



Make **REAL** Change

For Thais' Financial Well-being

Sustainability Report 2022

TMBThanachart Bank Public Company Limited



 | Make **REAL** Change



Vision

To become
the recommended bank
of choice by our customers



Mission

To improve
our consumers' life-long
Financial Well-being



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Ekniti Nitithanprapas

Mr. Ekniti Nitithanprapas
Chairman of the Board of
Directors

P. Tantakasem

Mr. Piti Tantakasem
Chief Executive Officer

Message from Chairman and Chief Executive Officer

The COVID-19 pandemic gave rise to unprecedented challenges in the business sector and evolved how we deal with uncertainty. As the world continues to manage the economic ramifications of the pandemic, the Russian invasion of Ukraine, the impacts of climate change, and high inflation rates, we are again confronted with a new hurdle of an impending global recession that has altered consumer behavior and their way of life. Consumers are now more eco-conscious of their purchases, with significant interest in clean-energy vehicles and how they manage household waste. These are considered a shift in consumer preference toward brands committed to decarbonizing the economy and environmental stewardship.

For business operations amid these challenges, ttb believes in its brand philosophy of **"Make REAL Change,"** which drives ttb's transition toward **sustainable banking** practices for sustainable growth. This not only encompasses business and environmental sustainability but also includes comprehensive governance, effective risk management, and socially responsible business operations to contribute to a better quality of life for future generations and value creation for society. Sustainable banking has thus been a priority for all our employees to drive integrated operations. Following

the four dimensions of the sustainability framework, the Bank focuses on product, service, and solution development to cater to consumer needs post-COVID-19 while ensuring that all stakeholders benefit from its business operations without resulting in any negative impacts.

ttb's mission to improve the financial well-being of all Thais emphasizes the concept of **business sustainability** with the commitment to provide products and services that address the needs of individuals at every stage of life, covering all four pillars of financial well-being: Mindful Spending & Maximizing Savings, Healthy Borrowing, Investing for the Future, and Sufficient Protection. Products and services are provided on digital platforms that are easy to use, fast, accessible, and secure. These also feature a new version of the ttb touch application launched earlier last year that offers each customer a personalized digital banking experience, including data analysis, personalized financial advice, and easy-to-use and expedited services such as a list of available branch services, to name a few. We also added a "My Car" widget on ttb touch, designed to improve millions of car owners' engagement in our ttb portfolio and serve as an end-to-end solution for all car management needs that lessens the burden of car ownership.

Some highlighted features include housekeeping activities such as the Easy Pass toll card top-up, fine payments, and car insurance purchases at a special rate. It was also the first time customers could sell their used cars through the auction platform on the ttb touch application. As a result of our continuous efforts to differentiate our services and address customers' needs, we have received a tremendous increase in in-application transactions by 25% and a rise in customer satisfaction rate by 6%. The Bank is also proud to report that in 2022, we helped more than 2 million Thais access free accident insurance coverage with reimbursable medical expenses and life protection - a privilege of having a ttb all free account. We were also able to help vulnerable groups consolidate debts through our ttb debt consolidation program. Although this program has just begun, we have already garnered more than 2,000 participants, helping them save on interest rates with a value of more than 270 million baht.

Environmental sustainability, especially through responsible lending, is another priority of the Bank. Our policy is to reduce financing of business activities that contribute the most to worsening climate change. The Bank no longer finances activities related to new coal-fired power plant projects and coal mining and exploration since 2020, while existing financings will be run down to zero by 2028. At present, we can reduce the financing of coal-fired power plant projects and coal mining and exploration by 38% and 31%, respectively. Simultaneously, we set the target

to increase lending to those considering positive environmental impacts in the long run. In 2022, the Bank issued a total of 13,110 million baht in Green Loan setup. The Bank is the first and only Thai commercial bank to issue green and blue bonds; the first green bond with a value of 60 million USD was issued in 2018, the second green bond of 100 million USD in value was issued in 2022, and the first blue bond of 50 million USD was issued in 2022. Our move toward pioneering green and blue bonds helped stimulate private investments with clear environmental objectives.

The Bank also believes that **social sustainability** is crucial in our business operations and should start from within. When sharing common goals, employees can collaboratively drive the organization forward. The Bank promotes openness, diversity, and equity. As a result, ttb was included in Bloomberg Gender-Equality Index (GEI) 2023 for two consecutive years. We also believe that financial literacy and inclusion are beneficial to the society. All new employees are required to attend the ttb financial literacy program as we are continuously improving our training program to fit the needs and expectations of our employees and stakeholders. Externally, ttb's mission to enhance the financial well-being of customers and the general public has been carried out through a comprehensive financial literacy program on a regular basis. In the previous year, ttb developed four digital platforms: fintips by ttb, fin live & learn by ttb, finbiz by ttb, and Financial Well-being Tools that are tailored to the needs of different groups which provide up-to-date financial

knowledge in line with the economic conditions and changing trends. The fintips by ttb platform provides financial tips on the ttb website (ttbbank.com) and ttb social media channels, with more than 200 articles alone in 2022 that reached more than 1.1 million visitors. Another platform, fin live & learn by ttb, is a financial education program for employees of companies that use ttb Payroll Plus, an all-in-one digital platform for compensation and benefits. To date, ttb has provided active learning sessions to 45 companies on this platform. The third platform, finbiz by ttb, is the Business Advisory Hub for SMEs that provides financial and business consultancy, knowledge, and trends to help SMEs perform better and achieve their goals. With 135 articles containing in-depth industry knowledge in the digital era, the finbiz by ttb platform has reached more than 100,000 visitors and engaged with at least 500 SME clients offline and online. Lastly, the Financial Well-being Tools platform is being developed to assess current financial status, understand personal needs, and offer suitable financial products tailored to present needs. The tools will be launched in 2023.

Moreover, ttb is prepared to drive society forward through products and services that provide equal opportunity for all. The ttb debt consolidation scheme, for example, was launched to lessen the financial burdens of our customers affected by COVID-19 and would not impact the customer's credit history. We also have a policy for LGBTQ+ couples to apply for a home loan and plan their lives together. For the wider society, we support communities and youths between the ages of

12 and 17 through the fai-fah by ttb programs such as the fai-fah Learning Center that will help enhance their capabilities. This program will help provide youths with opportunities to learn art, develop life skills, and access financial education with the hopes that they will use those skill sets to improve the well-being of their community. Currently, there are 3,149 ttb volunteers in the fai-fah programs, participating in 32 community projects, with a total of 50,000 youths and people in the community who benefited from this program.

Our operations are based on good **governance and business ethics**. We operate our business with integrity, ethics, and transparency which are the basis for building customer trust and reliability. We emphasize protecting those who use our financial services and sound market conduct. We conform to our corporate culture, "I CARE," which is how we encourage collaboration among diverse talents as we strive to ensure customers that all employees conduct work professionally and honestly by providing customers with the best experiences. This encompasses how we offer transparent, fair, and responsible products and services suitable for our clients' risk profiles, financial knowledge, and understanding. In addition, ttb places utmost importance on the security of our services and data privacy. All employees have completed our Cybersecurity Risk Awareness and Personal Data Protection Act training. Our objectives are to maintain the stability and security of our system and operations to prevent data breaches.

With our good governance, the integration of sustainable banking principles, and the consideration of society and the environment in business operations, ttb was ranked first place in "Fair Finance" for the fourth consecutive year and received "The Most Improvement in 5 Years" (2018-2022) based on the annual assessment of the Fair Finance Thailand. The Bank was also included in the S&P Global Sustainability Yearbook 2022 for the Banking industry while also awarded "Best Issuer for Sustainable Finance" and "Best Blue Bond" from the Asset Triple A Country Award for Sustainable Finance 2022. These awards and recognitions reflected our commitment and efforts to drive business toward sustainable banking.

Lastly, we would like to thank all of our shareholders, customers, and stakeholders across all sectors for their continuous support and recommendations that have contributed to the Bank's improved performance. We will continue to operate with the concept of "Make **REAL** Change" in mind to achieve **sustainable banking** in the economic, environmental, and social dimensions. Our goal is to become Thailand's leading bank that contributes to the financial well-being of the Thai people at present and into the future. We will provide products and services that address the needs of our customers. We are committed to promoting financial well-being among our customers, the Thai people, and future generations nationwide.

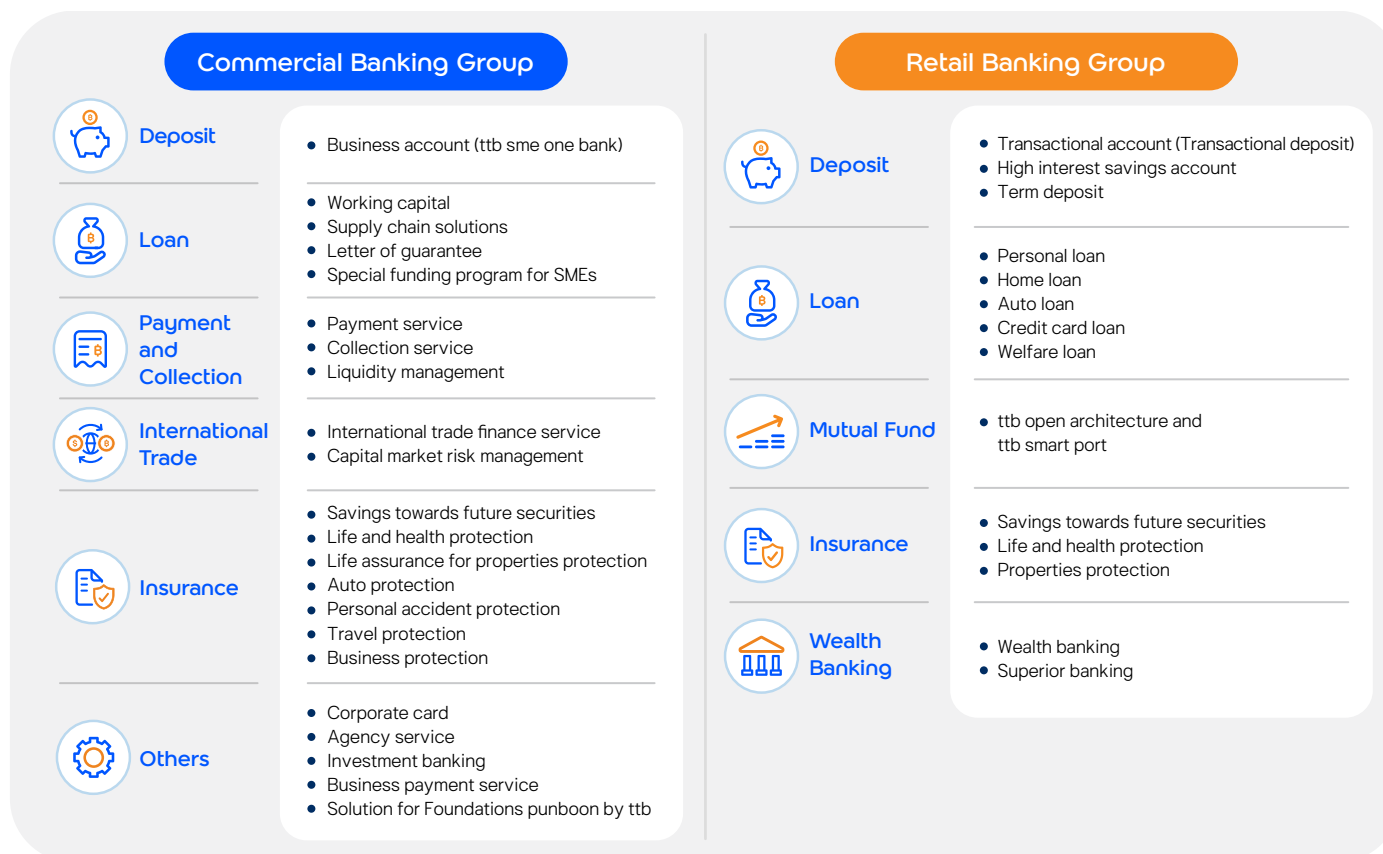
About ttb

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. In 1983, the Bank was publicly listed on Thailand's Stock Exchange. ttb was also through several mergers and new business partnerships, including mergers with DBS Thai Danu Bank and the Industrial Finance Corporation of Thailand in 2004; forming a new business partnership with ING Bank N.V. in 2007; and a merger with Thanachart Bank in 2019. The recent merger has made ttb the sixth-largest commercial bank in Thailand by asset size. In August 2021, the Bank of Thailand declared TMBThanachart Bank - one of the Domestic Systemically Important Banks (D-SIBs). Today, the Bank provides our retail and commercial customers with a full range of banking services and platforms.

In 2022, the Bank restructured the financial group by establishing ttb consumer to support financial product offerings, credit cards, and comprehensive personal loans to strengthen its position as one of the four market leaders offering comprehensive financial products for all lifestyles.

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.



Remark: Revenues 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.

ttb open architecture

The Bank is considered as the first bank in Thailand to offer an open architecture platform for all groups of customers. The Bank sets a long-term strategy to distribute under an open-architecture platform and offers a wide range of mutual fund products to match various client needs and risk-return profiles. In 2022, the Bank had 11 strong partners with leading asset management, both domestic and international companies, as follows:

- Eastspring Asset Management (Thailand) 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.

This enables the Bank to offer a broader range of products and asset classes that suit different risk profiles of the customers.

Bancassurance

Since 1 Jan 2021, ttb entered 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 over 24 years. Prudential Life Insurance provides a comprehensive range of financial products: life and health insurance. The Bank and Prudential partnership also expects to leverage technology to serve customers better.

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 lifelong customer solutions. These seven Strategic Intents encompass the following:



1. Customer Centricity

At ttb, customers are central to our business operations as we consider 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 improve the Bank's financial products, services, and customer experience continuously.



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 develop flagship deposit products to help build lasting relationships with customers and enhance the customer experience, hoping 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 expand the business further and cater to customers' 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 continuously emphasized building sustainable, non-interest income capability to effectively manage capital due to its minimum capital requirement compared to credit-related income. Non-interest income, such as bancassurance and mutual fund products, also ensures a sustainable bottom line throughout its business cycles. Subsequently, ttb also applied the distributor and open architecture models to cater to different customers' needs by collaborating with suitable business partners and sourcing the best financial products. This ensures the best offering that caters to our customer's various needs.



5. Optimize Capital Utilization and Liquidity Management

The Bank is strongly committed to delivering the level of profit expected by investors. It 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 selectively grows the balance sheet to generate an incremental return.



6. Enhance Digital Capability and Solutions

The financial transaction on digital channels has continuously grown due to the shift in customer behavior toward digital channels and rapid technological advancement. The COVID-19 pandemic, meanwhile, has accelerated changes in consumer behaviors and has brought a heightened awareness of the use of financial services through digital channels. The Bank aims to digitize and migrate banking services to digital channels through the "Digital First" concept with humanized touch or so-called "Humanized Digital Banking." The digitalization journey to operate under the Digital First operating model starts from:

- 1) Reduce costs and operational burden by serving customers via the digital channel
- 2) Deepen customer engagement through personalization
- 3) Generate sustainable growth in the traditional revenue stream, and
- 4) Create revenue from new business and ecosystem

The Bank's digital strategy has geared beyond banking services and ecosystem play developed with strategic partners to deepen customer engagement throughout life stages and life events. The Bank will build the ecosystem play, around its strong market presence and competitive advantage, for example, an automotive industry where the Bank is the leader in the automotive lending business with high network coverage of dealers and automotive supply chain. The ecosystem play will also act as an engagement tool for our customers., i.e., lessen the burden of 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 utilize its assets and raise funds efficiently.
- 2) Cost synergies arise from a greater economy of scale, specifically through integrating 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, strengthening the Bank's ability to maximize its income generation.

The EBT was smoothly completed in July 2021. After the successful EBT, the Bank aims to maximize the revenue potential of the Merged Bank's large customer base through Financial Well-being as a guiding principle with a sharper value proposition delivered via our top-tier digital platform.

Sustainability at ttb

The Bank strives to integrate sustainability into our business and ensure that our strategic objectives 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 oversee sustainability management and its effectiveness across the organization. At the operational level, the Sustainability Department works with relevant business functions to elevate the Bank's sustainable practice standards and improve employee awareness across four key areas: business sustainability, environmental sustainability, social sustainability, and corporate governance and business ethics.



