



Annual Registration Statement / Annual Report 2025
Form 56-1 One Report
(e-One Report)

THAI CREDIT BANK PUBLIC COMPANY LIMITED

Fiscal Year End 31 December 2025

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Part 1 Business Operations and Performance

1. Organizational structure and operation of the group of companies

1.1 Policy and business overview

Thai Credit Bank Public Company Limited commenced its operations on 18 January 2007 under the framework of retail commercial banking in accordance with notifications of the Bank of Thailand (BOT). Subsequently, the Bank received approval to upgrade to a full-fledged commercial bank and officially registered its change of name to “Thai Credit Bank Public Company Limited” with the Department of Business Development, Ministry of Commerce, on 1 September 2023. From that date onward, the Bank has operated fully as a commercial bank under its new legal name.

The year 2024 marked another significant milestone in the Bank’s growth, as the newly issued ordinary shares offered by the Bank, together with the existing ordinary shares offered by existing shareholders, were listed for the first time on the Stock Exchange of Thailand under the ticker symbol “CREDIT” in the Financials/Banking sector. This achievement represents a historic milestone as the first commercial bank to undertake an initial public offering (IPO) in the past ten years.

The Bank focuses on providing nano and micro finance loans for merchants (Nano and Micro Finance) and micro SME loans (Micro SME) to customer segments with limited access to formal financial services, which play a vital role in driving the country’s economic growth. The Bank aims to support these customers by enabling fair access to formal credit, while enhancing business capabilities and improving quality of life through a wide range of loan products.

The Bank operates under the philosophy of “Everyone Matters,” believing that there remain many entrepreneurs who are unable to access credit from large commercial banks and are forced to rely on informal lending with high interest rates. The Bank is therefore committed to being a sustainable and fair financial alternative for all customers

1.1.1 Overview of the vision, objectives, goals and business strategies

The Bank’s Board of Directors places strong emphasis on the continuous review of the organization’s strategy, vision, mission, purpose, and core values. Such reviews are conducted in close consultation with the Management Committee to ensure alignment with the Bank’s business direction and long-term strategic objectives. In this regard, the Board also plays a key role in overseeing management’s operations to ensure execution in accordance with the established strategy, while closely monitoring performance to ensure that the organization achieves its goals effectively and sustainably.

In the past year, at the Board of Directors’ Meeting No. 12/2025, held on December 20, 2025, the Board reviewed the Bank’s vision, mission, organizational purpose, and core principles to ensure alignment with the Bank’s business objectives and strategic direction.

Message from the chairman

The cooperation of employees at all levels, management, and the Board of Directors throughout 2025 served as a key driving force behind Thai Credit Bank’s growth into a full-fledged commercial bank. During the year, the Bank successfully listed its shares on the Stock Exchange of Thailand and delivered satisfactory operating results, supported by prudent and sustainable business expansion.

In the years ahead, challenges will intensify not only for Thai Credit Bank but across all sectors of the economy and for people both domestically and globally; however, I am confident that Thai Credit Bank’s organizational strength derived from a multigenerational workforce, diverse ways of thinking and working, openness to listening and learning from one another, and strong morale under the enduring philosophy of “Everyone Matters” will enable the Bank to adapt to business challenges, technological changes, and evolving customer behaviors, and to move forward together toward organizational success, customer satisfaction, and value creation for all stakeholders.

An indispensable element of the Bank’s operations is its steadfast commitment to conducting business in accordance with sustainability principles that encompass responsibility across three dimensions environmental stewardship (Environment), social responsibility (Social), and good corporate governance (Governance), or ESG under

which, in 2025, Thai Credit Bank received an “Excellent” rating in the Corporate Governance Reporting (CGR) assessment under the Thai Listed Companies Corporate Governance Survey conducted by the Thai Institute of Directors Association, while concurrently advancing aligned initiatives such as greenhouse gas management, the development of financial products aimed at reducing inequality, the promotion of financial literacy through the “Tang To” program, community strengthening, the expansion of access to formal financial resources, and the enhancement of transparency and good corporate governance among management and the Board of Directors; accordingly, ESG is no longer merely a business option but a matter of long-term survival, and Thai Credit Bank takes pride in being one of the driving forces contributing to happiness, well-being, income stability, and the achievement of success for stakeholders across all dimensions of its operations.

Vision

Thai Credit Bank is committed to supporting its customers’ business growth and enhancing their quality of life through the Bank’s distinctive microfinance services.

Objectives

1. To provide the best financial services to small-scale entrepreneurs nationwide.
2. To promote financial literacy and financial discipline among all customers.
3. To foster an organizational culture in which all employees are motivated and take pride in their collective achievements.
4. To create sustainable value for shareholders while taking into account the interests of all stakeholders.

Goals

“Everyone Matters” has been a guiding philosophy of the Bank for more than a decade and serves as the foundation of its strategy, objectives, and approach to conducting business. The Bank has developed a business model that focuses on serving small-scale entrepreneurs who are often overlooked, viewing them as business owners rather than merely borrowers. Accordingly, the Bank’s lending practices are built on relationship-based principles and a genuine culture of customer care, which reflect the Bank’s core values and organizational culture.

Business strategies

Thai Credit Bank is a bank that has demonstrated continuous growth and has been recognized as one of the fastest-growing banks over the past several decades. Although 2025 was a challenging year for Thailand’s economy and the financial industry, the Bank was still able to continue its growth and achieve a growth rate higher than that of other financial institutions in the industry.

The Bank’s core strategy continues to focus on three main areas: growth of its core loan portfolio, the development of information technology (digital transformation), and new business development. The Bank has consistently demonstrated its ability to achieve rapid growth within the industry for more than a decade, while continuing to emphasize the provision of sustainable financial services to micro customers and underserved customer segments with limited access to the formal financial system. In addition, the Bank places strong importance on credit quality management to ensure solid growth in both the short and long term. The Bank emphasizes a customer-centric approach and the delivery of real value, including the development and design of highly flexible products that can respond to diverse customer needs. The Bank is committed to building strong customer relationships through understanding and engagement, in order to support the continued growth of customers’ businesses.

The Bank continues to move forward with its digital transformation strategy to strengthen its capabilities and enhance competitiveness. In the past year, the Bank implemented its Digital Transformation 1.0 plan, which focused on laying the foundation for technology infrastructure, improving core systems, enhancing customer experience across digital channels, and increasing overall operational efficiency.

For the coming year, the Bank will progress to Digital Transformation 2.0, with a focus on the design and development of a comprehensive digital banking platform to fully support digital financial services. This plan will emphasize the development of a modern system architecture that supports connectivity with new technologies, as well as the use of data analytics to develop products and services that better meet customer needs, while enhancing security and user experience to create differentiation and sustainability in the digital era.

Providing fair treatment to customers is a critical operational process to protect customers and ensure the sustainability of the Bank's business. The Bank adheres to the Bank of Thailand's principles on fair treatment of customers and is committed to operating with transparency, responsible lending practices, and fairness. This includes clear disclosure of information, fair pricing, and appropriate advice, to ensure that customers receive complete information and are treated with honesty and integrity.

The Bank is committed to driving community development, particularly through the "Tang To Know-How" program, a financial literacy initiative that targets not only small-scale entrepreneurs but also students and salaried employees. The program aims to enable participants to learn about saving, wealth creation, and financial management through practical and easy-to-understand approaches. The program is well recognized and trusted, and since its establishment in 2017, more than 308,782 people have participated. In 2025, the program had more than 68,444 participants and achieved a Net Promoter Score (NPS) of over 80 percent, reflecting a very high level of participant satisfaction, as the program's content can be directly applied to everyday life.

1.1.2 Material changes and developments

Details regarding material changes and developments

years	Material changes and developments
2025	<ul style="list-style-type: none"> ● Expanded the number of full-service deposit branches to 33 and commenced branch expansion into provincial areas, selecting Chiang Maian economic hub of Northern Thailand as the initial location. The Bank opened the "Nimmanhaemin Road, Chiang Mai" branch to provide comprehensive financial services, including deposit services, housing loans, and financial advisory services. ● Received a National Long-Term Rating of 'A(thai)' and a National Short-Term Rating of 'F1(thai)', with a 'Stable' outlook, from Fitch Ratings (Thailand). ● Obtained ISO 14064-1 certification as an organization that reports and manages greenhouse gas emissions in accordance with international standards, certified by BSI Group (Thailand) Company Limited, a representative of the British Standards Institution. ● Relocated the Bank's head office to V. One Tower and opened a full-service V. One Tower branch as the Bank's 32nd branch, to support the financial lifestyle needs of office employees and entrepreneurs in the Rama 9 economic district. ● Paid dividends for the first time at a rate of THB 0.60 per share, amounting to a total of THB 740.9 million, representing 20.34 percent of net profit.

years	Material changes and developments
2024	<ul style="list-style-type: none"> ● The Bank has offered newly issued common shares through an Initial Public Offering (IPO) and listed them for trading on the Stock Exchange of Thailand on February 9, 2024, under the ticker symbol "CREDIT." The estimated funds raised from the issuance and offering of these newly issued common shares, after deducting expenses related to the securities offering and other associated costs, amount to approximately 1,790 million Baht. These funds will be used to strengthen the Bank's capital base, with approximately 895 million Baht allocated for expanding the loan portfolio and approximately 895 million Baht allocated for improving and developing the information technology systems to support digital transformation and enhance IT security infrastructure. ● The restructuring of shareholders following the initial public offering (IPO) has received trust from renowned institutional investors, including the International Finance Corporation (IFC), a member of the World Bank Group (WBG), the Asian Development Bank (ADB), and E.SUN Commercial Bank, Ltd., one of the largest private banks headquartered in Taiwan. ● The organizational structure has been changed with the appointment of Mr. Winyou Chaiyawan as Vice Chairman of the Bank's Board of Directors and Mr. Roy Agustinus Gunara as Chief Executive Officer. Additionally, the position of Managing Director has been abolished as part of the organizational restructuring. ● Launched a new product "alpha savings", a digital savings account that offers interest up to 2% per annum and easy account opening through the 'alpha by Thai Credit' application, making saving money more convenient and aligning with the lifestyle of modern individuals. Additionally, a new advertisement campaign has been released to encourage Thai people to consider this smart saving option, which enhances financial security and provides a high return with a safe and convenient savings product for the future. ● Launched the Green Loan product for micro SME entrepreneurs," SME Klai Hai,Klai Pian " initiative. This loan is designed to support environmentally friendly micro-SMEs or businesses seeking to invest in improving their business processes with a focus on social and environmental responsibility. The loan can be used for working capital, enhancing liquidity, expanding operations, or investing in business development or improvements, both with and without collateral.
2023	<ul style="list-style-type: none"> ● The Bank increased its registered capital from Baht 5,850.67 million to Baht 6,174.20 million to facilitate the issuance and offering of ordinary shares to the public in the IPO. ● The Bank expanded its personal revolving loan to new target groups (in addition to regular income customers) through entering into the right of claims purchase agreements and relevant agreements with AscendNanoCo.,Ltd.("Ascend Nano") to purchase right of claims under loan agreements that Ascend Nano entered into with its debtors. ● The Bank entered into a financing agreement with the International Finance Corporation (IFC) for a long-term loan to the amount of USD 105.0 million and drew down the entire amount of the facilities on June 27, 2023 . ● August 17, 2023, Thai Credit obtained the commercial banking business license pursuant to the Financial Institution Business Act, B.E. 2551 (2008) from the Ministry of Finance to operate as a full commercial bank. On September 1, 2023, The Bank registered the change of company name and seal with the Ministry of Commerce, and commenced its operation under the name "Thai Credit Bank Public Company Limited" (formerly "The Thai Credit Retail Bank Public Company Limited").

years	Material changes and developments
2022	<ul style="list-style-type: none"> ● The Bank launched the "Standby" campaign to communicate its commitment to stand by all customers during the prolonged outbreak of COVID-19 pandemic and the slowdown of the economy. The Bank saw the potential strength of the micro enterprises and SMEs, and launched SME OD products to provide working capital or to increase liquidity of its MSME customers. ● The Bank submitted the application to the Bank of Thailand for the upgrade of its license from a retail commercial bank to a commercial bank. On September 2, 2022, the Minister of Finance granted the approval for the upgrade to a commercial bank. The Bank plans to expand its services to trade finance including providing loan services to business operators conducting trade finance. ● The Bank launched its Mobile Banking application under the name "alpha by Thai Credit" to provide customers convenient access to financial services and an enhanced experience through mobile devices. ● The Bank has established the Thai Credit Foundation to build upon its commitment in promoting and supporting financial literacy, with three main operating goals: (creating interesting, easy-to-understand, up-to-date content that promotes financial literacy; (enabling target group to easily access financial knowledge through in-class and online trainings; and (developing financial content and courses to strengthen finance, develop career and generate income.
2021	The Bank increased its registered capital from Baht 5,156.25 million to Baht 5,903.75 million to accommodate the aforementioned warrants.
2019	<ul style="list-style-type: none"> ● TMDS obtained a license to operate designated payment service under supervision from the Bank of Thailand, and launched its "Micro Pay" application (Micro Pay e-Wallet), which was developed to serve consumers' demands in the cashless society and improve the efficiency of its lending branches and cash management. ● The Bank launched SME loans for micro enterprises and SMEs, with and without collateral, for expanding business, providing working capital, or increasing liquidity. ● The Bank has expanded its lending services to retail customers by launching personal revolving loans to serve targeted group of customers with medium to high regular income.
2018	Established Thai Micro Digital Solutions Co., Ltd. ("TMDS"), a subsidiary of the Bank with 99.99% of the total paid-up capital, to provide electronic financial transaction services through the application "Micro Pay" (Micro Pay e-Wallet).
2017	The Bank increased its registered capital from Baht 4,125.0 million to Baht 5,156.25 million.
2016	The Tang To Know-how project was initiated to promote financial literacy and to inculcate knowledge in financial planning, savings, debt management, and financial risk management in times of crisis for the micro enterprises and SMEs as well as members of the general public that are salaried individuals. A good financial knowledge will help participants make better financial management decisions in the future and increase their ability to live a stable life and their self-esteem.

years	Material changes and developments
2015	<ul style="list-style-type: none"> • The Bank has started providing Nano and Micro Finance Loans services, making it the first commercial bank to give micro enterprises safe, secure, and fair access to formal loans with no collateral or guarantor required. • The Bank launched Home loan product (which is part of the home loan segment), which was developed from its home loans products and provides additional product features where customers can choose to use the loan to settle other type of loans to reduce the burden of interest expenses or to consolidate other debts into one credit line. • The Bank increased its registered capital from Baht 3,125.0 million to Baht 4,125.0 million.
2014	The Bank increased its registered capital from Baht 3,000.0 million to Baht 3,125.0 million.
2013	The Bank began to operate lending branches, which are branches that only provide loan services and are in a community area near the establishment of micro enterprises and SMEs. This branch model differs from that of the general bank branches to inclusively serve demand for formal loans among retail business clients.
2012	The Bank has changed the structure of its management team, whereby Mr. Winyou Chaiyawan became the Chief Executive Officer and Mr. Roy Agustinus Gunara ("Mr. Roy") became the Managing Director to support growth in The future is headed towards "The Best Retail Commercial Bank"
2010	The Bank increased its registered capital from Baht 1,500.0 million to Baht 2,000.0 million in April, 2010 and to Baht 3,000.0 million in October 2010.
2008	The Bank increased its registered capital from Baht 1,000.0 million to Baht 1,500.0 million.
2007	<ul style="list-style-type: none"> • The Bank officially opened its operations on January 18, 2007 to create level playing field with other financial institutions. • The Bank has changed its name from Thai Keha Credit Foncier Public Company Limited to Thai Credit Bank Retail Bank Public Company Limited.
2006	The Bank was licensed to operate a commercial bank on December 22, 2006 to operate a commercial bank business for retail businesses.
2005	The Bank was registered as a public limited company named Thai Keha Credit Foncier Public Company Limited on July 28, 2005 with a registered capital of Baht 300.0 million and increased its registered capital to Baht 1,000.0 million.
1970	The Bank was founded as Thai Keha Credit Foncier Company Limited to engage in the financial service business

1.1.3 Spending of the raised fund to serve the objectives declared in the registration statement for securities offering

In reference to the Initial Public Offering (IPO) of Thai Credit Bank Public Company Limited ("Bank") during 23 – 26 January 2024 in the amount of 64,705,890 shares at the price of THB 29 per share and the listing of the Company's shares on the Stock Exchange of Thailand on 9 February 2024. The Bank has received the IPO proceeds of THB 1,834.9 million, (after deduction of the expenses related to the IPO). The Bank would like to report on the utilization of capital increasing from IPO as of 31 December 2025 as follows:

				(Unit : THB million)
Objectives of Use of Proceeds	Approximate Amount	Outstanding proceeds as of 30 June 2025	Accumulated Use of Proceeds from July 1 to December 31, 2025	Remaining Amount as of 31 December 2025
Strengthen the Bank's capital for the purpose of expanding loan portfolio.	917.4	0	0	0
Improving and developing information technology systems in relation to digital transformation and IT security infrastructure	917.4	610.1	116.7	493.4
Total	1,834.9	610.1	116.7	493.4

Is there an issuance of equity securities or debt securities? : No

1.1.4 The obligations to which the company has committed in the registration statement, including the compliance with such obligations or conditions in the following years

Are there any issued securities with obligations or : No
conditions?

1.1.5 Company information

Company name : THAI CREDIT BANK PUBLIC COMPANY LIMITED

Symbol : CREDIT

Address : 123 V.ONE TOWER Building, Rama IX Road, Huai
Khwang Sub district, Huai Khwang District

Province : Bangkok

Postcode : 10310

Business : Banking

Registration number : 0107548000552

Telephone : 026975300

Facsimile number : 026423096

Website : www.thaicreditbank.com

Email : ir@thaicreditbank.com

Total shares sold

Common stock : 1,234,839,222

Preferred stock : 0

1.2 Nature of business

1.2.1 Revenue structure

Revenue structure by product line or business group

	2023	2024	2025
Total revenue from operations (thousand baht)	15,894,566.00	18,137,962.00	18,163,134.00
Interbank and money market items (thousand baht)	340,494.00	396,565.00	277,587.00
Investments in debt instruments (thousand baht)	62,581.00	104,078.00	48,502.00
Loans to customers (thousand baht)	15,371,339.00	17,505,568.00	17,671,836.00
Hire-purchase (thousand baht)	119,837.00	130,145.00	160,443.00
Other (thousand baht)	315.00	1,606.00	4,766.00
Total revenue from operations (%)	100.00%	100.00%	100.00%
Interbank and money market items (%)	2.14%	2.19%	1.53%
Investments in debt instruments (%)	0.39%	0.57%	0.27%
Loans to customers (%)	96.71%	96.51%	97.30%
Hire-purchase (%)	0.75%	0.72%	0.88%
Other (%)	0.00%	0.01%	0.03%

By geographical area or market

	2023	2024	2025
Total revenue from operations (thousand baht)	15,894,566.00	18,137,962.00	18,163,134.00
Domestic (thousand baht)	15,894,566.00	18,137,962.00	18,163,134.00
International (thousand baht)	0.00	0.00	0.00
Total revenue from operations (%)	100.00%	100.00%	100.00%
Domestic (%)	100.00%	100.00%	100.00%
International (%)	0.00%	0.00%	0.00%

Other income as specified in the financial statements

	2023	2024	2025
Total other income (thousand baht)	704,140.00	561,656.00	1,006,542.00
Other income from operations (thousand baht)	709,740.00	563,454.00	982,236.00
Other income not from operations (thousand baht)	-5,600.00	-1,798.00	24,306.00

Share of profit of joint ventures and associates accounted for using equity method

	2023	2024	2025
Share of profit (thousand baht)	0.00	0.00	0.00

1.2.2 Information on products and services

The Bank's products and services can be classified into four main categories, namely lending services, deposit-taking services, and brokerage services for insurance products and mutual fund.

1.2.2.1 Product/service information and business innovation development

1. Lending Business

The table below presents details of the Bank's loan product portfolio as of 31 December 2023, 2024, and 2025.

Loans to Debtors	As of 31 December					
	2023		2024		2025	
	Million Baht	Percentage	Million Baht	Percentage	Million Baht	Percentage
MicroSME Business Loans ⁽¹⁾	96,777.3	67.1	109,148.0	66.9	123,489.9	67.9
Nano and Micro Finance ⁽²⁾	22,327.5	15.5	22,200.1	13.6	21,131.5	11.6
Home Loan ⁽³⁾	21,913.9	15.2	25,070.1	15.4	27,887.1	15.3
Revolving Loans and Other Retail Loans ⁽⁴⁾	3,137.8	0.0	6,740.4	4.1	9,357.0	5.1
Total Loans of Debtors	144,156.5	97.8	163,158.6	100.0	181,865.6	100.0

Note:

(1) Micro SME loans consist of micro-entrepreneur loans, SME loans, Soft Loans, and other loans.

(2) Nano loans and micro credits for traders, including nano loans, micro credit loans, and micro plus loans

(3) Home loans consist of home for cash and home refinancing loans

(4) Other retail loans consist of personal revolving loans, Mortgage Reducing Term Assurance (MRTA) loans, multipurpose loans, gold-backed loans, and other retail loans that are not core products.

● Micro SME loans

Micro SME loans are the Bank's core product, representing the highest proportion of total loans extended to customers, providing financial support for working capital and funding to enhance business liquidity, support business expansion, or refinance business loans from other financial institutions; popular products and services include "SME Kla-Plien," designed for customers with strong operating performance and good financial history, and the Bank offers a diverse range of more than 10 sub-loan products to accommodate the varying needs and limitations of each entrepreneur, including both secured and unsecured loan products, covering individual and juristic person customers. Micro SME loans primarily consist of (a) SME loans with collateral and the approved limit does not exceed the value of collateral; (b) secured loans with approved credit limits exceeding the collateral value; (c) unsecured loans; (d) overdraft facilities; and (e) "SME Kla-Plien" loans, with details of the Micro SME loan products as follows:

(a) SME loans with collateral and the approved limit does not exceed the value of collateral	
Target Customer	: Individual and juristic micro-entrepreneurs who require funding for working capital, liquidity enhancement, business expansion, or refinancing of business loans from other financial institutions.
Loan Type	: Term loan
Credit limit	: Up to 50 million baht
Loan Period	: Not exceeding 20 years
Interest Rate	: The interest rate shall be the Bank's lending rate +/- a spread as determined by the Bank.
Collateral	: Collateral must be real estate and/or a joint guarantee from the Thai Credit Guarantee Corporation (TCGC)
LTV Ratio	: Not exceeding the value of the collateral

Product Examples	:	Kla Hai full MAX SME Kla Hai Micro SME Generic for individual or juristic borrowers Business Loans for Apartment Business Entrepreneurs Business Loans to buy establishments for small entrepreneurs Hire Purchase loans for machinery and equipment.
(b) Micro SME loans with collateral and the approved limit is higher than the value of the collateral.		
Target Customer	:	Individual and juristic micro-entrepreneurs who require funding for working capital, liquidity enhancement, business expansion, or refinancing of business loans from other financial institutions
Loan Type	:	Term loan
Credit limit	:	Maximum credit limit of THB 30 million
Loan Period	:	Not exceeding 12 years
Interest Rate	:	The interest rate shall be the Bank's lending rate +/- a spread as determined by the Bank
Collateral	:	Collateral must be real estate and/or a joint guarantee from the Thai Credit Guarantee Corporation (TCGC)
LTV Ratio	:	Maximum approved credit limit of up to five times the collateral value.
Product Examples	:	Kla Hai full MAX for juristic or individual borrowers. SME Kla Hai over 100 SME Kla Su
(c) Unsecured Loans		
Target Customer	:	Individual and juristic micro-entrepreneurs seeking funding for working capital, liquidity enhancement, business expansion, or the refinancing of business loans from other financial institutions.
Loan Type	:	Term loan or Revolving loan
Credit limit	:	Maximum credit limit of THB 15 million
Loan Period	:	Maximum term of 10 years
Interest Rate	:	The interest rate shall be the Bank's lending rate +/- a spread as determined by the Bank
Collateral	:	without collateral
Product Examples	:	SME Kla Hai full SPEED for corporate borrowers or individuals . SME Kla Hai Standby Cash - Revolving Loans SME Kla Hai Lady First - Revolving Loan SME Kla Hai for medical professionals and dentists SME Kla Su (to provide assistance to entrepreneurs affected by flooding).
(d) Overdraft facilities		
Target Customer	:	Individual and juristic micro-entrepreneurs seeking funding for working capital and liquidity enhancement.
Loan Type	:	Overdraft
Credit limit	:	Maximum credit limit of THB 20 million

Loan Period	:	One year, with the credit limit subject to annual review.
Interest Rate	:	The interest rate shall be the Bank's lending rate +/- a spread as determined by the Bank
Collateral	:	Collateral by real estate and/or guaranteed by the Thai Credit Guarantee Corporation (TCG), or unsecured.
LTV Ration	:	Not exceeding the value of the collateral
Product Examples	:	SME Kla Hai Standby OD with collateral. SME Kla Hai Standby OD without collateral.

(e) SME Kla Hai Kla Plien

Target Customer	:	Individual or juristic micro-entrepreneurs engaged in environmentally friendly businesses or seeking to invest in the improvement or development of business processes to enhance social or environmental responsibility, with the objective of obtaining funding for working capital, liquidity enhancement, business expansion, investment, improvement, development, or reimbursement of investment expenditures.
Loan Type	:	Term loan or Revolving loan
Credit limit	:	Maximum credit limit of THB 35 million
Loan Period	:	Maximum term of 12 years
Interest Rate	:	The interest rate shall be the Bank's lending rate +/- a spread as determined by the Bank
Collateral	:	Collateral must be real estate and/or a joint guarantee from the Thai Credit Guarantee Corporation (TCGC) or without collateral
LTV Ration	:	Not exceeding the value of the collateral
Product Examples	:	SME Kla Hai Kla Plien

● **Nano and Micro Credit Loans for Micro Businesses.**

The Bank recognizes the importance and necessity of developing loan products and services that effectively address the needs of micro-entrepreneurs, particularly merchants, enabling them to access formal financing without the requirement for collateral, together with a streamlined approval process to ensure timely access to funding. This initiative aims to support micro-entrepreneurs, who form the foundation of Thailand's economy, in overcoming crises and restoring their businesses through a diverse range of tailored loan products.

Nano and Micro credit comprise the following core products: (a) Nano Credit; (b) Micro Credit; and (c) Micro Plus and Micro Max, with details as follows:

(a) Nano Credit		
Target Customer	:	Individual micro-entrepreneurs using the loan for business working capital purposes.
Loan Type	:	Revolving loan
Credit Limit	:	Maximum credit limit of 100,000 Baht
Loan Period	:	One year, with the credit limit subject to annual review.
Interest Rate	:	33% per annum
Collateral	:	No collateral
Product Examples	:	Nano Credit for Micro Businesses Nano Credit for Micro Businesses / for TOP Entrepreneurs Nano Credit for Micro Businesses / for Online Merchants
(b) Micro Credit		
Target Customer	:	Individual micro-entrepreneurs using the loan for business working capital purposes.
Loan Type	:	Revolving loan
Credit Limit	:	Maximum credit limit of 200,000 Baht
Loan Period	:	One year, with the credit limit subject to annual review.
Interest Rate	:	28% per annum
Collateral	:	No collateral
Product Examples	:	Micro Credit for Micro Businesses Micro Credit for Micro Businesses / for TOP Entrepreneurs Micro Credit for Micro Businesses / for Online Merchants
(c) Micro plus and Max		
Target Customer	:	Individual micro-entrepreneurs who are registered commercial operators or have held a trade registration for not less than two years, with the objective of obtaining funding for business expansion, working capital, or liquidity enhancement.
Loan Type	:	Revolving loan
Credit Limit	:	Micro Plus with Maximum credit limit of THB 500,000 Micro Max with Maximum credit limit of THB 1,000,000
Loan Period	:	One year, with the credit limit subject to annual review.
Interest Rate	:	Micro Plus 24% per annum Micro Max 18-22% per annum
Collateral	:	No collateral

● Home loan

The Bank commenced its Home for Cash loan product in 2015 with the intention of assisting customers in reducing their debt burden by consolidating multiple loans into a single facility, in response to the large number of individuals holding personal and other loans across several facilities at relatively high interest rates; under this program, customers use their land and house or condominium unit as collateral to consolidate such debts, enabling longer repayment tenors that reduce monthly installment obligations in line with repayment capacity, while benefiting from interest rates lower than those of personal loans, thereby enhancing liquidity and promoting financial discipline through a single

structured repayment plan with one financial institution; the Bank also offers home refinance products for customers with existing housing loans from other financial institutions, with an option for additional top-up multipurpose facilities, and currently does not provide new home purchase loans; Home for Cash products comprise the following core categories: (a) Home for Cash; (b) Refinance home loan; and (c) Refinance Plus, the details of which are set out below:

(a) Home for cash		
Target Customer	:	General customers who are full-time employees, self-employed, and business owners.
Loan Type	:	Term loan
Credit Limit	:	Maximum credit limit of THB 10 million
Loan Period	:	Maximum term of 30 years
Interest Rate	:	The interest rate shall be the Bank's lending rate +/- a spread as determined by the Bank
Collateral	:	Collateral by real estate
LTV Ratio	:	Not exceeding the collateral value in accordance with the Bank of Thailand's regulatory criteria.
(b) Refinance home loan		
Target Customer	:	General customers who are full-time employees or self-employed individuals intend to transfer their existing housing loan obligations from other financial institutions
Loan Type	:	Term loan
Credit Limit	:	Maximum credit limit of THB 20 million
Loan Period	:	Maximum term of 30 years
Interest Rate	:	The interest rate shall be the Bank's lending rate +/- a spread as determined by the Bank
Collateral	:	Collateral by real estate
LTV Ratio	:	Not exceeding the collateral value in accordance with the Bank of Thailand's regulatory criteria.
(c) Refinance Plus		
Target Customer	:	General customers, including full-time employees and self-employed individuals, who intend to transfer their existing housing loan obligations from other financial institutions, with an option to obtain an additional top-up facility for multipurpose use.
Loan Type	:	Term loan
Credit Limit	:	Maximum credit limit of THB 15 million
Loan Period	:	Maximum term of 30 years
Interest Rate	:	The interest rate shall be the Bank's lending rate +/- a spread as determined by the Bank
Collateral	:	Collateral by real estate
LTV Ratio	:	Not exceeding the collateral value in accordance with the Bank of Thailand's regulatory criteria.

● Personal Loan

Personal loans are revolving credit facilities under the supervision of the Bank of Thailand, granted without collateral or guarantors and subject to a reducing balance interest rate. The products primarily target customers with

regular income, such as salaried employees, state enterprise employees, and government officials. Borrowers may choose a revolving credit facility or refinance credit card debt and other personal loans, with a maximum approved credit limit of THB 2 million. Borrowers earning THB 30,000 or more per month are eligible for a credit limit of up to five times their average monthly income, while those earning less than THB 30,000 per month are eligible for a credit limit of up to 1.5 times their average monthly income (subject to other conditions as determined by the Bank). Such credit limits are in accordance with the regulatory criteria prescribed by the Bank of Thailand. Customers may opt to make minimum payments, full repayments, or installment payments of up to 60 installments, enabling effective financial planning. The Bank charges interest at a rate not exceeding 25 percent per annum, which represents the maximum interest rate and fees permitted by the Bank of Thailand.

In addition, the Bank has entered into a receivables purchase agreement with Ascend Nano in respect of receivables arising under loan agreements entered into between Ascend Nano and its borrowers (the “Loan Receivables”). The Bank will purchase only those Loan Receivables that meet its selection criteria as specified in the agreement. Such arrangement supports the Bank’s strategy to expand its revolving personal loan products to new target segments beyond customers with regular income.

In this regard, after the transfer of the Loan Receivables from Ascend Nano has been completed, the Bank shall be entitled to the outstanding principal, accrued interest, and related fees under such loan agreements, and the borrowers shall make repayments through the True Money Wallet application and/or through other agreed channels.

- **Other Retail loan**

The Bank also offers other retail loans such as loans with gold as collateral, hire-purchase loans for individual customers and other retail loans

Distribution Channels

In providing lending services, the Bank reaches its target customers through Relationship Managers and Credit Advisors. The Bank provides training to such personnel in both fundamental knowledge and product-specific techniques to ensure that they are able to accurately and comprehensively communicate financial knowledge and product details to customers. In addition, the Bank has established an organizational structure with appropriate checks and balances by supervisors, including Team Managers, Zone Managers, and Regional Managers, who are responsible for communicating the Bank’s policies and strategies, as well as monitoring overall performance and loan quality to ensure alignment with common objectives.

The Bank has appointed Credit Advisors to support nano finance and micro credit for small business customers. Their responsibilities include product presentation, credit analysis (prior to submission to the Team Manager, Zone Manager, and Regional Manager for approval in accordance with the relevant approval authority), and loan repayment collection. To enhance staff efficiency and reduce reliance on manual processes, Credit Advisors utilize the Tels-nano system to assist in credit quality analysis and recommend appropriate credit limits, as well as tablets to improve processing time and minimize human error.

Furthermore, the Bank operates a branch network located within communities across all regions, covering 74 provinces in Thailand, to ensure customer accessibility and facilitate access to formal lending services. The Bank’s lending branches are categorized into two formats: (1) lending branches, which serve as primary branches located in major cities, and (2) nano credit offices (kiosks), which function as sub-branches of lending branches and are located in or near marketplaces. As of 31 December 2025, the Bank operated 500 lending branches. Most lending branches also provide micro SME loans and nano and micro credit for small traders, as loan agreements must be executed at the Bank’s branches in accordance with applicable regulations.

With respect to housing loans and retail loans, which primarily target individual customers, distribution is conducted through Relationship Managers under the Retail and Wealth Business Group via the Bank’s branch network.

In addition, the Bank engages independent direct sales agents (Direct Sales Agents) to provide advisory services and offer home equity loan products, thereby enhancing its ability to access new customers beyond those reached through its deposit branches.

2. Deposit Business

The table below shows details of the Bank's loan product portfolio as of 31 December 2023, 2024, and 2025.

Deposits	As of 31 December					
	2023		2024		2025	
	Million Baht	Percentage	Million Baht	Percentage	Million Baht	Percentage
Current Account	113.8	0.1	114.0	0.1	65.4	0.0
Saving Account	36,456.8	31.2	36,368.3	27.4	44,111.7	28.4
Term Deposit Account	80,191.0	68.7	96,117.2	72.5	111,477.5	71.6
Total Deposit	116,761.6	100.0	132,599.5	100.0	155,654.6	100.0

(a) Current Account

A deposit account for entrepreneurs or business operators seeking greater flexibility in withdrawals via cheque issuance, with the ability to monitor transactions through monthly account statements.

	Current Account	Value-Added Current Account
Detail	A current account with an overdraft (O/D) facility	An interest-bearing current account.
Deposit Term	No fixed deposit term	
Interest Rate	Interest rate as determined by the Bank.	Interest rate as determined by the Bank, payable on a monthly basis.
Withdrawal	Cheque book and ATM card services available at commercial banks nationwide, for individual depositors holding single accounts only.	

(b) Saving Account

A deposit account designed to provide flexibility in deposits and withdrawals for all customer segments, including individuals and juristic persons, enabling access to basic banking services for savings or spending purposes as required.

	Saving account	Special Value-Added Savings Account	Biz Plus Business Savings Account	Alpha Savings Account
Detail	A highly liquid deposit account	A savings account offering a higher interest rate than a standard savings account.	A savings account for general juristic persons and non-profit entities, offering interest rates comparable to those of fixed deposit accounts.	A digital savings account that can be opened via the alpha by Thai Credit application, offering a high interest rate for deposit balances of up to THB 500,000.
Deposit Term	No fixed deposit term			
Interest Rate	Interest rate as determined by the Bank.			
	Semiannual interest payment	Pay interest monthly		Semiannual interest payment
Withdrawal	The Bank's branches and ATMs of commercial banks nationwide		Can be withdrawn via Siam Commercial Bank ATMs or at Counter Service locations in 7-Eleven.	

(c) Fixed Deposit Account

In order to promote savings and long-term financial planning for its customers, the bank offers higher interest rates for various term deposit products which specify clear and exact deposit terms and withdrawal timeframes.

	Fixed Deposit Account	Tanjai Fixed Deposit Account	Tax-Free Deposit Accounts
Detail	Fixed deposit accounts that pays interest at a fixed rate	A fixed deposit account that offers a high interest rate effective from the date of deposit.	A fixed deposit account offering a high interest rate, with equal monthly deposits and tax-free interest.
Deposit Term	6 – 36 months	12 months	24 months and 36 months
Interest Rate	Paid upon the completion of the deposit term, or monthly	Paid on the date of deposit	Paid upon the completion of the deposit term
Withdrawal	The Bank's branches		

Distribution Channels

As of 31 December 2025, the Bank operated 33 deposit service branches, the majority of which are located in Bangkok and its metropolitan area, targeting individual and wealth customers with high-value and long-term savings needs, resulting in a high level of deposits per branch. In addition, deposit services are also available through the alpha by Thai Credit application, which enhances customer convenience and enables broader and more efficient access to customers.

3. Insurance brokerage business.

The bank has a strategy of acting as an insurance agent for various companies in order to select products to offer that meet the needs of loan and individual customers. This is a non-exclusive product distribution model. As of December 31, 2025, the bank is an insurance broker for six companies: (1) Thai Life Insurance Public Company Limited, (2) Thaipaiboon Insurance Public Company Limited, (3) Thai Health Insurance Public Company Limited, (4) Prudential Life Assurance (Thailand) Public Company Limited, (5) Muang Thai Life Assurance Public Company Limited, and (6) Ocean Life Insurance Public Company Limited. This covers savings life insurance, annuity life insurance, accident insurance, fire insurance, and credit life insurance. The insurance products are offered through bank employees who hold insurance broker licenses for non-life and/or life insurance.

4. Investment Units of Mutual Funds

With a commitment to offering investment in mutual fund units as an alternative to enhance investment returns or obtain tax benefits, as well as to serve as a channel for wealth management through portfolio allocation for retirement planning, financial planning, and/or effective risk diversification, the Bank acts as a selling agent for mutual fund units of six asset management companies, namely (1) ONE Asset Management Co., Ltd., (2) MFC Asset Management Public Company Limited, (3) Krungsri Asset Management Co., Ltd., (4) Krung Thai Asset Management Public Company Limited, (5) Aberdeen Asset Management (Thailand) Limited, and (6) SCB Asset Management Co., Ltd.. Such products are distributed through the Bank's deposit service branches.

Research and development policy in various areas, and details regarding innovation development in processes, products and/or services, or business models.

Research and development (R&D) policy : No

R&D expenses in the past 3 years

	2023	2024	2025
Research and development (R&D) expenses over the past 3 years (Million Baht)	N/A	N/A	N/A

1.2.2.2 Marketing policies of the major products or services during the preceding year

In the past year, the Bank placed strong emphasis on supporting small and medium-sized enterprises (SMEs), which represent a customer segment that plays a vital role in driving the country's economic growth. Particular focus was given to small-scale SMEs (Micro SMEs), as well as grassroots-level entrepreneurs, including those in the nano and micro finance segments, who require access to funding to enhance liquidity and expand their businesses. Accordingly, the Bank's marketing strategy has focused on creating differentiation by delivering services that genuinely address the specific needs of these customer segments.

One of the Bank's key strengths lies in its ability to reach customers through a team of Relationship Managers (RMs) who possess strong expertise in lending services and a deep understanding of each customer's business characteristics and specific needs. RMs serve as financial advisors who provide professional guidance to assist customers in selecting the most appropriate credit products for their businesses, while also facilitating the preparation of supporting documentation to ensure readiness for the credit assessment process.

The Bank continues to develop a diverse and flexible range of credit products to accommodate the needs of small-scale SMEs at all levels, ranging from short-term liquidity enhancement loans to long-term investment loans. Emphasis is placed on appropriate terms and conditions, flexible credit assessment, and competitive interest rates, in order to support customers in managing their businesses with stability and achieving sustainable growth.

In addition to providing close, customized services through Relationship Managers, the Bank has also implemented digital marketing initiatives to enhance awareness and broaden customer outreach, in line with the transition toward

the digital era, while laying the foundation for a full-scale digital transformation. The integration of customer-centric services with modern digital technology enables the Bank to respond to customer needs more quickly and efficiently.

With regard to deposit products, the Bank has implemented marketing strategies focused on differentiation and enhancing the attractiveness of its deposit offerings, with particular emphasis on offering competitive interest rates to deliver attractive returns to customers across all target segments. This strategy not only meets customers' return expectations but also reinforces the Bank's image as a stable and secure financial institution, which is a key factor in building long-term confidence and trust.

The Bank is committed to offering a comprehensive range of deposit products, including savings accounts, fixed deposits, and special products designed to meet the diverse needs of different customer groups. In developing these products, the Bank places importance on flexibility and convenience, enabling customers to select options that are most suitable for their savings and investment plans.

Furthermore, the Bank emphasizes communication of its strengths in security and stability to reinforce confidence that saving with the Bank represents a safe and reliable choice under all economic conditions. The establishment of attractive and market-appropriate interest rates is another key strategy to retain existing customers and attract new ones. In this regard, the Bank closely monitors market trends and adjusts interest rates in line with customer expectations and prevailing economic conditions.

To maximize the effectiveness of its marketing strategies, the Bank utilizes a wide range of communication channels, including branches and digital platforms, to provide comprehensive and easily accessible product information. The integration of technology with friendly and attentive service enhances customer convenience and delivers a positive customer experience, which supports the development of strong and sustainable long-term customer relationships.

The Bank believes that these strategies will strengthen the customer base for both credit and deposit products, support continued growth in a highly competitive market, and serve as a solid foundation for driving the Bank toward future success.

The industry competition during the preceding year

The year 2025 remained a challenging period for Thailand's banking industry, as overall system-wide loan growth remained negative throughout the year. According to the Bank of Thailand's Commercial Banking Industry Overview Report for the third quarter, SME loans and consumer loans continued to contract, while loans to large corporates were the only segment that recorded a slight expansion. The Bank's operating performance declined compared with the previous year, primarily due to a decrease in net interest income resulting from loan contraction and reductions in interest rates to support borrowers, both through the Bank's own initiatives and government relief measures under the "You Fight, We Help" program. The Bank's key strength lies in its strong growth performance, as it maintained its leadership position in the micro SME (MSME) lending market. In 2025, the Bank recorded a growth rate of 10.15%, exceeding the industry's average growth rate. Based on outstanding SME loan data from the Bank of Thailand as of the second quarter of 2025, the Bank's market share increased to 4.5%, up from 4.26% in 2024. This reflects the Bank's continued ability to expand its customer base and strengthen its position in its target market.

The Bank operates under a distinctive business model that combines the advantages of commercial banking and finance companies. Its operations are divided into two main components: deposit-taking branches located in central urban areas to build a low-cost deposit base, and lending branches operating in markets and local communities to directly reach retail customers. This model enables the Bank to provide transparent lending services at interest rates lower than those offered by informal lenders, thereby meeting the needs of small-scale entrepreneurs who are often overlooked by large commercial banks. With a low-cost funding base and appropriate lending interest rates, the Bank is able to generate attractive returns while maintaining strong growth potential driven by demand for working capital loans among its customer segments. In addition, the Bank has developed the "MicroPay" application to enhance service efficiency and accelerate customer outreach, reinforcing its commitment to innovation and the sustainable servicing of the retail market.

The Bank remains focused on sustainable growth by offering flexible and competitive products and services, while continuously improving business processes and sales activities to strengthen long-term growth capabilities. The Bank places strong emphasis on building long-term customer relationships through a robust sales force and the development of a customer relationship management (CRM) platform, aimed at enhancing sales efficiency and fostering ongoing trust and confidence.

1.2.2.3 Procurement of products or services

As a financial institution regulated by the Bank of Thailand, funding sources are a critical factor that must be managed with due prudence to maintain stability, financial soundness, and the confidence of depositors, investors, and all stakeholders; a strong and diversified funding structure enables the Bank to effectively manage liquidity, control funding costs, and withstand market volatility, while providing a foundation for setting appropriate interest rates and financial terms to deliver sustainable and fair financial services, and accordingly the Bank places importance on sourcing funds through multiple channels, including shareholders' equity, borrowings from external institutions, and operating income, to maintain financial balance, enhance competitiveness, and support long-term business expansion under a strong framework of sound financial governance.

1.2.2.4 Assets used in business undertaking

Core permanent assets

The Bank's head office is located in Bangkok. As at 31 December 2025, the Bank operated 500 retail lending branches and 33 deposit branches. The principal fixed assets used in the operations of the Bank and its subsidiaries comprise: (1) property and equipment, including buildings, leasehold improvements, office equipment, computers and related equipment, and right-of-use assets; (2) assets held for sale, consisting of properties acquired through debt settlement; (3) intangible assets, including software and initial service fees for ITMX (Interbank Transaction Management and Exchange); and (4) Other assets.

Details and information relating to the assets used in the Bank's operations are presented in Appendix 4 (Assets Used in Business Operations).

Core intangible assets

As of 31 December 2025, the Bank's intangible assets presented in the consolidated financial statements under intangible assets consist of computer software, the ITMX initial membership fee, and computer software under installation, with a total net book value of Baht 303.9 million.

Investment policy in the subsidiaries and associated companies

Investment policy in the subsidiaries and associated : Yes
companies

The bank has an investment policy focused on companies that support its business operations and align with the group's goals, vision, and strategic plans for growth. These investments aim to increase the bank's performance or profits, or to create synergy with the bank, thereby enhancing its competitiveness and enabling it to achieve its goal of becoming a leading player in its core business. The bank, its subsidiaries, and/or associated companies may consider investing in additional businesses if they have growth potential, can be leveraged for business expansion, or benefit the group's operations and generate good returns. In considering investments, the bank, its subsidiaries, and/or associated companies will conduct a feasibility study, considering potential investment proportions, expected profits, and investment risks. This investment analysis process must be approved by the bank's board of directors and/or shareholders' meeting (as applicable). All investments by the bank, its subsidiaries, and/or associated companies must comply with the regulations of the Bank of Thailand, the Capital Market Supervisory Board, and the Stock Exchange of Thailand.

1.2.2.5 Under-construction projects

Under-construction projects : No

Details of under-construction projects

Total projects : N/A

Values of total ongoing projects : N/A

Realized value : N/A

Unrealized value of remaining projects : N/A

Additional details : -

1.3 Shareholding structure

1.3.1 Shareholding structure of the group of companies

Policy on operational organization within the group of companies

The Bank holds a direct shareholding in one subsidiary, in accordance with the definition prescribed by the Securities and Exchange Commission (SEC). As of December 31, 2025, the details are as follows:

Thai Micro Digital Solutions Co., Ltd. (“TMDS”)

- Established on April 4, 2018
- Provides payment services under the supervision of the Bank of Thailand.
- As of December 31, 2025, its registered capital is 450,000,000 baht.
- Office address: 121/108 RS Tower, 41st Floor, Ratchadaphisek Road, Din Daeng Subdistrict, Din Daeng District, Bangkok 10400.

Shareholding diagram of the group of companies

Does your company have any shareholdings in other : Yes
companies?

Shareholding diagram



Subsidiaries

Company name	Juristic person who holds shares of the company	Shareholding proportion (%)	Voting right proportion (%)
Thai Micro Digital Solutions Co., Ltd	THAI CREDIT BANK PUBLIC COMPANY LIMITED	99.99%	99.99%

Company that holds 10% or more of the total shares sold

Name and the location of the head office	Type of business	Type of shares	The number of shares	The number of shares sold
Thai Micro Digital Solutions Co., Ltd No. 121/108, RS Tower, 41st Floor, Ratchadaphisek Road, Din Daeng Sub-district, Din Daeng District Bangkok 10400 Telephone : 02-697-5353 Facsimile number : -	Payment Processing Activities for Financial Transaction	Common shares	44,999,985	44,999,985

1.3.2 Shareholding by a person with a potential conflict of interest holding exceeding 10 percent of the voting shares in a subsidiary or associated company

Does the company have a person with potential conflicts of interest holding shares in a subsidiary or associated company? No

1.3.3 Relationship with major shareholders' business

Does the company have a relationship with a business group of a major shareholder? No

1.3.4 Shareholders

List of major shareholders ⁽¹⁾

The list of shareholders holding more than 0.5% of the Bank, out of a total of 1,996 shareholders as of the shareholder register closing date on December 31, 2025, shows that the Bank has 1,966 Thai shareholders holding a total of 933,791,200 shares, representing 75.62%, and 30 foreign shareholders holding a total of 301,048,022 shares, representing 24.38%.

Group/List of major shareholders	Number of shares (shares)	% of shares
1. VNB HOLDING COMPANY LIMITED	644,105,234	52.16
2. Thai Life Insurance Public Company Limited	118,250,000	9.58
3. OCA Investment Holdings I Pte. Ltd.	92,904,922	7.52
4. Mr. Winyou Chaiyawan	60,300,690	4.88
5. SOUTH EAST ASIA UK (TYPE A) NOMINEES LIMITED	52,000,000	4.21
6. CGS INTERNATIONAL SECURITIES SINGAPORE PTE. LTD.	44,747,800	3.62
7. Mrs. Mijitra Gunara	44,701,176	3.62
8. ASIAN DEVELOPMENT BANK-SNA CUSTODY	35,588,200	2.88
9. INTERNATIONAL FINANCE CORPORATION	29,117,600	2.36
10. Mr. Veeravet Chaiyawan	24,056,500	1.95
11. UBS AG SINGAPORE BRANCH	19,145,000	1.55
12. PNL CLIENT CUSTODY ASSET ACCOUNT	18,389,500	1.49
13. Jombueng Co., Ltd.	8,537,400	0.69
14. Thai NVDR Company Limited	7,519,644	0.61
15. N.C.B.TRUST LIMITED-NORGES BANK 30	5,884,700	0.48

Remark : ⁽¹⁾ *The number of shares held by Mr. Winyou Chaiyawan through the custodian, UBS AG SINGAPORE BRANCH

Major shareholders' agreement

Does the company have major shareholders' agreements? : No

1.4 Amounts of registered capital and paid-up capital

1.4.1 Registered capital and paid-up capital

As of December 31, 2025, the Bank has a registered capital of Baht 6,174,196,110, divided into 1,234,839,222 ordinary shares with a par value of Baht 5 per share and a paid-up capital of Baht 6,174,196,110.

Registered capital and paid-up capital

Registered capital (Million Baht) : 6,174,196,110.00

Paid-up capital (Million Baht) : 6,174,196,110.00

Common shares (number of shares) : 1,234,839,222

Value of common shares (per share) (baht) : 5.00

Preferred shares (number of shares) : 0

Value of preferred share (per share) : 0.00

Has the company listed in other stock exchange?

Has the company listed in other stock exchange? : No

1.4.2 Other types of share whose rights or terms differ from those of ordinary share

Other types of share whose rights or terms differ from : No

those of ordinary share

1.4.3 Shareholding by Thai NVDR Company Limited (NVDR)

Are shares held by Thai NVDR Company Limited (NVDR)? : Yes

Number of shares (Share) : 7,519,644

Calculated as a percentage (%) : 0.61

The impacts on the voting rights of the shareholders

In the event that Thai NVDR Company Limited (NVDR) does not exercise its voting rights at the shareholders' meeting, the bank will only be affected by 0.61 % of the total issued shares.

1.5 Issuance of other securities

1.5.1 Convertible securities

Convertible securities : No

1.5.2 Debt securities

Debt securities : Yes

Debenture

List of debentures 1	
Debenture name	Perpetual bonds to be deemed as additional Tier 1 Capital of the Bank No. 1/2021
Debenture type	● Subordinated Debenture
Maturity (year)	Upon dissolution
Maturity date	Upon dissolution
Interest rate (% per annum)	5
Outstanding debenture (million baht)	1,150,000,000
Additional details	<ul style="list-style-type: none"> - The Bank may redeem the bonds five years after their issuance date, subject to prior approval from the Bank of Thailand - The Bank may repurchase the bonds at any time upon obtaining approval from the Bank of Thailand.. - The bonds are unsecured, and there is no requirement on financial ratios.
List of debentures 2	
Debenture name	Subordinated Instruments to be counted as the Bank's Type 2 Capital No. 1/2023
Debenture type	● Subordinated Debenture
Maturity (year)	10
Maturity date	15 June 2033
Interest rate (% per annum)	6
Outstanding debenture (million baht)	1,700,000,000
Additional details	<ul style="list-style-type: none"> - The Bank may redeem the bonds five years after their issuance date, subject to prior approval from the Bank of Thailand. - The Bank may repurchase the bonds at any time upon obtaining approval from the Bank of Thailand. - The bonds are unsecured, and there is no requirement on financial ratios.

1.6 Dividend policy

The dividend policy of the company

The Bank has a dividend payment policy that complies with notifications of the Bank of Thailand and applicable laws. In this regard, the Board of Directors determines dividend payments by considering the Bank's capacity to pay dividends based on net profit as presented in the separate financial statements after deduction of corporate income tax and all types of statutory and other reserves as required by law and as determined by the Bank for each year. Such dividend payments shall not exceed the retained earnings shown in the Bank's separate financial statements. In the event that the Bank has accumulated losses, the Bank shall not consider any dividend payment. In this regard, the Board of Directors shall assess the Bank's dividend-paying capacity in accordance with legal requirements and the Bank's Articles of Association, exercising prudence and taking into account various factors primarily for the benefit of shareholders, including economic conditions, operating performance and financial position, cash flows, investment plans and business expansion, provisions for debt repayment, compliance with covenants under contractual agreements, working capital requirements, potential risks that may arise in the future, as well as any other necessity or appropriateness as deemed relevant by the Board of Directors.

Dividend payments must not materially affect the Bank's normal operations and shall be subject to applicable laws, rules, regulations, or relevant rulings. Once the Board of Directors has approved the Bank's annual dividend payment, such payment shall be proposed for approval at the shareholders' meeting, except for interim dividends, which the Board of Directors is authorized to approve from time to time when it deems that the Bank has sufficient profits to justify such payment. Any interim dividend payment shall be reported to the shareholders at the next shareholders' meeting.

At the Bank's Board of Directors' Meeting No. 2/2023, held on 22 February 2023, the Board approved in principle the dividend payout ratio framework for the period from 2024 to 2027, which is expected to be in the range of approximately 5 percent to 20 percent of net profit for each respective year. Prior to approving any dividend payment on each occasion, the Bank shall comply with applicable laws and ensure that such payment is made in accordance with the dividend policy as set forth above.

The dividend policy of subsidiaries

The annual dividend payment policy of each subsidiary shall be determined in accordance with resolutions of the board of directors of such subsidiary and proposed for approval at the shareholders' meeting of each subsidiary on an annual basis. Any dividend payment shall not exceed the retained earnings as shown in the subsidiary's separate financial statements, and in the event that the subsidiary has accumulated losses, no dividend payment shall be considered. In this regard, the board of directors of each subsidiary may determine dividend payments by considering the subsidiary's capacity to pay dividends based on its separate financial statements after deduction of corporate income tax and all types of reserves as required by applicable laws and the subsidiary's articles of association, taking into account the benefits of the subsidiary's shareholders and various factors such as economic conditions, operating performance and financial position, cash flows, investment plans and business expansion, provisions for debt repayment and compliance with contractual covenants, working capital requirements, potential risks that may arise in the future, as well as other necessity and appropriateness, as deemed appropriate by the subsidiary's board of directors.

Any dividend payment shall not materially affect the normal operations of the subsidiary and shall be subject to applicable laws, rules, regulations, or relevant rulings, unless otherwise stipulated in the subsidiary's articles of association and within the legal framework of the country in which the subsidiary is incorporated. Once the board of directors of the subsidiary resolves to approve an annual dividend payment, such payment must be proposed for approval at the shareholders' meeting of the subsidiary, except for interim dividend payments, which the board of directors of the subsidiary is authorized to approve from time to time when it deems that the subsidiary has sufficient profits to do so, provided that such interim dividend payments shall be reported to the shareholders at the next shareholders' meeting.

Historical dividend payment information

	2021	2022	2023	2024	2025
Net profit per share (baht : share)	N/A	N/A	0.0000	0.0000	2.9500
Dividend per share (baht : share)	N/A	N/A	0.0000	0.0000	0.6000
Ratio of stock dividend payment (existing share : stock dividend)	N/A : N/A	N/A : N/A	0.0000 : 0.0000	0.0000 : 0.0000	0.0000 : 0.0000
Value of stock dividend per share (baht : share)	N/A	N/A	0.0000	0.0000	0.0000
Total dividend payment (baht : share) ⁽¹⁾	N/A	N/A	0.0000	0.0000	0.6000
Dividend payout ratio compared to net profit (%)	N/A	N/A	0.00	0.00	20.30

Remark : ⁽¹⁾ The Bank was listed on the Stock Exchange on 8 February 2024. Accordingly, the Bank began considering dividend payments to its shareholders in 2025.

2. Risk management

2.1 Risk management policy and plan

Risk management policy and plan

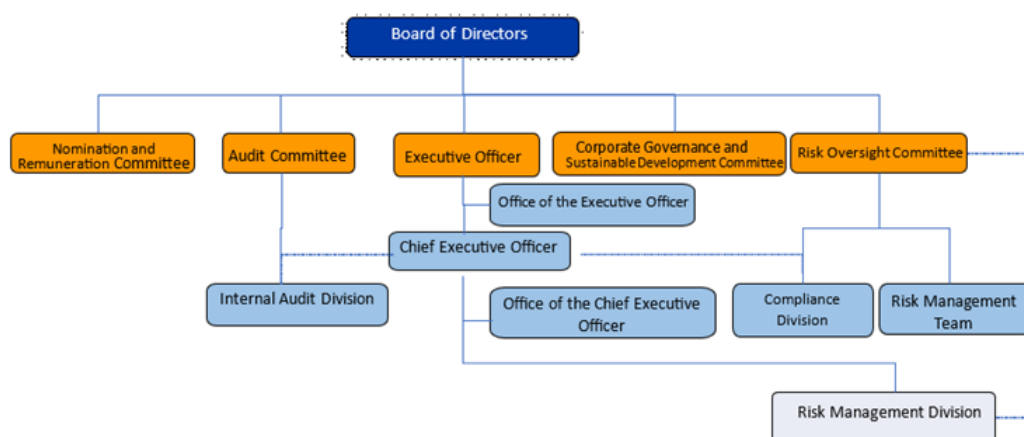
Risk management is the cornerstone of stable and sustainable growth. The Bank is committed to developing a comprehensive risk management system that covers all key areas, operating in accordance with the Bank of Thailand's regulatory guidelines. We are prepared to address challenges regarding credit quality and uncontrollable external factors through effective strategic planning and an appropriate organizational structure.

The Bank has established the Risk Oversight Committee and the Risk Management Committee to provide holistic supervision of risk management processes. Our framework is rooted in good corporate governance, featuring robust reporting systems, monitoring tools, and clear control procedures. Furthermore, the Bank fosters a risk-aware culture across all levels of staff, ensuring a deep understanding of practices and responsibilities through risk management policies, specialized training programs, and departmental supervision.

The organizational structure is designed to ensure a balance of power and operational efficiency. This enables the Bank to manage risks appropriately, supporting long-term growth and building confidence among all stakeholders.

Risk Governance Structure

Organizational structuring is a fundamental principle employed by the Bank for risk management. The Bank has established a hierarchy of Board of Directors, Sub-Committees, and supporting functions (the Second Line of Defense) to enhance operational efficiency. This structure facilitates effective risk management aligned with our business goals of driving continuous growth and generating stable, long-term returns, as detailed below:



The Risk Oversight Committee is a sub-committee directly responsible for overseeing various aspects of risk management and reporting to the Board of Directors. Its mandate includes defining Risk Tolerance levels for Key Risk Indicators (KRIs) and establishing appropriate action plans for risks reaching the warning level (Yellow Zone) and caution level (Red Zone), ensuring alignment with external conditions and the Bank's future growth strategies.

The Risk Management department serves as the primary unit for monitoring and analyzing risk fluctuations. It develops comprehensive monthly Dashboards covering multiple dimensions, such as credit growth and concentration, asset quality, provision adequacy, money market and interest rate conditions, and liquidity. These reports empower

operational units to make informed strategic decisions within the approved risk appetite. Furthermore, the Risk Management Group presents monthly risk analysis summaries to the Risk Oversight Committee and the Board of Directors to ensure effective and prudent risk governance.

In addition, the Internal Audit, under the oversight of the Audit Committee, is responsible for reviewing the effectiveness and adequacy of the risk management framework, internal control systems, and operational processes, ensuring full compliance with professional standards and relevant regulatory requirements.

The Bank's risk management framework, policies, and guidelines were comprehensively reviewed in 2025 and approved by the Board of Directors at Meeting No. 10/2025 on October 21, 2025. The core risk management processes are summarized as follows:



2.2 Risk factors

2.2.1 Risk that might affect the company's business, including environmental, social and corporate governance issues

Risk 1 Strategic Risk

Related risk topics : Strategic Risk

- Volatility in the industry in which the company operates
- Behavior or needs of customers / consumers
- Government policy
- Economic risk

Risk characteristics

Strategic risk arises from decisions or actions undertaken by the Bank that are inconsistent with changes in the business environment, economic conditions, technology or innovation, and rapidly evolving regulations, or from the inability to adjust its operating strategies in response to such changes, which may adversely affect the Bank's competitiveness and its ability to generate sustainable long-term returns.

Risk-related consequences

Strategic risk may affect the Bank in both the short and long term. In the short term, the Bank may experience a decline in operating performance resulting from strategic decisions that are not aligned with market conditions, as well as increased costs arising from investments in projects or technologies that fail to generate the expected returns. In addition, delays in adapting to change or the implementation of strategies that do not adequately address customer needs may lead to a decline in customer and investor confidence, thereby affecting the Bank's image and credibility in the near term.

In the long term, strategic risk may cause the Bank to lose its competitiveness if it is unable to adapt in a timely manner to technological changes and evolving consumer behavior. Such impacts may undermine the sustainability of the business, limiting the Bank's ability to sustain growth and generate stable returns. This may also adversely affect the Bank's image and brand over time, with implications for capital raising and relationships with stakeholders. Furthermore, if the Bank's strategies are not aligned with new laws, regulations, or regulatory requirements, the Bank may be subject to penalties or incur significant costs in adjusting its operations to achieve compliance, which could adversely affect its financial stability and organizational credibility in the future.

Risk management measures

The Bank implements prudent measures to manage strategic risk by emphasizing the establishment of continuous monitoring and review processes for relevant risk factors, enabling timely adaptation to changes in the business environment. Key measures include defining a strategic framework aligned with the Bank's vision and long-term objectives, as well as conducting regular strategy review meetings to assess the appropriateness of business plans and operational approaches in the context of evolving economic conditions, technological developments, and regulatory changes.

In addition, the Bank monitors external risk factors, such as economic trends, interest rates, market competition, and technological advancements, as well as internal risk factors, including operational efficiency and workforce

readiness, in order to adjust its strategies appropriately and mitigate potential impacts. Regular reporting is also made to the Board of Directors and senior management to ensure that strategic decisions are undertaken prudently and remain consistent with the Bank's risk appetite.

Risk 2 Credit Risk

Related risk topics : Financial Risk

- Default on payment or exchange of goods

Risk characteristics

Credit risk is one of the Bank's most significant risks. It refers to the risk that customers or counterparties are unable to comply with the terms and conditions stipulated in contractual agreements, including instances where borrowers default on partial or full repayment obligations, as well as a decline in the value of collateral during the loan tenor.

Risk-related consequences

If the Bank is unable to effectively manage credit risk, or if such risk management is conducted inappropriately, non-performing loans (Non-Performing Loans: NPLs) may increase, requiring the Bank to set aside higher expected credit loss provisions. This would result in increased reserve costs and adversely affect the Bank's overall operating performance and profitability.

Credit risk impacts not only asset quality and financial performance but also the Bank's capital adequacy level, which must be maintained in accordance with regulatory requirements. Regulators require the Bank to maintain capital commensurate with its Risk-Weighted Assets (RWA). A deterioration in asset quality due to an increase in NPLs would lead to higher risk-weighted assets, thereby requiring the Bank to hold a higher level of capital to comply with prudential capital requirements.

Such impacts may constrain the Bank's ability to expand its business and sustain growth, as additional capital would need to be allocated to support the increased risk exposure. If the Bank is unable to raise capital as required, it may need to reduce its risk-weighted assets, for example by slowing new loan disbursements or restructuring its loan portfolio to maintain capital adequacy at an appropriate level. This, in turn, could adversely affect the Bank's competitive position and its ability to generate sustainable long-term returns.

Risk management measures

The Bank manages credit risk by maintaining an appropriate balance between loan growth and risk exposure within its acceptable risk appetite, through a comprehensive risk management process covering all stages of the lending cycle. This begins with the establishment of an organizational structure incorporating appropriate checks and balances, together with clearly defined credit approval authority levels aligned with risk levels (risk-based authority), to ensure prudent and transparent decision-making.

The Bank has established credit underwriting criteria under product program frameworks, which encompass borrower qualifications, interest rates, credit limits, collateral requirements, and other relevant factors, serving as standardized guidelines for product offerings to customers. Such product programs are assessed with respect to risk considerations and appropriate risk-adjusted returns, and must be reviewed by relevant functions before being proposed to the Executive Committee for approval.

In the credit analysis process, the Bank assesses potential risks arising from transactions with customers and establishes appropriate risk mitigation measures, such as determining suitable loan types and credit limits, as well as requiring adequate collateral. The Bank also places importance on enhancing the knowledge and capabilities of its Relationship Managers and Credit Advisors by providing training to strengthen their preliminary customer assessment skills, as these personnel maintain the closest contact with customers.

The Bank maintains a clear collateral acceptance policy, taking into account the type of asset, its liquidity, and valuation in order to determine an appropriate loan-to-value ratio. Collateral valuation is conducted by external appraisers, and property inspections are carried out prior to loan approval. For certain higher-risk customers, the Bank may require a credit guarantee from the Thai Credit Guarantee Corporation to mitigate potential losses in the event of default.

In addition, the Bank emphasizes the management of concentration risk by setting maximum exposure limits for large borrowers or connected customer groups and by diversifying its loan portfolio across various industries to reduce the impact of excessive volatility in any particular sector.

Nevertheless, the Bank continues to place strong emphasis on closely monitoring credit risk and responding promptly to evolving circumstances. It has established systems to continuously monitor loan quality and customers' repayment behavior in order to identify early warning signs of potential deterioration and to implement corrective actions or adjust strategies in a timely manner. The Bank also monitors external factors, such as economic conditions, interest rates, and industry trends, to assess their potential impact on asset quality and customers' debt servicing capacity.

The Bank has developed and implemented various risk management tools to enhance the effectiveness of credit risk management, including data analytics systems and credit risk models capable of estimating the probability of default. It also utilizes Key Risk Indicators (KRIs) to monitor and provide early warning signals of emerging risks. These tools are regularly reviewed and refined to ensure alignment with changing business environments and international risk management standards. In addition, the Bank conducts credit risk stress tests under various hypothetical scenarios to assess the impact on the adequacy of loan loss provisions and to support capital planning, ensuring sufficient capital to effectively sustain the Bank's operations.

Risk 3 Liquidity Risk

Related risk topics : Financial Risk

- Insufficient sources of funding
- Change in financial and investment policies of financial institutions that affect business operations
- Default on payment or exchange of goods
- Fluctuation in exchange rates, interest rates, or the inflation rate
- Liquidity risk

Risk characteristics

Liquidity risk refers to the risk that the Bank is unable to meet its payment obligations as they fall due, which may result from an inability to obtain sufficient funding or cash flows in a timely manner, or from the ability to obtain funding only at costs exceeding the Bank's acceptable thresholds. Such circumstances may not only affect the Bank's short-term operational capability but could also have longer-term implications for its earnings, financial stability, and capital position.

Deposits constitute the Bank's primary source of funding; therefore, the Bank's ability to mobilize deposits is a key determinant of its liquidity risk profile. Several factors influence deposit mobilization, including the level of competition in the financial market, interest rate trends, depositor confidence in the Bank's financial soundness, the diversity of deposit products to meet customer needs, accessibility of services through branch and digital channels, and the overall quality of customer service.

Liquidity risk is also affected by external factors, such as volatility in financial markets, economic uncertainty, and events that may undermine depositor confidence. If the Bank is unable to manage liquidity effectively, it may need to rely on short-term funding sources in the financial markets, which typically carry higher costs and may adversely affect profitability and long-term capital stability.

Risk-related consequences

Liquidity risk is a critical factor affecting the Bank's stability and ability to operate effectively. If the Bank is unable to secure sufficient funding or cash flows to meet its obligations as they fall due, it may face multidimensional impacts in both the short and long term. In the short term, the Bank may need to rely on short-term funding sources from the financial markets, which typically carry higher costs, thereby increasing funding expenses and adversely affecting operating performance. In addition, liquidity constraints may limit the Bank's ability to respond promptly to customer needs, potentially undermining customer confidence and the Bank's reputation.

In the long term, inadequately managed liquidity risk may affect the Bank's capital position, as higher funding costs could reduce profitability. If such conditions persist, the Bank may need to scale back asset growth or postpone investments in order to maintain liquidity at prudent levels, which could constrain business expansion and growth potential. Furthermore, liquidity risk may impair the Bank's credibility in the eyes of depositors, investors, and regulators, potentially leading to challenges in future fundraising efforts.

These potential impacts underscore the importance of prudent and proactive liquidity management to ensure that the Bank can maintain financial stability and sustain stakeholder confidence under all market conditions.

Risk management measures

Overall, the Bank's liquidity remains at a high level and is sufficient to support its business operations. This reflects its strong deposit mobilization capability, as evidenced by a high level of deposits per branch and a stable deposit base, supported by a consistently high deposit rollover rate. In addition, the Bank has the capacity to access alternative funding sources from reputable global financial institutions. The Bank has been assigned a National Long-Term Rating of 'A(thai)' and a National Short-Term Rating of 'F1(thai)', with a "Stable" outlook, by Fitch Ratings (Thailand), affirming its financial strength and credibility and reinforcing confidence among depositors and stakeholders.

In managing liquidity risk, the Bank complies with regulatory requirements to maintain liquid assets at levels not lower than recognized prudential standards. It also adopts an investment policy focused on high-quality, liquid assets with appropriate risk diversification to preserve financial stability under all market conditions. The Bank has implemented liquidity early warning systems through risk indicators to provide timely signals for management to monitor and control liquidity risk effectively. In addition, contingency funding plans have been established to address both general liquidity stress scenarios and unexpected liquidity events without prior warning.

The Bank further manages liquidity by maintaining holdings of high-quality liquid assets, including deposits with the Bank of Thailand and commercial banks, engaging in private repurchase agreement (Private Repo) transactions, participating in money market lending and borrowing activities, and investing in government and state enterprise debt securities. These measures ensure that the Bank's liquidity position remains at a prudent level and is resilient to market volatility.

Risk 4 Market Risk

Related risk topics : Financial Risk

- Fluctuation in return on assets or investment

Risk characteristics

Market risk refers to the risk arising from changes in the value of the Bank's assets, liabilities, and off-balance sheet obligations, which may adversely affect its earnings and financial stability. Key factors contributing to this risk include

mismatches in reference interest rates between the Bank's primary assets such as loans to customers and its major liabilities such as deposits as well as interbank transactions and money market activities. Such mismatches may result in an interest rate gap, which can affect the Bank's net interest income and profitability in both the short and long term

Risk-related consequences

Market risk directly affects the Bank's income, profitability, and cash flows, as changes in interest rates and financial instrument prices can create significant volatility in operating results. Movements in interest rates are influenced by various macroeconomic factors, including policy rates, macroeconomic trends, inflation levels, and the monetary policies of the Bank of Thailand and other central banks. Such changes may alter the Bank's funding cost structure and net interest income.

In addition, market risk may arise from fluctuations in the prices of instruments in the money and capital markets in which the Bank invests as part of its liquidity risk management. The prices of these instruments are driven by market supply and demand dynamics, as well as external factors such as global economic conditions, interest rate volatility, and investor sentiment. Adverse price movements may reduce the value of the Bank's investments, thereby affecting overall profitability and financial stability.

Risk management measures

The Bank manages market risk by focusing on aligning the maturities of loans and deposits to minimize the risk arising from interest rate mismatches. In addition, the Bank prepares a Repricing Gap report to closely monitor interest rate trends and customer behavior. It also assesses Net Interest Income (NII) sensitivity over the next 12 months to ensure stable net interest income and to effectively manage exposure to market volatility.

With respect to investments, the Bank emphasizes investments in assets with high stability and liquidity, with the majority of its portfolio comprising government and state enterprise debt securities, as well as deposits with the Bank of Thailand and commercial banks, in order to preserve capital security and maintain liquidity readiness; in managing risks arising from changes in market prices of financial instruments, the Bank maintains strict oversight through the Asset and Liability Management Committee (ALCO) and the Risk Management Committee to ensure that its operations remain within the Bank's acceptable risk appetite and are aligned with prevailing market conditions.

Risk 5 Operation Risk

Related risk topics : Operational Risk

- Systems or internal control system
- Human error in business operations
- Climate change and disasters

Compliance Risk

- Violations of laws and regulations
- Legal risk

Risk characteristics

Operational risk refers to the risk of loss resulting from inadequate or failed internal processes, personnel, systems, or information technology, as well as from external events beyond the Bank's control, such as natural disasters, political events, or other emergency situations, and it also encompasses legal and regulatory compliance risks, including the risk of lawsuits or legal proceedings, regulatory fines or penalties imposed by authorities, as well as losses arising from out-of-court settlements and similar circumstances

Risk-related consequences

Operational risk may affect the continuity of the Bank's operations and its ability to deliver services. It may result in financial impact, including loss of income or the incurrence of additional expenses, thereby affecting operating performance and the Bank's capital position. It may also have a customer impact by impairing service quality and reducing customer confidence, as well as a reputation impact that could adversely affect the Bank's standing and credibility.

Accordingly, operational risk is a key risk that the Bank manages, monitors, and controls closely in order to prevent and mitigate potential losses. Effective operational risk management also enhances operational efficiency, improves service quality, and strengthens customer confidence.

Risk management measures

Operational risk management is conducted under the highest level of oversight by the Bank's Board of Directors, which approves the operational risk management policy to serve as a framework for all departments in managing risk. The Board has delegated authority to the Risk Management Committee to identify, assess, monitor, and manage the Bank's operational risks, ensuring that risk management activities are carried out appropriately and comprehensively by responsible parties. The Operational Risk Management function is responsible for overseeing and managing operational risk on a bank-wide basis.

In managing operational risk, the Bank places importance on risks arising from both internal and external factors, including those beyond its control, to prevent adverse impacts on its business operations and customer services. The Bank undertakes the following measures:

- Establishing an operational risk management policy, as well as guidelines and operating manuals that serve as standardized practices across the organization. These are subject to a formal review process to ensure adequate internal controls and compliance with applicable laws, regulations, rules, and relevant directives.
- The Bank has developed risk management tools for use across all departments, along with ongoing training and communication programs to strengthen operational risk management processes and foster risk awareness at all levels of the organization. This ensures that employees are informed of relevant policies, possess adequate knowledge and understanding, recognize the risks embedded in their work processes, and appreciate their individual responsibility in preventing or mitigating potential losses to the Bank.
- The Bank manages fraud risks related to its products and services, as well as risks associated with new products. Prior to launching any product or service, the Bank conducts risk identification and assessment processes and implements appropriate controls to ensure that risks remain within acceptable levels, thereby enhancing customer confidence in the Bank's offerings.
- The Bank manages risks arising from internal fraud and external fraud, including fraud related to financial transactions. The fraud prevention function is actively involved in establishing fraud prevention, fraud detection, and fraud monitoring measures in connection with the launch of new products or services, as well as in the design, enhancement, and improvement of operational processes and fraud detection mechanisms. This approach ensures that fraud risks are managed in a timely and appropriate manner, commensurate with their complexity, and helps prevent or mitigate potential impacts and losses to the Bank, its customers, and service users.
- The Bank implements appropriate and effective information technology (IT) risk management in accordance with the regulatory guidelines of the Bank of Thailand on IT risk governance. The key objectives are to ensure the confidentiality, integrity, and availability of systems and data. In addition, the Bank promotes IT risk awareness among IT personnel and system users and fosters an organization-wide IT risk culture to enhance operational efficiency, strengthen security, and ensure resilience against technological and cyber threats that may arise.

- The Bank has established a Business Continuity Plan (BCP) to ensure its ability to respond to crises and emergency situations, which have become increasingly diverse and severe, including cyber threats. The plan is regularly tested and reviewed to ensure its practical effectiveness, enabling the Bank to continue providing critical services or to resume operations within an appropriate timeframe.
- The Bank also manages risks arising from the use of business partners, including banking agents, external service providers, and other forms of collaboration that may involve integration of information systems with the Bank. While leveraging the specialized expertise of its partners to enhance operational capabilities and service quality, the Bank remains fully responsible to customers as if the services were performed directly by the Bank. Accordingly, it places strong emphasis on business continuity, risk management, transaction security, and customer data protection. The Bank has established relevant policies and procedures and exercises oversight over outsourced services and partnerships to ensure compliance with the Bank's internal standards and applicable regulatory requirements.
- The Bank considers obtaining appropriate insurance coverage to mitigate or reduce potential losses that may occur.

In addition, the Bank manages risks arising from the adoption of technology to enhance the efficiency of financial services provided to customers and the development of digital service platforms. An enterprise-wide IT risk appetite has been established to facilitate the monitoring and effective management of key technology-related risks.

Risk 6 Compliance Risk

Related risk topics : Compliance Risk

- Change in laws and regulations
- Violations of laws and regulations
- Corporate Governance

Risk characteristics

Compliance risk refers to the risk arising from the Bank's failure to comply fully with applicable laws, regulations, rules, standards, and guidelines governing its business activities and transactions, including the Financial Institutions Business Act, the Securities and Exchange Act, the Anti-Money Laundering Act, the Personal Data Protection Act, as well as notifications and directives issued by relevant regulatory authorities, and such non-compliance may result in financial losses, reputational damage, regulatory intervention, or penalties imposed by supervisory authorities, thereby adversely affecting stakeholder confidence and the stability of the Bank's business operations.

Risk-related consequences

Compliance risk may have both financial and reputational impacts on the Bank. Failure to fully comply with applicable laws, regulations, and requirements may result in regulatory sanctions, such as fines, remedial measures, or business restrictions, which could impose additional costs and adversely affect operating performance. Furthermore, such risk may undermine the confidence of depositors, investors, and other stakeholders if regulatory breaches or legal proceedings occur, thereby affecting the Bank's image and credibility in the long term.

These impacts are not limited to the costs of process remediation or the payment of penalties; they may also constrain the Bank's ability to expand its business and maintain relationships with counterparties and customers. In addition, the Bank may be required to increase investments in internal controls and monitoring systems to prevent recurrence, leading to higher overall operating costs.

Risk management measures

The Bank has established a Compliance Business Unit, which has a key role in supporting and overseeing the Bank's operations to ensure compliance with applicable laws, regulations, and rules. The unit is responsible for providing guidance and advice to internal departments on legal and regulatory requirements, as well as closely monitoring updates and changes in regulations issued by supervisory authorities to enable the Bank to adapt and operate in accordance with applicable requirements.

In addition, the Compliance Business Unit is responsible for developing the Bank's compliance risk management framework, encompassing risk identification and assessment, review of operational processes to ensure adherence to regulatory requirements, and preparation of monitoring reports for regular submission to management and the Risk Management Committee, thereby ensuring that the Bank effectively and transparently controls and manages compliance risk.

Risk 7 Cyber Risk

Related risk topics : Strategic Risk

- Changes in technologies

Operational Risk

- Information security and cyber-attack
- System disruption risk

Risk characteristics

Cyber risk refers to the risk arising from unauthorized access to or attacks on information technology systems, which may affect data security, service continuity, and customer confidence. As consumer behavior increasingly shifts toward mobile banking and digital channels, the volume of online transactions continues to grow, leading to heightened exposure to cyber threats such as phishing, malware, and attempts to steal personal data.

The expansion of digital services and system integration with business partners has also increased the complexity of the Bank's technology infrastructure. Without adequate control measures, this may expose the Bank to risks of data breaches, system disruptions, or loss of confidence among customers and stakeholders. Cyber risk is therefore one of the key risks requiring rigorous and continuous management to address evolving consumer behavior and the rapidly changing technological landscape.

Risk-related consequences

Cyber risk may have significant impacts on the Bank's operations, including financial, reputational, and stakeholder confidence implications. A cyberattack or unauthorized access to information could disrupt service systems, affecting business continuity and customer satisfaction. In addition, a personal data breach represents a high-impact risk, as it may lead to legal proceedings or regulatory penalties under the Personal Data Protection Act (PDPA), thereby imposing direct financial costs and adversely affecting the Bank's operating results.

Such impacts are not limited to remediation expenses and regulatory fines; they also include reputational damage and diminished confidence among customers, investors, and business partners, which may impair the Bank's competitiveness and long-term growth. Furthermore, the Bank may be required to make additional investments in cybersecurity systems and internal control measures to prevent recurrence, resulting in higher overall operating costs.

Risk management measures

The Bank is committed to continuously enhancing information security and strengthening its defenses against cyber threats by developing a stable security infrastructure, implementing proactive system protection measures, and enhancing the knowledge and capabilities of its personnel, which are critical components in safeguarding systems and data against evolving and increasingly sophisticated threats. To ensure effective cyber risk management, the Bank has

adopted the Cyber Resilience Management Framework prescribed by the Bank of Thailand, encompassing the following key approaches:

- Policy Governance: Establishing policies to oversee cyber risk in alignment with applicable laws and regulatory requirements, while fostering a strong risk awareness culture across the organization.
- Risk Identification: Conducting comprehensive risk assessments covering hardware, software, and databases, with continuous evaluation even for systems approaching End of Life or End of Support, and implementing appropriate risk mitigation measures and reporting in accordance with the severity of identified risks.
- Protection and Detection: Designing secure system architecture, reviewing software development processes, and managing change controls, supported by advanced technologies and tools to detect abnormal activities and generate timely alerts.
- Response and Recovery: Establishing incident response and recovery plans for cyber events, with regular testing and simulation exercises to ensure effective incident management when required.
- Third-Party Risk Management: Extending risk oversight to cover external connections and critical systems involving third parties to prevent potential breaches through interconnected points.
- IT Risk Awareness and Culture: Promoting organization-wide awareness and understanding of technology-related risks, and fostering a strong IT risk culture to enhance operational efficiency, competitiveness, and long-term security resilience.

Risk 8 Sustainability Risk

Related risk topics : Strategic Risk

- ESG risk

Operational Risk

- Impact on human rights

Risk characteristics

Sustainability risk refers to the risk that the Bank may be unable to adapt or conduct its business in alignment with evolving expectations relating to Environmental, Social, and Governance (ESG) factors, which have become increasingly important to stakeholders. This risk may stem from regulatory developments concerning greenhouse gas emission reduction, efficient resource utilization, and compliance with labor and human rights standards. Failure to align operations with these standards may adversely affect investor, customer, and public confidence, and could limit the Bank's access to sustainable funding sources.

In addition, sustainability risk encompasses the impacts of climate change, which may affect asset quality and the debt-servicing capacity of clients in certain industries such as agriculture, energy, and manufacturing. It also includes the risk of failing to meet stakeholder expectations regarding social and environmental responsibility, which may undermine the Bank's reputation and credibility over the long term.

Risk-related consequences

Sustainability risk may significantly affect the Bank's operations, financial performance, and reputation, given that its stakeholders include local communities surrounding its branches nationwide, business partners within its supply chain, institutional shareholders with strong sustainability awareness, regulatory authorities overseeing the banking sector, government agencies granting operating licenses, and accounting standard-setters that prescribe sustainability disclosure requirements, all of whom place considerable importance on sustainability matters; accordingly, if the Bank fails to effectively manage sustainability risk, it may face substantial adverse impacts, including financial consequences, deterioration in operating performance, and damage to its reputation and stakeholder confidence.

Risk management measures

For further details on sustainability matters, the Bank has prepared a Sustainability Development Report, which is disclosed on the Bank's website under the Investor Relations section.

Risk 9 Emerging Risks

Related risk topics : Strategic Risk

- Government policy
- Economic risk
- ESG risk
- Climate change and disasters

Financial Risk

- Fluctuation in exchange rates, interest rates, or the inflation rate

Risk characteristics

Emerging Risks refer to risks that may affect the Bank's business operations over the next three to five years, with potential implications for its business activities, operational performance, financial position, as well as environmental, social, and governance matters. Based on the Bank's assessment, key emerging risks include geopolitical risk, volatile financial market risk, rising household debt risk, global economic slowdown risk, government policy risk, and climate change risk.

Risk-related consequences

The six emerging risks described above may adversely affect the Bank's business operations, liquidity, asset quality, and capital adequacy as follows:

1. Geopolitical Risk may hinder Thailand's economic growth through higher energy and food prices, reduced trade volumes resulting from a global economic slowdown, and related pressures, which could weaken customers' business performance and debt-servicing capacity.
2. Volatile Financial Markets Risk may result in fluctuations in interest rates, including prolonged high interest rate environments and tighter financial conditions, potentially affecting the Bank's liquidity position.
3. Rising Household Debt Risk may lead to deterioration in asset quality, with non-performing loans potentially increasing on a sustained basis.
4. Global Economic Slowdown Risk may exert pressure on the export sector and contribute to exchange rate volatility, which could affect the competitiveness and repayment capacity of the Bank's borrowers and counterparties.
5. Government Policy Risk may stem from political instability, leading to policy discontinuity in economic stimulus and recovery measures, thereby affecting overall economic confidence and business activity.
6. Climate Change Risk may affect the Bank both directly and indirectly. Physical risks, such as floods, droughts, or more severe storms, may cause damage to customers' assets and impair their ability to repay debt. In addition, such events may directly disrupt the Bank's operations, including branch activities, systems, or critical infrastructure.

In addition to physical risks, transition risks may arise from the need to adapt to evolving environmental regulations and policies, such as the enforcement of greenhouse gas reduction measures, the shift toward clean energy, and the implementation of more stringent ESG standards, which may increase customers' operating costs and reduce profitability, thereby exposing the Bank to heightened credit and strategic risks; furthermore, growing stakeholder

expectations regarding sustainability place additional pressure on the Bank to adapt promptly, and failure to align operations with such trends may result in a loss of confidence, reduced access to sustainable funding sources, and strategic risks affecting the Bank's long-term financial stability, competitiveness, and reputation.

Risk management measures

The Bank has undertaken the following measures to prepare for and mitigate the potential impacts of emerging risks:

1. **Geopolitical Risk:** The Bank regularly assesses the severity of geopolitical conflicts and their potential impacts on both customers and the Bank's operations. It also implements assistance measures for businesses affected by such conflicts. In addition, the Bank has established a Business Continuity Plan covering both head office and branch operations to ensure uninterrupted customer service and the continued execution of critical transactions.
2. **Volatile Financial Markets Risk:** The Bank closely monitors money market volatility and conducts regular risk assessments to mitigate potential impacts on its operations. It maintains a prudent investment policy focused on high-quality, highly liquid assets with appropriate risk diversification.
3. **Rising Household Debt Risk:** The Bank emphasizes maintaining a balance between loan growth and borrowers' credit risk through prudent risk management policies, including a checks-and-balances organizational structure, comprehensive credit and credit limit analysis, and effective risk assessment and monitoring tools. The Bank also provides appropriate assistance to debtors in line with its internal guidelines and relief measures issued by the Bank of Thailand, enabling customers to continue servicing their debts and sustaining their businesses or livelihoods.
4. **Global Economic Slowdown Risk:** The Bank regularly assesses risks arising from global crises and significant international events, including their potential impacts on the Bank and supply chains. It establishes appropriate risk management measures to ensure stable and high-quality loan growth, while continuously evaluating overall performance by considering both internal and external factors. This approach enhances operational flexibility and enables timely adjustments to short- and long-term strategic plans.
5. **Government Policy Risk:** The Bank has established a Compliance Unit responsible for overseeing adherence to applicable laws, regulations, rules, standards, and guidelines governing the Bank's transactions. The unit develops compliance risk management systems, conducts risk identification and assessments, reviews operational practices, and reports directly to senior management and the Risk Oversight Committee on a regular basis.
6. **Climate Change Risk:** The Bank regularly assesses climate-related risks, opportunities, and impacts. It has implemented an Environmental and Social Management System (ESMS) as part of its risk management framework and supports sustainable and environmentally friendly businesses through initiatives such as green loans.

