



ทีเอ็มบีธนชาต
TMBThanachart

Investor Presentation

2Q25 Financial Performance

18 July 2025

Executive summary



In the face of rising uncertainties from both domestic and global factors, business sentiment in 2Q25 remained subdued. In response, we reaffirmed our conservative stance with a long-term commitment to preserve balance sheet healthiness, safeguarding future growths and delivering sustainable value to shareholders. To address short- and medium-term challenges including sluggish growth environment, we focus on 3 key strategic priorities;

- ❑ **Preserving portfolio quality** with selective loan growth strategy and prudent risk approach including ongoing customer supports through various program including debt consolidation and “You Fight, We Help” measure.
- ❑ **Driving transformation** to build new revenue engines, optimize cost structure and transform organization towards Humanized Digital Banking, laying foundation for long term.
- ❑ **Improving shareholder returns** by focusing on the execution on capital management initiatives.

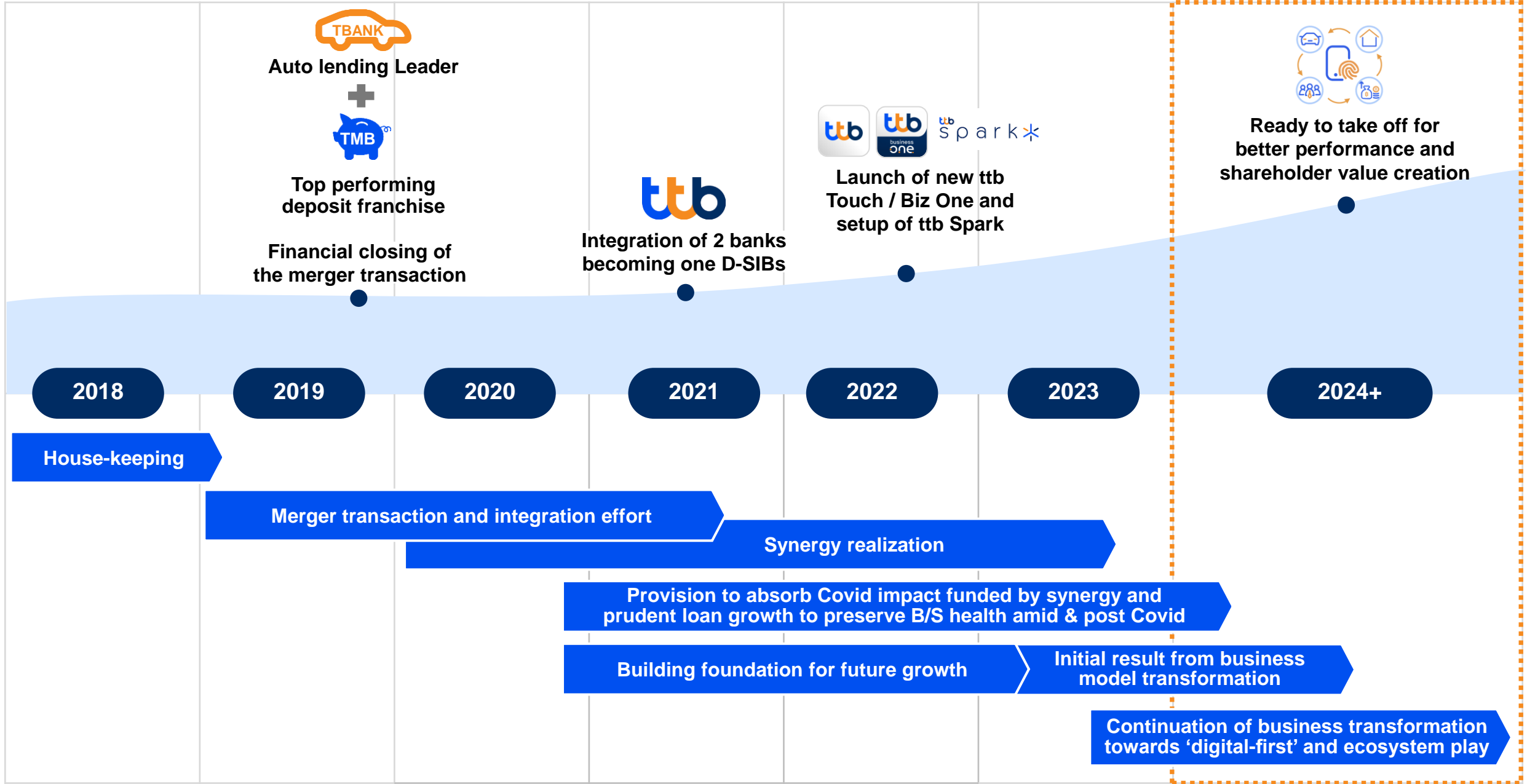
1H25 Operational highlights

- ❑ Net profit of THB 10,100 mn (-6% YoY) reflected strategic focus on selective growth in targeted retail loans and cost efficiency, which enabled us to maintain NIM, C/I ratio and credit cost in line with target and helped cushion bottom-line against sooner-than-expected rate cuts and revenue pressure.
- ❑ Loan staging slippage showed sign of improvement, reflecting positive impact from debt resolution efforts including “You Fight, We Help” program. Overall, asset quality remained well-managed with a low and stable NPL ratio at 2.73% and sufficient Coverage ratio at 149%.
- ❑ Capital initiatives progressed as planned.
 - Inorganic growth: Closing the acquisition of Thanachart Securities (TNS) with a total transaction value of THB 2.06 bn or ~1x adjusted P/BV.
 - Share repurchase program: Remaining budget is THB 3.1 bn / maximum shares to be repurchase of ~1,450 mn shares.

Staying ahead of headwinds, mitigating downside risks to ensure shareholder returns

- ❑ Given weaker economic outlook and uncertainties, TTB set aside THB 1.3 bn of MO in 2Q25 as a pre-cautionary buffer on loan portfolio, addressing potential risks stemming from US tariff, unexpected economic uncertainties and You Fight, We Help phase 2.
- ❑ We remain committed to enhancing shareholder return through a high dividend payout policy, backed by a strong financial and capital position. The 3-year share repurchase program of THB 21 bn could also protect shareholder value amid prolonged market volatility.

Transformation journey towards the most recommended bank of choice

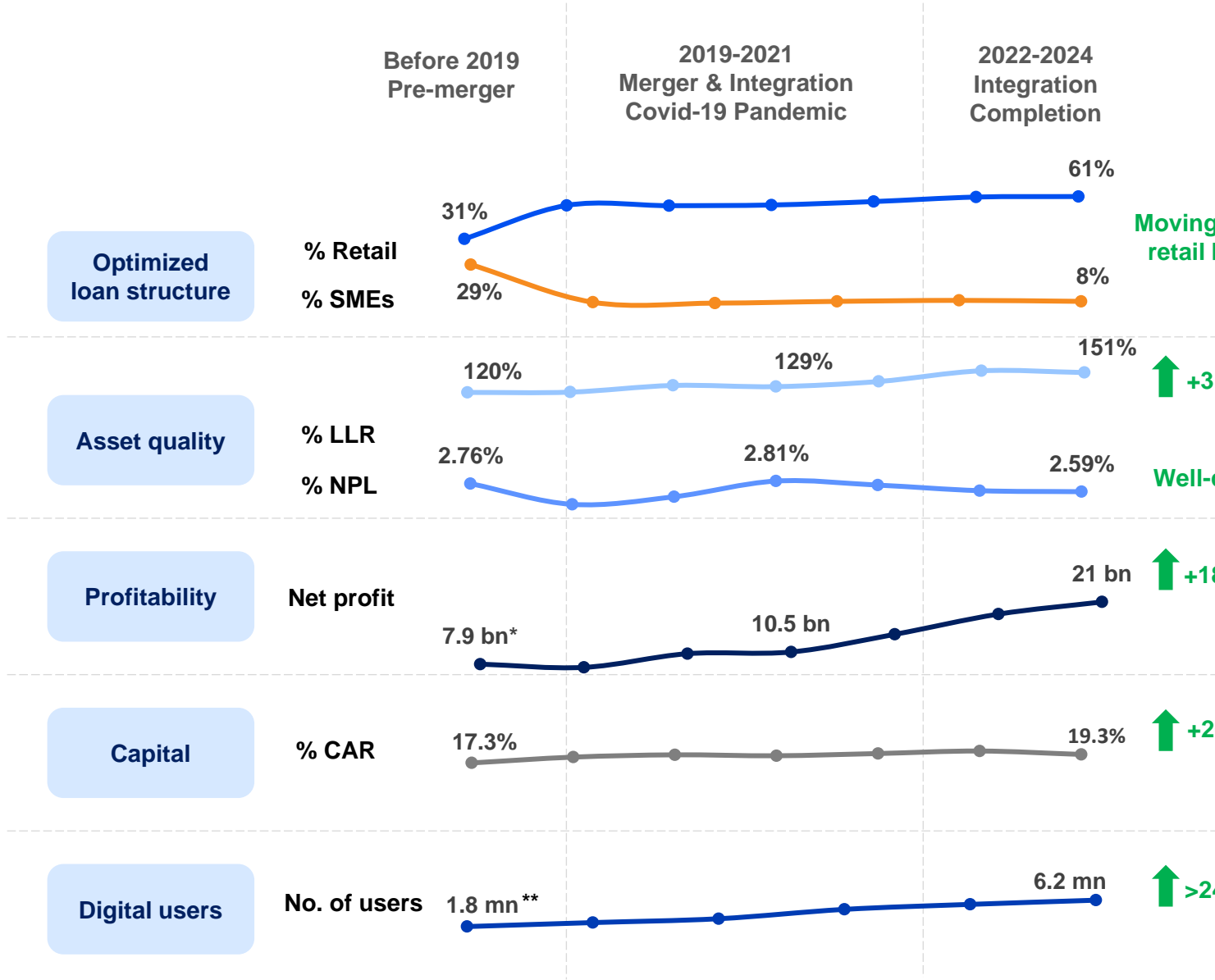


Improvement pathway of key business drivers: 2018-24



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

1H25 Financial Results



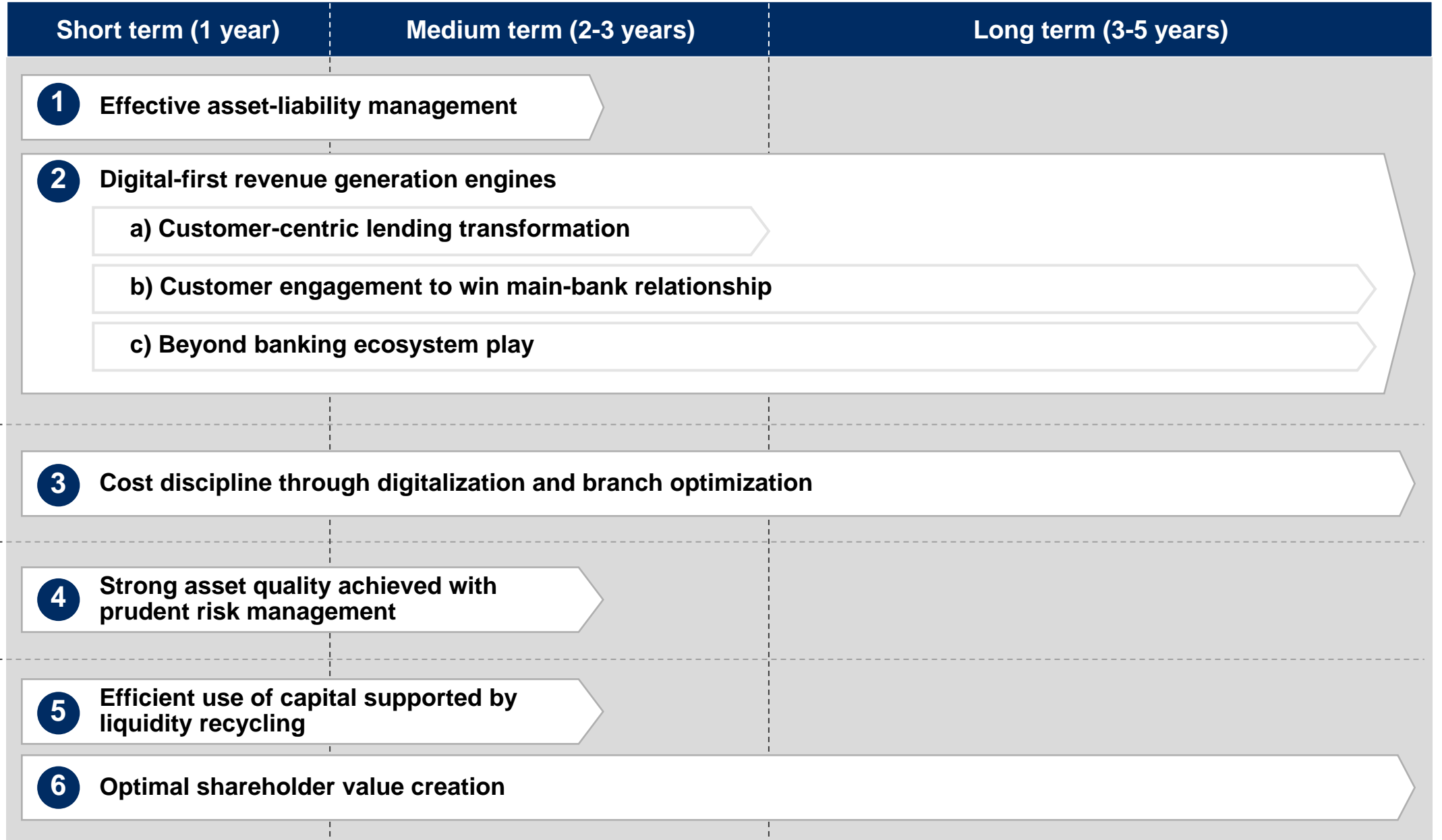
		FY2024 Actual	FY2025 Targets	1H25 Actual
INCOME	Loan growth	-6.6% YTD	Approx. 0% - 2%	-2.8% YTD
	Deposit growth	-4.2% YTD	In line with loan growth	-3.0% YTD
	Net Interest Margin	3.26%	3.1% - 3.25%	3.13%
	Non-NII growth (YoY)	-6.0% YoY -3% if excluded. BA amortization	Single digit growth	+7.9% YoY
EFFICIENCY	C/I Ratio	42.6%	Low-40s	43.7%
ASSET QUALITY	% Stage 3	2.59%	< 2.9%	2.73%
	Credit cost (bps)	Normal 135 Total 154	Normal 125-135 bps	Normal 110 bps Total 147 bps
	Net profit (YoY)	THB 21.0 bn +13% YoY	n.a.	THB 10.1 bn -6%YoY

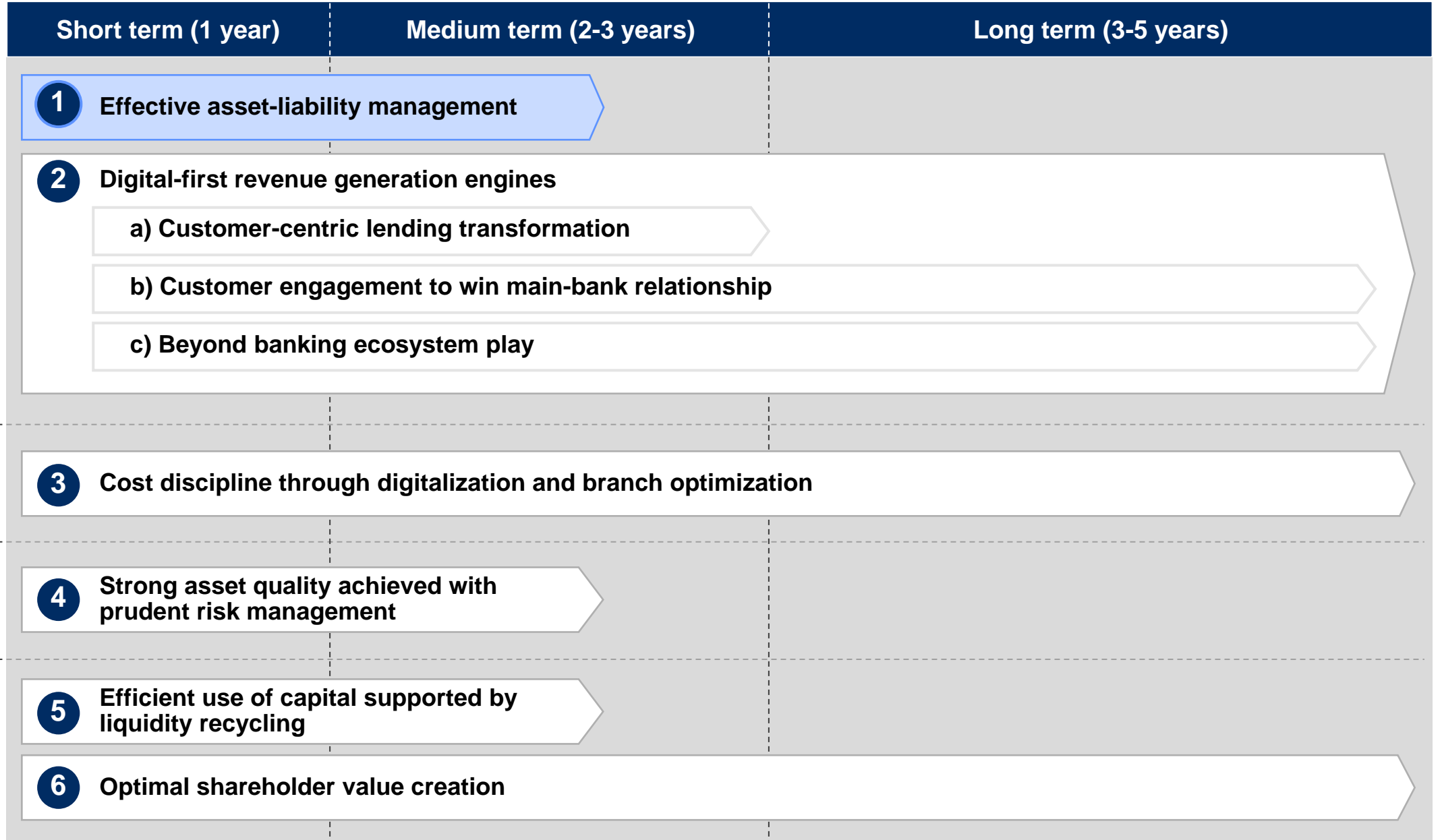
Recap: the Bank's strategic intent

- **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.**

Our long-term aspirations

- **Top-quartile ROE of >10%**
- **High-yield loan mix of 30-35%** on retail loan
- **>1.0% Non-NII to assets**
- **>90% digital share** for both sales and service transactions
- **<40% competitive C/I ratio** compared to those of virtual banks
- **Credit costs 125 – 135 bps** excluding any extra provisions

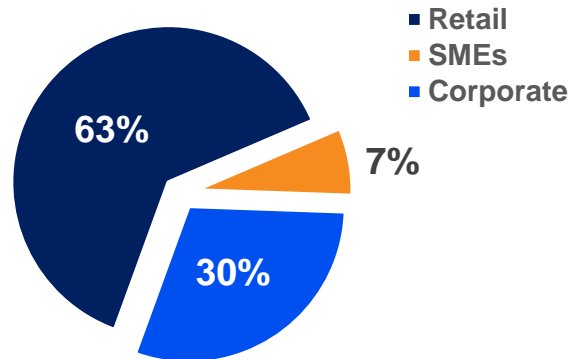




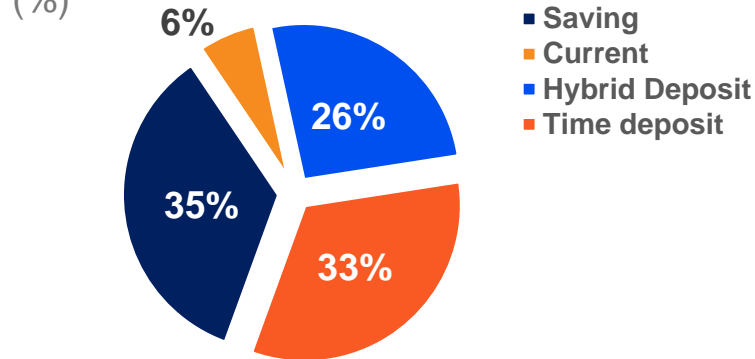
1 Effective asset-liability management to sustain net interest margin



Total loan mix
(%)



Total deposit mix
(%)



Key initiatives

Earning assets

- Selective loan growth focusing on retail
- Shift to high-yield lending products
- Adjust investment portfolio ahead of falling in bond yield

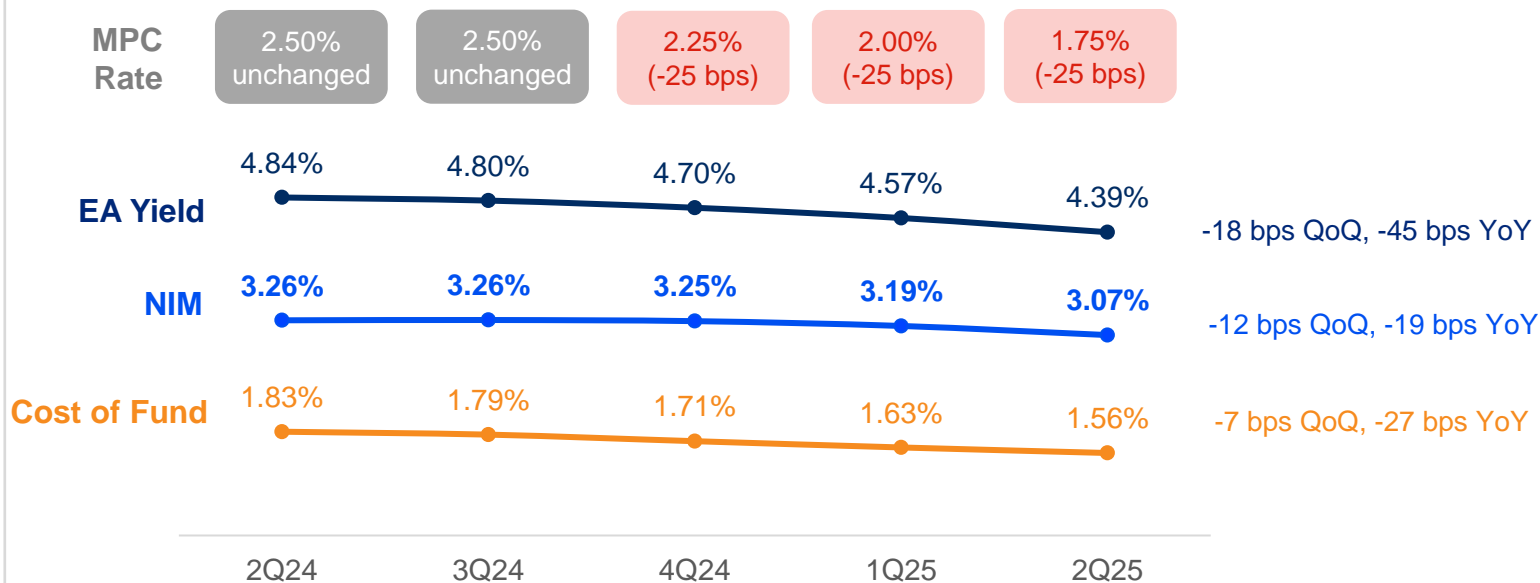
Deposit

- Proactive deposit duration and mix management

Borrowing

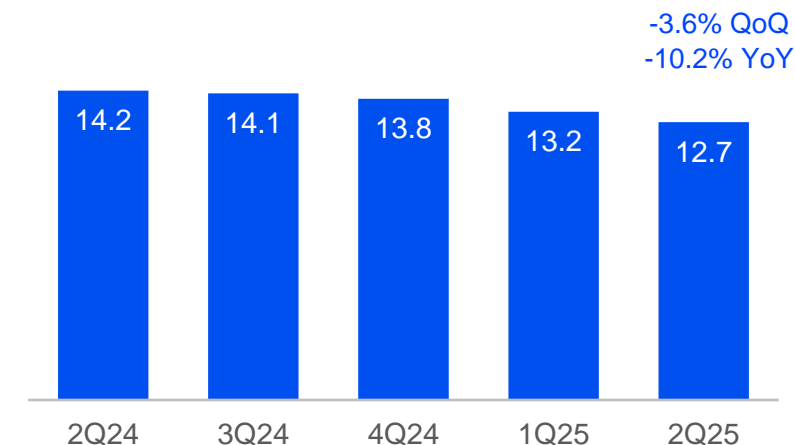
- Effectively reducing high-cost borrowing to improve financial efficiency

