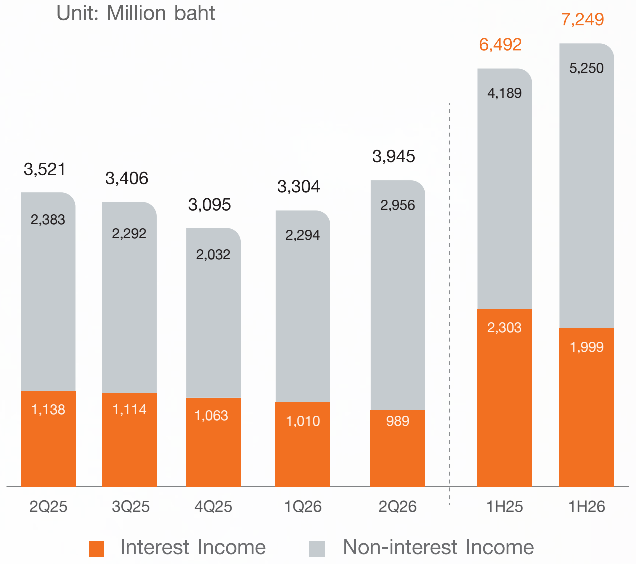
FACT SHEET 2Q2026

Thanachart Capital Public Company Limited

TCAP's Business Structure

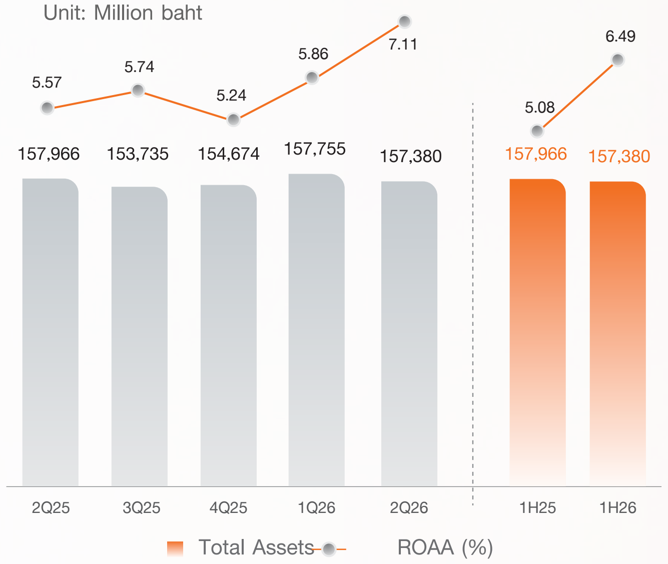
Revenue Breakdown

Unit: Million baht



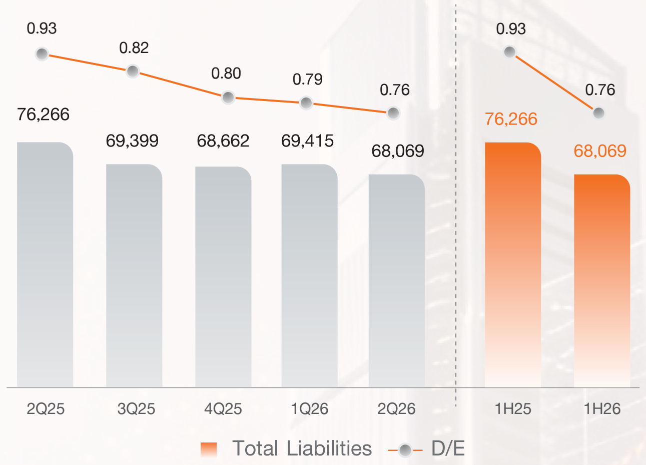
Total Assets & ROAA

Unit: Million baht



