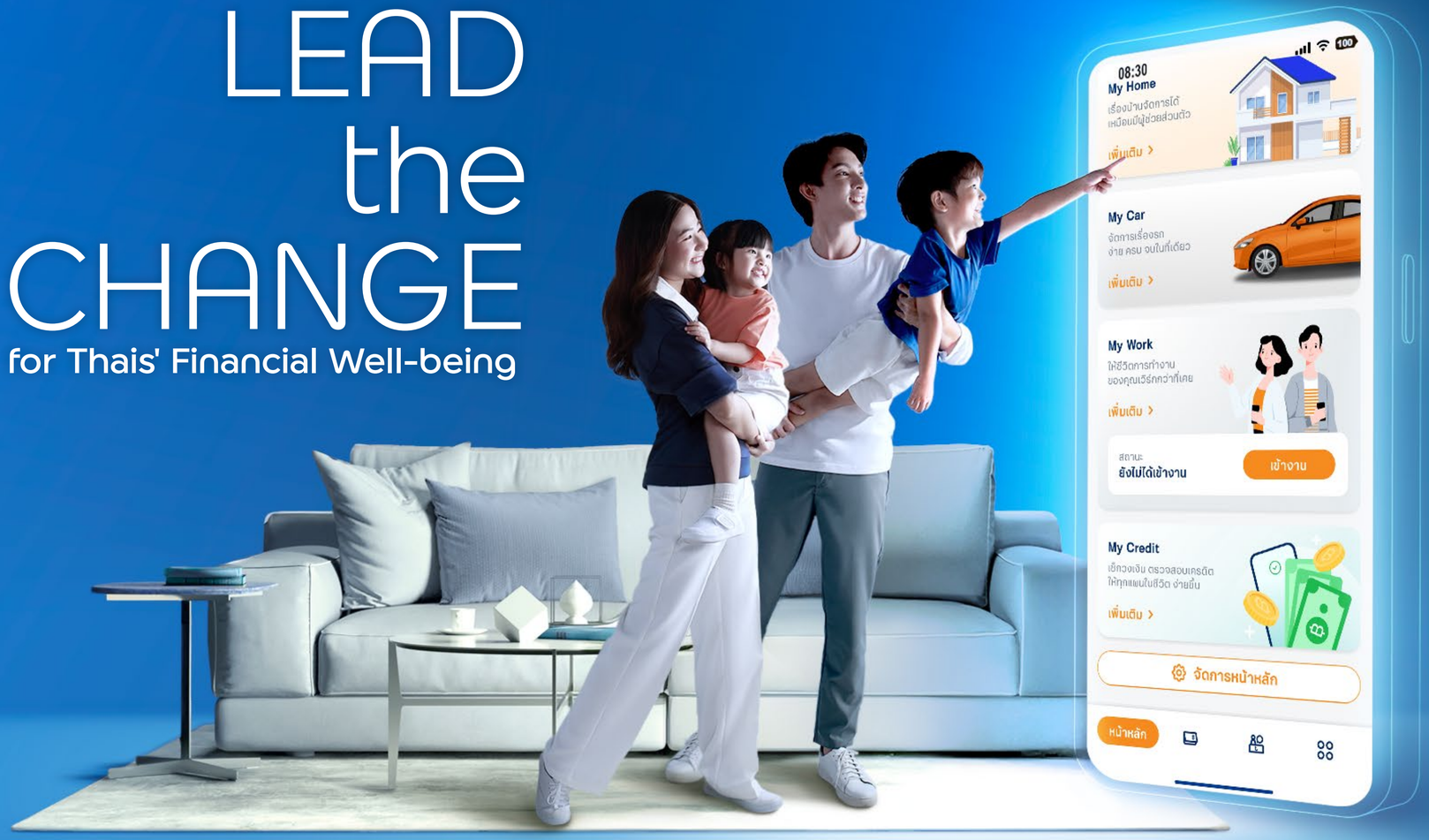
Form 56-1 One Report 2024
TMBThanachart Bank Public Company Limited

Make **REAL** Change

LEAD the CHANGE

for Thais' Financial Well-being



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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





Message from the Chairman of the Board of Directors

2024 was another year of challenges for the Thai financial sector and banks, marked by a relatively slow economic recovery, household debt issues, and the continuous evolution of customer behavior. Amidst these ever-changing global challenges, TMBThanachart or ttb is committed to transforming the organization holistically. We strive to become **'The Bank of Financial Well-being'** for Thais, while simultaneously conducting business practice through **B+ESG** framework to advance towards **'Sustainable Banking'.** Our aim is to create an inclusive growth for customers, partners, shareholders, society, and employees, while enhancing financial experiences and strengthening the economic system sustainably.

The success of the merger has strengthened the Bank's fundamentals and enhanced the ability to support customers holistically, positioning the Bank to **LEAD the CHANGE**. Focusing on the Ecosystem Play strategy, ttb develops products and services for customer segments where the Bank has expertise: car owners, homeowners, salarymen, and wealth customers. Digital channels are prioritized as the primary platform for building relationships and providing personalized engagement at all stages.

However, household debt remains a key vulnerability to the country's economy and financial system. ttb recognizes the importance of this issue and has consistently contributed to addressing and alleviating this problem through **responsible lending practice** to support sustainable debt deleveraging measures. To encourage healthy borrowing and financial discipline, the Bank provides customers several solutions such as Debt Consolidation program, welfare loans, financial health check tool, and advisory services by Debt-free Coaches. In 2024, ttb had helped over 37,470 customers consolidate their debts, alleviating the interest burden from Debt Consolidated program by more than THB 2,110 million. Moreover, the 'You Fight, We Help' program aims to support individual and SME customers in accelerating debt settlement. These solutions not only help customers overcome financial challenges but also align with ttb's mission of improving the Financial Well-being of all Thais.

While environmental problems and climate change continue to intensify, the Bank has never overlooked these issues and remains committed to addressing them - supporting the business sector in preparing to cope with changes and overcome challenges in a steady and sustainable manner. In addition, ttb has set a **Net-zero Commitment** goal to align with the country's objectives through climate strategies, such as reducing greenhouse gas emissions within internal operations (Scope 1 and 2) and providing transition loans to facilitate commercial customers in transitioning their business to net-zero greenhouse gas emissions (Scope 3) via Transition Finance. As one of the examples, the Bank has originated over THB 54,000 million in ESG loans, which included THB 49,000 million in green and blue loans and THB 5,000 million in sustainability-linked loans.

On the social front, the Bank actively promotes and supports financial literacy for retail and commercial customers, recognizing the importance of financial knowledge as the foundation for effective financial management. Establishing a strong basis for better Financial Well-being in the long run, the Bank provides financial knowledge in various areas that align with evolving trends, such as guidelines for fraud prevention in the digital era and cybersecurity awareness. In addition, the Bank continues to pursue social activities to create meaningful change and generate positive impacts among youth, communities, and Thai society through the five fai-fah learning centers by ttb. This effort aims to empower youth and communities to achieve long-term improvement. Furthermore, the Bank is developing the Punboon platform for foundations, hospitals, and public organizations, enabling financial resource management and seamless connection with doners through online donations.

ttb is committed to promoting good corporate governance to build trust with customers, business partners, and Thai society, under the principles of corporate governance and business ethics. This includes a commitment to providing fair, transparent, and ethical services, while enhancing cybersecurity, which is central to digital service provision, alongside protecting personal data in accordance with legal standards and regulations.

With a commitment to driving business towards sustainability, the Bank has maintained the top position in 'Fair Finance' with the highest ESG score among Thai banks for the 6th consecutive year, as assessed by Fair Finance Thailand. This reflects our commitment to sustainable growth in all dimensions.

Additionally, ttb is honored to have received prestigious awards from leading institutions both domestically and internationally institutions, reflecting the Bank's dedication to conducting business with good corporate governance, while creating a positive impact on the economy, society, and the environment, such as:

- Received an 'Excellent' rating in the Corporate Governance Report of Thai Listed Companies (CGR) project for the 16th consecutive year.
- Selected for inclusion in the Stock Exchange of Thailand's list of sustainable stocks (SET ESG Ratings) for the 7th year, with the highest rating of AAA.
- Included in the S&P Global Sustainability Yearbook 2024.
- Included in the FTSE4Good Index for 2024, for the 9th consecutive year.

For 2025, the Thai economy and the financial and banking sector will continue to face challenges from numerous economic and political factors, both globally and domestically. Additionally, the growing influence of AI technology will inevitably play a significant role in our daily lives. All of these factors ultimately affect livelihoods, business operations, and Thailand's competitiveness. ttb, therefore, remains committed to advancing our mission of improving Financial Well-being for all Thais, striving to LEAD the CHANGE and foster sustainability in all dimensions. Emphasizing a balance between business operations and sustainability, we ensures inclusive growth alongside customers, business partners, business alliances, and society.

Finally, on behalf of the Board of Directors, management, employees, and companies in the TMBThanachart Financial Group, I would like to extend my gratitude to the shareholders, business partners, customers across all segments, and all stakeholders who have always placed their trust and confidence in the Bank. I have confidence in the potential and determination of the Bank and all employees, who will not stop delivering solutions, services, and financial experiences that can Make REAL Change-truly improving customers' Financial Well-being. We will continue to move towards the goal of becoming The Bank of Financial Well-being, growing steadily and sustainably, while creating a meaningful impact for customers, business partners, business alliances, and Thai society going forward.



Mr. Ekniti Nitithanprapas
Chairman of the Board





Message from Chief Executive Officer

The only constant is change, and TMBThanachart or ttb has never been bound by traditional business practices or past successes. All of us, both management and employees, are fully committed to transforming the organization, driving the Bank to be more agile, prepared, and willing to challenge the status quo. This effort has made ttb more adaptive, enabling us to tackle present-day challenges, whether they be economic situations, regulatory changes, competition, or shifts in customer lifestyles. Importantly, we have laid the foundation to prepare for major transformative trends that will arise in the future, also known as Megatrends, such as Thailand's transition to an aging society (Silver Economy), the volatility of geopolitical risks both domestically and regionally, and the growing momentum toward sustainability.

LEAD the CHANGE for Thais' Financial Well-being. From the organizational transformation following the merger, ttb is gearing toward Humanized Digital Banking in response to changing banking landscape. At the same time, we integrate sustainability into our business practices through B+ESG framework to drive a sustainable banking. The efforts have created positive ripples to externals in various dimensions which reflected in our operations during the past years.

In terms of contributing to driving Thai society, the economy, and the financial sector, **ttb continues to support responsible lending approaches and addresses household debt issues.** This is in line with our aspiration to improve Thais' Financial Well-being. We continue to assist customers, both commercial and retail customers, through various programs such as the 'Tang-Lak' program, the 'Debt Consolidation' program, the 'Debt Clinic', and most recently, the 'You Fight, We Help' program. These programs allow customers to adjust and be financially stable in the long run.

For customer service, ttb has transformed its business model from a traditional product-centric approach to a customer-centric one. We have differentiated ourselves by providing a comprehensive range of products and services through ecosystem play to offer financial solutions covering savings, borrowing, investments, and insurances for life, health, and assets. These offerings are tailored to the needs of **4 distinct customer groups:** car owners, home owners, salaryman, and wealth customers. Each group has unique financial needs or necessities. Concurrently, the Bank has enhanced the level of cybersecurity protection. In addition, the Bank also emphasizes building financial literacy for customers and the general public to **improve knowledge and understanding of sufficient and appropriate financial planning,** so that Thais achieve Financial Well-being throughout all life stages. Additionally, the Bank has helped support and encourage commercial customers in transitioning to environmentally responsible businesses, enabling them to develop and grow sustainably in line with the new norms.

Regarding our ongoing commitment to shareholders, ttb continues to emphasize a prudent business direction, not accelerating growth too aggressively or taking excessive risks for short - term profits to ensure quality growth. This approach has consistently improved the Bank's financial position since the merger. Furthermore, the **2024 performance, which came out in line with target, has further strengthened the Bank's financial position and created opportunities to deliver returns to shareholders according to the Capital Management Plan.**

The operating results in 2024 remained in line with targets, further strengthening the Bank's financial position

In 2024, ttb continued to navigate the challenging economic conditions and uncertainties from external factors affecting the banking industry, particularly in terms of revenue generation and asset quality. Our success can be attributed to a prudent business approach and efficient cost management across all areas, including funding costs, operating expenses, and risk management.

As a result of our operational achievement, **the Bank recorded a net profit of THB 21,031 million in 2024, an increase of 13% from the previous year. Meanwhile, the financial position remained strong and stable across all aspects,** including:

Asset Quality: Non-performing loans decreased by 5% from the previous year, with the NPL ratio declining to 2.59% from 2.62% in 2023, lower than the target guidance of 2.90%, and the lowest level among Domestic Systemically Important Banks (D-SIBs).

Risk Buffer: The coverage ratio remained high at 151%. In 2023, the Bank had increased provisions to raise the coverage ratio to 155%, up from 138% in 2022.

Liquidity: The Liquidity Coverage Ratio (LCR) in 2024 remained robust, ranging between 199%-230%, significantly above the minimum requirement of 100%. The Loan-to-Deposit Ratio (LDR) was maintained within the range of 93%-97%, aligning with the liquidity management plan and reflecting a strong liquidity position.

Capital Adequacy: The Capital Adequacy Ratio (CAR) stood at 19.3%, and the Tier 1 Ratio was 16.9%. These figures remain among the highest in the industry and are well above the Bank of Thailand's minimum requirements for Domestic Systemically Important Banks (D-SIBs), which stand at 12.0% for CAR and 9.5% for Tier 1.

Holistic capital management plan to enhance shareholder returns

A strong financial position in all aspects and robust capital adequacy have provided flexibility for the Bank to optimize the utilization of excess capital, a rationale behind the Capital Management Plan in 2024. This initiative aims to holistically enhance value for shareholders in the short, medium, and long term, as follows:

Short term: Increasing the dividend payout ratio to 60% in 2024 from 50%-55% during 2022-2023, and a significant increase from the 30%-35% range during the pre-merger period. This translated into a dividend yield of approximately 7% in 2024, given the TTB share price of THB 1.86 at the end of 2024. This is considered one of the highest dividend returns in the banking sector, both in terms of dividend payout ratio and dividend yield.

Medium term: A 3-year share repurchase program from 2025 to 2027, with a budget of THB 21,000 million. Shareholders will benefit from an increase in Return on Equity (ROE) and Earnings per Share (EPS), compared to the current ROE at the end of 2024 of 9.0% and EPS of THB 0.22. This is a direct result of the reduction in equity value and the decrease in the number of shares traded in the stock market.

Long term: Creating inorganic growth by focusing on businesses that will complement the ecosystem strategy or help increase operational efficiency or the Bank's internal process to create value for the organization in the future. In 2024, the Bank announced the signing of a Non-Binding MOU and entered the due diligence process to consider acquiring shares in Thanachart Securities and T Leasing. The Bank has prepared to seek approval for the acquisition of shares in Thanachart Securities from the Annual General Meeting in April 2025.

This holistic capital management approach through these three initiatives reflects ttb's unwavering effort to seek opportunities or different methods to deliver returns to shareholders. We will prudently execute the Capital Management Plan, considering the interests of shareholders, while continuing to build upon and enhance the Bank's capabilities to create even better changes.

Continuing to drive MEANINGFUL changes in 2025 and beyond

Continuing from 2024, ttb will maintain its commitment to supporting responsible lending and will proactively assist customers through various programs, including the 'Debt Clinic' and the 'Debt Consolidation' program, which have already assisted more than 37,470 customers, an increase of more than 20,000 customers over the past year, representing interest expense savings for customers of more than THB 2,110 million. Under the 'You Fight, We Help' program, the Bank will proactively communicate with eligible customers to encourage this group, representing approximately 6% of the loan portfolio, to participate in the program for their best interest, being able to be out of debt and start anew.

For operations, we will continue to **'Perform and Transform'** simultaneously-that is, executing the business plan and tackling with headwinds to achieve business target, alongside transforming the organization to lay the foundation for the future of banking business.

Regarding 'Perform', ttb plans to achieve its operational target for 2025 by focusing on prudent loan growth to ensure asset quality, improve revenue generation, maintain cost discipline and efficiency together with the execution of the Capital Management Plan, aiming to achieve the medium-term ROE target of 10% in the next phase.

Under the challenging economic environment for revenue generation, ttb will focus on efficient asset-liability portfolio management to sustain interest income under a rate-cut cycle. To improve revenue generation through digital channels, we will leverage the 4 ecosystems and the value proposition of our unique financial services and solutions to increase engagement with the existing customers and establish a relationship with the new ones.

In 2025, the Bank aims to amplify the use of a Personalized AI Engine to deliver solutions and benefits that meet retail customer needs safely, quickly, and accurately, such as pre-approved credit limits. Additionally, the Bank plans to launch a new loyalty program to enhance benefits and strengthen long-term relationship with customers. The Bank will also continue advancing its capabilities to offer financial solutions through the Ecosystem Play by leveraging the internal development by the ttb spark team, a partnership with leading companies, and synergies from inorganic growth initiative. This includes the planned acquisition of Thanachart Securities to further strengthen the wealth ecosystem.

In addition, the Bank will continue to leverage the development made in 2024, such as the launch of 'Yindee', a virtual assistant for customers. ttb is the first bank in Thailand to use Generative AI to develop a chatbot within the ttb touch application, enabling more effective responses to customer inquiries, providing advice, and solving problems. Other mobile banking features include 'My Credit', which assesses credit pre-approval and allows customers to apply for loans instantly. For SME customers, the Bank offers 'My Work', a human resources management system, and 'ttb smart shop,' an application that provides comprehensive store management solutions.

In terms of 'Transform,' ttb will continue to emphasize the transformation in 4 main areas: (1) Digital Transformation, enhancing digital and technology capabilities; (2) Revenue Model Transformation, reinventing a business model that positions digital as the primary revenue-generating channel, expands the customer base, and creates a platform for new businesses in the future; (3) Channel and Process Transformation, streamlining both internal processes and services at branches to become more efficient and effective; and (4) Organizational Transformation, supporting employees in upskilling and reskilling initiatives, particularly by increasing the number of technology personnel through building a digital unit 'the ttb spark', a tech unit 'ttb spark tech', and the 'ttb spark academy' internship program.

With a clear business direction, alongside the potential and determination of all of us at ttb, I am confident that we will achieve the short-term goals and move towards the long-term goals as planned.

Finally, I would like to extend my gratitude to all ttb employees, who are a key force in driving every change, and to reciprocate to all stakeholders who have always supported ttb well, by being a bank that adheres to the highest standards of good corporate governance and aims to create business growth along with **being a leader in creating change, or 'LEAD the CHANGE', to create better Financial Well-being for customers, as well as supporting stakeholders, whether they be shareholders, customers, business partners, business alliances, and the society, to be able to adapt to current changes and move forward together steadily and sustainably.**



Mr. Piti Tantakasem
Chief Executive Officer

LEAD the CHANGE

for Thais' Financial Well-being

TMBThanachart Bank or ttb has continuously strived to improve Thais' Financial Well-being and reinforce its position as 'The Bank of Financial Well-being', embracing the philosophy of 'Make REAL Change' to drive ongoing transformations. This commitment enables the Bank to address present challenges and adapt to future changes effectively.

Advancements in technology and the increasing accessibility of digital innovations have led to a broader range of customer needs and financial requirements. As a result, ttb places significant emphasis on understanding customers on an individual level. By adopting a Segment-of-one approach, the Bank can provide a personalized financial solutions and services that meet customer needs and enhance their overall financial experience.

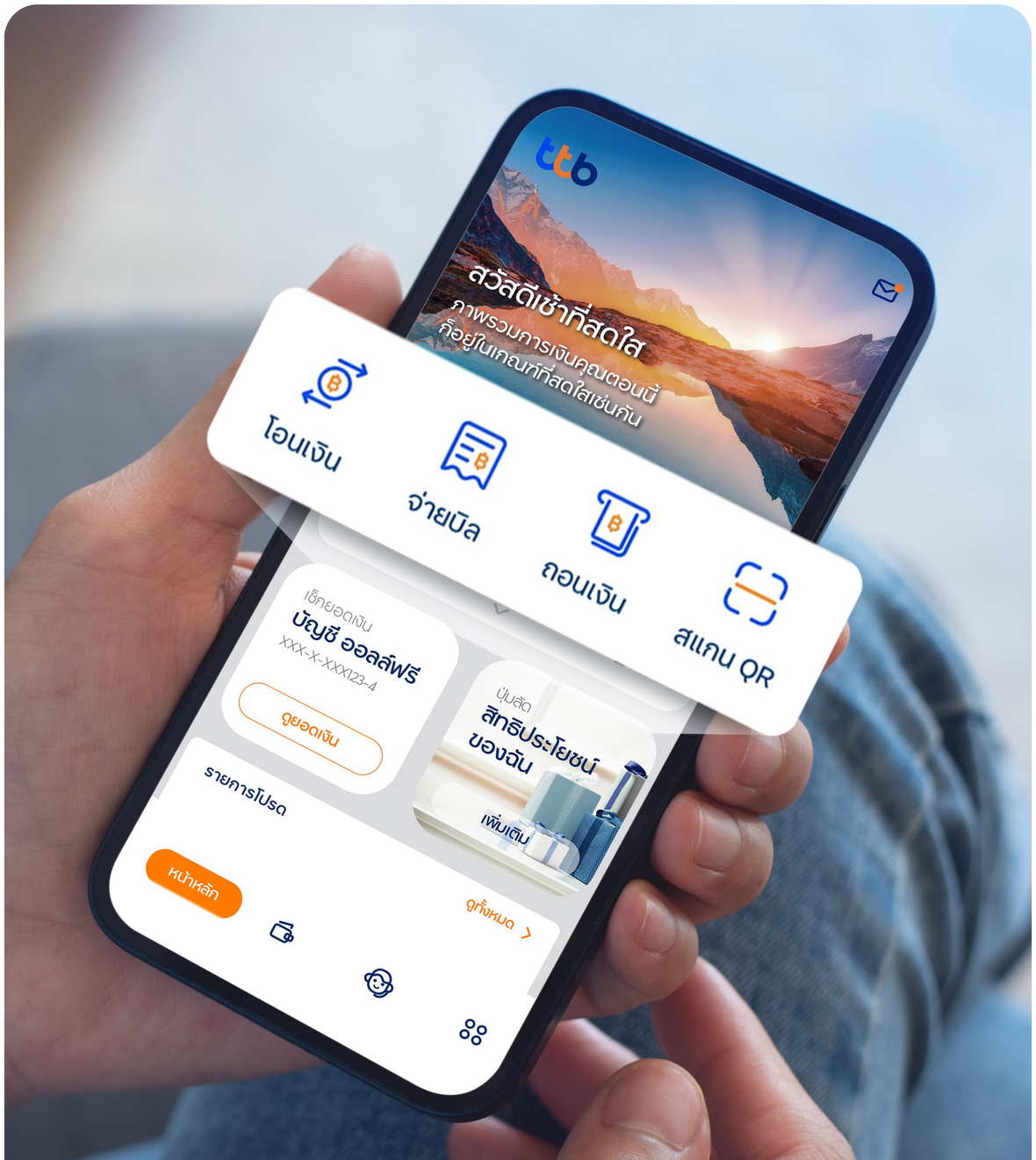
For this reason, ttb is committed to its LEAD the CHANGE strategy, focusing on four key areas of transformation to strengthen the Bank's foundation and enable it to continuously deliver tangible benefits while improving the Financial Well-being of its customers.



A Leader that Dares
to Change...
Through Transformation in

4 Key Areas, Truly Driving LEAD the CHANGE





1. Seamlessly ‘Navigating’ the Transition to Digital Era (Digital Transformation)

Technology is evolving at a rapid pace, leading to continuous shifts in customer behavior. In response, ttb has been accelerating the transformation by leveraging digital solutions to serve all customer segments across various life stages. This transformation is driven by a Digital & Data approach, beginning with the establishment of the digital unit ‘ttb spark’ in 2022. This initiative has been instrumental in enhancing ttb touch and ttb business one applications in order to uplift the financial experience for both retail and business customers under the Humanized Digital Banking concept, a digital banking experience that is personalized, user-friendly, and intuitive.

Furthermore, ttb has been developing other digital solutions that go beyond traditional banking to comprehensively and fully meet customer needs and deliver benefits at every life stage. The Bank has also been strengthening its internal digital capabilities and advancing new business models, such as Ecosystem Play, or optimizing internal operational processes, such as enhancing customer financial security through the analysis and evaluation of mule account behaviors.



2. ‘Focusing on Developments’ to Build Sustainable Revenues (Revenue Model Transformation)

ttb focuses on building stable revenue through business model adjustments, beginning by consolidating the Bank’s products and services into ttb touch application. This enables the customers to seamlessly conduct transactions and access banking services anytime, anywhere, with greater convenience. Furthermore, ttb leverages a Personalized AI Engine to accurately offer solutions and benefits that meet the needs of each individual, or of a Segment-of-one. This includes features such as pre-approved credit limits, where customer data are analyzed and assessed before the application process, enhancing convenience and the overall financial experience for customers.

Concurrently, the Bank collaborates with leading partners to build and foster Ecosystem Plays that deliver customer-oriented financial solutions and services, helping customers achieve better Financial Well-being at every stage of their financial journey. This effort is particularly focused on four key customer segments in which the Bank holds strong expertise: car owners, home owners, salarymen and wealth customers. The application ‘ttb touch’ serves as the main platform for connecting a wide range of solutions and benefits from the Bank’s leading partners to customers.

Car Owner Ecosystem

Home Owner Ecosystem

Salaryman Ecosystem

Wealth Ecosystem

3. ‘Advancing’ Developments and Improvements of Channels and Processes

(Channel & Process Transformation)

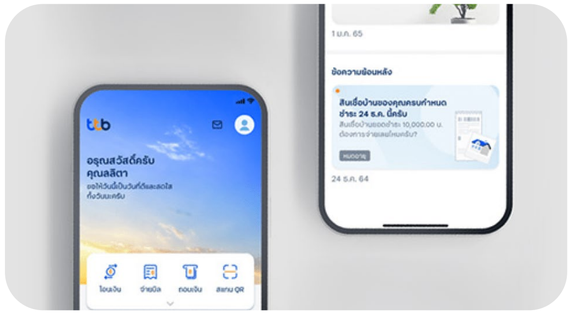
ttb continues to elevate customer convenience in service accessibility and usage. The Bank prioritizes delivering a digital-first experience, aligned with the evolving banking behaviors of customers, who increasingly prefer online channels for financial transactions, communication, and consultations. Consequently, the Bank has developed ttb touch under the Humanized Digital Banking concept, which understands customers at an individual level, while integrating ‘Yindee’, a virtual assistant that offers consultations, answers questions, and resolves customer issues through the application 24/7. Currently, over 92% of financial transactions conducted on the ttb touch application.

Furthermore, the Bank enhances service efficiency by empowering branch employees to become Digital Ambassadors to guide customers in using the application for transactions, reducing the need for branch visits. Their roles are redefined to focus on providing advisory services and handling more complex transactions. At the same time, the Bank is upgrading its branches to digital-first branches, equipped with digital tools to facilitate seamless and speedy customer service.

>92%

of financial transactions

conducted on ttb touch







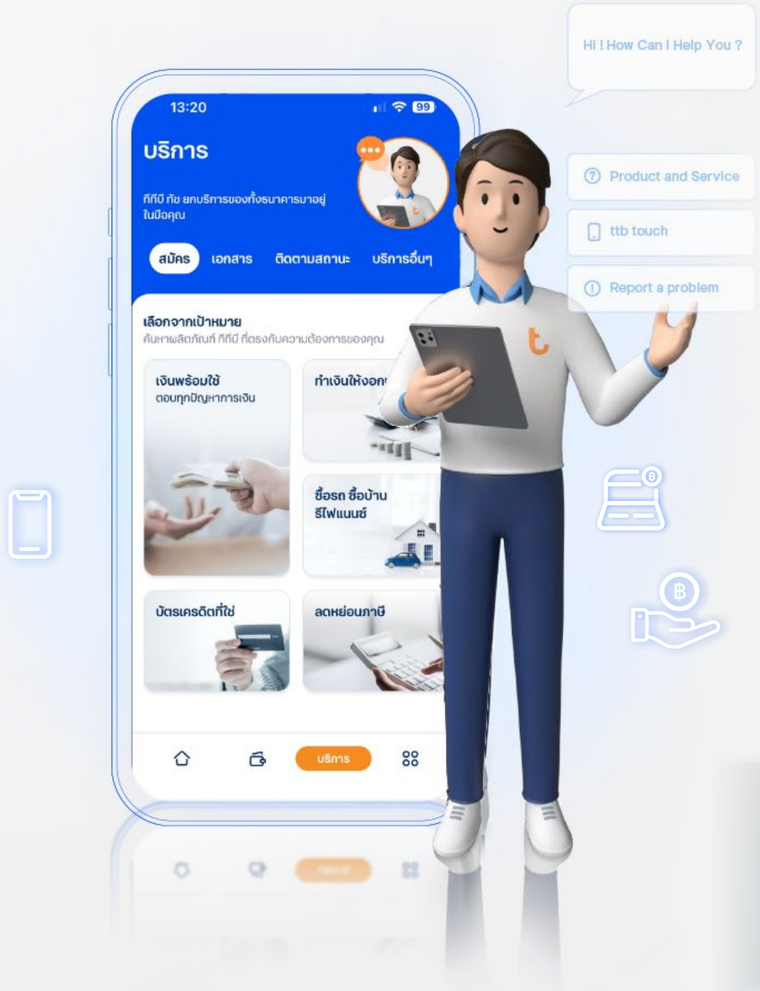
4. 'Creatively' Transforming the Organization
(Organizational Transformation)

To continuously build and foster the organization's capacity to Make REAL Change, ttb has implemented organization-wide changes and improvements. This includes establishing the digital unit 'ttb spark', bringing together the expertise of digital professionals and the young talents of Tech & Data specialists to enable them to fully harness their potential in developing digital solutions. 'ttb spark academy' program provides students with opportunities to learn and gain hands-on experience in Tech & Data through real-world projects. Additionally, the Bank focuses on upskilling and reskilling all the employees across the organization, equipping them with new and essential skills to adapt to customer and banking changes in the future. These initiatives enable the bank to operate with greater agility and efficiency.

ttb spark ttb spark academy



The results of these four continuous transformations underscore ttb's commitment to being a leader in driving changes, or LEAD the CHANGE, to holistically improve customers' Financial Well-being by developing comprehensive solutions and services that meet their needs.



Humanized Digital Banking for

Retail Customers

Personalized, User-Friendly and Intuitive Digital Banking to Comprehensively Meet the Needs of Retail Customers

ttb has emerged as a leader in driving changes to fulfill its mission of improving the Financial Well-being of customers. The Bank adopts a customer-centric approach and utilizes ttb touch application as a primary channel for delivering a distinctive and superior experience, under the Humanized Digital Banking concept - a digital banking experience that is user-friendly, familiar, and intuitive.

Furthermore, the Bank harnesses a Personalized AI Engine and data as driving forces. This enables ttb touch to understand financial needs at an individual level and curate services and benefits that truly meet each customer's unique requirements. The Bank delivers personalized messages, alerts, and helpful information to over 4 million customers, sending over 8 million messages per day. This personalized engagement comprehensively addresses the needs of customers across ecosystems, including car owners, home owners, salarymen and wealth customers.



1. Car Owner Ecosystem

ttb stands by car owners throughout all stages of life, offering various features from the ttb touch application. Starting with managing all car-related matters through My Car feature, including loan payments, purchasing or renewing car insurance, renewing compulsory motor insurance and vehicle taxes, and topping up and checking Easy Pass balances. The application also provides other benefits for car owners from leading partners. Additionally, users can choose to sell their cars through an auction platform, with a staff member coming to inspect the vehicle at their home and driving it to the auction site. Currently, more than 950,000 vehicles have been added to My Car, with the feature accessed 1.7 million times.



For customers looking to purchase a car, My Credit feature allows them to check their credit health. Customers can receive an instant preliminary loan assessment within two minutes and apply for a loan immediately. This helps customers plan their car purchases better according to their budget. Since its launch last April, My Credit has garnered 356,000 views, with the preliminary loan assessment service over 184,000 times.

Customers can also purchase high-quality used cars through Roddonjai.com, with 83,000 vehicles from over 3,000 dealers and partners nationwide. Since its launch, the website has garnered significant interest, with over 2.9 million views and sales exceeding 50% of the total listed vehicles.

Furthermore, if customers face financial difficulties and need assistance to improve liquidity, ttb DRIVE car loans are readily available. Customers can easily apply through ttb touch.

> 356,000
customers visited to My Credit

> 184,000
loan assessments completed



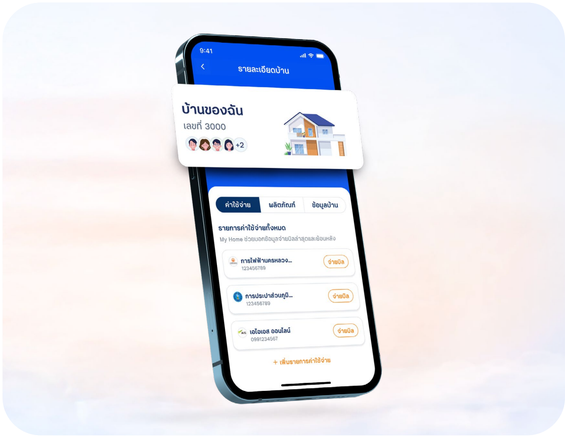


2. Home Owner Ecosystem

The Bank is ready to be a comprehensive home management assistant, seamlessly handling monthly tasks through My Home feature in ttb touch, which consolidates all home-related bills in one place. The users can access a dashboard that records their bill payment history and provides advance reminders to prevent missed payments. Currently, more than 699,000 dwellings are registered in the system, with over 475,000 users.

Customers can also apply for home loans more conveniently through the ttb touch application; for example, new home loan, pre-own home loan, home refinance, cash your home, cash your home – debt consolidation, cash your home – top up, and cash your home – cash card. Additionally, customers can enjoy exclusive benefits from leading partners to ensure their homes remain in excellent condition.

Furthermore, ttb is an Exclusive Partner of Global House, a one-stop home improvement center, offering ttb Global House credit card and cash card, which provide special benefits for home improvement enthusiasts. This partnership has been well-received, with the number of credit card and cash card applicants exceeding expectations, reaching over 100,000 issued cards.



699,000 homes
homes registered in My Home

> 475,000
users

3. Salaryman Ecosystem

ttb aims to be a leader in driving changes... to help both employees and employers achieve better Financial Well-being.

Solutions for Employees

ttb offers a comprehensive range of solutions for salarymen such as ttb all free debit card, which provides exceptional value for spending, with no fees for withdrawals, transfers, payments, or top-ups. Customers can also make cardless cash withdrawals from ATMs of ttb's partners and enjoy exclusive benefits from these leading partners nationwide.

For savings, ttb provides deposit accounts tailored to fit every salaryman's lifestyle; for example, a high-interest account, an account offering withdrawal flexibility, or an account that includes free accident insurance so that the customers can feel worry-free.

In addition, ttb helps these employees to manage debt effectively with the Phi-Chit-Nee platform that consoles four financial solutions, enabling them to become debt-free faster. The four solutions are ttb financial health check program, debt consolidation using home or car collaterals, ttb welfare loans, and balance transfer to ttb flash cash card. In 2024, over 34,000 customers applied for ttb welfare loans, totaling over THB 7,700 million of the loan amount.

The Bank also offers comprehensive protection at every stage of life, covering health, finances, or unforeseen events. Customers can conveniently purchase insurance through ttb touch application. Additionally, My Tax feature on ttb touch helps customers plan and manage their taxes more effectively, offering personalized tax deduction options to make tax management simpler and more efficient.

Solutions for Companies or Employers

My Work by ttb is a human resources management platform that simplifies payroll and employee benefits management, making it efficient and highly secure. The platform provides real-time reports for immediate and convenient access. Over 770 companies utilize this service. On top of that, My Work allows employees to clock in and out, manage leave requests, and submit requests. The platform comprehensively addresses the needs of both employees and employers.







4. Wealth Ecosystem

ttb is committed to being an assistant in enhancing value, stability, and wealth, while serving wealth customers across generations through ttb reserve credit card. This card offers special annual reward points under the 'Earn Fast - Burn Smart' concept, allowing customers to redeem rewards or apply points as discounts for insurance premiums and mutual fund purchases made through ttb, in the form of credit card cashback. This is to further enhance the financial stability for the family.

Additionally, customers can access wellness investment experiences that promote sustainable wealth growth through principal-protected financial products and international investments, such as Foreign Currency Deposit (FCD) accounts. A Private Banking team is available to provide personalized financial and investment advisory services. Currently, more than 60% of wealth customers choose to invest with the Bank, with an investment value increasing by up to THB 140 billion in 2024.



Committed to enhancing the financial experience at the individual level for customers across all 4 ecosystems

These initiatives represent just a fraction of ttb's commitment to driving changes to meet the needs and enhance the financial experiences of customers across all the ecosystems comprehensively and conveniently, for better Financial Well-being.



Humanized Digital Banking

A friendly and intuitive digital banking experience

Delivering comprehensive financial experiences to customers across all 4 ecosystems, driven by a personalized AI engine and data on the ttb touch application.



Car Owner Ecosystem

Car Owner Ecosystem

Standing by car owners throughout every life stage

My Car

Helping manage tasks as if you have a personal assistant, including loan payments, insurance purchase and renewal, vehicle registration/tax renewal, Easy Pass top-ups, and balance checks.

> 950,000 vehicles registered for the service

> 1.7 million visits feature page

Home Owner Ecosystem

Home Owner Ecosystem

A comprehensive home management assistant

My Home

Helping manage tedious tasks, whether it be reminders for water and electricity bills payment, mortgage payments, and home maintenance services.

> 699,000 homes registered in the system

> 475,000 users

Yindee

An AI-powered assistant on ttb touch, offering instant support and answers to inquiries 24/7

> 1 million interactions via text chat

My Credit

Quick loan pre-approval assessment with results in just 2 minutes

> 356,000 visits feature page

> 184,000 assessments of pre-approval loan assessments service used

Salaryman Ecosystem

Salaryman Ecosystem

Enhances all-around Financial Well-being

My Work

Helping manage employee payroll, attendance tracking, leave management, and employee benefits administration.

> 770 companies onboarded

Wealth Ecosystem

Wealth

Maximizing financial security and privileges with exclusive rewards, which can be used as discounts on insurance and mutual funds.

FCD

> 2,600 accounts Foreign Currency Deposit Accounts

> 5.5m customer
of ttb touch

> 8m
personalized messages sent per day

92%
of financial transactions conducted on ttb touch

Humanized Digital Banking for

Commercial Customers

Digital Banking that Understands Businesses for Better Financial Well-being and Sustainable Growth

ttb is committed to developing solutions that address supply chain needs across domestic and international industries to support businesses in their transition to sustainability and facilitate the full digitization of business transactions. The Bank aims to consistently deliver an excellent experience by focusing on developing products and services that improve the Financial Well-being of SMEs and corporate customers in all aspects, through a 360-degree customer view. ttb business one platform serves as a primary connection point for digital business solutions, comprehensively enhancing business capabilities at every step.





ttb business one

ttb business one is a digital banking platform for the business world, offering internet and mobile banking services, accessible through all devices, including computers, tablets, and smartphones. This allows business customers to conveniently conduct online transactions and manage their businesses on one platform.

ttb has set a goal to enable 98% of all financial transaction processes to be conducted through digital channels. This initiative began with Host-to-Host Service, which connects customer systems to the Bank for domestic and international transactions, along with other services that will soon be available digitally. This is especially relevant for business loans and international transaction products, such as opening accounts digitally, making online withdrawals without the need to visit a physical branch, and issuing electronic letters of guarantee (E-LG). As a result of this development, the number of commercial customers using the platform has increased exponentially, with transaction volume rising by 15%, compared to the previous year.

Furthermore, commercial customers can pay electricity and water bills through ttb business one. ttb is the first bank to develop this electronic payment service for commercial customers, displaying bill details and current electricity charges according to the customer-specified user number. This allows commercial customers to conveniently make their payments anytime, anywhere, with confirmation of transactions by the company's authorized personnel.

ttb smart shop

Currently, digital payments play a crucial role in daily life and business transactions, particularly for SMEs, which need to be prepared to keep up with changing customer behaviors and demands.

ttb is committed to empowering entrepreneurs, especially SMEs, by providing seamless access to business opportunities and equipping them to thrive in a cashless society. This is achieved through features of the ttb smart shop application, which serves as a comprehensive store management solution. To enhance brand recognition, a smart blue dragon named 'Pang Pang' has been introduced to the market as a brand cue.

ttb smart shop application streamlines business operations, reduces costs, and maximizes efficiency through key features. These include instant money transferred directly into the merchant's account upon successful customer payments and real-time notifications. The application provides a real-time dashboard displaying sales insights and in-depth analytical reports to support strategic business. Additionally, the application offers unlimited user access, enabling business owners to efficiently manage their business across multiple branches, all within a single application.

ttb smart shop merchant application has been well-accepted, with a

70% increase

in the number of merchants using the solutions and a 44% growth in transaction value,

THB 3,900 million



Determination in Bringing Better Financial Well-being to Customers



Mindful Spending & Smart Saving

Over **2.2m** customers
got free coverage through ttb all free accounts

Processed over **15,900** cases
of PA insurance claims

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



Healthy Borrowing

Engaging over
37,470 customers

THB **12,900** mn
of loan outstanding in Debt Consolidation program

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



Investing for Future

Offered diverse investment options with wellness solutions, through Term Funds totaling over
THB **124,000** mn

Structured Notes / Structured Funds totaling over
THB **18,560** mn



Sufficient Protection

Helped customers find the right coverage

	Policies
Health Insurance	31,370
Savings Insurance	58,550
Life Insurance	638,750
Car Insurance	410,460

Sources: Data between July 2021 - December 2024

*Through loans for debt consolidation / balance transfer / welfare loans

LEAD the CHANGE for Thais' Sustainability

Paving the Path to a Sustainable Banking Under the B+ESG Framework

ttb is committed to creating sustainable changes under the philosophy 'Make REAL Change', adhering to its **B+ESG** framework. The framework integrates business operations and sustainability to foster stable and sustainable growth for customers, partners, stakeholders, and the society, while moving towards becoming a truly **'Sustainable Banking.'**



Business
Business Sustainability

Environment
Environmental Sustainability

Social
Social Sustainability

Governance
Corporate Governance & Business Ethics

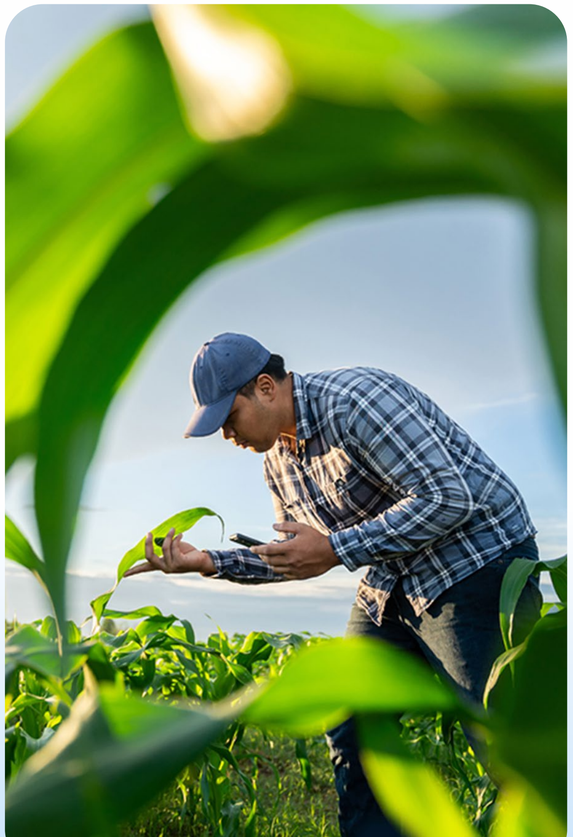


B Business Sustainability

ttb has prioritized sustainable business operations, with its mission to improve our customers' life-long Financial Well-being. The Bank supports commercial customers transition to sustainable business models through tailored financial solutions. Examples include ttb all free account, which offers 'free personal accident insurance' benefits, providing enhanced protection for over 2.2 million customers. Additionally, the Roddonjai – a used car buying and selling platform that effectively increases business opportunities for car dealership customers.

E Environmental Sustainability

The Bank has been aiming for a Net-zero commitment to help reduce net greenhouse gas emissions by implementing a climate strategy that encompasses the Bank's operations, partners, and customers. ttb also supports commercial customers in transitioning to models that reduce environmental impacts. The Bank has allocated THB 54 billion in ESG loans and provided ongoing advisory support to the commercial customers, which is guided by ESG principles - an approach that is globally recognized as vital to sustainable growth.





S Social Sustainability

Having long promoted and supported financial literacy, ttb believes that knowledge is the foundation of smart financial management, which leads to stable and sustainable Financial Well-being. The Bank offers extensive financial knowledge and tips, catering to both retail and commercial customers through over 600 articles available on its website and social media. These resources have accumulated over 1.6 million views.

G Corporate Governance & Business Ethics

ttb has always placed importance on corporate governance based upon principles of good governance, consistently upholding fair and ethical service provision. The Bank also strengthens cybersecurity, which is crucial for digital banking, alongside data privacy and data security, in accordance with legal standards and requirements.



Supporting Businesses in Reducing Environmental Impact, Directly and Indirectly

ttb has been supported the business sector transition to a low-carbon economy through Transition Finance. The Bank is the first Thai commercial bank to issue green bonds for environmentally friendly businesses, including funding for solar rooftop installations and HP Programs for electric vehicles (EVs), as well as blue bonds for the conservation and restoration of marine resources. The Bank also offers sustainability-linked loans. In 2024, the Bank disbursed over THB 19.7 billion in sustainability loans .

Furthermore, the Bank has continued to raise awareness and provided educational resources to commercial customers. This helps the customers transition their businesses to environmentally responsible practices. This is achieved through the seminar program **'LEAN for Sustainable Growth by ttb'** and various training seminars which enhance the capabilities of more than 400 SME customers, so that they can cope with change, adapt, and grow sustainably. In addition, finbiz by ttb serves as a business consultation and knowledge hub, attracting over 110,000 website views.





Committed to Responsible Lending while Providing Financial Literacy for Sustainable Development.

ttb is committed to addressing household debt issues through responsible lending practices. The Bank assists customers in applying for loans based on their needs, preventing over-indebtedness, maintaining financial discipline, and avoiding debt traps. This helps Thais achieve better and sustainable Financial Well-being. The Bank launched the 'Phi-Chit-Nee' platform, which combines solutions to relief debt burdens and enhance liquidity, enabling salarymen to overcome debt faster. Examples include ttb financial health check program, ttb debt consolidation using home or car collaterals, ttb welfare loans, and balance transfer to ttb flash cash card. This platform has been well-received, with over 920,000 views in 2024. Furthermore, the Bank has facilitated customers debt consolidation, balance transfers, and welfare loans totaling over THB 12.9 billion. In addition, the financial health check program has garnered interest, with people assessing their debt levels over 89,700 times.

The Bank has a team of over 800 loan specialists across branches, providing expert coaching and tailored loan recommendations to customers. There is also a 'Phi-Chit-Nee' program and a free financial health assessment tool for customers who use ttb payroll accounts. Beyond customer support, the Bank has introduced the 'Debt-free Coach Project' to assist ttb's employees with debt management planning and financial solutions. The project includes 50 debt-free coaches advising participating employees. In late 2024, this initiative expanded to partner companies using ttb payroll accounts.

Furthermore, the Bank has the fai-fah by ttb project, a corporate social responsibility (CSR) that provides over 13,000 youths with opportunities to develop skills in preparation for entering the workforce. More than 4,090 ttb volunteers have contributed to developing skills in the community. The efforts include the Punboon platform, which connects foundations and charitable organizations with online donors Currently, there are over 432 foundations participating.

> 103,000 customers
accessed financial health check tool

Helped customers consolidate debts of
> THB 12,900 million



Ensuring Effective Governance in Line with Principles of Good Governance

ttb places the utmost importance on upholding principles of good governance. The Bank's commitment to corporate governance, fair service provision, and ethical conduct has been consistently recognized and validated. ttb has maintained the top ranking for 'Fair Finance' for the 6th consecutive year in the ESG policy assessment of banks conducted by Fair Finance Thailand, further strengthening long-standing credibility and trust.

On top of that, ttb is committed to raising awareness about financial security and cybersecurity emphasizing the importance of identifying, avoiding, and mitigating risks from cyber threats and potential dangers to computer systems, networks, and electronic data. This information is shared through articles on the Bank's website and social media.





2024 Sustainability Performance

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



Business Sustainability

> THB 222 mn
of accident protection and life insurance claims for ttb all free customers

> 37,470 customers
engaged Debt Consolidation program

> THB 12,900 mn
Debt Consolidation program

> THB 2,110 mn
Reduction of customers' interest burden

Data between July 2021 - December 2024



Environmental Sustainability

THB 19,700 mn
ESG loans

59%
Reduction of coal-fired power plants exposure compared to 2021

75%
Reduction of coal mining exposure compared to 2021



Social Sustainability

13,284 employees
from 404 companies participated in fin live & learn (financial literacy programs)

Nano loan
a digital-only small-sized loan to promote financial inclusion to 1,700 customers

13,000 youths
equiped with art & life skills from fai-fah learning center

THB 271 mn
donation via Punboon from > 353,000 donors



Corporate Governance and Business Ethics

#1
in Fair Finance Thailand for the 6th consecutive year

Excellent rating
Corporate Governance Score for the 16th consecutive year

0 case
of significant data breach

Remark : Data as of 31 December 2024

2024 Awards


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2024 Awards

1. **Asian Excellence Awards 2024**
   Category Asia's Best CEO
   By Corporate Governance Asia

2. **Asian Excellence Awards 2024**
   Category Asia's Best CFO
   By Corporate Governance Asia

3. **Asian Excellence Awards 2024**
   Category Best Investor Relations Professional
   By Corporate Governance Asia

4. **Asian Excellence Awards 2024**
   Category Best Investor Relations Company
   By Corporate Governance Asia

5. **IAA AWARDS for Listed Companies 2024**
   Category Best CEO, Banking Sector
   By Investment Analysts Association (IAA)

6. **IAA AWARDS for Listed Companies 2024**
   Category Best Investor Relations (IR), Banking Sector
   By Investment Analysts Association (IAA)

7. **Institutional Investor 2024 Asia (Ex-Japan) Executive Team**
   Category Best CEO, 3rd Place*
   By Institutional Investor Research

8. **Institutional Investor 2024 Asia (Ex-Japan) Executive Team**
   Category IR Professional, 2nd Place*
   By Institutional Investor Research

9. **Institutional Investor 2024 Asia (Ex-Japan) Executive Team**
   Category Best IR Team,3rd Place*
   By Institutional Investor Research

10. **Institutional Investor 2024 Asia (Ex-Japan) Executive Team**
    Category Best Investor Relations Program, 3rd Place*
    By Institutional Investor Research

* Mid/Small Cap Bank and Non-Bank Finance, voted by sell-sided analyst

11. **SET ESG Ratings 2567**
    Category Listed in the Sustainable Stocks List of the Stock Exchange of Thailand (SET ESG Ratings) with an AAA rating for 2024.
    By Stock Exchange of Thailand

12. **Fair Finance Awards 2024**
    Category Rank No.1 in 'Fair Finance' assessment (The 6th Consecutive year) based on Fair Finance Guide International
    By Fair Finance Thailand

13. **S&P Global's Sustainability Yearbook 2024**
    Category Sustainability Yearbook Member
    By S&P Global

14. **Brandon Hall Group Excellence Awards 2024**
    Category Best Learning Program Supporting a Change Transformation Business Strategy
    By Brandon Hall Group

15. **Brandon Hall Group Excellence Awards 2024**
    Category Best Unique or Innovative Learning and Development Program
    By Brandon Hall Group

16. **LinkedIn Talent Awards 2024**
    Category Best AI Pioneer Award
    By LinkedIn

17. **LinkedIn Talent Awards 2024**
    Category Top Finalist in Best Employer Brand Award
    By LinkedIn

18. **Future Trends Awards 2024**
    Category The Most Attractive Employer for Worker Over 35 years old
    By Future Trends

19. **Future Trends Awards 2024**
    Category Tech Industry
    By Future Trends

20. **Digital CX Awards 2024**
    Category Best Institution for Digital CX
    By The Digital Banker

21. **Global Retail Banking Innovation Awards 2024**
    Category Outstanding Personalised 1:1 Marketing Initiative
    By The Digital Banker

22. **Thailand Top Company Awards by Business+**
    Category Digital Banking Services of the Year Awards
    By Business+ Magazine

23. **Euromoney Awards for Excellence 2024**
    Category Thailand's Best Bank for Corporates
    By Euromoney

24. **The Asset Triple A Treasuries Awards 2024**
    Category Best in Treasury and Working Capital-SMEs
    By The Asset

25. **The Asset Triple A Treasuries Awards 2024 (E-commerce Category)**
    Category Best Solution for E-Commerce, Media, Technology Industry
    By The Asset

26. **The Asset Triple A Treasuries Awards 2024 (Logistics Category)**
    Category Best Solution for Aviation and Logistics Industry
    By The Asset

27. **The Asset Triple A Treasuries Awards 2024 (Retail Category)**
    Category Best Solutions for Consumer Goods and Retail Industry
    By The Asset

28. **The Asian Banker Excellence in Retail Finance and Technology Innovation Thailand Awards 2024**
    Category Best Digital Ecosystem and Platform Initiative 2024
    By The Asian Banker

29. **Thailand's Social Power Brand 2024 - ttb DRIVE**
    Category Rank No. 1 with the highest score in the 'Hire Purchase Loan' category
    By BrandAge Magazine

30. **Thailand Car Of The Year 2024**
    Category Best EV Finance Brand 2024
    By Grand Prix International PCL.

31. **Business+ Product Innovation Awards 2024**
    Category Product Innovation Awards
    By Business+ Magazine

32. **Marketing Award of Thailand 2024**
    Category Silver Award for 'Innovations & Martech'
    By Marketing Association of Thailand

33. **AdPeople Awards & Symposium 2024**
    Category Silver Award for 'Best Use of Film'
    By Advertising Association of Thailand

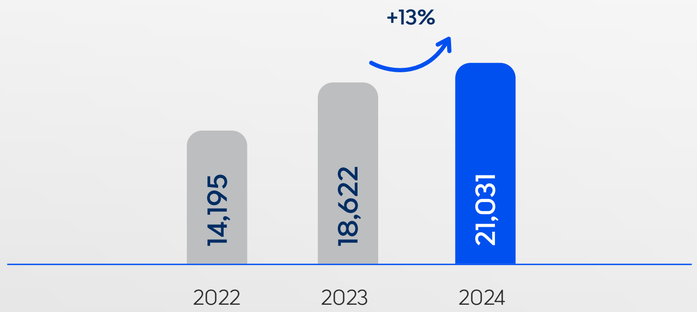
Financial Highlight

Emphasizing prudent business direction and maintaining strong financial positions

As economic recovery remained slow, the Bank continued to focus on growing quality loans and enhancing efficiency in managing funding cost, operating cost, and risk cost. Such executions were key drivers for Banks to maintain profitability momentum. The Bank prudently managed asset quality and proactively resolved weak loans to keep NPL at low level while ensuring sufficient provision to mitigate downside risks from future uncertainties.

Net profit improved, driven by cost efficiency

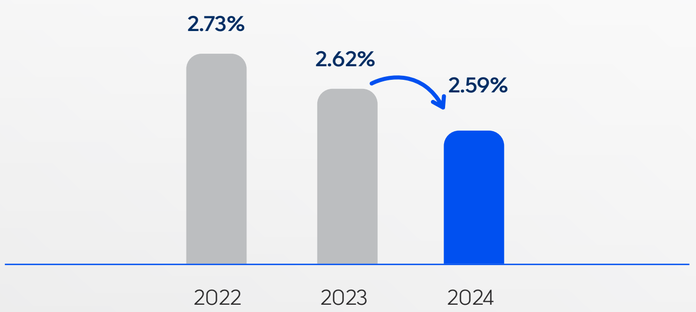
THB million



- ttb reported **THB 21,031 million of net profit** in 2024, an increase of 13% YoY.
- **Key driver was cost efficiency** in managing funding cost, operating cost, and risk cost or provision expenses.

Asset quality was under controlled, with NPL ratio at low level

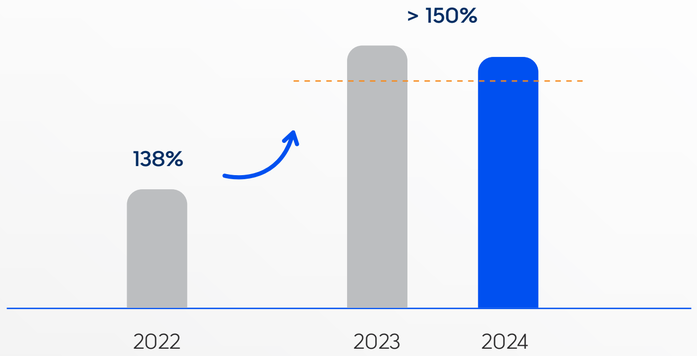
Non-performing loan or NPL ratio



- With quality growth strategy, right financial assistant to customers, and proactive NPL management, **portfolio quality was well-contained.**
- **NPL ratio further decreased** to 2.59% in 2024, remained within target guidance.

Maintaining risk buffer at high level

Coverage ratio



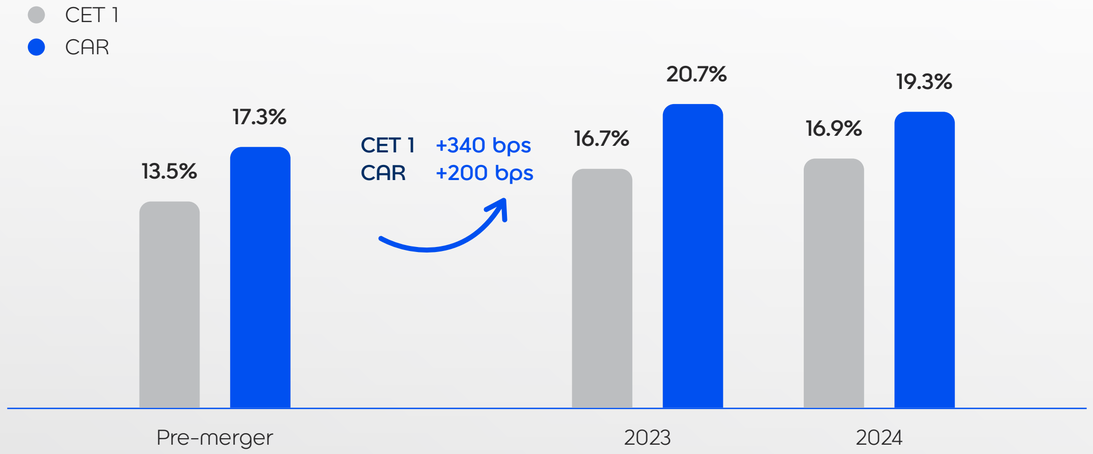
- The Bank **ensured prudent ECL level to maintain strong Coverage ratio.**
- The Bank maintained high Coverage Ratio above 150% level in 2023-2024, after significantly uplifting the ratio from 138% in 2022.

Robust capital level leading to capital management plan to enhance shareholders' value

With profitability momentum and in-controlled asset quality, the Bank's capital position has been robust and stable. This created opportunity for the Bank to utilize the excess capital. Our capital management plan aimed to enhance shareholders' value or ROE through 3 key initiatives including dividend payment, share repurchase and inorganic growth.

Moving into 2025, we will continue to adhere to our mission towards all stakeholders as well as to support the country's initiatives aimed at solving household debt problems and promoting responsible lending as such direction is in line with our aspiration to sustainably improve customers' life-long financial well-being.

Robust and stable capital position



- CET1 and CAR ratios improved from 2018 or a pre-merger level. The ratios were among the top tier in the industry and significantly above the BoT's minimum requirement of 8.0% and 12.0% for CET 1 and CAR.

Capital management plan to enhance shareholders' value



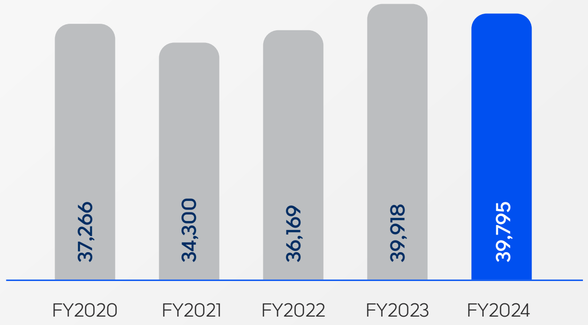
- All of these reflect the Bank's commitment to create value for shareholders in the short, medium and long-term.

Historical Financial Performance

Consolidated financial statement					(Unit : THB million)
Selected statements of profit or loss and other comprehensive income items	**FY2024**	**FY2023***	**FY2022**	**FY2021***	**FY2020***
Interest income	82,783	79,134	65,627	64,239	72,320
Interest expenses	26,331	21,926	14,010	13,239	18,515
Net interest income	**56,452**	**57,207**	**51,617**	**51,000**	**53,805**
Net fees and service income and other operating income	**12,948**	**13,768**	**14,236**	**14,537**	**15,541**
Total operating income	**69,399**	**70,975**	**65,852**	**65,537**	**69,346**
Other operating expenses	29,571	31,094	29,952	31,219	32,177
Expected credit loss	19,852	22,199	18,353	21,514	24,831
Income tax	-1,055	-940	3,352	2,327	2,223
Profit for the year	**21,031**	**18,622**	**14,195**	**10,477**	**10,115**
Equity holders of the Bank	**21,031**	**18,622**	**14,195**	**10,474**	**10,112**
Non-controlling interest	**0**	**0**	**0**	**3**	**3**
Total other comprehensive income (loss) for the year, net of income tax	586	794	-550	-274	309
Total comprehensive income (loss) for the year	**21,617**	**19,416**	**13,645**	**10,203**	**10,424**
Basic earnings per share (THB/Share)	**0.22**	**0.19**	**0.15**	**0.11**	**0.10**

Core-operating performance

Pre-provision operating profit (PPOP) THB million



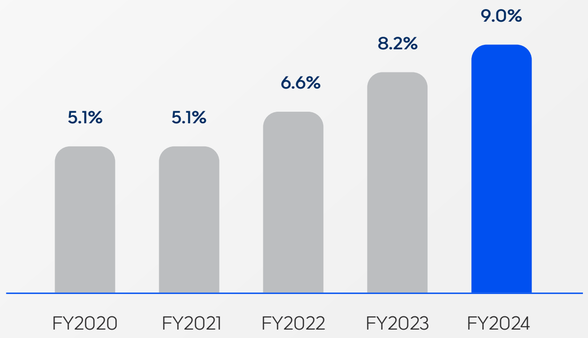
Net profit

Net profit to equity holders of the Bank THB million



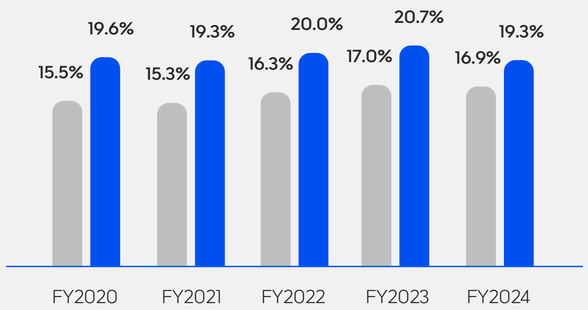
Consolidated financial statement					(Unit : THB million)
Selected statements of financial position items	**FY2024**	**FY2023***	**FY2022***	**FY2021***	**FY2020***
Loans to customers	1,240,874	1,327,964	1,376,118	1,371,304	1,392,925
Total assets	**1,748,523**	**1,822,563**	**1,824,999**	**1,758,170**	**1,808,332**
Deposits	1,328,594	1,386,581	1,399,247	1,339,195	1,373,408
Total liabilities	**1,510,710**	**1,595,087**	**1,607,271**	**1,547,334**	**1,603,582**
Total equity	**237,812**	**227,477**	**217,728**	**210,836**	**204,750**
Equity attributable to equity holders of the Bank	237,812	227,477	217,727	210,835	204,713
Non-controlling interest	0	0	1	1	37
Key financial ratios					
Profitability					
Return on equity (ROE)	9.0%	8.2%	6.6%	5.1%	5.1%
Return on assets (ROA)	1.2%	1.0%	0.8%	0.6%	0.5%
Cost to income ratio [1/]	42.6%	43.6%	45.1%	47.6%	45.8%
Net interest margin (NIM)	3.26%	3.24%	2.95%	2.97%	3.00%
Liquidity					
Loan to deposit (LDR) [2/]	93%	96%	98%	103%	101%
Current and saving accounts to total deposits (CASA) [3/]	66%	68%	83%	88%	86%
Capital adequacy					
Tier I ratio (Tier I)	16.9%	17.0%	16.3%	15.3%	15.5%
Capital adequacy ratio (CAR)	19.3%	20.7%	20.0%	19.3%	19.6%

Return on equity (ROE)



Capital adequacy

- Tier 1 ratio (Tier 1)
- Capital adequacy ratio (CAR)



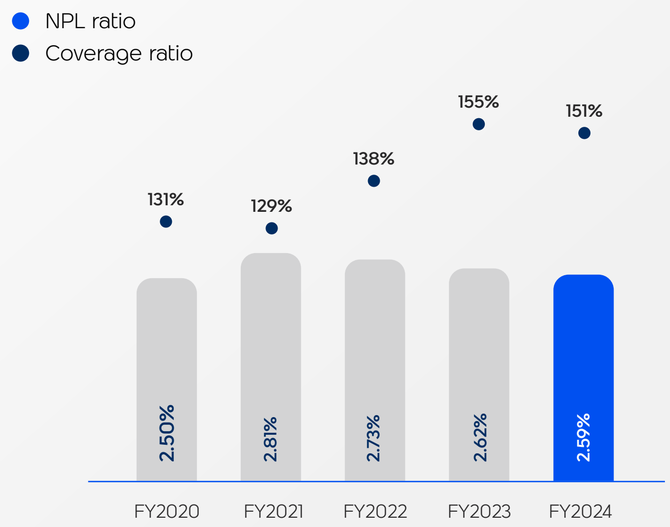
Consolidated financial statement

Key financial ratios	FY2024	FY2023	FY2022	FY2021*	FY2020*
Asset quality					
NPL ratio	2.59%	2.62%	2.73%	2.81%	2.50%
Coverage ratio	151%	155%	138%	129%	131%
Others					
Book value per share (THB/Share)	2.44	2.36	2.26	2.18	2.12
Number of employees	14,529	15,320	15,556	15,102	17,009
Number of branches [4/]	472	532	569	636	733
Number of ATMs and ADMs	2,370	3,015	3,296	3,894	4,372

Note: * Changes in accounting practice
2023 and 2022 : Figures were restated retrospectively for comparative purpose to reflect the change in accounting policy in 4Q24 regarding the measuring of building from 'revaluation model' to 'cost model'.
2021 : Reclassified HP subsidy income as part of loans to customer
2020 : TFRS 9 Adoption and certain accounts in the 2020 financial statement, have been reclassified to conform to the presentation in the 2021 financial statements.
2019 : Statement of comprehensive income consolidated TBANK's result for 28 days (4-31 December 2019), Statement of financial position included TBANK's results as of 31 December 2019

1/ Excluded extra ordinary items and credit related items
2/ Excluded interbank and money market items
3/ FY2020 CASA included No Fixed, ME Save and Ultra Saving and excluded NCD
4/ From 2022 onwards, employee data included subsidiaries data

Asset quality



Board of Directors



1. **Mr. Ekniti Nitithanprapas**
   - Chairman
2. **Mr. Suphadej Poonpipat**
   - Vice Chairman
   - Vice Chairman of the Board of Executive Directors
3. **Mr. Philippe G.J.E.O. Damas**
   - Director
   - Chairman of the Board of Executive Directors
   - Member of the Nomination, Remuneration and Corporate Governance Committee
4. **Mrs. Charita Leelayudth**
   - Independent Director
   - Chairperson of the Audit Committee
5. **Mr. Willem Frederik Nagel**
   - Independent Director
   - Chairman of the Risk Oversight Committee
   - Member of the IT Oversight Committee
   - Member of the Nomination, Remuneration and Corporate Governance Committee
6. **Mr. Yokporn Tantisawetrat**
   - Director
   - Chairman of the Credit Committee
   - Member of the Risk Oversight Committee
7. **Mr. Teeranun Srihong**
   - Independent Director
   - Chairman of the Nomination, Remuneration and Corporate Governance Committee
   - Member of the Risk Oversight Committee
   - Member of the IT Oversight Committee

Remark: Data as of 31 December 2024

Board of Directors



11 9 10 8 12 13 14

8. General Ekarat Changkaew
- Director

9. Mrs. Chananyarak Phetcharat
- Independent Director
- Chairperson of the IT Oversight Committee
- Member of the Audit Committee

10. Mr. Somjate Moosirilert
- Director
- Member of the Board of Executive Directors
- Member of the Nomination, Remuneration and Corporate Governance Committee
- Member of the Credit Committee

11. Mr. Prinya Hom-anek
- Independent Director
- Member of the Audit Committee
- Member of the Risk Oversight Committee
- Member of the IT Oversight Committee

12. Mrs. Patricia Mongkhonvanit
- Director
- Member of the Board of Executive Directors
- Member of the Nomination, Remuneration and Corporate Governance Committee
- Member of the IT Oversight Committee

13. Mr. Johannes Franciscus Grisel
- Director
- Member of the Board of Executive Directors
- Member of the Risk Oversight Committee
- Member of the Credit Committee

14. Mr. Piti Tantakasem
- Director and Chief Executive Officer
- Member of the Board of Executive Directors
- Member of the Risk Oversight Committee
- Member of the Credit Committee
- Member of the IT Oversight Committee

Remark: Data as of 31 December 2024

Management Team



Mr. Piti Tantakasem
Chief Executive Officer



Mr. Thakorn Piyapan
President and Acting Chief Retail Banking Officer



Mr. Anuwat Luengtaweekul
Chief Automotive Lending Officer



Mr. Saranya Phuphatana
Chief Commercial Banking Officer

Remark: Data as of 31 December 2024

Management Team



Mrs. Prapasiri Kositthanakorn
Chief of Staff



Mr. Vikran Paovarojkit
Chief Risk Officer



Mr. Sutthikan Rungsrithong
Chief Information Officer



Mrs. Rattana Arkachaisri
Chief Operating Officer



Mrs. Pittimart Sanguansook
Chief Audit Officer



Miss Somkid Preechasammakul
Chief Financial Officer

Remark: Data as of 31 December 2024

Part 1

Business Operations and Performance

Structure and Business Operations

Risk Management

Steering Business Towards Sustainability

Management Discussion and Analysis

General Information and Other Significant Information

1. Structure and Business Operations

1.1 Policy and Business Overview

1.1.1 The Bank's vision, target, and strategy

Background

TMB Bank Public Company Limited. ("TMB" or "the Bank") was established on November 5, 1957. At that time, Field Marshal Saridi Dhanarajata was Chairman of the Board of Directors. TMB's initial registered capital was THB 10 million. Most of the shareholders in the initial stage were military personnel both in-service and out-of-service.