Sustainability KPIs

In 2022, ttb incorporated sustainability-related key performance indicators (KPIs) into our corporate KPIs to drive our business toward sustainable growth.

Point of Contact

Sustainability Department

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Public Company Limited

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Sustainability Framework	Key Performance Indicators	Target	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
	Internal audit/compliance issues at critical and high-risk levels	Less than 5% of overdue cases	0% of overdue cases
	Number of complaints to regulators	50% reduction from the final quarter of the 2021 baseline	50% reduction in the retail segment and 40% reduction in the commercial segment
 Environmental Sustainability	Green loan setup	4,500 million baht	13,110 million baht
	Energy and water consumption reduction	10% reduction compared to 2019	Energy reduction by 25% and water reduction by 37% compared to 2019
 Social Sustainability	SME loans with positive social/environmental impacts	300 million baht	318 million baht
	Debt consolidation	1,000 million baht	1,606 million baht

Sustainability Benchmarking

FairFinance
Thailand

1st Place

**FAIR FINANCE
THAILAND**

for the 4th consecutive year
based on the 2022 annual assessment

FairFinance
Thailand

The Most Improvement
in 5 Years (2018-2022)

**FAIR FINANCE
THAILAND**

based on the 2022 annual assessment



FTSE4Good

Selected for
**FTSE4GOOD
INDEX SERIES**

for the 7th consecutive year



On the selected 2022 list of
**THAILAND
SUSTAINABILITY INVESTMENT**

by the Stock Exchange of Thailand
for the 5th consecutive year



Included in
**BLOOMBERG
GENDER-EQUALITY INDEX**

in 2023 for the 2nd consecutive year



Classified as 'Excellent'

CGR 2022

assessed by
the Thai Institute of Directors Association
for the 14th consecutive year

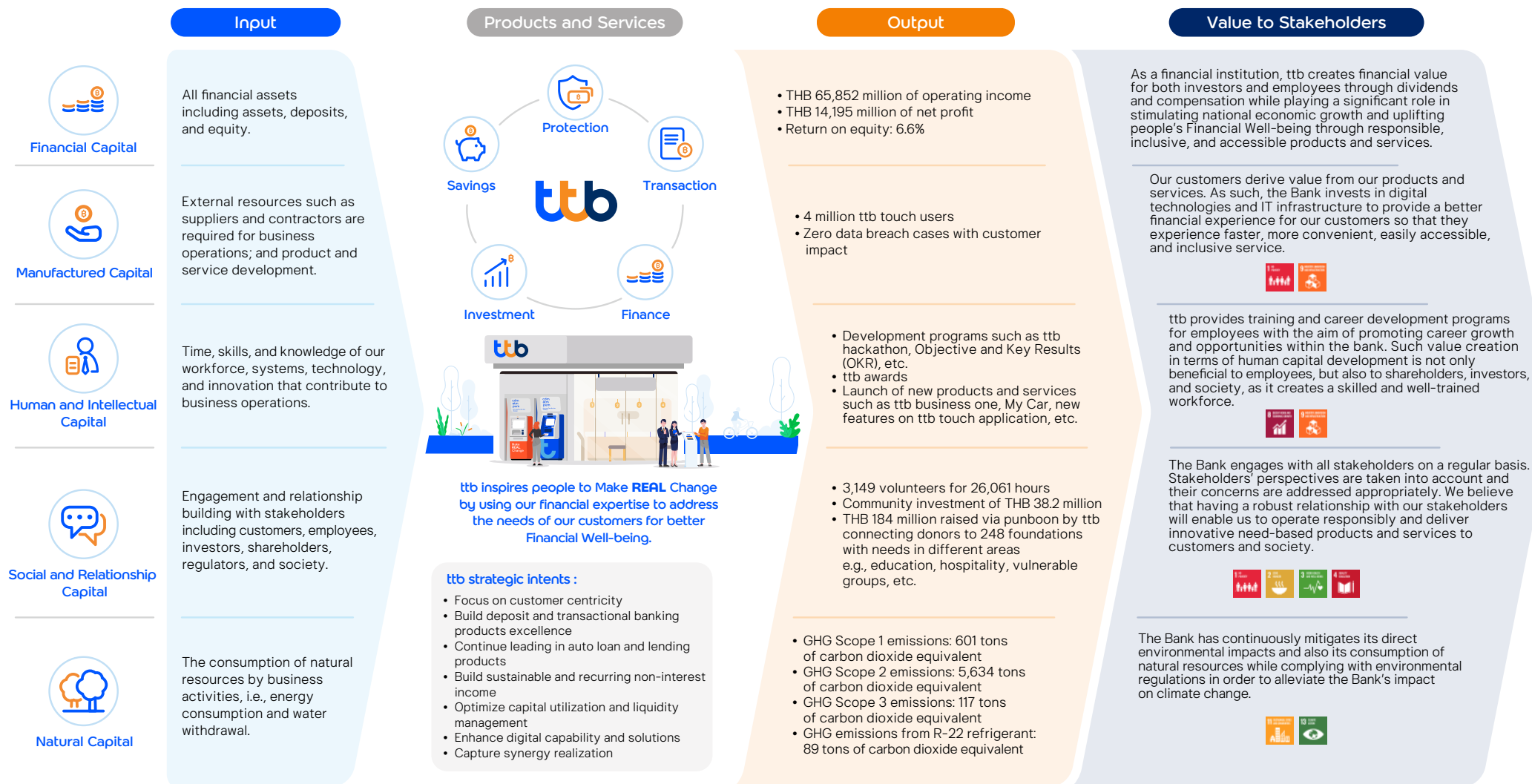
**Sustainability
Yearbook Member**

Included in
**S&P GLOBAL'S SUSTAINABILITY
YEARBOOK 2023**

for the 2nd consecutive year



ttb value creation



Remarks:

Scope of GHG emissions reporting includes Head Office.

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

Customers



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. We aim to become a trusted advisor by building a long-term relationship and focusing on creating value for customers by providing lifelong financial solutions that improve Financial Well-being.

The 4 Pillars of Financial Well-being

ttb defines Financial Well-being into four fundamental pillars underpinning how we work and our products and services are designed.



Mindful Spending & Smart 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

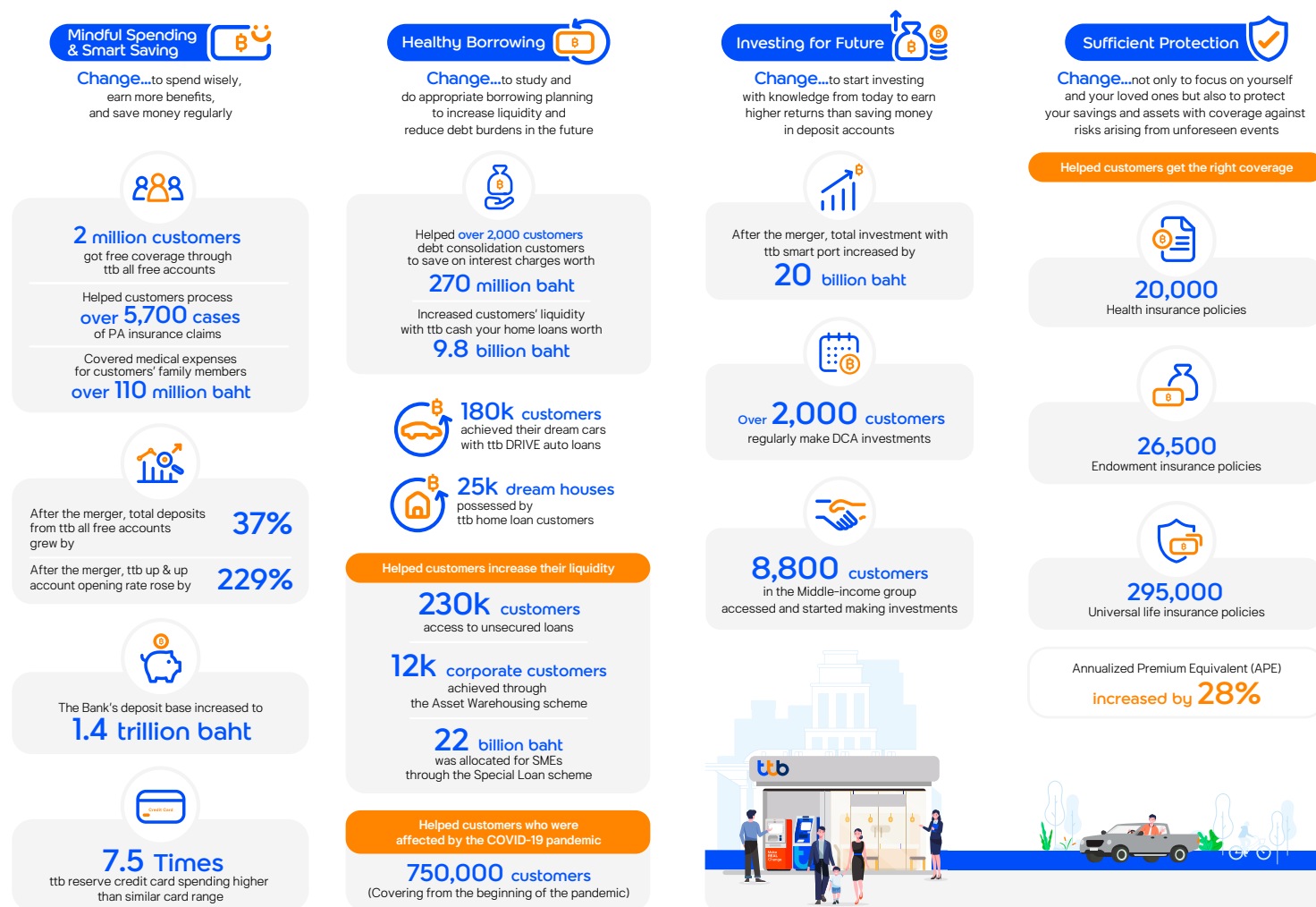
Investment through proper asset allocation by using risk profiles is a crucial step for managing savings to prepare for the future and foster lifelong stability.



Sufficient Protection

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

At ttb, we are guided by the four pillars of Financial Well-being with the belief that our products and services should be functional and helpful in promoting our customers' financial health. Rather than just offering a variety of products and services, we strive to provide high-quality, holistic solutions that can be tailored to meet the needs of our customers at every stage of life. Our products are designed to work together to create personalized financial solutions that address each customer's unique needs.



ttb consumer

In 2022, ttb consumer was established as a subsidiary to strengthen the Bank's position as a leader in promoting the Financial Well-being of the Thai people. The founding purpose of ttb consumer was based on the "Healthy Borrowing" pillar of Financial Well-being, aiming to expand financial advisor's capabilities to serve customer needs in terms of mortgages better and offer a full range of credit cards and personal loans. This will increase business opportunities by expanding the customer base and partnering with new companies to provide customers with broader benefits.

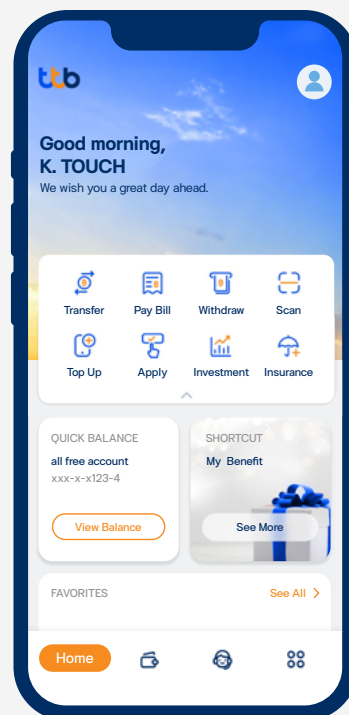
Digital Transformation

To achieve ttb's aspiration of being one of Thailand's top three digital banking platforms, we have expedited our digital transformation by transforming from within. Digital transformation at ttb is not just inclusive of mobile applications or technology but also encompasses building digital capability throughout the organization and enhancing the way of work. The setup of ttb spark, a unit within the Bank, serves as a Digital Hub dedicated to making real changes for our customers through digital technology and creative ideas. The structure of ttb spark is designed to work hand-in-hand with other business units allowing each unit autonomy to execute its respective digital-first business and operating model.

New ttb touch

Launched in this year, the new ttb touch is revamped to offer personalized digital banking with an aim to deepen customer engagement and improve customers' Financial Well-being. It provides financial services tailored to an individual's unique needs and preferences, including customized product recommendations, personalized and seamless experiences, and easy-to-use digital tools for financial management from anywhere, at any time.

The new ttb touch offers financial and non-financial services but also addresses beyond banking needs through ecosystems initiated by customers' unmet needs. The ecosystems are end-to-end solutions designed to address unmet needs by developing new products and services based on our core competencies, expertise, and collaboration with ecosystem partners to create new value for customers. Ultimately, the new ttb touch serves as a strategic enabler to allow ttb to achieve our digital aspiration and reflects our belief in the digital transformation journey, which requires the whole bank to develop, not just one unit.



Adoption and Utilization of New ttb touch



4 million users of the new ttb touch



46% increase in new ttb touch users since its launch in the second quarter of 2021



25% increase in the number of financial transactions on ttb touch

Personalization

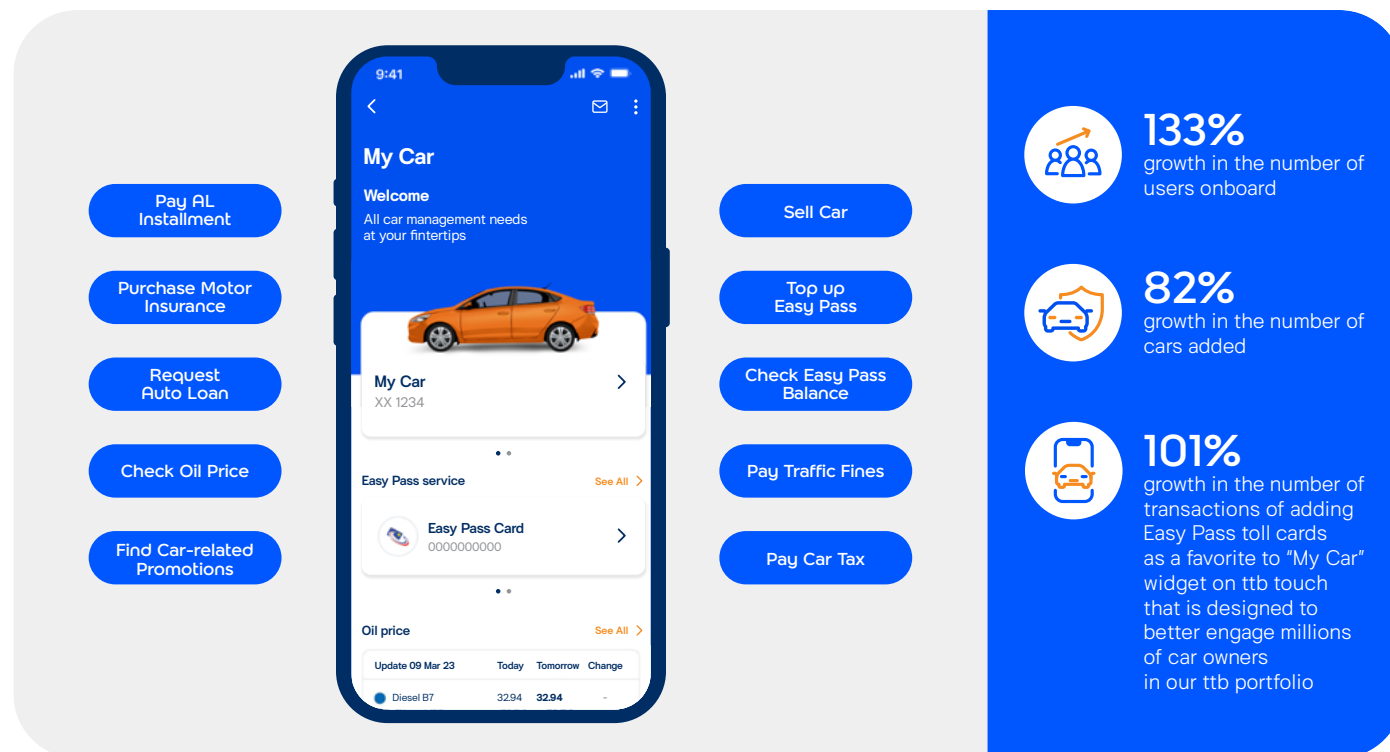


300,000 personalized cards clicked since its launch



260% growth in reward redemption by digital channel

My Car



This ecosystem aims to develop a long-term relationship with car owners throughout the car's lifespan via a seamless digital journey of financial and beyond banking needs. Essentially, My Car is an end-to-end solution for all car management needs at the customer's fingertips, lessening the burden of car ownership. Some of the highlighted features include:

- Car-related financing such as car loans, cash your car top-up
- Housekeeping activities such as the Easy Pass toll card top-up, car insurance, and fines payments
- Sales of existing cars and purchase of new cars

Digital Sales

The new ttb touch uplifts in-application digital sales and digital lending journey, enabling convenience, speed, and wider customer access to credit.

