



## Minutes of the Annual General Meeting of Shareholders for the year 2026

### TISCO FINANCIAL GROUP PUBLIC COMPANY LIMITED

#### Date, Time, Venue, and Meeting Format

The Annual General Meeting of Shareholders for the year 2026 (the “Meeting”) was convened on Thursday, April 23, 2026, at 14:00 hours. The Meeting was conducted in a hybrid format, with a live broadcast via electronic means from the conference room on the 12<sup>th</sup> Floor of the Head Office of TISCO Financial Group Public Company Limited, 48/49 TISCO Tower, North Sathorn Road, Silom, Bangrak, Bangkok.

#### Attendance at the Meeting

Mr. Pliu Mangkornkanok, the Chairman of the Board, presided as the Chairman of the Meeting (“the Chairman”). The Meeting was attended, both in person at the meeting venue and via electronic means, by the directors, the Group Chief Executive, Senior Executives of the Company and its subsidiaries, representatives from the Bank of Thailand, the auditors, and the independent inspector responsible for overseeing the Meeting and the vote counting process as listed below.

All 13 directors attended the Meeting, representing 100.0000% of the total number of directors.

- |  |   |
|--|---|
| 1. Mr. Pliu Mangkornkanok                | Chairman of the Board<br>Non-Executive Director   |
| 2. Mr. Dung Ba Le                        | Vice Chairman of the Board<br>Member of the Nomination and Compensation Committee<br>Non-Executive Director                               |
| 3. Assoc. Prof. Dr. Angkarat Priebjrivat | Chairperson of the Risk Oversight Committee<br>Chairperson of the Governance and Sustainability Committee<br>Non-Executive Director       |
| 4. Ms. Penchun Jarikasem                 | Chairperson of the Audit Committee<br>Member of the Nomination and Compensation Committee<br>Independent Director                         |
| 5. Mr. Kanich Punyashthiti               | Chairperson of the Nomination and Compensation Committee<br>Member of the Governance and Sustainability Committee<br>Independent Director |
| 6. Mrs. Pongpen Ruengvirayudh            | Lead Independent Director<br>Member of the Audit Committee<br>Member of the Governance and Sustainability Committee                       |
| 7. Mr. Tevin Vongvanich                  | Member of the Risk Oversight Committee<br>Independent Director  |

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บริษัท ทีเอสซีไฟแนนเชียลกรุ๊ป จำกัด (มหาชน)  
48/49 อาคาร ทีเอสซีทาวเวอร์ ชั้น 21 ถนนสาทรเหนือ แขวงสีลม เขตบางรัก กรุงเทพฯ 10500  
โทรศัพท์ 02 633 6888 โทรสาร 02 633 6880

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8. Assoc. Prof. Dr. Sillapaporn Srijunpetch	Member of the Nomination and Compensation Committee Member of the Audit Committee Independent Director
9. Assoc. Prof. Dr. Vara Varavithya	Member of the Governance and Sustainability Committee Member of the Risk Oversight Committee Independent Director
10. Mr. Chi-Hao Sun (Howard Sun)	Member of the Executive Board Executive Director
11. Mr. Makoto Honda	Member of the Executive Board Executive Director
12. Mr. Sakchai Peechapat	Chairperson of the Executive Board Member of the Risk Oversight Committee Group Chief Executive Executive Director
13. Mr. Metha Pingsuthiwong	Member of the Executive Board Chief Operating Officer Executive Director President of TISCO Bank Public Company Limited

Senior Management of the Company and subsidiary companies, totaling 9 people, attended the meeting in person (*\*position seconded to management in subsidiary companies*).

1. Mr. Paiboon Nalinthrangkum	Senior Executive Vice President <i>(* Chief Executive Officer, TISCO Securities Company Limited)</i>
2. Mr. Chatri Chandrangam	Senior Executive Vice President - Risk and Financial Control
3. Mr. Dejphinun Suthadsanasoung	Senior Executive Vice President <i>(* Senior Executive Vice President - Retail Banking, TISCO Bank Public Company Limited)</i>
4. Mr. Picha Ratanatam	Senior Executive Vice President <i>(* Senior Executive Vice President - Wealth Management &amp; Banking Services, TISCO Bank Public Company Limited)</i>
5. Mr. Yuttpong Srivongjanya	First Executive Vice President <i>(* First Executive Vice President - Retail Business &amp; Channel Management, TISCO Bank Public Company Limited)</i>
6. Mr. Rungroj Jarasvijitkul	First Executive Vice President <i>(* First Executive Vice President - Retail Banking &amp; Branch Management, TISCO Bank Public Company Limited)</i>

7. Ms. Pavinee Ongvasith First Executive Vice President  
(\* Chief Executive Officer,  
TISCO Asset Management Company Limited)
8. Ms. Rachada Pruksanubal First Executive Vice President  
(\* First Executive Vice President - Banking Services,  
TISCO Bank Public Company Limited)
9. Ms. Kusumar Pratomsrimek First Executive Vice President  
(\* First Executive Vice President - Bancassurance,  
TISCO Bank Public Company Limited)

Representatives from the Bank of Thailand, totaling five persons, attended the Meeting via electronic means.

Auditors from EY Office Limited, totaling two persons, attended the Meeting, namely:

1. Ms. Saranya Pludsri Certified Public Accountant Registration No. 6768
2. Ms. Napassawan Pornlert Manager

The legal advisors, totaling two persons, attended the Meeting. They were responsible for ensuring that the shareholders' meeting was conducted transparently and in compliance with applicable laws and the Company's Articles of Association. They served as witnesses to the registration process and the vote counting throughout the Meeting, namely:

1. Mr. Sansern Wattanajirojkul DIA Audit Company Limited
2. Mr. Phuriwat Wongtanticharoen DIA Audit Company Limited

#### **Before the Meeting Commenced**

Mr. Nipon Wongchotiwat, the Company Secretary, informed the Meeting that, for this Annual General Meeting of Shareholders, the Company will legitimately collect, use, and disclose the personal data of shareholders and participants. In addition, the Meeting would be audio- and video-recorded throughout its duration. Following the conclusion of the Meeting, the Company will publish the video recording and the minutes of the Meeting on the Company's website. Further details can be found in the Privacy Notice available at [www.tisco.co.th](http://www.tisco.co.th).

The Company organized the 2026 Annual General Meeting of Shareholders in a hybrid format in compliance with all relevant announcements, regulations, and applicable laws. The Company utilized the electronic meeting system provided by Inventech Systems (Thailand) Co., Ltd., a specialized provider of electronic shareholder meeting solutions. Such a system complies with the standards for electronic meetings prescribed by the Electronic Transactions Development Agency (ETDA) and has been certified by the relevant authorities. The Zoom meeting platform has been duly certified, while the Inventech Connect voting system has completed a self-assessment in accordance with ETDA requirements.

For participants attending the Meeting via electronic means (online), the Company has already sent the meeting access link and a user manual via email. All participants are requested to comply with the Company's rules, conditions, and procedures regarding voting, vote counting, and the submission of questions or comments. In the event of any difficulties accessing the meeting or voting system, participants may follow the instructions in the user manual, select the "Help" menu, or contact Inventech staff at 0 2460 9221. In the event of a system disruption during the Meeting, shareholders will receive an email notification enabling them to rejoin the Meeting via a backup system.

The Company Secretary then summarized the procedures for conducting the Meeting, the voting methods, the procedures for asking questions or expressing opinions, and the relevant announcements, regulations, and applicable laws. The key points are as follows:

Pursuant to Article 22 of the Company's Articles of Association, each shareholder attending the Meeting in person or by proxy is entitled to one vote per share. Shareholders who have a special interest in any matter shall have no right to vote on such matter, except for the Agenda Item on the election of directors, which shall be conducted in accordance with Article 25 of the Articles of Association using the cumulative voting method.

For shareholders attending the Meeting at the venue who wish to cast their votes, the Company has provided voting ballots for each agenda item in advance. Shareholders who have not cast their votes in advance and who wish to vote "Against," "Abstain," or split their votes (in the case of foreign investors appointing custodians in Thailand) may complete the ballots and submit them to the Company's staff for vote counting for each agenda item. Shareholders wishing to leave the Meeting before its conclusion are requested to register their departure and return any remaining ballots to the Company's staff at the front of the meeting room.

For shareholders attending the Meeting via electronic means, votes on each agenda item shall be cast via the electronic voting system by selecting "For," "Against," or "Abstain." If a shareholder cancels the most recent vote or does not cast a vote, the system will record the vote as "For" for that agenda item. Shareholders may revise their votes until voting on each agenda item closes. In cases where multiple shareholders or proxies use the same email address and telephone number for authentication, the system will consolidate the proxy appointments under a single user account. Users may switch between accounts to access and cast votes on behalf of each shareholder. If different email addresses or telephone numbers are used for authentication, the system will not consolidate such proxy appointments. If a shareholder leaves the Meeting before it concludes, the system will exclude that shareholder's vote from the relevant agenda item. However, the shareholder may rejoin the Meeting and continue to vote on the remaining agenda items.

The Company has allocated two minutes for voting on each agenda item for shareholders and proxies attending in person or via electronic means, except for Agenda Item 7, the election of directors, for which three minutes are allocated.

In the vote-counting process, resolutions shall be passed by a majority of the shareholders who attended the meeting and cast their votes. For the agenda item regarding the approval of the amendment to Clause 4

(Registered Capital) of the Company's Memorandum of Association, the resolution shall require a vote of not less than three-fourths of the total number of votes of the shareholders who attended the meeting and have the right to vote. For the agenda item regarding the election of directors, the resolution shall be conducted using the cumulative voting method in accordance with the Company's Articles of Association. For the agenda item regarding the approval of directors' remuneration, the resolution shall require a vote of not less than two-thirds of the total number of votes of shareholders who attended the meeting.

In determining the number of votes "For" for each agenda item, the Company shall deduct the votes cast as "Against" and "Abstained" from the total number of votes of shareholders entitled to vote, both attending the Meeting and by proxy. Shareholders who do not cast their votes on any agenda item shall be deemed to have voted "For" such agenda item. For the agenda item on the election of directors, votes shall be counted for the entire slate of directors, with votes allocated equally among individual directors. For shareholders who have appointed proxies to attend the Meeting and cast votes on their behalf, the Company has recorded such votes in accordance with the shareholders' instructions. Electronic voting shall have the same legal effect as voting conducted by conventional means. The voting results shall be announced to the Meeting immediately after the counting of votes for each agenda item is completed.

The Company provided shareholders with the opportunity to propose matters for inclusion on the agenda of the 2026 Annual General Meeting of Shareholders from September 1 to November 30, 2025. Upon the expiry of such period, no additional agenda items were proposed by shareholders.

In addition, the Company allowed shareholders to submit questions in advance. One question was received, which will be addressed under Agenda Item 9: Other Business. Nevertheless, before voting on each agenda item, the Chairman will provide shareholders with the opportunity to raise questions relevant to such agenda item, as appropriate.

Shareholders or proxies who wish to ask questions or express opinions on any agenda item may raise their hand. Upon the Chairman's permission, they are requested to state their full name and specify whether they are a shareholder or a proxy. Alternatively, questions may be submitted in writing to the Company's staff. For participants attending the Meeting via electronic means, questions or comments may be submitted by typing or via video conference through the Inventech Connect system. Participants are requested to turn on their camera and microphone when allowed to speak. Shareholders or proxies must state their full name before asking each question for the purpose of recording it in the minutes of the Meeting. To ensure an efficient conduct of the Meeting, in the case of a large number of questions, the Company reserves the right to respond as appropriate. Questions not addressed during the Meeting will be compiled and responded to, and recorded in the minutes of the Meeting.

