# MANAGEMENT'S DISCUSSION AND ANALYSIS

For the fourth quarter and full year ended 31 December 2025

(Audited Financial Statements)

**Thanachart Capital Public Company Limited**
Tel: 0 2217 8000
Fax: 0 2217 8312
Website: www.thanachart.co.th

Investor Relations
Email: tcap_ir@thanachart.co.th
Tel: 0 2217 8007

# THANACHART CAPITAL PUBLIC COMPANY LIMITED AND ITS SUBSIDIARIES

## Management's Discussion and Analysis (Audited Financial Statements)

## Thailand's Economic Outlook and Commercial Banking Industry

The Thai economy in 2025 expanded by 2.4 percent, slowing down from the previous year's growth of 2.9 percent. The primary driver was a deceleration in private consumption due to waning consumer confidence, fueled by concerns over a sluggish economic recovery and elevated household debt. Additionally, the tourism sector recovered more slowly than anticipated due to a decline in Chinese tourist numbers, which hindered the service sector from reaching its full potential. In contrast, exports improved as shipments were accelerated during the first half of the year before US import tax measures took effect. While private investment showed signs of recovery, it continued to face structural challenges impacting competitiveness. Meanwhile, government spending expanded in line with stimulus measures implemented through various projects. Regarding economic stability, the headline inflation rate for 2025 entered negative territory at -0.1 percent. The Monetary Policy Committee (MPC) gradually reduced the policy rate throughout 2025 a total of 4 times, each by 0.25 percent. This resulted in the policy rate dropping from 2.25 percent per annum to 1.25 percent per annum by the end of December 2025. The moves aimed to ensure conducive financial conditions to support business adjustments, alleviate debt burdens for vulnerable groups, and bolster future economic growth.

Thai commercial bank loans in 2025 contracted slightly compared to the previous year. This was primarily driven by a decline in SME lending, as credit risk for the sector remained high. Deposits increased slightly, specifically in savings accounts, following the downward interest rate trend as financial institutions managed their funding costs. Non-performing loans (NPLs) rose in line with economic conditions and deteriorating SME credit quality. However, expected credit loss (ECL) of commercial banks was adequate to cover potential future risks.

As regards 2026, the Thai economy is expected to continue growing at a more moderate pace. Key factors include the economic slowdown of trading partners, geopolitical conflicts, household debt problems, and domestic political uncertainty. Accordingly, the Office of the National Economic and Social Development Council (NESDC) forecasts that the Thai economy in 2026 will grow in the range of 1.5-2.5 percent, with a median projection of 2.0 percent.

## Key Event in 2025

1. On 2 April 2025, the Annual General Meeting of Shareholders for the year 2025 of the Company had a resolution to pay dividends to shareholders from the 2024 operating performance at the rate of 3.30 baht per share or 3,461 million baht in total. Previously, the Company made interim dividend payment on 30 September 2024 at the rate of 1.25 baht per share to shareholders. As a result, the remaining dividend payment to be made amounted to 2.05 baht per share, which was subsequently paid on 30 April 2025.

2. On 2 April 2025, the Annual General Meeting of Shareholders of the Company approved the sale of all ordinary shares held by the Company in Thanachart Securities Public Company Limited (Thanachart Securities) to TMBThanachart Bank Public Company Limited (TTB).

   On 1 July 2025, the Company transferred all 89.97 percent shares held in Thanachart Securities to TTB. Following this share transfer, TTB holds 99.97 percent of the shares in Thanachart Securities, consequently leading to Thanachart Securities ceasing to be a subsidiary of the Company.

   In this regard, the Company classified operating results of Thanachart Securities as **"Profit for the Period from Discontinued Operations"** in the consolidated financial statements of comprehensive income.

3. On 19 May 2025, the Company made an investment by purchasing rights issue shares of PRG Corporation Public Company Limited (PRG) in the amount of 38 million shares, or equivalent to 268 million baht. As a result, the Company holds a total shareholding of 24.80 percent of the total issued and paid-up shares and has significant influence over the operations of PRG. In this regard, the Company has classified its investments in PRG as “Investments in Associated Companies” and has recognized “Share of Profit from Investments Accounted for Under Equity Method” since the date of acquisition of the investments.

