



ทีเอ็มบีธนชาต
TMBThanachart

Investor Presentation 2Q24 and 1H24 Financial Performance

THAILAND
Focus 2024

August 29, 2024

Emphasizing shareholder interests, TTB started the year with a clear direction and strategic focuses aiming at safeguarding the Bank's financial position and profitability amidst an uncertain business environment. Through the first half of the year, progress in core fronts went according to planned, leading to improved financial performance and ROE. As of 1H24, TTB reported a net profit of THB 10,689 million (+21% YoY) or an ROE of 9.2%.

Strategic Focus Areas:

- ❑ **Balance sheet optimization:** In the face of macroeconomic environment that put pressure on both yield and cost side, TTB could maintain NIM in 1H24 through liquidity recycling and a pre-funding initiatives. With the current LDR of 95%, we expect less pressure on deposit acquisition and funding cost in 2H24. By leveraging post-merger digital capability and ecosystem play initiatives, we aim to adjust loan mix towards better risk-adjusted return loans to further enhance loan yield profile. We, therefore, maintain NIM target at 3.10%-3.25%.
- ❑ **Prudent risk approach:** To reflect a prolonged economic recovery and increasing uncertainties in the system, TTB has strengthened risk buffer and lifted credit cost level by setting extra MO starting in 4Q23. We have also continued to de-risk weak loans through effective sale and write-off activities to keep B/S clean. Despite these prudent approaches, the financial flexibility from tax shield has helped cushion the Bank's bottom-line and given TTB an advantage during this challenging time.
- ❑ **Cost discipline:** TTB's C/I track record has showed our ongoing and successful efforts to improve cost efficiency. We will continue to invest in digital capabilities to improve revenue engines and to optimize operating cost structure to achieve C/I ratio in the low 40s.
- ❑ **Capital management:** With solid capital levels continuously built following the merger, TTB was able to maintain its high capital position as one of the top tiers in the industry while improving capital structure through various initiatives, such as the AT1 repurchase transaction in 2022 and the early redemption of Sub-debt Tier 2 in Jun-24.

The strong financial fundamentals and benefits from the merger transaction place TTB in a unique position to withstand economic headwinds and, most importantly, give an opportunity to enhance capital utilization and sustain shareholders' value.

Financial highlight – 1H24 results



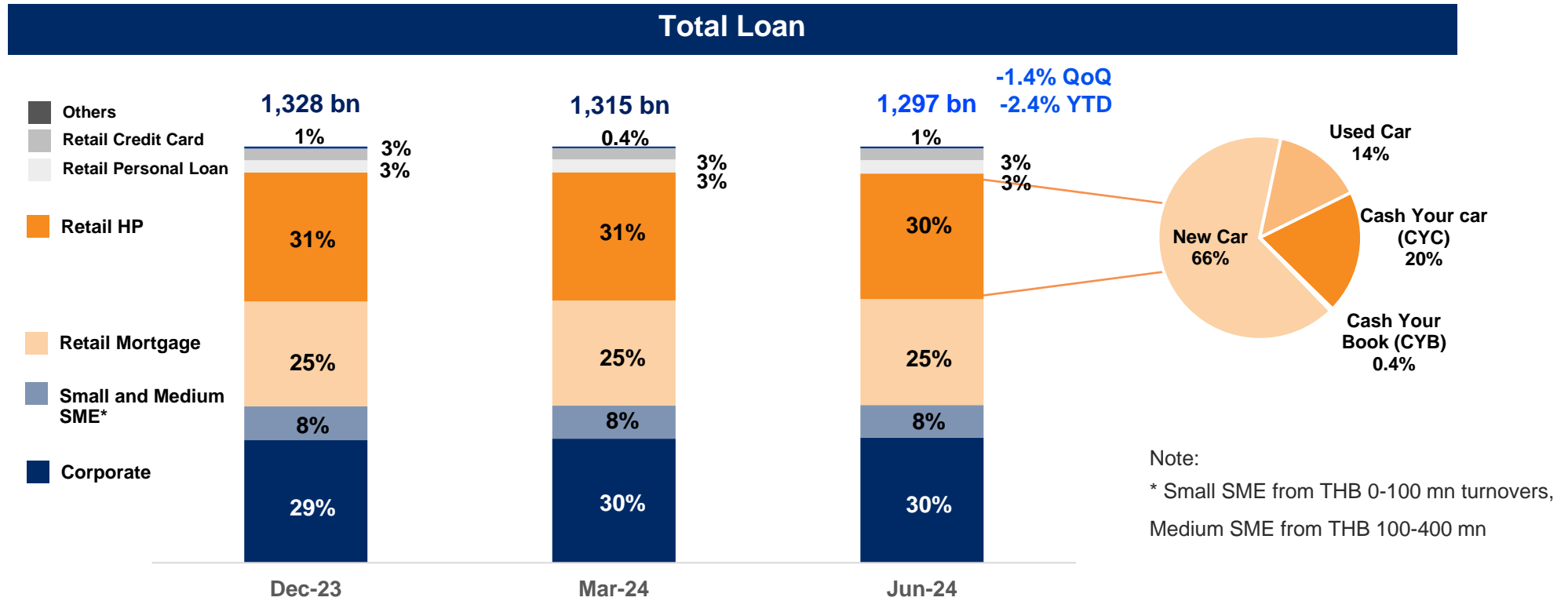
	FY2023 Actual	2024 Targets	1H24 Actual
INCOME	Loan growth (YoY)	-3.5% YTD	Flat
	Deposit growth (YoY)	-0.9% YTD	In line with loan growth
	Net Interest Margin	3.24%	3.1%-3.25%
	Non-NII growth (YoY)	-3.4%	Low single digit growth (Excluded BA amortization) -5.4%
EFFICIENCY	C/I Ratio	44%	Mid-40s
ASSET QUALITY	% Stage 3	2.62%	≤ 2.9%
	Credit cost (bps)	Normal provision 128 Total provision 164	125 - 135 Normal provision 133 Total provision 159
	Net profit (YoY)	THB 18.5 bn +30.0%	-
			THB 10.7 bn +21%

2Q24 Performance

Asset Quality

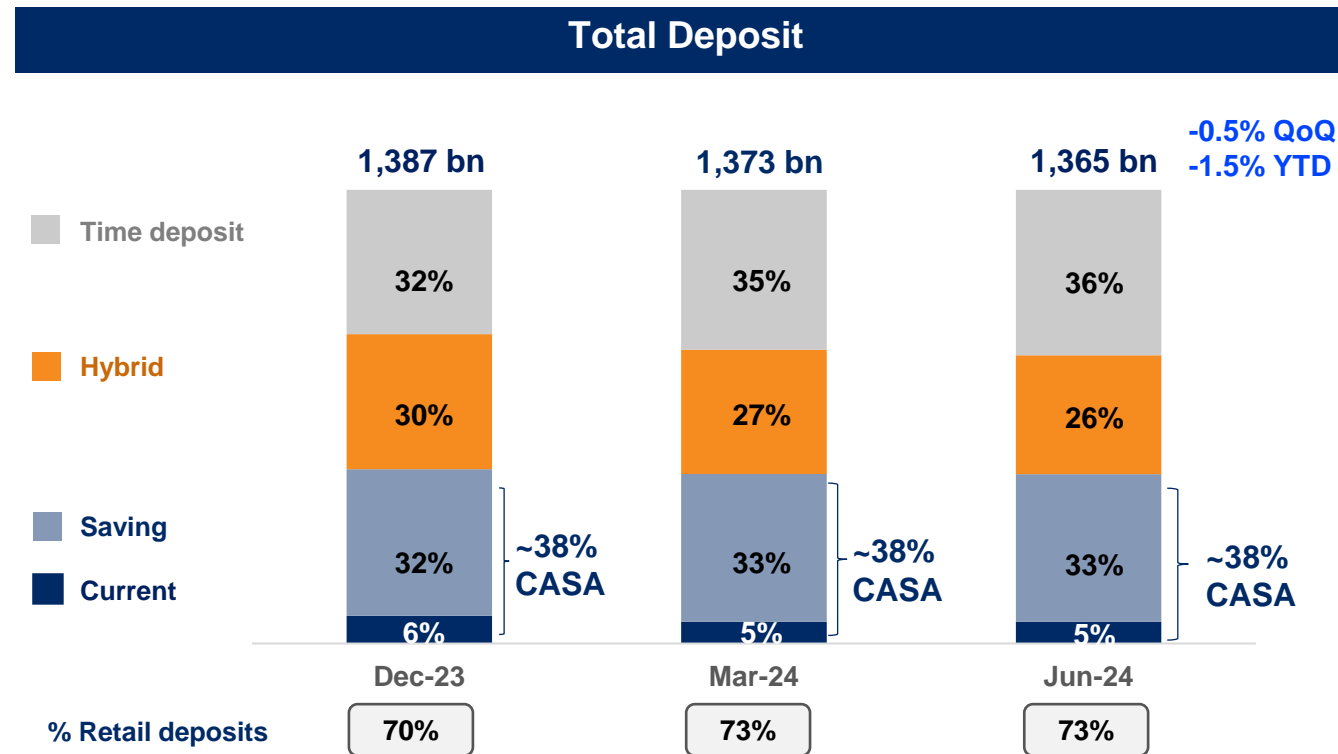
2Q24 Strategy Update

Focusing on prudent loan growth and efficient liquidity utilization



- With increasing uncertainties through 1H24, we reaffirm our **prudent direction**. To strike a balance between risk and return, TTB's key strategic initiatives are;
 - **Selective loan growth:** By leveraging the Bank's expertise and ecosystem customer base (car owners, home owners and salary earners), our targeted growth areas are CYC and CYH which are collateral-back products and given the subscale portfolio size, there's still room for TTB to grow quality consumer loans.
 - **Liquidity recycling:** To compensate an increase in funding cost, we have enhanced asset utilization by redeploying excess liquidity released from low-yield lending to grow the targeted retail products which give better risk-adjusted return.
- As a result of such strategies, **targeted retail loans showed decent growth momentum** (CYC +5%, CYH +7%, P-loan +7% YTD). Commercial loans declined -1.5% YTD after we continue to free up low-yield loans and de-risk weak SMEs. The Bank also saw a slowdown in HP new-and used-car as a result of the prudent growth policy and stringent risk approach coupled with a soft demand in auto market. Overall, **total loans was reported at THB 1,297 billion or -2.4% YTD as of June-24**.
- On a brighter side, there remains room for TTB to **further optimize loan mix towards retail lending and enhance yields**. Our digital capability and ecosystem play initiative would be a key enabler for TTB to understand customers' behaviors and real needs before identifying the quality ones and offering Day-2 products.

High liquidity position, less pressure on deposit gathering and cost



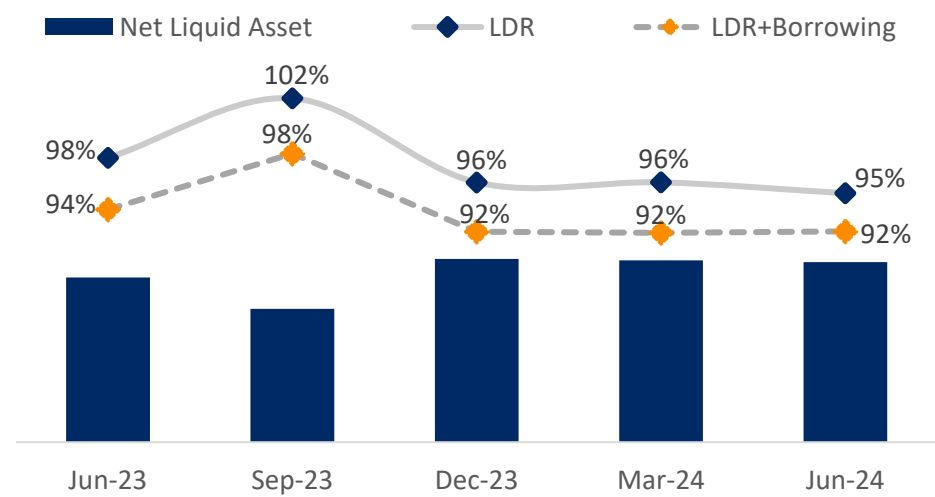
- On deposit side, we aim to **ensure sufficient liquidity** and **effective deposit cost management** as well as to **strengthen the Bank's deposit franchise** through our value proposition and unique product offerings. To achieve such targets, key initiatives are;
 - **Pre-fund strategy:** To secure deposit volume from uncertain liquidity competition and interest rate outlook in 2024, TTB had grown sizable deposit volume or by +4% QoQ in 4Q23, led by retail deposits, bringing down LDR from 102% in 3Q23 to 96% at the end of 2023.
 - **Strategic product offerings:** Under a high-rate environment, TTB used Time Deposit (TD) as a tactical product to deepen relationship with existing customers and to attract the new-to-bank. For transactional purpose, all free product remains our key retail flagship product.
- With high liquidity position, TTB could selectively grow deposits. As a result, TD grew at a slower pace compared to last year (+13% YTD in 1H24 vs +30% YTD in 1H23). In response to the expectation of peak policy rate, we started to shift product offering towards shorter duration TD such as TD Quick 12M and lower certain TD rates from the highest points in 1Q24. Overall, total deposit was reported at THB 1,365 bn (-1.5% YTD) with a stable CASA ratio at 38% of total deposit.
- Entering 2H24, we expected less pressure on cost side, given the current LDR of 95% and LCR of 230%. We will continue to leverage our value proposition and ecosystem initiatives to increase main-bank customers and build stable and low-cost deposit base to sustain margin in the long run.

Optimizing balance sheet with healthy liquidity position



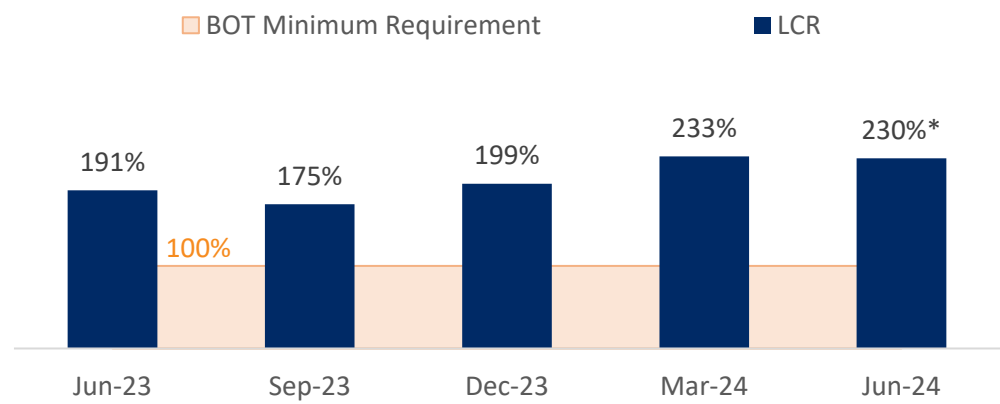
Unit: THB Bn

Continue Optimized B/S and Funding Management



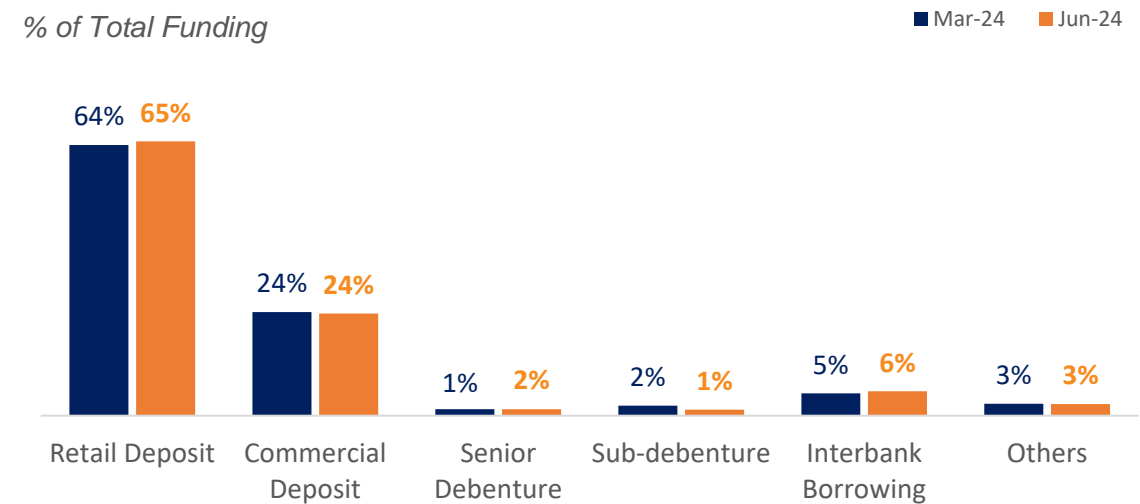
Net Liquid Asset Definition: Cash + Interbank Asset + Investment - Interbank liab.

LCR Well Above Regulatory Requirement

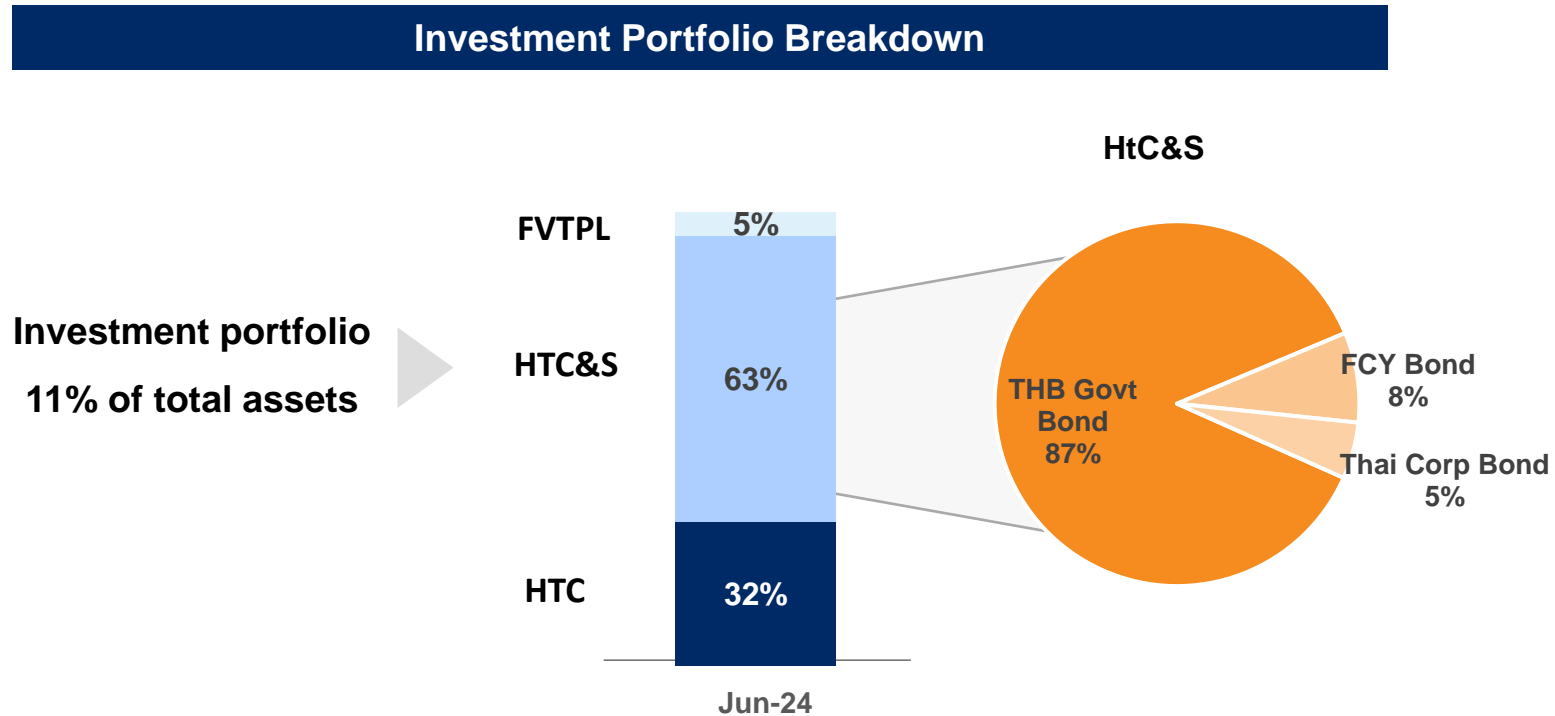


* Preliminary data. Official LCR as of Jun-24 will be reported to BOT end of Jul-24