The Annual General Meeting of Shareholders for the year 2026 was convened pursuant to the resolution of the Board of Directors' Meeting No. 1/2026 held on February 26, 2026, to consider matters as specified in the Notice of the Meeting. The record date for determining the names of those eligible shareholders to attend the Meeting was set as March 12, 2026.

On March 25, 2026, the Company duly distributed the Notice of the Annual General Meeting of Shareholders for the year 2026, together with the agenda and supporting documents, to shareholders in advance in compliance with the Company's Articles of Association and applicable laws. In addition, the meeting agenda was publicly disclosed from February 26, 2026, through the Stock Exchange of Thailand's disclosure channels and the Company's website to provide shareholders with sufficient time to review the relevant information before the Meeting.

#### Commencement of the Meeting

At the Meeting, 325 shareholders attended in person and 679 shareholders attended by proxy, representing a total of 1,004 shareholders. The total number of shares represented was 304,441,399 shares, equivalent to 38.0240 percent of the Company's total issued shares, which exceeded one-third of the total paid-up shares of the Company, thereby constituting a quorum in accordance with the Company's Articles of Association.

The Chairman, therefore, declared the Annual General Meeting of Shareholders for the year 2026 duly convened.

The Chairman then proposed that the Meeting consider the agenda items in the following order:

<b>Agenda Item 1</b> <b>To acknowledge the Board of Directors' business activities conducted in 2025</b>
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The Chairman proposed that the Meeting acknowledge the Board of Directors' business activities conducted in 2025, as presented in the video summarizing the Company's operations. Details were set out in the "Report from the Board of Directors" (Annex 1) attached to the Notice of the Meeting, which had been duly delivered to shareholders.

The Chairman further informed the Meeting that this agenda item was for acknowledgment; therefore, no voting was required.

The Chairman invited shareholders to raise any questions or express their opinions. No shareholders raised any questions or opinions. The Chairman proposed that the Meeting acknowledge the Board of Directors' business activities conducted in 2025.

The Meeting **acknowledged** the Board of Directors' business activities conducted in 2025.

**Agenda Item 2    To approve the Statement of Financial Position and Statement of Comprehensive Income for the year ended December 31, 2025, of the Company and its subsidiary companies**

The Chairman proposed that the Meeting approve the Statement of Financial Position and Statement of Comprehensive Income of the Company and its subsidiary companies for the year ended December 31, 2025, as set out in Annex 2 of the Notice of the Meeting. The financial statements were reviewed by the Audit Committee and audited by a certified public accountant. The Company has already delivered such documents to shareholders. The Chairman then invited Mr. Sakchai Peechapat, the Group Chief Executive, to present a summary of the financial statements to the Meeting.

The Group Chief Executive summarized the key financial statements to the Meeting and then invited Mr. Chatri Chandrangam, Senior Executive Vice President - Risk and Financial Control, to provide further details and analysis.

The Senior Executive Vice President - Risk and Financial Control presented the details and analysis of the Statement of Financial Position and Statement of Comprehensive Income to the Meeting, the key points of which were summarized as follows:

	(Unit: Million Baht)	
Description	Consolidated	Company Only
Total assets	290,702	32,682
Total liabilities	247,325	10,665
Total shareholders' equity	43,377	22,017
Net profit (Company portion only)	6,659	6,320
Earnings per share (Baht)	8.32	7.89

The Board of Directors considered the matter and deemed it appropriate to propose that the shareholders approve the Statement of Financial Position and Statement of Comprehensive Income for the year ended December 31, 2025, of the Company and its subsidiary companies.

The Group Chief Executive then invited shareholders to ask questions or express their opinions.

Ms. Jiraporn Amornphatrasin, proxy holder from the Thai Investors Association, raised the following questions.

1. In light of the decline in Return on Equity (ROE) from 16.1% in 2024 to 15.4% in 2025, she inquired about the Company's outlook for operating performance in 2026, and whether the Company expects to generate higher profits and returns for shareholders under the current economic and business environment, and to what extent.

2. In relation to the Bank of Thailand (BOT)'s measures to reduce financial institutions' fee rates, she inquired about the extent of the impact on the Company's revenue and the Company's strategies to mitigate such impact.

The Group Chief Executive clarified that, based on the Company's operating results for the first quarter of 2026, net profit increased by approximately 5.5%, while pre-provision operating profit (PPOP) grew at a higher rate of approximately 20.4%. However, in line with a prudent approach and given ongoing uncertainties, particularly the prolonged situation in the Middle East, the Company has reviewed assumptions and recognized additional provisions to address potential future risks. As a result, the non-performing loan (NPL) coverage ratio increased from 172% to approximately 191%, thereby strengthening the Company's financial position.

With respect to strategic planning, the Company has formulated a medium-term business plan based on the assumption that the economy will enter a period of stable or potentially declining interest rates, which is conducive to growth. This is supported by the fact that more than 70% of the Company's loan portfolio comprises fixed-rate loans. Nevertheless, given the fragile economic conditions and high household debt levels, the Company has adopted a cautious approach to loan growth, targeting a growth range of 0-5%.

At the same time, the Company has continued to expand its fixed-rate loan portfolio in an appropriate manner, particularly hire purchase loans, which showed clear growth and increased market share in the first quarter of 2026, especially in the electric vehicle (EV) segment. In a declining interest-rate environment and widening interest margins, the Company has prudently determined the expected credit loss (ECL) provision for 2026.

The ECL has normalized approximately 1% of total loans, which is considered appropriate under current conditions. In addition, based on the latest stress test results, the Company has prudently established additional provisions, along with scenario planning and mitigation measures. The Company is confident in its ability to sustain profitability in the future.

Furthermore, the Risk Oversight Committee, with contributions from Mr. Tevin Vongvanich, former President and Chief Executive Officer of PTT Public Company Limited, provided recommendations, particularly on energy costs, which are a key factor affecting the economy and the Company's automotive loan portfolio, including both internal combustion engine (ICE) and electric vehicle (EV) segments. The Company's EV loan portfolio has continued to expand in both proportion and market share, helping to partially mitigate the impact of energy costs.

Ms. Ornticha Pongchalerm, a shareholder, raised the following inquiries.

1. The Company's approach and criteria for setting provisions for bad debts and allowance for doubtful accounts for loans.
2. The Company's plans or approach to offshore investment in 2026.

The Group Chief Executive requested the Senior Executive Vice President - Risk and Financial Control to provide clarification.

The Senior Executive Vice President - Risk and Financial Control clarified that the Company's provisioning for bad debts and allowance for doubtful accounts is in accordance with relevant accounting standards and the BOT's regulations. The Company applies Thai Financial Reporting Standard No. 9 (TFRS 9), which adopts the ECL

model, incorporating borrower classification, probability of default (PD), and loss given default (LGD), to reflect the risk of the loan portfolio appropriately.

In addition, the Company may consider setting up additional provisions beyond the model-based calculation through Management Overlay to address risks arising from external factors or events not yet reflected in historical statistical data, such as economic uncertainty or global risks, thereby strengthening the Company's financial position.

The Group Chief Executive further clarified that the Company's provisioning approach is based on three key factors: (1) the quality of the loan portfolio, (2) forward-looking factors that may affect customers' debt repayment capacity, and (3) additional provisions based on Management Overlay. All processes are conducted under a risk-based approach. The Company also applies an Internal Ratings-Based (IRB) model for credit risk assessment, which has been approved by the BOT and reviewed by the external auditor.

Regarding offshore investment, the Group Chief Executive clarified that the Company currently has no offshore investment in core business operations and has not established any entities or conducted business abroad. Current investments are primarily for liquidity management and marketable securities, managed by the Treasury and Investment functions under a strict risk management framework, and have generated satisfactory returns for the investment portfolio.

Mr. Pongsuwan Techawutichai, a shareholder, raised the following questions.

1. The Company's current level of retained earnings and its dividend policy, specifically whether dividends are paid from annual net profit or from retained earnings.
2. The proportion of electric vehicle (EV) loans relative to total loans at present, and the growth outlook of such loans.

The Senior Executive Vice President – Risk and Financial Control clarified that, as of the end of 2025, the Company had total shareholders' equity of approximately Baht 43,000 Million, comprising retained earnings of approximately Baht 32,000 Million. However, the Company's dividend policy is to pay dividends solely from net profit generated in each respective year. This is because most of the accumulated retained earnings have been appropriated as regulatory capital in accordance with legal requirements and the BOT's capital adequacy regulations, and therefore cannot be distributed as dividends unless regulatory approval is obtained. Accordingly, the Company's dividend payments primarily depend on the net profit generated in each year.

With respect to EV loans, the Group Chief Executive clarified that the popularity of electric vehicles in Thailand has continued to increase, driven by improved consumer acceptance, government support measures, and infrastructure development, particularly the expansion of EV charging networks. As a result, the EV market has grown gradually, with demand becoming clearer, especially during periods of oil price volatility from geopolitical conflicts.

The Company, as a lender, has closely monitored customer behavior and aligned its lending policies with market developments, thereby supporting the growth of EV loans while maintaining prudent risk management,

particularly regarding used-car values and insurance coverage. Consequently, the proportion of newly originated EV loans has increased continuously.

Given that EV resale prices tend to decline relatively quickly, the Company applies credit criteria that differ from those for internal combustion engine (ICE) vehicles. This includes adjustments to down payment requirements, loan tenors, and credit assessment models to reflect the specific risk characteristics of EVs, taking into account both repayment capacity and loss given default. In addition, the Company closely monitors manufacturers' pricing policies and price trends in source markets to support the sustainable growth of its EV loan portfolio.

Ms. Porjai Pichitchatri, proxy holder from Thanachart Capital Public Company Limited (via electronic means), inquired about the impact of the BOT's measures to reduce fee rates on the Company's non-interest income, and the Company's approaches to manage and mitigate such impact.

The Group Chief Executive clarified that, following the BOT's announcement regarding the fee reduction measures, discussions were undertaken at the level of the Thai Bankers' Association. The key objective of the Bank of Thailand is to review fee structures to ensure they are appropriate, standardized, and more closely aligned with actual costs, particularly for digital services, where cost structures have evolved.

However, the Company does not primarily operate as a transaction-focused bank. As such, fee income from transaction-related services constitutes a relatively small portion of its overall income. The Company focuses on an advisory-based banking model and relationship manager-driven services; therefore, the impact of fee reductions on transaction-related income is minimal.

With respect to loan-related fees, the Group Chief Executive further clarified that the Bank of Thailand has continuously supervised and adjusted such fees over the past decade, including debt collection fees and penalties, aligning them with actual costs, as these fees are not intended to be a primary source of profit. Although income from such fees has declined over time, the Company has adapted by developing alternative income streams, thereby maintaining its profitability and the sustainability of its operating performance.

No further questions were raised, the Group Chief Executive proposed that the Meeting approve the Statement of Financial Position and Statement of Comprehensive Income for the year ended December 31, 2025, of the Company and its subsidiary companies.

The Meeting **approved** the Statement of Financial Position and Statement of Comprehensive Income for the year ended December 31, 2025, of the Company and its subsidiary companies, by a majority of votes of shareholders who attended the meeting and cast their votes as follows:

For	319,906,743	votes	equivalent to	100.0000	percent
Against	0	votes	equivalent to	0.0000	percent
Abstain	351,301	votes			
No Voided ballots					

**Agenda Item 3    To acknowledge the interim dividend payment and approve the appropriation of profit arising from the year 2025 operations and dividend payment**

The Chairman proposed that the Meeting acknowledge the interim dividend payment and approve the appropriation of the profit arising from the 2025 operations and the dividend payment. The Chairman then invited Mr. Sakchai Peechapat, the Group Chief Executive, to present details to the Meeting.

