

3. Driving Business for Sustainability

Thanachart Group is a business organization that is committed to conducting business with good performance and generating stable returns to stakeholders continuously. Operating on the vision of "A leading investment company in a variety of businesses with general recognition for stability, sustainability and good returns", the Company and Thanachart Group's member companies are committed to establishing a strong business foundation for all companies within our group, enabling them to operate diverse businesses with high-quality products and services that meet the full spectrum of customer needs. At the same time, we prioritize sustainable management across Environmental, Social, and Governance, and Economic dimensions. Our goal is to foster innovation, drive development, and enhance business growth while integrating sustainability considerations into key operational aspects. This ensures that the Company and Thanachart Group's member companies achieve long-term, sustainable growth in alignment with our business strategies.

The Company is a listed company in the SET in the Financials and Banking sectors. It is a Holding Company that invests in businesses which have potential, good performance and sustainability operations. The preparation of this sustainability driven business report takes into account sustainability operations of the Company and the key companies under the Group in terms of environmental, social, governance, and economic dimension and the Group's member companies, covering the Company and the Thanachart Group's key operating subsidiaries, which comprise THANI, TNI, and T Life This information was valid for the period of January 1 to December 31, 2025.

The Company's Governance Structure



Roles and Responsibilities of Boards and Agencies in Sustainability Implementation

<p>Board of Directors</p>	<ul style="list-style-type: none"> Review and formulate the Company's sustainability strategies, policies as well as actions, and monitor its implementation.
<p>Nomination, Remuneration and Corporate Governance Committee</p>	<ul style="list-style-type: none"> Review and propose changes to Thanachart Group's Good Corporate Governance Policy, Code of Conduct, Rules and Practices, and monitor its implementation Review the results of the Company's corporate governance assessment prepared by external agencies and present recommendations to the Board of Directors.
<p>Executive Committee</p>	<ul style="list-style-type: none"> Consider and determine operational guidelines of the Company and the Group's member companies in accordance with the Good Corporate Governance Policy, Sustainability Management Policy, Human Rights Policy and other related policies. Propose the Company's sustainability management guidelines to the Board of Directors Formulate the Company's sustainability action roadmap. Report sustainability operations of the Company and the Group's member companies to the Board of Directors.
<p>Thanachart Group's Sustainability Management Committee</p>	<ul style="list-style-type: none"> Consider and propose guidelines for the operation of the Company and the Group's member companies to the Executive Committee and the Board of Directors for consideration, in accordance with the Good Corporate Governance Policy Sustainability Management Policy, Human Rights Policy and other related policies Oversee and propose guidelines and frameworks for ESG risk management, climate change mitigation, and risk management related to climate change to the Executive Committee and the Board of Directors for their consideration Oversee and promote the conduct of the Company's business in compliance with internationally recognized human rights principles and the Company's human rights policy, including related operational guidelines and human rights risk assessment processes. Formulate a plan for the Company's sustainability management. Monitor the implementation of the Company's sustainability management guidelines. Coordinate with companies in the Group to implement sustainability management as appropriate in accordance with each

	<p>company's business operations.</p> <ul style="list-style-type: none"> • Report sustainability actions of the Company and the Group's member companies to the Executive Committee and the Board of Directors.
Corporate Secretary and Sustainability Management	<ul style="list-style-type: none"> • Serve as the central agency to consider and propose corporate sustainability guidelines, as well as carry out the Company's sustainability activities and coordinate with the Group's member companies in implementing sustainability according to the Company's guidelines.
Management concerned	<ul style="list-style-type: none"> • Participate in the implementation of sustainability plans according to the roles and duties of each department and take part in the Company's sustainability activities.

Thanachart Group have consistently prioritized good corporate governance, earning broad recognition for their commitment. The Company has strengthened its sustainability efforts by establishing clear operational guidelines across environmental, social, governance, and economic dimensions (ESG), ensuring well-defined action plans and measurable outcomes. In 2025, the Board of Directors prioritized the governance of sustainability-driven operations. The Board approved the review of the sustainability management policy, the human rights policy, and other related policies to align with corporate strategies, international standards, and stakeholder expectations. In this regard, the Executive Committee, acting as a standing committee, was responsible for establishing sustainability roadmaps, monitoring, and continuously overseeing operations. Furthermore, the Executive Committee resolved to approve the scope of duties for the Sustainability Management Working Group in overseeing and promoting the Company's business operations in compliance with international human rights principles and policies. This included the establishment of operational guidelines, conducting human rights risk assessments, and the review of sustainability assessments. These assessments covered the definition of sustainability objectives, stakeholder analysis, and the prioritization of key sustainability issues to integrate Environmental, Social, and Governance, and Economic dimensions (ESG) into business strategy formulation. This extended to the establishment of operational guidelines that supported long-term value creation for the organization, including risk management. Additionally, the Company integrated ESG risks and climate change risks into its Enterprise Risk Management (ERM) framework with assessments of impacts on both financial performance and operations together with the establishment of appropriate mitigation measures to alleviate potential impacts and to strengthen the organization's capacity to adapt to climate change in a sustainable manner.

In addition, Thanachart Group has established targets and guidelines for reducing greenhouse gas emissions by integrating them into operations, efficient resource utilization, and the development of products and services that support the transition toward a sustainable economy. In this regard, the Company continuously monitors and reports performance through sustainability and climate-related indicators to support the long-term greenhouse gas emission reduction target by the year 2050. This approach is aligned with Thailand's policy toward achieving Net Zero emissions and serves as an important framework for guiding business strategy and adaptation.

Thanachart Group's Sustainability Management Policy and Goals

Thanachart Group operates its businesses in line with the principles of good corporate governance and effective risk management. It is committed to fostering accountability toward stakeholders throughout the value chain in alignment with the United Nations' Sustainable Development Goals (SDGs). It is dedicated to continuously enhancing the quality of its operations and strengthening its competitiveness to suit the nature of the businesses of the Company and member companies under the Group's umbrella. Furthermore, the Group promote and support business operations under a framework of good governance to earn the trust of all stakeholders. To ensure that all group companies adhere to a consistent approach, related policies have been established.

The Board of Directors resolved to formulate written policy on sustainability management, human rights, and the Investment Policy in order to guide appropriate actions for the business in which Thanachart Group operates. In addition, short-term and long-term goals will be set in order to see concrete developments and sustainability performance. The goals of sustainability management in each dimension are as follows:

1. Governance, and Economic Dimension

Thanachart Group aims to be a business group that generates returns and grow sustainably. The Company has a business policy under good governance whereby all the Group companies attach importance to governance in various aspects: Corporate Governance Structure, the constitution of the Board of Directors, the Sub-Committee, organizational structure, business ethics, code of conduct of administrators, employees and investor relations officers. The Group attaches importance to anti-corruption, with view to preventing conflicts of interest so that all stakeholders involved can have confidence in the Group's business operations. The Group also develops products, comes up new financial innovations, and effectively manages risks, with a view to creating a truly sustainable growth of the Company's performance, and achieving stringently enforced security and protection of personal information.

2. Social Dimension

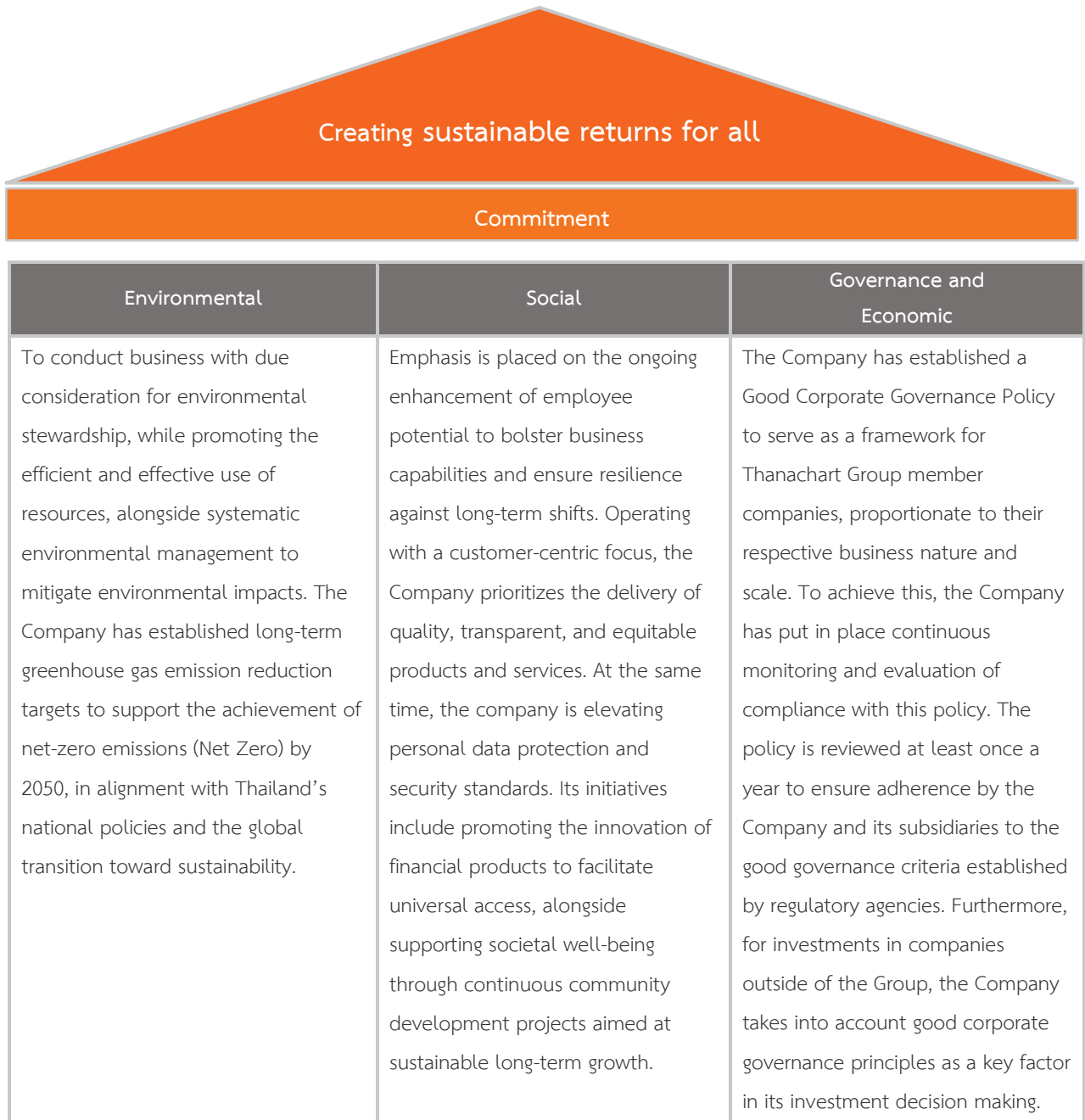
Thanachart Group formulates social policies in order to take part in creating a more valuable society. The Group shall focus on running business based on good governance, promote ethics, transparency, and social responsibility, and always take into account the interests of all stakeholders including the strict safeguarding and protection of personal data and information security. Policy and guideline are formulated to promote the importance of human rights. In addition, the human rights policy has been announced to ensure equitable and fair treatment of employees and promote the advancement, opportunity and stable career growth of all employees at all levels. Thanachart Group focuses on giving good things back to the society by organizing activities to support, promote and cooperate with both public and private agencies for the benefit of communities and society in areas such as education, public health, etc.

3. Environmental Dimension

Thanachart Group is well aware of its role as a responsible organization in terms of resource use, energy consumption, and environmental conservation. The Group's goal is to conduct business while utilizing resources and energy appropriately. The Group has established policies to promote and foster efficient energy use, such as an internal operational policy within office buildings, aiming at reducing the consumption of electricity, water, and paper, as well as minimizing waste. Furthermore, the Group supports the implementation of operational guidelines that mitigate the impacts of climate change and focuses on building awareness and understanding among employees at all levels. This is achieved through diverse activities and regular internal communication to instill a mindset of environmental conservation, efficient energy use, and climate resilience. The Group also encourages employees and their households to participate in responsible resource consumption, which helps reduce environmental and social impacts in the long term.

Sustainable Development Strategy

Thanachart Group is committed to driving the organization toward tangible sustainable growth through a sustainable development roadmap. This framework involves regular plan reviews to ensure alignment with changing contexts and serves as a unified operational standard for all companies under the Group’s umbrella. By integrating sustainability strategies into core business processes, the Group covers all dimensions related to Environmental, Social, and Governance, and Economic Dimension (ESG) factors. Furthermore, the Group encourages all member companies to collectively drive operations under these core strategic guidelines with details as follows:



Managing the impact on stakeholders in the value chain of business

The Value Chain of Business

The Company’s business operations have both direct and indirect impacts on its stakeholders. In order to create opportunities and mitigate potential impacts arising from its business activities, the Company has conducted an analysis of its value chain in alignment with its role as an investment holding company. This approach emphasizes the development of strong and constructive relationships with stakeholders, while continuously caring for society and the environment, with the objective of enhancing the well-being of all stakeholder groups and fostering sustainable shared growth.



Supporting activities to help drive business to achieve maximum efficiency are as follows:

Procurement	Technology and Innovation Development	Human Resource Management	Infrastructure Management
<p>Conducting procurement in alignment with the established policies, ensuring transparency, and cost-effectiveness. This includes preparedness for supporting the procurement of modern equipment and office supplies to facilitate operations, enhance efficiency, and support effective work performance.</p>	<p>Utilizing technology and innovation to support operations, enhance efficiency, and provide more convenience for customers, while establishing a sustainable and secure technological ecosystem to drive long-term growth.</p>	<p>Developing the potential and skills of personnel, while promoting an organizational culture rooted in ethics, social responsibility, and equitable practices.</p>	<p>Establishing a corporate governance structure, risk management systems, and internal control systems that comply with relevant laws and regulations to ensure transparent operations, good corporate governance, and to build confidence among stakeholders.</p>
<p>01</p>	<p>02</p>	<p>03</p>	<p>04</p>

Stakeholder Engagement

The Company is committed to generating positive social and environmental impacts. Its operations and the creation of stakeholder value is anchored in maintaining strong relationships and fostering effective engagement. All Thanachart Group activities are aligned with the Company’s strategic direction, placing high priority on understanding stakeholder needs and expectations. As a result, comprehensive engagement is a critical driver for sustainability management, the identification of business opportunities, and delivering tailored stakeholder responses.

Thanachart Group’s key stakeholders are categorized into nine groups: shareholders and investors, the Board of Directors, employees, customers, business partners, creditors, competitors, communities/society, and regulatory agencies. The Company maintains continuous communication and engagement with these groups, incorporating their feedback and suggestions as vital inputs into its key material sustainability issues evaluation.

