Make **REAL** Change

LEAD the CHANGE
for Thais' Sustainability



Sustainability Report 2024

TMBThanachart Bank Public Company Limited

Make **REAL** Change

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Vision

To become the recommended bank of choice by our customers

Mission

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





Mr. Ekniti Nitithanprapas
Chairman of the Board

Mr. Piti Tantakasem
Chief Executive Officer

Message from Chairman and CEO

In 2024, TMBThanachart Bank (ttb) faced significant challenges due to ongoing fluctuations in the persistently high levels of household debt. Simultaneously, the Bank continues to navigate through intense competition among global superpowers in trade and technology, while addressing volatile climate issues and increasingly stringent environmental regulations. These factors compel businesses to adapt continuously. We recognize our critical role and responsibility in driving Thailand's business sector to prepare for these uncertainties, enabling it to overcome challenges and move forward with stability. To this end, ttb remains committed to leading **"Sustainable Banking"** under the Make REAL Change philosophy and advancing meaningful transformations. It is our priority to strengthen the Bank's capabilities while ensuring shared growth for all stakeholders: customers, partners, and society, and enhancing the quality of life for Thai people in the long term.

The Bank firmly believes that the current business operation cannot separate "business" from "sustainability ". We continue to integrate both through our **B+ESG** framework, uniting them as one. We are convinced that long-term business resilience also needs to focus on environmental and social stewardship based on governance that ensures inclusive growth across all sectors. Thus, we are committed to creating meaningful change, reinforcing our mission as "The Bank of Financial Well-being" to enhance the Financial Well-being of Thais across the country. Simultaneously, we uphold our responsibility to minimize the negative impacts of our operations on stakeholders, the environment, and society.

The Bank has consistently prioritized **"Business Sustainability"** throughout 2024 through Humanized Digital Banking, utilizing digitalization as the core driver for revenue growth and cost efficiency. We have transformed our organization-wide processes, enhanced branch efficiency, and made transactions more convenient with our Digital-first branches. We also developed customer-centric financial solutions: our Ecosystem Play strategy ensures seamless and inclusive financial products and services for all customer segments, including car owners, homeowners, salarymen, wealth customers, and commercial customers. In 2024, 92% of transactions were conducted on ttb touch. This shift was accompanied by a steady increase in digital revenue, highlighting strong growth in the digital sector. Our operational strength is demonstrated in our improved cost-to-income ratio, which has

decreased to 43% from 48% post-merger. Additionally, we have achieved a 13% year-over-year profit growth, driven by effective cost management across financial, operational, and risk domains.

In terms of **"Environmental Sustainability"**, ttb is actively advancing our climate strategy, with a firm commitment to achieving Net-zero emissions in alignment with Thailand's national goals. This covers our operations, partners, and customers, with a focus on supporting businesses in transitioning to low-impact models. In 2024, we allocated THB 19.7 billion in sustainable loans, built knowledge on sustainability topics, provided advice, and enhanced the capacity of more than 400 businesses, aligning with new sustainability regulations and standards through ongoing knowledge sharing and seminars throughout the year. Simultaneously, we reduced the financing of coal-fired power plant projects and coal mining following our commitment to achieve zero exposure by 2028. We also capped upstream oil and gas lending at 5% of our portfolio. In managing climate risks, we strictly adhered to our Environmental and Social Responsibility (ESR) policy, which prohibits financing businesses on the exclusion list due to their adverse environmental and social impacts. 2024 was also the first year we conducted a climate stress test under regulations with an emphasis on mitigating physical risks. Test results showed our resilience against the designed scenarios.

Apart from environmental sustainability, the Bank also has a long-standing commitment to **"Social Sustainability"**. We recognize our role in enhancing the Financial Well-being of the Thai people by promoting financial literacy and building the foundation internally through training our people. We launched the Debt Coach program to train our employees as debt coaches by advising colleagues on financial matters. Toward the end of the year, the program was extended to salary-account customers. We addressed household debt through responsible lending practices, assisting retail customers with debt consolidation schemes, debt transfers, and multi-purpose welfare loans. In total, we issued THB 12.9 billion, helping customers save more than THB 2.1 billion in interest. We also promoted financial literacy among Thai people and the business sector through various platforms, including fintips, fin live and learn, finbiz, and fintools. Additionally, over 2.2 million ttb all free customers received accident and life insurance, alleviating medical costs valued at more than THB 222 million. These initiatives are part of our effort to drive meaningful transformation and enhance the Financial Well-being of the Thai people.

Regarding community and social development, the Bank continued to foster skills and opportunities for over 13,000 Thai youth through its fai-fah learning centers, empowering them to build a brighter future. Simultaneously, the Bank acted as a conduit, channeling THB 271 million in donations from 350,000 compassionate donors to 432 foundations and charitable organizations via its Punboon platform. The Bank's multidimensional transformation cannot succeed without its employees. We prioritize holistic employee well-being, encompassing physical, mental, and professional aspects. In 2024, our Voice of Employee (VOE) Survey revealed strong alignment with the I CARE organizational culture. Staff expressed confidence that their work drives tangible change for themselves, the Bank, its customers, and Thai society as a whole.

The Bank's operations across all dimensions are firmly grounded in good **"Corporate Governance and Business Ethics"**. We believe that strong governance forms the essential foundation for well-rounded, transparent, and effective decision-making, which in turn drives sustainable value creation for the organization. Throughout our journey, we have remained steadfast to these principles, enabling us to navigate challenges with resilience. In 2024, the Bank's unwavering commitment to sustainable growth was recognized through numerous prestigious awards and accolades from leading institutions both in Thailand and internationally, including:

- Ranked first place in "Fair Finance" for the 6th consecutive year based on the annual assessment of Fair Finance Thailand
- Classified as 'Excellent' in the corporate governance assessment of the listed companies (CGR) by the Institute of Directors for the 16th consecutive year
- Listed in the Stock Exchange of Thailand's Thailand Sustainability Investment (THSI) for the 7th consecutive year with an AAA rating (highest rating)
- Listed in the S&P Global Sustainability Yearbook for the 4th consecutive year
- Listed in the FTSE4Good Index for the 9th consecutive year

Lastly, we extend our deepest gratitude to our shareholders, customers, business partners, and all stakeholders for your steadfast support and collaboration in our journey toward sustainability. With unwavering commitment to continuous progress, we assure you that the Bank will achieve its ambition of becoming a true sustainable bank, leading meaningful change and elevating the Financial Well-being of all Thais.

About This Report

Overview

The TMBThanachart Sustainability Report 2024 (hereinafter referred to as the "Report") provides a transparent account of our sustainability management activities and performance. This Report highlights our efforts to address economic, environmental, and social issues that are important to stakeholders and aligned with our corporate sustainability goals.



Reporting Period

This Report presents activities and performance during the period of January 1, 2024, to December 31, 2024. Data from previous years is included where necessary to ensure consistency and comparability of performance trends.

Reporting Scope

The scope of sustainability disclosure encompasses TMBThanachart Bank Public Company Limited's operations and its subsidiaries, in Thailand and overseas, account for 100% of the total revenue. This includes the following subsidiaries, Phahonyothin Asset Management Company Limited, TMBThanachart Broker Company Limited, and ttb consumer company limited.

The economic and financial data presented in this Report are consistent with the One Report 2024, which underwent an audit by an independent party for its financial statements in accordance with the Thai Financial Reporting Standards (TFRS) and the Code of Ethics for Professional Accountants issued by the Federation of Accounting Professions.



Reporting Standards

The preparation of this Report aligns with the following frameworks and guidelines:

- Global Reporting Initiative (GRI) Standards 2021
- International Integrated Reporting Framework
- ISSB Sustainability Standards
- Other Relevant Standards or Frameworks, e.g., ESRS

Key material topics were identified through a Double Materiality Assessment Process in 2023 to ensure relevance to stakeholders and alignment with our corporate strategy.

Read the Materiality Report

Verification and Assurance

The selected sustainability data presented in this Report has been verified with a limited level of assurance by an external third party, LRQA (Thailand). Selected data has been verified in accordance with AA1000AS. The assurance statement can be viewed on page 125 of this Report.



Currency Presentation

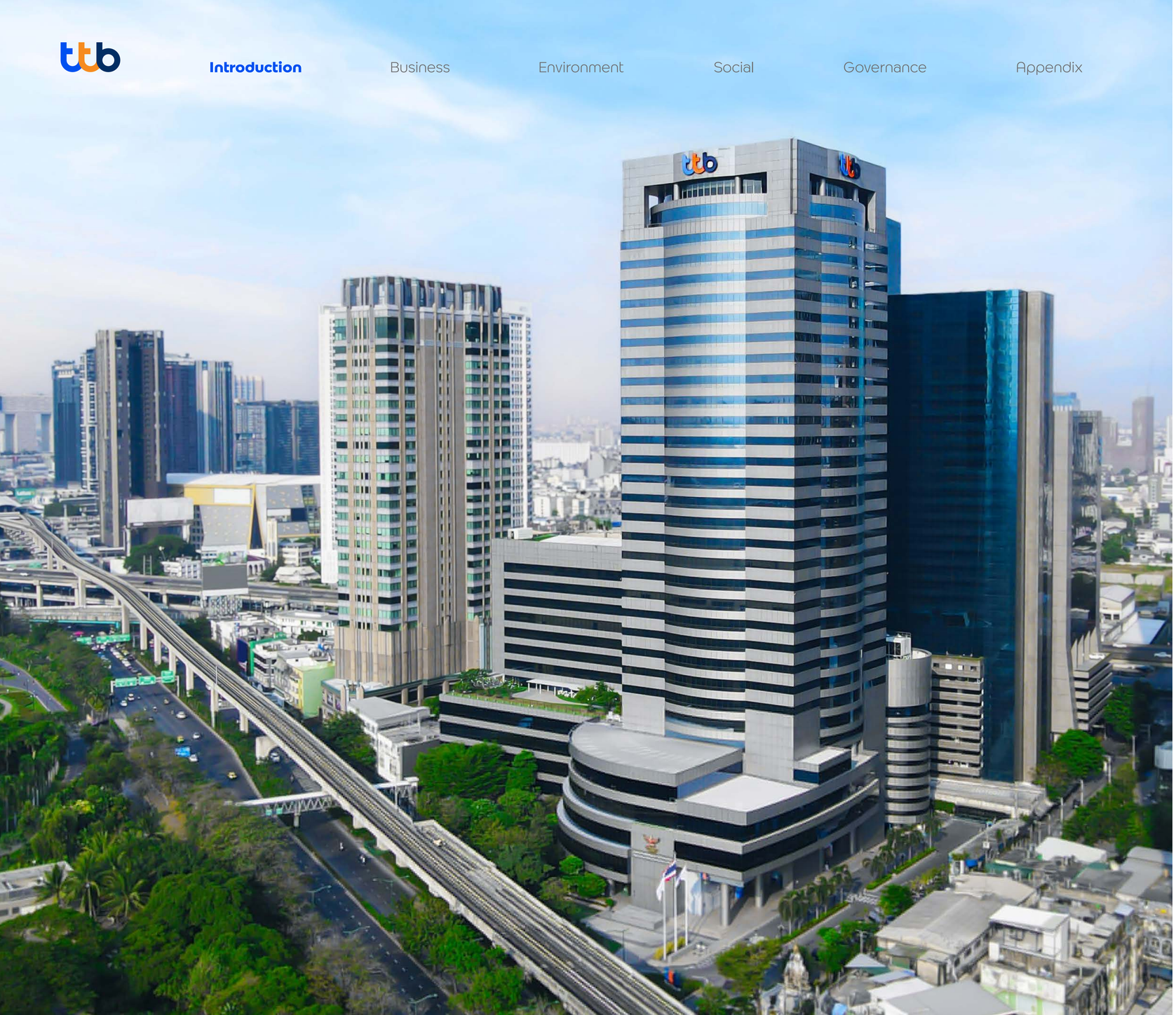
All monetary values in this Report are presented in Thai Baht (THB), which is the Bank's functional currency.



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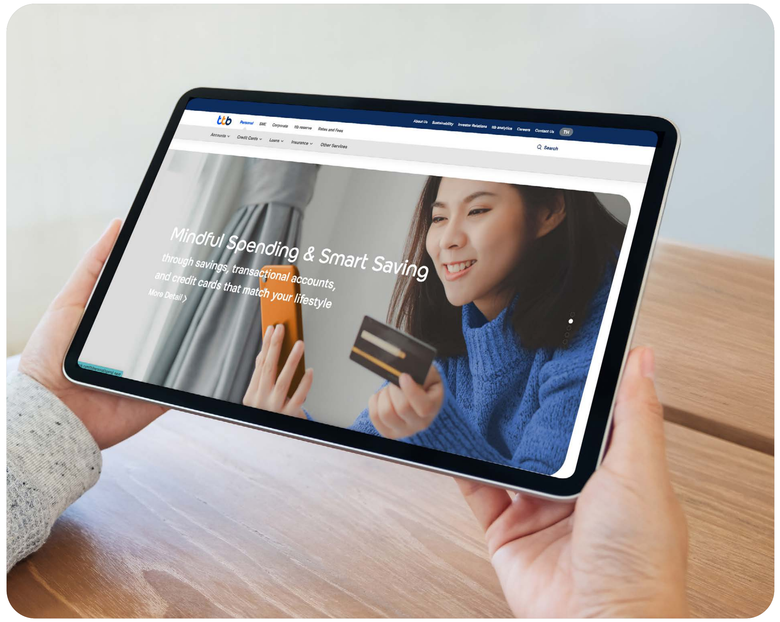


About ttb

Founded in 1957, TMB Bank Public Company Limited (“TMB”) exclusively serviced military units and personnel, only to expand its financial services into the commercial sector in 1973 and became publicly listed on Thailand’s Stock Exchange in 1983. TMB has also been through several mergers and new business partnerships, including merging with DBS Thai Danu Bank and the Industrial Finance Corporation of Thailand in 2004; forming a new business partnership with ING Bank N.V. in 2007, and then merging with Thanachart Bank in 2019 and becoming TMBThanachart Bank Public Company Limited (“ttb”). The recent merger has made ttb the sixth-largest commercial bank in Thailand by asset size. In August 2021, the Bank of Thailand declared TMBThanachart Bank to be one of the Domestic Systemically Important Banks (D-SIBs). Today, the Bank provides a full range of banking services and platforms to our retail and commercial customers.

Our Products and Services

The Bank offers a range of financial products and services, including deposits, loans, investment products, and bancassurance. As a customer-centric organization, understanding our customers' needs is pivotal to our success. Consequently, the Bank's business is structured into two key customer segments: commercial banking and retail banking.



Commercial Banking Group

Deposit	• Business accounts (ttb sme one bank) • International accounts
Loan and Financing	• Working capital • Long-term loan • Supply chain solutions • Auto loan • Special funding program for SME (ttb sme smart biz)
Domestic Transactions	• Payment service • Collection service • Liquidity management • ttb smart shop
International Transactions	• International transfer services • International trade finance services • Foreign exchange risk management • Interest rate risk management
Bancassurance & Business Protections	• ttb certificate of finance • ttb one life business insurance • ttb non-life business insurance
Others	• Corporate card and Fleet card • Agency service • Investment banking and investment advisor • Letter of guarantee • Business payment service • Solution for Foundations: punboon by ttb

Retail Banking Group

Deposit	• Transactional accounts (Transactional deposit) and debit card • High-interest saving accounts • Term deposit • Foreign currency deposit accounts
Loan	• Home loan • Auto loan • Credit card loan • Personal loan & Welfare loan
Investment	• Mutual fund: ttb open architecture and ttb smart port • Structured fund • Structured note • Bond
Insurance	• Savings toward future securities • Life and health protection • Life assurance for properties protection • Auto protection • Personal accident protection • Travel protection • Business protection
Wealth Banking	• Wealth banking • Superior banking

Remark: Revenues of each of the following businesses represent less than 5% of the total revenue: asset management business, wealth management/private banking, ESG fixed-income products for commercial clients, and advisory services to our commercial/retail clients.

Strategy and Business

The Bank's continued efforts to strengthen customer relationships and capture market share have led to the formulation of the seven strategic intents, which include multiple products and lifelong customer solutions. These seven strategic intents encompass the following:



1. Customer Centricity

TMBThanachart places emphasis on the customer at a center of business operation by gathering and analyzing customers' behavior to develop financial products and services to meet their needs and provide better customer experience. Moreover, TMBThanachart also measures customer satisfaction to continuously improve the Bank's products and services.

2. Build Deposit and Transactional Banking Product Excellence

TMBThanachart has used Deposit-led strategy to differentiate customer value proposition in deposit products and transactional banking services. TMBThanachart will continue to focus on developing flagship deposit products that allow the Bank to deepen relationship with customers and understand customers better, which will result in the Bank becoming main bank of customers.

3. Continue Leading in Auto Loan and Lending Products

TMBThanachart has been a leader in auto lending business, which equipped with available personnel, car dealer network, and brand's strength to cater customers' needs. With comprehensive financial product offerings and services, it enhances the Bank's ability to cope with the change in market environment and competition, and to maintain its leadership position in auto lending.

4. Build Sustainable and Recurring Non-interest Income

TMBThanachart continued to emphasize building sustainable non-interest income capability. Building non-interest income capability allows the Bank to effectively manage capital because of the minimal capital requirement compared to credit-related income, for example, bancassurance products and mutual fund products. Moreover, non-interest income will help ensure sustainable bottom line through business cycles. TMBThanachart applied business model of distributor and open architecture by searching for suitable business partners and best product to be available on the Bank's shelf. This is to ensure the best offering which cater to variety of needs of our customers.

5. Optimize Capital Utilization and Liquidity Management

TMBThanachart is strongly committed to delivering the level of profit expected by investors and has set the target to earn same level of ROE with top bank performers within the next 3-5 years. To achieve this, the Bank continues to put our focus on selectively growing balance sheet to generate incremental return.

6. Enhance Digital Capability and Solutions

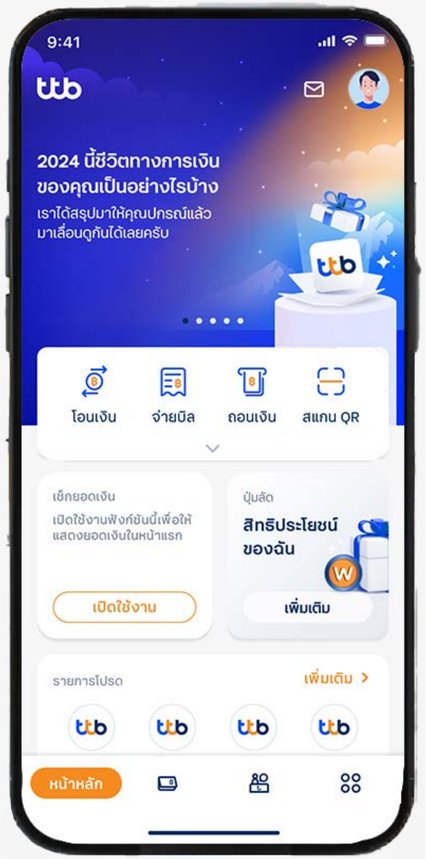
The financial transaction on digital channel has been continuously growing due to the shift in customers' behavior toward digital channel and the rapid technological advancement. The COVID-19 pandemic, meanwhile, has accelerated changes in consumer behaviors and has brought a heightened awareness of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

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

The Bank's digital strategy has geared towards beyond banking services and ecosystem play developed with strategic partners in order to deepen customer engagement throughout life-stages and life-events. The ecosystem play will be built around the Bank's strong market presence and competitive advantage, for example, automotive industry where the Bank is the leader in automotive lending business with high network coverage of dealers and automotive supply chain. The ecosystem play will also act as an engagement tool for our customers., i.e. lessen the burden for owning a car.

7. Align Organization and Workforce Structure to Digital-first Operating Model

With well-developed digital capability foundation and implementation of Digital-first operating model, this enables the Bank to leverage the capability to streamline operational activities and adopt more digital end-to-end process. The Bank has also strengthened the employer branding to attract tech talent in order to build up digital capability internally. As a result, the organization and workforce structure are required to change in accordance with Digital-first direction for sustainable business model and realize benefits of lower cost-to-serve from streamlining the offline operation.





Sustainability at ttb

At ttb, we are committed to embedding sustainability into the core of our business practices to achieve not only short-term success but also to create meaningful, long-lasting value for all stakeholders. Guided by our philosophy and mission, we aim to ensure that every strategic objective contributes to sustainable growth and a resilient future.

Governance plays a pivotal role in this commitment. Our Board of Directors, as the highest governing body, oversees the effectiveness of sustainability management across the organization. The Nomination, Remuneration, and Corporate Governance Committee (NRCC) leads the charge in reviewing and endorsing strategic sustainability matters and ensuring alignment with our long-term vision. Complementing this, the Risk Oversight Committee (ROC) focuses on critical areas such as managing climate-related risks, advancing responsible lending practices, and mitigating environmental and social risks.

At the operational level, our dedicated Sustainability Department collaborates closely with relevant business units to raise sustainability standards and foster a culture of awareness among employees. Together, these efforts ensure that sustainability is a shared responsibility embedded throughout the organization.

Our commitment to sustainability is embodied in our B+ESG Sustainability Framework, which provides a comprehensive structure across four key dimensions: Business Sustainability, Environmental Sustainability, Social Sustainability, and Corporate Governance and Business Ethics.

Sustainability Framework



Business Sustainability

Shifting toward a sustainable business model to create long-term financial growth and embed responsible practices



Environmental Sustainability

Minimizing our direct and indirect environmental impacts



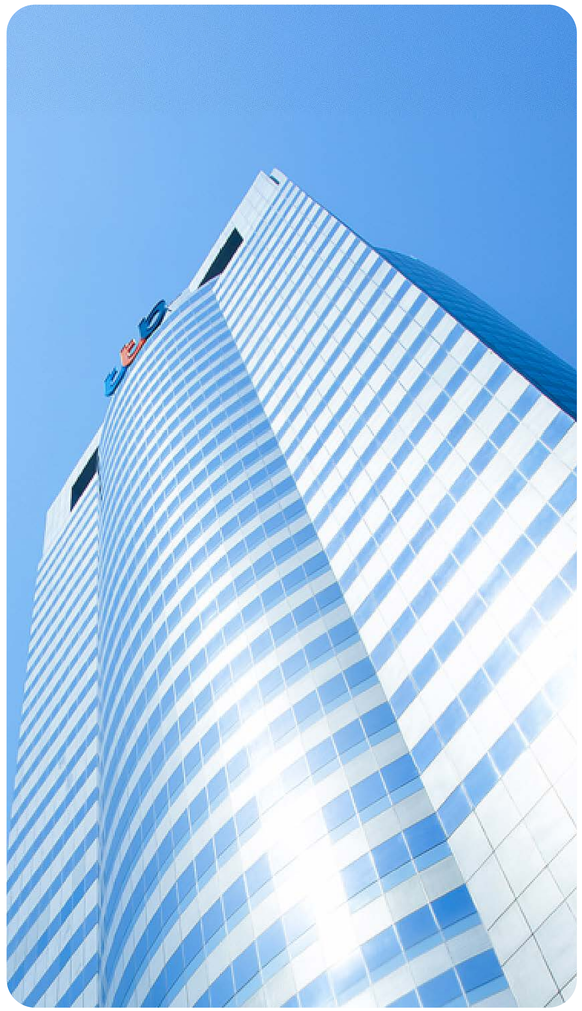
Social Sustainability

Continuously enhancing human capital management and contributing to the sustainable development of youth and community



Corporate Governance and Business Ethics

Ensuring effective governance, risk management, and internal controls, and fostering an ethical culture



Sustainability KPIs

TMBThanachart integrated sustainability-related key performance indicators (KPIs) into our corporate KPIs to align our business objectives with sustainable growth aspirations. These corporate KPIs form the foundation for determining the variable compensation pool for the CEO, executives, and all employees of the Bank, ensuring a unified commitment to achieving our sustainability goals.

Sustainability Framework	2024 Key Performance Indicators	2024 Target	2024 Performance
B Business Sustainability	Number of complaints to regulators[1]	47% reduction for the retail segment and 13% reduction for the commercial segment compared to 2023	57% reduction for the retail segment[2] and 74% reduction for the commercial segment compared to 2023
	ESG loan setup	THB 20 bn	THB 19.7 bn
E Environmental Sustainability	Financed emissions (Scope 3): data collection of sectors with high GHG emissions	3 sectors including energy (oil & gas and power plants), mining, and transportation	100% of 3 targeted sectors
	Energy reduction[3]	7% compared to 2023	7% compared to 2023
S Social Sustainability	Debt consolidation	THB 3.0 bn	THB 2.9 bn
	Welfare loan	THB 8.7 bn	THB 7.7 bn
G Corporate Governance and Business Ethics	Good corporate governance and effectiveness of the Board of Directors	Corporate governance score ≥ 93%	Corporate governance score of 103%
	Internal audit/compliance issues posing critical and high non-financial risk	≤5% overdue	0%

[1] Regulators include the Bank of Thailand (BOT), the Office of Insurance Commission (OIC), The Securities and Exchange Commission, Thailand (SEC), and the Office of the Consumer Protection Board (OCPB).
[2] Excluding complaint cases from the Bank's intended policies e.g., mule account and rejection criteria.
[3] The performance and target cover the Head Office, Petchburi, and Wongsawang buildings.

Sustainability Awards and Recognition

1st place in
Fair Finance Thailand
for 6 consecutive years
since 2019

AAA rating in 2024,
inclusion in SET ESG Rating
since 2018



Inclusion in
S&P Global's Sustainability
Yearbook for 4 consecutive years
since 2022

A rating in 2024,
inclusion in MSCI ESG Rating
since 2020

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

Excellent level in
IOD's Corporate Governance
Report of Thai Listed Companies (CGR)
for 16 consecutive years

Inclusion in FTSE4Good
for 9 consecutive years
since 2016

ttb value chain

ttb creates sustainable value throughout our value chain

14,529 total employees

1,344 ATMs

472 domestic branches

321 CDMs

705 all-in-ones



provides exceptional products and services that enhance customer experience

Total operating income of **69,399** million baht

Overall satisfaction for complaint handling: **96%**

Net profit of **21,031** million baht

Over **10** million customers



and gives back to our shareholders and the wider society

144,587 shareholders as of 5 March 2025

33 million baht in community investment

Dividend **0.105** baht per share

> 73,000 people benefited from fai-fah by ttb project

ROE **9.0%**

271 million baht donation via Punboon

EPS THB **0.22**

432 foundations benefited from funds raised from Punboon by ttb



ttb value creation

One of ttb's purposes as a financial service provider is to make a positive impact on the wider society and the environment. Our direction and ability to create value are dependent on our relationships with stakeholders, business activities, and how well we understand our stakeholders' needs and expectations. Thus, effective stakeholder engagement and collaboration are crucial to our ability to proactively respond to sustainability challenges, opportunities, and stakeholders' needs.

Input

Financial Capital
All financial assets including assets, deposits, and equity.

Manufactured Capital
External resources such as suppliers and contractors are required for business operations; and product and service development.

Human and Intellectual Capital
Time, skills, and knowledge of our workforce, systems, technology, and innovation that contribute to business operations.

Social and Relationship Capital
Engagement and relationship building with stakeholders including customers, employees, investors, shareholders, regulators, and society.

Natural Capital
The consumption of natural resources by business activities, i.e., energy consumption and water withdrawal.

Products and Services



ttb inspires people to Make REAL Change by using our financial expertise to address the needs of our customers for better Financial Well-being.

ttb strategic Intents:
1. Focus on customer centricity
2. Build deposit and transactional banking product excellence
3. Continue leading in auto loan and lending products
4. Build sustainable and recurring non-interest income
5. Optimize capital utilization and liquidity management
6. Enhance digital capability and solutions
7. Align organization and workforce structure to digital-first operating model

Output

- THB 69,399 million of operating income
- THB 21,031 million of net profit
- Return on equity: 9.0%

- 5.5 million ttb touch users
- Zero data breach cases with customer impact

- THB 15,589 million of employee compensation and benefits
- Development programs such as ttb hackathon, Objective and Key Results (OKR), etc.
- ttb awards and ttb ribbon
- Provision of digital products and services such as Roddonjai, My Car, My Tax, My Work, My Home and new features on ttb touch application, etc.

- 4,000 volunteers for 67,115 hours
- Community investment of THB 33 million
- THB 271 million raised via Punboon by ttb connecting donors to 432 foundations with needs in different areas e.g., education, hospitality, vulnerable groups, etc.

- GHG Scope 1 emissions: 2,747 tonnes of carbon dioxide equivalent
- GHG Scope 2 emissions: 27,974 tonnes of carbon dioxide equivalent
- GHG Scope 3 emissions: 567 tonnes of carbon dioxide equivalent*

Value to Stakeholders

As a financial institution, ttb creates financial value for both investors and employees through dividends and compensation while playing a significant role in stimulating national economic growth and uplifting people's Financial Well-being through responsible, inclusive, and accessible products and services.

Our customers derive value from our products and services. As such, the Bank invests in digital technologies and IT infrastructure to provide a better financial experience for our customers so that they experience faster, more convenient, easily accessible, and inclusive service.

ttb provides training and career development programs for employees with the aim of promoting career growth and opportunities within the bank. Such value creation in terms of human capital development is not only beneficial to employees, but also to shareholders, investors and society, as it creates a skilled and well-trained workforce.

The Bank engages with all stakeholders on a regular basis. Stakeholders' perspectives are taken into account and their concerns are addressed appropriately. We believe that having a robust relationship with our stakeholders will enable us to operate responsibly and deliver innovative need-based products and services to customers and society.

The Bank has been continuously mitigating its direct environmental impacts and also its consumption of natural resources while complying with environmental regulations in order to alleviate the Bank's impact on climate change.

*GHG Scope 3 emissions are calculated from activities: paper usage, waste management, business travel operated by external parties, and LPG usage by lessee.

Materiality Assessment and Stakeholder Engagement

Materiality Assessment

The Bank conducts the materiality assessment on a flexible two- to three-year cycle along with annual reviews. Since 2023, we have adopted the double materiality concept which takes into account how ESG issues affect the financial value of the Bank (financial materiality) and the impact on the environment and society at large (impact materiality).





In 2024, the Bank conducted an internal review of its materiality assessment to ensure continued alignment with evolving sustainability trends, stakeholder expectations, and organizational priorities. This process, led by the Sustainability Team in collaboration with heads of relevant departments, focused on validating the relevance and impact of the material topics identified in the previous year's comprehensive assessment. The review involved a detailed analysis of:

1. Stakeholder Input

Revisiting insights gathered from internal and external stakeholders during the prior year's assessment.

2. Performance Metrics

Evaluating the performance of key indicators linked to each material topic to confirm their sustained importance.

3. Risk and Opportunity Alignment

Cross-referencing identified topics with the Bank's Enterprise Risk Management (ERM) framework to ensure integration of ESG risks and opportunities.

4. Regulatory, Trends, and Peer Analysis

Examining regulatory developments, global sustainability trends, and peer analysis to identify any emerging material issues.

The review concluded that the material topics identified in the previous year remain relevant and aligned with the Bank's sustainability strategy. As such, no changes were made to the list of material topics or their prioritization. The topics continue to reflect the issues that matter most to the Bank and its stakeholders, addressing both financial and impact materiality perspectives.

Read the Materiality Report

Materiality Assessment Process



Identification

Identify and examine sustainability topics that have actual and potential impacts on ttb as well as the environment and society at large.

Prioritization

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

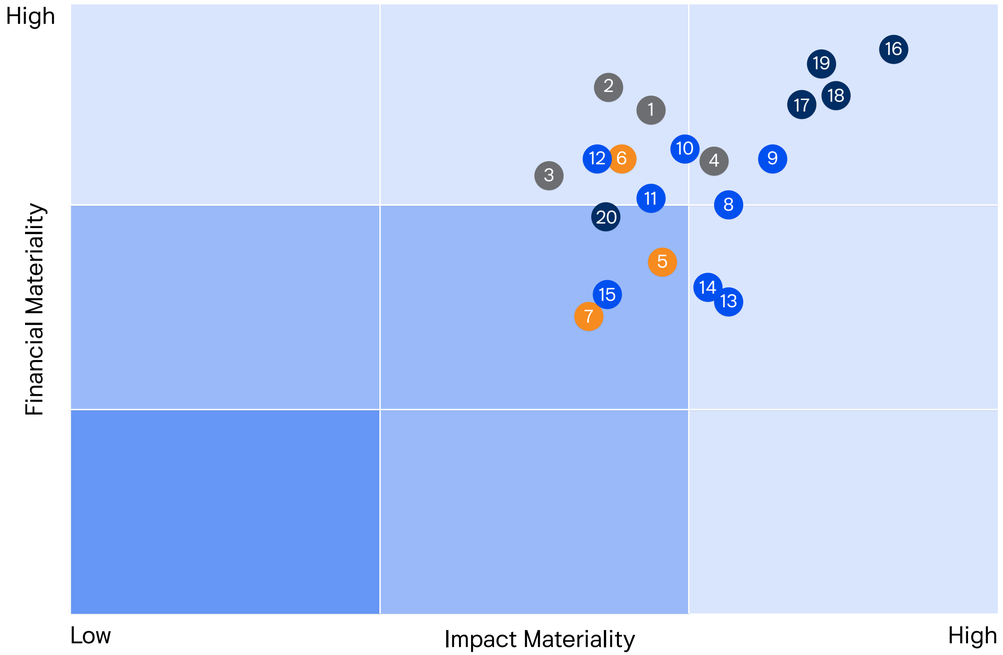
Validation

Review and approve material topics by the Board of Directors.

