

TCFD REPORT

2026

Disclosure of information related to climate
change risks and opportunities

Thanachart **Capital** Public Company Limited
and Its Subsidiaries

Task Force on Climate-related Financial Disclosures Report



Thanachart aims to enhance the climate resilience of Thanachart Group's businesses by supporting and driving the Group's key companies to integrate greenhouse gas (GHG) reduction targets into their business operational plans. This is achieved through knowledge sharing, energy-saving technologies, and the joint establishment of Climate Key Performance Indicators (Climate KPIs) to drive Thanachart Group toward Net Zero GHG emissions by 2050. This commitment aligns with Thailand's national goals and helps mitigate financial risks arising from regulatory transitions.

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Introduction

Thanachart Group is committed to operating its businesses on a foundation of sustainability. The Group recognizes climate change as both a critical business risk and a vital opportunity. As a result, the Company has integrated the Task Force on Climate-related Financial Disclosures (TCFD) framework into its operational strategies to maintain transparency and build confidence among all stakeholder groups.

Thanachart Group has set short-term and long-term greenhouse gas (GHG) reduction targets aiming for Net Zero emissions by 2050. These targets align with Thailand's national policies toward Net Zero emissions and serve as a core framework for guiding strategy formulation and driving business adaptation toward sustainable growth.

This report has been prepared to disclose Thanachart Group's management approach to climate-related risks and opportunities across four key pillars under the TCFD framework, as follows:

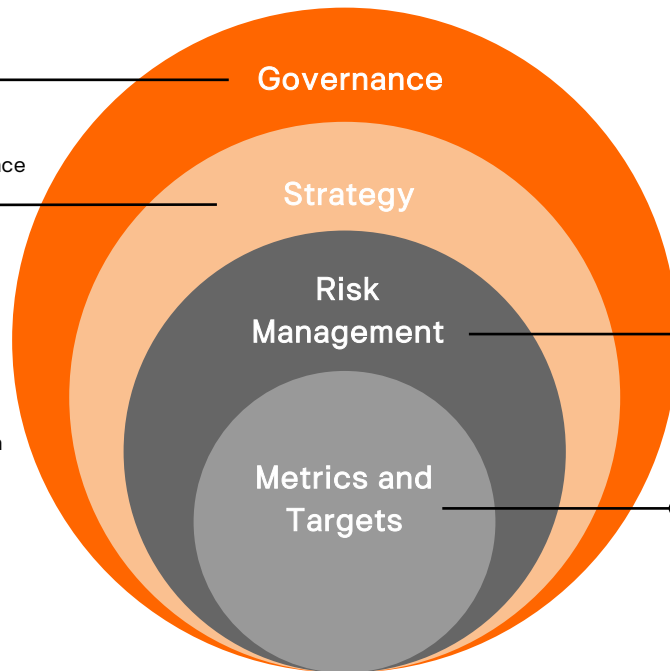
Governance

- Board of Directors
- Audit Committee
- Nomination, Remuneration, and Corporate Governance Committee
- Executive Committee
- Sustainability Management of Thanachart Group
- Risk Oversight Committee

Strategy

The impacts of climate-related risks and opportunities on business strategy and financial planning:

- Managing risks arising from physical impacts and the economic transition
- Enhancing business plans and supply chain resilience to support a low-carbon economy



Risk Management

Climate-related risk management processes:

- 1 Risk and Impact analysis
- 2 Risk and Impact management

Metrics and Targets

Metrics and targets to assess and manage relevant climate-related risks and opportunities:

- Short-term and long-term greenhouse gas management targets
- Performance relative to targets