Retail Deposit as a Major Source of Funds

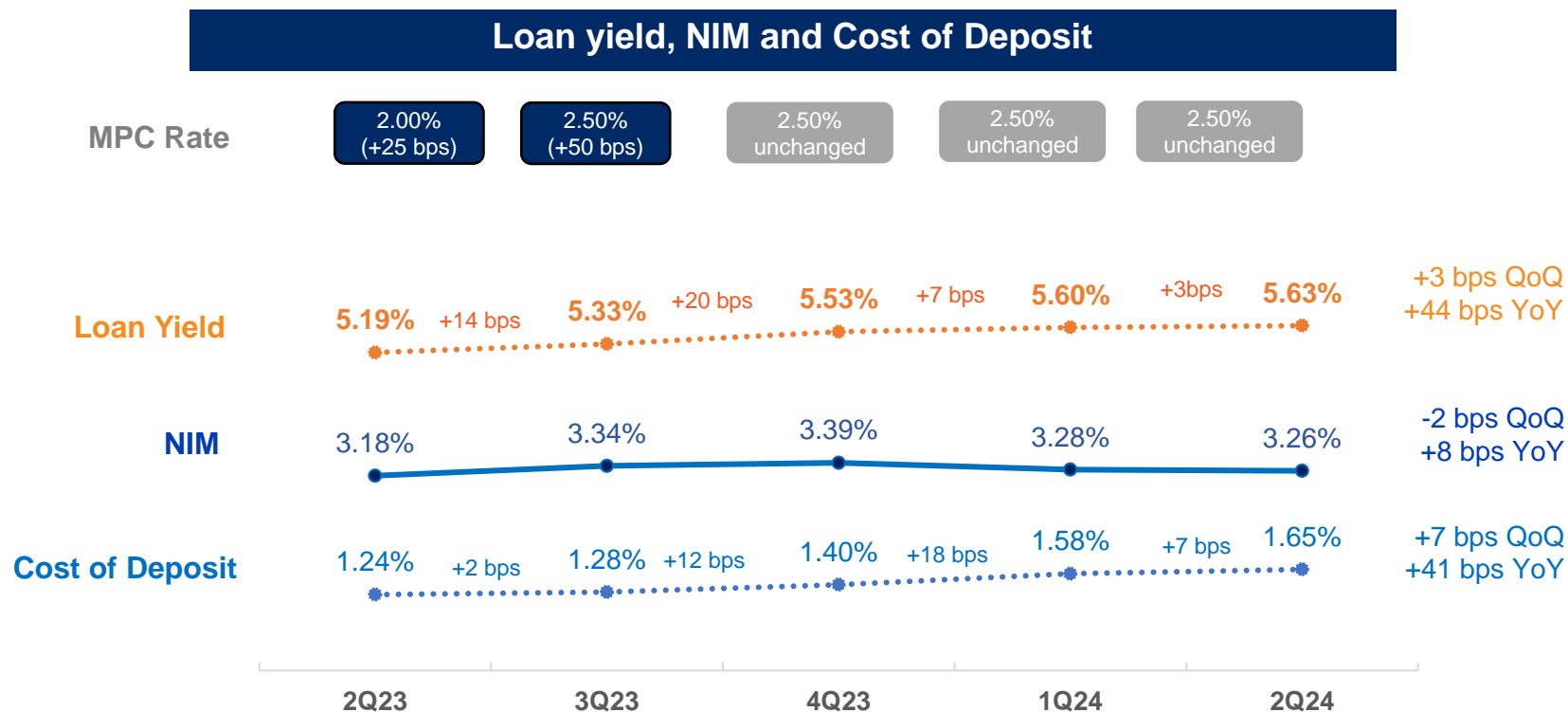


- TTB has ensured strong funding and healthy liquidity readiness in response to the uncertain outlook for digital wallet program and deposit competition in Y2024. While the Bank efficiently manage deposit cost in the preparation for interest rate cut environment.
- In 2Q24, there was a redemption of sub-debt Tier 2 of THB 30 billion which was replaced by new sub-debt Tier 2 issuance of THB 15 billion to efficiently manage the Bank's liquidity and capital position.
- Deposit is a major source of funds, and the Bank strategically builds retail deposit base to ensure stable deposit and less reliance on short-term wholesale funding and the Bank expected the trend to continue with deposit-led strategy and creation of a strong deposit franchise.
- LCR was well above the BOT minimum requirement at 100%.



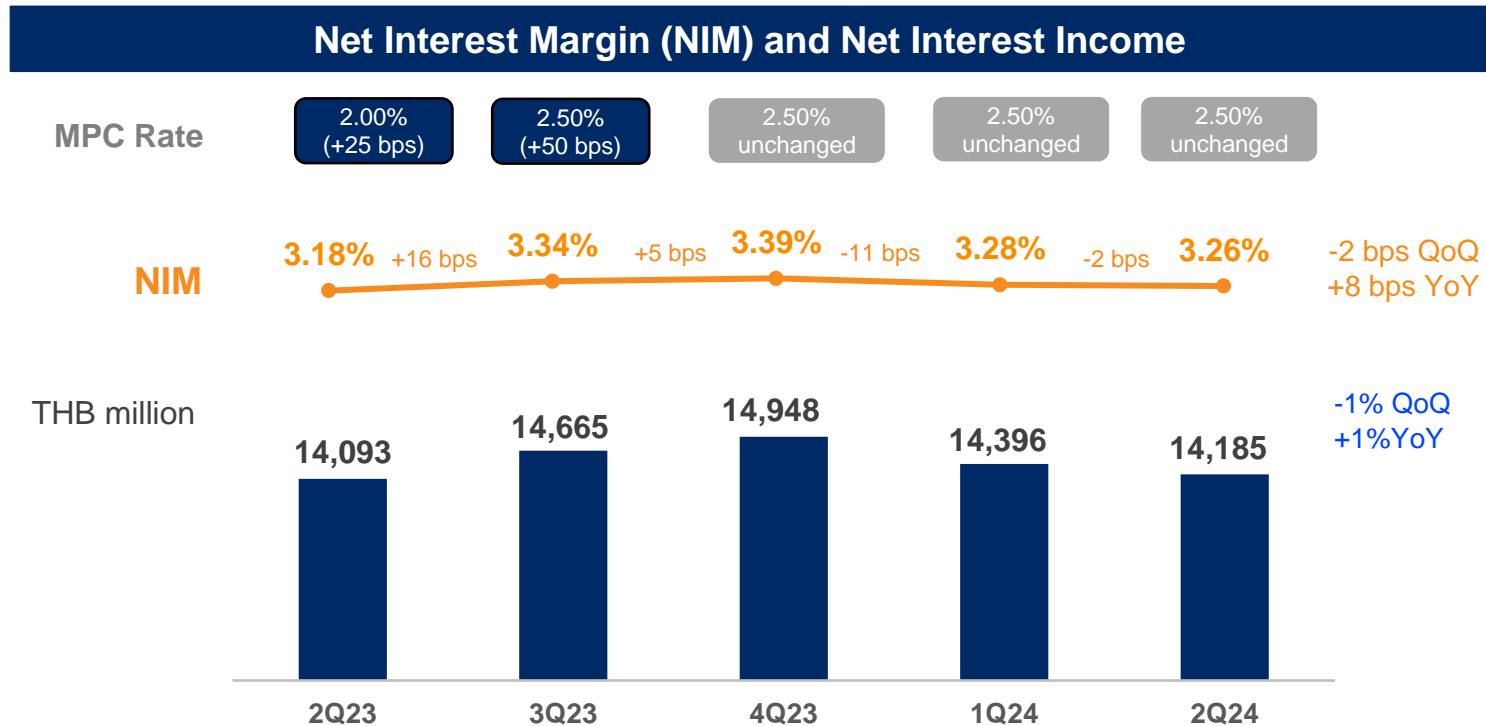
- Currently, the Bank's investment portfolio accounted for approx.11% of total assets which is on the average level when compared to peers.
- As we set a clear direction to focus on core lending business, the investment policy is for liquidity management purpose and hence focuses mainly on low-risk and high-liquid financial instruments. Currently, 63% of investment portfolio is HTC&S and 32% of the port is HTC.
- As of Jun-24, HtC&S portfolio comprised of 87% THB government bonds, 8% foreign currency bonds (with 100% AA rating) and 5% of investment grade-Thai corporate bonds (credit rating \geq A- & Up, with currently more than 84% are bonds with rating \geq AA rating). For HTC portfolio, it was 100% THB government bond.
- Therefore, we believed **our investment portfolio is less risky and resilient**, despite growing market concern on corporate bond defaults.
- Now that the rate cycle has peaked, TTB will strategically extend the portfolio duration to enhance the investment yield. We will gradually accumulate short-term to medium-term bonds in preparation for possible MPC rate cuts in the future. Consequently, the portfolio duration increased to 2.30 years in 2Q24 from 1.59 years in 1Q24.

Maintaining NIM target



- 2Q24 loan yield continued its positive trajectory, despite stable policy rate. This QoQ improvement reflects our strategic initiatives in optimizing funding utilization. Our current loan structure provides a strategic advantage, allowing us the flexibility to shift towards segments offering better risk-adjusted returns. This presents a clear opportunity to further enhance our loan yield.
- NIM was at 3.26% in 2Q24, in line with target but lower than 4Q23 level. This implied a short-term impact from cost side after we accelerated deposit growth by +4% QoQ in 4Q23 as part of a liquidity preparation plan to safeguard our deposit base against economic uncertainties in 2024.
- Looking ahead, with the current LDR of 95% and the anticipation of the end of the rate hike cycle, we see less pressure on deposit competition, hence, this could further enhance profitability margin.

Sustaining NIM thru strategic initiatives

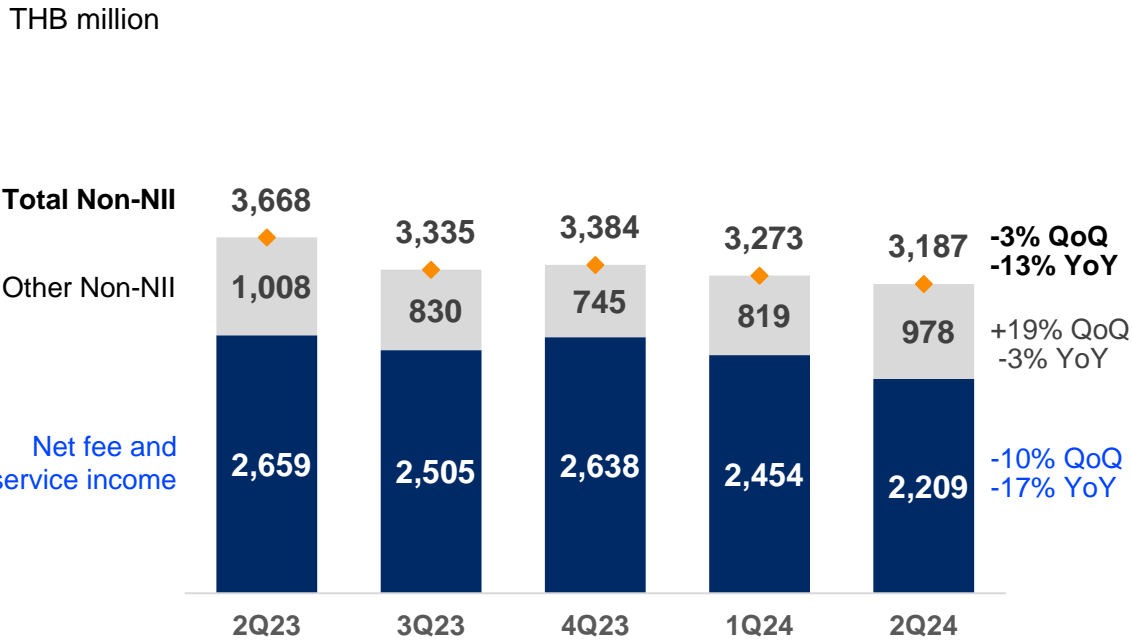


- The QoQ stabilization in NIM and NII was due to liquidity recycling and a pre-funding initiatives. Given the current LDR of 95%, we anticipate lower pressure on deposit acquisition and funding cost in the following quarters. Hence, we expected lower pressure on NIM downward trend in 2H24. Comparing YoY, NIM and NII continued to improve by +8 bps YoY and +1% YoY, respectively. Key drivers were yield on loans (+44 bps YoY), yield on investment (+68 bps YoY) and yield on interbank and money market (+77 bps YoY).
- Apart from loan-deposit strategy, we maintained NII streams by proactively managing other earning asset components.
- For investment portfolio as an example, we have proactively adjusted investment strategy following the market rate situation. During the rising-rate environment, we have shortened investment duration to mitigate mark-to-market loss and keep liquidity flexibility to enhance investment portfolio's yield. Now that the rate cycle has peaked, the Bank will carefully extend the portfolio duration to enhance the investment portfolio return by gradually accumulating short-term to medium-term bonds in preparation for possible MPC rate cuts.
- Moreover, the Bank ensures quality of revenue recognition since the pandemic by fully providing provision for accrued interest on stage 3 loans and extra MO for modified loan accrued interest to limited downside risk from overstated NII especially for the case that vulnerable customers' debt service ability may not recovery.

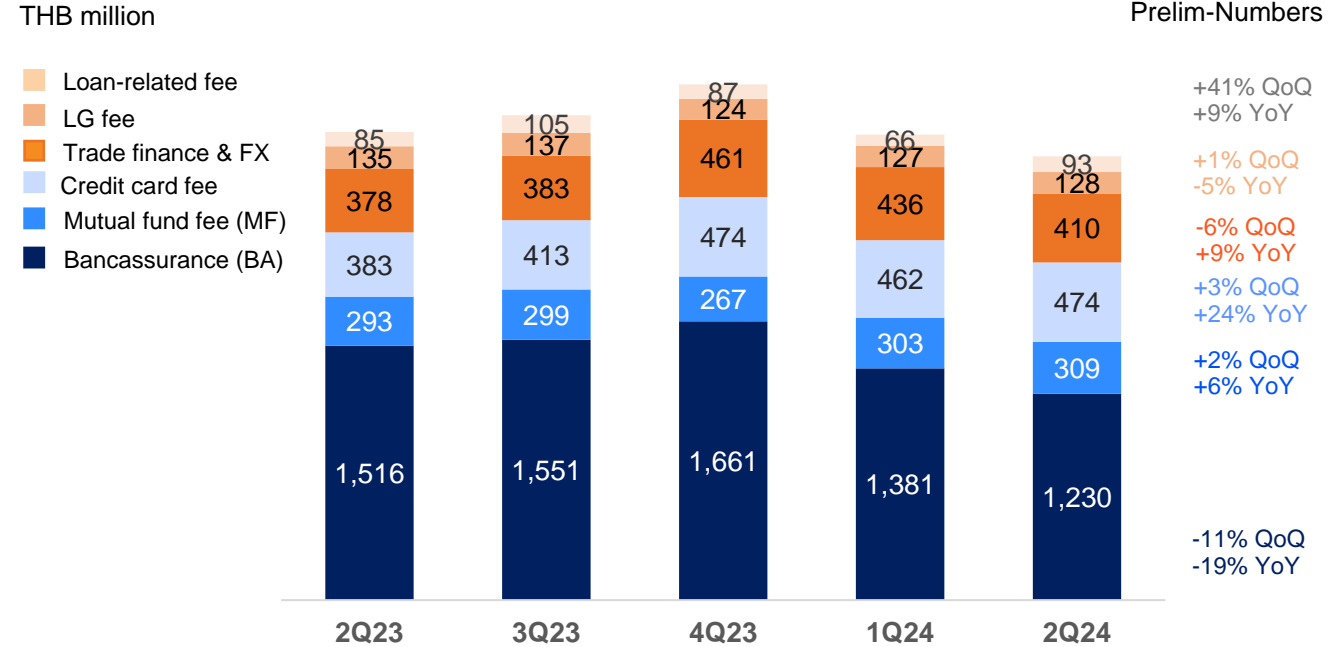
QoQ Non-NII declining due to slowdown in retail fees linked to new loan booking



Total Non-NII



Breakdown Strategic Non-NII Products



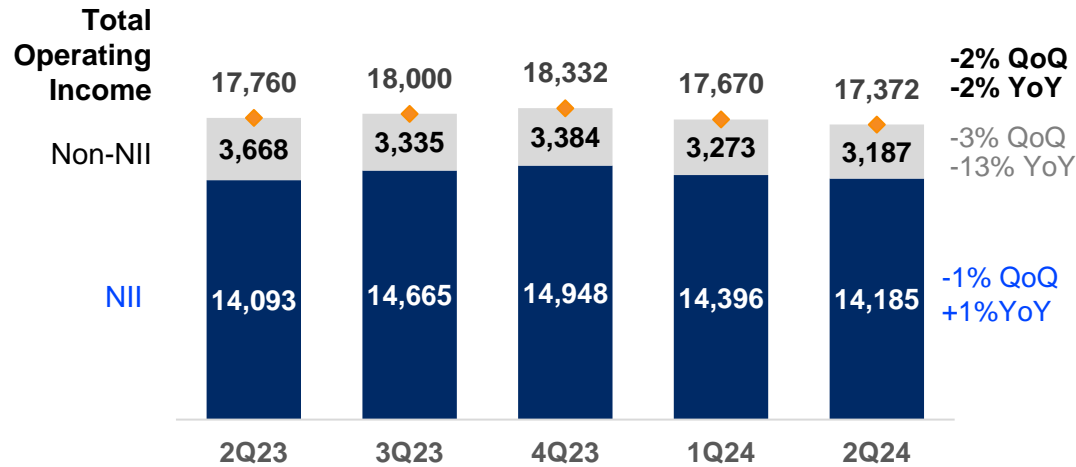
- 2Q24 Non-NII decreased by 3% QoQ, primarily driven by lower net fee and service income, particularly from fee engines tied to new loan bookings such as auto-bancassurance and commercial BA fees. On the other hand, mutual fund fees held steady in positive territory QoQ, supported by wellness investment concept such as term funds and structured note products, catering to risk-averse customers during market volatile. As a result, MF AUM are gradually regaining momentum, though a full recovery remains challenging.
- Looking forward, we plan to strengthen our cross-selling capabilities and leverage TTB's extensive customer base to drive sales in consumer lending. This strategic initiative is designed to diversify our fee income streams and lessen our reliance on BA and mutual fund fees in the long run.
- **Note:** Starting from January 1, 2024, the amortization of deferred revenue in BA fees shall be spread out for additional 5 years to reflect change in accounting estimation in relation to the exclusive partnership between TTB and Prudential Life Insurance. The amortization adjustment (approx. THB 100 mn.) was one of the factors for decreasing in overall Non-NII and Net fee income YoY.

Cost discipline remaining core execution under challenging revenue environment



Total Operating Income

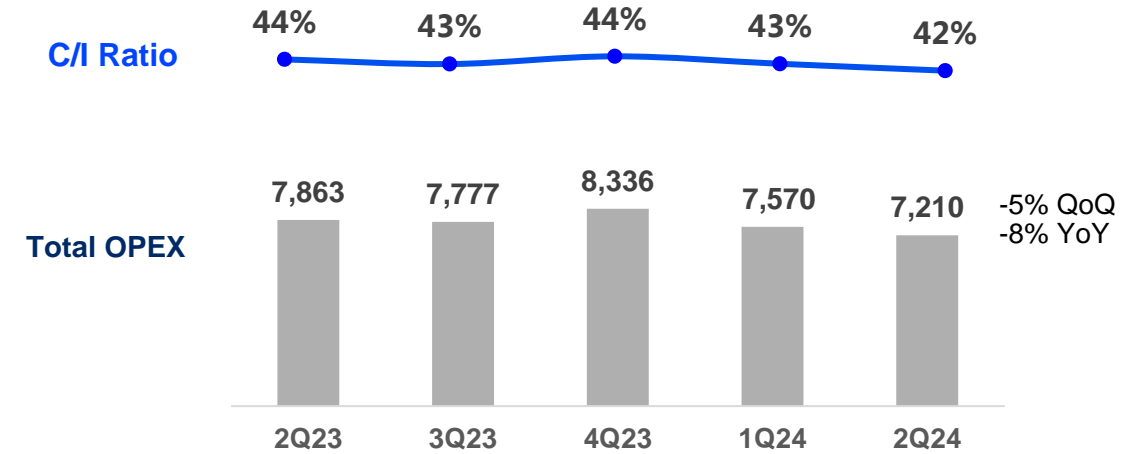
THB million



- 2Q24 total operating income was -2% QoQ, due mainly to lower fees that linked to loan demand (lower volumes from new booking in auto lending) and short-term pressure in deposit cost.
- Amid unfavorable market that dragged down traditional fee income especially MF fees, we continue to enhance our digital capability to support new business models for more diversified fee income sources as well as to improve cross-selling capability.
- Meanwhile, Ecosystem play initiatives continue to gain good traction and will be one of supportive factors going forward.