Review

Annually review the relevance and significance of material topics by engaging with internal and external stakeholders.

Materiality Matrix 2024



Business

1. Customer experience
2. Digital transformation and innovation
3. Beyond banking and ecosystem
4. Responsible lending and investment

Environment

5. Climate actions and decarbonization strategy
6. Sustainable finance
7. Environmental management

Social

8. Financial inclusion and over-indebtedness
9. Financial Well-being and financial literacy
10. Employee's learning and development
11. Employee welfare and well-being
12. Talent attraction and retention
13. Diversity, equity, and inclusion
14. Human rights
15. Community investment and development

Governance

16. Cybersecurity and data privacy
17. Corporate governance
18. Business ethics
19. Risk and crisis management
20. Sustainable supply chain

Stakeholder Engagement

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

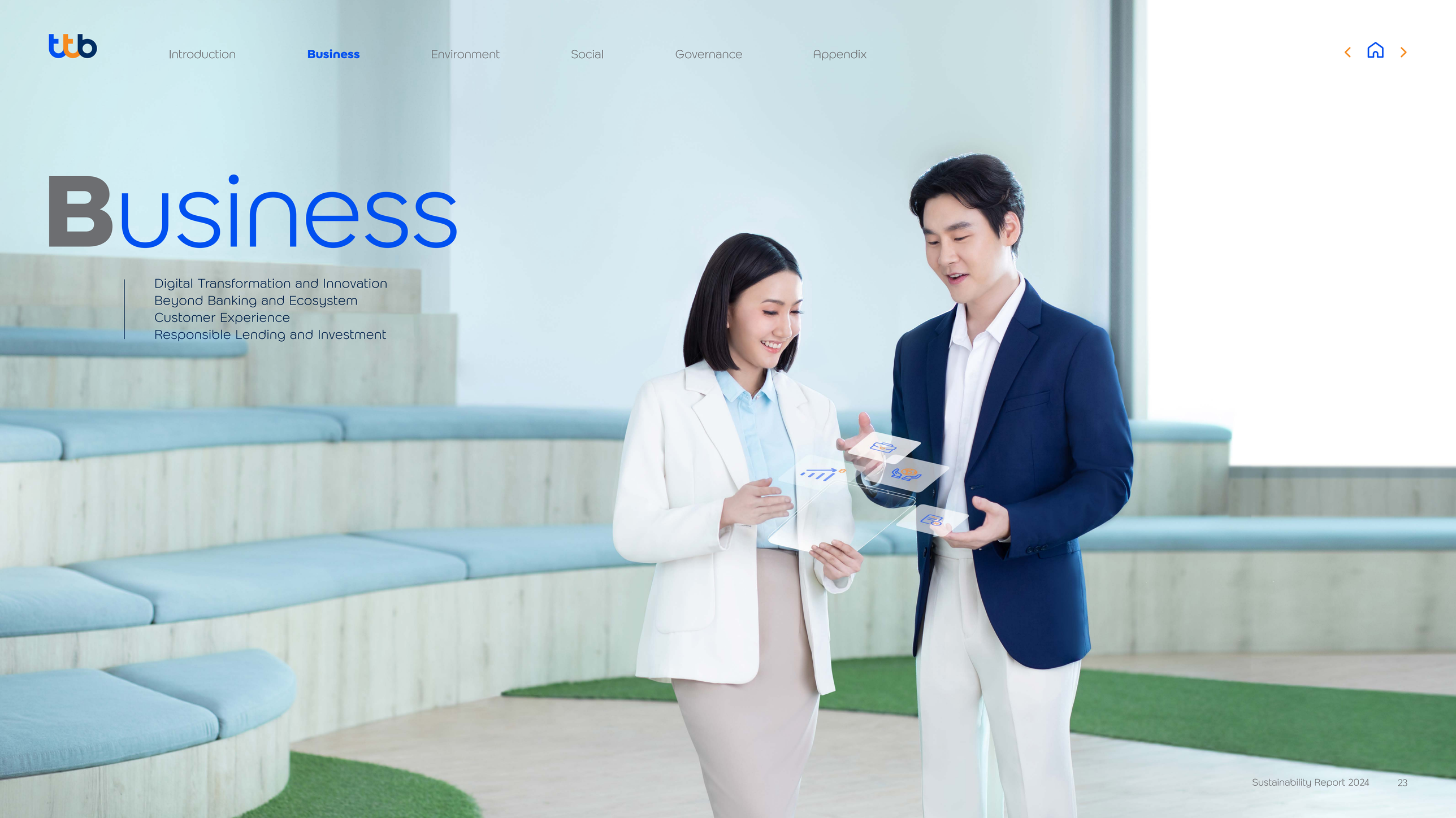
Stakeholders	Engagement approach	Needs and expectations	Response to stakeholders' interests
Shareholders and investors	• Annual shareholder general meeting • Analyst meetings • Shareholder and investor roadshows • Quarterly reports • Seminars • Information disclosure via regulators' platforms • Enquiries submitted through the ttb website • Investor Relations contact point • Whistleblower and complaint channel	• Business performance • Changes in regulatory requirements from laws and/ or government agencies • Transparency and accountability of information	• Corporate Governance & Business Ethics, page 83-91 • Risk Management, page 92-97 • Digital Transformation and Innovation, page 24-26 • Financial Well-being, page 51-52
Employees	• Communication with HR Business Partners • Employee engagement survey • Orientation for new employees • Town Halls • Regular emails and other online communication • Whistleblower and complaint channel	• Organizational culture after bank integration • Career growth and development	• People, page 63-76
Customers	• ttb touch • Branches • Relationship Managers • ttb contact center • Website and social media (Facebook, Line, Instagram, TikTok, X, YouTube, and Threads) • Activities and events with customers • Whistleblower and complaint channel	• Products and services • Improvement of IT system's effectiveness • Quality and effectiveness of service • Privacy data management	• Customer Experience, page 29-30 • Beyond Banking and Ecosystem, 27-28 • Financial Well-being, page 51-52 • Financial Literacy and Financial Inclusion, page 53-62 • Cybersecurity and Data Privacy, page 98-102

Stakeholders	Engagement approach	Needs and expectations	Response to stakeholders' interests
Business partners and suppliers	• Meetings • Relationship Managers • Procurement channel • Whistleblower and complaint channel	• Business growth through relationships with the Bank • Enhancing workforce capabilities to prepare for business growth	• Customer Experience, page 29-30 • Sustainable Supply Chain, page 103-109
Competitors	• Banking industry activities, seminars, trainings and events hosted by regulators and external parties • Whistleblower and complaint channel	• Driving sustainability issues that are important to the banking sector, e.g., responsible lending and investment, climate strategy, digital fraud	• Responsible Lending and Investment, page 31-34 • Climate Actions and Decarbonization Strategy, page 36-41 • Sustainable Finance, page 42-46
Regulators	• Banking industry activities, seminars, trainings and events hosted by regulators and external parties • Whistleblower and complaint channel	• Driving sustainability issues that are important to the banking sector, e.g., responsible lending and investment, climate strategy, digital fraud • Compliance to legal requirements, e.g., PDPA, AMLO	• Responsible Lending and Investment, page 31-34 • Climate Actions and Decarbonization Strategy, page 36-41 • Sustainable Finance, page 42-46 • Cybersecurity and Data Privacy, page 98-102
Civil society and communities	• fai-fah Learning Centers • Community Relations • Community surveys • Whistleblower and complaint channel	• Creating positive change in youth and community development programs • Environmental and social risk management from the Bank's lending business	• Social Development, page 77-81 • Responsible Lending and Investment, page 31-34

Read the Stakeholder Report

Business

Digital Transformation and Innovation
Beyond Banking and Ecosystem
Customer Experience
Responsible Lending and Investment





Digital Transformation and Innovation

Our strategic direction is grounded in a digital-first approach with tailored customer journeys. This is powered by our internal innovation engine, ttb spark, a dedicated unit that enables ttb to develop digital and technology solutions end-to-end. These solutions range from system design to infrastructure, ensuring seamless service delivery that meets the evolving needs of customers in a digital financial world.

ttb touch and our digital solutions offer not only convenience to customers but also tangible benefits for their Financial Well-being. Through deeper engagement and ongoing digital relationships, we help customers take meaningful steps toward long-term financial security. In 2024, we continued to place customers at the center of every initiative, responding to evolving digital behavior and expectations with seamless, secure, and personalized services. We remain committed to delivering inclusive digital access and enabling long-term Financial Well-being for all.

ttb touch: The Humanized Digital Banking Platform

Since its launch in 2022, ttb touch has become the core of our digital banking strategy. Rather than relying on physical channels, we aim to make mobile banking the primary point of interaction by enabling customizable journeys that respond to each customer's needs and pain points. In 2024, enhancements in usability, security, and personalized tools and financial solutions further strengthened its role as the primary banking channel.

92%
of mutual fund transactions are now digital

Over 50%
growth across key digital products

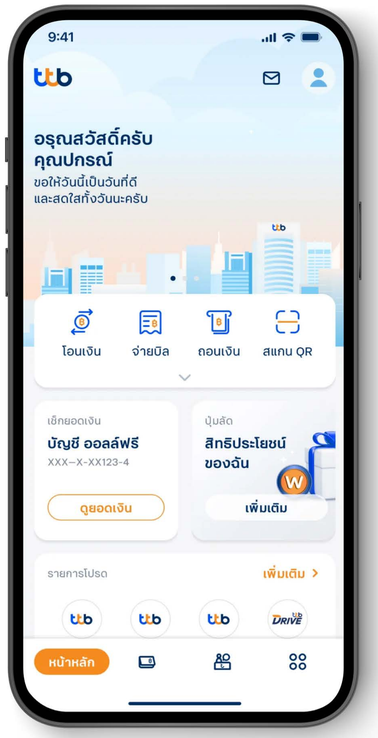
Digital Transaction via ttb touch

5.5 million users

92%
of financial transactions conducted on the ttb touch application

152%
growth in digital deposit account openings

61%
increase in credit card and flash card issuance via digital onboarding



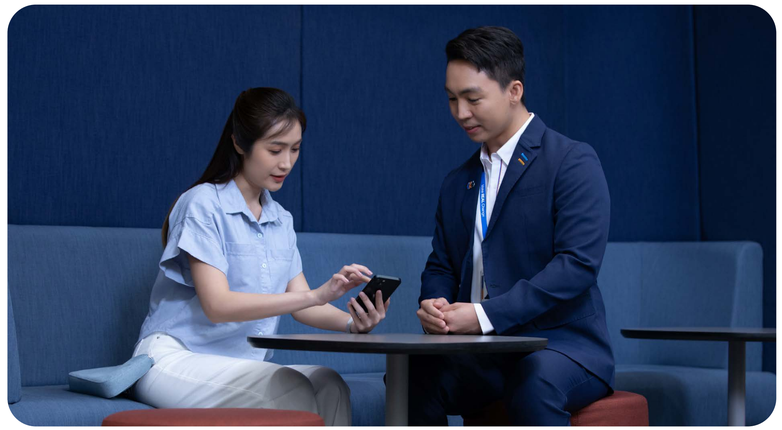
Furthermore, ttb touch not only offers financial and non-financial services but also addresses unmet customers' needs. It also serves as the central platform connecting all solutions offered to our customers and delivering integrated value across every stage of a customers' financial journey. The Bank develops new products and services based on our competencies and the collaboration with ecosystem partners. For more information on the Ecosystem Play strategy, please see the chapter 'Beyond Banking and Ecosystem'.

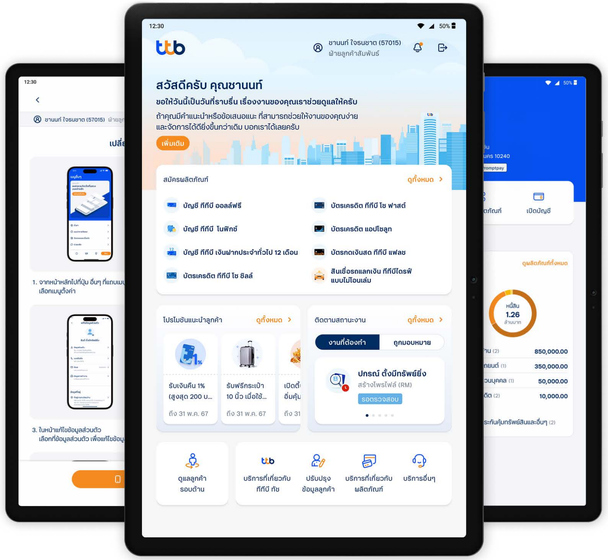
Digital-first Branch Transformation

In 2024, all 472 ttb branches adopted the digital-first model to complement mobile banking and deliver more personalized advisory services:

- Promoting digital self-service through ttb touch
- Empowering branch staff to act as digital coaches for customers
- Refocusing in-branch interactions on complex or value-added services

As a result, over 70% of customers migrated their routine transactions—such as deposits, withdrawals, transfers, and bill payments—from physical branches to digital channels. This shift has increased our staff's capacity to better serve customers at branches with reduced waiting times.





ttb enterprise (TEP)

To further enhance the seamless omnichannel experience, ttb introduced ttb enterprise (TEP)—a tablet-based tool used by branch staff to serve customers digitally. Piloted in 2024 at the Head Office branch and Central Ladprao branch, with plans for bank-wide implementation in 2025, TEP allows employees to access real-time customer profiles, offer personalized advice, and support fully paperless service. Customers can input information via the tablet or through their ttb touch app, and any required documents can be submitted digitally at their convenience. As a humanized digital platform, TEP connects front-end service seamlessly with back-end systems, enabling staff at branches and the Contact Center to provide more timely, tailored product and benefit offerings. This innovation streamlines in-branch services and bridges the digital-physical gap, creating a consistent and connected banking experience across all channels.

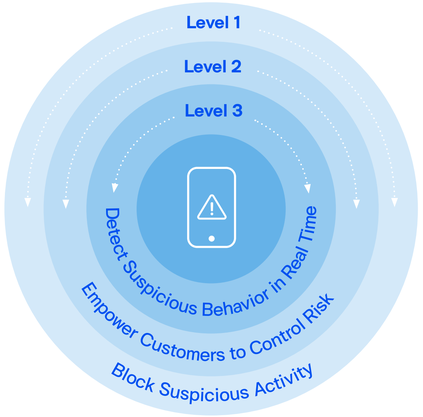
Digital Fraud

Thailand is currently grappling with the increased incidents of digital fraud, with money-siphoning apps and mule accounts being at the core of this challenge. These sophisticated apps can phish for user credentials, execute unauthorized transactions, and even harvest sensitive data for further fraudulent activities. Mule accounts are often created with the intention of digitally laundering money or facilitating fraudulent activities and pose a severe threat to the integrity and security of the financial ecosystem.

Recognizing the magnitude of this crisis, ttb has taken proactive steps to fortify our defenses and safeguard our customers. We have set up a dedicated mobile banking security unit to closely monitor, manage, and mitigate this crisis. The Bank has been relentlessly deploying advanced security measures beyond the regulatory requirements set by the central bank, enhancing surveillance to promptly identify and mitigate suspicious activities, and strengthening verification procedures to prevent exploitation.

Proactive Digital Fraud Protection

In the face of rising digital threats, ttb is committed to protecting customers through a proactive, three-level fraud prevention system that is designed, built, and continuously refined by ttb. These multi-layered efforts help uphold customer trust and reflect our ongoing investment in safe, secure, and intelligent banking.



Level 1	Level 2	Level 3
Block Suspicious Activity More than 18 background features work to detect and block high-risk actions on customer devices. These features actively screen for apps that may compromise device safety, such as money-stealing applications or system-level tampering. This layer of protection helps stop fraud before it starts.	**Empower Customers to Control Risk** Through ttb touch, customers can customize their security settings to reflect their risk appetite. Features include transaction limit settings, face authentication, account visibility options, and more. These controls can also be reviewed or adjusted at one of the Bank's branches.	**Detect Suspicious Behavior in Real-time** ttb's fraud engine analyzes more than 45 million transactions with 99% accuracy. It uses real-time behavioral analytics and demographic insights to flag risks and suspend accounts, often within one to two seconds.

Beyond Banking and Ecosystem

Humanized Digital Banking for Retail Customers

Building on our digital foundation, ttb brings financial empowerment to life through our Ecosystem Play that goes beyond traditional banking. The ecosystems have been designed to serve retail customers' distinct needs in four segments: car owners, home owners, salarymen, and wealth customers. The ttb touch application combines tailored financial products and services with seamless digital experiences, namely, personalized engagement for each individual customer as well as a quick credit check through My Credit feature. It also connects a wide range of solutions and benefits from the Bank's leading partners to customers. In 2024, the Bank introduced a personalized AI engine called "Yindee", which works seamlessly with our customer service staff and promptly provides round-the-clock support to customers. This helps elevate our customers' financial experience by increasing convenience, speed, and efficiency.



Car Owner Ecosystem

Promoting Mobility and Financial Control

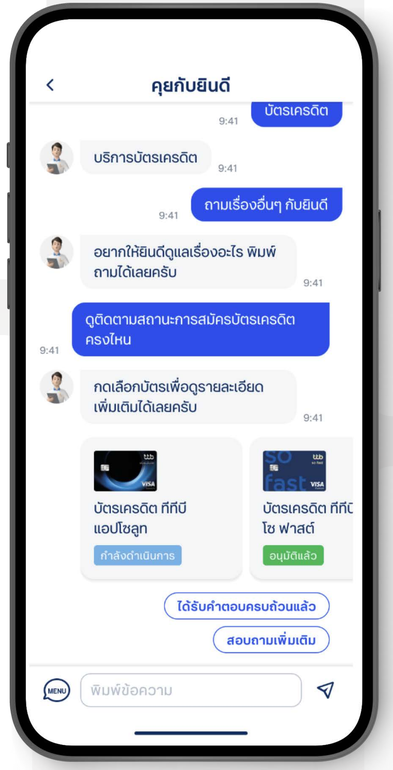
ttb supports car owners at every stage, from purchase to ownership and resale, to **My Car** feature which integrates digital services within the ttb touch application. Customers can manage car loans, insurance renewals, vehicle taxes, Easy Pass balances, and even list their vehicle for auction—all in one place. As of 2024, over 950,000 vehicles have been registered under **My Car**, with the feature being accessed 1.7 million times.

Salaryman Ecosystem

Promoting financial inclusion and everyday stability

The Bank supports salaried customers with various financial products, for example, the ttb all free account, high-yield deposit account, and insurance products. The **My Tax** feature empowers customers to better manage their annual tax planning. It offers personalized insights and deduction recommendations, helping them make informed decisions and avoiding missing important deadlines. Additionally, ttb has also developed the Phi-Chit-Nee platform that helps customers manage and consolidate debt effectively. Over 34,000 customers accessed welfare loans totaling THB 7.7 billion in 2024.

Our **My Work** platform streamlines payroll and human resources management for companies and employers. Through this platform, employees can use it to clock in and out, manage leave requests, and submit requests. Over 770 companies have adopted the platform, improving operational efficiency and employee engagement.



Home Owner Ecosystem

Enabling Financial Resilience and Household Well-being

ttb empowers home owners by providing them with tools to manage property-related finances, from loan refinancing to utility payments. The **My Home** feature consolidates bills, sends reminders, and supports over 475,000 users by managing more than 699,000 dwellings.

Through digital channels, customers can apply for a range of home loan options—including refinancing and top-ups—tailored to reduce debt and unlock liquidity. Partnerships like Global House offer co-branded cards for home improvement, issuing over 100,000 cards.

Wealth Ecosystem

Fostering long-term value across generations

ttb's Wealth Ecosystem offers investment access, family financial planning, and curated advisory services through our private banking services. With products like **FCD** accounts and principal-protected funds, over 60% of wealth customers chose to invest via ttb in 2024, contributing to an investment value of THB 140 billion.

The ttb reserve card complements this journey with flexible reward points redeemable for funds or insurance benefits.

Humanized Digital Banking for Commercial Customers

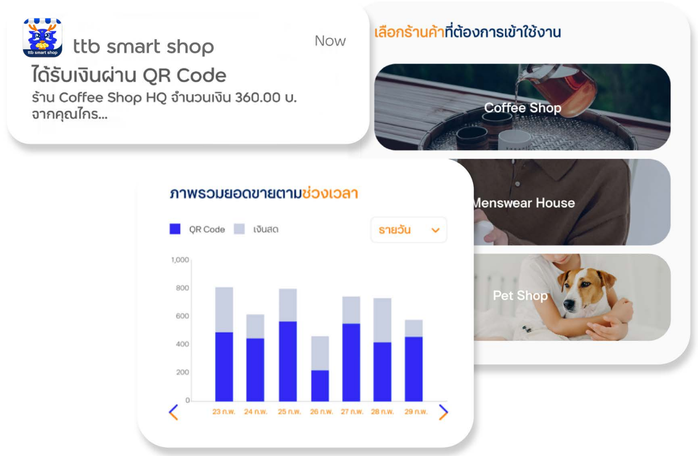
The Bank recognizes that commercial customers, from SMEs to large corporations, require more than just banking services. They need integrated digital solutions that can grow with their operations, reduce inefficiencies, and support financial control in real-time. Through a suite of seamlessly connected platforms, ttb delivers solutions tailored to the diverse needs of business clients, all designed to simplify operations, boost productivity, and enhance management efficiency.



ttb sme one bank is a tailored business account that complements ttb business one by offering SMEs financial flexibility and cost-saving benefits. With features such as free interbank transfers, zero fees on payroll and bill payments, and streamlined cash management tools, it serves as the financial foundation that powers business transactions. Together with ttb business one, it delivers a cohesive end-to-end digital banking solution for SMEs.

ttb business one is a comprehensive digital banking platform designed for SMEs and corporate clients. It facilitates efficient cash and transaction management, including Host-to-Host payments, real-time dashboards with mobile approvals, and electronic letters of guarantee. The platform also supports digital account opening via NDID, eliminating the need for branch visits and paperwork. In 2024, ttb business one recorded a 15% increase in transaction volume, highlighting its growing role in improving operational efficiency and reducing manual processes. It acts as the operational core of the digital ecosystem, linking with other platforms to provide an integrated business experience.

ttb smart shop is a digital storefront solution designed for merchants and small business owners. It enables QR payment acceptance with instant settlement, real-time sales tracking, and intuitive dashboards for business performance monitoring. Merchants can also manage multiple branches, assign staff-level access, and customize promotional campaigns—all within a single application. In 2024, the number of merchants using ttb smart shop grew by 70%, generating THB 3.9 billion in transaction value.



Customer Experience

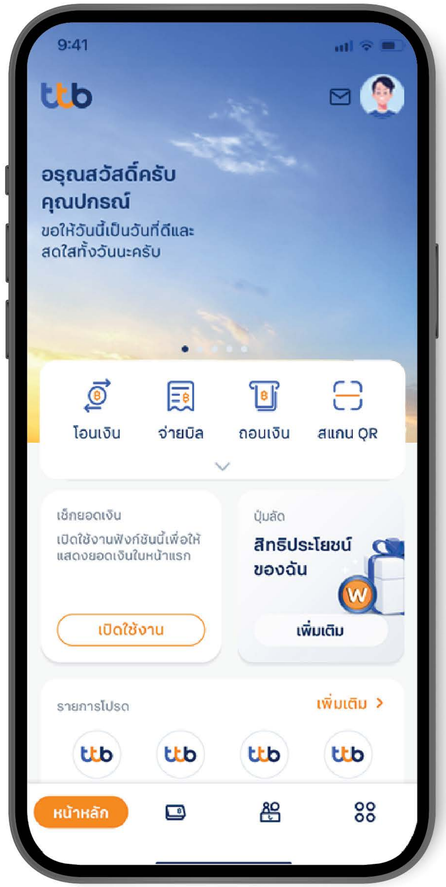
Customer Experience Management

ttb recognizes that delivering a consistently positive and personalized experience is essential to becoming the bank of choice. In 2024, this vision continued to guide how we engage customers across every touchpoint with a focus on relevance, trust, and emotional connection.

The Bank uses data-driven insights to understand evolving customer behaviors and needs, enabling us to design and deliver tailored solutions that support Financial Well-being. By encouraging ongoing engagement, particularly through digital channels, we build relationships that allow us to provide timely, personalized support.

Underpinned by our key strategies, “Digital Transformation” and “Ecosystem Play”, ttb touch plays a central role in this journey. As the Bank’s primary service channel, it uses a Personalized AI Engine to deliver real-time, meaningful interactions, from spending and savings insights to tax reminders, product recommendations, and fraud alerts. These interactions help serve each customer as an individual rather than a generalized segment, reinforcing our goal of building trusted relationships through relevance and care.

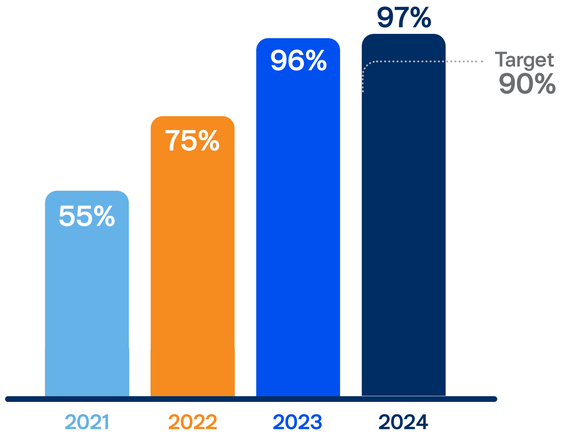






To further improve experience quality, we continuously track customer satisfaction and feedback across services, channels, and segments. These insights directly inform improvements to ensure our approach remains responsive, human-centric, and aligned with customer expectations.

Customer Satisfaction



Remarks:
1. Customer satisfaction is measured by the percentage of extremely satisfied customers receiving services at branch (top box of overall satisfaction score).
2. Data coverage is 100% of customers for 2021- 2024.
3. The 2021 score reflected the transition period after the Bank successfully completed the merger transaction.
4. The survey channel was changed from SMS in 2021-2022 to QR code in 2023-2024.



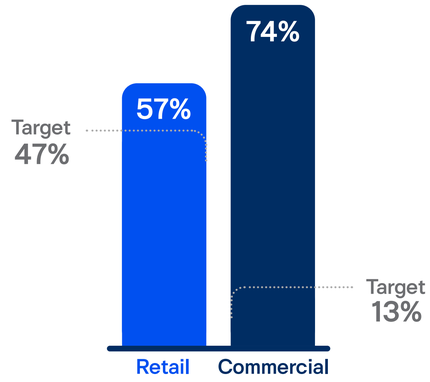
Complaint Management

We provide multiple complaint channels to ensure utmost convenience for customers and other stakeholders. Customers can voice their complaints using the ttb contact center, official website, social media channels, ttb head quarters, branches, and regulatory channels. We relentlessly improve our response time, setting an ambitious target to address all cases (100%) within the standard service level agreement, and successfully achieved a remarkable rate of 100%. The overall satisfaction score for complaint handling is 96%.

The Bank places strong emphasis on addressing customer grievances and continuously enhancing the overall customer experience. Ongoing improvements are made to strengthen the quality and efficiency of the complaint handling process. Over the past year, a qualitative customer satisfaction survey was conducted to assess the resolution of complaints. In addition, the number of complaints that were escalated to the regulator decreased significantly across both retail and commercial segments.

2024 Complaint Management Performance

Reduction of Complaint Cases Compared to 2023



Complaint Channel Breakdown

- 87% ttb contact center
- 6% Online channels
- 4% Others
- 3% Headquarters and branches

96%
Overall Satisfaction for Complaint Handling

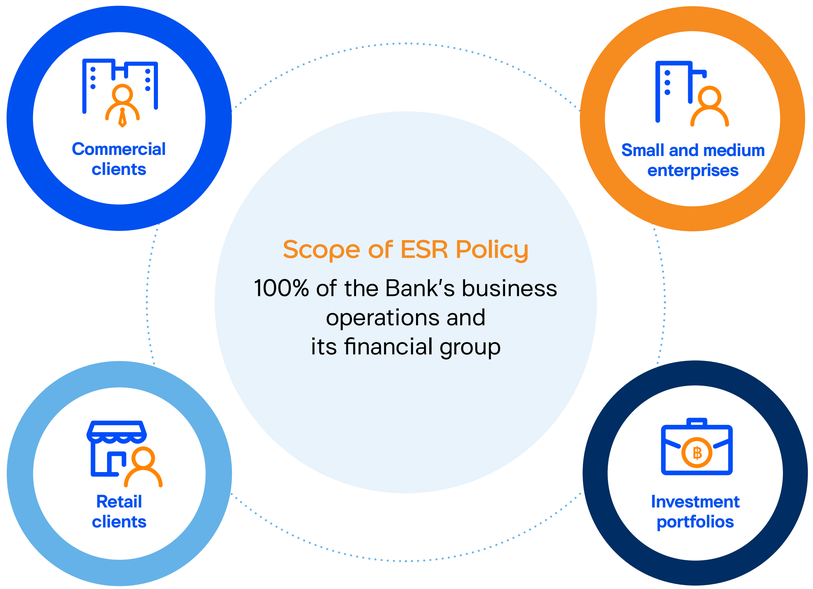
Complaint Issue Breakdown

- 37% Products and processes, e.g., dissatisfaction concerning interest rates, fees and promotions
- 34% System, e.g., unable to access the application
- 29% People, e.g., inappropriate behaviors of employees

Responsible Lending and Investment

TMBThanachart acknowledges that the financial industry can play a significant role in managing ESG impacts arising from lending and investment activities. The Bank has formulated an Environmental and Social Responsibility (ESR) Policy, which defines an overarching approach for managing and mitigating environmental and social impacts through a risk management point of view. The process of translating our commitment into practice is detailed in the Environmental and Social Management System (ESMS) and ESR Guideline. This enables us to proactively address risks systematically and effectively.

Learn more



Screening transactions

Screen out businesses on the Bank's exclusion list.

E&S Due Diligence

A. General questionnaire for all clients will generate a risk rating (low/medium/high).

B. Specific questionnaire for businesses on the ESR concern list. The result of specific questionnaire is part of decision making.

Decision making process

For medium and high-risk credit applications, a time-bound corrective action plan is needed to further proceed with credit approval.

Monitoring

Conduct periodic assessments on environmental and social compliance as part of the annual credit review. In case of non-compliance, the client must propose a new corrective action plan and/or periodic environmental and social performance reports throughout the duration of the transaction.

Reporting

Aggregate clients' sustainability performance at the portfolio level and report to senior management to inform overall risk exposure.

Exclusion List

ttb will not finance or invest in the following industries:

Animal Welfare

- Trade in wildlife and/or wildlife products
- Illegal activities under Thai laws or international agreements, or subject to international bans, such as wildlife or products regulated under the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), IUCN Red List
- Animal testing for cosmetic purposes
- Fur farms, the manufacturing or trading of fur products
- Production and processing of Angora wool
- Support of animal fights for entertainment
- Shark finning and shark fin products
- Commercial whaling



Coal Mining

- Coal mining, exploration and applicable to the coal mining entity.

Controversial Weapons

- Controversial weapons or key components
- Arms and weapons trade to countries listed in the UN/EU Embargo

Energy

- Nuclear energy*
- Oil sand (Tar sand)*
- Coal-fired power plants (applicable only for project finance)
- Artic oil & gas*
- Shale oil & gas*
- Ultra-Deep-Water (UDW) oil & gas*

*In case the client has various types of businesses, the client must provide a representative and a warranty under facilities agreement that credit granted by the Bank will not be used in the business under the exclusion list.



Fisheries

- Drift net fishing using nets over 2.5 km in length
- Use of dynamite or poison related to the catching of fish or shellfish

Forest

- Commercial logging operations for use in primary tropical moist forest
- Unsustainable sourced wood products
- Plot of land for forestry and/or plantation located inside or overlapped with a national protected area
- Deforestation and/or burning of tropical rain forest



Agriculture

- Palm oil that does not comply with the Roundtable on Sustainable Palm Oil (RSPO)

Gambling

- Gambling, casinos, and equivalent enterprises

Genetic Engineering

- Genetic engineering/modification on humans
- Genetic engineering/modification on plants and animals which are harmful to humans or used immorally

Materials

- Illegal activities under Thai laws or international agreements, or subject to international bans, such as pharmaceuticals, pesticides/herbicides, ozone-depleting substances, and PCB
- Production, trade-in or use of unbounded asbestos fibers (not applicable to bounded asbestos cement sheeting with asbestos content less than 20%)

Pornography

- Pornography, prostitution, and adult entertainment

Protected areas

- Activities resulting in conversion or degradation of protected areas or critical habitats i.e., UNESCO World Heritage Sites Protected areas, Ramsar Convention on Wetlands, High Conservation Value Forest (HCVF)

Concern List

ttb pays extra attention to the environmental and social impacts of the following industries:

- Defense/weapons
- Production/trade in tobacco
- Natural resources, energy, and chemicals
- Production/trade in radioactive materials
- Production/trade in alcoholic beverages

ESR Due Diligence in 2024	New applications	Applications that underwent annual review
General questionnaire	509	1,841
Sector specific questionnaire	74	266

100% of loan applications were subjected to E&S Due Diligence.