Earning asset yield, cost of fund and NIM



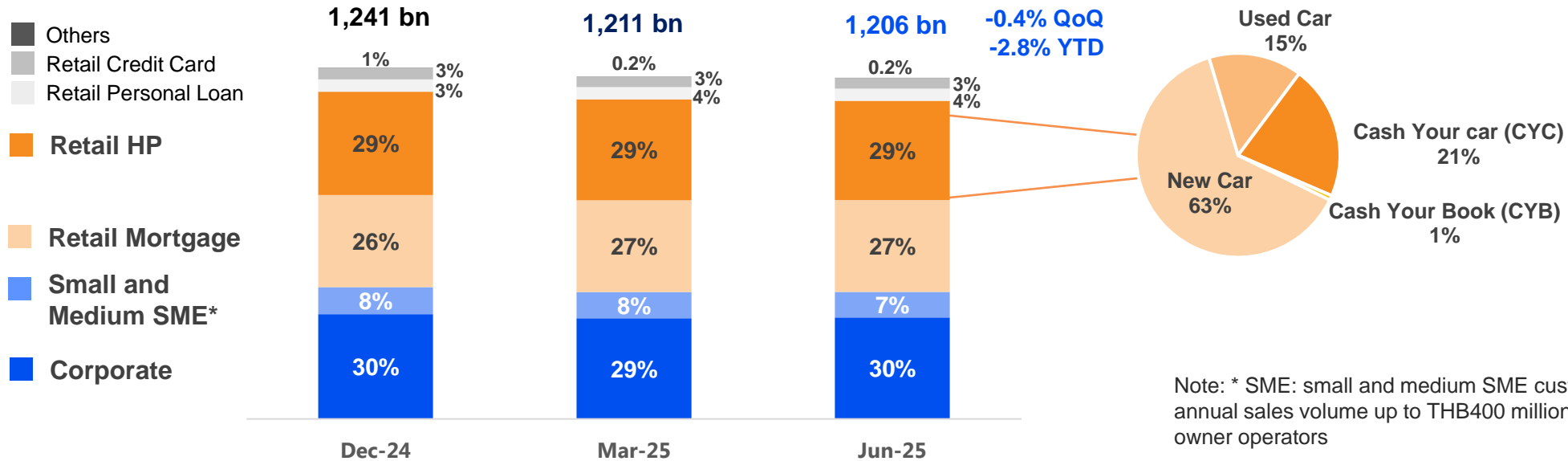
Net Interest Income (NII)

THB billion



1 Maintaining quality growth strategy amid economic uncertainty

Total Loan

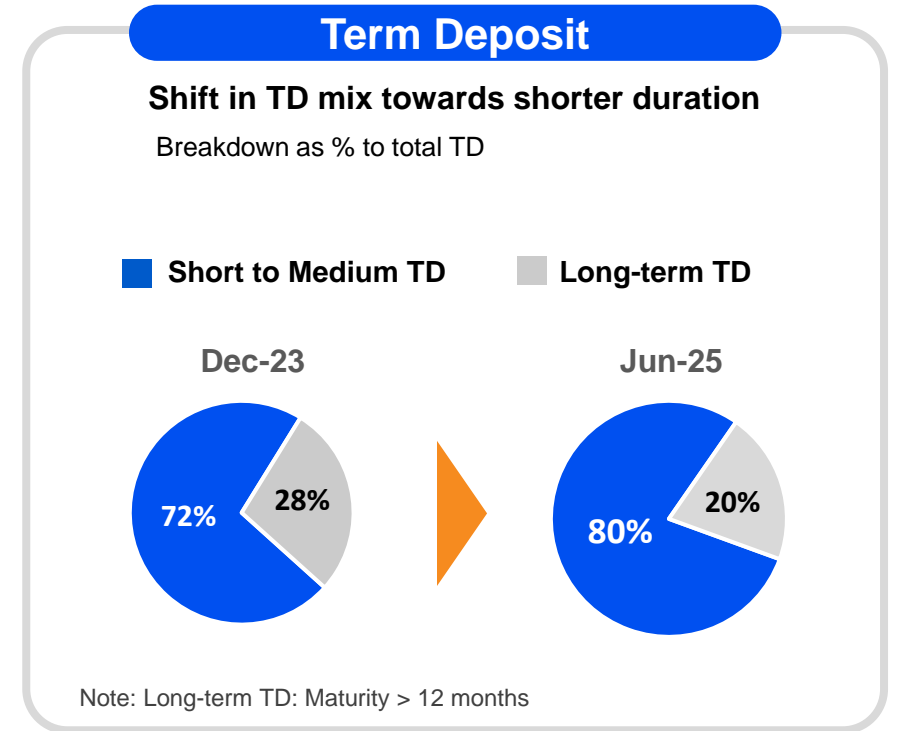
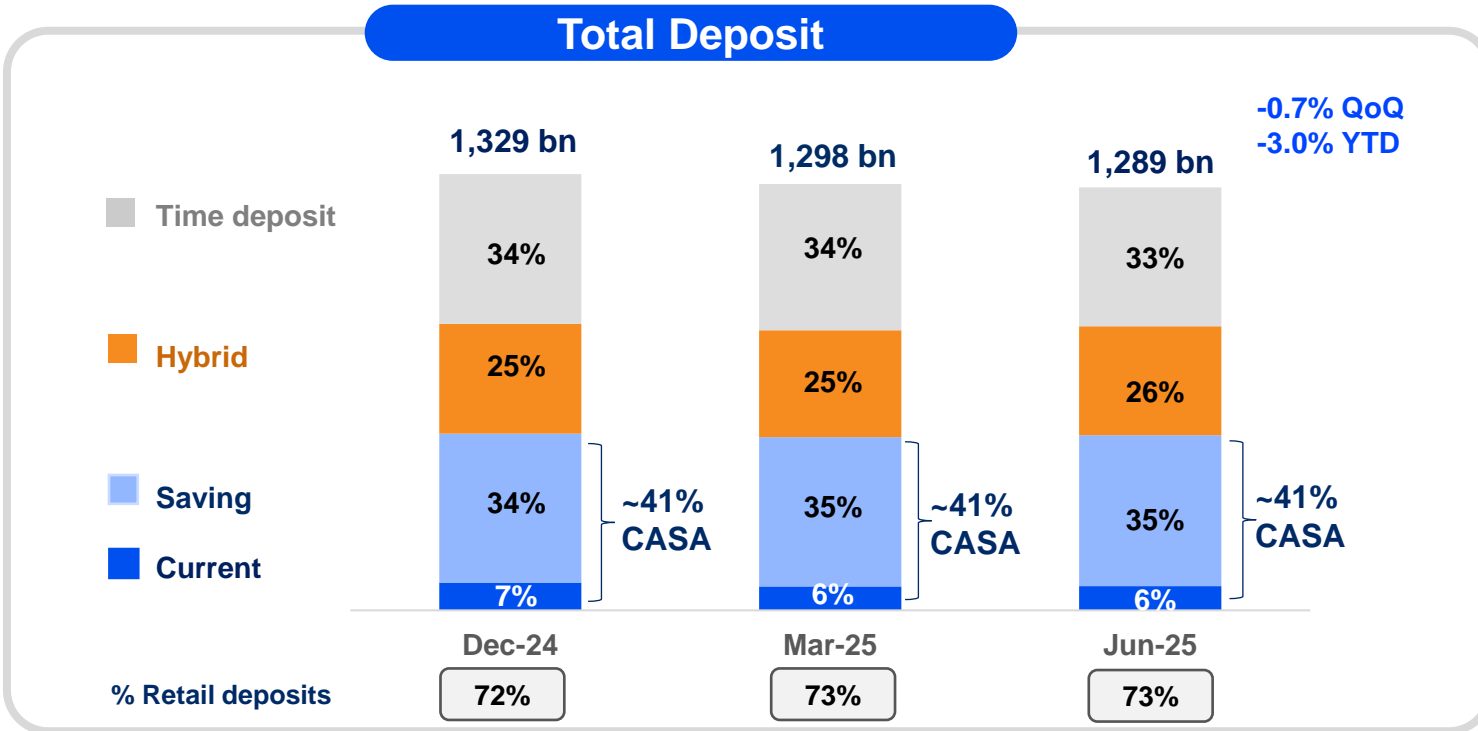


- Amid political instability, high household debt, and the steep U.S. tariffs threatening export competitiveness, 2025 Thailand's GDP projection was revised down to 1%-2%. In this economic climate, TTB has continued to prioritize quality growth over quantity and has sharpened its strategic lens to focus on resilience, agility, and sustainable returns.
- TTB has adopted a selective loan growth strategy, decisively shifting its loan mix toward targeted retail segments as broad-based expansion is neither prudent nor viable. This approach balances risk and return, and its effectiveness is reflected in the steady improvement of NII/RWA to ~5%, despite subdued loan growth and rate-cut cycle.
 - Retail Focus:** TTB's retail strategy is anchored in digital enablement and our 4 ecosystem initiatives. This allows the Bank to deepen engagement with existing customers while cultivating main-bank relationships with high-potential segments. **The goal is to unlock cross-sell opportunities and drive sustainable, high-yield growth.**
 - Liquidity recycling for high-yield lending** thru effective funding utilization, the Bank recycled liquidity from low-yield lending to focus on high-yield retail products, including CYC, CYH, personal loans, and credit card, to enhance loan yields during slow growth environment.

2Q25 Results: Total loan volume dropped -0.4% QoQ, driven by:

- A modest decline in retail loans (-0.7% QoQ), attributable to repayments from high-quality borrowers and a slowdown in HP portfolio (-1.9% QoQ). Having said that, the contraction in HP was at a slower pace as growth in new booking improved QoQ especially from new car lending. For targeted high-yield loans, growth momentum continued, CYH +2.1%, CYB +15.3%, Credit cards +1.2% QoQ.
- Commercial loans remained relatively flat QoQ. SME loans declined as part of the Bank's de-risking effort, while large corporates posted a slight growth.

1 Optimizing deposit level to ensure effective deposit cost management



To ensure cost efficiency and optimize interest rate margins, TTB focuses on optimizing both deposit duration and product mix in response to changing interest rate environment. This core approach is executed through 3 strategic levers:

- **Shortening TD durations** to preserve optionality in a declining rate environment.
- **Accelerating CASA growth**, anchored by the flagship zero-interest **ALL Free** product, to maintain a **super-low funding base**.
- **Enhancing hybrid savings products (No-Fixed)** to attract rate-sensitive customers, with a clear pathway to **convert into investment solutions** which also helps deepens customer engagement across the Bank's wealth ecosystem.

2Q25 results: Total deposits declined by 0.7% QoQ, reflecting our deposit strategy to align loan-deposit volume and to lower portion of high-cost deposit. Key highlights were;

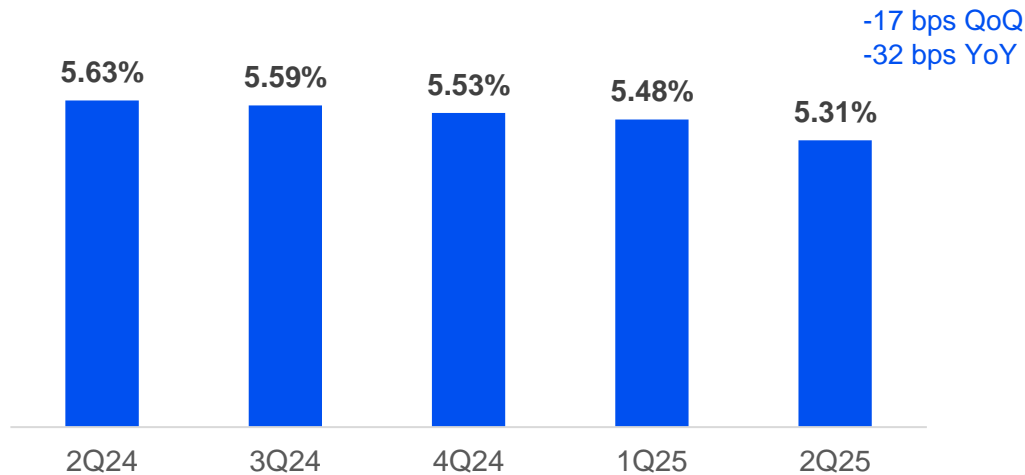
- Long-term TD contracted -5.6% QoQ, mainly from high-cost 24M TD Up&UP (-38% QoQ) acquired during the rate-hike cycle. The decline in long-term TD was offset by strong growth in 12M TD Up&UP (+692% QoQ, +THB12bn).
- Foreign currency savings and TD increased by +35.5% QoQ and +8.2% QoQ, driven by wealth ecosystem initiatives and main-bank acquisition efforts. No-Fixed savings also grew +2.3% QoQ, capturing rate-sensitive inflows and enabling future investment conversion.
- CASA was at 41%, up from 36-37% in 2024 during rate-hike cycle. Liquidity remains robust, with LDR at 94%, providing ample flexibility for tactical deposit acquisition through the remainder of 2025.

1 Balancing loan and deposit strategy to ensure sustainable NIM performance



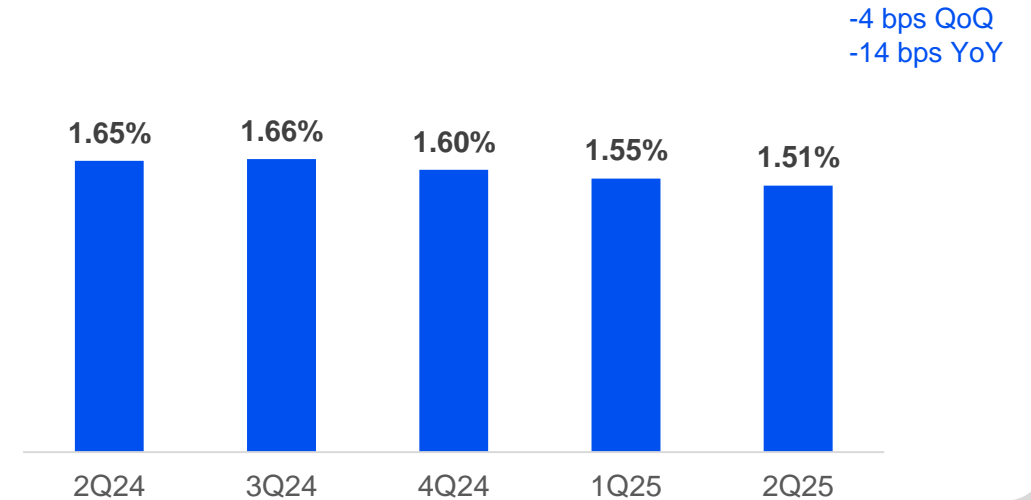
Loan Yield

	1Q24	2Q24	3Q24	4Q24	1Q25	2Q25
▲ MPC QoQ	-	-	-	-25 bps	-25 bps	-25 bps
▲ Yield QoQ	+7 bps	+3 bps	-4 bps	-6 bps	-5 bps	-17 bps



Cost of Deposit

	1Q24	2Q24	3Q24	4Q24	1Q25	2Q25
▲ MPC QoQ	-	-	-	-25 bps	-25 bps	-25 bps
▲ Cost QoQ	+18 bps	+7 bps	+1 bps	-6 bps	-5 bps	-4 bps

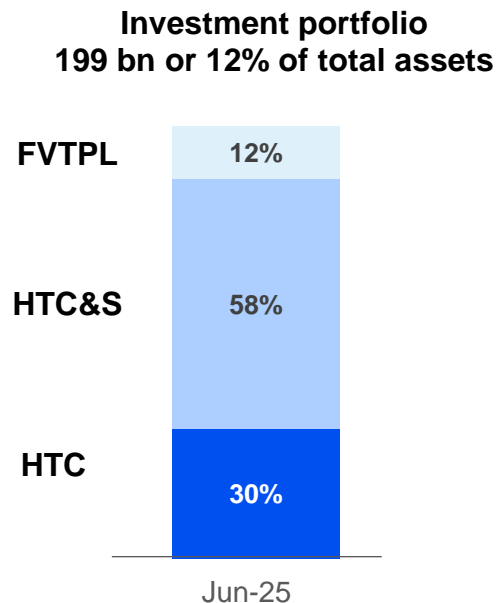


- As Thailand's rate-cut cycle deepened, with the policy rate lowered to 1.75% in April 2025, TTB maintained its strategic focus on balancing risk-adjusted loan growth and funding cost efficiency. This disciplined approach is designed to sustain margin performance despite increasing pressure on yields.
- In 2Q25, loan yield declined to 5.31%, shaped by 1) Full-quarter impact from 3 cumulative rate cuts. 2) Selective loan growth strategy, prioritizing quality over volume. 3) Repayments from high-quality borrowers, especially in auto loans. And 4) Ongoing impact from the "You Fight, We Help" support program, with an adoption rate of 42% of total eligible loans.
- On the funding side, cost of deposit remained well-contained at 1.51%, reflecting the effectiveness of TTB's proactive deposit strategy of 1) Strategic rundown of long-term TD, reducing exposure to high-cost funding. 2) CASA ratio held firm at ~41%, supported by ALL Free, a zero-interest flagship product.
- As the downward interest rate trend continued to pressure asset yields, NIM softened to 3.07% in 2Q25. This reflects the full impact of recent policy rate reductions as well as softer loan demand dynamics. Despite the compression, 1H25 NIM of 3.13% remained within the Bank's full-year guidance of 3.10%–3.25%, supported by disciplined funding cost control and a selective loan growth strategy.

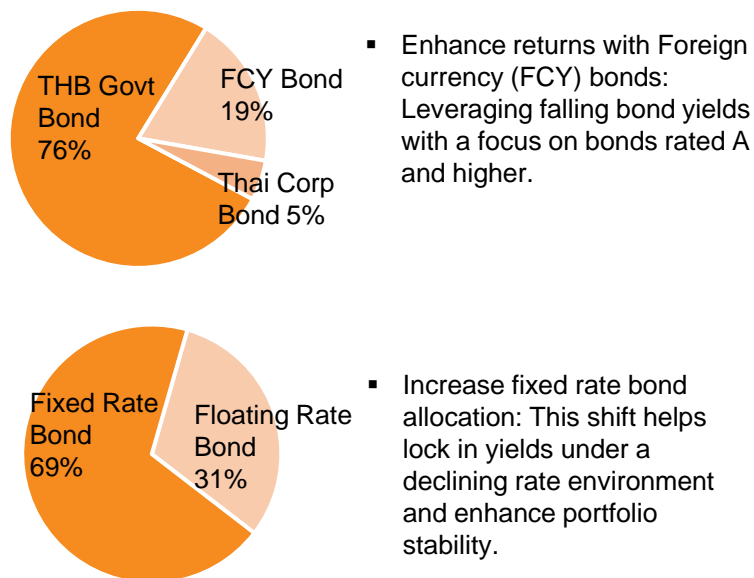
1 Ensuring portfolio quality and optimal duration along with changing yield curve



Healthy Investment Portfolio



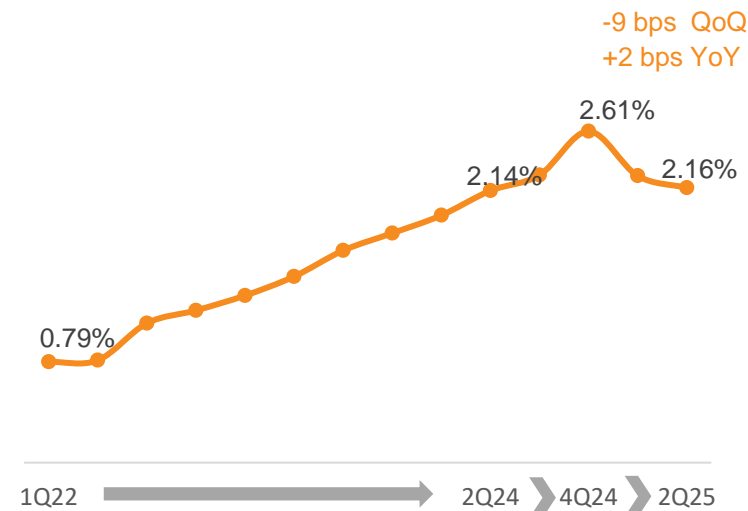
HTC&S Portfolio Breakdown



- Enhance returns with Foreign currency (FCY) bonds: Leveraging falling bond yields with a focus on bonds rated A and higher.

- Increase fixed rate bond allocation: This shift helps lock in yields under a declining rate environment and enhance portfolio stability.