2.2.2 Risk to securities holders

Are there any risk factors affecting securities holders? : Yes

Risk 1 Investment risk on security holder

Related risk topics : Risk to Securities Holder

- Return from investment of securities holder
- Risk of the company having a majority shareholder holding > 50% of shares

Risk characteristics

A shareholding structure in which major shareholders hold more than 50% of the total shares may give rise to significant governance risks, as such shareholders possess substantial control over policy decisions and the strategic direction of the organization. This concentration of ownership may affect the balance of governance processes and challenge the independence of the Board of Directors and the Audit Committee. The Bank may also face potential

conflicts of interest if decisions are made in a manner that favors business partners, affiliated companies, or related parties of the major shareholders rather than prioritizing the best interests of all stakeholders.

The Bank's major shareholders consist of VNB Holding Co., Ltd., Thai Life Insurance Public Company Limited, and the Chaiyawan Group, collectively holding 70.12% of the total issued shares. As the parent company of the financial group, VNB Holding Co., Ltd. is required to maintain a shareholding of more than 50% in order to retain its status as the parent company of the financial business group.

Risk-related consequences

A shareholding structure with ownership concentrated among major shareholders may pose governance challenges to the Bank, as decision-making authority could become imbalanced and potentially affect the independence of oversight bodies; if undue influence is exercised, the Bank may face risks of related-party transactions or actions inconsistent with good governance principles, potentially leading to intensified regulatory scrutiny and reputational damage, undermining stakeholder confidence, including that of investors and depositors and affecting the Bank's future fundraising capability; moreover, strategic missteps, inappropriate investment decisions, or asset management practices that favor particular individuals could directly impact financial performance, and therefore the Bank places strong emphasis on transparent oversight mechanisms and robust risk management systems to mitigate potential adverse effects and preserve long-term organizational stability.

Risk management measures

The Bank places strong emphasis on systematically managing governance risks associated with a highly concentrated shareholding structure in order to preserve transparency, independence, and the confidence of all stakeholder groups. It has strengthened the role of independent directors to ensure effective oversight and appropriate checks and balances over major shareholders, established an appropriate proportion of independent directors in accordance with regulatory requirements, and assigned independent directors key roles on subcommittees responsible for audit, risk oversight, and nomination and remuneration.

The Bank has established a comprehensive Related Party Transactions policy framework, supported by rigorous and transparent approval procedures. Transactions that may give rise to conflicts of interest are subject to review and approval by the Audit Committee. The Bank has also enhanced its monitoring and reporting systems to ensure that such transactions are transparent, traceable, and clearly auditable, including appropriate public disclosure.

From a governance perspective, the Bank has strengthened its internal audit processes to enable thorough assessment of risks that may stem from the influence of major shareholders, with direct reporting to the Audit Committee. In addition, regular training and communication on ethics, transparency, and independence are provided to executives and employees throughout the organization.

The Bank has also implemented measures to strengthen information governance and disclosure practices to ensure that information provided to stakeholders is complete, accurate, and compliant with the requirements of the Bank of Thailand, the Securities and Exchange Commission Thailand, and the Stock Exchange of Thailand, thereby promoting the highest level of transparency. In addition, the Bank has established whistleblowing channels that enable employees and external parties to report complaints or early warning signals confidentially and anonymously.

Through these measures, the Bank mitigates the risk of undue influence by major shareholders, reinforces clear checks and balances, and maintains strong governance standards and long-term sustainability in its business operations.

2.2.3 Risk to securities holders from investing in foreign securities (applicable to only foreign companies)

Are there any risk factors affecting securities holders from : No

investing in foreign securities?

3. Business sustainability development

3.1 Policy and goals of sustainable management

Sustainability Policy

Thai Credit Bank Public Company Limited (the “Bank”) adheres to its vision and mission of conducting business based on sustainable growth by delivering the best financial services to empower customers and entrepreneurs through accessible financial solutions, while advancing social and environmental sustainability in accordance with its philosophy, “Everyone Matters.” This commitment encompasses all three dimensions of Environment, Social, and Governance (ESG), underpinned by good corporate governance and appropriate risk management.

The Bank places importance on managing and conducting its business with integrity, transparency, and fairness, in alignment with good corporate governance principles, while upholding its responsibilities toward society and the environment under its Market Conduct policy and Responsible Lending approach throughout the customer journey to support sustainable business growth. The Bank is committed to developing differentiated, simple, and transparent products, and has established policies, measures, and systems to prevent and manage conflicts of interest, as well as to supervise, monitor, and ensure compliance with such policies, measures, and systems.

Sustainability Policy : Yes

The Bank is committed to conducting its business based on sustainability principles by integrating environmental, social and employee, and governance (ESG) dimensions into its strategy, operational processes, and corporate culture to achieve responsible long-term growth for all stakeholder groups. Since 2019, the Bank has been a signatory to a cooperation agreement with the Thai Bankers’ Association and 15 commercial banks to establish guidelines on Responsible Lending, and has consistently adhered to these principles by incorporating ESG factors into credit policy formulation, strategy setting, and credit risk management.

Governance is driven under the principle of “Tone from the Top,” with senior management playing an active role in advancing sustainability policies and encouraging stakeholder engagement to ensure alignment with ESG standards and to mitigate both direct and indirect impacts arising from lending activities. The Bank has established systems, policies, and mechanisms to ensure effective implementation across credit origination, risk management, and human capital development, under sound corporate governance practices. In addition, the Bank emphasizes transparency by publicly disclosing information on social and environmental responsibility, reaffirming its commitment to being a transparent and accountable organization.

On the environmental dimension, the Bank focuses on reducing climate-related impacts and enhancing standards for greenhouse gas emissions data management, while setting long-term targets such as Carbon Neutrality by 2050 and Net Zero emissions by 2065.

The Bank believes that operating under ESG principles creates shared value for customers, communities, stakeholders, and the overall economy, while driving strong and sustainable business growth under the corporate philosophy of “Everyone Matters.”

Sustainability management goals

The Bank places strong emphasis on promoting sustainability across three dimensions of ESG: Environment, Social and Employee, and Governance, through the operations of the Bank and the conduct of all employees. The Bank is committed to achieving sustainable long-term growth for both the business and society by conducting its business responsibly toward the environment, society, and employees, and under the principles of good corporate governance, thereby advancing sustainable banking operations.

Does the company set sustainability management goals : Yes

As a bank serving as a financial institution for the public and the business sector, the Bank recognizes its important role in strengthening the economic and social system. Accordingly, the Bank's sustainability goals focus on creating tangible social outcomes alongside the provision of financial services that are responsible, transparent, and fair to all customer groups.

The Bank places great importance on enhancing financial literacy, believing that knowledge is the foundation of economic stability and quality of life. Therefore, the Bank has set a goal to expand financial literacy programs to reach youth, the elderly, small entrepreneurs, and vulnerable groups, enabling everyone to plan their finances and use financial services with confidence and safety.

In addition, the Bank is committed to promoting inclusive access to financial services by reducing barriers for groups that have not yet fully accessed the financial system, while maintaining strong consumer protection standards to build trust in every interaction and transaction.

The Bank believes that sustainable development is not merely a goal, but a continuous process of co-creating long-term value for society. As such, the Bank continues to develop its people, work processes, and financial products to respond to global changes and the evolving needs of the public. With this commitment, the Bank is ready to be part of driving Thai society toward sustainable strength, stable growth, and shared opportunities for everyone to move forward together into the future.

Environmental Sustainability Goals

- Achieve carbon neutrality by 2050.
- Achieve net zero greenhouse gas emissions by 2065.

Social and Community Sustainability Goals

- Promote financial literacy for society and communities through the *Tang To Know-how* program, with a target of 10% annual growth in the number of participants.

Governance Sustainability Goals

- Receive an "Excellent" rating in corporate governance from an external assessor.
- Obtain certification as a member of Thailand's Private Sector Collective Action Against Corruption.

United Nations SDGs that align with the organization's : Goal 1 No Poverty, Goal 3 Good Health and Well-being, Goal 4 Quality Education, Goal 5 Gender Equality, Goal 6 Clean Water and Sanitation, Goal 7 Affordable and Clean Energy, Goal 8 Decent Work and Economic Growth, Goal 9 Industry, Innovation and Infrastructure, Goal 10 Reduce Inequalities, Goal 11 Sustainable Cities and Communities, Goal 13 Climate Action, Goal 16 Peace, Justice and Strong Institutions, Goal 17 Partnerships for the Goals

sustainability management goals

Review of policy and/or goals of sustainable management over the past year

The Bank places great importance on regularly reviewing its sustainability policy at least once a year to ensure alignment with rapidly changing economic, social, and environmental contexts. This review process enables the Bank to assess the effectiveness of its operations in the previous year, identify areas for improvement, and explore new opportunities to create shared value for all stakeholder groups.

As part of the review process, the Bank also considers regulatory trends, international standards, and the expectations of customers and society, in order to update and enhance its policy framework to remain relevant and supportive of long-term sustainable development. The outcomes of the review reflect the Bank's strong commitment to conducting business responsibly, transparently, and with due consideration of impacts across all dimensions.

The Bank believes that continuous policy review is a key driver in building trust and steering the organization steadily toward achieving its sustainability goals in the future.

Has the company reviewed the policy and/or goals of : Yes

sustainable management over the past year

Has the company changed and developed the policy and/ : No

or goals of sustainable management over the past year

The Bank reviews its policies on Environment, Social & Employee, and Governance (ESG) for Sustainable Banking at least once a year, as well as whenever there are changes relevant to practices, laws and regulations, or business operations.

On 26 August 2025, the Bank's Board of Directors approved the review of the Environmental, Social & Employee, and Governance (ESG) Policy to serve as a guiding framework for advancing Sustainable Banking. Following the review, the Bank continues to place importance on and reaffirm its commitment to promoting and strengthening sustainability across all three ESG dimensions on an ongoing basis. The results of this year's review indicate that the policy remains aligned with current best practices and continues to appropriately cover the Bank's material sustainability issues. Accordingly, the existing policy has been retained without any changes to its substantive content.

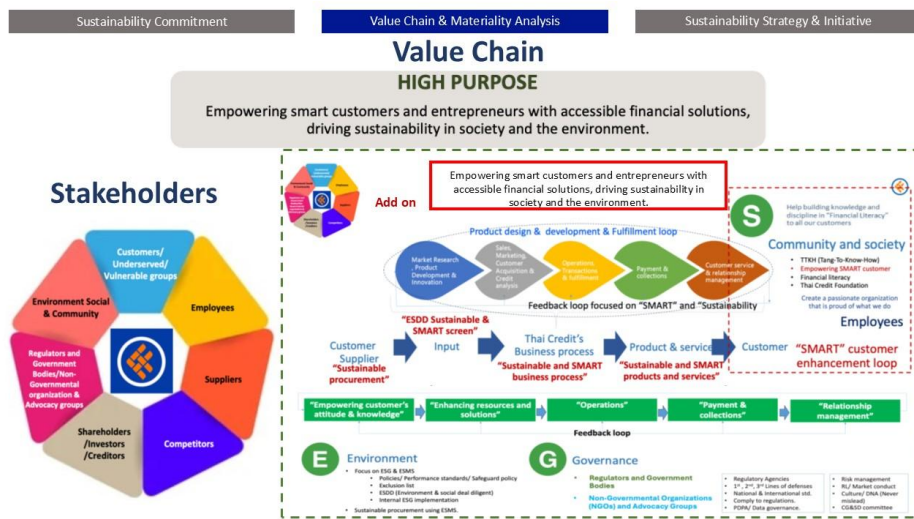
3.2 Management of impacts on stakeholders in the business value chain

3.2.1 Business value chain

The Bank is committed to driving sustainable growth through a value chain that encompasses every stage of its operations from strategy formulation and resource management to the delivery of value to customers and all stakeholders. Good corporate governance, transparency, and accountability serve as the fundamental principles underpinning all processes.

The Bank recognizes that stakeholders including customers, employees, shareholders, business partners, regulators, communities, and society at large play a vital role in the success of its business and are a key driving force for sustainable growth; therefore, the Bank integrates stakeholders' needs, expectations, and feedback into strategy formulation, product development, and continuous service improvement, while embedding ESG principles across all operations from product development and responsible lending to proactive risk management to ensure the consistent creation of positive and sustainable value.

Business value chain diagram



3.2.2 Analysis of stakeholders in the business value chain

The Bank's business operations face rapidly changing expectations and demands from a wide range of stakeholders, each of whom plays a significant role in the Bank's credibility, stability, and competitiveness. Accordingly, stakeholder analysis is a critical process for understanding such expectations and identifying material issues that may impact the Bank's business value chain in both the short and long term.

The Bank's stakeholders include customers, employees, shareholders, business partners, regulators, as well as communities and society at large. The Bank recognizes the necessity of managing relationships with each stakeholder group in a comprehensive and balanced manner, taking into account the economic, social, and environmental impacts arising from operations across all stages of the value chain from strategy formulation and resource management to product design, credit granting, service delivery, and the monitoring of outcomes to create positive long-term impacts.

Stakeholder analysis also plays a vital role in identifying potential business risks and opportunities, such as evolving customer expectations driven by digital behavior, increasingly stringent regulatory standards, issues related to fairness in the provision of financial services, and societal demands for sustainable development. These insights enable the Bank to define appropriate engagement approaches and develop strategies that effectively address stakeholder expectations.

Furthermore, understanding the roles and impacts of stakeholders allows the Bank to create shared value more effectively through the development of products that genuinely meet stakeholder needs, the enhancement of service standards, the promotion of transparency in communication processes, and the strengthening of trust across all dimensions of the business. These efforts contribute to reinforcing the Bank's stability and long-term sustainability.

Accordingly, stakeholder analysis serves as a fundamental foundation for the development of the Bank's business value chain, ensuring that all operational processes generate positive impacts for both the organization and society, while supporting the Bank's objectives of stable and sustainable growth.

Details of stakeholder analysis in the business value chain

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
Internal stakeholders			
<ul style="list-style-type: none"> • Employees 	<ul style="list-style-type: none"> • Equal and non-discriminatory treatment, with no gender discrimination, and the implementation of policies to prevent harassment. • Job security and career advancement opportunities. • Employee capability development, through a variety of training programs across different areas, allowing employees to select courses relevant to their development needs. • Opportunities to participate in improving assigned work processes and contributing to organizational development. • Occupational health, work 	<ul style="list-style-type: none"> • Ensure fair and equitable treatment of employees, with due care and attention provided to all, without gender discrimination, whether they are permanent employees or interns. • Provide training and knowledge development programs to enhance employees' potential, skills, and career advancement, including opportunities to develop competencies in other areas in order to strengthen capabilities in response to changing business environments. • Give due consideration to employee well-being by fostering a positive 	<ul style="list-style-type: none"> • Employee Engagement Survey • Others <ul style="list-style-type: none"> • Internal organizational communication by executive management through announcements, memoranda and related communications. • Annual performance evaluation, conducted twice a year: a mid-year evaluation in July and an annual evaluation in December of each year. • Surveys in various formats, such as the Employee Engagement Survey.

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>environment, and workplace safety management, including the implementation of flexible work practices.</p> <ul style="list-style-type: none"> • Fair and appropriate compensation, benefits, and other remuneration. • Provision of employee welfare benefits that are no less than those required by law, or higher as appropriate. • Access to internal information, announcements, and news relevant to employees. • Convenient and efficient access to information and employee benefits, enabling effective work management anytime and anywhere. • Opportunities to express opinions, needs, and suggestions to the Bank for continuous improvement and development. • Participation in various activities organized by the 	<p>working environment, establishing safety standards, and promoting occupational health and workplace safety.</p> <ul style="list-style-type: none"> • Implement fair recruitment processes and employment conditions, including remuneration determination and performance appraisal, based on a fair and transparent performance evaluation system. • Provide employee welfare and benefits in accordance with legal requirements, such as social security, as well as additional benefits beyond legal requirements, including health insurance and accident insurance. • Communicate internal information, announcements, and updates to employees through email and various internal communication channels of the Bank. • Organize activities that encourage 	

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
	Bank, fostering a sense of belonging and engagement as an important part of the organization.	<p>participation across all levels of personnel, particularly on important occasions or special events of the Bank.</p> <ul style="list-style-type: none"> • Arrange activities that foster pride in self-development and encourage employees to participate in the improvement of work processes and organizational development. 	
External stakeholders			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> Investors or investment institutions Shareholders 	<ul style="list-style-type: none"> Strong operating performance and sustainable business growth Fair and equitable treatment of shareholders Accurate, complete, and timely disclosure of information Transparent and auditable operations Good corporate governance and risk management. 	<ul style="list-style-type: none"> Ensure fair and equitable treatment of shareholders, protect shareholders' rights, and build confidence among shareholders and investors. Provide accurate, complete, and timely disclosure of information on a quarterly basis, through the annual general meeting of shareholders, and in the annual report. Manage and conduct operations with integrity under the framework of good corporate governance and in compliance with the Bank's Code of Business Conduct. Establish communication and complaint channels to address corporate governance-related matters. 	<ul style="list-style-type: none"> Visit Online Communication Annual General Meeting (AGM) Others <ul style="list-style-type: none"> The Bank's website: www.thaicreditbank.com (Investor Relations section). Information disclosed through the Stock Exchange of Thailand's information system. Email: ir@thaicreditbank.com Opportunity Day and Company Visit
External stakeholders			
<ul style="list-style-type: none"> Customers 		<ul style="list-style-type: none"> Emphasizes the creation of a strong organizational culture and the development of diverse products and services that are 	<ul style="list-style-type: none"> Others <ul style="list-style-type: none"> Customer engagement activities Channels for submitting complaints or dissatisfaction with

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<ul style="list-style-type: none"> • Fair treatment and prioritization of customers' interests, without discrimination on the basis of gender • Provision of complete and appropriate product information • A wide range of products and services to meet customers' needs • Convenience in accessing services • Quality after-sales service • Customer Data Confidentiality 	<p>appropriate to customers' needs, in order to enhance value and create meaningful benefits for customers.</p> <ul style="list-style-type: none"> • Demonstrates care and responsibility toward customers, with customers' best interests as a top priority. • Provides complete and comprehensive information, while taking into account the quality of service both before and after sales. • Establishes multiple communication channels with customers to enable prompt and effective responses to customer needs. • Gives importance on complaints and issues related to its products and services as opportunities to improve and develop its offerings, address issues effectively, ensure fair treatment of customers • To meet the needs of customers at all levels and stages of 	<p>products and services via the Call Center, the Bank's website, email, and postal mail</p> <ul style="list-style-type: none"> • Whistleblowing channels for reporting fraud and corruption via the Bank's website, email, and postal mail addressed to the Bank's management • All bank branch channels nationwide throughout Thailand • Information on products and services available to customers via the Bank's website

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
		life, and achieve the highest level of customer satisfaction.	
External stakeholders			
<ul style="list-style-type: none"> Community 	<ul style="list-style-type: none"> Fair and equal access to financial services: Communities expect the bank to provide inclusive access to financial services for all groups, especially those who are underserved or excluded from the financial system. Support for the local economy and small entrepreneurs: Communities expect the bank to expand economic opportunities through credit products and programs that strengthen the capacity of small businesses and entrepreneurs. Ongoing participation in community development activities: Communities want the bank to play a constructive role through initiatives such as financial 	<ul style="list-style-type: none"> Expand access to financial services by developing products and services tailored to retail customers, local entrepreneurs, and the underbanked, to promote equality in access to financial services. Support the local economy and small entrepreneurs through small business development programs, financial literacy courses, and specialized credit products to enhance capability and competitiveness. Organize continuous community development activities by implementing CSR projects that address local needs, such as vocational skill development, support for small entrepreneurs, and social and environmental 	<ul style="list-style-type: none"> Others <ul style="list-style-type: none"> Community development projects and CSR activities, including on-site engagement with communities through programs supporting small entrepreneurs, financial literacy initiatives, and various social activities. Community meetings or engagement sessions that provide a platform for local residents to express their needs, suggestions, and concerns related to the Bank's activities and impacts Collaboration with local organizations and government agencies, including coordination with subdistrict administrative organizations, municipalities, provincial authorities, and community organizations to communicate information or jointly implement development projects. Communication through local bank branches, where branch staff act as representatives to provide information, receive complaints, and build direct relationships with the community. Online channels and social media (Social Media & Website) to disseminate news, social initiatives, and community-

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>literacy programs, CSR activities, and platforms for listening to community feedback.</p> <ul style="list-style-type: none"> • Transparency in operations and disclosure of community-related information: The bank is expected to communicate openly, transparently, and in a verifiable manner, particularly on issues that may impact the community. • Responsible business practices toward society and the environment: Communities expect operations that minimize negative environmental impacts and support local sustainability. • Providing friendly, accessible service that responds to the actual needs of the local people is expected, with branch staff expected to have a local understanding and be able to provide appropriate assistance. • Timely listening 	<p>initiatives.</p> <ul style="list-style-type: none"> • Establish transparent and easily accessible communication systems by disclosing information on community-related activities, impacts, and projects through bank branches, the website, and digital channels to strengthen trust and transparency. • Develop friendly services aligned with local needs by training branch staff to understand local contexts and provide appropriate advice and services to community members. • Implement structured mechanisms for receiving feedback and complaints by providing channels for communities to communicate issues, concerns, and suggestions, supported by a prompt and effective response system. • Integrate ESG principles into community-related operations by 	<p>benefiting activities, while providing convenient contact channels for inquiries.</p> <ul style="list-style-type: none"> • Customer Service Center (Call Center), enabling community members to report concerns or issues related to services or impacts from various projects. • Financial literacy workshops and clinics as channels for communication and relationship-building by providing practical financial knowledge to local entrepreneurs and community members. • Sustainability reports and annual reports to communicate ESG performance, impacts, and operational outcomes to communities in a transparent and in-depth manner. • Employee volunteering activities as an additional channel to foster close and continuous engagement with communities.

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
	<p>and response to community complaints or concerns: Prompt handling of issues is expected to build trust and maintain long-term relationships.</p> <ul style="list-style-type: none"> • Enhancement of financial literacy within the community: Especially for low-income groups, small entrepreneurs, and the general public. 	<p>minimizing environmental impacts, promoting sustainability-enhancing activities, and conducting business with social responsibility.</p> <ul style="list-style-type: none"> • Promote financial education within communities by providing training on financial management, basic accounting, and business planning for the general public and small entrepreneurs. • Foster collaboration with local organizations by working with government agencies, community organizations, and civil society to jointly improve quality of life and local economic development. 	
External stakeholders			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> Others <ul style="list-style-type: none"> Lenders to the Bank 	<ul style="list-style-type: none"> Receive interest and principal in full and on schedule Receive accurate, complete, and timely information and performance results of the Bank Participate in activities and engage in regular communication The Bank is able to manage funds efficiently and control expenses to enhance profitability 	<ul style="list-style-type: none"> Present financial statements and relevant performance information accurately and completely, without concealing any information or facts that may cause damage to creditors Manage funds efficiently and control expenses in order to enhance profitability 	<ul style="list-style-type: none"> Online Communication Others <ul style="list-style-type: none"> Disclosure of financial reports and relevant information, preparation and publication of reports in accordance with prescribed timelines, communication channels, and organization of activities to continuously strengthen and maintain relationships.
External stakeholders			
<ul style="list-style-type: none"> Society Others <ul style="list-style-type: none"> environment 	<ul style="list-style-type: none"> Conduct business responsibly without causing adverse impacts on society. Reduce social inequality. Enhance access to sources of funding. Operate with ethics and transparency, and respect human rights. Manage environmental and climate change impacts to create shared value and ensure the long-term sustainability of the overall economic and social systems. 	<p>Conduct business responsibly without creating negative impacts, reduce inequality, enhance access to financial resources, operate with ethics and transparency, respect human rights, and proactively manage environmental impacts and climate change, in order to create shared value and long-term sustainability for society, the economic system, and the Bank.</p>	<ul style="list-style-type: none"> Online Communication Complaint Reception Others <ul style="list-style-type: none"> The Bank has established communication channels and two-way communication mechanisms that enable stakeholders involved in the Bank's business operations to communicate and provide feedback directly to the Bank.

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
External stakeholders			
<ul style="list-style-type: none"> • Government agencies and Regulators • Others <ul style="list-style-type: none"> • Regulatory authorities and external organizations involved in the bank's business operations 	<ul style="list-style-type: none"> • The Bank conducts its business in strict compliance with applicable laws, regulations, and relevant standards, and maintains a robust corporate governance framework. • The Bank has appropriate, comprehensive, and effective risk management practices in place. • The Bank maintains financial stability and adequate capital, and ensures accurate, complete, and timely disclosure of information. • The Bank operates with transparency and integrity, taking into account the stability of the financial system and the interests of stakeholders as a whole. 	<p>The Bank can respond by embedding regulatory compliance and good governance into its actual operational processes, managing risks comprehensively, protecting consumers in accordance with market conduct and responsible lending principles, integrating ESG and climate change considerations into business decision-making, ensuring transparent disclosure of information, and acting as an institution that supports long-term economic and social stability.</p>	<ul style="list-style-type: none"> • Online Communication • Others <ul style="list-style-type: none"> • The submission of reports and information in accordance with prescribed timelines, consultative meetings, clarification of facts, and responses to inquiries.
External stakeholders			

Group of stakeholders	Stakeholders' expectations	Responses to stakeholder expectations	Channels for engagement and communication
<ul style="list-style-type: none"> Competitors 	<p>Expect fair competition, with respect for rules and financial discipline.</p> <ul style="list-style-type: none"> Do not create systemic risk or distort the market. Uphold ethical standards and the image of the industry. Compete on the basis of value and innovation rather than price-cutting, in order to ensure financial system stability and achieve sustainable growth together. 	<ul style="list-style-type: none"> Conduct business competition fairly, with respect for rules and financial discipline. Manage risks in a prudent manner and avoid creating systemic risk. Uphold ethical standards and the reputation of the industry. Compete on the basis of value and innovation to strengthen stability, confidence, and the overall growth of the system. 	<ul style="list-style-type: none"> Others <ul style="list-style-type: none"> The Bank is a member of the Thai Bankers' Association, which serves as a channel for communication and information exchange among member institutions

3.3 Management of environmental sustainability

3.3.1 Environmental policy and guidelines

The Bank is committed to achieving business growth in parallel with environmental stewardship by establishing environmental policies and operational guidelines aligned with the Bank's strategic direction, together with clearly defined targets and action plans. These efforts aim to contribute to mitigating the impacts of climate change and environmental degradation in a sustainable manner, while minimizing negative environmental impacts. The Bank supports environmentally friendly businesses through the provision of financial services, as well as initiatives related to energy conservation and biodiversity preservation, in order to reduce the impacts of climate change.

The Bank has defined types of activities that it does not support for lending, namely businesses that may have adverse impacts on the environment, society, and governance, and has formally incorporated this policy into the customer assessment process by adopting the Environmental and Social Management System (Environmental and Social Management System: ESMS) as an operational guideline for the Bank Group, in alignment with applicable domestic laws, regulations, and relevant international standards, and integrating it into the credit approval process, thereby ensuring that supported projects are managed in accordance with applicable environmental and social requirements and that overall risks are mitigated through environmental and social screening and due diligence (Environmental and Social Due Diligence: ESDD), while supporting customers and businesses that do not cause negative environmental and social impacts throughout their value chains, including small businesses, individuals, and vulnerable groups, and providing appropriate knowledge and practices to enhance the operations of these customer groups.

Furthermore, the Bank is committed to raising awareness of the responsible and efficient use of resources, recognizing this as a shared responsibility of management and employees at all levels. This commitment is driven through initiatives that promote environmental awareness and translate it into tangible practices. The Bank also shares knowledge both internally and externally with customers, business partners, communities, and employees, and encourages participation in energy conservation and the reduction of greenhouse gas emissions arising from its operations. These efforts are undertaken with due consideration of sustainability and environmental impacts, including supporting customers in enhancing their capabilities toward sustainable growth.

Environmental policy and guidelines

The Bank's environmental management practices include the following:

- Responsible lending, with due consideration to the preservation of natural resources.
- Efficient use of resources and reduction of greenhouse gas emissions (carbon footprint).
- Raising awareness of environmental conservation among employees, customers, business partners, and relevant stakeholders.
- Collaboration with external organizations or individuals in activities that promote and conserve the environment.
- Conducting business in compliance with applicable environmental and climate-related laws, regulations, and requirements relevant to banking operations.
- Defining business activities that are excluded from credit consideration under the Credit Risk Policy, particularly those with significant environmental impacts.

Environmental policy and guidelines : Yes

Environmental guidelines : Electricity management,
Water resources and water quality management,
Waste management,
Greenhouse gas and climate change management,

- Electricity Energy Management: The Bank collects and discloses data on its electricity consumption in order to monitor usage, plan energy management measures, reduce energy consumption, and upgrade equipment as appropriate. Thai Credit Bank has set a target to reduce electricity consumption by 5% annually.

- **Waste Management:** The Bank implements waste segregation practices, such as separating plastic bottles and paper, for recycling and conversion into new raw materials. In 2025, the Bank recycled plastic bottles to produce garments made from recycled plastic fibers and distributed them to employees who participated in environmental activities. In addition, the Bank has continuously participated in the “Care the Whale” project to promote effective waste management and reduce environmental impacts, with a target to reduce total waste generation by 5%.
- **Water Resource and Water Quality Management:** The Bank places importance on integrated water management by administering water usage systems to maximize efficiency. This includes collecting data on water consumption to support planning and initiatives to reduce water usage. Thai Credit Bank has set a target to reduce water consumption by 5% annually.
- **Greenhouse Gas Management and Climate Change:** The Bank collects data on greenhouse gas emissions from its direct operations (Scope 1) and indirect emissions from activities related to the organization or its products that are not from sources owned or directly controlled by the Bank (Scope 2). The Bank has been certified under ISO 14064-1 following verification by BSI Group (Thailand) Co., Ltd., a standards institution from the United Kingdom. The Bank has set targets to achieve carbon neutrality by 2050 and net zero greenhouse gas emissions by 2065.

Reference link for environmental policy and guidelines : <https://investor.thaicreditbank.com/storage/document/sustainability/credit-environment-social-employee-governance-th.pdf>

Review of environmental policies, guidelines, and/or goals over the past year

Review of environmental policies, guidelines, and/or goals : Yes
over the past year

Changes in environmental policies, guidelines, and/or goals : Greenhouse gas and climate change management,

The Bank places importance on continuously integrating environmental considerations into its business operations by requiring a regular review of business policies with due regard to environmental aspects at least once a year.

The Bank applies a Materiality Analysis as a tool to identify significant opportunities and risks, with a focus on factors that may affect the environment in the course of the Bank’s transactions. The analysis covers the following key issues:

- **Environmental and Social Management System (ESMS):** to serve as a framework for responsible credit and investment consideration.
- **Environmental factors and climate change impacts:** to identify and manage risks arising from physical risks and transition risks.
- **Green Financial Products:** to support sustainable finance and customers’ transition toward sustainability.
- **ESG awareness building:** to promote knowledge, understanding, and responsible behavior relating to environmental, social, and governance matters within the organization.

In 2025, the Bank further elevated the importance of climate change-related issues through the following actions:

- **Development of specific policies:** establishment of a business policy that incorporates environmental and climate change considerations to provide clearer and more focused operational guidance.
- **Definition of a Risk Appetite Statement (RAS):** determination of risk appetite related to climate-related operations to ensure that business decisions are aligned with sustainability objectives.
- **Establishment of a dedicated task force:** formation of a Climate Change Working Team to serve as the main mechanism for driving climate strategy and overseeing the achievement of the Bank’s climate-related goals.

These initiatives demonstrate that the Bank has continuously enhanced the integration of climate-related risks into its governance framework and strategic direction, in order to be well prepared to address emerging challenges and to seize opportunities arising from the transition toward a sustainable economy.

3.3.2 Environmental operating results

In 2025, the Bank conducted internal communications to promote energy conservation by sending emails to employees, encouraging them to switch off unnecessary electrical appliances and unplug equipment during long holidays in order to reduce energy consumption. In addition, the Bank established limits on fuel expenditure and fuel volume for both executives and employees through the use of Fleet Cards, with the objective of ensuring the most efficient use of fuel.

Information on energy management

Energy management plan

The company's energy management plan : Yes

Electricity Energy Management Plan

To promote energy conservation from electricity consumption, the Bank has implemented the following measures:

- Use of email notifications prior to long holidays to remind employees to switch off electrical appliances and unplug equipment
- Setting air-conditioning temperatures within the range of 24–26 degrees Celsius to reduce energy consumption
- Switching off unnecessary and unused lighting
- Collecting electricity consumption data for analysis and improvement of energy reduction plans

Fuel Energy Management Plan

To reduce fuel consumption, the Bank has implemented the following measures:

- Establishing fuel expenditure and fuel volume limits based on job positions
- Utilizing online meeting systems as an alternative to travel
- Collecting fuel consumption data for analysis and improvement of fuel energy reduction plans

Setting goals for managing electricity and/or oil and fuel

The Bank is committed to continuously reducing electricity consumption within the organization by implementing its established energy management plan, along with communicating and raising awareness among employees through various channels to ensure compliance with conservation measures, such as switching off lights and unplugging unnecessary electrical appliances at the end of working hours or during long holidays. In addition, the Bank systematically collects and monitors electricity consumption data for evaluation and continuous improvement of its operational plans to enhance efficiency. The Bank has set a target to reduce average electricity consumption by no less than 5 percent per year, in support of its sustainability initiatives and to minimize environmental impacts.

Does the company set goals for electricity and/or fuel : Yes

management

Details of setting goals for electricity and/or fuel management

Target(s)	Base year(s)	Target year(s)
Reduction of fuel consumption	2024 : fuel consumption 190,568.89 Litres	2030 : Reduced by 30% or 133,398.22 Litres
Reduction of electricity purchased and fuel consumption	2024 : energy consumption 5,292,700.73 Kilowatt-hour	2030 : Reduced by 30% or 3,704,890.51 Kilowatt-hour

Performance and outcomes of energy management

Performance and outcomes of energy management : Yes

The Bank is committed to managing energy consumption efficiently and reducing greenhouse gas emissions from its operations. Key outcomes from the Bank's initiatives in 2025 are summarized as follows:

Performance on Electricity Energy Management

In 2025, the Bank communicated and promoted electricity-saving initiatives, placing greater emphasis across the organization on turning off lights in unnecessary areas. These measures resulted in a reduction in electricity consumption, with total electricity usage decreasing by 4% compared to 2024.

Performance on Fuel Management

In 2025, the Bank optimized the allocation of vehicles to employees to better align with operational needs and commenced implementation of its vehicle transition strategy. The Bank progressively replaced leased vehicles used in its operations from internal combustion engine vehicles to hybrid vehicles in a significant manner.

Fuel Consumption Reduction Results

The aforementioned adjustments resulted in a decrease in the Bank's fuel consumption for operations compared to 2024.

Type of Fuel	Reduction Rate in Fuel Refueling Volume
Gasoline	Decreased by 6%
Diesel	Decreased by 20%

Energy management: Fuel consumption

	2023	2024	2025
Diesel (Litres)	251,403.70	28,726.88	28,013.61
Gasoline (Litres)	N/A	149,440.07	146,774.55

Energy management: Electricity consumption

	2023	2024	2025
Total electricity consumption within the organization (Kilowatt-Hours)	8,283,929.50	5,292,700.73	5,074,847.40
Electricity purchased for consumption from non-renewable energy sources (Kilowatt-Hours) ⁽¹⁾	8,283,929.50	5,292,700.73	5,074,847.40

Remark : ⁽¹⁾ In 2024, the Bank revised its electricity consumption data to 5,292,700.73 kilowatt-hours, in accordance with the verifier's (BSI) recommendation to exclude electricity consumption data from certain branches that showed discrepancies from the calculation.

Information on water management

The Bank places importance on integrated water management by emphasizing efficient and optimal use of water resources in order to reduce environmental impacts and support the principles of the circular economy. The Bank has applied the following management approaches:

1. **Data collection and analysis:** Systematic collection of water usage data is conducted to monitor water consumption and related costs. The data are analyzed and summarized to determine appropriate measures to reduce expenses and enhance management efficiency.
2. **Application of the 3Rs principle:** The Bank promotes water use based on the 3Rs principle (Reduce, Reuse, Recycle) in its operations in order to reduce water withdrawal from natural sources.
3. **Linkage to the circular economy:** Circular economy principles are applied to the water management system to ensure that water resources are utilized to the greatest extent possible prior to treatment and discharge back into the natural environment.

This integrated water management approach forms part of the Bank's environmental responsibility and reflects its commitment to the sustainable use of resources.

Water management plan

The Company's water management plan : Yes

The Bank continuously implements its water resource management plan through the following actions:

- Communicating and raising awareness among employees through various channels to promote reduced water consumption and ensure taps are fully turned off after use, together with providing knowledge on water conservation.
- Applying the 3R concept (Reduce, Reuse, Recycle) in internal water management practices.
- Collecting and monitoring water usage data to evaluate performance and further enhance the effectiveness of operational approaches.

These efforts reflect the Bank's commitment to operating in alignment with its sustainability objectives and the efficient use of resources.

Setting goals for water management

Does the company set goals for water management : Yes

Details of setting goals for water management

Target(s)	Base year(s)	Target year(s)
Reduction of water withdrawal	2024 : Water withdrawal 131,012.85 Cubic meters	2030 : Reduced by 30% or 91,709.00 Cubic meters

Performance and outcomes of water management

Performance and outcomes of water management : Yes

The Bank places importance on the efficient management of water resources. In 2025, the Bank emphasized communication on water conservation through email to raise employee awareness of the importance of efficient water use. The performance on water consumption reduction is as follows:

Total water consumption amounted to 59,392 cubic meters, representing a 55% decrease compared to the same period in 2024.

Water management: Water withdrawal by source

	2023	2024	2025
Total water withdrawal (Cubic meters)	115,400.99	131,012.85	59,392.00
Water withdrawal by third-party water (cubic meters) ⁽²⁾	115,400.99	131,012.85	59,392.00

Remark : ⁽²⁾ In 2025, the Bank's tap water consumption showed a significant decrease compared to the previous year. This was attributable to improvements in the data collection process, whereby water usage was previously estimated based on water utility expenses but has now been recorded based on actual meter readings. As a result, the data is more accurate and better reflects the actual volume of water consumption.

Water management: Water discharge by destinations

	2023	2024	2025
Total wastewater discharge (cubic meters)⁽³⁾	115,400.99	131,012.85	59,392.00

Remark : ⁽³⁾ As most of the Bank's buildings are leased premises and do not include green areas or large trees, all water consumption is for single-use purposes; therefore, 100% of the water used is discharged as wastewater.

Water management: Water consumption

	2023	2024	2025
Total water consumption (Cubic meters)⁽⁴⁾	0.00	0.00	0.00

Remark : ⁽⁴⁾ The data for 2024 were derived from estimates based on water consumption expenses, while in 2025 the Bank recorded actual water consumption activities.

Information on waste management

The Bank places importance on effective waste and waste management by operating in accordance with its environmental policy and continuously participating in the "Care the Whale" program in 2025 to promote the reduction of environmental impacts. The Bank communicated and raised awareness among employees through various channels, such as email, to encourage proper waste segregation and environmentally responsible destruction of documents that had reached the end of their retention period, with Certificates of Destruction obtained to confirm that destruction and recycling were conducted in accordance with established standards and policies. In 2025, the Bank properly destroyed 57.39 tons of documents, resulting in a reduction of approximately 14,920.91 kg CO₂e of carbon dioxide emissions, and donated 2,983.99 kilograms of plastic bottles collected from employees for recycling into T-shirts for employees participating in environmental activities



Waste management plan

The company's waste management plan : Yes

The Bank has established a waste management plan aligned with the nature of its business operations as follows:

1. Continuous communication and awareness-raising through email and Microsoft Teams to promote waste segregation, reduce plastic usage, and reduce paper consumption.
2. Campaigns to reduce paper usage by encouraging the use of digital systems in place of printing, such as e-documents.
3. Collection and recording of data on various types of waste in order to improve waste management plans and practices to enhance overall efficiency.

Setting goals for waste management

Does the company set goals for waste management : Yes

Details of setting goals for waste management

Target(s)	Base year(s)	Target year(s)	Waste management methods
Reduction of waste generation Waste type: Non-hazardous waste	2024 : non-hazardous waste 7,064.19 Kilograms	2030 : Reduced by 30% or 4,944.93 Kilograms	• Recycle

Performance and outcomes of waste management

Performance and outcomes of waste management : Yes

The Bank has continuously implemented measures to reduce plastic waste through the “Plastic Bottle Donation for Recycling” project, an initiative that encourages employee participation in reducing daily waste and supports resource recovery in line with the Circular Economy principle.

In 2025, the Bank collected and donated a total of 2,983.99 kilograms of plastic bottles from employees for recycling into T-shirts, helping to reduce landfill waste, decrease the use of new raw materials, and increase the volume of recycled materials reintroduced into the production chain, reflecting the Bank’s commitment to reducing environmental impacts and promoting waste segregation behaviors as well as the efficient use of resources within the organization.



Waste management: Waste Generation

	2023	2024	2025
Total waste generated (Kilograms)	95,694.00	14,875.73	60,373.99
Total non-hazardous waste (kilograms)	95,694.00	14,875.73	60,373.99

Waste management: Waste reuse and recycling

	2023	2024	2025
Total reused/recycled waste (Kilograms)	1,453.37	3,103.50	2,983.99
Reused/Recycled non-hazardous waste (Kilograms)	1,453.37	3,103.50	2,983.99
Reused non-hazardous waste (Kilograms)	0.00	0.00	0.00
Recycled non-hazardous waste (Kilograms)	1,453.37	3,103.50	2,983.99

Information on greenhouse gas management

The Bank recognizes the importance of reducing greenhouse gas emissions from its business operations and has systematically collected and disclosed greenhouse gas emission data. The Bank has obtained ISO 14064-1 certification from BSI Group and Corporate Carbon Footprint certification from the Thailand Greenhouse Gas Management Organization (TGO) to verify the accuracy of greenhouse gas emission data from its activities, with the objective of supporting effective greenhouse gas management in line with sustainability principles.

The Bank has set greenhouse gas emission reduction targets in accordance with the framework of the Bank of Thailand (BOT), aiming to reduce Scope 1 and Scope 2 emissions from office operations by no less than 30 percent by 2030. In addition, the Bank has set targets to achieve carbon neutrality by 2050 and net zero greenhouse gas emissions by 2065, to support the mitigation of environmental and climate change impacts in a sustainable manner.

Greenhouse gas management plan

The company's greenhouse gas management plan : Yes

The Bank has established an action plan to reduce greenhouse gas emissions in alignment with its business operations, with a focus on the following areas:

1. Communication and Awareness Raising

The Bank communicates with employees to raise awareness of the importance of reducing greenhouse gas emissions through online channels such as email and internal communication platforms, in order to encourage participation and promote appropriate energy-use behaviors.

2. Energy Consumption Reduction

The Bank sets short-term, annual targets to reduce energy consumption in office operations, including electricity and fuel, to support the achievement of greenhouse gas emission reduction targets under the established framework.

3. Data Collection, Verification, and Disclosure

The Bank collects and verifies greenhouse gas emission data from its headquarters and branches nationwide in accordance with the GHG Protocol, ensuring accurate and transparent measurement and disclosure to support ongoing performance evaluation and continuous improvement.

4. Compliance with ESMS Principles

The Bank conducts customer screening and refrains from engaging in business with customers associated with high risks, such as environmental risks, biodiversity impacts, and human rights risks.

5. Green Loans

The Bank supports customers whose business operations take environmental considerations into account through dedicated financial products, including the “SME Kla-Plien” program.

Compliance with principles and standards for greenhouse gas or climate change management

The Bank is committed to integrating environmental and climate change considerations into its business strategy, risk management framework, and financial product development, in alignment with the supervisory guidelines of the Bank of Thailand (BOT). The Bank applies the principle of proportional risk management, tailored to its size, complexity, and level of environmental risk, while supporting national targets on carbon neutrality.

- Integrating climate-related risks into governance, business strategy, and decision-making processes
- Supporting Thailand’s targets to achieve carbon neutrality by 2050 and net zero greenhouse gas emissions by 2065
- Promoting environmental finance to support customers’ transition to a low-carbon economy
- Effectively managing climate-related risks in line with international sustainability standards, such as TCFD, UNPRB, and the principles of the Basel Committee

In 2025, the Bank established a governance structure and appointed a dedicated working team to oversee and drive climate change initiatives. This working team is responsible for defining relevant policies and strategies, monitoring performance in alignment with the Bank’s sustainability objectives and national directions, and managing climate-related risks and opportunities to ensure effective, transparent, and auditable operations.

Principles and standards for greenhouse gas or climate : Thailand Greenhouse Gas Management Organization
change management (TGO), The Greenhouse Gas Protocol, IPCC Guidelines
for National Greenhouse Gas Inventories

Setting greenhouse gas emission goals

Does the company set greenhouse gas management goals : Yes

Company's existing targets : Setting net-zero greenhouse gas emissions targets,
Setting carbon neutrality targets

Setting net-zero greenhouse gas emissions targets

The Bank is committed to achieving Net Zero Greenhouse Gas Emissions by 2065. This long-term target covers all greenhouse gas emissions across Scopes 1, 2, and 3, including financed emissions. The Bank will implement rigorous measures to reduce greenhouse gas emissions in a tangible manner throughout its value chain and to support the long-term sustainable development of society.

Details of setting net-zero greenhouse gas emissions targets

Greenhouse gas emission scope	Base year(s)	Short-term target year	Long-term target year	Certification
Scope 1-3	2024 : Greenhouse gas emissions 3,151.00 tCO ₂ e	2030 : Reduced by 30% or 2,205.00 tCO ₂ e in comparison to the base year	2065 : Reduced by 90% or 315.00 tCO ₂ e in comparison to the base year	<ul style="list-style-type: none">• Thailand Greenhouse Gas Management Organization (TGO) : None• Science-based Targets (SBTi) : None

Setting carbon neutrality targets

The Bank supports Thailand's medium-term target of achieving Carbon Neutrality by 2050. The Bank is committed to reducing and offsetting carbon dioxide emissions from its operations to achieve net-zero emissions. This effort represents an important initial step in demonstrating environmental responsibility and strengthening financial resilience against transition risks.

Details of setting carbon neutrality targets

Greenhouse gas emission scope	Base year(s)	Target year(s)	Certification
Scope 1-2	2024 : Greenhouse gas emissions 3,151.00 tCO ₂ e	2050 : Reduced by 50% or 1,575.00 tCO ₂ e	None

Performance and outcomes of greenhouse gas management

Performance and outcomes of greenhouse gas : Yes
management

The Bank is committed to managing and controlling greenhouse gas (GHG) emissions through the continuous implementation of action plans to mitigate climate impacts, with data collection conducted in accordance with international standards. In 2025, total GHG emissions increased by 18.46 percent compared with the previous year, attributable to the additional calculation and disclosure of Scope 3 emissions in line with the GHG Protocol. This expansion of the reporting boundary reflects the Bank's commitment to more transparent and comprehensive data disclosure, enabling more effective management and strategic planning for GHG emission reductions across the value chain.

Greenhouse gas management : Corporate greenhouse gas emission

	2023	2024	2025
Total greenhouse gas emissions (Metric tonnes of carbon dioxide equivalent)	5,722.73	3,151.00	3,680.00
Total greenhouse gas emissions - Scope 1 (Metric tonnes of carbon dioxide equivalent)	1,478.70	505.00	589.00
Total greenhouse gas emissions - Scope 2 (Metric tonnes of carbon dioxide equivalent)	3,917.70	2,646.00	2,537.00
Total greenhouse gas emissions - Scope 3 (Metric tonnes of carbon dioxide equivalent) (5)	326.33	N/A	554.00

Remark : ⁽⁵⁾ In 2025, the Bank calculated and assessed the materiality of greenhouse gas emissions under Scope 3 in accordance with the criteria prescribed by the Thailand Greenhouse Gas Management Organization (TGO). The Bank set the materiality threshold at a score of 2.5. The assessment results indicated that Scope 3 greenhouse gas emissions did not meet the reporting threshold; therefore, no disclosure was made for this section.

Greenhouse gas management: Verification of the company's greenhouse gas emissions over the past year

In 2025, the Bank enhanced its approach to the collection and disclosure of greenhouse gas emissions data, with a particular focus on expanding coverage of Scope 3 emissions in alignment with the expectations of the Bank of Thailand (BOT), in order to strengthen transparency and reporting standards. In addition, the Bank increased internal communication and coordination with relevant units to support accurate and comprehensive data collection, thereby facilitating effective assessment and future disclosure in accordance with international standards.

Verification of the company's greenhouse gas emissions : Yes

List of greenhouse gas verifier entity : BSI Group (Thailand) Co., Ltd.

Information on incidents related to legal violations or negative environmental impacts

Number of cases and incidents of legal violations or negative environmental impacts

	2023	2024	2025
Number of cases or incidents of legal violations or negative environmental impact ((cases))	0	0	0

3.4 Social sustainability management

The bank recognizes that sustainable development in the social dimension is a crucial foundation for stable and inclusive economic growth. Therefore, operations over the past year have focused on enhancing the quality of life for the public, expanding economic opportunities, and supporting equitable access to financial services, enabling all societal groups to progress alongside the nation's development sustainably.

As a financial institution, the bank is committed to playing a proactive role in promoting financial literacy among the public through various projects and activities, including educating on savings, debt management, financial planning, and safe use of financial services, to build economic resilience and empower everyone to make financial decisions with confidence.

The bank also prioritizes reducing financial inequality by expanding services for vulnerable groups, the unbanked, and small entrepreneurs, as well as developing digital technology that enables people to access services more conveniently, securely, and at a lower cost, thereby supporting the strengthening of the grassroots economy. In terms of human resources, the bank continues to implement policies that promote employee welfare, develop staff potential, and create a safe and equitable working environment, enabling personnel to continuously grow and create value with the organization. Furthermore, the bank promotes diversity and non-discrimination to ensure that its operations align with universal human rights principles.

With a commitment to fostering a strong, inclusive, and economically stable society, the bank will continue to develop mechanisms, operations, and collaborations with all sectors to ensure that the social dimension is at the heart of sustainability, leading the organization and communities to grow together in a balanced manner in the long term.

3.4.1 Social policy and guidelines

Social and human rights policy and guidelines : Yes

Social and human rights guidelines : Employee rights, Child labor, Consumer/customer rights, Community and environmental rights, Safety and occupational health at work, Non-discrimination, Supplier rights

The Bank places great importance on human rights and labor-related social responsibility, adhering to internationally recognized human rights principles as set out in the Universal Declaration of Human Rights and the United Nations Guiding Principles on Business and Human Rights (UNGPs). The Bank is committed to preventing human rights violations at every stage of its business operations and to addressing any adverse impacts that may arise from its products, services, business relationships, or the activities of its business partners.

The Bank also emphasizes fair and equitable labor practices, ensuring non-discrimination in recruitment, compensation, promotion, and employee training regardless of gender, age, race, or religion. It supports employment opportunities for disadvantaged groups to promote stable careers and inclusive growth, while continuously communicating its policies and organizing activities to educate employees on human rights, fostering awareness and active participation in upholding human rights throughout the Bank's operations.

Reference link for social and human rights policy and : <https://investor.thaicreditbank.com/th/sustainability/guidelines> sustainability-policy

Compliance with human rights principles and standards

The Bank has established a human rights policy for all its employees to adhere to as a guideline in their operations. This is to ensure respect for the human dignity of all the Bank's stakeholders, including equality, the promotion of women in the workforce, and support for persons with disabilities. The Bank adheres to and complies with the Universal Declaration of Human Rights, the UN Global Compact Principles, and the United Nations Guiding

Principles on Business and Human Rights ("UNGPs"), as well as other relevant national and international human rights practices and principles, covering both internal operations and the supply chain. The Bank has developed a Human Rights and Labor Social Responsibility Policy and implemented Human Rights Due Diligence (HRDD) to enhance its understanding and opportunities for improving its human rights practices.

Furthermore, the Bank respects and supports the protection of human rights, does not discriminate against or exclude any individual, prohibits child labor and forced labor, and does not violate the rights of vulnerable groups. It will not support financial services that disrespect or violate human rights and labor rights. The Bank also provides financial support to external organizations to promote and employ persons with disabilities, enabling them to generate income for themselves and their families. Last year, the Bank received the "Human Rights Model Organization Award 2025" in the "Good" category for large businesses, reflecting its commitment to promoting human rights in various dimensions. It also participated in a ceremony to donate funds to the Royal Thai Army for a continuous project to provide supplementary income-generating occupations for disabled and incapacitated military personnel and their families. Additionally, it collaborates with the Thai Red Cross Society to implement employment programs for persons with disabilities.

The Bank communicates and discloses its human rights policy to the public to ensure that employees, business partners, other organizations in the Bank's value chain, as well as society and communities potentially affected by the Bank's operations, understand and are aware of it. In addition, a system for receiving environmental, social, and governance (ESG) complaints from external parties is provided on the Bank's website. The objective is to enable the Bank's stakeholders to directly submit inquiries, concerns, or complaints regarding rights violations, inequality, and unfair labor practices to the Bank's management.

The Bank has appropriate processes for receiving, reviewing, and responding to communications from external stakeholders. The Bank requires the highest-ranking executive of the division/line of business where human rights issues are identified, along with the ESG officer, to sign reports on such human rights issues. After receiving reports on human rights issues, they are presented to the Managing Director for consideration to proceed to the next steps. This involves initiating a process to find solutions for complaints and informing the complainant of the outcome within 30 days from the date the complaint was received, including any remedies (if applicable). Additional time may be granted depending on the severity of the issue identified.

The Bank has established a system for receiving complaints from employees on its Intranet, allowing employees to directly report violations of rights, inequality, and unfair labor practices to the Bank's management. In 2025, there were 28 incidents and complaints reported through this system, with 9 of them related to human rights. Of these complaints, only 3 cases were found to be substantiated: 1 case concerned the performance and management of a supervisor, and 2 cases involved inappropriate conduct by colleagues. The Human Resources Department conducted investigations and gathered information from all relevant parties, and held meetings with the complaining employees to discuss the information obtained from the investigations. Additionally, Human Resources management provided useful advice to employees regarding their work. This resulted in employees understanding and being satisfied, allowing all three incidents to be resolved smoothly. Measures were also implemented to prevent and rectify future occurrences, in accordance with the Bank's investigation procedures.

In this regard, the Bank has established a grievance mechanism on its website to receive complaints related to environmental, social, and governance matters from external parties, enabling the submission of complaints regarding human rights violations, inequality, and unfair labor practices directly to the Bank's management. Individuals, communities, or other external stakeholders, such as civil society organizations, may submit their inquiries or concerns to the Bank's ESMS communication unit via email or written correspondence to the following details:

1. Via email

Email: ESMS@thaicreditbank.com

2. Via postal mail or verbal complaint

Attention: Head of Human Resources Department

Thai Credit Bank Public Company Limited 121/78-79 RS Tower, 26th Floor, Ratchadaphisek Road, Din Daeng Sub-district, Din Daeng District, Bangkok 10400

Human rights management principles and standards : Thai Labour Standard: Corporate Social Responsibility of Thai Businesses (TLS 8001-2010) by the Ministry of Labour, The UN Guiding Principles on Business and Human Rights, ILO Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy

Review of social and human rights policies, guidelines, and/or goals over the past year

Review of social and human rights policies, guidelines, and/ : Yes
or goals over the past year

Changes in social and human rights policies, guidelines, : Employee rights, Child labor, Consumer/customer
and/or goals rights, Community and environmental rights, Safety
and occupational health at work, Non-discrimination,
Supplier rights

Thai Credit Bank Public Company Limited is committed to respecting human rights in accordance with international principles, operating in alignment with

- Universal Declaration of Human Rights (UDHR)
- United Nations Guiding Principles on Business and Human Rights (UNGPs)
- Principles of the International Labour Organization (ILO)
- Principles of the UN Global Compact

The Bank integrates human rights into all stages of its operations and avoids direct and indirect human rights impacts, including those through partners and suppliers in its value chain.

Human Rights Due Diligence : HRDD

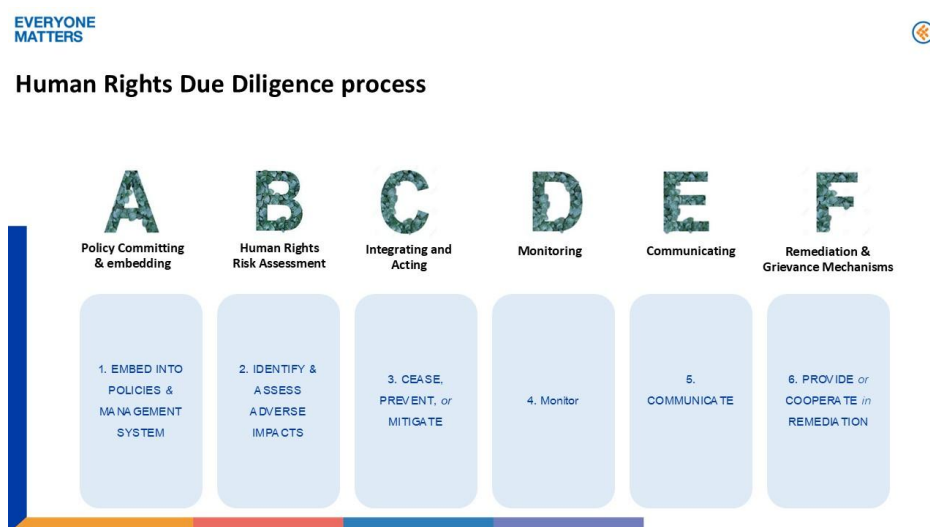
The Bank will proactively implement a comprehensive Human Rights Due Diligence (HRDD) process appropriate to its level of human rights development to ensure that its operations do not lead to human rights violations throughout its value chain. The objective is to anticipate and mitigate potential negative impacts by identifying human rights risks within the value chain of business activities and managing the mitigation of such impacts. This human rights risk assessment will encompass all operations of the Bank and its subsidiaries over which it has control, as well as all stakeholders, including employees, customers, business partners, contractors, communities, and various vulnerable groups. Furthermore, the Bank will proactively address issues and impacts in cases of human rights violations.

Does the company have an HRDD process : Yes

- The Bank's Human Rights Due Diligence (HRDD) process comprises defining the scope of assessment, identifying relevant human rights issues, and analyzing the severity of potential impacts and associated opportunities. These steps are undertaken to prioritize human rights risks within the organization, determine appropriate preventive and mitigation measures commensurate with the level of risk, and establish effective monitoring plans to track the implementation of such measures. In addition, remediation measures are prepared to provide appropriate remedies to individuals who may be affected by human rights impacts.
- The Bank integrates findings from impact assessments into its business operations to prevent or mitigate adverse human rights impacts by incorporating such findings into decision-making processes, budgeting, and internal governance mechanisms, with appropriate measures determined based on the Bank's level of involvement in contributing to the identified impacts.

- Monitor and evaluate the effectiveness of corrective actions by using appropriate indicators and supporting data to ensure that identified human rights impacts are being effectively eliminated or genuinely mitigated.
- Be prepared to communicate publicly to demonstrate accountability and enhance transparency. Such communication shall reflect human rights impacts, be accessible to stakeholders, and provide sufficient information to assess whether the business has adequately addressed the relevant issues, while ensuring that stakeholders, personnel, and confidential business information are not placed at risk.
- Human Rights Complaints
 - In the event that any individual wishes to submit a complaint related to human rights issues, such complaints may be filed through the Bank's complaint-handling channel on the Bank's website or reported directly to the Chief Executive Officer or the Managing Director.
 - In the event that a report concerning human rights issues is received, the Bank requires the senior executive of the relevant division/function where the issue is identified, together with the ESG Manager, to review the matter and submit it to the Managing Director for consideration and determination of appropriate remedial measures. The Bank will inform the complainant of the outcome within 30 days from the date the complaint is received, including any remedial actions taken (if any). An extension of the timeframe may be granted depending on the severity and complexity of the issue.

HRDD process diagram



3.4.2 Social operating results

Information on employees and labor

Employees and labor management plan

The Bank places great importance on human resource management and development, recognizing that employees are the most valuable asset in driving the organization's stable and sustainable growth. The Bank is committed to fair labor management, respecting human dignity, and implementing labor policies in accordance with international human rights principles, including the Universal Declaration of Human Rights (UDHR), the United Nations Guiding Principles on Business and Human Rights (UNGPs), and the principles of the International Labour Organization (ILO).

Accordingly, the Bank develops its personnel management system in all dimensions, from recruitment, protection of labor rights, potential development, and quality of life care, to fostering an organizational culture that is equitable, transparent, and safe, enabling employees to grow with the organization in the long term.

The company's employee and labor management plan : Yes

Employee and labor management plan implemented by : Fair employee compensation, Employee training and development, Promoting employee relations and participation, Safety and occupational health at work, Others : Non-discrimination

Employee and Labor Management Plan

1. Fair Employment & Equal Opportunity

The Bank conducts transparent recruitment and employment processes, without discrimination based on gender, age, race, religion, disability, or any other status, while promoting Gender Equality and providing equal opportunities for all employees to access management positions. In addition, the Bank also supports the employment of vulnerable labor groups, such as persons with disabilities and underprivileged groups, to create sustainable social opportunities.

2. Treatment of Labor in accordance with Human Rights Principles (Human Rights & Labor Practices)

The Bank adheres to the principles of no forced labor, no child labor, no violation of employee rights, and zero tolerance for any form of discrimination or sexual harassment (Zero Tolerance Policy).

The Bank has a fair remuneration policy, with no gender pay gap, and strictly manages labor in accordance with labor protection laws and business ethics.

3. Compensation, Benefits, and Job Security (Compensation, Benefits & Welfare)

The Bank provides various forms of welfare benefits that align with the needs of its employees, such as:

- Fair salaries and bonuses
- Health and insurance benefits
- Statutory leave and holidays
- Work arrangements that support Work-Life Balance, such as WFH and Flexible Working.

The Remuneration and Nomination Committee will consider a remuneration structure that is appropriate, transparent, and fairly reflects the value of work performed by employees and executives.

4. Occupational Health, Safety, and Quality of Work Life (Occupational Health & Safety)

The Bank has established a Safety, Occupational Health, and Working Environment Committee to oversee safety and reduce potential risks to employees' lives, bodies, and health. Furthermore, it promotes health measures such as reducing the risk of infectious diseases, hygiene measures, and continuous activities to enhance employees' mental and physical well-being.

5. Capability Development and Career Progression (Learning, Capability & Career Development)

The Bank consistently aims to develop employees' skills and potential through training programs, on-the-job learning, and preparation for management positions, enabling employees to grow professionally according to their abilities. Furthermore, the Bank communicates and conveys organizational values, ethics, and work standards to all employees comprehensively.

6. Grievance Mechanisms, Rights Protection, and Remedy (Grievance Mechanisms & Remedy)

The Bank provides secure and confidential grievance channels through the Whistleblower system and other internal channels, allowing employees to report incidents related to discrimination, harassment, or human rights issues. Upon receiving a report, the Bank will investigate and inform the results within 30 days, along with implementing appropriate remedial measures, to ensure that employees are protected according to their proper rights.

7. Integration of ESG and Human Rights in Work Processes (ESG Integration & HRDD)

The Bank applies the Human Rights Due Diligence (HRDD) process to assess human rights risks across its operations involving employees, customers, business partners, and communities. The assessment results will be used to improve processes, prevent, and mitigate potential impacts, as well as linked to employee performance indicators and rewards, to incentivize the most effective compliance.

8. Communication, Transparency, and Reporting (Transparency & Reporting)

The Bank discloses information on labor, human rights, welfare, safety, and social performance to the Board of Directors at least once a year, and also reports to the public in accordance with the ESG operational framework, to ensure investors and stakeholders are informed of the progress and transparency in the Bank's human resource management.

Setting employee and labor management goals

Does the company set employee and labor management : Yes
goals

Details of setting goals for employee and labor management

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Employee training and development	AML/CTPF Review (Biennial)	2025: AML/CTPF Review (Biennial)	2027: 100% of employees at all levels have completed the aforementioned training course.
• Employee training and development	Employees possess knowledge of IT Security Awareness	2025: 100% of employees have completed training in the aforementioned course.	2026: 100% of employees at all levels have completed the aforementioned training course.
• Employee training and development	Employees have knowledge and understanding of Phishing E-Mail Awareness.	2025: 100% of employees at all levels have completed the aforementioned training course.	2026: 100% of employees at all levels have completed the aforementioned training course.
• Employee training and development	Employees attend Anti-Corruption training	2025: 98.1% of employees completed the aforementioned training course.	2030: 100% of employees at all levels have completed the aforementioned training course.
• Employee training and development	Employees receive annual training to review PDPA.	2025: 100% of employees at all levels have completed the aforementioned training course.	2030: 100% of employees at all levels have completed the aforementioned training course.
• Promoting employee relations and participation	Employee engagement or satisfaction assessment results from the Employee Survey	2024: Employee engagement or satisfaction assessment results for the organization: 81.2 percent.	2030: Employee engagement or satisfaction with the organization is assessed at no less than 85%.
• Safety and occupational health at work	Number of employee work-related injuries resulting in lost time (incidents)	2025: Number of work-related injuries among employees leading to lost time: 2 cases.	2030: Zero lost-time work injuries among employees.

Performance and outcomes for employee and labor management

The Bank recognizes the value and importance of human resources as a key factor in driving the bank's business to achieve its goals. Therefore, the Bank prioritizes effective and efficient human resource management and development to support personnel in continuous career growth and foster organizational commitment. This ensures the Bank can retain its personnel to work continuously, in compliance with labor protection laws and international practices, by

respecting the rights, honor, dignity, and equality of all employees. This human resource management and development policy has been established to serve as a framework for the Bank's human resource management and development, aiming to enhance the Bank's operational efficiency towards its set goals.

Additionally, the Bank regularly organizes activities throughout 2025 to enhance employee engagement. These activities allow employees from each department to participate together during various festivals, such as New Year's and Songkran, to preserve good cultural traditions. Furthermore, there are channels for promoting organizational activities, such as internal communication through HR Speak Up!, an online marketplace for employees to sell products called Em Market, and communication channels via TVs on each floor called Em Watch.

The Bank has installed communication channels in a total of 156 branches in major cities, and in 2026, there are plans to further expand installations to secondary cities.

Performance and outcomes for employee and labor : Yes

management

Performance and Outcomes in Employee and Labor Management

● Employee Training

The bank prioritizes the growth of employees' potential through continuous training and skill development. In 2024-2025, 100% of employees completed training and demonstrated awareness of operating procedures in accordance with bank measures. They signed acknowledgments in the bank's operational manual and passed the employee ethics test with 100% completion, reflecting an organizational culture committed to developing employee potential while upholding ethics, transparency, and a balance between "efficiency" and "fairness" in human resource management.

● Employee Data Management in accordance with PDPA Policy

- Improved the employee database storage system to be 100% compliant with PDPA requirements.
- PDPA training is regularly provided to cover all levels of employees, achieving 100% completion of the training target.

● Communication

The bank also emphasizes transparent and comprehensive internal communication through various channels to foster mutual understanding and strengthen a robust organizational culture. In 2025, communication was conducted through the following channels:

1. HR Speak Up! – The total number of public relations items was 581 items with content related to employees from the Human Resources department, more than 40.5 %
2. Online marketplace for employee products, or Em Market
3. TV communication channels on each floor, or Em Watch. In 2025, a total of 156 screens were installed across the Bank's branches, with continuous dissemination of promotional content throughout the year, amounting to more than 460 content in total.
4. HR Management Internal website, Throughout the year, the total number of views for content on the website was 138,300 views, representing 3,044.91% of the total number of employees or an average of approximately 30.45 views per person

● Employee Relationship and Engagement Promotion

The bank recognizes the value and importance of all employees, not only new hires but also those who have been with the bank for a long time. In 2025, the bank organized the Long Service Award and DNA Award 2025 to honor 126 employees who have served for 10 and 20 years, and to present awards to 85 individuals who have demonstrated outstanding alignment with the bank's organizational DNA culture.

Employee and labor management: Employment

Hiring employees

	2023	2024	2025
Total employees (persons)	3,990	4,342	4,542
Male employees (persons)	1,767	1,952	1,997
Female employees (persons)	2,223	2,390	2,545

Employment of workers with disabilities

	2023	2024	2025
Total employment of workers with disabilities (persons)	26	39	44
Contributions to empowerment for persons with disabilities fund	Yes	Yes	Yes

Employee and labor management: Remuneration

Employee remuneration

	2023	2024	2025
Total employee remuneration (baht)	3,112,891,980.15	3,633,032,766.48	3,864,213,158.80
Total male employee remuneration (Baht)	1,559,881,666.05	1,841,066,830.12	1,915,088,636.48
Total female employee remuneration (Baht)	1,553,010,314.10	1,791,965,936.36	1,949,124,522.32

Employee and labor management: Employee training and development

	2023	2024	2025
Average employee training hours (hours / person / year)	8.11	4.39	17.70
Training and development expenses for employees (baht)	5,680,000.00	6,050,000.00	5,770,000.00

Employee and labor management: Safety, occupational health, and environment at work

Safety, occupational health, and environment at work

	2023	2024	2025
Total number of lost time injury incidents by employees (cases)	0	0	2

Employee and labor management: Employee engagement and internal employee groups

Employee engagement

	2023	2024	2025
Total number of employee turnover leaving the company voluntarily (persons)	996	1,158	1,014
Total number of male employee turnover leaving the company voluntarily (persons)	435	497	464
Total number of female employee turnover leaving the company voluntarily (persons)	561	661	550
Proportion of voluntary resignations (%)	25.00	26.67	22.32
	2023	2024	2025
Evaluation result of employee engagement	Yes	Yes	Yes

Employee internal groups

The bank organized elections for the Welfare Committee with a term of office 2 years, to discuss and provide beneficial recommendations to the employer for employees. The Committee held meetings to review welfare benefits and various factors that the bank wished to consider for employees. In 2024, the bank's management decided to provide financial assistance of 1,000 Baht per month to employees earning less than 15,000 Baht and financial assistance of 500 Baht per month to employees earning less than 20,000 Baht to help with employees' monthly expenses.

In the year In 2025, the Committee approved additional employee welfare benefits and adjusted criteria for existing benefits to be more inclusive of human rights, including:

1. Increased birthday leave entitlement, where employees can take leave on any day within their birth month only.
2. Expanded the scope of personal leave entitlement to allow leave for matters related to children's education at educational institutions recognized by the Ministry of Education.
3. Expanded the scope of welfare benefits for marriage leave and wedding financial support to include equal marriage, in order to respond to and support human rights and gender diversity within the bank.

Employee internal groups : Yes

Types of employee internal groups : Welfare committee

Information about customers

The Bank is responsible and committed to being part of sustainably enhancing the quality of life for customers and society. It recognizes that many people still lack access to formal financial services, leading them to rely on informal loans. Therefore, the Bank is committed to developing diverse financial products and services, fostering financial literacy, and empowering society, especially the underserved groups who lack access to formal financial services. This includes developing financial channels to make financial services more accessible to customers, coupled with promoting good financial discipline, supporting good financial well-being, and improving quality of life. With expertise and understanding of customer needs, the Bank develops service processes to create access to financial products that cover all stakeholder groups through innovation, collaboration with business partners, and continuous improvement and development based on customer data analysis. It also regularly organizes seminars and educational activities for customers. Furthermore, the Bank creates convenient and accessible communication and financial literacy channels appropriate for all stakeholder groups.

The Bank believes that providing knowledge tailored to the needs of each customer and societal group will enable individuals to plan their finances in various aspects, such as debt management, appropriately for their acceptable risk level. This will prevent them from incurring debts beyond their repayment capacity, foster financial stability, and allow them to sustainably expand their businesses. This approach will also support the Bank's long-term sustainable business growth. The Bank has initiatives to promote financial literacy, such as the 'Tang To Know-How' project and the 'Empower for Community' project.

In addition, the Bank has a policy to develop employees' communication skills with customer groups or relevant stakeholders, ensuring that financial products are not oversold and that sales practices respect customers/consumers, in accordance with the Market Conduct policy for all the Bank's products.

Customer management plan

Company's customer management plan : Yes

Customer management plan implemented by the : Responsible production and services for customers,
company over the past year Communication of product and service impacts to
customers/consumers, Development of customer
satisfaction and customer relationship, Consumer
data privacy and protection

● Responsible Product and Service Delivery to Customers (Responsible Product and Service Delivery)

The bank adheres to the principle of "Fair Treatment of Customers" (Market Conduct) and "Responsible Lending," focusing on transparency, fairness, and consideration of customers' ability to repay debt.

1. Product Design: The bank develops highly flexible financial products and services to create financial opportunities (Access Financial Capitals) for target customer groups, especially those lacking opportunities.
2. Sustainable Loans: The bank has developed new products emphasizing social and environmental responsibility:
 - SME Kla Plien (Green Loan): A loan supporting entrepreneurs who wish to invest in making their businesses environmentally friendly or who already operate environmentally friendly businesses.
 - SME Kla Hai Lady First: An unsecured revolving loan designed to enhance the financial capabilities of female entrepreneurs.
 - Participated in the "You Fight, We Help" Phase 2 measure to help debtors quickly settle debts through lenient debt restructuring and faster account closure. Customers were informed that they could register via the Bank of Thailand's website, www.bot.or.th/khunsoo, from February 13 to September 30, 2025.

3. Environmental and Social Risk Management (ESMS): The bank has implemented the ESMS (Environmental and Social Management System) to screen and assess environmental and social risks (ESDD) for SME and MSME loans. A Prohibited List of 18 business groups that may have significant negative impacts on the environment and society has been established.
4. Employee Competence: The bank has organized courses E-Learning on the ESMS system for relevant employees (e.g., credit analysts, HR, MSME). In 2025, 100% of all participants (827 individuals) passed the course.

- **Communication of information regarding the impact of products and services to customers/consumers**

The bank prioritizes providing accurate, clear, complete, and unbiased information to ensure customers have sufficient data for decision-making.

1. Data Transparency: The bank fully discloses important information about its products and services, including terms, risks, rates, service fees, and interest rates.
2. Responsible Communication: Advertising and public relations must communicate transparently with clear messages that do not mislead, and provide important information and warnings to stimulate debtor behavior (to help customers achieve better financial discipline).
3. Communication Channels: Important information will be published on the bank's website, annual reports, and other channels to ensure shareholders/investors receive equal information.

- **Enhancing Customer Satisfaction and Strengthening Customer Relationships**

The bank adopts a proactive approach to building long-term relationships and enhancing customer potential, particularly in financial literacy.

1. Customer Relationship Management (CRM)
 - Established a Customer Relationship Management Team (CRM Team) and Call Center to continuously meet needs and provide excellent experiences.
 - Utilizes digital platforms (Mobile Application: alpha by Thai Credit and Micro Pay e-Wallet) to enable customers to conduct transactions and access financial services conveniently, anytime, anywhere.
 - Thai Credit Bank hosted a gala night to thank customers Micro SME and SME Ready to STANDBY for Success Beyond the Horizon, to thank customers who have consistently trusted and utilized the bank's Micro SME and SME loan services. This event included a special lecture on "The Future Economy with Thai SMEs" by Assoc. Prof. Dr. Anusorn Tamajai, Dean of the Faculty of Economics and Director of the Digital Economy, Investment, and International Trade Research Center, University of the Thai Chamber of Commerce, held at River City Bangkok on November 15, 2025.
2. "Tang To Know-How" (Financial Literacy)
 - This is a key project focused on providing financial literacy to micro-entrepreneurs, vendors, and various vulnerable groups.
 - The objective is to foster financial discipline and economic resilience, enabling customers to manage debt and sustainably expand their businesses.
 - In 2025, with a total of 63,763 participants. The Net Promoter Score (NPS) was 81%.
3. Complaint Management:
 - Channels for customer complaints are available (e.g., Call Center, Email: complain_center@thaicreditbank.com, Website) to ensure fair and appropriate resolution of issues.
 - The bank is committed to resolving issues and managing complaints with independence, efficiency, and fairness.

- **Protection of Customer Personal Data**

The bank places great importance on protecting personal data and customer privacy.

1. Policies and Measures: The bank has established a Personal Data Protection Policy (Personal Data Protection Policy) and Data Classification Policy, which apply to all personnel. Additionally, IT Security Policy measures are in place to protect personal data.

2. Sensitive Data Management: Customer personal data (including sensitive data such as health information, race) is considered "confidential data" (or "Secret data," which must be strictly confidential and have restricted access.
3. Incident Management: There is a personal data breach incident management process, requiring notification of personal data breaches to the Personal Data Protection Committee within 72 hours of becoming aware of the incident. And in 2025, the bank identified one personal data breach incident involving lost document data. The bank has already reported this to the Personal Data Protection Committee (PDPC), and no cyber-attack cases were found.

● **Others (Additional Measures)**

1. Customer Harassment Zero Tolerance Policy (Zero Tolerance Policy)
 - The bank has established a policy to protect employees from customer harassment (Employee Protection from Customer Harassment Policy) in 2025, based on the principle of "absolute zero tolerance for harassment from customers or third parties" (Zero Tolerance Policy).
 - This policy protects employees from inappropriate behavior such as abusive language, threats, sexual or racial discrimination, or unwanted physical contact.
 - Measures include immediate customer warnings, termination of conversations/interactions, suspension of services, and legal action in severe cases.
2. Access to digital financial services (Digital Access)
 - The Bank has developed the Micro Pay e-Wallet (for merchants) and the *alpha by Thai Credit* mobile banking application to promote digital financial transactions and digital deposit account opening (*alpha savings*), which offers a high interest rate.
 - As of the end of 2025, Micro Pay has over 604,085 user accounts, and alpha by Thai Credit has 44,260 user accounts.

Setting customer management goals

Does the company set customer management goals : Yes

Details of setting customer management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
<ul style="list-style-type: none"> • Responsible production and services for customers • Development of customer satisfaction and customer relationship 	Customer Satisfaction Percentage (MFIN/MSME)	2024: Customer satisfaction 96%	2030: Customer satisfaction rate: 98%
<ul style="list-style-type: none"> • Responsible production and services for customers • Communication of product and service impacts to customers/ consumers • Consumer data privacy and protection • Other : Consumer Rights 	Number of consumer rights complaints	2024: Number of incidents of consumer rights complaints, Case Center	2030: Number of incidents of consumer rights complaints, Case Center

Performance and outcomes of customer management

Performance and outcomes of customer management : No

Customer management: Customer satisfaction

Customer satisfaction

	2023	2024	2025
Evaluation results of customer satisfaction	Yes	Yes	Yes

Information on community and society

Community and social management plan

The Bank has a policy for community and social development through its main project, "Tang To Know-How," which has been continuously implemented since 2017. Its objective is to promote financial knowledge and skills among micro-entrepreneurs, the general public, and youth, to build economic resilience for communities and society, develop the potential of micro-entrepreneurs to grow sustainably, and establish a network of cooperation for community and social development.

Furthermore, the Bank has also developed the plan "Thai Credit Creates a Sustainable Future: Empowering Community Development" to serve as a framework for systematic and comprehensive community and social development operations across all dimensions, and collaborates with Thai Credit Foundation to drive social projects and activities under the concept of "EMpower Education & Opportunities - Empowering Education, Creating Opportunities for the Future." All operations align with the United Nations Sustainable Development Goals (SDGs) across 6 areas.

Company's community and social management plan : Yes

Community and social management plan implemented by : Employment and professional skill development,
the company over the past year Disadvantaged and vulnerable groups, Reducing
inequality, Others : Financial literacy promotion

1. Disadvantaged and vulnerable groups

Promoting access to funding sources and financial services

- The Bank promotes inclusive and equitable access to funding and financial services, particularly for small entrepreneurs and vulnerable groups, through a range of credit products such as nano and microcredit for small businesses, micro SME loans, and loans for OTOP entrepreneurs.

Expanding target groups

- Expands target groups to be more comprehensive, especially disadvantaged groups, vulnerable groups, low-income individuals, and people in remote communities, to provide opportunities for everyone to access necessary funding sources and financial knowledge.

2. Reducing social inequality

Tang To Know-how

- Organize training activities to provide financial knowledge on money management, financial planning, debt management, and business development for all segments of the public, including students, university students,

civil servants, salaried employees, and entrepreneurs. These activities are provided free of charge through both offline channels at Thai Credit Bank's retail lending branches nationwide and online channels via digital platforms, to ensure broad and inclusive access to financial knowledge.

- Develops curricula in collaboration with the Faculty of Accountancy, University of the Thai Chamber of Commerce, to create quality learning content that meets the needs of all target groups.

Integrated Community Development Plan

- Economic aspect : Organizes "Tang To Know-how" training, supporting the upgrading of community products, developing local packaging, and creating marketing channels.
- Social aspect : Develops future skills, enhances the potential of new-generation community leaders, and develops community welfare systems.
- Environmental aspect : Develops waste and residual material management systems, promotes clean energy, and develops low-carbon products.

Thai Credit Foundation Project

- Educational Institution Donation Project (EMpower for School Development): Aims to reduce educational inequality by directly donating funds to schools to improve learning environments and provide learning equipment according to the context of each area.
- Youth Scholarship Program (EMpower for Children): Provides scholarships to youth who are eager to learn but lack financial resources, to offer opportunities for access to quality education, reduce economic barriers, and promote educational equality.
- Empowering Society Project (EMpower for Society): Supports specialized charitable organizations through monetary donations to expand social development on a broad scale.

Partnership Network

- Sign a Memorandum of Understanding (MoU) with the Community Development Department, Ministry of Interior, to jointly enhance the capacity of personnel, community leaders, and network organizations by strengthening their knowledge and skills in systematic financial management and debt management.

3. Employment and Occupational Skills Development

Support for Career Development and Income Generation

- Supports career development, income generation, and the strengthening of the grassroots economy by collaborating with public and private sector agencies to organize training sessions aimed at developing business skills and financial management in businesses, enabling entrepreneurs to enhance the efficiency of their products and services, thereby ensuring stable and sustainable business operations.
- Supports occupational equipment for communities to increase productivity and income for community members.
- Supports distribution channels for community products.

Creating professional speakers

- Focuses on creating qualified internal trainers who can professionally impart knowledge through " Train the Trainer" and "Professional Speaker" courses.
- Develops financial knowledge and skills for youth leaders through the project "Tang To Know-How Young Ambassador" to enable youth to effectively transfer financial knowledge to their classmates and community members.

4. Others include promoting financial literacy.

Tang To Know-how

- Continuously implemented since 2017, focusing on instilling financial discipline and business skills to enhance the quality of life for the public and strengthen the grassroots economy.
- Continuously develop and update financial literacy curricula to ensure relevance to current contexts, covering topics such as expense management, financial goal planning, savings, and business management, with content tailored to specific target groups

Multiple Access Channels

- Conduct training sessions in offline formats at the Bank's branches nationwide across 76 provinces, as well as through outreach training in various local areas.
- Provide online training through digital channels to enhance accessibility and convenience for target groups.
- Continuously expand the number of participants through both offline and digital platforms.

Evaluation and monitoring

- Has a systematic evaluation and monitoring system to continuously develop and improve projects.
- Regularly monitors and evaluates projects to enhance the efficiency of action plans.

Reference link for company's community and social : <https://www.thaicreditbank.com/th/%E0%B8%81%E0%B8%B2%E0%B8%A3%E0%B8%9E%E0%B8%B1%E0%B8%92%E0%B8%99%E0%B8%B2%E0%B8%98%E0%B8%E0%B8%A3%E0%B8%81%E0%B8%B4%E0%B8%88%E0%B9%84%E0%B8%A1%E0%B9%82%E0%B8%84%E0%B8%A3>

Setting community and social management goals

The bank has established clear and measurable community and social management goals, linked to the United Nations Sustainable Development Goals (SDGs) across 6 areas: No Poverty (SDG 1), Quality Education (SDG 4), Decent Work and Economic Growth (SDG 8), Industry, Innovation, and Infrastructure (SDG 9), Reduced Inequalities (SDG 10), and Climate Action (SDG 13).

The Bank communicates its action plans to employees at all levels, fostering participation and shared commitment among all parties, and reports quantitative and qualitative results for transparent stakeholder scrutiny.

Does the company set community and social : Yes
management goals

Details of setting community and social management goals

Target(s)	Indicator(s)	Base year(s)	Target year(s)
• Others : Financial literacy promotion	Number of participants in the Tang To Know-how program	2025: Participants: 308,782 persons	2027: Target participants: 450,000 persons
• Others : Financial literacy promotion	Satisfaction and Referral Scores	2025: Achieved 80 percent satisfaction score	2027: Not less than 80% (Excellent level)
• Others : Financial literacy promotion	Number of users accessing business tools	2025: Number of people who accessed business support tools: 2,518	2027: Number of users accessing business support tools: 25,000
• Others : Financial literacy promotion	Number of followers on social media channels	2025: Number of followers on social media channels: 381,995	2027: 460,000 followers on social media channels
• Others : Social Contribution Activities	Number of Employee Volunteers	2025: Number of volunteer employees: 1,364	2027: Number of employee volunteers: 1,500 persons
• Reducing inequality	Number of communities engaged with the bank	2025: Three communities participating with the bank.	2027: 4 communities involved with the bank

Performance and outcomes of community and social management

The Bank has demonstrated outstanding performance in community and social development, particularly through the 'Tung To Know-how' project, which has been continuously implemented for 9 years (2017-2025). This initiative has created widespread positive impacts on micro-entrepreneurs, the general public, and youth, and has received recognition from both government and private sector organizations for its efforts in promoting financial literacy and sustainable community development.

Performance and outcomes of community and social : Yes
management

Project Performance Results: “Tang To Know-how” Project

Quantitative Outcomes:

- Total number of participants trained over a 9-year period: 308,782 people, from 7,566 activities, covering 76 provinces nationwide.
- Number of participants trained in 2025: 68,444 people.
- Satisfaction and recommendation (word-of-mouth) rate in 2025: 80%.
- 89% of entrepreneurs demonstrate good debt repayment behavior.
- 73% of participants record their income and expenses.
- 65% of participants have savings behavior.
- 97% of participants apply the knowledge gained from the training in practice.
- Total number of followers across social media platforms (Facebook, YouTube, and TikTok): 381,995 followers.

Qualitative Outcomes:

The Bank has received numerous awards and recognitions from various organizations, reflecting its strong commitment to corporate social responsibility (CSR), particularly in promoting financial literacy and fostering sustainable community development. The Bank's excellence and dedication to CSR initiatives have been consistently acknowledged through prestigious awards from both public and private sector organizations. In 2025, the Bank received several significant awards that demonstrate its achievements and tangible social impact.

