

Investor Presentation

2Q26 Financial Performance

Analyst Meeting
20 July 2026

Amid an uncertain economic environment in 1H26, TTB remained focused on selective loan growth, prudent risk management, and digital transformation to support both near-term performance and long-term competitiveness. As a result of disciplined execution of its strategic priorities, TTB delivered **a resilient 1H26 net profit of THB 10.7 billion, up 6% YoY, together with significant progress on its share repurchase program, completing cumulative buybacks of THB 21 billion, one year ahead of the original plan.**

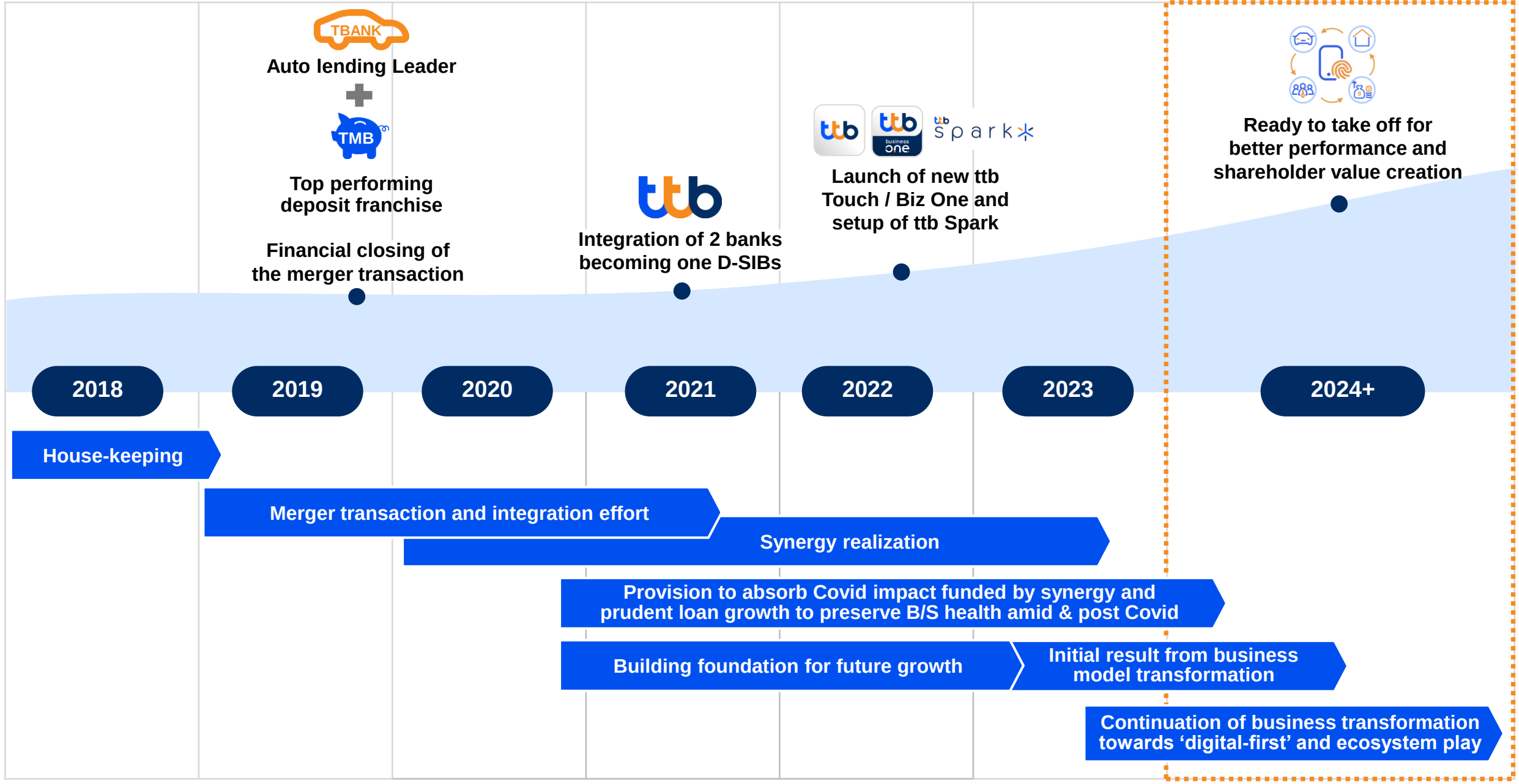
1H26 Summary : Decent results, Building Resilience

- **Decent topline** : Total operating income +3% YoY. NIM held up at 3.02%, supported by effective ALM management, selective loan growth in high-yield products, high-quality customers and lower funding costs. Strong Non-NII growth was driven by retail fees (MF, BA, Credit Card) and non-recurring items including investment-related gains.
- **Higher OPEX driven by disciplined B/S management**: Higher OPEX in 1H26 and 2Q26 was due mainly to one-off expenses including dealer relationship revaluation, online platform impairments and IT system write-offs. These actions reflect our investment discipline and efforts to clean up every aspect of B/S. As a result, C/I ratio slightly edged up to 46% but remained in line with target.
- **Strong asset quality with prudent risk buffers**: NPLs remained well-controlled with NPL ratio stable at 2.93%, within guidance. Credit cost stood at 136 bps, driven by MO, underscoring our precautionary ECL approach. Consequently, LLR rose to 157%, a robust level against ongoing uncertainty.

Looking ahead: Despite prolonged economic headwinds, TTB remains committed to strengthening its franchise and value proposition, enhancing shareholder returns through disciplined capital management, and driving sustainable long-term growth.

- **More challenging revenue outlook**: The decent 1H26 topline performance was partly driven by temporary tailwinds, including a pull-forward in EV demand following the Middle East conflict, alongside investment-related gains from mark-to-market and dividend income. MF and BA fee growths were also benefited from customers' portfolio reallocation activity in a low-rate environment. As these catalysts normalize, fee and overall revenue growth momentum is likely to moderate.
- **Remain committed to enhancing shareholder returns**: Backed by a robust CET1 and ongoing initiative to sustain ROE through ecosystem-driven growth, TTB remains well positioned to deliver sustainable shareholder value through attractive dividend yields and effective capital utilization. Capital management plan remains on track, and we continue to actively assess all available capital deployment options to optimize shareholder returns and long-term value creation.

Transformation journey towards the most recommended bank of choice



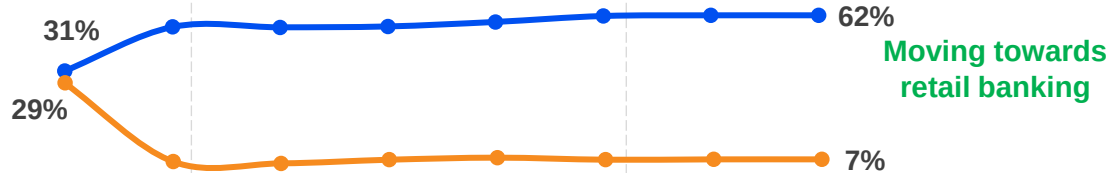
Improvement pathway of key business drivers: 2018-25

Before

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

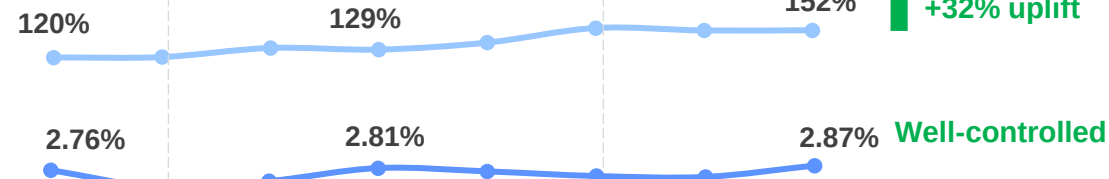
Optimized loan structure

% Retail
% SMEs



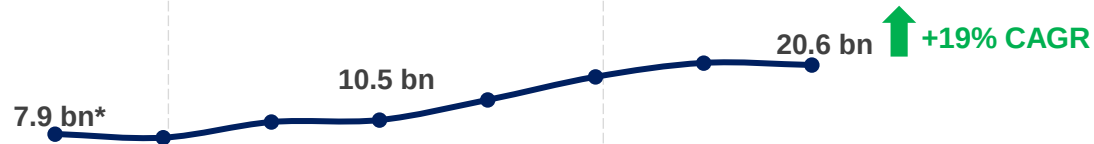
Asset quality

% LLR
% NPL



Profitability

Net profit



Capital

% CAR



Digital users

No. of users



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

1H26 Financial Results



		FY2025 Actual	FY2026 Targets	1H26 Actual
INCOME	Loan growth	-2.9% YTD	Approx. 0% - 2%	-1.8% YTD
	Deposit growth	-4.4% YTD	In line with loan growth	+0.4% YTD
	Net Interest Margin	3.04%	3.0%-3.10%	3.02%
	Non-NII growth	+16.2% YoY	Single digit growth	38.5% YoY
EFFICIENCY	C/I Ratio	45.0%	Mid-40s	46%
ASSET QUALITY	% Stage 3	2.87%	≤ 3.2%	2.93%
	Stage 3 loans	THB 39.1bn	n.a.	THB 38.9 bn
	Credit cost (bps)	Normal 106 Total 136	Normal 130-135 bps	Normal 91 bps Total 136 bps
	Net profit (YoY)	THB 20.6 bn -1.9% YoY	n.a.	THB 10.7 bn +5.8%YoY

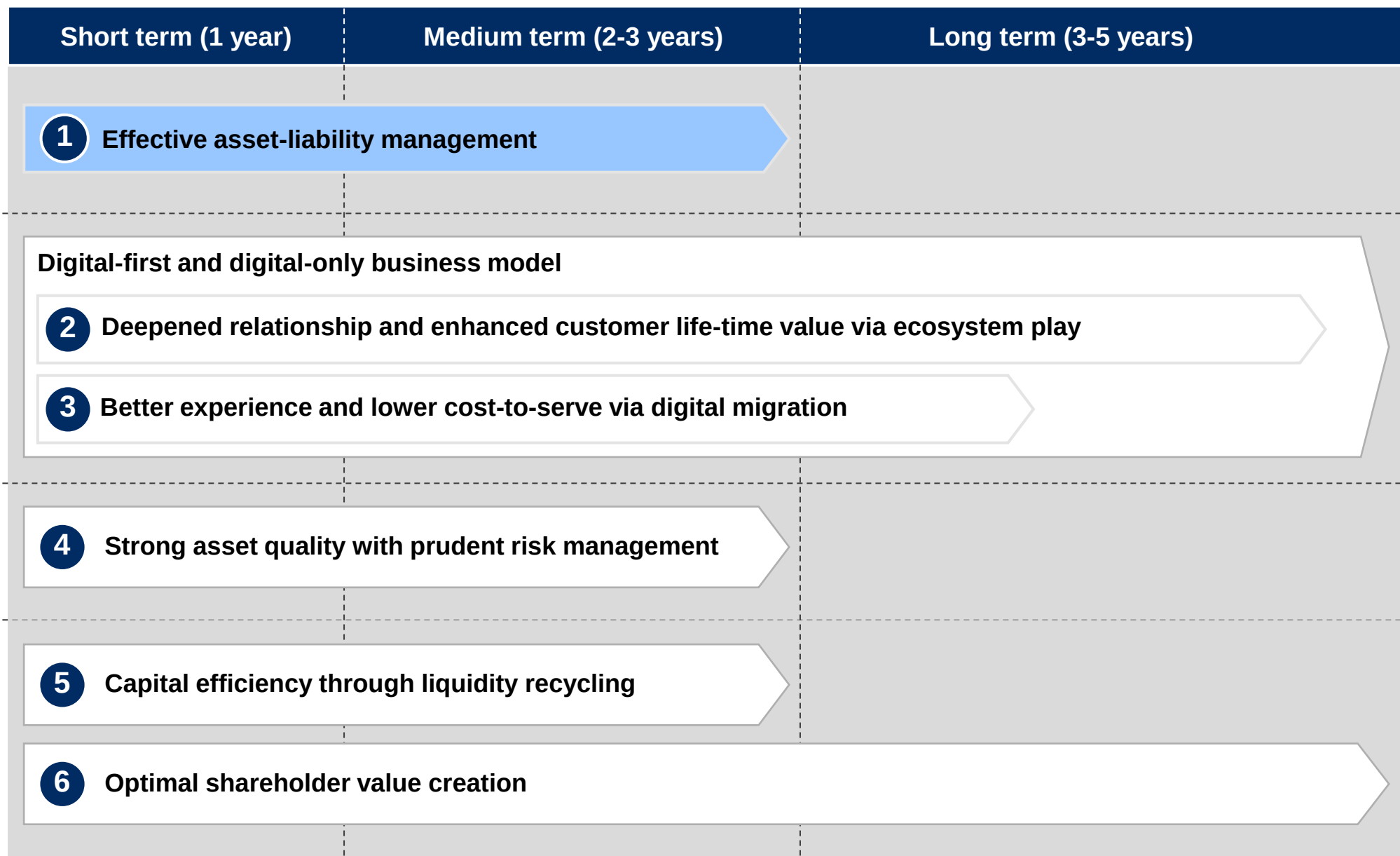
Recap: the Bank's strategic intent

- **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

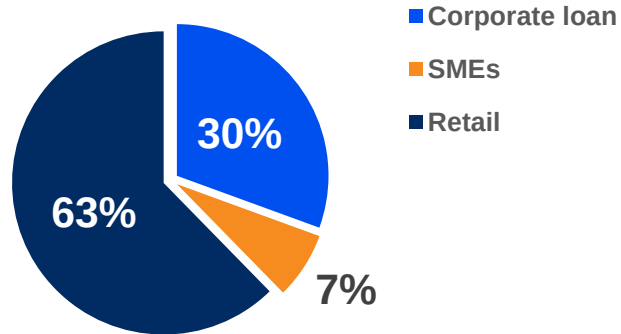
ttb strategy framework



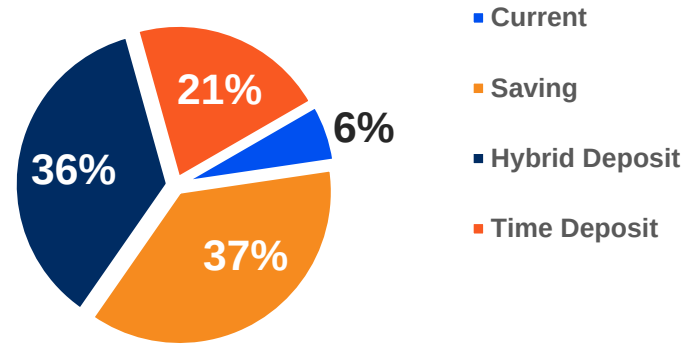
1 Effective asset-liability management to sustain net interest margin



Total loan mix
(%)



Total deposit mix
(%)



Key initiatives

Earning assets

- Optimizing portfolio mix toward high-yield lending
- Strategic focus on retail high-quality segments
- Investment rebalancing to insulate against yield volatility

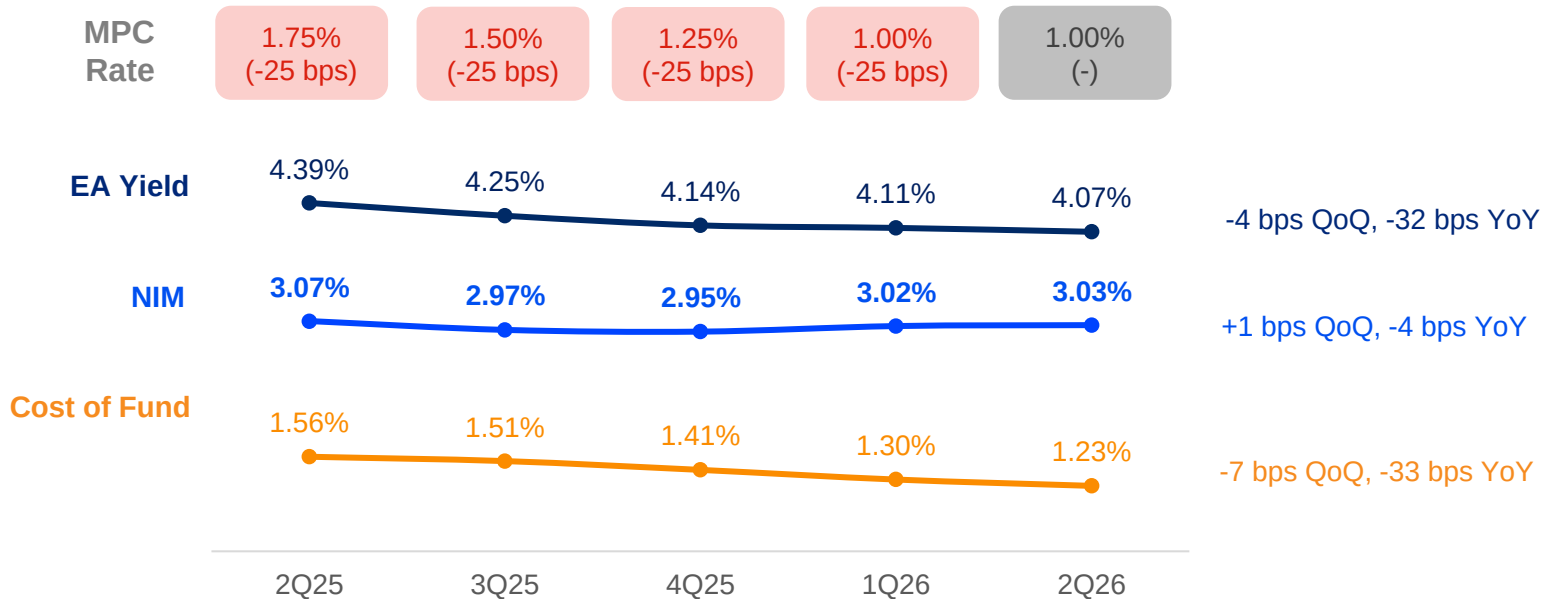
Deposit

- Proactive deposit duration and mix management

Borrowing

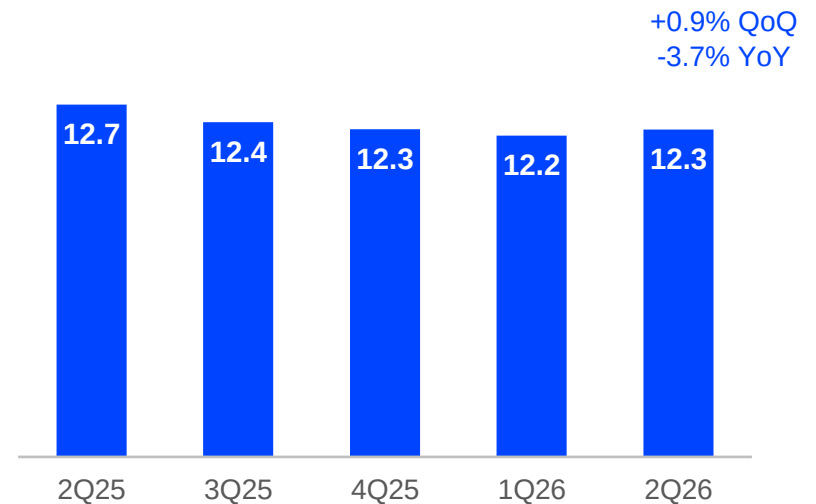
- Effectively reducing high-cost borrowing to improve financial efficiency

Earning asset yield, cost of fund and NIM

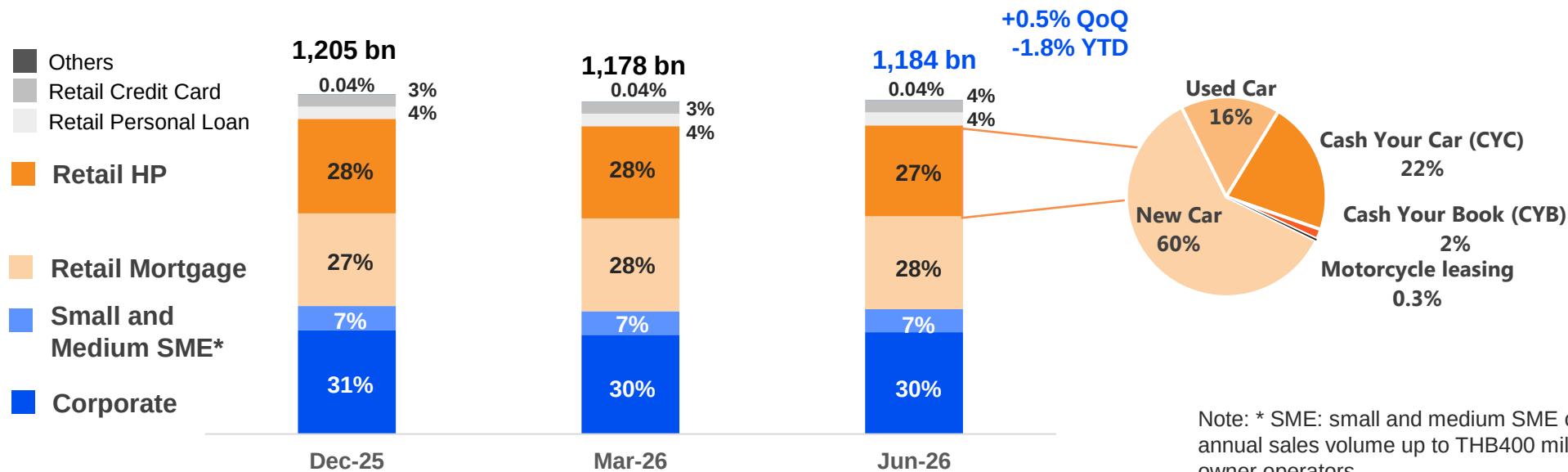


Net Interest Income (NII)

THB billion



Total Loan



Amid unpredictable impacts from the Middle East conflict, TTB remains disciplined in loan growth, focusing on optimizing its mix toward high-yield retail while enhancing portfolio quality and risk-adjusted returns.