Table shows details of communication with stakeholders

Stakeholders	Participation Channels	Stakeholders’ Expectation	Response Guidelines
Shareholders and Investors	<ul style="list-style-type: none"> • Shareholders’ Meeting • Disclosure of Quarterly Financial Results and Annual Report • Analyst Meeting • Investor Relations • Inquiries via the website • Disclosure of Information 	<ul style="list-style-type: none"> • Good performance, sustainable and stable growth • Dividends are paid regularly at a rate close to the previous year • Effective risk management • Operations covering Environmental, Social, and Governance and Economic (ESG) • Operations that comply with relevant laws and regulations • Obtain accurate, complete, and timely information 	<ul style="list-style-type: none"> • Disclose information with transparency and meet the official criteria • Conducts business under good corporate governance policy and effective risk management, supported by a knowledgeable and competent team • Seek investments that provide worthy returns for shareholders. • Invite shareholders to attend the annual general meeting and allow shareholders to ask questions and comment
Board of Directors	<ul style="list-style-type: none"> • Monthly Board of Directors’ meetings • Requesting information from management directly • Meetings of Non-executive Directors • Providing Directors with information through channels 	<ul style="list-style-type: none"> • Continuous learning in order to cope and adapt under various changing factors • Receive information about meetings well in advance. • Access to up-to-date news and information • Be free to express an opinion • Business operations are transparently carried out in accordance with good corporate 	<ul style="list-style-type: none"> • Collect and present appropriate training courses or seminars • Information about the meeting is submitted complete and sufficient to the Board of Directors in a timely manner • Thanachart Group’s information is timely reported • Fully facilitate in all aspects. • Provide regular performance reports including note-taking and

Stakeholders	Participation Channels	Stakeholders' Expectation	Response Guidelines
		governance principles, with all stakeholders taken into account	preparation of minutes of meetings, complete with Director's opinions <ul style="list-style-type: none"> Monitoring is to be done in line with the Director's opinion
Employees	<ul style="list-style-type: none"> Communicating policy and news through various communication channels to reach all groups of employees, such as Intranet, e-mail, and T Society Voice of Employees (VOE) surveys Performance Evaluation Welfare Committee meetings Organizing activities to foster employee engagement. Inquiring about employee needs to prepare and develop training courses that align with their roles and responsibilities 	<ul style="list-style-type: none"> Opportunities and career advancement Compensation, fair welfare, commensurate with job performance evaluation results, and socioeconomic conditions. Corporate Growth All employees play an important part in driving the organization Employee feedback A supportive work system is in place Occupational health care in the workplace, including provision of equipment and facilities for performing work Developing skills and enhancing knowledge and competencies to support professional growth and quality of life. 	<ul style="list-style-type: none"> Establishing human rights policy and compliance with labor laws Promoting opportunities and career advancement for employees Organizing training courses that align with roles and responsibilities, including providing knowledge on various related matters Treating employees equitably Reviewing compensation, ensuring it is equitable and commensurate with the Company's performance while providing benefits that are competitive within the industry. Procure a supportive work system in accordance with changing technology Provide the workplace with the right environment and good occupational health Disclose the Company's performance to employees
Customers	<ul style="list-style-type: none"> Emailing relevant information to customers Customer Visits The employee has customer relationship management. PR media provides information about products and services Customer Satisfaction Survey Service complaint and whistleblowing channels Digital Communications 	<ul style="list-style-type: none"> Wide range of products and services meet specific need of each group of customers Provide information and advice on products and services in a comprehensive, appropriate, and timely manner Products and services are affordable, fairly priced, and offer good value. Maintain customer 	<ul style="list-style-type: none"> Design diverse products and services to meet customer's needs Equitable customer service management (Market Conduct) Train employees to efficiently serve customers Periodic survey of customer satisfaction Process for receiving complaints and managing complaint issues is

Stakeholders	Participation Channels	Stakeholders' Expectation	Response Guidelines
	<ul style="list-style-type: none"> • Branch Services 	<p>confidentiality and transparency in business operations</p> <ul style="list-style-type: none"> • Providing customer service with responsibility, equity, convenience, and speed. 	<p>well-defined and appropriate</p> <ul style="list-style-type: none"> • Promoting good corporate governance and adherence to morals, ethics, and the code of conduct among employees in their work performance. • Establishing cybersecurity and personal data protection policies. • Use efficient technology to speed up, secure, and reduce costs
<p>Business Partners</p>	<ul style="list-style-type: none"> • Exchanging information through channels designated by the Company, such as email and telephone. • Regular discussion and exchange of ideas • Contracting among them 	<ul style="list-style-type: none"> • Good governance in business operation • Trade fairly • Clear procurement policy and regulations 	<ul style="list-style-type: none"> • Review and improve procurement policy and process • Announcement of policy to ensure good corporate governance • Secure trading partner data storage system • Encouraging business partners to operate in line with ESG principles through self-assessment to drive sustainable business development and operation. • Providing channels for receiving suggestions and complaints
<p>Creditors</p>	<ul style="list-style-type: none"> • Exchanging information through channels designated by the Company, such as email and telephone. • Regular meetings for consultation or exchange of opinions. • Entering into agreements 	<ul style="list-style-type: none"> • Repayment of principal and interest according to the schedule. • Strict fulfillment of contractual obligations. • Transparent disclosure of information. 	<ul style="list-style-type: none"> • Establishing a financial liquidity management plan. • Repayment of principal and interest according to the schedule. • Providing accurate and complete information according to designated periods or upon request. • Providing channels for receiving suggestions and complaints.
<p>Competitors</p>	<ul style="list-style-type: none"> • Meetings with the associations of each business 	<ul style="list-style-type: none"> • Transparent disclosure of information • Fair competition 	<ul style="list-style-type: none"> • Established as one of the principles in conducting business of Thanachart Group. • Conduct business and compete with transparency, fairness, without harming or bullying competitors • Cooperate with one another to

Stakeholders	Participation Channels	Stakeholders' Expectation	Response Guidelines
Communities and Society	<ul style="list-style-type: none"> ● Paying a visit to hear about problems and needs from people in the communities ● Meeting with both the public and private agencies aimed at promoting the well-being of society ● Channels to comment 	<ul style="list-style-type: none"> ● Financial education is provided to the communities ● Promotion and support for social activities and communities ● Environmental care and preservation guidelines have been developed for both the workplace and the communities 	<p>develop the overall industry of the business sector</p> <ul style="list-style-type: none"> ● Implementing financial literacy projects. ● Recognizing environmental issues occurring in communities and participating in solving them. ● Providing financial support and continuously implementing activities for society and the environment. ● Establishing Thanachart Foundation for Thai Society as a key mechanism for driving the implementation of social activities. ● Contribute towards the reduction and control of energy consumption that adversely affects the environment
Regulation Authorities	<ul style="list-style-type: none"> ● Disclosure of information and reports in conformity to the specified official criteria ● Discussion of regulatory guidelines or related rules, as well as obtaining permission on various matters ● Commenting on the draft official rules due to be altered ● Join seminars to gain understanding and clarity in official criteria or guidelines to be observed 	<ul style="list-style-type: none"> ● Employees gain understanding of official rules and ensure that the company is fully complying with the laws as well as relevant official regulations ● Supporting and prioritizing good corporate governance practices and anti-corruption efforts. ● Clear disclosure of information can be verified ● Cooperating and supporting the work of regulatory authorities 	<ul style="list-style-type: none"> ● The laws, official rules, and regulations are completely and correctly complied ● Adhering to good corporate governance policy, business ethics, anti-corruption policy, and other policies established by the Company. ● Cooperating with and supporting the operations of regulatory agencies. ● Participating in activities, training courses, or seminars organized by regulatory agencies. ● Ensuring full and accurate disclosure of information to regulatory agencies in accordance with designated schedules.

Ranking material sustainability issues

The Company identifies key material sustainability issues by focusing on those that impact operations, financial performance, and stakeholders. This includes relevant risks and opportunities, supported by data and analysis to support informed decision-making. These issues are prioritized by their significance and are reviewed on a continuous basis to ensure effective organizational management and strategy formulation. Furthermore, the assessment encompasses Environmental, Social, and Governance, and Economic dimensions. This integration empowers the Company to operate sustainably and create value for the organization, its stakeholders, and society at large.

The process of assessing major sustainability issues has 4 steps as follows:

1. Identifying of Material Sustainability Issues

The Company considers and identifies material sustainability issues relevant to its operations by benchmarking against industry contexts and sustainability trends at both national and international levels. These issues cover Environmental, Social, and Governance, and Economic dimensions (ESG). The identified issues are then presented to senior management for review and approval to finalize the selection of key material sustainability issues.

2. Prioritization of Material Sustainability Issues

The Company assesses the importance of each issue by analyzing its impact on the organization and its stakeholders. This process incorporates insights gained from both internal and external stakeholder engagement to effectively prioritize material sustainability issues.

3. Validation of Material Sustainability Issues

Senior management and relevant departments jointly validate the data and establish operational guidelines to address material sustainability issues and stakeholder expectations. These findings are subsequently presented to the Sustainability Management Committee for review and to the Executive Committee for approval, before being disclosed in the annual report.

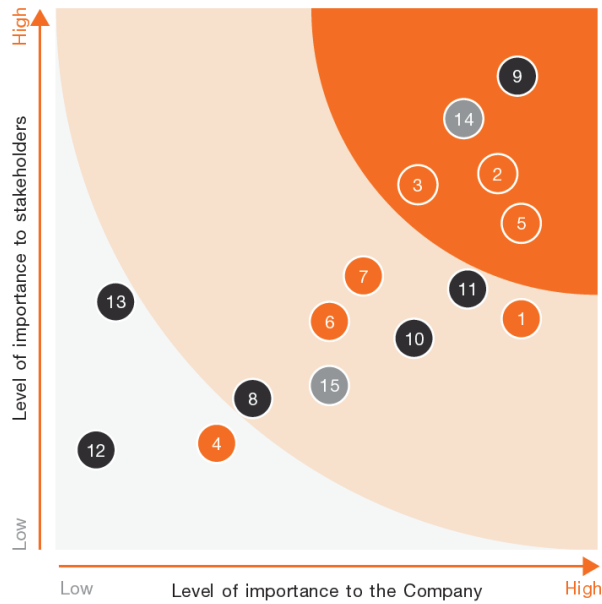
4. Review of Material Sustainability Issues

Material sustainability issues are regularly reviewed through stakeholder engagement and business context monitoring. This ensures that the Company's sustainability initiatives remain relevant, adaptable to change, and effective in meeting stakeholder expectations.

Material Sustainability Issues

In 2025, a review of material sustainability issues (Materiality Review) was conducted, taking into account the business context, sustainability risks and opportunities, and the feedback and expectations of key stakeholders. The results led to the refinement of certain issues from 2024 to ensure alignment with Thanachart Group's strategic priorities. Furthermore, sustainability operations continued according to plan, with ongoing improvements to ensure measures remain appropriate to the context and stakeholder needs. Consequently, a total of 15 material sustainability issues were identified.

The material sustainability issues comprise a total of 15 issues, as follows.



Governance and

Social Dimension

Environmental Dimension






Economic Dimension

- 1. Good Corporate Governance and Business Ethics
- 2. Sustainable Investment
- 3. Risk Management
- 4. Supply Chain Management
- 5. Cybersecurity
- 6. Product Integrity and Transparency
- 7. Anti-Corruption and Financial Crime Prevention




- 8. Human Capital Development
- 9. Data Privacy
- 10. Financial Inclusion
- 11. Human Rights
- 12. Financial Literacy
- 13. Community and Social Development

- 14. Financed Greenhouse Gas Emissions
- 15. Climate Change Adaptation

Material Sustainability Issues and Impact Boundaries

Material Sustainability Issues	Impact Boundaries		Details Disclosed in the Report	Alignment with Sustainable Development Goals (SDGs)
	Internal	External		
Good Corporate Governance and Business Ethics	All Business Units	<ul style="list-style-type: none"> Shareholders and Investors Customers Business Partners Creditors Regulatory Agencies Communities and Society 	<ul style="list-style-type: none"> Page 102 - 104, 204 - 264 	
Sustainable Investment	All Business Units	<ul style="list-style-type: none"> Shareholders and Investors Customers Business Partners Creditors Regulatory Agencies 	<ul style="list-style-type: none"> Page 57 - 68, 107 - 109 	  
Risk Management	All Business Units	<ul style="list-style-type: none"> Shareholders and Investors Customers Business Partners Creditors Regulatory Agencies Communities and Society 	<ul style="list-style-type: none"> Page 69 - 83, 110 	
Supply Chain Management	All Business Units	<ul style="list-style-type: none"> Customers Business Partners Creditors 	<ul style="list-style-type: none"> Page 110 - 112 	 
Cybersecurity	All Business Units	<ul style="list-style-type: none"> Shareholders and Investors Customers Business Partners Creditors 	<ul style="list-style-type: none"> Page 113 	
Product Integrity and Transparency	All Business Units	<ul style="list-style-type: none"> Shareholders and Investors Customers Business Partners Creditors Communities and Society 	<ul style="list-style-type: none"> Page 113 - 117 	      

Material Sustainability Issues	Impact Boundaries		Details Disclosed in the Report	Alignment with Sustainable Development Goals (SDGs)
	Internal	External		
Anti-Corruption and Financial Crime Prevention	All Business Units	<ul style="list-style-type: none"> Shareholders and Investors Customers Business Partners Creditors 	<ul style="list-style-type: none"> Page 104 - 107, 110, 204 - 264 	
Human Capital Development	All Business Units	<ul style="list-style-type: none"> Customers Business Partners Communities and Society 	<ul style="list-style-type: none"> Page 120 - 137 	
Data Privacy	All Business Units	<ul style="list-style-type: none"> Shareholders and Investors Customers Business Partners Creditors 	<ul style="list-style-type: none"> Page 120, 257 - 258 	
Financial Inclusion	All Business Units	<ul style="list-style-type: none"> Customers Business Partners Creditors 	<ul style="list-style-type: none"> Page 138 - 141 	
Human Rights	All Business Units	<ul style="list-style-type: none"> Customers Business Partners Creditors 	<ul style="list-style-type: none"> Page 117 - 137 	
Financial Literacy	All Business Units	<ul style="list-style-type: none"> Shareholders and Investors Customers Business Partners Creditors Regulatory Agencies 	<ul style="list-style-type: none"> Page 141 - 142 	
Community and Social Development	All Business Units	<ul style="list-style-type: none"> Communities and Society 	<ul style="list-style-type: none"> Page 143 - 145 	
Financed Greenhouse Gas Emissions	All Business Units	<ul style="list-style-type: none"> Business Partners Communities and Society Environment 	<ul style="list-style-type: none"> Page 145 - 156 	

Material Sustainability Issues	Impact Boundaries		Details Disclosed in the Report	Alignment with Sustainable Development Goals (SDGs)
	Internal	External		
Climate Change Adaptation	All Business Units	<ul style="list-style-type: none"> • Business Partners • Communities and Society • Environment 	<ul style="list-style-type: none"> • Page 156 - 158 	  

Sustainability Performance Overview

Framework	Indicators	Year 2025 Target	Performance 2025
Governance and Economic Dimension	The Corporate Governance Evaluation (CGR) by the Thai Institute of Directors Association has been conducted.	The CGR evaluation result is not less than 93 points.	The CGR evaluation result is at the “Excellent” level.
	The Company has been assessed and included in the sustainable stock list of SET ESG Rating.	Passed the assessment and included in the sustainable stock list of SET ESG Rating.	Passed the assessment and included in the sustainable stock list of SET ESG Rating at the “AA” level.
	The Company and member companies under Thanachart Group have successfully renewed their certification as members supporting the private sector’s fight against corruption through the CAC.	The Company and member companies under Thanachart Group have been renewed and certified as members supporting the private sector’s fight against corruption through the CAC, covering 90 percent of the companies within the group.	The Company and member companies under Thanachart Group have been renewed and certified as members supporting the private sector’s fight against corruption through the CAC, covering 100 percent of the companies within the group.
Social Dimension	Assessment of work satisfaction and employee engagement with the organization.	The average employee satisfaction and engagement score with the organization is no less than 60 percent.	The results of the employee satisfaction and engagement assessment showed an average score of 77 percent (based on the 2025 assessment, which is conducted every two years).
	Human Rights.	Zero cases of complaints related to labor practices and human rights.	Zero cases of complaints related to labor practices and human rights.
	Supporting social activities.	Conduct at least two project annually.	Thanachart Group has implemented social enterprise support initiatives totaling five activities, such as: <ul style="list-style-type: none"> • Project to donate funds to support the Ramathibodi Foundation under the royal

Framework	Indicators	Year 2025 Target	Performance 2025
			<p>patronage of Her Royal Highness Somdech Phra Debaratanarajasuda Sayamboromrajakumari, totaling 6,500,000 baht.</p> <ul style="list-style-type: none"> The Group continued its social mission by providing a financial contribution of 1,000,000 baht to the Disaster Recovery Fund of the Chaipattana Foundation, to support rehabilitation and recovery efforts and to assist people affected by disasters in various areas across Thailand.
Environmental Dimension	Efficient use of resources ⁽²⁾	Reduce electricity use, water consumption, and non-hazardous waste (paper) by at least 3 – 5 percent compared with the baseline year.	<ul style="list-style-type: none"> Electricity consumption increased 0.53 percent Water consumption increased 7.24 percent Non-hazardous waste (paper) decreased 7.34 percent
		Expand implementation across more companies within the group	Greenhouse gas emissions were reduced by 93.21 tCO ₂ e, equivalent to carbon sequestration from approximately 9,812 trees per year
	Greenhouse gas emissions ⁽³⁾	Reduce Scope 2 and Scope 3 emissions by at least 3 – 5 percent compared with baseline year	Greenhouse gas emissions <ul style="list-style-type: none"> Scope 2 increased by 0.53 percent Scope 3 decreased by 5.00 percent

- Notes**
- 1) Percentage changes are calculated relative to the 2023 baseline (revised from 2022 baseline due to organizational restructuring and expansion of group office areas, resulting in broader data coverage including 1) the Company 2) THANI and 3) TNI).
 - 2) Increased electricity and water usage resulted from expansion of office space within group companies.
 - 3) Scope 2 emissions represent indirect emissions from purchased electricity used internally. Scope 3 emissions represent other indirect emissions throughout the value chain. Calculations follow the Carbon Footprint for Organization methodology of the Thailand Greenhouse Gas Management Organization (Public Organization).
 - 4) The Company is currently studying and collecting data to enable future disclosure of Scope 1 emissions.