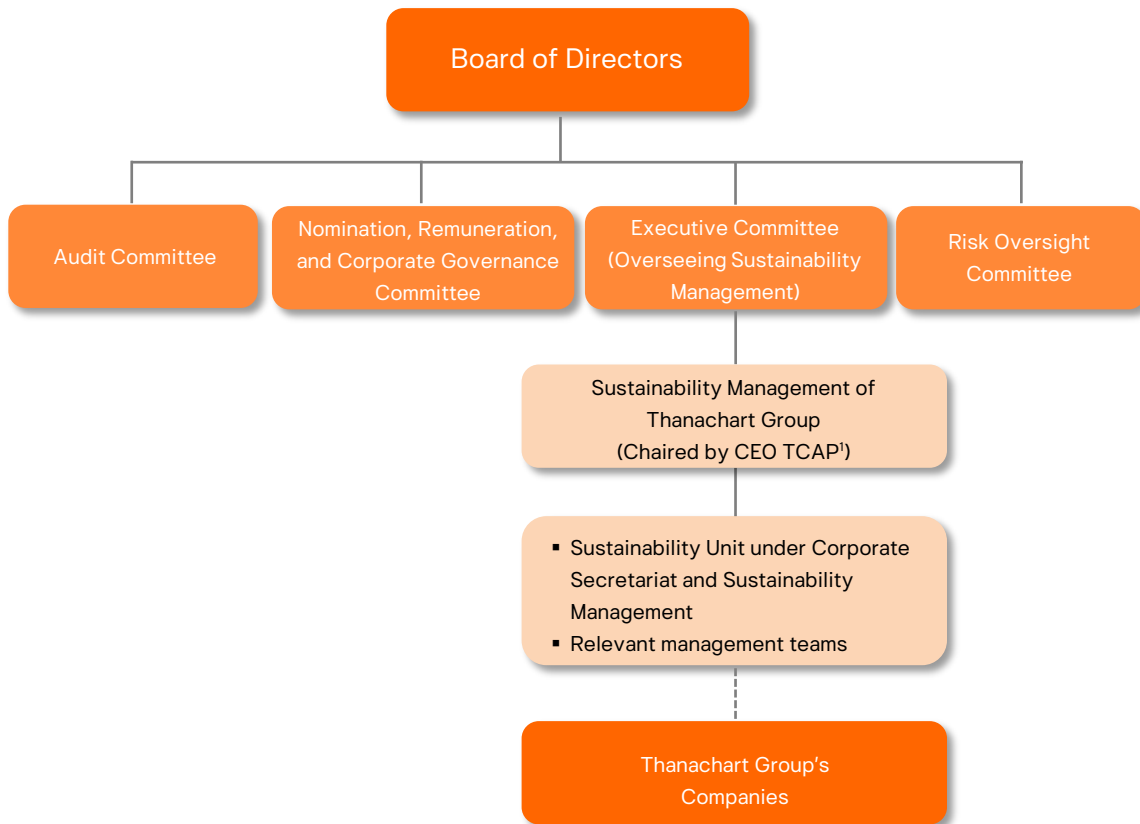
Governance



Governance

The Company has established a systematic Climate Change Governance structure. It connects the line of command and cascades policy direction from the Board of Directors, Executive Committee, Risk Oversight Committee, Sustainability Management Committee, and relevant management teams. This operates through cross-functional collaboration between business units (Front Office) and business support units (Back Office) under the existing "Three Lines of Defense" model. By integrating climate-related risks and opportunities into business strategy to build organizational resilience and sustainable growth aligned with TCFD standards, the Company ensures that the identification, assessment, control, and reporting of climate-related financial and operational impacts are subject to appropriate checks and balances. This structure serves as a critical foundation to proactively mitigate risks, enhance adaptability, and drive stable, environmentally responsible, and sustainable growth.

The Executive Committee is responsible for overseeing the Company's sustainability management framework. The Sustainability Management Committee has been assigned to oversee, monitor, and review ESG-related issues and risks, covering environmental, social, business ethics, and climate-related risks. This governance mechanism ensures that sustainability considerations are systematically integrated into the Company's risk management and business practices, supporting the achievement of its long-term sustainability objectives.



Note:

1 = Mr. Perapart Meksingvee, CEO, serves as Chairman of Sustainability Management of Thanachart Group Committee

Board of Directors

Sets strategic direction and reviews the Company's sustainability strategies, policies, and operations, while also monitoring progress.

Nomination, Remuneration, and Corporate Governance Committee

- Proposes changes to corporate governance policies, code of ethics, rules, regulations, and guidelines of Thanachart Group, while also reviewing and monitoring implementation.
- Considers the results of the Company's corporate governance evaluation conducted by external agencies and submits recommendations to the Board of Directors.

Executive Committee

- Considers and establishes operational guidelines for the Company and the Group's companies in line with good corporate governance policies, sustainability management policies, human rights policies, and other related policies.
- Recommends sustainability management guidelines of the Company to the Board of Directors.
- Establishes operational sustainability action plans for the Company.
- Reports sustainability performance of the Company and the Group's companies to the Board of Directors.

Sustainability Management of Thanachart Group

- Considers and proposes operational guidelines for the Company and the Group's companies in line with good corporate governance policies, sustainability management policies, human rights policies, and other related policies to the Executive Committee and the Board of Directors for consideration.