The Group Chief Executive informed the Meeting that, for the year 2025, the Company and its subsidiaries reported a net profit after minority interest of 6,659,275,089 baht on a consolidated basis, representing a decrease of 242,800,469 baht from the year 2024. Excluding minority interests, the net profit attributable to the Company's shareholders for the year 2025 was 6,658,897,509 baht. The Company's net profit on a standalone basis for the year 2025 was 6,320,142,934 baht.

Pursuant to Section 115 of the Public Limited Companies Act B.E. 2535 (1992), the BOT's regulations, and Article 40 of the Company's Articles of Association, dividends shall be made from net profit on a cash basis and paid equally according to the number of shares. In addition, pursuant to Section 116 of the Public Limited Companies Act B.E. 2535 (1992) and Article 41 of the Company's Articles of Association, the Company shall allocate part of the annual net profit as reserve fund in an amount not less than 5 percent of the annual net profit less the sum accumulated loss brought forward (if any) until the reserve fund amounts to not less than 10 percent of the registered capital. As the Company has already appropriated the statutory reserve in full as required by law, no additional appropriation to the statutory reserve was made for the year 2025.

Accordingly, the Company's full-year profit and unappropriated retained earnings for the year 2025, based on the standalone financial statements, were as follows:

	<i>(Unit: Baht)</i>
Unappropriated Retained Earnings (December 31, 2024)	5,680,447,192
Dividend payment from profit arising from 2024 operations	(4,602,730,014)
Dividend payment from profit arising from the first six months of 2025 operations	(1,601,306,968)
Net Profit for year 2025	6,320,142,934
Adjust non-cash items	(25,746,101)
<b>Unappropriated Retained Earnings at year-end 2025</b>	<b>5,770,807,043</b>

Total unappropriated retained earnings at year-end 2025 were 5,770,807,043 baht, with the required statutory reserve fully appropriated. The Company considered paying a dividend at the appropriate rate based on operating performance. It complied with related rules and regulations while maintaining a strong capital adequacy ratio (BIS Ratio), with the BIS ratio of 19.0 percent and Tier I ratio of 17.0 percent, compared to the regulatory requirement of 11 percent and 8.5 percent, respectively, which was considered sufficient to support growth and withstand any uncertainties and volatilities in the foreseeable future.

The Board of Directors recommended that the shareholders acknowledge the interim dividend payment and approve the appropriation of profit arising from the year 2025 operations and dividend payment as follows:

- No legal reserve appropriation because the Company's reserve has reached the amount required by law.

- Appropriation of profit arising from the year 2025 operations and unappropriated retained earnings as dividend payment for common shareholders and preferred shareholders at 7.75 baht per share, of which the Company already paid an interim dividend at a rate of 2.00 baht per share on September 25, 2025, amounting to 1,601,306,968 baht, and will propose the remaining dividend at the rate of 5.75 baht per share of approximately 4,603,769,027 baht, making the total dividend of 6,205,075,995 baht, by setting the record date on April 30, 2026, to determine the list of shareholders entitled to receive dividend. The dividend payment shall be made on May 19, 2026. The dividend payout ratio is in line with the Company's dividend payment policy. The Board of Directors also deemed that the proposed rate of dividend payment is appropriate and in line with the Company's dividend payment policy. The dividends paid from net profit are subject to a 20 percent corporate income tax, for which an individual shareholder may apply for a tax credit on the dividend at the rate of 2/8 of the dividend amount received.

- Appropriation of unappropriated retained earnings amounting to 650,000,000 baht as a regulatory capital fund on a consolidated basis, according to the consolidated supervision regulation.

The Group Chief Executive invited shareholders to ask questions or express their opinions. No shareholders raised any questions or opinions. The Group Chief Executive therefore proposed that the Meeting acknowledge the interim dividend payment without requiring a vote. Additionally, the Meeting was requested to approve the appropriation of profits arising from the 2025 operations and the dividend payment.

The Meeting **acknowledged** the interim dividend payment and **approved** the appropriation of profit arising from the 2025 operations and dividend payment, by a majority of votes of shareholders who attended the meeting and cast their votes as follows:

For	319,906,745	votes	equivalent to	100.0000	percent
Against	0	votes	equivalent to	0.0000	percent
Abstain	351,301	vote			
No voided ballots					

<b>Agenda Item 4</b>	<b>To approve the appointment of the auditors and their remuneration for the year 2026</b>
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The Chairman proposed that the Meeting approve the appointment of the auditors and their remuneration for the year 2026. He invited Ms. Penchun Jarikasem, the Chairperson of the Audit Committee, to present the details of this agenda item.

The Chairperson of the Audit Committee informed the Meeting that, in accordance with Section 120 of the Public Limited Companies Act B.E. 2535 (1992) and Article 42 of the Company's Articles of Association, which state

that the annual general meeting of shareholders shall appoint an auditor and determine the remuneration of the auditor of the Company every year. The Audit Committee has considered and selected the Company's auditors for the year 2026 in accordance with the Company's auditor selection guidelines. It has proposed the matter to the Board of Directors for submission to the shareholders' meeting. It is proposed that the Meeting appoint Ms. Saranya Pludsri, or Ms. Bongkot Kriangphanamorn, or Ms. Ployjuta Sukanthamal of EY Office Limited as the Company's auditors for the year 2026, as they possess qualifications in accordance with the requirements of the Bank of Thailand and the Office of the Securities and Exchange Commission, and have demonstrated satisfactory performance.

The total audit fees for the Company and its subsidiaries for the year 2026 shall not exceed 11,700,000 baht, comprising not more than 820,000 baht for the Company and not more than 10,880,000 baht for eight subsidiaries within TISCO Group. In addition, a special audit fee of 400,000 baht is proposed to cover additional special audit tasks related to the transition to the new accounting system. Accordingly, the total audit and special audit fees for the TISCO Group should not exceed 12,100,000 baht.

The total audit fees for the Company and its subsidiaries for the year 2026 amount to 11,700,000 baht, representing an increase of 3.0% (340,000 baht) from the previous year, primarily due to higher audit fees across all Group companies. The Company's audit fee increased by 2.5%, reflecting a normal rate of increase and inflation. The audit fee of TISCO Bank Public Company Limited increased by 3.1%, mainly due to increased audit workload in line with the growth in total loans, additional reviews of internal controls related to information technology systems, and the normal rate of inflation. The audit fee of Hi-Way Company Limited increased by 4.1%, driven by the expansion of retail lending and related insurance businesses. The audit fee of TISCO Asset Management Company Limited increased by 3.1% due to increased audit workload associated with growth in assets under management. For other companies within the Group, audit fees increased in line with the normal rate of increase and inflation. In addition, as the Company is implementing a new accounting system, the auditor has proposed a special audit fee of 400,000 baht to perform additional audit tasks related to the implementation.

The Board of Directors has considered and concurred with the proposal of the Audit Committee and deemed it appropriate to propose that the shareholders approve the appointment of Ms. Saranya Pludsri, Certified Public Accountant No. 6768, or Ms. Bongkot Kriangphanamorn, Certified Public Accountant No. 6777, or Ms. Ployjuta Sukanthamal, Certified Public Accountant No. 10678, of EY Office Limited as the Company's auditors for the year 2026, whereby any one of the above auditors is authorized to sign the auditor's report. The Bank of Thailand has approved all nominated auditors. The audit fee for the Company is proposed at an amount not exceeding 820,000 baht, together with a special audit fee of 400,000 baht.

The Chairperson of the Audit Committee invited shareholders to raise any questions or express their opinions. No shareholders raised any questions or opinions. The Chairperson of the Audit Committee proposed that the Meeting approve the appointment of the auditors and their remuneration for the year 2026.

The Meeting **approved** the appointment of the auditors and their remuneration for the year 2026, by a majority of votes of shareholders who attended the meeting and cast their votes as follows:

For	319,896,096	votes	equivalent to	99.9978	per cent
Against	7,014	votes	equivalent to	0.0021	per cent
Abstain	355,536	votes			
No Voided ballots					

**Agenda Item 5 To approve the amendments to Clause 4 of the Company's Memorandum of Association regarding registered capital in alignment with the Company's paid-up capital**

The Chairman proposed that the Meeting approve the amendments to Clause 4 of the Company's Memorandum of Association regarding registered capital and invited Mr. Sakchai Peechapat, the Group Chief Executive, to present the details to the Meeting.

The Group Chief Executive informed the Meeting that, with reference to the Extraordinary General Meeting of Shareholders No. 1/2008 held on September 2, 2008, a resolution was passed approving an increase in the Company's registered capital through the issuance of 555,548,180 preferred shares, which are convertible into ordinary shares in accordance with the Company's Articles of Association, Clause 5 (Shares). Subsequently, the Company notified the Department of Business Development, Ministry of Commerce, of the conversion of preferred shares into ordinary shares and registered the amendment to Clause 4 (Registered Capital) of the Memorandum of Association with the Registrar of Public Limited Companies. The latest registration was made on May 8, 2013, pursuant to the resolution of the 2013 Annual General Meeting of Shareholders held on April 25, 2013. Thereafter, shareholders exercised their rights to convert preferred shares into ordinary shares on five occasions, totaling 23,999 shares. However, Clause 4 (Registered Capital) of the Company's Memorandum of Association has not yet been updated to reflect such conversions.

The Board of Directors has considered the matter and deemed it appropriate to propose that the shareholders approve the amendment to Clause 4 (Registered Capital) of the Memorandum of Association to reflect the current status, as follows:

"Clause 4

<b>Registered Capital</b>	<u>8,007,032,950.00</u>	Baht	(Eight billion seven million and thirty-two thousand nine hundred fifty Baht)
<b>Divided into</b>	<u>800,703,295</u>	shares	(Eight hundred million, seven hundred and three thousand, two hundred and ninety-five shares)
<b>Par value/share</b>	<u>10.00</u>	Baht	(Ten Baht)
<b>Divided into:</b>			
<b>Ordinary share</b>	<u>800,693,436</u>	shares	(Eight hundred million, six hundred and ninety-three thousand, four hundred and thirty-six shares)
<b>Preferred share</b>	<u>9,859</u>	shares	(Nine thousand eight hundred and fifty-nine shares)"

To ensure the proper completion of the registration of the amendment to the Memorandum of Association, the Board of Directors deemed it appropriate to propose that the shareholders authorize the Company's authorized directors, or any persons designated by such authorized directors, to file the application for registration of the amendment with the Department of Business Development, Ministry of Commerce, and to undertake any necessary actions and/or comply with the Registrar's instructions in order to complete the registration.

The Group Chief Executive invited shareholders to raise any questions or express their opinions. No shareholders raised any questions or opinions. The Group Chief Executive proposed that the Meeting approve the amendments to Clause 4 of the Company's Memorandum of Association regarding registered capital in alignment with the Company's paid-up capital.

The Meeting **approved** the amendments to Clause 4 of the Company's Memorandum of Association regarding registered capital in alignment with the Company's paid-up capital, with a vote of not less than three-fourths of the total number of votes of the shareholders who attended the Meeting and have the right to vote, as follows:

For	319,916,810	votes	equivalent to	99.8902	per cent
Against	0	votes	equivalent to	0.0000	per cent
Abstain	351,536	votes	equivalent to	0.1097	per cent
Voided ballots	0	votes	equivalent to	0.0000	per cent

and to authorize any person designated by the Company's authorized directors to file an application for the registration of the amendment to the Memorandum of Association with the Department of Business Development, Ministry of Commerce, and to undertake any necessary actions and/or comply with the Registrar's instructions in order to complete such registration.

<b>Agenda Item 6</b> <b>To approve the number of directors</b>
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The Chairman informed the Meeting that Agenda Items 6, 7, and 8 concerned matters relating to directors. Therefore, to allow shareholders to fully express their views in accordance with good corporate governance practices, the Board of Directors voluntarily excused themselves from the Meeting during consideration of these agenda items. The Chairman then proposed that the Meeting elect a shareholder to preside over Agenda Items 6, 7, and 8.