The year 1982 marked a milestone for the Bank as His Majesty King Bhumibol Adulyadej graciously bestowed the Royal Garuda Emblem to TMB and its registered capital had its first increase, from THB 10 million to THB 100 million. TMB was listed on the Stock Exchange of Thailand (SET) on December 23, 1983, and transformed into a public company limited on January 3, 1994.

Thai Military Bank Pcl., DBS Thai Danu Bank Pcl. and the Industrial Finance Corporation of Thailand legally merged to become TMB Bank Pcl. In September 2004. This merger enabled the Bank to operate as a universal bank.

In December 2007, TMB underwent a share capital increase by forming a new business partnership with ING Group, a leading financial institution from The Netherlands.

In December 2019, TMB completed transaction to merge with Thanachart Bank and the integration was completed in July 2021. The merged Bank emerged under the new name of TMBThanachart Bank Public Company Limited or ttb. The Bank has become the sixth largest bank in Thailand in terms of total assets. In August 2021, the Bank of Thailand declared TMBThanachart Bank to be one of the Domestic Systemically Important Banks (D-SIBs).

1.1.2 The Bank's vision and strategy in business operations

Vision : To become the recommended bank of choice by our customers
Mission : To improve our customers' life-long financial well-being

The Bank has formulated **7 Strategic** Intents to drive the Bank's target as follows:

1. Customer Centricity

TMBThanachart places emphasis on the customer at a centre of business operation by gathering and analysing customer's behaviour 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 Products 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 deposits product 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 customer's 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 on 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 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 customer's behaviour toward digital channel and the rapid technological advancement. The COVID-19 pandemic, meanwhile, has accelerated changes in consumer behaviours 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) Reducing costs and operational burden by serving customer via digital channel
2) Deepen customer's 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 toward 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 owing a car.

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

With well-developed digital capability foundation and implementation 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 operations.

1.1.3 Significant changes and development

1. Significant changes and development during 2008-2023

2008–2009

Strengthen the foundation

Key Highlights

- Reorganization
- End-to-end process improvement
- HR transformation
- Raised service standards
- Enhanced risk management

Result

- Improved overall asset quality
- Achieved top quartile employee engagement

2010–2011

Acquire good customers

Key Highlights

- Customer base expansion in SME & retail banking
- Service and operational excellence
- Products and services that match with customers' needs
- Physical channel optimization
- Brand enhancement

Result

- Successfully grew customer base through improvement of quality services and products which matched with customers' needs
- Branch renovation and relocation
- Launch of Make THE Difference

2012–2014

Differentiate and deepen share of wallet

Key Highlights

- Transactional banking excellence and branded customer experience
- Leveraged transactional relationship with customers to offer the right products that answer customers' needs
- Better quality of assets (larger proportion of SME lending)
- Introduced integrated channel with focus on digital transformation

Result

- Successful release of flagship transactional products
- Cross-selling based on customer understanding at industry and segment level
- Optimization of loan portfolio
- Offer best-in-class E-Channels

2015–2018

Induce a game change and enter into new business

Key Highlights

- Focused on building the right digital platform that address customer needs and lifestyles to empower them to make the most of their lives
- Developed employee capability and restructure organization to allow the employees to work at their full potential
- Potentially entered into new businesses that suit customer needs
- Built Data analytic capability to leverage on data enrichment to be able to offer right products and services to the customers at better efficiency

Result

- Infrastructure readiness for digital platform to serve National E-Payment
- Reduced employee corporate layer down from 6 to 5 to improve agility
- Introduced customer data roadmap to improve in data completeness, quality and enrichment
- Prepared IT capability to ensure digital channels stability
- Formed a partnership with Eastspring Investments (Singapore) from a deal to sell 65% stake in TMBAM

2019-2021

Leapfrog via inorganic growth and Covid-19 relief program

Key Highlights

- Introduce new way of work and revamp key process to ensure simple and easy banking experiences
- Complete merger transaction with TBANK to enhance scale and competitiveness
- Execute integration plan and synergy realization, including balance sheet optimization and cost synergy realization
- Provide debt relief program for customers impacted from Covid-19 so they can continue their business amid the difficult circumstances

Result

- "Agile way of work" to shorten product launch process
- Enhanced business capability thru better networks and new product development
- Completed product suites for investment and lending products
- Expanded customer base to 10 mn
- Better cost management and C/I
- Helped over 750,000 customers requested for debt relief program

2022-2023

Build digital foundation and capture synergy

Key Highlights

- Maximize the potential of the merged Bank's customers thru Financial well-being, serving banking & beyond banking needs of customers, and become a top-tier digital platform
- Revamp group structure to unlock value and optimize return
- Fully realized synergy as per target

Result

- Expanded secured loan business (cash your car and cash your home) and continued launching new product innovation e.g., ttb cash your home card (revolving card)
- Improve efficiency in bad debt management through Phahonyothin Asset Management Company Limited (PAMCO)
- Launch ttb business one to help business customers and SMEs manage their business more efficiently through digital
- Launch new mobile banking (ttb touch)

2. Significant changes and development in year 2024

- The Bank expanded the userbase of “Roddonjai”, an online platform facilitating the trading of high-quality used cars, into the ‘Home used car’ segment aiming to uplift an online used car selling experience by fully address the needs of both car sellers and buyers in the digital edge. The platform helped individuals sell their cars easily and at a good price by offering services such as listing assistance, photography, inspection coordination, and step-by-step consultation. Additionally, it also provided nationwide on-site financing.

- The Bank has added new features “My Credit”, a complete credit service from ttb in ttb touch application. It focused on delivering seamless digital journey with upfront credit assessment of various loan products in a few steps. The feature would help the customers make every plan in life easier with better turnaround time.

- The Bank offered a “Total Wealth Solution” to enhance wealth in a 360-degree approach through ttb reserve solutions across four main pillars: 1) Developing safe and diverse investment products, or ‘Wellness Solution’; 2) Creating products tailored for ‘Wealth with Kids’; 3) ‘Total International Solution’ for efficient wealth transfer, along with solutions for managing foreign currency expenses more effectively and conveniently through foreign currency deposit accounts (FCD account); and 4) Exclusive spending privileges with ttb reserve credit cards tailored to each customer’s lifestyle. This aims to increase wealth and continue financial success endlessly.

- The Bank has successfully developed a new version of the mobile assistant “Yindee”, the first Thai bank to use Generative AI via Microsoft Azure OpenAI to answer questions and help customers via Mobile Banking, elevating the financial experience, increasing convenience and speed, and answering questions 24 hours a day. It worked seamlessly between the ttb touch application and the Bank’s customer service staff to help create a better experience for the Bank’s customers and increase the efficiency of the work of the employees.

- The Bank launched new feature “ttb smart shop”, a comprehensive shop management assistant, more than just a money-receiving application. The store management application focuses on helping SME business owners efficiently manage the store. The Bank was considered the first bank to use Big Data to create in-depth analysis reports (Analytic Report) for the users.

- The Bank introduced the new feature “My Work,” a professional HR management system (HRM System) designed to help business owners, especially SMEs, and HR departments manage personnel effectively across all aspects. This system allows HR teams to handle key workplace matters digitally, reducing costs and significantly improving organizational efficiency.

3. Strategic and business direction going forward

Transformation towards digital-first business model

Key strategic direction

- Develop products and services under “Digital-First” principle
- Double down on humanized digital banking (vs. a pure digital bank) while optimizing for a leaner physical network with enhanced productivity.
- Digital Investment starts generating business impacts from new digital revenue model at lower cost-to-serve
- Shift of loan mix towards retail enabled by ecosystem play leading to deepened customer engagement
- Nationwide rollout of digital-first branch under the principle of “digital-first” operating model
- Shift workforce mix significantly towards digital talents with initial success in talent attraction through ttb Spark and Spark Academy.

Expected outcomes

- Deepened engagement and better customer experience through 4 target ecosystems which includes Car owner, Home owners, Salaryman, and Wealth customers
- Create more opportunity for cross-selling through Personalized AI Engine and results in >50% digital sales growth in key products
- Digital has become a mainstream channel for new business generation and serve as a platform for future business model shift
- Improved cost structure from optimizing front/ back-office towards digital-first principles
- Be able to ‘LEAD THE CHANGE’ by bringing digital solutions to manage customers across all groups at every stage of life and driving innovation and financial solutions to create better financial lives for customers in all aspects.

1.2 Nature of Business

1.2.1 Income Structure

Income structure of the Bank and its subsidiaries consisted of interest income, fees and service income and other operating income. Details are in the following income structure table for the year ended December 31, 2022-2024:

(Unit: THB million)

Income Structure	For the Year Ended 31 December					
	2024	%	2023 (Restated)	%	2022	%
Interest income	**82,783**	**83.2**	**79,134**	**82.0**	**65,627**	**78.6**
Interbank and money market items	7,072	7.1	4,468	4.6	1,489	1.8
Investments and trading transactions	159	0.2	55	0.1	27	-
Investments in debt securities	3,655	3.7	2,910	3.0	1,782	2.1
Loans to customers	49,556	49.8	48,902	50.7	39,493	47.3
Hire purchase and finance leases	22,341	22.4	22,798	23.6	22,834	27.4
Others	-	-	1	-	2	-
Fees and service income	**13,086**	**13.2**	**14,007**	**14.5**	**14,025**	**16.8**
Gain on financial instruments measured at fair value through profit or loss, net	1,770	1.8	1,666	1.7	1,693	2.0
Gain on investments, net	244	0.2	52	0.1	7	-
Share of profit from investment using equity method	256	0.3	284	0.3	261	0.3
Other operating income	1,304	1.3	1,403	1.4	1,883	2.3
Total income	**99,443**	**100.0**	**96,546**	**100.0**	**83,496**	**100.0**

Note: Consolidated financial statements

1.2.2 Products and Services

TMBThanachart offers financial products and services, ranging from deposit, loans, investment product and bancassurance. However, each customer segment has different financial needs. As a customer centric organization, understanding customer's needs is one of the Bank's key success factors. TMBThanachart's business is organized into 2 key customer segments as follows:

Product and services for Commercial Banking customers

- Corporate Banking segment: Customer group with annual sales turnover more than THB 400 million.
- Small and Medium Enterprise (SME): Customer group with annual sales per year up to THB 400 million.

Key products for Commercial customers:

Type	Products and Services
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

Type	Products and Services
International Transactions	International transfer services International trade finance service Foreign exchange risk management Interest rate risk management
Bancassurance & Business Protection	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

Products and service for Retail customers

- Affluent for customers who have income from THB 100,000 and above.
- Middle Income for customers who have income from THB 15,000 to THB 100,000.
- Mass for customers who have income up to THB 15,000.

Key Products for Retail Customers:

Type	Products and Services
Deposit	Transactional account (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 towards 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

ttb open architecture

The Bank is considered as a first Thai bank offering open architecture platform for all group of customers. The Bank set a long-term strategy to distribute under an open-architecture platform and offers a wide variety of mutual fund products to match various client needs and risk-return profiles.

The Bank has strong partnership with 11 leading asset managements both domestic and international asset managements including Aberdeen Asset Management Co., Ltd, Eastspring Asset Management Co., Ltd, Kasikorn Asset Management Co., Ltd, Krungsri Asset Management Co., Ltd, Krungthai Asset Management Co., Ltd, King Wai Asset Management Co., Ltd, One Asset Management Co., Ltd, Principal Asset Management Co., Ltd, SCB Asset Management Co., Ltd, TISCO Asset Management Co., Ltd, UOB Asset Management (Thailand) Co., Ltd. This enables the Bank to offer a broader range of products and asset classes that suit different risk profiles of the customers.

Bancassurance

The Bank has been a strategic bancassurance partnership with Prudential Life Assurance (Thailand) Public Company Limited ("Prudential Thailand"), a subsidiary of Prudential plc since Jan 1, 2021, with an initial term of 15–20 years, to provide Prudential's leading product offerings of health and wealth solutions to the whole network of the Bank.

Prudential Life Assurance (Thailand), a leading life insurer which has operated in Thailand for more than 24 years and is a member of Prudential PCL. Prudential Life Insurance offers a comprehensive range of products, mainly life and health insurance, to fulfill the customers' needs throughout the different stages of their lives. Also, based on this partnership, the Bank and Prudential will be able to leverage on technology to better serve our customers.

For non-life insurance business, the Bank offers insurance for loan collateral in association with non-life insurance companies. The Bank has leveraged on its strong auto loans & housing loans customer base which can generate substantially sustainable non-life insurance premiums. The Bank also provides other non-life insurance products such as personal accident, health, and motor insurance.

1.2.3 Market and Competition

1) Thai Economy and Banking Industry

Thai Economy in 2024

Thai Economy in 2024 further improved from the previous year thanks to private consumption and supports from cost-of-living subsidizing measures during the year-end, including continuing recovery in tourism sector, which contributed to continuous expansion in domestic spending along with improvements in households' purchasing power. Regarding inflation, Thai inflation rates continued to drop and moved closely to the lower-bound target range. On one hand, Merchandise exports expanded remarkably during the fourth quarter of 2024 as mainly from front-load effect to minimize impact of new phase of trade war as well as supports of production cycle of industrial products. Meanwhile, total investment marked a slowdown as government investment following the delay of government budget disbursement during early of fiscal year of 2024.

Economic Outlook for 2025

Thai economy would likely be steadily expanded with the growth projection of 2.6%, supported by recovery of tourism sector, private consumption stimulus including total investment which is expected to improve due to progress in infrastructure projects in line with the increase in the public sector budget framework. Similarly, private sector investment is likely to recover from the previous year, which will support the ongoing economic recovery. In terms of merchandise exports, the growth is expected to slow down due to the accelerated exports of goods at the end of the previous year, as well as the slowdown in the economies of major trading partners.

Regarding financial market, it is projected that the Monetary Policy Committee (MPC) would cut the policy rate to reach 2.00% at the end year of 2025. However, should there be any significant downward risks to inflation and signs of worsening economic recovery compared to the previous assessment, it is possible to have a more loosening monetary policy this year. On currency, fluctuation of Thai baht against the US dollar is still expected, which mainly induced by external factors especially geopolitical issues, and anticipation towards the US policy rate cuts throughout the year. However, Thai baht would appreciate in some periods following fundamentals and recovering patterns of Thai economy. Hence, Thai baht is projected to move within 33.00–36.50 against the US dollar in 2025.

Banking Industry in 2024

Overall Thai commercial bank system in 2024 was stable and resilient as reflected from amount of capital funds of THB 3.21 trillion as of the fourth quarter of 2024, equaling to the BIS ratio of 20.4% and Liquidity Coverage Ratio (LCR) of 206.4%.

At the end of 2024, commercial bank's loan growth slightly contracted by 0.4%. Meanwhile, retail loans also contracted following higher risk cost. On loan quality, outstanding loans in stage 3 or non-performing loans (NPL) relative to total loans slightly rose to THB 552.1 billion, equaling to 2.78% of total loans. This decline was primarily attributed to business loans, partly driven by banks' loan portfolio management and ongoing debt assistance. Meanwhile, proportion of Significant Increase in Credit Risk: SICR to total loans or loans in Stage 2 was significantly higher with 6.98% growth compared to the previous quarter.

Net profits of commercial bank system improved from the same period of last year. This was mainly due to higher Non-Interest Income (Non-NII) and Net Interest Income (NII) together with lower provisioning expenses following elevated provisioning in the previous year. As such, net profit in 2024 stood at THB 282 billion, increased from THB 251 billion from the same period of last year or expanding by 12.3%. In addition, Net Interest Margin (NIM) remained stable at 3.01%.

Banking Industry Outlook in 2025

Thai commercial banking business would cautiously recover following recovery of economic conditions and income levels, contrasting to elevated financial costs of commercial banks from high level of policy rate. In addition, Responsible Lending is encouraged by financial institutions, which add to more restricted financial access of entrepreneur and individuals, and thus may affect Net Interest Margin from net interest income.

Furthermore, loan quality of commercial banking system is expected to be relatively flat, especially loan quality in retail loans, which due to household debt relief measures targeted to specific groups. This is reflected from significant increase in ratios of non-performing loans, which adds to credit risks that already be elevated. Thus, these factors would pose higher pressure in capital reserve that could not be much reduced as it is needed to be held against future risks.

2) Product and Service Marketing Strategy

Commercial Banking

Our Intent

TMBThanachart is committed to being a leading main operating bank for business customers, providing comprehensive financial solutions for both credit and non-credit products while serving as a trusted advisor. We aim to enhance our customers' business potential and maximize their value. With a deep understanding of customer needs, we ensure the right products and solutions are offered to support continuous and sustainable growth.

2024 Summary

TMBThanachart continues to support customers as a main operating bank for both large corporations and small-and-medium enterprises (SMEs). Our growth in customer penetration was driven by offering a full range of financial products and solutions. The Bank remained committed to customer growth within our strong market position in focused ecosystems, while enhancing transaction service efficiency via digital platforms. The Bank ensured seamless business transactions through "Business One", a digital platform designed for businesses. This platform enabled online transactions and connected both financial and non-financial needs in one place, addressing the needs of business customers of all sizes and allowing them to operate their business conveniently and efficiently.

In 2024, the Bank maintained its strategy to be the primary operational bank for business customers, focusing on three key areas:

1. **Leadership in Supply Chain Connectivity:** The Bank continued to enhance its Supply Chain Financing services, offering total solutions that improve liquidity and support business operations. The Bank will collaborate with strategic partners to introduce innovative products, helping businesses differentiate and compete. Additionally, the Bank will foster a sustainable ecosystem for medium and small-sized businesses by expanding their networks.

2. **Expertise in International Trade Transactions:** The Bank built on its expertise in supporting import and export businesses, leveraging its knowledge and long-standing experience in supporting international trade. The Bank continued to enhance its financial products and services to meet the needs of customers in the import-export sector, helping businesses increase their competitive capabilities and grow sustainably.

3. **Integrated Digital Transactional Banking:** The Bank continued developing integrated digital transaction banking services, offering customized solutions for business needs such as financial management and payroll. By leveraging data analytics and system integration, the Bank made funding more accessible to medium and small-sized businesses.

Plan for 2025

TMBThanachart will continue to leverage its strengths to expand the customer base and become one of the most recommended banks for business customers, helping customers improve their Financial Well-being sustainably. The Bank remains focused on target ecosystems and leverages its expertise to create comprehensive industry solutions for our customers, emphasizing digital-first and inclusive growth principles. The Bank's services for both large corporations and SMEs have consistently expanded, with a focus on improving business efficiency via a digital platform that evolves to meet their needs. The Bank also adopts a cautious approach to customer acquisition, ensuring high-quality credit customers for loan growth and efficient liquidity use based on risk levels. Key strategic initiatives in 2025 include;

1. **Industry-based Solutions with End-to-End Digital Supply Chain:** The Bank aims to lead in digital supply chain solutions by offering tailored products for specific industries, creating a Business-to-Business-to-Customer (B2B2C) ecosystem that seamlessly connects industries to consumers. The Bank's key strategic ecosystems include My Car (Automotive Industry), My Home (Real Estate & Shopping Mall Industry), My Life (Food & Beverage and Consumer Goods Industry), and My Health (Healthcare Industry). The Bank provides comprehensive solutions covering loans, financial transactions, and personal finance management, supporting SMEs and retail businesses.
2. **Integrated Digital Transactional Banking Solutions:** The Bank focuses on expanding its digital transactions and ensures that customers rely on the Bank's financial services through its digital platforms. The Bank is developing comprehensive digital transactional products and services to create added value for each customer, delivering services that match the specific needs of different customer segments. The goal is to help businesses operate more efficiently, such as managing business finances or handling employee payroll. The Bank also collaborates with external partners and industry experts to deliver customized solutions for various industries, offering support through digital platforms, relationship managers, and financial advisors to help small and medium-sized businesses grow and access funding.
3. **Trade/FX Solutions:** The Bank is committed to supporting import and export businesses with its expertise in international trade. The Bank aims to offer comprehensive financial products that help manage costs and international transactions efficiently. Additionally, the Bank has developed products and services for the education sector, including international schools with foreign students, parents, and teachers, enabling easy foreign currency transactions through the Bank's digital platforms.
4. **Green Transition Solutions:** The Bank supports businesses in transitioning to sustainable operations under the B+ESG framework. The Bank assesses the potential impact of environmental regulatory changes that may affect customers and analyzes regulatory risks to group clients and define appropriate support strategies. The Bank helps customers navigate environmental regulatory changes, offering consultation and financial products that reduce environmental impact, ensure regulatory compliance, and facilitate a smooth transition to greener practices.

Retail Banking

Our Intent

To become the recommended bank of choice by our customers that improve our customers' life-long Financial Well-being by delivering best personalized solutions by life-stage through humanized digital platform.

2024 Summary

Throughout 2024, TMBThanachart's primary focus was on enhancing its capability to develop products and services through Ecosystem Play, targeting customer segments where the Bank has expertise and a competitive edge, such as car owners, homeowners, salaryman, and wealth customers. Digital channels served as the primary platform for building relationships and providing personalized solutions at every stage. The Bank also supported the Bank of Thailand's policies to reduce public debt by emphasizing responsible lending practices. The Bank aimed to deliver tailored products and services effectively,

addressing the unique needs of each customer, aligning with medium- to long-term strategy to transform business via digital channels and enhance customer financial experiences. As a result, deposit, retail lending, investment, and insurance products showed continuous growth, driven by four key strategies:

Strategy 1: Expanding and Retaining Retail Customers Base TMBThanachart prioritized customers from all segments by developing and offering products, services, and solutions that cater to the diverse needs of each group across all dimensions. The focus was on expanding the customer base through new partnerships in 4 key segments where ttb has expertise with existing customer base, under the concept of Ecosystem Play: car owners, homeowners, salaryman and wealth customers. For the wealth customer segment, ttb expanded its customer base in two primary groups: Young Wealth, targeting individuals looking to grow their wealth and ttb wealth ecosystem, focusing on managing the wealth of business owners, such as automotive dealers, SMEs and corporate clients. This aimed to create an ecosystem that drove financial success and improves financial well-being. In terms of customer retention, the Bank enhanced My Benefit feature in ttb touch application. Customers were given missions to complete, and upon successful completion, they could select rewards, some of which were financial products designed to improve their financial well-being. This initiative not only strengthens customer engagement but also encouraged ongoing use of ttb's services.

Strategy 2: Develop products based on customer needs to create an improved Financial Well-being The Bank committed to designing products that foster better Financial Well-being today and in the future through 4 Financial Well-being pillars. A diverse range of products was offered to meet customer needs at every stage of life.

Mindful Spending & Smart Saving: ttb offered financial solutions for smart saving through a variety of deposit accounts designed to suit every lifestyle and cater to all types of savers. Whether for short-term, long-term, fixed savings, liquidity-focused savings, or foreign currency deposits, these solutions aimed to help Thais achieve better financial well-being both today and in the future. For cost-effective daily saving and spending, ttb all free account remained a standout choice. It offered zero fees for withdrawals, transfers, payments, and top-ups while providing free medical and accident life insurance coverage. ttb all free Debit Card was particularly beneficial for international spending, offering convenient transactions abroad with low exchange rates across all currencies worldwide. It allowed seamless purchases at both physical and online stores abroad without currency exchange fees (FX Rate) or foreign currency conversion fees (DCC).

In 2024, ttb all free Debit Card received Product Innovation Award in the financial and investment product category from Business+ Product Innovation Awards 2024. The card was voted the most popular in the Debit Card - Travel Card category, recognized as the most versatile debit card for spending. Additionally, in 2024, ttb launched limited edition ttb all free Olympic Games Paris 2024 Debit Card. This card offered exceptional value and benefits comparable to a credit card, providing a versatile option for consumers with diverse needs.

Healthy Borrowing: Amidst Thailand's slow economic recovery and high household debt levels, ttb emphasized Responsible Lending by promoting fair and responsible credit practices. ttb encouraged customers to take on necessary and manageable debt, fostering better financial discipline. ttb continued to develop comprehensive financial solutions to ease debt burdens including:

- Personal Loan Products, which focused on debt consolidation solutions such as ttb welfare loan for employees using ttb payroll accounts and debt transfers to ttb flash card, which offered lower interest rates. Additionally, the Bank expanded access to loans through Digital Lending on the ttb touch application.
- Home Loan Products: In collaboration with leading Thai partners, ttb made homeownership more accessible while reducing debt burdens, prioritizing home equity loans for debt consolidation, offering lower interest rates and refinancing options. Special debt consolidation programs were designed to reduce interest expenses and financial strain.
- Auto Loan Products: ttb alleviated customer debt issues through auto loans, enabling debt consolidation and reduced financial burdens.
- Credit Cards: ttb aimed to expand its customer base through strategic partnerships, enhancing the value of everyday spending. In 2024, the Bank partnered with Google Pay to enable Google Wallet integration, allowing customers to tap and pay seamlessly with Android smartphones, providing greater convenience and a touch-free payment experience.

For payroll customers, ttb provided financial solutions through the "Debt Relief Welfare for Salaryman" to address financial challenges. Key offerings included Financial Health Checkups and access to 24/7 online financial courses designed to enhance debt immunity and improve financial literacy. Debt Consolidation Welfare Loans were made available exclusively to companies with signed Memorandums of Understanding (MOUs). These included unsecured multipurpose loans and debt consolidation options using homes or cars as collateral, such as Home Refinance Loans, Home Equity Loans, and Auto Loans (ttb drive). These solutions came with special interest rates to help reduce debt burdens and improved liquidity, enabling better financial well-being.

Investing for Future: In 2024, economic uncertainties impacted investor confidence. ttb addressed this with its "Total Wealth Solution", offering tailored portfolio adjustments based on individual risk profiles. Key investment options included Fixed-Maturity Term Funds for customers with low to moderate risk tolerance, FX rate linked note, Index linked note and Interest rate linked note, providing opportunities for higher returns than traditional deposits while prioritizing principal protection and risk management. For Wealth customers, ttb also offered Kids Education Financial Solution, designed to prepare for children's overseas education. This included financial products like Foreign Currency Deposit (FCD) accounts in both savings and fixed deposit formats, helping clients manage exchange rate volatility effectively.

Sufficient Protection: In 2024, ttb partnered with leading life and general insurance provider to introduce innovative protection products tailored to customer needs.

- "ttb global index & principal protect 15/5 plus" was an insurance with short-term premium payments with fixed rates, guaranteed capital, and potential for higher returns through global investments with strategy that involved diversified asset allocation and market-driven adjustments to reduce volatility and enhance returns.
- "ttb the treasure extra" was a legacy planning insurance offering financial security for families. Customers were to pay premiums for 8 years, receive coverage until age 88, and enjoy guaranteed annual returns, ideal for passing on wealth securely.
- "ttb mhao mhao ultra care" provided comprehensive health coverage, including outpatient and inpatient care, with coverage for critical illnesses. Highlights included inpatient medical coverage up to THB 5 million, doubling for critical illness cases. Customers also enjoy a 10% premium discount for inpatient coverage after two consecutive claim-free years.
- "ttb all stage cancer" offered lump-sum payouts for every stage of cancer diagnosis, covering all types of cancer, along with life protection. Policies can be easily purchased via ttb touch application.
- "ttb e-Tax Saver 10/4", short-term premium payments with long-term protection and annual cash-back, was designed to encourage disciplined savings and provide a tax-saving option. This policy was also available through ttb touch application.

All offerings were warmly embraced by customers. The Bank also offered auto-insurance solutions which included car insurance and auto-part insurance through ttb touch and ttb broker.

Strategy 3: Elevate Sales and Service Channels In 2024, ttb continued to focus on making Mobile Banking the primary service channel for individual customers, aligning with its Digital-First strategy under the concept of Humanized Digital Banking, which delivered well-rounded benefits to customers. ttb emphasized the use of Data Analytics and a Personalized AI Engine to enhance customer experiences on a highly individualized level, or "Segment of One," by delivering personalized offers, notifications, and useful insights through ttb touch application. This personalized approach was a distinctive strength of ttb mobile application. Additionally, ttb leveraged this strength to enhance customer service and security by notifying customers to set transaction limits and deactivate unused functions, such as online credit card transactions or foreign merchant payments. Data Analytics was also utilized to analyze mule account behaviors and detect abnormal transactions in real time, significantly reducing the creation of new mule accounts.

By enhancing service efficiency through the Digital-First Operating Model, the Bank has positioned branch employees as Digital Ambassadors to assist customers in conducting transactions via ttb touch application, ensuring convenience and speed. As most financial transactions have shifted to ttb touch, branch employees have transitioned into advisory roles, focusing on more complex transactions. Branches have been transformed into Humanized Digital Branches, equipped with digital tools to provide seamless and efficient service. In terms of Responsible Lending, ttb has deployed over 900 personal loan advisors across branches, specializing in comprehensive loan products. These advisors were dedicated to recommending loan solutions that aligned with customers' specific needs, including home loans, auto loans, personal loans, and debt consolidation options.

Strategy 4: Employees

ttb drove the organization through digital transformation, fostering a data-driven culture that uses data as a compass for business operations. The Bank encouraged employees to become Change Agents, leveraging data to create financial solutions tailored to individual customer needs (Segment-of-One) and delivering a truly comprehensive financial experience to improve the quality of life for Thai people. This initiative involved upskilling and reskilling employees across the organization, equipping them with new competencies essential for future banking and adapting to changing customer behaviors. These efforts enabled the Bank to navigate and responded swiftly to the evolving landscape of financial services.

Plans for 2025

Our mission remains to become the most recommended bank of choice for our retail customers by improving our customers' life-long Financial Well-being through trusted advisory solutions. The Bank has a plan for the year 2025 through a comprehensive strategy in four areas:

1. **Customer Strategy:** ttb focuses on expanding and retaining individual customers within 4 ecosystem groups: car owners, homeowners, salaryman and wealth customers. The Bank develops tailored financial products to meet specific needs, enhancing customers' financial well-being. Equal emphasis is placed on retaining existing customers through loyalty programs and personalized services, fostering long-term engagement and advocacy. For Private Banking customer, the Bank assigns specialized Private Banking Relationship Managers to offer tailored investment, insurance, and financial planning advice. These experts provide comprehensive 720-degree financial solutions, including succession planning, ensuring services meet the unique needs of clients and their heirs.

2. **Product Strategy:** ttb offers 4 Financial Well-being pillars to enhance financial well-being, tailored to meet individual customer needs.
   - **Mindful spending and smart saving:** ttb all free account and credit card are flagship products that enhance flexibility and value for daily financial transactions. In 2025, new credit and debit card products will be launched to cater to new customer segments, with enhanced functions for greater convenience. For savings products, the Bank continues to offer a wide range of options tailored to customer needs, including short- and long-term deposits, as well as foreign currency deposit accounts.
   - **Healthy Borrowing:** The Bank places great emphasis on responsible and fair lending, aiming to assist customers with a good payment history, no bad debt records, or those without prior banking history, to access system loans through debt consolidation services. The focus is on quality lending, financial education, and financial health checks through financial solutions, including Debt Relief Welfare for Salaryman for payroll customers.
   - **Investing for Future:** The Bank plans to continuously introduce new products under the Total Wealth Solution model for sustainable investments. Examples include private asset funds to expand product options and investment opportunities in new assets, and dollar-denominated funds for investors with obligations in USD, offering tax benefits.
   - **Sufficient Protection:** The Bank is committed to providing appropriate protection solutions tailored to the specific needs of customers across all age groups. These include life insurance, health insurance, and asset insurance, such as automobile insurance and travel insurance.

3. **Service and Sales Channel Strategy:** The Bank is committed to enhancing its sales and service channels by transforming sales staff into financial advisors, restructuring teams to serve customers by segments, and shifting simple transactions to digital channels. The Bank aims to provide a seamless Omni-Channel experience, focusing on Humanized Digital Banking through advanced technology to improve efficiency and deliver personalized, customer-centric services. Branch staffs are now positioned as personal financial advisors, offering tailored guidance on financial products and digital services. Customer Investment Solution Advisors specialize in complex products like life insurance and mutual funds, while Customer Lending Solution Advisors focus on home loans, home equity loans, personal loans, and auto loans. Wealth Customer Relationship Managers and Private Banking Customer Relationship Manager provide personalized advice and services to meet the specific needs of Wealth customers.

4. **Employee Strategy:** The Bank continues to enhance the capabilities of its employees by developing expertise in financial and investment knowledge, portfolio analysis and management, financial advisory skills, and analytical thinking through data utilization. This enables employees to better understand customers and provide tailored financial solutions that meet their specific needs. By delivering personalized experiences at the individual level (Segment-of-One), the Bank aims to genuinely improve customers' overall financial well-being.

ttb is confident that its strategic focus on continuously enhancing products and services across all aspects, combined with the adoption of digital solutions to deliver an improved and comprehensive customer experience, will drive growth across all product segments as targeted in 2025. This will propel ttb toward its goal of becoming "The Bank of Financial Well-being," a leader in sustainably improving Financial Well-being of the Thai people.

Automotive Lending

Our Intent

Aspiring to maintain the leadership in Auto Finance, the Automotive Lending Business unit has set its directions and strategies to drive and enhance capability and agility. Our business aspiration is **"Be the Most Admired Bank in Auto Finance for Customers and Partners in Automotive Ecosystem"** by uplifting our services through digital channel as one of the key channels. We have developed MyCar and MyCredit widget on ttb touch, our mobile banking solution, to deliver experiences beyond expectation throughout the customers and partners' journey.

Furthermore, the Automotive Lending Business unit takes a holistic view of all Stakeholders in the automotive industry, including: 1) Upstream: Car Producer (OEM) 2) Midstream: Car Dealer, Tent and Insurance Companies and 3) Downstream: Garages, Gas Station and others. We have thoughtfully crafted our business mission **"To shape AL business through Ecosystem by emphasizing on Digital and Platform solution in order to ensure Market Leading Position in AL business with well-balanced Profitable Portfolio".**

Additionally, the Automotive Lending Business unit has developed the "Roddonjai" platform for buying and selling used cars in collaboration with leading partners. This platform aims to deliver a superior and comprehensive experience for car owners while promoting trust and transparency among car buyers who purchase through digital channels. By leveraging the bank's strengths to connect buyers and sellers, the Roddonjai platform can also enhance confidence in the used car market and expand business opportunities for our strategic partners.

2024 Summary

Thai economy continued to experience a gradual recovery in 2024 and was further impacted by the fluctuations in agricultural income, high household debt levels, and new regulatory requirements. As a result, the automotive industry continued to slowdown. The domestic new car sales in 2024 was expected to decline by approximately 24% from 2023.

In response to the slowdown in the automotive industry in 2024, the Automotive Lending Business unit has adjusted its strategies to cultivate a more sustainable and profitable portfolio. The emphasis was on expanding business with high-quality, low-risk customers and strengthening collaborations with key business partners. This strategy aimed to offer products that comprehensively address the needs of stakeholders in the Automotive ecosystem. Furthermore, the Automotive Lending Business unit managed long-term investment by developing infrastructure that supports digital channels, enabling faster and more efficient customer service.

As of December 2024, auto loan outstanding amounted to THB 365 billion, a decrease of 11% YoY while the domestic car sales declined by approximately 24%. Despite this, ttb drive car-for-cash loans continued to grow, both in CYC and CYB products. Meanwhile, the Roddonjai platform published over 83,000 quality certified cars, attracting 1.9 million monthly users, and facilitating the sale of 43,000 cars. Additionally, the Automotive Lending Business unit has reached loans over THB 17 bn. The success achieved through collaboration with used car dealer partners has not only raised market standards but also fostered a transparent and straightforward business environment, contributing to sustainable growth for all parties involved.

2025 Plan

In 2025, domestic automotive industry is projected to remain stable due to the cautious approach of financial institutions in underwriting new loans. Despite ongoing government measures to stimulate consumption, the multiplier effect on the economy is anticipated to be limited, as most people spend their money towards dept repayment and savings. Additionally, with high household debt levels and a saturated domestic car market, ttb analytics projects that domestic car sales will be approximately 570,000 units, comparable to the sales figures of 2024.

On December 11, 2024, the Ministry of Finance, the Bank of Thailand, the Office of National Economic and Social Development Council, the Thai Bankers' Association, the Association of International Banks, and several non-bank financial institutions jointly launched the "Khun Soo Rao Chuay" project. This initiative aims to assist debtors facing repayment difficulties to recover and resume payments after the program ends. It is anticipated that this program will lead to a reduction in the supply of used cars, thereby contributing to the stabilization of used car prices.

For the Automotive Lending Business unit remains devoted in its commitment to delivering excellent service to maintain its leadership in the Automotive lending market. The Automotive Lending Business unit adheres to a comprehensive approach that prioritizes the needs of customers and all stakeholders in the Automotive ecosystem, from upstream to downstream. This approach ensures that services are aligned with customer requirements and provides a superior experience for both customers and partners. This is achieved through the development and enhancement of digital capabilities across all stages of the Automotive lending process. Additionally, the Automotive Lending Business unit offers a range of financial products that cater to various aspects of customers' demand, ensuring comprehensive support at every life stage.

For instance, MyCar feature facilitates customers in managing all car-related matters, including loan payments, insurance purchases and renewals, and vehicle tax payments. Prospective car buyers can use MyCredit feature to evaluate their credit health, assess loan eligibility, and apply for loans promptly. For customers experiencing temporary liquidity issues, ttb drive offers car-for-cash loans and debt consolidation products are available to help manage financial challenges. Through these initiatives, the Automotive Lending Business unit aspires to play a pivotal role in enhancing customers' Financial Well-being both presently and in the future.

Regarding Roddonjai, the Automotive Lending Business unit is committed to enhancing the selling experience for "Rodbaan", ensuring ease of sale at favorable prices and addressing the needs of both sellers and buyers in the Digital era under the concept "Sell Smooth, Good Price". In 2025, Roddonjai will expand its features to support the Used car market by incorporating the quality repossessed cars from auction yards into the platform, thereby creating a seamlessly connected market within the automotive ecosystem.

3) Channels and Network

As of 31 December 2024

Summary of Distribution Channel and Network	
1. Branches and Business Centers	
Domestic Branches	472 branches
Overseas Branches	-
Zone Offices	• 33 zone offices for SME customers • 12 zone offices for Business Banking
2. Electronic Channels	
ATMs and ADMs	• ATMs 1,344 Machines • CDMs 321 Machines • All in Ones 705 Machines
3. Digital Banking	
Mobile Banking	• ttb touch application for individual customers • ttb business one application internet banking for business customers
Internet Banking	• Internet Banking service for business customers through the website www.ttbbusinessone.com and www.ttbbusinessclick.com

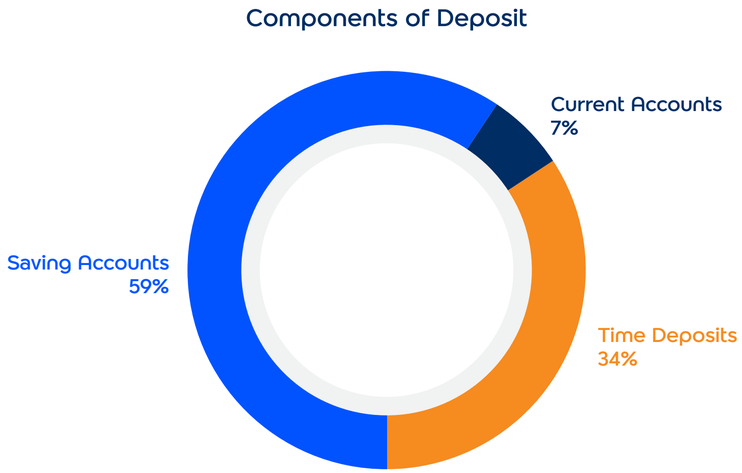
Summary of Distribution Channel and Network	
4. Phone Banking	
Personal	
ttb contact center	1428
ttb investment line	1428 press #4
International call	+66 2241 1428
ttb reserve	
ttb reserve line	0 2010 1428
ttb absolute line	0 2020 1428
Corporate	
ttb corporate call center	0 2643 7000
ttb international trade service center	Phahonyothin: 0 2299 1449 Others: https://www.ttbbank.com/en/contact/international-trade-center

For more information of ttb network and other services, please visit ttb website: https://www.ttbbank.com/en/contact

1.2.4 Source of Funds

1) Source of funds

Major source of funds for TMBThanachart are deposits, interbank and money market items and borrowings. As of December 31, 2024, the Bank had total deposits (Consolidated) of THB 1,328,594 million, where saving account, time deposits, and current account represented 59%, 34% and 7% respectively.



Total deposits that were represented 92% of total funds. In addition, the Bank reported interbank and money market items of THB 90,184 million and borrowings of THB 29,247 million, making up 6% and 2% of total funds respectively.

ttb's source of funds

As of 31 December

(Consolidated)	2024		2023		2022	
	Amount (THB million)	As % of total fund	Amount (THB million)	As % of total fund	Amount (THB million)	As % of total fund
Time Deposits	454,754	31.4	440,022	28.7	231,726	15.0
Saving Accounts	789,231	54.5	861,412	56.2	1,083,097	70.2
Current Accounts	84,609	5.8	85,147	5.6	84,424	5.5
Total Deposits	**1,328,594**	**91.8**	**1,386,581**	**90.4**	**1,399,247**	**90.6**
Interbank and money market items	90,184	6.2	87,794	5.7	84,770	5.5
Borrowings	29,247	2.0	59,531	3.9	59,644	3.9
Total Borrowings	**119,431**	**8.2**	**147,325**	**9.6**	**144,414**	**9.4**
Total Funding	**1,448,025**	**100.0**	**1,533,906**	**100.0**	**1,543,661**	**100.0**

2) Policy on funding and pricing

The Bank has a policy to mobilize funds from the sources mentioned above with the amount and tenor that is most closely aligned to its requirements. Other factors taken into account are proper liquidity for the Bank's operation and comparison of funding costs from various sources. Meanwhile, suitable deposit interest rates are determined based on liquidity in the money market and of the Bank itself, together with external factors such as interest rate trends, the Bank of Thailand's monetary policy, competition in mobilizing deposits, national economic trends and other such factors.

3) Policy on Liability Management

The Bank manages its short-term and long-term liabilities both in Thai baht and foreign currencies to match with assets or clients' demand for loans. In order to hedge both interest rate and FX risks, various financial instruments such as FX swaps, Interest rate swaps and Cross currency swaps are applied to manage the above liabilities efficiently.

4) Capital Adequacy

(Unit: percentage)

Capital Ratios (Under Basel III Framework)	31 December 2024	31 December 2023	31 December 2022
Capital Adequacy Ratio/Total Risk-Weighted Asset	**19.29**	**20.66**	**19.95**
The BOT's Minimum Requirement*	12.00	12.00	12.00
Tier 1 Capital Ratio/Total Risk-Weighted Asset	**16.91**	**16.95**	**16.30**
The BOT's Minimum Requirement*	9.50	9.50	9.50
Common Equity Tier 1 Capital Ratio/Total Risk-Weighted Asset	**16.91**	**16.73**	**15.67**
The BOT's Minimum Requirement*	8.00	8.00	8.00

* The BoT requires commercial banks to maintain an additional buffer on top of minimum regulatory required Common Equity Tier 1 consists of conservation buffer of 2.50% and D-SIB buffer of 1.00%

1.2.5 Business Assets

1) Core Fixed Assets Used in Business Operations

Net book value of fixed assets of the Bank and its subsidiaries as of 31 December 2021-2023 are as follows:

(Unit: THB million)

Item	As of 31 December		
	2024	2023 (Restated)	2022 (Restated)
1. Land	9,380	12,134	10,953
2. Building	6,923	8,007	7,806
3. Right-of-use assets-premise	1,174	1,500	1,773
4. Leasehold improvements	1,310	1,342	1,613
5. Equipment	7,628	7,234	7,660
6. Right-of-use assets-equipment	535	712	770
Total	**26,950**	**30,929**	**30,575**
Less Accumulated depreciation	11,393	12,083	12,080
Allowance for impairment losses	165	173	143
Premises & equipment and right-of-use assets, net	**15,392**	**18,673**	**18,352**

2) Leasehold Right

The Bank had leased lands, office buildings, and commercial buildings from government agencies, state enterprises and private entities to locate regional offices, branches, car parks, signage and ATMs, numbering 1,622 contracts for rental-terms ranging from 1 year to 30 years, with total rentals payable of about THB 835 million per year.

Leasehold Right	Remaining Rental Terms	No. of Contracts
Land and building	< 1 year	882
Land and building	> 1-5 years	733
Land and building	≥ 5 years	7
Total		**1,622**

3) Intangible Assets

As of December 31, 2024, the Bank's service marks and trademarks registered with the Department of Intellectual Property, Ministry of Commerce, with the validity of registration for 10 years from the registration date and renewable every 10 years.

4) Investment in Subsidiary and Associated Companies

Policy on investments in subsidiary and associated companies

The Bank has a policy to invest in related subsidiaries and associated companies, providing that such entities engage in either financial businesses or businesses that will contribute to the Bank's core banking businesses and thereby enhance financial service offerings to customers. The companies must have good prospects with an acceptable level of risk. In order to ensure that subsidiaries and associated companies have undertaken proper business practices in line with the Bank's investment policy, the Bank will participate in directing and determining their policies, business plans, and initiatives. Investment size will not exceed the limits permitted by the BoT.

As of December 31, 2024, details of the Bank's investments in subsidiaries and associated companies compared to its total assets as shown in the financial statements (the Bank only) are tabulated below: (Pending for audited financial data)

Item (Bank-Only)	Net Investment (THB million)	Percentage of Investments to Total Asset
Investments in subsidiaries	445	0.03%
Investments in associates	4,389	0.25%
Investment in subsidiaries and associates	4,834	0.28%
Total assets	**1,741,698**	**100.00%**

Policy on operations of subsidiaries and associated companies

The Policy is developed by using the guideline of BoT's Consolidated Supervision Policy that requires commercial banks under BoT's supervision to comply with. The scope of the Bank's supervision is divided into various aspects to cover the implementation of the Financial Business Group. The Policy comprises 1 core policy and 7 supporting policies as follows:

Core Policy

1. **Governance Structure**

   To determine the management and control structure of the Group Companies in aspect of generating strategic plan and nominating representative directors to jointly manage the Group Companies and reorganize to take responsibility of the Group Companies as appropriate. The Bank determines the guideline of representative director nomination covering investment in other companies in financial business group and general investment.

Supporting Policy

1. **Accounting Policy**

   To determine the accounting and financial report policy for the Bank to collect related information from the Group Companies for generating consolidated financial report correctly, in the same direction and in compliance with the BOT's rule and regulation and analyzing performance and financial status of the Group Companies correctly and promptly for controlling and monitoring.

2. **Corporate Governance Policy and Policy on Confidential & Insider Information and Conflicts of Interest**

   2.1 Corporate Governance Policy

   To determine the policy for the Group Companies to conduct under business ethic and the morality and the best practices are concerning in good corporate governance and best practices which should be in line with Corporate Governance Policy.

   2.2 Policy on Confidential & Insider Information and Conflicts of Interest

   To determine the policy for the Group Companies to comply with the relevant policies and procedures in preventing any transaction which might be considered as conflict of interest or bleach the bank regulation regarding insider trading.

3. **Anti-Corruption Policy**

   This policy and the relevant policies are setting to manifests the Bank's and the subsidiaries intention on anti-corruption. Giving and accepting a bribe of improper benefit either from the officer / unit of the bureau office or private sector is prohibited. In this regard, each subsidiary shall be notified in writing of the policy in order to complied with this Anti-Corruption Policy and relevant policies included the relevant laws.

4. **Risk Management Policy**

   To determine the risk management policy of the Group Companies covering various aspects of risk relating to companies' performance and impacting the stability of the Group Companies including:

   - Market Risk Management
   - Liquidity Risk Management
   - Operational Risk Management
   - Credit Risk Management

5. **Compliance Policy**

   To determine the policy for the Group Companies to conduct under Compliance Policy and relevant Regulatory Policy such as Regulatory Compliance, Related Parties or Connected Persons Policy, BoT's Regulatory Compliance and Know Your Customer and Anti-Money Laundering.

6. **Corporate Communication Policy**

   To determine the policy regarding the communication of information to outsider for the Group Companies to conduct in the same way and promote the Bank image in aspect of name and brand and disclose information of the Group Companies.

7. **Audit Policy**

   To determine the roles of Internal Audit (AUD) and Independent Credit Review (ICR) and the Audit Committee's oversight role in conjunction with the roles of the Bank management and external auditor on auditing, controlling and monitoring the Group Companies. The ultimate objective is to ensure sound control culture and good governance throughout the Financial Business Group.

1.3 Shareholding Structure of the Bank

1.3.1 Business Consolidation Policy

TMBThanachart segregates the business activities of its group companies in accordance with the Bank of Thailand's consolidated supervision regulation, which calls for a bank's setting up of a financial business group. The financial business group consists of companies divided into two categories, based on the Bank's ownership portion and type of business, as follows:

1. **Solo consolidation** is defined as a company which operates as a credit or the business-like credit which has the specific law regulated institution and the Bank holds at least 75% of its issued and paid-up share capital and its management is under the Bank's supervision.

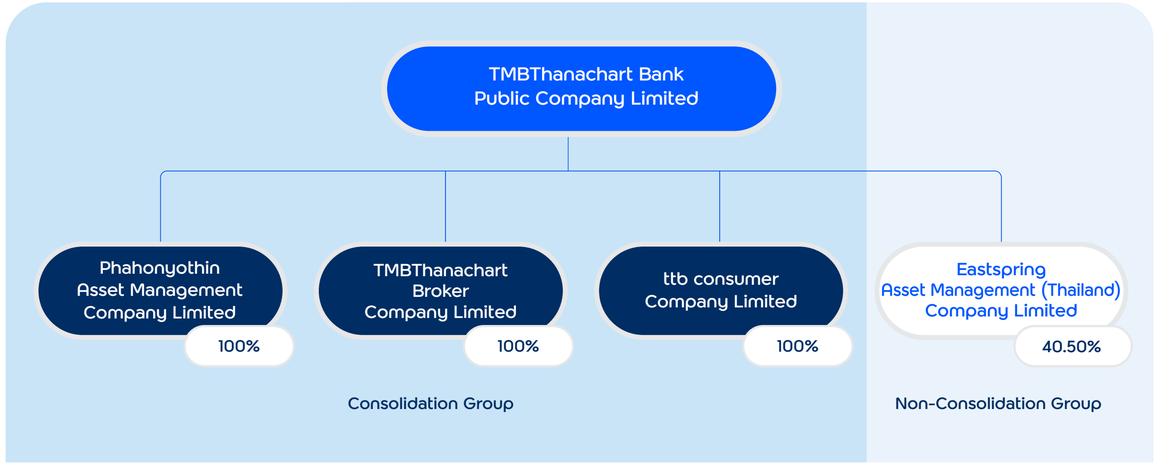
2. **Non-consolidation** comprising companies engaging in the financial business and businesses supporting the Bank's operations, as follows:

    - **Financial business group** is defined as a company which operates financial business, and the Bank holds at least 50% of its issued and paid-up share capital which such business has the specific law regulated such as security business, life insurance business, non-life insurance business, credit card business, personal loan under regulated, retail lending, and asset management business.

    - **Supporting business group** is defined into 2 types:
        (1) Operating company which engages in function tasks that are normal banking operation or tasks that are directly support the operations of the Bank for Business Continuity Plan: (BCP).
        (2) Fintech business that provide the supporting business or support the financial information for the customers in requesting the lending from the financial institutions. The supporting company is the company that the Bank holds at least 50% of its issued and paid-up share capital.

1.3.2 The Bank's Group Structure Chart

The Bank's subsidiaries are classified as shown in the chart below:



Note:

- Phahonyothin Asset Management Co., Ltd. is a subsidiary of the Solo Consolidation group.
- TMBThanachart Broker Co., Ltd. and ttb consumer Co., Ltd. are subsidiaries of the Full Consolidation group.

1.3.3 Business description of subsidiary and associated companies

As of December 31, 2024, TMBThanachart had invested in subsidiary and associated companies as described below:

Name	Type of Business	Investment value by cost method (THB million)
Subsidiary Companies		
1. Phahonyothin Asset Management Co., Ltd.	Asset management	298
2. TMBThanachart Broker Co., Ltd.	Insurance brokerage	117
3. ttb consumer Co., Ltd.	Brokerage	30
Total investment in subsidiary companies		**445**
Associate Companies		
1. Eastspring Asset Management (Thailand) Co., Ltd.	Fund management	4,389
Total investment in associated companies		**4,389**

- **Phahonyothin Asset Management Co., Ltd.** – Established by the Bank to manage non-performing loans, non-performing assets and relevant collateral transferred from the Bank to ensure optimum returns.
- **TMBThanachart Broker Co., Ltd** – Operating non-life insurance brokerage and life insurance brokerage business. The company was established to maximize insurance business potential from the Bank's customer base, with motor insurance focus.
- **ttb consumer company limited** – Established as brokerage business for providing financial services by offering ttb's credit card and personal loan products such as credit cards, cash2go loan, and cash chill chill loan. In the future, ttb consumer has a goal to develop products and services to address the various needs of retail customers more comprehensively and thoroughly.
- **Eastspring Asset Management (Thailand) Co., Ltd.** – Established as Thailand's leading asset management company. Eastspring Asset Management (Thailand) Co., Ltd. aims to give a good customer experience in their investment from blending expertise in Thai and international investment to enable customers to achieve their investment objectives.

1.3.4 Investment in other companies holding more than 10 % of the paid-up capitals

Investment in other companies as of December 31, 2024, holding more than 10 % of the paid-up capital in each company were as follows:

	Company	Head Office Location	Type of Business	Type of Capital	Paid-Up Capital (Share)	Holding (Share)	Percentage (%)	Value Amount (THB)
1	PHAHONYATHIN ASSET MANAGEMENT CO., LTD. Tel. 0 2299 1111	Bangkok	Finance	Common Stock	50,000,000	50,000,000	100.00	298,125,000.00
2	TTB CONSUMER COMPANY LIMITED Tel. 0 2528 7299	Bangkok	Service	Common Stock	3,000,000	3,000,000	100.00	30,000,000.00
3	TMBTHANACHART BROKER CO., LTD. Tel. 0 2783 0200	Bangkok	Finance	Common Stock	10,000,000	10,000,000	100.00	116,853,272.25
4	EASTSPRING ASSET MANAGEMENT (THAILAND) CO., LTD. Tel. 1725	Bangkok	Finance	Common Stock	20,000,000	8,100,000	40.50	4,388,542,475.58
5	THANACHART INSURANCE PUBLIC CO., LTD. Tel. 0 2308 9300	Bangkok	Finance	Common Stock	493,000,000	49,300,000	10.00	1,101,700,587.00
6	THANACHART SECURITIES PUBLIC CO., LTD.	Bangkok	Finance	Common Stock	3,000,000,000	300,000,000	10.00	503,426,930.00
7	TRIS CORPORATION LIMITED Tel. 0 2231 3011	Bangkok	Service	Common Stock	1,000,000	178,200	17.82	30,346,308.00
8	METROPOLITAN INDUSTRIAL LEASING CO., LTD. Tel. 0 2258 0108	Bangkok	Service	Common Stock	2,500,000	250,000	10.00	299,420.00
9	WING GROUP CO., LTD.	Chiang Mai	Garment Manufacturer	Common Stock	9,000	2,250	25.00	0.00
10	THAI CHAREONPHOL INDUSTRY CO., LTD.	Phrae	Production	Common Stock	15,500	2,500	16.13	0.00
11	M-THAI ESTATE CO., LTD. Tel. 0 2261 1144	Bangkok	Real Estate	Common Stock	30,000,000	3,000,000	10.00	0.00

1.3.5 Shareholders

1) Major Shareholders

The Bank had the top 10 shareholders, the number of shares, and the % shareholding, including their related persons and persons under common control in the same group. Major shareholders consisted of Thanachart Capital Plc. holding 24.42%, ING Bank N.V. holding 22.78 %, Ministry of Finance holding 11.67 %, and VAYUPAK FUND1 holding 10.32% of the Bank's total shares. The details are as follows: 1

Major Shareholders	Number of Ordinary Shares (Shares)	% Shareholding
Thanachart Capital Plc.	23,782,833,043	24.42
ING Bank N.V.	22,190,033,791	22.78
Ministry of Finance	11,364,282,005	11.67
VAYUPAK FUND1	10,047,618,815	10.32
THAI NVDR Company Limited	4,809,323,197	4.94
SOUTH EAST ASIA UK (TYPE C) NOMINEES LIMITED	1,623,583,881	1.67
STATE STREET EUROPE LIMITED	810,908,705	0.83
MR. HENDRIK ROBERTUS CASTENDIJK	786,990,000	0.81
Military Group [2]	734,031,675	0.75
Thanachart SPV 1 Company Limited	542,686,029	0.56
Others	20,709,119,516	21.26
Total issued and paid-up shares	**97,401,410,657**	**100.00**

Note :

1 The information as of 8 October 2024, which was the record date for the shareholders entitled to receive dividends paid based on the operating result during the operating period from 1 January 2024 to 30 June 2024.

2 Included Royal Thai Army, Thai Navy, Thai air Force, Military Units and RTA Enterprise Pcl.

Shareholder structure is also presented on the Bank's website:

https://www.ttbbank.com/en/ir/stock-information/major-shareholders

2) Report of Change in TTB Shares Held by Directors and Executives in 2024

As of 31 December 2024

No.	Name	Position	TTB Shares Held as of 31 Dec 2023	TTB Shares Held as of 31 Dec 2024	Net Increase/(Decrease) in TTB Shares Held in 2024
1	Mr. Ekniti Nitithanprapas	Chairman	-	-	-
	Spouse and minor children		-	-	-
2	Mr. Suphadej Poonpipat	Vice Chairman	-	-	-
	Spouse and minor children		-	-	-
3	General Ekarat Changkaew [1]	Director	-	-	-
	Spouse and minor children		-	-	-
4	Mr. Philippe G.J.E.O. Damas	Director	5,126,411	5,126,411	-
	Spouse and minor children		-	-	-
5	Mrs. Charita Leelayudth	Independent Director	-	-	-
	Spouse and minor children		-	-	-
6	Mr. Teeranun Srihong	Independent Director	-	-	-
	Spouse and minor children		-	-	-
7	Mr. Willem Frederik Nagel	Independent Director	-	-	-
	Spouse and minor children		-	-	-
8	Mr. Yokporn Tantisawetrat	Director	-	-	-
	Spouse and minor children		-	-	-

No.	Name	Position	TTB Shares Held as of 31 Dec 2023	TTB Shares Held as of 31 Dec 2024	Net Increase/(Decrease) in TTB Shares Held in 2024
9	Mrs. Chananyarak Phetcharat	Independent Director	1,000,000	1,150,000 [2]	150,000
	Spouse and minor children		-	-	-
10	Mr. Somjate Moosirilert	Director	-	-	-
	Spouse and minor children		-	-	-
11	Mr. Prinya Hom-anek	Independent Director	-	-	-
	Spouse and minor children		-	-	-
12	Mrs. Patricia Mongkhonvanit	Director	-	-	-
	Spouse and minor children		-	-	-
13	Mr. Johannes Franciscus Grisel	Director	-	-	-
	Spouse and minor children		-	-	-
14	Mr. Piti Tantakasem	Director and Chief Executive Officer [3]	24,687,021	29,563,591	4,876,570
	Spouse and minor children		-	-	-
15	Mr. Thakorn Piyapan	President [4]	4,656,244	8,828,422	4,172,178
	Spouse and minor children		-	-	-
16	Mr. Saranya Phuphatana	Chief Commercial Banking Officer	7,848,934	10,070,482	2,221,548
	Spouse and minor children		-	-	-
17	Mr. Anuwat Luengtaweekul [5]	Chief Automotive Lending Officer	11,435,282	13,756,140	2,320,858
	Spouse and minor children		-	-	-

No.	Name	Position	TTB Shares Held as of 31 Dec 2023	TTB Shares Held as of 31 Dec 2024	Net Increase/(Decrease) in TTB Shares Held in 2024
18	Mrs. Prapasiri Kositthanakorn [5]	Chief of Staff	8,995,530	11,595,824	2,600,294
	Spouse and minor children		-	-	-
19	Mrs. Pittimart Sanguansook [5]	Chief Audit Officer	4,650,621	5,544,659	894,038
	Spouse and minor children		-	-	-
20	Mr. Vikran Paovarojkit	Chief Risk Officer	9,239,189	11,818,259	2,579,070
	Spouse and minor children		-	-	-
21	Mrs. Rattana Arkachaisri	Chief Operating Officer	11,389,540	13,863,044	2,473,504
	Spouse and minor children		-	-	-
22	Mr. Sutthikan Rungsrithong	Chief Information Officer	7,388,424	8,382,400	993,976
	Spouse and minor children		-	-	-
23	Miss Somkid Preechasammakul	Chief Financial Officer	7,625,822	9,598,648	1,972,826
	Spouse and minor children		-	-	-

Remark:

[1] Being appointed, effective from 1 March 2024.

[2] Holding 0.00118 percent of total voting shares of the Bank, which is not more than % shareholding according to the qualifications of independent directors as prescribed by the notification of the Capital Market Supervisory Board and the Bank.

[3] Acting Chief of People position, effective from 1 January 2025.

[4] Acting Chief Automotive Lending position, effective from 1 January 2025.

[5] Retired, effective from 1 January 2025.

Report of Change in TTB Shares Held by Directors and Executives is also presented on the Bank's website: https://www.ttbbank.com/en/about-us/annual-shareholder-report

1.4 Capitals

The Bank's Capital

As of 31 December 2024, the Bank's registered capital was THB 92,939,053,968.75, of which THB 92,531,340,124.15 had been paid up, comprising 97,401,410,657 ordinary shares with a par value of THB 0.95 per share.

Warrant Issuance

In accordance with the resolution of the 2022 Annual General Meeting of Shareholders, the Bank issued and allocated warrants to purchase the newly issued ordinary shares No. 1 ("TTB-W1") in an amount of not exceeding 966,228,745 units to the Bank's shareholders, in proportion to their respective shareholdings, provided that the Bank could not allocate for the preferential public offering (PPO), at no cost, at an allocation ratio of 100 existing shares to 1 unit of the TTB-W1 warrant.

In this regard, the term of TTB-W1 is 3 years from the issuance date of 11 May 2022 to the maturity date of 10 May 2025 and will cease to be listed securities on the following date.

The exercise date will be at the end of each quarter, starting from 30 June 2022 until the maturity date, totaling 13 times. TTB-W1 warrant holders may exercise their rights to purchase newly issued ordinary shares of the Bank at the exercise ratio of 1 unit of TTB-W1 warrants for 1 newly issued ordinary share at the exercise price of 0.95 Baht per share.

