



ne Bank One Goal

for Thais' Life-long Financial Well-being





Vision

To become the recommended bank of choice by our customers



Mission

To improve our customers' life-long financial well-being

One Bank One Goal

for Thais' Life-long Financial Well-being

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Message from Our Chairman and Chief Executive Officer



Mr. Ekniti Nitithanprapas
Chairman of the Board of
Directors



Mr. Piti Tantasem
Chief Executive Officer

At TMBThanachart Bank, we believe that business and sustainability are interwoven. For our business to grow sustainably, it is important to ensure that all stakeholders benefit from and are not negatively impacted by the Bank's operations. To drive the organization towards sustainability, it has to start from within. Everyone in the organization should be able to see and believe in the same mission. As we move forward together, we will be able to see that achieving the goal of sustainability is within reach and is not too distant. Another important topic that the Bank continues to drive forward is one about promoting the financial well-being of Thai people throughout the country, especially as we believe that financial well-being is an important foundation for all of us to achieve one life's goal. We emphasize this to all our employees in the development of products, services, and financial solutions which are created to address the needs of our customers in every stage of their lives.

With the aim of elevating the society and the financial livelihoods of the Thai people, the Bank is committed to improving and developing products, services, and financial solutions that better serve the financial needs of our customers. For instance, ttb provides an all-free transactional account with no transactional

fees (that is, no deposit fee, no withdrawal fee, no transfer fee, and no payment fee) while providing free life and accident insurance. It has already provided to more than 1.9 million customers at no additional charge, resulting in exponential growth of deposits into ttb's all free accounts by 15 percent during the past year. On investment services, the Bank has further enhanced the ttb smart port which facilitates investment by providing each client with professional assistance to take care of, select, arrange, and adjust their investment portfolio as per each customer's bespoke risk level. We continued to be impacted by the COVID-19 pandemic in 2021. With the crisis came the "New Normal" in terms of consumer behavior, especially in their trading of products and services which experienced an increasing dependency on technology. The Bank was able to adapt to this and continued to develop our digital services. Throughout this time, we incessantly improved the features of the ttb touch application to make it easier and more convenient for our customers to manage their finance, thereby helping to improve their financial well-being. We also established the ttb spark team which is the digital hub committed to digital transformation in order to speed up the development of service solutions and digital innovations for the financial well-being of our customers.

One of the elements of sustainability is the ability to operate the business with environmental and social responsibilities in mind. In order to facilitate and influence businesses to shift towards the green industry, the Bank enhanced its Green Loan by expanding the loan from 2 to 7 categories, covering renewable energy, energy efficiency, sustainable water and wastewater management, pollution prevention and waste management, clean transportation, green building, as well as the sustainable management of natural resources. The Bank also developed the Green Bond Framework to help businesses get access to financial resources that help address climate change and support business transformation towards a low-carbon society. In addition, to mitigate its environmental impacts, the Bank has provided sustainable financial solutions, namely, responsible lending and sustainability-linked loans, helping customers to achieve financial well-being while simultaneously demonstrating the Bank's responsibility toward the environment and society.

In terms of social responsibility, in 2021, the Bank continued to promote financial literacy among its customers and the general public through 4 digital platforms that are easy to access. These include: "fintips by ttb" - a source of financial tips for the new generations on the ttb website and the ttb social media channels, "finfit with ttb" - an online community on the ttb Facebook page to exchange and share financial knowledge, "fin live and learn by ttb" - a financial education program for employees of companies that use our digital platform to pay for salary and benefit, and "finbiz by ttb" - a source of in-depth business knowledge and industry insights provided by experts for SME clients on our digital platforms, including the website, social media, and online webinars. Our objectives were to enhance the provision of financial literacy which is easy to understand and able to help shape the right mindset for appropriate financial behavior leading to improvements in financial well-being. The Bank

has also been committed to promoting financial inclusion. With the COVID-19 pandemic impacting the economy globally and the society at large, the Bank was able to help mitigate the impacts by providing loans to more than 750,000 customers. In addition, we also collaborated with the Thai Bankers' Association and the Bank of Thailand to push forward the debt consolidation program to help businesses such as hotels and the public sector get through this crisis.

At the same time, the Bank believes that in order for the business to succeed, we need to focus on developing our employees as well as our corporate culture. We launched the new corporate culture "I CARE" to guide our new way of working after the recent merging. This new corporate culture reflects our beliefs, core values, strategies, and strengths. We are also committed to promoting an agile approach to working, emphasizing teamwork among employees with differing abilities. In addition, we also supported our employees who volunteered as part of our corporate responsibility program for sustainability - the Fai-Fah by ttb. This has been our key CSR program to inspire the young generation and the community to make positive and sustainable changes in business, the community, and the society in line with our Make REAL Change philosophy.

We believe that good corporate governance is the foundation for sustainable growth. We have laid out a management structure that is efficient, transparent, and balanced to help achieve optimal benefits in governance. The Bank places the utmost importance on Market Conduct, which is critical to our business in terms of establishing and maintaining customer trust and confidence in the Bank. We foster, among all employees, a corporate culture that adheres to business ethics by committing to maintaining customers' interest and offering the best and fair solutions to customers while not exploiting customers' lack of

knowledge or understanding. In 2021, the Bank was able to enhance its market conduct practices, thus leading to better assessment results by the Bank of Thailand. This further reflected our commitment and determination to improve our services while also being socially responsible.

The integration of sustainability into our business operations based on good governance and environmental and social responsibilities led us to retain first place in the Fair Finance Thailand ranking by the Fair Finance Thailand Coalition for the last 3 consecutive years. This reflected our commitment to drive the business towards sustainable banking to promote financial well-being for the Thai people. The year 2021 was another important step as the Bank was listed for the first time on the Sustainability Yearbook 2021 in the banking category by S&P Global in its Dow Jones Sustainability Indices (DJSI). The Bank has now been included in the Bloomberg Gender-Equality Index (GEI) 2022 for the first time. This was the result of our outstanding corporate culture that is open to diversity and our policy that promotes equity and inclusion, in line with our approach to sustainable banking as part of society.

Lastly, we would like to thank all shareholders, customers, and stakeholders from all sectors for the continuous support and suggestions which have all proven to be very useful for our endeavor towards sustainability. We will contribute to laying the foundation for fair banking to help achieve a healthy equilibrium for the economy, the environment, and a society that embraces sustainability. We would like to point out our long-term dedication to continuously enhancing our business responsibilities and committing to our mission to promote the financial well-being of our customers and the Thai people throughout the country.

About ttb

Founded in 1957, TMBThanachart Bank Public Company Limited (ttb) exclusively serviced military units and personnel only to expand its financial services into the commercial sector in 1973, and in 1983, the Bank was publicly listed on Thailand's Stock Exchange. ttb has also been through several mergers, including mergers with DBS Thai Danu Bank and the Industrial Finance Corporation of Thailand in 2004, ING Bank N.V. in 2007, and Thanachart Bank in 2019. The recent merger has made ttb the sixth-largest commercial bank in Thailand by asset size. Today, the Bank provides a full range of banking services and platforms to our retail and commercial customers.

Our Products and Services

The Bank's financial products and services include deposits, loans, investment products, and bancassurance. As a customer-centric organization, understanding customers' needs is a key factor to our success; thus, the Bank's business is organized into two key customer segments: commercial banking and retail banking.



Commercial Banking Group

Deposit	<ul style="list-style-type: none"> Business account (ttb one bank)
Loan	<ul style="list-style-type: none"> Working capital Supply chain solutions Letter of guarantee Special funding program for SMEs (ttb SME Smart Biz)
Payment and Collection	<ul style="list-style-type: none"> Payment service Collection service Liquidity management
International Trade	<ul style="list-style-type: none"> International trade finance service Capital market risk management
Insurance	<ul style="list-style-type: none"> Bancassurance and business Protection
Others	<ul style="list-style-type: none"> Corporate card Agency service Investment banking deposit



Retail Banking Group

Deposit	<ul style="list-style-type: none"> Transactional account (ttb all free) Savings account (ttb no fixed)
Loan	<ul style="list-style-type: none"> Personal loan Home loan Auto loan Credit card loan
Mutual Fund	<ul style="list-style-type: none"> ttb Open Architecture
Insurance	<ul style="list-style-type: none"> Savings towards future securities Life and health protection Properties protection
Wealth Banking	<ul style="list-style-type: none"> Wealth banking Superior banking

Remark: Revenues of each of the following businesses represent less than 5% of the total revenues: asset management business, wealth management/private banking, ESG fixed income products for commercial clients, and advisory services to our commercial/retail clients.

Open Architecture

The Bank is the first bank in Thailand to offer an open architecture platform for all customers. The Bank's long-term strategy for using this open-architecture platform is to provide customers with an extensive array of mutual fund products that correspond to different client needs and risk-return profiles. In 2021, ttb established twelve strong partnerships with both domestic and international leading asset management companies on the open architecture platform which include;

- TMB Asset Management Co., Ltd.
- UOB Asset Management (Thailand) Co., Ltd.
- Aberdeen Asset Management Co., Ltd.
- Principal Asset Management Co., Ltd.
- SCB Asset Management Co., Ltd.
- King Wai Asset Management (Asia) Co., Ltd.
- TISCO Asset Management Co., Ltd.
- One Asset Management Co., Ltd.
- Kasikorn Asset Management Co., Ltd.
- Krungsri Asset Management Co., Ltd.
- Krung Thai Asset Management Co., Ltd.
- Thanachart Asset Management Co., Ltd.

Bancassurance

On Jan 1, 2021, ttb entered into a strategic bancassurance partnership with Prudential Life Assurance (Thailand) Public Company Limited ("Prudential Thailand"), a subsidiary of Prudential PCL., for an initial term of 15 years to equip the newly merged Bank with Prudential's leading health and wealth solutions.

Prudential Life Assurance (Thailand) is a leading life insurance company that has operated in Thailand for more than 24 years. Prudential Life Insurance, which provides a comprehensive range of financial products, namely, life and health insurance. Additionally, the partnership between the Bank and Prudential is expected to leverage technology to better serve customers.

Subsequently, ttb offers insurance for loan collateral in association with non-life insurance companies by leveraging Thanachart Bank's strong auto loans customer base to substantially increase ttb's non-life insurance premiums. The Bank also provides other non-life insurance products such as personal accident, health, and motor insurance under their non-life insurance sector.

Strategy and Business

The Bank's continued efforts to strengthen customer relationships and capture market share have led to the formulation of the Seven Strategic Intents, which include multiple products and life-long customer solutions. These Seven Strategic Intents encompass the following:



1. Customer Centricity

At ttb, customers are at the center of our business operations as we take into account how each business decision, process, and strategy will affect customer experience. The Bank analyzes and uses customer data to develop financial products and services relevant to customers' needs by understanding customers' behavior and anticipating their wants. Correspondingly, customer satisfaction is also measured and monitored to continuously improve the Bank's financial products and services as well as customer experience. Since the start of the COVID-19 pandemic, ttb has been giving support to our customers who have been negatively impacted.



2. Build Deposits and Transactional Banking Product Excellence

The Bank uses the deposit-led strategy to differentiate customer value propositions in deposit products and transactional banking services. The Bank will continue to focus on developing flagship deposit products that will help build lasting relationships with customers and enhance customer experience in hopes that ttb will eventually become the customers' main bank of choice.



3. Continue Leading in Auto Loan and Lending Products

After merging with Thanachart Bank, ttb has capitalized on the strength of Thanachart Bank's auto loan, which is equipped with available personnel, car dealer networks, and Thanachart Bank's brand strength to further expand the business and cater to customer's needs. Thanachart Bank's auto loans offered to ttb's customers consist of comprehensive financial product offerings and services. This will strengthen the Bank's ability to cope with changes in the market, thus, maintaining its leadership position in the auto lending industry.



4. Build Sustainable and Recurring Non-interest Income

This past year, ttb has been continuously emphasizing on building sustainable, non-interest income capability to effectively manage capital due to its minimum capital requirement when compared to credit-related income. Non-interest income, such as bancassurance products and mutual fund products, also ensures a sustainable bottom line throughout its business cycles. Subsequently, ttb also applied the distributor business model and the open architecture model to cater to different customers' needs by collaborating with suitable business partners and sourcing the best financial products.



5. Optimize Capital Utilization and Liquidity Management

The Bank is strongly committed to delivering the level of profit expected by investors and has established a target to earn the same level of ROE as Thailand's top bank performers within the next three to five years. To achieve this, the Bank continues to focus on selectively growing the balance sheet to generate incremental return.



6. Enhance Digital Capability and Solutions

The shift in customer behavior towards a more digitally-led lifestyle and rapid technological development is reflected in the increased preference for financial transactions that are conducted through digital channels. Meanwhile, the COVID-19 pandemic also played a role in accelerating this transformation by creating a heightened awareness of existing digital financial services offered by the Bank. In response, ttb has been investing in the development of the Bank's IT infrastructure, cyber security systems, customer data privacy systems, and employee competency to build a corporate culture centered on digitized working procedures and operations; this would accelerate the product and service development cycle and enhance customer experience.

The Bank also places importance on digital capabilities by continued investments into the digital platform and related technologies to become Thailand's top three digital banking service providers—one of ttb's business priorities. ttb has since rolled out a "Digital Frist" operating model to drive digital adoption while pursuing continuous improvements of the omni-channel customer journey in order to cope with customers behavioral shift. Subsequently, the Bank has also been moving towards a decentralized innovation process that fosters a more rapid launch of new solutions across the Bank. This will not only help increase the Bank's agility in driving innovation but also decrease the cost-to-serve. The Bank then aims to digitize and migrate in-branch services to a specific digital channel under the Digital-first" concept

by creating a humanized touch in each branch-presence which is also referred to as the "humanized digital banking".

To provide the best possible customer engagement in response to consumers' evolving behavior and increased expectations, ttb's digital strategy has moved beyond traditional banking services to incorporate ecosystem play, which was developed with ttb's strategic partners. The ecosystem play will be built around the Bank's strong market presence and competitive advantage such as the automotive industry where ttb is the market leader in automotive lending that has a high network coverage of dealers and automotive supply chain. The ecosystem play will also act as an engagement tool for our customers to lessen the burden for owning a car.



7. Capture Synergy Realization

Capturing realized benefits derived from post-merger integration include benefits from balance sheet synergies, cost synergies, and revenue synergies.

- 1) Balance sheet synergies are captured through balance sheet optimization, which allows the Bank to efficiently utilize its assets and raise funds.
- 2) Cost synergies arise from a greater economy of scale, specifically through the

integration of key business support areas, namely, IT infrastructure investment, business operations, overlapped retail branches, and redundant back-office employees.

- 3) Revenue synergies foster the ability to introduce a more extensive range of financial products and services to cater to customer needs and serve a larger customer base of more than 10 million, which will strengthen the Bank's ability to maximize its income generation.

The EBT (Entire Business Transfer) was completed in July 2021, after which the Bank sets its target to maximize the revenue potential which aligns with the newly, integrated customer base. This is done by focusing on our customers' financial well-being and a stronger value proposition delivered by our top-tier digital platform.

Sustainability at ttb

The Bank strives to integrate sustainability into our business and to ensure that our strategic objectives do not only fulfill short-term goals but also contribute to long-term sustainable growth. The Nomination, Remuneration and Corporate Governance Committee and the Chief Executive Committee have oversight of sustainability management and its effectiveness across the organization. At the working level, the Sustainability Department works with relevant business functions to elevate the Bank's sustainable practice standards and improve awareness among employees across four key areas: business sustainability, environmental sustainability, social sustainability, and corporate governance and business ethics.



Sustainability KPIs

In 2021, ttb incorporated sustainability-related key performance indicators (KPIs) into corporate KPIs to drive our business towards sustainable growth.

Sustainability Framework	2021 Key Performance Indicators	2021 Target	2021 Performance
Corporate Governance and Business Ethics	Good corporate governance and effectiveness of the Board of Directors	Over 93% of corporate governance report score	94% of corporate governance report score
	Data breach cases with customer impact	0 case	0 case
Business Sustainability	Customer Net Promoter Score (NPS)	65%	64%
Environmental Sustainability	Green loan setup	1,200 million Baht	2,309 million Baht
	Energy and water intensity reduction	10% compared to 2019	Energy intensity reduction by 35.8% and water intensity reduction by 39.7% from 2019
Social Sustainability	SME loans with positive social impact	300 million Baht	228 million Baht
	Healthy Borrower Program	100 million Baht	1,076 million Baht
	Talent attrition	6%	7.6%

Sustainability Ratings

<p>Fair Finance Thailand</p>	<p>Sustainability Yearbook Member 2022</p> <p>S&P Global</p> <p>S&P Global's Corporate Sustainability Assessment (CSA)</p>
<p>Bloomberg Gender-Equality Index (GEI)</p>	<p>FTSE4Good Index</p>
<p>Thailand Sustainability Investment (THSI)</p>	<p>IOD's Corporate Report of Thai Listed Companies (CGR)</p>

Point of Contact

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ttb creates sustainable value throughout our value chain...

15,102 total employees

636 domestic branches

1 overseas branch

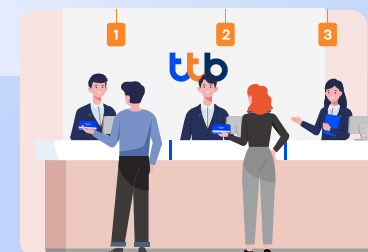
3,043 ATMs

598 ADMs

253 All in Ones



...providing exceptional products and services that enhance customer experience...



10 million customers

NPS Score of 64

Overall satisfaction for complaint handling:

27% and 46% for retail and commercial customers respectively



Total operating income of

65,537 million Baht

Net profit of

10,474 million Baht



...and giving back to our shareholders and the wider society.