Sustainability Performance Results

Governance and Economic Dimension

1. Good Corporate Governance and Business Ethics

The Board of Directors has therefore formulated a good corporate governance policy and a written code of conduct manual, both of which are to be considered as an operation framework for the Group personnel. Thanachart Group's member companies are required to apply such guidelines to match the nature of their business by adhering to morality, integrity, and practices in conformity with relevant laws. A review of the good corporate governance policy and the code of conduct manual is required at least once a year. The Board of Directors is responsible for regulating and monitoring the Company's business operations in accordance with its strategies, objectives, goals, regulations, resolution of the shareholders' meeting, and good corporate governance principle. In addition, the Board shall also regulate to ensure that Thanachart Group has a sound risk governance framework, adequate audit process, internal control system, risk management, and managerial regulation in line with current and future business situation. This is intended to facilitate the Group's operation in successfully implementing its policies, goals and business plans as well as meeting the expectation of all stakeholders.

In 2025, the Company had 10 Directors: 4 Executive Directors (which is 40 percent of the total of the Company's Board of Directors) and 6 Non-Executive Directors (which is 60 percent of the total of the Company's Board of Directors, comprised of 5 Independent Directors, which are 50 percent), 3 are female Directors and 7 male Directors. Each Director has a wide range of knowledge and abilities, including those applicable to the business operation of the Company and also to related businesses. As a result, the performance of the Company directors is efficient. After all, the Chairman is not the same person as the Chief Executive Officer in order to clearly distinguish the duty of the policymaking and governance from that of day-to-day management. In 2025, a total of 14 Board meetings was held.

The Company's Board of Directors has conducted a review of its corporate governance structure, focusing on aspects such as size, composition, appropriate proportions of Independent Directors, and ensuring a diverse board with members possessing a variety of skills, experiences, abilities, and unique qualities, including considerations for gender and age. This is essential to achieving the organization's objectives and main goals. Furthermore, the board is tasked with overseeing the transparent and clear processes for the recruitment and

selection of Directors and top executives. This ensures that the qualifications align with the specified criteria and provides confidence that the composition and operations of the board enable the exercise of independent judgment in decision-making. In this regard, the Company has also given shareholders an opportunity to nominate individuals for consideration as Directors during the regular annual shareholders' meeting.

In order to fulfill the corporate governance objectives, the Board has appointed four sub-committees, namely 1) the Audit Committee, 2) the Nomination, Remuneration, and Corporate Governance Committee, 3) the Risk Oversight Committee, and 4) the Executive Committee. More details can be found in Part 2 Section 6 Corporate Governance Policy and Code of Ethics Handbook. Relevant points are summarized as follows:

1. Audit Committee

A three-member audit committee is formed. All members are Independent Directors. The committee is responsible for reviewing financial reports, ensuring that the Company has an efficient internal control system and an internal audit in place, and sees to those the Company's operations are in conformity with relevant law and regulations. In 2025, the Audit Committee held in total 12 scheduled meetings with the management, senior executives from related groups, and auditors.

2. Nomination, Remuneration, and Corporate Governance Committee

The committee is composed of three members. All members are Independent Directors. The primary responsibilities of the committee include:

- Nominate, select, and propose eligible persons to be appointed as Directors of the Board, directors of the sub-committees, CEO, and executives in positions from Executive Vice President upwards. Ensure that the committee has an appropriate number and structure as well as qualifications, knowledge and expertise essential for the governance of the Company, and in line with the organizational strategy.
- Determine remuneration, review remuneration rates paid to Directors, members of the sub-committees, and CEO, and keep the rates within reasonable limit.
- Conduct corporate governance, review, propose, and monitor the implementation of good corporate governance policies to be in line with the code of conduct, regulations, and guidelines. Consider the results of the Company's corporate governance assessment as well as monitor the adequacy of the Company's disclosure principle in relation to corporate governance and sustainability development

In 2025, the Nomination, Remuneration, and Corporate Governance Committee held in total 4 meetings.

3. Risk Oversight Committee

The Risk Oversight Committee has 6 directors, including 3 Independent Directors, 1 Executive Director, and 2 senior executives, with an independent chairman. The committee is responsible for proposing the Company's risk management policy, formulating a risk management strategy in line with the Company's risk management policy, and reviewing as well as verifying the adequacy of the policy and effectiveness of the overall risk management strategy. In 2024, the Risk Oversight Committee held in total 12 meetings.

4. Executive Committee

The Executive Committee comprises 4 directors. The Committee is responsible for managing in accordance with the policy, goals, budgets, and plans as approved by the Board of Directors, and in line with appropriate risk management practices, and has been given additional responsibilities to oversee sustainability management. In 2025, the Board of Directors held in total 20 meetings.

2. Anti-Corruption and Financial Crime Prevention

As far as good corporate governance is concerned, Thanachart Group places special emphasis on anti-corruption. The Group deemed it an important principle in its business operation that it shall not support businesses, groups of individuals, or individuals engaged in undeserved exploitation, either directly or indirectly, resulting from the abuse of power and duties. The Group pledges its support for both the public and private sector in the fight against corruption in any form. Thanachart Group has therefore partnered with both the public and private sector under the initiative called Thai Private Sector Collective Action against Corruption (CAC) as members of the CAC continuously from 2014 to the present, which clearly reflects the commitment and dedication of the Company and member companies under Thanachart Group.

The Company issued a notice to partners, business representatives in a bid to combat corruption by refraining from giving and receiving any gift informing stakeholders of the Company's practices and requesting cooperation from them in promoting this anti-corruption campaign every year. In 2025, electronic mails were sent to business partners and business representatives and were also available through the Company's website. In addition, the Group companies also published the No Gift Policy logo, which was received from the CAC project, through the intranet system and the website of each company.

Executives and employees at all levels of the Company signed a confirmation form validating the acceptance of non-exploitation of business interests that conflict with those of Thanachart Group. This essentially means their compliance with the good corporate governance policy, code of conduct manual, anti-corruption policy, disclosure policy and use of internal information, anti-corruption measures, Message from the CEO on Anti-Corruption, whistleblowing regulations complaints of corruption, regulations on giving/accepting presents, gifts, welcoming dinners or benefits as well as other related regulations, and their non-exploitation of business interests that conflict with those of Thanachart Group.

The Company has arranged training programs on good corporate governance and anti-corruption for all employees to review, test, and assess knowledge and understanding through the Microsoft Forms platform on Microsoft 365. Group companies are also required to conduct similar training annually to ensure continuous compliance with good corporate governance and anti-corruption policies.

In 2025, participation in the good corporate governance and anti-corruption training reached 100 percent of employees, all of whom passed the knowledge assessment.

	2025	2024	2023
Total number of companies in the Group	18	19	18
Number of the Group's member companies which are CAC members	10	11	11

Note Other companies that do not participate in the CAC project membership are the Group's member companies that operate and their business operations are supervised by the Company's agencies.

Whistleblowing and Complaints

Thanachart Group places importance on transparency, accountability to all stakeholders, and ethical business conduct. Whistleblowing and complaint channels are provided for reporting misconduct, corruption, unethical behavior, or human rights violations. The internal audit function is responsible for receiving, reviewing, and systematically investigating such reports. The Company has established appropriate whistleblower protection policies and measures and regularly reports outcomes to the Audit Committee and the Board of Directors.

In addition, the Company has established clear guidelines for the protection of stakeholders who report whistleblowing information and submit complaints relating to fraud and corruption. Monitoring and reporting plans are implemented on a regular annual basis to ensure transparency and accountability to stakeholders.

1. The Company provides the following channels for whistleblowing, and complaints:

- 1) Via the website www.thanachart.co.th under the topic Corruption Whistleblowing
- 2) Directly to the Chief Executive Officer
- 3) Directly to the Head of Internal Audit via email at Anticorruption@thanachart.co.th
- 4) Directly to an immediate supervisor. If the matter involves senior management or a Director, it should be reported directly to the Chairman of the Audit Committee.

In addition to the website and email channels above, complaints may also be submitted by mail to:

Head of Audit Office

Address: 444 MBK Tower, 16th Floor

Phayathai Road, WangMai, Pathumwan

10330 Bangkok, Thailand

2. Procedures for Handling Whistleblowing Information and Complaints

- 1) The informant submits information, whistleblowing reports, or complaints through the channels designated by the Company.
- 2) Responsible officers conduct preliminary screening, compilation, and factchecking. If a detailed investigation is deemed necessary, approval must be obtained from the head of the receiving unit before forwarding the matter to the relevant department for further action.
- 3) The Company has established mechanisms to protect individuals who cooperate in providing information, complaints, or whistleblowing reports, in order to ensure confidence that such actions will not result in hardship or damage to the informant, as follows:
 - The Company will conceal the identity of whistleblowers or treat such information as strictly confidential, with access limited only to responsible personnel.
 - If whistleblowers or complainants believe they are unsafe or may suffer harm, they may request the Company to implement appropriate protective measures.
 - If any employee or executive is found to have treated another person unfairly or caused damage to another person due to that individual having reported information, filed a complaint, or refused to engage in corruption, such conduct shall be considered a disciplinary offense.

In 2025, Thanachart Group received information and complaints from stakeholders. The summarized issues and details are as follows:

Issues related to information disclosure and complaints	Matters received	Matters being addressed	Matters resolved
1. Ethics Violations	None	-	-
2. Human Rights Violations	None	-	-
3. Corruption*	None	-	-

Note * No complaints or allegations related to corruption were identified during the reporting year.

More details can be found in Part 2 Section 6 Corporate Governance Policy and Code of Ethics, and Attachment 5 Corporate Governance Policies and Code of Ethics.

In addition, the Company has been judged in the Corporate Governance Assessment, as part of the Good Corporate Governance Survey (CGR), and earned its 5-star level. This recognition has been repeated for 10 consecutive years. In addition, the Company’s stock has been awarded a “SET ESG Ratings” assessment from the Stock Exchange of Thailand (SET) at the “AA” level, maintaining inclusion on the ESG rating list for the third consecutive year. These achievements reflect the Company’s commitment to conducting business responsibly toward stakeholders under the principles of good corporate governance, while taking into account environmental, social, governance, and economic dimensions in a sustainable manner. The Company was also selected as

a company with outstanding ESG performance by the Thaipat Institute and was included in the ESG 100 Universe for 2025

Prevention of Financial Crime the Company and its group companies have developed information technology systems with emphasis on cybersecurity and personal data protection. Policies have been established covering information technology risk management, IT security standards, and measures governing the collection, use, storage, and disclosure of personal data, as well as customer service usage. All employees are required to strictly comply with their assigned responsibilities. In addition, the Company has implemented system architecture for customer identity verification to prevent unauthorized access to customer information and services.

3. Sustainable Investment

The Company, as an investment company and a holding company of Thanachart Group, invests in its financial subsidiary companies and also promising associated companies. It also seeks investment opportunities in other companies and strong future growth potential in both revenue and profitability, while operating responsibly toward society and the environment, that have the potential to generate appropriate and sustainable return on investment, enables the Company to generate appropriate and sustainable investment returns and to deliver consistent long-term value creation for shareholders.

Regarding for supervision of group companies, the Company has overseen and formulated a sustainability strategy for investments for its subsidiary companies. The Company is committed to supporting, promoting, and driving Group companies to provide high-quality products and services that meet customer needs, adhere to the principles of good governance, conduct business transparently, efficiently manage risks, and combine social and environmental initiatives to promote sustainable financial growth.

Furthermore, subsidiary companies must maintain a capital fund no less than the specified criteria, which is adequate for conducting business operations. Creating a customer-centric corporate culture, coming up with new financial innovations, and developing work processes for issuing products and services shall only serve to meet the needs of a wide range of customers. This shall in turn result in increased revenue from existing customer base as well as expanding new customer base under fair customer service guidelines (Market Conduct). In terms of personnel, the Company and its subsidiary companies attach importance to the equitable and fair treatment of employees. Continuous training and personnel development shall serve to increase the capacity of employees to replace important positions. Activities should be organized to promote and raise environmental awareness among employees, thus encouraging them to regularly take better care of their working environment.

Shareholder Returns and Performance

The Company operates investment business and is the parent company (Holding Company) of Thanachart Group, which operates a wide range of financial businesses including hire purchase business, insurance/life insurance business, securities business, non-performing asset management business, asset-based financing business, and investment business. The Company also holds shares of TTB as well as those in MBK and PRG, in a proportionate number for taking part in running their respective business. Realizing the importance of shareholders to the Company, the Company has been paying dividends in return to shareholders since 2002. The Company has a policy of paying dividend based on its performance and long-term shareholder returns. Evidently the Company has managed to steadily maintain dividend payment at an increasing rate. In the year 2025, the Company and its subsidiary companies had a net profit attributable to the Company of 7,750 million baht, according to the financial statements, resulting from successful implementation of risk management strategies in line with the company's growth strategy. This has strengthened the financial position of each subsidiary company and supported their business operations, ensuring their financial stability. In addition, the Company will consider increasing investments in subsidiary companies, associated companies and also in business operations with more proactive expertise, as well as expanding the business network of the Group companies in order to generate appropriate returns for shareholders in the long run. The dividend payment details are as per the table.

Table of Dividend Payment

Performance	2025	2024	2023	2022	2021
	(Restated)				
Net profit attributable to the Company (Consolidated Financial Statement) (Million Baht)	7,750	6,655	6,603	5,220	5,287
Earnings per share (Consolidated Financial Statement) (Baht)	7.39	6.35	6.30	4.98	5.04
Dividend per share (Baht) For the year's performance	3.50	3.30	3.20	3.10	3.00
Dividend payout ratio (Consolidated Financial Statement) (percent)	47.36	52.00	50.82	62.28	59.50

Note The Board of Directors has resolved to propose to the Shareholders' Meeting 2025 to approve the dividend payment at the rate of 3.50 baht per share, and the Company has paid an interim dividend for the year 2025 at the rate of 1.30 baht per share on 30 September 2025.

Tables of the Company Performance

(Unit: Million Baht)

Consolidated Financial Statements	2025	2024 (Restated)	2023 (Restated)
Total Revenue	24,368	23,482	22,562
Employee's expenses	882	836	2,058
Other operating expenses	12,131	12,194	9,622
Money paid to the owner of the funds	5,370	5,413	5,214
Income tax	570	401	695
Net Profit	8,264	7,022	7,207
Total Assets	154,674	160,791	158,138
Total Liabilities	68,662	80,309	80,783
Total Equity	86,012	80,482	77,355

- Notes**
1. Total revenue = Interest income + Non-interest income
 2. Other operating expenses = Fees and service expenses + Non-life insurance/life insurance income + Other operating expenses – Employee's expenses
 3. Payment to the owner of the funds = dividend payment + Interest expenses

(Unit: Million Baht)

Separate Financial Statements	2025	2024 (Restated)	2023 (Restated)
Total Revenue	8,962	7,816	7,637
Employee's expenses	191	184	187
Other operating expenses	155	145	135
Money paid to the owner of the funds	4,416	4,259	3,990
Income tax	51	10	43
Net Profit	7,750	6,655	6,603
Total Assets	108,265	101,099	92,998
Total Liabilities	27,751	26,594	21,708
Total Equity	80,514	74,506	71,290

- Notes**
1. Total revenue = Interest income + Non-interest income
 2. Other operating expenses = Fees and service expenses + Non-life insurance/life insurance income + Other operating expenses – Employee's expenses
 3. Payment to the owner of the funds = dividend payment + Interest expenses

4. Risk Management

Effective risk management in accordance with changing circumstances will help Thanachart Group deal with risks that arise appropriately and in a timely manner, which shall lead to the confidence of all stakeholders. As a result, the Group can grow stably and sustainably.

As a result, the Company has clearly defined the risk management policy and guidelines in writing, which have defined the duties and responsibilities of various related departments for employees to comply. In addition, the risk management process has been defined as a guideline in 4 stages: 1) identifying the nature of risks and risk factors, 2) developing appropriate tools and models for risk measurement and risk assessment, 3) controlling risks to an acceptable level, and 4) monitoring risk status to manage risks in time for potential situations.

The Company has established a committee and related departments that clearly define roles, duties and responsibilities in managing and overseeing risks that cover all aspects of risk. Details can be found in Part 1 Section 2 Risk Management.

In addition, the Company integrates ESG risk management into its corporate governance framework and enterprise risk management system in a structured manner, with the aim of enhancing ESG capabilities among its personnel. ESG risk training is incorporated as part of the enterprise risk management training program for executives and employees.

In 2025, executives and employees participated in such training, with a 100 percent pass rate, reflecting strong competency in understanding and managing ESG-related risks.