From the annual review, no application was in non-compliance with the ESR Policy.

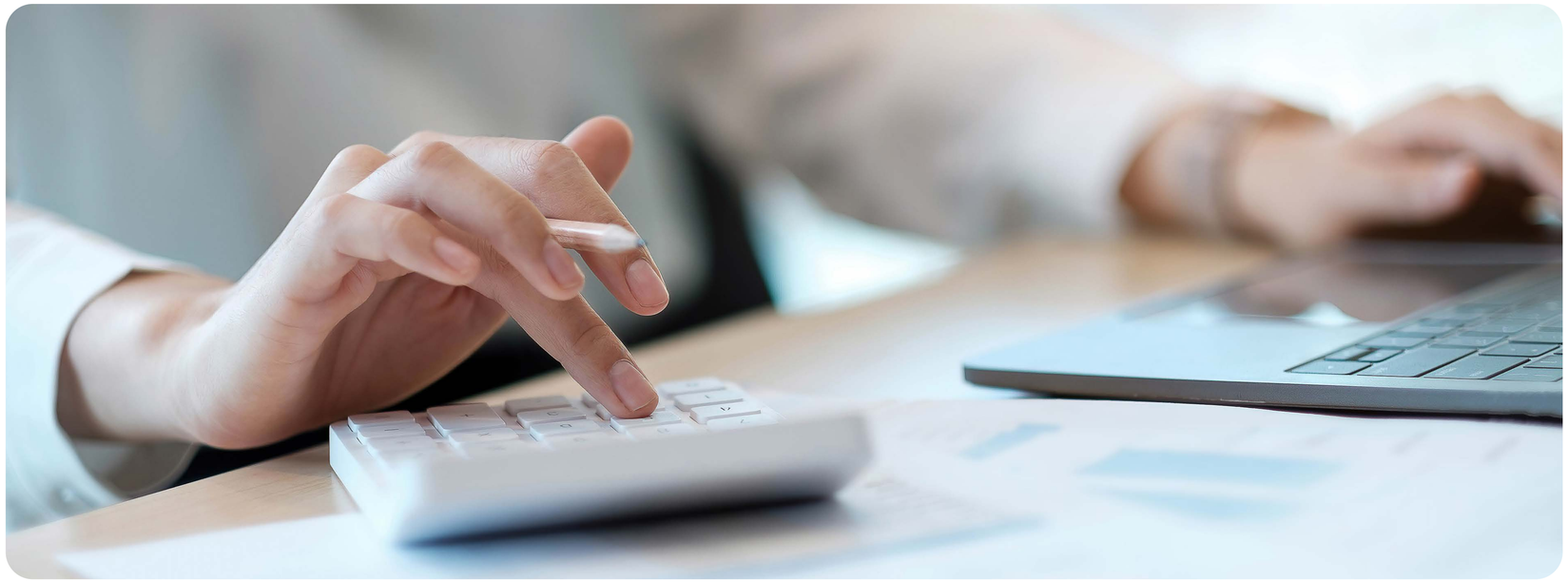
0 applications were required to develop corrective action plans to mitigate environmental and social risks to an acceptable level.

Project Finance in 2024

7 projects
reviewed (100% of total project finance)

7 projects
having reached financial close

0 projects
declined



Top 10 lending by business sector in 2024

(of total outstanding lending excluding personal consumption)

- Finance
- Construction Materials
- Healthcare
- Auto Wholesalers and Parts
- Foods
- Transportation & Logistics
- Business Services
- Consumer Goods Retailer
- Electricity & Water Supply
- Chemicals



Environment

Climate Actions and Decarbonization Strategy
Sustainable Finance
Environmental Management

Climate Actions and Decarbonization Strategy

Addressing climate change is ttb's top priority. At the Bank, we are committed to playing an active role in Thailand's transition to a low-carbon economy. As a financial institution, we recognize our responsibility to integrate climate-conscious financial solutions while ensuring resilience in our operations. Through sustainable financing, client engagement, and operational improvements, we strive to contribute to long-term climate goals.

Our commitment extends beyond compliance as it is an integral part of our corporate identity and responsibility by ensuring the Bank's pivotal role in fostering a sustainable future. In terms of our climate governance, the Board of Directors holds the highest responsibility for overseeing and managing climate-related risks and opportunities. The Risk Oversight Committee has delegated the critical task of overseeing the management of climate-related risks, responsible lending, and evaluation of environmental and social risks.



Climate Commitment and Strategy

Vision	To become the recommended bank of choice by our customers
Mission	To improve our customers' life-long Financial Well-being
Climate Commitment	The Bank is committed to achieving Net-zero emissions, which is in line with Thailand's climate goals, by empowering customers toward a Net-zero economy
Strategic Directions	**Reducing GHG emissions in our operations** Improve energy management by enhancing efficiency measures and investing in renewable energy where feasible. **Managing environmental and climate-related risks** Continuously strengthen risk framework, policies, and processes to identify, assess, and mitigate climate-related risks. Reduce exposure to high-risk sectors, integrate climate considerations into financial decision-making, and minimize potential financial impacts. **Financing and advising clients' transition to net-zero** Facilitate clients' transition through sustainable financing, advisory services, and strategic engagement. Expand sustainable finance solutions to support the growth of green assets in the portfolio and accelerate the transition to a low-carbon economy.
2024 Performance	**8%** reduction in Scope 1 and 2 GHG emissions compared to the 2023 baseline Fossil fuel vehicles in our headquarters' fleet were replaced with electric vehicles Piloted regulatory climate stress testing on physical risk under the RCP **4.5** scenario THB **19.7** bn of ESG loan setup Four client engagement sessions were organized that focused on ESG and climate strategy management. A total of **206** companies participated, resulting in a **91%** satisfaction score.
Key Enablers	Capacity Building · Process & System · Data Collection · Incentive

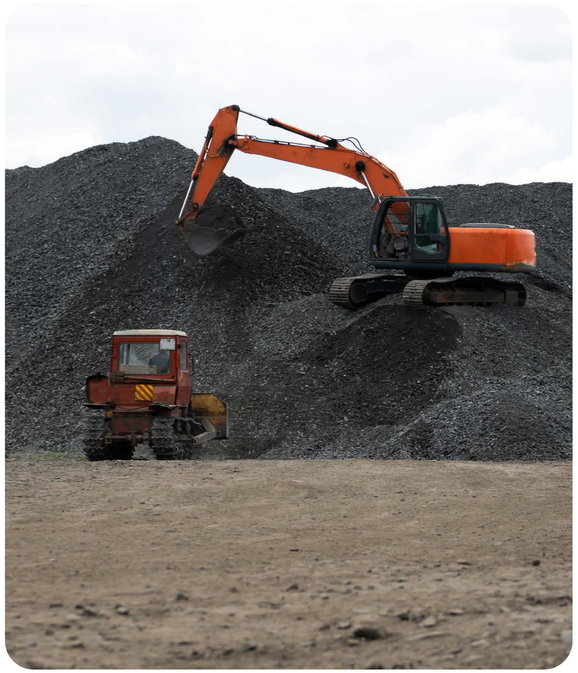
Decarbonization Commitments



"The role of the bank is not to lead itself to Net-zero, but rather how to empower businesses in their transition toward Net-zero."

Net-zero Commitment

In 2023, the Board of Directors endorsed ttb's Net-zero commitment, aligning with Thailand's 2065 Net-zero target while continuously exploring ways to expedite this transition where possible.



Phase-out Commitments

Limiting the impact of climate change and staying within a 1.5°C pathway necessitates moving away from economic activities with high greenhouse gas (GHG) emissions. The Bank focuses on the sectors within our portfolio responsible for the majority of GHG emissions. We also have policies in place to manage these carbon-intensive sectors effectively.

Coal

The Bank has committed to a coal mining, exploration, and power generation phase-out by 2028, earlier than the global commitment of 2030. Since 2021, it has ceased financing and investing in new or existing coal projects.

Oil & Gas

The Bank does not currently finance or invest in any unconventional oil and gases including oil sand (tar sand), shale oil and gas, artic oil and gas, Ultra-Deep-Water (UDW) oil and gas, and Liquified Natural Gas (LNG) derived from unconventional extractions. Since 2022, the Bank has implemented a 5% restriction on upstream oil and gas activities within its total portfolio. Since 2022, the Bank has implemented a 5% restriction on upstream oil and gas activities within its total portfolio.

2024 Climate Performance

Recognizing ttb's significant role in the financial ecosystem, we have established metrics and targets aimed at reducing both our carbon footprint and the emissions financed through our lending and investment activities.

Our Targets	Progress Against Targets
7% reduction in Scope 1 and 2 GHG emissions compared to the 2023 baseline	The Bank achieved an 8% reduction in Scope 1 and 2 GHG emissions compared to the 2023 baseline.
Drawing down existing financing of coal mining, exploration, and power generation by 2028	• Exposure in coal mining and exploration decreased by 75% in 2024, compared to the 2021 baseline • Exposure in coal-fired power plants decreased by 59% in 2024, compared to the 2021 baseline
5% restriction of upstream oil and gas activities in our total portfolio	The exposure to upstream oil and gas activities is still under 5% of the total portfolio.
THB **20** bn for ESG financing	The Bank allocated a total of THB 19.7 bn to support clients in their transition toward more sustainable practices.

Climate Risk Management

For our lending practices, the Bank has implemented an Environmental and Social Risk (ESR) policy, which integrates environmental and social risks into the credit assessment process. At bank-wide level, we assessed potential climate-related impacts across both physical and transition risks. This includes evaluating operational and strategic risk exposures and identifying appropriate risk management measures.

In 2024, the Bank conducted a pilot climate risk stress test focused on physical risk under a 3-year flooding scenario based on RCP 4.5 or SSP2 4.5 covering both operational risk and credit risk, including commercial and retail portfolios.



Client Engagement

As a financial institution in Thailand, ttb recognizes that its direct emissions and resource consumption account for only a fraction of the total environmental impact compared to clients. While the Bank's operations contribute approximately 2% of the total emissions, the majority—98%—originates from financed activities, supply chains, and client operations. This underscores ttb's commitment to sustainability, which extends beyond reducing our footprint to enabling businesses' transition toward low-carbon operations through sustainable financing solutions.

To support clients in reducing their carbon footprint and enhancing business resilience, the Bank has embedded sustainability into its financial offerings, including transition finance and green loans. However, financial support alone is not sufficient. A successful transition requires a strong foundation of knowledge and strategic understanding, ensuring that businesses can effectively implement ESG principles and take full advantage of available financial mechanisms.

Recognizing this need, ttb organized several ESG engagement sessions in 2024 to equip businesses with the knowledge and tools for a sustainable transition. These sessions provided insights into ESG risks, challenges, and regulatory developments to help businesses integrate sustainability into their operations. The program included workshops on ESG implementation, materiality assessment, and emissions management. In collaboration with experts, the Carbon Footprint for Organizations (CFO) workshops trained participants in emissions measurement, data collection, and reduction planning to ensure that they could effectively manage their carbon emissions.

LEAN for Sustainable Growth

LEAN for Sustainable Growth under finbiz by ttb equips SMEs with ESG knowledge and tools for sustainable business transformation. In 2024, the program introduced a specialized course for customers in the healthcare industry. The program took place over six days in June, with two days dedicated to ESG workshops.

An attendance of 58 participants, primarily business owners and decision-makers were recorded. Participants explored the importance of ESG, including its regulatory landscape and strategic benefits for business resilience. A materiality assessment workshop was conducted to help businesses identify and prioritize key sustainability issues. The course introduced sustainable finance options such as green and blue loans, demonstrating their advantages for business development. Attendees learned how to integrate ESG into their business models. Discussions on climate change risks provided insights into sector-specific vulnerabilities and adaptive measures for long-term sustainability.





ttb business green transition forum

Held in July 2024, under the theme "Advancing Green Business for Sustainable Growth", this seminar reinforced ttb's role as a financial partner in the green transition, offering businesses insights on decarbonization strategies and sustainable business models under the B+ESG framework.

A total of 153 participants from 88 companies attended the forum. Expert-led discussions offered key insights into sustainability challenges and business opportunities. The Department of Climate Change and Environment shared perspectives on Thailand's Net-zero Roadmap, outlining challenges and strategies for businesses. The Board of Investment (BOI) introduced investment incentives and policies aimed at encouraging sustainability-focused businesses. Leading company representatives presented corporate strategies for green transition, sharing their experiences and insights on ESG integration and supply chain preparedness. The Bank introduced transition finance solutions, highlighting tailored financial mechanisms that support businesses in achieving sustainability goals.

Carbon Footprint for Organizations (CFO) Workshops

Recognizing the growing importance of emissions management, ttb organized two workshops in September and November 2024 in collaboration with our partners. These sessions were designed to train businesses on effective carbon footprint management, with a focus on data collection, measurement, and reduction strategies.

A total of 121 participants, primarily finance executives, operations managers, and sustainability officers attended the workshops. The workshops emphasized understanding carbon emissions sources and their implications to ensure that businesses are able to develop informed reduction strategies before adopting measurement tools. Participants also gained practical knowledge on emissions data collection, a critical first step in creating effective carbon management plans.

The sessions provided businesses with access to transition finance solutions, helping them secure the necessary funding for carbon reduction projects and compliance with evolving regulations.

Attendees expressed strong interest in continued ESG education, highlighting the need for expanded training sessions covering specialized topics, including climate risk adaptation, emissions reporting, and low-carbon investment strategies.



Financing the Transition

In August 2024, ttb participated in the Bank of Thailand's event "Financing the Transition: Sustainable Financing for Business Transition" to present its approach to enabling Thai businesses to transition toward more sustainable operations.

The Bank highlighted a wide range of transition finance solutions for both large corporates and SMEs. These include working capital, investment loans, and lease financing designed to support energy cost reduction and emission reduction initiatives. For SMEs, ttb showcased products such as EV hire-purchase programs, solar rooftop loans, and the Green Transformation Program—tailored to help smaller businesses take practical steps toward low-carbon operations.

In support of this transition, ttb's Business Advisory team plays a proactive role in guiding clients to understand the impact of ESG on their businesses and adapt sustainably. Through one-on-one consultations, the team helps clients identify risks, opportunities, and financing pathways aligned with long-term transition goals.

This reflects ttb's commitment to not only offering financial products but also providing the advisory support necessary for a just and effective business transition.

Employee Capability Building

TMBThanachart Bank is committed to equipping employees—both decision-makers and working teams—with sustainability knowledge to ensure they are prepared for evolving regulatory and industry changes. While knowledge sharing is embedded in daily operations, the Bank also collaborates with experts and organizations to provide employees with the latest updates and technical expertise.

Navigating Climate Risks and Opportunities: Emerging Regulations and Transition Finance

To enhance climate risk management and sustainable finance capabilities at the leadership level, ttb partnered with a climate expert and conducted the "Navigating Climate Risks and Opportunities" training for the Board of Directors and senior executives. This initiative focused on equipping decision-makers to explore the financial sector's evolving role in the low-carbon transition. The session covered critical topics such as Thailand's regulatory landscape, carbon pricing mechanisms, decarbonization pathways, and transition financing models. This capacity-building effort reinforces our commitment to embedding climate risk considerations into financial decision-making, strengthening portfolio resilience, and supporting clients in their transition to a Net-zero economy.

SET Achieve Climate Action Program: Set a Challenging Target to Net-zero

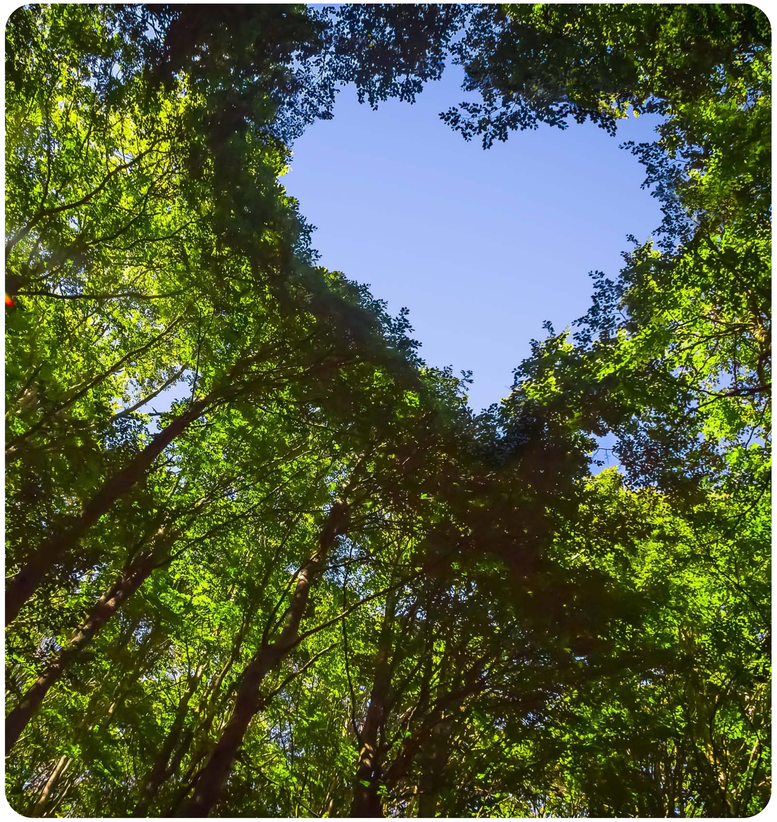
To strengthen our approach to climate strategy and emissions reduction, ttb participated in the SET Achieve Climate Action program, an initiative designed to support public companies in assessing their greenhouse gas (GHG) reduction pathways and alignment with the Science Based Targets initiative (SBTi). This program engaged executives, managers, and working teams across key business functions—operations, commercial products, and strategy—to evaluate emissions reduction scenarios and strategic feasibility. As part of this process, ttb utilized the SBTi near-term target-setting tool, which provided critical insights into science-based decarbonization pathways. This initiative serves as a foundation for developing an informed, data-driven emissions reduction strategy and enhancing our readiness for potential future commitments under global climate action frameworks.

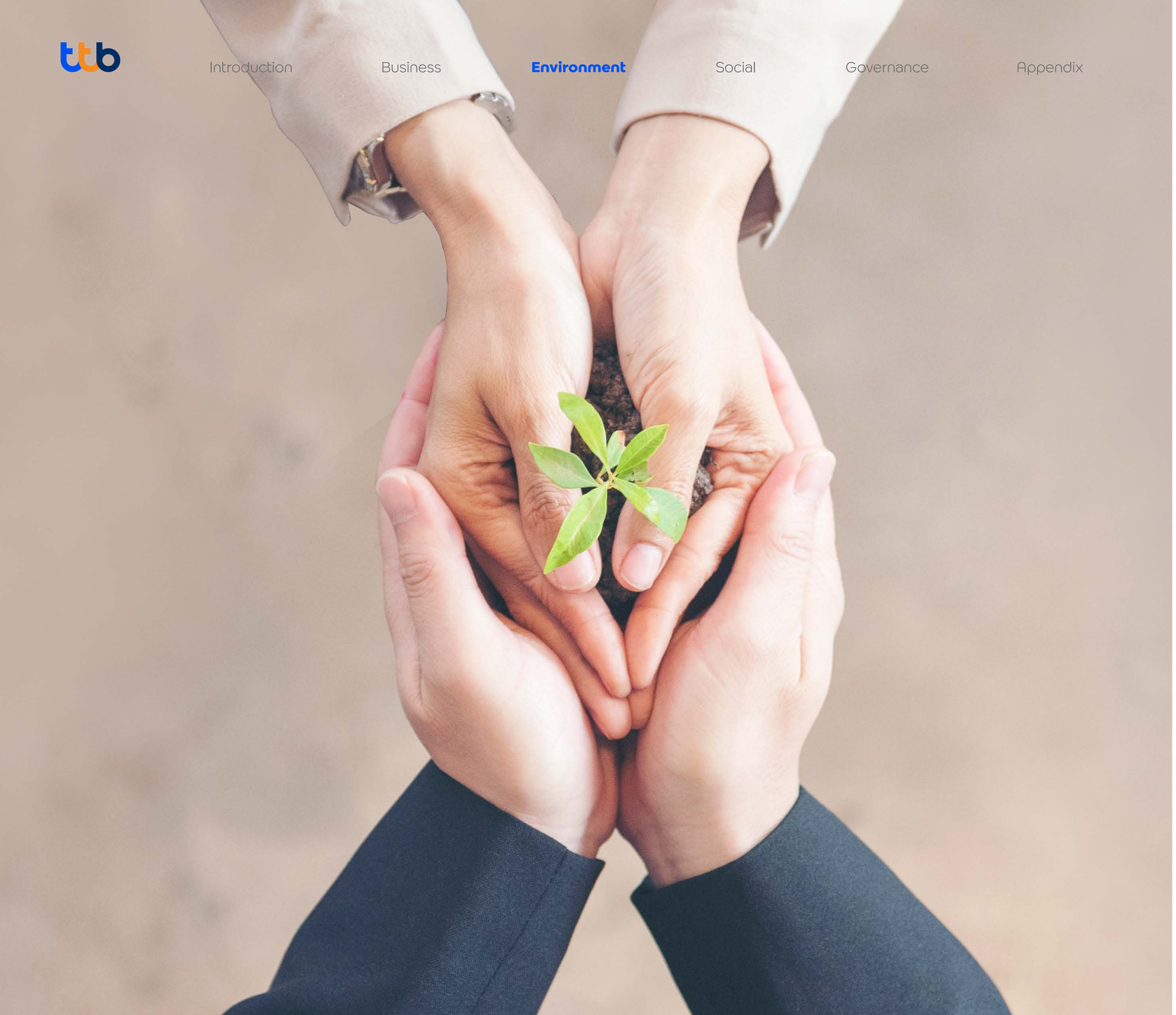
IFC Alliance for Green Commercial Banks

As part of its commitment to advancing sustainable finance, ttb has joined the Alliance for Green Commercial Banks by the International Finance Corporation (IFC). This strategic partnership provides the Bank with access to specialized training, global best practices, and expert insights into sustainable finance.

During the pilot phase, four training sessions were conducted, equipping ttb with critical expertise. The Transition Finance session provided insights into structuring financial products that help businesses decarbonize, while the Climate Risk Management session enhanced risk assessment methodologies, ensuring financial resilience amid climate-related uncertainties. The Blue Finance session explored financing opportunities in ocean-based industries, promoting investments in marine conservation and sustainable coastal economies. The Green Finance and Sustainable Supply Chain Finance session reinforced the integration of ESG principles into lending and supply chain financing, strengthening ttb's role in fostering responsible business practices.

For more information on climate-related management, please see 'TMBThanachart TCFD Report 2024'.





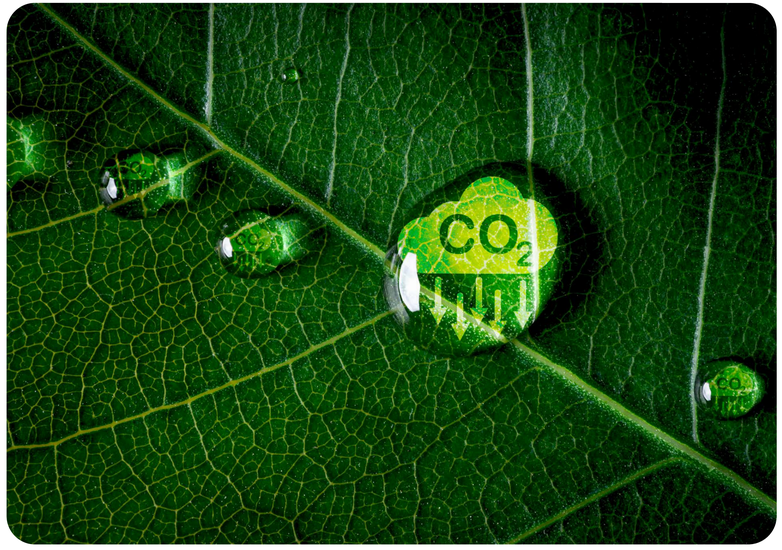
Sustainable Finance

Our Commitment to Sustainable Finance

At ttb, we play a pivotal role in advancing a resilient and sustainable financial system. By embedding Environmental, Social, and Governance (ESG) principles into our credit underwriting, investment strategies, and financial product development, we ensure that our services align with global sustainability standards while fostering long-term business growth. Our risk management frameworks proactively address evolving regulations and environmental challenges, reinforcing our commitment to responsible finance.

Sustainable Finance Solutions

To support businesses and individuals in their transition toward sustainability, ttb offers a comprehensive suite of ESG-focused financial solutions, integrated with advisory services to help clients navigate ESG risks and opportunities effectively. These include green and blue loans that finance climate change mitigation, low-carbon transition, environmental conservation, and sustainable water management projects, sustainability-linked loans that incentivize improved ESG performance, along with green and blue bonds that channel investments into environmentally and socially responsible initiatives. Additionally, ESG-themed investment funds provided through Eastspring Asset Management (Thailand) Co., Ltd., enable responsible investing aligned with sustainability principles, further driving capital toward sustainable growth.



Overview of ESG Loans in 2024

THB 19.7 bn ESG loan setup

Loan Segment	Amount (THB billion)	% of Total Loan Setup
Corporate Clients	11.5	15.1
SME Clients	0.025	0.3
Retail Customers	8.2	2.6

Green Loans for Corporate and SME Clients Highlights

The Bank promotes sustainable finance to empower clients in their endeavor toward a low-carbon economy. All loan applications, including green loans, must comply with ttb's ESR policy. This subjects all applicants to the Bank's environmental and social (E&S) due diligence process, which includes an exclusion list screening and an environmental and social risk screening. All approved loans comply with the ESR policy.

Energy Efficiency – Sustainable Textile Manufacturing

ttb provided a THB 49.5 million green loan to L.V.W. Group Co., Ltd., a textile manufacturer, to finance the replacement of production machinery with a new energy-efficient system from Germany-based Erbatech. The new equipment is expected to reduce energy costs by THB 35 million per year, representing an approximate 45% reduction in energy consumption. The system also lowers water, steam, and chemical usage, enhancing sustainability in textile production while improving operational efficiency. Beyond energy savings, the investment yields multiple benefits, including higher fabric quality, reduced mechanical abrasion, minimized chemical impact, improved HIGG scoring, and increased competitiveness. The machinery also enables the production of more sustainable fabrics like Modal and Tencel, without shrinkage issues common in traditional processes. By supporting this transition, ttb reinforces its commitment to financing sustainable solutions that drive environmental impact reduction and industry innovation.



Renewable Energy – Biogas Power Expansion

ttb granted a green loan with a value of THB 570 million to Smothong Group to support the acquisition of a palm oil extraction and biogas power generation facility. With this acquisition and machinery upgrades, crude palm oil (CPO) production capacity will increase from 180 tonnes of fresh fruit bunches (FFP) per hour to 330 tonnes FFP per hour, while biogas power generation will expand from 9.7 MW to 11.7 MW. This development will enhance energy efficiency, reduce emissions, and strengthen international exports, targeting an increase in export volumes from 30% to over 50%, particularly to China and India. As part of its sustainability commitment, Smothong Group adheres to RSPO (Roundtable on Sustainable Palm Oil) standards. The investment also includes the installation of an electrostatic precipitator (ESP) to reduce air pollution, reinforcing sustainable palm oil production, carbon footprint reduction, and environmental responsibility.



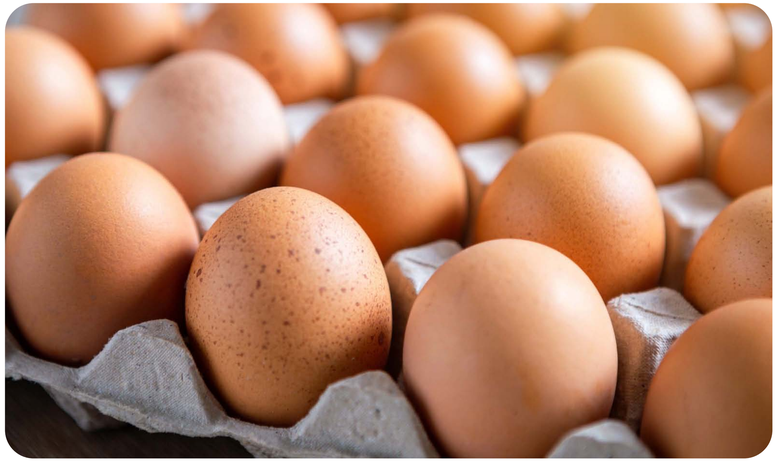
Renewable Energy – Solar Energy

ttb granted THB 5 billion to GPSC to refinance a loan for the AVAADA Solar projects in India and the Changfang and Xidao Offshore Wind Farm in Taiwan. The AVAADA Solar projects recently expanded to include a 1,050 MW solar project that increased their generation capacity to 15 GW, generating 1,800 million MWh of clean energy annually and supplying power to over 12 million households while reducing 1.68 million tonnes of carbon dioxide (CO_2) equivalent per year. The Changfang and Xidao Offshore Wind Farm, a 600 MW project off of Taiwan's west coast, will generate clean electricity for 650,000 households and reduce 1.1 million tCO_2e annually. This financing supports clean energy expansion, carbon reduction, and the transition to a low-carbon economy.



Smart Farming – Poultry Farm Efficiency

ttb granted THB 20 million in loans to Apisak Farm Co., Ltd. to support the adoption of automated layer chicken cage systems and an EVAP cooling system that has an integrated bio system to enhance energy efficiency, waste management, and air quality. The automation system optimizes feeding, waste handling, and egg collection, reducing resource consumption and improving operational efficiency. Meanwhile, the EVAP system that has an integrated bio system works to enhance climate control while reducing ammonia emissions, odor, and water waste through improved filtration and air circulation. This investment aligns with sustainable agriculture goals through lowering energy consumption, minimizing environmental impact, and improving animal welfare. This supports a more efficient and eco-friendly poultry farming model.



Clean Transportation – EV Floor Plan

In addition to the new limit setup, ttb provided THB 26.7 billion in EV Floor Plan Financing to support the growth of electric vehicle (EV) distribution, enabling auto dealers to stock and sell more sustainable mobility solutions. This approach offers dealers flexible working capital when procuring EV inventory and ensuring a consistent supply of electric vehicles in order to meet the increasing demand. By enhancing EV availability, this initiative accelerates Thailand's shift toward greener mobility, reduces dependency on fossil-fuel-powered vehicles and advances long-term environmental sustainability. As a leader in EV financing, ttb actively contributes to Thailand's goal of making 30% of its automobile production EVs by 2030, a key milestone in achieving a 40% reduction in greenhouse gas emissions and reinforcing the nation's climate action commitments.



For more information

Sustainable Products and Services for Retail Customers

ttb supports retail clients in adopting sustainable lifestyles through:

Solar Loans - Financing for homeowners and businesses to install solar panels, reducing electricity costs and promoting renewable energy adoption. Through the ttb Cash Your Home GoGreen program, clients can leverage their home equity to access affordable solar financing, making the transition to renewable energy more accessible and cost-effective. This initiative aligns with Thailand's sustainability goals by enabling households to reduce their carbon footprint while benefiting from long-term energy savings.



EV Loans - Supporting clean mobility by providing competitive financing for electric vehicles. ttb offers specialized EV financing solutions that make electric vehicle ownership more accessible. Recognized as the 'Best EV Finance Brand Thailand 2024' by Global Brands Magazine, ttb provides tailored financial products that support Thailand's shift toward a low-carbon transportation sector. These offerings include competitive interest rates, flexible payment plans, and incentives for customers transitioning to sustainable mobility solutions. In 2024, a total of THB 8.2 billion in loans went to EV financing.

ThaiESG Funds - Investment opportunities through Eastspring Asset Management (Thailand) Co., Ltd., that offers financial benefits alongside tax incentives. These funds focus on long-term sustainable growth by investing in companies with strong ESG performance. Investors benefit not only from the financial returns but also from tax breaks, including personal income tax deductions for qualified investments. In 2024, a total of THB 597 million in investments went to ThaiESG funds. This is double the amount of sustainability-driven financial solutions investment when compared to 2023.

Green and Blue Bonds

As a Thai financial institution in the private sector, ttb is the first Thai commercial Bank to issue green bonds in 2018 and blue bonds in 2022. Green bonds that were issued in 2018 and 2022 amounted to USD 60 million and USD 100 million, respectively. The first blue bond issued in 2022 was at USD 50 million.