As of 31 December 2024, the number of remaining shares reserved for TTB-W1 totaled 410,560,146 shares, after the 10th exercise date on 30 September 2024 which was disclosed via the Stock Exchange of Thailand's website on 2 October 2024.

Remark: The number of the aforementioned remaining shares excludes the number of shares which are not allocated according to the terms and conditions governing the rights and obligations of the issuer and holders of the warrants to purchase the newly issued ordinary shares of TMBThanachart Bank Public Company Limited No. 1 (TTB-W1), which stipulates that "the Bank reserves the right not to issue or allocate the TTB-W1 Warrants to any shareholder if such issuance or allocation will result in the Bank being subject to any obligations under the law of other jurisdictions".

Thai Trust Fund

As of 31 December 2024, there was no Thai Trust Fund issued by the Bank.

Non-Voting Depository Receipt - NVDR

NVDR or non-voting depository receipt is a trading instrument issued by Thai NVDR Co., Ltd., a subsidiary wholly owned by the Stock Exchange of Thailand (SET). NVDR holders will receive all financial benefits including dividends, rights to subscribe additional NVDRs or warrants, as if they have invested in the company's ordinary shares. Unlike ordinary shareholders, they are not entitled to exercise the voting rights in the company's shareholders' meeting except for the case of voting to pass a resolution concerning the delisting of shares from the SET. If the Bank's shares are issued as NVDRs in a great number, its shares with voting rights will decrease, whereas the voting rights of other shareholders will increase.

As of 8 October 2024, the latest shareholder record date, Thai NVDR Co., Ltd. issued NVDRs with the Bank shares as securities underlying the NVDRs amounting to 4,809,323,197 shares or 4.94% of the Bank's issued and paid-up ordinary shares. However, the number of the Bank's shares for NVDR issuance is not under the Bank's control. Investors may check the information on the number of NVDR shares from the SET's website at www.set.or.th/nvdr.

1.5 Other Securities

As of December 31, 2024, details of the Bank's other securities are summarized as follows:

Type	Interest Rate (%)	Year of Redemption	Number and value not yet redeemed (as of December 31, 2024)
1. Senior Bond (Green Bond)*	Floating interest rate TERM SOFR 6M + 1.47826% per annum	June 2025	USD 60 million (Equivalent to THB 2,039 million)
2. Senior Bond (SME Bond)	Floating interest rate TERM SOFR 6M + 1.47826% per annum	December 2025	USD 90 million (Equivalent to THB 3,059 million)
3. Senior Bond (Green Bond 2022)*	Floating interest rate TERM SOFR 6M + 1.15% per annum	August 2027	USD 100 million (Equivalent to THB 3,399 million)
4. Senior Bond (Blue Bond 2022)*	Floating interest rate TERM SOFR 6M + 1.15% per annum	October 2027	USD 50 million (Equivalent to THB 1,699 million)
5. Subordinated Bond (TMB349A)**	Fixed interest rate 3.55% per annum	September 2034	THB 15,000 million

Additional information: Debt securities shown in the following table were issued by Phahonyothin Asset Management Co., Ltd., the Bank's subsidiary. The Bank is a guarantor of these debt securities.

Senior-Secured Debenture 5/2567	Fixed interest rate 2.55% per annum	March 2025	THB 4,000 million

Note: * List of Green and Blue Bonds is available on the Bank's website at https://www.ttbbank.com/en/ir/credit-rating-and-debenture/green-blue-bond

** Detail of debentures (public) is available on the Bank's website at https://www.ttbbank.com/en/ir/credit-rating-and-debenture/details-of-debentures

1.6 Dividend Policy

The Bank's Policy

The Bank has set out a policy on the dividend payment from financial statements (Bank only). The dividend payment is subject to the Bank's operating performance, the long-term benefits to the Bank's shareholders, the Bank's capital adequacy and reserve requirements as well as the relevant legal conditions and BOT's Notification. In addition, the dividend payment must comply with the Bank's Articles of Association number 43 which states that dividend shall not be paid other than out of profits, and if the Company still has accumulated losses, no dividend shall be paid.

The Board of Directors may pay an interim dividend to shareholders when it considers that the Bank has adequate profit, deems appropriate to make the payment, and report the interim dividend payments to the shareholders at its next shareholders' meeting.

Policy of Subsidiary Companies

Subsidiary companies' dividend payments are subject to the approval of their respective boards of directors and to be proposed at their shareholder meetings for approval. The Bank has not set out a payment rate. Their dividend payments will depend on their operational performance and business plans and must be complied with each company's regulations and relevant laws governing the company's dividend payment.

2. Risk Management

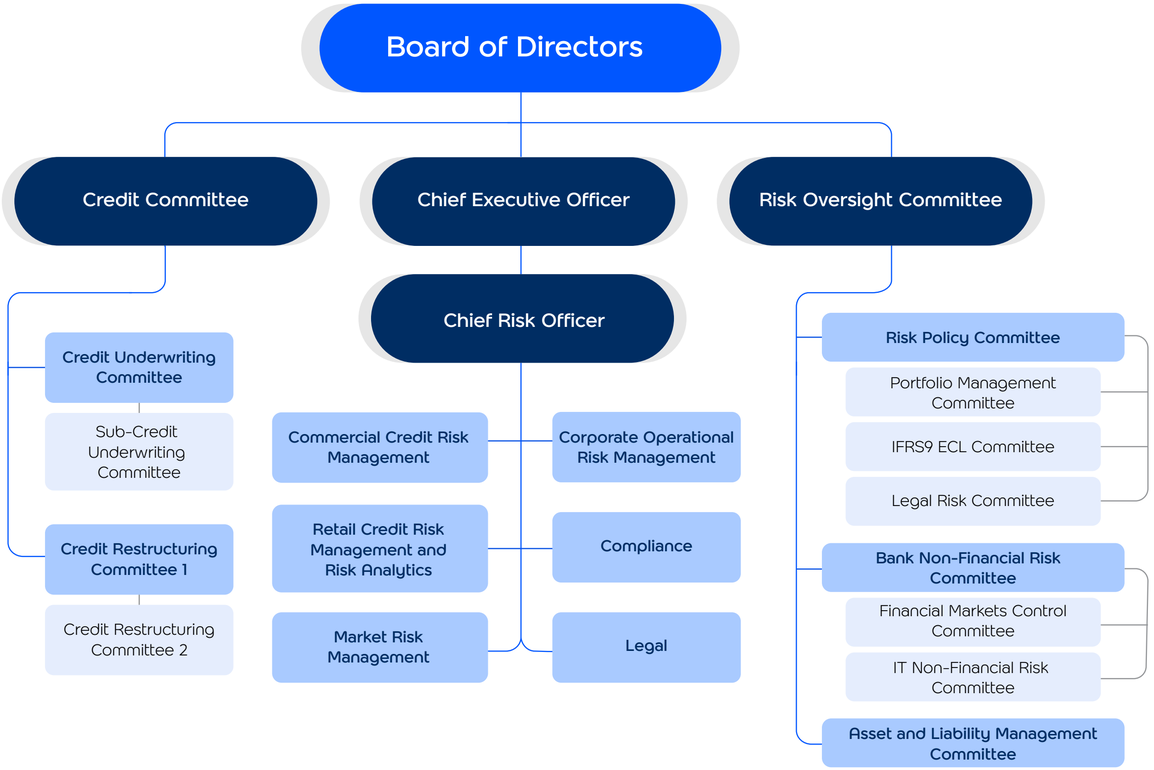
2.1 Overview of TMBThanachart's Risk Management

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 whilst 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. The Bank has proactively managed key risks which could affect business operations for long-term resilience.

2.1.1 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 the changing regulatory and business environment are managed and governed by Risk Committees as per delegated authority. To maintain the independence of the Compliance function, Compliance has a reporting line to both the Risk Oversight Committee and Chief Risk Officer.

The Bank's Risk Governance Structure



The Board of Directors (BoD) holds the ultimate responsibility of overall risk management and delegates authorities to committees as follows:

The Risk Oversight Committee (ROC) is appointed as a sub-committee of the Board, with clear roles and responsibilities as delegated by the Board. The Risk Oversight Committee's role is to fulfill its oversight responsibilities in relation to the Bank's risk governance framework and to ensure alignment of that framework with the Bank's overall governance framework. To that end the Risk function, on a quarterly basis, compiles a Quarterly Risk Oversight Dashboard that combines key insights from all risk areas into one overview which enables the ROC to perform its activities.

The following risk committees oversee specific risk areas and hold the responsibility to assure that each risk area is well-managed in alignment with overall risk management.

1. **Risk Policy Committee:** Ensures that credit risk is adequately controlled via a complete and up to date set of policies, guidelines, frameworks, standards, risk appetite, delegations of authority, procedures and models. In addition, the committee ensures that all inherent risks directly related to credit products and programs are properly addressed, reported and where possible mitigated.

2. **Portfolio Management Committee:** Ensures that the portfolio performance is on track and properly performed to meet both Business functions and Risk functions strategic short- and long-term goals.

3. **IFRS9 ECL Committee:** Considers and approves the level of provisions under the IFRS9 guiding principles for Expected Credit Loss and also considers and approves the management overlay to ensure proper coverage of the portfolio.

4. **Legal Risk Committee:** Considers and approves the proposed matters related to ISDA schedules and derivative agreements.

5. **Bank Non-Financial Risk Committee and IT Non-Financial Risk Committee:** Oversees the adequate development and implementation of non-financial risk policies and minimum standards to ensure that the non-financial risks and IT risks of the Bank and its subsidiaries are managed efficiently with the appropriate level of granularity. To ensure sufficient attention to non-financial risk issues across the businesses, the Bank set up three Business Unit Non-Financial Risk Committees for Retail, Automotive and Commercial Banking that report into the Bank Non-Financial Risk Committee.

6. **Financial Markets Control Committee:** Serves as a cross-functional forum for business and risk management functions with a primary focus on business practices, risk and control environment and end-to-end value chain of the Bank's Financial Markets activities and its product approval and review. The Financial Markets Control Committee reports to Bank Non-Financial Risk Committee.

7. **Asset and Liability Management Committee:** Assists the ROC in all matters related to the asset and liability management, balance sheet management, liquidity management and capital management.

All the risk management related functions are under the leadership of the Chief Risk Officer (CRO). The CRO, as a member of the Bank's Chief Executive Committee (CEC) and reporting directly to the Chief Executive Officer, oversees and promotes the development and implementation of consistent bank-wide risk management. The ROC assesses the efficiency and effectiveness of CRO's performance.

2.1.2 Risk Appetite

The Bank establishes its risk appetite taking into account the Bank's business strategy. The Bank's Risk Appetite Statement (RAS) expresses the type and level of risk in terms of quantitative and qualitative statements that the Bank is willing to accept in pursuit of its strategic objectives and is subject to approval by the Board of Directors. The formulation of RAS ensures that the Bank's business operation, which aims to achieve its strategic objectives and business plan, is in line with the risk capacity. The risk exposure moving beyond risk appetite levels is timely identified and acted upon. The risk exposure is regularly monitored against risk appetite and reported to the Risk Oversight Committee and the Board of Directors through the Quarterly Risk Oversight Dashboard.

2.1.3 Risk Management Policy

The Bank establishes Risk Management Policies in compliance with the Bank of Thailand's regulatory requirements and the Bank's strategic direction. The Board of Directors has the responsibility to review and approve the Bank's Master Risk Management Policies which govern all key aspects of risk management and has delegated the approval authority of underlying risk management policies, guidelines and standards to Sub-Committees as deemed appropriate.

2.1.4 Risk Management Process

Risk Management in the Bank consists of 5 key risk management processes:

1) **Risk Appetite Setting:** The Bank annually sets risk appetites for various risk types (Credit, Market, Non-Financial Risk). These appetites are input for and aligned with the business planning process, are discussed in and endorsed by the relevant Sub-Committees, and ultimately approved by the Board of Directors. Actual performance is regularly measured against and reported on the basis of these risk appetites.

2) **Risk Identification:** The Bank classifies risks which are arising in daily business activities into 6 key risk areas: Credit Risk, Market Risk (including but not limited to Foreign Exchange Risk and Interest Rate Risk), Liquidity Risk, Non-Financial Risk (comprising Operational Risk, IT Risk, Compliance Risk including Market Conduct Risk, and Legal Risk), Strategic Risk and Reputational Risk.

3) **Risk Assessment & Measurement:** The Bank uses different methods and tools to measure various risk types in both quantitative and qualitative aspects. In addition, the Bank also conducts Stress Testing for material risks to measure the quality and resilience of the Bank's portfolio and the Bank's capacity to absorb the impact resulting from various stress event scenarios.

4) **Risk Monitoring and Control:** The Bank regularly monitors, controls and mitigates risks by setting key risk indicators, risk limits, as well as risk appetite at bank-wide, portfolio, product and other levels as deemed appropriate.

5) **Risk Reporting & Communication:** The Bank regularly reports the status of various risk types covering both financial risk and non-financial risk as well as actions taken / to be taken are reported to relevant parties / committees and top management on a regular basis. The risk reports cover product level, portfolio level, functional level, and the bank-wide level.

Three lines of Defense:

The Bank has cultivated a risk culture in the organization by establishing three lines of defense. In this structure the employees in the Business Units (the 1st line of defense) identify risks, consider the impact, report if necessary and apply appropriate risk mitigation strategies. Investments include training, tooling, processes and policies.

Risk Management units under the Chief Risk Officer perform the 2nd line of defense duties of formulating risk strategy and appetite, policies, guidelines, standards and appropriate risk structures, provide oversight and monitor the 1st line of defense and actively challenge the risk – return trade-off in the Business units. Internal audit as the 3rd line of defense provides independent and objective assurance on the effectiveness of controls and recommends improvements to the governance, risk & control framework.

2.2 Key Risk Factors

Key risk factors that could arise from the Bank's business operation are as follows:

2.2.1 Credit Risk

Credit risk is the risk of potential loss as a result of borrowers and/or counterparties failing to meet their financial and contractual obligations in accordance with agreed terms. It arises primarily from granting loans and undertaking contingent liabilities, and also from certain off-balance sheet products such as credit derivatives.

The Bank's credit risk management objective is to optimize the Bank's risk-adjusted return by balancing the risk /return and by building a sustainable competitive advantage by integrating risk management into business activities and strategic planning.

In recent years, the Bank has improved and continues to improve its credit risk management capabilities with investments in people, risk management governance, processes, measurement tools and systems including the development of an economic capital framework, improved risk measurement processes, credit assessment and origination as well as various tools, such as IFRS9 ECL models, risk rating models, application, behavioral and collection scorecards., The Bank also established frameworks which set out credit policies, procedures, and guidelines covering the measurement and management of credit risk. This has been achieved whilst further building a stronger credit culture within the Bank, based on thorough knowledge of our borrowers and executed by well-trained staff according to our 3 lines of defense risk management framework. The 3 lines of defense principle helps us to mitigate credit risk within the Bank and consists of 3 principles.

In addition, the Bank is committed to conduct the business in a responsible manner to achieve a long-term sustainable growth. The Bank has integrated ESG risk management into credit risk management and established Environmental and Social Responsibility Policy to ensure that environmental and social risks are taken into consideration, properly assessed and managed. The Bank adopted Environmental and Social Management System (ESMS) which is the process to translate the commitment to the environmental and social responsibility into practice by assessing, and managing environmental and social risks that may occur from the business engagement with customers. The processes consist of screening out transactions which are under exclusion list, due diligence, decision making, control, monitoring and reporting. The Bank also adheres to BoT's corporate governance by building strong credit culture and adhering to the sound credit risk principles covering portfolio management, checks and balances, sound credit granting, standards for professionalism, monitoring and control.

2.2.1.1 Credit Risk Factors

1) Credit Quality

The Bank has formulated lending policy, underwriting guideline and standard to provide the guiding principle and criteria for credit grating to ensure the credit portfolio quality.

For portfolio management, the Bank manages the quality of its credit portfolios by monitoring and reviewing the status of our borrowers and/or counterparties constantly, both at an individual and at portfolio level. Also, here the 3 lines of defense approach is applicable: dedicated Relationship Managers monitor their Commercial Customers at an individual level. For Retail portfolio, the monitoring is performed on a portfolio level. Early warning triggers, Qualitative Risk Score, and Behavioral Risk Level monitoring are in place to detect customers that may be moving towards an adverse stage or show further deterioration of their performance.

Dedicated Credit Restructuring teams and Credit Restructuring Committees are established to restructure problem loans in an effective manner and to provide advice on debt restructuring conditions. The Bank has properly provided debt restructuring measures to assist customers who have financial difficulties to ensure their viability and ability to have sufficient funding and liquidity. In addition, the Bank sets a framework to ensure prudent staging and provisioning for customers under debt restructuring measures and closely monitors these customers through a regular reporting and performance tracking.

Additionally, the Bank closely monitors and reviews loan quality to mitigate the impact from portfolio deterioration and to ensure that the Bank has set aside adequate loan loss provisions in accordance with guidelines from the Bank of Thailand (BoT). Expected Credit Loss is calculated using PD (probability of default) based on account and customer level, EAD (exposure at default) based on loan types or debtor types, and LGD (loss given default) based on cure rates and collateral types.

2) Credit Concentration

Concentration risk in credit portfolios is an important aspect of credit risk management. Managing concentration risk is an ongoing area of attention in the Bank's Credit Risk Management prioritization. The Bank manages and monitors credit concentration with respect to individual industry, industry cluster, countries, group of customers and individual customer by establishing Bank-wide Maximum Industry Exposure Limit at individual industry level and industry cluster level, Maximum Country Exposure Limit, and Single Exposure Limit as per internal guideline to manage both existing and potential exposures within acceptable levels to ensure appropriate diversification of the portfolio and avoid excessive credit risk exposure in certain individual industry, industry cluster, countries, group of customers and individual customer.

Additionally, the Bank acknowledges the potential risk which may arise from the adverse fluctuations the collateral value which may impact to the increase in expected credit loss. The Bank manages this potential risk through the Collateral and Appraisal Guideline which stipulates the types of collateral that the Bank accepts, as well as guidelines on the re-appraisal.

2.2.1.2 Credit-Related Policy

The Bank has established Credit Risk Policy and Guideline as an integral part of risk governance in compliant with the relevant laws, regulations and alignment with the Bank's strategic direction.

The Board of Directors approves Master Credit Risk Management Policy which governs all key aspects of credit risk management details of which are addressed through its underlying Credit Risk Policies and Guidelines covering risk appetite, credit principles and risk management aspects.

1) Policies relevant to Risk Appetite

The Bank's Risk Appetite is established as an integral framework, aligning the Bank's strategic direction, risk management and business plan. Credit Risk Appetite Statement (Credit RAS) is a formally documented statement of maximum credit risk that the Bank is willing to accept in pursuit of its business objectives. Credit RAS is described through a suite of key credit risk metrics and serves to measure whether or not a certain portfolio is within the acceptable level of credit risk and as such maximum appetite breaches require concrete actions to improve portfolio quality.

2) Policies relevant to Credit Principles

The Bank has established Credit Risk Polices and Guidelines to provide sound credit principles for both Commercial and Retail Credit. The key principles cover portfolio management, checks and balances, sound credit granting, standards for professionalism, monitoring and control.

3) Policies relevant to Credit Risk Management

The Bank has established Credit Risk Polices and Guidelines to provide the guiding principles in terms of risk identification, assessment and measurement, risk control and mitigation, risk monitoring and reporting. The key areas include risk rating, credit concentration risk management, collateral and appraisal, debt restructuring, NPA management, asset classification, provisioning and write-off.

Additionally, the Bank has Environmental and Social Responsibility Policy to provide framework as an integral part of credit cycles for assessing and managing environmental and social risks of the customers prior to carrying out financial activities.

2.2.2 Market Risk

Market risk is defined as the potential loss due to changes in the price of market parameters. The main parameters are interest rates, foreign exchange (FX) rates, equity and commodity prices. For risk management purposes, the Bank has established various market risk policies and guidelines, which set frameworks, measures and guidelines for market risk management. The business units designated with the responsibility for market risk management accomplish this task under the frameworks and measures set in the policies, while Market Risk Management independently monitors the bank-wide market risk. The Bank also considered potential impact from environmental and climate change risk to market risk and found that the direct impact is likely to be immaterial.

The Bank controls the actual market risk exposures by setting risk limits within the Bank's risk appetite statements approved by the Board of Directors. The significant market risks are as follows:

2.2.2.1 Foreign Exchange Risk

Foreign Exchange Risk means the potential loss of earnings and/or shareholder value of the Bank resulting from changes in foreign exchange rates arising from on- or off-balance-sheet exposures in the Trading or Banking Books. The losses may arise from changes in the valuation of foreign currency positions, including losses from foreign exchange trading transactions, or translations from one currency to another.

The Global Markets and International Transaction Banking (1st Line of Defence) is responsible for managing foreign exchange positions of the Bank's Trading Book. In addition, the Market Risk Management (2nd Line of Defence) puts in place a framework of market risk management measures. These measures are designed to minimize any excessive risk from

unfavourable changes in market conditions which may adversely affect the prices or returns on the Bank's trading portfolios related to foreign currencies, with strict risk limits on:

1. Delta: Defined as the rate of change of the position value with respect to changes in the price of underlying asset.
2. Gamma - Defined as the rate of change of the delta with respect to changes in the price of the underlying asset.
3. Vega - Defined as the rate of change of the option value with respect to the volatility of the underlying asset.

Within these risk limits, the Global Markets and International Transaction Banking is responsible for trading and managing the portfolio to optimize the return. Adherence to the risk limits is monitored by the Market Risk Management.

2.2.2.2 Interest Rate Risk

Interest rate movements directly affect the Bank's earnings or economic value. Interest rate risk management is undertaken in accordance with the policy framework as approved by the Bank's Board of Directors, by establishing and monitoring various risk curbing limits such as Earnings-at-Risk limit, Economic Value of Equity. The Asset and Liability Management Committee (ALCO) is delegated by the Board of Directors to oversee the bank-wide structural interest rate risk to stay within the Bank's aggregated interest rate risk limit.

The Bank has adopted interest rate risk management measures to cushion the interest rate volatility, e.g. rebalancing of assets and liabilities or setting of a proper mismatch by considering external and internal factors including interest rate forecasted by the ttb analytics.

2.2.3 Liquidity Risk

Liquidity risk is the risk that the Bank fails to meet its obligations as and when they fall due as a result of an inability to liquidate assets into cash in time or is unable to raise funds deemed adequate for its operations causing damage to the Bank. The Asset and Liability Management Committee (ALCO) is responsible for the oversight of liquidity management. The primary aim is to provide liquidity to the Bank in order to ensure that the liquidity position in both domestic and foreign currencies are sufficient for the Bank's normal operations as well as for any crisis that may arise and that the Bank's liquidity level is to exceed the minimum as required by the Bank of Thailand (BoT) and comply with the risk framework and risk appetite statements approved by the Risk Oversight Committee and the Board of Directors. The Bank reviews its liquidity management plan and strategy for a normal and critical situation at least once a year, or under special situation due to material changes that may impact the Bank's position. This is to ensure the alignment with the Bank's core policy, the organization structure, the regulations, and the ever-changing market condition. The Bank and each company in the Bank's financial business group manage liquidity risk separately.

The Balance Sheet Management is responsible for overall liquidity management and the Global Markets and International Transaction Banking is responsible for day-to-day liquidity management. The Balance Sheet Management is also responsible for liquidity measurement, monitoring and reporting the performance of the liquidity management to the ALCO in order to ensure the Bank's liquidity in compliance with the approved risk appetite statements and risk limits. The Market Risk Management is responsible for identifying, monitoring and controlling the liquidity risk. The Bank has a liquidity risk management policy, which is reviewed at least once a year, or when necessary, to ensure that it is appropriate with the prevailing environment. The Bank also considered potential impact from environmental and climate change risk to liquidity risk and found that the direct impact is likely to be immaterial.

In order to manage liquidity, the Bank continuously monitors its funding sources and access to capital markets. The Bank recognizes the importance of holding highly liquid assets that can be quickly converted into cash or used as collateral for raising funds.

Most of the Bank's funding was mainly from deposits. The Bank's ongoing quality deposit strategy seeks to further strengthen its financial position and operating results in order to boost depositors' and customers' confidence. Meanwhile, priority is also given to liquidity risk management by maintaining the level of liquid assets, keeping abreast of risk levels on a daily and monthly basis, setting risk indicators, and taking proactive steps to contain risks at an acceptable level. In addition, the liquidity contingency plan is prepared for various crisis situations, whereby the roles of the relevant responsible units are defined, as well as funding plans and communication plans to customers, etc.

2.2.4 Non-Financial Risk

Non-Financial risk is defined as the risk of financial impact and non-financial impact e.g. legal or regulatory sanctions, or reputational damage due to inadequate or failing internal processes, people and systems, a failure to comply with laws, regulations and standards, or external incidents.

Non-Financial Risk Management at the Bank is managed through a governance structure where the Board of Directors holds the ultimate responsibility for bank-wide risk management. The Board has delegated several non-financial risk management related authorities to the Bank Non-Financial Risk Committee (BNFRC) and IT Non-Financial Risk Committee (IT NFRC), both chaired by the CEO, whose responsibilities are to manage the non-financial risks and IT risks of the Bank and its subsidiaries by establishing the Non-financial Risk strategy and policies and by ensuring that they are implemented effectively at all levels with the proper degree of granularity and by overseeing any outstanding risk exposures, adequate follow-up on outstanding risk mitigation actions and the compliance with Non-Financial Risk Policy and Minimum Standards.

The Bank has established 3 BUs (Retail Banking, Automotive Lending and Commercial Banking) Non-Financial Risk Committees: BU NFRC, chaired by Business Chiefs, reporting to BNFRC, to oversight on non-financial risk management and control in their respective Business Units. In additional, the Bank has established Operational Risk Committee (chaired by CRO) to approve products and services offered to customers (excluding products and services approved by FMCC and RPC), third party services, banking agents and insourced services, Financial Market Control Committee (FMCC, chaired by CRO) to oversee risks and controls related to Global Markets, Balance Sheet Management and Investment Office products and services, including the approval of related products and services, and Credit Fraud Forum (CFF, chaired by CRO) to consider credit fraud incidents, based on Investigation results and assigning follow-up actions.

Chiefs, product owners and process owners in business units and support units as the 1st Line of Defense, are primarily responsible and accountable for their own operational risk management and controls. Business Operational Risk Management (BORM) is part of the first line of defense and report hierarchically to the Chief of the business or support unit, and functionally to Head of CORM (to ensure independence, needed for control testing activities). BORM supports Chiefs, product and process owners in performing risk management related activities including RCSAs, incident reporting and root cause analysis on incidents. BORM teams independently test controls.

The Bank has established a dedicated Corporate Operational Risk Management (CORM) function, as the 2nd Line of Defense, reporting to the CRO, to oversee specific non-financial risk management risks. CORM develops Non-financial Risk Management Policies (which have been approved by the Board of Directors and the Risk Oversight Committee) and ensures that the non-financial risks are properly identified, assessed, monitored, reported, analyzed, and controlled in a systematic and consistent manner. The policies provide the foundation and common infrastructure for delivering, maintaining, and governing the non-financial risk management. CORM reviews the control framework and performs quality assurance (QA) on control testing by BORMs.

Compliance is the 2nd Line of Defense function, reporting to the CRO, that oversees compliance with Market Conduct regulation, PDPA, AML, CDD/KYC and other relevant laws and regulations. Compliance developed the Compliance Policy to ensure that the Compliance risks are properly managed.

Legal and Financial Control are the 2nd Line of Defense function, reporting to the CRO and CFO respectively, to oversee the legal risk and the financial control risk which are also under coverage of the non-financial risks.

Audit operates as the “3rd Line of Defense”. Their mission is to provide an independent assurance of the design and effectiveness of internal controls established by the first (BU/SUs) and the second (CORM, Compliance, Legal, Financial Control) line of defense. In carrying out this work, Audit provides specific recommendations for improving the governance and the risk & control framework.

The Bank uses several tools and processes to manage the operational risk such as Risk & Control Self-Assessment (RCSA), Risk Appetite Statement (RAS), Key Risk Indicators (KRI), Incident Management, Action Tracking, Product and Service Approval Process (PSAP), Third-party Risk Management, Business Continuity Plan and Disaster Recovery Plan (BCP / DRP), and Key Control Testing (KCT). The Bank uses and implements the GRC system as a tool for incident management and response and PTA identification and to keep track of the status of the actions which come from audit and non-audit findings to ensure that they are monitored and managed efficiently by all relevant parties.

RCSA is a process that helps to identify and assess key risks and controls as well as to determine the mitigating actions. The Bank has also established KRI's at corporate and business level to be a warning signal for all levels of management, enabling them to proactively manage and control their non-financial risks. Incident management is established to enable detection, resolution, analysis of non-financial risk incidents, as well as collection of loss data.

Risk Appetite Statement (RAS) is determined based on strategy, objectives and historical incident data. The RAS contains a set of quantitative and qualitative statements. The quantitative statements are measurable and are determined by the strategic priorities of the organization. The qualitative expressions of non-financial risk appetite describe the acceptable and unacceptable attitudes and behaviors of the organization as a whole. The process of measuring, monitoring and reporting of RAS is done through the non-financial risk dashboard (NFRD) on a quarterly basis which aims to promote a pro-active risk management response. In case the Bank moves towards or beyond the RAS level, the responsible units will highlight the issue during NFRD reporting on the Bank Non- Financial Risk Committee (BNFRC), the Risk Oversight Committee (ROC), and the Board of Directors (BoD), management and staff are expected to take actions to bring the risk down to within its RAS level.

To ensure that products and services are offered in a safe and responsible manner, the Product and Service Approval Process (PSAP) is established to set guidelines for sign-off and approval of new products and services. This due diligence process ensures that the potential risks created by the new products and services are properly identified and mitigated, and that the necessary infrastructure and controls are in place to support the new business.

The Bank has established its Third-party Risk Management Policy to set out the principles and standards for the effective identification of major risks created by outsourcing and management of such risks with proper controls and within the Bank's risk appetite.

The Bank has established its Business Continuity Management (BCM) Policies and Standards which covers continuity risks from to environmental changes and climate change to provide guidance and standards for all units to develop a Business Continuity Plan. The Business Continuity Management is set up to oversee the implementation of BCM Policies and Standards, monitor and lead the co-ordination of group-wide BCP initiatives to raise the overall BCP / DRP readiness of the Bank.

The Bank has established the Key Control Testing (KCT) minimum standard as part of Non-Financial Risk Management minimum standard to provide guidance and standards for all Business and Support Units in the area of mandatory control testing by BORM functions. KCT is the set of methods and processes used for the key control testing to ensure the effectiveness of controls and building proactive Risk Culture.

In terms of non-financial risk management at the subsidiaries, the subsidiaries have aligned with and adopted the Bank's Non-financial Risk Management Policies where applicable.

2.2.5 Reputational Risk

Reputation can be described as a strategic asset of the Bank, which is embedded in its key stakeholders' perceptions towards the whole organization or its business practices or its employees' behaviors and cannot be transferred to and deployed by other banks and competitors.

Reputational risk can be described as the exposure incurred from unexpected incidents or from unanticipated responses to the institution's initiatives, actions, and day-to-day activities, particularly the cases that catch public attention and are negative news. Unexpected incidents range from activities of rogue employees to questions regarding the suitability of sales practices, to the actions of disgruntled customers, to public regulatory sanctions - all of which can generate negative public reactions.

Unanticipated responses range from negative public reactions (including liquidity implications) based on announcements or activities of the institution, to organized public activities designed to impact institutional decision-making. Those incidents and responses may result in the Bank's negative images or reduced confidence in the Bank or the Bank's products or services. Such events may negatively impact present and future revenue and/or capital of the Bank.

Reputation is one of the impact factors described in the Non-Financial Risk (NFR) Footprint, which provides the guideline on how the Bank assesses the reputational impact to the Bank's brand/image based on the non-financial risk events. Reputational risk is a key area discussed as part of RCSA activities resulting in risk statements and mitigating controls, documented in control frameworks.

At the end of each year, CORM gathers information based on GRC system looking at reputational risk identified during the year and presents the consolidated result of reputational risk assessment to Bank Non-Financial Risk Committee (BNFRC) for acknowledgement in the 1st quarter of the following year.

2.2.6 Risk from Material Changes in Regulations

It is the Bank's obligation to comply with statutory rules and regulations issued by relevant authorities, e.g., Financial Institutions' Businesses Act, Bank of Thailand's Regulations and Notifications, the Securities and Exchanges Act, the Securities Laws and Regulations as issued by the Stock Exchange of Thailand, the Securities and Exchange Commission, Life Insurance Act and Non-Life Insurance Act, Office of Insurance Commission's Regulations and Notifications, the Anti Money Laundering Act, Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing Act and their Royal Decrees. In addition, foreign act which substantial impact to the banking industry has also in place.

Compliance has been established in which responsible for providing advice, recommendations and opinions on various issues, cooperative with the relevant functions within the Bank in order to ensure that the Bank and its subsidiaries are in compliance with applicable statutory laws, rules and regulations as well as the Bank's internal policies and procedures. Substantial issues shall be escalated to the Bank's management and committees to effectively manage compliance risk.

In the year 2024, the Regulators who regulated Financial Institutions have issued guidelines including several regulations for the Financial Institutions. The summary of the significant regulations are as follows:

The Bank of Thailand ("BOT") has revised the guidelines on good corporate governance and internal control mechanisms of financial institutions and financial business group to enable financial institutions and financial business groups to operate under good governance and grow sustainably, support future changes and take into account all stakeholders in all aspects by defining principles on matters such as qualifications and appointment of directors. manager, management authority or advisor, role, duties and composition of various committees or senior executives in determining direction, strategic goals, and key policies. This includes the composition of various sub-committees and senior executives of financial institutions and parent company of the financial business group as well as in the areas of compliance and internal audit of financial institutions and financial business group. Also, revise the criteria and conditions regarding processes and procedures related to credit support measures to business operators to be clear and effective. This is in line with the Cabinet's resolution extending the validity of measures to support loans to business operators for a period of 1 year and support the business sector under the Special and Adaptation Loan measures. The remaining credit line of the measures to support the transfer of collateral assets for debt repayment after the measures expire shall be transferred to be included as a credit line under the measures to support lending to business operators. Issue guidelines for fraud management from financial transactions by requiring financial institutions to formulate policies, guidelines and procedures related to corruption management and supervise to ensure strict compliance with the policies and guidelines laid down. This includes assessing compliance with the policy guidelines and making clear plans for closing gaps, reporting fraud incidents to the BOT, issuing guidelines on biometric technology in financial services, and allowing financial institutions to follow for the implementation of biometric technology in financial services.

Besides, at the end of 2023, the Bank of Thailand (BOT) issued notifications for Responsible Lending as an additional measure to the Market Conduct announcement. The aim is to ensure that service providers manage lending responsibly and fairly throughout the debt cycle, covering the period before or when becoming indebted, during indebtedness, when debt repayment problems arise, until legal proceedings and debt transfer. The focus is on the customer's benefit, promoting the provision of information, conditions, and warnings that customers should know to nudge them towards better financial discipline and responsible borrowing.

In 2024, the BOT will supervise financial institutions according to these guidelines, especially in assisting debtors with problems, facilitating communication channels, providing information to debtors for debt resolution, and emphasizing that all social media advertisements must comply with the guidelines. The BOT also emphasizes

customer data protection due to reports of data leaks and sales in the black market earlier in the year. Additionally, the BOT collaborates with other agencies to enhance the management of digital fraud and mule accounts.

For **the Securities and Exchange Commission (SEC)** continues to use the (Self-Assessment Questionnaire: SAQ) Risk-Based Approach assessment for Mutual Fund and Unit-Linked products as a tool to assess the readiness of financial institutions. The SEC also emphasizes the importance of providing complete and accurate information, especially the Factsheet of Structured Notes products, in the sale and service of capital market products, particularly high-risk products.

In 2024, **the Anti-Money Laundering Office (AMLO),** BOT and AMLO have issued "Joint Policy Statement" on sanctions-related risks oversight to emphasize the commercial banks for managing risks related to sanctions appropriately and uplift operation more effective in providing financial services to high-risk customers. This will help the Thai financial system to be more credible without being used as a channel for money laundering and financing the proliferation of weapons of mass destruction.

In addition, AMLO has amended the Prevention and Suppression of Financing of Terrorism, and the Proliferation of Weapons of Mass Destruction Act (No. 2) B.E. 2567 (2024) to enhance the effectiveness of measures to be appropriate, adequate, and in line with the international standards of the Financial Action Task Force (FATF) by prescribing the elements of the offenses of financing terrorism and financing the proliferation of weapons of mass destruction to suit the rights and freedoms of individuals and to establish rules on actions against suspended assets and certain penalties that are appropriate to the offense. It also stipulates the duties and powers of the Board of AMLO in collecting evidence and prosecuting cases to be effective sufficiently.

According to financial fraud and technological crime problems, BOT has continuously issued measures to prevent and respond to this situation in order to uplifting the operation of financial service providers efficiently by establishing guideline of management high-risk customers or abnormal behavior, such as strictness of opening accounts for high-risk customers or abnormal behavior, and enhancing the detection and tracking of high-risk accounts or abnormal behavior of customers to prevent such individuals from using their accounts to commit offenses, etc., which will help prevent and reduce the using accounts as a tool to receive and transfer money obtained from financial offenses. It is also to prevent and reduce damage to the public more quickly.

2.2.7 Strategic Risk

The Bank is aware of the possible strategic risk from both internal factors and external business environments that could possibly affect strategic execution and operating outcome.

In order to manage the strategic risk, the Bank has set performance tracking process and strategic risk control. Moreover, regular meetings of the management team and business units are held to review performance results together with remedial planning in case of target shortfalls. A strategic risk dashboard has been developed and is updated regularly to keep management informed and aware of the changing strategic risk status. A self-assessment of strategic risk is also regularly evaluated by management.

With risks arising from the Environmental, Social and Governance (ESG), the Bank has incorporated those risks to be an important factor to develop strategic direction and strategic risk assessment; this is to ensure the Bank can not only meet changing expectations from customers, employees, shareholders and regulators but also adopt ESG factor as a catalyst to change the way to operate business and create positive impact to social and environment. The Bank's ESG risk factors and related policies have been updated to ensure alignment with regulatory requirements and international standards.

In all, the Bank strongly determined to maintain a high level of strategic risk management. Starting from the process of strategic planning, organization restructuring, staffing and project implementation as well as performance monitoring, all must be in line with the Bank's key strategies. In addition, the strategic plan itself is reviewed regularly to ensure it stays relevant with the changing business environment.

2.3 Other Risk Factors

2.3.1 Risk from economic conditions

The Bank is fully aware of economic uncertainties and put in place a framework to manage the risks. ttb analytics, the Bank's in-house economic research unit, has played an important role in closely monitoring and assessing the economic conditions as well as cooperating with business units on regular basis. This is to ensure that the Bank's operation is resilient against any unexpected uncertainties. We also provide economic and financial information as well as industry outlook for our clients.

2.3.2 Emerging risk

A solid risk management framework must encompass a forward-looking view, considering the constantly evolving risk landscape influenced by internal and external factors. For the continued success of our business, it is important to identify these risk factors earlier on to be able to adapt accordingly. Thus, we need to identify and understand relevant internal and external threats that could undermine our profitability and growth.

Risk description	Business impacts	Measures
 Cyber fraud and Misinformation	**Financial Losses:** • Costs associated with cyber fraud prevention, remediation, and additional investments in cybersecurity systems may rise. **Reputation Damage:** • Misinformation campaigns targeting the company could undermine customer trust and brand integrity. **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.
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 the Bank's 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.		

Risk description



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. 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 and enhance business continuity measures.

Business impacts

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.

Measures

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.

Risk description



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.

Business impacts

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.

Measures

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.

2.4 Shareholder Risks

Shareholder risk may arise if the returns from investment differ from initial expectation. Returns from equity investment consist of dividend income and/or capital gains. Dividend payment depends on the Bank's net profits and dividend policy. Capital gains depends on changes in TTB's share price, which is influenced by market conditions and a variety of external factors.

At the beginning of each year, the Bank provides a guidance on its financial targets. Shareholders may face the risk that these financial targets might not be met in a particular year, which would affect both dividend and share price. However, the Bank aims to consistently maintain its operating performance and prudent risk management in order to generate sustainable returns for shareholders in the long run. Still, there are other external factors, which are beyond the Bank's control, that have the potential to affect the Bank performance and dividend payments e.g. domestic and global economic trends, domestic political stability, capital movements, changes in regulations which impact banking system. Hence, shareholders must be aware of all risk factors in which out of the Bank's control and decide on investment to suit their acceptable risk levels.

3. Steering Business Toward Sustainability

3.1 Sustainability Management Policy and Goals

TMBThanachart strives to integrate sustainability into our business practices and to ensure that our strategic objectives do not only fulfill short-term goals but also contribute to long-term sustainable growth in accordance with our philosophy and mission. Our Sustainability Framework, B+ESG, consists of four dimensions: Business Sustainability, Environmental Sustainability, Social Sustainability, and Corporate Governance and Business Ethics.



The Bank has established sustainability-related policies, commitments, and procedures that are designed to enhance our sustainability performance to align with global best practices as follows:

- Sustainability Policy
- Corporate Governance Policy
- Code of Conduct
- Anti-Corruption and Bribery Policy
- Anti-Money Laundering Policy
- Gift, Entertainment, and Donation Policy
- Whistleblower Policy
- Tax Policy
- Risk Management Policy
- Market Conduct Policy
- Customer Privacy Policy
- Environmental and Social Responsibility Policy
- Human Rights Policy
- Workplace Safety and Physical Security Policy
- Diversity and Inclusion Statement
- Supplier Code of Conduct
- ttb green and blue bond framework

For more details on the policies, please visit
https://www.ttbbank.com/en/sustainability/policies-and-reporting/policies-and-standards.

At ttb, sustainability-related key performance indicators (KPIs) are incorporated into our corporate KPIs to drive business toward sustainable growth.

Sustainability Framework	2024 Key Performance Indicators	2024 Target	2024 Performance
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**
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
	Electricity consumption reduction	**7%** compared to 2023	**7%** compared to 2023[3]
Social Sustainability	Debt consolidation	**THB 3.0 bn**	**THB 2.9 bn**
	Welfare loan	**THB 8.7 bn**	**THB 7.7 bn**
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 related to 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.

3.2 Stakeholder Impact Management Within the Business Value Chain

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	Products and Services	Output	Value to Stakeholders
Financial Capital	All financial assets including assets, deposits and equity.		• THB 69,399 million of operating income • THB 21,031 million of net profit • Return on equity: 9.0%	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.
Manufactured Capital	External resources such as suppliers and contractors are required for business operations; and product and service development.	ttb inspires people to Make REAL Change by using our financial expertise to address the needs of our customers for better Financial Well-being	• 5.5 million ttb touch users • Zero data breach cases with customer impact	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.
Human and Intellectual Capital	Time, skills and knowledge of our workforce, systems, technology, and innovation that contribute to business operations.	**ttb strategic intents:** 1. Focus on customer centricity 2. Build deposit and transactional banking products 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	• 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.	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.
Social and Relationship Capital	Engagement and relationship building with stakeholders including customers, employees, investors, shareholders, regulators, and society.		• 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.	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.
Natural Capital	The consumption of natural resources by business activities, i.e., energy consumption and water withdrawal		• 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*	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.

In 2023, ttb conducted a group-wide materiality assessment in line with double-materiality approach. The assessment considered the impacts of ESG topics to Environment, Society and Governance as well as the financial value of the Bank. In 2024, the Bank conducted an annual review of the material topics and the results remained unchanged. The full materiality assessment and stakeholder engagement report 2023 is available on our website.

Stakeholders	Engagement approach	Needs and expectations	Response to stakeholders' interests
Shareholders	• Annual shareholder general meeting • Analyst meetings • Shareholder and investor roadshows • Quarterly reports • Seminars • Information disclosure via regulators' platforms • Enquiries submitted through ttb website • Investor Relations contact • Whistleblower and complaint channel	• Business performance • Changes in regulatory requirements from laws and/or government agencies • Transparency and accountability of information	• Disclosure of financial information and relevant documents on ttb website, https://www.ttbbank.com/en/ir
Employees	• Communication with HR Business Partners • Employee engagement survey • Orientation for new employees • Townhalls • Regular emails and other online communication • Whistleblower and complaint channel	• Organizational culture after bank-integration • Career growth and development	• Sustainability Report 2024
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	• Sustainability Report 2024
Business Partners and Suppliers	• Meetings • Relationship Managers • Procurement channel • Whistleblower and complaint channel	• Business growth through relationship with the Bank • Enhancing workforce capabilities to prepare for business growth	• Procurement channel
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.	• Sustainability Report 2024 • Disclosure of financial information and relevant documents on ttb website, https://www.ttbbank.com/en/ir

Stakeholders	Engagement approach	Needs and expectations	Response to stakeholders' interests
Regulators	• Banking sector 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	• Sustainability Report 2024 • Reports submitted to the Bank of Thailand
Communities	• fai-fah Centers • Community Relations • Community survey • Whistleblower and complaint channel	• Creating positive change from youth and community development programs • Environmental and social risks management from bank's lending business	• Sustainability Report 2024

3.3 Sustainability Management in the Environmental Dimension

The Bank's Environmental Sustainability dimension consists of three important aspects: responsible lending, climate finance, and environmental management.

Responsible Lending and Climate Finance

According to the principles of sustainable banking, the bank's role in responsible lending is to facilitate capital in such a way that strengthens the economic dimension by integrating environmental, social and governance factors into the lending process. The Bank has implemented an Environmental and Social Responsibility (ESR) Policy that establishes clear objectives and guideline for assessing the indirect environmental and social (E&S) risks and impacts of our banking activities. The negative socio-environmental impact can be a significant source of reputational risk, which can lead to a decrease in asset value or even create losses for the Bank.

The Bank aims to promote businesses that are in line with the Bank's environmental objectives under ttb's sustainable financing principle, particularly, businesses that are transitioning into a low-carbon economy, promoting low-carbon resilience, and fostering environmental stewardship. In 2023, the Board of Directors approved the net-zero commitment of our own operations and aligning our portfolio with Thailand's net-zero commitment of 2065, all the while expediting this crucial journey whenever feasible. Our Climate Strategy is built on three pillars: 1) reducing greenhouse gas emissions in our operations 2) financing and advising clients' transition to net-zero and 3) managing environmental and climate-related risks. In addition, the Bank also discloses information of the year 2024 in accordance with the Task Force on Climate-related Financial Disclosures or the TCFD. In 2024, ttb's performance is highlighted below:



100% of commercial lending aligns with ESR Policy.

ESG loan setup was at THB 19.7 billion in 2024.

75% reduction in coal mining and exploration lending and 59% reduction in coal-fired power plant lending compared to 2021, with the commitment to reduce exposure and eventually exit coal mining, exploration, and power generation by 2028.

Environmental Management

The Bank has been continuously improving energy efficiency in buildings under the Bank's operational control since 2019. We focus on improving the efficiency of high-energy-intensity equipment such as air conditioning, cooling systems, lighting systems, and building engineering systems, which account for over 80% of the total electricity consumed. The Bank abides by the Energy Conservation Act (2007), where employees are strongly encouraged to responsibly consume resources such as electricity, water, and paper, through the promotion and awareness building of environmental conservation initiatives. The Bank has established operational eco-efficiency targets to reduce 7% of the Bank's head office building's electricity consumption in 2024, compared to the 2023 baseline. The following list below is the key environmental performance for 2024:

Reduced electricity in the Head Office, Petchburi, and Wongsawang buildings by 7%, compared to 2023 by improving the effectiveness of resource consumption within the buildings.

GHG Scope 1 and 2 reduction of 35% and 7% respectively compared to 2023. (Head Office, Petchburi, and Wongsawang buildings)

The Bank has installed energy and airflow monitoring equipment to monitor and enhance energy efficiency in its buildings. The Bank continues to monitor electricity usage at peak hours and implemented an electrical plant management system. We have an AI command center to diagnose HVAC issues. The regulation of water pressure in office buildings is also implemented; moreover, the water supplied to the cooling tower is being managed to improve the Bank's water-use efficiency.

The Bank continues to promote effective waste management through waste segregation. The Bank manages paper recycling by saving recyclable paper from buildings with the cooperation of service providers, who collect paper waste to turn it into pulp for reuse. Food waste from the Head Office's food court is collected by vendors which is then repurposed to animal feed. Hazardous waste is handled according to protocol and legal requirements.

Apart from managing indoor environmental quality, the Bank has also embraced a low-carbon approach to transportation by transitioning some of its pool cars to electric vehicles. The Bank plans to increase this adoption and install EV chargers at the head office and hubs.

6,683 employees participated in on-site basic firefighting and fire drill evacuation training workshops as well as courses on safety, energy conservation, energy-saving ideas for the office and homes, and energy efficiency improvement methods for air-conditioners.

See Sustainability Report 2024 for more information and ttb's sustainability data assurance statement.

3.4 Sustainability Management in the Social Dimension

The Bank's Social Sustainability dimension consists of four important aspects: our people, social development, financial inclusion and literacy, and human rights.

Our People

Human resource management is critical for business continuity and growth of the organization such that the Bank is focused on building and strengthening workforce capabilities in order to adapt and evolve with change and uncertainty. With the ongoing COVID-19 pandemic and PM2.5 pollution, the Bank ensures that the well-being and safety of employees are prioritized by adhering to practices that are in compliance with related labor laws and fair treatment. The Bank's performance in 2024 related to these measures includes:



43 average training hours per employee compared to target set at 40 hours per employee



All employees completed 8 mandatory training i.e., PDPA, AML/CTPF, market conduct, non-financial risk management, fraud risk management, anti-corruption, cybersecurity risk awareness, and code of conduct.



Beyond mandatory training, the Bank also established a leadership development program for 562 People Managers, leading to a 15% reduction in employee attrition compared to 2023.



In addition to training, the Bank has initiated activities to improve the mental and physical health of employees, including music in the garden, garden exercises, stress relief through breathing exercises, and the I CARE star program for offering encouragement and appreciation to fellow employees.

Social Development

ttb's philosophy-- "Make REAL Change" establishes the way the Bank operates; ranging from delivering the best products and services for customers to creating value for the community and society. The Bank is committed to three strategic goals: fai-fah for youth, fai-fah for communities, and cultural inspiration, all of which echo our mission for community development, "Change for the sustainable well-being of youths and communities." All of our efforts are executed under the fai-fah program. Some of our key performances include the following:



The Bank and ttb volunteers have completed 23 projects which lead to 5 projects organized by fai-fah youths that benefited over 60,000 community members and 13,000 youths across Thailand with a social investment value of THB 33 million.



Over 67,115 paid working hours were volunteered by more than 4,000 ttb volunteers in the fai-fah projects.



punboon by ttb, a donation platform, bridges Thai organizations in need with donors. In 2024, the platform welcomed 432 organizations and facilitated donations exceeding THB 271 million, marking a 24% increase from 2023.

Financial Inclusion and Literacy

ttb's mission to assist customers in enhancing their Financial Well-being is through the endorsement and promotion of financial literacy and inclusion, which will reduce financial and social inequalities. The Bank has acknowledged the vital role of enhancing employees' financial literacy and health as a core part of its mission. Consequently, the Bank initiated the "Debt coach" program aimed at improving financial protection and facilitating debt liberation. The program is structured into three main segments:

1. Financial health assessment
2. Customized financial training courses and
3. Personalized 1:1 advisory coaching session.

The Bank has developed programs and tools available through both online and offline platforms for its customers and the public to enrich financial understanding and literacy and ensure effective money management.

51,224 salaried people and public audience have assessed their Financial Well-being health.

404 payroll companies participated in Fin live & learn program where 13,200 of their employees received training on financial literacy programs

1,100 participants from 640 SME clients are engaged both offline and online via the finbiz program

fintools by ttb

Over 63,400 visitors to the fintools by ttb website. The tools designed to help Financial Well-being includes:

Financial personality assessment through 16 types of athletes	Financial Well-being goal-setting tool	Financial Well-being suitable solution finder tool	Suitable insurance finder tool	Investment goal setting and planner tool

With an aim to drive financial inclusion, the Bank has extended support to diverse customer groups by:

Providing home loans to same-sex couples for more than THB 128 million in 2024.

Supporting 429 customers affected by the floods in 2024 through loan relief measures for current home and car loan holders, totaling THB 185 million. The support includes installment reductions, payment deferrals, extended repayment periods, and top-up loans for home repairs to ease financial burdens.

Offering free personal accident insurance to all ttb free account holders, benefiting 2.2 million customers with a total value of THB 41.9 million in 2024.

Human Rights

Respecting human rights is the Bank's utmost priority, particularly in our line of business, as being a financial intermediary entail human rights implications. The Bank's Human Rights Policy adheres to the Universal Declaration of Human Rights, UN Global Compact Principles, UN Guiding Principles for Business and Human Rights, and the International Labour Organization. Furthermore, the Bank has integrated the human rights risk management concept, as stated in our Environmental and Social Responsibility (ESR) Policy, into both our core business and lending business. The Bank's human rights risk assessment was initiated in 2019 and is conducted every three years while the mitigation measures for high-risk issues are monitored annually. The Bank conducted the most recent human rights risk assessment in 2023, where one salient issue was identified. Read more about the assessment and the results in our Human Rights Risk Report 2023 on our website. In 2024, there were no cases of human rights violation.

Please refer to Sustainability Report 2024 for more information and ttb's sustainability data assurance statement.

Please follow the link for Sustainability Disclosure on ttb website:
https://www.ttbbank.com/en/sustainability/policies-and-reporting/reporting-and-publications

4. Management Discussion and Analysis

Executive Summary

As Thailand has experienced K-shaped economic recovery and entered the cycle of policy rate cut, banking sector remained cautious in business operation and growth. Nonetheless, TMBThanachart (TTB) successfully navigated thru 2024 with resilience and continued to post steady financial performance improvement. For 2024, the Bank and its subsidiaries delivered a net profit of THB21,031 million (+13% YoY) or an ROE of 9.0%. The Bank pursued these 4 key strategic frameworks which underpinned earnings growth and healthy financial position:

- **Revenue:** Ensure quality loan growth and effective ALM management to maintain margin against slow growth and downward interest rate environment while leveraging digital capabilities and ecosystem synergies to boost non-loan related fee income.
- **Efficiency:** Maintain cost discipline through digitalization and branch optimization.
- **Asset quality:** Proactively strengthen buffers and reduced portfolio risks, preparing for future uncertainties.
- **Capital management:** Optimize capital utilization to increase shareholders' returns while ensuring capital robustness.

TTB remains committed to its long-term goals, including a medium-term ROE milestone of 10%. The Bank's robust financial fundamentals and disciplined execution provide the flexibility to adapt to changes and thrive, delivering sustainable value to our shareholders.

Financial highlights for 2024 performance:

On-track in shifting loan mix towards high-yield lending products: Striking balance between risk and returns, the Bank selectively grew loan to preserve quality portfolio with an efficient use of funding by recycling liquidity from low-yield lending to penetrate more in high-yield retail lending spaces to enhance yields. Amid slow loan growth, the targeted retail products showed positive momentum with Cash Your Car (CYC) +6% YTD, Cash Your Home (CYH) +12% YTD, personal loans +10% YTD and credit card +7% YTD, bolstering loan yield enhancement.

Proactively adjusting deposit structure and duration: In response to changing interest rate environment, TTB preemptively managed deposit structure to ensure cost efficiency and net interest margin. After using TD long-term as a tactical product during rate-hike cycle, we began to shift to shorter-duration TD products in preparation for interest rate cut cycle while continued to boost low-cost funding products like ttb all free and CASA. As a result, TD grew at slower pace +3% YTD and CASA +1% YTD. As of December 2024, a drop in deposit balance YTD was aligned with our liquidity management plan to match loan growth.

Net profit growth was backed by well-managed funding costs, efficiency in operating cost control, and lower risk costs, supported by manageable asset quality despite pressures on topline growth.

- **2024 NIM improved to 3.26% from 3.24% of 2023 in line with our target** thanks to efficient funding cost management, a shift in loan mix towards better yielding loans and effective liquidity management.
- **OPEX continued to decline 4.9% YoY so cost-to-income ratio (C/I ratio) was down to 43% in 2024** compared to 44% in 2023 reflecting digital-first transformation effort, cost discipline and operational efficiency improvement.

- **Asset quality remained in control** as NPL ratio was well-contained at 2.59% and ECL decreased 10.6% YoY to THB19,852 million or equivalent to 154 bps in terms of credit cost. With our financial flexibility and prudent risk management, we continued to strengthen risk absorption capability through the set-up of management overlay (MO) since 4Q23. As a result, the coverage ratio remained high at 151%.

After provision and tax benefit, TTB reported THB21,031 million of net profit in 2024 which increased by +13% YoY, representing an improving ROE of 9.0% from 8.2% in 2023.

At the end of December 2024, the Bank still has the remaining tax benefit of THB10.6 billion to be subsequently recognized within 2028. The recognition will not be on a straight-line basis but will be subject to the estimation of future net profit stream.

For the disclosure of Management Discussion and Analysis on website, please visit
https://www.ttbbank.com/en/ir/financial-information/mda

Analysis of Operating Performance

Analysis of operating performance for the accounting year as of 31 December 2024, in comparison to 31 December 2023 is as follows.

Figure 1: Statement of Comprehensive Income

(THB Million)	FY2024	FY2023*	YoY (%)
Interest income	82,783	79,134	4.6%
Interest expenses	26,331	21,926	20.1%
Net interest income	**56,452**	**57,207**	**-1.3%**
Fees and service income	13,086	14,007	-6.6%
Fees and service expenses	3,712	3,645	1.9%
Net fees and service income	**9,373**	**10,362**	**-9.5%**
Other operation income	3,574	3,405	5.0%
Non-interest income	**12,948**	**13,768**	**-6.0%**
Total operating income	**69,399**	**70,975**	**-2.2%**
Total other operating expenses	**29,571**	**31,094**	**-4.9%**
Expected credit loss	19,852	22,199	-10.6%
Profit before income tax expense	**19,976**	**17,681**	**13.0%**
Income tax expense	-1,055	-940	N/A
Profit for the period	**21,031**	**18,622**	**12.9%**
Profit (loss) to non-controlling interest of subsidiaries	**0.027**	**0.027**	**0.0%**
Profit to equity holders of the Bank	**21,031**	**18,622**	**12.9%**
Other comprehensive income	586	794	-26.2%
Total comprehensive income	**21,617**	**19,416**	**11.3%**
Basic earnings per share (THB/share)	**0.22**	**0.19**	**15.8%**

Note: Consolidated financial statements

* In 4Q24, there was a change in accounting policy for measuring of building from 'revaluation model' to 'cost model', so the effect of such change was revised retrospectively in 2023 figures for comparative purpose.

4.1 Operating Income

In 2024, the Bank and its subsidiaries generated THB69,399 million of total operating income which decreased by 2.2% from last year attributable to decreases in net interest income and fees and service income, offset with improvement in investment gains.

The decrease in net interest income was due to slow loan growth while the Bank saw higher deposit cost from higher TD volume. However, the Bank managed to achieve NIM as target. In 2024, NIM improved slightly by 2 bps to 3.26% compared to 2023 at 3.24%. Key drivers were earning asset yield improvement initiatives though a shift in loan mix towards better risk adjust returns and an effective asset-liability management plan, and well-managed funding cost from an adjustment of deposit duration and product mix.

For net fees growth, loan-related fees remained soft while non-loan related fees gradually recovered. Details of the Bank's operating performance were as follows.

Figure 2: Net Interest Income (NII)

(THB Million)	FY2024	FY2023	YoY (%)
Interest income	**82,783**	**79,134**	**4.6%**
Interest on interbank and money market items	7,072	4,468	58.3%
Investments and trading transactions	159	55	191.0%
Investments in debt securities	3,655	2,910	25.6%
Interest on loans	49,555	48,901	1.3%
Interest on hire purchase and financial lease	22,341	22,798	-2.0%
Others	0.3	1.3	-79.6%
Interest expenses	**26,331**	**21,926**	**20.1%**
Interest on deposits	15,561	11,195	39.0%
Interest on interbank and money market items	2,231	1,732	28.8%
Contributions to the Deposit Protection Agency	6,343	6,434	-1.4%
Interest on debt issued and borrowings	2,130	2,506	-15.0%
Borrowing fee	16	22	-29.2%
Others	51	37	36.0%
Net interest income (NII)	**56,452**	**57,207**	**-1.3%**

Note: Consolidated financial statements

Interest Income

As of 31 December 2024, total interest income of the Bank and its subsidiaries was THB82,783 million, increasing by 4.6% from 2023. The increase was primarily due to improving yield on earning assets following liquidity utilization plan amidst conservative loan growth and interest rate hike cycle. Key items are as follows.

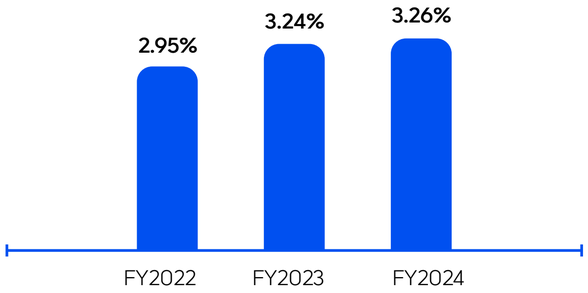
- Interest on loans increased by 1.3% YoY to THB49,555 million from previous year.
- Interest on hire purchase and financial lease decreased by 2.0% YoY to THB22,341 million due partly to a slowdown of domestic car market.
- Interest on interbank and money market items rose by 58.3% YoY to THB7,072 million aligned with liquidity management plan.
- Interest on investments in debt securities increased by 25.6% YoY to THB3,655 million due to proactive investment portfolio management.

Interest expense

At the end of 2024, total interest expenses of the Bank and its subsidiaries was THB26,331 million, an increase of 20.1% from last year, mainly owing to higher proportion of TD compared to 2023. Details are shown below.

- Interest expense on deposits increased by 39.0% YoY to THB15,561 million.
- Interest expense on interbank and money market items increased by 28.8% YoY to THB2,231 million.
- Interest on debt issued and borrowing decreased by 15.0% YoY to THB2,130 million due to the decrease in debt and borrowing balance as a part of funding cost management.

Figure 3: Net Interest Margin (NIM)



Note: Consolidated financial statements

Net interest margin (NIM)

Net interest margin (NIM) rose by 2 bps to 3.26% in 2024 from 3.24% in 2023 reflecting successful asset-liability management plan which bolstered earning asset yield improvement and well-managed funding cost against high-rate environment.

Having said that, amidst conservative asset growth throughout 2024, the Bank's key focuses on loan mix shift towards selective high-yield retail loan areas and investment portfolio management were on track which helped enhance risk-adjusted returns. Meanwhile, funding cost was well-contained thru deposit mix adjustment and debt and borrowing management. In terms of deposit strategy, TD remained our tactical product, but the Bank started to adjust deposit mix towards shorter-duration TD products to manage deposit costs in preparation to interest rate cut cycle. As a result, it helped uphold the margin during 2024.

Figure 4: Non-Interest Income (Non-NII)

(THB Million)	FY2024	FY2023*	YoY (%)
Fees and service income	**13,086**	**14,007**	**-6.6%**
Acceptance, Aval & Guarantee	534	555	-3.8%
Other fees and service income	12,551	13,451	-6.7%
Fees and service expenses	**3,712**	**3,645**	**1.9%**
Net fees and service income	**9,373**	**10,362**	**-9.5%**
Gain on financial instrument measured at fair value through profit or loss	1,770	1,666	6.2%
Gain (loss) on invest ments, net	244	52	371.7%
Share of profit from investment using equity method	256	284	-9.8%
Gain on sale of properties foreclosed, assets & other assets	190	291	-34.7%
Dividend income	287	229	25.7%
Others	827	884	-6.4%
Non-interest income	**12,948**	**13,768**	**-6.0%**

Note: Consolidated financial statements

* In 4Q24, there was a change in accounting policy for measuring of building from 'revaluation model' to 'cost model', so the effect of such change was revised retrospectively in 2023 figures for comparative purpose.

Non-Interest Income (Non-NII)

In 2024, total non-interest income of the Bank and its subsidiaries declined by 6.0% YoY to THB12,948 million, due to net fees and service income offset by gain on financial instruments measured at fair value through profit or loss and dividend income aligned with business performance of strategic investments. Key items are as follows.

- Net fees and service income was declined 9.5% YoY to THB9,373 million, mainly attributed to loan-linked fees especially BA fees amid unfavorable loan growth condition while non-loan related fees such as credit card fees and MF fees gradually recovered YoY.
- Gain on financial instruments measured at fair value through profit or loss increased by 6.2% YoY to THB1,770 million thanks to FX fees improvement from new business model initiatives to cross-sell hedging solutions to customers with kids studying overseas which, in turn, helped expand wealth customers base for the Banks.
- Share of profit from investment using equity method dropped by 9.8% YoY to THB256 million.
- Dividend income increased 25.7% YoY to THB287 million based on business performance of strategic investments.

Figure 5: Non-Interest Expenses

(THB Million)	FY2024	FY2023*	YoY (%)
Employee expenses	15,589	16,673	-6.5%
Directors' remunerations	104	123	-15.2%
Premises and equipment expenses	4,376	4,631	-5.5%
Taxes and duties	1,854	1,831	1.3%
Other expenses	7,649	7,837	-2.4%
Non-interest expenses	**29,571**	**31,094**	**-4.9%**

Note: Consolidated financial statements

* In 4Q24, there was a change in accounting policy for measuring of building from 'revaluation model' to 'cost model', so the effect of such change was revised retrospectively in 2023 figures for comparative purpose.

Non-interest expenses

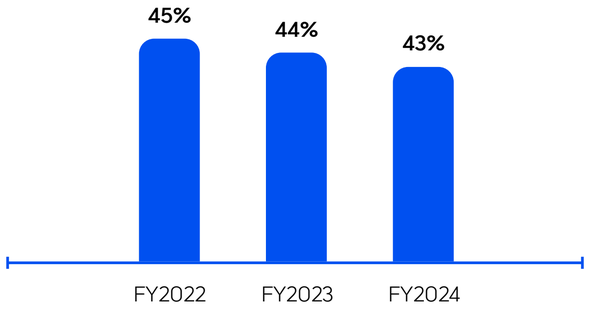
At the end of 2024, total non-interest expenses of the Bank and its subsidiaries decreased by 4.9% YoY to THB29,571 million. Key factors are as follows:

- Employee expenses dropped by 6.5% YoY to THB15,589 million due to mainly due to ongoing digital-first transformation, resulting in lower employee expense, which is as part of HR management plan to ensure business efficiency and natural attrition.
- Premises and equipment expenses decreased by 5.5% YoY to THB4,376 million aligned with branch optimization plan.
- Other expenses declined by 2.4% YoY to THB7,649 million thanks to cost discipline which helped manage efficiency in operating expenses, aligned with business activities in 2024.

