



Sustainability Report **2025**
TISCO Financial Group Public Company Limited

VALUE-CREATION
BUSINESS,
TOWARDS SOCIAL
DEVELOPMENT





Always in our hearts, forevermore.

**In most humble and profound remembrance of
Her Majesty's immeasurable graciousness.**



The Board of Directors, Management, and Employees of TISCO Financial Group

CONTENTS



| | |
|---|----|
| Message from CEO | 4 |
| About the TISCO Sustainability Report | 6 |
| Membership in Associations and Networks | 7 |
| Awards and Recognitions | 8 |
| About TISCO | 10 |
| Driving Business for Sustainability | 18 |
| TISCO's Value Chain | 21 |
| Stakeholder Engagement | 22 |
| Sustainability Integrated Corporate Strategy | 24 |
| Identification and prioritization of material sustainability topics | 26 |



GOOD GOVERNANCE

33



| | |
|---|----|
| Transparency and Accountability in Corporate Governance | 34 |
| Oversight of Fair Customer Service | 38 |
| Sustainable Supply Chain Management | 40 |
| Anti-Corruption | 41 |
| Risk Management | 43 |
| Cyber Security and Personal Data Protection | 51 |



SOCIAL

57



| | |
|---|-----|
| Sustainable Banking | 58 |
| Creating Opportunities to Access Financial Products and Services | 68 |
| Assisting Customers in Sustainable Debt Resolution | 71 |
| Driving Innovations in Digital Financial Products and Services | 73 |
| Promoting Financial Literacy | 78 |
| Employee's Quality of Life and Well-Being | 85 |
| Human Rights Management | 102 |
| TISCO for Society | 105 |



ENVIRONMENT

111



| | |
|---|-----|
| TISCO for the Environment | 112 |
| Environmental and Climate Change Oversight | 113 |
| Environmental and Climate Strategy | 115 |
| Climate Change Risk Management | 116 |
| Metrics and Targets | 125 |
| Performance According to Greenhouse Gas Emissions Reduction Targets through Portfolio Management | 126 |
| Performance According to Greenhouse Gas Emissions Reduction Targets from Operations | 129 |
| GRI Content Index | 137 |

Message from CEO



One thing that has never changed is
**TISCO's Commitment
to conducting business
ethically and responsibly**

Sakchai Peechapat
Group Chief Executive



TISCO has been part of Thai society for more than 57 years, having been through countless challenges and opportunities. One thing that has never changed is TISCO's commitment to conducting business ethically and responsibly. These values have been upheld since the very first day and passed down from generation to generation and have shaped three key principles that represent the heart of who we are today: **"Passion,"** reflecting our dedication and determination; **"Professional,"** representing the expertise and professionalism with which we deliver value; and **"Planet,"** underscoring our responsibility toward the environment and the society in which we live.

The year 2025 was another period of significant challenge, marked by a fragile economic environment. Global trade tensions and United States trade measures continued to create uncertainty, while the Thai economy remained subdued due to weakened private consumption, limited household income, and persistently high household debt that affect borrower quality. The situation was further compounded by domestic political uncertainty, border conflicts, and unexpected natural disasters such as earthquakes and severe flooding across several provinces. Despite these challenges, TISCO remained committed to the business philosophy of **"Value-Creation Business, Towards Social Development."** The Group continued to pursue sustainable growth with a focus on prudent and responsible operations, adapting strategies to the evolving landscape and driving resilient growth that delivers long-term value for all stakeholders.

In terms of overall performance this year, TISCO Group continued to uphold strong standards of responsible business conduct and received a **SET ESG Rating** of **"AAA"** for the third consecutive

year, along with the Commended Sustainability Awards, which recognizes organizations with outstanding sustainability performance. TISCO Group also received the Outstanding Company Performance Awards in the category of companies with a market capitalization between 30,000 and 100,000 — an achievement maintained for over a decade. These recognitions reflect our commitment to sustainability, alongside consistently deliver strong business performance.

In the coming year, Thai capital market's ESG assessment will transition to the FTSE Russell ESG Assessment, which reflects higher global expectations. Although this change highlights areas where further development is needed, TISCO views it as an important opportunity to strengthen our practices by integrating international standards in a way that aligns with our organizational context. Our commitment goes beyond achieving strong assessment results and focuses on continuously improving and advancing along our path toward sustainable growth.

On the governance aspect, TISCO Group upholds strong corporate governance under sustainable banking guidelines and continues to review and refine its practices to align with international best standards. This ongoing commitment has contributed to TISCO receiving an Excellent CG Scoring in the Corporate Governance Report (CGR) from the Thai Institute of Directors Association (IOD) for the nineteenth consecutive year. Transparency and social responsibility remain at the core of TISCO Group's business conduct, and we are committed to fostering a corporate culture rooted in ethics and integrity, as well as contributing to a transparent business ecosystem. As a

member of the Thai Private Sector Collective Action Against Corruption (CAC), for which TISCO has successfully renewed its certification for the fourth cycle covering the period 2025 to 2028, we also encourage our business partners to join us in fostering a transparent business ecosystem across our value chain.

On the social aspect, with household debt remaining a major concern in Thailand, TISCO continues to support retail borrowers through various measures, such as preemptive assistance for customers showing early signs of repayment difficulties and debt consolidation programs that combine multiple debts into one manageable payment with a more affordable interest rate. In 2025, TISCO also joined the “You Fight, We Help” initiative by the Ministry of Finance, the Bank of Thailand, and the Thai Bankers Association to assist retail and SME borrowers through a restructuring scheme. During the year, more than 19,600 contracts participated, with successful restructuring totaling approximately 4,800 million baht. These efforts ease customers’ financial burdens while also improve the Bank’s portfolio management efficiency.

However, support measures must go together with building financial discipline. TISCO therefore places strong emphasis on promoting financial literacy through training programs for customers and the public, as well as through accessible articles, educational materials, and financial planning tools. One of our key initiatives is HR FinCoach, now in its second year, which provides financial knowledge to provident fund clients. Through this program, financial knowledge was provided to human resources teams at 246 employer companies so that they could further share this knowledge with more than 20,000 employees in their networks.

Moreover, TISCO believes that achieving long-term quality of life requires aligning one’s Wealth Span and Health Span with their Life Span. Thus, beyond financial literacy, TISCO works with our Friends for Well-being alliance, including insurance companies and leading hospitals, to provide health insights through medical experts. Key activities include a four-region health seminar and the “TISCO Exclusive Night: Wealth and Health Forum.” These initiatives aim to strengthen customers’ financial and physical well-being, supported by our Financial Health and Wealth Ecosystem that brings together selected investment and insurance products from leading domestic and international partners.

Beyond creating value for society at large, TISCO places strong emphasis on our internal community because employees are the heart of the organization. We believe that a great organization begins with people who feel proud and fulfilled in their work. TISCO therefore focuses on developing employee capabilities and fostering a work environment that supports work-life balance. Key initiatives include relaxation massage services at the Head Office, mental health consultations with psychiatrists,

and health activities such as the TISCO Health Challenge that encourage employees to take better care of themselves through fun and interactive habit-changing challenges. This year, TISCO also urged each department to hold monthly townhall sessions to create space for open dialogue, feedback, and knowledge sharing, which in turn helped strengthen team relationships and promote a positive and friendly work environment.

On the environmental aspect, 2025 marked a year of stronger climate policy momentum both domestically and internationally. Thailand raised its climate ambition through the new Nationally Determined Contribution (NDC 3.0), accelerating its Net Zero target from 2065 to 2050.

Within the organization, TISCO continued to promote employee awareness of the carbon footprint generated from business activities and encouraged participation in reducing environmental impacts. Key measures include the use of technology and digital platforms for documentation to reduce paper consumption, the selection of environmentally friendly alternatives in the procurement process, and investments in clean energy solutions such as the solar rooftop installation program, which has already completed phases 1 and 2 across more than 62 TISCO and Somwang branches, with plans to expand by an additional 80 to 100 branches annually in the next phase.

On the business front, TISCO continues to support the transition toward a low-carbon economy through green project financing, the promotion of electric vehicle (EV) adoption, and lending that helps SMEs shift toward more environmentally friendly operations. Green project financing now accounts for 23.47 percent of the corporate loan portfolio. For new auto hire-purchase loans, electric vehicles remain highly popular and represent 39.34 percent of TISCO’s new car hire-purchase contracts in 2025.

As we step into 2026, the economy and business landscape may continue to bring challenges, yet I believe that opportunities will always emerge for those who keep moving forward with purpose. By staying true to our beliefs, moving forward with confidence, strengthening collaboration, committing to continuous improvement, and applying technology with purpose, we will continue to drive the organization toward our strategic direction. TISCO will continue to stand proudly in our role as “Your Trusted Financial Advisor,” a financial institution our customers can rely on, dedicated to enhancing their financial well-being and promoting financial literacy widely across society.

Finally, on behalf of the management and all employees, I would like to extend my sincere wishes to everyone. May you be blessed with good health, strength of heart, and the wisdom to face every challenge with clarity and resilience. Thank you for your continued trust and support for TISCO Group in all our work and initiatives.



About the TISCO Sustainability Report

TISCO Financial Group Public Company Limited publishes its Sustainability Report annually to communicate the organization's economic, social, environmental, and governance performance to stakeholders. The report is prepared in accordance with the Global Reporting Initiative (GRI) Standards, following the revised Universal Standards 2021. It presents the Group's corporate profile, sustainability management approach, and key performance indicators, and demonstrates the alignment of the Group's operations with the United Nations Sustainable Development Goals (SDG 2030). The reporting scope is outlined below.



Reporting Period

1 January - 31 December 2025

Published Date

March 2026

Report Quality Assurance

The financial data presented in this report has been audited by certified public accountants and is derived from the same accounting system used for the financial statements and the 56-1 Annual Report 2025 of TISCO Financial Group and its subsidiaries. In addition, greenhouse gas emissions data for Scope 1, Scope 2, and Scope 3 (Category 7: Employee Commuting) for the year 2025 has been verified by an external third party. Information contained in this report other than the financial data and the verified greenhouse gas emissions data has not yet been assured by an independent third party.

Company and its Subsidiaries that are included in this report

TISCO Financial Group Public Company Limited
 TISCO Bank Public Company Limited
 TISCO Securities Company Limited
 TISCO Asset Management Company Limited
 Hi-Way Company Limited
 TISCO Insurance Solution Company Limited
 TISCO Information Technology Company Limited
 TISCO Learning Center Company Limited
 All-Ways Company Limited
 TISCO Tokyo Leasing Company Limited (*)
 HTC Leasing Company Limited (*)

Notes: *Not included in the consolidated statements in accordance with Thai Accounting Standards

For further information or inquiries, please contact

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 TISCO Financial Group
 Public Company Limited
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 North Sathorn Road, Silom, Bang Rak,
 Bangkok 10500
 Tel: 0 2633 6592

For more information on Sustainable Development, please scan the QR code or visit

www.tisco.co.th





Membership in Associations and Networks

TISCO participates in several associations and networks to support the continuous adoption and enhancement of policies, practices, and standards that strengthen the sustainability of the Group's business operations. These memberships help advance TISCO Group's commitments across social, economic, governance, environmental, and climate-related dimensions. Key memberships include:

Organizations, Associations, and Networks

1. SET ESG Experts Pool
2. Thai Listed Companies Association, including following clubs:
 - Corporate Secretary Club
 - Risk Management and Internal Control Club
 - Human Capital Management Club
 - Investor Relations Club
3. Thai Bankers' Association, including following clubs:
 - CSR Club
 - Human Resource Development Club
 - Compliance Club
 - Fraud Management Club
 - Banking IT Club
 - Banking & Financial Institution Internal Auditors Club
4. Thai Institute of Directors Association
5. Thai Private Sector Collective Action Against Corruption (CAC)
6. Partnership Against Corruption for Thailand (PACT)
7. Thailand Banking Sector Computer Emergency Response Team (TB-CERT)
8. Association of Thai Securities Companies, including following clubs:
 - Investment Banking Club
 - Compliance Club
 - Information Technology Club
 - Back Office Operation Club
 - Human Resources Club
9. Association of Investment Management Companies
10. The Thai Bond Market Association

General Information



Company Name

TISCO Financial Group Public Company Limited



Registration Number

0107551000223



Business Type

Finance and Banking



Telephone

0 2633 6000 or 0 2080 6000



Type of company

Listed Company on the Stock Exchange of Thailand



Facsimile

0 2633 6800



Business Area

Thailand



Website

www.tisco.co.th



Head office address

48/49 TISCO Tower, 21st Floor, North Sathorn Road, Silom, Bang Rak, Bangkok 10500



Awards and Recognitions

TISCO Group is committed to delivering financial products and services that create value for all stakeholder groups while upholding strong governance and responsibility toward the economy, society, and the environment—foundations essential for long-term sustainable growth. In 2025, TISCO Group received 40 awards and recognitions from various domestic and international institutions, reflecting the organization’s achievements and continuous progress in all areas of sustainable development. The details are as follows:

1 Best CEO Awards

Mr. Sakchai Peechapat, Group Chief Executive, received the Best CEO Award for the second consecutive year at the SET Awards 2025. Presented by the Stock Exchange of Thailand, this award honors outstanding top executives who lead the organizations to achieve strong performance and sustainable growth through ethical, transparent, and visionary management. It highlights the executive’s commitment to driving the organization toward long-term, sustainability-focused success.

3 Commended Sustainability Awards

In 2025, TISCO Financial Group Public Company Limited was honored with the Commended Sustainability Award at the SET Awards 2025, presented by the Stock Exchange of Thailand. This distinguished recognition is awarded to listed companies that demonstrate outstanding performance and a strong commitment to stakeholder responsibility by effectively integrating Environmental, Social, and Governance (ESG) principles into their business operations. The award further affirms TISCO Group’s sustainability leadership, reinforced by the Group achieving a AAA rating in the SET ESG Ratings for the third consecutive year.

5 Plaque of Honor for Promoting Saving Discipline

TISCO Bank Public Company Limited and Hi-way Co., Ltd. received a plaque of honor for their outstanding efforts in promoting saving discipline, recognized under the category “Outstanding Network Performance for the Year 2025.” The award was presented at the National Savings Day event, organized by the Ministry of Finance and the National Savings Fund. In addition, both organizations received “The Best Agent” award, presented to agencies that successfully encourage savings among members and rank among the top 20 organizations with the highest accumulated savings.

2 Outstanding Company Performance Awards

TISCO Financial Group Public Company Limited received the Outstanding Company Performance Award for listed companies with a market capitalization between 30,000—100,000 million baht at the SET Awards 2025, presented by the Stock Exchange of Thailand. This award recognizes companies that demonstrate outstanding business performance, strong corporate governance, and strict compliance with regulatory standards. TISCO Group has been nominated for—and has won—this award for 10 consecutive years, reflecting the Group’s consistent commitment to operational excellence and sustainable growth.

4 Top 50 ASEAN Public Listed Companies with the Highest ASEAN CG Scorecard

TISCO Financial Group Public Company Limited has earned notable recognition as one of the top 50 listed companies in the ASEAN region in the 2025 Corporate Governance Scorecard. This achievement underscores the Group’s strong performance and steadfast commitment to upholding rigorous corporate governance standards across its operations.

6 Thai Capital Market Knowledge Project Awards 2025

TISCO Asset Management Co., Ltd. secured four awards from the Securities and Exchange Commission’s (SEC) “Thai Capital Market: United in Empowering Knowledge to the People 2025 Project.” These included the “Public Favorite Award,” “Sustainability Award,” “Creativity Award,” and the special “Financial Empowerment Award,” given to those winning all three other categories.





2025 Outstanding CFO Awards – Banking (2nd Year)
by IAA Awards for Listed Companies 2025



2025 Best of the Best Performance Awards – ASEAN Equity 10 Years (4th Year)
by Asia Asset Management



Outstanding CEO Awards 2025 (3rd Year)
by The Stock Exchange of Thailand (SET Awards)



2025 Best of the Best Awards – Thailand Best Pension Fund Manager (4th Year)
by Asia Asset Management



Outstanding Securities Company Awards 2025 (3rd Year)
by The Stock Exchange of Thailand (SET Awards)



2025 Best of the Best Awards – Best Equity Manager
by Asia Asset Management



Excellent Corporate Governance Scoring (19th Year)
by the Thai Institute of Directors (IOD)



Certificate of “ESG100 Company”
by Thaipat Institute



Best Brand Performance on Social Media Finalist – Financial Service (Leasing) (4th Year)
by Thailand Social Awards



The Sustainability Disclosure Award 2025 (11th Year)
by Thaipat Institute



The ‘Ting To Trash’ Project
by the Thai Listed Companies Association in collaboration with the Securities and Exchange Commission.



SET ESG Rating – AAA (3rd Year)
by The Stock Exchange of Thailand (SET)



Honorable Mention in the Best Performance Awards 2025
By National Innovation Agency Thailand (NIA)



A perfect score of 100 on the AGM Checklist quality assessment (11th Recognition)
by the Thai Investors Association, The Securities and Exchange Commission, and Thai Listed Companies Association



Best IAA Analyst Awards – Service
by IAA Awards for Listed Companies 2025



Certificate of Sustainability for the “ESG DNA” Program
by The Stock Exchange of Thailand (SET)



Outstanding IAA Analyst Awards – Energy and Petrochemicals, Agro and Food industries, and Fundamental Strategy
by IAA Awards for Listed Companies 2025



4th Recertification as a member of Thai Private Sector Collective Action Against Corruption (CAC)
by Thai Private Sector Collective Action Against Corruption (CAC)



Decade of excellence in provident fund management Thailand 2023 from Global Banking and Finance Review (8th Year)
by Global Banking and Finance Review



2025 Awards for an Organization that Supports People with Intellectual and Developmental Disabilities
by the Foundation for the Welfare of the Mentally Retarded of Thailand, Under the Royal Patronage of Her Majesty the Queen.



About TISCO

Established in 1969, TISCO holds the distinction of being Thailand’s first finance company, offering a comprehensive range of financial and investment services, including investment banking, provident fund management, hire-purchase lending, and securities services. TISCO was also a founding member of the Stock Exchange of Thailand and became a listed company in 1983. In 2005, the organization was upgraded to a commercial bank and renamed TISCO Bank Public Company Limited. Subsequently, following a shareholding restructuring, TISCO Financial Group Public Company Limited was established in 2009 as the parent company of the Group and was listed on the Stock Exchange of Thailand in substitution of TISCO Bank.

Structure of TISCO Group

To ensure robust business governance and operational efficiency, TISCO Group adopts a combined management approach, operating as a unified business entity while clearly delineating the responsibilities of the parent company and its subsidiaries. The parent company is responsible for overall management, governance, and key support functions. It also formulates central policies, operational guidelines, and control frameworks that govern business conduct and processes across the Group. The subsidiaries, in turn, are responsible for implementing sales and marketing activities, carrying out business transactions, and managing credit-related operations. This organizational structure enables TISCO Group to maintain consistent service and operational standards, reduce redundancy, support business expansion, and advance sustainable development—ultimately creating long-term value for all stakeholders.



Notes: ⁽¹⁾ Listed in the Stock Exchange of Thailand

⁽²⁾ Not included in the consolidated statements in accordance with Thai Accounting Standards

Customer-Centric Service

Over the past fifty-seven years, TISCO has remained committed to creating value for all customer segments by developing and delivering a wide range of innovative financial products and services, while carefully considering their economic, social, and environmental impacts. TISCO continually explores new business opportunities that align with changing lifestyles and the evolving needs of customers at different life stages, with the aim of fostering long-term relationships.

To respond effectively to diverse customer needs, TISCO has structured its operations into three primary business segments, as outlined below.



Retail Banking



Auto Hire Purchase Loans
Operated by
TISCO Bank Plc.
and TISCO Tokyo Leasing Co., Ltd.



Motorcycle Hire Purchase Loans
Operated by
Hi-Way Co., Ltd.



Housing Loans
Operated by
TISCO Bank Plc.



Consumer Loans
Operated by
TISCO Bank Plc.
and Hi-Way Co., Ltd.



SMEs Loans
Operated by
TISCO Bank Plc.



Bancassurance Services
Operated by
TISCO Bank Plc.,
Hi-Way Co., Ltd. and
TISCO Insurance Solution Co., Ltd.

Retail Lending and Insurance Services

TISCO’s retail lending business, together with its life and non-life insurance services, aims to enhance financial accessibility and provide customers with guidance in managing financial challenges and risks, including economic uncertainty and unforeseen life events.

A key distribution channel for this segment is the “Somwang Ngern Sang Dai” brand, operated by Hi-Way Co., Ltd., which focuses on expanding access to financial services across districts and sub-districts nationwide. The network currently includes more than 805 branches. Complementing these services, the company also provides comprehensive insurance solutions under the “Somwang Insure” brand, offering a full suite of products such as vehicle insurance, motorcycle insurance, compulsory motor insurance, personal accident (PA) insurance, cancer insurance, income compensation insurance, and additional coverage options tailored to meet individual customer needs and circumstances.

In response to the continuing rise in household debt in Thailand, TISCO has maintained its sustainable debt relief initiatives throughout 2025 to support customers facing financial hardship. These measures include Debt restructuring and Vehicle return for debt settlement in accordance with the Bank’s policies, which realign repayment obligations with customers’ financial capabilities. Additionally, TISCO has strictly adhered to the Bank of Thailand’s Responsible Lending guidelines, including providing advance notice of interest rate or installment adjustments and offering customers opportunities to negotiate restructuring when experiencing repayment difficulties. These efforts aim to responsibly manage customer indebtedness and help restore long-term financial stability.

To ensure that the growth of Somwang Ngern Sang Dai contributes meaningfully to local communities, TISCO has placed strong emphasis on local talent development and employment. The Group has adopted a policy to recruit local residents wherever possible, achieving up to 95% local employment in relevant areas.

To further empower local communities—particularly younger generations—TISCO launched the “Somwang Camp Creates Opportunities” initiative. This program provides financial knowledge and practical financial-management skills to young people, enabling them to apply these skills in their own lives and share them within their communities. The initiative also creates employment pathways, offering opportunities for participants to work at Somwang Ngern Sang Dai branches near their homes.

Corporate Banking

TISCO provides a comprehensive range of business loan products and financial services to corporate clients and large business organizations. Key offerings include commercial loans supported by various complementary services such as guarantees, avals, loan advisory, debt restructuring, and custodian services. In addition, TISCO delivers comprehensive financial advisory and investment banking services to medium- and large-sized corporations. These services cover financial advisory and underwriting for all types of securities—equity, debt, and hybrid instruments—as well as advisory services related to mergers and acquisitions, privatization of state enterprises, loan procurement, and financial restructuring.

Looking ahead, TISCO Group will continue to drive its Selective Growth strategy by focusing on the Group's core expertise in the real estate and energy sectors, while expanding into high-potential industries such as healthcare and data centers, which play a critical role in Thailand's long-term development. TISCO also remains steadfast in its commitment to promoting Green Financing to support environmentally responsible businesses and projects. The Group aims to increase the proportion of green project financing to 25% of the corporate loan portfolio by 2030, reinforcing its role in advancing the transition toward a low-carbon economy.

Wealth and Asset Management

TISCO's wealth and asset management services are designed to help customers grow their assets, achieve sustainable long-term returns, prepare for a secure retirement, and enable effective intergenerational wealth transfer.

Building on its success as a Top Advisory House through the "TISCO Wealth" brand, the Group continues to enhance its wealth-creation capabilities by adopting a Holistic Financial Advisory approach. This comprehensive method covers all dimensions of financial planning, including investment, life and health insurance, and retirement planning. By combining the expertise of experienced financial advisors with technology—such as the TISCO My Goal planning program and the My Wealth application—the Group offers a user-friendly, personalized experience that supports better financial decision-making aligned with individual customer goals.

TISCO Group also focuses on curating high-quality financial products from leading partners and expanding its Financial Health & Wealth Ecosystem. This includes broadening its securities and insurance offerings and providing an extensive selection of global partner products under an Open Architecture model. This approach gives customers the flexibility to choose coverage that best meets their needs, supported by initiatives such as the Family First campaign, which promotes household financial well-being.

The Group continues to strengthen its business alliances under the "Friends for Well-being" partnership. Through this alliance, TISCO organizes a variety of activities to enhance customer knowledge of health, wellness, and medical innovations, while offering exclusive benefits that support holistic retirement planning.

In the area of securities brokerage services, TISCO Group aims to make investments more accessible, convenient, and effective through the development of Investifi+, an integrated investment advisory application that provides personalized investment insights and a wide range of investment products. In addition, the Group is enhancing its services for institutional clients through collaborations with global partners such as Jefferies, improving analytical capabilities and expanding access to international capital markets.

Financial Services for Every Stage of Life

Product Portfolio Highlights & Best-in-Class Solutions

TISCO Group is committed to offering financial products and services that enhance quality of life across every stage of an individual’s financial journey. As Thailand transitions into an aged society—reflecting the global trend of increasing longevity and a growing focus on long-term well-being—TISCO Group has placed heightened importance on comprehensive protection and retirement planning for its customers.

To effectively meet the evolving needs of diverse customer groups, the Group conducts both in-depth and broad-based product research aimed at identifying and curating a wide spectrum of financial solutions. These solutions are designed to address the requirements of customers across different income levels, lifestyles, and age groups. Through this rigorous approach, TISCO develops and delivers Best-in-Class products tailored to specific customer segments, with the overarching objective of maximizing long-term financial security and overall customer benefit.

Best in Class Products



My Care Series

This health insurance provides comprehensive coverage for medical expenses arising from illnesses and emergency accidents, offering lump-sum payments based on actual medical costs, up to the specified treatment limit per visit. Coverage is available for all age groups and customer risk profiles, with annual limits ranging from 300,000 to 100,000,000 baht, and does not require advance payments. To meet diverse customer needs, the product offers several customizable options, such as Deductible plans designed for corporate employees who already receive medical benefits, enabling them to reduce their insurance premiums, Worldwide medical

coverage for customers seeking international protection, Adjustable outpatient (OPD) coverage, allowing customers to increase or decrease OPD limits according to their preferences. Policies can be renewed up to the age of 100, supporting Thailand’s transition into an aging society and helping customers access long-term, sustainable healthcare protection.

Zero Cancer Plus

This insurance plan offers comprehensive cancer protection, covering diagnoses starting from stage zero. The product provides lump-sum benefits of up to 500,000 baht along with up to 1 million baht in coverage for medical treatments, repeat diagnoses, and treatment-related travel expenses. A key advantage of this plan is its fixed premium structure, ensuring that premiums remain unchanged throughout the entire policy period regardless of age. The policy is renewable up to 70 years of age, supporting long-term access to essential cancer protection.



CI Extra Care

This insurance plan provides extensive protection for critical illnesses, offering coverage across 8 major disease groups and up to 108 diseases. The plan provides lump-sum benefits of up to 5 million baht per disease group. If a customer is diagnosed with more than one life-threatening disease, the plan offers additional lump-sum payouts without any waiting period between categories, with total coverage of up to 35 million baht. The policy provides coverage up to 70 years of age and is renewable up to 98 years, supporting long-term financial security and protection against multiple serious illnesses.



My Wish Retirement

The insurance plan enables customers to prepare for a financially secure and fulfilling retirement. Customers may choose premium-payment periods of 1 year, 5 years, or 10 years, with payments made conveniently until 60 years of age. Beginning at age 60 and continuing through age 99, customers receive a stable stream of income, either annually or monthly, depending on their selected benefit option. The plan is designed for accessibility and ease, with no health examination required, making it a simple and flexible solution for long-term retirement planning.



My Gift Prestige

This life insurance is designed to support long-term inheritance and wealth-transfer planning, enabling customers to pass on assets seamlessly from one generation to the next. The plan offers premium discounts for customers in above-average health, providing added value for those maintaining good wellness. Customers can apply for coverage from 1 month to 75 years of age, with protection extending up to 99 years of age, ensuring long-term financial security and a reliable legacy solution for beneficiaries.



PA 55 Plus

Personal accident insurance plan is designed to help customers care for elderly family members with confidence, providing financial protection in the event of accidents during daily living. The plan features a fixed premium tailored for individuals aged 55 to 100 years, ensuring affordability and stable long-term protection for seniors.



Key benefits include coverage for medical expenses, income compensation, and wheelchair-related expenses. The application process is simple and accessible, requiring no health check-up and no health-related questions, making it an inclusive option for elderly customers seeking essential accident protection.



Performance Summary

as of 31 December 2025

Total Assets

290,702

million baht



Total Liabilities

247,325

million baht



Total Shareholders' Equity

43,377

million baht



Net Income

19,655

million baht



Net Profit

6,659

million baht



Return on Average Equity (ROAE)

15.41%



Cost-to-Income Ratio

45.86%



Capital Adequacy Ratio

20.53%



Number of Shares
800.7
million shares



Market Capitalization
88,471
million baht





Number of Employees
5,610 people*



Number of Branches **51** Bank Branches
805 "Somwang Ngern Sang Dai" branches



Notes: * This is the total number of employees at the end of the year and does not include the board of directors and temporary employees. Employees categorized by type of employment contract

Employees Categorized by Type of Employment Contract

| | | Permanent Employee | Contract Employee | Total |
|---|------|--------------------|-------------------|-------|
|  Male | 2023 | 1,680 | 185 | 1,865 |
| | 2024 | 1,744 | 206 | 1,950 |
| | 2025 | 1,769 | 174 | 1,943 |
|  Female | 2023 | 3,173 | 458 | 3,631 |
| | 2024 | 3,322 | 518 | 3,840 |
| | 2025 | 3,435 | 232 | 3,667 |

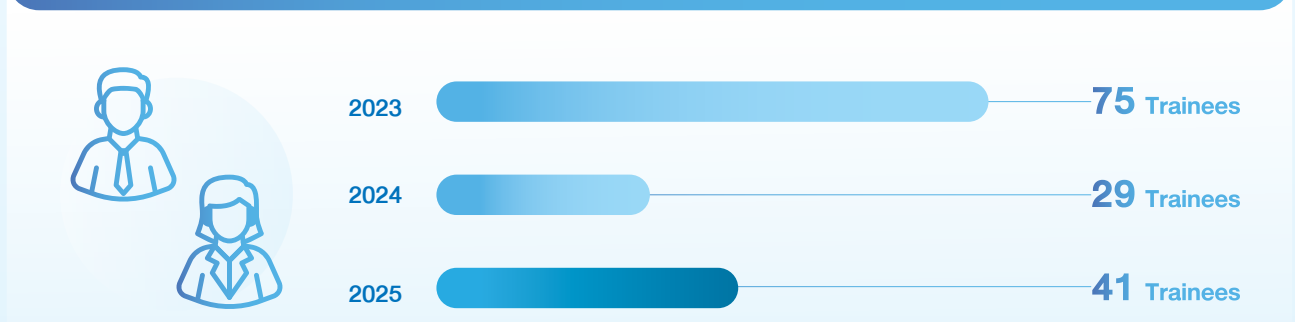
Notes: 1) Permanent employees include employees at all levels, ranging from management level supervisors to operational employees who perform various duties such as chief operating officer, president, managing director, function heads, and other permanent employees
 2) Contract employees include those hired by TISCO to perform special tasks whose contracts have clear start and end dates or project-based tasks with a clear completion date or goal, or employment under seasonal projects. The tasks must be completed within two years, and both employer and employee sign a contract at the start of the employment.

Employees categorized by area

| | | Head Office | Bangkok and perimeter areas | Provincial areas |
|---|------|-------------|-----------------------------|------------------|
|  Male | 2023 | 1,292 | 137 | 436 |
| | 2024 | 1,332 | 157 | 461 |
| | 2025 | 1,355 | 155 | 433 |
|  Female | 2023 | 1,916 | 439 | 1,276 |
| | 2024 | 1,884 | 486 | 1,470 |
| | 2025 | 1,845 | 475 | 1,347 |

Notes: The number of employees refers to permanent employees and contractors and does not include the board of directors and temporary employees.

Number of trainees



Notes: The number of trainees for the year does not include temporary employees.



Driving Business for Sustainability

TISCO Group believes that sustainable business growth must go hand in hand with creating value for society and protecting the environment in which we live. The Group is therefore committed to conducting business responsibly and balancing the interests of all stakeholders. TISCO Group strives to create opportunities and enhance the quality of life and social well-being by serving as 'Trusted Financial Advisor'. Through this role, TISCO Group empowers individuals and communities to achieve their financial goals and grow sustainably together.

Sustainable Development Policy

TISCO Group recognizes that driving sustainability continuously and benefiting stakeholders requires integrating the organization's core business process with sustainable development principles. This integration starts at the organizational culture level and evolves into business strategies that prioritize environmental, social, and governance (ESG) issues, ensuring alignment across the entire organization. Accordingly, TISCO Group has established a sustainable development policy with the following:



Vision and Mission towards Sustainability

Guided by the business philosophy of "Value-Creation Business, Towards Social Development," TISCO dedicates to driving sustainable growth by mobilizing green finance to promote environmental sustainability, enhancing social well-being through inclusive financial services, and conducting business with ethics and transparency to create long-term value for all stakeholders. TISCO strives to be a Trusted Financial Lifetime Partner in building a sustainable and prosperous future for everyone.



Supervisory Structure

The Board of Directors, with assistance from the Governance and Sustainability Committee ("GSC"), formulates the organization's policy and operating structures that align with the relevant principles and standards, as well as supports the SD of TISCO and oversees the SD practices to ensure they adhere to the established policy.



Centralized Policy

TISCO has defined a "Sustainable Development Policy" to manage the effects of its operations on society and the environment and effectively adapt to the fast-changing environmental, social, and governance factors. The policy is centrally defined and applicable to all companies in TISCO to ensure alignment in operations and create notable positive impacts.



Sustainable Value Chain

TISCO fosters SD throughout the value chain by continuously engaging and strengthening relationships with all stakeholders. By understanding stakeholders' needs, TISCO can effectively identify and prioritize material sustainability topics, considering both the impact on TISCO and the impact that TISCO might generate on stakeholders, wider society, and the environment.



Integration into Strategy

TISCO incorporates key sustainability topics regarding ESG into its business strategy. For instance, financial solutions for better living, mobilization of green financing, and social well-being with financial freedom and security.



Sustainability Capacity Building

TISCO emphasizes the development of SD knowledge at all levels to build capacity to achieve TISCO's sustainability goals.

Business Philosophy

Sustainable business growth must go hand in hand with societal growth
Value-Creation Business, Towards Social Development

Vision and Mission

“Wealth of Possibilities”

TISCO is an organization of quality growth, creating sustainable value for customers, shareholders, employees, business partners, and society

Goals

Create sustainable growth for all stakeholders, operating with good governance at all levels throughout the organization

Elevate social well-being through cooperation with all related parties

Promote low-carbon economy and conduct business considering risks and opportunities from environmental impacts

Key Enablers



Foster culture of innovation to increase operation efficiency



Offer customer-centric financial products and services



Uphold good business ethics and good governance



Maintain strong capability in prudent risk management

Values

M

Mastery

I

Integrity

R

Reliability

A

Advice

C

Creativity

L

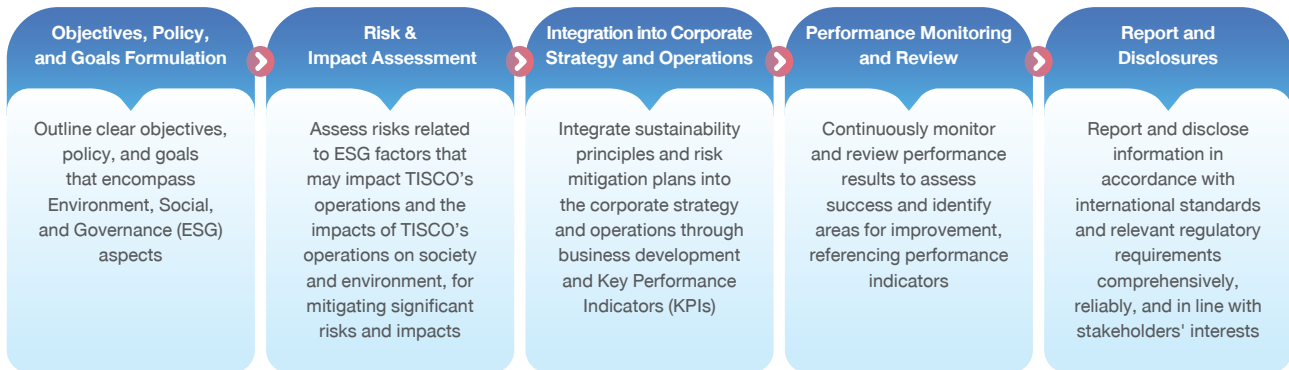
Learning

E

Empathy

Sustainable Development Operating Process

To support a holistic approach to sustainability, TISCO has defined the following sustainable development operating process:



Additionally, the operational processes and performance monitoring will be overseen and reviewed by internal units. External experts may be engaged to provide independent assurance in specific areas, depending on the development stage of our sustainability operations



TISCO Group has established a structure and assigned responsibilities to each body, as follows:

Board of Directors

- Establish sustainable development objectives, policy, and goals and ensure that key targets are met.
- Establish a tone at the top regarding the commitment to sustainability to ensure that it is valued across all functions.

Governance and Sustainability Committee

- Consider and propose sustainable development policy to the Board.
- Oversee the development of a proper and effective sustainable development framework and integrate sustainable development targets into the corporate mission and appropriate disclosures.

Executive Board

- Integrate sustainable development objectives and targets into the corporate strategy.
- Ensure the proper allocation of necessary resources for sustainability matters.

Risk Oversight Committee

- Oversee the sufficiency and effectiveness of the ESG risk management system and implementation as part of Enterprise Risk Management.

Audit Committee

- Review the sustainable development disclosure process.

Group CEO and Management Committee

- Establish and support the Sustainable Development Working Team to ensure the effective and efficient implementation of sustainable development activities in line with the corporate strategy.
- Allocate adequate resources for sustainable development activities and set the tone for TISCO's commitment to sustainability organization wide.

Business, Operation, and Control Functions

- Adhere to the Group's sustainable development policies and practices, and adopt the cascaded objectives and targets relevant to their areas of responsibility.
- Collaborate with the Sustainable Development Working Team to provide information for integration into the corporate plan and for performance monitoring and review.



TISCO's Value Chain

TISCO drives sustainable development throughout the value chain by continuously enhancing relationships with all stakeholder groups, focusing on social and environmental stewardship. In order to enable all groups of stakeholders to coexist with better livelihoods and grow together sustainably.



Primary Activities

TISCO's value chain begins with analyzing the broader social context and understanding customer needs to establish clear strategic goals. This approach ensures that the design and development of products, services, and delivery channels effectively meet the diverse requirements of customers. Marketing activities are strategically crafted to attract target customers and enhance access to financial services, while providing accurate and relevant guidance. Operational processes and customer service are executed with efficiency to ensure smooth service delivery and high levels of customer satisfaction. Through this integrated value-chain approach, TISCO fosters strong, long-term, and sustainable relationships with its customers.



Support Activities

- Human resource management and employee development, which are the primary driving forces of the business, to efficiently propel the organization in executing business activities.
- Building a network of business partners, including external service providers and suppliers, to develop products, services, and channels, as well as to procure adequate resources for business operations.
- Developing technology and innovation to enhance operational efficiency and increase convenience in service use.
- Strong governance and prudent risk management to ensure that all operational processes and activities are aligned, mitigate various risks, and build confidence among stakeholders.

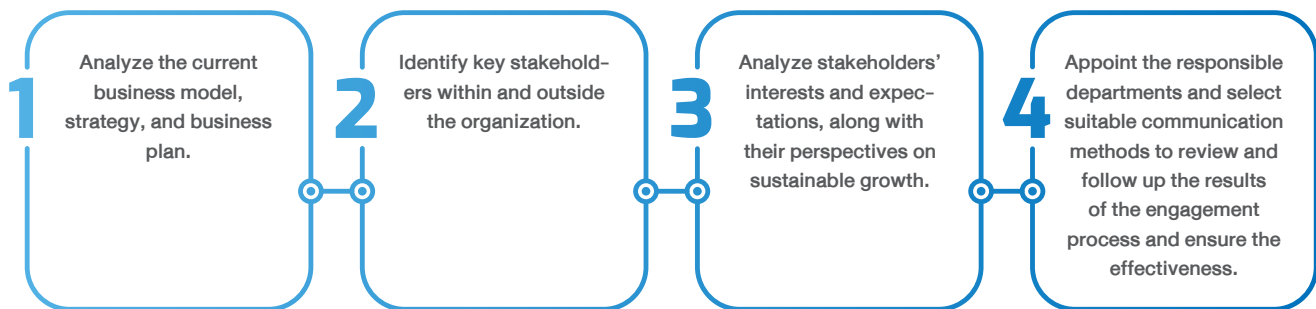
These business activities and processes are overseen by various regulatory agencies—including the Bank of Thailand, the Securities and Exchange Commission, the Office of Insurance Commission, and other relevant authorities—depending on the specific nature of each business operation. The value generated from these activities contributes directly to financial growth and returns for shareholders, who are the company's owners. At the same time, this value is also transferred to communities and society through both direct and indirect benefits. These include reduced household debt through access to appropriate financial products and ongoing financial literacy programs; advancements in medical research supported by TISCO's healthcare initiatives; increased local employment stemming from the Group's business expansion; and other positive social and economic outcomes.





Stakeholder Engagement






TISCO places strong importance on its stakeholders—both those directly and indirectly affected by the Group’s decisions and operations. Understanding the expectations and needs of each stakeholder group enables the organization to continuously improve its financial products and services, and to advance in a way that aligns with stakeholder interests.

To ensure meaningful and effective engagement, TISCO follows a structured stakeholder engagement approach consisting of several key steps, as outlined below:



Based on this approach, TISCO classifies key stakeholders into seven groups, with relevant responses as follows.

| Stakeholders | Relevancy | Interests and Expectations | Response to expectations |
|--|---|--|---|
|  <p>Shareholder</p> | <p>Owner of company who can influence the company in terms of decision-making and strategic direction</p> | <ul style="list-style-type: none"> • Strong financial performance and sustainable corporate growth • Return on equity and dividend payments that align with financial-market conditions and Thailand’s overall economic growth • Operational stability with effective risk management maintained within acceptable levels • Transparent and fair business practices, ensuring shareholders receive accurate, timely, and equitable access to information and disclosures | <ul style="list-style-type: none"> • Respect the rights of all shareholders and ensure fair and equitable treatment for all. • Conduct business with strong corporate governance, maintaining an appropriate balance between return and risk to deliver satisfactory long-term shareholder returns. • Disclose significant information accurately and in a timely manner. |
| <p>Communication methods</p> <ul style="list-style-type: none"> • Institutional investor visits • Online and offline analyst meetings • Information disclosure through the Stock Exchange of Thailand, print media, and company website • Annual and Extraordinary General Meeting of Shareholders | | | |
|  <p>Customers of all products</p> | <p>Those who receive benefits from the use of company’s products or services, therefore generating income for the company</p> | <ul style="list-style-type: none"> • Ease of access to financial products and services • Provision of valued products and services and ensuring customers retain full freedom of choice in selecting the solutions that best meet their needs • Benefits derived from the use of financial services for example <ul style="list-style-type: none"> - Retail customers: improved cash-flow management to meet household expenses and the opportunity to become debt-free - Corporate customers: business expansion supported by efficient capital management - Wealth and Asset Management customers: enhanced financial prosperity through appropriate returns, greater financial stability, and reduced exposure to life’s uncertainties | <ul style="list-style-type: none"> • Provide comprehensive financial services that meet customers’ needs • Provide financial literacy and disclose product information transparently and accurately • Continuously enhance the capabilities of the sales force, including financial expertise and customer-service skills • Expand customer access to a wide range of financial products and services • Leverage technology to improve products, services, and overall customer experience • Ensure all services are delivered responsibly, ethically, and in full compliance with industry standards |
| <p>Communication methods</p> <ul style="list-style-type: none"> • Customer meetings and corporate client visits • Online and offline seminars on economic, finance, and investment topics • Channels for customers to provide comments, suggestions, and complaints. • Public relations through various channels such as newsletters, corporate websites, and mobile applications | | | |

| Stakeholders | Relevancy | Interests and Expectations | Response to expectations |
|---|--|--|---|
| <p>Creditors, business partners and alliances</p>  | <p>Individuals or companies that serve as business partners in conducting business and supporting core operations and essential business processes</p> | <ul style="list-style-type: none"> • Business growth and mutually beneficial operational outcomes • Equal and fair treatment for all business partners • Long-term, collaborative business relationships with the company | <ul style="list-style-type: none"> • Provide business partners with equal access to accurate, clear, and adequate information. • Act with integrity, uphold ethical principles, and respect all agreed-upon contractual and commercial terms • Communicate the Supplier Code of Conduct to all business partners and conduct all business activities in alignment with established policies |
| <p>Communication methods</p> <ul style="list-style-type: none"> • Meetings with business partners • Satisfaction Assessment • Supplier Site Visit | | | |
| <p>Employee</p>  | <p>People who drive the organization and the main force in running the business.</p> | <ul style="list-style-type: none"> • Career advancement opportunities and access to continuous learning and personal development • Competitive and performance-aligned compensation that supports a good quality of life • Employment stability, along with support for good physical and mental health, enabling employees to work happily and productively through to retirement. | <ul style="list-style-type: none"> • Provide equal opportunities for professional development and career advancement • Offer appropriate, competitive compensation and comprehensive benefits • Foster a positive, inclusive, and collaborative working environment • Prioritize occupational health and actively promote initiatives that support employees' physical and mental well-being |
| <p>Communication methods</p> <ul style="list-style-type: none"> • Announcement and communication through internal newsletters • Activities to strengthen good relationships among employees, including knowledge and experience sharing • Channels to receive complaints and suggestions (HR Help Line) • Employee Surveys | | | |
| <p>Community & Society</p>  | <p>General public that receives indirect benefits and impacts from the business operation</p> | <ul style="list-style-type: none"> • Improved stability and enhanced quality of life • Access to financial and knowledge-based support that they can personally apply and build on. | <ul style="list-style-type: none"> • Organize activities to support and respond to the needs of the community. • Provide financial literacy through educational programs, tools, or advisory support |
| <p>Communication methods</p> <ul style="list-style-type: none"> • Public relations through various channels such as newsletters and company websites • Surveys of the community needs and participation in social and environmental activities | | | |
| <p>Standard-setting bodies and regulators</p>  | <p>Organizations that provide standards for transparent, responsible and sustainable business practices and Regulatory agencies who ensure that any business operations are carried out in accordance with relevant laws and regulations</p> | <ul style="list-style-type: none"> • Stability of the overall financial system • Business operations that comply fully with applicable laws, regulations, and supervisory requirements • Growth of the country's business sector, supported by appropriate mechanisms to mitigate potential negative impacts | <ul style="list-style-type: none"> • Formulate policies and guidelines in alignment with all relevant laws, regulations, and supervisory requirements • Establish a dedicated compliance function to coordinate with internal units and regulatory authorities • Continuously oversee and monitor compliance procedures to ensure effective implementation Provide constructive feedback and recommendations to support ongoing regulatory adherence and operational improvement |
| <p>Communication methods</p> <ul style="list-style-type: none"> • Communication through compliance function and regulatory reporting unit • Related procedures, such as audits by governing bodies, meetings and discussions between company's executives and official agencies on important matters, and regular compliance monitoring and reviews. | | | |
| <p>Competitors</p>  | <p>Industry peers who engage in both collaboration and competition with the company</p> | <ul style="list-style-type: none"> • Transparent and fair competition • Collaboration to enhance industry standards and strengthen confidence in the national financial system | <ul style="list-style-type: none"> • Participate in and promote collaboration with industry peers • Conduct business with fairness, integrity, and respect for honest competition • Comply fully with all legal and regulatory requirements related to commercial competition • Respect customers' rights to freely choose the products and services they use. |
| <p>Communication methods</p> <ul style="list-style-type: none"> • Communication and participation in activities within industry associations. | | | |



Sustainability Integrated Corporate Strategy

TISCO places strong emphasis on driving business sustainability with the goal of minimizing negative impacts while creating positive value for society and the environment. TISCO Group's operations are grounded in a thorough understanding of how its activities affect overall social and environmental well-being. To ensure responsible and forward-looking management, TISCO has established clear strategies and operational guidelines across three key focus areas:

1 Corporate Governance for Sustainable Growth

TISCO upholds strong corporate governance and prudent risk management at all levels. In fostering business growth, TISCO emphasizes maintaining ethical business practices with reliable service offerings, transparent operations, and adhering to industry codes and related laws.