Type of Product	Year of Issuance	Use of Proceeds	Amount	Impact
Green Bond	2018	Renewable energy	USD 60 mn	32,400 tCO_2e avoided per year
	2022	EV Financing	USD 100 mn	20,000 tCO_2e avoided per year
Blue Bond	2022	Biodegradable and phosphate-free cleaning agent project	USD 50 mn	140,000 tCO_2e avoided per year
		Plastic recycling project		

Green Bonds

The first green bond was issued at USD 60 million. The proceed has been used to finance one renewable energy project (solar energy), which is estimated to reduce around 32,400 tonnes of carbon dioxide equivalent per year. The results of the impact evaluation indicate that this reduction is equivalent to an avoided social cost of carbon dioxide equivalent of THB 63 million*

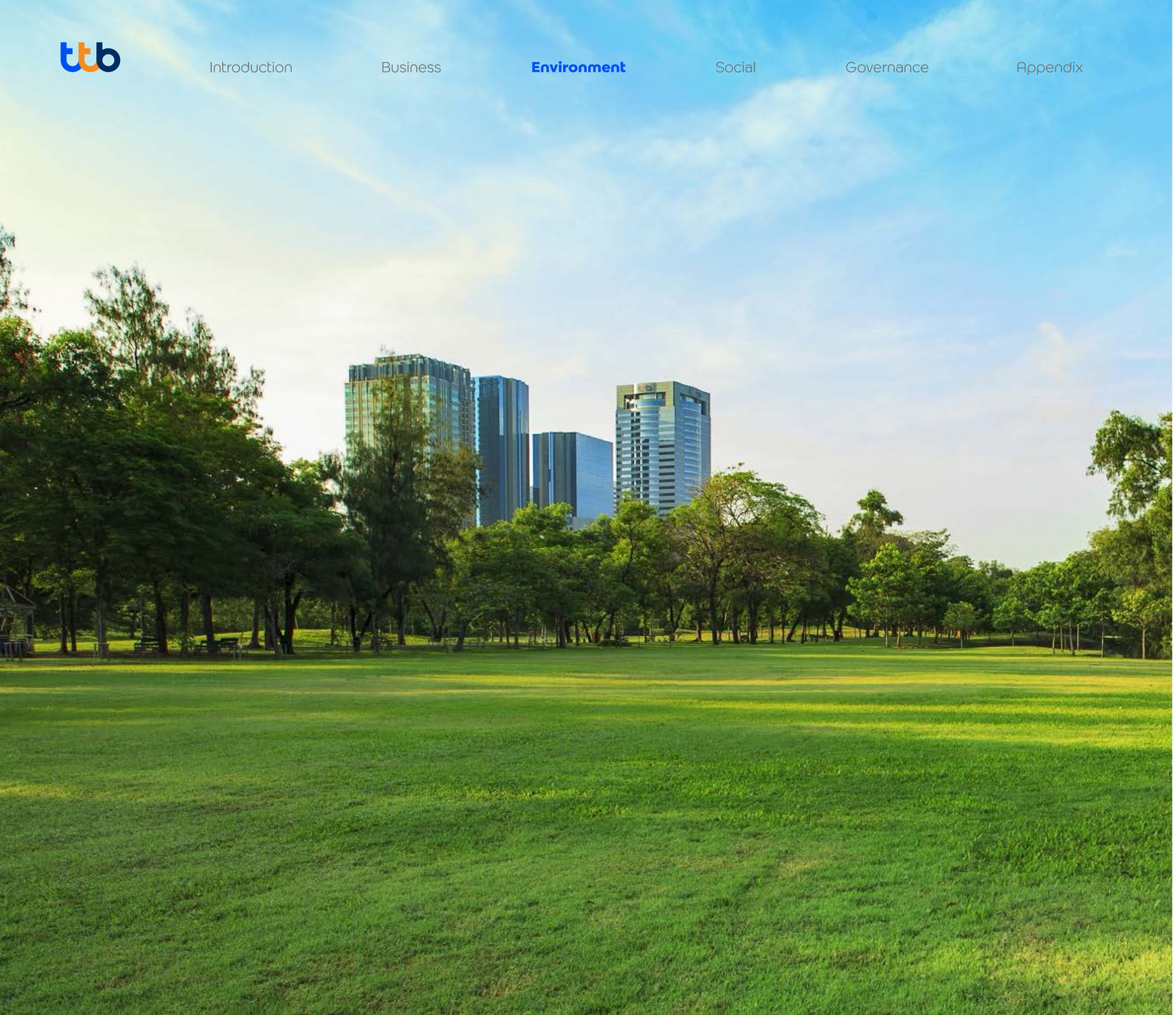
The second green bond was issued at USD 100 million. Its proceeds have been used to finance EV car loans totaling 6,236 units. It is estimated to reduce around 20,000 tonnes of carbon dioxide equivalent per year. The results of the impact evaluation indicate that this reduction is equivalent to an avoided social cost of carbon dioxide equivalent of THB 38 million.*



*The social cost of carbon is sourced from the Technical Support Document: Social Cost of Carbon, Methane, and Nitrous Oxide by the Interagency Working Group on Social Cost of Greenhouse Gases, United States Government, with an average discount rate of 3% in 2024, valued at USD 55 per ton of CO_2.

Blue Bonds

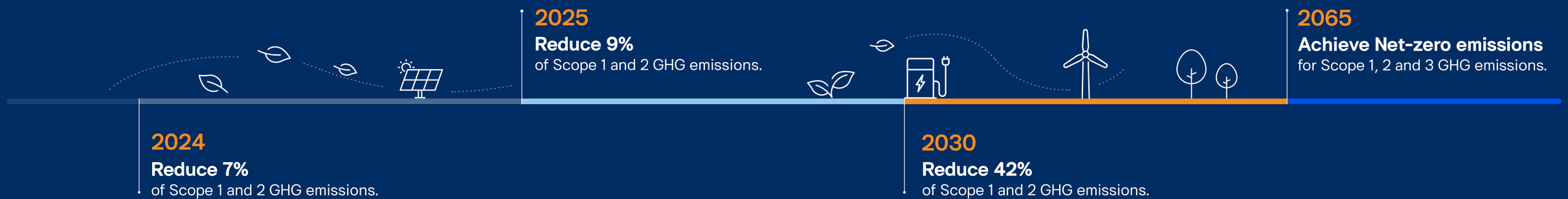
ttb's inaugural blue bond, valued at USD 50 million, is dedicated to advancing ocean and water-related solutions. The proceeds have been allocated to two impactful projects. The first project supports a company that manufactures raw materials for biodegradable and phosphate-free cleaning agents. These alternatives help reduce global plastic waste and marine pollution. Avoiding harmful substances reduces the long-term impact on the aquatic ecosystems and promotes the health of marine life. The second project finances a high-quality recycling company that converts post-consumer plastic waste into food-grade rPET and rHDPE resins. This initiative diverts approximately 60,000 tonnes of plastic from landfills each year and contributes to an annual reduction of over 140,000 tonnes of carbon dioxide equivalent emissions. The estimated annual financial positive implications of this bond were THB 350 million. With the bond tenor of five years, the estimated annual costs associated with this bond were THB 2.05 million.



Environmental Management

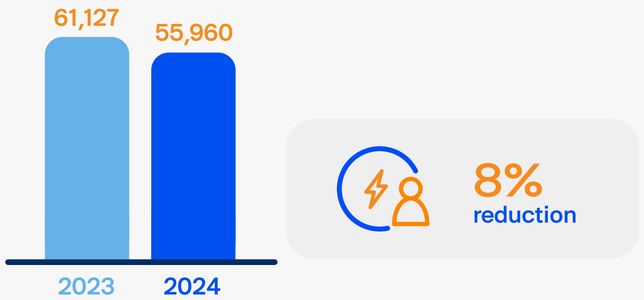
Beyond supporting our clients through sustainable finance solutions, advisory services, and capacity-building initiatives such as training workshops and seminars, ttb is equally committed to minimizing our environmental footprint in our internal operations. The Bank implements practical measures to enhance energy efficiency, optimize water consumption, and foster environmental consciousness among employees, demonstrating our holistic approach to sustainability across all aspects of our business.

Our Commitments



Our 2024 Performance

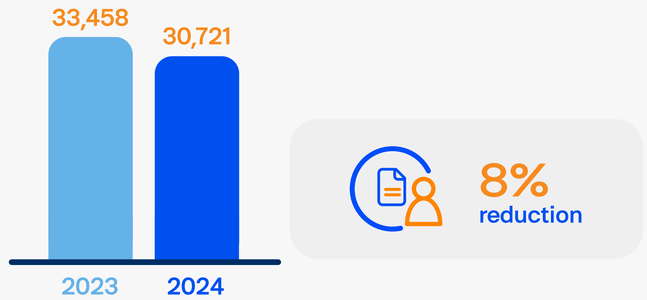
Electricity Consumption (MWh)



Water Consumption (m^3)



Scope 1 and 2 GHG Emissions (tCO_2e)



Remark: The targets and performance are compared to the 2023 baseline

Our Operational Initiatives

Energy Conservation: Smarter Use, Greater Impact

Since 2019, ttb has focused on making our buildings more energy efficient by improving key areas of energy consumption in our offices, including lighting, air conditioning, and the cooling system. Here's how we're making a difference:

- Smart Lighting: Motion-sensor lighting installed in parking areas and other key locations to reduce electricity use by up to 60%.
- Better Cooling Management: Chiller plant operations and air conditioning units are calibrated and adjusted based on daily weather conditions, saving up to 8% in energy costs.
- Energy-Efficient Adjustments: Advanced air conditioning systems have been systematically optimized by calibrating temperature settings and airflow parameters to optimize energy use, reducing electricity consumption by up to 15%.

Emissions Reduction: Driving Electric

- Switching to Electric Vehicles (EVs): The company's traditional fuel-powered fleet is replaced with EVs, significantly reducing emissions and minimizing air pollution from fossil fuel combustion. This transition helps decrease the release of harmful pollutants, improving air quality and contributing to a cleaner environment.
- Supporting EV Growth: EV charging stations have been installed at our office buildings to support the charging of our EV fleet, ensuring more accountable and sustainable vehicle use within our operations.

Water Conservation: Every Drop Counts

- Smart Water Systems: Sensor-activated faucets have been installed to limit unnecessary water use.
- Building Water Savings: Calibrating water pressure in buildings and improving efficiency of cooling towers have significantly reduced water usage.
- Water Treatment and Monitoring: Wastewater is treated, and water discharge quality is regularly monitored to ensure compliance with environmental standards.

Waste management: Less to Landfills

- Waste to Landfill reduction target: The Bank aims to reduce the waste-to-landfill rate by 20% each year. In 2024, the Bank achieved a 33% reduction compared to the 2023 rate.
- Office Recycling:
  - Secure bins for confidential documents ensure proper paper recycling.
  - Electronic waste is responsibly managed, and food waste from our canteen is repurposed into animal feed.
  - Biohazard waste is safely disposed of, such as masks and Antigen Test Kits (ATKs), through partnerships with local hospitals.
- Going Digital: By transitioning to digital documents, e-signatures, and online reports, we have significantly reduced paper usage and streamlined information management.
- Eco-Friendly Packaging & Gifting: Kraft paper is now used for credit card welcome packs and we prioritize gifts made from recycled materials, contributing to the circular economy by utilizing 17,150 kilograms of recycled plastic.

Training and Awareness: Empowering Safety

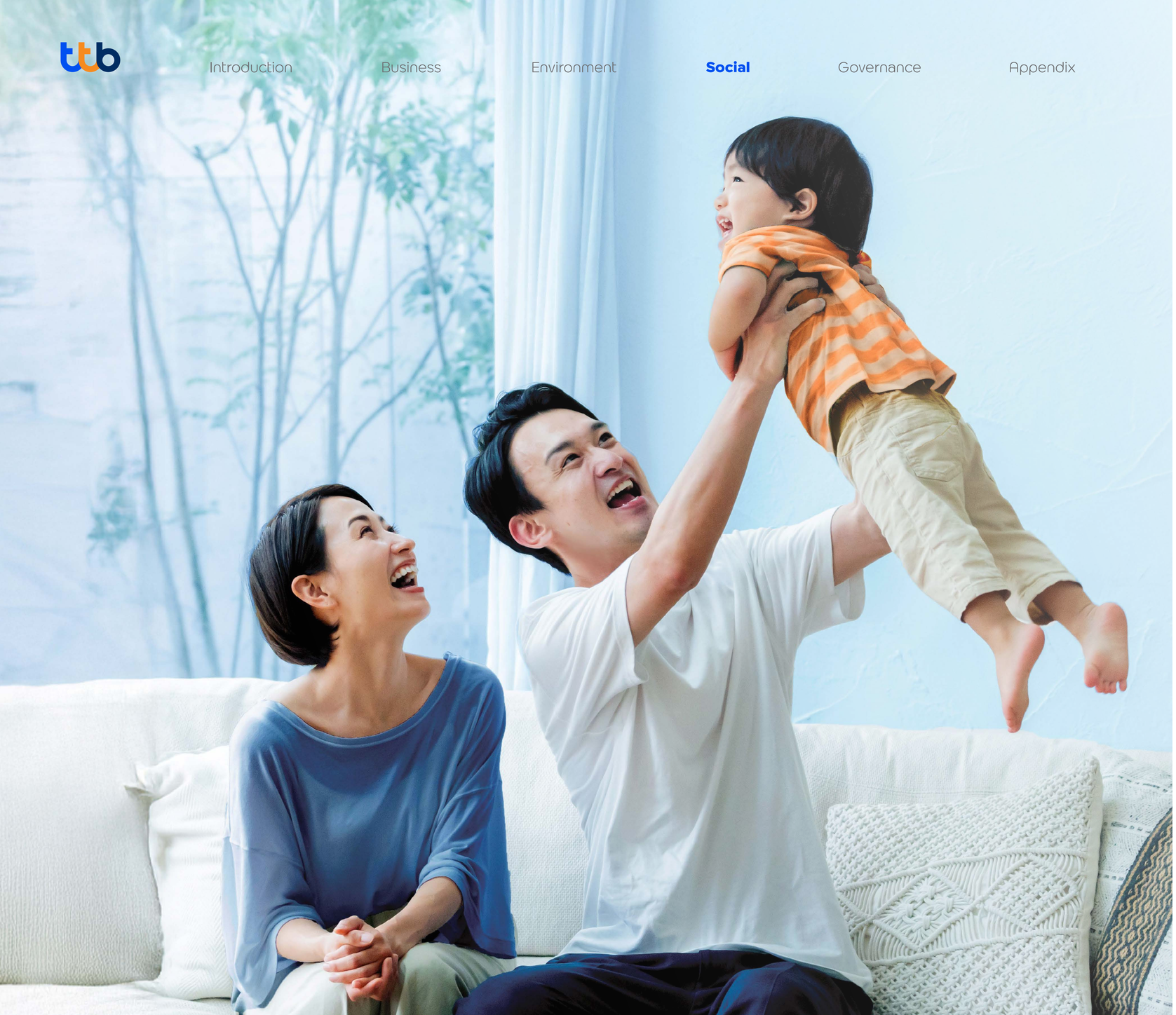
- Employee Education & Safety Preparedness: In 2024, 6,683 employees participated in on-site training sessions focused on fire safety and energy conservation. We plan to extend coverage to all employees in the coming years. We also conducted annual fire evacuation drills across five buildings in compliance with legal requirements.



Social

Financial Well-being
Financial Literacy and Financial Inclusion
People
Community Development and Investment





Financial Well-being

At ttb, we firmly believe that Financial Well-being is the foundation for achieving life goals. Our mission is to empower customers with the confidence to meet their current financial commitments while securing their future resilience. We strive to be a trusted advisor, building long-term relationships and delivering value through lifelong financial solutions that enhance Financial Well-being at every stage of life.

The 4 Pillars of Financial Well-being

Mindful Spending & Smart Savings

Build financial discipline to create a secure and robust financial foundation that provides a safety net in case of future emergencies.

Our Support

Providing saving account solutions with high interest and convenient spending accounts tailored to meet various needs.

More than **2.2** mn customers get free coverage through ttb all free accounts

Processed **15,900** cases of personal accident insurance claims



Covered medical expenses for customers' family members over THB **222** mn

Healthy Borrowing

Being in debt is acceptable as long as there is the right balance between today's needs and future liabilities.

Our Support

Providing loan solutions designed for each lifestyle, optimizing every necessary spend, as well as low-interest loans through debt consolidation scheme.



Engaging over **37,470** customers or THB **12,900** mn of loan outstanding in Debt Consolidation program

Reducing customers' interest burden by approximately THB **2,110** mn

Investing for Future

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

Our Support

Providing diverse investment options amid market volatility through the Wellness Solution initiative.

Term Fund over THB **124,000** mn

Structured Notes / Structured Fund over THB **18,560** mn



Sufficient Protection

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

Our Support

Providing insurance solutions to help manage risks for everyone in the family at every stage of life and helping customers find the right coverage.

Health Insurance **31,370** policies

Savings Insurance **58,550** policies

Life Insurance **638,750** policies



Car Insurance **410,460** policies

Financial Literacy and Financial Inclusion

Commitment to Providing Financial Literacy and Promoting Financial Inclusion

ttb is committed to promoting financial inclusion while preventing over-indebtedness among individuals. We believe that access to financial services is a fundamental right that empowers individuals to build a secure future and uplift their Financial Well-being. Recognizing that access to financial services remains a challenge to various underserved groups in Thailand, the Bank directs its efforts to the following areas:

Financial Literacy

Financial literacy is a cornerstone of sustainable financial inclusion. The Bank provides a wide range of non-financial support, focusing on comprehensive education on mindful spending and savings, healthy borrowing, future investing, and adequate financial protection. This enables individuals to make informed financial decisions that align with their long-term goals. Through our digital platforms, we aim to equip all individuals, particularly those living in remote areas, with the knowledge and skills necessary to improve their Financial Well-being according to the Bank's mission.

Digital Solutions

The Bank leverages technology to enhance accessibility and efficiency in its financial services. Our digital solutions not only facilitate convenient access to our banking and payment services but also enable secure and transparent transactions. Through our mobile banking apps and online financial management tools, we strive to bridge the gap between underserved populations and formal financial services.

Inclusive Financial Products and Services

The Bank continues to develop financial products and services based on market surveys and customer needs to ensure inclusivity for all groups of customers. Acknowledging that each group of customers is different, we tailor delivery methods to the targeted group's needs and preferences. In addition, we proactively engage with government agencies, industry associations, and private sector partners to promote access to financial products and services in Thailand.



Over-Indebtedness Prevention

While advocating for financial inclusion, we are vigilant about preventing over-indebtedness. The Bank adheres to responsible lending practices by, conducting thorough assessments of borrowers' financial capacity using risk-based pricing approach and offering tailored credit solutions. Through continuous monitoring and personalized financial counseling, we proactively identify and address signs of financial distress to mitigate the risk of over-indebtedness.



Fair Treatment

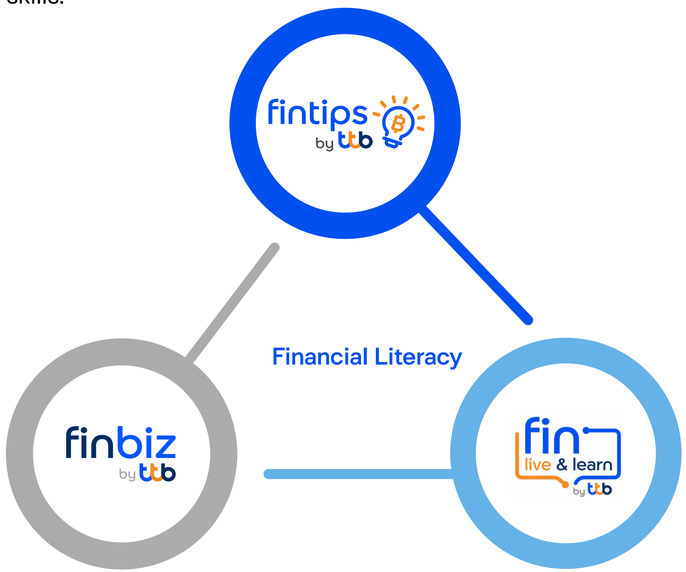
To ensure fair treatment and maintain sales quality control, the Bank emphasizes training all levels of employees involved in delivering financial services to customers. All groups of customers shall receive valuable and adequate information to support their decision-making in a respectful, non-discriminatory and non-intrusive manner. We provide complaint mechanisms that are convenient and accessible for underserved customers, and ensure that the handling of complaints is clear, timely, independent, effective, and fair.

Ultimately, our commitment is to create a positive and lasting impact through inclusive financial practices. By promoting financial inclusion and preventing over-indebtedness, we contribute to building a more equitable and prosperous society for all.

The Bank's Board of Directors provides strategic guidance and oversees policies and frameworks related to financial inclusion, ensures effective implementation, and maintains its focus on financial inclusion to achieve the Bank's objectives. The board holds senior management accountable for achieving ttb's targets. The Bank has formed multiple dedicated teams to lead initiatives in key areas such as financial literacy, digital solutions, inclusive financial products and services, prevention of over-indebtedness, and fair treatment.

Financial Literacy

At ttb, our mission is to enhance our customers' life-long Financial Well-being. We believe that financial literacy is a fundamental tool for making informed financial decisions and managing money effectively. The Bank has long been an advocate of financial education, actively implementing outreach programs designed to empower customers, employees, and the broader Thai public with essential financial knowledge and skills.



Objective: To enhance financial literacy for all customers through ttb's digital platforms. Financial literacy is an indispensable tool used to transform financial behavior by providing the correct understanding of financial knowledge that ultimately leads to Financial Well-being.

fintips by ttb

Financial tips publicized on ttb website and ttb social media channels with the concept of being 'Your Financial Companion'.

A total
1.52 million
visits to the webpage

finbiz by ttb

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

A total of
118,179 visits
to finbiz webpage

Engaged
1,100 clients
from 640 SME companies

Contents from finbiz webpage
were shared
1,440 times

fin live & learn by ttb

A program focused on providing financial literacy to salarymen and the general public, starting with raising awareness through financial health check-ups and offering tailored financial knowledge based on individual assessment results.

Last year, ttb launched the Phi-Chit-Nee (Beat the Debt) Campaign, which attracted 51,224 participants who assessed their financial health, while 889 individuals enrolled in online financial literacy courses.

Financial education program specifically designed for employees of companies that use ttb Payroll Plus, an all-in-one digital platform for compensation and benefits.

Trained 404 organizations (both offline and online) or
13,284 employees
of the participating organizations

Trained
691 employees
and staff through online financial literacy courses

Assessed the financial health of
33,905 employees
and staff from 1,028 organizations
through the financial health check-up tool

Tools to Enhance Financial Well-being

The online tools that help set targets and provide financial planning together with the provision of financial knowledge based on individual needs. The tool offers suitable financial solutions that enhance the Financial Well-being of everyone. Currently, five tools are publicly available on ttb website:

1. Tool to identify customers' financial personalities by associating them with 16 types of athletes. This tool helps customers learn more about themselves in 3 aspects: spending style, saving plan, and readiness to invest and acceptable risks
2. Tool for Financial Well-being goal setting
3. Tool to recommend personalized financial solutions to enhance Financial Well-being
4. Tool to identify suitable insurance products through ttb smart protect
5. Tool to set targets and investment plans with ttb smart port

fintools by ttb

Tool to identify customers' financial personalities by associating them with 16 types of athletes

More than **7,400** sessions

Learn more

Tool to recommend personalized financial solutions to enhance Financial Well-being

More than **36,000** sessions

Learn more

Tool for Financial Well-being goal setting

More than **4,600** sessions

Learn more

Tool to identify suitable insurance products through ttb smart protect

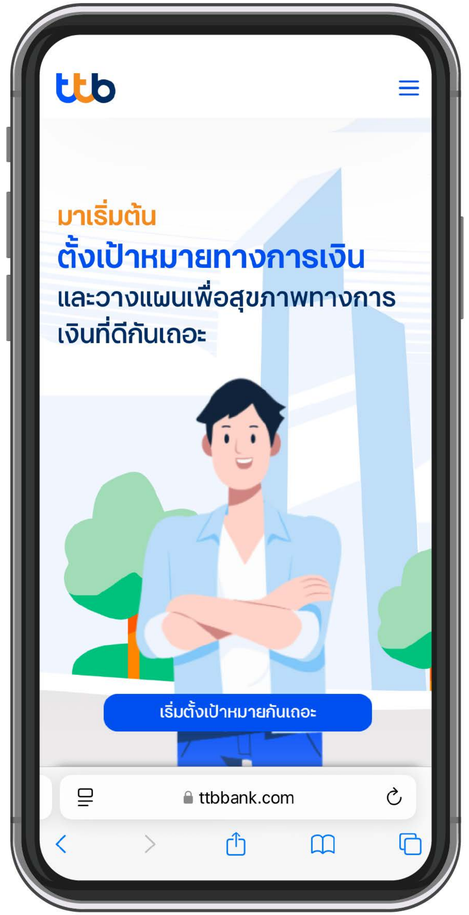
More than **4,500** sessions

Learn more

Tool to set targets and investment plans with ttb smart port

More than **10,000** sessions

Learn more



Holistic Initiatives to Solve Over-Indebtedness for Thais

The Phi-Chit-Nee and Debt Free Programs are two key efforts designed to solve over-indebtedness for Thais. While Phi-Chit-Nee focuses on providing financial literacy and debt management solutions for customers, the Debt Free Program is designed specifically for employees to enhance their financial resilience. Both programs address over-indebtedness through personalized financial assessments, education, and structured debt repayment solutions, ensuring that individuals, whether customers or employees have the tools to achieve long-term financial stability.

Debt Free Program for ttb employees		Phi-Chit-Nee for Customers
Recognizing that financially literate employees with stable Financial Well-being are the foundation for helping customers and Thai society achieve better financial security, this program focuses on creating awareness and providing financial and non-financial solutions.		Phi-Chit-Nee stems from our commitment to addressing household debt issues through responsible lending, ensuring that customers do not take on excessive debt, develop financial discipline, and can avoid debt traps. Our mission is to empower Thai consumers with accessible debt solutions and financial education.
Employees can assess their financial status and receive immediate practical recommendations for improvement. Since the program's launch, over 8,000 employees have undergone the financial health assessments.	**Financial Health Check Assessment Tools:**	Over 51,000 participants have assessed their financial health, enabling them to understand their debt levels and receive the guidance on financial planning and financial management to enhance their Financial Well-being.
Employees receive personalized financial courses designed by experts, based on their financial health level. More than 1,000 employees have participated in these courses. Additionally, the program includes fin talk online live sessions, where financial experts provide deep insights and practical financial tips for daily life. Last year, over 2,000 employees attended these live sessions.	**Financial Literacy:**	Customers receive tailored online courses based on their debt levels, and obtain financial knowledge through several programs such as fin live & learn and fintips. These programs are designed to improve their financial planning and decision-making skills and empower individuals to take control of their Financial Well-being.
Employees can receive free, one-on-one advisory sessions with Debt-free coach who helps them develop sustainable debt management plans. The coaching program is supported by "Debt-free coach volunteers", a group of trained ttb employees dedicated to providing expert financial guidance. These volunteers undergo a specialized debt coaching curriculum developed in collaboration with Certified Financial Planners, equipping them with the necessary skills to assist fellow employees in navigating their financial challenges effectively. To further support employees in their debt repayment journey, ttb offers the Debt Consolidation Loan for ttb employees who have planned their debt restructuring with a Debt-free coach. This loan provides structured financial relief tailored to each employee's repayment capability, ensuring that they can effectively reduce their debt burden while maintaining financial stability. Over 500 employees have signed up for Debt-free coaching program, with more than over 100 employees completing the full counseling process and receiving structured debt management plans.	**Debt Advisory and Consolidation Solutions:**	Customers with multiple outstanding debts can consolidate them into a single manageable loan and receive lower interest rates for secured loans using a house or car as collateral to ensure affordable repayments. The Bank also offers unsecured ttb welfare loan for the employees of private companies, government agencies and state enterprises that have signed the Memorandums of Understanding (MOUs) with ttb. Additionally, customers with high-interest credit card debts can transfer their balances to ttb flash card with special interest rates, making debt repayment faster and more affordable. This service provides structured repayment plans, financial restructuring guidance, and personalized support from our team of more than 800 loan specialists, helping borrowers meet their obligations and achieve long-term financial stability. Over THB 12.9 billion in debt consolidation solutions were provided. Over 461,000 customers accessed welfare loans for financial relief. Thousands of individuals improved financial stability through structured repayment plans.

Financial Inclusion

The Bank recognizes that financial inclusion is fundamental to Financial Well-being; however, it remains a challenge for various customer segments, including the unbanked, underbanked, underserved, and vulnerable populations. Financial inclusion empowers individuals to manage their finances more effectively. It enables them to build sufficient savings to navigate unexpected life events or access loans during emergencies, thereby unlocking opportunities for a more secure future. Conversely, the lack of financial inclusion can force individuals to rely on informal lending, often burdened by exorbitant interest rates and unfair terms.

To address these challenges, the Bank has continuously developed a range of products and services aimed at enhancing financial inclusion.



Products for Financial Inclusion



Products

Microinsurance / Inclusive Insurance

Targeted customers

- Poor and/or low-income individuals
- Individuals in rural or hard to reach areas
- Elderly people

ttb all free

The Bank believes that having access to accident and life insurance is a vital shield against unforeseen circumstances and a necessary element to enhance Financial Well-being for all Thais. However, several vulnerable groups do not have access to the service, particularly for the low-income group and the elderly who find insurance fees unaffordable. ttb all free banking account offers accident and life insurance for free with no requirement for medical check-ups. The accident insurance covers up to THB 3,000 per accident with an unlimited number of claims, eliminating the need for upfront medical expenses. Additionally, life insurance coverage is 20 times the deposit, with a maximum value of THB 3 million.

Elders up to 70 years old are included in the program. Those aged 71-85 can top up their insurance coverage at a low cost. The account and insurance can be accessed digitally, with no medical check-up required, allowing customers in rural areas to avoid long-distance traveling for hospital visits.

2024 Impact

Number of accounts:
6 mn accounts

Number of customers benefited from accident and life insurance:
2.2 mn customers

Insurance claim cases: Medical claims
6,418 cases
or THB 6 mn

Death claims
40 cases
or THB 25 mn



Products
Savings Accounts

Targeted customers
- Poor and/or low-income individuals
- Individuals in rural or hard to reach areas
- Elderly people

ttb puentarn account and ttb basic account

The Bank has launched the ttb puentarn account to promote financial inclusion for low-income individuals and senior citizens aged 65 and above. Opening the account does not require a minimum deposit, and there are no annual fees, account maintenance fees, or transaction fees when using the touch mobile application and ATMs. Additionally, there is no limit on the number of transactions.

Low-income individuals who do not have government welfare cards can apply for the ttb basic account, which also does not require an initial deposit.

2024 Impact

Number of accounts:
1.7 mn accounts



Products
Loans

Targeted customers
- Poor and/or low-income individuals
- Women

Inclusive Home Loan

Same-sex, low-income couples, even without legal marriage status, can access home loans, aligning with our commitment to promote equality and financial inclusion for all Thais. Previously in Thailand, only couples with marriage certificates were eligible for such loans, excluding same-sex couples from accessing the product. By applying for a home loan with their same-sex partner, low-income individuals can significantly increase their loan amount compared to applying alone, making homeownership more attainable. This financial product supports same-sex, low-income individuals by, helping them expand their loan budget to achieve their dream of homeownership.

2024 Impact

Number of loans approved:
39

Total amount of loan:
THB 128 mn

Services for Financial Inclusion



Service

Assistance to Ensure Access to Financial Services

Targeted customers

- Elderly people
- Individuals in rural or hard-to-reach areas
- Individuals with health condition or impairments

Banking Agents

Some elderly customers and residents in rural areas are not familiar with making transactions online or may find it inconvenient to visit a branch. To ensure these groups of customers can access financial services, the Bank has introduced an additional channel to make deposits, pay bills, and verify their identities via a Banking Agent. This enhances access to financial services for customers in remote areas, significantly improving convenience and reducing travel expenses.

For customers with limited mobility, branch employees can provide off-site services including collecting deposits from their accounts to pay for medical fees as requested by the medical service providers. Patients can also prepare a power of attorney letter to authorize a designated person to conduct transactions at the branch on their behalf. This authorization should be accompanied by a letter from medical service providers certifying that the patient cannot be physically transported to the branch and is mentally competent.

2024 Impact

7-Eleven counter service:
15,255 branches

Lotus's:
2,292 branches

Thailand Post:
1,725 branches

Big-C:
1,557 branches

Number of transactions: Over
6.5 mn transactions



Support for Financial Inclusion

by ttb
fai-fah
Youth & Community Inspiration

Service
Financial Literacy Training

Targeted customers
- Vulnerable youths

Financial Literacy for Underprivileged Youths

Fun for Fin is a program designed for vulnerable youths aged 12-17 years old from a low-income family. This group of youths face a unique set of challenges, e.g., limited access to education, financial instability, lack of social capital, and higher exposure to crime and violence. The Bank utilizes our expertise in financial services and designs this program to increase their financial knowledge which we believe is a necessary element to uplift them from poverty. Fun for Fin teaches teenagers budgeting and financial decision-making through interactive workshops, games, and role-playing.

The program covers nine key financial literacy topics, including budgeting basics, financial goal-settings, smart shopping, distinguishing between needs and wants, debt and assets, and an introduction to investing and entrepreneurship. With a focus on smart saving, spending wisely, and applying financial knowledge in real life, the program fosters lifelong financial responsibility.

2024 Impact

Number of youths participated:
89 youths



Service
Technical Assistance

Targeted customers
- Microbusinesses

my work by ttb

A tool designed to help businesses manage personnel-related matters on any digital devices. It helps microenterprises in the implementation of HR processes, thereby minimizing administrative tasks that demand additional time and effort. This enables them to develop their businesses more efficiently and increase their competitiveness in the market.