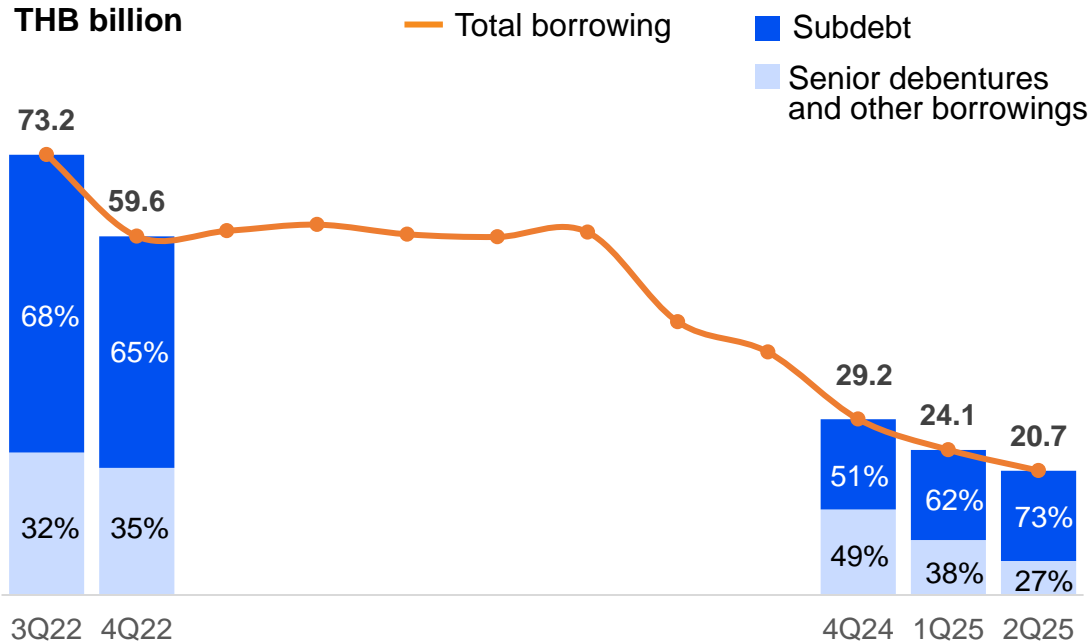
Improving Investment Yield



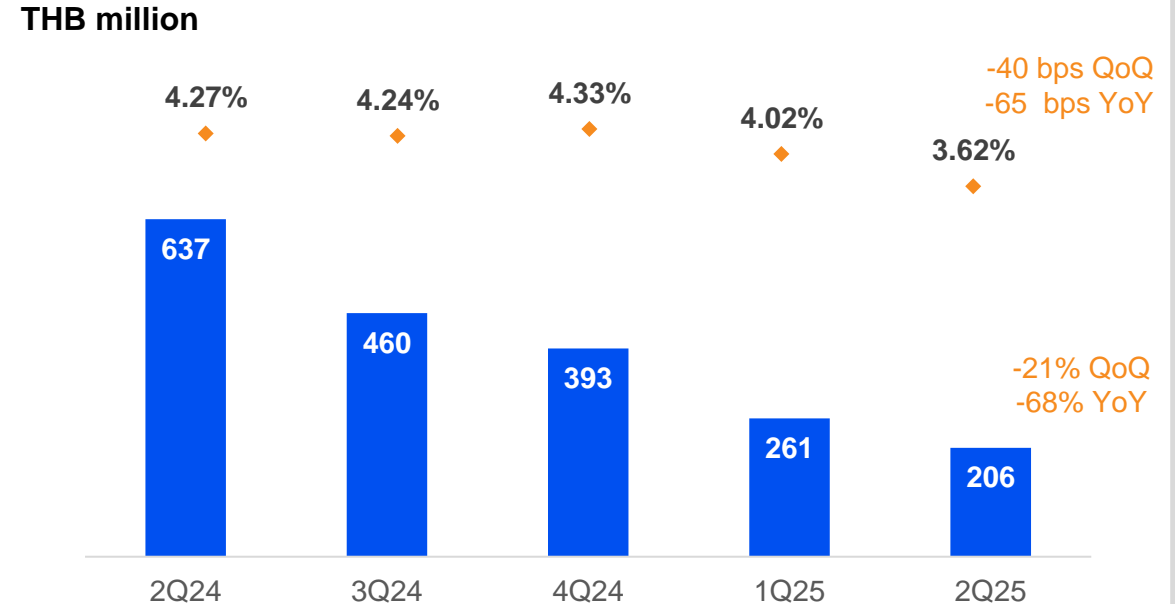
- At TTB, we take a prudent and conservative approach, focusing on low-risk, highly-liquid instruments to safeguard liquidity rather than chasing speculative returns. Our strategy balances portfolio quality with duration optimization to stay responsive to evolving market conditions.
- Currently, 30% of our portfolio is HTC (entirely Thai government bonds) and 58% is HTC&S, comprising 76% Thai government bonds, 19% foreign currency bonds, and 5% high-rated Thai corporate bonds (90% rated AA and above).
- For our foreign currency bond holdings, any exposure to FX risk has been prudently managed and 100% of those bonds have been swapped into Thai baht to eliminate currency mismatches.
- This disciplined approach makes TTB's investment portfolio resilient and less exposed to market shocks, including recent concerns around domestic corporate bond defaults. We are also well-insulated from FX and equity market volatility, even amid global trade uncertainties.
- In 2Q25, investment yields declined QoQ due to rate cuts affecting floating-rate bonds, which account for 31% of our portfolio. Despite this, we remain patient and disciplined. Given the continued dovish outlook for Thai interest rates and market expectations already priced in, we are selectively increasing exposure to high-rated foreign government bonds to modestly boost yield while staying committed to sound risk-adjusted returns.

1 Optimizing borrowing structure and cost where possible

Optimized Borrowing Structure

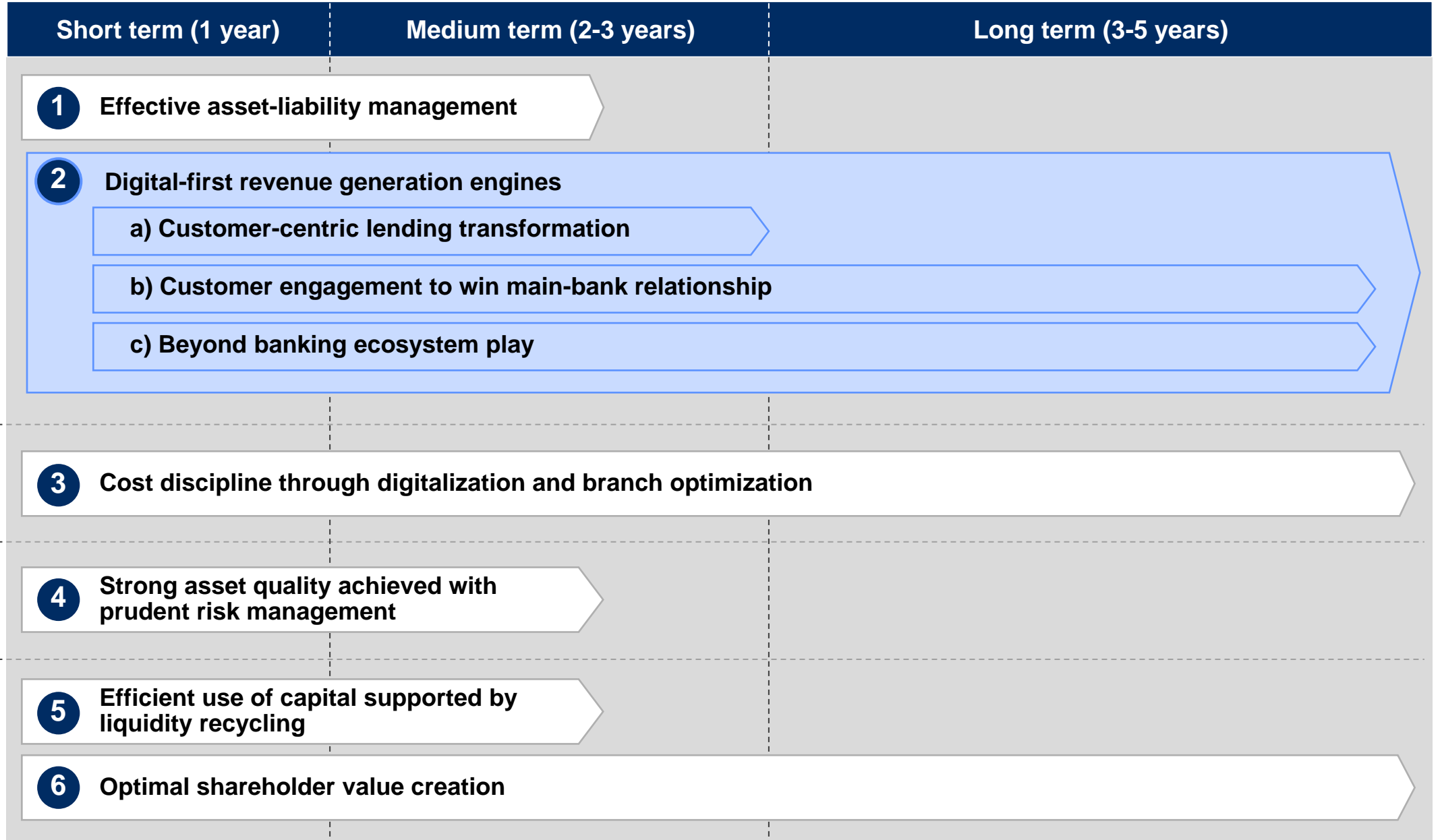


Borrowing Cost Vs. Effective Borrowing Cost*



Note: *Effective borrowing cost – using internal numbers (daily average)

- In line with our ongoing efforts to optimize our borrowing structure and costs, we have implemented a series of strategic funding cost initiatives at both bank and subsidiary levels. The robust capital position has allowed us to effectively manage borrowing portfolio through various ways, including:
 - Feb & May 25 : Early redemption of Green Bond and SME bond amounting to THB 8.3 bn
 - June-24: Early-redemption of THB 30 bn-Subordinate Tier II and downsizing the re-issuance by haft at a lower cost.
 - 2022-2023: Partial buyback of AT1 securities before the early redemption of the entire AT1 portfolio in 2024.
- These actions have played a key role in lowering borrowing costs, aligning with our balance sheet optimization and funding cost management strategy.
- Despite the decrease in borrowing portfolio, overall liquidity remained strong as indicated by the ratio of LDR+Borrowings at 92% as of 2Q25.



2 Digital-first revenue generation engines

Customer-Centric Lending

- **Upfront credit assessment** through “My Credit” widget
- **Risk-based pricing** through lending modernization

Customer Engagement

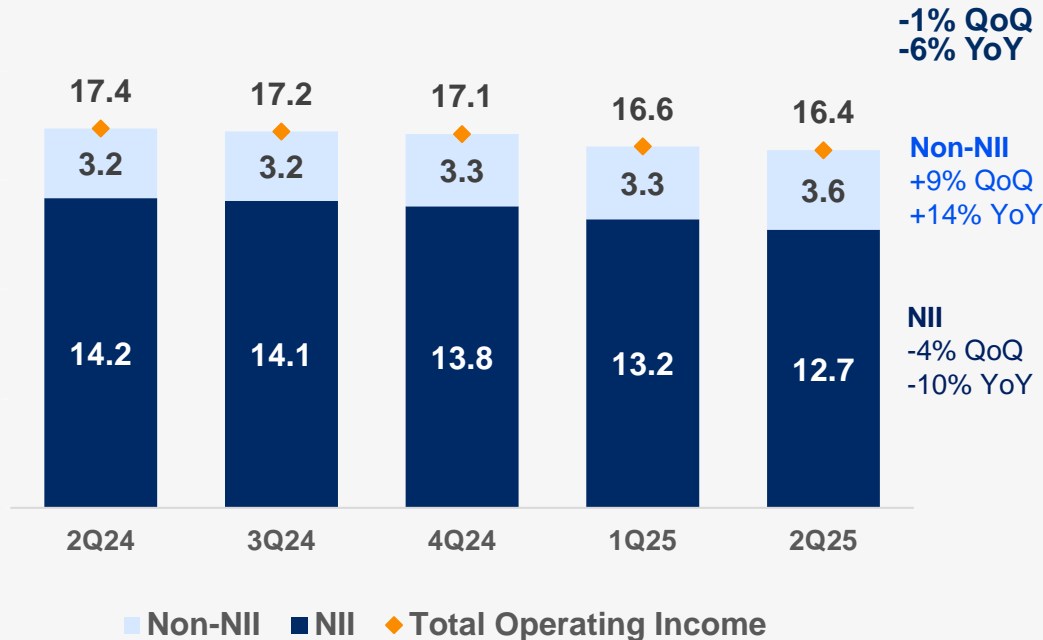
- **Personalized messaging** to drive effective cross-selling
- Bank-wide **loyalty program** to win main bank relationships

Ecosystem Play

- Seamless customer journey in the entire value chain through **beyond banking services** and **partnerships**

Total operating income

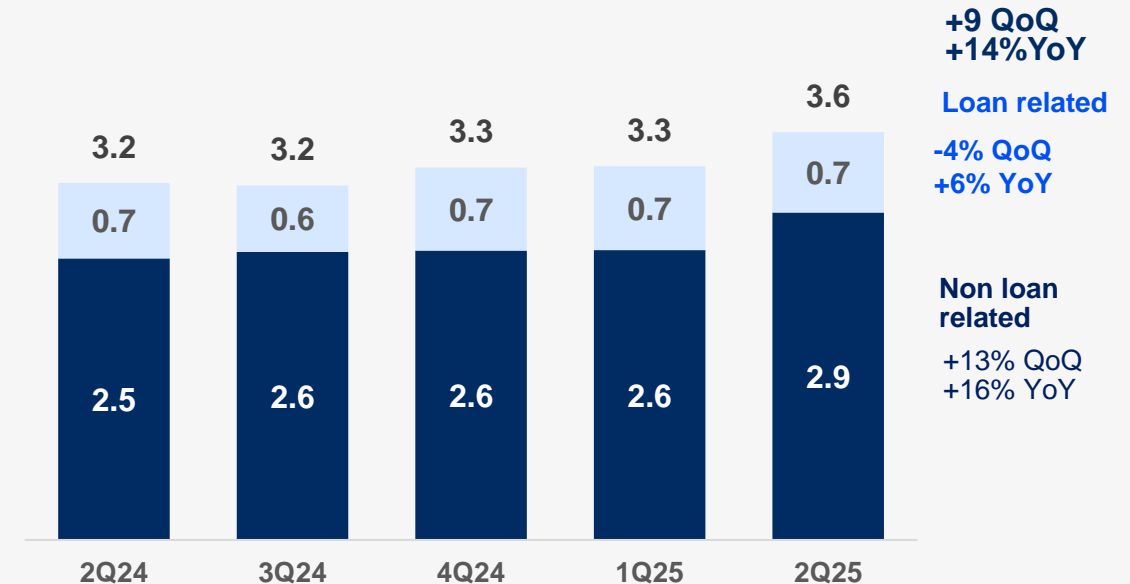
THB billion



Non-NII breakdown

THB billion

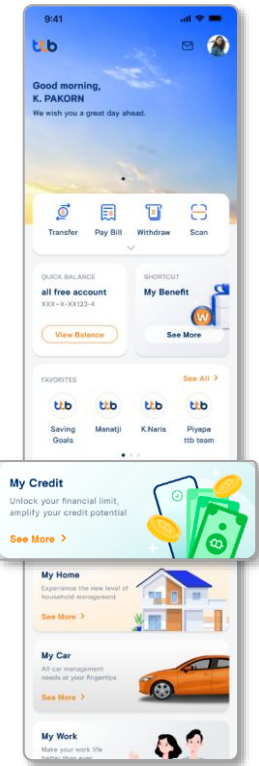
*Prelim numbers



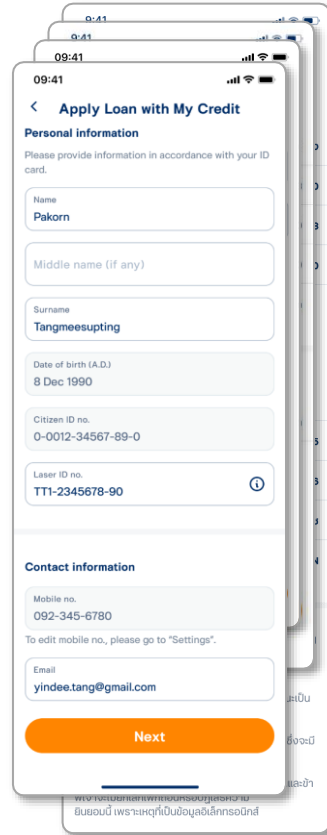
2 “My Credit” widget continues to transform how ttb lends as a bank and accelerate sales momentum via digital



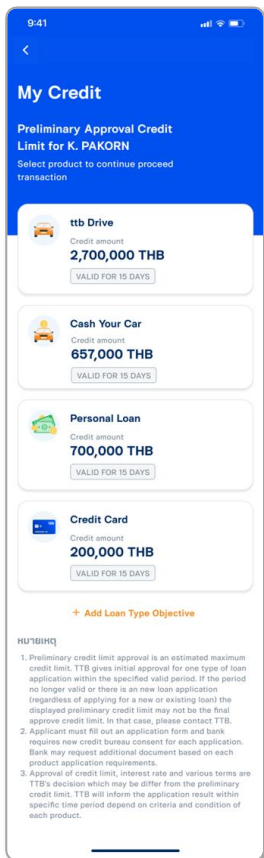
Select objective



Confirm personal Info + grant e-NCB consent



Receive pre-approve credit offer



Digital Booking

% Digital

Automotive lending (Unit)

52% 54%

Digital sales for new/used car launched in 3Q24

2Q24 1Q25 2Q25

-10% QoQ

Personal loan (Unit)

57% 66% 71%

32% QoQ
9% YoY

2Q24 1Q25 2Q25

Credit card (Unit)

54% 68% 63%

-32% QoQ
20% YoY

2Q24 1Q25 2Q25

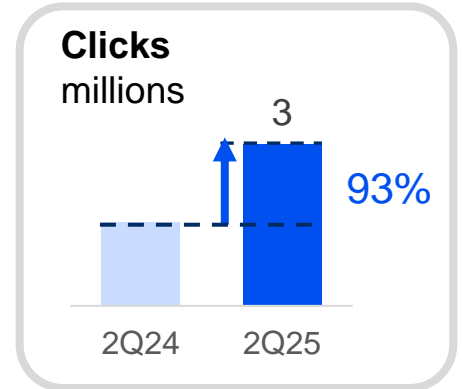
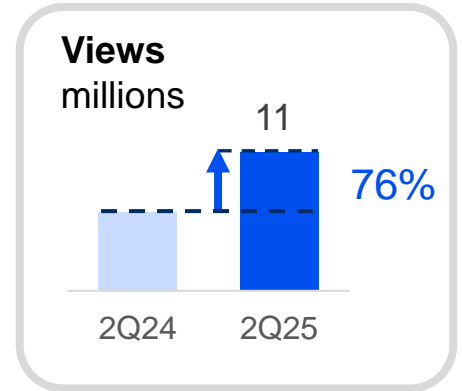
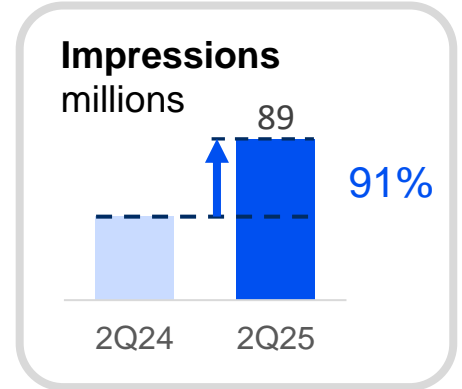
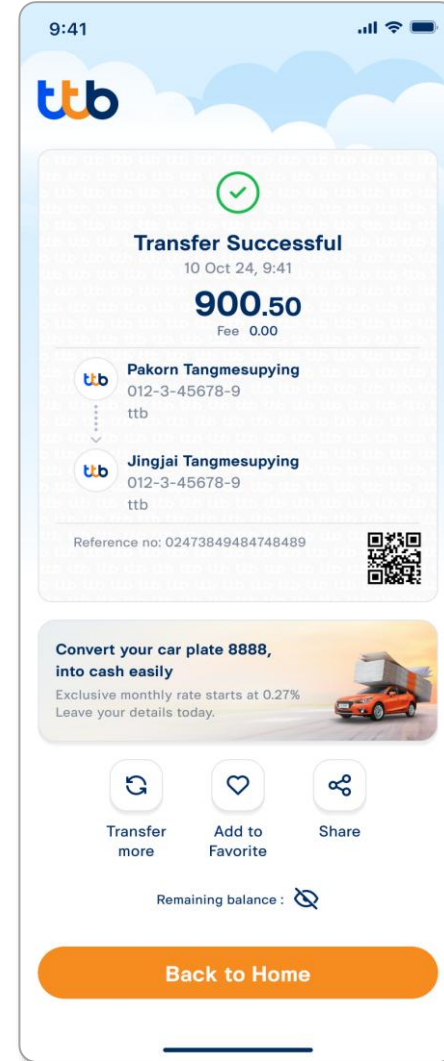
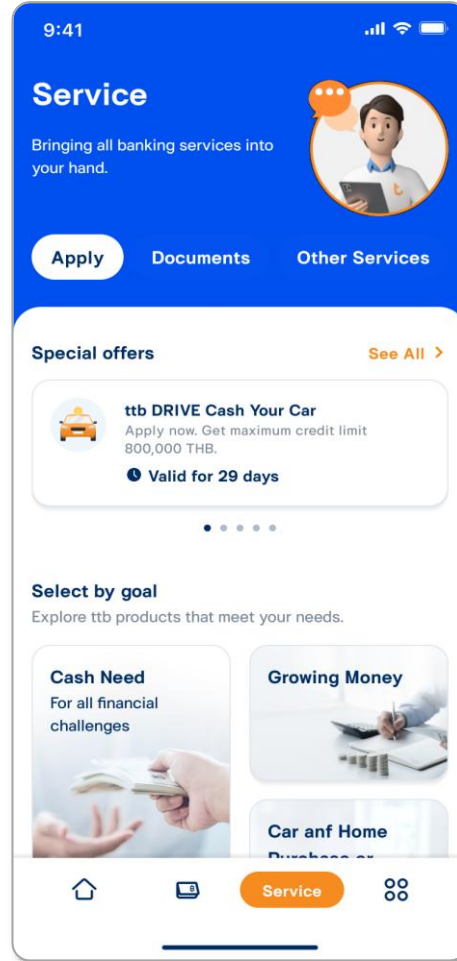
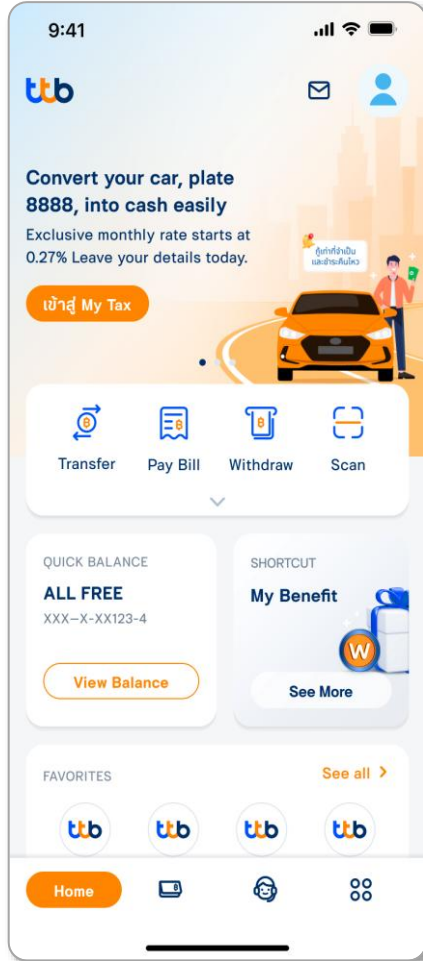
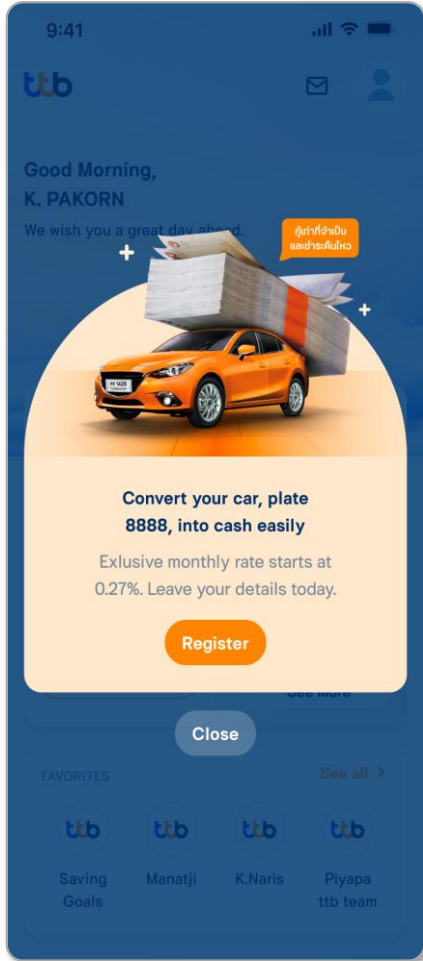
Flash card (Unit)