Cost to income ratio (C/I ratio)

For 2024, cost to income ratio was at 43% improved from 44% in 2023. It continued a decreasing trend from around 51% post-merger moving towards low-40s level as planned, not only benefited from post-merger cost saving synergies but also reflecting on-track digital-first transformation effort and operational efficiency improvement. To improve C/I ratio sustainably, the Bank keeps focus on prudent cost control and utilizes the digital platform to enhance revenue streams and drive cost to serve down further. In all, the Bank aims to achieve the aspirational target of low-40s C/I ratio within 2026.

Figure 6: Cost to Income Ratio (C/I ratio)



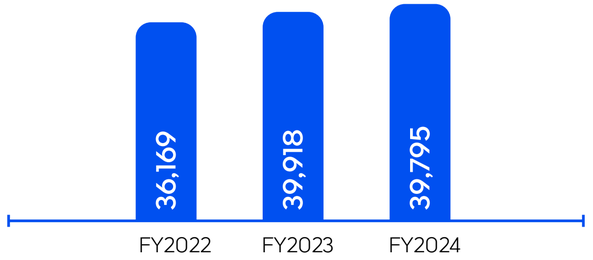
Note: Consolidated financial statements

Pre-provision operating profit (PPOP)

The pre-provision operating profit of the Bank and subsidiaries was at THB39,795 million or decreased by 0.3% YoY.

Figure 7: Pre-Provision Operating Profit (PPOP)

THB Million



Note: Consolidated financial statements

Expected credit loss (ECL)

Asset quality management remained one of our priorities amid uncertain economic recovery. The Bank has maintained a prudent approach and closely monitored asset quality with prudent ECL model and considered forward-looking risks through Management Overlay (MO) to ensure sufficient buffer against unforeseen downside risks. Moreover, TTB remains vigilant and tries to keep quality loan portfolio with ongoing de-risking weak loan initiatives and proactive NPL resolution activities as well as tightening underwriting criteria for new quality loans.

The Bank continued to maintain prudent risk management and strong risk absorption ability against future uncertainties. The total ECL amounted to THB19,852 million in 2024, a decline of 10.6% YoY, equivalent to 154 bps in terms of credit cost. The decrease was due to high-base effect as in 4Q23 the Bank set an extra MO on the backdrop of financial flexibility to strengthen LLR. Asset quality indeed remained in check. The normal risk cost equaled THB17,379 million, or equivalent to a credit cost of 135 bps which ended within the 2024 guidance. With our conservative approach in risk management,

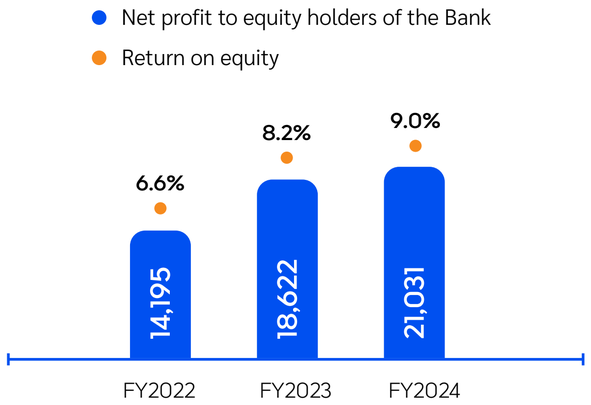
the Banks continued to keep stringent ECL model and maintain robust LLR level. **The coverage ratio** remained high at 151% at the end of December 2024.

Net profit to equity holders of the Bank (after income tax)

After provision and tax benefit, net profit to equity holders of the Bank in 2024 stood at THB21,031 million, an increase of 12.9% YoY and represented ROE of 9.0%.

Figure 8: Net Profit and Return on Equity (ROE)

THB Million



Note: Consolidated financial statements

Noted: The Bank has tax benefit from the investment loss upon TBANK liquidation with the remaining tax benefit of THB10.6 billion to be subsequently recognized within 2028. The recognition will not be on a straight-line basis but will be subject to the estimation of future net profit stream. As a result, there was no corporate income tax expense in 2024.

4.2 Financial Position

The Bank has set a clear business direction to keep focus on the core strengths while avoid unnecessary risks. With that, TTB continued to strengthen balance sheet position and improved operating performance throughout 2024 backed by ongoing strategic moves in balance sheet side: efficient asset-liability management, loan-deposit mix optimization, investment portfolio management and debt and borrowing management together with prudent risk management. Key areas of 2024 financial position are as follows.

Figure 9: Selected Financial Position

(THB million)	Dec-24	Dec-23*	%YTD
Cash	14,809	15,487	-4.4%
Interbank and money market items, net	288,562	267,486	7.9%
Financial assets measured at fair value through profit or loss	10,381	2,470	320.3%
Derivative assets	8,663	7,236	19.7%
Investments, net	156,350	179,088	-12.7%
Investments in subsidiaries and associate, net	8,584	8,614	-0.4%
Total loans to customers	1,240,874	1,327,964	-6.6%
Add accrued interest receivables and undue interest receivables*	8,422	8,674	-2.9%
Less allowance for expected credit loss	59,007	63,502	-7.1%
Total loans to customers and accrued interest receivables, net	1,190,289	1,273,136	-6.5%
Properties for sale, net	15,235	12,159	25.3%
Premises and equipment, net	15,392	18,673	-17.6%
Goodwill and other intangible assets, net	25,003	23,434	6.7%
Deferred tax assets	3,106	2,028	53.2%
Other assets, net	12,149	12,751	-4.7%
Total Assets	**1,748,523**	**1,822,563**	**-4.1%**
Deposits	1,328,594	1,386,581	-4.2%
Interbank and money market items	90,184	87,794	2.7%
Financial liabilities measured at fair value through profit or loss	7,319	1,816	302.9%
Debts issued and borrowings, net	29,247	59,531	-50.9%
Other liabilities	55,366	59,364	-6.7%
Total Liabilities	**1,510,710**	**1,595,087**	**-5.3%**
Equity attributable to equity holders of the Bank	237,812	227,477	4.5%
Non-controlling interest	0	0	0.0%
Total equity	**237,812**	**227,477**	**4.5%**
Total liabilities and equity	**1,748,523**	**1,822,563**	**-4.1%**
Book value per share (Baht)	2.44	2.34	4.2%

Note: Consolidated financial statements

* For credit impaired loans to customers and accrued interest are presented net from allowances for expected credit loss

* In 4Q24, there was a change in accounting policy for measuring of building from 'revaluation model' to 'cost model', so the effect of such change was revised retrospectively in Dec 23 figures for comparative purpose.

Assets

As of 31 December 2024, total assets on consolidated basis were THB1,748,523 million, decreased by 4.1% YTD. Key items are as follows:

1) Total Loans to Customers

As of Dec-24, The Bank recorded total loans to customers on consolidated basis of THB1,241 billion, declined by 6.6% YTD. Rather than pursuing aggressive growth, the growth momentum developed consistently with the Bank's strategy to optimize liquidity utilization while avoid unnecessary risks and keep business focus on the Bank's core strengths and expertise in this year. Moreover, the Bank reaffirmed to selectively grow quality portfolios and efficiently adjust loan mix towards high-yield retail loans with justified risk-adjusted returns. Low-yield commercial lending has been selectively running down on the back of our liquidity recycling strategy to capture better risk-adjusted returns. In turn, the target segments of retail loan namely, Cash Your Car (CYC), Cash Your Home (CYH) and consumer lending were growing on track. Details are as follows:

- **Retail lending** on consolidated basis declined by 6.4% YTD, mainly attributable to secured portfolios both hire purchase and mortgage lending. Meanwhile, the targeted segments of top-up loans, including Cash Your Car (CYC), Cash Your Home (CYH), and Personal loan remained positively on track.

  Hire purchase: HP declined by 11.3% YTD, primarily due to a slowdown in the domestic car sales market and a strategic focus on selectively growing the used car customer base through the 'Roddonjai platform' which led to a decrease in overall HP loan balances. However, ttb aimed to maintain leading position in the car market while leveraged our quality existing customers cross-selling towards higher-yield products to enhance risk-adjusted returns, resulting in Cash Your Car (CYC) experienced a 5.5% increase YTD.

  Mortgage: mortgage lending declined by 2.9% YTD. In details, new home loan decreased by 6.3% YTD as the Bank remained cautious in credit underwriting amid a modest demand in the housing market while the targeted home top-up loans, Cash Your Home (CYH), remained on the positive trajectory, growing steadily by 12.1% YTD.

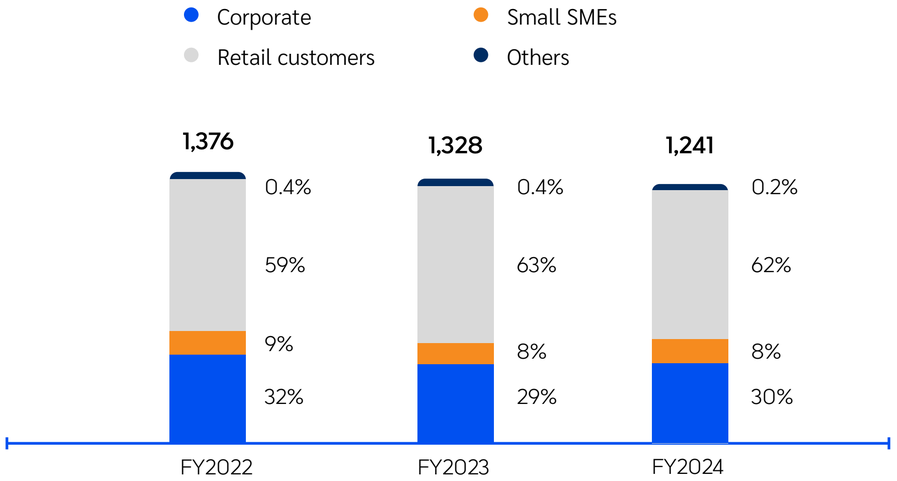
Consumer loans: Personal loan portfolio expanded further by 10.4% YTD and credit card loans also rose by 7.2% YTD. This reflects the continuous effort in building up a fairer share in the consumer loans area through ttb consumer.

- **Corporate lending** on consolidated basis declined by 5.6% YTD, mainly from our strategic move in freeing-up liquidity from low-yield portfolio to selectively grow towards secured higher-yield loan space. Nevertheless, corporate loan mix marginally increased to 30% from 29% in 2023.

- **SME segment** (Small and Medium SME) declined by 11.4% YTD, consistently with our strategy to de-risk from SME lending and maintain a conservative position.

Figure 10: Total Loan Breakdown by Segment

THB Billion



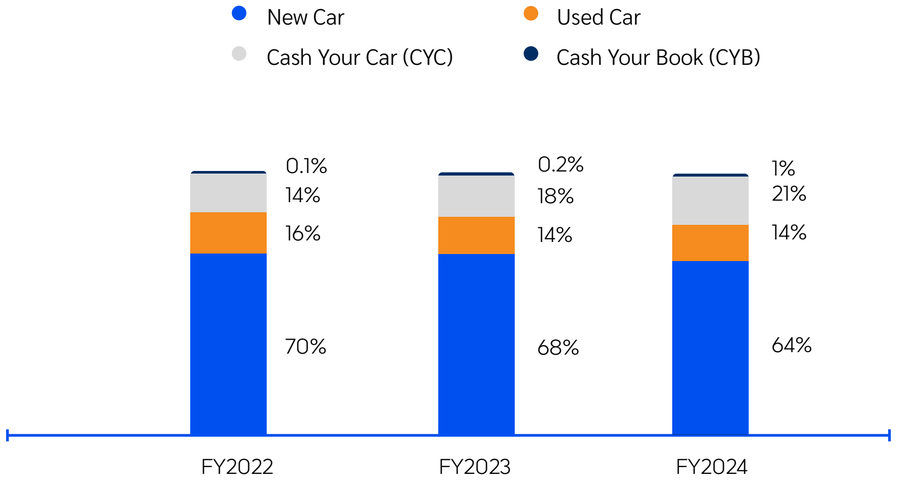
Note: Consolidated financial statements

In terms of loan breakdown by customer segments, the loan portfolio has diversified and shifted to retail segment since the merger. As of 31 December 2024, retail loans accounted for 62% while corporate loans were 30% and SME were 8% of total portfolio.

In terms of key products, 29% of total loan was hire purchase, followed by mortgage of 26%, term loan of 17%, working capital (OD&RPN) of 14%, unsecured & credit card of 7%, trade finance of 6%, and others 1%, respectively.

Additional information: For Hire Purchase portfolio breakdown as of 31 December 2024, consisted of new car 64%, cash your car (CYC) 21%, used car 14%, and cash your book (CYB) of 1%, respectively.

Figure 11: Hire Purchase Portfolio Breakdown



Note: Consolidated financial statement

Stage 3 loans/Non-performing loans (NPLs) and NPL ratio, excluded accrued interest receivables: According to the new accounting standard under TFRS9 which implemented on 1 January 2020, non-performing loans is classified as stage 3.

With the overall banking industry outlook, the market concern on portfolio quality remained amid uncertain and lingering macroeconomic environment recovery while potential downside risks also stemmed from global political and economic issues. Potential weakness in hire purchase market is also spotted following the rising EV adoption and a slowdown in domestic car market. Having said that, with our quality growth strategy, stringent risk management principles and consistent NPL solutions, overall portfolio quality of the Bank remained stable; NPL formation remained under control.

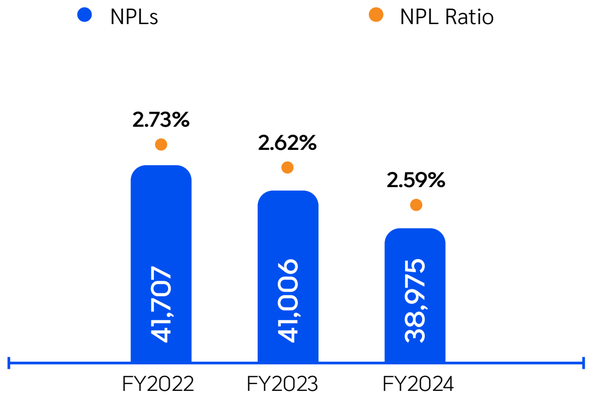
As of 31 December 2024, Stage 3 loans (NPLs), excluded accrued interest receivables on consolidated basis, was reported at THB38,975 million, which declined from THB41,006 million at the end of December 2023. Stage 3 loans (NPLs) on bank-only basis amounted to THB34,907 million, a decrease from THB36,347 million in December 2023.

As of 31 December 2024, NPL ratio on consolidated basis was recorded at 2.59%, well-contained in comparison with 2.62% at the end of December 2023. Meanwhile, NPL ratio on bank-only basis stood at 2.32%, declining from 2.33% as of December 2023. Overall, NPLs level remained at manageable level as a result of our conservative loan growth and ongoing efforts to de-risk the portfolio through write-offs and sales initiatives. Stage 3 ratio represented a decline from pre-pandemic levels and was ended below the guidance of ≤2.9%.

Besides, the Bank will continue to prudently monitor the portfolio quality and debt serviceability especially vulnerable businesses and households in order to offer further assistance to those in needs, ensuring overall soundness and stability of the Bank's asset quality.

Figure 12: Stage-3 Loans (NPLs) and NPL Ratio

THB Million



Note: Consolidated financial statements

Allowance for expected credit loss

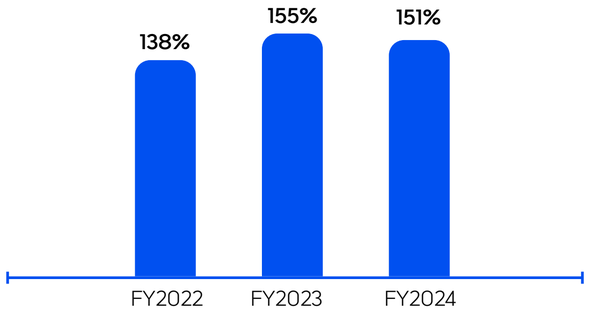
The Bank has continued to maintain risk absorption ability on the back of our financial capability. As of 31 December 2024, the Bank and its subsidiaries reported the allowance for expected credit loss at THB59,007 million, which decreased by 7.1% YTD. Such declines were in part of write-off activities to keep the portfolio clean. We have proactively de-risked the weak portfolio while prudently maintained the loan loss buffer by setting aside additional provisions on top of the normal provision level as an extra cushion for future economic uncertainties, to ensure that our asset quality has been kept in check. In addition, the coverage ratio remained robust at 151%.

At this LLR level, it would help safeguard the Bank's operational performance and dividend stream against unforeseen events and economic downturn. While during the upturns, this could give a flexibility to the Bank's investment activities as well as potential upside as a return for shareholders.

Coverage ratio

Coverage ratio on consolidated basis was recorded at 151%, compared to 155% as of Dec 2023. The Bank consistently maintained coverage ratio at prudent level.

Figure 13: Coverage ratio



Note: Consolidated financial statements

2) Interbank and Money Market

As of 31 December 2024, Net interbank and money market items increased by 7.9% YTD to THB288,562 million. Such increase was aligned with the strategic liquidity management preparing for re-deploying in selective asset areas especially high-yield retail loans while securing appropriate returns from the market rates.

3) Investment

Under TFRS9, investment items are classified into 3 categories; fair value through profit or loss (FVTPL), fair value through other comprehensive income (FVOCI) and measured at amortized cost. As of 31 December 2024, investments were classified as follows:

Figure 14: Net Investment

(THB million)	Dec-24	Dec-23
Financial assets measured at FVTPL	**10,381**	**2,470**
Investments in debt securities measured at amortized cost	59,831	55,891
Investments in debt securities measured at FVOCI	93,349	120,973
Investments in equity securities measured at FVOCI	3,170	2,224
Net Investment*	**156,350**	**179,088**
Total Investment	**166,731**	**181,558**

Note: Consolidated financial statements

* Net investments comprised of investments measured at amortized cost and measured at FVOCI

Liabilities

As of 31 December 2024, total consolidated liabilities were THB1,510,710 million, decreasing by 5.3% from December 2023. Details of key figures are as follows.

1) Deposits

Before entering 2024, the Bank strategically acquired sizable deposit volumes in 4Q23 as our liquidity preservation strategy in preparation for year 2024 in which we anticipated tightening deposit competition. It equipped us with ample liquidity and flexibility in managing deposit level throughout 2024 since the loan growth remained soft. The Bank focused on keeping balance between deposit and loan level reflecting in a decline 4.2% YTD of deposit balance on a consolidated basis as of 31 December 2024, down to THB1,328,594 million.

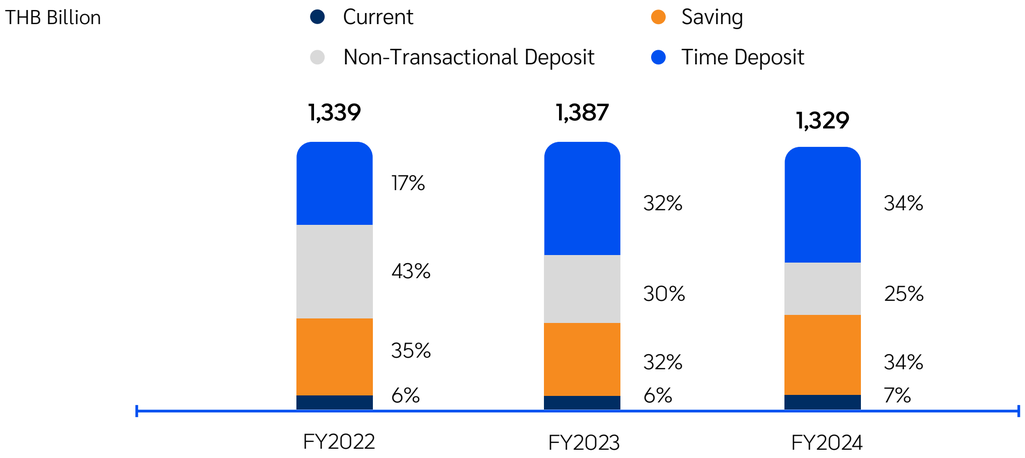
Moreover, the Bank started to adjust deposit mix and duration preemptively preparing for interest rate downcycle. Term deposits were still used as tactical products and become the biggest portion in deposit mix (34%), but the product offerings were shifted from TD-long duration to shorter duration TD such as TD Quick 12M amid the interest rate cut cycle. As a result, TD continued to expand by 3.3% YTD. CASA also increased 1.1% YTD mainly from inflows of commercial accounts. However, transactional flagship product, namely ttb all free, still grew by 4.7% YTD. Meanwhile, hybrid products called No-Fixed and

ME experience outflow to TD and other alternative investment products during high interest rate environment, declining 20.4% and 3.2% YTD, respectively.

The overall deposit momentum YTD was still in-line with the Bank's target guidance and liquidity management. The Bank's liquidity position improved and lessened pressure on deposit acquisition reflected by loan-to-deposit ratio (LDR) lowering to 93% from 96% as of the end of December 2023. Going forward, the Bank will continue to selectively grow deposit to align with loan volume while leveraging the digital platform to acquire more main-bank customers as well as efficiently manage interest spread to hold up overall margin.

As of December 2024, retail deposit proportion represented 72% and commercial deposit represented 28% of total deposit. In terms of deposit structure, the ratio of non-transactional deposit to total deposit was reported at 25% while transactional deposit (CASA-excluded no-fixed and ME Save) accounted for 41%, Time Deposit accounted for 34%, respectively.

Figure 15: Deposits Breakdown by Products



Note: Consolidated financial statements

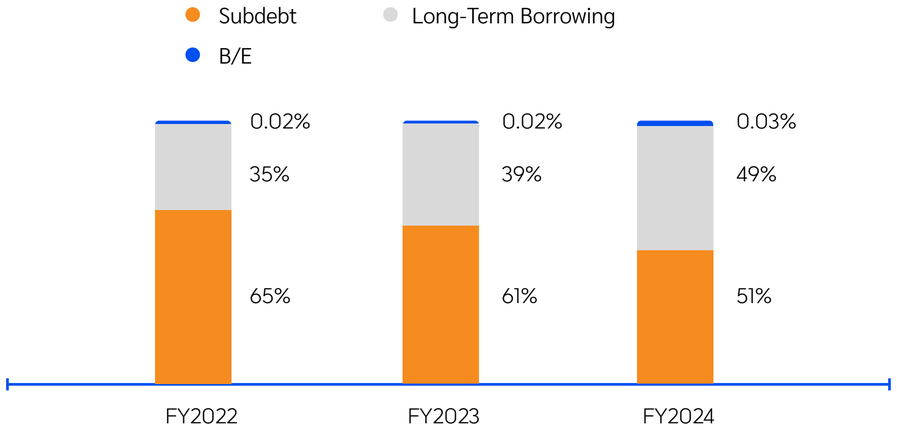
Remark: "TTB No Fixed" and "ME" are classified as savings account as they are not required to maintain minimum balance and have no restriction to term of deposit, presented in this graph as non-transactional deposit.

2) Borrowings

As of 31 December 2024, total borrowings of the Bank and its subsidiaries recorded at THB29,247 million which declined marginally by 50.9% YTD. The reduction in borrowings was primarily due to the early redemption of THB 30 billion in Subordinated Tier II debt and the downsizing of the re-issuance by half in June 2024, along with the early redemption of the entire AT1 portfolio in early December 2024. These reductions were part of a strategic funding cost management effort aimed at lowering high-cost borrowings to improve financial efficiency in the current market interest rate environment.

In terms of borrowing structure, 51% was sub-debt. This was followed by senior debentures of 49% and BE of 0.03%.

Figure 16: Borrowings Breakdown



Note: Consolidated financial statements

3) Interbank and Money Market

Net interbank and money market items amounted to THB90,184 million which increased by 2.7% YTD, mainly due to the Bank's liquidity management.

Shareholder's equity

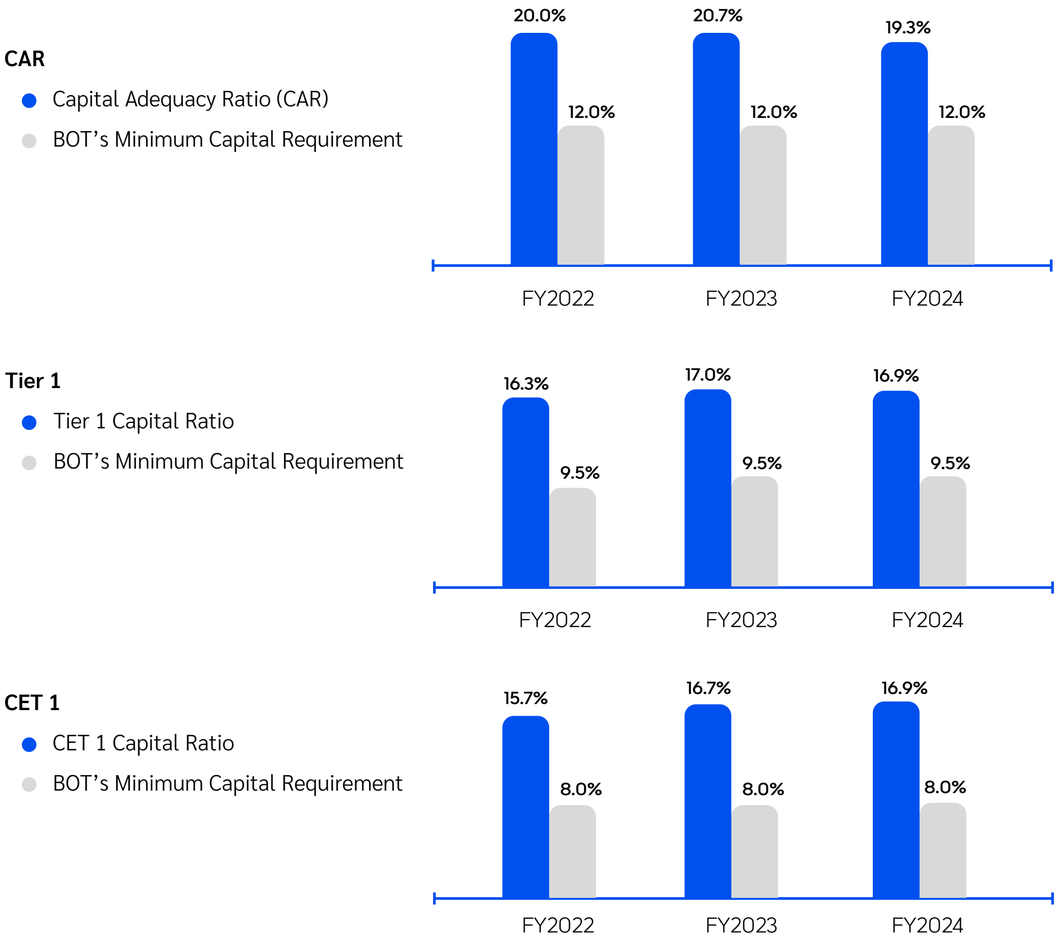
As of 31 December 2024, the consolidated equity was THB237,812 million, increasing by 4.5% YTD. Such increase was mainly due to accumulation of the net profit offsetting with dividend payment during 2024.

4.3 Liquidity and Capital adequacy

The Bank has always ensured sufficient liquidity position, indicated by Liquidity Coverage Ratio (LCR) which of 230% as of 31 December 2024, which improved from 199% in 2023, and this level is well above the BOT's minimum requirement at 100%.

The Bank consistently ensures robust capital base. As of 31 December 2024, Capital Adequacy Ratio (CAR) on consolidated basis under Basel III calculation was at 19.3%, while Tier 1 ratio and CET 1 ratio stayed at 16.9%. Such levels were well above the Bank of Thailand's minimum requirement (including conservation buffer and the D-SIBs buffer) of 12.0%, 9.5%, and 8.0% of CAR, Tier 1 ratio and Core Tier 1 ratio, respectively.

Figure 17: Capital Adequacy



Note: Consolidated financial statements

For the disclosure of full details of capital under BASEL III, please visit Investor Relations webpage at https://www.ttbbank.com/en/ir/financial-information/pillar3

4.4 Responsible Lending and Customer Support Programs

As the Bank set its path to create better Financial Well-being for customers, we continued to support responsible lending and provided sustainable solutions to address household debt issues. The Bank also proactively assisted customers who were in difficulty thru various customer support programs such as Tang-Lak, You Fight We Help, and Debt Consolidation.

As we continued to promote debt consolidation, the number of customers who participated in the program in 2024 increased to 37,470 persons from approximately 17,000 persons at the end of 2023. This could translate into a reduction in interest burdens of over THB 2,110 million. With such efforts, customers received proper assistance and could sustainably service their debts which, in turn, also helped the Bank's asset quality remained manageable.

4.5 Driving Business for Sustainability

TMBThanachart is firmly committed to integrate sustainability into the Bank's business strategies and practices. Anchored by Business, Environmental, Social Sustainability, and Corporate Governance & Business Ethics (B+ESG), the Bank strives to achieve not only a robust financial commitment, but also long-term sustainable growth for all stakeholders. With the ingrained 'Make REAL Change' philosophy, the Bank fully leverage its potential post-merger to develop quality and holistic financial solutions and services. Its primary goal is to truly improve customers' life-long Financial Well-being by promoting financial literacy across four fundamental pillars: Spending & Start Saving, Healthy Borrowing, Investing for Future, and Sufficient Protection. Thus, customers would be equipped with suitable financial solutions at all stages of life.

In terms of Business Sustainability, the Bank has continued its business transformation towards "Digital-First" and "Ecosystem Play", focusing on building new capabilities and offering seamless customer journey in the entire value chain, particularly for payroll customers, car owners, homeowners, wealth customers and commercial customers. With data-driven hyper-personalization engagement, the Bank offers customers elevated and unique solutions, thereby deepening its relationship with them. In 2024, 92% of all financial transactions were realized via digital channel with continued increased of digital sales, showing strong momentum of digital transactions. Moreover, the Bank will introduce a loyalty program in 2025 which will be a new tool to engage customers along their life cycles and ultimately win main bank customer relationships.

To reaffirm its commitment to Environmental Sustainability, the Bank continues its crucial role as a financial institution in supporting Thailand's transition towards a net-zero economy by 2065. Our Climate Strategy is built on three pillars:

1) Reducing greenhouse gas emissions in our operations (Head office, Petchburi and Wongsawang buildings) where we successfully reduced 35% of scope 1 and 7% of scope 2 emissions compared to 2023.
2) Managing environmental and climate-related risks which is governed by the Environmental and Social Responsibility (ESR) Policy. The Policy indicates the "Exclusion List" or a list of businesses in which the Bank must not get involved at all due to ESR concerns. Among these sectors are carbon-intensive industries, such as coal mining and exploration, coal-fired power generation, and unconventional oil and gas. In 2024, the Bank conducted regulatory climate stress test that focused on physical risk. The finding indicated that the Bank is able to well withstand the impact of the tested scenario.
3) Financing and advising clients' transition to net-zero. The Bank extended THB 19.7 billion in ESG financing and consistently focused on enhancing clients' understanding and capabilities in anticipation of forthcoming ESG regulations.

With the aim of easing the financial strain on the Thai people to support Social Sustainability, the Bank has provided financial support to individuals and businesses through the debt consolidation program, credit card balance transfer and welfare loan scheme. Over 2.2 million all free customers have been protected with accident protection and life insurance ensuring financial stability, and the mitigation of loss for customers and families. Moreover, the Bank has actively promoted financial literacy among its employees, customers, and the public through diverse programs on our digital platforms, with the traffic of over 1.6 million sessions, furthering our commitment to enhancing the Financial Well-being of Thai people. Going forward, the Bank remains committed to fostering fair banking principles and striving for a sustainable economy where environmental and social considerations are embraced.

For more details of our sustainability, visit our sustainability report:
https://www.ttbbank.com/en/sustainability/policies-and-reporting/reporting-and-publications.

4.6 Credit Ratings

The table below shows credit ratings of TMBThanachat Bank assigned by Standard & Poor's, Moody's Ratings and Fitch Ratings as of December 2024.

Moody's Ratings		
	International rating	Outlook
Bank Deposits	Baa1/P-2	Stable
Baseline Credit Assessments (BCAs)	baa3	
Senior Unsecured	(P)Baa1	

Latest Changes: June 2020, Moody's has affirmed long-term rating and revised outlook to stable.

Standard & Poor's		
	International rating	Outlook
Long-Term Counterparty	BBB-	Stable
Short-Term Counterparty	A-3	
Senior Unsecured	BBB-	
Stand-Alone Credit Profile (SACP)	bb	

Latest Changes: March 2022, Standard & Poor's has downgraded long-term rating and revised outlook to stable.

Fitch Ratings		
	International rating	Outlook
Long-Term IDR	BBB	Stable
Short-Term IDR	F2	
Senior Unsecured	BBB	
Viability Rating	bbb-	
Support Rating Floor	BBB	
Support Rating	2	
	National rating	
Long-Term	AA+ (tha)	
Short-Term	F1+(tha)	
Subordinated Debt	A (tha)	

Latest Changes: September 2021, Fitch Ratings has upgraded Long-term IDR and Support rating floor with stable.

5. General Information and Other Significant Information

5.1 General Information

Company Information	
Name of the Company	TMBThanachart Bank Public Company Limited Security's symbol "TTB"
Nature of Business	Commercial bank's businesses in accordance with Financial Institutions Businesses Act and the businesses concerning financial services under the permission of the Ministry of Finance, the Bank of Thailand, and other parties concerned.
Head Office	3000 Phahon Yothin Road, Chomphon, Chatuchak, Bangkok 10900
Registration No.	0107537000017
Telephone	0 2299 1111
Contact Center	1428
Website	http://www.ttbbank.com

Other Referral Parties		
Share registrar	Thailand Securities Depository Co., Ltd. The Stock Exchange of Thailand Building, 93 Ratchadaphisek Road, Dindaeng Bangkok 10400 Tel 0 2009 9999	
Auditors	Mr. Waiyawat Kosamarnchaiyakij Or Ms. Pantip Gulsantithamrong Or Mrs. Wilai Buranakittisopon Or Mr. Chokechai Ngamwutikul KPMG Phoomchai Audit Ltd. 50th Floor, Empire Tower 1 South Sathorn Road Yannawa, Sathorn Bangkok 10120 Tel 0 2677 2000	CPA Registered No. 6333 CPA Registered No. 4208 CPA Registered No. 3920 CPA Registered No. 9728

5.2 Transactions with Relating to Investment Decisions

The Bank was imposed the regulatory fine by BOT and SEC as detailed below.

Year	Regulatory Fine
2024	None
2023	None
2022	None
2021	None
2020	None

5.3 Legal Disputes

As of December 31, 2024, TMBThanachart Bank does not have an unsettled legal dispute which has the potential to negatively impact its assets, as the claimed amount is worth over 5% of net equity according to financial statements of Bank.

Part 2

Management and Corporate Governance

Corporate Governance Policy

Corporate Governance Structure

Corporate Governance Report

Internal Control and Related Party Transactions

6. Corporate Governance Policy

6.1 Corporate Governance Policy Framework

The Board of Directors is well aware of the importance and benefits of good corporate governance and has therefore established the written Corporate Governance Policy, in alignment with the guideline of the Securities and Exchange Commission (SEC), based upon the Principles of Good Corporate Governance for Listed Companies of the Stock Exchange of Thailand (SET), in line with the relevant regulations and Banking Industry Code of Conduct. The policy aligns with the international standard and focuses on proper business operations with efficiency, integrity, transparency, without fraud and corruption, to foster sustainability within the Bank and confidence of shareholders, investors, stakeholders, society, and all related parties. The Corporate Governance Policy was posted on the Bank's website* for employee and public awareness of the policy, which covered the following principles:

To ensure the Bank's corporate governance, the Board of Directors has established objectives and principles of corporate governance in the Bank's Corporate Governance Policy as follows:

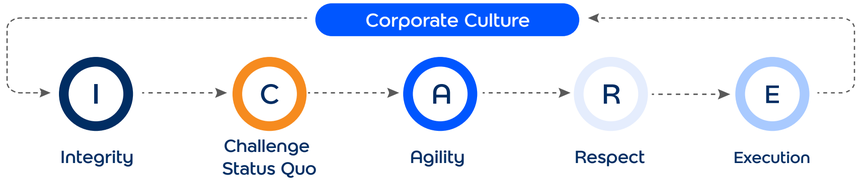
Corporate Governance Code for the Bank

1. Establish clear leadership roles and responsibilities of the Board for sustainable value creation
2. Define main objectives and goals of the organization for sustainability
3. Strengthen effectiveness of the Board
4. Seek and develop Senior Management and human resources management
5. Nurture innovation and responsible business
6. Strengthen effective risk management and internal control
7. Ensure credibility and disclosure of financial information
8. Ensure engagement and communication with shareholders

* https://www.ttbbank.com/en/about-us/corporate-governance-policy

Corporate Governance Objectives of the Bank

1. To ensure the Bank's business operations with care, efficiency, and effectiveness for stability and sustainable and continued growth in accordance with "I CARE" corporate culture, as the guideline to be applied to customers, business partners, and employees, which comprises:



2. To ensure that the Bank's business operations are in compliance with good corporate governance principles, without fraud and corruption, and based on key fundamentals of accountability, responsibility, equitable treatment, loyalty, and transparency
3. To safeguard the Bank's interests together with the benefits, rights, and equitable treatment of stakeholders, which will foster confidence of both domestic and foreign shareholders and contribute to an increase in the Bank's value
4. To ensure that the Bank's business operations are in compliance with relevant laws, rules, regulations, and regulatory requirements
5. To encourage the Board of Directors and employees to provide all stakeholders with the fair and transparent treatment
6. To prevent conflicts of interest among the Bank, directors, employees, and stakeholders and set a framework of responsibilities of the Board and Management toward stakeholders
7. To ensure that the Bank puts in place the stringent work processes, proper and efficient internal control systems, and risk management systems that meet international standards
8. To ensure that the Bank discloses complete and accurate financial and non-financial information that is significant to decision-making in a timely manner

6.1.1 Policy and Procedure Related to the Board of Directors

1. Strategies and Goals	
Policy	Corporate Governance Policy
Process	The Board of Directors ensures that the Bank establishes its objectives or goals with clarity and suitability and communicates clearly to staff to drive toward an aligned direction. The Board also advocates the key objectives and goals to be reflected in the staff performance in every tier to accomplish a corporate culture and ensures the formulation of strategies and annual business plans in alignment with such objectives or goals, with the proper and secure adoption of innovation and technology to enhance competitiveness, respond to stakeholders' needs, and meet social and environmental responsibilities, as well as the annual review.
Practice	The Board of Directors monitors Management's performance to ensure alignment with the policies and strategies set forth.
2. Risk Management	
Policy	Corporate Governance Policy
Process	The Board is responsible for ensuring the Bank's effective risk management framework in place, including risk appetite, risk management policies and strategies, and risk management processes and systems capable of processing overall risks and covering all material risks. The systems shall be efficient and able to accommodate risk management and material risk reports of the Bank, with sufficient and inclusive risk management tools and reinforcement of a risk-conscious corporate culture. Furthermore, the Board is trusted to ensure that the Bank has credit and investment policies with caution regarding credit provision to businesses related to directors, persons with power of management, or major shareholders. Moreover, the Board is responsible for ensuring corporate governance within the Bank's financial business group for effective risk management policies, processes, and risk reports as appropriate and in line with the Bank's direction.
Practice	The Board oversees the Management to control the Bank's risks at an appropriate and acceptable level, with regular review of risk management processes. The Board also acknowledges risk management result reports on a regular basis.

3. Internal Control	
Policy	Corporate Governance Policy
Process	The Board is responsible for ensuring the Bank's proper internal control, with effective management systems sufficient for the risk appetite, appropriate for job descriptions or processes, and able to reflect errors that might arise in a timely manner. The organizational structure shall also allow execution of the Three Lines of Defense with independence and efficiency.
Practice	The Board monitors internal control regularly, with periodical assessment of efficiency and adequacy of such internal control for its improvement to be more stringent and appropriate for the changing situations. The Board also acknowledges reports of internal control practices on a regular basis.
4. Subsidiary and Associated Company Oversight	
Policy	Corporate Governance Policy, Consolidated Supervision Policy, and Equity Investment Policy of the Bank
Process	The Board also approves oversight of companies with the Bank's investment to ensure proper and stringent compliance in alignment with the dynamic situations. Companies under its oversight are categorized into 4 groups based on investment proportion, roles, and business models as summarized below: 1. Business-related and the Bank's business direction supporting with more than or equal to 50% shares 2. Business-related and the Bank's business direction supporting with less than 50% shares 3. Government/Banking infrastructure supporting 4. Other investment and TDR companies The Board implements the oversight through 3 mechanisms of the Bank: (1) the Board of Directors and sub-committees, (2) Management through Chief Executive Committee, and (3) representative directors of the Bank. Moreover, the Board specifies the oversight framework to cover the following 5 aspects: 1. Strategic Direction 2. Finance and Performance Management 3. Risk Management and Control 4. Good Governance and Sustainability 5. HR Governance

Practice	The Bank reviews (1) Corporate Governance Policy, (2) Consolidated Supervision Policy, and (3) Equity Investment Policy in alignment with the oversight structure of the companies with the Bank's investment as approved by the Board. Moreover, the Board's mandate is for the Bank's subsidiaries to adopt the Bank's policies, i.e. Insider Information Policy and Anti-Corruption Policy, into practice. The Bank publishes the structure of its business group on the website: https://www.ttbbank.com/en/about-us/corporate-group-structure
5. Nomination, Development, and Performance Assessment	
Nomination	
Policy	Corporate Governance Policy
Process	The Board ensures that the Bank puts in place a definite and transparent director nomination process. Nomination, Remuneration and Corporate Governance Committee was assigned to review and propose the policy, criteria, and processes of candidate selection and nomination to the Board for the appointments of the Bank's directors and sub-committees' chairmen and members, with the skill matrix taken into consideration, including review of policies, structure, and overall practice regarding renumeration within the Bank and its subsidiaries.
Practice	• The Board annually reviews the Board's structure. The Bank considers whether the directors' skill diversity remains suitable for the current business direction. The Board's structure consists of 14 directors, divided into 5 independent directors, 13 non-executive directors (including 5 independent directors), and 1 executive director. Check and balance between the Board and Management are in place, with clearly designated roles and responsibilities for effective oversight. • The Board approves the nomination of 5 directors whose terms of service ended in 2024 to the AGM for approval and re-election of the 5 directors for another term (2024-2027). The said 5 directors included Mr. Philippe G.J.E.O. Damas, Mrs. Charita Leelayudth, Mr. Teeranun Srihong, Mr. Prinya Hom-anek, and Mr. Piti Tantakasem. • The details of the qualified persons proposed to the 2024 AGM are disclosed in the annual shareholders' meeting invitation letter on the Bank's website[1]. • The Bank provided an opportunity for the minority shareholders to exercise the right to nominate qualified persons to be elected as the Bank's directors at the 2024 AGM in advance from 1 September 2023 to 30 November 2023. The Bank published the determined criteria and practices on its website[2]. However, at the end of the said period, no shareholder nominates any person to be considered and elected as a director.

Remark:

[1] https://www.ttbbank.com/en/ir/shareholder-services/notification-of-the-shareholder-meeting

[2] https://www.ttbbank.com/en/ir/shareholder-services/propose-agenda-directors-by-minority

5. Nomination, Development, and Performance Assessment	
Development	
Policy	Corporate Governance Policy
Process	The Board ensures its members' knowledge and understanding of the roles, business models, and relevant laws and encourages all directors to enhance their skills and knowledge pertinent to their performance of duties on a regular basis.
Practice	The Bank prepares beneficial documents and information for new directors to perform their duties, including orientation and introduction to the nature of business, business models, and relevant rules and regulations to such new directors. Furthermore, the Bank also encourages and promotes directors' knowledge regarding their performance of duties by offering external and internal training courses for directors to extend their knowledge pertinent to the Bank's business operations and their responsibilities as directors.
Performance Assessment	
Policy	Corporate Governance Policy
Process	The Board ensures annual performance assessment of its directors and sub-committees' members consistently. Nomination, Remuneration and Corporate Governance Committee proposes the policies, criteria, and methodology of the Board and sub-committees' performance assessment to the Board for approval. In this regard, the Board and sub-committee assessment results are reported to the Board for acknowledgment.
Practice	The Bank publishes the Board's performance assessment criteria and methodology in its annual report.

6. Code of Conduct and Corporate Culture	
Code of Conduct	
Policy	The Bank's Code of Conduct
Process	The Board places importance on good corporate governance in accordance with Banking Industry Code of Conduct as well as performance of duties of directors, executives, and employees in compliance with applicable laws, rules, ethics, and regulations in connection with effective and transparent performance.
Practice	The Board requires the code of conduct of the financial business group as the standard of business operations for all directors, executives, and employees to strictly adhere to as the guideline for performing their duties.
Corporate Culture	
Policy	Corporate Governance Policy
Process	The Board ensures that the Bank establishes its objectives or goals with clarity and suitability and communicates clearly to employees to drive toward an aligned direction. The Board also advocates the key objectives and goals to be reflected in employee performance in every tier to accomplish a corporate culture. The Bank establishes I CARE corporate culture as the guideline to be applied to customers, business partners, and employees, as part of Corporate Governance Policy as follows: 1. Integrity 2. Challenge Status Quo 3. Agility 4. Respect 5. Execution The aim is for the Bank's business operations with prudence, efficiency, and effectiveness for its stability and sustainable and continued growth.
Practice	The Board cultivates I CARE corporate culture as the guideline to be applied to customers, business partners, and employees as part of the Bank's key processes to ensure that all employees perform their duties with professionalism and integrity in order to deliver excellent customer experiences.

7. Conflict of Interest and Use of Inside Information	
Policy	Confidential and Inside Information and Conflict of Interest Policy
Process	The Board ensures that directors, executives, and employees report, avoid, and prevent conflicts of interest and refrain from participating in consideration of transactions with potential conflicts of interest. Moreover, directors and executives as defined by the SEC are obliged to disclose information of their securities holding to prevent cases of conflicts of interest or the use of inside information for personal interests.
Practice	The Bank determines the consideration process for related-party transactions or potential conflicts of interest to ensure that such transactions are reasonable. Furthermore, the Bank establishes the guideline for data storage and prevention of the use of inside information significant to changes in security prices or values. Management prepares reports of the Bank's securities held by directors, executives, and their spouses/minor children to the Board for acknowledgement on a monthly basis as well as summary reports on any changes in the Bank's securities held by directors, Chief Executive Directors, Chiefs, their spouses, and minor children, with disclosure in the annual report. Moreover, the Board has assigned Company Secretary to ensure that directors and executives report their interests in the Bank and submit such reports to Chairman of the Board and Chairperson of Audit Committee within 7 days from the date such reports are received, in order to comply with Section 89/14 and Section 89/16 of the Securities and Exchange Act B.E. 2535 as well as appliable notifications of the SEC. In 2024, there was no incident where the Bank, its directors, or executives were fined, accused, or prosecuted in civil court, by regulatory bodies such as the SEC or the SET, for unfair treatment or exploitation of investors through the use of inside information by its directors or executives.
8. Anti-Corruption Oversight and Whistleblowing	
Policy	Anti-Corruption Policy and Whistleblowing Policy
Process	The Bank consistently communicates to all directors, executives, and employees for their acknowledgement and understanding of the contents of Anti-Fraud Policy and Anti-Corruption Policy every year. In addition, the Bank arranges channels for stakeholders to conveniently report information or file complaints and determines the measures to protect whistleblowers against any threats.
Practice	The Bank is a certified member of the Thai Private Sector Collective Action Against Corruption (CAC). In addition, the Bank has included the content of Anti-Corruption Policy as part of its new director orientation session and communicates to directors on the Anti-Corruption Policy and their roles and responsibilities every year. Moreover, the Bank requires all executives and employees to attend the anti-corruption training courses every year.

6.1.2 Policies and Procedures Related to Shareholders and Stakeholders

The Board of Directors' Oversight of Conflict of Interest and Use of Inside Information

The Board of Directors considers and approves the Corporate Governance Policy and the Confidential & Inside Information and Conflict of Interest Policy. Based on such policies, the Bank has established measures for directors, executives, and employees to comply as follows:

1. **Prevention of Conflict of Interest**

   The Bank prohibits directors and executives with a conflict of interest from participating in the consideration and approval of such transactions. In addition, Audit Committee shall oversee compliance with the regulations of related-party transactions and present audit reports of such transactions to ensure propriety in accordance with the regulatory requirements.

2. **Prevention of Use of Inside Information**

   The Bank prohibits directors and executives with access to the Bank's inside information from the misuse for undue interests from the securities trading. In this regard, the Board ensures reports on beneficial interests and securities holding of directors and persons with power of management as well as their related persons on a quarterly basis.

Corporate Governance Policy and Confidential & Inside Information and Conflict of Interest Policy	Process	Practice
1. The Board of Directors ensures that the Bank has the policy governing transactions with potential conflicts of interest in place to allow the transactions with potential conflicts of interest to be fairly and transparently treated in compliance with regulatory requirements and that the disclosure of such information shall be correctly and completely conducted in compliance with good corporate governance. 2. The Board ensures that the Bank establishes written policies and guidelines for storage and prevention of the use of inside information. This includes the information not yet disclosed to the public but significant to changes in the price or value of the securities. Moreover, the Board ensures strict compliance in order to prevent directors, executives, employees in the position/status that allows them access to inside information, and their related parties as defined by regulators from exploiting such information for their own or others' interests.	• The established policy prohibits related directors and executives of any transaction from participating in such consideration and approval, with the operating procedure to communicate the said direction. • Audit Committee considers transactions with related parties or potential conflicts of interest to ensure reasonable arrangements. • The Bank establishes the policy and guideline for storage and prevention of the use of inside information significant to changes in the price and value of the securities. • The Bank stipulates that it is a duty of the Board and executives to disclose information and submit the report on securities holdings and changes in the securities holdings in the report form set by the SEC.	• The Bank discloses reports of the internal control oversight and audit in the annual report, under the topic of Audit Committee Report, indicating that there is no issue with conflict of interest.

The Board of Directors' Oversight of Anti-Corruption and Whistleblowing

The Board of Directors approves the Anti-Corruption Policy, Director Code of Conduct, and Employee Code of Conduct, as well as Gift, Entertainment, Donation, Sponsorship Policy and Whistleblowing Policy. Management arranges communications and training courses for executives and employees to be aware of the policies in detail every year. The Board also monitors compliance with such policies through the Audit Committee report, particularly the Internal Audit report on the results of internal control adequacy assessment based on regular internal control testing in business areas to ensure adherence to the established operating procedures in which corruption risk and control measures are prescribed. In addition, the Board requires the progress report from Compliance on the actions taken to remediate the complaints or whistleblowing cases.

Corporate Governance Policy	Process	Practice
• The Board of Directors oversees the Bank's establishment of the policy, standards, and relevant operating procedures, with stringent measures to reduce the damage caused by frauds and corruptions. • The Board ensures that the Bank's Whistleblowing Policy and announcement regarding to employee whistleblowing are established for all stakeholders of the Bank to contact, communicate, blow the whistle, or file complaints of misconducts. The Board ensures that process and channels to accept and handle the complaints from whistle blowers are in place and disclosed on the Bank's website or in the Annual Report.	• Risk Oversight Committee approves the review of the Anti-Corruption Policy as assigned by the Board of Directors. • The Bank develops the Risk Control Self-Assessment (RCSA) for the corruption risk assessment, the guideline for preventing and monitoring corporate risk, and the regular assessment of Anti-Corruption Policy compliance in accordance with 3 Lines of Defense (3LOD) principle. • The Anti-Corruption Policy is disclosed on the Bank's website to communicate and educate all directors, executives, and employees in the organization through the Bank's electronic network. The Bank also provides training sessions for executives and employees to educate them about the Bank's Anti-Corruption Policy and practice guideline.	• The Bank has revealed on its website that it is a certified member of the Thai Private Sector Collective Action Against Corruption (CAC), with Anti-Corruption Policy. • All executives and employees attend the mandatory e-learning course on anti-corruption every year. It is a compulsory course that requires new executives and employees, as well as existing executives and employees, to attend. In addition, the Bank communicates the Anti-Corruption Policy to directors as part of the orientation for new directors. The Anti-Corruption Policy, together with duties and responsibilities of directors, is communicated to the directors every year.

6.2 Business Ethics

Referring to the Bank's vision "to become the recommended bank of choice by our customers", the Bank has established the key corporate mission that "We are committed to improving customers' Financial Well-being". To that end, the Board oversees the establishment of the code of conduct for the Bank, directors, and employees, as the guidelines for directors, executives, and employees across the organization. All directors are aware of their objectives, roles, duties, and responsibilities. All executives and employees have provided their signatures to acknowledge the code of conduct as well as their roles and responsibilities specified therein.

The code of conduct is the framework to promote a positive working environment for executives and employees and strengthen the Bank's good corporate governance, which reflects the effective and successful corporate image. The significant ethical principles under the code of conduct are as follows:

- **Employees perform duties with honesty and confidentiality, without exploiting inside information** for their own and others' personal interests. The Bank determined the measure to grant only relevant employees the access to certain data as well as the internal audit process to regularly review such measures to prevent information leakage.
- **Employees do not accept gifts that may influence their operational decisions. Employees do not use their positions to take any actions in ways that give undue advantages to them** or other person(s) involved. Employees shall follow the laws and the Bank's regulations. In this matter, the Bank has established the written process to ensure that, when contacting stakeholders such as counterparties, customers, investors, and regulators, the Bank's employees take actions in compliance with the specified code of conduct.
- **Employees do not exhibit any behavior that violates human rights, with responsibility toward society and environmental conservation.** The Bank encourages employees to participate in the activities or projects that reduce the natural resources consumption, develop innovations or products that serve customer needs, and mitigate environmental impacts.

The complete version of the document is published on the Bank's website.
https://www.ttbbank.com/en/about-us/banking-industry-code-of-conduct
https://www.ttbbank.com/en/about-us/directors-code-of-conduct
https://www.ttbbank.com/en/about-us/code-of-conduct

In addition to the aforesaid code of conduct, the Board establishes and inculcates **the I CARE corporate culture** in the Bank's executives and employees to promote ethical and moral behaviors in daily work. This will build trust and creditability with relevant stakeholders.

Vision	Corporate Culture	The Bank's Code of Conduct
To become the recommended bank of choice by our customers	The Bank establishes corporate culture **"I CARE"** comprising 5 core values: **Integrity** – work together with integrity and trust; **Challenge Status Quo** - dare to do different things and always challenge status quo; **Agility** – look forward, embrace changes, and initiate new ideas; **Respect** – work in collaboration, place importance to different opinions, and treat each other with respect; **Execution** – aim for the best results with discipline in everything we do and pursue accomplishments.	1. Business ethics • Employees of the Bank and members of its financial business group shall comply with laws, regulations, and fundamental principles, with honesty, integrity, and adherence to ethics and morality as professionals who have knowledge, competency, expertise, and caution. • Employees of the Bank and members of its financial business group shall perform duties in accordance with the preventive guidelines against fraud, corruption, conflicts of interest, and use of inside information. • The Bank has established the Anti-Money Laundering/Counter Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF) Policy with regular reviews as part of risk management. 2. Roles of directors and executives • Directors and executives of the Bank and members of its financial business group shall perform duties and take responsibilities under the ethical and moral framework to promote good corporate governance at every level throughout the organization. 3. Service standards • Provide employees with trainings for their understanding of service standards. • Set up 3LOD's duties to monitor and review risks that may occur in the service process. 4. Employees in positive work environments • Set a safe workplace. • Pay fair compensation. • Encourage the development of employees' skills. • Maintain the confidentiality of employee's personal information. • Provide channels for complaints and whistleblowing.

Vision	Corporate Culture	The Bank's Code of Conduct
		5. Accountability to customers • Sub-committees screen new products before offering to customers. • A guideline is set for disclosing all product features in compliance with regulations. • A process is determined to take care of vulnerable customers. • Channels for compliant filing are established. 6. Prevention of conflict of interest • Establish a no-gift guideline and measures for gift giving. • Establish an insider list and a guideline to prevent insider trading for improper gains. • Establish a guideline for business partners to declare that they have no conflict of interest with the Bank before entering into service agreements. • Establish channels for external whistleblowing in which the issues of non-compliance with the code of conduct can be reported. 7. Information management • Establish a process to oversee PDPA compliance. 8. Overall governance • Establish a process to oversee employees' practices in compliance with the 3 lines of defense (3 LOD). • Establish channels for external whistleblowing in which the issues of non-compliance with the code of conduct can be reported. 9. Business competition • Ensure free engagement in business activities with fair competition, without any act that violates competition law or infringes intellectual property rights. • Establish a guideline to prohibit any property or benefits offering to government officers for convenience's sake.

The full Corporate Governance Policy and the Code of Conduct are published on the Bank's Website: https://www.ttbbank.com/en/about-us/code-of-conduct

In 2024, the Bank provided the code of conduct training covering the prevention of use of insider information, conflicts of interest, and abuse of position, to all executives and employees totaling 14,529 people. The Bank has no case of breach of the Bank's ethics and code of conduct.

6.3 Significant Changes and Development of Corporate Governance

6.3.1 Significant Changes and Development Related to the Review of Corporate Governance Policy, Guideline, and System or the Board of Directors Charter in the Previous Year

The Board of Directors and Nomination, Remuneration and Corporate Governance Committee has considered and approved the Corporate Governance Policy based on the Bank's business context. The Corporate Governance Policy covers the principles as per the Corporate Governance Code for Listed Companies 2017 (CG Code), which is referred to in Item 6.1: Corporate Governance Policy Framework and Banking Industry Code of Conduct, consisting of the following 9 principles:

1. Business ethics
2. Roles of directors and executives
3. Service standards
4. Employees and work environments
5. Responsibility toward customers
6. Conflicts of interest
7. Data management
8. Corporate governance
9. Trade competition and dispute resolution

6.3.2 Rationale for Pending Implementation of Certain Corporate Governance Principles

The Bank's corporate governance complies with the Corporate Governance Code for Listed Companies 2017 (CG Code) established by the Securities and Exchange Commission, and the Corporate Governance Report of Thai Listed Companies (CGR) by Thai Institute of Directors (IOD), and Banking Industry Code of Conduct of the Thai Bankers Association. However, the Bank's certain practices differed from those regulatory guidelines due to the following reasons:

1. The practice regarding the limited number of directors up to 12
   The Bank's consideration: As of 31 December 2024, the Bank had 14 directors in total in accordance with the resolution of the Extraordinary General Meeting (EGM) of Shareholders No. 2/2019 dated 28 November 2019. The EGM approved the increased number of directors from 12 to 14 in order to be aligned with the proportion of the changes of the shareholders according to the business transfer project from Thanachart Bank to TMB Bank.

2. The practice of complete disclosure of shareholders in detail
   The Bank's consideration: Regarding nominee shareholders, it was a normal practice of foreign investors to have a custodian to look after the shares. Therefore, the Bank was unable to disclose their information according to the aforesaid rationale.

3. The practice that requires directors and executives to notify the Board of Directors 1 day in advance before trading the Bank's securities.
   The Bank's consideration: The Bank complies with the rules and regulations which require the directors and executives to report their interests and their related persons' interests to the Bank. Also, the Bank has established the Corporate Governance Policy, which requires the directors, executives, and related persons to report their holdings of the Bank's securities to the Board of Directors on a monthly basis. In addition, the Bank has established a procedure to prohibit any securities trading by using inside information for their own or others' personal gains. The Bank also issued reminders of the blackout period to the directors and executives before the disclosure of the quarterly and annual financial statements and within 24 hours after the disclosure.

6.3.3 Other Good Corporate Governance Practices

The Bank strictly implemented good corporate governance practices, in accordance with the Corporate Governance Code for Listed Companies by the Securities and Exchange Commission, and the Corporate Governance Report of Thai Listed Companies (CGR) by Thai Institute of Directors (IOD), as well as international standards such as ASEAN Corporate Governance Scorecard (ASEAN CG Scorecard), Sustainability Disclosure Standard (GRI standard), and Sustainability Reporting Disclosure (SDG).

In 2024, the Board of Directors considered and reviewed the principles related to their roles and responsibilities and those of sub-committees to oversee for alignment with regulations and dynamic contexts due to different factors. The 8 principles are covered, in accordance with the Bank's good corporate governance principles as well as the corporate governance principles for the companies with the Bank's investment, to ensure appropriate and prudent

corporate governance in line with changing situations, as specified under Item 6.1: Corporate Governance Policy Framework. The Bank has implemented the aforesaid principles continuously.

The Bank has applied the Corporate Governance Report (CGR), ASEAN CG Scorecard, and the AGM Checklist for the shareholders' meeting arrangement as follows:

The Bank is aware of the shareholder's rights and take the following actions:	• Propose all types of director remuneration in the agenda for the shareholders' approval annually. • Regarding the voting for director election, the Bank provides an opportunity to shareholders to vote for each director individually. • Disclose the voting validation by external inspectors in the minutes of the shareholders' meeting. • Provide opportunities and channels for shareholders to propose agendas, nominate persons to be considered and elected as directors, and submit questions with respect to the shareholders' meeting in advance of the meeting date, as announced to the SET and published on the Bank's website, including disclosure of the policy to facilitate and encourage shareholders and institutional investors to attend the shareholders' meeting. • Establish clear agenda items of the shareholders' meeting, with separate requests for approval of each matter. • Obtain separate approvals for the director election and director remuneration. • Provide names and profiles of nominated directors for shareholders' consideration and election in the agenda of the election of directors to replace those retiring by rotation. • Provide names of auditors, their audit firm, profiles, or information to help support shareholders' consideration of competency and appropriateness, along with audit fees in the agenda of the appointment of auditors. • Disclose the dividend payment policy, proposed dividend pay, and rationale in the agenda of the dividend payment approval. • Indicate objectives, rationale, and the Board of Directors' opinions toward each agenda in the invitation letter to the shareholders' meeting. • In the minutes of the shareholders' meeting, reasons for excluding certain proposed agenda items or not answering questions submitted in advance (if any) will be provided. If no agenda items or questions are proposed by the shareholders, it will be announced as such during the meeting. • Record names of the directors and Chief Executive Officer participating in the meeting and the process of voting and vote counting in the minutes of shareholders' meeting, including disclosure of the resolutions as well as voting results on the date of the meeting or the following day, through announcement to the SET and disclosure on the Bank's website as per applicable regulations, with no addition of agendas after the meeting invitation is sent to shareholders.

The Bank treats shareholders equally through the following practices:	• Allow minority shareholders to take part in the nomination and appointment of persons to be elected as directors. • Establish the policy to prevent the use of inside information and notify employees, executives, and directors of the policy. • Establish the operating procedure for connected transactions which require the disclosure or approval from shareholders, according to the Stock Exchange of Thailand's requirement. • Establish policies and guidelines for conducting related-party transactions under the fair price and at arm's length basis. • Facilitate the shareholders who cannot attend the shareholders' meeting in person by providing the proxy form. • Publish the invitation letter to the shareholders' meeting in both Thai and English on the Bank's website at least 28 days in advance before the meeting. • Send the invitation letter to the shareholders' meeting via registered mail or electronic means, as stipulated by the Public Limited Companies Act B.E. 2535 (1992) (the amendment in 2021) and applicable notifications. Moreover, the said invitation and meeting documents are sent to shareholders 21 days prior to the date of the meeting. • Publish the invitation letter to the shareholders' meeting and the meeting documents in English and Thai on the same date, with the announcement to the SET regarding the publication of the said invitation letter in both languages. Also, the invitation in both languages is published and available for download on the Bank's website.
The Bank takes into account the role of every group of stakeholders and takes the following actions:	• Establish policies and guidelines on safety and hygiene at workplace. • Establish policies and guidelines on compensation and employee welfare, with provident fund available to employees. • Establish policies and guidelines on the employee learning and development. • Establish policies that will not involve violations of human rights. • Establish policies and guidelines regarding customers, competitors, business partners, creditors, environment as well as community and effective use of resources. • Establish policies of anti-corruption and anti-bribery and guidelines on oversight and control to prevent and monitor risks from corruption. • Provide trainings for directors, executives, and employees, and communicate with directors regarding the Anti-Corruption Policy and guidelines.
The Bank discloses information on its website to ensure transparency and regulatory compliance.	Disclosed information includes the Bank's Articles of Association, shareholding structure, directors' direct and indirect holdings of the Bank's securities, annual report published within 120 days after the fiscal year end, audit fees paid to the audit firm, long-term goals, financial and operational reports, performance indicators, nature of business, structure of business group, key risk indicators, Dividend Payment Policy, Whistleblowing Policy, directors' profiles, the compensation policy and criteria of senior executives and directors' remuneration, remuneration for each director in detail, directors' individual training and development during the year, related-party transactions, the policy of reporting on directors' interests, investor relations, etc.

The Board of Directors consistently oversees the business in compliance with the good corporate governance principles.

- Establish the vision and mission and review the Bank's vision, mission, and strategy developed in the previous fiscal year.
- Oversee the implementation of the Bank's strategies through sub-committees.
- Ensure the establishment of the Corporate Governance Policy, the Risk Management Policy, the Conflict of Interest Policy, the Code of Conduct for directors and employees, and the policy with respect to managing directors' positions in other companies.
- Ensure the clear separation of roles between the Board and Management.
- Consider the internal control and risk management measures, with disclosure in the annual report, and prepare the report on the Board of Directors' responsibility toward the financial statements in the annual report, in which Audit Committee expresses opinions on actions taken.
- Join the Thai Private Sector Collective Action Against Corruption (CAC).
- Ensure the assessment of CEO's annual performance.
- Set up Compliance and Internal Audit and appoint Company Secretary.
- Arrange the annual meeting schedule in advance and disclose the number of meetings attended by each director.
- Arrange meetings among non-executive directors.
- There shall be no business group structure with related-party transactions that might lead to conflicts of interest.
- There shall be no violation against laws of labor, employment, consumers, trade competition, and environment.
- There shall be no delayed disclosure of important events beyond the timeframe required by regulators.
- There shall be no record of any violation against regulations, e.g., the SEC/SET, around conflicts of interest, use of inside information, disclosure of related-party transactions, and asset trading.
- There shall be no instances where directors are fined for fraud and/or ethical issues.
- There shall be no instances of non-executive director's resignation due to corporate governance issues of the Bank.
- There shall be no instances of reputational damage to the Bank due to the Board of Directors' failure in oversight.

In 2024, the review of the Corporate Governance Policy was in compliance with the CG Code as well as the following principles:

Rights of Shareholders

Shareholders' Meeting Arrangement

The Bank had the policy to encourage all groups of shareholders, including minority shareholders, institutional investors, and foreign shareholders, to attend the 2024 Annual General Meeting of Shareholders via electronic means (e-AGM) on 9 April 2024 in order to provide an opportunity for shareholders to remotely attend the meeting from anywhere. In this regard, the Bank conducted the meeting in accordance with the Emergency Decree on Electronic Meetings B.E. 2563 (2020) and other relevant laws and regulations. In addition, The Bank supported shareholders in exercising their fundamental rights and obtaining the information through the following actions:

Before the Meeting Date

- Regarding the arrangement of e-AGM, the Bank informed shareholders of the schedule and agenda of the meeting through the news portal of the Stock Exchange of Thailand ("SET") on 20 February 2024 and posted the invitation letter to the meeting and supporting documents both in Thai and English on the Bank's website (www.ttbbank.com) on 11 March 2024, or 29 days before the meeting date, in the "Investor Relations" section under the topic: "Annual General Meeting of Shareholders" to enable the shareholders to have sufficient time to study the information.

