



TMBThanachart Bank Investor Presentation

NDR, Singapore
February 5-6, 2024

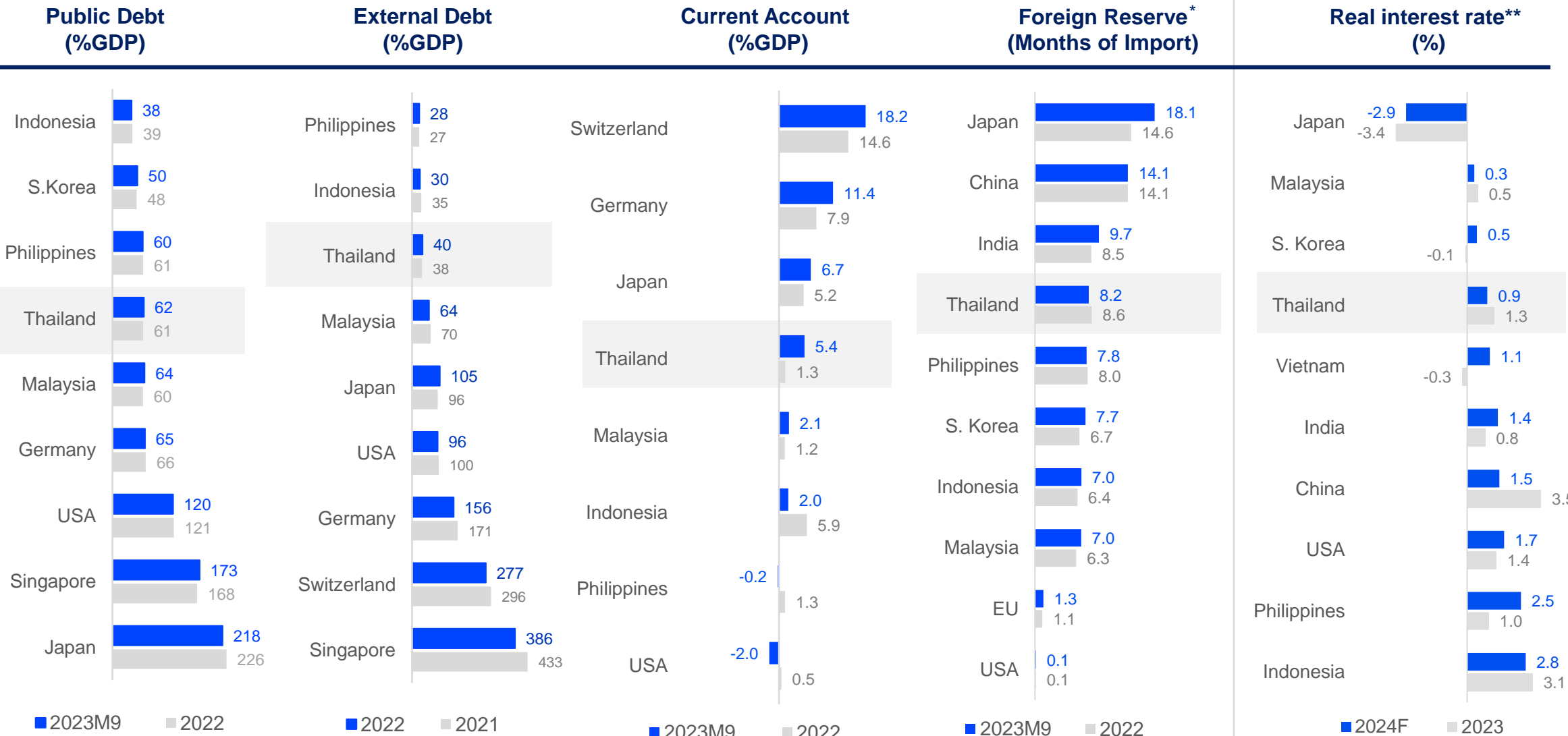


Thailand's economic outlook

Overall resilient macro-financial stability remained robust



The higher the ranking, the better

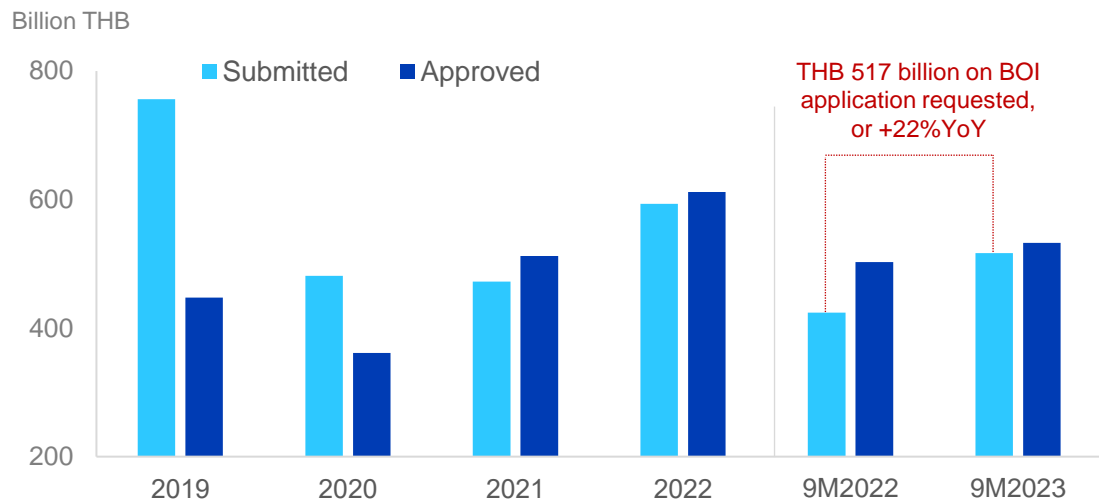


Thailand Q2/23: 38.1 USD bn

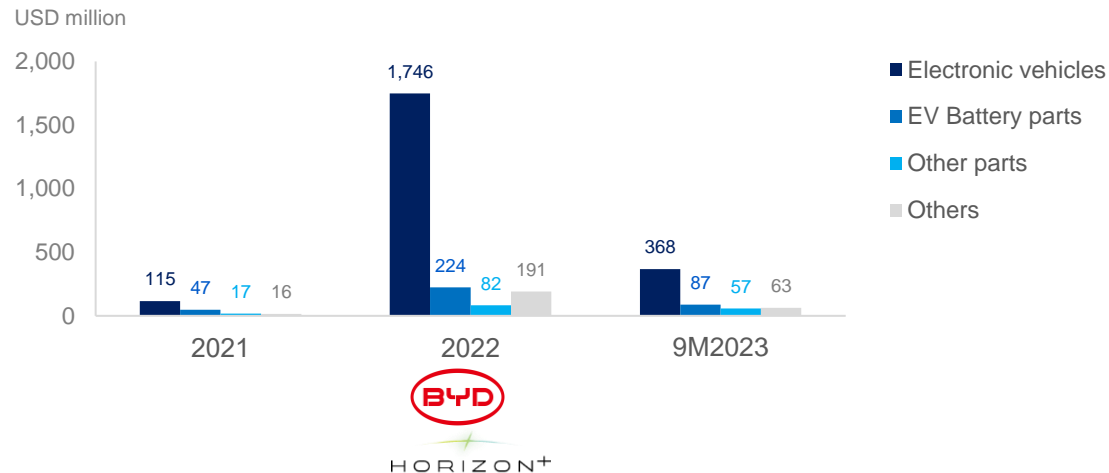
Source: Band of Thailand, Ministry of Finance, IMF, CEIC, and ttb analytics
 Remark: * Foreign Exchange Reserve in USD. The Ministry of Commerce provides Imports in USD ***Policy rate as of end 2023 compared to headline inflation during entire year of 2023, real interest rate in 2024 calculated by using policy rate at year-end projected by Bloomberg consensus (as of Jan24) and headline inflation average 2024 (IMF, WEO October 23)

The stock of FDI remains resilient; huge investment in EV production

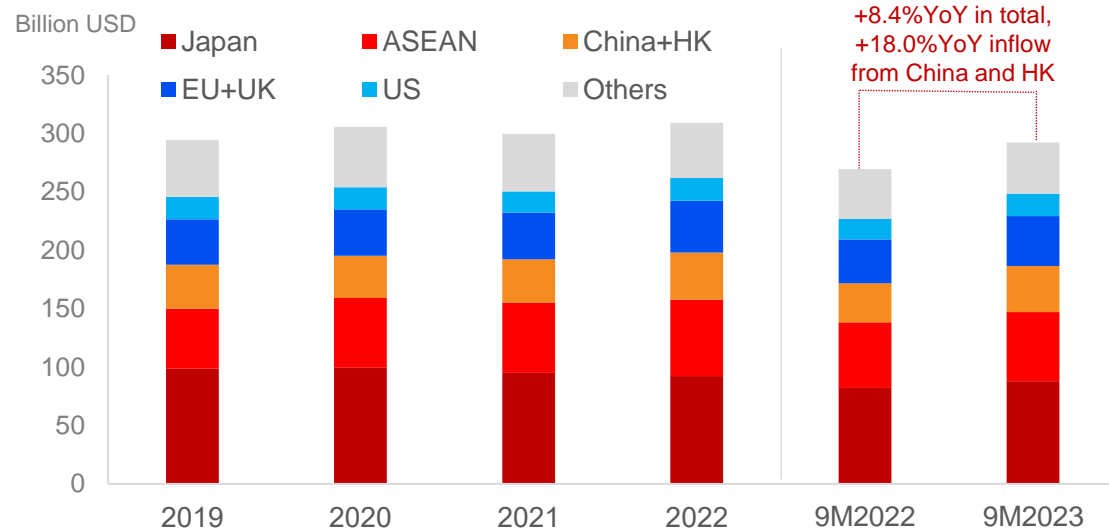
BOI foreign investment value



BOI requested application on BEV production

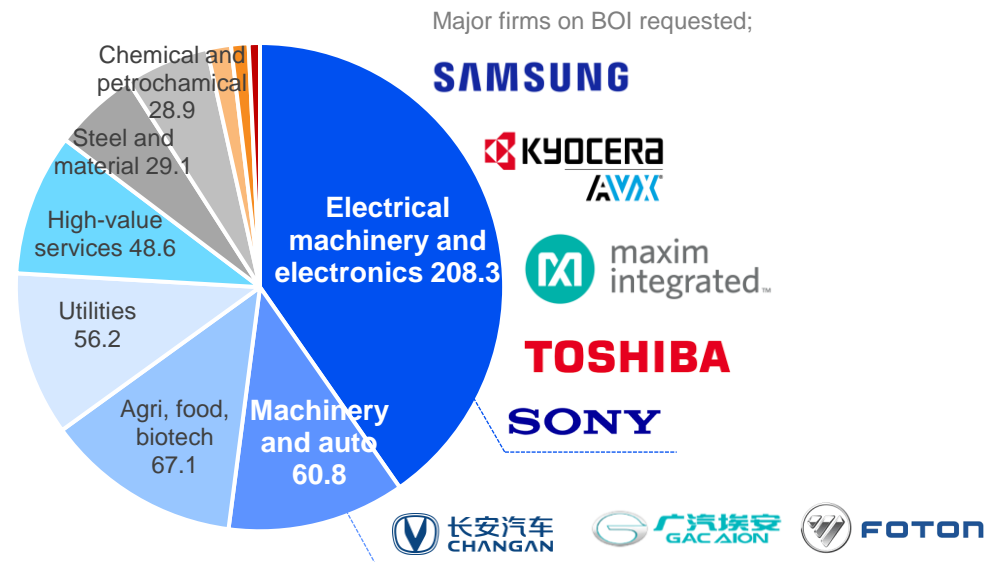


Foreign direct investment position (netflow)



BOI application requested by sector, 9M2023

Unit: billion THB



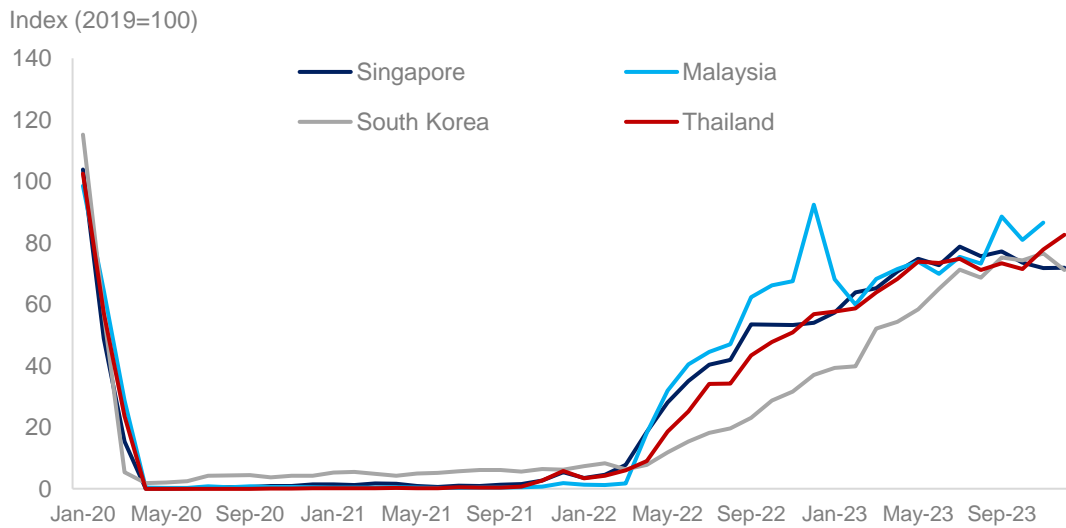
Thailand on track to meet tourism target



Thailand's foreign arrival and revenue, 2015-2023

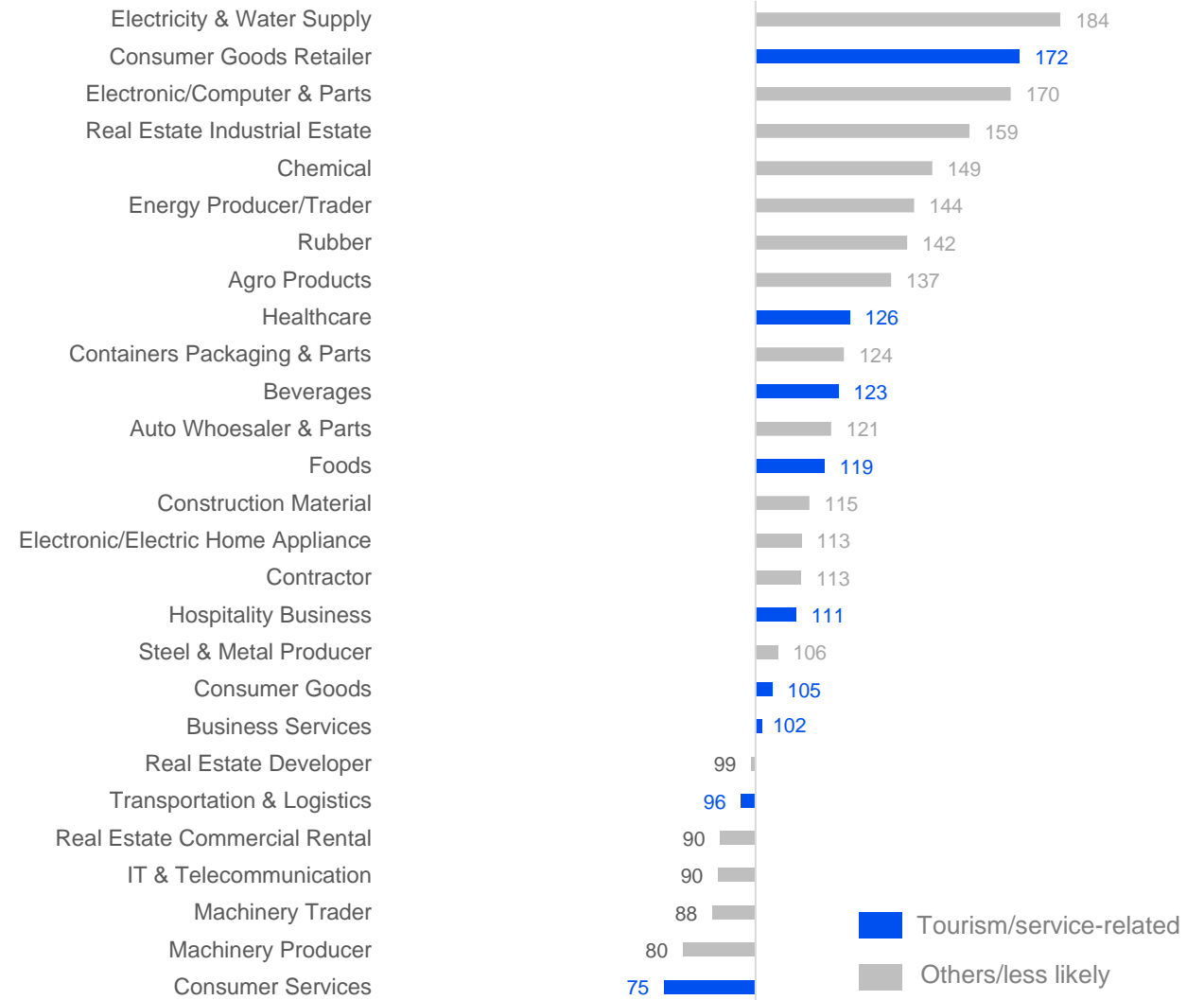


Number of foreign arrivals recovery in selected countries



Sectors' revenue recovery of listed companies (SET)

Unit: Index 2019=100



Why ttb?