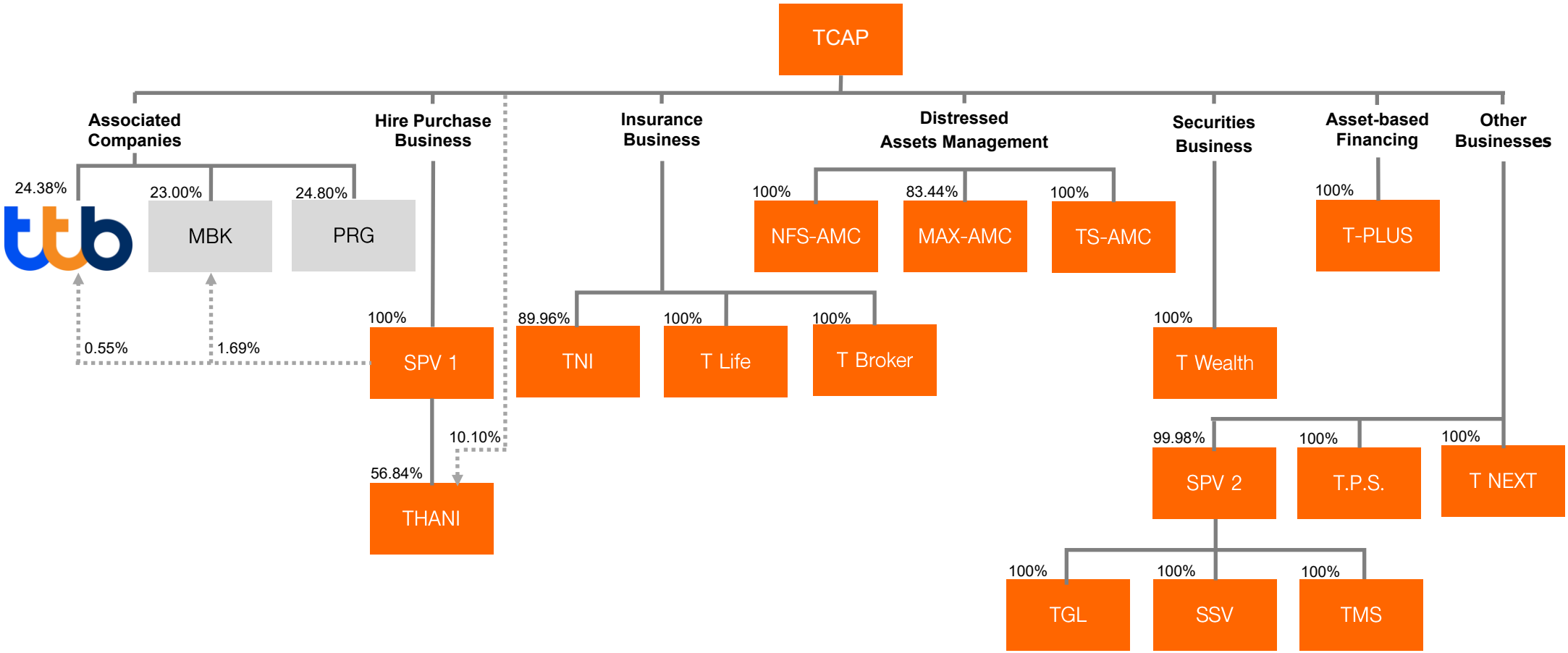
4. Since 1 January 2025, two subsidiaries within Thanachart Group have adopted Thai Financial Reporting Standard No. 17: **Insurance Contracts (TFRS 17)** in line with global financial reporting standards. The adoption aims to enhance transparency and comparability by aligning the accounting treatment of insurance contracts with their economic substance. TFRS 17 affects how insurance revenues, expenses, assets, and liabilities are recognized and presented in financial statements, allowing users to better understand the insurer’s financial performance and risks over time.

   To facilitate comparative analysis, the Group has restated its consolidated financial statements for the year 2024 as if TFRS 17 had been applied retrospectively.

   The adoption of TFRS 17 has **no material impact** on the consolidated financial position or overall operating performance of the Company and its subsidiaries.

5. On 1 September 2025, the Board of Directors of the Company had a resolution to approve the interim dividend payment at a rate of 1.30 baht per share or 1,363 million baht to the shareholders of the Company. The list of shareholders entitled to receive the interim dividend was set on 15 September 2025 and the payment of the interim dividend was made on 30 September 2025.

# Thanachart Group's Shareholding Structure As of 31 December 2025




*Remark :* *TCAP = Thanachart Capital PCL., ttb = TMBThanachart Bank PCL., MBK = MBK PCL., PRG = PRG Corporation PCL., SPV 1 = Thanachart Special Purpose Vehicle 1 Co., Ltd., THANI = Ratchthani Leasing PCL., TNI = Thanachart Insurance PCL., T Life = T Life Assurance PCL., T Broker = T Broker Co., Ltd., NFS-AMC = NFS Asset Management Co., Ltd., MAX-AMC = MAX Asset management Co., Ltd., TS-AMC = TS Asset management Co., Ltd., T Wealth = Thanachart Wealth Securities Co., Ltd., T-PLUS = Thanachart Plus Co., Ltd., SPV 2 = Thanachart Special Purpose Vehicle 2 Co., Ltd., TGL = Thanachart Group leasing Co., Ltd., SSV = Security Scib Services Co., Ltd., TMS = Thanachart Management and Service Co., Ltd., T.P.S. = T.P.S.Asset 1 Co., Ltd., T NEXT = T NEXT Co., Ltd.*

# Operating Results for the Fourth Quarter and Full Year of 2025

## Performance Overview

**In the fourth quarter of 2025, the Company and its subsidiaries' net profit according to the consolidated financial statements amounted to 2,022 million baht.** This was mainly due to the operating results of the important subsidiary and associated companies as follows:

- Ratchthani Leasing Public Company Limited had a consolidated net profit of 315 million baht
- Thanachart Insurance Public Company Limited had a net profit of 220 million baht
- Share of profit from investments accounted for under equity method – associated companies and joint venture was 1,453 million baht

As a result, **net profit attributable to the Company amounted to 1,894 million baht, a decrease of 185 million baht or 8.90 percent from the previous quarter.** This was mainly due to a decline in net insurance / life insurance income as a result of higher estimated claims from the flooding incident in Hat Yai area, together with a seasonal decrease in dividend income. In addition, share of profit from investments in associated companies decreased in line with their operating performance. However, expected credit losses decreased as a result of improved asset quality of a subsidiary company.