- The Bank also assigned Thailand Securities Depository Co., Ltd. (TSD), its securities registrar, to deliver the said documents in printed copies to the shareholders via the registered mail on 19 March 2024 or 21 days before the meeting date, which was in compliance with the policy and longer than the legal requirement. Such information was identical to the one published for shareholders on the Bank's website.
- The invitation letter included the objectives, rationale, and opinions of the Board of Directors on each agenda item, accompanied by complete and sufficient details of each item for decision-making. In each agenda item, the shareholders were clearly informed whether it was the matter proposed for consideration or acknowledgement.
- The Bank published its notice of shareholders' meeting on the Bank's website for at least 3 days in advance of the meeting, in compliance with the Public Limited Companies Act B.E. 2535 (1992) (and its amendments) and the Bank's Articles of Association.
- The Bank provided an opportunity for shareholders who were unable to attend the meeting in person to appoint any individual to attend on their behalf, or to appoint the Bank's directors/independent directors as their proxies.

On the Meeting Date

- The shareholders' meeting of the Bank was held via electronic means (e-AGM), in compliance with the Emergency Decree on Electronic Meetings B.E. 2563 (2020), other relevant laws and regulations, and the Bank's Articles of Association.
- The shareholders' meeting was carried out with transparency, fairness, and equitable treatment of all shareholders, with preparation to facilitate shareholders attending in person and proxies attending on shareholders' behalf.
- Before starting the meeting, the Chairman assigned the Company Secretary to clearly inform the shareholders of the voting of each agenda item and counting methods.
- During the meeting, the Chairman proceeded with the meeting in order of the items on the agenda. The Chairman also encouraged the shareholders to cast votes and raise questions and comments via 2 electronic communication channels: online text messages and VDO conference.
- The Bank carried out the vote casting and vote counting openly and transparently. The representatives of Capital Law Co., Ltd. were invited as witnesses in casting, counting, and validating votes. The Company Secretary announced the voting results of all agenda items.

After the Meeting

- After the meeting, the Bank announced the resolutions of the meeting via the SET news portal on the meeting day, including voting results, i.e. approved, disapproved, and abstained votes, of each agenda item.
- The Bank submitted the minutes of the meeting, which contained complete details without the additional agenda that was not presented in the invitation letter, to the SET and related regulators within 14 days after the meeting date and posted it on the Bank's website (www.ttbbank.com), both in Thai and English, for shareholders verification.

Equitable Treatment of Shareholders

The Bank places importance on all shareholders and ensures the rights to a fair and equitable treatment for major shareholders, minority shareholders, and institutional investors. All shareholders are treated with fairness and equality, in compliance with the following legal conditions as summarized below:

Rights to regularly and timely obtain adequate information on business performance

- The Bank ensures that the shareholders are provided with complete news and information apart from those disclosed via the SET news portal. All significant and updated information is also posted on the Bank's website (www.ttbbank.com).

Rights to attend the shareholders' meeting

- All shareholders have an equitable right to attend the meeting. The Bank provides the opportunity to those who are unable to attend the meeting in person to appoint proxies to attend on their behalf. Shareholders can appoint directors/independent directors with on personal interests in the business on the agenda as their proxies.

Rights to propose agenda items, director nominees, and questions for AGM in advance

- The Bank allows the shareholders to propose agenda items, nominate persons to be elected as directors, and submit questions for AGM in advance of the meeting. The shareholders must comply with criteria specified by the Bank. In this regard, no director nominee or agenda was proposed for the Bank's prior consideration.

Rights to vote for each director individually and determine directors' remuneration

- At every Annual General Meeting of Shareholders, one-third of the total number of directors of the Bank shall retire. The Bank has set an agenda item concerning the election of the Bank's directors. The shareholders are allowed to vote for each director individually. The shareholders have the right to choose the person(s) qualified to perform the director's duties to safeguard the shareholders' interests. This will enable the variety of the directors who truly represent the shareholders. Details of a nominated person to be elected as a director, such as name, age, education, experience, position in other listed companies, type of directorship, number of the Board meeting attendance, and the tenor of directorship, will be provided in the invitation letter of a particular agenda for the shareholders' information and consideration.
- Shareholders have the right to consider and approve the directors' remuneration. The Bank provides adequate information on directors' remuneration to support the shareholders' consideration.

Rights to appoint auditors and determine audit fees

- The Bank sets an agenda on appointment of the Bank's auditors and fixing of the audit fees. The Bank also provides sufficient details of the proposed auditors (names of auditors, name of their audit firm, their experience, and independence of auditors) and audit fees for the shareholders' consideration.

Role of Stakeholders

Shareholder Policy

The Bank places importance on protecting and safeguarding the rights as well as equitable treatment of all shareholders, including major shareholders, minority shareholders, institutional investors, and foreign shareholders, with fairness and equality. Moreover, all shareholders are encouraged and accommodated to fully exercise their rights, from their fundamental rights to their receipt of complete information and news of the Bank.

The guidelines for shareholders

The Bank ensures that business operation is transparent and corruption-free, by taking into account the sustainable and long-term growth based on the Bank's full potential and capability. This is to enhance the Bank's value in terms of both share prices and reasonable and attractive dividend payment rates. Moreover, the Bank takes actions to accommodate the exercise of shareholders' rights to attend the shareholders' meeting and to receive the invitation letter to the meeting as well as the supplementary documents specifying the objectives, rationale, and opinions of the Board of Directors for all agenda items to enable shareholders to thoroughly study the materials before the meeting date. The documents shall be sent to the shareholders in advance of the meeting date, in accordance with the laws and principles of good corporate governance. In addition, the invitation letter and supplementary documents, in both Thai and English, are also published on the Bank's website.

Employees Policy

The Bank supports and develops the capability of employees for the highest performance capacity. The employment shall be fair and appropriate for all employees, with career advancement opportunities and compensation that reflects their ability. The Bank shall welcome employees' opinions and promote teamwork spirit. Employees shall be treated with politeness, and their individuality shall be respected. The Bank shall provide good welfare and positive work environments and specify the occupational safety standards and hygiene at workplace.

The guidelines for employees

The Bank shall provide good welfare and favorable work environments, with the annual physical check-up, provident fund, group life insurance, group personal accident insurance, and different types of welfare loans based on the human rights. Audit Committee regularly oversees and ensures implementation as per the said practice. In this regard, details of the Human Right Policy are disclosed on the Bank's website. The Bank has established the Labor Relations Department to oversee and ensure the fair treatment for workers.

Customers Policy

The Bank applies a customer-centric strategy to provide the customers with a versatile range of services and financial products that well suit their needs, maximize customer satisfaction, and foster good relationships with customers.

Additionally, the Bank has a policy to adopt the guidelines of Cyber Security, in alignment with the Bank of Thailand standards, namely CRAF (Cyber Resilience Assessment Framework) and NIST Cyber Security Framework, through control of both design

and requirements of the banking system or products to ensure cyber security, prevent various forms of threats targeted to attack the banking system as well as phishing scams, and monitor threats 24/7, and enable personnel development to enhance their cyber security knowledge to foster confidence in the Bank's products.

The guidelines for customers

The Bank has developed financial products and services, with the focus on secure services for customers. In addition, the Bank's "I CARE" corporate culture is inculcated in all employees as a guideline to apply to customers, counterparties, and fellow employees toward the same goal to enhance Financial Well-being of Thais.

Supplier/Vendor Policy

The Bank has set clear rules and guidelines for supplier/vendor treatment, with the process of partner selection to add to its vendor list as well as cost comparison before any procurement, hiring, leasing, or hire purchase. In addition, the Bank carefully and thoroughly complies with the criteria, ensuring no corruption.

The guidelines for suppliers/vendors

For the supplier/vendor quality assessment management, Tier 1 partners or "Strategic Partners" (those who can provide products or services that are very specific or adjustable to the Bank's needs with significant impacts on the business) and Tier 2 partners or "Preferred Supplier/Vendor" (those providing specific products and services that are important at a business unit level, with other choices available in the market yet a time-consuming process to change partners) are selected for quality assessment. The social and environmental aspects, including human rights, are considered part of the quality assessment and partner management.

Moreover, the Bank places importance on capability enhancement of customers, counterparties, and partners of the Bank, with knowledge-sharing seminars on economy and sustainable growth, partner support to boost competitiveness, and technological development to enable the Bank's products to enhance the potential and further develop the business strategy planning of customers, counterparties, and partners, such as the seminar called ttb I Sustainable Success Together to entrepreneurs in 4 regions and the Roddonjai platform upgrade to connect buyers with sellers.

The guidelines for suppliers/vendors selection

In the supplier/vendor selection, the Bank considers importance factors, including types of goods or services, prices, expertise and past experience, economic, social, and environmental aspects, financial status, history of business, credibility and experience of executive management, and data and product safety.

1. In the selection process, participants are screened through Due Diligence and Know Your Customer (KYC) processes to ensure that all candidates are fully qualified. The Bank then reviews and verifies the vendor list within the timeframe specified in the Bank's Procurement Policy.
2. The Bank has determined guidelines for performing duties and responsibilities related to conflicts of interest and included them in the Bank's Employee Code of Conduct.
3. The Procurement Committee is appointed to validate the suppliers/vendors at a costly transaction value as specified by the Bank. The Procurement Committee also certifies the bidding results to ensure that the supplier/vendor selection is transparent and fair for suppliers/vendors. The Bank's Legal unit reviews the agreement between the Bank and the suppliers/vendors for fairness for both parties.

Creditors Policy

The Bank has the policy to honor and abide by contracts and commitments to creditors strictly, including conditions, guarantee, cash management, no default, and other matters agreed upon with creditors. The Bank shall repay all loans and interest to all creditors in a complete and timely manner and rigorously comply with the loan conditions, without misuse of loans, to foster creditors' confidence in the Bank's financial status and repayment ability, with accurate and complete information reported to creditors.

The guidelines for creditors

The Bank requires Balance Sheet Management to report to creditors on the Bank's financial status and information in an accurate and complete manner, with good liquidity management to ensure its readiness for timely debt repayments to the creditors.

Competitors Policy

The Bank has the policy for competitors to ensure business execution based on fair competition and free trade with honesty, integrity, and no corruption. The Bank shall not destroy, damage, obstruct, hinder, or limit the competitors' business activities.

The guidelines for competitors

The Bank offers the products and services that suit customers' needs based on fair treatment, enabling customers to decide freely. The Bank shall not seek trade secrets of competitors through any dishonest or inappropriate actions, such as giving bribes or compensation to their employees, or attack the competitors' reputation with false allegations. In this matter, there was no conflict between the Bank and its competitors during the past year.

Investors Policy

The Bank shall disclose correct, complete, and sufficient information for investors to make decision in a timely and appropriate manner.

The guidelines for investors

Details are given in the item "Disclosure and Transparency".

Government Agencies Policy

The Bank has the policy for compliance with the laws, rules and regulations, and relevant regulatory requirements. Also, the Bank has cooperated with the regulators, such as Thailand's national anti-corruption laws, etc.

The guidelines for Government Agencies

The Bank executes its business with integrity and transparency and complies with relevant laws, rules, regulations, and regulatory requirements, with cooperation with regulatory guidelines. Moreover, the Bank constantly contributes to measures to tackle economic issues in Thailand, which aligns with its determination to enhance Financial Well-being of Thais.

Social and Environmental Responsibility Policy

The Bank has the policy for corporate social responsibility, with promotion and support of various activities to enhance and uplift quality of society and environment in a sustainable manner. Moreover, the Bank has fostered favorable relationships with communities where the Bank's business premises are located as well as the surrounding ones. In addition, the Bank has encouraged employee awareness of mindful and efficient energy consumption as well as other activities to enhance and uplift quality of society and environment in a sustainable manner.

The guidelines for social and environment responsibility

The Bank has integrated the policy for social and environmental responsibility as part of its business execution. The Bank's strategic planning and annual business plans align with the objectives or primary goals, based on social and environmental responsibility, with annual reviews. Moreover, the Bank has emphasized and supported innovation that creates added value to the Bank, for the purpose of expanding business opportunities along with benefits for customers or stakeholders. Besides, the Bank has responsibility toward the society and environment, including effective resources allocation and management, with impacts and resource development through the value chain taken into consideration.

Policy on Compliance with International Human Rights Principles

The Board places importance on equality of all employees and ensures that the Bank shall not act in a way that violates human rights, including discrimination on the grounds of differences in origins, races, languages, age, education, institutions, genders, disabilities, physical or health conditions, personal status, and economic or social standing. The Bank has included the Policy on Compliance with International Human Rights Principle in its Code of Conduct, determined the recruitment and employment approach that is fair and respects human rights, with complete consideration of the candidates' competencies, and set fair compensation suitable for the structure of positions as benchmarked against market data for each level.

The guidelines on non-violations against human rights

All employees must treat all stakeholders with politeness, respect, and honor, and never behave inappropriately or violate human rights in terms of discrimination through remarks and actions based on differences in origins, races, religions, languages, age, education, genders, disabilities, physical or health conditions, personal status, and economic or social standing. In the past year, the Bank did not receive any complaints about human rights violations.

Policy on Non-Violation Against Intellectual Property Rights and Copyrights

The Board ensures that the Bank shall not violate intellectual property rights, take actions, or seek benefits from works protected by copyrights and intellectual property rights unless legal permissions are granted by the copyright owners.

The guidelines on non-violation against intellectual property rights or copyrights

In terms of information technology, system development, and procurement of IT programs and equipment, the Bank complies with the Copyright Act and certifies its legality according to the Department of Intellectual Property. The Bank also welcomes inspection by copyright owners and ensures that its employees do not copy, modify, or publicize the copy or original materials in part or in whole. Unlicensed programs, EXE files, songs, games, and other automatically installed links are also strictly prohibited.

Policy on Gift, Entertainment, Donation, and Sponsorship

The Bank places importance on acceptance of gifts and entertainment from third parties that may lead to conflict of interest or fraud and corruption. In this regard, the Bank has applied the policy to directors and employees to avoid gifts, presents, or entertainment in a business context, with the clear guidelines for traditional and necessary practices.

The guidelines on gift, entertainment, donation, and sponsorship

The Bank communicates to all directors and employees to strictly follow the Gift, Entertainment, Donation, and Sponsorship Policy on an annual basis. Moreover, offering gifts or entertainment must be in accordance with the aforesaid policy, with all transactions recorded in the Bank's work system.

Policy on Whistleblowing or Complaints

The Bank has the Whistleblowing Policy and relevant guidelines on complaints for employees and all stakeholders to enable them to communicate, report, or complain about misconduct.

The Bank provides channels to enable all stakeholders to report or file complaints conveniently. Policies and procedures are in place to ensure that the complaints will be forwarded to the related units for prompt investigation and correction and reported to Risk Oversight Committee for acknowledgement on a quarterly basis, Audit Committee (independent directors) for acknowledgement on a monthly basis, the Bank Non-Financial Risk Committee for acknowledgement on a quarterly basis, and the Board of Directors for acknowledgement on a monthly basis. The whistleblowers will be notified of the Bank's actions.

In addition, the Bank has set measures to protect whistleblowers from harassment, harm, penalty, demotion, or threats from the whistleblowing or complaint filing.

The guidelines on whistleblowing and complaints

The Bank provides channels for all stakeholders to conveniently report on any violation or complaint cases either in writing or via the Bank's website, with the measures to protect whistleblowers from threats.

Policy on Management of Conflict of Interest

The Bank imposes strict measures to manage transactions with potential conflicts of interest or related parties or connected transactions. Significant connected transactions shall be considered and approved by the Board of Directors and be in accordance with relevant rules and regulations. These transactions are treated on an arm's length basis, where stakeholders shall not participate in the approval process. The Bank establishes the policy on transactions with potential conflicts of interest for employees to ensure that such transactions are considered and approved by the Board of Directors and disclosed in the annual report.

Regarding agenda items with related directors, the Bank requires that such directors inform the Board of their conflict of interest prior to consideration of those agenda items, with the Secretary to the Board to record it in the minutes of the Board meeting. Moreover, related directors shall also abstain from participating in such agenda items.

The guidelines on the management of conflicts of interest

All executives and employees shall report, avoid, and prevent cases of conflict of interest by informing their supervisors of such possibilities and avoiding participating in such consideration of potential conflict of interest. The approval of such transactions shall be given by other persons or executives next in line to prevent issues of conflict of interest. In addition, the directors and executives under the SEC's definition must disclose their own and related persons' securities holdings in other companies in order to prevent any issues of conflicts of interest or misuse of inside information.

Regarding the guideline on consideration of agenda items with related directors, such directors are required to inform the Board of their conflict of interest prior to consideration of those agenda items and abstain from participating in such agenda items. Moreover, the Secretary to the Board shall inspect directors' conflict of interest in each agenda item prior to the meeting. If any conflict of interest is found, related directors will be notified to refrain from consideration and approval of such items. In such case, it will be recorded in the minutes of the Board meeting.

In 2024, there was no non-compliance issue regarding the above guidelines.

Internal Control Policy

The Bank sets the Internal Control Policy on both managerial and operational levels and provides an efficient, appropriate, and adequate internal control system, with regular assessment based on the sound risk management framework and good corporate governance in line with the 3 Lines of Defense principle. Audit Committee, consisting of independent directors, is assigned to review the internal control system. The Internal Audit examines operations of business units to ensure compliance with the relevant rules, regulations, and laws, with results directly reported to Audit Committee, for reasonable assurance that the internal control environment is adequately efficient to support the Bank's achievement of strategic business objectives.

Fraud Risk Management Policy and Anti-Corruption Policy

The Bank is committed to its responsibilities toward all stakeholders to ensure transparency and no fraud and corruption in any forms. The Bank has established the Fraud Risk Management Policy and the Anti-Corruption Policy, by which all employees are prohibited from offering/accepting bribes. The risk management process for such risks is formulated in alignment with the guideline of the Thai Private Sector Collective Action Against Corruption (CAC). The Bank ensures that directors, executives, and employees strictly follow the policies, with punishments in place for employees who fail to comply, raising awareness of shared responsibility to prevent and combat corruption as well as adhering to the zero-tolerance culture on anti-corruption. Moreover, the Bank has implemented measures to take care of and ensure fairness to employees who deny corruption or report corruption cases, and protect them from harassment, harm, penalty, demotion, or threats.

In addition, the Bank has determined the fraud and corruption risk assessment process, control, and monitoring of such risks through Risk & Control Self-Assessment (RCSA) process.

The guidelines on the anti-fraud and anti-corruption

The Bank communicates to all directors, executive, and employees to acknowledge and understand the content of the policy on an annual basis. Moreover, the Bank requires all executives and employees to attend e-learning courses regarding fraud risk management and anti-corruption, as the mandatory courses for all existing and new executives and employees every year.

Disclosure and Transparency

Disclosure

The Bank's financial and non-financial information relevant to its business and performance are disclosed accurately, completely, sufficiently, and timely. Such information reflects the actual business operations and financial status of the Bank so as to ensure that all stakeholders have equal access to the information through the provided channels. The Bank's significant information is disclosed to the public in accordance with the criteria and regulations concerning the disclosure of information of the SET, the SEC, and the good corporate governance principles, such as the submission of the financial report to the SET and the SEC within the specified timeframe. The Bank's financial statements did not contain any transactions on which the auditor expresses a qualified opinion. The Bank has never been ordered to revise financial statements by the SET and the SEC. In addition, the Bank provides Management Discussion and Analysis (MD&A) on a quarterly basis and discloses such information on the Bank's website for investors' information and better understanding of movements of the Bank's financial position and performance in each quarter. The Bank also discloses remuneration of the directors and executives in the Form 56-1 (One report).

Investor Relations

The Bank gives priority to the investor relations management with all groups of investors, be it individual or institutional investors in the country or overseas. In addition, for information disclosure to the public, the Bank takes quality, accuracy, sufficiency, transparency, and timeliness into account, in accordance with its disclosure principles and relevant regulations.

In addition, the Bank regularly engages in investor relations activities to create a corporate access and two-way communication among the Bank's Management, investors, fund managers, analysts, and credit rating agencies. The Bank also participates in events and activities arranged by external parties, including securities companies and the Stock Exchange of Thailand. The activities in 2024 can be summarized in the table below.

Investor Relations Activities	No. of Events	No. of Events	No. of Attendees
One-on-One Meeting and Conference Call	36	46	63
Analyst Meeting	8	355	458
Investor Conference	23	165	206
Non-Deal Roadshow (NDR)	20	20	22
Opportunity Day organized by the Stock Exchange of Thailand	3	*	*
Total	**93**	**499**	**713**

*The Opportunity Day event is organized through online channels; there is no limit on participants. The number of viewers is shown on the website of the Stock Exchange of Thailand.

The Board of Directors' Responsibilities

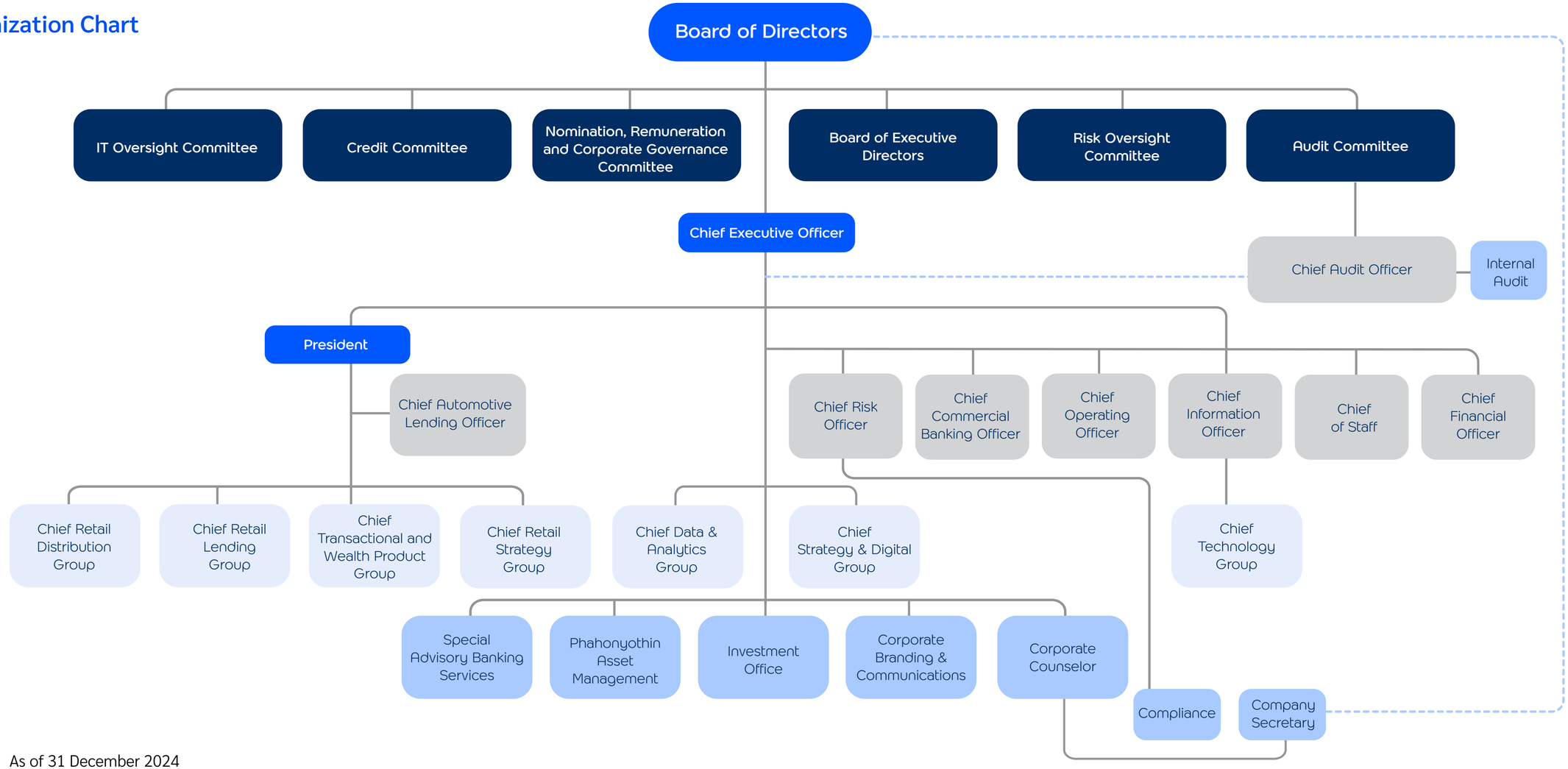
The Board of Directors' Responsibility for Financial Reporting

The Board has presented its responsibilities in terms of financial reporting along with the auditor's report in the annual report. Last year, there was no amendment order by the SEC with respect to the financial statement.

Topics	Details
Determine the Board of Directors' roles and responsibilities	Presented in Item 7: Corporate Governance Structure
Determine the guidelines for responsible business operation	Presented in Item 8: Report on Important Operational Results of Corporate Governance
Determine the guidelines for risk management and internal control	Presented in Item 9: Risk Management and Internal Control

7. Corporate Governance Structure

7.1 Organization Chart



As of 31 December 2024

7.2 Details of the Board of Directors

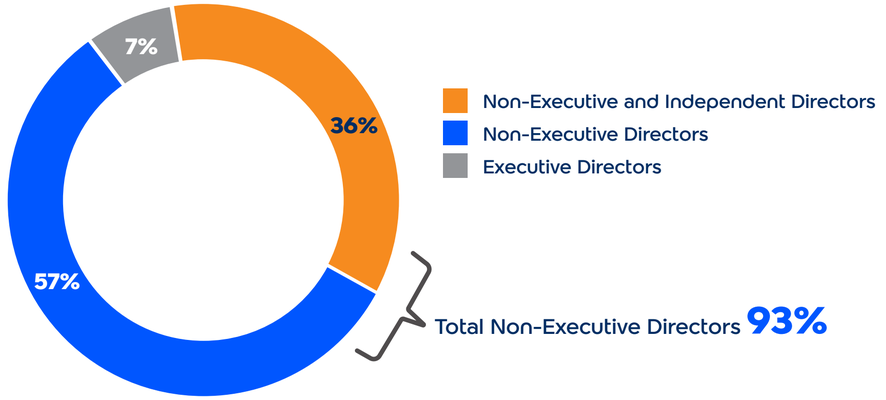
7.2.1 The Board of Directors

Composition of the Board of Directors

The Board of Directors consists of a number of independent directors, non-executive directors, and executive directors, totaling at least 9 but not more than 22 directors, as determined by the shareholders' meeting occasionally. At least one-third of the total number of directors, but not fewer than 3, must be independent directors. Moreover, there must be at least 3 independent directors on Audit Committee. In this regard, each independent director must possess qualifications according to the criteria as prescribed by the Bank of Thailand and the Capital Market Supervisory Board, and his/her term of office shall not exceed 9 consecutive years from the date of the first appointment as the Bank's independent director. As of 31 December 2024, no independent director has been in office for more than 9 consecutive years.

In addition, the Bank requires the board diversity in different aspects, including leadership, professional skills, knowledge, expertise, necessary business experience, and skill matrix, without gender discrimination, properly in line with the size, complexity, nature of business, and risk exposure as well as the Bank's business strategies. In this regard, there must be at least 1 director with sufficient knowledge and experience in the information technology field, and at least 1 director with sufficient knowledge and experience to review and ensure the reliability of the Bank's financial statements. The Board also establishes a clear scope of duties and responsibilities, ensuring a balance of management power and preventing any individual or group from having unlimited authority. For the nomination of directors, the qualifications of directors shall be in line with the Bank's strategies (see the sub-topic regarding Nomination Criteria of Independent Directors and Non-Executive Directors in item 8.1.1)

At present, the Board of Directors consists of 14 directors (3 females and 11 males), including 5 independent directors (or 36%), 13 non-executive directors (including independent directors) (or 93%), and 1 executive director (or 7%). The number of directors is appropriate in accordance with the resolution of the shareholders' meeting and the Bank's business direction, strategies, and sustainable development.



Directors' profiles are disclosed on the Bank's website:
https://www.ttbbank.com/en/about-us/board-of-directors

Segregation of Positions and Balance of Power of Non-Executive Directors

The Bank requires that the Chairman of the Board and Chief Executive Officer shall not be the same person in order to prevent any person from having unlimited power and to ensure the proper balance of power. In addition, the Chairman of the Board shall not hold any position on sub-committees.

Segregation of Roles, Duties, and Responsibilities between the Board of Directors and Management

The Bank's directors (except executive directors) shall neither be the Bank's employees nor be involved in the Bank's regular management. The Board shall perform its supervision function. In this regard, the Board has set the Charter or the Corporate Governance Policy that indicates the authority, duties, and responsibilities of the Board in order to provide the framework and guidance for directors to perform their duties.

7.2.2 Details of the Board of Directors

Stakeholders are assured that the Board can independently perform their duties as the representative of shareholders, with a proper balance of power. The Board's meeting is organized once a month, except in case of urgency where a special session may be arranged as necessary. In this matter, Mrs. Manika Sitthichai has been appointed to be the Secretary to the Board of Directors (commencing her duty on 3 May 2022).

In this regard, the average age of all 14 directors is 62.57 years, whereas the average term of office of the Board is 5 years, 4 months, and 24 days. Details are as follows:

1. Mr. Ekniti Nitithanprapas	
Position	Chairman of the Board of Directors
Type of Director	Non-Executive Director
Age (year)	53
Date of Appointment	13 February 2020
Term of Office (as of 31 Dec 2024)	4 years, 10 months, and 17 days
Experience and Expertise	Financial Business, Banking Business, Strategic Planning, Management of Major Projects and Performance Oversight, Executive Compensation and Human Resource Manangement, Finance, Governance, Ethics, Culture, and CSR, Enterprise Risk Management and Risk Management Oversight

2. Mr. Suphadej Poonpipat	
Position	• Vice Chairman of the Board of Directors • Vice Chairman of the Board of Executive Directors
Type of Director	Non-Executive Director
Age (year)	74
Date of Appointment	3 December 2019
Term of Office (as of 31 Dec 2024)	5 years and 28 days
Experience and Expertise	Financial Business, Banking Business, Marketing, Management, Strategic Planning, Risk Management, Compensation and Human Resource Management, Corporate Governance and Sustainability

3. General Ekarat Changkaew	
Position	Director
Type of Director	Non-Executive Director
Age (year)	60
Date of Appointment	1 March 2024
Term of Office (as of 31 Dec 2024)	10 months
Experience and Expertise	Financial Business, Banking Business, Strategic Planning, Management of Major Projects and Performance Oversight, Executive Compensation and Human Resource Management

4. Mr. Philippe G.J.E.O. Damas	
Position	• Director • Chairman of the Board of Executive Directors • Member of the Nomination, Remuneration, and Corporate Governance Committee
Type of Director	Non-Executive Director
Age (year)	74
Date of Appointment	28 December 2007
Term of Office (as of 31 Dec 2024)	17 years and 3 days
Experience and Expertise	Financial Business, Banking Business, Strategic Planning, Management of Major Projects and Performance Oversight, Ethics, Culture, and CSR, Public Relations and Communication, Customer Experience and Service Management, and Strategic Brand Management
Director Nomination	Incumbent director re-elected in the previous year

5. Mrs. Charita Leelayudth

Position	• Independent Director • Chairperson of the Audit Committee
Type of Director	Independent Director
Age (year)	63
Date of Appointment	3 February 2022
Term of Office (as of 31 Dec 2024)	2 years, 10 months, and 27 days
Experience and Expertise	Financial Business, Banking Business, Strategic Planning, Management of Major Projects and Performance Oversight, Financial Expertise, Audit and Controls, Enterprise Risk Management and Risk Management Oversight
Director Nomination	Incumbent director re-elected in the previous year

6. Mr. Teeranun Srihong

Position	• Independent Director • Chairman of the Nomination, Remuneration, and Corporate Governance Committee • Member of the Risk Oversight Committee • Member of the IT Oversight Committee
Type of Director	Independent Director
Age (year)	59
Date of Appointment	17 December 2019
Term of Office (as of 31 Dec 2024)	5 years and 14 days
Experience and Expertise	Financial Business, Banking Business, Executive Compensation and Human Resource Management, Audit and Controls, Governance, Ethics, Culture and CSR, Information Technology, Enterprise Risk Management and Risk Management Oversight
Director Nomination	Incumbent director re-elected in the previous year

7. Mr. Willem Frederik Nagel

Position	• Independent Director • Chairman of the Risk Oversight Committee • Member of the Nomination, Remuneration and Corporate Governance Committee • Member of the IT Oversight Committee
Type of Director	Independent Director
Age (year)	68
Date of Appointment	23 April 2020
Term of Office (as of 31 Dec 2024)	4 years, 8 months, and 8 days
Experience and Expertise	Financial Business, Banking Business, Insurance Business, Securities Business, Risk Management, Information Technology, Management, Strategic Planning, Compensation and Human Resource Management, Audit, and Corporate Governance

8. Mr. Yokporn Tantisawetrat

Position	• Director • Chairman of the Credit Committee • Member of the Risk Oversight Committee
Type of Director	Non-Executive Director
Age (year)	69
Date of Appointment	1 June 2015
Term of Office (as of 31 Dec 2024)	9 years, 7 months, and 1 day
Experience and Expertise	Financial Business, Banking Business, Strategic Planning, Management of Major Projects and Performance Oversight, Governance, Ethics, Culture, and CSR, Enterprise Risk Management and Risk Management Oversight

9. Mrs. Chananyarak Phetcharat

Position	• Independent Director • Chairperson of the IT Oversight Committee • Member of the Audit Committee
Type of Director	Independent Director
Age (year)	61
Date of Appointment	1 April 2020
Term of Office (as of 31 Dec 2024)	4 years and 9 months
Experience and Expertise	Financial Business, Banking Business, Finance, Marketing, Compensation and Human Resource Management, Risk Management, Corporate Governance, Corporate Culture, Strategic Planning, Audit and Internal Controls, Information Technology, Public Relations and Communication, Customer Experience Management, Strategic Brand Management

10. Mr. Somjate Moosirilert

Position	• Director • Member of the Credit Committee • Member of the Board of Executive Directors • Member of the Nomination, Remuneration and Corporate Governance Committee
Type of Director	Non-Executive Director
Age (year)	68
Date of Appointment	3 December 2019
Term of Office (as of 31 Dec 2024)	5 years and 28 days
Experience and Expertise	Financial Business, Banking Business, Securities Business, Asset Management, Strategic Planning, Enterprise Risk Management, Compensation and Human Resource Management, Corporate Governance, Public Relations and Communication, Customer Experience Management, Strategic Brand Management, Relevant Laws and Regulations

11. Mr. Prinya Hom-anek

Position	• Independent Director • Member of the Audit Committee • Member of the Risk Oversight Committee • Member of the IT Oversight Committee
Type of Director	Independent Director
Age (year)	55
Date of Appointment	17 December 2019
Term of Office (as of 31 Dec 2024)	5 years and 14 days
Experience and Expertise	Financial Business, Banking Business, Audit and Controls, Information Technology, Enterprise Risk Management and Risk Management Oversight
Director Nomination	Incumbent director re-elected in the previous year

12. Mrs. Patricia Mongkhonvanit

Position	• Director • Member of the Board of Executive Directors • Member of the Nomination, Remuneration and Corporate Governance Committee • Member of the IT Oversight Committee
Type of Director	Non-Executive Director
Age (year)	53
Date of Appointment	2 November 2021
Term of Office (as of 31 Dec 2024)	3 years, 1 month, and 28 days
Experience and Expertise	Financial Business, Banking Business, Compensation and Human Resource Management, Audit and Controls, Legal and Compliance, and Information Technology

13. Mr. Johannes Franciscus Grisel	
Position	• Director • Member of the Board of Executive Directors • Member of the Credit Committee • Member of the Risk Oversight Committee
Type of Director	Non-Executive Director
Age (year)	65
Date of Appointment	1 July 2023
Term of Office (as of 31 Dec 2024)	1 year, 6 months, and 2 days
Experience and Expertise	Financial Business, Banking Business, Strategic Planning, Management of Major Projects and Performance Oversight, Enterprise Risk Management and Risk Management Oversight

14. Mr. Piti Tantakasem	
Position	• Director • Member of the Board of Executive Directors • Member of the Risk Oversight Committee • Member of the Credit Committee • Member of the IT Oversight Committee • Chief Executive Officer
Type of Director	Executive Director
Age (year)	54
Date of Appointment	1 January 2018
Term of Office (as of 31 Dec 2024)	7 years
Experience and Expertise	Financial Business, Banking Business, Strategic Planning, Management of Major Projects and Performance Oversight, Executive Compensation and Human Resource Management, Finances, Audit and Controls, Legal and Compliance, Governance, Ethics, Culture and CSR, Information Technology, Enterprise Risk Management and Risk Management Oversight, Public Relations and Communication, Customer Experience and Service Management, and Strategic Brand Management
Remark	Authorized director to sign on behalf of the Bank, with the Bank's seal affixed.

Information of Resigned/Discharged Directors During the Year

General Apinun Kumproh	
Position	Director
Type of Director	Non-Executive Director
Age (year)	62
Date of Appointment	8 March 2021
Date of Resignation	1 March 2024

The Chairman of the Board of Directors is a non-executive director, in compliance with the Bank of Thailand's notification on corporate governance which stipulates that the chairman of a financial institution's board of directors shall be an independent or non-executive director.

The fact that the Chairman of the Board is not an independent director does not affect the use of discretion in making independent decisions, as the Bank has developed the mechanism for balance of power and transparency as well as policies and processes to prevent conflicts of interest. The roles of the Chairman of the Board and Chief Executive Officer are clearly defined in the Bank's Corporate Governance Policy. The Board is also required to make collective decisions on important issues of the Bank and perform duties as stipulated in the Board Charter.

Moreover, the Chairman of the Board shall neither be an authorized director nor Chief Executive Officer of the Bank and shall not hold any position on other sub-committees of the Bank. As of 31 December 2024, the Board's structure consisted of independent directors, non-executive directors, and executive directors, in compliance with relevant regulations.

7.2.3 Roles and Responsibilities of the Board of Directors and Sub-Committees

7.2.3.1 The Board of Directors

The Board of Directors has duties and responsibilities to oversee the Bank's compliance with laws, objectives, regulatory requirements, and resolutions of the shareholders' meeting as prescribed in the Bank's Articles of Association. The Board also oversees the Bank's business operations by upholding highest standards of good corporate governance, in line with the Bank's corporate strategies, and embeds good corporate governance and risk awareness as part of corporate culture throughout the organization, from the Board level to executive and employee levels, in order to drive the Bank's business growth with efficiency and effectiveness consistently and sustainably.

Roles and Responsibilities of the Board of Directors

The Board of Directors has delegated the authority to Chief Executive Officer to manage and operate the Bank's business, which includes the implementation of the strategy approved by the Board. The Board plays an important role in establishing the policy to ensure that appropriate and adequate processes and resources are in place to enable the Bank to operate its business in accordance with the policies set forth, and to ensure that the policy implementation is monitored, controlled, and audited.

In addition, the Board approves the Bank's vision, mission, strategies, and business operations and ensures that Management puts the vision, mission, and strategies into action. The Board also reviews the Bank's vision, mission, and strategies annually for alignment with the changing economic conditions and competition so that the Bank could achieve long-term sustainable growth.

The Board of Directors has determined the scope of the authority and responsibilities of the Board, in compliance with the Bank's Articles of Association, to make decision and supervise the Bank's operations, except for the following matters, which require the Board to obtain approval from the shareholders' meeting before proceeding: (1) Sale or transfer of the whole or substantial part of the Company's business to other persons; (2) Purchase or acceptance of the transfer of business from other public companies or private companies to the Company; (3) Conclusion, amendment, or termination of contracts relating to the lease of the whole or substantial part of the business of the Company; assignment to any other persons to undertake the business of the Company; or consolidation of business with other persons with the objective of profit and loss sharing; (4) Increase of registered capital through the issuance of new shares; (5) Decrease of registered capital through reduction of par value of each share or the number of shares, but to the extent not lower than that prescribed by the law; (6) Borrowing through the issuance of debentures to the public; (7) Amalgamation of the Company with other public or private companies; (8) Dissolution of the Company; and (9) Amendment to the Memorandum of Association or the Articles of Association of the Company.

The Board's roles and responsibilities are prescribed in the Board of Directors Charter (as part of the Master Committee Charter). Details of the Board of Directors Charter are as given (in **appendix 5**: Corporate Governance Policy, Code of Conduct, and Master Committee Charter, which is disclosed on the Bank's website https://www.ttbbank.com/en/about-us/scope-and-responsibility).

Principles for Directors in Duty Performance

1. Understand and execute their oversight role, including understanding inherent risk exposures of the Bank and the connection with capital level and liquidity positions.
2. Exercise their "fiduciary duty", "duty of loyalty", and "duty of care", under applicable Thai laws and supervisory standards.
3. Avoid conflicts of interest and the appearance of such conflicts, and institute and enforce measures to monitor and avoid potential conflicts by the Bank's personnel in dealing with other persons and organizations.
4. Safeguard the Bank's overall interests, not limited to any specific group of shareholders or individuals, and prevent any intervention in decision-making.
5. Dedicate time and expertise to fully perform duties in accordance with responsibilities.
6. Avoid involvement in the Bank's day-to-day management, except for executive directors.
7. Receive management information to be able to perform duties toward target achievement. In this regard, it is the Board's responsibility to decide the types of information required.
8. Make a sensible decision or vote based on sufficient information. The directors shall have adequate information before making any decision or voting on issues to ensure such decisions or votes are based on reasonable business grounds, as expected of professional financiers and bankers.

9. Excuse themselves from decision-making when they, or their related or connected persons, have a conflict of interest.
10. Oversee the Bank's Senior Management by exercising their authority and duty to question and insist upon straightforward explanations from Management, ensuring they have sufficient information and time to evaluate Management's performance.
11. Safeguard the Bank's business confidentiality and customer information to prevent leakages to others, without any use of confidential information to seek gains, whether inadvertently or deliberately, unless otherwise permitted by the Bank or laws.
12. Foster a strong and proper risk culture to support business operations toward achievement, in accordance with the vision, mission, and goal.

Roles of Chairman of the Board of Directors

The Chairman of the Board of Directors, as the Bank's director and the leader of the Board, has the following minimum duties and responsibilities:

1. Oversee, monitor, and ensure that the Board efficiently performs its duties to achieve the Bank's objectives and goals.
2. Ensure that all directors contribute to the Bank's ethical culture and good corporate governance, work with Chief Executive Officer to determine the Board meeting agenda, and oversee the inclusion of significant issues in the meeting agenda.
3. Foster positive relationships between executive directors and non-executive directors as well as the Board and Management.

The Chairman of the Board shall perform his duties as the Chairman of both Board and shareholders' meetings to ensure their efficiency.

The Bank has established a balance of power between the Board of Directors and Management by requiring the Chairman of the Board to be independent director or non-executive director. The Chairman of the Board shall not be involved in the Bank's regular management in compliance with the principle of separation of duties between supervision and management.

Roles and Responsibilities of Chief Executive Officer

Chief Executive Officer's roles and responsibilities are to implement the Bank's strategies and ensure smooth operations of the Bank according to the policies set by the Board. Chief Executive Officer has ultimate responsibility for the operations of the Bank.

Executive Succession Plan

The Bank requires the executive succession plan as it is a key component of its personnel strategic planning. The Bank's policies, work plans, and processes are connected to its vision, mission, business goals, and corporate culture to ensure the smooth executive succession. The Bank also prepares the employee succession plan to ensure the Bank's business continuity.

7.2.3.2 Sub-Committees

The Board of Executive Directors (BoED)

The BoED has the authority to review and propose annual budgets, business plans and capital planning, to track performance and results by business domains, to monitor performance of subsidiaries and companies with ttb's investment in accordance with the Bank's policies, to review and propose or approve large-scale investment schemes related to the plans and strategies under its authority, to review and propose new business plans as the Bank's business strategies, to prepare investment planning in other companies, to monitor progress of the branding management and corporate communications, and to perform other tasks assigned by the Board.

Nomination, Remuneration and Corporate Governance Committee (NRCC)

NRCC has the authority to consider, screen, and recommend to the Board the candidates for appointment as directors, members of sub-committees, CEO, Senior Management positions, representative directors in subsidiaries and companies with ttb's investment; to review remuneration for directors and Senior Management in alignment with the Bank's goals, strategies, and internal control, environment, and corporate culture; to review sustainability and corporate governance practices to ensure effectiveness; and to perform other tasks as assigned by the Board and required by the applicable laws and regulations.

Moreover, NRCC is delegated by the Board the authority to review and provide recommendations on the sustainability policy for alignment with the Bank's long-term business operations, under the established framework of 4 key areas, i.e., business sustainability, environmental sustainability, social sustainability, and Corporate Governance and Business Ethics, including policies related to human rights as well as issues and strategic directions regarding sustainability, prior to the proposal to the Board for approval.

In this regard, Nomination, Remuneration and Corporate Governance Committee consists of at least 3 independent directors/ non-executive directors, and Chairman of NRCC is an independent director, in compliance with applicable laws and regulations.

Credit Committee (CC)

CC has the authority to approve credit facilities, credit restructuring, credit risk and other related risks for transactional investments or underwriting commitments, and others beyond Management's authority and as assigned.

IT Oversight Committee (ITOC)

ITOC has the authority related to the IT oversight to ensure efficiency and productivity, in accordance with the risk management framework, strategies, and overall governance of the Bank. ITOC also oversees the strategic plans and operations of information technology to ensure alignment with such plans, ensuring that there are appropriate policies and risk management for information technology in both normal and crisis situations. Moreover, ITOC oversees the enhancement of knowledge and awareness of information technology risks among employees.

Risk Oversight Committee (ROC)

ROC has the authority related to risk oversight to ensure efficiency and productivity in accordance with the risk management framework of the Bank and its subsidiaries as well as their respective overall governance framework. In addition, ROC is responsible for overseeing and providing recommendations to the Bank's Board on risk appetite, risk tolerance, risk strategies, risk management system, risk control and oversight, identification, assessment, aggregation, control, and reporting of risks. ROC also ensures that strategies align with the risk management policy and that the Bank's risk levels remain appropriate while maintaining a culture that promotes proper risk management through procedures, training, and leadership practices to make employees aware of the broad impacts of their actions on the Bank and their business units. Furthermore, ROC exercises risk oversight, covering risks of financial business groups and companies with ttb's investments with respect to propriety and proportion of the Bank's investments, and performs other tasks as assigned by the Board.

Moreover, Risk Oversight Committee is assigned by the Board to review and endorse the Bank's strategic direction and main policies and to oversee climate risk management, responsible lending, and environmental and social risk management, prior to the proposal to the Board for approval.

Audit Committee (AC)

AC facilities the Board's performance of duties and has the authority to audit and monitor performance of the Bank and its subsidiaries, with complexity, business model, policies and long-term business strategies taken into consideration, review financial statements prepared, ensure the Bank's internal control and auditing systems with efficiency and productivity, select auditors, and consider related party transactions and items with potential conflict of interest in accordance with applicable laws and regulations, and other tasks as assigned by the Board and required by relevant laws and regulations. AC consists of at least 3 independent directors; AC Chairperson is not the Chairperson of the Board of Directors, Risk Oversight Committee, or Nomination, Remuneration and Corporate Governance Committee, in accordance with the applicable laws and regulations.

In appointing members of sub-committees, Nomination, Remuneration and Corporate Governance Committee shall consider and endorse such appointment, prior to the proposal to the Board for approval thereof. In this regard, in appointing members of sub-committees, candidates' specific expertise is considered in accordance with the roles and responsibilities of each sub-committee. Such candidates shall have professional skills, experience, and specialized qualifications, without any conflict of interest, to hold the position. The composition and qualifications of each sub-committee shall be in accordance with the regulatory requirements.

7.3 Sub-Committee Structure

7.3.1 Sub-Committees

To achieve effective and efficient performance, the Board of Directors has appointed sub-committees to relieve its burden in monitoring, overseeing or considering important businesses of the Bank in detail. The sub-committees have the authority to approve and make decision on behalf of the Board according to the authority and responsibilities delegated by the Board.

The Board has determined the scope of duties and responsibilities of the sub-committees in accordance with their assigned missions. The segregation of duty is clearly defined, with no duplication, and in compliance with the regulatory requirements. In addition, the sub-committees' meetings must be held on a regular basis; the committees' performance reports must be proposed for the Board's acknowledgement.

Sub-committees include

1. The Board of Executive Directors
2. Nomination, Remuneration and Corporate Governance Committee
3. Credit Committee
4. IT Oversight Committee
5. Risk Oversight Committee
6. Audit Committee

7.3.2 Details of Each Sub-Committee:

(1) The Board of Executive Directors

As of 31 December 2024, the Board of Executive Directors comprised 6 members. The BoED meetings are generally held twice a month or as deemed necessary and instructed by the Chairman of the Board of Executive Directors:

Name	Position	Note
1. Mr. Philippe G.J.E.O. Damas	Chairmann	Non-Executive Director
2. Mr. Suphadej Poonpipat	Vice Chairman	Non-Executive Director
3. Mr. Somjate Moosirilert	Committee Member	Non-Executive Director
4. Mrs. Patricia Mongkhonvanit	Committee Member	Non-Executive Director
5. Mr. Johannes Franciscus Grisel	Committee Member	Non-Executive Director
6. Mr. Piti Tantakasem	Committee Member	Executive Director (Chief Executive Officer)

Mrs. Manika Sitthichai is the Secretary to the Board of Executive Directors.

(2) Nomination, Remuneration and Corporate Governance Committee

As of 31 December 2024, Nomination, Remuneration and Corporate Governance Committee comprised 5 non-executive directors; their term of office aligned with the annual election of directors. NRCC meetings are generally held on a monthly basis or as deemed necessary and instructed by the Chairman of Nomination, Remuneration and Corporate Governance Committee:

Name	Position	Note
1. Mr. Teeranun Srihong	Chairman	Independent Director
2. Mr. Philippe G.J.E.O. Damas	Committee Member	Non-Executive Director
3. Mr. Willem Frederik Nagel	Committee Member	Independent Director
4. Mr. Somjate Moosirilert	Committee Member	Non-Executive Director
5. Mrs. Patricia Mongkhonvanit	Committee Member	Non-Executive Director

Mrs. Prapasiri Kositthanakorn held the position of the Secretary to Nomination, Remuneration and Corporate Governance Committee until 31 December 2024. Ms. Kanchanaluck Bumrungtin is the acting Secretary to Nomination, Remuneration and Corporate Governance Committee, effective from 1 January 2025.

(3) Credit Committee

As of 31 December 2024, Credit Committee comprised 5 members. CC meetings are generally held twice a month or as deemed necessary and instructed by the Chairman of Credit Committee:

Name	Position	Note
1. Mr. Yokporn Tantisawetrat	Chairman	Non-Executive Director
2. Mr. Somjate Moosirilert	Committee Member	Non-Executive Director
3. Mr. Johannes Franciscus Grisel	Committee Member	Non-Executive Director
4. Mr. Piti Tantakasem	Committee Member	Executive Director (Chief Executive Officer)
5. Mr. Vikran Paovarojkit	Committee Member	Management (Chief Risk Officer)

Mr. Ekanat Kieatinapasin is the Secretary to Credit Committee.

(4) IT Oversight Committee

As of 31 December 2024, IT Oversight Committee comprised 6 members. ITOC meetings are generally held at least once a quarter or as deemed necessary and instructed by the Chairperson of IT Oversight Committee:

Name	Position	Note
1. Mrs. Chananyarak Phetcharat	Chairperson	Independent Director
2. Mr. Teeranun Srihong	Committee Member	Independent Director
3. Mr. Willem Frederik Nagel	Committee Member	Independent Director
4. Mr. Prinya Hom-anek	Committee Member	Independent Director
5. Mrs. Patricia Mongkhonvanit	Committee Member	Non-Executive Director
6. Mr. Piti Tantakasem	Committee Member	Executive Director (Chief Executive Officer)

Mr. Sutthikan Rungsrithong is the Secretary to IT Oversight Committee.

(5) Risk Oversight Committee

As of 31 December 2024, Risk Oversight Committee comprised 7 members. ROC meetings are generally held at least once a quarter or as deemed necessary and instructed by the Chairman of Risk Oversight Committee:

Independent Director	Position	Note
1. Mr. Willem Frederik Nagel	Chairman	Independent Director
2. Mr. Yokporn Tantisawetrat	Committee Member	Non-Executive Director
3. Mr. Teeranun Srihong	Committee Member	Independent Director
4. Mr. Prinya Hom-anek	Committee Member	Independent Director
5. Mr. Johannes Franciscus Grisel	Committee Member	Non-Executive Director
6. Mr. Piti Tantakasem	Committee Member	Executive Director (Chief Executive Officer)
7. Mr. Vikran Paovarojkit	Committee Member	Management (Chief Risk Officer)

Mr. Thawatchai Trongnamsukkij is the Secretary to Risk Oversight Committee.

(6) Audit Committee

As of 31 December 2024, Audit Committee comprised 3 members whose qualifications conform to the Securities and Exchange Commission's requirements. AC meetings are generally held once a month or as deemed necessary and instructed by the Chairperson of Audit Committee.

Name	Position	Note
1. Mrs. Charita Leelayudth	Chairperson	Independent Director
2. Mrs. Chananyarak Phetcharat	Committee Member	Independent Director
3. Mr. Prinya Hom-anek	Committee Member	Independent Director

Mrs. Charita Leelayudth is the Audit Committee member who has knowledge and experience in reviewing financial statements and graduated with a degree in accounting. She is also a certified public accountant.

Mrs. Chananyarak Phetcharat has graduated with a degree in accounting.

Mrs. Pittimart Sanguansook held the position of Secretary to Audit Committee until 31 December 2024.
Mrs. Chirdprapa Chaladsoontornvatee is the Secretary to Audit Committee, effective from 1 January 2025.

7.4 Details of Executives

Executives and Remuneration

As of 31 December 2024, the Bank had recorded 32 executives as shown in the below table. During the fiscal year ended 31 December 2024, the Bank's executives collectively received remuneration in a total amount of THB 374 million, which consisted of salary, bonus, provident fund and other benefits.

An "executive," as defined by the Bank in accordance with the definition of the Securities and Exchange Commission (SEC), refers to the manager or the persons in the first 4 executive-level positions below the manager, all persons holding the positions equivalent to the fourth executive-level position, as well as the persons holding management positions or higher or equivalent in the accounting or finance department, and employees in accounting or finance who may know the financial information prior to public disclosure.

No.	Name	Position
1	Mr. Piti Tantakasem	Chief Executive Officer (1)
2	Mr. Thakorn Piyapan	President (2)
3	Mr. Anuwat Luengtaweekul (3)	Chief Automotive Lending Officer
4	Mr. Saranya Phuphatana	Chief Commercial Banking Officer
5	Mr. Vikran Paovarojkit	Chief Risk Officer
6	Mrs. Prapasiri Kositthanakorn (3)	Chief of Staff
7	Mrs. Pittimart Sanguansook (3)	Chief Audit Officer

No.	Name	Position
8	Mrs. Rattana Arkachaisri	Chief Operating Officer
9	Mr. Sutthikan Rungsrithong	Chief Information Officer
10	Miss Somkid Preechasammakul	Chief Financial Officer
11	Miss Preediorn Klungnark	Head of Finance Intelligence and Business Partner
12	Miss Supajanee Thirakhupt	Head of Finance Business Partner - Bank-wide Subsidiaries and Corporate Functions
13	Miss Tharinee Totab	Head of Finance Business Partner - CALO
14	Miss Pimolwan Puarattana-aroonkorn	Head of Finance Business Partner - CCBO_COO_branch
15	Miss Arunee Eiampreecha	Head of Finance Business Partner - CIO
16	Miss Watthanawadee Kumthongmak	Head of Finance Business Partner - CRBO_non-branch
17	Mr. Thanaphon Apichartsatien	Head of Finance Business Partner - CRO_Collection and Bad Bank Management
18	Miss Kotchakorn Lappichate	Head of Finance Business Partner - Spark & CEO
19	Mr. Surapong Chanthasittiporn	Head of Business Intelligence
20	Mrs. Kwanhatai Sukhumtammarat	Head of Financial Application and System Management
21	Mr. Andrew Kent Jan	Head of Balance Sheet Management
22	Miss Suwipa Phansatan	Head of Asset and Liability Management
23	Mr. Ratthaban Pongpipattanapan	Head of Capital and Balance Sheet Strategy
24	Mr. Mate Kanokpibool	Financial Controller
25	Miss Waree Thanmongkolswad	Deputy Financial Controller
26	Mrs. Suphavadee Wuthithien	Head of Regulatory Analysis - BoT Reporting
27	Miss Rochana Ratana-Ubol	Head of Accounting and Tax Operations
28	Miss Thanaporn Chanchanasophon	Head of Financial Governance Policy and Analysis - Bankwide_SABs
29	Mr. Borripart Tanyong	Head of Financial Regulatory & Tax Management, and Acting Head of Financial Governance Policy and Analysis - CALO, and Head of Regulatory Analysis - Financial Reporting
30	Miss Sopirada Keoplung	Head of Financial Governance Policy and Analysis - CCBO
31	Mr. Charnwit Kunsapsak	Head of Financial Governance Policy and Analysis - Retail
32	Mr. Yongyut Meepetchdee [4]	Head of Central Treasury

Remark : [1] Acting Chief People Office position, 1 January 2025
[2] Acting Chief Automotive Lending Officer position, 1 January 2025
[3] Retired, effective from 1 January 2025
[4] Being appointed, effective from 16 April 2024

7.5 Details of Employees

7.5.1 Number of Employees

As of 31 December 2024, the Bank had a total number of 13,574 employees, which could be broken down into business and supporting lines as presented in the below table. In this regard, the Bank and its subsidiaries had a total number of 14,529 employees.

As of 31 December 2024	No. of Employees
Commercial Banking	938
Retail Banking	5,381
Auto Lending Business	1,776
Support Business Units	5,479
The Bank's Employees	**13,574**
Subsidiaries' Employees	**955**
Total ttb group's employees	**14,529**

Changes in the Numbers of Employees Over the Past 3 Years

Changes in the number of employees over the past 3 years was shown in the below table. The number of the Bank's employees had declined. That was due mainly to branch rationalization in response to the increasing adoption of digital banking among customers, in line with the industry trend. In addition, a certain number of the Bank's employees have been transferred to its subsidiaries following ttb group's restructuring. Overall, the changes in ttb group's employees are in line with the business direction.

No. of Headcounts	2022	2023	2024
The Bank's employees	14,620	14,328	13,574
Subsidiaries' employees	936	992	955
ttb group's employees	**15,556**	**15,320**	**14,529**

7.5.2 Employee Compensation and Benefits

In 2024, the total compensation for the Bank's employees in forms of salary, cost of living allowance, other allowances related to work, variable pay by performance and other benefits was recorded at THB 14,805 million. The total compensation for employees of the Bank and its subsidiaries was THB 15,589 million.

Types of Compensation for Employees

The Bank ensures that all of its employees have high morale and motivation to work and receive the compensation based on their performance, skills and competence, as well as other welfare and benefits, which are reasonable, fair, and comparable to other financial institutions. Therefore, the compensation is divided into 3 types as follows:

1. **Fixed remuneration**: This is in the form of base salary which is structured to be properly aligned with the scope of duties and responsibilities and be comparable to such remuneration in financial and banking group and fairly managed for internal equality. The Bank provides working tools in alignment with the scope of roles and responsibilities. Moreover, an annual salary adjustment is conducted based on situations in banking industry.

2. **Variable remuneration**: This includes the payment of performance bonuses and incentives designed to drive the "Pay for Performance" culture, depending on performances of employees and the Bank.

3. **Welfare and benefits for employees**: Employees' well-being is the Bank's commitment. This part mainly includes provident fund, welfare and other comprehensive and competitive benefits. The important benefits include:

3.1 Employee Provident Fund

The Bank and employees have jointly established the Registered Provident Fund of TMBThanachart Bank Public Company Limited, which is managed by the Board of Directors of The Registered Provident Fund of TMBThanachart Bank Public Company Limited, comprising members from employer's side through appointment, and members from employee's side through election by the Fund's members. The Fund promotes employee savings through both the employee's contribution at a desired rate and the employer's contribution based on the employee's year of service. The Fund is managed under the Employee's Choice scheme in which the employee can choose to make a contribution to the Fund at the rate ranging from 2% to 15% of their salary, while the Bank's contribution rates to the Fund ranged from 5% to 10% of the employee's salary as retirement savings for a secure livelihood.

The Bank places importance on the management of the contributions made to the provident fund for employees. Accordingly, the Bank sets a policy for selecting the provident fund manager (Eastspring Asset Management (Thailand) Co.,Ltd.) who complies with the Investment Governance Code (I-Code), analyzes, and reviews the securities for investment by adopting the Environmental and Social Responsibility (ESR) criteria in the investment analysis. Moreover, the Bank discloses the selection criteria for provident fund manager to the Fund's members, which will maximize the long-term benefits for the members.

As of 31 December 2024, the number of the ttb Group's employees was recorded at 14,529; a total of 13,357 employees or 92% participated in the provident fund.

3.2 Subsidies, Welfare, and Fringe Benefits that the Bank provides to support 3 core dimensions are as follows:

1st Dimension - Physical & Mental Well-being: The Bank provides its employees with health and dental insurance, annual health checkup, in-house medical clinic with specialized physicians and nurses at its Head Office and other premises with a large number of employees, along with fitness, canteen, and convenient store. Those are to ensure that employees are convenient to purchase quality food and beverages in reasonable prices and good environment.

The Bank also places importance on the work-life balance. Accordingly, the Bank has organized activities to take care of physical well-being, such as running activities and yoga classes. For mental well-being, the Bank has been conducting various enthusiastic arts and musical activities, as well as the consultation sessions with a psychiatrist and a psychologist. All activities have been continuously provided and arranged throughout the year, both on-premise and online sessions by using technologies to support employees across the country in participating from anywhere.

2nd Dimension - Financial Well-being: The Bank provides subsidies and monetary support on several occasions to, e.g. accident, wedding, child's birth, ordination, Islamic pilgrimage, death of employee or their family member, disaster, funeral and scholarship for employees' children. In addition, employees are eligible for welfare loan and loans with special interest rates.

3rd Dimension - Security Well-being: To ensure employees and their families a certain level of security, the Bank provides group life insurance, severe diseases insurance, personal accident insurance with 24-hour coverage, for both working hours and non-working hours. Those who work in the four high-risk southern border provinces: Yala, Pattani, Narathiwat, and Songkhla are provided with life insurance and travel insurance for their performing of assigned duty.

The Bank consistently monitors situations to ensure timely support to our employees. In 2022, during the COVID-19 pandemic, the Bank actively provided free insurance and vaccines for employees and their families. Additionally, COVID-19 Antigen Test Kits (ATK) and other health preventive kits were distributed. Moreover, the Bank's premises were always kept clean. A dedicated team was set up to offer advice, assistance, and closely monitor employee health. Regular communication of information, news, and knowledge on health prevention and safety measures helped raise awareness among employees and their families. During the severe floods, the Bank also extended special subsidies to support the rental cost of temporary shelters for affected employees.

The aforementioned instances demonstrate the Bank's commitment and dedication to the overall well-being of its employees, which includes physical, mental, and Financial Well-being, as well as providing secure and stable guarantees for the Bank's employees

7.5.3 Key Labor Disputes (ttb only)

-None-

7.5.4 Human Resources Development

Last year, a training roadmap for the Bank's employees was developed to strengthen the core, leadership, and functional competency for executives and employees at every level.

As of December 2024, the Bank (and subsidiaries) provided training courses to employees for their knowledge and skill development. The average hours of training were 43 hours per person.

Overall Employee Training in 2024	Average Hour
Male	39
Female	45
Average Training Hours	**43**

7.6 Other Significant Information

7.6.1 Other support functions for corporate governance and transparency measure are as follows:

- Financial Control
- Head of Compliance
- Head of Internal Audit
- Company Secretary
- Investor Relations

Details of the Appointment of Responsible Persons in Support Functions

1. Financial Control

- The Bank appointed Ms. Somkid Preechasammakul as Chief Financial Officer.
- The Bank appointed Mr. Mate Kanokpibool as Financial Controller.
  (Details of the education, work experience, and professional training courses are as given on the Bank's website.)

2. Head of Compliance

- The Bank has appointed Mrs. Chirdprapa Chaladsoontornvatee to hold the position of Head of Compliance, until 31 December 2024, and appointed Mr. Surapong Bamrungpong as Head of Compliance, effective from 1 January 2025.

- Compliance is the 2nd Line of Defense function reporting to Chief Risk Officer. Compliance is responsible for developing the Compliance Policy to ensure that the compliance risk is managed to be at an acceptable level. Compliance also supervises and reviews the implementation and compliance with regulations on Market Conduct and PDPA, with Head of Compliance as Data Protection Officer (DPO).
  (Details of the education, work experience, and professional training courses are as given on the Bank's website).

3. Head of Internal Audit

- The Bank appointed Mrs. Pitimart Saguansook to hold the position of Chief Audit Officer (Head of Internal Audit) until 31 December 2024 and appointed Mrs. Chirdprapa Chaladsoontornvatee as Chief Audit Group (Head of Internal Audit), effective from 1 January 2025.
  (Details of the education, work experience, and professional training courses are as given on the Bank's website.)

4. Company Secretary

- The Board of Directors appointed Mrs. Manika Sitthichai to hold the position of Company Secretary.
  (Details of the education, work experience, and professional training courses are as given on the Bank's website.)

The Company Secretary's roles and responsibilities are to perform duties in compliance with laws and best practices, follow up on business activities of the Board of Directors and sub-committees, the Management, and the Bank in compliance with relevant laws, rules, relevant regulatory requirements, and the Bank's Articles of Association. The Company Secretary shall also support duty performances of the Board of Directors, sub-committee, the Management, and the Bank in compliance with good corporate governance.