5. Supply Chain Management

Thanachart Group manages its supply chain from the process of selecting partners, considering their work history, the capabilities of the service teams provided, the quality of products or services, pricing, and the formulation of agreements specifying work scopes and terms. This includes providing services continuously and comprehensively, incorporating emergency response plans. Additionally, there is an evaluation of performance to gather information for considering future contracts. These practices adhere to Thanachart Group's risk management policy, policies regarding the use of outsourcing, policies for outsourcing information technology services, and procurement regulations. Key operational guidelines of the Group's member companies can be summarized as follows:

Vendor Selection

The selection of vendors involves assessing their knowledge, expertise, experience, and relevant capabilities related to the specific product or service. This evaluation considers factors such as value for money, efficiency, effectiveness, and overall performance in terms of quality, price, and the provision of the most beneficial services. Continuous monitoring of vendor operations is conducted, along with checks for both internal and external integrity to prevent any fraudulent activities. Employees are required to remain unbiased and impartial when selecting vendors, avoiding personal interests and ensuring that the selection process is fair. Information about

vendors is gathered to verify the list of board members/managers within the Group to prevent conflicts of interest in transactions with vendors. Furthermore, vendors must have an impeccable legal record, free from litigation or actions that reasonably suggest an intention to violate laws, regulations, or relevant provisions related to anti-corruption, human rights, labor practices, or environmental management. The Company places emphasis on considering green procurement practices to minimize environmental impact, such as opting for products made from natural or environmentally friendly materials.

Identification of Importance and Risk Management from Business Partners

The Company categorizes its business partners into groups and prioritizes their importance based on business relationships. Guidelines are established for managing the risks associated with each group of business partners, considering factors such as the quality of service provided, dependence on partners, and expertise in specific business areas. For instance, in the securities trading operations system, there is a structured process of monitoring, reviewing, evaluating performance, and reporting, aligning with the importance of the system and services from various business partners. This approach ensures seamless and continuous operation of the business by selecting high-quality partners, suitable for the nature of operations and services provided. The Company also emphasizes appropriate diversification of key business partners and actively manages relationship with them to maintain stability.

Examples of Key Trading Partners of the Group’s Member Companies in 2025

Thanachart Group	Outputs
THANI	Car dealers, debt collection service providers, business support service providers, or other types of product suppliers are considered crucial business partners. The company places utmost importance on car dealers, and in 2025, the company heavily relied on major partners with an acceptable risk level according to the risk index set by the company's strategic strategy.
TNI	<p><u>Non-life insurance brokerage</u> Evaluate partners’ business performance, level of cooperation, knowledge, expertise, experience, adherence to Market Conduct in sales processes, and complaint management procedures to ensure maximum customer benefit. Additionally, the company’s partners must meet the required credit scoring criteria and other specified conditions</p> <p><u>Reinsurance companies</u> Consider various factors when evaluating reinsurance brokers e.g. financial strength, management quality, service provision, and compliance with specified conditions and terms.</p>

Thanachart Group	Outputs
T Life	<p><u>Non-life insurance brokerage</u> The company assesses counterparties’ performance in accordance with its risk management criteria, as well as the level of mutual cooperation, knowledge, expertise, experience, and sales processes that comply with Market Conduct requirements.</p> <p><u>Reinsurance companies</u> Selection is based on financial strength, service quality and management capability, as well as the capacity and diversification in underwriting risk. Consideration is also given to the ability to transfer knowledge in reinsurance underwriting, enabling the business to conduct underwriting operations efficiently and to sustainably meet the needs of consumers.</p> <p><u>Claims service providers</u> are assessed based on counterparties’ operational performance in accordance with the company’s risk management criteria, as well as the breadth of their service networks, the appropriateness of service quality and cost, and their level of expertise and operational efficiency. These factors are critically important in the claims handling process, which involves transactions requiring a high degree of specialized expertise.</p>

Business Ethics of Partners

Aiming for business partners to conduct their business in accordance with legal requirements and business ethics, contracts are stipulated to ensure that the business partner controls and supervises Directors, executives, employees, hired personnel, operations, or other individuals subject to the control of the contracting party, to strictly comply with laws, regulations, or terms related to anti-corruption, human rights, labor practices, and environmental resource management.

Additionally, to monitor compliance with business ethics, a self-assessment method is employed by business partners. This self-assessment covers issues related to sustainable operations in environmental, social, governance and economic dimension.

2025 Example of Submitting Self-Assessment to Partners

Thanachart Group	Outputs
THANI	A total of 20 Major counterparties responded to the assessment, all of whom fully comply with business ethics across all dimensions.
TNI	More than 1,233 partners responded to the assessment and confirmed their adherence to the policy.

Credit Term Setting

Emphasis is placed on financial liquidity management, both within the Group’s member companies and business partners. This involves setting appropriate trade credit terms with partners after the delivery of goods or services. In 2025, the Company ensured timely payments to business partners in accordance with the established credit terms.

Examples of Trade Credit Terms Stipulated by Some of the Group Companies

Thanachart Group	Outputs
THANI	Determine the term of commercial credit with trade partners within 7 - 45 days after delivery of goods or services with average duration is 1 - 2 workdays.
TNI	Determines the allowable premium payment delinquency period in accordance with the criteria prescribed by the Office of Insurance Commission (OIC)
T Life	Determines the allowable premium payment delinquency period in accordance with the criteria prescribed by the Office of Insurance Commission (OIC)

6. Cybersecurity

Thanachart Group is aware of the importance of maintaining the security of customer data, employee data, and confidential Company information. Unauthorized access, misuse, or inaccurate disclosure of information without the owner’s consent could lead to various damages, affecting trust, self-security, and overall Company integrity. In response, Thanachart Group has established information security technology policies and continuously adheres to these standards. In 2025, the Company conducted a review, enhancement, and formal issuance of its Information Technology Security Governance Policy and Cybersecurity Threat Preparedness Framework, with the objective of elevating operational standards and strengthening overall cybersecurity protection. In addition, the Company organized online IT Security Awareness training programs, together with post-training knowledge assessments, to enhance employee awareness of information security in the use of internal information resources. These initiatives help ensure that employees are well prepared and able to adapt to change, while significantly reducing the risk of cyberattacks in various forms.

As a result, 100 percent of employees successfully completed the IT Security Awareness training program and passed the corresponding knowledge assessment.

7. Product Integrity and Transparency

Providing Fair Customer Service and Financial Opportunities

Thanachart Group places importance on providing fair customer service, operating under the concept of showing customers confidence in the Company’s transparent and clear operating system that can be easily verified. This is to create customer confidence in all financial products and services provided by the Company, providing customers with appropriate information for correct understanding and use in decision-making, convenient and fair

pricing and service/product terms and conditions. The Group also sets out measures in the form of market conduct criteria for employees in dealing with customers, such as agents who must maximize benefits for customers without distorting risk or opportunity information. This is to meet customer needs and provide fair treatment while ensuring appropriate penalties for employees who receive complaints and violate the specified criteria. At the stage of developing the Group's financial products and services, the Group also considers providing financial opportunities for customers.

Example of Financial Opportunities provided by Thanachart Group in 2025

Thanachart Group	Outputs
<p>THANI</p>	<p>THANI aims to develop products and services that increase opportunities for all groups in society to access inclusive and equitable financial services, particularly low-income individuals, disadvantaged groups, and vulnerable communities, in order to enhance their quality of life and reduce reliance on high-interest informal loans. The company designs its products and sets interest rates based on comprehensive risk management. In 2025, the company provided new loans to customers totaling 14,294 million baht to a total of 6,035 customers. The loans were divided into customers with a purpose of obtaining loans for occupational purposes, accounting for 72.25 percent and customers with a purpose of obtaining loans for consumer purposes, accounting for 27.75 percent. In this regard, THANI will generate interest income from the said loans at an average rate 9.25 percent of per annum.</p>
<p>TNI</p>	<p>Be aware of and emphasize the management of Market Conduct to ensure that customers and/or policyholders receive good and quality services from both the company and insurance intermediaries. This includes fair processes starting from the development and issuance of insurance policies, the selection of selling agents, and distribution channels. Post-sales services are provided with operations carried out as follows:</p> <ul style="list-style-type: none"> ● In providing services to retail customers, it is essential to offer basic services and products to give customers the opportunity to access a wide range of products at reasonable prices. ● Provide recommendations that align with customers' demand, financial capabilities, and their capacity for understanding, offering accurate and complete information for their decision-making. ● Customers should receive convenient and fair post-sales services, including efficient processes for claiming compensation and/or benefits according to insurance

Thanachart Group	Outputs
	policies. This involves having a well-organized system, procedures, or channels for handling complaints, as well as appropriate cancellation and refund policies.
T Life	<p>The company delivers services with a strong emphasis on Market Conduct, ensuring that customers receive high-quality and professional services from both the company and its business partners. Customers are treated fairly throughout the entire process, from the development and issuance of insurance policies, the selection of sales representatives and distribution channels, to after-sales services. In this regard, the company has implemented the following measures:</p> <ul style="list-style-type: none"> • Ensuring retail customers have access to basic products and services at appropriate prices. • Providing recommendations aligned with customers’ objectives, financial capacity, and level of understanding, supported by accurate and complete information for decision-making. • Ensuring customers receive full claims payments and/or benefits under policy terms, together with convenient and fair after-sales services, including complaint-handling mechanisms as well as appropriate policy cancellation and premium refund processes.

Managing Customer Relationships

Thanachart Group aims to continuously manage and develop customer relationships. By understanding and responding to customer needs, as well as creating a good experience between Thanachart Group and customers before, during and after providing services, to create business relationships that will generate long-term revenue.

Example of Customer Satisfaction Survey in 2025

Thanachart Group	Outputs
THANI	New loan customers rated their satisfaction with THANI’s services at an average of 94.75 percent, exceeding the established target of not less than 80 percent. However, the company remains committed to continuous improvement and will analyze customer feedback and suggestions to further enhance service quality.
TNI	By leveraging customer insights in product development and pricing strategy formulation tailored to the needs of each customer segment, together with the expansion of residential insurance products and the enhancement of policy renewal processes based on customer experience and behavioral data, the company aims to

Thanachart Group	Outputs
	enhance service value and continuity. These initiatives strengthen long-term customer relationships, reinforce brand trust, and support stable and sustainable business growth. As a result, the overall customer satisfaction level across all service dimensions of TNI was reported at 78.6 percent.
T Life	Customer service satisfaction is evaluated on an annual basis to support continuous improvement in service quality. Customer satisfaction surveys are conducted through multiple service channels. In 2025, the satisfaction score for services provided via the telephone channel was 90.60 percent, while the satisfaction score for services provided via the LINE Official Account was 88.00 percent.

General Complaint Management

The Group companies recognize the importance of feedback and complaints from customers as an integral part for correcting, improving, and developing while striving to build the standard of the Group’s products and services that shall maximize the customer’s satisfaction. The guidelines for customers and stakeholders as informant/complainant have been established in case of their witnessing or being affected by the actions of either the Group Director, executive, or employee. The complaint can be lodged via multiple channels including website, telephone, letter, email or LINE official account. After receiving notifications, clues and complaints on various issues, each member company conducts its own investigation, presents possible solutions, formulates preventive measures against recurring incidents, and reports to the relevant Board or management.

The process of considering and resolving complaints shall be carried out as soon as possible whereby the Compliance Section shall treat the complaint as preliminary information for further deliberation to proceed and to eventually find a resolution based on fairness and adhering to the principle of equality. Once a resolution regarding the complaint is reached, the Compliance Section shall report the resolution to the Managing Director via the management of relevant department/branch, and send a notice of the complaint resolution to the complainant/customer, advising the resolution within 7 days from the date of resolution. In 2025, the Company did not receive any general complaints at all.

Examples General Complaint Handling Procedure of the Group Companies in 2025

Thanachart Group	Outputs
THANI	A total of 10 complaints were received, which were investigated, rectified, and analyzed for causes and measures to prevent recurring incidents. Reports were also submitted to the relevant committees or executives within the Service Level Agreement (SLA) timeframe.

Thanachart Group	Outputs
TNI	<p>A total of 266 complaints were received, which were effectively managed within the company's designated timeframes. The company has established processes and criteria for handling complaints in line with industry practices outlined in the insurance ombudsman project by the OIC through the electronic system of the OIC. Complaints are handled in accordance with internal control systems and guidelines. Any complaints arising are reported weekly at the management team meeting, and subsequent reports are presented at the executive committee meetings. Additionally, a framework with a reasonable time schedule has been established for complaint management processes. For example, phone and website complaints are required to be acknowledged within one business day, with follow-up contacts to gather additional information from the customer.</p> <p>Regarding complaints involving disputes with the OIC, the Complaint Center has a defined timeframe to forward cases to the responsible party for resolution within the next business day. The center is also responsible for reporting progress until the closure of each complaint. This systematic approach ensures efficient handling and resolution of customer complaints.</p>
T Life	<p>A total of 6 complaints were recorded during the reporting period. Of these, four cases were successfully resolved within the prescribed timeframe, while two cases remain under review as part of the relevant government authorities' processes.</p> <p>The company has established complaint management processes and acceptance criteria in accordance with the operational guidelines and regulations of the OIC, as well as in compliance with its internal control systems and policies. All complaints are reported to management immediately upon receipt, with progress updates presented to the management committee on a semi-annual basis, and summary reports subsequently submitted to the executive committee and the board of directors.</p>

Social Dimension

Thanachart Group places strong emphasis on conducting its business responsibly toward society and all stakeholders throughout the value chain, in accordance with the principles of good corporate governance. The Group recognizes that respect for human rights is a fundamental responsibility in the conduct of its business operations. Accordingly, in order to prevent and avoid human rights violations affecting stakeholders arising from business activities, the Company has established a Human Rights Policy that is aligned with applicable laws and internationally recognized human rights principles. This includes compliance with Thai labor laws, which are consistent with international labor standards and best practices, as well as adherence to international human rights

instruments, such as the International Bill of Human Rights, the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, and the United Nations Guiding Principles on Business and Human Rights (UNGPs). This serves as a common code of conduct for the Company's Directors, executives, and employees, as well as those of member companies of the Group, to ensure consistent and unified practices.

In addition, the policy covers all business activities throughout the entire value chain, with the objective of promoting fair labor practices, non-discrimination, and respect for human rights; ensuring fair, transparent, and rights-respecting customer services; conducting responsible procurement practices with business partners; and operating the business with due responsibility toward communities and society. These commitments support sustainable development and long-term value creation.

The Company has established a Sustainability Management Committee to oversee and promote business operations in compliance with internationally recognized human rights principles, the Company's Human Rights Policy, and its human rights operational guidelines. The Human Resources function has been designated as the primary responsible unit for implementation, including operational execution, resource allocation, the development and provision of appropriate training, as well as ongoing monitoring, evaluation, and continuous reporting of performance.

8. Human Rights

Thanachart Group upholds important principles to respect human rights and will treat stakeholders with equality, uniformity, and indiscriminate consideration or differences of gender, color, race, nationality, religion, language, culture, disagreement, social, sexual orientation, gender identity, disability status or any other status, as well as not supporting and resisting acts that violate human rights directly or indirectly. The Group has a guideline to formulate a human rights policy and shall review it on a yearly basis as well as assess related risk and its effect regarding human rights. The Group shall base its consideration on UN Guiding Principles on Business and Human Rights and use it as a guideline in handling any human rights issue that may arise throughout the supply chain in line with the Group's operation. As a result, it is certain that at every step of the Group's business operations, including that of all groups of stakeholders throughout the supply chain, no act of human rights violation shall occur.

The Company has analyzed the major human rights risks to support effective human rights risk management, together with continuous monitoring and progress reporting. The key issues can be summarized as follows:

Important Human Right Risks	Stakeholders	Risk Management Guidelines
Data leakage and misuse of information	Shareholders The Board of Directors Employees Customers Trading Partners Creditors	<ul style="list-style-type: none"> ● Establish data security policies ● Develop cybersecurity strategies ● Define system access control protocols ● Restrict the use of encrypted USB storage devices ● Enhance data-leak prevention tools used to monitor transfers of information to external destinations
Employee data privacy	Employees	<ul style="list-style-type: none"> ● Develop cybersecurity strategies ● Establish a strategic framework for cybersecurity. ● Define system access control protocols ● Restrict the use of encrypted USB storage devices ● Enhance data-leak prevention tools used to monitor transfers of information to external destinations ● Provide training to employees to enhance their knowledge, understanding, and appropriate behaviors regarding the protection of personal data, as a preventive measure.
Supply chain management with consideration for human rights	trading partners	<ul style="list-style-type: none"> ● Stipulate the policy on human rights according to the law, regulations, or relevant requirements as one of the conditions for considering procurement and hiring with business partners of the Company. For example, labor recruitment and usage ● Promote respect for the diverse differences of individuals among business partners and must not support or condone the use of violence or violations

In addition, the Company provides channels for stakeholders to report whistleblowing information or submit complaints through the designated channels established by the Company. In the event of any human rights violations involving Directors, executives, employees of the Company, or companies within the Group, the Company will conduct an investigation and address the complaint accordingly, as well as establish measures to prevent recurrence in the future. This includes providing reasonable remedies to affected or injured parties based on the facts of each case, and imposing disciplinary actions against offenders in accordance with the Company's work rules and regulations.