Digital Lending

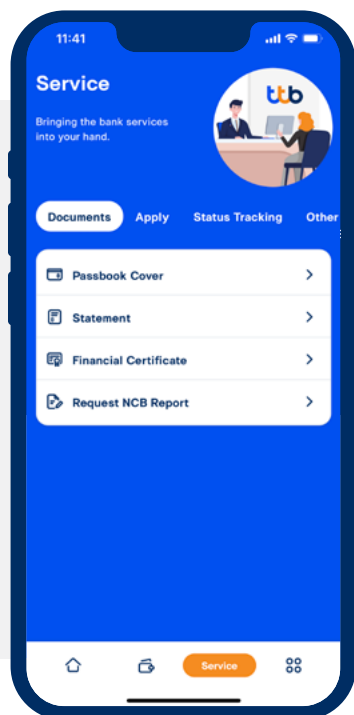
Increased in new bookings of credit cards (number of cards) by **35%**

Increased in new drawdowns of Cash2Go (THB) by **3.9x**

Digital Saving and Investment

12% increase in deposit account opening

93% of mutual fund purchases via ttb touch (transactions)



Non-financial Services

The Bank proactively migrates non-financial services previously only available at branches to digital channels for a better customer experience.

35%

growth in passbook /
fund book request

76%

growth in financial
statement request

176%

growth in application
status tracking

ttb business one

Our ttb business one has undergone a major overhaul and now serves as both an internet banking platform and a mobile application for corporate customers. It provides a one-stop service for all types of online transactions, including domestic and international transfers and payments, which enables our customers to easily and securely use the application as it aligns with international standards. The key area of enhancement in 2022 focused on streamlining

the cash management process for corporate customers and trade finance's financial and non-financial documents and uplifting end-to-end trade flows by enabling Host-to-host connectivity and real-time tracking of transaction status. Since the launch of the newly revamped version, 70% of existing customers have successfully migrated to the application, resulting in significant growth in our digital transactions.



54%

in digital transaction growth
after migration to business one

Customer Experience

ttb bank is dedicated to making our customer experience both in-person and virtual, as seamless as possible. We strive to become our customers' recommended bank of choice and believe that their satisfaction is the key to achieving this goal. Customer experience is our top priority, and we use Net Promoter Score (NPS) to measure how well we are fulfilling our vision of being the most recommended bank.



Customer Satisfaction (Top-down NPS)



Note: The NPS survey was conducted biannually.

Complaint Management

Compared to the previous year,

20%

reduction of total complaint cases in retail segment

28%

reduction of total complaint cases in commercial segment

The Bank prioritizes customer complaint management because complaint management is essential to customer service. In the past year, we have made significant strides in improving the quality of customer service, resulting in a decreasing number of complaints. A feedback loop has been implemented to inform product owners about the complaints, and actions were taken to prevent future reoccurrences. The Bank has also improved communication between front-line staff and product owners, which helped to address customer concerns more effectively.

Currently, some of the Bank's customers' complaints are in the form of non-voice (i.e., written complaints) from the Bank's social media platforms, which then propagated the Bank to create an initiative to address this issue and enhance the complaint management process. The initiative aimed to migrate our customers' non-voice interactions from various touchpoints to a more centralized and well-managed Contact Us system. This involved system enhancement and data integration, allowing us to handle inquiries and requests more effectively and efficiently.

To ensure that customer complaints are resolved quickly, it was mandated by the management that all cases are required to be addressed within 24 hours, which goes beyond the standard service level agreement. Several measures were carried out to maintain quality control; for example, post-call surveys were implemented to gauge customer satisfaction and ensure that customers' issues have been professionally and adequately addressed and managed.

Breakdown of complaints received by all channels in 2022:



87%
ttb contact center



10%
Online Channel



2%
Branch & Corporate Office



1%
Others

The complaints were categorized into three main issues:



System
for example, cannot use some functions in ttb touch



People
for example, inappropriate behaviors of employees and incomplete provided information



Product and process
for example, customer's dissatisfaction with interest rates, fees, or promotions, and no product details provided

Institutions/bodies that customers have registered complaints to, directly and indirectly:



Bank of Thailand



Office of The Consumer Protection Board



Office of Insurance Commission



Securities and Exchange Commission

Overall satisfaction for complaint handling: **84%**

In our continuous efforts to improve complaint management, we recognize that customer complaints provide valuable insights to help us better understand the performance of our products and services and simultaneously improve customer satisfaction. Hence, a number of actions were taken based on our customer complaints to improve our customer experience. For instance, staff-related issues were one of the three main complaint issues. In 2022, the Bank implemented the sales and service transformation model to better focus on improving each area. Training also reflects this change, where sales training emphasizes products and sales. On the other hand, service training focused on improving branch service standards with etiquette, attentiveness, responsiveness, and service time. A total of 4,803 employees received the ttb service standard training. For branches with low NPS, key gaps were identified, and training/coaching was tailored and provided as needed. Training courses were provided both in the classroom and online for self-learning with video clips and e-learning courses.

Market Conduct Management

The Bank considers market conduct of the utmost importance for our business. It is crucial for building and maintaining customers' trust and confidence in ttb. We take responsibility for fair dealing by providing transparent, fair, and responsible products and services suitable for our clients' risk profiles and financial knowledge and understanding.

We believe that proper training can also help reduce error and compliance risks, as well as improve customer service. Hence, market conduct training is mandatory for all employees, and frontline employees are provided with additional training specifically tailored to building the knowledge and skills necessary to perform their jobs effectively and efficiently.

As a result, there were six cases of mis-selling complaints – a significant decline of 88% from the previous year. After investigation, all cases have been resolved.

100%

of employees completed Market Conduct training

1,330

employees completed the First Step training program designed specifically for frontline staff



Environment



Responsible Lending

We manage our business's indirect environmental and social impacts through responsible lending and sustainable finance. The Bank has an Environmental and Social Responsibility (ESR) Policy that defines an overarching approach to how the Bank manages and mitigates environmental and social impacts. In 2022, the scope of ESR policy expanded from the commercial segment, small and medium-sized enterprises, and investment banking to include the retail segment and Special Advisory Bank Services; hence, ESR policy now governs the Bank's financial group.

[Learn More](#)

Top 10 Lending by the business sector in 2022 (of total lending exclude personal consumption)



80 Employees

received training
on the ESR policy

In 2022, 80 employees of key functions; for example, relationship management, product management, process management, and underwriting, received training on the ESR policy for a better understanding of ESR risks, and green and blue opportunities.

Share of Lending

by customer segment



Decarbonization

Shifting toward a net-zero economy requires moving away from carbon-intensive economic activities. With our decarbonization journey, the Bank focuses on the sectors in our portfolio responsible for the most greenhouse gas emissions and has announced the following commitment in 2020.

Our Commitment

Progress Against Target



The Bank ceased coal mining and exploration financing in 2020 and, in 2021, decided to draw down existing financing to zero by 2028



Exposure in coal mining and exploration decreased by 31% in 2022, compared to the 2021 baseline



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



Exposure in coal-fired power plant projects decreased by 38% in 2022, compared to the 2020 baseline

Although coal, oil, and gas have aided in the growth of economies worldwide, the Bank acknowledges that they also generate the majority of the world's greenhouse gas emissions. As the urgency of the climate crisis heightens, we recognize the responsibility as a financial institution to play a role in tackling the decarbonization of our economy. With the revision of the Environmental and Social Responsibility Policy in 2020, the Bank added the coal sector and oil sands (also known as tar sands) into the exclusion list and restricted the total commercial lending portfolio to 10% in upstream oil and gas activities. This means we no longer finance nor invest in any activities related to coal mining, coal exploration, coal infrastructure, and coal-fired power plant projects, which are also applicable to coal mining entities. The existing financing for coal activities is to run off by 2028.

In our efforts to monitor our climate impact, we measure the absolute amount of GHG emissions associated with our portfolio using the Partnership for Carbon Accounting Financials (PCAF) standard methodology. In 2022, the total financed absolute emissions¹ and financed emission intensity of the energy sector, including oil & gas and power generation located in Thailand, was 2.36 million tons of carbon dioxide equivalent and 0.0003 tons of carbon dioxide equivalent per baht respectively, which accounted for 0.02% of our commercial loan outstanding. The data on the coal sector was not available for the calculation; hence, it was opted out this year.²

¹ GRI 305-3: Other indirect GHG emissions (Category 15)

² The measurement and calculation were conducted subject to limited data availability on a best-effort basis.

Sustainable Finance



13,110 million baht
green loan setup,
achieving the target
of 4,500 million baht



2,000 million baht
sustainability-linked
loan setup



6,386 million baht
EV loan setup



50 million USD
of blue bond issuance.
The 1st commercial bank
to issue blue bonds in Asia.

For sustainable finance, ttb acknowledges the importance of our role as a financial institution to facilitate and influence businesses' shift to sustainability. It plays a critical role in financing the transition toward a low-carbon economy by incorporating ESG criteria into lending and investment decisions and offering ESG-focused products and services to clients. This can include green loans, blue loans, sustainability-linked loans, green bonds, blue bonds, ESG-themed investment funds, and ESG advisory services.

In 2022, the Bank expanded the eligibility criteria of our green bond framework to include blue finance, exclusively focusing on and contributing to the ocean and coastal conservation and the clean water resources. With this, the framework has been renamed the Green and Blue Bond Framework 2022 with Second Party Opinion (SPO) by S&P Global Ratings. The framework

is in alignment with ICMA's Green Bond Principles, which includes some requirements based on the China Green Bond Endorsed Projects Catalogue (2021 Edition), Climate Bonds Taxonomy (January 2021), IFC Guidelines for Blue Finance (January 2022), and Asian Development Bank's Green and Blue Bond Framework (September 2021).

As a Thai financial institution belonging to the private sector, ttb is the first and only Thai commercial bank to issue green and blue bonds; the first green bond with a value of 60 million USD was issued in 2018, the second green bond of 100 million USD in value was issued in 2022, and the first blue bond of 50 million USD was issued in 2022. Our move toward pioneering green bonds in 2018 played a catalyzing role in developing the nascent green bond market in the country. Through green bonds, we focused on financing renewable energy and

EV projects. Its ecosystem - a relatively new asset class in the country that will contribute toward achieving the country's Nationally Determined Contributions (NDCs) and fulfill one of Thailand's priorities in establishing a vibrant and leading EV industry in line with the government's roadmap. For blue bonds, the financing is focused on critical areas such as marine plastic recycling, water conservation, and wastewater treatment projects, which are key to the country's economy. With these innovative financial instruments, ttb establishes multiple new asset classes in Thailand's debt market and leverages more financing and investments in the blue and green economy to support Thailand's sustainable development and address the country's key climate challenges.

Green and Blue Bond (Issuance)



100 million baht

in a green bond dedicated to financing customers' purchases of electric vehicles (EVs)



50 million baht

in a blue bond aimed at increasing access to finance ocean, coastal, and water resources conservation

Since the significant revision of our ESR policy in 2020, ttb has been actively engaged with clients to inform them of our changes and direction on responsible lending. Educating clients and raising awareness of ESG-related risks and opportunities was important. Our effort was to help clients better understand and manage their ESG risks and opportunities and to support their transition to a more sustainable and responsible future. Moreover, ESG aspects have been integrated into our advisory and origination business. Hence, this past year, we saw an increase in clients' interest in seeking support for ESG-focused origination of securities such as green bonds to finance projects related to positive environmental impacts.

Sustainability-linked Loan

The Bank issued a 2,000 million-baht sustainability-linked loan agreement with Thai Union Group, which helped Thai Union further expand its position on financing the conservation of the world's oceans. This sustainability-linked loan has sustainability targets that benefit the world's oceans, with interest rates linked to key performance indicators and sustainability performance targets. By supporting the Thai Union's shift toward blue finance, ttb is helping the company achieve its sustainability objectives while supporting environmentally responsible investments.

Sustainable Investment

The Bank offered five ESG funds valued at 6,746 million baht to our open architecture investment accounting for assets under management. 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 goals: clean energy, good governance, electric vehicle, and ESG.

Green Loans Highlights



Green Building

Bangkok Dusit Medical Services (BDMS), a private hospital network in Thailand, has received a 1,000 million baht green loan from ttb to support the development of Bangkok International Hospital to meet LEED Healthcare Gold standards. This makes Bangkok International Hospital the first hospital in Thailand to meet the required criteria and qualify for a green loan. This "Green Hospital" uses the Leadership in Energy and Environmental Design (LEED) concept for energy conservation and environmental preservation. It is also a "Smart Hospital" that utilizes technology, such as the In-Room Automation system, to improve the quality of service for patients. The collaboration between BDMS and ttb demonstrates the commitment to sustainable business practices and environmental responsibility.



Energy Efficiency

ttb has financed Thai Diamond & Zebra Electric Co., Ltd (TDE) with a working capital limit of 150 million baht. TDE manufactures power transformers and power conditioners for home electrical products, including energy-efficient air conditioners from renowned brands such as Mitsubishi, Toshiba, and Carrier. TDE has been awarded the "Label No.5 Certificated" (ฉลากประหยัดไฟฟ้าเบอร์ 5) from the Electricity Generating Authority of Thailand (EGAT) for their energy-saving products. TDE's factory also utilizes solar cells to reduce electricity bills, support green environment policies, and reduce global warming. The financing from ttb will enable TDE to continue its operations and have positive environmental and social impacts.



Sustainable Management of Natural Resources

ttb provided a working capital limit of 57 million baht to Decha Pakthongchai Farm 2 Company Limited for their poultry farming operations, including an innovative evaporative cooling system. This system helps reduce the temperature inside the poultry house by maintaining a stable temperature with minimal use of fans, thus saving energy costs. The EVAP system also allows for better control of temperature, humidity, ventilation, and lighting, resulting in improved poultry productivity and preventing the spread of various diseases from outside the farm. With the Bank's support, Decha Pakthongchai Farm 2 can continue to operate sustainably and efficiently in its poultry farming business.

Our Environmental Impacts

The Bank has been continuously improving energy efficiency in buildings under the Bank's operational control since 2019. We focus on improving the efficiency of high-energy-intensity equipment such as air conditioning, cooling systems, lighting systems, and building engineering systems, which account for over 80% of the total electricity consumed. The Bank

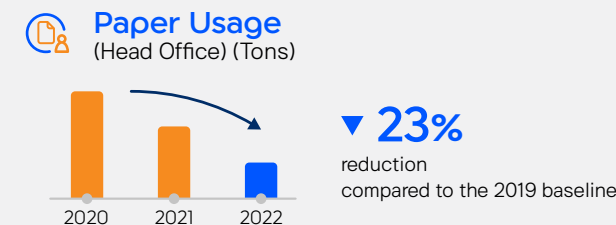
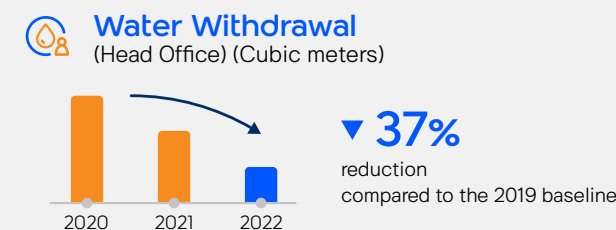
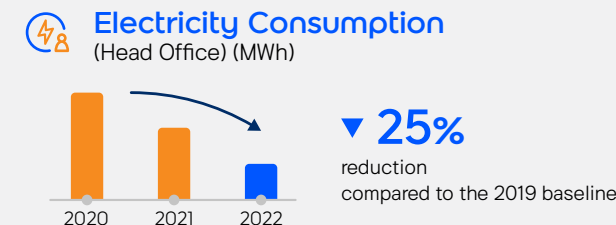
abides by the Energy Conservation Act (2007), where employees are strongly encouraged to responsibly consume resources such as electricity, water, and paper through environmental conservation initiatives' promotion and awareness building.