Sustainability Management of Thanachart Group (Cont.)

- Oversees, considers, and proposes guidelines, ESG risk management frameworks, global warming mitigation, and climate change risk management to the Executive Committee and the Board of Directors for consideration.
- Oversees and promotes the Company's business operations in alignment with international human rights principles, human rights policies, operational guidelines, and human rights risk assessments.
- Formulates operational sustainability action plans for the Company.
- Monitors implementation in line with the Company's sustainability management guidelines.
- Coordinates with the Group's companies to implement sustainability management appropriately and in alignment with their respective business operations.
- Reports sustainability performance of the Company and the Group's companies to the Executive Committee and the Board of Directors.

Corporate Secretariat and Sustainability Management

Serves as the central unit responsible for considering and proposing corporate sustainability guidelines, executing the Company's sustainability activities, and coordinating with Group companies to drive sustainability implementation in alignment with the Company's directives.

Relevant Management Teams

Collaborate in implementing sustainability action plans according to their respective roles, responsibilities, and participate in the Company's sustainability activities.

Thanachart Group's Companies

Drive business operations in alignment with Thanachart Group's goals to ensure unified direction.



Strategy

Our Commitment

The Company is committed to driving its business toward achieving **Net Zero Emission**, in alignment with Thailand's national goals. This is executed through the integration of climate change risks into enterprise risk management, refining business plans and supply chains to foster operational resilience toward a low-carbon economy and improving energy efficiency across the organization.



Operational Approach to Transitioning Toward a Low-Carbon Economy

01

Integrate Risks

Arising from Climate Change

- > Systematically integrate climate change risks into Enterprise Risk Management (ERM).

02

Refine Business Plan and Supply Chains

- > Refine business plans and supply chains to enhance resilience, mitigate climate change impacts and support the transition to a low-carbon economy.

03

Foster Operational Resilience toward a Low-Carbon Economy

- > Develop business strategies and innovations to enhance competitiveness and achieve sustainable long-term growth.

04

Improve Energy Efficiency across the Organization

- > Enhance energy efficiency, reduce resource consumption, and continuously lower greenhouse gas emissions from operations.

1 Environmental and Climate Risk Management



Refers to potential business damage and adverse impacts resulting from environmental issues and climate change. These risks may arise from :



Physical Risks

These include natural disasters, flooding, and the increased frequency and severity of extreme weather events that may impact infrastructure, operations, and business continuity.



Disasters



Flooding



Extreme Weather
Events



Transition Risks

These arise from the transition toward a low-carbon economy, such as new regulations, clean technology adoption, ESG disclosure standards, and rising expectations from stakeholders—including the public sector, investors, customers, and society.



New
Regulations



Clean Energy



Stakeholder
Expectation

2 Refining Business Plans and Supply Chains to Foster Resilience for a Low-Carbon Economy



Refine business plan



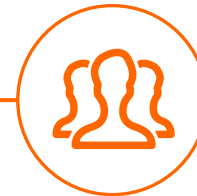
Enhance operational
efficiency



Upgrade supply
chain capabilities



Develop technology
and innovation



Drive stakeholder
engagement

Summary of Environmental and Climate Change Risks, Potential Impacts, and Risk Mitigation Measures