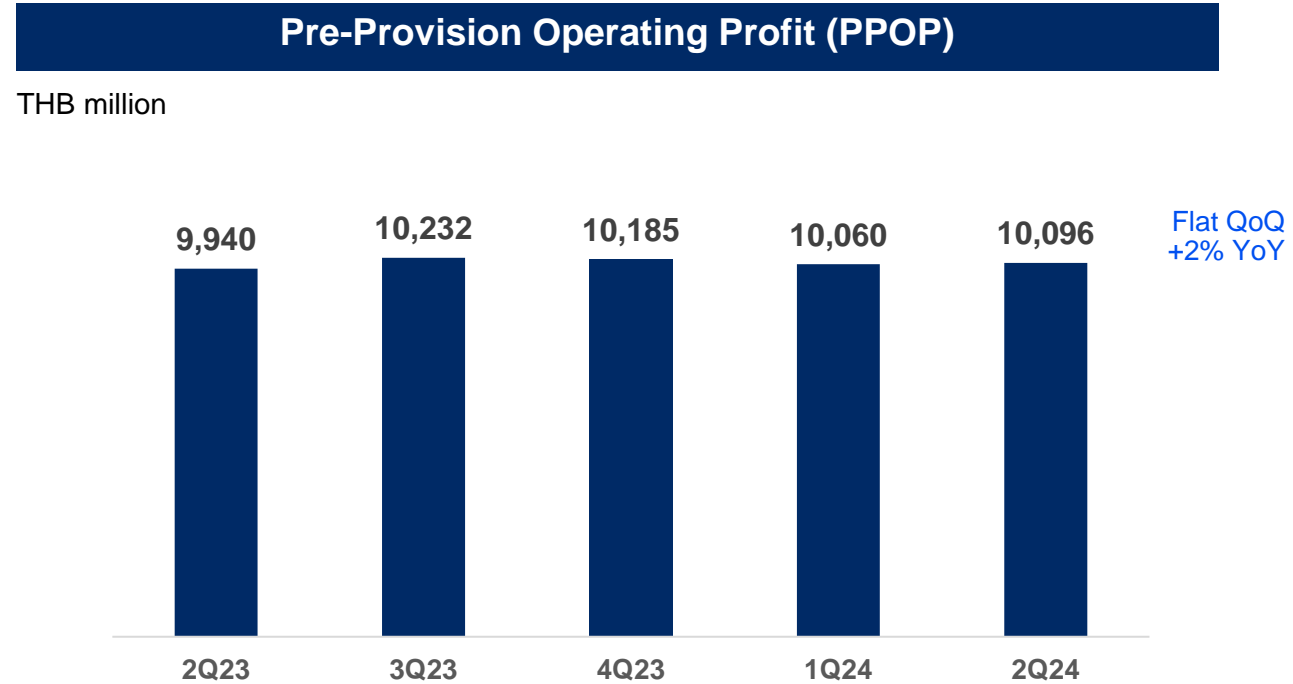
Total Operating Expense & C/I Ratio

THB million



- In 2Q24, the decline -5% QoQ and -8% YoY in operating cost was mainly from;
 - HR cost saving due partly to lower headcounts (-301 HCs QoQ and -377 HCs YoY) from both normal retirement and natural attrition
 - Premise cost saving from optimized office space & branch rationalization
 - Lower variable cost related to business activities such as marketing expenses
- As a result, C/I ratio was at 42% in 2Q24, in line with target guidance.
- Our consistency in cost discipline clearly reflects in OPEX and C/I track record. Therefore, key drivers to achieve C/I aspiration of low-40s would shift from HR and branch optimization to a digital-first business model, aiming to reduce physical cost structure and bringing down cost to serve per transaction in the long run.

Cost efficiency supporting operating performance

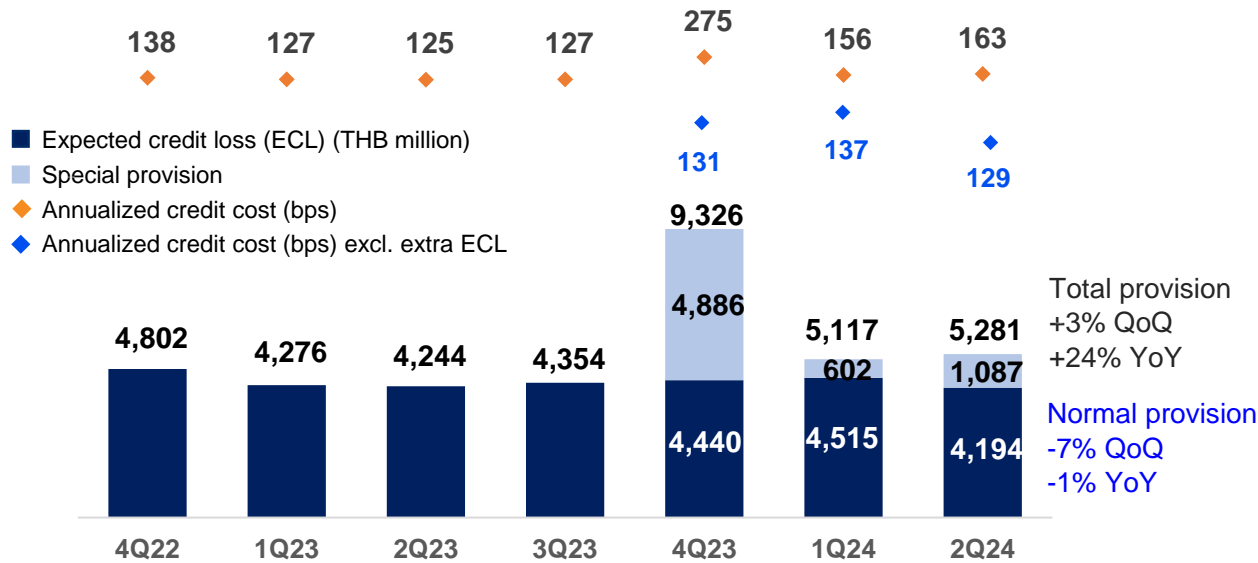


- 2Q24 PPOP recorded at THB10,096 million, flat QoQ and +2% YoY

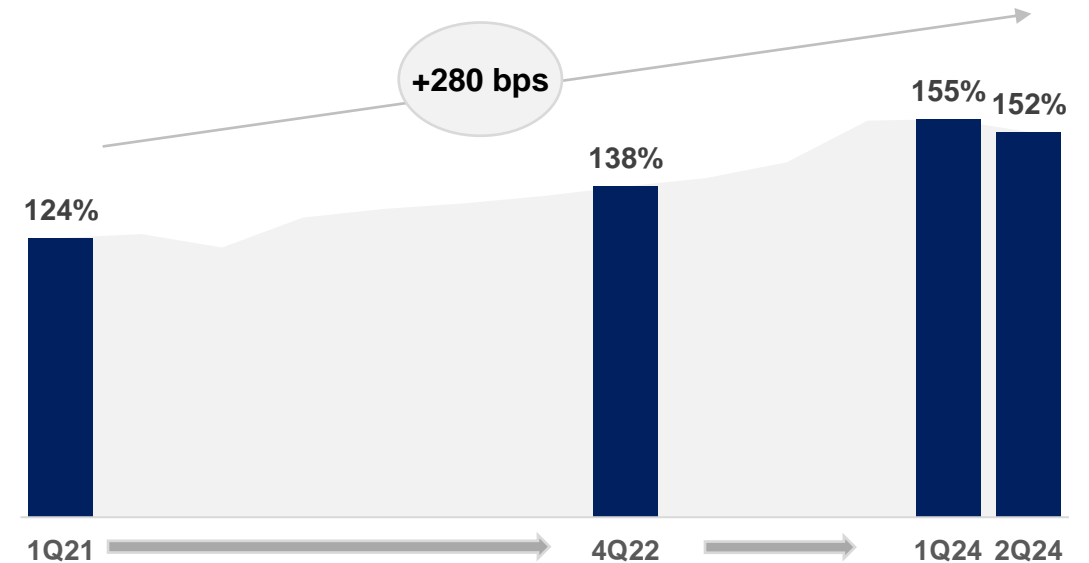
Reduction in normal provision QoQ & YoY on the back of in-control asset quality trend



ECL & Credit Cost

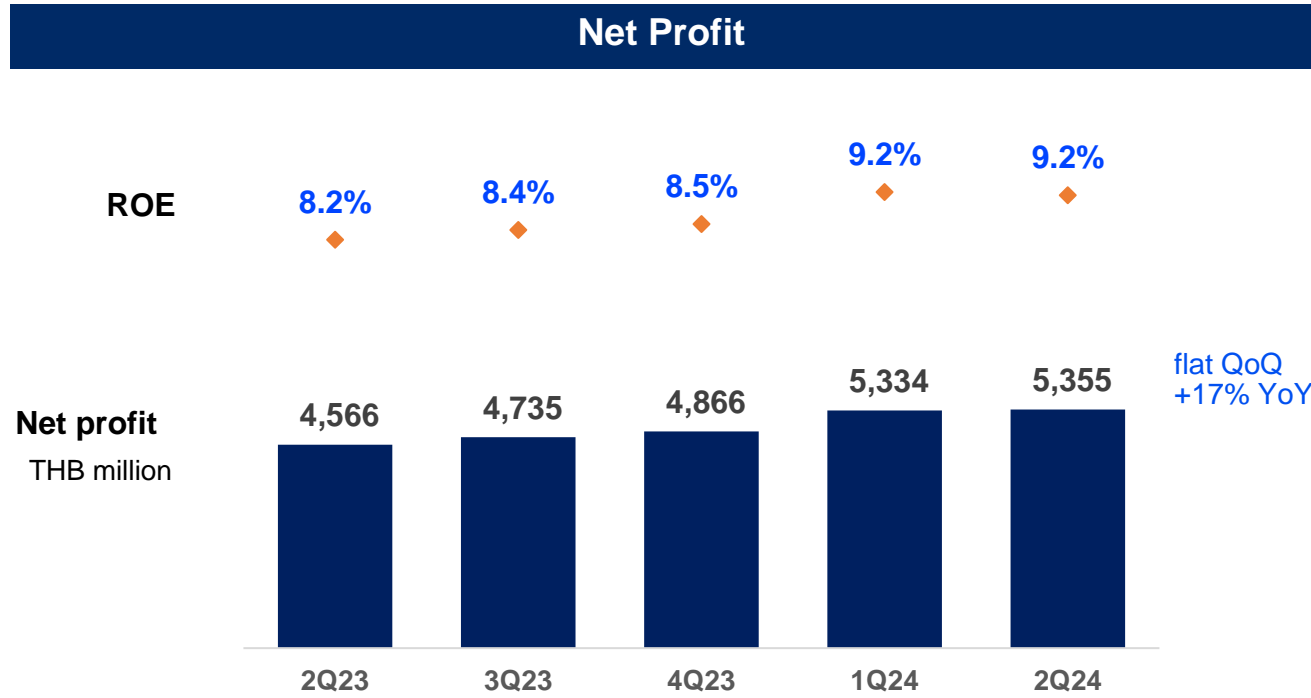


LLR



- With financial flexibility, TTB could uplift the LLR cushion since 4Q23 by setting aside special provision on top of the normal BAU level.
- In 2Q24, the Bank continued to put extra MO and reported total provision of THB 5,281 million which consisted of;
 - Special provision of THB 1,087 million as an extra buffer for economic uncertainties.
 - Normal provision of THB 4,194 million or a normal credit cost of 129 bps, remained in line with our plan. During prolong economic recovery, the Bank continues to de-risking activities to ensure quality of B/S. As a result, NPL outstanding relatively stable QoQ.
- LLR remained strong at 152%. At this level, there could be potential upsides to shareholders or to the Bank's once economic uncertainties subside.
- With our conservative risk management nature and manageable loan portfolio quality, asset quality situation was under control. We maintain our risk cost and asset quality guidance.

Maintaining net profit momentum with +17% YoY and improving ROE towards our aspiration



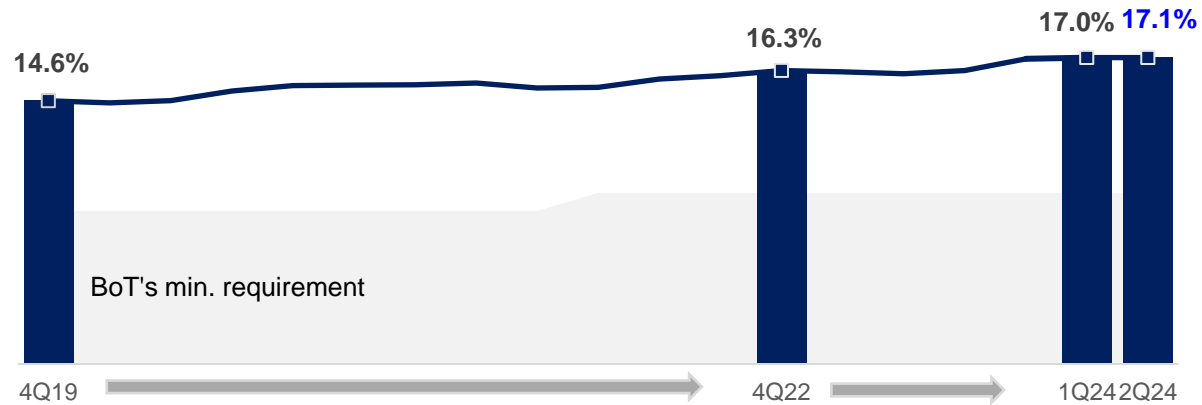
- As a result of core operational earnings, efficient cost management and tax benefit, TTB reported a +17% YoY increase in 2Q24 net profit of THB 5,355 million or an ROE of +9.2%.
- For 2024, the Bank still focuses on transforming business towards digital-first model while improving revenue streams thru digital platform enhancement and ecosystem plays showing good progress. Such business direction will help elevate cross-selling capability, operational efficiency and hence profitability going forward.

Note: The remaining tax benefit is THB 12.7 billion, to be subsequently recognized within 2028. The recognition will be subject to the estimation of future net profit stream, not a straight-line basis.

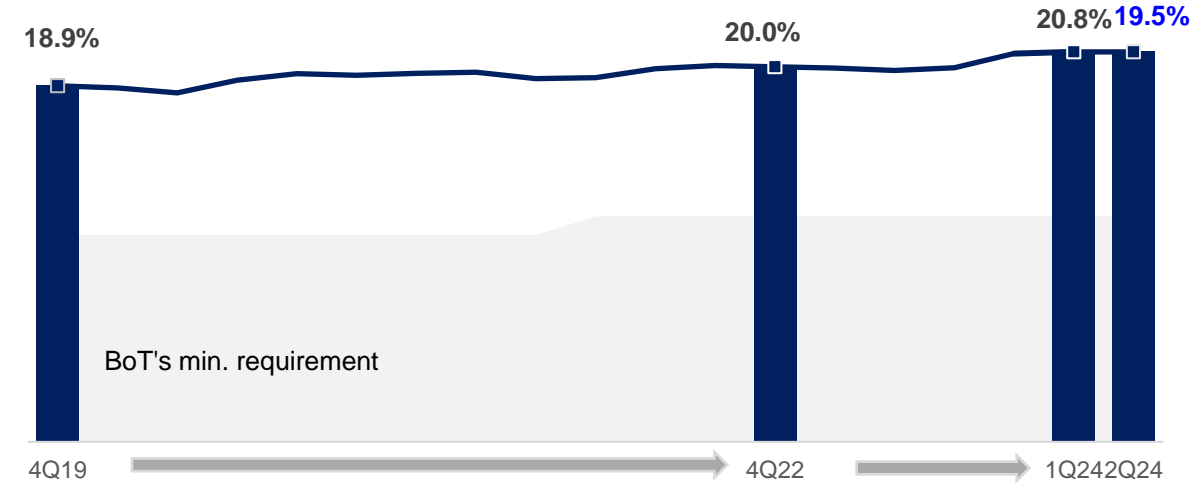
Maintaining healthy and stronger capital position since merger



Tier I Ratio



Capital Adequacy Ratio (CAR)



- Since merger, TTB has continued to optimize capital usage and enhance shareholders' return with our continuous efforts take for example;

2022: We repurchased AT-1 capital debt instruments as part of our funding management strategy, resulting in improved funding costs and strengthened capital management.

2023: on the backdrop of improving performance post-merger, TTB increased the payout ratio to 55%. This move aligns with our focus on recycling our balance sheet and expanding our portfolio of high-quality assets, thereby reducing pressure on capital requirements and creating opportunities for increased shareholder returns

2Q24: We executed an early redemption of a Subordinate Tier II bond worth THB 30 billion, rolling over a reduced amount (THB 15 billion) at a lower rate. Despite halving tier II bond rollover, our capital base remains robust and at a high level.

- This strategic move demonstrates our ongoing commitment to prioritize the interests of our equity holders and our continuous efforts to enhance shareholder value.
- As of Jun-24, Tier I ratio strongly stood at 17.1% and CAR was at 19.5% (prelim data), among the Top tier in banking industry and well-above minimum requirement from the BoT.

2Q24 Performance

Asset Quality

2Q24 Strategy Update

Post-forbearance, loan portfolio remained in check

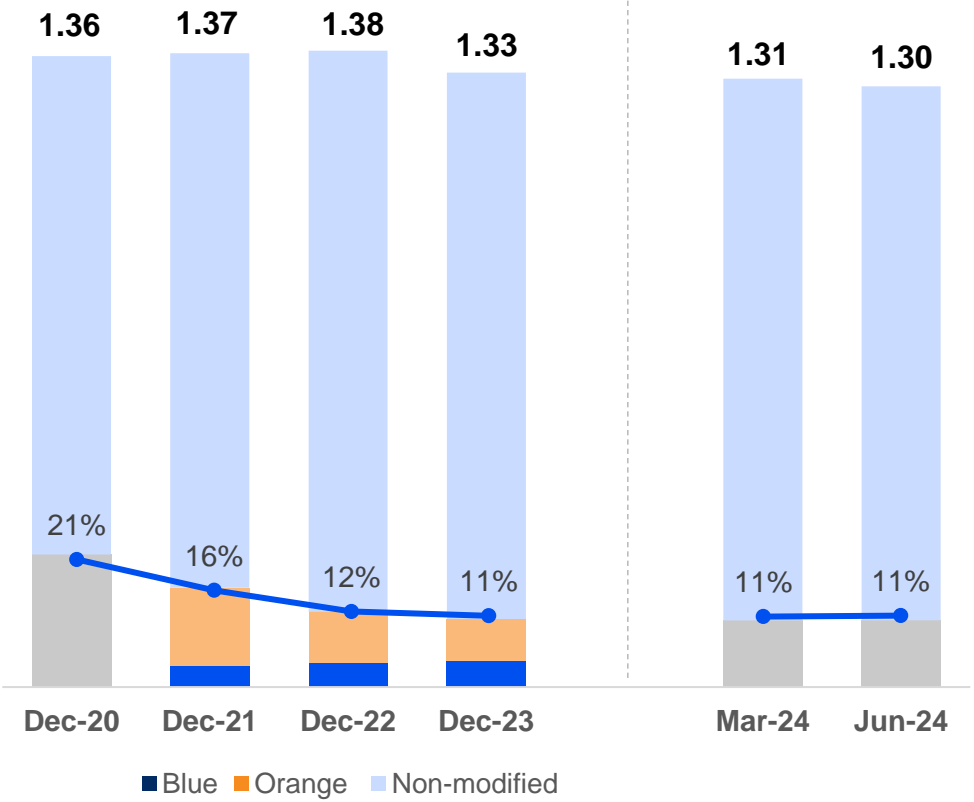


Modified loan portfolio

THB trillion

■ Non-modified loans
■ Modified loans

BoT's forbearance period



Loan portfolio remained stable

- After the BoT's forbearance including the orange-blue scheme expired at the end of 2023, TTB's modified loan portfolio remained stable at approx. 11% of total loans.
- Such a smooth transition to post-forbearance period reflected our transparent portfolio management during & post Covid-19 period.