1

Track record of delivering results through our transformation journey

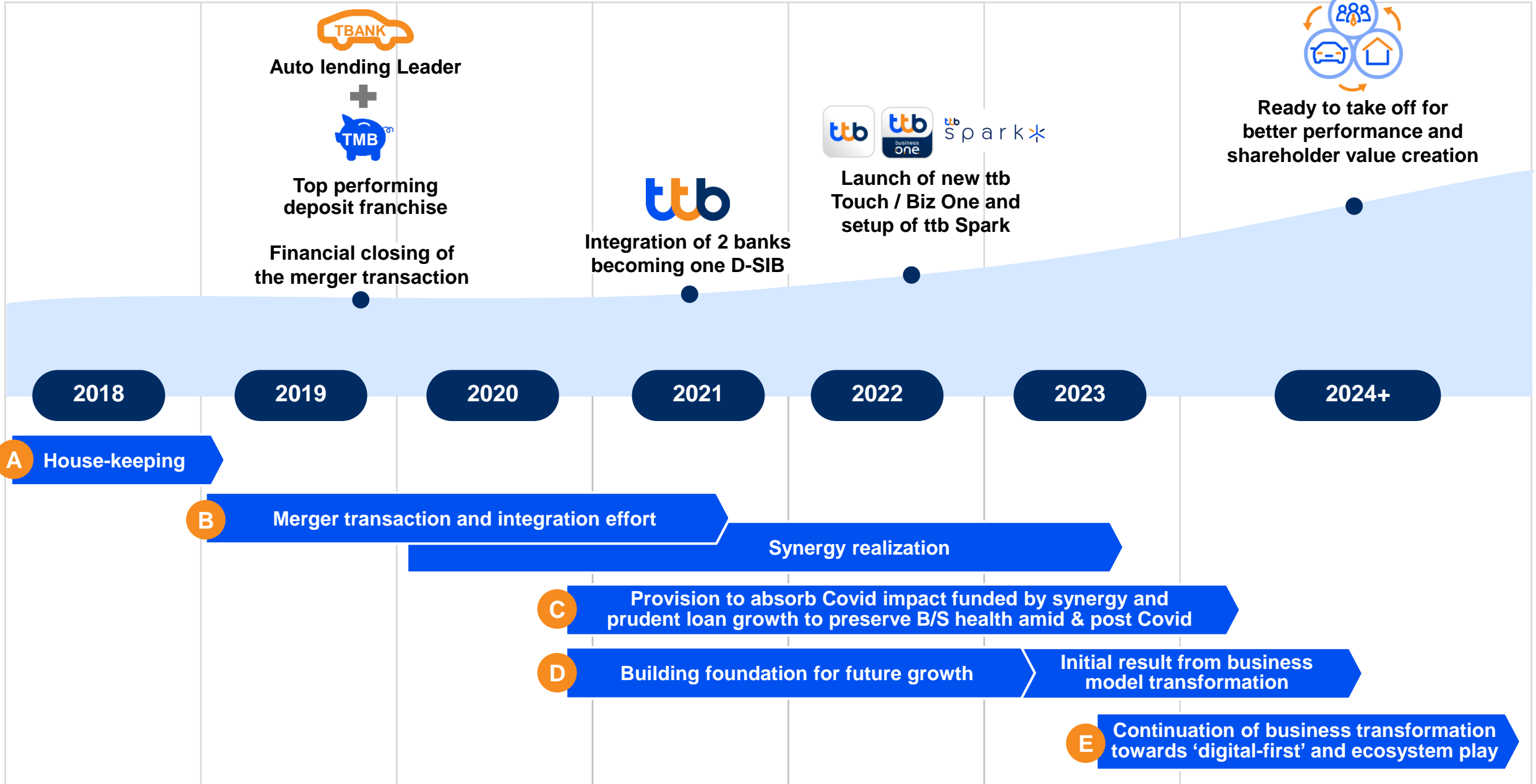
2

Shareholder value creation and commitment to all stakeholders

3

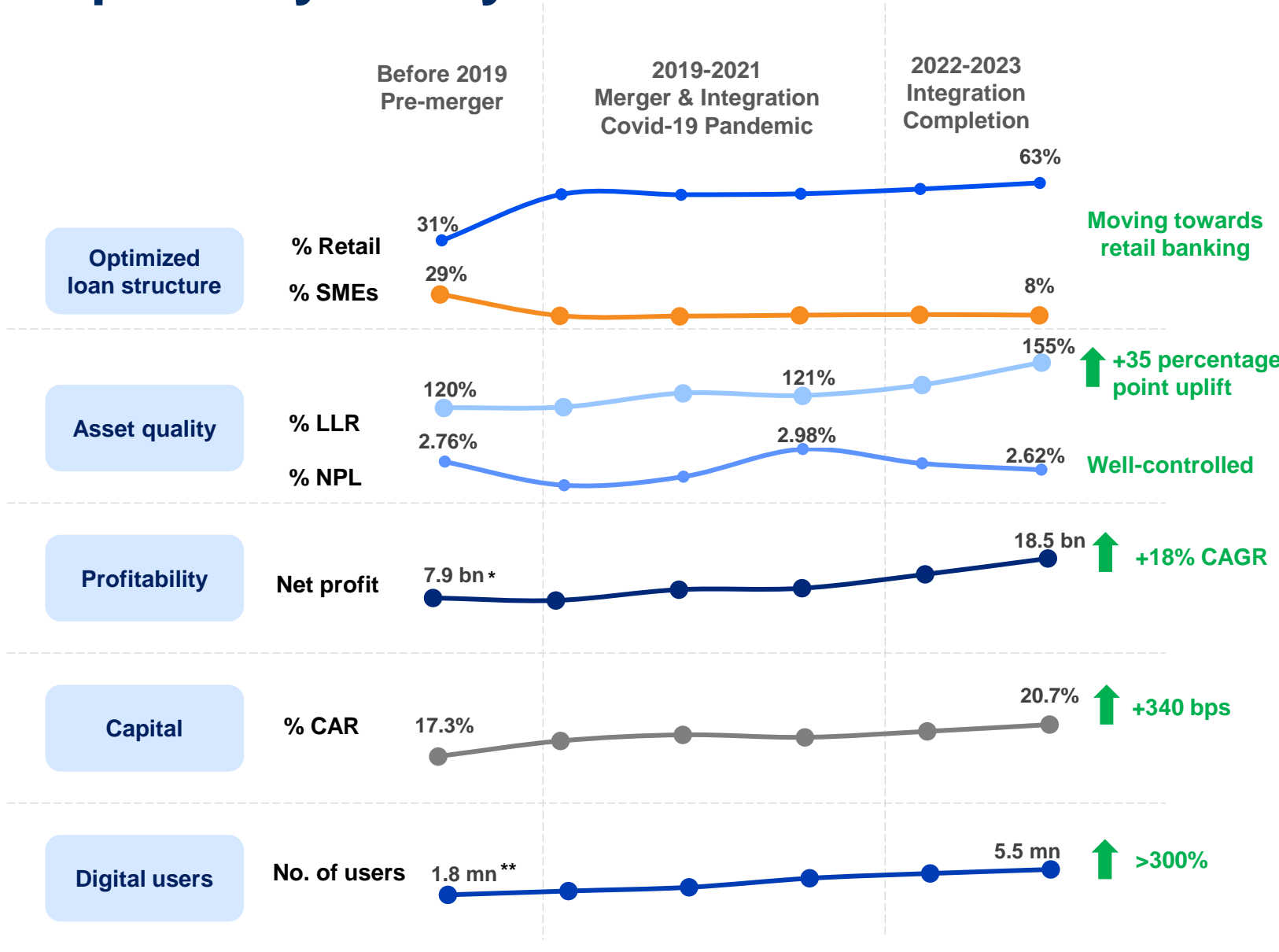
2024 Guidance

Transformation journey towards the most recommended bank of choice



Improvement pathway of key business drivers: 2018-23

- Before**
- Sub-scale medium-sized bank
 - High SME concentration
 - Low funding cost
 - Low asset yield
 - Lack of digital capabilities to grow or transform business



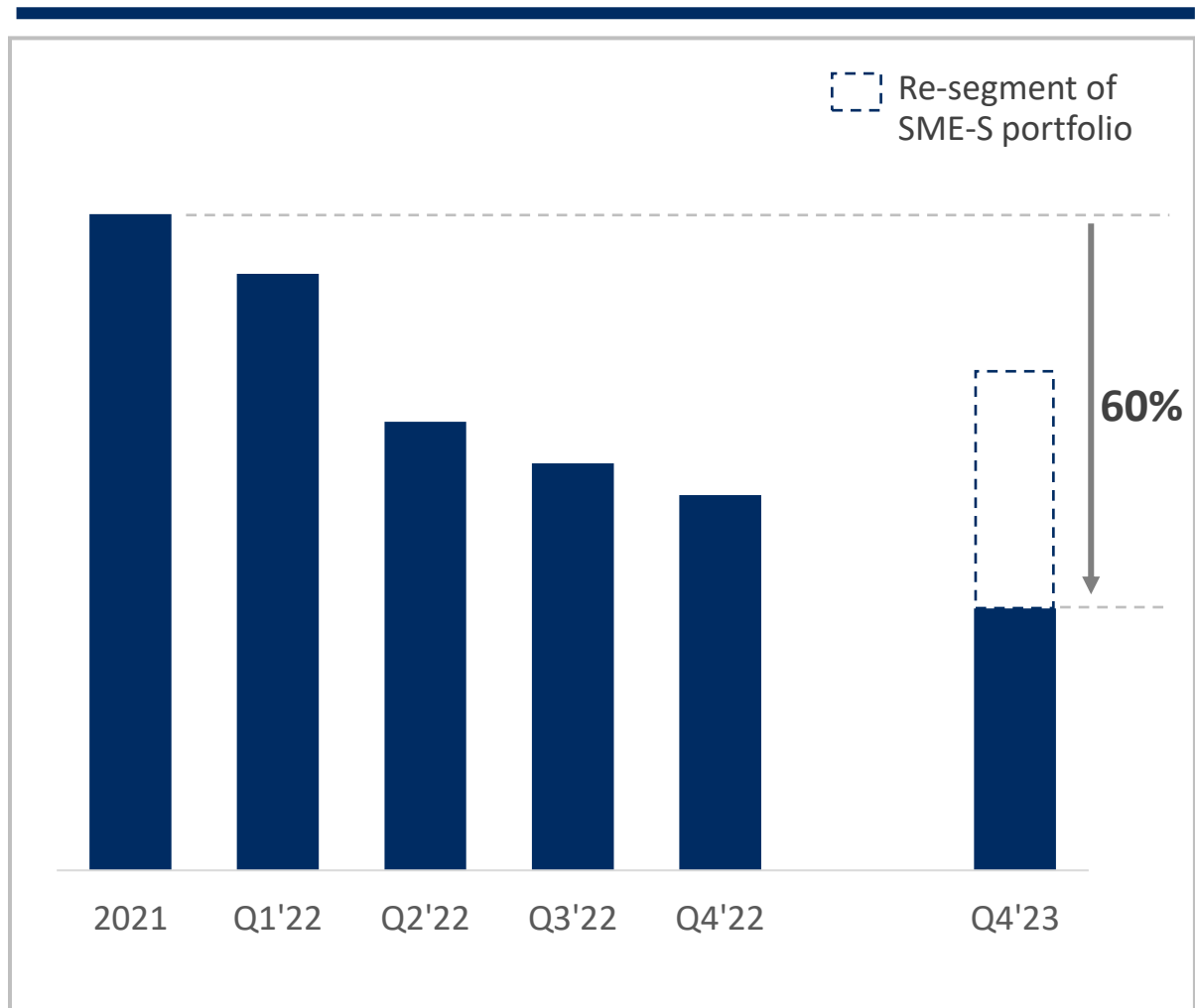
- After**
- D-SIB bank with scale (yet nimble enough to react to changes)
 - Retail-focused with very selective SMEs in portfolio
 - Strong capital
 - Strong LLR
 - High liquidity
 - In-house digital capabilities with foundation in place to drive business transformation

*2018 net profit excludes gain from TMBAM sales
 **TMB-only

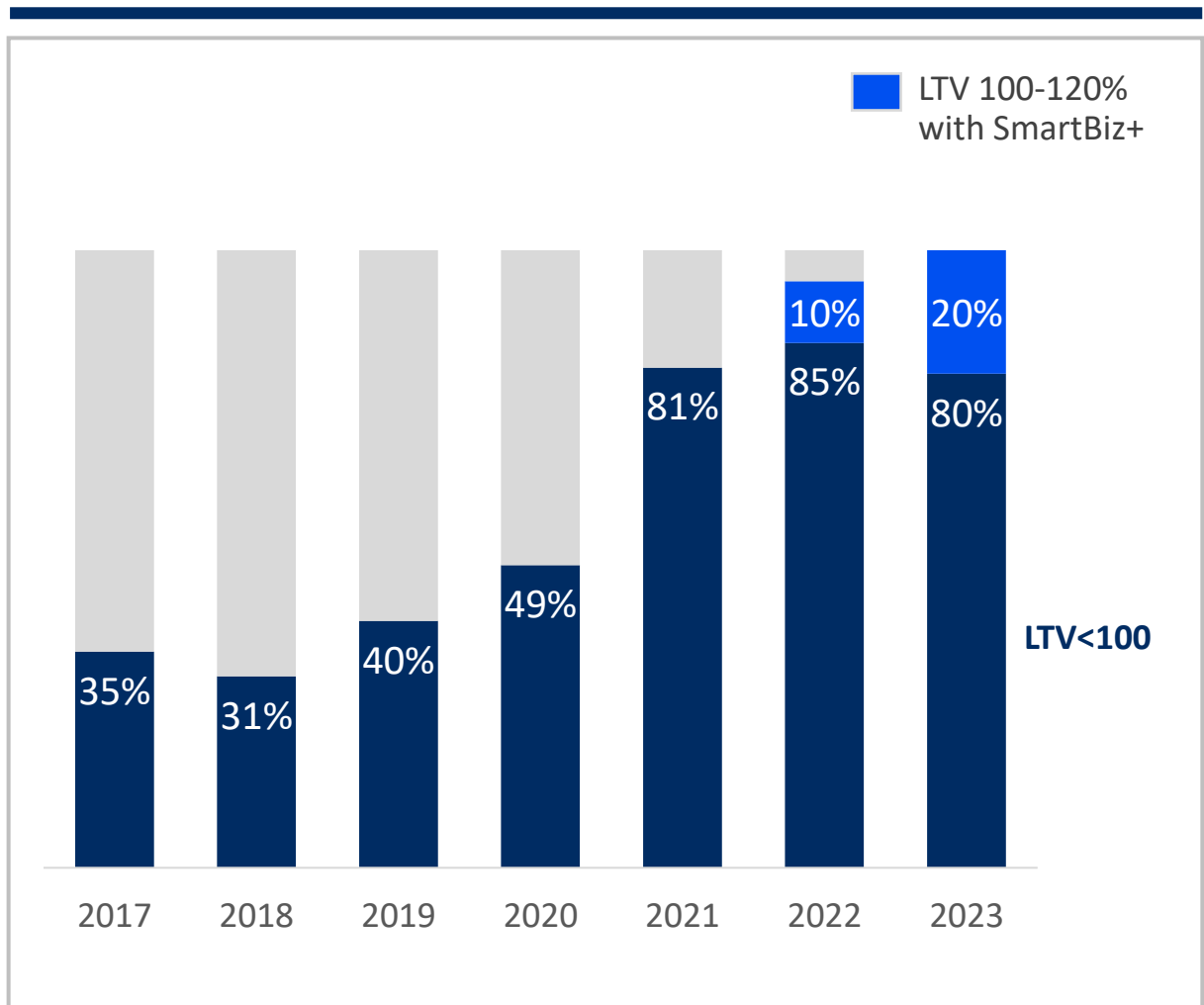
A House-keeping early in our journey to stay focus and to handle legacy issue in SME portfolio



High-risk & non-profitable customer exit (loan balance)



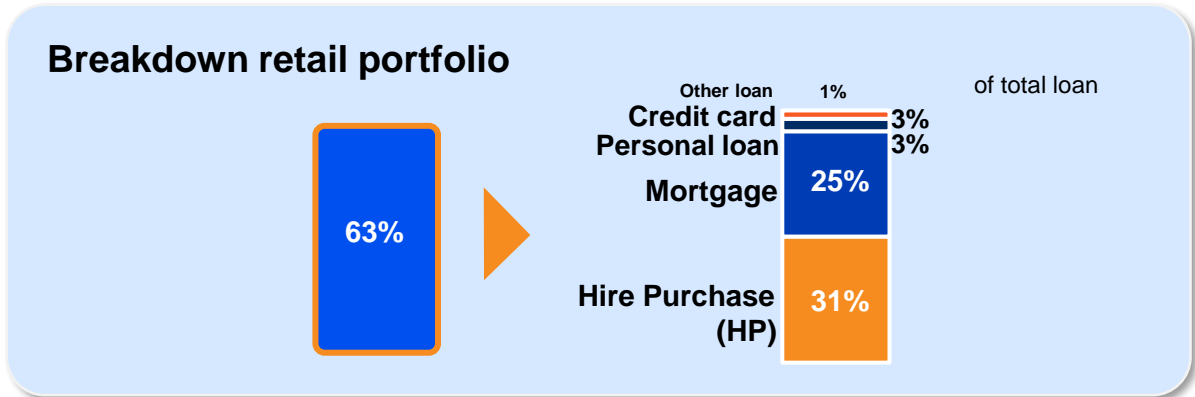
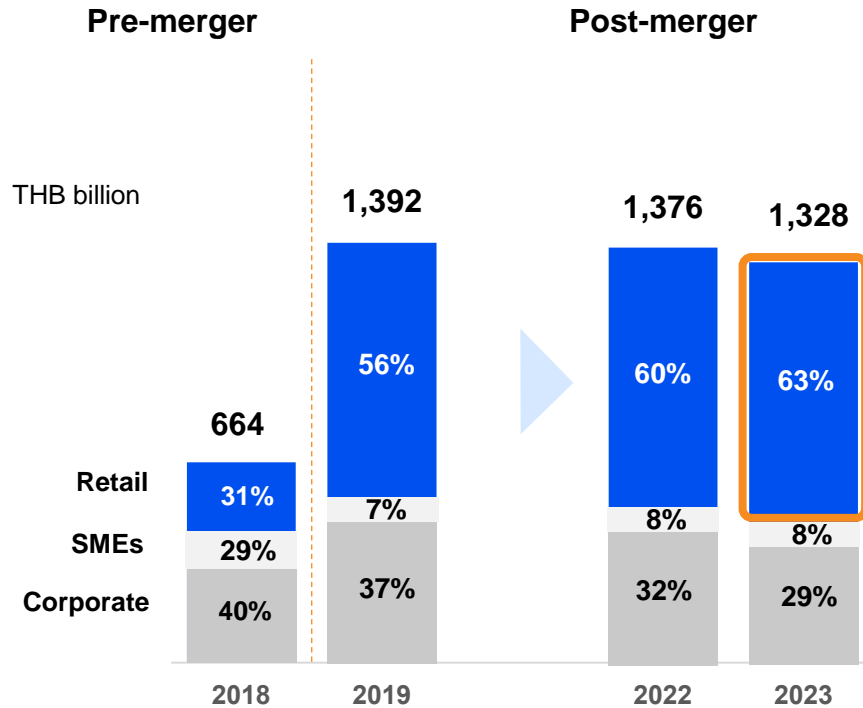
New SME acquisition (limit setup) with collateral focus



B Strong presence in car, home and payroll market, setting stage for growth opportunities to optimized return



Loan structure optimization



Strong market position (as of Sep 23)

No. 1 in HP business
~30% market share by total outstanding with 1.1 million customer base

No. 4 in mortgage
12.3% market share with 150K customer base

~1 million
ttb payroll customers

After the merger, ttb possesses more completed product suites and strengthened our position in retail lending market.

- ✓ **Strong market presence in retail lending space** and differentiate our financial solutions through 3 ecosystem initiatives.
- ✓ **Focus on quality loan growth** to ensure portfolio quality and appropriated risk-adjusted return under challenging environment.
- ✓ **Smaller exposure in economically sensitive SMEs:** SMEs portfolio sized reduced from 28% to 8% aligned with our de-risking strategy.

Currently we focus on **recycling liquidity strategy**, so loan growth has reflected such a direction and continued to grow towards **high-yield retail loan space under prudent risk appetite** in order to enhance yield sustainably.

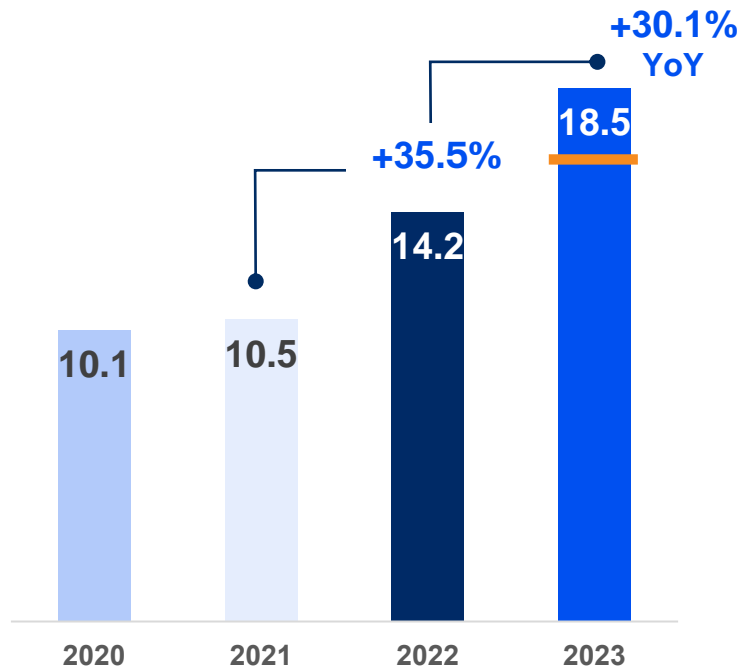
B Key financial deliverables post-merger



Profit (THB bn)

Consensus

Consensus
17.8 bn



Quality growth strategy

While pursuing synergy realization after merger, ttb maintained prudent and quality growth strategy to preserve strong B/S position during Covid-19 and slow economic recovery.