Total Liabilities & D/E

Unit: Million baht



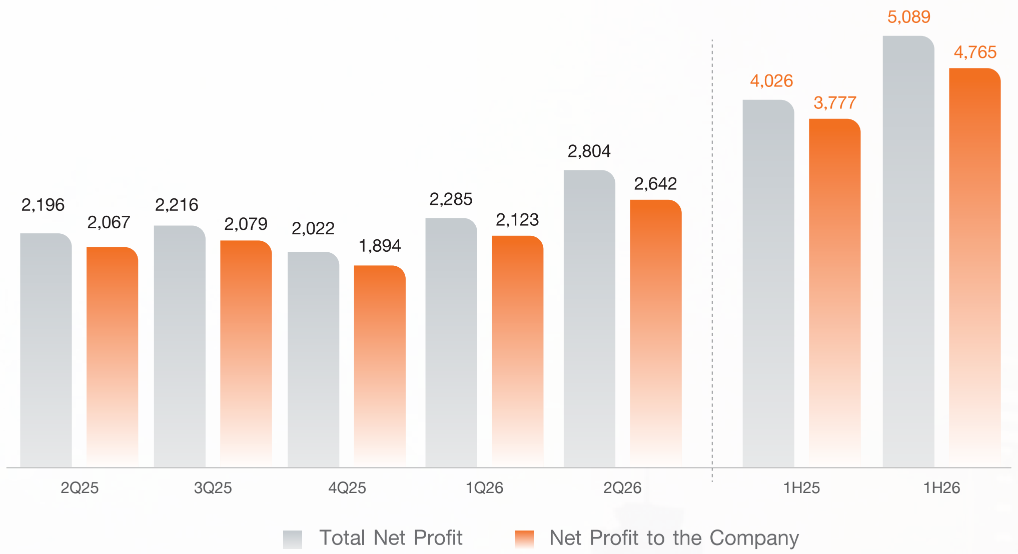
Top 5 Shareholding

(As of 17 Apr 2026)

MBK Pcl.	24.90%
Thai NVDR Co., Ltd.	8.03%
Mr. Somchai Limthilakun	2.55%
South East Asia UK (type C) Nominee Limited	2.43%
DBS Bank Ltd. AC DBS Nominees-PB Clients	1.95%
Others	60.14%