2 Social Sustainability Management

TISCO recognizes the importance of social responsibility as a core element of business practices. TISCO leverages expertise and knowledge responsibly to promote social well-being and sustainable economic growth through business activities by expanding financial access for the underserved and offering financial literacy programs to provide essential skills for long-term economic empowerment.

TISCO respects and protects human rights by not getting involved in human rights violations, including child and illegal labor. TISCO promotes employee well-being and quality of life, provides safe working environment, and promotes diversity and equality across the organization and along the value chains. TISCO treats all employees, business partners, and customers in an equal and fair manner without any kind of discrimination, including race, color, gender, sexual orientation, age, nationality, civil rights, religion, belief, nor disability.

3 Environmental Management

TISCO places importance on environmentally responsible business practices and is committed to integrating environmental impact management into core strategy and operations. This includes incorporating sustainability into risk management and decision-making processes, with goals such as efficient resource utilization and systematic waste management. TISCO lays path for achieving net zero emissions by setting goals as follows:

Medium-term goal: Achieve carbon neutrality for Scope 1 and Scope 2 by the year 2040.

Long-term goal: Achieve net zero greenhouse gas (GHG) emissions for TISCO's operational footprint (Scope 1 and Scope 2) and for Scope 3 financed emissions by the year 2050.



TISCO cascades strategies and drives sustainable development goals into practice through three business pillars, addressing the needs of various stakeholders. Supporting resources are appropriately provided to ensure control, efficiency, and consistency in operations.

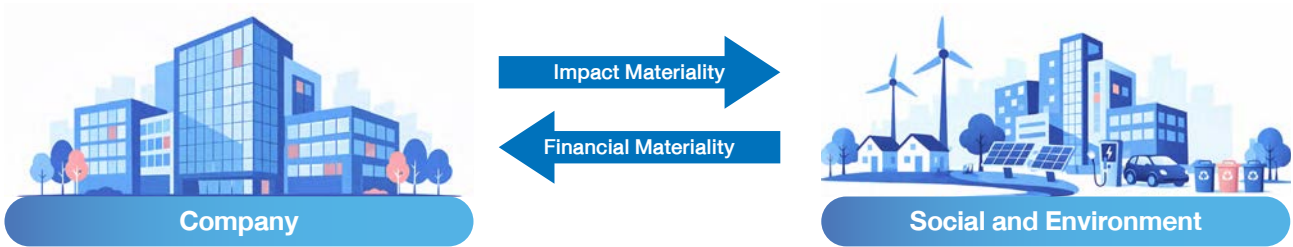
Your Trusted Financial Advisor

| Retail Banking | Corporate Banking | Wealth and Asset Management |
|---|--|--|
| Financial Solution for Better Living | Mobilization of Green Financing | Social Well Being with Financial Freedom and Security |
| <ul style="list-style-type: none"> Responsible lending to all retail clients Financial inclusion to underserved clients Financial accessibility through physical branch and online channel Financial wisdom of clients through financial literacy program Debt consolidation to lower debt persistence problem | <ul style="list-style-type: none"> Expertise and customer insightfulness in clients' business Support green energy for transition of net zero economy Customized financial solutions for corporate clients with integrity and professional services | <ul style="list-style-type: none"> Holistic financial advisory services focusing on Retirement Financial Planning Trusted financial services with expertise in investment and protection advisory Business partner coordination for better service to clients Financial literacy in relation to healthcare and investment Hybrid financial accessibility through both online and offline channels |
| Key Enablers | | |
| <ul style="list-style-type: none"> Enhance technology and cyber security capabilities and increase operational efficiency | <ul style="list-style-type: none"> Ensure sustainable business growth with proactive risk management and sound governance practice | <ul style="list-style-type: none"> Enhance human resources capabilities while sustaining trusted corporate brand and identity |





Identification and prioritization of material sustainability topics



TISCO reviews material sustainability topics annually to ensure that business strategies align with stakeholder expectations. This includes considering issues that are important to international financial business operations, as well as global mega-trends and current situations both domestically and internationally. TISCO prioritizes sustainability topics using the “Double Materiality” principle, which considers the importance of sustainability from two perspectives: financial and impact on society/environments. This approach ensures that social and environmental impacts are not diminished due to a lack of financial importance. The details are as follows:

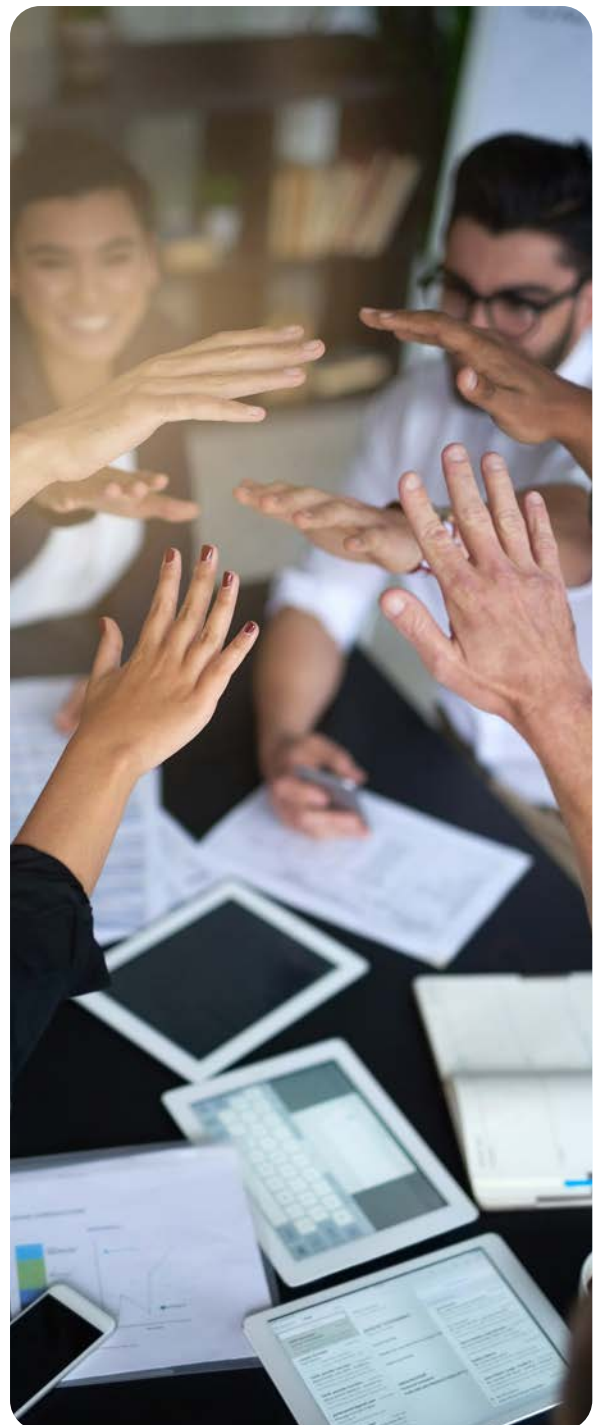
Financial Materiality

Consider how environmental, social and governance factors affect TISCO’s business operations, both in terms of negative impacts, such as possible fines in case of applicable law violation, or loss from interrupted businesses due to social and environmental events, and positive impacts, such as increased business opportunities, improved operational efficiency, or added value in the supply chain from sustainability management.

Impact Materiality

Consider how the company's operations and decisions affect the society and environment, evaluated from survey results of stakeholders in each group, including shareholders, employees, customers, and regulatory agencies, business partners and creditors, and community and society.

This makes TISCO better understand sustainability topics and enables us to formulate strategies and operational plans that sustainably address key concerns of stakeholders.



The process of identifying and prioritizing material topics

1 Identification — key sustainability topics related to TISCO's business operations and strategic direction, as well as the impact of these operations on the business sector, society, and environment, are considered. This is compiled from:

1. Corporate strategies and business context

- Evaluating the risks and impacts of TISCO's operations on the economy, society, and environment, and bringing forward the material sustainability topics identified in 2024 to consider their continued relevance in 2025.

2. Sustainability trends related to TISCO's business

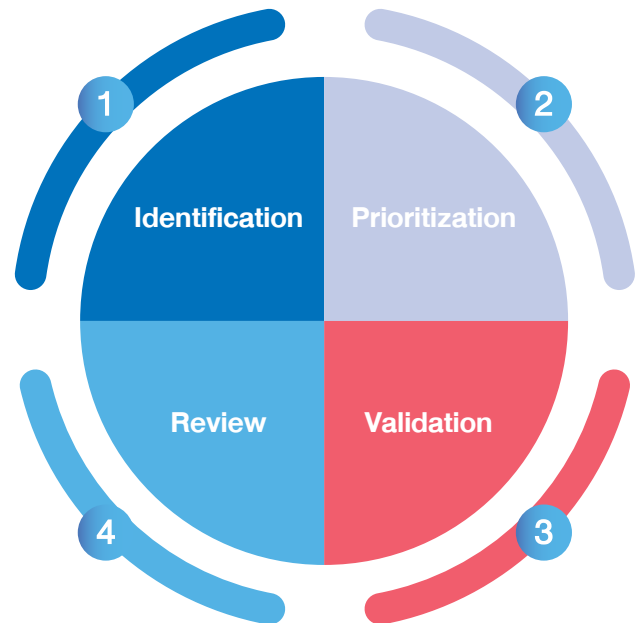
- Comparing with key topics in the financial sector and globally in the context of sustainability, including global trends and current situations, and potential impacts of such trends.

3. Sustainability topics of external stakeholders

- Gathering feedback from customer surveys or target customer groups through the organization's financial product and service innovation development process, data searches, and news from various media and official agencies.

The collected topics are then considered and filtered by the relevant committees.

2 Prioritization — Survey opinions according to the Double Materiality principles, divided into Financial Materiality, surveyed from executives representing TISCO, and Impact Materiality, surveyed from six defined stakeholder groups. The weighted arithmetic mean was used, assigning weights to each stakeholder group based on the projected impact level from the decisions and operations of the corporate group. This ensures that the information reflects TISCO's sustainability goals accurately.



3 Validation — The appropriateness of the prioritization process and its results is reviewed by considering multiple relevant factors, including the impacts on stakeholders, the completeness and clarity of information disclosure, and the availability and reliability of required performance data. The completeness principle is applied to ensure that the selected material sustainability topics are sufficiently comprehensive and appropriate for implementation. Following this review, the final list of material topics is submitted to senior management for approval and to the Governance and Sustainability Committee for acknowledgment. The outcomes of the review are then used to refine and update the sustainability operational plan as necessary.

4 Review - An annual review of significant sustainability topics is conducted, including content and suggestions, to ensure the priority of each topic continues to reflect stakeholder expectations and adapt to changes in the business environment and regulatory requirements. This information is integrated into identifying significant sustainability topics and incorporating feedback into improving the content of the report for the following year.



Material Sustainability Topics

In 2025, TISCO identified 14 material sustainability topics, covering the previous year’s topics, with some additions and revisions for specification and consistency with the current context. The survey results from 4,310 respondents reflect the prioritization of material sustainability topics categorized into Financial Materiality and Impact Materiality as follows.



In 2025, cyber awareness emerged as an increasingly critical area alongside financial literacy, as Thailand continued to experience a rising incidence of online scams and cybercrime. This trend highlighted the need to equip customers and communities with essential knowledge to navigate digital platforms safely. As a result, ensuring secure access to online banking services has become a core component of TISCO Group’s financial literacy initiatives, with cyber safety awareness now fully integrated into these programs.

Results from the 2025 materiality survey indicate that TISCO Group’s executives and stakeholders continue to prioritize economic and governance issues as the most important areas of focus, followed by social and environmental topics—consistent with the 2024 survey findings. However, several issues have risen in significance from the perspectives of both executives and stakeholders. These include: Fostering Innovation and Digital Capabilities in the Organization (Topic 8), Promoting Financial Literacy and Cyber Safety Awareness (Topic 9), Effective Resource Management (Topic 14)

Overall, the Group’s strategic direction in managing its key sustainability topics remains well aligned with stakeholder expectations and supports the United Nations Sustainable Development Goals (UN SDGs). The detailed assessment results are presented below.

Material Sustainability Topics and Their Impact on the Company and Stakeholders


| Material Sustainability Topics | More details on pages | Sustainable Development Goals (SDGs) | Impact Boundaries* | Impact on Stakeholders | Impact on Business |
|--|-----------------------|---|--|--|--|
| 1. Transparent Corporate Governance with Accurate and Comprehensive Sustainability Disclosures | 34-42 |   |  | Fair and trustworthy operations, receiving accurate and complete information | Gaining the trust of investors and reducing legal and financial risks |
| 2. Business Growth for Sustainable Returns | 10-32 |    |  | Consistently good returns on investment | Building competitive advantage, increasing long-term revenue and profits |
| 3. Risk Management and Business Continuity Under Crisis | 43-50 |  |  | Continuity in service and operations | Reducing risks |
| 4. Cybersecurity and Customer Data Protection | 51-56 |  |  | Preventing loss and personal data breach | Maintaining customer trust, reducing risks of losing important information |
| 5. Customer-centric Financial Products and Services | 57-67 |     |  | Receiving quality products and services that respond to their needs | Building competitive advantage, increasing long-term revenue and profits |
| 6. Creating Opportunities to Access Financial Products and Services | 68-70 |       |  | Increasing access to services | Expanding customer base, building competitive advantage |
| 7. Assisting Customers in Debt Resolution in a Sustainable Manner | 71-72 |    |  | Receiving quality products and services that respond to their needs | Reducing operational risks, gaining trust from investors and creditors |

| Material Sustainability Topics | More details on pages | Sustainable Development Goals (SDGs) | Impact Boundaries* | Impact on Stakeholders | Impact on Business |
|--|-----------------------|--------------------------------------|--------------------|--|---|
| 8. Fostering Innovation and Digital Capabilities in the Organization | 73-77 | | S, Cu, P, E, Co, R | Receiving a better experience in using and accessing financial products and services | Building competitive advantage, increasing long-term revenue and profits |
| 9. Promoting Financial Literacy and Cyber Safety Awareness | 78-84 | | Cu, P, E, Co | Having the knowledge and confidence to select appropriate financial products and services, whether online or offline, in response to their needs | Creating a positive reputation, gaining the trust of investors and creditors |
| 10. Human Capital Management | 85-101 | | Cu, E | Being able to provide professional services that meet customers' needs and expectations | Building competitive advantage, reducing operational risks |
| 11. Emphasis on Human Rights | 102-104 | | Cu, P, E, Co, R | Fair and trustworthy operations | Reducing legal and financial risks, creating a positive reputation |
| 12. Effective Adaptation to Environmental Change, Including Climate Change | 112-125 | | S, Cu, P, E, Co, R | Supporting businesses that are environment-friendly | Building competitive advantage, reducing risks |
| 13. Supporting Green Economy Transition | 126-128 | | S, Cu, Co, R | Accessing financial resources that help drive a low-carbon economy and create positive impacts for communities | Building competitive advantage and improving the long-term resilience of the loan portfolio |
| 14. Effective Resources Management | 129-135 | | S, Co | Ensuring that the Group's operations cause no adverse impacts on the environment or nearby communities | Building competitive advantage, decreasing operational costs |

Notes: * The impact boundaries are considered based on the key stakeholders who are affected by the operations according to each topic.



Sustainable Development Target

| Sustainable Development Framework | Indicators | 2025 Targets | 2025 Performance | 2026–2028 Targets |
|--|--|--|--|--|
|  <p>Corporate governance</p> | Corporate governance and upholding good and accepted business ethics | Receive excellent evaluation results by external agencies | Received the “Excellent” rating, from Corporate Governance Report assessment by The Institute of Directors (IOD) | Receive excellent evaluation results by external agencies |
| | Data breach cases with customer impact | Zero case | Zero case | Zero case and continuously enhance the effectiveness of control measures to keep pace with the evolving risk landscape, including risks associated with the use of artificial intelligence (AI) |
| | Promoting sustainability with partners | Carry out at least 1 project each year | “TISCO Healthcare Fair 2025” and “TISCO DRIVE SAFE : for Your Loved Ones” | Carry out at least 2 projects each year |
| | Implementation of responsible lending guidelines | All large-scale lending projects must undergo social and environmental impact assessments. | All large-scale lending projects undergo social and environmental impact assessments. | All large-scale lending projects must undergo social and environmental impact assessments. Additional requirements and specialized review processes shall be established for industries with high social and environmental risks, with strict oversight to ensure compliance |
|  <p>Social</p> | Customer Net Promoter Score (NPS) | 50% | 40% | 50% |
| | Financial literacy for customers and general public | Reach over 1 million people per year | Reach over 1.55 million people | Reach over 1 million people per year and expand financial literacy delivery channels by offering content through more online platform, enabling broader access to target audiences |
| | Providing education opportunities to children | At least 1 project per year | 1 project was carried out under the “TISCO Ruam Jai 15” initiative, involving the construction of a new school building for Ban Pa Kang School, San Pa Pao Subdistrict, San Sai District, Chiang Mai Province. The project is scheduled for completion in December 2026, with a total budget of 14,200,000 baht. | Carry out at least 1 project annually and continue supporting educational scholarship for children and youth through the TISCO Foundation |
| | Investment in communities | Ongoing investment | Total investment of 45.5 million baht | Allocate budget for continued community investment through social projects and initiatives |
| | Creating a happy organization | 80% employee engagement Over 85% retention rate Zero complaints related to labor issues and human rights | 83.8% employee engagement 91.6% retention rate Zero cases of complaints related to labor issues and human rights | 85% employee engagement Over 90% retention rate Zero complaints related to labor issues and human rights |
|  <p>Environment</p> | Power consumption efficiency | Under 230 kWh per square meter | 222.99 kWh per square meter | Under 225 kWh per square meter per year |
| | Water consumption | Under 30,000 cubic meters | 41,272 cubic meters per year | Under 30,000 cubic meters |
| | Paper consumption | Under 100 tons per year and reducing by at least 3% compared to prior year | 80.65 tons per year, an decrease of 11.2% from the previous year. | Under 90 tons per year and reducing by at least 3% compared to prior year |
| | Use of Styrofoam containers | Styrofoam containers are not being used in all TISCO Group establishments. | Styrofoam containers are not being used in all TISCO Group establishments. | - |
| | Waste generation | - | The total waste generated at the TISCO Tower Head Office amounted to 161.81 tons, with a waste sorting rate of 11% | The total waste generated at the TISCO Tower Head Office decreased by 5% compared to the baseline year (2025), with a waste sorting rate of 15% |
| | Greenhouse gas Emissions | Over 14% reduction in Greenhouse gas emissions from head office building (Scope 1&2) from the base year (2017) | 32.47% reduction in Greenhouse gas emissions from head office building (Scope 1&2) from the base year | Reduce Scope 1 & 2 Greenhouse gas emissions from operations across all locations by at least 1% annually compared to the baseline year (2025) |
| | Lending service for Electric Vehicle (EV) | Over 25% of TISCO's new car hire purchase contracts | 39.34% of all new car hire purchase contracts approved by TISCO in 2025 | Over 25-30% of TISCO's new car hire purchase contracts |
| | Support for large-scale environmentally friendly lending projects | Over 20% of large-scale lending projects are environmentally friendly lending projects | 23.47% of all large-scale lending projects (outstanding amount as of 31 December 2025) | Over 20-22.5% of large-scale lending projects are environmentally friendly lending projects |



Sustainability Knowledge Development

In today’s rapidly evolving business landscape, sustainability and Environmental, Social, and Governance (ESG) considerations have become critical drivers of long-term business growth and corporate responsibility. These issues play a central role in shaping how organizations create value while ensuring accountability to society and the environment. Strengthening sustainability knowledge across all levels of the organization is essential. It equips employees and leaders with the skills and understanding needed to navigate emerging challenges, adapt to global trends, and effectively integrate sustainability principles into long-term business strategies.



For Employees

TISCO continuously provides training and knowledge on Environmental, Social, and Governance (ESG) topics for employees at all levels through the annual Employee Compulsory Learning program, which aimed at strengthening employees' understanding of ESG principles in the context of business operations and enabling them to apply this knowledge effectively within their respective functions and throughout all business processes, contributing to the sustainable growth of the organization.



For Sustainable Development Working Team

TISCO supports the development of personnel within the Sustainable Development Working Team by encouraging their participation in in-depth training programs and specialized seminars organized by relevant regulatory agencies. These learning opportunities help strengthen technical expertise and build the competencies required to manage specialized sustainability issues. This approach ensures that each team member is equipped with the knowledge and skills necessary to fulfill their responsibilities effectively and in alignment with the organization’s sustainability objectives.



For Executives and Directors

TISCO ensures that all executives and directors participate in internal and external training programs and seminars to deepen their understanding of sustainability issues and strengthen their readiness for effective sustainability governance. Examples include:

| Training / Seminar | Organized by |
|--|--|
| Online Director’s Briefing 1/2025: Top 10 Sustainability Trends to Watch in 2025 | Thai Institute of Directors Association (IOD) |
| Director’s Briefing 11/2025: Technology Risk Management for Directors: Prevention, Detection, Recovery | |
| Hot Issue for Directors: The Evolving Role of Audit Committee in Fostering Trust and Transparency | |
| IOD’s Onsite Training: ESG Legal Risk Prevention and Due Diligence | |
| ESG in the Boardroom: A Practical Guide for Board (ESG) | |
| Cyber Defense with AI and Innovation Strategies | Securities and Exchange Commission, Thailand (SEC) |
| Audit Committee Forum No.59: IFRS S1 and S2 – Preparing for ISSB Standards Adoption and Governance | KPMG Thailand |

Good Governance





Transparency and Accountability in Corporate Governance

Good corporate governance forms the foundation of responsible business operations and sustainable long-term growth. TISCO is committed to strong, transparent, and accountable organizational management, supported by a governance structure that clearly delineates the roles and responsibilities of the Board of Directors and management in alignment with stakeholder interests.

Governance Structure

TISCO Group operates under a centralized governance framework, with the Board of Directors playing a crucial role in overseeing and monitoring the Group's management. The Board ensures that all operations adhere to internationally recognized principles of good corporate governance, the Code of Conduct for commercial banks, and all applicable laws and regulations governing financial institutions and listed companies on the Stock Exchange of Thailand. The Board functions independently from management and makes decisions that prioritize the long-term interests of TISCO, its shareholders, and all stakeholders.

The Board of Directors ("The Board") is responsible for defining the Group's vision, mission, strategy, business plan, and budget. The Board continuously monitors performance and sets key business policies, including codes of conduct for directors and employees. The Board also determines the strategic direction for sustainable development and ensures that TISCO maintains robust systems for internal control, supervision, auditing, and risk management. These responsibilities are carried out in line with good corporate governance principles to support long-term value creation, effective risk management, strong performance, and sustainable growth.

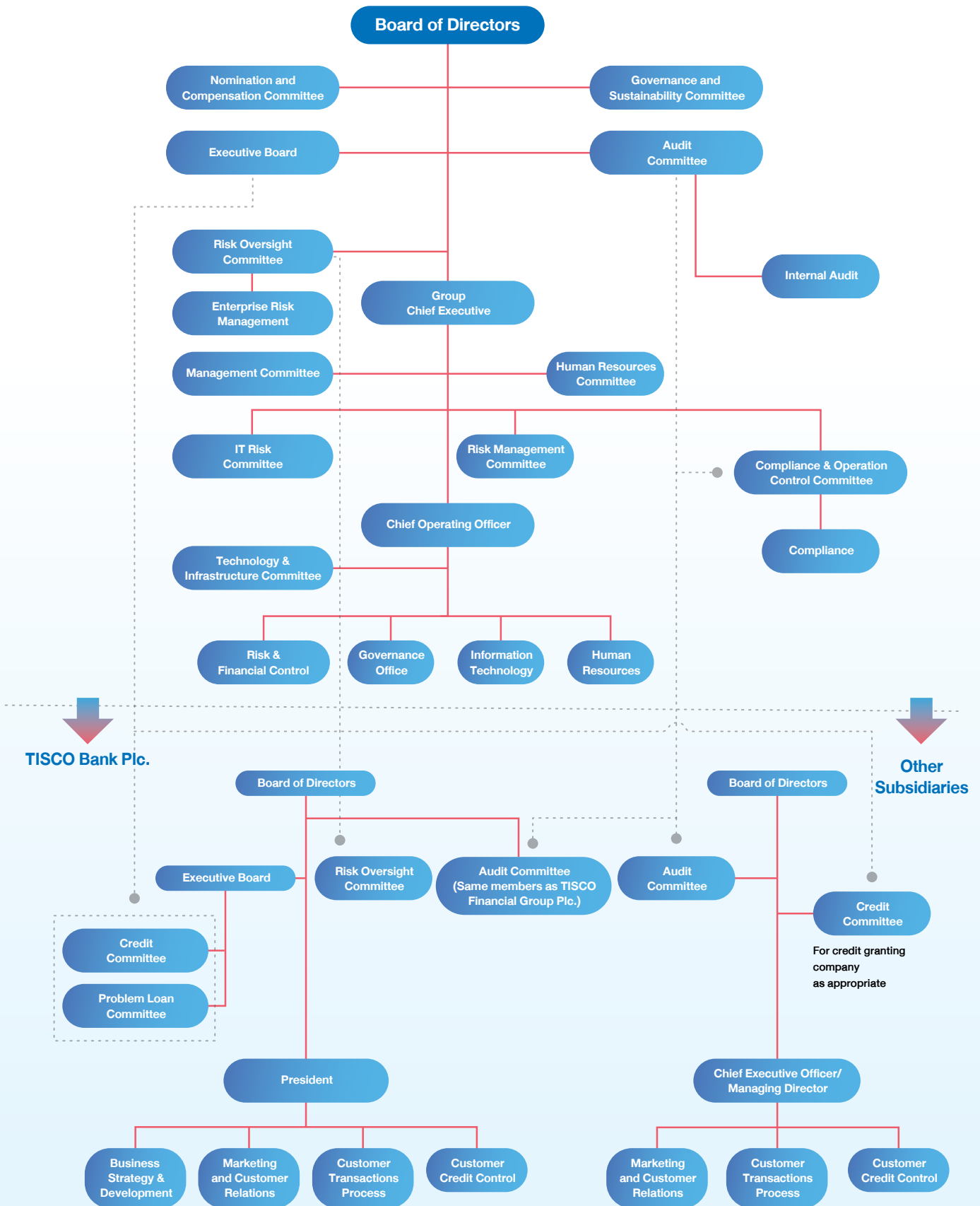
To enhance oversight effectiveness, the Board has established several subcommittees, including the Executive Board, the Risk Oversight Committee, the Audit Committee, the Nomination and Compensation Committee, and the Governance and Sustainability Committee. Each subcommittee is assigned specific oversight responsibilities and is governed by a clear structure and charter that outlines its scope of authority, duties, and operating guidelines.⁽¹⁾ These subcommittees support the Board by reviewing, analyzing, and providing recommendations on matters that require focused supervision in their respective areas.

Notes: ⁽¹⁾ Details of roles and responsibilities and charters of the Board of Directors and the subcommittees can be viewed in the Annual Registration Statements and Annual Report 2025 (Form 56-1 One Report).



TISCO Group's Corporate Governance structure is shown in the following figure

TISCO Financial Group Plc.



Notes: Please see detail at www.tisco.co.th

Nomination and Appointment of Director

The Board of Directors places strong emphasis on board diversity, the separation of the roles of Chairperson and Chief Executive Officer, and maintaining an appropriate proportion of independent directors—key Governance Pillar principles that reinforce TISCO’s commitment to strong corporate governance. The nomination and appointment process is guided by independence, transparency, and competencies in alignment with the Group’s strategic direction. Director candidates are sourced from qualified individuals nominated by shareholders or directors, as well as from the Director Pool. A board skill matrix is utilized to evaluate the competencies and expertise of candidates, ensuring alignment with business strategy, long-term value creation, and sustainable development, while also considering diversity criteria.

As of December 31, 2025, the Board of Directors comprised 13 members, including 6 independent directors, 3 non-executive directors, and 4 executive directors. Independent directors represented 46 percent of the Board—exceeding the Securities and Exchange Commission (SEC) requirement that at least one-third of the board be independent. Female directors accounted for 23 percent of the Board, supporting gender equality and enhancing overall board diversity. The Board recognizes inclusivity and diversity as essential to effective governance, ensuring balanced oversight, broad perspectives, and the prevention of dominance by any single individual in decision-making.

The director nomination process is conducted on the basis of equality, taking into account educational background, experience, skills, knowledge, and independence in alignment with the context and responsibilities of the position being filled. The process is carried out without discrimination or bias based on gender, age, nationality, ethnicity, religion, marital status, or any other differences, ensuring that the Board of Directors comprises diverse perspectives that benefit all stakeholders. This approach supports the development of a diverse and high-performing Board that contributes to well-rounded deliberation and decision-making. The Board has also set forward-looking diversity and governance targets, aiming to increase the proportion of independent directors to at least 50 percent by 2026 and to increase female representation to at least 30 percent of the Board by 2030.

The Board of Directors has appointed Mr. Pliu Mangkornkanok, a non-executive director, as Chairman of the Board, and Mr. Sakchai Peechapat as Chief Executive Officer. To strengthen independent oversight, the Board has also appointed Mrs. Pongpen Ruengvirayudh, an independent director, as the Lead Independent Director, responsible for contributing to the development of board meeting agendas and supporting

the effective functioning of the Board. In accordance with the SET Governance Code, this leadership structure ensures a clear separation of powers between the Chairperson and the Chief Executive Officer. The separation enhances transparency, maintains the independence of the Board in supervising management’s performance, helps prevent conflicts of interest, and reinforces decision-making that prioritizes the long-term interests of all stakeholders.

To ensure alignment with international governance best practices, the Nomination and Compensation Committee oversees and regularly reviews the Director Remuneration Policy. The Committee upholds the principles of transparency, fairness, and proportionality, taking into account the responsibilities of each director, service as chair of subcommittees, industry benchmarks, and alignment with the Group’s strategic and sustainability objectives. TISCO Group does not provide long-term performance-based incentives to directors in order to safeguard director independence and prevent any impairment of objective oversight. All director remuneration is subject to approval by the shareholders’ meeting, ensuring transparency, accountability, and compliance with good corporate governance principles.

TISCO conducts an annual performance evaluation of the Board of Directors and all subcommittees to enhance governance effectiveness and ensure continuous improvement. This process serves as a critical mechanism for assessing the appropriateness of board composition, the effectiveness of board oversight, and alignment with good corporate governance practices. The Board reviews the evaluation results, recommendations, and key observations to ensure the appropriate integration into the Group’s governance approach, business practices, and strategic direction.

For 2025, the Board of Directors' performance assessment was conducted under the supervision of the Nomination and Compensation Committee. The evaluation comprised two components:

- Board of Directors Performance Self-Assessment, and
- Director Individual Self-Assessment and Cross-Evaluation

The results were subsequently reviewed and approved by the Board of Directors,⁽²⁾ demonstrating TISCO's commitment to continuous performance enhancement and strong board stewardship.

Notes: ⁽²⁾ Performance of Corporate Governance is reported in the Annual Registration Statements and Annual Report 2025 (Form 56-1 One Report)

Corporate Governance Policy

TISCO Group's Corporate Governance Policy⁽³⁾ establishes a unified framework that applies consistently across the entire group, covering the Board of Directors, executives, and employees at all levels. The policy reinforces ethical, transparent, and responsible business conduct and outlines the Group's commitments to shareholder rights and equitable treatment, stakeholder engagement, disclosure and transparency, board responsibilities, and integrity and ethics.

TISCO is committed to full compliance with applicable laws, regulatory requirements, and the Code of Business Conduct. The Corporate Governance Policy is reviewed annually to ensure alignment with evolving regulations and best practices, supporting continuous enhancement of governance quality. To reinforce effective governance in daily operations, the Group actively cultivates a governance-driven corporate culture beginning with the onboarding of new employees, supported by ongoing communication of core values, work discipline, and periodic reviews of operational practices.

In accordance with international best practices on business ethics and anti-corruption risk management, TISCO Group has established comprehensive Anti-Corruption Policies and measures applicable to all business units and all personnel, from the Board of Directors and senior executives to all employees. These measures are rigorously implemented to prevent all forms of corruption, strengthen organizational transparency, and uphold the highest ethical standards.

Employees are required to promptly report any suspected violations of laws, regulations, codes of conduct, or internal policies when they become aware of such misconduct. To facilitate this, TISCO Group has implemented a whistleblowing mechanism that enables the reporting of suspected fraud, unethical behavior, regulatory breaches, or intimidation by internal or external parties. The mechanism ensures strict confidentiality and provides strong protections against retaliation, reinforcing effective grievance handling, whistleblower protection, and governance transparency.

TISCO Group has established a transparent and fair investigation process to address any actions or behaviors that violate—or may be reasonably considered to violate—the Code of Conduct, laws, or applicable regulations. All reported concerns are investigated in accordance with TISCO's established procedures, with disciplinary measures determined based on the severity, intent, and nature of the offense. Employees may be subject to disciplinary action even in cases where specific misconduct is not explicitly detailed in the Code of Conduct, if such behavior compromises the organization's transparency, credibility, or reputation. This approach reflects TISCO's commitment to upholding the highest standards of ethical conduct and internal control.

In 2025, TISCO received no reports of significant violations of the Code of Conduct through either internal investigations or whistleblowing channels. This outcome demonstrates the strong discipline of employees, the effectiveness of the Group's internal control and compliance systems, and the presence of an organizational culture deeply rooted in accountability, integrity, and good corporate governance.

Notes: ⁽³⁾ TISCO Corporate Governance Policy and Banking Industry Code of Conduct can be viewed on the website at www.tisco.co.th.



Oversight of Fair Customer Service

Fair Customer Service

TISCO places strong emphasis on conducting business with transparency, fairness, and accountability. To uphold these principles, the Board of Directors has established the Market Conduct Policy, which is grounded in fair customer service management and prioritizes customer interests. The policy aligns with the regulatory requirements of the Bank of Thailand and encompasses the following nine core components, which form the foundation for responsible customer treatment throughout the organization.



TISCO fosters a corporate culture that promotes accountability, ethical conduct, and adherence to corporate governance principles. To support this culture, the Group ensures that employees possess a strong understanding of their operational responsibilities, relevant processes, and regulatory requirements. TISCO has established a structured learning and supervision process that begins from the first day of employment. New employees receive orientation on governance principles, codes of conduct, and essential operational practices. This is followed by clarification sessions to ensure that all staff clearly understand correct operating procedures and compliance expectations. Employees also receive comprehensive training on product-related processes covering the full customer journey—from pre-sales activities to sales execution and after-sales service. Operational practices and requirements are clearly documented and communicated, enabling employees to study, understand, and apply them consistently. To reinforce continuous learning and compliance, all employees are required to complete an annual assessment through the e-Learning system, ensuring that their knowledge remains current and aligned with corporate, regulatory, and market conduct standards.

TISCO continues to strengthen awareness of the importance of adhering to established policies, procedures, and Market Conduct requirements. All employees are expected to strictly

comply with TISCO's Market Conduct framework and provide customers with complete, accurate, and balanced information to support informed decision-making. Employees are explicitly prohibited from pressuring customers to finalize purchases, reflecting TISCO's commitment to maintaining customer trust and supporting sustainable, long-term business growth.

To ensure consistent delivery of fair and appropriate products and services, TISCO continuously monitors operations and enhances service tools across relevant functions. A dedicated department is responsible for overseeing and supervising market conduct practices, supported by the Three Lines of Defense model to ensure effective monitoring, control, and prevention of potential risks. This includes activities such as Mystery Shopping, and annual operational audits, all of which help verify compliance with regulatory expectations and internal standards.

In 2025, TISCO recorded no identified incidents of non-compliance with Market Conduct policies and guidelines. In addition, there were no significant customer complaints relating to non-compliance with requirements governing product or service development or marketing communications. This outcome reflects the strength of TISCO's governance framework, employee discipline, and continued emphasis on fair customer treatment.

Suggestions and Complaints Management

TISCO Group actively manages customer relationships through the TISCO Contact Center, which serves as the central hub for responding to product inquiries, providing after-sales services, resolving service-related issues, and gathering customer feedback and suggestions to support continuous improvement in service quality.

Clear and structured complaint-handling procedures have been established, specifying the channels for receiving complaints, the responsible units, the review and investigation process, progress monitoring, and reporting requirements. These procedures ensure that all complaints are handled promptly and that customers are informed of the resolution within the timeframe defined in the Service Level Agreement (SLA).

Customer feedback and complaints are systematically analyzed to identify root causes, enhance work processes, improve service quality, and support product development. Insights and actions arising from complaint management are summarized and reported to relevant executives and subcommittees. This governance approach facilitates effective oversight, supports informed policy decision-making, and contributes to the organization’s transparent, responsible, and sustainability-aligned development.

Channels to Receive Feedback and Complaints

Channel 1



In person at the Head Office or at any branches by informing the staff about the complaint in person or submitting a complaint form

1

Channel 2

2

In writing and post to Corporate Compliance Office TISCO Financial Group Plc. 48/49 TISCO Tower, 10th Floor North Sathorn Road, Silom, Bang Rak, Bangkok 10500



Channel 3



Through our Contact Center
Tel: 0 2633 6000 or 0 2080 6000
E-mail: webmaster@tisco.co.th or Line Official @TISCO

3

Channel 4

4

Through our websites
www.tisco.co.th



Enhanced Digital Service Delivery Through TISCO Chatbot

In 2025, TISCO continued to enhance its digital service capabilities through the TISCO Chatbot on the Line Official Account (@TISCO). These enhancements enabled faster and more efficient service delivery while helping to reduce overall service costs. Customers were able to conveniently access information through a wide range of self-service features and had the option to connect with a live agent via the Chatbot 24 hours a day.

As a result, key service performance indicators improved significantly:

- Call-waiting time decreased, contributing to more timely service.
- The Abandon Rate declined to 18 percent, compared with 27 percent in 2024.
- Service error rates remained low at 0.005 percent.
- Customer satisfaction remained high at 97 percent, reflecting strong customer experience outcomes.

TISCO Contact Center remains committed to driving a structured digital transformation to expand service accessibility and enhance operational efficiency. This includes further enhancing the capabilities of the TISCO Chatbot and strengthening digital self-service options. These initiatives aim to increase customer convenience, shorten service time, and manage contact volumes more effectively, thereby ensuring consistent, rapid, and accessible customer service. In parallel, the Contact Center is continuously developing staff skills and expertise to ensure customers receive accurate, comprehensive, and timely product information and advice. These efforts support TISCO’s goal of delivering high-quality, customer-centric service that meets evolving needs in the digital era.



Sustainable Supply Chain Management

Business partners play a critical role in supporting TISCO's long-term sustainable growth. Accordingly, TISCO places strong emphasis on effective relationship management and maintaining a fair and transparent vendor selection process. Clear procurement guidelines and well-defined vendor evaluation criteria are established to ensure that all procurement activities are conducted with integrity and in alignment with TISCO's sustainability standards.

Vendor selection criteria include the quality of products and services, pricing competitiveness, risk management capabilities, and the ability to comply with TISCO's Supplier Code of Conduct. All vendors are required to formally acknowledge and sign the Supplier Code of Conduct prior to commencing services. In addition, TISCO requests business partners to disclose information related to their ESG practices, enabling assessment of their governance systems, anti-corruption measures, oversight of environmental and social impacts, data protection practices, and compliance with labor and human rights requirements. For large-scale procurement, TISCO ensures a transparent and competitive bidding process that is managed by the responsible working team and overseen by executives to maintain fairness and accountability. Furthermore, for specific categories of goods, TISCO prioritizes environmentally friendly alternatives in accordance with the Group's green procurement guidelines, taking into consideration technological feasibility and required procurement volumes.

Green Procurement Process

- Vendors are instructed to sign an acknowledgement of TISCO's Supplier Code of Conduct
- Vendors are categorized based on business importance
- Vendors are selected based on ESG criteria
- Vendors' performance is evaluated
- Vendors' compliance with TISCO's Supplier Code of Conduct and applicable labor laws is monitored and checked

Supplier Code of Conduct

TISCO has established a Supplier Code of Conduct that serves as a framework and practical guideline to ensure that suppliers operate in alignment with the Group's sustainability commitments. The Code outlines TISCO's expectations across three key areas:

Section 1 – Business Integrity: Emphasizes ethical conduct, honesty, and transparency in all business dealings, including strict adherence to anti-corruption and anti-bribery principles.

Section 2 – Responsible Business Practices: Covers compliance with contractual obligations, respect for human and labor rights, occupational health and safety requirements, protection of personal data, and respect for intellectual property rights.

Section 3 – Social and Environmental Responsibility: Defines TISCO's expectations for suppliers to manage their operations responsibly, minimize environmental impacts, and contribute positively to society.

To ensure consistent and effective implementation, all new suppliers are required to formally indicate their commitment to comply with TISCO's Supplier Code of Conduct and sign an acknowledgment prior to providing any services. In the event of updates or amendments to the Code, TISCO promptly communicates the changes to all existing suppliers and requires them to sign an acknowledgment of the revised provisions. This ensures that all business partners remain aligned with TISCO's sustainability standards and governance expectations.

Supplier Selection and Service Quality Assessment

TISCO Group is committed to treating all business partners fairly and in accordance with agreed-upon terms and trade contracts. Under normal circumstances, vendors are granted a 30-day credit term, unless a different term is mutually agreed.

During the vendor selection process, TISCO does not engage with suppliers involved in illegal activities or those exceeding environmental pollution limits. ESG considerations are integrated into the procurement process, ensuring that product and service providers meet expectations on governance, environmental responsibility, and social practices. TISCO follows established procedures to review service providers, assessing risk levels, service quality, and ESG performance as part of the evaluation for contract renewal or termination.

Service criticality levels are defined based on potential business impact and contract value. For Critical Tier 1 providers, any subcontracting to Critical Non-Tier 1 suppliers must be reported to TISCO. Business units engaging these services must ensure that Critical Tier 1 providers implement appropriate risk management, internal controls, and subcontractor oversight in accordance with TISCO's policies.

As part of business partner governance, assessment results for vendors and service providers are compiled and reported to the relevant subcommittees to support oversight and decision-making. In 2025, all service providers subject to evaluation were assessed using TISCO's ESG criteria and data privacy compliance requirements. All assessed providers (100 percent) met the required standards, with no identified environmental or social risks and no cases flagged for potentially significant negative impacts. Overall service quality remained satisfactory, and no significant operational risks were detected. Following the assessment, TISCO Group implemented targeted improvement measures for selected providers to ensure that service delivery continues to meet TISCO's quality expectations and aligns with the Group's environmental and social standards.



Anti-Corruption

TISCO Group is firmly committed to combating corruption, recognizing it as a long-standing challenge in Thai society that impedes national development and negatively affects the quality of life. The Group has established comprehensive anti-corruption and anti-bribery policies and guidelines, covering all forms of corrupt practices. TISCO conducts its business with transparency, fairness, accountability, and respect for human rights, in alignment with international standards and applicable regulatory requirements.



Since 2010, TISCO Financial Group Public Company Limited and its three subsidiaries—TISCO Bank Public Company Limited, TISCO Securities Company Limited, and TISCO Asset Management Company Limited—have been certified members of the Thai Private Sector Collective Action Against Corruption (CAC). The Group’s certification was renewed for the fourth term for 2025–2028, reaffirming TISCO’s long-standing commitment to ethical business conduct.

In addition, the Group actively participated in the “Bribe Requested, We Raise Our Voice” initiative, jointly launched by CAC and the National Anti-Corruption Commission (NACC), to raise awareness and encourage whistleblowing on corruption-related misconduct. TISCO also

joins public declarations of commitment with various organizations, including participation in:

- “Anti-Corruption Day” organized virtually by the Anti-Corruption Organization of Thailand (ACT) on 6 September 2025, and
- “International Anti-Corruption Day” on 9 December 2025, designated by the United Nations with the theme “Fight Against Corruption: HERO OF THE TRUST.”



These initiatives underscore TISCO Group’s continued dedication to promoting a zero-tolerance culture toward corruption and supporting broader efforts to strengthen integrity and transparency within Thai society.

TISCO Group adopts a centralized governance structure, under which the parent company’s Board of Directors approves the Anti-Corruption Policy and ensures its enforcement across all companies within the Group. Management is responsible for developing and implementing detailed guidelines that reflect international best practices, including the no-gift policy, prohibitions on illicit payments and political contributions, and the implementation of robust whistleblowing procedures. The Operational Risk Management Department plays a central role in overseeing corruption risk. The department conducts annual corruption risk assessments with all business units and relevant functions, evaluating the adequacy of controls and identifying potential vulnerabilities. This process includes assessing the risk of conflicts of interest—such as attempts by business stakeholders to secure personal benefits through bribes—and enforcing prohibitions on accepting gifts or other advantages from customers that could influence decision-making or employee performance, potentially affecting the organization or public interest.

If any residual corruption risks remain classified as high risk or exceed acceptable thresholds, the responsible unit is required to develop and implement corrective measures to control, mitigate, or eliminate such risks. A summary of the annual risk assessment results, along with compliance actions undertaken in accordance with the Anti-Corruption Policy and guidelines, is reported to the relevant committees. This ensures effective oversight, supports informed decision-making, and reinforces TISCO Group’s commitment to a strong and transparent anti-corruption governance framework.