Continue to provide customer supports through 7-loan modification scheme

- TTB has closely monitored customers and provided supports through our internal 7-loan modification scheme to ensure an efficient tracking of loan quality.
- As of Jun-24, modified loan quality remained in check considering that only approx. 2% of total loans was in deep modified terms (Scheme 3-7, details in next page).

Maintain conservative risk management approaches

- Given economic uncertainties, TTB will maintain prudent and pre-cautious approaches in managing loan modification to mitigate future downside risks and to ensure B/S quality.
- In addition to a stringent loan modification policy, we ensure that our staging classification can capture and truly reflect customers' debt payment behaviors (DPD profile) in order to rationally provide sufficient level of provision.

Internal data for managerial view : Loan principals excluded interbank

Note : TTB's modified portfolio covers all types of modified loans, including legacy restructured loans (modified before Covid-19) and modified loans under debt relief program.

Ensuring provision adequacy in response to Covid-19 crisis



Guiding Principle of Modified Loan Schemes

Scheme	Repayment Schedule		Staging Criteria		Minimum PD Level
	Interest	Principal	2022	2024	
SC 1	Full	Full	Mostly 1	Mostly 1&2	
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%

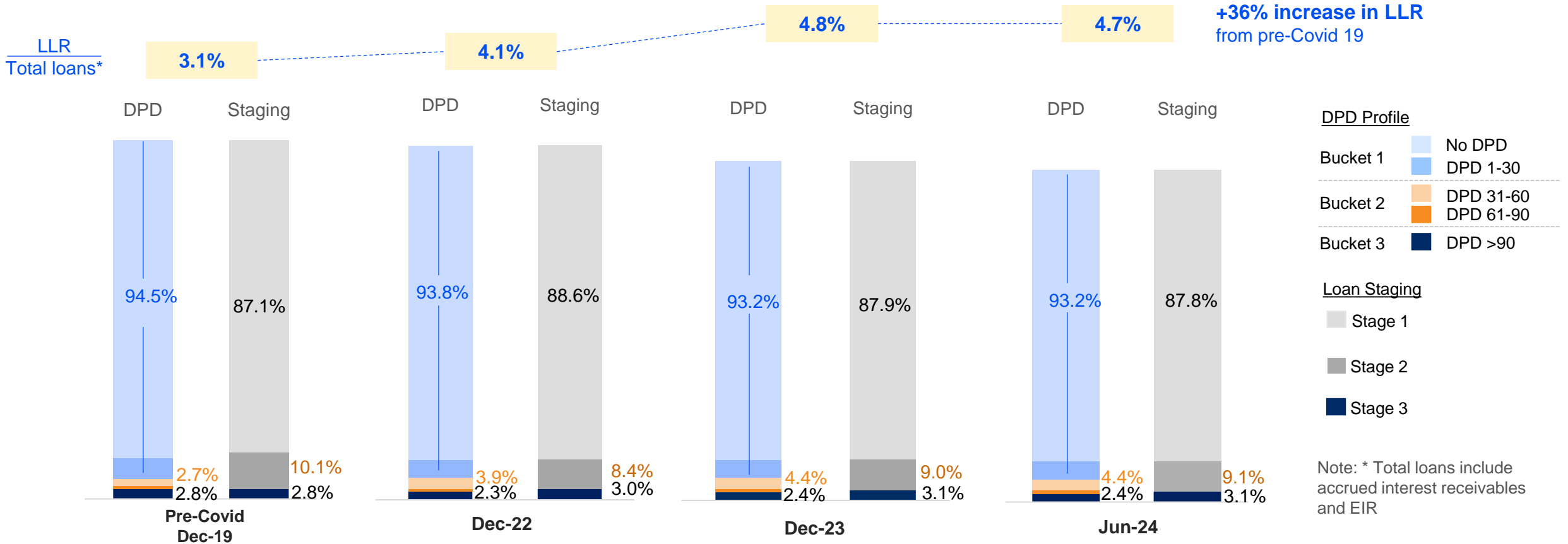
- To have effective management of the portfolio quality, our **7-modified loan schemes** have been used for both Covid-19 debt reliefs and legacy portfolio – collectively “Modified Portfolio”.
- The framework is proved to be efficient in tracking and trace their quality, so that corresponding PDs could be applied and to separate them from customers who never ask for relief support.
- The elevated PDs are applied to both principal and accrued interest of these customers group, hence higher ECL to reflect higher risk.
- On top of that, we apply conservatism in in staging and provisioning.
 - SC3-SC7: Provisioning is set aside by using lifetime PD, same approach as Stage 2 provisioning.
 - Management Overlay is set aside to reach full provision for accrued interest of loan under modified portfolio.
- ECL model has been closely monitored to ensure the appropriate level of PD and LGD parameters in all portfolios, including forward looking economic scenarios. In addition, the stress test method has been applied in setting up management overlay to address economic uncertainties.
- Continuation of prudence and persistency in supporting customer, proactive portfolio recovery, written off and sales, and with report from independent model validator on our ECL model, we believe asset quality is in-control and the provision level as at Jun-24 considered sufficient.

Conservative loan staging with strong LLR buffer



DPD Profile VS Loan Staging

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



- The Bank's 7 scheme picks up days past due (DPD) within stages and imposes bucket and PD shifts.
- When compared the current staging policy with the pre-IFRS9 method (DPD), it shows that stage 2 loans even cover the early indicators of customers' debt service behavior. This reflects that the loan-staging profile is more conservative than the DPD classification.
- Apart from stringent staging policy, TTB has continued to strengthen LLR buffer. Currently, the ratio of LLR to total loans rose to 4.7%-4.8% level, compared to a pre-Covid level at 3.1%. A solid rise in LLR in Dec-23 from Dec-22 was a result of the extra MO set in 4Q23.

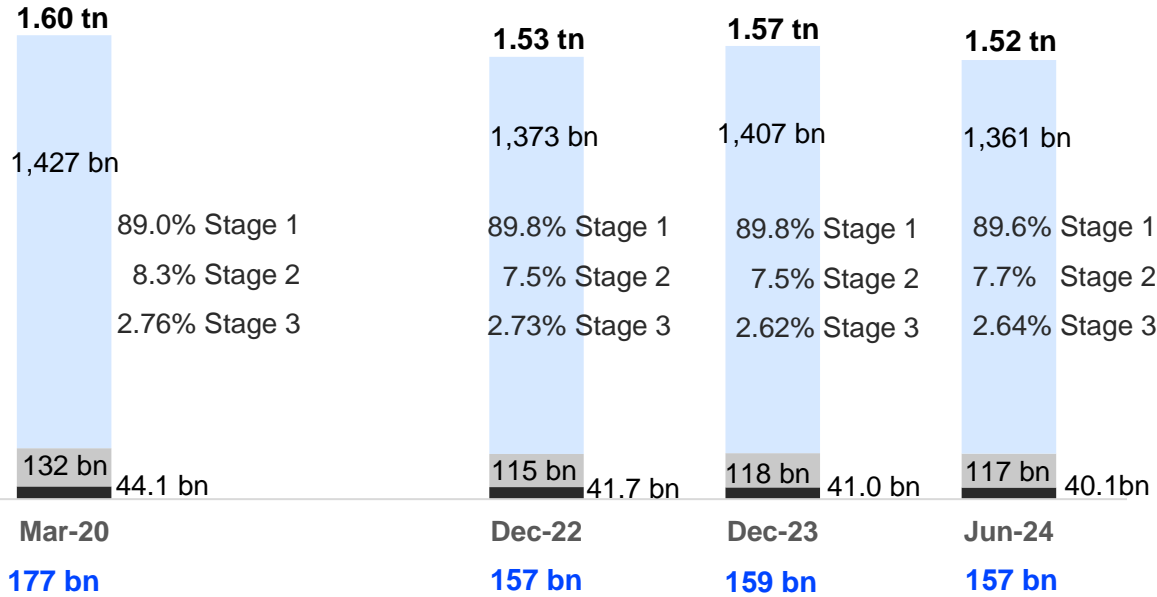
Proactively resolved weak loans to ensure portfolio quality



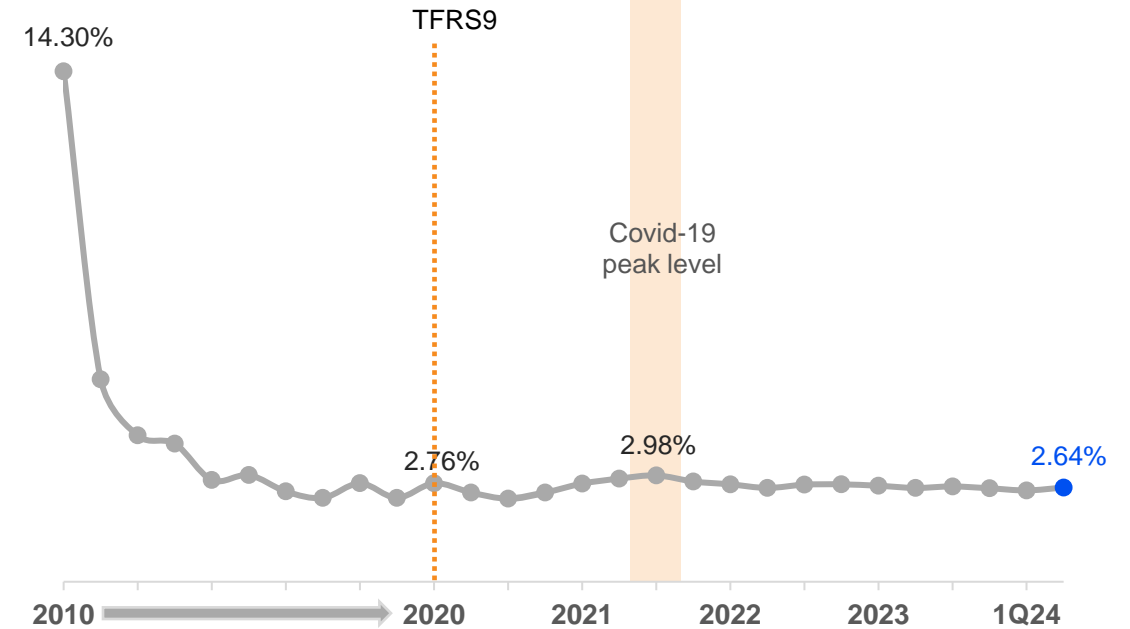
Loan Classification (%)

Stage 1 Stage 2 Stage 3

Pre-pandemic

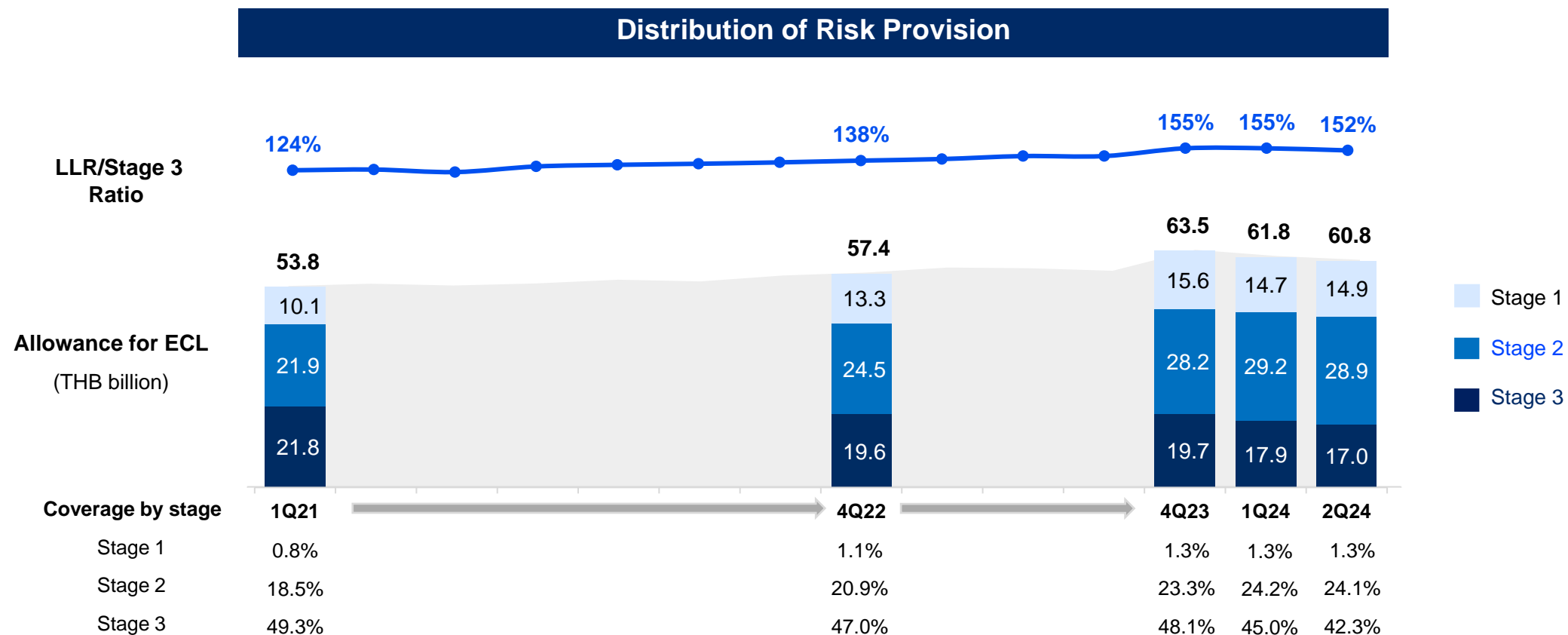


Stage 3 Ratio (NPL Ratio)



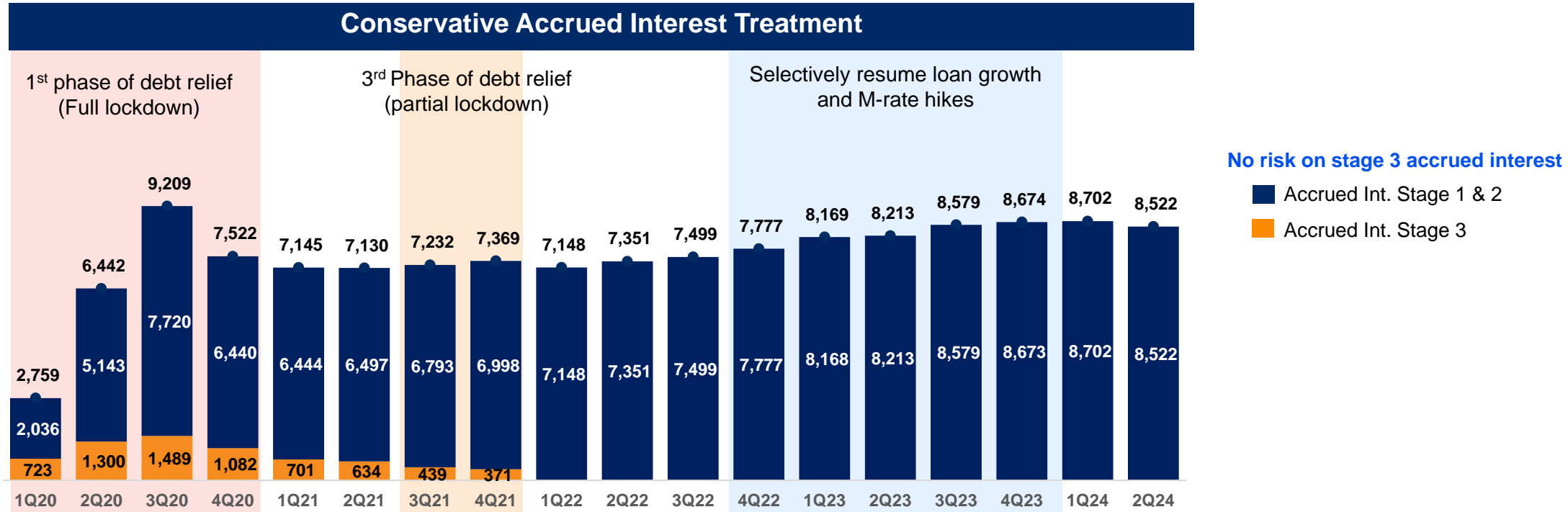
- To de-risk portfolio quality and ensure B/S healthiness, TTB has proactively resolved weak loans through effective sales and write-off activities.
- As a result, the level of weak loans as represented by loans in Stage 2+3 has been under control and the outstanding balance is lower than pre-Covid19 level.
- As of 2Q24, Stage 3 loans was reported at THB 40.1 billion, relatively stable QoQ. The NPL ratio continued to decline from a peak level of 2.98% during Covid-19 period and currently stayed at 2.64%, remained in line with target.

Ensuring LLR buffer against future uncertainties



- At TTB, we consistently review our ECL model and closely monitor customers' behavior to ensure sufficient levels of LLR and the distribution of risk provision. Hence, we have built LLR buffer and lifted LLR ratio to 150% level by setting aside additional provision on top of normal BAU level since 4Q23.
- The precautionary action will mitigate risks from future uncertainties. Additionally, under a healthier economy, there is a possibility to release LLR, which gives a positive upside to the Bank
- The QoQ decline in total LLR and LLR for Stage 3 reflected the better quality of stage 3 portfolio as we continue to de-risk non-collateral Stage 3 loans through sales and write-off. Meanwhile, % LLR for Stage 1 & 2 was relatively stable QoQ and more conservative than pre-Covid level.
- As of 2Q24, LLR remained at high level of 152%. Other risk indicators remained in check.

Accrued interest trend reflecting our conservative approach



- Since Jan-21, TTB has taken conservative approach in revenue recognition for accrued interest treatment during the pandemic and under the current economic condition.
- As a result, accrued interest trend continuously declined from the peak in 3Q20 and stabilized during muted loan growth period. An upward trend in accrued interest since 3Q22 was due to loan growth resumption and the impact from M-Rate hikes especially on mortgage portfolio.
- Accrued interest of Loan under modifications Stage 2 and Stage 3 loans has been fully provisioning. We believe this would preemptively limit future downside risks and help improve B/S quality.