In 2022, ttb installed energy and airflow monitoring equipment to monitor and enhance energy efficiency in its buildings. The Bank continued to monitor electricity usage at peak hours and implemented an electrical plant management system. We have an AI command center to diagnose HVAC issues. We also implemented water pressure regulations in office buildings and managed the water supplied to the cooling tower to improve the Bank's water-use efficiency. With more than 1.9 million baht invested in enhancing resource consumption effectiveness within the Head Office building, ttb reduced the total energy and water consumption by 25% and 37%, respectively, in 2022 compared to 2019.

Moreover, 527 employees participated in virtual training on basic firefighting and fire drill evacuation and online sessions on energy conservation, energy-saving ideas for the office and homes, and energy efficiency improvement methods for air-conditioners account for 3.6% of total employee.

Our Commitments

- 2026 Target:**
 To reduce 15% of the Bank's electricity and 10% of water consumption by 2026, compared to the 2019 baseline
- 2022 Target:**
 To reduce 10% of the Bank's electricity and water consumption in 2022, compared to the 2019 baseline



Social



Financial Literacy and Inclusion

Financial Literacy

Improving customers' life-long Financial Well-being is ttb's mission, as financial literacy is an essential tool to make sound financial decisions and implement effective money management. ttb has been a longtime advocate of financial literacy through implementing financial education outreach programs directed at our customers, employees, and the general Thai public.



ttb financial literacy

The objective is to enhance financial literacy for all customers through our digital platforms. Financial literacy is an indispensable tool to transform financial behavior by providing a correct understanding of financial knowledge that ultimately leads to Financial Well-being.



Financial tips on the ttb website and ttb social media channels targeted Gen Z and designed with the concept of being 'Your Financial Companion'

- Total 1,240,098 visits to the page
- Total 810,688 users



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

- 45 companies enrolled in the program
- 3,442 employees of the participated companies



Business Advisory Hub for SMEs, providing financial and business consultancy, knowledge, and trends to help SMEs perform better and achieve their goals

- A total of 81,262 visits to the finbiz webpage
- Engaged 500 SME clients both offline and online
- 530 contents shared from the finbiz webpage



Financial Well-being tools are developed to assess current financial status, understand personal needs, and offer suitable financial products tailored to address present needs. Currently, four tools are publicly available on the ttb bank website; Financial Well-being Goal Setting, Financial Well-being Tools, ttb smart protect, and ttb smart port.



ttb smart protect

Help identify suitable insurance products

Total **97,776** pageviews



Financial Well-being Tools

Help identify suitable financial solutions

Total **140,000** pageviews



ttb smart port

Help identify suitable investment products

Total **42,099** pageviews

Financial Inclusion



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

Highlight Products of Financial Inclusion

ttb home loan



Same-sex couples can now access home loans, endorsing ttb's objective to promote equality and financial inclusion for all Thais. This is also in line with the Bank's mission to improve customers' Financial Well-being.

Total amount of loan:

9.7 million baht

ttb all free



A transactional account allows freedom in terms of financial management with the absence of transactional fees. With a minimum savings of 5,000 baht, customers are also eligible for free basic accident and life insurance protection without fees or registration. Accident insurance covers up to 3,000 baht per accident with unlimited claims such that no medical expenses are required to be paid up-front. Life insurance coverage is 20 times the deposit, with a value of no less than 3 million baht.

Number of accounts:

4.6 million

Number of customers benefited from accident and life insurance in 2022:

2 million

Medical claims:
3,007 cases
or 6,156,328 baht

Death claims:
84 cases
or 34,581,984 baht

ttb DRIVE cash your car ttb cash your home



ttb DRIVE cash your car and ttb cash your home loans are multi-purpose loans with high loan limits and low-interest rates, lower than a typical personal loan, for home or car owners by converting the assets into cash. These loans were developed based on the Healthy Borrowing pillar of the Financial Well-being framework to provide an appropriate borrowing tool to increase liquidity and reduce the burden of high-interest rates. With high loan limits and low interests, this loan increases financial, inclusion, and flexibility for better Financial Well-being. It can be used for paying off debts, managing household expenses, tapping into new investment opportunities, adding needed liquidity to business, and many more.

24,550 million baht
of ttb DRIVE cash your car loan

20,384 million baht
of ttb cash your home loan

ttb smart port



ttb smart port is a full-service investment portfolio management that was previously exclusive to private banking customers and 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 access this service.

41% increased of customer utilizing
dollar cost averaging (DCA)
feature of ttb smart port

ttb small business loan for social sustainability growth



ttb small business loan provides microfinancing to small-sized businesses that have experienced difficulties in securing financial support. The objective is to ensure access to funding, for the following small businesses:

- Local entrepreneurs that promote local products and community identities, such as OTOP products or local products that the Department of Local Administration has endorsed
- 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
- Businesses in need of debt consolidation to better manage business cash flow

115 small-sized business clients were able
to access financial support, accounting for **318** million baht

169 million baht
supported medical clinic
and business in need of
debt consolidation program

149 million baht
supported recycling business

People

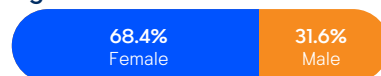
At ttb, employees are the critical force that drives sustainable growth. The Bank's human capital strategy leverages the evolving world of work and is a crucial enabler of ttb's strategy. We foster a culture and working environment where people and performance matter. Our stance regarding diversity and inclusion, training and development, employee engagement, and our employees' health, safety, and well-being is paramount.



Employee Profile

Total employees 14,620

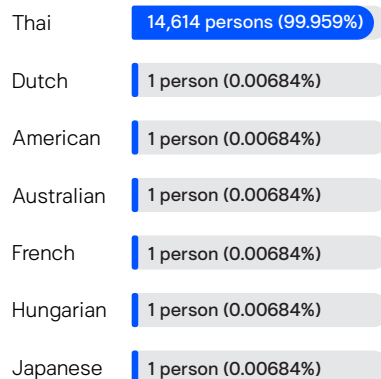
By Gender



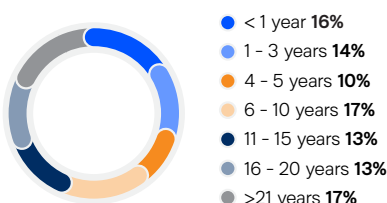
By Age



By Nationality



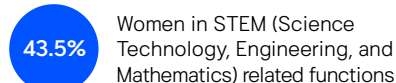
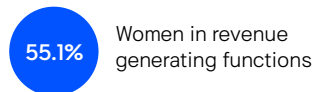
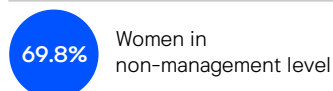
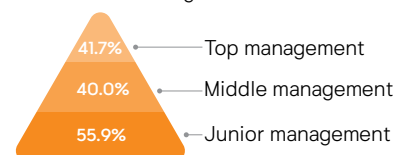
By Tenure



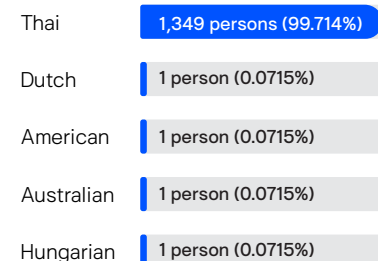
Diversity and Inclusion



Women in management level



Management by Nationality (% of total management)



Learning and Development



61 Average training hours



Over 112 million baht Employee development investment



40.7% Employee filled in open positions

Employee Well-being



Scholarship for employees' children 416,000 baht



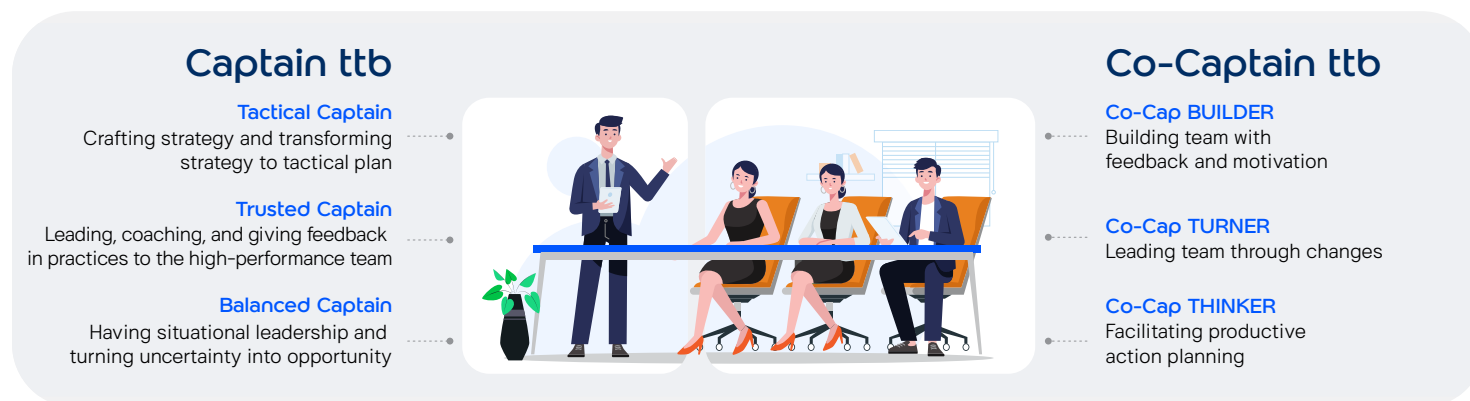
Financial aid for employees' childbirth 222,000 baht

Learning and Development

The competency-based development program for employees was initiated in 2020 and designed to build core and leadership competency at different employee levels and promote growth in their career paths. In 2022, the Bank identified competency skill gaps for all departments under the Chief Information Officer and the Chief Audit Officer. The competency assessment journey involves both Human Resources and departments aligning views and inputs to analyze and plan future actions such as functional development programs according to the needs. The competency assessment approach consists of three dimensions: core competency, potential assessment, and 180-degree evaluation. This exercise will enable our employees to build relevant skill sets and equip them for future roles and responsibilities.

ttb leadership program

The program aims to build competencies of Team Lead and Team Head, focusing on building competency in leading people/teams and leading change. The expected outcome from this training program is to create a pool of high-potential workforce equipped with leadership skills and supporting tools to overcome challenges and changes with the team as their leaders. The competency evaluation was assessed based on self-evaluation and participants' supervisors, which consisted of 6 dimensions: foresee customer dynamics, execute for a result, manage risk, lead change, lead people/team, and lead business. In 2022, 1,152 employees participated in ttb leadership program.



Data Analytics School 2021-2022

The program aims to provide ttb with sufficient data analytics capability to meet business requirements. The program engaged participants in classroom learning through project assignments during and after program completion. All employees from any function related to data management are eligible to participate in the program. The business outcomes from the program include enhanced leverage for better customer and business understanding through data analytics, sharpened business direction and strategy including product, sales, and service model, increased staff efficiency, enhanced accuracy of customer predictions and diagnosis, improved precision of financial models, and reduced operating expense. Eighteen employees completed the program with high-potential project assignments, e.g., suspicious network patterns for money laundering, analysis of customer sub-sectors, and concentration. These initiatives provide value-added to our business operation.

ttb awards 2022

ttb values employees' innovation and efforts to Make **REAL** Change for customers and the Bank; therefore, ttb awards is hosted yearly. This is an in-house competition that encourages employees to submit initiatives, products, or programs that promote customers' financial well-being and/or improve the Bank's performance in 6 areas: revenue generation; sales, service, and operational excellence; data-driven risk management; digitalization; people and culture; and Make **REAL** Change which is the grand prize.

In 2022, six awards were given to six teams who best demonstrated their projects' impacts and benefits for each of the award's criteria. More than 730 employees from 73 teams participated in the competition.

ttb awards Categories



Make **REAL** Change

Gearing toward ttb's vision of being the bank of choice recommended by our customers, along with ttb's mission to improve customer's life-long Financial Well-being, challenge the status quo, be self-initiative, and collaborate across Chief domain



Revenue Generation

Launching product, customer insight ideas, and sales activation campaign



Sales, Service and Operational Excellence

Delivering or improving sales, service, and operational excellence



Data-driven Risk Management

Utilizing data to improve and manage risk model with risk-adjusted return



Digitalization

Utilizing digital technology to improve business strategy and enhance customer understating and experience and/or infrastructure and capabilities



People and Culture

Improving the way of working, increasing employee engagement, decreasing attrition, and/or developing organizational design

One of the outstanding projects was the 'Boot Camp – Unleash Retail Seller's Potential' project which showed the most outstanding impacts that changed how the Bank operated to serve customers better and received the People and Culture Award. The project helped form a comprehensive process and build employee capacity by having sales positions onboarded and prepared for their roles efficiently. The program created new learning experiences in the form of a 2-day Boot Camp where employees learn about essential knowledge and elements for being a successfully trusted advisor, e.g., mindset and motivation, soft and hard skills (such as dealing with customer complaints, building relationships and rapport with customers, and more) and perform role-play activities to build confidence. The post-Boot Camp survey showed increased confidence at work and organization engagement from 63% (pre-Boot Camp) to 93%. Additionally, customer NPS from each sale service improved as employees could skillfully meet customers' needs. In addition, sales productivity also increased significantly.

Succession Planning

The Bank has a succession plan to fill top management positions that will be vacated due to upcoming retirements in future years. The Bank has identified critical positions and successor profiles to ensure a smooth transition for successors and business continuity. The readiness of potential candidates that have been identified will be assessed against essential criteria, after which candidates will be allowed to participate in the succession development program.



Here are the key highlights of our succession planning



305 employees that were identified as talents in 2021 were reviewed; and 375 new employees have been identified as talents in 2022. The Bank has a total of 680 talents, accounting for 5% of our total employees.



The 2022 new talent identification focuses on identifying young talents under 40 to fulfill middle management roles and our specialist teams. As a result, the number of talents under 40 grew 124% from 115 employees in 2021 to 258 employees in 2022.



134 positions are identified as critical positions that need a succession plan; 80 of these positions have successors who can assume the role within 1 year or 60%. Moreover, 82 positions have successors who can assume the role within 1 to 3 years, or 61%.

Therefore, the development focus will be on improving the successor's readiness and expanding the proportion of positions with a succession plan.

The Bank established the TTB Stock Retention Program (TSRP) 2021, approved by the Board of Directors. The 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 (2021-2023). 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.

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 2022, our women's representation at the board and management levels increased from 2021. Also, female representation at the top management level was 41.7%, surpassing the Diversity and Inclusion commitment of 40%. In our continuous effort to create an inclusive working environment, the Bank provided work opportunities to a total of 153 people with disabilities; one full-time employee at the bank and 152 people via Thai Red Cross Society and Don't Drive Drunk Foundation.



**Inclusion in
Gender Equality Index (GEI) 2023
for two consecutive years**

Employee Well-being

The Bank offers a comprehensive employee well-being program covering various health initiatives ranging from COVID-19 stress management, health and wellness, personal development, and financial planning. Caring for our employees' well-being also helps ensure that they are engaged and productive.

In collaboration with The Oasis, the Bank launched a psychotherapy program in 2022 to support and enhance our employees' mental, emotional, and general psychological well-being. Employees can directly schedule private sessions with the program's qualified counselors to receive confidential and anonymous support.

Dimensions of Employee Well-Being



Security Well-being

The Bank provides all employees health insurance, critical illness insurance, life insurance, and accident insurance.