TISCO places strong emphasis on communicating its Anti-Corruption Policy and guidelines and embedding these values across the organization. The Group reinforces awareness through internal communication channels and mandatory training



programs. In 2025, 100 percent of employees completed anti-corruption training and testing via the e-learning platform, demonstrating full compliance with internal requirements. In addition, relevant employees are responsible for communicating the policy to customers and business partners to ensure consistent understanding and adherence across all stakeholder groups. The Anti-Corruption Policy is publicly disclosed on the company’s website under the Corporate Governance section, ensuring transparency and accessibility for all stakeholders. For more information, please visit: www.tisco.co.th



TISCO also encourages business partners to operate with transparency and to participate in anti-corruption initiatives. In 2025, the Group implemented the following actions:

- Communicated policies and guidelines to promote transparency and fairness across operations, considering the social and environmental impacts on all stakeholder groups. TISCO also encourages business partners to uphold fair treatment of workers, respect human rights, prioritize occupational health and safety, comply with environmental protection standards, and actively prevent all forms of corruption in accordance with international best practices and applicable regulations. Furthermore, TISCO encourages partners to join the Thai Private Sector Collective Action Against Corruption (CAC) as part of the commitment to ethical and transparent business conduct.
- Announced and enforced a No Gift policy, prohibiting the giving or receiving of gifts on all occasions. This policy reinforces TISCO’s commitment to creating a transparent business environment and minimizing risks related to undue influence or conflicts of interest.
- Established and communicated whistleblowing channels to business partners, ensuring they have accessible, confidential mechanisms to report suspected misconduct or corruption-related concerns.
- Communicated the Supplier Code of Conduct, which incorporates anti-corruption requirements, to all business partners. TISCO encouraged partners to adopt transparent and ethical business practices and required them to sign an acknowledgment confirming their understanding and commitment to comply with the Code and its guidelines.
- Conducted corruption risk assessments for new business partners before onboarding to ensure that no engagement proceeds without appropriate due diligence. In addition, TISCO monitored the ongoing performance of all existing partners by requiring them to complete a self-assessment covering key issues such as anti-corruption practices, social responsibility, and environmental responsibility. These assessments help maintain high governance standards across the supply chain and ensure continued alignment with TISCO’s sustainability expectations.



- Assess the quality of controls mechanism and determining how to effectively prevent such risks.
- Review the process regularly.

Whistleblowing Policy

TISCO has established a Whistleblowing Policy that clearly outlines the procedures and channels available for reporting concerns or submitting grievances. The policy includes robust safeguards to protect whistleblowers, ensuring that individuals who report suspected misconduct are protected from retaliation and that their identity is kept strictly confidential.

The Whistleblowing Policy and grievance channels are communicated to both employees and external stakeholders, ensuring that all relevant parties are informed of their rights, responsibilities, and available reporting mechanisms.

Third parties Communicate through the TISCO website.

In the event of any unethical behavior—whether actual or suspected—including fraud, wrongdoing, malpractice, or violations of laws and regulations, complaints or reports may be submitted by sending a letter to

Chairman of Audit Committee or Compliance Function
at 48/49 TISCO Tower, North Sathorn Road,
Silom sub-district, Bangrak district, Bangkok 10500.

Employees Communicate via corporate intranet and related training.

TISCO has established the HR Help Line as an independent and confidential channel for employees to report grievances or concerns. Senior executives are appointed to oversee the HR Help Line to ensure that all submissions are reviewed impartially, transparently, and without bias. In line with TISCO’s whistleblowing and grievance procedures, the confidentiality and anonymity of complainants are strictly protected. This protection extends to ensuring that employees do not face demotion, disciplinary action, or any negative consequences for reporting corruption or misconduct—even in situations where such reports may result in lost business opportunities for TISCO.



All grievances and complaints are carefully examined. If an employee is found to have violated TISCO’s Code of Conduct, appropriate disciplinary action will be taken. Each case undergoes a structured resolution process, with outcomes and key issues reported to the relevant committees for acknowledgment and oversight.

In 2025, no complaints were filed regarding misconduct by TISCO employees or representatives. Additionally, no fines, penalties, or compensation claims relating to corruption were recorded. These results reflect TISCO’s strong commitment to good corporate governance, transparency, and accountability, as well as the effective implementation of its anti-corruption framework—including the No-Gift Policy and stringent measures designed to prevent facilitation payments, bribery, or conflicts of interest.



Risk Management

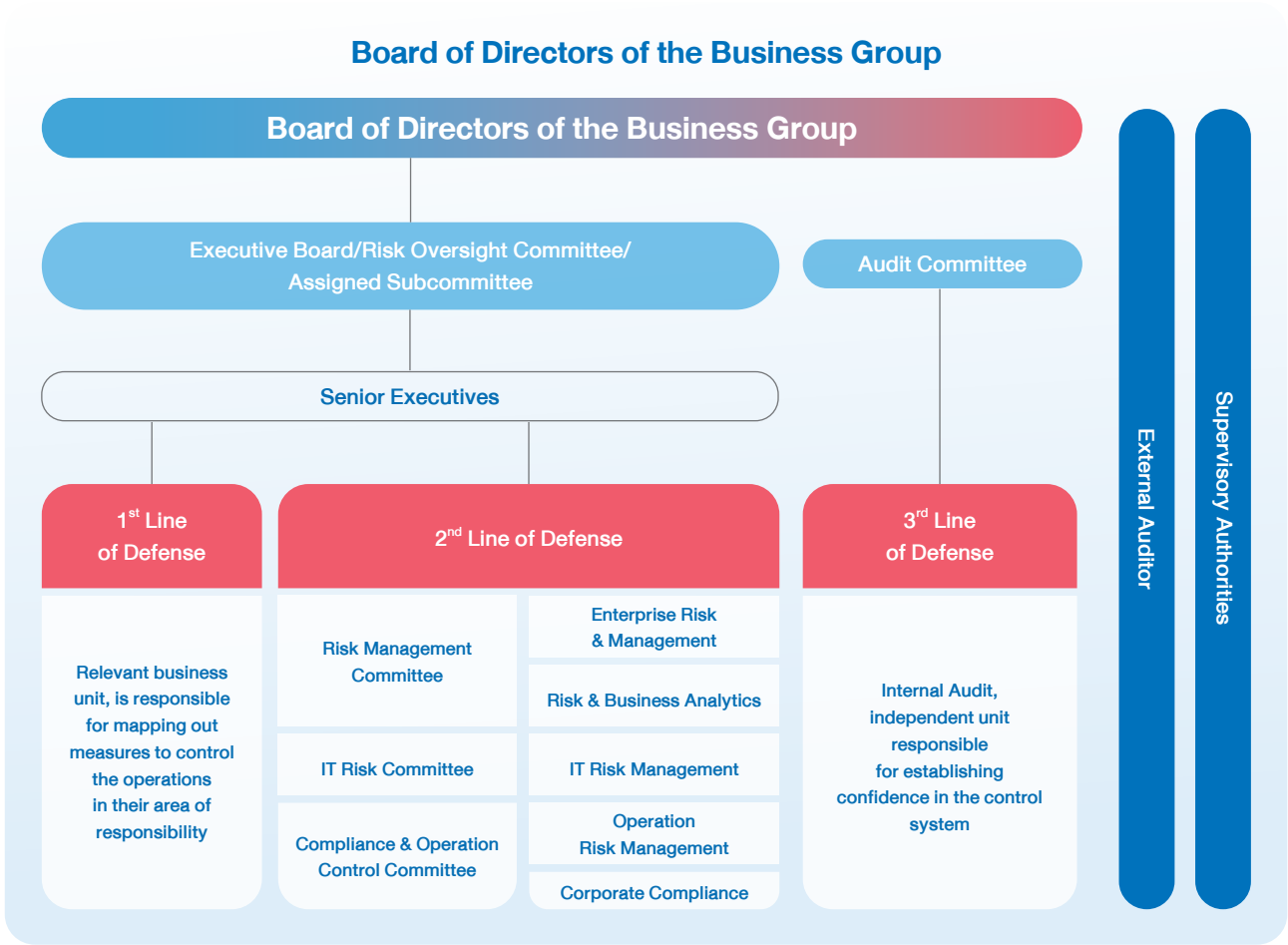
TISCO prioritizes enterprise wide risk management under the precautionary principle, aiming to balance sustainable business growth with appropriate returns while maintaining prudent risk exposure. To support this, the Group has developed standardized risk management tools, including internal simulation models that comply with all relevant rules, regulations, and supervisory expectations. TISCO has established a clear risk management structure and policy framework aligned with sustainable banking principles and incorporating Environmental, Social, and Governance (ESG) considerations. Oversight of risk management and ESG-related matters are exercised by the Risk Oversight Committee and Governance and Sustainability Committee, respectively, ensuring that ESG related risks are systematically integrated into decision making processes. In addition, TISCO cultivates a strong risk aware culture at every organizational level—from senior executives to employees—reinforcing accountability and preparedness to effectively manage changing conditions and emerging issues.

TISCO's risk management framework encompasses ESG risks, emerging risks, and climate related risks, referencing the recommendations of the Task Force on Climate related Financial Disclosures (TCFD). The framework aims to prevent, mitigate, and adapt to potential impacts on the economy, the Group's business operations, and its stakeholders. To ensure operational resilience, TISCO has developed a comprehensive Business Continuity Plan (BCP) to maintain uninterrupted operations during emergencies. The Group has also established a Liquidity Contingency Plan to prepare for situations that may affect liquidity, supported by a Recovery Plan designed in advance to safeguard financial stability and restore capital strength in the event of severe disruptions.

Risk Management and Oversight Structure

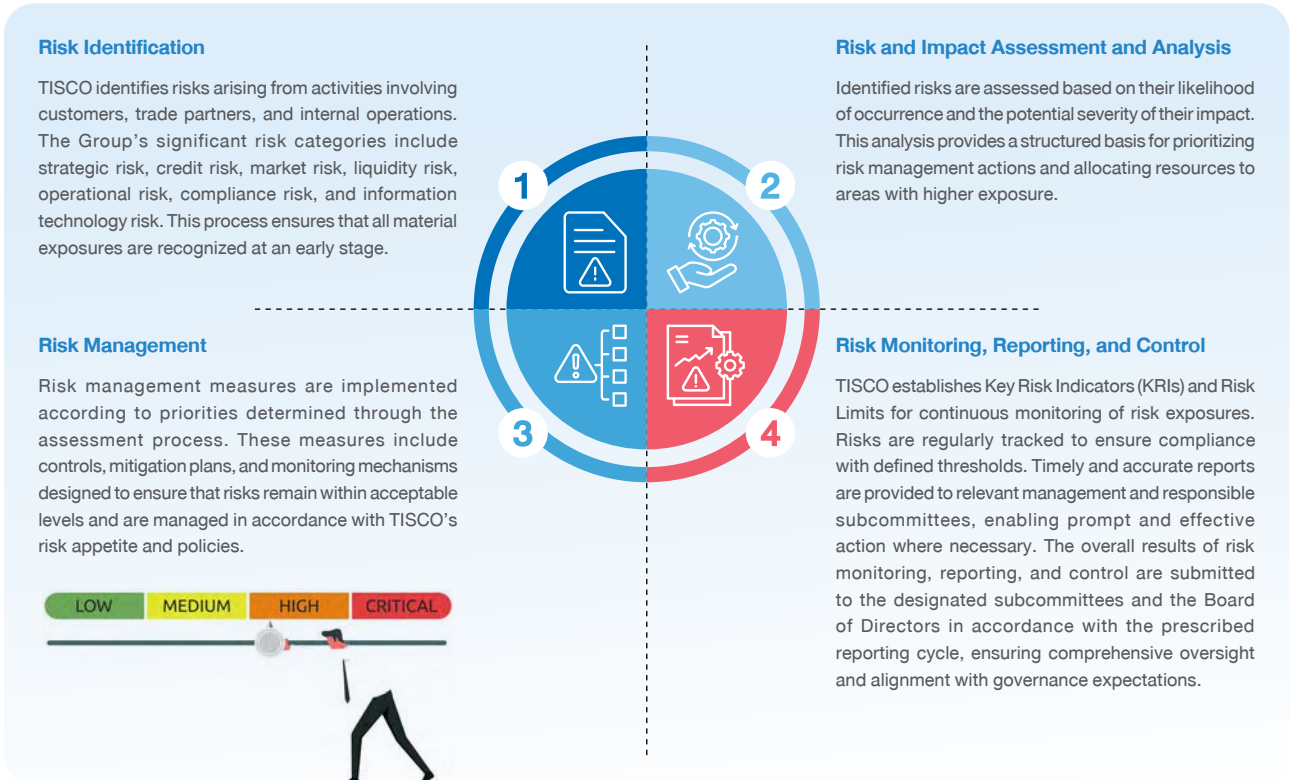
TISCO's risk management and oversight framework is structured according to the Three Lines of Defense model, ensuring clear accountability and an effective system of checks and balances across the organization. At the highest level, the Board of Directors of TISCO Financial Group Public Company Limited and the Board of Directors of TISCO Bank Public Company Limited provide comprehensive oversight of risks and internal controls. Their responsibilities include setting risk appetite, ensuring alignment with strategic objectives, and monitoring the overall effectiveness of TISCO's risk management framework. The Executive Board oversees strategic risks and the organization's overall risk profile. This includes identifying and managing risks across all business functions, monitoring changes in the internal and external environment, and ensuring that risk related considerations are integrated into strategic planning. Senior executives, supported by advisory subcommittees across various business groups, are responsible for overseeing strategic risks at both the enterprise level and within individual operational areas. This structure ensures that emerging and material risks are effectively monitored and managed throughout the organization, reinforcing TISCO's commitment to robust governance and sustainable long term performance.

For risk oversight, TISCO has established the Risk Oversight Committee, comprising senior professionals with extensive knowledge and expertise in financial institution risks. The Committee provides guidance on the overall risk oversight framework and monitors the effectiveness of risk management across the organization. It supervises management in implementing risk policies and strategies and reports directly to the Board of Directors on the Group's risk profile, management effectiveness, key performance indicators, and significant issues requiring improvement. This ensures ongoing alignment with TISCO's risk management policies, strategic direction, and risk aware culture. For risk oversight in specialized areas, TISCO assigns responsibilities to dedicated subcommittees and authorized representatives, including Credit Committee, Problem Loan Committee, Risk Management Committee, Compliance and Operation Control Committee and IT Risk Committee. These committees focus on specific risk types and operational matters, ensuring timely and effective management of emerging issues and material risks. The entire risk management system is further strengthened and supervised by the Audit Committee, through the internal audit function. Significant audit findings would be directly reported to the Board of Directors, providing an independent assessment of the effectiveness of TISCO's risk management, internal controls, and governance processes. This structure ensures comprehensive oversight, transparency, and continuous improvement across the organization's risk management framework.

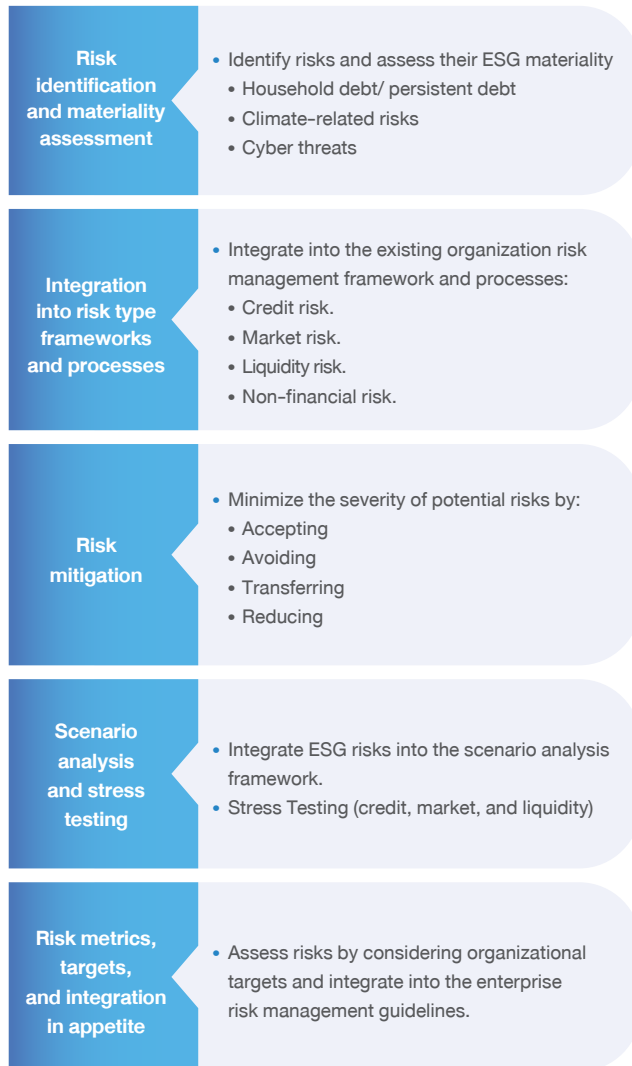


Risk Management Process

TISCO has established comprehensive risk management guidelines and processes designed to ensure systematic, consistent, and proactive identification and control of risks across the organization. The framework includes the following key components:



ESG Risk Management Framework



TISCO is in the process of developing a comprehensive ESG Risk Management Framework to enable the systematic identification, assessment, and management of ESG related risks across the organization. The preliminary framework consists of five key steps: 1) Risk Identification and Materiality Assessment, 2) Integration into Risk Type Frameworks and Processes, 3) Risk Mitigation, 4) Scenario Analysis and Stress Testing and 5) Risk Metrics, Targets, and Integration into Risk Appetite

TISCO identifies and evaluates ESG risks based on their materiality, prioritizing risks that could significantly influence the organization’s long term resilience and sustainability. Currently, the most material ESG risks include 1) Household debt and persistent debt, including demographic shifts, 2) Climate related risks, covering both physical and transition risks and 3) Cybersecurity threats. These ESG risks are then integrated into TISCO’s broader risk management frameworks. Risk mitigation approaches are developed by considering the potential severity and likelihood of identified risks. TISCO conducts scenario analyses and stress testing to estimate possible impacts under crisis conditions or adverse scenarios, enabling the organization to maintain risks within acceptable thresholds as defined in the Group’s risk management guidelines.

| Number of cases or issues related to Environment Social and Governance | 2023 | 2024 | 2025 |
|--|------|------|------|
| Total number of complaints or violations of laws or regulations related to environmental, social, and governance (ESG) issues | 0 | 0 | 0 |
| Number of fines or settlements incurred during the year from cases related to environmental, social, and governance (ESG) issues, where each is valued over 1 million THB | 0 | 0 | 0 |
| Combined total values of fines or settlements incurred during the year from cases related to environmental, social, and governance (ESG) issues, where each is valued over 1 million THB | 0 | 0 | 0 |
| Provisions for fines and settlements from cases related to environmental, social, and governance (ESG) issues | 0 | 0 | 0 |

Management of Emerging Risks

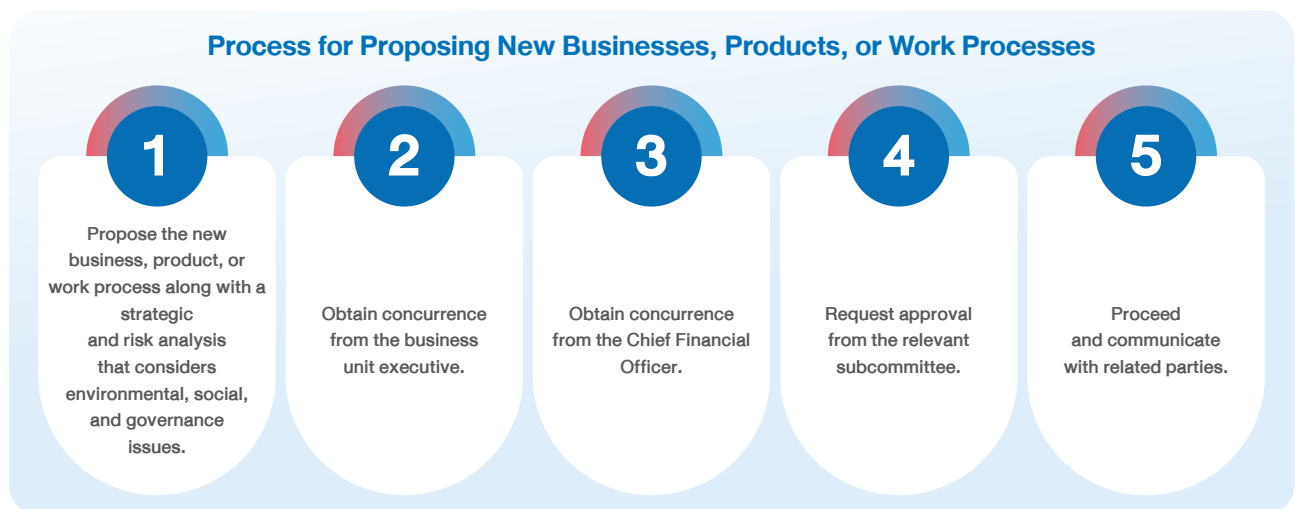
TISCO recognizes the growing significance of emerging risks and global mega trends and prepares proactively to address their potential impacts. The organization continuously monitors external changes, market developments, and macro level fluctuations, and analyzes risk factors that may pose threats to business operations. These insights are then used to determine appropriate risk management strategies aimed at mitigating or reducing the likelihood and severity of potential impacts in both the short and long term.

In 2025, TISCO identified the following emerging risks and management guidelines:

| Emerging Risk | Risk Description | Potential Impacts on TISCO | Impact Mitigation Plan |
|---|---|--|--|
|  <p>Geopolitical & Conflict-Related Risks</p> | <p>Geopolitical and conflict related risks arise from tensions, disputes, or confrontations between countries or groups of countries. These situations may be driven by political power dynamics, security concerns, economic competition, resource access, or ideological differences. Such conflicts can have profound impacts on economies, societies, national security, businesses, and the general public. Recent examples include the Russia-Ukraine war, conflicts in Eastern Europe, the Middle East, and Africa, as well as tensions along the Thailand-Cambodia border.</p> | <p>Geopolitical conflicts may escalate into armed confrontations, economic sanctions, or disruptions in diplomatic relations. They can also trigger trade disputes among major global powers, increase volatility in contested regions, and undermine regional political stability. These circumstances often lead to supply chain disruptions, product shortages, and heightened volatility in oil, energy, and food prices. As a result, economies may experience slower investment, greater financial market fluctuations, increased risks in cross border operations, and widespread humanitarian challenges, including displacement of populations.</p> | <p>TISCO Group closely monitors geopolitical developments and evaluates potential impacts across key risk areas, including market risk, liquidity risk, and interest rate risk. To mitigate adverse effects, the Group employs investment diversification strategies to reduce concentration risks and maintains stringent credit risk management practices to safeguard asset quality. To ensure operational resilience, TISCO regularly tests the effectiveness of its Business Continuity Plans (BCP) across critical functions and continually strengthens its IT systems to protect against emerging threats. These measures help maintain uninterrupted business operations and enhance preparedness in the face of geopolitical uncertainties.</p> |
|  <p>Cyber Risk</p> | <p>As society becomes increasingly dependent on digital systems, cyber threats have emerged as a critical and rapidly escalating risk. Malicious actors continue to advance their methods, making attacks faster, more sophisticated, and more difficult to detect. Common techniques include phishing attempts to steal customer information, social engineering schemes, malware distribution, and ransomware attacks. These threats pose significant risks to both individuals and organizations.</p> | <p>Cyber threats can severely impact customers and TISCO Group by disrupting banking services, causing financial losses, and exposing sensitive customer information. Such incidents could erode customer confidence and adversely affect the Bank's reputation. Moreover, any breach involving personal data may result in penalties under the Personal Data Protection Act (PDPA) and other applicable regulations.</p> | <p>TISCO Group has implemented a comprehensive set of cybersecurity risk management measures and incident response protocols to address the evolving threat landscape. A dedicated Security Operation Center (SOC) operates 24/7 to monitor, detect, and respond to cyber attack attempts in real time. The Group also continuously tracks global threat intelligence and emerging attack techniques to stay ahead of potential risks. To strengthen organizational resilience, TISCO promotes a strong cybersecurity culture across all levels of the organization, ensuring that employees remain knowledgeable about cyber risks. TISCO also continually enhances its security controls to align with international standards, such as ISO 27001, helping maintain risks within the Group's established risk appetite and supporting the ongoing protection of customer and organizational data.</p> |
|  <p>Economic Instability</p> | <p>Uncertainty or shifts in economic conditions and financial systems can significantly influence TISCO Group's operations, business performance, and financial position. Economic instability may arise from volatility in domestic or global markets, changes in macroeconomic indicators, or disruptions in financial systems.</p> | <p>Fluctuating interest rates, rising inflationary pressures, shifts in monetary policy, and heightened capital market volatility can increase funding costs and impact credit quality. A decline in borrowers' repayment capacity may weaken asset quality and lead to higher non performing loans (NPLs). In addition, exchange rate fluctuations can affect the valuation of assets and liabilities, while an economic slowdown may reduce overall credit demand, transaction volumes, and customer activity.</p> | <p>TISCO Group applies a comprehensive and prudent risk management approach to navigate economic uncertainty. Key measures include closely monitoring portfolio quality, prudent and risk-adjusted credit underwriting. The Group also continuously monitors various risk factors, assesses potential impacts, and adjusts plans in response to changing conditions. In addition, TISCO maintains liquidity and capital at levels that strictly comply with regulatory requirements and support financial resilience.</p> |
|  <p>Artificial Intelligence (AI)</p> | <p>The use of Artificial Intelligence (AI) in areas such as customer data analytics, credit decision making, data management, and financial advisory services may introduce risks related to bias, lack of transparency, and limited explainability. There is also the potential for inaccurate data inputs, inappropriate recommendations, or outcomes that do not align with a customer's needs or context. Additionally, AI systems may inadvertently fail to comply with personal data protection laws, regulatory requirements, or stakeholder expectations regarding responsible and ethical technology use, potentially affecting the organization's credibility and reputation.</p> | <p>AI related risks may result in customers receiving unfair or inappropriate treatment, while employees may misinterpret or overly depend on AI generated outputs, leading to flawed decisions or unsuitable recommendations. Such outcomes could undermine customer trust and damage long term relationships. Non compliance with relevant laws, regulatory standards, or ethical expectations may expose the organization to legal risks, financial penalties, regulatory scrutiny, and reputational harm.</p> | <p>TISCO Group has established comprehensive AI Governance principles and usage guidelines to promote fairness, transparency, accountability, and ethical conduct in all AI enabled processes. These guidelines ensure consistent and responsible implementation of AI systems across the organization.</p> <p>When applying AI in any operational process, the following measures are required:</p> <ul style="list-style-type: none"> - Conducting rigorous testing to verify the accuracy, reliability, and appropriateness of AI outputs prior to deployment - Establishing suitable control measures and ensuring meaningful human oversight in processes that incorporate AI, particularly where decisions may materially affect customer. - Performing AI specific risk assessments by the appropriate risk management units to evaluate potential impacts and ensure alignment with risk appetite threshold - Implementing ongoing oversight and monitoring of AI performance to minimize potential issues arising from system limitations. <p>TISCO Group also continuously monitors emerging laws, regulatory developments, industry standards, and technological advancements related to AI. Usage outcomes are reviewed regularly to improve AI practices, ensuring that systems remain safe, transparent, fair, and appropriate for users over the long term.</p> |

Guidelines for New Products or Processes

TISCO’s risk management policy requires all business units introducing new products or work processes to undertake appropriate risk management actions before implementation. This includes preparing and presenting detailed information on the proposed product or process, together with a comprehensive risk analysis and corresponding risk management guidelines. The assessment must also address potential Environmental, Social, and Governance (ESG) impacts, ensuring alignment with TISCO’s sustainability commitments and regulatory expectations. The proposal must be reviewed and approved by the responsible section executives and the Chief Financial Officer. Following this review, the matter is submitted to either the Risk Management Committee or the Compliance and Operation Control Committee for approval, depending on the nature of the risks involved. For new businesses, products, or processes that involve credit related matters, the relevant business units are required to seek approval in accordance with TISCO’s established loan authorization guidelines. This ensures that all credit exposures are assessed, governed, and approved under consistent, prudent, and transparent criteria, reinforcing the organization’s overall risk management framework.



Fostering a Culture of Governance and Risk Management in Organizations

A strong culture of governance and risk management is essential to the effectiveness of TISCO’s overall risk management system. The Board of Directors, executives, and employees must collectively understand, recognize, and perform their respective roles and responsibilities. TISCO fosters a culture centered on integrity, honesty, and accountability, supported by the continuous review of corporate governance principles, risk management practices, and internal control processes. These standards are embedded throughout the organization via the human resources management system to ensure appropriate application and alignment with evolving business conditions.

TISCO Group places significant emphasis on building awareness of good corporate governance and risk management across all levels of the organization. New employees are introduced to TISCO’s corporate governance principles and risk culture during onboarding. As they transition into their roles, employees receive additional training tailored to their business line, including relevant workflows, risk practices, and compliance expectations. Supervisors play a critical role in providing close guidance, ensuring daily operations adhere to the Group’s risk management policies and required work standards.

To reinforce ongoing learning, TISCO updates its online training modules annually on the corporate intranet. These modules include post training assessments that form part of each employee’s mandatory Key Performance Indicators (KPIs). The organization also promotes its values through initiatives such as Value Camps at the business unit level and regular online sessions where senior executives share perspectives and work principles to cultivate a strong governance and risk aware culture across the organization.



In addition, governance related knowledge and updates are systematically compiled as organizational knowledge resources to support employees' work practices and provide targeted guidance for each business unit. TISCO Group also conducts regular reviews and updates of its policies and guidelines to ensure that they remain relevant to changing business environments, fully aligned with regulatory expectations, and consistent with leading governance and sustainability standards.

Although TISCO Group operates under a clearly defined Three Lines of Defense structure, all three lines continue to collaborate closely to ensure effective governance and robust risk oversight. Each business function is accountable for managing risks within its own operations and must comply with the established maximum risk thresholds. Regular discussions, cross functional coordination, and ongoing information sharing among teams strengthen the organization's overall governance and risk management framework, ensuring timely identification and mitigation of emerging issues.

TISCO places strong emphasis on promoting positive behaviors and reinforcing accountability throughout the organization. Employees are expected to understand and uphold good corporate governance principles, which are explicitly embedded into performance evaluations and promotion criteria. This approach reinforces desired behaviors, encourages consistent ethical conduct, and creates opportunities to formally recognize outstanding employees who exemplify TISCO's values at the organizational level. At the same time, TISCO maintains accessible channels for receiving complaints or reports of misconduct. All submissions are subject to thorough investigation in accordance with established procedures. Where violations of corporate governance principles are confirmed, the matter is escalated into the appropriate disciplinary process to ensure fairness, transparency, and accountability.



Communication

TISCO Group has established multiple communication channels, such as the organization's intranet, emails, and announcement boards, to share risk management policies and measures. Communication between management, employees, and the risk management function is also facilitated through meetings and other appropriate arrangements, enabling timely updates on risk situations, operational responses, and any necessary actions during emergencies.



Educational Training

The Board of Directors: Newly appointed members of the Board of Directors receive a comprehensive orientation program covering TISCO's business operations, risk management and internal control frameworks, and the organization's corporate governance policies. In addition, each director receives tailored training as appropriate to their role, expertise, and oversight responsibilities. The Company ensures that every board member undergoes a formal risk induction program when appointed, enabling them to understand the Group's risk profiles, key risk drivers and governance processes. To maintain ongoing effectiveness in risk oversight, directors receive continuous training on key and emerging risk topics. This includes seminars, workshops, and training sessions that keep board members informed of evolving external conditions, regulatory developments, technological disruptions, and emerging ESG related risks. These development activities strengthen the Board's capability to provide effective strategic guidance and informed risk oversight, ensuring that directors remain current, knowledgeable, and fully equipped to support the organization's long term sustainability objectives.

Senior executives are regularly updated on new or amended regulations, supervisory expectations, and risk management guidelines through participation in key governance and oversight committees. These include the Risk Management Committee, the Compliance and Operation Control Committee, the Technology & Infrastructure Committee, and the IT Risk Committee. Engagement in these forums ensures that executives remain well informed and able to incorporate evolving regulatory and risk considerations into strategic and operational decision making.

Employees receive ongoing training through the Learning Management System (LMS) and through seminars covering laws and regulations, anti corruption requirements, and other governance related topics. In 2025, 100% of employees completed all mandatory training modules, demonstrating the organization's strong commitment to regulatory compliance, ethical conduct, and continuous capability development.

Compliance Risk Management

Given that compliance risk can result in both financial loss and reputational damage, TISCO places strong importance on adhering to all applicable laws, regulations, rules, and supervisory requirements relevant to its business activities. To ensure effective compliance, TISCO has continuously enhanced its risk management systems and processes to align with regulatory expectations and recognized best practices. Clear objectives, structures, policies, and practices have been established under the Group's risk governance framework, ensuring that compliance considerations are embedded in day to day operations as well as strategic decision making. To strengthen oversight and consistency across the organization, TISCO has established a centralized Compliance function at the parent company level. This function is responsible for providing advice and guidance on regulatory obligations and emerging compliance requirements and conducting compliance testing to ensure adherence to applicable laws, regulations, internal policies, and supervisory guidelines

TISCO Group has established comprehensive oversight and monitoring measures to effectively manage compliance risk, supported by accessible whistleblowing channels available for both internal and external stakeholders. When a complaint, whistleblowing report, or potential indication of non-compliance is received, the Compliance function conducts a fact-finding

review in coordination with the relevant business units and subject-matter experts. Based on the findings, Compliance determines appropriate corrective and preventive actions to address the issue and prevent recurrence. If the review identifies matters that warrant disciplinary action, the case is referred to the Disciplinary Committee in accordance with the Group's internal procedures. All investigations are conducted with transparency and adhere strictly to whistleblower protection measures, ensuring that individuals who report concerns in good faith are treated fairly and that their identity and information are kept strictly confidential.

In addition, the Head of Compliance is responsible for regularly reporting compliance oversight results and any identified non compliance cases to the Compliance and Operation Control Committee, as well as to relevant subcommittees such as the Risk Oversight Committee and the Audit Committee. These reports support effective governance, ongoing monitoring, and the continuous development of measures to prevent compliance related risks.

In 2025, TISCO Group did not encounter any significant compliance issues from regulatory inspections, complaints, or compliance errors.





Business Continuity Management

The financial system plays a critical role in supporting economic activity and enabling people's daily lives. As a financial services provider, TISCO places strong emphasis on ensuring uninterrupted customer service, especially during unusual or crisis situations. When disruptions occur, the Group prioritizes timely and effective communication with customers and relevant stakeholders to reduce concerns, maintain trust, and clearly explain the action plan and recovery steps. TISCO Group is committed to supporting stakeholders—including customers, business partners, and communities—within the Group's capacity during crises that affect their well being or operations. This commitment is integrated as a key component of the Group's broader risk management framework and reflects TISCO's responsibility as part of the country's financial infrastructure. To achieve effective crisis response, TISCO operates under a centralized management structure. A designated Crisis Management Team, comprised of senior executives, is responsible for assessing situations, making decisions, and authorizing actions based on predefined plans. These decisions rely on situational assessments and recommendations presented by the Business Continuity Management (BCM) Team. The BCM structure includes several specialized sub teams responsible for managing different aspects of crisis response, such as Emergency Response Team, Damage Assessment Team, Business Recovery Team, Cyber Threat Team and Communication Team. These teams work collaboratively across the organization and coordinate externally with government agencies, customers, communities, and public media. Their cooperation ensures that incidents are managed effectively, communication remains clear and consistent, and business operations can be restored promptly and responsibly.

TISCO regularly reviews its Business Continuity Policy and related practice guidelines to ensure preparedness for a wide range of unusual or disruptive events. This includes assessing risks associated with natural disasters, information system malfunctions, epidemics, cyber attacks, and other potential emergencies. The review process evaluates the potential impacts on business operations and prioritizes the safety of employees, customers, and relevant stakeholders, as well as the prevention of asset damage. Insights from these risk assessments inform the development and enhancement of emergency response plans designed to support different aspects of the business. Each plan clearly defines objectives related to service continuity, safety, loss reduction, and timely assistance to affected parties, ensuring that response actions are appropriate for the specific nature of the situation.

If primary operational locations become inaccessible, TISCO maintains a fully equipped backup operations center, supported by an IT backup system and dedicated facilities capable of sustaining operations for all business units. These backup systems undergo annual testing to ensure readiness, reliability, and alignment with regulatory expectations and business continuity standards. In situations where an external service provider is unable to deliver critical services, TISCO requires all major outsourced providers to maintain a formal emergency plan as part of their contractual obligations. Providers that are unable to comply with these requirements are subject to review, and TISCO will consider engaging alternative service providers to ensure service continuity. These measures help safeguard uninterrupted service delivery for customers and reinforce TISCO's commitment to operational resilience and dependable financial services.

TISCO places strong emphasis on ensuring the safety of its employees and protecting organizational assets. Preventive maintenance and periodic reviews are mandated for all critical equipment and systems, supported by comprehensive response plans for a range of emergency scenarios, including fires,

power outages, flooding, and disease outbreaks. The Group also maintains a regularly rehearsed evacuation plan to ensure readiness and swift response during emergencies. To support timely communication, TISCO operates an emergency alert system that promptly notifies employees of critical situations. The system also allows employees to report safety concerns or request assistance through TISCO HR (Line OA). In addition, the Group has secured insurance coverage to mitigate potential losses from natural disasters, with a total insured sum of approximately 450 million baht.

In response to the increasing volume and sophistication of cyber threats targeting electronic service channels, TISCO has developed and implemented a comprehensive cyber incident response plan. This plan is regularly tested, both internally and in collaboration with external agencies, to strengthen the organization's cyber resilience and ensure alignment with security standards in the financial sector. TISCO also actively raises awareness of cybersecurity risks by disseminating alerts, educational content, and fraud prevention information through official social media channels, helping employees, customers, and the broader public stay vigilant against cyber threats.

In 2025, TISCO Group faced several events that disrupted service continuity in affected areas and posed challenges to customers, business partners, and communities. These incidents included an earthquake originating from Myanmar, major flooding in Songkhla Province, border area disputes, and partial system outages affecting service delivery. Despite these challenges, TISCO activated its Business Continuity Management (BCM) Plan and successfully restored operations in impacted areas. The Group also provided assistance to affected stakeholders through both financial and non financial support measures, demonstrating its commitment to stakeholder well being and operational resilience.



Cyber Security and Personal Data Protection

TISCO Group manages cybersecurity under a clear, structured, and accountable governance framework that emphasizes good corporate governance, transparency, and comprehensive risk management across all levels of the organization. The Board of Directors and senior executives are responsible for establishing cybersecurity policies, defining risk management frameworks, and overseeing information security and personal data protection practices. This ensures full compliance with applicable laws, regulatory requirements, and internationally recognized standards. Cybersecurity responsibilities are executed under TISCO’s Three Lines of Defense structure, enabling coordinated and effective prevention, detection, response, and recovery from cyber incidents. This governance approach strengthens system stability, supports business continuity, and reinforces stakeholder confidence. By integrating cybersecurity into enterprise wide governance and risk management processes, TISCO promotes transparency, resilience, and long term sustainability across the organization.

1 Information Security Policy and Guideline

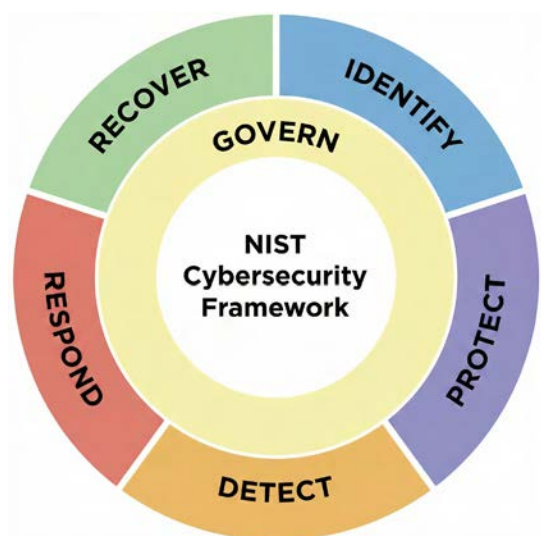
TISCO Group recognizes the essential role that digital technology plays in supporting business operations and enabling the delivery of secure and reliable financial services. In response, the Group places strong emphasis on establishing and maintaining comprehensive information security and personal data protection policies. These policies are designed to align with all applicable laws, regulatory requirements, and internationally recognized standards, ensuring a robust and resilient approach to managing cyber and data related risks arising from increasingly complex and evolving cyber threats. It provides clear guidelines for safeguarding information assets, protecting critical systems, and ensuring that personal data is processed responsibly, lawfully, and transparently. Through these measures, TISCO reinforces confidence among customers, shareholders, regulators, and other stakeholders, supporting long term trust in the safety and reliability of the Group’s digital and financial services.

2 Information Security Management Framework

To ensure a systematic approach to information technology management, TISCO Group has strengthened its Information Security Management System (ISMS), which is certified under ISO/IEC 27001:2022. The Group also adopts internationally recognized risk management frameworks, including the NIST Cybersecurity Framework, to guide its information security measures covering prevention, detection, response, and recovery from cyber incidents. These frameworks enable TISCO Group to assess risks in a structured manner, enhance its ability to adapt to emerging threats, and support effective business continuity management. In terms of standards, they help ensure that information security practices remain robust, up to date, and aligned with global expectations.



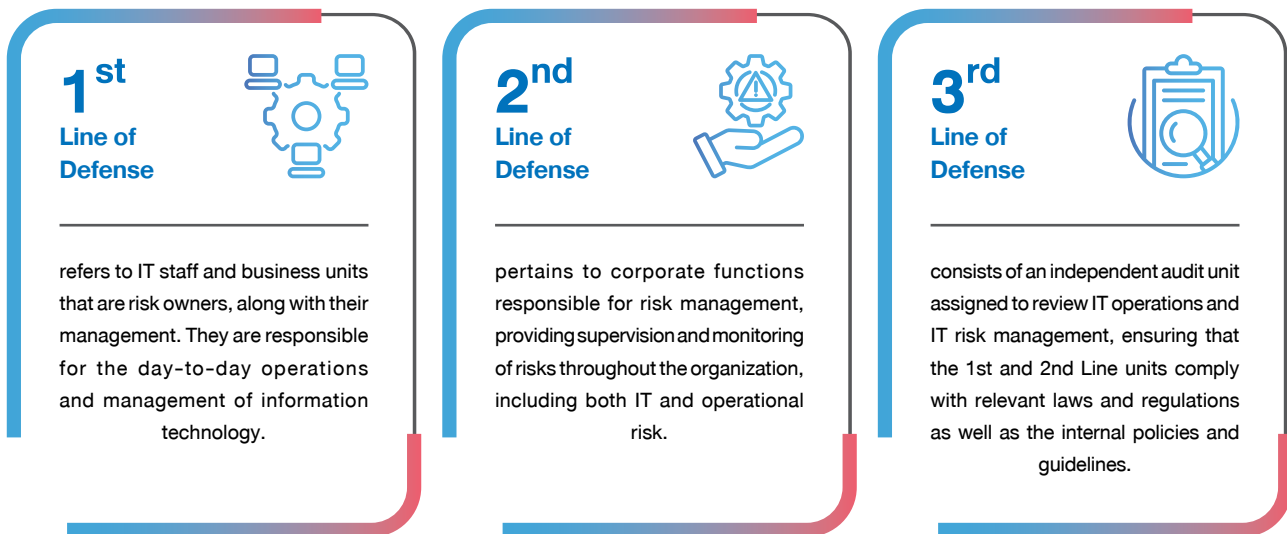
ISO/IEC 27001:2022



NIST Cybersecurity Framework 2.0

3 Information Security Governance Structure

TISCO Group has established a clear and robust information security governance structure based on the Three Lines of Defense model to ensure effective oversight, monitoring, and checks and balances across all organizational levels. The Board of Directors and senior executives are responsible for defining cybersecurity policies, setting risk parameters, and establishing the Group's overall strategic direction for information security and technology related risk management. The relevant business units are responsible for implementing controls, conducting continuous monitoring, and responding promptly to information security incidents. To support proactive risk management, Key Risk Indicators (KRIs) are defined and regularly monitored, with results reported to the IT Risk Management function. This enables transparent oversight of technology related risks and ensures that risk levels remain within the Group's established thresholds.



4 Artificial Intelligence (AI) Governance and Adoption

TISCO Group has begun adopting Artificial Intelligence (AI) to enhance operational efficiency, data analytics, and risk management capabilities within a governance framework that emphasizes appropriateness, transparency, and accountability. AI related risks are incorporated into the Group's enterprise risk management framework, with considerations applied across the entire AI lifecycle—from design and development to testing, deployment, and ongoing monitoring. This holistic approach ensures that AI does not compromise data accuracy, customer privacy, fairness, or the stability of critical systems.

TISCO places strong emphasis on the ethical and responsible use of AI, ensuring compliance with applicable laws, personal data protection requirements, and regulatory guidelines. The Group also prioritizes building employee awareness and technical understanding to support responsible AI adoption. Through structured training and ongoing communication, employees are equipped to use AI tools effectively, ensuring that decisions remain aligned with governance principles and internal control expectations.

5 Collaboration and Capability Building

TISCO Group believes that addressing cyber threats requires industry-wide cooperation. The Group collaborates with other financial institutions, external agencies, and experts both in Thailand and abroad through the Thailand Banking Sector—Computer Emergency Response Team (TB-CERT) to exchange information on threats, emerging attack trends, and effective response practices. In addition, TISCO Group places importance on continuously developing employees' cybersecurity knowledge, capabilities, and skills to foster a strong security awareness culture and support the long-term resilience of the financial system.

Cybersecurity Awards and Achievements

Reflecting the strength and effectiveness of TISCO's cybersecurity practices, TISCO Financial Group Public Company Limited has continuously received the Best Performance Award in the category of listed companies with outstanding cybersecurity capabilities from the Prime Minister Awards: Thailand Cybersecurity Excellence Awards. TISCO has been honored with this award, organized by the National Cyber Security Agency (NCSA) consecutively from 2022 through 2025.



These recognitions demonstrate TISCO Group's commitment to systematic governance and risk management in addressing cyber threats in alignment with legal requirements and international standards. They also reinforce the Group's role in promoting cybersecurity awareness, strengthening capabilities in preventing, detecting, and responding to cyber threats, and supporting the long term stability and confidence of the information systems.

Promoting Cyber Risk Awareness

TISCO Group places strong emphasis on cultivating a cyber aware culture across the organization. The Group recognizes that effective cybersecurity is not solely the responsibility of the information security function, but a shared responsibility of all employees. To reduce risks associated with increasingly sophisticated cyber threats, —many of which specifically target users and staff—TISCO continuously develops employees' knowledge, awareness, and skills through regular training, communication, and simulated exercises. TISCO also extends its cybersecurity focus beyond internal operations by actively promoting cyber safety awareness among customers. These initiatives help reduce the likelihood of customer related cyber incidents and strengthen overall trust in TISCO's digital services.