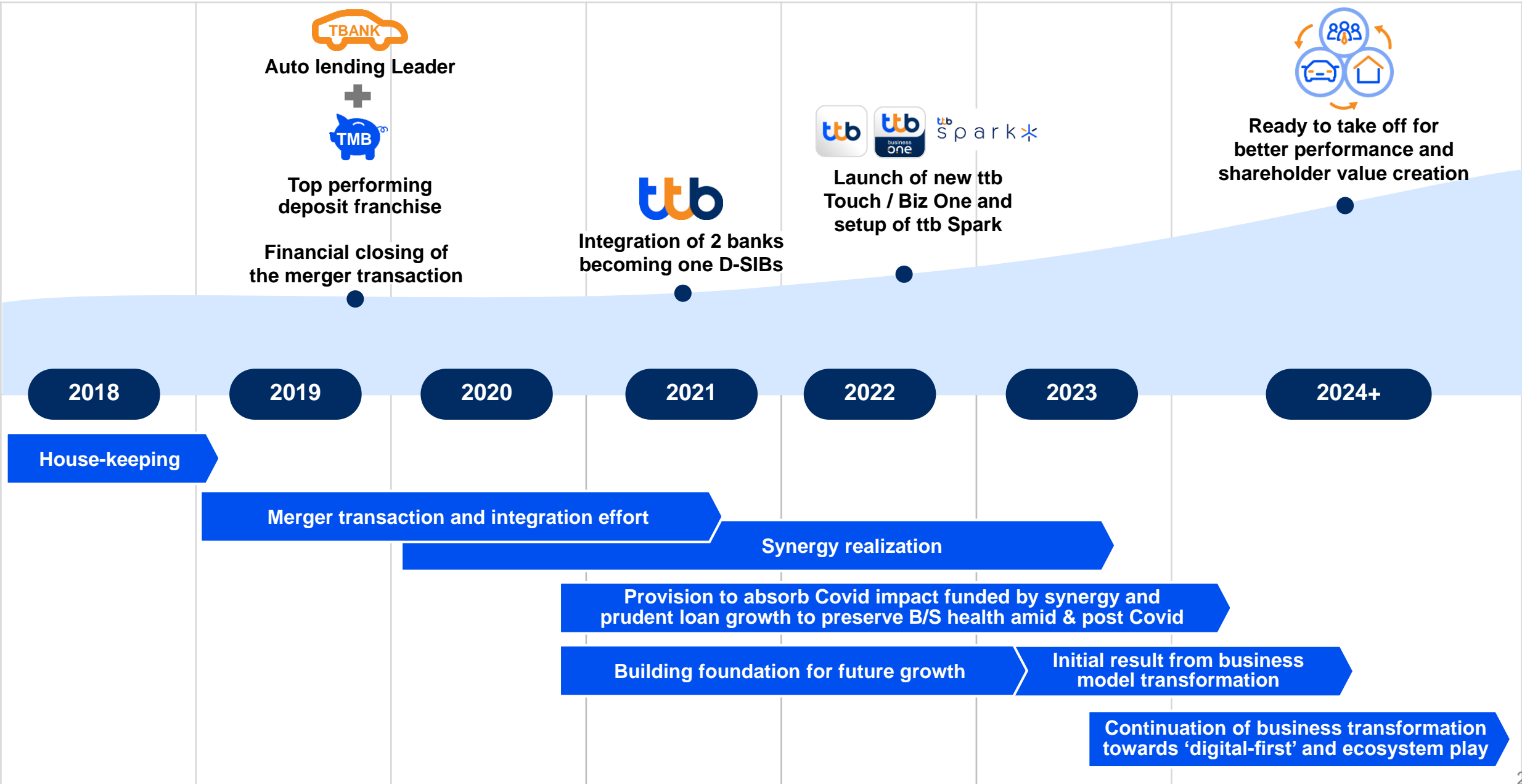
Note : *4Q20 accrued interest was restated and presented net from allowances for expected credit loss to be comparable with 2021

2Q24 Performance

Asset Quality

2024 Strategy Update

Transformation journey towards the most recommended bank of choice

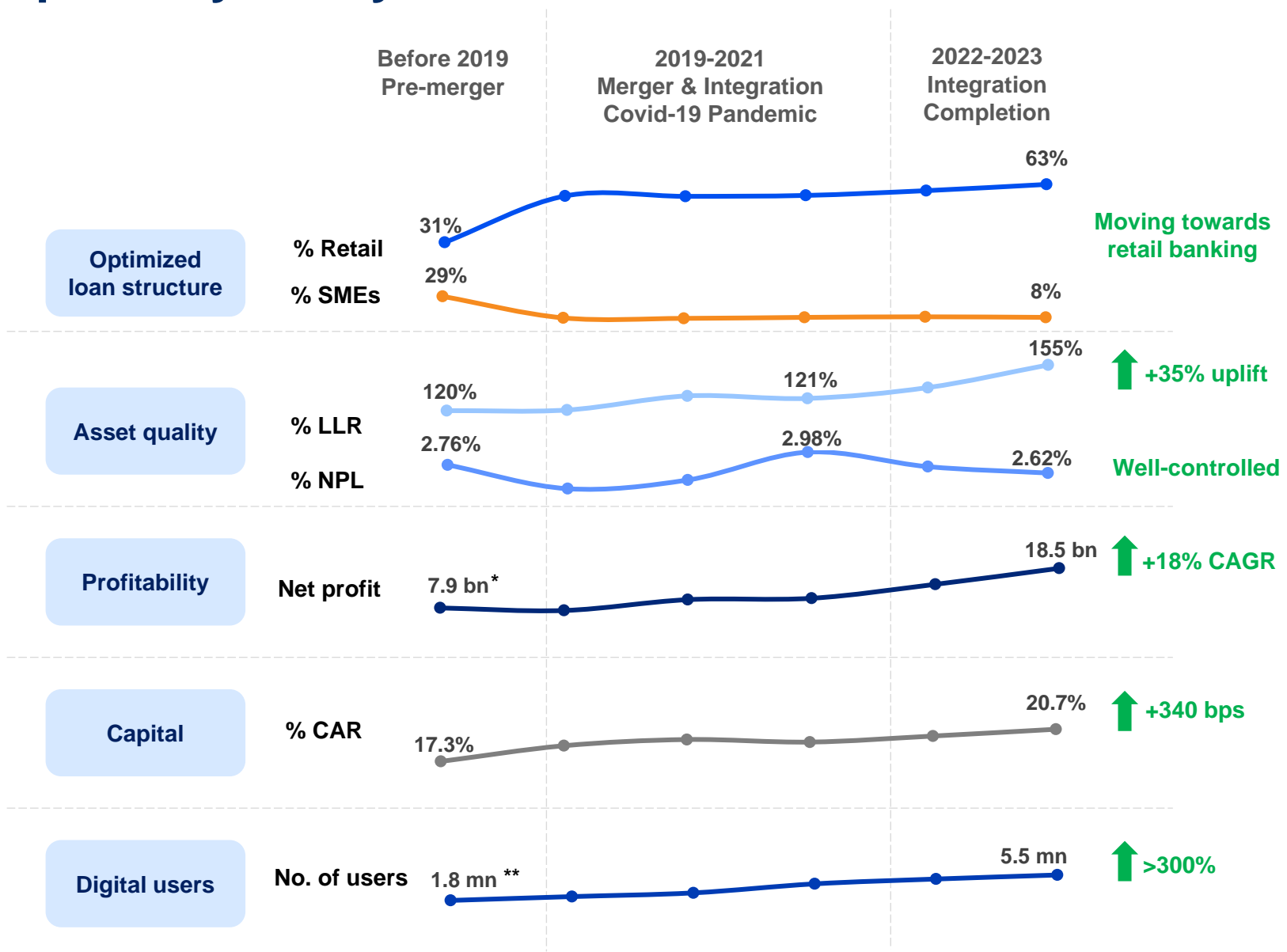


Improvement pathway of key business drivers: 2018-23



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

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

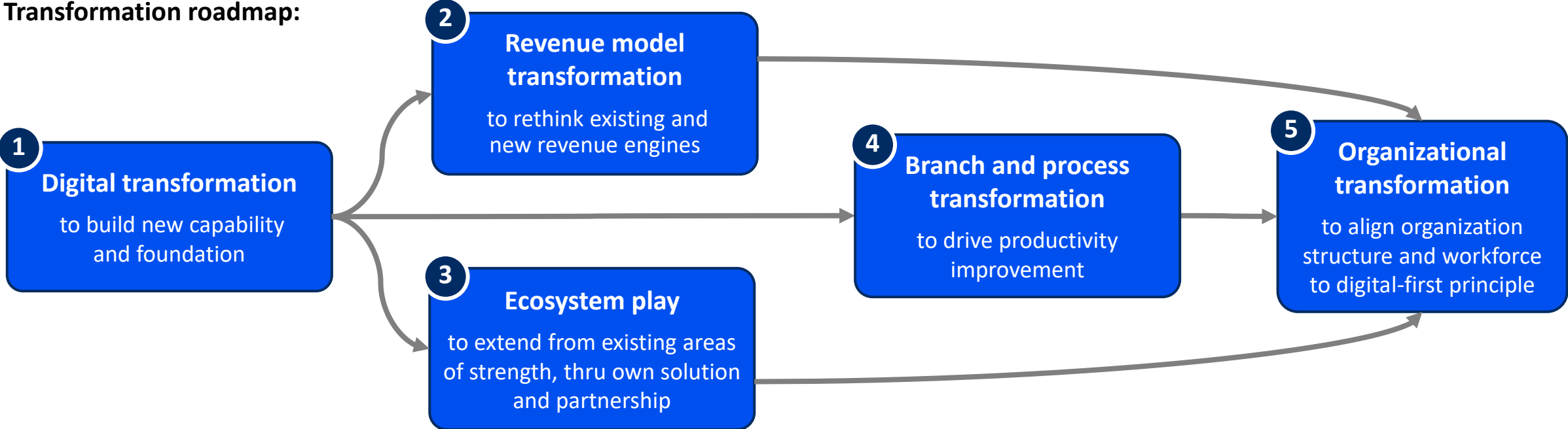
- **Still untapped opportunities in existing customers**
- **Already lean cost structure.** Fewer room for major rationalization unless **thru change in business model.**
- **Digital readiness much stronger** than pre-merger but **continued investment in digital/IT expected**
- **Resilient asset quality**,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

Recap: the bank's strategic intent

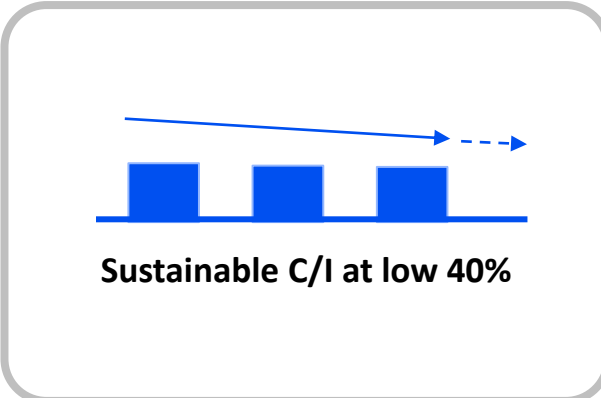
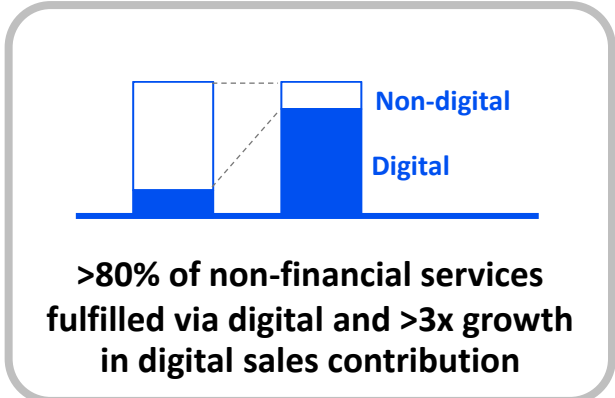
- **Optimize for return** while maintaining economy of scale gained thru the merger.
- **Increasingly shift loan mix towards retail** while focus on value chain/ecosystem play in commercial.
- Transition from mono-product to **multi-product relationship with customers and ultimately win main bank relationship.**
- 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.**

3Y transformation roadmap and key deliverables

Transformation roadmap:



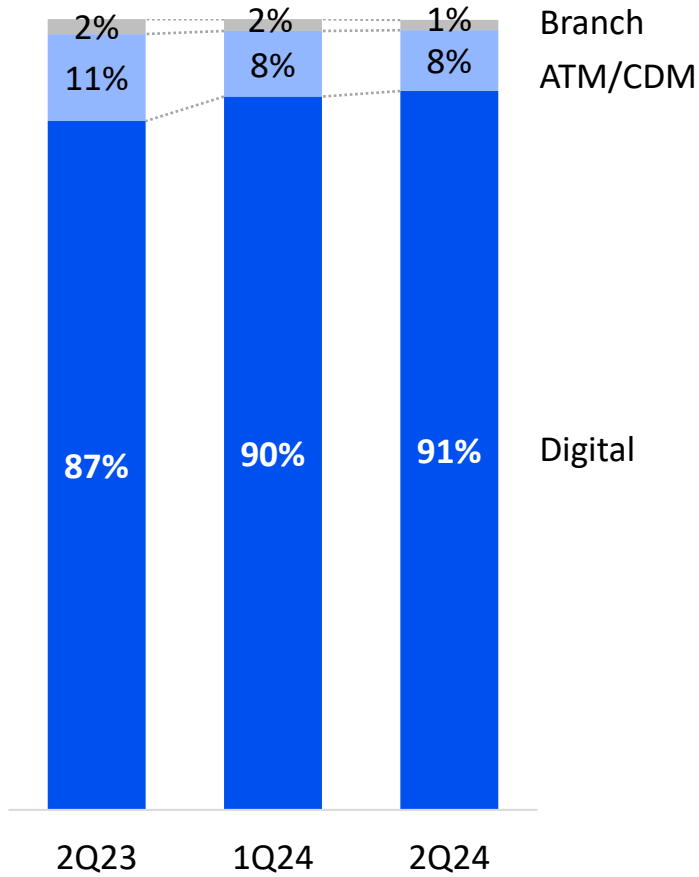
Expected key results:



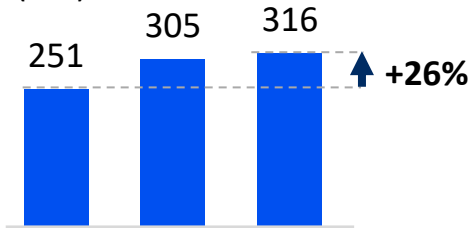
1 Digital transactions continue to grow both financial and non-financial

Financial transactions

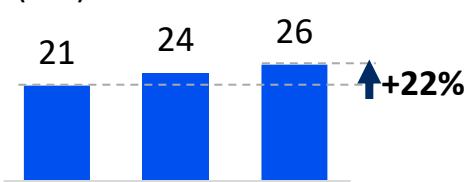
Channel mix of all financial transactions



Digital financial transactions (mn)

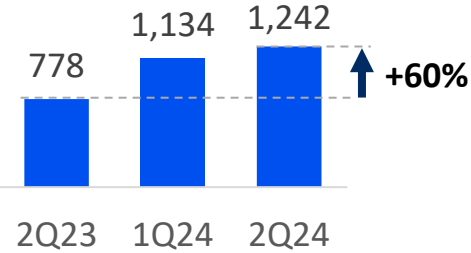


Bill payment & Top up (mn)



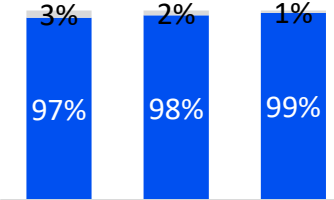
QR code

Average daily transaction ('000s)



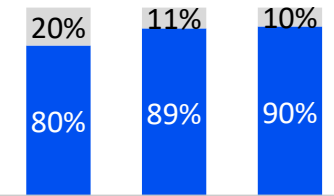
Non-financial transactions

Deposit



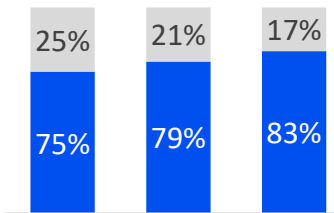
- Request statement
- Activate dormant

Retail Lending



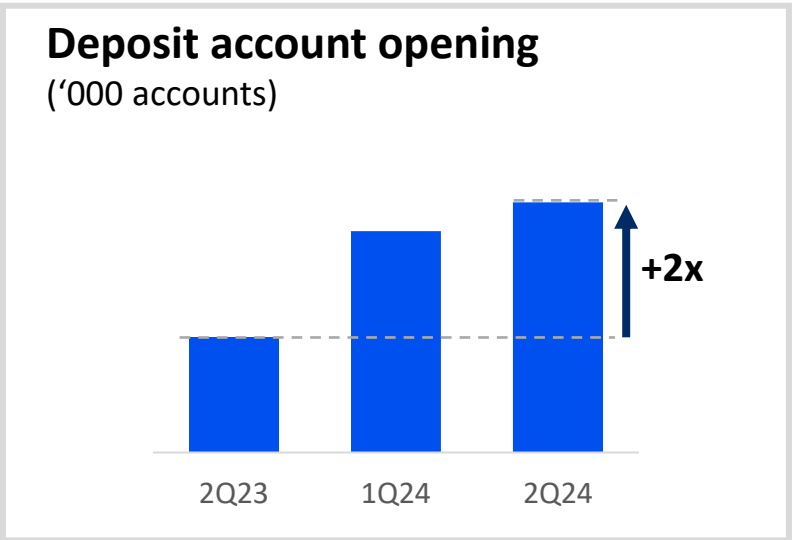
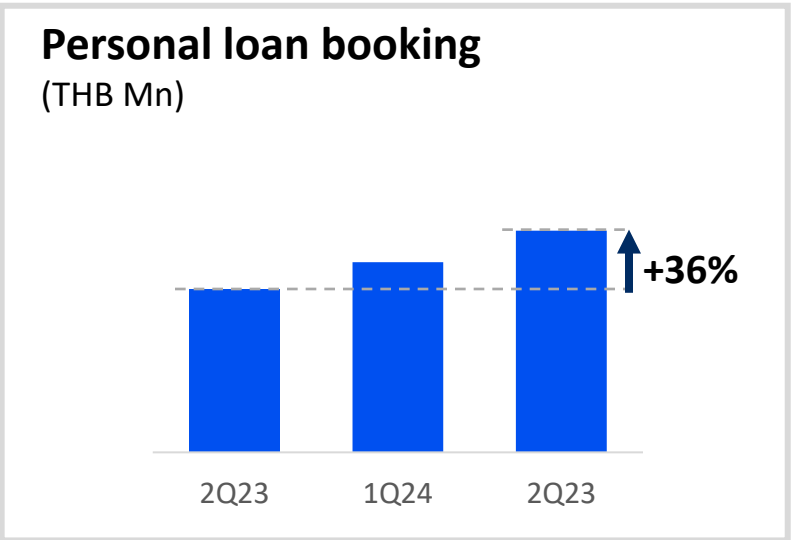
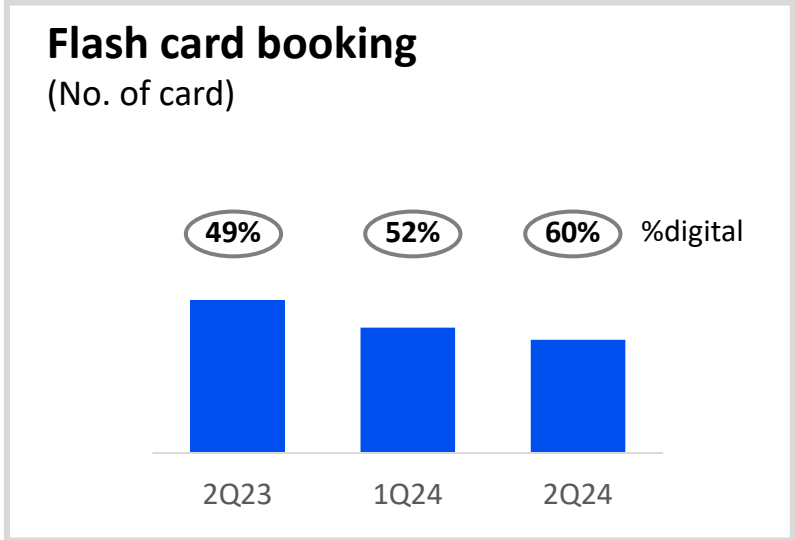
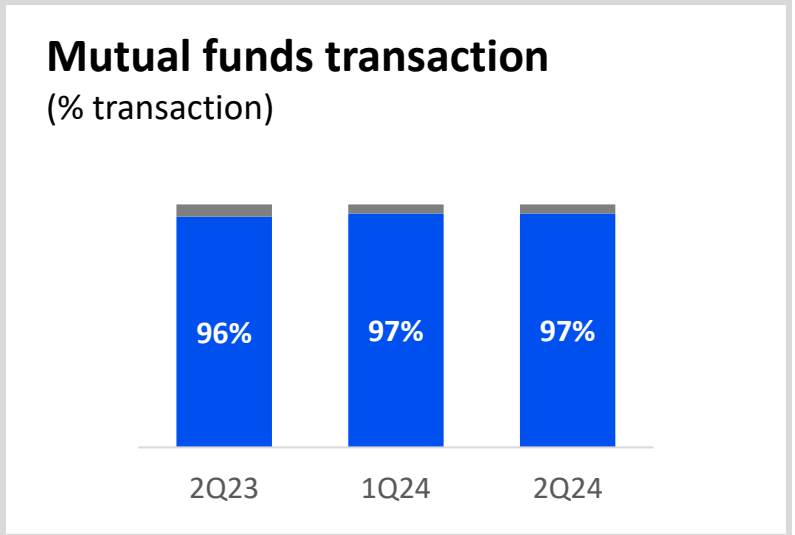
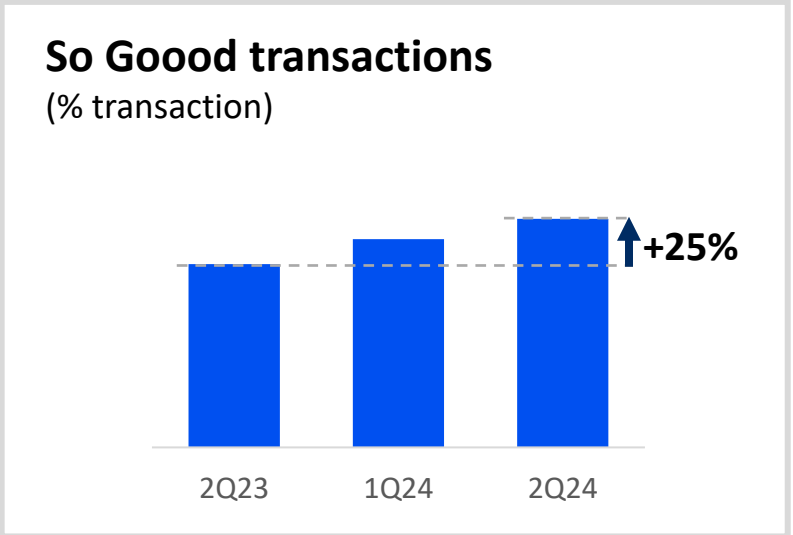
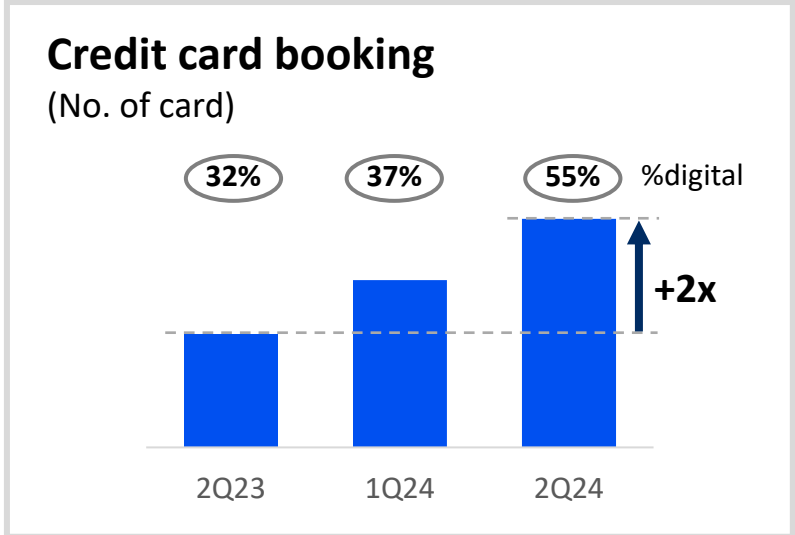
- Activate card
- Apply e-statement
- Block credit card