Income (THB bn)

Consensus
70.9 bn



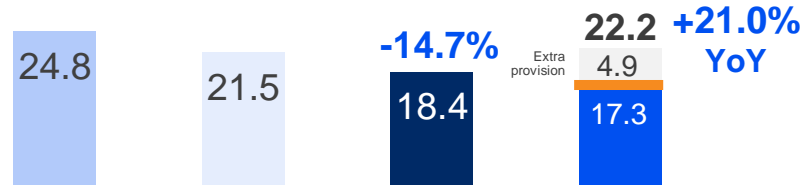
OPEX (THB bn)

Consensus
31.3 bn



Risk cost (THB bn)

Consensus
17.6 bn



Year	2020	2021	2022	2023
Risk Cost (bps)	179	157	133	Total 164 Normal 128
LLR	131%	129%	138%	155%

2023 Key Performance Drivers

Loan -3.5% YTD

Deposit -0.9% YTD

NIM 3.24%

Non-NII/asset -3.4%

C/I 44%

Risk cost Normal 128 bps
Total 164 bps

NPL 2.62%

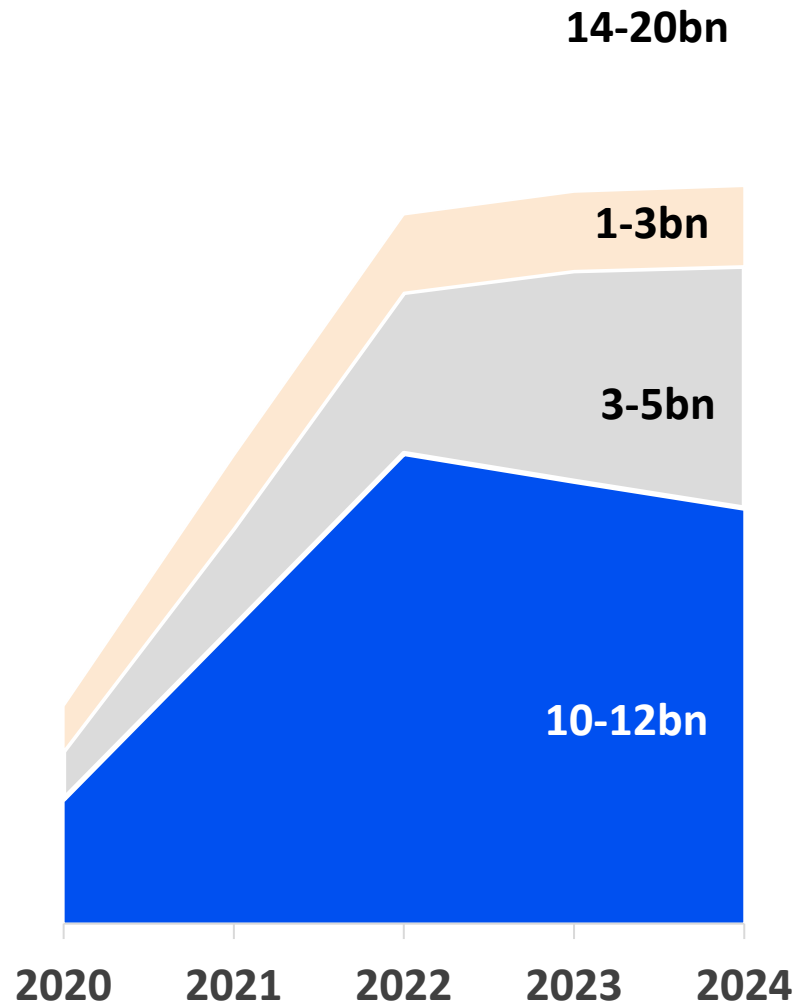
*consensus – average forecast from coverage analysts

B Synergy realized after 4 years already surpassed original 5-year target



Target: 5-year synergy value
(shared to investors on 24 Jan 2020)

Actual: synergy realized 4 years since merger closing



Category	Total
Balance sheet synergies	5.3bn
Revenue synergies	3.1bn
Cost synergies	12.3bn

20.7bn

- Exiting low-yield loan and increase CASA mix
 - -53bps COD from 1.06% to 0.53% in 1Q20 – 2Q21 (vs. -38bps of the industry)

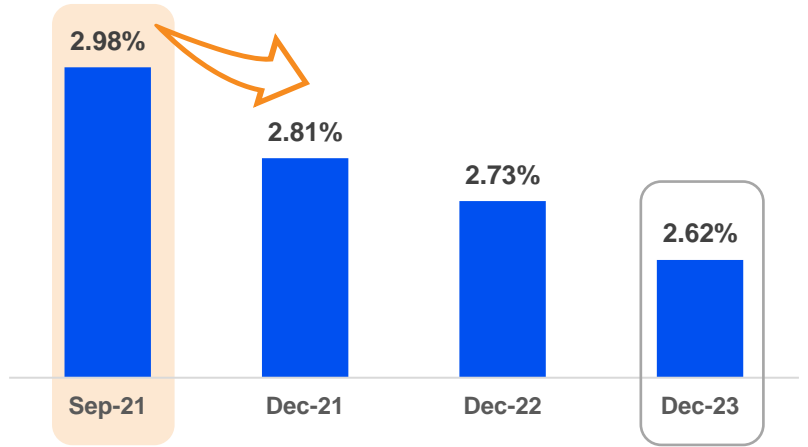
- Cross-selling merged bank’s flagship to larger customer base
 - 1.2x and 2.8x growth in CYC and CYH new booking volume respectively, from 2020 to 2023
 - 2.1x growth in new credit card issuing and 1.7x growth in credit card spending, from 2020 to 2023

- Reducing duplication of resources and systems
 - 319 branches closed
 - 4.5k staff reduced and redeployed by 2Q22.
 - >50% reduction of IT applications to ~300 applications

Prudent risk management is always one of our priorities. We have closely monitor asset quality with stringent ECL model and considered forward-looking risks through Management Overlay to ensure sufficient provision level. During Covid-19 pandemic, ttb continued to be conservative in risk management and had done a lot of initiatives which result in **manageable asset quality and help mitigate risks to balance sheet and earnings after the policy cliff**;

Well-Controlled NPL Ratio

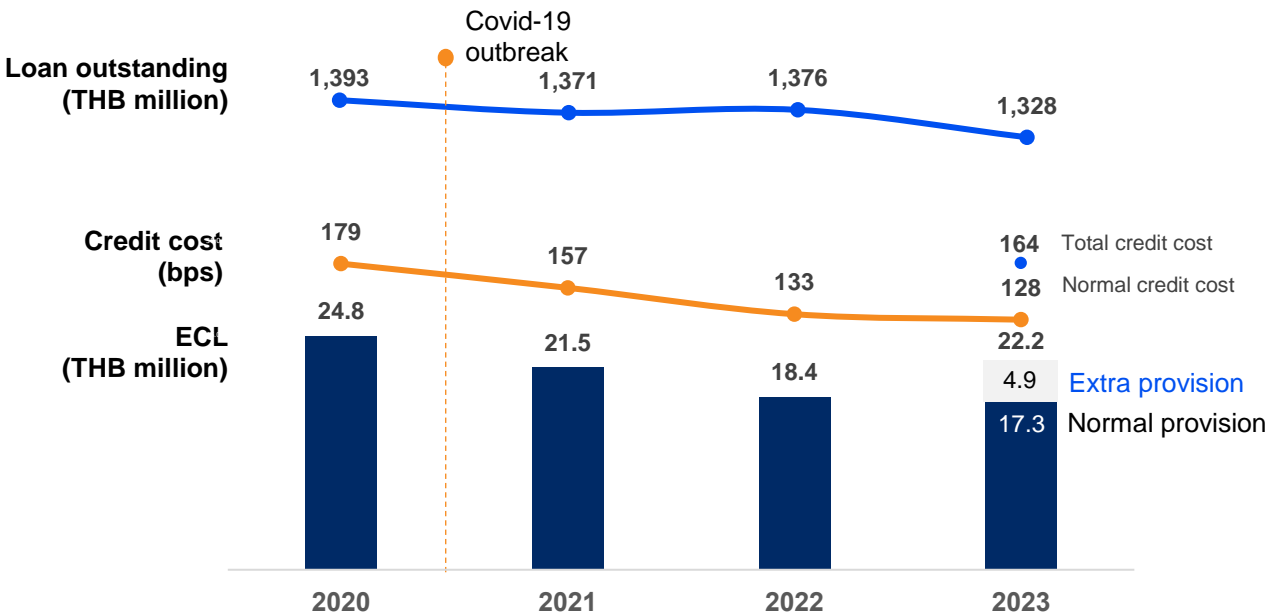
Declining trend from Covid-19 peak level



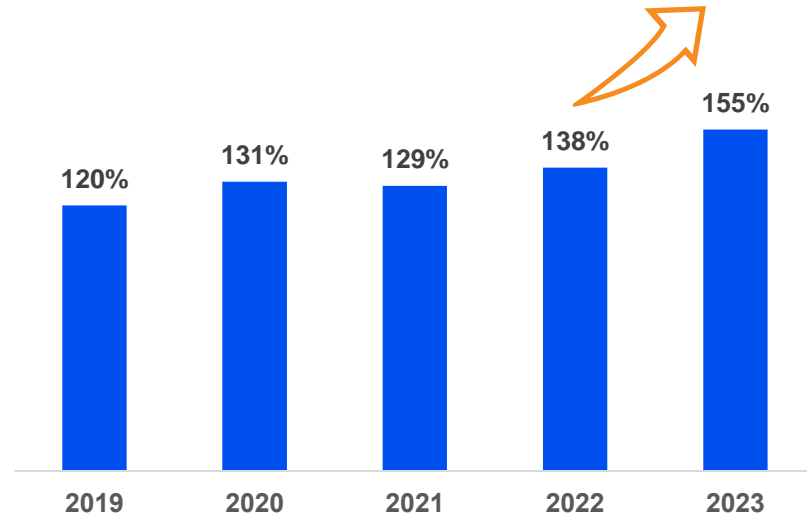
Initiatives to keep asset quality in check against the pandemic

- C1** Conservative loan growth against headwinds and not prolong ECL set up during Covid-19.
- C2** Develop 7 post-relief schemes for monitoring loan portfolio during Covid-19 rather than apply BOT debt forbearance scheme.
- C3** Ensure quality of revenue recognition by setting up full provision for accrued stage 3 and accrued interest to modified portfolio.

Remaining prudent approach for risk management



Stronger LLR buffer



- Loan growth was conservative since the Covid-19 outbreak, mainly focusing on leveraging existing quality customers. Amid overhang economic headwinds, **ttb kept focus on quality rather than volume growth and strike balance between risk and returns.**
- **To prudently manage portfolio quality and not prolong the situation,** ttb barely applied BOT’s staging relaxation which allowed commercial banks to freeze stage of debt under debt moratorium program during Covid-19. On top of that, we developed 7-scheme principle to identify customers’ true risk level and set aside ECL accordingly. Hence, the credit cost levels has been elevated while synergy realization helped cushion bottom line during 2020-2022.
- **In 2023, as ttb has a room to build financial resilience further by setting extra provision of THB4.9 mn. in 4Q23 for economic uncertainties.** However, if we considered normal provision of THB17.3 mn. (-5.7% YoY), equivalent to a normal credit cost of 128 bps lower than 133 in 2022, it was aligned the target guidance and reflected **controllable quality of the loan portfolio.**
- Moreover, the LLR was strengthened further to 155% to safeguard capitals and shareholders’ value from unforeseen downturns.

C2 Stringent loan staging to ensure sufficient ECL level



Ensuring provision adequacy and tightening risk management

Guiding Principle of Post Relief Risk Schemes

Scheme	Repayment Schedule		Staging Criteria		Minimum PD Level
	Interest	Principal	2022	2023	
SC 1	Full	Full	Mostly 1	Mostly 1&2	100%
SC 2	Full	Partial	Mostly 1	Mostly 1&2	
SC 3	Full	Postponed	Mostly 2	Mostly 2&3	
SC 4	Partial	Postponed	Mostly 2&3	Mostly 2&3	
SC 5	Additional skip payment ≤ 6 months		Mostly 2&3	Mostly 3	
SC 6	Additional skip payment ≥ 6-12 months		Mostly 2&3	Mostly 3	
SC 7	Additional skip payment ≥ 12 months		Mostly 3	Mostly 3	

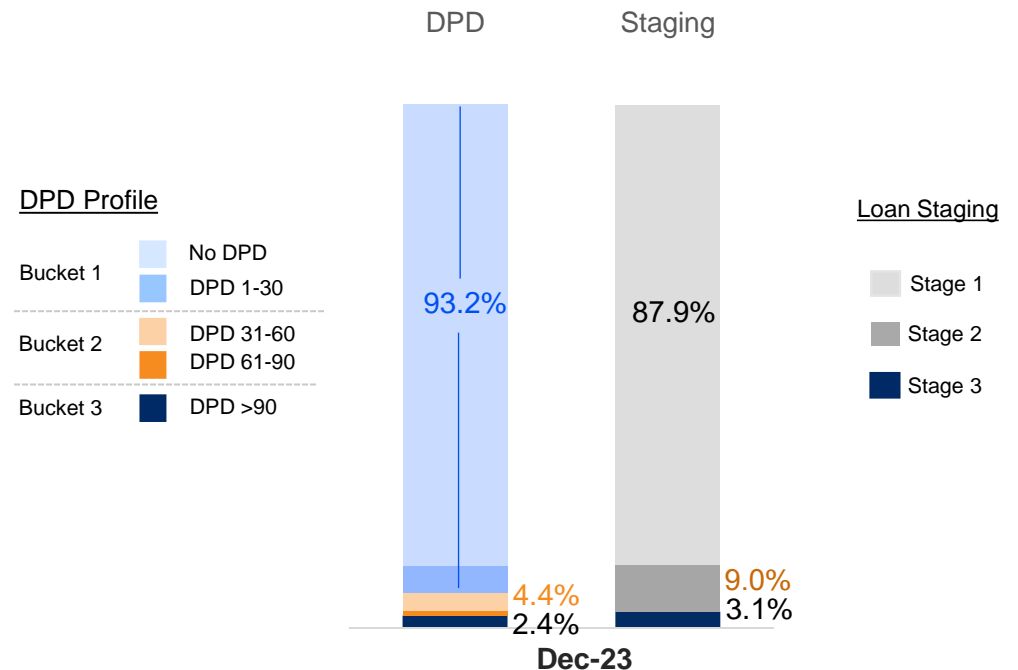


100%

- We developed 7 post-relief schemes to prudently manage all loans in portfolio during COVID-19 with their true risk profile.
- We always review and **tightening staging policy** to ensure portfolio quality, and sufficient provision both by ECL model and thru MO setup.

Conservative loan staging

DPD Profile VS Loan Staging

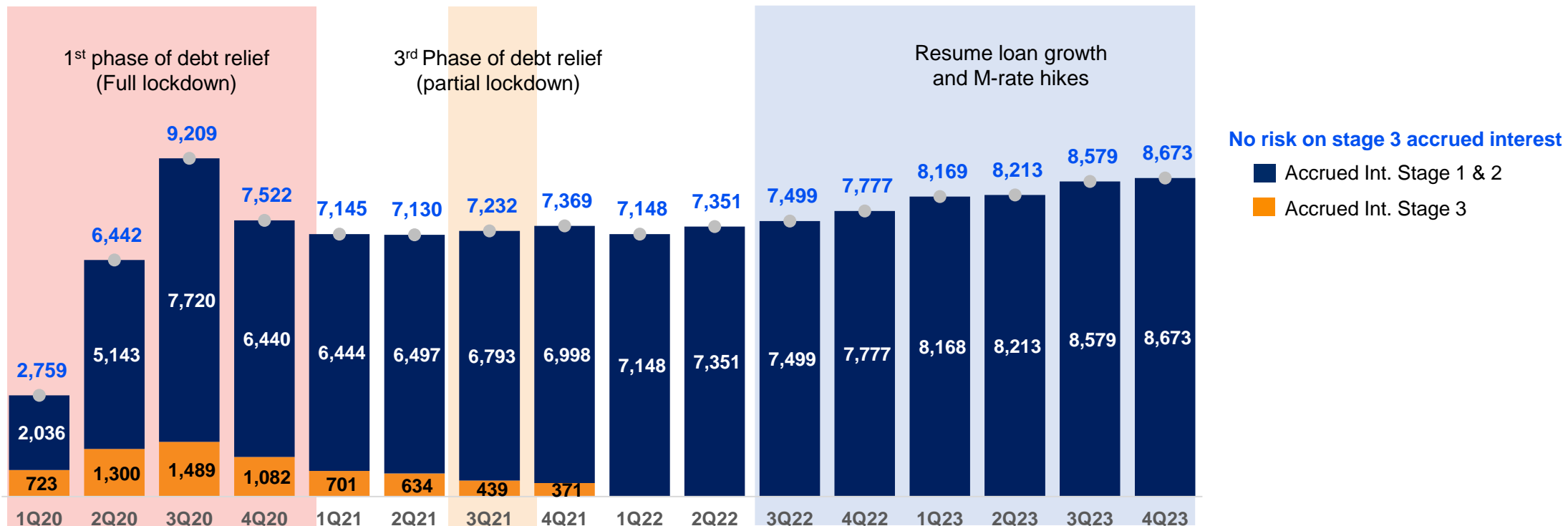


*Internal data for managerial view - Breakdown as % of Loan principals (excluded interbank)

- Comparing loan classification by DPD approach (pre-IFRS 9 method) with the current staging classification, it showed that some part of bucket 1 loans was already classified as stage 2 and ECL was provided accordingly. This reflected **ttb's stringent loan classification and conservative ECL level.**

Ensuring quality of revenue recognition

Apply 100% provision on stage 3 accrued interest

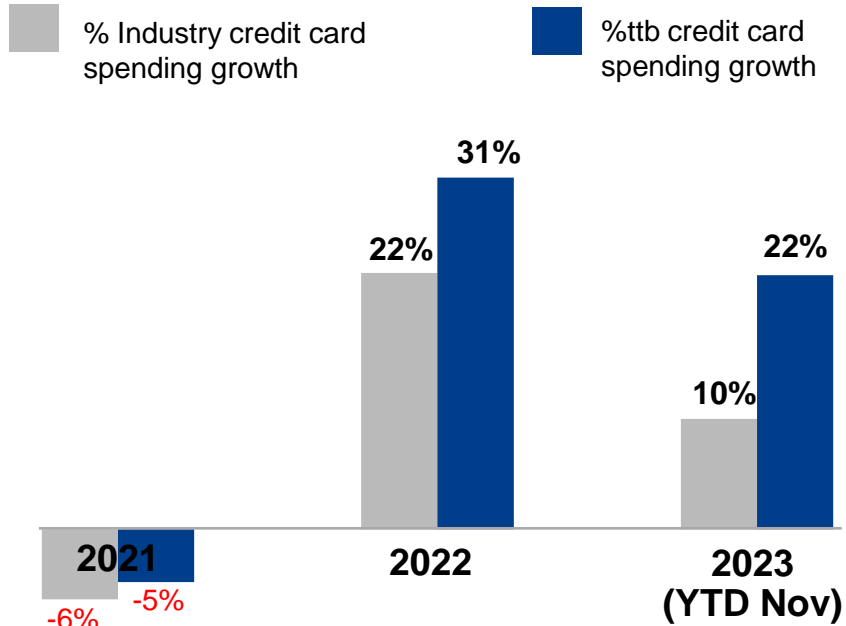


- Since Jan-22, we adjusted our accrued interest treatment by **fully providing provision for accrued interest on stage 3 loans**.
- Such an attempt is to preemptively **limit future downside risks** and would help improve balance sheet quality and mitigate a risk from overstated net interest income.