1. Internal Knowledge and Awareness Enhancement

To strengthen understanding of cyber threats across the organization, TISCO Group provides ongoing training and communication for employees at all levels, including:

Training for directors and executives

TISCO Group places importance on continuously enhancing the knowledge and understanding of cyber threats among the Board of Directors and executives, who play a critical role in setting direction, policies, and the organization's technology risk management framework. The training focuses on emerging cyber threats affecting the financial sector, strategic and systemic risks, and potential impacts on business continuity and stakeholder confidence. These development activities support informed decision-making, effective governance, and appropriate resource allocation to keep cyber risk exposure within the Group's acceptable levels. These efforts form an essential part of information technology governance and contribute to the Group's sustainable business operations.



Organization-wide Employee Training

Training is provided through external expert-led sessions, annual compulsory learning, and internal communications to build knowledge, understanding, and awareness of cyber threats. Topics include common attack methods such as phishing, malware, and electronic fraud, along with practical guidance and procedures for responding to potential incidents that may affect the organization.



2. Cyber Drills and Cyber-Attack Readiness Testing

TISCO Group conducts annual cyber drills by simulating realistic cyber-attack scenarios. These exercises engage relevant units across IT functions, business functions, and management to practice end-to-end incident handling, from detection and communication to decision-making, remediation, and system recovery. The drills strengthen organizational readiness for emergency situations and enhance coordinated response capabilities when real incidents occur.

Furthermore, TISCO Group also conducts phishing tests with employees to build resilience against cyber threats. These simulated scenarios help employees recognize and understand the risks of fraudulent emails, reducing the likelihood of falling victim to such attacks and supporting long-term protection of the organization’s data and assets.

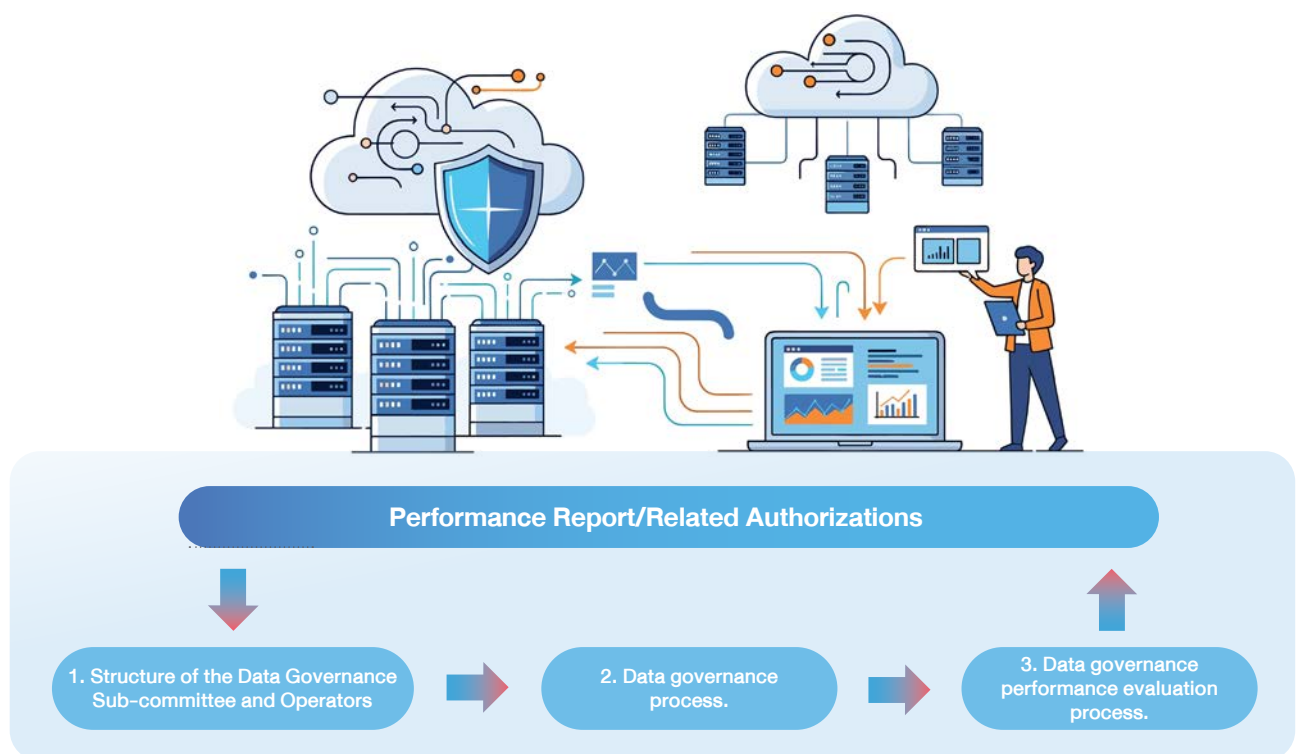
3. Promoting Customer Cyber Awareness

In addition to strengthening internal capabilities, TISCO Group places great importance on addressing cyber threats that target users and customers. To enhance customer awareness and reduce the risk of cyber related incidents, the Group regularly shares cybersecurity tips and practical guidance through multiple communication channels, including the Bank’s website and official social media platforms. These communications help customers recognize common cyber fraud schemes and scams, improve their understanding of safe digital practices, and use TISCO’s digital financial services with greater confidence and security.

Data Governance and Data Management

TISCO believes that effective data governance requires continuous commitment to ensure that data is managed securely, responsibly, and in compliance with applicable laws. The Group places strong priority on safeguarding data security and availability while providing the highest level of personal data protection to prevent violations of internal policies or legal requirements, particularly the Personal Data Protection Act B.E. 2562 (2019). To achieve this, TISCO Group has established a clear and structured data governance framework,

comprising the Data Governance Committee, designated data controllers, and relevant operational teams. Roles, responsibilities, operating processes, and monitoring mechanisms are clearly defined to ensure that data management practices remain appropriate, effective, and up to date. This framework supports the maintenance of data that is secure, accurate, complete, and current, thereby reinforcing the confidence of customers, data subjects, regulators, and other stakeholders in the Group’s operations.



Policies, guidelines, and standards related to data governance—encompassing data creation, storage, usage, sharing, and deletion—have been established for each business line based on the principles of need-to-know and least privilege access. These are reviewed every few years according to a specified review cycle or whenever significant changes occur. All systems undergo data governance reviews before going live, and quarterly reports are submitted to the Data Governance Committee summarizing oversight results, operational risks, and the effectiveness of related IT risk management measures to ensure compliance with established controls.

During 2024–2025, TISCO Group implemented the Data Foundation Project to strengthen centralized data management across the organization. The project enhances the accessibility, security, and efficiency of data usage by establishing a unified and well governed data environment. The initiative covers the centralized storage and management of metadata, along with the implementation of appropriate controls for data access, use, and dissemination. These controls operate under the supervision of designated data controllers, ensuring full compliance with regulatory requirements and internal data governance standards. The Data Foundation Project plays a critical role in enhancing the organization’s data readiness and supports TISCO’s strategy of leveraging data as a core business driver. By improving data quality, consistency, and availability, the project enables business units to conduct more effective analytics and develop services that better address the diverse needs of customers.

Customer Data Protection and Privacy

TISCO places great importance on personal data protection, integrating it into the data governance system. This involves establishing processes and control systems for personal data that comply with the Personal Data Protection Act B.E. 2562 (2019), enhancing management efficiency. Regular reviews of practices, procedures, and operations related to data security and customer data protection are conducted to ensure they remain current and aligned with TISCO's practices. This helps reduce the risk of using and disclosing personal data in ways that do not correspond with the purposes for which the data was provided by the data subjects or do not meet legal requirements. TISCO also periodically communicates key personal data protection principles to employees and mandates that all employees undergo compulsory training related to personal data management, such as Security Awareness and the Personal Data Protection Act (PDPA). The test results are factored into the annual performance indicators for employees.

Additionally, TISCO has established a Data Breach Response Plan to prevent and mitigate potential damages in the event of a data breach. A Data Protection Impact Assessment (DPIA) procedure has also been developed to allow relevant parties to evaluate the impacts and risks that may arise from inappropriate personal data processing. This assists in determining appropriate security measures and reducing the likelihood or severity of impacts on the rights and freedoms of data subjects.

In 2025, internal assessments found no data leakage incidents affecting personal data rights, and no complaints were received from customers or external parties regarding data security issues, including data loss, alteration or falsification, unauthorized access, or significant breaches of customer privacy. TISCO Group also continued to strengthen awareness and understanding of personal data protection practices by providing training and compulsory tests for all employees to ensure compliance with established standards.

Example of Personal Data Protection Guidelines

- Collection, use and disclosure of personal data.
- Consent management.
- Data subject rights management.
- Data protection.
- Data retention, duration of storage and destruction of data.
- Data protection impact assessment (DPIA).
- Data breach response management.



Social





Sustainable Banking

TISCO aims to create products and services that truly meet the needs of customers and business partners by collaborating with the country's leading partner organizations to innovate and offer appropriate financial products and services that are fitting, worthwhile, and able to provide meaningful choices and opportunities for customers. TISCO focuses on presenting clear, transparent and complete information about financial products and services to support customers' decisions in accordance with legal requirements and market conduct policies. TISCO Group remains committed to combining our financial expertise together with technology to offer appropriate advice and guidance, forming an essential first step toward strengthening long term financial well being for customers.

Your Trusted Financial Advisor

Aspiring to be "Your Trusted Financial Advisor," TISCO aims to be the financial institution people rely on to plan and secure their financial futures. TISCO is committed to building enduring trust with customers and stakeholders while fostering sustainable growth for all. TISCO empowers individuals to achieve their life aspirations with confidence and peace of mind through financial innovations designed to meet diverse and evolving needs.



Individual Customers

TISCO aims to be a financial service provider that meets customers' needs holistically and comprehensively. TISCO strives to offer a one-stop service centered around the customers and to develop products and services in line with changing demographic trends. Additionally, TISCO has continuously improved access to financial products and services by expanding Somwang Ngern Sang Dai branches and developed technologies that facilitate the use of offered services. This includes selling / purchasing / switching mutual fund products, life insurance, and health insurance from multiple companies at a single location through the open architecture platform on the TISCO My Wealth application. Furthermore, TISCO is co-developing best-in-class products that suit customers' best interests.



SME Customers

TISCO provides financial solutions to support the growth of SME customers through the concept of "assisting and supporting with empathy." TISCO offers financing to SME entrepreneurs to prepare them for growth, enhance efficiency, and elevate their capabilities. This includes facilitating liquidity and cash flow management, while ensuring that the repayment capacity aligns with the revenue stream at each stage of their business development. Currently, TISCO Bank offers financing services to SME entrepreneurs in five categories:

- SME business loan
- Supply chain loan
- Truck hire purchase
- Truck title loan
- Floor planning



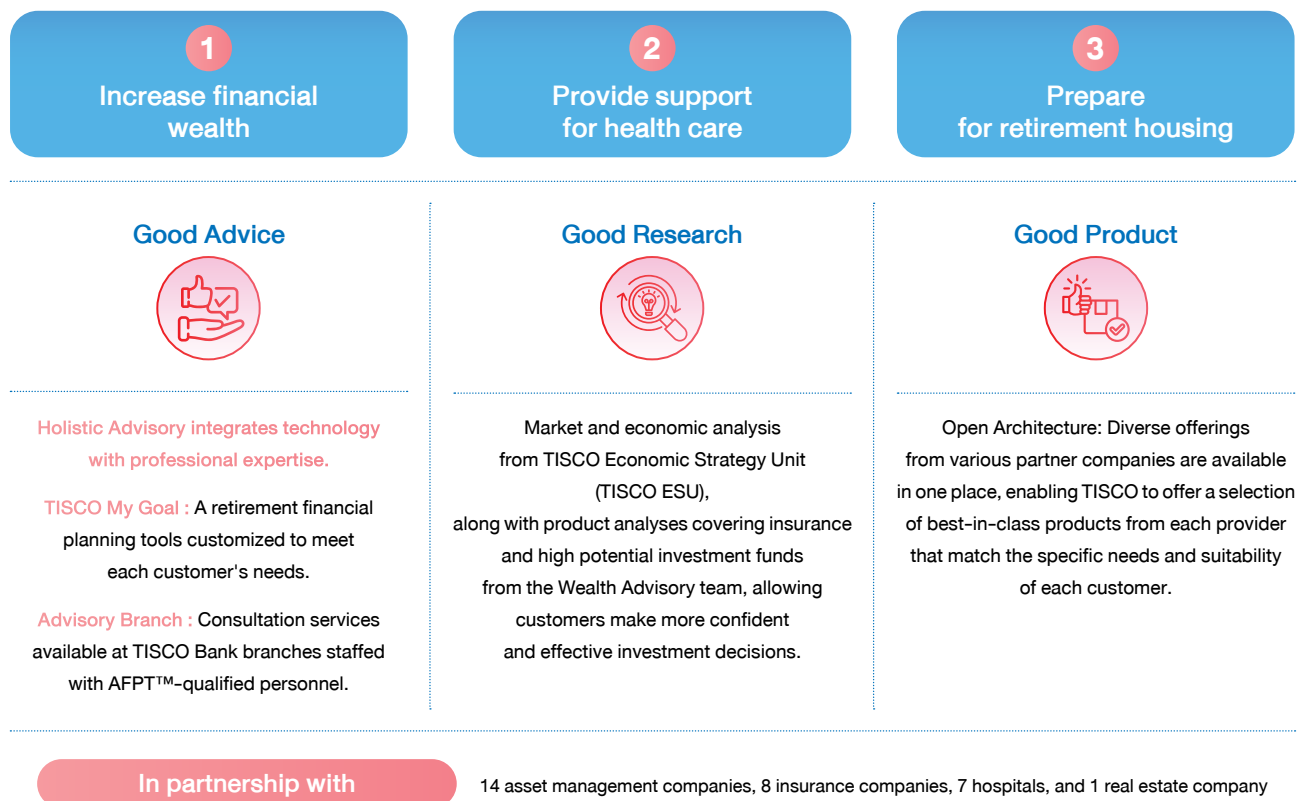
Corporate Customers

TISCO offers a total solution meticulously crafted by expert personnel, who have extensive experience in areas such as the strategic team, the analysis team, the credit team, and the investment banking team. Under management that strives to promote cooperation among various work teams and customers, TISCO dedicates to developing a deep understanding of corporate customers' needs. This enables us to design solutions that swiftly, flexibly, and comprehensively address the needs of large corporate clients, thereby earning their trust and confidence as long-term partners. Additionally, the 'Total Solution' management strategy allows us to remain flexible and responsive to specific situational needs and events over different time periods, ensuring that the solutions presented to customers are thoroughly analyzed and customized for each individual client.

Financial planning combined with lifestyle care

Beyond financial security, good health and overall well-being are essential for ensuring a meaningful quality of life after retirement. TISCO Group is committed to supporting customers' financial needs through a Holistic Advisory approach, complemented by comprehensive product and service offerings. By leveraging our knowledge and expertise, TISCO Group's expert teams provide personalized financial advice that meets diverse needs and delivers well-rounded financial planning and guidance across all dimensions.

Goals: Enhance Customer Well-being and Quality of Life in 3 Areas:



TISCO Healthcare Fair 2025: Stay Healthy, Live Smoothly

In 2025, TISCO Group partnered with more than 28 organizations under the "Friends for Well-being" initiative, including state- hospitals, hospitals within the Bangkok Dusit Medical Services (BDMS) network, and leading partners in the real estate, hotel, and restaurant sectors, to organize the "TISCO Healthcare Fair 2025 — Stay Healthy, Live Smoothly" at the TISCO Tower Head Office for the third consecutive year.

The event aimed to promote greater awareness among TISCO employees, as well as employees from companies across the Silom—Sathorn areas, about the importance of health planning and medical expense management, both of which are essential components of effective financial planning.

The event featured various health service booths and educational activities, including:

- Basic health check ups
- Office syndrome physical assessments
- Bone density and body composition analysis
- AI powered calorie measurement
- Stroke risk assessments
- Sleep apnea risk assessments
- Eye and skin health screenings



Furthermore, TISCO Bank also collaborated with insurance partners and hospitals to organize health and wellness tips sharing for customers across several regions in Thailand. In 2025, events were held in Khon Kaen, Korat, and Hat Yai, focusing on cancer, heart disease, and stroke — all of which are common non-communicable diseases (NCDs) in Thai society, particularly among older adults. These conditions are also largely preventable through lifestyle adjustments and proper health management.

Leading Provident Fund Management

Since our founding in 1969, TISCO has recognized the importance of financial security after retirement and our roles to help people prosper together with Thailand's business and economic sectors. This has led to the initiative and drive to establish a provident fund business. Accordingly, TISCO focuses on managing provident funds to create maximum long-term benefits for fund members and delivering excellent service quality with continuous and modern technological developments. This has enabled us to remain at the forefront of the financial sector in a rapidly changing environment and continue to be the leading provident fund management company trusted by employers nationwide. In 2025, TISCO Asset Management received the Decade of Excellence Provident Fund Management Award for the 8th consecutive year from the Global Banking and Finance Review, thus guaranteeing our number 1 leadership status by consistently maintaining outstanding returns.



The first provident fund management company with **over 56 years** of experience and expertise.



One of the companies with **the highest assets under management**, with the size of provident funds under our management **totaling over 328,000 million baht**.

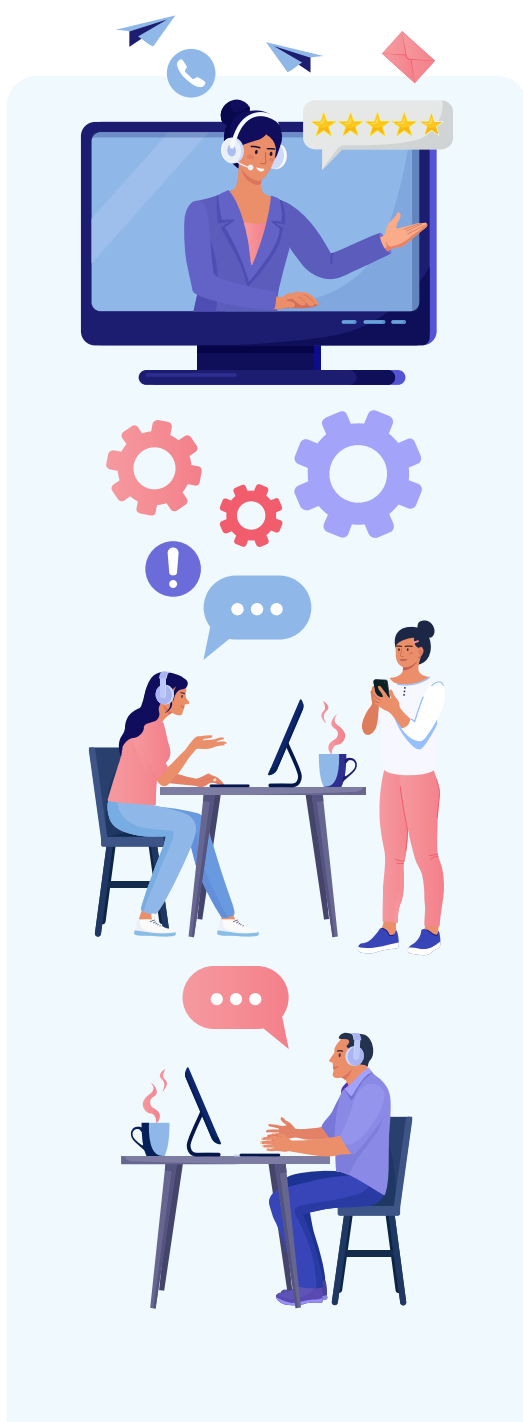


Most trusted by customers in fund management, **over 5,900** employer companies with **over 600,000** members.

Understanding Customer Needs to Enhance Service Quality

TISCO emphasizes two-way communication and provides multiple channels for sharing information about products and services. This ensures that customers can quickly access the important information they need, fostering strong relationships and effectively meeting their needs. These channels are designed to be user-friendly and convenient, including marketing staff, branch staff, the customer service center (Contact Center), the bank's website, and TISCO's business websites.

Additionally, TISCO is dedicated to enhancing communication through social media platforms such as the LINE Official Account, Facebook Fan Page, YouTube, and TikTok. These platforms act as channels for sharing information on financial planning, investment, and debt management, along with updates on news, important events, and lifestyle content tailored to meet the needs of various customer groups. Through these channels, customers can quickly access vital information about new products and services, while we can also respond to inquiries and provide information to foster a positive service experience for all customer groups.



Customer Satisfaction Survey

Staying true to our corporate value of Customer Priority, TISCO is committed to developing financial products and services that truly reflect the needs and expectations of our customers. Product development begins with a deep understanding of the financial solutions customers use, their transaction patterns, and their service usage behaviors. Throughout this process, TISCO actively gathers insights by surveying customer demand and identifying pain points. These insights enable us to design and enhance products and services that best support customers' financial goals and deliver meaningful value across diverse customer segments.

In 2025, TISCO Group continued to conduct customer satisfaction surveys under its commitment to customer centricity, a core principle guiding product and service development. TISCO places strong emphasis on advancing technology and service delivery models that meet diverse customer needs, while continuously assessing customer experience to ensure that the services provided truly address those needs.

The survey questionnaire was designed to cover key aspects of service quality, marketing elements, and customer touchpoints, including product suitability, service turnaround time, promotional support, and the convenience of various service channels such as branches, mobile applications, the Contact Center, and the LINE Official Account. The survey received responses from more than 7,000 customers.

The overall customer satisfaction score for TISCO Group in 2025 averaged 4.26 out of 5. In addition, the Net Promoter Score (NPS), which reflects customer loyalty and the likelihood of recommending the company to others, reached 40 percent, a level considered "good" and indicative of strong customer trust and positive advocacy for TISCO's services.

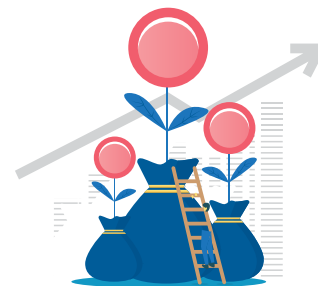
| Customer Satisfaction | 2024 | 2025 |
|------------------------------------|--|---|
| Customer Groups Surveyed | 1. Hire Purchase 2. Loan against Auto License 3. Mutual Fund 4. Deposit 5. Securities Brokerage 6. Motorcycle Hire Purchase | 1. Hire Purchase 2. Loan against Auto License 3. Mutual Fund 4. Deposit 5. Securities Brokerage 6. Motorcycle Hire Purchase 7. Provident Fund |
| Net Promoter Score | 51 | 40 |
| Customer Satisfaction Score | 4.46 / 5 | 4.26 / 5 |

TISCO Group places great importance on customer feedback. Insights gathered from satisfaction surveys are analyzed and used to improve service processes, products, and channels to better meet customer needs. TISCO also monitors and evaluates the effectiveness of these improvements in the following year through a review to ensure that service standards continue to progress. This process forms an integral part of the Group's commitment to offering products and services that are appropriate and suitable for customers.

Responsible Financial Service

As a financial intermediary providing financing support to the business sector and the public, TISCO places great importance on a thorough and cautious credit approval process to mitigate risks and impacts on the environment, society, and governance (ESG), including climate change. TISCO has established a Responsible Lending Policy to guide executives and employees in related departments, emphasizing the management of risks and impacts related to environmental, social, and governance issues. The essential contents cover 4 topics as follows:

1. Corporate leadership for responsible lending.
2. Engagement with stakeholders.
3. Mechanisms for implementation.
4. Transparency in handling retail loans, SME loans, and corporate loans.



TISCO considers, reviews, and improves the responsible lending policy and practice guidelines by integrating environmental, social, and governance factors as part of lending criteria. Additionally, TISCO has established an exclusion list that identifies individuals and organizations associated with the following activities:

1. Gambling activities that are not authorized or regulated by the relevant authorities.
2. Offences relating to embezzlement.
3. Offences relating to narcotics.
4. Human trafficking, forced labor, or illegal child labor.
5. Terrorism activities.
6. Proliferation of weapons of mass destruction, including nuclear weapons, chemical weapons, biological weapons, anti-personal landmines, cluster munitions, and lethal autonomous weapons systems (LAWS), as well as their key components.
7. Trading of wildlife and their products that are protected under the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES).

Following loan approval, TISCO have implemented a process to monitor loan spending, ensuring that the funds are utilized for their intended purpose and that all loan conditions are met. A loan review process and ongoing assessment of the debtor's repayment capability, coupled with control mechanisms and monitoring operations, are established. Particular focus is given to businesses with significant environmental and social risks or those in a Highly Sensitive Sector. In addition, TISCO Group is developing additional requirements and sector-specific credit review procedures for industries whose business operations may have significant social and environmental impacts. These measures aim to ensure that lending in these sectors is conducted responsibly and is subject to strengthened oversight and stricter compliance.

Retail Loans

TISCO operates our business with a continuous awareness of responsible financial services, supporting the government's policies to resolve the issue of excessively high household debts (Responsible Lending Directive: RLD) by providing financial knowledge to communities and granting loans that consider customer benefits and fairness, aiming to help non-formal debts re-enter the system. TISCO's loan approval process takes into account the remaining income after debt repayments to ensure customers can afford to live, with policies and guidelines that include the following considerations:



- Offering financial products and services that reflect the affordability of retail-loan customers.
- Assessing risks for both TISCO and customers by avoiding encouragement for customers to borrow beyond their needs.
- Providing accurate and complete information in accordance with credit conditions and processes, as well as Market Conduct.

TISCO requires those involved in the review and approval of loan requests to possess knowledge and expertise in relevant policies and guidelines. This ensures that the loan consideration process complies with the regulations of the Bank of Thailand, the Anti-Money Laundering Office, and other relevant authorities. Moreover, TISCO upholds the Know Your Customer (KYC) principle, assuring that it will not support illegal activities or contribute to negative environmental and social impacts. Additionally, TISCO is committed to educating and developing the capacity of customer service officers to understand the correct requirements and practices. This commitment prevents TISCO from promoting illegal activities or causing significant negative impacts on the social environment.

Corporate Loans and SME Loans

For project loans, TISCO will conduct an environmental and social risk (ESR) assessment. The ESR assessment will evaluate the potential impact on the communities where the project is located, both during the construction phase and after the project's completion, by referencing the Highly Sensitive Sector List in the loan consideration process. If a complaint arises from an affected individual regarding the approved loan, the borrower must provide clarification on the details and occurrences to the bank and seek an appropriate way to address such complaints.

Furthermore, TISCO offers loan support to businesses whose primary objectives are to operate in alignment with sustainable development goals (UN Sustainable Development Goals) and transition toward a low-carbon economy. Therefore, we place importance on providing ongoing loan support to environmentally friendly businesses. Additional details can be found in the environmental section of this report.



TISCOASSET – Sustainable Investment

TISCO Asset Management (TISCOASSET) focuses on conducting business responsibly by incorporating environmental, social, and governance factors (ESG) into investment and decision-making processes to mitigate negative impacts and contribute to positive social outcomes.

In response to the growing expectations of stakeholders regarding sustainable business practices and responsible investing, TISCOASSET focuses on managing investments under the “Universal Investor” approach. This approach emphasizes building well diversified portfolios aligned with prevailing economic conditions to enhance long term investment value. Beyond meeting investor needs, this approach also supports value creation at the company and industry levels and promotes investments that generate financial returns while delivering positive environmental and social impacts.

Shared value embodies the convergence of market potential, societal needs, and policy action to forge a more sustainable and inclusive path toward economic growth, prosperity, and well-being. The SDGs present companies with the opportunity to create value for both their business and society by:

SUSTAINABLE DEVELOPMENT GOALS

- Developing products and services, including technologies and distributions accessible to low-income consumers.
- Enhancing supply chains that are ethical, inclusive, resource-efficient, and resilient.
- Enhancing skills, opportunities, well-being, and consequently, productivity for employees, contractors, and suppliers.
- Investing in environmentally friendly infrastructure projects.



Source : United Nations Global Compact, KPMG International

For this reason, the fund managers of TISCOASSET incorporate these goals into investment decisions as part of a diversified portfolio and to meet the demands of impact investors, balancing expectations for financial outcomes with positive social impact that often takes time to materialize. The SDGs align well with the nature of provident funds, which typically have a long-term investment horizon. This also applies to the value creation of investee companies. TISCOASSET adopts good practice principles, policies, and frameworks to guide business transactions and investments, price assets based on ESG risks and opportunities, and serve as an active owner. Below are examples of opportunities for shared value for each goal:

SDG 1 No Poverty – End poverty in all its forms everywhere

- Encourage investee companies to create jobs for local communities through their value chain.
- Innovate to develop new investment products (e.g., micro-credit, micro-saving or micro-insurance), services or platforms accessible by everyone equally.

SDG 2 Zero Hunger – End hunger, achieve food security and improved nutrition, and promote sustainable agriculture

- Focus on investments, both in primary and secondary markets, and financial products/services that do not violate human and land rights, contribute to food price volatility, or encourage speculative trading in food commodities.

SDG 3 Good Health and Well-Being – Ensure healthy lives and promote well-being for all at all ages

- Provide and/or raise capital for investment in healthcare institutions.
- Encourage investee companies to support healthy employees, families, communities, and nations by ensuring healthy and safe work environments.

SDG 4 Quality Education: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

- Collaboration with development financial institutions and governments to raise and/or invest in innovative financing for education projects.
- Expand access and use of personal savings and loan products to help families plan for and finance education costs;

SDG 5 Gender Equality: Achieve gender equality and empower all women and girls

- Encourage investee companies to increase the share of women on company Boards and in senior roles, and invest in policies and programs that support women in the workplace.

SDG 6 Clean Water and Sanitation: Ensure availability and sustainable management of water and sanitation for all

- Consider water risks as part of investment evaluation criteria and stimulate the adoption of priced-in externalities in financial statements to show environmental and social impacts and societal value creation.
- Engage with investee companies with high water consumption to reduce their own and their suppliers' water usage and to avoid releasing effluent.

SDG 7 Affordable and Clean Energy: Ensure access to affordable, reliable, sustainable, and modern energy for all

- Invest in and raise capital for renewable energy developments such as wind farms and solar power projects to accelerate the transition to an inclusive low-carbon economy.
- Engage with investee companies to disclose their environmental impacts regarding their business operations and to reduce their environmental footprint and decouple growth from energy use.

SDG 8 Decent Work and Economic Growth: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

- Work with key stakeholders as well as investee companies to develop practical solutions to promote decent work in the organization.

SDG 9 Industry, Innovation and Infrastructure: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

- Invest in and raise capital for transportation, renewable energy, and communications infrastructure to contribute to the development of resilient cities.
- Invest in and raise capital for transportation, renewable energy, and communications infrastructure to contribute to the development of resilient cities.

SDG 10 Reduced Inequalities: Reduce inequality within and among countries

- Encourage investee companies to build awareness of diversity and equality issues in the workplace as well as along the value chain.

SDG 11 Sustainable Cities and Communities: Make cities and human settlements inclusive, safe, resilient, and sustainable

- Collaborate with city or community stakeholders to analyze and increase the resilience of interdependent systems, such as transport infrastructure and utilities, which underpin the resilience of individual assets.

SDG 12 Responsible Consumption and Production: Ensure sustainable consumption and production patterns

- Encourage investee companies to utilize ideas from the circular economy to create new business opportunities that enable them to use fewer raw materials, produce less waste, and operate more cost-effectively through recycling.

SDG 13 Climate Action: Take urgent action to combat climate change and its impact

- Invest in and raise capital for climate risk mitigation, climate resilience, and climate adaptation, including climate and green bonds and other debt and equity instruments.
- Integrate climate risks into investment analysis and decision-making.
- Evaluate and encourage investee companies to evaluate the risk of “stranded assets” and consider global exposure limits or divestment across industry segments such as fossil fuel energy generation, coal mining, coal transportation infrastructure, and unconventional oil extraction.

SDG 14 Life Below Water: Conserve and sustainably use the oceans, seas, and marine resources for sustainable development

- Adopt position statements, guidelines, and policies that drive sustainability within clients and investee companies regarding the blue economy concept, the sustainable use of ocean resources for economic growth, improved livelihoods, and jobs while preserving the health of the ocean system.

SDG 15 Life on Land: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation and halt biodiversity loss

- Share data, research, and tools to increase understanding of the dynamics and value of ecosystem services to send an economic signal for increased investment in the protection and restoration of natural habitats, which will in turn reduce investment risks.

SDG 16 Peace, Justice and Strong Institutions: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable, and inclusive institutions at all levels

- Collaborate with other institutional investors on emerging or controversial issues to promote responsible business in high-risk areas, ensuring investee companies see a clear correlation between responsible business and availability and pricing of capital.

SDG 17 Partnerships for the Goals: Strengthen the means of implementation and revitalize the global partnership for sustainable development

- Strengthen the link between investee companies and societal value creation and align the organization’s value creation strategy to the Sustainable Development Goals.
- Adopt good practices, principles, and guidelines that better align business practices with the SDGs.
- Engage in multi-stakeholder initiatives advancing sustainable development.

Three-step Approach to Incorporate SDG Outcomes in Fundamental Equity:

Step
1

Identify Material Issues

The fund managers start by assessing the critical factors that are important to the stakeholders, communities in which the company is operating, and broader society. Then, prioritize those factors and set a goal to achieve for the specified investment period, considering the nature of each entity’s business operation. Nevertheless, the fund manager has a responsibility for the engagement process to ensure the continuity of the entity’s sustainability practices and goals in the future.

Upon completing Step 1, the fund managers are able to narrow down the investment universe, resulting in a more focused set of companies and enabling more effective investment management.

Step
2

Stock Screening

After identifying material issues and assessing their alignment with each company’s business activities, fund managers conduct fundamental analysis to screen and select quality assets for investment.

Step
3

Portfolio Construction and Risk Analysis

Fund managers will construct and maintain the portfolio according to the strategic investment plan, with consideration of long-term vision and sustainable development goals.

The integration of the Sustainable Development Goals (SDGs) into TISCOASSET’s investment analysis and portfolio construction processes has contributed to the strong sustainability performance of its funds. As a result, multiple TISCOASSET funds have been awarded the Morningstar Sustainability Rating, which evaluates how well the underlying securities in a fund manage environmental, social, and governance (ESG) risks. The rating ranges from 1 to 5 globes, with 5 globes representing the highest sustainability performance and the lowest level of ESG risk relative to peer funds. As of 30 November 2025, 23 domestic and international funds managed by TISCOASSET received the highest rating of 5 Globes. These include TISCO ESG Investment (TISESG), TISCO Equity Thailand ESG (T-ThaiESG), TISCO Equity Thailand ESG Extra Fund (TThaiESGX), TISCO Dividend Select Equity Thailand ESG Fund (TDThaiESG), TISCO Dividend Select Equity Fund (TISCODS), TISCO Strategic Fund (TSF), TISCO US Technology (TUSTECH), TISCO US Treasury Bond (TUSTREASURY) and others. An additional 50 funds received a 4 Globe rating, indicating a consistently low level of ESG risk compared with peers.

TISCO ESG Investment Fund – TISESG

With the belief that effective management of sustainability issues is crucial for a company's long-term sustainability, TISCOASSET has established the TISESG Fund since 2015. This fund aims to generate consistent and stable returns over the long run by employing an investment analysis process that considers environmental, social, and governance aspects. Over the past 10 years, the fund management policy has evolved, particularly in response to the rapidly changing concept of sustainability. Currently, fund managers continue to implement socially responsible investment (SRI) strategies and enhance processes through an ESG integration method that analyzes both qualitative and quantitative ESG data, aiming to generate sustainable returns and reduce potential ESG risks associated with the listed companies in the investment portfolio.



In 2025, TISCOASSET donated the management fees from the TISCO ESG Investment Fund (TISESG), totaling 547,371.57 baht, to two agencies: the TISCO Foundation and the Thaiptat Institute, which will forward the donation to the Foundation for Thai Rural Reconstruction Movement (TRRM) under Royal Patronage. Since the establishment of the TISESG Fund, TISCOASSET has contributed management fee income to organizations that benefit society a total of 11 times, amounting to 10,770,133.32 million baht.

TISCO Thai Well-Being Equity Fund – TISCOWB

TISCOASSET continues to prioritize the development of high quality sustainable investment opportunities, both domestically and internationally, through its mutual fund offerings. The firm remains committed to maintaining a strong standard of ESG integration and providing investors with access to thematic investment strategies that align with global sustainability trends. Thematic funds have continued to gain traction, particularly those investing in companies operating in sectors that contribute positively to environmental, social, and governance objectives. These include renewable energy — environmentally friendly, investing in utilities — that improve quality of life, healthcare, including hospitals and pharmaceutical companies, supporting well being and medical needs, or community-driven businesses, such as those creating economic opportunities through the use of local raw materials. These investment themes not only provide financial opportunities but also raise awareness among investors regarding the link between capital allocation and its real world impacts, helping to foster a deeper understanding of how investment decisions can generate positive outcomes for society and the environment. Established in 2019, the



TISCO Well Being Fund (TISCOWB) was created to expand investment options for individuals seeking exposure to companies listed on the Stock Exchange of Thailand that contribute to improving quality of life for Thai people. The fund is designed to invest in businesses positioned to play a significant role in advancing Thailand's economic and societal development. TISCOWB's primary objective is to generate positive social and environmental impact under the overarching "Well Being" concept, while also delivering competitive long term returns that consider risk adjusted performance.

Thailand ESG Fund (ThaiESG) and Thailand ESG Extra Fund (TThaiESGX)

Drawing on extensive experience in managing ESG focused funds, TISCOASSET has strengthened its capabilities in identifying and screening companies with outstanding sustainability performance. In 2025, TISCOASSET continued to support government policies that encourage long term savings and investment among Thai citizens by launching two new Thailand ESG Extra Funds under the ThaiESGX category: TISCO Equity Thailand ESG Extra Fund (TThaiESGX) and TISCO Equity 70 Thailand ESG Extra Fund (TThai70ESGX). With these additions, TISCOASSET now manages a total of five funds under the ThaiESG and ThaiESGX categories. These offerings span both sustainable fixed income instruments and equity investments, each selected for strong ESG characteristics and long term sustainability potential.

Thailand ESG Funds are designed to encourage long term savings by promoting investment in companies with robust sustainability practices. Investors who meet the specified criteria are eligible to receive tax benefits, making these funds an attractive option for individuals seeking to build long term financial security. Fund managers continue to apply a Socially Responsible Investment (SRI) approach to portfolio construction, integrating sustainability factors into their investment decisions. In recent periods, TISCO's ThaiESG and ThaiESGX funds have demonstrated strong performance compared with other funds in the same category.





Creating Opportunities to Access Financial Products and Services

TISCO is committed to uplifting local communities and strengthening economies in remote and non urban areas. To support this mission, the Group continues to expand access to financial services through multiple channels—including branches, websites, mobile applications, and online platforms—while prioritizing the development of financial products and service options tailored to the needs of low income individuals. TISCO aims to provide customers with fair and appropriate financial solutions, including reasonable interest rates aligned with their repayment capacity and working capital for personal needs or small business operations, particularly during emergencies. These services are delivered under the “Somwang Ngern Sang Dai” brand operated by Hi Way Co., Ltd., a company within TISCO Group. The expansion of Somwang branches supports not only financial inclusion but also contributes to local job creation, procurement, and community resource utilization, thereby helping stimulate and sustain local economic activity.

The “Somwang Ngern Sang Dai” branches operate nationwide across all regions, serving as a key channel for providing access to financial products and services for underserved and remote communities. These branches help ensure that customers—regardless of geographic location—can conveniently access essential financial services that support their daily needs and economic well being. As of the end of 2025, Somwang operated a total of 805 branches, distributed across regions as follows:



With decades of experience as a financial institution serving Thai society through periods of both growth and economic crisis, TISCO Group recognizes the long standing challenge of household debt in Thailand, which continues to rise. For more than 12 years, Somwang Ngern Sang Dai has remained dedicated to its promise of supporting all Thai people by creating opportunities to access professional, reliable, and customer centric financial services, particularly day workers and small-scale merchants, to enjoy a convenient and efficient service standard. The support and confidence of our customers in Somwang drive our aspiration to develop our financial products and services for the Thai people.



Currently, Somwang Ngern Sang Dai offers title loan services for vehicles with 2 to 18 wheels, including cars, motorcycles, pickup trucks, and big bikes. The company has provided online channels for initial self-assessment regarding loan approval. Loan cash can be withdrawn from the revolving credit line at any location without needing to reapply for a new loan through both online and offline channels, such as the mobile application "TISCO My Car," our Contact Center (TISCO Bank is the service provider), and Somwang Ngern Sang Dai branches nationwide. Insurance brokerage services are also available through these channels, covering car insurance, motorcycle insurance, personal accident insurance, as well as health insurance.

TISCO Group continues to enhance its digital platforms to provide customers with convenient access to a wide range of financial services. Through these channels, customers can easily apply for loans, receive approval results, and withdraw funds without needing to visit a branch. These digital services support customers seeking financing for personal use, professional needs, or as a reserve for emergency expenses, reducing the need to rely on informal lenders. By offering secure, legally regulated financial products at reasonable interest rates, together with access to professional financial guidance, TISCO empowers customers to better understand, prevent, and manage financial risks.

| Secured Retail Loans under "Somwang Ngern Sang Dai" Brand | 2023 | 2024 | 2025 |
|---|---------|---------|---------|
| Outstanding Loans | 28,345 | 32,511 | 36,097 |
| New Loans | 19,073 | 18,223 | 20,863 |
| Number of Customers (person) | 197,691 | 235,861 | 241,856 |

In a period of economic slowdown and heightened uncertainty, many people face increasing financial challenges. Somwang Ngern Sang Dai recognizes the difficulties experienced by the public, especially low income individuals and those in informal or self employed occupations. The company remains committed to being a reliable financial partner by offering services that are accessible, transparent, and sincere. To reinforce this commitment, Somwang launched a new advertising campaign, "TISCO AutoCash: In Times of Need, Trust Somwang," aimed at offering encouragement and standing alongside Thai people through every situation.

The campaign tells stories from the "Somwang Community," a place filled with warmth, trust, and mutual support, with Somwang Ngern Sang Dai portrayed as a caring neighbor who is always there to help and bring people closer to achieving their goals. These stories are expressed through a special song and music video titled "The First One I Trust (It's Always Somwang)" performed with warmth and sincerity in an upbeat and positive style by Paowalee Pornpimon, the new presenter from Grammy Gold, together with Denkhun Ngamnet, who has been part of the Somwang family for over six years.





The campaign stems from a deep understanding of customers' real life challenges. Regardless of the circumstances, when urgent financial needs arise, the message is clear: Somwang Ngern Sang Dai is ready to stand by customers, provide guidance, and serve as a trusted financial advisor.

This collaboration reflects a growing trend in modern marketing that focuses on brand collaboration to create shared value and expand customer reach more effectively, particularly among low to middle income groups seeking reliable financial solutions. Paowalee's warm, approachable personality, combined with Denkhun's charm, energy, and strong fan base, brings the music to life, delivering a message of hope and encouragement that truly resonates with audiences.

Product Designed to Meet Housing Needs with Financial Flexibility

TISCO Mortgage Saver

The 'Mortgage Saver' home loan is a financial product that meets customer needs by combining a home loan with a revolving credit facility. This provides the freedom to make unlimited payments, allowing customers to manage their finances in the most beneficial way.

| | | | |
|--|--|---|---|
|  <p>Reduce burden, all in one account: Manage your finances smartly with just one account, saving interest and becoming a homeowner faster.</p> |  <p>Worry-free spending: Transfer money from your savings account to your home loan account, still spending while reducing interest simultaneously.</p> |  <p>Easy withdrawal of extra payments: Manage your money in the Mortgage Saver account, creating opportunities to reduce interest payments by up to 50%. You can make excess payments up to 50% of the remaining principal, allowing you to pay off more debt and withdraw the extra payments for use.</p> |  <p>Convenience 24/7: Withdraw the excess payments made beyond the installment amount anytime, 24 hours a day, through ATMs.</p> |
|--|--|---|---|

Customers of the TISCO Mortgage Saver home loan enjoy the following benefits:

- 1** Reduced interest burden: Customers can become homeowners more quickly, as the interest rate scheme helps lower both the principal and interest. Making advanced loan payments reduces interest and shortens the mortgage period.
- 2** Flexible financial management: Customers can schedule their home loan payments while away, such as when traveling abroad or dealing with important business. Any excess payment will be applied to pay for the installment on the due date, helping to maintain customer credit.
- 3** Superior financial management: This product allows customers to withdraw funds more than their installment payment. The account can function as a family reserve or as working capital for their business in case of an emergency. In short, the TISCO Mortgage Saver product offers customers the opportunity to expedite their home loan payments while also providing access to emergency liquidity. For more information, please visit: <https://www.tisco.co.th/th/personal/loan/home-loan.html>

SME Loans

For SMEs, TISCO Bank Public Company Limited has engaged in various projects with the Thai Credit Guarantee Corporation (TCG) to support and create opportunities for SME customers and small-scale entrepreneurs, allowing them to access capital resources in situations where they lack sufficient guarantees or security. Consequently, the TCG provides assistance through a loan guarantee mechanism for businesses to address their current capital needs during economic slowdowns and enhance their liquidity. In 2025, the bank approved loans guaranteed by the TCG for 2,080 customers, amounting to a total loan value of 858.4 million baht.



Assisting Customers in Sustainable Debt Resolution

Debt Restructuring Measures for Sustainable and Targeted Debt Relief

TISCO is committed to supporting national efforts to address Thailand's debt overhang and recognizes the difficulties many individuals face in managing debt and personal finances. The economic downturn has impacted the ability of some retail customers to conduct business or maintain their usual occupations, resulting in reduced repayment capacity and heightened financial stress. In response, TISCO Group has introduced a range of debtor assistance measures designed to alleviate the financial burden on affected customers as follows:



Car Title Loans and Car Hire Purchase Loans

- Reduce installment payments and granted payment extensions according to the debt repayment capabilities of customers in order to alleviate long-term distress.
- If a customer is impacted to the point of being unable to service debt, the customer can receive assistance by returning the vehicle. If the vehicle sales price is less than the debt burden, the bank will consider reducing the remainder of the debt as appropriate.

Home Loans

- Reduce installment payments and grant payment extensions according to the debt service capabilities of customers in order to alleviate long-term distress.



Conditions for Participating in the Debt Restructuring Measures

- Customers must provide truthful information and present evidence that they are suffering from impacts as well as proof of their repayment capacity to the bank.
- They must be qualified according to the conditions set by the bank.
- Their vehicles must be in good working condition (for car hire purchase loans and car title loans).
- For current capital loans, the bank may consider suspending or canceling the use of existing loan funds during debt restructuring.