Automotive Lending



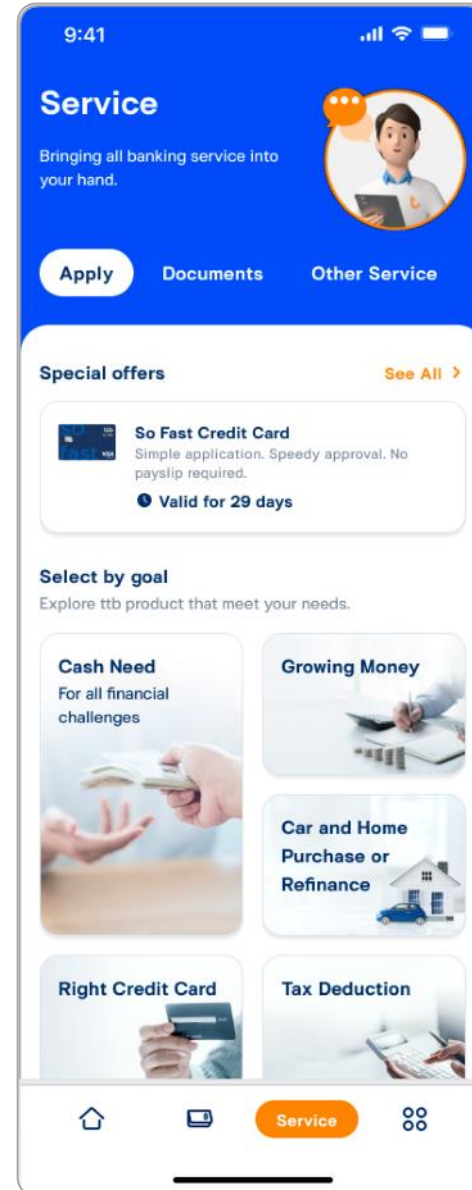
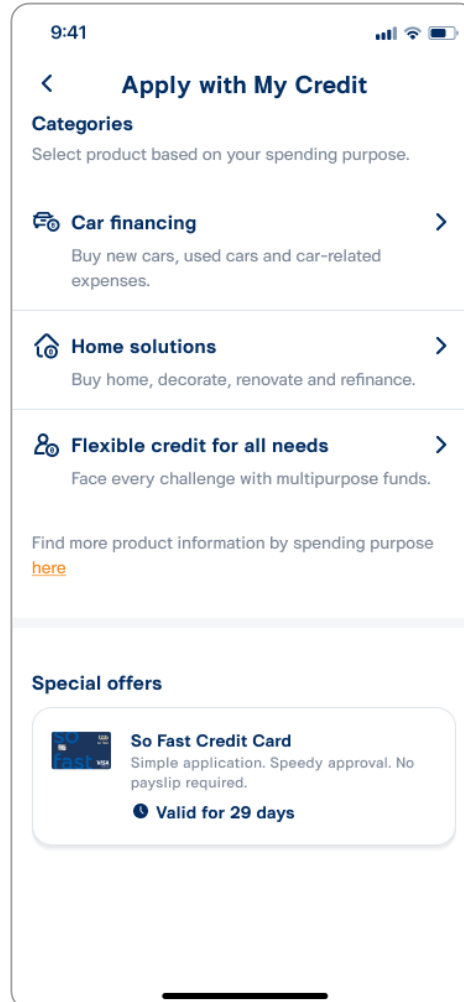
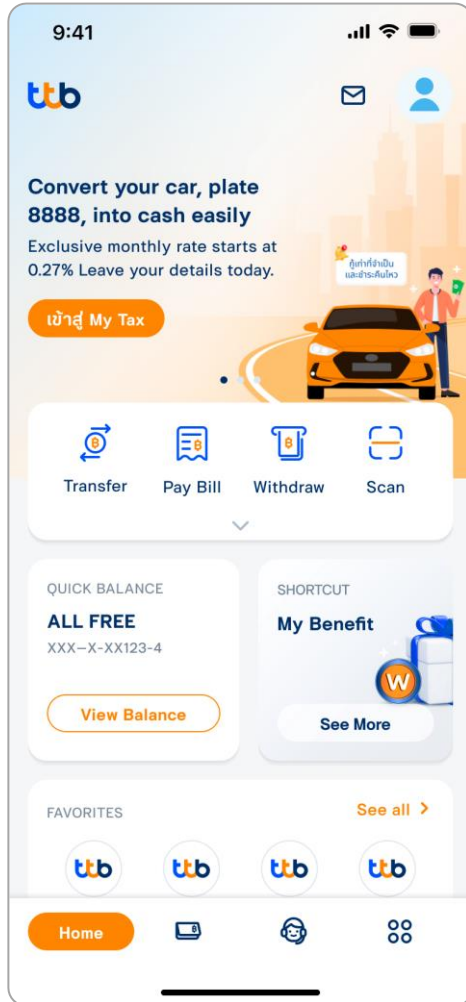
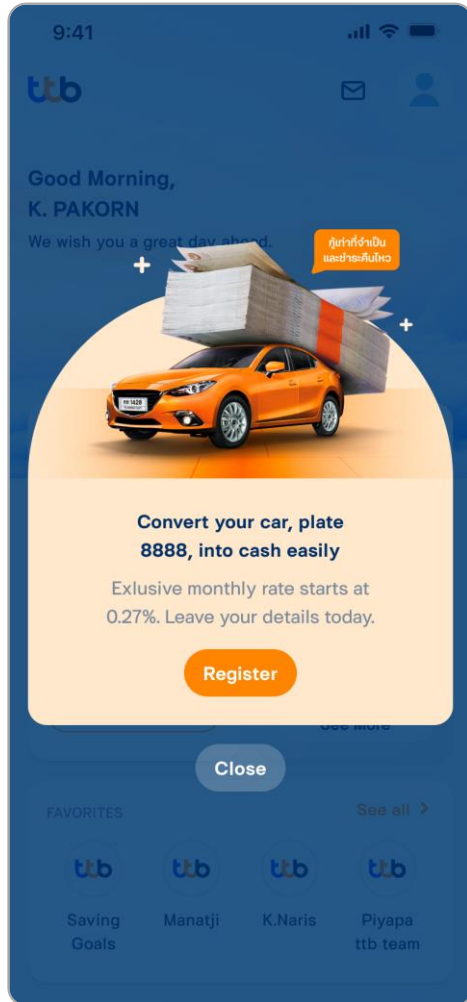
- Request car registration copy
- Request HP contract copy
- Request HP receipt
- Renew car tax

1 Momentum in digital sales via ttb Touch persists for all key products

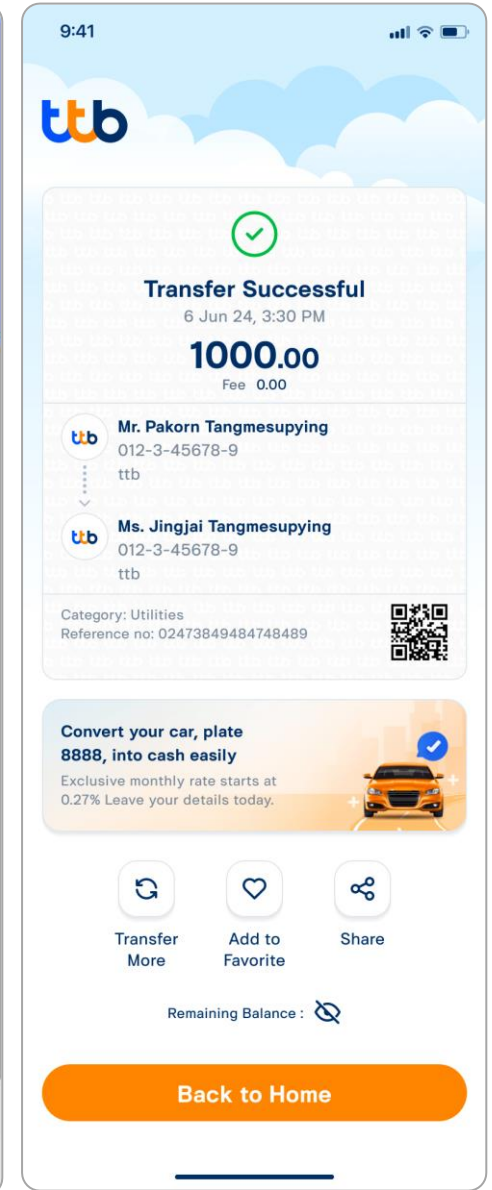


1 Hyper-personalization : Customizable message for individual needs

Launched in Apr'24

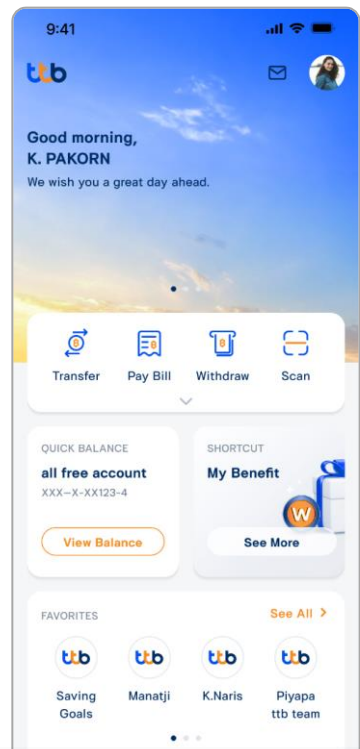


Launched in Jul'24

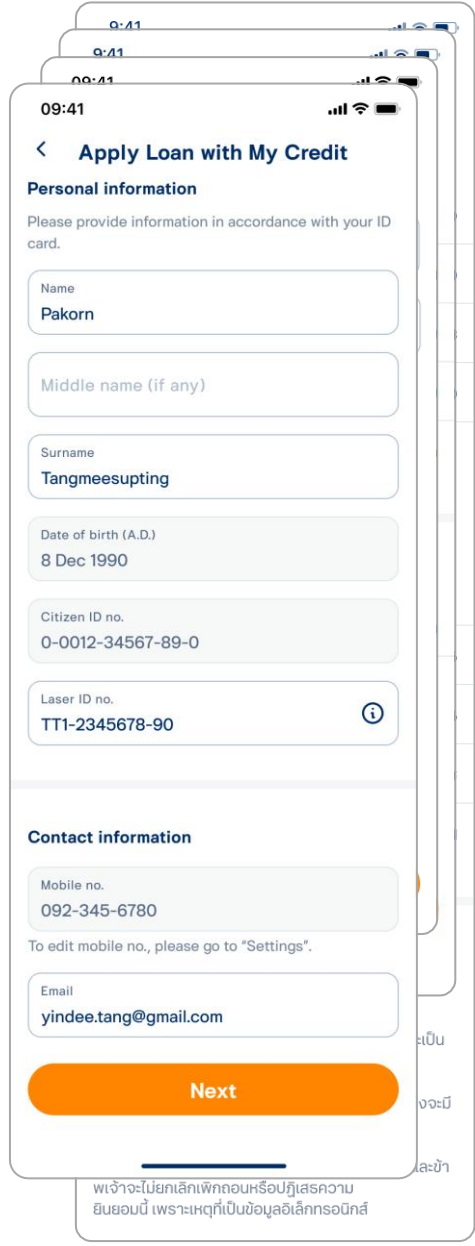
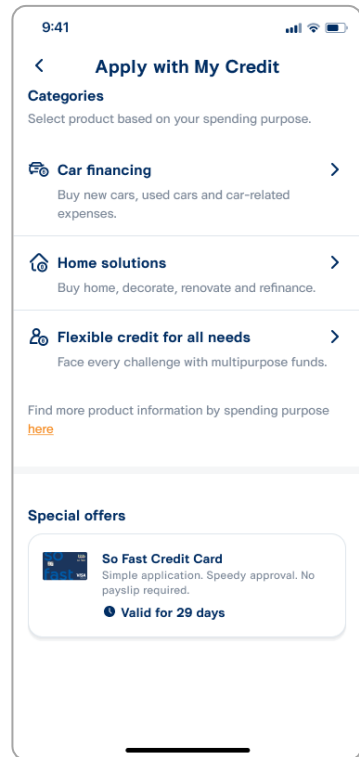
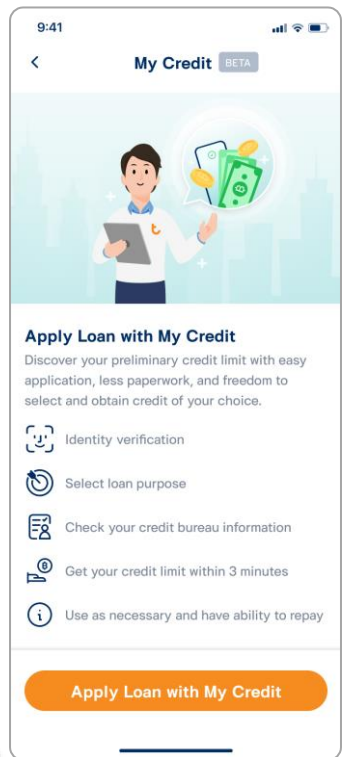


1 My Credit : Streamline loan application process with simplified credit check

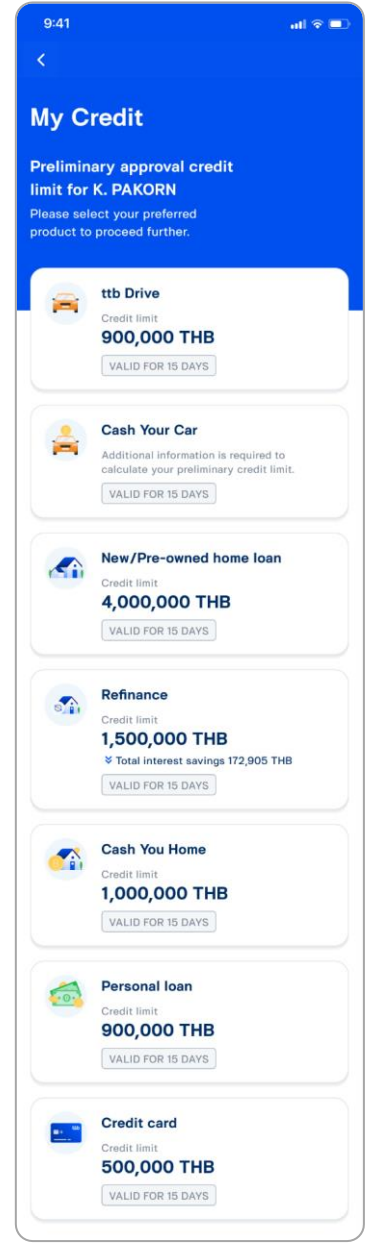
Soft launched in Apr'24



My Credit
Unlock your financial limit, amplify your credit potential
[See More >](#)