Earnings per share (EPS) of the Company in this quarter were 1.81 baht, a decrease from 1.98 baht in the previous quarter. Return on Average Assets (ROAA) and Return on Average Equity of the Company's shareholders (ROAE) were at 5.24 and 9.51 percent, respectively.

**For the year 2025, the Company and its subsidiaries' net profit according to the consolidated financial statements amounted to 8,264 million baht.** This was primarily due to the operating results of the important subsidiary and associated companies as follows:

- Ratchthani Leasing Public Company Limited had a consolidated net profit of 1,148 million baht
- Thanachart Insurance Public Company Limited had a net profit of 1,077 million baht
- Share of profit from investments accounted for under equity method – associated companies and joint venture was 5,707 million baht

As a result, **net profit attributable to the Company amounted to 7,750 million baht, an increase of 1,095 million baht or 16.45 percent** from the previous year. Main factors were from higher net insurance / life insurance income and an increase in dividend income from the Company's strategy to expand investments in financial businesses. In addition, share of profit from investments in associated companies increased, supported by their stronger operating performance. Furthermore, impairment losses on repossessed vehicles and expected credit losses continued declining, reflecting the improved asset quality of a subsidiary company.

Earnings per share (EPS) of the Company in 2025 were 7.39 baht, an increase from 6.35 baht in the previous year. Return on Average Assets (ROAA) and Return on Average Equity of the Company's shareholders (ROAE) were at 5.28 and 10.06 percent, respectively.

# Financial Highlights

## Financial Highlights

| | For the 3 months ended | | | For the year ended | |
|---|---|---|---|---|---|
| Audited Financial Statements | 31-Dec-25 | 30-Sep-25 | 31-Dec-24 | 31-Dec-25 | 31-Dec-24 |
| **Operating Performance (Million Baht)** | | | Restated | | Restated |
| Interest Income | 1,063 | 1,114 | 1,210 | 4,480 | 4,814 |
| Interest Expenses | 439 | 454 | 501 | 1,858 | 2,005 |
| Net Interest Income | 624 | 660 | 709 | 2,622 | 2,809 |
| Non-interest Income | 2,032 | 2,292 | 1,675 | 8,513 | 7,204 |
| Net Operating Income (1) | 2,656 | 2,952 | 2,384 | 11,135 | 10,013 |
| Other Operating Expenses | 440 | 394 | 400 | 1,638 | 1,566 |
| Expected Credit Losses | 116 | 161 | 237 | 738 | 1,003 |
| Profit before Tax | 2,100 | 2,397 | 1,747 | 8,759 | 7,444 |
| Income Tax | 78 | 181 | 92 | 570 | 401 |
| Profit for the Period from Continuing Operations | 2,022 | 2,216 | 1,655 | 8,189 | 7,043 |
| Profit (Loss) for the Period from Discontinued Operations | - | - | (177) | 75 | (21) |
| **Profit for the Period** | **2,022** | **2,216** | **1,478** | **8,264** | **7,022** |
| **Net Profit Attributable to the Company** | **1,894** | **2,079** | **1,438** | **7,750** | **6,655** |
| Basic Earnings per Share (Baht) | 1.81 | 1.98 | 1.37 | 7.39 | 6.35 |

| | 31-Dec-25 | 30-Sep-25 | 31-Dec-24 |
|---|---|---|---|
| **Financial Position (Million Baht)** | | | Restated |
| Net Loans to Customers and Accrued Interest Receivables | 46,423 | 48,359 | 59,022 |
| Investments in Associated Companies and Joint Ventures | 66,964 | 67,527 | 61,940 |
| Total Assets | 154,674 | 153,735 | 160,791 |
| Debts Issued and Borrowings | 45,824 | 48,778 | 52,859 |
| Total Liabilities | 68,662 | 69,399 | 80,309 |
| Company's Shareholders' Equity | 80,514 | 78,797 | 74,505 |
| Non-controlling Interests | 5,498 | 5,539 | 5,977 |
| Total Shareholders' Equity | 86,012 | 84,336 | 80,482 |

| | 31-Dec-25 | 30-Sep-25 | 31-Dec-24 | 31-Dec-25 | 31-Dec-24 |
|---|---|---|---|---|---|
| **Operating Performance Ratios (Percent)** | | | Restated | | Restated |
| ROAA | 5.24 | 5.74 | 3.71 | 5.28 | 4.39 |
| ROAE (2) | 9.51 | 10.75 | 7.78 | 10.06 | 9.11 |

| | 31-Dec-25 | 30-Sep-25 | 31-Dec-24 |
|---|---|---|---|
| | | | Restated |
| D/E Ratio (times) | 0.80 | 0.82 | 1.00 |