TISCO provides assistance to customers on an individual basis in accordance with the Bank's established criteria. Assessments are conducted by considering the specific impacts experienced by each customer, together with the information and supporting documents they submit. Based on this evaluation, the Bank proposes an appropriate debt-restructuring solution that aligns with the customer's repayment capacity and overall risk profile. For additional details, see <https://www.tisco.co.th/th/fi-support-3.html>.

In 2025, TISCO took actions according to the sustainable debt restructuring measures and assisted customers in 5,621 contracts.

“You Fight, We Help” Program

In addition to TISCO’s debt restructuring measures, in 2025, amid a slowing economy and rising household debt, TISCO Group continued its efforts to help address Thailand’s long standing debt challenges through participation in the “You Fight, We Help” program. This initiative, led by the Bank of Thailand (BOT) in collaboration with the Ministry of Finance, the Office of the National Economic and Social Development Council, the Thai Bankers’ Association, the Association of International Banks, and the Government Financial Institutions Association, aims to provide targeted assistance to vulnerable retail and SME borrowers.

Under the program, customers are offered debt restructuring solutions designed to reduce installment burdens and interest costs, easing their debt load both in the present and over the long term, while enabling them to retain key collateral assets such as homes, vehicles, and business properties. In 2025, TISCO supported more than 19,600 loan contracts, totaling over 4,800 million baht, through the program, reflecting the Group’s commitment to helping vulnerable customers restore financial stability.



Debt Consolidation Program

As an option for customers in managing their debt burdens, TISCO has set up a debt consolidation program, whereby customers can combine current debt burdens from various lenders with high interest through TISCO’s car title loans, title deed loans, or loans to members of the provident fund. The objective of this service is to help customers repay their debt without overwhelming financial strain, as they can choose the repayment term, making it a useful option for those looking to simplify their finances and pay off their debts more quickly. In 2025, a total of 4,531 customers participated in the program, consolidating more than 1.18 billion baht in debt.

โครงการคุณสู้เราช่วย
ปิดหนี้ได้ไว ไปได้ถึงมือ

สำหรับลูกค้าหนี้นิติบุคคลพาณิชย์และสถาบันการเงินเฉพาะกิจ (SFIs)

ลงทะเบียนทางเว็บไซต์บนมือถือ
ได้ตั้งแต่วันที่ 12 ธ.ค. 67 - 28 ก.พ. 68
<https://www.bot.or.th/khunsuu>

1 มาตรการจ่ายตรง คงทรัพย์

| ลดค่างวด 3 ปี | นำค่างวดไปตัดเงินต้นทั้งหมด | ไม่เก็บดอกเบี้ย 3 ปี หากทำได้ตามเงื่อนไขลดลดมาตรการ |
|--|-----------------------------|---|
| หนี้ 1 ช่วง: 50% ของค่างวด หนี้ 2 ช่วง: 70% ของค่างวด หนี้ 3 ช่วง: 90% ของค่างวด | | |

2 มาตรการจ่าย-ปิด-จบ

หนี้ที่เข้าร่วมได้

- สินเชื่อประเภท (ที่ผิดประเภทและไม่มีหลักประกัน)
- สินเชื่อส่วนบุคคล
- สินเชื่อเช่าซื้อรถยนต์ / car for cash
- สินเชื่อเช่าซื้อรถจักรยานยนต์ / car for cash
- สินเชื่อ SMEs
- สินเชื่อจัดสรรหนี้และสินเชื่อส่วนบุคคล ที่รวมหนี้สินเชื่อจำนอง (debt consolidation)*

หนี้ที่เข้าร่วมมาตรการได้

- ลูกค้าที่เข้าร่วมมาตรการได้
- ลูกค้าที่เข้าร่วมมาตรการได้
- ลูกค้าที่เข้าร่วมมาตรการได้

หากลูกค้ามีข้อสงสัยในการลงทะเบียน สามารถติดต่อสายด่วนแบงก์ชาติ โทร. 1213 และสาขาหรือ Call Center ของเจ้าหน้าที่การเงิน โทร 99

Assistance Plan for 2026

TISCO Bank continues to support customers affected by economic conditions through debt restructuring measures that comply with the Bank of Thailand’s Responsible Lending requirements. The Bank provides assistance both pre-emptively (before accounts become NPLs) and for customers already in the NPL group, making sure that proposed solutions align with each customer’s repayment capacity. All measures consider the borrower’s affordability and require that sufficient net residual income remains to meet basic living needs, helping prevent further debt burdens or worsening the debt overhang. The Bank adheres to the principle of avoiding any action that would add pressure on customers experiencing financial difficulty. All assistance measures are implemented in accordance with the bank’s established criteria



Driving Innovations in Digital Financial Products and Services

As technology rapidly transforms customers' lifestyles, TISCO strives to integrate innovation and technology across various aspects, from developing new products and services to optimizing operational processes for greater efficiency. These efforts aim to enable faster responses to market needs and enhance the organization's ability to adapt in a constantly changing environment. TISCO Group also places strong emphasis on building "Lifetime Partnerships" with customers by expanding our customer base and strengthening communication through diverse channels to ensure broader and more effective customer engagement.

Digital Service Channel

To expand access and enhance service convenience, TISCO Group has continuously developed digital platforms and applications accessible via smartphones and tablets. These developments improve service efficiency and allow customers to access information quickly and easily at any time. They also support greater use of self-service across various digital channels. For instance:

Mobile Application Services



TISCO My Wealth

A one stop platform that brings together deposit services, investment solutions, and insurance products. Customers can open online savings accounts or online mutual fund accounts and immediately access funds offered by 14 leading asset management companies. The app features curated lists of high potential funds selected by experts, along with timely market insights to support informed investment decisions. Customers can also purchase insurance online and view their portfolio and coverage details for insurance policies purchased through TISCO Bank.



TISCO eTrade

TISCO eTrade application provides online trading services for equities and derivatives, along with investment analytics and market data from the Stock Exchange of Thailand (SET) and the Thailand Futures Exchange (TFEX). Customers can place buy and sell orders, monitor order status, and view their investment portfolios anytime, anywhere, with real time price updates. The application also includes a Stock Scan feature that identifies promising stocks using both preset strategies and customizable filters, making it suitable for both new and experienced investors. This helps users track their profit and loss more easily and make better informed investment decisions.



TISCO My Funds

This application is designed to provide investors with convenient access to TISCO Asset Management's mutual funds. Customers can open an online account to buy, sell, or switch funds in just a few steps, stay updated with investment news, and view their portfolio and transaction status anytime, anywhere. The app also supports investment planning across a diverse range of TISCO mutual funds, including domestic, international, and thematic strategies. In addition, customers receive notifications on new fund launches, ensuring they never miss investment opportunities that align with their individual style and goals.



TISCO InvestiFi+

A comprehensive investment platform from TISCO Securities, enabling customers to open accounts online and invest in Thai equities, global equities, and mutual funds all within a single app. It provides users with the latest market information, economic news, and educational investment videos. The application also uses a specialized algorithm that analyzes each user's investment behavior and style to deliver personalized investment insights and tailored recommendations.



TISCO My Car

TISCO My Car application provides convenient services for TISCO's hire purchase and car title loan customers, allowing them to access and manage their loan accounts anytime, anywhere. Customers can view loan details, outstanding installments, payment history, and car insurance information, as well as receive payment reminders. They can also update their mailing address, make installment payments easily via QR code or barcode, and access electronic documents such as receipts and account statements.



Somwang Ngern Sang Dai

This application is designed for customers of Somwang Ngern Sang Dai, allowing customers to conveniently check their loan information, such as loan details, upcoming installment amounts, outstanding balances, and payment history. Customers can also make installment payments easily and securely via QR code or barcode, eliminating the need to visit a branch or service point. This helps customers manage their loans more efficiently anytime and anywhere.

LINE Official Account

● "TISCO Bank" @TISCO

A primary channel providing access to product information, key announcements, and customer benefits. Customers can also find useful self service information such as how to freeze an ATM card or locate nearby branches. For hire purchase customers, this channel enables viewing of car loan account details, making account management even more convenient.

● "TISCO Advisory" @TISCOAdvisory

'TISCO Advisory' provides tax planning support through the TISCO Tax Planner, which enables customers and followers to calculate and prepare basic tax planning on their own. It also offers timely investment updates and recommended funds from TISCO Bank. In addition, deposit customers receive notifications for incoming and outgoing transactions, allowing them to conveniently track their financial activities in one place.

● "Freedom by TISCO PVD" @TISCOAsset

This channel provides services for more than 600,000 provident fund members under TISCO Asset Management, allowing them to check their fund balances, request statements, and inquire provident fund information. It also offers a range of services designed to support financial independence and help members achieve their retirement goals. These include wealth calculation tools with personalized guidance, useful articles, and exclusive benefits from TISCO Group's curated financial and investment products tailored for provident fund members.

● "TISCO My Funds" @TISCOMYFUNDS

TISCO Asset Management's mutual fund customers can conveniently access investment information and services, check their portfolios in real time, 24 hours a day, and stay updated with investment news and essential market analyses, as well as

receive expert fund recommendations from TISCOASSET. They can also track the status of their transactions comprehensively in one place.

● "TISCO Insure" @TISCOInsure

'TISCO Insure' provides customers with convenient access to manage their insurance information anytime and anywhere. Customers can review their active policies and assess their protection level through the "Protection Checking Game", which analyzes their existing insurance and asset coverage. The channel also allows customers to submit supporting documents directly to staff. In addition, customers can request premium quotations, make online payments, and obtain important documents such as tax deduction certificates through the system.

● "TISCO AutoCash" @TISCOAutoCash

This channel provides preliminary credit checks and a fully online auto loan application process. Customers can quickly verify their initial credit limit without submitting any documents. The system processes information and provides an estimated credit limit, helping customers plan their car purchase more accurately and confidently before proceeding with the formal loan application.

● "Somwang Ngern Sand Dai" @Somwang

The platform allows customers to conveniently access product information and promotions from Somwang Ngern Sang Dai, as well as apply for auto-title loans online. Customers can also apply for car and motorcycle insurance, with the option to pay insurance premiums online via QR code. This makes every step in the loan and insurance process simpler and faster.

Fostering a Culture of Innovation

TISCO Group emphasizes the importance of promoting innovation by nurturing a culture of innovation that encourages creativity and idea generation. Employees at all levels are encouraged to share opinions, propose ideas, and exchange knowledge with one another.

Over the past year, artificial intelligence (AI) has become a major driver of transformation across business sectors. In response, TISCO Group established the TISCO Data/AI Center of Excellence (COE) as a central unit to develop, enhance, and oversee AI adoption across the organization. The COE focuses on building a strong foundation in data, technology, work processes, and governance standards to ensure responsible and effective AI use.

TISCO Group has also outlined a long term investment strategy through a three year collaboration with Google Thailand to strengthen organizational capabilities in applying AI to improve operational efficiency, expand business opportunities, and build workforce skills for the future. This collaboration covers employees at all levels, including executives, business units, and technology teams, to integrate AI into day to day work in a meaningful and sustainable way.

Under this initiative, various activities and training programs were organized throughout the year to enhance understanding of Generative AI, including capacity building, practical use-case application, and continuous self-learning. Specialized courses were also provided for experts and technical teams, such as PCA (Professional Cloud Architecture) Training and PDE (Professional Data Engineering) Training, along with foundational AI courses for IT and Business Analyst teams. Additional learning activities for executives, such as AI Management Talk sessions, were held to update AI trends and emerging technologies with insights from Google specialists.

This commitment to developing people, processes, and technology will play a critical role in enabling TISCO to maximize the benefits of AI, strengthen competitiveness, and support long term sustainable growth.



TISCO Generative AI Ideation Hackathon

TISCO Group places strong emphasis on fostering a 'Growth Mindset', encouraging employees to adapt to change, think boldly, take initiatives, and explore new ways of working that enhance convenience, speed, efficiency, and accuracy. The organization also promotes the use of technology to strengthen work capabilities across various functions. In 2025, TISCO organized the TISCO Generative AI Ideation Hackathon, providing an open session for employees across the organization to propose ideas on how Generative AI could be used to improve work processes or enhance operational efficiency. A total of 198 ideas were submitted from all departments and all levels, from executives to operational staff, demonstrating strong organizational engagement.

The program was designed to guide each team through a structured development process comprising:



Selected MVPs were then developed directly by the idea owners in collaboration with the AI Engineering team. Participants tested AI tools within their own workflows and worked to advance the projects toward practical implementation. These efforts support long-term capability building and strengthen the organization’s competitiveness for the future.

Knowledge Sharing Sessions

TISCO Group believes that innovation flourishes when knowledge is shared. Participating in conferences and seminars offers valuable opportunities to gain new perspectives, fostering continuous development within the organization. In 2025, our teams had the opportunity to share work experience in various forums, such as:

TDA Next 2025 : AI Explorer – How to Choose the Right Tools

Mr. Puttasak Tantisuttivet, Head of Digital Innovation Advocacy, participated as a speaker at True Academy Next 2025, an annual event focusing on essential skills for the year, and shared insights under the topic “AI Explorer: How to Choose the Right Tools” which explored how to use AI tools while preserving the unique value of human capabilities in the workplace. The session aimed to provide knowledge and inspiration for individuals adapting to the rapidly evolving AI era.



UXTH : Wrap-Up 2025 – AI Transformation

Mr. Patompong Pundee, Senior CX Designer, shared the AI transformation journey of the Customer Experience Designer team at TISCO with designers and user experience professionals from the UX Thailand community. The session highlighted the team’s experience in integrating AI tools to enhance efficiency and strengthen User Experience capabilities, as well as the essential skills and mindsets required to adapt to today’s evolving work environment.



Enhancing Work Capabilities Through Technology

TISCO Group has been integrating artificial intelligence (AI) into its work processes, focusing on using AI as a supportive tool to enhance employee productivity. The objective is to improve efficiency, reduce repetitive tasks, increase accuracy, and enhance work quality in response to rapidly changing needs. AI has been applied in various areas, for example:



Protection Checking Game: Insurance Gamification The game assesses customers' protection levels based on their existing insurance coverage, using AI to generate personalized results that adjust according to each customer's answers. This ensures that the recommendations are accurate, data driven, and tailored to individual needs, making the experience both enjoyable and beneficial. This tool also helps the organization communicate insurance product information more effectively, as it allows customers to first understand their own needs and identify areas where additional coverage may be helpful.



RooDee | AI Virtual Assisted Coach An intelligent coaching tool designed to support front-line staff by providing guidance, recommendations, and access to expert knowledge. Powered by Generative AI, RooDee consolidates, connects, and structures organizational knowledge into a format that is easy to search, immediately accessible, and practical for real-world use. The tool supports a wide range of functions, including responding to product-related inquiries, comparing terms and conditions, suggesting sales techniques and approaches, addressing customer questions, and simulating real-life scenarios to help employees practice conversations as if they were interacting with customers in an actual work environment.



RaCar : The Holistic Car Trend Ecosystem A tool designed to provide both a comprehensive and in-depth view of the used car market. As one of TISCO's core businesses involves auto-related secured lending, accurate and up-to-date market prices are essential for risk assessment, credit limit setting, competitive positioning, and asset management in repossession cases. RaCar supports informed decision-making by ensuring access to precise, timely, and market-reflective data.





Promoting Financial Literacy

Financial literacy is one of TISCO Group's long standing commitments. TISCO believes that financial knowledge is not only an essential life skill, but also a critical foundation that enables individuals to make informed decisions, plan effectively for the future, and manage risks at every stage of life. Strengthening this foundation is vital to supporting sustainable social development.

TISCO Group therefore continues to deliver financial literacy programs to customers and the wider public across diverse demographic groups, ensuring that everyone has access to the financial skills needed in today's rapidly changing environment. From 2023 to 2025, TISCO Group provided financial literacy support to more than one million people annually, demonstrating our ongoing dedication to helping build a stronger and more financially resilient Thai society.

1. Financial Literacy for Customers

Wealth and Asset Management

TISCO Group continuously promotes financial literacy among customers by designing content tailored to the needs and knowledge levels of different segments and integrating it into financial products and services. The Group also conducts financial seminars and activities in various formats to help customers apply financial knowledge in planning and managing their finances effectively. TISCO believes that customers with a strong financial foundation are better equipped to make well informed decisions that benefit their long term financial well being, which in turn supports the organization's sustainable growth. Useful financial knowledge, together with market and investment research and insights, were regularly distributed to customers via email and through social media channels such as Facebook, LINE Official Account, and YouTube.

In 2025, TISCO Group continued to deliver financial literacy activities both online and offline, focusing on topics relevant to customer interests and current market conditions. These included emerging investment themes, economic trends, and portfolio adjustment strategies suitable for the prevailing market environment. The activities continued to attract strong customer interest across all channels, as shown below.

| Financial Literacy Program via Seminar and Online Channels | Number of Time (s) | Number of Participants (people) |
|--|--------------------|---------------------------------|
| 1. TISCO Bank Public Company Limited: Wealth Management | 2,347 | 553,380 |
| 2. TISCO Securities Company Limited | 1,456 | 343,665 |
| 3. TISCO Asset Management Company Limited: Mutual Funds & Private Funds Business | 400 | 214,359 |
| 4. TISCO Asset Management Company Limited: Provident Fund Business | 136 | 102,791 |

Example of the program

1 TISCO Bank Public Company Limited: Wealth Management

- The Advisor, every Tuesday at 8.00 pm
- Offline seminars featuring updates on key investment topics, such as 'Fight for Opportunities: The Battle of High-potential Funds'



2 TISCO Securities Company Limited

- TISCO Trendy Talk In the Morning, live every business day at 8:15 am
- TISCO Trendy Talk This Week, every Monday at 1:15 pm
- TISCO Economic Talk, every Tuesday at 1:00 pm
- Fund Insight, every Wednesday at 1:00 pm
- In-person "Exclusive Talk" events, occasionally held to update on interesting topics and current events



3 TISCO Asset Management Company Limited: Mutual Funds & Private Funds Business.

- Market Outlook 2026
- Investment Talk, every Saturday at 9:00 am
- Coffee Talk Podcast, a daily weekday morning podcast.
- Guru Talk Live, updating on economic and capital market trends
- In-person seminars at various locations for students and the public, focusing on investment and finance.



4 TISCO Asset Management Company Limited: Provident Fund Business

- Seminar "Happy 55+ 10th Anniversary: Happiness 10 out of 10"
- Seminar "Debt-Free with Savings"
- YouTube "PVD Guru: We'll Answer Your Questions" - FAQ about provident funds.
- Articles including Smart Retirement Weekly Content, Monthly Fund Manager Update, and more.



TISCO Asset Management Co., Ltd. received four awards from the "Thai Capital Market: Empowering Financial Knowledge to the People," organized by the Securities and Exchange Commission (SEC). The awards comprised the Public Favorite Award, the Sustainability Award, the Creativity Award, and the Financial Empowerment Award, the last of which recognizes companies that have earned all three preceding awards. These recognitions highlight the company's sustained efforts in delivering financial education with measurable impact and in building strong knowledge-sharing networks across community, educational, organizational, and regional levels.



Smart HR FINCoach 2025: Strengthening Financial Planning Skills for HR Professionals and Empowering PVD Members

TISCO Asset Management continued the success of the Smart HR FINCoach program for the second year in 2025, aiming to enhance financial planning knowledge among representatives and HR officers of employer companies whose provident funds are managed by TISCOASSET. The objective of the program is to equip participants with accurate and comprehensive financial knowledge that can be effectively transferred to their employees who are members of the fund. The event featured various financial experts who provided insights on saving, debt management, and essential financial planning, along with guidance on effective communication and knowledge-sharing approaches.

This year, 246 employer companies under TISCO’s PVD management participated in the program, extending financial knowledge to over 20,000 employees. This demonstrates the important role of HR in strengthening financial discipline and long-term financial preparedness among staff. TISCO Asset Management also presented the TISCO PVD Best Employer Award 2025 to 15 companies and funds that effectively applied and transferred the program’s knowledge and tools to their employees.



“HR professionals work closely with employees in every organization and play a crucial role in developing personnel capabilities and ensuring employee well being. When HR has a solid understanding of savings, debt management, and financial planning, and communicates these topics accurately, it significantly contributes to strengthening employees’ financial resilience. This helps employees manage debt responsibly and plan their savings to achieve long-term financial security, which in turn reduces the likelihood of financial distress that could affect their work performance and productivity.”

Kaekwan Rojwattanakul | "Deputy Managing Director at TISCO Asset Management"



Retail Customers

Understanding Debt: A financial literacy program designed for retail customers and individuals interested in loan products, developed from the Financial Risk Awareness initiative launched in 2019. The program addresses various topics related to debt, including the distinctions between formal and informal debt, financial planning before incurring debt, interest rate calculations, and effective debt repayment strategies. Our branch staff offers one-on-one sessions, and customers who successfully complete the quiz receive a complimentary gift. In 2025, a total of 290,275 participants gained knowledge through this project.



Corporate Customers

TISCO continuously holds activities to provide financial knowledge to customers' and business partners' organizations, providing financial knowledge while promoting relationships with customers and business partners. The activities particularly focus on debt management techniques that can be applied in their daily lives.

The "Debt-Free with Savings" program is tailored for corporate clients,

aimed at raising awareness and promoting effective financial and debt management skills through two learning formats: 1) lectures covering topics such as the necessity of financial planning, understanding debt and interest rates, debt repayment strategies, as well as practical examples and tips for achieving a stress-free retirement; and 2) interactive quiz-based activities that encourage active participation, reinforce comprehension, and ensure that knowledge is effectively retained. In 2025, a total of 13 sessions were conducted with 782 participants.

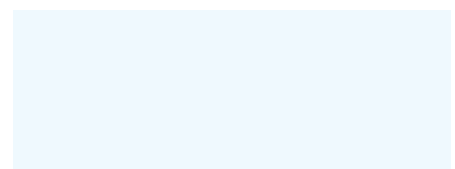


2. Financial Literacy for Employees

TISCO encourages employees to acquire comprehensive financial knowledge and understanding by offering information on personal finance topics such as debt management, savings planning, initial investments, and tax planning, along with management skills that can enhance their quality of life and financial security. Knowledge is delivered in an e-learning format accessible to all employees. Additionally, we have numerous articles and programs on financial management available through TISCO Space, our internal social media platform, as well as Money Cafe on Microsoft Engage. The content consists of regular experiences and financial recommendations shared by senior employees from various departments, covering a wide range of topics, including new investments to stay current, expense planning, and more. Furthermore, events were held in 2025 as follows.

Mind Your Money

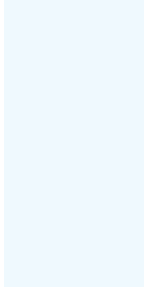
An employee financial literacy program featuring a wide range of activities conducted throughout the year, combining both skill-building and hands-on practice. The program aims to create a learning environment tailored to employees' financial behaviors by grouping participants according to their specific needs, including financial problem-solving (debt management), building financial foundations (saving and budgeting), and long-term wealth planning (investment planning). Activities include lifestyle and spending surveys, income-expense tracking, story-sharing competitions, and savings challenges based on structured savings plans.





Fin Day: The Financial Market Fair

This year-end event, held from 25 to 26 December 2025, aimed to help employees plan their finances and taxes, featuring a panel of financial experts and booths offering consultations on funds and insurance. External organizations, such as the National Credit Bureau Co., Ltd., also provided information and credit report checking services.



3. Financial Literacy for Communities and Society

TISCO believes that opportunities can be created and that building a "sustainable future" begins with sound financial planning. TISCO committed to consistently supporting and sharing financial knowledge with people across all segments of society, helping improve the quality of life for Thai citizens and enabling them to live with greater confidence and financial security. These efforts contribute to the sustainable prosperity of Thai society and reinforce our commitment to supporting the nation's financial well being.

Smart Saving, Smart Spending

This initiative aims to enhance financial knowledge among people living in communities surrounding TISCO branches nationwide, helping expand access to basic financial education across all regions. Since its launch in 2014, the program has continuously evolved in both format and content to ensure it remains practical, engaging, and relevant. The program delivers short-term, foundational financial planning lessons covering three key topics: Saving before spending, Debt management and Understanding financial risks and threats. Learning is reinforced through interactive activities—such as quizzes and small rewards—to encourage participation and retention. To further strengthen national financial well being, TISCO Group signed a cooperation agreement with the National Savings Fund (NSF) in 2023 to jointly promote savings and improve financial literacy among Thai people. This collaboration aims to create tangible outcomes by fostering sound financial values and



encouraging positive changes in financial attitudes and behaviors. In 2025, the program organized 115 activities across 58 provinces, reaching a total of 14,773 participants.

As a result of these efforts, TISCO and Somwang received two awards at the National Savings Day event organized by the Ministry of Finance and NSF: the "Outstanding Network Performance of the Year 2025," recognizing our role in promoting savings discipline, and the "Best Agent" award for the achievement in encouraging savings and recruiting more than 1,500 new members, becoming the top network partners in supporting NSF's efforts to expand membership and increase national savings. These recognitions reflect the important role TISCO Group plays in advancing financial literacy in Thailand. In 2025, their efforts helped encourage public participation in NSF savings, resulting in total accumulated savings of 311,619 baht.



Smart Saving, Smart Spending: Content Creator 2025

Building on the success of the “Smart Saving, Smart Spending” initiative, TISCO Group expanded its financial literacy efforts to younger generations, particularly Gen Z, whose household debt has increased by as much as 820 percent according to data from 2020 to 2023. The “Smart Saving, Smart Spending: Content Creator” activity was introduced for university students nationwide. The program provided both onsite and online training covering three key areas: financial planning, debt management, and financial fraud prevention, featuring Pol. Lt. Col. Dr. Thanawat Thiraphatchanyakun, a lecturer at the Royal Police Cadet Academy and a well-known content creator recognized as the “Call Center Crime Buster.”

In 2025, TISCO Group placed even greater emphasis on cybercrime awareness due to the increasing complexity and rapid spread of scams. As anyone can become a target, addressing the issue requires collective effort, supported by accurate knowledge, strong awareness, and responsible information sharing. The program encouraged students to use everyday tools such as mobile phones and social media to help spread financial safety knowledge and reduce victimization in the wider community.

The initiative also included a “video content competition” on financial literacy, allowing students to apply what they learned to real life situations and convey insights to the public through short, easy to engage videos aimed at inspiring their peers. A total prize pool of 240,000 baht was awarded to entries selected by the judging committee. The selected videos were further shared through TISCO Group’s social media platforms to broaden public access to financial knowledge.

In 2025, the program engaged 4,300 university students and received more than 354 video submissions, demonstrating strong interest among young people in developing financial skills and contributing to a society that is more aware of financial risks.



TISCO Financial Camp Network Club

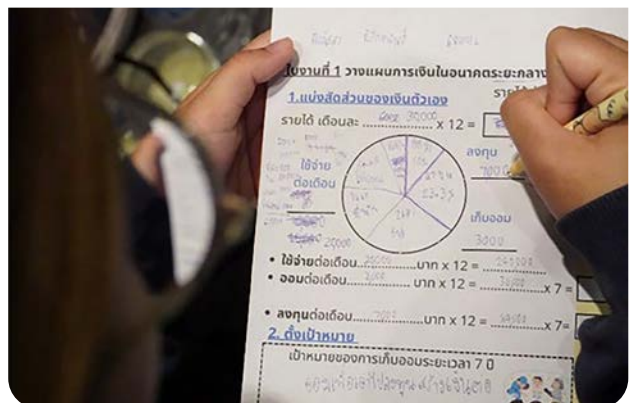
TISCO Group continued our mission by supporting schools that participated in TISCO's Youth Financial Camp to spread financial knowledge within their communities. Schools are encouraged to establish financial planning clubs or groups to promote financial discipline and raise awareness of the importance of saving and budgeting, empowering community members to better withstand financial crises. In 2025, a total of 15 schools across 12 provinces joined the TISCO Financial Camp Network, expanding community level financial learning and benefiting 27,225 individuals. The program also helped promote savings through the National Savings Fund (NSF), with total accumulated savings of 28,650 baht.

TISCO Group also invited student representatives and teachers from network schools nationwide to participate in the “Mr. Savings” competitions organized by the NSF in collaboration with the Department of Children and Youth, Ministry of Social Development and Human Security, to strengthen financial planning knowledge and further promote a savings culture among younger generation.



TISCO Fun-nancial Smart

TISCO Group believes that financial literacy is essential for building a solid foundation that enables young people to manage their finances effectively and confidently, preparing them to handle challenges both now and in the future. The “TISCO Fun nancial Smart” program was introduced to promote financial knowledge among university students through roadshows at leading universities nationwide. During these events, students received training on financial planning, debt management, and financial risk prevention, and were able to try “Freedom by TISCO,” an innovative financial behavior assessment tool that makes financial planning simple and engaging. Hands on workshops on short and long term financial planning were also provided to emphasize financial preparedness and readiness for unexpected events. In 2025, a total of 485 students participated, and the program helped encourage savings through the National Savings Fund (NSF), resulting in total savings of 7,800 baht.





Employee’s Quality of Life and Well-being

TISCO considers human resources to be the organization’s most valuable and essential asset. Guided by our vision of “Create Opportunities for Lives,” TISCO is committed to fostering an organization that supports quality growth and long term sustainability. To achieve this, the Group has established a comprehensive Human Resources Policy that applies consistently across all entities, ensuring uniformity in people management standards and practices. The policy encompasses the development of employees’ knowledge, skills, and professional expertise, the provision of competitive compensation and benefits, and the assurance of occupational health, safety, and a healthy working environment. It also reinforces TISCO’s commitment to treating employees fairly and respectfully, in alignment with the organization’s values and culture.





TISCO Group places strong importance on adapting to evolving lifestyles and strengthening measures that support employee well being—both in terms of work flexibility and workplace hygiene. To better align with current social and work life trends, TISCO has adjusted work arrangements by allowing eligible groups of employees to alternate between remote work and in office work, while also offering flexible working hours for all employees. These initiatives help employees manage their time more effectively and support a healthier work—life balance. At the same time, TISCO has enhanced workplace safety and hygiene standards for employees working onsite. Improvements include conducting inspections of indoor air circulation systems and ensuring that drinking water quality consistently meets safety standards. These measures aim to create a safe, healthy, and comfortable work environment across all office locations. In 2025, TISCO Group completed the planned replacement of 1,822 office chairs—achieving 100% of the replacement plan—using models designed in accordance with ergonomic principles to help reduce discomfort and the risk of office related musculoskeletal issues.

Considering economic conditions and rising inflation, TISCO recognizes the struggles of its employees with the higher cost of living. To alleviate employees’ financial burden and prepare them for retirement planning, TISCO Group has considered extending the Retirement Loan and Employee Debt Relief Program until 2026. This program aims to help employees clear high-interest personal loans, thereby alleviating their

monthly installment burdens. Additionally, employees aged 50 and above can apply for loans for retirement planning, with this credit line to facilitate income-generating activities for long-term financial security.

Furthermore, TISCO Group demonstrated its commitment to comprehensive employee care during the Southern flood crisis. This involved providing support measures covering both financial assistance and welfare benefits to alleviate hardship and ensure employees were thoroughly looked after. Key measures included emergency financial aid for urgent expenses, suspension of principal payments on welfare loans to reduce financial burden, allocation of interest-free loans for housing repairs, and advance medical claim rights to support employee health. All these actions reflect the organization’s adherence to a “people-centric” principle, fostering engagement and trust between employees and the company, which forms a crucial foundation for long-term sustainable development.

In 2025, TISCO Group conducted employee opinion surveys in two forms: an annual internal survey and a survey conducted in collaboration with external consultants. The results of these assessments are utilized to further develop employee care, aiming to match or exceed industry standards. TISCO Group has consistently maintained a high level of employee engagement, continuously surpassing its targets, which demonstrates its robust capability in upholding excellent standards of employee welfare.

| Indicators | Result (%) | | | Performance Goals 2025 |
|--|------------|-------|-------|------------------------|
| | 2023 | 2024 | 2025 | |
|  Employee engagement* | 84.8 | 84.6 | 83.8 | 80% or higher |
|  Retention rate | 92.4 | 91.9 | 91.6 | 85% or higher |
|  Training Rate | 88.2 | 82.90 | 88.24 | 80% or higher |
|  Compulsory Training Rate | 100 | 100 | 100 | 100 % |

Notes: *Employee engagement assessment results from internal survey

Overall Operation

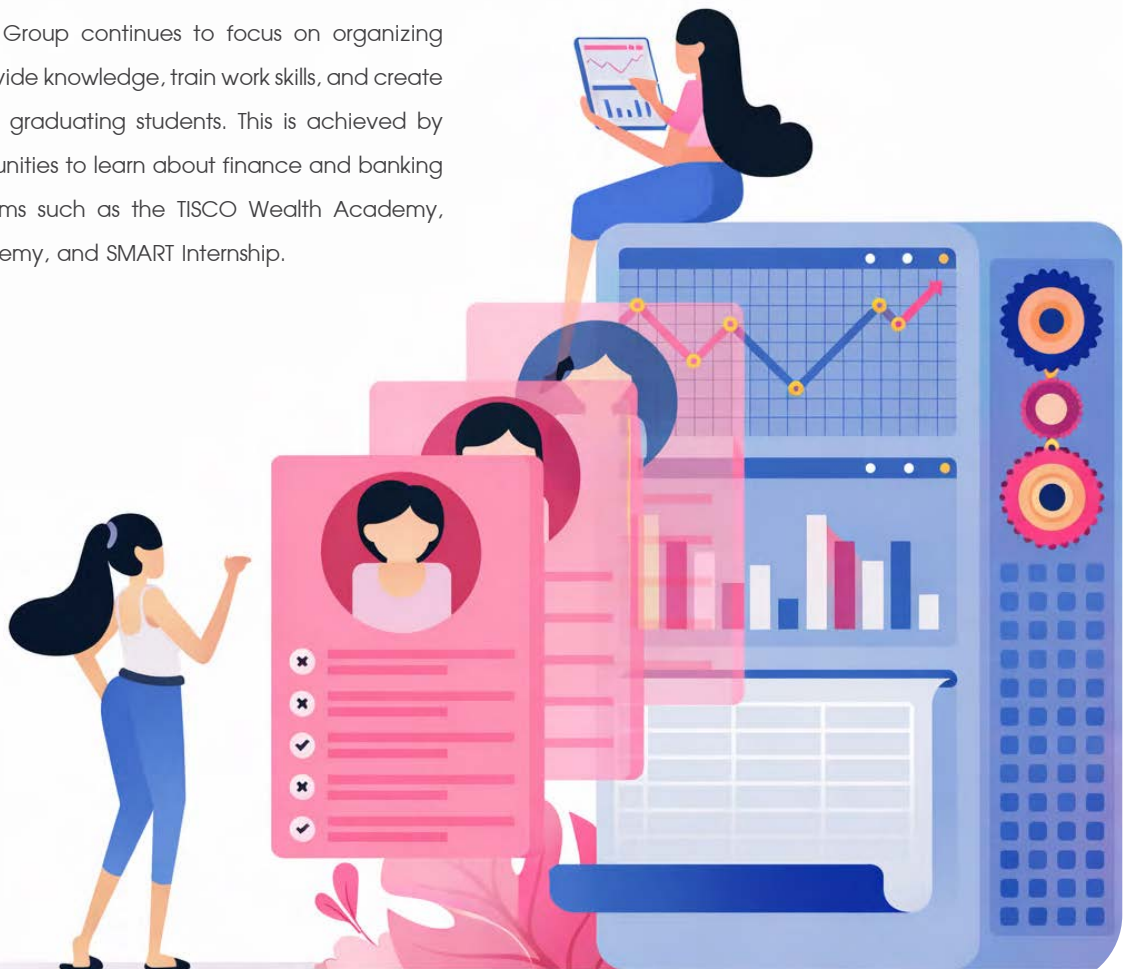
Promoting continuous employee learning and skill development, as well as assisting them in adapting to social and environmental situations affecting their well-being and hygiene, will enhance work efficiency and improve employee performance, leading to increased job satisfaction and happiness.

In 2025, TISCO Group recorded an average training hour of 38.47 hours per person per year, with an employee training attendance rate of 88.24 percent (excluding mandatory training, which had a 100 percent attendance rate). Furthermore, when considering factors reflecting overall employee satisfaction with the organization, the employee retention rate remained strong at 91.6 percent, and employee engagement, assessed annually by TISCO Group, stood at 83.8 percent.

Employment

TISCO Group emphasizes promoting career advancement from within the organization by implementing employee advancement planning alongside succession planning. When middle or senior-level positions become vacant, the company prioritizes considering promotions or transfers for qualified internal employees before seeking external candidates. External recruitment and selection primarily focus on entry-level positions for new graduates or those in the early stages of their careers, as well as specialized roles requiring specific expertise from experienced individuals. Furthermore, TISCO instills its values and culture, ensuring employees are prepared to grow with the Group.

In 2025, TISCO Group continues to focus on organizing activities to provide knowledge, train work skills, and create experiences for graduating students. This is achieved by offering opportunities to learn about finance and banking through programs such as the TISCO Wealth Academy, TISCO Fin Academy, and SMART Internship.



TISCO Group promotes diversity and equality in labor practices, adhering to non-discrimination principles. This applies to personnel selection, welfare allocation, career advancement, employee retention, and employee development. All practices are based on equality and respect for differences in gender, age, education, nationality, race, skin color, religion, sexual orientation, and disability. Additionally, employees are fully empowered to contribute creative ideas within their work.

Regarding improving the quality of life for people with disabilities in 2025, TISCO Group supported employment through the Thai Red Cross Society nationwide and the Northeast Welfare Center for Persons with Mental Retardation under the Royal Patronage of Her Majesty the Queen. A total of 60 individuals were supported, amounting to a budget of 7,227,000 Baht. In addition, two permanent and contract employees were directly employed.

For detailed information on employee turnover rates and the total number of TISCO Group employees categorized by age range, gender, and other diversity criteria, please refer to the following details.

| Criteria | | New Hire | | | | | | Exit | | | | | |
|--------------------------|--|-----------------|-------|-----------------|-------|-----------------|------|-----------------|------|-----------------|------|-----------------|------|
| | | 2023 | | 2024 | | 2025 | | 2023 | | 2024 | | 2025 | |
| | | Number (person) | % | Number (person) | % | Number (person) | % | Number (person) | % | Number (person) | % | Number (person) | % |
| Total Employees | | 5,496 | 100 | 5,790 | 100 | 5,610 | 100 | 5,496 | 100 | 5,790 | 100 | 5,610 | 100 |
| Number of Changes | | 805 | 14.65 | 745 | 12.87 | 301 | 5.37 | 354 | 6.44 | 406 | 7.01 | 427 | 7.61 |
| Gender | Male | 219 | 3.98 | 202 | 3.49 | 135 | 2.41 | 91 | 1.66 | 99 | 1.71 | 114 | 2.03 |
| | Female | 586 | 10.66 | 543 | 9.38 | 166 | 2.96 | 263 | 4.79 | 307 | 5.30 | 313 | 5.58 |
| Age | < 30 years | 573 | 10.43 | 575 | 9.93 | 193 | 3.44 | 158 | 2.87 | 232 | 4.01 | 207 | 3.69 |
| | 30- 50 years | 231 | 4.20 | 170 | 2.94 | 106 | 1.89 | 191 | 3.48 | 169 | 2.92 | 209 | 3.73 |
| | > 50 years | 1 | 0.02 | 0 | 0.00 | 2 | 0.04 | 5 | 0.09 | 5 | 0.09 | 11 | 0.20 |
| Work Location | Head Office | 448 | 8.15 | 157 | 2.71 | 167 | 2.98 | 174 | 3.17 | 114 | 1.97 | 135 | 2.41 |
| | Bangkok and Metropolitan Region | 81 | 1.47 | 152 | 2.63 | 35 | 0.62 | 46 | 0.84 | 70 | 1.21 | 57 | 1.02 |
| | Provincial Branches | 276 | 5.02 | 436 | 7.53 | 99 | 1.76 | 134 | 2.44 | 222 | 3.83 | 235 | 4.19 |

- Notes:
1. The number of employees refers to permanent and contract employees remaining as of the end of the reporting period (December 31).
 2. The number and employee turnover rate do not include retirement, early retirement, death, disclaim, not commencing work, contract termination, and termination in all cases.
 3. The percentages shown in the table are calculated relative to the total number of employees each year.
 4. The data for new hires in 2023 and 2024 have been adjusted by excluding employees transferred between companies and changes in employment status.



Total Number of Employees Categorized by Management Level and Business Line

| Criteria | 2023 | | | | | | | | | | 2024 | | | | | | | | | | 2025 | | | | | | | | | |
|--------------------------------------|-----------|------------|----------------|---------------|-------------------|-----------------------------|-------------------|----------------------|-----------|------------|----------------|--------|-------------------|-----------------------------|-------------------|-----|----------------------|------------|----------------|--------|-------------------|-----------------------------|-------------------|-----|-----|----------------------|-------|--|--|--|
| | Position | | | Business Line | | | | Total ⁽²⁾ | % | Position | | | Business Line | | | | Total ⁽²⁾ | % | Position | | | Business Line | | | | Total ⁽²⁾ | % | | | |
| | Directors | Executives | Non-Executives | Retail | Corporate Banking | Wealth and Asset Management | Corporate Support | | Directors | Executives | Non-Executives | Retail | Corporate Banking | Wealth and Asset Management | Corporate Support | | Directors | Executives | Non-Executives | Retail | Corporate Banking | Wealth and Asset Management | Corporate Support | | | | | | | |
| Total Employees⁽¹⁾ | 13 | 123 | 5,373 | 3,712 | 52 | 993 | 739 | 5,496 | 100 | 13 | 123 | 5,667 | 4,062 | 51 | 935 | 742 | 5,790 | 100 | 13 | 114 | 5,496 | 3,907 | 53 | 916 | 734 | 5,610 | 100 | | | |
| Gender | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Male | 10 | 76 | 1,789 | 1,248 | 13 | 213 | 391 | 1,865 | 33.93 | 10 | 75 | 1,875 | 1,327 | 13 | 216 | 394 | 1,950 | 33.68 | 10 | 63 | 1,880 | 1,318 | 12 | 216 | 397 | 1,943 | 34.63 | | | |
| Female | 3 | 47 | 3,584 | 2,464 | 39 | 780 | 348 | 3,631 | 66.07 | 3 | 48 | 3,792 | 2,735 | 38 | 719 | 348 | 3,840 | 66.32 | 3 | 51 | 3,616 | 2,589 | 41 | 700 | 337 | 3,667 | 65.37 | | | |
| Age | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <30 years | - | - | 1,507 | 1,255 | 13 | 145 | 94 | 1,507 | 27.42 | - | - | 1,599 | 1,388 | 11 | 110 | 90 | 1,599 | 27.62 | - | - | 1,278 | 1,100 | 14 | 91 | 73 | 1,278 | 22.78 | | | |
| 30-50 years | 1 | 50 | 3,470 | 2,262 | 30 | 707 | 521 | 3,520 | 64.05 | 1 | 44 | 3,648 | 2,457 | 31 | 680 | 524 | 3,692 | 63.77 | 1 | 48 | 3,763 | 2,582 | 29 | 673 | 527 | 3,811 | 67.93 | | | |
| >50 years | 12 | 73 | 396 | 195 | 9 | 141 | 124 | 469 | 8.53 | 12 | 79 | 420 | 217 | 9 | 145 | 128 | 499 | 8.62 | 12 | 66 | 455 | 225 | 10 | 152 | 134 | 521 | 9.29 | | | |
| Nationality | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Thai | 10 | 123 | 5,371 | 3,712 | 52 | 991 | 739 | 5,494 | 99.96 | 10 | 123 | 5,665 | 4,061 | 51 | 934 | 742 | 5,788 | 99.96 | 10 | 114 | 5,494 | 3,906 | 53 | 915 | 734 | 5,608 | 99.96 | | | |
| American | 1 | - | - | - | - | 1 | - | 1 | 0.02 | 1 | - | 1 | - | - | 1 | - | 1 | 0.02 | 1 | - | 1 | - | - | 1 | - | 1 | 0.02 | | | |
| Japanese | 1 | - | - | - | - | - | - | - | - | 1 | - | - | - | - | - | - | - | - | 1 | - | - | - | - | - | - | - | - | | | |
| Taiwanese | 1 | - | - | - | - | - | - | - | - | 1 | - | - | - | - | - | - | - | - | 1 | - | - | - | - | - | - | - | - | | | |
| Indonesian | - | - | 1 | - | - | 1 | - | 1 | 0.02 | - | - | 1 | 1 | - | - | - | 1 | 0.02 | - | - | 1 | 1 | - | - | - | 1 | 0.02 | | | |

Notes: ⁽¹⁾ The number of employees refers to permanent and contract employees remaining as of the end of the reporting period (December 31).

⁽²⁾ Not including directors.

⁽³⁾ In 2025, TISCO hired outsourcing security service providers totaling 59 persons.

Remuneration and Welfare

TISCO is committed to offering fair and competitive remuneration. The Group has established a fair compensation structure and incentive programs designed to reward employee performance and contributions. In addition, TISCO encourages long term savings to help employees build financial security and strengthen their financial well being as they approach retirement age. Details of our remuneration approach are as follows:

- Short-term employee benefits: These include salary, wages, bonuses, all fixed and variable incentives, and awards categorized into two types: (1) remuneration based on duties and responsibilities, and (2) performance-based remuneration, as well as the social security fund.
- Post-employment and other long-term benefits for employees: TISCO provides a provident fund which members contribute to the fund at the same rate as the employer's contribution, or at a rate of 5%, 10%, or up to 15%, depending on the member's voluntary choice, in accordance with company conditions.

TISCO applies a market-based compensation management system, supported by a structured pay scale aligned with job levels and job types. Compensation levels are determined based on job qualifications and external market benchmarks to ensure competitiveness and responsiveness to changing labor market conditions. TISCO is committed to maintaining internal equity and fairness in compensation and does not consider gender as a factor in determining pay rates. In 2025, TISCO Group paid a total of 5,922 million baht in remuneration to employees. The average pay ratio of female to male employees was 0.70:1, primarily due to a higher proportion of female employees working in operational roles, which typically have lower salary ranges compared with specialized or senior level positions.











Furthermore, TISCO Group has integrated digital technology into its human resource management. This includes developing the Power Apps application to facilitate welfare services and the management of various data and activities more conveniently. Additionally, enhanced services have been developed within the HR Chatbot "NongTemJai" via the LINE Application, allowing employees to access company information, such as regulations, welfare benefits, and HR operating procedures. Employees can also check their personal data, including personal information, leave records, working hours, annual goals, and performance

appraisals, through this channel. The implementation of e-Pay Slips, replacing traditional paper pay slips with an electronic system, enhances the convenience and speed of access, reduces paper consumption, and concretely supports the organization's sustainability goals.