Honorary Award for the Financial Discipline Promotion Campaign

This award is presented by the Federation of Thai Business and Professional Women's Associations under the Royal Patronage, in collaboration with the Ministry of Social Development and Human Security, the Stock Exchange of Thailand, the Thai Chamber of Commerce, the Thai Bankers' Association, and the Council of Child and Youth Development Organizations under the Royal Patronage of Her Royal Highness Princess Maha Chakri Sirindhorn. The award recognizes the Bank's success in promoting financial discipline among the public, which serves as a fundamental pillar of economic stability. Thai Credit Bank has received this prestigious award for two consecutive years.

Creativity Awards

In 2025, the Bank received the "Creativity Awards" for submitting the "Tang To Know-how" project to the competition organized by the Securities and Exchange Commission, Thailand (SEC). This award is presented to organizations that demonstrate outstanding creativity in communicating financial literacy, making financial knowledge accessible, memorable, appropriate, easy to understand, and comprehensible to the general public.

The Financial Changemaker Award

The Bank received "The Financial Changemaker Award" from the Securities and Exchange Commission, Thailand (SEC) in its capacity as a Finfluencer under the project "Thai Capital Market: Empowering Financial Knowledge for the Public – Phase 2 (2025)". This award is presented to organizations that demonstrate excellence in effectively communicating financial and investment knowledge to the public and in creating tangible impact. The Bank delivered high-quality, easy-to-understand, and practical content through social media platforms (Facebook, YouTube, and TikTok) under the name "Tang To Know-how by Thai Credit Bank." In 2025, the content achieved over 1,000,000 reach/views, and covered seven core competency areas in alignment with international standards set by the OECD.

Leading of ESG – Social Product" Award

In 2025, the Bank received the "Leading of ESG – Social Product" Award at the Future Trends Award 2025, a prestigious platform that recognizes organizations with outstanding initiatives and innovations in Environmental, Social, and Governance (ESG). This award is presented to banks that demonstrate excellence in social management practices, in alignment with assessment standards, and that are capable of delivering tangible, measurable social outcomes and impact.

Collaboration with Strategic Partners

- The Bank signed a Memorandum of Understanding (MoU) with the Department of Community Development, Ministry of Interior, to jointly drive financial literacy promotion initiatives. This collaboration reflects the Bank's credibility and the trust placed in it by government agencies, while reinforcing its capacity to create shared value for communities.
- The Bank integrated cooperation with a broad network of partners from both the public and private sectors, to scale up community and social development initiatives in a comprehensive and sustainable manner.

Community Development Project Performance

The Bank has continuously implemented community development projects for the third consecutive year, with a focus on strengthening two target community groups. The initiatives emphasize knowledge enhancement, capacity building, and the provision of appropriate resources, aiming to foster long-term sustainability and resilience within the communities.

Performance of Community Development Projects

The Bank has continuously implemented community development projects for the third year, focusing on strengthening two target community groups through knowledge promotion, capacity building, and appropriate resource support to create long-term sustainability for the communities.

Group 1: Ban Suksabai Community, Don Tum District, Nakhon Pathom Province

The Bank supported the development of the community-based soil and fertilizer management center, elevating it to become the “Ban Suksabai Community Learning Center, Village No. 14.” The Center serves as a knowledge-sharing hub for organic agriculture and sustainable resource management for community members and the general public.

Key Performance Results for 2025

- **Knowledge Transfer**

The Learning Center organized knowledge transfer activities in various areas, including organic fertilizer production, plant cutting techniques, and Azolla cultivation. In 2025, a total of 402 visitors received knowledge transfer from the Learning Center, reflecting its crucial role as a learning resource for the community and surrounding areas. It generated income for the community from visitation fees and learning activities totaling 39,525.07 Baht per year.

- **Capacity Building in Waste Management**

The Bank organized a study visit activity to enhance the community's knowledge of waste management. A delegation visited the Ban Rang Plub Community Learning Center in Ratchaburi Province to exchange experiences and apply excellent waste management practices in the community.

- **Support for Tools and Equipment**

The bank supported the community with one multi-purpose shredder to enhance the efficiency and production capacity of organic fertilizer. This enabled the community to produce a larger quantity of fertilizer and adequately meet its needs.

- **Community Product Promotion**

In addition to agricultural and environmental development, the Bank has also promoted and developed products for the Ruam Thai Suk Sabai Community Enterprise Group by providing consultation on product quality improvement, packaging design, and distribution channels. This has resulted in increased income from product sales for the community enterprise group.

Group 2: Ban Mankong Pracha Samakkee Community, Bang Phlat District, and Bor Farang Rim Nam Community, Chatuchak District

The Bank expanded its community development initiatives into urban areas, selecting Ban Mankong Prachasamakkee Community in Bang Phlat District and Bor Farang Riverside Community in Chatuchak District as target communities for capacity building and community empowerment.

- **Financial Literacy**

Recognizing the importance of effective financial management in improving quality of life, the Bank organized financial literacy activities for members of both communities. The programs covered key topics including personal and household financial planning, effective income and expense management, saving, investment, and financial security planning, as well as responsible and safe use of financial services, and debt prevention and resolution.

Thai Credit Foundation Performance

Thai Credit Foundation, established on September 30, 2022, operated through 3 main projects:

- **School Donation Project (EMpower for School Development):** Provided financial support to schools to improve learning environments and procure educational equipment, benefiting a total of 10 schools.
- **Scholarship Program for Youth (EMpower for Children):** Provided opportunities for underprivileged youth to access quality education, with a total of 100 children receiving scholarships.
- **Empower for Society Project (EMpower for Society):** Supported a total of 15 charitable organizations in expanding social development efforts.

Performance of other social activities

- Other social activities in 2025 included:
 - Financial mentoring activities
 - Providing lunch for infants at foundations supporting children in urban slum communities
 - Painting fabric bags and dolls for children with disabilities (Art For All)
 - Providing lunch for children with disabilities at the Foundation for the Welfare of the Disabled under the Royal Patronage, Nonthaburi
 - Donation drives for cloth and paper bags for patient medication packaging
 - Children's Day gift donation activities
 - Donation of calendars for the production of Braille books
 - Participation in developing learning materials for schools
 - A total of 40,194 people benefited from financial literacy activities, school development, community development, and other activities.
 - A total of 1,364 Thai Credit Bank volunteer employees participated in good deeds to help society, representing 29% of all employees.
 - The number of volunteer hours by Thai Credit Bank employees in 2025 was 12,270 hours.
- A total of 40,194 individuals benefited from financial literacy activities, school development initiatives, community development programs, and other social activities.
- A total of 1,364 Thai Credit Bank employee volunteers participated in social contribution activities, representing 29% of the Bank's total workforce.
- The total number of volunteer service hours contributed by Thai Credit Bank employees in 2025 amounted to 12,270 hours.

Information on other social management

In addition to the Tang To Know-how and the operations of Thai Credit Foundation, Thai Credit Bank Public Company Limited, have also developed a framework **"Thai Credit Creates Sustainable Future: Empowering Community Development"** (Creating Sustainable Future: Empowering Community Development) to serve as a guideline for systematic and comprehensive in-depth community development operations across all dimensions.

This project is a collaboration among the private sector, government organizations, and the public, with Thai Credit Bank serving as the primary driving force in conjunction with its network partners. It focuses on integrated community development that considers economic, social, and environmental dimensions to sustainably strengthen communities from within, in line with the principles of sustainable banking (Sustainable Banking), the principles of circular economy (Circular Economy), and the United Nations Sustainable Development Goals (SDGs).

Plans, performance, and outcomes related to other social management

The Bank has an integrated community development plan through the project "Building a Sustainable Future: Empowering Community Development," with a plan to develop communities over a 3-year period through integrated cooperation from various network partners, both public and private sectors, to create a prototype model that can be sustainably expanded to other communities, implemented through 5 main steps: target community selection, community study and analysis, project planning and design in collaboration with the community, integration of cooperation from network partners, and 3-dimensional integrated community development (economic, social, and environmental), with a pilot project in Ban Mankong Prachasamakhi Community, Bang Phlat District, Bangkok.

Integrated Community Development Plan

1. Community selection and development process

Target Community Selection

- Utilize analytical data from reliable sources, including basic needs data (Jor Por Tor) and data TMAP (Thailand Poverty Map and Area-Based Targeting)
- Define selection criteria in 4 Dimensions: (1) Potential for community economic development (2) Strength of leaders and level of participation (3) Actual problems and needs (4) Alignment with local and national development strategies

Community Study and Analysis

- Organize community forums to listen to community needs
- Collect basic economic, social, and environmental data
- Analyze SWOT with community leaders and representatives

Project Planning and Design

- Develop a long-term development plan 3 years, divided into 4 phases: (1) Analysis and Design (2) Capacity Building (3) Implementation and Monitoring (4) Lesson Learning and Expansion
- Define clear and measurable objectives, goals, and success indicators
- Establish cooperation agreements (MOU) with the community

2. Integration of Network Partner Collaboration

Primary Stakeholders:

- Thai Credit Bank - Key agency in project management, providing financial support and knowledge transfer, organizing training in finance and business management
- Department of Community Development, Ministry of Interior - Support community development processes and link government policies
- Community Organizations Development Institute (Public Organization) - Provide management consulting and develop community organization potential
- Business partners - Support product enhancement and marketing channels

Supporting Stakeholders:

- Local administrative organizations
- Educational institutions
- Non-governmental organizations (NGO)

3. Integrated Community Development in 3 Dimensions

Dimension 1: Economic Development

- Establish central kitchens/community production centers with hygiene standards
- Elevate product quality and standards to meet FDA standards GMP or community product standards
- Develop packaging and create unique community product brands
- Develop digital marketing skills and create diverse distribution channels
- Connect with business partners to enter national value chains

Dimension 2: Social Development

- Develop future skills such as digital skills, creative thinking skills
- Organize financial and accounting management training for community entrepreneurs
- Strengthen the potential of new generation community leaders
- Create a system for knowledge and skill transfer between generations
- Develop community welfare systems
- Support social activities such as educational support, elderly care

Dimension 3: Environmental Sustainability

- Develop waste and residual material management systems based on circular economy principles (Circular Economy)
- Develop sustainable packaging, focusing on recyclable materials and reducing single-use plastics
- Develop handicraft products from recycled materials with commercial value

- Promote clean energy and develop low-carbon products
- Raise environmental awareness through campaigns and various activities

4. Activities and Operational Plan

Year 1 (2026): Year of Foundation Building

- Establishment of Community Central Kitchens
- Product and packaging development
- Entrepreneurial Capacity Building
- Environmental development and Circular Economy

Year 2 (2027): Year of Expansion

- Marketing Channel Development
- Product Standard Enhancement
- Networking
- Activities CSR for the Community

Year 3 (2028): Year of Sustainability

- Succession and Expansion
- Evaluation and Improvement

5. Success Indicators

Output Indicators

- Number of people who received financial knowledge
- Number of products developed
- Number of people who received entrepreneurial knowledge
- Number of people who received waste management knowledge
- Satisfaction with various activities

Outcome Indicators

- Trainees have improved financial behavior
- Community members' income increased
- Trainees apply knowledge to develop and expand their careers
- Reduced amount of food waste in the community

Impact Indicators

Community members possess knowledge of financial management, business operations, and waste management, leading to career creation, income generation, and ultimately strengthening the community. This results in an improved quality of life for community members and the establishment of model communities.

This project is implemented in conjunction with the Tang To project Know-how and operations of Thai Credit Foundation to create widespread impact on community and social development in Thailand, ranging from financial literacy to integrated in-depth community development (creating a sustainable future), which aligns with the bank's philosophy "Everyone Matters".

Information on incidents related to legal or social and human rights violations

Number of cases and incidents of significant legal or social and human rights violations

	2023	2024	2025
Total number of cases or incidents of significant legal or social and human rights violations cases	0	1	1
Total number of cases or incidents leading to significant labor disputes (cases)	0	0	0
Total number of incidents or complaints related to business partner's rights violations (cases)	0	0	0
The total number of cases or complaints related to partner rights violations (Cases)	0	0	0
Total number of cases or incidents leading to disputes with the community/society (cases)	0	0	0
Total number of cases or incidents related to cybersecurity or customer data breaches (cases) ⁽¹⁾	0	1	1
Total number of cases or incidents related to workplace safety and occupational health (cases)	0	0	0

Remark : ⁽¹⁾ These reported cases or incidents are related to customer personal data breaches, as reported by the bank to the Office of the Personal Data Protection Committee. However, these incidents are not related to cybersecurity.

Details of incidents and corrective measures for significant social and legal violations

Year of incident	Details	Progress status
2025	<p>Incident</p> <p>The bank has identified a personal data breach involving lost document data. The bank has already reported this incident to the Personal Data Protection Committee Office (PDPC).</p> <p>Impact that occurred or is expected to occur</p> <p><u>Non-financial impact</u> Currently, there is no impact from the event.</p> <p><u>Financial impact</u></p> <ul style="list-style-type: none"> • Expected impact on financial statement : 0.00 baht • Actual impact on financial statement : 0.00 baht <p>Corrective or remedial measures</p> <p>The Bank has implemented additional personal data security measures in documented form, and has also emphasized and communicated to its personnel to raise awareness regarding personal data breaches.</p>	Incident no longer subject to action

4. Management Discussion and Analysis (MD&A)

4.1 Operation, financial condition and material changes

Operational overview

Summary of the Operating Results in 2025

	Year 2023	Year 2024	Year 2025	Change
	Million Baht	Million Baht	Million Baht	%
Net Profit	3,556.8	3,624.0	4,016.3	10.8
Earnings per share (Baht)	3.05	2.95	3.25	10.2
Net Interest Income	13,349.0	14,729.2	14,506.5	(1.5)
Non-interest income (expenses)	130.4	(113.0)	267.2	336.5
Total net operating income	13,479.4	14,616.2	14,773.7	1.1
Includes other operating expenses	4,942.8	5,830.7	6,442.2	10.5
Expected credit losses	4,083.3	4,248.9	3,303.5	(22.3)
Operating profit before income tax	4,453.3	4,536.6	5,028.0	10.8

Key performance ratio

	2025	2024
Net interest margin (NIM)	7.7%	8.6%
Return on average assets (ROA)	2.05%	2.09%
Return on average equity (ROE)	16.28%	17.88%
Cost to Income Ratio	43.6%	39.9%

The Bank's net profit for 2025 reached a record high of THB 4,016.3 million, representing an increase of 10.8% compared to 2024, primarily driven by a significant 22.3% decrease in expected credit losses resulting from the Bank's prudent credit underwriting and continued improvement in asset quality, while ongoing borrower relief measures, such as the "You Fight, We Help" program, helped accelerate assistance and prevent loans from deteriorating into Stage 2 and Stage 3, thereby supporting borrowers' repayment capacity and enhancing overall loan quality; as a result, the gross non-performing loans (Gross NPLs) ratio declined to 4.2%, and the NPL coverage ratio remained at a high level of 158.4%, up from 148.6% as of 31 December 2024, ensuring sufficient provisions to cushion against potential economic uncertainties.

Analysis on the operation and financial condition

Operating results and profitability

Analysis of The Bank's results

	2025	2024	YoY	
	THB Million	THB Million	THB Million	%
Interest income	18,163.1	18,138.0	25.1	0.1
Interest expenses	(3,656.6)	(3,408.8)	247.8	7.3
Net interest income	14,506.5	14,729.2	(222.7)	(1.5)
Fee and service income	469.2	413.9	55.3	13.4
Fee and service expenses	(739.3)	(674.5)	64.8	9.6
Net fee and service income (expense)	(270.1)	(260.6)	9.5	3.6
Net gains on fair value changes on financial assets measured of fair value through profit or loss	35.4	-	35.4	100.0
Losses on foreign exchange transactions	(11.9)	(2.0)	9.9	495.0
Gains on investments	0.8	0.1	0.7	700.0
Other operating income	513.0	149.5	363.5	243.1
Total operating income	14,773.7	14,616.2	157.5	1.1
Employee expenses	4,189.1	3,852.1	337.0	8.7
Directors' remuneration	25.5	32.1	(6.6)	(20.6)
Premises and equipment expenses	867.4	752.3	115.1	15.3
Taxes	585.1	566.1	19.0	3.4
Others	775.1	628.1	147.0	23.4
Total other operating expenses	6,442.2	5,830.7	611.5	10.5
Expected credit loss	3,303.5	4,248.9	(945.4)	(22.3)
Profits before income tax expenses	5,028.0	4,536.6	491.4	10.8
Income tax	1,011.7	912.6	99.1	10.9
Profit for the year	4,016.3	3,624.0	392.3	10.8
Earnings per share (Baht)	3.25	2.95	0.30	10.2

Interest Income

The Bank's interest income for the year 2025 increased marginally by 0.1% compared to 2024, rising from THB 18,138.0 million in 2024 to THB 18,163.1 million in 2025. The increase was primarily attributable to loan portfolio expansion as mentioned above. However, the reduction in the Bank of Thailand's policy rate, together with various borrower relief measures, including the "You Fight, We Help" program, limited the growth of the Bank's interest income relative to the expansion in loans.

Interest Expenses

The Bank's interest expenses for the year 2025 increased by 7.3%, from THB 3,408.8 million in 2024 to THB 3,656.6 million in 2025. The main contributing factor was an increase in deposit interest expenses of THB 175.0 million compared to 2024, driven by higher deposit volumes, particularly from fixed deposits and Alpha savings accounts.

Although the Bank of Thailand reduced its policy rate, the majority of the Bank's funding structure consists of fixed deposits, resulting in the Bank's average deposit rate declining more gradually than the policy rate. In addition, contributions to the Deposit Protection Agency and the Bank of Thailand increased by THB 72.2 million compared to 2024.

Net Fee and Service Income

Net fees and service income for the year 2025 amounted to THB 270.1 million, representing an increase of 3.6% compared to 2024. The increase was primarily due to higher loan guarantee fees paid to the Thai Credit Guarantee Corporation (TCG), in line with the growth in new loan disbursements, particularly in the micro SME loan portfolio and nano and micro credit products.

Other Operating Expenses

Other operating expenses for 2025 increased by THB 611.5 million, or 10.5%, from THB 5,830.7 million in 2024 to THB 6,442.2 million in 2025, primarily due to higher personnel expenses of THB 337.0 million in line with continued headcount expansion, including an increase in the number of Relationship Managers (RMs) as well as collection and legal staff during the first half of the year to strengthen debt monitoring capabilities and support current and future business growth. Premises and equipment expenses rose by THB 115.1 million as a result of branch expansion, higher depreciation of computer equipment, and investments in information technology systems to enhance operational efficiency, while other operating expenses increased by THB 147.0 million, mainly attributable to higher revenue-sharing expenses paid to lending partners.

Expected Credit Losses

In 2025, the Bank recorded expected credit losses of THB 3,303.5 million, a decrease of 22.3% compared to 2024. This was attributable to the Bank's prudent lending practices, which led to improved asset quality. Furthermore, in 2025 the Bank implemented measures to accelerate borrower assistance before accounts migrated to Stage 2 and Stage 3, including the "You Fight, We Help" program, resulting in lower loan downgrades. Consequently, the Bank's expected credit loss to average loans ratio declined from 265 basis points (bps) in 2024 to 183 bps in 2025.

Income Tax Expense

The Bank's income tax expense in 2025 amounted to 1,011.7 million baht, representing an increase of 99.1 million baht, or 10.9%, compared to the same period of the previous year. This increase was in line with the Bank's increase in profit before income tax of 491.4 million baht.

Net Profit

Net profit for 2025 amounted to THB 4,016.3 million, representing an increase of 10.8% compared to 2024. As a result, earnings per share (EPS) increased to THB 3.25 per share in 2025, compared to THB 2.95 per share in 2024.

Asset management capability

Total Assets

Total assets increased by THB 26,440.2 million, or 14.4%, primarily driven by an increase in loans to customers of THB 18,707.0 million, or 11.5%, compared to the end of 2024.

	31-Dec-25		31-Dec-24		Change	
	THB Million	%	THB Million	%	THB Million	%
Cash	800.4	0.4	535.2	0.3	265.2	49.6
Net interbank and money market items	21,074.2	10.1	16,346.7	8.9	4,727.5	28.9
Financial assets measured at fair value through profit or loss	55.9	0.0	20.5	0.0	35.4	172.7
Net investment	2,573.20	1.2	2,149.4	1.2	423.8	19.7
Net loans to customers and accrued interest receivables	178,135.70	85.0	159,731.3	87.2	18,404.4	11.5
Net properties for sale	1,242.00	0.6	1,073.8	0.6	168.2	15.7
Net premises and equipment	1,860.10	0.9	1,479.7	0.8	380.4	25.7
Net intangible asset	303.9	0.1	281.9	0.2	22.0	7.8
Deferred tax assets	833.8	0.4	81.0	0.0	752.8	929.4
Net other assets	2,662.80	1.3	1402.3	0.8	1,260.5	89.9
Total assets	209,542.00	100.0	183,101.8	100.0	26,440.2	14.4

Loan to Customers

The Bank's loans to customers amounted to THB 181,865.6 million, representing an increase of THB 18,707.0 million, or 11.5%, from the end of 2024. Overall, loan growth was well diversified across nearly all product segments, particularly the Bank's core portfolios, including micro SME loans, personal loans, and home equity loans.

	31-Dec-25		31-Dec-24		Change	
	THB Million	%	THB Million	%	THB Million	%
MSME Loan	123,489.9	67.9	109,161.4	66.9	14,328.5	13.1
Nano and Micro Finance Loan	21,131.5	11.6	22,186.7	13.6	(1,055.2)	(4.8)
Home Equity Loan	27,887.1	15.3	25,204.4	15.4	2,682.7	10.6
Personal Loan	9,307.3	5.1	6,511.3	4.0	2,796.0	42.9
Other retail Loan	49.8	0.1	94.8	0.1	(45.0)	(47.5)
Total loans to customers	181,865.6	100.0	163,158.6	100.0	18,707.0	11.5

Credit Quality

	31-Dec-25	31-Dec-24	Change
Gross non-performing loans (Gross NPLs) (million Baht) (1)	7,643.8	7,228.4	415.4
Gross NPL ratio	4.2	4.4	(0.2)
Allowance for expected credit loss			
Expected credit loss (ECL) (million Baht) (2)	12,110.2	10,739.0	1,371.2
Allowance for expected credit loss (million Baht)	158.4	148.6	9.8
Allowance for expected credit loss against non-performing loans ratio (percent) (3)	6.7	6.6	0.1

Notes: (1) Calculated by dividing loans with credit impairment by total gross loans for each accounting period.

(2) Calculated by dividing allowance for expected credit loss by non-performing loans before allowance for expected credit loss for each accounting period

(3) Calculated by dividing the allowance for expected credit loss by loans to customers for each accounting period.

Gross Loans and Allowance for Expected Credit Loss

	31-Dec-25		31-Dec-24	
	Loans	Allowance for expected credit loss	Loans	Allowance for expected credit loss
Stage 1 (Performing)	163,580.4	3,470.4	145,320.3	2,557.6
Stage 2 (Under-Performing)	17,658.4	3,056.6	16,833.6	3,095.4
Stage 3 (Non-Performing)	9,007.0	5,583.2	8,316.5	5,086.0
Total	190,245.8	12,110.2	170,470.4	10,739.0

Allowance for Expected Credit Loss

As of 31 December 2025, the allowance for expected credit losses (ECL) on loans totaled THB 12,110.2 million, an increase of THB 1,371.2 million, or 12.8%, from 31 December 2024, in line with the growth in loans to customers. The ratio of allowance for expected credit losses to non-performing loans (NPL coverage ratio) stood at 158.4% as of 31 December 2025, increasing from 148.6% as of 31 December 2024.

Gross Non-Performing Loans (Gross NPLs) and Gross NPLs Ratio

Gross NPLs increased at a slower rate than total loan growth, rising by 5.7% from THB 7,228.4 million as of 31 December 2024 to THB 7,643.8 million as of 31 December 2025. Meanwhile, the gross NPLs ratio declined from 4.4% as of 31 December 2024 to 4.2% as of 31 December 2025. This improvement was attributable to the Bank's proactive measures to accelerate borrower assistance before accounts migrated to Stage 3, thereby reducing the rate of loan downgrades to NPL status. In addition, during the first half of 2025, the Bank further increased the number of collection staff, continuing from the expansion in 2024, to enhance its debt monitoring and recovery capabilities.

Liquidity and capital adequacy

Maintenance of statutory capital fund

	31-Dec-25		31-Dec-24		Change	
	THB Million	%	THB Million	%	THB Million	%
Common Equity Tier 1 capital (CET1)	23,167.9	96.4	20,477.1	96.0	2,690.8	13.1
Additional Tier 1 capital (financial instruments)	861.1	3.6	861.1	4.0	-	-
Total Tier 1 capital	24,029.0	87.6	21,338.2	87.2	2,690.8	12.6
Tier 2 capital	3,394.6	12.4	3,132.4	12.8	262.2	8.4
Total capital	27,423.6	100.0	24,470.6	100.0	2,953.0	12.1
Risk weighted assets	161,415.0		138,581.4			

As of 31 December 2025, Thai Credit's capital, as required under applicable law, pursuant to the principles of Basel III, stood at THB 27,423.6 million, consisting of THB 24,029.0 million of Tier 1 capital, an increase from as of 31 December 2024. This increase was driven by net profit remaining after allocation and THB 3,394.6 million of Tier 2 capital. The increase in Tier 2 capital from the as of December 31, 2024, was mainly due to an increase in reserves for normal classified assets.

The total capital to total risk-weighted asset ratio was 17.0 percent. The Tier 1 capital to total risk-weighted asset ratio was 14.9 percent. The CET1 to total risk-weighted asset ratio was 14.4 percent. These ratios were higher than the minimum ratios required by the BOT (11.0%, 8.5%, and 7.0%, respectively).

Debt obligations and management of off-balance sheet

Liabilities

As of 31 December 2025, the Bank's total interest-bearing liabilities comprised subordinated debentures with a face value of THB 1,150 million, carrying an interest rate of 5% per annum with interest payable semi-annually in May and November of each year, which are callable by the Bank commencing in 2026, as well as privately placed subordinated debentures with a face value of THB 1,700 million, carrying an interest rate of 6% per annum with interest payable semi-annually in June and December of each year and a tenor of 10 years.

Contingent liabilities

	31-Dec-25	31-Dec-24	Change	
	THB Million	THB Million	THB Million	%
Other contingencies				
- Amount of unused bank overdrafts	4,635.4	4,219.8	415.6	9.8
- Other guarantees	106.6	145.6	(39.0)	(26.8)
- Unused committed credit lines	104.0	123.5	(19.5)	(15.8)
- Others	220.6	305.4	(84.8)	(27.8)
Total	5,066.6	4,794.3	272.3	5.7

Issuance of debt securities with an obligation to maintain financial ratios

Is there an issuance of debt securities with an obligation : No
to maintain financial ratios?

4.2 Potential factors or incidents that may materially affect the financial condition or the operating results

Significant factors or incidents that may materially affect the future financial condition or the operating results

Global economic conditions in 2026 are expected to remain subject to heightened uncertainty as the global economy adjusts toward a new equilibrium amid higher United States import tariff structures and a slowdown among major economies. At the same time, continued investment expansion in artificial intelligence and data center infrastructure remains a significant driver of global growth. The Thai economy is projected to expand at a modest pace due to cyclical pressures and structural challenges, including a moderation in private consumption in line with income trends and the impact of United States tariff measures on exports, compounded by temporary factors such as flooding in the southern region. Nevertheless, Thailand continues to benefit from important supporting factors, particularly foreign direct investment driven by initiatives such as Thailand FastPass and new investments in future industries, including artificial intelligence and data centers, which are expected to generate long term growth opportunities.

Despite the challenging and volatile external environment anticipated in 2026, Thai Credit Bank remains committed to a balanced and sustainable growth strategy. The Bank targets double digit expansion of its core loan portfolio while maintaining prudent asset quality management. This strategic direction is underpinned by a customer centric approach through the development of highly flexible products aligned with evolving business dynamics. In parallel, the Bank continues to enhance its information technology infrastructure with the objective of becoming a fully integrated digital bank, thereby improving operational efficiency and delivering superior value to customers. The Bank also seeks to expand into new business segments under disciplined risk management to strengthen its long term competitive position.

The year 2026 represents a significant transition for the Thai banking industry with the commencement of virtual bank operations, which is expected to intensify competition in the small entrepreneur and underserved segments that constitute the Bank's core customer base. Accordingly, the Bank places priority on accelerating the development of its Digital Core Banking system to enhance competitiveness and achieve sustainable cost efficiency over the long term. In light of pressures arising from United States import tariff measures affecting Thailand's export supply chains, the Bank will closely monitor credit quality among small and medium sized enterprise customers within such supply chains in order to preserve portfolio stability. Furthermore, as the downward interest rate cycle approaches its conclusion, the Bank focuses on effectively managing its net interest margin through appropriate funding cost management. Government support measures, including Quick Big Win and SME Credit Boost, are expected to serve as key contributing factors in mitigating risks and supporting the achievement of sustainable double digit loan portfolio growth.

4.3 Information from financial statements and significant financial ratios

Information from financial statements

Summary of financial position statements

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Assets			
Cash (ThousandTHB)	513,458.00	535,223.00	800,373.00
Interbank And Money Market Items - Net (ThousandTHB)	15,484,690.00	16,346,703.00	21,074,202.00
Financial Assets Measured At Fair Value Through Profit Or Loss (ThousandTHB)	0.00	20,457.00	55,861.00
Investments - Net (ThousandTHB)	2,993,746.00	2,149,411.00	2,573,236.00
Loans To Customers And Accrued Interest Receivables - Net (ThousandTHB)	140,180,600.00	159,731,345.00	178,135,678.00
Properties Foreclosed - Net (ThousandTHB)	910,811.00	1,073,842.00	1,242,042.00
Property, Plant And Equipment - Net (ThousandTHB)	1,340,750.00	1,479,737.00	1,860,093.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Goodwill And Other Intangible Assets - Net (ThousandTHB)	245,266.00	281,860.00	303,882.00
Deferred Tax Assets (ThousandTHB)	211,505.00	81,003.00	833,793.00
Other Assets - Net (ThousandTHB)	1,563,506.00	1,402,217.00	2,662,859.00
Total Assets (ThousandTHB)	163,444,332.00	183,101,798.00	209,542,019.00
Liabilities			
Deposits (ThousandTHB)	116,761,613.00	132,599,489.00	155,654,629.00
Interbank And Money Market Items (ThousandTHB)	22,757,398.00	20,257,742.00	19,003,605.00
Liabilities Payable On Demand (ThousandTHB)	145,601.00	45,092.00	87,195.00
Derivative Liabilities (ThousandTHB)	152,106.00	165,198.00	419,899.00
Debts Issued And Borrowings (ThousandTHB)	2,611,763.00	2,635,669.00	2,661,701.00
Provisions (ThousandTHB)	296,460.00	379,171.00	504,208.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Other Liabilities (ThousandTHB)	3,214,261.00	3,987,157.00	4,915,876.00
Total Liabilities (ThousandTHB)	145,939,202.00	160,069,518.00	183,247,113.00
Shareholders' equity			
Authorised Share Capital (ThousandTHB)	6,174,196.00	6,174,196.00	6,174,196.00
Issued And Paid-Up Share Capital (ThousandTHB)	5,822,917.00	6,174,196.00	6,174,196.00
Premium (Discount) On Share Capital (ThousandTHB)	768,239.00	2,329,329.00	2,329,329.00
Retained Earnings (Deficits) (ThousandTHB)	10,926,165.00	14,541,686.00	17,803,920.00
Legal And Statutory Reserves (ThousandTHB)	569,398.00	617,420.00	617,420.00
Retained Earnings (Deficits) - Unappropriated (ThousandTHB)	10,356,767.00	13,924,266.00	17,186,500.00
Other Components Of Equity (ThousandTHB)	(12,191.00)	(12,931.00)	(12,539.00)
Equity Attributable To Owners Of The Parent (ThousandTHB)	17,505,130.00	23,032,280.00	26,294,906.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Total Equity (ThousandTHB)	17,505,130.00	23,032,280.00	26,294,906.00
Total Liabilities And Equity (ThousandTHB)	163,444,332.00	183,101,798.00	209,542,019.00

Summary of income statement

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Statement of Comprehensive Income			
Interest Income (ThousandTHB)	15,894,566.00	18,137,962.00	18,163,134.00
Interest Expenses (ThousandTHB)	2,564,011.00	3,408,772.00	3,656,659.00
Net Interest Income (ThousandTHB)	13,330,555.00	14,729,190.00	14,506,475.00
Fees And Service Income (ThousandTHB)	504,927.00	413,937.00	469,249.00
Fees And Service Expenses (ThousandTHB)	573,713.00	674,564.00	739,327.00
Net Fees And Service Income (ThousandTHB)	(68,786.00)	(260,627.00)	(270,078.00)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Gains (Losses) From Financial Instruments At Fair Value Through Profit Or Loss (ThousandTHB)	(5,722.00)	(1,941.00)	23,507.00
Gains (Losses) On Trading And Foreign Currency Exchange (ThousandTHB)	(5,722.00)	(1,941.00)	(11,897.00)
Gains (Losses) From Financial Instruments Designated At Fair Value Through Profit Or Loss (ThousandTHB)	0.00	0.00	35,404.00
Gains (Losses) From Investments (ThousandTHB)	122.00	143.00	799.00
Other Operating Income (ThousandTHB)	204,813.00	149,517.00	512,987.00
Other Operating Expenses (ThousandTHB)	4,945,279.00	5,830,716.00	6,442,153.00
Employee Benefit Expenses (ThousandTHB)	3,284,327.00	3,852,131.00	4,189,075.00
Premises And Equipment Expenses (ThousandTHB)	671,754.00	752,297.00	867,345.00
Taxes And Duties (ThousandTHB)	496,059.00	566,050.00	585,115.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Management And Directors' Remuneration (ThousandTHB)	17,510.00	32,100.00	25,540.00
Other Expenses - Others (ThousandTHB)	475,629.00	628,138.00	775,078.00
(Reversal Of) Expected Credit Losses (ThousandTHB)	4,062,400.00	4,248,888.00	3,303,547.00
Profit (Loss) From Operating Before Income Tax Expense (ThousandTHB)	4,453,303.00	4,536,678.00	5,027,990.00
Income Tax Expense (ThousandTHB)	896,523.00	912,646.00	1,011,706.00
Net Profit (Loss) For The Period (ThousandTHB)	3,556,780.00	3,624,032.00	4,016,284.00
Gains (Losses) On Investment In Debt Instruments Measured At Fair Value Through Other Comprehensive Income (ThousandTHB)	(1,643.00)	5,463.00	2,611.00
Gains (Losses) On Cash Flow Hedges (ThousandTHB)	(31,702.00)	11,625.00	(2,144.00)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Income Taxes Relating To Items That Will Be Subsequently Reclassified To Profit Or Loss (ThousandTHB)	6,669.00	(3,418.00)	(93.00)
Gains (Losses) On Investments In Equity Instruments Designated At Fair Value Through Other Comprehensive Income (ThousandTHB)	23.00	(9.00)	24.00
Remeasurement Of Employee Benefit Obligations (ThousandTHB)	12,506.00	(10,640.00)	(16,442.00)
Income Taxes Relating To Items That Will Not Be Subsequently Reclassified To Profit Or Loss (ThousandTHB)	(2,506.00)	2,130.00	3,283.00
Other Comprehensive Income (Expense) - Net Of Tax (ThousandTHB)	(16,653.00)	5,151.00	(12,761.00)
Total Comprehensive Income (Expense) For The Period (ThousandTHB)	3,540,127.00	3,629,183.00	4,003,523.00
Basic Earnings (Loss) Per Share (Baht/Share) (ThousandTHB)	3.05000	2.95000	3.25000

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Diluted Earnings (Loss) Per Share (Baht/Share) (ThousandTHB)	3.01000	2.95000	3.25000

Summary of cash flow statement

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Cash flow statement			
Profit (Loss) Before Finance Costs And/Or Income Tax Expense (ThousandTHB)	4,453,303.00	4,536,678.00	5,027,990.00
Depreciation And Amortisation (ThousandTHB)	259,234.00	287,487.00	340,224.00
(Reversal Of) Expected Credit Losses (ThousandTHB)	4,062,400.00	4,335,344.00	3,391,699.00
Share-Based Payments (ThousandTHB)	13,238.00	0.00	0.00
(Gains) Losses On Foreign Currency Exchange (ThousandTHB)	5,722.00	1,941.00	11,897.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
(Gains) Losses On Disposal Of Other Investments (ThousandTHB)	(122.00)	(143.00)	(799.00)
(Gains) Losses On Disposal Of Properties Foreclosed (ThousandTHB)	3,923.00	935.00	(420.00)
(Gains) Losses On Disposal And Write-Off Of Fixed Assets (ThousandTHB)	(8,727.00)	(6,191.00)	(1,781.00)
(Gains) Losses On Disposal And Write-Off Of Other Assets (ThousandTHB)	0.00	0.00	19,207.00
(Reversal Of) Impairment Loss Of Properties Foreclosed (ThousandTHB)	0.00	3,628.00	19,276.00
(Gains) Losses From Financial Assets Measured At Fair Value Through Profit Or Loss (ThousandTHB)	0.00	0.00	(35,404.00)
Net Interest Income (ThousandTHB)	(13,330,555.00)	(14,729,190.00)	(14,506,475.00)
Dividend Income (ThousandTHB)	(52.00)	(36.00)	(55.00)
Income Tax Expense (ThousandTHB)	(803,186.00)	(543,107.00)	(1,090,627.00)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Employee Benefit Expenses (ThousandTHB)	64,502.00	76,042.00	91,737.00
(Reversal Of) Provisions (ThousandTHB)	18,030.00	1,790.00	9,435.00
Other Reconciliation Items (ThousandTHB)	(53,189.00)	(89,130.00)	(30,765.00)
Profit (Loss) from Operations Before Changes In Operating Assets And Liabilities (ThousandTHB)	(5,315,479.00)	(6,123,952.00)	(6,754,861.00)
(Increase) Decrease In Interbank And Money Market Items (ThousandTHB)	3,696,712.00	(865,894.00)	(4,939,309.00)
(Increase) Decrease In Loans (ThousandTHB)	(25,467,656.00)	(22,470,090.00)	(20,496,686.00)
(Increase) Decrease In Properties Foreclosed (ThousandTHB)	(145,467.00)	(167,595.00)	(187,055.00)
(Increase) Decrease In Other Operating Assets (ThousandTHB)	(723,358.00)	61,590.00	(1,265,665.00)
Increase (Decrease) In Deposits (ThousandTHB)	3,444,437.00	15,876,636.00	22,920,004.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Increase (Decrease) In Interbank And Money Market Items (ThousandTHB)	7,807,192.00	(2,474,939.00)	(1,001,581.00)
Increase (Decrease) In Liabilities Payable On Demand (ThousandTHB)	73,020.00	(100,509.00)	42,103.00
Increase (Decrease) In Provisions For Employee Benefit Obligations (ThousandTHB)	(9,219.00)	(5,719.00)	(1,480.00)
Increase (Decrease) In Other Operating Liabilities (ThousandTHB)	155,217.00	(147,376.00)	(161,883.00)
Cash Generated From (Used In) Operations (ThousandTHB)	(16,484,601.00)	(16,417,848.00)	(11,846,413.00)
Interest Received (ThousandTHB)	14,487,338.00	16,619,796.00	17,041,860.00
Interest Paid (ThousandTHB)	(2,289,095.00)	(2,449,816.00)	(3,087,983.00)
Net Cash From (Used In) Operating Activities (ThousandTHB)	(4,286,358.00)	(2,247,868.00)	2,107,464.00
Proceeds From Investment (ThousandTHB)	15,213,032.00	15,900,143.00	6,108,799.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Purchase Of Investments (ThousandTHB)	(15,211,978.00)	(14,968,315.00)	(6,496,486.00)
Proceeds From Disposal Of Fixed Assets (ThousandTHB)	938.00	669.00	943.00
Property, Plant And Equipment (ThousandTHB)	938.00	669.00	943.00
Payment For Purchase Of Fixed Assets (ThousandTHB)	(415,297.00)	(235,975.00)	(334,638.00)
Property, Plant And Equipment (ThousandTHB)	(335,160.00)	(174,533.00)	(256,954.00)
Intangible Assets (ThousandTHB)	(80,137.00)	(61,442.00)	(77,684.00)
Dividend Received (ThousandTHB)	52.00	36.00	55.00
Other Items (Investing Activities) (ThousandTHB)	56,119.00	102,712.00	59,347.00
Net Cash From (Used In) Investing Activities (ThousandTHB)	(357,134.00)	799,270.00	(661,980.00)
Increase (Decrease) In Debts Issued And Borrowings (ThousandTHB)	5,198,765.00	(298,849.00)	(297,277.00)

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Repayments Of Debts Issued And Borrowings (ThousandTHB)	(173,365.00)	(298,849.00)	(297,277.00)
Proceeds From Debts Issued And Borrowings (ThousandTHB)	5,372,130.00	0.00	0.00
Repayments On Lease Liabilities (ThousandTHB)	(116,100.00)	(128,755.00)	(142,160.00)
Proceeds From Issuance Of Equity Instruments (ThousandTHB)	0.00	1,833,448.00	0.00
Proceeds From Share Subscription Received In Advance (ThousandTHB)	0.00	64,519.00	0.00
Dividend Paid (ThousandTHB)	0.00	0.00	(740,897.00)
Other Items (Financing Activities) (ThousandTHB)	(429,812.00)	0.00	0.00
Net Cash From (Used In) Financing Activities (ThousandTHB)	4,652,853.00	1,470,363.00	(1,180,334.00)
Net Increase (Decrease) In Cash (ThousandTHB)	9,361.00	21,765.00	265,150.00

	THB		
	31 Dec 2023	31 Dec 2024	31 Dec 2025
	Consolidate	Consolidate	Consolidate
	AUDITED	AUDITED	AUDITED
Cash And Cash Equivalents, Beginning Balance (ThousandTHB)	504,097.00	513,458.00	535,223.00
Cash And Cash Equivalents, Ending Balance (ThousandTHB)	513,458.00	535,223.00	800,373.00

Key financial ratios

	2023	2024	2025
Liquidity ratio			
Liquid asset ratio (%)	13.60	12.50	14.00
Current ratio (times)	0.15	0.13	0.14
Cash flow liquidity ratio (times)	-0.04	-0.02	0.01
Profitability ratio			
Net profit margin (%)	26.40	24.80	27.20
Return on equity (ROE) (%)	22.30	17.90	16.30
Return on investment (ROI) (%)	2.00	2.70	1.60
Interest income to average performing assets (%)	10.10	10.60	9.60

	2023	2024	2025
Cost of funds (%)	1.90	2.30	2.20
Net interest margin (%)	8.20	8.30	7.40
Financial policy ratio			
Total debts to total equity (times)	9.20	7.90	7.40
Loans to borrowing (%)	120.60	120.60	114.80
Loans to deposits (%)	123.50	123.00	116.80
Deposits to total liabilities ratio (%)	80.00	82.80	84.90
Dividend payout ratio (%)	0.00	20.26	29.61
Asset Quality ratio			
Allowance for doubtful accounts to non-performing loans ratio (%)	161.40	148.60	158.40
Provision expense to loans (or Credit cost) (%)	6.80	6.60	6.70
Non-performing loans to total loans (%)	1.00	0.90	1.00
Non-performing loan to total loans ratio (%)	4.70	4.90	4.70
Accrued interest receivable to loans (%)	3.90	4.30	4.40
Capital Adequacy Ratio (%)	16.30	17.70	17.00
Efficiency ratio			

	2023	2024	2025
Net interest income to average total assets ratio (%)	8.70	8.50	7.40
Non-interest income to average total assets ratio (%)	0.10	-0.10	0.10
Return on asset (ROA) (%)	2.30	2.10	2.00
Asset turnover (%)	8.80	8.40	7.50

5. General information and other material facts

5.1 General information

General information

Securities registrar

Name of securities registrar : Thailand Securities Depository Co., Ltd.

Address/location : 93 Ratchadaphisek Road

Subdistrict : Din Daeng

District : Din Daeng

Province : Bangkok

Postcode : 10400

Telephone : 02-009-9000

Facsimile number : 02-009-9991

Auditing firm

Name of auditing firm* : KPMG PHOOMCHAI AUDIT COMPANY LIMITED

Address/location : No. 1 Empire Tower Building, 50th Floor, Sathorn
South Road.

Subdistrict : YAN NAWA

District : SATHON

Province : Bangkok

Postcode : 10120

Telephone : 0 2677 2000

Facsimile number : 0 2677 2222

List of auditors : Miss THITIMA PONGCHAIYONG

License number : 10728

List of auditors : Miss PANTIP GULSANTITHAMRONG

License number : 4208

List of auditors : Miss ORAWAN CHOTIWIRIYAKUL

License number : 10566

List of auditors : Mr JEDSADA LEELAWATANASUK

License number : 11225

5.2 Other material facts

5.2.1 Other information that may significantly influence investors' decision making

Other information that may influence investors' decision : Yes
making

Information on fines/penalties imposed by regulatory authorities, namely the Bank of Thailand, the Securities and Exchange Commission (SEC), and the Office of Insurance Commission, over the past five years.

Company	Year	Regulatory	Authority Legal Provisions and Offences Subject to Administrative Fines	Amount (Baht)
Thai Credit Bank Public Company Limited	2023	Securities and Exchange Commission, Thailand	Section 64 of the Securities and Exchange Act	903,160
			Section 33 of the Securities and Exchange Act	500,000
			Total amount	1,403,160

5.2.2 Restrictions of foreign shareholders

Are there restrictions on foreign shareholders? : No

5.3 Legal disputes

The Bank and its subsidiaries are not parties to the lawsuit or parties in the following cases:

1. Cases that may have a negative impact on the assets of the Bank and its subsidiaries (cases in which the amount of capital is more than 5% of the equity of the Bank's shareholders or subsidiaries, as the case may be, as of the end of the latest fiscal year)
2. Cases that have a significant impact on business operations, but the impact cannot be assessed numerically.
3. Cases that are not caused by normal business operations.

Legal disputes

Is there any legal dispute? : No

5.4 Secondary market

Secondary market

Has the company's security been listed on a stock : No
exchange in another country?

5.5 Financial institution with regular contact (in case of debt securities offeror)

Financial institution with regular contact

Are there any debt securities offered? : No

Part 2 Corporate Governance

6. Corporate governance policy

6.1 Overview of the policy and guidelines

Overview of the policy and guidelines

Corporate governance policy and guidelines : Yes

The Bank conducts its operations by adhering to good governance practices in accordance with the regulations of the Bank of Thailand, the Securities and Exchange Commission (“SEC”), and the Stock Exchange of Thailand (“SET”). The Bank recognizes the importance of business operations and the need to continuously enhance its corporate governance standards for sustainable long-term business growth, as well as to support ethical, transparent, and auditable management, free from corruption. These principles not only build confidence among shareholders, investors, and all stakeholders but also generate business benefits and performance for the Bank, contributing to its competitiveness and sustainable growth. Accordingly, the Bank has established corporate governance and good governance guidelines, summarized as follows:

1. The determination of the Bank’s objectives and key goals aimed at sustainability. The Bank’s Board of Directors places great importance on clearly defining the Bank’s objectives and key goals in a manner that is appropriate and can serve as guiding principles for designing business models that create value and benefit the organization, customers, business partners, employees, shareholders, stakeholders, and society as a whole.
2. The Bank’s Board of Directors is responsible for determining or approving a good and effective risk governance framework, which includes the level of risk the Bank is willing to accept (Risk Appetite), policies, and strategies for risk management, as well as ensuring that the Bank has risk management systems and processes capable of providing an overall view of risks, covering all material risks (Comprehensive Risk Management Policy and Process), and fostering a risk-aware corporate culture.
3. An effective remuneration structure to ensure that the Bank has a remuneration system that reflects the objectives and risks of each unit, supports the Bank’s long-term stability, retains quality personnel, and ensures that staff perform their duties honestly and effectively.
4. Whistleblowing policies and procedures to ensure that the Bank has internal monitoring mechanisms and processes for reporting actions that may be illegal, contrary to policies, regulations, internal procedures, or business ethics, which will help ensure fair treatment of involved parties and promote reporting and remediation of corruption or unlawful actions within the organization.
5. Internal control and internal audit policies to enable monitoring and control of potential damages and errors in a timely manner.
6. Disclosure of governance information to ensure that the Bank’s stakeholders receive relevant and sufficient information for making investment decisions or conducting transactions with the Bank, which helps ensure that the Bank’s operations are transparent and fair.
7. Maintenance of financial credibility and disclosure, ensuring that the Bank’s financial reporting and disclosure of material information are accurate, sufficient, timely, and in accordance with applicable regulations, standards, and best practices.
8. Support for shareholder participation and communication, ensuring that shareholders are treated equally and can fully exercise their fundamental shareholder rights.
9. Promotion of innovation and responsible business operations, encouraging actions that increase the Bank’s value in response to a constantly changing environment, which may include business model development, perspectives on product and service design, process improvements, services, operational processes, and collaboration with business partners.

6.1.1 Policy and guidelines related to the board of directors

Are there policy and guidelines related to the board of : Yes

directors

Guidelines related to the board of directors : Nomination of directors, Determination of director remuneration, Independence of the board of directors from the management, Director development, Board performance evaluation, Corporate governance of subsidiaries and associated companies, Other guidelines related to the board of directors

Nomination of directors

Recruitment and Appointment of Directors

The Bank has a process for recruiting individuals to be appointed as directors. Any person appointed as a director must go through the recruitment and remuneration determination process in accordance with legal requirements and good corporate governance principles. Their qualifications are thoroughly evaluated to ensure they possess the knowledge and expertise as specified in the Board Skill Matrix. The evaluation is presented to the Nomination and Remuneration Committee for consideration of suitability, and then submitted to the Bank's Board of Directors for approval of the appointment, or to the shareholders' meeting for election, as applicable.

The Nomination and Remuneration Committee is responsible for selecting and recruiting individuals with appropriate qualifications, considering experience, knowledge, and skills that will benefit the Bank, as well as organizational needs, good corporate governance, and board diversity (Board Composition) to ensure a range of perspectives in the Board based on different business backgrounds and experiences of each director.

Determination of director remuneration

Determination of Remuneration for Directors and Executives

The Nomination and Remuneration Committee reviews directors' remuneration and proposes it to the Bank's Board of Directors for submission to the Annual General Meeting of Shareholders for approval. When determining directors' remuneration, the Committee considers appropriateness in relation to duties and responsibilities, the scale and scope of the Bank's business, performance, and alignment with shareholders' best interests, as well as benchmarking against comparable organizations in the same business sector.

For executives' remuneration, the Committee evaluates and proposes compensation suitable for their roles and responsibilities to the Board of Directors for approval.

Independence of the board of directors from the management

The roles and responsibilities of the Board of Directors and management are clearly separated. The positions of Chairman of the Board and Chief Executive Officer (CEO) are held by different individuals. The roles and responsibilities of the Board, Chairman, and CEO are clearly defined in the Board Charter.

Director development

The Bank encourages and facilitates directors to attend training or seminars beneficial for their roles to ensure continuous improvement in performance. For newly appointed directors, the Bank provides an orientation program or information to familiarize them with their roles, responsibilities, business operations, objectives, key goals, vision, mission, and relevant laws related to the Bank's business.

Board performance evaluation

In accordance with good corporate governance principles, the Bank conducts an evaluation of the performance of the Board and its sub-committees at least once a year. The Corporate Secretary and sub-committee secretaries distribute evaluation forms, collect results, and submit them to the Board for consideration. The evaluation results and recommendations are used to improve efficiency and achieve objectives. Director performance is assessed in two ways: collectively as a Board and individually.

Corporate governance of subsidiaries and associated companies

Oversight of Subsidiaries and Associates

The Bank's investment policy focuses on supporting core businesses and aligning with strategic objectives to promote sustainable growth and enhance competitiveness. Investments are considered in businesses that create synergy or have high growth potential. Each investment is carefully analyzed for feasibility, potential, return, and risk, and approved by the Board or shareholders as appropriate. Investments comply with legal frameworks and regulations of supervisory authorities, such as the Bank of Thailand and the Stock Exchange of Thailand. For governance of subsidiaries and associates, the Bank appoints representatives as directors or executives according to shareholding proportion to ensure operations comply with the Bank's policies and good governance principles. The Bank monitors performance and ensures transparent disclosure. Subsidiaries are required to maintain robust risk management and internal control systems to prevent corruption and protect the interests of the Bank and shareholders. Internal audit systems provide full access to information to ensure that the operations of subsidiaries and associates are effective, transparent, and aligned with good corporate governance principles.

Other guidelines related to the board of directors

Board Diversity

The bank places great importance on structuring its board of directors to ensure that the board can make decisions and determine the company's strategic direction as effectively as possible. Accordingly, the bank has adopted a board diversity strategy as a guiding principle in organizing the board's composition.

Objectives and Key Performance Indicators Aligned with Corporate Governance

Skills and Expertise (Skill Matrix):

The board should consist of directors with diverse skills and expertise, covering at least five areas relevant to the company's business, such as banking and finance, accounting and finance, corporate strategy, and risk management.

Directorships in Other Companies

Directors may hold positions in other companies, including as chairman or executive directors. A director may serve in other companies across no more than three business groups, excluding positions within the bank itself. For companies outside the business group, each company counts as one business group. For companies acquired by the bank through debt restructuring, they are considered part of the same group as the bank's financial business group, unless otherwise directed by the Bank of Thailand. Additionally, directors may serve on the boards of other publicly listed companies, both domestic and international, for no more than five companies in total, counting the bank as one listed company. Publicly listed companies acquired through debt restructuring are excluded, unless otherwise directed by the Bank of Thailand.

Term of Office

The term of office for directors is specified such that at each annual general meeting of shareholders, one-third of the total number of directors must retire. If the total number of directors cannot be divided exactly into three, the closest possible number to one-third will retire. Those required to retire will be the directors who have served the longest. If multiple directors have served the same length of time, and this number exceeds the required number to retire, a lottery will be conducted. Retiring directors may be re-elected to serve another term.

6.1.2 Policy and guidelines related to shareholders and stakeholders

Are there policy and guidelines and measures related to : Yes

shareholders and stakeholders

Guidelines and measures related to shareholders and : Shareholders, Employee, Customer, Business
stakeholders competitors, Suppliers, Creditors, Government
agencies, Community and society, Other guidelines
and measures related to shareholders and
stakeholders

Shareholders

The bank places great importance on transparent and verifiable management, aiming to generate sustainable returns for its shareholders. Decisions at all levels are made with the primary consideration of shareholders' interests, while avoiding any actions that may lead to conflicts of interest. The bank conducts its business with integrity and adheres to good corporate governance principles to build long-term trust and stability.

The board of directors recognizes and prioritizes shareholders' rights, ensuring that shareholders can exercise their rights without interference. These rights include basic rights, access to adequate, timely, and appropriate information, participation in meetings, and the ability to express opinions. The bank has established corporate governance policies in line with the principles of the Stock Exchange of Thailand, considering shareholders' rights beyond the minimum requirements of law. Such rights include: the right to trade shares; the right to share in the bank's profits; the right to access sufficient relevant information through the bank's website, the Stock Exchange website, or other means; the right to attend meetings to vote independently on matters such as the appointment or removal of directors, determination of directors' remuneration, appointment of auditors, dividend payments, capital increases, issuance of new shares, and the right to question the board on reports and other matters submitted for shareholders' approval; and the right to propose meeting agendas and nominate candidates for election as directors, with each shareholder entitled to one vote per share held. The board also ensures no infringement on these rights. In 2025, the bank implemented measures to promote shareholder rights as follows:

- **Scheduling of Shareholder Meetings:** The bank's board of directors organizes the annual general meeting once a year within four months from the end of the bank's fiscal year. The board may also call an extraordinary general meeting if there is an urgent need to propose a special agenda that affects shareholders' interests.

In 2025, the bank scheduled the annual general meeting on Wednesday, 28 April 2025, at 10:00 a.m. in a hybrid format. Shareholders could attend either physically at the Apex Meeting Room, ibis Styles Bangkok Ratchada Hotel, 3rd Floor, Ratchadaphisek Road, Huai Khwang, Bangkok 10310, or electronically via e-AGM. Quid Lab Co., Ltd., the meeting system provider, managed the electronic system. Shareholders who wished to attend electronically, either personally or via proxy, could register through a web browser or by scanning the QR code sent with the meeting invitation from 11 April 2025 until the meeting closed.

- **Opportunity for Shareholders to Propose Agendas and Nominate Directors:**

The bank provides shareholders the opportunity to propose agendas for the annual general meeting and to nominate individuals for election as bank directors before the bank sends out the meeting invitations for the 2025 annual general meeting. Shareholders were allowed to submit proposals and nominations in advance for a period of three months prior to the end of the fiscal year, from 1 September 2024 to 30 November 2024.

The bank announced this opportunity through the Stock Exchange of Thailand and published the guidelines, including procedures for proposing agendas and nominating individuals for director election, on the bank's website starting 22 August 2024. However, during this period, no shareholders submitted any agenda items or nominations for the 2025 annual general meeting.

- **Advance Distribution of Meeting Invitations and Information to Shareholders:**

The bank's board of directors has a policy to promote shareholder participation in decision-making by ensuring that shareholders receive adequate information and sufficient time to review it prior to the meeting. The bank sends out the notice of the shareholder meeting along with supporting information for each agenda item, clearly detailing the background and context necessary for informed decision-making. Each agenda item indicates whether it is submitted for acknowledgment or for consideration, as approved by the board of directors.

For the 2025 annual general meeting, the bank distributed the meeting notice to shareholders at least 28 days in advance. The notice, along with supporting documents for each agenda item, was also published on the bank's website 28 days prior to the meeting to provide shareholders sufficient time to study and understand the important matters. The bank also announced the meeting details to the Stock Exchange of Thailand and published notices in daily newspapers for three consecutive days, at least seven days before the meeting. In addition, the bank prepared and distributed the meeting invitation and related documents in English to facilitate participation by foreign shareholders.

- **Opportunity for Shareholders to Submit Questions in Advance of the Meeting:**

Prior to the shareholder meeting, the bank provides shareholders with the opportunity to submit questions regarding the meeting agenda in advance. This allows shareholders to gain the maximum benefit from the meeting and ensures that their rights are fully respected. The bank has published detailed instructions on how to submit questions on its website. Shareholders may submit their questions through the specified channels until April 11, 2025. The Corporate Secretary will compile and review the questions and present them to the Board of Directors for consideration as appropriate.

- **Proxy Appointment for Shareholder Meetings:**

In the event that a shareholder is unable to attend the meeting in person, the bank allows the shareholder to appoint another person or an independent director of the bank to attend the meeting and vote on their behalf. The bank provides complete information on the independent directors in the meeting invitation, enabling shareholders to make an informed decision when selecting a proxy. Shareholders can complete the standard proxy form (Form B) attached to the meeting invitation or download an alternative proxy form from the bank's website.

- **Board Attendance at Shareholder Meetings:**

The bank places great importance on shareholder meetings and encourages the attendance of its board members, including the Chairman, committee chairpersons, members of the board's subcommittees, senior executives, and auditors. Their participation ensures that shareholders receive additional information and can have their questions answered. The meeting chair provides shareholders with full opportunities to ask questions and express their opinions on all agenda items. In 2025, all board members, subcommittee chairpersons, the Chief Executive Officer, senior financial executives, and the bank's auditors attended the Annual General Meeting of Shareholders in full.

- **Recording and disclosure of meeting minutes:**

The bank ensures that the minutes of the 2025 Annual General Meeting of Shareholders are recorded comprehensively. The records include the names of attending directors and executives, the proportion of board members present, the methods of voting, vote counting procedures, key explanations, questions and answers, participants' comments, and the resolutions of the meeting. Each resolution is clearly documented with the number of votes in favor, against, and abstentions. The bank discloses the meeting resolutions through the Stock Exchange of Thailand within the prescribed timeframe (on April 28, 2025, the date of the AGM) and submits the minutes to the relevant authorities within 14 days from the meeting date. Additionally, the bank publishes the AGM minutes on its website for shareholders' reference.

Employee

Employees are considered valuable resources of the organization. The bank encourages employees to act with integrity, ethics, and professional conduct, to perform their duties responsibly, to be considerate toward colleagues,

and to show respect to supervisors. Supervisors are expected to clearly communicate policies, listen to opinions, provide training, and offer guidance to their subordinates. They should also foster a positive working environment, promote unity, cooperation, and mutual support, and encourage teamwork for the benefit of the organization.

Customer

The bank focuses on providing services to customers with politeness, promptness, accuracy, and fairness, adhering to the principle of honesty and integrity. Employees are expected to maintain a positive attitude, be attentive, and provide accurate and complete information so that customers have sufficient information to make informed decisions. The bank strictly safeguards customer confidentiality and does not disclose information to external parties, except as required by law or with the customer's direct consent.

Furthermore, the bank places importance on offering products and services that are suitable for customers' needs, transparently disclosing terms and risks, as well as providing clear and up-to-date information on fees and interest rates, in order to build trust and ensure the highest level of customer satisfaction.

Business competitors

The bank respects the principles of fair competition and does not make disparaging remarks or damage the reputation of competitors. It also refrains from any actions that would create monopolies or reduce or restrict competition in the market. The bank promotes competition by focusing on the quality of its products and services, for the benefit of customers and the overall development of the economy.

Suppliers

In conducting business with trading partners, the bank adheres to the principles of equality, transparency, and accountability. All processes must be reasonable and fair. The acceptance or giving of gifts and benefits must be within an appropriate limit, not exceeding 3,000 baht per person, and must be reported to the Bank's Board of Directors or a designated committee every quarter. The bank strictly prohibits bribery or any benefits that may influence business decisions.

Creditors

The bank places great importance on maintaining good relationships with its creditors by adhering to agreements and making payments according to the stipulated terms in a timely manner, while providing accurate and transparent financial information to build mutual confidence and trust.

Government agencies

The bank conducts its operations in full compliance with all laws, regulations, and government directives. It does not offer any bribes or benefits to government officials for business advantages. Operations with government agencies are carried out transparently, are verifiable, and adhere to business ethics.

Community and society

The bank recognizes its responsibility towards society and the environment by supporting activities for the public benefit at both community and national levels, such as projects in collaboration with government and private sectors to improve people's quality of life, as well as promoting sustainable business practices that do not cause environmental harm.

In addition, the bank is open to receiving opinions, suggestions, or complaints from all stakeholders with patience and provides accurate explanations. Any information disclosed to the media or the public is done only by authorized personnel to ensure accuracy and maintain the organization's good reputation.

Other guidelines and measures related to shareholders and stakeholders

Ensure Disclosure and Financial Integrity

To ensure compliance with good corporate governance principles, the bank's board of directors monitors and oversees the management of financial credibility and information disclosure in accordance with the bank's policies, which can be summarized as follows:

1. The board of directors is responsible for ensuring that the financial reporting system and the disclosure of material information are accurate, sufficient, timely, and in accordance with relevant rules, standards, and practices.
2. The board monitors and ensures that companies within the financial business group maintain adequate financial liquidity and debt-paying ability. In the event of financial distress or potential financial difficulties, the board ensures that the company has a plan or other mechanisms to address financial problems, taking into account the rights of stakeholders and reasonableness.
3. The board has a policy to prepare sustainability reports as appropriate and considers the appropriateness of disclosing information regarding compliance with laws, anti-corruption policies, treatment of employees and stakeholders, including fairness and respect for human rights, as well as social and environmental responsibility. Such information may be disclosed in the bank's annual information form/One report (Form 56-1 One Report) or as a separate document at the bank's discretion.
4. The board oversees management to ensure that an investor relations department is in place to communicate and disseminate useful information to shareholders, investors, analysts, and related parties appropriately, equally, and timely. The board also establishes a disclosure policy to manage confidential information and information affecting the bank's securities price, and provides organizational guidelines for personnel to ensure consistent understanding throughout the organization.
5. The board encourages the use of information technology for information dissemination. In addition to disclosure through channels prescribed by regulations and the Stock Exchange of Thailand, the board ensures that information is disclosed in both Thai and English through other channels, such as the bank's website, and that information presented is up-to-date.

Promotion of Innovation and Responsible Business Conduct

To comply with good corporate governance principles, the Bank's Board of Directors monitors and oversees the management of promoting innovation and conducting business responsibly, in accordance with the Bank's policies. The key points are as follows:

1. The Bank's Board places importance on and supports the creation of innovations that generate value for the business while also benefiting all relevant stakeholders, and being responsible towards society and the environment. The Board promotes initiatives that enhance the Bank's value in response to constantly changing conditions. This may cover business model design, mindset and approach in product and service development, analysis, improvement of production processes, service delivery, work processes, and collaboration with business partners.
2. The Board monitors and ensures that management conducts business responsibly towards society and the environment, reflecting this in operational plans. This ensures that all parts of the organization act in line with the Bank's objectives, strategic goals, and stakeholder roles. Mechanisms are established to ensure that the Bank operates ethically, responsibly, and without violating stakeholder rights, serving as a guideline for all organizational units to achieve sustainable objectives and goals. Relevant and necessary information is disclosed to stakeholders in a sufficient, reliable, and timely manner.
3. The Board monitors and oversees the efficient and effective allocation and management of resources, taking into account impacts and development across the value chain, to ensure the sustainable achievement of objectives and key goals.
4. The Board establishes an enterprise-level IT governance and management framework aligned with the Bank's business needs, ensuring that information technology is leveraged to create business opportunities, improve operations, and manage risks, thereby enabling the Bank to achieve its objectives and strategic goals.

For sustainable banking, the Bank is committed to operating sustainably with responsibility, focusing on promoting sustainability in three dimensions, known as ESG: Environment, Social and Employee, and Governance. This is implemented through the operations of the Bank and all its employees, aiming for long-term sustainable growth of both business and society, conducting business responsibly towards the environment, society, and employees, and adhering to good corporate governance principles. To achieve sustainable banking, the Bank has established policies on Environment, Social and Employee, and Governance (ESG), emphasizing the promotion of sustainability in the following areas:

1. **Environment** – The Bank, through its executives, management, and all employees, focuses on long-term sustainable growth of the business and society by conducting business responsibly towards the environment. Employees are made aware of environmental conservation and the efficient use of resources, while efforts are made to engage the community and customers to raise awareness on environmental protection. The Bank also implements environmental risk policies, credit policies, and credit assessment processes for businesses that consider environmental impacts, in order to reduce potential environmental risks and reputational risks to the Bank. In addition, the Bank emphasizes responsible lending for environmentally friendly projects that do not negatively impact communities, thereby expanding business opportunities to new customer segments and products.
2. **Social and Employee** – The Bank is committed to enabling customers and the general public to have sufficient knowledge in managing finances for both business and personal purposes, and access to a secure, stable, and fair financial system. Through responsible lending, the Bank ensures that all employees understand their responsibility in building and maintaining the Bank's reputation by upholding the highest professional standards and adhering to ethical and professional codes of conduct. This includes conducting business fairly towards customers and the public (Fair and Customer Protection) and providing sufficient disclosure. The Bank applies market conduct guidelines to oversee customer-related operations. Senior management communicates the Bank's commitment to fair service to all relevant employees and assigns unit managers to supervise and control staff performance in accordance with the Bank's framework for fair service.
3. **Governance** – The Bank adheres to the principles of good corporate governance and the Bank's ethics and codes of conduct, as established and announced for the roles and responsibilities of the Board of Directors, senior management, and all employees. These mechanisms support effective operational and internal control, timely risk management, and promote a corporate culture that considers risk, fairness, and transparency. This enables the Bank to manage risks comprehensively, consider stakeholders appropriately, create long-term value for the Bank, and support sustainable economic and social growth. Furthermore, the Bank integrates internationally recognized management systems, such as the Thailand Quality Award framework, into the development of its management practices.

6.2 Business code of conduct

Business code of conduct

Business code of conduct : Yes

The Bank is managed in accordance with the governance guidelines of the Bank of Thailand and the principles of good corporate governance of the Securities and Exchange Commission and the Stock Exchange of Thailand. Accordingly, the Bank has established a Code of Conduct as a framework for business operations for directors, executives, employees, and all relevant parties. All parties are required to perform their duties with integrity, honesty, morality, and ethical standards, uphold the Bank's reputation, and conduct themselves appropriately in a professional manner. This also includes responsibility and consideration of impacts on the economy, society, and the environment as a whole. The Code of Conduct covers various aspects, including conduct toward the Bank; conduct toward customers and society; conduct toward supervisors, subordinates, and colleagues; conduct toward oneself; conduct of the Bank's directors; and conduct of the Bank's executives.

The Bank has communicated and disseminated the Code of Conduct to directors, executives, and employees through email notifications, and has made the relevant documents available on the Bank's website and internal intranet system.

In the past year, the Bank did not identify any violations of the Code of Conduct by its directors or executives.

Policy and guidelines related to business code of conduct

Guidelines related to business code of conduct : Prevention of conflicts of interest, Anti-corruption, Whistleblowing and Protection of Whistleblowers, Preventing the misuse of inside information, Money laundering prevention, Gift giving or receiving, entertainment, or business hospitality, Compliance with laws, regulations, and rules, Information and assets usage and protection, Anti-unfair competitiveness, Information and IT system security, Environmental management, Human rights, Safety and occupational health at work

Prevention of conflicts of interest

To ensure compliance with the principles of good corporate governance, the Bank's Board of Directors monitors and oversees the management of conflict of interest prevention in accordance with the Bank's policies. Directors, executives, and employees are required to avoid any actions that may give rise to conflicts of interest and must comply with the following requirements and considerations, summarized as follows:

1. Directors, executives, and relevant employees must disclose and submit information on their own interests and those of related persons to the Bank Secretary. The Bank Secretary shall forward such conflict of interest reports to the Chairman of the Board, the Chairman of the Audit Committee, and the Chairman of the Risk Oversight Committee within seven business days from the date of receipt, in order to identify relationships and transactions with the Bank and its subsidiaries that may give rise to conflicts of interest prior to entering into any transaction. The Bank shall conduct an annual survey of interested persons and related transactions involving directors, executives, related persons, and relevant employees, and report the results to the Audit Committee and the Board of Directors at least once a year.

2. Directors, executives, and employees must avoid entering into transactions with themselves and/or related persons that may cause conflicts of interest with the Bank or its subsidiaries, and must refrain from any actions contrary to the interests of the Bank or its subsidiaries, or from seeking personal benefits for themselves and/or related persons. All parties must strictly comply with the Bank's Code of Conduct.¹
3. Directors, executives, employees, and members of sub-committees who have an interest in any agenda item must disclose such interest to the meeting and abstain from attending the meeting, expressing opinions, or approving the matter in which they have a direct or indirect conflict of interest. This is to ensure fair decision-making for the benefit of the Bank and its shareholders. Such disclosures and abstentions must be recorded in the meeting minutes.
4. The following actions, which result in directors, executives, and/or related persons receiving financial benefits beyond what is normally entitled, or causing damage to the Bank or its subsidiaries, shall be deemed significant conflicts of interest:
 - 4.1 Transactions between the Bank or its subsidiaries and directors, executives, or related persons that are not conducted in accordance with applicable laws, regulations, notifications, and the Bank's policy on connected transactions.
 - 4.2 Use of non-public information of the Bank or its subsidiaries.
 - 4.3 Use of assets or business opportunities of the Bank or its subsidiaries in violation of applicable laws and regulations.
5. For related-party transactions or connected transactions that constitute ordinary business transactions conducted on normal commercial terms, comparable to those undertaken with unrelated parties under similar circumstances and without undue influence arising from one's position as a director, executive, or related person, as previously approved in principle by the Board, the Bank shall prepare a summary report and submit it to the Audit Committee and the Board for acknowledgment and opinion on a quarterly basis in which such transactions occur.
6. For other connected transactions that are not ordinary business transactions, the Audit Committee shall review and provide opinions on the necessity and appropriateness of pricing prior to execution, and such transactions shall be conducted in accordance with applicable laws, regulations, and the Bank's policy on connected transactions.
7. The Board of Directors shall oversee and be responsible for ensuring that the Bank and its subsidiaries maintain appropriate, effective, and adequate internal control systems, risk management systems, and anti-fraud and anti-corruption systems to ensure that operations comply with the Bank's policies, regulations, and applicable laws.
8. The Board shall also ensure that the Bank and its subsidiaries comply with relevant laws and regulations and disclose information as required by applicable laws and notifications.
9. The Bank shall establish clear systems demonstrating that subsidiaries have adequate and reliable mechanisms for continuous disclosure of material transactions in accordance with prescribed criteria. Such systems shall enable directors and executives of the Bank to access subsidiary information to effectively monitor operations, financial positions, reporting between subsidiaries and the Bank's directors and executives, and material transactions of subsidiaries. In addition, the Bank shall establish mechanisms for auditing such systems at subsidiaries, allowing the Audit Committee and internal auditors direct access to information, and requiring reporting of audit results to the Board, the Audit Committee, the Risk Oversight Committee, and management to ensure consistent compliance.
10. Directors, executives, and employees must avoid holding shares or serving as directors, executives, or advisors in businesses of a similar nature to, or in competition with, the Bank or its subsidiaries. Such shareholdings or positions may be permitted only if they do not conflict with the interests of the Bank, do not impair the performance of duties, and comply with applicable laws and regulations.

In addition, the Bank has communicated its conflict of interest prevention policy to directors, executives, and employees through email notifications and by making relevant documents available on the Bank's Intranet system.

Anti-corruption

The Bank has established effective processes to ensure compliance with laws and regulations relating to anti-corruption and anti-bribery, including the Organic Act on Anti-Corruption B.E. 2561 (2018) and the United States Foreign Corrupt Practices Act (US Foreign Corrupt Practices Act (“FCPA”)) (collectively referred to as the “Anti-Bribery Regulations”). To support the prevention of corruption in all types of the Bank’s transactions, this policy applies to all directors, executives, managers, and employees (whether permanent, part-time, or temporary) (collectively referred to as “Employees”) of the Bank and its subsidiaries or branches worldwide (collectively referred to as the “Bank”). Employees are required to familiarize themselves with this policy and apply its provisions in the performance of their duties. This policy also applies to all brokers and agents (including shareholders or any persons acting on behalf of the Bank). The policy is reviewed annually and was most recently reviewed and approved by the Board of Directors at Meeting No. 1/2568 on 23 January 2568. The key details are summarized as follows:

1. Anti-Corruption Policy, The Bank prohibits executives and employees at all levels from soliciting, engaging in, or accepting corruption for the benefit of themselves, their families, friends, or acquaintances. The Bank has established processes and guidelines covering matters that may pose corruption risks, including:

- Gifts and Entertainment

The giving and receiving of gifts, business entertainment, or any other benefits must be conducted with caution and due consideration to ensure that such actions are reasonable, of appropriate value, do not give rise to corruption, and do not create the appearance of improper payments.

- Charitable Donations and Sponsorships

Charitable donations must be made transparently, ethically, and in compliance with the law, without causing harm to society as a whole. Sponsorships must not be provided for the purpose of giving the Bank an unfair competitive advantage.

- Credit Support or Business Partnerships

The Bank has no policy to support credit facilities or conduct business with entities or individuals that act unlawfully, unethically, or engage in corruption.

- Procurement

The selection of vendors, service providers, counterparties, and consultants must be based on the principle of maximizing the Bank’s benefits through transparent, honest, unbiased, and auditable selection processes. Employees are strictly prohibited from receiving any benefits from parties participating in the selection process.

- Political Contributions

The Bank has no policy to provide political assistance or support, whether directly or indirectly.

- Employment of Government Officials

The Bank requires that employees must not hold positions as political officials or be candidates for election as members of the House of Representatives, the Senate, the Bangkok Metropolitan Council, provincial councils, municipal councils, or other local administrative organizations. All employment qualifications must comply with applicable laws and regulatory requirements governing banks.

- Conflicts of Interest

The Bank has a conflict of interest prevention policy that sets forth practices such as:

- Directors, executives, and employees must not engage in any actions that conflict with the interests of the Bank or its subsidiaries or seek personal benefits for themselves or related persons.

- Transactions between the Bank or its subsidiaries and directors, executives, or related persons must comply with applicable laws, notifications, and policies governing related-party transactions or connected transactions.

- Non-public information of the Bank or its subsidiaries must not be used, except where such information has already been publicly disclosed.

2. Disciplinary Actions

All directors, executives, and employees are required to strictly comply with this policy. Any violation or non-compliance with the anti-corruption policy constitutes a disciplinary offense and will be subject to penalties in

accordance with applicable rules, policies, regulations, orders, notifications, laws, and other relevant requirements. Such violations may also result in civil or criminal liability. The Bank may impose disciplinary actions in addition to civil or criminal penalties imposed by law enforcement authorities. The severity of disciplinary actions will depend on the seriousness of the violation and may include a warning, mandatory additional training on anti-corruption compliance, or termination of employment.

In addition, the Bank has expressed its commitment by joining the Thai Private Sector Collective Action Against Corruption (CAC), a program supported by the government and the National Anti-Corruption Commission. The Bank was first certified as a CAC member in 2015 and has renewed its membership every three years, with the most recent renewal in 2025. In 2025, the Bank also organized training and communication programs on anti-corruption for employees at all levels.

Whistleblowing and Protection of Whistleblowers

Thai Credit Bank Public Company Limited (the “Bank”) recognizes the importance of whistleblowing and complaint reporting and has established a Whistleblowing Policy to prevent potential damage to the Bank’s assets and reputation, encourage personnel and all internal and external stakeholders to report or raise concerns regarding unlawful or suspected misconduct, violations of laws, regulations, codes of conduct, or infringements of rights, ensure transparent, fair, and lawful business operations in line with good corporate governance principles and international standards, allow whistleblowers to remain anonymous, maintain confidentiality of information, and provide protection against retaliation or unfair treatment.

Whistleblowers may submit their complaints or provide information through this channel or other appropriate channels for complaints and whistleblowing, as follows:

- Via MS Form on the Bank’s Intranet
- Via email: employeeecare@thaicreditbank.com or whistleblower_IA@thaicreditbank.com
- Via postal mail or verbally

Submitted to the Chairman of the Audit Committee, an Independent Director of the Audit Committee, Head of Internal Audit, or the Head of Human resource department

Thai Credit Bank Public Company Limited

Address: 121/78–79 RS Tower, 26th Floor, Ratchadaphisek Road, Din Daeng Sub-district, Din Daeng District, Bangkok 10400

All whistleblowing information and related documents will be kept strictly confidential, and measures are in place to protect whistleblowers and those who cooperate in fact-finding investigations.

Complaint Handling Process

The Fact-Finding Committee conducts investigations to gather facts, analyze and review information, interview relevant parties, and verify allegations together with supporting evidence with the head of the division to which the accused belongs, and proceeds with complaint handling as follows:

1. In cases involving misconduct or corruption in the performance of duties, the Fact-Finding Committee shall forward the complaint to the Fraud Management unit for further investigation and action in accordance with established procedures.
2. In cases involving personnel disciplinary matters, the Fact-Finding Committee shall forward the matter to the Human Resources function for disciplinary action in accordance with the Bank’s regulations.
3. In cases involving internal management matters within a unit, the Fact-Finding Committee shall coordinate with the head of the relevant division to prepare an action plan to address the issues raised within five business days, for submission to the Fact-Finding Committee for further consideration.
4. For other cases not falling under items 1, 2, or 3 above, the Head of Human resource department, as the complaint recipient, shall review the matter and forward it to the relevant unit or affected parties as appropriate.

Where sufficient evidence exists to consider disciplinary action against the accused, the complaint handler may assign the Fact-Finding Committee to recommend appropriate corrective measures or proceed with disciplinary actions as deemed appropriate.

1. All whistleblowing information and related documents shall be kept confidential. The Fact-Finding Committee shall retain such information and documents for a period of not less than three years.
2. If a complaint does not fall within the scope or is not sufficiently suspicious to indicate corruption and there is no necessity to conduct an investigation, the Secretary of the Fact-Finding Committee shall prepare documentation to inform the whistleblower of the consideration outcome and the reasons why no investigation is undertaken.

Progress Reporting and Final Outcome of Complaint Consideration

During the complaint consideration process, the Secretary of the Fact-Finding Committee shall:

1. Prepare progress reports for submission to the head of the group to which the accused belongs, through the Chief Human Resources Officer.
2. Where the whistleblower has disclosed their identity, prepare progress updates for the complaint handler.
3. Where the whistleblower remains anonymous, prepare progress updates for the complaint handler and the Fact-Finding Committee for acknowledgment.

When the review and investigation of a complaint has been completed, the Secretary to the Fact-Finding Committee shall have the following duties:

1. Prepare a summary report of findings, corrective actions, and disciplinary outcomes, through the Chief Human Resources Officer.
2. Prepare a summary report of findings, corrective actions, disciplinary actions, or complaint outcomes for submission to the head of the group to which the accused belongs, through the Head of Human Resources
3. Where the whistleblower has disclosed their identity, prepare and communicate a summary report of findings, corrective actions, disciplinary outcomes, or complaint consideration results to the whistleblower.
4. Where the whistleblower remains anonymous, prepare a summary report of findings, corrective actions, disciplinary outcomes, or complaint consideration results and retain it in the complaint records.

Protection Measures for Whistleblowers and Cooperating Persons

1. Whistleblowers and individuals cooperating in fact-finding investigations may choose to remain anonymous if disclosure may pose safety risks or cause harm. However, sufficient details or evidence must be provided to reasonably indicate suspected corruption or violations of laws, regulations, company rules, practices, or the company's code of conduct. Disclosure of identity, where possible, may facilitate more efficient communication, clarification, and mitigation of potential damage.
2. The Bank shall not demote, penalize, or take any adverse action against whistleblowers or individuals who refuse to engage in corruption.
3. The Bank shall not disclose information that could identify whistleblowers, complaints, or individuals cooperating in fact-finding investigations.

Penalties

1. If the accused is found to have committed an offense, disciplinary action shall be taken in accordance with the Bank's regulations. If such misconduct also constitutes a legal offense, the offender may be subject to civil and/or criminal penalties or other legal consequences as prescribed by law.
2. Any Bank personnel who treat others unfairly, engage in inappropriate discrimination, or cause harm to others due to motives related to whistleblowing, reporting, or providing information on misconduct shall be deemed to have committed a disciplinary offense and shall be subject to penalties. Legal penalties may also apply if such actions constitute violations of law.

Preventing the misuse of inside information

The Bank is committed to conducting its business in compliance with applicable laws and in accordance with the principles of good corporate governance, with particular emphasis on the proper management of the Bank's inside

information. In the course of the Bank's operations, there may be circumstances in which directors, executives, or employees are required to consider or become aware of inside information that could affect the price of the Bank's securities or investment decisions relating to such securities, and which has not yet been publicly disclosed.

Accordingly, the use of inside information must be properly managed to prevent improper disclosure or misuse, which could constitute a legal violation and adversely affect the Bank's reputation. To this end, the Bank has established an Insider Trading Prevention Policy to enhance understanding, communication, and provide clear guidelines for personnel regarding the prevention of the misuse of inside information.

In addition, the Bank has introduced specific measures prohibiting securities trading by defining a blackout period. Directors and executives, including managerial-level personnel in accounting or finance functions at the level of department manager or equivalent, employees in units with access to inside information, as well as their spouses, de facto spouses, and minor children who are aware of material inside information that may affect the price or value of the Bank's securities, are prohibited from trading the Bank's securities during the period of 30 days prior to the disclosure of quarterly or annual financial statements or the disclosure of information regarding the Bank's financial position and status, and within 24 hours after such information has been disclosed to the public (the "Blackout Period"). The Bank will notify the Board of Directors, executives, relevant managerial-level personnel in accounting or finance functions, and the Bank's auditors in writing at least 30 days in advance prior to public disclosure, requiring them to refrain from trading the Bank's securities. Directors and executives, including such managerial-level personnel who are aware of material inside information, must not trade the Bank's securities until at least 24 hours after the information has been publicly disclosed, and must not disclose such material information to any other person.

The Bank has also informed directors, executives, and employees of the relevant notifications of the Securities and Exchange Commission of Thailand (SEC), which require directors and executives to report any changes in their securities holdings to the SEC in accordance with Section 59 of the Securities and Exchange Act B.E. 2535 (1992) and SEC Notification No. SorJor. 6/2567. Such reports must be submitted within three business days from the date of the change in securities holdings, except where the value of each transaction is less than THB 3 million, in which case reporting may be made within three business days from the date the cumulative transaction value reaches THB 3 million, or upon the lapse of six months from the date of the first transaction, whichever occurs earlier. Directors and executives are also required to notify the Company Secretary for record-keeping and preparation of a summary of individual securities holdings, to be presented to the Board of Directors at its next meeting. Penalties for violations or non-compliance with these requirements have also been communicated.

The Corporate Secretary is responsible for continuously reporting any changes in the trading of shares by directors and executives to the Board of Directors. In 2025, the most recent report was made on 28 October 2025.

Furthermore, directors, executives, and employees of the Bank are required to strictly comply with the Bank's charter, code of conduct, and guidelines on the use of inside information under the Securities and Exchange Act, as well as other relevant rules and regulations.

The results of monitoring compliance with the policy prohibiting directors and executives from using the Bank's inside information for personal benefit are as follows:

No	Name	Position	Number of Ordinary Shares	Bank		Subsidiaries	
				31 Dec 25	31 Dec 24	31 Dec 25	31 Dec 24
1.	Prof. Kitipong Urapeepatanapong	Chairman of the Board of Directors (Independent Director)	34,400	0.00	0.00	-	-
	Spouse			-	-	-	-

	Underage children			-	-	-	-
2.	Mr. Winyou ⁽¹⁾ Chaiyawan	Vice Chairman of Board of Director (Executive Director)	60,300,690	4.88	4.88	0.00	0.00
	Spouse			-	-		
	Underage children			-	-		
3.	Mr.Chamnong Watanagase	Director (Independent Director)	103,400	0.01	0.01	-	-
	Spouse			-	-	-	-
	Underage children			-	-	-	-
4.	Mr. Supachai Sukhanindr	Director (Indepent Director)	10,000	0.00	0.00	-	-
	Spouse			-	-	-	-
	Underage children			-	-	-	-
5.	Miss Ada Ingawanij	Director (Indepen Director)	86,200	0.01	0.01	-	-
	Spouse		-	-	-	-	-
	Underage children		-	-	-	-	-
6.	Mr. Guarav Malik	Director (Non- Executive Director)	-	-	-	-	-
	Spouse		-	-	-	-	-
	Underage children		-	-	--	-	-
7.	Mr. Stephen Tirador Briones	Director (Non- Executive Director)	-	-	-	-	-
	Spouse		15,300	0.00	0.00	-	-
	Underage children		-	-	-	-	-
8.	Miss Krisana Aramkulchai	Director (Executive Director)	103,400	0.01	0.01	-	-
	Spouse		-	-	-	-	-
	Underage children		-	-	-	-	-

9.	Mr. Roy Augustinas Gunara	Director (Executive Director)	1,482,300	0.12	0.11	0.00	0.00
	Spouse		44,701,176	3.62	3.62	-	-
	Underage children:		-	-	-	-	-
10.	Mr. Natus Kittawaranon	Assistant Managing Director (Managing Officer)	522,000	0.04	0.04	-	-
	Spouse		-	-	-	-	-
	Underage children		-	-	-	-	-
11.	Mr.Kamolphu Phuredithsakul	Assistant Managing Director (Managing Officer)	560,000	0.05	0.04	-	-
	Spouse		-	-	-	-	-
	Underage children		-	-	-	-	-
12.	Mr. Veeravet Chaiyawan	Assistant Managing Director (Managing Officer)	24,056,500	1.95	1.95	0.00	0.00
	Spouse		-	-	-	-	-
	Underage children		-	-	-	-	-
13.	Mr. Kittipant Sriwannawit	Assistant Managing Director (Managing Officer)	300,000	0.02	0.02	-	-
	Spouse		-	-	-	-	-
	Underage children		-	-	-	-	-
14.	Mr. Sarawth Savejnarong	Assistant Managing Director (Managing Officer)	200,000	0.02	0.02	-	-
	Spouse		-	-	-	-	-
	Underage children		-	-	-	-	-

15.	Ms. Achara Ruangchay	Assistant Managing Director (Managing Officer)	234,400	0.02	0.02	-	-
	Spouse		-	-	-	-	-
	Underage children		-	-	-	-	-
16.	Mr. Tsz Ying Christopher Chan	Assistant Managing Director (Managing Officer)	304,100	0.02	0.02	-	-
	Spouse		-	-	-	-	-
	Underage children		-	-	-	-	-
17.	Mr. Pichart Rngwarasopit	Assistant Managing Director (Managing Officer)	210,000	0.02	0.02	-	-
	Spouse		-	-	-	-	-
	Underage children		-	-	-	-	-

Remark: (1) Mr. Winyou Chaiyawan holds 60,300,690 shares in his own name and 19,145,000 shares through a custodian, UBS AG Singapore Branch, totaling 79,445,690 shares,

(2) This includes 4,346,300 shares held through Thai NVDR Company Limited (Thai NVDR).