(1) Net Operating Income = Net Interest Income + Non-interest Income

(2) ROAE is calculated from equity attributable to the Company's shareholders

(3) The restated financial statements included financial statements of subsidiaries who adopted Thai Financial Reporting Standard No. 17: Insurance Contracts and applied retrospectively in order to facilitate comparative analysis. The financial statements of those subsidiaries in the fourth quarter and the year 2024 have already been reviewed by their auditors.

## Net Interest Income

### Net Interest Income (Million Baht)

| | 4Q25 | 3Q25 | Change | | 2025 | 2024 Restated | Change | |
|---|---|---|---|---|---|---|---|---|
| | | | +/(-) | % | | | +/(-) | % |
| **Interest Income** | **1,063** | **1,114** | **(51)** | **(4.58)** | **4,480** | **4,814** | **(334)** | **(6.94)** |
| Interbank and Money Market Items – Deposits at Financial Institutions | 30 | 26 | 4 | 15.38 | 121 | 115 | 6 | 5.22 |
| Financial assets measured at fair value through profit or loss | - | 1 | (1) | (100.00) | 1 | - | 1 | 100.00 |
| Investments in Debt Securities Measured at Amortized Cost | 13 | 14 | (1) | (7.14) | 57 | 65 | (8) | (12.31) |
| Investments in Debt Securities Measured at Fair Value through Other Comprehensive Income | 82 | 88 | (6) | (6.82) | 347 | 402 | (55) | (13.68) |
| Loans to Customers | 278 | 306 | (28) | (9.15) | 1,174 | 948 | 226 | 23.84 |
| Hire Purchase and Financial Lease | 660 | 679 | (19) | (2.80) | 2,780 | 3,284 | (504) | (15.35) |
| **Interest Expenses** | **439** | **454** | **(15)** | **(3.30)** | **1,858** | **2,005** | **(147)** | **(7.33)** |
| Interbank and Money Market Items - Borrowings from Financial Institutions | 31 | 34 | (3) | (8.82) | 160 | 198 | (38) | (19.19) |
| Debts Issued and Borrowings | 401 | 414 | (13) | (3.14) | 1,669 | 1,772 | (103) | (5.81) |
| Borrowing Cost | 5 | 4 | 1 | 25.00 | 21 | 27 | (6) | (22.22) |
| Others | 2 | 2 | - | - | 8 | 8 | - | - |
| **Net Interest Income** | **624** | **660** | **(36)** | **(5.45)** | **2,622** | **2,809** | **(187)** | **(6.66)** |

**In the fourth quarter of 2025, the Company and its subsidiaries had 624 million baht in net interest income, a decrease of 36 million baht or 5.45 percent** from the previous quarter.

- Interest income was 1,063 million baht, a decrease of 51 million baht or 4.58 percent. This was due to a decline in loan volume of subsidiary companies from their cautious lending policy to be in line with the economic slowdown and the prevailing market interest rate trend.
- Interest expenses were 439 million baht, a decrease of 15 million baht or 3.30 percent from. This was due to the reduction of interest rates and the effective cost of fund management to be in line with the interest rate trends.

**For the year 2025, the Company and its subsidiaries had 2,622 million baht in net interest income, a decrease of 187 million baht or 6.66 percent** from the previous year.

- Interest income was 4,480 million baht, a decrease of 334 million baht or 6.94 percent, due to the slowdown in hire purchase lending from the cautious lending policy of Ratchthani Leasing while asset-based lending of Thanachart Plus continued growing.
- Interest expenses were 1,858 million baht, a decrease of 147 million baht or 7.33 percent, due to the decline in market interest rates and the restructuring of the funding profile to align with the downward trend in market interest rates.

## Non-interest Income

### Non-interest Income (Million Baht)

| | 4Q25 | 3Q25 | Change | | 2025 | 2024 Restated | Change | |
|---|---|---|---|---|---|---|---|---|
| | | | +/(-) | % | | | +/(-) | % |
| **Net Fees and Service Income** | **75** | **83** | **(8)** | **(9.64)** | **317** | **328** | **(11)** | **(3.35)** |
| **Total Operating Income** | **1,957** | **2,209** | **(252)** | **(11.41)** | **8,196** | **6,876** | **1,320** | **19.20** |
| Gains on Financial Instruments Measured at Fair Value through Profit or Loss | 20 | 34 | (14) | (41.18) | 179 | 149 | 30 | 20.13 |
| Gains on Investments | 9 | 32 | (23) | (71.88) | 76 | 36 | 40 | 111.11 |
| Share of Profit from Investments Accounted for under Equity Method | 1,453 | 1,505 | (52) | (3.46) | 5,707 | 5,565 | 142 | 2.55 |
| Gains (Losses) on Property Foreclosed and Other Assets | 91 | 4 | 87 | 2,175.00 | 171 | (165) | 336 | 203.64 |
| Net Insurance / Life Insurance Income | 265 | 410 | (145) | (35.37) | 1,118 | 591 | 527 | 89.17 |
| Dividend Income | 18 | 118 | (100) | (84.75) | 496 | 293 | 203 | 69.28 |
| Other Income | 101 | 106 | (5) | (4.72) | 449 | 407 | 42 | 10.32 |
| **Total Non-interest Income** | **2,032** | **2,292** | **(260)** | **(11.34)** | **8,513** | **7,204** | **1,309** | **18.17** |