2024 Impact

Number of companies:
770 companies

Products

Incentives to Establish Saving Account

Targeted customers

- Poor and/or low-income individuals
- Individuals in rural or hard-to-reach areas

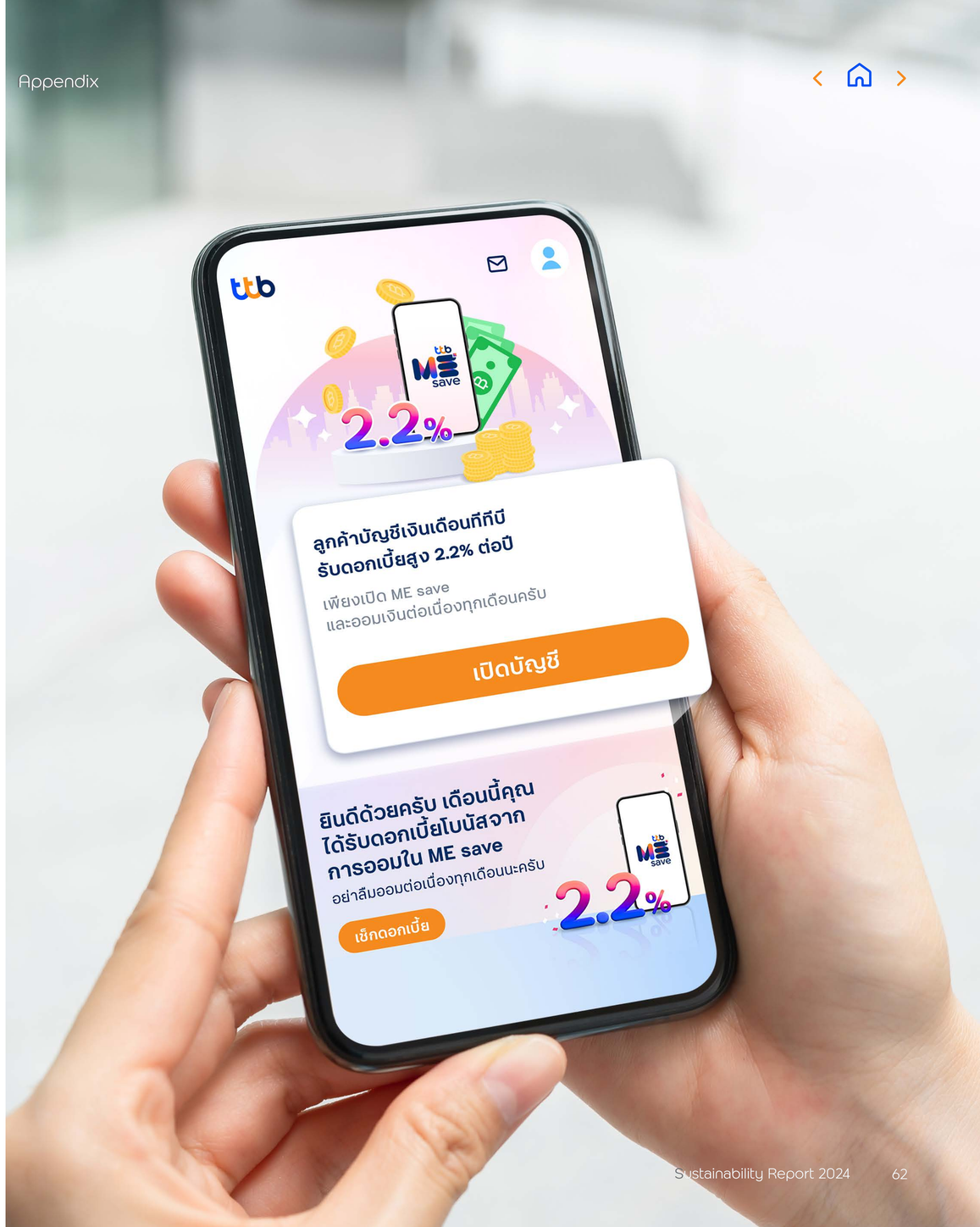
ttb ME save account

Financially disadvantaged individuals often find saving money a challenge due to high cost of basic needs, lack of financial literacy, and limited access to savings accounts.

ttb ME save is a high-yield digital flexible savings account designed to encourage a saving habit among low-income individuals. The account can be opened online through the ttb touch application, eliminating the need to visit a physical branch. The account offers an attractive interest rate which is higher than the normal interest rate, on deposits ranging from THB 1 to 100,000. Customers can earn higher interest rates simply by maintaining a higher deposit amount than their withdrawal amount each month. This policy incentivizes continuous saving effort. Additionally, customers have access to a digital tool that supports them in setting financial goals and tracking progress toward those goals. The account can be opened and accessed digitally with no requirements on minimum initial deposits.

2024 Impact

Number of accounts:
548,000
accounts



People

The Bank recognizes that employees are a driving force behind sustainable growth and is committed to fostering a progressive human resources strategy that adapts to evolving work dynamics. We cultivate a work culture and environment that prioritizes both employee well-being and high performance, ensuring that our people thrive personally and professionally.

Our strategy places the highest importance on diversity, equity and inclusion, talent attraction, continuous learning and development, employee well-being, and retention. Additionally, we emphasize succession planning to build a strong leadership pipeline, securing long-term organizational success.







I CARE – the way we work with customers, business partners, and our colleagues to Make REAL Change for customers.

I	C	A	R	E
Integrity	Challenge Status Quo	Agility	Respect	Execution
Be Honest / Work Professionally / Build Trust	Dare to be Different / Challenge the Norm / Cultivate Innovation	Foresee the Future / Learn & Adapt Continuously / Lead the Change	Value Diversity / Openly Communicate / Collaborate to Win	Plan & Align / Pay Attention to Detail / Commit to Excellence

Human Resources Strategy

At ttb, we are committed to Make REAL Change in the Thai banking sector. By empowering our employees to continually challenge and elevate the status quo, the Bank unlocks the potential to deliver exceptional value to all our stakeholders: our customers, our shareholders, our community and, of course, our employees themselves.

Our employees have a clear career development plan – We offer a career mobility model based on individual potential. Employees use this for their career development planning and discuss their plans with their direct line manager.

Our employees can move to a new career path and are provided with development opportunities within the Bank – We support employees to reach their full potential by deepening their understanding of the business to enhance our operations and processes.

Best Development – We are a learning organization with a structured development program.

Performance Recognition – We offer a competitive performance-based pay scheme and recognition.

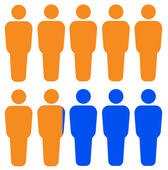
Culture – We empower our employees to Make REAL Change.

ttb employee insights 2024

Employee Demographic

Total employees 14,529

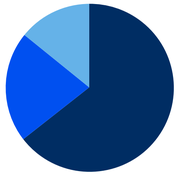
By gender



68.3% Female

31.7% Male

By age



14.9% < 30 years old

64.4% 30-50 years

20.7% > 50 years old

Learning and Development

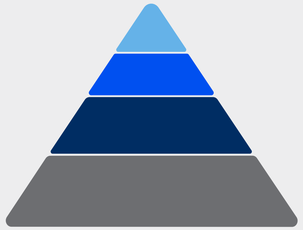
Average training hours: **43** hours/person/year (Target: 40 hours/person/year)

Employees' learning and development investment over THB **118.6** mn

100% of employees were assessed for their performance and discussed their work plan with their direct line manager at least once a year.

Diversity and Inclusion

Women at different levels

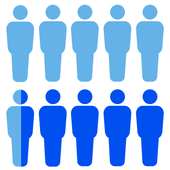


40% Top management

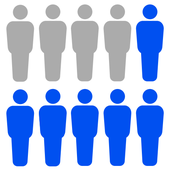
40% Junior management

57.7% Middle management

69.5% Women at non-management level



Women in revenue-generating functions 56.8%



Women in STEM (science technology, engineering, and mathematics) related functions 40%

Women workforce target 40%

Employee Well-being

Benefits highlight

- Medical and dental clinic
- Fitness center
- Work From Home arrangement
- 98 days of maternity leave
- Lactation room
- Scholarship for children

Diversity, Equity, and Inclusion

The Bank is committed to promoting diversity, equity, and inclusion. We have zero tolerance for any form of discrimination based on age, gender, sexual orientation, physical ability, ethnicity, race, nationality, cultural background, religion, belief, or socioeconomic status. We believe that diversity is essential for sustainable growth.

Since the launch of ttb's Diversity and Inclusion Statement, which was approved by the Chief Executive Officer and the Board of Directors in 2019, the Bank has been regularly publishing diversity and gender equality data while continuously enhancing corporate culture to support this commitment.



A key objective of the Bank is reflected in its 2024 target to ensure that at least 40% of the workforce consists of women across all positions, including management roles, operational functions, revenue-generating positions, and STEM-related fields. The Bank's compensation framework mandates that remuneration is determined by role and performance, irrespective of gender, ensuring pay equity at all levels. Additionally, the Bank regularly assesses gender pay equity to maintain fairness.

Beyond workplace rights, the Bank requires all employees to complete an annual online Code of Conduct refresher training. This training includes equity, inclusion, and individual rights content, ensuring employees uphold the highest standards of conduct toward both customers and colleagues.

To uphold a safe and respectful work environment, the Bank has established a Whistleblowing Procedure that enables employees and stakeholders to confidentially and anonymously report any suspected labor rights violations, wrongdoing, or misconduct, including discriminatory practices. Complainants and related individuals are protected from retaliation and will not face disciplinary action for filing a grievance or reporting a violation.

All reports are thoroughly investigated, and appropriate disciplinary actions are taken to ensure accountability. Additionally, in 2024, no significant reports were received from trade unions. To foster a positive and collaborative relationship, ttb maintains open and ongoing communication with trade unions, addressing key topics such as health benefits and compensation matters. Additionally, the Bank provides employees with safe and anonymous channels to file grievances, ensuring that all details are handled confidentially.

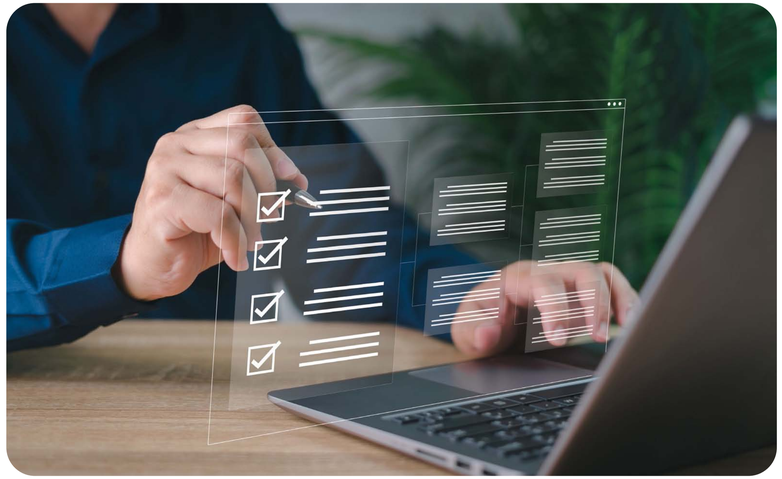


Whistleblowing Procedure and Disciplinary Actions Related to Labor Rights and Misconduct (e.g. harassment and discriminatory practices)

Reporting Channels

Employees, supervisors, or any other individuals can report incidents or grievances through the following channels:

- **Governance Risk and Compliance (GRC) System** – For internal reporting of workplace and labor rights violations.
- **Whistleblowing Website** – Allows anonymous reporting to ensure confidentiality and protection for whistleblowers.
- **Direct Supervisors or Higher Management** – Employees may escalate their grievances if reporting through the direct line of command is not feasible.



Escalation and Investigation Process (Step-by-Step Process)

1. **Complaint/Grievance Submission** – Employees who observe any wrongdoing or experience a grievance should report it through the designated channels.
2. **Investigation Process** – The Complaint Management and Investigation Center investigates within 75 days from the reporting date following the Bank's Investigation Policy.
3. **Review by HR and Disciplinary Committee** – Upon completing the investigation, the findings are submitted to HR, which then presents them to the Disciplinary Committee (the committee meets at least once a month) to determine appropriate actions.
4. **Corrective and Disciplinary Actions** – Once the committee finalizes the decision:
   - HR ensures that the employee is informed within 5 days and executes appropriate measures.
   - If the issue cannot be resolved at this level, it is escalated to higher management for further action.

Disciplinary Actions

- Written warning
- Salary deduction
- Demotion
- Termination (for severe misconduct or criminal convictions)

Additionally, any disciplinary actions taken against employees will be reflected in their performance evaluations. Line managers will consider the severity of the misconduct when assessing the overall performance.

Talent Attraction

The Bank proactively recruits potential candidates by participating in various job fairs and utilizing leading job website platforms to reach a broad pool of applicants and enhance the Bank's visibility in the labor market. In addition, the Referral Program, which has been ongoing since 2023, increased employee hiring by up to 22% across all recruitment channels in 2024. The recruitment period (SLA) was set to an average of no more than 90 days to ensure key positions are filled promptly to meet the Bank's needs.

Employee's Learning and Development

The Bank is committed to developing employee competencies, leadership, and expertise at all levels. In 2024, ttb expanded the competency gap assessment to cover more than 50% of job positions. The human resources department collaborates with business units to conduct competency evaluations and implement targeted development plans based on three key dimensions: core competency, potential assessment, and 360-degree evaluation.

The Bank provides a diverse range of growth-driven initiatives, including awards programs, competitions, and hands-on workshops that foster innovation, leadership, and professional excellence. Programs such as ttb awards, the MC & Announcer Program, and specialized skill-building workshops enable employees to expand their competencies, build professional networks, and drive meaningful impact. These opportunities not only improve current performance but also contribute to long-term career progression, reinforcing a culture of continuous learning and professional advancement.

The Bank designs learning and development initiatives to align with business needs and ensure effectiveness , using the following models and frameworks:

Kirkpatrick model

defines expected business outcomes and behavioral changes before training programs are developed.

Leadership involvement

ensures senior management and people managers co-design programs with HR to enhance accountability.

Blended learning approach

integrates classroom training, virtual learning, and knowledge-sharing on a digital platform, enabling employees to learn anytime.

Bite-sized learning model

delivers microlearning modules for self-paced study, ensuring accessibility and engagement.

Integrated development framework

provides structured, goal-oriented learning, avoiding fragmented initiatives.

Learning and development programs are categorized into key groups based on:

Competency-based Development

Employees develop core skills essential for career success through structured training. The Core Competency Training Roadmap builds foundational skills, while Functional Competency Development within ttb academy provides specialized learning in four areas: Sales & Relationship Management, IT & Data, Risk Management, and Product Development.

Leadership Development

Leadership programs prepare employees for managerial and executive roles. New managers build people management and decision-making skills, mid-level managers refine leadership capabilities, and senior executives focus on strategic thinking and business acumen. High-potential employees receive fast-tracked career development opportunities to prepare them for leadership positions.

Performance Monitoring and Evaluation

To ensure continuous growth, employees undergo structured evaluations through regular performance reviews, competency assessments, and talent reviews. Succession planning identifies high-potential employees for leadership roles, while structured performance improvement plans provide additional support for those needing further development. In 2024, 100% of employees participated in performance assessments and work plan discussions with their direct line managers, ensuring alignment with business goals and individual career progression.



Learning and Development Initiatives in 2024

Building a Data-Driven Culture Project

At ttb, we are committed to fostering a data-driven organization by equipping employees with the necessary skills to make informed, strategic decisions. The Building a Data-Driven Culture Project focuses on developing employees' data capabilities and establishing a network of Data Champions to promote a culture of data-driven thinking across the Bank.

Development & Training Approach

Structured Learning Path - A development framework designed to enhance employees' data literacy, analytical skills, and ability to leverage data for decision-making.

Specialized Training - Employees participate in the Data Tools Series, covering Excel, Power BI, Power Query, Power Automate, and Data Visualization, to improve efficiency and automation in daily tasks.

Application in Key Areas - Employees apply their skills to corporate strategy, marketing analysis, customer experience enhancement, and business model innovation, ensuring the Bank stays agile in a rapidly evolving financial landscape.

Building Internal Expertise - A growing network of Data Champions leads the adoption of data-driven practices across departments, reinforcing the Bank's long-term transformation goals.

Business Benefits

The project helped expand workforce expertise by empowering more than 1,200 employees from 15 business units at all levels to integrate data-driven methodologies into their roles, resulting in

68%
reduction in work time through productivity improvement in data-related tasks.

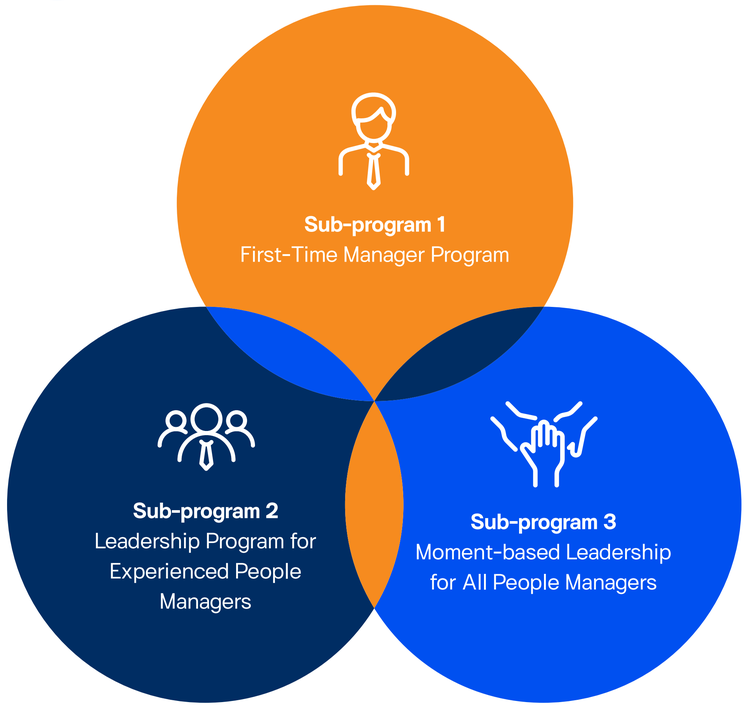
47%
increase in productivity enabling better insights and decision-making.

Looking ahead, ttb will continue to advance its data strategy by strengthening data governance, expanding analytics capabilities, and integrating emerging technologies to drive innovation and long-term success.

ttb leadership program

The Bank places great emphasis on enhancing leadership skills in three key areas: business leadership, team leadership, and change leadership. In 2024, the leadership development program continues to refine future leadership training to keep pace with rapid changes and evolving business needs. The program is divided into three tailored tracks based on leadership experience and competencies:

Development & Training Approach



Sub-program 1 – First-time Manager Program

This program is designed for newly appointed people managers and focuses on building strong leadership foundations by developing essential managerial skills. Participants learn to understand their roles and responsibilities, analyze their strengths and weaknesses, and apply leadership principles aligned with The Bank's expectations.

Sub-program 2 – Leadership Program for Experienced People Managers

This program reinforces leadership skills across all three areas: business leadership, team management, and change leadership. Since responsibilities and expectations vary across leadership levels, The Bank customizes training content and methodologies to align with the competencies required for each leadership tier, ensuring effective application in daily responsibilities.

Sub-program 3 – Moment-based Leadership for All People Managers

This program equips all people managers with situational leadership skills that align with the employee lifecycle. It enables managers to apply leadership skills in real-time, addressing challenges, adapting to change, and continuously improving management approaches. Key topics include KPI setting, delivering feedback, and crafting Individual Development Plans (IDP) at the beginning of the year.



Business Benefits

Given that leadership plays a critical role in team performance and employee retention, the ttb leadership program has had a measurable impact. In 2024, 562 people managers completed the program. After completing the program, The Bank observed a 15% reduction in employee turnover compared to 2023, leading to direct cost savings in recruitment, onboarding, and early-stage employee development.

ttb awards 2024

At ttb, we recognize innovation and impactful efforts that drive real change for our customers and the Bank. The ttb awards, an annual in-house competition, celebrates employee-driven initiatives that enhance Financial Well-being and optimize the Bank's performance.

Employees compete across five key categories: Revenue Generation, Ecosystem Play, Data-Driven Risk Management, Digitalization, and People and Culture.

The competition culminates in the grand prize, "Make REAL Change," awarded to the most transformative initiative demonstrating exceptional impact. Every submission undergoes rigorous evaluation by the CEO, President, and Chiefs to ensure that the most outstanding projects are recognized.

The ttb awards is more than just recognition—it is a symbol of excellence and achievement, reinforcing our commitment to continuous improvement and meaningful change.

In 2024, six awards were presented to the teams that best demonstrated the impact and benefits of their projects based on the award criteria. A total of 57 teams participated in the competition.

Make REAL Change | Gearing toward ttb's vision of being the recommended bank of choice by our customers, ttb's mission is to improve customers' life-long Financial Well-being, challenge the status quo, self-initiative, and collaborate across chief domains.

Revenue Generation

Products, services, sales activation campaigns, as well as new processes or business models that drive revenue growth, expand the customer base and promote long-term adoption.

Ecosystem Play

Products, services, processes, or marketing activities tailored to meet the needs of our core customer groups at every stage of life, including:

- Car owners
- Homeowners
- Salarymen
- Wealth customers
- Merchants/SMEs

Data-driven Risk Management

Business models and operational processes that integrate digital tools to create the best customer experience, while also enhancing efficiency and reducing operational costs for the Bank.

Digitalization

Technology, data, and risk management infrastructure that have been developed or enhanced to support the Digital-first strategy, enabling the Bank to offer best-in-class products and services with risk-adjusted returns through a stable and efficient digital platform.

People and Culture

Strategies, work plans, organizational structures, or initiatives that strengthen employee engagement, upskill, and reskill employees, ensuring they are prepared for evolving customer and banking needs. These initiatives also aim to enhance efficiency and overall workforce capabilities.



ttv MC & Announcer Program: Empowering Voices, Strengthening Engagement

At ttb, we believe in unlocking employee potential beyond job responsibilities by equipping them with valuable communication skills that benefit both individual and organizational growth. The ttv MC & Announcer Program is designed to develop confident, professional communicators who contribute to bank-wide engagement, employee advocacy, and retention while enhancing their presentation and public speaking skills.

ttv MC & Announcer

Key Program Highlights

Unleashing Potential
Enhancing employees' communication skills for personal and professional growth.

Real-world Application
Participants gain on-the-job experience from hosting and producing various internal and external communications.

3-Day Intensive Workshop – After employees undergo a rigorous audition process to assess their potential as MCs and announcers, selected participants receive expert-led training, covering:

- **Professional Image & Confidence Building** – Personal branding, self-presentation, and confidence projection.
- **Technical Training for MCs & Announcers** – Voice modulation, articulation, and storytelling techniques.
- **On-Camera & Stage Presence** – Hosting live and recorded programs, engaging audiences, and managing event dynamics.
- **Practical Learning & Application** – Hands-on experience in event hosting, corporate communication, and media production.

Program Outcomes

35 employees
trained as official MCs & announcers.

261 communication projects
delivered, covering:

- Internal corporate programs, including TV shows, BU town halls, special scoops, and in-house radio.
- Financial education content to promote financial literacy.
- Social media engagement, including TikTok content creation and video stock production.

Business Benefits

The Bank saved an estimated THB 2.6 million, reducing outsourcing costs while strengthening in-house capabilities.

By nurturing confident communicators, this program not only enhances individual careers but also strengthens ttb's communication ecosystem, fostering a more connected and engaged workforce.

Employee Well-being

The Bank is committed to fostering a work environment that prioritizes employee well-being, recognizing its impact on engagement, productivity, and overall job satisfaction. Through a comprehensive well-being program, we provide resources and initiatives that support employees across three key dimensions: security well-being, Financial Well-being, and physical and mental well-being.

Dimensions of Employee Well-being

Security Well-being

The Bank provides comprehensive insurance coverage to all employees, including health insurance, critical illness insurance, life insurance, and accident insurance.

Financial Well-being

The Bank promotes financial stability by supporting smart spending, saving, and long-term planning. Employees receive financial aid for major life events, access to debt-free coaching, financial literacy programs, and special-rate loans, as well as a provident fund to support long-term financial security.

Physical and Mental Well-being

The Bank encourages a healthy and active lifestyle by promoting physical wellness, mobility, and disease prevention. Employees have access to physical and mental health support, stress management resources, and emotional well-being programs, fostering a balanced and resilient workforce.



ttb employee benefits and well-being support programs

Health and Well-being Support Programs

- The medical clinic, staffed with qualified doctors and nurses, is open from Monday to Friday, 8:00 AM to 5:00 PM
- Dental clinic and alternative medicine, are open from Monday to Friday, 10:00 AM to 8:00 PM
- Indoor fitness center.
- Internal communication about health issues, e.g., ergonomics, health, and nutrition, etc.
- Annual health check-up programs based on risk exposures such as audiogram tests for call center staff and spirometry and volatile organic compounds tests for staff working in the storage and printing rooms who may be exposed to health hazards.
- Ensuring a healthy and safe work environment for employees. The Bank regularly monitors a set of indicators including indoor temperature, humidity, illumination, noise, particulate matter, chemical and bacterial airborne contaminants, foodborne pathogens, drinking water quality, and hydrocarbon and volatile organic compounds. Our external service providers assess these indicators annually.

Work Conditions

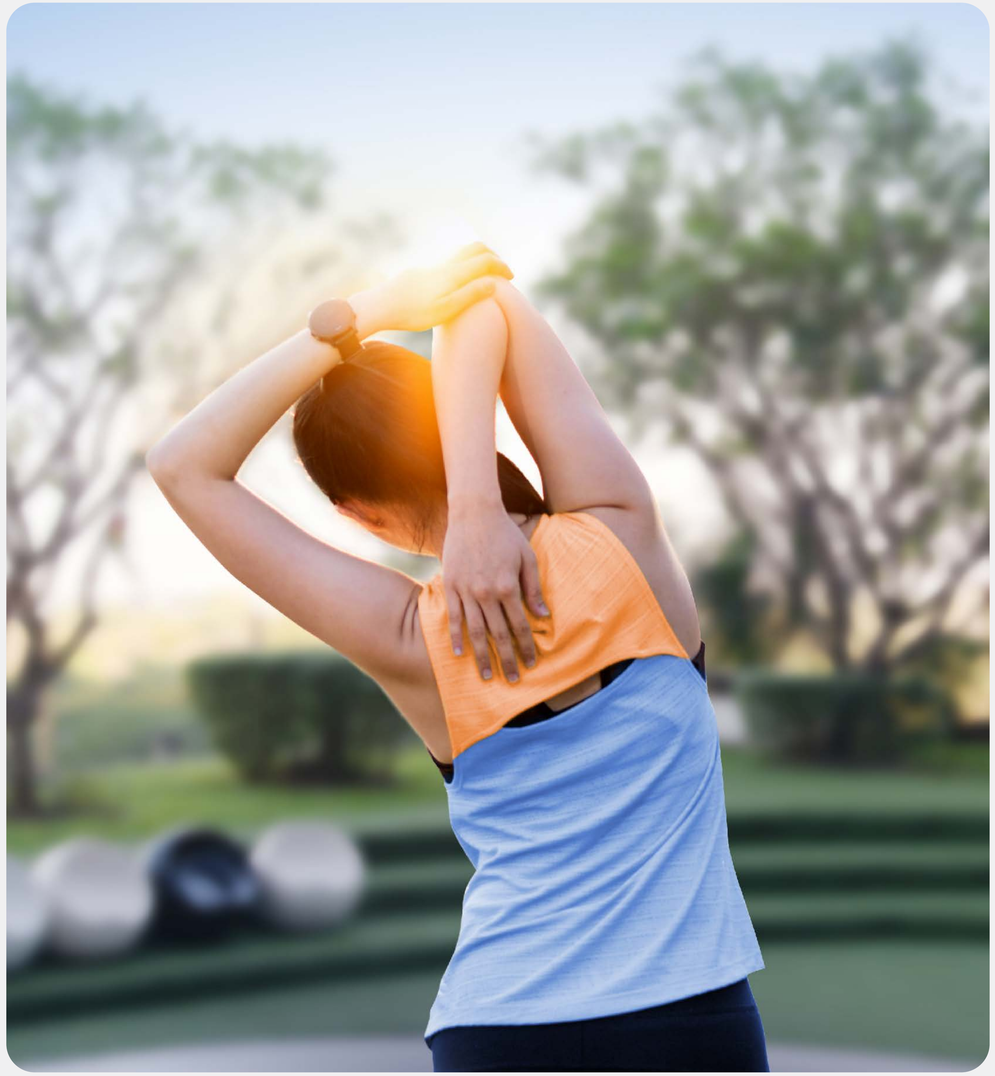
- Flexibility of working hours and working-from-home arrangement.
- Part-time working option to support short-period tasks.

Support for Employees with Family Commitments

- Maternity leave entitlement of up to 98 days for each pregnancy.
- Paid paternity leave entitlement of up to five days for each childbirth.
- Lactation room with private space and equipment for breastmilk storage.
- Scholarship of THB 13,000 per academic year for employees' children, available with at least one year of service.

Other Types of Leave

- Personal Business Leave: Up to 10 working days per year with full pay for employees to handle personal matters, including government-related tasks, caring for sick family members, bereavement, weddings, commencement ceremonies, and other occasions approved by the direct line manager.
- Annual Leave: At least 10 working days per year, excluding public holidays, based on the length of service.
- Sick Leave: Paid sick leave for up to 30 working days per year.
- Study Leave: A one-time study leave for employees with at least one year of service, allowing up to three years, including holidays, while maintaining membership in the Provident Fund.
- Military Service Leave: A leave period as specified in the military draft notice, with additional leave for travel to and from service, and paid leave for up to 60 days per year, including holidays.
- Ordination Leave: A one-time ordination leave with full pay and financial assistance for up to 120 days throughout the employment period.
- Hajj Leave: A one-time Hajj leave with full pay and financial assistance for up to 45 days, including holidays, throughout the employment period.



In 2024, the Bank organized 15 types of activities, totaling 271 events, with active participation from 4,373 employees.

Music in the Park: An annual concert in the park performed by ttb employees.

Exercise in the Park: Group exercise sessions, including aerobics, yoga, body combat, and strength training, held every Tuesday and Thursday from 6:00–7:00 PM at the headquarters.

Happy Friday: Every third Friday of the month, at the discretion of the direct line manager, the "Happy Friday" program includes a health talk with physicians and an invitation to leave work early at 4:00 PM.

Workshops: Free DIY workshops on special occasions, where employees receive all necessary materials delivered to their homes at no cost.

Casual Talk: ttb, in collaboration with The Oasis, offers "Casual Talk" – an online session with a psychiatrist from The Oasis. This session is held on the first Monday of every month, covering insightful topics related to mental well-being and workplace challenges.

Mental Health 1:1: ttb employees can schedule Mental Health 1:1 sessions, a confidential and anonymous psychotherapy program led by qualified counseling psychologists. These private sessions provide personalized support to enhance employees' mental, emotional, and overall well-being, helping them navigate challenges in both their professional and personal lives.

Employee Retention and Succession Planning

Employee Engagement & Satisfaction Survey (VOE-Pulse Survey 2024)

The Bank recognizes that employee engagement is a key factor in driving sustainable growth and development. To strengthen this, the Bank conducts an annual Voice of Employee (VOE) survey to assess employee engagement. The survey results are used to enhance the workplace environment and develop strategic plans to improve employee engagement and satisfaction.

In 2024, the Bank conducted the VOE-Pulse Survey to gather employee feedback and use the insights to refine action plans that better address employee needs and concerns. The survey saw a 97% participation rate, with an average satisfaction score of 65%, exceeding the target of 64%.

97% participation rate

Average satisfaction score of **65%**

Exceeding the target of **64%**

The satisfaction scores in five key focus areas identified for improvement increased by an average of 10% compared to the previous year:

- Career & Development: Opportunities for career growth and learning, including aspects of job satisfaction and purpose.
- Senior Leadership: Leadership's role in fostering clear purpose and motivation among employees.
- Talent & Staffing: Attracting, retaining, and developing employees, as well as workforce planning, ensuring employees experience job satisfaction and happiness at work.
- Enabling Infrastructure: Resources and tools for work, reducing stress levels caused by inefficiencies or inadequate support systems.
- Collaboration: Teamwork and cross-functional cooperation, which contributes to happiness and reduced stress in the workplace.

Long-term Incentives for Our Employees

Recognizing the importance of high-potential employees, the Bank launched the Employee Joint Investment Program (EJIP) in 2023, becoming the first Thai bank to implement such a program. This initiative serves as a long-term incentive to foster a sense of ownership among employees. The program supports employees' investment in purchasing the Bank's shares over a period of three years, with the Bank making contributions of 100-500% to encourage long-term participation. These shares are held under employees' accounts, allowing them to receive dividends and normal voting rights as shareholders.

The Bank's contribution budget for EJIP has grown significantly to enhance employee engagement. In 2024, the budget increased 2.5 times from the previous year to THB 685 million. The program is also structured to ensure there is no dilution effect on existing shareholders.