Financial Well-being

Financial stability, defined as spending and saving money, and behaviors and attitudes towards personal finances, will contribute positively to short-term and long-term goals. The Bank offers employees financial support for weddings, childbirth, ordinations, and more.



Physical and Mental Well-being

By simply being mobile and active, energy and vitality to do everyday tasks efficiently, including the absence of disease. Ability to manage one's emotions, handle stress, effectively express feelings to others, cultivate motivation, and give moral support.

In 2022, there were no significant issues raised by labor unions. To ensure good relationships with labor unions, ttb regularly engages and communicates with the labor unions on topics that may be of interest, including but not limited to health benefits and compensation. In addition, the Bank has channels for employees to file grievances anonymously and confidentially.



Over
10,000 COVID-19
vaccine doses were
provided to employees
and their families



Over
250,000 COVID-19
Antigen Test Kit



Financial aids
over 2 million baht
were provided to
employees who
were impacted
by flooding in 2022



Annual health
check-ups for
all employees



Periodic inspections
of working environments
and conditions

People KPIs

	2019	2020	2021	2022	Target 2022
Absentee rate (%)	0.52	0.58	0.74	1.30	1.50
Regrettable loss (%)	11.00	7.90	9.90	9.00	1.00
Average training hours (hours per person per year)	35.00	15.00	46.00	61.00	40.00
Employee engagement score (%)	74.00	74.00	50.00	50.00	60.00

Social Development

The Bank stresses the importance of its philosophy, Make **REAL** Change, which has been used as the foundation of its social contribution programs. Through its fai-fah programs, the Bank continued creating positive changes and inspiring youth and communities for the better.

Make **REAL** Change



Social Development Mission

To inspire and engage youth and communities to Make **REAL** Change for sustainable communities

Social Development Strategies

Youth Inspiration



Building the capacity of youths in the community through fai-fah Learning Center – a safe space for learning and participating in art and skill development activities

Community Inspiration



Changing communities toward sustainability through the power of "giving" from ttb volunteers

Cultural Inspiration



Promoting and conserving Thai culture through Garuda Museum and Royal Kathin Robe Presentation

27 fai-fah community projects by ttb volunteers

5 fai-fah community projects by youths from fai-fah Learning Centers

41,523 community members and 6,731 youths benefited from the fai-fah projects

38.2 million baht of financial contribution

3,149 ttb volunteers

Youth Inspiration



fai-fah Learning Centers by ttb

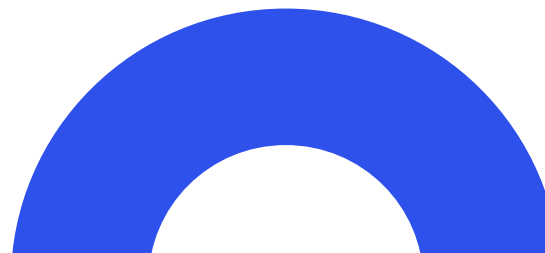


At present, there are five learning centers: fai-fah Pracha-Uthit, fai-fah Chan, fai-fah Bangkok Noi, fai-fah Samut Prakarn, and fai-fah Nonthaburi which is the latest and newest one. The new center expanded the target group to cover children with hearing disabilities, allowing them to learn new skills, including art, taekwondo, cooking, baking, etc. All fai-fah Learning Centers aim to teach people skills to be self-reliant. It provides opportunities for youths in the community between the ages of twelve to seventeen to make use of their free time by learning art and life skills for free. Youth participants can use what they have learned for self-development and help their family and the surrounding community change for the better.

In 2022, fai-fah Youths utilized the skills and knowledge they had gained from the fai-fah Learning Center to support their community and society through the Pay It Forward activity. The fai-fah Youths learned teamwork, project planning, and fund management to propose creative ideas to their community. Examples of projects by the fai-fah Youths include improving the information board and tourist

map for the Kuddee Community and making Braille boards for people with visual impairment to participate in a concert more safely. This year, the fai-fah Youths delivered five projects to the community.

In 2022, there were more than 61,000 visits by the fai-fah Youths participating in offline and online activities.





Tae Young Thai by fai-fah ttb

The Bank continues to support its social development program to promote Thai culture and inspire youths throughout the country using a hybrid competition (online and offline) platform that allows youths to create art pieces in three categories: Thai manner competition, reading aloud competition, and digital drawing competition. The Royal Trophy and scholarships for winners and participants are awarded by Her Royal Highness Princess Maha Chakri Sirindhorn. A total of 8,933 youths from 1,276 schools nationwide participated in the competition.



Fun for Fin “fai-fah Youths learn how to save and spend”



In 2022, the Bank launched a pilot project to provide financial knowledge focusing on saving and conscious spending to more than 50 youths in the community. The program prompted youths to realize the importance of cash books, financial goals, and financial planning. This helped change their financial behavior as they better understood the value of money and financial discipline. Many youths started to open savings accounts to encourage saving behavior and discipline.

Lemon Yellow – Young Entrepreneurs

The Bank launched another pilot project to inspire young entrepreneurs through the Lemon Yellow program with the participation of five fai-fah Youths. They could generate an income of about 3,000 baht from the sales of their products. With a focus on a hands-on experience at every step of the way, from business planning to cost calculation, pricing, profit management for further investment, and selling of their designed products, the project helped inspire these youths to have a way to generate stable income in the future.

fai-fah Art Fest 2022

fai-fah Art Fest is an annual art exhibition and performance show that allows the Youths from the five fai-fah Learning Centers to present their work and sell their art and food products from their creativity. The program empowered youths to express ideas, design products, and develop sales plans. Youths could generate more than 100,000 baht of income that would be donated for social benefits.

Community Inspiration

In 2022, ttb continued to promote employee volunteerism through various activities that help shape the community toward achieving sustainability. This year, more than 3,149 ttb volunteers from 4 teams, namely, Branch Management Team, Sales and Auto Leasing Team, Talents Team, and Passionate Team from across the country came together to share their knowledge and skills in accounting and finance, branding, product development, as well as sales and marketing to inspire change and development at the targeted communities aligning with the UN Sustainable Development Goals. As a result, 27 projects were delivered, benefiting 41,523 community members.

Apart from utilizing their knowledge and skills for social development, ttb volunteers were able to nurture business relationships with foundations and charitable organizations on the punboon by ttb platform. The platform is an integrated solution

for managing foundations and charitable organizations. This year, the Bank helped five organizations: the Santisuk Foundation, the Baan Nokkamin Foundation, SATI APP, the Center for the Protection of Children's Rights Foundation, and the Pun Namjai Center at Somdech Phra Pinklao Hospital.

All 27 community projects delivered by ttb volunteers supported various Sustainable Development Goals. Many examples of how ttb volunteers utilized their financial knowledge to help community members generate extra income and promote financial management, leading to financial security.

Weaving the Dream, Creating the Job - Baan Pracharat Thai-Muslim Samakki Community

Baan Pracharat Thai-Muslim Samakki Community is a new community in Prathum Thani Province formed by members evicted from their homes. Most community members are self-employed or for hire and want an additional income from catfish farming. ttb volunteers invited experts to share knowledge on catfish farming, food processing, packaging, and branding. They also taught community members how to record income-expense accounts to effectively manage costs and generate profit. Moreover, ttb volunteers encouraged the community to register as a community enterprise in the future. At present, catfish farming has enabled the community to become self-sufficient. It is expected to generate an income of 12,000 baht annually.

Boonchoo...Chooboon by fai-fah ttb

ttb volunteers joined forces with Boonchoo...Chooboon to support children with disabilities in the Teacher Boonchoo Home for Special Children foundation to become more self-sufficient. Their disabilities include physical disabilities, learning disabilities, Attention Deficit Hyperactivity Disorder, Mental Retardation, Down Syndrome, and Autism. The aim was to enable special needs children to live, work, generate income, and be accepted as productive members of society via using donated equipment such as ovens and kitchen

appliances to make and sell baked goods and cater to children in the foundation, thus helping reduce the operating costs. We invited instructors to teach foundation workers how to bake bakery products, for instance, kaya bread, cream bread, and red bean bread. ttb volunteers provided knowledge on calculating cost and profit and helped create and promote the "Boonchoo Bread" brand. The foundation continuously receives orders from shops, organizations, and agencies, generating an additional income of 100,000 baht annually.



Ar-Sar...Chuay-Kan-Tam

Ar-Sar...Chuay-Kan-Tam (Volunteer...Together) was a new employee volunteering activity in 2022 that allowed employees to cultivate the concept of being a "giver." Volunteers were assigned to create products of their own choice to help communities. Then, they delivered products, such as handmade notebooks, hand massage balls, pet collars, and green medicine bags, to foundations, hospitals, schools, and other organizations in need nationwide. Our goal was to create more than 20,000 pieces of products for communities.

ttb Red Cross lottery 2022

The Bank recognized its role in supporting charitable organizations, especially the Thai Red Cross Society, a haven for communities and Thai society during crises. The Bank took part in the Red Cross Fair 2022 by raising funds through the issuance of a total of 220,000 ttb Red Cross lotteries. The Bank also increased the number of rewards to 506 rewards. As a result, the Bank was able to raise a total of 22 million baht.

Cultural Inspiration

Garuda Museum by TMBThanachart

The Garuda Museum by TMBThanachart is considered the first and only Garuda Museum in Thailand and amongst ASEAN member countries. Featuring more than 150 Garudas kept in various bank branches, the Museum has a unique Garuda collection from all regions of Thailand. Each Garuda is distinguished by exquisitely carved woodwork, reflecting the artist's skill and sophistication. The Museum also tells the story of "Phaya Garuda," a Himmaphan mystical creature who personifies the act of gratitude, kindness, and honesty. The Museum opened its door in June 2022 to children, youth, and interested members of the general public to learn about the history of the Garuda. To date, there are over 4,000 visitors that have visited the Garuda Museum. The Bank hopes the Garuda Museum will become another tourist destination in Samut Prakarn Province that will promote learning, create inspiration, contribute to cultural conservation, and instill a sense of pride in Thai culture.



punboon by ttb

is a platform that links donors to charitable organizations in the country to facilitate direct donations to each organization via online and offline channels. The punboon platform also supports e-donation.



248 charitable organizations currently on the punboon platform



More than
184,000,000 baht
of charitable contributions through the platform in 2022



More than
116 percent
increase in the number of donors in 2022 compared to the previous year

TMBThanachart's Royal Kathin Robe Presentation 2022

His Majesty King Maha Vajiralongkorn Phra Vajiraklaochaoyuhua bestowed a great honor on the Bank to host the Royal Kathin ceremony at Wat Maha Wanaram, a royal temple in Ubon Ratchathani Province. This was the 16th consecutive year the Bank was granted the honor of offering Royal Kathin Robes to monks who completed a three-month rain retreat. Under the Bank's ongoing theme of "One Heart, Hundred Sharing," ttb invited customers, business partners, and employees to donate to the Royal Kathin ceremony in 2022. The Bank collected a total contribution of 22.5 million baht, which was then presented to Wat Maha Wanaram and passed down to schools, hospitals, and charitable organizations in the area, including the Queen Sirikit Center for Breast Cancer (QSCBC) Foundation, Yuvabadhana Foundation of the Yuenyen Social Enterprise, and over 200 charitable organizations on the punboon platform.

ttb is committed to continuing its social development efforts to create a sustainable impact and inspire positive change in Thai society that aligns with the Bank's Make **REAL** Change philosophy.

 [Learn More](#)

Governance



Corporate Governance and Business Ethics

Corporate Governance

A company needs a sound governance structure to support its business activities and growth. The Bank ensures that our Board of Directors is equipped with diverse experiences, skills, knowledge, and gender. Each board member brings distinct and valuable insight into the Bank's decision-making process. The Bank's Board of Directors oversees corporate affairs and is committed to Good Corporate Governance principles. The Board plays an integral role in our governance and strategic direction by serving as a governing body that constantly challenges our leadership team to evolve, guiding the Bank toward sustainable growth and protecting shareholders' rights.



- 14 board of directors
- 13 non-executive directors
- 1 executive director
- 5 independent directors



35.7% of independent directors



3 female directors



Average tenure of board members of **3 years** and **10 months** (or 3.8 years)



9 independent or non-executive members with industry experience



13 independent or non-executive directors with 4 or fewer other mandates



Diversity and Inclusion Statement

The Bank embraces individualities accepting differences:

- Gender
- Race or Ethnicity
- Nationality, country of origin, or cultural background
- Age
- Sexual orientation
- Religion and beliefs
- Socio-economic background

Applicable to Board and bank-wide employees.

Skills and Experience of the Board of Directors

<div></div> <div>Skills Category</div>	Board of Directors													
	Mr. Ekniti Nitithanrapas	Mr. Suphadej Poonpipat	Gen. Apinun Kumproh	Mr. Philippe G.J.E.O. Damas	Mr. Yokporn Tantisawetrat	Mr. Somjate Moosirilert	Mr. Michal Jan Szczurek	Ms. Patricia Mongkhonvanit	Mrs. Charita Leelayudth	Mr. Willem Frederik Nagel	Mr. Teeranun Srihong	Mr. Prinya Hom-anek	Mrs. Chananyarak Phetcharat	Mr. Piti Tantakasem
	●						●	●	●	●			●	●
	●			●		●								
		●			●	●				●	●	●		●
		●	●	●	●	●	●							●
		●											●	
			●	●							●			
										●	●	●	●	
							●		●			●		
						●								

Activities of the Board of Directors



15 meetings held in 2022 All directors' average attendance rate was 99.05%, exceeding BOT's regulations requiring 75% of each individual director's meeting attendance



100% of the board of directors attended ESG and climate training in 2022



100% of the board of directors completed the annual self-assessment of the board's performance



Regular independent assessment of board performance, e.g., the Thai Institute of Directors Association (IOD)



The Bank was recognized in the category of ASEAN Asset Class PLCs 2021, reflecting our commitment to conducting business with Good Corporate Governance

Information as of December 2022

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 per the organization's business direction and goals. In 2022, training courses for the Board included Decentralized Finance (DeFi), Digital Marketing 5.0 for Financial Solutions, Open Banking - Virtual Banking, and Environmental, Social, and Governance (ESG).

For more information on the Board of Directors and Corporate Governance, refer to the One Report 2022.

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.

Ethical Management Framework

Ethical value is an essential element for building accountability and trust. The Bank established a bank-wide ethical standard to create a practical and ethical management culture within all stakeholder groups.

Policies and Controls to Ensure Good Business Ethics across the Organization

Corporate Governance Policy	Whistleblowing Policy	Human Rights Policy
Code of Conduct	Tax Policy	Diversity and Inclusion Statement
Anti-corruption and Bribery Policy	Anti-money Laundering/Counter Terrorism and Proliferation of Weapon of Mass Destruction Financing Policy (AML/CTPF)	Customer Privacy Policy
Anti-money Laundering Policy		Employee Rule Book
Gift, Entertainment, and Donation Policy	Market Conduct Policy	Supplier Code of Conduct



The Bank has joined the Private Sector Collective Action Coalition Against Corruption (CAC) which reflects the Bank's intention and aspiration to become an organization that upholds a transparent and corruption-free culture.

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 ethical standards.

Business Ethics Training

(% of targeted employees completed the training)



100%
Code of Conduct



100%
Anti-corruption



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

Visit the Bank's website for more details on business ethics-related policies

The Bank also has complaint reporting and whistleblowing channels that are inclusive to our customers and employees but available to all stakeholders, allowing them to inform us of potential breaches of ttb's code of conduct or other ethical standards. All report incidents are assessed, documented, and managed according to internal guidelines and confidentiality.

Besides the Whistleblowing channel, the Bank has a specific system used to report suspicious misconduct, non-compliance matters, and any concerned incidents. The related stakeholders shall be responsible for completing the process according to assigned roles, ranging from investigating, considering disciplinary action resolution, and/or performing actions to close and mitigate the cases. All incidents will be considered and monitored under management's visibility. Those requiring investigation will be passed to the responsible work units for fact-finding and presented in detail to Disciplinary Action Committee on a monthly basis. Disciplinary Actions Committee shall consider the appropriate penalties based on facts and the approved disciplinary matrix for fair and transparent management.