118,614 shareholders as of April 2021



ROE 5.1% EPS 0.1086 Baht

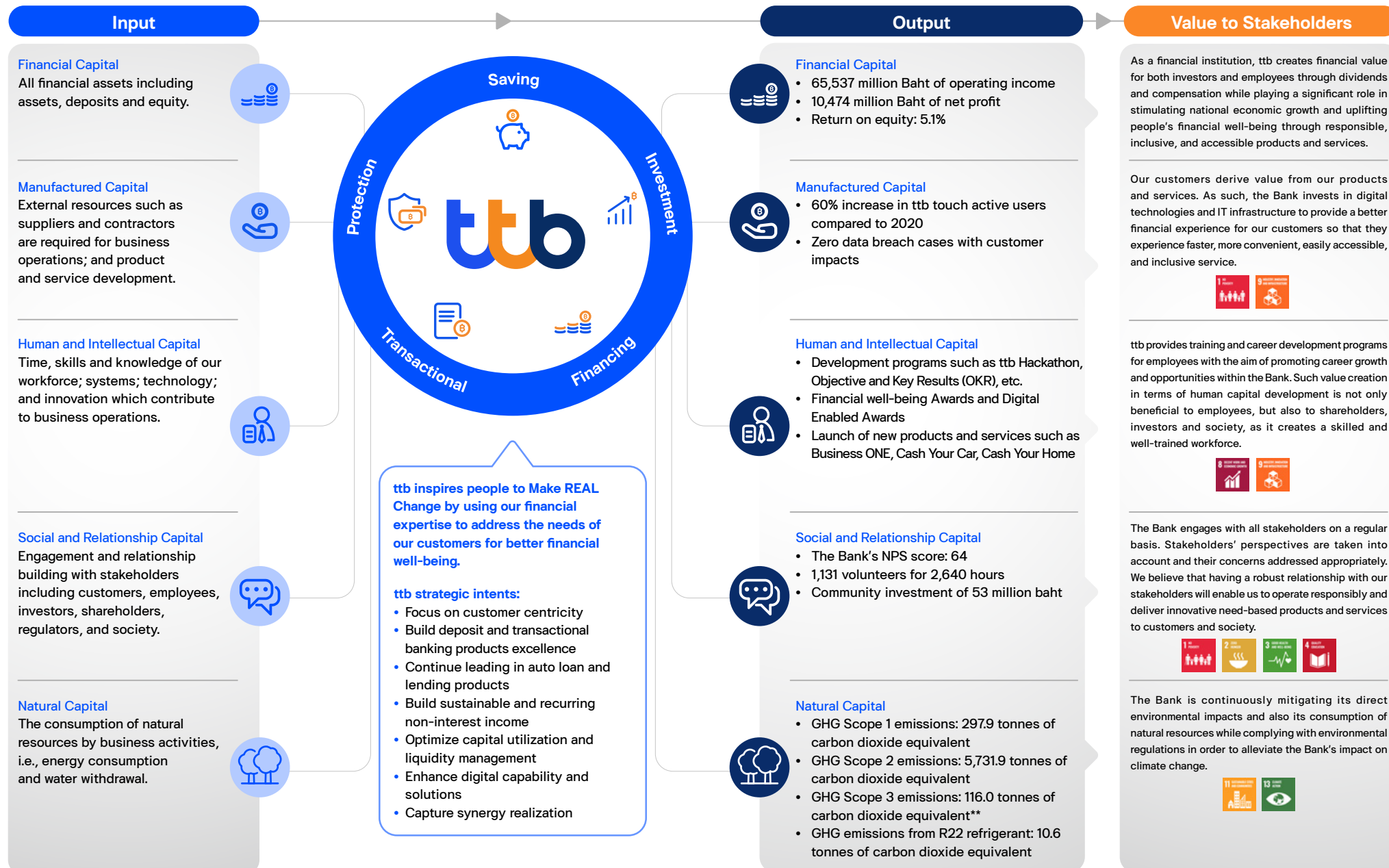


53 million Baht in CSR contribution

> 4,000 people benefited from the fai-fah program



ttb value creation



** GHG Scope 3 emissions are calculated from activities: business travel (fleet cars) operated by external parties, paper usage and water consumption.

Customers



Getting through COVID-19 Together

The Bank has been diligently collaborating with stakeholders across the board in the midst of the ongoing COVID-19 pandemic to support customers, employees, and communities in managing the pandemic's uncertainties and impacts.



Customers

The Bank continues to support customers with financial difficulties perpetuated by the pandemic through our debt relief programs and measures. At the beginning of April 2021, the Bank saw increasing customer requests for financial assistance during Thailand's third wave of COVID-19 as a result of the government's stringent measures on travel and business operations to curb the spread of the pandemic. In response to customer's demands and under the guidance of Bank of Thailand's mandate, ttb rolled out phase three of the debt relief program, which has been extended until the end of December. Concurrently, ttb's Guiding Principle of Post Relief Risk Schemes was also applied to better assess and understand customer's needs as well as individually support impacted customers. By the end of 2021, approximately 12% of the total loan portfolio was under the relief program, which remained relatively stable since September 2021, when compared to 40% during the country's full lockdown in June 2020.

Although there were early signs of economic recovery, some sectors have been negatively affected more than others; namely, the real estate and hospitality sector. Hence, a financial rehabilitation measure called Asset Warehousing was introduced in 2021 with the objective to provide financial relief for impacted businesses so that they are able to remain open, maintain employment, and recover financially in the future. In a nutshell, Asset Warehousing allowed businesses to suspend their repayment on both principal and interest by using their assets as loan collaterals with a buy-back agreement. Businesses can then lease their assets from the Bank to continue their business operations and maintain employment. Through this program, the Bank was able to help more than 18 clients.

Employees

The health, safety, and well-being of our employees are the Bank's top most priority. Several COVID-19 preventive measures have been implemented to

safeguard our employees' health and ensure safety at the workplace. Since the beginning of the pandemic, the Bank has taken proactive steps to provide access to COVID-19 vaccines for all employees, particularly high-risk frontline employees, covering 80% of high-risk employees in Bangkok and 50% across the country. Simultaneously, the Bank has been strongly encouraging employees to receive COVID-19 vaccination that is provided by the government and private hospitals. As of 2021, 98% of total employees have been vaccinated and currently, booster shots are being acquired by the Bank for further employee vaccination.

During the height of the pandemic where several hospitals were at its full capacity, ttb collaborated with partner hospitals to ensure that employees who were COVID-19 infected would have access to hospitalization, hospitel, telemedicine, and medical assistance as needed. Moreover, the Bank periodically conducted COVID-19 screening at all office buildings such as Wongsawang Building, Rama 7.

Building, and ttb Headquarters to mitigate the spread of COVID-19 infection. Rapid Antigen Test kits were also distributed to all buildings and split operations in case of emergency.

To further safeguard the health and well-being of employees during this time, the Bank deployed the Bubble and Seal measure for two months which was implemented specifically for the Contact Center team consisting of 120 employees. The Bubble and Seal provided an alternative working location with full accommodation to reduce commuting and fallboard services as well as facilities for employees to relax outside of work hours. Split Operation was still on-going in three locations with objectives to reduce employee density at the workplace and ensure business continuity. The Bank elevated workplace safety measures, strengthened social distancing protocol, arranged in-depth workplace cleaning on a weekly basis, and installed filters to reduce the risk of airborne transmission of COVID-19 in office buildings.

**600**

medical boxes

were sent to youth

**24,000**

food boxes

were sent to 20 communities



Community

The Bank's continued support of local communities and the wider society is reflected in the company's corporate social responsibility programs. The fai-fah project for instance, encompasses several initiatives such as the Care Box initiative and the entrepreneurial class initiative. The Care Box provides youth and local communities with food and medical supplies through the donation of medical boxes and food boxes to communities in need. This also serves

as a source of income for local food vendors at the company's Headquarters who supplied food to the Bank's Care Box initiative. In 2021, a total of 600 medical boxes consisting of basic medical supplies—masks and rubbing alcohol were sent to youth and 24,000 food boxes were sent to 20 communities. The entrepreneurial class initiative, which is part of the fai-fah project, was created in partnership with Makro Hero Academy to support unemployed workers as well as low-income communities

who were negatively impacted by the pandemic through skill-building programs and classes. The entrepreneurial class was led by a group of restaurant industry experts and professional chefs to help participants build and improve their cooking skills as well as create and strengthen their entrepreneurial knowledge and know-how, setting them up for future career opportunities. Two seasons of the entrepreneurial class were conducted in 2021 with over 500 participants completing the program.

Financial Well-being

The Bank's mission to improve our customers' financial well-being will allow customers to comfortably meet their current commitments and ensure financial resilience into the future. Our goal is to become a trusted advisor by building a long-term relationship and focusing on creating value for customers through the provision of lifelong financial solutions that improve financial well-being.

The 4 Pillars of Financial Well-being

The Bank defines financial well-being into four fundamental pillars, which underpin the way we work and how our products and services are designed.



Mindful Spending & Start Saving

Build financial discipline to create a financial foundation and security that provides a safety net in case of future emergencies.



Healthy Borrowing

Being in debt is acceptable as long as loans are appropriate and suitable tools are used to ensure that there is a right balance between today's needs and future liabilities.



Investing for Future

Investment through proper asset allocation by using risk profiles is a crucial step for managing savings to prepare for the future and foster lifelong stability.



Sufficient Protection

Recognize the importance of insurance as a tool to mitigate risks and select relevant insurance that addresses the changing needs of each stages in life.

Highlight products for each pillar

ttb all free is a transactional account, allowing more financial management freedom with no transactional fees while providing free necessary protections such as life and accident insurance.

ttb no fixed is a savings account with high-interest rates and no fixed term of deposit to help maximize savings.

ttb debt consolidation programs such as ttb cash your home and ttb cash your car combine debts accumulated from credit cards, car loans and personal loans into a single low-interest rate loan that uses the customer's house or car as collateral.

ttb smart port is a full-service investment portfolio management for all customers to promote smart investment and financial inclusion. In 2021, the Bank improved this service to become even more inclusive and accessible by allowing a minimum investment of 1 Baht.

ttb the treasure is a life insurance that assists customers and their families in building lifelong financial stability and financial wealth. With a short payment period of 8 years, customers receive 8% of their pay-back money every year and life insurance up to their 88th birthday. Once the insurance term is completed, customers receive 888% of their insurance premium, passing down their wealth to their children.

Guided by the four pillars of financial well-being, ttb believes that our products and services should provide great functionality to foster our customers' financial well-being. Rather than focusing on the number of products and services, ttb strives to deliver quality products and holistic solutions to uplift our customers' financial well-being instead. Our products are designed to complement each other so that they can be tailored to personalize financial solutions by addressing the needs of our customers through all stages of life. The Bank categorizes customers into four stages of life: first jobber, starting a family, successful career, and retirement.

Four Stages of Life with Different Needs



First Jobber

Build up necessary savings to ensure quality living and pursue their dreams, such as starting own business.



Starting a Family

Accumulate wealth to build financial stability to ensure that their families have a good quality of life.



Successful Career

Maximize wealth from a successful career and secure wealth for their children as well as their retirement period.



Retirement

Maintain wealth, enjoy retirement life, receive health protection, and hand down wealth to their children.



An example of financial solution for each life-stage:



ttb all free



ttb no fixed



ttb credit cards



ttb smart port



ttb all free



ttb no fixed



ttb credit cards
(absolute)



ttb smart port



Debt consolidation
such as CYC/CYH/
cash2care



ttb reserve



ttb smart port



ttb the treasure



ttb flexi care



ttb up and up



ttb reserve



ttb the treasure



ttb ultimate care



ttb smart port



ttb up and up

Digital Transformation

>70%

tbb touch active users
serviced transactions via tbb touch



99% of transfer



95% of bill payment

Retail product purchases
completed over tbb touch

tbb smart portfolio
increased by **4.3** times

Number of savings
account increased by **2.6** times

Credit card and Cash2Go
application increased by **4.2** times



In response to the rise of digital banking accelerated by the COVID-19 pandemic and subsequently, the change in consumer behavior, tbb has expedited the organization's digital transformation through various digital solutions to enhance customer experience and foster their financial well-being. The Bank's aspirations to be positioned in Thailand's top three digital banking platforms and deliver a better customer experience through focusing on the digital aspect of omnichannel offerings, have led to the development of

The Digital First operating model launched in 2020. The model was created to drive the adoption of digital solutions while pursuing continuous improvements of the omnichannel customer journey and experience. Essentially, tbb digital banking offers services beyond the convenience of daily banking operations by personalizing solutions tailored to customers' needs in hopes of strengthening customer engagement and relationships with the Bank.



2021 Highlights of Our Digital Solutions

Dollar-Cost Averaging and Personal Insurance Features on ttb touch

The Bank has been continuously improving ttb touch features to promote customers' financial well-being by making financial management more convenient and easier. Customers can now do the following:

- Invest with dollar-cost averaging (DCA) method to help build savings and wealth over a long period.
- Find product details, purchase personal insurance, and pay insurance premium via ttb touch.



DRIVE Connect Platform

Drive Connect Platform is a free online marketing platform designed for car dealers to create their marketing content via Facebook.



- 1 The one-click cross-channel can be used to create an account that manages online marketing campaigns across different social media channels; namely, Facebook and Instagram with storefront management and inventory management tools.
- 2 Data analytics are implemented to analyze customer data and to provide insights to better tailor marketing advertisement.
- 3 Cost-effectiveness is enhanced through the execution of the 24-hour AI monitoring system which searches for target customers that can increase investment efficiency.
- 4 Lead management is employed to manage customers through easy-to-understand functions with real-time lead distribution and notification systems by providing measurable results.
- 5 Intelligent Dashboard is used for analyzing all marketing campaigns and providing an overview of advertisement performance by focusing on key performance metrics such as return on investment (ROI), inventory status, and customer profile.

Correspondingly, the Bank's digital transformation process is guided by three key principles focused on creating change from within the organization to deliver meaningful impact to stakeholders. The details of the three principles are as follows:

1. The conviction that a medium-sized bank can transform from within the organization.
2. End-to-end agile work management that fosters cross-functional collaboration across business units by breaking down silos and unlocking new business potential.
3. Extend digital capabilities to subsidiaries to foster economies of scale and ensure sufficient time for marketing financial goods and services.

The implementation of the three principles is reflected in the ttb spark initiative, which is a newly founded internal tech unit that ramps up digital resources and focuses on new business development beyond banking solutions.



Spark New Possibilities

The Bank's digital hub, ttb spark, aspires to make concrete change through implementing digital technology and creative ideas by focusing on agile working when developing solutions, services, and innovations in response to rapid change. The Bank expects to hire approximately 250-300 employees in 2022.

Daring

fight for what we believe is right for customers



Agile

fail fast, learn faster



Real

whatever we do must be tangible



Energetic

always fun & active



Our Award-winning Digital Transformation



ttb business one

- Internet banking platform for corporate clients and SMEs which provides a seamless experience to improve customers' financial well-being and operational efficiency.
- 3 Concepts: One Platform is a one-stop solution allowing customers to complete transactions; One to Control enables customers to simply monitor cashflow in real-time; and One to Command is a single system that uses the Smart Dashboard to comprehensively manage finances.
- 80% of clients now use ttb Business One instead of going to the Bank's retail branches.
- Received Best Digital Transformational Implementation Award from The Asian Banker Thailand Award 2021.



Supply Chain E-Wallet for Mirt Phol Farmers

- Supply chain financing solutions promote financial inclusion and financial well-being by enabling farmers to access funds and fertilizer support.
- 23,400 farmers used the e-wallet where more than 18,000 transactions were generated.
- Received Best Digital Financial Inclusion Project 2020 from The Asset Triple A Awards by The Asset.



Punboon.org

- A donation platform to connect donors and foundations.
- 178 foundations on the platform with 49,000 donors.
- 222,000 transactions to date.
- Received Most Innovative Emerging Digital Technologies Project 2019 from The Asset Triple A Awards by The Asset.



Customer Experience

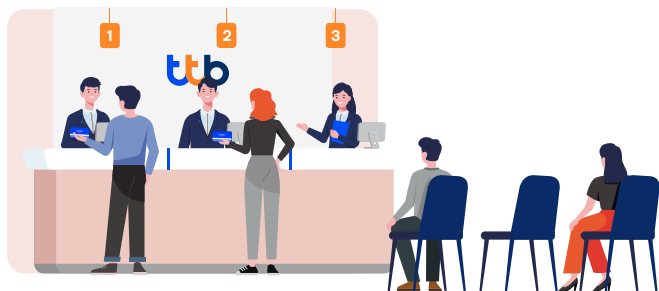
With the vision to become the recommended bank of choice by our customers, customer is at the heart of our business where the Bank is committed to delivering them the best and most seamless experience, both online and offline.

Focusing on ttb's customer-centric business strategy, customer experience is paramount to determine how well the Bank is doing to fulfill its vision. Customer experience performance is reported monthly to the Customer Experience Management Committee, which is a management-level committee that has oversight of customer experience and ensures that customer complaints are properly managed. The committee is chaired by the CEO with members consisting of the

President, Chief Retail Banking Officer, Chief Commercial Banking Officer, Chief Auto Officer, Chief Operating Officer, Chief Information Officer, and Chief Marketing and Experience Officer.

To understand ttb's performance on customer satisfaction, the Bank uses top-down Net Promotor Score (NPS) to measure the willingness of customers to recommend us to others and to gauge the customer's overall satisfaction with the Bank. Moreover, the Bank uses transactional NPS to measure feedback at a more granular level after experiencing our services. This will enable us to better understand the Bank's service quality and to identify areas of improvement in the customer journey, product

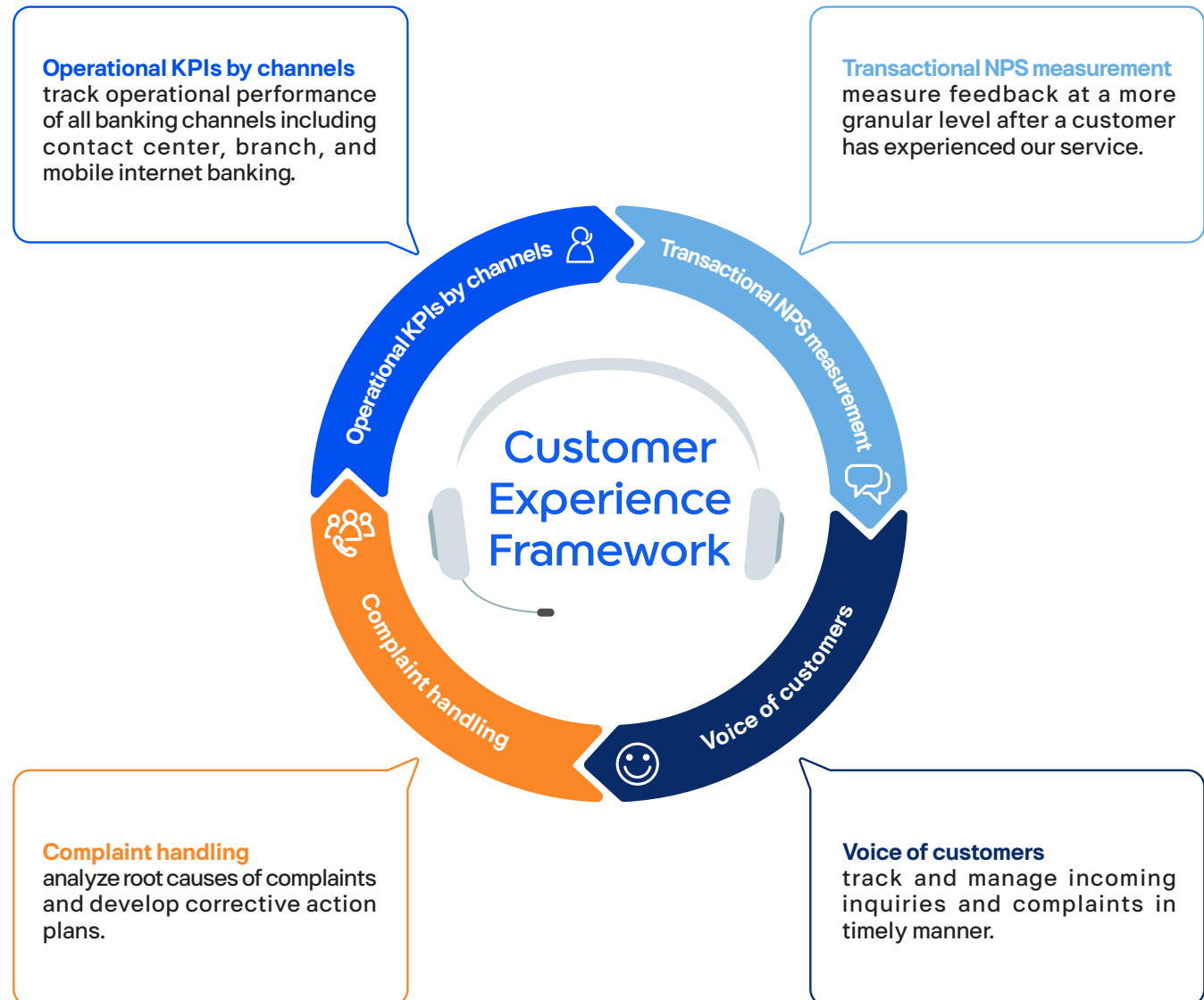
and service, and banking channels. The result of transactional NPS in 2021 was at 64%, almost meeting the target of 65%. This past year proved to be full of challenges and changes as a result of the ongoing entire bank transfer between TMB Bank and Thanachart Bank where we strived for a seamless transition of customer transfer and customer onboarding. After the completion of the entire business transfer, the Bank experienced a surge in customer inquiries where our employees worked tirelessly to provide the best possible solutions. The Bank is determined to continuously improve our performance to ensure an excellent customer experience and become the recommended bank of choice by our customers.