Succession Plan

To ensure a seamless leadership transition and maintain business continuity, the Bank established a structured succession planning framework. In 2024, all critical positions were identified, and succession plans were developed. This approach proactively identifies critical positions that impact long-term business sustainability and future growth, particularly in key functions that align with evolving industry demands and the Bank's strategic direction.



By implementing this structured approach, the Bank ensures a robust leadership pipeline that minimizes risks associated with leadership transitions and strengthens its long-term business resilience.

Identifying Critical Positions and Successors

The succession planning process begins with the identification of critical positions by considering roles that significantly influence long-term business impact and future industry trends. These positions, which are at the Team Head level and above, are evaluated based on their strategic importance.

Successor identification is a collaborative process involving Chief-level executives and direct managers, who assess internal talent pools to recognize individuals with high potential. Unlike traditional models, successors do not necessarily need to come from the same function as the critical position they are being considered for. Instead, a broader talent-matching approach ensures that leadership potential is effectively harnessed across the organization.

Assessment and Gap Analysis

Potential successors undergo a comprehensive evaluation to determine their readiness. This includes:

- **Core Competencies** – Fundamental skills and behaviors.
- **Leadership Competencies** – Ability to inspire, make decisions, and drive strategic objectives.
- **Functional Competencies** – Specific technical or business expertise relevant to the position.

A gap analysis is conducted to compare the candidate's current capabilities with the role's requirements. This analysis helps determine the developmental needs and readiness of each successor.

Personalized Development Programs

To bridge identified competency gaps, successors are placed into a tailored development program, customized based on the risk level associated with potential vacancies. Programs vary in intensity and focus, ensuring that successors develop the necessary skills through targeted interventions, which may include:

- Executive coaching and mentorship.
- Rotational assignments across key business areas.
- High-impact leadership training.
- Strategic project involvement.

Community Development and Investment

In 2024, TMBThanachart's social development activities remain committed to supporting youth and communities to foster better and sustainable lives, reflecting ttb's Make REAL Change philosophy.

fai is the power inherent in every child and community **fah** is the power of **"giving"** by ttb

The Three Key Strategic Areas:

fai-fah for Youth

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

fai-fah for Communities

Empowering communities toward sustainability through impactful "Giving" from ttb volunteers.

Cultural Inspiration

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

23 fai-fah community projects by ttb volunteers

> 60,000 community members and **> 13,000** youths benefited from fai-fah projects

Financial contribution with a total value of **THB 33** mn

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

> 4,000 ttb volunteers



fai-fah for Youth

fai-fah learning center by ttb

Currently, there are five learning centers namely, fai-fah learning center at Pracha-Uthit, fai-fah learning center at Chan, fai-fah learning center at Bangkok Noi, fai-fah learning center at Samut Prakarn, and fai-fah learning center at Nonthaburi. The primary goal of all fai-fah learning centers is to teach individuals to be self-reliant. The centers offer free learning opportunities for youths aged 12 to 17 within the community, allowing them to make productive use of their free time by acquiring artistic and life skills. The centers also serve as platforms for youth to showcase their talents and develop their potential through the fai-fah Art Fest, an exhibition featuring artistic works and performances. This enables participants to apply their skills for personal growth while contributing to positive change within their families and the broader society. The Bank also organized a financial knowledge course through Fun for Fin "fai-fah Youths Learn How to Save and Spend" project. The course is offered annually from June to December, aiming to instill positive financial habits related to saving and conscious spending.

Learn more





Tae Young Thai by fai-fah ttb

This year, ttb continued its effort to promote anti-bullying within Thai culture through a competition, and Her Royal Highness Princess Maha Chakri Sirindhorn Royal graciously bestowed the Royal Trophy and scholarship. A total of 6,480 youths from 636 schools nationwide participated in the competition through www.เท่อย่างไทย.com.

Learn more

fai-fah for Communities

fai-fah for Communities

In 2024, ttb continued to promote employee volunteerism through various activities that will help communities achieve sustainability. Aligned with the Sustainable Development Goals, a total of 23 projects were delivered nationwide. This year, more than 4,000 ttb volunteers from four teams namely, Branch Management Team, Sales and Auto Leasing Team, Talents Team, and Passionate Team came together to share their knowledge with communities and charitable organizations, benefiting more than 60,000 community members.

Learn more



Ar-Sar...Chuay-Kan-Tam (Volunteer...Together)

The project showcases an efficient collaboration of ttb volunteers that achieved impactful results without excessive time investment. Volunteers diligently undertook the task of creating over 11,000 products to address community challenges and issues. The activities encompassed creating handmade notebooks, sorting medication, crafting hand massage balls, and developing knowledge flash cards. Subsequently, these products were then delivered to foundations, hospitals, schools, and other organizations in need throughout the country. Additionally, volunteers also engaged in external activities, such as the Elderly Home Visit Program, which supported over 40 underprivileged elderly families. In total, more than 60 organizations have benefited from these volunteer initiatives.

The ttb Red Cross Lottery

The Bank actively participated in the Red Cross Fair 2024 by issuing a total of 220,000 ttb Red Cross lottery tickets to raise funds. More than THB 9 million was collected and contributed to the Thai Red Cross Society to support social development initiatives in the areas of public healthcare and natural disaster relief for communities across Thailand.

The donation of proceeds from the sale of the ttb Red Cross lottery this year is yet another testament to ttb's commitment that "giving" is not merely about making donations, but about creating opportunities for society to grow sustainably. It serves as a vital driving force that inspires all sectors to work together in building a quality society for a better life for all Thai people.

Cultural Inspiration

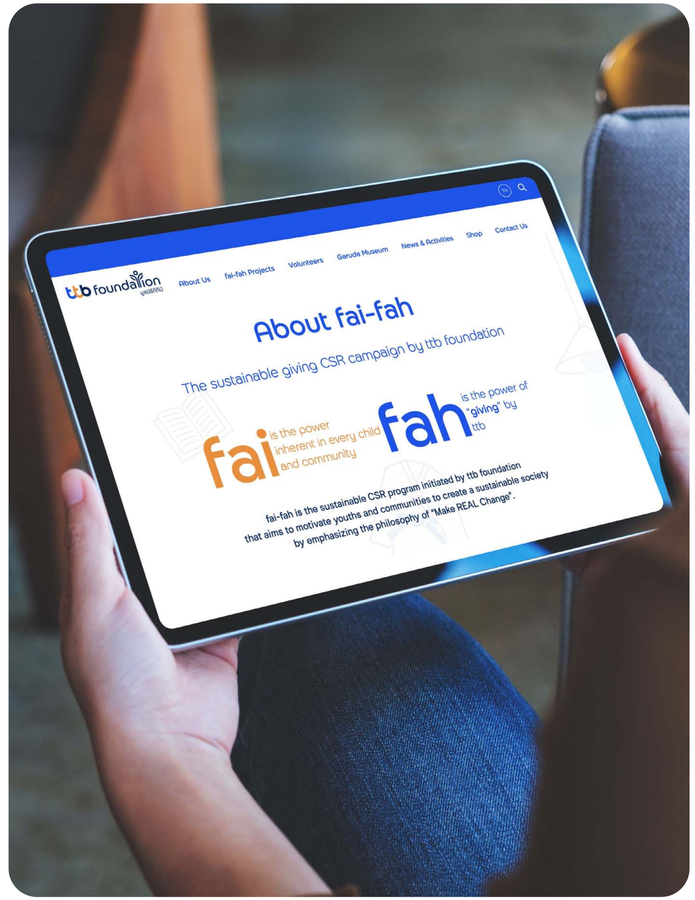
Garuda Museum by TMBThanachart

The Garuda Museum serves as a cultural haven for garuda exhibits from all over the country, welcoming visitors free of charge every Friday and Saturday throughout the year. With over 10,000 visitors thus far, the museum's strategy focuses on public relations, network building with relevant organizations, and Garuda promotion through youth champions in collaboration with schools in Samut Prakarn Province and neighboring areas. Notably, the Garuda Museum by TMBThanachart has been honored with the Outstanding Glorified Thai Museum Award by the Museum Association of Thailand for its exemplary role as a model learning center for sustainable development.

Learn more

TMBThanachart Royal Kathin Robe Presentation

His Majesty King Maha Vajiralongkorn Phra Vajiraklaochaoyuhua graciously bestowed the honor of offering the Royal Kathin Robes to ttb for monks who have completed a three-month rain retreat at Wat Mahathat Worawihan, Ratchaburi Province. This marks the 18th consecutive year that ttb has been graciously bestowed the honor of presenting the Royal Kathin Robes. The Bank received a total of THB 18.6 million which was donated to Wat Mahathat Worawihan. The donation was then passed to schools and hospitals in the area as well as more than 350 other charitable organizations on the punboon by ttb platform, totaling THB 5.9 million. The production of commemorative items for the 2024 Royal Kathin Ceremony follows an upcycling process, resulting in significant environmental benefits: 1,183,236 liters of water saved, 64,569 kWh of energy conserved, and a reduction of 17.7 tCO_2e emissions.



Learn more

punboon by ttb: Seamlessly Connecting Donors and Charitable Organizations

Established in 2018, Punboon is an online donation solution developed by ttb to support foundations and charitable organizations in their fundraising efforts through digital channels. Designed to be user-friendly, convenient, and transparent, Punboon enables donors to contribute seamlessly anytime, anywhere. The solution benefits both donors and charitable organizations by simplifying the donation process and ensuring efficiency

Key Features of Punboon

- Multiple Donation Channels: Donors can contribute via QR code scanning, e-Wallets, or credit cards, making the donation process simple and accessible.
- Simplified Tax Deduction Process: With integration into Thailand's Revenue Department's e-Donation system, Punboon automatically forwards tax deduction data, reducing the administrative burden on charitable organizations and eliminating the need for donors to keep physical donation receipts.
- Comprehensive Reporting for Project Improvement: Organizations can access detailed donation reports to analyze and refine their existing projects or develop new initiatives to enhance fundraising efforts.
- Expanded Donor Reach: Punboon helps organizations increase visibility through its website, ttb's social media channels, and marketing seminars that provide insights into the latest trends in online fundraising, allowing charities to reach new donors effectively.
- Centralized Donation Hub: Punboon serves as a bridge between donors and charitable organizations through punboon.org, a centralized hub featuring a wide range of foundation categorized by cause, such as hospitals, child welfare, and education. This categorization makes it easier for donors to find and support causes that align with their values. Likewise, organizations benefit from broader exposure beyond their usual donor base. For example, a hospital foundation typically reaches only hospitals visitors, but by being listed on Punboon website, it gains access to a much wider pool of potential donors.

By making charitable giving easier and more accessible, Punboon empowers donors and organizations alike, creating a more connected and impactful giving ecosystem.

ttb remains dedicated to advancing its social development efforts, creating meaningful impacts, and driving positive, sustainable transformation within the Thai society, in alignment with our Make REAL Change philosophy.

punboon by ttb's 2024 Performance

Number of Foundations

432 foundations | +34% compared to 2023

Traffic to Punboon

>700,000 Visits

+9% compared to 2023



Donors on Punboon

>350,000 donors

+29% compared to 2023

Number of Transactions

>740,000 transactions

+43% compared to 2023

Donation Amount

THB 271 mn | +24% compared to 2023

ปันบุญ by ttb

Learn more



Governance

Corporate Governance
Business Ethics
Risk Management
Cybersecurity and Data Privacy
Sustainable Supply Chain

Corporate Governance

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

14
Directors on the Board

13
non-executive directors (including independent directors)

1
executive director

5
independent directors

35.7%
independent directors

3
female directors

Average tenure of board members:
5.40 years (or 5 years, 4 months, and 24 days)

13
independent or non-executive members with industry experience

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

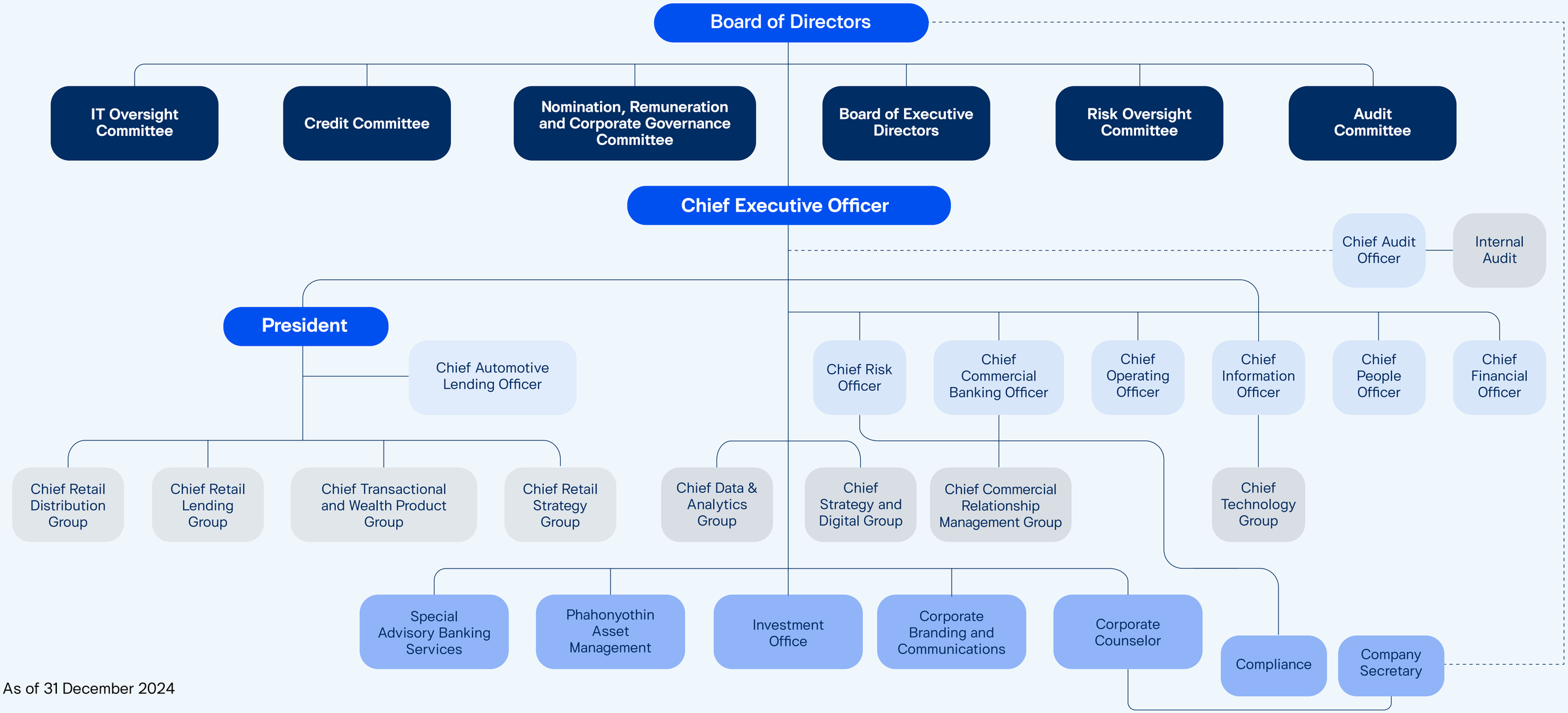


Diversity and Inclusion Statement demonstrates that the Bank embraces differences in:

- Age
- Gender
- Sexual orientation
- Physical ability
- Race or ethnicity
- Country of origin and cultural background
- Nationality
- Religion and beliefs
- Socioeconomic background

Applicable to Board and bank-wide employee

Organization Structure



As of 31 December 2024

Board Skills and Experience

Skill Category	Board of Directors													
	Mr. Ekniti Nitithanprapas	Mr. Suphadej Poonpipat	General Ekarat Changkaew	Mr. Philippe G.J.E.O. Damas	Mrs. Charita Leelayudth	Mr. Teeranun Srihong	Mr. Willem Frederik Nagel	Mr. Yokporn Tantisawetrat	Mrs. Chananyarak Phetcharat	Mr. Somjate Moosirilert	Mr. Prinya Hom-anek	Mrs. Patricia Mongkhonvanit	Mr. Johannes Franciscus Grisel	Mr. Piti Tantakasem
Banking and Financial sector	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Strategic Planning / Management of Major Projects Profit & Loss Responsibility	●	●	●	●	●		●	●	●	●			●	●
Executive Compensation and Human Resources	●	●	●	●		●	●		●	●		●		●
Financial Expertise	●	●			●				●	●				●
Audit / Controls					●	●	●		●		●	●		●
Legal and Compliance		●								●		●		
Governance, Ethics, Culture, and CSR	●	●		●		●	●	●	●	●				●
Information Technology and Digital						●	●		●		●	●		●
Enterprise Risk Management / Risk Management Oversight	●	●			●	●	●	●	●	●	●		●	●
Public Relations and Communication / Customer Experience and Customer Service / Strategic Brand Management		●		●					●	●				●

Activities of the Board

17
meetings were held in 2024

The average attendance rate of all directors was
98.32%

exceeding BOT's regulation attendance rate requirement of
75%
for each individual director.

100%
of the Board of Directors attended ESG and climate training in 2024.



100%
of the Board of Directors attended risk management training in 2024.

100%
of the Board of Directors completed the annual self-assessment of board performance.

The Board of Directors assessed the performance of the Board, the sub-committee, and individual directors through self-assessment and cross assessment annually.



The Board of Directors in conjunction with six of the Bank's sub-committees: the Board of Executive Directors Committee, Nomination, Remuneration and Corporate Governance Committee, Credit Committee, IT Oversight Committee, Risk Oversight Committee, and Audit Committee, serve as a crucial oversight to the sustainable growth of the Bank. The Board is provided with training sessions that are in accordance with the organization's business direction and goals. In 2024, all 14 directors and senior executives attended the following trainings/seminars:

Sustainability/ESG

- Now and Grow On, the Thai Institute of Directors Association (IOD)
- Director's Briefing: Systematic Transformation for Future-Ready Organizations, the Thai Institute of Directors Association (IOD)
- Director's Briefing: How Soneva Integrates Sustainability into Strategy, the Thai Institute of Directors Association (IOD)
- Board's Roles in Purpose-driven Transition, the Thai Institute of Directors Association (IOD)
- Audit Committee Forum – Emerging Audit Standards and Implications for the Audit Committee, the Thai Institute of Directors Association (IOD)
- Advanced Audit Committee Program, the Thai Institute of Directors Association (IOD)
- Hot issue for Director: Empowering Boards: Enhancing Governance, Standards, and Financial Insights, the Stock Exchange of Thailand in collaboration with the Thai Institute of Directors Association (IOD)
- Integrity Supervision by CEB Compliance representatives, Credit Europe Bank NV
- Navigating Climate Risks and Opportunities: Emerging Regulations and Transition Finance, TMBThanachart Bank Public Company Limited
- EV Ecosystem (Site Visit in China), TMBThanachart Bank Public Company Limited

Climate Change

- Navigating Climate Risks and Opportunities: Emerging Regulations and Transition Finance, TMBThanachart Bank Public Company Limited

Risk

- Risk Management Program for Corporate Leaders, the Thai Institute of Directors Association (IOD)
- Commercial Real estate (market update) by CBRE, Credit Europe Bank NV
- Household Debt Situation in Thailand (Credit Bureau View), TMBThanachart Bank Public Company Limited

Digital Technology

- Director's Briefing: Cyber Play-A Gamified Seminar for Board Cyber Resilience, the Thai Institute of Directors Association (IOD)
- The Cullinan: The Making of Digital Board, Ministry of Digital Economy and Society (MDES) in collaboration with Thailand Management (TMA)
- AI training by PwC, Credit Europe Bank NV
- Managing Cyber Risk-Executive Cyber Awareness Briefing, TMBThanachart Bank Public Company Limited
- EV Ecosystem (Site Visit in China), TMBThanachart Bank Public Company Limited

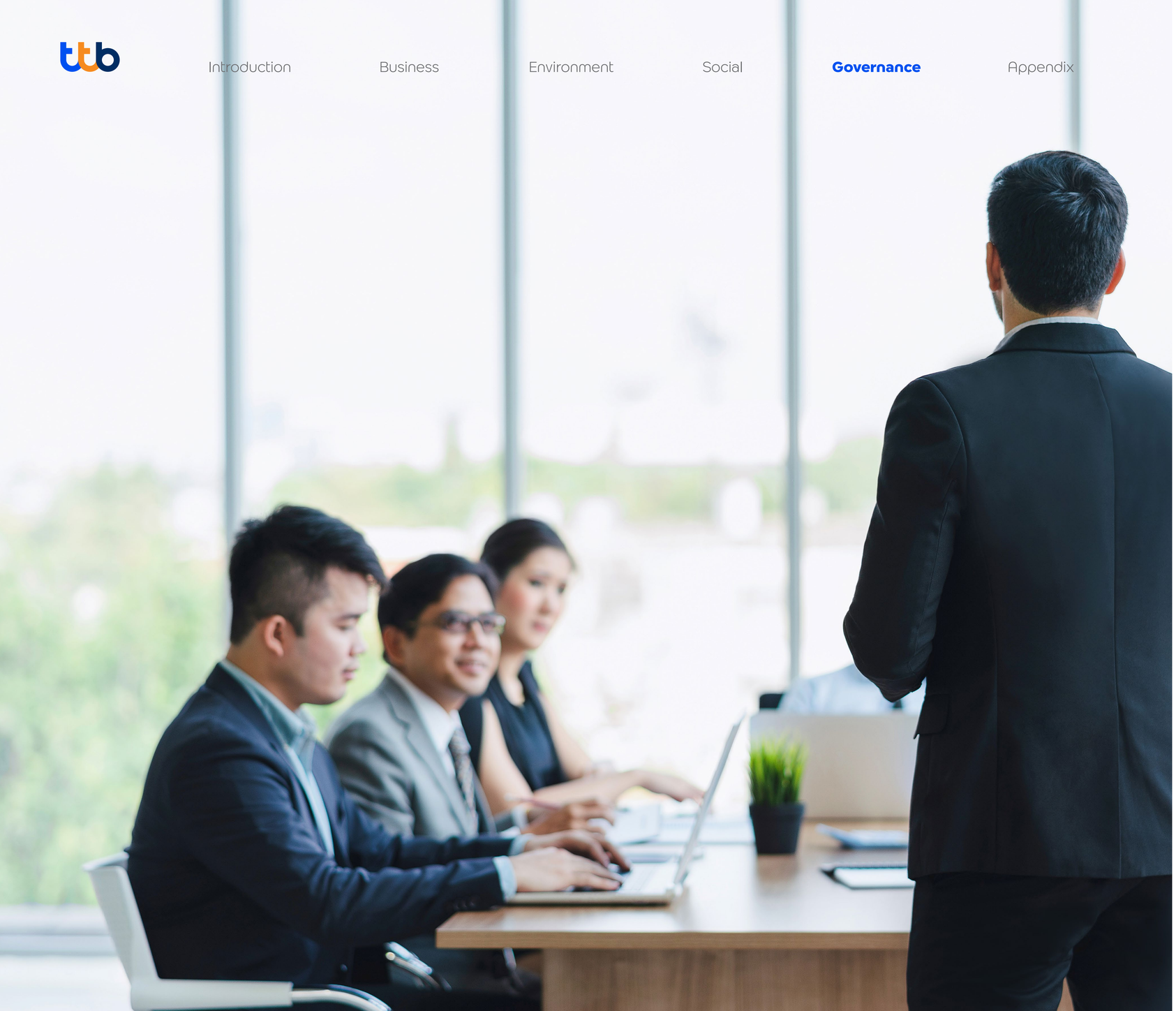
Leadership

- Role of the Chairman Program, the Thai Institute of Directors Association (IOD)
- Director Accreditation Program, the Thai Institute of Directors Association (IOD)
- Chairman Forum: The Art of Chairman-CEO Dynamics: Fostering Trust and Collaboration, the Thai Institute of Directors Association (IOD)
- Independent Director Forum 2024, "Maximizing Board Effectiveness: The Role of Lead Independent Directors in Thai Business", the Thai Institute of Directors Association (IOD)

Operations

- EV Ecosystem (Site Visit in China), TMBThanachart Bank Public Company Limited
- Household Debt Situation in Thailand (Credit Bureau View), TMBThanachart Bank Public Company Limited
- Navigating Climate Risks and Opportunities: Emerging Regulations and Transition Finance, TMBThanachart Bank Public Company Limited
- Managing Cyber Risk-Executive Cyber Awareness Briefing, TMBThanachart Bank Public Company Limited

For more information on the Board of Directors and Corporate Governance, refer to the One Report 2024.



Business Ethics

By prioritizing clients' interests and creating a foundation of integrity and trust, ttb adheres to the highest ethical and professional principles. The Bank's Code of Conduct establishes how we conduct our day-to-day business activities to meet all legal, ethical and economic obligations.

Ethics Management Framework

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

Relevant Code of Conducts the Bank Uses in Business Operations

- Banking Industry Code of Conduct
- Directors' Code of Conduct
- Code of Conduct

Policies and Controls to Ensure Good Business Ethics Across the Organization

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

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

The Bank has zero tolerance for fraud and corruption and puts in place control measures ranging from policies to processes and mechanisms, to prevent and mitigate unethical behavior. On an annual basis, the Bank promotes business ethics through employee training and internal communications. This enables employees to refresh their understanding of the Bank's ethical standards.

Business Ethics Training

(% of targeted employees completed the training)

100%
Code of Conduct

100%
Anti-corruption

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

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

Learn more

Whistleblowing Channels

The Bank also has complaint reporting and whistleblower channels that are not only inclusive to our customers and employees but are also available to all stakeholders which allow them to inform us of potential breaches of ttb's Code of Conduct or other ethical standards. All report incidents are assessed, documented, and managed according to internal guidelines and confidentiality is strictly adhered to.



Internal channels for employees

- Direct line manager and department head
- Human Resources Business Partner of the department
- Employee Relations
- Phone
- Registered mail
- Intranet

External Channels:

- External Whistleblowing Centre
  - Phone number 0 2844 1999, available on Mondays to Fridays (except public holidays), 9:00-12:00 hrs. and 13:00-20:00 hrs.
  - E-mail: ttb_whistleblower@wbc-helpdesk.com
  - Address: 15th Floor Bangkok City Tower 179/74-80 South Sathorn Road Bangkok 10120
- Bank of Thailand (BOT)
- Office of Insurance Commission (OIC)
- Office of the Consumer Protection Board (OCPB)
- Securities and Exchange Commission (SEC)

Channels for employees, shareholders, customers, suppliers, and all those who do business with the Bank

- ttb contact center
  - Phone number: 1428
  - Website: ttbbank.com/th/contact/cxm/level1
- Online form for reporting suspected fraud or misconduct of ttb's executives or employees: ttbbank.com/th/contact/whistleblower

In addition to the whistleblowing channels, the Bank also has a specific system to report suspected misconduct, non-compliance, and other concerns. The relevant stakeholders have assigned responsibilities to thoroughly follow the processes which include conducting an investigation, determining disciplinary actions, and/or implementing measures to close the case or mitigating impacts. All reported cases will be considered and monitored by the management. Cases that require further investigation will be sent to relevant departments for thorough examination and determination of facts with details and results presented to the Disciplinary Committee on a monthly basis. The Disciplinary Committee will determine appropriate disciplinary actions in alignment with the investigation results and disciplinary rules to ensure fairness and transparency. The Bank also conducts investigations to identify improvement areas to prevent recurrence of breaches.

Following the Bank's regulations and disciplinary rules, ttb has determined proportionate disciplinary actions for relevant employees. These include verbal warnings, written warnings, salary deductions for a certain period, and termination.

In 2024, a total of 86 cases were substantiated following the investigation. All cases were concluded with appropriate disciplinary actions in accordance with the Bank's policy. No cases have resulted in fines or penalties imposed on the Bank. Further details are provided in the table below.

Number of Substantiated Breach Cases by Topic in 2024	
Fraud	20
Mis-selling	65
Corruption or Bribery	1
Discrimination or Harassment	0
IT security / Cybersecurity breaches	0
Customer Data Privacy	0
Confidentiality of Information	0
Conflict of Interest	0
Money Laundering or Insider Trading	0
Anti-trust or Anti-competitive Behavior	0
Safety, Health and Environment	0



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

Suspicious transactions report in 2024:

- **82.5%** reported by the public, police, and Anti-money Laundering Office (AMLO)'s order
- **16.5%** reported by ttb's internal detection of highvolume or high-value transactions that are inconsistent with occupation and income (KYC/CDD)
- **1%** reported through other approaches

Cases reported through external channels (BOT, OIC, OCPB, and SEC) reduced in 2024 compared to 2023.

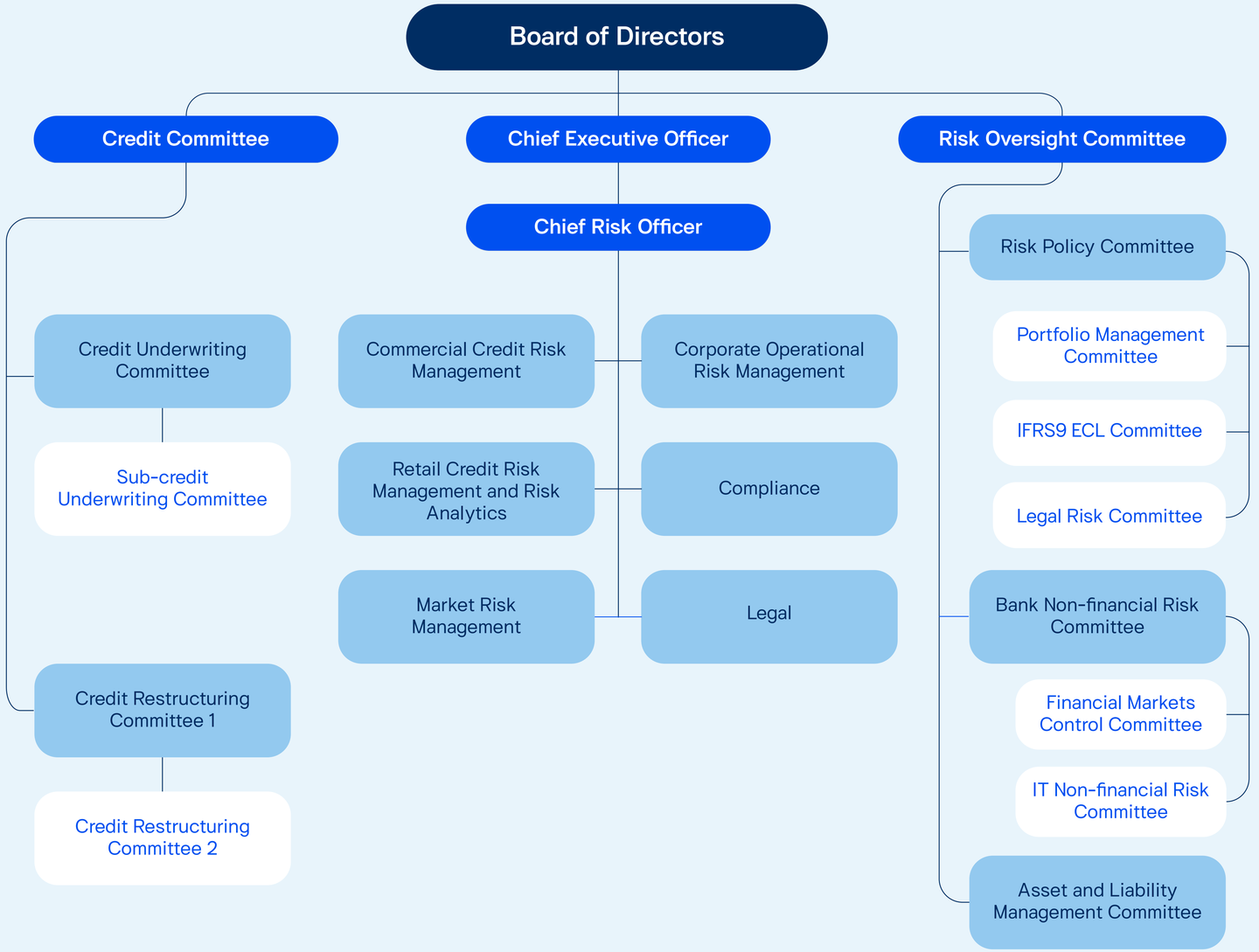
- Reduced by **74%** for the Commercial Segment
- Reduced by **57%** for the Retail Segment

Risk Management

Risk management is an integral part of the Bank's business activities and strategic planning with the objective to optimize risks and returns and create sustainable shareholder value while remaining in compliance with regulatory requirements. The Bank has established a solid risk governance framework which serves as the foundation for consistent and effective risk management. The risk governance framework mainly consists of a clear risk governance structure, risk appetite, risk management policies, consistent risk management processes, and an embedded risk culture.

Risk Governance Structure

The Bank maintains a risk governance structure that is intended to strengthen risk management by ensuring that risk-taking authorities are properly cascaded down from the Board to the appropriate committees and functional levels. Risk issues and changes in regulatory and business environments are managed in an efficient and effective manner. To maintain the independence of the Compliance function, Compliance has a reporting line to both the Risk Oversight Committee and Chief Risk Officer.