- **Grow quality high-yield loans using risk-based pricing model:** the model has been applied to Cash2Go, P-loan product, successfully bolstering personal loan growth in this quarter. The Bank plans to apply this model to other high-yield products such as Cash Your Car (CYC) and Cash Your Home (CYH) to capture higher-quality loans.
- **Enhance lending capabilities and expand comprehensive product suite** by integrating motorcycle leasing through its joint venture, ttb leasing, which commenced operations this quarter.
- **Leverage digital capabilities to drive cross-selling and elevate service experiences:** with an ecosystem-play orientation, the Bank can utilize customer database to improve service offerings, deepen customer relationships and increase product holdings as well as reduce the cost-to-serve, defending market share amid upcoming virtual bank competition.

2Q26 Results: Loans slightly increased +0.5% QoQ, due mainly to commercial segment with large corporate loans +3% offsetting with SME loans -1% and targeted high-yield retail loans continued to grow. Also, the Bank started to see loan bookings from ttb leasing, aiming to expand product offerings for salary ecosystem, around THB 800 mn.

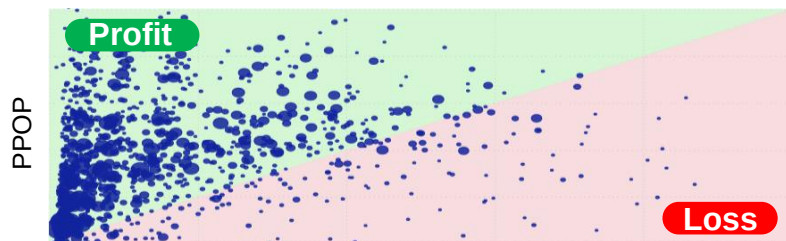
- CYH continued to expand +4% QoQ growth and supported overall mortgage portfolio amidst sluggish demand in new home market.
- Unsecured portfolio or P-loan grew +4% QoQ, driven by Cash2Go (+11% QoQ) while credit card increased by +2% QoQ.
- CYB, a high-yield HP product, posted 17% growth rate. However, overall HP balances declined by -2% QoQ due mainly to slower new car, used car and CYC growth.

1 A risk-adjusted portfolio approach is being implemented to enhance loan portfolio quality

Customer selection

Golden portfolio to enhance yield, while optimizing risk cost

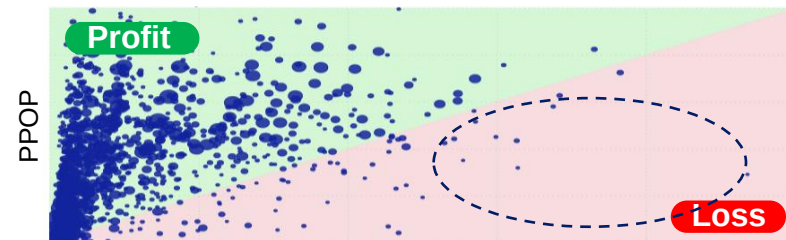
2025



Risk cost



YTD2026



Risk cost

Focusing acquisition efforts on **high-quality customers**, applying more targeted customer selection under **risk-adjusted return principles** to improve portfolio profitability

Partner selection

Selected car dealers and home developer for better loan quality

Top Dealers:



- Exclusive pricing & Special campaign
- Faster approval and disbursement process

Deepen relationship with **high-quality ecosystem partners** aligned to our targeted customer selection

Product offering

Launched Risk-Based Pricing for Cash2go in January 2026, with expansion to other products subsequently



Expansion to CYB in Q3'26 and Flash card in Q4'26

+ 53% YoY Cash2go booking growth

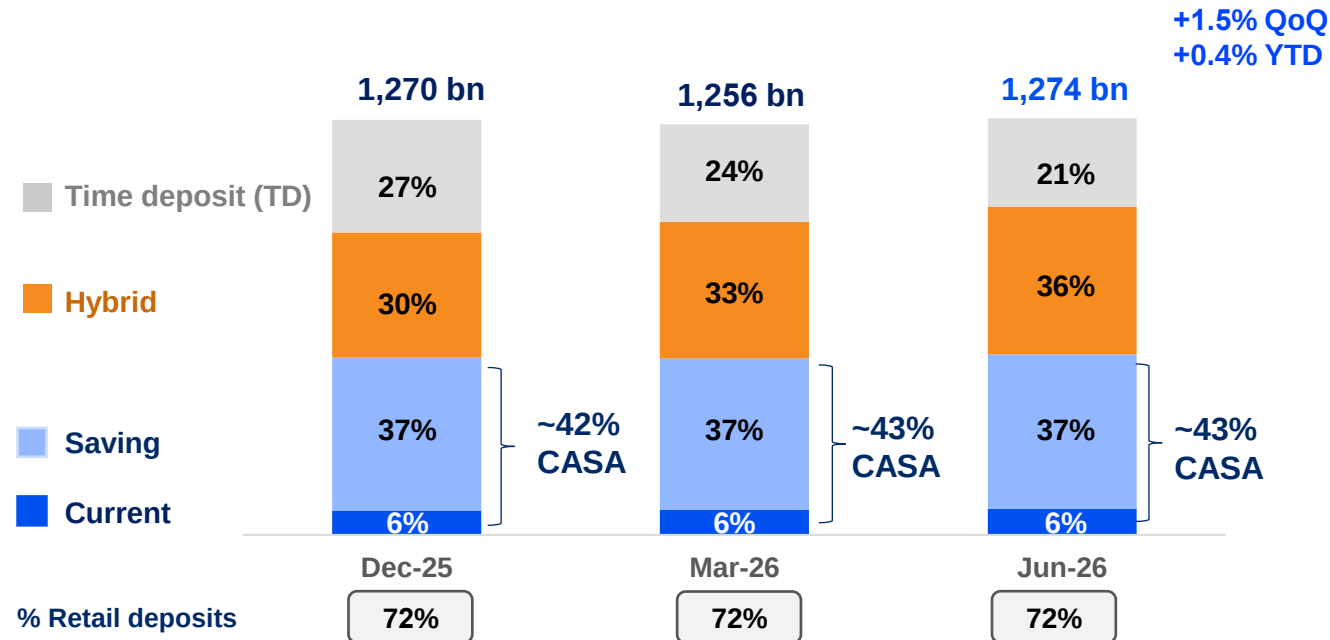
> 79% Customers received lower interest rates

+ 16% Proportion of customer with good grade

1 Deposit mix optimization for margin sustainability



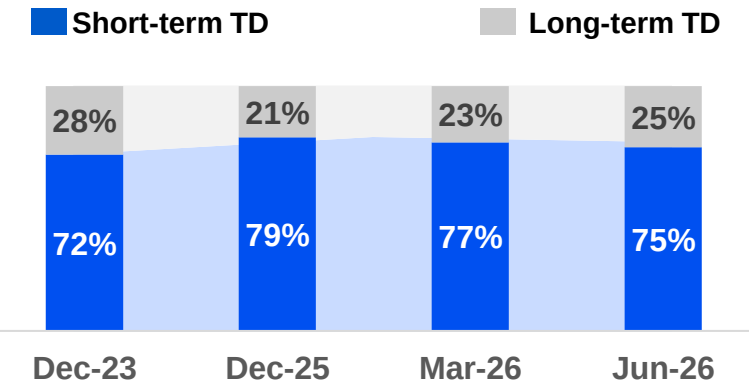
Total Deposit



Term Deposit

Optimize both volume and duration to manage deposit cost

Breakdown as % to total TD



Note: Long-term TD: Maturity > 12 months

TTB continues to optimize its structure, balancing deposit and loan growth to manage funding costs and sustain margins in a low-rate environment. The planned shift in mix has successfully safeguarded margins throughout the rate-cut cycle. Three key initiatives are highlighted below:

- **Run down high-cost deposit** demonstrated by the decline portion of term deposit (TD). Concurrently, the Bank has leveraged wealth customer base and partially churn to investment products.
- **Build up hybrid deposit product** with unique features of our hybrid products which help attract customers and enable us to integrate with wealth ecosystem, serving as a gateway before customers transfer their AUM into investment products.
- **Expand CASA growth** through ttb all free, the Bank's flagship transactional product, to reinforce a structurally low funding base and secured long-term funding stability and increases the proportion of main-bank customers.

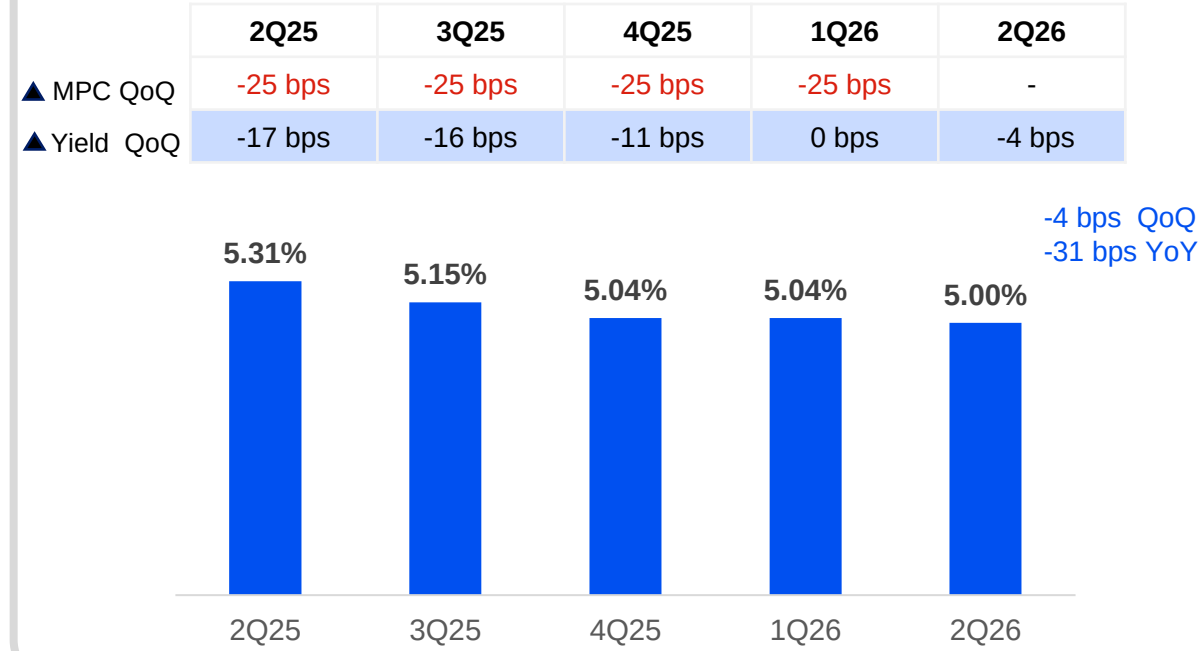
2Q26 results: Total deposits increased by +1.5% QoQ, driven mainly by hybrid deposit growth while high-cost deposits continued to runoff.

- TD decreased -10% QoQ as part of a strategic runoff of maturing short- and long-term TD.
- Hybrid deposits continued positive momentum with no-fixed +7% and ME Save +19% QoQ. CASA also grew +2% QoQ, led by CA +4% while SA (transactional deposit) +2% QoQ. Flagship ttb all free remained stable QoQ.
- The shift in deposit mix towards low-cost deposit supports funding cost management while LDR at 93% provides ample flexibility for ongoing deposit and liquidity management.

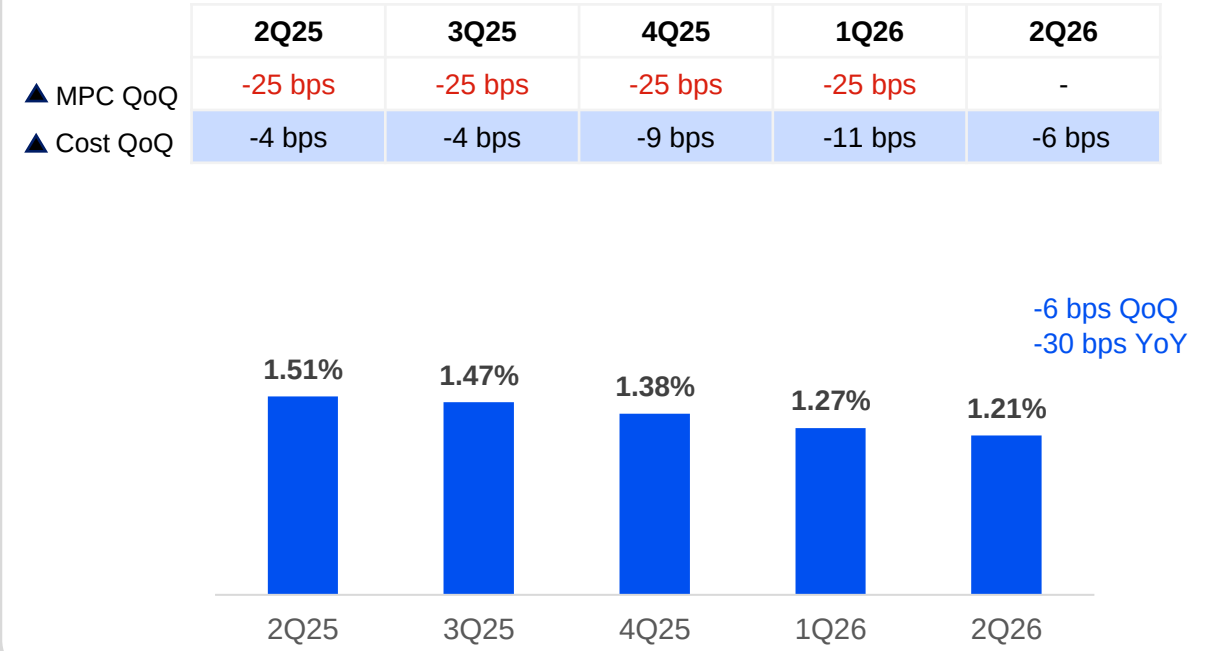
1 NIM Preserved Through Active Funding Management



Loan Yield



Cost of Deposit

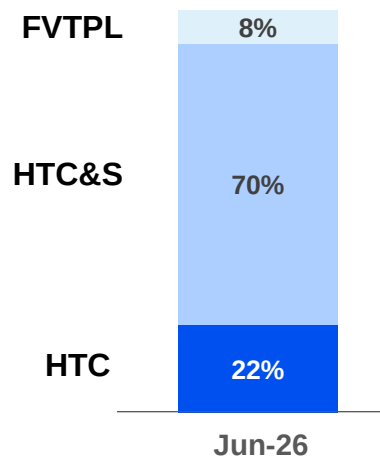


- Despite a cumulative 150 bps policy rate reduction since late 2024, ttb has successfully defended our margins through agile asset-liability management.
- The quarter's loan yield movement was mix-driven rather than repricing-led: faster growth in large corporate lending shifted the loan book toward lower-yield, lower-risk exposures and reduced the portfolio's average loan yield. 2Q26 loan yield was at 5.00% (-4 bps QoQ, -31 bps YoY).
- Deposit cost has shown a consistent downtrend since the onset of the downward interest rate cycle in 3Q24, when it stood at 1.66%. In 2Q26, it declined further to 1.21% (-6 bps QoQ, -30 bps YoY), driven by the runoff of high-cost term deposits and recent policy rate cuts. While the pace of repricing benefits is expected to naturally moderate, structural flexibility remains; current TD balances at ~24% of total deposits leave room to optimize toward the historical ~10% baseline.
- Looking ahead, full-year NIM trajectory remains anchored to disciplined funding execution. Our strategy is to selectively pursue risk-adjusted growth in targeted high-yield segments, defending NII and NIM amidst subdued broader loan demand and a low-rate environment.