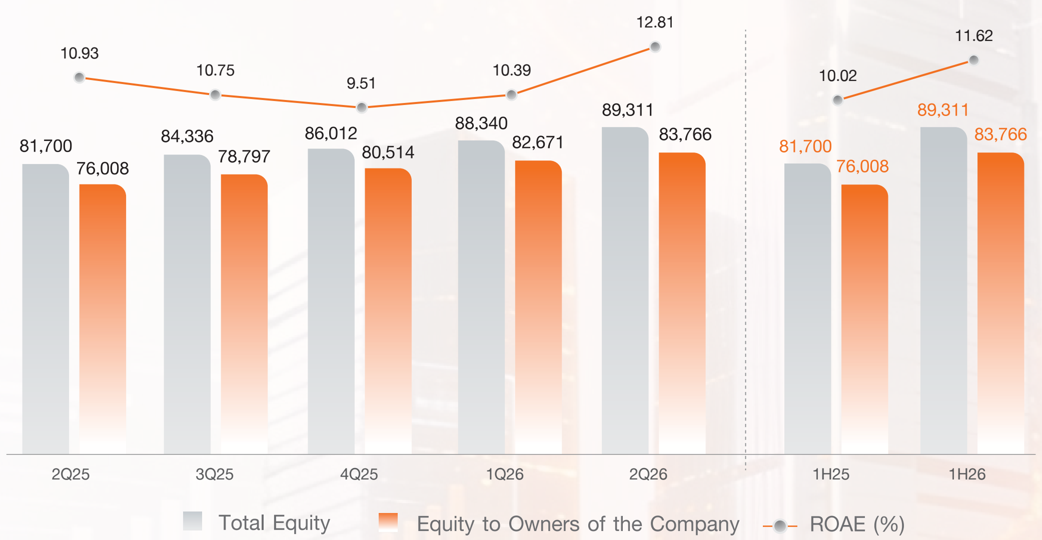
Total Net Profit

Unit: Million baht

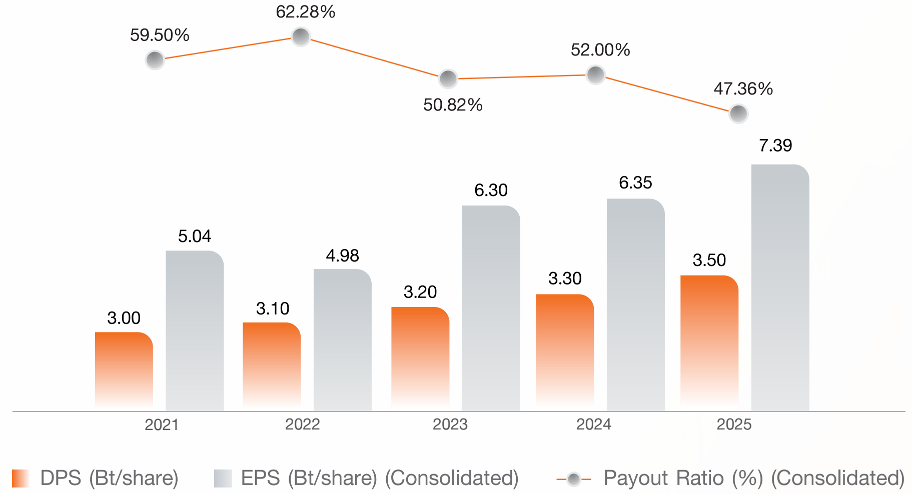


Equity & ROAE

Unit: Million baht



Dividend Payment



Stock Information

(As of 17 Aug 2026)

SET Symbol : **TCAP**

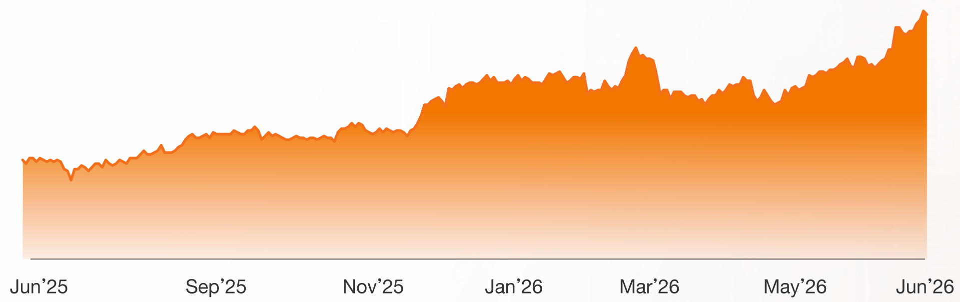
52-week High/Low: **91.75/49.75** Baht

Market Capitalization: **91,752.96** Million Baht

Last Price : **86.25 Baht**

P/E Ratio: **10.50%**

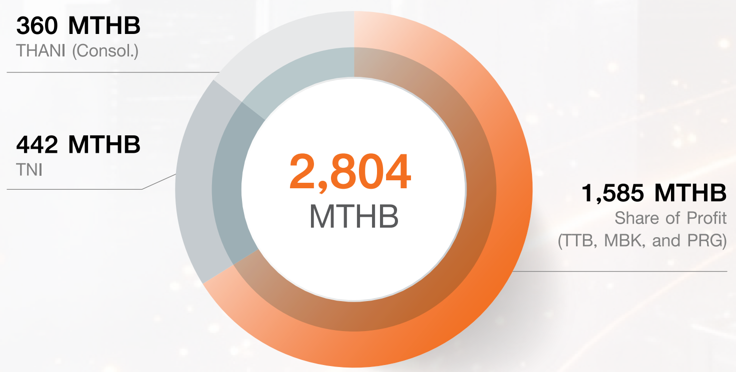
Free Float: **70.78%** (As of 05 Mar 2026)



2Q26 & 1H26 TGROUP's Net Profit

2Q26 TGROUP Net Profit

Unit: Million baht



1H26 TGROUP Net Profit

Unit: Million baht