Three Lines of Defense Model in Risk Governance

Over the years, the Bank has significantly strengthened its risk management culture by implementing a Three Lines of Defense model. This structured framework ensures a clear division of roles and responsibilities across operational risk ownership, risk management oversight, and independent assurance functions. Below is a detailed breakdown:



First Line of Defense – Operational Risk Ownership

The first line of defense consists of front-line employees and business units responsible for identifying, assessing, managing, and mitigating risks. This includes Risk Managers, Business Unit Heads, and other operational roles who directly handle risk exposure in daily operations. They are expected to implement appropriate controls, report risks as necessary, and execute risk mitigation strategies in alignment with the bank's policies and risk appetite.

Second Line of Defense – Risk Management and Compliance Oversight

The second line of defense comprises Risk Management and Compliance functions, which operate independently from the first line. These units, typically under the Chief Risk Officer (CRO), are responsible for developing risk strategies, policies, and control standards. They oversee risk management activities, monitor compliance with regulatory and internal requirements, and challenge the risk-return trade-offs made by business units. The Risk Oversight Committee (ROC), along with other governance committees, provides oversight and ensures alignment with the Bank's risk appetite and governance principles.

Third Line of Defense – Independent Assurance (Internal Audit)

The third line of defense consists of the Internal Audit function, which provides independent and objective assurance on the effectiveness of risk management, controls, and compliance frameworks. Internal Audit evaluates whether risk governance processes are adequately designed and implemented, identifies gaps, and recommends improvements. This function operates separately from the first and second lines, ensuring impartiality and reinforcing strong corporate governance.

By maintaining a clear segregation of duties among these three lines and integrating the Risk Oversight Committee within the governance structure, the bank ensures proactive risk management, regulatory compliance, and continuous improvement in governance. This approach reinforces financial stability, operational resilience, and stakeholder trust.



Risk Culture

Fostering a solid risk culture throughout the Bank is a fundamental component of effective risk management. Several measures have been implemented to ensure that risk awareness is instilled from the highest level of the organization. Examples include:

- Regular provision of risk management knowledge to the Board of Directors.
- Incorporation of risk management metrics into a corporate KPI, which is cascaded down to senior management and relevant employees. Risk modifier metrics are used to ensure that the senior management are accountable for the implementation of risk and control measures. The risk modifier metrics include, but are not limited to, the completion of risk and control self-assessment activities, compliance with AML/KYC/CDD, and other related regulatory requirements. Any delays/mis-target/overdue deliverables in relations to the significant risk and controls are monitored in the risk oversight dashboard and shall be considered a disincentive to the senior executives.
- Mandatory e-learning around risk topics is provided to employees on an annual basis to ensure that all employees develop risk awareness in their day-to-day responsibilities. For example, non-financial risk management, PDPA (Personal Data Protection Act), cybersecurity risk awareness, fraud risk management, anti-corruption, market conduct, anti-money laundering and Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing.
- ttb awards – an annual innovation competition aiming to motivate employees to propose initiatives that promote customers' Financial Well-being and/or improve the Bank's performance in six key areas, including a specific focus on data and risk management.
- Incorporation of proper risk assessment for all products and services which the bank would like to offer to the customers into the Products and Services Approval Process (PSAP). The process ensures that adequate risk assessments are performed, and effective mitigation controls are put in place to manage the inherent risks within the Bank's appetite.

100%

of employees completed online risk awareness training courses such as non-financial risk management, cybersecurity risk awareness, and fraud risk management.

Emerging Risk

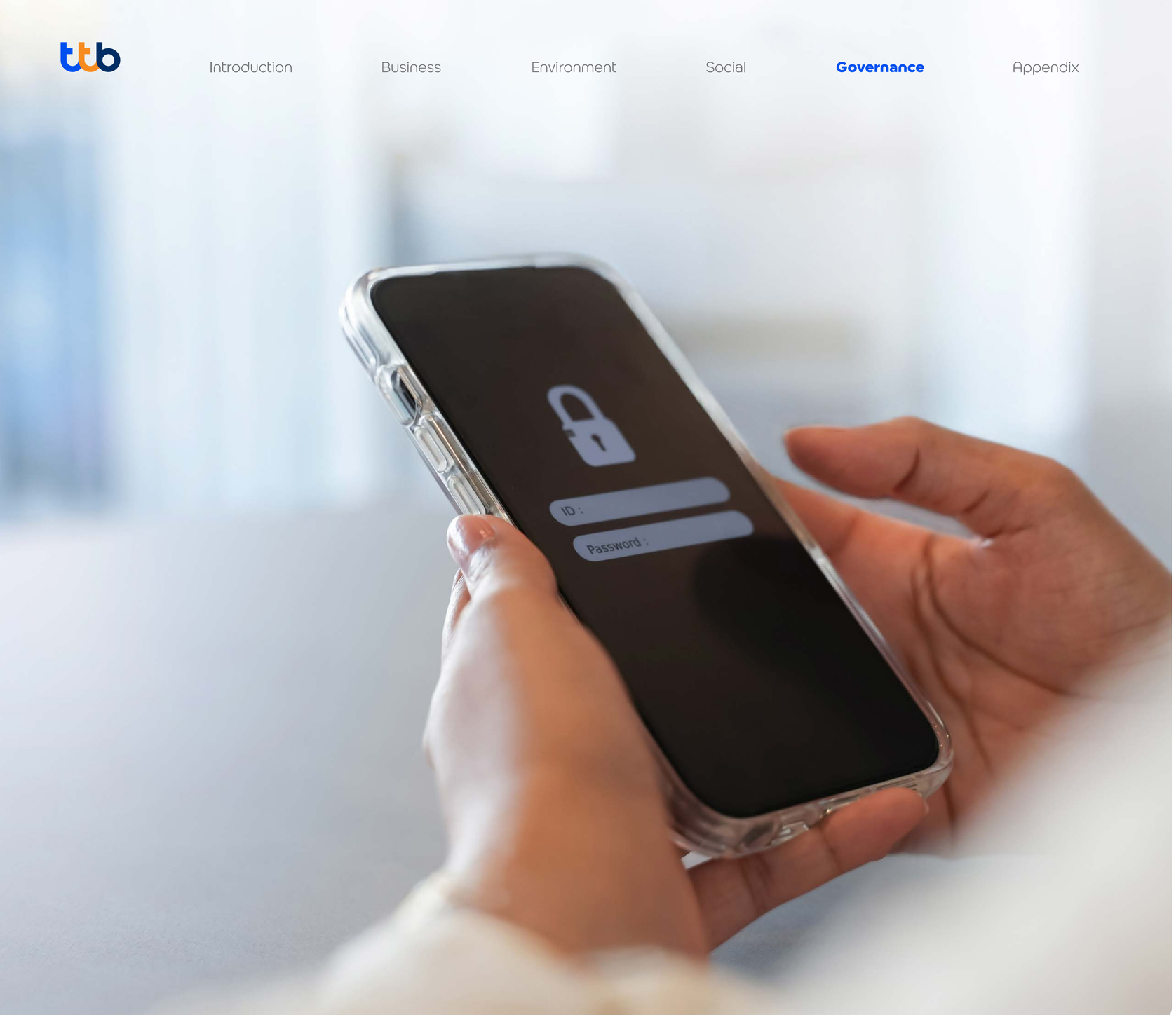
In an increasingly complex and dynamic environment, emerging risks pose significant challenges to businesses worldwide. While ttb has a solid risk management framework, the rapid evolution of internal and external factors demands a forward-looking approach to effectively anticipate and respond to new threats. Identifying these risks early is critical to ensuring business resilience, sustaining growth, and safeguarding our operations.

Through a combination of external insights—such as the WEF Global Risks Report 2024—and internal assessments, we continuously monitor and evaluate risks most relevant to our business. In Thailand, cyber fraud and misinformation have been escalating rapidly, with evolving tactics that make them increasingly difficult to detect and prevent. These digital threats, coupled with the growing impact of extreme weather events, present significant challenges to financial security, trust, and operational stability. This section explores these risks in detail, outlining their potential impact on our business and the strategies we employ to mitigate them.

Risks	Risk Description	Business Impacts	Measures
Cyber Fraud and Misinformation	The growing reliance on digital platforms exposes businesses to increasing cyber fraud, misinformation, and security threats. Scams, phishing, and social engineering tactics exploit technology to deceive individuals and businesses. In Thailand, call center fraud and impersonation scams are widespread. Scammers use AI-generated voices and deepfake technology to impersonate bank representatives, government officials, or close contacts, tricking victims into transferring funds or sharing sensitive data. Misinformation, such as false financial alerts and misleading investment opportunities, further erodes trust and disrupts operations. The rise of mobile banking has worsened these risks. Instant transactions enable scammers to move stolen funds quickly, making fraud harder to detect and reverse. The speed of digital payments challenges banks in identifying suspicious activity in real-time. Strengthening cybersecurity, improving fraud detection, and raising customer awareness are critical to reducing these threats.	**Reputation Damage:** • Misinformation campaigns targeting the company could undermine customer trust and brand integrity. **Financial Losses:** • Costs associated with fraud, remediation, and additional investments in cybersecurity systems. **Regulatory Challenges:** • Non-compliance with data protection laws, such as Thailand's Personal Data Protection Act (PDPA), could result in significant penalties.	**Enhanced Cybersecurity Infrastructure:** • Deployment of multi-layered security systems, including real-time threat monitoring and AI-based detection tools. • Establishment of a modernized Security Operation Center (SOC) and Security Orchestration and Automated Response (SOAR) to detect and respond to cyber threats effectively. **Customer and Employee Education:** • Regularly educating customers on identifying scams and secure banking practices through campaigns and tutorials. • Mandating Cybersecurity Risk Awareness training for all employees and disseminating best practices through internal communication channels. **App Security Enhancements:** • Frequent updates to the ttb touch mobile banking app to include advanced security features, such as protections against screen recordings and other potential exploit methods. **Proactive Monitoring and Response:** • Actively monitoring for misinformation or disinformation campaigns and implementing crisis communication strategies to counteract false narratives. **Regulatory Engagement:** • Actively working with regulators and industry groups to strengthen cybersecurity policies and share best practices.

Risks	Risk Description	Business Impacts	Measures
Extreme Weather Events	Extreme weather events in Thailand—flooding, storms, droughts, and heatwaves—present escalating challenges. Flooding, often intensified by storms, overwhelms drainage systems, disrupts transport, and damages infrastructure, submerging homes and displacing thousands, worsening economic and social instability. Droughts deplete water resources, straining agriculture, industries, and supply chains, while heatwaves further strain resources, intensify health risks, and accelerate shortages. The Bank is increasingly exposed to financial and operational risks due to climate-related challenges. While clients experience financial strain, leading to increased non-performing loans (NPLs) or difficulties in debt repayment, the Bank may also face operational risks from branch damage, power outages, and service disruptions that hinder continuity. To mitigate these risks, the Bank must incorporate climate considerations into its strategic planning, enhance business continuity measures, and provide targeted support to vulnerable sectors.	**Rising Credit Risk Exposure:** • Clients may fail to repay loans due to loss of income or damage to assets, such as properties destroyed by floods or businesses losing operational capacity after wildfires. • Non-performing loans could increase, particularly in high-risk sectors like agriculture, real estate, and energy. **Disruptions to Banking Operations:** • Bank branches, data centers, and ATMs may be damaged or disrupted due to floods, storms, or heatwaves. • Interruptions to essential services like power and internet could disrupt daily banking operations. **Unstable Market Conditions:** • Fluctuations in commodity prices, such as food and energy, driven by extreme weather events, may raise costs for businesses, reduce profitability, and weaken loan repayment capacity, increasing credit risk and market uncertainty. • Sudden changes in asset values, including properties losing value after floods, could affect collateralized loans.	**Climate-Related Risk Management:** • Integrate climate-related risks into relevant credit risk policies and guidelines. • Conduct climate risk stress test focusing on physical risk to model the financial impact of climate disasters • Regularly manage credit centric risk indicators to management **Building Portfolio Resilience:** • In process of developing transition plan of hard-to-abate sectors to strengthen portfolio resilience • Diversify loan portfolios to mitigate overexposure to climate-vulnerable sectors. **Supporting Clients in Climate Adaptation:** • Offer specialized advisory services to help clients integrate climate resilience into their business strategies and adapt to evolving regulatory requirements. • Promote and finance green and blue finance initiatives, including renewable energy, energy efficiency, and marine-friendly projects that enhance resilience against extreme weather events.

Risks	Risk Description	Business Impacts	Measures
Geopolitical Risk	The evolving geopolitical landscape shaped by the US protectionist policies presents significant challenges for Thai businesses and global economy. The US government's focus on domestic industry protection may result in increased tariffs and trade restrictions, limiting Thailand's access to this key market. Concurrently, Chinese goods, facing even higher tariffs from the US may flood into Thai market, resulting in intensified competition for Thai manufacturers. The broader implications of these geopolitical shifts include disruptions in trade flows, investment dynamics, and supply chain stability.	**Exposure to the US New Trading Policies:** • Corporate customers exporting to the US may face higher cost due to increased tariffs and stricter regulations, reducing their competitiveness in the US market. This can lead to declining export volumes, cash flow issues, and financial stress, affecting their ability to repay debts. **Chinese goods influx into Thai market:** • As US trade barriers limit Chinese goods' access to the US markets, China's overcapacity may increasingly be redirected to Thailand. This leads to pricing challenges and market displacement for local corporate customers offering similar products. Additionally, dependence on Chinese supply chains increases vulnerability to economic situations in China.	**Global Economic Monitoring:** • Establish monitoring of evolving global economic trends, to stay informed of key developments, including regulatory and trade policy changes, and support timely business adaptation. **Strategic Business Positioning:** • Organize workshops and seminars to support business and SME clients in adapting to geopolitical regulatory changes, enabling them to manage their organizations efficiently, overcome challenges, and achieve sustainable growth. **Risk Assessment:** • Conduct comprehensive risk assessments to identify and evaluate geopolitical risks that may impact industries within the loan portfolio.



Cybersecurity and Data Privacy

Cybersecurity

At ttb, cybersecurity is a fundamental pillar that ensures the security and resilience of our operations. As digital banking services expand, protecting customer information, financial assets, and critical infrastructure from cyber threats is more important than ever. We are committed to implementing robust security measures, proactive risk management, and continuous monitoring to safeguard against evolving cyber risks while fostering trust and confidence among our customers.

Our 2024 Performance

0 cybersecurity breach cases with significant impact

0 number of clients, customers and employees affected by cybersecurity breaches

0 amount of fines/penalties paid for information security breaches or other cybersecurity incidents.

100% of new joiners completed Cybersecurity Risk Awareness Training in 2024

Cybersecurity Governance and Management

At ttb, cybersecurity is taken very seriously as cyber threats pose a significant risk to business operations. The IT Oversight Committee (ITOC), which reports directly to the Board of Directors, supervises the formulation of IT and cybersecurity strategies, policies, and operating plans and oversees cybersecurity risks. Most notably, our independent directors, Mr. Teeranun Srihong and Mr. Prinya Hom-anek have extensive IT and cybersecurity experience and actively engage in the cybersecurity strategy and review process. The Board of Directors appoints the Chief Information Security Officer (CISO) to protect our customer's sensitive financial information. The CISO's role and responsibilities include setting the direction and strategy of the Bank's cybersecurity management, establishing end-to-end security technologies and processes, and minimizing information security-related risks. Cyber and Digital Risk Management Policy, which is internally available to all employees, details the Bank's management approach to managing information risks and minimum standards to protect the Bank's data and information of all organizational units and those contracted to provide services. As one of the Domestic Systemically Important Banks (D-SIB) defined by the Bank of Thailand, the Bank is automatically considered a Critical Information Infrastructure (CII) and must fully comply with the Cybersecurity Act B.E 2562 (CSA). To comply with the law, the Bank has revised its cybersecurity incident response plan (IRP) to align with the CSA requirements, and regularly informs the authorities of any cybersecurity incidents that occur, particularly those that are considered critical or high severity.

In 2024, several initiatives were implemented to strengthen ttb's information security framework. A key milestone was the adoption of the Bank of Thailand's Cybersecurity Resilience Assessment Framework (BOT-CRAF) as the Bank's primary cybersecurity guideline. This framework provides financial institutions with a structured approach to assessing cyber inherent risks and implementing risk management controls based on their maturity level. Additionally, iPentest (Intelligence-Led Penetration Testing) was introduced to simulate real-world cyberattacks, assessing the security of the Bank's network beyond traditional penetration testing. Unlike conventional methods, iPentest focuses on demonstrating potential real-life impacts and is a mandatory requirement under BOT-CRAF for D-SIBs.

To further enhance threat detection and response capabilities, ttb has upgraded from EDR (Endpoint Detection and Response) to XDR (Extended Detection and Response), leveraging AI and Machine Learning to improve Mean Time to Detect (MTTD) and Mean Time to Respond (MTTR). This transition enhances accuracy in detecting emerging threats, reduces false positives, and strengthens online forensic capabilities. In 2024, the Bank adopted Breach & Attack Simulation (BAS), enabling continuous security assessments beyond traditional penetration testing. Additionally, we are exploring automation tools to further advance security offensive testing, ensuring continuous and proactive threat detection.

Recognizing the growing risks posed by external cyber threats, the Bank is also evaluating Attack Surface Management (ASM) solutions as part of its 2025 strategy. This initiative aims to enhance security exposure detection from public access points ("outside-in"), reinforcing the Bank's cyber defense strategy. Furthermore, Security Orchestration and Automated Response (SOAR) and User and Entity Behavior Analytics (UEBA) have been fully implemented, significantly improving the effectiveness of security threat detection and response mechanisms.

In addition to strengthening cybersecurity defenses, the Bank has implemented a comprehensive data leakage protection strategy, integrating a full suite of Data Leakage Protection (DLP) measures across all potential leakage channels. This ensures that sensitive customer information remains safeguarded, with regular reporting to senior management for timely identification and resolution of any data leakage risks. Considering the increasing sophistication of cyber threats, ttb has also procured a cyber insurance policy to mitigate financial risks associated with potential security breaches. These proactive measures reflect the Bank's strategic commitment to continuously enhancing cybersecurity resilience and safeguarding its operations and customer data against evolving threats.

In order to safeguard the Bank's data, ensure regulatory compliance, and proactively address emerging threats, employee training plays a crucial role. By equipping the workforce with knowledge and awareness, the Bank can effectively mitigate the risk of data breaches and other malicious activities. Therefore, annual cybersecurity training is mandatory for all

employees. In addition, the Bank has enhanced the approach by conducting phishing simulations twice a year for all employees as part of our ongoing efforts. If employees understand the dangers and how to spot potential threats, they are less likely to fall for phishing scams or other tactics used by cybercriminals.

Information security is part of ttb's corporate key performance metrics used to measure and improve the performance of controls in employee performance evaluation. If employees come across suspicious circumstances or potential risks, an escalation process and procedure are in place. The escalation procedure guides response actions and time requirements based on the incident type and the associated criticality level. This defines the roles of authority and chain of command including the authority to interrupt production services based on the severity, impact, and exposure presented by a particular situation. In the past year, there were no cases of cybersecurity breaches that led to any financial or reputational impacts for the Bank or the customers.

Information security certifications by external assessors

- ISO 27001 (Information Security Management System) for the BOT BAHTNET and ICAS
- ISO 27001 (Information Security Management System) for the SEC (Securities and Exchange Commission)
- ISO 27001 (Information Security Management System) for the OIC (Office of Insurance Commission)
- Swift Customer Security Controls Framework (Swift CSP)



Data Privacy

ttb's operations are based on data analysis and insights. The collection of data plays a vital role in the Bank's day-to-day activities while catering to customers. It is our responsibility to manage customer data in a way that fosters trust and mitigates any potential risks that may jeopardize the customer's Financial Well-being, privacy, and rights.

Our 2024 Performance

0
customer data breach cases with significant impacts

0
amount of fines/penalties paid for customer data breaches

100%
of employees of the Bank and its subsidiaries completed Personal Data Protection Act training every year since 2020 to 2024.

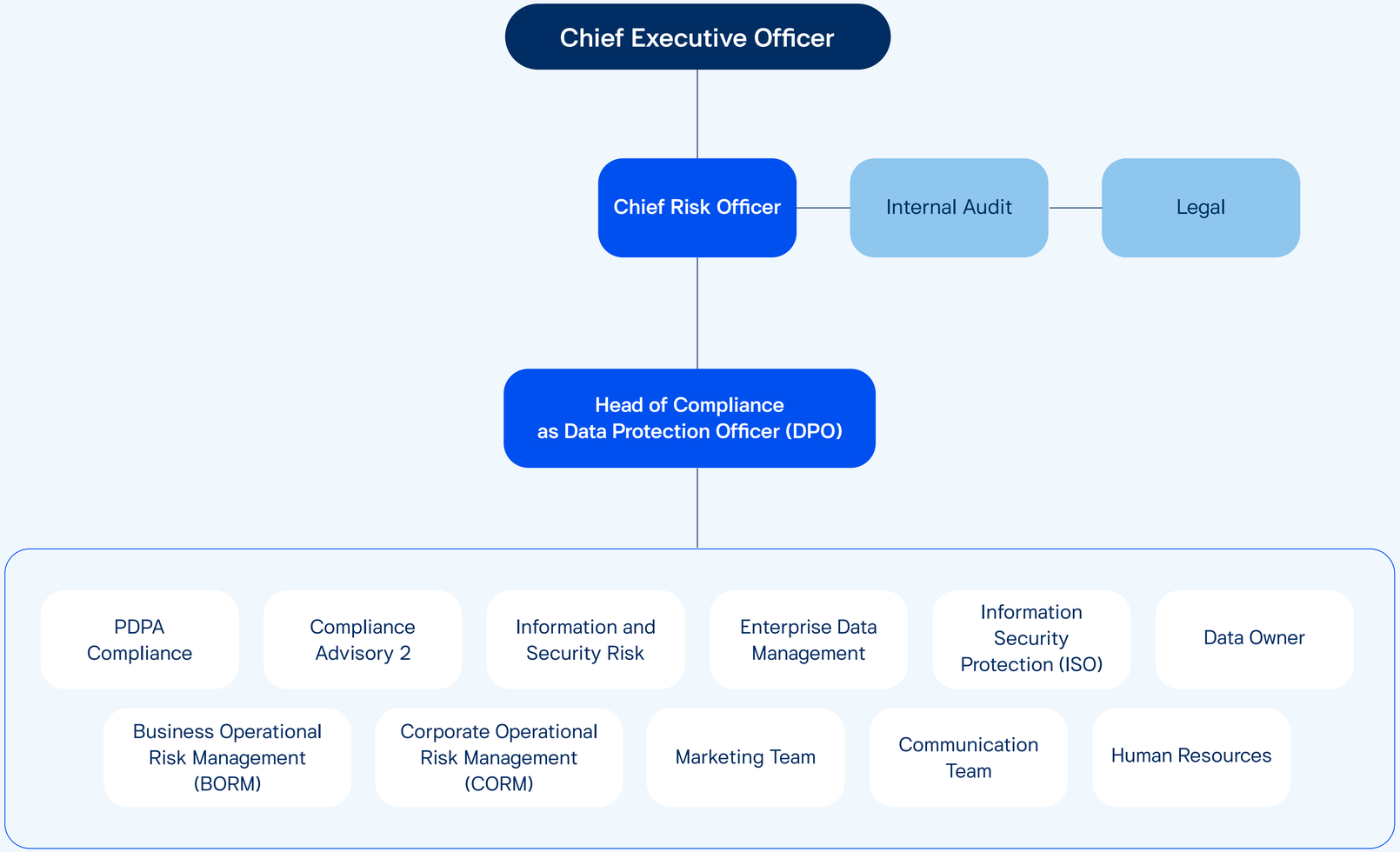
31%
of customer data is used for secondary purposes.

Data Privacy Governance and Management

To ensure that ttb and its subsidiaries fully comply with Thailand's Personal Data Protection Act (PDPA) and to properly manage customer data, the Bank developed a company-specific Data Governance Policy that covers Data Privacy (PDPA), Data Protection, and Data Management based on the Bank of Thailand's Data Governance Framework, Guideline on Personal Data Protection for Thai Banks ("Deloitte Guideline"), Thailand Data Protection Guideline by Faculty of Law, Chulalongkorn University ("Chula Guideline"), and ING advisory on General Data Protection Regulation Compliance (GDPR). The Data Governance Policy provides governance, roles and requirements for data privacy, security, and management. We regularly update our Data Governance Policy, Privacy Policy and/or Privacy Notice, and operating procedures for data protection measures in accordance with relevant laws and regulations. Our privacy policies cover our operations, subsidiaries and supply chain, for example, outsourcing, third parties and service providers, which include but are not limited to suppliers, consultants, contractors, advisors and vendors.

The Board of Directors has designated the Head of Compliance as the Data Protection Officer (DPO), who is responsible for overseeing the Bank and its subsidiaries' compliance and fostering a culture of data protection. The DPO reports to the Chief Risk Officer (CRO) with a dotted line to the CEO, ensuring that the privacy management system is embedded in group-wide risk management. Internal Audit, Business Operational Risk Management (BORM), and Corporate Operational Risk Management (CORM) conduct annual control testing on Data Management matters within the framework of Data Governance. These tests encompass data privacy (PDPA), data protection, and data management, and are tailored to specific focus areas identified by regulators or the organization's strategies. The primary goal of these assessments is to evaluate the effectiveness of existing processes, procedures, and security controls. By identifying areas of improvement, these tests aim to enhance quality and efficiency in risk management, thereby mitigating the potential for financial loss, regulatory non-compliance, damage to reputation, and other adverse outcomes.

Data Privacy Governance Structure



The Bank's ongoing efforts to enhance data protection across all stages of data lifecycle ensures that employees and vendors are aware of their responsibilities regarding data protection and comply with relevant legislation. Internal communication and training were continuously provided throughout the year to foster awareness and keep employees informed of the PDPA's importance and key contents. Examples of internal communication methods include printed posters located in and around office buildings as well as the Bank's branches on PDPA, and a seven-episode series of the PDPA's content on internal e-mail and TTV, a television program available on the Bank's intranet. For employee training, aside from the organizational-wide mandatory training on PDPA, there was additional ad-hoc training specifically tailored for certain functions whose roles and responsibilities involve data processing and data control. In the event of a data breach, the Bank will set up a team to carry out an investigation. If the case is substantiated, suitable disciplinary actions will be enforced for the accountable employees. In 2024, there were zero customer data breach cases that resulted in fines or penalties.



Sustainable Supply Chain

At ttb, we recognize that a sustainable and responsible supply chain is a key driver in creating long-term value for the Bank, our customers, and society. The way we procure products and services directly impacts our operational efficiency, business resilience, and environmental and social footprint. As a financial institution committed to responsible business practices, we strive to ensure that our procurement processes align with ethical, environmental, and social standards while fostering strong partnerships with suppliers who share our values.

Our 2024 Performance

Supplier Categorization

- **31** critical tier 1 suppliers accounting for **1%** of total suppliers and **32%** of the total procurement spend in 2023
- **113** critical tier 2 suppliers accounting for **4%** of total suppliers

Supplier Evaluation and Monitoring

- **100%** of suppliers on the approved supplier list signed and complied with the Supplier Code of Conduct
- **100%** of critical suppliers were assessed economic and ESG risks
- **No** economic and ESG risks from suppliers based on supplier due diligence and assessment
- **No** fatal accident among contractors working on-site

Payment Term

- Payment made on average of **30** days after the approval of supplier's work and the receipt of the invoice from supplier

Sustainable Procurement Strategy

We integrate ESG principles into our responsible procurement management by considering environmental, social, and governance dimensions throughout our sourcing practices. This includes assessing suppliers on their environmental impact, labor rights, ethical business conduct, and long-term sustainability commitments.

Environmental	• Environment • Waste and emissions
Social	• Social and working conditions • Freedom of employment • Child labor avoidance • Compensation • Working hours • Non-discrimination • Harassment, abuse, and disciplinary practices • Working conditions
Governance	• Compliance with laws and regulations • Business integrity • Anti-corruption / Anti-bribery • Confidential information and personal data protection • Free competition • Intellectual property • Conflicts of interest • Subcontractor and supplier management • Rumours • Monitoring / data keeping

Procurement Practices

- Foster good relationships with suppliers and acquiring their support to achieve the Bank's strategic objectives by having a central procurement unit.
- Increase efficiency and manage the Bank's procurement spend.
- Collaborate with other business units to anticipate future changes that will support the Bank's objectives and strategies and utilize expertise in procurement and business operations to enhance procurement practices.
- Integrate digital technology and tools to help improve procurement processes for increased efficiency.
- Build supplier capacity to help suppliers align with the required standards while also considering impacts on occupational health and safety of employees, community, and society.

Sustainable Supply Chain Management Framework

The Bank has established a supplier management process which encompasses the following steps to ensure sustainable supply chain management.



1. Supplier Selection

The Bank conducts a preliminary assessment of the basic qualifications of all potential suppliers, including both new and existing suppliers. During the selection process, the Bank conducts supplier due diligence to assess potential risks of the suppliers. The assessment criteria cover various aspects such as economic and ESG issues. These include financial status, ability to deliver goods and services, and multiple environmental, social, and governance (ESG) factors. Specifically, the assessment considers environmental practices, such as the existence of environmental policies and data collection processes, as well as any history of violations or complaints regarding environmental regulations. Social factors include compliance with labor laws, working conditions, child labor, employment of migrant workers, compensation and working hours, and workplace discrimination or harassment. The assessment also reviews political and ESG risks in the supplier's country of origin, reputation risks, corruption risks, conflicts of interest, confidentiality, and environmental risks, including waste and emissions management.

2. New Supplier Registration

After the selection process is completed, suppliers are registered on the approved supplier list and the Bank's payment system. Approved suppliers are evaluated annually.

3. Supplier Categorization

The Bank categorizes tier 1 and non-tier 1 suppliers based on the importance of suppliers, considering various risk factors covering economic, social, and environmental aspects such as:

- Criticality to operations and revenue generation of the Bank
- Non-substitutable suppliers that provide highly customized products/services tailored to the Bank's needs, with high switching costs or long-term contracts that cannot be easily terminated.
- Risks of non-compliance with ESG requirements as specified in the Bank's Supplier Code of Conduct.

4. Supplier Evaluation and Monitoring

Maintain or improve the quality of approved suppliers at the required level and to be in line with the Bank's strategy. Critical tier 1 and tier 2 suppliers are required to undergo this evaluation every 2-3 years.

The Bank's strategic suppliers are evaluated annually based on the AQSCIR method to improve the quality of work and sustainable procurement practices. In 2024, 100% of our critical tier 1 suppliers were evaluated according to this method.



Annual Supplier Evaluation Based on the AQSCIR Method and Contract

- Assurance of Supply (15%): Ensuring that products and services are available when needed.
- Quality (25%): Confidence in the consistency, standard level of efficiency, and quality.
- Service (25%): The Bank and the supplier successfully meet product and service delivery requirements.
- Cost (15%): Consideration of all procurement-related costs and overall value for money.
- Innovation (5%): Continuous improvements to enhance customer experience while reducing costs or increasing competitive advantage.
- Regulation (10%): Compliance with laws, the Bank's regulations, policies, and the Supplier Code of Conduct.
- Contract (5%): Evaluation of contract details and adherence to agreed terms.

Supplier Engagement for Sustainable Growth

The Bank puts equal emphasis on communicating, working collaboratively with quality, and accounting for the society and the environment when managing our suppliers. The Bank organized a program to engage with partner companies, aiming to advocate for Financial Well-being and cooperative advancement including technology, service delivery, and product manufacturing. The focus also extended to fostering sustainable growth through strategic procurement strategies. Throughout 2024, the bank's strategic procurement department conducted visits to 10 companies, garnering notably positive feedback from these valued partners.

Supplier Satisfaction Survey

In 2024, more than 250 suppliers responded to our supplier satisfaction survey on the Bank's Procurement Strategy. The results showed an average satisfaction rate of 86 percent. The results of the 2024 Supplier Satisfaction Survey showed that suppliers were most satisfied with the following:

- Honesty and ethics in procurement
- Clear and transparent policies and procedures
- Convenience in communication, document check process, and supplier registration process

The Bank has established a channel on the website for suppliers and related stakeholders to make suggestions, raise concerns, or report any suspected wrongdoings.

Contribution to the UN Sustainable Development Goals



ttb advocates for equal access to financial services and inclusivity in all aspects of life, believing that equipping communities with fundamental financial knowledge enhances their standard of living and quality of life.



Through community development projects, ttb encourages Thais to adopt healthier lifestyles by promoting better nutrition, regular exercise, and overall health and well-being. These initiatives help rural communities gain improved access to essential healthcare services.



ttb fosters quality education and learning opportunities by offering educational programs and activities at the fai-fah Learning Center. This platform empowers youth to explore their potential, express creativity, and develop skills in finance, art, music, sports, and languages. ttb fai-fah program also supports sustainable social development and educational growth.



ttb is committed to sustainable business growth, advocating for human rights, and ensuring fair treatment for all employees.



Innovation is a key priority for ttb. The bank drives digital transformation through its digital banking roadmap and platforms, reflecting its philosophy of 'Make REAL Change' to deliver creative, meaningful, and unique experiences for the benefit of customers and the environment.



ttb supports social development by adopting a cleaner, greener, and more inclusive approach, offering sustainable and green finance instruments and engaging in impactful community development projects.