**In the fourth quarter of 2025, non-interest income of the Company and its subsidiaries amounted to 2,032 million baht, a decrease of 260 million baht or 11.34 percent** from the previous quarter. This was mainly due to the following:

- Net fees and service income amounted to 75 million baht, a decrease of 8 million baht or 9.64 percent, primarily due to a decrease in fee income related to hire purchase business.
- Other operating income amounted to 1,957 million baht, a decrease of 252 million baht or 11.41 percent. The decrease was attributable to lower net insurance / life insurance income, driven by higher claims estimates related to the flooding incident in Southern Thailand. In addition, dividend income decreased in line with seasonal patterns, and the share of profit from investments in associated companies declined in accordance with their operating performance. Meanwhile, gains on property foreclosed increased.

**For the year 2025, non-interest income of the Company and its subsidiaries amounted to 8,513 million baht, an increase of 1,309 million baht or 18.17 percent** from the previous year. This was mainly due to the following:

- Net fees and service income amounted to 317 million baht, a decrease of 11 million baht or 3.35 percent, mainly due to lower fee income related to hire purchase business.
- Other operating income amounted to 8,196 million baht, an increase of 1,320 million baht or 19.20 percent. The increase was mainly driven by the continued growth of the insurance business, coupled with lower impairment expenses on repossessed assets. In addition, dividend income from investments increased, and the share of profit from investments in associated companies rose in line with their improved operating performance

## Other Operating Expenses

### Other Operating Expenses (Million Baht)

| | 4Q25 | 3Q25 | Change | | 2025 | 2024 Restated | Change | |
|---|---|---|---|---|---|---|---|---|
| | | | +/(-) | % | | | +/(-) | % |
| Personnel Expenses | 245 | 221 | 24 | 10.86 | 882 | 836 | 46 | 5.50 |
| Premises and Equipment Expenses | 27 | 24 | 3 | 12.50 | 99 | 86 | 13 | 15.12 |
| Taxes and Duties | 11 | 14 | (3) | (21.43) | 49 | 39 | 10 | 25.64 |
| Directors' Remuneration | 13 | 12 | 1 | 8.33 | 88 | 84 | 4 | 4.76 |
| Other Expenses | 144 | 123 | 21 | 17.07 | 520 | 521 | (1) | (0.19) |
| **Total Other Operating Expenses** | **440** | **394** | **46** | **11.68** | **1,638** | **1,566** | **72** | **4.60** |

**In the fourth quarter of 2025, other operating expenses of the Company and its subsidiaries amounted to 440 million baht, an increase of 46 million baht or 11.68 percent** from the previous quarter. This was mainly due to higher employee expenses and an increase in expenses related to computer systems and IT.

**For the year 2025, other operating expenses of the Company and its subsidiaries amounted to 1,638 million baht, an increase of 72 million baht or 4.60 percent** from the same period last year. This was mainly due to higher employee expenses in line with the business expansion of the Thanachart Group.

## Expected Credit Loss

### Expected Credit Loss (Reversal) (Million Baht)

| | 4Q25 | 3Q25 | Change | | 2025 | 2024 Restated | Change | |
|---|---|---|---|---|---|---|---|---|
| | | | +/(-) | % | | | +/(-) | % |
| Interbank and Money Market Items | - | - | - | - | (8) | 9 | (17) | (188.89) |
| Investments in Debt Securities Measured at Fair Value through Other Comprehensive Income | - | 10 | (10) | (100.00) | 8 | (18) | 26 | 144.44 |
| Loans to Customers and Accrued Interest Receivables | 204 | 201 | 3 | 1.49 | 972 | 1,211 | (239) | (19.74) |
| Other Assets | (88) | (50) | (38) | (76.00) | (234) | (199) | (35) | (17.59) |
| **Expected Credit Loss** | **116** | **161** | **(45)** | **(27.95)** | **738** | **1,003** | **(265)** | **(26.42)** |

In 2025, the Company and its subsidiaries continued placing strong emphasis on asset quality management and credit risk oversight, with a focus on prudent debtor screening, close monitoring of loan portfolios, and ongoing enhancements to credit management processes to align with economic conditions and the risk environment at each point in time. These efforts contributed to a sustained improvement in the asset quality of the subsidiary companies, as reflected in delinquency ratios that remained within controllable levels.