D Initial result from enhancing credit card revenue engine



Credit card spending

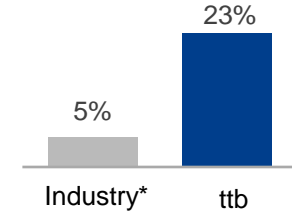


Source: Bank of Thailand

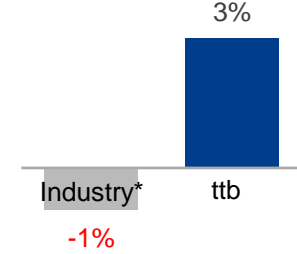


Key spending by categories (2023 %YoY growth)

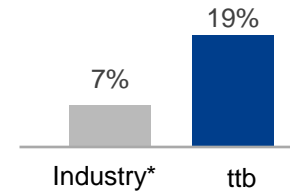
Insurance



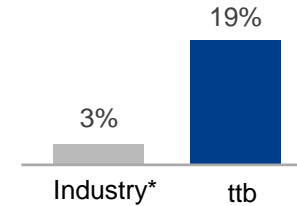
Gas



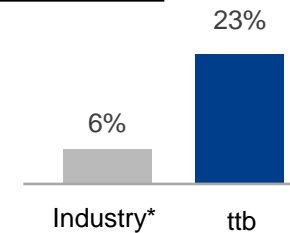
Hospital



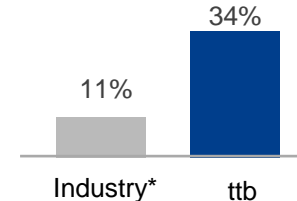
Supermarket



Retail Store



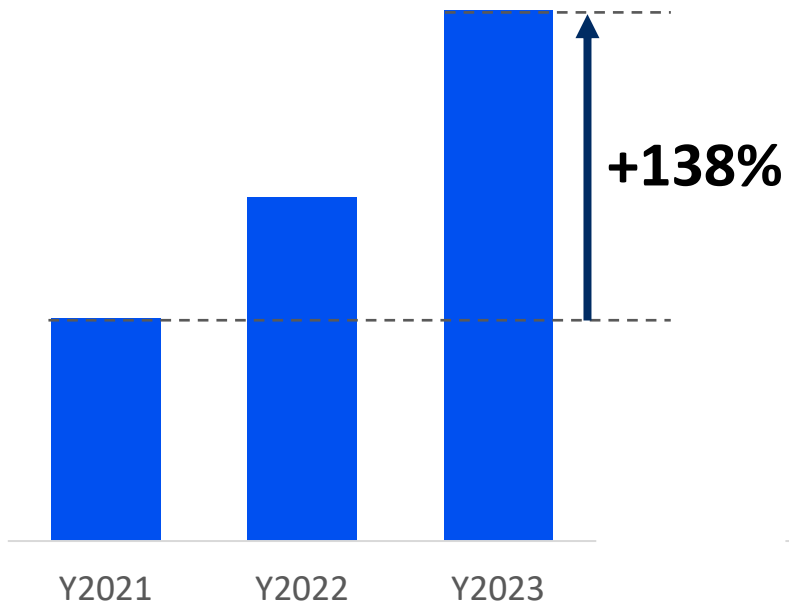
Restaurant



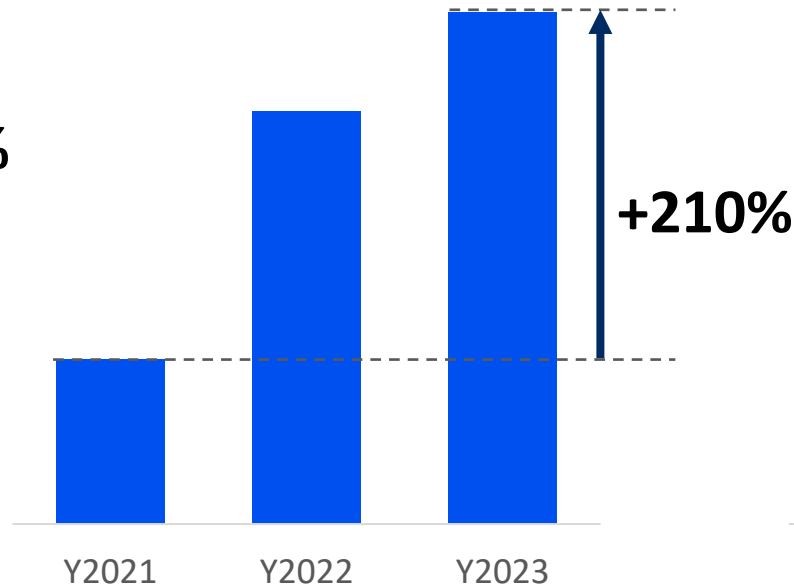
Remark: *% Industry growth by category comes from card network which is accounted for majority share in the market.

D Boosting cross-selling of day-2 lending to existing customers who have demonstrated good repayment discipline

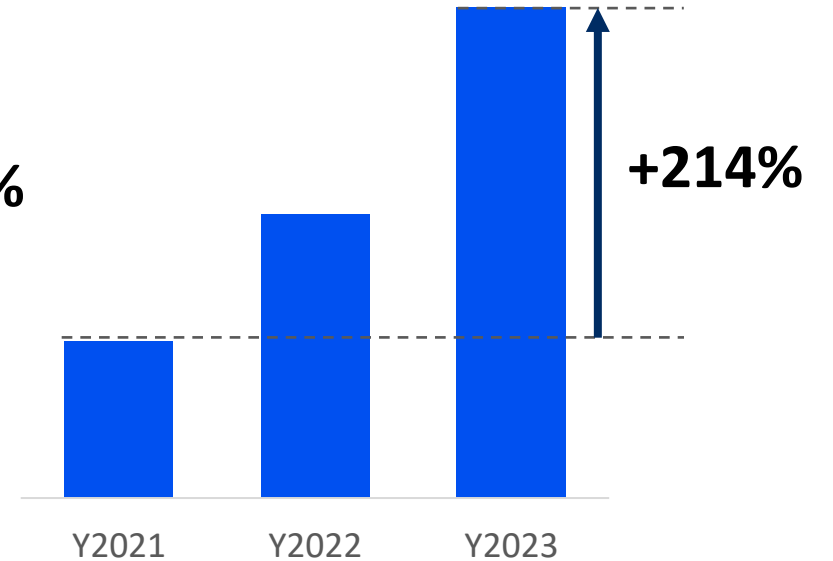
CYC new booking (THB)



CYH new booking (THB)



P-Loan booking (THB)

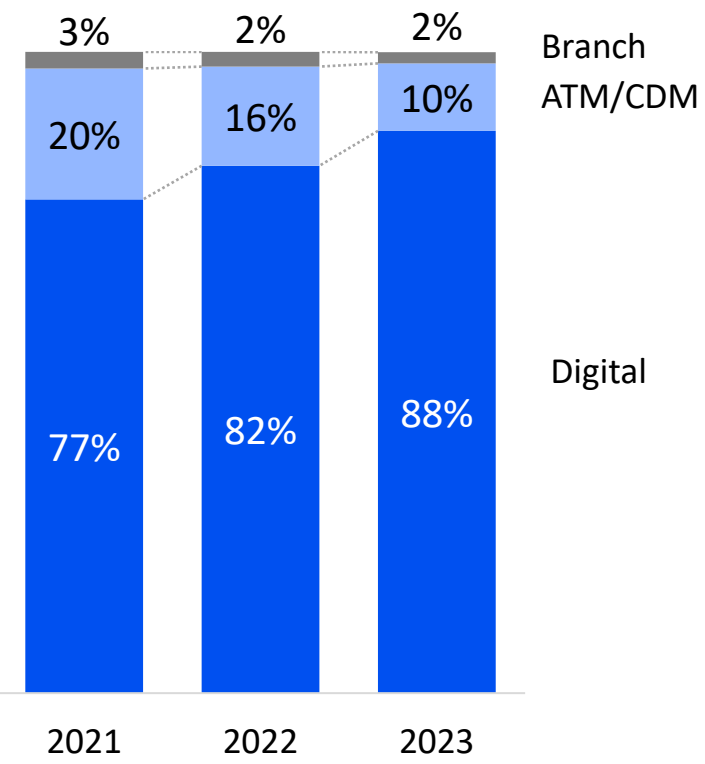


D Solid momentum of digital txns in 2023, showing >40% growth yoy, +6% growth in channel contribution and +0.5% PromptPay market shares

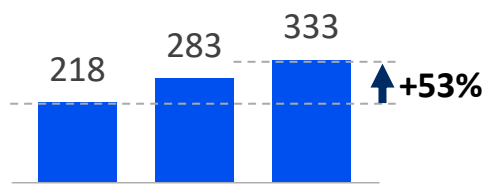


Financial transactions

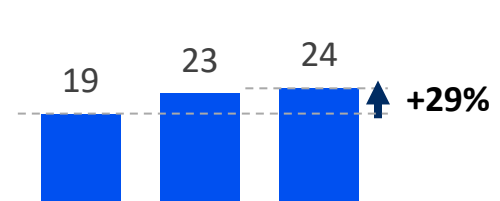
Channel mix of all financial transactions



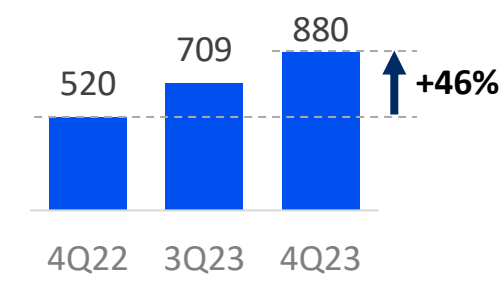
Digital financial transactions (mn)



Payments (mn)

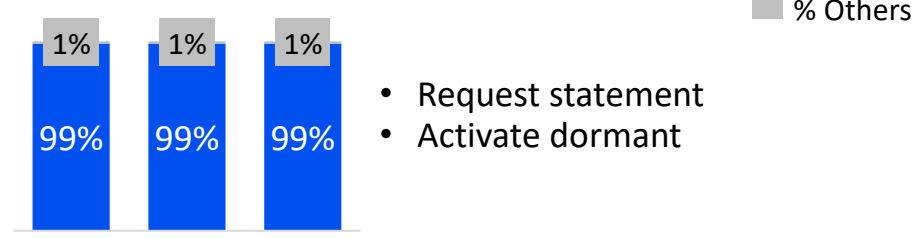


QR code ('000s)

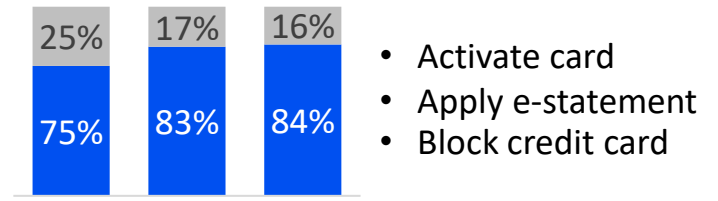


Non-financial transactions

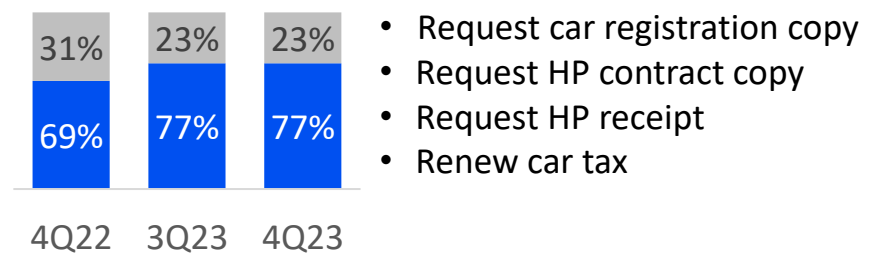
Deposit^{1/}



Retail Lending



Automotive Lending



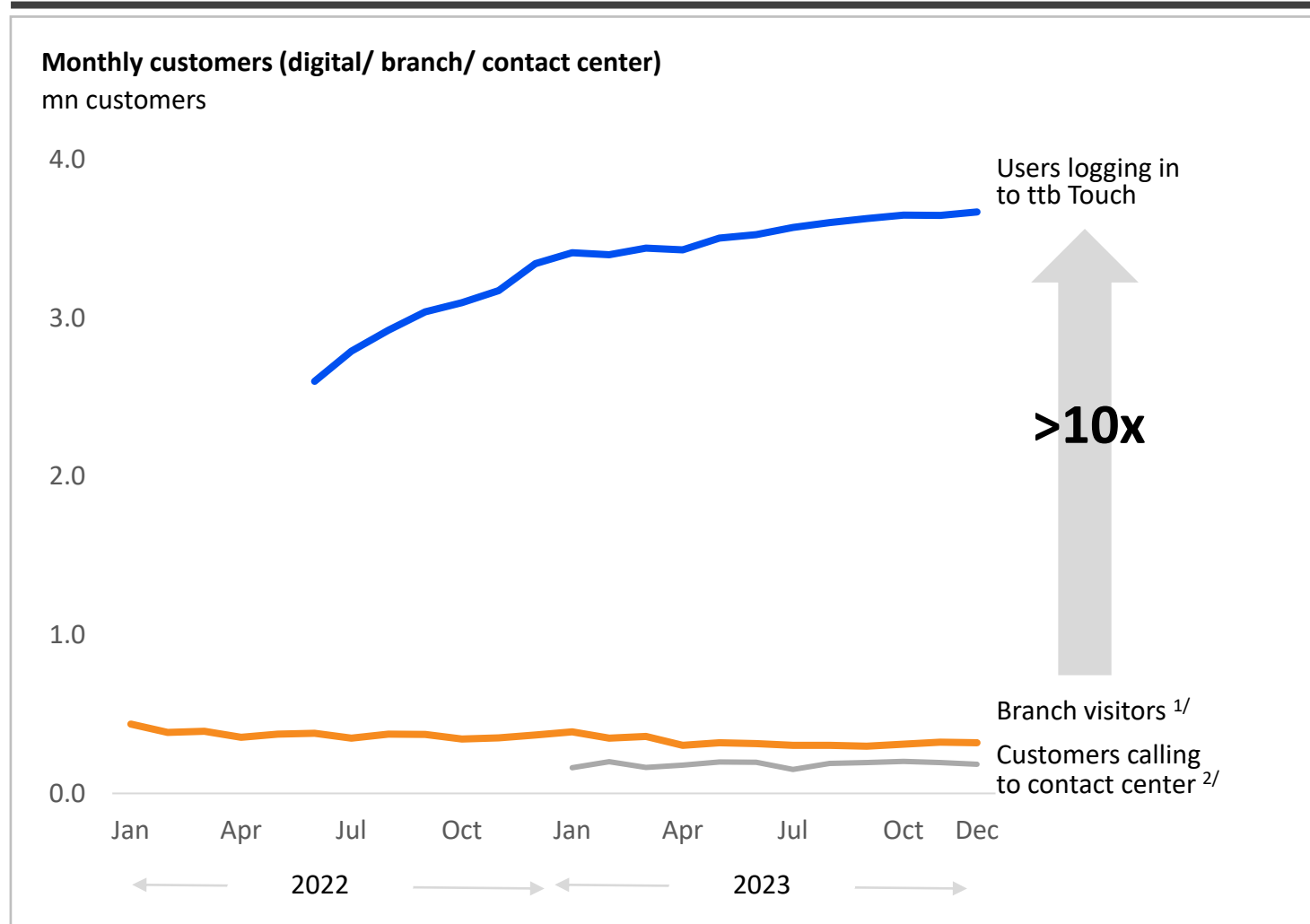
1/ number of offline transactions are estimated from Sep'22 – Feb'23 data
 2/ Retail lending's branch & contact center data are prorated from 10m data | AL Q4'22 data is averaged from 2022 data



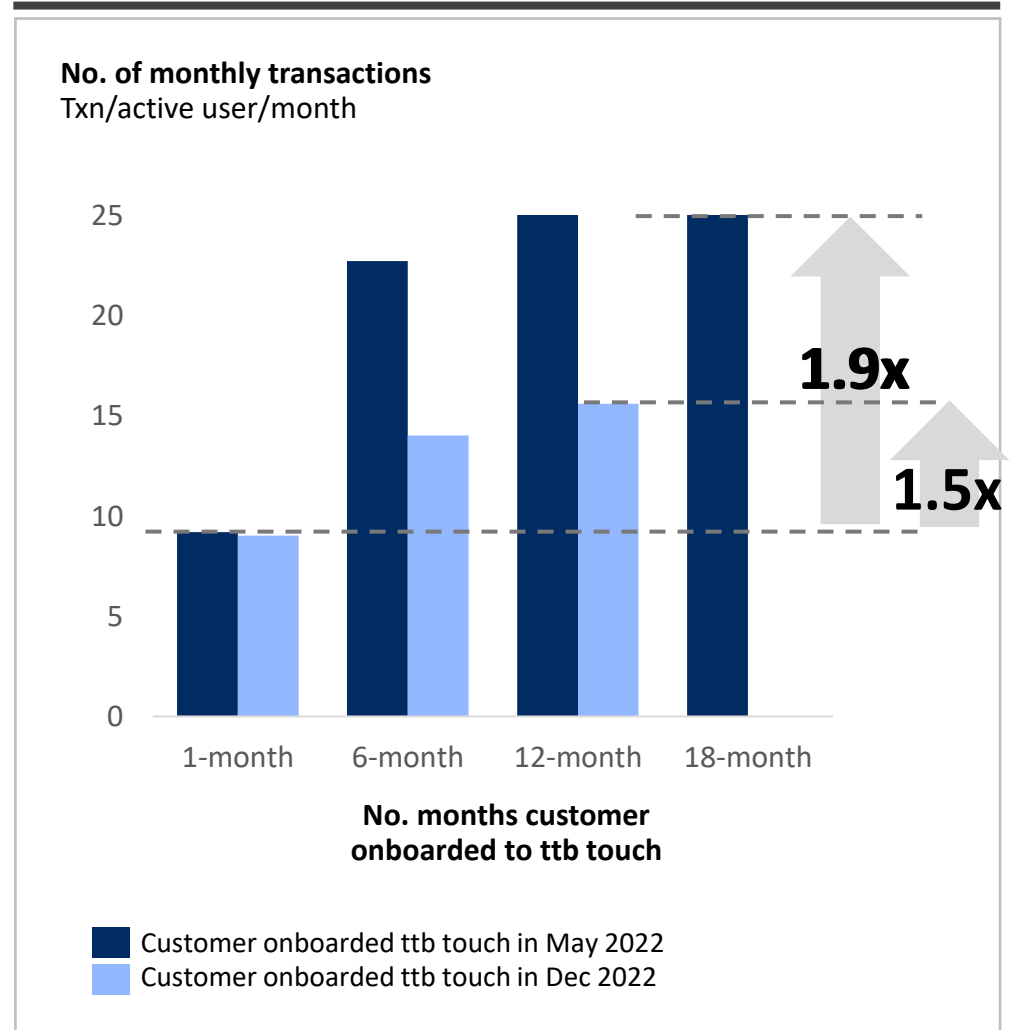
Higher engagement via digital channel, thanks to >10x reach vs. physical channel as well as deepening of the relationship over time



Higher reach of digital channel vs. others



Deepening of relationship over time

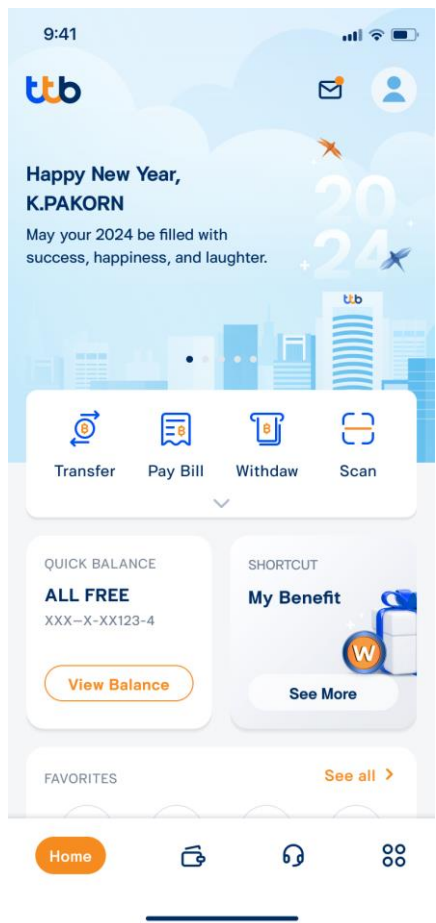


1/ Number of branch visitors are from financial transactions, excludes cheque & bill payment.