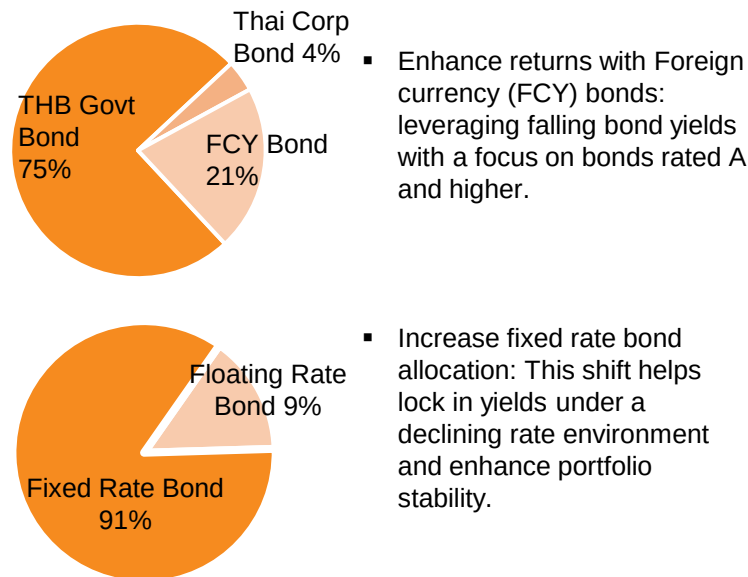
1 Ensuring portfolio quality while strategically extending duration amid curve steepening

Healthy Investment Portfolio

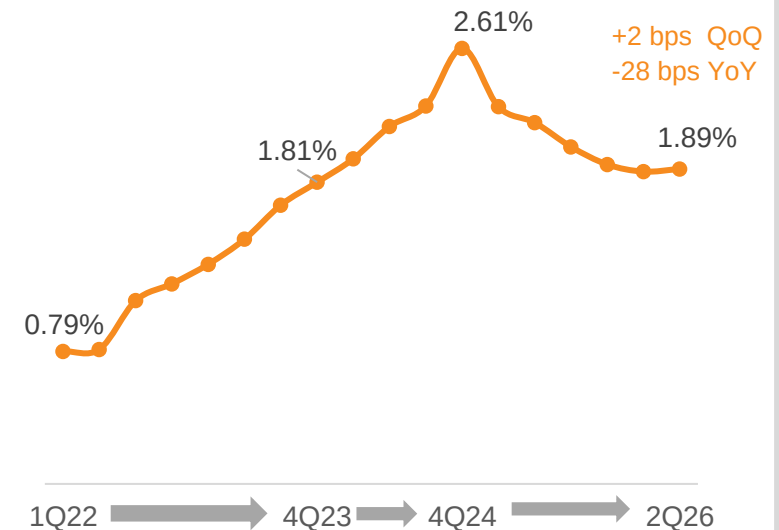
Investment portfolio
THB 272 bn or 16% of total assets



HTC&S Portfolio Breakdown



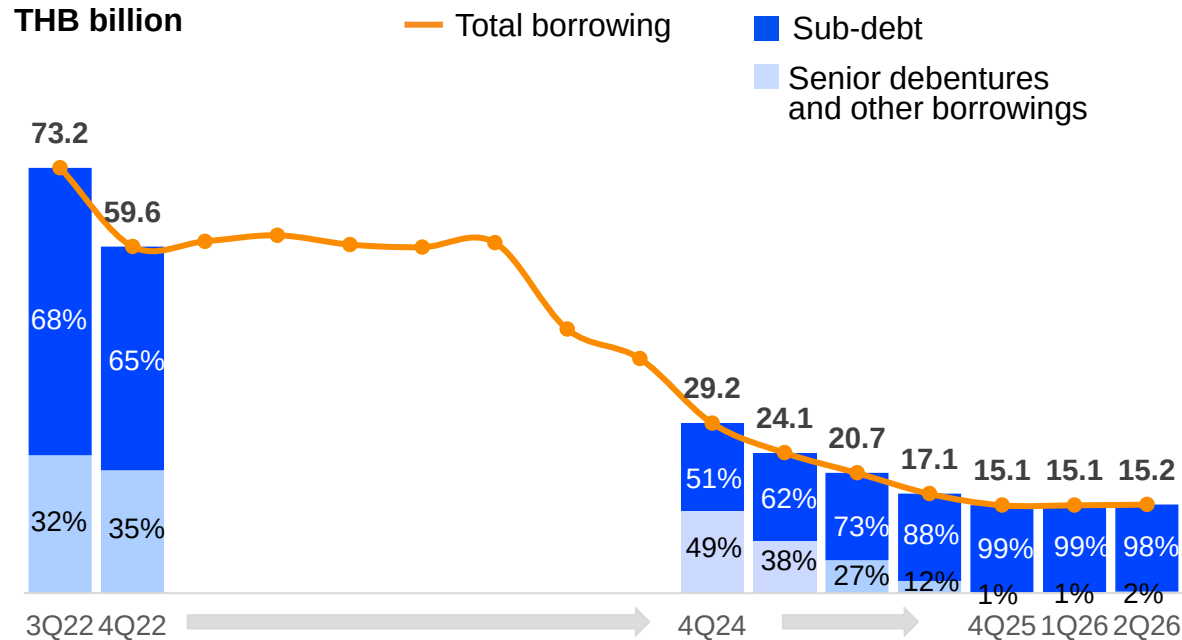
Improving Investment Yield



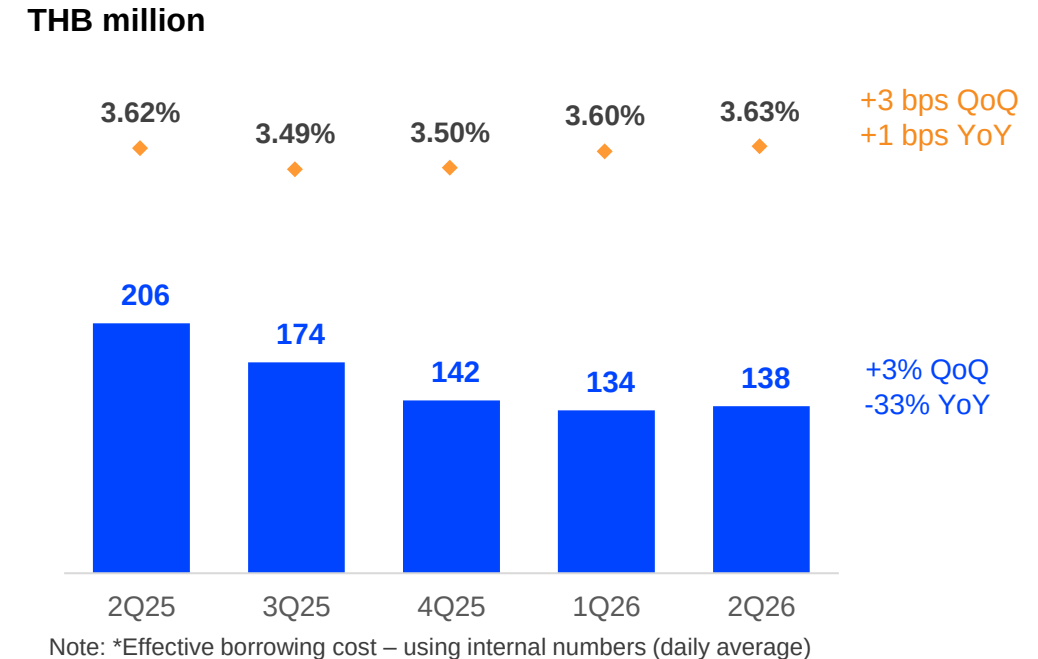
- Our investment portfolio remains strictly weighted toward high-quality, stable assets. The recent duration extension reflects a strategic rebalancing to secure stable yields for the Bank's liquidity pool. By shifting from short-term bills into medium-term Thai government bonds during the 2Q26 curve steepening, we optimized our liquidity returns without altering our conservative risk profile.
- To shield liquid assets from the impact of volatile market conditions, we maintained a high fixed-rate allocation at 91% of the HTC&S portfolio. This positioning locks in secure cash flows and protects investment yield as the curve steepened on inflation expectations linked to the Middle East conflict.
- High-grade FCY government bonds (A and above, 21% of HTC&S) continue to be utilized selectively for yield enhancement only when premiums over domestic bonds are clear. These allocations are strictly aligned with natural balance sheet matching from our growing FCD deposit base. All positions remain fully FX-hedged, eliminating currency mismatch risk.
- Our strategy prioritizes liquidity and stability over speculative gains.** The amortized cost structure and stable duration continue to cushion volatility and support consistent earnings across rate cycles.

1 Optimizing borrowing structure and cost where possible

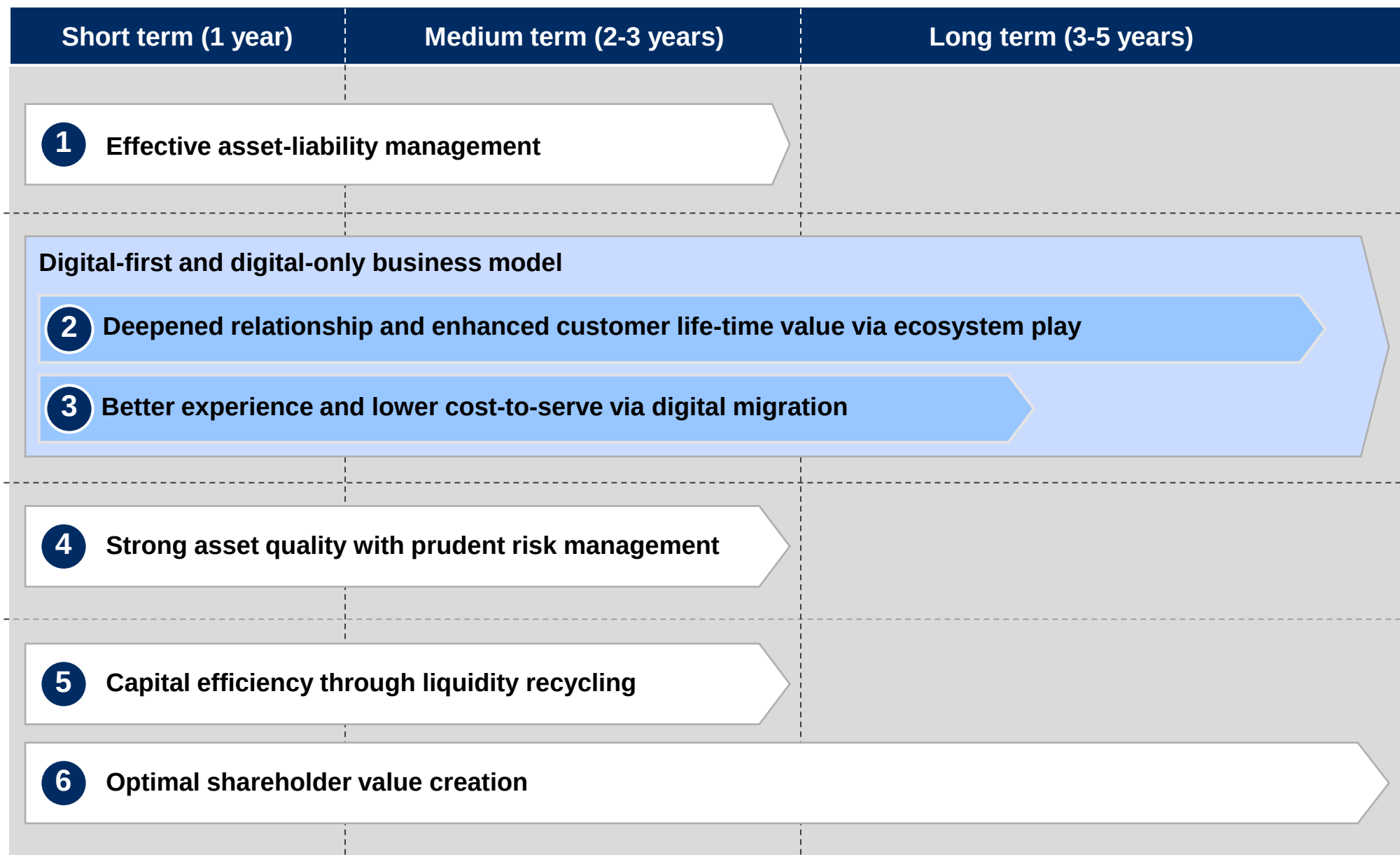
Optimized Borrowing Structure



Borrowing Cost Vs. Effective Borrowing Cost*

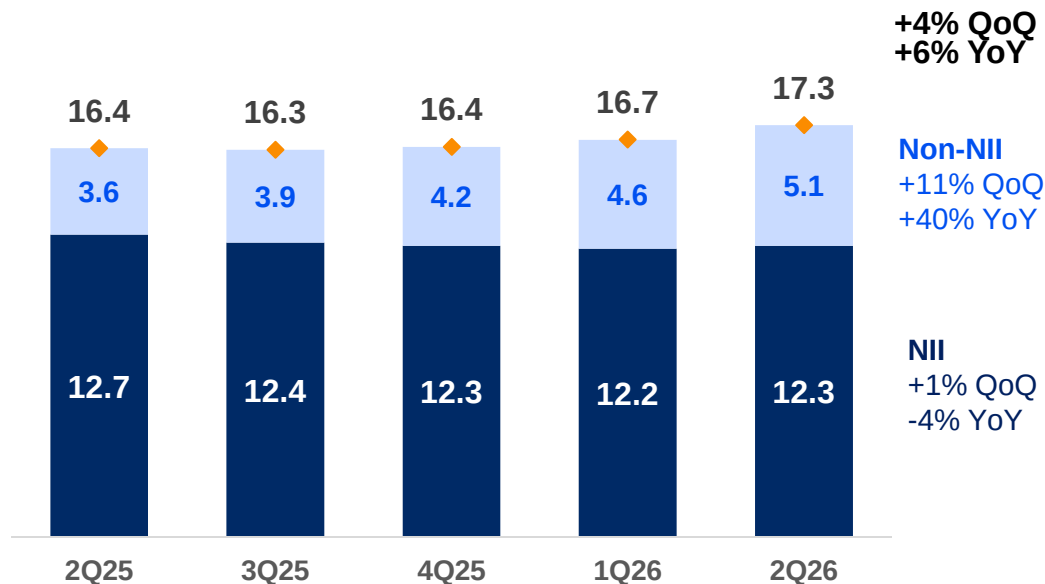


- TTB continued to optimize borrowing structure and cost through proactive funding actions across the Bank and subsidiaries, supported by robust capital position and disciplined balance-sheet management. During the rate cut cycle, borrowings portfolio was optimized through key initiatives:
 - PAMCO bond maturity: not rolled over; partially refinanced with THB 2 bn issuance at 1.48% (vs 1.80% previously).
 - Blue bond redemption: US\$ 50 mn early redemption in Sep-25.
 - Green & SME bonds: THB 8.3 bn early redemption in Feb-25 & May-25.
 - Sub Tier II: THB 30 bn early redemption in Jun-24 with downsized re-issuance at lower cost.
 - AT1 buybacks: partial buybacks in 2022–2023 prior to full early redemption in 2024.
- Overall liquidity remained strong, with LDR + Borrowings at 93% as of 2Q26. A slight increase in borrowings in this quarter came from structured notes to support wealth product offerings.



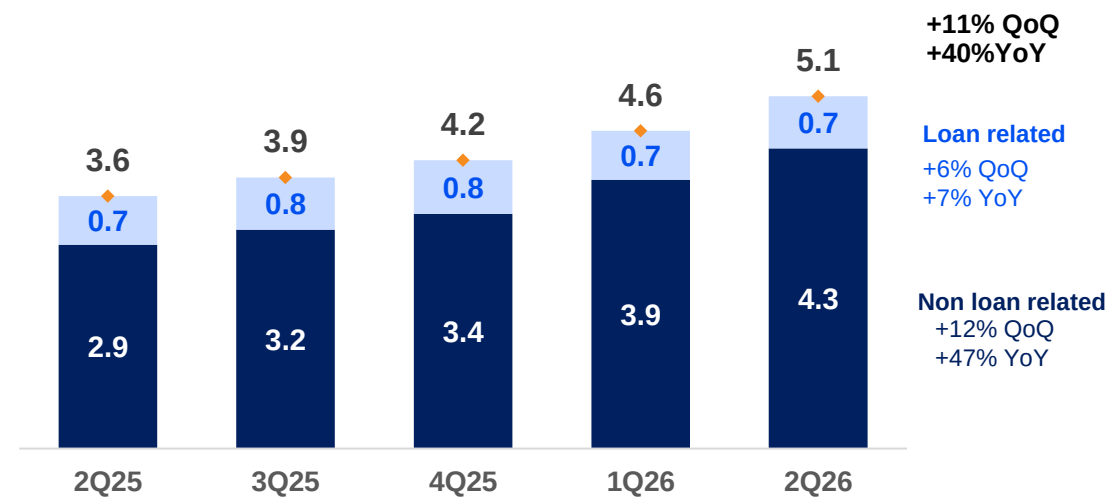
Total operating income

THB billion



Non-NII breakdown

THB billion



Non-NII was at THB 5.1 bn in 2Q26, helping to cushion NII pressure in a low-rate environment. While this reflects ongoing ecosystem and fee initiatives, 1H26 performance was largely supported by favorable market dynamics.

- **Effective margin management:** NIM/ NII held firm, supported by disciplined balance sheet management, selective loan growth in high-quality segments, and lower funding costs
- **Wealth ecosystem supported by temporary market tailwinds:** The increase in 2Q26 Non-NII (+11% QoQ, +40% YoY) was partially driven by non-recurring factors as a low-rate backdrop led to portfolio reallocation activity, benefiting MF fees as well as BA non-loan related fee. Additionally, the results were supplemented by non-core items, including FVTPL gains and the “You Fight, We Help” subsidy. Once the reallocation activities fade, we anticipate the pace of fee income generation to moderate to a more normalized level in 2H26.
- Looking ahead, TTB will continue to boost recurring fee income through wealth related initiatives and ecosystem scaling. These efforts are designed to capture long term opportunities, ensuring that fee momentum remains resilient and sustainable across cycles.

2 Core Retail Strength Anchors Fee Growth YoY

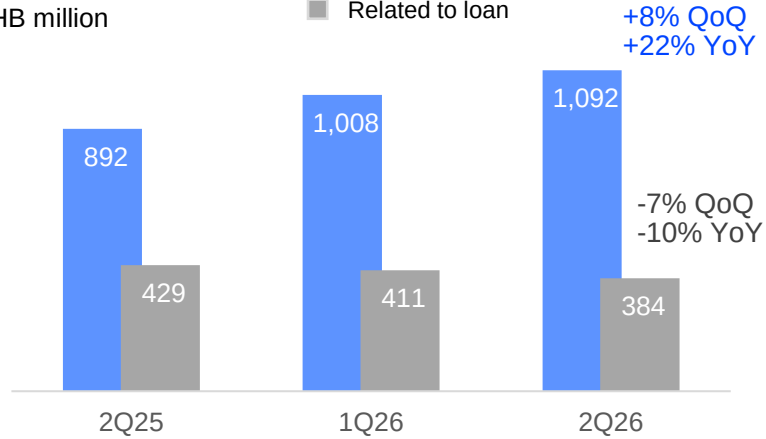


Loan-related fees

Bancassurance fee

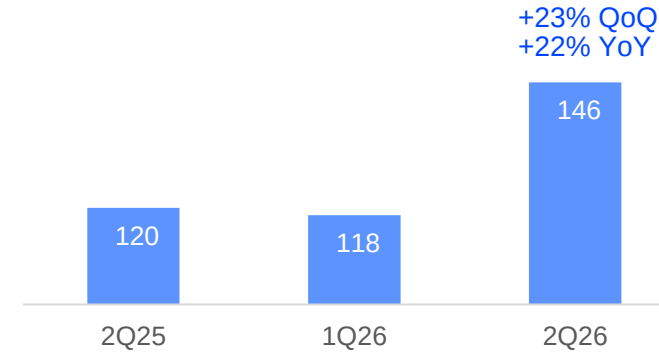
THB million

■ Non-related to loan
■ Related to loan



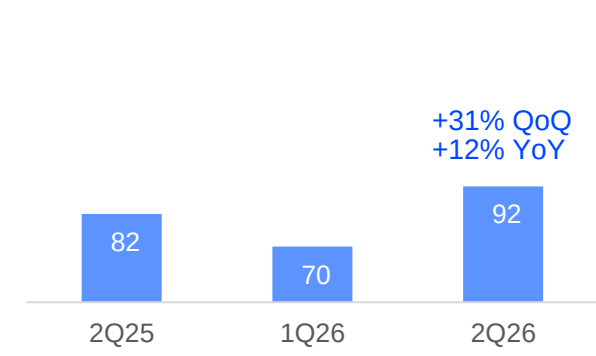
LG fee

THB million



Commercial-Loan related fee

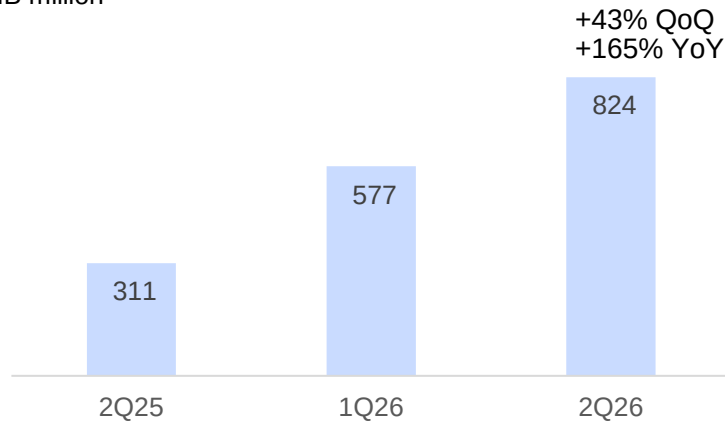
THB million



Non loan-related fees

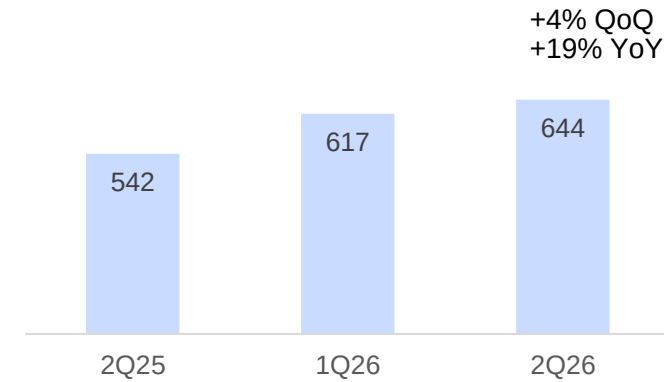
Mutual fund & Structure Note fees

THB million



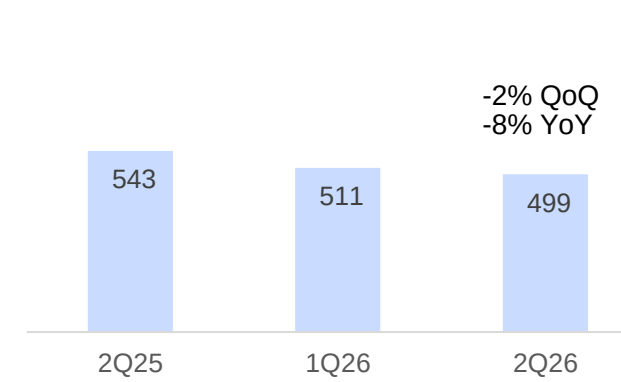
Credit card

THB million



Trade finance and FX

THB million



Note: Fee incomes breakdown – Prelim numbers

2 Through ecosystem-focused strategy, we aspire to deepen our relationship with these targeted customer segments and to ultimately position them as our core revenue growth engine

Targeted customer segments



Salaryman

~1 million payroll accounts



Car owners

~1 million cars in existing hire purchase portfolio



Home owners

~900k homeownership customers



Wealth

~700k affluent and above customers

Why is ecosystem play important?