Customer Satisfaction	2018	2019	2020	2021*	2021 Target*
Top-Down NPS	54	57	61	61	65

*Note: For 2020-2021, the NPS survey was conducted biannually due to the merger & acquisition in 2020 and the integration of TMB and Thanachart Bank in 2021.

The customer experience framework consists of four key pillars to ensure monitoring, measurement, and improvement of the end-to-end process, not just touchpoints, in order to deliver an exceptional customer experience. The tracking dashboard, based on this framework, is used to monitor the overall performance and key indicators, and reported to the Customer Experience Management Committee.



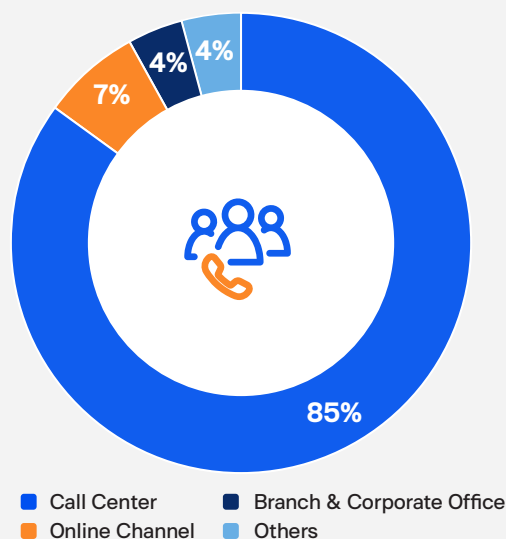
The Bank continues to support complaint management because we genuinely believe that complaint management is an essential component of customer service. It provides valuable insights and helps us better understand the performance of our products and services with a view to improving customer satisfaction. In 2021, there was a structural reorganization of the Customer Care Center department to improve

operational and process efficiency for better customer and complaint management. Moreover, a new dedicated function named Customer Complaint Improvement and Support was established to identify potential sources of complaints, tackle the root causes of problems, and correct or prevent those problems from recurring. Root cause analysis and corrective actions are regularly reported to the Customer Management Committee.

In 2022, the Bank will focus on three initiatives; sales model revisit, branch efficiency and operational excellence, and contact center and complaint management overhaul in our continuous efforts to improve customer journey and experience.

Complaint Management

Breakdown of complaints received by all channels in 2021:



The complaints were categorized into three main issues:



System: for example, transactional errors on ttb touch and ATM/CDM, ttb touch and ATM/CDM were out of services



People: for example, queue management and inappropriate behaviors of employees



Product and process: for example, customer's dissatisfaction of loan approval, process errors resulted in missing statements

Institutions/bodies that customers have registered complaints to both direct and indirect:



Bank of Thailand



Office of The Consumer Protection Board



Officer of Insurance Commission



Securities and Exchange Commission

Environment



Responsible Lending

The Bank manages indirect environmental and social impacts from our business operations through responsible lending and sustainable finance. The Bank has Environmental and Social Responsibility (ESR) Policy that defines an overarching approach to how the Bank manages and mitigates environmental and social impacts.

From our annual review, there was zero non-compliance to the ESR Policy.

In 2021, there was zero application required to develop corrective action plans to mitigate environmental and social risks to the acceptable level.

Our Commitment



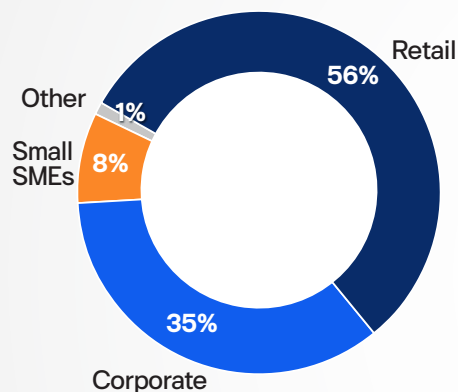
The Bank will reduce down existing coal-fired power plant projects to zero by 2028



The Bank will exit from the tobacco industry by 2023*

* This does not apply to the entire tobacco value chain, specifically parties that are not fully involved in tobacco production (i.e., retailers that sell tobacco products, or companies engaged in transportation and packaging).

Share of lending by customer segment
(% of lending portfolio)



Top 10 lending by business sector in 2021 (of total lending exclude personal consumption)



Finance



Foods



Electricity and water supply



Chemical



Construction material



Consumer goods retailers



Auto wholesalers and parts



Healthcare



Business services



Others



General questionnaire

New applications

3,339

Application that underwent annual review

1,548



Sector specific questionnaire

1,540

486



100% of commercial lending is in line with the ESR Policy

Project Finance in 2021



11 Projects were reviewed and approved
(**100%** of total project finance) in alignment to ESR Policy

0 Project was declined



For more details of the ESR Policy, visit our website:

<https://www.ttbbank.com/en/sustainability/environmental-sustainability/responsible-lending>

Sustainable Finance



Green loan set up
in 2021 totaled
2,309 million Baht
compared to the 2021 target of
1,200 million Baht



>9.8 million Baht
in green loan outstanding



EV loan amount over
2,726 million Baht



Sustainability-linked loan set-up of
50 million Baht
in 2021, accounting for
an accumulated value of
200 million Baht
since 2019



Establishment of ttb Green Bond
Framework 2021 with Second Party
Opinion (SPO)

The Bank acknowledges the importance of our role in driving and facilitating businesses towards sustainable practices. The Bank has been active in promoting sustainable finance through a variety of products including green loans, sustainability-linked loans, loans with positive environmental and social impacts, and green bonds.

The environmental objectives recognized by the Bank as sustainable financing include transition to a low carbon economy, carbon resilience, and environmental protection, where ttb aims to promote businesses that are in line with these objectives. Additionally, these three objectives will elicit positive impacts contributing to the following UN Sustainable Development Goals.

Sustainable Finance Objectives

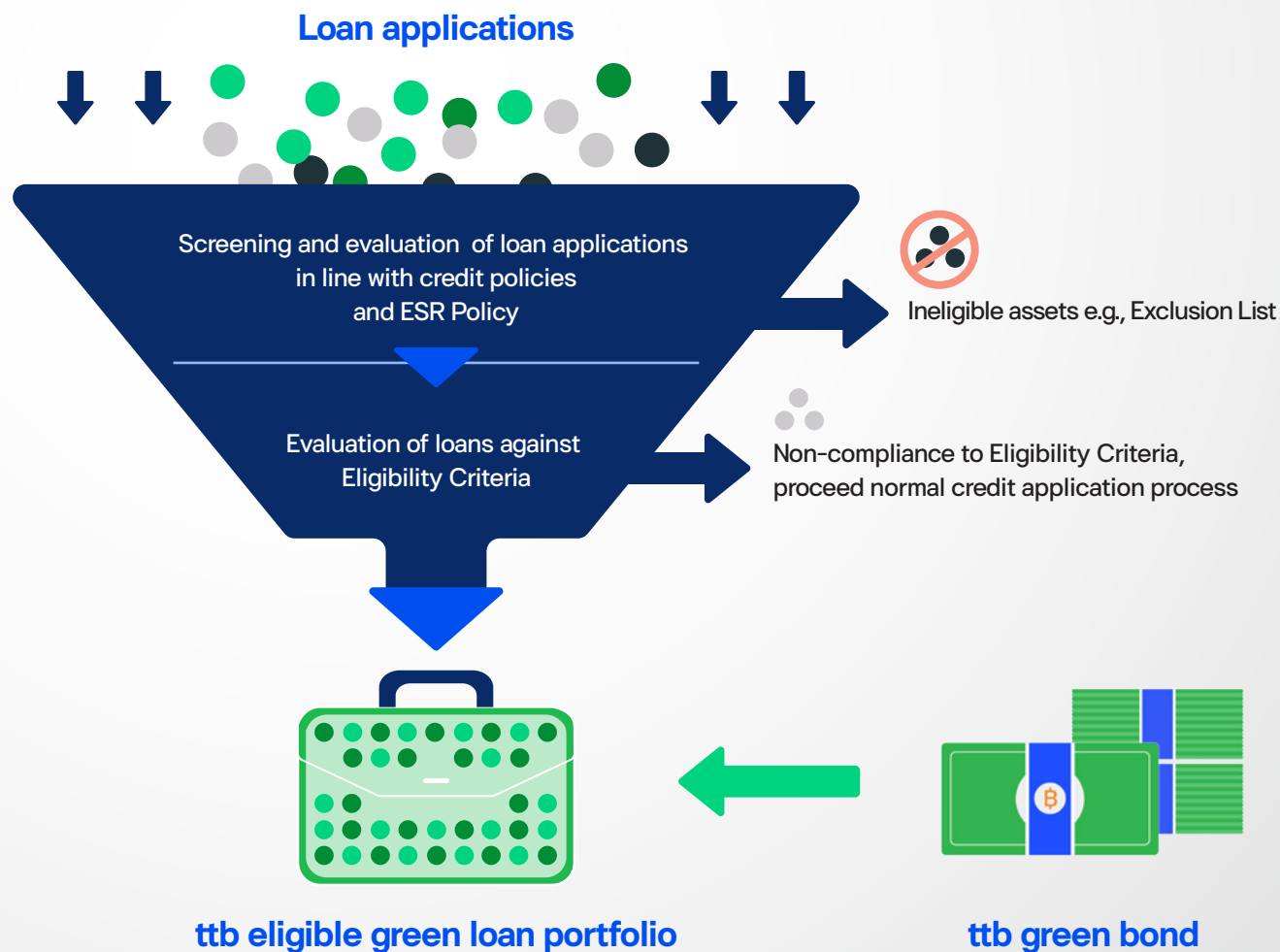
Transition to a low carbon economy

Carbon resilience

Environmental protection



In 2021, the Bank defined the process for green loan evaluation and selection as one of the important elements of ttb Green Bond Framework 2021. The Eligibility Criteria are based on the green loan criteria and their full alignment with the ICMA, which include some requirements being based on the Climate Bond Initiative (CBI)'s Climate Bonds Taxonomy (2021) and China Green Bond Endorsed Projects Catalogue (2020 Edition, Draft for Consultation). Consequently, the Bank plans to disclose the green loan criteria by 2022 using the new definition.



ttb's green loan criteria consist of 7 categories:

- 1 Renewable energy
- 2 Energy efficiency
- 3 Sustainable water and wastewater management
- 4 Pollution prevention and waste management
- 5 Clean transportation
- 6 Green building
- 7 Sustainable management of natural resources



Estimated impacts from green loans in 2021:

>1,900 MW
of renewable energy



>3.7 million tonnes
of CO₂ equivalent saved
over year from renewable
energy lending



485 electric vehicles and
1,392 plug-in
hybrid electric vehicles
(PHEV) financed



1
green building with LEED
(Leadership in Energy
and Environmental Design)-
certified gold level

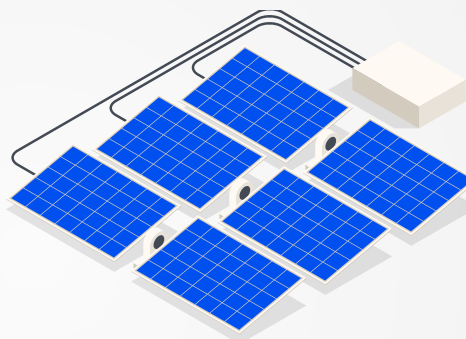


The Bank is further expanding its financing activities into the commercial and industrial (C&I) solar sector by providing a 1.88 billion Baht (approx. US\$60 million) long-term, green project finance loan package to a Thai-based company called the Constant Energy Group. The funding will be deployed to further expand Constant Energy's sizeable portfolio of solar energy projects for leading C&I clients in Thailand.

The solar power projects developed and operated by Constant Energy ensure C&I offtakers have access to clean and reliable power for grid supplies, significant discount of grid prices or diesel alternatives, improvement of grid resiliency against interruptions, and increased certainty of customers meeting their carbon emissions reductions and sustainability targets while focusing on their core activities. Given the increasing power requirements of C&I customers and the high cost-saving potential these solar solutions have to offer, the market is expected to grow dynamically over the coming years.



The Bank is providing a 300 million Baht credit facility to Prime Road Group to invest in a 60 MW solar farm project in Cambodia, the first phase of the Cambodia National Solar Park Project, which targets to generate 100 MW of solar energy and host a utility-scale energy storage system. The 60 MW solar project will sell generated power to a state-owned utility company, Electricite du Cambodge (EdC), which will supply the national grid with electricity across the country, especially to areas with energy shortages. Solar energy helps reduce Cambodia's reliance on coal and fossil fuels for electricity production, which has seen rising demands from economic growth.



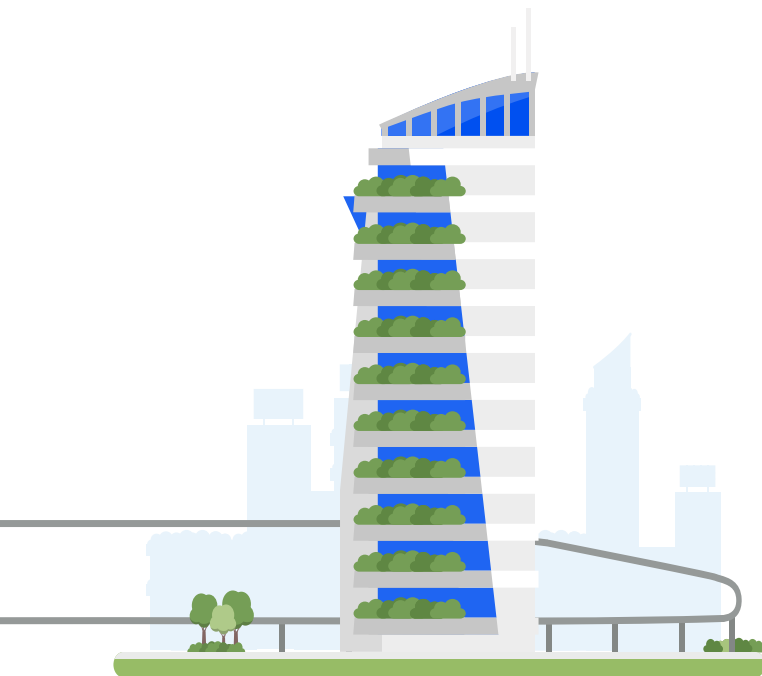
Loans with positive social impacts case



Loans totaling
228 million Baht to



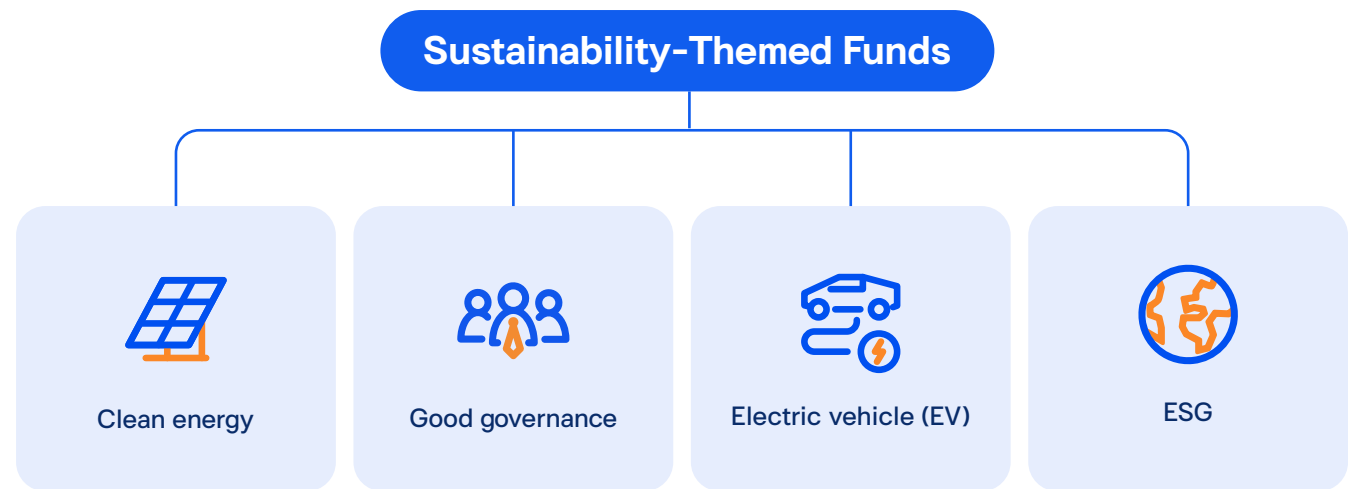
56 small enterprises
for medical services,
flood reliefs, and local
entrepreneurs that promote
the community's identity



The Bank offered 1,100 million Baht loan to Spring Tower Project. The building is designed according to the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) Gold level, a globally recognised green building certification system with an emphasis on holistic sustainability, from site selection and design to construction and building management.