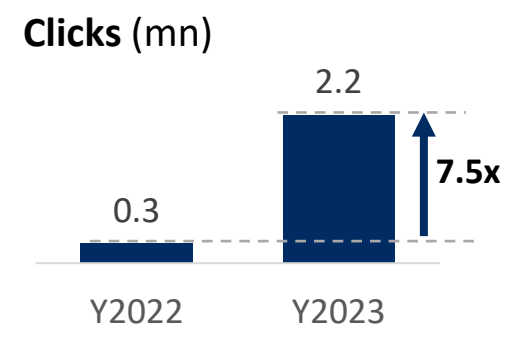
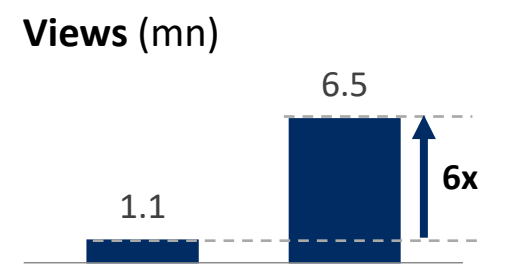
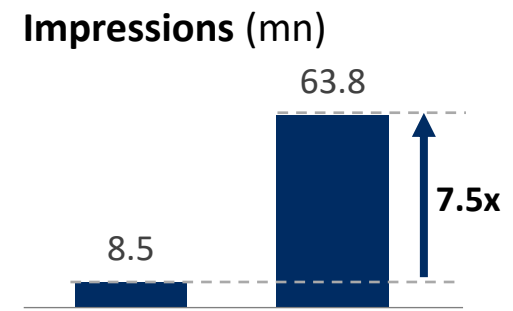
2/ Number of customers calling to contact center are from retail & automotive lending issues only; incl. all customer calls, number of customers are ~300k per month.



Meaningful engagement delivered via ~700 personalized cards generated to 3.5mn customers resulting in 63mn impressions, 6.5mn views and 2.2mn clicks in 2023



Greeting	Reminder	Insight	Inform	Offer



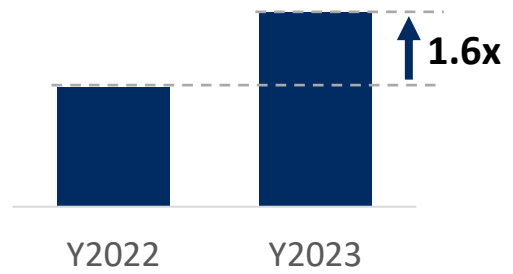


Increased engagement allows more cross-selling opportunities which ultimately result in >50% digital sales growth in key products in 2023

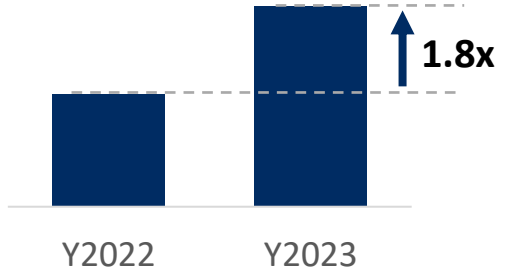


Digital sales via ttb Touch

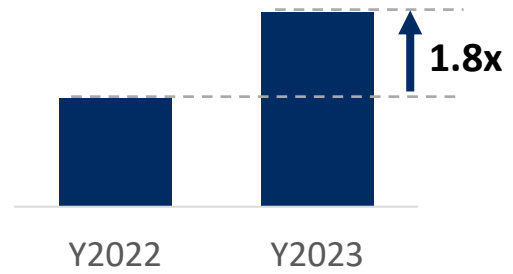
Credit card booking ('000s)



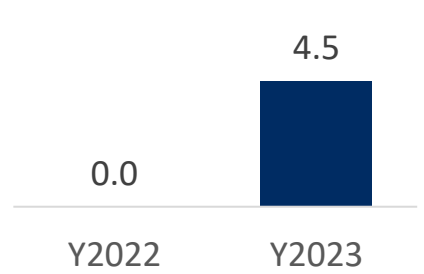
Flash card booking ('000s)



Cash chill chill drawdown (THB Bn)



Cash Your Car booking ('000 cars)



ttb

We invite you to apply for our ttb absolute card

It only takes a few steps to complete the application.

[More Details](#)

ttb absolute card VISA

อัตราดอกเบี้ย 16%

ttb

Secure your financial status with ttb flash card

There's no paperwork and get approved fast in just a few steps.

[See Details](#)

ttb flash

อัตราดอกเบี้ย 16%

ttb

Get cash with first year interest rate of 0.52%

Maximum withdraw of 1,050,000 B. as of 22 Jan 2023.

[Get Cash](#)

ttb flash

อัตราดอกเบี้ย และค่าธรรมเนียม

ttb

Your car plate number 8888 can help you out

Apply for a loan with an annual rate of 5.93%-15%.

[See Details](#)

ttb flash

อัตราดอกเบี้ย และค่าธรรมเนียม

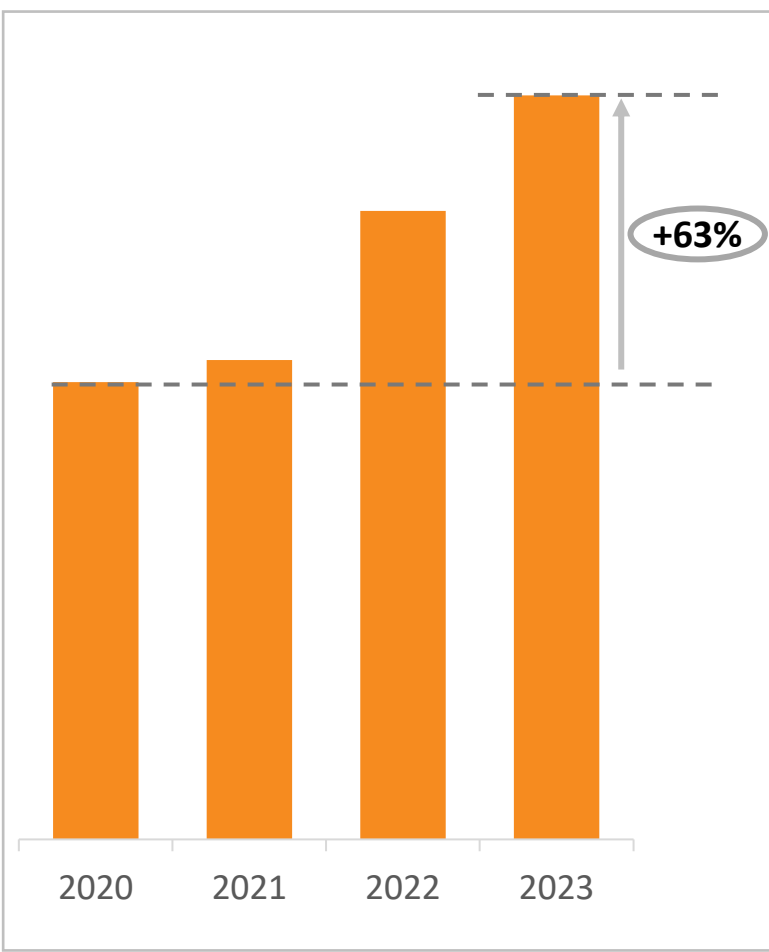


Digital's cost-to-operate has been funded from optimizing front/back-office operations, which would improve medium-to-long term cost structure

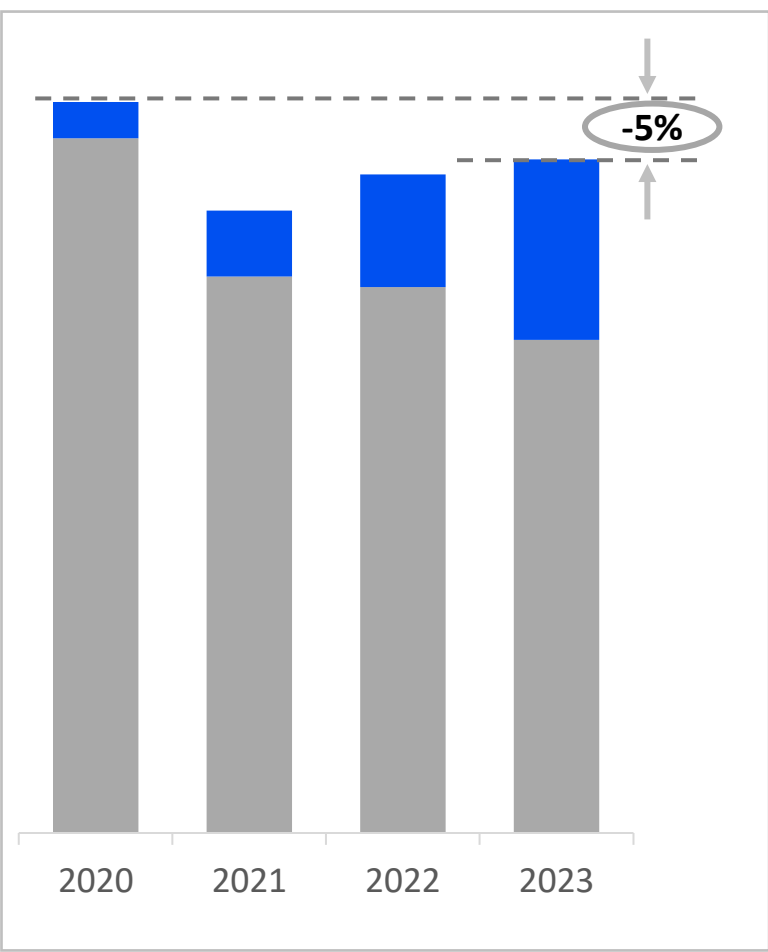


■ Digital
■ Branch + ATM

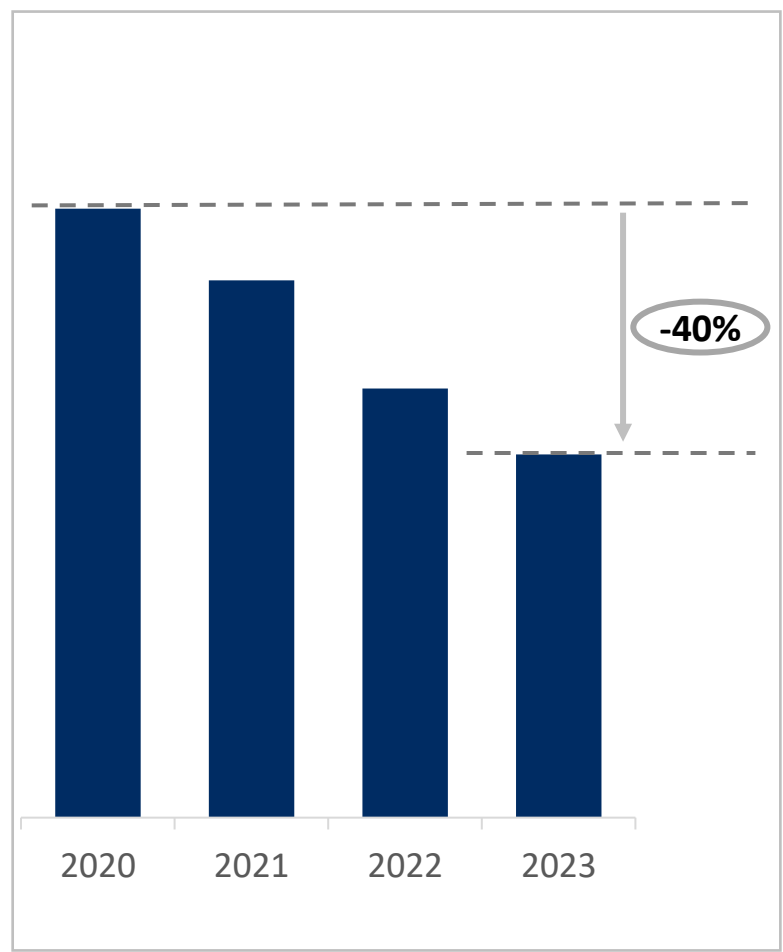
No. of financial transactions (txn)



Total cost to operate digital and branch/ATM (THB billions)



Average cost per transaction (THB/txn)



Note: 2021 branch cost was lower than usual year due to cost saving from space rental during Covid-19 lock-down

E 2024 outlook and recap of the bank's strategic intent

2024 external outlook

- Slow-growth environment
- High household debt
- Tightening regulatory landscape
- Intensifying competition
- EV becoming more mainstream, disrupting Thai auto industry, creating both risks and opportunities
- Continued momentum in digital adoption. AI/data analytics unlocks new potential at scale.

2024 internal outlook

- Still untapped opportunities in existing customers
- Already lean cost structure. Fewer room for major rationalization unless thru change in business model.
- Digital readiness much stronger than pre-merger but continued investment in digital/IT expected
- Resilient asset quality, thanks to prudent loan booking in the past 2-3 years

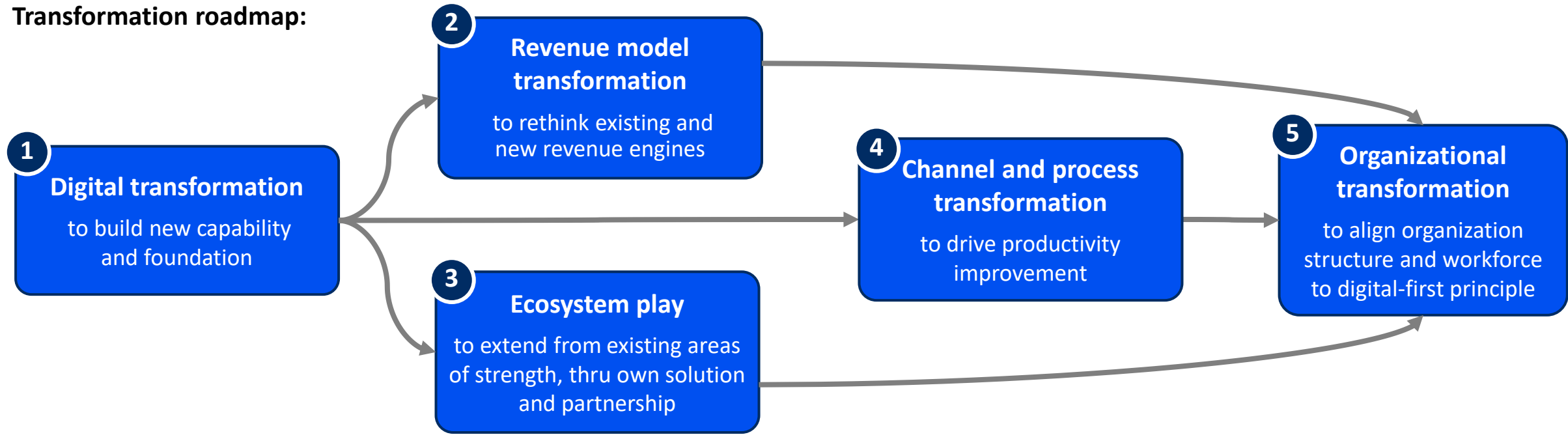
Recap: the bank's strategic intent

- **Optimize for return** while maintaining economy of scale gained thru the merger.
- **Increasingly shift loan mix towards retail** while focusing on value chain/ecosystem play in commercial.
- Transition from mono-product to **multi-product relationship with customers and ultimately win main bank relationship.**
- Double down on **humanized digital banking** (vs. a pure virtual bank) while optimizing for a **leaner physical network with enhanced productivity.**
- Build in **sufficient buffer to absorb volatility and ensure steady return to shareholders.**

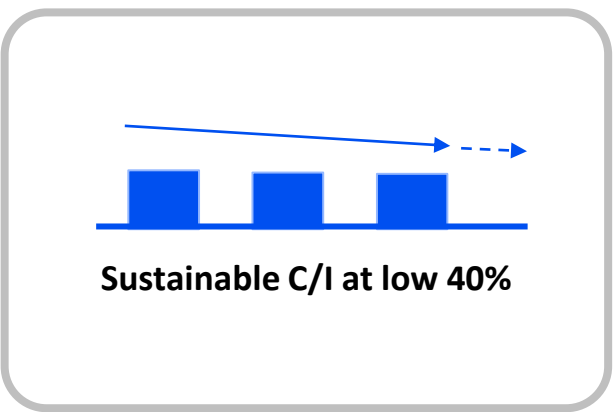
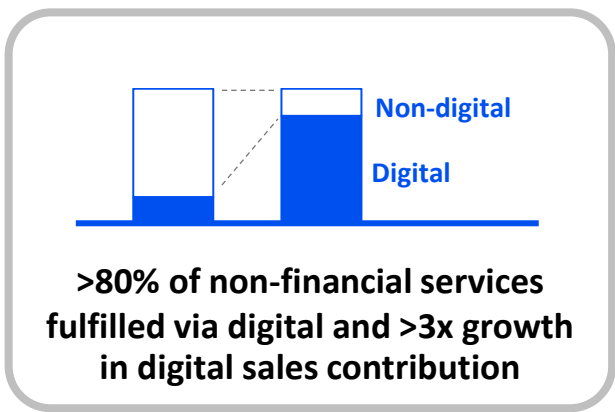
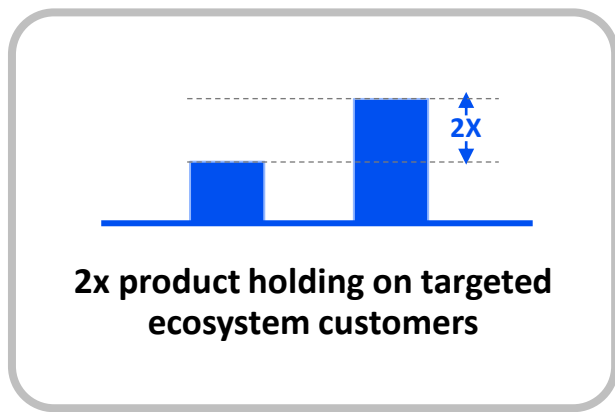
E 3Y transformation roadmap and key deliverables



Transformation roadmap:



Expected key results:



From

To

LENDING

- **Physical, staff-based** acquisition as **one-off transaction**
- Product-centric credit engine and system architecture

- Data-driven digital **acquisition for new-to-bank** as well as **recurring engagement for existing-to-bank customers**
- Scale at speed with customer-centric credit engine for better customer journey

PROTECTION

- **Big ticket sales to wealth customers** via **physical channels** (i.e., branch, RM)

- Increasing contribution from **bite-sized insurance cross-selling via digital**
- **Staff-assisted tool** to smoothed experience for highly complex products