The Meeting elected Ms. Krisna Theravuthi, a shareholder, to preside over the Meeting for Agenda Items 6, 7, and 8, with no objections from shareholders.

Ms. Krisna Theravuthi, acting as the Moderator of the Meeting for these agenda items, invited the Company Secretary to present the details of Agenda Item 6.

The Company Secretary informed the Meeting that, in accordance with Section 67 of the Public Limited Companies Act B.E. 2535 (1992) and Article 24 of the Company's Articles of Association, which state that the

shareholders shall determine, from time to time, by resolution of a general meeting, the number of directors of the Company by resolution of the shareholders' meeting, which must be not less than five (5). In addition, at least one-half of the total number of directors must reside in Thailand, and the number of directors who are Thai nationals must comply with applicable legal requirements.

The Board of Directors, having considered the proposal of the Nomination and Compensation Committee, concurred that the current composition and number of directors, totaling thirteen (13), remain appropriate and consistent with the Company's structure, business size, and the duties and responsibilities of the Board. The Board therefore deemed it appropriate to propose that the shareholders approve the number of directors of the Company at thirteen (13).

Ms. Krisna Theravuthi, the Moderator of the Meeting, invited shareholders to raise any questions or express their opinions.

Ms. Ornticha Pongchalerm, a shareholder, raised the following inquiries.

1. The reason for proposing the agenda item on determining the number of directors, given that the number remains unchanged from the previous year.
2. Whether the Company previously had a different number of directors compared to the current board size.
3. The difference between non-executive directors and independent directors.

Mr. Thaprasert Pairojphamon, a shareholder, raised a further inquiry as to whether, under the rules of the Stock Exchange of Thailand or common practices among listed companies, the number of directors is generally set within the range of approximately 12- 15 directors, and whether such understanding is accurate. He also inquired about the criteria or guidelines the Company uses to determine its board size.

Ms. Krisna Theravuthi, the Moderator of the Meeting, requested the Company Secretary to provide clarification.

The Company Secretary clarified that, pursuant to the Company's Articles of Association, directors are required to be elected annually. Before directors are elected individually, the shareholders' meeting must first approve the number of directors to be elected. Therefore, it is necessary to propose an agenda item to determine the number of directors, even if it remains unchanged from the previous year.

Regarding the number of directors, the Company previously had 12 directors and has increased the number to 13 in recent years to align with the expansion and increasing complexity of its business. The Nomination and Compensation Committee considered that number appropriate and conducive to ensuring a board composition with diverse knowledge, expertise, and experience.

The Company Secretary further explained that, under the Public Limited Companies Act B.E. 2535 (1992), a company must have at least five (5) directors, with not less than one-half of the total number residing in the Kingdom of Thailand. In addition, the number of directors who are Thai nationals must comply with applicable legal requirements. Under the Corporate Governance Code for Listed Companies (CG Code) 2017 issued by the

Securities and Exchange Commission, listed companies are recommended to have approximately 5-12 directors. However, companies may determine a board size exceeding 12 directors, taking into consideration the size, nature, and complexity of their business within the applicable legal and regulatory framework.

The Senior Executive Vice President - Risk and Financial Control further clarified that independent directors must be free from any relationships or interests that may impair their independent judgment. Key criteria include holding not more than 1% of the Company's total voting shares. The Company has adopted stricter criteria than those prescribed by the Securities and Exchange Commission, limiting independent directors' shareholding to no more than 0.5% and requiring that they have no business or commercial relationship with the Company. In addition, under the Bank of Thailand's criteria, independent directors may serve for not more than nine consecutive years; beyond such period, they will no longer qualify as independent directors.

No further questions were raised; Ms. Krisna Theravuthi proposed that the Meeting approve the number of directors at thirteen (13).

The Meeting **approved** the number of directors at thirteen (13), by a majority of votes of shareholders who attended the meeting and cast their votes as follows:

For	319,891,754	votes	equivalent to	99.9923	per cent
Against	24,601	votes	equivalent to	0.0076	per cent
Abstain	361,441	votes			
No Voided ballots					

<b>Agenda Item 7</b>	<b>To approve the election of directors</b>
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Ms. Krisna Theravuthi, the Moderator of the Meeting, proposed that the Meeting approve the election of directors and invited the Company Secretary to present the details to the Meeting.

The Company Secretary informed the Meeting that, in accordance with Section 70 of the Public Limited Companies Act B.E. 2535 (1992) and Article 25 of the Company's Articles of Association, the entire Board of Directors must be elected at each Annual General Meeting of Shareholders in a single slate, using the cumulative voting method. This method enhances the opportunity for minority shareholders to appoint their representatives to the Board of Directors.

In addition, the Company provided shareholders with the opportunity to propose qualified candidates for consideration as directors in advance of the 2026 Annual General Meeting of Shareholders, from September 1 to November 30, 2025. Upon the expiry of this period, no nominations were proposed by shareholders.

The Nomination and Compensation Committee has selected and screened qualified candidates by considering their knowledge, capabilities, experience, professional expertise, and sufficient understanding in areas relevant to the Company's business, including banking, finance, economics, information technology, law, and other related fields. Such consideration was made with due regard to the Company's best interests, good

corporate governance principles, and applicable laws and regulations, to ensure the most appropriate Board size and composition, as well as the effectiveness of the Board's performance. In this regard, candidates nominated as independent directors must possess qualifications in accordance with the requirements of the Bank of Thailand, the Capital Market Supervisory Board, the Securities and Exchange Commission, and the Stock Exchange of Thailand, as well as the Company's corporate governance policies and guidelines.

Following the shareholders' approval of the number of directors at thirteen (13) persons under Agenda Item 6, the Board of Directors, having considered the Nomination and Compensation Committee's recommendation on the qualifications of the nominees in accordance with the Company's Board composition guidelines and director nomination criteria, resolved to propose that the shareholders elect twelve (12) existing directors, namely: Mr. Pliu Mangkornkanok, Mr. Dung Ba Le, Ms. Penchun Jarikasem, Mr. Kanich Punyashthiti, Mrs. Pongpen Ruengvirayudh, Mr. Tevin Vongvanich, Assoc. Prof. Dr. Sillapaporn Srijunpetch, Assoc. Prof. Dr. Vara Varavithya, Mr. Chi-Hao Sun (Howard Sun), Mr. Makoto Honda, Mr. Sakchai Peechapat, and Mr. Metha Pingsuthiwong, to continue in office for another term, and to appoint one (1) new director, namely Ms. Sukhumarn Phanachet. All nominated candidates are considered to possess the knowledge, capabilities, expertise, and experience necessary for the Company's business, and are able to provide independent judgment and valuable contributions to the Company. The nominated candidates have been approved by the Bank of Thailand, and their profiles were included in the Notice of the Meeting previously distributed to shareholders.

The Board of Directors concurred with the proposal of the Nomination and Compensation Committee and recommended that the shareholders approve the election of the nominated candidates, who have been approved by the Bank of Thailand, as shown in the list below.

1.	Mr. Pliu Mangkornkanok	Non-Executive Director
2.	Mr. Dung Ba Le	Non-Executive Director
3.	Ms. Penchun Jarikasem	Independent Director
4.	Mr. Kanich Punyashthiti	Independent Director
5.	Mrs. Pongpen Ruengvirayudh	Independent Director
6.	Mr. Tevin Vongvanich	Independent Director
7.	Assoc. Prof. Dr. Sillapaporn Srijunpetch	Independent Director
8.	Assoc. Prof. Dr. Vara Varavithya	Independent Director
9.	Ms. Sukhumarn Phanachet	Independent Director
10.	Mr. Chi-Hao Sun (Howard Sun)	Non-Executive Director
11.	Mr. Makoto Honda	Non-Executive Director
12.	Mr. Sakchai Peechapat	Executive Director
13.	Mr. Metha Pingsuthiwong	Executive Director

The Board of Directors is of the opinion that all thirteen (13) nominated candidates possess the required qualifications and are suitable for the Company's business, and do not have any prohibited characteristics under applicable laws and relevant regulations. In addition, the existing directors have performed their duties with responsibility, due care, and integrity, in compliance with applicable laws, regulatory requirements, the Company's Articles of Association, and the resolutions of the Board of Directors and the shareholders' meetings.

Furthermore, Ms. PENCHUN Jarikasem, Mr. Kanich Punyashthiti, Mrs. Pongpen Ruengvirayudh, Mr. Tevin Vongvanich, Assoc. Prof. Dr. Sillapaporn Srijunpetch, Assoc. Prof. Dr. Vara Varavithya, and Ms. Sukhumarn Phanachet possess all qualifications of independent directors in accordance with applicable laws and the Company's criteria and are able to express their opinions independently in compliance with the relevant requirements.

Ms. Krisna Theravuthi, the Moderator of the Meeting, invited shareholders to raise any questions or express their opinions. No shareholders raised any questions or opinions. Ms. Krisna Theravuthi then proposed that the Meeting elect the candidates as directors.

The Meeting **approved** the election of the following candidates as the Company's directors by the cumulative voting method in accordance with the Articles of Association, with the approval votes as follows:

1.	Mr. Pliu Mangkomkanok	315,212,207	votes
2.	Mr. Dung Ba Le	312,736,428	votes
3.	Ms. PENCHUN Jarikasem	283,302,858	votes
4.	Mr. Kanich Punyashthiti	282,578,136	votes
5.	Mrs. Pongpen Ruengvirayudh	282,961,026	votes
6.	Mr. Tevin Vongvanich	283,431,184	votes
7.	Assoc. Prof. Dr. Sillapaporn Srijunpetch	283,275,184	votes
8.	Assoc. Prof. Dr. Vara Varavithya	283,506,604	votes
9.	Ms. Sukhumarn Phanachet	283,535,188	votes
10.	Mr. Chi-Hao Sun (Howard Sun)	315,432,176	votes
11.	Mr. Makoto Honda	282,932,178	votes
12.	Mr. Sakchai Peechapat	315,625,308	votes
13.	Mr. Metha Pingsuthiwong	282,910,777	votes

<b>Agenda Item 8</b>	<b>To approve the remuneration of directors</b>
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Ms. Krisna Theravuthi, the Moderator of the Meeting, proposed that the meeting approve the remuneration of directors and asked the Company Secretary to present the agenda details.

The Company Secretary summarized at the Meeting that the Nomination and Compensation Committee reviews the remuneration of directors on an annual basis to ensure that such remuneration is appropriate and

commensurate with the duties and responsibilities of the directors, and is aligned with, and comparable to, the remuneration of directors within the same industry and of similar size. Such consideration is based on benchmarking against listed companies on the Stock Exchange of Thailand, as well as the prevailing economic conditions. The directors' remuneration for the year 2026 has been reviewed by the Nomination and Compensation Committee and proposed to the Board of Directors for consideration.

Directors of other subsidiaries within the TISCO Group who are not employees or full-time executives of any company within the Group shall receive remuneration in the form of monthly fees and meeting allowances at the same rates and under the same structure as those paid to the Company's directors. Such arrangement shall remain effective until amended. However, no meeting allowance shall be paid to directors or members of sub-committees who are employees or full-time executives of companies within the TISCO Group.

The Board of Directors has considered and concurred with the proposal of the Nomination and Compensation Committee and deemed it appropriate to propose that the shareholders approve the remuneration for directors and sub-committee members for the year 2026, comprising monthly fees and meeting allowances, at the same rates as approved by the 2025 Annual General Meeting of Shareholders, as such rates remain appropriate and comparable to those of peer companies listed on the Stock Exchange of Thailand and commercial banks of similar standing.

Summary of the monetary remuneration and the non-monetary remuneration are as follows.