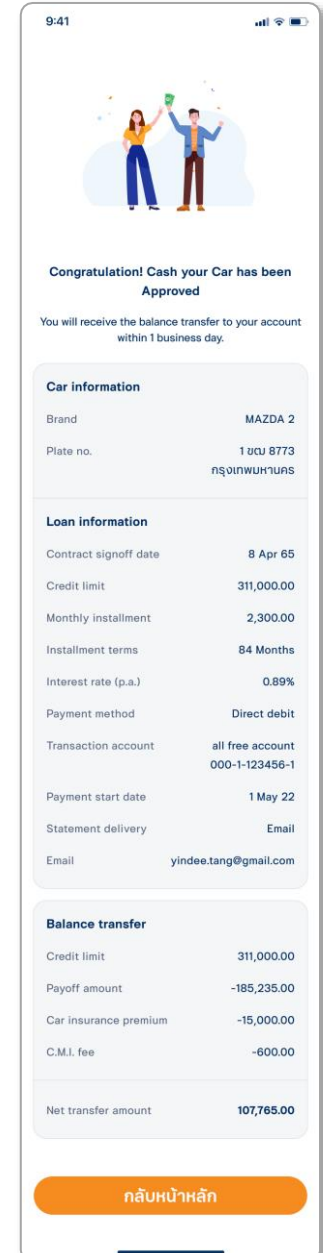
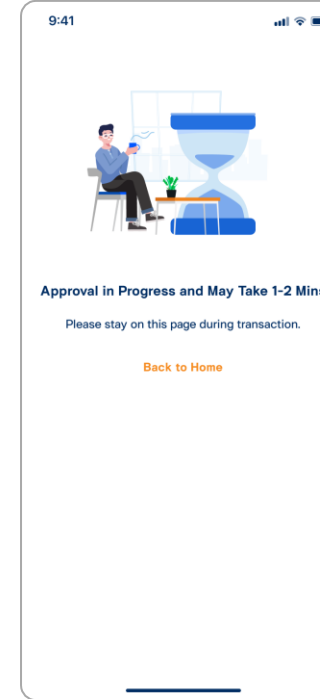
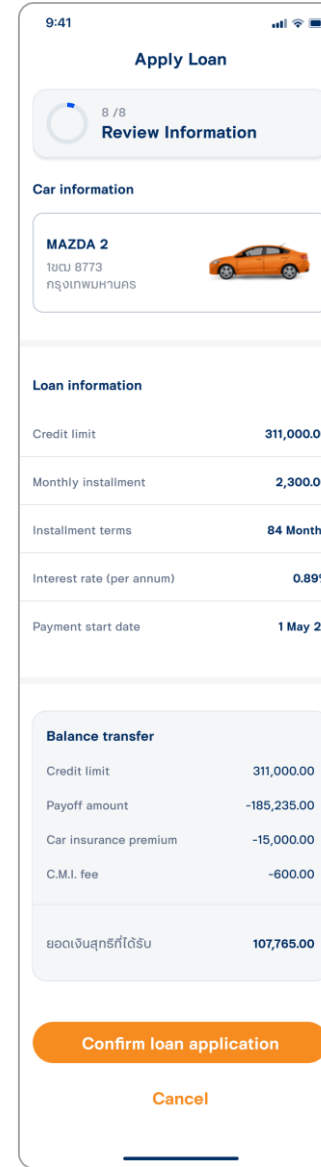
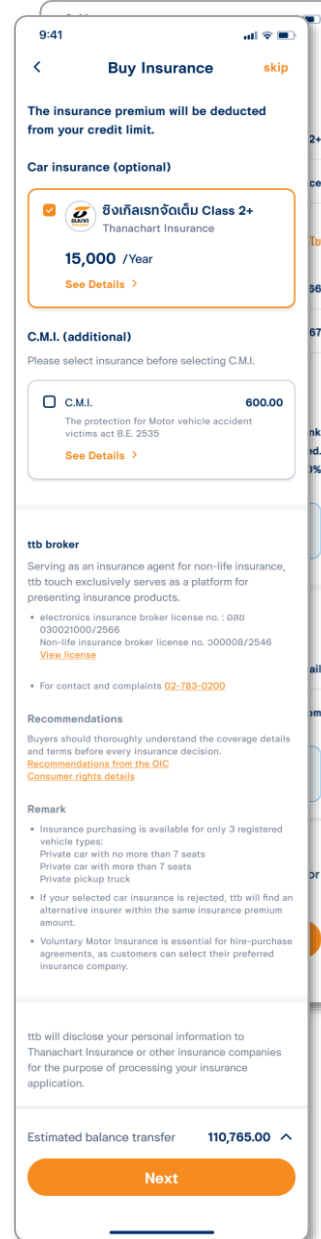
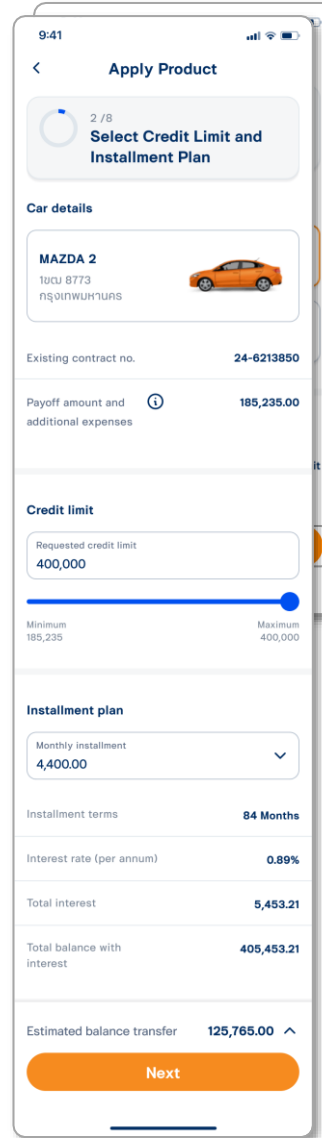
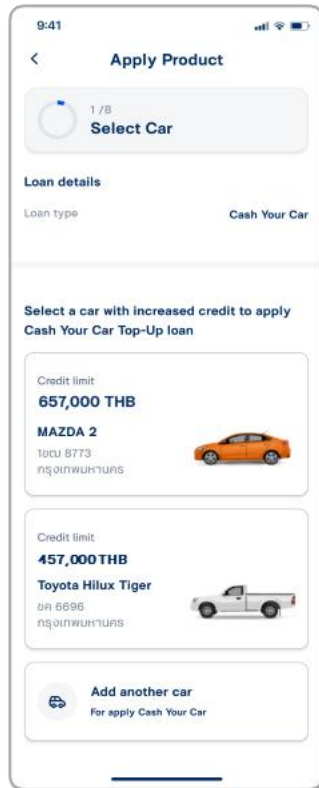
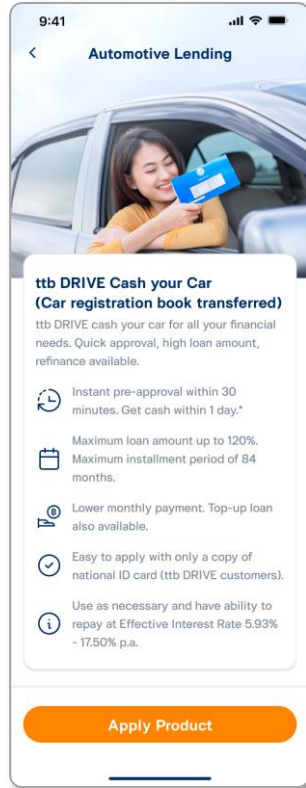


พ.เจ้าจะไม่ยกเลิกเพิกถอนหรือปฏิเสธความ
ยินยอมนี้ เพราะเหตุที่เป็นข้อมูลอิเล็กทรอนิกส์



1 Cash Your Car : Obtain credit with disbursement in under 10 minutes

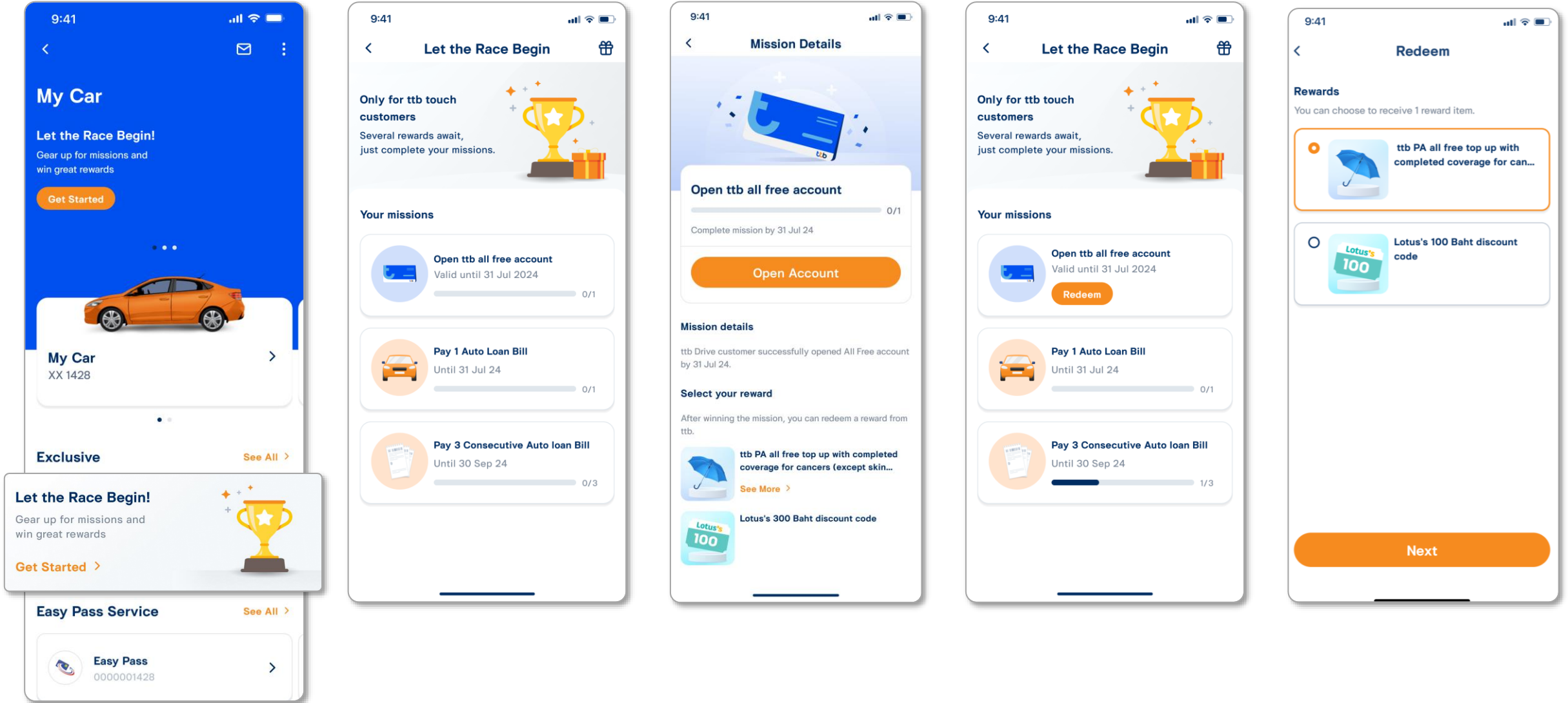
Soft launched in Jul'24



Note : for customer with income information and consideration of ability to pay

1 Loyalty / gamification: Capture customer loyalty through gamification

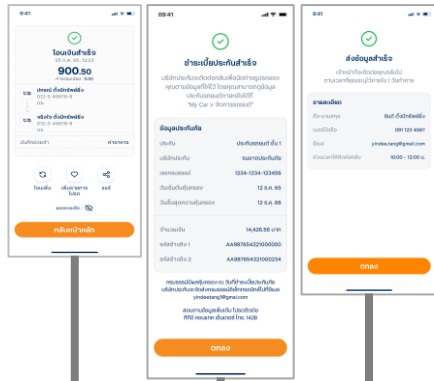
Launched in Apr'24



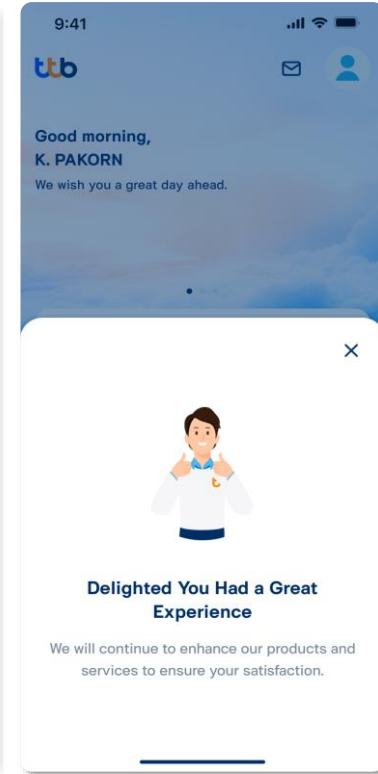
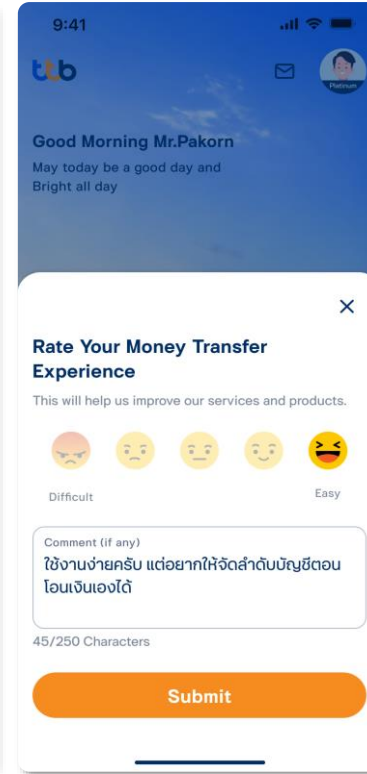
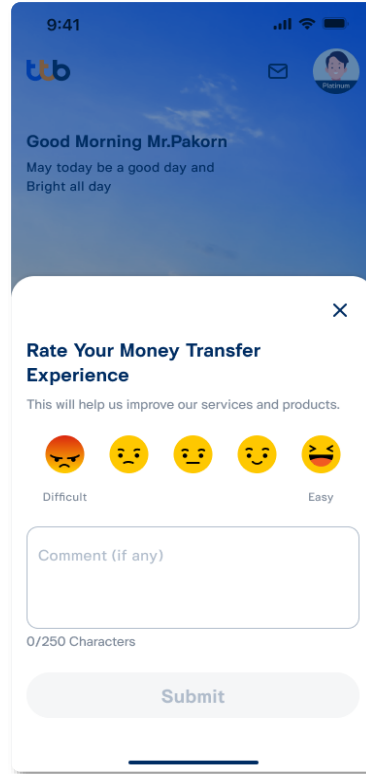
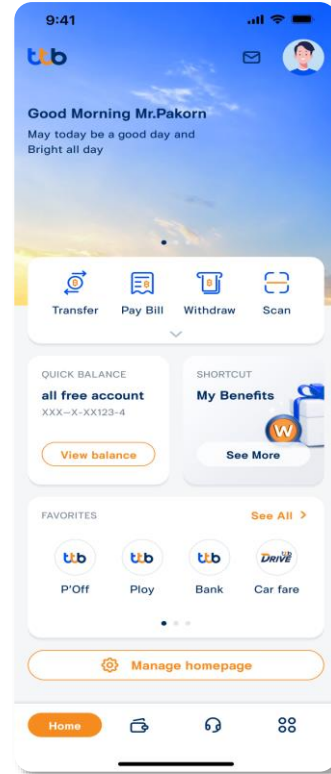
1 In-app customer feedback : Real-time feedback on user's experience

Soft launched in Jul'24

Success screens



Soft launched in Jul'24



> 5,000
> 90%

Feedbacks received since launched (Jul'24)

High satisfactory score (score 4-5)

23 Ongoing ecosystem plays and revenue model transformation towards digital-first principle

- **>730K** cars onboarded to My Car
- **31%** of ttb's used car business generated via Roddonjai
- **~7x** YoY growth in motor insurance



- **+53%** YoY welfare loan bookings, **43%** via digital
- **> 430** companies onboard My Work solution (launched November 2023)

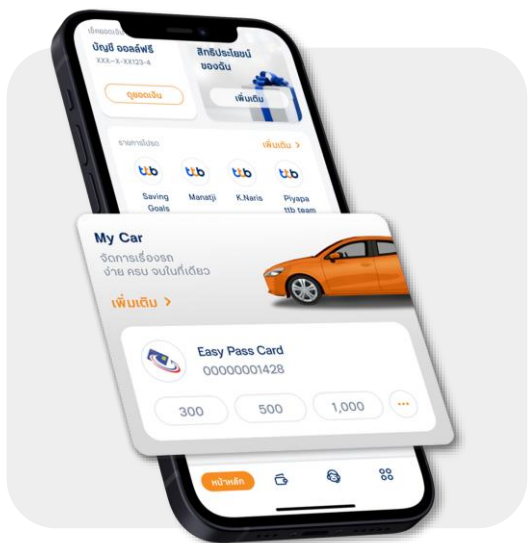
- **120K** home onboarded to My Home (launched February 2024)
- **18%** Improvement on retention rate (from 4Q2023)



- **+57%** YoY growth in FCD account, and **75%** YoY growth in balance
- **~4x** YoY growth in structure note
- **3.2x** YoY Investment volume growth

23 Car owner ecosystem – Strengthening car owner relationships through digital platforms

My Car

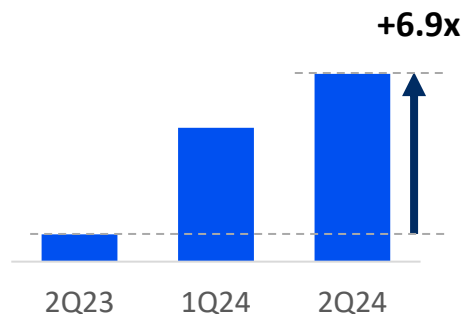


> 730K
Cars onboarded

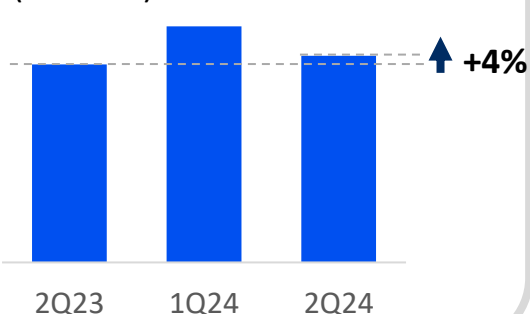
~75%
Car tax renewal vs other channels

> 66K
Easy pass registered

Motor insurance (unit)



CYC via My Car (THB mn)^{1/}



Roddonjai

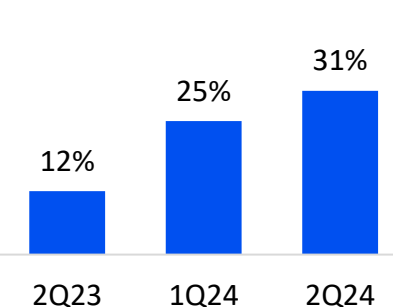


> 1.8mn
Unique visitors (2Q24)

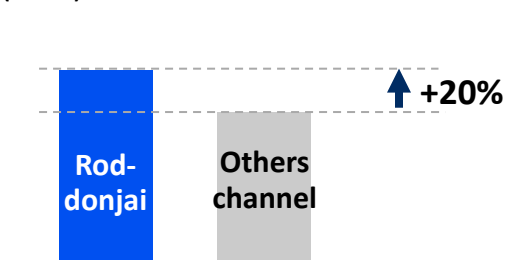
> 1.5mn
Financial calculation

> 50%
of published car are sold

Roddonjai contribution to used car booking (%)^{1/}



Average car price on Roddonjai (THB)



2 3 Salaryman ecosystem – Better engaged with employers and employees through financial well-being solution

Payroll engagement & well-being

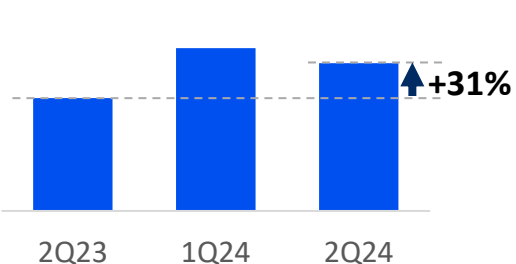


> 1.3K
Welfare MOU signed

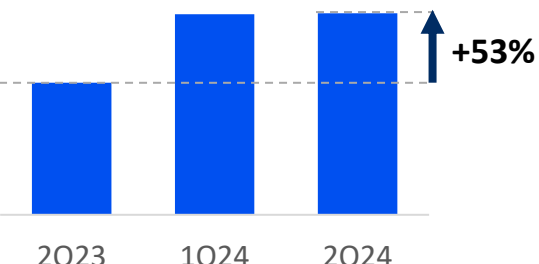
> 425K
Eligible employees

43%
New welfare loan bookings via digital

Payroll acquisition
(No. of company)



Welfare loan new booking
(THB Mn)



My Work by ttb

> 430

Companies onboarded

> 13%

Conversion from free trial to paid plan

Upcoming features

- Support company-specific rules for leave, expense, approval process
- Enhanced to support sophisticated company structure

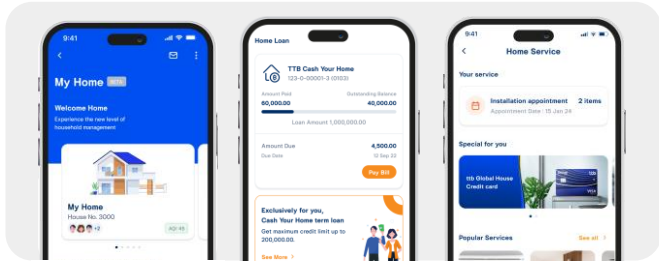


Soft launched in Nov'23

23 Homeowner ecosystem – Lifelong engagement with home owners through MyHome solution and partnership

My Home

Launched in Feb'24



- Bill management with home members
- Refinance calculation & apply
- CYH top-up offering
- Reminder to renew insurance
- Maintenance service



> **120K**
Home onboard

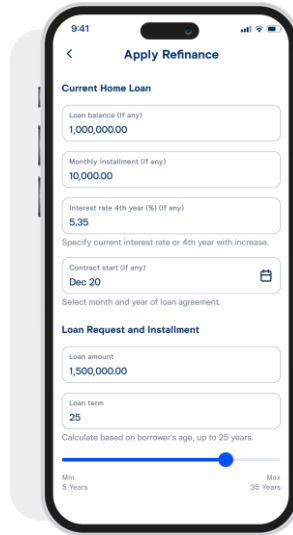


> **90K**
Users



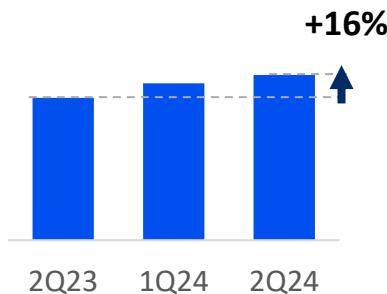
> **7K homes**
With utility bills set up

Refinance & Retention

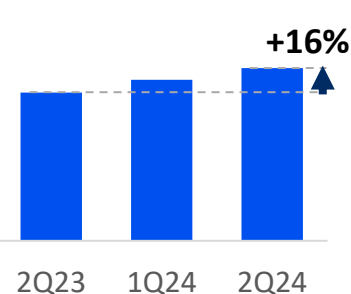


18 %
Improvement on
retention rate
(from 4Q23)