Contribution to ttb's P&L

>95%

of retail loan portfolio

>85%

of retail deposit balance

>80%

of retail fee income

>80%

of retail banking revenue

What do we want to achieve?

Key intents in our ecosystem play

From: product-centric offerings

To: customer-centric solution across banking and beyond banking, tailored to individual's life stage and lifestyle

From: standardized communication with focus on customer acquisition

To: personalized engagement throughout customer's lifecycle

From: mono-product relationship

To: multi-product, life-time relationship

2

Enhanced customer ecosystem play to drive stronger engagement and ultimately deliver improved business outcomes

ttb

Car Owner

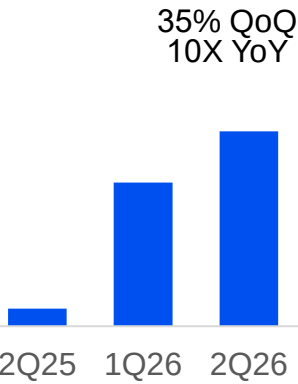
Driving growth through risk diversification and digital enablement

+ 8% YoY booking growth (Unit)

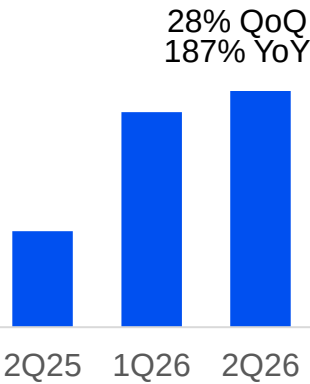
> 32% Credit card penetration of new car customers

> 80% Digital active customers

CYC Digital booking (Unit)



Motor insurance via digital (Unit)



Home Owner

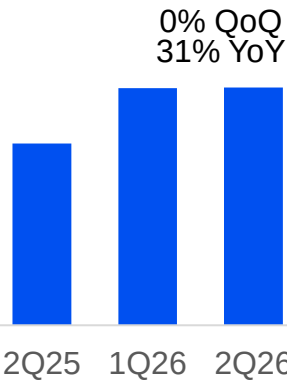
Targeted growth through quality products and customer retention

+ 3% YoY refinance retention volume growth

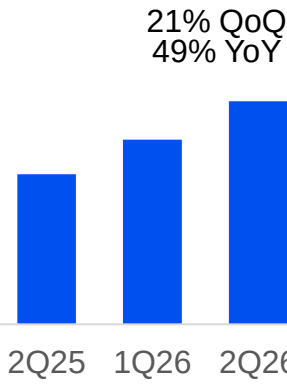
> 80% Insurance penetration

> 90% Digital active customers

Refinance amount (THB mn)



Home equity booking (THB mn)



Salaryman

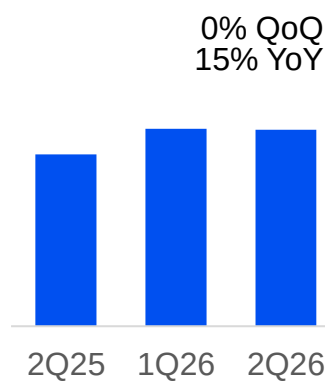
Deliver Quality Growth through Financial Well-being solution

> 16% Investment and protection product penetration

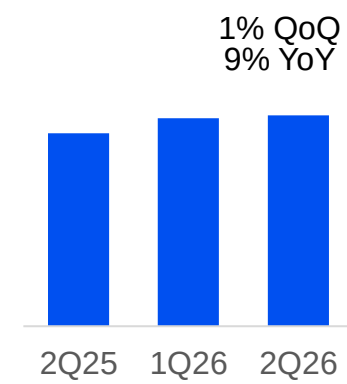
> 15% Credit card penetration

> 90% Digital active customers

Tax planning customers ('000 Customer)



Credit card Outstanding balance (THB bn)



2 Sustained momentum in expanding the ttb Wealth franchise among high-net-worth to mass affluent customers through a differentiated proposition



Expanding into the **mass affluent segment** as a key growth contributor with significant untapped opportunities



Enhancing offerings with **broader asset classes** and **wider market access**



Delivering a seamless blend of **self-service**, **AI-assisted**, and **staff-assisted** experiences

Wealth & Mass Affluent



+28%

Credit card spending growth YoY

73%

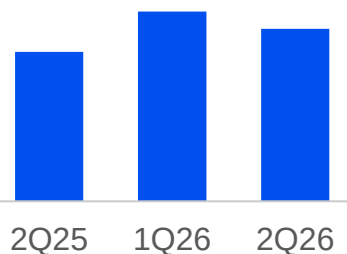
%Reserve card penetration

28%

%Credit card penetration (mass affluent)

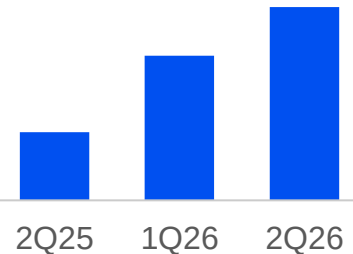
Sales of investment products (THB bn)

-9% QoQ
15% YoY



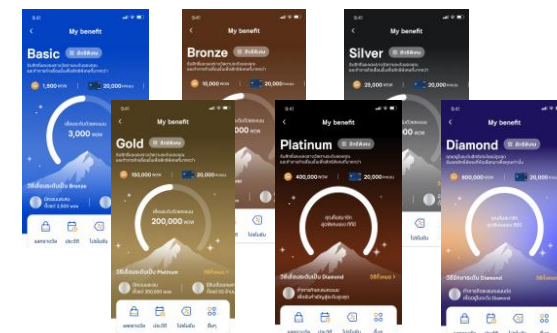
USD Investment and Global asset allocation – Wealth customers (THB bn)

35% QoQ
185% YoY



Loyalty status tier

Industry-first customer status tier offering personalized benefits and mission-based engagement



>236k

Customers moved up in loyalty tiers

>1.8mn

Unique customers participated in mission

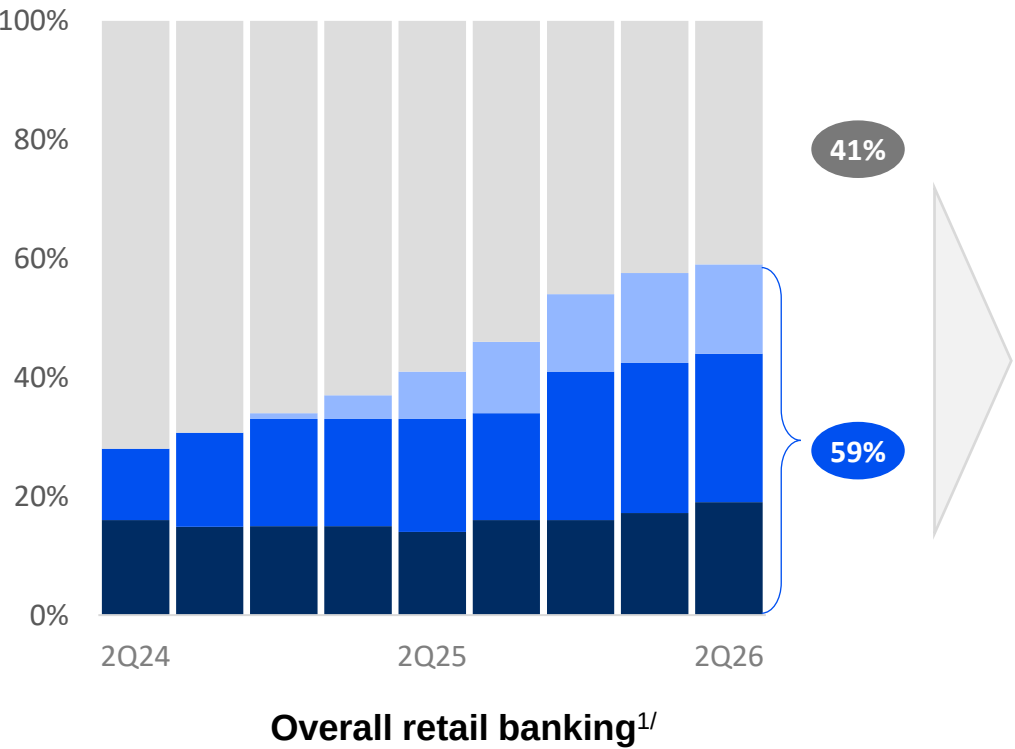
>17bn

AUM uplift from personalized mission

2 Digital channel already on its path to become mainstream channel for revenue generation, currently accounting for >50% of ttb retail sales

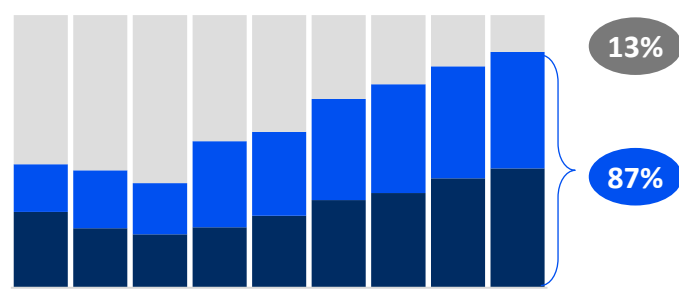


Channel mix of ttb 1st year retail revenue

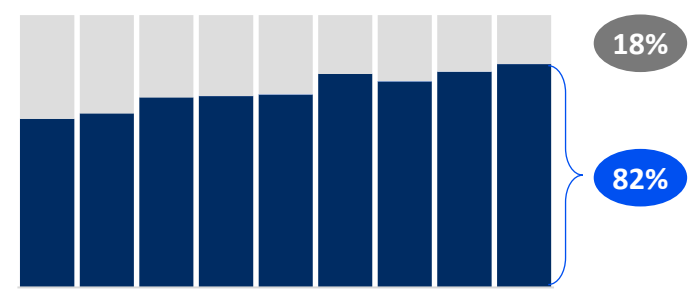


Channel mix of retail sales

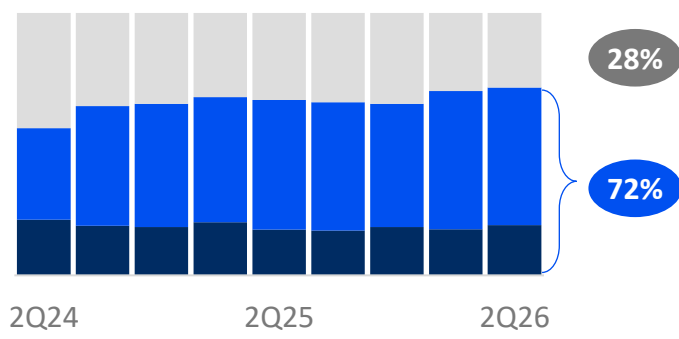
Deposit account opening



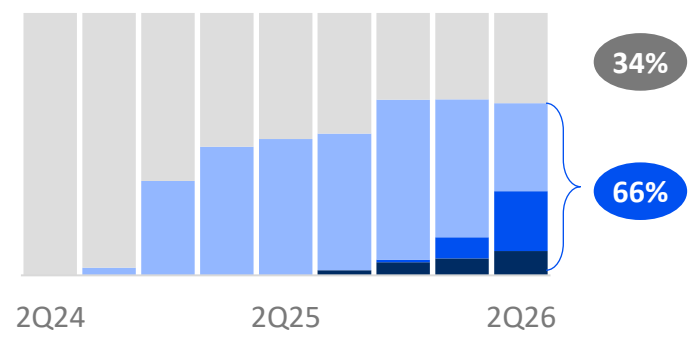
Mutual fund amount (buy/sell/switch)



Unsecured/ credit card booking



Automotive lending booking

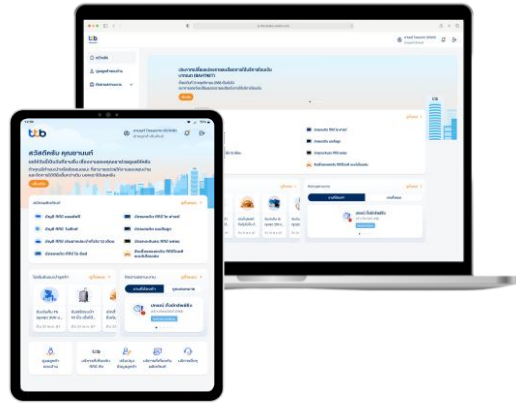


1/ Include 1st year retail revenues from deposit, mutual fund, unsecured lending, automotive lending and bancassurance

23 Notable digital capabilities recently launched to market

Nationwide rollout of ttb Enterprise (TEP)

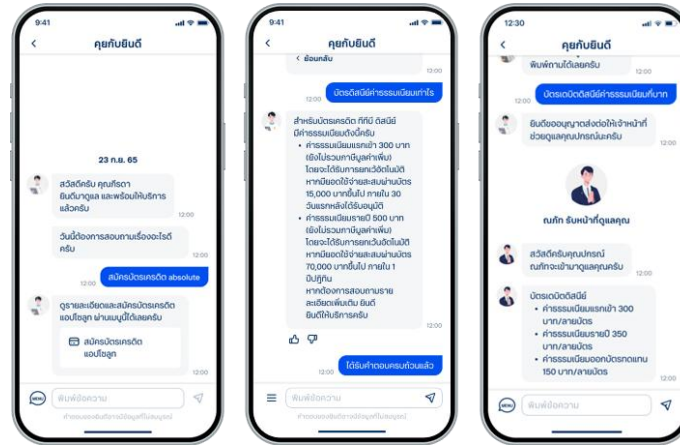
Staff-assisted platform with seamless omni-channel capabilities



- Full nationwide roll out to all branches and the Contact Center, with ~7.8K staffs adopting TEP.
- Sales initiation and submission transactions through TEP increased 29.5% QoQ in 2Q26, while service transactions slightly decreased 4.9% QoQ over the same period.
- License-fee savings of THB ~40 mn will be realized in 2026 from the vendor's CRM license optimization, increasing to THB ~86 mn annually from 2027 following the transition to an in-house platform by the end of 2026.

Yindee x GenAI chat

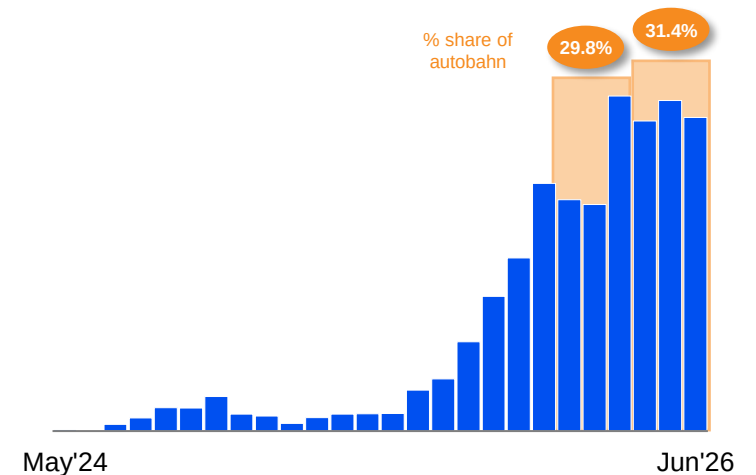
Self-service assistant with GenAI intent recognition and automated response capabilities



- Yindee chat effectiveness (% inquiries resolved by Yindee) improved to 80% in 2Q26, up from 68% in 1Q26.
- Inquiries resolved through rule-based and GenAI grew 2.3x and 2.5x QoQ respectively in 2Q26, supported by direct AI access and the transition to an in-house chat platform, with overall customer satisfaction reached 92.6% in Jun'26.

CYC Top-up autobahn

Instant credit decisions for customers who can do self-service and have digital data readiness



- CYC Top up transactions via autobahn increased by 20% from 1Q26 to 2Q26.
- The autobahn share of total CYC Top up transactions grew from 29.8% in 1Q26 to 31.4% in 2Q26

23 Upcoming capabilities in the pipeline to be launched in 2026

My Wealth widget as an integrated platform enabling comprehensive 360° wealth management



Consolidated portfolio with analysis

Recommended asset allocation

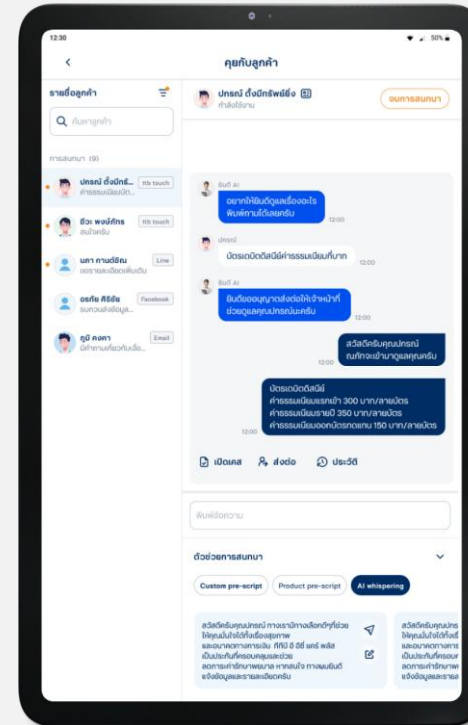
Enriched product shelf

Research & insights

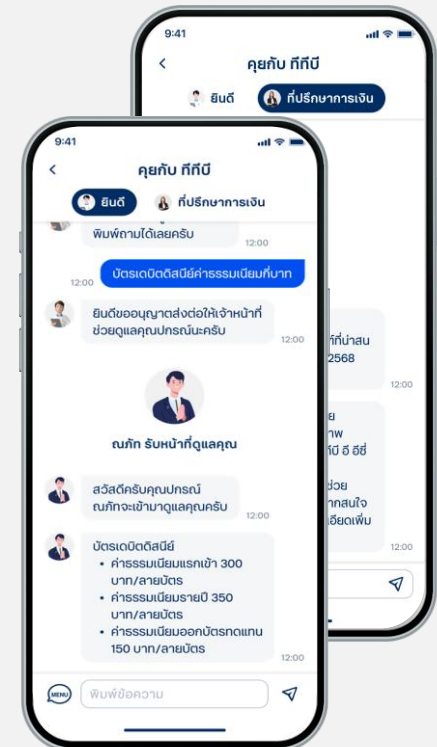
GenAI wealth advisor

New chat engine with GenAI and chat-with-staff capabilities for better customer experience and higher staff productivity

Staffs to use TEP to chat with multiple customers simultaneously, replacing traditional 1-to-1 offline interactions and aligning bank's operating model to customer's behavior.



Customers chat with Yindee (GenAI) or staffs through ttb touch, ensuring humanized digital experience with effective cost-to-serve.