In 2025, Thanachart Group did not receive any notifications or complaints related to human rights issues. Additionally, there were no instances of human rights disputes under resolution or reconciliation either.

9. Data Privacy

For personal data protection, Thanachart Group has established and announced a Personal Data Protection Policy, along with regulations on the collection, use and disclosure of personal data. This applies to shareholders, customers, business partners, and employees within the organization. Strict measures have been put in place to ensure the security of personal data, prohibiting any disclosure unless consent is obtained from the data owner or required by law. Additionally, the policy strictly forbids the misuse of personal data for unauthorized benefits.

In 2025, the Company organized online training on compliance with the Personal Data Protection Act, delivered through Microsoft Forms on the Microsoft 365 platform, together with post-training assessments to evaluate knowledge and understanding. All employees completed the training and successfully passed the assessment, representing 100 percent of total employees, to ensure that operations are carried out in compliance with legal requirements.

10. Human Capital Development

Equal and Fair Treatment of Employees

Thanachart Group has taken steps regarding the issue of treating its employees equally and fairly, based on the operational standards as follows:

1. Thanachart Group follows employment practices in line with the established standards as well as the related laws. In this connection, the Company has also established a clear policy and clear regulations. Avoid violating human rights, e.g. employment of child labor and use of forced labor. Also put in place a process for checking various qualifications before recruitment.
2. Thanachart Group's human resources regulations comply with applicable labor standards, and these policies have been effectively communicated to all employees across the organization.
3. Thanachart Group's defined working hours and overtime arrangements in accordance with the requirements of labor laws.

4. Thanachart Group without giving undue advantages or depriving employees of their rights unfairly, due to differences in their race, nationality, religion, social status, gender diversity, age, physical impairment or disability. As well, the Group has adopted a clear policy aiming at adopting measures for preventing and addressing sexual harassment.
5. Thanachart Group employs persons with disabilities directly and also engages persons with disabilities through outsourced services in collaboration with the Don't Drink and Drive Foundation. This initiative provides continuous employment opportunities throughout the year, supporting persons with disabilities and their families to achieve a better quality of life, self-reliance, and access to basic rights, while fostering self-esteem and reducing social inequality. In addition, appropriate facilities are provided for persons with disabilities who work with or visit Thanachart Group, including accessible buildings and premises, designated parking spaces, and wheelchair ramps.
6. Supports internship programs for university and college students as a foundation for the future, enabling the organization to access skilled talent. In addition, interns help strengthen the workforce, provide employees with opportunities to develop leadership skills, bring fresh perspectives from the younger generation, and expand the organization's candidate pool for future recruitment.
7. Emphasis is placed on ensuring procedural fairness in relation to disciplinary actions. As well, the Group has put in place procedures for investigating all people involved to establish facts and for hearing both sides of the story in a careful manner. A disciplinary review committee has been appointed, consisting of qualified members from within and outside the organization. The objective is to ensure that the disciplinary procedures are followed in the fairest manner possible. Importantly, a procedure has been put in place to allow employees who are subject to disciplinary action to lodge an appeal so that the case could be reconsidered for ensuring fairness of disciplinary.
8. Establish regulations, code of conduct handbook, and policies for good governance to be implemented towards stakeholders such as shareholders, executives, employees, business partners, etc., to adhere to the requirements, guidelines, and processes of working according to the principles of transparency and without corruption.
9. Thanachart Group also encourages collective bargaining negotiations, aiming at bringing about group discussions, suggestions and negotiations among the parties concerned, including the organization, employees' representatives, the employee welfare committee, and the employee committee. The objectives are to act on useful suggestions and to build good employer-employee relationships. In addition, arrangements have been made to the effect that the centralized human resource department establishes an HR business partner unit responsible for looking after employees, keeping them happy and productive so that they continue working for the organization.

10. In order to comply with Section 96 of the Labor Protection Act B.E. 2541, the Company has established a Welfare Committee within the workplace. The committee includes representatives from the employees, and its term is two years. The responsibilities of the committee are as follows:

- 1) Participate in negotiations with the Company to organize welfare for employees.
- 2) Give counsel, and make recommendations to the Company regarding the provision of employee welfare.
- 3) Inspect, control, and oversee the welfare provided by the Company to employees.
- 4) Propose ideas and guidelines for the provision of welfare that would be beneficial to employees to the Welfare Committee. This committee is, in essence, established to ensure the well-being and benefits of the employees in accordance with labor laws.

In 2025, the Company promoted the role of the Welfare Committee by conducting a total of 4 committee meetings in the workplace.

Employees' Health Care

Thanachart Group recognizes the importance of ensuring that all employees are healthy and are able to access health services conveniently, mainly because the well-being of employees brings about organizational productivity. As a result, Thanachart Group pays great attention to the health of all employees. On one hand, it promotes the maintenance of the employees' health by putting in place of preventive measures which raise the awareness of and mitigate health risks. On the other hand, it puts in place the following measures with the aim of promoting the good health of employees.

- The Company provides an on-site medical room with a Registered Nurse (RN) available to assist employees in case of minor illnesses or medical emergencies. The medical room offers basic first aid services, essential medical equipment, and modern medicines. Additionally, employees can receive consultations and health-related advice from the attending nurse.
- The Company conducted its annual health check-up program during 2 December 2025 - 18 December 2025, followed by medical consultations during 8 January 2026 - 22 January 2026, where employees could review their results and receive health care recommendations. This initiative ensures accessibility to health screenings and raises awareness of personal health maintenance. Additionally, employees are provided with screening benefits for serious illnesses such as cervical cancer, prostate cancer, and breast cancer. The Company also offers vaccinations against prevalent diseases, including influenza and hepatitis B, to promote overall well-being and ensure that employees remain healthy.

Employee Health and Quality of Life Promotion Program (Wellbeing Program)

In addition to managing and controlling the working environment, the Company has implemented an annual Wellbeing Program for 2025 to promote employees' health and quality of life through a preventive and holistic approach. The program covers physical, mental, social, and financial well-being, with the objective of

supporting employees of all age groups to adapt, grow, and work effectively and sustainably. The program comprises three main areas of activities, as follows:

- Happy Wealth

The initiative focuses on enhancing employees' knowledge and skills in financial management, saving, and investment, tailored to each stage of life, in order to strengthen long-term financial security, reduce personal financial stress, and support overall employee well-being. Activities are conducted in collaboration with financial experts and include financial planning, short-term and long-term investment strategies, retirement preparation, as well as information on savings-related benefits such as savings cooperatives and provident funds.

- Happy Life

The initiative promotes mental well-being and positive relationships within the organization through creative activities that provide opportunities for employees to exchange experiences, build inspiration, and strengthen engagement across functions. It also includes the Healthy Mind, Healthy Life Wellness Program, which focuses on physical health, nutrition, and mental well-being to help reduce stress and foster positive energy in the workplace.

- Happy Future

The initiative supports work-life balance and future preparedness through short retreat activities that allow employees to relax and reflect on their life goals. It also includes the Happy Retirement Program, which focuses on transferring knowledge and experience from the current workforce to the next generation, alongside preparation for financial planning and post-retirement life. This approach aims to build confidence and ensure a good quality of life over the long term.

The implementation of employee health promotion initiatives reflects Thanachart Group's commitment to comprehensive employee well-being, encompassing both the working environment and overall quality of life. These efforts help reduce health-related risk factors, enhance employees' readiness and performance at work, and support the organization's sustainable growth over the long term.

Safety, Occupational Health, and Work Environment

Thanachart Group prioritizes safety management, occupational health, and workplace environment by implementing policies to maintain suitable working conditions and employee welfare in accordance with occupational health standards. The Company also promotes awareness, provides guidance, and enforces compliance among executives and employees to ensure continuous improvement in workplace safety. The key measures include:

- Requiring all employees to adhere to safety regulations, official directives, and workplace health and safety standards as mandated by authorities, as prescribed by law and the Company, in order to prevent accidents, injuries, and work-related illnesses, as well as to manage and reduce health risks for employees and all stakeholders operating under the Company's supervision in a systematic manner.
- Managing and maintaining a safe and hygienic working environment while ensuring that employees are protected from harm to their life, body, mind, and overall health. In 2025, no employees experienced workplace accidents or work-related illnesses, and no material complaints were reported regarding health, safety, or working environment conditions.
- A clear governance structure for occupational health and safety is established, with a Safety, Occupational Health, and Working Environment Committee serving as the main body responsible for policy formulation, oversight, and ensuring compliance with relevant laws and standards. The committee meets regularly every month to review safety-related incidents, analyze causes, and determine appropriate preventive and corrective actions, while continuously monitoring implementation to prevent recurrence and systematically elevate workplace safety standards.
- The Company appoints Safety Officers (SO) to oversee, supervise, promote, and support the effective implementation of occupational health and safety management. Their responsibilities cover legal compliance, risk monitoring, and internal safety communication. The appointment of such officers complies with the Ministerial Regulation on the Appointment of Safety Officers 2022.
- Mandating safety training programs for executives and supervisors, including courses for occupational health and workplace safety for all employees.
- The Company conducts regular occupational health and safety training and emergency drills to enhance employees' knowledge, understanding, and preparedness in responding to emergency situations. In 2025, firefighting and evacuation drills were conducted at the head office on 3 November 2025 and 19 December 2025, and an earthquake evacuation drill was conducted on 1 September 2025. The Company emphasizes reviewing and learning from safety-related incidents, including observations from drills and real operations, to analyze and improve training plans, operational procedures, and appropriate corrective and preventive actions. Emergency equipment readiness is also inspected monthly to strengthen preparedness and continuously reduce risk.

Human Resource Development

The Company develops the capabilities of employees within its diverse financial business group by focusing on learning through real work experience. Employee development is aligned with job roles, business goals, and governance requirements, starting with building shared knowledge and understanding of financial business, governance, ethics, and risk management across the organization. The Company also supports the development of specialized skills for each business line, while strengthening digital skills, data usage, and leadership capabilities. Instead of relying only on classroom training, the Company emphasizes the role of supervisors in creating learning opportunities, sharing experience, and encouraging teamwork and knowledge exchange. This approach helps build a capable and ethical workforce that is ready to support sustainable transformation in the financial business.

Practice Guidelines on Training

The Company focuses on enhancing employee capabilities through real-work experience, promoting collaborative learning within work processes, and supplementing it with necessary training programs. Less reliance is placed on classroom-centered training, while emphasis is given to designing continuous learning pathways linked to practical work.

Training is implemented based on the 70-20-10 human capital development framework, which prioritizes experiential learning from actual work as the core component, linking personnel development to job responsibilities and organizational business goals. Supervisors are designated as key supporters who create learning opportunities for their teams.

In addition, the Company promotes learning through the exchange of experiences with others by fostering an environment of continuous guidance and constructive feedback within each function. This includes supporting knowledge sharing and the formation of communities of practice based on job characteristics, as well as transferring experience through mentoring systems and peer-to-peer learning among colleagues

For formal training, the Company applies a targeted and purpose-driven approach to establish a solid foundation of knowledge, mindset, and consistent performance standards. Emphasis is placed on programs that can be immediately applied to actual work practices, while minimizing theoretical training that is not aligned with job contexts or the organization's operational needs.

In 2025, Thanachart Group focused on a systematic and continuous approach to building and enhancing personnel capabilities. Emphasis was placed on developing the knowledge, skills, and attitudes required to work effectively in a rapidly changing environment. Employees are encouraged to learn from real-life experience, knowledge exchange, and collaboration, supported by tools, technology, and a learning-friendly environment that enables continuous learning. Learning initiatives are clearly linked to the organization's goals, strategies, and direction, enabling employees to adapt, solve problems, and innovate effectively. This approach supports organizational readiness, competitiveness, and sustainable long-term growth, as outlined below.

1. General Knowledge Group: This focuses on developing foundational knowledge and a common mindset that all employees should share, enabling a comprehensive understanding of the financial business group and the interconnections among hire purchase, non-life and life insurance, securities, secured lending, distressed asset management, and investment businesses. It also covers principles of good governance, ethics, risk management, and compliance with laws and regulatory requirements, with the objective of establishing shared standards and a consistent organizational culture across the entire organization.

2. Functional Training: This type of training activities focuses on development of skills suitable for one's roles, duties, and responsibilities. The objectives are to raise the level of customer service based on the concept of customer centricity and to ensure that customers receive financial services which meet their needs and are in line with their risk tolerances. Not less importantly, emphasis is placed on ensuring that the services are delivered properly in compliance with the requirements and regulations of the state agencies concerned and in a transparent manner.

- 2.1 Product knowledge training activities were organized, aiming at providing employees with knowledge and understanding of various products and services of the Group which were constantly improved and updated. As a result, employees were capable of appropriately introducing products and services that met the real needs of each group of customers.
- 2.2 As well, training activities were conducted on basic infrastructure of various work systems. The objective was to ensure that customer services could be delivered in a timely and efficient manner. Among others, these included training on customer management systems for introducing financial services, loan approval system, and systems related to buy and sell orders of life and non-life insurance products. The Group also provided employees with knowledge and understanding of information technology which constantly changed. As well, it organized training activities and seminars on innovative concepts and innovation skills for employees. The objective was to encourage employees to have concepts of product development and to adopt work processes that met customer needs in the digital age in a timely manner.
- 2.3 Professional certificate courses were also organized. Among others, these included courses for securities investment consultants, general insurance agents, and life insurance agents as well as courses on unit-linked insurance plans.
- 2.4 As well, training courses on regulations of the authorities concerned were conducted. The objectives were to provide all executives and staff with knowledge and understanding of the regulations and to ensure that the executives and staff were able to manage and do their work in full compliance with the regulations. In this connection, tests were given to assess participants' knowledge of course contents after training. Among others, the trainings included courses on the Personal Data Protection Act, Anti-Money Laundering Act, Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing Act, Ministerial Regulations on Customer Due Diligence

(CDD) as well as the course on CG & Anti-corruption Measures which covered the Group's corporate governance and anti-corruption policies. The Group also cooperated with the public sector in promoting ethical behavior and fostering fairness in business. As a result, the cooperation had positive impacts on the country's social and economic development.

3. Leadership and Managerial Development Training: Executives play an important role in implementing the organization's policies and strategies. As a result, Thanachart Group has organized training activities. The focus is on developing leaders who are capable of effectively managing a diverse financial business organization under constraints related to cost, governance, and risk. For senior and middle management, the programs emphasize cost management, productivity enhancement, strategic decision-making based on data and risk considerations, and efficient resource management to deliver tangible business outcomes. In parallel, Individual Development Plans (IDPs) are implemented for key personnel, with a focus on strengthening strategic thinking, ownership, trust-building, and the ability to drive results that reduce costs and enhance productivity over the long term.

For newly appointed executives and supervisors, development efforts concentrate on essential practical management skills, including goal setting and clearly communicating objectives to teams, continuous communication and individualized feedback, selecting and recruiting personnel suited to specific roles and business contexts, and developing and monitoring Individual Development Plans. These efforts aim to build leadership readiness in managing people, managing work, and delivering sustainable business results.

4. Blended-Learning Organization: To keep pace with today's ever changing world. The idea gives rise to a blended learning that could address the problem of personnel development: getting them well-prepared for business operation and customer service by means of the following learning methods:

- 4.1 Coaching: Supervisors were required not only to provide trainees with advice and suggestions but also to share various experiences with them so that they would be able to work efficiently.
- 4.2 On-the-job Training: Employees were encouraged to exchange their experiences with one another and to help solve problems together while they received suggestions from advisory experts. The objective was to promote group learning and foster teamwork skills which were beneficial to the organization.
- 4.3 Microlearning (via the Vonder Application) This learning approach focuses on short, concise, and targeted content that requires minimal time for each learning session. It enables employees to learn anytime and anywhere, and to immediately apply the acquired knowledge to their work through a digital platform.

4.4 Knowledge Management / Knowledge Sharing this refers to the systematic process of collecting, storing, transferring, and applying knowledge within the organization, including both theoretical knowledge and knowledge gained from work experience. The objective is to enable shared use of organizational knowledge to enhance operational efficiency and reduce the risk of knowledge loss within the organization.

In addition to the above-mentioned elements, Thanachart Group has enhanced preparedness of newly recruited staff. Each new employee is required to attend a one-day orientation session, in which they will be provided with product knowledge, core values, organizational structure, compliance with the anti-money laundering law as well as the countering the financing of terrorism law as well as information about staff welfare. The objective is for new employees to know the business overview as well as direction and various strategies so that they could adjust themselves to Thanachart Group and establish good relationships with fellow colleagues and the organization. The orientation lays the foundation for the organization to retain the new employees.