**In the fourth quarter of 2025, the Company and its subsidiaries had expected credit loss in the amount of 116 million baht, a decrease of 45 million baht or 27.95 percent** from the previous quarter, representing a significant improvement. **For the year 2025, the Company and its subsidiaries had expected credit loss in the amount of 738 million baht, a decrease of 265 million baht or 26.42 percent** from the previous year. This was primarily due to the improvement in asset quality and the enhanced effectiveness of credit risk management within the subsidiary companies.

The Company and its subsidiaries will continue to closely monitor and assess credit risks on an ongoing basis to ensure that provisioning is conducted appropriately and prudently.

## Financial Position

### Consolidated Statements of Financial Position (Million Baht)

| | 31 December 2025 | | 31 December 2024 Restated | | Change | |
|---|---|---|---|---|---|---|
| | Amount | % | Amount | % | +/(-) | % |
| Cash | 2 | - | 2 | - | - | - |
| Interbank and Money Market Items - net | | | | | | |
| - Deposits at Financial Institutions | 10,743 | 6.95 | 9,466 | 5.89 | 1,277 | 13.49 |
| Financial Assets Measured at Fair Value through Profit or Loss | 3,328 | 2.15 | 2,419 | 1.50 | 909 | 37.58 |
| Investments - net | 19,893 | 12.86 | 19,327 | 12.02 | 566 | 2.93 |
| Investments in Associated Companies and Joint venture | 66,964 | 43.29 | 61,940 | 38.52 | 5,024 | 8.11 |
| Net Loans to Customers and Accrued Interest Receivables | 46,423 | 30.01 | 59,022 | 36.71 | (12,599) | (21.35) |
| Property Foreclosed - net | 4,285 | 2.77 | 4,623 | 2.87 | (338) | (7.31) |
| Land, Premises, Equipment and Right-of-use Assets – net | 350 | 0.23 | 493 | 0.31 | (143) | (29.01) |
| Other Assets | 2,686 | 1.74 | 3,499 | 2.18 | (813) | (23.24) |
| **Total Assets** | **154,674** | **100.00** | **160,791** | **100.00** | **(6,117)** | **(3.80)** |
| Interbank and Money Market Items | | | | | | |
| - Borrowings from Financial Institutions | 6,096 | 3.94 | 10,765 | 6.70 | (4,669) | (43.37) |
| Debts Issued and Borrowings | 45,824 | 29.63 | 52,859 | 32.87 | (7,035) | (13.31) |
| Insurance Contracts Liabilities | 13,523 | 8.74 | 12,849 | 7.99 | 674 | 5.25 |
| Other Liabilities | 3,219 | 2.08 | 3,836 | 2.39 | (617) | (16.08) |
| **Total Liabilities** | **68,662** | **44.39** | **80,309** | **49.95** | **(11,647)** | **(14.50)** |
| Company's Shareholders' Equity | 80,514 | 52.05 | 74,505 | 46.33 | 6,009 | 8.07 |
| Non-controlling Interests | 5,498 | 3.56 | 5,977 | 3.72 | (479) | (8.01) |
| **Total Shareholders' Equity** | **86,012** | **55.61** | **80,482** | **50.05** | **5,530** | **6.87** |
| **Total Liabilities and Shareholders' Equity** | **154,674** | **100.00** | **160,791** | **100.00** | **(6,117)** | **(3.80)** |
| Book Value per Share (Baht) | 76.78 | | 71.05 | | | |

### Assets

As of 31 December 2025, **Thanachart Group's total assets amounted to 154,674 million baht, a decrease of 6,117 million baht or 3.80 percent** from the end of 2024. Key factors were as follows:

- Net interbank and money market items – deposits at financial institutions amounted to 10,743 million baht, an increase of 1,277 million baht or 13.49 percent. This was due to effective liquidity management.

- Net investments amounted to 19,893 million baht, an increase of 566 million baht or 2.93 percent. This was mainly due to an increase in investment proportion of debt and equity instruments, although part of the investments was transferred to investments in associated companies.
- Investment in associated companies and joint venture amounted to 66,964 million baht, an increase of 5,024 million baht or 8.11 percent. This was mainly due to the strong operating performance of associated companies as well as the increased equity stake in MBK and PRG.
- Net loans to customers and accrued interest receivables amounted to 46,423 million baht, a decrease of 12,599 million baht or 21.35 percent. This was mainly due to the decrease in hire purchase loans of Ratchthani Leasing following the cautious lending policy and the slowdown in the trucking industry. Moreover, margin loans declined from the sale of Thanachart Securities to TTB.

**Liabilities**

**Total liabilities of Thanachart Group** as of 31 December 2025 **were 68,662 million baht, a decrease of 11,647 million baht or 14.50 percent** from the end of 2024.

- Interbank and money market items - borrowings from financial Institutions and debts issued and borrowings totaled 51,920 million baht, a decrease of 11,704 million baht or 18.40 percent. This was the result of the effective management of the asset and liability structure to be in line with the slowdown in loan growth and the declining trend of market interest rates as well as the reduction of borrowings amount from the sale of Thanachart Securities to TTB.