Company Secretary's roles and responsibilities are as follows:

1. For the Bank

1.1 To monitor and supervise the Bank's overall business operations to comply with relevant laws, regulations, regulatory requirements, resolutions of the Board of Directors, and resolutions of the shareholders' meetings

1.2 To file and keep the Bank's important documentation such as certificates, Memorandum of Association, Articles of Association, shareholder register, licenses, and power of attorney

1.3 To drive guidelines to ensure that the Bank formulates policies and complies with good corporate governance, with regular reviews conducted

1.4 To act as a contact person of the Bank

2. **For the Board**
   - 2.1 To advise the Board of Directors and senior executives on laws and regulations relevant to their duty performance
   - 2.2 To oversee the meetings of the Board of Directors and sub-committees established by the Board to ensure that they are in compliance with laws, Articles of Association, charters of each committee, and best practices
   - 2.3 To manage to serve as the Secretary to the Board's and sub-committees' meetings as assigned, including the Chief Executive Committee meeting, record accurate and complete minutes, inform relevant executives of the meeting resolutions, and follow up on the resolution compliance
   - 2.4 To oversee the changes of directors and examine the director's qualifications in case of the appointment of new directors, the retirement of directors by rotation in compliance with regulatory requirements, and propose the issue to the Bank of Thailand for approval
   - 2.5 To review the director's qualifications during the directorship period to ensure that the qualifications are always in compliance with regulatory requirements
   - 2.6 To oversee the directors' use of inside information
   - 2.7 To facilitate the directors' development
   - 2.8 To provide the Board and sub-committees' self-assessment
   - 2.9 To arrange Directors and Officers Liability Insurance (D&O Insurance) for the directors and Management

3. **For the Shareholders**
   - 3.1 To oversee shareholders' meetings in compliance with laws, the Bank's Articles of Association, and good corporate governance principles, as well as to perform the duty of the secretary to the shareholders' meeting
   - 3.2 To oversee the rights of shareholders and create good relationship with shareholders

5. Investor Relations

Ms. Dararat Urapanthamat, Head of Investor Relations, is responsible for communicating with investors, securities analysts, etc., to inform them of accurate financial and general information of the Bank in accordance with the relevant laws or regulations to support their investment decisions. Investors can contact the Bank's Investor Relations for more information of the Bank at Investor Relations' office, Strategy Group, on the 30th Floor of TMBThanachart Bank Plc.'s Head Office, Tel. 0 2242 3475 or the Bank's webpage https://www.ttbbank.com/th/ir (Thai language) and https://www.ttbbank.com/en/ir (English language). In addition, such information can be downloaded. Those who have inquiries relating to shareholder information can contact Corporate Counselor on the 29th Floor of TMBThanachart Bank Plc.'s Head Office, Tel. 0 2299 2729 and Fax. 0 2299 2758.

7.6.2 Auditor's Remuneration

1) Audit Fee

The Bank and its subsidiaries paid audit fee to:

- The auditors of the Bank and its subsidiaries in the previous accounting year amounting to THB 15,130,000.

Company	Auditors	Audit Fees (THB)
1. TMBThanachart Bank Public Company Limited	KPMG Phoomchai Audit Ltd. (Mr. Chokechai Ngamwutikul)	14,020,000
2. TMBThanachart Broker Company Limited	KPMG Phoomchai Audit Ltd. (Mr. Chokechai Ngamwutikul)	420,000
3. Phahonyothin Asset Management Company Limited	KPMG Phoomchai Audit Ltd. (Mr. Chokechai Ngamwutikul)	550,000
4. TTB Consumer Company Limited	KPMG Phoomchai Audit Ltd. (Mr. Chokechai Ngamwutikul)	140,000
Total Audit Fee		15,130,000

- The respective audit company, including individuals or entities related to the Bank's auditor and the respective audit company in the previous accounting year: None

2) Non-Audit Fee

The Bank and its subsidiaries paid fee for non-audit services i.e. special purpose audit and engagements to perform agreed-upon procedures to:

- The Bank and its subsidiaries' auditor in the previous accounting year together with future payment due to incomplete work in the previous accounting year: None
- The respective audit company including individuals or entities related to the Bank's auditor and the respective audit company in the previous accounting year together with future payment due to incomplete work in the previous accounting year: None

The Rotation of Auditor

As per the notification of the Capital Market Supervisory Board No. TorChor. 44/2556 regarding rules, conditions, and procedures for disclosure of the financial position and operating results of securities issuers (Codified), it is required that the listed companies shall rotate the auditor in case the auditor performs reviewing or auditing and expresses an opinion on the financial statements of the same listed company for the seven cumulative fiscal years. The listed company may re-appoint the auditor after five consecutive years of rotation. However, the Bank has strictly adhered to the announcement by rotating the auditor in 2022 and the current auditor has performed auditing in its third year in 2024.

8. Corporate Governance Report

8.1 Summary of the Board of Directors' Performance in the Past Year

In 2024, the Bank's Board of Directors has reviewed the vision, mission, and core values and approved the strategic and business plans as well as operational budget of 2025 in alignment with the industry outlook. The Board has also approved key policies, including sustainable banking, with the emphasis on environmental, social, and governance factors with in the sound risk governance structure as well as sufficient and suitable internal control, with stakeholders taken into complete consideration under the good corporate governance principle. In this regard, the aim is for the Bank's ability to operate and compete sustainably in the long term, with readiness to accommodate future changes.

Moreover, the Board has reviewed the sub-committees' roles and responsibilities to align with the current roles and duties of business oversight and delegated to sub-committees to monitor, assess, and oversee performance in various areas as per their authority and responsibilities, prior to a proposal to the Board for consideration.

8.1.1 Nomination of the Board of Directors and Executives

Qualifications of Independent Directors and Audit Committee Members

In the nomination of independent directors and Audit Committee members, the Board has assigned Nomination, Remuneration and Corporate Governance Committee to select and screen the qualified candidates, as per the relevant laws and regulations as well as the Bank's Articles of Association, for their nomination as independent directors and Audit Committee members of the Bank.

Nomination Criteria of Independent Directors and Non-Executive Directors

1. Nomination of Independent Directors

The Board of Directors has placed great importance on the roles and responsibilities of independent directors as a vital part in strengthening the Board's structure with sufficient check and balance in order to safeguard the interests of the Bank and all stakeholders, including minority shareholders. Thus, to enhance independence of the Board of Directors and manage conflicts of interest pursuant to the regulatory requirements as well as the good corporate governance principles, the Board has formulated the policy for the selection process of independent directors from different fields, with proper qualifications as per the laws and requirements of the Bank and regulators, applicable knowledge and experience in alignment with the Bank's skills matrix, and the ability to provide independent opinions as well as integrity. The Board has delegated to Nomination, Remuneration, and Corporate Governance Committee to consider, recruit, and select qualified candidates, prior to proposing to the Board for appointment or the shareholders for election (as the case may be).

In this regard, to prevent candidates for independent directors from possessing any qualifications restricting their independent opinions, decision-making, or voting, the Board has established the policy limiting an independent director's term to no more than 9 consecutive years from the date of the first appointment as an independent director. Upon reaching the maximum 9-year term of an independent director, the director has to vacate the position as the Bank's director for no less than 2 years.

Qualification of Independent Directors

The Bank has defined "Independent Director" as a director who is independent from any major shareholder, executive, and related person, with the ability to perform duties in protecting the interests of all shareholders equitably. Furthermore, the Bank's criteria in regard to independent directors' qualifications are more stringent than that set by the Capital Market Supervisory Board as follows:

1. Hold less than 0.5 percent of total voting shares of the Bank, the Bank's parent company, subsidiary, associated company, major shareholder, or any person with controlling power over the Bank; shareholding of persons related to those independent directors shall also be counted.

2. Not a current or former director involved in management, an employee, an officer, an advisor who receives regular salary, or a person having controlling power over the Bank, the Bank's parent company, subsidiary, associated company, subsidiary on the same level, major shareholder or of a person with controlling power over the Bank, unless the independent directors have not been in such positions for over 2 years minimum prior to the date of appointment.

3. Not a person who has a relationship either through bloodline or legal registration as the father, mother, spouse, sibling, and child, as well as the spouse of a child of other directors, executives, major shareholders, persons having controlling power, or a person to be nominated as a director, executive, or a person with controlling power over the Bank or its subsidiary.

4. Have no or never had any business relationship with the Bank or its parent company, subsidiary, associated company, major shareholder, or a person having controlling power over the Bank, in a manner that may prevent his/her due and independent use of discretion. The independent director shall not be and never have been a significant shareholder or a person who has controlling power over the person with a business relationship with the Bank, its parent company, subsidiary, associated company, major shareholder, or a person having controlling power over the Bank, unless such independent director has not been a person referred to above for at least two years prior to the date of his/her appointment.

   Business relationships in the first paragraph shall cover any ordinary course of business or trade for business engagement purposes, property rent, transactions relevant to assets or services, giving or receiving financial assistance in form of loan or guarantee, offering assets as collateral, and any other similar conduct, which causes the Bank or its counterparty to be liable for debt settlement to another party in an amount equivalent to 3 percent of the net tangible assets of the Bank or twenty million baht or more, whichever is lower. The calculation of the said debt is in accordance with the calculation of a related transaction prescribed in the Capital Market Supervisory Board's notification regarding the criteria on related transactions mutatis mutandis. However, consideration of the said debt shall include the debt incurred one year before the date on which such business relationship takes place.

5. Not a current or former auditor of the Bank, its parent company, subsidiary, associated company, major shareholder, or a person having controlling power. The independent director shall not be a significant shareholder, a person having controlling power, or a partner of an auditing firm for which the auditor of the Bank, its parent company, subsidiary, major shareholder, or a person with controlling power over the Bank has been working unless such independent director has not been in the said position for at least two years before the date of his/her appointment.

6. Not a current or former professional advisor, including legal or financial advisor, who obtains a fee of more than two million baht a year from the Bank, its parent company, subsidiary, associated company, major shareholder, or a person having controlling power. The independent director shall not be a significant director, a person with controlling power, or a partner of such professional service provider unless the independent director has not been in the said position for at least two years before the date of his/her appointment.

7. Not a director who has been appointed as a representative of the Bank's directors, major shareholders, or shareholders related to the Bank's major shareholders.

8. Not in a business of the same nature as or competing with that of the Bank or its subsidiary. The independent director shall not be a partner in material respect in a partnership, or director participating in management role, an employee, officer, or advisor obtaining regular salary, or a shareholder holding more than one percent of total voting shares of any other company which engages in the business of the same nature as or competing with that of the Bank or its subsidiary.

9. Not in an independent director position for longer than 9 consecutive years, unless they have been discharged from such positions or status for at least 2 years prior to the day of the appointment.

10. No other characteristics that prevent the directors from giving independent opinions on the Bank's operations.

In this regard, any subsequent revision/amendment/relaxation of the criteria or qualifications of the independent directors announced by the Capital Market Supervisory Board, the Securities and Exchange Commission, the Stock Exchange of Thailand, or the Bank of Thailand shall be applied accordingly.

2. Nomination of Non-Executive Directors

The Board of Directors has put in place a definite and transparent director nomination policy and process. Nomination, Remuneration, and Corporate Governance Committee is responsible for selecting, screening, and nominating qualified persons as per regulatory requirements and the good corporate governance principle, with knowledge, expertise, skills, and experience in line with the Bank's Skills Matrix, prior to proposing to the Board or shareholders (as the case may be) for consideration and election. In some case, the Bank utilizes the Director Pool data base as an accompanying tool for recruitment of new directors.

Apart from directors' qualifications mentioned above, candidates nominated to be directors shall have vision and strategic thinking, which could lead to the Bank's steady and sustainable growth, as well as dedication of their time to perform director duties for the Bank's optimum benefits.

In case of vacancy before the completed term, the Board of Directors shall appoint a replacement for the vacant position through the nomination by Nomination, Remuneration, and Corporate Governance Committee. The said new director shall hold office only for the remaining term of office of the director whom he/she has replaced, unless the remaining duration of the director's term is less than two months. The replacing directors shall be appointed by the shareholders' meeting, in accordance with the Bank's Articles of Association.

The shareholders are allowed to vote for the election of directors individually, with the majority votes from the shareholders who attend the meeting and have voting rights required.

3. Appointment of Members of the Sub-Committees

For appointment of sub-committees' members, Nomination, Remuneration, and Corporate Governance Committee shall consider and endorse the nominees, before submission for approval and appointment by the Board of Directors, based on the expertise specifically required for each sub-committee. Members of the sub-committees shall have professional skills and specific experience and be free from conflict of interest. In addition, each committee shall have the composition and qualifications as prescribed by the regulatory requirements, with the Bank's Skills Matrix taken into account.

4. Nomination and Appointment of Executive

Nomination, Remuneration and Corporate Governance Committee is responsible for considering, screening, and selecting the most qualified candidates for the executive level from both internal and external sources and propose to the Board of Directors and related units for approval, in compliance with rules and regulatory requirements related to the financial service business.

The Bank has established the succession plan for critical positions, with an annual review of the said plan.

Performance Assessment of Chief Executive Officer

Nomination, Remuneration, and Corporate Governance Committee is assigned to conduct the CEO's performance assessment annually. In 2024, the assessment topics include profitability, efficiency, cost management, the ability to generate future income, risk management, digital transformation, and sustainable growth.

Chief Executive Officer's Position in Other Companies

Chief Executive Officer shall perform full-time duties for the Bank, unless approved by the Board of Directors to assume positions in other companies.

Terms of Directorship

The terms of directorship shall be in accordance with Clause 17 of the Bank's Article of Association, which states that at each annual general shareholders' meeting, at least one-third of the directors shall retire. Should the total number of directors cannot be divided exactly by 3, the number of directors closest to the 1/3 ratio shall apply. Retiring directors may be re-elected.

Regarding the term of directorship for independent directors, the Bank has established the policy limiting the independent director's term to no more than 9 consecutive years, from the date of the first appointment. If any independent director has a term of directorship for 9 consecutive years, he or she must retire for at least 2 years before being re-elected as an independent director.

Directors' Position in Other Companies

To ensure directors' adequate time to perform their duties for the Bank, the Board has established the number of companies in which directors assume a position as per regulations of the SET, SEC, and BOT as follows:

1. A director of the Bank may assume directorship in no more than 5 listed companies, both domestic and offshore *(ttb and other four listed companies).*
2. Directors of the Bank are able to assume one or several positions of Chairman of the Board, executive director, or authorized signatory director in no more than 3 business groups (excluding ttb). A company that is not a part of a business group shall be treated as one business group.
3. Directors shall disclose the information regarding directorship in other companies to the Bank as per regulatory requirements and the Bank's regulation.

The Board of Directors and Sub-committees' Performance Assessment

The Bank annually conducts the performance assessment of the Board of Directors and sub-committees, with the objective for the Board to jointly consider results and issues for the development and improvement of performance. The Board would approve the assessment guidelines and forms previously endorsed by Nomination, Remuneration, and Corporate Governance Committee in advance of assessment.

Criteria and Assessment of the Board of Directors' Performance include the following:

1. Overall Board and Sub-Committee Performance Assessment
2. Individual Self-Assessment
3. Individual Peer (Cross) Assessment

Scope of Assessment covering key topics as per the SET guidelines

- **Performance Assessment of the Board:** The topics include (1) Structure and Qualification, (2) Meeting Efficiency, (3) Performance According to Fiduciary Duty (Performance Role), (4) Performance According to Fiduciary Duty (Compliance Role), (5) Relationship with Management.
- **Performance Assessment of Sub-Committees:** The topics include (1) Structure and Qualification, (2) Meeting Efficiency, (3) Performance According to Fiduciary Duty (Performance Role), (4) Performance According to Fiduciary Duty (Compliance Role), (5) Relationship with Management.
- **Performance Assessment of Individual Director:** The topics include directors' roles as per the fiduciary duty in the past year under sustainable growth.
- **Peer (Cross) Performance Assessment:** The topics include directors' roles as per the fiduciary duty in the past year under sustainable growth.

Upon complete assessment, the Bank would report the results of the Board and Sub-Committee performance assessment to Nomination, Remuneration, and Corporate Governance and the Board of Directors for acknowledgement; the 2024 Board performance assessment result is "very good".

New Director Orientation and Director Development Program

The Bank provides an orientation for new directors upon changes in directors. Director's manual, documents, and useful information are provided for important information and preparation of the new directors to perform his/her duty through electronic media, with the Company Secretary to facilitate such orientation regarding various matters as follows:

- Common knowledge concerning the Bank and banking businesses such as the company profile, shareholding structure, vision and missions, business structure, management structure, term of directorship, and directors' remuneration.
- Information on the rules, regulations, and best practices for directors, e.g. applicable rules and regulations for directors by regulatory agencies, the Bank's policies and practices for directors, do's and don'ts for the Bank's directors, director fiduciary duty checklist, directors and officers liability insurance, etc.

In addition, the Bank has promoted and encouraged directors to participate in training courses regarding the Board's performance of duties, good corporate governance, and the Bank's business operations provided by external units, such as Thai Institute of Directors Association (IOD) and the Bank of Thailand, and by the Bank.

At present, all directors have already attended the training courses related to director practices.

Summary of Training and Seminars During the Year 2024

In 2024, 14 Directors have attended training courses and seminars, or 100% of the total number of directors. Details are as follows:

Directors	Courses
1. Mr. Ekniti Nitithanprapas	• Managing Cyber Risk-Executive Cyber Awareness Briefing, TMBThanachart Bank Plc. • Household Debt Situation in Thailand (Credit Bureau View), TMBThanachart Bank Plc. • Navigating Climate Risks and Opportunities: Emerging Regulations and Transition Finance, TMBThanachart Bank Plc. • EV Ecosystem in China, TMBThanachart Bank Plc.
2. Mr. Suphadej Poonpipat	• Managing Cyber Risk-Executive Cyber Awareness Briefing, TMBThanachart Bank Plc. • Household Debt Situation in Thailand (Credit Bureau View), TMBThanachart Bank Plc. • Navigating Climate Risks and Opportunities: Emerging Regulations and Transition Finance, TMBThanachart Bank Plc. • EV Ecosystem in China, TMBThanachart Bank Plc.
3. Gen. Ekarat Changkaew	• EV Ecosystem in China, TMBThanachart Bank Plc.
4. Mr. Philippe G.J.E.O. Damas	• Managing Cyber Risk-Executive Cyber Awareness Briefing, TMBThanachart Bank Plc. • Household Debt Situation in Thailand (Credit Bureau View), TMBThanachart Bank Plc. • Navigating Climate Risks and Opportunities: Emerging Regulations and Transition Finance, TMBThanachart Bank Plc. • EV Ecosystem in China, TMBThanachart Bank Plc.

Directors	Courses
5. Mrs. Charita Leelayudth	• Strategic Board Master Class (class 15/2024), Thai Institute of Directors Association (IOD) • Risk Management Program for Corporate Leaders (class 37/2024), Thai Institute of Directors Association (IOD) • Role of the Chairman Program (class 56/2024), Thai Institute of Directors Association (IOD) • Director's Briefing 2/2024: Systematic Transformation for Future-Ready Organizations, Thai Institute of Directors Association (IOD) • The Cullinan: The Making of Digital Board class 4/2024, the Ministry of Digital Economy and Society in collaboration with the Digital Economy Promotion Agency (depa) and Thailand Management Association (TMA) • Managing Cyber Risk-Executive Cyber Awareness Briefing, TMBThanachart Bank Plc. • Household Debt Situation in Thailand (Credit Bureau View), TMBThanachart Bank Plc. • Navigating Climate Risks and Opportunities: Emerging Regulations and Transition Finance, TMBThanachart Bank Plc. • EV Ecosystem in China, TMBThanachart Bank Plc.

Directors	Courses
6. Mr. Teeranun Srihong	• Advanced Audit Committee Program (class 52/2024), Thai Institute of Directors Association (IOD) • Director's Briefing 2/2024: Systematic Transformation for Future-Ready Organizations, Thai Institute of Directors Association (IOD) • Managing Cyber Risk-Executive Cyber Awareness Briefing, TMBThanachart Bank Plc. • Household Debt Situation in Thailand (Credit Bureau View), TMBThanachart Bank Plc. • Navigating Climate Risks and Opportunities: Emerging Regulations and Transition Finance, TMBThanachart Bank Plc. • EV Ecosystem in China, TMBThanachart Bank Plc.

Directors	Courses
7. Mr. Willem Frederik Nagel	• Integrity Supervision by CEB Compliance representatives, Credit Europe Bank NV • Commercial Real estate (market update) by CBRE, Credit Europe Bank NV • AI training by PWC, Credit Europe Bank NV • Managing Cyber Risk-Executive Cyber Awareness Briefing, TMBThanachart Bank Plc. • Household Debt Situation in Thailand (Credit Bureau View), TMBThanachart Bank Plc. • EV Ecosystem in China, TMBThanachart Bank Plc.
8. Mr. Yokporn Tantisawetrat	• Managing Cyber Risk-Executive Cyber Awareness Briefing, TMBThanachart Bank Plc. • Household Debt Situation in Thailand (Credit Bureau View), TMBThanachart Bank Plc. • Navigating Climate Risks and Opportunities: Emerging Regulations and Transition Finance TMBThanachart Bank Plc. • EV Ecosystem in China, TMBThanachart Bank Plc.

Directors	Courses
9. Mrs. Chananyarak Phetcharat	• Risk Management Program for Corporate Leaders (class 37/2024), Thai Institute of Directors Association (IOD) • Director's Briefing 2/2024: Systematic Transformation for Future-Ready Organizations, Thai Institute of Directors Association (IOD) • Managing Cyber Risk-Executive Cyber Awareness Briefing, TMBThanachart Bank Plc. • Navigating Climate Risks and Opportunities: Emerging Regulations and Transition Finance, TMBThanachart Bank Plc. • EV Ecosystem in China, TMBThanachart Bank Plc.
10. Mr. Somjate Moosirilert	• Managing Cyber Risk-Executive Cyber Awareness Briefing, TMBThanachart Bank Plc. • Household Debt Situation in Thailand (Credit Bureau View), TMBThanachart Bank Plc. • Navigating Climate Risks and Opportunities: Emerging Regulations and Transition Finance, TMBThanachart Bank Plc.

Directors	Courses
11. Mr. Prinya Hom-anek	• The Board's Rold in Mergers & Acquisitions (class 11/2024), Thai Institute of Directors Association (IOD) • Risk Management Program for Corporate Leaders (class 36/2024), Thai Institute of Directors Association (IOD) • The Board's Roles in Climate Governance (class 1/2024), Thai Institute of Directors Association (IOD) • Board Nomination and Compensation Program (class 19/2024), Thai Institute of Directors Association (IOD) • Chairman Forum 2024: The Art of Chairman-CEO Dynamics: Fostering trust and Collaboration, Thai Institute of Directors Association (IOD) • Now and Grow On, Thai Institute of Directors Association (IOD) • Independent Director Forum 2024, "Maximizing Board Effectiveness: The Role of Lead Independent Directors in Thai Business", Thai Institute of Directors Association (IOD) • Hot issue for Director: Empowering Boards: Enhancing Governance, Standards, and Financial Insights, Stock Exchange of Thailand (SET) with Thai Institute of Directors Association (IOD)

Directors	Courses
	• Audit Committee Forum 2024 - Emerging Audit Standards and Implications for the Audit Committee, Thai Institute of Directors Association (IOD) • Director's Briefing 2/2024: Systematic Transformation for Future-Ready Organizations, Thai Institute of Directors Association (IOD) • Director's Briefing 3/2024: Cyber Play-A Gamified Seminar for Board Cyber Resilience, Thai Institute of Directors Association (IOD) • Director's Briefing 4/2024: How Soneva Integrates Sustainability into Strategy, Thai Institute of Directors Association (IOD) • Special Event 2/2024: Boardroom Finance: 3 Financial Measures that Matter Workshop (M-SE 2), Thai Institute of Directors Association (IOD) • Managing Cyber Risk-Executive Cyber Awareness Briefing, TMBThanachart Bank Plc. • Household Debt Situation in Thailand (Credit Bureau View), TMBThanachart Bank Plc. • Navigating Climate Risks and Opportunities: Emerging Regulations and Transition Finance, TMBThanachart Bank Plc. • EV Ecosystem in China, TMBThanachart Bank Plc.

Directors	Courses
12. Mrs. Patricia Mongkhonvanit	• Board's Roles in Purpose-driven Transition (class 1/2024), Thai Institute of Directors Association (IOD) • Director's Briefing 2/2024: Systematic Transformation for Future-Ready Organizations, Thai Institute of Directors Association (IOD) • Managing Cyber Risk-Executive Cyber Awareness Briefing, TMBThanachart Bank Plc. • Navigating Climate Risks and Opportunities: Emerging Regulations and Transition Finance, TMBThanachart Bank Plc. • EV Ecosystem in China, TMBThanachart Bank Plc.
13. Mr. Johannes Franciscus Gricel	• Director Accreditation Program (class 216/2024), Thai Institute of Directors Association (IOD) • Managing Cyber Risk-Executive Cyber Awareness Briefing, TMBThanachart Bank Plc. • Household Debt Situation in Thailand (Credit Bureau View), TMBThanachart Bank Plc. • Navigating Climate Risks and Opportunities: Emerging Regulations and Transition Finance, TMBThanachart Bank Plc. • EV Ecosystem in China, TMBThanachart Bank Plc.
14. Mr. Piti Tantakasem	• Now and Grow On, Thai Institute of Directors Association (IOD) • Director's Briefing 2/2024: Systematic Transformation for Future-Ready Organizations, Thai Institute of Directors Association (IOD) • Managing Cyber Risk-Executive Cyber Awareness Briefing, TMBThanachart Bank Plc. • Household Debt Situation in Thailand (Credit Bureau View), TMBThanachart Bank Plc. • Navigating Climate Risks and Opportunities: Emerging Regulations and Transition Finance, TMBThanachart Bank Plc. • EV Ecosystem in China, TMBThanachart Bank Plc.

8.1.2 Meeting Attendance

The Board meeting shall be held at least once a month, on the last Tuesday of each month. In an urgent case, the Board may change the meeting date or arrange a special meeting as deemed necessary. The meeting date shall be scheduled in advance so that the Board members are able to plan their attendance of every meeting. The meeting agenda shall be endorsed by Chief Executive Officer and approved by the Board's Chairman. In this regard, the Board meetings are conducted both physically and electronically.

Furthermore, the Board of Directors stipulates the policy for each director to attend at least 75% of the Board meetings over the year. Moreover, non-executive directors shall have their own meetings as necessary and appropriate, without Management involved, to discuss matters or issues of their focus and inform CEO of meeting results for further actions.

The Bank submits the meeting documents and invitation letters to directors at least 5 business days in advance so that the directors will have sufficient time to study and consider the information to support their decision-making on each agenda. The directors can additionally request necessary information regarding the meeting agendas from the Management. The average length of the meeting is approximately 3 hours. The Chairman shall declare the meeting open and proceed with the business on the agenda. The time shall be adequately allocated for Management to present the information and the Board members to carefully consider it before making decisions. Voting on each agenda in the Board meeting shall be unanimous. In this regard, the Chairman shall make a conclusion as a meeting resolution. Moreover, directors with a conflict of interest on that agenda shall not participate in or cast a vote on the matter.

The Secretary to the Board is responsible for preparing the minutes of meetings, arranging systematic filing for inspection, and submitting the minutes to regulators within the specified period.

In 2024, directors' average attendance to the Board meetings was at 98.32% of the total number of meetings. At the meeting, the directors has freely asked questions and provided useful recommendations for the Bank's business, in accordance with the Corporate Governance Policy.

The Board of Directors Meeting

In 2024, details of attendances of the Bank's Board of Directors, sub-committees, and shareholders' meetings are as follows:

Name-Last name	The Board of Directors	Non-Executive Directors	The Board of Executive Directors	Audit Committee	Nomination, Remuneration and Corporate Governance Committee	Risk Oversight Committee	Credit Committee	IT Oversight Committee	AGM 2024
Total number of meetings from January – December 2024	17	4	18	14	12	7	21	7	1
1. Mr. Ekniti Nitithanprapas [1]	16/17 (94.12%)	4/4							1
2. Mr. Suphadej Poonpipat [2]	17/17 (100%)	4/4	18/18						1
3. Gen. Ekarat Changkaew [3]	13/15 (86.67%)	1/3							1
4. Mr. Philippe G.J.E.O. Damas [4]	17/17 (100%)	4/4	18/18		12/12				1
5. Mrs. Charita Leelayudth [5]	17/17 (100%)	4/4		14/14					1
6. Mr. Teeranun Srihong [6]	17/17 (100%)	4/4			12/12	6/7		7/7	1
7. Mr. Willem Frederik Nagel [7]	17/17 (100%)	3/4			12/12	7/7		6/7	1

Name-Last name	The Board of Directors	Non-Executive Directors	The Board of Executive Directors	Audit Committee	Nomination, Remuneration and Corporate Governance Committee	Risk Oversight Committee	Credit Committee	IT Oversight Committee	AGM 2024
Total number of meetings from January – December 2024	17	4	18	14	12	7	21	7	1
8. Mr. Yokporn Tantisawetrat [8]	17/17 (100%)	4/4				7/7	21/21		1
9. Mrs. Chananyarak Phetcharat [9]	16/17 (94.12%)	3/4		13/14				7/7	1
10. Mr. Somjate Moosirilert [10]	17/17 (100%)	4/4	18/18		12/12		21/21		1
11. Mr. Prinya Hom-anek [11]	17/17 (100%)	4/4		14/14		7/7		7/7	1
12. Mrs. Patricia Mongkhonvanit [12]	17/17 (100%)	2/4	18/18		12/12			7/7	1
13. Mr. Johannes Franciscus Grisel [13]	17/17 (100%)	4/4	18/18			7/7	21/21		1
14. Mr. Piti Tantakasem [14]	17/17 (100%)		18/18			7/7	21/21	7/7	1

Name-Last name	The Board of Directors	Non-Executive Directors	The Board of Executive Directors	Audit Committee	Nomination, Remuneration and Corporate Governance Committee	Risk Oversight Committee	Credit Committee	IT Oversight Committee	AGM 2024
Directors who resigned during the year									
Gen. Apinun Kumproh [15]	2/2 (100%)	1/1							-
Average meeting attendance (%)	**98.32%**	**88.46%**	**100%**	**97.62%**	**100%**	**97.62%**	**100%**	**97.62%**	**100%**

Remarks: Directors who attended the meetings electronically were as detailed below:

(1) Mr. Ekniti Nitithanprapas
- The Board of Directors Meeting (Special Session) No. 3/2024
- Non-Executive Directors Meetings No.1-2/2024

(2) Mr. Suphadej Poonpipat
- The Board of Directors Meetings No. 1-12/2024, (Special Session) No. 1/2024, (Special Session) No. 3/2024, and (Special Session) No. 5/2024
- Non-Executive Directors Meetings No.1/2024, and No. 3-4/2024
- The Board of Executive Directors Meetings No. 1-17/2024, and (Special Session) No.1/2024

(3) Gen. Ekarat Changkaew (has joined the Bank's Board of Directors, effective since 1 March 2024. His first Board meeting was the Board of Directors Meeting No. 3/2024 on 26 March 2024.)
- The Board of Directors Meetings (Special Session) No. 1/2024, and No. 4/2024
- Non-Executive Directors Meeting No. 2/2024

(4) Mr. Philippe G.J.E.O. Damas is a director who does not have residence in Thailand.
- The Board of Directors Meetings No. 4-5/2024, (Special Session) No. 2/2024, (Special Session) No. 3/2024, No.11/2024, and (Special Session) No. 5/2024
- Non-Executive Directors Meetings No. 2-4/2024
- The Board of Executive Directors Meetings No. 4/2024, No. 7/2024, No. 9/2024, No. 13/2024, and No. 15-16/2024
- The Nomination, Remuneration and Corporate Governance Committee Meetings No. 1/2024, No. 5/2024, and No.11/2024

(5) Mrs. Charita Leelayudth
- The Board of Directors Meetings No. 1/2024, No. 3-4/2024, (Special Session) No. 3/2024, and No. 10/2024
- Non-Executive Directors Meetings No. 1-2/2024, and No. 4/2023

(6) Mr. Teeranun Srihong
- The Board of Directors Meetings (Special Session) No. 1/2024, No. 5/2024, No. 7/2024, and (Special Session) No. 2/2024, (Special Session) No. 3/2024, No. 10/2024, and (Special Session) No. 5/2024
- Non-Executive Directors Meetings No. 1-3/2024
- The Nomination, Remuneration and Corporate Governance Committee Meetings No. 1-3/2024, No. 6-7/2024, and No. 9-12/2024
- The Risk Oversight Committee Meetings No. 1/2024, (Special Session) No. 2/2024, and No. 5-7/2024
- The IT Oversight Committee Meetings No. 1-6/2024, and (Special Session) No. 1/2024

(7) Mr. Willem Frederik Nagel
- The Board of Directors Meetings No. 1/2024, No. 3/2024, (Special Session) No. 1/2024, No. 4-7/2024, (Special Session) No. 2/2024, No. 8-9/2024, (Special Session) No. 3/2024, (Special Session) No. 5/2024, and No. 11-12/2024
- Non-Executive Directors Meetings No. 1-3/2024
- The Nomination, Remuneration and Corporate Governance Committee Meetings No. 1-12/2024
- The Risk Oversight Committee Meetings No. 1/2024, (Special Session) No. 2/2024, and No. 3-7/2024
- The IT Oversight Committee Meetings No. 1-5/2024, and (Special Session) No. 1/2024

(8) Mr. Yokporn Tantisawetrat
- The Board of Directors Meetings (Special Session) No. 1/2024, (Special Session) No. 3/2024, and (Special Session) No. 5/2024
- Non-Executive Directors Meetings No. 1-4/2024
- The Risk Oversight Committee Meetings No. 1/2024, (Special Session) No. 2/2024, and No. 3/2024
- The Credit Committee Meetings No. 1-8/2024, No. 14/2024, and No. 17/2024

(9) Mrs. Chananyarak Phetcharat
- The Board of Directors Meetings No. 1/2024, No. 3/2024. No. 6/2024, (Special Session) No. 3/2024, and No. 9/2024
- Non-Executive Directors Meetings No. 1/2024
- The Audit Committee Meetings No. 2/2024
- The IT Oversight Committee Meetings No. 1/2024, No. 3-6/2024, and (Special Session) No. 1/2024

(10) Mr. Somjate Moosirilert
- The Board of Directors Meetings No. 1-4/2024, (Special Session) No. 1/2024, No. 6/2024, (Special Session) No. 2/2024, (Special Session) No. 3/2024, No. 11/2024, and (Special Session) No. 5/2024
- Non-Executive Directors Meetings No. 1/2024, and No. 3-4/2024
- The Board of Executive Directors Meetings No. 1-17/2024
- The Nomination, Remuneration and Corporate Governance Committee Meetings No. 1-12/2024
- The Credit Committee Meeting No. 1-20/2024, and (Special Session) No. 1/2024

(11) Mr. Prinya Hom-anek
- The Board of Directors Meetings No. 1-3/2024, (Special Session) No. 1/2024, No. 4/2024, No.6-7/2024, (Special Session) No. 3/2024, No. 9/2024, No.11/2024, and (Special Session) No. 5/2024
- Non-Executive Directors Meetings No. 1-4/2024
- The Audit Committee Meetings No. 2-12/2024
- The Risk Oversight Committee Meetings No. 1/2024, (Special Session) No. 2/2024, and No. 3-7/2024
- The IT Oversight Committee Meetings No. 1-6/2024, and (Special Session) No. 1/2024

(12) Mrs. Patricia Mongkhonvanit
- The Board of Directors Meetings No. 1/2024, No. 6-7/2024, (Special Session) No. 3/2024, and (Special Session) No. 5/2024
- Non-Executive Directors Meetings No. 1-2/2024
- The Board of Executive Directors Meetings No. 1-17/2024
- The Nomination, Remuneration and Corporate Governance Committee Meetings No. 1-12/2024
- The IT Oversight Committee Meetings No. 1-6/2024

(13) Mr. Johannes Franciscus Grisel
- The Board of Directors Meetings No. 3/2024, (Special Session) No. 1/2024, No. 4-7/2024, (Special Session) No. 2/2024, No. 8-9/2024, (Special Session) No. 3/2024, and No. 12/2024
- Non-Executive Directors Meetings No. 2-4/2024
- The Board of Executive Directors Meetings No. 4-13/2024, and No. 16-17/2024
- The Risk Oversight Committee Meetings No. 1/2024, (Special Session) No. 2/2024, and No. 3-6/2024
- The Credit Committee Meetings No. 1-16/2024, No. 19-20/2024, and (Special Session) No. 1/2024

(14) Mr. Piti Tantakasem
- The Board of Executive Directors Meetings No. 3-4/2024
- The Risk Oversight Committee Meetings No. 1/2024, (Special Session) No. 2/2024, and No. 3/2024
- The Credit Committee Meetings No. 1-7/2024
- The IT Oversight Committee Meetings No. 1-4/2024, No. 6/2024, and (Special Session) No. 1/2024

(15) Gen. Apinun Kumproh
- The Board of Directors Meetings No. 1-2/2024
- Non-Executive Directors Meeting No. 1/2024

Non-Executive Directors and Independent Directors' Meeting (without Executive Directors)

Non-executive directors and independent directors allocated time to meet among themselves, without involvement of the executive directors, to discuss key issues and to align with the good corporate governance principle. In 2024, there were 4 meetings as follows:

- No. 1 on 30 January 2024
- No. 2 on 29 May 2024
- No. 3 on 13 August 2024
- No. 4 on 16 December 2024

In addition, on 19 June 2024 and 16 October 2024, the Bank arranged meetings between Risk Oversight Committee and Audit Committee as an open floor discussion regarding the assessment on the effectiveness and efficiency of the Bank's risk management in various areas.

Remuneration for Directors

The Bank has set the directors' remuneration policy, criteria, composition, and amount at an appropriate level, based on the Fiduciary Duty, and in line with the accountability and responsibility of the directors on a comparable level with that of peers in the similar industry and sizes.

In addition, directors' remuneration is set to be sufficient and attractive for the nomination and retention of qualified directors with knowledge and ability to perform their duties and dedicate themselves to make contributions to the Bank. Nomination, Remuneration, and Corporate Governance Committee conducts the annual review of the directors' remuneration and propose it to the Board for endorsement and inclusion as an agenda item of the Annual General Meeting of Shareholders for further approval on an annual basis.

Directors' Remuneration Criteria

1. Monthly compensation, including
   - 1.1 Retaining fee • A director is entitled to the retaining fee, at the highest rate, for only one of his/her position.
   - 1.2 Committee fee • A director is entitled to the committee fee for every board or committee that he/she is a member.
2. Attendance fee • A director is entitled to the attendance fee for every meeting that he/she attends.

Remuneration by Committee is as follows:

		Director Remuneration (THB)		
		Retaining Fee (Monthly)	Committee Fee (Monthly)	Attendance Fee (Per Meeting)
The Board of Directors	Chairman	150,000	150,000	40,000
	Vice chairman	35,000	35,000	35,000
	Member	32,000	32,000	30,000
The Board of Executive Directors	Chairman	120,000	120,000	40,000
	Vice chairman	35,000	35,000	35,000
	Member	32,000	32,000	30,000
Audit Committee	Chairman	58,000	58,000	32,400
	Member	31,200	31,200	24,600
Nomination, Remuneration and Corporate Governance Committee	Chairman	58,000	58,000	32,400
	Member	31,200	31,200	24,600
Risk Oversight Committee	Chairman	58,000	58,000	32,400
	Member	31,200	31,200	24,600
Credit Committee	Chairman	58,000	58,000	32,400
	Member	31,200	31,200	24,600
IT Oversight Committee	Chairman	58,000	58,000	32,400
	Member	31,200	31,200	24,600

ttb's executive directors will not receive the remuneration according to its regulations; representative directors from ING Bank N.V. will not receive the remuneration under the said bank's policy.

The Board of Directors may amend the director remuneration for the members of the Board of Directors and sub-committees as well as that of any additionally established sub-committees. In this regard, the total director remuneration shall not exceed THB 45 million as approved by the shareholders' meeting.

In 2024, the Annual General Meeting of Shareholders has approved the distribution of 2023 directors' bonus at the rate 0.5 percent of dividend paid; the Board was granted the authority to set up detail of the allocation. In this regard, the Bank's executive directors and the representative directors from ING Bank N.V. will not receive the directors' bonus.

In 2024, the directors received remuneration for serving on the Board of Directors and other committees in a total amount of THB 41,489,000 and the directors' bonus of THB 51,025,371.24. The details are as follows:

Name of Directors	Detail of ttb Directors' Remuneration	Detail of the Subsidiary's Director Remuneration (PAMCO)
1. Mr. Ekniti Nitithanprapas	Received THB 4,400,000 for serving as Chairman of the Board of Directors Received THB 6,123,044.54 for directors' bonus	Not applicable
2. Mr. Suphadej Poonpipat	Received THB 2,625,000 for serving as Vice Chairman of the Board of Directors and Vice Chairman of the Board of Executive Directors Received THB 4,082,029.70 for directors' bonus	Not applicable
3. Gen. Ekarat Changkaew (Appointment effective from 1 March 2024)	Received THB 1,060,000	Not applicable
4. Mr. Philippe G.J.E.O. Damas [1]	Received THB 5,395,440 for serving on the Board of Directors, as Chairman of the Board of Executive Directors, Chairman the Nomination, Remuneration and Corporate Governance Committee, and Member of the Nomination, Remuneration and Corporate Governance Committee Received THB 4,082,029.70 for directors' bonus	Not applicable
5. Mrs. Charita Leelayudth	Received THB 2,859,600 for serving on the Board of Directors and as Chairperson of the Audit Committee Received THB 4,082,029.70 for directors' bonus	Not applicable

Name of Directors	Detail of ttb Directors' Remuneration	Detail of the Subsidiary's Director Remuneration (PAMCO)
6. Mr. Teeranun Srihong (1)	Received THB 3,855,600 for serving on the Board of Directors, as Chairman of the IT Oversight Committee, Chairman of the Nomination, Remuneration and Corporate Governance Committee, Member of the Nomination, Remuneration and Corporate Governance Committee, Member of the Risk Oversight Committee, and Member of the IT Oversight Committee Received THB 4,082,029.70 for directors' bonus	Not applicable
7. Mr. Willem Frederik Nagel	Received THB 3,794,400 for serving on the Board of Directors, as Chairman of the Risk Oversight Committee, Member of the Nomination, Remuneration and Corporate Governance Committee, and Member of the IT Oversight Committee Received THB 4,082,029.70 for directors' bonus	Not applicable
8. Mr. Yokporn Tantisawetrat	Received THB 3,633,000 for serving on the Board of Directors, as Chairman of the Credit Committee, and Member of the Risk Oversight Committee Received THB 4,082,029.70 for directors' bonus	Received THB 51,000 for serving on the Advisory Board
9. Mrs. Chananyarak Phetcharat (1)	Received THB 3,077,160 for serving on the Board of Directors, as Chairperson of the IT Oversight Committee, Member of the Audit Committee, and Member of the IT Oversight Committee Received THB 4,082,029.70 for directors' bonus	Not applicable
10. Mr. Somjate Moosirilert	Received THB 3,822,600 for serving on the Board of Directors, as Member of the Board of Executive Directors, Member of the Nomination, Remuneration and Corporate Governance Committee, and Member of the Credit Committee Received THB 4,082,029.70 for directors' bonus	Received THB 51,000 for serving on the Advisory Board

Name of Directors	Detail of ttb Directors' Remuneration	Detail of the Subsidiary's Director Remuneration (PAMCO)
11. Mr. Prinya Hom-anek	Received THB 3,210,000 for serving on the Board of Directors, as Member of the Audit Committee, Member of the Risk Oversight Committee, and Member of the IT Oversight Committee Received THB 4,082,029.70 for directors' bonus	Not applicable
12. Mrs. Patricia Mongkhonvanit	Received THB 3,478,200 for serving on the Board of Directors, as Member of the Board of Executive Directors, Member of the Nomination, Remuneration and Corporate Governance Committee, and Member of IT Oversight Committee Received THB 4,082,029.70 for directors' bonus	Not applicable
13. Mr. Johannes Franciscus Grisel	Not entitled to receive the monetary remuneration and directors' bonus as per the criteria of ING Bank N.V.	Not applicable
14. Mr. Piti Tantakasem	Not entitled to receive the monetary remuneration and directors' bonus as per the criteria of the Bank	Not entitled to receive the monetary remuneration as per the criteria of the Bank
15. Gen. Apinun Kumproh [2] (Resignation effective from 1 March 2024)	Received THB 218,000 for serving on the Board of Directors Received THB 4,082,029.70 for directors' bonus	Not applicable

Remark: [1] In 2024, there were changes in directors' positions in sub-committees, in accordance with the resolution of the Board of Directors Meeting (Special Session) No. 1/2024, on 9 April 2024, as follows:

1. Mr. Philippe G.J.E.O. Damas became Member of the Nomination, Remuneration and Corporate Governance Committee (previously Chairman of the NRCC)
2. Mr. Teeranun Srihong became Chairman of the Nomination, Remuneration and Corporate Governance Committee and Member of the IT Oversight Committee (previously Member of the NRCC and Chairman of the ITOC)
3. Mrs. Chananyarak Phetcharat was appointed to be Chairperson of the IT Oversight Committee (previously Member of the ITOC)

[2] Not currently a board member

Other benefits

- None –

Directors' Bonus

The Board has an important role in setting strategies and policies and overseeing the Bank's execution to ensure its target achievement as well as strong and sustainable performance. The Board sets the directors' bonus at a proper rate in alignment with the Bank's performance and on a comparable level with those of peers in the same industry. The Nomination, Remuneration, and Corporate Governance shall consider the directors' bonus and then propose it to the Board for endorsement and inclusion as an agenda item of the annual general meeting of shareholders for approval. The Board shall ensure that the Bank discloses the bonus of each director in reports such as Form 56-1 One Report in compliance with the regulatory requirements.

8.1.3 Subsidiary Supervision

The Bank has considered nominating its executives to be representative directors in 3 subsidiaries, namely Phahonyothin Asset Management Company Limited, TMBThanachart Broker Company Limited, and TTB Consumer Company Limited. Nomination of such directors and executives is approved by the Board of Directors Meeting on a case-by-case basis. The Bank has established the scope of duties and responsibilities of the representative directors as well as important transactions such as related transactions, asset acquisition and disposition, and information disclosure in the Consolidated Supervision Policy approved by the Board of Directors.

Representative Director Appointment

For careful management and control of the subsidiaries as per the Consolidated Supervision Policy, the Board sets the guideline regarding representative director appointment as follows:

1. The Bank nominates directors by proportion of the Bank's shareholding.
2. Chairmen of subsidiaries' boards must be appointed by the Bank's Board of Directors.
3. The nomination of a subsidiary's Managing Director or Chief Executive Officer shall be endorsed by the Bank's Board of Directors. (The nomination of Managing Director of all companies in Solo Consolidation Group shall be approved by the Bank of Thailand).
4. The Bank's Chiefs in charge of subsidiaries' oversight shall propose executives as representative directors.
   - The appointment of new representative directors shall be proposed to the Bank's Board of Directors for approval through the Chief Executive Committee (CEC), the Nomination, Remuneration, and Corporate Governance Committee (NRCC), or by other guidelines set forth by the Board of Directors in the future.
   - The re-appointment of existing representatives for another term shall be proposed to NRCC for approval, with prior endorsement from CEC, and to the BoD for acknowledgment.
5. The Bank may consider appointing an external expert as a representative director as appropriate.
6. Representatives' core qualifications:
   - The person with no conflict of interests with group companies
   - The person with no prohibited characters as per BOT requirements
   - The person in relevant function(s) or with expertise of the company's business
   - The person whose qualification comply with the requirements of relevant regulators, namely SEC, OIC, etc.
7. The person appointed to be a representative director could be appointed as either a chairman, authorized director, or others in no more than 3 business groups.
8. The nominated person to be the Bank's representative director shall have no conflict of interests with the company in which he/she is nominated as a director.

Duties and Responsibilities of Representative Directors

1. All representative directors shall not receive any remuneration in terms of cash and non-cash for being representative directors.
2. Representative directors shall attend the subsidiary's board meetings to determine the company's policies and strategies in alignment with those of the Bank. Lead Director will work with
   2.1 Strategy and Transformation, for the communication of the Bank's current policies to representative directors for acknowledgment

2.2 Related BU/Chiefs in charge of the subsidiary's oversight in order to ensure reports of risk management issues to the Risk Oversight Committee (ROC) every 6 months or as deem appropriate

3. Monitor and supervise the subsidiary's operation to be compliant with the Bank's policies, plans, rules, and regulations set forth by the Bank and its regulators in an efficient and effective manner and ensure no issues of conflict of interests.
4. Propose the subsidiary's policies, strategies, and performance results to the Bank.
5. Report performance of the subsidiaries or any material change that may have an impact on the Bank, such as capital increase/decrease of the subsidiaries, business acquisition/merger, or changes in the financial status, business groups, or rules/regulations/specific laws of each business.
6. Monitor and protect the Bank's rights.
7. Perform other duties as specified by the Bank.

Matters Requiring the Bank's Approval before Voting in the Subsidiaries' Board Meetings

1. Policies and strategies critical to business operations or changes
2. Increase or decrease in registered capital
3. Dividend payout or suspension
4. Investment in or divestiture of other companies for more than 10% of the paid-up capital
5. Sale of core assets
6. Entering a business contract/change in products or marketing worth more than 15% of net tangible assets (NTA)
7. Liquidation/debt moratorium/bankruptcy
8. Related transactions with the Bank and related persons
9. Lending transactions from 15% of NTA and Letter of Guarantee to a third party from 15% of NTA
10. Changes in business models as well as brands
11. Other matters related to the subsidiaries, which the Bank's representative directors or BUs in charge deem to have significant impacts on the Bank's business and their responsibilities as representative directors

Subsidiaries Supervision

The Bank has determined the subsidiaries' management and control structure, including the formulation of strategic plans, policies, and goals and nomination of representative directors to take part in managing the subsidiaries as well as the Bank's internal organizational management for supervision of the subsidiaries as appropriate.

Mechanism for Supervision

The Board has the mechanism enabling the control and oversight as well as accountability of subsidiaries' operations in order to safeguard the Bank's interests in terms of investment. Thus, the "Consolidated Supervision Policy" is established with the following areas of policies:

- **Accounting and Financial Report Policies**

  It is the determination of accounting and financial report policies so that the Bank could gather relevant information to formulate subsidiaries' consolidated financial reports in an accurate format and aligned direction with that of the Bank, in compliance with the Bank of Thailand's rule and regulations, and to utilize such financial and accounting information for the analysis of subsidiaries' performance and financial status in a correct and timely manner, for the sake of performance control and tracking.

- **Corporate Governance Policy and Policy on Confidential & Insider Information and Conflict of Interest**

  Corporate Governance Policy is the policy for the subsidiaries to implement in several areas under business and work ethics, in alignment with Good Corporate Governance and Best Practice as well as the Bank's Corporate Governance Policy.

  Policy on Confidential & Inside Information and Conflict of Interest is established to be followed by subsidiaries in regard to transactions with potential conflict of interest and prevention against the use of insider information.

- **Anti-Corruption Policy**
  Anti-Corruption Policy determines the policy for the subsidiaries to conduct in the same manner as the Bank, as well as the relevant laws on such matters. It is a testament to determination of the Bank and its subsidiaries to combat corruption and bribery, from both officers/agencies in public and private sectors.

- **Risk Management Policy**
  It is the determination of subsidiaries' risk management policies, covering various aspects of their performance-related risks with impacts on the stability. This includes market risk management, liquidity risk management, operational risk management, credit risk management, market conduct risk management, and recovery plans.

- **Compliance Policy**
  It is the determination of the policy and encouragement for the subsidiaries to follow to ensure their compliance as per regulations of the Bank and regulators in several areas, such as regulatory compliance, adherence to policies, notifications, and circular letters from the Bank of Thailand, Know Your Customer, and compliance with the Anti-Money Laundering Act and Counter-Terrorism Financing Act.

- **Corporate Communication Policy**
  It is the determination of the policy as a guideline for the subsidiaries to follow, for alignment and promotion of the Bank's image as a financial institution, including the use of name, trademark, and disclosure of information of the subsidiaries.

- **Audit Policy**
  It is the determination of the roles of Internal Audit (AUD) and the Audit Committee's oversight roles in conjunction with those of the Bank's Management and external auditors in auditing, controlling, and supervising the subsidiaries. The objective is to foster subsidiaries' culture of sound internal control and good governance.

8.1.4 Compliance with the Policies

8.1.4.1 Policies Against Conflict of Interest and Abuse of Insider Information

The Bank has established the guidelines overseeing the abuse of insider information in writing, specifically stipulated in **Employee Code of Conduct, Confidential & Insider Information and Conflict of Interest Policy**, as well as operating manuals on transactions with potential conflict of interest and buying/selling and investing in the Bank's securities to guide directors, executives, and employees. Upon consideration of related transactions, any person with related interests or involvement shall not participate in the consideration of such transactions.

The Bank stipulates that **directors, executives, and employees** acknowledge and comply with applicable guidelines which require directors, executives, and employees to report changes in securities holdings to the SEC, in accordance with Section 59 of the Securities and Exchange Act B.E. 2535 (and the amendments) via an online system within 3 business days from the date of the said changes. Moreover, they shall inform the Bank's Secretary to prepare a record of such changes and summarize the number of securities of directors and executives as well as their related persons to **report to the Board of Directors for acknowledgment** on a monthly basis. Moreover, penalties for violation or non-compliance with such requirements are stipulated.

In addition, **Compliance** would support Management in enforcing the policies and operating manuals and ensure proper mechanisms to monitor implementation of such policies and operating manuals, including relevant laws and regulations.

8.1.4.2 Prevention of the Use of Insider Information

The Bank has established policies and guidelines for the retention and prevention of the use of insider information in writing, which includes information that the Bank does not yet disclose to the public and is significant to the changes in share prices or value. The Bank ensures strict compliance to prevent **directors, executives, or employees** in the positions or status that allow them the access to insider information, including related persons as per regulators' definitions, from exploiting such

information for their own or others' interests. Some examples are the prohibition of securities trading 1 month before public or general disclosure of financial statements, the use of information or confidential matters of the Bank and/or customers for competition against the Bank and/or its customers, and exploitation from one's authority and responsibility.

The Bank is aware of the importance of monitoring the use of insider information, especially non-public insider information that may impact its share price. Thus, the Bank has assigned **Financial Regulatory Management** to be the only unit responsible for submitting the financial statements and all financial reports to the SET and SEC after the review process to ensure accuracy and completion by the Audit Committee and the Board of Directors, respectively. In this regard, this is to ensure that the Bank's internal information will not be prematurely disclosed to the public.

For preventive guidelines against the use of insider information, the Bank has employees' Code of Conduct for executives and employees to perform their duties with transparency, adherence to their professional ethics, and equitable treatment of all stakeholders, in alignment with the Securities and Exchange Commission Act regarding the use of insider information. The Bank also **prohibits employees with regular or occasional access to insider information from securities trading** until after 24 hours since information disclosure to the public. The Bank also prohibits the disclosure of insider information to any family members and/or other persons at all times even though the staff and/or their family members do not sell/buy the securities and/or do not gain any benefit in any form in order to prevent employees from such exploitation for their own or others' benefits. Moreover, in case of any event that may affect the Bank's securities price, the Bank will set an additional period to prohibit relevant persons from trading the Bank's securities.

The Bank requires that the directors, executives from the level of Chief Executive Officer, Chiefs, Senior Executive Vice President, or Executive Vice President or Heads (or equivalent), and Team Heads (or equivalent) in Finance Control, Financial Planning and Analysis, Balance Sheet Management, and other persons defined by Chief Financial Officer shall disclose and report their securities holdings as well as those of their spouses and minor children to the SEC, with required reports of every change in securities holdings upon purchase, sale, transfer of certain securities in accordance with the report format and within the period specified by the SEC.

In addition, the Bank requires Management to provide monthly reports on the Bank's issued securities held by **directors, executives, and their spouses as well as minor children** to the Board for acknowledgment and to prepare a summary report on any changes in the Bank's issued securities held by directors, Chief Executive Officer, Chiefs, their spouses, and minor children, with disclose of such information in the annual report and the Bank's website. https://www.ttbbank.com/en/about-us/annual-shareholder-report

Control on the Use of Insider Information

The Bank has placed importance on the practice with respect to the non-compliance issues against the Financial Business Act B.E. 2551 (and the amendments), notifications on insider trading according to the Securities and Exchange Act B.E. 2535 (and the amendments), and regulations regarding disciplinary offenses and unethical acts of employees in order to ensure that executives and staff perform duties with integrity, transparency, adherence to professional code of conduct, and equitable treatment of all stakeholders.

Penalty Measures

The Bank has its practice regarding penalties for non-compliance with the Financial Institution Business Act B.E. 2551 (and the amendments), insider trading according to the Securities and Exchange Act B.E. 2535 (and the amendments), non-violation against intellectual property rights or copyrights, anti-corruption, anti-bribery for business benefits or deals with both public and private sectors, and other relevant regulations. In addition, the Bank has determined regulations on employees' disciplinary misconduct and violation of code of conduct to ensure that executives and employees perform their duties with integrity, transparency, adherence to professional code of conduct, and equitable treatment of all stakeholders.

In 2024, the Bank arranged 2 sessions for 190 executives with the Related Transaction & Blackout Period training courses, covering the topics around the use of insider information for trading and investing in the Bank's securities. In this regard, the Bank found no wrongdoing related to the use of the insider information for trading the Bank's securities; no punishment or accusation arose in regard to the use of insider information for trading the Bank's securities by directors or executives.

8.1.4.3 Anti-Corruption Policy

The Board of Directors conducts an annual review of the Anti-Corruption Policy to ensure its suitability and sets **the process for risk assessment** of the business in order to identify execution with potential corruption in order to manage, **prevent, and monitor risks** from corruption, with the guideline of the Private Sector Collective Action Coalition Against Corruption (CAC) taken into consideration. The Bank has the measures to take care of and be fair to employees who deny to commit corruption or report clues of corruption, including protection measures against harassment, malice, punishment, demotion, or threats. The Bank ensures that directors and employees strictly adhere to the policy. All employees are required to attend the mandatory Anti-Corruption training and take comprehension examination on an annual basis. Moreover, the Bank has established that **Audit Committee shall endorse review results** regarding the adequacy of comprehensive corruption risk control.

8.1.4.4 Whistleblowing

The Bank enables stakeholders to submit clues and complaints via the designated whistleblowing channels. Audit Committee, as an independent body, would consider the cases, whereas Compliance serves to filter clues and complaints. In 2024, a total of six suspected cases were reported and have proceeded to the investigation process to determine whether they constitute corruption. The Bank already took proper action on the case. The relevant business units shall report the result of the corrective action to the whistleblower. In order to protect the rights of well-intended whistleblowers and informants, the Bank would conceal and keep their information confidential, with limited access to such information granted to only the persons responsible for verifying the clues/complaints.

8.2 Performance Result Report of the Audit Committee during the Past Year (AC)

Disclosure on website: https://www.ttbbank.com/en/about-us/scope-and-responsibility-audit-committee-report

Performance Result Report of Audit Committee is disclosed in **Attachment 6**. The detail of meetings and attendance of directors in Audit Committee is disclosed in topic 8.1.2 Board of Director Meetings and Director’s Remuneration

8.3 Performance Result Reports of Other Sub-Committees (NRCC, ROC, BOED, CC, ITOC)

Disclosure on the following websites

The Board of Executive Directors:

https://www.ttbbank.com/en/about-us/scope-and-responsibility-board-of-executive-directors-report

Risk Oversight Committee:

https://www.ttbbank.com/en/about-us/scope-and-responsibility-risk-oversight-committee-report

Credit Committee:

https://www.ttbbank.com/en/about-us/scope-and-responsibility-credit-committee-report

IT Oversight Committee:

https://www.ttbbank.com/en/about-us/scope-and-responsibility-it-oversight-committee-report

Nomination, Remuneration and Corporate Governance Committee:

https://www.ttbbank.com/en/about-us/scope-and-responsibility-nomination-remuneration-and-corporate-governance-committee-report

Performance Result Report of Other Sub-Committees is disclosed in **Attachment 6**. The detail of meetings and attendance of directors in sub-committees is disclosed in topic 8.1.2 Board of Director Meetings and Director’s Remuneration

9. Internal Control and Related Party Transactions

9.1 Internal Control

BoD's Opinions on Internal Control and Risk Management

Effective Internal control and Risk Management are an important cornerstone of the Bank's operating model and strategic direction, both at management and operational levels. The Board of Directors (through the Audit Committee, Risk Oversight Committee, and Nomination, Remuneration and Corporate Governance Committee), Credit Committee, and IT Oversight Committee have been tasked with oversight of internal controls, risk management policies & processes and good corporate governance.

Internal Audit carries out reviews over the Bank's overall operations, related and connected transactions and reports findings to the Audit Committee and the Audit Committee reports to the Board of Directors accordingly. The result of audit report is also a tool for Management to develop process and improve internal controls as deemed appropriate.

The Board of Directors meeting no. 12/2024 held on 17 December 2024, attended by members represented in the Audit Committee, has reviewed the report on the Bank's internal control assessment proposed by Chief Audit Officer. Internal auditors conducted the assessment based on the Internal Control Core Components of COSO (The Committee of Sponsoring Organizations of the Treadway Commission); (1) Control Environment (2) Risk Assessment (3) Control Activities (4) Information and Communication (5) Monitoring Activities.

The Board of Directors has acknowledged the status and the appropriateness of the TMBThanachart Bank's internal control and risk management system. There is continuous monitoring and improvement in response to the Global Megatrend and the instability and fragility of the economic system, arising from household debt, IT- related enterprise risk, that might impact consumer behavior, the Bank, its shareholders, and its stakeholders, as well as a sustainability-oriented business environment. These changes have led the Bank to transform its business, digital and technology, processes, and people, based on a sound risk management framework and good corporate governance in line with the 3 Lines of Defense principle, with the aim of becoming the Bank of Sustainability. The Audit Committee emphasized and supported the B+ESG (Business Sustainability, Environmental Sustainability, Social Sustainability, Corporate Governance and Business Ethics) operational framework, prioritizing customer centricity and promoting responsible lending to enhance sustainable Financial Well-being for customers. This includes integrating business and sustainability into all processes and business units with the tone from the top. This is expected to lead to efficient internal controls and long-term effectiveness. The Audit Committee continues to work closely with the Board of Directors, the Risk Oversight Committee, and the Management to ensure up-to-date and effective internal control and risk management framework that are forward looking and address the emerging risks on the key basis of bank-wide risk culture promoting align to the Bank's strategy.

In addition, the Board of Directors has monitored development of internal control improvement by management appropriately, which the Audit Committee has recommended management and monitored actions in addressing identified deficiencies from the audit with reporting progress to the Audit Committee and the Board of Directors on a regular basis.

Statement of the Audit Committee

The statement of audit committee is disclosed in the topic Audit Committee (AC) Report on the Bank's website:
https://www.ttbbank.com/en/about-us/scope-and-responsibility-audit-committee-report

9.2 Transactions with related parties which occurred during the year

Related party disclosures, which comprised of definitions and characteristics of relationship, pricing policy, related parties transactions with key management and other related parties, outstanding balances with related parties, senior management personnel compensation, other benefits payable to the senior management personnel, were disclosed in notes to financial statements for the year ended 31 December 2024.

9.3 Measures or procedures to approve the making of related transactions

In conducting its business, the Bank shall adhere to its principles, integrity, transparency and maximize its interest by emphasizing the prevention of conflicts of interest and also to related party transactions and connected transactions according to the regulatory requirements. To that effect, the Bank requires that its Directors and Senior Management at Head of level and higher to disclose their relations or connections in any business with any conflicts of interest on a quarterly basis. Moreover, the Policy on Confidential & Insider Information and Conflicts of Interest and a Procedure Manual have been issued and enforced in order to eradicate conflicts of interest. Transactions with related parties or connected persons are carried out by the Bank on an arm's length basis. In addition, the Bank's Directors and Executives who may have conflicts of interest in such transactions are neither allowed to participate in the approval thereof, nor to vote in a meeting.

The Bank has no policy of providing any loan to Directors or Senior Management. Loans provided to or investments in any entity in which the Bank, its Directors or Senior Management have conflict of interests are subject to the consideration of the project's viability, operational performance or feasibility analysis with terms, conditions and prices to be the same as those approved for other clients in general. The loan or investment amount must be controlled so that it will not exceed an appropriate limit and is subject to unanimous approval of Board of Directors. The concerned Directors or Executives shall not participate in the approval of such transaction and the approval must be consistent with the regulations of related authorities.

Board of Directors has assigned the Audit Committee to prevent and mitigate the conflicts of interest. Those transactions that have potential conflicts of interest that exceed the set threshold values or limits must be submitted to the Audit Committee for validation and/or approval prior to execution. Related and/or connected transactions will be disclosed on a complete and transparent basis according to the criteria of the relevant regulators.

For future related party transactions, the Bank shall continue to adhere to its principles to maximize the interest of the Bank and our shareholders, whereby at a minimum, pricing and terms and conditions will be on arm's length basis in accordance with the above-mentioned Policy and Operational Guidelines. Also, the Policy and the Operational Manual will be updated to be in line with the changes of the regulatory requirements and internal criteria.

9.4 Persons who may have conflicts of interest to hold more than a 5% of stake in subsidiary company or associated company instead of direct shareholding by the Bank

The Bank has not allowed any person who may have a conflict of interest to hold more than a 5% of stake in subsidiary company or associated company on its behalf.

Part 3

Financial Statements

Financial Statements

Summary of Auditor's Report

Summary of Consolidated Financial Statements over the Past Three Years

Part 3
Financial Statements

Key Financial Information

Investors are recommended to read the Management discussion and analysis together with the Bank's financial statements which contain a summary of the key accounting policy. In certain cases, the Management has to exercise subjective judgments and estimates on the projected assumption of any such business items for the preparation of the Bank's financial statements in conformity with Thai Financial Reporting Standards.

1. Financial statements

The financial statements for the year ended December 31, 2022-2024 were audited by Mr. Chokechai Ngamwutikul, CPA No. 9728, of KPMG Phoomchai Audit Limited.

2. Summary of auditor's report

Summary of auditor's report for the year ended December 31, 2022-2024
Mr. Chokechai Ngamwutikul of KPMG Phoomchai Audit Limited audited the consolidated and bank only financial statements for the year ended December 31, 2022-2024 in accordance with Thai Standards on Auditing and expressed an unqualified opinion.

3. Summary of consolidated financial statements over the past three years are in the following pages.

Consolidated statements of financial position (Unit: THB million)

Assets	2024	2023 (Restated)*	2022 (Restated)*
Assets			
Cash	14,809	15,487	15,506
Interbank and money market items, net	288,562	267,486	187,563
Financial assets measured at fair value through profit or loss	10,381	2,470	1,533
Derivative assets	8,663	7,236	10,376
Investments, net	156,350	179,088	211,432
Investments in subsidiaries and associates, net	8,584	8,614	8,574
Loans to customers	1,240,874	1,327,964	1,376,118
Add accrued interest receivables and undue interest income	8,422	8,674	7,777
Less allowance for expected credit loss	(59,007)	(63,502)	(57,390)
Total loans to customers and accrued interest receivables, net	1,190,289	1,273,136	1,326,505
Properties for sale, net	15,235	12,159	11,988
Premises and equipment, net	15,392	18,673	18,353
Goodwill and other intangible assets, net	25,003	23,434	22,890
Deferred tax assets	3,106	2,028	1,150
Other assets, net	12,149	12,752	9,129
Total assets	**1,748,523**	**1,822,563**	**1,824,999**

*2023 and 2022: the comparative financial statements were revised retrospectively for comparative purpose to reflect the change in accounting policy in 2024 regarding the measuring of building from 'revaluation model' to 'cost model'.