TISCO Group's HR Chatbot, "NongTemJai," serves as a primary communication channel for employees, providing convenient access to HR information and support. In 2025, TISCO enhanced the capabilities of the chatbot to strengthen employee safety and emergency response procedures. The upgraded system now enables employees to report their safety status during emergencies—such as fires, earthquakes, or other critical incidents—by selecting either "safe" or "unsafe." This information is transmitted in real time to the company's support team through a dedicated monitoring dashboard, enabling timely response and coordinated assistance where needed. Looking ahead, TISCO plans further improvements to the system in 2026, including the ability to send region and province specific emergency notifications. This enhancement is expected to improve targeted communication and accelerate response times during localized incidents. The upgraded functionality is scheduled for completion in the first quarter of 2026.

TISCO Group is developing the People Operation Management Information System (POMIS), an integrated information system designed to support comprehensive employee data management across the organization. The primary objectives of POMIS are to enhance the effectiveness of HR planning and decision making, improve the overall efficiency of employee data management, reduce data redundancy, strengthen data security, and provide the flexibility needed to accommodate evolving data management requirements. In 2024, TISCO began implementing a new employee data recording module under POMIS. The module focuses on reducing data-entry errors and redundancy while improving operational efficiency to create smoother and more positive experience for new employees during the onboarding process. In 2025, POMIS was further enhanced with capability to generate license-related reports, allowing TISCO to submit accurate, timely, and complete information to official agencies. This development reduces operational steps, increases reporting accuracy, and provides full support for compliance with regulatory requirements.

Regarding employee welfare, TISCO Group provides benefits for both permanent and contract employees as follows:

| TISCO Welfare | Welfare by Employee Category | |
|---|------------------------------|--|
| | Permanent | Contract |
|  Medical fee | ✓ | - |
|  Uniforms, annual physical checkup, and first-aid rooms | ✓ | ✓ |
|  Compensation Fund | ✓ | ✓ |
|  Life insurance and accident-related medical coverage | ✓ | (For jobs with frequent outside works) |
|  Funeral Assistance | ✓ | ✓ |
|  Provident Fund | ✓ | - |
|  Financial support for license application for specific professional job | ✓ | ✓ |
|  Loans and funds sourcing for employees such as Car hire purchase benefit, Motorcycle hire purchase benefit, Housing loans or house renovation and repair, Emergency loans and loans to relieve burden of living | ✓ | - |
|  Educational Fund | ✓ | - |
|  Long-service Rewards | ✓ | - |

TISCO Group has updated its welfare benefits to ensure they remain appropriate and responsive to the continuously rising cost of living. These enhancements also incorporate feedback and suggestions from employees, reflecting TISCO’s commitment to supporting their well being and promoting a healthy work environment. Key welfare improvements include Increasing the allowance for optical lenses, Raising the loan limits for welfare loans, Expanding access to housing loans for home purchases, renovations, and repairs, Introducing a psychiatric consultation program offering initial mental health support via phone or video call. This program aims to help alleviate and prevent mental health challenges and is accessible to all employees. The program officially commenced in March 2025.



TISCO Group allows pregnant female employees to take maternity leave for up to 120 days (including holidays within the leave period), with paid leave for no more than 60 days. Additionally, pregnant female employees have the right to request temporary changes in job duties either before or after childbirth. This policy aligns with the Children's Rights and Business Principles developed by UNICEF, the UN Global Compact, and Save the Children, ensuring the safety of expectant mothers and the child's right to proper upbringing by their mother.

To further support the family institution and promote work-life balance, TISCO Group has extended post-childbirth leave benefits. This includes 15 days of continuous leave for employees to care for children at risk of complications, abnormalities, or disabilities, with 50% of their daily wages paid. Furthermore, 15 days of leave are granted to employees to assist their spouse after childbirth, with full daily wages paid, thereby fostering the spouse's role in family care.



Statistics on Retention Rate of Employee after Maternity Leave

| Maternity Leave Cases | Number of Employees (People) | | |
|---|------------------------------|-------|-------|
| | 2023 | 2024 | 2025 |
|  Number of employees with maternity leave rights | 3,631 | 3,840 | 3,667 |
|  Number of employees exercising rights of maternity leave | 111 | 130 | 110 |
|  Number of employees returning to work after maternity leave | 108 | 125 | 102 |
|  Number of employees returning to work after maternity leave and continuing to work 12 months thereafter | 115 | 108 | 120 |
|  Return to Work Rate ⁽¹⁾ upon end of maternity leave (%) | 97% | 96% | 93% |
|  Retention Rate ⁽²⁾ post-maternity leave and continuing to work 12 months thereafter. (%) | 94% | 100% | 96% |

Notes: ⁽¹⁾ Return to Work Rate = (number of employees returning to work after maternity leave / number of employees exercising the rights to maternity leave) x 100

⁽²⁾ Retention Rate = (number of employees returning to work upon end of maternity leave for the subsequent 12 month/number of employees back to work when maternity leave end in the previous reporting period) x 100



Human Resources Development

TISCO Group recognizes the necessity of skill development for all employees, which is one of the key factors that enhances the organization's ability to effectively address current challenges. TISCO Group defines human resources development in three aspects: (1) development of skills and work knowledge, (2) leadership development programs, and (3) training and revision of basic knowledge and values. In 2025, TISCO emphasizes increasing work efficiency by leveraging technology.

1 Development of skills and knowledge to drive the business towards a sustainable future

TISCO Group is committed to developing employees' potential across all dimensions, ensuring they remain equipped with the skills and capabilities needed to keep pace with technological change and perform their roles effectively. In 2025, TISCO continued to prioritize continuous skill development and process improvement under the organizational goal of "TISCO Productivity Year." This initiative aims to strengthen operational efficiency by enabling employees to deliver more value with the same resources or achieve the same results with less effort, in line with Lean principles. Through this program, work processes were reviewed and improved across 74 departments, with a total of 230 process improvement projects implemented. As a result, the initiative delivered significant operational benefits, including: a reduction of more than 61,021 working hours per month, and a cost reduction equivalent to 1,049,718 baht per month.

To address these challenges and ensure responsible AI deployment, TISCO Group has established comprehensive AI Governance Guidelines. Tailored training programs are organized for different employee groups based on their specific use of AI tools and applications. These programs provide a clear understanding of responsible and ethical AI usage, enable employees to recognize potential risks, and equip them to use AI capabilities safely, effectively, and in alignment with governance expectations.

TISCO employees also play an active role in co-developing AI solutions alongside program development teams for implementation across various business units. Importantly, every project that integrates AI into work processes must undergo a thorough assessment of suitability, safety, and compliance by the AI Governance Team. Only after this evaluation is completed, the project can be submitted for approval to the relevant subcommittees. This structured and rigorous approach strengthens practical learning and experience in AI usage, embeds risk management principles into the development process, and ensures that AI technologies are deployed responsibly and ethically across the organization.

TISCO Group remains committed to continuously developing and conducting training programs that address organizational challenges and strategies. These initiatives are designed to enhance employees' knowledge, enabling them to perform their duties and provide services accurately according to

established procedures, as well as offer sound product consultation. Specifically, in Retail Banking, the emphasis continues to be on developing management skills and fostering leadership at both individual and team levels. Concurrently, within Wealth & Asset Management, efforts are made to elevate knowledge, capabilities, and management skills, alongside cultivating a proactive mindset, to ensure readiness for transformations in the digital era.

Furthermore, to fortify its organizational strength, TISCO Group is dedicated to thoroughly instilling its corporate values and culture in all new employees. The Group also continually organizes special off-site activities for over 2,000 employees, fostering engagement and teamwork. Beyond internally developed courses, TISCO Group has partnered with external organizations, such as the Stock Exchange of Thailand and the Thai Bankers' Association, which have over 300 additional courses as valuable learning resources for employees in investment and banking functions.

To ensure continuity in professional services and maintain the highest standards of customer care, TISCO Group provides regular training and development programs for employees holding roles that require specialized qualifications. This includes training for renewing insurance broker licenses, financial planning certifications, and other mandatory licensing courses required for official registration under relevant regulations. The Group also supports professional qualification upgrades to cultivate advanced financial planning expertise, enabling employees to provide customers with appropriate, high quality financial services and advice.

Beyond traditional training, TISCO Group offers a diverse range of experiential and peer learning opportunities such as Communities of Practice, Live and Sharing Sessions, and Showcase Exhibitions. One example is FinDay, TISCO's financial literacy exhibition designed to strengthen employees' understanding of personal financial planning. The program covers essential topics including Money management for individuals with surplus or deficit income and long term retirement planning. These learning opportunities help employees build financial competence—both for their own well being and to enhance the quality of advice they provide to customers.

2 Leadership Development Program

TISCO Group develops structured training programs to strengthen the capabilities of executives at all levels. These programs are designed to help leaders understand their roles, internalize core leadership principles, and adopt new ways of working that keep pace with organizational transformation and evolving business environments. The goal is to enable leaders to manage teams effectively, drive operational excellence, and achieve strategic objectives efficiently. These programs include:

Senior and Mid-Level Manager Program:

Courses encompass topics such as New Technology Update, Health Brings Wealth, AI and Human Transformation, Enterprise AI Adoption, AI Governance, and Scaling MIRACLES with Generative AI.

Junior Manager Program:

TISCO Leadership Development Program for Unit Head focuses on development in three key areas: (1) Leadership Foundation, which builds foundational knowledge for supervisors; (2) Coaching Skills, designed to enhance team management capabilities; and (3) Performance Coaching Strategy, aimed at improving goal-oriented performance tracking skills. This program encourages junior executives to apply their knowledge in real practice and engage in experience sharing. Additionally, the Collaborative Leadership: Know Your Leadership Style course is provided, which helps participants understand various leadership characteristics to effectively select appropriate communication methods, decision-making approaches, and team management strategies based on their individual styles.

Talent Program:

The program focuses on understanding current leadership roles in alignment with organizational culture, effective time management, and communication for efficient collaboration. This also includes developing employees' knowledge, skills, and competencies to align with the organization's business strategies, fostering their growth into future executives.

3 Training and revision on basic knowledge

For foundational organizational learning, TISCO Group reviews and updates various training programs through appropriate channels and formats. These programs are designed to align with and comprehensively cover laws, regulations, and policies, while also responding to organizational policies and strategies. They are divided into four knowledge categories:

1. Basic knowledge for new employees:

This category includes content about values, organizational culture, rules and regulations, ethics, and employee benefits. It encompasses courses such as Onboarding and Pre-orientation, along with new employee development programs, delivered through classroom learning and activities that reflect the organization's values.

2. Occupational Health and Safety for General and New Employees: In 2025,

occupational health and safety courses were provided to 410 general and new employees at the non-supervisor level, representing a cumulative 84.32 percent of all employees. Additionally, training courses for safety officers were conducted for 10 supervisors, accounting for a cumulative 92 percent of all supervisors trained, and courses for 11 safety committee members, comprising a cumulative 88 percent of all committee members trained.

3. Personal Finance Knowledge:

This category covers debt management, savings planning, basic investment, and tax planning, with the aim of equipping employees with financial knowledge and management skills. This enables them to achieve financial stability and enhance their quality of life, both for themselves and their loved ones. Learning is provided through e-Learning and TISTalk activities for all employees.

4. Compulsory Basic Knowledge:

TISCO requires all employees to complete mandatory training and pass compulsory tests through the e-Learning system. Training content is updated annually to address significant and emerging issues. In 2025, the key learning and testing topics included: TISCO products and services, responsible AI usage guidelines, information system security awareness, the Occupational Safety, Health, and Environment Act B.E. 2554, emergency plan implementation, anti-money laundering, anti-corruption and whistleblowing channels, market conduct, compliance with personal data protection laws and related ethical standards, respect for human rights, prevention of conflicts of interest, and prevention of inside-information misuse. All employees successfully completed and passed the required assessments, reinforcing TISCO Group's commitment to strong governance, responsible conduct, and regulatory compliance across the organization.

Average Training Hours

| Training Details | 2023 | 2024 | 2025 |
|---|-------|-------|-------|
| Average training hours (hours/person/year) | 28.09 | 31.38 | 38.47 |
| Average Training Hours by Gender (Hours/Person/Year) | | | |
| Male | 26.71 | 30.90 | 34.47 |
| Female | 28.28 | 31.63 | 40.59 |
| Average Training Hours by Position (Hours/Person/Year) | | | |
| Management Level ⁽¹⁾ | 37.91 | 39.82 | 31.10 |
| Non-Management Level ⁽²⁾ | 27.86 | 31.21 | 38.64 |
| Average Training Hours by Business (Hours/Person/Year) | | | |
| Retail Banking | 26.20 | 27.68 | 40.93 |
| Corporate Banking | 23.13 | 18.31 | 20.24 |
| Wealth and Asset Management | 24.07 | 42.29 | 33.92 |
| Corporate Support | 34.10 | 41.31 | 32.38 |

Notes: ⁽¹⁾ Management Level means function-head rank to managerial rank
⁽²⁾ Non-management Level means employees under function-head rank

Additionally, a Train-the-Trainer program has been established to build and enhance the skills of internal trainers, enabling them to effectively share knowledge and improve operations within their departments. In 2025, three new courses were introduced, and various courses are regularly updated to more comprehensively meet the training and development needs of personnel at various levels.

[Management Workshop]
AI ADOPTION
FROM TOOL TO TRANSFORMATION
 (For Management & EVP)

Workshop Agenda :

1. AI North Star : ทิวทัศน์ AI North Star ของ TISCO และต่อ AI OKRs
2. Business Transformation : แผนกลยุทธ์และ Roadmap AI Initiative Portfolio และแผนการนำเทคโนโลยี AI มาใช้
3. AI Adoption Readiness : แผน Technology Roadmap และแผนการนำเทคโนโลยี AI มาใช้
4. AI Maturity Level Target : แผน AI Maturity Level Target และต่อ Enterprise AI Governance Model

วันที่ 16 ธันวาคม 2568 (เวลา 13:30-17:00)
 Training Room 12K (12 FL)

วิทยากร: ศุภกวีรัตน์ ความสมบูรณ์

ผู้รับผิดชอบ: MC (EVP) และผู้รับผิดชอบโครงการ AI ในระดับอาวุโส

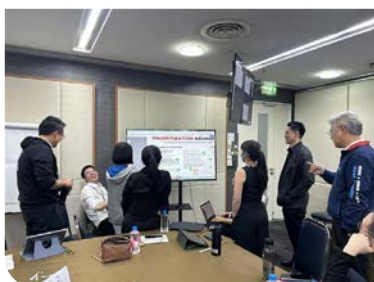
TISCO Learning Center

TISCO Happy Retirement
"ชีวิตที่ดี แฮปปี้ 55+ สุขเติมสิบล"

วัตถุประสงค์ เพื่อให้พนักงานที่กำลังเกษียณได้รับองค์ความรู้ที่จำเป็นต่อการวางแผนชีวิตหลังการทำงาน โดยเนื้อหาเน้นเรื่องการจัดการรายได้-รายจ่าย การวางแผนการเงิน และประกัน รวมถึงการฝึกปฏิบัติกับสิ่งของของเกษียณอย่างถูกต้อง ผู้เข้าร่วมยังได้จับความรู้เกี่ยวกับสุขภาพเบื้องต้นเพื่อส่งเสริมความพร้อมด้านร่างกาย บรรยากาศภายในงานเป็นกันเอง อบอุ่น และเต็มไปด้วยรอยยิ้มที่นำใจได้จริง ช่วยให้นักเกษียณก้าวสู่บทใหม่ของชีวิตอย่างมั่นใจและมีความสุขพร้อมครอบครัว

วันที่ 25 พฤศจิกายน 2568
 8:30 - 18:00 น.
 Training Room 12JK, 12J FL

ผู้รับผิดชอบ: ศุภกวีรัตน์ ความสมบูรณ์
 CORPORATE SUPPORT 16
 RETAIL BANKING BUSINESS 25
 SECURITIES BUSINESS 8
 WEALTH BUSINESS 6





Occupational Safety, Health, and Environment

TISCO has established Occupational Safety, Health, and Environment Guidelines to ensure the safety and well-being of staffs, third-party service providers who work on our premises, and visitors, consistent with the Occupational Safety, Health, and Environment Act, B.E. 2554 (2011).

Operational Structure

TISCO assigns relevant Function Heads to oversee adherence to established safety, health, and environmental guidelines across their respective areas. At the governance level, the Compliance and Operational Control Committee is responsible for supervising and monitoring the implementation of these guidelines. As part of this oversight, the Committee establishes the Occupational Safety, Health, and Environment Committee, which performs the following duties and reports its operational results regularly to the Compliance and Operational Control Committee:

- Consider workplace safety policies and plans to prevent and reduce accidents, injuries, illnesses, or any work related nuisances arising from unsafe conditions.
- Report and propose improvements to ensure compliance with safety related laws, regulations, and standards.
- Evaluate and review workplace safety projects and training initiatives.
- Conduct safety surveys and review accident statistics to identify trends and areas for improvement.
- Report on the annual performance report of the committee, outlining achievements, challenges, including identifying problems, obstacles and recommendations at the end of each annual term.

The Committee comprises a chairman, who is a senior executive representing the employer; manager-level employer representatives; operational-level employee representatives; and a professional safety officer or an executive-level employer representative who also serves as both a member and the Committee's secretary. Operational-level employees—including both permanent and contract staff—are eligible to participate in this Committee and currently represent 96 percent of the total workforce.

Occupational Safety, Health, and Environment Management



Promoting Learning: TISCO Group recognizes the imperative for all employees to comprehend and collaboratively adhere to safe work procedures. Consequently, new employees are mandated to complete e-learning modules on accident prevention and office safety via the Skill's More system, which is a prerequisite for passing their probation. Furthermore, accident prevention guidelines and educational content are disseminated through various channels, including HR News, Health Tips, Health Alert, and Knowledge Management (KM).



Alternative Health Services: TISCO Group provides quality health services designed to alleviate the financial burden on its employees. These services include infirmary consultations for advice and basic medication, in addition to arranging doctor's appointments for on-site consultations. The Group also offers online psychiatric consultation services and procures essential vaccines to immunize employees.



Risk Assessment and Improvement of the Working Environment: TISCO Group is dedicated to ensuring the safety and hygiene of employees operating within its offices. This commitment includes monitoring indoor air circulation systems and upholding drinking water quality to meet safety standards. Furthermore, workplaces are inspected using ergonomic tools. In 2025, TISCO Group has progressively replaced office chairs with ergonomic models to mitigate symptoms of office syndrome among staffs.



Office Security: TISCO places great importance on the safety of its employees and recognizes the potential dangers of intrusion, violence by ill-intentioned individuals, as well as situations like theft, protests, and other terrorist acts. Therefore, TISCO has implemented strict security measures. These include Space Access Control, which involves defining safety classifications or types of areas (Space Classification), registering visitors to controlled areas, establishing permissions and controlling entry/exit via an Access Control system, deploying security officers, and installing intrusion alarm systems and CCTV cameras. Additionally, an emergency response plan has been established as a guideline for the BCM Team, employees, and visitors within TISCO's office premises, with the primary objective of protecting lives, assets, and mitigating potential losses.






Additionally, TISCO utilizes the "TISCO HR" LINE application technology to support employee safety management. This enhances convenience and speed in communication and emergency response. In cases where employees require assistance, they can immediately report information via Line, which enables a quicker and more efficient response, enhances convenience and speed in communication and emergency response.

Outcome

According to the statistics report on employee injuries, occupational diseases, and work-related fatalities. In 2025, there was one work-related fatality caused by an accident while riding a motorcycle to inspect a client's business. The company provided appropriate assistance to the employee's family in accordance with the company's welfare policy, such as compensation under the accident insurance policy, legally mandated compensation fund payments, and financial aid from the company. Furthermore, the company has enhanced measures by promoting helmet use and providing safe driving education to employees who conduct client site inspections to prevent and mitigate future work-related accident risks.

| Indicators | Result | | | 2026–2028 Goals |
|---|--------------------|-------------------|--------------------|--|
| | 2023 | 2024 | 2025 | |
| Number of sick leave (days) | 3.4 | 3.5 | 3.5 | Number of sick leave days is 4 days per year per person |
| In-patient rate (%) | 6.7 | 6.2 | 7.4 | In-patient rate does not exceed 8% per year. |
| Occupational disease rate compared to the previous year (%) | Decreased by 16.22 | Decreased by 8.70 | Decreased by 10.95 | Occupational rate decrease 5% compared to the previous year. |
| Absentee Rate (AR) (%) | 1.40 | 1.44 | 1.45 | Absentee rate does not exceed 1.5% per year |
| Number of Accidents (times) | 0 | 1 | 3 | 0 work-related accident |

Occupational Health and Safety Information

| Occupational Injury & Illness | Unit | January-December 2025 | | | | | Total for the Group |
|---|---|--|--|---|---|---|---------------------|
| | | By Gender | | By Location | | | |
| | |  Male |  Female |  Head Office |  Bangkok and Metropolitan Region |  Provincial Branches | |
| Injury Rate (IR) | Number of people per working hour 200,000 hours | 0.06 | 0.06 | 0.04 | 0.00 | 0.16 | 0.06 |
| Lost Time Injury Rate (LTIR) | Number of people per working hour 200,000 hours | 0.00 | 0.06 | 0.04 | 0.00 | 0.08 | 0.04 |
| Lost Day Injury Rate (LDIR) | Lost days per 200,000 working hours | 0.00 | 0.06 | 0.83 | 0.00 | 0.39 | 0.54 |
| Occupational Disease Rate (ODR) | Number of people per working hour 200,000 hours | 1.56 | 1.05 | 2.06 | 0.29 | 0.31 | 1.22 |
| Absentee Rate (AR) | % | 1.17 | 1.60 | 1.53 | 2.34 | 1.00 | 1.45 |
| Number of Sick Leave | Day | 5,557 | 14,346 | 11,966 | 3,596 | 4,341 | 19,903 |
| Working Hours Leave from Illness Unrelated to Work | DAYS X 7.30 HOURS | 40,566 | 104,726 | 87,350 | 26,252 | 31,691 | 145,292 |

Notes: 1) The number is calculated based on the International Labor Organization (ILO): ILO-OSH 2001 standard.
 2) Lost time injury means any injury that causes at least one day absence (starting from the day of accident)
 3) Lost day injury rate, earlier called "Lost Day Rate"
 4) Work hour calculation is based on the employee self-service time record of permanent and contract employees from January — December 2025. Work hours, including overtime working hours, and the total number of employees resigning during the year are calculated based on actual work hours during the employment period.



Creating an organization of happiness

TISCO aims to create an “organization of happiness,” emphasizing employee relationships, knowledge development, career growth opportunities, and a positive work environment that aligns with the organization’s values. TISCO believes that human resources are the most important asset. When employees are happy at work, they can spread that happiness to the broader community. Most importantly, TISCO is committed to developing talented and good individuals within the organization. Our approach to creating an organization of happiness is described as follows:

1 Happiness from good health by promoting employee wellness and fostering balance between happy living and efficient working

TISCO places great emphasis on employee healthcare, guided by the concepts of Lifespan, which refers to living a long, quality life; Wealthspan, signifying financial independence throughout life; and Healthspan, ensuring good health and the ability to care for oneself throughout life. This is achieved by providing annual health check-ups, enabling employees to understand their health status and plan appropriate healthcare. Furthermore, doctors are stationed at the head office and the second office at Pakin Building to diagnose and provide health advice. Additionally, a psychiatric consultation program via phone or video call has been arranged to provide all employees with initial mental health consultations, thereby helping to alleviate and prevent psychiatric disorders. This program commenced in March 2025.

TISCO Group places significant emphasis on employee health and well-being, particularly addressing work-related illnesses such as office syndrome, which arises from prolonged sitting. Therefore, the group has implemented improvements to the working environment and equipment. In 2025, TISCO upgraded the total of 1,822 employee office chairs, representing 100% of the planned replacements, to ergonomic chairs to mitigate office syndrome. Furthermore, activities were organized to encourage employees to stand up from their desks, including broadcasting audio reminders to adjust posture throughout the day. Workshops were also conducted to guide employee representatives, who received the new chairs, on how to adjust their office chairs to prevent office syndrome. Additionally, a project was launched to reduce work-related stress and office syndrome by providing on-site professional wellness massage services for the neck, shoulders, and back, which commenced in March 2025.

Moreover, other health promotion activities for employees include the “TISCO Health Challenge: New Year New You” initiative, designed to continuously encourage employees to maintain good health with the goal of improving their health check-up results in the coming year, as well as various types of exercise activities. The TISCO Healthcare Fair 2025 was also held at TISCO Tower, which invited leading hospitals to set up booths to provide health advice to employees and organized seminars on critical diseases such as cancer, office syndrome, and stroke.



2 Happiness through financial well-being by equipping employees with financial literacy for personal and family care and fostering knowledge transfer to a broader community

Financial health is a vital aspect of employees’ lives today. To ensure employees’ financial stability and freedom, TISCO has implemented policies to promote long-term savings and investments, provide provident fund benefits, and offer necessary loans. This is coupled with regularly educating them on personal financial planning, savings, investments, risk management, and debt management.

In 2025, TISCO Group implemented the “Mind Your Money” project, which encompassed activities for both knowledge provision, enhancing money management skills, and practical application. Learning groups were categorized to suit employee behaviors, including resolving financial problems (debt management), building a stable financial foundation (savings planning), and wealth creation planning (investment planning). Examples of activities under the project included surveys on spending habits and lifestyles, income and expense tracking, a financial literacy article contest, and savings activities based on a defined savings schedule. Additionally, TISCO organized the TISCO FINDAY event on December 25–26, 2025, which was a financial fair for employees. It featured diverse activities, such as financial knowledge platforms, financial health check-up corners, credit bureau checks, and investment and risk management consultations.



3 Happiness from a positive work environment with a good working atmosphere, strong management-staff relationships, teamwork, and appreciation for self-worth and others

TISCO regularly conducts employee opinion surveys to gather data for improving and developing employee care. In 2025, TISCO conducted two types of Employee Engagement surveys:

- Employee Satisfaction Survey: This annual survey was conducted by 5,383 employees, representing 95 percent of the total workforce. The survey results indicated a high employee satisfaction level of 83.8 percent.
- Employee Engagement Survey by Hewitt Consulting Co., Ltd. (an external assessment): The results showed an employee engagement level of 85 percent, which is 16 points higher than the average for the Thai labor market.

These scores reflect the success of driving the organization qualitatively, not only aiming for business growth but also prioritizing employee care and happiness at work.

In 2025, TISCO Group organized activities for employees to participate in both within and across departments, such as off-site seminars. It also encouraged employees to engage in community service activities, such as financial literacy programs for communities, tree planting, blood donation, and the Kathin ceremony. Additionally, the TISCO Season Fun Fest 2025 was organized nationwide to provide over 2,409 branch employees with opportunities to participate in activities together and meet top executives closely. This event received an employee satisfaction rating of 92 percent, with the relationship with executives scoring 96.3 percent, while relationship with colleagues scored 96.1 percent.



4 Happiness from being part of an organization with a good corporate culture by integrating the corporate core values into the human resource management process

TISCO emphasizes promoting and maintaining strong corporate values and culture by integrating them into human resource management processes. This begins with considering values and culture during employee selection. New hires are introduced to the culture by their supervisors from day one and continue to learn through various activities and training programs throughout their careers. This includes orientation, skills training, guidance on applying the MIRACLE values at work, and rewarding employees who excel and embody TISCO's values. Values and culture are also taken into account when making job promotions.

Prior to retirement, TISCO Group encourages employees to transfer their work experience and successful approaches that adhere to corporate values, to pass on positive attitudes and exemplary behaviors, thereby reinforcing corporate values and culture from one generation to the next.

According to the annual employee opinion survey, which measures the reflection of employee values, most employees believe that TISCO Group has a strong corporate culture, and that the behaviors of individuals within the organization clearly align with these values, with the survey results scoring 86 percent. Furthermore, an annual assessment of employees' understanding of corporate values in 2025 indicated that 99 percent of employees demonstrated an understanding of behaviors aligned with company's values.

TISCO Group values employee feedback and establishes a complaint center, the "HR Help Line," as a channel for employees to submit suggestions, voice grievances, or report information about observed actions that violate transparency, including irregularities or acts that may constitute fraud or corruption, as well as unfair labor practices. The identities of complainants or whistleblowers are kept confidential, following strict procedures to ensure that employees and all relevant units are treated with transparency and fairness. Employees can submit complaints through the HR Help Line via letter, email, or phone call using the number announced on the organization's intranet. In 2025, no complaints were found regarding these matters.

The continuous implementation of and care for employees, in accordance with the aforementioned operational guidelines, has resulted in TISCO Group possessing valuable and experienced personnel. In 2025, 66 percent of TISCO Group's employees have been with the company for more than 5 years, which effectively reflects the dedicated efforts to build TISCO Group into an organization of happiness.





Human Rights Management

TISCO is committed to managing potential human rights impacts across the value chain of our business operations, viewing this as a vital element in achieving long-term sustainability goals. TISCO conveys principles and expectations related to human rights practices to both internal and external stakeholders through the following means:

Human Rights Guidelines

TISCO Group treats everyone equally and without discrimination, adhering to all applicable human rights laws and respecting the fundamental rights and freedoms of all individuals as outlined in the Universal Declaration of Human Rights (UDHR). TISCO Group also adopts the United Nations Guiding Principles on Business and Human Rights (UNGPR), including the “Protect, Respect and Remedy”, and has incorporated these principles into a Human Rights Guideline that serves as a unified standard across the organization. This guideline establishes key principles communicated to all employees to ensure awareness and understanding of their responsibilities in respecting human rights, including appropriate conduct toward colleagues, customers, and business partners. It also communicates the Group’s commitment to human rights to stakeholders. The key elements are as follows:

Respect for Human Rights in Business Operations



Rights of Customers

Ensuring the protection of customers’ personal data, treating all customers fairly, and providing clear and accessible channels for complaints and service feedback. All complaints are managed through an appropriate and systematic process.



Rights of Employees

Ensuring fair labor practices, promoting diversity and equal treatment, and preventing all forms of discrimination. The Group prohibits hiring child labor below the legal age and is committed to providing a safe working environment with zero tolerance for harassment within the organization.

Respect for Human Rights of Other Stakeholders Across the Value Chain

TISCO Group operates in accordance with the principles of Sustainable Banking guidelines and communicates clear human rights expectations to stakeholders, including business partners.



Responsible Lending

Considering ESG and human rights risks in the credit approval process, particularly in high-risk industries, to avoid supporting activities that may violate human rights or negatively impact communities.



Fair Treatment of Business Partners

Conducting business with transparency, from a clear and structured partner selection process to strict adherence to mutually agreed terms and conditions.



Supplier Code of Conduct

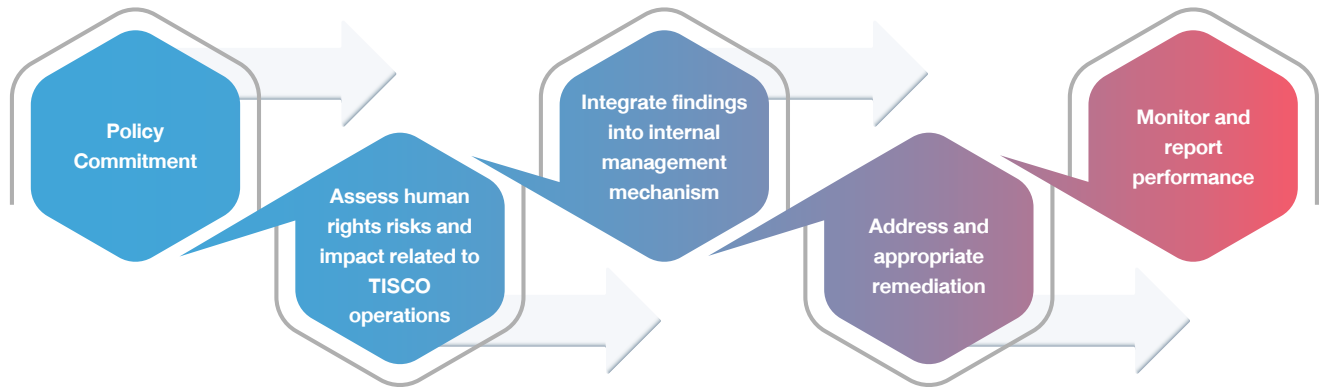
Communicating and requiring business partners to operate ethically and in alignment with TISCO Group’s Supplier Code of Conduct.

TISCO Group is committed to fostering a culture that values mutual respect and shared responsibility in ensuring comprehensive and effective human rights management. To support this commitment, the Group provides annual compulsory learning for all employees to promote appropriate conduct toward colleagues, customers, and business partners. The training also aims to strengthen employees’ awareness and understanding of their own roles and responsibilities in respecting human rights.

Human Rights Due Diligence

To ensure effective management of human rights risks, TISCO has established a comprehensive human rights due diligence process to identify, prevent, and mitigate human rights impacts that may arise from our business operations. This process covers all business activities of our subsidiaries and extends throughout the value chain, considering the impact on relevant stakeholders.

The Human Rights Due Diligence process consists of the following elements:



The process is reviewed annually. TISCO continues to strive to develop a more effective human rights management framework and aims to manage human rights by engaging with stakeholders throughout our value chain. Additionally, TISCO is committed to improving the monitoring process for human rights issues and practices to ensure they are up-to-date and responsive to existing and forthcoming regulations.

For 2025, TISCO has identified the following salient human rights issues:



These issues are important as Thailand faces increasing problems due to the misuse of personal information for scams and fraud. This makes cybersecurity and the protection of customers' personal information crucial for TISCO as a financial institution. To mitigate these risks, TISCO has established a strong data governance and management framework, trained employees to be aware of and alert to cyber threats and implemented a Data Breach Response Plan. For more information on cybersecurity and customer data protection, please refer to page 56.



Results from the Human Rights Due Diligence are reported to executives and the Compliance and Operation Control Committee. Additionally, TISCO has implemented secure and confidential channels for reporting human rights violations. Third parties can use the whistleblowing channel at <https://www.tisco.co.th/th/contact-us/whistleblowing>, while internal parties have access to the HR Helpline.

In 2025, there were no complaints related to human rights violations or discrimination from employees, customers, or business partners. TISCO recognizes, however, that

despite our commitment to respecting human rights, there may be circumstances where business operations could unintentionally impact individuals' rights. Should any such cases be reported or suspected, TISCO will take immediate and effective action to address the issue. This includes initiating a structured and transparent management process to investigate the matter, mitigate impacts, and remedy any harm caused. This approach reinforces TISCO Group's commitment to upholding human rights, promoting fairness, and ensuring responsible business conduct across all operations.

Supporting Children's Rights

TISCO places great importance on protecting and supporting children's rights, grounded in the belief that every child deserves the opportunity to grow and thrive with quality. To uphold this commitment, the Group has implemented internal policies and community-support initiatives focused on creating a safe, nurturing, and enabling environment for children. Through these efforts, TISCO aims to generate a positive and lasting impact on society by helping build a strong foundation that supports the well-being, development, and future potential of children. This commitment reflects our broader responsibility to foster sustainable social progress and contribute to brighter futures for the next generation.



Maternity Leave: TISCO grants pregnant employees up to 120 consecutive days of maternity leave per pregnancy, including holidays, and provides paid leave for up to 60 days. Employees can request accommodations or temporary adjustments to their job duties during pregnancy or after childbirth, reinforcing our commitment to maternal well-being and ensuring newborns receive proper care during this crucial stage of life. For more information, please refer to page 91.



Educational Support: To promote equal opportunities, the TISCO Foundation, a nonprofit organization supported by TISCO, provides annual scholarships to underprivileged students. This initiative helps reduce educational barriers and empowers young people to reach their full potential, regardless of their social status. In 2025, the TISCO Foundation awarded 12,568 scholarships totaling 49,755,309 baht, benefiting students across more than 1,250 educational institutions nationwide.



Community Engagement: TISCO places great importance on active community involvement to promote quality education in rural areas. Through the "TISCO Ruamjai" project, we support the construction and renovation of school buildings and the provision of essential learning facilities. We also collaborate with local schools nationwide to enhance educational opportunities for young people, equipping them with the skills and knowledge needed for the future. These projects also promote sustainable community development. For more details, please refer to page 107-108.





TISCO for Society

Creating sustainable value for society is a core mission of TISCO. TISCO drives corporate social responsibility initiatives through our expertise and passion, including promoting financial discipline, expanding access to fundamental education for youth, and funding medical research on critical diseases to improve public access to treatment. These efforts align with our business strategy, financial expertise, and extensive network of partners, as well as our commitment to enhancing the quality of life for our customers.

To facilitate meaningful employee engagement and strengthen collaboration with charitable partners in conducting social responsibility activities in a systematic manner, TISCO Group has established a Corporate Social Responsibility (CSR) unit to serve as a central body for coordinating and supporting TISCO Group's social initiatives. This unit also works closely with the Employee Relations team as key coordinators of employee-driven social initiatives. Through these structures, employees are encouraged to actively participate in a wide range of initiatives and activities throughout the year, fostering a culture of giving back to society and to enhance sustainable positive impacts on the community.

TISCO Social Initiatives

- Promotion of Financial Literacy
- Community-Friendly Business Network
- Provision of Educational Opportunities
- Support for Public Health & Other Causes
- TISCO Foundation



TISCO's distinctive approach to social responsibility lies in its commitment to integrating CSR directly into core business operations—an approach known as **"CSR in Process."** This ensures that initiatives deliver genuine, practical, and lasting value to customers, partners, and society.

One clear example is the **"Understanding Debt"** program, which transforms customers' waiting time during the loan approval process into an opportunity for financial learning. Through this program, customers gain essential knowledge about loan structures, interest calculation, and responsible debt management. These insights help promote disciplined borrowing behavior and support long-term financial well-being.

Strategic partnerships also play a critical role in enhancing TISCO's CSR outcomes. A notable example is the **"Safe Driving with Somwang"** initiative, conducted in collaboration with **Honda** and **Viriyah Insurance** for the second consecutive year. The project aims to strengthen safe motorcycle-riding skills among motorcyclists—one of TISCO's key customer segments—thereby helping reduce accident risks and promote safer road usage.

These initiatives reflect the principle of **Creating Shared Value (CSV)** by delivering benefits across the entire ecosystem. TISCO strengthens long-term relationships and builds trust with both customers and partners, while partners obtain access to key customer groups and opportunities for collaborative social impact. Customers gain practical knowledge and skills that support safer behavior and improved financial resilience. Finally, society benefits from the enhancement of road safety and a stronger culture of responsibility among road users.

Pairat Srivilairit | First Executive Vice President – Governance Office
(Retired and currently served as Advisor to the Management Committee)

When Attentiveness Makes a Big Difference: Somwang Employee Helps a Customer Avoid a Scam

This story highlights the attentiveness and kindness of Khun Ton Sutipong Jampakao from Somwang Ngern Sang Dai, Thung Khru Branch, who helped a customer in his early 60s avoid a call center scam. During a loan application, Khun Ton noticed unusual behavior, including anxiety, inconsistent information, and repeated phone calls. At one point, he overheard the caller instructing the customer not to speak to anyone.

Approaching the situation with care and empathy, the customer then revealed that scammers posing as police officers had falsely accused him of involvement in a drug case and demanded money. Realizing it was a scam, Khun Ton immediately arranged to cancel the loan and accompanied the customer to file a police report. The customer expressed deep relief and gratitude, knowing he could have lost a significant amount of money and incurred unnecessary debt without this timely support.



1 Promotion of Financial Literacy

TISCO, as a financial service provider, believes that financial understanding is a key factor for sustainable growth. Therefore, TISCO consistently organizes financial literacy activities that target a wide range of audiences, including customers, employees, the public, and youth, who represent the future of the nation. These activities are provided free of charge, focusing on important and relevant topics to ensure participants can apply the knowledge in their daily lives.

Additionally, TISCO has initiated the Youth Financial Network Club, composed of schools that have participated in the TISCO Youth Financial Camp, to foster ongoing knowledge sharing and generate positive impacts within communities. TISCO also partners with external organizations, such as the National Savings Fund (NSF), to promote savings among working-age individuals. For more details about our financial literacy initiatives, please refer to page 82.



2 Community-Friendly Business Network

TISCO has supported community products and services or purchased products from social enterprises that use their profits for community benefits, as part of a community-friendly business network. In collaboration with the Thaipat Institute, TISCO encourages communities to join our supply chain, fostering their self-reliance. Community products

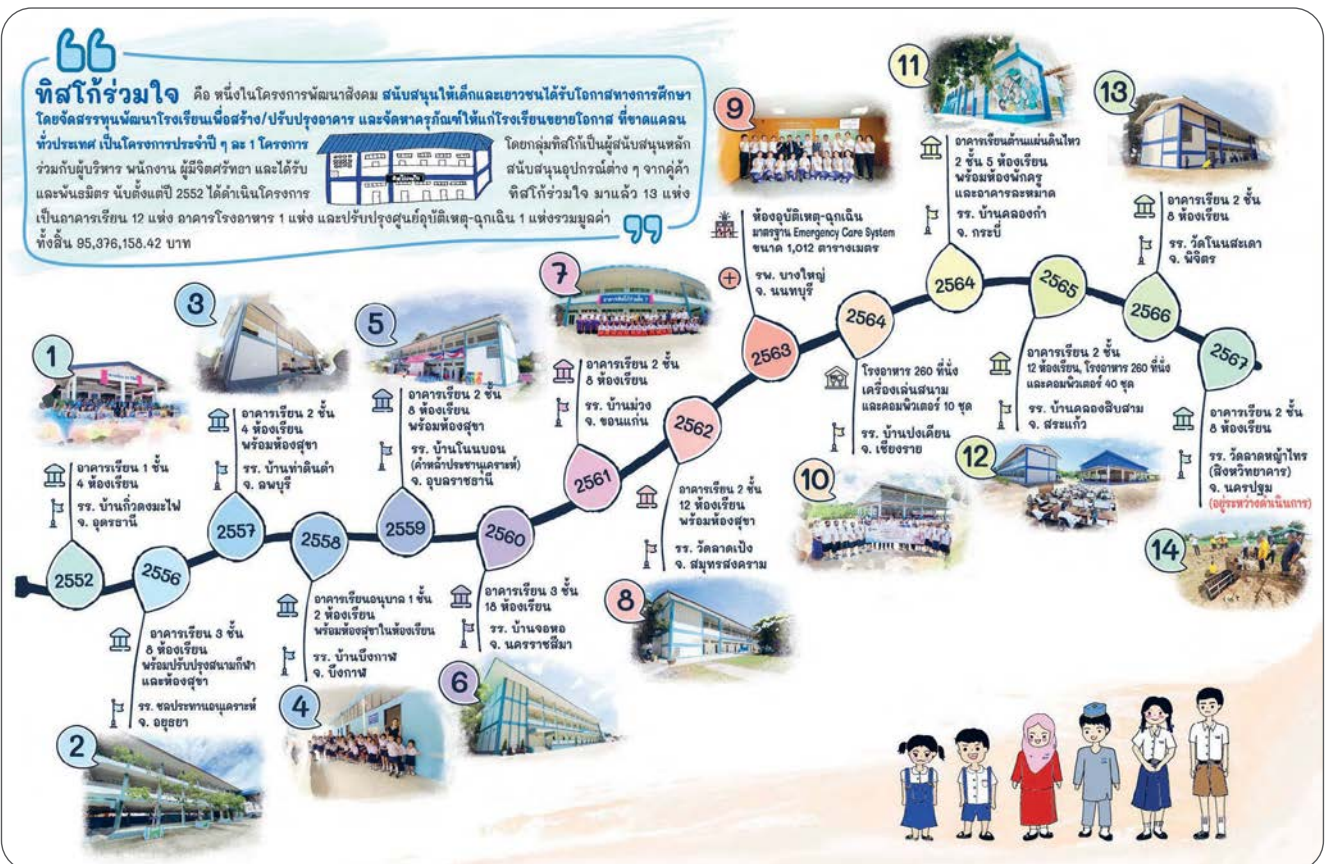
have consistently been utilized in our activities. For example, in 2025, the products supported by TISCO Group included Sangyod rice from Koh Klang community farmers in Krabi Province, organic chicken eggs from Kung Fu Farm in Chiang Mai Province, and products from Hilltribe Organics Co., Ltd.



3 Provision of Educational Opportunities

Access to education is key to many opportunities in life. With this belief, in 2009, TISCO initiated the "TISCO Ruamjai" Project to fund the development of school buildings and educational equipment for underprivileged schools in need across the country. This initiative aims to provide Thai children with safe and standardized school buildings and encourages community members to send their children to school. The selection criteria for the project focus on "opportunity" and "necessity," such as schools with deteriorating or damaged buildings, along with data from the Ministry of Education and the passion and vision of the school headmasters and teachers, in order to maximize benefits for students and their community.

Up to date, the "TISCO Ruamjai" Project has successfully delivered support to a total of 14 locations, including 13 school buildings, 1 school cafeteria, and 1 accident and emergency center, totaling 102,500,722.17 baht, with the 15th project currently under construction. TISCO is the primary sponsor of the project, supported by customers, executives, employees, and the public who are passionate about this cause. The project also receives construction materials and support from partners and allies, including TPI Polene Pcl., Lighting & Equipment Pcl., Technology Systems Development Co., Ltd., Oran Vanich Co., Ltd., Tao Hong Tai Ceramics Factory Co., Ltd., and Jorakay Corporation Co., Ltd.



• TISCO Ruam Jai 14

The two-story building consists of eight classrooms, standard restrooms, and classroom furnishings with a total value of 7,995,684.32 baht. To enhance digital learning, the project also provided 45 educational tablets, complete with accessories and internet connectivity, for use in the fully equipped Somwang Smart Classroom. These resources enable students to freely access information, strengthen integrated learning, develop self-directed research skills, and build digital literacy competencies. A key highlight of the building is a large ceramic wall art installation spanning more than 109 square meters and composed of over 7,000 ceramic pieces. The artwork was created through a collaborative effort involving students, teachers, community members, school administrators, and TISCO volunteers. The project was guided by Wasinburee Supanichvoraparch, a Silpathorn Award-winning designer, and is considered one of the largest ceramic wall art installations in Thailand. Construction of the building was supported through material donations from several organizations, including Lighting & Equipment PCL, Technology Systems Development Co., Ltd., Oran Vanich Co., Ltd., Tao Hong Tai Ceramics Factory Co., Ltd., and Jorakay Corporation Co., Ltd. The building was completed and officially handed over in 2025.



TISCO Group is currently undertaking the “TISCO Ruam Jai 15” project, which involves the construction of a new school building and cafeteria for Ban Pakang School, located in San Pa Pao Subdistrict, San Sai District, Chiang Mai Province. Ban Pakang School is the only medium-sized primary school in the area, serving 2,657 households. The school’s original building was severely damaged by an earthquake and deemed structurally unsafe, forcing students to continue their studies in temporary tents and a community storage facility. The project includes the construction of a two-story, earthquake-resistant classroom building with 10 rooms, replacing the damaged structure, as well as a new hygienic cafeteria to enhance student health and overall learning conditions. Construction began in January 2026 and is scheduled for completion in December 2026, with a total project budget of 14,200,000 baht.