WEALTH

- **Mutual fund focused offering** with varying risk levels

- Alternative investment product with wide-range of asset class matched different risk appetite and needs of customers. Increasing focus **on wellness investment products**, in line with aging economy and market volatility
- **Self-service via digital for high frequency txns** (e.g. FCD, retail FX transfer)

E3 3 focused ecosystems for new revenue model & customer engagement

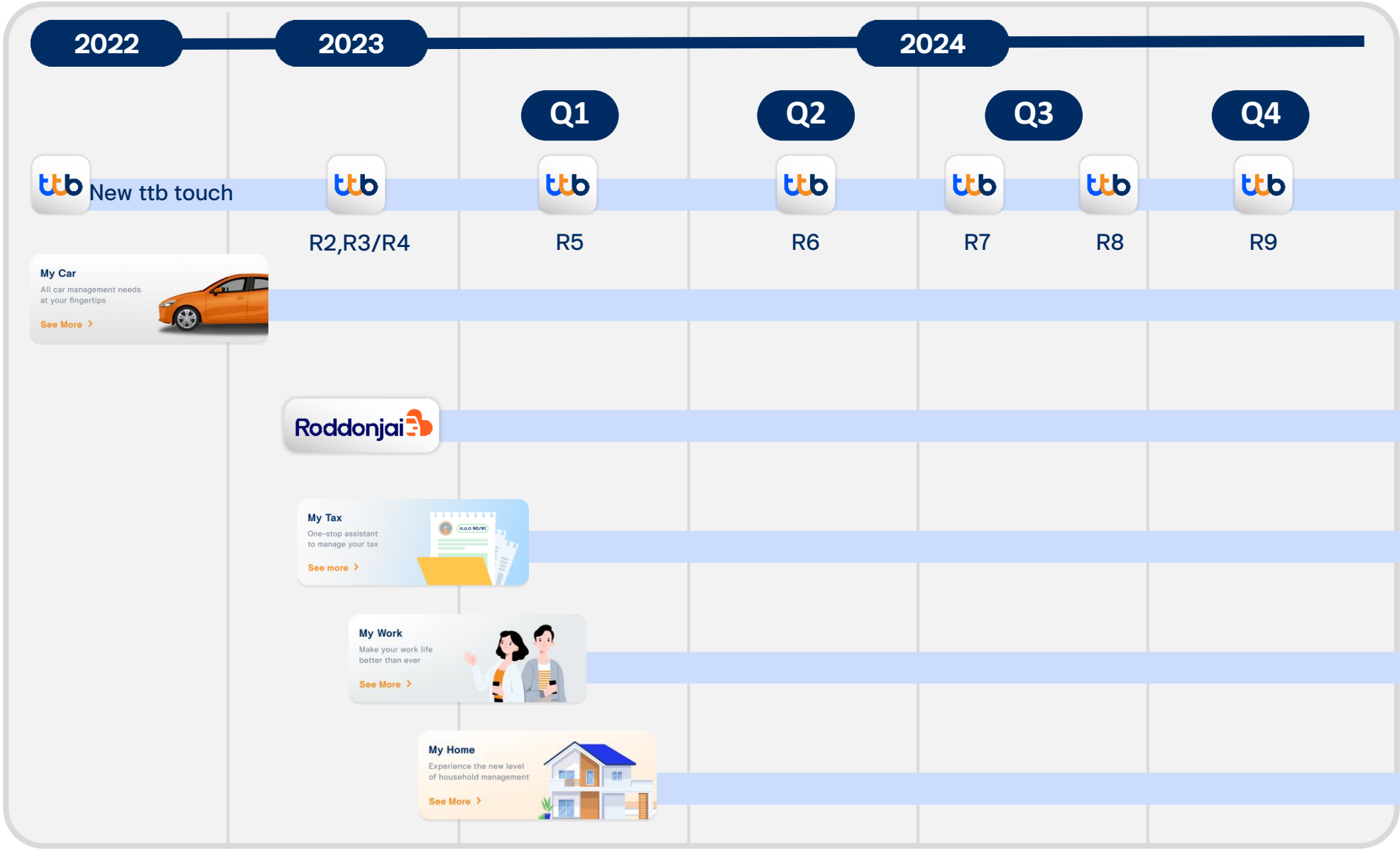
~2.5mn
Car Owner Customers



~1mn
Payroll Customers

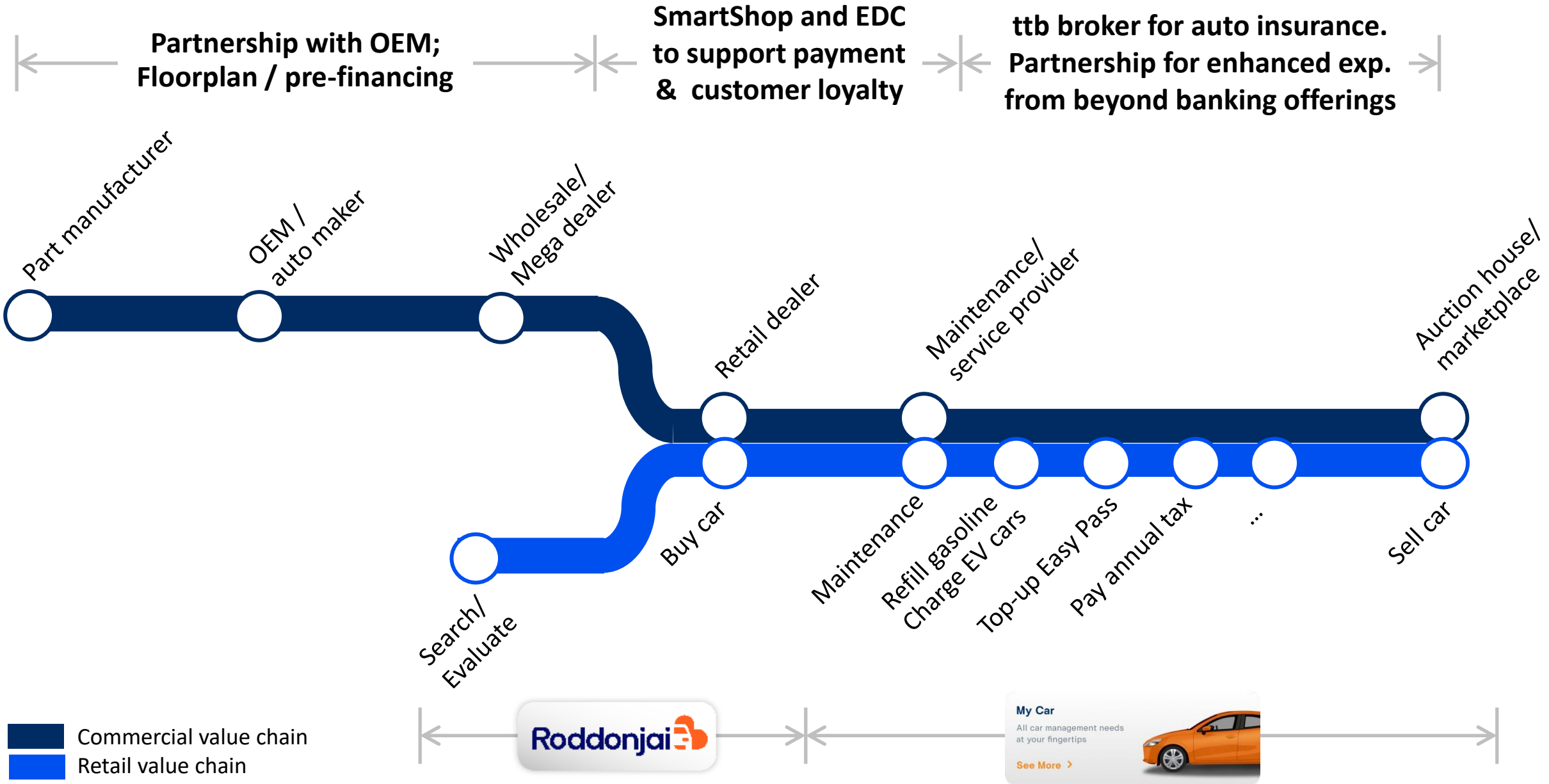


~1mn
Home Owner Customers



E3 Car owner ecosystem: connected value chains

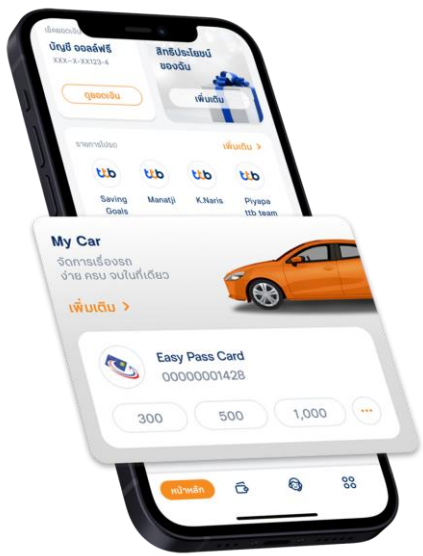
NOT EXHAUSTIVE



E3 Car owner ecosystem – deepen engagement with car owners and new acquisition model via digital channel

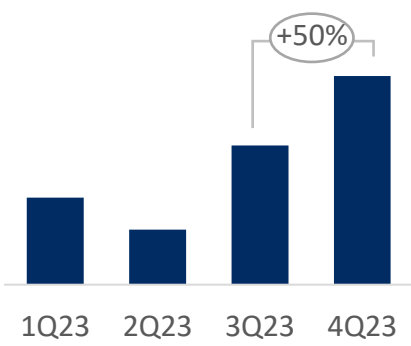


My Car

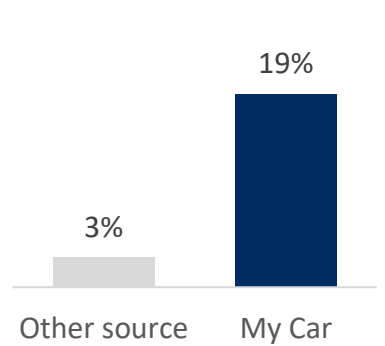


- > **680,000** Cars onboarded
- > **59,000** Easy pass registered
- ~**65%** Car tax renewal vs other channels

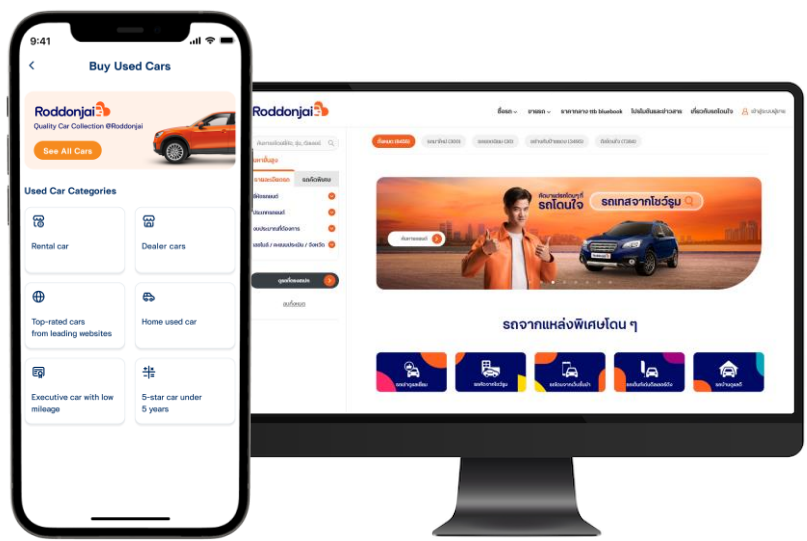
Motor insurance



CYC drop lead conversion



Roddonjai

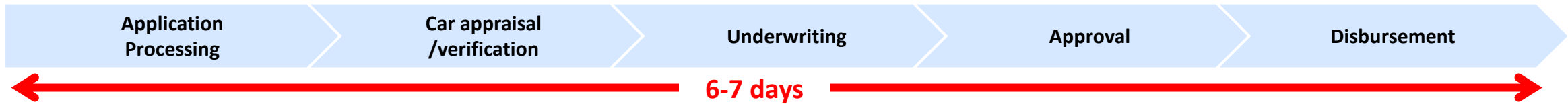


- > **2,200** Dealer Onboarded
- > **3.8mn** Unique visitors
- > **8,000** Car Sold
- > **28,000** Car onboarded
- > **1mn** Engaged visitors
- > **3,000mn** Financed amount

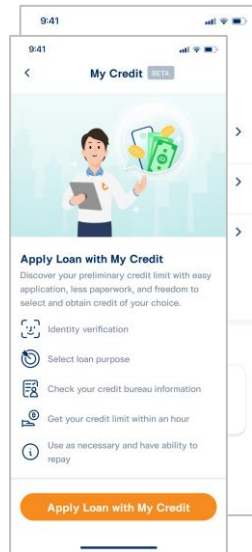
E3 Streamlined CYC application journey for higher conversion



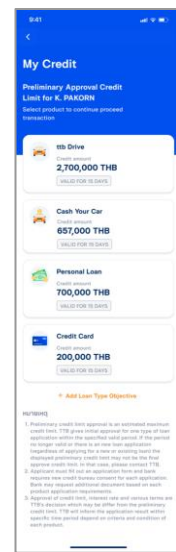
From: existing offline journey



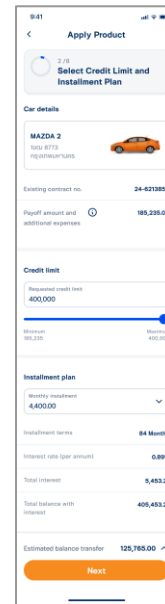
To: to-be digital journey (tentative Q2'24)



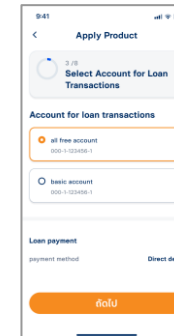
Select loan objective, Fill in form and accept terms



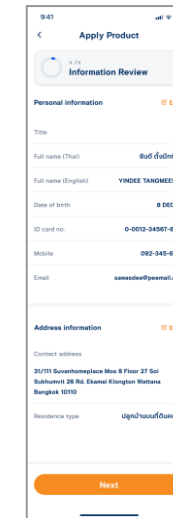
Receives credit health check offer



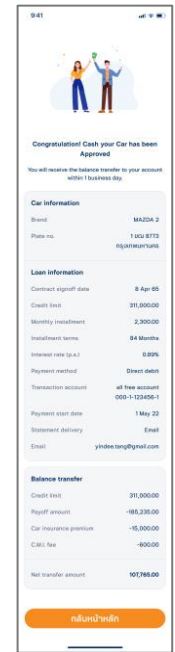
Choose car/ add car and select loan amount



Select account for disbursement



Confirm personal information



Instant approval with online disbursement for customers w/ good credit

<10 mins

E3 Salaryman ecosystem – financial well-being solution for staffs and supporting companies to better engage their people

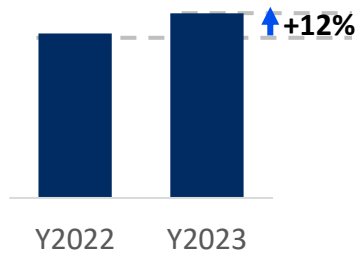


Welfare loan and debt consolidation

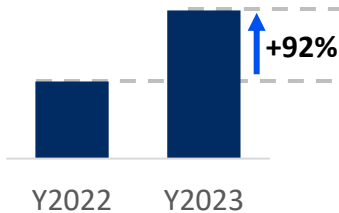
Best-in-class employee well-being solution with financial literacy program for payroll customers



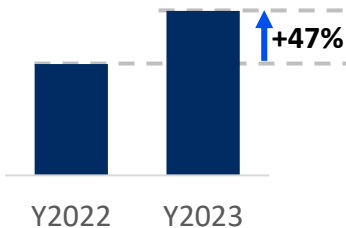
Payroll acquisition



Debt consolidation new booking



Welfare loan new booking

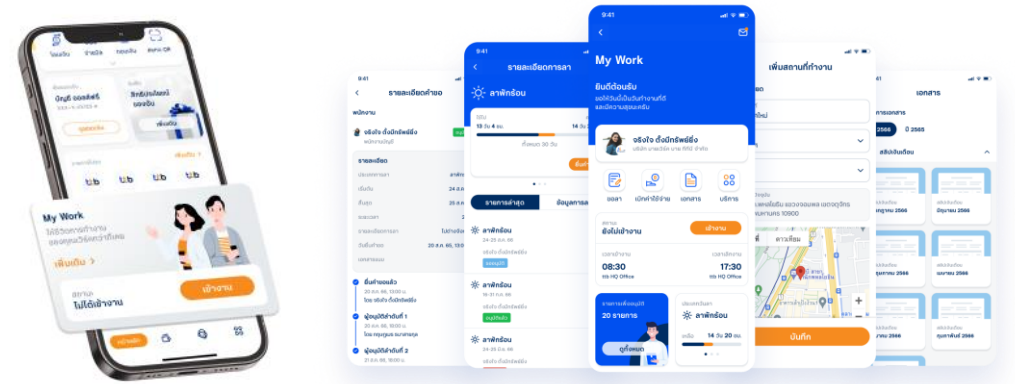


> 1,100 welfare MOU signed

> 350,000 eligible employees

7% welfare loan bookings via digital (1-month after launched)^{1/}

My Work by ttb (soft launched Nov'23)



For Employer

- Organization management & data
- Time management
- Salary management & planning
- Integration with BusinessOne for seamless payroll processing
- Employee info & management
- Report

> 160 companies registered

> 130 companies onboarded on to the free trial version

For Employee

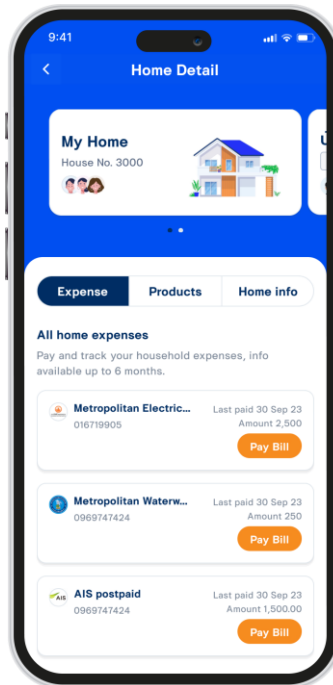
- Clock in, clock out
- Leave management
- Payslip and work-related document management
- Withholding tax management

1/ in December 2023; welfare loan available in ttb touch in November 2023

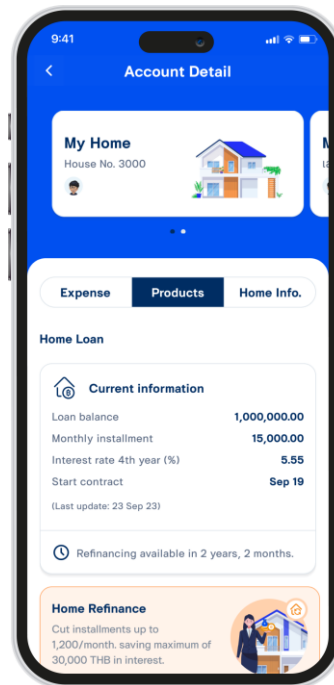
E3 Home owner ecosystem – My Home widget to be launched in 1Q24 to capture needs of financial and non-financial of home owners

My Home (to be launched in 1Q24)