Consolidated statements of financial position (continued) (Unit: THB million)

Liabilities and equities	2024	2023 (Restated)*	2022 (Restated)*
Liabilities			
Deposits	1,328,594	1,386,581	1,399,247
Interbank and money market items	90,184	87,794	84,770
Liabilities payable on demand	2,447	6,062	5,587
Financial liabilities measured at fair value through profit or loss	7,319	1,816	438
Derivative liabilities	7,156	5,707	9,499
Debts issued and borrowings	29,247	59,531	59,644
Provisions for employee benefits	4,328	4,230	3,872
Provisions for other liabilities	2,626	2,334	2,662
Other liabilities	38,809	41,031	41,552
Total liabilities	**1,510,710**	**1,595,086**	**1,607,271**
Equity			
Share capital			
Authorised share capital			
97,830,583,125 ordinary shares of Baht 0.95 each	92,939	92,939	92,939
Issued and paid-up share capital			
97,401,410,657 ordinary shares of Baht 0.95 each			
(31 December 2023: 97,101,487,977 ordinary shares and			
31 December 2022: 96,776,073,897 ordinary shares)	92,531	92,247	91,937
Premium on share capital	43,371	43,374	43,360
Other reserves	4,396	3,865	3,176
Retained earnings			
Appropriated - Legal reserve	10,091	10,091	10,091
Unappropriated	87,424	77,900	69,163
Equity attributable to equity holders of the Bank	237,813	227,477	217,727
Non-controlling interest	-	-	1
Total equity	**237,813**	**227,477**	**217,728**
Total liabilities and equity	**1,748,523**	**1,822,563**	**1,824,999**

*2023 and 2022: the comparative financial statements were revised retrospectively for comparative purpose to reflect the change in accounting policy in 2024 regarding the measuring of building from 'revaluation model' to 'cost model'.

Consolidated statements of profit or loss and other comprehensive income (Unit: THB million)

	2024	2023 (Restated)*	2022
Interest income	82,783	79,134	65,627
Interest expenses	26,331	21,927	14,010
Net interest income	**56,452**	**57,207**	**51,617**
Fees and service income	13,086	14,007	14,025
Fees and service expenses	3,713	3,645	3,634
Net fees and service income	**9,373**	**10,362**	**10,391**
Gain on financial instruments measured at fair value through profit or loss, net	1,770	1,666	1,693
Gain on investments, net	244	52	7
Share of profit from investment using equity method	256	284	261
Other operating income	1,304	1,404	1,883
Total operating income	**69,399**	**70,975**	**65,852**
Other operating expenses			
Employee expenses	15,589	16,672	16,006
Directors' remuneration	104	123	60
Premises and equipment expenses	4,375	4,631	4,864
Taxes and duties	1,854	1,831	1,510
Others	7,649	7,837	7,512
Total other operating expenses	**29,571**	**31,094**	**29,952**
Profit from operations before expected credit loss and income tax	**39,828**	**39,881**	**35,900**
Expected credit loss	19,852	22,199	18,353
Profit from operations before income tax	**19,976**	**17,682**	**17,547**
Tax expense (income)	(1,055)	(940)	3,352
Profit for the year	**21,031**	**18,622**	**14,195**

*2023: the comparative financial statements were revised retrospectively for comparative purpose to reflect the change in accounting policy in 2024 regarding the measuring of building from 'revaluation model' to 'cost model'.

Consolidated statements of profit or loss and other comprehensive income (continued) (Unit: THB million)

	2024	2023 (Restated)*	2022
Other comprehensive income			
Items that will be reclassified subsequently to profit or loss			
Gain (loss) on investments in debt instruments at fair value through other comprehensive income	1,027	225	(587)
Gain (loss) on cash flow hedges	150	(56)	(37)
Reclassify loss arising from translating the financial statements of foreign operations to profit or loss	-	-	58
Income tax relating to items that will be reclassified subsequently to profit or loss	(236)	(34)	113
	941	**135**	**(453)**
Items that will not be reclassified subsequently to profit or loss			
Change in revaluation surplus on assets	(124)	1,344	(119)
Loss on investments in equity instruments designated at fair value through other comprehensive income	(493)	(409)	(17)
Actuarial gain (loss) on post-employment benefit plan	172	(117)	15
Share of other comprehensive income of associates (equity method)	1	6	-
Income tax relating to items that will not be reclassified subsequently to profit or loss	89	(165)	24
	(355)	**659**	**(97)**
Total other comprehensive income for the year, net of income tax	**586**	**794**	**(550)**
Total comprehensive income for the year	**21,617**	**19,416**	**13,645**

*2023: the comparative financial statements were revised retrospectively for comparative purpose to reflect the change in accounting policy in 2024 regarding the measuring of building from 'revaluation model' to 'cost model'.

Consolidated statements of profit or loss and other comprehensive income (continued) (Unit: THB million)

	2024	2023 (Restated)*	2022
Profit attributable to:			
Equity holders of the Bank	21,031	18,622	14,195
Non-controlling interest	-	-	-
Profit for the year	**21,031**	**18,622**	**14,195**
Total comprehensive income attributable to:			
Equity holders of the Bank	21,617	19,416	13,645
Non-controlling interest	-	-	-
Total comprehensive income for the year	**21,617**	**19,416**	**13,645**
Earnings per share			
Basic earnings per share (in Baht)	0.22	0.19	0.15
Diluted earnings per share (in Baht)	0.22	0.19	0.15

*2023: the comparative financial statements were revised retrospectively for comparative purpose to reflect the change in accounting policy in 2024 regarding the measuring of building from 'revaluation model' to 'cost model'.

Consolidated statements of cash flows (Unit: THB million)

Cash flows from operating activities	**2024**	**2023 (Restated)***	**2022**
Profits from operations before income tax	19,976	17,682	17,547
Adjustments to reconcile profit from operations before income tax to net cash provided by (used in) operating activities			
Depreciation and amortisation	4,142	3,807	4,145
Expected credit loss	19,852	22,199	18,353
Impairment loss on premises and equipment (reversal of)	20	50	(52)
Impairment loss on intangible assets (reversal of)	(22)	22	-
Impairment loss on properties for sale and other assets	140	528	255
Provisions for liabilities	595	554	809
Loss (gain) on revaluation of investments measured at FVTPL	23	(45)	(73)
Loss on disposal and written-off of intangible assets	32	41	141
Gain on disposal of premises and equipment	(7)	(6)	(54)
Gain on disposal of investments	(244)	(52)	(7)
Unrealised loss (gain) on exchange and revaluation	929	(490)	358
Reserve in relation to share-based payments	188	136	122
Share of profit from investments accounted for using the equity method	(256)	(284)	(261)
Deferred revenue	(1,796)	(2,122)	(2,200)
Net interest income	(56,452)	(57,207)	(51,617)
Dividend income	(287)	(229)	(174)
Interest received	82,635	77,853	65,977
Interest paid	(24,049)	(18,590)	(11,034)
Income tax paid	(547)	(5,050)	(3,278)
Profits from operations before changes in operating assets and liabilities	**44,872**	**38,797**	**38,957**

*2023: the comparative financial statements were revised retrospectively for comparative purpose to reflect the change in accounting policy in 2024 regarding the measuring of building from 'revaluation model' to 'cost model'.

Consolidated statements of cash flows (continued) (Unit: THB million)

	2024	2023 (Restated)*	2022
Decrease (increase) in operating assets			
Interbank and money market items	(21,204)	(79,835)	(28,723)
Financial assets measured at fair value through profit or loss	(7,934)	(892)	(39)
Loans to customers	57,780	29,083	(24,032)
Properties for sale	284	215	(858)
Other assets	978	(1,566)	(412)
Increase (decrease) in operating liabilities			
Deposits	(58,112)	(10,773)	60,045
Interbank and money market items	2,390	3,024	(196)
Liabilities payable on demand	(3,614)	475	261
Financial liabilities measured at fair value through profit or loss	5,379	1,493	-
Provisions for liabilities	(362)	(704)	(692)
Other liabilities	(2,000)	234	4,903
Net cash provided by (used in) operating activities	**18,457**	**(20,449)**	**49,214**

*2023: the comparative financial statements were revised retrospectively for comparative purpose to reflect the change in accounting policy in 2024 regarding the measuring of building from 'revaluation model' to 'cost model'.

Consolidated statements of cash flows (continued) (Unit: THB million)

Cash flows from investing activities	2024	2023 (Restated)*	2022
Interest received	3,504	2,942	1,775
Dividend received	574	477	482
Purchase of investments measured at FVOCI	(82,274)	(30,827)	(45,177)
Proceeds from investments measured at FVOCI	110,539	69,515	41,021
Purchase of investments measured at amortised cost	(3,971)	(6,813)	(27,873)
Purchase of premises and equipment	(1,276)	(831)	(1,057)
Purchase of intangible assets	(2,691)	(1,735)	(1,603)
Proceeds from disposals of premises and equipment	20	42	185
Net cash provided by (used in) investing activities	**24,425**	**32,770**	**(32,247)**

*2023: the comparative financial statements were revised retrospectively for comparative purpose to reflect the change in accounting policy in 2024 regarding the measuring of building from 'revaluation model' to 'cost model'.

Consolidated statements of cash flows (continued) (Unit: THB million)

Cash flows from financing activities	**2024**	**2023 (Restated)***	**2022**
Cash received on debenture and borrowings	26,595	12,098	21,998
Cash paid for redemption of debenture and repayment of borrowings	(56,606)	(12,217)	(31,515)
Interest paid on debts issued and borrowings	(2,150)	(2,469)	(2,418)
Increase in issued and fully paid-up - ordinary shares	285	234	8
Expenses in relation to issuance of ordinary shares	(3)	(2)	(2)
Dividend paid to equity holders of the Bank	(11,681)	(9,984)	(5,601)
Dividend paid to non-controlling interest	-	-	-
Remaining cash from liquidation of subsidiary paid to non-controlling interest	-	-	-
Cash paid for capital return to non-controlling interests	-	-	-
Net cash used in financing activities	**(43,560)**	**(12,340)**	**(17,530)**
Change in translation adjustments of foreign operations	-	-	58
Net decrease in cash	**(678)**	**(19)**	**(505)**
Cash at 1 January	15,487	15,506	16,011
Cash at 31 December	**14,809**	**15,487**	**15,506**
Additional information related to statement of cash flows			
Non-cash transactions :			
Investments in equity securities increased from debt-to-equity conversion	1	-	-

*2023: the comparative financial statements were revised retrospectively for comparative purpose to reflect the change in accounting policy in 2024 regarding the measuring of building from 'revaluation model' to 'cost model'.

Part 4

Attachments

Attachments Available on Website (Attachment 1-6)

Report of the Board of Directors' Responsibility for Financial Reports

Independent Auditor's Report

Financial Statements and Notes to the Financial Statements

Attachments

Attachment 1: Details of the Bank's Directors, Executive Officers and Company Secretary

Directors: https://www.ttbbank.com/en/about-us/board-of-directors

Executive Officers: https://www.ttbbank.com/en/about-us/management-team

Company Secretary: https://www.ttbbank.com/en/about-us/company-secretary

Directors' and Executives' Share Holding: https://www.ttbbank.com/en/about-us/annual-shareholder-report

Attachment 2: Detail of Director and Management nominated in Subsidiaries and Associated Companies

https://www.ttbbank.com/en/about-us/corporate-group-structure

Attachment 3: Details of the Bank's Head of Internal Audit and Head of Compliance

Head of Internal Audit: https://www.ttbbank.com/en/about-us/head-of-compliance

Head of Compliance: https://www.ttbbank.com/en/about-us/head-of-internal-audit

Attachment 4: Details of Appraised Value of Assets

-None-

Attachment 5: Full Corporate Governance Policy and Code of Conduct and Board of Directors' Charter

Governance Policy: https://www.ttbbank.com/en/about-us/corporate-governance-policy

ttb's code of conduct: https://www.ttbbank.com/en/about-us/banking-industry-code-of-conduct

Directors' Code of Conduct: https://www.ttbbank.com/en/about-us/directors-code-of-conduct

Code of Conduct: https://www.ttbbank.com/en/about-us/directors-code-of-conduct

Board of Directors' Charter: https://www.ttbbank.com/en/about-us/scope-and-responsibility

Attachment 6: Performance Result Reports of Board Committees

https://www.ttbbank.com/en/about-us/scope-and-responsibility

The disclose of Attachments in F56-1 One Report (in the following section)

Report of the Board of Directors' Responsibility for Financial Reports

Independent Auditor's Report

Financial Statements and Notes to the Financial Statements

Please find more details on website for more details of the attachments

Group Structure	https://www.ttbbank.com/en/about-us/corporate-group-structure
Corporate Governance	https://www.ttbbank.com/en/about-us/corporate-governance
Investor Relations	https://www.ttbbank.com/en/ir

Report of the Board of Directors' Responsibility for Financial Reports

The Board of Directors is responsible for the Bank's financial statements, the consolidated financial statements of the Bank and its subsidiaries, and all financial information appearing in the Annual Report. The financial statements for the year ended 31 December 2024 have been prepared in accordance with Thai Financial Reporting Standards with appropriate accounting policies applied on a conservative and consistent basis. Judgement and estimates where required have been applied with careful and reasonable considerations, with adequate material information disclosures made available in the notes to the financial statements that is useful to all shareholders and investors. These financial statements have been audited by independent auditors who have given their unqualified opinions.

The Board of Directors has also adopted and maintained appropriate and effective risk management, internal control, internal audit and compliance, whereby the Bank can assure financial records are accurate, complete and protections are appropriate for the Bank's assets. These controls also serve as preventive measures against any significant operational risk of the Bank. The Board of Directors has appointed the Audit Committee comprising entirely of independent directors responsible for the quality of the Bank's financial reporting, the internal control systems as well as complete and appropriate disclosure of connected transactions. The opinion of the Audit Committee with regard to these matters appears in the Report of the Audit Committee in this Annual Report.

The Board of Directors is of the view that the Bank has maintained an effective internal control system which provides an adequate and appropriate level of protection, and therefore can assure the reliability of the Bank's financial statements and the consolidated financial statements of the Bank and its subsidiaries for the year ended 31 December 2024 to be correct, complete, and accurate according to Thai Financial Reporting Standards, related laws and regulations.



Mr. Piti Tantakasem
Chief Executive Officer



Mr. Ekniti Nitithanprapas
Chairman of the Board

TMBThanachart Bank Public Company Limited and its Subsidiaries

Financial statements for the year ended

31 December 2024

and

Independent Auditor's Report

Independent Auditor's Report

To the shareholders of TMBThanachart Bank Public Company Limited

Opinion

I have audited the consolidated and the Bank's financial statements of TMBThanachart Bank Public Company Limited and its subsidiaries (the "Group"), and of TMBThanachart Bank Public Company Limited, (the "Bank"), respectively, which comprise the consolidated and the Bank's statements of financial position as at 31 December 2024, the consolidated and the Bank's statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and notes, comprising a summary of material accounting policies and other explanatory information.

In my opinion, the accompanying consolidated and the Bank's financial statements present fairly, in all material respects, the financial position of the Group and the Bank, respectively, as at 31 December 2024 and their financial performance and cash flows for the year then ended in accordance with Thai Financial Reporting Standards (TFRSs) and the regulations of Bank of Thailand.

Basis for Opinion

I conducted my audit in accordance with Thai Standards on Auditing (TSAs). My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated and the Bank's Financial Statements* section of my report. I am independent of the Group and the Bank in accordance with the *Code of Ethics for Professional Accountants including Independence Standards* issued by the Federation of Accounting Professions (Code of Ethics for Professional Accountants) that is relevant to my audit of the consolidated and the Bank's financial statements, and I have fulfilled my other ethical responsibilities in accordance with the Code of Ethics for Professional Accountants. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the consolidated and the Bank's financial statements of the current year. These matters were addressed in the context of my audit of the consolidated and the Bank's financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Allowance for expected credit loss for loans to customers	
For disclosures related to credit risk, loans to customers and allowance for expected credit loss for loans to customers, refer to Notes 5, 14 and 15 the financial statements.	
The key audit matter	**How the matter was addressed in the audit**
As at 31 December 2024, loans to customers represented 70.97% and 71.14% of the total assets of consolidated and the Bank's financial statements, respectively, against which an allowance for expected credit loss ("ECL") of Baht 59,007 million and Baht 58,002 million, respectively were provided. Management's estimation of ECL on loans to customers measured at amortised cost is based on credit models which are dependent on significant management judgements and estimates including selection of model, the use of forward-looking macroeconomic forecast, establishing the criteria for determining whether credit risk has increased significantly since initial recognition, qualitative assessment of significant increase in credit risk and credit impaired, and consideration for post model adjustments. In particular, the ongoing economic situation adds further complexity to management's estimation process especially for consideration of post model adjustments. Accordingly, it is considered a Key Audit Matter.	In planning my audit procedures, I performed a risk assessment by considering internal and external factors which could affect the performance of individual customers, industry sectors or customer segments, or other factors which could influence the judgments and estimates. I inspected of the Group and the Bank accounting policies and credit risk policy to determine whether this has been set up in accordance with the requirements of TFRS 9, the relevant Bank of Thailand notification and guidance. My audit procedures included testing the design and operating effectiveness of controls over credit review, model monitoring, forward-looking macro-economic factors and post model adjustments. I sampled loans as identified in my risk assessment to perform credit review procedures, including a detailed review of the individual credit profile and other relevant information, from which I formed my own independent assessment. Selected key technical decisions, assumptions and model methodologies were tested, where appropriate, including involvement of KPMG credit risk specialists to inspect model documentation, model validation report performed by expert engaged by the Group and the Bank's management and back-testing results. I and KPMG credit specialist assessed assumptions and methodology used by the management in the identification and estimation of post model adjustments. I assessed whether the financial statement disclosures are adequate and appropriately reflect the Bank and its subsidiaries' exposures to credit risk.

Valuation of financial instruments in the statements of financial position	
For disclosures related to financial instruments and fair values, refer to Notes 6 to the financial statements.	
The key audit matter	**How the matter was addressed in the audit**
As at 31 December 2024, financial assets measured at fair value in the consolidated and the Bank's financial statements amounted to Baht 115,563 million. Financial liabilities measured at fair value in the consolidated and the Bank's financial statements amounted to Baht 14,475 million. Of these amounts, as at 31 December 2024, financial assets and liabilities designated at level 2 and 3 fair value amounted to Baht 109,293 million and Baht 14,475 million in consolidated and the Bank's financial statements respectively, for which the fair value is based upon inputs other than quoted prices in active markets or valuation techniques incorporating those inputs. The use of different valuation techniques and assumptions could produce different estimates of fair value. Accordingly, it is considered a Key Audit Matter.	In planning my audit procedures, I performed a risk assessment by considering the factors which could affect the fair value of financial instruments, both in terms of the inputs used for valuation and the appropriateness of valuation techniques applied. For financial instruments, I and KPMG valuation specialist valued a selection of Group's and the Bank's derivative positions independently and sampled to check selected pricing inputs that were externally sourced and were correctly input into pricing models. I also assessed that the selected models and assumptions were appropriate and valued a selection of the Group's and the Bank's equity securities, debt securities, and compared the valuation to the Group's and the Bank's valuation on a sample basis. I assessed the adequacy of the disclosure in accordance with Thai Financial Reporting Standards.

Other Information

Management is responsible for the other information. The other information comprises the information included in the annual report, but does not include the consolidated and the Bank's financial statements and my auditor's report thereon. The annual report is expected to be made available to me after the date of this auditor's report.

My opinion on the consolidated and the Bank's financial statements does not cover the other information and I will not express any form of assurance conclusion thereon.

In connection with my audit of the consolidated and the Bank's financial statements, my responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated and the Bank's financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

When I read the annual report, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the correction be made.

Responsibilities of Management and Those Charged with Governance for the Consolidated and the Bank's Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated and the Bank's financial statements in accordance with TFRSs and the regulations of the Bank of Thailand, and for such internal control as management determines is necessary to enable the preparation of consolidated and the Bank's financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated and the Bank's financial statements, management is responsible for assessing the Group's and the Bank's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group and the Bank or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's and the Bank's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated and the Bank's Financial Statements

My objectives are to obtain reasonable assurance about whether the consolidated and the Bank's financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with TSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and the Bank's financial statements.

As part of an audit in accordance with TSAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the consolidated and the Bank's financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Bank's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and the Bank's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated and the Bank's financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Group and the Bank to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated and the Bank's financial statements, including the disclosures, and whether the consolidated and the Bank's financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. I am responsible for the direction, supervision and performance of the group audit. I remain solely responsible for my audit opinion.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the consolidated and the Bank's financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.



(Chokechai Ngamwutikul)
Certified Public Accountant
Registration No. 9728

KPMG Phoomchai Audit Ltd.
Bangkok
19 February 2025

TMBThanachart Bank Public Company Limited and its Subsidiaries

Statements of financial position

		Consolidated			Bank only		
		31 December	31 December	1 January	31 December	31 December	1 January
Assets	*Note*	2024	2023	2023	2024	2023	2023
			(Restated)	(Restated)		(Restated)	(Restated)
				(in thousand Baht)			
Cash		14,808,968	15,487,258	15,505,583	14,808,968	15,487,258	15,505,582
Interbank and money market items, net	*9*	288,562,008	267,486,262	187,563,316	288,531,400	267,468,700	187,545,416
Financial assets measured at fair value through profit or loss	*10*	10,381,306	2,470,257	1,533,033	10,381,306	2,470,257	1,533,024
Derivative assets	*11*	8,662,690	7,236,364	10,375,799	8,662,690	7,236,364	10,375,799
Investments, net	*12*	156,349,723	179,087,531	211,431,500	156,349,723	179,087,531	211,431,500
Investments in subsidiaries and associate, net	*13*	8,583,917	8,614,449	8,573,610	4,833,521	4,833,511	5,143,948
Loans to customers and accrued interest receivables, net	*14,15*	1,190,288,920	1,273,135,869	1,326,504,537	1,189,538,269	1,270,223,673	1,323,737,079
Properties for sale, net	*3,16*	15,235,317	12,159,388	11,988,466	13,104,160	9,734,143	10,449,977
Premises and equipment, net	*3,17*	15,391,640	18,673,289	18,352,676	15,360,712	18,602,994	18,283,247
Goodwill and other intangible assets, net	*18*	25,003,280	23,433,891	22,890,214	24,955,839	23,382,161	22,843,092
Deferred tax assets	*3,19*	3,105,827	2,027,671	1,149,690	3,542,704	2,526,428	1,718,505
Other assets, net		12,148,904	12,750,927	9,130,807	11,628,515	12,266,705	8,663,928
Total assets		**1,748,522,500**	**1,822,563,156**	**1,824,999,231**	**1,741,697,807**	**1,813,319,725**	**1,817,231,097**
Liabilities and equity							
Liabilities							
Deposits	*20*	1,328,593,682	1,386,580,912	1,399,246,571	1,329,151,934	1,387,960,507	1,400,077,734
Interbank and money market items	*21*	90,184,171	87,794,128	84,769,857	90,184,171	87,794,128	84,769,857
Liabilities payable on demand		2,447,137	6,061,311	5,586,302	2,446,860	6,061,252	5,586,281
Financial liabilities measured at fair value through profit or loss	*22*	7,319,344	1,816,492	438,041	7,319,344	1,816,492	438,041
Derivative liabilities	*11*	7,156,153	5,706,921	9,499,240	7,156,153	5,706,921	9,499,240
Debts issued and borrowings	*23*	29,247,092	59,531,381	59,644,222	25,247,092	52,633,050	54,644,222
Provisions for employee benefits	*24*	4,327,567	4,230,460	3,872,429	4,174,348	4,070,633	3,744,549
Provisions for other liabilities	*25*	2,626,212	2,333,830	2,662,494	2,635,968	2,333,328	2,661,860
Other liabilities	*26*	38,808,775	41,031,150	41,552,138	38,608,470	40,612,178	41,191,890
Total liabilities		**1,510,710,133**	**1,595,086,585**	**1,607,271,294**	**1,506,924,340**	**1,588,988,489**	**1,602,613,674**

The accompanying notes are an integral part of these financial statements.

TMBThanachart Bank Public Company Limited and its Subsidiaries

Statements of financial position

		Consolidated			Bank only		
		31 December	31 December	1 January	31 December	31 December	1 January
Liabilities and equity	*Note*	2024	2023	2023	2024	2023	2023
			(Restated)	(Restated)		(Restated)	(Restated)
				(in thousand Baht)			
Equity							
Share capital							
Authorised share capital							
97,830,583,125 ordinary shares of Baht 0.95 each	*28*	92,939,054	92,939,054	92,939,054	92,939,054	92,939,054	92,939,054
Issued and paid-up share capital							
97,401,410,657 ordinary shares of Baht 0.95 each							
(31 December 2023: 97,101,487,977 ordinary shares							
of Baht 0.95 each)	*28*	92,531,340	92,246,413	91,937,270	92,531,340	92,246,413	91,937,270
Premium on share capital		43,371,256	43,373,984	43,360,227	43,371,256	43,373,984	43,360,227
Other reserves	*3*	4,395,360	3,864,652	3,176,069	5,445,324	4,833,244	4,134,190
Retained earnings							
Appropriated							
Legal reserve	*29*	10,091,000	10,091,000	10,091,000	10,091,000	10,091,000	10,091,000
Unappropriated		87,423,411	77,900,479	69,162,228	83,334,547	73,786,595	65,094,736
Equity attributable to equity holders of the Bank		237,812,367	227,476,528	217,726,794	234,773,467	224,331,236	214,617,423
Non-controlling interest		-	43	1,143	-	-	-
Total equity		237,812,367	227,476,571	217,727,937	234,773,467	224,331,236	214,617,423
Total liabilities and equity		1,748,522,500	1,822,563,156	1,824,999,231	1,741,697,807	1,813,319,725	1,817,231,097

Mr. Piti Tantakasem
Chief Executive Officer

Mr. Ekniti Nitithanprapas
Chairman of the Board

The accompanying notes are an integral part of these financial statements.

TMBThanachart Bank Public Company Limited and its Subsidiaries

Statements of profit or loss and other comprehensive income

	Note	Consolidated		Bank only	
		For the year ended 31 December		For the year ended 31 December	
		2024	2023 (Restated)	2024	2023 (Restated)
		(in thousand Baht)			
Interest income	*38*	82,782,729	79,133,805	82,611,755	78,996,783
Interest expenses	*39*	26,331,085	21,926,383	26,182,514	21,805,503
Net interest income		**56,451,644**	**57,207,422**	**56,429,241**	**57,191,280**
Fees and service income	*40*	13,085,855	14,006,711	12,097,683	13,115,829
Fees and service expenses	*40*	3,712,485	3,644,573	4,098,675	4,066,958
Net fees and service income		**9,373,370**	**10,362,138**	**7,999,008**	**9,048,871**
Gain on financial instruments measured at fair value through profit or loss, net	*41*	1,769,809	1,666,400	1,769,809	1,729,672
Gain (loss) on investments, net	*42*	243,789	51,687	146,854	(5,469)
Share of profit from investment using equity method		255,887	283,845	-	-
Other operating income	*3*	1,304,767	1,403,463	2,100,567	2,063,813
Total operating income		**69,399,266**	**70,974,955**	**68,445,479**	**70,028,167**
Other operating expenses					
Employee expenses		15,588,874	16,672,610	14,804,783	15,860,574
Directors' remuneration		104,014	122,646	104,014	122,646
Premises and equipment expenses	*3*	4,375,509	4,631,233	4,308,265	4,568,921
Taxes and duties		1,853,825	1,830,882	1,826,253	1,816,179
Others		7,648,996	7,836,776	7,481,422	7,787,825
Total other operating expenses		**29,571,218**	**31,094,147**	**28,524,737**	**30,156,145**
Expected credit loss	*43*	19,851,982	22,199,393	20,028,163	22,309,180
Profit from operations before income tax		**19,976,066**	**17,681,415**	**19,892,579**	**17,562,842**
Tax expense (income)	*3,19*	(1,054,993)	(940,142)	(1,179,209)	(1,022,897)
Profit for the year		**21,031,059**	**18,621,557**	**21,071,788**	**18,585,739**
Other comprehensive income					
Items that will be reclassified subsequently to profit or loss					
Gain on investments in debt instruments at fair value through other comprehensive income		1,026,906	224,856	1,129,056	288,785
Gain (loss) on cash flow hedges		150,106	(55,530)	150,106	(118,793)
Income tax relating to items that will be reclassified subsequently to profit or loss	*19*	(235,402)	(33,865)	(255,833)	(33,998)
		941,610	**135,461**	**1,023,329**	**135,994**

The accompanying notes are an integral part of these financial statements.

TMBThanachart Bank Public Company Limited and its Subsidiaries

Statements of profit or loss and other comprehensive income

	Note	Consolidated		Bank only	
		For the year ended 31 December		For the year ended 31 December	
		2024	2023 (Restated)	2024	2023 (Restated)
		(in thousand Baht)			
Items that will not be reclassified subsequently to profit or loss					
Change in revaluation surplus on assets	*3*	(123,967)	1,343,702	(123,967)	1,343,702
Loss on investments in equity instruments designated at fair value through other comprehensive income		(493,102)	(408,814)	(493,102)	(408,814)
Actuarial gain (loss) on post-employment benefit plan	*24*	172,245	(117,290)	152,846	(112,051)
Share of other comprehensive income of associate (equity method)		705	6,067	-	-
Income tax relating to items that will not be reclassified subsequently to profit or loss	*3,19*	88,824	(164,734)	92,845	(164,568)
		(355,295)	658,931	(371,378)	658,269
Total other comprehensive income for the year, net of income tax		586,315	794,392	651,951	794,263
Total comprehensive income for the year		21,617,374	19,415,949	21,723,739	19,380,002
Profit attributable to:					
Equity holders of the Bank		21,031,032	18,621,530	21,071,788	18,585,739
Non-controlling interest		27	27	-	-
Profit for the year		21,031,059	18,621,557	21,071,788	18,585,739
Total comprehensive income attributable to:					
Equity holders of the Bank		21,617,347	19,415,923	21,723,739	19,380,002
Non-controlling interest		27	26	-	-
Total comprehensive income for the year		21,617,374	19,415,949	21,723,739	19,380,002
Earnings per share	*44*				
Basic earnings per share (in Baht)		0.22	0.19	0.22	0.19
Diluted earnings per share (in Baht)		0.22	0.19	0.22	0.19

Mr. Piti Tantakasem
Chief Executive Officer

Mr. Ekniti Nitithanprapas
Chairman of the Board

The accompanying notes are an integral part of these financial statements.

TMBThanachart Bank Public Company Limited and its Subsidiaries

Statements of changes in equity

		Consolidated											
				Other reserves						Retained earnings			
	Note	Issued and paid-up share capital	Premium on share capital	Other reserve - share-based payments	Revaluation surplus on assets, net	Revaluation surplus (deficit) on investments, net	Cash flow hedge reserve (effective portion)	Share of other comprehensive income of associate	Total other reserve	Legal reserve	Unappropriated	Equity attributable to equity holders of the Bank	Non-controlling interest	Total equity
								(in thousand Baht)						
Year ended 31 December 2023														
Balance as at 1 January 2023 - as reported		91,937,270	43,360,227	70,713	4,963,447	(489,263)	(89,183)	-	4,455,714	10,091,000	69,162,228	219,006,439	1,143	219,007,582
Impact of changes in accounting policy	*3*	-	-	-	(1,279,645)	-	-	-	(1,279,645)	-	-	(1,279,645)	-	(1,279,645)
Balance as at 1 January 2023 - as restated		91,937,270	43,360,227	70,713	3,683,802	(489,263)	(89,183)	-	3,176,069	10,091,000	69,162,228	217,726,794	1,143	217,727,937
Transactions with owners, recorded directly in equity														
Contributions by and distribution to owners of the bank														
Reserve in relation to share-based payments		-	-	135,459	-	-	-	-	135,459	-	-	135,459	-	135,459
Issued ordinary shares to employees		75,642	15,925	(91,567)	-	-	-	-	(91,567)	-	-	-	-	-
Issued ordinary shares under the TTB-W1 Warrants Program		233,501	-	-	-	-	-	-	-	-	-	233,501	-	233,501
Met the defined criteria under Employee Joint Investment Program		-	-	(48,999)	-	-	-	-	(48,999)	-	-	(48,999)	-	(48,999)
Expenses in relation to issuance of ordinary shares		-	(2,168)	-	-	-	-	-	-	-	-	(2,168)	-	(2,168)
Dividend paid	*32*	-	-	-	-	-	-	-	-	-	(9,983,982)	(9,983,982)	-	(9,983,982)
Total contributions by and distribution to owners of the bank		309,143	13,757	(5,107)	-	-	-	-	(5,107)	-	(9,983,982)	(9,666,189)	-	(9,666,189)
Distribution to non-controlling interest														
Dividend paid		-	-	-	-	-	-	-	-	-	-	-	(15)	(15)
Liquidation of subsidiary		-	-	-	-	-	-	-	-	-	-	-	(1,111)	(1,111)
Total distribution to non-controlling interest		-	-	-	-	-	-	-	-	-	-	-	(1,126)	(1,126)
Comprehensive income for the year														
Profit for the year		-	-	-	-	-	-	-	-	-	18,621,530	18,621,530	27	18,621,557
Other comprehensive income		-	-	-	1,074,960	(147,167)	(44,422)	1,051	884,422	-	(90,029)	794,393	(1)	794,392
Total comprehensive income for the year		-	-	-	1,074,960	(147,167)	(44,422)	1,051	884,422	-	18,531,501	19,415,923	26	19,415,949
Transfer to retained earnings		-	-	-	(61,842)	(128,890)	-	-	(190,732)	-	190,732	-	-	-
Balance as at 31 December 2023		92,246,413	43,373,984	65,606	4,696,920	(765,320)	(133,605)	1,051	3,864,652	10,091,000	77,900,479	227,476,528	43	227,476,571
Year ended 31 December 2024														
Balance at 31 December 2023 - as reported		92,246,413	43,373,984	65,606	6,567,482	(765,320)	(133,605)	1,051	5,735,214	10,091,000	77,900,479	229,347,090	43	229,347,133
Impact of changes in accounting policy	*3*	-	-	-	(1,870,562)	-	-	-	(1,870,562)	-	-	(1,870,562)	-	(1,870,562)
Balance at 31 December 2023 and 1 January 2024 - restated		92,246,413	43,373,984	65,606	4,696,920	(765,320)	(133,605)	1,051	3,864,652	10,091,000	77,900,479	227,476,528	43	227,476,571
Transactions with owners, recorded directly in equity														
Contributions by and distribution to owners of the bank														
Reserve in relation to share-based payments		-	-	187,509	-	-	-	-	187,509	-	-	187,509	-	187,509
Issued ordinary shares under the TTB-W1 Warrants Program	*28*	284,927	-	-	-	-	-	-	-	-	-	284,927	-	284,927
Met the defined criteria under Employee Joint Investment Program		-	-	(70,249)	-	-	-	-	(70,249)	-	-	(70,249)	-	(70,249)
Expenses in relation to issuance of ordinary shares		-	(2,728)	-	-	-	-	-	-	-	-	(2,728)	-	(2,728)
Dividend paid	*32*	-	-	-	-	-	-	-	-	-	(11,680,967)	(11,680,967)	-	(11,680,967)
Total contributions by and distribution to owners of the bank		284,927	(2,728)	117,260	-	-	-	-	117,260	-	(11,680,967)	(11,281,508)	-	(11,281,508)
Distribution to non-controlling interest														
Dividend paid		-	-	-	-	-	-	-	-	-	-	-	(39)	(39)
Share purchases from non-controlling interest		-	-	-	-	-	-	-	-	-	-	-	(31)	(31)
Total distribution to non-controlling interest		-	-	-	-	-	-	-	-	-	-	-	(70)	(70)
Comprehensive income for the year														
Profit for the year		-	-	-	-	-	-	-	-	-	21,031,032	21,031,032	27	21,031,059
Other comprehensive income		-	-	-	(99,173)	427,043	120,085	406	448,361	-	137,954	586,315	-	586,315
Total comprehensive income for the year		-	-	-	(99,173)	427,043	120,085	406	448,361	-	21,168,986	21,617,347	27	21,617,374
Transfer to retained earnings		-	-	-	(33,666)	(1,247)	-	-	(34,913)	-	34,913	-	-	-
Balance as at 31 December 2024		92,531,340	43,371,256	182,866	4,564,081	(339,524)	(13,520)	1,457	4,395,360	10,091,000	87,423,411	237,812,367	-	237,812,367

The accompanying notes are an integral part of these financial statements.

TMBThanachart Bank Public Company Limited and its Subsidiaries

Statements of changes in equity

		Bank only										
				Other reserves						Retained earnings		
	Note	Issued and paid-up share capital	Premium on share capital	Other reserve - share-based payments	Surplus on business combination under common control	Revaluation surplus on assets, net	Revaluation surplus (deficit) on investments, net	Cash flow hedge reserve (effective portion)	Total other reserve	Legal reserve	Unappropriated	Total equity
							(in thousand Baht)					
Year ended 31 December 2023												
Balance as at 1 January 2023 - as reported		91,937,270	43,360,227	70,713	884,526	4,963,447	(466,281)	(38,570)	5,413,835	10,091,000	65,094,736	215,897,068
Impact of changes in accounting policy	*3*	-	-	-	-	(1,279,645)	-	-	(1,279,645)	-	-	(1,279,645)
Balance as at 1 January 2023 - as restated		91,937,270	43,360,227	70,713	884,526	3,683,802	(466,281)	(38,570)	4,134,190	10,091,000	65,094,736	214,617,423
Transactions with owners, recorded directly in equity												
Contributions by and distribution to owners of the bank												
Reserve in relation to share-based payments		-	-	135,459	-	-	-	-	135,459	-	-	135,459
Issued ordinary shares to employees		75,642	15,925	(91,567)	-	-	-	-	(91,567)	-	-	-
Issued ordinary shares under the TTB-W1 Warrants Program		233,501	-	-	-	-	-	-	-	-	-	233,501
Met the defined criteria under Employee Joint Investment Program		-	-	(48,999)	-	-	-	-	(48,999)	-	-	(48,999)
Expenses in relation to issuance of ordinary shares		-	(2,168)	-	-	-	-	-	-	-	-	(2,168)
Dividend paid	*32*	-	-	-	-	-	-	-	-	-	(9,983,982)	(9,983,982)
Total contributions by and distribution to owners of the bank		309,143	13,757	(5,107)	-	-	-	-	(5,107)	-	(9,983,982)	(9,666,189)
Comprehensive income for the year												
Profit for the year		-	-	-	-	-	-	-	-	-	18,585,739	18,585,739
Other comprehensive income		-	-	-	-	1,074,960	(96,021)	(95,035)	883,904	-	(89,641)	794,263
Total comprehensive income for the year		-	-	-	-	1,074,960	(96,021)	(95,035)	883,904	-	18,496,098	19,380,002
Transfer to retained earnings		-	-	-	-	(61,842)	(117,901)	-	(179,743)	-	179,743	-
Balance as at 31 December 2023		92,246,413	43,373,984	65,606	884,526	4,696,920	(680,203)	(133,605)	4,833,244	10,091,000	73,786,595	224,331,236
Year ended 31 December 2024												
Balance at 31 December 2023 - as reported		92,246,413	43,373,984	65,606	884,526	6,567,482	(680,203)	(133,605)	6,703,806	10,091,000	73,786,595	226,201,798
Impact of changes in accounting policy	*3*	-	-	-	-	(1,870,562)	-	-	(1,870,562)	-	-	(1,870,562)
Balance at 31 December 2023 and 1 January 2024 - restated		92,246,413	43,373,984	65,606	884,526	4,696,920	(680,203)	(133,605)	4,833,244	10,091,000	73,786,595	224,331,236
Transactions with owners, recorded directly in equity												
Contributions by and distribution to owners of the bank												
Reserve in relation to share-based payments		-	-	187,509	-	-	-	-	187,509	-	-	187,509
Issued ordinary shares under the TTB-W1 Warrants Program	*28*	284,927	-	-	-	-	-	-	-	-	-	284,927
Met the defined criteria under Employee Joint Investment Program		-	-	(70,249)	-	-	-	-	(70,249)	-	-	(70,249)
Expenses in relation to issuance of ordinary shares		-	(2,728)	-	-	-	-	-	-	-	-	(2,728)
Dividend paid	*32*	-	-	-	-	-	-	-	-	-	(11,680,967)	(11,680,967)
Total contributions by and distribution to owners of the bank		284,927	(2,728)	117,260	-	-	-	-	117,260	-	(11,680,967)	(11,281,508)
Comprehensive income for the year												
Profit for the year		-	-	-	-	-	-	-	-	-	21,071,788	21,071,788
Other comprehensive income		-	-	-	-	(99,173)	508,763	120,085	529,675	-	122,276	651,951
Total comprehensive income for the year		-	-	-	-	(99,173)	508,763	120,085	529,675	-	21,194,064	21,723,739
Transfer to retained earnings		-	-	-	-	(33,666)	(1,189)	-	(34,855)	-	34,855	-
Balance as at 31 December 2024		92,531,340	43,371,256	182,866	884,526	4,564,081	(172,629)	(13,520)	5,445,324	10,091,000	83,334,547	234,773,467

The accompanying notes are an integral part of these financial statements.

TMBThanachart Bank Public Company Limited and its Subsidiaries

Statements of cash flows

	Consolidated		Bank only	
	For the year ended 31 December		For the year ended 31 December	
	2024	2023 (Restated)	2024	2023 (Restated)
	(in thousand Baht)			
Cash flows from operating activities				
Profit from operations before income tax	19,976,066	17,681,415	19,892,579	17,562,842
Adjustments to reconcile profit from operations before income tax to net cash provided by (used in) operating activities				
Depreciation and amortisation	4,142,312	3,808,581	4,111,704	3,773,719
Expected credit loss	19,851,982	22,199,393	20,028,163	22,309,180
Impairment loss on premises and equipment	19,564	49,823	19,564	49,823
Impairment loss on intangible assets (reversal of)	(21,719)	21,719	(21,719)	21,719
Impairment loss on properties for sale and other assets	140,014	527,433	60,209	524,214
Provisions for liabilities	595,222	553,851	569,867	533,521
Loss (gain) on revaluation of investments measured at FVTPL	22,677	(45,524)	22,677	(45,533)
Loss on written-off investment in subsidiary	-	-	-	1,153
Loss on written-off of intangible assets	32,289	40,569	32,289	40,569
Gain on disposal of premises and equipment	(6,793)	(5,871)	(6,793)	(5,871)
Loss (gain) on disposal of investments	(243,789)	(51,687)	(146,854)	4,316
Unrealised loss (gain) on exchange and revaluation	929,266	(490,002)	929,266	(553,265)
Reserve in relation to share-based payments	187,509	135,459	187,509	135,459
Share of profit from investments using the equity method	(255,887)	(283,845)	-	-
Deferred revenue	(1,795,888)	(2,121,872)	(1,799,025)	(2,125,174)
Net interest income	(56,451,644)	(57,207,422)	(56,429,241)	(57,191,280)
Dividend income	(287,350)	(228,641)	(1,068,394)	(764,995)
Interest received	82,634,769	77,852,894	82,465,199	77,758,892
Interest paid	(24,049,177)	(18,589,538)	(24,053,665)	(18,597,388)
Income tax paid	(547,587)	(5,049,687)	(402,997)	(4,925,391)
Profit from operations before changes in operating assets and liabilities	**44,871,836**	**38,797,048**	**44,390,338**	**38,506,510**
Decrease (increase) in operating assets				
Interbank and money market items	(21,204,124)	(79,834,584)	(21,191,078)	(79,834,922)
Financial assets measured at fair value through profit or loss	(7,933,726)	(891,700)	(7,933,726)	(891,700)
Loans to customers	57,779,536	29,082,978	55,455,403	29,082,778
Properties for sale	283,891	214,788	69,608	1,104,763
Other assets	978,533	(1,566,064)	1,011,335	(1,552,649)
Increase (decrease) in operating liabilities				
Deposits	(58,111,966)	(10,773,499)	(58,933,309)	(10,225,068)
Interbank and money market items	2,390,043	3,024,271	2,390,043	3,024,271
Liabilities payable on demand	(3,614,174)	475,009	(3,614,392)	474,972
Financial liabilities measured at fair value through profit or loss	5,378,757	1,493,057	5,378,757	1,493,057
Provisions for liabilities	(362,423)	(704,465)	(349,382)	(710,686)
Other liabilities	(1,999,741)	234,097	(1,751,675)	238,053
Net cash provided by (used in) operating activities	**18,456,442**	**(20,449,064)**	**14,921,922**	**(19,290,621)**

The accompanying notes are an integral part of these financial statements.

TMBThanachart Bank Public Company Limited and its Subsidiaries

Statements of cash flows

	Consolidated		Bank only	
	For the year ended 31 December		For the year ended 31 December	
	2024	2023 (Restated)	2024	2023 (Restated)
	(in thousand Baht)			
Cash flows from investing activities				
Interest received	3,504,191	2,942,134	3,504,191	2,942,134
Dividend received	574,333	476,501	1,068,393	764,995
Cash received from liquidation of subsidiary	-	-	-	309,284
Purchase of investments measured at FVOCI	(82,273,988)	(30,826,524)	(82,273,988)	(30,826,524)
Proceeds from investments measured at FVOCI	110,539,058	69,514,812	110,539,058	69,514,812
Purchase of investments measured at amortised cost	(3,971,297)	(6,813,199)	(3,971,297)	(6,813,199)
Purchase of non-controlling interest in subsidiary	-	-	(10)	-
Purchase of premises and equipment	(1,276,331)	(830,699)	(1,274,466)	(825,433)
Purchase of intangible assets	(2,691,413)	(1,734,830)	(2,681,529)	(1,718,327)
Proceeds from disposals of premises and equipment	20,609	42,447	20,609	42,447
Net cash provided by investing activities	**24,425,162**	**32,770,642**	**24,930,961**	**33,390,189**
Cash flows from financing activities				
Cash received on debenture and borrowings	26,594,882	12,098,332	15,000,000	-
Cash paid for redemption of debenture and repayment of borrowings	(56,605,786)	(12,216,580)	(42,105,786)	(2,016,580)
Interest paid on debts issued and borrowings	(2,150,152)	(2,468,917)	(2,026,619)	(2,348,663)
Increase in issued and fully paid-up - ordinary shares	284,927	233,501	284,927	233,501
Expenses in relation to issuance of ordinary shares	(2,728)	(2,168)	(2,728)	(2,168)
Dividend paid to equity holders of the Bank	(11,680,967)	(9,983,982)	(11,680,967)	(9,983,982)
Dividend paid to non-controlling interest	(70)	(15)	-	-
Remaining cash from liquidation of subsidiary paid to non-controlling interest	-	(74)	-	-
Net cash used in financing activities	**(43,559,894)**	**(12,339,903)**	**(40,531,173)**	**(14,117,892)**
Net decrease in cash	**(678,290)**	**(18,325)**	**(678,290)**	**(18,324)**
Cash at 1 January	15,487,258	15,505,583	15,487,258	15,505,582
Cash at 31 December	**14,808,968**	**15,487,258**	**14,808,968**	**15,487,258**
Additional information related to statement of cash flows				
Non-cash transactions :				
Investments in equity securities increased from debt-to-equity conversion	1,476	-	1,476	-

The accompanying notes are an integral part of these financial statements.

TMBThanachart Bank Public Company Limited and its Subsidiaries

Notes to the financial statements

For the year ended 31 December 2024

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These notes form an integral part of the financial statements.

The financial statements issued for Thai statutory and regulatory reporting purposes are prepared in the Thai language. These English language financial statements have been prepared from the Thai language statutory financial statements and were approved and authorised for issue by the Board of Directors on 19 February 2025.

1 General information

TMBThanachart Bank Public Company Limited, (the "Bank"), is incorporated in Thailand and has its registered office at 3000 Phahonyothin Road, Chomphon, Chatuchak, Bangkok.

The Bank was listed on the Stock Exchange of Thailand on 23 December 1983.

The principal business of the Bank is operating commercial banking businesses. The subsidiaries are incorporated as companies under Thai laws and have been operating in Thailand, with their core businesses being provision of asset management and brokerage service. Details of the Bank's subsidiaries and associate as at 31 December 2024 and 2023 are given in note 13.

2 Basis of preparation of the financial statements

The financial statements are prepared in accordance with Thai Financial Reporting Standards; guidelines promulgated by the Federation of Accounting Professions and; applicable rules and regulations of the Thai Securities and Exchange Commission and the Bank of Thailand ("BoT") notification number Sor Nor Sor 21/2561, regarding to Preparation and Announcement of Financial Statements of a Commercial Bank and a Holding Company that is the Parent Company of a Financial Group; and other additional BoT notification.

The financial statements are prepared and presented in Thai Baht, which is the Bank and its subsidiaries' functional currency. All financial information is presented in Thai Baht and has been rounded to the nearest thousand and in the notes to financial statements to the nearest million unless otherwise stated.

Revised TFRS are effective for annual accounting periods beginning on or after 1 January 2024 which have no material impact on the financial statements.

TFRS 17, Insurance Contracts, has been issued and will be effective for the financial statement periods beginning on or after 1 January 2025. The Bank and its subsidiaries have made an assessment and concluded that there will be no impact to the financial statements in the first adoption period of initial application.

The preparation of financial statements requires management to make judgments, estimates and assumptions that affect the application of the Bank and its subsidiaries' accounting policies. Actual results may differ from these estimates. Estimates and underlying assumptions that described in each note are reviewed on an ongoing basis. Revisions to accounting estimates are recognised prospectively.

Information about judgments made in applying accounting policies that have significant effects on the amounts recognised in the financial statements, and information about assumption and estimation uncertainties at 31 December 2024 that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities in the next financial year are included in the following notes:

Note 5	Loan staging, determining the criteria for assessing if there has been a significant increase in credit risk and expected credit loss models, determination of inputs into the model, including key assumptions used in estimating recoverable cash flows and incorporation of forward-looking information;
Note 6	Measurement of the fair value of financial instruments with significant unobservable inputs.
Note 19	The unrecognised deferred tax assets for deductible temporary differences and unused tax loss are subjected to significant management judgement based upon the level of the Bank and its subsidiaries' estimated future taxable profit.

3 Changes in material accounting policies

In 2024, the Bank and its subsidiaries have changed the measurement of building from revaluation method to cost method to improve operation efficiency and provide straightforward financial information.

The Bank and its subsidiaries have retrospectively adjusted the comparative financial statements with the impacts on the consolidated and the Bank's financial statements are summarised in the following tables:

	Consolidated and Bank only	
Statements of financial position as at	31 December 2023	1 January 2023
	(in million Baht)	
Decrease in properties for sale, net	153	164
Decrease in premises and equipment, net	2,186	1,436
Increase in deferred tax assets	468	320
Decrease in other reserve	1,871	1,280

Statements of profit or loss and other comprehensive income
Year ended 31 December 2023

	Consolidated and Bank only
	(in million Baht)
Increase in other operating income	13
Decrease in premises and equipment expenses	186
Decrease in tax income	40
Increase in profit for the year	159
Decrease in revaluation surplus on assets	938
Decrease in income tax relating to items that will not be reclassified subsequently to profit or loss	188
Decrease in comprehensive income for the year	750

Statements of cash flows
Year ended 31 December 2023

	Consolidated and Bank only
	(in million Baht)
Increase in profit from operations before income tax	199
Decrease in depreciation and amortisation	186
Decrease in properties for sale	13

4 Material accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

4.1 Basis of consolidation

The consolidated financial statements relate to the Bank and its subsidiaries (together referred to as "the Bank and its subsidiaries")

Business combinations

The Bank and its subsidiaries' apply the acquisition method for all business combinations when control is transferred to the Bank and its subsidiaries, as described in subsidiaries section, other than those with entities under common control.

The acquisition date is the date on which control is transferred to the acquirer. Judgement is applied in determining the acquisition date and determining whether control is transferred from one party to another.

Goodwill is measured as the fair value of the consideration transferred including the recognised amount of any non-controlling interest in the acquiree, less the net recognised amount (fair value) of the identifiable assets acquired and liabilities assumed, all measured as of the acquisition date. Any gain on bargain purchase is recognised in profit or loss immediately.

Consideration transferred includes the fair values of the assets transferred, liabilities incurred by the Bank and its subsidiaries to the previous owners of the acquiree, and equity interests issued by the Bank and its subsidiaries. Consideration transferred also includes the fair value of any contingent consideration.

A contingent liability of the acquiree is assumed in a business combination only if such a liability represents a present obligation and arises from a past event, and its fair value can be measured reliably.

Transaction costs that the Bank and its subsidiaries incur in connection with a business combination, such as legal fees, and other professional and consulting fees are expensed as incurred.

Acquisitions from entities under common control

Business combination under common control are accounted for using a method similar to the pooling of interest method. Under that method the acquirer recognizes assets and liabilities of the acquired businesses at their carrying amounts in the consolidated financial statements of the ultimate parent company at the moment of the transaction. The difference between the carrying amount of the acquired net assets and the consideration transferred is recognised as surplus or discount from business combinations under common control in equity. The surplus or discount will be transferred to retained earnings upon divestment or dissolution of the businesses acquired.

The results from operations of the acquired businesses will be included in the consolidated financial statements of the acquirer from the beginning of the comparative period or the moment the businesses came under common control, whichever date is later, until control ceases.

Subsidiaries

Subsidiaries are entities controlled by the Bank. The Bank and its subsidiaries control an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

The subsidiaries' financial statements are prepared using the same significant accounting policies as the Bank.

Non-controlling interests

At the acquisition date, the Bank and its subsidiaries measure any non-controlling interest at its proportionate interest in the identifiable net assets of the acquiree.

Changes in the Bank and its subsidiaries interest in a subsidiary that do not result in a loss of control are accounted for as equity transactions.

Loss of control

When the Bank and its subsidiaries lose control over a subsidiary, it derecognises the assets and liabilities of the subsidiary, and any related non-controlling interests and other components of equity. Any resulting gain or loss from loss of control over a subsidiary is recognised in profit or loss. Any interest retained in the former subsidiary is measured at fair value when control is lost.

Interests in equity-accounted investees

The Bank and its subsidiaries' interests in equity-accounted investees comprise interests in associates.

Associates is those entities in which the Bank and its subsidiaries have significant influence, but not control or joint control, over the financial and operating policies.

Interests in associates are accounted for using the equity method. They are initially recognised at cost, which includes transaction costs. Subsequent to initial recognition, the consolidated financial statements include the Bank and its subsidiaries' share of the profit or loss and other comprehensive income of equity-accounted investees, until the date on which significant influence or joint control ceases.

Transactions eliminated on consolidation

Significant intra-group balances and transactions, and any unrealised income or expenses arising from intra-group transactions, are eliminated in preparing the consolidated financial statements. Unrealised gain arising from transactions with equity-accounted investees are eliminated against the investment to the extent of the Bank and its subsidiaries interest in the investee. Unrealised loss is eliminated in the same way as unrealised gain, but only to the extent that there is no evidence of impairment.

The consolidated financial statements include the accounts of the Head Office, all domestic and overseas branches and the Bank and its subsidiaries. All inter-company transactions and balances within this Group have been eliminated.

4.2 Foreign currencies

Foreign currency transactions

Transactions in foreign currencies are translated into the respective functional currencies of Group entities at the spot exchange rates at the date of the transactions.

Monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the exchange rate announced by the Bank of Thailand at the reporting date.

Non-monetary items that are measured based on historical cost in a foreign currency are translated using the spot exchange rate at the date of the transaction.

Foreign currency differences arising on translation are generally recognised in profit or loss. However, foreign currency differences arising from the translation of the following items are recognised in OCI:

- Equity investments that have been elected to be measured at FVOCI
- A financial liability designated as a hedge of the net investment in a foreign operation to the extent that the hedge is effective
- Qualifying cash flow hedges to the extent that the hedge is effective

Foreign operations

The assets and liabilities of foreign operations are translated into Thai Baht at the exchange rates at the reporting date. The income and expenses of foreign operations are translated into Thai Baht at the exchange rates at the dates of the transactions.

4.3 Cash

Cash includes cash in hand and cash on collection.

4.4 Financial instruments

4.4.1 Recognition and initial measurement

The Bank and its subsidiaries initially recognise financial instruments (including regular-way purchases and sales of financial assets) on the trade date, which is the date on which the Bank and its subsidiaries become a party to the contractual provisions of the instrument except for investment in debt instruments which are recognised on the settlement date.

A financial asset or financial liability is measured initially at fair value plus, for an item not at FVTPL, transaction costs that are directly attributable to its acquisition or issue.

4.4.2 Derecognition

Derecognition of financial assets

The Bank and its subsidiaries derecognise a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Bank and its subsidiaries neither transfer nor retain substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

On derecognition of a financial asset, the difference between the carrying amount of the asset (or the carrying amount allocated to the portion of the asset derecognised) and the sum of (i) the consideration received (including any new asset obtained less any new liability assumed) and (ii) any cumulative gain or loss that had been recognised in OCI is recognised in profit or loss.

Any cumulative gain or loss recognised in OCI in respect of equity investment securities designated as at FVOCI is not recognised in profit or loss on derecognition of such securities. Any interest in transferred financial assets that qualify for derecognition that is created or retained by the Bank and its subsidiaries are recognised as a separate asset or liability.

Disposal of investments

For debt and equity securities, cost of both investments sold and those still held are determined using the weighted average method.

Derecognition of financial liabilities

The Bank and its subsidiaries derecognise a financial liability when its contractual obligations are discharged or cancelled or expire.

4.4.3 Classification and measurement of financial instruments

Classification of financial assets

On initial recognition, a financial asset is classified as measured at: amortised cost, FVOCI or FVTPL.

Financial assets - debt instruments

Classification of debt instruments included loan and investments in debt securities depend on Business model assessment and assessment of whether contractual cash flows are solely payments of principle and interest.

Business model assessment

The Bank and its subsidiaries make an assessment of the objective of a business model in which an asset is held. The information considered includes:

- the stated policies and objectives for the financial assets and the operation of those policies in practice. In particular, whether management's strategy focuses on earning contractual interest revenue, maintaining a particular interest rate profile, matching the duration of the financial assets to the duration of the liabilities that are funding those assets or realising cash flows through the sale of the assets;
- how the performance of the financial asset is evaluated and reported to the Bank and its subsidiaries' management;
- the risks that affect the performance of the business model (and the financial assets held within that business model) and its strategy for how those risks are managed; and
- the frequency, volume and timing of sales in prior periods, the reasons for such sales and its expectations about future sales activity. However, information about sales activity is not considered in isolation, but as part of an overall assessment of how the Bank and its subsidiaries' stated objective for managing the financial assets is achieved and how cash flows are realised.

Financial assets that are held for trading or managed and whose performance is evaluated on a fair value basis are measured at FVTPL because they are neither held to collect contractual cash flows nor held both to collect contractual cash flows and to sell financial assets.

Assessment of whether contractual cash flows are solely payments of principle and interest

In assessing whether the contractual cash flows are SPPI, the Bank and its subsidiaries consider the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making the assessment, the Bank and its subsidiaries consider:

- contingent events that would change the amount and timing of cash flows;
- leverage features;
- terms that limit the Bank and its subsidiaries' claim to cash flows from specified assets (e.g. non-recourse loans); and
- features that modify consideration of the time value of money (e.g. periodical reset of interest rates).

Based on business model and the contractual term of cash flows assessment, there are three categories into which the Bank and subsidiaries classify and measure debt instruments:

Amortised cost

Debt instruments are measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

- the asset is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are SPPI.

Debt instruments measured at amortised cost is initially measured at fair value plus incremental direct transaction costs, and subsequently at their amortised cost using the effective interest method adjusted by impairment loss. Interest income, foreign exchange gain and loss and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

Fair value through Other Comprehensive income (FVOCI)

Debt instruments are measured at FVOCI only if it meets both of the following conditions and is not designated as at FVTPL:

- the asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- the contractual terms of the financial asset give rise on specified dates to cash flows that are SPPI.

For debt instruments measured at FVOCI, these assets are subsequently measured at fair value. Interest income calculated using the effective interest method, foreign exchange gain and loss and impairment are recognised in profit or loss. Other net gain and loss are recognised in OCI. On derecognition, gain and loss accumulated in OCI are reclassified to profit or loss.

Fair value through Profit or loss (FVTPL)

Unless debt instruments are classified as measured at amortised cost or FVOCI, debt instruments are classified as measured at FVTPL.

On initial recognition, the Bank and subsidiaries may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

For debt instruments measured at FVTPL, these assets are subsequently measured at fair value. Net gain and loss, including any interest are recognised in profit or loss.

Financial assets - Equity instruments

All equity instruments included equity investment measured at fair value.

On initial recognition of an equity investment that is not held for trading, the Bank and it's subsidiaries may irrevocably elect to present subsequent changes in fair value in OCI. This election is made on an investment-by-investment basis.

Unless equity investments are elected to present subsequent changes in fair value in OCI, equity instruments are classified as measured at FVTPL.

For equity instruments measured at FVTPL, these assets are subsequently measured at fair value. Net gain and loss, including any dividend income are recognised in profit or loss.

For equity instruments measured at FVOCI, these assets are subsequently measured at fair value. Dividends are recognised as income in profit or loss unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gain and loss are recognised in OCI and are never reclassified to profit or loss.

Reclassifications

Financial assets are not reclassified subsequent to their initial recognition, except in the period after the Bank and its subsidiaries change its business model for managing financial assets.

Classification of financial liabilities

On initial recognition, financial instrument is classified as financial liability in accordance with the substance of the contractual arrangement.

The Bank and its subsidiaries classify its financial liabilities, other than financial guarantees and loan commitments, as measured at amortised cost or FVTPL.

The Bank and its subsidiaries have designated certain financial liabilities as at FVTPL in either of the following circumstances:
- the liabilities are managed, evaluated and reported internally on a fair value basis; or
- the designation eliminates or significantly reduces an accounting mismatch that would otherwise arise.

Financial liabilities measured at FVTPL are subsequently measured at fair value and net gain and loss, including any interest expense, are recognised in profit or loss.

For financial liabilities measured at amortised cost, these liabilities are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gain and loss are recognised in profit or loss. Any gain or loss on derecognition is also recognised in profit or loss.

4.4.4 Interest recognition

Effective interest rate

Interest income and expense are recognised in profit or loss using the effective interest method. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument to the gross carrying amount of the financial asset or to the amortised cost of the financial liability.

When calculating the effective interest rate for financial instruments other than credit-impaired financial assets, the Bank and its subsidiaries estimate future cash flows considering all contractual terms of the financial instrument, but not ECL.

The calculation of the effective interest rate includes transaction costs and fees that are an integral part of the effective interest rate. Transaction costs include incremental costs that are directly attributable to the acquisition or issue of a financial asset or financial liability.

The gross carrying amount of a financial asset is the amortised cost of a financial asset before adjusting for any expected credit loss allowance.

Calculation of interest income and expense

The effective interest rate of a financial asset or financial liability is calculated on initial recognition of a financial asset or a financial liability. In calculating interest income and expense, the effective intertest rate is applied to the gross carrying amount of the asset (when the asset is not credit-impaired) or to the amortised cost of the liability. The effective interest rate is revised as a result of periodic re-estimation of cash flows of floating rate instruments to reflect movements in market rates of interest. The effective interest rate is also revised for fair value hedge adjustments at the date amortisation of the hedge adjustment begins.

However, for financial assets that have become credit-impaired subsequent to initial recognition, interest income is calculated by applying the effective interest rate to the amortised cost of the financial asset. If the asset is no longer credit-impaired, then the calculation of interest income reverts to the gross basis.

For financial assets that were credit-impaired on initial recognition, interest income is calculated by applying the credit-adjusted effective interest rate to the amortised cost of the asset. The calculation of interest income does not revert to a gross basis, even if the credit risk of the asset improves.

4.4.5 Modifications of financial assets and financial liabilities

Modifications of financial assets

If the terms of a financial asset are modified, then the Bank and its subsidiaries evaluate whether the cash flows of the modified asset are substantially different.

If the cash flows are substantially different, then the contractual rights to cash flows from the original financial asset are deemed to have expired. In this case, the original financial asset is derecognised and a new financial asset is recognised at fair value plus any eligible transaction costs.

If the modification of a financial asset measured at amortised cost or FVOCI does not result in derecognition of the financial asset, then the Bank and its subsidiaries first recalculate the gross carrying amount of the financial asset using the original effective interest rate of the asset and recognise the resulting adjustment as a modification gain or loss in profit or loss. For floating-rate financial assets, the original effective interest rate used to calculate the modification gain or loss is adjusted to reflect current market terms at the time of the modification. Any costs or fees incurred and fees received as part of the modification adjust the gross carrying amount of the modified financial asset and are amortised over the remaining term of the modified financial asset.

If such a modification is carried out because of financial difficulties of the borrower, then the gain or loss is recognised as a part of expected credit loss. In other cases, it is presented as interest income calculated using the effective interest rate method.

4.4.6 Impairment of financial assets

The Bank and its subsidiaries recognise loss allowance for expected credit loss (ECL) on the following financial instruments that are not measured at FVTPL and no impairment loss is recognised on equity investments.

Measurement of ECL

Expected credit loss are computed as unbiased, probability-weighted amounts which are determined by evaluating a range of reasonably possible outcomes, the time value of money, and considering all reasonable and supportable information. This includes forward-looking information.

Estimate of expected cash shortfalls is determined by multiplying the probability of default (PD) with the loss given default (LGD) with the expected exposure at the time of default (EAD).

Staging

For ECL recognition, financial assets are classified in any of the below 3 stages at each reporting date. A financial asset can move between stages during its lifetime. The stages are based on changes in credit quality since initial recognition and defined as follows:

- Stage 1: Financial assets that have not had a significant increase in credit risk

Financial assets that have not had a significant increase in credit risk (SICR) since initial recognition (i.e. no Stage 2 or 3 triggers apply) or debt investment that considered to have low credit risk at each reporting date with the exception of purchased or originated credit impaired (POCI) assets. The provision for ECL is 12-month ECL. 12-month ECL are the portion of lifetime ECL that result from default events on a financial instrument that are possible within the 12 months after the reporting date.

- Stage 2: Financial assets have a SICR

  When financial assets have a SICR since initial recognition, expected credit loss are recognised for possible default events over the lifetime of the financial assets. SICR is assessed by using a number of quantitative and qualitative factors that are significant to the increase in credit risk. (see details in Note 5.1) Financial assets that are 30 or more days past due or over 1 month and not credit-impaired will always be considered to have experienced a significant increase in credit risk.

- Stage 3: Lifetime ECL credit impaired

  Financial assets that are credit-impaired or in default represent those that are at least 90 days past due or more than 3 months in respect of principal and/or interest. Financial assets are also considered to be credit-impaired where the customers are unlikely to repay on the occurrence of one or more observable events that have a negative impact on the estimated future cash flows of the financial assets.