Furthermore, TISCO Group recognized the urgent need to support students at Ban Pakang School during the construction of the new building, particularly in developing essential digital skills. The Group therefore donated well-maintained second-hand tablets from Somwang Ngerm Sang Dai to the school, which previously had no digital learning devices. These tablets enable students and teachers to incorporate digital tools into classroom activities and strengthen ongoing learning.

4 Support for Public Health & Other Causes

4.1 Support for Cancer Research & Innovative Therapies

TISCO recognizes that cancer can affect anyone, which is why TISCO has established the Fighting Cancer Project. This initiative provides opportunities for cancer patients and supports research and the development of innovative cancer cures. Since 2015, a portion of the proceeds from the sale of mutual fund products and health insurance products has been donated for cancer research. In 2025, TISCO Group donated a total of 1,014,750 baht to the CU Cancer Immunotherapy Fund at Chulalongkorn University’s Faculty of Medicine.



4.2 Blood Donations

TISCO has collaborated with the Thai Red Cross Society to conduct quarterly blood donation events at our headquarters on North Sathorn Road and its branch at Pakin Building on Ratchadaphisek Road. Additionally, blood donation events have been held at various other branches to support our goal of donating at least 1,000,000 CC of blood each year. In 2025, our blood donation activities successfully collected 2,416,400 CC of donated blood through 26 events in Bangkok, Khon Kaen, Nakhon Sawan, Phuket, Trang, Surat Thani, Songkhla, Krabi, Surin, Ubon Ratchathani, Udon Thani, and Phitsanulok. The donated blood benefited a total of 18,123 patients. In addition, TISCO Group also supported local farmers and social enterprises within its community-friendly business network by providing their products as appreciation gifts for all blood donors.



4.3 Somwang Hardship Relief




In 2025, Thailand faced several natural disasters and security incidents that affected large communities. Widespread flooding occurred during the monsoon season across the North, East, Northeast, and Central regions, as well as record-level flooding in the South, particularly in Hat Yai District, leaving many residents stranded and lacking essential supplies. Additionally, in the middle to late part of the year, Thailand encountered security tensions along the Thai—Cambodian border, which affected both civilians and military personnel stationed in the area. To help alleviate hardship and support frontline responders, TISCO Bank and Somwang Ngern Sang Dai branches worked with local agencies to prepare and distribute survival kits containing essential food and household items to affected residents and Thai military personnel.



In addition, TISCO Group also supports social initiatives in collaboration with partner organizations, including the Ramathibodi Foundation, the Her Highness Princess Indrasakdi Sachi Foundation, the Woman Lawyers Association of Thailand, Special Olympics Thailand, Ban Khlong Kam School in Krabi Province, and Ban Non Sadao School in Pichit Province, among others.

5 TISCO Foundation

Established as a non-profit organization in 1982, the TISCO Foundation has a mission to help and develop society while supporting our business operations. The missions cover three areas: scholarships for students, medical-benefit grants for impoverished and disabled patients, and occupational grants for cash-strapped people. Donations to the foundation mainly come from TISCO, including our executives, employees, and customers, as well as the public. Receipts issued by the TISCO Foundation are tax-deductible pursuant to the Finance Ministry's Announcement No. 135.

| Operating Results | 1982–2024 | | 2025 | |
|---|----------------|-----------------------|---------------|----------------------|
| | No. of Grants | Financial Amount | No. of Grants | Financial Amount |
|  1. Scholarships | 195,743 | 690,383,877.56 | 12,520 | 48,849,500.00 |
|  2. Medical-Benefit Grants | 1,224 | 9,005,140.81 | 28 | 635,958.29 |
|  3. Occupational Grants | 489 | 5,186,947.17 | 20 | 269,851.10 |
| Total | 197,456 | 704,575,965.54 | 12,568 | 49,755,309.39 |

TISCO has delivered value to society, including stakeholders, namely shareholders, employees, government agencies, private entities, and communities, through our business operations and other activities. For example, we paid dividends to shareholders, provided welfare to employees, developed our staff, and supported community development. Our distribution of economic value and wealth to stakeholders in 2025 can be summarized as follows.

| Direct Economic Value Generated and Distributed | Amount (million Baht) | | |
|---|-----------------------|----------------|----------------|
| | 2023 | 2024 | 2025 |
| (1) Direct economic value generated | | | |
| • Revenues | 23,254.2 | 24,670.2 | 24,463.7 |
| (2) Direct economic value distributed | | | |
| • Operating costs | 2,562.7 | 2,607.1 | 2,482.7 |
| • Employee wages and benefits | 6,383.6 | 6,209.7 | 6,092.3 |
| • Payments to providers of capital | 9,459.4 | 10,667.8 | 10,029.3 |
| • Payments to government | 3,095.0 | 3,072.9 | 3,019.6 |
| • Community Investment | 41.6 | 40.6 | 45.5 |
| (1) – (2) Economic value retained | 1,711.9 | 2,072.1 | 2,794.3 |

Environment





TISCO for the Environment

TISCO recognizes the importance of environmental responsibility and considers climate change impacts in both current and future business operations. This includes monitoring resources and energy use through the group’s risk management and environmental management systems, contributing to Thailand’s transition toward a sustainable and green economy. TISCO adheres to the standards for disclosing financial information related to climate change (Task Force on Climate-related Financial Disclosures: TCFD), covering all four fundamental dimensions as follows:



Governance

Governance and management of risks and opportunities related to climate conditions

- 1 Board of Directors
- 2 Risk Oversight Committee
- 3 Governance and Sustainability Committee
- 4 Sustainable Development

Risk Management

Processes for risk assessment and identification, and management of risks related to climate conditions

- 1 Analysis process of climate-related risk and impacts, affecting TISCO’s operations and portfolios
- 2 Management of risk and impacts affecting TISCO’s operations

Strategy

Impacts of risks and opportunities related to climate conditions on business strategies and financial planning

- 1 Climate Change Strategy
- 2 Climate-related Scenario Analysis

Metrics and Targets

Metrics and targets for assessment and management of risks and opportunities related to climate conditions

- Net Zero Emission Target
- 1 Carbon Neutral Scope 1 and 2 emissions by 2040.
 - 2 Net Zero operational greenhouse gas (GHG) Scope 1 and 2 emissions by 2050. We have also planned to achieve Net Zero GHG Scope 3 by 2065 for financed emissions.



Environmental and Climate Change Oversight

TISCO has established an environmental governance structure that begins at the Board of Directors level, supported by the Governance and Sustainability Committee and the Risk Oversight Committee, which are responsible for formulating policies and overseeing operations aligned with principles and standard criteria. Additionally, the Chief Executive Officer is responsible for integrating environmental operational strategies into corporate strategies and managing business operations to achieve goals, while executives oversee the management of work plans and activities for each business line. The Sustainable Development Working Team is responsible for formulating plans and activities within the sustainable development framework and implementing these plans across all departments.

Environmental and Climate Change Oversight Structure of TISCO Group



Board of Directors

- Formulate the sustainable development policy
- Monitor business performance to ensure the business goal achievement

Governance and Sustainability Committee

- Oversee the sustainable development practices in alignment with the principles and standard

Risk Oversight Committee

- Oversee the sufficiency and effectiveness of the ESG risk management system and implementation as part of Enterprise Risk Management.

Audit Committee

- Review sufficient control over climate disclosure process

Executive Committee

- Integrate environmental objectives and targets into the corporate strategy.

Risk Oversight Committee

- Oversee the sufficiency and effectiveness of the climate risk management and integrate as part of enterprise risk management.

Group CEO

- Integrate the sustainable development framework into the corporate strategy
- Monitor the overall performance to ensure the achievement of the plan

Management Committee

- Supervise the business operation activities under SD framework in alignment with the corporate strategy

Sustainable Development Working Group

- Formulate the SD Roadmap and initiatives under the sustainability framework
- Lead implementation of the Roadmap with all relevant functions

Companies within TISCO Group

- Responsible to implement according to the plan
- Tracking performance

Environmental and Climate Policy

TISCO Group has established a structured governance and performance monitoring framework. Relevant units are responsible for preparing and presenting progress reports on the implementation of key corporate strategies and policies to the Governance and Sustainability Committee twice a year, or more frequently depending on project progress or the significance of emerging issues or situations. This enables the Committee to provide oversight, guidance, and close follow up, helping ensure that operations are carried out effectively and in alignment with the defined direction and objectives.

To promote efficient energy consumption and environmental conservation, TISCO formulates policies to prevent, mitigate, and adapt to the potential impacts of climate change by incorporating environmental factors into operational guidelines as follows:



01

Integrating environmental and energy management practices that meet international standards into operations while ensuring compliance with relevant laws and regulations.

02

Incorporating environmental policies into credit approval processes to consider environmental risk as a factor in credit decisions and establishing recommendations for credit evaluations in industries with high environmental risks, ensuring that all supported projects implement appropriate environmental management in line with relevant laws and standards.

03

Committing to environmental and energy conservation by assigning the responsibility to all executives and employees to adhere to established policies and guidelines, cooperate in audits, and provide information requested by the Sustainability Development Working Team.

Policies to prevent, mitigate, and adapt to climate impacts within operational framework

04

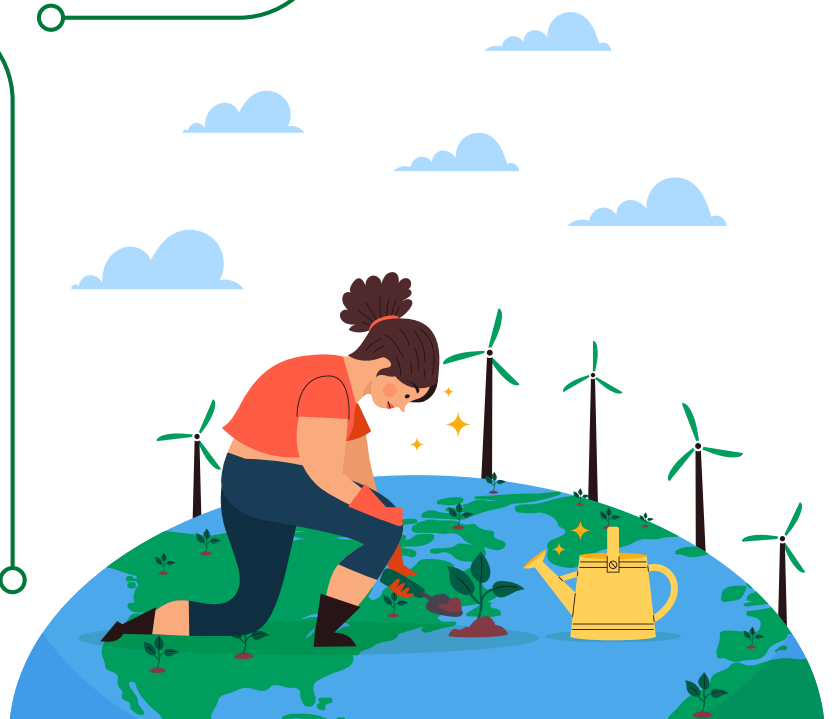
Providing financial services to support environmentally friendly businesses, including energy and biodiversity conservation projects aimed at mitigating climate change impacts.

05

Setting clear targets and roadmaps for reducing greenhouse gas emissions that include efficient water and waste management practices at the organizational level.

06

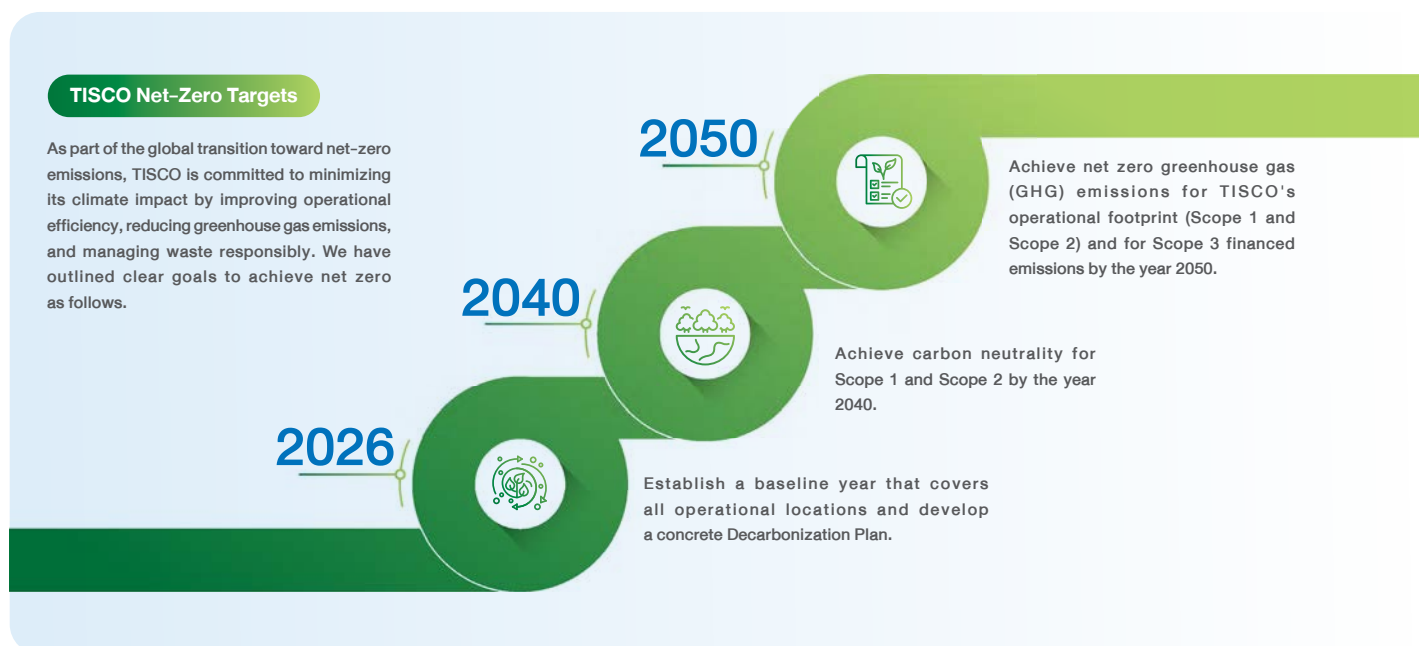
Raising awareness and fostering participation in reducing greenhouse gas emissions from operations, considering sustainability and environmental impact. This includes sharing knowledge both within and outside the organization.





Environmental and Climate Strategy

As Thailand's transition toward a net-zero goal accelerates, in line with Thailand's NDC 3.0, it is increasingly important for businesses to consider climate change impacts in their operations. Accordingly, providing financial support to businesses that drive or are affected by this transition is a key strategy for TISCO. This includes enhancing internal tools and operational processes for greater efficiency, reducing greenhouse gas emissions, and ensuring proper waste management. In this way, TISCO has established a path toward achieving net zero emissions goal through a three-phase target approach as follows:



The targets have been integrated into the corporate strategy in line with the sustainability development policy to strengthen long-term competitiveness and resilience. The Group follows a phased approach that establishes a clear short-term foundation to support structural integration in the medium and long term.

In 2025, TISCO Group developed a GHG inventory covering all activities across every operational location, expanding from the previous scope that monitored only the Head Office. This inventory serves as the baseline for tracking and evaluating performance. The Group is also developing a Decarbonization Roadmap with defined targets, clear responsibilities, and short-, medium-, and long-term action plans. These efforts are supported by initiatives such as expanding solar panel installations at suitable branches and buildings, transitioning the corporate vehicle fleet to electric vehicles (EVs), promoting efficient resource use among employees, and increasing digital processes to reduce paper consumption and operational waste.

From a business perspective, TISCO Group supports the transition toward a green economy through financial solutions such as clean energy project financing, SME transition financing, and electric vehicle (EV) hire purchase loans. The Group also continues to enhance its assessment of climate-related risk, opportunity, and impact in alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). In addition, TISCO Group is committed to gradually reducing investments in carbon-intensive assets and products, such as the coal industry, to support the transition of its business portfolio toward the goal of achieving net-zero greenhouse gas emissions by 2050.

For unavoidable greenhouse gas emissions, TISCO Group is researching, developing, and expanding ongoing reforestation initiatives as a natural carbon offset approach. These efforts follow principles of transparency and environmental integrity and align with the Group's sustainability objectives.



Climate Change Risk Management

TISCO has an appropriate risk assessment process with the aim of reducing risks that might impact customers and the organization as well as risk management guidelines under the organization's risk management process in line with the principles of control, oversight, and audit (Three Lines of Defense). In doing so, the Board of Directors, executives, and responsible units are participating to ensure the effective, care, control, and audit of the risk management process.

TISCO has started developing a climate risk management framework to address the growing frequency and severity of climate-related natural disasters. In doing so, the framework considers the following key risks:

- Direct physical risks to assets that could lead to direct damage to TISCO's operations through the business sector in the supply chain, for example, floods leading to damage to the businesses that are customers of TISCO.
- Indirect risks from the transition toward the net-zero goal, which will cause long-term impacts from environmental regulation changes, especially the transition to being a low-carbon economy, and may impact operating costs or business operations. Regardless, these transitions may foster the development of technologies that boost business productivity and change consumer preference, potentially driving the development of new businesses—all of which can create opportunities for TISCO.



Climate Risk Management Framework



In assessing climate risk, business sectors that require prioritization are evaluated based on their urgency and significance of impact on stakeholders. The identified risks were integrated into the risk management framework and processes based on each risk type and the nature of their impacts, including credit risk, market risk, liquidity risk, and non-financial risks, such as operational and reputational risks. Next, it is essential to establish plans to adapt to or mitigate the impacts of these risks in alignment with the set objectives.

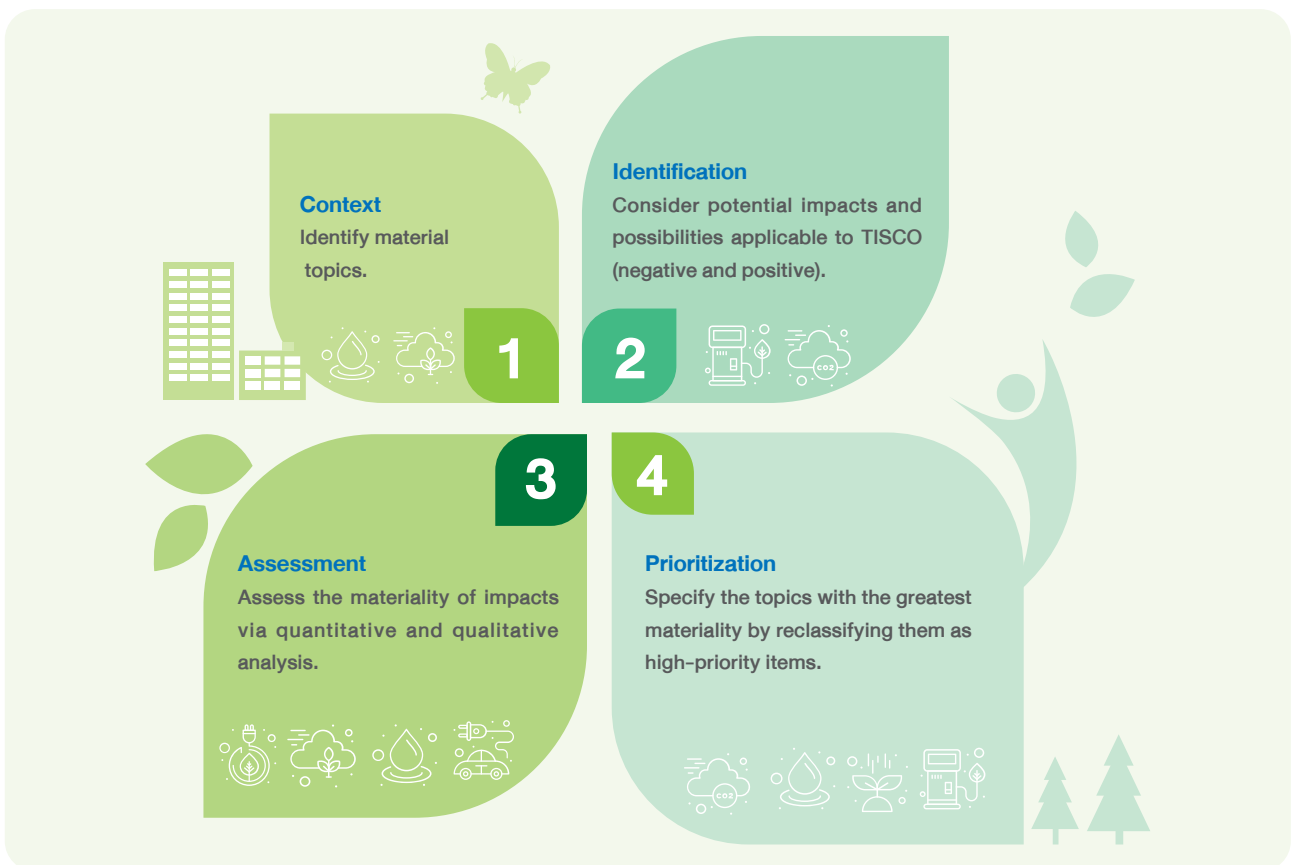


Risk Identification and Materiality Assessment

TISCO identifies and analyzes risks and opportunities related to climate change that may impact the company through qualitative analysis involving discussions among relevant units about potential scenarios, driving factors, and associated assumptions. This includes evaluating the likelihood and potential impacts of each scenario on customers and the business sector. The information gathered will then be filtered to concentrate exclusively on material risks and opportunities related to global warming.

The process starts with identifying the key issues for TISCO, emphasizing economic impacts and environmental impacts that, if they occur, would severely affect TISCO or our stakeholders, including human rights impacts. Impacts should not be deprioritized simply because it is not material to the financial impact of the organization. Instead, impacts should be considered based on the following:

- Severity of the impact: Consider according to the size, scope, and unpreventable nature of the impacts and consider the interest of stakeholders.
- Likelihood of the impact: Evaluate how probable it is for the impact to occur.



Scenarios, Risks, and Opportunities Related to Climate Change

- 2 Degree Celsius Scenario (2DS): 2-degree Celsius increase in the global average temperature
- Well-below 2 Degree Celsius Scenario (WB2C): an attempt to limit global average temperature increase to below 2 degrees Celsius; and
- Net Zero Scenario (NZE): an attempt to limit the global average temperature increase to below 1.5 degrees Celsius

As a result of the priority assessment process, TISCO acknowledges the issues and business units that need to be assessed for risks, impacts, and guidelines for managing risks that are associated with climate change.

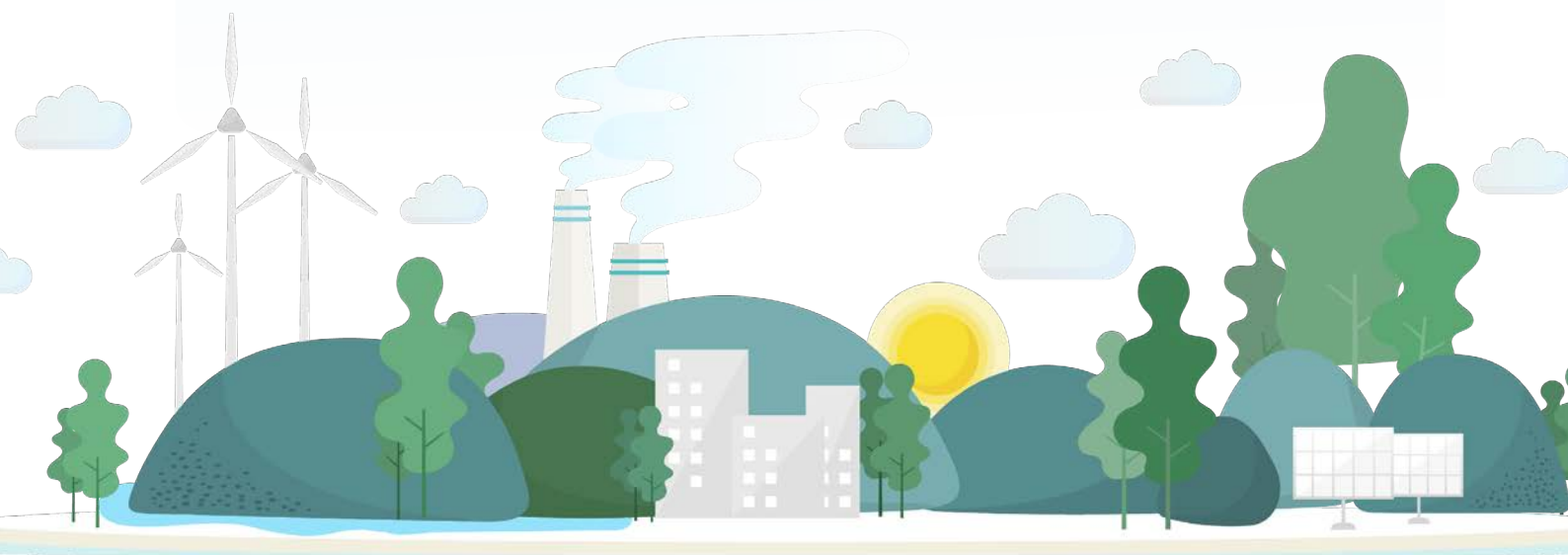
Assessments have revealed that acute physical risks could affect operational risk due to potential impacts on systems, data, and services from third parties. Nevertheless, TISCO regularly specifies and tests our emergency response plans, covering both the head office building and branch offices to serve as preliminary mechanisms for dealing with such risks. Meanwhile, credit risk may also be highly affected due to the impacts on customers' assets and securities, especially from natural disasters such as storms, floods, and earthquakes. At the same time, chronic physical risks have affected primarily the strategic level, such as impacts from the relocation cost for critical infrastructure to avoid damage from the aforementioned scenarios.

As for strategic and credit risk, they are vulnerable to impacts from changes in the economic system

(transition risk), which occurs due to new policies that arise from climate change that can impact business operations and lead to loss of income and increased risk of default in customers due to the challenges of adapting to changes in business structure or operation plans.

In conclusion, climate change can affect TISCO both in the short term and the long term. In the short term, TISCO may face legal and policy risks, as several countries are establishing stricter guidelines and requirements, such as the carbon tax on goods imports in the European Union and other additional measures under consideration by various nations. In the long term, physical risks like floods caused by rising sea levels can also significantly impact TISCO's operations. Therefore, TISCO needs to conduct quantitative assessments to determine the total potential damage and develop plans to address and mitigate these impacts. Currently, TISCO is in the process of developing quantitative risk assessment methods to support a more comprehensive framework for climate risk management.

Notes: The risk assessment timeframes are 1) within 5 years in the short-term, 2) within 5-10 years in the medium-term, and 3) over 10 years in the long-term.



Climate Change Risks and Scenario Analysis

Considering the materiality topics from the 2025 materiality assessment, TISCO was able to identify the risk items with the most operational impacts and the highest likelihood of occurring in the near future. In addition, we assessed the potential impacts on our portfolio and overall business operation resulting from changes in material topics by developing assumptions and scenarios.

In the assessment of financial impacts from physical risks, TISCO began by assessing the impact from potential increases in bad debts due to floods. The scenarios used for analysis were as follows:

- **Base Case Scenario:** In this scenario, attempts are made to control the mean global temperature increase to remain below 2 degrees Celsius when compared to the temperature during the Industrial Revolution.
- **Worst Case Scenario:** In this scenario, there are normal emissions of greenhouse gases (without policies or regulations to control greenhouse gas emissions).

Considering the overall loan portfolio of TISCO, majority of these loans are domestic loans, so in Thailand's context, flood risks are primarily physical risks that can cause significant impacts. Therefore, TISCO emphasizes conducting assessments with reference to a study into how natural disasters impact the financial industry (Nie et al., 2023) that demonstrated estimation of negative impacts on banking businesses in different aspects such as damage to the assets of customers and the bank, business disruption, cost and expenses, which impact the debt repayment capabilities of

customers and accelerate defaults that will result in losses to banks, with increasing severity in line with the severity of flood disasters. In addition, we assessed severity based on assumptions about precipitation projections from climate change (Climate Knowledge Portal) combined with the average amount of precipitation that leads to floods (Theerapong Saovaphak, 1996). In doing so, we specified the assessment timeframes to cover the short-term (2024-2030), medium-term (2031-2040), and long-term (2041-2050). From the consideration of the above components, the level of climate change impact on TISCO from climate change is medium in the long-term.

As for transition risks, TISCO conducted financial impact assessments according to the scenario in which the government releases urgent measures to collect carbon tax to reduce carbon emissions to motivate a reduction in activities contributing to climate change, since this scenario is the most impactful to our operations and has a likelihood of occurring in the short-term following the trend of legal enforcement and drafts of laws in many countries around the world. The scenarios we used in the analysis were as follows:



- Base Case Scenario (Stated Policies Scenario: STEPS): In this scenario, no measures are enforced in the short term, and the government will begin collecting carbon tax in the medium term by 2040.
- Worst Case Scenario (Net Zero Emission by 2050 Scenario: NZE): In this scenario, businesses will face severe impacts due to the urgent implementation of government measures aimed at controlling environmental effects by introducing carbon tax guidelines by 2030.

TISCO assessed the potential financial impacts under a scenario in which TISCO is required to pay a carbon tax, using Singapore's market carbon price as reference. Based on a preliminary assessment of carbon emissions under Scopes 1 and Scope 2, the estimated cost is approximately 0.4 million baht in the short term, and this might increase to 6 million baht in the long term.

The financial impact assessment from climate change based on the above scenarios showed that the financial impact from physical risks on non-performing loans (NPL) and transition risks, which could impact operation cost in the short-term and the medium-term, would cause a medium level of impact on the Company's portfolio. Nevertheless, financial impacts may change due to multiple factors such as the difference in geography, industries, economic activity, and other disaster risks not included in the risk assessment. TISCO will continue to develop methods for the analysis and assessment of risks, opportunities, and impacts related to climate change under different assumptions to be more comprehensive and accurate as the situation changes.



Notes: 1 Nie, O., Regelink, M., & Wang, D., (2023). Banking Sector Risk in the Aftermath of Climate Change and Environmental-Related Natural Disasters. World Bank Group, February 2023.

2 Climate Change Knowledge Portal for Development Practitioners and Policy Makers.



3 Theerapong Saovaphak. (1996). Flood induced rainfall assessment from meteorological satellite data. https://kukr.lib.ku.ac.th/kukr_es/index.php?/BKN/search_detail/result/214423

Management of Risks and Impacts on TISCO's operations







In addition to key issues that require attention in the short term, the materiality assessment process also highlights long-term risk trends and potential preliminary impacts. Based on this assessment, TISCO has conducted an analysis of climate-related risks that may have financial impacts on TISCO and prepared mitigation plans as follows:

Physical Risks

| Topic | Description of Risk | Possible Impacts on TISCO | Mitigation Plan |
|--|---|--|---|
|  <p>Acute natural disasters.</p> | <p>Droughts and/or floods that increase in severity and frequency.</p> <p>Risk timeframe: Short-term to long-term.</p> | <p>Damage to the assets of customers and TISCO, business disruption, and rising operating costs in prevention and remediation, including investment funding in research and development.</p> | <p>Regularly review emergency response plan to minimize impacts.</p> |
|  <p>Chronic natural disasters.</p> | <p>Global temperature increase, weather changes, and rising sea levels.</p> <p>Risk timeframe: Long-term.</p> | | <p>Establish guidelines for flood risk assessment considering operating location and prepare warning measures</p> |

Transition Risks






| Topic | Description of Risk | Possible Impacts on TISCO | Mitigation Plan |
|---|--|--|---|
|  Legal and Policy Risk | <p>Non-compliance or violation of legal specifications and risk from increased legal stringency and stricter environmental regulations, such as collection of carbon tax or trade barriers, etc.</p> | <p>Increased operating expenses and depreciation in the value of customers' assets or guarantees due to failure to adapt to regulation changes.</p> | <p>Monitor regulation changes and provide knowledge and monitor regulation compliance.</p> |
|  Technology Risk | <p>Technology transition may affect changes in business processes or practices, as well as increased costs to develop technology to keep up with the transition</p> | <p>Technological changes lead to increased investment or decreased demand for high-carbon goods, which can impact the revenue of customers and decrease their debt repayment ability.</p> | <p>Monitor news about technological advances and changes in order to understand and assess impacts and make plans for dealing with changes.</p> |
|  Market Risk | <p>Changes in consumer behaviors in which environmental and climate change factors are used in the consideration of product purchases, leading to demand and supply changes.</p> | <p>The changes in consumer behaviors can impact the sales figures of manufacturers that are unable to adapt to changes. The decrease in sales impacts the debt repayment capabilities of these debtors.</p> | <p>Monitor market changes and take action to improve financial products and services to be environmentally friendly or to create positive impacts on the environment.</p> |
|  Reputation Risk | <p>Market changes in relation to climate and environmental changes lead to negative attitudes toward businesses that might contribute to climate and environmental changes.</p> | <p>Stakeholders could put pressure on TISCO. The case of TISCO providing loan support to businesses that negatively impact the climate and the environment could lead to a decrease in customer and investor confidence, which can impact the security and operating revenue of TISCO.</p> | <p>Review loans in the exclusion list and set industrial sector strategies regularly, taking into account greenhouse gas emission control targets</p> |





Although climate change poses risks to business operations, changes in business environment and increasing awareness of this issue have also created business opportunities. This include the promotion of technologies and innovations that can better respond to changing customer needs, as well as opportunities to reduce utility expenses and operating costs. TISCO has identified key opportunities arising from climate change and corresponding response measures as follows:

Transition Opportunities

| Opportunities | Description | Business Opportunities or Benefits for TISCO | Responses to Opportunities |
|--|--|--|---|
|  Resource utilization | Use of resources in ways to achieve the best outcomes by reducing loss and increasing productivity such as by using tools and equipment that conserve energy and help reduce greenhouse gas emissions. | Reduced operating cost and increased asset value from environmentally friendly business operations. | Organizing projects to raise awareness and specify improvement plans for efficient use of energy and resources. |
|  Energy Sources | Use of clean and environmentally friendly energy technologies and cooperate in climate change management. | Support for the use of technologies that produce clean and environmentally friendly energy, such as clean energy transition loans. | Set clean energy goals and goals for providing loan support for transition toward cleaner energy. |
|  Products/Services | Development of financial products and services in support of environmentally friendly businesses and expansion of financial services that help reduce climate change impacts. | Expand customer base and generate revenue from financial products and services that support environmentally friendly businesses, including customers who need financing for their transition to green businesses | Invent and design new products and services to increase opportunities and options for customers. |
|  ตลาด | Market expansion through support for green finances such as loans for electric vehicles. | | Modify the proportional direction of our portfolio to prioritize environmentally friendly businesses and connected businesses across the entire supply chain. |
|  Adaptability | Timely adaptation to climate change. | Building reputation and increasing the market value of TISCO. | Analyze business risks and opportunities related to climate change and modify business strategies to respond to climate change management. |



Metrics and Targets

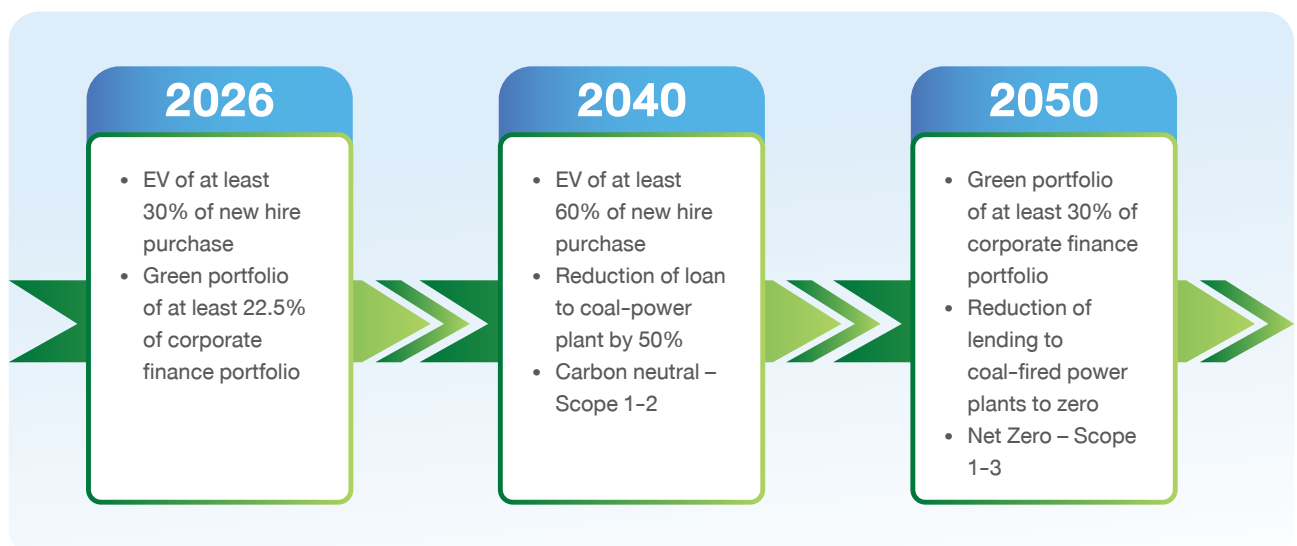
TISCO Group has set metrics and targets across the short, medium, and long term, with clearly defined indicators and cascaded targets to ensure organizational alignment from the Board and executives to all relevant units. Progress is closely monitored to ensure that performance meets the established goals.

Greenhouse gas emissions from operations (Scope 1 and Scope 2): In 2025, TISCO Group achieved its greenhouse gas emission reduction target from operations at the Head Office, TISCO Tower, with a 32.47 percent reduction compared to the 2017 baseline. In the same year, TISCO revised the base year for calculating Scope 1 and Scope 2 greenhouse gas emissions to 2025, in accordance with the GHG Protocol, by expanding the boundary from the Head Office to include all offices nationwide. This expansion resulted in a significant increase in baseline emissions.

| GHG Emission Scope | TISCO Tower Head Office 2017 Emission (former baseline) (tCO ₂ e) | TISCO Tower Head Office 2025 Emission (tCO ₂ e) | All Operational Areas 2025 Emission (new baseline) (tCO ₂ e) | Rationale |
|--------------------|--|--|---|---|
| Scope 1 | 302.9 | 258.41 | 3,788.68 | To broaden performance monitoring to cover all operational areas within TISCO Group |
| Scope 2 | 4,127.1 | 2,733.07 | 6,584.35 | |

With the new baseline year, TISCO Group has reviewed and established updated Scope 1 and Scope 2 emissions reduction targets. Key actions include increasing renewable energy adoption in suitable branches and transitioning the corporate vehicle fleet to hybrid or electric vehicles. In addition, the company continues to assess and explore further initiatives to support ongoing emissions reduction and advance the organization toward its carbon neutrality goal.

Greenhouse gas emissions from financing activities: TISCO Group supports the transition to a low-carbon economy by providing financing for environmentally friendly projects, with the objective of managing environmental impacts associated with its lending activities. TISCO Group has established targets to increase the proportion of green and environmentally friendly financing over the short, medium, and long term, while gradually reducing exposure to lending related to carbon-intensive activities. Furthermore, TISCO continues annual reforestation initiatives as a complementary measure to support the climate strategy.





Performance According to Greenhouse Gas Emissions Reduction Targets through Portfolio Management

Support for Green Economy Transition

TISCO supports and promotes the transition to a green economy through our core business operations by providing loan support to businesses that pursue the UN Sustainable Development Goals or the transition to a low-carbon economy. Our key loan types are as follows:

Corporate Loans

TISCO supports the green energy sector to promote the production and preservation of energy sufficient for the country's consumption. This initiative aims to reduce the use of natural resources, minimize environmental impacts from fuel consumption that harms ecosystems, and ultimately lessen the effects of climate change.

For corporate loans, the credit approval process considers the following factors:

- Risks associated with the construction of alternative energy power plants include the construction period, investment amount, and technology used for electricity generation.
- Risks related to raw materials in the case of biomass power plants.
- Volatility due to weather and natural conditions that could impact solar farms, hydroelectric plants, and wind farms.
- Effects on surrounding communities during and after the construction of the power plant.
- Protests from local residents that could affect the project's operations.

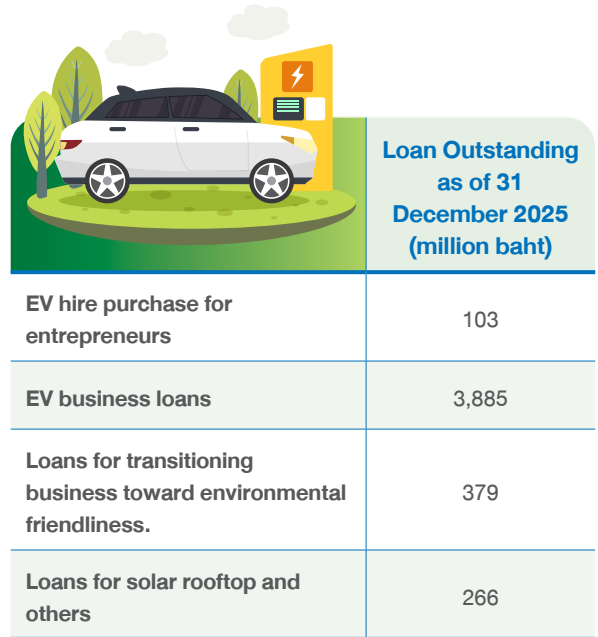
As part of the loan approval process, operators are required to submit a project feasibility study that includes technical details and financial estimates audited by an independent expert in the energy sector who has been approved by TISCO. Moreover, it must be demonstrated that raw materials are sufficient for the operation of biomass power plants and that the weather and natural conditions likely to affect solar power plants, hydropower plants, and wind energy plants are within controllable ranges and will not severely impact operations. At the same time, actions must be fully compliant with the law regarding applications for energy business licenses and follow-ups on energy business licenses after project construction, while ensuring that construction progress and costs adhere to the project milestones and budgets. All of this is to ensure that the borrower properly follows the legal procedures for applying for permission to construct power plants and operates in accordance with the law. The borrower must also demonstrate the ability to repay the loan according to the repayment schedule. Additionally, in cases where complaints are submitted by individuals affected by loan authorization, the borrower must provide detailed clarification and show how the conflict will be managed. We will temporarily delay its loan disbursement until the borrower's planned actions to resolve the conflict are approved.

Over the years, TISCO has continuously provided lending support for large corporate clients engaged in environmentally friendly businesses. In 2025, TISCO Group continued to extend financing to these green and environmentally responsible sectors while maintaining strong client relationships and exploring additional opportunities to meet the financial service needs of stakeholders within large corporate clients.

During the year, the Group supported energy projects that contribute to reducing environmental impacts, including: 1) loans for solar energy production and 2) loans for hydropower production. These loans totaled 14,307 million baht outstanding as of the end of 2025, representing 23.47 percent of the total corporate lending portfolio and increasing by more than 2 billion baht compared with 2024.

SME Loans

In addition to corporate loans, TISCO Group provides financial support to SME entrepreneurs who operate environmentally friendly businesses. This includes those preparing for the transition of Thailand’s business sector towards a green economy, a significant challenge for small-scale entrepreneurs to adapt to. Therefore, we are focused on promoting sustainable growth among SMEs through green financing that prioritizes supporting projects aimed at reducing environmental impacts, such as 1) electric vehicle (EV) hire purchase; 2) loans for EV manufacturers and distributors; 3) loans for businesses transitioning to environmentally friendly practices; 4) loans for installing solar rooftops, among others. In 2025, the figures for each loan type are as follows:

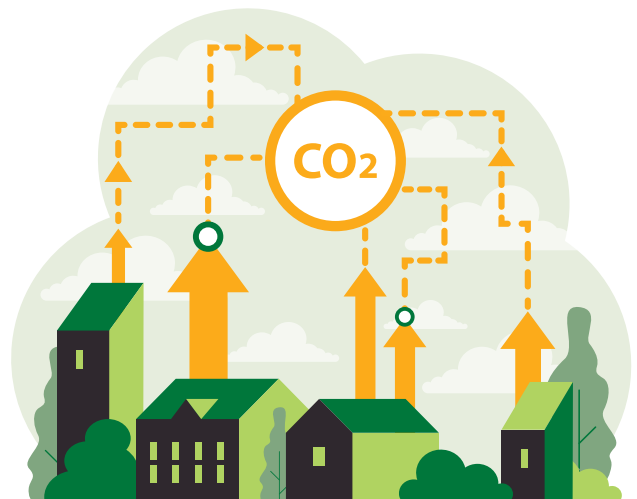


Retail Loans

Alternative fuel vehicles, like hybrid vehicle and electric vehicle (EV) technology, play a crucial role in tackling environmental issues, especially in Thailand, which is struggling with fine particulate matter (PM 2.5) pollution largely caused by exhaust fumes from fossil fuel-powered engines. Promoting the use of alternative fuel vehicles is essential for reducing pollution and enhancing the quality of life for the Thai people. TISCO acknowledges the importance of managing these impacts and recognizes the business opportunities arising from these changes. To that end, we have established partnerships with various business associates, including new collaborators, to develop financial products that align with the company’s needs and support Thailand’s goal of achieving carbon neutrality (Net Zero) in the future. In 2025, electric vehicles (EVs) continued to gain strong popularity, driven by more affordable pricing and increasing competition among manufacturers. As a result, TISCO Group recorded more than 14,465 EV hire-purchase contracts for retail customers during the year, totaling 10,148 million baht. This represents an increase of more than 2.2 times compared with 2024 and accounted for 34.30 percent of TISCO’s new car hire-purchase portfolio in 2025.

Greenhouse Emissions in the Company’s Portfolio (Scope 3)

Greenhouse gas emissions from the Company’s investment portfolio, or indirect emissions under Scope 3 Category 15 “Investments,” represent the largest source of emissions for financial institutions. Recognizing the significance and impact of managing portfolio emissions, TISCO Group has developed data collection and disclosure process to prepare for future target-setting and emissions reduction planning. The approach follows the calculation and reporting methodologies from the Partnership for Carbon Accounting Financials (PCAF).



In 2025, TISCO Group enhanced its calculation methodology for financed emissions by expanding the scope of assessment. The updated reporting now includes additional asset classes such as government bonds, corporate lending, and mortgage loans. As a result, the Company’s total portfolio emissions amounted to 929,830 tons of carbon dioxide equivalent (tonCO₂e), consisting of 5,892 tonCO₂e from financial instruments and 923,938 tonCO₂e from the lending portfolio. Moving forward, the Company will continue to improve data quality in line with PCAF guidelines and prepare for future verification to ensure transparency, reliability, and alignment with stakeholder expectations.

| Asset Class | Absolute Greenhouse Gas Emissions (tonCO ₂ e) | Data Quality Score* |
|----------------------------------|---|---------------------|
| | 2025 | |
| Equity Instruments | 4,114 | 4.6 |
| Corporate Bond | 1,777 | 5.0 |
| Government Bond | 0 | 4.0 |
| Corporate Lending | 353,326 | 5.0 |
| Car and Motorcycle Hire Purchase | 559,944 | 5.0 |
| Retail Mortgage | 10,669 | 5.0 |
| Total | 929,830 | |

Notes: Equity instruments issued by companies listed on the Stock Exchange of Thailand that disclose their Scope 1 and Scope 2 greenhouse gas emissions in the 56-1 One Report receive a data quality score of 1. Equity instruments issued by non-listed companies that do not disclose greenhouse gas emissions are assessed based on the average emissions of their respective industries and receive a data quality score of 5.