Sustainable Investment

In 2021, the Bank offered five ESG funds to our open architecture investment accounting for asset undermanagement with a value of 10,228 million Baht. These ESG funds are aimed at promoting loans with ESG related objectives that will generate long-term, sustainable growth for businesses on both domestic and international levels. These ESG funds support four key objectives below.



Our Environmental Impacts

Our Commitment



2026 Target:

To reduce 15% of the Bank's electricity consumption and 10% of water consumption by 2026, compared to the 2019 base line



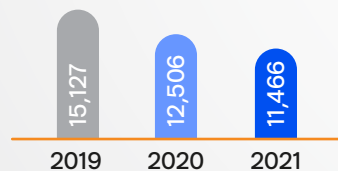
2021 Target:

To reduce 10% of the Bank's electricity and water consumption intensity in 2021, compared to the 2019 base line



Electricity consumption

(Head Office) (MWh)



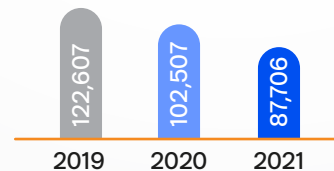
▼ **35.8%**

intensity reduction compared to the 2019 base line



Water consumption

(Head Office) (Cubic meters)



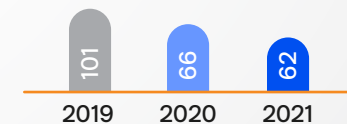
▼ **39.7%**

intensity reduction compared to the 2019 base line



Paper usage

(Head Office) (Tonnes)



▼ **6.1%**

reduction in paper usage compared to the 2020 base line

In 2021, ttb overhauled the cooling and air conditioning systems to enhance energy efficiency in its buildings by using real-time analysis and automatic control of the air handling unit. The regulation of water pressures in office buildings was also implemented along with the installation of automatic tree watering system to improve the Bank's water-use efficiency.

In 2021, ttb reduced electricity and water consumption intensity by 35.8% and 39.7%, respectively, compared to 2019, with over 1.8 million Baht invested in the improvement of resource consumption effectiveness within the Head Office building. The significant decrease in resource consumption was mainly due to the Work from Home Policy resulting from the ongoing COVID-19 pandemic.

With our continuous efforts in improving the efficiency of the Bank's operation, ttb received the ASEAN Energy Awards 2021 and Thailand Energy Awards 2021 with an Excellence Level in the Energy Conservation-Designated Building category.

Social



Financial Literacy and Inclusion

Financial Literacy

Improving customer's life-long financial well-being is ttb's mission where financial literacy is essential for sound financial decisions and effective money management. ttb has been a longtime advocate of financial literacy through the implementation of financial education outreach programs directed at our customers, employees and the general Thai public.

Financial Literacy Initiatives

The Bank aims to enhance financial literacy for all customers through four digital platforms. Financial literacy is an indispensable tool used to transform financial behavior by providing correct understanding of financial knowledge, which ultimately leads to financial well-being.



- Financial tips on ttb website and ttb social media channels targeted at Gen Y and designed with the concept of being 'Your Financial Companion'.
- Provide easy-to-understand and practical financial tips that yield real results from using the Bank's products.



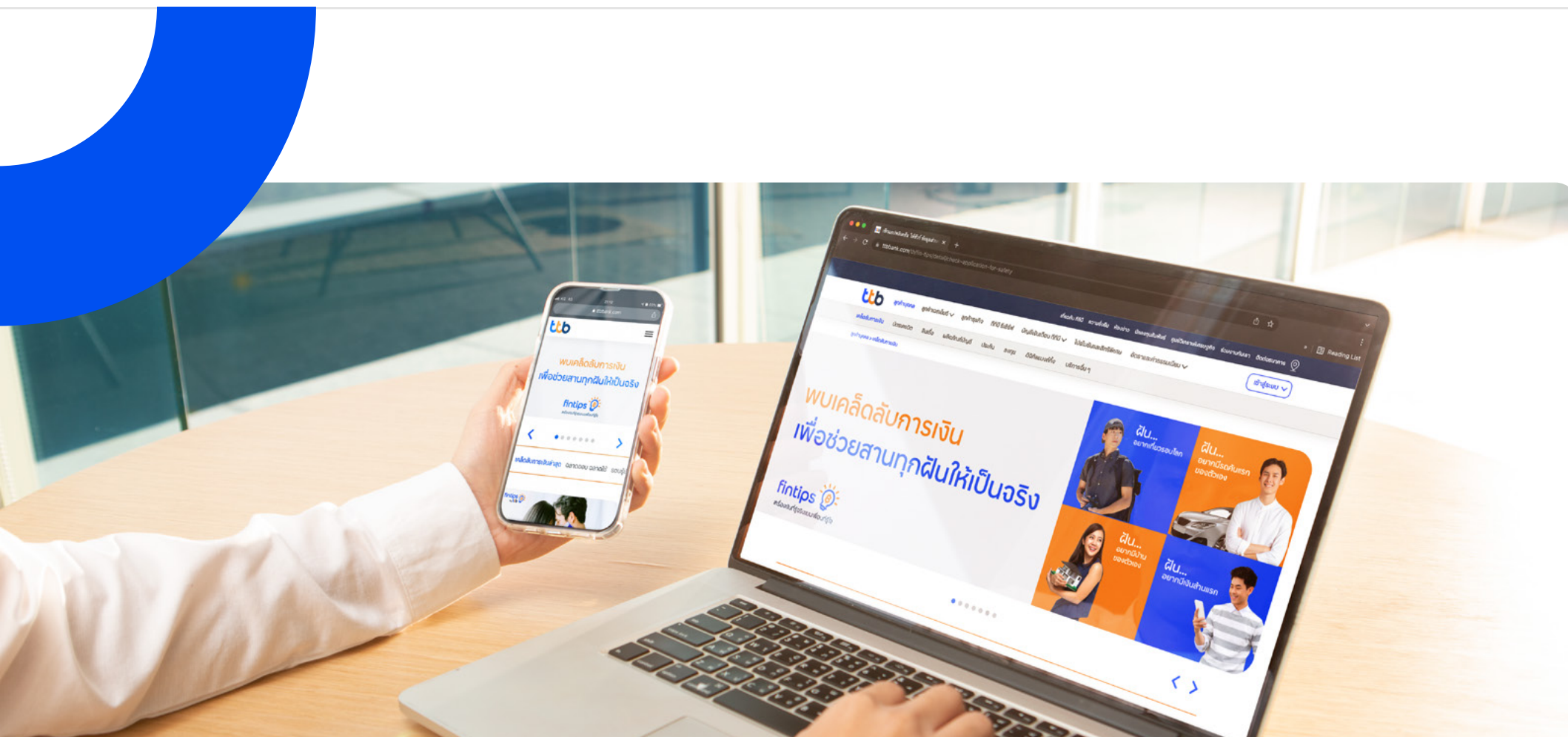
- Financial education program for employees of companies that use ttb payroll plus, an all-in-one digital platform for compensation and benefits.



- An online community on ttb Facebook that shares knowledge, financial tips, lessons learned, and exchanges experiences.



- A source of in-depth business knowledge and industry insights provided by experts for SME clients.



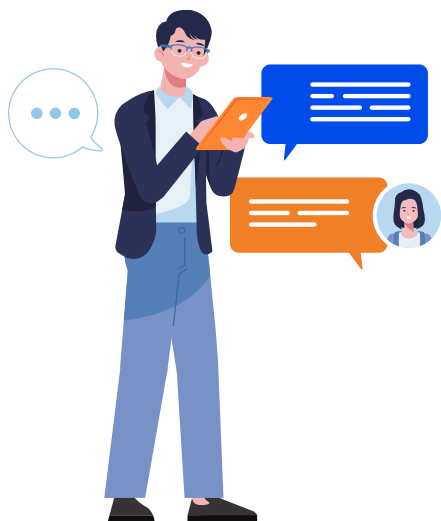
As a member of the Thai Bankers' Association (TBA), ttb has been leading the TBA Financial Literacy Project for three years with the objectives to promote and provide financial literacy to the public sector. The project uses an active learning approach that engages participants with course materials through discussions

and games. The project's first target group consisted of university students aimed at fostering sound financial behavior to prepare them for future financial planning at the start of their careers through knowledge building and understanding of money management. In 2021, the project transitioned its in-person training to

virtual training due to the COVID-19 pandemic. Subsequently, over 30,000 university students from 40 universities across the country were trained by at least 1,000 financial trainers over a period of three years.

Financial Inclusion

Financial inclusion is a key factor to alleviate structural economic inequity, improve social well-being, and foster inclusive growth. Hence, the Bank aims to provide equal, inclusive, and easy access to financial products and services to all our customers in order to improve their financial well-being.



Highlight Products of Financial Inclusion

Products/Services



ttb all free



Cash Your Car
Cash Your Home

Details of Products

A transactional account that allows freedom in terms of financial management with the absence of transactional fees. With a minimum saving of 5,000 Baht, customers are also eligible for free basic accident and life insurance protection – no fees or registration are required. Accident insurance covers up to 3,000 Baht per accident with an unlimited number of claims where no medical expenses are required to be paid up-front. Additionally, life insurance coverage is 20 times the deposit, with a value of no less than 3 million Baht.

A debt consolidation program to combine debts accumulated from credit cards, cars and personal loans into a single low-interest rate loan that uses the customer's house or car as collateral. The goal of this program is to simplify repayments for customers by consolidating all debts with the Bank, as well as from other banks, into one account that customers can keep track of. There is only one annual fee and one fixed repayment date. Offering a fixed end-date for the loan which customers can work towards will empower them to better budget their finances and implement a more sensible – and shorter – payback plan.

Performance

- Number of accounts: 4.4 million accounts
- Number of customers benefited from accident and life insurance: 1.8 million customers
- Insurance claim cases:
 - Medical claims – 2,070 cases or 6.2 million Baht
 - Death claims – 18 cases or 17.5 million Baht
- 978 loans of Cash Your Car booked, accounting for 488.8 million Baht
- 890 applications of Cash Your Home received since its launched in November 2021

Products/Services

Details of Products

Performance



ttb smart port

A full-service investment portfolio management, which was previously exclusive only to private banking customers, is now available for all customers. The primary objective is to promote smart investment and financial inclusion. In 2021, the Bank improved this service to become even more inclusive and accessible by allowing a minimum investment of 1 Baht for clients to be able to access the service.

- 234% increase in AUM of ttb Smart Port's new version


Small Business
Loan for Social
Sustainability
Growth

Provide microfinance to small-sized businesses that have experienced difficulty in securing financial support. The objective is to ensure that small business have access to funding with the following purposes:

- Local entrepreneurs that promote local products and community identity such as OTOP products or local products that have been endorsed by the Department of Local Administration.
- Businesses that were impacted by the flooding in 2021.
- Farmers who want to reduce the use of chemicals in their farming practices.
- Fundamental facilities that serve communities such as medical clinics and services.
- Businesses that endorse environmental conservation such as green energy and solar/biomass power plants.

- 56 small-sized business clients were able to access financial support, accounting for 228.5 million Baht

People

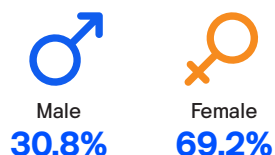
Through ttb's corporate culture, the Bank aims to build a future-ready, skilled workforce in a diverse and inclusive workplace. The corporate culture, 'I CARE', demonstrates our way of working – how we put our customers at the center of everything we do as we strive to be the best.



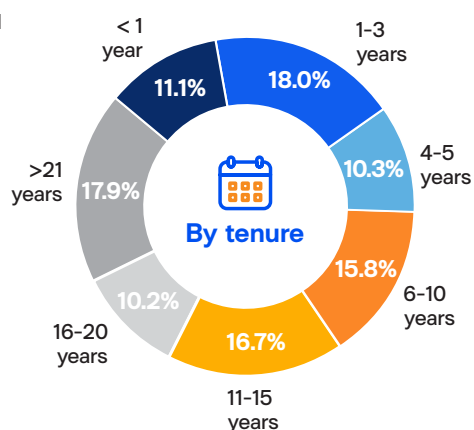
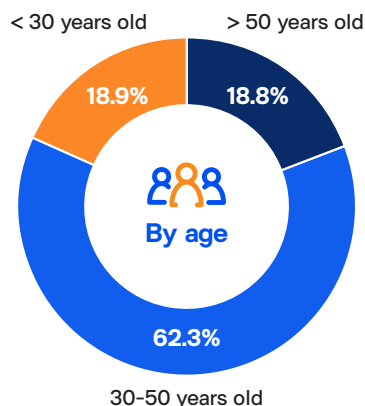
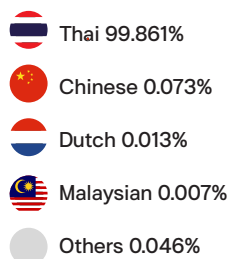
Employee Profile

Total employees
15,102

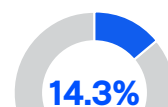
By gender



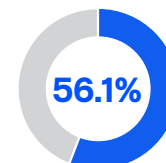
By nationality



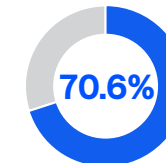
Diversity and Inclusion



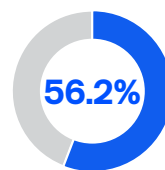
Women in board



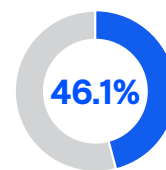
Women in management level



Women in non-management level

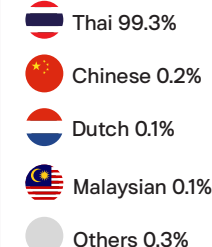


Women in revenue generating functions

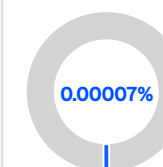


Women in STEM (science technology, engineering, and mathematics) related functions

Management by nationality (% of total management)



Employee with disability (% of total employees)



Learning and Development



Average training hours 46



Employee filled in open positions 43.1%



Employee development investment over 67 million Baht



Employee Well-being



Employee engagement score 50.0%



Scholarship for employees' children 513,000 Baht



Financial aid for employees' childbirth 186,000 Baht

Our people have demonstrated their resiliency and adaptability by efficiently embracing the many organizational changes following ttb's entire business transfer (EBT) that was completed in July 2021, as well as uncertainties stemming from the COVID-19 pandemic. Over 6,581 employees were transferred from Thanachart Bank and integrated into ttb's organization in 2021. The onboarding process was implemented quickly and efficiently to accommodate this expansive organizational change. Despite all of these disruptions, our employees have remained focused and dedicated as the Bank implemented the necessary protocols to ensure the safety of our customers and employees.

Working through COVID-19

Keeping our people safe has always been ttb's top priority. In 2021, the Bank provided different tools and equipment to our employees and their immediate family members to protect against COVID-19. Over 50% of our employees had chosen the option to work-from-home in 2021. We assisted employees by providing access to COVID-19 vaccinations and ensuring adequate treatment was received by those who were infected. In addition, the Bank regularly provides rapid antigen testing kits to all employees to be tested every two weeks. We also provided Microsoft Surface to employees with children to assist in online learning and ease their financial burden. The Bank also granted financial aid to 13,052 public facing employees with a total value of over 78 million Baht as token of appreciation for their hard work and dedication during the pandemic.

Essentially, the pandemic has been causing significant psychological harm and adverse social impacts on the general population, particularly for first responders and those with public-facing jobs. In response to this, the Bank provided all employees with specialized mental health care to ensure their well-being, the Bank's business continuity, and the efficiency of our services. Moreover, we helped our employees manage stress and safeguard their mental and physical health through various forms of activities such as stress reduction seminars, group and individual therapy sessions, online art therapy sessions, and online exercise sessions.

Arrangements for employees during COVID-19 pandemic



COVID-19 health
insurance



COVID-19
vaccine



SAR-COV-2
Antigen
Rapid Test Kit



Hospitals
and hospitals



Hybrid
work model



Business continuity
taskforce



Communication
and information



Enhanced safety
protocols

Learning and Development

The competency-based development program for employees was initiated in 2020, which was designed to build core and leadership competency in different employee levels and promote growth in career paths. In 2021, 1,200 employees underwent a competency assessment and in 2022, the Bank has targeted to roll out this program to 6,000 employees. This exercise will enable our employees to build relevant skill sets and equip them for future roles and responsibilities.



Collaborative Mindset at Work

Having an outward mindset that focuses on team success will help enhance the level of collaboration among employees.

Outward mindset consists of 5 key elements:

Accountability

Actively measure and hold themselves accountable for their actions and how it impacts others

Awareness

Identify and understand others' needs, objectives, and challenges

Helpfulness

Focus on doing their work in ways that set up success for others

Lateral Alignment

Integrating their work with peers and other function groups to make it mutually compatible

Vertical Alignment

Align their work with the objectives of their managers and the organization within their function group

The expected outcome from this training program is to build an assertive, open communication and collaborative mindset that enable employees to achieve common goals. In 2021, 733 employees completed the training. Pre and post-training assessments were conducted, and behavioral change of participated individuals were observed and reported by their line managers. The assessments showed that the perception of employees who have participated in this program have improved significantly, suggesting that there is a positive change in the collaborative mindset on both an individual and organizational level.



Growth Mindset | Work and Change Together

This program aims to build skills in the areas of collaboration, assertive communication, open mindedness, change adaptation, and accountability. In 2021, 1,314 employees completed the program. Pre-and post-training surveys were analyzed, and results indicated that employees expressed a more positive opinion towards collaboration, adaptation, and assertive communication.



Captain ttb program

257 employees in the junior management level enrolled in the Captain ttb program with aims to boost their capabilities in these three areas: people management, change management and strategic planning. These elements of leadership are important for the management role and will shape junior management level employees to be a tactical, trusted and balanced captain that can lead a high-performance team.

Succession Planning

The Bank has a succession plan in place to fill top management positions that will be vacated due to the upcoming retirements in future years. To ensure a smooth transition for successors and business continuity, the Bank has identified critical positions and successor profiles. The readiness of potential candidates that have been identified will be assessed against essential criteria, and after which, candidates will be allowed to participate in the succession development program. In 2021, the Bank identified 161 critical positions and a talent pool of 483 employees. Considering the business growth and retirement cycle, the Bank plans to scout at least 500 new talents and successors in 2022. The Bank's approach to business continuity through talent and succession development will shape ttb's future workforce that will enable the organization to grow sustainably.

This past year, the Bank established the ttb Stock Retention Program (TSRP) 2021, which was approved by the Board of Directors. The TSRP 2021 offers newly issued ordinary shares to both ttb and Thanachart Bank's executives and employees who have met the TSRP 2021 qualifications according to the conditions specified in TTB TSRP 2021. For more details, refer to One Report 2021.