■ **Monetary Remuneration**

(Unit: Baht)

	April 2025 - Present		Proposed to AGM 2026		% Change
	Monthly Fee	Meeting Fee	Monthly Fee	Meeting Fee	
<b>Board of Directors</b>					
Chairman	260,000	75,000	260,000	75,000	-
Lead ID	60,000	75,000	60,000	75,000	-
Member	60,000	55,000	60,000	55,000	-
<b>Executive Board</b>					
Chairperson	None	75,000	None	75,000	-
Member	None	55,000	None	55,000	-
<b>Risk Oversight Committee</b>					
Chairperson	None	75,000	None	75,000	-
Member	None	55,000	None	55,000	-
<b>Audit Committee</b>					
Chairperson	None	75,000	None	75,000	-
Member	None	55,000	None	55,000	-

(Unit: Baht)

	April 2025 - Present		Proposed to AGM 2026		% Change
	Monthly Fee	Meeting Fee	Monthly Fee	Meeting Fee	
<b>Nomination and Compensation Committee</b>					
Chairperson	None	75,000	None	75,000	-
Member	None	55,000	None	55,000	-
<b>Governance and Sustainability Committee</b>					
Chairperson	None	75,000	None	75,000	-
Member	None	55,000	None	55,000	-

■ **Non-monetary Remuneration**

1. An executive car for the Chairman of the Board.
2. Group life and accident insurance, or health insurance, or travel insurance, or medical benefits as appropriate.
3. Directors & Officers Liability Insurance (D&O).

Ms. Krisna Theravuthi invited shareholders to express their opinions or ask questions. No shareholders raised any questions or opinions. Ms. Krisna Theravuthi then proposed the Meeting approve the remuneration of directors. Directors who are shareholders are considered to have an interest in this matter and, therefore, abstain from voting on this agenda item.

The Meeting **approved** the remuneration of directors with a vote of not less than two-thirds of the total number of votes of shareholders who attended the Meeting as follows:

For	305,847,114	votes	equivalent to	95.4925	per cent
Against	1,000	votes	equivalent to	0.0003	per cent
Abstain	14,435,746	votes	equivalent to	4.5071	per cent
Voided ballots	0	votes	equivalent to	0.0000	per cent

Upon completion of the consideration of the agenda items relating to directors, the newly elected directors rejoined the Meeting for the subsequent agenda items.

The Company Secretary then reported and summarized the voting results for Agenda Item 6 (Approval of the Number of Directors), Agenda Item 7 (Election of Directors), and Agenda Item 8 (Approval of Directors' Remuneration) to the Board of Directors for acknowledgment.

The Chairman expressed appreciation to the shareholders for their approval of the directors' re-election for another term. He also took this opportunity to extend his congratulations to Ms. Sukhumarn Phanachet on her appointment as a new director, warmly welcomed her to the Board of Directors and the TISCO Group, and expressed his confidence that she would receive full support and cooperation in jointly driving the Company's continued progress.

On the same occasion, the Chairman expressed his sincere appreciation to Assoc. Prof. Dr. Angkarat Priebjrivat, who had indicated her intention not to seek reappointment as a director. Assoc. Prof. Dr. Angkarat Priebjrivat served as a director of the Company for more than 21 years and is a distinguished expert in accounting and finance who made significant contributions to the Company's corporate governance. Throughout her tenure, the Company benefited from strong oversight in audit and risk management and received the "Audit Committee of the Year" award from the Stock Exchange of Thailand and the Thai Institute of Directors (IOD) on several occasions.

In addition, Assoc. Prof. Dr. Angkarat Priebjrivat served on several sub-committees, including the Audit Committee, the Risk Oversight Committee, and the Governance and Sustainability Committee. She dedicated her time, knowledge, and experience to the Company continuously over many years. The Meeting therefore expressed its sincere appreciation and recognition of her valuable contributions and extended its best wishes for her continued success and well-being in all her future endeavors.

Subsequently, the Chairman proceeded with the next agenda item.

<b>Agenda Item 9</b>	<b>Other business (if any)</b>
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The Chairman invited shareholders to ask questions or express their opinions regarding the Company's business operations.

The Company Secretary informed the Meeting of questions submitted in advance. Mr. Anan Usahachit, a shareholder, inquired about the Company's preparedness for the entry of Virtual Banks, which are expected to commence operations around mid-year, including the potential impact on the Company's customer base and the possibility of the Company engaging in such business.

Mr. Jirachart Jirachotkamjorn, a shareholder attending via electronic means, further inquired about the Company's approach to addressing competition from Virtual Banks, which are perceived to have lower operating costs than traditional banks.

The Group Chief Executive clarified that the Board of Directors and management have closely monitored and studied this matter even before the Bank of Thailand issued the regulatory framework for Virtual Banks. The Company has sought to understand the Bank of Thailand's objectives, which are to promote financial innovation, enhance the efficiency of the financial system, expand access to financial services, and encourage appropriate competition, while maintaining financial system stability and ensuring a level playing field.

Based on its assessment of the market environment, the Company considers Thailand's level of financial inclusion to be relatively high. Existing commercial banks can develop and deliver services through digital channels without needing to obtain new licenses. At the same time, banking operations require significant investment in information technology, a major cost component expected to continue increasing.

From a customer perspective, the Company noted that the banking business comprises both depositors and borrowers. The Company's policy focuses on secured lending, particularly given high household debt levels,

which is consistent with its risk management approach. Based on its analysis, only a limited number of Virtual Banks have achieved sustainable profitability, due in part to the substantial initial investment required. Accordingly, the Company considers that there is no immediate need to apply for a Virtual Bank license at this stage and will continue to closely monitor developments over the next 2–3 years.

With respect to operating costs, the Group Chief Executive further clarified that although Virtual Banks do not incur branch-related costs, the overall cost structure of banking operations remains largely driven by personnel expenses, operating costs, and information technology investment, which continues to be a significant and increasing component.

In summary, the Company places importance on adapting to evolving customer behaviors and has consistently cooperated with government authorities and regulators to implement debtor assistance measures in recent years, such as payment relief, debt restructuring, and the “You Fight, We Help” program. These measures have contributed to improving asset quality within the financial system. The Company supports policies promoting financial innovation and will continue to closely monitor developments in the Virtual Bank landscape, while conducting its business with prudence, sound risk management, and a strong focus on customer care.

Mr. Anuphap Tippayakornkit, a shareholder (via electronic means), inquired regarding the Company’s plan to expand its corporate lending portfolio, particularly among large corporate clients engaged in green energy, infrastructure technology, and artificial intelligence (AI).

The Group Chief Executive clarified that the Company operates under a Sustainable Focus Strategy, with the ESG framework serving as a key driver of its growth. Currently, green energy loans account for approximately 25% of the Company’s corporate loan portfolio, a relatively high share compared with other financial institutions, and they continue to present strong long-term growth potential. The Company maintains a prudent approach to credit assessment, taking into account key factors such as the strength of project sponsors, capital structure, collateral, and cash flow. The credit evaluation is based on the 5C principles of credit analysis, adapted to modern business models to support sustainable growth aligned with the country’s economic direction.

Mr. Jak Shinorak, a shareholder (via electronic means), inquired about the Company’s plan to organize investment seminars in 2026, following the 2025 activities, which were beneficial to shareholders, particularly amid economic volatility. The inquiry also covered the possibility of organizing seminars on portfolio management and the timing of such activities.

The Group Chief Executive clarified that the investment seminars conducted in the previous year were part of the TISCO Shareholder Journey, which was organized in response to the significant increase in the Company’s shareholder base. The initiative aimed to enhance shareholders’ understanding of the TISCO Group’s businesses and the investment products and services it offers. It also sought to provide shareholders with expert investment knowledge to support informed decision-making. Initial feedback indicated strong interest and satisfaction among shareholders. The Company will take into consideration shareholders’ suggestions, together

with the appropriate timing, and will communicate further details should there be additional investment seminar arrangements, including those relating to portfolio management.

In addition, shareholders may access investment services through TISCO Asset Management Co., Ltd., TISCO Securities Co., Ltd., or TISCO Bank Public Company Limited. These entities operate under an Open Architecture Model, enabling customers and shareholders to access a wide range of investment products, supported by prudent risk management and investor protection measures. The Company provides investment advisory services under a Holistic Advisory Model that covers both protection and wealth creation. Such services are available through TISCO Bank branches, where licensed investment consultants provide advice in accordance with applicable regulations.

The Group Chief Executive further clarified that the Company placed importance on enhancing investor communications to ensure clarity, completeness, and broader accessibility. This approach is aligned with the Stock Exchange of Thailand's Jump+ initiative, which aims to encourage listed companies to proactively communicate information and reflect their intrinsic value. Although the Company is not considered undervalued, it views the initiative as an opportunity to communicate its medium- and long-term strategic direction through the SET's disclosure channels, ensuring equal access to information for all shareholders and investors, in line with good corporate governance principles.

Mr. Kamon Chantharayotha, a shareholder, inquired about the method used to determine dividend payments.

The Group Chief Executive clarified that the consideration and payment of dividends are conducted within the framework of capital management, which allocates capital into three key areas: (1) maintaining capital to support business expansion and future business opportunities, (2) dividend payments to shareholders, and (3) share repurchases. Share repurchases would be considered when the share price is significantly below its intrinsic value (book value); however, the Company is not currently in such a position. Prior to proposing dividend payments to the Board of Directors, management reviews the Company's three-year business plan to assess business opportunities, investment plans, and capital requirements at both the standalone and consolidated levels, in accordance with the relevant regulatory framework. Through prudent and consistent capital management, the Company has maintained a strong capital position, with capital levels exceeding the minimum regulatory requirements.

Mr. Jirasak Mahasukon, a shareholder (via electronic means), inquired about the Company's preparedness in adopting artificial intelligence (AI) in its business operations, both in terms of systems and personnel, as well as the potential impact of AI implementation on the Company's workforce.

The Group Chief Executive clarified that the Company's adoption of digital technology and artificial intelligence (AI) has been designed and developed based on three key strategic pillars to ensure that technology appropriately and sustainably supports business growth, as follows:

First: Business Innovation and Future Readiness. The Company places importance on developing a robust and scalable technology infrastructure to support long-term growth and business expansion. At the same time, it focuses on enhancing workforce capabilities at all levels, including establishing an AI Center of Excellence, fostering an innovation-driven culture, and implementing an AI Sandbox to enable employees to experiment, learn, and apply technology in practice. The Company also adopts a non-exclusive approach to selecting technology partners to maintain flexibility and mitigate long-term risks.

Second: Application and Smart IT Operations. All technology initiatives must improve operational efficiency and deliver clear business outcomes. Projects that are unable to demonstrate measurable results within a period of 3–5 years will not be pursued. Automation systems and digital tools are designed to align closely with business functions, ensuring that technology serves as an enabler rather than increasing organizational complexity.

Third: Customer Trust and Human-in-the-loop. The Company requires human involvement in decision-making processes at both operational and management levels to ensure accuracy, transparency, and reliability in customer service. The adoption of AI is intended to reduce repetitive tasks, enabling employees to transition to higher-value-added roles and enhance the quality of customer service.

The Group Chief Executive further emphasized that the adoption of AI is not intended to reduce the number of employees, but rather to enhance workforce capabilities in parallel with the Company's long-term development. The Company will manage workforce adjustments gradually and support employees in adapting, acquiring new skills, and working effectively alongside technology.

Mr. Sasiwong Techain, a shareholder (via electronic means), inquired about the status of the Company's asset management business, particularly the Provident Fund (PVD) business, including whether the Company continues to maintain its position as the market leader, and its future growth strategies. The inquiry also requested that management elaborate on the concept and strategy of the Open Architecture Insurance Strategy to provide a clearer overview of this business.