60% 68% 74%

1% QoQ
26% YoY

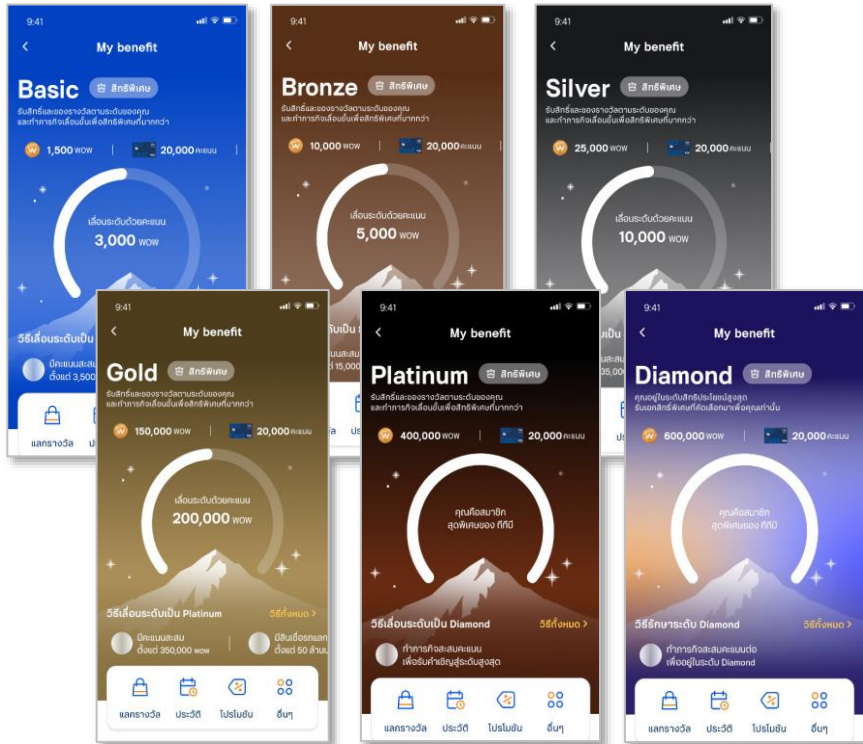
2Q24 1Q25 2Q25

2 Data-driven hyper-personalization engine is our tools to become customer centric and achieve richer engagement with customers

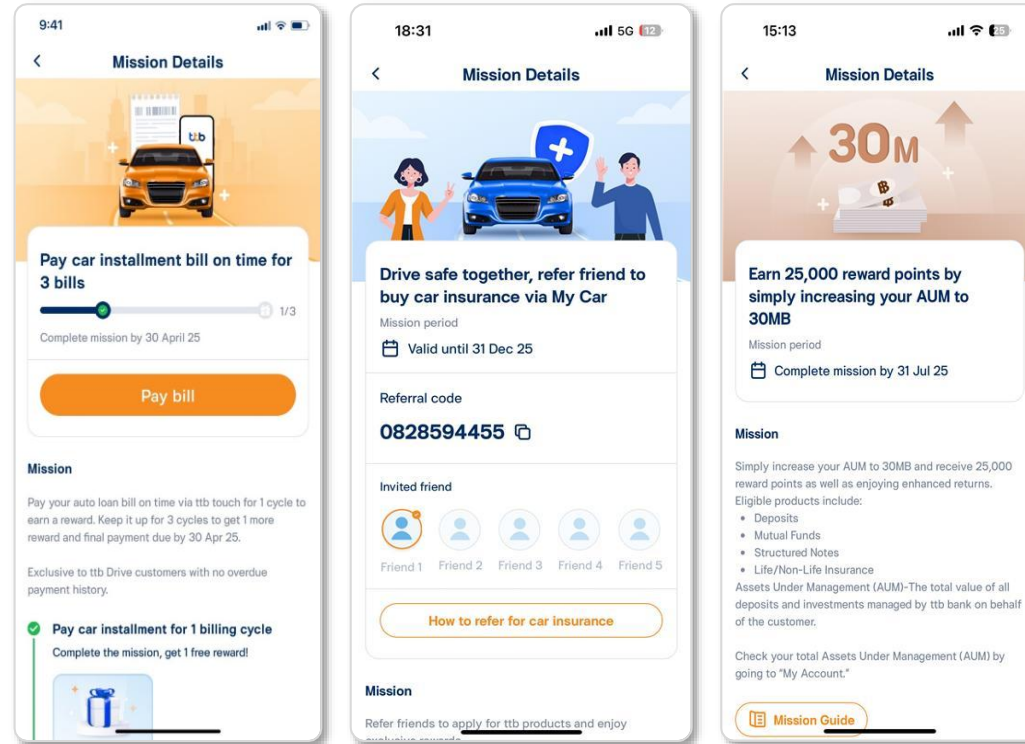


2 Gamification and status tiers as additional tools to better engage customers along their life cycles to ultimately win main bank relationship

Customer status tiers



Gamification



Key stats

Increase wealth
AUM
THB bn

>8bn

Pay utility bill
Accounts

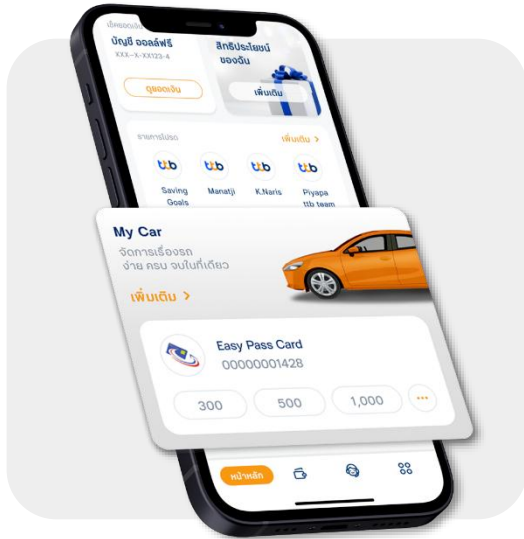
>390k

Apply promptpay
Accounts

>72k

2 Car owner ecosystem – Deepening engagement with car owners through digital platforms

My Car

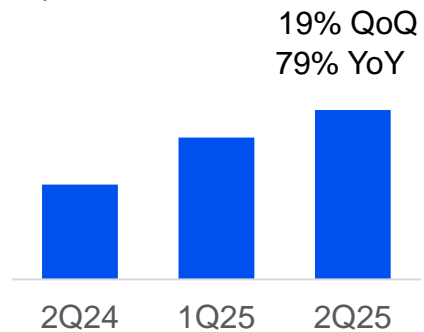


1.9mn
Visits to My Car (2Q25)

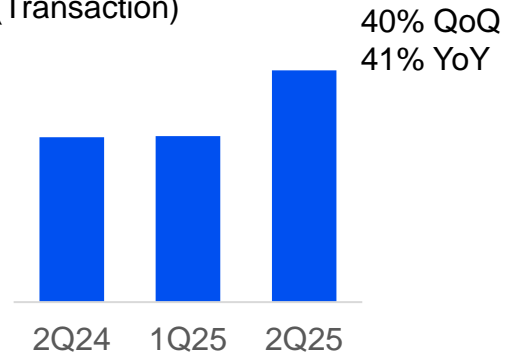
> 970k
Cars onboarded

> 77k
Easy pass registered

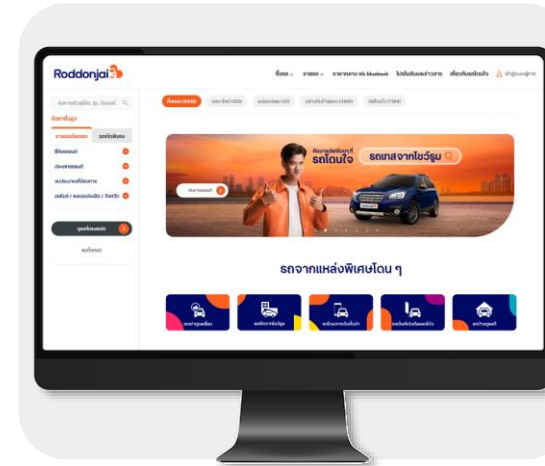
Motor insurance via My Car (Unit)



Car tax renewal via My Car (Transaction)



Roddonjai

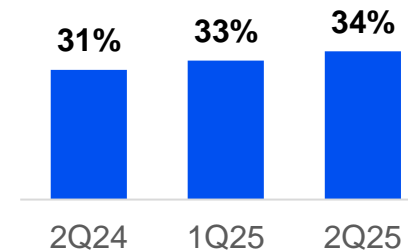


~ 1mn
Unique monthly visitors (2Q25)

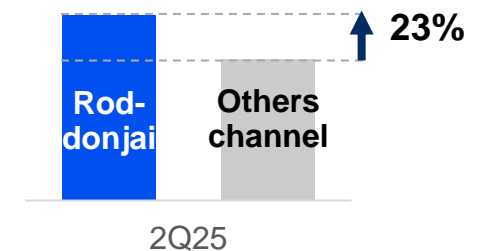
> 110k
Cars listed

50%
of sold cars are financed with ttb

Roddonjai contribution to used car booking (%)

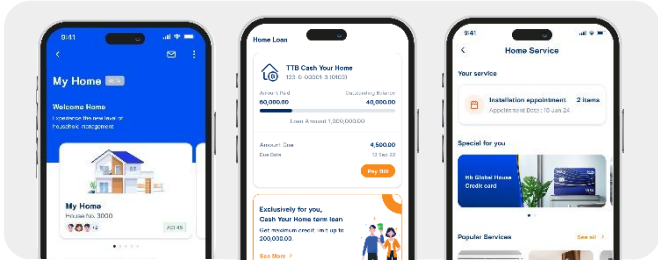


Average car price on Roddonjai (THB)



2 Homeowner ecosystem – Enriching homeowners' relationships through lifetime solutions via My Home and our ecosystem partners

My Home



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



> 1mn
Home profile created

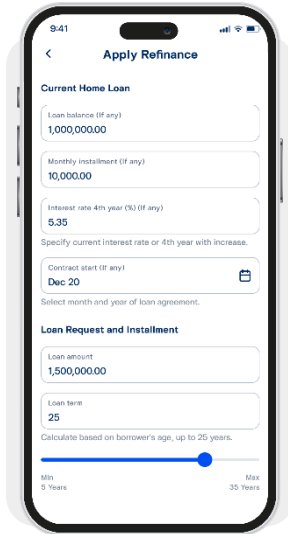


> 727k
Users



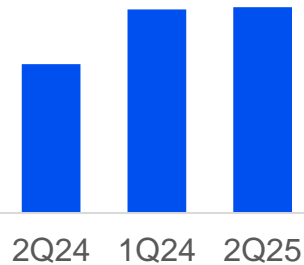
> 125k
Utility bills set up in
My Home

Refinance & Retention

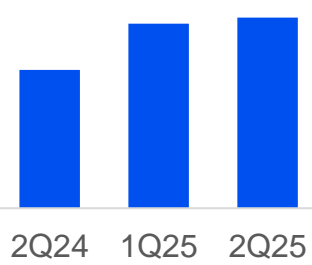


+14%
YoY retention
rate growth

Refinance unit
(Unit) 1% QoQ
38% YoY



Refinance amount
(THB mn) 3% QoQ
38% YoY

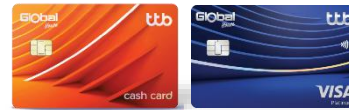


Credit Card Spending

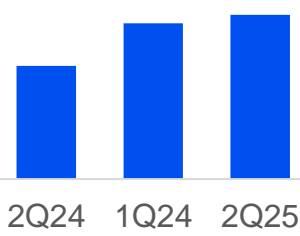


~ 50% of ttb home-loan customer holds ttb credit card

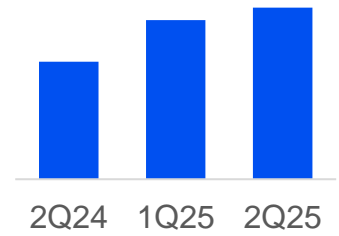
Global house card



Global house card
(# of cards) 5% QoQ
45% YoY



Spending amount
(THB mn) 8% QoQ
46% YoY



2 Salaryman ecosystem – Broadening digital solutions for both employers and employees

Payroll Engagement & Well-being

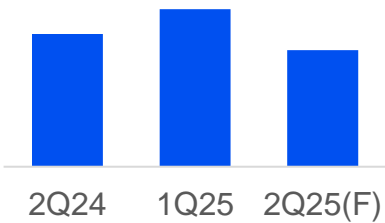


> 8.3k
Total payroll companies

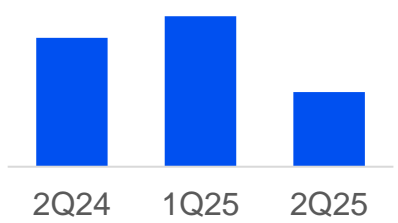
~ 1mn
Total payroll employees

> 477k
Employees eligible for welfare loans

Payroll acquisition
(No. of employees)



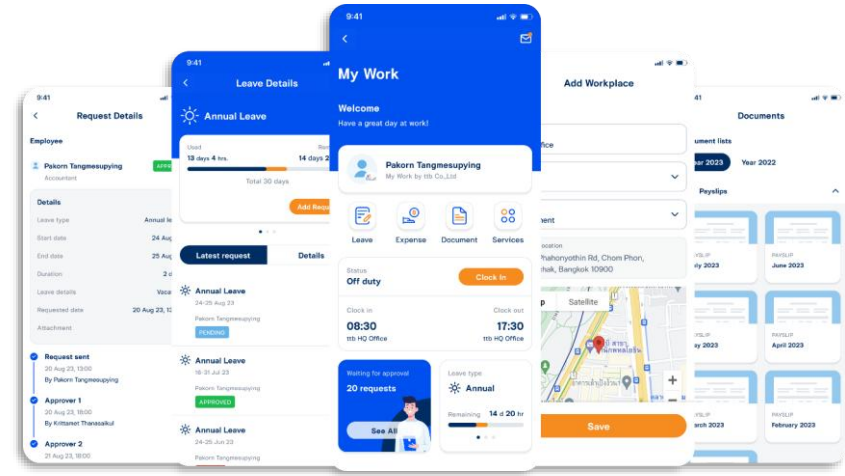
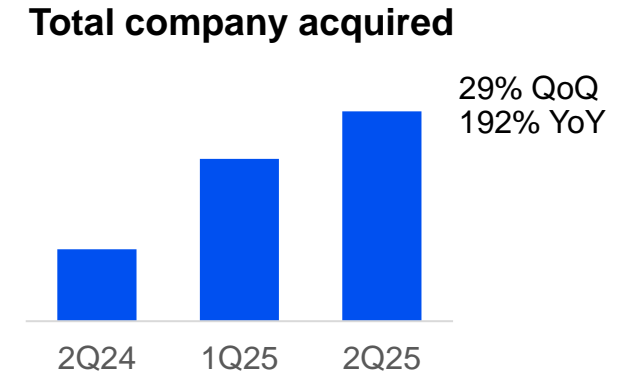
New welfare loan booking via digital (THB Mn)



my work by ttb

> 1,300
Companies onboarded

> 350
Companies converted to premium version



2 Wealth ecosystem – Maximizing and growing wealth through suits of wellness products and solutions



Wealth Customer

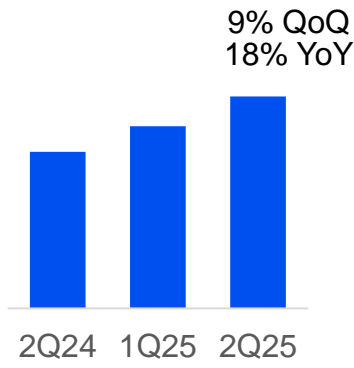
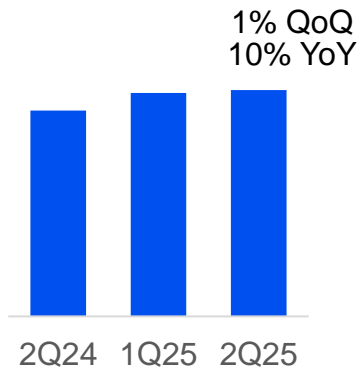


>500
Private banking customer acquired

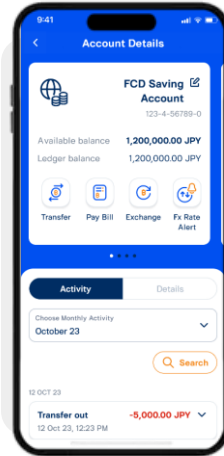
>85%
Of Private banking customers hold reserve card

Reserve card
(# of cards)

Spending amount
(THB bn)



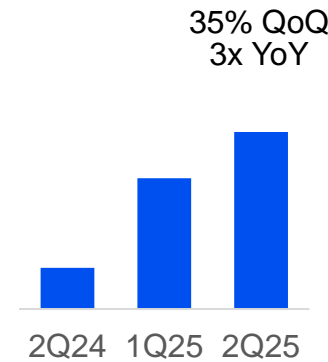
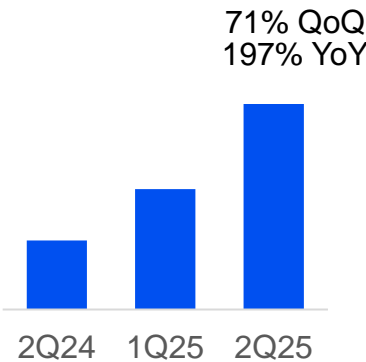
Savings – Retail FCD^{1/}



- Easy account management via ttb touch
- For FCD e-saving, up to 4.0% p.a. FCD USD and 2.6% p.a. FCD GBP^{2/}

FCD Account
(New account)

FCD Balance
(THB mn)



Wellness Investment^{3/}



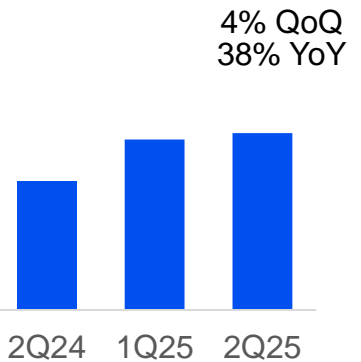
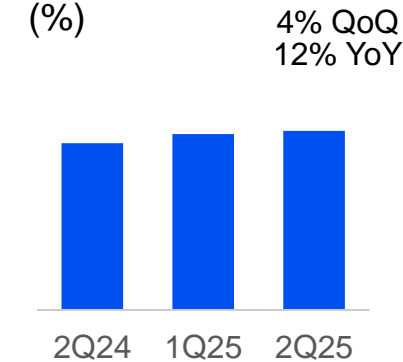
>79%
Of Private banking customers hold investment and insurance products



>55bn
New Investment volume YTD

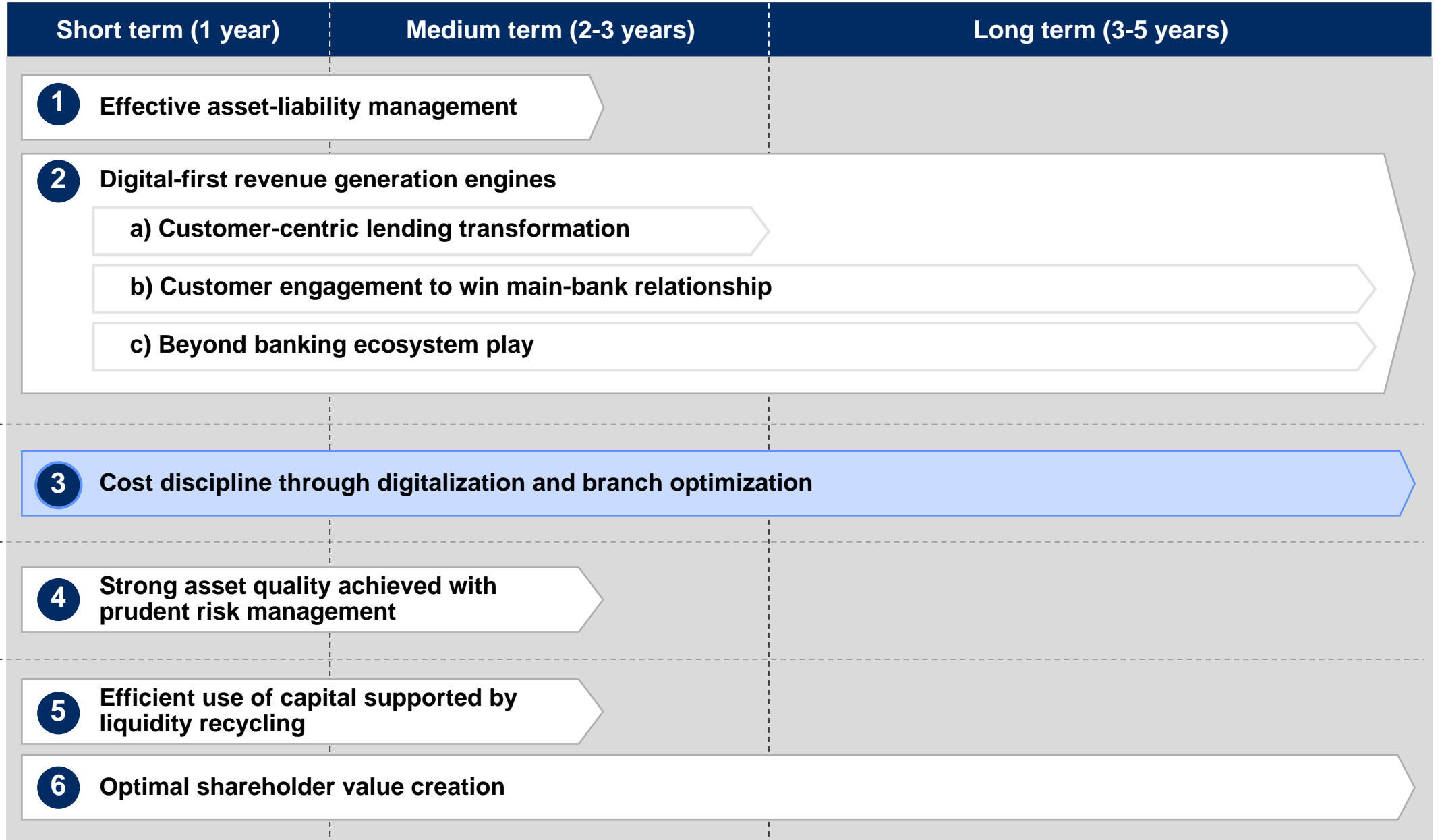
Investment penetration of Private bank customer
(%)