(3) This includes 80,000 shares held through Thai NVDR Company Limited (Thai NVDR).

- Monitoring report on directors and executives for not allowed to use the Bank's internal information for personal gain. In the past year, the Bank did not find any directors and persons related to internal information have traded securities during the period when the Bank has suspended trading.

Money laundering prevention

The Bank is committed to preventing its services from being used as channels for money laundering, terrorist financing, and the proliferation of weapons of mass destruction. The Bank places great importance on complying with laws relating to the prevention and suppression of money laundering, terrorist financing, and the proliferation of weapons of mass destruction. Accordingly, the Bank has established relevant policies, regulations, and operating manuals to ensure that its operations are conducted in full compliance with applicable laws.

The Bank requires customers to identify themselves by providing information and identification documents as prescribed by law, enabling the Bank to identify and verify customer identities. Customer names and related parties are screened against designated sanction lists prior to establishing business relationships or conducting transactions. The Bank also conducts risk assessments and risk management relating to money laundering, terrorist financing, and the proliferation of weapons of mass destruction, and continuously monitors customers' account activities throughout the duration of the business relationship. In addition, the Bank has systems for transaction reporting, recordkeeping of transaction data and documents, and provides training to employees to ensure proper understanding and compliance with anti-money laundering, counter-terrorist financing, and counter-proliferation of weapons of mass destruction requirements.

Gift giving or receiving, entertainment, or business hospitality

The Bank strictly prohibits executives and employees at all levels from requesting, engaging in, or accepting corruption for the benefit of themselves, their families, friends, or acquaintances. The Bank has established processes and guidelines covering various activities that may pose corruption risks. In cases involving the giving or receiving of gifts, business entertainment, or any other forms of benefits, such actions must be carried out with due care and prudence to ensure that they are reasonable, appropriate in value, free from any characteristics that could lead to corruption, and not conducted in circumstances that may create the appearance of improper payments.

Compliance with laws, regulations, and rules

The Bank is committed to complying with applicable laws, rules, and regulations of relevant regulatory authorities, and ensures that employees strictly adhere to the Bank's established policies, regulations, rules, and operational procedures.

Information and assets usage and protection

The use and safeguarding of assets are an essential part of business ethics that all employees must recognize and strictly comply with. The Bank's assets whether equipment, tools, workspaces, information technology systems, or financial assets are resources allocated for the organization's operations. Employees therefore have a duty to use these assets to generate the maximum benefit for the Bank, avoid wasteful use, prevent unnecessary loss, and exercise due care to prevent damage, premature deterioration, or unnecessary loss. In addition, employees must not use the Bank's assets for personal benefit or for the benefit of external parties under any circumstances. To this end, the Bank has established appropriate internal control systems for effective asset safeguarding, including strict procedures for managing critical areas such as computer rooms, data centers, or areas involving customers' sensitive data and transactions. Access is restricted to authorized personnel with a legitimate need, in order to mitigate the risk of unauthorized access that could cause damage to data, assets, and the Bank's reputation.

For high-value assets such as cash, securities, or valuable documents, the Bank applies the principle of dual control, requiring at least two authorized officers to jointly perform key processes, with access logs maintained to ensure transparency and enable audit trails, thereby reducing the risk of fraud in all forms. The Bank also provides standard security systems and equipment, such as fire-resistant safes, access control systems, CCTV, alarm systems, and secure storage in risk-controlled areas in accordance with international best practices. Under these measures, all employees play an important role in safeguarding the Bank's assets, ensuring they remain secure and ready for use to support continuous, transparent operations in line with the Bank's ethical standards and good corporate governance principles.

As a business that manages a large volume of information particularly customer data, which is highly sensitive and valuable the Bank has established stringent policies on data usage and protection to ensure operations comply with ethical principles and good corporate governance standards. The Bank has implemented an Information Security Policy to mitigate risks related to unauthorized access, use, disclosure, or loss of information, with appropriate controls covering technology systems, data security, and structured access-right management. All employees are required to strictly comply with these policies to ensure maximum protection of customer and Bank information and to minimize the risk of data breaches in all forms, including the classification of information according to its level of importance to support effective data management.

Anti-unfair competitiveness

Thai Credit Bank is committed to conducting its business fairly, transparently, and ethically, with a firm adherence to the principles of fair competition. The Bank does not support or engage in any behavior that distorts competition, takes unfair advantage of business partners, customers, or stakeholders, or violates applicable laws and business ethics. In this regard, the Bank encourages employees at all levels to comply with good corporate governance principles and to jointly uphold sustainable standards of fair competition.

Thai Credit Bank applies the principles of fair competition in a concrete and practical manner, covering policy level, operational processes, and employee conduct. The key approaches are as follows:

1. **Policy Framework and Governance**

The Bank establishes policies and guidelines on fair competition in alignment with relevant laws, good corporate governance principles, and ESG standards, together with a clear governance structure to prevent and mitigate risks arising from unfair competitive practices.

2. **Integration into Business Processes**

Fair competition principles are integrated into key operational processes such as pricing, vendor selection, procurement, business negotiations, and product development, to ensure that business decisions are transparent, non-exploitative, and considerate of all stakeholders.

3. **Employee Awareness and Accountability**

The Bank promotes knowledge, understanding, and awareness of fair competition among employees at all levels through internal communications on ethical practices and non-deceptive conduct, enabling employees to make appropriate decisions and perform their duties properly.

4. **Whistleblowing and Complaint Handling Mechanisms**

The Bank provides independent and transparent whistleblowing and complaint-handling mechanisms with protections for whistleblowers, allowing employees and stakeholders to report behaviors that may constitute unfair competition. The Bank will investigate and address such matters appropriately in accordance with established procedures.

5. **Monitoring, Evaluation, and Continuous Improvement**

The Bank regularly monitors and reviews compliance with its policies and uses the evaluation results to continuously improve its practices in line with evolving business contexts, legal requirements, and sustainability expectations.

Information and IT system security

Thai Credit Bank Public Company Limited has elevated its cyber security management standards from a focus on “prevention” to “cyber resilience,” in order to build the highest level of confidence among customers, business partners, and all stakeholder groups. This approach is implemented under a framework aligned with international standards and the requirements of the Bank of Thailand, with the following key operational pillars:

1. Good Corporate Governance and International Standards (Governance)

- **Management Structure:** The Bank manages cyber security under the oversight of the Risk Management Committee and the IT Steering Committee, which are responsible for setting policy direction and monitoring risk status at the enterprise level.
- **Audit and Independence:** Independent IT audits are conducted in accordance with the level of risk and the criticality of information technology usage. The Bank also strictly monitors corrective actions arising from audit findings to ensure adequate and appropriate risk management and regulatory compliance.
- **Regulatory Compliance:** The Bank strictly adheres to the regulations of the Bank of Thailand and relevant laws, emphasizing effective information security management and the ability to respond promptly to evolving cyber threats.
- **Third-Party Risk Management:** Risks associated with business partners are controlled throughout the entire vendor life cycle, from selection to contract termination, in order to mitigate potential vulnerabilities arising from the supply chain.
- **Cyber Insurance:** The Bank maintains cyber insurance as a technology risk management mechanism to sustainably protect the interests of customers and the organization.

2. Proactive Defense and Security Technology

- **Data-Centric Security Management:** Data classification is established, and data are governed throughout their entire life cycle from storage and usage to secure destruction in compliance with the Personal Data Protection Act (PDPA), to safeguard data owners' rights and privacy.
 - **Defense-in-Depth Architecture:** Network segmentation is implemented based on criticality levels, together with vulnerability management, to block threats across all access points.
 - **Physical and Environmental Security:** The Bank maintains 24-hour security standards for its data centers, supported by backup systems capable of handling emergency situations.
3. Detection and Rapid Response
- **24/7 Monitoring:** Proactive anomaly detection systems are deployed, alongside collaboration with the Thai Bankers' Association for timely threat intelligence sharing.
 - **Crisis Preparedness:** Business Continuity Plans (BCP), Disaster Recovery Plans (DRP), and Cyber Security Incident Response Plans are regularly tested to ensure uninterrupted financial services.
 - **Security-Aware Culture:** Cyber security awareness training is provided annually to employees at all levels to foster a strong security culture within the organization.
4. Financial Fraud and Scam Management
- **Suspicious Transaction Detection:** Near real-time monitoring technologies are used to detect abnormal transaction behavior, enabling timely intervention and damage mitigation.
 - **Customer Protection and Support:** A 24-hour hotline is established, with coordination with relevant government agencies in accordance with the Emergency Decree on Measures for the Prevention and Suppression of Technology-Related Crimes.
 - **Digital Literacy Enhancement:** The Bank communicates and alerts customers and the public about new fraud schemes through all available channels, strengthening digital awareness and resilience.

Environmental management

The Bank is committed to integrating environmental and climate change considerations into its business strategy, risk management framework, and financial product development, in alignment with the supervisory guidelines of the Bank of Thailand (BOT) and under the principle of proportionality. This ensures suitability with the Bank's size, complexity, and level of environmental risk, while supporting Thailand's national goal of achieving carbon neutrality.

In 2025, Thai Credit Bank Public Company Limited continued its efforts in climate change management and the integration of environmental, social, and governance (ESG) considerations under the Bank's long-term sustainability strategy. The Bank focused on establishing credible foundations for measuring and reducing greenhouse gas (GHG) emissions, managing environmental impacts arising from operations, and promoting responsible procurement practices. These initiatives reflect the Bank's commitment to systematically integrating climate-related considerations into its governance framework, operations, and risk management processes. The Bank considers 2025 a foundational year for advancing climate risk management and transition planning in subsequent phases. Key initiatives on environmental and climate change matters include the following:

Climate Change Management Targets

- Integrating climate-related risks into governance, business strategy, and internal decision-making processes by 2026.
 - Supporting Thailand's national targets by committing to achieve carbon neutrality by 2050 and net-zero greenhouse gas emissions by 2065.
 - Promoting environmental finance to support customers' transition toward a low-carbon economy by 2026.
 - Effectively managing climate-related risks, with implementation commencing by 2026.
 - Aligning with international sustainability standards such as TCFD, UN PRB, and the principles of the Basel Committee, beginning in 2026.
2. Establishing policies, governance structures, and operational frameworks that incorporate environmental and climate change considerations into business operations.

3. Establishing Foundations for Greenhouse Gas Measurement and Assurance
4. Setting emission reduction targets and developing an operational decarbonization plan for office-related activities.
5. Conducting climate risk assessments, including scenario analysis and stress testing, and defining the Bank's risk appetite.
6. Green and Transition Finance: Introducing a green financial product, "SME Kla Plian," to support customers in transitioning toward low-carbon business operations.
7. Initiating systematic Green Procurement and Vendor ESG Due Diligence processes.
8. Collaborating with leading international financial institutions to enhance the Bank's environmental and climate change practices in line with national and international sustainability standards.
9. Preparing for Green Building certification for the Bank.

In 2025, the Bank received a total of 12 certifications and awards. Of these, six were related to ESG, climate change, and sustainability, as follows:

- i. SET ESG Ratings "A" for 2025 (announced on 18 December 2025)
- ii. Sustainability Disclosure Recognition 2025
- iii. Human Rights Organization of the Year Award (Good Level) 2025
- iv. Carbon Footprint Certification
- v. ISO 14064-1 Certification
- vi. Leading ESG Award 2025

Human rights

The Bank conducts its business with a strong commitment to respecting human rights and labor rights in accordance with international principles. It treats employees and all stakeholder groups fairly, respects human dignity, and promotes equality, diversity, and non-discrimination in all dimensions, including gender, age, race, religion, disability, and differing opinions.

The Bank manages human resources based on fairness, transparency, and accountability, covering recruitment, employment, capability development, performance evaluation, compensation management, and career advancement opportunities, in alignment with its Environmental, Social, and Governance (ESG) policies.

In addition, the Bank encourages employees to be mindful of human rights considerations in their operations and is committed to preventing human rights risks that may arise from business activities, while fostering an open organizational culture that respects diversity and differences.

In 2025, the Bank received the Human Rights Award at the "Good" level, reflecting its commitment to responsible and sustainable business practices.

Safety and occupational health at work

The Bank places strong emphasis on fostering a safe working environment that supports employees' quality of life, alongside a systematic approach to occupational health and safety management. To this end, the Bank has established an Occupational Health and Safety Committee, which convenes regularly on a monthly basis to oversee, supervise, and consider approaches to managing these matters.

In addition, the Bank requires employees to participate in training on workplace safety, the maintenance of a healthy working environment, and awareness of impacts on the surrounding environment and communities, in order to prevent accidents and mitigate risks that may arise from work activities.

The Bank also places importance on promoting employees' health and well-being by providing annual health check-ups for all employees with at least one year of service. Furthermore, the Bank has established infirmary facilities to provide initial healthcare support. Currently, infirmaries are available at the RS Tower and V. One Tower buildings, with plans to establish an additional infirmary at the Rungroj Building, which will serve as an additional office location of the Bank in 2026.

In addition to ensuring safety and health, the bank also promotes the physical and mental well-being of its employees through the establishment of sports clubs and various recreational activities to encourage exercise, relaxation, and work-life balance.

Promotion of compliance with the business code of conduct

Promotion for the board of directors, executives, and : Yes
employees to comply with the business code of conduct

The Bank places strong emphasis on conducting its business with integrity, transparency, and accountability. A Code of Business Conduct has been established as a guideline for the Board of Directors, management, and employees at all levels to use as a core principle in ethical decision-making and work practices. The Bank also promotes continuous communication and awareness-building regarding the Code of Business Conduct in order to instill values of integrity, fairness, and respect for laws, regulations, and the rights of all stakeholder groups, while encouraging personnel to adhere to good corporate governance principles and appropriate ethical standards.

The Bank has published its Code of Business Conduct on the internal Intranet system and has also disclosed it on the Bank's website.

Participation in anti-corruption networks

Participation or declaration of intent to join anti-corruption : Yes
networks

Anti-corruption networks or projects the company has : Thai Private Sector Collective Action Against
joined or declared intent to join Corruption (CAC)

CAC membership certification status : Certified

Diagram of participation in anti-corruption networks



Thai Private Sector Collective Action Against Corruption

Certificate of Membership

This Certificate is Granted to



THAI CREDIT BANK PUBLIC COMPANY LIMITED

has met the commitments to the CAC
Declaration on anti-corruption by
putting in place good business principles
and controls against bribery
and is now a full member of CAC

During the Period from 31 March 2025 to 31 March 2028

(Mr. Kulvech Janvatanavit)
Councilor and Secretary

(Kulpatra Sirodom, Ph.D.)
CAC Chairman

Do Good • Do Right • Fight Corruption



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Capital Markets

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6.3 Material changes and developments in policy and corporate governance system

over the past year

6.3.1 Material changes and developments related to the review of policy and guidelines in

corporate governance system or board of directors' charter

In the past year, did the company review the corporate : Yes

governance policy and guidelines, or board of directors'

charter

Material changes and developments in policy and : Yes

guidelines over the past year

In 2025, the Bank reviewed its policies, practices, and corporate governance systems in order to enhance the effectiveness of governance oversight and elevate corporate governance standards in alignment with the Good Corporate Governance Principles for Listed Companies of the Securities and Exchange Commission, as well as internationally recognized best practices. The key actions undertaken can be summarized as follows:

- The Bank has established a policy to facilitate and promote shareholder participation in shareholders' meetings, recognizing the importance of such meetings as a key opportunity for shareholders to meet with the Board of Directors and the Bank's management, who act as representatives of shareholders in conducting the Bank's business. These meetings enable shareholders to receive information and raise questions regarding the Bank's operating performance over the past year, as well as to consider important matters such as the approval of directors' remuneration, the appointment of directors, and the appointment of auditors. Shareholders' meetings are therefore regarded as one of the most critical components of good corporate governance, as they serve as a mechanism through which shareholders can exercise their voting rights in relation to the Bank's operations. The Bank places strong emphasis on respecting the rights and equal treatment of all shareholders, including Thai investors, foreign investors, retail investors, and institutional investors. Accordingly, the Bank has established a policy to facilitate and encourage shareholder participation in shareholders' meetings, with clearly defined practices to support such participation.
- The Bank conducted its annual review of key policies, including the Disclosure Policy, the Policy on Prevention of Insider Trading, and the Policy on Material Transactions relating to the Acquisition or Disposal of Assets. This review was part of the regular annual process and did not involve any amendments to the content of these policies.
- The Bank reviewed and revised its policy on investments in subsidiaries and associates by adding more detailed descriptions of business groups in which the Bank will not support investment. These include businesses engaged in the production or trading of goods or activities that are illegal under domestic or international laws or agreements, businesses involved in the production or trading of weapons and armaments, and businesses related to gambling and casinos.
- The Bank reviewed and updated its information technology security policy in order to strengthen the organization's IT security. Certain aspects were revised, such as password management, which now requires passwords to be set in accordance with the criteria specified in the policy. Any unit that is unable to comply with the policy must seek approval from the Risk Management Committee.
- The Bank reviewed and revised its anti-corruption policy, particularly the guidelines on the acceptance and giving of gifts and entertainment, to ensure greater clarity and ease of understanding in practice, and to align with the expectations of regulatory authorities.

- The Bank reviewed and updated its policies and operational procedures on anti-money laundering and counter-terrorist financing, as well as the prevention of the proliferation of weapons of mass destruction, to ensure alignment with newly issued regulations. Additional content was included regarding risk governance related to banking sector sanctions measures, and relevant laws, rules, and regulations referenced in these policies were updated to reflect current requirements.

6.3.2 Implementation of the CG Code for listed companies

Implementation of the CG Code as prescribed by the SEC : Mostly used in practice

At the meeting of the Bank's Board of Directors No. 12/2025 held on 20 December 2025, the Board considered the adoption of the Principles of Good Corporate Governance for Listed Companies issued by the Securities and Exchange Commission. In doing so, the Board carefully reflected on and recognized its roles and responsibilities as the leadership of the organization. The Board thoroughly reviewed the relevant principles, fully understood their benefits and importance, and acknowledged their role in creating sustainable long-term value for the organization. During the past year, it was found that most of the Bank's operations were already in compliance with these principles; however, certain practices have not yet been fully adopted in the Bank's business operations. After due consideration, the Board summarized the key matters as follows:

1. The management of conflicts of interest and the use of inside information: The Bank is currently studying the feasibility of establishing a policy requiring directors and senior executives to report their trading of the Bank's shares at least one business day prior to such transactions. This measure is intended to serve as a mechanism to prevent improper use of inside information and to enhance the management of conflicts of interest, in line with the intent of Principle 6 of the CG Code. Nevertheless, the Bank already has a policy on the prevention of insider trading in place, and the Company Secretary regularly compiles information on securities trading by directors and executives for submission to the Board on a quarterly basis.
2. The Board of Directors has established a policy stipulating that the tenure of independent directors shall not exceed nine years in total, including consecutive terms of service in the Bank and companies within the group. Such tenure shall be counted on a continuous basis and shall not exceed nine years. This policy is in compliance with the criteria prescribed by the Bank of Thailand under Regulation No. FPG.2 Wor. 73/2023 regarding notifications of the Bank of Thailand on governance principles and internal control mechanisms for financial institutions and financial business groups.
3. The Bank has carefully considered the approach to the disclosure of remuneration of the Chief Executive Officer and has determined that non-disclosure of detailed remuneration information helps preserve management flexibility and operational effectiveness. The determination of remuneration for senior executives falls under the authority of the Nomination and Remuneration Committee, which conducts its deliberations in a comprehensive manner based on principles of good corporate governance and transparency. In determining appropriate remuneration, the Committee takes into account key factors such as the Bank's performance, individual performance, scope of responsibilities, complexity of duties, risks to be managed, as well as other relevant considerations, in order to ensure that the remuneration structure is appropriate and aligned with the Bank's strategy and long-term sustainable growth objectives.
4. The Bank is in the process of developing policies and guidelines on the responsible treatment of creditors to ensure alignment with good practice principles and to enable appropriate disclosure in accordance with the requirements of the CG Code.
5. The Bank is in the process of developing a whistleblowing and complaint management system that enables independent directors to be informed of reported complaints and whistleblowing cases, with the aim of enhancing transparency and strengthening effective checks and balances. This also includes the disclosure of information regarding whistleblowing policies and practices, complaint handling procedures, reporting channels, and measures for the protection of whistleblowers.

6. The Bank has disclosed the roles and responsibilities of the Board of Directors and its subcommittees, the number of meetings held, and the attendance records of each director during the past year. The Bank will further enhance the reporting of the performance of all subcommittees to ensure completeness and alignment with good governance practices.
7. The Bank complies with best practices for the protection of customers' personal data in accordance with the Personal Data Protection Act B.E. 2562 (2019). The Bank has established clear channels and a systematic process for handling customer complaints related to personal data protection. In addition, the Bank is in the process of developing more comprehensive reporting on the number of cases or incidents involving customer personal data complaints, together with clear descriptions of the measures and actions taken to address such matters.

6.3.3 Other corporate governance performance and outcomes

The Bank's Board of Directors places the utmost importance on, and is firmly committed to, ensuring that the Bank's corporate governance is continuously conducted in accordance with good corporate governance principles as prescribed by the relevant regulatory authorities. In the past year, the Bank received the following assessments in relation to its compliance with good corporate governance principles:

- The Bank received a score of 4 coins (99 points) under the 2025 Annual General Meeting (AGM) Quality Assessment Project, jointly organized by the Thai Investors Association, the Securities and Exchange Commission (SEC), and the Thai Listed Companies Association.
- The Bank achieved a corporate governance score of 94 in the 2025 Thai Listed Companies Corporate Governance Survey and was awarded a 5-star corporate governance rating by the Thai Institute of Directors Association (IOD). In addition, in 2025, the Bank and its subsidiaries strictly complied with matters related to good corporate governance to ensure alignment with good corporate governance principles. Specifically:
 - There were no cases of violations regarding the use of inside information for profit.
 - There were no cases of violation or non-compliance with the rules for inter-party transactions, trading and misconduct rules regarding the prevention of conflicts of interest.
 - There were no complaints about illegal acts, corruption, or significant business ethics.
 - There were no complaints about labor and human rights practices and continued to operate the business with strict respect for human rights with ethical and humane principles for all human beings equally.
 - It does not appear that the Bank and its subsidiaries have infringed copyright and intellectual property in any way.
 - There are no disputes, lawsuits with competitors, and there are no collectives for business monopolies.

7. Corporate governance structure and significant information related to the board of directors, subcommittees, executives, employees, and others

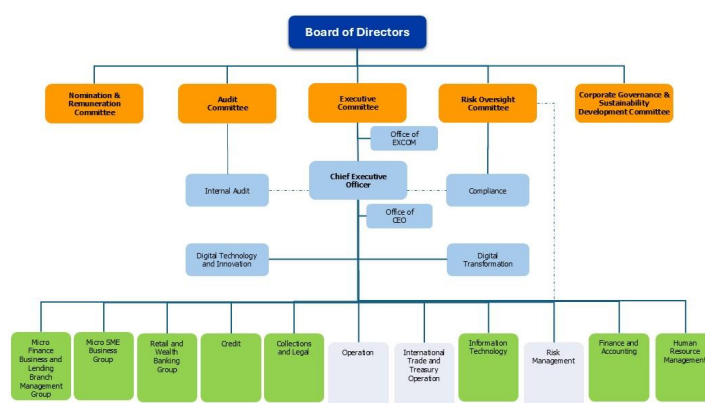
7.1 Corporate governance structure

Corporate governance structure diagram

As of December 31, 2025, the bank's corporate governance structure consisted of the Board of Directors and five sub-committees, namely: (1) the Audit Committee, (2) the Nomination and Remuneration Committee, (3) the Risk Oversight Committee, (4) the Executive Committee, and (5) the Corporate Governance and Sustainable Development Committee.

Corporate governance structure as of date : 31 December 2025

Corporate governance structure diagram



7.2 Information on the board of directors

7.2.1 Composition of the board of directors

The Board of Directors of the Bank consists of independent directors, non-executive directors, and executive directors, totaling not fewer than five (5) and not more than eleven (11) members. Independent directors shall comprise at least one-third of the total number of directors.

In addition, the Board comprises individuals possessing diverse knowledge, competencies, experience, and skills appropriate to the Bank's size, complexity, business nature, risk profile, as well as its long-term strategy and sustainable business operations. The Board includes at least one independent director with knowledge or experience in reviewing the reliability of financial statements and at least one director with knowledge or experience in information technology.

To ensure appropriate checks and balances in the performance of the Board's duties, enabling effective oversight in accordance with good corporate governance principles, the Chairman of the Board and the Chief Executive Officer are not the same person, and their roles and responsibilities are clearly separated.

As of 31 December 2025, the Board of Directors comprised nine (9) members, including four (4) independent directors, three (3) executive directors, and two (2) non-executive directors. All directors possess qualifications in accordance with applicable laws and regulations.

	Number (persons)	Percent (%)
Total directors	9	100.00
Male directors	7	77.78
Female directors	2	22.22
Executive directors	3	33.33
Non-executive directors	6	66.67
Independent directors	4	44.44
Non-executive directors who have no position in independent directors	2	22.22

7.2.2 The information on each director and controlling person

List of the board of directors

List of directors	Position	First appointment date of director	Skills and expertise
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List of directors	Position	First appointment date of director	Skills and expertise
<p>1. Mr. KITIPONG URAPEEPATANAPONG</p> <p>Gender: Male</p> <p>Age : 70 years</p> <p>Highest level of education : Honorary degree</p> <p>Study field of the highest level of education : Law</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Chairman of the board of directors</p> <p>(Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	16 Jul 2021	<p>Law, Business Administration, Banking, Sustainability, Governance/ Compliance</p>
<p>2. Mr. WINYOU CHAIYAWAN</p> <p>Gender: Male</p> <p>Age : 53 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Vice-chairman of the board of directors</p> <p>(Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	21 Jul 2004	<p>Business Administration, Banking, Finance, Governance/ Compliance, Sustainability</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>3. Mr. CHAMNONG WATANAGASE</p> <p>Gender: Male</p> <p>Age : 73 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	17 Mar 2017	<p>Business Administration, Accounting, Strategic Management, Internal Control, Banking</p>
<p>4. Mr. SUPACHAI SUKHANINDR</p> <p>Gender: Male</p> <p>Age : 53 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Computer Systems Management and Information Technology</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	18 Jul 2019	<p>Business Administration, Banking, Strategic Management, Risk Management, Internal Control</p>

List of directors	Position	First appointment date of director	Skills and expertise
<p>5. Ms. ADA INGAWANIJ</p> <p>Gender: Female</p> <p>Age : 57 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors, Independent director)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	15 Nov 2022	Accounting, Business Administration, Banking, Internal Control, Sustainability
<p>6. Mr. STEPHEN TIRADOR BRIONES</p> <p>Gender: Male</p> <p>Age : 59 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : No</p> <p>Residence in Thailand : No</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : Yes</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Continuing director (Full term of directorship and being re-appointed as a director)</p>	1 Oct 2014	Business Administration, Banking, Strategic Management, Risk Management, Human Resource Management

List of directors	Position	First appointment date of director	Skills and expertise
<p>7. Mr. GAURAV MALIK</p> <p>Gender: Male</p> <p>Age : 54 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Management</p> <p>Thai nationality : No</p> <p>Residence in Thailand : No</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : Yes</p> <p>DCP course : No</p>	<p>Director (Non-executive directors)</p> <p>Authorized directors as per the company's certificate of registration : No</p> <p>Type of director : Existing director</p>	19 Aug 2019	<p>Business Administration, Banking, Strategic Management, Risk Management, Human Resource Management</p>
<p>8. Ms. KRISANA ARAMKULCHAI</p> <p>Gender: Female</p> <p>Age : 78 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Accounting</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Family relationship between directors and executives : Doesn't Have</p> <p>Legal offenses in the past 5 years ^(*) : Doesn't Have</p> <p>DAP course : No</p> <p>DCP course : Yes</p>	<p>Director (Executive Directors)</p> <p>Authorized directors as per the company's certificate of registration : Yes</p> <p>Type of director : Existing director</p>	18 Jan 2007	<p>Business Administration, Banking, Finance, Accounting, Risk Management</p>

List of directors	Position	First appointment date of director	Skills and expertise
9. Mr. ROY AGUSTINUS GUNARA Gender: Male Age : 57 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : No Residence in Thailand : Yes Family relationship between directors and executives : Doesn't Have Legal offenses in the past 5 years ^(*) : Doesn't Have DAP course : Yes DCP course : Yes	Director (Executive Directors) Authorized directors as per the company's certificate of registration : Yes Type of director : Existing director	25 May 2012	Business Administration, Banking, Strategic Management, Risk Management, Human Resource Management

Additional explanation :

(*) Any offense under the Securities and Exchange Act B.E. 2535 (1992) or the Derivatives Act B.E. 2546 (2003), only in the following cases:

(1) Dishonest act or gross negligence

(2) Disclosure or dissemination of false information or statements that may be misleading or conceal material facts that should be notified, which may affect decision making of shareholders, investors or other parties involved

(3) Unfair acts or exploitation of investors in trading securities or derivatives, or participation in, or support to, such acts.

(**) Shareholdings by persons related to directors or executives as prescribed in Section 59 of the Securities and Exchange Act B.E. 2535 (1992), such as spouses or cohabiting couple (unmarried couples living together openly), minor children, etc.

Diagram of the board of directors



Prof. Kitipong Uraepatanapong
Chairman of the Board, Independent Director, and
Chairman of the Corporate Governance and Sustainability Committee



Mr. Chamnong Watanagase
Independent Director and Chairman of
the Audit Committee



Mr. Winyou Chaiyawan
Vice Chairman of the Board (Authorized Signatory),
Chairman of Executive committee,
Risk Oversight Committee Member, and Corporate
Governance and Sustainability Committee Member



Mr. Supachai Sukhanindr
Independent Director, Audit Committee
Member, Chairman of the Nomination and
Remuneration Committee and Risk Oversight
Committee Member



Ms. Ada Ingawani
Independent Director, Audit Committee
Member, and Corporate Governance and
Sustainability Committee Member



Mr. Stephen Tirador Brioness
Non-Executive Director, Chairman of the
Risk Oversight Committee and Nomination
and Remuneration Committee Member



Mr. Gaurav Malik
Non-Executive Director, Nomination and
Remuneration Committee Member, and Risk
Oversight Committee Member



Ms. Krisana Aramkulchai
Director (Authorized Signatory)



Mr. Roy Augustinas Gunara
Director (Authorized Signatory), Chief Executive Office,
Vice chairman of Executive Committee and
Risk Management Committee Member

List of the board of directors by position

List of the board of directors	Position	Executive directors	Non-executive directors	Independent directors	Non-executive directors who have no position in independent directors	Authorized directors as per the company's certificate of registration
1. Mr. KITIPONG U RAPEEPATANAPONG	Chairman of the board of directors		✓	✓		
2. Mr. WINYOU CHAIYAWAN	Vice-chairman of the board of directors	✓				✓
3. Mr. CHAMNONG WATANAGASE	Director		✓	✓		
4. Mr. SUPACHAI SUKHANINDR	Director		✓	✓		
5. Ms. ADA INGAWANIJ	Director		✓	✓		
6. Mr. STEPHEN TIRADOR BRIONES	Director		✓		✓	
7. Mr. GAURAV MALIK	Director		✓		✓	
8. Ms. KRISANA ARAMKULCHAI	Director	✓				✓
9. Mr. ROY AGUSTINUS GUNARA	Director	✓				✓
Total (persons)		3	6	4	2	3

Overview of director skills and expertise

Skills and expertise	Number (persons)	Percent (%)
1. Banking	9	100.00
2. Law	1	11.11
3. Accounting	3	33.33
4. Finance	2	22.22
5. Human Resource Management	3	33.33
6. Sustainability	3	33.33
7. Strategic Management	5	55.56
8. Risk Management	5	55.56
9. Internal Control	3	33.33
10. Governance/ Compliance	2	22.22
11. Business Administration	9	100.00

Information about the other directors

The chairman of the board and the highest-ranking : No
executive are from the same person

The chairman of the board is an independent director : Yes

The chairman of the board and the highest-ranking : No
executive are from the same family

Chairman is a member of the executive board or taskforce : No

The company appoints at least one independent director : No
to determine the agenda of the board of directors'
meeting

The measures for balancing the power between the board of directors and the Management

The measures for balancing the power between the board : Yes
of directors and the Management

Methods of balancing power between the board of : Others : There is a clear definition of the roles and
directors and Management responsibilities of the Chief Executive Officer and the
Chairman of the Board.

The Board Charter stipulates that the Chairman of the Board shall have the following duties and responsibilities:

1. Convene meetings of the Board of Directors and ensure that notices of meetings and supporting documents are duly delivered to directors in a timely manner to enable them to receive adequate and complete information.

2. Preside over meetings of the Board of Directors.
3. Act as Chairman of shareholders' meetings, conducting such meetings in compliance with applicable laws, regulations, and the Bank's Articles of Association, and ensuring that the meetings proceed in accordance with the agenda specified in the notice of meeting, unless otherwise resolved by the meeting.
4. Promote and uphold good corporate governance standards of the Board of Directors.
5. Foster constructive relationships between executive and non-executive directors.
6. Ensure effective communication between the Board and shareholders.
7. Perform any duties specifically prescribed by law as the responsibility of the Chairman of the Board.

Scope of Authority, Duties, and Responsibilities of the Chief Executive Officer

1. Formulate the Bank's vision and mission for submission to the Executive Committee and the Board of Directors for consideration and approval, to serve as a framework and guideline for the management and supervision of the Bank's general operations, and to ensure that such operations are managed and overseen in alignment with the approved vision, mission, strategy, business plan, master plan, budget, objectives, and business policies, thereby ensuring that all plans and management activities are carried out in a consistent and unified direction.
2. Formulate the Bank's strategy, business plan, master plan, budget, objectives, and business policies to achieve sustainable growth under the principles of good corporate governance, and submit them to the Board of Directors for approval; oversee overall management and operations to ensure alignment with the approved vision, mission, strategy, business plan, master plan, budget, objectives, and business policies; and communicate such approved framework to management to ensure that implementation and operational management are carried out consistently and in the same strategic direction throughout the organization.
3. Regularly report performance results and/or progress to the Executive Committee and the Board of Directors regarding the management and supervision of the Bank's general operations in accordance with the approved plans, budgets, objectives, and business policies. In the event of any action or significant matter that may materially affect the Bank's operations or that is inconsistent with the principles of good corporate governance, business ethics, or the Code of Conduct, the Chief Executive Officer shall report such matters to the Executive Committee and/or the Board of Directors in a timely manner.
4. Oversee the preparation of financial reports and the disclosure of material information in compliance with applicable laws, regulations, and relevant guidelines.
5. Ensure that the Bank's operating results are duly reported to shareholders at the Annual General Meeting and disclosed in the annual report.
6. Oversee and manage the Bank's overall operations to ensure alignment with approved policies, business plans, applicable laws and regulations, the Bank's objectives, Articles of Association, and the Delegation of Authority, exercising due care, prudence, and integrity in the best interests of the Bank, including compliance with rules governing connected transactions and the acquisition or disposal of assets.
7. Ensure the continuous development and improvement of operational efficiency across all areas of the Bank.
8. Conduct feasibility studies for new projects and manage special projects that may have an impact at the shareholder level.
9. Issue regulations, orders, manuals, announcements, memoranda, or prescribe rules and operating procedures, other than those otherwise determined by the Board of Directors, for employees to observe, in order to ensure that operations are conducted in accordance with the Bank's policies and best interests and to maintain internal work discipline.
10. Announce and prescribe interest rates for deposits and loans, as well as fees and other terms and conditions of the Bank, in accordance with the criteria established by the relevant subcommittees of the Bank.

11. Ensure that management and executives actively participate in building, instilling, and promoting the Bank's values and organizational culture in ethics and good corporate governance, and act as exemplary role models.
12. Hold monthly meetings with executives from the Internal Audit and Compliance functions to be informed of internal issues and to propose corrective measures for implementation.
13. Act as the Bank's representative in public communications and public relations activities, and communicate with the Bank's stakeholders, including shareholders, while supporting the Board of Directors in ensuring that appropriate, comprehensive, and regular communication channels are established for such stakeholders.
14. Act as the Bank's representative in dealings with external parties, regulatory authorities, or in entering into legally binding transactions, as authorized by the shareholders' meeting, the Board, the Executive Committee, or under the Delegation of Authority.
15. Consider and determine the Bank's organizational structure and the roles and responsibilities of business groups, departments, and units, including making adjustments to the organizational and departmental structure as appropriate.
16. Consider and determine the compensation structure for employees at each level, including salary adjustments, wages, bonuses, and employee benefits for positions below the Chief Executive Officer, and submit such matters for consideration and approval to the Nomination and Remuneration Committee and/or the Board of Directors.
17. Consider and establish the Bank's Work Rules and Code of Conduct for employees to observe and comply with.
18. Manage the recruitment of probationary employees, as well as the hiring, appointment, transfer, removal, and termination of the Bank's employees in accordance with the delegated authority (Delegation of Authority) or the Bank's manpower plan, including the approval of the engagement of law firms, specialists, and external advisors in accordance with the criteria prescribed by the Bank and/or the Delegation of Authority.
19. Consider and approve the Bank's operational expenses, both within and outside the approved budget, in accordance with the criteria prescribed by the Bank and/or the Delegation of Authority.
20. Consider and approve, and further delegate authority for, disbursements relating to the procurement of assets and services for the Bank's benefit in accordance with the criteria prescribed by the Bank and/or the Delegation of Authority.
21. Consider and approve financial transactions for the Bank's various business operations in accordance with the criteria prescribed by the Bank and/or the Delegation of Authority, including adjusting approval limits of employees or authorized persons as appropriate for such transactions.
22. Sub-delegate authority and/or assign one or more persons to perform specific duties on behalf of the Chief Executive Officer, within the scope of authority specified in the Bank's power of attorney and/or regulations, rules, or resolutions of the Board of Directors or the shareholders' meeting, provided that such delegation does not give rise to any conflict of interest.
23. Perform any other duties as assigned by the Board of Directors, its sub-committees, and/or the Executive Committee from time to time, as well as other duties as required by applicable laws and regulations.

In this regard, the Chief Executive Officer shall not attend meetings or approve any transaction in which he/she or any person who may have a conflict of interest (as defined in the notifications of the Securities and Exchange Commission, the Capital Market Supervisory Board, or the Bank of Thailand) has an interest, may derive any benefit, or may otherwise have any conflict of interest with the Bank, except where such approval is in accordance with policies or criteria that have already been approved by the shareholders' meeting and/or the Board of Directors.

The Chief Executive Officer shall be under the supervision of, and report directly to, the Board of Directors and the Executive Committee, and shall perform duties in compliance with the guidelines and policies prescribed by the Board of Directors and the Executive Committee. In addition, the Bank shall review the scope of authority, duties, and responsibilities of the Chief Executive Officer as necessary and appropriate to ensure alignment with the Bank's circumstances and business operations.

The Bank arranges for an annual performance evaluation of the Chief Executive Officer (CEO), whereby the Nomination and Remuneration Committee conducts the assessment and submits the results to the Board of Directors for consideration and approval. The CEO's performance evaluation comprises the following key components:

1. Assessment of performance against the business plan, key performance indicators (KPIs), and achievement levels.
2. Evaluation of performance in areas including leadership; strategic formulation and execution; financial planning and performance; relationship with the Board of Directors; external relations; management and employee relations; succession planning; knowledge of products and services; and personal attributes. The evaluation also covers executive development and meeting attendance.

The evaluation process includes both a self-assessment by the CEO and an assessment by the Nomination and Remuneration Committee, which then submits its recommendations to the Board of Directors for consideration.

For 2025, the CEO's performance was evaluated using a scoring scale of 0–4, ranging from no implementation to excellent implementation. The overall average score across all categories was 3.99, which was higher than the 2024 overall average score of 3.86.

7.2.3 Information on the roles and duties of the board of directors

Board charter : Yes

Scope, Authority, Duties, and Responsibilities of the Board of Directors

The Board of Directors is committed to performing its duties in order to achieve the Bank's strategic objectives and key policies. The Board also ensures that the Bank has effective and continuous mechanisms for control, supervision, monitoring, and oversight of its operations. This is to ensure that the Bank conducts its business in a fair and transparent manner, with accountability to all stakeholders under the principles of good corporate governance.

The Board Charter sets out the duties and responsibilities of the Board of Directors, which may be summarized as follows:

Overall Supervision of the Bank

1. Formulate the Bank's operational policies and closely monitor its financial position and performance by ensuring that responsible officers regularly submit material information relating to the Bank's status and operations in all aspects to the Board of Directors' meetings.
2. Determine the overall strategic direction and objectives of the Bank, including the consideration and approval of the Bank's vision, mission, key policies, and strategic plans, while ensuring that the Bank conducts its business with due regard to sustainable development.
3. Oversee and ensure that management is carried out efficiently and effectively in accordance with the established policies, applicable laws, the Bank's objectives and Articles of Association, resolutions of the Board of Directors' meetings, resolutions of the shareholders' meetings, and the Delegation of Authority, as well as monitor that directors, senior executives, and management operate in compliance with the law and in alignment with the Bank's key objectives, policies, and strategies.
4. Ensure that authorized persons, senior executives, and management possess the appropriate qualifications and capabilities to manage the Bank's operations, and establish a succession plan for senior executives.
5. Consider and approve the appointment and charters of sub-committees, including the Audit Committee, the Executive Committee, the Risk Oversight Committee, and the Nomination and Remuneration Committee, as well as any other sub-committees (if any). This includes approving significant changes to their composition that may materially affect their performance, and appointing or removing members of such sub-committees.
6. Establish the scope of delegated authority and/or the Delegation of Authority for directors, sub-committees, and officers at various levels of the Bank in relation to internal control, credit approval, risk assessment, the incurrence of obligations, the acquisition and disposal of assets, and the execution of legal transactions, at an appropriate and prudent level to prevent damage to the Bank, its stakeholders, and the public. This also includes the consideration and approval of expenses for the Bank's operations.

7. Consider and approve the Bank's business plan and financial statements, and approve the declaration of dividends.

Compliance with Relevant Laws and Regulations (Compliance)

1. Ensure that the Bank operates in full compliance with applicable laws and regulations. The Chief Executive Officer shall ensure that relevant units promptly submit any amendments or changes to applicable laws, regulations, notifications, and circulars received from regulatory authorities to the Board of Directors for acknowledgment. Any violations of laws or regulatory requirements must be regularly reported to the Board, and the directors shall take prompt action to prevent any recurrence.
2. Oversee that the Bank and its subsidiaries maintain accounting systems, prepare financial reports, and conduct financial statement reviews in compliance with applicable rules and best practices.
3. Supervise the Bank to ensure that analyses of borrowers' credit status and obligations are conducted, and that appropriate remedial measures and follow-up actions are established in cases where borrowers encounter financial difficulties.
4. Follow up on audit findings, directives from the Bank of Thailand, and reports from external auditors and internal auditors on each occasion, and ensure strict compliance with such directives and the rectification of any identified deficiencies.

Risk Management

1. Establish a sound Risk Governance Framework to support the Bank's business operations in line with its strategic direction and objectives.
2. Approve the overall risk management policy and strategy, policies on new transactions or product offerings, and the Bank's risk appetite, ensuring alignment with the Bank's risk profile and business model, while taking into account its systemic importance, capital strength, and liquidity position. Such policies must be documented in writing and communicated to relevant parties. Any changes thereto must receive prior approval from the Board of Directors.
3. Ensure that the Bank's business policies and operational processes are aligned with the approved overall risk management policy, strategy, and risk appetite.
4. Assign and oversee senior management in establishing risk limits consistent with the approved risk appetite, ensuring regular communication and understanding among relevant personnel, and maintaining risks within the approved risk appetite and prescribed limits.
5. Assign and oversee senior management in establishing detailed policies, processes, and systems for enterprise-wide risk management and specific risk categories, including guidelines for identifying, assessing, monitoring, controlling, and reporting risks. This shall include effective information systems capable of supporting the management and reporting of all material risks, both current and emerging, in alignment with the Bank's strategy. At a minimum, this shall cover credit risk, market risk, operational risk, liquidity risk, reputational risk, strategic risk, and information technology risk, taking into account the Bank's risk profile, systemic importance, and assessments of market and macroeconomic conditions.
6. Approve an organizational structure that facilitates effective monitoring, supervision, control, and audit of operations in accordance with the Bank's risk management policies and processes. Reporting lines must ensure appropriate checks and balances and independence between risk-taking units and the risk management function.
7. Promote a risk-aware organizational culture by ensuring that risk management policies, strategies, risk appetite, and risk limits potentially articulated through a Risk Appetite Statement (RAS) are clearly communicated so that all employees understand and recognize their importance.
8. Review and assess the adequacy and effectiveness of the overall risk management policy, strategy, and risk appetite at least annually, or upon any material change in risk profile, business strategy, systemic importance, or market and macroeconomic conditions, in order to ensure continued appropriateness.

9. Monitor the Bank's overall risk profile and specific risk exposures, the effectiveness of risk management, adherence to a risk-aware culture, and any significant issues. The Board shall receive regular and timely reports from relevant sub-committees and senior management, ensuring that such reports are accurate, complete, and reflective of the Bank's risk profile, as well as the adequacy of its capital and liquidity positions.
10. Ensure that the Bank maintains strong and adequate capital and liquidity levels to support both current and future business operations in compliance with the requirements and regulations of the Bank of Thailand.
11. Oversee the management of information technology and the implementation of measures to safeguard the security of the Bank's information systems.

Corporate Governance

1. Ensure that the Bank establishes clear and written corporate governance policies in accordance with good governance principles, taking into account all stakeholders. This includes conducting business fairly without taking advantage of customers or the public in relation to loans, deposits, off-balance sheet items, or other matters; ensuring proper disclosure of key corporate governance information in compliance with applicable laws and regulations; and promoting effective communication so that all employees strictly adhere to such policies, including corporate governance principles, codes of conduct and business ethics, ethical standards for directors and management, anti-corruption policies, whistleblowing policies, and policies on the use of inside information.
2. Oversee a transparent nomination and election process for directors, aligned with the Bank's business strategy, and ensure that remuneration for directors and sub-committee members is appropriate.
3. Consider the Bank's management structure and succession plan for senior executives, including the Chief Executive Officer, and ensure that annual performance evaluations of top executives and senior management are conducted effectively. Establish a prudent and transparent remuneration framework for senior executives that aligns with responsibilities and performance, provides both short- and long-term incentives, and is comparable to industry standards. The Board may assign relevant sub-committees to carry out these duties.
4. Ensure that the Bank has appropriate policies on employee remuneration, compensation structure, and performance evaluation, and oversee the management and development of personnel to ensure adequate numbers, knowledge, skills, experience, and motivation.
5. Ensure that effective processes and channels are in place for receiving and handling complaints or whistleblowing reports from stakeholders, and provide accessible channels for stakeholders to raise concerns.
6. Ensure that reports from external auditors, together with management's comments, are submitted to the Board of Directors in a timely manner. Management may be required to provide explanations to the Board in cases of significant delays in report submission.
7. Ensure appropriate checks and balances over the powers of management and/or major shareholders, as well as within the Board of Directors, with due regard to maintaining an appropriate proportion of independent directors who can effectively perform oversight functions.
8. Ensure that processes are in place for providing the Board of Directors with sufficient and timely information from management to enable the Board to fully discharge its duties and responsibilities.
9. Ensure that the Bank manages its customer service fairly and in compliance with relevant notifications and regulations.
10. Ensure that the performance of the Board of Directors is evaluated annually, including both a collective assessment of the Board as a whole and individual self-assessments, and monitor the evaluation results of the Board and its sub-committees.

Internal Control

1. Ensure that the Bank and its subsidiaries maintain appropriate and effective internal control and internal audit systems covering all activities, enabling the timely detection of potential errors or irregularities. The Board shall also ensure that the organizational structure supports independent and effective control, supervision, and audit functions under the Three Lines of Defense model, in order to monitor compliance with established policies and

procedures, as well as applicable laws, regulations, directives of the Bank of Thailand (BOT), and the Bank's internal rules. Regular assessments of the adequacy and effectiveness of internal control and internal audit systems shall be conducted to mitigate risks of fraud, abuse of authority, and legal violations. The Board of Directors shall approve the appointment, transfer, or removal of the Head of Risk Management and the Head of Internal Audit, and notify the Financial Institutions Supervision Department, Financial Institutions Policy Group of the BOT within 15 days from the date of such change. The Board may delegate these duties to an appropriate sub-committee.

2. Ensure that senior management and management report significant matters of the Bank to the Board of Directors, and that there are effective reporting processes in place to provide the Board with timely and sufficient information to enable it to fully discharge its duties, authority, and responsibilities.

Consideration of Significant Transactions and Prevention of Conflicts of Interest

1. Control, prevent, monitor, and manage potential conflicts of interest that may arise among the Bank's stakeholders and its subsidiaries, as well as between the Bank or its subsidiaries and management, the Board of Directors, executives, or shareholders. Ensure the prevention of improper use of the Bank's and its subsidiaries' assets and inappropriate related-party transactions. Oversee the establishment and approval of a Conflict of Interest Policy.
2. Consider, approve, and/or provide opinions on significant transactions that may materially affect the Bank's business, including acquisitions or disposals of assets by the Bank or its subsidiaries, and connected transactions between the Bank or its subsidiaries and related persons as defined under the Securities and Exchange Act and relevant regulations of the Stock Exchange of Thailand and the Capital Market Supervisory Board. Approve principles governing general commercial terms for transactions between the Bank or its subsidiaries and directors, executives, or related persons, in order to establish a clear framework within which the Executive Committee and management may proceed in compliance with applicable laws and regulations. Also consider and/or provide opinions on other transactions of the Bank (where the transaction size does not require shareholders' approval) to ensure compliance with applicable laws, notifications, rules, and regulations.
3. Ensure that the Bank establishes policies governing the granting of credit facilities and investments to related persons.
4. Define the authority and duties of the Chief Executive Officer (CEO), approve rules, orders, and announcements, and issue powers of attorney to notify relevant external parties as appropriate.

Others

1. Devote sufficient time to the performance of duties and attend meetings of the Board of Directors and shareholders' meetings, except in cases of force majeure. A director who is unable to attend a meeting must notify the Chairman of the Board or the Company Secretary in advance. Directors are required to attend at least 75 percent of the total number of Board meetings held each year during their term of office, unless there are reasonable and necessary grounds.
2. Study and understand the roles, duties, and responsibilities as a director as prescribed under the Public Limited Companies Act, the Financial Institutions Business Act, the Securities and Exchange Act, as well as applicable laws, regulations, notifications, and circulars currently in effect and as may be amended in the future.
3. Continuously enhance knowledge and capabilities relevant to the performance of duties by attending training programs or participating in courses and seminars related to directorship and professional development on an ongoing basis.

7.3 Information on subcommittees

The Board of Directors has appointed directors with appropriate knowledge and expertise to serve as sub-committees, to assist in scrutinizing and overseeing various important specific matters in each area and to provide opinions to the Board of Directors. The meeting dates for each committee have been scheduled in advance throughout the year, and charters have been established to clearly define the roles and responsibilities of each sub-committee. There are a total of 5 sub-committees, namely: (1) the Audit Committee, (2) the Nomination and Remuneration Committee, (3) the Risk Oversight Committee, (4) the Executive Committee, and (5) the Corporate Governance and Sustainable Development Committee. Each sub-committee has a charter approved by the Board of Directors, which specifies its objectives, composition, qualifications, powers and responsibilities, appointment and term of office, meetings, quorum, and voting. It is stipulated that these charters shall be reviewed as appropriate. Furthermore, the sub-committees are required to report their operational results to the Board of Directors.

7.3.1 Information on roles of subcommittees

Roles of subcommittees

Audit Committee

Role

- Audit of financial statements and internal controls

Scope of authorities, role, and duties

The Audit Committee is responsible for providing independent and impartial advice to the Board of Directors on corporate governance, internal control systems, risk management, accuracy of financial reports, legal compliance, and oversight of internal audit functions and external auditors. Its key roles and responsibilities are summarized as follows (details are in accordance with the Audit Committee Charter):

1. Oversight of Financial Reports and Auditors: Review the accuracy, completeness, and reliability of financial statement preparation and financial reports, including considering the appropriateness of selecting, proposing the appointment of, and determining the remuneration of independent auditors, as well as meeting with auditors without management present.
2. Internal Control and Risk Management: Oversee that the bank has appropriate, sufficient, and effective internal control systems, including information technology systems and internal audit systems. Additionally, coordinate with the Risk Oversight Committee to discuss significant risks and use them as a guideline for defining audit plans and control measures.
3. Regulatory Compliance and Anti-Corruption: Review that the bank strictly complies with securities and exchange laws, stock exchange regulations, laws related to financial institution businesses, and other relevant laws, including overseeing policies and measures against fraud, bribery, and corruption.
4. Significant and Related Party Transactions: Consider the appropriateness and reasonableness of related party transactions, transactions that may involve conflicts of interest, and significant asset acquisitions or disposals, including monitoring the use of raised funds to ensure they align with disclosed objectives and overseeing the disclosure of relevant information in accordance with laws and prescribed criteria.
5. Oversight of Internal Audit Functions: Consider and approve the internal audit charter and risk-based internal audit plans, evaluate the performance of the head of the internal audit unit, monitor the implementation of corrective actions for identified deficiencies, and review operations to ensure compliance with international standards.

Reference link for the charter

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Risk Oversight Committee

Role

- Risk management

Scope of authorities, role, and duties

1. Advise the Bank's Board of Directors on the Bank's risk governance framework.
2. Review and assess the adequacy and effectiveness of the overall risk management policies and strategies, including the risk appetite, at least once a year or when there are significant changes. The Risk Oversight Committee should discuss and exchange views with the Audit Committee to evaluate whether the Bank's risk management policies and strategies cover all types of risks, including emerging risks, and whether such policies and strategies are implemented efficiently and effectively.
3. Coordinate with the Audit Committee regarding key risk information and internal controls to enable the Audit Committee to consider and approve the internal audit plan, thereby providing reasonable assurance that the Bank has appropriate internal control systems for risk management, and that risk management systems are complied with and appropriately implemented.
4. Ensure that senior management, including the head of the risk management unit, complies with risk management policies and strategies, including the risk appetite.
5. Ensure that capital and liquidity management strategies to support the Bank's various risks are consistent with the approved risk appetite.
6. Report to the Bank's Board of Directors on the risk position, risk management effectiveness, and compliance status with the risk-aware organizational culture, as well as significant factors and issues, and necessary improvements to align with the Bank's risk management policies and strategies.
7. Evaluate the efficiency and effectiveness of the performance of the head of the risk management unit.
8. Approve and review the work plan of the compliance unit.
9. Determine the structure and staffing of the compliance unit.
10. Consider and screen compliance-related matters as follows, and propose them to the Bank's Board of Directors for approval:
 - 10.1 Compliance Policy
 - 10.2 Compliance Unit Charter
 - 10.3 Review of policies and evaluation of the effectiveness of compliance risk management.
 - 10.4 Appointment, assignment, transfer, annual performance evaluation, and remuneration of the head of the compliance unit.
11. Annual Compliance Report.
12. Perform any other duties as assigned by the Bank's Board of Directors.
13. In performing its duties, the Risk Oversight Committee shall have the authority to summon, instruct management, heads of units, or relevant employees of the Bank and its subsidiaries to provide opinions, attend meetings, or submit documents as deemed necessary, as well as to seek independent advice from any other professional consultants when deemed necessary at the Bank's expense, with the engagement process adhering to the Bank's procedures.

Reference link for the charter

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Nomination and Remuneration Committee

Role

- Director and executive nomination

- Remuneration

Scope of authorities, role, and duties

Recruitment

1. Consider the composition and qualifications of the Board of Directors, both collectively and individually, to ensure suitability for the bank's size, type, and business complexity, encompassing education, knowledge, expertise, skills, experience, and specific capabilities relevant to the bank's business.
2. Consider the independence of each independent director to ensure that the bank's independent directors possess full qualifications and are not subject to any prohibitions under laws, regulations, and relevant charters.
3. Consider the qualifications of the Chief Executive Officer/Senior Management suitable for managing the bank's business to achieve its stated vision, covering education, experience, knowledge, and expertise, and incorporating relevant and significant business environmental factors such as economic and industry conditions and trends, as well as business competition.
4. Select and nominate qualified individuals for various positions to be proposed to the Board of Directors and/or the Shareholders' Meeting (as the case may be) for consideration and approval of appointment to the following positions:
 - 4.1 Directors of the Bank
 - 4.2 Directors on various sub-committees directly delegated powers, duties, and responsibilities by the Board of Directors
 - 4.3 Authorized Management of the Bank
 - 4.4 Advisors to the Bank
5. Establish policies, criteria, and procedures for recruiting individuals (including but not limited to directors and authorized management) who are qualified and consistent with the defined structure and qualifications, adhering to good corporate governance principles.
6. Ensure that the Board of Directors and sub-committees have a number of directors and a composition that complies with laws, regulations, and relevant charters, and is appropriate for the bank's structure, including adjustments to align with changing environments. This includes ensuring mechanisms or tools are in place to support the selection and nomination process for individuals to serve as directors and sub-committee members, so that the composition of the Board of Directors and sub-committees comprises individuals with conduct, knowledge, abilities, and experience in various fields beneficial to long-term operations and suitable for the bank's direction and strategy.
7. Ensure the bank has an appropriate succession planning policy and a plan for succession and continuity in management. This may be presented in the form of a performance evaluation report and its impact on the bank's management, or any other format deemed appropriate by the bank.
8. Oversee the disclosure of policies and details of the recruitment process for directors and authorized management of the bank in the bank's annual report.
9. May engage external consultants and/or independent specialists in relevant fields to provide advice and assistance to the Nomination and Remuneration Committee to achieve its objectives.
10. Be responsible to the Board of Directors and have the duty to provide explanations and answer questions regarding the remuneration of the bank's directors at the Shareholders' Meeting.
11. Support the bank in providing opportunities for minority shareholders to nominate individuals for selection as directors of the bank.
12. Perform any other duties related to recruitment as assigned by the Board of Directors.
13. In performing its duties, the Nomination and Remuneration Committee has the authority to summon and instruct management, heads of departments, or employees of the bank and its relevant subsidiaries to provide opinions, attend meetings, or submit documents as deemed necessary, as well as to seek independent advice from other professional consultants when deemed necessary at the bank's expense. The engagement process shall comply with the bank's procedures.

Remuneration

14. Establish policies for determining remuneration and other benefits, including the amount of remuneration and other benefits that reflect objectives, duties, responsibilities, and associated risks, with clear and transparent criteria and adherence to good corporate governance principles, to be proposed to the Board of Directors and/or the Shareholders' Meeting (as the case may be) for consideration and approval, and to submit such policies to the Bank of Thailand (if requested). This also includes close consultation with the Risk Management Committee to ensure that remuneration policies reflect the bank's significant risks.
15. Ensure that the bank's directors, sub-committee members, authorized management, and heads of key departments receive remuneration appropriate to their duties and responsibilities to the bank. Any individual assigned increased duties and responsibilities should receive remuneration commensurate with those assigned duties and responsibilities. Propose an appropriate remuneration policy framework to the Board of Directors for submission to the Board of Directors and/or the Shareholders' Meeting (as the case may be) for consideration and approval.
16. Establish guidelines for evaluating the performance of the bank's directors, sub-committee members, authorized management, and heads of key departments to consider annual remuneration adjustments. This must take into account duties, responsibilities, and inherent risks, as well as emphasize increasing long-term shareholder value in the performance evaluation.
17. Arrange for annual performance evaluations of the Board of Directors and the bank's authorized management to ensure that the bank's directors and authorized management continue to be capable of fulfilling their assigned roles and responsibilities, and to provide recommendations for improving the overall efficiency of the Board of Directors and the bank's authorized management.
18. Review management's proposals regarding the remuneration policy framework for the bank's directors, sub-committee members, authorized management, and heads of key departments, to provide recommendations to the Board of Directors.
19. Disclose remuneration policies and various forms of remuneration, and prepare a remuneration report. This report must at least include details regarding the factors used in evaluating overall performance, goals, and operations, as well as the opinions of the Nomination and Remuneration Committee, including methods and tools for remuneration payment to reflect risks (if any), in the bank's annual report.
20. Perform any other duties related to remuneration as assigned by the Board of Directors.
21. In performing its duties, the Nomination and Remuneration Committee has the authority to summon and instruct management, heads of departments, or employees of the bank and its relevant subsidiaries to provide opinions, attend meetings, or submit documents as deemed necessary, as well as to seek independent advice from other professional consultants when deemed necessary at the bank's expense. The engagement process shall comply with the bank's procedures.

Reference link for the charter

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Corporate Governance and Sustainability Committee

Role

- Corporate governance
- Sustainability development

Scope of authorities, role, and duties

1. Define the scope, policies, and practices concerning environment, society, employees, and corporate governance, the Bank's business ethics, good corporate governance, as well as safety, occupational health, and working environment, for

regular submission to the Board of Directors. This includes an emphasis on creating sustainable business value, in accordance with appropriate local and international good corporate governance principles and standards, to achieve the vision, key objectives, and business strategies, by referencing the principles supporting the United Nations' Sustainable Development Goals (SDGs).

2. Review the scope, policies, and practices concerning environment, society, employees, and corporate governance, the Bank's business ethics, good corporate governance, as well as safety, occupational health, and working environment of the Bank, to be appropriate for business operations and consistent with international practices and those of the Stock Exchange of Thailand. Recommend to the Board of Directors for continuous review and updating, with an emphasis on environmental aspects in the supply chain and business operations that lead to the Bank's sustainable growth.

3. Recommend practices and provide advice to the Board of Directors regarding good corporate governance and sustainable development, to promote sustainability across three dimensions: environmental, social and employee, and corporate governance.

4. Monitor the performance of the Board of Directors and executives to ensure compliance with policies on environment, society, employees, and corporate governance for sustainable banking, the Bank's business ethics, business operating policies under good corporate governance principles, as well as policies on safety, occupational health, and working environment. This is to ensure that all parts of the Bank operate in alignment with the Bank's objectives, key goals, and strategic plans, to lead the Bank's business towards continued sustainability. The Head of Human Resources Management is assigned to collect data and prepare reports to present performance results, in conjunction with relevant divisions or departments, to the Board of Directors.

5. Promote knowledge dissemination and communication to foster a culture of good corporate governance and sustainable development, as well as regular participation in social activities for sustainable development among all Bank employees.

6. Consider and monitor the disclosure of information related to good corporate governance and sustainable development in the Bank's Annual Information Statement/Annual Report (Form 56-1 One Report).

7. Perform other duties as assigned by the Board of Directors.

Reference link for the charter

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Executive Committee

Role

- Others
 - Oversee and monitor the company's operations to ensure strict adherence to guidelines consistent with the company's strategies and business plans, including the scope, authority, duties, and responsibilities.

Scope of authorities, role, and duties

1. Operate and manage the bank's business in accordance with its objectives, articles of association, policies, regulations, requirements, orders, resolutions of the Board of Directors' meetings, and resolutions of the shareholders' meetings.

2. Consider, screen, and formulate business strategies, business plans, including financial targets, annual budgets, management structure, human resource management policies, and various administrative powers of the bank for the Board of Directors' consideration and approval, as well as consider and screen proposals from management, including important new initiatives.

3. Oversee the bank's operations to ensure they align with its objectives, articles of association, policies, regulations,

strategies, and business plans to achieve its goals, including implementing policies and strategies, a sound risk governance framework, which includes risk management policies and strategies, acceptable risk levels, remuneration policies, and corporate governance policies approved by the Board of Directors strictly and comprehensively within the bank, and report progress to the Board of Directors periodically.

4. Oversee the overall reporting by the Chief Executive Officer on performance and/or progress to the Executive Committee and the Board of Directors regularly, regarding the Chief Executive Officer's management and supervision of operations related to the bank's general administration and the management of duties by the management and executives in accordance with the vision, mission, strategies, business plans, master operational plans, budgets, work plans, targets, and business policies as approved by the Board of Directors.

5. Oversee the Chief Executive Officer's overall management to ensure compliance with the bank's policies and business plans, and with relevant laws and regulations, the bank's objectives, articles of association, Delegation of Authority matrix, resolutions of the Board of Directors' meetings, and resolutions of the shareholders' meetings, with responsibility, prudence, diligence, and integrity for the bank's best interests, as well as in accordance with the criteria of the Securities and Exchange Commission, the Capital Market Supervisory Board, and/or the Stock Exchange of Thailand regarding connected transactions and the acquisition or disposal of assets, and to ensure the Chief Executive Officer reports on duties related to establishing rules, criteria, guidelines, and requirements for organizational structures in positions not under the authority of the Board of Directors or sub-committees.

6. Oversee the overall process to ensure the Chief Executive Officer assigns relevant departments to continuously develop and improve the bank's operational efficiency.

7. Oversee the overall process to ensure the Chief Executive Officer monitors the performance of the bank and/or its subsidiaries, by having the Chief Executive Officer report performance regularly, and by having the Chief Executive Officer oversee the preparation of financial reports and the disclosure of important information in accordance with relevant rules and practices.

8. Consider and approve the launch of new products, the addition of new business partners, and the expansion of new customer acquisition channels.

9. Consider and approve the issuance of new product program frameworks, and the review and renewal of product program frameworks for loan products and other products, excluding deposit, investment, and fundraising products.

10. Oversee management to ensure that the capital adequacy ratio to risk-weighted assets is sufficient for operations and business expansion according to the planned strategy.

11. Review and control various aspects of the bank's operations to comply with specified laws and regulations, including overseeing expenditures according to the budget approved by the Board of Directors.

12. Control the bank's risks to an appropriate and acceptable level, not exceeding the risk appetite defined by the policies approved by the Board of Directors, to limit potential business losses to a level that will not significantly impact the bank's financial position, and to ensure sufficient personnel with knowledge, skills, and understanding in financial techniques and related businesses for risk management and internal control functions, including acknowledging internal audit reports regarding preventive measures, detection, and problem resolution, and in cases of actual or potential damage.

13. Review risk management processes and systems, including risk appetite, regularly or whenever significant events occur that may affect the bank's stability.

14. Consider and review various matters that require approval or endorsement from the Board of Directors or the shareholders' meeting before being presented to the Board of Directors for approval.

15. Consider and approve various transactions, including the approval of operations that are normal banking business transactions, various contracts, investments, or the buying and selling of the bank's assets, human resource management, finance and treasury, general administration, as well as operations that are items supporting the bank's normal business, which have general commercial terms, within the budget approved by the Board of Directors or as already approved in principle by the Board of Directors' resolution. This is subject to the criteria of the Securities and

Exchange Commission, the Capital Market Supervisory Board, and/or the Stock Exchange of Thailand regarding connected transactions and the acquisition or disposal of assets, and/or any other relevant laws, including the Delegation of Authority matrix defined by the Board of Directors.

16. Consider and approve borrowing or issuing instruments for long-term fundraising for business operations within the limits specified in the Delegation of Authority matrix defined by the Board of Directors.

17. Consider and approve procurement, approve operating expenses, and consider screening or approving the engagement of consultants, procurement, and capital expenditures within the limits defined by the Board of Directors.

18. Consider and approve the procedures and practices for the bank's operations.

19. Consider, define, and approve the establishment, cancellation, or material changes to the organizational structure, reporting lines, and management authority, including the selection, hiring, transfer, training, and termination of the bank's executive-level employees; support the Board of Directors in ensuring that authorized managers are qualified and capable of managing the bank's affairs; clearly define the responsibilities of each unit within the reporting line to facilitate effective and efficient risk management, governance, control, and audit; ensure that control functions can operate professionally, independently, and without undue influence from business units; and coordinate with the Nomination and Remuneration Committee in considering and monitoring succession plans, human resource plans, and establishing remuneration principles and performance evaluation criteria for executives, and report to the Board of Directors.

20. Foster a risk-aware organizational culture, including communicating risk management policies and strategies, acceptable risk levels, and risk appetite to bank employees to ensure their awareness of the importance, responsibilities, and risks inherent in work processes, by strictly overseeing compliance with established policies, regulations, rules, and operational procedures.

21. Report performance to the Board of Directors regularly, and report any other matters that are necessary and appropriate for the Board of Directors' acknowledgment, including any significant resolutions or actions within the scope of the Executive Committee's duties to be acknowledged by the Board of Directors at the next Board meeting.

22. Report on the risk position, efficiency, and approaches to risk management, the status of compliance with a risk-aware organizational culture, as well as significant related factors and issues, and necessary corrective actions to the Board of Directors and relevant sub-committees regularly or immediately upon discovery, to allow for timely determination of corrective measures, and to ensure that such reporting is accurate, complete, timely, and reflects risks, including the adequacy of the bank's capital and liquidity.

23. Report the status of examinations by the bank's regulatory authorities and the issuance of important regulations and orders to the Board of Directors.

24. The Executive Committee has the authority to delegate powers to one or more individuals to perform certain actions, under the control of the Executive Committee, or may delegate powers to such individuals as the Executive Committee deems appropriate and for such period as the Executive Committee deems appropriate. The Executive Committee may revoke, withdraw, change, or amend the delegated person or delegation as it deems appropriate. The delegation of duties and responsibilities by the Executive Committee must not be in the nature of a delegation or sub-delegation that allows the delegate from the Executive Committee to approve transactions in which they or a potentially conflicted person (as defined in the announcements of the Capital Market Supervisory Board and/or the Stock Exchange of Thailand) have an interest or may have any other conflict of interest with the bank and/or its subsidiaries. The approval of such transactions must be submitted to the Board of Directors' meeting and/or the shareholders' meeting (as the case may be) for further consideration and approval, unless such transactions are normal business transactions or transactions supporting the bank's normal business, which are commercial agreements of the same nature as a prudent person would conduct with a general counterparty in the same situation, with commercial bargaining power free from the influence of their status as a director, executive, or related person, i.e., having the same terms as transactions with external parties (Arm's Length), which are commercial agreements approved by the Board of Directors or are in accordance with principles already approved by the Board of Directors.

25. Perform any other duties as assigned by the Board of Directors.

26. In performing duties within its scope, the Executive Committee has the authority to summon and instruct management, department heads, or employees of the bank and relevant subsidiaries to provide opinions, attend meetings, or submit documents as deemed necessary and relevant, as well as to seek independent opinions from other professional advisors when deemed necessary at the bank's expense, with the engagement process adhering to the bank's procedures. Furthermore, the Executive Committee shall have the same powers, duties, and responsibilities as the Executive Board, as already assigned by the Board of Directors' resolutions and/or the bank's regulations, announcements, or orders that define the powers, duties, and responsibilities of the Executive Board.

Reference link for the charter

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7.3.2 Information on each subcommittee

List of audit committee

List of directors	Position	Appointment date of audit committee member	Skills and expertise
<p>1. Mr. CHAMNONG WATANAGASE^(*)</p> <p>Gender: Male</p> <p>Age : 73 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : Yes</p>	<p>Chairman of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Existing director</p>	17 Mar 2017	Business Administration, Accounting, Strategic Management, Internal Control, Banking
<p>2. Mr. SUPACHAI SUKHANINDR</p> <p>Gender: Male</p> <p>Age : 53 years</p> <p>Highest level of education : Doctoral degree</p> <p>Study field of the highest level of education : Computer Systems Management and Information Technology</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	18 Jul 2019	Business Administration, Banking, Strategic Management, Risk Management, Internal Control
<p>3. Ms. ADA INGAWANIJ</p> <p>Gender: Female</p> <p>Age : 57 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residence in Thailand : Yes</p> <p>Expertise in accounting information review : No</p>	<p>Member of the audit committee</p> <p>(Non-executive directors, Independent director)</p> <p>Director type : Continuing director (Full term of directorship and being re-appointed as a director)</p>	15 Nov 2022	Accounting, Business Administration, Banking, Internal Control, Sustainability

Additional explanation :

(*) Directors with expertise in accounting information review

Other Subcommittees

Subcommittee name	Name list	Position
Risk Oversight Committee	Mr. Stephen Tirador Briones	The chairman of the subcommittee
	Mr. SUPACHAI SUKHANINDR	Member of the subcommittee (Independent director)
	Mr. GAURAV MALIK	Member of the subcommittee
	Mr. WINYOU CHAIYAWAN	Member of the subcommittee
	Mr. ROY AGUSTINUS GUNARA	Member of the subcommittee
Nomination and Remuneration Committee	Mr. SUPACHAI SUKHANINDR	The chairman of the subcommittee (Independent director)
	Mr. GAURAV MALIK	Member of the subcommittee
	Mr. Stephen Tirador Briones	Member of the subcommittee
Corporate Governance and Sustainability Committee	Mr. KITIPONG URAPEEPATANAPONG	The chairman of the subcommittee (Independent director)
	Ms. ADA INGAWANIJ	Member of the subcommittee (Independent director)
	Mr. WINYOU CHAIYAWAN	Member of the subcommittee
Executive Committee	Mr. WINYOU CHAIYAWAN	The chairman of the subcommittee
	Mr. ROY AGUSTINUS GUNARA	Vice-chairman of the subcommittee

Subcommittee name	Name list	Position
	Mr. Kamolphu phuredithsakul	Member of the subcommittee
	Mr. Natus Kittawaranon	Member of the subcommittee
	Mr. Veerawat Chaiyawan	Member of the subcommittee
	Mr. Kittipant Sriwannawit	Member of the subcommittee
	Mr. Tsz Ying Christopher Chan	Member of the subcommittee
	Mr. Pichart Rungwarasopit	Member of the subcommittee
	Mr. Sarawooth Savejnarong	Member of the subcommittee
	Mrs. Suwimol Visavavigrant	Member of the subcommittee
	Ms. Puckjira Vudhesethakrit	Member of the subcommittee

7.4 Information on the executives

● Duties and Responsibilities of Executives

Perform duties relating to the management and administration of the Bank's normal business operations to ensure alignment with the objectives, strategic plans, and budgets approved by the Board of Directors. Such authority and responsibilities shall be exercised in compliance with applicable laws, the Bank's objectives and Articles of Association, as well as resolutions of the shareholders' meeting, the Board of Directors' meeting, and the Executive Committee's meeting.

● Succession Plan

The bank recognizes the importance of having a workforce ready to replace key executives in the event that key executives are unable to complete their terms or that a position becomes vacant for any other reason. This plan also aims to mitigate the risk or impact of potential future shortages of personnel in key positions. The bank has established a Succession Plan policy to ensure continuity in operations and organizational management, focusing on an appropriate and transparent personnel selection process. The succession plan defines the following positions:

1. Chief Executive Officer (CEO)

In the event that the position of Chief Executive Officer becomes vacant or the incumbent is unable to perform his/her duties, the Board of Directors may consider appointing the Managing Director to serve as Acting Chief Executive Officer until a qualified candidate is recruited and selected in accordance with the Bank's prescribed criteria.

The recruitment and selection process shall identify a candidate who possesses appropriate vision, knowledge, competencies, experience, and alignment with the Bank's organizational culture. The Nomination and Remuneration Committee shall consider and propose a suitable candidate to the Board of Directors for approval and formal appointment.

2. Executives at the Level of Executive Vice President and Above

When the Bank intends to appoint personnel to positions at the level of Executive Vice President and above, or in the event that such a position becomes vacant or the incumbent is unable to perform his/her duties, the Bank shall propose a pre-identified successor to the Chief Executive Officer for consideration.

The succession planning process for executives at this level shall follow the established procedures as outlined below:

- Analyze the Bank's business environment in terms of strategy, policies, and operational plans.
- Assess workforce readiness to ensure alignment with the Bank's short-term and long-term strategic directions.
- Develop workforce preparedness plans, including employee development programs and recruitment plans to ensure timely replacement when key positions become vacant.
- Define the required qualifications and competencies for each position, including knowledge, skills, personality traits, and attitudes.
- Evaluate employees' performance and potential to identify high-potential talent for succession consideration.
- Identify potential successors from the high-potential talent pool and inform them in advance to allow for job exposure, knowledge transfer, and the designation of backup successors.
- Establish Individual Development Plans (IDPs) for identified successors to strengthen leadership capabilities and functional expertise, ensuring readiness before the incumbent retires or vacates the position.
- Develop and assess potential successors to determine whether they demonstrate the expected progress and performance outcomes. If performance does not meet expectations, appropriate actions shall be taken as follows:
 - Conduct a new selection process and develop a revised succession plan; or
 - Develop and appoint a designated backup successor (if any); or
 - Recruit and select a qualified candidate from external sources.

When a position becomes vacant and a fully qualified successor assumes the higher-responsibility role, a proposal for appropriate promotion shall be submitted accordingly. The selection process for candidates participating in the succession program must be transparent and fair, and subject to approval by the Nomination and Remuneration

Committee before being proposed to the Board of Directors for consideration and formal appointment of the most suitable candidate.

Progress updates on the succession plan were reported to the Board of Directors on 31 March 2025 and 26 August 2025.

7.4.1 List and positions of the executive

The Bank's executives, as defined under the notifications of the Securities and Exchange Commission and the Bank of Thailand, comprise a total of 21 persons, whose names are as follows:

Name	Position
1.Mr. Roy Agustinus Gunara	Chief Executive Officer
2.Mr. Kamolphu Phuredithsakul	Senior Executive Vice President of the Micro Finance Business and Lending Branch Management Group
3.Mr. Natus Kittawaranon	Senior Executive Vice President of the Micro SME Business Group
4.Mr. Veeravet Chaiyawan	Senior Executive Vice President of the Retail and Wealth Banking Group
5.Mr. Kittipant Sriwannawit	First Executive Vice President of the Finance and Accounting Business Unit
6.Miss Achara Ruangchay	First Executive Vice President of the Credit Business Unit
7.Mr. Tsz Ying Christopher Chan	First Executive Vice President of the Information Technology Business Unit
8.Mr. Sarawooth Savejnarong	First Executive Vice President of the Human Resource Management Business Unit
9.Mr. Pichart Roongwarasopit	First Executive Vice President of the Collections and Legal Business Unit
10.Mrs. Suwimol Visavavigrant	Executive Vice President of Risk management
11.Miss Natthita Loveera	Executive Vice President of Compliance
12.Miss Puckjira Vudhesethakrit	Executive Vice President of Operations
13.Miss Nathasa Suracheewakrit	Executive Vice President of Operations
14.Miss Korkaew Tribamrongsuk	Executive Vice President of Digital Transformation
15.Mr.Suksant Sea Lor	Executive Vice President of Digital Technology and Innovation
16.Miss Pratanporn Peetaneelawat	Executive Vice President of Micro SME/SME Collections
17.MissChorkaew Kaewmrakot	Executive Vice President of Internal Audit
18.Miss Porntip Sae Lor	Executive Vice President of Financial Planning and Analysis
19.Mr. Nimit Rotchanarak	Executive Vice President of Micro SME Sales Network3 (MicroSME Business Administration Department, Network 3)
20.Mr. OLarn Skoldaechar	Executive Vice President of Micro SME Sales Network2
21.Mrs. Thanawan Nitibhon	Executive Vice President of Group Strategic Management

Note: No.1-9 refers to executives as defined by the SEC.

No. 1-21 refers to executives as defined by the Bank of Thailand.

List of the highest-ranking executive and the next four executives

The Chief Executive Officer and the four executives ranking immediately below the Chief Executive Officer, as defined by the Securities and Exchange Commission (SEC), refer to the manager or the four highest-ranking executives directly below the manager, including all persons holding positions equivalent to the fourth rank, as well as those in accounting or finance functions at the level of department head or higher, or equivalent. The Bank has a total of nine executives under this definition.

List of executives	Position	First appointment date	Skills and expertise
1. Mr. Roy Agustinus Gunara Gender: Male Age : 57 years Highest level of education : Master's degree Study field of the highest level of education : Business Administration Thai nationality : No Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	CEO (The highest-ranking executive)	9 Aug 2012	Business Administration, Banking, Strategic Management, Risk Management, Human Resource Management
2. Mr. Kamolphu phuredithsakul Gender: Male Age : 58 years Highest level of education : Master's degree Study field of the highest level of education : International Trade Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Senior Executive Vice President	26 Apr 2013	Business Administration, Economics, Marketing, Finance, Banking

List of executives	Position	First appointment date	Skills and expertise
<p>3. Mr. Natus Kittawaranon</p> <p>Gender: Male</p> <p>Age : 46 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Economics</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Senior Executive Vice President	29 Jun 2016	Business Administration, Economics, Banking
<p>4. Mr. Veerawat Chaiyawan</p> <p>Gender: Male</p> <p>Age : 44 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Business Administration</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Senior Executive Vice President	9 Jul 2018	Business Administration, Banking, Marketing, Accounting
<p>5. Ms. Achara Ruangchay</p> <p>Gender: Female</p> <p>Age : 53 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Finance</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Executive Vice President	29 Jun 2016	Economics, Banking, Finance

List of executives	Position	First appointment date	Skills and expertise
<p>6. Mr. Pichart Rungwarasopit</p> <p>Gender: Male</p> <p>Age : 55 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : International Business</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Executive Vice President	14 Mar 2019	Business Administration, Banking, Marketing
<p>7. Mr. Kittipant Sriwannawit^(*)</p> <p>Gender: Male</p> <p>Age : 56 years</p> <p>Highest level of education : Master's degree</p> <p>Study field of the highest level of education : Economic Law</p> <p>Thai nationality : Yes</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : Yes</p> <p>Accounting supervisor : No</p>	Executive Vice President	1 Mar 2012	Accounting, Finance, Banking
<p>8. Mr. Tsz Ying Christopher Chan</p> <p>Gender: Male</p> <p>Age : 64 years</p> <p>Highest level of education : Bachelor's degree</p> <p>Study field of the highest level of education : Computer Science</p> <p>Thai nationality : No</p> <p>Residing in Thailand : Yes</p> <p>Highest responsibility in corporate accounting and finance : No</p> <p>Accounting supervisor : No</p>	Executive Vice President	23 May 2016	Business Administration, Banking, Information & Communication Technology

List of executives	Position	First appointment date	Skills and expertise
9. Mr. Sarawooth Savejnarong Gender: Male Age : 60 years Highest level of education : Bachelor's degree Study field of the highest level of education : Science Thai nationality : Yes Residing in Thailand : Yes Highest responsibility in corporate accounting and finance : No Accounting supervisor : No	Executive Vice President	6 Nov 2014	Business Administration, Human Resource Management, Procurement

Additional Explanation :

() Highest responsibility in corporate accounting and finance*

*(**) Accounting supervisor*

*(***) Appointed after the fiscal year end of the reporting year*

7.4.2 Remuneration policy for executive directors and executives

The Bank does not pay directors' remuneration to executives who also serve as directors of the Bank.

With respect to the Chief Executive Officer (CEO), the Nomination and Remuneration Committee is responsible for evaluating the CEO's performance. The Board of Directors acknowledges the CEO's performance evaluation results on an annual basis and carefully determines the CEO's remuneration in a transparent manner. Such consideration is aligned with the CEO's responsibilities and performance, while also taking into account the Bank's operating results, business environment, and overall economic conditions. The remuneration structure is designed to create both short-term and long-term incentives and to ensure comparability with compensation standards within the same industry.

In addition, the Chief Executive Officer evaluates the performance and determines the remuneration of lower-level executives under the framework and policies set by the Board of Directors, based on the Bank's performance, compliance with Board policies, and scope of duties and responsibilities (Pay for Position), without gender-based differences in compensation, and applies a Pay for Performance principle to reward performance and aligned behaviors in order to retain and motivate capable employees, with annual bonuses reflecting both individual performance and the Bank's results for that year, while salaried executives who serve as directors do not receive additional directors' remuneration.

Does the board of directors or the remuneration : Doesn't Have
committee have an opinion on the remuneration policy
for executive directors and executives

7.4.3 Remuneration of executive directors and executives

Monetary remuneration of executive directors and executives

Executive Remuneration

Monetary Compensation

For the fiscal year ended 31 December 2025, the Bank paid remuneration to nine executives, comprising salaries and bonuses, totaling THB 175,937,834.00.

	2023	2024	2025
Total remuneration of executive directors and executives (baht)	198,310,032.00	196,050,365.00	175,937,834.00
Total remuneration of executive directors (baht) ⁽¹⁾	0.00	0.00	0.00
Total remuneration of executives (baht) ⁽²⁾	198,310,032.00	196,050,365.00	175,937,834.00

Remark : ⁽¹⁾ The Bank does not provide remuneration to executive directors.

⁽²⁾ Executives shall mean executives as defined by the Stock Exchange of Thailand and the Securities and Exchange Commission

Other remunerations of executive directors and executives

Other Remuneration

For the fiscal year ended 31 December 2025, the Bank provided other remuneration to its executives in the form of provident fund contributions, mobile phone expenses, fuel expenses for business travel, life insurance, health insurance, and housing benefits, among others. In addition, the Chief Executive Officer received additional benefits in the form of a company car assigned to the position.

	2023	2024	2025
Company's contribution to provident fund for executive directors and executives (Baht)	7,830,999.00	7,789,253.00	8,520,767.00
Employee Stock Ownership Plan (ESOP) ⁽³⁾	No	Yes	No
Employee Joint Investment Program (EJIP)	No	No	No

Remark : ⁽³⁾ The Bank issued warrant (MSOP) warrants for the purchase of 2,775,000 ordinary shares. The warrants expired on 7 December 2024, and all warrant holders have fully exercised their rights to subscribe for the Bank's newly issued ordinary shares, which were issued and allocated to the Bank's senior executives.

Outstanding remuneration or benefits of executive directors and executives

Outstanding remuneration or benefits of executive : 0.00

directors and executives in the past year

Estimated remuneration of executive directors and : 0.00

executives in the current year

7.5 Information on employees

Information on the company's employees

The Bank has established a Human Resource Management and Development Policy, recognizing the value and importance of human resources as a key driver in advancing the Bank's business to achieve its objectives; therefore, the Bank places importance on effective and efficient human resource management and development to support employees' continuous career growth and organizational engagement, enabling the Bank to retain its personnel on an ongoing basis in compliance with labor protection laws and international practices, with respect for the rights, honor, dignity, and equality of all employees, and this policy has been developed as a framework for managing and developing the Bank's human resources to enhance operational efficiency and achieve its established goals, with the key substance as follows:

1. Labor Practices and Respect for Human Rights

The Bank treats employees in accordance with human rights and labor principles under applicable labor laws, employment-related laws in the jurisdictions in which it operates, and internationally recognized human rights standards, particularly with respect to equality and non-discrimination in all aspects, including age, gender, education, marital status, political opinion, race, religion and beliefs, and disability. The Bank promotes diversity within the organization and treats all employees fairly and equitably throughout the entire employment lifecycle, from recruitment to termination, under clearly documented procedures. Compensation is determined without discrimination, providing equal opportunities to all employee groups, based on transparent, fair, and measurable performance evaluations aligned with clearly defined goals and outcomes. These practices are consistent with the Bank's Environmental, Social, Employee, and Governance policies.