Examples of training Programs Conducted by Companies within Thanachart Group in 2025

Thanachart Group	Outputs
<p>The Company</p>	<ul style="list-style-type: none"> - The training program for executives and supervisors includes the “Leadership Skills Training 2025” initiative, which covers the following key topics: Performance Management, Leadership Program, and Coaching for Results. - The training program for employees titled “Integrating Cybersecurity, AI & Quantum Risk into Enterprise Risk Management (ERM)”. The program covered the following key topics: building knowledge and understanding of cybersecurity risk, AI governance, and quantum risk; effectively integrating cyber risk into Enterprise Risk Management (ERM); and learning best practices from both domestic and international contexts to enhance the organization’s governance standards. - Organized workplace safety training program, including a Basic Life Support (BLS) course, to enhance employees’ knowledge and skills in providing basic life-saving assistance. <p>Executives and employees participated in both internal and external training programs, with an average of 10.6 training hours per person per year.</p>
<p>THANI</p>	<p>Organized 19 training programs aimed at developing employees’ skills and work capabilities. Examples include courses on legal procedures for hire-purchase cases and legal issues affecting hire-purchase business operators, ChatGPT and Generative AI for Work, and Power BI, among others. In addition, in 2025, employee representatives participated in five e-learning courses provided by the Department of Environmental Quality Promotion, Ministry of Natural Resources and Environment, covering: Environmental Technology, PM 2.5:</p>

Thanachart Group	Outputs
	<p>A Nearby Threat More Serious Than Expected, Designing Environmental Communication Media That Is (Not) Engaging, Zero Waste Operations, Sustainable Consumption. Employees who attended these programs shared the knowledge gained with their colleagues and applied it within the organization. On average, executives and employees received 4.21 training hours per person per year.</p>
<p>TNI</p>	<ul style="list-style-type: none"> - Thanachart Insurance conducted a total of 75 training and development courses based on a competency-based approach. The competency framework consists of three key components: <ol style="list-style-type: none"> 1. Managerial and Leadership Competency are defined as required capabilities for employees at supervisory level and above, with differing levels of expectations at each level. Examples of related programs include The Power of Goal Setting, One-on-One Feedback, The Power of Recruitment and Interview, Individual Development for Success, and the TNI Future Leader Program. 2. Functional Competency – This pertains to specialized skills specific to each profession and job function, ensuring that employees with similar expertise and roles develop the necessary knowledge and capabilities. Examples of related training programs include The Power of Close and Top Sales, Enterprise Architecture with Archi: Advanced Model Development and Practical Application, Project Management in Practice, and Telephone Service Standards. 3. BOOTS UP A trend-based learning initiative designed to prepare the organization for the future, with recommended programs tailored by generation. Examples include ChatGPT and AI Mastery, Critical Thinking & Problem Solving, Time Management for Productivity, and Growth Mindset. - Organized an annual online training on IT Security and Cybersecurity Awareness (2025), with 100 percent employee participation, to strengthen understanding of cybersecurity and personal data protection. - Organized online training on Good Corporate Governance and Anti-Corruption, with all employees completing training and knowledge assessments related to good governance and transparent corporate practices. - Organized online training on Risk Management, completed by executives and employees with 100% participation, to enhance preparedness for responding to and recovering from crises effectively. - Provided PDPA (Personal Data Protection Act) training to all employees at every level to ensure understanding of the policy and correct practices. Employees were required

Thanachart Group	Outputs
	to pass the assessment with a 100 percent score. In addition, PDPA training was included in the new employee orientation program, which was conducted regularly on a quarterly basis.
T Life	- Organized training programs for executives and supervisors, including courses such as Synergy in Action: Building Winning Teams, Manager Roles, Unlock Your Sale, Keyman Insurance, PDPA in Action (Personal Data Protection Knowledge), and International Financial Reporting Standard No. 17: Insurance Contracts (IFRS 17).

Employee Engagement Measurement

The Company places great importance on employee care, recognizing that employees are a key component of organizational success. As part of this commitment, the Company conducts an employee satisfaction and engagement survey every two years. The results will be systematically analyzed and applied to strengthen employee care practices and improve the effectiveness of human resource management.

From the Voice of Employees (VOE) survey conducted in 2025, the response rate reached 100 percent of total employees, with an average satisfaction and engagement score of 77 percent. Based on these results, the Company developed VOE Action Plans to improve and enhance employee satisfaction and engagement. The development of these plans involved collaboration with supervisors from each department in planning and implementation, along with continuous progress monitoring throughout 2025–2026.

In 2027, the Company plans to conduct the VOE survey again, with a target to maintain average scores for job satisfaction, working environment, and organizational engagement at no less than 70 percent.

Performance Appraisal and Staff Remuneration

Thanachart Group has set up a clear and transparent performance appraisal process. Not only it adopted a standard methodology but also prepared a standard appraisal form for all work units. Performance appraisals, whether individuals, team or executives, have been clearly grouped. In this connection, the appraisal of the division/section must specify their main goals which are in line with the annual Key Performance Indicators (KPIs) of their respective department. As well, the individual KPIs and the team KPIs have to be in line with the main goals set by each of their respective division/section. Such appraisal process will help drive the performance of the staff members of the whole organization to achieve the established business goals. The appraisal will be conducted twice a year in order to allow proper monitoring of the implementation. A central unit will be responsible for ensuring that the appraisal of the whole organization follows the same direction as specified.

As regards remuneration, Thanachart Group has laid down the remuneration principles, ensuring that the remuneration is in line with the different nature of work, and that the remuneration in the form of monthly salaries and annual bonuses will be properly taken into account. The objectives are to motivate staff members to carry out their duties and achieve the goals established by each division/section and to ensure that the compensation

levels the Group provides are competitive with those offered by companies in the same business, In 2025, performance evaluations were conducted for 100 percent of the Company's employees.

Thanachart Group provides employee compensation based on performance, knowledge, capabilities, and levels of responsibility, while offering benefits and welfare that are appropriate, fair, and competitive with those of companies in the labor market. Compensation is structured as follows:

1. Fixed Compensation includes salary, position allowances, and professional allowances. Salary structures are designed to be appropriate to job characteristics and responsibilities, ensuring internal equity within the Company and member companies under the Group and compliance with, and exceeding, the minimum wage requirements stipulated by labor protection laws. Annual salary adjustments are also made in line with industry conditions and labor market trends.
2. Variable Compensation includes performance-based bonuses or special allowances, as well as incentive rewards for projects in which employees play a role in driving the Company toward achieving its defined objectives.
3. Employee Welfare and Benefits. The Company and member companies under the Group are committed to supporting employees' well-being and quality of life, as well as maintaining morale and motivation at work. Accordingly, the Company and member companies under the Group provide a range of employee welfare and benefits covering the following areas:

Welfare Benefits

Thanachart Group provides welfare benefits to permanent employees as well as those on fixed-term and temporary employment contracts. These welfare benefits are as follows:

Welfare Benefits	Types of Employees		
	Permanent	Fixed-term	Temporary
Salaries	✓	✓	✓
Medical Treatments	✓	✓**	✗
Provident Fund	✓	✓**	✗
Annual Physical Check-Up	✓	✓**	✗
Life and Accident Insurance	✓	✓**	✗
Savings Cooperative	✓	✓**	✗
Overtime	✓	✓	✓
Training/Staff Development/Staff Scholarship	✓	✓	✓
Funeral Benefits	✓	✓**	✗
Educational Assistance for Staff's Children	✓	✓**	✗
Residential Rental Expenses	✓	✓**	✗
Welfare Loans	✓	✓**	✗
Danger Pay Allowance	✓	✓	✓
Staff Uniforms	✓*	✓*	✗

- Notes**
- 1) Permanent employees are those who are engaged by Thanachart Group on a permanent basis.
 - 2) Fixed-term employees are those who are on fixed-term employment contracts.
 - 3) Temporary employees are employed for the nature of work which is temporary or of a definite duration of not more than one year.
 - 4) * Only for some specified jobs.
 - 5) ** Only employees holding some positions are entitled to the benefits.

The Company provides equal benefits to all employees to promote their health and well-being. Employee benefits include:

- **Medical Benefits**

The Company offers medical benefits covering outpatient and inpatient treatment, dental care, vision care, maternity expenses, sterilization procedures, cancer screenings, and vaccinations. Employees can receive medical services at both public and private healthcare facilities.

- **Annual Checkups**

The Company provides annual checkups, with screening programs tailored to different age groups and health risk factors.

- **Provident Fund**

The Company and its employees have jointly established the Thanachart Group Provident Fund, which is officially registered and managed under the supervision of the Provident Fund Committee. The committee consists of representatives appointed by the employer and representatives elected by fund members. The fund aims to promote financial discipline and long-term savings through an Employee's Choice model, allowing employees to choose their contribution rate from 2 percent to 15 percent of their monthly salary. The Company provides matching contributions based on employees' length of service, at rates ranging from 3 percent to 10 percent of monthly salary, to provide financial security for employees upon retirement or in the event of unemployment.

Recognizing the importance of effective management of employees' provident fund investments, Thanachart Group has adopted a policy to appoint a professional fund manager. The Company has appointed Kasikorn Asset Management Company Limited as the provident fund manager, as it complies with the Investment Governance Code for Institutional Investors (I Code) and follows the Principles for Responsible Investment (PRI), ensuring responsible investment practices based on good governance principles.

As of 31 December 2025, the Company and companies within the Group employed a total of 1,104 employees, of whom 871 employees, or 79 percent, were members of the provident fund.

- **Savings Cooperative Benefits**

The Company encourages employees to join the "Thanachart Employee Savings Cooperative" to promote financial savings. Members of the cooperative receive additional benefits such as group life and family insurance, special interest rates for deposits, and loan privileges.

- **Group Life Insurance and Travel Accident Insurance Benefits**

The Company provides group life insurance and travel accident insurance for all employees to offer financial security and peace of mind. The coverage includes death due to illness or accident, loss of limbs or eyesight, permanent total disability, and death benefits. Employees are covered 24 hours a day, anywhere in the world, both on and off duty.

- **Funeral Assistance Benefits**

The Company provides funeral assistance to support employees in case of their own passing or the death of their parents, spouse, or children. The Company offers financial support for funeral expenses based on established criteria and conditions.

Thanachart Group Employee Information

Social Data	Unit	2025		2024		2023	
		Male	Female	Male	Female	Male	Female
Total employees							
Total employees	Persons	1,698		1,861		1,852	
		744	954	830	1,031	822	1,030
	%	43.82	56.18	44.60	55.40	44.38	55.62
By type of contract							
Permanent employee	Persons	721	941				
Contract employee	Persons	23	13				
By type of employment							
Full-time	Persons	798	742				
Temporary	Persons	74	84				
By age							
< 30 years old	Persons	36	95	41	105	41	118
30-50 years old	Persons	457	717	489	762	532	752
> 50 years old	Persons	250	143	300	164	249	160
By level							
Senior Executives	Persons	16	6	38	24	28	21
Manager – Intermediate Executives	Persons	109	116	119	159	233	257
Operational Level	Persons	618	833	673	848	561	752
By Workplace Location							
Head Office	Persons	572	792	646	866	635	871
Domestic Branch	Persons	172	162	184	165	187	159
By nationalities							
Thai	Persons	744	954	830	1,031	822	1,030
	%	43.82	56.18	44.60	55.40	44.38	55.62
Others	Persons	0	0	0	0	0	0
	%	0	0	0	0	0	0
Hiring of employee with disability							
Hiring of employee with disability	Persons	6	2				

Social Data	Unit	2025		2024		2023	
		Male	Female	Male	Female	Male	Female
New employees							
Total new employees	Persons	94		149		174	
	Persons	47	47	71	78	66	108
New hire rate	%	5.54		8.00		9.40	
	%	2.77	2.77	3.82	4.20	3.56	5.83
By age							
< 30 years old	Persons	11	18				
	%	0.65	1.06				
30-50 years old	Persons	32	26				
	%	1.88	1.53				
> 50 years old	Persons	4	3				
	%	0.24	0.18				
By nationalities							
Thai	Persons	47	47				
	%	2.77	2.77				
Others	Persons	0	0				
	%	0	0				
By Workplace Location							
Head Office	Persons	45	45				
	%	2.65	2.65				
Domestic Branch	Persons	2	2				
	%	0.12	0.12				

Social Data	Unit	2025		2024		2023	
		Male	Female	Male	Female	Male	Female
Employee turnover (voluntary turnover)							
Total employee turnover	Persons	106		157		185	
	Persons	55	51	75	82	75	110
Turnover rate	%	6.24		8.44		9.99	
	%	3.24	3.00	9.04	7.95	9.12	10.68
By age							
< 30 years old	Persons	4	9				
	%	0.24	0.53				
30-50 years old	Persons	40	37				
	%	2.36	2.18				
> 50 years old	Persons	11	5				
	%	0.65	0.29				
By nationalities							
Thai	Persons	55	51				
	%	3.24	3.00				
Others	Persons	0	0				
	%	0	0				
By Workplace Location							
Head Office	Persons	43	39				
	%	2.53	2.30				
Domestic Branch	Persons	12	12				
	%	0.71	0.71				
Diversity							
Senior Executives (Female)	%	0.35					
Manager – Intermediate Executives (Female)	%	6.83					
Operational Level (Female)	%	49.06					

Note The Company does not employ persons with disabilities because it has fewer than 100 employees, which exempts it from the legal requirement to hire persons with disabilities under the applicable regulations. However, TNI and THANI have directly employed persons with disabilities.

Ratio of Compensation Between Male and Female Employees

Employees	2025	2024	2023
By Position			
Senior Executives	1.0 : 0.8	1.0 : 0.9	-
Manager – Intermediate Executives	1.0 : 1.1	1.0 : 1.0	-
Operational Level	1.0 : 0.9	1.0 : 0.9	-

Other Human Resources Information

Type	2025	2024	2023
Employee's Leave			
Employees Entitled to Maternity Leave for Childcare (Person)	954	1,030	1,030
Employees who Have Exercised Their Maternity Leave (Person)	23	19	21
Employees who Return to Work after the End of Their Maternity Leave (Person)	23	19	21
Rate of Employees Coming Back to Work After Maternity Leave (Percent)	100	100	100
Sick Leave (Day/Person)	28.52	10.75	9.62
Occupational Health and Safety			
Injury Rate (IR)	0	0	0
Lost Time Injury Rate (LTIFR)	0	0	0
Day Injury Rate (LDIR)	0	0	0
Occupational Disease Rate (ODR)	0	0	0
Absence Rate (AR)	0	0	0
Complaints and Labor Disputes			
Received Issues (Case)	0	0	0
Issues Under Investigation/ Resolving (Case)	0	0	0
Concluded Issues (Case)	0	0	0
Employee performance evaluation			
Percentage of evaluated employees	100	100	100
Training			
Total Trainings (Hour)	11,679	30,039.50	12,868.73
Average for Senior Executives (Hour/Person)	6	135.61	64.57
Average for Managers -Intermediate Executives (Hour/Person)	9.06	187.15	131.21
Average for Operation Level Employees (Hour/Person)	6.04	160.69	160.69

11. Financial Inclusion

Thanachart Group values and encourages innovations that create value for business, benefit customers or related parties, and are socially responsible as follows:

1. Focus on creating an organizational culture that encourages innovation and ensure that the management adopts and integrates it into their strategic review, plan for improving operation and performance monitoring
2. Promote innovations that enrich the business in line with the ever-changing circumstances e.g. business model definition, approach and perspective in design work, product and service development, research and working process, and collaboration with business partners
3. Increase customer service channels and develop products to give customers more access to financial services

Development of innovative financial products and services

Thanachart Group places emphasis on developing products and services that meet the needs of digital life. Products are improved to meet customers’ demand in a timely manner in order to help them better cope with the ever-changing economic conditions. In addition, Thanachart Group also incorporates innovative media or platforms into all dimensions of service so that customers can easily contact them, fast and convenient. It also helps to build relationships that are easily accessible with platforms that customers are familiar with and use in their daily lives, or with innovations resulting from creating applications to support services.