Structure notes new sales
(THB Bn)



1/ FCD : Foreign currency deposit 2/ Applicable for new account opened

3/ Principle protect investment solutions with satisfactory returns 23



3 Cost discipline through digitalization and branch optimization

Digital migration through new capabilities and foundation

Branch rationalization focused on targeted in-person sales and staff productivity uplift

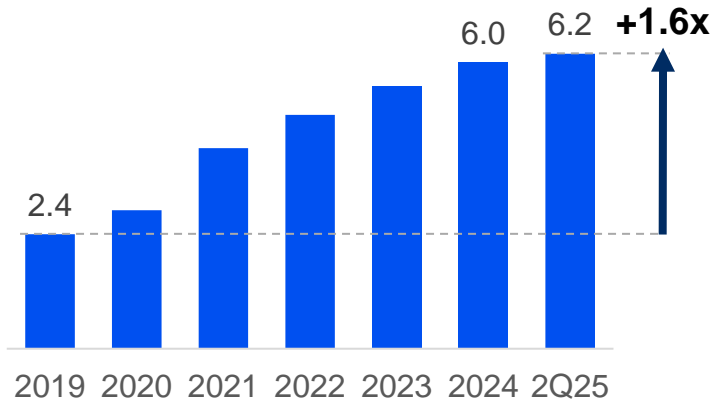
▶ **Operational efficiency gains** to be progressively realized

Digital share of financial transactions (%)

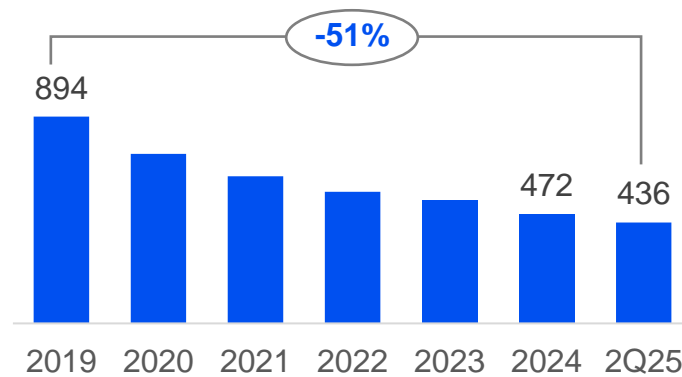


No. of digital customers (Mn users)

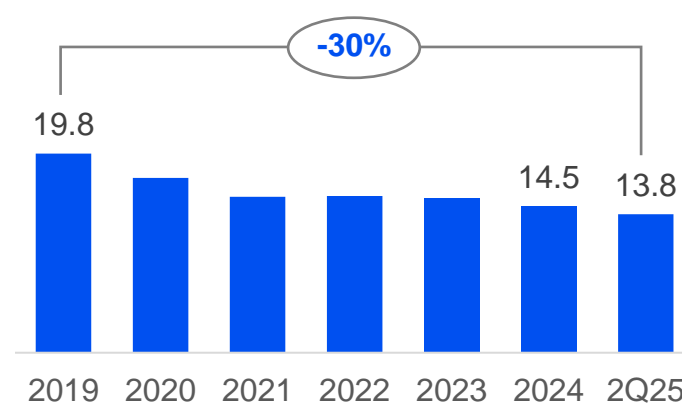
— Average daily users logging in



Number of branch

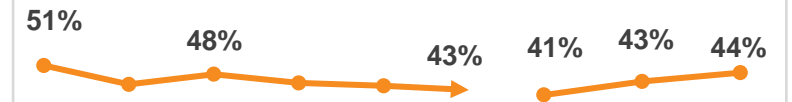


Number of staff ('000)

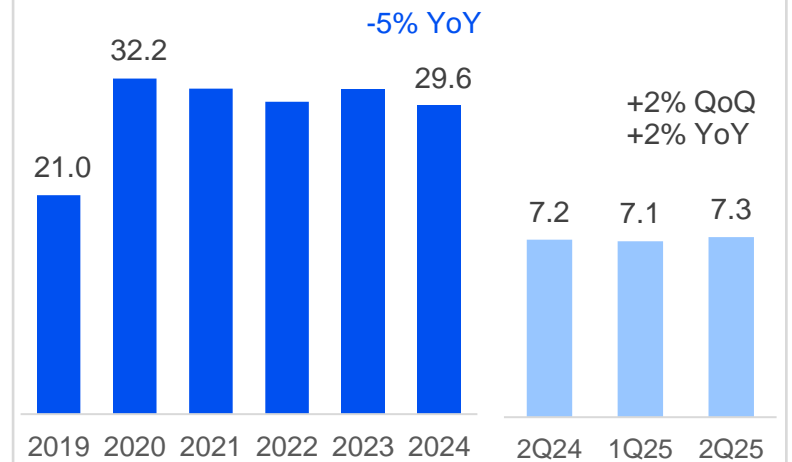


Total operating expenses & C/I ratio

C/I Ratio



Total OPEX (THB bn)



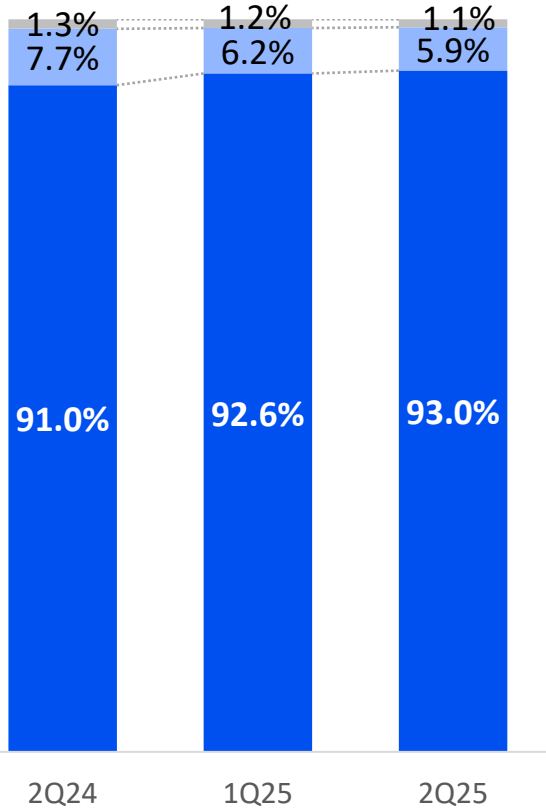
3 Strong digital transactions' momentum well-maintained in financial, non-financial and sales



Financial transaction

Channel mix of all financial transactions

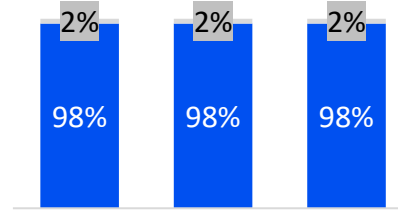
Branch ATM/CDM Digital



Non-financial transaction

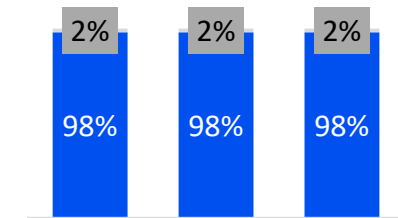
Deposit

% Digital % Others



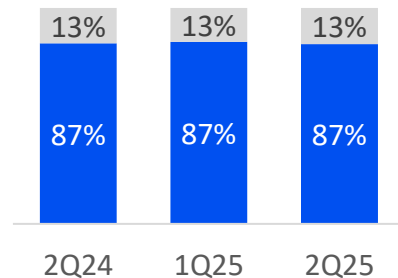
- Request statement
- Activate dormant

Retail Lending



- Credit card/loan status tracking
- Activate card
- Apply e-statement
- Block credit card

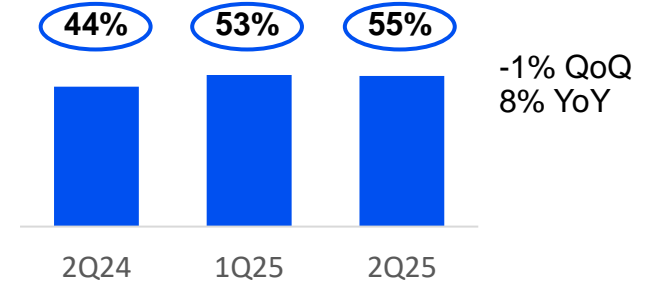
Automotive Lending



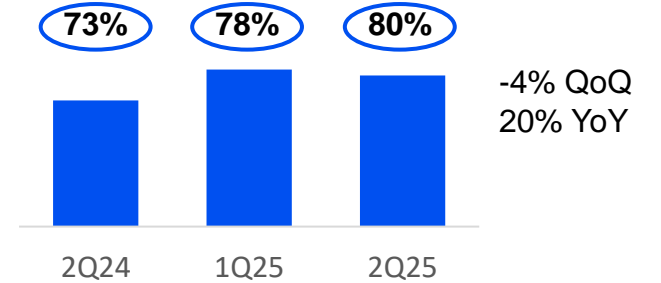
- Request car registration
- Auto loan status tracking
- Request HP contract
- Request HP receipt
- Renew car tax

Digital sales

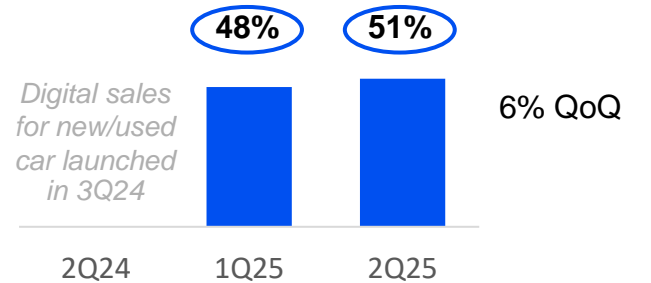
Deposit account opening ('000 accounts)



Retail lending (No. of applications '000)



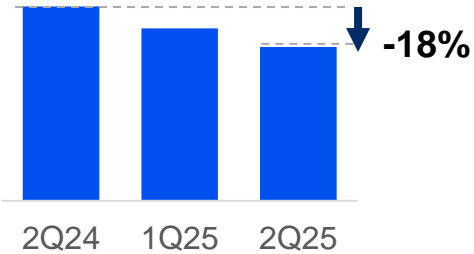
Automotive lending (No. of applications)



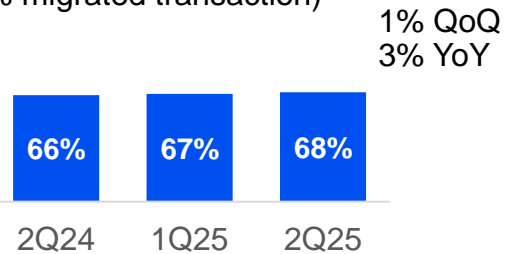
3 With on-going expansion of digital migration, continuing reduction in customer contacts across all physical touchpoints

Branch

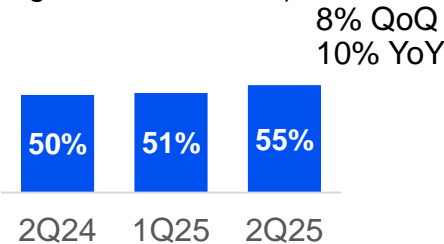
Traffic at branch
(’000 customers)



High counter migration to auto lobby
(% migrated transaction)



Low counter migration to touch
(% migrated transaction)



High counter services e.g.,

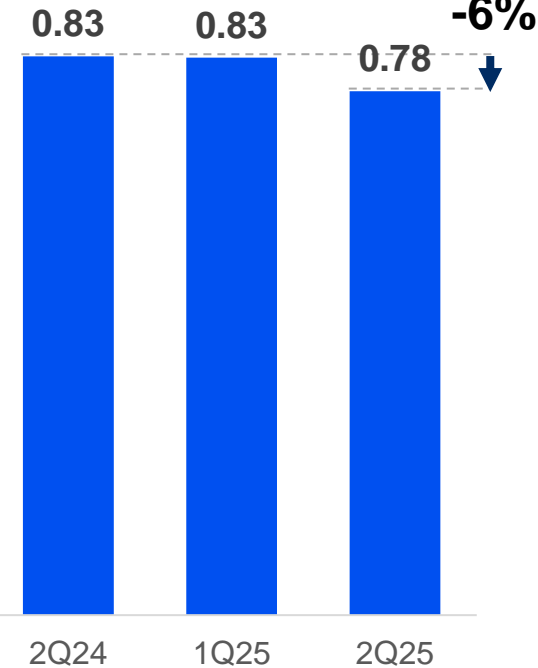
- Deposit and withdrawal
- Money transfer
- Bill payment

Low counter services e.g.,

- Account opening/ info. update
- Debit card issuing
- Other customer supports

Contact Center

Contact center volume
(Mn calls)



-5% (YoY)

Reduction in balance request

-12% (YoY)

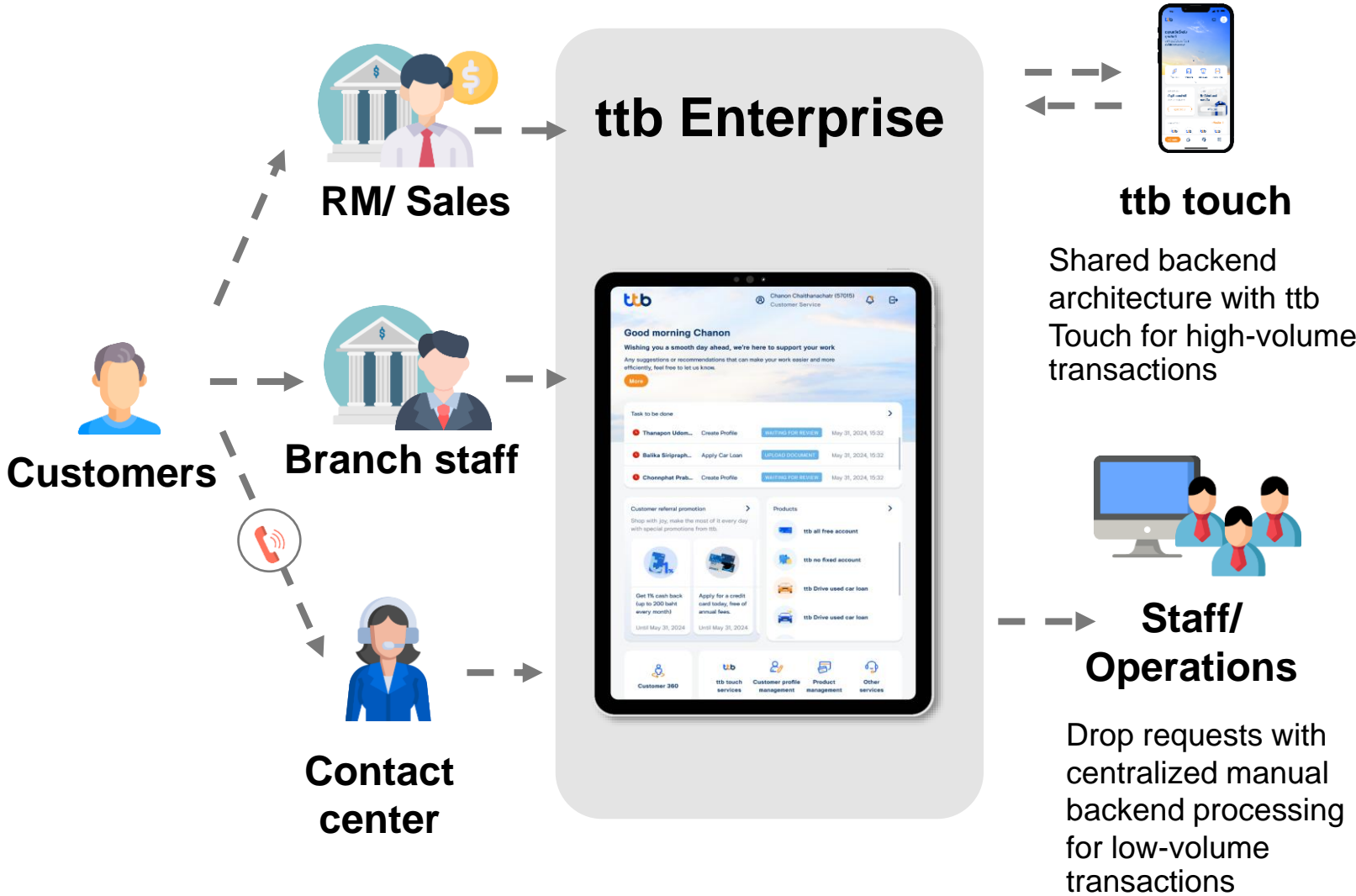
Reduction in inquiry on payment amount and due date

-16% (YoY)

Reduction in inquiry on closing hire purchase account



3 Common staff-assisted platform with seamless omni-channel capabilities with ttb Touch to be rolled out in 2025

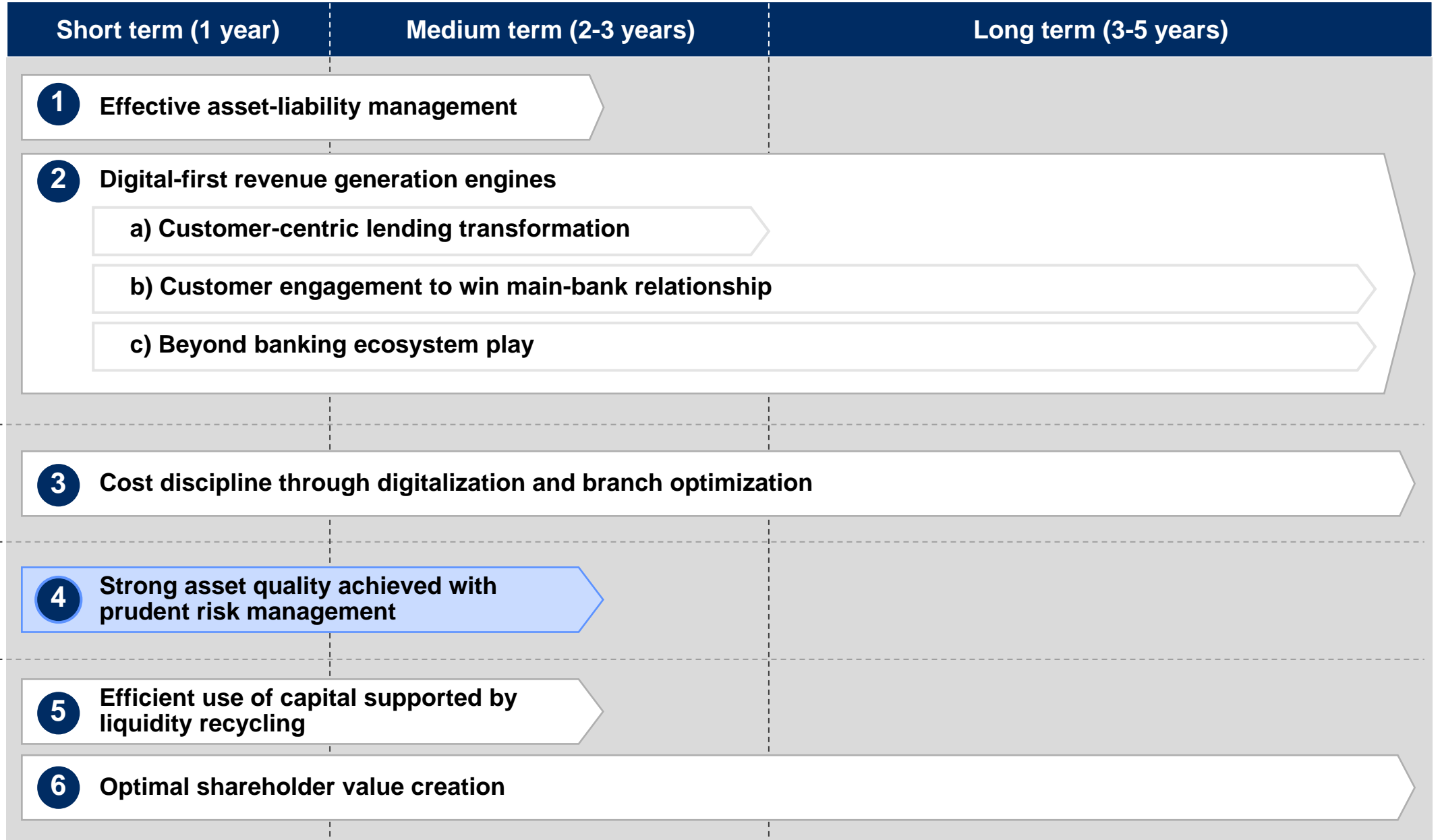


Strategic intent:

- ✓ Better customer experience given faster turnaround time and seamless omni-channel journey
- ✓ Uplift staff productivity given less paper/ manual work and more data-driven intelligence
- ✓ Straight-through processing allowing further streamlining of middle/ back office
- ✓ Common platform with economy of scale across all staff-assisted touchpoints

Roll out plan:

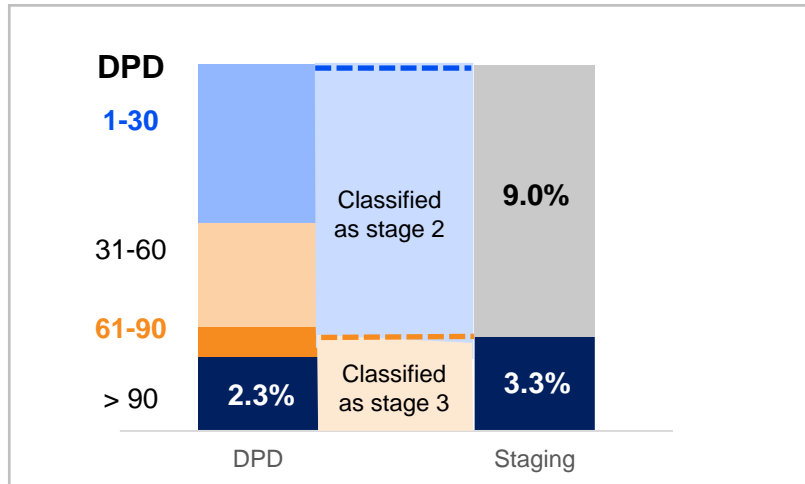
- ✓ 40 pilot branches as of April 2025
- ✓ National-wide rollout to all branches in July 2025 onwards and to Contact center in 4Q25



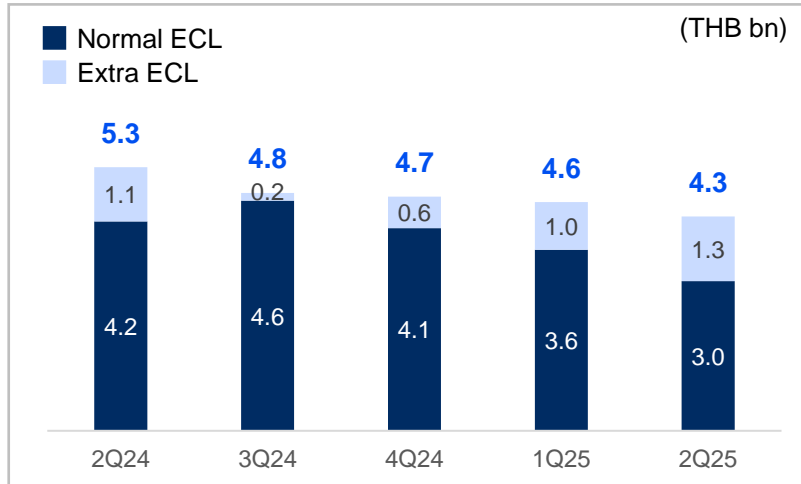
4 Proactive and prudent approach to risk management