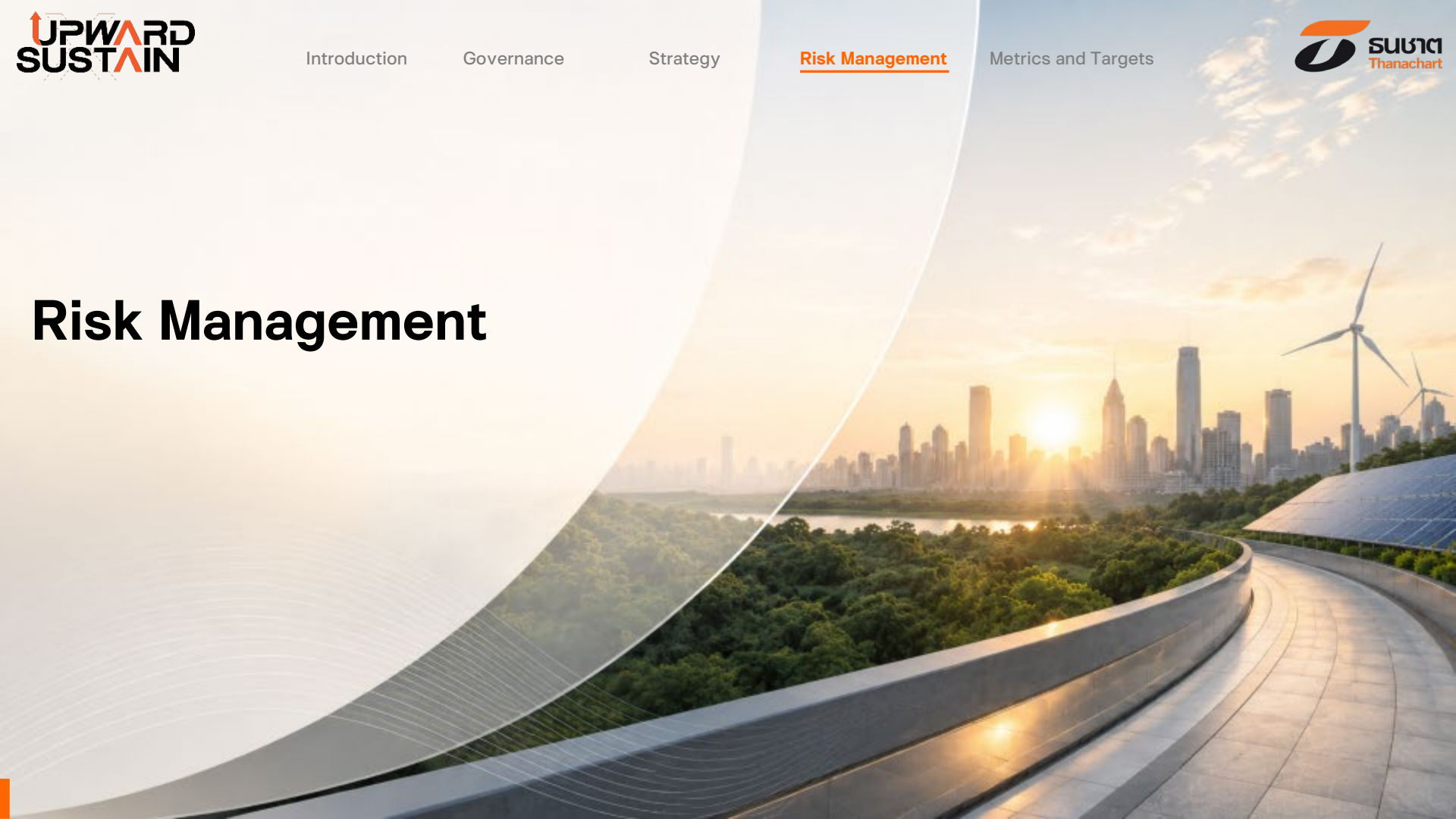
Risk Category	Risk	Potential Impact	Time Horizon	Risk Mitigation Measures
Transition Risks	Strategic Risk	Consumers today increasingly factor environmental issues and climate change into their purchasing decisions (e.g., choosing alternative energy vehicles or investing in green businesses with strong, sustainable returns). This shift may impact corporate strategy and business direction, rendering traditional business models unviable.	Short-term to long-term	Incorporating environmental considerations into identifying product development opportunities, social and environmental investments, and promoting an organizational culture focused on energy conservation and environmental protection. Additionally, encouraging the Group's companies to develop eco-friendly financial products and services.
Transition Risks	Regulatory Risk	The trend toward stricter environmental laws and regulations may increase the Company's operating expenses due to compliance and adaptation costs.	Short-term to long-term	Monitoring relevant environmental laws and regulations related to business operations and continuously conducting regulatory impact assessments.
Transition Risks	Reputational Risk	All stakeholders expect the Company to operate with a focus on environmental sustainability. Supporting environmentally unfriendly business practices could erode stakeholder trust and confidence.	Short-term to long-term	Establishing operational policies and guidelines that account for climate change and environmental impacts.
Physical Risks	Financial Risk	The increasing frequency and greater severity of natural disasters are a direct manifestation of environmental change—such as floods, droughts, and severe scarcity—which may financially impact the Company through: • Revenue loss from business disruption and physical asset damage • Increased costs and expenses for disaster prevention and mitigation of impacts.	Short-term to long-term	Assessing natural disaster risks and regularly reviewing emergency response and business continuity plans.