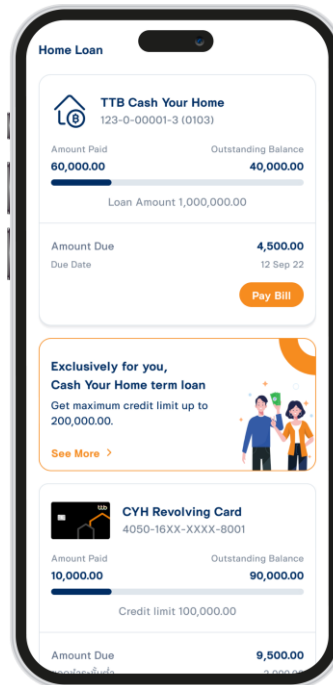
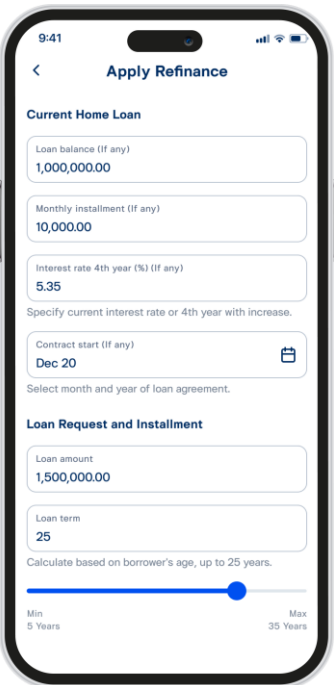
Experience the new level of household management



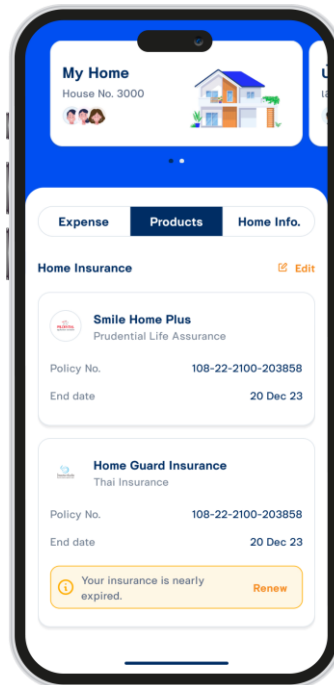
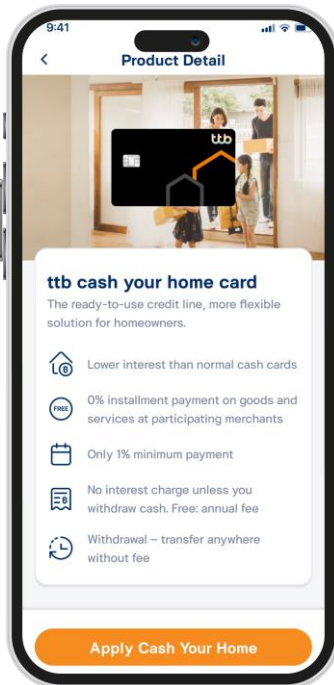
Bill management with home members



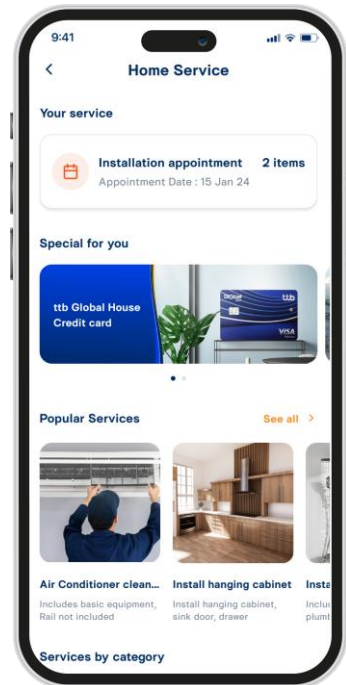
Refinance calculation & apply



CYH top-up offering



Reminder to renew insurance



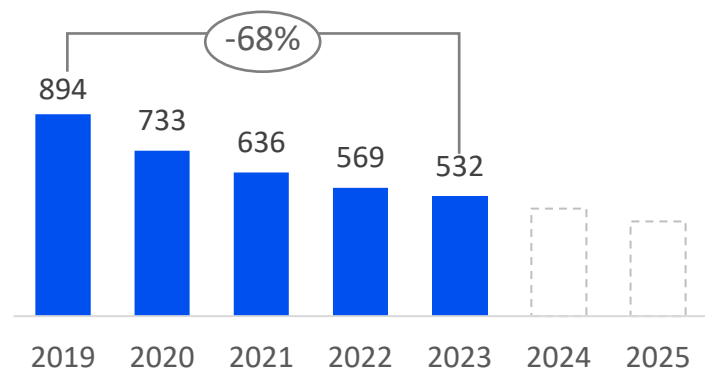
Maintenance service

E4 Leaner cost base going forward could be achieved by transforming branch/front-end and streamlining back office towards digital-first principle

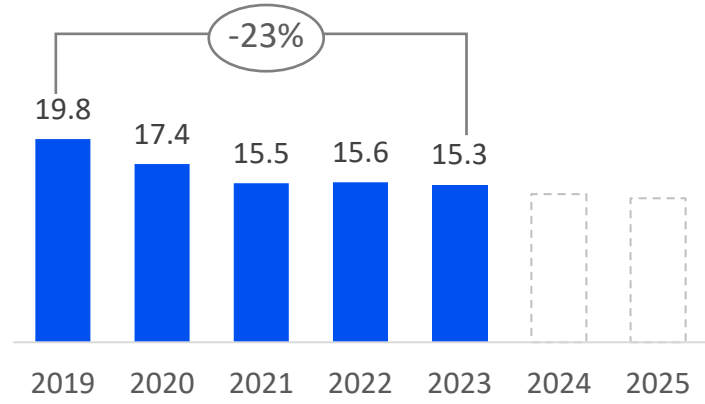


Lower cost achieved in the past was driven mainly by removing duplication between the two banks

of branch



of staff ('000)



Strategic priorities going forward

A

Digital-first branch operating model

Migrate low value transactions for self-service via digital and machines

B

Staff tool enhancement for seamless omni channel exp.

Leverage & extend mobile banking capabilities to enhance staff-tools for paperless process and lift-up advisory capabilities

C

Back-office process digitization

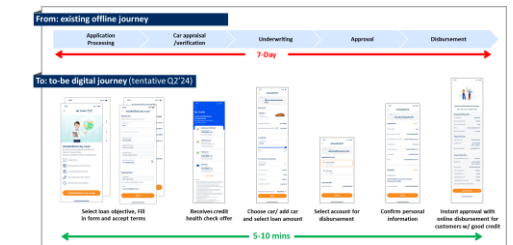
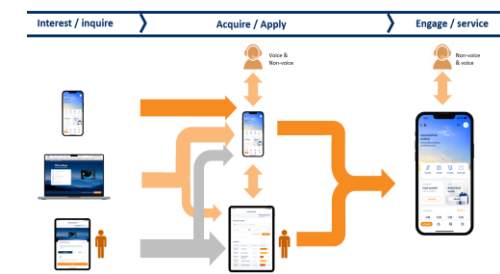
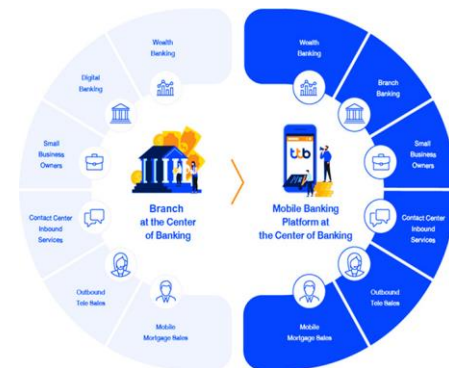
Streamline mid and back-office operations as a result of front-end digital migration

2024 action plan

Roll out digital-first branch nationwide

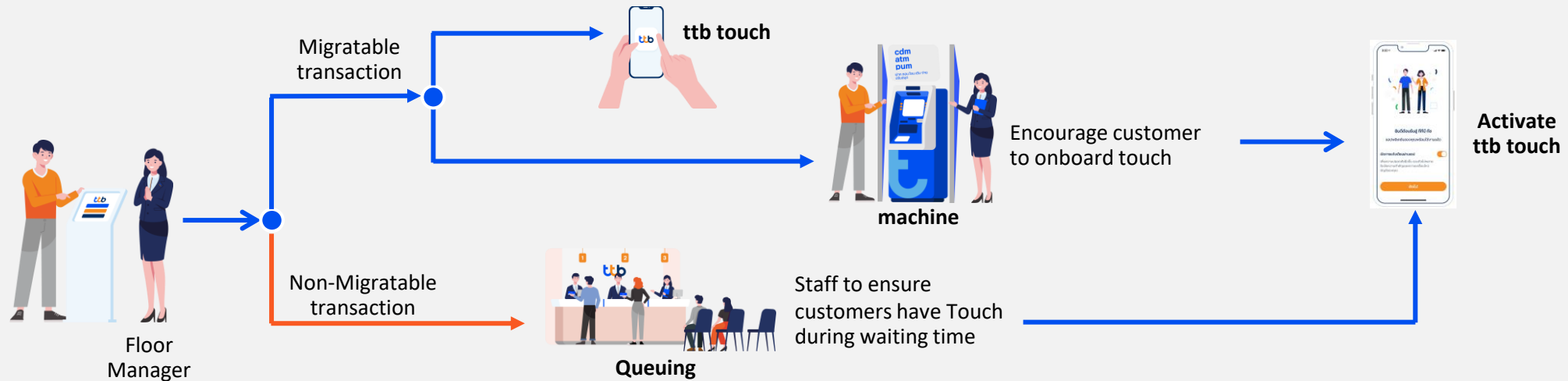
Launch new staff tablet in Q4'24

Accelerate RPA/process automation and centralized long-tail services



E4 Digital-first branch in action: improved experiences and potentially release of staff capacity to focus on higher-value transactions

- Approach:**
- 1) **Migratable transaction** (50% of txn at branch) → educate customers to do transactions via **Touch or machine**
 - 2) **Non-migratable transaction** (50%) → develop **paperless process**; **centralize services/requests**



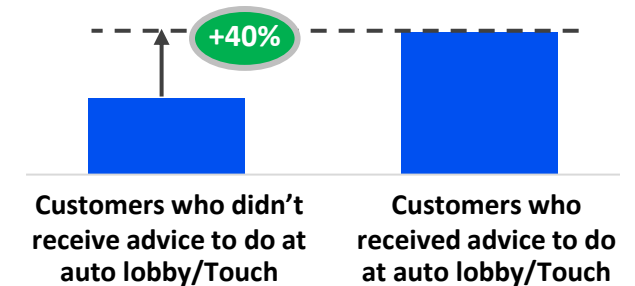
Implementation Roadmap

- Jun/Jul 2023 Pilot : 10 branches
- Sep 2023 Pilot : 33 branches
- Jan 2024 Nationwide rollout : 532 branches

Pilot result

- ✓ Significant **NPS improvement** for customers who received advice to do self-service
- ✓ Avg **>25% migrated transactions** from both low counters and high counters
- ✓ **Higher staff engagement** from fewer paperwork and more time to perform high value transactions

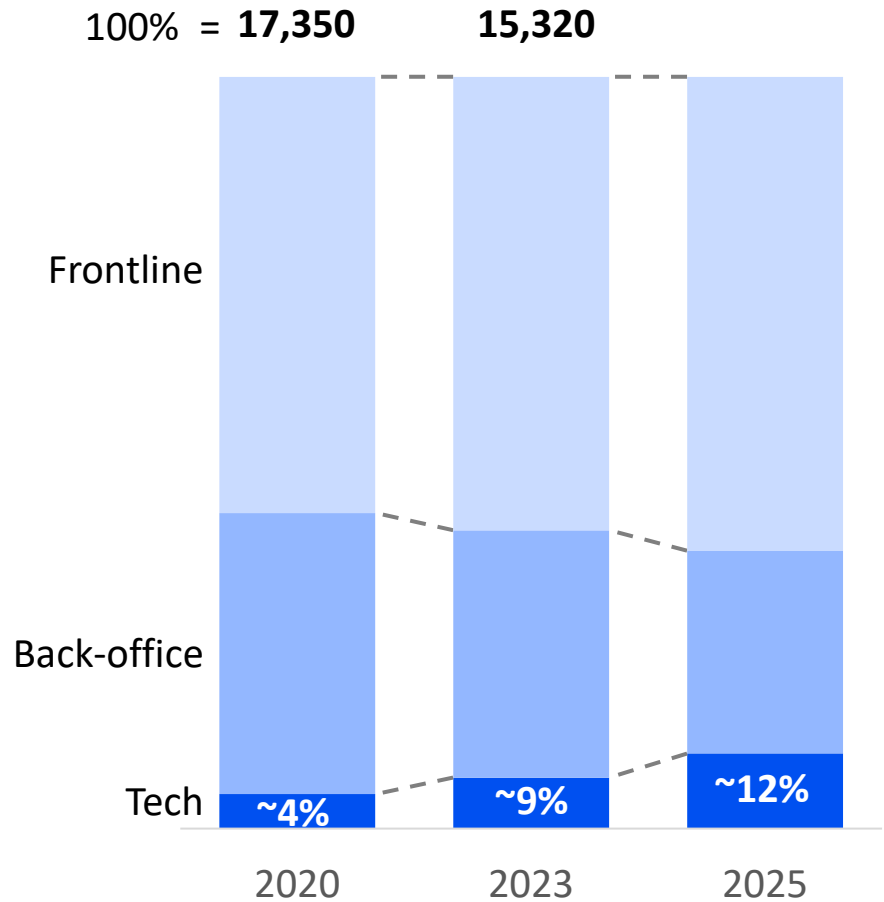
NPS score



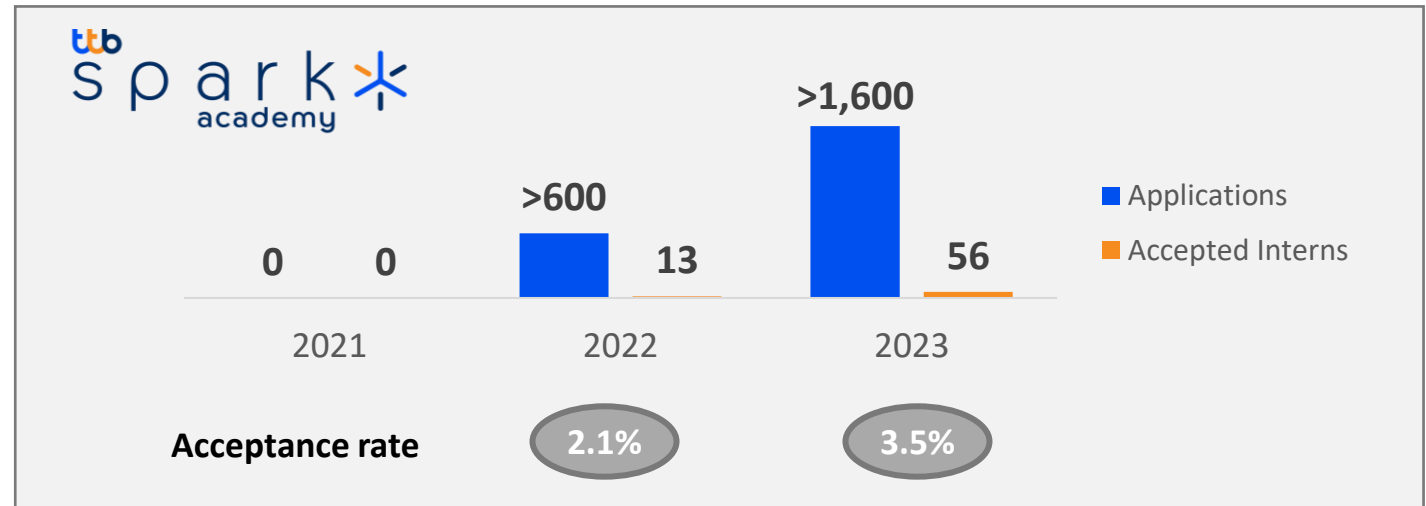
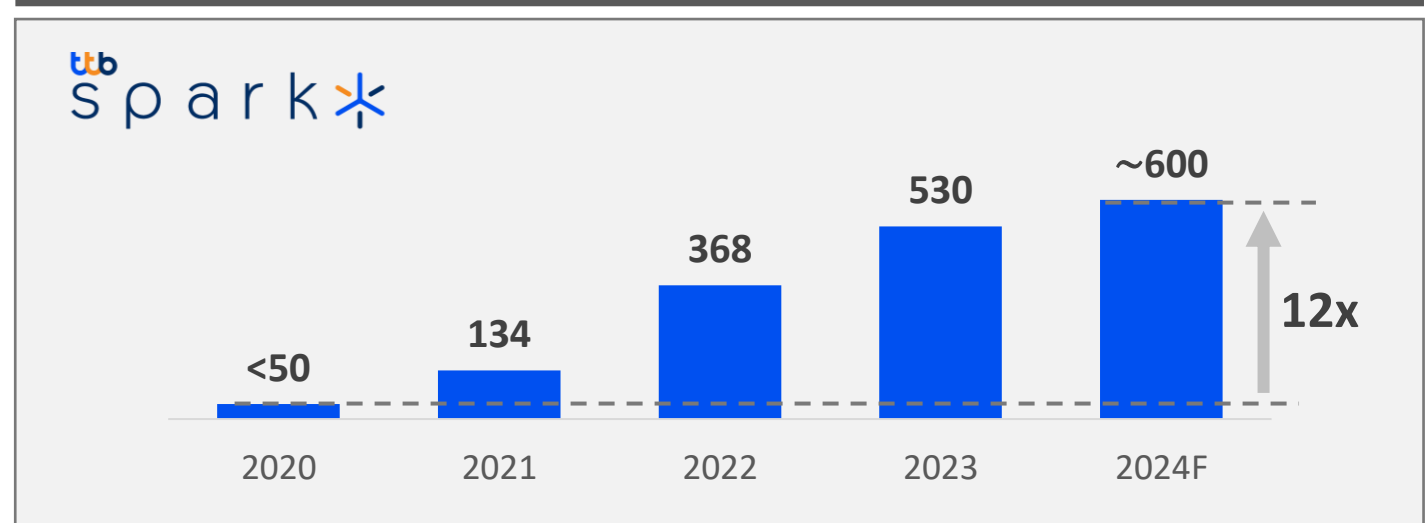
E5 Digital-first & digital-only operating model calls for significant shifts in ttb as an organization



Aspired workforce mix roadmap



Initial success in talent attraction and employer branding during 2022 to 2023 through the setup of ttb Spark and ttb Spark Academy



Why ttb?