How to File a Report

Internal Channels



Phone



Registered mail



Intranet

External Channels

via institutions where customers have registered direct and indirect complaints:



Bank of Thailand



Securities and Exchange Commission



Office of The Consumer Protection Board



Officer of Insurance Commission

In 2022, 45 incidents were investigated, and all involved employees were penalized. There was one inappropriate behavior at the workplace, six dishonest conduct, 18 non-compliance with procedures and regulations, and 20 cases of the fraudulent act.

According to the Bank work rules and penalty matrix, the Bank had applied appropriate disciplinary actions to all employees, including verbal warning, written warning, salary deduction for a certain period, and termination of employment.

Employees refresh the Code of Conduct through e-learning on an annual basis while all new joiners have been educated on their first onboarding day. The Bank provides and encourages employees to report any doubt or suspicious incidents in various channels, either anonymously or in person, such as Whistleblower email, Human Resources Business Partner for the assigned work unit, Employee Relations Management department, and specific system.



Suspicious Transactions Report in 2022:

80% reported by the public, police, and Anti-Money Laundering Office (AMLO)'s order

19% reported by ttb's internal detection of high volume or high-value transactions that are inconsistent with occupation and income (KYC/CDD)

2% reported through other approaches

Reduction in Cases Reported through External Channels (BOT, OIC, OCPB, and SEC) in 2022 compared to 2021



40%
in the Commercial Segment



36%
in the Retail Segment



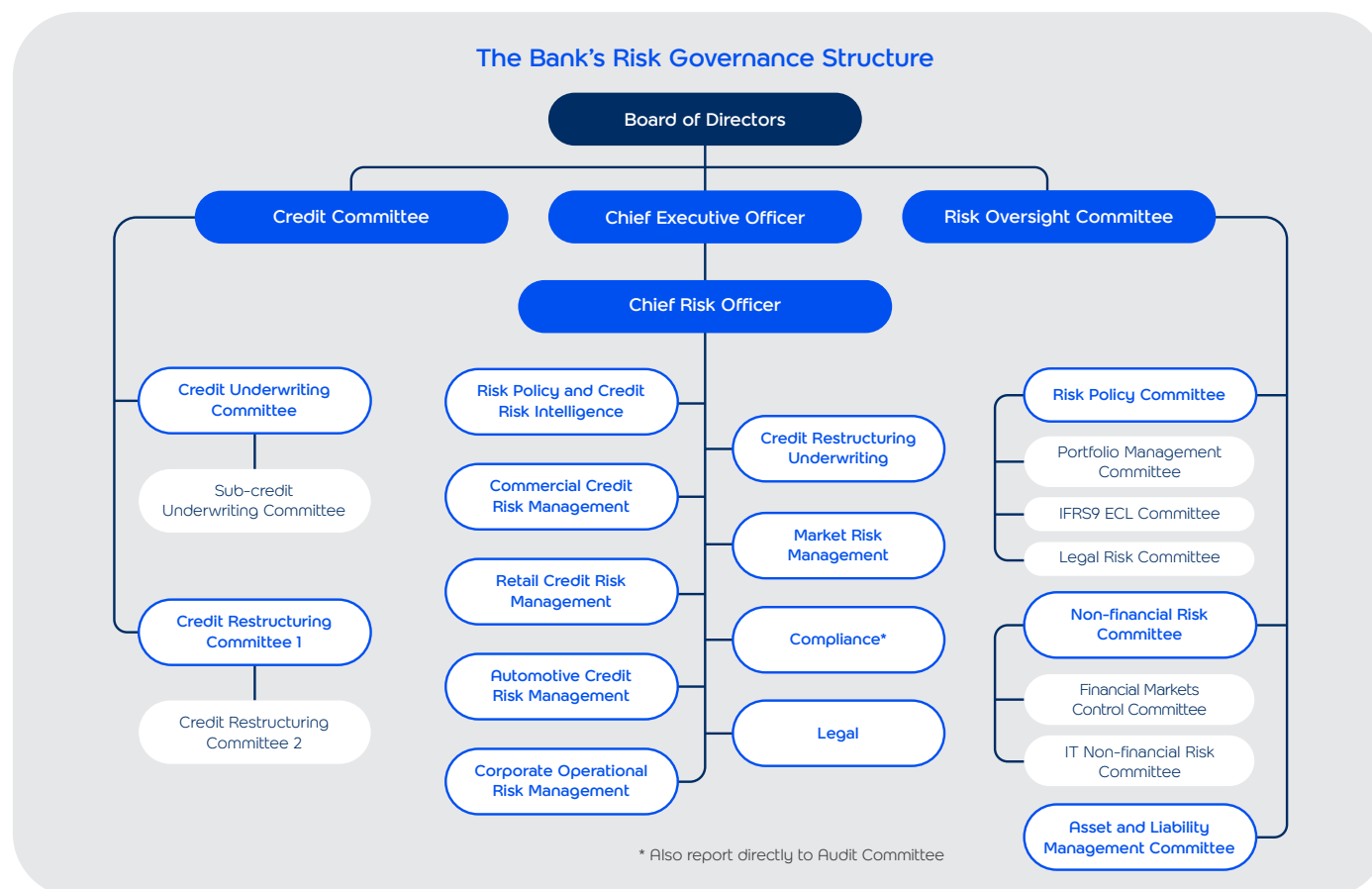
The Bank did not incur any fines or settlements related to anti-competitive practices in the past four fiscal years.

Risk Management

Risk management is a fundamental part of the Bank's business activities and strategic planning to optimize risks and returns and create sustainable shareholder value while complying with regulatory requirements. The Bank has established a solid risk governance framework 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.

Risk Governance

The Bank maintains a risk governance structure intended to strengthen risk management by ensuring that the delegated authorities and decision-making processes on managing risks 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.



In 2022, the Bank improved the risk management processes in the following areas:

Process



Strengthened the IT risk governance and management process to ensure the reliability and availability of mobile banking services.



Performed risk assessment and control testing on new business processes such as ttb auto loan and ttb broker.



Implemented oversight and monitoring processes on risk and control over subsidiaries, including PAMCO, ttb broker, and ttb consumer.



Redesigned the Product and Service Approval Process (PSAP) monitoring process to be more effective. In 2022, all new products and annual reviews of existing products were approved through the PSAP process.



Restructured the organization under the Corporate Operational Risk Management (CORM) department by establishing a new team called Customer Incident Control Center (CICC) to work as a customer touch point regarding incidents and the response aiming to coordinate amongst relevant parties managing such incidents.



Addressed and complied with all nine pillars under PDPA, effective in June 2022, by adopting Deloitte's guideline, Chulalongkorn's guideline, ING's advisory on the General Data Protection Regulation (GDPR) compliance, and the Data Governance framework from the Bank of Thailand.

People



Conducted workshops for staff with the Three Lines of Defense (3LOD) to reinforce their roles and responsibilities and build up their capabilities in IT risk management, including the promotion of the "quality culture," especially for the end-to-end software development life cycle (SDLC) management process.



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

In 2023, the Bank aims to improve risk management in the following areas:

- Revising Risk Appetite Statement (RAS) with new indicators to strengthen the monitoring of potential application fraud related to non-repossessed cars and the availability of mobile application service
- Improving the non-financial risk dashboard to reflect risk profile and risk level in each business area and constantly benchmarking against the risk appetite statement or the thresholds set forth by the business
- Implementing a new non-financial risk management system (the new GRC system), which is a part of the regulatory requirement for managing operational risk
- Implementing a Fraud Risk Management dashboard to monitor the fraud pattern and identify control weaknesses and preventive actions

Emerging Risk

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 to adapt accordingly. Thus, we need to identify and understand relevant internal and external threats that could undermine our profitability and growth.

	Risks related to the Demographic Shift	ESG Issues	Paradigm Shift Following Digital Finance Innovation
Risks	<ul style="list-style-type: none"> The standard of living increases, causing the rise of the associated cost of sustaining it. Aging can reduce the average income per household, leading to growing financial debt due to increasing consumption. Demographic changes and/or an aging population could impact the shrinking working population, efficacy of macroeconomic policies, rising inequality, and other socioeconomic challenges. 	<ul style="list-style-type: none"> The degree of alignment to ESG requirements could impact corporate value and reputation as public awareness of sustainability and sustainable banking is on the rise. 	<ul style="list-style-type: none"> The ever-changing world accelerated digitization and entry of non-banks, e.g., Fintech, and intensifying competition where non-banks offer customers extensive financial services (e.g., payments, credit, wealth management, and investment services). Rapid technological change and the increased gap created by the COVID-19 pandemic also comes with increased information security and protection risks.
Business Impacts	<ul style="list-style-type: none"> Loans demanded by customers lacking the capabilities to repay the Bank increase. Opportunity losses due to the digital capability gap of the elderly as the shift toward digital banking increases. 	<ul style="list-style-type: none"> Investors are becoming more concerned with ESG issues. Asset value may fluctuate due to regulatory changes, e.g., CBAM, or other requirements, especially in GHG-intensive sectors or assets prone to physical climate-change risks. 	<ul style="list-style-type: none"> ttb created new business models, products, and services that could affect business strategy, customer experience, and market expectations. The regulation enforced by the Bank of Thailand on non-traditional financial service providers could impact the competitiveness and fairness of the playing field, depending on the degree of the regulation.
Measures	<ul style="list-style-type: none"> The Bank is improving our mobile banking application, 'ttb touch,' to offer a wide range of products with a comprehensive ecosystem within each feature so that our customers from various backgrounds and stages of life can benefit. This is designed to improve our customers' life-long Financial Well-being. The Bank will further assess the financial risks related to demographic changes to understand the underlying impacts. The Bank can diversify its portfolio to focus on investments not categorized as emerging risks. 	<ul style="list-style-type: none"> The Bank is improving its ability to convert data into insight, and insight into sustainable value, as an effective way to develop new revenue streams. The Bank is strengthening its ESG-related management processes to include ESG risk management and defining ESG targets (e.g., green loans and direct environmental footprint) and approaches (e.g., exclusion list and a clear timeline to exit industries with controversial environmental and social issues) to ensure the effectiveness and advancement in sustainable banking. 	<ul style="list-style-type: none"> The Bank is moving toward a digital-centric approach by implementing a Digital Transformation program. This encompasses the development of digital branding, agile organization, IT infrastructure, and data analytics. 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 technological innovations' potential risks and opportunities to help us better serve value-added solutions and identify customers with high risks. Regulation plays a key role in setting well-defined and balanced requirements to create a fair and competitive playing field and manage risks that stakeholders may be exposed to in the digital environment. The Bank closely monitors the regulation changes and actively engages with regulators regarding the requirements for this topic.

Data Privacy and Cybersecurity

Data Privacy

0 customer data breach cases with significant impacts

0 substantiated complaints of customer privacy breaches

0 substantiated complaints of customer breaches from regulators

The Bank is a data-driven organization. Collecting data is crucial to the Bank's operations when serving customers. The Bank must handle customer data to build trust and minimize potential risks that could harm the customer's financial stability, privacy, and rights. On 1 June 2022, the Personal Data Protection Act (PDPA), Thailand's privacy law focusing on safeguarding the personal data of individual persons, except the deceased, became fully effective. Thus, all data processing activities must be secured (data protection). To ensure that ttb and its subsidiaries have fully complied with this law, the Bank developed its own Data Governance Policy covering Data Privacy (PDPA), Data Protection, and Data Management based on the Bank of Thailand Data Governance Framework, Guideline on Personal Data Protection for Thai Banks ("Deloitte Guideline"), Thailand Data Protection Guideline by Faculty of Law, Chulalongkorn University ("Chula Guideline"), and ING advisory on General Data Protection Regulation Compliance (GDPR) to handle customer data. In addition, ttb tracked and monitored the percentage of customers whose data is used for secondary purposes, which was 30% in 2022.



100%

of employees of the Bank and its subsidiaries completed Personal Data Protection Act training every year from 2020 to 2022 (Part 1-Part 3).

The Bank's ongoing efforts to enhance data protection across all stages of the data lifecycle will ensure that employees and vendors are aware of their responsibilities regarding data protection and comply with relevant legislation. The Bank continuously provides internal communication and training throughout the year to foster awareness and inform employees of the PDPA's importance and critical content. Examples of internal communication methods include printed posters in and around office

buildings and the Bank's branches on PDPA, and an eight-episode series of the PDPA's content on TTV, a television program available on the Bank's intranet. For employee training, aside from the organizational-wide mandatory training on PDPA, there was additional ad-hoc training specifically tailored for certain functions whose roles and responsibilities involve data processing and data control.

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 the company's data breach

0

total number of fines/ penalties paid for information security breaches or other cybersecurity incidents

Cybersecurity

Since cybersecurity is of the utmost importance for the Bank, the Head of the Information Security Office was appointed Chief Information Security Officer (CISO) by the Board of Directors in 2021 to protect our customer's sensitive financial information. The CISO's role and responsibilities were to set the direction and strategy of the Bank's cybersecurity management, establish end-to-end security technologies and processes, and minimize information security-related risks. As one of the Domestic Systemically Important Banks defined by the Bank of Thailand, the Bank is automatically considered a Critical Information Infrastructure (CII) and must fully comply with the Cybersecurity Act B.E 2562 (CSA). To comply with the law, the Bank has revised its cybersecurity incident response plan (IRP) to align with the CSA requirements and regularly informs the authorities of any cybersecurity incidents, particularly those considered critical or high severity.

Information security is part of ttb's corporate key performance metrics, which are also used in employee performance evaluation to measure and improve the performance of controls. In the event that employees come across suspicious circumstances or potential risks, an escalation process and procedure are in place. The escalation procedure guides response actions and time requirements based on the incident type and the associated criticality level. This defines the roles of authority and chain of command, including the authority to interrupt production services based on the severity, impact, and exposure of a particular situation.

In 2022, the Bank implemented several initiatives to strengthen our information security system. One of the key initiatives includes the modernization of the Security Operation Center (SOC), enhancing the capability to detect

more sophisticated cyber-attacks such as ransomware, Distributed Denial-of-Service (DDoS) Attack, data leakage, and identities that have been compromised. Another important initiative is the integration of automation through the use of Security Orchestration and Automated Response (SOAR) tools. These tools rely on the modernization of the SOC and the development, security, and operations (DevSecOps) tools to rapidly test every phase of the software development lifecycle. Thus, it reduces the time it takes to fix security issues after being discovered.

Additionally, the Bank employed a comprehensive data leakage protection strategy to include a full suite of Data Leakage Protection (DLP) measures incorporated into every potential leakage channel such that it manages data leakage through a solid framework and reports regularly to the senior management. This ensures that any data leakage

is quickly identified and addressed, minimizing the risk of data breaches and protecting our customer's sensitive information. The Bank closely monitors the increasing trend of brand abuse, such as web phishing and the use of social media for fake purposes. This monitoring is necessary to prevent misunderstandings regarding the Bank's marketing campaigns or avoid potential fraud cases that might misuse the ttb logo without authorization. In light of the ever-increasing prevalence and severity of cyber threats, the Bank has taken a proactive and strategic approach to safeguard its operations and assets against potential cyber-attacks. As part of its comprehensive risk management framework, the Bank has procured a cyber insurance policy to mitigate the financial risks arising from potential information security breaches and other cybersecurity incidents.

Training for employees is vital in protecting a Bank's sensitive information, maintaining regulatory compliance, and staying ahead of emerging threats. The Bank can minimize the risk of data breaches and other malicious activities with an educated workforce. In 2022, the Bank focused on phishing scams and data leakage prevention during the Cybersecurity

Risk Awareness 2022 training, which was offered to all Bank employees as a mandatory requirement across the organization, using internal communication channels such as email, posters, and more. If employees understand the dangers and how to spot potential threats, they are less likely to fall for phishing scams or other tactics used by cybercriminals. As our employees are the front-line defense to identify and prevent these malicious activities, their vigilance and knowledge of the current threats and attack vectors are essential for the Bank's security. Thus, our employees from the Information Security Office attended three external pieces of training led by data security experts: Cloud Computing Security; Thailand Digital Laws and Secondary Laws Status Update: Cybersecurity Act (CSA) and Personal Data Protection Act (PDPA) in Implementation; and Cybersecurity Code of Practice for Critical Information Infrastructure Implementation.