**Shareholders' Equity**

**Total shareholders' equity** as of 31 December 2025 **was 86,012 million baht, an increase of 5,530 million baht or 6.87 percent** from the end of 2024. The total shareholders' equity comprised of the following:

- Equity attributable to the owners of the Company was 80,514 million baht, an increase of 6,009 million baht or 8.07 percent. This was mainly due to the operating net profit of the Company and its subsidiaries in 2025 in the amount of 7,750 million baht and gain on fair value revaluation of investments, offsetting with the dividend payment paid in the amount of 3,513 million baht.
- Equity attributable to non-controlling interest amounted to 5,498 million baht, a decrease of 479 million baht or 8.01 percent, due mainly to the Company's additional investments in a subsidiary company and the sale of Thanachart Securities to TTB.

## Operating Results of Subsidiaries

### Operating Results of Subsidiaries (Million Baht)

| Subsidiaries | % Shareholding | Net Profit (Loss) | | | | |
|---|---|---|---|---|---|---|
| | | 4Q25 | 3Q25 | 4Q24 Restated | 2025 | 2024 Restated |
| Ratchthani Leasing Public Company Limited (Consol.) | 66.94% | 315 | 301 | 122 | 1,148 | 800 |
| Thanachart Insurance Public Company Limited | 89.96% | 220 | 352 | 140 | 1,077 | 587 |
| TS AMC Company Limited | 100.00% | (6) | 6 | (8) | (12) | (29) |
| MAX AMC Company Limited | 83.44% | (2) | (8) | (9) | (22) | (5) |
| NFS AMC Company Limited | 100.00% | (34) | (39) | (14) | (139) | (46) |
| T Life Assurance Public Company Limited | 100.00% | 2 | 66 | (1) | 102 | 65 |

### Ratchthani Leasing Public Company Limited (Consolidated)

#### Financial Highlights

| Unit: Million Baht | 4Q25 | 3Q25 | 4Q24 | % Q-Q | % Y-Y | 2025 | 2024 | % Y-Y |
|---|---|---|---|---|---|---|---|---|
| Net Interest Income | 456 | 465 | 511 | (1.94) | (10.76) | 1,881 | 2,152 | (12.59) |
| Non-interest Income | 197 | 206 | 211 | (4.37) | (6.64) | 861 | 867 | (0.69) |
| Total Operating Income | 653 | 671 | 722 | (2.68) | (9.56) | 2,742 | 3,019 | (9.18) |
| Other Operating Expenses | 114 | 136 | 287 | (16.18) | (60.28) | 459 | 868 | (47.12) |
| Expected Credit Losses | 137 | 150 | 269 | (8.67) | (46.07) | 813 | 1,112 | (26.89) |
| Net Profit | 315 | 301 | 122 | 4.65 | 158.20 | 1,148 | 800 | 43.50 |
| Total Loans | 38,559 | 39,743 | 45,672 | (2.98) | (15.57) | 38,559 | 45,672 | (15.57) |
| Total Assets | 40,970 | 42,502 | 51,163 | (3.60) | (19.92) | 40,970 | 51,163 | (19.92) |
| Debts Issued and Borrowings | 26,166 | 27,946 | 36,989 | (6.37) | (29.26) | 26,166 | 36,989 | (29.26) |
| Total Liabilities | 26,896 | 28,741 | 37,799 | (6.42) | (28.84) | 26,896 | 37,799 | (28.84) |
| Total Shareholders' Equity | 14,074 | 13,761 | 13,364 | 2.27 | 5.31 | 14,074 | 13,364 | 5.31 |
| Return on Equity | 8.98% | 8.76% | 3.66% | | | 8.37% | 6.14% | |

As of 31 December 2025, Ratchthani Leasing Public Company Limited and its subsidiary had total assets of 40,970 million baht, a decrease of 10,193 million baht or 19.92 percent from the end of 2024. The company had **hire purchase and financial leases in the amount of 37,667 million baht, a decrease of 7,033 million baht or 15.73 percent.** This was mainly attributable to its tighter lending policy and a slowdown in the trucking industry. Moreover, the company had loan receivables in the amount of 892 million baht, a decrease of 80 million baht or 8.23 percent. Total loans

represented 94.12 percent of total assets. Total liabilities amounted to 26,896 million baht, a decrease of 10,903 million baht or 28.84 percent while shareholders' equity was 14,074 million baht, an increase of 710 million baht or 5.31 percent.