The Group Chief Executive clarified that the Provident Fund (PVD) business is one of the core businesses that the TISCO Group has consistently prioritized. The Company was among the pioneers in this business and continues to maintain its position as the market leader. A key success factor is its ability to generate strong long-term returns, as demonstrated by its historical performance, and the expertise of its fund management team, which has received ongoing recognition through various awards.

In addition, the Company places strong emphasis on long-term client relationships alongside performance delivery, guided by a Holistic Advisory approach and positioning itself as a Lifetime Partner to its clients. This approach is supported by collaboration among group companies, including TISCO Bank Plc., TISCO Securities Co., Ltd., and TISCO Asset Management Co., Ltd., enabling the Company to deliver comprehensive financial and investment solutions in accordance with applicable legal and data protection frameworks. The Company focuses on providing advice tailored to clients' needs, rather than promoting individual products.

With respect to the Open Architecture Insurance Strategy, the Group Chief Executive further clarified that the Company operates its insurance business on an open model, collaborating with specialized partners in both life and non-life insurance. Given that the insurance business requires specific expertise, this approach enables the Company to provide customers with appropriate protection and risk management solutions. It also enhances the Company's ability to deliver comprehensive, effective, and customer-focused solutions, particularly under the current uncertain economic environment.

Mr. Thaprasert Pairojphamon, a shareholder, raised the following inquiries.

1. The number of the Company's branches, categorized by those located in Bangkok and in other provinces, and whether such branches provide nationwide coverage.

2. Management's views on the overall economic and social conditions, including the global economic outlook, particularly key trends and potential economic impacts.

The Group Chief Executive requested the President of TISCO Bank Plc. to address the first inquiry and the Chief Executive Officer of TISCO Securities Co., Ltd. to address the second inquiry.

The President of TISCO Bank Public Company Limited clarified that the Bank currently operates 51 branches, comprising 25 in Bangkok and 26 in other provinces. In addition, the Somwang network comprises 850 branches, including 172 in Bangkok and 678 in other provinces, covering all regions nationwide.

The Chief Executive Officer of TISCO Securities Co., Ltd. clarified that the current global and Thai economic outlook remains uncertain. A key issue of global concern is the ongoing tension in the Middle East, particularly involving the United States, Israel, and Iran, the direction of which remains unclear.

However, assuming the situation does not prolong, the global economy is still expected to grow at a rate exceeding 3%, slightly lower than previous projections but not significantly concerning. With respect to the energy sector, there are currently no indications of severe shortages, as Thailand maintains sufficient oil reserves for more than 100 days of consumption. Accordingly, if the situation stabilizes as expected, the overall impact is likely to remain limited, although certain raw materials, such as chemicals and fertilizers, may be affected by logistics constraints and higher costs.

For the Thai economy, assuming the conflict does not persist, economic growth this year is projected at approximately 1.3–1.4%. The tourism sector may be impacted by higher costs, including energy prices and airfare. However, if the situation improves within the first half of the year, economic growth may recover to approximately 2% in the following year. Should the situation persist, further monitoring of potential impacts and severity will be required. Nevertheless, it is generally expected that the situation will eventually improve, with the potential for economic conditions to strengthen in the second half of the year.

In addition, management expressed the view that the government may introduce measures to support the economy, although additional borrowing may be required to fund investment and economic stimulus. The current situation may also present an opportunity for Thailand to attract foreign direct investment, particularly if infrastructure development is accelerated and the country is well-prepared to accommodate the relocation of

investment bases. These views reflect an overall assessment based on the current situation, which remains uncertain, and serve as a framework for ongoing monitoring and preparedness.

As no further questions were raised, the Chairman informed the Meeting that, for the convenience of shareholders, the Company will compile the questions and answers raised during the Meeting, including any questions not addressed, and include them as an appendix to the minutes of the Meeting.

#### **Adjournment of the Meeting**

The Company Secretary informed the Meeting that the Company will publish the minutes of the 2026 Annual General Meeting of Shareholders on the Company's website within 14 days from the date of the Meeting. Should any shareholder have objections, proposed amendments, or additional comments regarding the minutes, they are requested to notify the Company within 30 days of the Meeting date by contacting the Corporate Secretariat Office.

The Chairman expressed his appreciation to the shareholders for their attendance and for providing valuable comments and suggestions. The Meeting was then declared adjourned at 17:10 hours.

At the time of adjournment, 390 shareholders attended the Meeting in person and 689 shareholders attended by proxy, representing a total of 1,079 shareholders. The total number of shares represented was 320,283,860, equivalent to 40.0027% of the Company's total issued shares.

- *Pliu Mangkornkanok* -

(Mr. Pliu Mangkornkanok)

Chairman of the Board and

Chairman of the meeting

- *Nipon Wongchotiwat* -

(Mr. Nipon Wongchotiwat)

Company Secretary

## TISCO Financial Group Public Company Limited

## Summary of Questions and Answers from the Annual General Meeting of Shareholders for the year 2026

**Agenda Item 2** To approve the Statement of Financial Position and Statement of Comprehensive Income for the year ended December 31, 2025, of the Company and its subsidiary companies

No.	Inquiries / Recommendations	Answer
<b>Inquiries at the meeting</b>		
1.	<p>Ms. Jiraporn Amornphatrasin, proxy holder from the Thai Investors Association, raised the following questions.</p> <p>1. In light of the decline in Return on Equity (ROE) from 16.1% in 2024 to 15.4% in 2025, she inquired about the Company's outlook for operating performance in 2026, and whether the Company expects to generate higher profits and returns for shareholders under the current economic and business environment, and to what extent.</p> <p>2. In relation to the Bank of Thailand (BOT)'s measures to reduce financial institutions' fee rates, she inquired about the extent of the impact on the Company's revenue and the Company's strategies to mitigate such impact.</p>	<p>The Group Chief Executive clarified that, based on the Company's operating results for the first quarter of 2026, net profit increased by approximately 5.5%, while pre-provision operating profit (PPOP) grew at a higher rate of approximately 20.4%. However, in line with a prudent approach and given ongoing uncertainties, particularly the prolonged situation in the Middle East, the Company has reviewed assumptions and recognized additional provisions to address potential future risks. As a result, the non-performing loan (NPL) coverage ratio increased from 172% to approximately 191%, thereby strengthening the Company's financial position.</p> <p>With respect to strategic planning, the Company has formulated a medium-term business plan based on the assumption that the economy will enter a period of stable or potentially declining interest rates, which is conducive to growth. This is supported by the fact that more than 70% of the Company's loan portfolio comprises fixed-rate loans. Nevertheless, given the fragile economic conditions and high household debt levels, the Company has adopted a cautious approach to loan growth, targeting a growth range of 0-5%.</p> <p>At the same time, the Company has continued to expand its fixed-rate loan portfolio in an appropriate manner, particularly hire purchase loans, which showed clear growth and increased market share in the first quarter of 2026, especially in the electric vehicle (EV)</p>

No.	Inquiries / Recommendations	Answer
		<p>segment. In a declining interest-rate environment and widening interest margins, the Company has prudently determined the expected credit loss (ECL) provision for 2026.</p> <p>The ECL has normalized approximately 1% of total loans, which is considered appropriate under current conditions. In addition, based on the latest stress test results, the Company has prudently established additional provisions, along with scenario planning and mitigation measures. The Company is confident in its ability to sustain profitability in the future.</p> <p>Furthermore, the Risk Oversight Committee, with contributions from Mr. Tevin Vongvanich, former President and Chief Executive Officer of PTT Public Company Limited, provided recommendations, particularly on energy costs, which are a key factor affecting the economy and the Company's automotive loan portfolio, including both internal combustion engine (ICE) and electric vehicle (EV) segments. The Company's EV loan portfolio has continued to expand in both proportion and market share, helping to partially mitigate the impact of energy costs.</p>
2.	<p>Ms. Ornticha Pongchalerm, a shareholder, raised the following inquiries.</p> <ol style="list-style-type: none"> <li>1. The Company's approach and criteria for setting provisions for bad debts and allowance for doubtful accounts for loans.</li> <li>2. The Company's plans or approach to offshore investment in 2026.</li> </ol>	<p>The Group Chief Executive requested the Senior Executive Vice President - Risk and Financial Control to provide clarification.</p> <p>The Senior Executive Vice President - Risk and Financial Control clarified that the Company's provisioning for bad debts and allowance for doubtful accounts is in accordance with relevant accounting standards and the BOT's regulations. The Company applies Thai Financial Reporting Standard No. 9 (TFRS 9), which adopts the ECL model, incorporating borrower classification, probability of default (PD), and loss given</p>

No.	Inquiries / Recommendations	Answer
		<p>default (LGD), to reflect the risk of the loan portfolio appropriately.</p> <p>In addition, the Company may consider setting up additional provisions beyond the model-based calculation through Management Overlay to address risks arising from external factors or events not yet reflected in historical statistical data, such as economic uncertainty or global risks, thereby strengthening the Company's financial position.</p> <p>The Group Chief Executive further clarified that the Company's provisioning approach is based on three key factors: (1) the quality of the loan portfolio, (2) forward-looking factors that may affect customers' debt repayment capacity, and (3) additional provisions based on Management Overlay. All processes are conducted under a risk-based approach. The Company also applies an Internal Ratings-Based (IRB) model for credit risk assessment, which has been approved by the BOT and reviewed by the external auditor.</p> <p>Regarding offshore investment, the Group Chief Executive clarified that the Company currently has no offshore investment in core business operations and has not established any entities or conducted business abroad. Current investments are primarily for liquidity management and marketable securities, managed by the Treasury and Investment functions under a strict risk management framework, and have generated satisfactory returns for the investment portfolio.</p>
3.	<p>Mr. Pongsuwan Techawutichai, a shareholder, raised the following questions.</p> <p>1. The Company's current level of retained earnings and its dividend policy, specifically whether dividends are paid</p>	<p>The Senior Executive Vice President – Risk and Financial Control clarified that, as of the end of 2025, the Company had total shareholders' equity of approximately Baht 43,000 Million, comprising retained earnings of approximately Baht 32,000 Million. However, the Company's dividend policy is to pay dividends</p>

No.	Inquiries / Recommendations	Answer
	<p>from annual net profit or from retained earnings.</p> <p>2. The proportion of electric vehicle (EV) loans relative to total loans at present, and the growth outlook of such loans.</p>	<p>solely from net profit generated in each respective year. This is because most of the accumulated retained earnings have been appropriated as regulatory capital in accordance with legal requirements and the BOT's capital adequacy regulations, and therefore cannot be distributed as dividends unless regulatory approval is obtained. Accordingly, the Company's dividend payments primarily depend on the net profit generated in each year.</p> <p>With respect to EV loans, the Group Chief Executive clarified that the popularity of electric vehicles in Thailand has continued to increase, driven by improved consumer acceptance, government support measures, and infrastructure development, particularly the expansion of EV charging networks. As a result, the EV market has grown gradually, with demand becoming clearer, especially during periods of oil price volatility from geopolitical conflicts.</p> <p>The Company, as a lender, has closely monitored customer behavior and aligned its lending policies with market developments, thereby supporting the growth of EV loans while maintaining prudent risk management, particularly regarding used-car values and insurance coverage. Consequently, the proportion of newly originated EV loans has increased continuously.</p> <p>Given that EV resale prices tend to decline relatively quickly, the Company applies credit criteria that differ from those for internal combustion engine (ICE) vehicles. This includes adjustments to down payment requirements, loan tenors, and credit assessment models to reflect the specific risk characteristics of EVs, taking into account both repayment capacity and loss given default. In addition, the Company closely monitors manufacturers' pricing policies and price trends in</p>