Conservative loan staging



Prudent ECL set-up



Proactive collections

Voice Bot system



Collection system

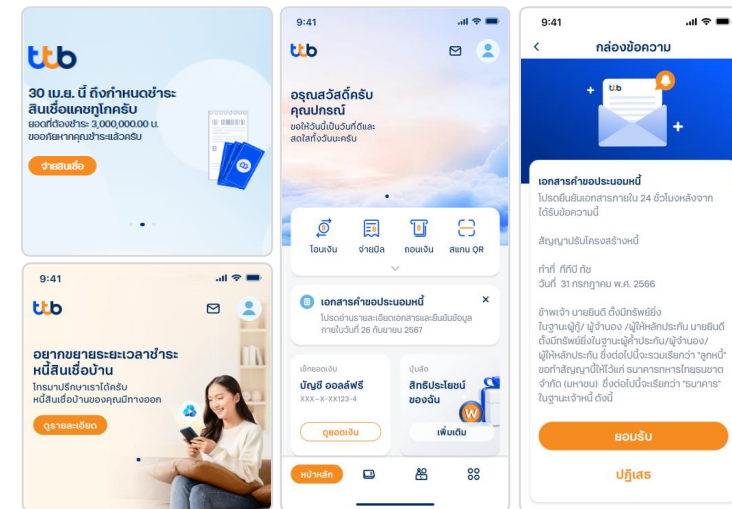


Voice Bot system

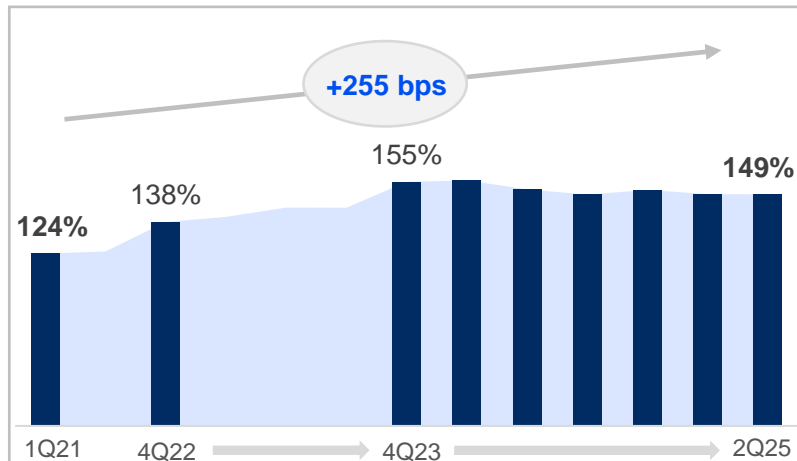


Customers

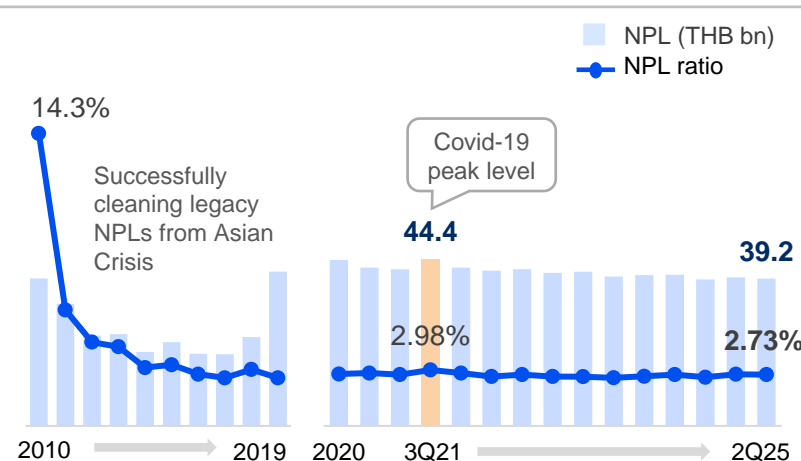
Customer engagement via Touch



Sufficient LLR



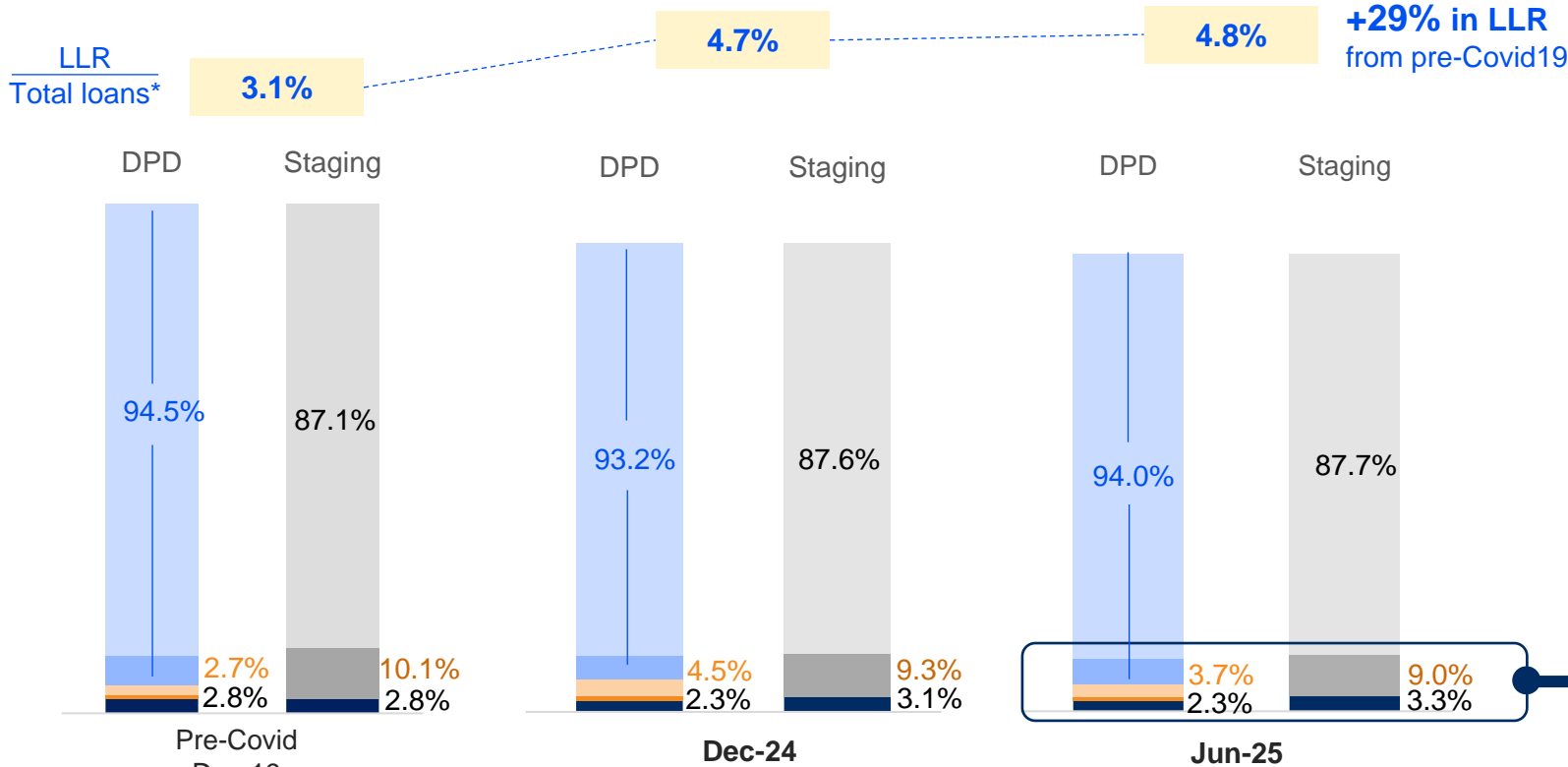
Well-controlled NPLs



4 Conservative loan staging

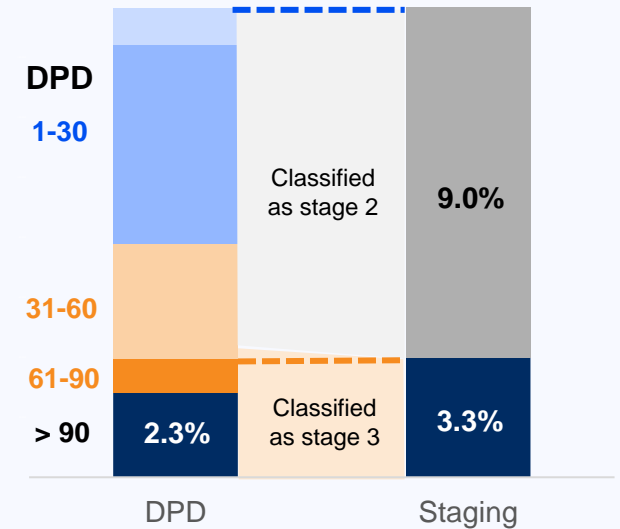
DPD Profile VS Loan Staging

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



Note: * Total loans include accrued interest receivables and EIR

Conservative Staging Policy



DPD Profile		Loan Staging	
Bucket 1	No DPD	Stage 1	
	DPD 1-30	Stage 2	
Bucket 2	DPD 31-60	Stage 2	
	DPD 61-90	Stage 2	
Bucket 3	DPD >90	Stage 3	

- Since Covid-19, TTB has applied a more conservative loan classification policy when compared to the pre-IFRS 9 method (DPD). The conservative loan classification policy has also been applied for the “You Fight We Help” program.
- With the current staging policy, stage 2 and stage 3 classification already capture the early indicators of weak customers’ debt service behaviors.
- In addition to the stringent staging policy, TTB has strengthened LLR buffer since the pandemic to uplift LLR, leading to a solid rise in LLR/total loans close to 5%, up from a pre-pandemic level of approx. 3%.

You Fight, We Help : Phase 1 and 2

- ❑ BoT & Commercial banks co-program : FIDF subsidy - 50% of interest rate reduction of loans under the program through FIDF fee cut
- ❑ Phase 1: 12 Dec 2024 – 30 Jun 2025 / [Phase 2 : 1 Jul – 30 Sep 2025](#)
- ❑ Loan origination: before 1 Jan 2024 / DPD status cut-off date: 30 Oct 2024

1 Principal Reduction

Eligible Products

- Home loans / Top-up ≤ 5 mn
- Car loans / Title loans ≤ 800K
- Motorcycle loans / Title loans ≤ 50K
- SME loans ≤ 5 mn

Customer DPD Status

Group 1: No DPD or DPD 1-30 days

- with past records indicating vulnerability;
- Past due 1-30 days since 1 Jan 2022 and
- Loan modification since 1 Jan 2022

Or

Group 2: DPD > 30 days

(remove limit on DPD 31-365 days in 1st phase)

2 Debt Settlement with haircut

Eligible products

1. **Retail loan outstanding ≤ 5K / account**
(no condition on credit line at origination)
2. **Unsecured loan outstanding ≤ 10K / account**
Eligible products: P-loans and Credit cards
3. **Residual loan outstanding ≤ 30K / account**
Eligible products: Secured loans

- Home loans / Top-up ≤ 5 mn
- Car loans / Title loans ≤ 800K
- Motorcycle loans / Title loans ≤ 50K

Customer DPD Status

- Retail NPLs (DPD >90 days)

3 Unsecured Loan Restructure

Eligible Products

Unsecured loan outstanding ≤ 50K / account

Eligible products: P-loans and Credit cards

Customer DPD Status

- Retail and SME NPLs (DPD >90 days)

Restructuring Program

- New term : Term loans - minimum repayment rate at 2% of principal
- Principal reduction with interest rate suspension for 3 years

4 You Fight, We Help : Implication to TTB

Accounting Practice

1. Net Interest Income

Day 1 impact results from the EIR adjustment for opt-in customers in the "You Fight, We Help" project, where the EIR is recalculated, then returns to the contract rate after the program ends.

2. FIDF Expense

FIDF expenses remain at 0.46%. The subsidy will be recognized as Non-NII when customers repay their debts.

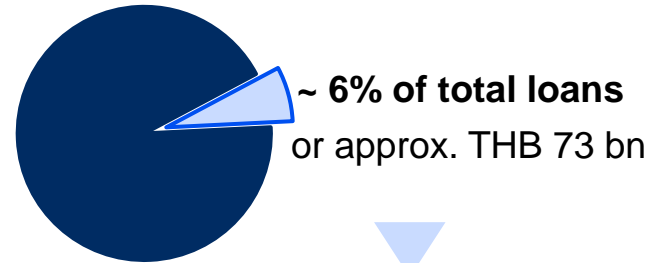
3. ECL

Indirect positive impacts from;

- ✓ Lower loan staging slippage
- ✓ Improving in customer risk profile and potential of staging upgrade and PD shift

Eligible Loan and Adoption Rate

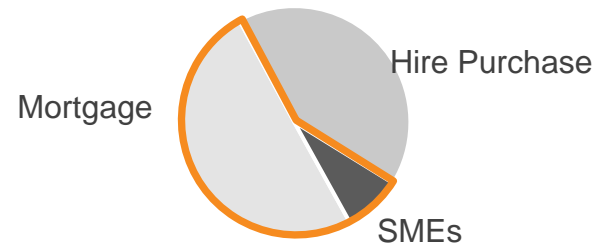
Phase 1 : Eligible Loans



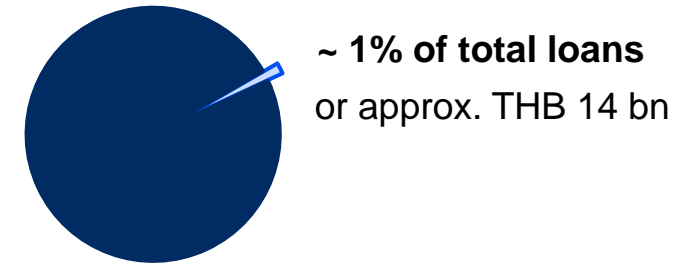
Phase 1: Adoption rate

~42% of total eligible loans

or approx. THB 31 bn; Mortgage + SMEs as main portion, followed by HP



Phase 2: Eligible Loans



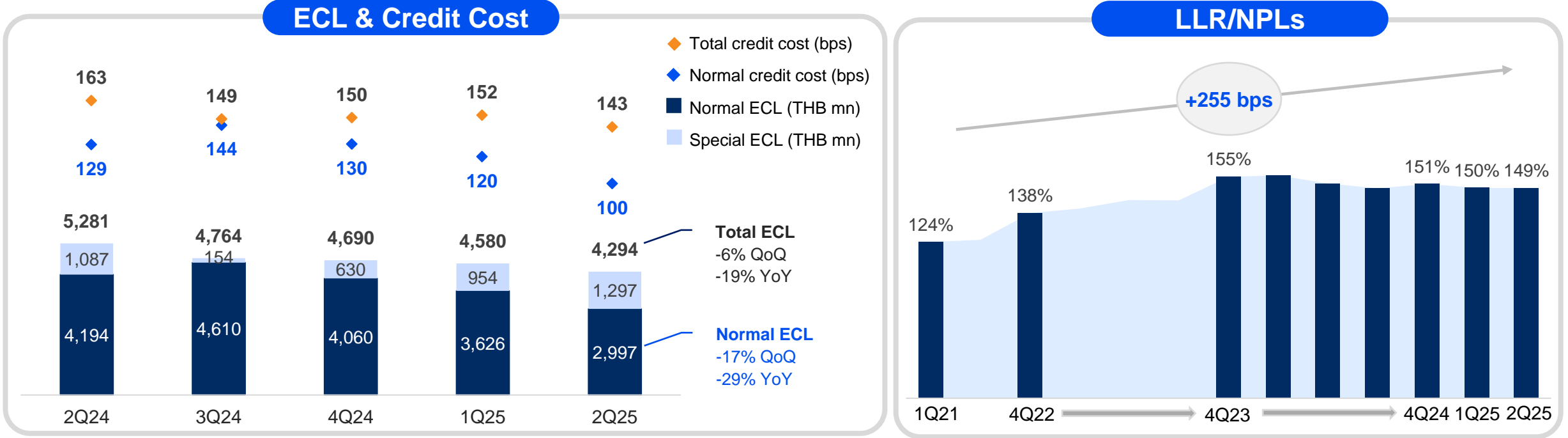
Phase 2: Adoption rate - n.a

Note: Registration Period

Phase 1: Extend to 30 Sep 2025

Phase 2 : 1 Jul – 30 Sep 2025

4 Prudent provisioning and LLR levels against future uncertainties



- Apart from stringent staging policy, TTB always ensures prudent provisioning and LLR levels.
- On the backdrop of financial flexibility, TTB continue to provide extra ECL on top of normal BAU level to ensure sufficient cushion against future downside risks.
- With extra cushion, the current LLR level provides the potential upsides for both shareholders and the Bank once economic uncertainties subside.

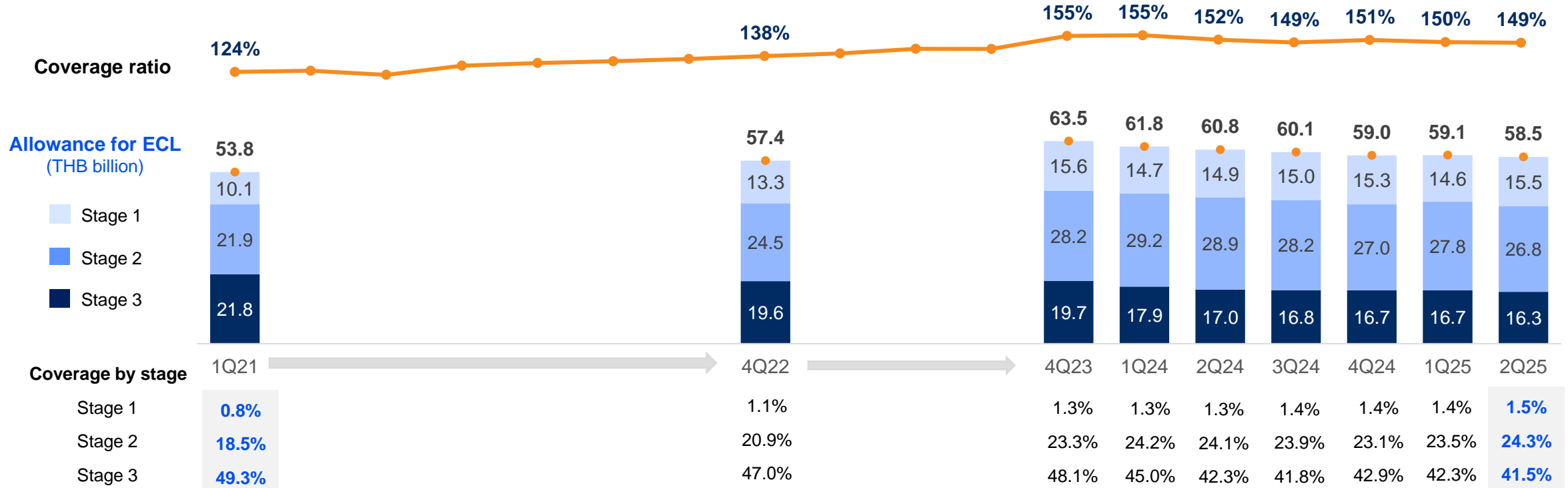
2Q25 Results:

- Total ECL declined both QoQ and YoY from a reduction in Normal ECL. This was driven mainly by lower slippage from stage 1 to 2 and stage 2 to 3, reflecting a result of our quality loan growth strategy and positive impact from “You Fight, We Help” program. Loss on repossessed cars continued to show sign of improvement as well.
- The Bank, however, maintained a conservative stance by setting aside higher Management Overlay (MO) in 2Q25 in response to rising economic uncertainties stemming from the US Reciprocal Tariff and as a precautionary setup for phase 2 of “You Fight, We Help” program.

4 Ensuring a resilient LLR distribution



Distribution of Risk Provision

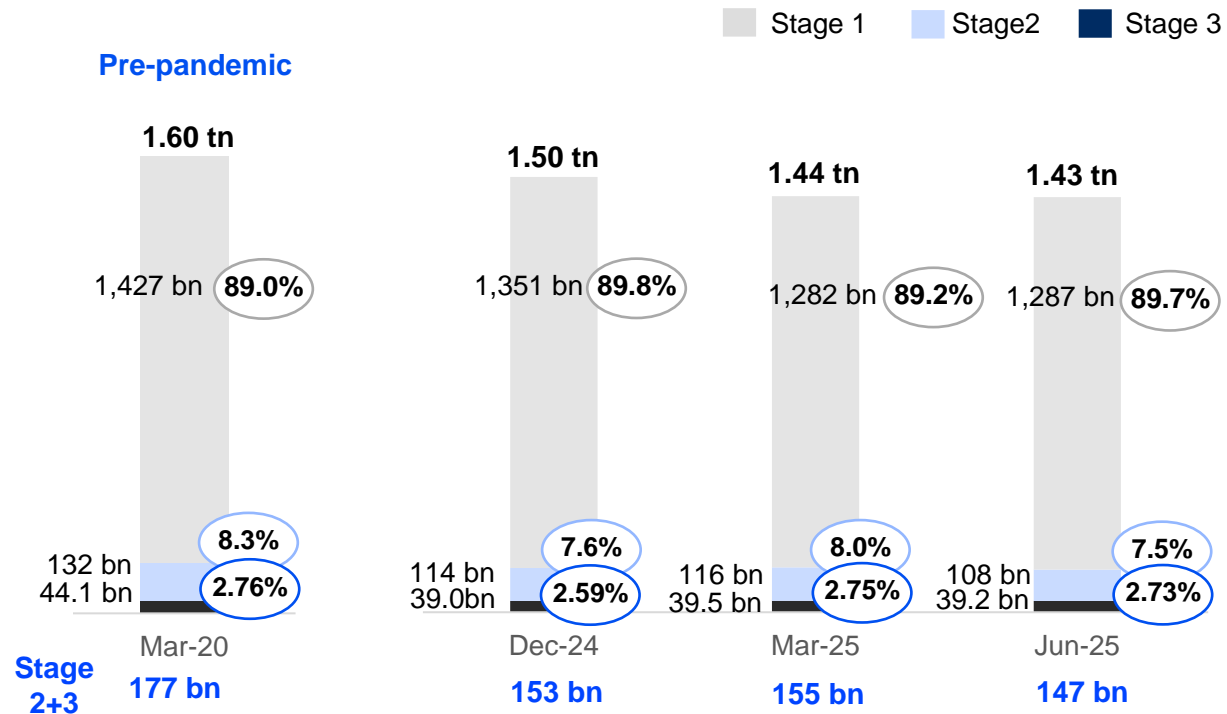


- At TTB, we consistently review our ECL model and closely monitor customers' behavior to ensure sufficient distribution of LLR.
- The higher LLR levels for Stage 1 & Stage 2 loans reflect an improvement in LLR distribution.
- Moreover, the Bank continue to de-risk non-collateral Stage 3 loans through sales and write-off activities. This is to enhance the quality of Stage 3 portfolio.
- As a result, LLR for Stage 3 loans has decreased overtime, leading to a declining trend of total LLR.