Example of Promoting Financial Innovation and Access to Financial Services of the Group Companies in 2025

Financial Innovation

Thanachart Group	Outputs
THANI	<p>Development of a Chatbot via the LINE Official Account THANI has initiated the development of a chatbot, an automated text-based customer service tool available through the LINE Official Account. This self-service feature allows customers to complete transactions independently, reducing the need to contact the call center. The chatbot service was launched on the LINE platform in December 2023, offering self-service functionalities such as contract inquiries, payment balance checks, and insurance information requests.</p> <p>Based on the operating performance in 2025, the cumulative number of users of the LINE application chatbot totaled 22,084, representing an increase of 7,799 users from the previous year, or a growth rate of 54.60 percent, with usage continuing to show a steady upward trend. THANI expects that this innovation will generate benefits for the business, society, and the environment, including:</p>

Thanachart Group	Outputs
	<ol style="list-style-type: none"> 1) Enhanced Customer Satisfaction – Providing faster and more convenient service. 2) Reduced Workload for Employees – Allowing staff to focus on complex tasks or those requiring interpersonal skills. 3) Streamlined Business Processes – Simplifying workflows across departments. 4) Expanded Marketing and Communication Channels – Enabling the promotion company information and special offers. 5) Conservation of Natural Resources – Reducing paper consumption and other materials used in operations.
<p>TNI</p>	<p>TNI is committed to becoming a leading non-life insurer that conducts its business with a long-term sustainability focus. In particular, the insurance business plays a vital role in providing comprehensive risk protection for policyholders. Accordingly, Thanachart Insurance places strong emphasis on creating the Value of Insurance by delivering high-quality, comprehensive services that help ease customers’ concerns. The company has established clear business plans and continues to drive sustainable growth, wider range of internal combustion engine vehicles and electric vehicles (EVs). In addition, the company has developed products to better serve the tourism market by responding to customer needs through overseas travel insurance products. These products are designed to provide coverage tailored to the diverse requirements of different traveler segments, including customers traveling within Asia and Europe, as well as offering insurance products that extend coverage to senior travelers. This approach enables the company to differentiate itself from competitors and to better include expanding underwriting coverage to encompass a r understand the needs of customers who may encounter difficulties while abroad. To enhance customer peace of mind, the company provides supplementary services to assist customers in the event of unforeseen incidents overseas, including Call Center support and an expanded network of hospitals for medical treatment.</p> <p>Furthermore, TNI has identified growth opportunities in the residential fire and home insurance market. Over the past several years, the company has focused on developing products for homeowners to provide confidence in comprehensive coverage, ranging from the structural components of the home to household contents in the event of various insured risks. As a result, in 2025, premium income from fire and home insurance policies increased by 46 percent, driven by a higher level of customer trust and confidence in the company’s products and services.</p>

Access to Financial Services

Thanachart Group	Outputs
<p>THANI</p>	<p>THANI aims to develop products and services by taking into account the opportunity for all groups of service users in society to have equal and equitable access to financial services. This is especially true for low-income, disadvantaged and vulnerable groups in society so that their quality of life could be enhanced and they could less depend on informal loans with unreasonably high interest rates. The company designs its products and sets appropriate interest rates on the basis of comprehensive risk management. In addition, for the convenience of users, the company has disseminated product information and provided various contact channels, including website, www.ratchthani.com, LINE application @Ratchthani, as well as contact through head offices and branch offices nationwide.</p> <p>As THANI's financial services mainly focus on providing hire purchase services for commercial vehicles, such as trucks for transportation or construction business, so that the customers can use these leased vehicles for their occupation to further develop their business and improve their quality of life, therefore, this service can be considered as a product that promotes an increase of users' access to financial services. THANI charges interest and fees according to the level of risk of each customer, within the provisions of the laws related to THANI's business operations.</p> <p>The 2025 overall performance shows that THANI provided new loans to 6,035 customers, with a total loan amount of 14,294 million baht. The loans comprised 72.25 percent for business purpose, and 27.75 percent for personal consumption. The company's average annual interest income from these loans is 9.25 percent.</p>
<p>TNI</p>	<p>TNI continues to accelerate the development of its digital service systems to enable customers to conduct end-to-end self-service transactions seamlessly. Key initiatives include the development of a self-inspection system for motor vehicles prior to policy issuance, leveraging AI technology to process vehicle inspection images. This innovation significantly reduces processing time and enhances customer convenience.</p> <p>In addition, the company has expanded digital channels and streamlined processes through the LINE Platform, offering a simple and fast user experience to reduce complexity in policy renewals and the purchase of new insurance products. Advanced technologies have also been deployed to minimize data verification steps, enabling faster and more accurate policy issuance so that customers can access insurance coverage immediately. Furthermore, Thanachart Insurance has enhanced its claims</p>

Thanachart Group	Outputs
	processes, moving toward digital claims services for non-complex cases. The introduction of Photo and Video Claim technology allows customers to submit claims independently with ease, convenience, and speed—within just a few minutes—without the need to wait for a loss surveyor. In 2025, the cumulative number of customers registered to use Thanachart Insurance’s digital services reached 1,159,036 users.
T Life	In 2025, the provision of services designed to support customers’ digital lifestyles through the company’s website, LINE Official Account, and Facebook generated total traffic of 5.2 million views, representing a significant increase compared with the target of 2 million views. In addition, website traffic increased from 24,000 to 47,000 transactions, representing a growth rate of 96 percent.

12. Financial Literacy

Thanachart Group places strong emphasis on the promotion of financial knowledge as an integral part of its sustainable business operations. The Group focuses on developing essential financial knowledge and skills for both internal and external stakeholders, enabling them to manage their finances appropriately. These initiatives help reduce inequality in access to financial services, support informed financial decision-making based on accurate information, and foster sustainable financial attitudes. Such efforts contribute to financial stability, improved quality of life, and long-term economic and social development. In this regard, financial education is regarded as a key mechanism in driving Thanachart Group’s sustainability strategy.

Examples of Thanachart Group’s Financial Literacy Initiatives in 2025

Project Name	Supporting youth development through "Saturday School"
Project Organizing Company	THANI
Project Objective	Promoted youth development through diverse skills enhancement and the productive use of leisure time
Project Details	
<ul style="list-style-type: none"> ● Execution Range ● How to Operate 	<p>January – December 2025</p> <p>Provided financial support in the amount of 200,000 baht to the “Saturday School” project, an initiative aimed at developing youth potential within local communities through a variety of learning activities. The program focuses on enhancing young people’s self-awareness, fostering a growth mindset, strengthening adaptability and resilience, and promoting prosocial behavior, including helping others and contributing positively to society.</p>

Project Achievements	Based on past performance, the project has contributed to the development of capabilities among a total of 40,655 youths to date. The initiative also aims to further expand access to capacity-building opportunities for a broader group of beneficiaries in the future.
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Project Name	Financial Literacy
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Project Organizing Company	THANI
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Project Objective	To enable participants to assess and prepare for effective financial planning, including expenditure management, savings, investment, and career planning for post-retirement life.
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Project Details	
<ul style="list-style-type: none"> • Execution Range • How to Operate 	<p>19 November 2025</p> <p>A seminar entitled “Happy Retirement” was organized with the objective of enabling participants to assess and prepare for comprehensive financial planning, including expenditure management, savings, investment, and post-retirement career pathways, thereby supporting effective preparation for retirement in the future.</p>

13. Community and Social Development

Thanachart Group emphasizes the importance of conducting business in conjunction with social responsibility, taking into consideration the stakeholders both within and outside the organization, as well as society as a whole, in order to create sustainable development in both business and society.

Examples of Community and Social Development Projects of Thanachart Group in 2025

Project Name	Financial Contribution to the Ramathibodi Foundation under the Royal Patronage of Her Royal Highness Princess Maha Chakri Sirindhorn, in support of the Ramathibodi Hospital Building Project and the Yothi Innovation District
Project Organizing Company	The Company and member companies in Thanachart Group
Project Objective	Jointly developed and promoted activities for the public benefit of society, while providing financial support to enhance the nation’s medical and public health capabilities.
Project Details	
<ul style="list-style-type: none"> • How to Operate 	Provided financial support in the amount of 6,500,000 baht to contribute to the “Ramathibodi Hospital Building and Yothi Innovation District Project,” a key initiative aimed at strengthening the nation’s medical and public health capabilities, as well as developing infrastructure to support medical research, treatment innovations, and advanced medical technologies.
Project Name	Support for the Chaipattana Foundation’s Disaster Rehabilitation Fund
Project Organizing Company	The Company
Project Objective	To support relief efforts for individuals affected by disasters and to contribute to the rehabilitation and restoration of impacted communities, enabling them to recover, rebuild, and achieve sustainable growth over the long term.
Project Details	A financial contribution of 1,000,000 baht was provided to the Disaster Rehabilitation Fund of the Chaipattana Foundation to support timely rehabilitation efforts and assistance for individuals and communities affected by disasters across various regions of Thailand.

Project Name	Blood Donation for “The 24 th National Life Insurance Day event in 2025”
Project Organizing Company	The OIC, along with regulated companies, including T Life
Project Objective	Participated in a corporate social responsibility initiative to demonstrate unity and collective goodwill within the life insurance industry.
Project Details	As part of the 24rd National Life Insurance Day event in 2025, employee volunteers donated blood to the National Blood Center of the Thai Red Cross Society, contributing to efforts that give back to society.

Project Name	T Life provided financial assistance to support victims of flooding in the southern region of Thailand through the Arsa Puen Pueng (Pa) Foundation under the Thai Red Cross Society.
Project Organizing Company	T Life
Project Objective	Played a key role in driving social progress through disaster relief, the restoration of quality of life for affected communities, and the mitigation of hardships arising from various disaster situations, thereby enabling the public to resume normal living conditions in a stable and sustainable manner.
Project Details	Provided financial support in the amount of 100,000 baht to help alleviate hardship and restore the livelihoods of flood-affected communities in southern Thailand, through the Arsa Puen Pueng (Pa) Foundation under the Thai Red Cross Society.

Project Name	Project “Community Power, Build a Safe Road”
Project Organizing Company	TNI
Project Objective	Aim to address issues from the root causes of accidents, in order to rectify them directly by promoting the essential role of communities in reducing accidents that occur on village roads and in the community (secondary roads), pushing communities to be a primary mechanism in reducing risks on roads. This is achieved through the process of campaigning to raise awareness, reflecting on problems, analyzing issues, resulting in clear and pinpointed conclusions. Encourage communities to collaborate with the government and networks to elevate the village's risk reduction efforts in line with government policies under the road safety decade plan.
Project Details	<ul style="list-style-type: none"> How to Operate
	Collaborating with the Road Safety Operations Center (RSOC) and road safety advocacy networks, jointly advocating for initiatives under the core concept

that empowers communities to analyze and address problems independently. This involves creating knowledge sources and fostering thought processes to generate sustainable solutions and methods for reducing road accidents. This is achieved by driving the efforts through the community's own empowerment.

- Announcement for nationwide community participation in the project.
- Budget support for 10 communities following the specified procedures and selected by the qualified committee.
- Signing a memorandum of understanding and collaboration with the network to enhance and improve accident-prone areas. This includes installing warning signs, road markings, crosswalks, and traffic signals, with a budget of 200,000 baht per community for 10 areas, totaling 2,000,000 baht in support.
- Successfully reducing accident statistics in the community in a concrete manner, creating awareness among road users at risk, and elevating safety levels for community members and travelers.
- The success of the project in 2025, the project “Community Power for Safer Roads, 4th Year” received applications from 214 communities nationwide. Ten communities were selected, of which six have completed on-site risk mitigation measures, while the remaining four are currently under implementation and are expected to be completed by March 2026

Environmental dimensions

Thanachart Group has always focused on environmental management. Over the years, there has been a policy implemented to promote practices in line with the environmental law, regulations, and requirements related to the business operations of the Group’s member companies. In order to show Thanachart Group’s commitment to reducing negative impact on the environment, the Group has therefore implemented measures regarding energy management, water management, refuse, waste and pollution management, as well as greenhouse gas management. In addition, the Group encourages an organizational culture that cultivates environmental consciousness, and also continues to operate in areas related to environmental conservation.

14. Financed Greenhouse Gas Emissions

Thanachart Group recognizes the continuously increasing demand for energy arising from the growth of the industrial sector, the economy, and population expansion, which may lead to future energy supply risks and have adverse impacts on the environment, climate change, and global warming. These challenges contribute to pollution, natural disasters, and long-term effects on quality of life. In this regard, all relevant sectors have

collaborated to implement measures to mitigate such impacts and to promote efficient energy use in parallel with sustainable environmental conservation.

As a corporate group playing a key role in supporting the nation's economic development, Thanachart Group places strong emphasis on responsibility in the use of resources and energy, as well as environmental conservation. The Group conducts its business alongside continuous social and environmental responsibility initiatives and has established clear policies to promote efficient energy use, including tangible energy conservation measures within office buildings. Environmental and energy management has been integrated into operational processes, together with the promotion of employee participation at all levels, based on the belief that collective organizational cooperation will generate positive outcomes for energy conservation and environmental protection at the national level, leading to sustainable development.

In 2025, Thanachart Group implemented activities to promote environmental engagement by encouraging executives and employees to recognize the importance of efficient resource utilization. These initiatives encompassed energy reduction, prudent use of resources, and waste management in accordance with the 3R principles—Reduce, Reuse, and Recycle—through projects that can be applied in daily life. Such efforts aim to reduce resource consumption and greenhouse gas emissions, thereby supporting sustainable environmental management over the long term.

Example Goals and Action Plans to Reduce Environmental Impacts

Resource Management	Goal		Action Plans
	Short-term (1 - 5 years)	Long-term (Over 5 Years)	
Energy Management	Reduce electric energy consumption By 3 - 5 percent (Compared to base year)	Reduce electric energy consumption at least 5 percent (Compared to base year)	<ul style="list-style-type: none"> • Purchase energy-saving electrical appliances to replace damaged electrical appliances • Campaign for economizing on electricity and turn off appliances after use • Designate the employee who is directly in charge of supervising the use of electrical appliances • Regular maintenance and monitoring of the operation of electrical appliances • Raise awareness about cutting consumption of energy and various forms of waste materials to reduce global warming. • Apply stickers to encourage employees to conserve electricity. • Promote awareness of how to save electricity and use resources efficiently
Water Management	Reduce water consumption By 3 - 5 percent (Compared to base year)	Reduce water consumption at least 5 percent (Compared to base year)	<ul style="list-style-type: none"> • Campaign for economizing on water and turn the tap off after use. • Campaign to ban dumping of food waste, toilet paper or anything else in the toilet bowl. • Raise awareness about reducing water usage to reduce global warming. • Apply stickers to encourage employees to conserve electricity. • Promote awareness of how to save water and use resources efficiently
Waste Management & Pollution Control	Reduce waste and pollution consumption By 3 - 5 percent (Compared to base year)	Reduce waste and pollution consumption at least 5 percent (Compared to base year)	<ul style="list-style-type: none"> • Advocate electronic document management to replace traditional paper documentation. • Promote the reuse of used paper • Encourage the reduction of foam and plastic bag usage, as they are difficult to dispose of, and promote the use of cloth bags and

Resource Management	Goal		Action Plans
	Short-term (1 - 5 years)	Long-term (Over 5 Years)	
			<p>materials with production processes that help reduce resource consumption.</p> <ul style="list-style-type: none"> • Encourage employees to use reusable water bottles or containers to reduce single-use packaging. • Project “ Sort Before You Throw – For the Planet, For Us” Efficient waste management through sorting into three categories: <ul style="list-style-type: none"> - Use green bins for compostable waste, including food scraps, vegetable peels, fruit skins, and leaves. - Use yellow bins for recyclable waste such as glass, paper, metals, aluminum, and plastic. - Use blue bins for general waste such as plastic candy wrappers, semi-prepared noodle pouches, used plastic food wrappers, and used foam food containers. • Reduce the use of photocopiers to minimize pollution from daily work. • Publicize knowledge on paper-saving guidelines and efficient resource utilization.
Greenhouse Gas Management	Reduce greenhouse gas emission by 3 – 5 percent (Compared to base year)	Reduce greenhouse gas emission by at least 5 percent (Compared to base year)	<ul style="list-style-type: none"> • Promote efficient use of electricity and water, and reduce waste generated from operational processes. • Support greenhouse gas emission reduction initiatives across member companies in Thanachart Group, such as providing financing linked to emission reduction (alternative energy vehicle hire-purchase loans) and the “Green Garage Level 2” green operations project.