2. Organizational Structure and Workforce Planning

The Bank manages its organizational structure efficiently by clearly defining standardized roles and responsibilities for each unit and aligning workforce capacity with the organizational structure, workload, and job characteristics to optimize personnel costs and maximize operational effectiveness.

3. Recruitment and Hiring

The Bank has developed recruitment, selection, and hiring processes to attract qualified personnel aligned with its business strategy and capable of supporting future business objectives. Recruitment is conducted transparently, considering both internal candidates within the group and external applicants in line with business expansion plans. Employment types include permanent employment, fixed-term contract employment (annual contracts), and outsourcing arrangements.

4. Post-Retirement Employment

The Bank provides opportunities for post-retirement employment based on retirees' knowledge, capabilities, and job suitability. Retired employees who remain in good health and capable of effective performance may continue contributing to the Bank, particularly through the transfer of knowledge and experience to younger employees.

5. Compensation and Benefits Management

The Bank manages compensation and benefits in an appropriate and equitable manner, taking into account the business environment and applying the Pay for Position principle, whereby remuneration is determined based on roles and responsibilities without gender-based differences. In addition, the Bank adopts the Pay for Performance principle, under which compensation and benefits are aligned with individual performance and demonstrated behaviors in order to retain and motivate high-performing, capable, and dedicated employees.

The Bank provides additional welfare and benefits beyond those required by law to all employees on a non-discriminatory basis, taking into consideration the appropriateness of their roles and responsibilities. Permanent employees are entitled to benefits such as life and accident insurance, coverage for disability or incapacity arising from work, annual health check-ups, maternity leave, medical and dental expense assistance, employee loan programs, various types of financial assistance, and participation in the provident fund. Additional benefits may

also be extended to employees' family members, such as funeral assistance. Employees under annual fixed-term contracts are entitled to life and accident insurance, coverage for disability or incapacity arising from work, and statutory leave benefits as required by law.

6. Performance Management

Employees are encouraged to participate in setting their work plans and Key Performance Indicators (KPIs) with their supervisors, aligned with departmental and organizational goals. Performance evaluations are conducted twice a year, including a mid-year review in the second quarter and an annual evaluation in the fourth quarter, facilitating discussions on planning, progress tracking, capability development, and strengthening supervisor–employee relationships.

7. Appointment, Rotation, and Promotion

Appointments and transfers are conducted equitably based on knowledge, competencies, and employee conduct. Promotions to higher-level positions support high-performing employees and help retain capable and ethical individuals to become future organizational leaders, based on criteria including: (1) performance exceeding established standards; (2) demonstrated competencies and positive work behaviors; and (3) potential and suitability for higher-level roles.

8. Employee Development

The Bank is committed to enhancing employees' knowledge and skills in alignment with business directions to strengthen competitiveness both now and in the future. Development initiatives integrate career management and knowledge enhancement alongside ethical conduct to ensure professional service delivery. Training programs include classroom training, online training, and e-learning, consistent with the Bank's Environmental, Social, Employee, and Governance policies. The Bank also promotes career advancement opportunities, manages high-potential employees, and implements succession planning to prepare qualified employees for higher-level positions and to fill future vacancies.

9. Employee Grievance Mechanism

The Bank provides equal and fair channels for employees to submit feedback, suggestions, or complaints directly to management. Confidentiality is strictly maintained under the established whistleblower protection procedures. Complaints are handled in accordance with the Bank's Whistleblowing Policy.

10. Quality of Life, Safety, and Occupational Health

The Bank promotes a safe working environment and good quality of life for employees. Employees receive training on workplace safety and environmental management, including responsibility toward the surrounding community.

11. Termination of Employment

Termination generally occurs when an employee does not pass the probation period, voluntarily resigns in writing, or is terminated for specific reasons. In cases where workforce reduction due to unsatisfactory performance becomes necessary (although no such case has occurred to date), the Bank will establish clear criteria, such as consecutive years of performance below established standards. Employees subject to termination will receive severance pay and other benefits as required by law.

12. Human Resource Management through Information Technology Systems

The Bank continuously develops its human resource information systems to enhance efficiency, enabling employees to conveniently access and manage HR-related processes independently, reducing procedural steps and documentation, and supporting effective data analysis by the Bank.

Employees

	2023	2024	2025
Total employees (persons)	3,990	4,342	4,542
Male employees (persons)	1,767	1,952	1,997
Female employees (persons)	2,223	2,390	2,545

Number of employees by position and department

Number of male employees by position

	2023	2024	2025
Total number of male employees in operational level (Persons)	1,756	1,941	1,985
Total number of male employees in management level (Persons)	2	2	3
Total number of male employees in executive level (Persons)	9	9	9

Number of female employees by position

	2023	2024	2025
Total number of female employees in operational level (Persons)	2,212	2,378	2,534
Total number of female employees in management level (Persons)	9	10	9
Total number of female employees in executive level (Persons)	2	2	2

Number of employees categorized by department over the past year

The Bank has a total of 4,542 employees, comprising 4,503 permanent employees and 39 temporary employees, while its subsidiary, Thai Micro Digital Solutions Co., Ltd., has a total of 59 employees, consisting of 55 permanent employees and 4 temporary employees.

Department / Line of work / Unit / Business group	Number of employees (persons)
The Office of the Chief Executive Officer and The Office of Chairman of Executive Committee	90
Micro Finance Business and Lending Branch Management Group	1,422
Risk Management	66
Operations	172
Credit	123
Collections and Legal	782
Micro SME Business Group	873
Finance and Accounting	37
Human Resource Management	92
Internal Audit	30
Compliance	20
Retail and Welth Banking Group	438
Information Technology	268
International Trade and Treasury Operations	12
Digital Technology and Innovation	117
Total number of employees	4,542

Significant changes in the number of employees

Significant changes in number of employees over the past : No

3 Years

Information on employee remuneration

Employee remuneration

	2023	2024	2025
Total employee remuneration (baht)	3,112,891,980.15	3,633,032,766.48	3,864,213,158.80
Total male employee remuneration (Baht)	1,559,881,666.05	1,841,066,830.12	1,915,088,636.48
Total female employee remuneration (Baht)	1,553,010,314.10	1,791,965,936.36	1,949,124,522.32

Information on provident fund management

Provident fund management policy

Provident fund management policy : Yes

As each member of the Provident Fund has different expectations regarding returns and acceptable levels of risk, the Bank provides members with the opportunity to select an investment policy that suits their individual preferences (employee's choice). The Bank offers a range of investment plans from low-risk to high-risk options. Members are required to complete a risk assessment to ensure the suitability of their selected investment policy/plan, and employees then make their own investment decisions accordingly.

Selection of the Provident Fund Manager

The selection of the Provident Fund manager is considered an important matter. Therefore, the Bank carefully selects a fund management company with appropriate operational systems to ensure the efficient, secure, and beneficial management of the Fund for its members.

Currently, the Bank appoints Aberdeen Asset Management Company Limited as the Provident Fund manager under the name "TCB Registered Provident Fund (Thai Credit Bank Provident Fund).

1. The rate of employee contributions and the rate of employer contributions to the provident fund.
 - 1.1 Employee contribution rate: 5–15% of salary
 - 1.2 Employer contribution rate: 5–10% of salary, depending on the employee's length of service
2. In cases where employees are eligible to join the Provident Fund but have not yet enrolled as members, the Bank organizes activities to encourage them to save adequately for retirement and to select appropriate investment policies.
3. Disclosure of policies and practices: The Bank periodically communicates information regarding the Fund's investment policies and benefits to employees to keep them informed of updates and progress.

Overview of methods for determining employee and employer contribution Rates

Implementation of Investment Governance Code for : Yes

Institutional Investors ("I Code") by Company's Provident

Fund Committee

Participation in provident fund membership (PVD)

Details of provident fund participation (PVD)

Number of employees eligible to participate in PVD

	2023	2024	2025
Number of employees eligible to participate in PVD (persons)	3,595	4,041	4,135
Number of employees joining in PVD (persons)	2,938	3,311	3,383
Total amount of provident fund contributed by the company (%)	73.63	76.26	74.48
Number of PVD members / Total eligible employees (%)	81.72	81.94	81.81

Amount of provident fund

	2023	2024	2025
Total amount of provident fund contributed by employer (baht)	111,543,487.00	127,197,696.00	143,266,493.00
Total amount of provident fund contributed by employee (baht)	106,302,181.00	126,302,181.00	148,782,384.00

Summary of employee PVD participation over the past year

Company name	Employees participating in PVD (Yes/No)	Total number of employees (persons)	Number of employees eligible to participate in PVD (persons)	Number of employees joining in PVD (persons)	Number of PVD members / Total employees (%)	Number of PVD members / Total eligible employees (%)
THAI CREDIT BANK PUBLIC COMPANY LIMITED	Yes	4542	4135	3383	74.48%	81.81%

Policy and guidelines on promoting savings through the provident fund for non-participating employees

Policy and guidelines on promoting savings through the : Facilitating automatic PVD enrollment for new
provident fund for non-participating employees employees, Initiatives to encourage employees to
achieve sufficient retirement savings, Providing
education or information on selecting appropriate
investment policies

Facilitating automatic PVD enrollment for new employees

The Bank promotes retirement savings from the commencement of employment by establishing a policy under which newly eligible employees are automatically enrolled as members of the Provident Fund (PVD), subject to specified conditions. Employees may subsequently select their preferred contribution rate and investment policy according to their individual suitability, and they also have the right to withdraw from membership within the prescribed period. This approach helps instill savings discipline and enhances the opportunity to accumulate sufficient funds for long-term retirement security.

Initiatives to encourage employees to achieve sufficient retirement savings

The Bank places importance on employees' financial preparedness by continuously organizing campaigns and communications to raise awareness of the importance of retirement planning. It provides information on the benefits of long-term savings and employer contributions. In addition, the Bank encourages employees to consider increasing their contribution rates in line with their income levels and age, and provides materials or tools to assist in calculating appropriate retirement savings goals.

Providing education or information on selecting appropriate investment policies

The Bank promotes and provides education on the investment policy options available under the Provident Fund to enable employees to make informed decisions in selecting investment plans that align with their individual risk tolerance. A risk assessment (Risk Profile) is conducted to support their decision-making process. The Bank also clearly explains the risk and return characteristics of each investment plan and regularly communicates the Fund's performance results, allowing employees to monitor developments and adjust their investment plans as appropriate.

7.6 Other significant information

7.6.1 Assigned person

List of persons assigned for accounting oversight

Ms. Panida Sriphattha, Senior Vice President of the Accounting and Tax Department of the Bank, has been directly assigned responsibility for overseeing the Bank's accounting functions. She supervises and ensures that the Bank's accounting transactions are conducted efficiently and in compliance with the Bank's regulations, applicable rules and requirements, as well as relevant accounting standards.

General information	Email	Telephone number
1. Ms. Panida Sriphattha	panida.s@thaicreditbank.com	02 697 5300

List of the company secretary

The Board of Directors resolved to appoint Mr. Pornthep Permpornpipat as Corporate Secretary and has defined the scope of authority, duties, and responsibilities of the Company Secretary. The Company Secretary is required to complete training courses relevant to the performance of company secretarial duties and to possess knowledge and understanding of good corporate governance principles and best governance practices, as well as other qualifications that contribute to the effective performance of the role. In addition, the Company Secretary must have comprehensive knowledge and understanding of the Bank's business in order to effectively support the operations of the Board of Directors.

General information	Email	Telephone number
1. Mr. Pornthep Permpornpipat	Pornthep.p@thaicreditbank.com	02 697 5300

List of the head of internal audit or outsourced internal auditor

The Board of Directors resolved to appoint Ms. Chorkaew Kaewmorakot, Executive Vice President Internal Audit Business Unit, as Head of Internal Audit, as she has extensive experience in internal audit, possesses appropriate qualifications, has a strong understanding of the Bank's operations, and regularly attends internal audit training programs, and the appointment, removal, or transfer of the Head of Internal Audit must be approved by the Audit Committee, with the Internal Audit function reporting its audit results directly to the Audit Committee.

General information	Email	Telephone number
1. Ms. Chorkaew Kaewmorakot	Chorkaew.k@thaicreditbank.com	02 697 5300

List of the head of the compliance unit

The Board of Directors has resolved to appoint Ms. Natthita Loveera, Executive Vice President, Compliance Business Unit, to act as the Head of Compliance of the Bank. She is responsible for overseeing and ensuring the Bank's compliance with the requirements of regulatory authorities supervising the Bank's business operations, in accordance with applicable laws, rules, regulations, and policies, and in alignment with the Bank's vision and mission.

General information	Email	Telephone number
1. Ms. Natthita Loveera	Natthita.l@thaicreditbank.com	02 697 5300

7.6.2 Head of investor relations

The Bank has established an Investor Relations Department and appointed Ms. Ratinan Wongwatcharanon as the Investor Relations Officer. She serves as the central point of contact for the disclosure of key information to shareholders and investors, including financial information.

The Investor Relations Department can be contacted at:

Tel: +66 (0)2-697-5300 ext. 4197

Email: ir@thaicreditbank.com

The Bank conducts investor relations activities with the participation of senior management and the Investor Relations Department to support the investment decisions of shareholders, investors, and securities analysts. These activities also aim to strengthen relationships with shareholders, enhance the Bank's corporate image and credibility, and demonstrate the Bank's commitment to creating sustainable long-term value for shareholders.

The key investor relations activities undertaken in 2025 can be summarized as follows:

Meeting Format	2024	2025
Analyst and Fund Manager Meetings	4	4
Listed Company Meets Investors Events	1	2
Conference Calls	12	13
Investor/Analyst Meetings (Company Visits)	15	8
Executive Interviews (Exclusive / Group Interviews)	3	9
Roadshows (Domestic and International)	4	2

Does the Company have an appointed head of investor : Yes

relations

List of the head of investor relations

Ms. Ratinan Wongwatcharanon, Director of Investor Relations and Corporate Communications, serves as the Head of Investor Relations of the Bank and is responsible for communicating and disseminating accurate, complete, and timely information of the Bank to external parties, such as analysts, investors, and shareholders, on a regular basis in the form of performance briefings, investor meetings, conference calls, and participation in conferences organized by various institutions, as well as participating in retail investor activities with the Stock Exchange, conducting press briefings, and issuing newsletters presenting the Bank's financial position. Investors may schedule appointments to

meet with the Bank's executives or Investor Relations representatives and may inquire about the progress of the Bank's operations at any time.

General information	Email	Telephone number
1. Ms. Ratinan Wongwatcharanon	Ratinan.w@thaicreditbank.com	02 697 5300

7.6.3 Company's auditor

Details of the company's auditor

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
KPMG PHOOMCHAI AUDIT COMPANY LIMITED No. 1 Empire Tower Building, 50th Floor, Sathorn South Road. YAN NAWA SATHON Bangkok 10120 Telephone 0 2677 2000	6,200,000.00	-	<p>1. Ms. THITIMA PONGCHAIYONG Email: thitimap@kpmg.co.th License number: 10728</p> <p>2. Ms. PANTIP GULSANTITHAMRONG Email: pantip@kpmg.co.th License number: 4208</p> <p>3. Ms. ORAWAN CHOTIWIRIYAKUL Email: orawanch@kpmg.co.th License number: 10566</p> <p>4. Mr. JEDSADA LEELAWATANASUK Email: jedsada@kpmg.co.th License number: 11225</p>

Details of the auditors of the subsidiaries

Audit firms	Audit fee (Baht)	Other service fees	Names and general information of auditors
KPMG PHOOMCHAI AUDIT COMPANY LIMITED No. 1 Empire Tower Building, 50th Floor, Sathorn South Road. YAN NAWA SATHON Bangkok 10120 Telephone 0 2677 2000	432,000.00	-	<p>1. Ms. THITIMA PONGCHAIYONG Email: thitimap@kpmg.co.th License number: 10728</p> <p>2. Ms. PANTIP GULSANTITHAMRONG Email: pantip@kpmg.co.th License number: 4208</p> <p>3. Ms. ORAWAN CHOTIWIRIYAKUL Email: orawanch@kpmg.co.th License number: 10566</p> <p>4. Mr. CHOKECHAI NGAMWUTIKUL Email: chokechai@kpmg.co.th License number: 9728</p> <p>5. Mr. JEDSADA LEELAWATANASUK Email: jedsada@kpmg.co.th License number: 11225</p>

7.6.4 Assigned personnel in case of a foreign company

Does the company have any individual assigned to be : No
representatives in Thailand

List of designated individuals as representatives in Thailand

8. Report on key operating results on corporate governance

8.1 Summary of duty performance of the board of directors over the past year

Summary of duty performance of the board of directors over the past year

In 2025, the Bank's Board of Directors reviewed the Vision, Mission, Objectives, and Core Values, taking into account various factors including changes in the business environment, future trends, and market competition. This review was conducted to ensure they are current and aligned with Thai Credit Bank's business direction, and to oversee, review, and monitor the management's operations to ensure they adhere to the established policies, strategies, and business plans efficiently and effectively, in compliance with relevant laws, regulations, and stipulations of regulatory bodies.

8.1.1 Selection, development and evaluation of duty performance of the board of directors

Information about the selection of the board of directors

Nomination and Appointment of Bank Directors

The Board of Directors appoints the Nomination and Remuneration Committee to recruit and select qualified individuals with diverse knowledge, capabilities, and experience appropriate to the Bank's business nature and risk profile, aligned with its strategic direction and sustainable development objectives, for appointment as directors and sub-committee members, through a formal nomination process that considers candidates who meet the qualifications and are free from any prohibited characteristics as prescribed by relevant regulatory authorities and the Bank's Articles of Association, as well as any additional necessary requirements, while also ensuring an appropriate Board composition in terms of proportion, number, and diversity of skills, knowledge, experience, independence, gender, age, and ethnicity without discrimination, using the Board Skill Matrix as a supporting tool, and requiring independent directors to meet the Bank's defined independence criteria, with key areas of expertise including banking and finance, corporate strategy, accounting, marketing and branding, sustainable development, risk management, human resources, law, international trade, and information technology and digital technology.

The Board of Directors appoints the Nomination and Remuneration Committee to search for and select individuals with diverse knowledge, abilities, and experience suitable for the business nature and risks, beneficial for long-term operations, and consistent with the Bank's business direction, strategy, and sustainable development, to serve as directors of the Bank and its sub-committees. In this search, the Bank defines the director nomination process by considering individuals with appropriate qualifications and without prohibited characteristics for financial institution directors according to the criteria of relevant regulatory bodies, the Bank's regulations, and other necessary additional qualifications. It also considers the composition of the Board from qualified persons or experts in various fields appropriately, taking into account the proportion, number, and diversity of the Board's composition, including skills, knowledge, abilities, experience, independence, gender, age, and nationality, using a table specifying the directors' expertise in each area (Board Skill Matrix) This information is for consideration. If an independent director, they must possess the qualifications of an independent director as prescribed by the Bank. The essential knowledge and expertise required for the Board include banking and finance, corporate strategy, accounting, marketing and branding, sustainable development, risk management, human resources, law, international trade, information technology, and digital.

The Bank's Board of Directors comprises independent directors, non-executive directors, and executive directors, with the number of directors determined by the shareholders' meeting, which must be no less than 5 but no more than 11. At least one-third of the total number of directors, but no less than 3, must be independent directors and individuals with diverse experience, knowledge, overall skills, or abilities suitable for the Bank's size, complexity, business nature, risks, as well as its long-term strategy and operations. There must be at least 1 independent director

with sufficient knowledge and experience to perform the duty of reviewing the reliability of financial statements, and at least 1 director with knowledge or experience in information technology. Furthermore, at least half of the total number of directors must be residents of the Kingdom, and at least three-fourths of the total number of directors must be Thai nationals, unless otherwise exempted by relevant Bank of Thailand regulations.

The Nomination and Remuneration Committee shall propose individuals for directorship in cases where directors retire by rotation and are proposed for re-appointment for another term. The Nomination and Remuneration Committee will consider the director's dedication of time, relationship with management, self-development, and past performance, including meeting attendance, participation in meetings, and performing duties with responsibility and integrity, etc. Any individual nominated for election as a director must receive approval from the Bank of Thailand before being proposed to the shareholders' meeting or the Board of Directors' meeting, as the case may be, for further consideration and appointment.

The Bank grants shareholders the right to nominate individuals for consideration as directors, as part of its good corporate governance principles. The Bank has established criteria for shareholders to nominate individuals for consideration as directors of the Bank and discloses these criteria on the Bank's website. The Bank's Nomination and Remuneration Committee screens individuals nominated by shareholders according to the Bank's director nomination process and proposes the shortlisted individuals to the Board of Directors for consideration and to seek approval from the Bank of Thailand, before finalizing the list in the notice of the Annual General Meeting of Shareholders for shareholders to consider and elect. The details of the directors' knowledge and expertise that have been assessed are as follows:

Board Skills Matrix (Data as of December 31, 2025)

Board members รายชื่อกรรมการ		Independent Director กรรมการอิสระ	Non-Executive Directors กรรมการที่ไม่เป็นผู้บริหาร	Executive Directors กรรมการที่เป็นผู้บริหาร	Knowledge & Expertise ความรู้ความชำนาญ										
					Management การบริหาร	Banking & Financial Service การธนาคารและการเงิน	Strategic กลยุทธ์องค์กร	Finance and Accounting การเงินและการบัญชี	Marketing & Branding การตลาดและการสร้างแบรนด์	Sustainability Development and CG ความยั่งยืนและการกำกับดูแลกิจการ	Risk management การบริหารความเสี่ยง	Human Resource ทรัพยากรบุคคล	Law and Regulation กฎหมาย และกฎเกณฑ์	International Business การค้าระหว่างประเทศ	Information & Digital Technology เทคโนโลยีสารสนเทศและดิจิทัล
1	Prof. Kitipong Uraepatanapong	✓			✓	✓	✓		✓	✓	✓	✓	✓		
2	Mr. Chamong Watanagase	✓			✓		✓	✓							
3	Mr. Stephen Tirador Briones		✓		✓	✓	✓				✓	✓			
4	Miss Ada Ingawanij	✓			✓	✓	✓	✓	✓	✓	✓		✓		
5	Mr. Supachai Sukhanindr	✓			✓	✓	✓		✓		✓	✓	✓	✓	
6	Miss Krisana Aramkulchai			✓	✓	✓	✓	✓			✓				
7	Mr. Gaurav Malik		✓		✓	✓	✓				✓			✓	
8	Mr. Winyou Chaiyawan			✓	✓	✓	✓	✓	✓	✓	✓				
9	Mr. Roy Agustinus Gunara			✓	✓	✓	✓		✓		✓	✓			
Total		4	2	3	9	8	8	4	5	3	8	3	1	4	2

At the Annual General Meeting of Shareholders for the year 2025, the Bank has a total of 9 directors, thus 3 directors are due to retire by rotation, namely:

1. Prof. Kitipong Uraepatanapong, Independent Director
2. Mr. Chamnong Watanagase, Independent Director
3. Mr. Stephen Tirador Briones, Non-Executive Director

The Board of Directors, excluding interested directors, has approved the recommendations of the Nomination and Remuneration Committee, which has carefully considered the qualifications and suitability beneficial to the Bank's operations, as well as the composition of the Board. It is deemed that the 3 directors due to retire by rotation are fully qualified, possess no prohibited characteristics under current laws applicable to the Bank, and have knowledge, abilities, and experience in the financial business. Therefore, it is proposed that the shareholders' meeting consider re-electing all 3 retiring directors to serve another term as directors of the Bank.

Term of Office for Bank Directors

At the Annual General Meeting of Shareholders, one-third of the total number of the Bank's directors must retire from office. If the number of directors cannot be divided exactly by three, the number closest to one-third shall retire. Directors due to retire shall be those who have held office for the longest period. If, on any occasion, several directors have held office for an equal period, and their number exceeds the number of directors due to retire on that occasion, lots shall be drawn. However, retiring directors may be re-elected. Independent directors shall hold office for a continuous period not exceeding 9 years from the date of their initial appointment as independent directors.

For the term of office of directors on sub-committees, namely the Audit Committee, Risk Oversight Committee, Nomination and Remuneration Committee, Corporate Governance and Sustainable Development Committee, and the Executive Committee, the term of office is 3 years per term and shall align with the term of office of the Bank's directors (in cases where they also serve as Bank directors).

Directorship in Other Companies

To ensure that directors are able to devote sufficient time to the Bank, directors, the Chief Executive Officer, and senior executives may hold the position of chairman or executive director (either or both) in no more than three business groups in other companies, excluding positions held in the Bank, whereby each company not belonging to a business group shall be counted as one business group and companies acquired through debt restructuring shall be counted as part of the Bank's financial business group unless otherwise directed by the Bank of Thailand, and directors may also serve as directors of other listed companies on domestic or international stock exchanges provided that the total number does not exceed five listed companies, counting the Bank as one listed company but excluding listed companies acquired through debt restructuring unless otherwise directed by the Bank of Thailand.

List of directors whose terms have ended and have been reappointed

List of directors	Position	First appointment date of director	Skills and expertise
1. Mr. KITIPONG URAPEEPATANAPONG	Chairman of the board of directors (Non-executive directors, Independent director)	16 Jul 2021	Law, Business Administration, Banking, Sustainability, Governance/ Compliance
2. Mr. CHAMNONG WATANAGASE	Director (Non-executive directors, Independent director)	17 Mar 2017	Business Administration, Accounting, Strategic Management, Internal Control, Banking
3. Mr. STEPHEN TIRADOR BRIONES	Director (Non-executive directors)	1 Oct 2014	Business Administration, Banking, Strategic Management, Risk Management, Human Resource Management

Selection of independent directors

Criteria for selecting independent directors

The Nomination and Remuneration Committee is responsible for screening and assessing qualified and suitable candidates for appointment as independent directors. The Committee considers qualifications in accordance with the

relevant laws, the Bank's Articles of Association, the regulations and notifications issued by the Bank of Thailand, the Securities and Exchange Commission, the Stock Exchange of Thailand, and the principles of good corporate governance.

The Nomination and Remuneration Committee will provide its recommendation to the Bank's Board of Directors and, as applicable, propose the appointment for approval by the shareholders meeting. The Bank also encourages shareholders, particularly minority shareholders, to nominate qualified individuals for consideration as directors or independent directors in order to promote participation and protect the rights of all groups of shareholders on an equitable basis.

Qualifications of Independent Directors

The Bank has prescribed the qualifications of independent directors in line with the relevant requirements of the Bank of Thailand relating to governance and internal control mechanisms of financial institutions and financial business groups. These qualifications are also consistent with the notifications of the Capital Market Supervisory Board and the principles of good corporate governance. The qualifications of independent directors are as follows.

1. Must hold no more than 1% of the total voting shares of the Bank, its subsidiaries, its associates, major shareholders, or controlling persons of the Bank. The shareholding of related persons of the independent director must also be included in this calculation.
2. Must not be or have been a director involved in management, employee, staff member, salaried advisor, or controlling person of the Bank, its subsidiaries, associates, companies under the same group, major shareholders, or controlling persons of the Bank, unless such status has ceased for not less than two years prior to the date of submitting the application to the Office; however, this prohibition shall not apply to cases where the independent director was a government official or an advisor to a government agency which is a major shareholder or controlling person of the Bank. Must not be or have been a director participating in management, an employee, a staff member, an advisor receiving a regular salary, or a controlling person of the Bank, its subsidiaries, its associates, companies of the same group, major shareholders, or controlling persons unless such status has ended for at least two years prior to the date of application for approval.

This prohibited characteristic does not include cases where an independent director was previously a government official or an advisor to a government agency that is a major shareholder or controlling person of the Bank.

3. Must not be a person having a blood relationship or a legal relationship by registration as a father, mother, spouse, sibling, or child, including the spouse of other directors, executives, major shareholders, controlling persons, or persons proposed to be directors, executives, or controlling persons of the Bank or its subsidiaries.
4. Must not have or have had any business relationship with the Bank, its subsidiaries, associates, major shareholders, or controlling persons of the Bank in a manner that may impair the exercise of independent judgment, and must not be or have been a substantial shareholder or controlling person of any person having a business relationship with the Bank, its subsidiaries, associates, major shareholders, or controlling persons of the Bank, unless such relationship has ceased for not less than two years.

Business relationships include normal commercial transactions for business operations, leasing or letting of immovable property, transactions relating to assets or services, or financial assistance through borrowing, lending, guarantees, or provision of assets as collateral, or other similar arrangements resulting in outstanding liabilities owed by either party amounting to at least 3% of the applicant's net tangible assets or at least THB 20 million, whichever is lower; the calculation of such liabilities shall follow, *mutatis mutandis*, the rules on connected transactions prescribed by the Capital Market Supervisory Board, and shall include liabilities incurred within one year prior to the date of the business relationship with the same person.

5. Must not be or have been an auditor of the Bank, its subsidiaries, associates, major shareholders, or controlling persons of the Bank, and must not be a substantial shareholder, controlling person of the Bank, or a partner of an audit firm which has acted as auditor of the Bank, its subsidiaries, associates, major shareholders, or controlling persons of the Bank, unless such status has ceased for not less than two years.

6. Must not be or have been a provider of any professional services, including legal or financial advisory services, receiving fees exceeding THB 2 million per year from the Bank, its subsidiaries, associates, major shareholders, or controlling persons of the company, and must not be a substantial shareholder, controlling person, or partner of such professional service provider, unless such status has ceased for not less than two years.
7. Must not be a director appointed to represent a director of the Bank, a major shareholder, or a shareholder related to a major shareholder.
8. Must not engage in a business of the same nature that constitutes material competition with the business of the Bank or its subsidiaries, nor be a substantial partner in a partnership, nor be a director involved in management, employee, staff member, salaried advisor, or hold more than 1% of the total voting shares of another company engaging in a business of the same nature and materially competing with the Bank or its subsidiaries.
9. An independent director must not serve continuously for more than nine years, counting the tenure served as an independent director of the Bank, companies within the Bank's financial business group, subsidiaries, associates, and companies under the same level of control; if an independent director has completed nine years and wishes to be reappointed, he or she must have ceased to be a director, executive, employee, salaried advisor, or controlling person of the Bank or related entities, major shareholders, or controlling persons for at least two years, while an independent director who has served less than nine years may be reappointed even after a break of less than two years, provided that during such period he or she did not hold any such positions, with the term of service counted on a cumulative and continuous basis.
10. has no other characteristics that would prevent them from providing independent opinions regarding the bank's operations.

In considering the qualifications of an independent director for the retrospective period, the above criteria shall apply, unless a waiver has been granted pursuant to the notification of the Capital Market Supervisory Board.

After being appointed as an independent director possessing the aforementioned qualifications, the independent director may be assigned by the Board of Directors to make decisions regarding the operations of the Bank, its subsidiaries, associated companies, sister companies, major shareholders, or controlling persons of the Bank, provided that such decisions are made collectively (Collective Decision).

In the case where an individual appointed by the Bank to serve as an independent director has or previously had a business relationship exceeding the value prescribed under Clause 4, the Bank shall obtain an opinion from the Board of Directors indicating that it has considered the principles under Section 89/7 of the Securities and Exchange Act B.E. 2535 (1992), and has concluded that the appointment of such person does not affect the performance of duties or the provision of independent opinions. The Bank shall also disclose the relevant information in the notice of the shareholders' meeting under the agenda regarding the appointment of the independent director.

Business or professional relationships of independent directors over the past year

Business or professional relationships of independent : No
directors over the past year

Selection of directors and the highest-ranking executive

Nomination Process for Directors, Chief Executive officer and Senior Executives

Nomination of Directors

The Board of Directors has appointed the Nomination and Remuneration Committee to establish policies and criteria for the nomination of directors and independent directors, including the prescribed qualifications for such positions, taking into account diversity in knowledge, expertise, skills, and experience beneficial to the Bank's operations and aligned with its business strategy through the Board Skill Matrix, without limitation based on gender,

race, religion, age, or other specific characteristics; candidates must be able to fully dedicate their time to performing their duties and must not possess any prohibited characteristics under applicable laws, regulations, and principles of good corporate governance.

Nomination and Appointment of the Chief Executive Officer and Senior Executives

The Board of Directors has assigned the Nomination and Remuneration Committee to identify and nominate suitably qualified persons for appointment as the Chief Executive Officer (CEO), who serves as the highest-ranking executive of the organization, in accordance with established criteria requiring that the candidate possess the requisite qualifications and be free from prohibited characteristics under the regulations of the Securities and Exchange Commission Thailand, the Stock Exchange of Thailand, the Financial Institutions Business Act B.E. 2551 (2008), and other relevant laws and regulations, similar to the nomination process for directors; the CEO must also hold the position of director and have undergone the director nomination process, and the appointment as director and CEO must be submitted respectively to the Bank of Thailand for approval.

For Senior executives are under the responsibility of the Human Resources function, which conducts recruitment through a clear, transparent, and fair process based on qualifications, knowledge, competencies, skills aligned with the Bank's strategy, and relevant experience appropriate to the position, in consideration of strategic objectives and other applicable criteria to ensure the selection of capable executives able to drive sustainable organizational growth, with interviews conducted by the CEO or submissions made to the Nomination and Remuneration Committee and the Board of Directors for consideration, as appropriate.

Method for selecting directors and the highest-ranking executive

Method for selecting persons to be appointed as directors : Yes
through the nomination committee

Method for selecting persons to be appointed as the : Yes
highest-ranking executive through the nomination
committee

Rights of minority shareholders on director appointment

The Bank has established processes and channels to enable minority shareholders to participate in its governance by providing them with the opportunity to propose agenda items for the Annual General Meeting of Shareholders and to nominate qualified persons for consideration as directors prior to the issuance of the notice convening the 2025 Annual General Meeting of Shareholders. For the 2025 AGM, the Bank allowed shareholders to propose agenda items and nominate director candidates in advance for a period of three months before the end of its fiscal year, from 1 September 2024 to 30 November 2024. The Bank announced this opportunity through the Stock Exchange of Thailand and disclosed the relevant criteria and procedures for proposing agenda items and nominating director candidates on the Bank's website from 22 August 2024. Shareholders wishing to nominate a person for consideration as a director were required to meet the following qualifications:

1. Be shareholder(s) of the Bank, either individually or collectively, holding not less than 5 percent of the total voting rights of the Bank, and having held such shares continuously for at least 12 months up to the date of submission.
2. Be able to provide evidence of shareholding as prescribed by the Bank, such as a certified true copy of share certificates, a confirmation letter issued by a securities company, or other evidence issued by the Stock Exchange of Thailand or Thailand Securities Depository Co., Ltd.

However, no shareholder proposed any agenda item for the 2025 Annual General Meeting of Shareholders or nominated any person for consideration as a director during the specified period.

Method of director appointment : Method whereby each director requires approval
votes more than half of the votes of attending
shareholders and casting votes

Setting qualifications for the selection of directors

The Bank has prescribed directors' qualifications in the Board Charter, which may be summarized as follows:

1. Directors must possess knowledge, competence, and experience beneficial and appropriate to the Bank's business operations, demonstrate leadership and broad vision, understand the nature of the Bank's business and be able to view the business holistically, perform their duties and express opinions independently, uphold honesty and integrity with strong business ethics, and be able to devote sufficient time to their responsibilities.
2. Directors must possess all required qualifications and have no prohibited characteristics as prescribed under the Public Limited Companies Act B.E. 2535 (1992) (as amended), the Securities and Exchange Act B.E. 2535 (1992) (as amended), the Financial Institutions Business Act B.E. 2551 (2008) (as amended), the Payment Systems Act B.E. 2560 (2017), and other applicable laws and regulations, including the notifications of the Bank of Thailand regarding approval criteria for the appointment of directors, managers, persons with management authority, or advisors of financial institutions; directors must not possess any characteristics indicating a lack of trustworthiness as prescribed by the Securities and Exchange Commission Thailand, must obtain approval from the Bank of Thailand, and must be listed in the directors and executives database system of securities issuers in accordance with the relevant Capital Market Supervisory Board notification.
3. Directors must not engage in, become a partner in, or serve as a director of any other juristic person in Thailand conducting the same and competing business as the Bank or its subsidiaries, whether for their own benefit or that of others, unless prior disclosure is made to the shareholders' meeting before appointment; directors must also promptly notify the Bank of any direct or indirect interest in contracts entered into by the Bank or of any increase or decrease in their holdings of shares or debentures in the Bank or its affiliated companies.
4. Directors may serve as chairman or executive director (either or both) in other companies in no more than three business groups, excluding positions held in the Bank; where a company does not belong to a business group, each such company shall be counted as one business group, and companies acquired through debt restructuring shall be counted as part of the Bank's financial business group, unless otherwise directed by the Bank of Thailand.
5. Directors may hold directorships in other listed companies on domestic or international stock exchanges, provided that the total number does not exceed five listed companies, counting the Bank as one listed company but excluding listed companies acquired through debt restructuring, unless otherwise directed by the Bank of Thailand.

Details of qualifications for the selection of directors

Skill and expertise	Skills and expertise
Knowledge and Experience Qualifications	Banking, Accounting, Finance, Risk Management, Governance/ Compliance

Information on the development of directors

The Bank encourages its directors and executives to participate in seminars and training courses beneficial to their duties, in order to continuously enhance the skills and knowledge necessary for their responsibilities, in accordance with the established plans and budget. These programs are organized by the Thai Institute of Directors Association, the Stock Exchange of Thailand, or other independent institutions, with the aim of ensuring continuous improvement in performance and applying the acquired knowledge for the benefit of the Bank.

Development of directors over the past year

The Bank prioritizes the continuous promotion and support of training and knowledge development for its directors, particularly in the principles of good corporate governance, as well as other relevant and essential knowledge for the directors' performance of duties, to enhance the effectiveness of the Bank's oversight and management. All Bank directors have successfully completed the fundamental director training courses organized by the Thai Institute of Directors (IOD), accounting for 100% of all directors. In 2025, the Bank's directors received additional training in the following courses:

Details of the development of directors over the past year

List of directors	Participation in training in the past financial year	History of training participation
1. Mr. KITIPONG URAPEEPATANAPONG (Chairman of the board of directors, Independent director)	Participating	Other <ul style="list-style-type: none">• 2025: AWS Perspective on Progressive Transformation Course at AWS FOR FINANCIAL SERVICE Institute on September 23, 2025
2. Mr. WINYOU CHAIYAWAN (Vice-chairman of the board of directors)	Participating	Other <ul style="list-style-type: none">• 2025: AWS Perspective on Progressive Transformation Course at AWS FOR FINANCIAL SERVICE Institute on September 23, 2025
3. Mr. CHAMNONG WATANAGASE (Director, Independent director)	Participating	Other <ul style="list-style-type: none">• 2025: AWS Perspective on Progressive Transformation Course at AWS FOR FINANCIAL SERVICE Institute on September 23, 2025

List of directors	Participation in training in the past financial year	History of training participation
4. Mr. SUPACHAI SUKHANINDR (Director, Independent director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2025: Director Leadership Certification Program (DLCP) <p>Other</p> <ul style="list-style-type: none"> • 2025: AWS Perspective on Progressive Transformation Course at AWS FOR FINANCIAL SERVICE Institute on September 23, 2025 • 2025: Dialogue with Development Maverick Mechai Viravaidya on Spreading Consciousness in Education and Health, March 06, 2025
5. Ms. ADA INGAWANIJ (Director, Independent director)	Participating	<p>Thai Institute of Directors (IOD)</p> <ul style="list-style-type: none"> • 2025: Director Leadership Certification Program (DLCP) <p>Other</p> <ul style="list-style-type: none"> • 2025: AWS Perspective on Progressive Transformation Course at AWS FOR FINANCIAL SERVICE Institute on September 23, 2025
6. Mr. STEPHEN TIRADOR BRIONES (Director)	Participating	<p>Other</p> <ul style="list-style-type: none"> • 2025: AWS Perspective on Progressive Transformation Course at AWS FOR FINANCIAL SERVICE Institute on September 23, 2025
7. Mr. GAURAV MALIK (Director)	Participating	<p>Other</p> <ul style="list-style-type: none"> • 2025: AWS Perspective on Progressive Transformation Course at AWS FOR FINANCIAL SERVICE Institute on September 23, 2025

List of directors	Participation in training in the past financial year	History of training participation
8. Ms. KRISANA ARAMKULCHAI (Director)	Participating	Other <ul style="list-style-type: none"> • 2025: AWS Perspective on Progressive Transformation Course at AWS FOR FINANCIAL SERVICE Institute on September 23, 2025
9. Mr. ROY AGUSTINUS GUNARA (Director)	Participating	Other <ul style="list-style-type: none"> • 2025: AWS Perspective on Progressive Transformation Course at AWS FOR FINANCIAL SERVICE Institute on September 23, 2025

Information on the evaluation of duty performance of directors

Criteria for evaluating the duty performance of the board of directors

Performance Evaluation of the Board of Directors, Sub-Committees, and the Chief Executive Officer

1. Performance Evaluation of the Board of Directors

The Bank's Board of Directors has a policy requiring annual performance evaluations in two forms: a whole-board evaluation and a cross individual evaluation, while Board committees are evaluated through a committee evaluation and individual self-assessments, in order to review matters undertaken during the year and enhance the effectiveness of the Board's performance. The Board also requires periodic reviews of the evaluation criteria to ensure they remain appropriate and aligned with the Board's roles, duties, responsibilities, and good corporate governance practices.

- The Board of Directors' Performance Evaluation (as a whole)

The collective performance evaluation of the Board of Directors follows the framework prescribed by the Stock Exchange of Thailand, with the content refined to ensure appropriateness and alignment with the Board's authority, duties, and responsibilities, comprising a total of 22 items that assess the Board's overall roles and performance, including understanding of duties and responsibilities, preparedness and regular meeting attendance, application of knowledge and specialized expertise in providing strategic guidance, raising questions and requesting additional information from management, proposing new ideas and engaging in constructive debate, working collaboratively with mutual respect and openness to differing views, fulfilling governance responsibilities and maintaining checks and balances, expressing opinions or dissent on matters inconsistent with good governance principles, collaborating with management and sub-committees, and recommending organizational development initiatives in response to changes and best practices to enhance long-term effectiveness and sustainability.

The summary of the Board of Director's assessment as a whole for 2025 reflects an overall average score of 3.87, which is lower than the 2024 average of 3.93.

- The individual performance evaluation of the Board of Directors is conducted on a cross-evaluation basis.

The individual performance evaluation of the Bank's Board of Directors is conducted using a cross-evaluation approach. The self-assessment form for the Board members has been refined to ensure appropriateness and alignment with the specific characteristics of the Bank's Board. The assessment is divided into five main categories: (1) Board structure and qualifications, (2) Roles, duties, and responsibilities of the Board, (3) Board meetings, (4)

Relationship with management, (5) Directors' development. Each category comprises several sub-items, totaling 36 criteria, with a scoring scale of 1–4, ranging from strongly disagree to strongly agree. This evaluation reflects the Bank's commitment to governance responsibilities, with the results grouped into four key dimensions as follows:

1. Mission-Focused
2. Organization Strategy
3. Culture of Trust and Respect
4. Corporate Governance on a Continuum

The summary of the Board of director's individual cross-evaluation (evaluating fellow directors) for 2025 shows an overall average score of 3.84, which is slightly lower than the 3.85 average score in 2024.

2. Performance Evaluation of Sub-Committees

The Bank conducts annual performance evaluations of all five sub-committees, namely the Audit Committee, the Nomination and Remuneration Committee, the Risk Oversight Committee, the Corporate Governance and Sustainable Development Committee, and the Executive Committee, with the objective of using the evaluation results to determine appropriate measures for improvement and to further enhance the effectiveness of each sub-committee's performance, whereby the evaluation criteria and forms differ according to the respective roles, duties, and responsibilities of each sub-committee.

Evaluation of the duty performance of the board of directors over the past year

The overall evaluation indicates that the Board of Directors has fully performed its duties in accordance with its assigned roles and responsibilities, within the framework of applicable laws and principles of good corporate governance, while placing emphasis on transparency, accountability, and ethical management. The Board plays a key role in setting the Bank's direction, strategies, and major policies, overseeing management to ensure effective operations and prudent risk management, conducting regular and effective meetings, making decisions based on comprehensive and well-rounded information, maintaining appropriate relationships with internal and external auditors, and giving due consideration to stakeholders and investors.

Details of the evaluation of the duty performance of the board of directors

List of directors	Assessment form	Grade / Average score received	Grade / Full score
Board of Directors	Group assessment	3.87	4.00
	Self-assessment	None	None
	Cross-assessment (assessment of another director)	3.84	4.00

8.1.2 Meeting attendance and remuneration payment to each board member

The Bank schedules monthly Board of Directors meetings, and the Corporate Secretary informs all directors of the annual meeting calendar in advance. Additional Board meetings may be arranged as necessary. The Corporate Secretary distributes the meeting notice, agenda, and supporting documents to all directors at least 7 days prior to the meeting to allow sufficient time for review, except in urgent cases. The meeting agenda is categorized clearly and includes regular updates on the Bank's performance. Every director is required to attend all Board meetings, or no less than 75% of the total number of meetings held each year, unless there is a necessary reason.

During the meetings, the Chairman allocates adequate time for discussion and encourages all directors to express their views freely. Relevant senior executives may be invited to participate in the meeting to provide additional information. Directors may attend the meetings in person or via electronic means. The Bank prepares written minutes

that comprehensively capture key matters discussed, finalizes them in a timely manner, and maintains approved minutes in an organized manner for reference.

In addition, the Board of Directors requires that a meeting of non-executive directors be held at least once a year to discuss matters related to the Bank's business, including topics of particular interest or concern. Such a meeting was held on 20 December 2025.

In 2025, the Board of Directors held a total of 12 meetings, along with 1 meeting exclusively for non-executive directors (without management) in December. This meeting enabled non-executive directors to exchange views independently. After the meeting, the key discussion points were summarized and reported to the Board of Directors for acknowledgment, serving as a basis for more effective monitoring of management's performance. Furthermore, the Bank holds Executive Committee meetings every month, in which executive directors and most senior executives participate unless urgent obligations prevent attendance. At each meeting, the Chairman of the Executive Committee presides over the session, ensuring that each agenda item is considered thoroughly. All executives are encouraged to express their opinions and participate in discussions, and relevant information is clarified before proceeding to a resolution. Written minutes are prepared for every meeting and stored systematically for audit purposes.

The Bank's Board of Directors has a policy prohibiting directors and executives who are related parties or who have a conflict of interest concerning any agenda item from attending or voting on that matter. Determination of related parties and conflicted individuals is based on the declarations of interest, which all directors and executives are required to submit as specified, to ensure proper disclosure of conflicts of interest.

Additionally, the Board has established a policy on meeting quorum requirements. For any resolution to be passed at a Board meeting, at least two-thirds of all Board members must be present.

Meeting attendance of the board of directors

Meeting attendance of the board of directors

Number of the board of directors meeting over the past : 12
year (times)

Date of AGM meeting : 28 Apr 2025

EGM meeting : No

Details of the board of directors' meeting attendance

List of directors	Number of Board Meeting			AGM meetings			EGM meetings		
	Meeting attendance (times)	/	Meeting attendance rights (times)	Meeting attendance (times)	/	Meeting attendance rights (times)	Meeting attendance (times)	/	Meeting attendance rights (times)
1. Mr. KITIPONG URAPEEPATANAPONG (Chairman of the board of directors, Independent director)	12	/	12	1	/	1	N/A	/	N/A
2. Mr. WINYOU CHAIYAWAN (Vice-chairman of the board of directors)	11	/	12	1	/	1	N/A	/	N/A
3. Mr. CHAMNONG WATANAGASE (Director, Independent director)	12	/	12	1	/	1	N/A	/	N/A
4. Mr. SUPACHAI SUKHANINDR (Director, Independent director)	12	/	12	1	/	1	N/A	/	N/A
5. Ms. ADA INGAWANIJ (Director, Independent director)	12	/	12	1	/	1	N/A	/	N/A
6. Mr. STEPHEN TIRADOR BRIONES (Director)	12	/	12	1	/	1	N/A	/	N/A
7. Mr. GAURAV MALIK (Director)	12	/	12	1	/	1	N/A	/	N/A
8. Ms. KRISANA ARAMKULCHAI (Director)	12	/	12	1	/	1	N/A	/	N/A
9. Mr. ROY AGUSTINUS GUNARA (Director)	12	/	12	1	/	1	N/A	/	N/A

Summary of the board of directors' meeting attendance rate

List of directors	Board of directors' meeting attendance rate	AGM meeting attendance rate	EGM meeting attendance rate
1. Mr. KITIPONG URAPEEPATANAPONG (Chairman of the board of directors, Independent director)	12/12 (100.00%)	1/1 (100.00%)	N/A
2. Mr. WINYOU CHAIYAWAN (Vice-chairman of the board of directors)	11/12 (91.67%)	1/1 (100.00%)	N/A
3. Mr. CHAMNONG WATANAGASE (Director, Independent director)	12/12 (100.00%)	1/1 (100.00%)	N/A
4. Mr. SUPACHAI SUKHANINDR (Director, Independent director)	12/12 (100.00%)	1/1 (100.00%)	N/A
5. Ms. ADA INGAWANIJ (Director, Independent director)	12/12 (100.00%)	1/1 (100.00%)	N/A
6. Mr. STEPHEN TIRADOR BRIONES (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
7. Mr. GAURAV MALIK (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
8. Ms. KRISANA ARAMKULCHAI (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
9. Mr. ROY AGUSTINUS GUNARA (Director)	12/12 (100.00%)	1/1 (100.00%)	N/A
Average meeting attendance rate	(99.07%)	100.00%	N/A

Detailed justification for the Company director's non-attendance at the Board of Directors' meeting

Mr. Winyou Chaiyawan was absent from one meeting due to other commitments.

Remuneration of the board of directors

Types of remuneration of the board of directors

The Bank considers directors' remuneration with reference to industry practices, ensuring that compensation is appropriate and aligned with the roles, duties, and responsibilities of directors, and sufficient to attract and retain qualified individuals who are dedicated to creating value for the Bank. The Nomination and Remuneration Committee reviews directors' remuneration annually and proposes it to the Board of Directors for consideration and approval, before submitting it to the Annual General Meeting of Shareholders for further approval. The structure of directors' remuneration consists of both monetary and non-monetary components, as follows:

Monetary compensation

- Monthly remuneration: A fixed monthly payment made to the Chairman, directors, and sub-committee chairpersons, the Chairman of the Audit Committee, during their term of office.
- Meeting allowance: Paid to the Chairman and directors for each attendance at Board and sub-committee meetings, on a per-meeting basis.
- Special remuneration: An annual payment determined based on the Bank's operating performance for each year.

Non-monetary compensation

Group medical insurance and annual health check-ups under the same rates and conditions as those provided to senior executives.

However, directors or sub-committee members who are executive directors, executives, or full-time employees of the Bank and already receive regular monthly remuneration are not entitled to monthly directors' remuneration, meeting allowances, or special remuneration in their capacity as directors or sub-committee members.

Details of Directors' Remuneration

The Annual General Meeting of Shareholders for the year 2025, held on 28 April 2025, resolved to approve the remuneration of the Board of Directors and five sub-committees, namely: 1) the Board of Directors; 2) the Audit Committee; 3) the Risk Oversight Committee; 4) the Nomination and Remuneration Committee; and 5) the Corporate Governance and Sustainability Committee

Position	2025	
	Compensation Monthly (Baht/month)	Meeting allowance ⁽¹⁾ (Baht/time/person)
Board of Directors		
Chairman	200,000	70,000
Vice Chairman	190,000	60,000
Director	100,000	40,000
Audit Committee		
Chairman	60,000	50,000
Director	30,000	30,000
Nomination and Remuneration Committee		
Chairman	None	50,000
Director	None	30,000
Risk Oversight Committee		
Chairman	None	50,000
Director	None	30,000
Corporate Governance and Sustainability Committee		
Chairman	None	50,000
Director	None	30,000
Executive Committee		
Chairman of Executive Committee	500,000	100,000
Director	None	None

NOTE:

(1) The aforementioned meeting allowance is paid for attending Board of Directors meetings; directors will not receive meeting allowances for shareholder meetings.

(2) Executives who are employees and receive a regular salary will not receive compensation as bank directors.

(1)

Table showing changes in ordinary shareholding Bank of Directors

No.	List of Directors	Number of ordinary shares held		Change: Increase/ Decrease (shares)	Shareholding proportion in the bank (%)
		December 31, 2024	December 31, 2025		
1	Prof. Kitipong Urapeepatanapong	34,400	34,400	-	0.00
2	Mr. Chamnong Watanagase	103,400	103,400	-	0.01
3	Mr. Stephen Tirador Briones	10,300	15,300	5,000	0.00
4	Ms. Ada Ingawanij	86,200	86,200	-	0.01
5	Mr. Supachai Sukhanindr	10,000	10,000	-	0.00
6	Ms. Krisana Aramkulchai	103,400	103,400	-	0.01
7	Mr. Gaurav Malik	-	-	-	-
8	Mr. Winyou Chaiyawan ⁽²⁾	60,300,690	60,300,690	-	4.88
9	Mr. Roy Augustinas Gunara ⁽³⁾	45,701,176	45,701,176	-	3.70

Note:

(1) Including shares of spouse and minor children.

(2) Mr. Winyou Chaiyawan holds 60,300,690 shares in his own name and 19,145,000 shares through a custodian named UBS AG SINGAPORE BRANCH, totaling 79,445,690 shares,

representing 4.30%. Mr. Roy Augustinas Gunara holds 1,000,000 shares in his own name, 44,701,176 shares belonging to his spouse, and 482,300 shares through NVDR, totaling 46,183,476 shares, representing 3.74%.

(1)

Remuneration of the board of directors

Details of the remuneration of each director over the past year

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
1. Mr. KITIPONG URAPEEPATANAPONG (Chairman of the board of directors, Independent director)			6,140,000.00		0.00

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
Board of Directors (Chairman of the board of directors)	840,000.00	5,100,000.00	5,940,000.00	Yes	
Corporate Governance and Sustainability Committee (The chairman of the subcommittee)	200,000.00	0.00	200,000.00	No	
2. Mr. WINYOU CHAIYAWAN (Vice-chairman of the board of directors)			0.00		0.00
Board of Directors (Vice- chairman of the board of directors)	0.00	0.00	0.00	Yes	
Executive Committee (The chairman of the subcommittee)	0.00	0.00	0.00	No	
Corporate Governance and Sustainability Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
Risk Oversight Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
3. Mr. CHAMNONG WATANAGASE (Director, Independent director)			4,350,000.00		0.00
Board of Directors (Director)	480,000.00	2,550,000.00	3,030,000.00	Yes	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
Audit Committee (Chairman of the audit committee)	600,000.00	720,000.00	1,320,000.00	No	
4. Mr. SUPACHAI SUKHANINDR (Director, Independent director)			4,160,000.00		0.00
Board of Directors (Director)	480,000.00	2,550,000.00	3,030,000.00	Yes	
Audit Committee (Member of the audit committee)	360,000.00	240,000.00	600,000.00	No	
Nomination and Remuneration Committee (The chairman of the subcommittee)	200,000.00	0.00	200,000.00	No	
Risk Oversight Committee (Member of the subcommittee)	330,000.00	0.00	330,000.00	No	
5. Ms. ADA INGAWANIJ (Director, Independent director)			3,750,000.00		0.00
Board of Directors (Director)	480,000.00	2,550,000.00	3,030,000.00	Yes	
Audit Committee (Member of the audit committee)	360,000.00	240,000.00	600,000.00	No	
Corporate Governance and Sustainability Committee (Member of the subcommittee)	120,000.00	0.00	120,000.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
6. Mr. STEPHEN TIRADOR BRIONES (Director)			3,030,000.00		0.00
Board of Directors (Director)	480,000.00	2,550,000.00	3,030,000.00	Yes	
7. Mr. GAURAV MALIK (Director)			3,480,000.00		0.00
Board of Directors (Director)	480,000.00	2,550,000.00	3,030,000.00	Yes	
Nomination and Remuneration Committee (Member of the subcommittee)	120,000.00	0.00	120,000.00	No	
Risk Oversight Committee (Member of the subcommittee)	330,000.00	0.00	330,000.00	No	
8. Ms. KRISANA ARAMKULCHAI (Director)			0.00		0.00
Board of Directors (Director)	0.00	0.00	0.00	Yes	
9. Mr. ROY AGUSTINUS GUNARA (Director)			0.00		0.00
Board of Directors (Director)	0.00	0.00	0.00	Yes	
Executive Committee (Vice-chairman of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
Risk Oversight Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
10. Mr. Stephen Tirador Briones (The chairman of the subcommittee)			670,000.00		0.00
Risk Oversight Committee (The chairman of the subcommittee)	120,000.00	0.00	120,000.00	No	
Nomination and Remuneration Committee (Member of the subcommittee)	550,000.00	0.00	550,000.00	No	
11. Mr. Kamolphu phuredithsakul (Member of the subcommittee)			0.00		0.00
Executive Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
12. Mr. Natus Kittawaranon (Member of the subcommittee)			0.00		0.00
Executive Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
13. Mr. Veerawat Chaiyawan (Member of the subcommittee)			0.00		0.00

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
Executive Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
14. Mr. Kittipant Sriwannawit (Member of the subcommittee)			0.00		0.00
Executive Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
15. Mr. Tsz Ying Christopher Chan (Member of the subcommittee)			0.00		0.00
Executive Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
16. Mr. Pichart Rungwarasopit (Member of the subcommittee)			0.00		0.00
Executive Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
17. Mr. Sarawooth Savejnarong (Member of the subcommittee)			0.00		0.00
Executive Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Names of directors / Board of directors	Company				Total monetary remuneration from subsidiaries (Baht)
	Meeting allowance	Other monetary remuneration	Total (Baht)	Non- monetary remuneration	
18. Mrs. Suwimol Visavavigrant (Member of the subcommittee)			0.00		0.00
Executive Committee (Member of the subcommittee)	0.00	0.00	0.00	No	
19. Ms. Puckjira Vudhesethakrit (Member of the subcommittee)			0.00		0.00
Executive Committee (Member of the subcommittee)	0.00	0.00	0.00	No	

Summary of the remuneration of each committee over the past year

Names of board members	Meeting allowance	Other monetary remuneration	Total (Baht)
1. Board of Directors	3,240,000.00	17,850,000.00	21,090,000.00
2. Audit Committee	1,320,000.00	1,200,000.00	2,520,000.00
3. Risk Oversight Committee	780,000.00	0.00	780,000.00
4. Nomination and Remuneration Committee	870,000.00	0.00	870,000.00
5. Corporate Governance and Sustainability Committee	320,000.00	0.00	320,000.00
6. Executive Committee	0.00	0.00	0.00

Remark : ⁽¹⁾ * Mr. Winyoo Chaiyawan wishes to decline remuneration for the position of Vice Chairman of the Bank's Board of Directors and as a member of sub-committees.

** Directors of the Bank or members of sub-committees who are executive directors, executives, or full-time employees of the Bank and who already receive regular monthly remuneration shall not be entitled to additional monthly remuneration, meeting allowances, or

performance-based bonuses in their capacity as directors or members of sub-committees.

**** Other non-monetary remuneration includes group medical benefits and annual health check-ups at the same rates and under the same conditions as those applicable to senior executives.*

Remunerations or benefits pending payment to the board of directors

Remunerations or benefits pending payment to the board : 0.00
of directors over the past year
(Baht)

8.1.3 Supervision of subsidiaries and associated companies

Mechanism for overseeing subsidiaries and associated companies

Does the Company have subsidiaries and associated : Yes
companies

Mechanism for overseeing subsidiaries and associated : Yes
companies

Mechanism for overseeing management and taking : The appointment of representatives as directors,
responsibility for operations in subsidiaries and associated executives, or controlling persons in proportion to
companies approved by the board of directors shareholding, The determination of the scope of
duties and responsibilities of directors and executives
as company representatives in establishing important
policies, Disclosure of financial condition and
operating results, Transactions between the company
and related parties, Other significant transactions,
Acquisition or disposal of assets, Internal control
system of the subsidiary operating the core business
is appropriate and sufficient in the subsidiary
operating the core business

The Bank has established an investment policy focusing on companies that support its business operations and align with its objectives, vision, and strategic growth plans, with the aim of enhancing operating results and profitability, creating business synergies, strengthening competitiveness, and achieving its goal of becoming a leading operator in its core businesses; in this regard, the Bank, its subsidiaries, and/or its associates may also consider investments in other businesses with strong growth potential or the ability to expand or complement the Bank's operations, provided that such investments generate appropriate returns, and any proposed investment will be subject to a feasibility study and comprehensive analysis covering potential, investment proportion, expected returns, and associated risks, and must obtain approval and/or endorsement from the Board of Directors and/or the shareholders' meeting, as applicable, while fully complying with the relevant regulations and notifications of the Bank of Thailand, the Capital Market Supervisory Board, and the Stock Exchange of Thailand.

Principles for Governing the Operations of Subsidiaries and Associates Companies

1. The Bank shall appoint individuals to serve as its representatives as directors and/or executives in each subsidiary and/or associate at least in proportion to its shareholding in each company, to the extent practicable, unless the

Board of Directors determines that having representatives in a number lower than its shareholding proportion does not affect the Bank's authority to determine policies and take action on significant matters or matters materially impacting the financial position and operating results of such company, or that an appropriate balance of power is maintained; in this regard, the Board shall consider and approve such appointments based on the appropriateness of each company, except where a subsidiary or associate is a small company that is not material to the Bank's financial position and operating results, in which case the Board may delegate the Chief Executive Officer or the President to appoint the Bank's representatives, with the objective of ensuring that the operations of the subsidiaries and/or associates comply with applicable laws, the Bank's corporate governance policy, and other relevant policies, and to enable the Bank to acknowledge and monitor their operations to the extent permitted by law and under the relevant policies.

2. The Bank shall supervise the conduct of its representatives in each subsidiary and/or associate company to ensure that their duties are performed in compliance with applicable laws, the company's objectives and articles of association, resolutions of the board of directors and shareholders' meetings, as well as in accordance with good corporate governance practices and business ethics with integrity, prudence, responsibility, and professionalism. The Bank shall also monitor and provide recommendations to ensure that the operations of subsidiaries and/or associates align with established objectives and that obstacles or issues can be addressed in a timely and appropriate manner.
3. The Bank shall take all necessary actions, to the extent practicable, to ensure that its subsidiaries and/or associate companies disclose to the Bank their financial position and operating results, transactions that may involve conflicts of interest, and other material information. This also includes ensuring that such subsidiaries and/or associates fully disclose all information required to be submitted to regulatory authorities and relevant government agencies.
4. The Bank shall closely monitor the performance and operations of its subsidiaries and/or associate companies, and shall provide comments or recommendations to the Bank's Board of Directors and to the boards of directors of such subsidiaries and/or associates (to the extent practicable). This is to support their consideration of improvements and initiatives that promote continuous development and sustainable growth of the businesses of the subsidiaries and/or associates.
5. Directors of subsidiaries and/or associates who serve as representatives of the Bank must review, monitor, and provide necessary recommendations to ensure that subsidiaries and/or associates establish clear, efficient, and effective operational systems to support their business activities.

Additional Operational Governance Practices Applicable to Subsidiaries

1. If a subsidiary enters into a transaction that falls under the acquisition or disposal of assets or a connected transaction according to the relevant announcements of the Capital Market Supervisory Board and the Stock Exchange of Thailand, which would result in the Bank being obliged to seek approval for such transaction from the Bank's Board of Directors meeting and/or the Bank's shareholders' meeting (as the case may be), and/or results in any transaction for which the Bank must obtain approval from relevant legal authorities before entering into it, the subsidiary may only enter into such transaction after receiving approval from the Bank's Board of Directors meeting and/or the Bank's shareholders' meeting and/or relevant authorities (as the case may be).
2. If the entering into any transaction or the occurrence of any event by a subsidiary results in the Bank having an obligation to disclose information under applicable notifications, regulations, and requirements to relevant regulatory authorities, including the obligations under the Stock Exchange of Thailand's regulations on the rules, conditions, and procedures for the disclosure of information and the performance of acts by listed companies, the directors and/or executives who serve as representatives of the Bank shall immediately notify the Bank upon becoming aware that such subsidiary has a plan to enter into such transaction or that such event has occurred.
3. The Bank has established a policy requiring its subsidiaries to maintain appropriate and sufficient risk management and internal control systems, ensure adequate personnel to effectively implement such systems in order to

prevent fraud, and put in place internal control mechanisms at both the Bank and subsidiary levels to monitor and oversee subsidiary operations, safeguard assets from misuse or unauthorized use by directors or executives, and adequately supervise transactions involving potential conflicts of interest or connected persons, with oversight conducted through regular audits by the Bank's Internal Audit function to enable the Board of Directors and management to effectively monitor operating performance, financial position, intercompany and material transactions, while also granting the Bank's internal auditors and Audit Committee direct access to subsidiaries' internal information and requiring audit findings to be reported to the Board of Directors to ensure strict compliance with established systems and procedures.

4. Directors of subsidiaries who serve as representatives of the Bank must ensure that the annual budget of the subsidiary is submitted to the Bank's Board of Directors for consideration and approval before the subsidiary holds its own board meeting to approve its annual budget, except in cases where such authority has already been delegated under the subsidiary's Delegation of Authority that has been approved by the Bank's Board of Directors.

8.1.4 The monitoring of compliance with corporate governance policy and guidelines

The Bank places continuous importance on shareholders' rights and its responsibilities toward shareholders and stakeholders, ensuring equitable treatment of shareholders, recognizing the role of stakeholders, promoting information disclosure and transparency, and emphasizing the Board of Directors' accountability and adherence to good corporate governance principles in order to enhance confidence among shareholders, investors, and all stakeholders; accordingly, the Board has approved the establishment of a comprehensive Good Corporate Governance Policy covering the structure, roles, duties, and responsibilities of the Board of Directors and its sub-committees, as well as clear, transparent, and accountable management principles to ensure that all Bank operations are conducted fairly and with due regard to the best interests of shareholders and stakeholders.

The Bank's business operations under this Good Corporate Governance Policy set out practical guidelines to ensure that directors, executives, and employees understand and adopt them as a framework for performing their duties, encompassing nine key principles:

- defining objectives and core business goals for sustainability
- establishing or approving an effective risk governance framework
- implementing an effective remuneration structure
- adopting a whistleblowing policy and procedure
- maintaining internal control and internal audit policies
- disclosing governance information to stakeholders;
- ensuring financial reliability and transparent disclosure
- supporting shareholder engagement and communication
- promoting innovation and responsible business conduct.

The Bank will continue to monitor compliance with the aforementioned good corporate governance policies and guidelines.

Prevention of conflicts of interest

The Bank places importance on monitoring compliance with its policies and practices relating to good corporate governance, including its Code of Business Conduct, and promotes their effective and genuine implementation in order to build confidence among directors, executives, employees, and all groups of stakeholders.

Operations for conflict of interest prevention over the past year

Has the company operated in preventing conflicts of : No / In Progress
interest over the past year

The Bank places significant importance on considering transactions with transparency and in the best interests of the Bank, and therefore emphasizes the prevention of transactions that may give rise to conflicts of interest, intercompany transactions, or connected transactions; accordingly, the Bank has established a Conflict of Interest Policy to control and prevent conflicts of interest and to ensure that directors, executives, and employees understand and comply with applicable laws and relevant regulations, which policy has been communicated to all directors, executives, and employees, requiring them to avoid any actions that may give rise to direct or indirect conflicts of interest and to disclose their own interests and those of related persons to the Board of Directors, particularly in relation to relationships or transactions with the Bank and its subsidiaries that may create conflicts of interest prior to entering into such transactions, while the Bank also conducts an annual year-end survey of persons with interests and related transactions covering directors, executives, related persons, and relevant employees, and presents such information to the Audit Committee and the Board of Directors for acknowledgement at least once a year.

The Bank has communicated the Conflict of Interest Policy to directors, executives, and employees through the intranet system and has provided various learning materials to enhance knowledge and understanding.

In the past year, the Bank did not identify any violations or non-compliance with regulations relating to the prevention of conflicts of interest.

Number of cases or issues related to conflict of interest

	2023	2024	2025
Total number of cases or issues related to conflict of interest (cases)	0	0	0

Prevention of the use of inside information to seek benefits

Operations for prevention of the use of inside information to seek benefits over the past year

Has the company operated in preventing the use of inside : Yes

information to seek benefits over the past year

The Bank has established an Insider Information Prevention Policy to promote understanding, communication, and clear guidance on the prevention of insider trading for its personnel. The Bank ensures that employees at all levels strictly comply with the Bank's charter and code of conduct, as well as the guidelines on the use of inside information under the Securities and Exchange Act and other relevant regulations, in order to prevent the disclosure of confidential information and the misuse of insider information. The policy has been communicated to all directors, executives, and employees, with the following key principles:

- All departments must implement appropriate systems to safeguard insider information from being disclosed to unauthorized persons. The use or dissemination of insider information must be limited strictly to those who need to know for the performance of their duties.
- Directors and executives, including those holding positions at vice president level or above (or equivalent) in the finance and accounting functions, employees in units with access to insider information, as well as their spouses or cohabiting partners and minor children who are in possession of material non-public information affecting the price or value of the Bank's securities, must refrain from trading the Bank's securities during the 30-day period prior to the disclosure of quarterly and annual financial statements or other information relating to the Bank's financial position and status, and within 24 hours after such information has been publicly disclosed.
- Directors, executives, including those holding management level positions in the finance and accounting functions equivalent to department manager or higher, the Bank's auditor, as well as plan preparers, plan administrators, and temporary plan administrators under bankruptcy law, are required to prepare, disclose, and submit reports on their holdings and changes in holdings of securities and derivatives, including those of their spouses or cohabiting

partners and minor children, as well as juristic persons in which such persons collectively hold more than 30 percent of the total voting rights and represent the largest shareholding in that juristic person.

The Bank has communicated the Insider Information Prevention Policy to directors, executives, and employees through the intranet system and has provided various learning materials to enhance knowledge and understanding. In 2025, the Corporate Secretary informed directors and executives of the 30-day blackout period prior to the disclosure of quarterly and annual financial statements or other financial information, and within 24 hours after such disclosure. Directors were notified through meeting agendas, while executives and employees were informed via email. The Bank also reports securities trading activities to the Board on a quarterly basis. Furthermore, the Bank did not find any violations, nor did it receive any whistleblowing reports or complaints regarding insider trading in breach of the policy or good corporate governance principles.

Number of cases or issues related to the use of inside information to seek benefits

	2023	2024	2025
Total number of cases or issues related to the use of inside information to seek benefits (cases)	0	0	0

Anti-corruption action

The Bank is committed to ensuring that it has effective processes in place to promote anti-corruption practices across all types of its transactions. This Anti-Corruption Policy has been approved by the Board of Directors, which establishes and supports a culture in which personnel at all levels perform their duties with integrity and transparency and must not violate the following principles:

- The Bank adheres to the principle of opposing all forms of corruption, whether direct or indirect.
- The Bank conducts its business in accordance with anti-corruption principles, adhering strictly to ethical and moral standards. This includes establishing formal written documentation, implementing policies and operational guidelines, and ensuring appropriate risk management, internal and external communication, monitoring, and review processes across all departments of the Bank.

Operations in anti-corruption in the past year

Has the company operated in anti-corruption over the : Yes
past year

Form of operations in anti-corruption : Review of appropriateness in anti-corruption, The participation in anti-corruption projects, Assessment and identification of corruption risk, Communication and training for employees on anti-corruption policy and guidelines, The monitoring of the evaluation of compliance with the anti-corruption policy, Review of the completeness and adequacy of the process by the Audit Committee or auditor

The Bank is committed to opposing all forms of corruption and to encouraging the Bank's directors, executives, and employees to develop an awareness of preventing bribery, to remain vigilant, and to report any indications or suspicions of bribery in any form. The Bank has established clear anti-corruption policies and guidelines. In addition, the

Bank has provided channels for reporting any illegal acts, violations of the Code of Conduct, or behaviors that may indicate corruption or misconduct. Any breach or non-compliance with this Anti-Corruption Policy shall be deemed a disciplinary violation of the Bank and shall result in disciplinary actions in accordance with the relevant rules, policies, regulations, orders, announcements, and applicable laws, which may also lead to civil or criminal liability. The Bank may impose disciplinary penalties in addition to civil or criminal penalties imposed by regulatory or enforcement authorities. The severity of disciplinary actions will depend on the seriousness of the violation. Disciplinary actions may include warnings, mandatory additional training on anti-corruption compliance, or termination of employment. As of 31 March 2025, the Bank obtained its third renewal of membership in the Thai Private Sector Collective Action Coalition Against Corruption (CAC), valid for another three years until 31 March 2028.

Summary of the Bank's Anti-Corruption Initiatives

- The Bank disseminates its Anti-Corruption Policy and related guidelines both internally and externally to ensure that all relevant stakeholders are aware of the Bank's intentions and commitment to combating all forms of corruption. This is carried out through various activities and communication channels, such as publishing documents on the Bank's Intranet and website, distributing policy communications to employees via email, and requiring employees to acknowledge compliance with the Anti-Corruption Policy.
- The Bank conducts assessments of corruption-related risks and requires the reporting of corruption-related risk issues to support effective risk management. These risks are reported in accordance with the Bank's defined risk management policies and processes.
- The Bank has established clear guidelines for areas with a high risk of corruption, including political contributions, charitable donations and sponsorships, gifts, hospitality and entertainment expenses, and facilitation payments, to ensure that Bank personnel do not engage in any actions that may lead to corruption.
- The Bank reviews its Anti-Corruption Policy when significant changes arise that could affect the policy. The Bank may revise or amend the Anti-Corruption Policy from time to time to ensure alignment with regulatory expectations. The Compliance Division is responsible for updating the Anti-Corruption Policy as necessary.

The Bank communicates the Anti-Corruption Policy to directors, executives, and employees through the Intranet and provides various learning materials to enhance knowledge and understanding.

In 2025, the Bank did not identify any violations of the Anti-Corruption Policy.

Number of cases or issues related to corruption

	2023	2024	2025
Total number of cases or issues related to corruption (cases)	0	0	0

Whistleblowing

Operations related to whistleblowing over the past year

Has the company implemented whistleblowing : Yes
procedures over the past year

The Bank recognizes the importance of preventing corruption and misconduct that may arise from operations and interactions with stakeholders, which could impact the Bank's decisions and business operations. Therefore, the Bank has established this policy on receiving complaints regarding corruption and misconduct to provide clear guidelines and ensure efficient handling of such complaints, both in terms of the mechanism for receiving complaints and the procedures for addressing tips concerning violations of laws, regulations, the Bank's employment rules, and the Bank's business ethics, or behaviors that may indicate corruption by the Bank's personnel, as well as measures to protect and ensure fairness for those who report information or provide tips regarding corruption or non-compliance with laws,

regulations, the Bank's employment rules, and the Bank's business ethics, including the anti-corruption policy and good corporate governance principles. Thus, the policy on receiving complaints regarding corruption and misconduct (Whistleblowing Policy), through which complainants can submit reports via this channel or other appropriate channels for complaints and whistleblowing, as follows:

- Via MS Form on the Bank's Intranet
- Via email

Email: employeeecare@thaicreditbank.com or whistleblower_IA@thaicreditbank.com

- Via postal mail

Submit to the Chairman of the Audit Committee, or an Independent Director of the Audit Committee, or the Head of Internal Audit, or the Head of Human Resources. Thai Credit Bank Public Company Limited

Address: 123 V. One Tower Building, Rama 9 Road, Huai Khwang Subdistrict, Huai Khwang District, Bangkok 10310

All whistleblowing information and related documents will be kept confidential, and measures are in place to protect whistleblowers and those who cooperate in fact-finding investigations.

The Bank has communicated its policy on receiving complaints regarding corruption and misconduct (Whistleblowing Policy) to directors, executives, and employees via the Intranet system, and provides various learning materials to enhance knowledge and understanding.

In the past year 2025, there were no complaints or cases of internal organizational corruption, nor were there any violations of policies and guidelines related to corporate governance. There were only complaints regarding work performance or compliance with regulations, etc.

Number of cases or issues related to whistleblowing

	2023	2024	2025
Total number of cases or issues received through whistleblowing channels (cases)	0	17	28

Details of cases or issues received through whistleblowing channels

Year of event	Details	Progress status
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Year of event	Details	Progress status
Jan 2025	<p>Case or issue</p> <p>There were 9 complaints concerning inappropriate behavior by employees and supervisors, including the use of harsh language, threats, and harassment. The investigation confirmed 3 of these cases.</p> <p>Topics or issues about</p> <p>Human rights</p> <p>Investigation results</p> <p>The Bank has carefully investigated the complaints and tips received in accordance with established procedures, adhering to principles of fairness, confidentiality, and non-disclosure of the whistleblower's identity. The investigation found that all cases could be investigated and closed. The Bank has acted in accordance with relevant internal policies and regulations to ensure appropriate resolution for each case and to prevent recurrence in the future. All issues have been resolved.</p> <p>Corrective actions</p> <p>Guidance for resolution was provided to the respondent, and preventive measures were strengthened by reiterating the code of conduct in operations, organizing training on appropriate workplace behavior, and continuously enhancing supervision and monitoring of employee and supervisor behavior. Furthermore, mutual respect for human rights was emphasized, along with strict adherence to the bank's policies, to prevent similar incidents from recurring in the future.</p>	Incident no longer subject to action

Year of event	Details	Progress status
Feb 2025 - Dec 2025	<p>Case or issue A complaint was lodged concerning 13 instances of non-compliance with bank regulations and operational procedures, and 1 instance of fraud. The investigation confirmed 6 of these instances.</p> <p>Topics or issues about Anti-corruption, Compliance with laws, regulations, and rules</p> <p>Investigation results The Bank has carefully investigated all complaints and tips received in accordance with established procedures, adhering to principles of fairness, confidentiality, and anonymity of whistleblowers. The investigation found that all cases could be thoroughly investigated and closed. The Bank has acted in accordance with relevant internal policies and regulations to ensure appropriate resolution for each case and to prevent recurrence in the future. All issues have been resolved.</p> <p>Corrective actions The bank has implemented corrective actions in accordance with its policies, such as considering penalties and improving processes.</p>	Incident no longer subject to action

Year of event	Details	Progress status
Feb 2025 - Oct 2025	<p>Case or issue</p> <p>Other issues, such as employee customer service and inappropriate management, totaled 5 cases. The inspection results confirmed 2 cases to be substantiated.</p> <p>Topics or issues about</p> <p>Others :Personnel Management, Professional Ethics, Service Standards</p> <p>Investigation results</p> <p>The Bank has carefully investigated complaints and tips received in the past year, in accordance with established procedures, adhering to principles of fairness, confidentiality, and anonymity for whistleblowers. The investigation results indicate that all cases were thoroughly investigated and closed. The Bank has acted in accordance with relevant internal policies and regulations to ensure appropriate resolution for each case and to prevent recurrence in the future. These issues have been resolved.</p> <p>Corrective actions</p> <p>The bank has addressed complaints concerning customer service and inappropriate management. This involved reviewing work processes and employee service guidelines, as well as the roles and responsibilities of supervisors. Furthermore, additional guidance and training were provided on customer service, communication, and appropriate team management. Measures have also been established to closely monitor performance and reinforce correct service standards and management principles, aiming to enhance service quality and prevent the recurrence of similar issues in the future.</p>	Incident no longer subject to action

The monitoring of compliance with other corporate governance policy and guidelines

In the past year, the Bank has conducted its business in strict compliance with its corporate governance policies and practices to enhance transparency, accountability, and stakeholder confidence, placing strong emphasis on adherence to the Corporate Governance Code (CG Code) alongside sustainable business operations, while continuously evaluating, reviewing, and improving its processes to ensure transparent, fair, and auditable management particularly in risk management, internal control, and compliance with applicable laws, regulations, and international standards thereby reflecting its firm commitment to maintaining high operational standards and complying rigorously with the requirements of relevant regulatory authorities, including the Stock Exchange of Thailand, the Securities and Exchange Commission, and other supervisory bodies, in support of sustainable growth and long-term value creation for stakeholders, with key highlights in 2025 as follows:

- In 2025, the Bank had no news/cases where directors were fined, accused, or subjected to civil action by regulatory authorities (e.g., SEC, SET, or NACC) in relation to fraudulent acts.
- In 2025, the Bank had no cases of independent directors/non-executive directors resigning due to issues concerning the Bank's corporate governance, nor were there any cases of the entire Audit Committee/Independent Directors resigning.
- In 2025, the Bank had no cases of directors committing serious ethical violations contrary to regulations, as determined by regulatory authorities.

- In 2025, no directors or executives were found to have traded securities during the period designated by the company as a blackout period.

8.2 Report on the results of duty performance of the audit committee in the past year

8.2.1 Meeting attendance of audit committee

The Audit Committee has a key role in supporting the Board of Directors in fulfilling its duties and responsibilities. Its scope of responsibilities includes overseeing the Bank's internal control system to ensure that it is effective, adequate, and appropriate; reviewing financial reports and disclosures to ensure their accuracy and reliability; and considering the appropriateness of the selection of the external auditor. The Audit Committee also provides opinions on the appropriateness and reasonableness of related party transactions (RPTs), monitors the use of funds raised to ensure alignment with the disclosed objectives, and oversees the Bank's conduct of business in accordance with good corporate governance principles and strict compliance with applicable laws and regulations.

In 2025, the Audit Committee held a total of 13 meetings. A summary of its significant duties and performance is set out in the Audit Committee Report, as presented in Attachment 6 (Audit Committee Report).

Meeting attendance of audit committee (times) : 13

List of Directors	Meeting attendance of audit committee			Average percentage meeting attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. CHAMNONG WATANAGASE (Chairman of the audit committee)	13	/	13	13/13 (100.00%)
2. Mr. SUPACHAI SUKHANINDR (Member of the audit committee)	13	/	13	13/13 (100.00%)
3. Ms. ADA INGAWANIJ (Member of the audit committee)	13	/	13	13/13 (100.00%)
Average Attendance Rate				100.00%

8.2.2 The results of duty performance of the audit committee

The Audit Committee performed its duties in accordance with the scope of responsibilities set out in the Audit Committee Charter as approved by the Board of Directors, which aligns with best practices of the Office of the Securities and Exchange Commission and the Bank of Thailand, and reported the results of its meetings to the Board on a monthly basis, with key matters summarized as follows:

Oversight of Financial Reporting and External Auditors

The Audit Committee reviewed the quarterly, semi-annual, and annual financial statements together with management and the external auditor to ensure compliance with the standards and requirements of the Bank of Thailand. The Committee also met with the external auditor without management present to assess independence and key risk matters. In 2025, no significant observations were noted, except for an issue concerning the management of privileged user accounts, which has already been rectified.

Review of Internal Control Systems and Supervision of Internal Audit

The Committee oversees the internal control system through reports from various functions, including assessments

based on the COSO framework and investigation reports concerning fraud cases. It follows up on corrective actions in response to observations raised by relevant parties, approves the internal audit plan, ensures the adequacy of resources and independence of the internal audit function, and regularly evaluates audit quality.

Support for Corporate Governance

The Committee acted as a channel for complaints and whistleblowing reports in order to address conduct that may violate laws, regulations, or the Bank's code of conduct.

Compliance Oversight

The Committee ensured that the Bank complied with applicable laws and regulatory requirements of key supervisory authorities, such as the Bank of Thailand and the Securities and Exchange Commission, by continuously monitoring internal and external audit reports as well as compliance reviews.

Coordination and Review of Risk Management Systems

The Committee coordinated with the Risk Oversight Committee to monitor key risks and used such information to guide internal audit activities. It assessed the adequacy of risk management based on reports from relevant functions and followed up on corrective actions.

Review of Related Party Transactions and Conflict of Interest Transactions

The Committee carefully reviews related party transactions and transactions that may give rise to conflicts of interest before proposing them to the Board of Directors, ensuring transparency, reasonableness, and the Bank's best interests, along with accurate disclosure.

Consideration of Appointment and Remuneration of External Auditors

The Committee considers the qualifications, independence, expertise, and performance of the external auditor in accordance with the criteria of the Bank of Thailand and the Securities and Exchange Commission, and proposed the appointment of KPMG Phoomchai Audit Ltd. as the external auditor for 2025 with appropriate remuneration. It also reviews the provision of non-audit services to safeguard auditor independence.

Other Activities

The Committee regularly reviews the Audit Committee Charter and conducts performance evaluations both collectively and individually to enhance effectiveness, performing its duties with due care, prudence, transparency, and independence for the utmost benefit of the Bank and its stakeholders.

The performance evaluation of the Audit Committee as a whole

The performance evaluation of the Audit Committee as a whole followed the Stock Exchange's evaluation framework, with adjustments made to align with the Committee's authority, duties, and responsibilities. The evaluation covered four key categories: (1) composition and qualifications, (2) authority, (3) duties and responsibilities, and (4) meetings, comprising a total of 20 items.

The summary of the Audit Committee's collective self-assessment for 2025 shows an overall average score of 4.00, which is higher than the 2024 average score of 3.98.

The Performance Evaluation of Individual Audit Committee Members

The Audit Committee also conducted individual self-evaluations using a revised assessment form tailored to the Committee's specific roles. The evaluation covered key areas such as understanding of roles and responsibilities, participation in meetings, contribution of opinions, and provision of recommendations, comprising 16 items. The summary of the individual self-assessment of the Audit Committee members for 2025 shows an overall average score of 3.98, which is lower than the 2024 average score of 4.00.

8.3 Summary of the results of duty performance of subcommittees

8.3.1 - 8.3.2 Meeting attendance and the results of duty performance of subcommittees

Meeting attendance Risk Oversight Committee ⁽¹⁾

Meeting Risk Oversight Committee (times) : 11

List of Directors	Meeting attendance Risk Oversight Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. Stephen Tirador Briones (The chairman of the subcommittee)	11	/	11	11 / 11 (100.00%)
2. Mr. SUPACHAI SUKHANINDR (Member of the subcommittee, Independent director)	11	/	11	11 / 11 (100.00%)
3. Mr. GAURAV MALIK (Member of the subcommittee)	11	/	11	11 / 11 (100.00%)
4. Mr. WINYOU CHAIYAWAN (Member of the subcommittee)	10	/	11	10 / 11 (90.91%)
5. Mr. ROY AGUSTINUS GUNARA (Member of the subcommittee)	11	/	11	11 / 11 (100.00%)
Average Meeting Attendance Rate				98.18%

The results of duty performance of Risk Oversight Committee

In 2025, the Risk Management Committee held a total of 11 meetings. The Committee performed its duties in accordance with the scope of responsibilities set out in the Risk Management Committee Charter as approved by the Board of Directors, in alignment with best practices of the Securities and Exchange Commission and the Bank of Thailand. The outcomes of its meetings were reported to the Board of Directors on a monthly basis. A summary of its key activities is as follows:

Review of the adequacy and effectiveness of overall risk management policies and strategies.

The Committee considered and approved the review of the adequacy and effectiveness of the Bank's risk management policies, strategies, and risk appetite at least annually or upon any significant changes. It also held discussions with the Audit Committee to ensure that risk management covered all types of risks, including emerging risks, and that such policies were effectively implemented.

Risk Management

The Committee coordinated with the Audit Committee on key risk and internal control matters to support the consideration of the internal audit plan and to ensure that the Bank maintains appropriate and effective internal control and risk management systems.