For the operating results, **the company reported a net profit in the fourth quarter of 2025 of 315 million baht, an increase of 14 million baht or 4.65 percent** from the previous quarter. Total income amounted to 881 million baht, a decrease of 27 million baht or 2.97 percent. Interest expenses amounted to 228 million baht, a decrease of 9 million baht or 3.80 percent. In addition, impairment losses on repossessed vehicles decreased by 23 million baht or 85.19 percent while expected credit loss amounted to 137 million baht, decreased by 13 million baht or 8.67 percent, resulting in an improvement in overall performance. **Return on equity (ROE) of the company in the fourth quarter of 2025 was 8.98 percent.**

**Net profit for the year 2025 amounted to 1,148 million baht, representing an increase of 348 million baht or 43.50 percent** from the previous year. Total income amounted to 3,735 million baht, a decrease of 494 million baht or 11.68 percent, due to loan portfolio contraction which was in line with the decrease in impairment losses on repossessed vehicles of 379 million baht or 208.24 percent. Meanwhile, interest expenses amounted to 993 million baht, a decrease of 217 million baht or 17.93 percent, due to lower financial costs in line with the market interest rate trends. Expected credit loss amounted to 813 million baht, a decrease of 299 million baht or 26.89 percent, due to the company's tighter credit approval which resulted in an improvement in overall asset quality to a manageable level. **Return on equity (ROE) of the company in 2025 was 8.37 percent.**

**Thanachart Insurance Public Company Limited**

**Financial Highlights**

| Unit: Million Baht | 4Q25 | 3Q25 | 4Q24 | % Q-Q | % Y-Y | 2025 | 2024 | % Y-Y |
|---|---|---|---|---|---|---|---|---|
| Auto Insurance Premium | 3,230 | 2,495 | 3,079 | 29.46 | 4.90 | 10,674 | 10,444 | 2.20 |
| Total Insurance Premium | 3,469 | 2,733 | 3,315 | 26.93 | 4.65 | 11,672 | 11,494 | 1.55 |
| Insurance Revenue | 2,957 | 3,005 | 2,789 | (1.60) | 6.02 | 11,795 | 11,473 | 2.81 |
| Insurance Service Expenses | (3,225) | (2,657) | (2,707) | 21.38 | 19.14 | (10,963) | (10,673) | 2.72 |
| Net Income (Expenses) from Reinsurance Contracts Held | 561 | 52 | 102 | 978.85 | 450.00 | 399 | (111) | 459.46 |
| Net Investment Income | 98 | 155 | 96 | (36.77) | 2.08 | 575 | 486 | 18.31 |
| Other Operating Expenses | (138) | (112) | (112) | 23.21 | 23.21 | (470) | (440) | 6.82 |
| Net Profit | 220 | 352 | 140 | (37.50) | 57.14 | 1,077 | 587 | 83.48 |
| Return on Equity | 7.39% | 12.28% | 5.12% | | | 12.58% | 7.28% | |

**In the fourth quarter of 2025**, Thanachart Insurance Public Company Limited had **total insurance premium of 3,469 million baht, an increase of 736 million baht or 26.93 percent** from the previous quarter. This was due to higher auto insurance premium, which amounted to 3,230 million baht, an increase of 735 million baht or 29.46 percent from the

previous quarter. This was due to the fact that insurance premiums in the last quarter of the year tend to be higher than those in other quarters. **For the year 2025, the company's total insurance premium amounted to 11,672 million baht, an increase of 178 million baht or 1.55 percent** from the previous year. The was a result of the company's ongoing development of products and services to reach target customers, as well as its continuous expansion of distribution channels. Auto insurance premium amounted to 10,674 million baht, an increase of 230 million baht or 2.20 percent from the previous year.

For operating results, **the net profit of the company in the fourth quarter of 2025 amounted to 220 million baht, a decrease of 132 million baht or 37.50 percent** from the previous quarter. This was mainly due to a decrease of 48 million baht in insurance revenue and an increase of 568 million baht in insurance service expenses, mainly from the flooding incident in Hat Yai area. Moreover, net investment income decreased by 57 million baht due to lower dividend income and a decline in fair value gain in financial instruments. Meanwhile, net income from reinsurance contracts held increased by 509 million baht, in line with the higher insurance service expenses, which led to an increase in reinsurance recoveries. **Return on equity (ROE) of the company in the fourth quarter of 2025 was 7.39 percent.**

**For the operating result for the year 2025, the company had a net profit of 1,077 million baht, an increase of 490 million baht or 83.48 percent** from the previous year**.** Insurance revenue increased by 322 million baht, while net income from reinsurance contracts held rose by 510 million baht, in line with the higher insurance service expenses, which required additional reinsurance recoveries. Net investment income also increased by 89 million baht, driven by higher dividend income and fair value gain in financial instruments. Meanwhile, insurance service expenses increased by 290 million baht, mainly due to the flooding incident in Hat Yai area in the fourth quarter of 2025. **Return on equity (ROE) of the company in 2025 was 12.58 percent.**

Capital fund at the end of December 2025 was at 537.12 percent, a decrease from 632.82 percent at the end of December 2024. The decrease was primarily driven by an increase in capital requirements to support overall risk exposures, particularly market risk arising from higher investments in equity securities and bonds, as well as insurance risk arising from higher unearned premium reserves following the adoption of the revised calculation method under the new notification issued by the Office of Insurance Commission (OIC). In addition, the capital requirement for credit risk increased slightly as a result of reinsurance-related exposures associated with the flooding incident in the Hat Yai area. Nevertheless, the capital fund of the company remained well above the OIC's minimum requirement of 140.00 percent.

**Disclaimer**

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