305,000,000

shares at a par value of 0.95 Baht will be offered to TSRP eligible employees with a vesting schedule of 3 years.

Diversity and Inclusion

The Bank has been working diligently to promote diversity and inclusion within the organization ever since the launch of ttb's Diversity and Inclusion Statement through publishing diversity and gender equality data as well as improving the Bank's culture of inclusion and belonging. In 2021, women's representation at the board and management levels, as well as STEM-related functions, increased from 2020. For the first time in several years, 2021 illustrated an increasing trend for female representation at the top management level, which was at 41.7%, surpassing the Diversity and Inclusion commitment of 40%. Although transformational change will not happen in a timespan of a year, ttb continues to inspire our people to perform their best in creating an inclusive work environment.



Inclusion in Gender Equality Index (GEI) 2022
based on 2021 performance

Employee Well-being

The Bank offers a comprehensive employee well-being program that covers a variety of health initiatives ranging from COVID-19 stress management, health and wellness, personal development, and financial planning.



89%

of employees are satisfied with the employee well-being program

4 Dimensions of Employee Well-being



Future skill

Individual's interest and contentment with work-life balance and professional development



Wealth

Financial stability, which is defined as spending and saving money, and behaviors and attitudes towards personal finances, will contribute positively to short-term and long-term goals



Health

Energy and vitality to do everyday tasks with ease including the absence of disease; simply being mobile and active



Mentality

Ability to manage one's emotions, handle stress, effectively express emotions to others, cultivate motivation and give moral support



BSA Building Safety Award 2021, Bronze category by the Building Inspectors Association



Annual health check-up for all employees



Periodic inspections of working environments and conditions

People KPIs	2018	2019	2020	2021	2021 Target
Absentee rate (%)	0.5	0.5	0.6	0.7	1.0
Regrettable loss (%)	12.3	11.0	7.9	9.9	1.0
Average training hours (hours per person per year)	38	35	15	46	40
Employee engagement score (%)	83.8	74.0	NA	50.0	60.0

Social Development

The Bank is committed to creating positive social impacts through its social development strategy by making sustainable changes for youth, the community, and the wider Thai society. Although 2021 proved to be another challenging year as the COVID-19 pandemic continued to impact the health and livelihood of the Thai people, ttb has been diligently launching new social contribution programs under the Bank's Make REAL Change philosophy. Through the fai-fah programs, the Bank continues to inspire youth and communities to better the lives of the Thai people and together, overcome the challenges of the pandemic.



Make REAL Change



Social Development Mission

Make REAL change for sustainable livelihood of youth and communities

fai-fah by ttb

'fai' = The power inherent in every child, 'fah' = The power of giving inspired by ttb



Social Development Strategies

fai-fah for Youth



fai-fah for Communities



Cultural Inspiration



6 fai-fah community projects



> 2,000 community members and 2,000 youths benefited from fai-fah community projects



Financial contribution with a total value of 53 million Baht



> 1,131 volunteers

fai-fah for Youth



fai-fah Learning Centers

The objective of all fai-fah Learning Centers is to teach people how to be self-sufficient. It provides opportunities for youth between the ages of 12 to 17 with art classes and self-development skills. Youth participants can use what they learned at the fai-fah Learning Centers to help their families and the surrounding community change for the better. This year, all fai-fah Learning Centers developed the 3C strategy to inspire youth to tackle the challenges of the COVID-19 pandemic:

1. Connect

Started offering virtual classes to ensure learning continuity, while maintaining a variety of courses including art, singing, music, band, and financial knowledge, just to name a few. Virtual classes were aimed at connecting fai-fah students across the nation and forging meaningful bonds, allowing them to enjoy activities together.



31,505 visits by fai-fah students who participated in both in-person and virtual activities throughout 2021.

2. Care

Caring for children in the community through D.I.Y. activities offered by the Bank for fai-fah students, network schools, and local communities at all fai-fah Learning Centers nationwide.



1,000 Creative fai-fah boxes contain arts and crafts activity kits that can be used to inspire creativity when sheltering at home for long periods of time.



300 Care Boxes contain basic medical supplies for children such as surgical masks and hand sanitizers to promote good hygiene during COVID-19.



24,000 Filling Full Boxes provide food boxes for youth in need and disadvantaged communities through all fai-fah Learning Centers.

3. Contribute

Spreading positive impact through an online event called the fai-fah Art Fest 2021 (The Virtual) to motivate youth in utilizing what they have learned to create a sustainable community and contribute to social development. fai-fah students put their knowledge from the Learning Center to good use by brainstorming ideas on how to pay it forward to the community using online communication channels. These ideas were realized through the sale of products that were designed and created by fai-fah students as well as participation in the event's talent show, where video clips were posted on social media, to demonstrate their singing, dancing, and sports skills. Revenues from the proceeds of the fai-fah Art Fest 2020 (The Virtual) were donated to the Foundation for the Better Life of Children, the Thailand Association of the Blind Music Academy Foundation, and Wat Don Chan Temple.



6,687 participants were recorded for the fai-fah Art Fest 2021 and the event's online exhibition and video clips of fai-fah students garnered more than 20,000 views.

fai-fah for Communities



To drive the progress of ttb's Make REAL Change philosophy in 2021, ttb volunteers continued to share their accounting, finance, branding, product development, sales, and marketing knowledge and skills to targeted communities with the objectives to create change, promote self-sufficiency, and propel the communities toward sustainability. The ttb volunteers worked with communities virtually to develop six fai-fah for Community programs. All participating communities gained knowledge and techniques that are necessary for managing their businesses, thus, generating income for their communities.



More than **2,000** community members benefited from the program

Inspiring Small Entrepreneurs by fai-fah

The Bank organized the Inspiring Small Entrepreneurs by fai-fah program twice in 2021 to help unemployed individuals and households whose income were negatively impacted by the COVID-19 pandemic. Free in-person and online courses were offered to program participants to equip them with important job skills such as cooking, baking, marketing, and entrepreneurial skills that can be used to generate income and find employment. Additionally,



More than **500** participants trained in the program



Cooking videos and videos on the basics of food business management received more than **322,000** views

Agriculture Project for In-Udom Community, Bangkok

The ttb volunteers, together with the In-Udom community, crafted a plan to increase the vegetable farm's productivity and create community-based products. Volunteers also worked to connect the community with horticulture specialists that can equip the In-Udom community with knowledge and expertise on vertical farming, soil preparation, and farming methods that will increase productivity and curtail household expenses. This allowed the community to grow and consume chemical-free vegetables all year round.

Volunteers also helped the In-Udom community design labels and packaging for dishwasher detergents and all-purpose detergents as well as educated them on

how to calculate production cost so that the community could develop products that would generate income. Presently, the In-Udom Community is able to produce affordable dishwasher detergents for community members.

ttb fai-fah Sharing Care for the Community at Khon Kaen Hospital 2, Khon Kaen Province

The ttb volunteers collaborated with senior citizens under Khon Kaen Hospital 2's elderly care program to produce herbal products which helps with dementia prevention and promotes good health and well-being. The ttb volunteers also assisted with the product's label and packaging design, informed the participants on production cost calculation, and developed channels for online sales. This helped generate income for the participants.



Cultural Inspiration



Like a Thai by fai-fah ttb

In 2021, the Bank continued its social development program on a nationwide scale to promote and instill a sense of pride and understanding of the Thai culture in youth from all backgrounds and age groups, including youth with hearing loss. The program also provided equal opportunities for the nation's youth to demonstrate their love and respect for the Thai culture by hosting an online competition at www.เท่อย่างไทย.com through three activities; namely, Thai manner and etiquette competition, reading aloud contest, and digital drawing competition. Royal Trophies and scholarships were awarded to winners by Her Royal Highness Princess Maha Chakri Sirindhorn.



More than **2,000** youth from **500** schools across the nation participated in the Chic Like a Thai by fai-fah ttb program



Scholarships granted with a total value of **668,000** Baht

TMBThanachart Royal Kathin Robe Presentation 2021

In 2021, for the 15th consecutive year, His Majesty King Maha Vajiralongkorn Phra Vajiraklachaoyuhua graciously bestowed ttb the honor of offering the royal Kathin robes at Wat Pa Lelai, a royal Buddhist temple in Supanburi Province. The Kathin is a Buddhist robe offering ceremony where new robes are offered to Buddhist monks who have completed a three-month rain retreat at a designated temple. With the Bank's "One Heart, Hundred Sharing" philanthropy strategy, ttb has reached out to customers, business partners, and employees to encourage them to donate to the maintenance work at Wat Pa Lelai Worawihan and to non-profit organizations on the Punboon platform.



9.7 million Baht donated to Wat Pa Lelai Worawihan



9.5 million Baht donated to 170 charitable organizations

Other CSR Projects

ttb Red Cross Lottery 2021

The Thai Red Cross Society is a charitable, non-profit organization with a mission to provide medical treatment, rehabilitation, health promotion and disease prevention services to the general public and vulnerable communities. The Bank took part in the Red Cross Fair 2021 by raising fund through the issuance of ttb Red Cross lottery.



The Bank issued more than **200,000** Red Cross lottery tickets with a total donation of **6.5** million Baht

More information on social development programs by ttb can be found at <https://www.ttbfoundation.org/>



Governance

Corporate Governance

The Bank's Board of Directors oversees corporate affairs and is committed to sound principles of corporate governance. The Board plays an integral role in our governance and strategic direction by serving as a strategic governing body that constantly challenges our leadership team to evolve, guiding the Bank towards sustainable growth. With diverse experiences, skills, knowledge, and gender, each board member brings distinct and valuable insight into the Bank's decision-making process.

14 board of directors consist of



8 non-executive directors



1 executive director



5 independent directors

Independent board member 5 of 14 or

35.7%

2 female directors

Information as of December 2021.

Board of Directors													
Skills Category	Mr. Ekniti Nitithanprapas	Mr. Suphadej Poonpipat	Gen. Apinun Kumproh	Mr. Philippe G.J.E.O. Damas	Mr. Yokporn Tantisawetrat	Mr. Somjate Moosiriert	Mr. Michal Jan Szcurek	Ms. Patricia Mongkhonvanit	Mr. Praisun Wongsmith	Mr. Willem Frederik Nagel	Mr. Teeranun Srihong	Mr. Prinya Hom-anek	Mrs. Chananyarak Phetcharat
Mr. Piti Tantakaseem													
Finance and Banking	•						•	•	•	•			•
Governance	•			•		•							
Risk Management		•			•	•				•	•	•	
Strategic Planning		•	•	•	•	•	•						
Marketing		•											
Human Resource Management			•								•		
Information Technology										•	•	•	•
Internal Control and Audit								•	•			•	
Law And Regulation								•					

The Board of Directors, in conjunction with six of the Bank's sub-committees: the Nomination, Remuneration and Corporate Governance Committee, Credit Committee, Risk Oversight Committee, IT Oversight Committee, Audit Committee, and Board of Executive Directors Committee, serve as a crucial oversight to the sustainable growth of the Bank. The Board is provided with training sessions that are in accordance with the organization's business direction and goals. In 2021, some of the Board training includes Security Awareness Training: Cybersecurity and Cyber Resilience, 2021 Cyber Resilience Leadership: Herd Immunity by the Thai Institute of Directors, and Update of Impacts of Climate Change to Banking Industry by KPMG.

According to ttb's Diversity and Inclusion Statement, there are no restrictions on age, gender, nationality, race, disability status, etc., of board candidates in order to ensure that the Board of Directors is balanced and well diverse.

For more information on the Board of Directors and Corporate Governance, refer to the One Report 2021.

Business Ethics

By prioritizing clients' interests and creating a foundation of integrity and trust, ttb adheres to the highest ethical and professional principles. The Bank's Code of Conduct establishes how we conduct our day-to-day business activities to meet all legal, ethical and economic obligations.

The Bank has zero-tolerance for fraud and corruption and puts in place control measures, ranging from policies to processes and mechanisms, to prevent and mitigate unethical behavior. On an annual basis, the Bank promotes business ethics through employee training and internal communications. This enables employees to refresh their understanding of the Bank's Code of Conduct, Anti-Corruption, and Anti-Money Laundering Policies. The Bank also has complaint reporting and whistleblower channels that are not only inclusive to our customers and employees but are also available to all stakeholders allowing them to inform us of the possible breaches to ttb's Code of Conduct.

Business Ethics Training

(% of employee target completed the training)



Code of Conduct
100%



Anti-Corruption
100%

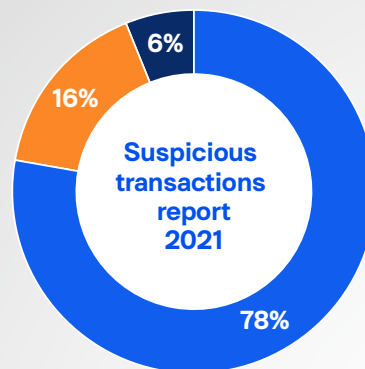


Anti-Money Laundering
and Counter-terrorism
and Proliferation of Weapons
of Mass Destruction
Financing (AML/CTPF)
100%

Visit the Bank's website for more details of business ethics related policies.

Anti-Corruption and Anti-Money Laundering and Counter-terrorism and Proliferation of Weapons of Mass Destruction Financing (AML/CTPF)

The Bank has an Anti-corruption and Bribery Policy as well as an AML/CTPF Policy in place to manage and mitigate incidents related to corruption, money laundering, terrorism, and the proliferation of weapons of mass destruction by using specific measures and controls. The Bank has also provided whistleblowing channels for internal and external stakeholders to anonymously report suspicious behavior or transactions that are against ethical norms; Bank's policies (e.g., Code of Conduct, Market Conduct, Anti-corruption and Bribery Policy, AML/CTPF Policy, etc.); and the law. We also educate and strengthen our employees' knowledge of these topics through training courses as well as foster the Bank's I-CARE culture, which consists of core values that distinctively define ttb's beliefs and behaviors.








78% reported by the public, police, and Anti-money Laundering Office (AMLO)'s order

16% reported by ttb's internal detection of high volume or high value transactions that are inconsistent with occupation and income (KYC/CDD)

6% reported through other approaches

Whistleblowing reports 2021 by topic

-  **7** External suspicious fraud
-  **29** Complaints of products and services
-  **31** Requests of products and services
-  **3** Staff conduct
-  **0** Staff treatment

All **70** cases were closed in 2021

Risk Management

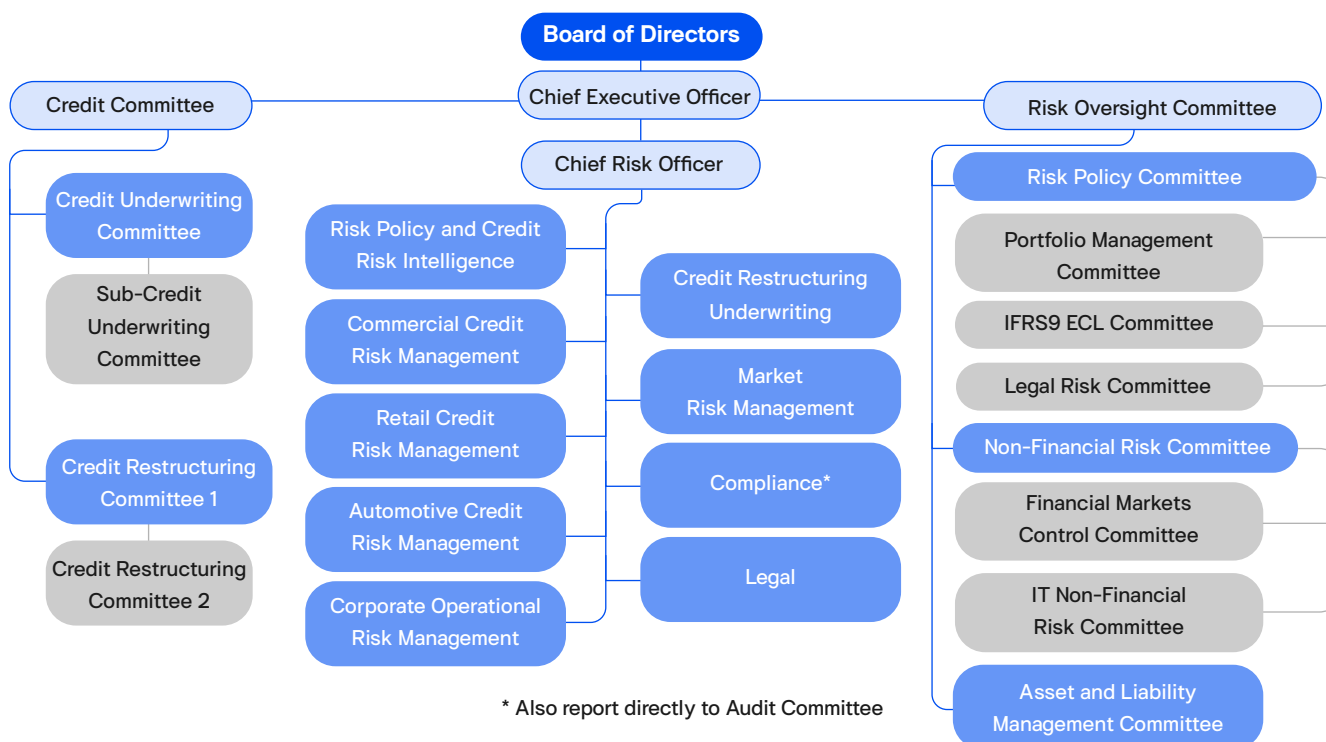
Risk management is a fundamental part of the Bank's business activities and strategic planning with the objective to optimize risks and returns and create sustainable shareholder value while remaining in compliance with regulatory requirements. The Bank has established a solid risk governance framework which serves as the foundation for consistent and effective risk management. The risk governance framework mainly consists of a clear risk governance structure, risk appetite, risk management policies, consistent risk management processes, and embedded risk culture. All of this translates into a straightforward risk management strategy in which:

- Products and portfolios are structured, underwritten, priced, approved, and managed appropriately within established risk appetites.
- Compliance with internal and external regulations and guidelines is monitored continuously.
- Our risk profile and risk appetite are transparent and consistent.
- Delegated authorities are compatible with the Bank's overall strategy and risk appetite.
- Communication to internal and external stakeholders on risk management and value creation is transparent.