Review and screen compliance oversight work

The Committee reviewed and proposed matters relating to compliance oversight for the Board's approval, including the review of policies and charters of the Compliance Function, assessment of the effectiveness of compliance risk management, and consideration of the appointment, rotation, performance evaluation, and remuneration of the head of the Compliance Business Unit.

Others

The Committee annually reviewed its Charter and conducted performance evaluations both collectively and individually, using the results to enhance its effectiveness. The Risk Management Committee performed its duties as assigned by the Board of Directors and in accordance with its Charter with due knowledge, prudence, and independence for the utmost benefit of the Bank.

Performance Evaluation of the Risk Oversight Committee as a Whole

The collective performance evaluation of the Risk Management Committee follows the evaluation format prescribed by the Stock Exchange of Thailand, with content refined to align with its authority, duties, and responsibilities. The evaluation is divided into three main categories: (1) composition and qualifications, (2) conduct of meetings to ensure effective performance, and (3) roles, duties, and responsibilities. The assessment comprises a total of 13 items.

The summary of the Risk Oversight Committee's assessment as a whole for 2025 reflects an overall average score of 3.89, which is higher than the 2024 average of 3.69.

Performance Evaluation of the Individual Risk Oversight Committee

The individual self-evaluation form for members of the Risk Management Committee has been refined to align with the specific nature of the Committee's responsibilities. The key evaluation criteria include preparation and review of materials, expression of opinions and participation in meetings, and effective performance of duties as assigned. The assessment comprises a total of 11 items.

The summary of the individual self-assessment of the Risk Oversight Committee for 2025 shows an overall average score of 3.80, higher than the 2024 overall average score of 3.71.

Remark : ⁽¹⁾ Mr. Winyou Chaiyawan was absent from one meeting due to other commitments.

Meeting attendance Nomination and Remuneration Committee

Meeting Nomination and Remuneration Committee (times) : 4

List of Directors	Meeting attendance Nomination and Remuneration Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. SUPACHAI SUKHANINDR (The chairman of the subcommittee, Independent director)	4	/	4	4 / 4 (100.00%)
2. Mr. GAURAV MALIK (Member of the subcommittee)	4	/	4	4 / 4 (100.00%)
3. Mr. Stephen Tirador Briones (Member of the subcommittee)	4	/	4	4 / 4 (100.00%)
Average Meeting Attendance Rate				100.00%

The results of duty performance of Nomination and Remuneration Committee

The Nomination and Remuneration Committee is responsible for supporting the Board of Directors in establishing clear and transparent policies and systems for nomination, remuneration, and other benefits for directors, authorized persons, employees of the Bank, and companies within the financial business group, in accordance with good corporate governance principles. In 2025, the Nomination and Remuneration Committee convened a total of four meetings. The key activities undertaken during the year can be summarized as follows:

Nomination

- Approved the nomination of three directors of sub-committees whose terms expired in 2025, prior to proposing to the Board of Directors, the Annual General Meeting of Shareholders (AGM), and seeking approval from the Bank of Thailand.
- Considered and appointed executives at the EVP level and above, or equivalent, taking into account appropriate qualifications, education, experience, and skills, and determined remuneration in line with roles and responsibilities and industry benchmarks (in 2025, one EVP was appointed).

Remuneration

- Reviewed the remuneration of the Board of Directors and sub-committees, taking into consideration their duties and responsibilities, performance, and the Bank's financial position, under the principles of good corporate governance, prior to seeking approval.
- Reviewed the annual employee bonus for 2024 (paid in 2025), based on Corporate KPIs, before proposing to the Board of Directors for approval.

- Determined appropriate remuneration for the Chief Executive Officer, Vice Chairman, and Executive Directors for the 2024 performance year (paid in 2025), in accordance with their duties and responsibilities, prior to seeking approval.

Others

- Succession Planning: Provided advice and recommendations in reviewing the Bank's succession plan and promoted collaboration with leading educational institutions. The Bank partnered with Sasin Business School to develop the Executive Management Development Program for three SEVPs and 17 additional senior executives.
- Revised the CEO's Charter.
- Approved policies under the authority of the Nomination and Remuneration Committee.
- Approved the review of the Nomination and Remuneration Committee Charter.

Performance Evaluation of the Nomination and Remuneration Committee as a Whole

The performance evaluation of the Nomination and Remuneration Committee as a whole follows the evaluation format prescribed by the Stock Exchange of Thailand, with content refined to align with its authority, duties, and responsibilities. The evaluation is divided into three main categories: (1) structure and qualifications of the Committee, (2) conduct of Committee meetings, and (3) roles, duties, and responsibilities of the Committee. The assessment comprises a total of 23 items.

The summary of the Nomination and Remuneration Committee's assessment as a whole for 2025 reflects an overall average score of 4, which is higher than the 2024 average of 3.70

Performance Evaluation of the Individual Nomination and Remuneration Committee

The individual performance evaluation is conducted through a self-assessment form, which has been refined to align with the specific nature of the Committee's responsibilities. The key evaluation criteria include: (1) structure and qualifications of the sub-committee, (2) conduct of meetings, and (3) roles, duties, and responsibilities of the sub-committee. The assessment comprises a total of 14 items.

The summary of the individual self-assessment of the Nomination and remuneration committee for 2025 shows an overall average score of 4, higher than the 2024 overall average score of 3.67.

Meeting attendance Corporate Governance and Sustainability Committee

Meeting Corporate Governance and Sustainability : 4
Committee (times)

List of Directors	Meeting attendance Corporate Governance and Sustainability Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. KITIPONG URAPEEPATANAPONG (The chairman of the subcommittee, Independent director)	4	/	4	4 / 4 (100.00%)
2. Ms. ADA INGAWANIJ (Member of the subcommittee, Independent director)	4	/	4	4 / 4 (100.00%)
3. Mr. WINYOU CHAIYAWAN (Member of the subcommittee)	4	/	4	4 / 4 (100.00%)
Average Meeting Attendance Rate				100.00%

The results of duty performance of Corporate Governance and Sustainability Committee

The Corporate Governance and Sustainability Committee is responsible for proposing guidelines and providing recommendations to the Board of Directors on matters relating to good corporate governance and sustainable development. Its mandate covers the formulation of scope, policies, and practices relating to environmental, social, employee, and governance matters; the Bank's Code of Conduct; occupational health and safety; and workplace environment standards. In 2025, the Corporate Governance and Sustainability Committee held a total of four meetings and performed its duties in accordance with the governance and sustainability responsibilities specified in its charter. The key activities undertaken can be summarized as follows:

Policy Setting and Development Direction

The Committee placed significant emphasis on establishing policies and strategic directions for the Bank's sustainable development and considered and approved several key policies.

Environmental and Climate Change

The Committee closely monitored the Bank's environmental performance. The Bank's 2024 Carbon Footprint was verified and certified by BSI and received certification under ISO 14064-1, the international standard for organizational greenhouse gas quantification and reporting. The Bank also obtained the Carbon Label Certificate, reflecting its strong commitment to greenhouse gas management and reduction.

The Committee acknowledged the greenhouse gas emissions report for the first half of 2025, covering both Scope 1 and Scope 2 emissions, in order to monitor progress toward the established targets. It also followed up on the development of the Environmental and Social Management System (ESMS), under which credit cases are systematically reviewed and screened in accordance with ESG policies. Dedicated working groups were established to further enhance operational standards.

In addition, the Bank participated in international climate finance forums and conducted a self-assessment in accordance with the sustainability guidelines issued by the Bank of Thailand to further align its sustainability practices with regulatory expectations.

Monitoring and Performance Evaluation

Environmental and Climate Change Aspects

The Committee closely monitored the progress of environmental operations. The Bank's Carbon Footprint for 2024 was verified and certified by BSI and received certification according to ISO 14064-1, an international standard for quantifying and reporting organizational greenhouse gas emissions. The Bank also received the Carbon Label Certificate, reflecting its strong commitment to managing and reducing greenhouse gas emissions.

The Committee acknowledged the greenhouse gas emissions report for the first half of 2025, covering both Scope 1 and Scope 2, to monitor progress towards the set targets. Furthermore, it monitored the development of the Environmental and Social Management System (ESMS), which systematically incorporates loan cases for consultation and screening according to ESG policies, as well as the establishment of specialized working groups to elevate operational standards.

The Bank also participated in international activities and forums on climate finance and conducted a self-assessment according to the Bank of Thailand's standards to elevate its sustainability operations in line with regulatory guidelines.

Social and Corporate Social Responsibility

The committee monitored the progress of the *Tang To Know-how* project, the Bank's flagship financial literacy initiative. Over the past nine years, the project has created tangible positive social impacts, with a total of 308,782 participants completing the training across 7,566 activities held in all 76 provinces nationwide.

In 2025, the Bank expanded the project by launching a financial literacy campaign under the concept "*Reduce Debt, Gain Funds, Grow Business*," organizing activities across five regions of the country. In 2025, the project welcomed a total of 68,444 participants, exceeding the target of 66,000 participants.

The effectiveness assessment of the project shows that participants demonstrated tangible improvements in their financial behavior. A total of 63% of trainees exhibited better financial habits, such as recording income and expenses, saving money, and financial planning. Moreover, 97% of trainees applied the knowledge gained from the training. At the business level, 60% of participating entrepreneurs reported increased sales after applying the knowledge, and 89% demonstrated good debt repayment behavior. The project also received high satisfaction and referral rates of up to 80%.

The Bank has developed digital innovations to enhance its services by transforming knowledge transfer into tangible changes. It has developed three toolsets on the Micro Pay e-wallet platform, consisting of: (1) Tang To Biz Health, for assessing overall business health with a score ranging from 0–100; (2) Tang To Biz X-Ray, for analyzing markets and business strategies using AI; and (3) Tang To Biz Pro, for systematic business planning and performance management.

The Bank has also developed seven e-Learning courses for employees to enhance their financial knowledge and understanding, benefiting 526 employees prior to providing services to customers.

The Board acknowledged the progress of the "*Thai Credit Building a Sustainable Future: Empowering Community Development*" project. The Bank has implemented pilot community development plans in three areas: (1) Lam Hoei Subdistrict, Don Tum District, Nakhon Pathom Province; (2) Bangkok; and (3) Chachoengsao Province. In the third year of the project, the model community included 40 households participating in the organic farming program, with 402 participants joining the learning center. The initiative generated an additional annual income of 39,525 baht for the community.

The Bank has established a strategic partnership network comprising 50 leading organizations, including 14 government agencies and state enterprises, 7 private-sector entities, 10 fresh-market operator groups, 5 universities, and 14 educational institutions. Notable strategic partners include SCG Packaging, which supports the dissemination of knowledge and best practices in Circular Economy, and C.J. Express, which facilitates the preparation of entrepreneurs for entry into modern retail markets.

In addition, the Bank organized employee volunteer activities that created tangible value for society. A total of 1,364 employee volunteers contributed 12,270 volunteer hours. The Bank also implemented debtor assistance programs and established policies to protect employees from customer harassment, thereby fostering a safe and supportive working environment.

The Bank's outstanding social performance has been recognized by external organizations. For the second consecutive year, the Bank received an honorary award for its pioneering role in promoting financial discipline from the Federation of Business and Professional Women's Associations of Thailand under Royal Patronage.

Governance and Reporting

The committee monitored the preparation of the Sustainability Report, which is developed in accordance with the standards of the Stock Exchange of Thailand and aligned with international reporting principles (GRI Standards) and the United Nations Sustainable Development Goals (SDGs), to transparently and comprehensively disclose sustainability performance to stakeholders.

The committee acknowledged the results of the Corporate Governance Report (CGR) assessment for Thai listed companies for 2025, in which the Bank received a score of 94 out of 100, achieving the "Excellent" level for the second consecutive year. This reflects the Bank's commitment to continuously advancing corporate governance standards towards excellence.

The committee also acknowledged the Bank of Thailand's sustainable development guidelines for financial institutions, which emphasize the importance of building a sustainability identity based on each institution's strengths, and encourage financial institutions to undergo international standard assessments to enhance their operations.

Recommendations and Key Observations

The Committee provided significant recommendations to the Board of Directors and Management, emphasizing that the Bank should further strengthen its ESG culture and embed it across all levels of the organization through structured training programs and by incorporating sustainability targets into key performance indicators (KPIs). This approach would ensure that sustainability becomes an integral part of the Bank's day-to-day business operations.

The Committee also recommended that the Bank consider undergoing an international assessment, such as by FTSE Russell, within 2026 to elevate its operational standards to the international level and enhance credibility among global institutional investors.

The Committee recognized the Bank's distinctive strength in the social dimension, particularly its financial literacy initiatives that have continuously generated tangible positive social impact. It therefore recommended building a clear sustainability identity upon this strength and expanding such programs to broader target groups, especially vulnerable segments such as youth and the elderly, through the development of tailored curricula.

From a risk management perspective, the Committee advised the Bank to accelerate the enhancement of its Environmental and Social Management System (ESMS) to achieve maximum effectiveness and to further integrate ESG factors systematically into the credit approval process. It also recommended expanding collaboration with strategic partners, such as ThaiNamthip Limited, to strengthen environmental initiatives, particularly in plastic bottle management and the promotion of a circular economy, thereby ensuring that community development programs are comprehensive across all sustainability dimensions.

Others

The committee reviewed the Charter of the Corporate Governance and Sustainability Committee for 2025 to ensure its relevance and alignment with current operations. The revised charter was submitted to the Bank's Board of Directors for approval at Meeting No. 9/2025 on September 23, 2025.

In summary, in 2025, the Corporate Governance and Sustainability Committee fully and effectively performed its duties in accordance with the responsibilities outlined in the charter. The Committee placed strong emphasis on overseeing and promoting compliance with good corporate governance principles and advancing sustainability across environmental, social, and governance dimensions, as well as providing strategic recommendations to the Bank's Board of Directors and management.

The Bank has made significant progress in advancing its sustainability initiatives by establishing clear climate-related targets, strengthening its Environmental and Social Management System, and continuously driving corporate social responsibility programs. These efforts have been recognized by external organizations, reflecting the Bank's strong commitment to creating sustainable value for all stakeholders:

- Received an "Excellent" CGR assessment score for the second consecutive year.
- The "Tang To Know-how" project has accumulated 308,782 trainees from 7,566 sessions from 2017 to 2025.
- Received ISO 14064-1 certification and the Carbon Label Certificate.
- Established a strategic cooperation network with 50 organizations.
- Developed 3 digital innovations to enhance services.

The Corporate Governance and Sustainability Committee has performed its duties as assigned by the Board of Directors, in alignment with the responsibilities stipulated in its Charter. The Committee has applied its knowledge and expertise in carrying out its duties with due care, independence, transparency, and adherence to principles of integrity and propriety. It has also provided constructive opinions and recommendations without limitation in accessing information, resources, and cooperation from the Bank, with due regard to equitable treatment of stakeholders and with the paramount objective of safeguarding the best interests of the Bank and its stakeholders.

The Committee will continue to closely monitor and support the Bank's corporate governance and sustainability initiatives on an ongoing basis to ensure that the Bank achieves stable and sustainable growth, while upholding its role as a financial institution that demonstrates genuine social and environmental responsibility, in line with the "Everyone Matters" philosophy and its commitment to serving as a partner in the country's sustainable development.

Performance Evaluation of the Corporate Governance and Sustainable Development Committee as a Whole

The performance evaluation form for the entire Corporate Governance and Sustainable Development Committee follows the Stock Exchange of Thailand's assessment format. Its content has been adjusted to be appropriate and consistent with the powers and responsibilities of the Corporate Governance and Sustainable Development Committee. It is divided into two main categories: (1) Self-assessment and (2) Group assessment, with a total of 14 questions and a scoring scale of 1-4, ranging from strongly disagree to strongly agree.

The summary of the Corporate Governance and Sustainable Development Committee's assessment as a whole for 2025 reflects an overall average score of 3.81, which is similar to the 2024 overall average score of 3.90.

Performance Evaluation of the Individual Risk Oversight Committee

The Corporate Governance and Sustainable Development Committee conducted individual performance evaluations through self-assessment. The self-assessment form for individual members of the Corporate Governance and Sustainable Development Committee has been revised to be appropriate and consistent with the specific characteristics of the Committee. The main assessment topics include personal qualifications, readiness to perform duties, participation in offering specialized knowledge and beneficial opinions for operations, roles, duties, and responsibilities. There are a total of 17 questions, with a scoring scale of 1-4, ranging from strongly disagree to strongly agree.

The summary of the individual self-assessment of the Corporate Governance and Sustainable Development Committee for 2025 shows an overall average score of 3.53, which is similar to the 2024 overall average score of 3.78.

Meeting attendance Executive Committee

Meeting Executive Committee (times) : 13

List of Directors	Meeting attendance Executive Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
1. Mr. WINYOU CHAIYAWAN (The chairman of the subcommittee)	12	/	13	12 / 13 (92.31%)
2. Mr. ROY AGUSTINUS GUNARA (Vice-chairman of the subcommittee)	13	/	13	13 / 13 (100.00%)
3. Mr. Kamolphu phuredithsakul (Member of the subcommittee)	12	/	13	12 / 13 (92.31%)
4. Mr. Natus Kittawaranon (Member of the subcommittee)	13	/	13	13 / 13 (100.00%)
5. Mr. Veerawat Chaiyawan (Member of the subcommittee)	11	/	13	11 / 13 (84.62%)
6. Mr. Kittipant Sriwannawit (Member of the subcommittee)	12	/	13	12 / 13 (92.31%)
7. Mr. Tsz Ying Christopher Chan (Member of the subcommittee)	12	/	13	12 / 13 (92.31%)
8. Mr. Pichart Rungwarasopit (Member of the subcommittee)	13	/	13	13 / 13 (100.00%)
9. Mr. Sarawooth Savejnarong (Member of the subcommittee)	13	/	13	13 / 13 (100.00%)
10. Mrs. Suwimol Visavavigrant (Member of the subcommittee)	13	/	13	13 / 13 (100.00%)
Average Meeting Attendance Rate				95.11%

List of Directors	Meeting attendance Executive Committee			Average Meeting Attendance
	Meeting attendance (times)	/	Meeting attendance right (times)	
11. Ms. Puckjira Vudhesethakrit (Member of the subcommittee)	12	/	13	12 / 13 (92.31%)
Average Meeting Attendance Rate				95.11%

The results of duty performance of Executive Committee

The Executive Committee is responsible for overseeing the Bank's operations to ensure alignment with its objectives, Articles of Association, policies, regulations, strategies, and business plans in order to achieve the established targets. The Committee is also responsible for implementing the policies, strategic directions, and sound risk governance framework including various policies approved by the Board of Directors with strict adherence, and for regularly reporting progress to the Board to ensure consistency with the policies, objectives, and strategies prescribed and delegated by the Board. This structure enhances operational agility while alleviating the Board's responsibilities. In 2025, the Executive Committee convened a total of 13 meetings and undertook key actions as summarized below:

- Consideration and approval of operations and related expenditures within the scope of delegated authority, such as the review and approval of office space management expenses, engagement of external service providers across various functions, and system development initiatives. In this regard, due consideration was also given to transactions with related persons or connected parties.
- Screening of matters for submission to the Board of Directors or its delegated sub-committees, including the annual business plan and budget, the annual establishment and review of key policies, and the review of significant reports such as the Bank's capital adequacy disclosure report.
- Approval and review of credit Product Programs, including the introduction of special Product Programs to provide assistance to customers affected by natural disasters, as well as the addition of life and non-life insurance business partners to enhance product diversity and better serve customers' needs.
- Human resource management, including the approval of expenses for employee welfare programs such as life and health insurance coverage, annual health check-ups, and enhancements to loan benefits and additional leave entitlements.

Performance Evaluation of Executive Committee as a Whole

The performance evaluation of the Executive Committee as a whole is conducted in accordance with the Stock Exchange's evaluation framework, with the assessment form revised to ensure its appropriateness and alignment with the authority, duties, and responsibilities of the Executive Committee. The evaluation is divided into three main categories: (1) Composition and qualifications of the Executive Committee; (2) Conduct of Executive Committee meetings to ensure the effective discharge of duties; and (3) Roles, duties, and responsibilities of the Executive Committee. The assessment comprises a total of 14 items.

The summary of the Executive Committee's assessment as a whole for 2025 reflects an overall average score of 3.92, which is higher than the 2024 average of 3.91.

Performance Evaluation of the Individual Executive Committee

The individual performance evaluation is conducted through a self-assessment process. The self-assessment form for individual members of the Executive Committee has been revised to ensure its appropriateness and alignment with

the specific roles and responsibilities of the Executive Committee. The key evaluation criteria include preparation and review of materials prior to meetings, provision of opinions and active participation in discussions, and the effective discharge of duties as assigned. The assessment comprises a total of 11 items..

The Summary of the individual self-assessment of the Executive Committee for 2025 shows an overall average score of 3.80, which is lower than the 2024 overall average score of 3.71.

9. Internal control and related party transactions

9.1 Internal control

Summary of the opinion of the board of directors regarding the internal control of the company

The Bank's Board of Directors recognises the importance of a robust internal control system, which is a key mechanism for preventing and managing risks that may arise to the Bank and its stakeholders. Therefore, the Bank requires all departments to adhere to best practices regarding internal control, in line with the COSO (The Committee of Sponsoring Organizations of the Treadway Commission) framework, and regards this as a principal policy in establishing an appropriate and adequate internal control system.

The Bank is committed to continuously improving its internal control systems to supervise operations and lead to sustainable progress. All levels of management and staff play a role and bear responsibility in ensuring sufficient and appropriate internal controls are in place in their operations. Written policies and procedures are established, and the effectiveness of internal controls is regularly assessed.

9.1.1 Adequacy and appropriateness of the company's internal control system

Company's internal control system : COSO - Enterprise Risk Management Framework (ERM)

COSO - Enterprise Risk Management Framework (ERM)

The Audit Committee has assigned the Internal Audit Division, an independent unit, to assess and review operations to ensure all departments comply with internal control policies and procedures. The adequacy and appropriateness of the internal control system are assessed in accordance with the international COSO Internal Control –Integrated Framework, which comprises five components, summarised as follows:

1. Control Environment Structure and Conditions

For transparency and effectiveness in management, the bank has established an internal control structure and environment by focusing on the following core components:

- **Integrity and Ethics:** The Bank establishes a business code of conduct and business operation policy under the principles of good corporate governance, ensuring that the Board, management, and staff operate with integrity and ethics. There are written stipulations prohibiting personal gain, conflicts of interest, and anti-corruption policies. These are communicated to staff, monitored continuously, and include transparent whistle-blowing channels and violation management processes.
- **Board Oversight:** The Board and its sub-committees have roles in overseeing and developing internal control systems. There is a clear corporate governance policy and charter outlining duties and responsibilities. The Board comprises individuals with diverse knowledge, expertise, and experience, including independent directors as required. The Bank's Board consists of four independent directors out of a total of nine, with qualifications in accordance with legal requirements and the Bank of Thailand's regulations.
- **Organisational Structure and Segregation of Duties:** Management defines an organisational structure aligned with operations, with clear segregation and balancing of duties in key areas, following the Three Lines Model to enhance risk management effectiveness. Job descriptions and authorisation limits for various transactions are documented.
- **Human Resource Management and Development:** The Bank treats employees fairly, promotes personal development, and provides appropriate compensation. There are systematic recruitment and development processes, clear performance evaluation criteria and indicators, and succession planning for key positions to ensure continuity of knowledgeable, experienced, and capable personnel.

- **Control and Performance Evaluation:** The Bank sets business operation policies based on good corporate governance, strict business ethics, and work regulations. These are communicated and enforced at all levels. Clear key performance indicators (KPIs) are set, with compliance being a key factor in personnel assessment.

2. Risk Assessment

The Bank prioritizes risk management by systematically establishing enterprise-wide risk management guidelines and structures to ensure operations efficiently achieve their objectives.

- **Objective Setting and Financial Reporting:** The Bank sets clear objectives to enable identification and assessment of related risks. Financial statements are prepared according to generally accepted accounting standards and regulatory requirements, audited by certified auditors, with material disclosures as required.
- **Risk Policy and Identification:** The Board has established a risk management policy covering both internal and external factors, aligned with business strategy. All types of risks that may affect objective achievement are identified and analysed.
 - **Enterprise-wide Risk Assessment:** The Bank conducts annual composite risk assessments, covering major risk types such as strategic, credit, market, liquidity, operational (including legal, IT, and reputational risks), reporting findings to relevant committees and the Bank of Thailand.
 - **Departmental Risk Assessment:** Risk and Control Self-Assessment (RCSA) is used so risk-owning departments regularly assess their own risks, with participation from management and staff in identifying risks and evaluating control effectiveness.
- **Fraud Risk Consideration:** The Bank includes the potential for fraud as part of its enterprise risk assessment, with an anti-corruption policy approved by the Board.
- **Change Assessment:** The Bank can identify and assess changes that may impact internal controls and operations, both from internal and external factors. Joint meetings are held with relevant managers to develop business plans and assess changes that may affect business models and performance, with appropriate mitigation measures put in place.

3. Control Activities

- **Design and Implementation of Control Measures:** The Bank has controls at both the organisational and business process levels to mitigate risks and enhance efficiency. These measures are documented, cover relevant processes, and include clear scopes, authorities, and approval hierarchies to prevent fraud. Policies and procedures are reviewed at least annually or upon significant changes to ensure continued effectiveness and appropriateness.
- **Controls via Policies and Code of Conduct:** The Bank enforces policies preventing conflicts of interest as part of its code of conduct, prohibiting directors, management, and staff from seeking personal gain. For related party transactions, approval from authorised persons and Audit Committee presentation is required. Interested directors do not participate in meetings or approvals for matters in which they are involved, and such instances are recorded in the minutes of meetings. Similarly, staff with interests in any transaction must not be involved in its decision-making.
- **Control of Related Party Transactions or Potential Conflicts of Interest:** The Bank's policy is to conduct related party transactions transparently and fairly for the Bank's best interest, without special terms differing from normal business. Subsidiaries are monitored, with standardised governance and risk management policies across the financial group. The Bank maintains up-to-date records of major shareholders, directors, management, and related persons for monitoring and reviewing related party transactions, with disclosures in financial statement notes and the annual report.
- **General Information Technology Controls:** The Bank has documented IT policies and procedures for staff and related parties, including information security policies covering data backup, user account management, and change management.

- **Internal Controls and Internal Audit:** The Bank has both manual and automated internal controls, with check and balance processes at the organisational and operational levels. There is clear segregation of key responsibilities, especially between business and support units. International best practices are applied, including the Three Lines Model, to enhance the effectiveness of control, oversight, and independent audit functions. The Internal Audit Division, reporting directly to the Audit Committee, conducts risk-based audits covering business ethics and conflicts of interest. The Bank is also subject to annual regulatory assessments, with regular reporting of findings and corrective actions to relevant committees

4. Information and Communication

- **Data Management and Quality:** The Bank gathers and considers information from reliable sources, ensuring accuracy, sufficiency, and usefulness for analysis and decision-making. Policies on data classification, retention, and disposal are clearly established for systematic and secure document management.
- **Support for Board Decision-Making:** The Board secretary and responsible departments prepare and deliver essential information sufficiently and in advance of meetings, allowing adequate time for review. Meeting minutes record details, questions, opinions, and resolutions for ratification in subsequent meetings.
- **Internal Communication:** The Bank provides various communication channels tailored to the type of information and target audience, ensuring important information reaches all staff. Multiple whistle-blowing channels are available, with protection for whistle-blowers.
- **External Communication:** The Bank communicates with external stakeholders via its official website, ensuring transparent public disclosure. Clear and varied channels are provided for external complaints and whistle-blowing, with prompt response to complaints.

5. Monitoring

The Bank has a system for continuous monitoring and evaluation of internal controls to ensure comprehensive and appropriate operation, including adherence to the Bank's code of conduct and avoidance of conflicts of interest.

- **Compliance Oversight:** The Compliance Division is responsible for monitoring and controlling the operations of internal departments to ensure consistent compliance with the code of conduct and relevant regulations.
- **Internal Audit:** The Internal Audit Division, an independent unit, audits each department using a risk-based approach, covering business ethics and conflict of interest management. The Bank is also subject to annual regulatory assessments, with ongoing reporting of audit results and follow-up to relevant committees. The division prepares three-year and annual audit plans, considering risk factors and regulatory requirements, which must be approved by the Audit Committee and adjusted as necessary for significant risk changes. Auditors are knowledgeable in business and auditing, reporting directly to the Audit Committee, and procedures are aligned with international internal audit standards.
- **Evaluation and Communication of Deficiencies:** The Bank promptly evaluates and communicates internal control deficiencies to relevant responsible persons, senior management, and the Board as appropriate. If deficiencies are found, corrective measures, responsible parties, and timelines are set, with continuous follow-up on progress. The Internal Audit Division monitors progress and reports to the Audit Committee, Executive Committee, and Risk Oversight Committee as scheduled.
- **Reporting of Fraud/Legal Violations:** If fraud or suspected fraud, or violations of laws and regulations, are found, the Audit Committee must report to the Bank's Board for timely corrective action.

9.1.2 Deficiencies related to the internal control system

	2023	2024	2025

	2023	2024	2025
Total number of deficiencies related to the internal control system (cases)	0	0	0

9.1.3 Opinions of the audit committee and auditor's observations on internal control

Does the audit committee have opinions on internal : No

control different from the board of directors' opinions?

Does the auditor have any observations on the company's : Yes

internal control?

Management of High-Privilege User Accounts (Medium Risk)

Four high-privilege user accounts, specifically "Administrator," were used on the Privileged Access Management (PAM) system on February 20, 2025, to access the operating system and database server of one of the bank's applications. No password change was found after the usage, which is inconsistent with the Standard Operating Procedure (SOP) manual, which requires passwords to be changed after use.

The Bank explained that the current internal controls of the Privileged Access Management system are effective in mitigating the risk of unauthorized access. However, to enhance the effectiveness of the control, a requirement has been established for manual password change after use in cases where the system cannot automatically change the password. The passwords for the accounts mentioned have been changed as of August 5, 2025.

9.1.4 Opinions of the audit committee on the position of the head of the internal audit unit

Head of the internal audit unit : Internal personnel

The Audit Committee meeting approved the appointment of Ms. Chorkaew Kaewmorakot as the Head of the Internal Audit. The reporting line of the Internal Audit Function reports directly to the Audit Committee. The qualifications for the bank's Head of the Internal Audit are as shown in Attachment 3.

9.1.5 Appointment, discharge, and transfer of the head of the internal audit unit

Does the appointment, discharge, and transfer of the head : Yes

of the internal audit unit require the audit committee

approval?

The Audit Committee is responsible for considering the appointment, transfer, termination, and assessing the independence of the Head of the Internal Audit.

9.2 Related party transactions

Related party transactions

Does the company have any related party transactions? : Yes

9.2.1 - 9.2.2 Names of the group of persons who may have a conflict of interest, nature of relationship, and information on related party transactions

Persons/entities with potential conflicts

Name of person or entity/type of business	Nature of relationship	Information as of date
V.C. Property Holding Company	<ul style="list-style-type: none"> ● V.C. Property is an indirect shareholder of the Bank through VNB Holding Co., Ltd. (“VNB”). When combined with other related companies of V.C. Property, namely Thai Life Insurance Public Company Limited (“TLI”), and other minority shareholders of the Bank, the total shareholding in the Bank amounts to 62.4%. ● V.C. Property is 100% owned by directors, executives, and close relatives of the Bank’s directors and executives, consisting of the following individuals: ● Mr.Winyou Chaiyawan (“Mr.Winyou”), who serves as Vice Chairman of the Board and Chief Executive Officer of the Bank, holds 20.0% of the shares in V.C. Property. ● Mr.Veerawet Chaiyawan (“Mr. Veerawet”), who serves as Deputy Managing Director (Retail Banking and Wealth Business Group) of the Bank, holds 7.0% of the shares in V.C. Property. ● Mr. Chai Chaiyawan (brother of Mr.Winyou and Mr.Veerawet) (“Mr. Chai”), holds 23.0% of the shares in V.C. Property. ● Mrs. Chachada Malakul Na Ayutthaya (sister of Mr. Winyou and Mr. Veerawet) (“Mrs. Chatchada”), holds 10.0% of the shares in V.C. Property. ● Ms. Veena Chaiyawan(sister of Mr. Winyou and Mr. Veerawet) (“Ms. Veena”), holds 10.0% of the shares in V.C. Property. ● Mrs. Warang chaiyawan (sister of Mr. Winyou and Mr. Veerawet) (“Mrs. Warang”), holds 10.0% of the shares in V.C. Property. <p>There is one common director, namely:</p> <p>(1) Mr. Winyou Chaiyawan</p> <p>There is one executive who also serves as a director, namely:</p> <p>(1) Mr. veerawet chaiyawan</p> <p>Note: Related persons and shareholders under the same controlling person of V.C. Property Co., Ltd.</p>	31 Dec 2025

Name of person or entity/type of business	Nature of relationship	Information as of date
VNB Holding Co., Ltd ("VNB") Holding Company	<ul style="list-style-type: none"> ● VNB is a shareholder of the Bank, holding a direct shareholding of 52.2% in the Bank. ● Mr. Winyou, Mr. Veerawet, and their close relatives namely Mr. Chai, Mrs. Chatchada, Ms. Weena, and Mrs. Warangare indirect shareholders in VNB with a combined shareholding of 100.0% (through their shareholding in V.C. Property, whereby Mr. Winyou, Mr. Veerawet, and their close relatives collectively hold 100.0% of the shares in V.C. Property, and V.C. Property holds 100.0% of the shares in VNB). In addition, Mr. Winyou and Mr. Veerawet each hold 0.0% of shares directly in VNB. ● There are 8 common directors, as follows: <ol style="list-style-type: none"> 1. Mr. Winyou Chaiyawann 2. Ms. Kritsana Aramkulchai 3. Mr. Roy Augustinus Gunara 4. Mr. Stephen Tirador Briones 5. Mr. Chamnong Watanagase 6. Mr. Supachai Sukhanindr 7. Prof. Kitipong Urapeepatanapong 8. Ms. Ada Ingawanij 	31 Dec 2025
OCA Investment Holding Co., Ltd. ("OCA") Engages solely in investment in the Bank, with Olympus Bolt Holdings L.P. ("Olympus Bolt Fund") being the sole shareholder of OCA	<ul style="list-style-type: none"> ● OCA is a major shareholder of the Bank, holding a direct shareholding of 7.5%. The Bank and OCA have one ● common director, namely: <p>(1) Mr. Gaurav Malik."</p> 	31 Dec 2025

Name of person or entity/type of business	Nature of relationship	Information as of date
<p>Thai Life Insurance Public Company Limited ("TLI")</p> <p>Engaged in the life insurance business.</p>	<ul style="list-style-type: none"> ● TLI is a shareholder of the Bank, holding a direct shareholding of 9.6% in the Bank. ● The Bank has a common shareholder, namely V.C. Property. V.C. Property, which is an indirect shareholder of the Bank holding a 62.4% stake, also holds 50.8% of the shares in TLI. In addition, Mr. Winyou Chaiyawan and Mr. Veerawet Chaiyawan, together with their close relatives, namely Mr. Chai Chaiyawan, Ms. Chatda Malakul Na Ayudhya, Ms. Veena Chaiyawan, and Ms. Warang Chaiyawan, collectively hold a direct shareholding of 7.5% in TLI. ● There is one common executive, namely: <ul style="list-style-type: none"> (1) Mr. Winyou Chaiyawan 	<p>31 Dec 2025</p>
<p>Thai Paiboon Insurance Public Company ("TPB")</p> <p>Engages in non-life insurance business covering four types of insurance: car insurance, fire insurance, Marine and transport insurance and miscellaneous insurance.</p>	<ul style="list-style-type: none"> ● There are common shareholders, namely V.C. Property. V.C. Property, which is an indirect shareholder of the Bank, together with its other related companies (excluding the shareholding held by TLI), including Chaiyawan Co., Ltd. ('CHAIYAWAN'), holds an aggregate shareholding of 66.3% in TPB. ● TLI, which is a shareholder of the Bank, directly holds a 10.0% shareholding in TPB. ● Mr. Winyou, Mr. Veerawet, and their close relatives, namely Mr. Chai, Mrs. Chatda, Ms. Veena, Mrs. Nontana Chaiyawan (the mother of Mr. Winyou and Mr. Veerawet) ('Mrs. Nontana'), and Mrs. Warang, hold shares in TPB. When combined with other related companies of these persons, including CNT Liquor Co., Ltd. ('CNT LIQUOR'), Suanphueng Co., Ltd. ('SUANPHUENG'), and Thai Niyom (69) Co., Ltd. ('THAI NIYOM'), the aggregate shareholding in TPB amounts to 23.1%." 	<p>31 Dec 2025</p>

Name of person or entity/type of business	Nature of relationship	Information as of date
<p>Thai Health Insurance Public Company Limited ("TH")</p> <p>Engages in non-life insurance business, health insurance</p>	<ul style="list-style-type: none"> ● There are common shareholders, namely V.C. Property. V.C. Property, which is an indirect shareholder of the Bank, holds shares directly in TH. When combined with other related companies of V.C. Property, including Phet Karnkha Co., Ltd. ("PT"), the total shareholding in TH amounts to 54.0%. ● Mr. Winyou, Mr. Veerawet, and their close relatives, namely Mr. Chai, Mrs. Chatchada, Ms. Veena, Mrs. Warang, and Mrs. Nontana, hold shares in TH. When combined with other related companies of these individuals (excluding shares held by V.C. Property and its related companies), namely Chai Brothers Co., Ltd. ("CHAI BROTHERS") and Thai Niyom (69) Co., Ltd. ("THAI NIYOM"), the total shareholding in TH amounts to 40.3%. ● There is one common director: (1) Mr. Winyou Chaiyawan" 	<p>31 Dec 2025</p>
<p>V.ONE ASSET CO.,LTD ("V.ONE")</p> <p>Engaged in the business of hotel operations, apartment and condominium leasing, and acting as a distributor of beer products of Thai Asia Pacific Brewery Co., Ltd. ("TAPB").</p>	<ul style="list-style-type: none"> ● There are common shareholders, namely V.C. Property. V.C. Property, which is an indirect shareholder of the Bank, holds shares in V.NE. When combined with other related companies of V.C. Property, namely Sura Sumpun Co., Ltd. ("SURA SUMPUN"), Petchakarnkha Co., Ltd. ("PT"), Ruamsongsaeng Co., Ltd. ("RUAMSONGSAENG"), Thaikhum Co., Ltd. ("THAIKHUM"), T.C. Insurance Broker Service Co., Ltd. ("TCIB"), C. Laing Co., Ltd. ("C.LAING"), and Thai Paiboon Insurance Public Company Limited ("TPB"), the total shareholding in V.NE amounts to 96.3%. ● Mr. Winyou, Mr. Veerawet, and their close relatives, namely Mr. Chai, Ms. Veena, Ms. Chatchada, and Ms. Warang, hold shares in V. One in an aggregate proportion of 3.1%. ● There is one executive serving as a director: (1) Mr. Weerawet Chaiyawan. 	<p>31 Dec 2025</p>

Name of person or entity/type of business	Nature of relationship	Information as of date
<p>YARTSAMPHAN CO., LTD ("YARTSAMPHAN")</p> <p>Engages in the business of trading and leasing real estate.</p>	<ul style="list-style-type: none"> There are common shareholders, namely V.C. Property. V.C. Property, which is an indirect shareholder of the Bank, holds shares in YARTSAMPHAN. When combined with other related companies of V.C. Property, including Pluakdaeng Eastern Estate Co., Ltd. ("PLUAKDAENG"), the total shareholding in YARTSAMPHAN amounts to 96.2%. A close relative of the Bank's directors and executives, Ms. Veena, holds shares in YARTSAMPHAN. When combined with other related companies of such person (excluding shares held through V.C. Property), including Jerdsee Co., Ltd. ("JERDSEE"), the total shareholding amounts to 3.6%. There is one common director: (1) Mr. Winyou Chaiyawan 	<p>31 Dec 2025</p>
<p>FORTUNA CAPITAL CO., LTD. ("FC")</p> <p>Engaged in the business of leasing.</p>	<p>Mr. Winyou, Mr. Veerawet, and their close relatives, namely Mr. Chai, Mrs. Warang, Ms. Weena, and Mrs. Chatchada, collectively hold 80.0% of the shares in FC.</p>	<p>31 Dec 2025</p>
<p>Tha Chaisri Company Limited ("THACHAISRI")</p> <p>Engaged in the leasing and trading of real estate.</p>	<ul style="list-style-type: none"> There are common shareholders, namely V.C. Property. V.C. Property, which is an indirect shareholder of the Bank, holds shares in THACHAISRI. When combined with other related companies of V.C. Property, namely THAIKHUM, Sakhorn Liquor Co., Ltd. ("SAKHORN LIQUOR"), Sura Sumpun Co., Ltd. ("SURA SUMPUN"), V.C. Liquor Co., Ltd. ("VC LIQUOR"), Sukhothai Asset Co., Ltd. ("SUKHOTHAI ASSET"), YARTSAMPHAN Co., Ltd., and C. Laing Co., Ltd. ("C.LAING"), the total shareholding in THACHAISRI amounts to 88.0%. Mr. Veerawet and close relatives, namely Ms. Veena, hold shares in THACHAISRI. When combined with other related companies (excluding shares held by V.C. Property and its related companies), namely FC, Wellglass Co., Ltd. ("WELLGLASS"), and Tha Na Co., Ltd. ("THA NA"), the total shareholding in THACHAISRI amounts to 12.0%. 	<p>31 Dec 2025</p>
<p>JERDSEE CO., LTD ("JERDSEE")</p> <p>Engaged in the real estate business.</p>	<p>Mr. Winyou, Mr. Veerawet, and their close relatives, namely Mr. Chai, Ms. Warang, Ms. Veena, and Ms. Chatchada, hold shares in JERDSEE. When combined with other related companies of these persons, namely CNT Liquor Co., Ltd. ("CNT LIQUOR"), the total shareholding in JERDSEE amounts to 80.0%.</p>	<p>31 Dec 2025</p>

Name of person or entity/type of business	Nature of relationship	Information as of date
MAHAPHOL APARTMENT CO., LTD (“MA”) <p>Engaged in the business of renting real estate.</p>	<ul style="list-style-type: none"> MA has common shareholders, namely V.C. Property, which is an indirect shareholder of the Bank.V.C. Property holds shares in MA and, when combined with other related companies of V.C. Property, namely V.ONE and VC Liquor, the total shareholding in MA amounts to 98.9%. Mr. Veerawet and his close relative, Ms. Veena, hold shares in MA in an aggregate proportion of 1.1%, excluding the shares held by V.C. Property and its related companies. 	31 Dec 2025
V.73 COMPANY LIMITED (“V.73”) <p>Engaged in the business of renting and trading real estate.</p>	<ul style="list-style-type: none"> V.73 has common shareholders, namely V.C. Property, which is an indirect shareholder of the Bank. V.C. Property holds 80.0% of the shares in V.73. Mr. Winyou, Mr. Veerawet, and their close relatives, namely Mr. Chai, Ms. Chatchada, Ms. Veena, and Ms. Warang, hold shares in V.73 in an aggregate proportion of 16.2%, excluding the shares held through V.C. Property. 	31 Dec 2025
Sub Sri Thai Public Company Limited (“SST”) <p>Engaged in the business of providing document/asset storage services, leasing and managing space to support the storage of goods, etc.</p>	<ul style="list-style-type: none"> Mr. Supachai holds a direct shareholding in SST amounting to 10.5%. The spouse of the Bank’s director (Mr. Supachai), namely Mrs. Sutthida, holds shares in SST amounting to 0.4%. Close relatives of the director, namely Mrs. Intira and Mr. Supasit, hold shares in SST in an aggregate proportion of 26.1%. 	31 Dec 2025

Name of person or entity/type of business	Nature of relationship	Information as of date
<p>Thai Credit Foundation</p> <p>A foundation with a vision to develop and promote social and economic advancement for small entrepreneurs and underprivileged groups, with the aim of improving the quality of life of people in Thai society</p>	<ul style="list-style-type: none"> ● There are two directors in common: <ol style="list-style-type: none"> (1) Mr. Winyu Chaiyawan (2) Mr. Roy Augustinus Gunara ● In addition, there are four bank executives serving as directors: <ol style="list-style-type: none"> (1) Mr. Kittiphan Sriwanawit (2) Mr. Veerawet Chaiyawan (3) Mr. Natat Kritwaranon (4) Mr. Kamolpoom Phurithitsakul 	<p>31 Dec 2025</p>
<p>FENWAY VENTURES CO., LTD ("FV")</p> <p>Engages in management consulting business.</p>	<p>The spouse of Mr. Stephen Tirador Briones, a director of the Bank, namely Mrs. Nujjree Briones, is an authorized signatory director and holds 99.0% of the shares in FV.</p>	<p>31 Dec 2025</p>

Name of person or entity/type of business	Nature of relationship	Information as of date
Chaiyawan Family -	<p>Mr. Winyou(Vice Chairman of the Board of Directors,Member of the Risk Oversight Committee, Member of the Corporate Governance and Sustainable Development Committee) Mr. Veeravet(the Bank's executives) and/or their families, a total of 8members (the "Chaiyawan Family").as follows</p> <ol style="list-style-type: none"> 1. Mr. Winyou 2. Mr. Veeravet 3. Mr. Chai 4. MissVeena 5. Mrs. Warang 6. Mrs. Nontana 7. Mrs. Chachada 8. Miss Natchaya Taepaisitpongse <p>Note</p> <p>1.Grouping of Chaiyawan family is a family-based grouping only. It is not a grouping under Section 258 of the Securities and Exchange Act of 1992. Mr. Winyou, who passed away on 14 June 2025.</p>	31 Dec 2025
TAP TRADING COMPANY LIMITED ("TAP") Engaged in the wholesale distribution of alcoholic beverages.	There is a common shareholder, V.C. Property, which is an indirect shareholder of the Bank, holding a 53.7% stake in TAP.	31 Dec 2025
HOTEL & RESORTS CO., LTD. ("H&R") Engaged in the hotel, resort, and condominium business.	<ul style="list-style-type: none"> ● The related companies of V.C. Property, namely C.LAING, V.NE, TPB, WAN BROTHERS, and SUKHOTHAI ASSET, hold a combined shareholding of 94.6% in H&R. ● Mr. Winyou and his close relatives, namely Mr. Chai and Ms. Warang, hold shares in H&R. When combined with other related companies (excluding shares held by V.C. Property's related companies), namely CNT LIQUOR and WELLGLASS, the total shareholding in H&R amounts to 5.4%. ● There is one executive serving as a director: (1) Mr. Weerawet Chaiyawan 	31 Dec 2025

Name of person or entity/type of business	Nature of relationship	Information as of date
T.C. INSURANCE BROKER SERVICE CO., LTD (“TCIB”) Engaged in life insurance brokerage business	<ul style="list-style-type: none"> There are common shareholders, namely V.C. Property, which is an indirect shareholder of the Bank, holding shares in TCIB. When combined with other related companies of V.C. Property, namely CHAIYAWAN, the total shareholding in TCIB amounts to 100.0%. There are two executives serving as directors, as follows: <ol style="list-style-type: none"> Mr. Weerawet Chaiyawan Ms. Thanawan Nitiphon 	31 Dec 2025
WELL GLASS CO.,LTD (“WELLGLASS”) Engages in business related to Warehouse Business	<ul style="list-style-type: none"> There are common shareholders, namely V.C. Property, which is an indirect shareholder of the Bank, holding a 0.8% stake in WELLGLASS. Mr. Veerawet Chaiyawan and his close relative, Ms. Veena Chaiyawan, hold an aggregate stake of 99.2% in WELLGLASS. 	31 Dec 2025
T.L. MANAGEMENT CO., LTD. (“TL”) Engaged in accounting services business	<ul style="list-style-type: none"> There are common shareholders, namely V.C. Property, which is an indirect shareholder of the Bank, holding shares in TL in the proportion of 99.2%. Close relatives of the Bank’s directors and executives, namely Mr. Chai, Ms. Veena, Ms. Warang, and Ms. Chatchada, hold shares in TL in the proportion of 0.0% (excluding shares held through V.C. Property). There is one executive serving as a director, namely: <ol style="list-style-type: none"> Mr. Veerawet Chaiyawan 	31 Dec 2025
THAI LIFE 52 CO., LTD. (“TL.52”) Engaged in the business of consulting agents and brokers	<ul style="list-style-type: none"> There are common shareholders, namely V.C. Property, which is an indirect shareholder of the Bank, holding shares in TL.52. When combined with other related companies of V.C. Property, namely THACHAISRI and TL, the total shareholding in TL.52 amounts to 96.0%. BANTHAI, which is a related company of the Bank’s directors, executives, and their close relatives, holds the remaining 4.0% shareholding. 	31 Dec 2025

Name of person or entity/type of business	Nature of relationship	Information as of date
<p>Thai Asia Pacific Brewery Co., Ltd . ("TAPB")</p> <p>Engaged in the production of malt and liquor made from malt rice.</p>	<p>V.C. Property, which is an indirect shareholder of the Bank, holds a 53.7% shareholding in TAPB.</p>	31 Dec 2025
<p>Petch Trading Co., Ltd. ("PT")</p> <p>Engaged in real estate trading and leasing business.</p>	<ul style="list-style-type: none"> There are common shareholders, namely V.C. Property. V.C. Property, which is an indirect shareholder of the Bank, holds shares in PT. When combined with other related companies of V.C. Property, namely THAIKUM, SURA SUMPUN, TL.52, PLUAKDAENG, C.LAING, YARTSAMPAN, VC LIQUOR, THACHAISRI, TCIB, and SUKHOTHAI ASSET, the total shareholding in PT amounts to 78.3%. Mr. Winyou, Mr. Veerawet, and their close relatives, namely Mr. Chai, Ms. Veena, and Ms. Warang, hold shares in PT. When combined with other related companies (excluding the shares held by V.C. Property and its related companies), namely TOONCHAI and BANTHAI, the total shareholding in PT amounts to 21.7%. 	31 Dec 2025
<p>WAN BROTHERS Co., Ltd. ("WAN BROTHERS")</p> <p>Engaged in real estate trading and leasing business.</p>	<ul style="list-style-type: none"> Companies related to V.C. Property, namely V.ONE, SURA SUMPUN, RUAMSONGSAENG, TCIB, and VC LIQUOR, hold shares in WAN BROTHERS in a combined proportion of 59.5%. A close relative of the Bank's directors and executives, namely Ms. Veena, holds shares in WAN BROTHERS in a total proportion of 0.0%. 	31 Dec 2025
<p>GLX Bangkok Co., Ltd . ("GLX")</p> <p>Holding Company</p>	<p>There are common shareholders, namely V.C. Property. V.C. Property, which is an indirect shareholder of the Bank, holds shares in GLX. When combined with other related companies of V.C. Property, namely PT CHAIYAWAN, the total shareholding in GLX amounts to 100%.</p>	31 Dec 2025
<p>BBGI Public Company Limited ("BBGI")</p> <p>Holding Company</p>	<p>The spouse of the Bank's director (Mr. Supachai), Mrs. Sutthida Sukhanindr ("Mrs. Sutthida"), is an executive of BBGI. ("CFO")</p>	31 Dec 2025

Name of person or entity/type of business	Nature of relationship	Information as of date
TAB BROKER CO., LTD. ("TAB BROKER") Engaged in non-life insurance brokerage business.	<ul style="list-style-type: none"> There are common shareholders, namely V.C. Property. V.C. Property, which is an indirect shareholder of the Bank, holds shares in TAB BROKER. When combined with other related companies of V.C. Property, namely PT, the total shareholding in TAB BROKER amounts to 86.8%. Close relatives of the Bank's directors and executives, namely Mr. Chai and Mr. Vichai Nivespathomwattana, hold shares in TAB BROKER in a combined proportion of 0.2%. 	31 Dec 2025
V.C. LIQUOR Co., Ltd. ("VC LIQUOR") Engaged in the business of trading and leasing real estate, and money lending business.	<ul style="list-style-type: none"> There are common shareholders, namely VC Property. VC Property, which is an indirect shareholder of the Bank, holds shares in VC LIQUOR. When combined with other related companies of VC Property, namely SURA SUMPUN, V.ONE, YARTSAMPHAN, PLUAKDAENG, WAN BROTHERS, and TCIB, the total shareholding in VC LIQUOR amounts to 58.4%. Mr. Veeravet, together with close relatives, namely Mr. Chai, Ms. Veena, Ms. Warang, and Ms. Chatchada, holds shares in VC LIQUOR. When combined with other related companies (excluding the shares held by VC Property and its related companies), namely TOONCHAI, the total shareholding in VC LIQUOR amounts to 41.6%. 	31 Dec 2025
Mr. Roy Augustinus Gunara Group ("Mr.Roy") -	<p>Mr. Roy (Director, Risk Oversight Committee Member, and Chief Executive Officer of the Bank) and/or his family, totaling 10 persons ("the Roy Group"), as follows:</p> <ol style="list-style-type: none"> 1. Mr. Roy Augustinus Gunara 2. Mrs. Michitra Gunara 3. Mr. Sebastian Augustinus Gunara 4. Ms. Irene Theresa Gunara 5. Master Richard Antonio Gunara 6. Miss Elizabeth Patricia Gunara 7. Mr. Peter A. Gunara 8. Mr. M.P. Tien Kalangi 9. Mr. Ray A. Gunara 10. Mr. Dean C. Gunara 	31 Dec 2025

Name of person or entity/type of business	Nature of relationship	Information as of date
Miss Krisana Aramkulchai Group ("Miss Krisana") -	Ms. Krisana (Director of the Bank) and/or her family, totaling 12 persons ("Miss Krisana Group"), as follows: <ol style="list-style-type: none"> 1. Ms. Krisana Aramkulchai 2. Mr. Wichai Niwetpathomwat 3. Mr. Phong Niwetpathomwat 4. Mr. Thanaphon Niwetpathomwat 5. Ms. Kamonphan Niwetpathomwat 6. Ms. Jintana Aramkulchai 7. Mr. Sanong Aramkulchai 8. Mr. Sathien Aramkulchai 9. Mr. Phongsakorn Aramkulchai 10. Mrs. Pranee Chamnankit (Former surname-Aramkulchai) 11. Ms. Kanokporn Aramkulchai 12. Ms. Nunthapat Lertjanyarak 	31 Dec 2025
Prof. Kitipong Urapeepatanapong ("Prof. Kittipong Group") -	Prof. Kitipong (Independent Director, Chairman of the Board, and Chairman of the Corporate Governance and Sustainability Committee of the Bank) and/or his family, totaling 6 persons ("Prof. Kitipong Group"), as follows: <ol style="list-style-type: none"> 1. Prof. Kitipong Urapeepatanapong 2. Ms. Saramon Urapeepatanapong 3. Mr. Panthakorn Urapeepatanapong 4. Keeranan Urapeepatanapong 5. Mekhin Urapeepatanapong 6. Chanin Urapeepatanapong 	31 Dec 2025
Mr. Chamnong Watanakase ("Mr. Chamnong Group") -	Mr. Chamnong (Independent Director and Chairman of the Audit Committee of the Bank) and/or his family, totaling 3 persons ("the Mr. Chamnong Group"), as follows: <ol style="list-style-type: none"> 1. Mr. Jamnong Watanakase 2. Ms. Tharisa Watanakase 3. Ms. Mathura Watanakase 	31 Dec 2025
Miss Ada Ingawanij ("Miss Ada Group") -	Ms. Ada (Independent Director, Audit Committee Member, and Corporate Governance and Sustainability Committee Member of the Bank) and/or her family, totaling 4 persons ("Ms. Ada Group"), as follows: <ol style="list-style-type: none"> 1. Ms. Ada Ingawanij 2. Alai Ingawanij 3. Ms. Sudapan Ingawanij 4. Adadol Ingawanij 	31 Dec 2025

Name of person or entity/type of business	Nature of relationship	Information as of date
Mr. Stephen Tirador Briones ("Mr. Stephen Group") -	Mr. Stephen (Director, Chairman of the Risk Oversight Committee, and Member of the Nomination and Remuneration Committee) and/or his family, totaling 7 persons ("Mr. Stephen Group"), as follows: <ol style="list-style-type: none"> 1. Mr. Stephen Tirador Briones 2. Ms. Nujjree Briones 3. Ms. Natalia Briones 4. Mr. Nicholas Briones 5. Dr. Jose C. Briones 6. Mr. Jose J. Briones 7. Mr. Matthew M. Briones 	31 Dec 2025
Mr. Supachai Sukhanindr ("Mr. Supachai Group") -	Mr. Supachai (Independent Director, Chairman of the Nomination and Remuneration Committee, Member of the Risk Oversight Committee, and Member of the Audit Committee of the Bank) and/or his family, totaling 7 persons ("Mr. Supachai Group"), as follows: <ol style="list-style-type: none"> 1. Mr. Supachai Sukhanindr 2. Mrs. Suttida Sukhanindr 3. Sita Sukhanindr 4. Sipa Sukhanindr 5. Sarut Sukhanindr 6. Mrs. Intira Sukhanindr 7. Mr. Supasit Sukhanindr 	31 Dec 2025
Mr. Kamolphu Group ("Mr. Kamolphu Group") -	Mr. Kamolphu (the Bank's Executive) and/or his family, totaling 10 persons ("the Mr. Kamolphu Group"), as follows: <ol style="list-style-type: none"> 1. Mr. Kamolphu Puriditsakul 2. Mrs. Phimyada Puriditsakul 3. Mr. Thawee Chalermwanphen 4. Winda Sae-tae 5. Theeraporn Chalermwanphen 6. Theerasak Chalermwanphen 7. Ratchanee Chalermwanphen 8. Theerayut Chalermwanphen 	31 Dec 2025
Mr. Kittipant Sriwanwit ("Mr. Kittipant Group") -	Mr. Kittipant (the Bank's Executive) and/or his family, totaling 5 persons ("Mr. Kittipant Group"), as follows: <ol style="list-style-type: none"> 1. Mr. Kittipant Sriwanwit 2. Mr. Suthat Sriwanwit 3. Ms. Rungrat Sriwanwit 4. Ms. Sirirat Sriwanwit 5. Mr. Weeraphan Sriwanwit 	31 Dec 2025

Name of person or entity/type of business	Nature of relationship	Information as of date
Mr. Sarawooth Savejnarong ("Mr. Sarawooth Group") -	Mr. Sarawooth (the Bank's Executive) and/or his family, totaling 5 persons ("Mr. Sarawooth Group"), as follows: <ol style="list-style-type: none"> 1. Mr. Sarawut Savejnarong 2. Mrs. Parada Savejnarong 3. Trin Savejnarong 4. Ms. Sasithorn Huntohphap 5. Lt. Sirodom Huntohphap 	31 Dec 2025
Mr. Natthas Kittawaranon ("Mr. Natthas Group") -	Mr. Natthas (the Bank's Executive) and/or his family, totaling 5 persons ("Mr. Natthas Group"), as follows: <ol style="list-style-type: none"> 1. Mr. Natthas Kittawaranon 2. Mrs. Waraporn Kittawaranon 3. Pawinthorn Kittawaranon 4. Rattana Pongaram 5. Prawisa Kittawaranon 	31 Dec 2025
Miss Achara Ruangchay ("Miss Achara Group") -	Ms. Atchara (the Bank's Executive) and/or her family, totaling 4 persons ("Ms. Atchara Group"), as follows: <ol style="list-style-type: none"> 1. Ms. Atchara Ruangchay 2. Mr. Seree Ruangchay 3. Mrs. Raweewan Ruangchay 4. Mr. Sathit Ruangchay 	31 Dec 2025
Mr. Pichart Roongwarasopit ("Mr. Pichart Group") -	Mr. Pichart (the Bank's Executives) and/or his family, totaling 11 persons ("the Mr. Pichart Group"), as follows: <ol style="list-style-type: none"> 1. Mr. Pichart Roongwarasopit 2. Mrs. Sudarat Roongwarasopit 3. Mr. Ekkakorn Roongwarasopit 4. Ma Siang Sae-tia 5. Yiwki Sae-lee 6. Mrs. Sukanya Sae-tia 7. Mrs. Anchanlee Sae-tia 8. Mr. Woradet Sae-tia 9. Mrs. Amphon Sae-tia 10. Mr. Pichai Sae-tia 11. Mr. Pichet Sae-tia 	31 Dec 2025

Name of person or entity/type of business	Nature of relationship	Information as of date
Mr. Tsz Ying Christopher Chan ("Mr. Christopher Group") -	Mr. Christopher (the Bank's Executive) and/or his family, totaling 3 persons ("Mr. Christopher Group"), as follows: 1. Mr. Tsz Ying Christopher Chan 2. Mabel Wai Yu Ngai 3. Tsze Fong Alfred Chan	31 Dec 2025

Details of related party transactions

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
V.C. Property			
Transaction 1 <u>Nature of transaction</u> Rental expenses <u>Details</u> Expenses from land/building rental to set up the branches and related service charges. <u>Necessity/reasonableness</u> For set up the branches/ Compare rental rate and commercial terms of such rental space to those of the same/adjacent building with normal commercial terms <u>Audit committee's opinion</u> Audit committee considers and opines that such transaction is reasonable and is supporting transaction of the Bank. Rental rates are in range of those of the same/adjacent building with normal commercial terms. In this regard, because asset rental from related party transactions are the transactions required to seek for approval from BOT and BOT has approved such asset rental transaction.	1.20	1.20	1.20

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
Transaction 2 <u>Nature of transaction</u> Guarantees and deposits <u>Details</u> Guarantees and deposits from land/building rental <u>Necessity/reasonableness</u> - <u>Audit committee's opinion</u> -	0.10	0.10	0.10
VNB Holding Co., Ltd ("VNB")			
Transaction 1 <u>Nature of transaction</u> Revenue from shared service <u>Details</u> The Bank has provided management services (shared services) including (1) legal (2) accounting and tax (3) IT (4) compliance, etc <u>Necessity/reasonableness</u> The Bank would have charged management annual service fee based on service cost each year plus margin The Bank set margin range to be applied for RPT cost plus transactions in Notification relating normal terms and conditions transactions entered into by the Bank or subsidiaries and directors, management or related parties <u>Audit committee's opinion</u> Audit committee considers and opines that such transaction is reasonable.	0.50	1.20	1.40
Transaction 2 <u>Nature of transaction</u>	0.00	0.20	0.20

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p>Unearned income from shared services</p> <p><u>Details</u></p> <p>Unearned income from shared services that The Bank has provided management services (shared services) including (1) legal (2) accounting and tax (3) IT (4) compliance, etc.</p> <p><u>Necessity/reasonableness</u></p> <p>-</p> <p><u>Audit committee's opinion</u></p> <p>-</p>			
<p>Transaction 3</p> <p><u>Nature of transaction</u></p> <p>Revenue from leasing building space</p> <p><u>Details</u></p> <p>The Bank leases unused space office to be used as VNB's head office</p> <p><u>Necessity/reasonableness</u></p> <p>Rental rate is set based on the Bank's rental cost of such building space plus margin. The Bank set margin range to be applied for RPT cost plus transactions in Notification relating to related party transactions that have normal terms and conditions. Lessee is responsible for space rental related-expenses including utility bills, etc.</p> <p><u>Audit committee's opinion</u></p>	0.20	0.20	0.20

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
Audit committee considers and opines that such transaction is reasonable. The rental of the Bank's unused office space by to VNB will generate additional income to the Bank. The Bank set rental rate based on the Bank's rental cost plus margin, which is in margin range specified in Notification relating related party transactions that have normal terms and conditions. The payment term is monthly which is in line with payment term paid by the Bank to lessor.			
Transaction 4 <u>Nature of transaction</u> Accrued electricity expenses <u>Details</u> Accrued electricity expenses from leasing building space <u>Necessity/reasonableness</u> - <u>Audit committee's opinion</u> -	0.00	0.00	0.00
Transaction 5 <u>Nature of transaction</u> Perpetual Bond <u>Details</u> The Bank issued Perpetual Bond and offered to VNB and OCA who are shareholders of the Bank. The Bank also issued warrants to purchase common shares of the Bank to Perpetual Bond holders <u>Necessity/reasonableness</u> The Bank pays interest rate according to the rate and terms specified in Perpetual Bond. <u>Audit committee's opinion</u>	792.80	813.60	836.30

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
Audit committee considers and opines that such transaction is reasonable			
Transaction 6 <u>Nature of transaction</u> Interest Expenses <u>Details</u> Interest Expenses from Perpetual Bonds <u>Necessity/reasonableness</u> The Bank pays interest rate according to the rate and terms specified in Perpetual Bond. <u>Audit committee's opinion</u> Audit committee considers and opines that such transaction is reasonable.	68.90	70.80	72.50
Transaction 7 <u>Nature of transaction</u> Accrued interest payable <u>Details</u> Accrued interest payable from Perpetual Bonds <u>Necessity/reasonableness</u> - <u>Audit committee's opinion</u> -	4.80	4.80	4.80
Transaction 8 <u>Nature of transaction</u> Subordinated debentures (Tier2) <u>Details</u> The Bank issued subordinated debentures that is counted as Tier 2 capital according to the BOT's criteria.	1,700.00	1,700.00	1,700.00

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p><u>Necessity/reasonableness</u></p> <p>The bank source its funds by issuing subordinate bonds, which can be considered as tier 2 capital under the BOT regulations ("Tier 2 Bonds") an interest is based on the rate of return of government bonds with a term of 10 years of the Thai Bond Market Association ("TBMA") and rate of return per the Bank's risk levels (risk premiums). Furthermore, such interest rate has a similar rate of return to that of subordinated bonds with a term of 10 years in the secondary market of other bank's bonds</p> <p><u>Audit committee's opinion</u></p> <p>Audit committee considers and opines that such transaction is reasonable.</p>			
<p>Transaction 9</p> <p>55.90</p> <p>102.30</p> <p>102.00</p> <p><u>Nature of transaction</u></p> <p>Interest Expenses</p> <p><u>Details</u></p> <p>Interest Expenses from Subordinated debentures (Tier2).</p> <p>-</p> <p><u>Necessity/reasonableness</u></p> <p>The Bank pays interest rate according to the rate and terms specified in Subordinated debentures (Tier2).</p> <p>-</p> <p><u>Audit committee's opinion</u></p> <p>Audit committee considers and opines that such transaction is reasonable.</p>			
<p>Transaction 10</p> <p>4.80</p> <p>4.80</p> <p>4.80</p> <p><u>Nature of transaction</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p>Accrued interest payable</p> <p><u>Details</u></p> <p>Accrued interest payable from Subordinated debentures (Tier2)</p> <p><u>Necessity/reasonableness</u></p> <p>-</p> <p><u>Audit committee's opinion</u></p> <p>-</p>			
OCA Investment Holding Co., Ltd. ("OCA")			
<p>Transaction 1</p> <p>118.90</p> <p>122.00</p> <p>125.40</p> <p><u>Nature of transaction</u></p> <p>Perpetual Bonds</p> <p><u>Details</u></p> <p>The Bank issued Perpetual Bond and offered to VNB and OCA who are shareholders of the Bank. The Bank also issued warrants to purchase common shares of the Bank to Perpetual Bond holders reasonable.</p> <p><u>Necessity/reasonableness</u></p> <p>The Bank pays interest rate according to the rate and terms specified in Perpetual Bond.</p> <p><u>Audit committee's opinion</u></p> <p>Audit committee considers and opines that such transaction is</p>			
<p>Transaction 2</p> <p>10.30</p> <p>10.60</p> <p>10.90</p> <p><u>Nature of transaction</u></p> <p>Interest Expenses</p> <p><u>Details</u></p> <p>Interest Expenses from Perpetual Bonds</p>			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<u>Necessity/reasonableness</u> <p>The Bank pays interest rate according to the rate and terms specified in Perpetual Bond.</p> <u>Audit committee's opinion</u> <p>Audit committee considers and opines that such transaction is reasonable.</p>			
Transaction 3 <u>Nature of transaction</u> <p>Accrued interest payable</p> <u>Details</u> <p>Accrued interest payable from Perpetual Bonds</p> <u>Necessity/reasonableness</u> <p>-</p> <u>Audit committee's opinion</u> <p>-</p>	0.70	0.70	0.70
Thai Life Insurance Public Company Limited (“TLI”)			
Transaction 1 <u>Nature of transaction</u> <p>Revenue from providing insurance broker services</p> <u>Details</u> <p>The Bank has provided insurance broker services to insurance companies including conflicted companies. The Bank has received compensation including commission fee, marketing fee and coordination fee, etc.</p> <u>Necessity/reasonableness</u> <p>Comparing compensations rate and commercial terms with those paid by related party companies to other insurance brokers for the similar insurance products (Arm’s Length Basis)</p>	288.60	277.30	318.80

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<u>Audit committee's opinion</u> Audit committee considers and opines that such transaction is reasonable and beneficial to the Bank. Such brokerage service is to utilize the Bank's existing branches and employees to generate additional revenue to the Bank. Compensations rate and commercial terms are not inferior to those given by conflicted persons to 3rd party insurance brokers for the similar insurance products (Arm's Length Basis)			
Transaction 2 <u>Nature of transaction</u> Accrued income <u>Details</u> Accrued income from insurance broker <u>Necessity/reasonableness</u> - <u>Audit committee's opinion</u> -	26.20	11.80	25.80
Transaction 3 <u>Nature of transaction</u> Revenue from fees and service income <u>Details</u> The Bank has provided financial services to conflicted person including personal cheque, continuous cheque (type of cheque that the Bank issues in high volume), cashier cheque and direct payroll, etc. <u>Necessity/reasonableness</u>	0.60	1.00	0.80

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p>The Bank has set cheque fee based on same rate as those charged to 3rd parties by the Bank with normal commercial terms</p> <p><u>Audit committee's opinion</u></p> <p>Audit Committee considers and opines that such transaction is reasonable and is normal business transactions of the Bank</p>			
<p>Transaction 4</p> <p>9.90 11.60 9.50</p> <p><u>Nature of transaction</u></p> <p>Rental expenses</p> <p><u>Details</u></p> <p>Expenses from land/building rental to set up the branches and related service charges.</p> <p><u>Necessity/reasonableness</u></p> <p>For set up the branches/ Compare rental rate and commercial terms of such rental space to those of the same/adjacent building with normal commercial terms</p> <p><u>Audit committee's opinion</u></p> <p>Audit committee considers and opines that such transaction is reasonable and is supporting transaction of the Bank. Rental rates are in range of those of the same/adjacent building with normal commercial terms. In this regard, because asset rental from related party transactions are the transactions required to seek for approval from BOT and BOT has approved such asset rental transaction.</p>			
<p>Transaction 5</p> <p>2.30 2.70 2.70</p> <p><u>Nature of transaction</u></p> <p>Guarantees and deposits</p> <p><u>Details</u></p> <p>Guarantees and deposits from land/building rental</p>			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<u>Necessity/reasonableness</u> -			
<u>Audit committee's opinion</u> -			
Thai Paiboon Insurance Public Company ("TPB")			
Transaction 1 <u>Nature of transaction</u> Revenue from providing insurance broker services <u>Details</u> The Bank has provided insurance broker services to insurance companies including conflicted companies. The Bank has received compensation including commission fee, marketing fee and coordination fee, etc. <u>Necessity/reasonableness</u> Comparing compensations rate and commercial terms with those paid by related party companies to other insurance brokers for the similar insurance products (Arm's Length Basis) <u>Audit committee's opinion</u> Audit committee considers and opines that such transaction is reasonable and beneficial to the Bank. Such brokerage service is to utilize the Bank's existing branches and employees to generate additional revenue to the Bank. Compensations rate and commercial terms are not inferior to those given by conflicted persons to 3rd party insurance brokers for the similar insurance products (Arm's Length Basis)	32.10	36.10	23.00
Transaction 2 <u>Nature of transaction</u> Accrued income	2.00	3.20	3.30

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<u>Details</u> Accrued income from insurance broker <u>Necessity/reasonableness</u> - <u>Audit committee's opinion</u> -			
Transaction 3 <u>Nature of transaction</u> Insurance premium expenses <u>Details</u> The Bank has procured insurance to hedge potential risk arisen to the Bank's assets and from operation of the Bank. <u>Necessity/reasonableness</u> The Bank hires Lockton Wattana Insurance Brokers (Thailand) Co., Ltd. ("Lockton Thailand") which is a leading international insurance broker (Lockton Companies LLP) and is not the Bank's conflicted person to be insurance broker for insurance to hedge potential risk arisen to the Bank's assets and from operation of the Bank. Lockton Thailand will seek and select insurance plans that have terms and coverage as specified by the Bank. <u>Audit committee's opinion</u>	1.20	0.70	0.20

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p>Audit committee considers and opines that such transaction is reasonable and is supporting transaction of the Bank. The Bank has an approach to procure insurance to hedge potential risk arisen to the Bank's assets and from operation of the Bank including risk relating to contracts to comply with contracts in relation to the Bank's branch construction and renovation through Lockton Thailand which is a leading international insurance broker (Lockton Companies LLP) and is not the Bank's conflicted person. Lockton Thailand seeks for insurance from several insurance companies, nonetheless, TPB and/or 3rd party insurance companies are the only party who submit insurance plan based on terms and conditions of the Bank with same commercial terms as those of 3rd party insurance.</p>			
<p>Transaction 4</p> <p>0.10 0.00 0.00</p> <p><u>Nature of transaction</u></p> <p>Insurance premium payables / Advance premiums</p> <p><u>Details</u></p> <p>Insurance premium payables/ Advance premiums from procured insurance to hedge potential risk arisen to the Bank's assets and from operation of the Bank. / Accrued income from insurance broker</p> <p><u>Necessity/reasonableness</u></p> <p>-</p> <p><u>Audit committee's opinion</u></p> <p>-</p>			
Thai Health Insurance Public Company Limited ("TH")			
<p>Transaction 1</p> <p>267.80 202.60 142.80</p> <p><u>Nature of transaction</u></p> <p>Revenue from providing insurance broker services</p>			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p><u>Details</u></p> <p>The Bank has provided insurance broker services to insurance companies including conflicted companies. The Bank has received compensation including commission fee, marketing fee and coordination fee, etc.</p> <p><u>Necessity/reasonableness</u></p> <p>Comparing compensations rate and commercial terms with those paid by related party companies to other insurance brokers for the similar insurance products (Arm's Length Basis)</p> <p><u>Audit committee's opinion</u></p> <p>Audit committee considers and opines that such transaction is reasonable and beneficial to the Bank. Such brokerage service is to utilize the Bank's existing branches and employees to generate additional revenue to the Bank. Compensations rate and commercial terms are not inferior to those given by conflicted persons to 3rd party insurance brokers for the similar insurance products (Arm's Length Basis)</p>			
<p>Transaction 2</p> <p>49.60 32.20 28.50</p> <p><u>Nature of transaction</u></p> <p>Accrued income</p> <p><u>Details</u></p> <p>Accrued income from insurance broker</p> <p><u>Necessity/reasonableness</u></p> <p>-</p> <p><u>Audit committee's opinion</u></p> <p>-</p>			
Transaction 3	0.00	0.00	0.00

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<u>Nature of transaction</u> Revenue from fees and service income <u>Details</u> The Bank has provided financial services to conflicted person including personal cheque, continuous cheque (type of cheque that the Bank issues in high volume), cashier cheque and direct payroll, etc. <u>Necessity/reasonableness</u> The Bank has set cheque fee based on same rate as those charged to 3rd parties by the Bank with normal commercial terms <u>Audit committee's opinion</u> Audit Committee considers and opines that such transaction is reasonable and is normal business transactions of the Bank			
V.ONE ASSET CO.,LTD (“V.ONE”)			
Transaction 1 <u>Nature of transaction</u> Rental expenses <u>Details</u> Expenses from land/building rental to set up the branches and related service charges. <u>Necessity/reasonableness</u> For set up the branches/ Compare rental rate and commercial terms of such rental space to those of the same/adjacent building with normal commercial terms <u>Audit committee's opinion</u>	31.80	33.20	35.10

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
Audit committee considers and opines that such transaction is reasonable and is supporting transaction of the Bank. Rental rates are in range of those of the same/adjacent building with normal commercial terms. In this regard, because asset rental from related party transactions are the transactions required to seek for approval from BOT and BOT has approved such asset rental transaction.			
Transaction 2 <u>Nature of transaction</u> Guarantees and deposits <u>Details</u> Guarantees and deposits from land/building rental <u>Necessity/reasonableness</u> - <u>Audit committee's opinion</u> -	8.10	8.30	9.00
YARTSAMPHAN CO., LTD (“YARTSAMPHAN”)			
Transaction 1 <u>Nature of transaction</u> Rental expenses <u>Details</u> Expenses from land/building rental to set up the branches and related service charges. <u>Necessity/reasonableness</u> For set up the branches/ Compare rental rate and commercial terms of such rental space to those of the same/adjacent building with normal commercial terms <u>Audit committee's opinion</u>	4.00	4.00	4.00

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
Audit committee considers and opines that such transaction is reasonable and is supporting transaction of the Bank. Rental rates are in range of those of the same/adjacent building with normal commercial terms. In this regard, because asset rental from related party transactions are the transactions required to seek for approval from BOT and BOT has approved such asset rental transaction.			
Transaction 2 <u>Nature of transaction</u> Guarantees and deposits <u>Details</u> Guarantees and deposits from land/building rental <u>Necessity/reasonableness</u> - <u>Audit committee's opinion</u> -	1.00	1.00	1.00
FORTUNA CAPITAL CO., LTD. ("FC")			
Transaction 1 <u>Nature of transaction</u> Rental expenses <u>Details</u> Expenses from land/building rental to set up the branches and related service charges. <u>Necessity/reasonableness</u> For set up the branches/ Compare rental rate and commercial terms of such rental space to those of the same/adjacent building with normal commercial terms <u>Audit committee's opinion</u>	0.70	0.70	0.70

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
Audit committee considers and opines that such transaction is reasonable and is supporting transaction of the Bank. Rental rates are in range of those of the same/adjacent building with normal commercial terms. In this regard, because asset rental from related party transactions are the transactions required to seek for approval from BOT and BOT has approved such asset rental transaction.			
Transaction 2 <u>Nature of transaction</u> Guarantees and deposits <u>Details</u> Guarantees and deposits from land/building rental <u>Necessity/reasonableness</u> - <u>Audit committee's opinion</u> -	0.20	0.20	0.20
Tha Chaisri Company Limited (“THACHAISRI”)			
Transaction 1 <u>Nature of transaction</u> Rental expenses <u>Details</u> Expenses from land/building rental to set up the branches and related service charges. <u>Necessity/reasonableness</u> For set up the branches/ Compare rental rate and commercial terms of such rental space to those of the same/adjacent building with normal commercial terms <u>Audit committee's opinion</u>	0.20	0.20	0.20

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
Audit committee considers and opines that such transaction is reasonable and is supporting transaction of the Bank. Rental rates are in range of those of the same/adjacent building with normal commercial terms. In this regard, because asset rental from related party transactions are the transactions required to seek for approval from BOT and BOT has approved such asset rental transaction.			
Transaction 2 <u>Nature of transaction</u> Guarantees and deposits <u>Details</u> Guarantees and deposits from land/building rental <u>Necessity/reasonableness</u> - <u>Audit committee's opinion</u> -	0.00	0.00	0.00
JERDSEE CO., LTD (“JERDSEE”)			
Transaction 1 <u>Nature of transaction</u> Rental expenses <u>Details</u> Expenses from land/building rental to set up the branches and related service charges. <u>Necessity/reasonableness</u> For set up the branches/ Compare rental rate and commercial terms of such rental space to those of the same/adjacent building with normal commercial terms <u>Audit committee's opinion</u>	1.10	1.20	1.10

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
Audit committee considers and opines that such transaction is reasonable and is supporting transaction of the Bank. Rental rates are in range of those of the same/adjacent building with normal commercial terms. In this regard, because asset rental from related party transactions are the transactions required to seek for approval from BOT and BOT has approved such asset rental transaction.			
Transaction 2 <u>Nature of transaction</u> Guarantees and deposits <u>Details</u> Guarantees and deposits from land/building rental <u>Necessity/reasonableness</u> - <u>Audit committee's opinion</u> -	0.30	0.30	0.00
MAHAPHOL APARTMENT CO., LTD (“MA”)			
Transaction 1 <u>Nature of transaction</u> Rental expenses <u>Details</u> Expenses from land/building rental to set up the branches and related service charges. <u>Necessity/reasonableness</u> For set up the branches/ Compare rental rate and commercial terms of such rental space to those of the same/adjacent building with normal commercial terms <u>Audit committee's opinion</u>	1.40	1.50	1.40

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
Audit committee considers and opines that such transaction is reasonable and is supporting transaction of the Bank. Rental rates are in range of those of the same/adjacent building with normal commercial terms. In this regard, because asset rental from related party transactions are the transactions required to seek for approval from BOT and BOT has approved such asset rental transaction.			
Transaction 2 <u>Nature of transaction</u> Guarantees and deposits <u>Details</u> Guarantees and deposits from land/building rental <u>Necessity/reasonableness</u> - <u>Audit committee's opinion</u> -	0.30	0.40	0.40
V.73 COMPANY LIMITED ("V.73")			
Transaction 1 <u>Nature of transaction</u> Rental expenses <u>Details</u> Expenses from land/building rental to set up head office and related service charges. <u>Necessity/reasonableness</u> For set up the branches/ Compare rental rate and commercial terms of such rental space to those of the same/adjacent building with normal commercial terms <u>Audit committee's opinion</u>	0.00	0.00	9.00

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
Audit committee considers and opines that such transaction is reasonable and is supporting transaction of the Bank. Rental rates are in range of those of the same/adjacent building with normal commercial terms. In this regard, because asset rental from related party transactions are the transactions required to seek for approval from BOT and BOT has approved such asset rental transaction.			
Transaction 2 <u>Nature of transaction</u> Guarantees and deposits <u>Details</u> Guarantees and deposits from land/building rental <u>Necessity/reasonableness</u> - <u>Audit committee's opinion</u> -	0.00	0.00	6.00
Sub Sri Thai Public Company Limited ("SST")			
Transaction 1 <u>Nature of transaction</u> Document storage expenses <u>Details</u> Important documents storage expenses <u>Necessity/reasonableness</u>	5.10	4.50	4.50

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p>The Bank has the duty to store all important documents as required by the Bank of Thailand (BOT). However, due to the limitation of the Bank's office space, since 2014 (before K Supachai has become a director of the Bank), the Bank has therefore used the service of SST, one of the major document storage service providers in Thailand. The Bank has used the service continuously since 2014 with monthly payments according to the storage format of document box or file formats, etc</p> <p><u>Audit committee's opinion</u></p> <p>Audit committee considers and opines that such transaction is reasonable and is supporting transaction of the Bank. Whereby, the Bank has the duty to store all important documents as required by the Bank of Thailand (BOT). However, due to the limitation of the Bank's office space, since 2014 (before K Supachai has become a director of the Bank), the Bank has therefore used the service of SST, one of the major document storage service providers in Thailand in keeping important documents of the Bank, which also includes document moving services between [head office/ branch] of the bank and the storage facility and documents retrieval services from SST's document storage facility, etc. The Bank has used the service continuously since 2014 with monthly payments according to the storage format of document box or file formats, etc.</p>			
<p>Transaction 2</p> <p>0.80</p> <p><u>Nature of transaction</u></p> <p>Accrued document storage expenses</p> <p><u>Details</u></p> <p>Accrued document storage expenses</p> <p><u>Necessity/reasonableness</u></p> <p>-</p>	0.80	0.40	0.40

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<u>Audit committee's opinion</u> -			
Thai Credit Foundation			
Transaction 1 <u>Nature of transaction</u> Donation to Thai Credit Foundation <u>Details</u> Donation to Thai Credit Foundation <u>Necessity/reasonableness</u> <p>The Bank donated to support the operations of the Thai Credit Foundation in order to promote under the Thai Credit Foundation in accordance with regulations and rules of conduct of the foundation with a vision to enhance the society and economy for small entrepreneurs and the underprivileged for the betterment of people in Thai society.</p> <u>Audit committee's opinion</u> <p>The Audit Committee considers and opines that these transactions are reasonable whereby the Bank donated to support the operations of the Thai Credit Foundation in order to promote under the Thai Credit Foundation in accordance with regulations and rules of conduct of the foundation with a vision to enhance the society and economy for small entrepreneurs and the underprivileged for the betterment of people in Thai society.</p>	2.00	2.00	2.00
FENWAY VENTURES CO., LTD ("FV")			
Transaction 1 <u>Nature of transaction</u> Consulting service expenses <u>Details</u>	0.00	1.00	1.40

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p>Consulting service in supporting investor relations expenses</p> <p><u>Necessity/reasonableness</u></p> <p>Fenway Ventures Company Limited as an investor relations consultant there have experience in the capital market Including experience in dealing with both domestic and international investors. To assist in providing advice in planning strategies for communicating and building relationships with both domestic and international investors to the Investor Relations Department.</p> <p><u>Audit committee's opinion</u></p> <p>The Audit Committee considers and opines that these transactions are reasonable and beneficial for the Bank.</p>			
Chaiyawan Family			
<p>Transaction 1</p> <p>3,612.80</p> <p>5,336.70</p> <p>6,091.10</p> <p><u>Nature of transaction</u></p> <p>Total Deposits</p> <p><u>Details</u></p> <p>The Banks provide several saving products to conflicted parties.</p> <p><u>Necessity/reasonableness</u></p>			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p>The Bank pays the same interest rate and payment terms to all customers for the same saving products (except Thai Life Insurance Public Company Limited (“TLI”), Thai Asia Pacific Brewery Co., Ltd. (“TAPB”) and T A P Trading Co., Ltd. (“TAP”)) For TLI, TAPB and TAP, as the Bank has an approach to pay extra interest rate to juristic persons who have high deposit balance and cash movements are in accordance with the requirements of the Bank and TLI, TAPB and TAP are qualified to receive such extra interest rate. So the Bank pay such extra interest rate to TLI, TAPB and TAP. ALCO approved notification relating to the extra interest rate for juristic person whose deposit balance and movements are in accordance with the requirements of the Bank.</p> <p><u>Audit committee's opinion</u></p> <p>AC considers and opines that such transaction is reasonable and beneficial to the Bank. The Bank pays the same interest rate and payment terms to all customers for the same saving products including related parties (except TLI, TAPB and TAP). As the Bank has an approach to minimize volatility of deposit amount by way of paying extra interest rate to juristic persons who have high deposit balance and cash movements are in accordance with the requirements of the Bank and TLI, TAPB and TAP are qualified to receive such extra interest rate. So the Bank pay such extra interest rate to TLI, TAPB and TAP. ALCO approved notification relating to the extra interest rate for juristic person whose deposit balance and movements are in accordance with the requirements of the Bank.</p>			
<p>Transaction 2</p> <p><u>Nature of transaction</u></p> <p>Interest expenses</p>	23.20	28.20	36.00

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p><u>Details</u></p> <p>Interest expenses from deposits.</p> <p><u>Necessity/reasonableness</u></p> <p>The Bank pays the same interest rate and payment terms to all customers for the same saving products (except Thai Life Insurance Public Company Limited (“TLI”), Thai Asia Pacific Brewery Co., Ltd. (“TAPB”) and TAP Trading Co., Ltd. (“TAP”)) For TLI, TAPB and TAP, as the Bank has an approach to pay extra interest rate to juristic persons who have high deposit balance and cash movements are in accordance with the requirements of the Bank and TLI, TAPB and TAP are qualified to receive such extra interest rate. So the Bank pay such extra interest rate to TLI, TAPB and TAP. ALCO approved notification relating to the extra interest rate for juristic person whose deposit balance and movements are in accordance with the requirements of the Bank.</p> <p><u>Audit committee's opinion</u></p> <p>Audit committee considers and opines that such transaction is reasonable and beneficial to the Bank. The Bank pays the same interest rate and payment terms to all customers for the same saving products including related parties (except TLI, TAPB and TAP). As the Bank has an approach to minimize volatility of deposit amount by way of paying extra interest rate to juristic persons who have high deposit balance and cash movements are in accordance with the requirements of the Bank and TLI, TAPB and TAP are qualified to receive such extra interest rate. So the Bank pay such extra interest rate to TLI, TAPB and TAP. ALCO approved notification relating to the extra interest rate for juristic person whose deposit balance and movements are in accordance with the requirements of the Bank.</p>			

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
Transaction 3 <u>Nature of transaction</u> Accrued interest payable <u>Details</u> Accrued interest from deposits <u>Necessity/reasonableness</u> The Bank pays the same interest rate and payment terms to all customers for the same saving products (except Thai Life Insurance Public Company Limited (“TLI”), Thai Asia Pacific Brewery Co., Ltd. (“TAPB”) and T A P Trading Co., Ltd. (“TAP”)) For TLI, TAPB and TAP, as the Bank has an approach to pay extra interest rate to juristic persons who have high deposit balance and cash movements are in accordance with the requirements of the Bank and TLI, TAPB and TAP are qualified to receive such extra interest rate. So the Bank pay such extra interest rate to TLI, TAPB and TAP. ALCO approved notification relating to the extra interest rate for juristic person whose deposit balance and movements are in accordance with the requirements of the Bank. <u>Audit committee's opinion</u>	3.60	9.90	9.00

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
<p>Audit Committee considers and opines that such transaction is reasonable and beneficial to the Bank. The Bank pays the same interest rate and payment terms to all customers for the same saving products including related parties (except TLI, TAPB and TAP). As the Bank has an approach to minimize volatility of deposit amount by way of paying extra interest rate to juristic persons who have high deposit balance and cash movements are in accordance with the requirements of the Bank and TLI, TAPB and TAP are qualified to receive such extra interest rate. So the Bank pay such extra interest rate to TLI, TAPB and TAP. ALCO approved notification relating to the extra interest rate for juristic person whose deposit balance and movements are in accordance with the requirements of the Bank.</p>			
<p>Transaction 4</p> <p><u>Nature of transaction</u></p> <p>Employee welfare loan</p> <p><u>Details</u></p> <p>The Bank has provided employee loan benefit program to the Bank's employee.</p> <p><u>Necessity/reasonableness</u></p> <p>Interest rate and terms and conditions of the loans are similar for all employees for each type of employee loan in accordance with the Bank's Notification Relating to Employee Loan Benefit</p> <p><u>Audit committee's opinion</u></p>	4.70	2.30	0.00

Related party transactions	Transaction value at the end of the fiscal year (million baht)		
	2023	2024	2025
Audit committee considers and opines that such transaction is reasonable. The Banks has provided employee loan benefit program as a part of employee benefit that the Bank has provided to all employees with same interest rate and conditions for each type of employee loan including those provided to management. This is in accordance with Notification Relating to Employee Loan Benefit			
Transaction 5 <u>Nature of transaction</u> Interest revenue <u>Details</u> Interest revenue from employee welfare loan <u>Necessity/reasonableness</u> Interest rate and terms and conditions of the loans are similar for all employees for each type of employee loan in accordance with the Bank's Notification Relating to Employee Loan Benefit <u>Audit committee's opinion</u> Audit committee considers and opines that such transaction is reasonable. The Banks has provided employee loan benefit program as a part of employee benefit that the Bank has provided to all employees with same interest rate and conditions for each type of employee loan including those provided to management. This is in accordance with Notification Relating to Employee Loan Benefit	0.50	0.10	0.00

9.2.3 Policy and future trends of related party transactions and the compliance with the obligations specified in the prospectus of the company

Measures and procedures for approving related party transactions or connected transactions

Measures and Approval Procedures for Connected Transactions

Connected transactions refer to transactions entered into between the Bank or its subsidiaries and the Bank's connected persons. Connected transactions are classified into five categories as follows:

1. Ordinary Business Transactions

Transactions that are undertaken in the normal course of business of the Bank or its subsidiaries for the purpose of conducting their operations.