No.	Inquiries / Recommendations	Answer
		source markets to support the sustainable growth of its EV loan portfolio.
4.	Ms. Porjai Pichitchatri, proxy holder from Thanachart Capital Public Company Limited (via electronic means), inquired about the impact of the BOT's measures to reduce fee rates on the Company's non-interest income, and the Company's approaches to manage and mitigate such impact.	<p>The Group Chief Executive clarified that, following the BOT's announcement regarding the fee reduction measures, discussions were undertaken at the level of the Thai Bankers' Association. The key objective of the Bank of Thailand is to review fee structures to ensure they are appropriate, standardized, and more closely aligned with actual costs, particularly for digital services, where cost structures have evolved.</p> <p>However, the Company does not primarily operate as a transaction-focused bank. As such, fee income from transaction-related services constitutes a relatively small portion of its overall income. The Company focuses on an advisory-based banking model and relationship manager-driven services; therefore, the impact of fee reductions on transaction-related income is minimal.</p> <p>With respect to loan-related fees, the Group Chief Executive further clarified that the Bank of Thailand has continuously supervised and adjusted such fees over the past decade, including debt collection fees and penalties, aligning them with actual costs, as these fees are not intended to be a primary source of profit. Although income from such fees has declined over time, the Company has adapted by developing alternative income streams, thereby maintaining its profitability and the sustainability of its operating performance.</p>

**Agenda Item 6 To approve the number of directors**

No.	Inquiries / Recommendations	Answer
<b>Inquiries at the meeting</b>		
5.	<p>Ms. Ornticha Pongchalerm, a shareholder, raised the following inquiries.</p> <ol style="list-style-type: none"> <li>1. The reason for proposing the agenda item on determining the number of directors, given that the number remains unchanged from the previous year.</li> <li>2. Whether the Company previously had a different number of directors compared to the current board size.</li> <li>3. The difference between non-executive directors and independent directors.</li> </ol> <p>Mr. Thaprasert Pairojphamon, a shareholder, raised a further inquiry as to whether, under the rules of the Stock Exchange of Thailand or common practices among listed companies, the number of directors is generally set within the range of approximately 12-15 directors, and whether such understanding is accurate. He also inquired about the criteria or guidelines the Company uses to determine its board size.</p>	<p>The Company Secretary clarified that, pursuant to the Company's Articles of Association, directors are required to be elected annually. Before directors are elected individually, the shareholders' meeting must first approve the number of directors to be elected. Therefore, it is necessary to propose an agenda item to determine the number of directors, even if it remains unchanged from the previous year.</p> <p>Regarding the number of directors, the Company previously had 12 directors and has increased the number to 13 in recent years to align with the expansion and increasing complexity of its business. The Nomination and Compensation Committee considered that number appropriate and conducive to ensuring a board composition with diverse knowledge, expertise, and experience.</p> <p>The Company Secretary further explained that, under the Public Limited Companies Act B.E. 2535 (1992), a company must have at least five (5) directors, with not less than one-half of the total number residing in the Kingdom of Thailand. In addition, the number of directors who are Thai nationals must comply with applicable legal requirements. Under the Corporate Governance Code for Listed Companies (CG Code) 2017 issued by the Securities and Exchange Commission, listed companies are recommended to have approximately 5-12 directors. However, companies may determine a board size exceeding 12 directors, taking into consideration the size, nature, and complexity of their business within the applicable legal and regulatory framework.</p> <p>The Senior Executive Vice President - Risk and Financial Control further clarified that independent</p>

No.	Inquiries / Recommendations	Answer
		<p>directors must be free from any relationships or interests that may impair their independent judgment. Key criteria include holding not more than 1% of the Company's total voting shares. The Company has adopted stricter criteria than those prescribed by the Securities and Exchange Commission, limiting independent directors' shareholding to no more than 0.5% and requiring that they have no business or commercial relationship with the Company. In addition, under the Bank of Thailand's criteria, independent directors may serve for not more than nine consecutive years; beyond such period, they will no longer qualify as independent directors.</p>

**Agenda Item 9 Other business**

No.	Inquiries / Recommendations	Answer
<b>Inquiries at the meeting</b>		
6.	<p>The Company Secretary informed the Meeting of questions submitted in advance. Mr. Anan Usahachit, a shareholder, inquired about the Company's preparedness for the entry of Virtual Banks, which are expected to commence operations around mid-year, including the potential impact on the Company's customer base and the possibility of the Company engaging in such business.</p> <p>Mr. Jirachart Jirachotkamjorn, a shareholder attending via electronic means, further inquired about the Company's approach to addressing competition from Virtual Banks, which are perceived to have lower operating costs than traditional banks.</p>	<p>The Group Chief Executive clarified that the Board of Directors and management have closely monitored and studied this matter even before the Bank of Thailand issued the regulatory framework for Virtual Banks. The Company has sought to understand the Bank of Thailand's objectives, which are to promote financial innovation, enhance the efficiency of the financial system, expand access to financial services, and encourage appropriate competition, while maintaining financial system stability and ensuring a level playing field.</p> <p>Based on its assessment of the market environment, the Company considers Thailand's level of financial inclusion to be relatively high. Existing commercial banks can develop and deliver services through digital channels without needing to obtain new licenses. At the same time, banking operations require significant investment in information technology, a major cost component expected to continue increasing.</p>

No.	Inquiries / Recommendations	Answer
		<p>From a customer perspective, the Company noted that the banking business comprises both depositors and borrowers. The Company's policy focuses on secured lending, particularly given high household debt levels, which is consistent with its risk management approach. Based on its analysis, only a limited number of Virtual Banks have achieved sustainable profitability, due in part to the substantial initial investment required. Accordingly, the Company considers that there is no immediate need to apply for a Virtual Bank license at this stage and will continue to closely monitor developments over the next 2–3 years.</p> <p>With respect to operating costs, the Group Chief Executive further clarified that although Virtual Banks do not incur branch-related costs, the overall cost structure of banking operations remains largely driven by personnel expenses, operating costs, and information technology investment, which continues to be a significant and increasing component.</p> <p>In summary, the Company places importance on adapting to evolving customer behaviors and has consistently cooperated with government authorities and regulators to implement debtor assistance measures in recent years, such as payment relief, debt restructuring, and the "You Fight, We Help" program. These measures have contributed to improving asset quality within the financial system. The Company supports policies promoting financial innovation and will continue to closely monitor developments in the Virtual Bank landscape, while conducting its business with prudence, sound risk management, and a strong focus on customer care.</p>
7.	Mr. Anuphap Tippayakornkit, a shareholder (via electronic means), inquired regarding the Company's plan to	The Group Chief Executive clarified that the Company operates under a Sustainable Focus Strategy, with the ESG framework serving as a key driver of its growth. Currently,

No.	Inquiries / Recommendations	Answer
	<p>expand its corporate lending portfolio, particularly among large corporate clients engaged in green energy, infrastructure technology, and artificial intelligence (AI).</p>	<p>green energy loans account for approximately 25% of the Company's corporate loan portfolio, a relatively high share compared with other financial institutions, and they continue to present strong long-term growth potential. The Company maintains a prudent approach to credit assessment, taking into account key factors such as the strength of project sponsors, capital structure, collateral, and cash flow. The credit evaluation is based on the 5C principles of credit analysis, adapted to modern business models to support sustainable growth aligned with the country's economic direction.</p>
8.	<p>Mr. Jak Shinorak, a shareholder (via electronic means), inquired about the Company's plan to organize investment seminars in 2026, following the 2025 activities, which were beneficial to shareholders, particularly amid economic volatility. The inquiry also covered the possibility of organizing seminars on portfolio management and the timing of such activities.</p>	<p>The Group Chief Executive clarified that the investment seminars conducted in the previous year were part of the TISCO Shareholder Journey, which was organized in response to the significant increase in the Company's shareholder base. The initiative aimed to enhance shareholders' understanding of the TISCO Group's businesses and the investment products and services it offers. It also sought to provide shareholders with expert investment knowledge to support informed decision-making. Initial feedback indicated strong interest and satisfaction among shareholders. The Company will take into consideration shareholders' suggestions, together with the appropriate timing, and will communicate further details should there be additional investment seminar arrangements, including those relating to portfolio management.</p> <p>In addition, shareholders may access investment services through TISCO Asset Management Co., Ltd., TISCO Securities Co., Ltd., or TISCO Bank Public Company Limited. These entities operate under an Open Architecture Model, enabling customers and shareholders to access a wide range of investment products, supported by prudent risk management and investor protection measures. The</p>

No.	Inquiries / Recommendations	Answer
		<p>Company provides investment advisory services under a Holistic Advisory Model that covers both protection and wealth creation. Such services are available through TISCO Bank branches, where licensed investment consultants provide advice in accordance with applicable regulations.</p> <p>The Group Chief Executive further clarified that the Company placed importance on enhancing investor communications to ensure clarity, completeness, and broader accessibility. This approach is aligned with the Stock Exchange of Thailand's Jump+ initiative, which aims to encourage listed companies to proactively communicate information and reflect their intrinsic value. Although the Company is not considered undervalued, it views the initiative as an opportunity to communicate its medium- and long-term strategic direction through the SET's disclosure channels, ensuring equal access to information for all shareholders and investors, in line with good corporate governance principles.</p>
9.	Mr. Kamon Chantharayotha, a shareholder, inquired about the method used to determine dividend payments.	<p>The Group Chief Executive clarified that the consideration and payment of dividends are conducted within the framework of capital management, which allocates capital into three key areas: (1) maintaining capital to support business expansion and future business opportunities, (2) dividend payments to shareholders, and (3) share repurchases. Share repurchases would be considered when the share price is significantly below its intrinsic value (book value); however, the Company is not currently in such a position. Prior to proposing dividend payments to the Board of Directors, management reviews the Company's three-year business plan to assess business opportunities, investment plans, and capital requirements at both the standalone and consolidated levels, in accordance with the relevant regulatory framework. Through prudent and consistent capital</p>

No.	Inquiries / Recommendations	Answer
		management, the Company has maintained a strong capital position, with capital levels exceeding the minimum regulatory requirements.
10.	Mr. Jirasak Mahasukon, a shareholder (via electronic means), inquired about the Company's preparedness in adopting artificial intelligence (AI) in its business operations, both in terms of systems and personnel, as well as the potential impact of AI implementation on the Company's workforce.	<p>The Group Chief Executive clarified that the Company's adoption of digital technology and artificial intelligence (AI) has been designed and developed based on three key strategic pillars to ensure that technology appropriately and sustainably supports business growth, as follows:</p> <p>First: Business Innovation and Future Readiness. The Company places importance on developing a robust and scalable technology infrastructure to support long-term growth and business expansion. At the same time, it focuses on enhancing workforce capabilities at all levels, including establishing an AI Center of Excellence, fostering an innovation-driven culture, and implementing an AI Sandbox to enable employees to experiment, learn, and apply technology in practice. The Company also adopts a non-exclusive approach to selecting technology partners to maintain flexibility and mitigate long-term risks.</p> <p>Second: Application and Smart IT Operations. All technology initiatives must improve operational efficiency and deliver clear business outcomes. Projects that are unable to demonstrate measurable results within a period of 3–5 years will not be pursued. Automation systems and digital tools are designed to align closely with business functions, ensuring that technology serves as an enabler rather than increasing organizational complexity.</p> <p>Third: Customer Trust and Human-in-the-loop. The Company requires human involvement in decision-making processes at both operational and management levels to ensure accuracy, transparency, and reliability in customer service. The adoption of AI is intended to reduce repetitive tasks, enabling employees to transition to higher-value-added roles and enhance the quality of customer service.</p>