Overarching Risk Governance

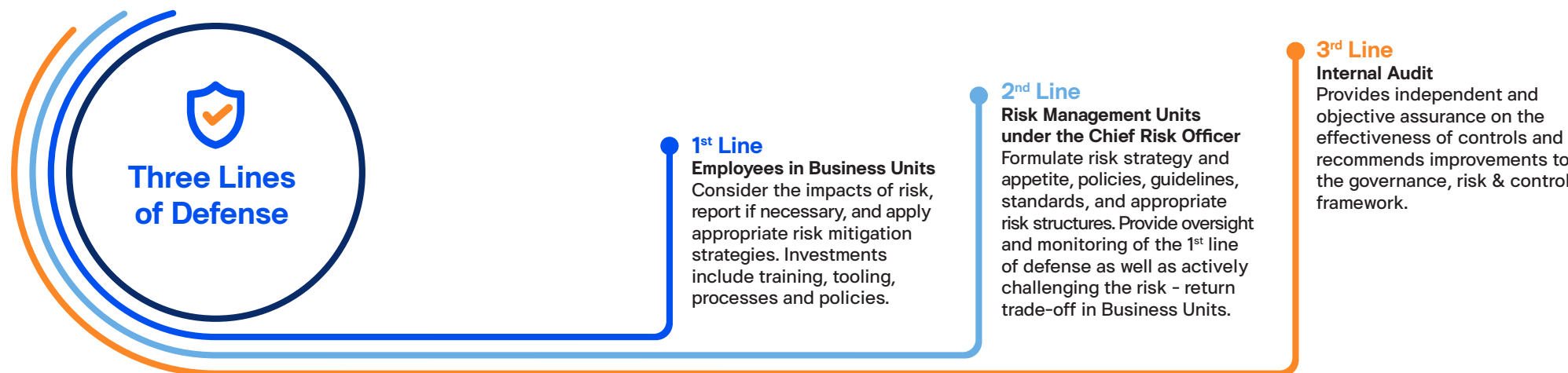
The Bank maintains a risk governance structure that is intended to strengthen risk management by ensuring that risk-taking authorities are properly cascaded down from the Board to the appropriate committees and functional levels. Risk issues and changes in regulatory and business environments are managed in an efficient and effective manner. To maintain the independence of the Compliance function, Compliance has a dual reporting line to both the Audit Committee and Chief Risk Officer.

The Bank's Risk Governance Structure



* Also report directly to Audit Committee

Our rigorous and comprehensive risk governance and risk management policies are well established. The Bank's approach to risk management governance, which is implemented across the organization, is independent of business operations, operating in accordance with the three lines of defense model that enhances our risk controls and ensures proper checks and balances.



In 2021, ttb reviewed and restructured our risk policy governance and delegation of authority. The Bank is obligated to establish a solid risk governance framework that serves as a foundation for consistent and effective risk management. The risk governance framework predominantly consists of risk appetites, risk management policies and strategies, risk culture, and risk management processes and systems, which together enable the Bank to effectively address and manage the organization's significant and overall risks. The new structured risk policy governance was approved by the Board of Directors in 2021.

In addition, ttb has clearly defined the risk appetite of non-financial risk (NFR) in 2021 which covers the four NFR areas including fraud, compliance, legal, and other operational risks. Each area would comprise of a risk appetite statement (RAS), measurements, and predefined thresholds of risk appetite. This would allow the Bank to better manage the NFR.

100% of employees completed online risk awareness training courses covering topics such as cybersecurity risk awareness and non-financial risk management

100% of the Board of Directors participated in risk related training on topics such as Security Awareness Training: Cybersecurity and Cyber Resilience



Emerging Risks

Despite having a solid risk management framework, ttb's forward-looking risk management needs to cover the risk landscape that is constantly evolving due to a combination of internal and external factors. For the continued success of our business, it is important to identify these risk factors earlier on to be able to adapt accordingly. Thus, we need to identify and understand relevant internal and external threats that could undermine our profitability and growth.



Context of Emerging Risks



Cyber risk exposure

Cybercrime is evolving rapidly and is now an everyday challenge for the finance industry. Additionally, cybercriminals see crisis events such as COVID-19 as an opportunity to launch more attacks in a variety of forms, with email, web, and SMS phishing being the top threats. Thus, espionage, data leaks, system failures, and other digital risks are gaining traction in the finance industry.



Digital transformation and new competitive environment

COVID-19 has put businesses to the test where the organization's adaptive capacity to operate or transform digitally in the new competitive environment is crucial for survival. This has affected business strategy, customer experience, and market expectations. Regulation plays a key role in setting well-defined and balanced requirements that support business growth and innovation and establishes frameworks or controls to manage risks that stakeholders may be exposed to in the digital environment.

Impact and Mitigation

- The Bank implements the three lines of defense model to ensure robust oversight of our cyber security capabilities and priorities.
- The Bank invests in IT infrastructure in a variety of forms to establish a reliable system and technical controls to help prevent, detect, and manage threats.
- The Bank extensively shares and collaborates with the cyber threat intelligence community to combat attacks.
- The Bank also has a framework for remote working (working from home) and regularly communicates with employees and customers to build awareness on cyber security during the pandemic.

- The Bank is moving towards a digital-centric approach through the implementation of the Digital Transformation program. This encompasses the development of digital branding, agile organization, IT infrastructure and data analytics.
- The Bank establishes the Digital Enabled Awards contest to promote the integration of innovation and technology into products and services that best serve customers as well as our operations to be more efficient.
- The Bank searches for suitable digital partnerships that will enhance competitive advantage by keeping up with the rapid pace of the digital era.
- The Bank proactively analyzes and identifies the potential risks and opportunities of technological innovations that can help us to better serve value-added solutions to our customers and identify risky customers.

Context of Emerging Risks



Climate Change

Undoubtedly, climate change will materially impact the earth's natural environment and trigger adverse impacts on societies and economies across the globe. Climate change has become one of the key agendas of governments, authorities, and international organizations. An increasing number of climate change-related requirements, assessments, and disclosures have been promoted, and to some extent enforced, by these parties to mitigate climate change impacts. Proactive climate risk management is also essential in this regard, which will allow banks to identify and respond to risks in a timely manner. Failing to adopt such practice will put banks at risk for indirect financial and non-financial threats.

Generally, banks have been under public scrutiny and are held accountable for negative impacts on the environment and society caused by business borrowers. Financing irresponsible borrowers will not only be a significant source of immediate reputational risk but will also undermine the Bank's long-term sustainability in both asset value and profitability. Likewise, banks play an integral part in addressing climate change issues and facilitating the transition to a low-carbon economy through financial products and services.

Impact and Mitigation

- The Bank implements the Environmental and Social Responsibility (ESR) policy that outlines framework and requirements for managing environmental and social risks in commercial lending.
- The Bank is in the process of conducting climate risk assessment and scenario analysis. The Bank plans to apply TCFD framework by 2024.
- The Bank commits to stop financing any new coal-fired power plant projects, activities related to coal mining and exploration projects, oil sands, and commercial logging operations in primary tropical forest, as stated in the Exclusion List of the ESR Policy.
- The Bank continues to deliver environmentally responsible products such as green loans, sustainability-linked loans, and green bonds.
- The Bank explores and collaborates with green and sustainable businesses to increase the Bank's green lending portfolio and assist customers through their green/sustainability transition.



Pandemic

The COVID-19 pandemic could potentially be observed as an isolated incident; however, evidence shows that there has been an increase in both the number and diversity of epidemic events over the past few decades. These events can create short-term and long-term threats towards economic and societal well-being. Measures taken to contain these events could bring about an economic downturn, induce political instability, and prolong existing, severe economic recession.

- The Bank continues to assist customers in need while navigating moral hazards and managing the overall asset quality of the Bank.
- Prior to the pandemic, the Bank's risk management framework was already well-positioned to deal with a wide variety of business risks as well as ensure business continuity.
- In 2021, the Bank has taken steps to improve the management of non-financial risks with predefined risk appetite. We perform regular monitoring and report to appropriated committees in order to ensure sufficient attention, care and action taken.
- The Bank maintains strong liquidity and capital to maintain normal operations and to absorb volatility of unexpected events in the near term.

Market Conduct

The Bank vision in becoming the recommended bank of choice and mission in improving our customers' financial well-being, rest upon the Bank's approach to market conduct. In essence, placing the utmost importance on good market conduct will establish and maintain our customer's trust and confidence in the Bank as well as promote public confidence in the financial system by recognizing and upholding the customer's basic rights to receive impartial and unbiased services.



Market Conduct Governance Structure



The tone and direction from ttb's top management are essential factors to successfully integrate market conduct into the Bank's corporate culture. By establishing a Market Conduct Committee, the top management is sending a message across the organization that good market conduct is the Bank's top priority to which our corporate practices advocate for the fair treatment of customers. The Market Conduct Committee, with their main role being organizational oversight in accordance with the Market Conduct Principles, consists of an executive management committee chaired by the CEO.



Fundamentally, the two key objectives of the committee are to ensure that all market conduct-related activities across the three lines of defense are closely monitored and properly managed; and to bolster the Bank's market conduct risk management processes, build a market conduct culture in the organization, and ensure that market conduct standards are implemented in the Bank's operations. The committee meets on a monthly basis to review the Market Conduct Monitoring Dashboard, which is underpinned by the Market Conduct Principles' nine pillars. The performance results are then reported to the Risk Oversight Committee, Audit Committee, Board of Executive Directors, and Board of Directors on a monthly basis.

Market conduct risk assessment has also become the Bank's minimum standard in product development. The minimum standard vouches for the Bank's products and its relevance with regard to the needs, financial capability, and understandability of each customer segment. At the same time, the products are also designed to align with employees' sales skills, the Bank's operating systems as well as the capability to control sales quality to ensure fair treatment of customers.



100%
of employees completed
Market Conduct training



1,089
employees completed
First Step and Being
Professional trainings

Market Conduct training is mandatory for all employees as it lays the groundwork for in-depth understanding of, and compliance with, the Market Conduct Policy and its nine pillars. Two specific functional training courses for sales employees are provided by ttb which include the First Step training and the Being Professional training. The First Step training is designed for new-licensed advisors to provide them with product knowledge, system, sales process, and market conduct, while the Being Professional training is designed for existing advisors which emphasizes on ttb's Market Conduct key messages and the alignment of business practices with Market Conduct Principles. In 2021, 100% of employees completed the Market Conduct training and a total of 1,089 sales employees completed both the First Step training and the Being Professional training.



In addition to employee training, there are several measures employed by the Bank to assist employees in ensuring standardized sales quality and the implementing good market conduct practices. These measures include a detailed customer service checklist called the Blue Folder which ensures that services provided are in compliance with the Bank's standards; regular two-way communication between the Bank and employees where the employees' level of knowledge retention are evaluated through unannounced surveys and calls after the deployment of key market conduct messages by the Bank; and finally, mystery shopping to validate the effectiveness of market conduct implementation. In 2021, the Bank expanded the scope of our mystery shopping program to cover every single product and every ttb's branch location

in an effort to measure and improve customer service quality which is in line with the Market Conduct Policy. Over the past year, there was a total of 1,280 mystery shopping conducted with satisfactory results.

Subsequently, the Bank's rigorous efforts to improve and strengthen our market conduct practice was reflected in decreasing cases of mis-selling complaints. In 2021, there were 98 of mis-selling complaints – a significant decline of 50.8% from the previous year. After investigation, 79 out of 98 cases have been proved to be mis-selling cases and have been resolved.



Data Privacy and Cybersecurity

0

Customer data breach case with significant impacts

0

Substantiated complaints of customer privacy breaches

0

Substantiated complaints of customer breaches from regulators

100%

Suppliers signed Data Processing Agreement (DPA)



Data Privacy

Data collection is an integral part of the Bank's business process when providing banking services to customers. It is the Bank's responsibility to utilize client information in a way that fosters trust and mitigates potential risks that may adversely affect the customer's financial well-being, privacy, and human rights. The Bank tracked and monitored the percentage of customers whose data is used for secondary purpose; in 2021, it was 27%. Our continuous efforts to improve data privacy throughout the value chain is centered on ensuring that our employees and suppliers are aware of and understand their responsibilities regarding data management.

The Bank requires suppliers to sign the Data Processing Agreement (DPA) in order to protect our customer's information, which is in compliance with PDPA, and to regulate any personal data processing conducted only for business purposes. PDPA was also one of the key contents for ttb's

Supplier Day 2021 which focused on educating our suppliers the importance of PDPA, roles and responsibilities of data controller and processors, ttb's new protocol in compliance with PDPA, and PDPA compliance preparation for suppliers. Consequently, 100% of suppliers signed the Data Processing Agreement and PDPA consents in 2021. As for business partners, the Controller to Controller (C2C) and Data Sharing Agreement are targeted to roll out in 2022.



100%

of employees completed Personal Data Protection Act Series 2



100%

of targeted employees completed PDPA Intensive Training

In an on-going effort to build a better understanding and importance of PDPA, PDPA training has become a mandatory course since 2020 which started off with the Personal Data Protection Act Series 1: Introduction to PDPA. In 2021, the Personal Data Protection Act Series 2, which focused on data privacy, data security, and data management, resulted in 100% employee completion rate-including all subsidiaries. Subsequently, an intensive PDPA training was designed specifically for customer-facing employees in retail banking to ensure that our practice strictly complies with PDPA regulation across the following touchpoints: retail branch, contact center, and sales. The intensive training provided a comprehensive understanding of PDPA, roles and responsibilities, data subject rights, and lawful basis for processing data – covering 7 topics: consent, vital interest, contract, public task, legitimate interest, legal obligations, and research. 100% of targeted employees completed the training.

0

Total number of information security breaches or other cybersecurity incidents

0

Total number of data breaches

0

Total number of customers and employees affected by company's data breach

0

Total amount of fines/ penalties paid for information security breaches or other cybersecurity incidents

Cybersecurity

The merger between TMB Bank and Thanachart Bank in 2021 has allowed the Bank to join the ranks of Thailand's Domestic Systemically Important Banks or D-SIBs—an integral part of the nation's critical infrastructure. This has propelled cybersecurity to the forefront of the Bank's business priority, resulting in an overhaul of the current organizational structure with emphasis on information technology and security. Consequently, the previous role of Chief Technology and Operating Officer was then restructured into two positions: Chief Information Officer (CIO) and Chief Operating Officer (COO). The CIO position is designed to strengthen ttb's position as a digital leader in the Thai banking industry by setting

company direction, establishing information technology and information security strategies, and managing implementation oversight, whereas the COO focuses on enhancing the Bank's operational excellence. Simultaneously, the Head of Enterprise Architecture and Information Security Office, who directly reports to the President, was appointed to Chief Information Security Officer (CISO) by the Board of Directors. The CISO's role in the organization is to set direction and strategy of the Bank's cybersecurity, to establish end-to-end security technologies and processes,

and to minimize information security related risks. As cybersecurity is of paramount to the Bank, the segregation of duties is used to prevent error and fraud and to ensure the integrity and security of the Bank's data and information systems. On a quarterly basis, the cybersecurity risk dashboard, which is a security configuration management system to ensure that all risks are within the Bank's risk appetite, is presented to the IT Oversight Committee (board of directors-level) and the IT Non-Financial Risk Committee (management-level).

Hence, the IT Transformation strategy was also developed in 2021 under these three themes: strengthen foundation, simplify and modernize, and operating model and resources. The development of IT Transformation strategy to improve the speed, stability, and security of the Bank's financial services also laid the groundwork for ttb's cybersecurity roadmap which entails measures driven by the 5 strategic initiatives aimed at strengthening the Bank's cybersecurity capability and safeguarding its foundation.

IT Transformation

Improve Speed to delivery with Stability and Security



**Strengthen
Foundation**



**Simplify and
Modernize**



**Operating Model
and Resources**



Cybersecurity Strategy

The objective is to enable business acceleration by preparing for, responding to, and recovering from cyber threats, while adapting to known and unknown crises, threats, adversities, and challenges.

5 Strategic Initiatives



IT Modernization
– evolve IT and security technologies to keep up with the changing environment



Identify-driven security
– strengthen security and control to enhance identity protection



Data security and protection
– align with regulatory requirements



Automation of security management
– utilize automation tools for faster detection and response



Intelligence-driven threat management
– leverage external insight and sectoral data to analyze whether the Bank will be at risk

The cybersecurity roadmap also adopted a proactive approach in threat identification of new and potential threats, thus, enabling the Bank to detect and manage risks in a timely manner, thereby preventing financial and reputational loss on a large scale. Additionally, ttb also invested in a vulnerability assessment tool by integrating it into the organization's IT infrastructure as an in-house service that is available on demand. This new feature automatically scans new project implementations for vulnerabilities and immediately identifies related risks, thereby enhancing the efficiency, accuracy, and frequency of the vulnerability assessment.

In terms of data protection and threat detection, data leakage prevention measures have been strengthened to ensure that there is an absence of unauthorized exposure of sensitive data. Every communication channel; namely, email, website, laptops, and UBS are monitored for unauthorized use of sensitive data, particularly information exchanged between the Bank and external organizations, which are validated and approved by the management prior to release. With the on-going Work from Home protocol, data loss prevention measures have also been implemented through the use of VPN and Outlook 365 to safeguard sensitive data from being misplaced, misused, or accessed by unauthorized users.

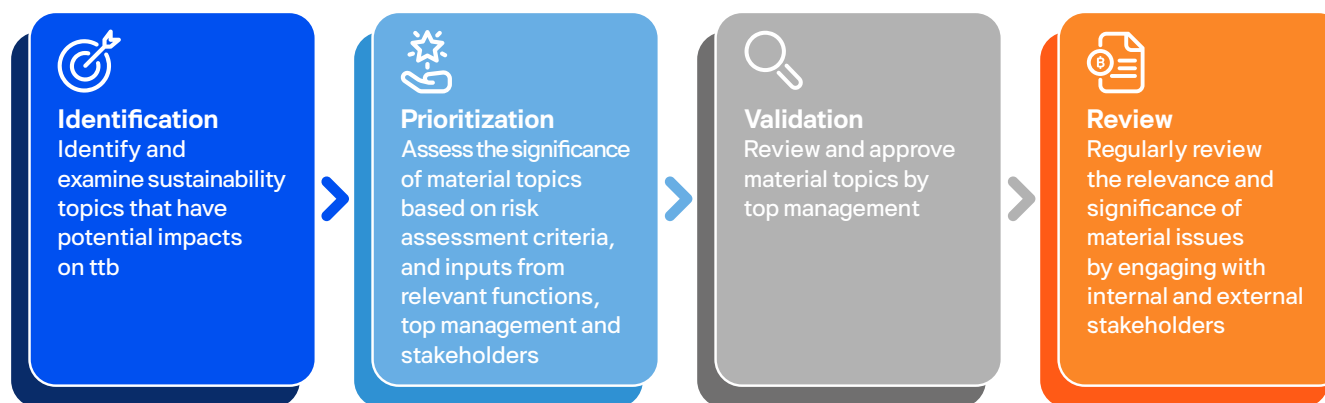
About this Report

The Bank publishes a Sustainability Report in order to present our views, performance, opportunities and challenges in relation to our business and the issues that matter most to our stakeholders from an economic, environmental and social dimension. This report was prepared in accordance with the Global Reporting Initiative (GRI) Standards (Core option). The report covers the period from January 1, 2021 to December 31, 2021.