2. Transactions Supporting Ordinary Course of Business

Commercial transactions that businesses generally undertake, having characteristics similar to those of the Bank or its subsidiaries, in order to support their ordinary course of business transactions.

3. Short-Term Lease or Rental of Immovable Property (Not Exceeding Three Years)

Lease or rental transactions of immovable property with a contract term not exceeding three (3) years, for which general commercial terms and conditions cannot be substantiated.

4. Transactions Relating to Assets or Services

Transactions involving the acquisition or disposal of assets or rights, or the provision or receipt of services.

5. Provision or Receipt of Financial Assistance

Transactions involving the provision or receipt of financial assistance, including the granting or obtaining of loans, guarantees, the provision of assets as collateral for liabilities, or other similar arrangements.

6. Other Connected Transactions

Connected transactions other than those specified in items (1) through (5).

In entering into connected transactions of the Bank and its subsidiaries, the Bank shall comply with the Securities and Exchange Act B.E. 2535 ((as amended) (the “Securities and Exchange Act”), as well as the rules, regulations, notifications, orders, or requirements of the Securities and Exchange Commission, the Capital Market Supervisory Board, and the Stock Exchange of Thailand (the “SET”), including the disclosure requirements relating to such transactions in accordance with the prescribed criteria, as well as financial reporting standards issued by the Federation of Accounting Professions under the Royal Patronage (the “FAP”) and other relevant regulations. Persons having an interest in such transactions shall not participate in the approval process where the law requires that such related party transactions be approved by the Board of Directors and/or the shareholders. The Bank shall convene meetings of the Audit Committee to consider and provide opinions on the necessity and reasonableness of such transactions. In this regard, the entering into ordinary course of business transactions or transactions supporting ordinary business operations under general commercial terms, as well as other related party transactions, shall be in accordance with the applicable principles.

1. Connected Transactions (Related Party Transactions) in the Ordinary Course of Business or Transactions Supporting Ordinary Business Operations under General Commercial Terms

The Board of Directors has, in principle, authorized the Executive Committee, the Chief Executive Officer, and the management to approve connected transactions (related party transactions) that are in the ordinary course of business or are transactions supporting ordinary business operations under general commercial terms between the Bank and/or its subsidiaries and persons who may have conflicts of interest or connected persons of the Bank, provided that such transactions are conducted on terms comparable to those that a reasonable person would agree with a general counterparty under similar circumstances, with fair bargaining power and without undue influence arising from their status as persons who may have conflicts of interest or connected persons of the Bank, and do not result in any transfer of benefits, and/or can be demonstrated to have reasonable and fair pricing or conditions. The Bank shall prepare a summary report of such transactions for submission to the Audit Committee and the Board of Directors on a quarterly basis.

2. Other Connected Transactions (Related Party Transactions)

Other connected transactions (related party transactions) shall comply with the criteria for determining transaction size and the applicable rules governing connected transactions. Where such transactions are required to be proposed to the Board of Directors and/or the shareholders (as applicable), they must first be reviewed and opined upon by the Audit Committee. In this regard, the Bank shall comply with the Securities and Exchange Act, as well as the rules, regulations, notifications, orders, or requirements of the Securities and Exchange Commission, the Capital Market Supervisory Board, and the Stock Exchange of Thailand, including disclosure requirements relating to such transactions

in accordance with the prescribed criteria, as well as financial reporting standards issued by the Federation of Accounting Professions and other relevant regulations.

In considering connected transactions (related party transactions) that may arise, the Audit Committee may require the Bank to arrange for independent experts, such as auditors, independent property appraisers, or independent financial advisors, to provide opinions on such transactions for use by the Audit Committee, the Board of Directors, and/or the shareholders (as applicable) in their decision-making, to ensure that such transactions are necessary and reasonable, with due regard to the best interests of the Bank. The Bank shall disclose connected transactions (related party transactions) in its annual registration statement (Form 56-1 One Report), notes to the audited financial statements in accordance with financial reporting standards, and/or other reports (as applicable) in compliance with relevant rules and laws

Criteria and Approval for Future Connected Transactions (Related Party Transactions)

The Bank has established criteria and procedures for entering into connected transactions (related party transactions) in accordance with the applicable rules as follows:

1. In considering connected transactions (related party transactions), the Bank shall determine pricing and commercial terms based on the same principles as those that a reasonable person would apply when dealing with a general counterparty under similar circumstances, ensuring that such terms are fair, reasonable, and in the best interests of the Bank.
2. Where goods or services have clear standard market prices and there are multiple comparable transactions in the market, the Bank shall use its best efforts to obtain information on market pricing and standards for comparison with such connected transactions (related party transactions).
3. Where goods or services are unique or customized, making price comparison impracticable, the Bank shall demonstrate that the profit margin and/or benefits, as well as the commercial terms received from such connected transactions (related party transactions), are not different from those of transactions with other counterparties, and that other conditions or agreements are comparable.
4. The Bank may rely on reports from independent appraisers included in the SEC-approved list, appointed by the Bank or its subsidiaries, to support price comparisons for significant connected transactions (related party transactions), in order to ensure that such pricing is reasonable and in the best interests of the Bank.
5. Connected persons may enter into transactions with the Bank or its subsidiaries only after such transactions have been approved by the shareholders' meeting of the Bank, unless such transactions are conducted under general commercial terms comparable to those that a reasonable person would agree with a general counterparty under similar circumstances, with fair bargaining power and without undue influence arising from their status as connected persons (as applicable), and are in compliance with the Bank's policy on transactions with related parties as approved by the Board of Directors and acknowledged by the Audit Committee, or are in accordance with principles already approved by the Board of Directors, or where the size or nature of such transactions does not require shareholders' approval under the applicable rules governing connected transactions.
6. If the Bank enters into any other connected transactions (related party transactions) that fall within the applicable criteria, the Bank shall strictly comply with such rules.
7. The Bank shall disclose information on transactions that may give rise to conflicts of interest or connected transactions (related party transactions) in accordance with the requirements of the Securities and Exchange Commission and the Stock Exchange of Thailand, including disclosure in the annual registration statement (Form 56-1 One Report) or other reports (as applicable), and shall also disclose such transactions to the SET in accordance with its rules, as well as related party transactions in accordance with applicable accounting standards. The Bank shall ensure that such transactions are reviewed in accordance with the internal audit plan, whereby the Internal Audit function shall report to the Audit Committee and ensure that appropriate control measures, monitoring, and random reviews are in place to verify that transactions are conducted in accordance with the agreed terms, policies, or specified conditions.

Future trends in related party transactions

The Bank is expected to continue entering into connected transactions (related party transactions) in the future in a manner similar to that of the previous year, such as income from insurance brokerage services, rental income from building space, and expenses relating to the lease of land, buildings, and building space, among others. The Bank will conduct such transactions in accordance with its policy on connected transactions.

9.2.4 Information on appraised assets and appraisal price in conjunction with the execution of related party transactions

Can be referred in attachment 4: assets for business undertaking and details of asset appraisal

Part 3 Financial Statement

Board of Directors' Responsibility Statement for the Financial Report

Report of the Board of Directors' Responsibilities for Financial Report

The Board of Directors of Thai Credit Bank Public Company Limited is responsible for the Bank's separate financial statements and the consolidated financial statements of the Bank and its subsidiaries, which present the financial position as at 31 December 2025. The financial statements for the year ended 31 December 2025, together with the accompanying notes, have been prepared in accordance with applicable financial reporting standards and in compliance with relevant laws and regulations, based on appropriate accounting policies consistently applied, with prudent judgment exercised and reasonable estimates made in their preparation. The financial statements have been audited by an independent certified public accountant, who has expressed an opinion as presented in the auditor's report. Accordingly, the financial statements fairly present, in all material respects, the financial position and operating results of the Bank in a true, transparent, and reasonable manner for the benefit of shareholders, investors, and securities analysts.

The Board of Directors has ensured that the Bank's risk management, internal control, and governance systems are regularly reviewed and maintained at an appropriate and effective level to ensure the accuracy and completeness of financial information, safeguard the Bank's assets, and determine whether enhancements to governance measures are necessary to prevent material fraud or irregularities. In this regard, the Board has appointed an Audit Committee comprising entirely independent directors to oversee and review the Bank's financial reporting and internal control systems to ensure their adequacy and effectiveness, as well as to review the disclosure of related-party transactions to ensure that such transactions are reasonable, complete, sufficient, and conducted in the best interests of the Bank.

The opinion of the Audit Committee on the matter appears in the Audit Committee report shown in the annual report and One Report (Form 56-1) this year. The Bank regards performing its obligations to manage its operations in line with the fundamentals of a good corporate governance. In addition, they are in charge of the bank's financial statements as well as the combined financial statements of the bank with its subsidiaries, which include the financial data found in Form 56-1 e-One Report.

(Prof. Kitipong Urapeepatanapong)

Chairman of Board of Directors

(Mr. Roy Agustinus Gunara)

Chief Executive Officer

Auditor's Report

**Thai Credit Bank Public Company Limited
and its Subsidiary**

Financial statements for the year ended
31 December 2025
and
Independent Auditor's Report



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Independent Auditor's Report

To the Shareholders of Thai Credit Bank Public Company Limited

Opinion

I have audited the consolidated and the Bank's financial statements of Thai Credit Bank Public Company Limited and its Subsidiary (the "Group") and of Thai Credit Bank Public Company Limited (the "Bank"), respectively, which comprise the consolidated and the Bank's statements of financial position as at 31 December 2025, the consolidated and the Bank's statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising a summary of material accounting policies and other explanatory information.

In my opinion, the accompanying consolidated and the Bank's financial statements present fairly, in all material respects, the financial position of the Group and the Bank, respectively, as at 31 December 2025 and their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs) and the regulations of the Bank of Thailand.

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing (TSAs). My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated and the Bank's Financial Statements* section of my report. I am independent of the Group and the Bank in accordance with the *Code of Ethics for Professional Accountants including Independence Standards* issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that is relevant to my audit of the consolidated and the Bank's financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.



Key Audit Matter

Key audit matter is matter that, in my professional judgment, was of most significance in my audit of the consolidated and the Bank's financial statements of the current period. This matter was addressed in the context of my audit of the consolidated and the Bank's financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on this matter.

Allowance for expected credit loss on loans to customers and accrued interest receivables	
Refer to Notes 3 (j), 4.1, 12 and 13	
The key audit matter	How the matter was addressed in the audit
<p>As at 31 December 2025, loans to customers and accrued interest receivables recorded in the consolidated and the Bank's financial statements amounted to Baht 190,246 million, against which allowance for expected credit loss on loans to customers and accrued interest receivables in the consolidated and the Bank's financial statements amounted to Baht 12,110 million. The net amount represent 85.0% and 84.8%, respectively of the total assets in the consolidated and the Bank's financial statements.</p> <p>TFRS 9 <i>Financial instruments</i> require the Group to recognise expected credit loss ("ECL") on certain types of financial instruments including loans to customers and accrued interest receivables. Management's estimation of ECL on loans to customers measured at amortised cost is based on credit models which are dependent on significant management judgments and estimation including establishment of the criteria in determination of significant increase in credit risk since initial recognition, development of models used to measure ECL, determination of the forward-looking macroeconomic variables, probability-weighted scenarios into the measurement of ECL, and consideration of management overlay.</p> <p>The carrying amount of allowance for expected credit loss on loans to customers and accrued interest receivables was material and involved complex calculation as well as management judgment, I considered this area to be a key audit matter.</p>	<p>My audit procedures included:</p> <ul style="list-style-type: none"> • Understanding the loans granting, repayment and monitoring processes including the policies and management consideration process of allowance for ECL. • Evaluating the design and implementation and operating effectiveness of key controls over the credit and impairment process including management overlay. • Involving KPMG credit risk specialists to evaluate the appropriateness of model methodologies, criteria in determination of significant increase in credit risk, staging classification, determination of the forward-looking macroeconomic variables, probability-weighted scenarios including estimation of management overlay into the measurement of ECL, as well as reviewing the model validation report which was performed by expert engaged by the management. • Involving KPMG IT specialists to test reconciliation of data, loan aging, present value of collateral calculation and effective interest rate calculation. • Testing the use of a significant increase in credit risk and staging classification on a sample basis. • Testing the ECL calculation on loans to customers on a sample basis. • Evaluating the adequacy of the financial statement disclosures in accordance with Thai Financial Reporting Standards and the relevant regulations of the Bank of Thailand.



Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated and the Bank's financial statements and my auditor's report thereon. The annual report is expected to be made available to me after the date of this auditor's report.

My opinion on the consolidated and the Bank's financial statements does not cover the other information and I will not express any form of assurance conclusion thereon.

In connection with my audit of the consolidated and the Bank's financial statements, my responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated and the Bank's financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the correction be made.

Responsibilities of Management and Those Charged with Governance for the Consolidated and the Bank's Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated and the Bank's financial statements in accordance with TFRSs and the regulations of the Bank of Thailand, and for such internal control as management determines is necessary to enable the preparation of consolidated and the Bank's financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and the Bank's financial statements, management is responsible for assessing the Group's and the Bank's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group and the Bank or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's and the Bank's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated and the Bank's Financial Statements

My objectives are to obtain reasonable assurance about whether the consolidated and the Bank's financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with TSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and the Bank's financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated and the Bank's financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Bank's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Bank's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated and the Bank's financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group and the Bank to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated and the Bank's financial statements, including the disclosures, and whether the consolidated and the Bank's financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the group financial statements. I am responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the consolidated and the Bank's financial statements of the current year and are therefore the key audit matter. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Thitima P.

(Thitima Pongchaiyong)
Certified Public Accountant
Registration No. 10728

KPMG Phoomchai Audit Ltd.
Bangkok
25 February 2026

Financial Statements


Thai Credit Bank Public Company Limited and its Subsidiary
Statements of financial position

Assets	Note	Consolidated		The Bank	
		31 December		31 December	
		2025	2024	2025	2024
		<i>(in thousand Baht)</i>			
Cash	24	800,373	535,223	800,359	535,223
Interbank and money market items, net	8	21,074,202	16,346,703	21,069,835	16,343,306
Financial assets measured at fair value through profit or loss	5	55,861	20,457	55,861	20,457
Investments, net	10	2,573,236	2,149,411	2,573,236	2,149,411
Investments in subsidiary, net	11	-	-	450,000	350,000
Loans to customers and accrued interest receivables, net	12, 31	178,135,678	159,731,345	178,135,678	159,731,345
Properties for sale, net	14	1,242,042	1,073,842	1,242,042	1,073,842
Premises and equipment, net	15, 33	1,860,093	1,479,737	1,858,281	1,476,389
Intangible assets, net	16	303,882	281,860	287,333	254,402
Deferred tax assets, net	17	833,793	81,003	833,071	80,481
Other assets, net	18, 31	2,662,859	1,402,217	2,688,514	1,411,331
Total assets		209,542,019	183,101,798	209,994,210	183,426,187


The accompanying notes form an integral part of the financial statements.

Thai Credit Bank Public Company Limited and its Subsidiary
Statements of financial position

	Note	Consolidated		The Bank	
		31 December		31 December	
Liabilities and equity		2025	2024	2025	2024
		<i>(in thousand Baht)</i>			
Liabilities					
Deposits	19, 31	155,654,629	132,599,489	155,921,013	132,818,643
Interbank and money market items	20, 31	19,003,605	20,257,742	19,003,605	20,257,742
Liabilities payable on demand		87,195	45,092	87,195	45,092
Derivative liabilities	9	419,899	165,198	419,899	165,198
Debt issued and borrowings	21, 31	2,661,701	2,635,669	2,661,701	2,635,669
Provisions	22	504,208	379,171	501,286	377,277
Other liabilities	23, 24, 31, 33	4,915,876	3,987,157	4,841,538	3,897,847
Total liabilities		183,247,113	160,069,518	183,436,237	160,197,468
Equity					
Share capital					
Authorised share capital					
1,234,839,222 ordinary shares of Baht 5 each		6,174,196	6,174,196	6,174,196	6,174,196
Issued and paid-up share capital					
1,234,839,222 ordinary shares of Baht 5 each		6,174,196	6,174,196	6,174,196	6,174,196
Premium on share capital	26	2,329,329	2,329,329	2,329,329	2,329,329
Other reserves		(12,539)	(12,931)	(12,539)	(12,931)
Retained earnings					
Appropriated					
Legal reserve	27	617,420	617,420	617,420	617,420
Unappropriated		17,186,500	13,924,266	17,449,567	14,120,705
Total equity		26,294,906	23,032,280	26,557,973	23,228,719
Total liabilities and equity		209,542,019	183,101,798	209,994,210	183,426,187


 Mr. Winyou Chaiyawan
 Director




 Mr. Roy Agustinus Gunara
 Director

The accompanying notes form an integral part of the financial statements.


Thai Credit Bank Public Company Limited and its Subsidiary
Statements of profit or loss and other comprehensive income

	<i>Note</i>	Consolidated		The Bank	
		Years ended 31 December		Years ended 31 December	
		2025	2024	2025	2024
<i>(in thousand Baht)</i>					
Interest income	31, 36	18,163,134	18,137,962	18,163,127	18,137,951
Interest expenses	31, 37	(3,656,659)	(3,408,772)	(3,657,248)	(3,409,397)
Net interest income		14,506,475	14,729,190	14,505,879	14,728,554
Fees and service income	31	469,249	413,937	496,620	444,182
Fees and service expenses		(739,327)	(674,564)	(816,465)	(756,279)
Net fees and service expenses	38	(270,078)	(260,627)	(319,845)	(312,097)
Net gains (losses) on financial instruments measured at fair value through profit or loss					
Net gains on fair value changes on financial assets measured at fair value through profit or loss	5	35,404	-	35,404	-
Losses on foreign exchange transactions, net		(11,897)	(1,941)	(12,057)	(1,952)
Total net gains (losses) on financial instruments measured at fair value through profit or loss		23,507	(1,941)	23,347	(1,952)
Gains on investments, net	39	799	143	799	143
Other operating income	31	512,987	149,517	517,866	154,156
Total operating income		14,773,690	14,616,282	14,728,046	14,568,804
Other operating expenses					
Employee expenses		4,189,075	3,852,131	4,136,745	3,806,200
Directors' remuneration		25,540	32,100	25,540	32,100
Premises and equipment expenses		867,345	752,297	842,595	745,066
Taxes and duties		585,115	566,050	585,113	565,871
Others	31	775,078	628,138	739,500	601,708
Total other operating expenses		6,442,153	5,830,716	6,329,493	5,750,945
Expected credit loss	40	3,303,547	4,248,888	3,303,547	4,248,888
Profit from operations before income tax		5,027,990	4,536,678	5,095,006	4,568,971
Income tax	41	1,011,706	912,646	1,011,944	912,881
Net profit		4,016,284	3,624,032	4,083,062	3,656,090


The accompanying notes form an integral part of the financial statements.

Thai Credit Bank Public Company Limited and its Subsidiary
Statements of profit or loss and other comprehensive income

		Consolidated		The Bank	
		Years ended		Years ended	
		31 December		31 December	
	Note	2025	2024	2025	2024
		(in thousand Baht)			
Other comprehensive income					
<i>Items that will be reclassified subsequently to profit or loss</i>					
Gains on investments in debt instruments					
at fair value through other comprehensive income		2,611	5,463	2,611	5,463
(Losses) gains on cash flow hedges		(2,144)	11,625	(2,144)	11,625
Income tax relating to components of other comprehensive income					
will be reclassified subsequently to profit or loss	41	(93)	(3,418)	(93)	(3,418)
		<u>374</u>	<u>13,670</u>	<u>374</u>	<u>13,670</u>
<i>Items that will not be reclassified subsequently to profit or loss</i>					
Gains (losses) on investments in equity instruments designated					
at fair value through other comprehensive income	5	24	(9)	24	(9)
Losses on remeasurements of defined benefit obligations	22	(16,442)	(10,640)	(16,630)	(10,580)
Income tax relating to components of other comprehensive income					
will not be reclassified subsequently to profit or loss	41	3,283	2,130	3,321	2,118
		<u>(13,135)</u>	<u>(8,519)</u>	<u>(13,285)</u>	<u>(8,471)</u>
Total other comprehensive income, net		<u>(12,761)</u>	<u>5,151</u>	<u>(12,911)</u>	<u>5,199</u>
Total comprehensive income		<u>4,003,523</u>	<u>3,629,183</u>	<u>4,070,151</u>	<u>3,661,289</u>
Earnings per share	42				
Basic earnings per share (in Baht)		<u>3.25</u>	<u>2.95</u>	<u>3.31</u>	<u>2.98</u>
Diluted earnings per share (in Baht)		<u>3.25</u>	<u>2.95</u>	<u>3.31</u>	<u>2.97</u>


Mr. Winyou Chaiyawan
Director




Mr. Roy Agustinus Gunara
Director

The accompanying notes form an integral part of the financial statements.

Thai Credit Bank Public Company Limited and its Subsidiary
Statements of changes in equity

	Consolidated							Retained earnings	
	Other reserves								
		Gains on investments in debt instruments at fair value through other comprehensive income	Losses on cash flow hedges	Gains on investments in equity instruments designated at fair value through other comprehensive income	Total other reserves	Legal reserve	Unappropriated	Total equity	

The accompanying notes form an integral part of the financial statements.

Thai Credit Bank Public Company Limited and its Subsidiary
Statements of changes in equity

	Consolidated						
	Other reserves			Retained earnings			
	Issued and paid-up share capital	Premium on share capital	Reserve for share-based payments	(Losses) gains on investments in debt instruments at fair value through other comprehensive income	(Losses) gains on investments in equity instruments designated at fair value through other comprehensive income	Total other reserves	Total equity
				(in thousand Baht)			
For the year ended 31 December 2024							
Balance at 1 January 2024	5,822,917	768,239	14,402	(1,536)	(25,362)	305	17,505,130
Contributions by owners of the Bank							
Issue of ordinary shares	323,529	1,509,919	-	-	-	-	1,833,448
Exercise of stock options	27,750	51,171	(14,402)	-	-	(14,402)	64,519
Total contributions by owners of the Bank	351,279	1,561,090	(14,402)	-	-	(14,402)	1,897,967
Comprehensive income for the year							
Net profit	-	-	-	-	-	-	3,624,032
Other comprehensive income	-	-	-	4,370	9,300	13,662	5,151
Total comprehensive income for the year	-	-	-	4,370	9,300	13,662	3,629,183
Transfer to legal reserve	-	-	-	-	-	-	-
						48,022	(48,022)
Balance at 31 December 2024	6,174,196	2,329,329	-	2,834	(16,062)	297	23,032,280

The accompanying notes form an integral part of the financial statements.

Thai Credit Bank Public Company Limited and its Subsidiary
Statements of changes in equity

		The Bank				Retained earnings		
		Other reserves						
		Gains on investments in debt instruments at fair value through other comprehensive income	Losses on cash flow hedges	Gains on investments in equity instruments designated at fair value through other comprehensive income	Total other reserves	Legal reserve	Unappropriated	Total equity
</								

The accompanying notes form an integral part of the financial statements.

Thai Credit Bank Public Company Limited and its Subsidiary
Statements of changes in equity

	The Bank					Retained earnings	
	Other reserves						
	(Losses) gains on investments in debt instruments at fair value through other comprehensive income	(Losses) gains on cash flow hedges	Gains (losses) on investments in equity instruments designated at fair value through other comprehensive income	Total other reserves			Total equity
	Reserve for share-based payments			(in thousand Baht)			
Issued and paid-up share capital	Premium on share capital						
	5,822,917	768,239	14,402	(1,536)	(25,362)	305	17,669,463
For the year ended 31 December 2024							
Balance at 1 January 2024							
Contributions by owners of the Bank							
Issue of ordinary shares	323,529	1,509,919	-	-	-	-	1,833,448
Exercise of stock options	27,750	51,171	(14,402)	-	(14,402)	-	64,519
Total contributions by owners of the Bank	351,279	1,561,090	(14,402)	-	(14,402)	-	1,897,967
Comprehensive income for the year							
Net profit	-	-	-	-	-	-	3,656,090
Other comprehensive income	-	-	-	4,370	9,300	(8)	5,199
Total comprehensive income for the year	-	-	-	4,370	9,300	(8)	3,661,289
Transfer to legal reserve	-	-	-	-	-	48,022	(48,022)
Balance at 31 December 2024	6,174,196	2,329,329	-	2,834	(16,062)	297	23,228,719

The accompanying notes form an integral part of the financial statements.

Thai Credit Bank Public Company Limited and its Subsidiary
Statements of cash flows

	Note	Consolidated		The Bank	
		Years ended		Years ended	
		31 December		31 December	
		2025	2024	2025	2024
<i>(in thousand Baht)</i>					
Cash flows from operating activities					
Profit from operations before income tax		5,027,990	4,536,678	5,095,006	4,568,971
<i>Adjustments to reconcile profit from operations before income tax to net cash receipts (payments) from operating activities</i>					
Depreciation and amortisation	15, 16	340,224	287,487	336,245	282,825
Expected credit loss		3,391,699	4,335,344	3,391,699	4,335,344
Contract liabilities		36	369	-	-
Provision for employee benefits	22	91,737	76,042	90,521	75,223
Provision for dismantling of leasehold improvement		9,435	1,790	9,435	1,790
Losses on impairment of properties for sale	14	19,276	3,628	19,276	3,628
(Gains) losses on disposal of properties for sale		(420)	935	(420)	935
Gains on disposal of premises and equipment		(722)	(287)	(722)	(287)
Losses on write-off of premises and equipment		2,799	400	2,799	400
Losses on write-off of intangible assets		19,207	-	-	-
Gains on write-off of right-of-use assets and lease liabilities		(3,858)	(6,304)	(3,799)	(6,304)
Net gains on fair value changes on financial assets measured at fair value through profit or loss	5	(35,404)	-	(35,404)	-
Net losses on foreign exchange transactions		11,897	1,941	12,057	1,952
Net gains on investments	39	(799)	(143)	(799)	(143)
Net amortisation of discount on investments		(30,801)	(89,499)	(30,801)	(89,499)
Net interest income		(14,506,475)	(14,729,190)	(14,505,879)	(14,728,554)
Interest received		17,041,860	16,619,796	17,041,860	16,619,796
Interest paid		(3,087,983)	(2,449,816)	(3,088,572)	(2,450,441)
Dividend income		(55)	(36)	(55)	(36)
Income tax paid		(1,090,627)	(543,107)	(1,090,627)	(543,107)
Profit from operations before changes in operating assets and liabilities		7,199,016	8,046,028	7,241,820	8,072,493
<i>(Increase) decrease in operating assets</i>					
Interbank and money market items		(4,939,309)	(865,894)	(4,938,339)	(867,123)
Loans to customers		(20,496,686)	(22,470,090)	(20,496,686)	(22,470,090)
Properties for sale		(187,055)	(167,595)	(187,055)	(167,595)
Other assets		(1,265,665)	61,590	(1,282,785)	183,663
<i>Increase (decrease) in operating liabilities</i>					
Deposits		22,920,004	15,876,636	22,967,234	15,840,058
Interbank and money market items		(1,001,581)	(2,474,939)	(1,001,581)	(2,474,939)
Liabilities payable on demand		42,103	(100,509)	42,103	(100,509)
Provision for employee benefits paid	22	(1,480)	(5,719)	(1,480)	(5,719)
Other liabilities		(161,883)	(147,376)	(148,351)	(265,752)
Net cash from (used in) operating activities		2,107,464	(2,247,868)	2,194,880	(2,255,513)

The accompanying notes form an integral part of the financial statements.

Thai Credit Bank Public Company Limited and its Subsidiary
Statements of cash flows

	Note	Consolidated		The Bank	
		Years ended		Years ended	
		31 December		31 December	
		2025	2024	2025	2024
<i>(in thousand Baht)</i>					
Cash flows from investing activities					
Interest received		59,347	102,712	59,339	102,700
Dividend received		55	36	55	36
Acquisition of investments measured at fair value through other comprehensive income		(6,496,486)	(14,968,315)	(6,496,486)	(14,968,315)
Proceeds from disposal and redemption of investments measured at fair value through other comprehensive income		6,108,799	15,900,143	6,108,799	15,900,143
Acquisition of investments in subsidiary	11	-	-	(100,000)	-
Acquisition of premises and equipment		(256,954)	(174,533)	(256,588)	(174,236)
Proceeds from disposal of premises and equipment		943	669	943	669
Acquisition of intangible assets		(77,684)	(61,442)	(65,902)	(54,919)
Net cash (used in) from investing activities		(661,980)	799,270	(749,840)	806,078
Cash flows from financing activities					
Payment of lease liabilities		(142,160)	(128,755)	(141,730)	(127,918)
Proceeds from issuing share capital		-	1,833,448	-	1,833,448
Proceeds from exercising of stock options		-	64,519	-	64,519
Interest paid for long-term borrowings and subordinated debentures		(297,277)	(298,849)	(297,277)	(298,849)
Dividend paid	28	(740,897)	-	(740,897)	-
Net cash (used in) from financing activities		(1,180,334)	1,470,363	(1,179,904)	1,471,200
Net increase in cash		265,150	21,765	265,136	21,765
Cash at 1 January		535,223	513,458	535,223	513,458
Cash at 31 December		800,373	535,223	800,359	535,223
Supplementary disclosures of cash flow information					
Non-cash transactions:					
Gains on investments in debt instruments at fair value through other comprehensive income		2,611	5,463	2,611	5,463
Gains (losses) on investments in equity instruments designated at fair value through other comprehensive income		24	(9)	24	(9)
(Losses) gains on cash flow hedges		(2,144)	11,625	(2,144)	11,625
Increase in properties for sale due to debts settlement		189,856	168,889	189,856	168,889
Decrease in payable for acquisition of equipment		(520)	(1,362)	(525)	(1,355)
(Decrease) increase in payable for acquisition of intangible assets		(777)	563	-	-

The accompanying notes form an integral part of the financial statements.

Notes to the Financial Statements

Thai Credit Bank Public Company Limited and its Subsidiary
Notes to the financial statements
For the year ended 31 December 2025

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Thai Credit Bank Public Company Limited and its Subsidiary
Notes to the financial statements
For the year ended 31 December 2025

These notes form an integral part of the financial statements.

The financial statements issued for Thai statutory and regulatory reporting purposes are prepared in the Thai language. These English language financial statements have been prepared from the Thai language statutory financial statements, and were approved and authorised for issue by the Board of Directors on 25 February 2026.

1 General information

Thai Credit Bank Public Company Limited, (the “Bank”), was incorporated as a limited company in Thailand on 6 October 1970 and was transformed to a public company limited on 28 July 2005. The Bank received an approval from the Ministry of Finance to upgrade its license from retail banking license to commercial banking license on 17 August 2023. The Bank was listed on the Stock Exchange of Thailand on 9 February 2024.

The Bank had its registered head office at 123 V. One Tower, Rama 9 Road, Huai Khwang, Bangkok 10310

The immediate and ultimate parent companies of the Bank and its subsidiary (“the Group”) during the financial year were VNB Holding Company Limited and V.C. Property Co., Ltd. Both were incorporated in Thailand.

The principal business of the Bank is financial services under the scope of commercial banking license. Details of the Bank’s subsidiary are given in note 11.

2 Basis of preparation of the financial statements

The financial statements are prepared in accordance with Thai Financial Reporting Standards (“TFRSs”), guidelines promulgated by the Federation of Accounting Professions, applicable rules and regulations of the Bank of Thailand (“BoT”) and applicable rules and regulations of the Thai Securities and Exchange Commission; and presented as prescribed by the BoT notification number Sor Nor Sor 21/2561, directive dated 31 October 2018, regarding *“The preparation and announcement of the financial statements of a commercial bank and a holding companies which is the parent company of a financial group”*; and other additional BoT notification. The financial statements are presented in Thai Baht, which is the Bank’s and its subsidiary’s functional currency. The accounting policies set out in note 3 have been applied consistently to all periods presented in these financial statements.

The Group has not early adopted a number of new and revised TFRSs, which are not yet effective for the current period in preparing these financial statements.

The preparation of financial statements in conformity with TFRSs requires management to make judgments, estimates and assumptions that affect the application of the Group’s accounting policies. Actual results may differ from these estimates. Estimates and underlying assumptions that are described in each note are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

3 Material accounting policies

(a) Basis of consolidation

The financial statements of subsidiary are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

(b) Investments in subsidiary

Investments in subsidiary in the separate financial statements are measured at cost less allowance for impairment losses. Dividend income is recognised in profit or loss on the date on which the Bank's right to receive payment is established.

(c) Foreign currencies

Transactions in foreign currencies including non-monetary assets and liabilities denominated in foreign currencies are translated to the respective functional currencies of each entity in the Group at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies are translated at the exchange rate at the reporting date.

Foreign currency differences are generally recognised in profit or loss. However, foreign currency differences arising from the translation of the following items are recognised in other comprehensive income:

- investments in equity instruments designated as at fair value through other comprehensive income (FVOCI);
- qualifying cash flow hedges to the extent the hedge is effective.

(d) Cash

Cash comprises cash on hand and cash on collection.

(e) Financial instruments

(1) Initial recognition and measurement

The Group initially recognises financial assets or financial liabilities (including regular way purchases and sales of financial assets) on the transaction date, which is the date on which the Group becomes the party to the provisions of the instrument, except for investments in debt instruments which are recognised and derecognised on the settlement date.

Financial assets and financial liabilities not measured at fair value through profit or loss (FVTPL) are initially measured at fair value plus or minus transaction costs that are directly attributable to its acquisition or issue of the financial assets or financial liabilities.

(2) Classification and subsequent measurement

Classification of financial assets

On initial recognition, a financial asset is classified as measured at: amortised cost, FVOCI or FVTPL. The classification is based on the cash flow characteristics of the financial asset and the business model in which they are managed.

A financial asset which is not designated as at FVTPL is measured at amortised cost if it meets both of the following conditions:

- the asset is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A debt instrument which is not designated as at FVTPL is measured at FVOCI only if it meets both of the following conditions:

- the asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial recognition, an investment in equity instrument that is not held for trading, the Group may irrevocably elect to present subsequent changes in fair value in OCI. This election is made on an investment-by-investment basis.

All other financial assets are classified as measured at FVTPL.

In addition, on initial recognition, the Group may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as measured at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

Business model assessment

The Group makes an assessment of the objective of a business model in which an asset is held at a portfolio level because this best reflects the way the business is managed and information is provided to management. The information considered includes:

- the stated policies and objectives for the portfolio and the operation of those policies in practice. In particular, whether management's strategy focuses on earning contractual interest income, maintaining a particular interest rate profile, matching the duration of the financial assets to the duration of the liabilities that are funding those assets or realising cash flows through the sale of the assets;
- how the performance of the portfolio is evaluated and reported to the Group's management;
- the risks that affect the performance of the business model (and the financial assets held within that business model) and the way in which those risks are managed;
- how managers of the business are compensated (e.g. whether compensation is based on the fair value of the assets managed or on contractual cash flows collected); and
- frequency, value and timing of sales in prior year, the reasons for those sales and expectations about future sales activity. However, information about sales is not considered in isolation, but as part of an overall assessment of how the Group's stated objective for managing the financial assets is achieved and how cash flows are realised.

Assessment of whether contractual cash flows are solely payments of principal and interest on the principal amount outstanding

For the purposes of this assessment, 'principal' is defined as the fair value of the financial asset on initial recognition. 'Interest' is defined as consideration for the time value of money, credit risk, other basic lending risks (e.g. liquidity risk) and costs (e.g. administrative costs), as well as profit margin associated with holding the financial assets for a particular period of time.

In assessing whether the contractual cash flows are solely payment of principal and interest on the principal amount outstanding, the Group considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making the assessment, the Group considers:

- contingent events that would change the amount and timing of cash flows;
- leverage features;
- terms that limit the Group's claim to cash flows from specified assets (e.g. non-recourse loans); and
- features that modify consideration of the time value of money (e.g. periodic reset of the interest rates).

Subsequent measurement and gains and losses of financial assets

Financial assets measured at amortised cost	These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by expected credit losses. Interest income, foreign exchange gains and losses, expected credit loss, any gain or loss on derecognition are recognised in profit or loss.
Investment in debt instruments measured at FVOCI	These assets are subsequently measured at fair value. Interest income, calculated using the effective interest method, foreign exchange gains and losses and expected credit loss are recognised in profit or loss. Other net gains and losses are recognised in OCI. On derecognition, gains and losses accumulated in OCI are reclassified to profit or loss.
Investment in equity instruments measured at FVTPL	These assets are subsequently measured at fair value. Net gains and losses including dividend received are recognised in profit or loss.
Investment in equity instruments designated at FVOCI	These assets are subsequently measured at fair value. Dividends are recognised as income in profit or loss on the date on which the Group's right to receive payment is established. Other net gains and losses are recognised in OCI and are never reclassified to profit or loss.

Reclassifications

Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified prospectively from the reclassification date.

Modifications of financial assets

If the terms of a financial asset are modified, then the Group evaluates whether the cash flows of the modified asset are substantially different.

If the cash flows are substantially different, then the contractual rights to cash flows from the original financial asset are deemed to have expired. In this case, the original financial asset is derecognised and a new financial asset is recognised at fair value plus any eligible transaction costs. Any fees received as part of the modification are accounted for as follows:

- fees that are considered in determining the fair value of the new asset and fees that represent reimbursement of eligible transaction costs are included in the initial measurement of the asset; and
- other fees are included in profit or loss as part of the gain or loss on derecognition.

If cash flows are modified when the borrower is in financial difficulties, then the objective of the modification is usually to maximise recovery of the original contractual terms rather than to originate a new asset with substantially different terms. If the Group plans to modify a financial asset in a way that would result in forgiveness of cash flows, then it first considers whether a portion of the asset should be written off before the modification takes place. This approach impacts the result of the quantitative evaluation and means that the derecognition criteria are not usually met in such cases.

If the modification of a financial asset measured at amortised cost or FVOCI does not result in derecognition of the financial asset, then the Group first recalculates the gross carrying amount of the financial asset using the original effective interest rate of the asset and recognises the resulting adjustment as a modification gain or loss in profit or loss. For floating-rate financial assets, the original effective interest rate used to calculate the modification gain or loss is adjusted to reflect current market terms at the time of the modification. Any costs or fees incurred and fees received as part of the modification adjust the gross carrying amount of the modified financial asset and are amortised over the remaining term of the modified financial asset.

If such a modification is carried out because of financial difficulties of the borrower then the gain or loss is presented together with expected credit loss. In other cases, it is presented as interest income calculated using the effective interest rate method.

Financial guarantee contracts held

The Group assesses whether a financial guarantee contract held is an integral element of a financial asset that is accounted for separately. The factors that the Group considers when making this assessment include whether:

- the guarantee is implicitly part of the contractual terms of the debt instrument;
- the guarantee is required by laws and regulations that govern the contract of the debt instrument;
- the guarantee is entered into at the same time as and in contemplation of the debt instrument; and
- the guarantee is given by the Parent of the borrower or another company within the borrower's group.

If the Group determines that the guarantee is an integral element of the financial asset, then any premium payable in connection with the initial recognition of the financial asset is treated as a transaction cost of acquiring it. The Group considers the effect of the financial guarantee contracts held when measuring the fair value of the debt instrument and when measuring expected credit losses ("ECL").

If the Group determines that the guarantee is not an integral element of the financial asset, then it recognises an asset representing any prepayment of guarantee premium and a right to compensation for credit losses. A prepaid premium asset is recognised only if the risks related to guaranteed exposure neither is credit-impaired nor has undergone a significant increase in credit risk when the guarantee is acquired. These assets are recognised in "other assets". The Group presents gains or losses on a compensation right in profit or loss in the line item "expected credit loss".

Classification, measurement and gains and losses of financial liabilities

On initial recognition, financial liabilities, except undrawn loan commitments and financial guarantee contracts, are classified and measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

Modifications of financial liabilities

The Group derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different. In this case, a new financial liability based on the modified terms is recognised at fair value. The difference between the carrying amount of the financial liability derecognised and consideration paid is recognised in profit or loss. The consideration paid includes any assets transferred and new liabilities assumed.

If the modification of a financial liability is not accounted for derecognition, then the amortised cost of the liability is recalculated by discounting the modified cash flows at the original effective interest rate and the resulting gain or loss is recognised in profit or loss. For floating-rate financial liabilities, the original effective interest rate used to calculate the modification gain or loss is adjusted to reflect current market terms at the time of the modification. Any costs and fees incurred are recognised as an adjustment to the carrying amount of the liability and amortised over the remaining term of the modified financial liability by re-computing the effective interest rate on the instrument.

(3) Derecognition and offsetting

Derecognition of financial assets

The Group derecognises a financial asset when the contractual rights to receive the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Group neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

Derecognition of financial liabilities

The Group derecognises a financial liability when its contractual obligations are discharged, cancelled or expired. The Group also derecognise a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

The difference between the carrying amount extinguished and the consideration received or paid is recognised in profit or loss.

Offsetting

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the amounts and the Group intends either to settle them on a net basis or to realise the asset and settle the liability simultaneously.

(4) *Securities purchased under reverse sale-and-repurchase agreements/ Securities sold under sale-and-repurchase agreements*

The Group enters into agreements to purchase securities or to sell securities back at certain dates in the future at fixed prices. Amounts paid for securities purchased subject to a resale commitment are presented as assets under the caption of "Interbank and money market items, net (assets)" or "Loans to customers", depending upon the type of its counterparty, in the statements of financial position, and the underlying securities are treated as collateral to such receivables. Securities sold subject to repurchase commitments are presented as liabilities under the caption of "Interbank and money market items (liabilities)" or "Debt issued and borrowings", depending upon the type of its counterparty, in the statements of financial position, at the amounts received from the sale of those securities, and the underlying securities are treated as collateral. The difference between the purchase and sale considerations is recognised as interest income or expenses, as the case may be, over the transaction periods.

(5) *Derivatives*

Derivatives are recognised at fair value and remeasured at fair value at each reporting date. The gain or loss on remeasurement to fair value is recognised immediately in profit or loss, except when a derivative is designated as a hedging instrument which recognition of any resultant gain or loss depends on the nature of the item being hedged (see note 3 (e) (6)).

(6) *Hedging*

Cash flow hedges

When a derivative is designated as a cash flow hedging instrument, the effective portion of changes in the fair value of the derivative is recognised in OCI and accumulated in the hedging reserve. The effective portion that is recognised in OCI is limited to the cumulative change in fair value of the hedge item, determined on a present value basis, from inception of the hedge. Any ineffective portion is recognised immediately in profit or loss.

If the hedge no longer meets the criteria for hedge accounting or the hedging instrument is sold, expires, is terminated or is exercised, then hedge accounting is discontinued prospectively. When hedge accounting for cash flow hedges is discontinued, the amount that has been accumulated in the cash flow hedging reserve remains in equity until, for a hedge of a transaction resulting in the recognition of a non-financial item, it is included in the non-financial item's cost on its initial recognition or, for other cash flow hedges, it is reclassified to profit or loss in the same year or years as the hedged expected future cash flows affect profit or loss.

If the hedged future cash flows are no longer expected to occur, then the amounts that have been accumulated in the cash flow hedging reserve are immediately reclassified to profit or loss.

(f) Properties for sale

Properties for sale include properties foreclosed transferred under the Bank of Thailand's supportive measure to acquire collateral assets for debt repayment, which the customers have the right to buy back the assets at transferring price with maintenance expenses within an agreed period not exceed 5 years since transferred date and the customers have the right to rent the assets for doing their businesses. The Bank derecognises loans to customers and presents transferred assets as properties for sale in accordance with the ownership of the transferred assets. The transferred assets have the same measurement as other properties for sales. Income that the Bank receives is recognised as other income.

Properties for sale except for repossessed vehicles are measured at the lower of cost or net realisable value which based on the latest appraisal value net of estimated selling expenses.

The repossessed vehicles are measured at the lower of the outstanding loan principal including accrued interest receivables and output VAT submitted to the Revenue Department or fair value, net of selling costs and expenses.

The impairment of the properties for sale will be realised as the allowance for impairment of the properties for sale when incurred.

(g) Premises and equipment

Premises and equipment are measured at cost less accumulated depreciation and impairment losses.

Cost includes the costs of dismantling, removing the items and restoring the site on which they are located.

Differences between proceeds from disposal and the carrying amount of premises and equipment are recognised in profit or loss.

Depreciation

Depreciation is calculated on a straight-line basis over the estimated useful lives of each component of an asset and recognised in profit or loss. No depreciation is provided on assets under installation.

The estimated useful lives are as follows:

Premises	25	years
Leasehold improvement	Not more than 10	years
Furniture and equipment	3 - 5	years
Computers and accessories	3 - 5	years

(h) Leases

At inception of a contract, the Group assesses that a contract is, or contains, a lease when it conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

As a lessee

At commencement of a contract, the Group allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices. For the leases of property, the Group has elected not to separate non-lease components and accounted for the lease and non-lease components wholly as a single lease component.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date, except for leases of low-value assets or short-term leases which are recognised as expenses on a straight-line basis over the respective lease terms.

Right-of-use asset is measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use asset includes the initial amount of the lease liability adjusted for any prepaid lease payments, plus any initial direct costs incurred and an estimate of restoration costs, less any lease incentives received. Right-of-use assets are presented as a part of premises and equipment in the statements of financial position. Depreciation is charged to profit or loss on a straight-line method from the commencement date to the end of the lease term.

The estimated useful lives are as follows:

Building and office spaces	Not more than 13	years
Vehicles	Not more than 5	years

The lease liability is initially measured at the present value of all lease payments that shall be paid under the lease. The Group uses the Group's incremental borrowing rate to discount the lease payments to the present value. The Group determines its incremental borrowing rate by obtaining the interest rates from internal source which reflect the term of the lease.

The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a modification. When the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

As a lessor

At inception or on modification of a contract, the Group allocates the consideration in the contract to each component on the basis of their relative standalone selling prices.

At lease inception, the Group considers to classify a lease that transfers substantially all of the risks and rewards incidental to ownership of the underlying asset to lessees as a finance lease. A lease that does not meet this criteria is classified as an operating lease.

When the Group is an intermediate lessor, the Group classifies the sub-lease either as a finance lease or an operating lease with reference to the right-of-use asset arising from the head lease. In case of a head lease is a short-term lease, the sub-lease is classified as an operating lease.

The Group recognises finance lease receivables at the net investment of the leases, which includes the present value of the lease payments, and any unguaranteed residual value, discounted using the interest rate implicit in the lease. Finance lease income reflects a constant periodic rate of return on the Group's net investment outstanding in respect of the leases.

The Group recognises lease payments received under operating leases in profit or loss on a straight-line basis over the lease term as part of deduction to premises and equipment expenses. Initial direct costs incurred in arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term.

The Group derecognises and determines impairment on the lease receivables as disclosed in note 3 (e) (3) and 3 (j), respectively.

(i) Intangible assets

Intangible assets that have indefinite useful lives are measured at cost less impairment losses. Other intangible assets are measured at cost less accumulated amortisation and impairment losses. Subsequent expenditure is capitalised only when it will generate future economic benefits. Amortisation is calculated on a straight-line basis over the estimated useful lives of intangible assets and recognised in profit or loss. No amortisation is provided on assets under installation.

The estimated useful are as follows:

Computer software	3 - 10 years
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(ii) Impairment of financial assets and lease receivables

Significant estimates and judgments

The Group's expected credit loss ("ECL") calculations are based on complex models with a series of underlying assumptions. The significant judgments and estimates in determining ECL include criteria for assessing if there has been a significant increase in credit risk and development of ECL models, including the choice of inputs relating to macroeconomic variables. The calculation of ECL also involves expert credit judgment to be applied by management based upon counterparty information they receive from various internal and external. Expert credit judgment is also applied to determine whether any post-model adjustments are required for credit risk elements which are not captured by the model under a "management overlay" framework, such as identified model deficiencies, debtors' risk and other factors.

Measurement of ECL

ECLs are computed as unbiased, probability weighted amounts which are determined by evaluating a range of reasonably possible outcomes, the time value of money, and considering all reasonable and supportable information. This includes forward-looking information.

ECLs are a probability-weighted estimated of credit losses. They are measured as follows:

- financial assets: as the present value of all cash shortfalls (i.e., the difference between the contractual cash flows and the cash flows that the Group expects to receive);
- undrawn loan commitments: as the present value of the difference between the contractual cash flows that are due to the Group if the commitment is drawn down and the cash flows that the Group expects to receive if the loan is drawn down; and
- financial guarantee contracts: the expected payments to reimburse the holder less any amounts that the Group expects to recover.

Estimate of expected cash shortfalls is determined by multiplying the probability of default ("PD") with percentage of the loss given default ("LGD") with the expected exposure at the time of default ("EAD").

Forward-looking macroeconomic assumptions are incorporated into the PD, LGD and EAD where relevant and where they have been identified to influence credit risk such as gross domestic product ("GDP"), inflation rate and unemployment rate etc. These assumptions are determined using all reasonable and supportable information, which includes both internally developed forecasts and those available externally and are consistent with those used for financial and capital planning.

Multiple forward-looking scenarios are incorporated into the range of reasonably possible outcomes for all material portfolios both in terms of determining the PD, LGD and EAD, where relevant, and in determining the overall expected credit loss amounts.

The estimate of expected cash shortfalls on a collateralised financial instrument reflects the amount and timing of cash flows that are expected from foreclosure on the collateral less the costs of obtaining and selling the collateral, irrespective of whether foreclosure is probable.

Cash shortfalls are discounted using the effective interest rate on the financial assets.

Staging

For ECL recognition, financial assets are classified in any of the below 3 stages at each reporting date by being assessed on individual basis. A financial asset can move between stages during its lifetime. The stages are based on changes in credit quality since initial recognition and defined as follows:

- Stage 1: Financial assets that have not had a significant increase in credit risk (Performing)

Financial assets that have not had a significant increase in credit risk ("SICR") since initial recognition (i.e. no Stage 2 or 3 triggers apply) or investment in debt instrument that considered to have low credit risk at each reporting date with the exception of purchased or originated credit impaired (POCI) assets. The allowance for ECL is 12-month ECL. 12-month ECL is the portion of lifetime ECL that result from default events on a financial instrument that are possible within the 12 months after the reporting date.

- Stage 2: Financial assets that have a SICR (Under-performing)

When financial assets that have a SICR since initial recognition, ECLs are recognised for possible default events over the lifetime of the financial assets. SICR is assessed by using a number of quantitative and qualitative factors that are significant to the increase in credit risk. Financial assets that are 30 days or 1 month past due or more and not credit-impaired will always be considered to have experienced a SICR.

Qualitative factor assessments are part of current credit risk management processes, such as an assessment of significant deterioration in the customers' ability to repay. Qualitative indicators include operating results, financial liquidity and other reliable indicators.

Financial assets can be transferred to Stage 1 in case they have proven that their ability to repay are back to normal.

- Stage 3: Financial assets that are credit-impaired (Non-performing)

Financial assets that are credit-impaired or in default represent those that are at least 90 days or 3 months past due in respect of principal and/or interest. Financial assets are also considered to be credit-impaired where the customers are unlikely to repay on the occurrence of one or more observable events that have a negative impact on the estimated future cash flows of the financial assets.

Evidence that a financial asset is credit-impaired includes observable data about the following events:

- Significant financial difficulty of the issuer or borrower;
- In process of asset repossession;
- In process of litigation.

ECLs of credit-impaired financial assets are determined based on the difference between the present value of the recoverable cash flows under a range of scenarios, including the realisation of any collateral held where appropriate, discounted at the financial assets' effective interest rate, and the gross carrying amount of the financial assets prior to any credit impairment.

Financial assets that are credit-impaired require a lifetime provision.

Modifications of financial instruments

Where the original contractual terms of a financial asset have been modified for credit reasons and the instrument has not been derecognised, the resulting modification loss is recognised within ECL in profit or loss with a corresponding decrease in the gross carrying amount of the asset.

ECLs for modified financial assets that have not been derecognised and are not considered to be credit-impaired will be recognised on a 12-month basis, or a lifetime basis, whether if there is a SICR. These assets are assessed to determine that there has been a SICR subsequent to the modification.

Loans renegotiated or modified of contractual cash flows, the Group might consider them as financial assets that have a SICR except there is an evidence that the risk of not receiving contractual cash flows significantly reduces and there is no indicator of the impairment. The Group then considers the aforementioned financial assets as the ones that does not have a SICR.

Write-offs of credit-impaired instruments and reversal of ECL

To the extent a financial instrument is considered irrecoverable, the applicable portion of the gross carrying amount is written off against the related allowance for ECL. Such financial instruments are written off after all the necessary procedures have been completed, it is decided that there is no realistic probability of recovery and the amount of the loss has been determined. Subsequent recoveries of amounts previously written off decrease the amount of ECL in the profit or loss or as specified by the BoT's regulations.

If, in a subsequent period, the amount of the allowance for ECL decreases and the decrease can be related objectively to an event occurring after the credit impairment was recognised, the previously recognised ECL is reversed by adjusting the allowance for ECL. The amount of the reversal is recognised in the profit or loss.

Improvement in credit risk

A period may elapse from the point at which instruments enter stage 2 or stage 3 and are reclassified back to stage 1.

For financial assets with credit-impaired (Stage 3) and no debt restructured will transfer to stage 2 or stage 1 if it is considered that no more qualify as a financial asset with credit-impaired.

For financial assets within stage 2, these can only be transferred to stage 1 when they are no longer considered to have experienced a SICR.

Where SICR was determined using quantitative measures, the instruments will automatically transfer back to stage 1 when the day past due criteria is no longer met. Where instruments were transferred to stage 2 due to an assessment of qualitative factors, the issues that led to the reclassification must be cured before the instruments can be reclassified to stage 1. This includes the action to be resolved before the instruments are reclassified to stage 1.

For debt restructuring receivables, exposures under stage 3 can transfer to stage 2 when the customer performs under the revised terms of the contract for a longer of 3 months or 3 consecutive payments. Further 9 months are required for such customers to be transferred to stage 1 on the basis that there is no overdue balance on the account and the customer is expected to repay its remaining obligations in full.

For debt restructuring receivables, exposures under stage 2 that were not previously credit impaired can transfer to stage 1 when the customer performs under the revised terms of the contract for 3 months or 3 consecutive payments, whichever is longer.

(k) Impairment for non-financial assets

The carrying amounts of the Group's assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated. For intangible assets that have indefinite useful lives or are not yet available for use, the recoverable amount is estimated each year at the same time.

An impairment loss is recognised in profit or loss if the carrying amount of an asset exceeds its recoverable amount. The recoverable amount is assessed from the estimated future cash flows discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

An impairment loss of asset recognised in prior years is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

(l) Employee benefits

Defined contribution plans

Obligations for contributions to the Group's provident funds are recognised as employee expenses in profit or loss as the related service is provided.

Defined benefit plans

The Group's net obligation in respect of defined benefit plans is calculated by estimating the amount of future benefit that employees have earned in the current and prior years. The defined benefit obligations is discounted to the present value, which performed annually by a qualified actuary using the projected unit credit method.

Remeasurements of the net defined benefit liability, actuarial gain or loss are recognised immediately in OCI. The Group determines the interest expense on the net defined benefit liability for the year by applying the discount rate used to measure the defined benefit obligation at the beginning of the year, taking into account any changes in the net defined benefit liability during the year as a result of contributions and benefit payments. Net interest expense and other expenses related to defined benefit plans are recognised in profit or loss.

When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognised immediately in profit or loss. The Group recognises gains and losses on the settlement of a defined benefit plan when the settlement occurs.

Termination benefits

Termination benefits are expensed at the earlier of when the Group can no longer withdraw the offer of those benefits and when the Group recognises costs for a restructuring. If benefits are not expected to be settled wholly within 12 months of the end of the reporting period, then they are discounted.

Short-term employee benefits

Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

(m) Provisions

Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as a finance cost.

Allowance for ECL on obligation having credit risk exposures

The Group provides allowance for ECL on undrawn loan commitments and financial guarantee contracts by the same methods applied for impairment of financial assets and lease receivables as described in note 3 (j).

(n) Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal or, in its absence, the most advantageous market to which the Group has access at that date. The fair value of a liability reflects its non-performance risk.

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: inputs for the asset or liability that are based on unobservable inputs.

The Group recognises transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

If an asset or a liability measured at fair value has a bid price and an ask price, then the Group measures assets and asset positions at a bid price and liabilities and liability positions at an ask price.

The best evidence of the fair value of a financial instrument on initial recognition is normally the transaction price - i.e. the fair value of the consideration given or received. If the Group determines that the fair value of a financial instrument on initial recognition differs from the transaction price, the financial instrument is initially measured at fair value, adjusted for the difference between the fair value on initial recognition and the transaction price and the difference is recognised in profit loss immediately. However, for the fair value categorised as level 3, such difference is deferred and will be recognised in profit or loss on an appropriate basis over the life of the financial instrument or until the fair value level is transferred or the transaction is closed out.

(o) Interest

Effective interest rate

Interest income and interest expense are recognised in profit or loss using the effective interest method. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument to the gross carrying amount of the financial asset or the amortised cost of the financial liability.

When calculating the effective interest rate for financial instruments other than purchased or originated credit-impaired assets, the Group estimates future cash flows considering all contractual terms of the financial instrument, but not allowance for ECL.

The calculation of the effective interest rate includes transaction costs and fees that are an integral part of the effective interest rate. Transaction costs include incremental costs that are directly attributable to the acquisition or issue of a financial asset or financial liability.

The amortised cost of a financial asset or financial liability is the amount at which the financial asset or financial liability is measured on initial recognition minus the principal repayments, plus or minus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount and, for financial assets, adjusted for any allowance for ECL.

The gross carrying amount of a financial asset is the amortised cost of a financial asset before adjusting for any allowance for ECL.

Calculation of interest income and interest expense

The effective interest rate of a financial asset or a financial liability is calculated on initial recognition of a financial asset or a financial liability. In calculating interest income and interest expense, the effective interest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortised cost of the liability. The effective interest rate is revised as a result of periodic re-estimation of cash flows of floating rate instrument to reflect movements in market rates of interest.

However, for financial assets that are not purchased or originated credit-impaired financial assets but subsequently have become credit-impaired financial assets, interest income is calculated by applying the effective interest rate to the amortised cost of the financial asset. If the asset is no longer credit-impaired, then the calculation of interest income reverts to the gross basis of assets.

(p) Revenue from contracts with customers

Revenue recognition

Revenue is recognised when a customer obtains control of the service in an amount that reflects the consideration to which the Group expects to be entitled, excluding those amounts collected on behalf of third parties and value added tax. Judgment is required in determining the timing of the transfer of control for revenue recognition at a point in time or over time. The related costs are recognised in profit or loss when they are incurred.

Commission income

For the contracts that the Group is arranging for the provision of the services on behalf of its customers and does not control the services before the primary service providers will provide the services to the customers. The Group acts in the capacity of an agent and recognises the net amount of consideration as commission revenue when its obligation to arrange for the provision of the specified service is fulfilled.

Gains (losses) on disposal of properties for sale

Gains (losses) on disposal of properties for sale are recognised as income or expenses in profit or loss when the significant risks and rewards in ownership of properties for sale have been transferred to the buyer.

(q) Expenses

Contributions to the Deposit Protection Agency and the Financial Institutions Development Fund

Contributions to the Deposit Protection Agency and the Financial Institutions Development Fund are recorded as expenses in profit or loss on an accrual basis.

(r) Income tax

Income tax expense for the year comprises current and deferred tax, which is recognised in profit or loss except to the extent that it relates to items recognised directly in equity or in other comprehensive income.

Current tax is recognised in respect of the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the temporary differences: the initial recognition of assets or liabilities in a transaction that is not a business combination or at the time of the transaction affects neither accounting nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences; and differences relating to investments in subsidiary to the extent that it is probable that they will not reverse in the foreseeable future.

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the Group expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities, using tax rates enacted or substantively enacted at the reporting date. Current deferred tax assets and liabilities are offset in the Bank's financial statements.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary differences can be utilised. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realised.

4 Risk management

The Group's activities expose them to a variety of finance risks: credit risk, market risk (including fair value interest rate risk, cash flow interest rate risk, exchange rate risk and price risk) and liquidity risk. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on its financial performance.

Risk management is carried out under policies approved by the Bank's Board of Directors or other designated Committee. The Risk Oversight Committee and the Risk Management Committee provide written principles for overall risk management, as well as written policies covering specific areas, such as credit risk, interest rate risk, foreign exchange rate risk and liquidity risk and use of derivatives hedging.

4.1 Credit risk

Credit risk is risk that borrowers or counterparties fail to fulfil their obligations under the financial instruments, probably due to the fact that the borrowers or counterparties had financial problems or decided not to comply with the obligations resulting in loss to the Group. Credit risk exists in all types of financial products and activities on statement of financial position such as loans, bank overdrafts, notes and contingent liabilities such as various types of letters of guarantee. The maximum exposure of credit risk is the carrying amount of the financial instruments net of allowance for expected credit loss as shown in the statements of financial position and risks of that off-statement of financial position items arising from bank guarantee and other transactions.

The Group defines its credit risk management policies under the supervision of the Risk Management Committee. The main objective is to efficiently manage the Group credit risks in all aspects: policies, organisational structures, processes, and systems within an appropriated risk stated in the Bank business strategies as well as comply with regulations.

The Group applies credit risk management in credit examination and approval process, risk and repayment ability analysis, credit operation process after credit approval, credit review, credit monitoring and debt reschedule or restructure in order to prevent and resolve any problems might occur in the future.

The Group has set the credit risk preventing policy by setting up the “Check and Balance” in credit approval process, setting up risk-based authority, setting up various standard procedures for credit facilities under “Product Program” and setting up appropriate collateral consideration policy.

Credit quality analysis

The following tables set out information about the credit quality as at 31 December 2025 and 2024 without taking into account collateral or other credit enhancement.

	Consolidated			Total
	Stage 1	Stage 2	Stage 3	
	2025			
	<i>(in thousand Baht)</i>			
Interbank and money market items (assets)				
Current	21,074,202	-	-	21,074,202
Net carrying amount	<u>21,074,202</u>	<u>-</u>	<u>-</u>	<u>21,074,202</u>
	Consolidated			
	Stage 1	Stage 2	Stage 3	Total
	2024			
	<i>(in thousand Baht)</i>			
Interbank and money market items (assets)				
Current	16,346,703	-	-	16,346,703
Net carrying amount	<u>16,346,703</u>	<u>-</u>	<u>-</u>	<u>16,346,703</u>
	The Bank			
	Stage 1	Stage 2	Stage 3	Total
	2025			
	<i>(in thousand Baht)</i>			
Interbank and money market items (assets)				
Current	21,069,835	-	-	21,069,835
Net carrying amount	<u>21,069,835</u>	<u>-</u>	<u>-</u>	<u>21,069,835</u>

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	The Bank 2024			Total
	Stage 1	Stage 2	Stage 3	
	<i>(in thousand Baht)</i>			
Interbank and money market items (assets)				
Current	16,343,306	-	-	16,343,306
Net carrying amount	16,343,306	-	-	16,343,306
Consolidated and the Bank 2025				
	Stage 1	Stage 2	Stage 3	Total
	<i>(in thousand Baht)</i>			
Investments in debt instruments measured at FVOCI				
Low credit risk ⁽¹⁾	2,550,653	-	-	2,550,653
Credit-impaired	-	-	20,326	20,326
Total	2,550,653	-	20,326	2,570,979
Allowance for expected credit loss	25	-	6,350	6,375
Carrying amount - Fair value	2,556,781	-	13,976	2,570,757
Loans to customers and accrued interest receivables and undue interest receivables				
Current	155,960,195	12,584,424	342,744	168,887,363
Overdue 1 - 30 days	5,703,124	1,239,483	106,177	7,048,784
Overdue 31 - 60 days	1,917,069 ⁽²⁾	2,743,975	320,696	4,981,740
Overdue 61 - 90 days	-	815,973	146,945	962,918
Overdue more than 90 days	-	274,619 ⁽³⁾	8,090,413	8,365,032
Total	163,580,388	17,658,474	9,006,975	190,245,837
Less allowance for expected credit loss	(3,470,426)	(3,056,592)	(5,583,141)	(12,110,159)
Net carrying amount	160,109,962	14,601,882	3,423,834	178,135,678
Undrawn loan commitments and financial guarantee contracts				
Unconditional unused credit line	659,098	4,859	1,281	665,238
Financial guarantee contracts	83,793	-	22,778	106,571
Allowance for expected credit loss	(1,652)	(428)	(23,413)	(25,493)

⁽¹⁾ Investment grade

⁽²⁾ Financial assets that are not more than 1 month past due and are currently in the process of being repaid to meet the conditions of the "You Fight We Help" program.

⁽³⁾ Financial assets that are not more than 3 months past due and are currently in the process of being repaid to meet the conditions of the "You Fight We Help" program.

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	Consolidated and the Bank 2024			
	Stage 1	Stage 2	Stage 3	Total
	(in thousand Baht)			
Investments in debt instruments measured at FVOCI				
Low credit risk ⁽¹⁾	2,131,366	-	-	2,131,366
Credit-impaired	-	-	20,094	20,094
Total	2,131,366	-	20,094	2,151,460
Allowance for expected credit loss	(21)	-	(8,026)	(8,047)
Carrying amount – Fair value	2,134,888	-	12,068	2,146,956
Loans to customers and accrued interest receivables and undue interest receivables				
Current	137,952,450	10,587,032	345,927	148,885,409
Overdue 1 - 30 days	7,059,621	2,076,019	280,920	9,416,560
Overdue 31 - 60 days	308,216 ⁽²⁾	2,141,996	339,485	2,789,697
Overdue 61 - 90 days	-	1,665,075	343,493	2,008,568
Overdue more than 90 days	-	363,468 ⁽³⁾	7,006,679	7,370,147
Total	145,320,287	16,833,590	8,316,504	170,470,381
Less allowance for expected credit loss	(2,557,652)	(3,095,357)	(5,086,027)	(10,739,036)
Net carrying amount	142,762,635	13,738,233	3,230,477	159,731,345
Undrawn loan commitments				
Unconditional unused credit line	449,152	1,147	1,398	451,697
Allowance for expected credit loss	(994)	(174)	(646)	(1,814)

- (1) Investment grade
(2) Financial assets that are not more than 1 month past
(3) Financial assets that are not more than 3 months past

Collateral held and other credit enhancements

The reliability of the debtors is associated with an indicator of a debtor's profile, capital, and ability to repay. These are significant aspects of credit quality consideration. In addition, the collateral is used as one type of credit risk mitigation to reduce potential credit losses in the event of default. To ensure that the collateral accepted by the Group is marketable and legally enforceable, the Group reviews collateral value following the collateral policy and the BoT's guidelines and regulations.

In addition, in the event that the collateral does not cover the credit limit or no collateral, the Group still has other credit enhancements such as participating in a credit guarantee program with the Thai Credit Guarantee Corporation ("TCG") which is a state-owned specialised financial institution governed by the Ministry of Finance. TCG acts as a guarantor for SME and micro finance in order to mitigate the credit risk.

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As at 31 December 2025 and 2024, the Group holds collateral and other credit enhancements as follows:

		Consolidated	
Type of credit exposure	Amount (in thousand Baht)	Collateral*	Principal type of collateral held and other credit enhancements
2025			
Interbank and money market items (assets)			
- Reverse repurchase agreements	17,701,321	17,890,077	Government and state enterprise securities
- Deposits at BoT and domestic commercial banks	3,214,429	-	None
- Deposits at foreign commercial banks	158,452	-	None
2024			
Interbank and money market items (assets)			
- Reverse repurchase agreements	13,451,656	13,528,871	Government and state enterprise securities
- Deposits at BoT and domestic commercial banks	2,724,943	-	None
- Deposits at foreign commercial banks	170,104	-	None
The Bank			
Type of credit exposure	Amount (in thousand Baht)	Collateral*	Principal type of collateral held and other credit enhancements
2025			
Interbank and money market items (assets)			
- Reverse repurchase agreements	17,701,321	17,890,077	Government and state enterprise securities
- Deposits at BoT and domestic commercial banks	3,210,062	-	None
- Deposits at foreign commercial banks	158,452	-	None
2024			
Interbank and money market items (assets)			
- Reverse repurchase agreements	13,451,656	13,528,871	Government and state enterprise securities
- Deposits at BoT and domestic commercial banks	2,721,546	-	None
- Deposits at foreign commercial banks	170,104	-	None
* Most recent appraisal value			

* Most recent appraisal value

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Type of credit exposure	Consolidated and the Bank		
	Amount	Collateral*	Principal type of collateral held and other credit enhancements
(in thousand Baht)			
2025			
Investments in debt instruments**			
- Government and state enterprise securities	2,550,653	-	None
- Private debt securities	20,326	-	None
Loans to SME and micro SME customers			
- Loans	126,136,592	101,067,467	Deposits, gold, land, building, residence, machine, equipment and TCG
- Hire-purchase	2,317,517	1,920,249	Machine, equipment and vehicle
Loans to micro finance customers	22,012,511	-	TCG
Loans to retail customers			
- Housing loans	13,277,168	17,145,276	Residence
- Other loans to retail customers	26,502,049	24,009,620	Gold, residence and vehicle
2024			
Investments in debt instruments**			
- Government and state enterprise securities	2,131,366	-	None
- Private debt securities	20,094	-	None
Loans to SME and micro SME customers			
- Loans	112,459,669	86,612,217	Deposits, gold, land, building, residence, machine, equipment and TCG
- Hire-purchase	2,112,712	3,519,675	Machine, equipment and vehicle
Loans to micro finance customers	23,094,545	-	TCG
Loans to retail customers			
- Housing loans	11,881,159	15,452,090	Residence
- Other loans to retail customers	20,922,296	22,218,685	Gold, residence and vehicle
* Most recent appraisal value			
** Gross carrying amount			

* Most recent appraisal value

** Gross carrying amount

As at 31 December 2025, 36% of credit-impaired loans to customers are collateralised (2024: 36%) with the most recent appraisal value of collateral were at 143% (2024: 162%) of the gross carrying amount of collateralised credit-impaired loans to customers. Majority of collaterals are lands and buildings.

For credit-impaired loans to customers with no collateral, some are participated in the credit guarantee program with the TCG which the Group utilised as other credit enhancements to mitigate the credit risk as mentioned above.

Concentrations of credit risk

The Group monitors concentrations of credit risk by sector and by nature of transactions. Analyses of concentrations of credit risk as at 31 December 2025 and 2024 are shown below.

	Consolidated		The Bank	
	2025	2024	2025	2024
	(in thousand Baht)			
Interbank and money market items (assets)				
Government and state enterprises	2,993,423	2,465,909	2,993,423	2,465,909
Commercial banks	12,080,369	7,830,047	12,076,002	7,826,650
Specialised financial institutions	6,000,410	6,000,739	6,000,410	6,000,739
Other financial institutions	-	50,008	-	50,008
Total	21,074,202	16,346,703	21,069,835	16,343,306

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Consolidated and the Bank				
2025				
	Investments in debt instruments*	Loans to customers and accrued interest receivables and undue interest receivables (in thousand Baht)	Unconditional unused credit line	Financial guarantee contracts
<i>Financial institutions</i>				
Government and state enterprises	2,550,653	-	-	-
<i>Business loans</i>				
Agriculture and mineral	-	737,399	2	-
Manufacture and commercial	-	98,350,500	378,879	2,361
Real estate and construction	-	25,627,880	190,849	100,768
Utilities and services	20,326	25,747,781	94,663	1,942
Others	-	871,352	137	1,500
<i>Consumer loans</i>				
Housing loans	-	13,697,322	-	-
Other lending	-	25,213,603	708	-
Total	2,570,979	190,245,837	665,238	106,571

Consolidated and the Bank				
2024				
	Investments in debt instruments*	Loans to customers and accrued interest receivables and undue interest receivables (in thousand Baht)	Unconditional unused credit line	
<i>Financial institutions</i>				
Government and state enterprises	2,131,366	-	-	-
<i>Business loans</i>				
Agriculture and mineral	-	658,810	11	
Manufacture and commercial	-	89,184,339	224,936	
Real estate and construction	-	23,432,043	144,152	
Utilities and services	20,094	22,990,263	79,322	
Others	-	888,362	13	
<i>Consumer loans</i>				
Housing loans	-	12,334,478	2,951	
Other lending	-	20,982,086	312	
Total	2,151,460	170,470,381	451,697	

* Gross carrying amount

Information related to ECL

Significant increase in credit risk (SICR)

When determining whether the probability of default on a financial instrument has increased significantly since initial recognition, the Group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both qualitative and quantitative information and analysis, based on the Group's historical experience and expert credit assessment and including forward-looking information.

Definition of default

The Group considers a financial asset to be in default when the borrower is unlikely to pay its credit obligations to the Group in full, without recourse by the Group to actions such as realising security (if any is held).

In assessing whether a borrower is in default, the Group considers indicators that are:

- quantitative: e.g., the borrower is more than 90 days or 3 months past due on any material credit obligation to the Group. Overdrafts are considered as being past due once the customer has breached an advised limit or been advised of a limit smaller than the current amount outstanding;
- qualitative: e.g., it is becoming probable that the borrower will restructure the asset as a result of bankruptcy due to the borrower's inability to pay its credit obligations.

Inputs into the assessment of whether a financial instrument is in default and their significance may vary over time to reflect changes in circumstances. The definition of default applied by the Group largely aligns with the BoT criteria.

Probability of Default

Credit risk grades, determined based on the assessment of a customer's default risk and risk rating, are a primary input into the estimation of the probability of default (PD). The Group has developed two types of credit risk assessment models: (1) internal rating models for the SME portfolio, which rely on the customer's latest financial position and quality assessments; and (2) internal rating models for Micro SME, Micro Finance and other relevant segments, which are based on behavioural characteristic study and/ or credit limit utilisation patterns, supported by statistical techniques using historical repayment performance to assign an appropriate credit risk grade or PD level. The resulting PD is subsequently projected to a lifetime PD through the application of a forward-looking model.

Incorporation of forward-looking information

ECL has been estimated by the probability weighted risk of default over the expected life of the financial instrument. It is based on the present value of all expected cash shortfalls carried by historical loss experience data for the group of assets that the Group considers credit risk to be similar such as types of loans to customers, types of collateral, contract terms and other relevant factors and adjusted by current observed data, along with supportable and reasonable future forecasts if statistically correlated can be proved.

The Group formulates 3 forward-looking economic scenarios; Base, Upside, and Downside scenario. These scenarios are weighted by different level of probabilities. Examples of the macro-economic variables used in the forward-looking information are Public and Private Investment, Number of tourists, Dubai oil price and Unemployment rate, etc. Probability weighting of each scenario is determined by management considering the risks and uncertainties surrounding the base case economic scenario at each reporting date.

As at 31 December 2025, the Group revised its forward-looking economic scenarios to reflect the current macroeconomic environment, applying weights for Base, Upside, Downside scenarios at 60%, 20% and 20%, respectively (2024: Base, Sluggish, and Recession at 65%, 25% and 10%, respectively).

The Group uses judgments to assess how much relevant macroeconomic changes should affect to ECL of the Group's portfolio. However, the Group reviews the method, the assumptions and forecasts of the future economic situations on a regular basis. In addition, the Group also considers providing the management overlay as a part of ECL.

4.2 Interest rate risk

Interest rate risk is the risk that arises from the potential of changes in interest rates which have an adverse effect on the net interest earnings of the Group in the current reporting period and future. Interest rate risk arises from the structure and the characteristics of the Group's assets and liabilities and the repricing mismatch of assets and liabilities.

Since some of the Group's interbank and money market items (liabilities) have variable interest rate, the Group is exposed to interest rate risk. The Group mitigates this risk by ensuring that the majority of its borrowing are at fixed interest rates and uses cross-currency interest rate swaps to manage exposure to fluctuations in interest rates on specific interbank and money market items (liabilities).

The Group defines policies to adjust the structure of their financial positions to conform to the interest direction in the future and the defined risk framework. The Group monitors the interest direction movement and customer's behaviour closely in order to assess the most realistic risk. The Group also monitors its risk position more frequently when there are significant changes in asset and liability structures through "Repricing Gap" reporting in order to follow up the interest rate risks and net interest income sensitivity in the next 12 months.

Furthermore, the Group also simulates the situations by increasing or decreasing its interest rate to manage its stability of net interest income regardless of the interest direction.

As at 31 December 2025 and 2024, the financial assets and liabilities classified by maturity of interest repricing periods are as follows:

	Consolidated 2025					Non- interest bearing	Total
	Repricing periods						
	Immediate repricing	Within 3 months	Over 3 months to 1 year	Over 1 year to 5 years <i>(in thousand Baht)</i>	Over 5 years		
Financial assets							
Cash	-	-	-	-	-	800,373	800,373
Interbank and money market items, net	4,449	18,800,000	-	-	-	2,269,753	21,074,202
Financial assets measured at FVTPL	-	-	-	-	-	55,861	55,861
Investments, net	-	773,354	1,312,834	484,569	-	2,479	2,573,236
Loans to customers ^{(1), (2)}	400,954	114,472,493	20,382,963	26,529,873	20,079,270	-	181,865,553
Other financial assets, net	-	-	-	-	-	2,282,551	2,282,551
Total financial assets	405,403	134,045,847	21,695,797	27,014,442	20,079,270	5,411,017	208,651,776
Financial liabilities							
Deposits	46,650,356	26,253,905	78,878,600	3,852,826	-	18,942	155,654,629
Interbank and money market items	527,337	21,796	7,350,211	11,103,735	-	526	19,003,605
Liabilities payable on demand	-	-	-	-	-	87,195	87,195
Debt issued and borrowings	-	-	-	-	2,661,701	-	2,661,701
Other financial liabilities	-	-	-	-	-	2,286,172	2,286,172
Total financial liabilities	47,177,693	26,275,701	86,228,811	14,956,561	2,661,701	2,392,835	179,693,302

⁽¹⁾ Exclude accrued interest receivables and undue interest receivables

⁽²⁾ Before deduction of allowance for expected credit loss

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	Consolidated 2024						Non- interest bearing	Total
	Repricing periods							
	Immediate repricing	Within 3 months	Over 3 months to 1 year	Over 1 year to 5 years (in thousand Baht)	Over 5 years			
Financial assets								
Cash	-	-	-	-	-	535,223	535,223	
Interbank and money market items, net	3,430	13,450,000	-	-	-	2,893,273	16,346,703	
Financial assets measured at FVTPL	-	-	-	-	-	20,457	20,457	
Investments, net	-	802,212	1,135,324	209,420	-	2,455	2,149,411	
Loans to customers ^{(1), (2)}	419,120	100,238,365	22,471,100	20,055,423	19,974,608	-	163,158,616	
Other financial assets, net	-	-	-	-	-	1,122,725	1,122,725	
Total financial assets	422,550	114,490,577	23,606,424	20,264,843	19,974,608	4,574,133	183,333,135	
Financial liabilities								
Deposits	37,740,286	21,455,735	69,321,688	3,976,550	-	105,230	132,599,489	
Interbank and money market items	425,411	23,662	3,552,909	16,248,229	-	7,531	20,257,742	
Liabilities payable on demand	-	-	-	-	-	45,092	45,092	
Debt issued and borrowings	-	-	-	-	2,635,669	-	2,635,669	
Other financial liabilities	-	-	-	-	-	2,345,694	2,345,694	
Total financial liabilities	38,165,697	21,479,397	72,874,597	20,224,779	2,635,669	2,503,547	157,883,686	
	The Bank 2025							
	Repricing periods							
	Immediate repricing	Within 3 months	Over 3 months to 1 year	Over 1 year to 5 years (in thousand Baht)	Over 5 years	Non- interest bearing	Total	
Financial assets								
Cash	-	-	-	-	-	800,359	800,359	
Interbank and money market items, net	82	18,800,000	-	-	-	2,269,753	21,069,835	
Financial assets measured at FVTPL	-	-	-	-	-	55,861	55,861	
Investments, net	-	773,354	1,312,834	484,569	-	2,479	2,573,236	
Loans to customers ^{(1), (2)}	400,954	114,472,493	20,382,963	26,529,873	20,079,270	-	181,865,553	
Other financial assets, net	-	-	-	-	-	2,318,142	2,318,142	
Total financial assets	401,036	134,045,847	21,695,797	27,014,442	20,079,270	5,446,594	208,682,986	
Financial liabilities								
Deposits	46,916,740	26,253,905	78,878,600	3,852,826	-	18,942	155,921,013	
Interbank and money market items	527,337	21,796	7,350,211	11,103,735	-	526	19,003,605	
Liabilities payable on demand	-	-	-	-	-	87,195	87,195	
Debt issued and borrowings	-	-	-	-	2,661,701	-	2,661,701	
Other financial liabilities	-	-	-	-	-	2,212,542	2,212,542	
Total financial liabilities	47,444,077	26,275,701	86,228,811	14,956,561	2,661,701	2,319,205	179,886,056	

⁽¹⁾ Exclude accrued interest receivables and undue interest receivables.
⁽²⁾ Before deduction of allowance for expected credit loss.

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	The Bank 2024					Non- interest bearing	Total
	Repricing periods						
	Immediate repricing	Within 3 months	Over 3 months to 1 year	Over 1 year to 5 years (in thousand Baht)	Over 5 years		
Financial assets							
Cash	-	-	-	-	-	535,223	535,223
Interbank and money market items, net	33	13,450,000	-	-	-	2,893,273	16,343,306
Financial assets measured at FVTPL	-	-	-	-	-	20,457	20,457
Investments, net	-	802,212	1,135,324	209,420	-	2,455	2,149,411
Loans to customers ^{(1), (2)}	419,120	100,238,365	22,471,100	20,055,423	19,974,608	-	163,158,616
Other financial assets, net	-	-	-	-	-	1,139,087	1,139,087
Total financial assets	419,153	114,490,577	23,606,424	20,264,843	19,974,608	4,590,495	183,346,100
Financial liabilities							
Deposits	37,959,440	21,455,735	69,321,688	3,976,550	-	105,230	132,818,643
Interbank and money market items	425,411	23,662	3,552,909	16,248,229	-	7,531	20,257,742
Liabilities payable on demand	-	-	-	-	-	45,092	45,092
Debt issued and borrowings	-	-	-	-	-	2,635,669	2,635,669
Other financial liabilities	-	-	-	-	-	2,259,363	2,259,363
Total financial liabilities	38,384,851	21,479,397	72,874,597	20,224,779	2,635,669	2,417,216	158,016,509

⁽¹⁾ Exclude accrued interest receivables and undue interest receivables

⁽²⁾ Before deducting allowance for expected credit loss

The Group has interest-earning financial assets and interest-bearing financial liabilities. The average balances of such financial assets and financial liabilities are calculated based on outstanding balances and average interest rates for the years ended 31 December 2025 and 2024 were as follows:

	Consolidated					
	2025			2024		
	Average balance <i>(in thousand Baht)</i>	Interest	Average interest rate <i>(% per annum)</i>	Average balance <i>(in thousand Baht)</i>	Interest	Average interest rate <i>(% per annum)</i>
<i>Interest-earning financial assets</i>						
Interbank and money market items	15,002,328	277,587	1.85	14,468,758	396,565	2.74
Investments	2,716,208	48,502	1.79	4,459,143	104,078	2.33
Loans to customers	171,633,931	17,832,279	10.39	152,428,812	17,635,713	11.57
Total	189,352,467	18,158,368		171,356,713	18,136,356	
<i>Interest-bearing financial liabilities</i>						
Deposits	141,428,001	3,313,086	2.34	125,792,306	3,065,891	2.44
Interbank and money market items	19,680,765	157,884	0.80	21,656,046	157,407	0.72
Debt issued and borrowings	2,648,459	185,532	7.01	2,623,531	183,843	7.01
Total	163,757,225	3,656,502		150,071,883	3,407,141	

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	2025			2024		
	Average balance (in thousand Baht)	Interest	Average interest rate (% per annum)	Average balance (in thousand Baht)	Interest	Average interest rate (% per annum)
Earning financial assets						
Interbank and money market items	14,778,136	277,580	1.88	14,227,549	396,554	2.79
Investments	2,716,208	48,502	1.79	4,459,143	104,078	2.33
Loans to customers	<u>171,633,931</u>	<u>17,832,279</u>	10.39	<u>152,428,812</u>	<u>17,635,713</u>	11.57
Total	<u>189,128,275</u>	<u>18,158,361</u>		<u>171,115,504</u>	<u>18,136,345</u>	
Interest-bearing financial liabilities						
Deposits	141,676,638	3,313,675	2.34	126,057,551	3,066,516	2.43
Interbank and money market items	19,680,765	157,884	0.80	21,656,046	157,407	0.72
Debt issued and borrowings	<u>2,648,459</u>	<u>185,532</u>	7.01	<u>2,623,531</u>	<u>183,843</u>	7.01
Total	<u>164,005,862</u>	<u>3,657,091</u>		<u>150,337,128</u>	<u>3,407,766</u>	

Sensitivity analysis

A reasonable possible change of 100 basis points in interest rates at the reporting date would have increased (decreased) profit or loss by the amounts shown below. Other factors are supposed to be constant in this analysis.