No.	Inquiries / Recommendations	Answer
		<p>The Group Chief Executive further emphasized that the adoption of AI is not intended to reduce the number of employees, but rather to enhance workforce capabilities in parallel with the Company's long-term development. The Company will manage workforce adjustments gradually and support employees in adapting, acquiring new skills, and working effectively alongside technology.</p>
11.	<p>Mr. Sasiwong Techain, a shareholder (via electronic means), inquired about the status of the Company's asset management business, particularly the Provident Fund (PVD) business, including whether the Company continues to maintain its position as the market leader, and its future growth strategies. The inquiry also requested that management elaborate on the concept and strategy of the Open Architecture Insurance Strategy to provide a clearer overview of this business.</p>	<p>The Group Chief Executive clarified that the Provident Fund (PVD) business is one of the core businesses that the TISCO Group has consistently prioritized. The Company was among the pioneers in this business and continues to maintain its position as the market leader. A key success factor is its ability to generate strong long-term returns, as demonstrated by its historical performance, and the expertise of its fund management team, which has received ongoing recognition through various awards.</p> <p>In addition, the Company places strong emphasis on long-term client relationships alongside performance delivery, guided by a Holistic Advisory approach and positioning itself as a Lifetime Partner to its clients. This approach is supported by collaboration among group companies, including TISCO Bank Plc., TISCO Securities Co., Ltd., and TISCO Asset Management Co., Ltd., enabling the Company to deliver comprehensive financial and investment solutions in accordance with applicable legal and data protection frameworks. The Company focuses on providing advice tailored to clients' needs, rather than promoting individual products.</p> <p>With respect to the Open Architecture Insurance Strategy, the Group Chief Executive further clarified that the Company operates its insurance business on an open model, collaborating with specialized partners in both life and non-life insurance. Given that the insurance business requires specific expertise, this approach enables the</p>

No.	Inquiries / Recommendations	Answer
		<p>Company to provide customers with appropriate protection and risk management solutions. It also enhances the Company's ability to deliver comprehensive, effective, and customer-focused solutions, particularly under the current uncertain economic environment.</p>
12.	<p>Mr. Thaprasert Pairojphamon, a shareholder, raised the following inquiries.</p> <ol style="list-style-type: none"> <li>1. The number of the Company's branches, categorized by those located in Bangkok and in other provinces, and whether such branches provide nationwide coverage.</li> <li>2. Management's views on the overall economic and social conditions, including the global economic outlook, particularly key trends and potential economic impacts.</li> </ol>	<p>The Group Chief Executive requested the President of TISCO Bank Plc. to address the first inquiry and the Chief Executive Officer of TISCO Securities Co., Ltd. to address the second inquiry.</p> <p>The President of TISCO Bank Public Company Limited clarified that the Bank currently operates 51 branches, comprising 25 in Bangkok and 26 in other provinces. In addition, the Somwang network comprises 850 branches, including 172 in Bangkok and 678 in other provinces, covering all regions nationwide.</p> <p>The Chief Executive Officer of TISCO Securities Co., Ltd. clarified that the current global and Thai economic outlook remains uncertain. A key issue of global concern is the ongoing tension in the Middle East, particularly involving the United States, Israel, and Iran, the direction of which remains unclear.</p> <p>However, assuming the situation does not prolong, the global economy is still expected to grow at a rate exceeding 3%, slightly lower than previous projections but not significantly concerning. With respect to the energy sector, there are currently no indications of severe shortages, as Thailand maintains sufficient oil reserves for more than 100 days of consumption. Accordingly, if the situation stabilizes as expected, the overall impact is likely to remain limited, although certain raw materials, such as chemicals and fertilizers, may be affected by logistics constraints and higher costs.</p> <p>For the Thai economy, assuming the conflict does not persist, economic growth this year is projected at</p>

No.	Inquiries / Recommendations	Answer
		<p>approximately 1.3–1.4%. The tourism sector may be impacted by higher costs, including energy prices and airfare. However, if the situation improves within the first half of the year, economic growth may recover to approximately 2% in the following year. Should the situation persist, further monitoring of potential impacts and severity will be required. Nevertheless, it is generally expected that the situation will eventually improve, with the potential for economic conditions to strengthen in the second half of the year.</p> <p>In addition, management expressed the view that the government may introduce measures to support the economy, although additional borrowing may be required to fund investment and economic stimulus. The current situation may also present an opportunity for Thailand to attract foreign direct investment, particularly if infrastructure development is accelerated and the country is well-prepared to accommodate the relocation of investment bases. These views reflect an overall assessment based on the current situation, which remains uncertain, and serve as a framework for ongoing monitoring and preparedness.</p>
<b>Inquiries not answered at the Meeting</b>		
13.	<p>Inquiries from Ms. Supaporn Wiksitpanich, a shareholder, regarding the Company's risk management and asset quality, noting that the operating results indicate a 3.5% decrease in net profit, primarily due to increased provisioning. In the context of higher tax burdens on the middle-income segment, which may affect long-term debt repayment capacity, whether the Company has adjusted the credit scoring criteria to ensure that non-performing loans (NPLs)</p>	<p>The Company has continually enhanced the credit-scoring criteria to align with evolving economic conditions. Customer information is regularly updated to ensure accuracy and timeliness, including data on income, expenses, and debt repayment behavior.</p> <p>In addition, the Risk Management function has further developed the models and incorporated more up-to-date statistical data to enable a more prudent and comprehensive assessment of customers' debt-repayment capacity, particularly in the current environment, where economic pressures have increased.</p>

No.	Inquiries / Recommendations	Answer
	do not increase beyond the expected level.	Over the past several years, the Company has strengthened credit approval, resulting in a moderation of loan growth, particularly in higher-risk segments. This approach has enabled the Company to effectively control the level of NPLs. At the same time, the Company continues to maintain adequate levels of provisions to mitigate potential future risks.
14.	Inquiry from Mr. Jirachart Jirachotkamjorn, Shareholder (via electronic means), regarding the Company's perspective and approach to preparing for structural changes in the Thai economy, particularly in light of the declining working-age population and fiscal constraints of the public sector, which may result in a long-term economic slowdown.	<p>The Company placed importance on preparing for such structural changes across multiple dimensions, with the following key approaches:</p> <ul style="list-style-type: none"> <li>- The Company emphasizes prudent and sustainable business operations, with a focus on asset quality, risk management, and maintaining strong capital and liquidity positions, to withstand long-term economic volatility.</li> <li>- The Company has adjusted the business portfolio to align with the evolving economic structure by increasing the proportion of stable income streams that are not solely dependent on overall economic growth. This includes wealth management, asset management, and value-added services for potential customer segments focused on long-term savings and investments. At the same time, the Company emphasizes adopting technology and enhancing operational efficiency to reduce costs, increase flexibility, and respond to changing customer behaviors in an aging society. These efforts support the Company's ability to sustain profitability even in an environment of limited economic growth.</li> <li>- To ensure sustainable and high-quality loan growth, the Company operates under responsible lending principles, with close customer monitoring and the implementation of pre-emptive debt restructuring (DR). The Company also focuses on customer segments and industries well-</li> </ul>

No.	Inquiries / Recommendations	Answer
		<p>positioned to adapt to the new economic structure, while avoiding investments and loan expansion that could increase long-term risks. In addition, the Company closely monitors government policies and economic developments and adjusts its business plans as appropriate to maintain a balance between delivering satisfactory returns to shareholders and conducting business in a responsible and sustainable manner over the long term.</p>
15.	<p>Inquiries from Ms. Patchanan Wiksitpanich, a shareholder, regarding the Company's directions as follows:</p> <ol style="list-style-type: none"> <li>1. The Company's approach to maintaining a sustainable dividend payout ratio under the quality growth policy and strong capital position, with the current BIS ratio at approximately 20.5%, particularly in the context of continued low economic growth in Thailand.</li> <li>2. Whether the Company has set specific targets for improving the cost-to-income ratio over the next 1-3 years, and how the adoption of artificial intelligence (AI) contributes to enhancing the accuracy of credit analysis to reduce expected credit losses (ECL).</li> <li>3. The Company's approach to managing risks arising from the transition of the automotive industry to electric vehicles (EV), particularly in respect of increasing EV loan exposure, volatility in second-hand EV prices, and the impact on provisioning and collateral values in the event of repossession.</li> </ol>	<ol style="list-style-type: none"> <li>1. The Company's approach to maintaining a consistent and sustainable dividend payout focuses on setting its dividend policy based on the ability to generate profits and actual cash flows, rather than relying solely on a fixed payout ratio. This ensures that dividend payments reflect the Company's true financial position, while preserving the long-term strength of the capital base and the readiness to pursue business expansion opportunities when they arise. In addition, TISCO Group maintains capital well above regulatory requirements, enhancing flexibility in managing the dividend policy during periods of low economic growth. The strong capital position serves as a buffer against volatility in asset quality and reduces the need for sudden adjustments to dividend payouts during economic downturns. Under its quality and sustainable growth policy, the Company emphasizes a stable revenue structure and prudent risk management of its loan portfolio. This helps reduce earnings volatility and supports the Company's ability to maintain consistent dividend payments, even in an environment of limited loan growth and subdued economic expansion.</li> <li>2. The Company views the adoption of artificial intelligence (AI) as a key enabler to enhance operational efficiency, support its Quality Growth strategy, and strengthen long-</li> </ol>

No.	Inquiries / Recommendations	Answer
	<p>4. The Company's plans and strategies to mitigate the impact of declining interest rates on overall banking income, particularly the approach to expanding alternative sources of revenue. This includes strategies in the wealth management business, which is highly competitive, and how the Company intends to differentiate its services and achieve sustainable growth.</p>	<p>term risk management amid a low-growth economic environment. In terms of cost efficiency, AI is applied in three key areas: (1) using data to support decision-making in place of manual processes, (2) reducing process duplication and improving employee productivity, and (3) increasing automation across operational processes. These initiatives enable the Company to effectively manage and gradually improve its cost-to-income ratio in a sustainable manner, without compromising service quality. In credit management, the Company considers AI to be critical to enhancing the accuracy of customer behavior analysis and credit risk assessment, thereby supporting expected credit loss (ECL) management. AI improves risk selection at the origination stage by integrating behavioral data and alternative data with traditional financial information, resulting in more precise customer screening aligned with actual risk levels.</p> <p>3. The Company adopts a prudent and phased approach to managing risks arising from the transition to electric vehicles (EV), with a focus on maintaining asset quality and long-term stability. In expanding EV lending, the Company emphasizes lending to quality customers with appropriate repayment capacity. At the same time, the Company recognizes that EV prices are more volatile than those of internal combustion engine vehicles. Accordingly, the Company applies prudent assumptions on resale values and regularly reviews market prices. To mitigate the impact on provisioning and potential declines in collateral value, the Company incorporates technology and pricing risks into the loss estimation models while also closely monitors the outcomes of EV repossession and disposal to adjust the policies in line with evolving market conditions.</p>

No.	Inquiries / Recommendations	Answer
		<p>4. The Company recognizes that a declining interest rate trend may exert pressure on overall banking income, particularly net interest income. Accordingly, the Company emphasizes diversifying revenue sources and increasing the share of income that is less sensitive to interest rate cycles to support sustainable long-term profitability. Strategically, the Company focuses on growing fee-based income, particularly in the wealth management business and related segments. This approach aligns with demographic trends toward an aging society and changing customer behavior that places greater emphasis on savings, investment, and long-term risk management. In the highly competitive wealth management business, the Company seeks to differentiate itself and achieve sustainable growth through several key initiatives by emphasizing the quality of advisory services tailored to customers' needs, delivered by well-qualified investment advisors with expertise in financial planning. The Company also focuses on developing comprehensive wealth management solutions that cover investment, tax planning, wealth transfer planning, and risk management. These efforts leverage TISCO Group's strengths in asset management and investment expertise, along with data and technology, to enhance the effectiveness and efficiency of wealth management services.</p>