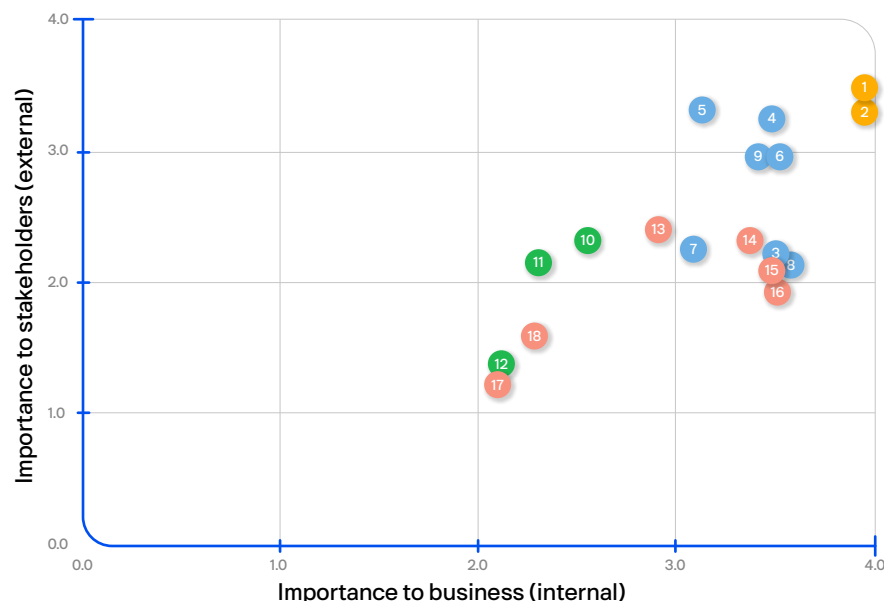
The scope of reporting covers TMBThanachart Bank Public Company Limited operating in Thailand and overseas, accounting for 100% of total revenue. In addition, the selected sustainability data was verified with a limited level of assurance by an external third party (refer to Assurance Statement in this report). Economic and financial data are in line with the One Report 2021, for which financial statements in accordance with the Thai Financial Reporting Standards (TFRSs) were audited by an independent party.

Materiality

The Bank conducts a materiality assessment every two years, or when significant events or circumstances demand that we identify and prioritize those topics that matter to the Bank and its stakeholders.



Materiality Matrix 2021-2022



Business

1. Customer experience
2. Digital transformation

Governance

3. Corporate governance
4. Customer privacy and data security
5. Cybersecurity
6. System availability and stability
7. Risk management
8. Market conduct
9. Business ethics and integrity

Environment

10. Responsible lending and investment
11. Climate change risk and opportunity
12. Our environmental impacts

Social

13. Financial literacy and inclusion
14. Human capital development
15. Human capability and workforce planning
16. Employee diversity, inclusion, and well-being
17. Community investment and development
18. Human rights

Stakeholder Engagement

The bank regularly engages with and communicates to our stakeholders consisting of nine groups: shareholders, employees, customers, partners, competitors, regulators, communities, civil society, and supplier.

Stakeholders	Engagement approach	Response to stakeholders' interests	Stakeholders	Engagement approach	Response to stakeholders' interests
<p>Shareholders</p>	<ul style="list-style-type: none"> Annual shareholder general meetings Analyst meetings Shareholder and investor roadshows Quarterly reports Seminars Information disclosure via regulators' platforms Enquiries submitted through ttb website Investor Relations contact Whistleblower and complaint channel 	<ul style="list-style-type: none"> Getting though COVID-19 Together, page 16-19 Digital Transformation, page 20-23 Corporate Governance & Business Ethics, page 51-53 Market Conduct, page 58-60 Responsible Lending, page 28-33 	<p>Partners</p>	<ul style="list-style-type: none"> Procurement channel Whistleblower and complaint channel 	<ul style="list-style-type: none"> Customer Experience, page 24-26
<p>Employees</p>	<ul style="list-style-type: none"> Communication with HR Business Partners Employee engagement survey Orientation for new employees Town Halls Regular emails and other online communication Whistleblower and complaint channel 	<ul style="list-style-type: none"> Our People, page 40-45 	<p>Competitors</p>	<ul style="list-style-type: none"> Banking industry activities, seminars, trainings and events hosted by regulators and external parties Whistleblower and complaint channel 	<ul style="list-style-type: none"> Corporate Governance & Business Ethics, page 51-53 Market Conduct, page 58-60
<p>Customers</p>	<ul style="list-style-type: none"> Branches Relationship Managers ttb contact center Online digital platforms such as Facebook and ttb website Activities and events with customers Whistleblower and complaint channel 	<ul style="list-style-type: none"> Getting though COVID-19 Together, page 16-17 Financial Well-being, page 18-19 Customer Experience, page 24-26 Data Privacy & Cybersecurity, page 61-64 	<p>Regulators</p>	<ul style="list-style-type: none"> Banking industry activities, seminars, trainings and events hosted by regulators and external parties Whistleblower and complaint channel 	<ul style="list-style-type: none"> Corporate Governance & Business Ethics, page 51-53 Market Conduct, page 58-60 Responsible Lending, page 28-33
			<p>Communities</p>	<ul style="list-style-type: none"> fai-fah Centers Community Relations Community surveys Whistleblower and complaint channel 	<ul style="list-style-type: none"> Social Development, page 46-49
			<p>Civil society</p>	<ul style="list-style-type: none"> Sustainability contact Whistleblower and complaint channel 	<ul style="list-style-type: none"> Responsible Lending, page 28-33
			<p>Supplier</p>	<ul style="list-style-type: none"> Procurement channel Whistleblower and complaint channel 	<ul style="list-style-type: none"> Corporate Governance & Business Ethics, page 51-53

Key Topics Raised by Stakeholders in 2021

The following key topics were raised by our stakeholders, whose inputs were gathered from various engagement approaches throughout the reporting year.



Cybersecurity

The merger between TMB Bank and Thanachart Bank in 2021 has allowed the Bank to join the ranks of Thailand's Domestic Systemically Important Banks or D-SIBs—an integral part of the nation's critical infrastructure. This has propelled cybersecurity to the forefront of the Bank's business priority, resulting in an overhaul of the current organizational structure with emphasis on information technology and security.

The Head of Enterprise Architecture and Information Security Office was appointed to Chief Information Security Officer (CISO) by The Board of Directors to set direction and strategy of the Bank's cybersecurity, to establish end-to-end security technologies and processes, and to minimize information security related risks. Moreover, the development of IT Transformation strategy laid the groundwork for ttb's cybersecurity roadmap which entails measures driven by the 5 strategic initiatives aimed at strengthening the Bank's cybersecurity capability and safeguarding its foundation. For more information, please refer to Data Privacy and Cybersecurity chapter in this report.

Digital and Innovation

In response to the rise of digital banking accelerated by the COVID-19 pandemic and subsequently, the change in consumer behavior, ttb has expedited the organization's digital transformation through various digital solutions to enhance customer experience and foster their financial well-being.

The Bank's aspirations to be positioned in Thailand's top three digital banking platforms and deliver a better customer experience through focusing on the digital aspect of omnichannel offerings, have led to the development of the Digital First operating model.

The model was created to drive the adoption of digital solutions while pursuing continuous improvements of the omnichannel customer journey and experience. Essentially, ttb digital banking offers services beyond the convenience of daily banking operations by personalizing solutions tailored to customers' needs in hopes of strengthening customer engagement and relationships with the Bank. For more information, please refer to Digital Transformation chapter in this report.

Financial Literacy and Inclusion

The Bank has been a longtime advocate of financial literacy through the implementation of financial education outreach programs directed at our customers, employees, and the general Thai public. We believe financial literacy is essential and fundamental, leading to financial well-being. Hence, financial literacy is promoted for all customers through our four digital platforms; fintips by ttb, fin live & learn by ttb, finfit by ttb, and finbiz by ttb. Equally important, financial inclusion is a key factor to alleviate structural economic inequity, improve social well-being, and foster inclusive growth. Hence, the Bank aims to provide equal, inclusive, and easy access to financial products and services to all our customers in order to improve their financial well-being. For more information, please refer to Financial Literacy and Inclusion chapter in this report.

Contribution to UN Sustainable Development Goals



ttb endorses equal access to finance and financial inclusivity in all walks of life because we believe in providing basic financial knowledge to the community to improve their standard of living and quality of life.



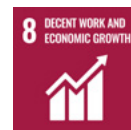
ttb promotes food security and improved nutrition for students in rural areas by educating and supporting them on sustainable farming through fai-fah programs.



ttb encourages Thais to eat healthier, exercise more and care for their health and well-being through our community development projects, which help communities from rural areas gain access to healthcare services.



ttb encourages quality education and learning opportunities by providing communities with educational programs and activities at the fai-fah learning center. Here, youth can unlock their potential, express creativity and showcase their talents and self-development in art, music, sports and languages. Additionally, activities under the fai-fah program also support education and sustainable social development.



ttb sets target for sustainable business growth and endorses and promotes human rights and the fair treatment of employees.



ttb prioritizes innovation by initiating the digital banking roadmap and digital platform to uphold the Bank's philosophy of 'Make REAL Change', which is aimed at building a creative, invaluable and distinct experience for the benefit of customers and the environment.



ttb endorses social development through a cleaner, greener and more inclusive approach by offering green loans and community development projects.



As a means to encouraging a low-carbon society, ttb continues to improve its internal resource efficiency as well as mitigate climate change impacts by encouraging financial lending to organizations with renewable energy projects.

Sustainability Performance

Economic Data	Unit	2021	
		Consolidated	Bank only
Total operating income	Thousand Baht	65,536,717	52,065,784
Total other operating expenses	Thousand Baht	31,218,973	26,331,376
Net profit	Thousand Baht	10,476,672	7,768,773
Total assets	Thousand Baht	1,759,180,734	1,754,688,967
Total liabilities	Thousand Baht	1,548,345,039	1,546,891,931
Total equity	Thousand Baht	210,835,695	207,797,036

Remark:

1. For more details, see Financial Statements in ttb One Report 2021.

Environmental Data	Unit	2018	2019		2020		2021	
			Headquarters	Other	Headquarters	Other	Headquarters	Other
Greenhouse gas emissions								
Total GHG emissions	tonnes CO ₂ eq.	19,972	8,423	21,007	7,456	9,333	6,146	16,867
GHG Scope 1	tonnes CO ₂ eq.	257	691	NA	1,113	NA	298	NA
GHG Scope 2	tonnes CO ₂ eq.	19,410	7,562	20,752	6,252	9,157	5,732	16,574
GHG Scope 3	tonnes CO ₂ eq.	305	170	192	91	175	116	294
Energy consumption								
Total non-renewable energy consumption	MWh	39,407	15,957	41,512	13,207	18,318	12,370	33,154
	GJ	141,866	57,447	149,444	47,546	65,945	44,531	119,356
Fuel	MWh	579	830	NA	701	NA	904	NA
	GJ	2,085	2,990	NA	2,525	NA	3,253	NA
Electricity	MWh	38,828	15,127	41,512	12,506	18,318	11,466	33,154
	GJ	139,781	54,457	149,444	45,022	65,945	41,278	119,356
Water withdrawal								
Total water withdrawal	m3	153,802	122,607	84,907	102,507	78,934	87,706	171,913
	Megaliter	154	123	85	103	79	88	172
Waste generation								
Total waste generation – non hazardous	tonnes	84	112	NA	237	NA	43	NA
Recycled paper waste	tonnes	84	112	NA	67	NA	32	NA

Environmental Data	Unit	2018	2019		2020		2021	
			Headquarters	Other	Headquarters	Other	Headquarters	Other
General waste	tonnes	NA	NA	NA	139	NA	NR	NA
Food waste	tonnes	NA	NA	NA	32	NA	12	NA
Paper usage								
Total paper usage	tonnes	274	101	187	66	169	62	235
Business travel								
Business travel by ttb's fleet vehicles	tonnes CO ₂ eq.	139	191	NA	167	NA	215	NA
Business travel by external party	km	466	30,319	NA	50,722	NA	30,866	NA

Remarks:

1. GHG emissions, using operational control basis:

- Direct GHG emissions (Scope 1): Sources in 2021 include fuel consumption, methane emissions from septic system and activated sludge wastewater treatment, and refrigerants (R134a). In 2021, the acquisition of R22 accounted for GHG emissions of 11 tonnes CO₂ equivalent.
- Indirect GHG emissions (Scope 2): Sources in 2021 include electricity consumption.
- Other GHG emissions (Scope 3): Sources include employee business travel by car managed by third party, and purchase goods and services such as paper and water.
- GHG emissions calculation is based on the latest emission factors (EF) from Thailand Greenhouse Gas Management Organization (Public Organization) (TGO). The calculation methodology is based on Operational Control Approach, with the Thai Carbon Footprint Organization (CFO) quantification standard by The Thailand Greenhouse Gas Management Organization (Public Organization).

2. GHG saving from recycled paper managed by 3rd party in 2021 was 8.3 tonnes CO₂ equivalent.

3. Energy consumption: Scope 1 energy consumption covers fuel for both stationary combustion (i.e. diesel for generators and fire pumps) and mobile combustion (i.e., diesel and gasoline for Bank's vehicles for executives and vans). Electricity data is collected from the Headquarters and branches where the electricity bills and payments are directly managed by the Corporate Property and Services Department.

4. Water withdrawal: Water withdrawal data is collected from the Headquarters and branches where the water bills and payments are directly managed by the Corporate Property and Services Department. According to Metropolitan Waterworks Authority, the water station that provides water for the Bank's Head Office has the TDS value 390 mg/L (as of 31 December 2021) which is considered as freshwater (TDS < 1,000 mg/L). According to WRI's Aqueduct Water Risk Atlas, the Bank's Head Office is located on a water stressed area level medium-high (20%-40%).

5. Waste generation: ttb started collecting general waste data during 2019 at the Headquarters. General waste comprises only food waste diverted from disposal offsite by other recovery operation, i.e., animal feeds.

6. Recycled waste comprises only paper waste sent for recycling. Paper waste is collected by a third-party service provider (diverted from disposal offsite) and the weight of paper recycled is provided in the paper shredding report.

7. Paper usage: The amount of paper usage in the operation is tracked from the purchase. Paper usage data is collected from the Headquarters and branches where the paper bills and payments are directly managed by the Corporate Property and Services Department.

8. Business travel: The GHG emissions from ttb's fleet vehicle is calculated based on the amount of fuel consumed (litres) multiplied by the emission factor (kg CO₂ e/litre). The emission factor is based on Thailand Greenhouse Gas Management Organization (Public Organization) (TGO) version 2021. The distance of business travel using external party transportation is derived from travel reports provided by the external party transportation provider.

9. NR means not reported; NA means not available.

Human Resources Data	Unit	2018		2019		2020		2021	
		Male	Female	Male	Female	Male	Female	Male	Female
Employees									
Total employees	Persons	8,373		8,135		8,838		15,102	
		2,413	5,960	2,351	5,784	2,709	6,129	4,644	10,458
Employee by type of contract									
Permanent employee	Persons	2,412	5,959	2,349	5,784	2,707	6,129	4,628	10,394
Contract employee	Persons	1	1	2	0	2	0	16	64
Employee by employment type									
Full time	Persons	NR		NR		2,709	6,129	4,644	10,458
Part time	Persons	NR		NR		0	0	0	0
Temporary	Persons	NR		NR		0	0	0	0
Employee by age group									
< 30 years old	Persons	462	2,164	433	1,977	298	1,484	527	2,328
30-50 years old	Persons	1,454	3,308	1,318	3,184	1,609	3,788	2,861	6,543
> 50 years old	Persons	497	488	600	623	802	857	1,256	1,587
Employee by location									
Thailand	Persons	2,409	5,957	2,347	5,781	2,706	6,126	4,643	10,457
Head office	Persons	NR	NR	1,415	2,084	1,642	2,530	1,771	2,746
Branches and other office buildings	Persons	NR	NR	932	3,697	1,064	3,596	2,872	7,711
Overseas	Persons	4	3	4	3	3	3	1	1
Employee by tenure									
< 1 year	Persons	NR	NR	NR	NR	34	117	394	1,284
1-3 years	Persons	NR	NR	NR	NR	660	1,788	730	1,986
4-5 years	Persons	NR	NR	NR	NR	316	852	420	1,130
6-10 years	Persons	NR	NR	NR	NR	400	1,196	671	1,717
11-15 years	Persons	NR	NR	NR	NR	280	689	760	1,760
16-20 years	Persons	NR	NR	NR	NR	213	399	551	992
>21 years	Persons	NR	NR	NR	NR	806	1,088	1,118	1,589

Human Resources Data	Unit	2018		2019		2020		2021	
		Male	Female	Male	Female	Male	Female	Male	Female
New employees									
Total new employees	Persons	2,785		1,934		129		2,077	
	Persons	688	2,097	533	1,401	28	101	481	1,596
New hire rate	%	33.3		23.8		1.5		13.8	
	%	8.2	25.0	6.6	17.2	0.3	1.1	3.2	10.6
New employees by age group									
Under 30 years old	Persons	1,820		1,131		76		1,558	
	%	21.7		13.9		0.9		10.3	
	Persons	331	1,489	255	876	13	63	301	1,257
30-50 years old	Persons	947		789		47		515	
	%	11.3		9.7		0.5		3.4	
	Persons	350	597	274	515	13	34	177	338
Over 50 years old	Persons	18		14		6		4	
	%	0.21		0.17		0.07		0.03	
	Persons	7	11	4	10	2	4	3	1
New employees by location									
Thailand	Persons	2,785		1,934		129		2,077	
	%	33.3		23.8		1.5		13.8	
	Persons	688	2,097	533	1,401	28	101	481	1,596
Head office	Persons	NR	NR	NR	NR	NR	NR	162	178
Branches and other office buildings	Persons	NR	NR	NR	NR	NR	NR	319	1,418
Overseas	Persons	0		0		0		0	
	%	0		0		0		0	
	Persons	0	0	0	0	0	0	0	0
Average hiring costs per new FTE	Baht per person	1,700		2,300		28,000		3,734	