**100%**

of employees completed
Cybersecurity Risk Awareness 2022

**91%**

of employees from the ISO department
received training from external experts



About this Report

TMBThanachart published a Sustainability Report to present our views, performance, opportunities, and challenges relating to our business and the issues that matter most to our stakeholders from an economic, environmental, and social dimension. This report was prepared under the Global Reporting Initiative (GRI) Standards (Core Option) and covered the period from 1 January 2022 to 31 December 2022.

The scope of reporting covered TMBThanachart 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 aligned with the One Report 2022, for which an independent party audited financial statements according to the Thai Financial Reporting Standards (TFSRs) and Code of Ethics for Professional Accountants issued by the Federation of Accounting Professions.

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.



Identification

Identify and examine sustainability topics that have potential impacts on ttb.



Prioritization

Assess the significance of material topics based on risk assessment criteria and inputs from relevant functions, top management, and stakeholders.



Validation

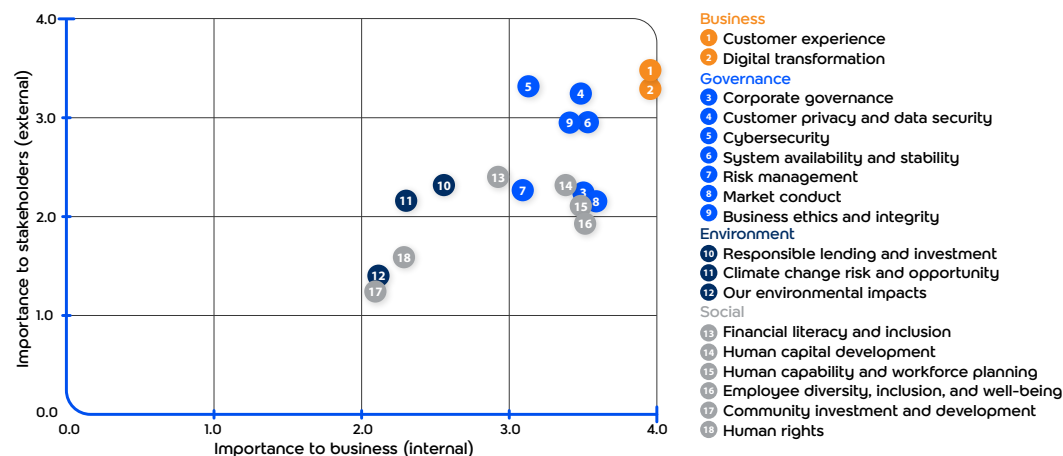
Review and approve material topics by top management.



Review

Regularly review the relevance and significance of material issues by engaging with internal and external stakeholders.

Materiality Matrix 2021-2022



Stakeholder Engagement

The Bank regularly engages with and communicates with our stakeholders: shareholders, employees, customers, partners and suppliers, competitors, regulators, communities, and civil society.

Stakeholders	Engagement Approach	Response to Stakeholders' Interests	Stakeholders	Engagement Approach	Response to Stakeholders' Interests
 Shareholders	<ul style="list-style-type: none"> General meetings Analyst meetings Shareholder and investor roadshows Quarterly reports Seminars Information disclosure via regulators' platforms Inquiries submitted through ttb website Investor Relations contact Whistleblowing and complaint channel 	<ul style="list-style-type: none"> Digital Transformation, page 20-22 Corporate Governance and Business Ethics, page 51-56 Market Conduct Management, page 25 Responsible Lending, page 27-28 Sustainable Finance, page 29-31 	 Partners and suppliers	<ul style="list-style-type: none"> Procurement channel Whistleblowing and complaint channel 	<ul style="list-style-type: none"> Customer Experience, page 23-25
 Employees	<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 Whistleblowing and complaint channel 	<ul style="list-style-type: none"> People, page 38-43 	 Competitors	<ul style="list-style-type: none"> Banking industry activities, seminars, trainings, and events hosted by regulators and external parties Whistleblowing and complaint channel 	<ul style="list-style-type: none"> Corporate Governance and Business Ethics, page 51-56 Market Conduct Management, page 25
 Customers	<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 Whistleblowing and complaint channel 	<ul style="list-style-type: none"> Financial Well-being, page 18-19 Customer Experience, page 23-25 Data Privacy and Cybersecurity, page 60-62 	 Regulators	<ul style="list-style-type: none"> Banking industry activities, seminars, trainings, and events hosted by regulators and external parties Whistleblowing and complaint channel 	<ul style="list-style-type: none"> Corporate Governance and Business Ethics, page 51-56 Market Conduct Management, page 25 Responsible Lending, page 27-28
			 Communities	<ul style="list-style-type: none"> fai-fah Learning Centers Community Relations Community surveys Whistleblowing and complaint channel 	<ul style="list-style-type: none"> Social Development, page 44-49
			 Civil society	<ul style="list-style-type: none"> Sustainability contact Whistleblowing and complaint channel 	<ul style="list-style-type: none"> Responsible Lending, page 27-28 Sustainable Finance, page 29-31

Key Topics Raised by Stakeholders in 2022

The Bank gathered the key topics raised by our stakeholders from various engagement approaches throughout the reporting year, as follows.

Digital Banking Service Stability

The crash of ttb's mobile banking application 'ttb touch' in 2022 at the end of the month due to the high volume of transactions that had exceeded the limit had troubled a large group of customers who rely on digital banking. Following the incident, the Bank promptly communicated to the customers via various channels to offer assistance and compensation. The Bank also strictly complied with the Bank of Thailand (BOT)'s regulations and requirements regarding the incident, including 1) short-term solutions, 2) improvement of the system to ensure the stability of mobile banking services, and 3) involvement of ttb's Board of Director to strictly supervise the implementation and evaluation of the plan, including reporting the results to the BOT periodically and carefully consider the availability of the service

system before launching new digital products or changing the work system that will affect the mobile banking service.

Since the incident, ttb has closely monitored the stability and availability of the mobile banking system to ensure that the services provided will not be interrupted again. In addition, the Bank has planned to invest in IT and infrastructure that would enhance the stability of ttb touch to serve the increasing number of customers and add new features and digital products in the near future. For more information, please refer to the Digital Transformation chapter in this report.

Human Rights Due Diligence

The significance of human rights issues in the banking sector is mainly associated with the lending business. The Bank and our clients have the responsibility to respect human rights in accordance with the national regulations, as well as the global authoritative framework defined by the UN Guiding Principles on Business and Human Rights (UNGPR) that sets out corporate responsibility to respect human rights and for carrying out due diligence to prevent and address abuses. Authority such as The Securities and Exchange Commission, Thailand, is also in the process of developing a human rights due diligence framework for all listed companies in Thailand to adopt and initiate human rights due diligence. With the increasing concern about human rights in the banking sector from both authority and investors, ttb commits to

reviewing the human rights due diligence every three years to ensure the relevance and applicability to the current situation and develop appropriate mitigation measures.

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 the community with basic financial knowledge to improve their standard of living and quality of life.



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



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 access healthcare services.



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



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. Activities under the fai-fah program also support education and sustainable social development.



ttb continues to improve its internal resource efficiency and mitigate climate change impacts in our lending business to encourage a low-carbon society by promoting green and blue loans and reducing our exposure in sectors with high GHG emissions, i.e., coal-fired powerplant projects.



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

Sustainability Performance

Economic Data	Unit	2022	
		Consolidated	Bank Only
Total operating income	Thousand baht	65,852,491	65,256,325
Total other operating expenses	Thousand baht	29,952,107	29,318,502
Net profit	Thousand baht	14,195,196	14,105,772
Total assets	Thousand baht	1,826,278,876	1,818,510,742
Total liabilities	Thousand baht	1,607,271,294	1,602,613,674
Total equity	Thousand baht	219,006,439	215,897,068

Remark: For more details, see Financial Statements in ttb One Report 2022.

Environmental Data	Unit	2019		2020		2021		2022	
		Head Office	Other	Head Office	Other	Head Office	Other	Head Office	Other
Greenhouse gas emissions									
Total GHG emissions	tons CO2 eq.	8,423	21,007	7,456	9,333	6,146	16,867	6,428	19,884
GHG Scope 1	tons CO2 eq.	691	NA	1,113	NA	298	NA	601	3,132
GHG Scope 2	tons CO2 eq.	7,562	20,752	6,252	9,157	5,732	16,574	5,634	16,384
GHG Scope 3	tons CO2 eq.	170	192	91	175	116	294	117	368
Energy consumption									
Total non-renewable energy consumption	MWh	15,957	41,512	13,207	18,318	12,370	33,154	12,556	33,225
	GJ	57,447	149,444	47,546	65,945	44,531	119,356	45,201	119,611
Fuel	MWh	830	NA	701	NA	904	NA	1,285	450
	GJ	2,990	NA	2,525	NA	3,253	NA	4,625	1,621
Electricity	MWh	15,127	41,512	12,506	18,318	11,466	33,154	11,271	32,775
	GJ	54,457	149,444	45,022	65,945	41,278	119,356	40,576	117,989
Water withdrawal									
Total water withdrawal	m3	122,607	84,907	102,507	78,934	87,706	171,913	77,293	155,188
	Megaliter	123	85	103	79	88	172	77	155
Waste generation									
Total waste generation (non-hazardous)	tons	112	NA	237	NA	43	NA	55	NA
Recycled paper waste	tons	112	NA	67	NA	32	NA	32	NA
General waste	tons	NA	NA	139	NA	NA	NA	NA	NA
Food waste	tons	NA	NA	32	NA	12	NA	23	NA
Paper usage									
Total paper usage	tons	101	187	66	169	62	235	78	366

Environmental Data	Unit	2019		2020		2021		2022	
		Head Office	Other	Head Office	Other	Head Office	Other	Head Office	Other
Business travel									
Business travel by ttb's fleet vehicles	tons CO2 eq.	191	NA	167	NA	215	NA	286	2,833
Business travel by external party	km	30,319	0	50,722	0	30,866	0	22,597	0

Remarks:

- The scope of reporting covers the Head Office and other buildings (including the Wongsawang office building, other office buildings (including Petchburi, Bangpoo, Rama VII, and Suan Mali buildings) and branches).
- In 2022, in addition to the Head Office, ttb extended the scope of data verification to cover the Wongsawang office building. The following information about the Wongsawang building has been included in the Other column: direct GHG emissions (Scope 1) 299 tons CO2eq., indirect GHG emissions (Scope 2) 706 tons CO2 eq., total energy consumption 1,421 MWh (or 5,114 GJ) from non-renewable energy, which comprises fuel consumption of 9 MWh (or 31 GJ) and electricity consumption of 1,412 MWh (or 5,083 GJ), and water withdrawal 12 megaliters. The Corporate Property and Services Department directly manages indicators, including paper shredding, business travel by ttb's fleet vehicles, and business travel by external parties, information of Wongsawang office. The details are presented in the Head Office column.
- GHG emissions, using operational control basis:
 - Direct GHG emissions (Scope 1): Sources in 2022 include fuel consumption, methane emissions from the septic system and activated sludge wastewater treatment, and refrigerants (R-32, R-123, R-410a, and R-141b). In 2022, the purchase of R22 accounted for GHG emissions of 89.1 tons of CO2 equivalent.
 - Indirect GHG emissions (Scope 2): Sources in 2022 include electricity consumption.
 - Other GHG emissions (Scope 3): Sources include employee business travel by car managed by a third party and purchase of goods and services such as paper and water.
 - GHG saving from recycled paper managed by 3rd party in 2022 was 8.4 tons of CO2 equivalent.
 - GHG emissions accounting follows the Thai Carbon Footprint Organization (CFO) quantification standard by The Thailand Greenhouse Gas Management Organization (Public Organization) in accordance with GHG Protocol. The calculation is based on the latest emission factors (EF) from Thailand Greenhouse Gas Management Organization (Public Organization) (TGO) version 2022. The EF from the IPCC assessment report is used where the information is unavailable. All emissions are converted to CO2 eq. by 100-year time horizon global warming potentials (GWP) from the IPCC Fifth Assessment Report, 2014 (AR5).
- Energy consumption: Scope 1 includes fuel for stationary combustion (i.e., diesel for generators and fire pumps) and mobile combustion (i.e., Bank's vehicles).
- Water withdrawal: Water withdrawal data is collected from the water bills. The Bank only uses freshwater from a third-party water provider. According to the World Resources Institute (WRI)'s Aqueduct Water Risk Atlas, the Bank's Head Office and all office buildings (including Wongsawang, Petchburi, Bangpoo, Rama VII, and Suan Mali buildings) are located in the water-stressed area of medium-high level (20-40%).
- Waste generation: ttb is currently tracking only papers diverted from disposal by recycling offsite and food waste diverted from disposal by other recovery operation offsite, i.e., animal feeds, and is collecting additional information on waste generation, waste diverted from disposal, waste directed to disposal.
- 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 paper shredding report provides the weight of paper recycled.
- Paper usage: The amount of paper usage in operation is tracked from the purchase. Paper usage data is collected from the Head Office and branches where the paper bills and payments are directly managed by the Corporate Property and Services Department.
- Business travel: The GHG emissions from ttb's fleet vehicle are calculated based on the fuel consumed (liters) multiplied by the emission factor (kg CO2e/liter). GHG emissions are calculated based on types of fuel. The emission factor is based on Thailand Greenhouse Gas Management Organization (Public Organization) (TGO) version 2022. The distance of business travel via external party transportation is derived from travel reports provided by the external party transportation provider.
- NR means not reported; NA means not available.

Human Resources Data	Unit	2019		2020		2021		2022	
		Male	Female	Male	Female	Male	Female	Male	Female
Employees									
Total employees	Persons	8,135		8,838		15,102		14,620	
		2,351	5,784	2,709	6,129	4,644	10,458	4,619	10,001
Employee by type of contract									
Permanent employee	Persons	2,349	5,784	2,707	6,129	4,628	10,394	4,614	9,992
Contract employee	Persons	2	0	2	0	16	64	5	9
Employee by employment type									
Full time	Persons	NR		2,709	6,129	4,644	10,458	4,619	10,001
Part time	Persons	NR		0	0	0	0	0	0
Temporary	Persons	NR		0	0	0	0	0	0
Employee by age group									
< 30 years old	Persons	433	1,977	298	1,484	527	2,328	574	2,154
30-50 years old	Persons	1,318	3,184	1,609	3,788	2,861	6,543	2,774	6,144
> 50 years old	Persons	600	623	802	857	1,256	1,587	1,271	1,703
Employee by location									
Thailand	Persons	2,347	5,781	2,706	6,126	4,643	10,457	4,619	10,001
Head office	Persons	1,415	2,084	1,642	2,530	1,771	2,746	1,897	2,878
Branches and other office buildings	Persons	932	3,697	1,064	3,596	2,872	7,711	2,722	7,123
Overseas	Persons	4	3	3	3	1	1	0	0
Employee by tenure									
< 1 year	Persons	NR	NR	34	117	394	1,284	761	1,514
1 - 3 years	Persons	NR	NR	660	1,788	730	1,986	521	1,535
4 - 5 years	Persons	NR	NR	316	852	420	1,130	439	1,092
6 - 10 years	Persons	NR	NR	400	1,196	671	1,717	666	1,773
11 - 15 years	Persons	NR	NR	280	689	760	1,760	601	1,325
16 - 20 years	Persons	NR	NR	213	399	551	992	627	1,298
>21 years	Persons	NR	NR	806	1,088	1,118	1,589	1,004	1,464
New employees									
Total new employees	Persons	1,934		129		2,077		2,932	
	Persons	533	1,401	28	101	481	1,596	951	1,981
New hire rate	%	23.8		1.5		13.8		20.1	
	%	6.6	17.2	0.3	1.1	3.2	10.6	6.5	13.6
New employees by age group									
Under 30 years old	Persons	1,131		76		1,558		1,571	
	%	13.9		0.9		10.3		10.7	
	Persons	255	876	13	63	301	1,257	412	1,159