	Consolidated Profit or loss	
	Increase 100 bps (in thousand Baht)	Decrease 100 bps (in thousand Baht)
2025		
Baht	411,018	(411,018)
Total effect of interest rates changes	<u>411,018</u>	<u>(411,018)</u>
2024		
Baht	415,795	(415,795)
Total effect of interest rates changes	<u>415,795</u>	<u>(415,795)</u>
	The Bank Profit or loss	
	Increase 100 bps (in thousand Baht)	Decrease 100 bps (in thousand Baht)
2025		
Baht	408,424	(408,424)
Total effect of interest rates changes	<u>408,424</u>	<u>(408,424)</u>
2024		
Baht	413,663	(413,663)
Total effect of interest rates changes	<u>413,663</u>	<u>(413,663)</u>

4.3 Foreign exchange rate risk

Foreign exchange rate risk is the risk that arises from the change in foreign exchange rate which may affect the value change in the financial instruments or may cause fluctuation in the income or expenses or in value of the financial assets or liabilities.

As at 31 December 2025 and 2024, the Group was exposed to foreign exchange rate risk relating to financial assets and financial liabilities which are denominated in foreign currencies. The Group primarily uses cross-currency interest rate swaps to hedge foreign exchange rate risk arising from interbank and money market items (liabilities) which are denominated in foreign currencies.

Foreign currency position in Baht equivalent as of 31 December 2025 and 2024 as follows:

	Consolidated and the Bank	
	2025	2024
	US Dollar	
	(in thousand Baht)	
Financial assets		
Interbank and money market items, net	158,452	170,104
Total	158,452	170,104
Financial liabilities		
Interbank and money market items	3,308,192	3,545,046
Hedged by cross-currency interest rate swaps	(3,308,192)	(3,545,046)
Net exposure	-	-

4.4 Equity price risk

Investments in equity instruments consist of investments in equity held from debt restructuring which are not marketable securities. They are designated at fair value through other comprehensive income or at fair value through profit or loss.

4.5 Liquidity risk

Liquidity risk is the risk that the Group may not be able to meet its financial obligations when they are due. This risk arises from an inability to convert their assets into cash or acquire adequate funds at the appropriate cost and time which results in a loss to the Group.

The Group defines its liquidity risk management policies under the supervision of the Assets and Liabilities Management Committee and the Risk Management Committee who monitors and reviews the liquidity position on a regular basis.

The Group will disclose Liquidity Coverage Ratio (LCR) information for the Group as at 31 December 2025 through the Bank's website at www.thaicreditbank.com within April 2026.

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As at 31 December 2025 and 2024, financial assets and liabilities of the Group classified by maturities were as follows:

	Consolidated 2025				No maturity	Total
	At call	Less than 1 year	Over 1 year to 5 years	Over 5 years		
	<i>(in thousand Baht)</i>					
Financial assets						
Cash	-	-	-	-	800,373	800,373
Interbank and money market items, net	2,274,202	18,800,000	-	-	-	21,074,202
Financial assets measured at FVTPL	-	-	-	-	55,861	55,861
Investments, net	-	2,086,188	484,569	-	2,479	2,573,236
Loans to customers ^{(1), (2)}	1,599,845	46,295,595	77,066,940	49,281,509	7,621,664	181,865,553
Other financial assets, net	-	2,282,551	-	-	-	2,282,551
Total financial assets	3,874,047	69,464,334	77,551,509	49,281,509	8,480,377	208,651,776
Financial liabilities						
Deposits	46,669,298	105,132,505	3,852,826	-	-	155,654,629
Interbank and money market items	527,863	7,372,007	11,103,735	-	-	19,003,605
Liabilities payable on demand	87,195	-	-	-	-	87,195
Debt issued and borrowings	-	-	-	2,661,701	-	2,661,701
Other financial liabilities	-	2,275,387	10,785	-	-	2,286,172
Total financial liabilities	47,284,356	114,779,899	14,967,346	2,661,701	-	179,693,302
Net liquidity gap	(43,410,309)	(45,315,565)	62,584,163	46,619,808	8,480,377	28,958,474

⁽¹⁾ Exclude accrued interest receivables and undue interest receivables

⁽²⁾ Before deduction of allowance for expected credit loss

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			Consolidated 2024			
	At call	Less than 1 year	Over 1 year to 5 years	Over 5 years	No maturity	Total
	<i>(in thousand Baht)</i>					
Financial assets						
Cash	-	-	-	-	535,223	535,223
Interbank and money market items, net	2,895,047	13,451,656	-	-	-	16,346,703
Financial assets measured at FVTPL	-	-	-	-	20,457	20,457
Investments, net	-	1,937,537	209,419	-	2,455	2,149,411
Loans to customers ^{(1), (2)}	741,713	44,422,706	62,729,322	48,049,633	7,215,242	163,158,616
Other financial assets, net	-	1,122,725	-	-	-	1,122,725
Total financial assets	3,636,760	60,934,624	62,938,741	48,049,633	7,773,377	183,333,135
Financial liabilities						
Deposits	37,845,516	90,777,423	3,976,550	-	-	132,599,489
Interbank and money market items	432,942	31,525	19,793,275	-	-	20,257,742
Liabilities payable on demand	45,092	-	-	-	-	45,092
Debt issued and borrowings	-	-	-	2,635,669	-	2,635,669
Other financial liabilities	-	2,329,903	14,829	-	962	2,345,694
Total financial liabilities	38,323,550	93,138,851	23,784,654	2,635,669	962	157,883,686
Net liquidity gap	(34,686,790)	(32,204,227)	39,154,087	45,413,964	7,772,415	25,449,449

⁽¹⁾ Exclude accrued interest receivables and undue interest receivables

⁽²⁾ Before deduction of allowance for expected credit loss

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	The Bank 2025					Total
	At call	Less than 1 year	Over 1 year to 5 years	Over 5 years	No maturity	
	<i>(in thousand Baht)</i>					
Financial assets						
Cash	-	-	-	-	800,359	800,359
Interbank and money market items, net	2,269,835	18,800,000	-	-	-	21,069,835
Financial assets measured at FVTPL	-	-	-	-	55,861	55,861
Investments, net	-	2,086,188	484,569	-	2,479	2,573,236
Loans to customers ^{(1), (2)}	1,599,845	46,295,595	77,066,940	49,281,509	7,621,664	181,865,553
Other financial assets, net	-	2,318,142	-	-	-	2,318,142
Total financial assets	3,869,680	69,499,925	77,551,509	49,281,509	8,480,363	208,682,986
Financial liabilities						
Deposits	46,935,682	105,132,505	3,852,826	-	-	155,921,013
Interbank and money market items	527,863	7,372,007	11,103,735	-	-	19,003,605
Liabilities payable on demand	87,195	-	-	-	-	87,195
Debt issued and borrowings	-	-	-	2,661,701	-	2,661,701
Other financial liabilities	-	2,201,757	10,785	-	-	2,212,542
Total financial liabilities	47,550,740	114,706,269	14,967,346	2,661,701	-	179,886,056
Net liquidity gap	(43,681,060)	(45,206,344)	62,584,163	46,619,808	8,480,363	28,796,930

⁽¹⁾ Exclude accrued interest receivables and undue interest receivables

⁽²⁾ Before deduction of allowance for expected credit loss

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	The Bank 2024					
	At call	Less than 1 year	Over 1 year to 5 years	Over 5 years	No maturity	Total
	<i>(in thousand Baht)</i>					
Financial assets						
Cash	-	-	-	-	535,223	535,223
Interbank and money market items, net	2,891,650	13,451,656	-	-	-	16,343,306
Financial assets measured at FVTPL	-	-	-	-	20,457	20,457
Investments, net	-	1,937,537	209,419	-	2,455	2,149,411
Loans to customers ^{(1), (2)}	741,713	44,422,706	62,729,322	48,049,633	7,215,242	163,158,616
Other financial assets, net	-	1,139,087	-	-	-	1,139,087
Total financial assets	3,633,363	60,950,986	62,938,741	48,049,633	7,773,377	183,346,100
Financial liabilities						
Deposits	38,064,670	90,777,423	3,976,550	-	-	132,818,643
Interbank and money market items	432,942	31,525	19,793,275	-	-	20,257,742
Liabilities payable on demand	45,092	-	-	-	-	45,092
Debt issued and borrowings	-	-	-	2,635,669	-	2,635,669
Other financial liabilities	-	2,243,572	14,829	-	962	2,259,363
Total financial liabilities	38,542,704	93,052,520	23,784,654	2,635,669	962	158,016,509
Net liquidity gap	(34,909,341)	(32,101,534)	39,154,087	45,413,964	7,772,415	25,329,591

⁽¹⁾ Exclude accrued interest receivables and undue interest receivables

⁽²⁾ Before deduction of allowance for expected credit loss

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5 Fair value of financial assets and financial liabilities

Carrying amounts and fair values

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the hierarchy, but does not include fair value information for financial assets and financial liabilities measured at amortised cost if the carrying amount is a reasonable approximation of fair value.

	Note	Carrying amount				Consolidated	Fair value			
		Hedging instruments	FVTPL	FVOCI	Amortised cost	Total	Level 1	Level 2	Level 3	Total
		(in thousand Baht)								
2025										
Financial assets										
Financial assets measured at FVTPL	10	-	55,861	-	-	55,861	55,861	-	-	55,861
Investments										
- Debt instruments		-	-	2,570,757	-	2,570,757	-	2,570,757	-	2,570,757
- Equity instruments		-	-	2,479	-	2,479	-	-	2,479	2,479
Financial liabilities										
Deposits	19	-	-	155,654,629	155,654,629	-	156,027,528	-	156,027,528	
Interbank and money market items	20	-	-	19,003,605	19,003,605	-	18,980,528	-	18,980,528	
Derivatives	9									
- Cross-currency interest rate swaps		419,899	-	-	-	419,899	-	419,899	-	419,899
Debt issued and borrowings	21	-	-	2,661,701	2,661,701	-	-	2,754,093	2,754,093	

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	Note	Carrying amount				Consolidated	Fair value			
		Hedging instruments	FVTPL	FVOCI	Amortised cost	Total	Level 1	Level 2	Level 3	Total
		(in thousand Baht)								
2024										
Financial assets										
Financial assets measured at FVTPL		-	20,457	-	-	20,457	-	-	20,457	20,457
Investments	10									
- Debt instruments		-	-	2,146,956	-	2,146,956	-	2,146,956	-	2,146,956
- Equity instruments		-	-	2,455	-	2,455	-	-	2,455	2,455
Financial liabilities										
Deposits	19	-	-	-	132,599,489	132,599,489	-	133,161,978	-	133,161,978
Interbank and money market items	20	-	-	-	20,257,742	20,257,742	-	20,253,487	-	20,253,487
Derivatives	9									
- Cross-currency interest rate swaps		165,198	-	-	-	165,198	-	165,198	-	165,198
Debt issued and borrowings	21	-	-	-	2,635,669	2,635,669	-	-	2,597,192	2,597,192

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					The Bank					
Carrying amount					Fair value					
Note	Hedging instruments	FVTPL	FVOCI	Amortised cost	Total <i>(in thousand Baht)</i>	Level 1	Level 2	Level 3	Total	
2025										
Financial assets										
Financial assets measured at FVTPL	-	55,861	-	-	55,861	55,861	-	-	55,861	
Investments	10									
- Debt instruments	-	-	2,570,757	-	2,570,757	-	2,570,757	-	2,570,757	
- Equity instruments	-	-	2,479	-	2,479	-	-	2,479	2,479	
Financial liabilities										
Deposits	19	-	-	155,921,013	155,921,013	-	156,293,912	-	156,293,912	
Interbank and money market items	20	-	-	19,003,605	19,003,605	-	18,980,528	-	18,980,528	
Derivatives	9									
- Cross-currency interest rate swaps		419,899	-	-	419,899	-	419,899	-	419,899	
Debt issued and borrowings	21	-	-	2,661,701	2,661,701	-	-	2,754,093	2,754,093	
2024										
Financial assets										
Financial assets measured at FVTPL	-	20,457	-	-	20,457	-	-	20,457	20,457	
Investments	10									
- Debt instruments	-	-	2,146,956	-	2,146,956	-	2,146,956	-	2,146,956	
- Equity instruments	-	-	2,455	-	2,455	-	-	2,455	2,455	
Financial liabilities										
Deposits	19	-	-	132,818,643	132,818,643	-	133,381,131	-	133,381,131	
Interbank and money market items	20	-	-	20,257,742	20,257,742	-	20,253,487	-	20,253,487	
Derivatives	9									
- Cross-currency interest rate swaps		165,198	-	-	165,198	-	165,198	-	165,198	
Debt issued and borrowings	21	-	-	2,635,669	2,635,669	-	-	2,597,192	2,597,192	

Valuation techniques and significant unobservable inputs

The following tables show the valuation techniques and significant unobservable inputs which are used in measuring Level 3 fair values for financial instruments measured at fair value in the statement of financial position.

Financial instruments measured at fair value	Valuation technique	Significant unobservable inputs
Investments in equity instruments	Net asset value	Net asset value
Debt issued and borrowings	Discounted cash flows	Discount rate

Level 3 fair values

Reconciliation of Level 3 fair values

The following table shows a reconciliation from the opening balances to the closing balances for Level 3 fair values of financial assets measured at FVTPL and investments in equity instruments.

For the year ended 31 December	Consolidated and the Bank			
	2025		2024	
	Financial assets measured at FVTPL	Investments in equity instruments	Financial assets measured at FVTPL	Investments in equity instruments
		(in thousand Baht)		
At 1 January	20,457	2,455	-	2,464
Addition from debt-to-equity conversion*	-	-	20,457	-
Gain recognised in profit or loss	35,404	-	-	-
Gain (loss) recognised in other comprehensive income	-	24	-	(9)
Transfers out of Level 3	(55,861)	-	-	-
At 31 December	-	2,479	20,457	2,455

* Financial assets received from debt-to-equity conversion of investment in debt instruments of a company with problems in their financial position and operating result.

There were no transfers between Level 1 and Level 2 of the fair value hierarchy during the years ended 31 December 2025 and 2024.

Transfers out of Level 3

At 31 December 2025, the Group holds an investment in equity instruments of an entity with a fair value of Baht 55.9 million. The fair value of the investment was previously determined using unobservable inputs and classified at Level 3 under fair value hierarchy at 31 December 2024.

During the year ended 31 December 2025, trading in the entity's equity instruments resumed on an exchange and they are currently actively traded in the market. The fair value measurement is now determined using the published price quotation in that active market and therefore transferred from Level 3 to Level 1 of the fair value hierarchy.

The following methods and assumptions were used by the Group in estimating the fair value of financial assets and liabilities.

Interbank and money market items (assets and liabilities)

The interbank and money market items (assets) are deposits at the BoT, deposits at other financial institutions and loans to financial institutions which are short-term or at call. Accordingly, the fair values are approximated based on the carrying amounts.

The interbank and money market items (liabilities) are deposits and borrowings from the BoT and other financial institutions. Some are short-term, at call, or have floating rate. Accordingly, the fair values are approximated based on the carrying amounts. Whereas fixed rate deposits and borrowings from other financial institutions with longer than 1-year maturity, the fair values are estimated using discounted cash flows by current effective interest rates of similar remaining maturities.

Derivatives

The fair value of over-the-counter derivatives is based on dealer price. Fair values of derivatives assets reflect the credit risk of the instrument and include adjustment to take into account of credit risk of the counterparty when appropriate.

Investments in debt instruments

Fair values of investments in debt instruments are calculated by using the bid prices and information of debt instruments at the ThaiBMA or other financial institutions at the reporting date.

Investments in equity instruments

Fair values of investments in equity instruments are determined based on the net asset value of the investee company.

Loans to customers

Fair values of floating rate loans to customers are approximated based on the net carrying amounts.

Fair values of fixed rate loans to customers which are not credit-impaired and have the effective rate assessed by the management to be a reasonable approximation of market effective rate are approximated based on the net carrying amounts.

Fair values of credit-impaired fixed rate loans to customers are approximated based on the net carrying amounts.

Deposits

Deposits are saving deposits, current accounts, fixed or certificate of deposits. These deposits are typically short-term or at call in nature. The management has assessed the existing effective interest rate of the deposit is a reasonable approximation of market effective rate. Accordingly, fair values of saving deposits, current accounts and fixed or certificate of deposits with the 1-year maturity or less are approximated based on the carrying amounts. Whereas fixed or certificate of deposits with longer than 1-year maturity, the fair values are estimated using discounted cash flows, applying current effective interest rates offered for fixed deposits of similar remaining maturities.

Liabilities payable on demand

Liabilities payable on demand are call liabilities. Accordingly, the fair values are approximated based on the carrying amounts.

Debt issued and borrowings

Fair values are approximated based on the carrying amounts, except for the fair values of fixed rate items with remaining maturity period greater than 1 year which is calculated based on the present value of future cash flows of principal and interest, discounted at the market interest rate at the reporting date, in case where there is no active market.

Other financial instruments

Fair values of other financial instruments are approximated based on the carrying amounts.

6 Maintenance of capital fund

The Bank's objectives when managing capital are to safeguard the ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders, and to maintain an optimal capital structure to reduce the cost of capital.

In order to maintain or adjust the capital structure, the Bank may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt obligations.

The Bank is required to manage its capital funds in accordance with the Act on Undertaking of Banking Business B.E. 2551. As at 31 December 2025 and 2024, the Bank's total capital funds could be categorised as follows:

	The Bank	
	2025	2024
	<i>(in thousand Baht)</i>	
<i>Tier 1 Capital</i>		
Common Equity Tier 1 Capital (CET1)		
Paid-up share capital	6,174,196	6,174,196
Premium on share capital	2,280,020	2,280,020
Legal reserve	617,420	617,420
Net profit after appropriation	15,391,875	11,902,622
Other reserves	(12,539)	(12,931)
Capital deduction items on CET1	(1,283,046)	(484,221)
Total Common Equity Tier 1 Capital	23,167,926	20,477,106
Additional Tier 1 Capital		
Subordinated debentures classified as additional Tier 1 Capital	861,062	861,062
Total Tier 1 Capital	24,028,988	21,338,168

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	The Bank		
	2025	2024	
	<i>(in thousand Baht)</i>		
Tier 2 Capital			
Subordinated debentures classified as additional Tier 2 Capital	1,700,000	1,700,000	
General provision	1,694,589	1,432,407	
Total Tier 2 Capital	3,394,589	3,132,407	
Total Capital funds	27,423,577	24,470,575	
Total Risk-Weighted Assets	161,414,959	138,581,423	
	The BoT's regulation minimum requirement	2025 (%)	2024
Capital Adequacy Ratio/Total Risk-Weighted Assets	11.00	16.99	17.66
Tier 1 Capital Ratio/Total Risk-Weighted Assets	8.50	14.89	15.40
Common Equity Tier 1 Capital Ratio/Total Risk-Weighted Assets	7.00	14.35	14.78

As at 31 December 2025 and 2024, the Bank has no add-on arising from Single Lending Limit.

The Bank will disclose capital adequacy and capital risk exposure information for the Bank as at 31 December 2025 through the Bank's website at www.thaicreditbank.com within April 2026.

Capital management

The primary objectives of the Bank's capital management are to maintain the Bank's ability to continue as a going concern and to maintain a capital adequacy ratio in accordance with the Act on Undertaking of Banking Business B.E. 2551.

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7 Classification of financial assets and financial liabilities

	Financial instruments measured at FVTPL	Financial instruments measured at FVOCI	Consolidated 2025 Investments in equity instruments designated at FVOCI (in thousand Baht)	Financial instruments measured at amortised cost	Total
Financial assets					
Cash	-	-	-	800,373	800,373
Interbank and money market items, net	-	-	-	21,074,202	21,074,202
Financial assets measured at FVTPL	55,861	-	-	-	55,861
Investments, net					
Government and state enterprise securities	-	2,556,781	-	-	2,556,781
Private debt securities	-	13,976	-	-	13,976
Domestic non-marketable equity instruments	-	-	2,479	-	2,479
Loans to customers and accrued interest receivables, net	-	-	-	178,135,678	178,135,678
Other financial assets, net	-	-	-	2,282,551	2,282,551
Total	55,861	2,570,757	2,479	202,292,804	204,921,901
Financial liabilities					
Deposits	-	-	-	155,654,629	155,654,629
Interbank and money market items	-	-	-	19,003,605	19,003,605
Liabilities payable on demand	-	-	-	87,195	87,195
Derivative liabilities	419,899	-	-	-	419,899
Debt issued and borrowings	-	-	-	2,661,701	2,661,701
Other financial liabilities	-	-	-	2,286,172	2,286,172
Total	419,899	-	-	179,693,302	180,113,201

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	Financial instruments measured at FVTPL	Financial instruments measured at FVOCI	Consolidated 2024 Investments in equity instruments designated at FVOCI (in thousand Baht)	Financial instruments measured at amortised cost	Total
Financial assets					
Cash	-	-	-	535,223	535,223
Interbank and money market items, net	-	-	-	16,346,703	16,346,703
Financial assets measured at FVTPL	20,457	-	-	-	20,457
Investments, net					
Government and state enterprise securities	-	2,134,888	-	-	2,134,888
Private debt securities	-	12,068	-	-	12,068
Domestic non-marketable equity instruments	-	-	2,455	-	2,455
Loans to customers and accrued interest receivables, net	-	-	-	159,731,345	159,731,345
Other financial assets, net	-	-	-	1,122,725	1,122,725
Total	20,457	2,146,956	2,455	177,735,996	179,905,864
Financial liabilities					
Deposits	-	-	-	132,599,489	132,599,489
Interbank and money market items	-	-	-	20,257,742	20,257,742
Liabilities payable on demand	-	-	-	45,092	45,092
Derivative liabilities	165,198	-	-	-	165,198
Debt issued and borrowings	-	-	-	2,635,669	2,635,669
Other financial liabilities	-	-	-	2,345,694	2,345,694
Total	165,198	-	-	157,883,686	158,048,884

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	Financial instruments measured at FVTPL	Financial instruments measured at FVOCI	The Bank 2025 Investments in equity instruments designated at FVOCI (in thousand Baht)	Financial instruments measured at amortised cost	Total
Financial assets					
Cash	-	-	-	800,359	800,359
Interbank and money market items, net	-	-	-	21,069,835	21,069,835
Financial assets measured at FVTPL	55,861	-	-	-	55,861
Investments, net	-	-	-	-	-
Government and state enterprise securities	-	2,556,781	-	-	2,556,781
Private debt securities	-	13,976	-	-	13,976
Domestic non-marketable equity instruments	-	-	2,479	-	2,479
Loans to customers and accrued interest receivables, net	-	-	-	178,135,678	178,135,678
Other financial assets, net	-	-	-	2,318,142	2,318,142
Total	55,861	2,570,757	2,479	202,324,014	204,953,111
Financial liabilities					
Deposits	-	-	-	155,921,013	155,921,013
Interbank and money market items	-	-	-	19,003,605	19,003,605
Liabilities payable on demand	-	-	-	87,195	87,195
Derivative liabilities	419,899	-	-	-	419,899
Debt issued and borrowings	-	-	-	2,661,701	2,661,701
Other financial liabilities	-	-	-	2,212,542	2,212,542
Total	419,899	-	-	179,886,056	180,305,955

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	Financial instruments measured at FVTPL	Financial instruments measured at FVOCI	The Bank 2024 Investments in equity instruments designated at FVOCI (in thousand Baht)	Financial instruments measured at amortised cost	Total
Financial assets					
Cash	-	-	-	535,223	535,223
Interbank and money market items, net	-	-	-	16,343,306	16,343,306
Financial assets measured at FVTPL	20,457	-	-	-	20,457
Investments, net	-	-	-	-	-
Government and state enterprise securities	-	2,134,888	-	-	2,134,888
Private debt securities	-	12,068	-	-	12,068
Domestic non-marketable equity instruments	-	-	2,455	-	2,455
Loans to customers and accrued interest receivables, net	-	-	-	159,731,345	159,731,345
Other financial assets, net	-	-	-	1,139,087	1,139,087
Total	20,457	2,146,956	2,455	177,748,961	179,918,829
Financial liabilities					
Deposits	-	-	-	132,818,643	132,818,643
Interbank and money market items	-	-	-	20,257,742	20,257,742
Liabilities payable on demand	-	-	-	45,092	45,092
Derivative liabilities	165,198	-	-	-	165,198
Debt issued and borrowings	-	-	-	2,635,669	2,635,669
Other financial liabilities	-	-	-	2,259,363	2,259,363
Total	165,198	-	-	158,016,509	158,181,707

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8 Interbank and money market items, net (assets)

	Consolidated		The Bank	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Domestic				
Bank of Thailand	2,993,378	2,465,909	2,993,378	2,465,909
Commercial banks	11,921,051	7,659,034	11,916,684	7,655,637
Specialised financial institutions	6,000,000	6,000,000	6,000,000	6,000,000
Other financial institutions	-	50,000	-	50,000
Total	20,914,429	16,174,943	20,910,062	16,171,546
Add accrued interest receivables and undue interest receivables	1,321	1,656	1,321	1,656
Total domestic	20,915,750	16,176,599	20,911,383	16,173,202
Foreign				
US Dollar	158,452	170,104	158,452	170,104
Total foreign	158,452	170,104	158,452	170,104
Total domestic and foreign	21,074,202	16,346,703	21,069,835	16,343,306

9 Derivatives

Cash flow hedges

	Consolidated and the Bank			
	2025		2024	
Type of risk	Fair value	Notional amount	Fair value	Notional amount
	Liabilities		Liabilities	
		<i>(in thousand Baht)</i>		
Foreign exchange rate and interest rate	419,899	3,713,850	165,198	3,713,850
Total	419,899	3,713,850	165,198	3,713,850

As at 31 December 2025, the Group had a derivative with remaining maturity of 0.5 years (2024: 1.5 years).

The Group uses cross-currency interest rate swaps to hedge its exposure to variability of future cash flows on interbank and money market items (liabilities) which are floating rate and denominated in foreign currency. The nature of risks being hedged are the risk of change in foreign exchange rate and variability of interest rate.

Hedge accounting is applied where economic hedging relationships meet the hedge accounting criteria. In those hedging relationships, hedge effectiveness is assessed based on the following factors:

- There is an economic relationship between the hedged item and the hedging instrument;
- The effect of credit risk does not dominate the value changes that result from the economic relationship;
- The hedge ratio of the hedging relationship is the same in the quantity.

The Group established a hedge ratio by aligning the par amount of the hedged item and the hedging instrument. The Group applies a hedge ratio of 1:1.

As at 31 December 2025 and 2024, there was no sources of ineffectiveness in these hedging relationships.

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10 Investments, net

	Consolidated and the Bank	
	2025	2024
	<i>(in thousand Baht)</i>	
<i>Investments in debt instruments measured at FVOCI</i>		
Government and state enterprise securities	2,556,781	2,134,888
Private debt securities	13,976	12,068
Total	2,570,757	2,146,956
Allowance for expected credit loss	(6,375)	(8,047)
<i>Investments in equity instruments designated at FVOCI</i>		
Domestic non-marketable equity instruments	2,479	2,455
Total	2,479	2,455
Total investments, net	2,573,236	2,149,411

As at 31 December 2025 and 2024, the Group had some investments in securities pledged as collateral as described in note 29.

As at 31 December 2025 and 2024, the Group did not have investment in any entity in which the Group held 10% or more of the paid-up share capital of the investee company.

11 Investments in subsidiary, net

	Type of business	Type of share	Percentage of ownership interest		The Bank			
			2025	2024	2025	2024	2025	2024
			<i>(%)</i>		<i>(in thousand Baht)</i>			
Subsidiary					Cost		Dividend income	
Thai Micro Digital Solutions Co., Ltd.	Electronic payment and electronic money service	Ordinary	100.00	100.00	450,000	350,000	-	-
Total					450,000	350,000	-	-

The subsidiary is registered and has been operating in Thailand.

On 26 August 2025, the Board of Directors meeting of the Bank passed the resolutions for approval to invest in newly issued ordinary shares of Thai Micro Digital Solutions Co., Ltd., the subsidiary, in the amount of Baht 100 million (10 million ordinary shares at Baht 10 per share), increasing the total amount of the investment from Baht 350 million (35 million ordinary shares at Baht 10 per share) to Baht 450 million (45 million ordinary shares at Baht 10 per share). The increased shares have been registered with the Ministry of Commerce and paid on 1 September 2025.

12 Loans to customers and accrued interest receivables, net

12.1 Classified by loan type

	Consolidated and the Bank	
	2025	2024
	<i>(in thousand Baht)</i>	
Overdrafts	5,759,646	4,845,749
Loans	172,425,865	154,648,473
Notes	1,379,132	1,567,548
Hire-purchase receivables	2,300,910	2,096,846
Total loans to customers	181,865,553	163,158,616
Add accrued interest receivables and undue interest receivables	8,380,284	7,311,765
Total loans to customers and accrued interest receivables and undue interest receivables	190,245,837	170,470,381
Less allowance for expected credit loss	(12,110,159)	(10,739,036)
Total loans to customers and accrued interest receivables, net	178,135,678	159,731,345

12.2 Classified by residency of debtors

	Consolidated and the Bank	
	2025	2024
	<i>(in thousand Baht)</i>	
Domestic	181,865,553	163,158,616
Total	181,865,553	163,158,616

12.3 Classified by loan classification

	Consolidated and the Bank	
	2025	2024
	<i>(in thousand Baht)</i>	
Loans to customers and accrued interest receivables and undue interest receivables		
Financial assets that have not had a significant increase in credit risk (Performing)	163,580,388	145,320,287
Financial assets that have a significant increase in credit risk (Under-performing)	17,658,474	16,833,590
Financial assets that are credit-impaired (Non-performing)	9,006,975	8,316,504
Total	190,245,837	170,470,381

12.4 Loans that are credit-impaired

As at 31 December 2025 and 2024, the Group had loans that are credit-impaired under TFRS 9 per the BoT's regulations as follows:

	Consolidated and the Bank	
	2025	2024
Loans that are credit-impaired (principal)		
Loans that are credit-impaired <i>(in thousand Baht)</i>	7,643,753	7,228,417
Total loans <i>(in thousand Baht)</i>	181,865,553	163,158,616
Percentage of loans that are credit-impaired (%)	4.20	4.43

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During the year ended 31 December 2025, the Group sold parts of its loans to customers that are credit-impaired to third parties which their net carrying amount equivalent to Baht 4.3 million (2024: Baht 662.6 million).

12.5 Modified loans to customers

For the year ended 31 December

Loans to customers modified during the year ⁽¹⁾

	Consolidated and the Bank 2025	2024
	(in thousand Baht)	
Amortised cost before modification	15,015,960	14,190,651
Net modification gains (losses)	46,362	(52,577)

⁽¹⁾ Loans to customers net of allowance for expected credit loss that had only lifetime ECL

	Consolidated and the Bank 2025	2024
	(in thousand Baht)	
Loans to customers modified since initial recognition		
Gross carrying amount of loans to customers previously modified for which allowance for expected credit loss has changed during the year to an amount equal to 12-month ECL from lifetime ECL	3,460,234	2,133,046

As at 31 December 2025, the Group provided the assistance to retail debtors and small and medium enterprises under the “You Fight We Help” program regarding the Circular number Thor Por Tor. Wor. 2797/2567 by approximately 5.8% of the total gross carrying amount of loans to customers.

12.6 Hire-purchase receivables

	Consolidated and the Bank 2025						
	Portion due within 1 year	Portion due over 1 year but within 2 years	Portion due over 2 years but within 3 years	Portion due over 3 years but within 4 years	Portion due over 4 years but within 5 years	Portion due over 5 years	Total
	(in thousand Baht)						
Hire-purchase receivables	628,535	565,877	494,766	376,107	180,620	55,005	2,300,910
Less unearned interest income	-	-	-	-	-	-	-
Present value of minimum lease payments	628,535	565,877	494,766	376,107	180,620	55,005	2,300,910
Add accrued interest receivables and undue interest receivables							19,029
Less allowance for expected credit loss							(56,419)
Hire-purchase receivables, net							2,263,520

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	Consolidated and the Bank						Total
	Portion due within 1 year	Portion due over 1 year but within 2 years	Portion due over 2 years but within 3 years	Portion due over 3 years but within 4 years (in thousand Baht)	Portion due over 4 years but within 5 years	Portion due over 5 years	
Hire-purchase receivables	601,225	510,693	431,593	306,128	170,770	76,437	2,096,846
Less unearned interest income	-	-	-	-	-	-	-
Present value of minimum lease payments	601,225	510,693	431,593	306,128	170,770	76,437	2,096,846
Add accrued interest receivables and undue interest receivables							19,663
Less allowance for expected credit loss							(60,825)
Hire-purchase receivables, net							<u>2,055,684</u>

13 Allowance for expected credit loss

	Consolidated and the Bank			
	Financial assets that have not had a significant increase in credit risk	Financial assets that have a significant increase in credit risk (in thousand Baht)	Financial assets that are credit-impaired	Total
Investments in debt instruments	25	-	6,350	6,375
Loans to customers and accrued interest receivables and undue interest receivables	3,470,426	3,056,592	5,583,141	12,110,159
Other financial assets	3,726	8,606	36,156	48,488
Undrawn loan commitments and financial guarantee contracts	1,652	428	23,413	25,493
Total	<u>3,475,829</u>	<u>3,065,626</u>	<u>5,649,060</u>	<u>12,190,515</u>

	Consolidated and the Bank			
	Financial assets that have not had a significant increase in credit risk	Financial assets that have a significant increase in credit risk (in thousand Baht)	Financial assets that are credit-impaired	Total
Investments in debt instruments	21	-	8,026	8,047
Loans to customers and accrued interest receivables and undue interest receivables	2,557,652	3,095,357	5,086,027	10,739,036
Other financial assets	3,328	20,575	23,452	47,355
Undrawn loan commitments	994	174	646	1,814
Total	<u>2,561,995</u>	<u>3,116,106</u>	<u>5,118,151</u>	<u>10,796,252</u>

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The movements in allowance for expected credit loss for the years ended 31 December 2025 and 2024 were as follows:

	Financial assets that have not had a significant increase in credit risk	Consolidated and the Bank Financial assets that have a significant increase in credit risk (in thousand Baht)	Financial assets that are credit-impaired	Total
Investments in debt instruments				
At 1 January 2024	30	-	18,745	18,775
Purchased or acquired	20	-	-	20
Derecognised	(29)	-	(10,719)	(10,748)
At 31 December 2024 and 1 January 2025	21	-	8,026	8,047
Change from remeasurement of ECL	-	-	(1,676)	(1,676)
Purchased or acquired	24	-	-	24
Derecognised	(20)	-	-	(20)
At 31 December 2025	25	-	6,350	6,375
Loans to customers and accrued interest receivables and undue interest receivables				
At 1 January 2024	3,173,672	2,383,741	4,315,766	9,873,179
Change from stage reclassification	47,034	(975,414)	928,380	-
Change from remeasurement of ECL	(1,356,490)	1,470,225	2,262,760	2,376,495
Purchased or acquired	875,476	1,164,501	974,879	3,014,856
Derecognised	(182,040)	(947,696)	(1,894,905)	(3,024,641)
Written-off	-	-	(1,500,853)	(1,500,853)
At 31 December 2024 and 1 January 2025	2,557,652	3,095,357	5,086,027	10,739,036
Change from stage reclassification	507,876	(1,332,136)	824,260	-
Change from remeasurement of ECL	(322,542)	1,734,705	1,797,495	3,209,658
Purchased or acquired	1,005,875	572,721	618,080	2,196,676
Derecognised	(278,435)	(1,014,055)	(807,182)	(2,099,672)
Written-off	-	-	(1,935,539)	(1,935,539)
At 31 December 2025	3,470,426	3,056,592	5,583,141	12,110,159
Other financial assets				
At 1 January 2024	1,993	8,318	13,963	24,274
Change from stage reclassification	825	(2,128)	1,303	-
Change from remeasurement of ECL	(18)	6,974	25,051	32,007
Purchased or acquired	842	12,045	7,418	20,305
Derecognised	(314)	(4,634)	(7,785)	(12,733)
Written-off	-	-	(16,498)	(16,498)
At 31 December 2024 and 1 January 2025	3,328	20,575	23,452	47,355
Change from stage reclassification	2,108	(5,692)	3,584	-
Change from remeasurement of ECL	(1,313)	844	14,399	13,930
Purchased or acquired	450	3,006	6,959	10,415
Derecognised	(847)	(10,127)	(3,304)	(14,278)
Written-off	-	-	(8,934)	(8,934)
At 31 December 2025	3,726	8,606	36,156	48,488

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	Financial assets that have not had a significant increase in credit risk	Consolidated and the Bank Financial assets that have a significant increase in credit risk (in thousand Baht)	Financial assets that are credit-impaired	Total
Undrawn loan commitments and financial guarantee contracts				
At 1 January 2024	1,726	120	10	1,856
Change from stage reclassification	(65)	(77)	142	-
Change from remeasurement of ECL	(844)	115	494	(235)
Purchased or acquired	326	16	-	342
Derecognised	(149)	-	-	(149)
At 31 December 2024 and 1 January 2025	994	174	646	1,814
Change from stage reclassification	(42)	(95)	137	-
Change from remeasurement of ECL	(35)	279	23,250	23,494
Purchased or acquired	817	70	-	887
Derecognised	(82)	-	(620)	(702)
At 31 December 2025	1,652	428	23,413	25,493

14 Properties for sale, net

	At 1 January 2025	Consolidated and the Bank Additions (in thousand Baht)	Disposals	At 31 December 2025
Assets from settlement of debts*				
- Immovable assets	1,076,534	180,698	(2,380)	1,254,852
- Movable assets	-	9,158	-	9,158
Total	1,076,534	189,856	(2,380)	1,264,010
Less allowance for impairment loss	(2,692)	(19,276)	-	(21,968)
Net	1,073,842	170,580	(2,380)	1,242,042

	At 1 January 2024	Consolidated and the Bank Additions (in thousand Baht)	Disposals	At 31 December 2024
Assets from settlement of debts*				
- Immovable assets	907,645	168,889	-	1,076,534
- Movable assets	4,640	-	(4,640)	-
Total	912,285	168,889	(4,640)	1,076,534
Less allowance for impairment loss	(1,474)	(3,628)	2,410	(2,692)
Net	910,811	165,261	(2,230)	1,073,842

* Assets from settlement of debts include properties foreclosed transferred under the Bank of Thailand's supportive measure to acquire collateral assets for debt repayment.

As at 31 December 2025 and 2024, all immovable assets from settlement of debts were appraised by external appraisers.

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15 Premises and equipment, net

	Premises	Leasehold improvement	Furniture and equipment	Consolidated Computers and accessories (in thousand Baht)	Right-of-use assets	Others	Total
<i>Cost</i>							
At 1 January 2024	247,901	404,453	285,165	355,945	989,740	13,008	2,296,212
Additions	-	18,751	25,071	95,889	408,812	33,460	581,983
Transfers in (out)	-	43,354	39	-	-	(43,393)	-
Disposals	-	(5,955)	(8,069)	(23,823)	-	-	(37,847)
Write-off	-	(3,466)	(8,774)	(58)	(299,170)	-	(311,468)
At 31 December 2024 and 1 January 2025	247,901	457,137	293,432	427,953	1,099,382	3,075	2,528,880
Additions	-	35,745	32,264	120,729	551,466	67,696	807,900
Transfers in (out)	-	58,467	159	-	-	(58,626)	-
Disposals	-	(184)	(14,447)	(11,562)	-	-	(26,193)
Write-off	-	(11,234)	(204)	(63)	(227,626)	-	(239,127)
At 31 December 2025	247,901	539,931	311,204	537,057	1,423,222	12,145	3,071,460
<i>Accumulated depreciation</i>							
At 1 January 2024	(20,811)	(289,225)	(233,390)	(223,337)	(188,699)	-	(955,462)
Depreciation charge for the year	(9,936)	(41,501)	(23,296)	(48,624)	(138,718)	-	(262,075)
Disposals	-	5,725	7,948	23,791	-	-	37,464
Write-off	-	3,162	8,679	58	119,031	-	130,930
At 31 December 2024 and 1 January 2025	(30,747)	(321,839)	(240,059)	(248,112)	(208,386)	-	(1,049,143)
Depreciation charge for the year	(9,909)	(41,894)	(22,250)	(72,310)	(158,183)	-	(304,546)
Disposals	-	184	14,383	11,405	-	-	25,972
Write-off	-	8,461	178	63	107,648	-	116,350
At 31 December 2025	(40,656)	(355,088)	(247,748)	(308,954)	(258,921)	-	(1,211,367)
<i>Net book value</i>							
At 31 December 2024	217,154	135,298	53,373	179,841	890,996	3,075	1,479,737
At 31 December 2025	207,245	184,843	63,456	228,103	1,164,301	12,145	1,860,093

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	Premises	Leasehold improvement	Furniture and equipment	The Bank Computers and accessories (in thousand Baht)	Right-of-use assets	Others	Total
Cost							
At 1 January 2024	247,901	402,566	284,490	354,079	985,807	13,008	2,287,851
Additions	-	18,709	25,067	95,645	408,812	33,460	581,693
Transfers in (out)	-	43,354	39	-	-	(43,393)	-
Disposals	-	(5,955)	(8,069)	(23,823)	-	-	(37,847)
Write-off	-	(3,466)	(8,774)	(58)	(299,170)	-	(311,468)
At 31 December 2024 and 1 January 2025	247,901	455,208	292,753	425,843	1,095,449	3,075	2,520,229
Additions	-	35,745	32,264	120,358	551,118	67,696	807,181
Transfers in (out)	-	58,467	159	-	-	(58,626)	-
Disposals	-	(184)	(14,447)	(11,562)	-	-	(26,193)
Write-off	-	(11,234)	(204)	(63)	(223,693)	-	(235,194)
At 31 December 2025	247,901	538,002	310,525	534,576	1,422,874	12,145	3,066,023
Accumulated depreciation							
At 1 January 2024	(20,811)	(288,688)	(233,156)	(222,556)	(186,815)	-	(952,026)
Depreciation charge for the year	(9,936)	(41,140)	(23,166)	(48,231)	(137,735)	-	(260,208)
Disposals	-	5,725	7,948	23,791	-	-	37,464
Write-off	-	3,162	8,679	58	119,031	-	130,930
At 31 December 2024 and 1 January 2025	(30,747)	(320,941)	(239,695)	(246,938)	(205,519)	-	(1,043,840)
Depreciation charge for the year	(9,909)	(41,527)	(22,131)	(71,925)	(157,782)	-	(303,274)
Disposals	-	184	14,383	11,405	-	-	25,972
Write-off	-	8,461	178	63	104,698	-	113,400
At 31 December 2025	(40,656)	(353,823)	(247,265)	(307,395)	(258,603)	-	(1,207,742)
Net book value							
At 31 December 2024	217,154	134,267	53,058	178,905	889,930	3,075	1,476,389
At 31 December 2025	207,245	184,179	63,260	227,181	1,164,271	12,145	1,858,281

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16 Intangible assets, net

	Consolidated			
	Computer software	Initial service fee of ITMX	Computer software under installation	Total
	<i>(in thousand Baht)</i>			
Cost				
At 1 January 2024	351,586	32,621	93,855	478,062
Additions	15,513	-	46,492	62,005
Transfers in (out)	56,543	-	(56,543)	-
At 31 December 2024 and 1 January 2025	423,642	32,621	83,804	540,067
Additions	26,543	-	50,364	76,907
Write-off	(28,128)	-	(2,980)	(31,108)
Transfers in (out)	35,080	-	(35,080)	-
At 31 December 2025	457,137	32,621	96,108	585,866
Accumulated amortisation				
At 1 January 2024	(232,796)	-	-	(232,796)
Amortisation charge for the year	(25,411)	-	-	(25,411)
At 31 December 2024 and 1 January 2025	(258,207)	-	-	(258,207)
Amortisation charge for the year	(35,678)	-	-	(35,678)
Write-off	11,901	-	-	11,901
At 31 December 2025	(281,984)	-	-	(281,984)
Net book value				
At 31 December 2024	165,435	32,621	83,804	281,860
At 31 December 2025	175,153	32,621	96,108	303,882

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		The Bank		
	Computer software	Initial service fee of ITMX	Computer software under installation	Total
		<i>(in thousand Baht)</i>		
Cost				
At 1 January 2024	323,750	32,621	91,476	447,847
Additions	15,634	-	39,285	54,919
Transfers in (out)	56,313	-	(56,313)	-
At 31 December 2024 and 1 January 2025	395,697	32,621	74,448	502,766
Additions	26,525	-	39,377	65,902
Transfers in (out)	17,812	-	(17,812)	-
At 31 December 2025	440,034	32,621	96,013	568,668
Accumulated amortisation				
At 1 January 2024	(225,747)	-	-	(225,747)
Amortisation charge for the year	(22,617)	-	-	(22,617)
At 31 December 2024 and 1 January 2025	(248,364)	-	-	(248,364)
Amortisation charge for the year	(32,971)	-	-	(32,971)
At 31 December 2025	(281,335)	-	-	(281,335)
Net book value				
At 31 December 2024	147,333	32,621	74,448	254,402
At 31 December 2025	158,699	32,621	96,013	287,333

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17 Deferred tax assets, net

	At 1 January 2025	Consolidated (Charged) / credited to:		At 31 December 2025
		Profit or loss	Other comprehensive income (note 41) (in thousand Baht)	
Deferred tax assets				
Investments	826	(826)	-	-
Loans to customers and accrued interest receivables	-	715,049	-	715,049
Properties for sale	538	3,855	-	4,393
Debt issued and borrowings	14,922	5,206	-	20,128
Provisions	71,462	18,396	3,288	93,146
Lease liabilities	181,087	57,116	-	238,203
Cash flow hedges	4,015	-	429	4,444
Total	272,850	798,796	3,717	1,075,363
Deferred tax liabilities				
Interbank and money market items	(4,737)	3,141	-	(1,596)
Financial assets measured at fair value through profit or loss	-	(7,080)	-	(7,080)
Investments	-	492	(527)	(35)
Loans to customers and accrued interest receivables	(8,910)	8,910	-	-
Right-of-use assets	(178,200)	(54,659)	-	(232,859)
Total	(191,847)	(49,196)	(527)	(241,570)
Net	81,003	749,600	3,190	833,793

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	At 1 January 2024	Consolidated (Charged) / credited to:		At 31 December 2024
		Profit or loss	Other comprehensive income	
		(note 41)		
		(in thousand Baht)		
Deferred tax assets				
Investments	4,064	(2,146)	(1,092)	826
Loans to customers and accrued interest receivables	138,075	(138,075)	-	-
Properties for sale	3,743	(3,205)	-	538
Debt issued and borrowings	10,141	4,781	-	14,922
Provisions	54,841	14,492	2,129	71,462
Lease liabilities	162,272	18,815	-	181,087
Cash flow hedges	6,340	-	(2,325)	4,015
Total	379,476	(105,338)	(1,288)	272,850
Deferred tax liabilities				
Interbank and money market items	(7,762)	3,025	-	(4,737)
Loans to customers and accrued interest receivables	-	(8,910)	-	(8,910)
Right-of-use assets	(160,209)	(17,991)	-	(178,200)
Total	(167,971)	(23,876)	-	(191,847)
Net	211,505	(129,214)	(1,288)	81,003

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	At 1 January 2025	The Bank (charged) / credited to:		At 31 December 2025
		Profit or loss	Other comprehensive income	
		(note 41)		
		(in thousand Baht)		
Deferred tax assets				
Investments	826	(826)	-	-
Loans to customers and accrued interest receivables	-	715,049	-	715,049
Properties for sale	538	3,855	-	4,393
Debt issued and borrowings	14,922	5,206	-	20,128
Provisions	70,952	18,148	3,326	92,426
Lease liabilities	180,861	57,335	-	238,196
Cash flow hedges	4,015	-	429	4,444
Total	272,114	798,767	3,755	1,074,636
Deferred tax liabilities				
Interbank and money market items	(4,737)	3,141	-	(1,596)
Financial assets measured at fair value through profit or loss	-	(7,080)	-	(7,080)
Investments	-	492	(527)	(35)
Loans to customers and accrued interest receivables	(8,910)	8,910	-	-
Right-of-use assets	(177,986)	(54,868)	-	(232,854)
Total	(191,633)	(49,405)	(527)	(241,565)
Net	80,481	749,362	3,228	833,071

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	At 1 January 2024	The Bank (Charged) / credited to:		At 31 December 2024
		Profit or loss	Other comprehensive income	
		(note 41) (in thousand Baht)		
Deferred tax assets				
Investments	4,064	(2,146)	(1,092)	826
Loans to customers and accrued interest receivables	138,075	(138,075)	-	-
Properties for sale	3,743	(3,205)	-	538
Debt issued and borrowings	10,141	4,781	-	14,922
Provisions	54,581	14,254	2,117	70,952
Lease liabilities	161,847	19,014	-	180,861
Cash flow hedges	6,340	-	(2,325)	4,015
Total	378,791	(105,377)	(1,300)	272,114
Deferred tax liabilities				
Interbank and money market items	(7,762)	3,025	-	(4,737)
Loans to customers and accrued interest receivables	-	(8,910)	-	(8,910)
Right-of-use assets	(159,799)	(18,187)	-	(177,986)
Total	(167,561)	(24,072)	-	(191,633)
Net	211,230	(129,449)	(1,300)	80,481

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18 Other assets, net

	Consolidated		The Bank	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Receivables eligible from government policy	582,041	189,292	582,041	189,292
Suspense debtors	524,217	243,043	554,252	251,747
Collateral per Credit Support Annex	468,600	168,900	468,600	168,900
Advance to customers	373,394	294,332	373,394	294,332
Prepaid expenses - TCG	291,131	208,079	291,131	208,079
Other receivables, net	175,046	100,568	175,046	100,568
Deposits and guarantee	103,711	82,289	103,711	82,289
Accrued fee income	68,801	52,733	74,543	60,478
Receivables - counter service	14,874	18,297	14,874	18,297
Others	61,044	44,684	50,922	37,349
Total	2,662,859	1,402,217	2,688,514	1,411,331

19 Deposits

19.1 Classified by type of deposits

	Consolidated		The Bank	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Current	65,419	113,986	207,271	200,997
Savings	44,111,668	36,368,281	44,236,200	36,500,424
Term	111,477,542	96,117,222	111,477,542	96,117,222
Total	155,654,629	132,599,489	155,921,013	132,818,643

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19.2 Classified by currency and residency of depositors

	Consolidated		The Bank	
	2025	2024	2025	2024
	Domestic		Domestic	
	(in thousand Baht)			
Thai Baht	155,654,629	132,599,489	155,921,013	132,818,643
Total	155,654,629	132,599,489	155,921,013	132,818,643

20 Interbank and money market items (liabilities)

	Consolidated and the Bank	
	2025	2024
	<i>(in thousand Baht)</i>	
Domestic		
Bank of Thailand	10,890,212	15,803,417
Specialised financial institutions	4,263,238	467,447
Other financial institutions	541,962	441,832
Total domestic	15,695,412	16,712,696
Foreign		
US Dollar	3,308,193	3,545,046
Total foreign	3,308,193	3,545,046
Total domestic and foreign	19,003,605	20,257,742

21 Debt issued and borrowings

As at 31 December 2025 and 2024, debt issued and borrowings, which were issued in Thailand and denominated entirely in Thai Baht, consist of the following:

	Year of maturity	Interest rate (%)	Consolidated and the Bank	
			2025	2024
			<i>(in thousand Baht)</i>	
Perpetual subordinated debentures counted as a part of Tier 1 Capital	2026 ⁽¹⁾	5.00	961,701	935,669
Subordinated debentures counted as a part of Tier 2 Capital	2033	6.00	1,700,000	1,700,000
Total			2,661,701	2,635,669

⁽¹⁾ The year in which call option exercise period starts

On 27 May 2021, the Bank issued the perpetual subordinated debentures to be counted as Additional Tier 1 Capital under Basel III requirement, par value at Baht 1,150 million, which has no expiry date and bears a fixed interest rate at 5.00% per annum, payable interest semi-annually in May and November of every year. The debentures were offered to private placement (institutional investors, High Net Worth investors and related parties to the Group). The Bank can early redeem the perpetual subordinated debentures to be counted as Additional Tier 1 Capital after 5 years from the issued date or according to certain specified conditions. The Bank has to seek an approval from the Bank of Thailand for early redemption.

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On 15 June 2023, the Bank issued the subordinated debentures to be counted as Additional Tier 2 Capital under Basel III requirement, par value at Baht 1,700 million, which has a 10-year maturity, and bears a fixed interest rate at 6.00% per annum, payable interest semi-annually in June and December of each year. The debentures were offered to private placement (institutional investors and High Net Worth investors or Ultra High Net Worth investors). The Bank can early redeem the subordinated debentures to be counted as Additional Tier 2 Capital after 5 years from the issued date or according to certain specified conditions. The Bank has to seek an approval from the Bank of Thailand for early redemption.

22 Provisions

	Consolidated		The Bank	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Provision for employee benefits	448,814	342,115	445,892	340,221
Provision for dismantling of leasehold improvement	29,901	20,466	29,901	20,466
Allowance for expected credit loss of undrawn loan commitments and financial guarantee contracts	25,493	1,814	25,493	1,814
Provision for performance guarantee	-	14,776	-	14,776
Total	504,208	379,171	501,286	377,277

As at 31 December 2025, the Group was exposed to credit risk in respect of undrawn loan commitments and financial guarantee contracts totaling of Baht 771.8 million (2024: Baht 451.7 million).

Provision for employee benefits

	Consolidated		The Bank	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Defined benefit plan	448,814	342,115	445,892	340,221
Total	448,814	342,115	445,892	340,221

The Group operates a defined benefit plan based on the requirement of Thai Labour Protection Act B.E. 2541 (1998) to provide retirement benefits to employees based on pensionable remuneration and length of service. The defined benefit plans expose the Group to actuarial risks, such as longevity risk, interest rate risk and market (investment) risk.

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Present value of the defined benefit obligations

	Consolidated		The Bank	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
At 1 January	342,115	261,152	340,221	260,137
Recognised in profit or loss:				
Current service cost	84,174	69,225	83,002	68,434
Interest on obligation	7,563	6,817	7,519	6,789
	<u>91,737</u>	<u>76,042</u>	<u>90,521</u>	<u>75,223</u>
Recognised in other comprehensive income				
Actuarial loss (gain)				
- Demographic assumptions	8,705	3,581	8,789	3,624
- Financial assumptions	20,753	8,805	20,576	8,722
- Experience adjustment	(13,016)	(1,746)	(12,735)	(1,766)
	<u>16,442</u>	<u>10,640</u>	<u>16,630</u>	<u>10,580</u>
Others				
Benefit paid	(1,480)	(5,719)	(1,480)	(5,719)
	<u>(1,480)</u>	<u>(5,719)</u>	<u>(1,480)</u>	<u>(5,719)</u>
At 31 December	448,814	342,115	445,892	340,221

Actuarial assumptions

	Consolidated		The Bank	
	2025	2024	2025	2024
	<i>(%)</i>			
Discount rate	1.45 - 1.57	2.21 - 2.31	1.45	2.21
Future salary growth	5.00	5.00	5.00	5.00

Assumptions regarding future mortality have been based on published statistics and mortality tables.

At 31 December 2025, the Group's and the Bank's weighted-average durations of the defined benefit obligation were 6.7 - 8.4 years and 6.7 years, respectively (2024: 6.8 - 9.5 years and 6.8 years, respectively).

Sensitivity analysis

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligation by the amounts shown below.

	Consolidated		The Bank	
	Increase	Decrease	Increase	Decrease
	<i>(in thousand Baht)</i>			
2025				
Discount rate (1% movement)	(27,438)	30,815	(27,209)	30,559
Future salary growth (1% movement)	27,410	(24,943)	27,171	(24,725)
2024				
Discount rate (1% movement)	(21,373)	23,897	(21,207)	23,710
Future salary growth (1% movement)	21,181	(19,343)	21,005	(19,184)

23 Other liabilities

24 Advance received from electronic payment

25 Offsetting of financial assets and financial liabilities

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Consolidated 2024						
	Gross carrying amount	Amount to be offset in statement of financial position	Net amount presented in statement of financial position (in thousand Baht)	Amount of unoffsetting in statement of financial position		Net amount
				Offsetting amount which is not met the accounting standard's conditions	Relevant financial collateral amount	
Financial assets						
Reverse repurchase agreements	13,400,000	-	13,400,000	-	13,528,871	-
Payment services receivables	62,459	46,273	16,186	-	-	16,186
Total	13,462,459	46,273	13,416,186	-	13,528,871	16,186
Financial liabilities						
Derivative liabilities	165,198	-	165,198	-	168,900	-
Total	165,198	-	165,198	-	168,900	-
The Bank 2025						
	Gross carrying amount	Amount to be offset in statement of financial position	Net amount presented in statement of financial position (in thousand Baht)	Amount of unoffsetting in statement of financial position		Net amount
				Offsetting amount which is not met the accounting standard's conditions	Relevant financial collateral amount	
Financial assets						
Reverse repurchase agreements	17,700,000	-	17,700,000	-	17,890,077	-
Total	17,700,000	-	17,700,000	-	17,890,077	-
Financial liabilities						
Derivative liabilities	419,899	-	419,899	-	468,600	-
Total	419,899	-	419,899	-	468,600	-

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The Bank 2024						
	Gross carrying amount	Amount to be offset in statement of financial position	Net amount presented in statement of financial position (in thousand Baht)	Amount of unoffsetting in statement of financial position		Net amount
				Offsetting amount which is not met the accounting standard's conditions	Relevant financial collateral amount	
Financial assets						
Reverse repurchase agreements	13,400,000	-	13,400,000	-	13,528,871	-
Total	13,400,000	-	13,400,000	-	13,528,871	-
Financial liabilities						
Derivative liabilities	165,198	-	165,198	-	168,900	-
Total	165,198	-	165,198	-	168,900	-

Reconciliation of net amount presented in statement of financial position with the caption in statement of financial position as follows:

Consolidated 2025					
	Net amount presented in statement of financial position (in thousand Baht)	Caption in statement of financial position	Note	Carrying amount presented in statement of financial position (in thousand Baht)	Carrying amount in statement of financial position not under the offsetting conditions
Financial assets					
Reverse repurchase agreements	17,700,000	Interbank and money market, net (assets)	8	21,074,202	3,374,202
Payment services receivables	21,701	Other assets, net	18	2,662,859	2,641,158
Total	17,721,701			23,737,061	6,015,360
Financial liabilities					
Derivative liabilities	419,899	Derivative liabilities	9	419,899	-
Total	419,899			419,899	-

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Consolidated 2024					
	Net amount presented in statement of financial position <i>(in thousand Baht)</i>	Caption in statement of financial position	<i>Note</i>	Carrying amount presented in statement of financial position <i>(in thousand Baht)</i>	Carrying amount in statement of financial position not under the offsetting conditions
Financial assets					
Reverse repurchase agreements	13,400,000	Interbank and money market, net (assets)	8	16,346,703	2,946,703
Payment services receivables	16,186	Other assets, net	18	1,402,217	1,386,031
Total	13,416,186			17,748,920	4,332,734
Financial liabilities					
Derivative liabilities	165,198	Derivative liabilities	9	165,198	-
Total	165,198			165,198	-
The Bank 2025					
	Net amount presented in statement of financial position <i>(in thousand Baht)</i>	Caption in statement of financial position	<i>Note</i>	Carrying amount presented in statement of financial position <i>(in thousand Baht)</i>	Carrying amount in statement of financial position not under the offsetting conditions
Financial assets					
Reverse repurchase agreements	17,700,000	Interbank and money market, net (assets)	8	21,069,835	3,369,835
Total	17,700,000			21,069,835	3,369,835
Financial liabilities					
Derivative liabilities	419,899	Derivative liabilities	9	419,899	-
Total	419,899			419,899	-

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The Bank 2024					
	Net amount presented in statement of financial position <i>(in thousand Baht)</i>	Caption in statement of financial position	Note	Carrying amount presented in statement of financial position <i>(in thousand Baht)</i>	Carrying amount in statement of financial position not under the offsetting conditions
Financial assets					
Reverse repurchase agreements	13,400,000	Interbank and money market, net (assets)	8	16,343,306	2,943,306
Total	13,400,000			16,343,306	2,943,306
Financial liabilities					
Derivative liabilities	165,198	Derivative liabilities	9	165,198	-
Total	165,198			165,198	-

26 Premium on share capital

Section 51 of the Public Limited Companies Act, B.E. 2535 (1992) requires that a public company to set aside share subscription monies received in excess of the par value of the shares issued to a reserve account ("Share premium"). Share premium is not available for dividend distribution.

27 Reserve

Reserves comprise:

Appropriations of profit and/or retained earnings

Legal reserve

Section 116 of the Public Limited Companies Act B.E. 2535 (1992) requires that a public company shall allocate not less than 5% of its annual net profit, less any accumulated losses brought forward, to a reserve account ("legal reserve"), until this account reaches an amount not less than 10% of the registered authorised capital. The legal reserve is not available for dividend distribution.

Other components of equity

Fair value changes in investments in debt instruments measured at FVOCI and equity instruments designated at FVOCI

The fair value changes in investments in debt instruments measured at FVOCI and equity instruments designated at FVOCI within equity comprises the cumulative net change in the fair value of investments in debt instruments measured at FVOCI and equity instruments designated at FVOCI and the allowance for ECL for debt instruments measured at FVOCI until the investments are derecognised or reclassified.

Fair value changes in hedging instruments used in cash flow hedges

The fair value changes in hedging instrument used in cash flow hedges comprise the effective portion of the cumulative net change in the fair value of hedging instrument used in cash flow hedges pending subsequent recognition in profit or loss.

28 Dividend

On 28 April 2025, the Annual General Meeting of Shareholders approved the dividend payment from the 2024 operating results to the ordinary shareholders of the Bank at the rate Baht 0.60 per share, amounting to Baht 740.9 million. The Bank paid such dividends to the shareholders on 28 May 2025.

29 Assets pledged as collateral and under restriction

	Consolidated and the Bank	
	2025	2024
	<i>(in thousand Baht)</i>	
Investments in securities		
- Pledged as collateral for liquidity management ⁽¹⁾	<u>1,555,323⁽²⁾</u>	<u>1,585,033⁽²⁾</u>
Total	<u>1,555,323</u>	<u>1,585,033</u>

⁽¹⁾ The Bank of Thailand requires the Group to maintain the Securities Requirement for Settlement (SRS) and maintain the Intraday Liquidity Facility.

⁽²⁾ As at 31 December 2025, the Group's minimum requirement to maintain the Securities Requirement for Settlement (SRS) and maintain the Intraday Liquidity Facility was Baht 960.3 million (2024: Baht 893.3 million).

As at 31 December 2025, the Bank holds an investment in equity instruments of an entity with a fair value of Baht 55.9 million that are subject to contractual sale restrictions. The equity instruments are subject to a one-year sale restrictions starting from 4 August 2025, which was the date that the entity's equity instruments were resumed trading on the SET. After six months, up to 25.0% of the equity instruments could be sold, with the remaining portion eligible for sale once the one-year restriction period ends.

30 Contingent liabilities

	Consolidated		The Bank	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Other contingencies				
- Amount of unused bank overdrafts	4,635,485	4,219,768	4,635,485	4,219,768
- Other guarantees	106,571	145,627	106,571	145,627
- Unused committed credit lines	103,970	123,526	103,970	123,526
- Others	220,567	305,397	198,252	283,082
Total	<u>5,066,593</u>	<u>4,794,318</u>	<u>5,044,278</u>	<u>4,772,003</u>

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31 Related parties

Relationships with the parent of the Group, the ultimate parent of the Group, and subsidiary are described in note 1 and 11. Other related parties which the Group had significant transactions with during the year were as follows:

Name of entities	Country of incorporation/ nationality	Nature of relationship
Key management personnel	Thai and other nationalities	Persons having authority and responsibility for planning, directing and controlling the activities of the Bank, directly or indirectly, including any director (whether executive or otherwise) of the Bank and its subsidiary
Thai Life Insurance Public Company Limited	Thailand	Entity in the same group
Thai Health Insurance Public Company Limited	Thailand	Entity in the same group
Thai Paiboon Insurance Public Company Limited	Thailand	Entity in the same group
Thai Asia Pacific Brewery Co., Ltd.	Thailand	Entity in the same group
V. One Asset Co., Ltd.	Thailand	Entity in the same group
V.C. Liquor Company Limited	Thailand	Entity in the same group
GLX Bangkok Company Limited	Thailand	Entity in the same group
T.C. Insurance Broker Service Co., Ltd.	Thailand	Entity in the same group
T.A.B. Brokers Company Limited	Thailand	Entity in the same group
T A P Trading Co., Ltd.	Thailand	Entity in the same group
Phetch Trading Co., Ltd.	Thailand	Entity in the same group
Thai Life. 52 Co., Ltd.	Thailand	Entity in the same group
Yartsamphan Co., Ltd.	Thailand	Entity in the same group
Hotels and Resorts Co., Ltd.	Thailand	Entity in the same group
T.L. Management Co., Ltd.	Thailand	Entity in the same group
Sub Sri Thai Public Company Limited	Thailand	Entity in which key management personnel or their close family members are major shareholders
Jerdsee Company Limited	Thailand	Entity in which key management personnel or their close family members are major shareholders
V.73 Co., Ltd.	Thailand	Entity in which key management personnel or their close family members are major shareholders
Mahaphol Apartment Co., Ltd.	Thailand	Entity in which key management personnel or their close family members are major shareholders
Fortuna Capital Co., Ltd.	Thailand	Entity in which key management personnel or their close family members are major shareholders
Well Glass Co., Ltd.	Thailand	Entity in which key management personnel or their close family members are major shareholders
Wan Brothers Co., Ltd.	Thailand	Entity in which key management personnel or their close family members are major shareholders
OCA Investment Holdings I Pte. Ltd.	Singapore	Entity in which key management personnel or their close family members are management personnel
BBGI Public Company Limited	Thailand	Entity in which key management personnel or their close family members are management personnel
Thachaisri Company Limited	Thailand	Entity in which key management personnel or their close family members are management personnel

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Name of entities	Country of incorporation/ nationality	Nature of relationship			
Thai Credit Foundation	Thailand	Foundation in which key management personnel or their close family members are management personnel			
Significant transactions with related parties		Consolidated		The Bank	
For the year ended 31 December		2025	2024	2025	2024
		<i>(in thousand Baht)</i>			
Interest income					
Key management personnel of the Bank		8	131	8	131
Interest expenses					
Parent company		190,977	187,620	190,977	187,620
Subsidiary		-	-	589	625
Other related parties		27,693	22,920	27,693	22,920
Key management personnel of the Bank		2,104	1,297	2,104	1,297
Fees and service income					
Subsidiary		-	-	31,113	36,093
Other related parties		382,204	321,910	382,204	321,910
Other operating income					
Parent company		1,609	1,439	1,609	1,439
Subsidiary		-	-	9,477	9,254
Other related parties		103,266	146,429	103,203	145,211
Other operating expenses					
Rental expenses					
Ultimate parent company		1,200	1,200	1,200	1,200
Other related parties		50,655	45,003	50,655	45,003
Others					
Ultimate parent company		37	37	37	37
Subsidiary		-	-	79,498	85,942
Other related parties		18,453	15,608	18,453	15,608
Balances with related parties		Consolidated		The Bank	
At 31 December		2025	2024	2025	2024
		<i>(in thousand Baht)</i>			
Loans to customers and accrued interest receivables, net					
Key management personnel of the Bank		-	2,308	-	2,308
Other assets					
Ultimate parent company		120	120	120	120
Parent company		19	3	19	3
Subsidiary		-	-	36,271	33,827
Other related parties		76,985	60,024	76,977	60,010

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Balances with related parties At 31 December	Consolidated		The Bank	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Deposits				
Parent company	4,134,290	3,638,153	4,134,290	3,638,153
Subsidiary	-	-	266,384	219,154
Other related parties	1,167,753	1,058,003	1,167,753	1,058,003
Key management personnel of the Bank	204,378	103,041	204,378	103,041
Interbank and money market items (liabilities)				
Other related parties	318,285	318,318	318,285	318,318
Debt issued and borrowings				
Parent company	2,536,262	2,513,625	2,536,262	2,513,625
Other related parties	125,439	122,044	125,439	122,044
Other liabilities				
Parent company	10,066	10,001	10,066	10,001
Subsidiary	-	-	39,363	33,570
Other related parties	9,142	10,020	9,142	10,020
Key management personnel of the Bank	800	704	800	704

As at 31 December 2025, the Bank's debt issued and borrowings from the parent company and other related party have the par value at Baht 2,850 million (2024: Baht 2,850 million). Key terms and conditions were disclosed in note 21.

Significant agreements with related parties

The Bank had loan agreement with key management personnel of the Bank for the total credit limit of Baht 15 million for a period of 5 years. Interest rate was offered at staff welfare rate. The loan was fully paid off in February 2025.

The Bank has deposit agreements with several related parties. Interest rates are offered at contractually agreed rates.

The Bank has served as service agreements with other related parties to be an agent of life insurance, health insurance and non-life insurance products. The Bank is committed to receive bancassurance fees and promotion fees as specified in the agreements. Bancassurance fees are determined by product with no contractual life. Promotion fee agreements have a period of 1 year.

The Bank has served as several service agreements with a subsidiary, regarding to KYC ("Know Your Customer") and CDD ("Customer Due Diligence") operation, public relations and introduction of Micro Pay products and a Hosting Infrastructure for a period of 2 years. The Bank is committed to receive the service fee as specified in the agreements. Service fee will be revisited every time when the agreements are due.

The Bank has served as shared service agreements with a parent company and a subsidiary regarding to management services and advisory services in various fields for a period of 1 year. The Bank is committed to receive the service fee as specified in the agreements. Service fee will be revisited every time when the agreements are due.

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The Bank has been served as a service agreement with a subsidiary regarding to loan disbursement and loan repayment channel through Micro Pay e-Wallet for a period of 2 years. The Bank is committed to pay the service fee as specified in the agreement. Service fee will be revisited every time when the agreement is due.

The Bank has office lease agreements with a parent company and a subsidiary for a period of 3 years. The Bank is committed to receive the rental fee as specified in the agreements. Rental fee will be revisited every time when the agreements are due.

The Bank has office rental agreements with other related parties for a period of 3 years. The Bank is committed to pay the rental fee as specified in the agreements. Rental fee will be revisited every time when the agreements are due.

Letters of guarantees

As at 31 December 2025, the Bank issued letters of guarantees to a subsidiary amounted to Baht 1.5 million (2024: Baht 6.5 million).

32 Other benefits to directors and persons with managing authority

The Group has not paid other benefits to directors and executives except for the benefits that are normally paid such as directors' fee, directors' bonus, executives' salary and bonus.

33 Leases

33.1 Leases as lessee

As at 31 December 2025, the Group has several lease agreements of building, office spaces and vehicles with local companies and non-related persons for a period of 1 - 13 years (2024: 1 - 13 years). Lease payment is specified in the agreements.

Right-of-use assets

	Building and office spaces	Consolidated Vehicles (in thousand Baht)	Total
At 1 January 2024	793,937	7,104	801,041
Additions	401,339	7,473	408,812
Depreciation charge for the year	(134,646)	(4,072)	(138,718)
Write-off	(180,139)	-	(180,139)
At 31 December 2024 and 1 January 2025	880,491	10,505	890,996
Additions	538,256	13,210	551,466
Depreciation charge for the year	(152,797)	(5,386)	(158,183)
Write-off	(118,995)	(983)	(119,978)
At 31 December 2025	1,146,955	17,346	1,164,301

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	Building and office spaces	The Bank Vehicles (in thousand Baht)	Total
At 1 January 2024	793,937	5,055	798,992
Additions	401,339	7,473	408,812
Depreciation charge for the year	(134,646)	(3,089)	(137,735)
Write-off	(180,139)	-	(180,139)
At 31 December 2024 and 1 January 2025	880,491	9,439	889,930
Additions	538,256	12,862	551,118
Depreciation charge for the year	(152,797)	(4,985)	(157,782)
Write-off	(118,995)	-	(118,995)
At 31 December 2025	1,146,955	17,316	1,164,271

Lease liabilities

	Consolidated		The Bank	
	2025	2024	2025	2024
	(in thousand Baht)			
Less than 1 year	184,975	150,497	184,945	149,431
1 year to 5 years	561,912	402,467	561,912	402,378
Over 5 years	571,993	450,610	571,993	450,610
Total undiscounted lease liabilities	1,318,880	1,003,574	1,318,850	1,002,419
Lease liabilities included in the statement of financial position	1,187,870	902,374	1,187,840	901,246

Amount recognised in profit or loss

	Consolidated		The Bank	
For the year ended 31 December	2025	2024	2025	2024
	(in thousand Baht)			
Income from subleasing	180	175	1,439	1,397
Depreciation for right-of-use assets				
- Building and office spaces	(152,797)	(134,646)	(152,797)	(134,646)
- Vehicles	(5,386)	(4,072)	(4,985)	(3,089)
Interest expense on lease liabilities	(23,590)	(19,998)	(23,579)	(19,931)
Expenses relating to short-term leases	(613)	(734)	(613)	(734)
Expenses relating to leases for which the underlying asset is of low value	(62,811)	(59,778)	(62,811)	(59,778)

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33.2 Leases as lessor

Operating leases

The Bank has office spaces agreements to the parent company and its subsidiary as disclosed in note 31.

The following table sets out the maturity analysis of lease payments, showing undiscounted lease payments to be received as at 31 December 2025 and 2024.

	Consolidated		The Bank	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
1 st year	179	-	1,434	-
2 nd year	179	-	807	-
3 rd year	-	-	627	-
Total	358	-	2,868	-

Finance leases

Leases which are classified as finance leases are hire-purchase contracts as disclosed in note 12.6.

34 Segment information

Segment results that are reported to the Group's Executive Committee (the chief operating decision maker) include items directly attributable to a segment as well as those that can be allocated on a reasonable basis.

The Group has 2 operating segments: e-Wallet business, which is operated by its subsidiary; and banking business (which comprises of business loans - SMEs and Micro finance, retail loans secured by residential property - Housing loans and Home for Cash, and other segments, e.g., personal loans, gold loans, and treasury activities), which all are operated in Thailand. In addition, recording for inter-segment reporting is on a basis consistent with business transactions with external customers.

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For the year ended 31 December	Consolidated 2025						
	Banking business						
	e-Wallet business	Business loans	Retail loans secured by residential property	Others	Total banking business	Elimination	Total
			(in thousand Baht)				
Net interest income	596	11,657,654	848,534	1,999,691	14,505,879	-	14,506,475
Non-interest income, net	50,234				222,167	(5,186)	267,215
Total operating income	50,830				14,728,046	(5,186)	14,773,690
Total operating expenses	(117,781)				(6,329,493)	5,121	(6,442,153)
(Loss) profit from operations							
before expected credit loss and income tax	(66,951)				8,398,553	(65)	8,331,537
Expected credit loss	-				(3,303,547)	-	(3,303,547)
Segment (loss) profit before income tax	(66,951)				5,095,006	(65)	5,027,990
Income tax (expense)	225				(1,011,944)		(1,011,706)
Net (loss) profit	(66,726)				4,083,062		4,016,284

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For the year ended 31 December		Consolidated 2024						
		Banking business					Elimination	Total
		e-Wallet business	Business loans	Retail loans secured by residential property	Others (in thousand Baht)	Total banking business		
Net interest income	636	12,035,564	994,460	1,698,530	14,728,554	-	14,729,190	
Non-interest income (expenses), net	51,802				(159,750)	(4,960)	(112,908)	
Total operating income	52,438				14,568,804	(4,960)	14,616,282	
Total operating expenses	(84,221)				(5,750,945)	4,450	(5,830,716)	
(Loss) profit from operations before expected credit loss and income tax	(31,783)				8,817,859	(510)	8,785,566	
Expected credit loss	-				(4,248,888)	-	(4,248,888)	
Segment (loss) profit before income tax	(31,783)				4,568,971	(510)	4,536,678	
Income tax (expense)	133				(912,881)		(912,646)	
Net (loss) profit	(31,650)				3,656,090		3,624,032	

		Consolidated						
		Banking business					Elimination	Total
		e-Wallet business	Business loans	Retail loans secured by residential property	Others (in thousand Baht)	Total banking business		
2025								
Loans to customers ⁽¹⁾	-	144,621,420	27,887,105	9,357,028	181,865,553	-	181,865,553	
Total assets	335,281				209,994,210	(787,472)	209,542,019	
Total liabilities	148,434				183,436,237	(337,558)	183,247,113	
2024								
Loans to customers ⁽¹⁾	-	131,348,135	25,204,453	6,606,028	163,158,616	-	163,158,616	
Total assets	297,304				183,426,187	(621,693)	183,101,798	
Total liabilities	143,882				160,197,469	(271,833)	160,069,518	

⁽¹⁾ Exclude accrued interest income and undue interest income and allowance for expected credit loss.

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35 Financial position and results of operations classified by domestic and foreign business

The Group mainly operates in 2 segments, which are e-Wallet business and banking business, carrying out in Thailand only. Most revenues, expenses, profit, assets and liabilities are as reflected in the financial statements pertaining to the aforementioned industry and geographic area.

36 Interest income

<i>For the year ended 31 December</i>	<i>Note</i>	Consolidated		The Bank	
		2025	2024	2025	2024
		<i>(in thousand Baht)</i>			
Interbank and money market items		277,587	396,565	277,580	396,554
Investments in debt instruments		48,502	104,078	48,502	104,078
Loans to customers	31	17,671,836	17,505,568	17,671,836	17,505,568
Hire-purchase		160,443	130,145	160,443	130,145
Others		4,766	1,606	4,766	1,606
Total		18,163,134	18,137,962	18,163,127	18,137,951

37 Interest expenses

<i>For the year ended 31 December</i>	<i>Note</i>	Consolidated		The Bank	
		2025	2024	2025	2024
		<i>(in thousand Baht)</i>			
Deposits	31	2,645,983	2,471,037	2,646,572	2,471,662
Interbank and money market items	31	157,884	157,407	157,884	157,407
Debt issued and borrowings					
- Subordinated debentures	31	185,532	183,843	185,532	183,843
Contribution to Deposit Protection Agency and BoT *		667,103	594,854	667,103	594,854
Others		157	1,631	157	1,631
Total		3,656,659	3,408,772	3,657,248	3,409,397

* The BoT announced a reduction in rate of contribution from financial institutions to the Financial Institutions Development Fund (FIDF) for the year 2025. The reduced amount is to be utilised to support the programs specified by the BoT.

Thai Credit Bank Public Company Limited and its Subsidiary
Notes to the financial statements
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38 Net fees and service expenses

<i>For the year ended 31 December</i>	<i>Note</i>	Consolidated		The Bank	
		2025	2024	2025	2024
		<i>(in thousand Baht)</i>			
Fees and service income					
- Acceptances, aval and guarantees		1,084	1,232	1,084	1,232
- Management fee		24,216	22,588	24,216	22,588
- Brokerage fee	31	386,752	327,087	386,752	327,087
- Others		57,197	63,030	84,568	93,275
Total		469,249	413,937	496,620	444,182
Fees and service expenses					
- Fee and service expenses on ATM		(72,451)	(91,896)	(70,141)	(89,188)
- Loan guarantee commission expenses		(550,572)	(432,015)	(550,572)	(432,015)
- Legal fee		(9,200)	(8,185)	(9,200)	(8,185)
- Collection and recovery expenses		(71,782)	(102,029)	(71,782)	(102,029)
- Others		(35,322)	(40,439)	(114,770)	(124,862)
Total		(739,327)	(674,564)	(816,465)	(756,279)
Net		(270,078)	(260,627)	(319,845)	(312,097)

39 Gains on investments, net

<i>For the year ended 31 December</i>	Consolidated and the Bank	
	2025	2024
	<i>(in thousand Baht)</i>	
Gains on derecognition		
Investments in debt instruments measured at FVOCI	799	143
Total	799	143

40 Expected credit loss

<i>For the year ended 31 December</i>	Consolidated and the Bank	
	2025	2024
	<i>(in thousand Baht)</i>	
(Reversal of) expected credit loss		
Investments in debt instruments measured at FVOCI	(1,903)	(11,343)
Loans to customers and accrued interest receivables and undue interest receivables	3,271,640	4,231,190
Other financial assets	10,131	29,083
Undrawn loan commitments and financial guarantee contracts	23,679	(42)
Total	3,303,547	4,248,888

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41 Income tax

Income tax recognised in profit or loss

<i>For the year ended 31 December</i>	<i>Note</i>	Consolidated		The Bank	
		2025	2024	2025	2024
		<i>(in thousand Baht)</i>			
Current tax					
Current year		1,767,720	784,859	1,767,720	784,859
Over provided in prior years		(6,414)	(1,427)	(6,414)	(1,427)
		<u>1,761,306</u>	<u>783,432</u>	<u>1,761,306</u>	<u>783,432</u>
Deferred tax					
Movements in temporary differences	17	(749,600)	129,214	(749,362)	129,449
Total		<u>1,011,706</u>	<u>912,646</u>	<u>1,011,944</u>	<u>912,881</u>

Income tax recognised in other comprehensive income

<i>For the year ended 31 December</i>	Consolidated					
	Before tax	2025 Tax income (expense)	Net of tax	Before tax	2024 Tax income (expense)	Net of tax
			<i>(in thousand Baht)</i>			
Financial assets measured at FVOCI	2,635	(527)	2,108	5,454	(1,092)	4,362
Cash flow hedges	(2,144)	429	(1,715)	11,625	(2,325)	9,300
Remeasurements of defined benefit obligations	(16,442)	3,288	(13,154)	(10,640)	2,129	(8,511)
Total	<u>(15,951)</u>	<u>3,190</u>	<u>(12,761)</u>	<u>6,439</u>	<u>(1,288)</u>	<u>5,151</u>

<i>For the year ended 31 December</i>	The Bank					
	Before tax	2025 Tax income (expense)	Net of tax	Before tax	2024 Tax income (expense)	Net of tax
			<i>(in thousand Baht)</i>			
Financial assets measured at FVOCI	2,635	(527)	2,108	5,454	(1,092)	4,362
Cash flow hedges	(2,144)	429	(1,715)	11,625	(2,325)	9,300
Remeasurements of defined benefit obligations	(16,630)	3,326	(13,304)	(10,580)	2,117	(8,463)
Total	<u>(16,139)</u>	<u>3,228</u>	<u>(12,911)</u>	<u>6,499</u>	<u>(1,300)</u>	<u>5,199</u>

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Reconciliation of effective tax rate

For the year ended 31 December

	Consolidated			
	Rate (%)	2025 (in thousand Baht)	Rate (%)	2024 (in thousand Baht)
Profit from operations before income tax		5,027,990		4,536,678
Income tax using the Thai corporation tax rate	20.0	1,005,598	20.0	907,336
Tax effect of income or expenses that are not taxable income or expenses		12,522		6,737
Over provided in prior years		(6,414)		(1,427)
Total	20.1	1,011,706	20.1	912,646

For the year ended 31 December

	The Bank			
	Rate (%)	2025 (in thousand Baht)	Rate (%)	2024 (in thousand Baht)
Profit from operations before income tax		5,095,006		4,568,971
Income tax using the Thai corporation tax rate	20.0	1,019,001	20.0	913,794
Tax effect of income or expenses that are not taxable income or expenses		(643)		514
Over provided in prior years		(6,414)		(1,427)
Total	19.9	1,011,944	20.0	912,881

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42 Earnings per share

The calculations of both basic EPS and diluted EPS have been based on the profit attributable to ordinary shareholders of the Bank and the weighted average number of ordinary shares outstanding, with the calculation of diluted EPS further adjusted for the effects of all dilutive potential ordinary shares, including share options granted to management.

<i>For the year ended 31 December</i>	Consolidated		The Bank	
	2025	2024	2025	2024
	<i>(in thousand Baht)</i>			
Profit attributable to ordinary shareholders of the Bank (basic and diluted)	<u>4,016,284</u>	<u>3,624,032</u>	<u>4,083,062</u>	<u>3,656,090</u>
Ordinary shares outstanding				
Number of ordinary shares outstanding at 1 January	1,234,839	1,164,583	1,234,839	1,164,583
Effect of exercise of stock options	-	62,779	-	62,779
Weighted average number of ordinary shares outstanding (basic) at 31 December	<u>1,234,839</u>	<u>1,227,362</u>	<u>1,234,839</u>	<u>1,227,362</u>
Effect of stock options outstanding	-	1,684	-	1,684
Weighted average number of ordinary shares outstanding (diluted) at 31 December	<u>1,234,839</u>	<u>1,229,046</u>	<u>1,234,839</u>	<u>1,229,046</u>
Earnings per share (basic) (in Baht)	<u>3.25</u>	<u>2.95</u>	<u>3.31</u>	<u>2.98</u>
Earnings per share (diluted) (in Baht)	<u>3.25</u>	<u>2.95</u>	<u>3.31</u>	<u>2.97</u>

Attachment

Back up attachment

Attachment 1 : Details of directors, executives, controlling persons, the person assigned to take the highest responsibility in Accounting and Finance, the person assigned to take direct responsibility for accounting supervision, the Company's secretary, and the representative for contact and coordination in case of a foreign company

Link to attachment : <https://www.thaicreditbank.com/a/gvzl5byt>



Attachment 2 : Details of the directors of subsidiaries

Link to attachment : <https://www.thaicreditbank.com/a/gwfb7zee>



Attachment 3 : Details of the Heads of the Internal Audit and Compliance Units

Link to attachment : <https://www.thaicreditbank.com/a/gwrln5go>



Attachment 4 : Assets for business undertaking and details of asset appraisal

Link to attachment : <https://www.thaicreditbank.com/a/gxcozwju>



Attachment 5 : Unabridged policy and guidelines on corporate governance and unabridged code of business conduct prepared by the Company

Link to attachment : <https://www.thaicreditbank.com/a/gxlulde>



Attachment 6 : Report of the Audit Committee

Link to attachment : <https://www.thaicreditbank.com/a/gy1zz1mh>



Attachment 7 :Sub-committee Report

Link to attachment : <https://www.thaicreditbank.com/a/gy9y9tlg>