Refinance unit
(Unit)



Refinance amount
(THB mn)



Credit card spending



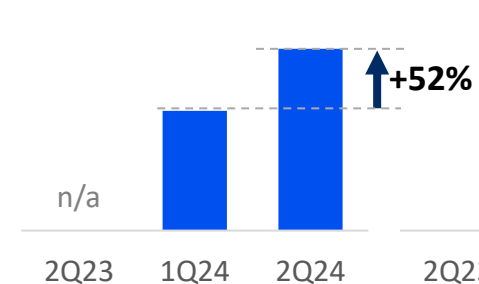
50%
of homeloan
customer holds
credit card

Launched in Jul'23

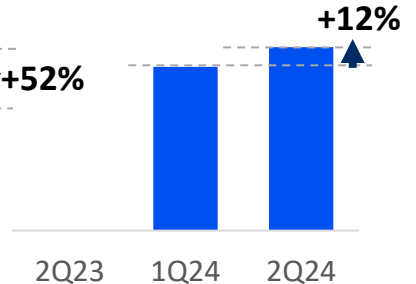


Global house card

New Card issuing
(# of cards)



Spending amount
(THB mn)



23 Wealth ecosystem – Earn fast, burn smart, maximizing infinite wealth through wellness products

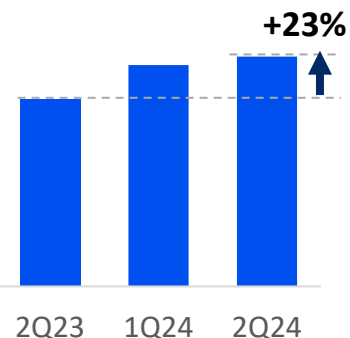
Wealth customer



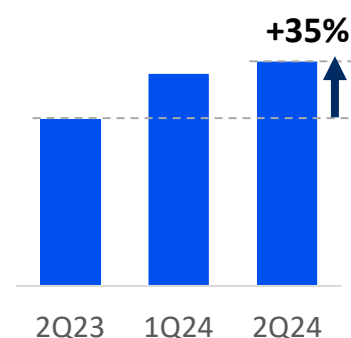
> 1k
Wealth customers acquisition in 2Q24

> 57%
Of wealth customers invest with ttb

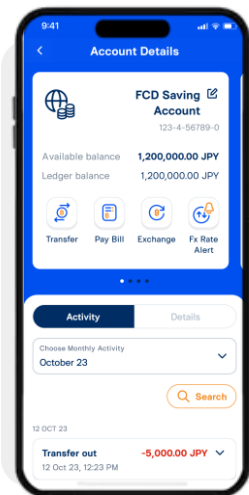
Reserve card
(accum. # of cards)



Spending amount
(THB mn)

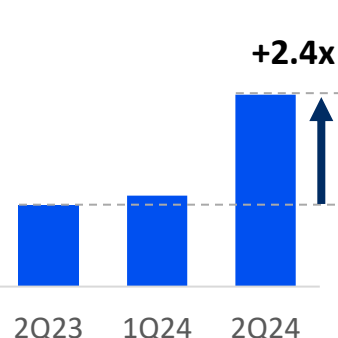


Savings – FCD Account

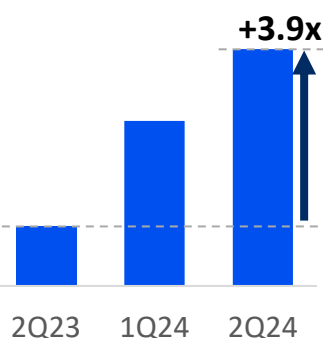


- Easy account management via ttb touch
- Up to 4% p.a. FCD USD Saving Account

FCD Account
(New account)



FCD Balance
(THB mn)



Wellness Investment

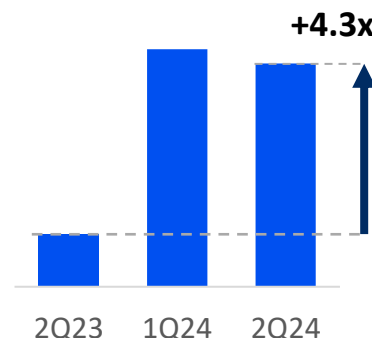


> 53bn
New Investment volume YTD

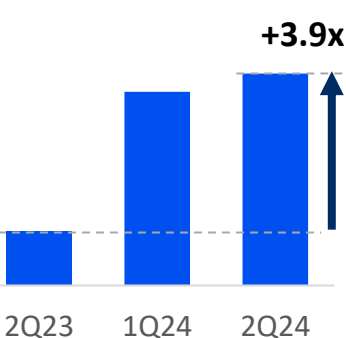


3.2x YoY
Investment volume growth

Term fund
(THB mn)



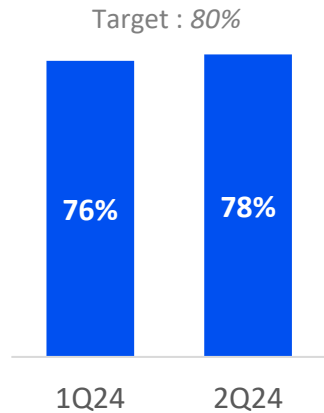
Structure notes
(THB mn)



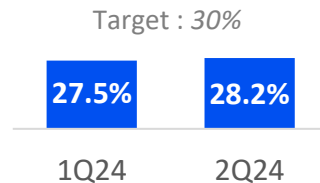
4 Digital-first branch continues to boost digital migration while simultaneously improving overall service quality

Transaction migration to digital

High counter migration to Auto lobby
(% migrated transaction)



Low counter migration to touch
(% migrated transaction)



High counter services e.g.,

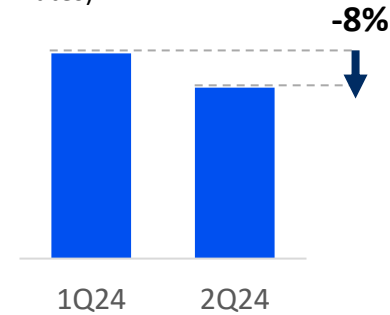
- Deposit and withdrawal
- Money transfer
- Bill payment

Low counter services e.g.,

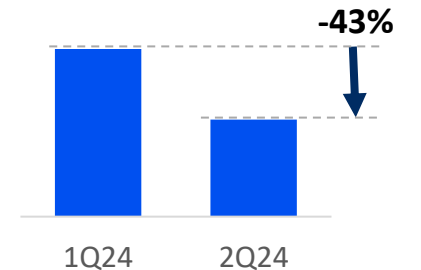
- New account opening
- Account information update
- Debit card issuing

Service quality

Average wait time
(Minutes)

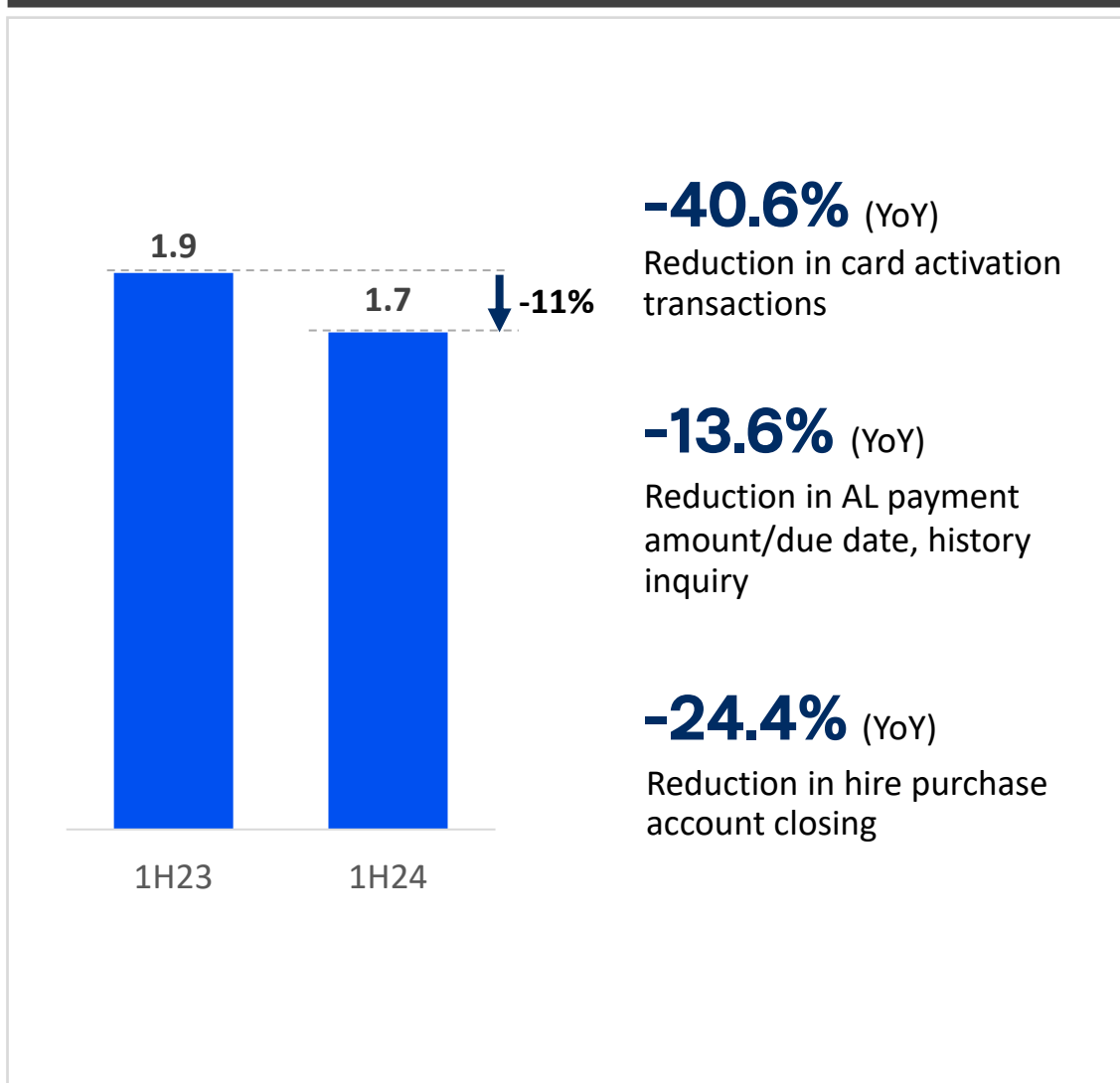


Customer complaint
(No. of complaint)

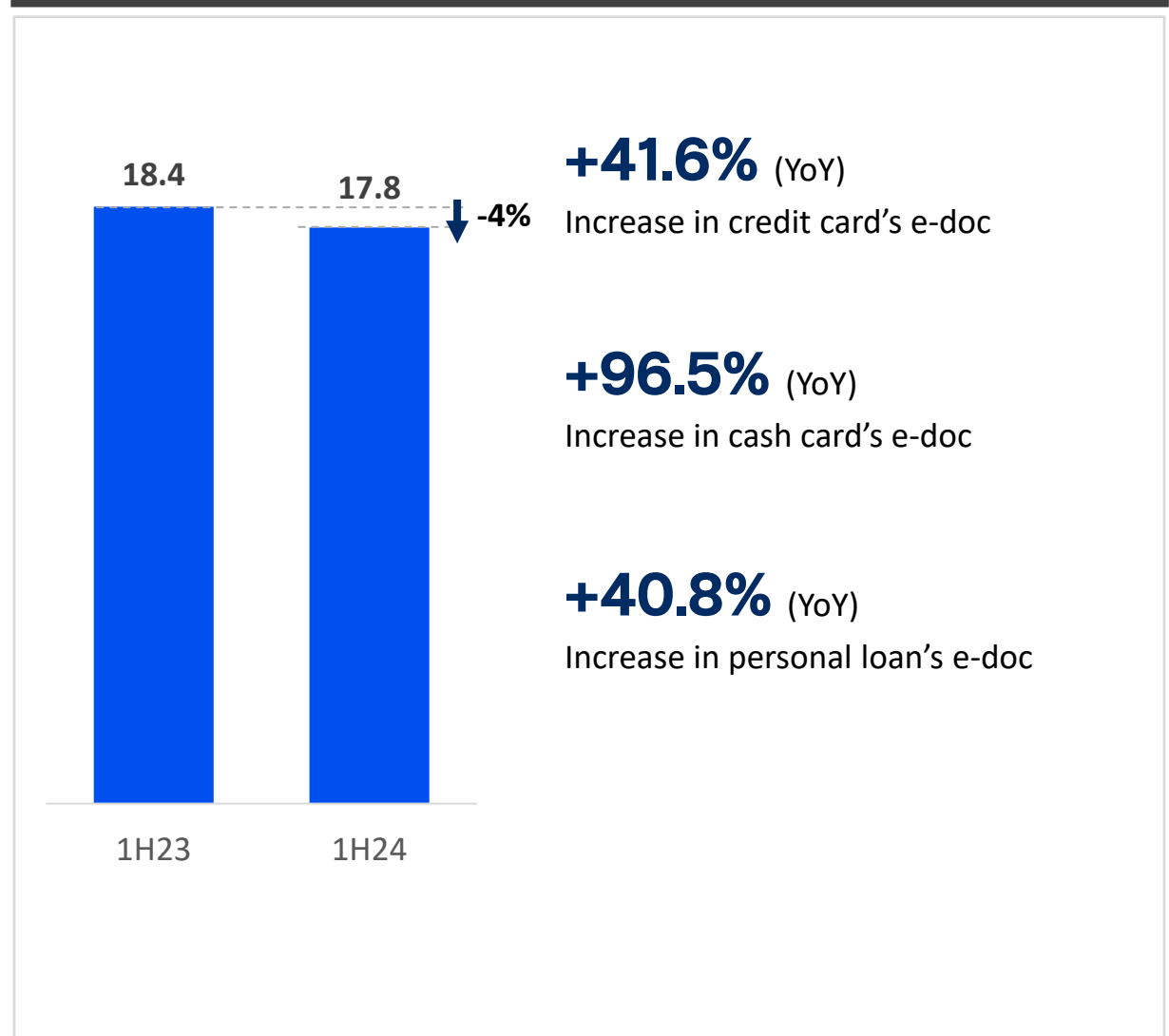


4 Continuing reduction in load and operational costs across all physical touchpoints from increasing digital channel adoption

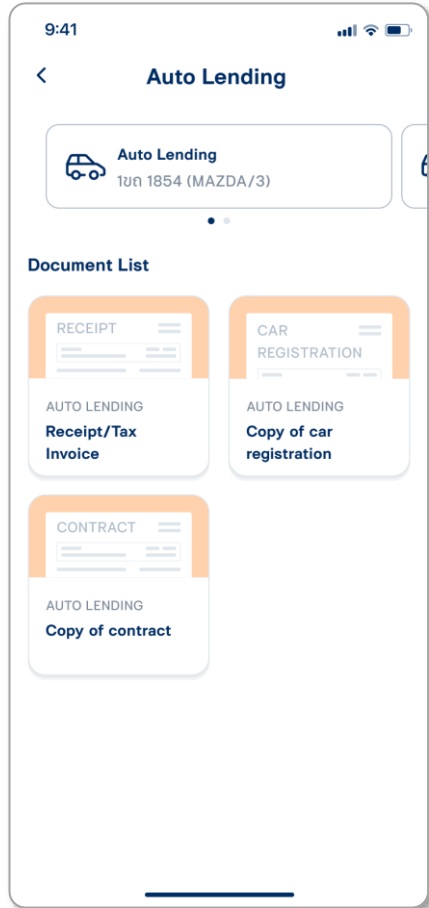
Contact center volume (mn transactions)



Physical document sent out (mn documents/mails)

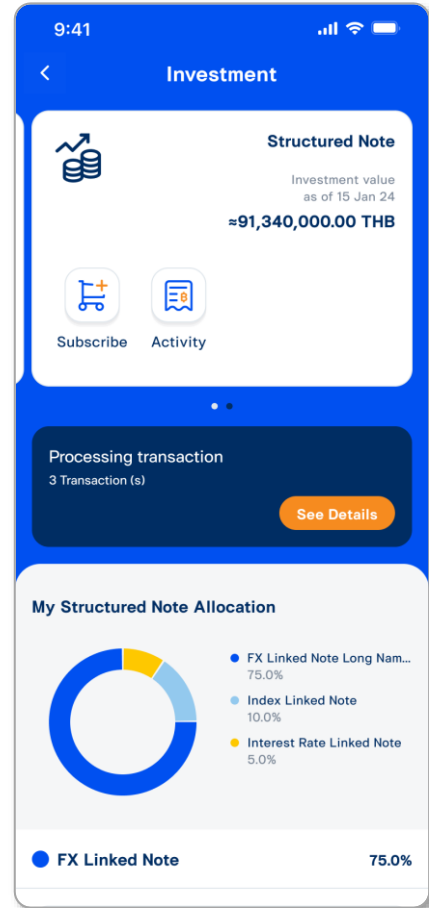


Key highlights of upcoming ttb touch releases



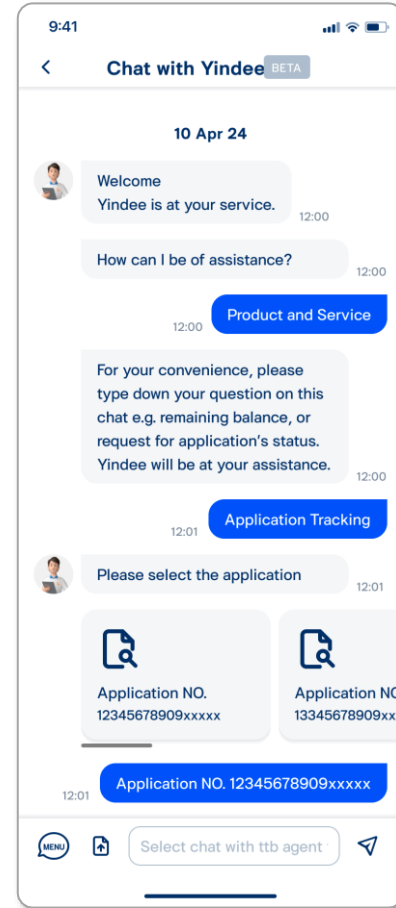
AL E-Receipt

From physical document to E-receipt, with potential savings of over THB 50mn in printing and mailing cost



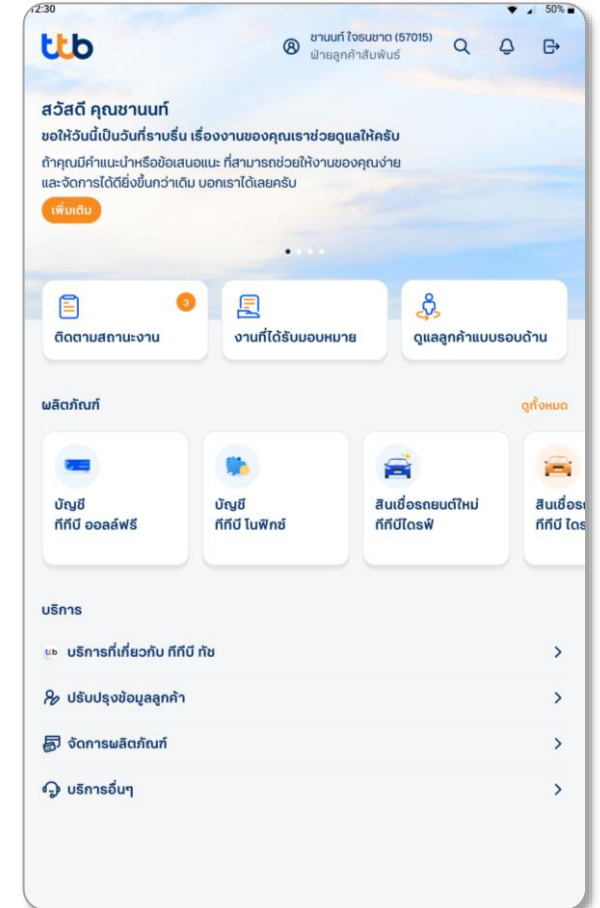
Structure note

Structure note available for view and in-app purchase



Yindee x Chat GPT

In-app chat service enhancement powered by cutting-edge generative AI capabilities



Tablet

Enhance digital capability for branch/sales staff to enable them to better serve our customers and be more productive

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