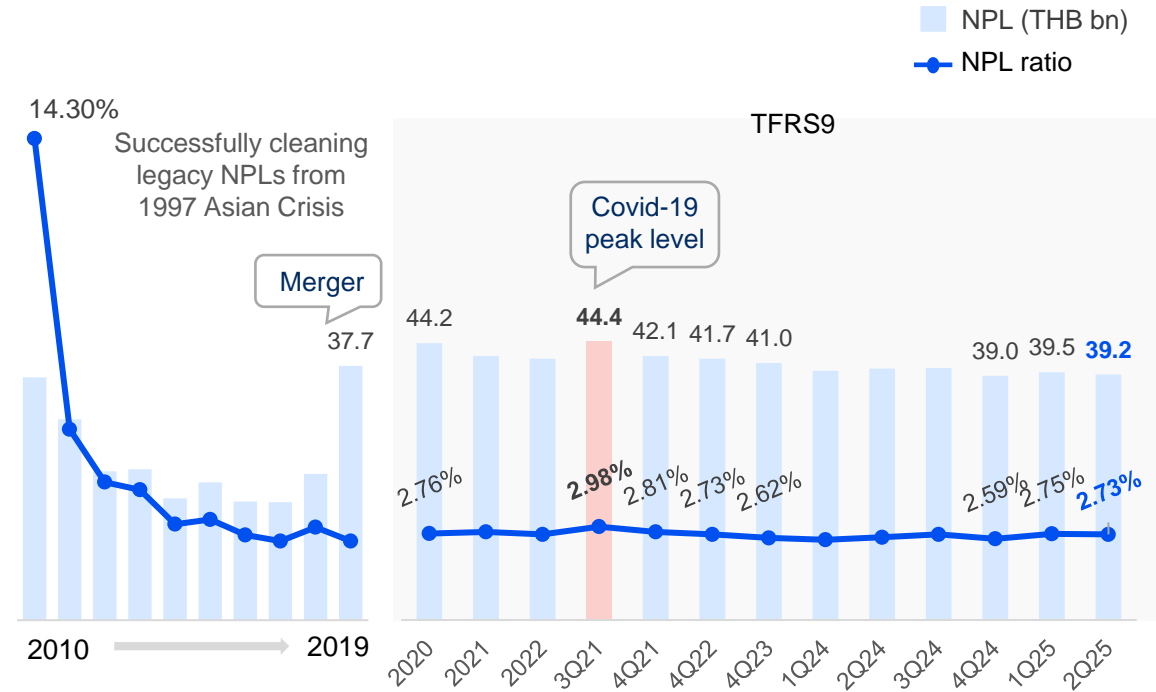
4 Proactively resolved weak loans to ensure portfolio quality



Loan Classification (%)



Stage 3 loans and NPL Ratio



- To de-risk and ensure existing portfolio quality, TTB maintains conservative staging classification policy and proactively resolves weak-loans. As a result, the level of Stage 2+3 loans has decreased from pre-pandemic level and remained under control.
- NPL ratio continued to decline from the peak level during Covid-19 period and has been well-contained as per target.

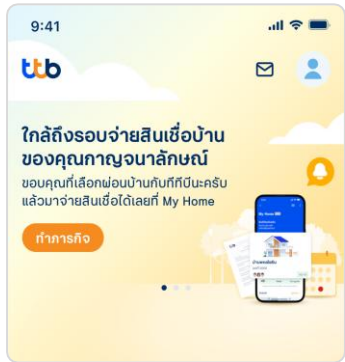
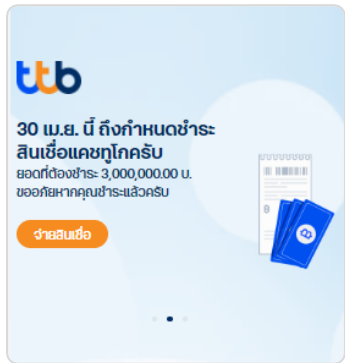
2Q25 Results: Portfolio quality is under control and continues to be well-managed.

- NPLs decreased -0.9% QoQ, bringing NPL ratio down to 2.73%. Stage 2 outstanding also declined -6.7% QoQ with Stage 2 ratio dropping approx. -50 bps to 7.5%.
- The improvement in staging migration reflected our quality loan growth and ongoing debt resolution efforts through various programs including "You Fight, We Help".

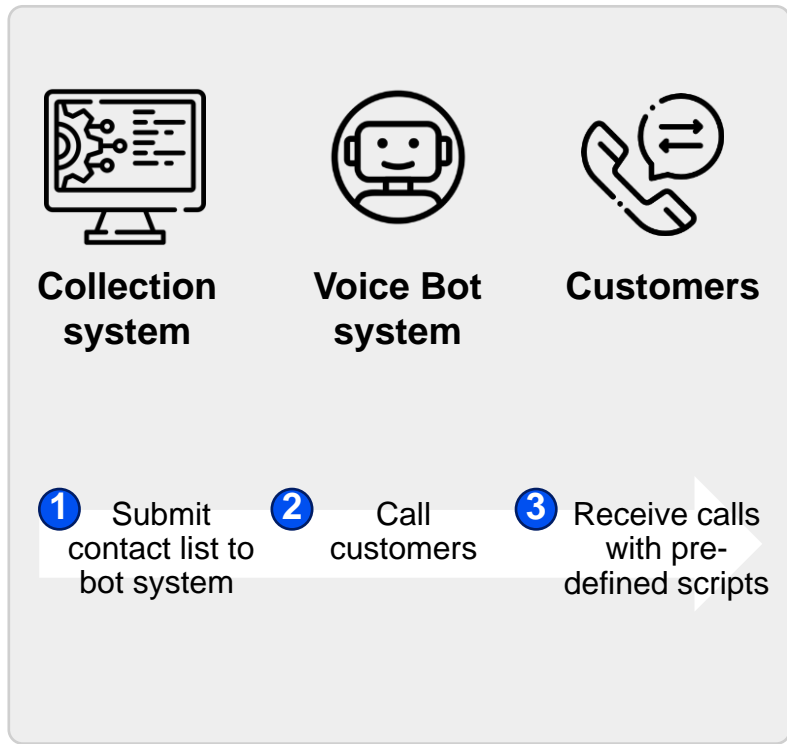
4 Proactively engaging with customers to facilitate loan restructuring and mitigate potential defaults



Due date reminders



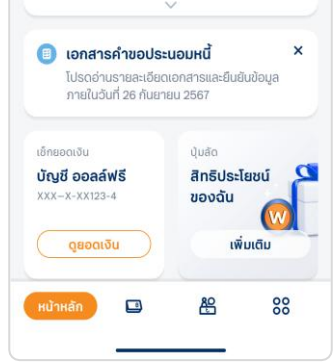
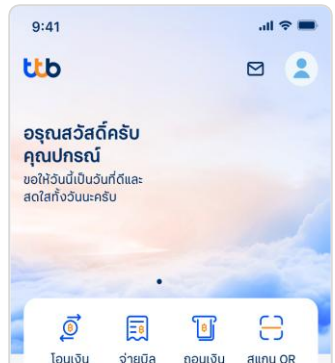
Voice Bot system

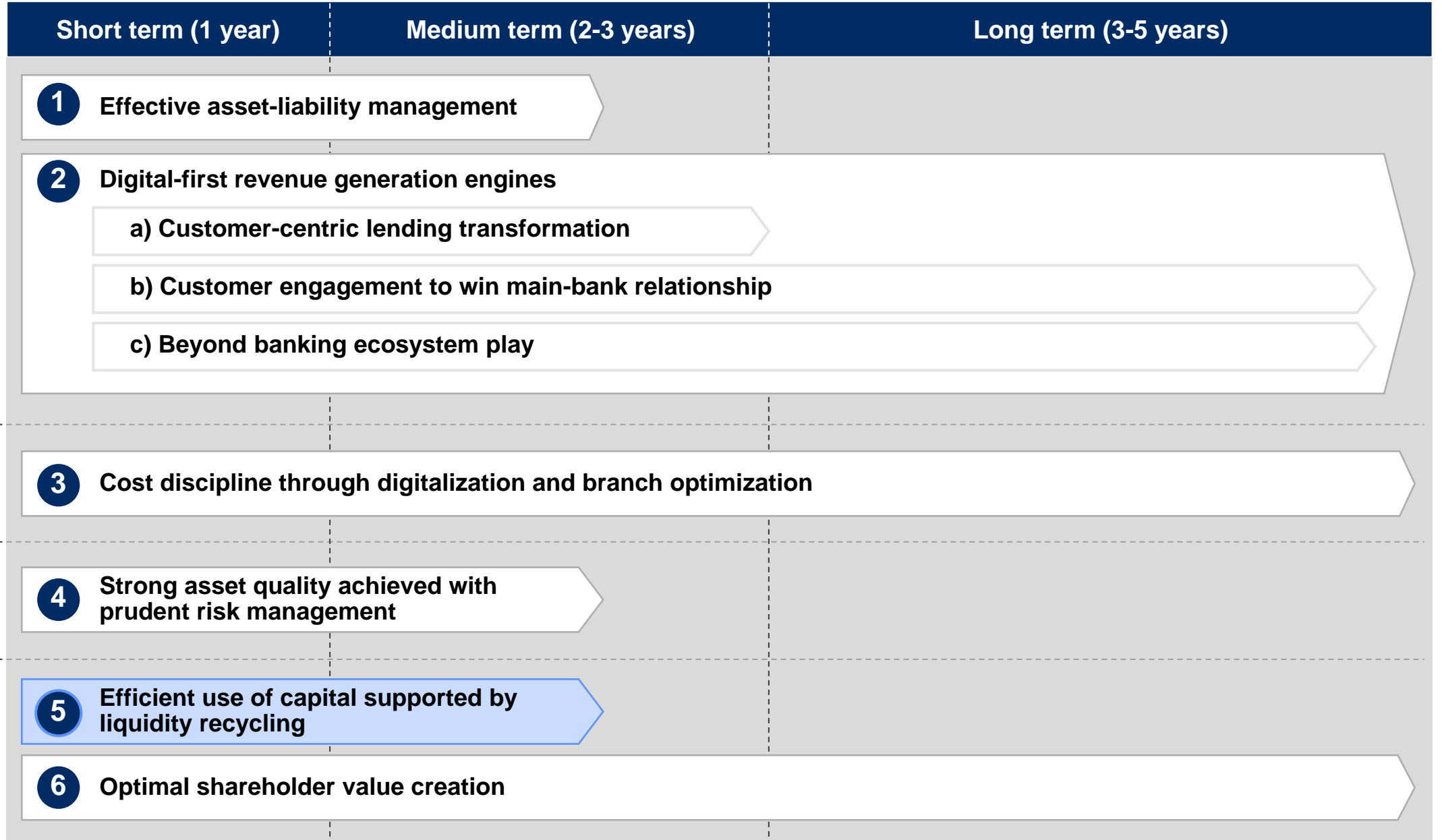


Restructuring offers

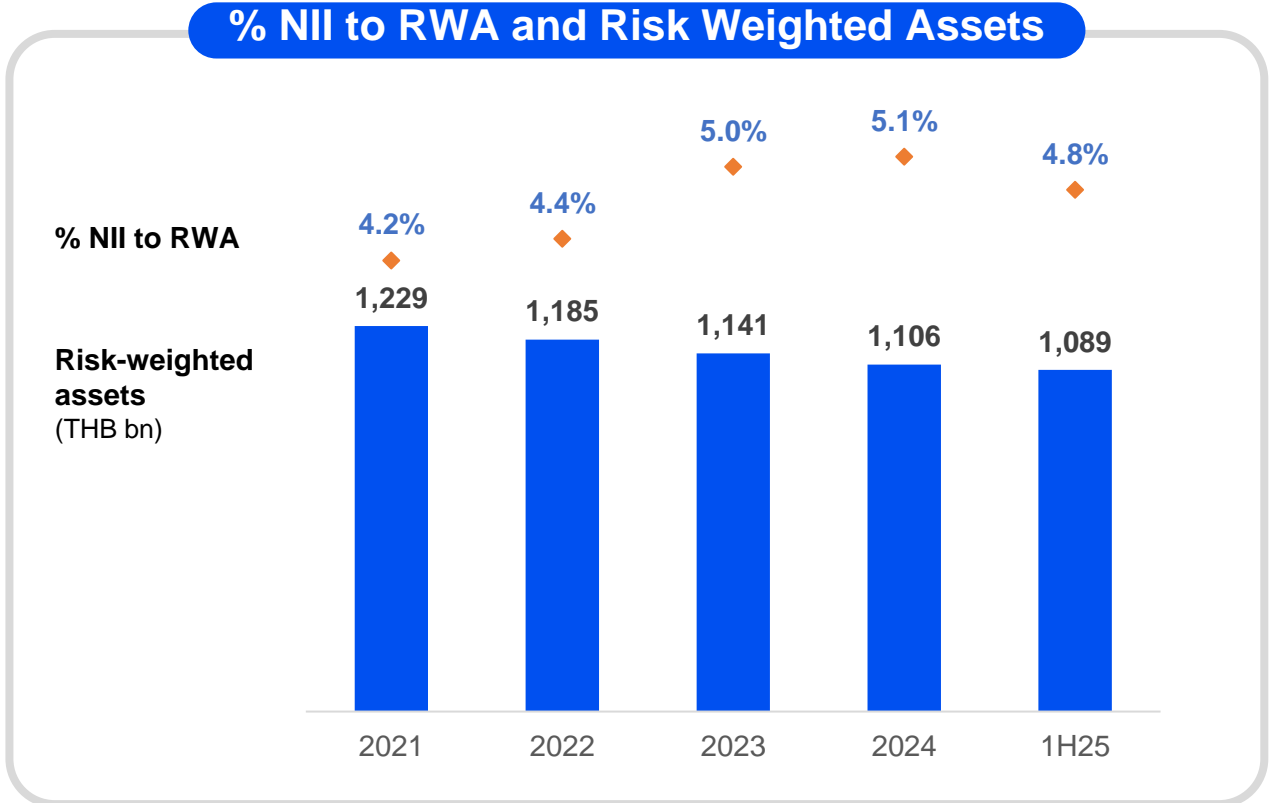
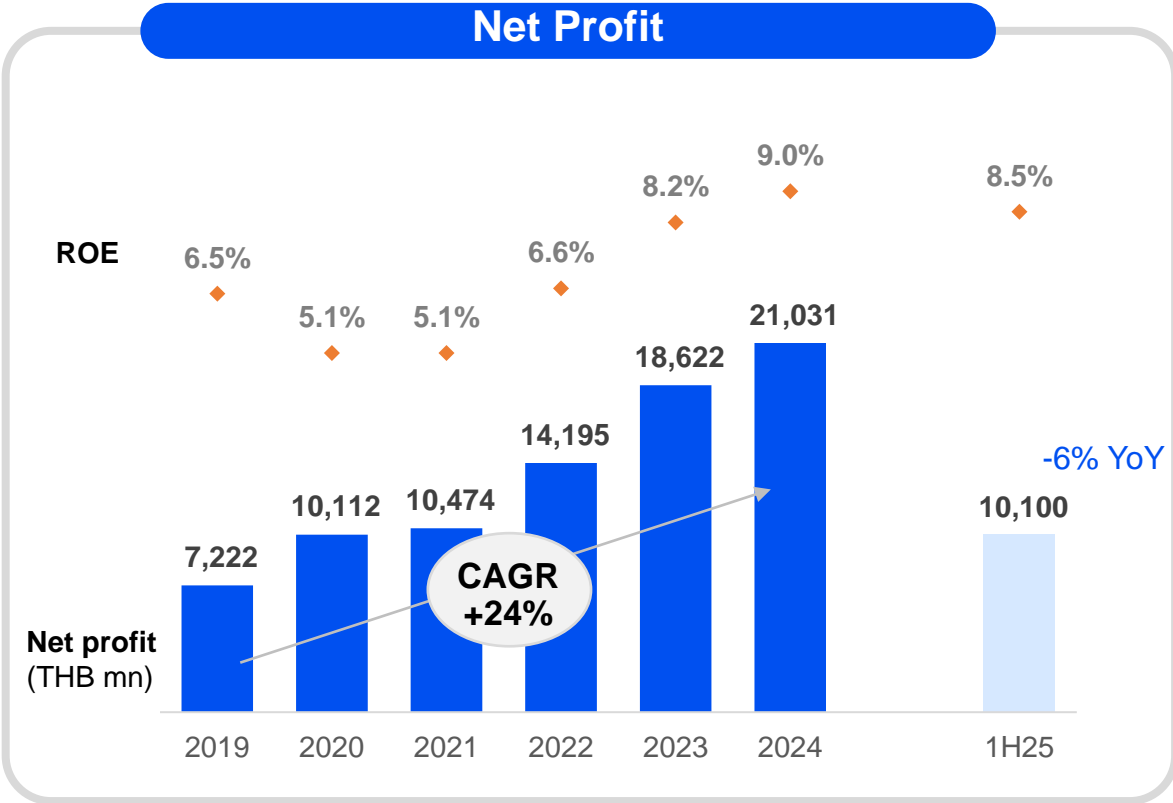


E-contract / E-sign



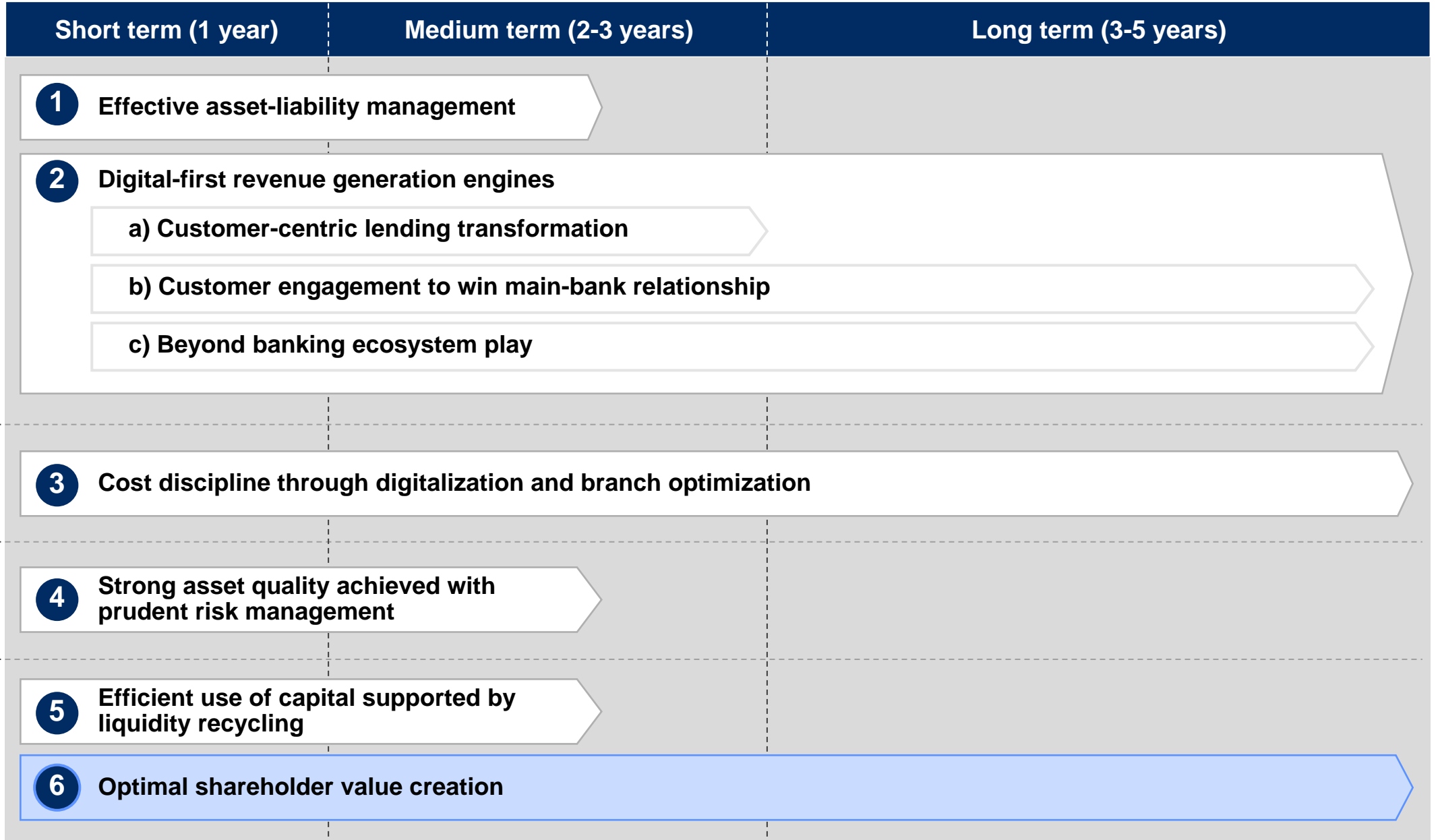


5 Efficient use of capital supported by liquidity recycling



- Following the post-merger, TTB has successfully navigated a challenging economic environment with resilience. The Bank has demonstrated steady progress, with net profit showing an upward trend over time, achieving a CAGR of 24% over the past five years.
- In light of increasing uncertainties due to intensified global trade conflicts, TTB remains prudent, carefully balancing risk and return to ensure financial stability. **We reaffirm our commitment to maintaining a high dividend payout, supported by a three-year share repurchase program valued at THB 21 billion, aimed at safeguarding shareholders' value amidst prolonged market volatility.**
- Beyond initiatives to sustain profitability during current economic challenges, we place a strong emphasis on enhancing the quality of net profit to strengthen our capital position.
- Our tactical strategies have yielded positive results, as evidenced by the percentage of NII to RWA, which has shown consistent improvement over time. This reflects the effectiveness of our approach, enabling us to sustain earnings while optimizing capital utilization.