3 Continued momentum in overall channel migration, reflecting customer behaviors increasingly shift from offline to online

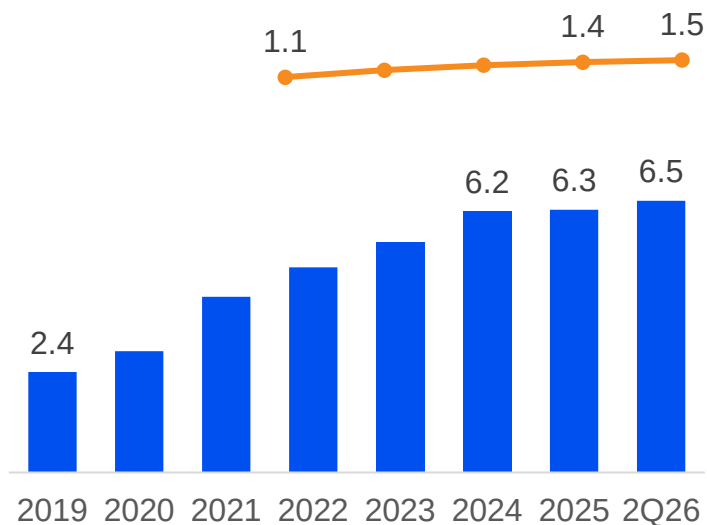
Digital

Digital share of financial transactions (%)



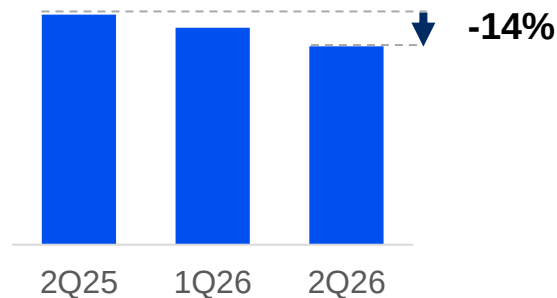
No. of digital customers (mn)

— Average daily users logging in

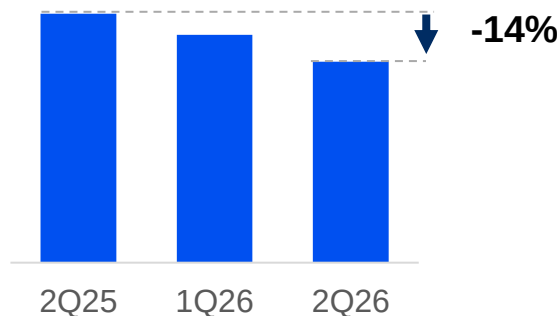


Branch

Traffic at branch ('000 customers)

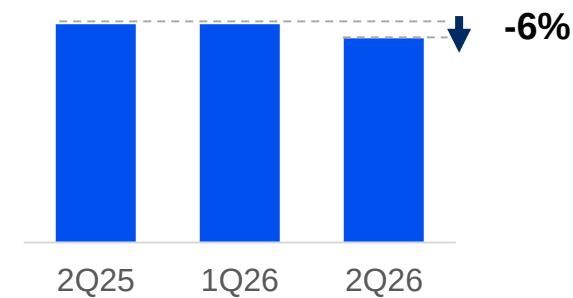


No. of transaction at branch (mn transaction)

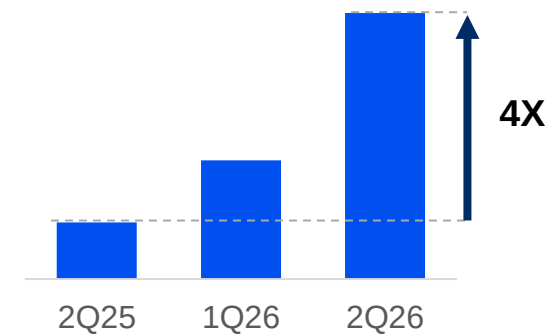


Contact Center

Voice call-to-agent volume ('000 calls)



Non-voice volume via Yindee GenAI chat ('000 resolved sessions)



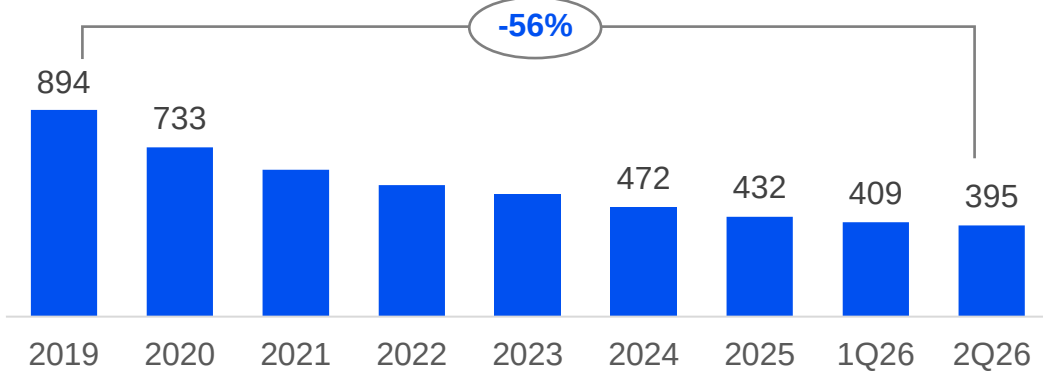
3 As a result, ttb managed to rationalize overall physical footprint and related workforce, resulting decline in expenses and stabilized C/I

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

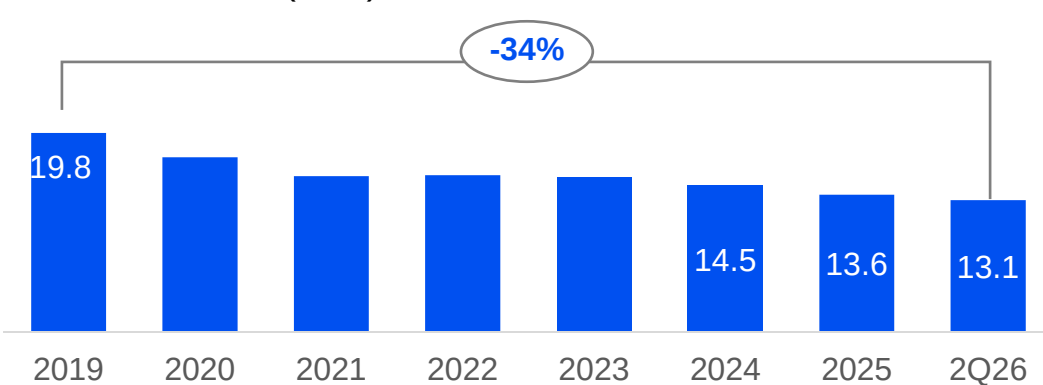


Operational efficiency gains to be progressively realized

Number of branches



Number of staffs ('000)

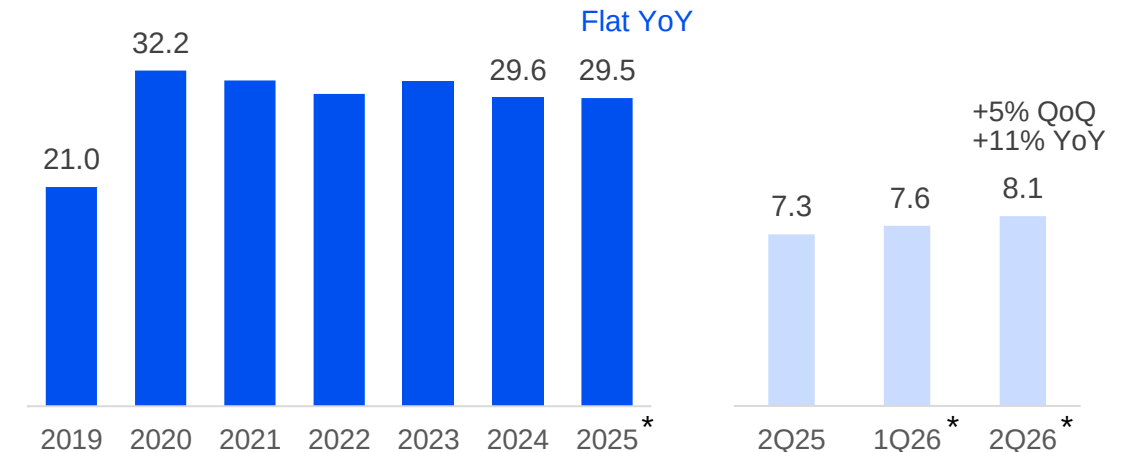


Note : No. of staffs – ttb & subsidiaries and ttb leasing (indirect subsidiary)

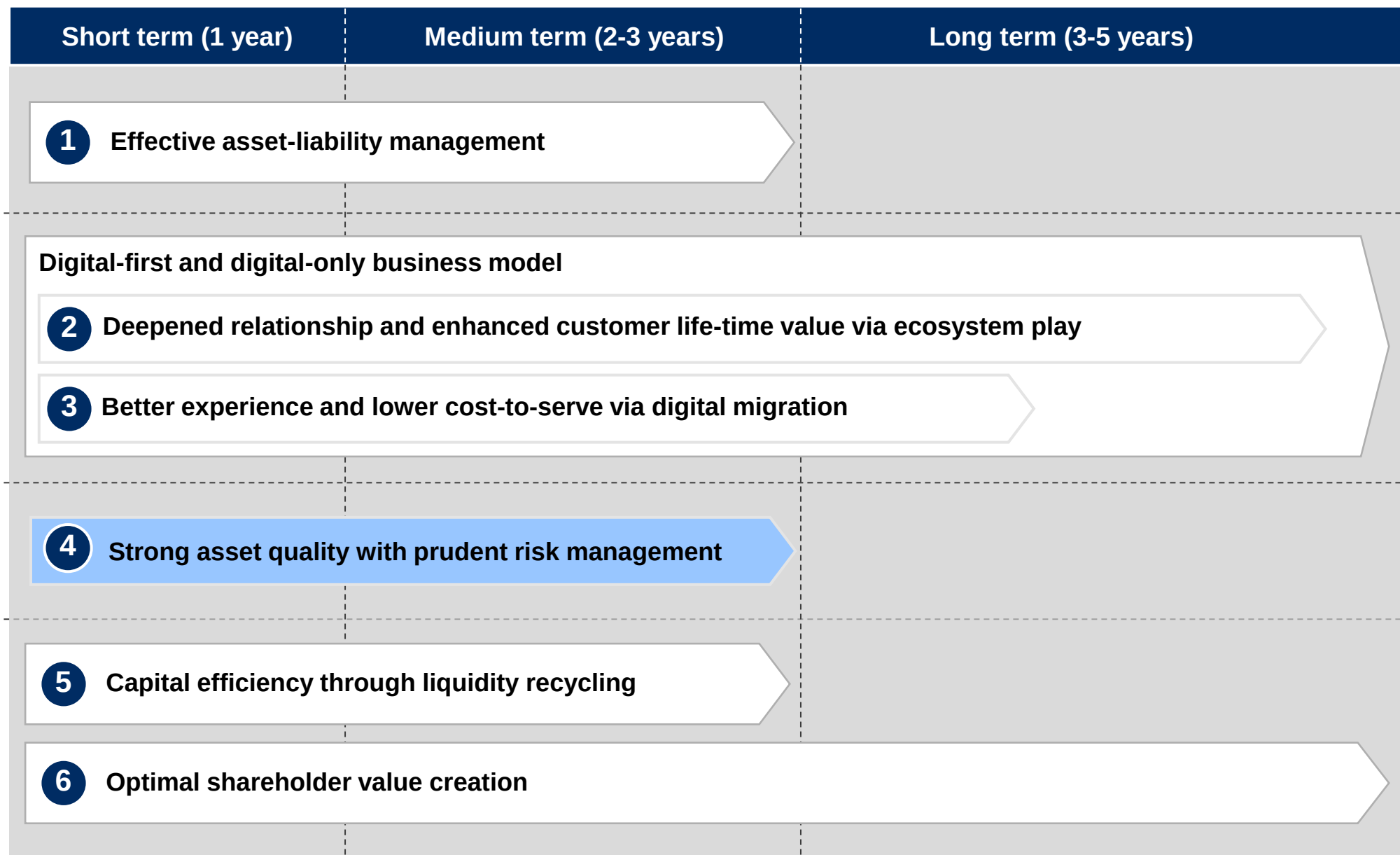
Total operating expenses & C/I ratio
C/I Ratio



Total OPEX
(THB bn)



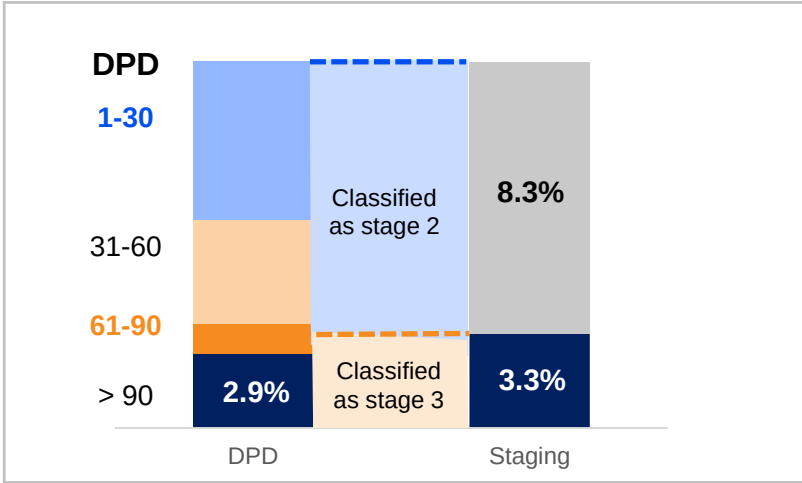
* ttb wealth securities has been consolidated since 3Q25.



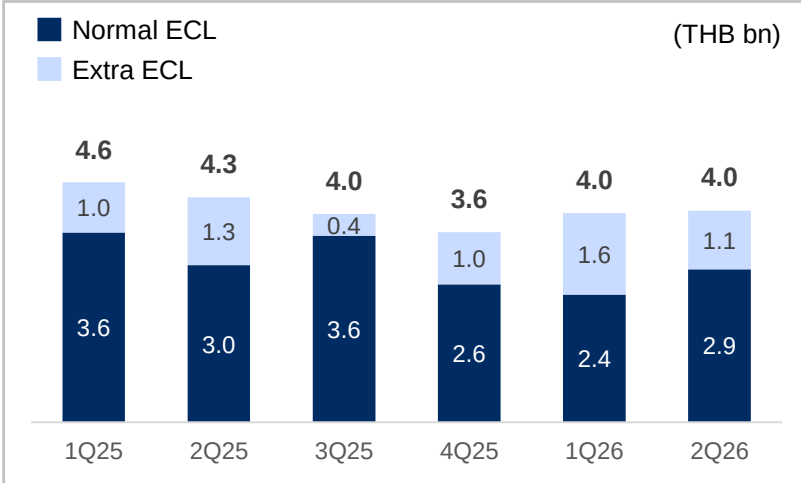
4 Proactive and prudent approach to risk management



Conservative loan staging



Prudent ECL set-up



Proactive approach to manage risk



Ensure risk-adjusted returns
Continuously optimize portfolio mix (golden portfolio) by risk-based pricing, Gone strategies, and customer selection to balance growth and risk-return trade-offs

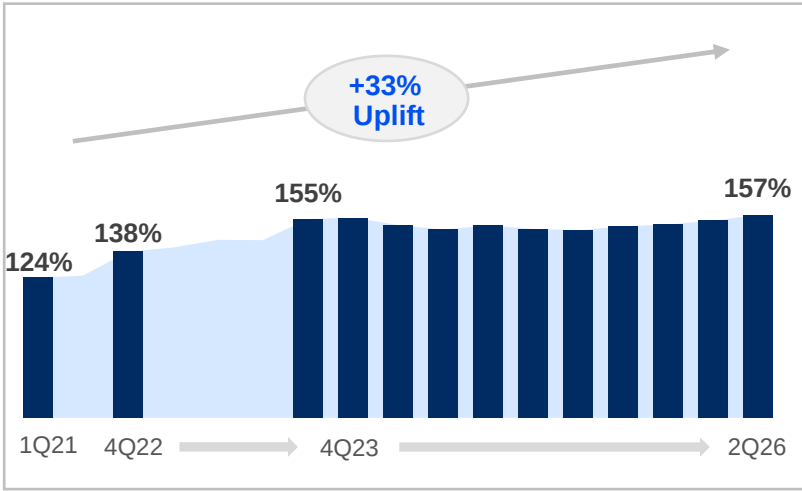


Early engagement for troubled accounts
Proactively identify and engage high-risk customers to enter restructuring programs early - improving recovery and reducing future NPL formation

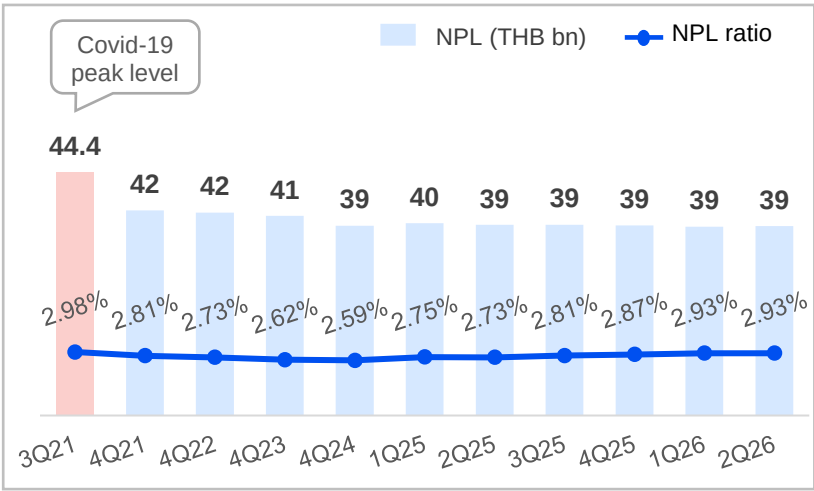


Digital and AI-led collection efficiency
Enhance end-to-end collection with data-driven prioritization, voicebot automation, and tailored customer communications to drive cost-effective outcomes.