Methodological limitations

The calculation of financed emissions for each asset class requires underlying data on both the bank’s attribution and the total greenhouse gas emissions of the borrower or investee.

$$\text{Financed Emissions} = \sum_i \text{Attribution Factor}_i \times \text{Emissions}_i$$

(with i = borrower or investee)

Company may not have access to high-quality data. To address this challenge, PCAF has established a Data Quality Score to indicate the reliability of the information used in financed emissions calculations. Data quality depends on assumptions, reliability, and specifications of the data, as well as other potentially influential variables. Data quality scores range from 1 to 5, with 5 indicating high uncertainty in the data used.



Performance According to Greenhouse Gas Emissions Reduction Targets from Operations

Climate change has become an increasingly significant global challenge, including in Thailand. Government agencies and regulators across various sectors are developing laws and regulations to support national efforts to mitigate the impacts of climate change. TISCO Group places strong emphasis on reducing greenhouse gas (GHG) emissions, a key driver of global warming. In addition to complying with regulatory requirements, the Group's efforts also aim to meet the expectations of a broad range of stakeholders. Accordingly, TISCO Group has continued to manage and transparently disclose its greenhouse gas emissions, recognizing this as a critical component of its sustainability management.

Greenhouse Gas Emissions from the Company's Operations (Scope 1 and 2)

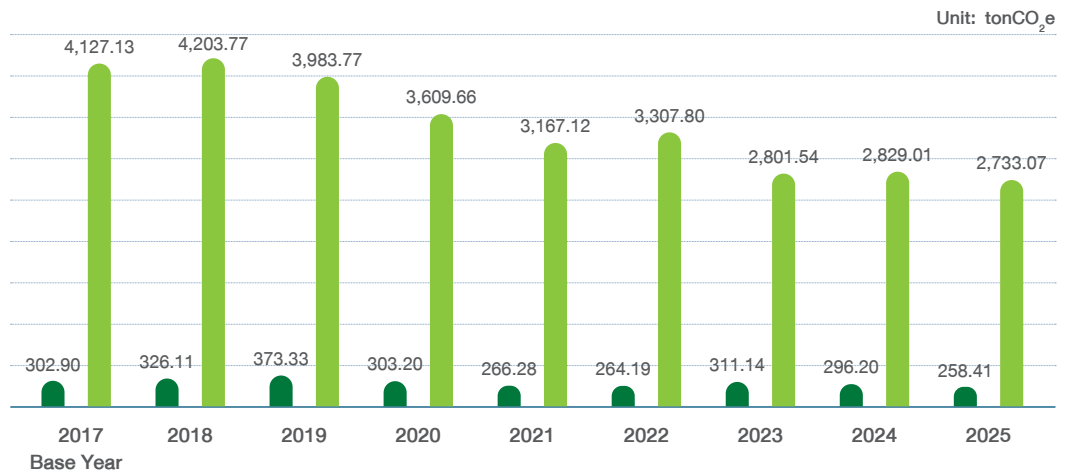
TISCO has continuously improved the management of greenhouse gas data, particularly within Scope 1 and Scope 2, which directly result from its operations. In 2025, we expanded the scope of GHG data collection to cover all operational areas, with an aim to enhance data accuracy and completeness for more effective management and reduction of greenhouse gas emissions.

1 Greenhouse Gas Emissions from the Operation at TISCO Tower

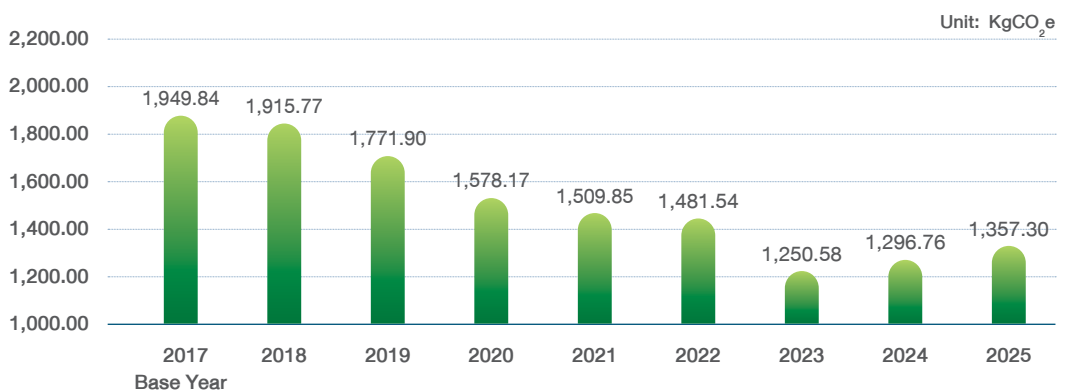
In 2024, greenhouse gas emissions from TISCO's building operations under Scope 1 and Scope 2 amounted to 2,991.48 tCO₂e, representing a 32.47% reduction compared with the 2017 base year. When assessed relative to the number of employees working at the head office, the average greenhouse gas emission was 1.357 tCO₂e per person per year.

Greenhouse Gas Emissions from the Operation at TISCO Tower

- Scope 1: Direct GHG Emissions
- Scope 2: Energy Indirect GHG Emissions



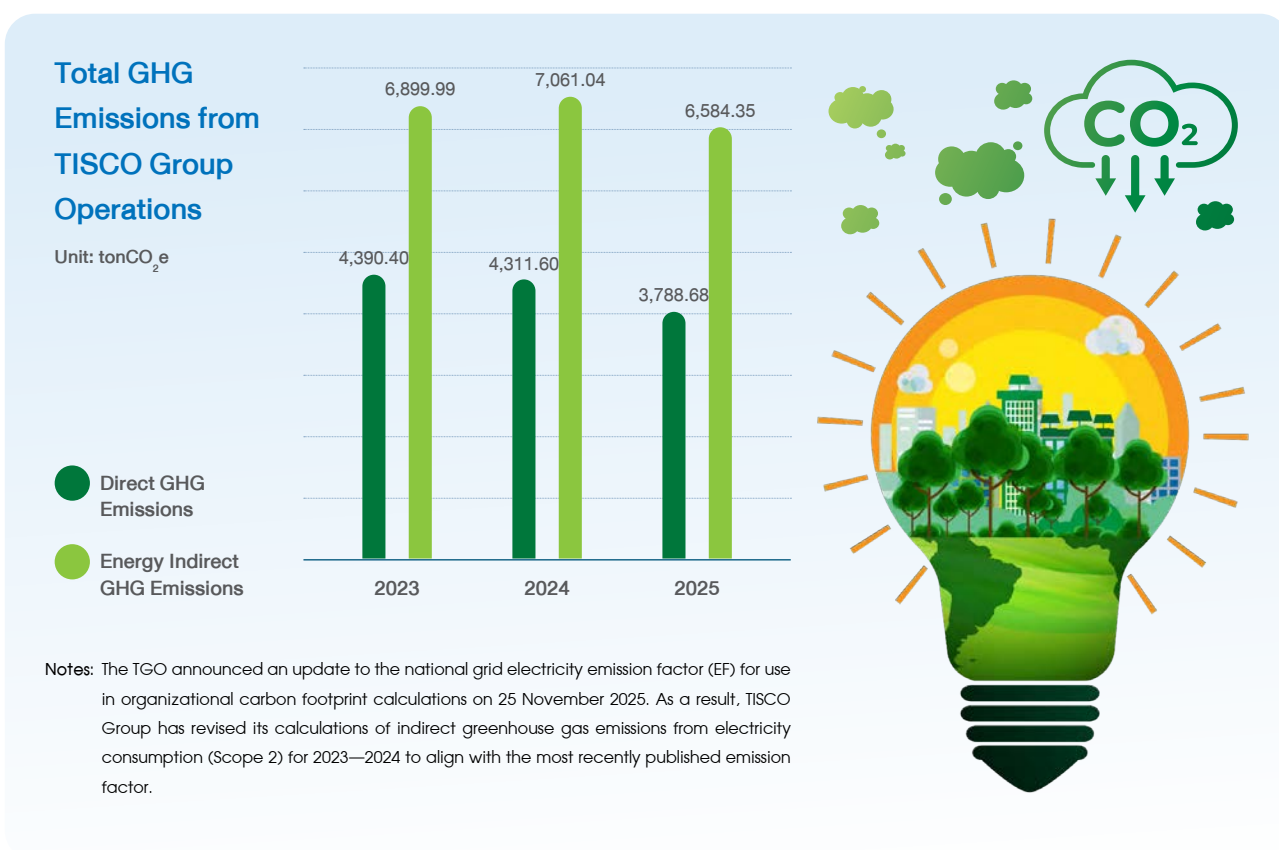
Average Greenhouse Gas Emissions per Person



2 TISCO's Greenhouse Gas Emissions in all operating areas

Since 2023, TISCO Group has progressively expanded the scope of its greenhouse gas (GHG) data collection to cover all operational areas across the Group. The calculation and reporting of GHG emissions comply with the Carbon Footprint of Organization Calculation and Reporting, Version 6, issued by the Thailand Greenhouse Gas Management Organization (TGO).

In 2025, TISCO Group completed the verification of its greenhouse gas emissions data within the operational-control boundary. The verification was conducted at a limited assurance level with a materiality threshold of 5 percent. The results confirmed that total Scope 1 and Scope 2 emissions amounted to 10,373.03 tonCO₂e.



The verified 2025 emission data will be used as the baseline year for progressing toward the net zero target. TISCO Group has also set short-term targets for the period 2026–2028 as follows:

| | 2026 | 2027 | 2028 |
|--|--|--|--|
| Scope 1 and Scope 2 emissions reduction targets | 1% reduction compared with the 2025 baseline | 2% reduction compared with the 2025 baseline | 3% reduction compared with the 2025 baseline |

In 2025, TISCO Group verified greenhouse gas emissions under Scope 3, Category 7 (Employee Commuting), with data coverage representing 92% of all employees. The verification confirmed that commuting from home to the workplace generated 4,302.18 tCO₂e, making it one of the significant emission sources within the Group’s Scope 3 boundary.

This information enhances TISCO Group’s ability to assess its environmental impacts more comprehensively and supports the identification of additional measures to further reduce emissions. Potential initiatives include promoting the use of public transportation, encouraging carpooling, and supporting flexible work arrangements.

Operational Resource Management

TISCO has consistently implemented its sustainability development plan. Regarding the environment, TISCO focuses on raising awareness among employees about the value and efficient use of resources, while actively supporting environmental conservation initiatives. Our 2025 environmental performances, according to our sustainability roadmap, were as follows:

1 Energy Efficiency

TISCO Group set an electricity consumption target for 2025, aiming to keep usage at no more than 230 kilowatt-hours per square meter. In 2025, the electricity consumption of TISCO Group companies operating in TISCO Tower met this target, with an actual consumption level of 222.99 kilowatt-hours per square meter.

Energy Consumption Rate of All Subsidiaries of TISCO Group Currently Operating inside TISCO Tower Building



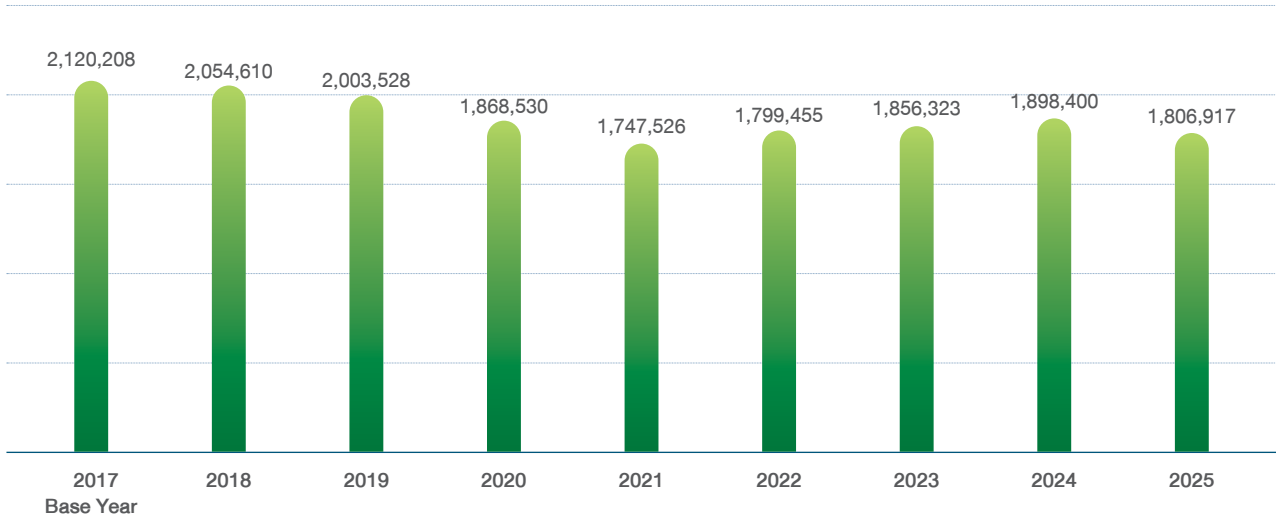
| Electricity consumption data by location | 2023 | 2024 | 2025 |
|--|------------------|------------------|------------------|
| TISCO Tower Head Office | 5,897.98 | 5,955.80 | 5,753.83 |
| Pakin Building Office | 1,814.37 | 1,699.46 | 1,667.80 |
| Hi-Way Head Office | 537.28 | 348.16 | 147.45 |
| TISCO Branches | 1,790.13 | 1,513.55 | 1,303.11 |
| Somwang Branches | 4,428.54 | 5,348.36 | 4,989.60 |
| Total Energy Consumption | 14,499.69 | 14,865.33 | 13,861.79 |

For the energy conservation efforts at TISCO Tower, in addition to managing the operational areas of TISCO Group companies, the Group also collaborates with the Yommarat Building Juristic Person to reduce energy consumption in the building’s common areas. The operations of TISCO Tower are carried out under the policies set by the Building Management Juristic Committee, appointed by the co-owners’ representatives. Over the years, the committee has implemented energy management measures effectively, with a focus on building management that promotes ongoing energy reduction and resource conservation. In 2025, electricity consumption in the common areas amounted to 1,806,917 kilowatt-hours per year, representing a 4.8 percent reduction compared with 2024.

In 2025, the total electricity consumption in common areas was 1,806,917 kilowatt-hours annually, reflecting a decrease of 4.8% compared to the previous year.

Electricity Consumption in the Common Areas of TISCO Tower

Unit: kilowatt-hours (kWh)



Energy Consumption Reduction Project

TISCO has actively promoted and implemented an energy consumption and conservation plan, which not only minimizes our consumption of electricity but also directly and indirectly reduces impacts from climate change incurred by corporate energy consumption.

Solar Rooftop Project

TISCO Group recognizes the importance of reducing dependence on fossil-based energy and managing environmental impacts. The Group has therefore implemented a solar panel installation project to generate electricity from solar energy, increase the share of clean energy use, and reduce reliance on grid electricity. The pilot phase began in 2024 with installations at 9 TISCO Bank branches.

In 2025, TISCO Group expanded the installation to 3 additional TISCO Bank branches and 50 Somwang Ngern Sang Dai branches. By the end of 2025, a total of 62 offices had installed solar panels.

For the next phase during 2026—2028, TISCO Group plans to continue expanding solar panel installations by approximately 80—100 locations annually, in order to strengthen greenhouse gas emission reductions and support the Group’s climate-related targets.



2 Waste Management

TISCO places significant importance on managing waste generated by the organization’s activities to ensure effective management, reduce environmental pollution, and promote recycling. It aims to develop consciousness and awareness among employees, enabling them to advocate for environmental conservation not only within the workplace but also in their daily lives and those of their families, thereby extending these efforts to their communities and the environment.

In 2025, TISCO Group began collecting generated waste data from group companies operating at the TISCO Tower head office to establish a baseline for evaluating the organization’s waste management performance throughout the year. Total waste generated amounted to 161.81 tons, consisting of 144.15 tons of general waste, 11.86 tons of recyclable waste, and 5.79 tons of food scraps, resulting in a waste sorting rate of 11 percent. The average amount of general waste generated was 45.05 kilograms per person per year. This information serves as an important starting point for planning waste reduction initiatives and improving the building’s waste management system in the future. TISCO Group has set targets for 2026-2028 to reduce total waste generated at the head office by 5 percent compared with 2025 and to increase the waste sorting rate to 15 percent.

In addition, in 2025, TISCO Group initiated actions based on the following projects:

TISCO Eco Society: We Use, We Sort – management of recyclable waste and food scraps

TISCO continues to pursue environmental projects to achieve sustainable goals in order to change the behaviors of employees and create a culture of resource and environmental conservation in the organization. TISCO moved ahead with the “We Use, We Sort” project to expand participation to the condominium juristic person and pushed for stores and communities surrounding our establishment to have awareness about the consumption of environmentally friendly products. In addition to creating a foam-free space, TISCO also expanded results to other places of business of TISCO by focusing on campaigning for the change of 3 key behaviors, namely, 1) carrying cloth bags, 2) sorting trash and recycling, and 3) sorting food waste.

In 2025, our project received excellent cooperation from both employees and building users, with 17,655 kilograms of waste being properly sorted, reducing greenhouse gas emissions by 13.93 tCO₂e, which is equivalent to planting 1,548 large trees. Moreover, TISCO was able to create additional value from recycled waste, which was delivered to buyers to enter the appropriate disposal and recycling processes, or a total of 76,100 baht of donations to the TISCO Foundation. The greenhouse gas emissions reduction amount was certified by the Thai Greenhouse Gas Management Organization under the Low Emission Support Scheme (LESS). The “We Use, We Sort” project also focuses on efficient consumption, reducing single-use waste, and promoting reuse.



Care the Whale: Circular-Based Waste Management



TISCO has been continuously participating in the Care the Whale Project to demonstrate our readiness to join together with others to help reduce global warming and to support and campaign for the recycling of waste from business operations to ensure efficient management while reducing environmental impacts and promoting balance and a circular economy at the source with more substantial results consistently with the TISCO Eco Society project, which has been continuously implemented. In addition, we are collaborating with Osotspa Plc, one of the project members, in glass sorting and management.

“WON” Project

TISCO Group participated in the “WON” project in collaboration with business partners and TPBI Public Company Limited to promote the segregation and recycling of plastic waste under the circular-economy concept. The “WON” project focuses on reducing plastic waste by setting up collection points for clean plastic bags and film, which are then processed into plastic pellets for new production. This helps ensure that plastic materials are circulated efficiently within the system. In 2025, TISCO Group delivered 178.92 kilograms of plastic waste to the project, from which 108.80 kilograms were successfully processed into recycled plastic pellets.



In 2025, TISCO Group received a certificate of recognition from the Thailand Greenhouse Gas Management Organization (Public Organization) under the Low Emission Support Scheme (LESS) for its “We Use, We Sort” initiative, which achieved a verified reduction of 31.654 tCO₂e (data period: May 2024 — June 2025). This initiative serves as an important campaign to promote environmentally responsible consumption and to integrate sustainable practices into daily operations. It also encourages employees to adopt these behaviors in their personal lives and to extend them to their families and surrounding communities.

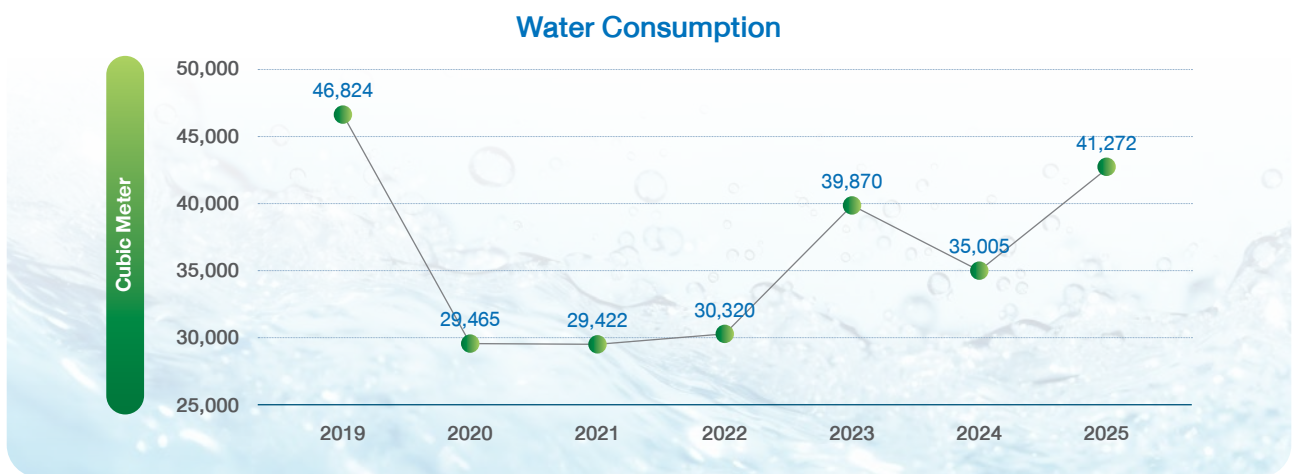
In addition, as a result of its ongoing waste management efforts, TISCO Group was selected as one of 64 organizations to receive an award from the “Ting to Trash” project, organized by the Thai Listed Companies Association in collaboration with the Securities and Exchange Commission (SEC). The award recognizes the strong collaboration and commitment of TISCO employees in advancing sustainable waste management practices. The initiative aims to promote concrete environmental action among listed companies by encouraging responsible waste management from upstream to downstream, strengthening internal cooperation to reduce greenhouse gas emissions, and supporting systematic data collection and performance measurement.



3 Water Consumption

TISCO advocates for the use of resources in the most valuable and beneficial way. However, since the COVID-19 situation, frequent handwashing with water remained essential for the good hygiene of employees. TISCO Group set a target to limit water consumption at the TISCO Tower headquarters to no more than 30,000 cubic meters per year during 2023–2025.

However, in 2025, total water consumption within our operations at TISCO Tower head office amounted to 41,272 cubic meters, which exceeded the established target. The main reason was the increase in the number of employees working at the head office, resulting from the office space restructuring during the year. TISCO Group closed the Hi-Way Head Office and relocated employees to TISCO Tower and the Pakin Building, which increased the building-user density and directly affected the organization’s water consumption. The Group is currently reviewing its water management plans and future water usage targets to ensure alignment with the changed operational context and to enhance the overall efficiency of sustainable resource management.

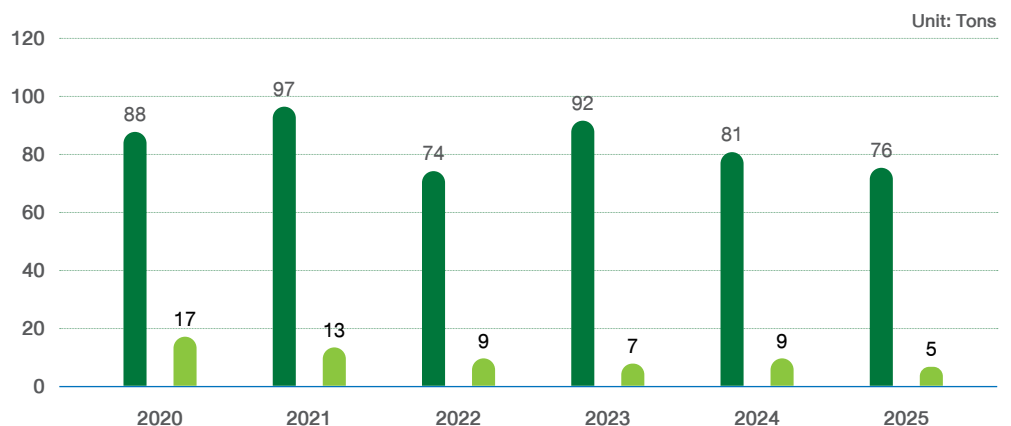


4 Paper Consumption

Underlining the importance of smarter use of paper, TISCO has developed our products and services so that they respond to the lifestyle of digital-age customers through the paperless concept. Services on digital platforms are offered on our mobile applications, which allow customers to access and keep records of financial documents on their smartphones rather than in paper form. Meanwhile, TISCO has improved the system by making it leaner and more efficient and managed to reduce corporate expenses while promoting knowledge in employees through continuously holding activities and developing electronic learning media. Accordingly, TISCO Group has set a target to limit paper consumption to no more than 100 tons per year. In 2025, paper usage for operations at the TISCO head office amounted to 81 tons, representing a 10 percent reduction compared with 2024.

Amount of paper used in overall operation of TISCO Group as at Head Office

● A4 ● Others ȳ



Environmental Conservation

TISCO recognizes that natural resources are utilized both directly and indirectly to enhance human life and play a vital role in economic and industrial development. However, the overuse of these resources can result in environmental impacts, global warming, and various ecological issues, a challenge many regions around the world are currently confronting. For this reason, TISCO has been organizing reforestation activities continuously since 1991 to instill values of environmental conservation among our employees, particularly in provinces with degraded forests, and to encourage local communities to recognize the significance of forests. These initiatives are guided by the concept of "Forests Survive, People Thrive," which aims to raise awareness and promote sustainable forest conservation.

In 2025, TISCO conducted reforestation activities as follows:

Community Tree Planting Activity

In September 2025, Somwang Ngern Sang Dai volunteer employees from the Lower Central Region collaborated with the Royal Forest Department, the Elephant Reintroduction Foundation, and the Sublangka Wildlife Sanctuary to organize the environmental activity "One Tree, Many Lives: Restoring Wildlife Habitats." The initiative aimed to raise environmental awareness and support the conservation of natural resources. Volunteers planted native tree species—such as Queen's flower, Java plum, and Makha—across a 2-rai area within the Sublangka Wildlife Sanctuary in Lopburi Province, helping to restore forest ecosystems and enhance habitat availability for wildlife.

Green Spaces Development Project in Bang Kachao

In September 2025, TISCO executives and volunteer employees, together with the Royal Forest Department, the Song Khanong Subdistrict Administrative Organization, and members of the local community, organized the "Green Spaces Development Project in Bang Kachao." This activity continued the initiative launched in 2024 in Phra Pradaeng District, Samut Prakan Province, and was held in honor of Her Majesty Queen Sirikit The Queen Mother. As part of the project, participants planted more than 1,000 trees across 6 rai, including species such as Portia tree, Shoebuttan Ardisia, oriental mangrove, upriver orange mangrove, and Shore Eugenia. These mangrove-appropriate species help prevent coastal erosion, restore natural ecosystems, and enhance biodiversity, while also contributing to the expansion of green spaces and eco-tourism areas that generate income for the local community.

The activity also included landscape improvements, waste collection, and the donation of plastic bottles to the Wat Chak Daeng Environmental Learning Center for recycling into monk robes and other useful products.

Forest Planting for Haze-Free Sustainable Livelihoods

In September 2025, TISCO executives and volunteer employees from TISCO and Somwang Ngern Sang Dai in the Northern Region, together with Haze Free Co., Ltd. and local farmers in Mae Wang District, Chiang Mai Province, carried out the activity "Forest Planting for Haze-Free Sustainable Livelihoods" on a 5-rai plot of land. The project aims to restore degraded land previously used for monoculture farming into a fully functioning agroforestry area. A variety of economic tree species were planted, including Teak, Rosewood, Yang Na, Tamarind, Neem, Avocado, Pear, and Plum, to provide long-term harvest opportunities for the community, replacing seasonal crops and helping to build stable livelihoods and income for farmers. The initiative also contributes to reducing PM2.5 and supports the process of obtaining carbon credit certification from the Thailand Greenhouse Gas Management Organization (TGO).

Sustainable Green-Space Creation through Community Forestry

In November 2025, TISCO executives and volunteer employees from TISCO and Somwang Ngern Sang Dai in the Central Northeastern Region 1 joined with the Community Forest Committee, the village head, and residents of Ban Nong Thit Son village to carry out a tree-planting activity in the community forest area of Na Chueak District, Maha Sarakham Province. A total of 1,000 trees were planted across 5 rai area, including selected economic and high-value forest species such as Yang Na, Hiang, Payung, Padauk, Makha, Teak, Krabak, and Payom, as well as fruit-bearing forest species beneficial to the community such as Indian Gooseberry, Wild Mango, Siamese Cassia, Neem, Makok Kluean, and Lebbeck.

The initiative also provided funding support to the community for tree planting and maintenance, along with a plan to jointly monitor and assess progress with the community over a 10-year period to ensure healthy and sustainable growth. In addition, beginning in the third year onward, the project plans to use tree-growth data to apply for carbon credit certification from the Thailand Greenhouse Gas Management Organization.

GRI Content Index

| GRI Standard/ Other Sources | Disclosure | Page Number(s) and/or URL(s) | Omission | | Explanation |
|--|--|---|---|---------------------------|-----------------------------|
| | | | Requirement(s) Omitted | Reason | |
| Statement of Use | TISCO Financial Group PCL has reported in accordance with the GRI Standards for the period from 1 January to 31 December 2025 | | | | |
| GRI 1 Used | GRI 1: Foundation 2021 | | | | |
| Applicable GRI Sector Standard(s) | As of reporting date, the financial services sector standards are currently under development. The Company is committed to ensuring compliance once these standards are finalized and published by GRI | | | | |
| General Disclosures | | | | | |
| GRI 2: General Disclosures 2021 | The Organization and Its Reporting Practices | | | | |
| | 2-1 | Organizational details | P. 7 | | |
| | 2-2 | Entities included in the organization's sustainability reporting | P. 6 | | |
| | 2-3 | Reporting period, frequency, and contact point | P. 6 | | |
| | 2-4 | Restatements of information | P. 130 | | |
| | 2-5 | External assurance | P. 6, 130 | | |
| | Activities and Workers | | | | |
| | 2-6 | Activities, value chain, and other business relationships | P. 7, 10-16, 21, 40, 58-60, 67-68 | | |
| | 2-7 | Employees | P. 16-17, 87-88 | | |
| | 2-8 | Workers who are not employees | P. 88 | | |
| | Governance | | | | |
| | 2-9 | Governance structure and composition | P. 20, 34-35, 44, 113 | | |
| | 2-10 | Nomination and selection of the highest governance body | P. 36 | | |
| | 2-11 | Chair of the highest governance body | P. 36 | | |
| | 2-12 | Role of the highest governance body in overseeing the management of impacts | P. 24-25, 43-44, 113 | | |
| | 2-13 | Delegation of responsibility for managing impacts | P. 20, 32, 34, 43-44, 113 | | |
| | 2-14 | Role of the highest governance body in sustainability reporting | P. 20, 27 | | |
| | 2-15 | Conflicts of interest | Please see in 56-1 One Report (Topic 8.1.4 Ensuring Compliance with Corporate Governance Policies and Guidelines) | | |
| | 2-16 | Communication of critical concerns | P. 39 | | |
| | 2-17 | Collective knowledge of the highest governance body | P. 32 | | |
| | 2-18 | Evaluation of the performance of the highest governance body | P. 36 | | |
| | 2-19 | Remuneration policies | Please see in 56-1 One Report (Topic 7.4.2 Director and Management Remuneration Policy) | | |
| | 2-20 | Process to determine remuneration | Please see in 56-1 One Report (Topic 7.3.2 Details of Members and Authority of the subcommittees) | | |
| | 2-21 | Annual total compensation ratio | N/A | 2-21-a, 2-21-b and 2-21-c | Confidentiality constraints |
| | Strategy, Policies, and Practices | | | | |
| | 2-22 | Statement on sustainable development strategy | P. 4-5 | | |
| | 2-23 | Policy commitments | P. 18-19, 34, 47-49, 62, 102-104, 113 | | |
| | 2-24 | Embedding policy commitments | P. 20, 24-25, 45, 48-49, 64-66, 102-104, 114-115, 125 | | |
| | 2-25 | Processes to remediate negative impacts | P. 46, 102-104 | | |
| | 2-26 | Mechanisms for seeking advice and raising concerns | P. 39, 42, 104 | | |
| | 2-27 | Compliance with laws and regulations | P. 37-38, 49 | | |
| | 2-28 | Membership associations | P. 7 | | |
| | Stakeholder Engagement | | | | |
| | 2-29 | Approach to stakeholder engagement | P. 8-9, 22-23 | | |
| | 2-30 | Collective bargaining agreements | P. 95 | | |
| Material Topics | | | | | |
| GRI 3: Material Topics 2021 | 3-1 | Process to determine material topics | P. 26-27 | | |
| | 3-2 | List of material topics | P. 28-30 | | |
| Risk Management | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | P. 34, 43-50 | | |

| GRI Standard/ Other Sources | Disclosure | Page Number(s) and/or URL(s) | Omission | | Explanation |
|--|------------|--|---------------------------|--------|-------------|
| | | | Requirement(s) Omitted | Reason | |
| Climate Change Management | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | P. 26, 112-125, 136 | | |
| Economic Performance | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | P. 110 | | |
| GRI 201: Economic Performance 2016 | 201-1 | Direct economic value generated and distributed | P. 110 | | |
| | 201-2 | Financial implications and other risks and opportunities due to climate change | P. 122-124 | | |
| | 201-3 | Defined benefit plan obligations and other retirement plans | P. 89 | | |
| Indirect Economic Impacts | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | P. 31 | | |
| GRI 203: Indirect Economic Impacts 2016 | 203-1 | Infrastructure investments and services supported | P. 104, 107-108 | | |
| | 203-2 | Significant indirect economic impacts | P. 12, 31, 69, 80, 82 | | |
| Anti-Corruption | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | P. 41-42 | | |
| GRI 205: Anti-corruption 2016 | 205-2 | Communication and training about anti-corruption policies and procedures | P. 41 | | |
| | 205-3 | Confirmed incidents of corruption and actions taken | P. 42 | | |
| Materials | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | P. 31, 135 | | |
| GRI 301: Materials 2016 | 301-1 | Materials used by weight or volume | P. 31, 135 | | |
| Energy | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | P. 31, 131-132 | | |
| GRI 302: Energy 2016 | 302-1 | Energy consumption within the organization | P. 131-132 | | |
| | 302-3 | Energy Intensity | P. 31, 131 | | |
| | 302-4 | Reduction of energy consumption | P. 132 | | |
| Water | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | P. 31, 135 | | |
| GRI 303: Water and effluents 2018 | 303-2 | Management of water discharge-related impacts | P. 135 | | |
| | 303-5 | Water consumption | P. 31, 135 | | |
| Emissions | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | P. 31, 128-130 | | |
| GRI 305: Emissions 2016 | 305-1 | Direct (Scope 1) GHG emissions | P. 129-130 | | |
| | 305-2 | Energy indirect (Scope 2) GHG emissions | P. 129-130 | | |
| | 305-3 | Other indirect (Scope 3) GHG emissions | P. 128 | | |
| | 305-4 | GHG emissions intensity | P. 129 | | |
| | 305-5 | Reduction of GHG emissions | P. 130 | | |
| Waste | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | P. 31, 133-134 | | |
| GRI 306: Waste 2020 | 306-2 | Management of significant waste-related impacts | P. 133-134 | | |
| | 306-4 | Waste diverted from disposal | P. 133-134 | | |

| GRI Standard/ Other Sources | Disclosure | Page Number(s) and/or URL(s) | Omission | | Explanation |
|--|------------|---|---------------------------|--------|-------------|
| | | | Requirement(s) Omitted | Reason | |
| Supply Chain Management | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | P. 21, 40 | | |
| GRI 308: Supplier Environmental Assessment 2016 | 308-1 | New suppliers that were screened using environmental criteria | P. 40 | | |
| | 308-2 | Negative environmental impacts in the supply chain and actions taken | P. 40 | | |
| GRI 414: Supplier Social Assessment 2016 | 414-1 | New suppliers that were screened using social criteria | P. 40 | | |
| | 414-2 | Negative social impacts in the supply chain and actions taken | P. 40 | | |
| Employment | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | P. 85-91, 98-101 | | |
| GRI 401: Employment 2016 | 401-1 | New employee hires and employee turnover | P. 87 | | |
| | 401-2 | Benefits provided to full-time employees that are not provided to temporary or part-time employees | P. 89-90 | | |
| | 401-3 | Parental leave | P. 91 | | |
| Occupational Health and Safety | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | P. 95-97 | | |
| GRI 403: Occupational Health and Safety 2018 | 403-1 | Occupational health and safety management system | P. 95 | | |
| | 403-2 | Hazard identification, risk assessment, and incident investigation | P. 95 | | |
| | 403-3 | Occupational health services | P. 95-96 | | |
| | 403-4 | Worker participation, consultation, and communication on occupational health and safety | P. 95 | | |
| | 403-5 | Worker training on occupational health and safety | P. 95 | | |
| | 403-6 | Promotion of worker health | P. 95, 98 | | |
| | 403-7 | Prevention and mitigation of occupational health and safety impacts direct linked by business relationships | P. 96 | | |
| | 403-8 | Workers covered by an occupational health and safety management system | P. 95 | | |
| | 403-9 | Work-related injuries | P. 96-97 | | |
| | 403-10 | Work-related ill health | P. 96-97 | | |
| Training and Education | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | P. 92-94 | | |
| GRI 404: Training and Education 2016 | 404-1 | Average hours of training per year per employee | P. 85-86, 94 | | |
| | 404-2 | Programs for upgrading employee skills and transition assistance programs | P. 92-94 | | |
| | 404-3 | Percentage of employees receiving regular performance and career development reviews | P. 85-86 | | |
| Diversity and Equal Opportunities | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | P. 36, 88 | | |
| GRI 405: Diversity and Equal Opportunity 2016 | 405-1 | Diversity of governance bodies and employees | P. 36, 88 | | |
| Human Rights Assessment | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | P. 102-104 | | |
| Non-Discrimination | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | P. 102-104 | | |
| GRI 406: Non-Discrimination 2016 | 406-1 | Incident of discrimination and corrective actions taken | P. 104 | | |

| GRI Standard/ Other Sources | Disclosure | Page Number(s) and/or URL(s) | Omission | | Explanation |
|---|------------|--|----------------------------|--------|-------------|
| | | | Requirement(s) Omitted | Reason | |
| Marketing and Labeling | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | P. 38 | | |
| GRI 417: Marketing and Labeling 2016 | 417-3 | Incidents of non-compliance concerning marketing communications | P. 38 | | |
| FS 15 | | Policies for the fair design and sale of financial products and services | P. 47, 63, 66 | | |
| Financial Literacy | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | P. 31, 78-84 | | |
| FS 16 | | Initiatives to enhance financial literacy by type of beneficiary | P. 78-84, 99 | | |
| Customer Privacy | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | P. 54-56 | | |
| GRI 418: Customer Privacy 2016 | 418-1 | Substantiated complaints concerning breaches of customer privacy and losses of customer data | P. 56 | | |
| Product Portfolio | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | P. 58-72, 126-128 | | |
| FS 7 | | Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose | P. 60, 69-72 | | |
| FS 8 | | Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose | P. 126-127 | | |
| Local Communities | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | P. 26, 68, 105-110 | | |
| GRI 413: Local Communities 2016 | 413-1 | Operations with local community engagement, impact assessments, and development programs | P. 31, 80, 82, 84, 107-109 | | |
| FS 13 | | Access points in low-populated or economically disadvantaged areas by type | P. 68 | | |
| Cyber Security | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | P. 51-53 | | |
| Innovation Management | | | | | |
| GRI 3: Material Topics 2021 | 3-3 | Management of material topics | P. 73-77 | | |

Greenhouse Gas Verification Statement Number
TH-BA-25-40112-001

The inventory of Greenhouse Gas emission in period
01/01/2025 – 31/12/2025 of

TISCO Financial Group Public Company Limited

48/49 TISCO Tower 7th, 11th, 12th, 15th & 21st Floor, North Sathorn Road, Silom Sub-District,
Bangrak District, Bangkok 10500, Thailand

has been verified in accordance with Verification Requirement of Carbon Footprint for Organization,
January 2017 and ISO 14064-3:2019 as meeting the requirements of

Carbon Footprint for Organization
by Thailand Greenhouse Gas Management Organization
(Accounting and Reporting Requirements of Carbon Footprint for Organization Version 6, July 2022)

Scope1 (Direct GHG Emissions) = 3,789 tCO₂e

Other Direct GHG Emissions which separately reported (included Biogenic CO₂ Emissions and
R22) = 636 tCO₂e

Scope2 (Energy Indirect GHG Emissions) = 6,585 tCO₂e

And Data Verification of Scope 3 Category 7 (Other Direct GHG Emissions from Employee
Commuting) = 4,303 tCO₂e

For the following activities:
Financial business

Authorised by

Terachai Yaoprukchai
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This Statement is not valid without the full verification scope, objectives, criteria and level of assurance
available on pages 2 to 3 of this Statement.



**Schedule Accompanying Greenhouse Gas Verification Statement
TH-BA-25-40112-001**

Brief Description of Verification Process

SGS (Thailand) Limited hereinafter referred to as “SGS” has been contracted by TISCO Financial Group Public Company Limited hereinafter referred to as “TISCO”, for the verification of direct and indirect Greenhouse Gas Emissions in accordance with:

Carbon Footprint for Organization by Thailand Greenhouse Gas Management Organization (CFO by TGO) as provided by TISCO in their Greenhouse Gas (GHG) Assertion covering GHG emissions of the period 01/01/2025 – 31/12/2025.

Roles and Responsibilities

The management of TISCO is responsible for the organization’s GHG information system, the development and maintenance of records and reporting procedures in accordance with that system, including the calculation and determination of GHG emissions information and the reported GHG emissions.

It is SGS’ responsibility to express an independent GHG verification opinion on the GHG emissions as provided in the GHG Assertion for the period 01/01/2025 – 31/12/2025.

SGS conducted a third party verification in the period of December 2025 to February 2026. The verification was based on the verification scope, objectives and criteria as agreed between TISCO and SGS in Agreement Date 12/12/2025. The assessment included a desk review, responsible person interviewing and verification of organisation’s activities data.

Level of Assurance

The level of assurance agreed is that of Limited assurance

Scope

TISCO has commissioned an independent verification by SGS of reported GHG emissions of TISCO arising from Financial business and associated activities, to establish conformance with the requirements of Carbon Footprint for Organization by Thailand Greenhouse Gas Management Organization within the scope of the verification as outlined below. Data and information supporting the GHG assertion were historical in nature and proven by evidence.

This engagement covers verification of emissions from anthropogenic sources of greenhouse gases included within organization’s boundary and meets the requirements of Carbon Footprint for Organization by Thailand Greenhouse Gas Management Organization and ISO 14064-3:2019.

- The organizational boundary was established following: Control Approach (Operational Control)
 - Title or description activities: Financial Business.
 - Location/boundary of the activities: 48/49 TISCO Tower 7th, 11th, 12th, 15th & 21st Floor, North Sathorn Road, Silom Sub-District, Bangrak District, Bangkok 10500.
 - Physical infrastructure, activities, technologies and processes of the organization: Head offices, Offices of entities within Tisco Financial Groups that under its operational control, TISCO vacation house, and its infrastructures i.e. Diesel generators, Switchgear circuit breaker, Air conditioners, Imported cooled air from landlords, Septic tanks, Fire extinguishers.
 - Types of GHGs included: CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃
 - GHG sources, sinks and/or reservoirs included:
 - Scope 1 –**
Stationary combustion, Mobile combustion, and Fugitive emission;
 - Scope 2 –**
Purchased electricity; imported cooled air from landlords
 - Scope 3 –**
Data Verification of Scope 3 Category 7 (Employee commuting) only
 - GHG information for the following period was verified: 01/01/2025 – 31/12/2025.
- Intended user of the verification statement: Client internal use, stakeholders communication and registration with TGO (Registration with TGO is limited to Scope 1 & Scope 2 only).

Objective

The purposes of this verification exercise are, by review of objective evidence, to independently review:

- Whether the GHG emissions are as declared by the organization's GHG assertion
 - That the data reported are accurate, complete, consistent, relevant, transparent and free of material error or omission and
- Registration of Carbon Footprint for Organization with Thailand Greenhouse Gas Management Organization (For scope 1 & Scope 2 only).

Criteria

Criteria against which the verification assessment is undertaken are Verification Requirement of Carbon Footprint for Organization, January 2017, Accounting and Reporting Requirements of Carbon Footprint for Organization Version 6, July 2022 and ISO 14064-3:2019.

Materiality

The materiality required of the verification was considered at 5% based on the needs of the intended user of the GHG Assertion.

Conclusion

TISCO provided the GHG Assertion of Scope 1 & Scope 2 based on the requirements of Carbon Footprint for Organization by Thailand Greenhouse Gas Management Organization.

The GHG information for the period 01/01/2025 – 31/12/2025 disclosing emissions of

Scope1 – 3,789 metric tonnes of CO₂ equivalent,

Other Direct GHG Emissions which separately reported (included Biogenic CO₂ Emissions and R22) = 636 tCO₂e

Scope2 – 6,585 metric tonnes of CO₂ equivalent,

And Data Verification of Scope 3 Category 7 (Other Direct GHG Emissions from Employee Commuting) = 4,303 tCO₂e

and gross emissions of 10,374 metric tonnes of CO₂ equivalent (Scope1 and 2) are verified by SGS to a Limited level of assurance, consistent with the agreed verification scope, objectives, and criteria.

SGS' approach is risk-based, drawing on an understanding of the risks associated with reporting GHG emissions information and the controls in place to mitigate these risks. Our examination included assessment, on a sample basis, of evidence relevant to the amounts and disclosures in relation to the organization's reported GHG emissions.

Based on the process and procedures conducted, there is no evidence that the GHG assertion

— is not materially correct and is not a fair representation of GHG data and information, and

— has not been prepared in accordance with the related International Standard on GHG quantification, monitoring and reporting, or to relevant national standards or practices.

We planned and performed our work to obtain the information, explanations and evidence that we considered necessary to provide a Limited level of assurance that the GHG emissions for the period 01/01/2025 – 31/12/2025 are fairly stated.

This statement shall be interpreted with the Greenhouse Gas Assertion of TISCO as a whole.

Limitation

The verification of Scope 3 GHG emission is limited to data verification only as other significant scope 3 GHG emission of TISCO i.e. Scope 3 Category 15 (Investment) is not included in the verification.

Emission from Septic tanks of all offices are included in Scope 1 GHG emission, but emission from Septic tank of Staff welfare vacation resourt is not included. Emission from the employees' car which reimburse fuel cost for on duty travelling is also not included in Scope 1 GHG emission as the portion is not material. Emissions from imported of cooled air from the branches which located in the department stores are not included in Scope 2 GHG emissions as the portion is not material.

Reader's Survey for TISCO
Sustainability Report 2025



TISCO Group would like to thank you for your cooperation.
Your inputs are valuable to TISCO Group's sustainability development
and also to the improvement of the next Sustainability Report.