1

Track record of delivering results through our transformation journey

2

Shareholder value creation and commitment to all stakeholders

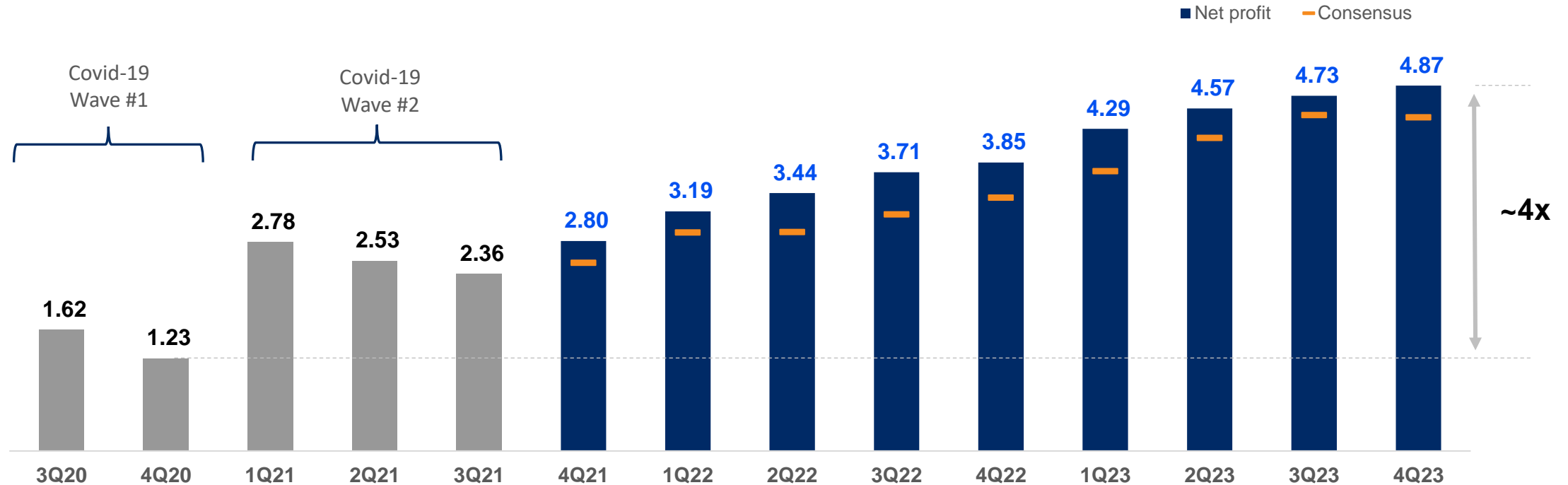
3

2024 Guidance

Steady recovery from Covid-19

Net profit momentum and Analyst Consensus

THB bn



- When zooming in, the quarterly performance clearly reflects the result of our quality growth strategy and prudent risk management during Covid-19 period.
- With strong financial position and clean balance sheet we preserved, ttb successfully resumed business growth in target areas and recovered profitability.
- Since 4Q21 after the country reopening, the **Bank's performance has been on positive momentum**, and we **continued to beat market consensus** for 9 consecutive quarters, **reflecting ttb's steady recovery from Covid-19 crisis and our right business direction.**

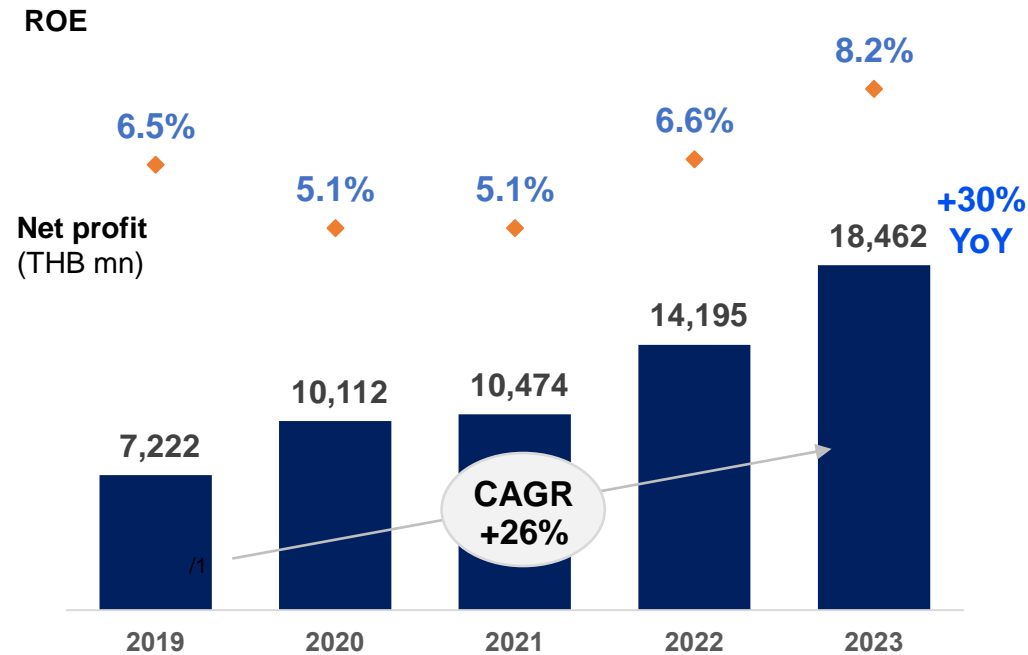
*consensus – average forecast from coverage analysts before quarterly announcement

Maintain commitment to create shareholders' value

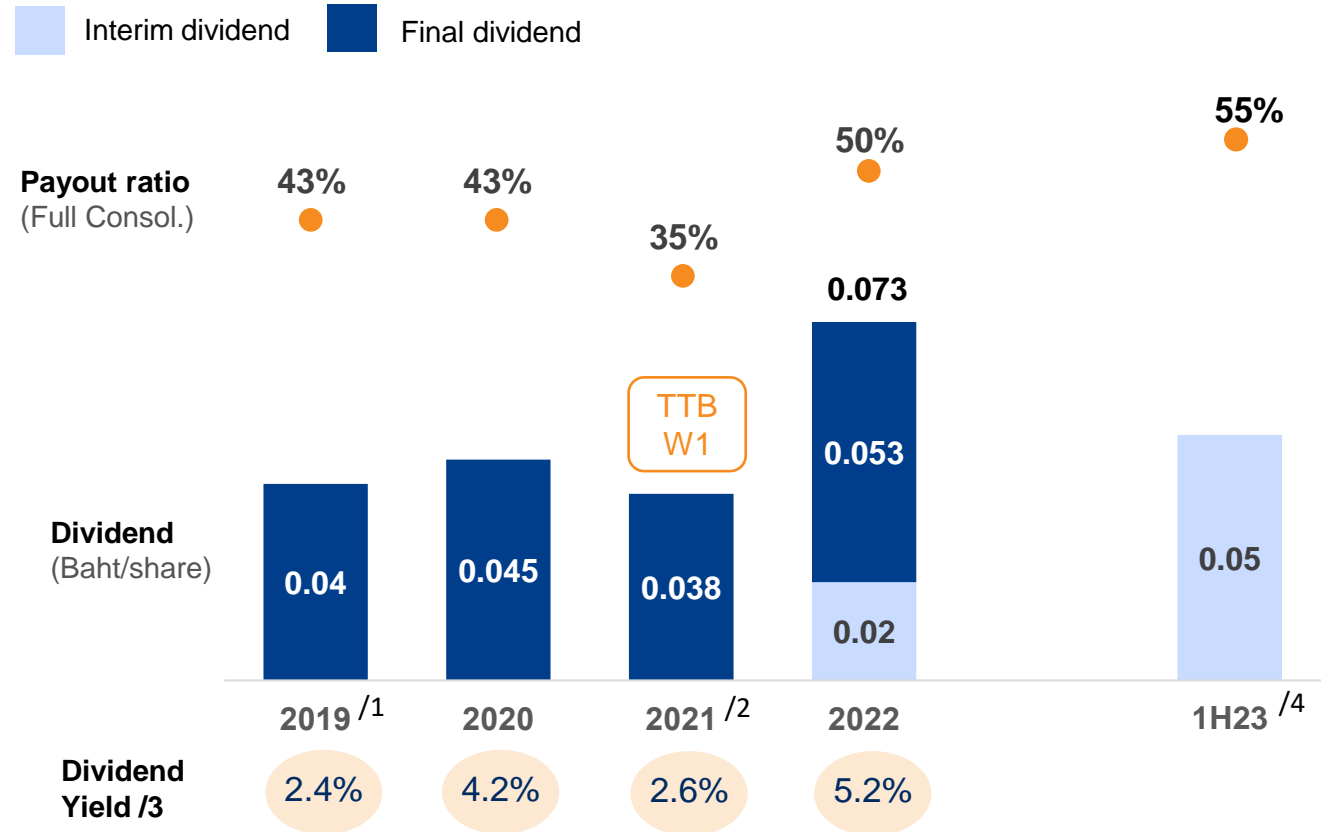


Shareholders' value creation is one of our aspiration. We seek to optimize capital deployment to increase shareholder value, aiming for consistent dividend stream in the long run. **In 2022, the Bank lifted DPS to 50%, the 2nd highest DPS among D-SIBs**

Net Profit



Dividend



^{/1} Consolidated P&L included TBANK's performance for 28 days (4-31 Dec 2019)/ TMB paid extra dividend to exiting shareholder pre-merger for 0.03 satang per share

^{/2} In 2021, banks' dividend payment was capped by the BoT's guidance, TTB issued warrants (TTB-W1), allocated to existing shareholders at no cost on top of dividend payment

^{/3} Dividend yield based on stock price at year end/ 2022 was at 1.41 Baht per share

^{/4} For 1H23, payout ratio was calculated based on 1H23 net profit

The alignment of long-term interests between bank and shareholders



Retention programs

2024 Employee Joint Investment Program (EJIP)

Budget 2.5 times higher than the previous year (eligible for 11,755 employees)

- The program will grant share contribution from employees and ttb the right to purchase 4 rounds during March, June, September, and December with the total budget from TTB's contribution of THB 685 mn
- No impact from dilution effect to existing shareholders

2023 Employee Joint Investment Program (EJIP)

1st Thai Banks to roll out EJIP program

- Allocation of 275 mn shares (TTB's contribution of THB 274 mn)
- No impact from dilution effect to existing shareholders

2021 Stock retention program (ESOP)

Allocation of up to 305 mn shares
(3 Tranches during 2021-2023)

2019 Share retention program (ESOP)

Allocation of up to 200 mn shares

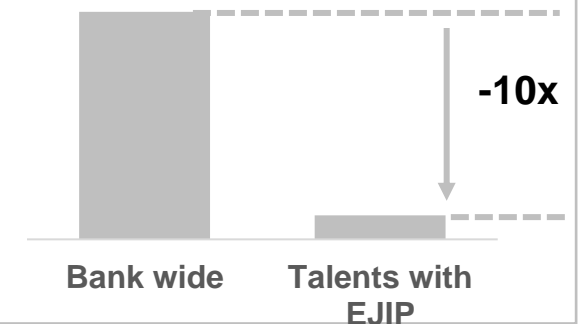


~11,755 headcounts






~77% of total employees
Management, talents and
critical roles are eligible to
both ESOP and EJIP

~1.5%
of total ttb shares

2023 staff attrition



Commitment to all stakeholders

Customers 	Financial well-being enabler	<ul style="list-style-type: none">• Improvement in main bank customers' financial well-being
Employees 	Employer of choice	<ul style="list-style-type: none">• Employee retention<ul style="list-style-type: none">➢ Long term employee incentive program (e.g. EJIP)• Critical positions filled by internal candidates¹
Shareholders 	Investment with competitive and sustainable return	<ul style="list-style-type: none">• ROE at top peer level<ul style="list-style-type: none">➢ Maintain strong capital base➢ Maximum shareholder value via optimal capital deployment and dividend payout➢ C/I ratio at low-40%
Social and Environment 	Good corporate citizen	<ul style="list-style-type: none">• Sustainability assessment result at top quartile vs. peers e.g., 1st place in Fair Finance, top rank in DJSI Excellent score in CG Report of Thai Listed Companies 

1/ without compromising the quality of our management bench (best candidate for the job)

Why ttb?



1

Track record of delivering results through our transformation journey

2

Shareholder value creation and commitment to all stakeholders

3

2024 Guidance

2024 Financial Guidance



		2023 Targets	2023FY Actual	2024 Target
INCOME	Loan growth (YoY)	Approx. 3%	-3.5% YTD	Flat
	Deposit growth (YoY)	In line with loan growth	-0.9% YTD	In line with loan growth
	Net Interest Margin	3.0% - 3.1%	3.24%	3.1%-3.25%
	Non-NII growth	Low single digit growth	-3.4%	Low single digit growth
EFFICIENCY	C/I Ratio	Mid-40s	44%	Mid-40s
ASSET QUALITY	% Stage 3	≤ 2.9%	2.62%	≤ 2.9%
	Credit cost (bps)	125 - 135	Normal provision 128 Total provision 164	125 - 135
	Net profit (YoY)	-	THB 18.5 bn +30.0%	

Appendix

- TTB share profile
- 2023 sustainability update
- Sustainability ratings & certification



Vision

To become the recommended bank of choice by our customers

Mission

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

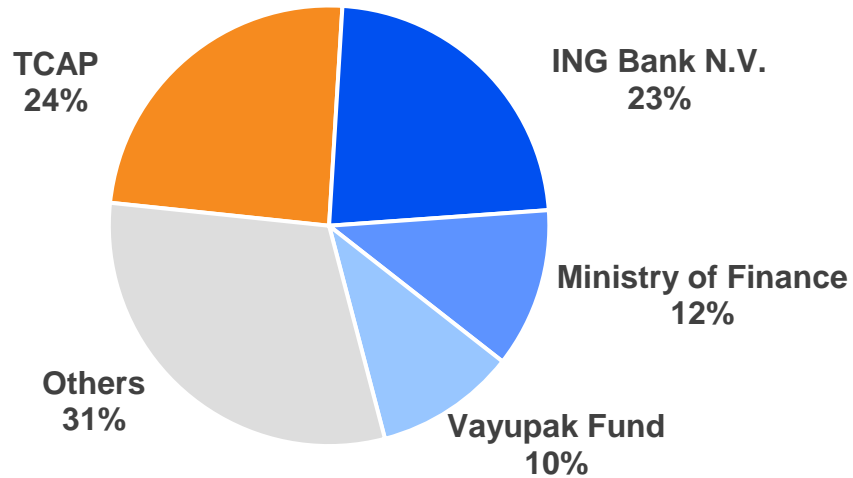
TTB's financial group



Focus on our core competencies, our strengths and what we know well thru development of new businesses or new way of doing existing business.

Shareholder Structure

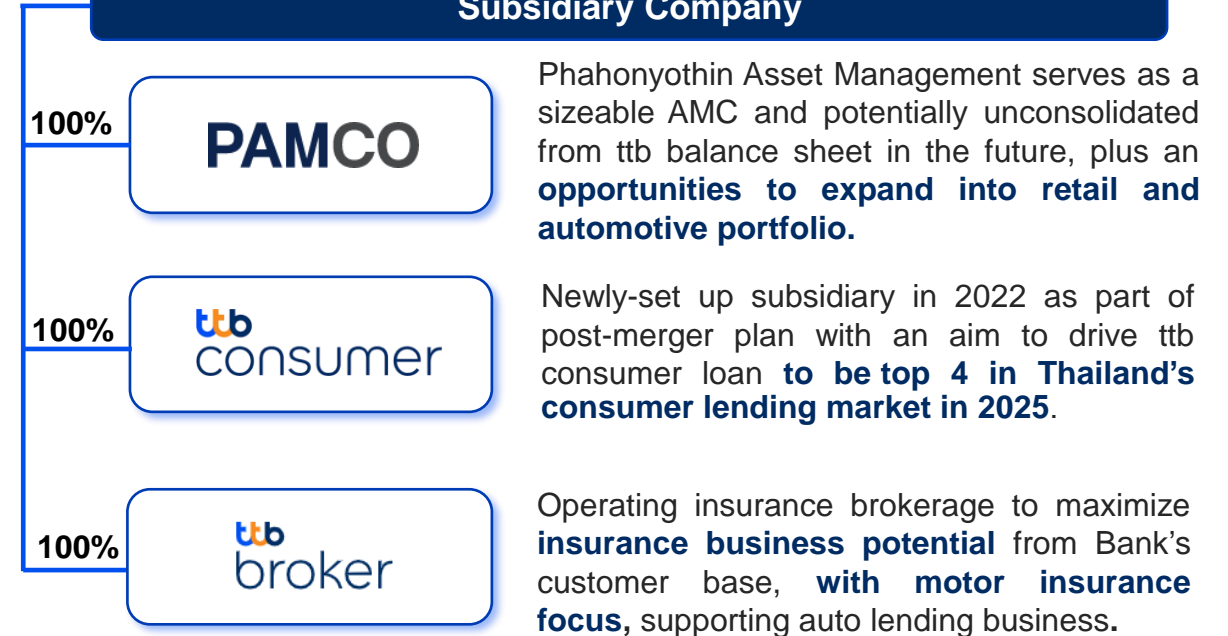
as of October 2023



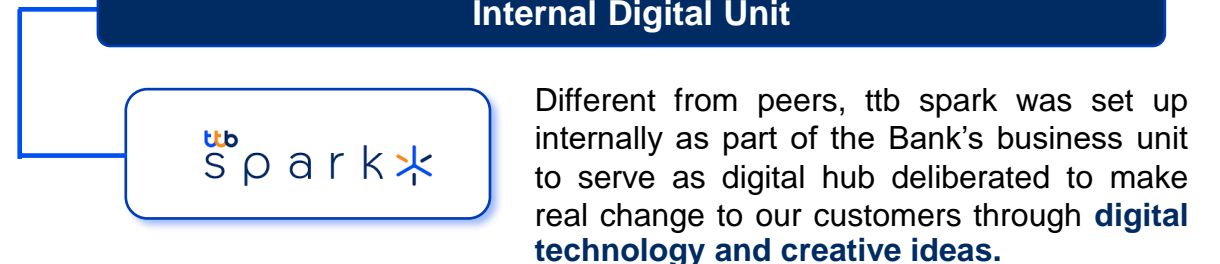
- Thanachart Capital (TCAP) : Former Thanachart Bank's shareholder
- ING Bank N.V. : TMB Bank's strategic shareholder, coming in Dec-2007 and playing a main role during TMB's 1st transformation
- Shareholding by Military group is currently at 0.77%

Group Restructuring

Subsidiary Company


















Internal Digital Unit



2023 Sustainability Performance



Anchored by the B+ESG principle, we strive to integrate sustainability into our business, ensuring that our strategic objectives not only meet short-term goals but also contribute to long-term sustainable growth.

Business Sustainability	Environmental Sustainability	Social Sustainability	Corporate Governance and Business Ethics
 74% Transactional Net Promoter Score	 >17,829 mb green and blue loan new setup	 4,813 employees from 61 payroll companies participated in Fin live & learn (financial literacy programs)	 #1 in Fair Finance Thailand for 5 consecutive years
 > 50 mb of accident protection and life insurance claims for ttb all free customers	 3,000 mb Sustainability-linked loan to support blue finance	 384 mb home loan for same-sex couples	 Excellent rating Corporate Governance Score for 15 consecutive years
 > 3,000 mb Debt consolidation program	 48% reduction of coal-fired power plant exposure with commitment to exit by 2028	 Nano loan piloting a digital-only small-size loan to promote financial inclusion, scheduled to be launched in Q1 2024	 0 case of significant data breach
 > 6,800 mb Welfare loan, a personal loan with special interests for ttb payroll's employees	 35% reduction of coal mining exposure with commitment to exit by 2028	 220 mb donation via Punboon from >275,000 donors	

2023 awards and recognitions



Best EV Finance Brand 2023

Best SME Bank in Thailand

ได้รับการคัดเลือกให้เป็นสมาชิกดัชนีความเสมอภาคทางเพศ

Best for Wealth Transfer / Succession Planning in Thailand

Best LINE Ads สาขา Bank & Finance

2023 APAC Innovation Awards

รางวัล IAA Awards for Listed Companies 2022-Outstanding CEO

รางวัล IAA Awards for Listed Companies 2022-Outstanding CFO

รางวัลพิธีมอบเกียรติคุณ

Best AI Initiative

Mortgage Product of the Year

Best Digital Sales Initiative

Sustainability Excellence



1st place in Fair Finance Thailand ranking for 4 consecutive years (2019-2022)



Inclusion in Thailand Sustainability Investment (THSI) since 2018



FTSE4Good

Inclusion in FTSE4Good for 7 consecutive years since 2016

Sustainability Yearbook
Member 2022

S&P Global

1st time included in S&P Global's Sustainability Yearbook 2022*

Governance



Certified as a member of Collective Action Coalition Against Corruption (CAC) since 2014



Excellent level in IOD's Corporate Governance Report of Thai Listed Companies (CGR)

Environment



The Asset Triple A Country Awards for Sustainable Finance 2022 for Best Issuer for Sustainable Finance and Best Blue Bond

Social



1st time listed in Bloomberg Gender-Equality Index (GEI) 2022*

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Make REAL Change