Sufficient LLR



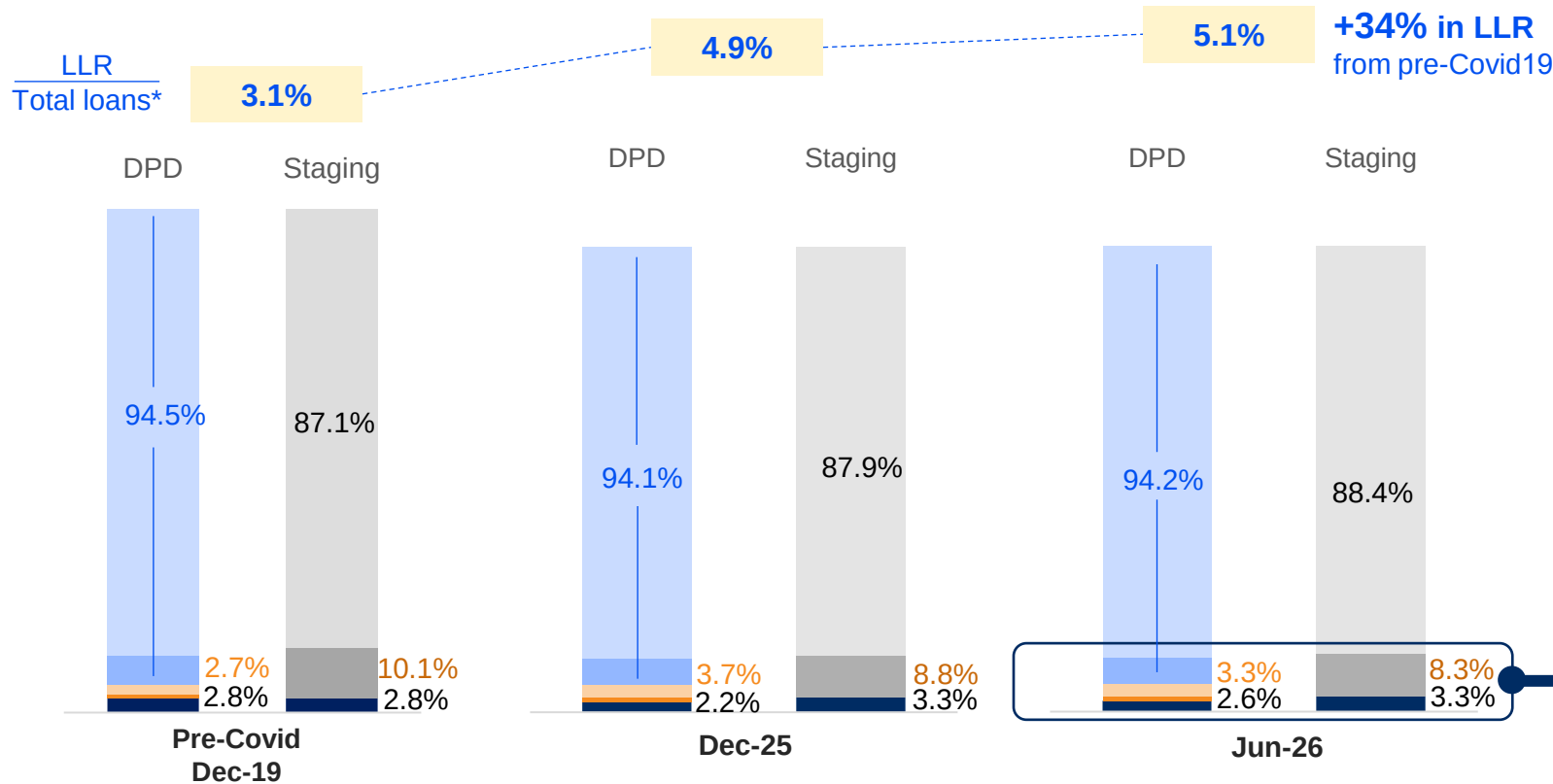
Well-controlled NPLs



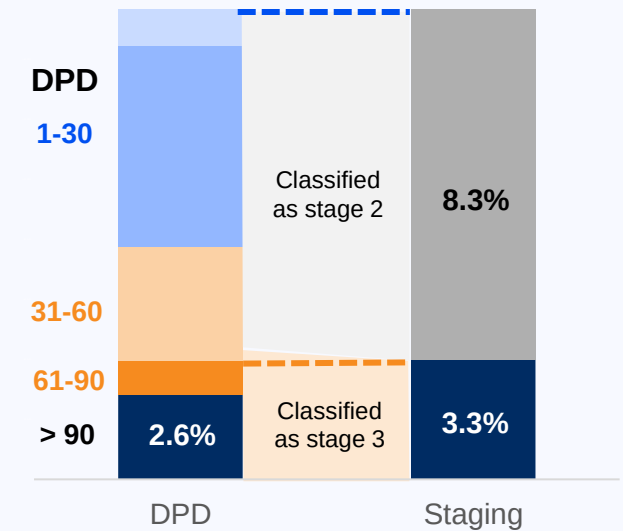
4 Conservative loan staging

DPD Profile VS Loan Staging

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



Conservative Staging Policy



DPD Profile

Bucket 1	No DPD
	DPD 1-30
Bucket 2	DPD 31-60
	DPD 61-90
Bucket 3	DPD >90

Loan Staging

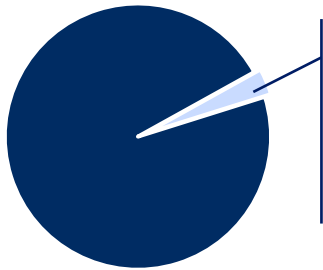
Stage 1
Stage 2
Stage 3

- 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 to 5%, up from a pre-pandemic level of approx. 3%.

4 'You Fight, We Help' customer performance remains in check

You Fight, We Help

Remaining loans under 'You Fight, We Help' program



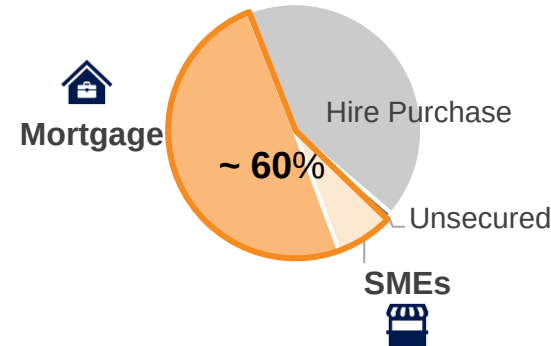
- approx. THB 37 billion
- ~3% of total loan portfolio
(Total loan THB 1,184 bn)

Conservative staging policy

- We have applied conservative staging criteria for vulnerable group, requiring up to 15-27 months before staging upgrades.
- This approach helps mitigate risk of relapse and preserve portfolio quality.

High Survival Rate

'You Fight, We Help' Portfolio Breakdown



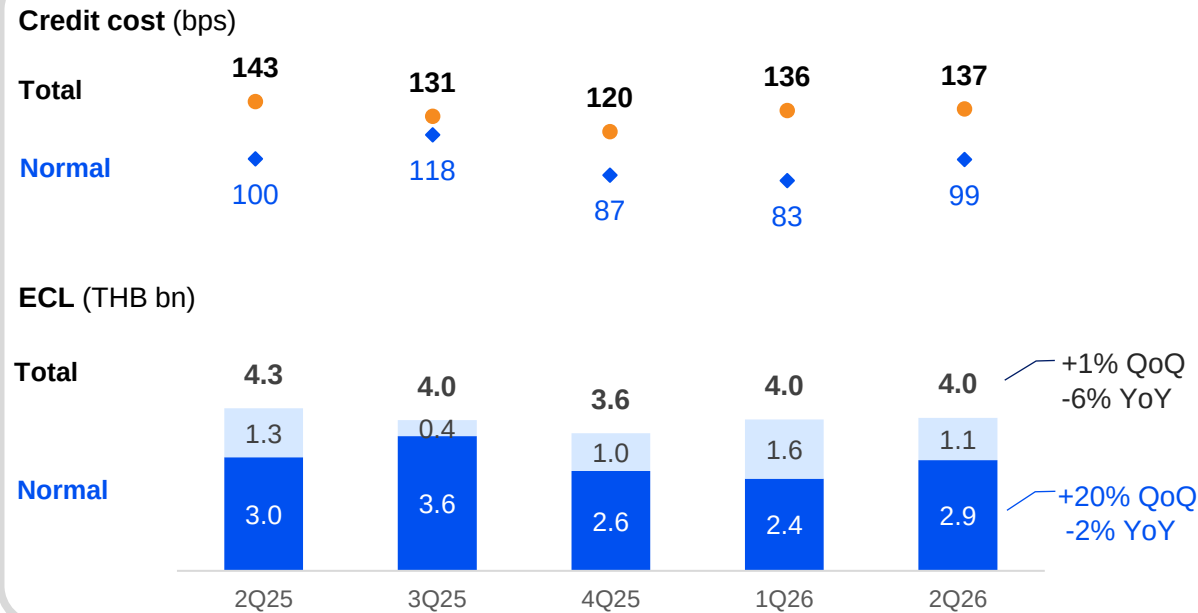
~60% of portfolio is customers' core assets - Mortgage & SMEs, followed by HP while Unsecured is only 0.1%

High survival rate

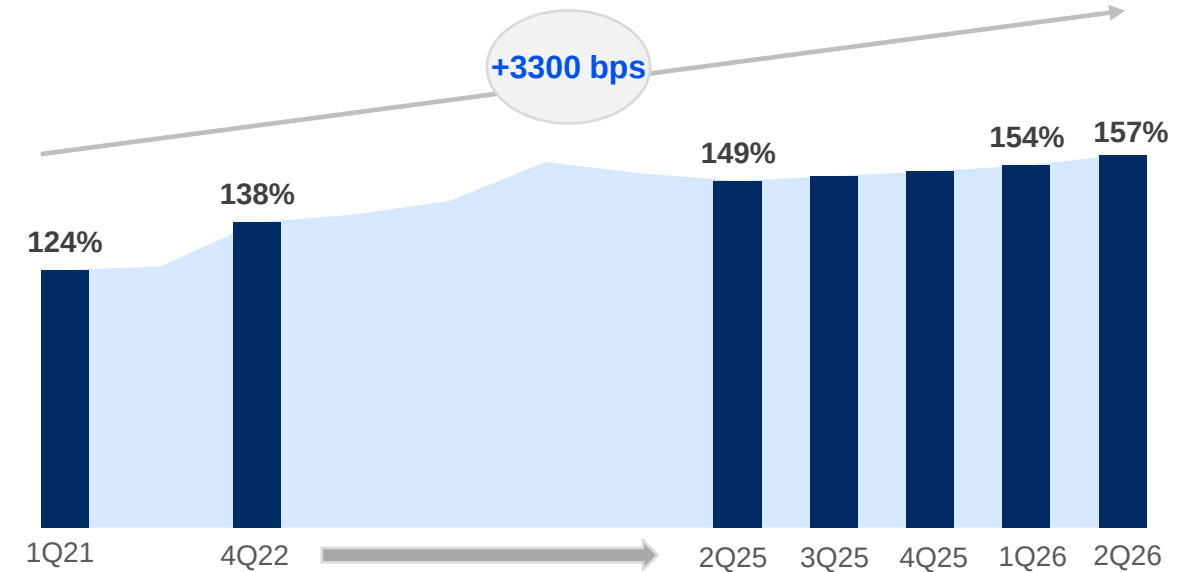
- Customer participation remains healthy, supported by the portfolio profile as around 60% comprises customers' core assets, mainly mortgages and SMEs.
- Based on 12-month monitoring, approx. 85% of customers have continued to service their debts normally. This level was relatively Stable since 1Q26.

4 Prudent provisioning and LLR levels against future uncertainties

ECL & Credit Cost



LLR/NPLs



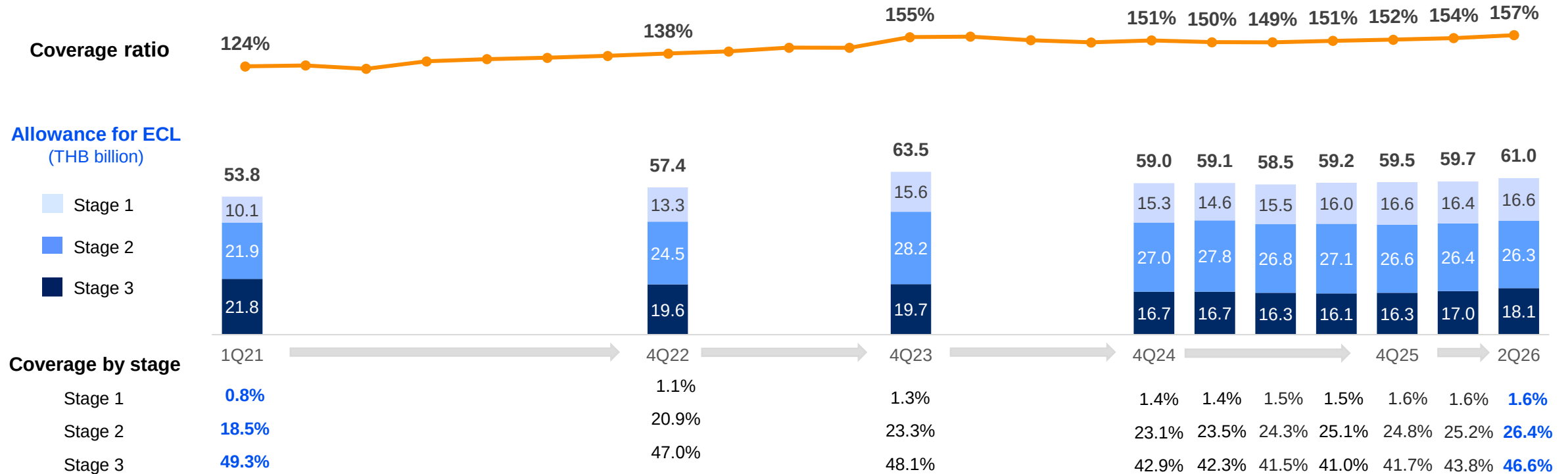
- Apart from stringent staging policy, TTB always ensures prudent provisioning and LLR levels.
- On the backdrop of financial flexibility, TTB has provided extra ECL on top of normal BAU level as a cushion against prolonged economic uncertainties.
- With the extra ECL, the current LLR level provides potential upsides for both shareholders and the Bank once economic uncertainties subside.

2Q26 Results: Prudent MO enhanced risk buffer amid ongoing Middle East Conflict

- Over 4Q24-4Q25, total ECL steadily declined, supported by lower normal ECL and stable asset quality. This reflected the resilience of TTB's portfolio, underpinned by a selective loan growth strategy, proactive de-risking initiatives, and the effectiveness of the "You Fight, We Help" program.
- Despite the stable asset quality backdrop, TTB prudently set up MO of approx. THB 1.1 billion in 2Q26 mainly to reinforce buffers against economic uncertainties. As a result, total credit cost was at 137 bps in 2Q26, stable QoQ, while 1H26 Credit cost of 136 bps decreased -9 bps YoY. LLR/NPL ratio improved to 157%, further strengthening the Bank's risk buffer and balance sheet resilience.

4 Ensuring a resilient LLR distribution

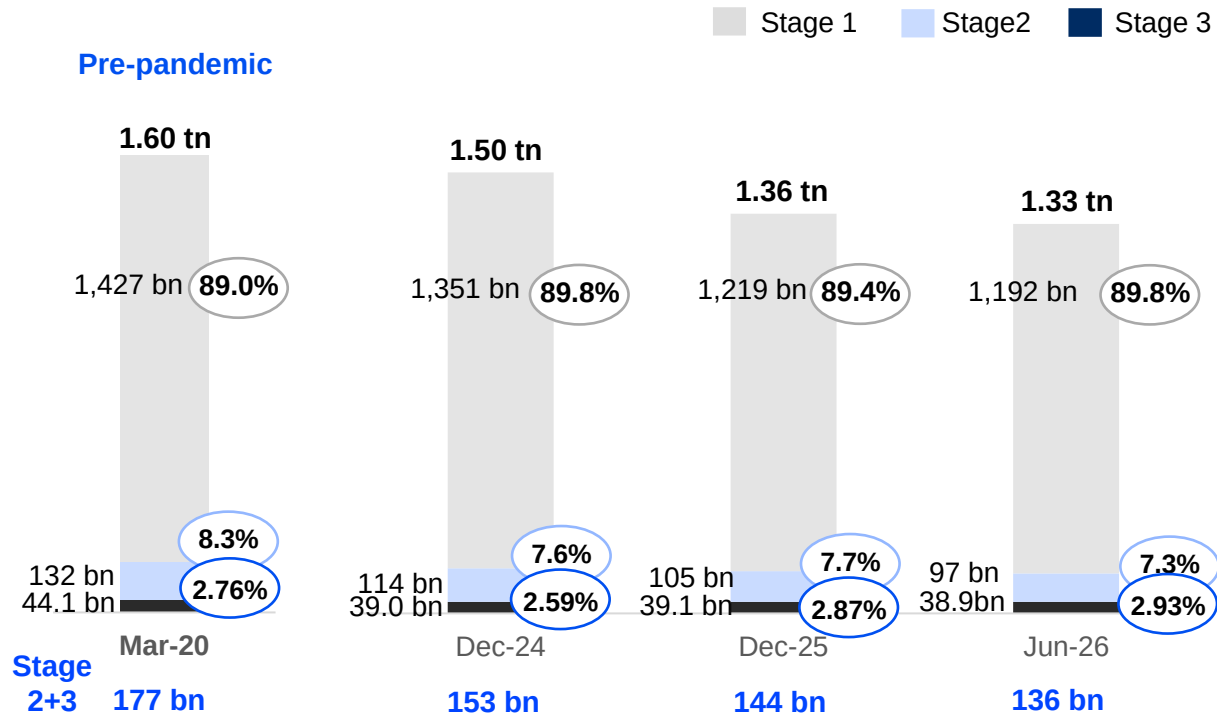
Distribution of Risk Provision



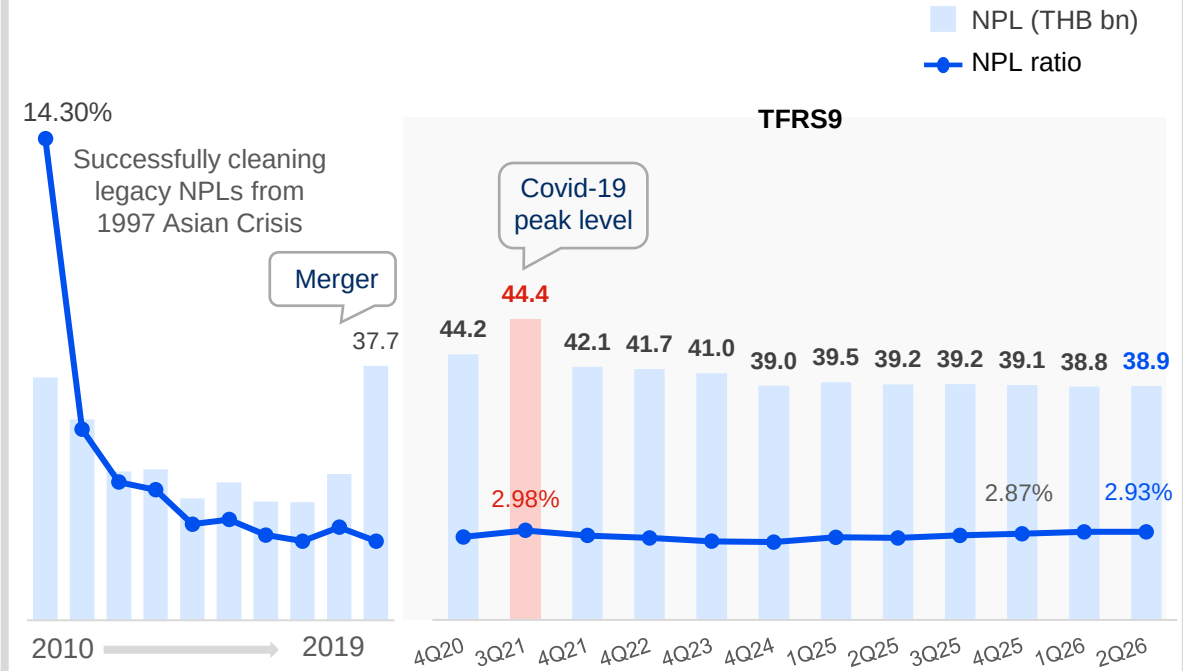
- At TTB, we consistently review our ECL model and closely monitor customers' behavior to ensure sufficient distribution of LLR.
- The higher LLR levels for Stage 1 & Stage 2 loans reflect an improvement in LLR distribution.
- Moreover, to enhance the quality of Stage 3 portfolio, the Bank continue to de-risk non-collateral Stage 3 loans through sales and write-off activities.
- As a result, LLR for Stage 3 loans has decreased, leading to a declining trend of total LLR outstanding when compared to 4Q23.