Human Resources Data	Unit	2019		2020		2021		2022	
		Male	Female	Male	Female	Male	Female	Male	Female
New employees by age group									
30-50 years old	Persons	789		47		515		1,339	
	%	9.7		0.5		3.4		9.2	
	Persons	274	515	13	34	177	338	530	809
Over 50 years old	Persons	14		6		4		22	
	%	0.27		0.1		0.03		0.2	
	Persons	4	10	2	4	3	1	9	13
New employees by location									
Thailand	Persons	1,934		129		2,077		2,932	
	%	23.8		1.5		13.8		20.1	
	Persons	533	1,401	28	101	481	1,596	951	1,981
Head office	Persons	NR	NR	NR	NR	162	178	486	553
Branches and other office buildings	Persons	NR	NR	NR	NR	319	1,418	465	1,428
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	2,300		28,000		3,734		9,298	
Employee turnover									
Total employee turnover	Persons	2,171		1,259		2,394		3,414	
	Persons	596	1,575	400	859	661	1,733	976	2,438
Turnover rate	%	26.7		14.2		15.9		23.4	
	%	7.3	19.4	4.5	9.7	4.4	11.5	6.7	16.7
Voluntary employee turnover	Persons	1,926		934		1,956		2,997	
	Persons	505	1,421	254	680	482	1,474	798	2,199
Voluntary employee turnover rate	%	23.7		10.6		13.0		20.5	
Regrettable loss rate	%	11.0		7.9		9.9		9.0	
Employee turnover by age group									
Under 30 years old	Persons	1,019		448		840		1,217	
	%	12.5		5.1		5.6		8.3	
	Persons	215	804	92	356	153	687	256	961
30-50 years old	Persons	1,011		525		1,225		1,747	
	%	12.4		5.9		8.1		11.9	
	Persons	314	697	172	353	364	861	517	1,230

Human Resources Data	Unit	2019		2020		2021		2022	
		Male	Female	Male	Female	Male	Female	Male	Female
Employee turnover by age group									
Over 50 years old	Persons	141		286		329		450	
	%	1.7		3.2		2.2		3.1	
	Persons	67	74	136	150	144	185	203	247
Employee turnover by location									
Thailand	Persons	2,171		1,258		2,390		3,413	
	%	26.7		14.2		15.8		23.3	
	Persons	596	1,575	399	859	659	1,731	976	2,437
Head office	Persons	NR	NR	NR	NR	264	326	388	508
Branches and other office buildings	Persons	NR	NR	NR	NR	395	1,405	588	1,929
Overseas	Persons	0		1		4		1	
	%	0		0.04		0.03		0.01	
	Persons	0	0	1	0	2	2	0	1
Employee training									
Average training hour	Hours per person	35		15		46		61	
	Hours per person	27	38	12	16	37	51	51	66
Top management	Hours per person	15	12	4	5	12	15	28	39
Middle management	Hours per person	31	36	12	7	18	16	28	28
Junior management	Hours per person	NR	NR	17	23	40	51	70	94
Non-management	Hours per person	27	38	11	15	37	51	49	64
Average amount spent per FTE on training and development	Baht per person	NR		6,306		15,102		7,704	
Employees filled in open positions	% of open positions	42.3		90.7		43.1		40.7	
	Positions	1,419		1,367		1,660		2,032	
Total open positions	Positions	3,352		1,507		3,852		4,993	
Gender diversity									
Female's share of the total workforce	%	71.1		69.3		69.2		68.4	
Females in Board	%	0.0		7.1		14.3		21.4	
Females in management positions	%	60.4		58.5		56.1		55.0	
Females in top management positions	%	33.3		36.4		41.7		41.7	
Females in middle management positions	%	35.3		32.4		33.9		40.0	

Human Resources Data	Unit	2019		2020		2021		2022	
		Male	Female	Male	Female	Male	Female	Male	Female
Gender diversity									
Females in junior management positions	%	62.1		60.6		57.2		55.9	
Females in management positions in revenue-generating functions	%	63.8		62.1		56.2		55.1	
Females in STEM-related functions	%	NR		45.1		46.1		43.5	
Females in non-management positions	%	71.0		70.8		70.6		69.8	
Pay equity									
Equal pay - Ratio of average basic salary of women and men									
Top management	Female : Male	NR		0.86 : 1		0.85 : 1		0.85 : 1	
Management		NR		0.77 : 1		0.88 : 1		0.87 : 1	
Non-management		NR		0.75 : 1		0.81 : 1		0.82 : 1	
Equal pay - Ratio of average basic salary and bonus of women and men									
Top management	Female : Male	NR		0.86 : 1		0.89 : 1		0.83 : 1	
Management		NR		0.71 : 1		0.81 : 1		0.76 : 1	
Non-management		NR		0.70 : 1		0.73 : 1		0.75 : 1	
Gender pay gap									
Mean gender salary gap	% difference between female and male employees	NR		29.0		24.0		27.0	
Median gender salary gap		NR		35.0		27.0		27.0	
Mean bonus gap		NR		3.0		1.4		2.3	
Median bonus gap		NR		1.0		5.3		1.6	
Employee engagement									
Employee engagement	%	74		NA		50		NA	
		NA	NA	NA	NA	56	47	NA	NA
Employee engagement coverage	% of total employees	36.2		NA		97		NA	
Parental leave									
Employees who were entitled to parental leave	Persons	5,784		6,129		15,102		14,620	
	Persons	0	5,784	0	6,129	2,351	5,784	2,709	6,129
Employees who took parental leave	Persons	NR		183		311		257	
	Persons	NR	NR	0	183	30	281	31	226
Employees who returned to work after parental leave	Persons	NR		183		309		252	
	Persons	NR	NR	0	183	30	279	31	221
	%	NR		100		99.4		98.1	
	%	NR	NR	0	100	100	99.3	100	97.8

Human Resources Data	Unit	2019		2020		2021		2022	
		Male	Female	Male	Female	Male	Female	Male	Female
Occupational health and safety									
Absentee rate	%	0.5		0.6		0.7		1.3	
Fatality	Cases	0		0		0		0	

Remarks:

1. The boundary of employee-related data covers ttb only. Its operation includes Thailand (primary operation site) and overseas.
2. The significant decrease in total employees was due to the transfer of employees from TMBThanachart Bank to our newly setup subsidiary, 'ttb consumer company limited,' which is currently not in the boundary.
3. The Bank uses the total employee numbers at the end of the reporting period as a basis for reporting and calculating HR-related indicators.
4. STEM (science, technology, engineering, mathematics) related functions require primary education in science, technology, engineering, and mathematics.
5. Gender pay gap: The mean and median gender salary gap is the difference between male employees' mean and median monthly salary, 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 eligible for the bonus and that paid to female-relevant employees eligible for the bonus. The coverage for the mean and median bonus gap is 100% of the total employees eligible for the bonus. On the other hand, the coverage of the mean and median salary gap is 99% of total employees (excluding Top and Middle Management, i.e., Chiefs and their direct reports).
6. Absentee: Absentee rate measures actual absentee lost days, expressed as a percentage of total workdays. Absentee rate target is 1.5%. Absentee includes only sick days. Total workdays are the total number of weekdays in the reporting period minus commercial holidays published by the Bank of Thailand.
7. Fatality: Work-related injury resulted in a fatality.
8. NR means not reported; NA means not available.

Social Data	Unit	2019	2020	2021	2022
Total contribution	Baht	330,265,600	253,456,392	282,759,609	491,146,040
Charitable donation	Baht	9,185,000	8,998,242	10,274,431	8,992,481
	%	2.8	3.6	3.6	1.8
Community investment	Baht	44,200,000	31,000,000	53,000,000	37,000,000
	%	13.4	12.2	18.7	7.5
Commercial initiatives	Baht	276,880,600	213,458,150	219,485,178	445,153,559
	%	83.8	84.2	77.6	90.6
In-kind giving	Baht	1,000,000	1,000,000	1,000,000	1,000,000
Employee volunteering during paid working hours	Baht	12,539,179	9,502,718	861,986	8,971,507
	Hours	36,292	23,224	2,604	26,061
Management overheads	Baht	11,643,680	15,740,669	16,974,666	16,348,130

GRI Content Index

GRI Standard	Disclosure	Page Reference/Remarks
GRI 101: Foundation 2016	Reporting principles	
	Using the GRI Standards for sustainability reporting	
	Making claims related to the use of the GRI Standards	





General Disclosures





















GRI Standard	Disclosure	Page Reference/Remarks
GRI 102: General Disclosures 2016	102-1 Name of the organization	
	102-2 Activities, brands, products, and services	
	102-3 Location of headquarters	https://www.ttbbank.com/en/contact
	102-4 Location of operations	https://www.ttbbank.com/en/contact
	102-5 Ownership and legal form	
	102-6 Markets served	
	102-7 Scale of the organization	
	102-8 Information on employees and other workers	
	102-9 Supply chain	https://www.ttbbank.com/en/sustainability/policies-and-reporting/reporting-and-publications
	102-10 Significant changes to the organization and its supply chain	https://www.ttbbank.com/en/sustainability/policies-and-reporting/reporting-and-publications
	102-11 Precautionary Principle or approach	
	102-12 External initiatives	
	102-13 Membership of associations	https://media.ttbbank.com/1/sustainability/en_contribution_to_association.pdf
	102-14 Statement from senior decision-maker	
	102-16 Values, principles, standards, and norms of behavior	
	102-18 Governance structure	https://www.ttbbank.com/en/about-us/organization-structure
	102-40 List of stakeholder groups	
	102-41 Collective bargaining agreements	https://www.ttbbank.com/en/sustainability/social-sustainability/our-people
	102-42 Identifying and selecting stakeholders	
	102-43 Approach to stakeholder engagement	
	102-44 Key topics and concerns raised	
	102-45 Entities included in the consolidated financial statements	https://media.ttbbank.com/1/ir_annual_report/6789-en.pdf
	102-46 Defining report content and topic Boundaries	

GRI Standard	Disclosure	Page Reference/Remarks
GRI 102: General Disclosures 2016	102-47 List of material topics	
	102-48 Restatements of information	None
	102-49 Changes in reporting	None
	102-50 Reporting period	
	102-51 Date of most recent report	
	102-52 Reporting cycle	
	102-53 Contact point for questions regarding the report	
	102-54 Claims of reporting in accordance with the GRI Standards	
	102-55 GRI content index	Page 71
	102-56 External assurance	Page 74



Topic-specific and financial services (FS) disclosures

GRI Standard	Disclosure		Page Reference/Remarks	SDGs
Material topics				
Customer experience: Focusing on customers' needs and expectations through personalized solutions by life stage and life event to improve customers' life-long financial well being				
GRI 103: Management Approach 2016	GRI 103-1	Explanation of the material topic and its Boundary		
	GRI 103-2	The management approach and its components		
	GRI 103-3	Evaluation of the management approach		
Digital transformation: Utilizing digital technologies to offer new digital solutions based on lifestyle and life stage, improving accessibility and convenience				
GRI 103: Management Approach 2016	GRI 103-1	Explanation of the material topic and its Boundary		
	GRI 103-2	The management approach and its components		
	GRI 103-3	Evaluation of the management approach		
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		
	GRI 103-2	The management approach and its components		
	GRI 103-3	Evaluation of the management approach		
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		
	GRI 103-2	The management approach and its components		
	GRI 103-3	Evaluation of the management approach		
GRI 418: Customer Privacy 2016	GRI 418-1	Substantiated complaints concerning breaches of customers privacy and losses of customer data		
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		
	GRI 103-2	The management approach and its components		
	GRI 103-3	Evaluation of the management approach		
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		
	GRI 103-2	The management approach and its components		
	GRI 103-3	Evaluation of the management approach		
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		
	GRI 103-2	The management approach and its components		
	GRI 103-3	Evaluation of the management approach		
Market conduct: Ensuring responsible market conduct practices by offering customers products and services in transparent, fair, and ethical manners				
GRI 103: Management Approach 2016	GRI 103-1	Explanation of the material topic and its Boundary		
	GRI 103-2	The management approach and its components		
	GRI 103-3	Evaluation of the management approach		

GRI Standard	Disclosure		Page Reference/Remarks	SDGs
Material topics				
Business ethics and integrity: Conducting business with the utmost integrity and adhering to all applicable laws and regulations, Code of Conduct, and 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		
	GRI 103-2	The management approach and its components		
	GRI 103-3	Evaluation of the management approach		
GRI 205: Anti-corruption 2016	GRI 205-2	Communication and training about anti-corruption policies and procedures		
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		           
	GRI 103-2	The management approach and its components		
	GRI 103-3	Evaluation of the management approach		
GRI 203: Indirect Economic Impacts	GRI 203-2	Significant indirect economic impacts		
Product Portfolio	FS7	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose		
	FS8	Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose		
Climate change risk and opportunity: Managing climate-related risks and opportunities and supporting the transition to a low carbon economy				
GRI 103: Management Approach 2016	GRI 103-1	Explanation of the material topic and its Boundary		 
	GRI 103-2	The management approach and its components		
	GRI 103-3	Evaluation of the management approach		
GRI 201: Economic Performance 2016	GRI 201-2	Financial implications and other risks and opportunities due to climate change		
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		
	GRI 103-2	The management approach and its components		
	GRI 103-3	Evaluation of the management approach		
GRI 302: Energy 2016	GRI 302-1	Energy consumption within the organization		 
	GRI 302-4	Reduction of energy consumption		
GRI 303: Water and Effluents 2018	GRI 303-3	Water withdrawal		 
	GRI 303-5	Water consumption		
GRI 305: Emissions 2016	GRI 305-1	Direct (Scope 1) GHG emissions		
	GRI 305-2	Energy indirect (Scope 2) GHG emissions		
	GRI 305-3	Other indirect (Scope 3) GHG emissions		
GRI 306: Waste 2020	GRI 306-4	Waste diverted from disposal		

GRI Standard	Disclosure		Page Reference/Remarks	SDGs
Material topics				
Financial literacy and inclusion: Promoting access to financial education, products, and services for customers and society to enhance their financial security and wealth				
GRI 103: Management Approach 2016	GRI 103-1	Explanation of the material topic and its Boundary		    
	GRI 103-2	The management approach and its components		
	GRI 103-3	Evaluation of the management approach		
Local Communities	FS14	Initiatives to improve access to financial services for disadvantaged people		
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		  
	GRI 103-2	The management approach and its components		
	GRI 103-3	Evaluation of the management approach		
GRI 404: Training and Education 2016	GRI 404-1	Average hours of training per year per employee		 
	GRI 404-2	Programs for upgrading employee skills and transition assistance programs		
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 the needs for future workforce				
GRI 103: Management Approach 2016	GRI 103-1	Explanation of the material topic and its Boundary		 
	GRI 103-2	The management approach and its components		
	GRI 103-3	Evaluation of the management approach		
GRI 401: Employment 2016	GRI 401-1	New employee hires and employee turnover		 
	GRI 401-3	Parental leave		
Employee diversity, inclusion, and well-being: Taking care of our employees' health, safety, and well-being, 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		  
	GRI 103-2	The management approach and its components		
	GRI 103-3	Evaluation of the management approach		
GRI 405: Diversity and Equal opportunity 2016	GRI 405-1	Diversity of governance bodies and employees		  
	GRI 405-2	Ratio of basic salary and remuneration of women to men		
GRI 403: Occupational Health and Safety 2018	GRI 403-6	Promotion of worker health		 
	GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		
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		 
	GRI 103-2	The management approach and its components		
	GRI 103-3	Evaluation of the management approach		
GRI 201: Economic Performance 2016	GRI 201-1	Direct economic value generated and distributed		

GRI Standard	Disclosure	Page Reference/Remarks	SDGs
Material topics			
Human rights: Respecting human rights and mitigating risks within our operations and the value chain			
GRI 103: Management Approach 2016	GRI 103-1	Explanation of the material topic and its Boundary	https://www.ttbbank.com/en/sustainability/social-sustainability/human-rights
	GRI 103-2	The management approach and its components	https://www.ttbbank.com/en/sustainability/social-sustainability/human-rights
	GRI 103-3	Evaluation of the management approach	https://www.ttbbank.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.ttbbank.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 2022 (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 and Wongsawang building of TMBThanachart Bank Public Company Limited	67
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	68-70
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	TMBThanachart Bank Public Company Limited	37
Small business loan for social sustainability growth: medical clinic and business in need of debt consolidation program		



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.



Wilaiporn Ittiwiroon
Partner
EY Office Limited

Bangkok, Thailand
7 April 2023



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Sustainability Report 2022
e-book