In its efforts to promote a low-carbon society, ttb continues to enhance internal resource efficiency and address climate change impacts in its lending practices. This includes promoting green and blue loans while reducing exposure to high-GHG-emitting industries, such as coal-fired power plants.

Sustainability Performance

Environmental Data	Unit	2021	2022	2023	2024
Greenhouse Gas Emissions (GHG Emissions)					
Total Scope 1 GHG emission	Tonnes CO_2e	262.83	3,069.88	2,901.28	2,747.24
Total Scope 2 GHG emission (Location-based)	Tonnes CO_2e	22,305.73	22,018.50	30,557.22	27,974.19
Total Scope 2 GHG emission (Market-based)	Tonnes CO_2e	22,305.73	22,018.50	30,557.22	27,974.19
Total Scope 1 and 2 GHG emission	Tonnes CO2e	22,568.55	25,088.38	33,458.50	30,721.43
Total Scope 1 and 2 GHG emission intensity	Tonnes CO_2e per FTE	1.49	1.72	2.18	2.11
Total Scope 3 GHG emission	Tonnes CO_2e	204.54	328.34	577.13	566.64
Category 1: Purchased goods and services	Tonnes CO_2e	198.19	296.34	313.35	272.59
• Paper consumption	Tonnes	296.82	443.83	469.30	408.25
Category 5: Waste generated in operations	Tonnes CO_2e	0.96	0.97	226.01	241.66
Diverted from landfill	Tonnes	44.00	55.49	77.05	76.25
• Plastic recycling	Tonnes	NA	NA	0.94	1.12
• Office paper recycling	Tonnes	32.00	32.27	50.65	41.80
• Corrugated boxes recycling	Tonnes	NA	NA	1.21	0.09
• Food waste composting	Tonnes	12.00	23.22	24.25	33.24
Disposed to landfills	Tonnes	NA	NA	96.84	103.70
• General waste	Tonnes	NA	NA	96.62	103.51
• Hazardous waste	Tonnes	NA	NA	0.22	0.19
Category 6: Business travel	Tonnes CO_2e	5.40	8.17	6.39	17.87
• Distance of business travel by road	km	30,866	22,597	45,817	130,029
Category 13: Downstream leased assets	Tonnes CO_2e	NA	22.86	31.38	34.52
• LPG consumption by lessee	Tonnes	NA	7.34	10.08	11.09
Category 15: Investment	Tonnes CO_2e	Separately disclosed in ttb's TCFD Report 2024			

Environmental Data	Unit	2021	2022	2023	2024
Other emissions					
Biogenic CO_2 emissions from ethanol and biofuel consumption	Tonnes CO_2	8.80	509.76	451.47	441.22
Energy					
Total energy consumption within organization from renewable and non-renewable sources	MWh	45,504.00	59,179.00	75,093.00	70,285.30
Total energy consumption within the organization from non-renewable sources	MWh	45,466.00	57,001.00	73,165.00	68,357.70
Total energy consumption within the organization from renewable sources	MWh	38.00	2,178.00	1,928.00	1,927.60
Total energy consumption intensity from renewable and non-renewable sources	MWh per FTE	3.01	4.05	4.90	4.84
Total energy consumption outside organization from renewable and non-renewable sources	MWh	NA	NA	NA	NA
Water					
Total water withdrawal	m^3	259,618.71	232,480.50	266,928.91	234,935.01
In all area	m^3	259,618.71	232,480.50	266,928.91	234,935.01
In areas with water stress	m^3	259,618.71	232,480.50	256,902.06	213,954.12
Water withdrawal intensity	m^3 per FTE	17.19	15.90	17.42	16.17
Total water discharge to surface water	m^3	207,694.97	185,984.40	176,196.73	154,773.61
Total water consumption	m^3	51,923.74	46,496.10	90,732.18	80,161.40
Waste					
Total waste generated	Tonnes	44.00	55.49	161.07	256.20
Hazardous waste	Tonnes	0.00	0.00	0.22	0.19
Non-harzardous waste	Tonnes	44.00	55.49	160.84	256.01
Total waste diverted from landfills	Tonnes	32.00	32.27	64.23	152.50
By recycling	Tonnes	32.00	32.27	39.98	43.01
• Hazardous waste	Tonnes	NA	NA	NA	NA
• Non-hazardous waste	Tonnes	32.00	32.27	39.98	43.01
By other recovery options	Tonnes	12.00	23.22	24.25	33.24
• Food waste composting	Tonnes	12.00	23.22	24.25	33.24
Total waste disposed to landfills	Tonnes	0.00	0.00	96.84	103.70
Hazardous waste	Tonnes	0.00	0.00	0.22	0.19
Non-hazardous waste	Tonnes	0.00	0.00	96.62	103.51

1. The scope of reporting in 2023 and 2024 covers the Head Office (including subsidiaries located in the Head Office i.e., Phahonyothin Asset Management Company Limited and ttb consumer company limited), other buildings, branches either owned or leased, and ttb broker which is a subsidiary not located in the Head Office.
2. 2021-2022 data covers Head office, Wongsawang, Petchburi, Bangpoo, Rama VII, and Suan Mali office buildings and owned branches only. Thus, the data between 2021-2022 cannot be used for comparison purposes with 2023-2024 data.
3. GHG emissions are calculated using operational control basis.
4. Direct GHG emissions (Scope 1) includes stationary combustion, mobile combustion, and fugitive emissions.
5. Due to the recent revisions in calculation methodology, the GHG Scope 1, 2, and 3 emissions data for 2021-2023 may reflect variances in the reported figures.
6. The GHG emission calculation is based on the latest emission factors (EF) from Thailand Greenhouse Gas Management Organization (Public Organization) (TGO) version 2022. Where the information is not available, the EF from the IPCC assessment report, Emissions Factors for Greenhouse Gas Inventories, U.S. Environmental Protection Agency (EPA), UK Government GHG Conversion Factors for Company Reporting 2023 are used. All emissions are converted to CO_2 eq. by 100-year time horizon global warming potentials (GWP) from the IPCC Fifth Assessment Report, 2014 (AR5).
7. By diverting from landfills, office paper is securely collected and recycled by a third-party service provider, food waste is composted by third-party service provider for further use by other recovery operation offsite, i.e., animal feeds, and the rest is recycled by BMA.
8. Paper consumption: The amount of paper consumption is tracked from the purchase. Paper consumption data is collected from the Head Office and branches where the paper bills and payments are directly managed by the Corporate Property and Services Department.
9. GHG emissions for Scope 3 Category 6 (Business Travel) and the distance of business travel by road include only information derived from external transportation providers.
10. NA means data not available.

Social Data	Unit	2021		2022		2023		2024	
		Male	Female	Male	Female	Male	Female	Male	Female
Total employee									
Total employees	Persons		15,102		14,620		15,320		14,529
		4,644	10,458	4,619	10,001	4,786	10,534	4,605	9,924
	%	30.75	69.25	31.59	68.41	31.24	68.76	31.70	68.30
By type of contract									
Permanent employee	Persons	4,628	10,394	4,614	9,992	4,774	10,488	4,582	9,838
Contract employee	Persons	16	64	5	9	12	46	23	86
By type of employment									
Full-time	Persons	4,644	10,458	4,619	10,001	4,786	10,534	4,605	9,924
Part-time	Persons	0	0	0	0	0	0	0	0
Temporary	Persons	0	0	0	0	0	0	0	0
By age									
< 30 years old	Persons	527	2,328	574	2,154	645	2,110	584	1,587
30-50 years old	Persons	2,861	6,543	2,774	6,144	2,903	6,613	2,820	6,532
> 50 years old	Persons	1,256	1,587	1,271	1,703	1,238	1,811	1,201	1,805
By level									
Top management	Persons	7	5	7	5	6	5	6	4
Middle management	Persons	41	21	39	26	37	27	39	26
Junior management	Persons	585	783	583	738	564	751	528	719
Non-management	Persons	4,011	9,649	3,990	9,232	4,179	9,751	4,032	9,175
By location									
Thailand	Persons	4,643	10,457	4,619	10,001	4,786	10,534	4,605	9,924
Head Office	Persons	1,771	2,746	1,897	2,878	2,241	3,372	1,790	3,778
Office buildings	Persons	897	1,893	800	1,675	737	1,950	606	1,347
Elsewhere	Persons	1,975	5,818	1,922	5,448	1,808	5,212	2,209	4,799
Overseas	Persons	1	1	0	0	0	0	0	0

Social Data	Unit	2021		2022		2023		2024	
		Male	Female	Male	Female	Male	Female	Male	Female
By tenure									
< 1 year	Persons	394	1,284	761	1,514	686	1,438	421	700
1-3 years	Persons	730	1,986	521	1,535	913	2,171	1,275	2,825
4-5 years	Persons	420	1,130	439	1,092	446	1,168	212	536
6-10 years	Persons	671	1,717	666	1,773	672	1,747	738	1,919
11-15 years	Persons	760	1,760	601	1,325	561	1,291	387	857
16-20 years	Persons	551	992	627	1,298	602	1,338	682	1,671
> 21 years	Persons	1,118	1,589	1,004	1,464	906	1,381	890	1,416
By nationalities									
Thai	Persons	4,633	10,448	4,614	10,000	4,783	10,531	4,602	9,921
	Persons		15,081		14,614		15,314		14,523
	%		99.86		99.96		99.96		99.96
Management employee with this nationality	Persons	626	806	626	768	605	781	571	747
	% of management		99.31		99.71		99.71		99.70
Others	Persons	11	10	5	1	3	3	3	3
	Persons		21		6		6		6
	%		0.14		0.04		0.10		0.11
Management employee with this nationality	Persons	7	3	3	1	1	1	2	2
	% of management		0.69		0.29		0.14		0.30
Hiring of employee with disability									
Hiring of employee with disability (Section 33)	Persons		1		1		1		0
	%		0.66		0.68		0.65		0.00
Hiring of employee with disability (Section 35)	Persons		87		152		156		153

Social Data	Unit	2021		2022		2023		2024	
		Male	Female	Male	Female	Male	Female	Male	Female
New employees									
Total new employees	Persons		2,077		2,932		2,748		1,500
	Persons	481	1,596	951	1,981	843	1,905	517	983
New hire rate	%		13.75		20.05		17.94		0.10
	%	3.19	10.57	6.50	13.55	5.50	12.43	0.04	0.07
By age									
Under 30 years old	Persons		1,558		1,571		1,306		583
	%		10.32		10.75		8.52		4.01
	Persons	301	1,257	412	1,159	374	932	205	378
30-50 years old	Persons		515		1,339		1,418		894
	%		3.41		9.16		9.26		6.15
	Persons	177	338	530	809	461	957	300	594
Over 50 years old	Persons		4		22		24		23
	%		0.03		0.15		0.16		0.16
	Persons	3	1	9	13	8	16	12	11
By region									
Thailand	Persons		2,077		2,932		2,748		1,500
	%		13.8		20.05		17.94		10.32
	Persons	481	1,596	951	1,981	843	1,905	517	983
Head Office	Persons	162	178	486	553	408	448	337	349
Office buildings	Persons	87	289	148	384	134	448	68	228
Elsewhere	Persons	232	1,129	317	1,044	301	1,009	112	406
Overseas	Persons	0	0	0	0	0	0	0	0
Average hiring costs per new FTE	Baht per person		3,734		9,298		107,313		104,640
Employee filled in open position	%		43.10		40.70		39.30		43.97
	Positions		1,660		2,032		1,561		43.97
Total open positions	Positions		3,852		4,993		3,977		2,231

Social Data	Unit	2021		2022		2023		2024	
		Male	Female	Male	Female	Male	Female	Male	Female
Employee turnover									
Total employee turnover	Persons		2,394		3,414		2,985		2,291
	Persons	661	1,733	976	2,438	919	2,066	697	1,594
Turnover rate	%		15.85		23.35		19.48		15.8
	%	4.38	11.48	6.68	16.68	6.00	13.49	4.8	11.0
Total voluntary turnover	Persons		1,956		2,997		2,646		1,925
	Persons	482	1,474	798	2,199	754	1,892	537	1,388
Voluntary turnover rate	%		12.9		20.50		17.27		13.250
Regrettable loss	%		9.90		9.00		6.70		5.20
By age									
Under 30 years old	Persons		840		1,217		881		658
	%		5.56		8.32		5.75		4.53
	Persons	153	687	256	961	194	687	146	512
30-50 years old	Persons		1,225		1,747		1,649		1,275
	%		8.11		11.95		10.76		8.78
	Persons	364	861	517	1,230	499	1,150	397	878
Over 50 years old	Persons		329		450		455		358
	%		2.18		3.08		2.97		2.46
	Persons	144	185	203	247	226	229	154	204
By region									
Thailand	Persons		2,390		3,413		2,985		2,291
	%		15.83		23.34		19.48		15.8
	Persons	659	1,731	976	2,437	919	2,066	697	1,594
Head Office	Persons	264	326	388	508	302	375	280	341
Office buildings	Persons	117	294	169	493	184	451	116	314
Elsewhere	Persons	278	1,111	419	1,436	433	1,240	301	939
Overseas	Persons		4		1		0		0
	%		0.03		0.01		0.00		0.00
	Persons	2	2	0	1	0	0	0	0

Social Data	Unit	2021		2022		2023		2024	
		Male	Female	Male	Female	Male	Female	Male	Female
Training									
Employee development investment	Baht	67,167,862		112,630,000		118,093,413		118,678,860	
Average amount spent per FTE on training and development	Baht per person	4,448		7,704		7,708		8,168	
Average training hour	Hours per person	46		61		39		43	
	Hours per person	37	51	51	66	35	41	39	45
By category									
Top management	Hours per person	12	15	28	39	24	42	25	42
Middle management	Hours per person	18	16	28	28	29	27	39	40
Junior management	Hours per person	40	51	70	94	45	54	50	60
Non-management	Hours per person	37	51	49	64	34	40	39	47
Employee performance evaluation									
Percentage of evaluated employees	%	100		100		100		100	
Diversity									
Female share of total workforce	%	69.25		68.41		68.76		68.31	
Females in Board	%	14.30		21.40		21.43		21.43	
Females in management positions	%	56.10		55.01		56.33		56.66	
Females in top management positions	%	41.67		41.67		45.45		40.00	
Females in middle management positions	%	33.87		40.00		42.19		40.00	

Social Data	Unit	2021		2022		2023		2024	
		Male	Female	Male	Female	Male	Female	Male	Female
Diversity									
Females in junior management positions	%	57.24		55.87		57.11		57.66	
Females in management position in revenue generating functions	%	56.22		55.12		56.42		56.78	
Females in STEM related functions	%	46.10		43.50		42.60		40.00	
Females in IT related functions	%	NR		47.70		48.10		47.80	
Females in Engineering related functions	%	NR		37.50		36.10		37.70	
Females in non-management positions	%	70.60		69.82		70.00		69.48	
Pay equity									
Equal pay - ratio of average basic salary of women and men									
Executive	Ratio of female : male	0.85		0.85		0.83		0.83	
Management		0.88		0.87		0.88		0.90	
Non-management		0.81		0.82		0.80		0.79	
Equal pay - ratio of average basic salary and other incentives of women and men									
Executive	Ratio of female : male	0.89		0.83		0.81		0.83	
Management		0.81		0.76		0.86		0.93	
Non-management		0.73		0.75		0.81		0.81	
Benefits									
Number of employees with provident funds	Persons	13,966		13,561		14,767		13,867	
	%	92.48		92.76		96.39		95.44	

Social Data	Unit	2021		2022		2023		2024	
		Male	Female	Male	Female	Male	Female	Male	Female
Employee engagement									
Employee engagement	%		50		50		60		65
Employee engagement target	%		60		60		55		64
Employee engagement coverage	% of total employees		97		97		99		97
Parental leave									
Employees who took parental leave	Persons		311		257		295		257
	Persons	30	281	31	226	30	265	46	211
Employees who returned to work after parental leave	Persons		309		252		293		256
	Persons	30	279	31	221	30	263	46	210
	%		99.40		98.10		99.32		99.61
	%	100.00	99.30	100.00	97.80	100.00	99.25	100.00	99.50
Employees who returned to work after parental leave ended and were stilled employed 12 monthes after their return to work	Persons		NR		NR		226		241
	Persons	NR	NR	NR	NR	29	197	31	210
	%		NR		NR		87.94		73.48
	%	NR	NR	NR	NR	11.28	76.65	9.45	64.02
Financial aids for childbirth	Persons	10	83	29	82	28	130	26	88
	Baht	20,000	166,000	58,000	164,000	56,000	260,000	52,000	176,000

Social Data	Unit	2021		2022		2023		2024	
		Male	Female	Male	Female	Male	Female	Male	Female
Health and safety									
Absentee rate	%		0.74		1.29		0.86		0.94
Absentee rate target	%		1.00		1.50		1.30		1.30
Fatality	Cases		0		0		0		0
Operating hours	Hours		27,183,600		26,425,650		29,904,640		28,474,880
Lost Day Injury Rate (LDIR)	Number of employees per 1,000,000 operating hours	0	0	0	0	0	0	0	0

Remarks:

1. From 2023 onwards, the boundary of employee-related data covers the Bank and its subsidiaries (Phahonyothin Asset Management Company Limited, ttb consumer company limited, TMBThanachart Broker Company Limited). Previously, the data covered only the Bank.
2. The significant decrease in 2022 for total employees was due to the transfer of employees from TMBThanachart Bank to our newly setup subsidiary, 'ttb consumer company limited', which was not in the boundary for 2022 data.
3. The Bank uses the total employee numbers at the end of the reporting period as a basis for reporting and calculating HR-related indicators.
4. STEM (science, technology, engineering, mathematics) related functions require primary education in science, technology, engineering, and mathematics.
5. Starting in 2024, ttb has expanded the scope of data used to calculate the Equal pay - ratio of average basic salary and other incentives between women and men. This now includes salaries, bonuses, allowances, OT, stock options, and other incentives. It's important to note that the current year's data should not be used for direct comparison purposes.
6. Absentee: Absentee rate measures actual absentee lost days, expressed as a percentage of total workdays. Absentee rate target is 1.5%. Absentee includes only sick days. Total workdays are the total number of scheduled working days in the reporting period. Due to a revised methodology for scheduled working days applied from 2023 onward, data from 2021–2022 are not comparable with 2023–2024 for trend analysis.
7. Fatality: Work-related injury resulted in a fatality.
8. NR means not reported; NA means not available.

Social data	Unit	2021	2022	2023	2024
Community Development and Investment					
Cash contribution	Baht	282,759,609	491,146,040	83,241,919	54,166,333
Charitable donation	Baht	10,274,431	8,992,481	13,443,250	11,676,000
	% of cash contribution	3.63	1.83	16.15	21.56
Community investment	Baht	53,000,000	37,000,000	33,000,000	33,000,000
	% of cash contribution	18.74	7.53	39.64	60.92
Commercial initiatives	Baht	219,485,178	445,153,559	36,798,669	9,490,333
	% of cash contribution	77.62	90.64	44.21	17.52
Scholarship for children of employees	Persons	113	96	135	161
	Baht	513,000	416,000	884,000	1,062,000
Employee volunteering during paid working hours	Hours	2,604	26,061	65,953	65,115
In-kind giving	Baht	1,000,000	1,000,000	1,000,000	2,168,980.00

Remark:

1. From 2023 onwards, the amount of commercial initiatives contribution is calculated by different method.

Governance/Economic Data	Unit	2024
Total operating income	THB million	69,399
Total other operating expenses	THB million	29,571
Net profit	THB million	21,031
Total assets	THB million	1,748,523
Total liabilities	THB million	1,510,710
Total equity	THB million	237,812

Remark:

For more details, see Financial Statements in ttb One Report 2024.

GRI Content Index

Statement of use	TMBThanachart Bank has reported in accordance with the GRI Standards for the period between January 1, 2024 to December 31, 2024
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	N/A

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION			OMISSION NOTE	SDGs
		ONE REPORT	SUSTAINABILITY REPORT	WEBSITE		
GRI 2: General Disclosures 2021	2-1 Organizational details	P. 63 - 64	P. 8			
	2-2 Entities included in the organization's sustainability reporting		P. 7			
	2-3 Reporting period, frequency and contact point		P. 7			
	2-4 Restatements of information		P. 107			
	2-5 External assurance		P. 122			
	2-6 Activities, value chain and other business relationships	P. 48 - 50, 58 - 65	P. 9, 16 - 17			
	2-7 Employees		P. 111			8
	2-8 Workers who are not employees		P. 111			8
	2-9 Governance structure and composition	P. 136 - 142				
	2-10 Nomination and selection of the highest governance body	P. 137, 157 -159				
	2-11 Chair of the highest governance body	P. 138	P. 5			
	2-12 Role of the highest governance body in overseeing the management of impacts	P. 143 - 144				
	2-13 Delegation of responsibility for managing impacts	P. 144 - 149				
	2-14 Role of the highest governance body in sustainability reporting	P. 144 - 145				
	2-15 Conflicts of interest	P. 142, 177, 182				
	2-16 Communication of critical concerns	P. 155	P. 7, 66, 90			
	2-17 Collective knowledge of the highest governance body	P. 161 - 166	P. 87			
	2-18 Evaluation of the performance of the highest governance body	P. 159 - 160				
	2-19 Remuneration policies	P. 171 - 176				
	2-20 Process to determine remuneration	P. 171 - 176				
	2-21 Annual total compensation ratio				The Bank's confidential information	
	2-22 Statement on sustainable development strategy	P. 4 - 8, 26 - 31	P. 5 - 6			
	2-23 Policy commitments	P. 86		https://www.ttbbank.com/en/sustainability/policies-and-reporting/policies-and-standards		

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION			OMISSION NOTE	SDGs
		ONE REPORT	SUSTAINABILITY REPORT	WEBSITE		
	2-24 Embedding policy commitments	P. 86				
	2-25 Processes to remediate negative impacts	P. 82 - 84				
	2-26 Mechanisms for seeking advice and raising concerns	P. 89 - 90				
	2-27 Compliance with laws and regulations	P. 132, 178 - 179				
	2-28 Membership associations			https://media.ttbbank.com/1/sustainability/en_contribution_to_association.pdf		17
	2-29 Approach to stakeholder engagement	P. 89 - 90, 180	P. 21 - 22	https://www.ttbbank.com/en/sustainability/sustainability-approach/stakeholder-engagement		17
	2-30 Collective bargaining agreements			https://www.ttbbank.com/en/sustainability/social-sustainability/our-people		
Material topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics		P. 18 - 20	https://www.ttbbank.com/en/sustainability/sustainability-approach/materiality		
	3-2 List of material topics		P. 20			
Customer experience						
GRI 3: Material Topics 2021	3-3 Management of material topics		P. 29 - 30	https://www.ttbbank.com/en/sustainability/business-sustainability/customer-experience		
Digital transformation						
GRI 3: Material Topics 2021	3-3 Management of material topics		P. 24 - 26	https://www.ttbbank.com/en/sustainability/business-sustainability/digital-strategy		
Beyond banking and ecosystem						
GRI 3: Material Topics 2021	3-3 Management of material topics		P. 27 - 28			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION			OMISSION NOTE	SDGs
		ONE REPORT	SUSTAINABILITY REPORT	WEBSITE		
Responsible lending and investment						
GRI 3: Material Topics 2021	3-3 Management of material topics		P. 31-34	https://www.ttbbank.com/en/sustainability/environmental-sustainability/responsible-lending		
Climate actions and decarbonization strategy						
GRI 3: Material Topics 2021	3-3 Management of material topics		P. 36-41			
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change			https://www.ttbbank.com/en/sustainability/environmental-sustainability/responsible-lending		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions		P. 108			3, 12, 13, 14, 15
	305-2 Energy indirect (Scope 2) GHG emissions		P. 108			3, 12, 13, 14, 15
	305-3 Other indirect (Scope 3) GHG emissions		P. 108			3, 12, 13, 14, 15
	305-4 GHG emissions intensity		P. 108			3, 12, 13, 14, 15
	305-5 Reduction of GHG emissions		P. 48			3, 12, 13, 14, 15
Environmental management						
GRI 3: Material Topics 2021	3-3 Management of material topics		P. 47-49	https://www.ttbbank.com/en/sustainability/environmental-sustainability/environmental-management		
GRI 302: Energy 2016	302-1 Energy consumption within the organization		P. 109			7, 8, 12, 13
	302-2 Energy consumption outside of the organization		P. 109			7, 8, 12, 13
	302-3 Energy intensity		P. 109			7, 8, 12, 13
	302-4 Reduction of energy consumption		P. 48			7, 8, 12, 13
GRI 303: Water and Effluents 2018	303-3 Water withdrawal		P. 109			6
	303-4 Water discharge		P. 109			6
	303-5 Water consumption		P. 109			6
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts		P. 49			6, 12
	306-3 Waste generated		P. 109			12
	306-4 Waste diverted from disposal		P. 109			12
	306-5 Waste directed to disposal		P. 109			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION			OMISSION NOTE	SDGs
		ONE REPORT	SUSTAINABILITY REPORT	WEBSITE		
Financial inclusion and over-indebtedness						
GRI 3: Material Topics 2021	3-3 Management of material topics		P. 53 - 54, 57 - 62	https://www.ttbbank.com/en/sustainability/social-sustainability/financial-literacy-and-inclusion		1, 8, 10
Financial Well-being and financial literacy						
GRI 3: Material Topics 2021	3-3 Management of material topics		P. 51 - 56	https://www.ttbbank.com/en/sustainability/business-sustainability financial-well-being		1, 8, 10
Employee's learning and development						
GRI 3: Material Topics 2021	3-3 Management of material topics		P. 67 - 71	https://www.ttbbank.com/en/sustainability/social-sustainability/our-people		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee		P. 64, 113			4, 5, 8
	404-2 Programs for upgrading employee skills and transition assistance programs		P. 68 - 71			8
	404-3 Percentage of employees receiving regular performance and career development reviews		P. 64, 68, 113			5, 8
Employee welfare and well-being						
GRI 3: Material Topics 2021	3-3 Management of material topics		P. 72 - 74	https://www.ttbbank.com/en/sustainability/social-sustainability/our-people		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover		P. 112			5, 8, 10
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees		P. 72 -74			3, 8
	401-3 Parental leave		P. 73			5, 8
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system			https://media.ttbbank.com/1/sustainability/en_workplace-safety-and-physical-security-policy.pdf		3
	403-2 Hazard identification, risk assessment, and incident investigation					3
	403-3 Occupational health services		P. 72 - 73			3
	403-4 Worker participation, consultation, and communication on occupational health and safety					3
	403-5 Worker training on occupational health and safety		P. 49			3

GRI STANDARD/ OTHER SOURCE	DISCLOSURE		LOCATION			OMISSION NOTE	SDGs
			ONE REPORT	SUSTAINABILITY REPORT	WEBSITE		
	403-6	Promotion of worker health		P. 72 - 74			3
	403-9	Work-related injuries		P. 114			3
	403-10	Work-related ill health		P. 114			3, 8
Talent attraction and retention							
GRI 3: Material Topics 2021	3-3	Management of material topics		P. 67	https://www.ttbbank.com/en/sustainability/social-sustainability/our-people		
Diversity, equity and inclusion							
GRI 3: Material Topics 2021	3-3	Management of material topics		P. 65 - 66	https://www.ttbbank.com/en/sustainability/social-sustainability/our-people		5
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees		P. 64, 83			5, 8
	405-2	Ratio of basic salary and remuneration of women to men		P. 113			5, 8, 10
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken		P. 91			5
Human rights							
GRI 3: Material Topics 2021	3-3	Management of material topics			https://www.ttbbank.com/en/sustainability/social-sustainability/human-rights		
Community investment and development							
GRI 3: Material Topics 2021	3-3	Management of material topics	P. 92	P. 77 - 81	https://www.ttbbank.com/en/sustainability/social-sustainability/social-development		
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed	P. 97 - 107	P. 77, 111			8, 9
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	P. 92	P. 77 - 81			1, 8
	413-2	Operations with significant actual and potential negative impacts on local communities	P. 92	P. 77 - 81			1, 8

GRI STANDARD/ OTHER SOURCE		DISCLOSURE	LOCATION			OMISSION NOTE	SDGs
			ONE REPORT	SUSTAINABILITY REPORT	WEBSITE		
Cybersecurity and data privacy							
GRI 3: Material Topics 2021	3-3	Management of material topics		P. 98 - 102	https://www.ttbbank.com/en/sustainability/corporate-governance-and-business-ethics/cybersecurity-and-data-privacy		
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data		P. 101			16
Corporate governance							
GRI 3: Material Topics 2021	3-3	Management of material topics	P. 113 - 182	P. 83-87	https://www.ttbbank.com/en/sustainability/corporate-governance-and-business-ethics/corporate-governance		
Business ethics							
GRI 3: Material Topics 2021	3-3	Management of material topics		P. 88 - 91	https://www.ttbbank.com/en/sustainability/corporate-governance-and-business-ethics/business-ethics		
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	P. 180				
	205-2	Communication and training about anti-corruption policies and procedures	P. 180	P. 89			16
	205-3	Confirmed incidents of corruption and actions taken	P. 180	P. 91			
GRI 417: Marketing and Labeling 2016	417-2	Incidents of non-compliance concerning product and service information and labeling		P. 91			
	417-3	Incidents of non-compliance concerning marketing communications		P. 91			
Risk and crisis management							
GRI 3: Material Topics 2021	3-3	Management of material topics		P. 92 - 97	https://www.ttbbank.com/en/sustainability/corporate-governance-and-business-ethics/risk-management		
Sustainable supply chain							
GRI 3: Material Topics 2021	3-3	Management of material topics		P. 103-106	https://media.ttbbank.com/1/sustainability/en-procurement-reporting.pdf		

LRQA Independent Assurance Statement

Relating to TMBThanachart Bank Public Company Limited's Sustainability Report for the calendar year 2024

This Assurance Statement has been prepared for TMBThanachart Bank Public Company Limited (TTB) in accordance with our contract but is intended for the readers of this Report.

Terms of Engagement

LRQA (Thailand) Limited (LRQA) was commissioned by TMBThanachart Bank Public Company Limited (TTB) to provide independent assurance on its Sustainability Report 2024 "the report" against the assurance criteria below to a moderate level of assurance and at the materiality of the professional judgement of the verifier, using AccountAbility's AA1000AS v3, where the scope was a Type 2 engagement.

Our assurance engagement covered TTB and its subsidiaries in Thailand, and specifically the following requirements:

- Evaluating the reliability of data and information for only the selected indicators listed below:
  - *Environmental*:
    GRI 302-1 Energy consumption within the organization, GRI 303-5 Water consumption, GRI 305-1 Direct (scope 1) GHG emissions, GRI 305-2 Energy indirect (scope 2) GHG emissions, GRI 305-3 Other indirect (Scope 3) GHG emissions (Waste generated in operations, business travel and upstream leased assets only).
    Social:
    GRI 403-9 (Absentee rate only), GRI 405-2 Ratio of basic salary and bonus of women and men.

Our assurance engagement excluded the data and information of TTB's subsidiaries within Thailand where it has no operational control, all TTB's operations and activities outside of Thailand and suppliers and any third-parties mentioned in the report.

LRQA's responsibility is only to TTB. LRQA disclaims any liability or responsibility to others as explained in the end footnote. TTB's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the report and for maintaining effective internal controls over the systems from which the report is derived. Ultimately, the report has been approved by, and remains the responsibility of TTB.

LRQA's Opinion

Based on LRQA's approach nothing has come to our attention that would cause us to believe that TTB has not, in all material respects:

- Met the requirements above.
- Disclosed reliable performance data and information for the selected indicators as no errors or omissions were detected.
- Covered all the issues that are important to the stakeholders and readers of this report.

The opinion expressed is formed on the basis of a moderate level of assurance and at the materiality of the professional judgement of the verifier.

Note: The extent of evidence-gathering for a moderate level of assurance engagement is less than for a high level of assurance engagement. Moderate assurance engagements focus on aggregated data rather than physically checking source data at sites. Consequently, the level of assurance obtained in a moderate assurance engagement is substantially lower than the assurance that would have been obtained had a high assurance engagement been performed.

LRQA's approach

LRQA's assurance engagements are carried out in accordance with AA1000AS v3. The following tasks though were undertaken as part of the evidence gathering process for this assurance engagement:

- Auditing TTB's data management systems to confirm that there were no significant errors, omissions or mis-statements in the report. We did this by reviewing the effectiveness of data handling process, and systems, including those for internal verification. We also spoke with key people in various departments responsible for compiling the data and drafting the report.
- Visiting TTB's Head office in Thailand as business representative to sampling performance data and information for only the selected indicators to confirm its reliability.

Observations

Further observations and findings, made during the assurance engagement, are:

- Reliability: Data management systems are considered to be well defined, but the implementation of these systems varies across TTB's business unit. TTB should consider interim verification to further improve the reliability and of its disclosed data and information.

LRQA's standards, competence and independence

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

This verification is the only works undertaken by LRQA for TTB and as such does not compromise our independence or impartiality.

Dated: 15 April 2025

Opart Charuratana
LRQA Lead Verifier
On behalf of LRQA (Thailand) Limited
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The English version of this Assurance Statement is the only valid version. LRQA Group Limited assumes no responsibility for versions translated into other languages.

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