4 Proactively resolved weak loans to ensure portfolio quality

Loan Classification (%)



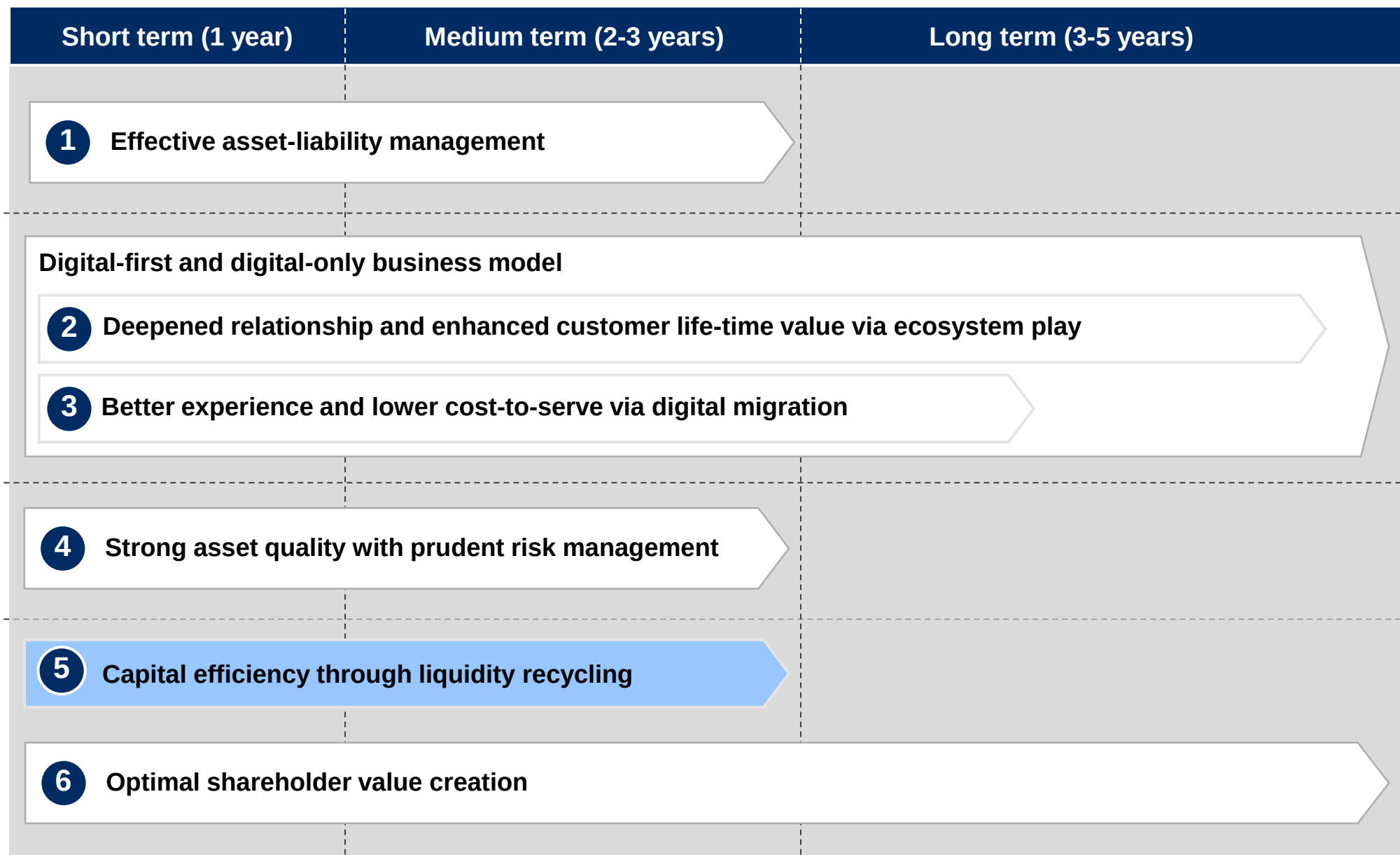
Stage 3 loans and NPL Ratio



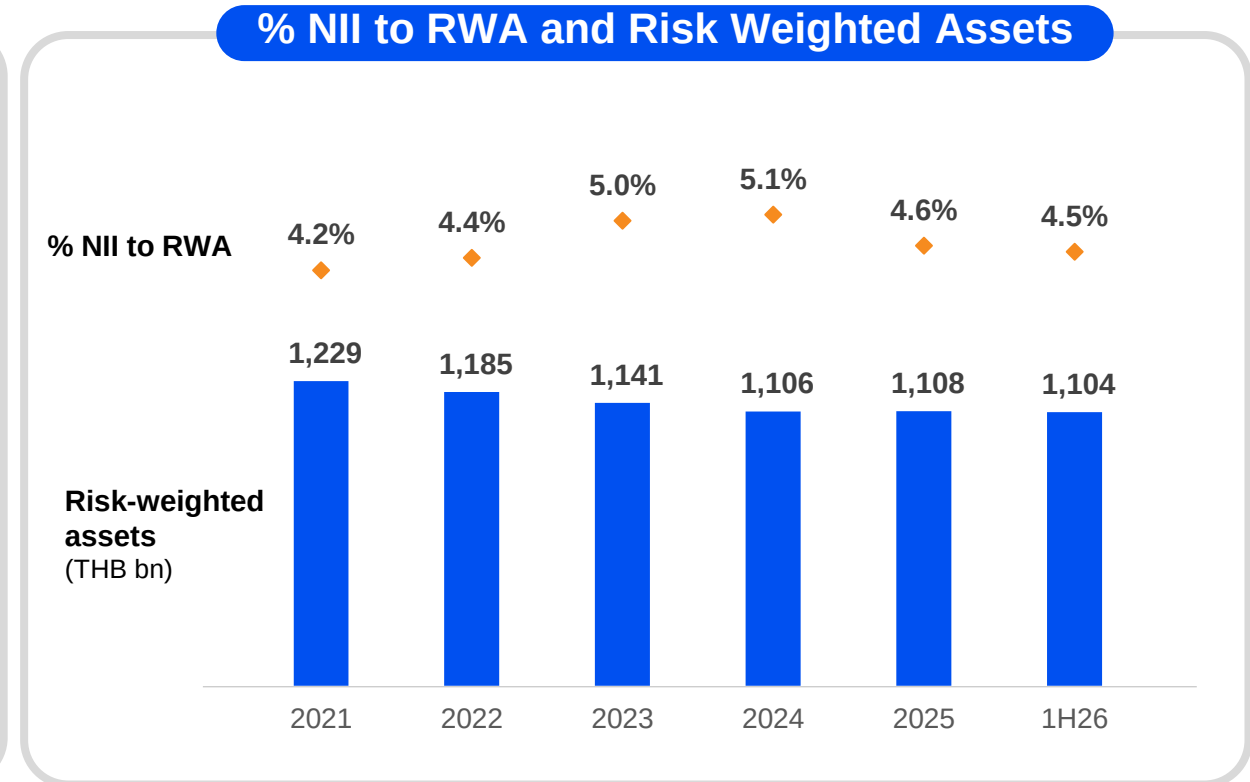
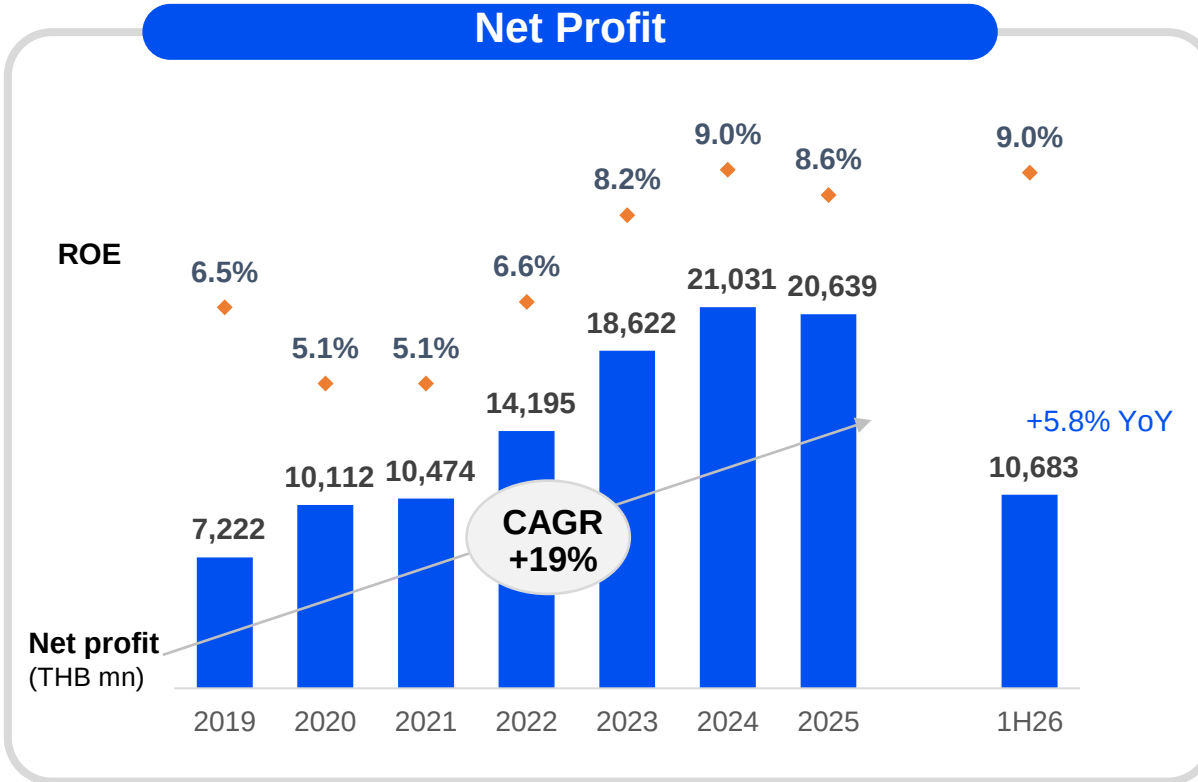
- To de-risk and ensure existing portfolio quality, TTB maintains conservative staging classification policy and proactively resolves weak-loans.
- As a result, the level of Stage 2+3 loans has decreased from pre-pandemic level and remained under control.
- NPL ratio continued to decline from the peak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

2Q26 Results: NPLs remained stable, while Stage 2 outstandings stayed well contained.

- Stage 3 loans remained stable at THB 39 bn level. NPL ratio was at 2.93%, still in line with target.
- Stage 2 loans decreased -5% YTD, a result of ongoing de-risking effort as well as the stage upgrade of customers' loans under You Fight, We Help program.

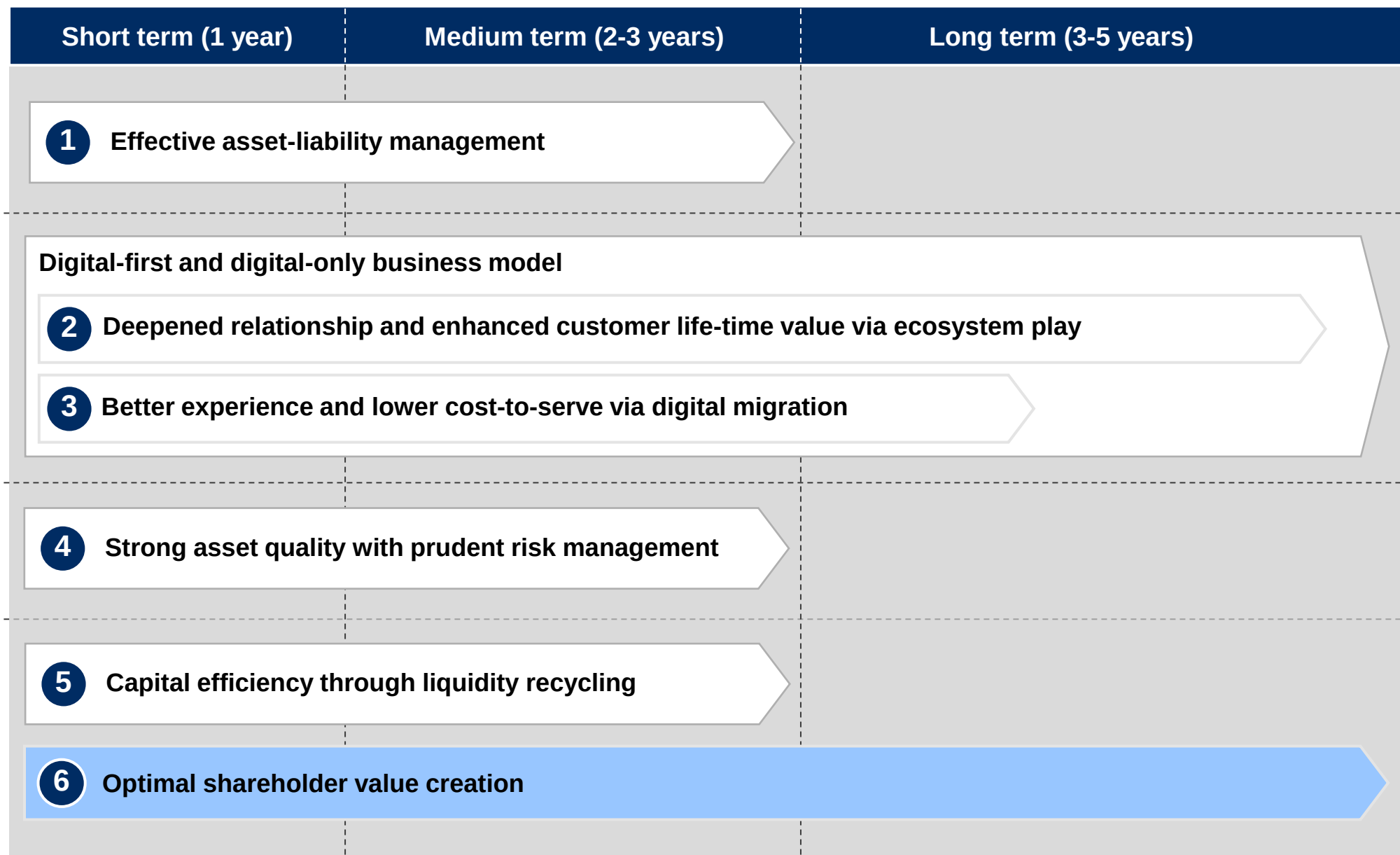


5 Efficient use of capital supported by liquidity recycling



- Post-merger resilience continues to show through in earnings, with net profit CAGR at +19% over the past six years and 1H26 profit up +5.7% YoY. ROE has held steady at 9.0%, reflecting disciplined execution despite external volatility.
- Capital efficiency remains a core strength. %NII to RWA has consistently improved, underscoring effective utilization of balance sheet resources. Risk-weighted assets are managed prudently, balancing growth with quality.
- This discipline is reinforced by shareholder value creation initiatives: **a high dividend payout commitment and the four-year THB 35bn share repurchase program**. Together, these measures highlight our focus on profitability, quality of earnings, and strengthening capital position.
- **Looking ahead, with the tax shield set to expire in the coming quarters, the Bank has already laid out a comprehensive plan. Capital initiatives—including completed 4 rounds of share buybacks totaling THB 21bn, accelerated one year ahead of plan which have reduced outstanding shares by 10.29%.** This will help maintain EPS once the tax shield benefit rolls off. In parallel, revenue initiatives are being executed to further support earnings resilience, ensuring that capital returns remain sustainable even beyond the tax shield period.

Note: Remaining tax benefits as of Jun-2026 = THB 3.4 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

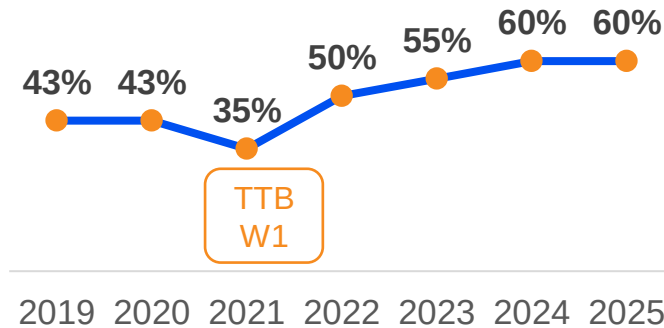
Immediate returns

Long-term reinvestments

Capital allocations

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

Dividend payout ratio

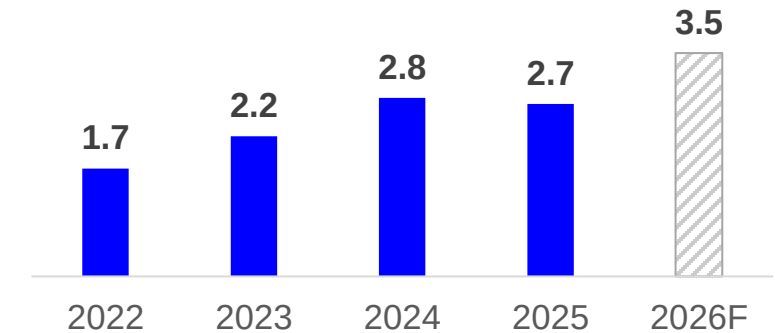


Share repurchase

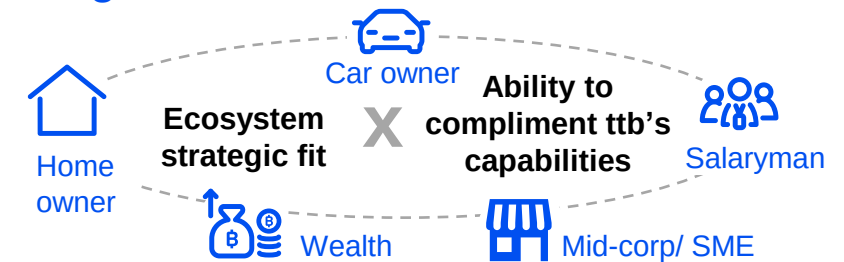
- ttb's share repurchase program aims to **enhance shareholder returns and align the Bank's share price more closely with its intrinsic value**
- In Feb 2026, ttb announced the enhancement of share repurchase program, increasing budget from THB 21 bn to THB 35 bn and extending buyback period to end 2028 (2025-2028)

Digital & IT investments

(THB bn)



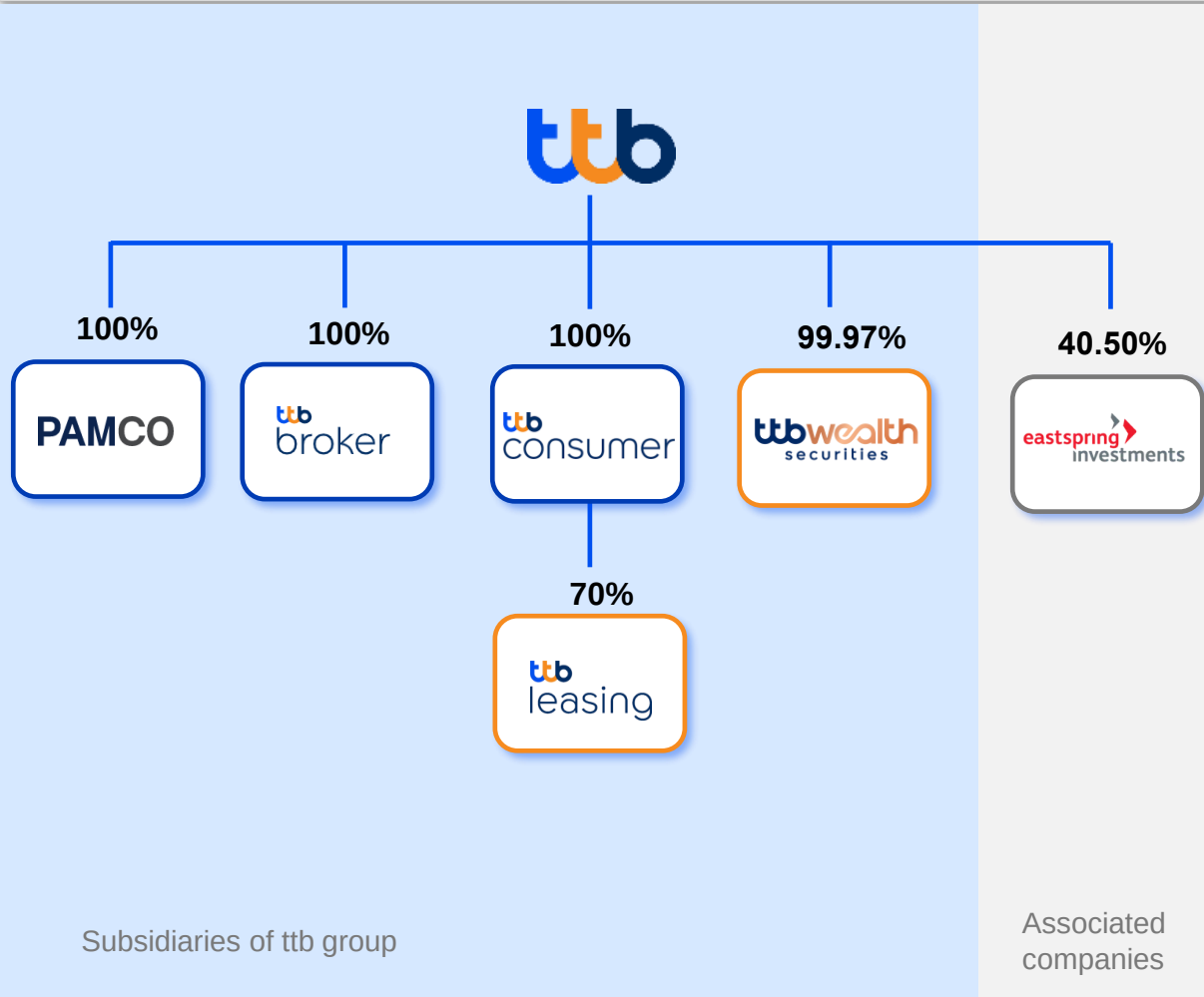
Inorganic



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

6 Inorganic growth to strengthen our ecosystem capabilities and enhance long-term shareholder value

Group structure



ttb wealth securities

- Completion of the transaction by **1 July 2025**, with the **transaction value THB 2,062 mn**
- Thanachart Securities** becomes a wholly owned subsidiary under ttb's consolidated supervision
- In 1Q26, rebranding to