Human Resources Data	Unit	2018		2019		2020		2021	
		Male	Female	Male	Female	Male	Female	Male	Female
Employee turnover									
Total employee turnover	Persons	2,959		2,171		1,259		2,394	
	Persons	799	2,160	596	1,575	400	859	661	1,733
Turnover rate	%	35.3		26.7		14.2		15.9	
	%	9.5	25.8	7.3	19.4	4.5	9.7	4.4	11.5
Voluntary employee turnover	Persons	2,530		1,926		934		1,956	
	Persons	615	1,915	505	1,421	254	680	482	1,474
Voluntary employee turnover rate	%	30.2		23.7		10.6		13.0	
Regrettable loss rate	%	12.3		11.0		7.9		9.9	
Employee turnover by age group									
Under 30 years old	Persons	1,378		1,019		448		840	
	%	16.5		12.5		5.1		5.6	
30-50 years old	Persons	250	1,128	215	804	92	356	153	687
	Persons	1,334		1,011		525		1,225	
	%	15.9		12.4		5.9		8.1	
Over 50 years old	Persons	422	912	314	697	172	353	364	861
	Persons	247		141		286		329	
	%	2.9		1.7		3.2		2.2	
Employee turnover by location	Persons	127	120	67	74	136	150	144	185
Thailand	Persons	2,959		2,171		1,258		2,390	
	%	35.3		26.7		14.2		15.8	
	Persons	799	2,160	596	1,575	399	859	659	1,731
Head office	Persons	NR	NR	NR	NR	NR	NR	264	326
Branches and other office buildings	Persons	NR	NR	NR	NR	NR	NR	395	1,405
Overseas	Persons	0		0		1		4	
	%	0		0		0.04		0.03	
	Persons	0	0	0	0	1	0	2	2

Human Resources Data	Unit	2018		2019		2020		2021	
		Male	Female	Male	Female	Male	Female	Male	Female
Employee training									
Average training hour	Hours per person	38		35		15		46	
	Hours per person	26	41	27	38	12	16	37	51
Top management	Hours per person	14	11	15	12	4	5	12	15
Middle management	Hours per person	32	39	31	36	12	7	18	16
Junior management	Hours per person	NR	NR	NR	NR	17	23	40	51
Non-management	Hours per person	26	42	27	38	11	15	37	51
Average amount spent per FTE on training and development	Baht per person	NR		NR		6,306		15,102	
Employee filled in open position	% of open positions	19.0		42.3		90.7		43.1	
Gender diversity									
Females share of total workforce	%	71.2		71.1		69.3		69.2	
Females in Board	%	8.0		0.0		7.1		14.3	
Females in management positions	%	57.8		60.4		58.5		56.1	
Females in top management positions	%	28.6		33.3		36.4		41.7	
Females in middle management positions	%	31.5		35.3		32.4		33.9	
Females in junior management positions	%	59.7		62.1		60.6		57.2	

Human Resources Data	Unit	2018		2019		2020		2021	
		Male	Female	Male	Female	Male	Female	Male	Female
Females in management position in revenue generating functions	%	59.4		63.8		62.1		56.2	
Females in STEM related functions	%	NR		NR		45.1		46.1	
Females in non-management positions	%	71.0		71.0		70.8		70.6	
Pay equity									
Equal pay - Ratio of average basic salary of women and men									
Executive	Female : Male	NR		NR		0.86 : 1		0.85 : 1	
Management		NR		NR		0.77 : 1		0.88 : 1	
Non-management		NR		NR		0.75 : 1		0.81 : 1	
Equal pay - Ratio of average basic salary and bonus of women and men									
Executive	Female : Male	NR		NR		0.86 : 1		0.89 : 1	
Management		NR		NR		0.71 : 1		0.81 : 1	
Non-management		NR		NR		0.70 : 1		0.73 : 1	
Gender pay gap									
Mean gender salary gap	% difference between female and male employees	NR		NR		29.0		24.0	
Median gender salary gap		NR		NR		35.0		27.0	
Mean bonus gap		NR		NR		3.0		1.4	
Median bonus gap		NR		NR		1.0		5.3	
Employee engagement									
Employee engagement	%	NA		74		NA		50	
		NA	NA	NA	NA	NA	NA	56	47
Employee engagement coverage	% of total employees	NA		36.2		NA		97	

Human Resources Data	Unit	2018		2019		2020		2021	
		Male	Female	Male	Female	Male	Female	Male	Female
Parental leave									
Employees requested parental leave	Persons	NR		NR		183		311	
	Persons	NR	NR	NR	NR	0	183	30	281
Rate of return from parental leave	%	NR		NR		100		99.4	
	%	NR		NR		-	100	100	99.4
Occupational health and safety									
Absentee rate	%	0.5		0.5		0.6		0.7	
Fatality	Cases	0		0		0		0	

Remarks:







- The boundary of employee related data covers TMBThanachart Bank operating in Thailand (main operation site) and overseas.
- The significant increase in number of total employees was due to the complete transfer of employees from Thanachart Bank to ttb.
- The Bank uses the total employee numbers at the end of the reporting period to calculate human resources related indicators.
- STEM (science, technology, engineering, mathematics) related functions are functions which require basic education in science, technology, engineering, mathematics.
- Gender pay gap: Executives include Chiefs and their direct reports (top and middle management). Mean and median gender salary gap is the difference between the mean and median monthly salary of male full-pay relevant employees, excluding top and middle management and that of female full-pay relevant employees, excluding top and middle management. Mean and median bonus gap is the difference between the mean and median bonus pay paid to male relevant employees who are eligible for bonus and that paid to female relevant employees who are eligible for bonus. The coverage for mean and median bonus gap is 100% of total employees who are eligible for bonus while the coverage of mean and median salary gap is 99.0% of total employees (excluding top and middle management).
- Absentee: Absentee rate measures actual absentee lost days, expressed as a percentage of total workdays. Absentee rate target is lower than 1.0%. Absentee includes only sick days. Total workdays is total number of weekdays in the reporting period less commercial holidays published by the Bank of Thailand.
- Fatality: Work-related injury resulted in fatality.
- NR means not reported; NA means not available.













Social Data	Unit	2018	2019	2020	2021
Total contribution	Baht	150,342,289	330,265,600	253,456,392	282,759,609
Charitable donation	Baht	9,484,047	9,185,000	8,998,242	10,274,431
	%	6.3	2.8	3.6	3.6
Community investment	Baht	28,500,000	44,200,000	31,000,000	53,000,000
	%	19.0	13.4	12.2	18.8
Commercial initiatives	Baht	112,358,242	276,880,600	213,458,150	219,485,178
	%	74.7	83.8	84.2	77.6
In-kind giving	Baht	1,000,000	1,000,000	1,000,000	1,000,000
Employee volunteering during paid working hours	Baht	11,835,706	12,539,179	9,502,718	861,986
	Hours	36,420	36,292	23,224	2,604
Management overheads	Baht	12,255,102	11,643,680	15,740,669	16,974,666



















GRI Content Index







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	102-2 Activities, brands, products, and services	7-8
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Corporate governance: Adhering to the highest standards of good corporate governance to ensure accountability, fairness, and transparency of the Bank for the long-term interests of stakeholders				
GRI 103: Management approach 2016	GRI 103-1	Explanation of the material topic and its boundary	51-52, 65	
	GRI 103-2	Management approach and its components	51-52	
	GRI 103-3	Evaluation of the management approach	51-52	
Customer privacy and data security: Protecting customer and confidential information from unauthorized access, share and disclosure, misuse of data, or data breach by ensuring appropriate safeguards				
GRI 103: Management approach 2016	GRI 103-1	Explanation of the material topic and its boundary	61-62, 65	
	GRI 103-2	Management approach and its components	61-62	
	GRI 103-3	Evaluation of the management approach	61-62	
GRI 418: Customer privacy 2016	GRI 418-1	Substantiated complaints concerning breaches of customers privacy and losses of customer data	61-62	
Cybersecurity: Managing and preventing risks from cyberthreats, cyberattacks, and wrongful exploitation of data and assets				
GRI 103: Management approach 2016	GRI 103-1	Explanation of the material topic and its boundary	62-64, 65	
	GRI 103-2	Management approach and its components	62-64	
	GRI 103-3	Evaluation of the management approach	62-64	
System availability and stability: Securing the system integrity by maintaining IT systems and platforms to ensure availability and stability				
GRI 103: Management approach 2016	GRI 103-1	Explanation of the material topic and its boundary	63, 65	
	GRI 103-2	Management approach and its components	63	
	GRI 103-3	Evaluation of the management approach	63	

Topic-specific and financial services (FS) disclosures				
Material topics				
GRI Standard	Disclosure		Page reference/ remarks	SDGs
Risk management: Implementing effective risk management to ensure that risks are contained to acceptable levels consistent with the Bank's risk appetite				
GRI 103: Management approach 2016	GRI 103-1	Explanation of the material topic and its boundary	54-57, 65	
	GRI 103-2	Management approach and its components	54-57	
	GRI 103-3	Evaluation of the management approach	54-57	
Market conduct: Ensuring responsible market conduct practices by offering products and services in transparent, fair, and ethical manners to customers				
GRI 103: Management approach 2016	GRI 103-1	Explanation of the material topic and its boundary	58-60, 65	
	GRI 103-2	Management approach and its components	58-60	
	GRI 103-3	Evaluation of the management approach	58-60	
Business ethics and integrity: Conducting business with the utmost integrity and adhering to all applicable laws and regulations, Code of Conduct, and the applicable policies such as Market Conduct, Anti Corruption, and Anti Money Laundering				
GRI 103: Management approach 2016	GRI 103-1	Explanation of the material topic and its boundary	52-53, 65	
	GRI 103-2	Management approach and its components	52-53	
	GRI 103-3	Evaluation of the management approach	52-53	
GRI 205: Anti-corruption 2016	GRI 205-2	Communication and training about anti-corruption policies and procedures	52	
Responsible lending and investment: Integrating environmental, social and governance considerations into financing, investment, and product and service development to manage ESG risks and to create positive environmental and social impacts				
GRI 103: Management approach 2016	GRI 103-1	Explanation of the material topic and its boundary	28-33, 65	        
	GRI 103-2	Management approach and its components	28-33	
	GRI 103-3	Evaluation of the management approach	28-33	
GRI 203: Indirect economic impacts	GRI 203-2	Significant indirect economic impacts	29, 31-33	
Product portfolio	FS7	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose	32	
	FS8	Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose	29, 31-32	

Topic-specific and financial services (FS) disclosures				
Material topics				
GRI Standard	Disclosure		Page reference/ remarks	SDGs
Climate change risk and opportunity: Managing climate related risks and opportunities, and supporting transition to low carbon economy				
GRI 103: Management approach 2016	GRI 103-1	Explanation of the material topic and its boundary	29-33, 65	 
	GRI 103-2	Management approach and its components	29-33	
	GRI 103-3	Evaluation of the management approach	29-33	
GRI 201: Economic performance 2016	GRI 201-2	Financial implications and other risks and opportunities due to climate change	29-33	
Our environmental impact: Managing the Bank's direct environmental impacts (energy, GHG emission, water, and waste)				
GRI 103: Management approach 2016	GRI 103-1	Explanation of the material topic and its boundary	34, 65	 
	GRI 103-2	Management approach and its components	34	
	GRI 103-3	Evaluation of the management approach	34	
GRI 302: Energy 2016	GRI 302-1	Energy consumption within the organization	34, 69	 
	GRI 302-4	Reduction of energy consumption	34	
GRI 303: Water and effluents 2018	GRI 303-3	Water withdrawal	34, 69	 
	GRI 303-5	Water consumption	34, 69	
GRI 305: Emissions 2016	GRI 305-1	Direct (Scope 1) GHG emissions	69	
	GRI 305-2	Energy indirect (Scope 2) GHG emissions	69	
	GRI 305-3	Other indirect (Scope 3) GHG emissions	69	
GRI 306: Effluents and waste 2016	GRI 306-4	Waste diverted from disposal	69	
Financial literacy and inclusion: Promoting access to financial education, products, and services for customers and the society to enhance their financial security and wealth				
GRI 103: Management approach 2016	GRI 103-1	Explanation of the material topic and its boundary	36-39, 65	    
	GRI 103-2	Management approach and its components	36-39	
	GRI 103-3	Evaluation of the management approach	36-39	
Local communities	FS14	Initiatives to improve access to financial services for disadvantaged people	36-39	
Human capital development: Training and developing employees to advance their skills and knowledge				
GRI 103: Management approach 2016	GRI 103-1	Explanation of the material topic and its boundary	42-43, 65	  
	GRI 103-2	Management approach and its components	42-43	
	GRI 103-3	Evaluation of the management approach	42-43	
GRI 404: Training and education 2016	GRI 404-1	Average hours of training per year per employee	40, 45, 71	
	GRI 404-2	Programs for upgrading employee skills and transition assistance programs	42-43	

Topic-specific and financial services (FS) disclosures				
Material topics				
GRI Standard		Disclosure	Page reference/ remarks	SDGs
Human capability and workforce planning: Implementing strategic workforce planning to ensure that the right people are with the right skills and in the right positions and to determine needs for future workforce				
GRI 103: Management approach 2016	GRI 103-1	Explanation of the material topic and its boundary	41-43, 65	 
	GRI 103-2	Management approach and its components	41-43	
	GRI 103-3	Evaluation of the management approach	41-43	
GRI 401: Employment 2016	GRI 401-1	New employee hires and employee turnover	70-71	
	GRI 401-3	Parental leave	72	
Employee diversity, inclusion and well-being: Taking care the health, safety, and well-being of our employees, ensuring fair treatment and equitable compensation, and enhancing a well-balanced, diverse, and inclusive workforce				
GRI 103: Management approach 2016	GRI 103-1	Explanation of the material topic and its boundary	16-17, 41, 44-45, 65	 
	GRI 103-2	Management approach and its components	16-17, 41, 44-45	
	GRI 103-3	Evaluation of the management approach	16-17, 41, 44-45	
GRI 405: Diversity and equal opportunity 2016	GRI 405-1	Diversity of governance bodies and employees	40	
	GRI 405-2	Ratio of basic salary and remuneration of women to men	71	
GRI 403: Occupational health and safety 2018	GRI 403-6	Promotion of worker health	16-17, 41, 44-45	
	GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	16-17, 41, 44-45	
Community investment and development: Creating positive impacts to local communities for sustainable growth				
GRI 103: Management approach 2016	GRI 103-1	Explanation of the material topic and its boundary	17, 46-49, 65	
	GRI 103-2	Management approach and its components	17, 46-49	
	GRI 103-3	Evaluation of the management approach	17, 46-49	
GRI 201: Economic performance 2016	GRI 201-1	Direct economic value generated and distributed	46-49	
Human rights: Respecting human rights and mitigating related risks within our operations and throughout the value chain				
GRI 103: Management approach 2016	GRI 103-1	Explanation of the material topic and its boundary	https://www.ttbkbank.com/en/sustainability/social-sustainability/human-rights	
	GRI 103-2	Management approach and its components	https://www.ttbkbank.com/en/sustainability/social-sustainability/human-rights	
	GRI 103-3	Evaluation of the management approach	https://www.ttbkbank.com/en/sustainability/social-sustainability/human-rights	
GRI 412: Human rights assessment 2016	GRI 412-1	Operations that have been subject to human rights reviews or impact assessments	https://www.ttbkbank.com/en/sustainability/social-sustainability/human-rights	



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Independent Limited Assurance Report

To the Directors of TMBThanachart Bank Public Company Limited

Conclusion

TMBThanachart Bank Public Company Limited (“TTB”) engaged EY Office Limited (“EY” or “we”) to perform a ‘limited assurance’ engagement, as defined by International Standards on Assurance Engagements, hereafter referred to as the “engagement”, on selected subject matters (the “Subject Matters”) included in TTB’s Sustainability Report for the year ended 31 December 2021 (the “Report”).

Based on our procedures and the evidence obtained, nothing has come to our attention that causes us to believe that the Subject Matters were not prepared and presented fairly, in all material respects, in accordance with the Criteria.

Subject Matters

Our limited assurance engagement covers the following Subject Matters:

Subject Matters	Scope	Sustainability Report's page
GRI 302-1 Energy consumption within the organization	Head Office building of TMBThanachart Bank Public Company Limited	69
GRI 305-1 Direct (Scope 1) GHG emissions		
GRI 305-2 Energy Indirect (Scope 2) GHG emissions		
GRI 303-3 Water withdrawal		
Business travel by TTB's fleet vehicles		
Business travel by external party		
Paper shredding	TMBThanachart Bank Public Company Limited	70-72
GRI 401-1 New employee hires and employee turnover		
Absentee rate		
GRI 404-1 Average hours of training per year per employee		
GRI 405-2 Ratio of basic salary and remuneration of women to men		



Other than as described in the above table, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.

Criteria applied by TTB

In preparing the Subject Matters, TTB applied the Global Reporting Initiative Sustainability Reporting Standards (GRI Standards).

TTB's responsibilities

TTB's management is responsible for selecting the Criteria, and for presenting the Subject Matters in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the Subject Matters, such that it is free from material misstatement, whether due to fraud or error.

EY's responsibilities

Our responsibility is to form a conclusion on TTB's presentation of the Subject Matters based on the evidence we have obtained.

We conducted our engagement in accordance with the International Standard for Assurance Engagements 3000 (ISAE 3000) – Assurance Engagements Other Than Audits or Reviews of Historical Financial Information (the “Standard”). This Standard requires that we plan and perform our engagement to obtain limited assurance about whether, in all material respects, the Subject Matters are presented in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Our Independence and Quality Control

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, and have the required competencies and experience to conduct this engagement.



EY also applies International Standard on Quality Control 1 - *Quality Control for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance and Related Services Engagements*, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Subject Matters and related information, and applying analytical and other appropriate procedures.

Our procedures included:

- ▶ Conducted interviews with personnel to understand the business and reporting process
- ▶ Conducted interviews with key personnel to understand the process for collecting, collating and reporting the Subject Matters during the reporting period
- ▶ Checked that the calculation criteria have been correctly applied in accordance with the methodologies outlined in the Criteria
- ▶ Undertook analytical review procedures to support the reasonableness of the data
- ▶ Identified and testing assumptions supporting calculations
- ▶ Tested, on a sample basis, underlying source information to check the accuracy of the data

We also performed such other procedures as we considered necessary in the circumstances.



Other matters

Our report does not extend to any disclosures or assertions relating to future performance plans and/or strategies disclosed in the Report.

The maintenance and integrity of TTB's website is the responsibility of TTB's management. Our procedures did not involve consideration of these matters and, accordingly we accept no responsibility for any changes to the Subject Matters and related disclosures, the Report or to our independent limited assurance report that may have occurred since the initial date of presentation on TTB's website.

Restriction of use

This report is prepared in accordance with our engagement terms agreed with TTB, and intended solely for the Directors of TTB for the purpose of reporting the Subject Matters in the Report and is not intended to be and should not be used by anyone other than those specified parties. To the fullest extent permitted by law, we do not accept or assume any responsibility for any reliance on this assurance report to any persons other than the Directors of TTB, or for any purpose other than that for which it was prepared.



Wilaiyorn Ittiwiroon
Partner
EY Office Limited

Bangkok, Thailand
9 May 2022



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Sustainability Report 2021
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