Note:-

Short-term = Within 5 years

Long-term = More than 5 years

Risk Management



Climate Risk Management

The Company manages risks associated with climate change by integrating them into the Enterprise Risk Management (ERM) process. This enables continuous monitoring, analysis, and review of climate risks, while ensuring that environmental and social risks are appropriately managed in line with evolving contexts and external factors under the Company's Three Lines of Defense framework, as follows:

Key Principles of Climate Risk Management



**Integration into the
ERM process**



**Continuous
monitoring, analysis,
and review of risks**



**Risk control within
acceptable limits**



**Alignment with
evolving contexts
and external factors**

1

First Line of Defense



**All Business Units of
the Company**

- > Managing initial climate-related risks

2

Second Line of Defense



**Risk Management Unit/
Compliance Unit**

**Risk
Management
Unit**

- > Thoroughly analyzing climate risk assessment results
- > Providing independent and credible opinions regarding such risks
- > Establishing procedures for monitoring and controlling risks within acceptable limits

**Compliance
Unit**

- > Monitoring and overseeing regulatory compliance

3

Third Line of Defense



Internal Audit Unit

- > Independently assessing and providing assurance that the organization's climate risk management system is operating effectively

Climate Risk Management Framework

01

Risk Analysis and
Assessment Related to
Climate Change and
Environment

- > Collecting risk issues and risk management guidelines regarding Physical Risks and Transition Risks
- > Assessing risks jointly with business units

02

Risk Control and
Management

- > Formulating risk management policies and guidelines
- > Establishing management structures
- > Developing business continuity plans

03

Risk Monitoring and
Reporting

- > All business units are responsible for reporting loss data and incident details to evaluate root causes and impacts, establishing preventive measures, and monitoring control measure effectiveness.
- > The risk management unit aggregates, verifies, and assesses risk levels against established criteria, summarizing and reporting results to the Risk Management Committee and the Thanachart Group Sustainability Management Committee in line with corporate guidelines.



Metrics and Targets

Metrics and Targets

Recognizing the Group's role in supporting national economic development, the Company prioritizes responsible resource and energy consumption alongside environmental conservation. Accordingly, the Company has established key performance indicators and targets to reduce greenhouse gas (GHG) emissions from its operational activities, categorized into short-term and long-term timeframes. Concurrently, the Company supports operational approaches that mitigate climate change impacts, foster environmental conservation awareness through various initiatives, maintain regular internal communication, and integrate these practices into daily operations. Details of the Company's target are as follows:

Scope Greenhouse Gas Emissions	Short term (1-5 Year)			Long term (more than 5 Years)	
	2023 (Base Year)	2025	2028	2029	2050
Scope 2 Indirect Greenhouse Gas Emissions from Energy Consumption (e.g., electricity used in the Company's office buildings)	Base Year	Reduce GHG emissions by 3–5% compared to base year	Reduce GHG emissions by 3–5% compared to base year	Reduce GHG emissions by 5% compared to base year	Net-zero GHG emissions
Scope 3 Other Indirect Greenhouse Gas Emissions (e.g., water and paper consumption)	Base Year	Reduce GHG emissions by 3–5% compared to base year	Reduce GHG emissions by 3–5% compared to base year	Reduce GHG emissions by 5% compared to base year	Net-zero GHG emissions

2025 Performance Result

Scope	Unit	2025	2024	2023
② Greenhouse Gas Emissions Scope 2	Tonnes of carbon dioxide equivalent (tCO ₂ e)	727*	765	723
Greenhouse gas emissions per total employee	Tonnes of carbon dioxide equivalent per employee (tCO ₂ e/employee)	0.4755	0.4957	0.4787
Greenhouse gas emissions intensity per employee : Increase (Decrease)	Percentage (%)	(0.66)	3.55	-
③ Greenhouse Gas Emissions Scope 3	Tonnes of carbon dioxide equivalent (tCO ₂ e)	53.98	57.05	56.82
Greenhouse gas emissions per total employee	Tonnes of carbon dioxide equivalent per employee (tCO ₂ e/employee)	0.0387	0.0406	0.0415
Greenhouse gas emissions intensity per employee : Increase (Decrease)	Percentage (%)	(6.77)	(2.09)	-

Note:

- Scope 2 represents indirect greenhouse gas emissions from electricity consumption within the organization.
- * = Year 2025 emissions increased compared to base year, due to the expansion of office space among the Group's companies.
- Scope 3 represents indirect greenhouse gas emissions from water and paper consumption.

Calculation are based on greenhouse gas emissions (Carbon Footprint) calculation methodologies established by the Thailand Greenhouse Gas Management Organization (Public Organization).



UPWARD SUSTAIN

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