Completed suite of investment products through the arm of securities business



Deepen wealth customer engagement enabled by holistic view of customer's assets



Leverage combined bank and securities capabilities to elevate advisory capabilities and expand research coverage

The new JV on motorcycle financial business

- Shareholder Agreement (SHA) signed on 7 November 2025
- The new JV company will become a subsidiary under ttb consumer, with 70% ownership stake
- Expected to commence operation in 2Q26



More **comprehensive product suite** to enhance the monetization capabilities for **lower-income payroll customer**



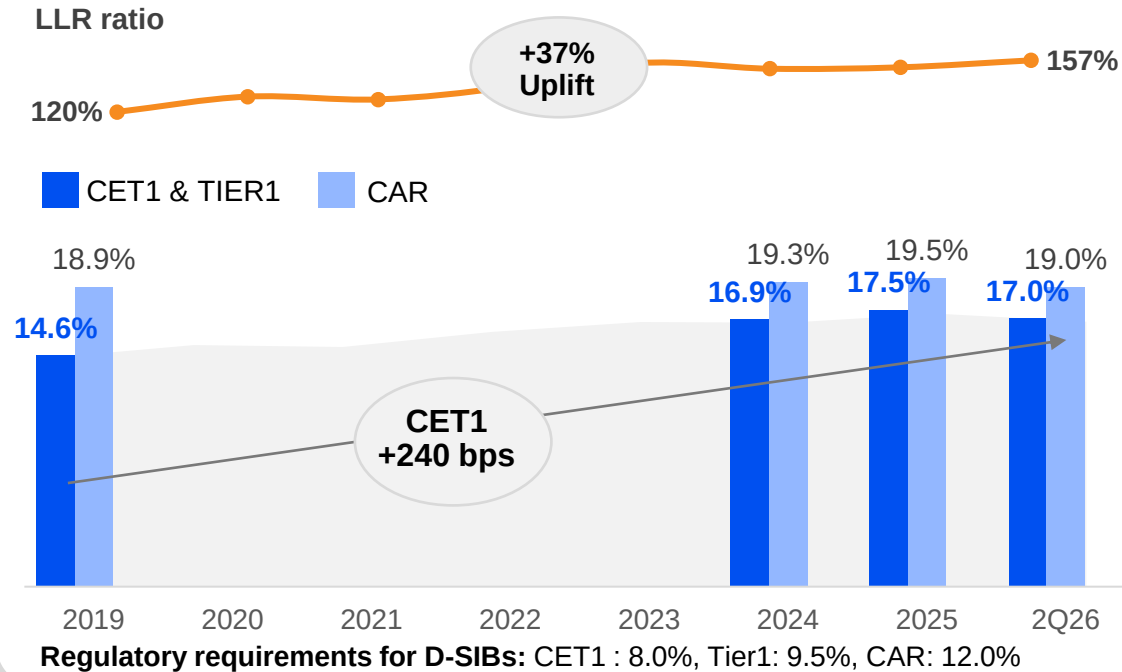
Leverage detailed salaried customer data to enhance **credit scoring and underwriting effectiveness**



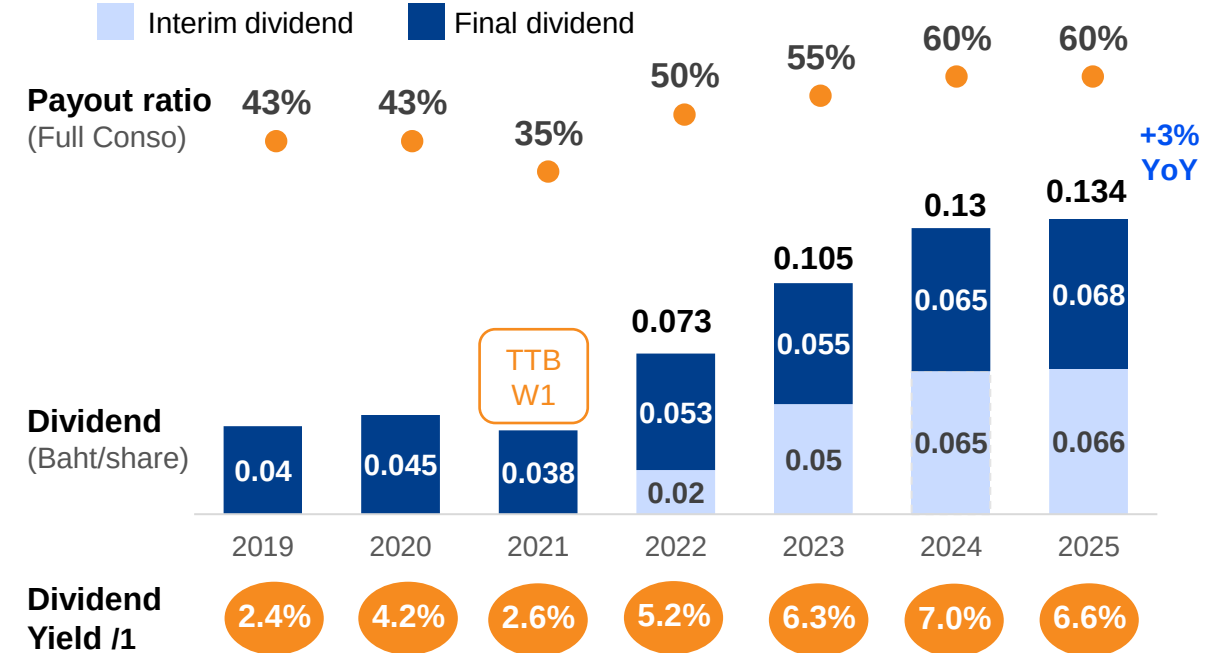
Enhancing current capabilities for **better operation efficiency** on hire purchase leveraging common function

6 Reinforcing capital position with priority to shareholder interests

Solid Capital with Ample Buffer over Requirement



Dividend



- **Solid Capital & Prudent Reserves:** As of 2Q26, Tier 1 ratio was at 17% (+240 bps since 2019) and CAR stood at 19%, reflecting a comfortable buffer above BoT's minimum requirements. Alongside this, we have steadily strengthened our balance sheet, achieving a +37% uplift in our LLR ratio to 157% to ensure the bank's long-term resilience.
- **Commitment to Shareholder Returns:** Since the merger, our careful approach to optimizing capital and building strong reserves has allowed us to consistently reward our shareholders. Strategic steps such as TTB-W1 issuance, redeeming AT1 hybrid capital in 2024, and raising our dividend payout ratio to 60% - have directly supported a highly attractive dividend yield of ~6.6%.
- **Creating Ongoing Value:** Supported by consistent net profit generation and a solid capital base, TTB is well-positioned to continue delivering strong total returns. In addition to sustained dividend payments (with 2025 DPS at 0.134), we are actively utilizing financial tools such as share buybacks or inorganic growth to create lasting shareholder value.

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/ 2025 was at 2.02 Baht per share

/2 after factoring in the results of share repurchase transactions and the exercise of TTB-W1.

6 Share buyback program

Enhancing share buyback program

Total budget Increasing to 35 bn
(from 21 bn)

Project period Extending to 2028
(from 2025-2027)



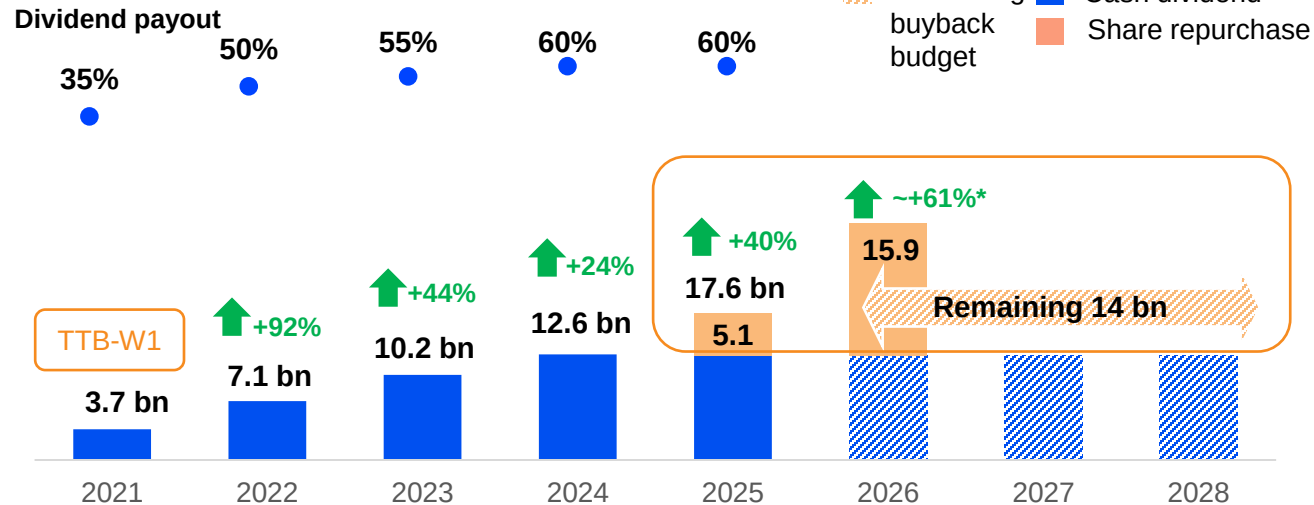
Already Completed THB 21 bn
10,038 mn shares
10.29% of paid-up capital
(from phase1-4)

Remaining Budget THB 14 bn

TTB is well positioned to deliver superior returns and sustainable value creation through a combination of capital strength, disciplined execution, and shareholder value creation initiatives.

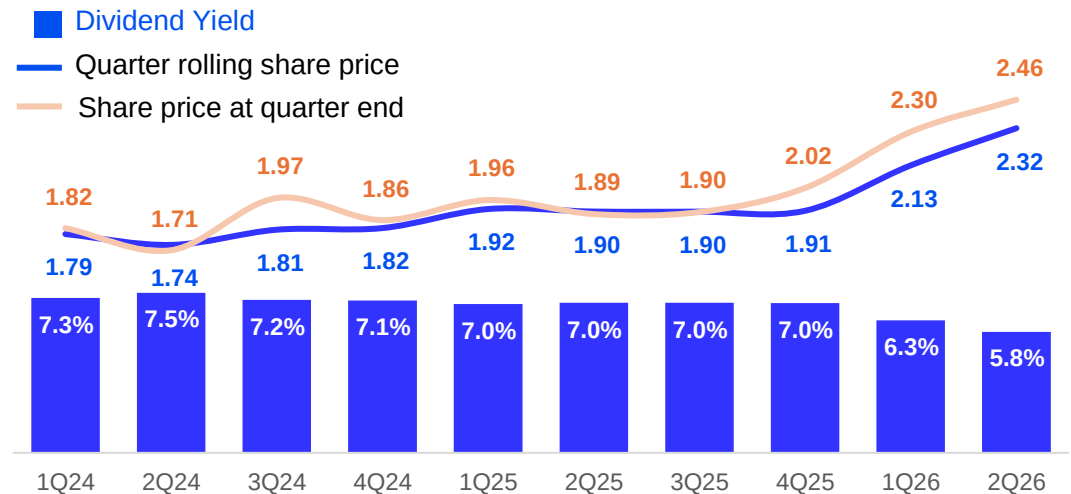
- **Robust capital level:** CET1 ratio at 17%, comfortably above our ~16% internal target, providing ample headroom for strategic deployment.
- **Consistent profit generation & Limited RWA inflation :** Consistent profit generation, prudent risk management, and limited RWA inflation from a loan mix shift toward retail lending.
- **Capital initiatives:** Utilizing excess capital via share buybacks alongside cash dividends. Four completed rounds of buybacks totaling THB 21bn—accelerated one year ahead of plan—have reduced outstanding shares by 10.29%. These actions not only stabilize share price amid market volatility but also position EPS to remain resilient as tax shield benefits gradually roll off.
- **Long term value creation:** Share buybacks, combined with cash dividends and ongoing revenue initiatives, reinforce ROE and EPS, ensuring sustainable shareholder value creation beyond the near-term cycle.

Improvement of shareholder value creation



Note : % incremental was based on assumption that cash dividend equaled to 2025 cash dividend

Share price (In THB) & Dividend Yield (%)



Appendix

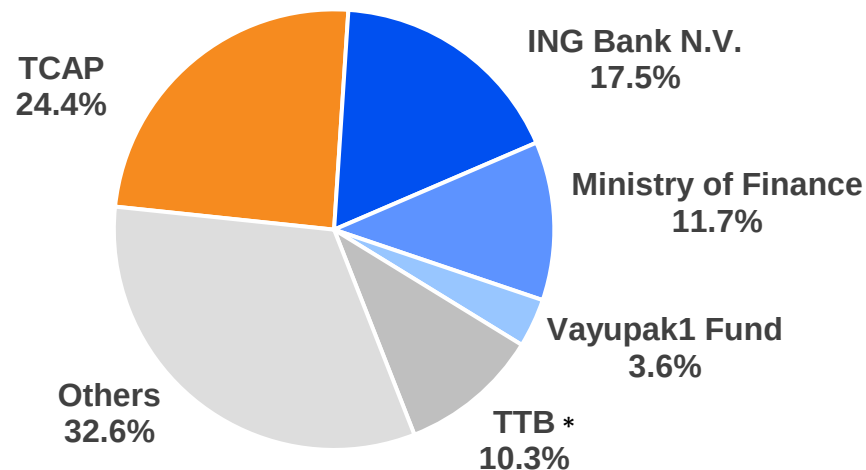
ttb's financial group



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

Shareholder Structure

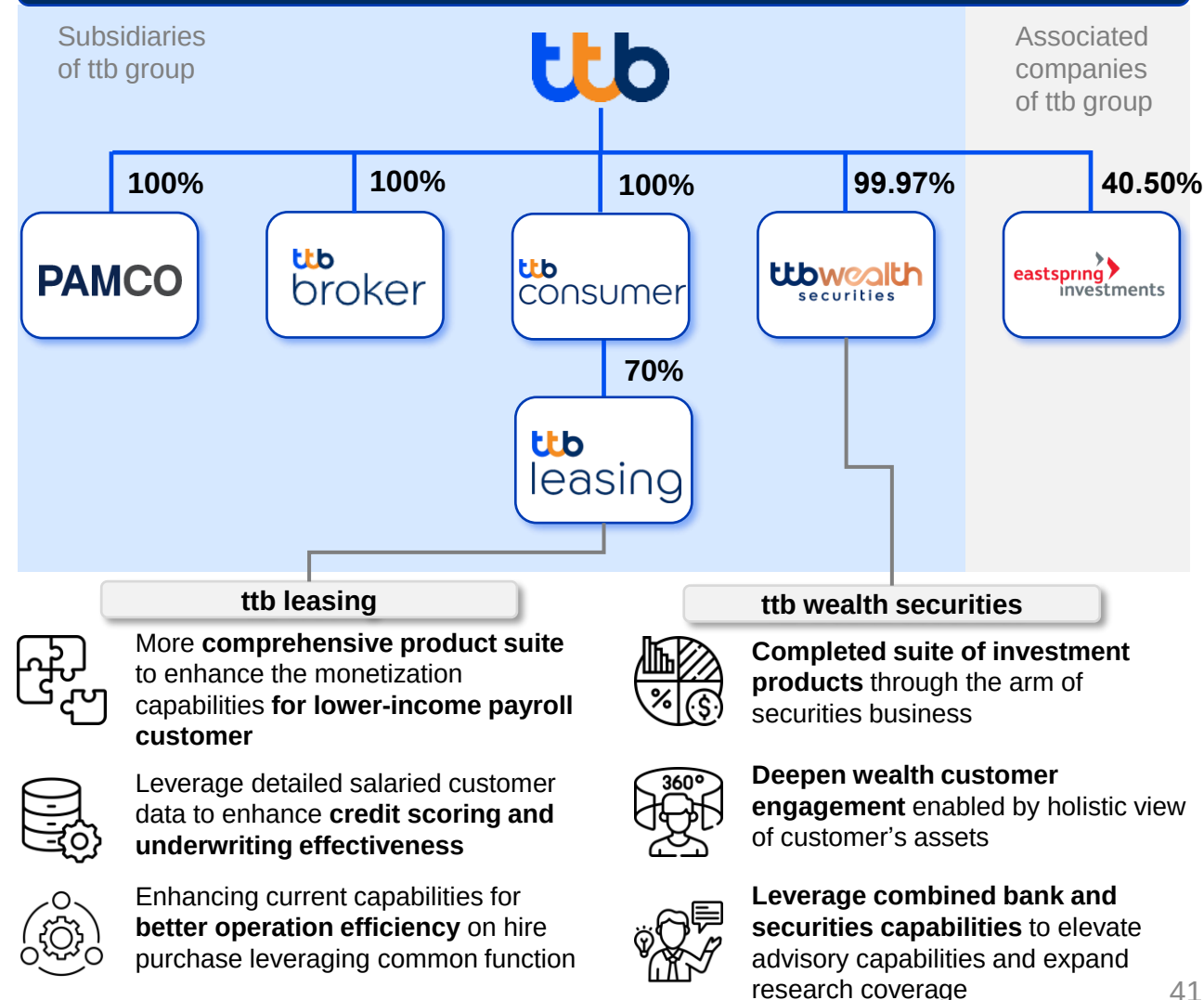
Major Shareholders as of 12 June 2026



- Thanachart Capital (TCAP) : Former Thanachart Bank’s shareholder
- ING Bank N.V. : TMB Bank’s strategic shareholder, coming in Dec-2007 and playing a main role during TMB’s 1st transformation
- Shareholding by Military group (Included Royal Thai Army, Thai Navy, Thai Air Force, RTA Entertainment Co. Ltd. and Military units) is currently at 0.75%

Note: % shareholding based on total issued and paid-up shares.
TTB holding is treasury shares

Group structure



6 Share buyback program



Objectives

- ✓ Utilizing excess capital to enhance shareholder returns via share buyback program alongside cash dividends
- ✓ Stabilizing TTB's share price amid market volatility
- ✓ Enhance shareholder value creation through EPS and ROE uplift in long term
- ✓ **Robust capital level: CET1 Ratio at 17.7%** while we viewed a CET1 ratio of ~16% as a comfortable level, providing ample headroom for strategic capital deployment

Enhancing share buyback program : Increasing to 35 bn (from 21 bn) and extending to 2028

	Phase 1	Phase 2	Phase 3	Phase 4	Next phase
Max repurchase amount	5.1 bn	6.3 bn	0.37 bn	9.2 bn	14 bn
Repurchase period	3 Feb- 1 Aug 25	22 Jan - 4 Feb 26	20 Feb - 5 May 26	25 May - 9 Jun 26	TBC
Max no. of shares (mn. shares)	2,688	3,095	164	4,091	TBC
% of total paid-up capital	2.76%	3.17%	0.17%	4.19%	TBC
Repurchase method	Automatic Order Matching	General Offer (@THB2.03)	Automatic Order Matching	General Offer (@THB2.26)	TBC

Total cumulative repurchased shares 10.29% of total paid-up capital

THANK YOU

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TMBThanachart

ttbbank.com ☎ 1428



Make **REAL** Change