Activities to promote Thanachart Group’s conservation of energy and resources

In 2025, Thanachart Group implemented the following projects:

Project Name	Promote participation in environmental protection
Project Organizing Company	Thanachart Group
Project Objective	To reduce and control the impact of the Group's business operations on the environment
Project Details	
<ul style="list-style-type: none"> • How to Operate 	
Electricity	<ul style="list-style-type: none"> - Purchase energy-saving electrical appliances to replace damaged electrical appliances - Establish a regular maintenance plan for air-conditioning systems and ventilation systems. - Replace indoor lighting with 270 round LED bulbs to improve electrical energy efficiency in office areas. - Designate the employee who is directly in charge of supervising the use of electrical appliances - Regular maintenance and monitoring of the operation of electrical appliances - Raise awareness about cutting consumption of energy and various forms of waste materials to reduce global warming. - Apply stickers to encourage employees to conserve electricity. - Promote awareness of how to save electricity and use resources efficiently
Water Consumption	<ul style="list-style-type: none"> - Campaign for economizing on water and turn the tap off after use. - Campaign to ban dumping of food waste, toilet paper or anything else in the toilet bowl. - Raise awareness about reducing water usage to reduce global warming. - Apply stickers to encourage employees to conserve electricity. - Promote awareness of how to save water and use resources efficiently
Waste management and pollution control	<ul style="list-style-type: none"> - Waste reduction based on the 3R concept (Reduce, Reuse, Recycle) as a guideline for efficient and effective resource utilization, focusing on reducing unnecessary resource consumption, reusing materials, and properly segregating waste for recycling and reuse in the production process. - Install grease traps on every sink to capture and separate grease before discharging wastewater into public water sources.

Project Name	Promote participation in environmental protection
Paper Usage	<ul style="list-style-type: none"> - Promote reducing the use of photocopiers to encourage environmentally friendly practices. - Conduct a survey on paper usage across all departments to raise awareness about each department’s paper consumption and to provide guidelines for reducing their paper usage. - Campaign for reuse of used paper - Choose printers and photocopiers with a 2-page printing feature - Develop working system based on electronic transaction processing - Promote awareness of how to save paper and use resources efficiently, such as sharing of documents through Electronic messenger, E-Document, E-Approval, OneDrive, Public Folder, and Workflow Automation. This helps reduce reliance on hard copies or traditional paper-based services, leading to decreased paper and stationery consumption, as well as reduced dependence on messenger services.

Project Name	Thanachart volunteers’ project to reduce global warming
Project Organizing Company	TNI
Project Objective	<p>Emphasis is placed on supporting initiatives aligned with the Company's Environmental, Social, and Governance (ESG) policy to raise awareness in society about the value-conscious use of resources and inspire environmental driving force for a sustainable future. Employees are encouraged to participate in these activities to contribute to a better world. Recognize that environmental issues are not distant possibilities. Each individual can take action and achieve tangible results. Be prepared to drive sustainability initiatives from the corporate level to a global scale in the future.</p>

Project Details



- In 2025, employees collected and submitted used uniforms for proper management and environmentally responsible handling.
- Additional collections are planned for 2026, with the uniforms to be forwarded to recycled fabric and sustainable textile producers for conversion into renewable raw materials. This initiative aims to reduce textile waste, alleviate pressure on waste management systems, and promote efficient and sustainable use of resources over the long term.

Project in collaboration with the Stock Exchange of Thailand (SET)

The Company has continuously participated in the SET’s Climate Care Collaboration Platform project (“Three Green Allies: Positive Power to Tackle Global Warming”). This project forms part of the organization’s environmental management framework, with a focus on fostering environmental awareness among employees at all levels, supporting behavioral change in resource consumption, and promoting low-carbon operations. These efforts align with Thanachart Group’s long-term greenhouse gas reduction objectives.

In 2025, Thanachart Group continued its resource management and waste and disposal management efforts as follows:



- Resource management was carried out through participation in the paper reduction initiative of Thailand Securities Depository (TSD), which focuses on transitioning from paper-based documents to electronic (paperless) systems. As a result of this initiative, total greenhouse gas emissions were reduced by 93.15 tCO₂e.



- Waste and disposal management (recyclable waste) was carried out through campaigns and initiatives encouraging employee participation in proper waste segregation prior to disposal at designated collection points. The recyclable materials collected were forwarded to environmental initiatives run by partner organizations, including the GC YOUTURN project for plastic bottles, the Green Roof project for the Friends in Need (of “PA”) Volunteers Foundation for milk cartons, and the collection of used calendars to support the Educational Technology Center for the Blind. As a result of these activities, total greenhouse gas emissions were reduced by 0.07 tCO₂e.

As a result, these initiatives achieved a total reduction of 93.21 tons of carbon dioxide equivalent (tCO₂e), which is equivalent to the annual carbon dioxide (CO₂) absorption of approximately 9,812 trees. This reflects Thanachart Group’s continued commitment to conducting business responsibly while consistently caring for the environment.

Environmental Performance

Key Performance Indicators	2025	2024	2023
Electricity Consumption			
Electricity Consumption (kWh)	1,453,556	1,529,941	1,445,938
Increase/Decrease of Electricity Consumption (Percent)	0.53	5.81	-
Electricity Consumption per Employee (kWh per Person)	951	992	958
Increase/Decrease in Electricity Consumption per Employees (Percent)	(0.66)	3.55	-
Electricity Expenses (Baht)	8,097,224	8,437,512	8,573,573
Increase/Decrease in Electricity Expenses (Percent)	(5.56)	(1.59)	-
Water Consumption			
Water Consumption (Cubic Meters)	12,287	13,117	11,457
Increase/Decrease of Water Consumption (Percent)	7.24	14.49	-
Water Consumption per Employee (Cubic Meters per Person)	8.80	9.34	8.36
Increase/Decrease of Water Consumption per Employees (Percent)	5.25	11.64	-
Water Use Expenses (Baht)	302,596	310,990	265,533
Increase/Decrease of Water use Expenses (Percent)	13.96	17.12	-
Non-hazardous waste (paper)			
Paper Consumption (Reams)	21,033	22,180	22,698
Increase/Decrease of Paper Usage (percent)	(7.34)	(2.28)	-
Paper Purchase Expenses (Baht)	753,359	796,241	771,374
Increase/Decrease of Paper Purchase Expenses (percent)	(2.34)	3.22	-
Greenhouse Gas Emissions (Scope 2)			
Greenhouse Gas Emissions (tCO ₂ e)	727	765	723
Increase/Decrease of Greenhouse Gas Emissions (Percent)	0.53	5.81	-
Greenhouse Gas Emissions per Employees (tCO ₂ e per Person)	0.48	0.50	0.48
Increase/Decrease of Greenhouse Gas Emissions per Employees (percent)	(0.66)	3.55	-
Greenhouse Gas Emissions (Scope 3)			
Greenhouse Gas Emissions (tCO ₂ e)	53.98	57.05	56.82
Increase/Decrease of Greenhouse Gas Emissions (Percent)	(5.00)	0.41	-
Greenhouse Gas Emissions per Employees (tCO ₂ e per Person)	0.04	0.04	0.04
Increase/Decrease of Greenhouse Gas Emissions per Employees (percent)	(6.77)	(2.09)	-

- Notes**
- 1) The increase/decrease rates are compared against the base year 2023 (the base year was changed from 2022 due to changes in key operating subsidiaries and the expansion of office space within the Group). The data scope covers 1) the Company, 2) THANI, and 3.) TNI.
 - 2) The increase in water and electricity consumption is attributable to the expansion of office space within the Group.
 - 3) Greenhouse gas emissions under Scope 2 represent indirect emissions from electricity consumption within the organization, while Scope 3 emissions represent indirect emissions from water and paper consumption. The calculation of greenhouse gas emissions (Carbon Footprint) is based on the methodology of the Thailand Greenhouse Gas Management Organization (Public Organization).
 - 4) The Company is currently studying and collecting data to enable the disclosure of greenhouse gas emissions under Scope 1.

Projects and Activities Related to Environmental Conservation by Thanachart Group

 <p>ป้ายรณรงค์การลดใช้พลังงาน ประหยัดน้ำ และลดการใช้กระดาษ ภายในองค์กร</p>	<p>Thanachart Group Energy Conservation Campaign Project</p> <p>The project involved installing awareness signage promoting energy, water, and paper towel conservation, along with placing reminders at light switches to encourage employees to turn lights on and off appropriately and to shut off water taps after use. The campaign continuously encouraged employee participation in saving energy and resources.</p>
<p>Thanachart Group Waste Segregation Campaign: “Sort Before You Throw – For the Planet, For Us”</p> <p>Thanachart Group places strong emphasis on internal waste management to establish effective management standards and reduce environmental impacts. Separate waste bins have been installed throughout the organization, along with campaigns encouraging all employees to participate in waste reduction and proper waste segregation. Waste is categorized into recyclable waste, general waste, and organic waste, and must be correctly separated prior to disposal to facilitate appropriate treatment or further utilization.</p>	 <p>“แยก ก่อน ทิ้ง เพื่อโลก เพื่อเรา...”</p> <ul style="list-style-type: none"> ขยะรีไซเคิล (ขยะย่อยสลายได้) ขยะที่สามารถนำมาแปรรูปใช้ได้อีก เช่น ขวดแก้ว ขวดพลาสติก โลหะ กระป๋อง หรือ แก้วพลาสติก เป็นต้น ให้นำไปทิ้งลงในถังขยะรีไซเคิล ขยะเปียก (ขยะย่อยสลายได้) ขยะที่ย่อยสลายได้ตามธรรมชาติ เช่น เศษอาหาร เศษพืชผัก เปลือกผลไม้ ใบไม้ เป็นต้น ขยะทั่วไป (ขยะย่อยสลายยาก) ขยะที่ไม่สามารถย่อยสลายได้ ย่อยสลายช้า ธรรมชาติย่อยสลายไม่ได้ เช่น วัสดุพลาสติก วัสดุโลหะ วัสดุอิเล็กทรอนิกส์ วัสดุสิ่งทอ วัสดุพลาสติกแข็ง เป็นต้น ให้นำไปทิ้งลงในถังขยะทั่วไป

Recycle for Trees for Mom Project: Love Mom, Love the Planet 2025

Thanachart Group organized the “Recycle for Trees for Mom” project in celebration of National Mother’s Day 2025. Mr. Perapart Meksingvee, Managing Director, presented air-purifying plants to all executives and employees to encourage participation, strengthen family relationships, and promote responsible resource use, material recycling, and the expansion of green spaces through tree planting. The recyclable materials collected were forwarded to Wat Chak Daeng and the GC YOUTURN project, creating shared social and environmental value in a sustainable manner.



“Collect Boxes, Build Homes” Green Roofing Initiative for the Third Year

Thanachart Group continued its “Collect Boxes, Build Homes” initiative for the third consecutive year, encouraging employees to gather used cartons for recycling under the “Turn Used Beverage Cartons into Roof Sheets” program. The collected cartons were delivered to Tetrapak (Thailand) Co., Ltd. for recycling into roofing materials. This initiative supports the Group’s ESG commitments by promoting awareness of recycling, efficient resource utilization, and sustainable waste reduction through active employee participation.

Comprehensive Waste Segregation Program:

Sort-Clean-Flatten-Drop

Thanachart Group places strong emphasis on internal waste management to reduce environmental impact and establish systematic practices. The Group has implemented the Sort-Clean-Flatten-Drop waste segregation initiative for bottles, glass, and plastic, with employees actively participating in proper sorting prior to disposal. Recyclables are forwarded to GC YOUTURN under the “Separate Bottles to Help Kids” activity, where 21 clear plastic bottles can be converted into a student backpack.



Thanachart Group Continues “Old Calendars, New Value” Initiative for the Third Year to Support Learning for the Visually Impaired

Thanachart Group has continued its “Old Calendars, New Value” initiative by donating used calendars to the Educational Technology Center for the Blind for conversion into Braille learning materials. In addition, the Group contributed 50,000 baht to support education and enhance the quality of life of persons with visual impairments in a sustainable manner. This initiative reflects Thanachart Group’s commitment to efficient resource utilization and the continuous creation of social value.

Bottle Cap Collection to Reduce Global Warming and Turn Waste into Recyclables

Thanachart Group implemented the “Bottle Caps...Reduce Global Warming” and “Plastic Bags...Recyclable” initiatives, encouraging employees to participate in sorting recyclable waste such as bottle caps and plastic bags. The collected materials are delivered to the Wat Chak Daeng Environmental Learning Center in Samut Prakan Province for recycling into new products and energy. These initiatives help reduce landfill waste, generate income for communities, and promote awareness of efficient resource utilization.



15. Climate Change Adaptation

Thanachart Group conducts its business under sustainable development principles, placing strong emphasis on environmental responsibility and participation in mitigating the impacts of climate change—one of the global challenges affecting economic, social, and environmental systems, as well as long-term business stability.

Accordingly, the Group prioritizes systematic management and reduction of greenhouse gas emissions from its operations, covering both direct and indirect emissions across the value chain. This approach supports climate-impact mitigation in alignment with international standards.

Climate Change Risk Analysis and Assessment

Thanachart Group recognizes that climate change may affect business continuity across its entire value chain in the short, medium, and long term. Accordingly, the Group conducts ongoing assessments of climate-related risks, taking into account both physical risks, such as the increasing frequency and severity of extreme weather events that may impact infrastructure, operations, and business continuity, and transition risks arising from the shift toward a low-carbon economy. These transition risks include changes in environmental regulations, disclosure standards, ESG requirements, and rising expectations from key stakeholders, including government authorities, investors, customers, and society at large.

The results of the climate-risk assessment are integrated into the organization’s Enterprise Risk Management (ERM) process to enable continuous monitoring, analysis, and review of climate-related risks in alignment with changing internal and external conditions.

To address such material risks, the Company has developed a Climate Change Risk Management Plan encompassing mitigation measures, preparedness, and response actions for significant incidents. The objective is to ensure business continuity under increasingly uncertain environmental conditions. The plan has been disclosed on the Company’s website to enhance transparency and enable stakeholders to access comprehensive information on climate-risk management.

Greenhouse Gas Reduction Targets

Thanachart Group has established greenhouse gas reduction guidelines as part of its sustainability operations, ensuring alignment with Thailand’s national climate policy. The Group supports the country’s long-term direction toward reducing greenhouse gas emissions and achieving net-zero emissions by 2050 (B.E. 2593). These targets and approaches may be reviewed or revised in the future in response to relevant factors and conditions.

Examples of Climate-Conscious Products of Member Companies in Thanachart Group in 2025

Thanachart Group	Outputs
THANI	<p>The company supported financing related to greenhouse gas reduction (Green Loans), including loans for alternative energy vehicles and loans for solar-cell installation. Key 2025 results were as follows:</p> <ul style="list-style-type: none"> • Alternative energy vehicle hire-purchase loans (e.g., battery electric vehicles and hybrid vehicles): total financing of 1,367.63 million baht, representing 11.67 percent of total new loans. • Solar installation loans: total financing of 21.67 million baht. Solar installations helped reduce greenhouse gas emissions effectively by replacing conventional electricity use with solar energy. These loans were estimated to reduce Scope 2 emissions by 380.90 tCO₂e.
TNI	<p>Drive the continued growth of electric vehicle (EV) adoption by offering insurance products that reduce customer concerns when transitioning from internal combustion engine vehicles to electric vehicles. The EV insurance products offered by Thanachart Insurance fully address battery-related concerns, thereby supporting the expansion of EV usage within Thailand’s EV automotive industry. In 2025, the company’s EV insurance products recorded a growth rate of 77 percent. Thanachart Insurance also focuses on developing insurance products that promote environmental sustainability and reduce environmental impacts, supported by related initiatives to encourage EV adoption, such</p>

Thanachart Group	Outputs
	<p>as collaboration projects with Shell Thailand to provide benefits specifically for EV customers.</p> <p>In addition, across all motor insurance products, Thanachart Insurance recognizes the impacts of climate change and is therefore committed to driving the transition toward a fully paperless organization. This is achieved through the promotion of online, paperless policy delivery by issuing insurance policies via the E-Policy system and managing claims through Digital Claims processes. These initiatives help reduce resource consumption while enhancing energy efficiency in office operations, thereby lowering the organization’s overall carbon footprint.</p>

Climate Change Action Initiatives of Thanachart Group in 2025

Thanachart Group	Outputs
THANI	<p>Promoted efficient use of electricity and water, and reduced waste generated from operational processes.</p>
TNI	<ul style="list-style-type: none"> • Green Garage Level 2 Project aimed at encouraging partner garages to participate in greenhouse-gas reduction. Ten pilot garages joined the program, with data collected on emission reductions from project activities. Estimated reduction: approximately 82,000 kg CO₂ per year, equivalent to planting about 3,700 trees. • EV for Surveyor Sandbox in Bangkok represented a pilot project testing electric motorcycles for survey operations in Bangkok. In 2025, four electric motorcycles were deployed for a six-month trial, with data collected on travel distance and emissions reduction. Compared with gasoline motorcycles, the project achieved an estimated reduction of about 850 kg CO₂ over the six-month period, equivalent to planting approximately 39 trees. • Internal EV Promotion Initiative encouraged EV adoption among employees by supporting executives and staff in reducing travel-related emissions. Activities include test-driving three EV models and communicating their benefits to support long-term decisions to switch to clean energy vehicles.