Note: Remaining tax benefits of THB 8.2 billion to be recognized within 2028, based on future net profit estimates



6 Optimize shareholder value through a balance between immediate returns and long-term reinvestments

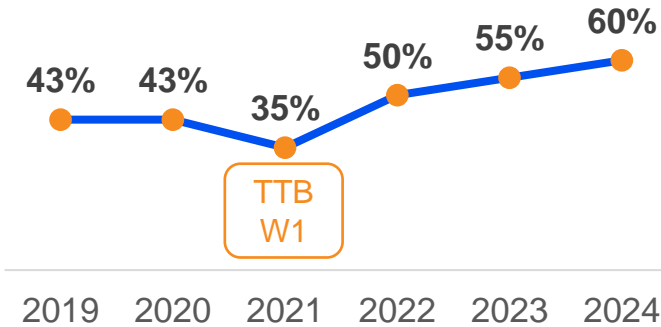
Immediate returns

Long-term reinvestments

Capital allocations

- Dividend payout
- Share repurchase
- Organic growth
- Inorganic growth
- Reserve accumulation

Dividend payout ratio

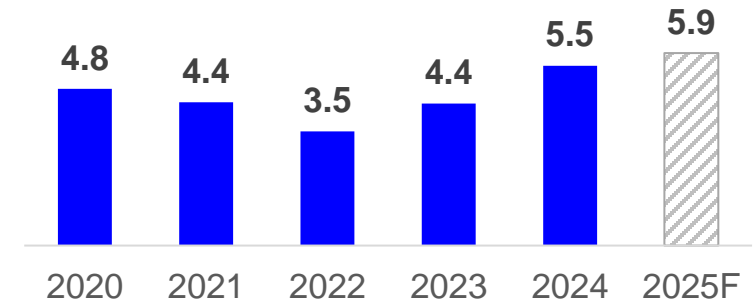


Share repurchase

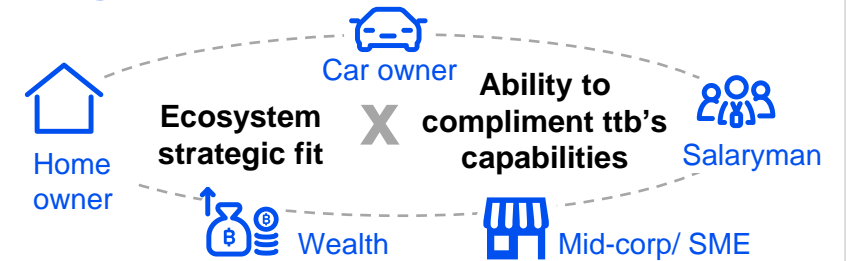
- ttb's share repurchase program aims to enhance shareholder returns and align the Bank's share price more closely with its intrinsic value
- In Jan 2025, the Bank announced the 3-year share repurchase program (2025 -2027), worth THB 21 bn.

Digital & IT investments

(THB bn)



Inorganic



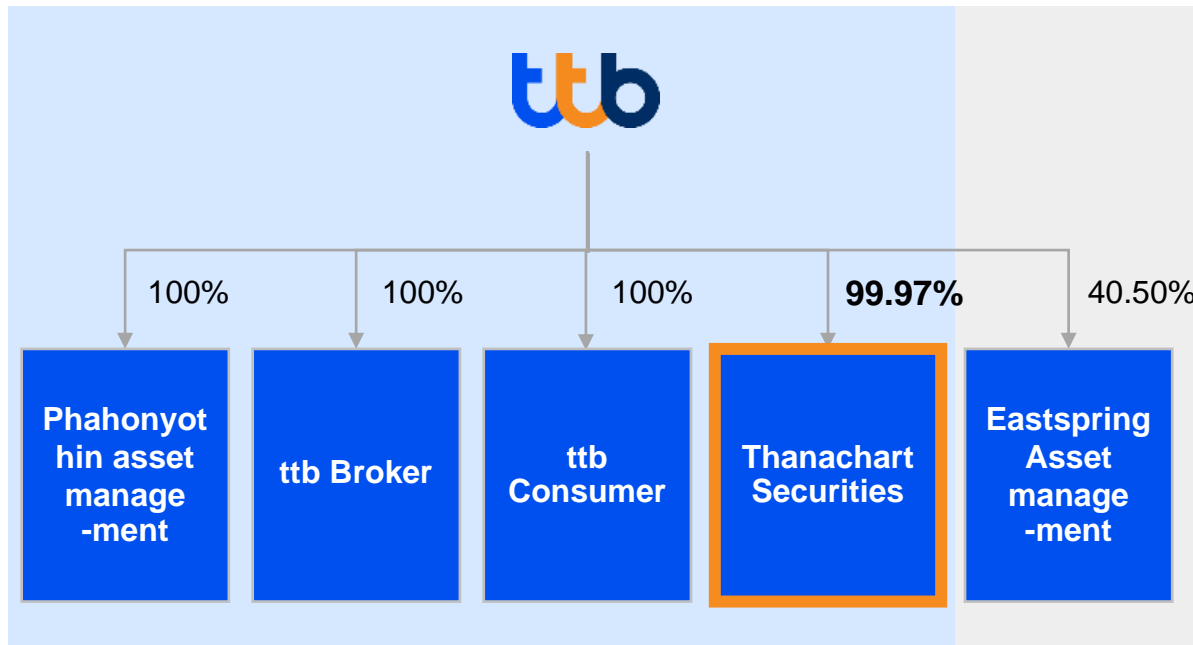
- Opportunistic play to maintain scale and strengthen ecosystem capabilities
- Focus on creating value and improving ttb's competitive standing in the industry

6 Thanachart Securities: Unlocking wealth ecosystem capabilities



Group structure

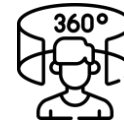
- Completion of the transaction by on **1 July 2025**, with the **transaction value 2,062 mn THB**
- **Thanachart Securities** becomes a wholly owned subsidiary under ttb's consolidated supervision



Business strategy



- **Completed suite of investment products** through the arm of securities business for cross-selling to ttb's wealth customers



- **Deepen wealth customer engagement** enabled by holistic view of customer's assets – improving advisory and personalization



- **Leverage combined bank and securities capabilities** to elevate wealth advisor capabilities and expand research coverage, including local and global assets

Revenue synergies

- Unlock revenue upside from holistic **wealth management across investment product suites**

Balance sheet synergies

- **Lower funding cost** supported by ttb's strong liquidity base

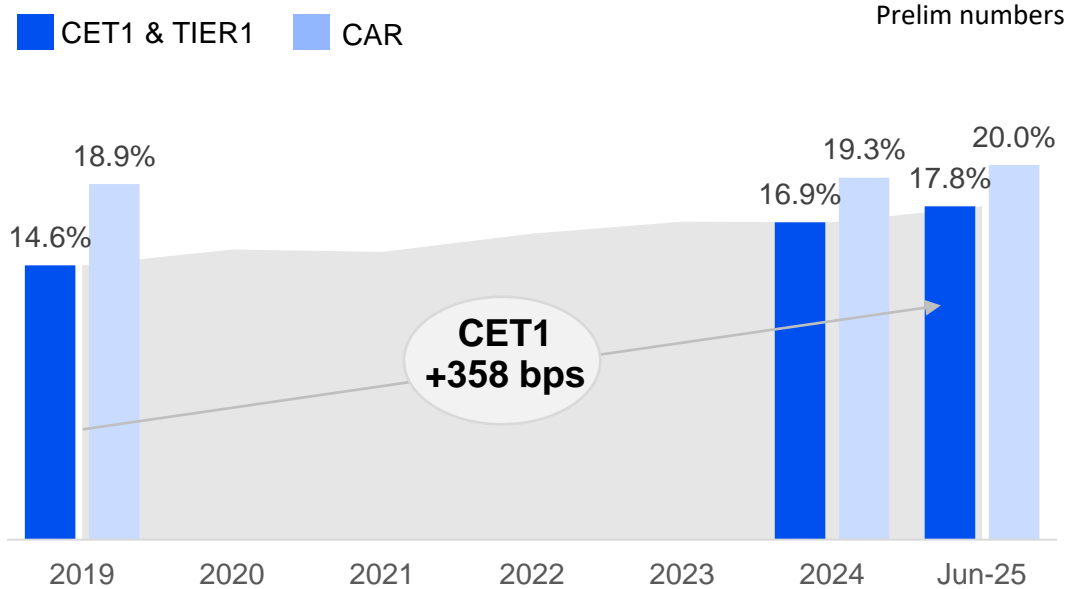
Cost synergies

- Operational efficiency via **streamlined and shared support functions and infrastructure**

6 Reinforcing capital position with priority to shareholder interests

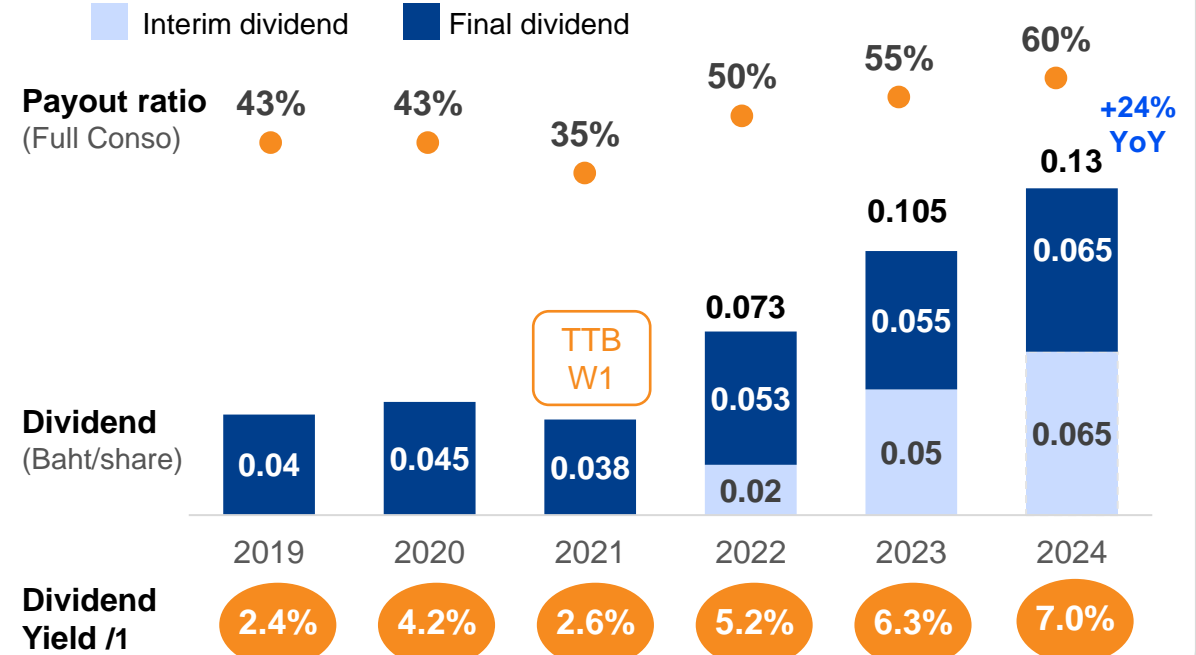


Solid Capital with Ample Buffer over Requirement



Regulatory capital ratio requirements for D-Sib banks: CET1 : 8%, Tier1: 9.5%, CAR: 12%

Dividend



- As of Jun-25, following the roll-in profit for 1H24, TTB's preliminary Tier 1 ratio rose to 17.8%, while CAR reached 20.0%, placing us among the top tier in the banking industry and well above BoT's minimum requirements.
- Since the merger, TTB has focused on optimizing capital usage and enhancing shareholder returns thru strategic initiatives, such as the issuance of TTB-W1, the redemption of hybrid capital AT1 in 2024 and the increase in the dividend payout to 60% in 2024, demonstrating TTB's strong commitment to shareholders.
- With steady net profit generation and robust capital levels, there are further opportunities to enhance shareholders' total returns, not only through dividend payments but also via financial tools such as share buybacks or inorganic growth.

Note: Since 2022, a total of 724 mn shares of TTB-W1 have been exercised, accounting for 75% of the total 965 mn units of the warrant.

Note: - 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
 /1 Dividend yield based on stock price at year end/ 2022 was at 1.41 Baht per share
 /2 after factoring in the results of share repurchase transactions and the exercise of TTB-W1.

6 Share buyback program



Objective

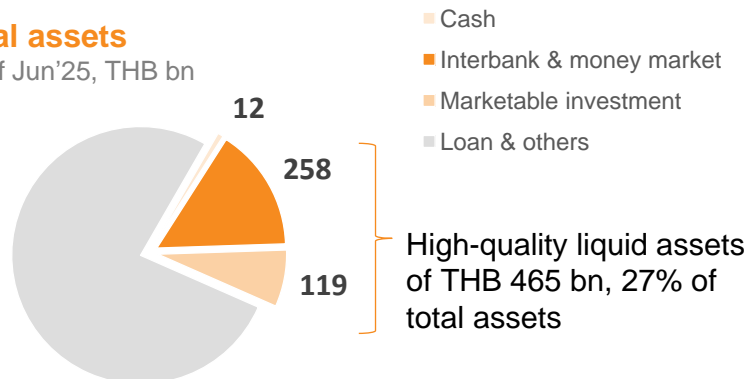
- THB 21 bn. buyback program announced on the back of strong capital generation.
 - Structurally increasing EPS and ROE
- We are well-positioned to continue delivering strong shareholder return. Over the past three years, we've generated an annual CET1 capital capacity of around 115 bps. We also expect limited RWA inflation ahead, giving us flexibility to return more capital to shareholders.
 - CET1 ratio of 17.8% with THB 14 bn of capital* has not yet rolled-in
 - We consider CET1 ratio of ~16% a comfortable level

Note: * 2H24 Net profit from 2H24 (net of dividend payment) & 1HQ25 Net profit which have not yet rolled-in

Ample liquidity position

Total assets

As of Jun'25, THB bn



High-quality liquid assets of THB 465 bn, 27% of total assets

Note: Liquid assets were defined according to Share Repurchase for Financial Management Disclosure Form TS-1.2 (Bank-only data)

Share buyback program

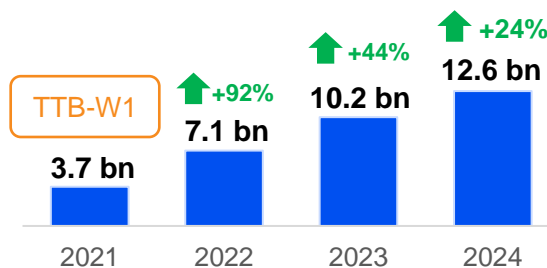
	Total	2025	2026	2027
Max repurchase amount	21 bn	7 bn	7 bn	7 bn
Max no. of shares (mn shares)	TBC	3,500	TBC	TBC
% of total paid-up capital	TBC	3.6%	TBC	TBC
Repurchase period	Medium term 3 years	3 Feb-1 Aug	TBC	TBC
Cumulative no. of share repurchased as of 2Q25		2,045 mn shares		
Total value of share repurchased as of 2Q25		3.9 bn, or approx. 55% of total size		

Improvement of shareholder value creation

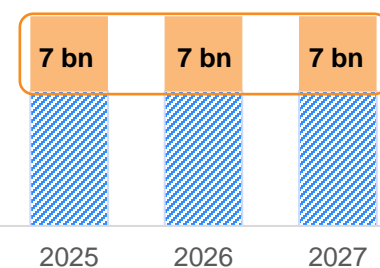
Dividend payout



Benefits to shareholder



Additional value for next 3 yrs



Note: 1 : % incremental was based on assumption that cash dividend equaled to 2024 cash dividend.

- Besides cash dividend improvement, TTB always **optimizes shareholder value** such as warrant issuance in 2021 and share buyback program.
- TTB will distribute more value to shareholders, considering the combined size of the cash dividend and buyback program of THB 7 bn a year from 2025-2027.
- When combining cash dividends and share buybacks, this reflects TTB's continued dedication to enhancing shareholder returns, representing approximately 11%¹ capital return to Market Cap. over the next 3 years.

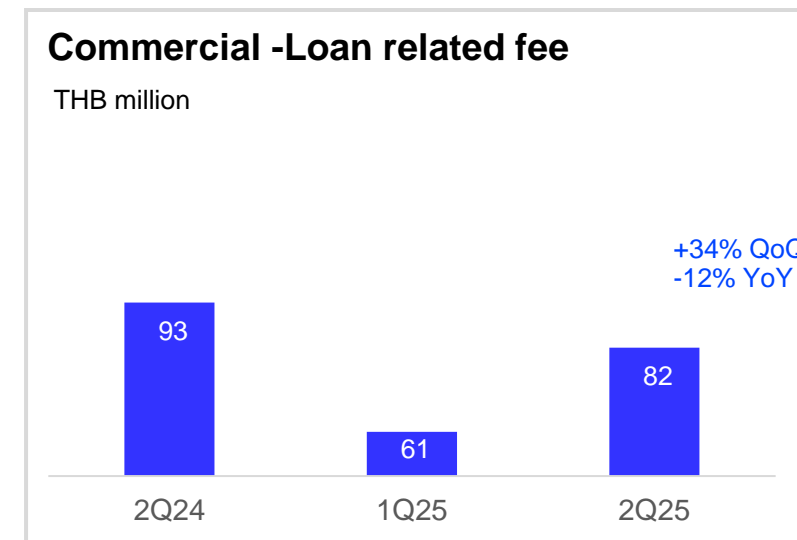
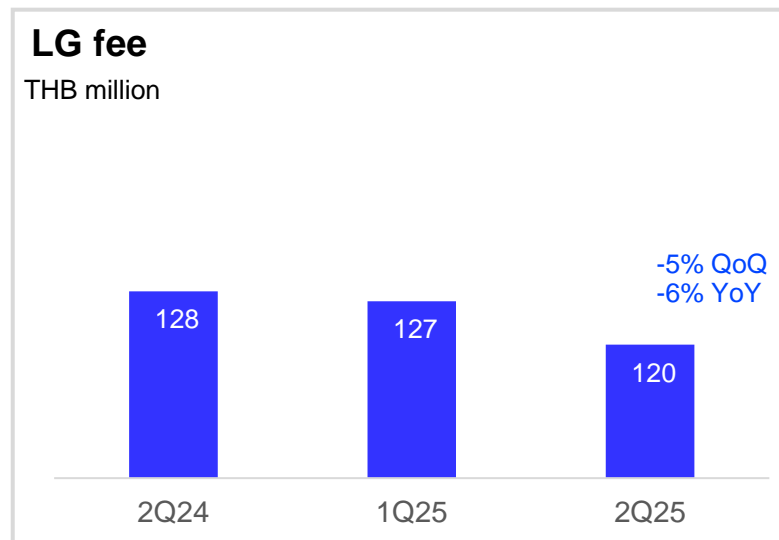
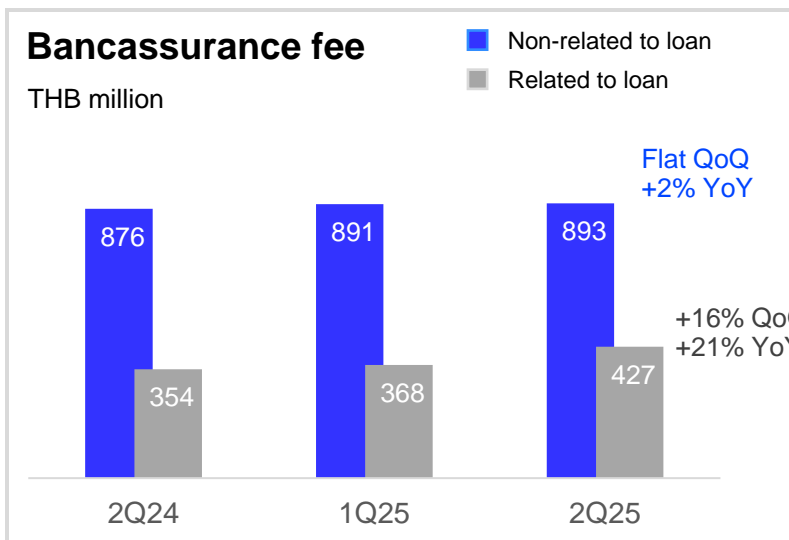
Appendix



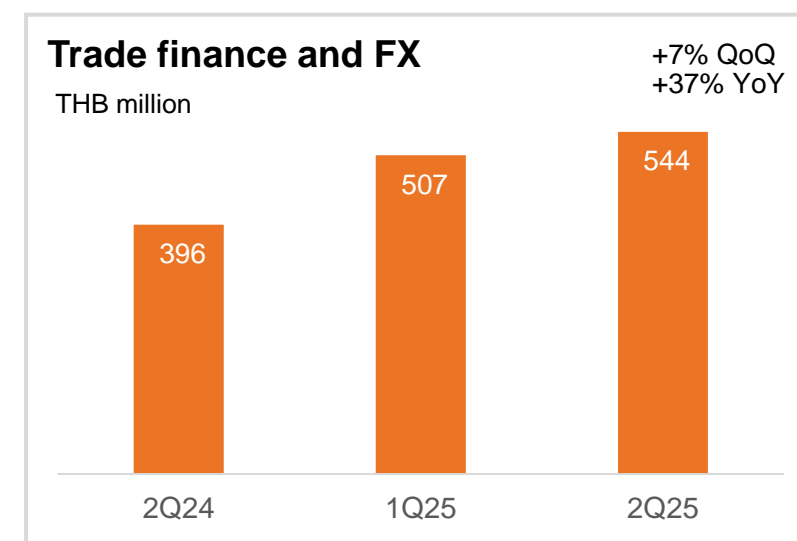
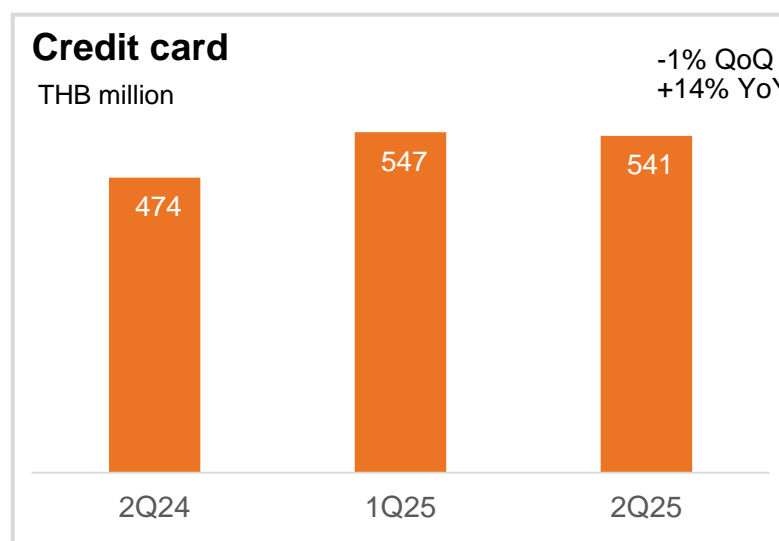
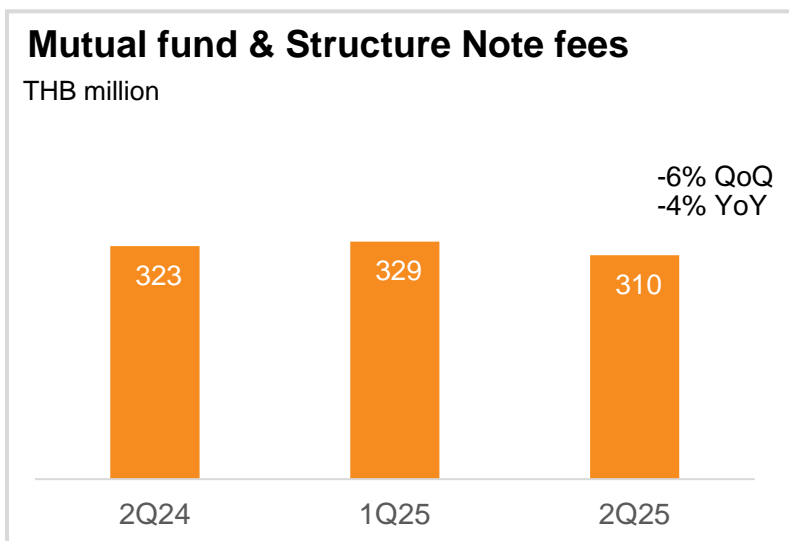
Diversified fee resilience amid sector softness



Loan-related fees



Non loan-related fees



Remark: Prelim numbers

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