  Expected credit loss of credit-impaired financial assets are determined based on the difference between the present value of the recoverable cash flows under a range of scenarios, including the realisation of any collateral held where appropriate, discounted with the financial assets' original effective interest rate, and the gross carrying value of the financial assets prior to any credit impairments.

  Staging and provisioning on modified portfolio

  The Bank established the staging and provisioning guideline on modified portfolio, as well as upstaging criteria, to ensure the prudent staging and the sufficient provision level to cover potential credit loss of modified portfolio. The key factors to determine staging and provisioning consists of the customer's credit quality, repayment type and monitoring period.

  Improvement in credit risk

  For financial assets within stage 2, these can only be transferred to stage 1 when they are no longer considered to have experienced a significant increase in credit risk.

  Where significant increase in credit risk was determined using quantitative measures, the instruments will automatically transfer back to stage 1 when the original PD based transfer criteria are no longer met. Where instruments were transferred to stage 2 due to an assessment of qualitative factors, the issues that led to the reclassification must be cured before the instruments can be reclassified to stage 1. This includes instances where management actions led to instruments being classified as stage 2, requiring that action to be resolved before loans are reclassified to stage 1.

  Financial asset that is in stage 3 will move back to stage 2 when, as at the reporting date, it is no longer considered to be credit-impaired.

  Loss allowance for ECL are presented in the statements of financial position

  - financial assets measured at amortised cost: as a deduction from the gross carrying amount of the assets;
  - loan commitments and financial guarantee contracts: generally, as a provision; and
  - financial assets measured at FVOCI: no loss allowance is recognised in the statements of financial position because the carrying amount of these assets is their fair value. However, expected credit loss is recognised in profit or loss.

4.4.7 Derivative held for risk management purposes and hedge accounting

Derivatives held for risk management purposes include all derivative assets and liabilities that are not classified as trading assets or liabilities. Derivatives held for risk management purposes are measured at fair value in the statements of financial position.

The Bank and its subsidiaries designate certain derivatives held for risk management as well as certain non-derivative financial instruments as hedging instruments in qualifying hedging relationships. On initial designation of the hedge, the Bank and its subsidiaries formally documents the relationship between the hedging instrument(s) and hedged item(s), including the risk management objective and strategy in undertaking the hedge, together with the method that will be used to assess the effectiveness of the hedging relationship. The Bank and its subsidiaries make an assessment, both on inception of the hedging relationship and on an ongoing basis, of whether the hedging instrument(s) is(are) expected to be highly effective in offsetting the changes in the fair value or cash flows of the respective hedged item(s) during the period for which the hedge is designated, and whether the actual results of each hedge are within a specific range. For a cash flow hedge of a forecast transaction, the Bank and its subsidiaries make an assessment of whether the forecast transaction is highly probable to occur and presents an exposure to variations in cash flows that could ultimately affect profit or loss.

These hedging relationships are summarised below.

Fair value hedge

When a derivative is designated as the hedging instrument in a hedge of the change in fair value of a recognised asset or liability or a firm commitment that could affect profit or loss, changes in the fair value of the derivative are recognised immediately in profit or loss. The change in fair value of the hedged item attributable to the hedged risk is recognised in profit or loss. If the hedged item would otherwise be measured at cost or amortised cost, then its carrying amount is adjusted accordingly.

If the hedging derivative expires or is sold, terminated or exercised, or the hedge no longer meets the criteria for fair value hedge accounting, or the hedge designation is revoked, then hedge accounting is discontinued prospectively.

Cash flow hedges

When a derivative is designated as the hedging instrument in a hedge of the variability in cash flows attributable to a particular risk associated with a recognised asset or liability or highly probable forecast transaction that could affect profit or loss, the effective portion of changes in the fair value of the derivative is recognised in OCI and presented in the hedging reserve within equity. Any ineffective portion of changes in the fair value of the derivative is recognised immediately in profit or loss. The amount recognised in the hedging reserve is reclassified from OCI to profit or loss as a reclassification adjustment in the same period as the hedged cash flows affect profit or loss, and in the same line item in the statements of profit or loss and OCI.

If the hedging derivative expires or is sold, terminated or exercised, or the hedge no longer meets the criteria for cash flow hedge accounting, or the hedge designation is revoked, then hedge accounting is discontinued prospectively.

If the hedged cash flows are no longer expected to occur, then the Bank and its subsidiaries immediately reclassify the amount in the hedging reserve from OCI to profit or loss. For terminated hedging relationships, if the hedged cash flows are still expected to occur, then the amount accumulated in the hedging reserve is not reclassified until the hedged cash flows affect profit or loss; if the hedged cash flows are expected to affect profit or loss in multiple reporting periods, then the Bank and its subsidiaries reclassify the amount in the hedging reserve from OCI to profit or loss on a straight-line basis.

For derivatives used to dynamic hedge of assets or liabilities, the Bank and its subsidiaries continue using an accrual basis of derivatives.

Embedded derivatives

Derivatives may be embedded in another contractual arrangement (a host contract). The Bank and its subsidiaries account for an embedded derivative separately from the host contract when:

- the host contract is not an asset in the scope of IFRS 9;
- the host contract is not itself carried at FVTPL;
- the terms of the embedded derivative would meet the definition of a derivative if they were contained in a separate contract; and
- the economic characteristics and risks of the embedded derivative are not closely related to the economic characteristics and risks of the host contract.

Separated embedded derivatives are measured at fair value, with all changes in fair value recognised in profit or loss unless they form a part of a qualifying cash flow or net investment hedging relationship.

4.5 Securities purchased under resale agreements/Securities sold under repurchase agreements

The Bank and its subsidiaries enter into agreements to purchase securities or to sell securities back at certain dates in the future at fixed prices. Amounts paid for securities purchased subject to a resale commitment are presented as assets under the caption of “Interbank and money market items, net (assets)” or “Loans to customers”, depending upon the type of its counterparty, in the statements of financial position, and the underlying securities are treated as collateral to such receivables. Securities sold subject to repurchase commitments are presented as liabilities under the caption of “Interbank and money market items (liabilities)” or “Debt issued and borrowings”, depending upon the type of its counterparty, in the statements of financial position, at the amounts received from the sale of those securities, and the underlying securities are treated as collateral.

The difference between the purchase and sale considerations is recognised as interest income or expenses, as the case may be, over the transaction periods.

4.6 Investments in subsidiaries and associate

Investments in subsidiaries and associate as stated in the Bank’s financial statements are accounted for using the cost method less allowance for impairment loss, (if any). Impairment loss are recorded as expenses in profit or loss. Investment in associate in the consolidated financial statements are accounted for using equity method.

If the Bank and its subsidiaries receive shares as a result of debt restructuring of a borrower, which cause them to hold more than 50% or 20% of the paid-up share capital of such company, they will not treat that investee company as a subsidiary or an associate, respectively.

The Bank and its subsidiaries do not treat investments in any mutual funds in which they hold more than 50% or 20% of the issued units of the fund as investments in a subsidiary or an associate, respectively, because the Bank and its subsidiaries do not have control or influence over the financial and operating policies of these funds, which are independently managed by the fund managers in accordance with the details stipulated in the mutual fund prospectus and under the supervision of the Office of Securities and Exchange Commission.

4.7 Bill purchased, trade finance and factoring

The Bank and its subsidiaries classify bill purchased transactions, trade finance transactions by purchasing, discounting or rediscounting bills under letters of credit, and factoring transactions as assets based on the business type of the counterparty whom the Bank and its subsidiaries have their legal recourses. In case that there is acceptance, aval or guarantee by other financial institutions, the Bank and its subsidiaries will classify the recorded transactions as assets, which are presented under the caption of "Interbank and money market items, net (assets)". In case that there is no acceptance, aval or guarantee by other financial institutions, the Bank will classify the recorded transactions as assets, which are presented under the caption of "Loans to customers" or "Interbank and money market items, net (assets)" depending upon the business type of its counterparty.

The Bank and its subsidiaries recognise the difference between purchase price and the face value of bill as unearned discounts which are presented as deductions against "Loans to customers" or "Interbank and money market items, net (assets)" as the case may be and gradually amortises such unearned discounts as interest income using the effective interest rate over the term of discounting or rediscounting periods.

4.8 Properties for sale

Properties for sale are stated at the lower of cost or net realisable value. Impairment loss is recognised as an expense in profit or loss. Gain or loss on disposal is recognised in profit or loss when a disposal is made.

Cost of properties for sale as a result of settlement from a debtor is stated at fair value to the extent that this does not exceed the carrying value of the debt plus non-booked interest receivable to which the Bank and its subsidiaries are legally entitled. Cost of properties for sale through a public auction process is the purchase price plus transfer costs.

The Bank and its subsidiaries consider net realisable value for each unit of properties for sale. Net realisable value is the recoverable value from disposal of properties for sale less estimated selling expenses. The recoverable value from disposable of properties for sale is assessed with reference to the appraisal value of each unit of properties for sale and is adjusted down by varying discount rates, taking into consideration the quality of assets (location, infrastructure and property usage potential), holding period, historical disposal experience and market demand.

In accordance with asset warehousing, the assets are transferred to the Bank for repayment based on agreed price with the buy-back conditions not over 5 years and rent-back conditions for business operation. The Bank derecognises loans to customers and presents transferred assets as properties for sale in accordance with the ownership of the transferred assets. The transferred assets have the same measurement as other properties for sale. Income that the Bank receives is recorded as other income.

4.9 Premises and equipment

Land is measured at revalued amount less allowance for impairment loss (if any), buildings and equipment are measured at cost less accumulated depreciation and allowance for impairment loss (if any).

The Bank and its subsidiaries initially record premises and equipment at their costs on the acquisition dates. Cost includes expenditure that is directly attributable to the acquisition of the asset. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

When parts of an item of premises and equipment have different useful lives, they are accounted for as separate items (major components) of premises and equipment.

The cost of replacing a part of an item of premises and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Bank and its subsidiaries, and its cost can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of the day-to-day servicing of assets are recognised in profit or loss as incurred.

The Bank and its subsidiaries thereafter, arrange to have the independent valuers appraise the land on a regular basis and records them at the revalued amount (Revalued amounts are determined by the independent valuer using the market approach for land) such that the carrying values of such assets as at the end of the reporting period do not materially differ from their fair values.

The Bank and its subsidiaries recognise surplus/deficit arising as a result of revaluation of their assets as follows:

(1) When an asset's carrying amount is increased as a result of a revaluation of the assets, the increase is credited directly to other comprehensive income and the cumulative increase is recognised in other reserve under the heading of "Revaluation surplus on assets". However, if the asset is previously devalued and the Bank and its subsidiaries used to recognise such revaluation decrease as an expense in profit or loss, a revaluation increase from this revaluation is then recognised as income to the extent that it reverses a revaluation decrease in respect of the same asset previously recognised as an expense.

(2) When an asset's carrying amount is decreased as a result of a revaluation of the asset, the decrease is recognised in profit or loss. However, if the asset was previously revalued and an outstanding balance of revaluation surplus remains in other reserve under the heading of "Revaluation surplus on assets", the revaluation decrease is then charged to other comprehensive income to the extent that it does not exceed the amount already held in "Revaluation surplus on assets" in respect of the same asset and the revaluation decrease in excess of the amount already held in "Revaluation surplus on assets" in respect of the same asset is recognised in profit or loss.

Depreciation of buildings and equipment is calculated by reference to their cost or the revalued amounts, on a straight-line basis over the following estimated periods of useful lives. (Depreciation of fixed assets of overseas branches is computed at a rate specified by the applicable laws, which is at the rate of 20% of the cost or the estimated useful life of 5 years.)

Buildings	Appraised by independent professional appraisers (average at 50	years)
Leasehold improvement	6 - 20	years
Equipment	3 - 10	years

Depreciation is charged to profit or loss. No depreciation is determined for land and assets under construction and installation. Depreciation methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate.

The remaining of revaluation surplus on an item of land, that is derecognised of, is transferred directly to retained earnings when the asset is derecognised of.

An item of premises and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on disposal of an asset (calculated as the difference between the net disposal proceeds and the carrying value of the asset) is recognised in profit or loss when the asset is derecognised.

4.10 Leases

At inception of a contract, the Bank and its subsidiaries assesses that a contract is, or contains, a lease when it conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

At commencement the Bank and its subsidiaries allocates the consideration in the contract to each lease component on the basis of its relative stand-alone prices of each component.

The Bank and its subsidiaries recognise a right-of-use asset and a lease liability at the lease commencement date, except for leases of low-value assets and short-term leases which are recognised as expenses on a straight-line basis over the respective lease terms.

Right-of-use assets are measured at cost, less any accumulated depreciation and impairment loss, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use asset includes the initial amount of the lease liability adjusted for any prepaid lease payments, plus any initial direct costs incurred and an estimate of restoration costs, less any lease incentives received. Depreciation is charged to profit or loss on a straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of premises and equipment.

The lease liability is initially measured at the present value of all lease payments that shall be paid under the lease, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Bank and its subsidiaries' incremental borrowing rate and subsequently at amortised cost using the effective interest method.

The lease liability is remeasured when there is a modification, change in lease term, change in lease payments, change in the estimate of the amount expected to be payable under a residual value guarantee, or a change in the assessment of purchase, extension or termination options. When the lease liability is remeasured, a corresponding adjustment is made to the carrying amount of the right-of-use asset or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The Bank and its subsidiaries present right-of-use assets in premises and equipment/intangible assets and lease liabilities in "other liabilities" in the statements of financial position.

When the Bank and its subsidiaries acts as a lessor, it determines at lease inception whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is a finance lease; if not, then it is an operating lease.

The Bank and its subsidiaries recognise lease payments received under operating leases as rental income on a straight-line basis over the lease term as part of other income.

The Bank and its subsidiaries recognise hire purchase receivables/finance lease receivables at the amount of the Bank and its subsidiaries' net investment in the lease, which comprises the present value of the lease payments and any unguaranteed residual value. Hire purchase/finance lease income is allocated to accounting years to reflect a constant periodic rate of return on the Bank and its subsidiaries net investment outstanding in respect of the leases.

The Bank and its subsidiaries derecognise, modified cashflow of hire purchase/finance lease receivables and determine impairment on the lease receivables as disclosed in note 4.4.2, 4.4.5 and 4.4.6.

4.11 Goodwill and other intangible assets

Goodwill

Goodwill that arises upon the acquisition of subsidiaries is included in intangible assets. The measurement of goodwill at initial recognition is described in note 4.1 Subsequent to initial recognition, goodwill is measured at cost less allowance for impairment loss.

Other intangible assets

Other intangible assets that are acquired by the Bank and its subsidiaries and have finite useful lives are measured at cost less accumulated amortisation and allowance for impairment loss.
Other intangible assets include car dealer relationship. These intangible assets were acquired in a business combination. These intangible assets are initially measured at their fair value at the date of acquisition and subsequentially stated at cost less accumulated amortisation and allowance for impairment loss.

Amortisation

Amortisation is based on the cost of the asset, or other amount substituted for cost, less its residual value.

Amortisation is recognised in profit or loss on a straight-line basis over the estimated useful lives of intangible assets, other than goodwill, from the date that they are available for use, since this most closely reflects the expected pattern of consumption of the future economic benefits embodied in the asset. The estimated useful lives of computer software and car dealer relationship for the current and comparative years are 3 - 15 years.

Amortisation methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate.

4.12 Impairment

The carrying amounts of the Bank and its subsidiaries' assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the assets' recoverable amounts are estimated. For goodwill and intangible assets that have indefinite useful lives or are not yet available for use, the recoverable amount is estimated each year at the same time.

An impairment loss is recognised if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. The impairment loss is recognised in profit or loss unless it reverses a previous revaluation credited to equity, in which case it is charged to equity.

Calculation of recoverable amount

The recoverable amount of a non-financial asset is the greater of the asset's value in use and fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate cash inflows largely independent of those from other assets, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

Reversal of impairment

An impairment loss in respect of goodwill is not reversed. Impairment loss recognised in prior periods in respect of other non-financial assets are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

4.13 Employee benefits

Short-term employee benefits

Salaries, wages, bonuses and contributions to the social security fund are recognised as expenses when incurred.

The benefit from cumulative carry forward leave is recognised as a liability in the statements of financial position and employee's expenses in the statements of profit or loss and other comprehensive income when the employees render the service.

Post employment benefits and other long-term employee benefits

Defined contribution plan

The Bank and its subsidiaries and the employees have jointly established a provident fund. The fund is monthly contributed by employees and by the Bank and its subsidiaries. The fund's assets are held in a separate trust fund and the Bank and its subsidiaries' contributions are recognised as expenses when incurred.

Defined benefit plans

The Bank and its subsidiaries treat the severance payments they must make to employees upon retirement under labour law and other benefit (if any) as a post-employment benefit plan and the obligation to provide memorable gifts to employees when the employees have worked for the specified length of years in service as other long-term employee benefit plan.

Provisions for post-employment benefit plan and other long-term employee benefit plan are determined by a professionally qualified independent actuary based on actuarial techniques, using the projected unit credit method. These actuarial techniques involve assumptions with reference to various variables such as demographic assumptions (e.g. staff turnover rate, mortality rate, etc.) and financial assumptions (e.g. salary incremental rate, discount rate, etc.).

Actuarial gain or loss arising from a post-employment benefit plan is recognised in other comprehensive income and taken as a part of retained earnings.

Actuarial gain or loss arising from other long-term employee benefit plan is recognised in profit or loss.

Share-based payments

The cost of the TTB Stock Retention Program and Employee Joint Investment Program is recognised when services are rendered by employees. The cost of the share-based payment plan is measured by reference to the fair value of the issued shares on the grant date (date of offering of new ordinary shares to the employees) and the date of the Bank contribution to employee, respectively.

The cost of the share-based payment plan is recognised as expenses in profit or loss with a corresponding increase in "Other reserve - share-based payments" in equity over the periods in which the performance and service conditions are fulfilled. The cumulative expenses, which involve the Bank and its subsidiaries' management best estimate of number or ordinary shares that will ultimately vest, is recognised for the share-based payment plan at each reporting period-end until the vesting date. The expenses or reversal of expenses for a period represented the movement in cumulative expenses recognised as at the beginning and at the end of the reporting year.

4.14 Provisions

A provision is recognised if, as a result of a past event, the Bank and its subsidiaries have a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognised as a finance cost.

Provisions for contingent liabilities as a result of obligation having credit risk exposures

The Bank and its subsidiaries provide provisions for those off-balance sheet items having credit risk exposures, such as loan guarantees, avals or commitments irrevocable by financial institutions, or obligation according to letter of guarantee of which the Bank and its subsidiaries were claimed against, using the same criteria and methods applied to allowance for expected credit loss that are described in note 4.4.6.

4.15 Measurement of fair values

'Fair value' is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date in the principal or, in its absence, the most advantageous market to which the Bank and its subsidiaries has access at that date. The fair value of a liability reflects its non-performance risk.

The Bank and its subsidiaries have an established control framework with respect to the measurement of fair values. This includes a valuation team that has overall responsibility for overseeing all significant fair value measurements, including Level 3 fair values, and reports directly to the chief financial officer.

The valuation team regularly reviews significant unobservable inputs and valuation adjustments. If third party information, such as broker quotes or pricing services, is used to measure fair values, then the valuation team assesses the evidence obtained from the third parties to support the conclusion that these valuations meet the requirements of TFRS, including the level in the fair value hierarchy in which the valuations should be classified.

Significant valuation issues are reported to the Bank and its subsidiaries Audit Committee.

When measuring the fair value of an asset or a liability, the Bank and its subsidiaries use observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3: inputs for the asset or liability that are based on unobservable input.

If the inputs used to measure the fair value of an asset or liability might be categorised in different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement.

The Bank and its subsidiaries recognise transfers between levels of the fair value hierarchy at the end of the reporting period during which the change has occurred.

4.16 Fees and service income and expenses

Fees and service income and expense that are integral to the effective interest rate on a financial asset or financial liability are included in the effective interest rate.

Fees income which are not integral to the effective interest rate on a financial asset or financial liability are recognised as revenue on an accrual basis and service income is recognised as revenue when services are rendered, taking into account the stage of completion of the services provided and conditions in the contract. Fee received in advance is recorded as "Deferred revenue" in the statements of financial position and recognised as revenue when services are rendered. In case that the Bank and its subsidiaries provide customer loyalty programmes, such as award points to redeem goods or services, etc. to their customers to motivate them to become their loyal customers, the Bank and its subsidiaries shall allocate the fair value of the award points earned by customers each time they use services of the Bank and its subsidiaries from considerations received on services they provide each time. The amount is recorded as "Deferred revenue" in the statements of financial position and it will be recognised as revenue in profit or loss when the customers redeem the award points.

Fees and service expenses

The Bank and its subsidiaries recognise fees and service expenses which are not integral to the effective interest rate on a financial asset or financial liability on an accrual basis.

4.17 Dividend income

Dividend income is recognised when the right to receive income is established. Dividend income is presented in other operating income.

4.18 Net trading income and foreign exchange transactions

Net trading income comprises gain less loss related to trading assets and liabilities, and includes all fair value changes and foreign exchange differences.

Net income on trading and foreign exchange transactions are recognised based on the remeasurement to fair value of the underlying instruments in profit or loss on an accrual basis.

4.19 Income tax

Income tax expense for the year comprises current and deferred tax. Current and deferred tax are recognised in profit or loss except to the extent that it relates to a business combination, or items recognised directly in equity or in other comprehensive income.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is not recognised for the following temporary differences: the initial recognition of goodwill; the initial recognition of assets or liabilities in a transaction that is not a business combination or at the time of the transaction and that affects neither accounting nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences and differences relating to investments in subsidiaries to the extent that it is probable that they will not reverse in the foreseeable future.

The measurement of deferred tax reflects the tax consequences that would follow the manner in which the Bank and its subsidiaries expect, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, using tax rates enacted or substantively enacted at the reporting date.

In determining the amount of current and deferred tax, the Bank and its subsidiaries take into account the impact of uncertain tax positions and whether additional taxes and interest may be due. The Bank and its subsidiaries believe that their accruals for tax liabilities are adequate for all open tax years based on their assessment of many factors, including interpretations of tax law and prior experience. This assessment relies on estimates and assumptions and may involve a series of judgements about future events. New information may become available that causes the Bank and its subsidiaries to change their judgement regarding the adequacy of existing tax liabilities; such changes to tax liabilities will impact tax expense in the year that such a determination is made.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

A deferred tax asset is recognised to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised. Future taxable profit is determined based on the reversal of relevant taxable temporary differences. If the amount of taxable temporary differences is insufficient to recognise a deferred tax asset in full, then future taxable profit, adjusted for reversals of existing temporary differences, are considered, based on the business plans for individual subsidiaries in the Bank and its subsidiaries. Deferred tax assets are reviewed at each reporting date and reduced to the extent that it is no longer probable that the related tax benefit will be realised.

4.20 Earnings per share

The Bank and its subsidiaries present basic and diluted earnings per share (EPS) data for its ordinary shares. Basic EPS is calculated by dividing the profit attributable to ordinary shareholders of the Bank by the weighted average number of ordinary shares outstanding during the period, adjusted for own shares held. Diluted EPS is determined by adjusting the profit attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding, adjusted for own shares held, for the effects of all dilutive potential ordinary shares, which comprises share options granted to employees.

4.21 Related parties

A related party is a person or entity that has direct or indirect control or joint control, or has significant influence over the financial and managerial decision-making of the Bank and its subsidiaries; a person or entity that are under common control or under the same significant influence as the Bank and its subsidiaries; or the Bank and its subsidiaries have direct or indirect control or joint control or has significant influence over the financial and managerial decision-making of a person or entity.

4.22 Segment reporting

Segment results that are reported to the Bank Executive Committee (the chief operating decision maker) include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated items are not included in reporting segment operating results.

4.23 Offsetting

Financial assets and liabilities are offset, and the net amount is reported in the statements of financial position when the Bank and its subsidiaries have a legal, enforceable right to set off the recognised amounts and the transactions are intended to be settled on a net basis only when permitted under TFRS, or for gains and losses arising from a group of similar transactions.

5 Risk management

Risk management approach

Risk management is an integral part of the Bank and its subsidiaries' business activities and strategic planning with the objective to optimize risks and returns and create sustainable shareholder value whilst remaining in compliance with regulatory requirements. The Bank and its subsidiaries have 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. The Bank and its subsidiaries has proactively managed key risks which could affect business operations for long-term resilience.

5.1 Credit risk

Credit risk is the risk of potential loss as a result of customers and/or counterparties failing to meet their financial and contractual obligations in accordance with and/or counterparties failing to meet their financial and contractual obligations in accordance with agreed terms. It arises primarily from granting loans and undertaking contingent liabilities, and also from certain off-balance sheet items products such as derivatives.

Our objective of credit risk management is to optimize risk-adjusted return by balancing the risk/return and by building a sustainable competitive advantage by integrating risk management into business activities and strategic planning.

The Bank and its subsidiaries establishes frameworks which set out Credit Risk Appetite, Credit Risk Policies and Guidelines and processes covering the measurement and management of credit risk.

Credit Risk Appetite Statement (Credit RAS)

Credit RAS defines the maximum level of credit risk that the Bank and its subsidiaries are willing to accept in pursuit of its business objectives. The Bank and its subsidiaries develop and review its Credit RAS at Bank-wide level, BU level and Portfolio level. Credit RAS is monitored on regular basis as a part of credit portfolio management purpose.

Credit Risk Policies and Guidelines

Master Credit Risk Management Policy has been put in place to govern key aspects of credit risk management. The Master Credit Risk Management Policy is in compliant with the Bank of Thailand's regulatory requirements and alignment with the Bank and its subsidiaries' strategic direction. Under Master Credit Risk Management Policy, Credit risk management sub policies, guidelines are established to provide the guidance in each credit risk aspect stated in Master Credit Risk Management Policy.

The Board of Directors has the responsibility to review and approve the Bank's Master Credit Risk Management Policy and has delegated the approval authority of underlying credit risk management sub policies, guidelines to Sub-Committees as deemed appropriate.

Credit Risk Management Processes

Credit Risk Management consists of 5 key processes:

1) **Risk appetite setting:** Credit risk appetites are reviewed on an annual basis, in alignment with the business planning process, Credit risk appetite are discussed in and endorsed by the relevant Sub-Committees, and ultimately approved by the Board of Directors as part of Master Risk Appetite. Actual credit performance is regularly measured against the credit risk appetite, and reported to management on a regular basis.
2) **Risk Identification:** Inherent credit risk in credit products and activities are identified and managed. The risks of new products and activities are subject to risk management procedures and controls before being introduced or undertaken and approved in advance by relevant Committees.
3) **Risk Assessment & Measurement:** In the normal circumstances, Different methods and tools are used to measure credit risk (both quantitative and qualitative aspects). In addition, credit risk stress testing is also conducted to measure the quality and resilience of the credit portfolio and capacity to absorb the impact under the stress circumstance.
4) **Risk Monitoring and Control:** Credit risk is regularly monitored, controlled and mitigated by setting key credit risk indicators, credit risk limits, as well as credit risk appetite at Bank-wide, BU, Portfolio and other levels as deemed appropriate.
5) **Risk Reporting & Communication:** The status of credit risk as well as actions taken/to be taken are reported to relevant parties/committees and senior management on a regular basis. The risk reports cover product level, portfolio level, functional level, and the bank-wide level.

Credit Approval Process

The Bank and its subsidiaries have established underwriting guidelines to govern the approval process. The underwriting guidelines define the framework for credit granting consideration such as type of customers, quality of customers, types of facilities, and credit risk mitigations. The guidelines are subject to regular review to address the changing nature of business landscape.

Credit Approval is subject to Delegation of Authority. The key factors which determine the level of delegated authority include types of customers, customers' credit quality, exposures, and product segmentation. The Bank and its subsidiaries have a separate delegation of authority for related lending transactions.

Independent Unit related to Risk Management

Independent Credit Review is an independent unit to conduct credit review to support the quality of the Bank and its subsidiaries' credit exposures by timely and completely performing independent credit reviews based on the Bank's risk evaluating result and BoT's requirement and identifying weaknesses in credit related controls.

The Audit unit, an independent unit, is responsible for performing the assessments and making recommendations to improve the adequacy and effectiveness of internal control processes related to credit risk and the credit risk management processes.

Internal Rating and External Rating Framework

Risk ratings are typically based on credit analysis factors and/or market condition indicators, considering both the quantitative and qualitative information. The Bank and its subsidiaries developed internal credit risk models for supporting all bank-wide activities starting from setting of risk appetite statements, underwriting process, monitoring/measuring and predicting changes in portfolio quality, early response to deterioration trends, to serving as communication tool within the organization.

The Bank and its subsidiaries have developed credit risk models to consider probability that the debtor will default (PD), the estimate of the exposures when the debtor defaults (EAD), and the percentage of loss that may occur when the debtor defaults on the debt (LGD). There are different risk rating models for different product segments and customer segments. Models are based on analytical principles based on quantitative and qualitative data. Qualitative data is collected from historical data or from external service providers. The implementation of these credit risk models is in addition to those used in the credit process mentioned above. It is also intended to be used to set an allowance for loss as well as estimation of regulatory capital and economic capital.

The Bank and its subsidiaries set up Risk Rating Guideline to provide the guiding principle of risk rating and the factors to determine the risk rating of each risk rating model.

The credit risk level depends on the estimation of the customer's default risk and risk rating. The Bank and its subsidiaries have designed two types of credit risk assessment models: (1) Internal rating models for Commercial portfolio which are based on the latest financial position and quality assessments of customers and (2) Internal rating models for small business, Retail and Automotive Lending portfolio which are based on behavioral study and/or credit limit utilization history together with reliable statistical methods to categorize credit risk grade or determine the appropriate probability of default according to the customer's risk level.

Risk rating models, are subject to periodical review and the performance of the risk rating models are subject to regular monitoring.

The credit risk grade is ranked from lowest to highest. The lower the number in the rank, the lower the probability of default. The highest rating represents stage 3 loans with probability of default of 100%. The credit risk grades are reviewed/updated at the frequency prescribed under the Risk Rating Guideline.

In addition to the internal rating, the Bank and its subsidiaries also use external ratings from an international rating agency as references for credit risk grade of investment related activities/portfolios.

Staging Guideline

In alignment with IFRS9, the Bank and its subsidiaries classifies the customers into 3 stages as follows:
- Stage 1 (Performing): Financial assets and commitments that have no significant increase in credit risk.
- Stage 2 (Under-Performing): Financial assets and commitments that have significant increase in credit risk.
- Stage 3 (Non-Performing): Financial assets and commitments that are credit-impaired.

Significant increase in credit risk (SICR)

The following criteria are used to determine whether there is an increase in significant in credit risk (SICR), which is used for the staging criteria.

1) Day Past Due is over 30 days or over 1 month. In case day past due is over 90 days or more than 3 months, financial assets and commitments shall be classified as stage 3.
2) Qualitative assessment.
3) Significant PD shift: PD at the reporting date is considered and compared with PD at loan origination and in case of reaching the Bank's defined threshold, it is considered as significant increase in credit risk.

4) Staging of modified portfolio is based on the customer's credit quality, repayment type and repayment period in accordance with monitoring criteria.

Write-off

The write off is an internal accounting process to properly reflect the absence/loss of real value of the Bank's assets. The Bank allows both full write-off and partial write-off when the Bank determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, the Bank still maintains its legal rights, both in terms of debt collection and legal proceeding for loan repayment from the debtor.

Expected Credit Loss

The Bank and its subsidiaries recognised loss allowance based on the ECL model of TFRS9, which is designed to be forward-looking. The TFRS9 impairment requirements are applicable to on-balance sheet financial assets measured at amortised cost or fair value through other comprehensive income (FVOCI), such as loans and debt securities, as well as off-balance sheet items such as undrawn loan commitments, certain financial guarantees, and undrawn committed revolving credit facilities.

These financial assets are divided into three stages (Staging) based on credit quality. The ECL model is assessed according to statistical techniques and supported by expert judgment.

The ECL calculation of each stage is calculated as follows:
Stage 1 ECL is based on 12-month ECL.
Stage 2 ECL is based on Lifetime ECL.
Stage 3 ECL is based on Lifetime ECL.

Forward-looking factors expected to occur in the future

TFRS 9 requires consideration of the impact of changes in economic or so-called forward-looking factors to estimate the expected credit loss by including the forecast of the economic condition.

Firstly, macroeconomic projections from external sources such as consensus economic data or forecasts published by government agencies is prepared.

Then, statistical techniques are applied to transform the different types of simulation data. The final step is to use the simulation scenario as a variable in calculating potential credit loss and in determining the credit quality of the financial assets as described previously.

The Bank and its subsidiaries use the projection of economic factors or other possible factors as part of Expected Credit Loss (ECL) Model. Macroeconomic variables include Gross Domestic Product (GDP), unemployment rate, and headline inflation rate. The Bank and its subsidiaries derive the forward-looking base case economic scenario which reflect the view of future macroeconomic conditions. Probability weighting of each scenario is determined by management considering the risks and uncertainties surrounding the base case economic scenario at each measurement reporting date. As at 31 December 2024 and 2023, the Bank and its subsidiaries set up forward-looking scenarios with different weights as follows:

	Consolidated and Bank only	
	2024	2023
	(%)	
Upside scenario	20	20
Base scenario	40	40
Downside scenario	40	40

Management Overlay

In addition to the ECL based on model as described above, the Bank and its subsidiaries also set management overlay. The management overlay is considered when the underlying assumptions or data in the models do not reflect current circumstances, events or conditions, emerging issues and/or possible future deterioration in credit quality. This is to ensure that the overall provision of the Bank and its subsidiaries is adequate.

As of 31 December 2024, the Bank and its subsidiaries set up management overlay to address economic uncertainties that may impact both customers (i.e. some specific group of customers (both commercial and retail customers) with vulnerable repayment capabilities due to the uncertainties of economic recoveries) and also collateral value, together with future model improvement 17 (as part of model monitoring exercise).

5.1.1 Credit quality

The following tables set out information about the credit quality as at 31 December 2024 and 2023 of loans to customers without taking into account collateral or other credit enhancement.

The classification of credit quality is based on customers capacity to meet financial commitments

1. Low-risk customers are those with sound financial standing and sound capability to meet financial commitments.
2. Medium-risk customers are those with sign of financial vulnerability.
3. High-risk customers are those with uncertain capability to meet financial commitments. Demonstrated deterioration in performance.
4. Non-performing customers (NPL) are those with impaired credit, primarily from having more than 90 days overdue or having other indications which reflect the inability to meet financial commitments.

The Bank and its subsidiaries classified a risk level based on most recent financial position, behaviours and qualitative factors.

	Consolidated			
	2024			
Risk level	Stage 1	Stage 2	Stage 3	Total
	(in million Baht)			
Loans to customers and accrued interest receivables, net				
Low	799,832	-	-	799,832
Medium	293,847	63,266	-	357,113
High	2	53,373	-	53,375
NPLs	-	-	38,976	38,976
Gross carrying amount	**1,093,681**	**116,639**	**38,976**	**1,249,296**
Less allowance for expected credit loss	(15,315)	(26,972)	(16,720)	(59,007)
Carrying amount	**1,078,366**	**89,667**	**22,256**	**1,190,289**

	Consolidated			
	2023			
Risk level	Stage 1	Stage 2	Stage 3	Total
	(in million Baht)			
Loans to customers and accrued interest receivables, net				
Low	889,411	209	-	889,620
Medium	285,413	62,582	-	347,995
High	28	57,989	-	58,017
NPLs	-	-	41,006	41,006
Gross carrying amount	**1,174,852**	**120,780**	**41,006**	**1,336,638**
Less allowance for expected credit loss	(15,602)	(28,195)	(19,705)	(63,502)
Carrying amount	**1,159,250**	**92,585**	**21,301**	**1,273,136**

	Bank Only			
	2024			
Risk level	Stage 1	Stage 2	Stage 3	Total
	(in million Baht)			
Loans to customers and accrued interest receivables, net				
Low	802,681	-	-	802,681
Medium	293,847	62,999	-	356,846
High	2	53,104	-	53,106
NPLs	-	-	34,907	34,907
Gross carrying amount	**1,096,530**	**116,103**	**34,907**	**1,247,540**
Less allowance for expected credit loss	(15,319)	(26,909)	(15,774)	(58,002)
Carrying amount	**1,081,211**	**89,194**	**19,133**	**1,189,538**

	Bank Only			
	2023			
Risk level	Stage 1	Stage 2	Stage 3	Total
	(in million Baht)			
Loans to customers and accrued interest receivables, net				
Low	889,410	209	-	889,619
Medium	285,413	62,422	-	347,835
High	28	57,818	-	57,846
NPLs	-	-	36,347	36,347
Gross carrying amount	**1,174,851**	**120,449**	**36,347**	**1,331,647**
Less allowance for expected credit loss	(15,602)	(28,130)	(17,691)	(61,423)
Carrying amount	**1,159,249**	**92,319**	**18,656**	**1,270,224**

Investment in debt securities

Major investment in debt securities of the Bank are investment in government and state enterprise securities which are considered as low-risk financial assets, except investment in debt securities of a public company are considered as non-performing financial assets. As at 31 December 2024, the Bank has investment in debt securities which are classified as non-performing financial assets amounting to Baht 538 million *(2023: Baht 315 million)*.

5.1.2 Collateral held and other credit enhancements

In addition to determining counterparty credit quality through risk rating, the Bank and its subsidiaries also uses collateral (both financial and non-financial collaterals) as one type of credit risk mitigation to reduce potential credit loss. The value of the collateral hinges primarily on their quality and liquidity. To ensure that the value assigned to the collateral remain current, the collaterals are subject to periodic valuations.

The assessment of the suitability of collateral for a specific credit transaction is part of the credit decision making. The Bank and its subsidiaries apply a conservative approach when considering the collateral, such as types of collateral and haircuts for different types of collateral. Additionally, positive correlation is assessed as it is considered to be of decreased collateral value when the customer quality is deteriorated.

For “guarantee”, the process for the analysis of the guarantor’s creditworthiness is aligned to the credit assessment process for customers.

For examples

- Credit evaluation process - different risk levels require different loan-to-value (LTV).
- Credit approval process - LTV is one of the factors to determine the level of approval authorities. At present, the Bank and its subsidiaries defines the approval authority based on business type, industry, the customer’s risk rating as well as LTV criteria whereby LTV criteria is applied for Commercial Banking customer at appropriate level depend on industry. For mortgage Loan, 70% to 110% LTV criteria is applied. For Automotive Lending, 60% to 100% LTV criteria is applied, depending on risk level of customer and product type.

Collateral Appraisal Approach:

The appraisal is conducted by applying the approaches specified in the codes of professional ethics and standards of appraisal practice stipulated by the Office of the Securities and Exchange Commission (SEC). Appraisal activity is under responsibility of Asset Appraisal Department. The Bank and its subsidiaries established the operational guidance for the collateral appraisal and re-appraisal.

The followings are collateral appraisal approaches.

- Immovable property for commercial purpose is appraised by the cost approach, or the direct sales comparison approach, or the income approach.
- Immovable property for residential purpose is appraised by the direct sales comparison approach, or the cost approach.
- Other immovable properties is appraised by the cost approach, or the direct sales comparison approach, or the income approach.
- Machinery and vehicle is appraised by the direct sales comparison approach, or the cost approach.
- Criteria for appraising marketable equity securities and debt securities collateral is established in writing and agreed among the Appraisal Committee members.

The following table sets out the principal types of collateral held against different types of non-performing (stage 3) loans to customers and accrued interest receivables as at 31 December 2024 and 2023.

	Consolidated			
		2024		
Type of credit exposures	Gross carrying amount	Allowance for expected credit loss	Collateral Value*	Principal type of collateral held
		(in million Baht)		
- Loans to corporate customers	21,512	10,105	40,362	Properties, plant, equipment and/or guarantee by government unit
- Retail home loan	12,123	3,055	19,677	Properties
- Hire purchase	3,630	2,260	-	Vehicle**
- Others	1,711	1,300	-	None

* Appraisal value

** Figures not shown as referenced market price (blue book) is not appraised.

	Consolidated			
		2023		
Type of credit exposures	Gross carrying amount	Allowance for expected credit loss	Collateral Value*	Principal type of collateral held
		(in million Baht)		
- Loans to corporate customers	24,978	12,107	39,733	Properties, plant, equipment and/or guarantee by government unit
- Retail home loan	9,720	3,694	13,264	Properties
- Hire purchase	4,997	2,904	-	Vehicle**
- Others	1,311	1,000	-	None

* Appraisal value

** Figures not shown as referenced market price (blue book) is not appraised.

Type of credit exposures	Gross carrying amount	Bank Only 2024 Allowance for expected credit loss	Collateral Value*	Principal type of collateral held
		(in million Baht)		
- Loans to corporate customers	17,444	9,159	31,304	Properties, plant, equipment and/or guarantee by government unit
- Retail home loan	12,122	3,055	19,672	Properties
- Hire purchase	3,630	2,260	-	Vehicle**
- Others	1,711	1,300	-	None

* Appraisal value

** Figures not shown as referenced market price (blue book) is not appraised.

Type of credit exposures	Gross carrying amount	Bank Only 2023 Allowance for expected credit loss	Collateral Value*	Principal type of collateral held
		(in million Baht)		
- Loans to corporate customers	20,322	10,094	31,928	Properties, plant, equipment and/or guarantee by government unit
- Retail home loan	9,717	3,693	13,256	Properties
- Hire purchase	4,997	2,904	-	Vehicle**
- Others	1,311	1,000	-	None

* Appraisal value

** Figures not shown as referenced market price (blue book) is not appraised.

5.1.3 Concentrations of credit risk

The Bank and its subsidiaries monitor concentration in different dimensions including sector. Concentrations of credit risk from loans to customers and accrued interest receivables as at 31 December 2024 and 2023 is shown below.

	Consolidated		Bank only	
	2024	2023	2024	2023
		(in million Baht)		
Concentration by sector				
Agricultural and mining	10,852	13,583	10,662	13,326
Real estate and construction	48,040	47,666	47,554	47,257
Public utilities and services	99,974	117,706	99,534	117,046
Retail home loan	328,034	340,765	328,029	340,761
Manufacturing and commerce	296,953	307,730	293,631	304,257
Hire purchase	362,231	410,268	362,231	410,268
Others	103,212	98,920	105,899	98,732
Total	**1,249,296**	**1,336,638**	**1,247,540**	**1,331,647**

5.2 Market risk

Market risk refers to loss that may happen due to the fluctuations of foreign exchange rates, interest rates, and prices of equity securities, all of which may impact the value of the Bank's assets, liabilities, and off-balance sheet items.

The Bank and its subsidiaries have established various market risk policies, which set standards and guidelines for market risk management. The sub-committees holds the responsibility to assist the BOD and the Risk Oversight Committee (ROC) to ensure that bank-wide market risk management complies with the relevant risk policies and defined levels of risk appetite. The Bank and its subsidiaries classify the overall market risk management into two parts: trading book and banking book. The Bank and its subsidiaries have developed a policy to set standards on the book definitions and transaction classification criteria as well as the treatment of each book.

Market risk in the trading book

Market risk in the trading book consists of market risk from exposures of financial instruments that are held with trading intent or for hedging other positions in the trading book as well as all financial derivatives which have not been used for hedging positions in the banking book. The Bank and its subsidiaries have established the market risk policies for trading book to ensure the proper management of market risks in the trading book as well as impose limits to control the risks to be within the Bank and its subsidiaries' risk appetite.

Market risk in the banking book

Market risk in the banking book consists of market risks incurred from the Bank and its subsidiaries' both on and off-balance sheet items, and derivatives designated to hedge banking book items.

The Bank and its subsidiaries have established the market risk policies for banking book, which outlines the approach for managing market risks in the banking book and setting the relevant limits appropriate to the positions of the risks in the book and in line with the Bank and its subsidiaries' risk appetite.

The Bank and its subsidiaries also analyse risks and regularly assess the impact, the results of which are used as tools to manage the Bank's assets and liabilities structure to be in line with the changing market environment.

5.2.1 Interest rate risk

Interest rate risk is the risk from future movements in market interest rates including changes in interest rates of rate sensitive assets and liabilities that will have negative impact to the Bank's and its subsidiaries' operating results, cash flows and economic value.

The Bank and its subsidiaries' principal financial assets, namely loans to customers mostly earn interest at floating rates, based on MRR, MLR, MOR, interest rates of time deposits or other benchmark floating rates such as THOR, USD SOFR, etc.

As at 31 December 2024 and 2023, significant financial assets and liabilities classified by interest repricing periods were as follows:

	Consolidated 2024					
	Repricing periods					
	Within 3 months	Over 3 months to 1 year	Over 1 year	Non-performing assets	Non-interest bearing	Total
	(in million Baht)					
Financial assets						
Cash	-	-	-	-	14,809	14,809
Interbank and money market items net of deferred revenue	271,100	29	-	-	17,364	288,493
Financial assets measured at fair value through profit or loss	3,820	-	-	-	6,561	10,381
Investments*	30,552	12,181	109,934	538	3,170	156,375
Loans to customers net of deferred revenue	674,686	116,950	382,262	38,976	28,000	1,240,874
Total financial assets	**980,158**	**129,160**	**492,196**	**39,514**	**69,904**	**1,710,932**
Financial liabilities						
Deposits	987,295	268,070	37,276	-	35,953	1,328,594
Interbank and money market items	69,291	178	18,469	-	2,246	90,184
Liabilities payable on demand	-	-	-	-	2,447	2,447
Financial liabilities measured at fair value through profit or loss	5,204	1,473	495	-	147	7,319
Debts issued and borrowings	12,506	1,705	15,036	-	-	29,247
Total financial liabilities	**1,074,296**	**271,426**	**71,276**	**-**	**40,793**	**1,457,791**

* For Investments in debt securities measured at amortised costs, the presented investments were not deducted by allowance for expected credit loss.

	Consolidated 2023					
	Repricing periods					
	Within 3 months	Over 3 months to 1 year	Over 1 year	Non-performing assets	Non-interest bearing	Total
			(in million Baht)			
Financial assets						
Cash	-	-	-	-	15,487	15,487
Interbank and money market items net of deferred revenue	250,302	151	-	-	16,956	267,409
Financial assets measured at fair value through profit or loss	2,037	-	-	-	433	2,470
Investments*	13,983	51,030	111,874	315	1,909	179,111
Loans to customers net of deferred revenue	759,702	137,407	364,290	41,006	25,559	1,327,964
Total financial assets	**1,026,024**	**188,588**	**476,164**	**41,321**	**60,344**	**1,792,441**
Financial liabilities						
Deposits	1,006,114	261,670	80,979	-	37,818	1,386,581
Interbank and money market items	66,101	124	17,743	-	3,826	87,794
Liabilities payable on demand	-	-	-	-	6,061	6,061
Financial liabilities measured at fair value through profit or loss	890	-	903	-	23	1,816
Debts issued and borrowings	13,074	46,410	45	-	2	59,531
Total financial liabilities	**1,086,179**	**308,204**	**99,670**	**-**	**47,730**	**1,541,783**

* For Investments in debt securities measured at amortised costs, the presented investments were not deducted by allowance for expected credit loss.

	Bank only 2024					
	Repricing periods					
	Within 3 months	Over 3 months to 1 year	Over 1 year	Non-performing assets	Non-interest bearing	Total
			(in million Baht)			
Financial assets						
Cash	-	-	-	-	14,809	14,809
Interbank and money market items net of deferred revenue	271,098	29	-	-	17,335	288,462
Financial assets measured at fair value through profit or loss	3,820	-	-	-	6,561	10,381
Investments*	30,552	12,181	109,934	538	3,170	156,375
Loans to customers net of deferred revenue	677,536	116,950	381,727	34,907	28,000	1,239,120
Total financial assets	**983,006**	**129,160**	**491,661**	**35,445**	**69,875**	**1,709,147**
Financial liabilities						
Deposits	987,839	268,070	37,276	-	35,967	1,329,152
Interbank and money market items	69,291	178	18,469	-	2,246	90,184
Liabilities payable on demand	-	-	-	-	2,447	2,447
Financial liabilities measured at fair value through profit or loss	5,204	1,473	495	-	147	7,319
Debts issued and borrowings	8,506	1,705	15,036	-	-	25,247
Total financial liabilities	**1,070,840**	**271,426**	**71,276**	**-**	**40,807**	**1,454,349**

* For Investments in debt securities measured at amortised costs, the presented investments were not deducted by allowance for expected credit loss.

	Bank only 2023					
	Repricing periods					
	Within 3 months	Over 3 months to 1 year	Over 1 year	Non-performing assets	Non-interest bearing	Total
	(in million Baht)					
Financial assets						
Cash	-	-	-	-	15,487	15,487
Interbank and money market items net of deferred revenue	250,301	151	-	-	16,940	267,392
Financial assets measured at fair value through profit or loss	2,037	-	-	-	433	2,470
Investments*	13,983	51,030	111,874	315	1,909	179,111
Loans to customers net of deferred revenue	759,702	137,407	363,958	36,347	25,559	1,322,973
Total financial assets	**1,026,023**	**188,588**	**475,832**	**36,662**	**60,328**	**1,787,433**
Financial liabilities						
Deposits	1,007,432	261,670	80,979	-	37,880	1,387,961
Interbank and money market items	66,101	124	17,743	-	3,826	87,794
Liabilities payable on demand	-	-	-	-	6,061	6,061
Financial liabilities measured at fair value through profit or loss	890	-	903	-	23	1,816
Debts issued and borrowings	10,276	42,310	45	-	2	52,633
Total financial liabilities	**1,084,699**	**304,104**	**99,670**	**-**	**47,792**	**1,536,265**

* For Investments in debt securities measured at amortised costs, the presented investments were not deducted by allowance for expected credit loss.

5.2.2 Foreign exchange risk

Foreign exchange risk is the risk that the value of the financial instruments will be affected by changes in foreign exchange rates.

In addition to the financial assets and liabilities denominated in foreign currencies already disclosed in the relevant notes to the financial statements, as at 31 December 2024 and 2023, the Bank and its subsidiaries' net foreign currency positions categorised by major foreign currencies were as follows:

	Consolidated and Bank only					
	2024			2023		
	USD	Euro (*)	Other currencies (*)	USD	Euro (*)	Other currencies (*)
	(in USD million)					
Spot	(175)	(5)	236	(26)	(163)	398
Forward	172	10	(233)	37	161	(405)
Net position	**(3)**	**5**	**3**	**11**	**(2)**	**(7)**

(*) Balance denominated in Euro and other currencies are stated in USD equivalents.

5.2.3 Equity price risk

Equity price risk is the risk that the Bank and its subsidiaries' earnings or value of financial assets may fluctuate due to changes in the price of equities.

The equity portfolio of the Bank and its subsidiaries are managed by specific units depending on the strategy, the types of business of the issuers of underlying securities, and the objectives for holding such equities. The equity investment management is under the supervision of the Asset and Liability Management Committee (ALCO) and/or the Chief Executive Committee (CEC) and/or Board of Executive Directors (BoED). All equity investments must comply with the bank-wide investment policy and framework, and related risk policies. The Bank and its subsidiaries have a policy to manage market risk by setting manageable limits on transactions, such as position limit and loss limits. The risk management unit, which is separated from front office and back office functions, is responsible for control of risk and reporting on compliance with the various limits to the related business unit and related management, in order to facilitate responsive risk management.

As at 31 December 2024, the Bank had equity investments are listed on Stock Exchange of Thailand at Baht 148 million *(2023: Baht 182 million)* with the mark to market value at Baht 139 million *(2023: Baht 155 million)*.

5.2.4 Sensitivity analysis

Market risk in the trading book

The Bank and its subsidiaries use a number of sensitivity measurements to monitor the market risk in a trading book. The key measurements are PV01 and FX Delta. PV01 is used to monitor interest rate risk in which it measures the impact on portfolio value due to the increase in interest rate of 1 basis point. FX Delta is the rate of change of the portfolio value with respect to changes of foreign currency. FX Delta is used to monitor the foreign exchange risk of each currency.

As at 31 December 2024 and 2023, the key sensitivities are as follows:

	Consolidated and Bank only	
	2024	2023
	(in thousand Baht)	
Interest rate sensitivities (PV01)		
THB	(446)	713
USD	(20)	(110)
Other currencies	42	9
Total	**(424)**	**612**

	Consolidated and Bank only	
	2024	2023
	(in thousand USD)	
Exchange rate sensitivities (FX Delta)		
USD	(5,595)	5,674
EUR	(959)	(1,249)
SGD	1,026	(856)
JPY	1,000	479
Other currencies	1,718	(987)
Total	**(2,810)**	**3,061**

Market risk in the banking book

The Bank and its subsidiaries use the repricing gap approach to determine the impact of interest rate changes on net interest income and economic value of equity on a monthly basis. The repricing gap uses the remaining term or next repricing date as stipulated in the contract. There are established interest rate risk limits to monitor and control the impact of interest rate changes on the net interest income and economic value. Impacts on the net interest income and economic value are computed assuming different size shocks in interest rate yield curves. As at 31 December 2024 and 2023, the impact on net interest income in the next 1 year from a 100 bps increase in interest rates (Parallel Shift) were as follows:

	Consolidated	
	2024	2023
	Upward shift 100 bps	Upward shift 100 bps
	(in million Baht)	
THB	(1,408)	(950)
USD	5	(3)
Others	(9)	(13)
Total effect of change in interest rate	**(1,412)**	**(966)**

	Bank only	
	2024	2023
	Upward shift 100 bps	Upward shift 100 bps
	(in million Baht)	
THB	(1,357)	(914)
USD	5	(3)
Others	(9)	(13)
Total effect of change in interest rate	**(1,361)**	**(930)**

5.3 Liquidity risk

Liquidity risk refers to the risk that the Bank and its subsidiaries fail to meet its obligations as and when they fall due as a result of an inability to liquidate assets into cash in time or is unable to raise funds necessary for its operations, causing damage to the Bank.

The ALCO is responsible for assisting the BOD and the ROC in supervising the liquidity risk management of the Bank in compliance with the BoT's regulations and ensuring that the Bank has sufficient liquidity for its operations in both normal and crisis situations. In addition, the ALCO is responsible for ensuring that appropriate funding sources are secured in line with the changing market environment.

The Balance Sheet Management unit is responsible for overall liquidity management. The Global Markets and International Transaction Banking unit is responsible for day-to-day liquidity management. Additionally, the responsibilities of the Balance Sheet Management unit include liquidity risk measurement and reporting the performance of the liquidity management to the ALCO. The Market Risk Management unit is responsible for identifying, monitoring and controlling the liquidity risk. The Bank has the Liquidity Risk Management Policy, which is reviewed at least once a year or when necessary, to ensure that it is appropriate with the prevailing environment. The Bank and each company in the Bank's financial business group manage their liquidity risk separately.

In order to manage liquidity, the Bank and its subsidiaries continually monitor its funding sources and access to capital markets. Derivatives are used for balance sheet management to hedge the portfolio of loans, deposits and debts issued and borrowings. The Bank and its subsidiaries recognise the importance of holding highly liquid assets that can be quickly converted into cash or used as collateral for raising funds.

Risk indicators are used as tools to measure and monitor liquidity risk. These comprise financial ratios such as Loans to Deposits Ratio (LDR), Liquidity Coverage Ratio (LCR), and Net Stable Funding Ratio (NSFR), as well as cash flow models incorporating Contractual Liquidity Gap and Behavioral Liquidity Gap. The Bank and its subsidiaries set risk limits and indicators in order to maintain its liquidity risk within the Bank and its subsidiaries' risk appetite. The liquidity position is monitored and reported on daily and monthly basis to the ALCO.

Stress tests are performed under various scenarios, in accordance with the BoT's guidelines, in order to assess the Bank and its subsidiaries' ability to withstand a crisis. In addition, the liquidity contingency plan is prepared for various crisis situations, whereby the roles of the relevant responsible units are defined, as well as funding plans and communication plans to customers, etc.

The Bank will disclose Liquidity Coverage Ratio (LCR) information of statements of financial position, as at 31 December 2024 on the Bank's website (www.ttbbank.com/en/ir/financial-information/lcr) within April 2025.

The significant financial assets and liabilities classified by remaining periods to maturity, counted from the date of statements of financial position, as at 31 December 2024 and 2023 were summarised as follows:

	Consolidated					
	2024					
	At call [1]	Within 1 year	1 - 5 years	Over 5 years	No maturity	Total
	(in million Baht)					
Financial assets						
Cash	-	-	-	-	14,809	14,809
Interbank and money market items net of deferred revenue	23,726	264,654	113	-	-	288,493
Financial assets measured at fair value through profit or loss	-	3,820	-	6,131	430[2]	10,381
Investments						
Investments in debt securities measured at amortised costs [4]	-	-	24,243	35,613	-	59,856
Investments in debt securities measured at FVOCI	-	29,735	60,987	2,089	538[3]	93,349
Investments in equity securities designated at FVOCI	-	-	-	-	3,170[2]	3,170
Loans to customers net of deferred revenue	104,095	346,021	426,104	325,678	38,976[3]	1,240,874
Total financial assets	**127,821**	**644,230**	**511,447**	**369,511**	**57,923**	**1,710,932**
Financial liabilities						
Deposits	874,434	416,878	37,282	-	-	1,328,594
Interbank and money market items	8,440	63,275	18,469	-	-	90,184
Liabilities payable on demand	2,447	-	-	-	-	2,447
Financial liabilities measured at fair value through profit or loss	-	3,665	3,654	-	-	7,319
Debts issued and borrowings	9	9,104	20,122	12	-	29,247
Total financial liabilities	**885,330**	**492,922**	**79,527**	**12**	**-**	**1,457,791**
Net liquidity gap	**(757,509)**	**151,308**	**431,920**	**369,499**	**57,923**	**253,141**

[1] Including transactions with 1-day term.

[2] Investment in equity securities.

[3] Non-performing assets.

[4] The presented investments were not deducted by allowance for expected credit loss.

	Consolidated 2023					
	At call [1]	Within 1 year	1 - 5 years	Over 5 years	No maturity	Total
	(in million Baht)					
Financial assets						
Cash	-	-	-	-	15,487	15,487
Interbank and money market items net of deferred revenue	26,555	240,626	228	-	-	267,409
Financial assets measured at fair value through profit or loss	-	2,037	-	-	433[2]	2,470
Investments						
Investments in debt securities measured at amortised costs [4]	-	-	14,996	40,918	-	55,914
Investments in debt securities measured at FVOCI	-	58,020	56,291	6,347	315[3]	120,973
Investments in equity securities designated at FVOCI	-	-	-	-	2,224[2]	2,224
Loans to customers net of deferred revenue	103,505	362,448	460,388	360,617	41,006[3]	1,327,964
Total financial assets	**130,060**	**663,131**	**531,903**	**407,882**	**59,465**	**1,792,441**
Financial liabilities						
Deposits	947,082	358,497	81,002	-	-	1,386,581
Interbank and money market items	9,908	60,143	17,743	-	-	87,794
Liabilities payable on demand	6,061	-	-	-	-	6,061
Financial liabilities measured at fair value through profit or loss	-	518	1,298	-	-	1,816
Debts issued and borrowings	9	49,210	10,293	19	-	59,531
Total financial liabilities	**963,060**	**468,368**	**110,336**	**19**	**-**	**1,541,783**
Net liquidity gap	**(833,000)**	**194,763**	**421,567**	**407,863**	**59,465**	**250,658**

[1] Including transactions with 1-day term.

[2] Investment in equity securities.

[3] Non-performing assets.

[4] The presented investments were not deducted by allowance for expected credit loss.

	Bank only 2024					
	At call [1]	Within 1 year	1 - 5 years	Over 5 years	No maturity	Total
	(in million Baht)					
Financial assets						
Cash	-	-	-	-	14,809	14,809
Interbank and money market items net of deferred revenue	23,695	264,654	113	-	-	288,462
Financial assets measured at fair value through profit or loss	-	3,820	-	6,131	430[2]	10,381
Investments						
Investments in debt securities measured at amortised costs [4]	-	-	24,243	35,613	-	59,856
Investments in debt securities measured at FVOCI	-	29,735	60,987	2,089	538[3]	93,349
Investments in equity securities designated at FVOCI	-	-	-	-	3,170[2]	3,170
Loans to customers net of deferred revenue	106,946	346,021	426,104	325,142	34,907[3]	1,239,120
Total financial assets	**130,641**	**644,230**	**511,447**	**368,975**	**53,854**	**1,709,147**
Financial liabilities						
Deposits	874,892	416,978	37,282	-	-	1,329,152
Interbank and money market items	8,440	63,275	18,469	-	-	90,184
Liabilities payable on demand	2,447	-	-	-	-	2,447
Financial liabilities measured at fair value through profit or loss	-	3,665	3,654	-	-	7,319
Debts issued and borrowings	9	5,104	20,122	12	-	25,247
Total financial liabilities	**885,788**	**489,022**	**79,527**	**12**	**-**	**1,454,349**
Net liquidity gap	**(755,147)**	**155,208**	**431,920**	**368,963**	**53,854**	**254,798**

[1] Including transactions with 1-day term.

[2] Investment in equity securities.

[3] Non-performing assets.

[4] The presented investments were not deducted by allowance for expected credit loss.

	Bank only					
	2023					
	At call [1]	Within 1 year	1 - 5 years	Over 5 years	No maturity	Total
	(in million Baht)					
Financial assets						
Cash	-	-	-	-	15,487	15,487
Interbank and money market items net of deferred revenue	26,538	240,626	228	-	-	267,392
Financial assets measured at fair value through profit or loss	-	2,037	-	-	433[2]	2,470
Investments						
Investments in debt securities measured at amortised costs [4]	-	-	14,996	40,918	-	55,914
Investments in debt securities measured at FVOCI	-	58,020	56,291	6,347	315[3]	120,973
Investments in equity securities designated at FVOCI	-	-	-	-	2,224[2]	2,224
Loans to customers net of deferred revenue	103,505	362,448	460,388	360,285	36,347[3]	1,322,973
Total financial assets	**130,043**	**663,131**	**531,903**	**407,550**	**54,806**	**1,787,433**
Financial liabilities						
Deposits	948,362	358,597	81,002	-	-	1,387,961
Interbank and money market items	9,908	60,143	17,743	-	-	87,794
Liabilities payable on demand	6,061	-	-	-	-	6,061
Financial liabilities measured at fair value through profit or loss	-	518	1,298	-	-	1,816
Debts issued and borrowings	9	42,312	10,293	19	-	52,633
Total financial liabilities	**964,340**	**461,570**	**110,336**	**19**	**-**	**1,536,265**
Net liquidity gap	**(834,297)**	**201,561**	**421,567**	**407,531**	**54,806**	**251,168**

[1] Including transactions with 1-day term.

[2] Investment in equity securities.

[3] Non-performing assets.

[4] The presented investments were not deducted by allowance for expected credit loss.

6 Fair value of financial assets and financial liabilities

6.1 Financial assets and financial liabilities measured at fair value

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy for the financial instruments measured at fair value as at 31 December 2024 and 2023.

	Consolidated and Bank only				
	2024				
	Carrying amount	Fair value			
		Level 1	Level 2	Level 3	Total
			(in million Baht)		
Financial assets					
Financial assets measured at FVTPL	**10,381**	**6,134**	**3,820**	**427**	**10,381**
Derivative assets					
Foreign exchange rate	7,816	-	7,816	-	7,816
Interest rate	815	-	815	-	815
Others	32	-	32	-	32
Total	**8,663**	**-**	**8,663**	**-**	**8,663**
Investments, net					
Investments in debt securities measured at FVOCI	93,349	-	92,811	538	93,349
Investments in equity securities designated at FVOCI	3,170	136	-	3,034	3,170
Total	**96,519**	**136**	**92,811**	**3,572**	**96,519**
Total financial assets	**115,563**	**6,270**	**105,294**	**3,999**	**115,563**
Financial liabilities					
Financial liabilities measured at FVTPL	**7,319**	**-**	**7,319**	**-**	**7,319**
Derivative liabilities					
Foreign exchange rate	6,278	-	6,278	-	6,278
Interest rate	878	-	878	-	878
Total	**7,156**	**-**	**7,156**	**-**	**7,156**
Total financial liabilities	**14,475**	**-**	**14,475**	**-**	**14,475**

	Consolidated and Bank only				
	2023				
	Carrying amount	Fair value			
		Level 1	Level 2	Level 3	Total
	(in million Baht)				
Financial assets					
Financial assets measured at FVTPL	2,470	3	2,037	430	2,470
Derivative assets					
Foreign exchange rate	6,529	-	6,529	-	6,529
Interest rate	697	-	697	-	697
Others	10	-	10	-	10
Total	7,236	-	7,236	-	7,236
Investments, net					
Investments in debt securities measured at FVOCI	120,973	-	120,658	315	120,973
Investments in equity securities designated at FVOCI	2,224	152	-	2,072	2,224
Total	123,197	152	120,658	2,387	123,197
Total financial assets	132,903	155	129,931	2,817	132,903
Financial liabilities					
Financial liabilities measured at FVTPL	1,816	-	1,816	-	1,816
Derivative liabilities					
Foreign exchange rate	5,015	-	5,015	-	5,015
Interest rate	692	-	692	-	692
Total	5,707	-	5,707	-	5,707
Total financial liabilities	7,523	-	7,523	-	7,523

Reconciliation of investments in equity securities designated at FVOCI using significant unobservable inputs (level 3)

	Consolidated and Bank only
For the year ended 31 December 2024	*(in million Baht)*
Beginning balance	2,072
Disposal during the year	(2)
Increase from debt-to-equity conversion	1,476
Loss recognised in other comprehensive income	(512)
Ending balance	3,034

	Consolidated and Bank only
For the year ended 31 December 2023	*(in million Baht)*
Beginning balance	2,682
Disposal during the year	(190)
Loss recognised in other comprehensive income	(420)
Ending balance	2,072

6.2 Financial assets and financial liabilities not measured at fair value

The following table shows the carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy for the financial instruments not measured at fair value which have significant difference between carrying amounts and fair value as at 31 December 2024 and 2023.

	Consolidated 2024				
	Carrying amount	Fair value			
		Level 1	Level 2	Level 3	Total
	(in million Baht)				
Financial assets					
Investments in debt securities measured at amortised costs	59,831	-	60,152	-	60,152
Financial liabilities					
Debts issued and borrowings	29,247	-	29,748	-	29,748

	Consolidated 2023				
	Carrying amount	Fair value			
		Level 1	Level 2	Level 3	Total
	(in million Baht)				
Financial assets					
Investments in debt securities measured at amortised costs	55,891	-	54,587	-	54,587
Financial liabilities					
Debts issued and borrowings	59,531	-	59,526	-	59,526

	Bank only 2024				
	Carrying amount	Fair value			
		Level 1	Level 2	Level 3	Total
	(in million Baht)				
Financial assets					
Investments in debt securities measured at amortised costs	59,831	-	60,152	-	60,152
Financial liabilities					
Debts issued and borrowings	25,247	-	25,748	-	25,748

	Bank only 2023				
	Carrying amount	Fair value			
		Level 1	Level 2	Level 3	Total
	(in million Baht)				
Financial assets					
Investments in debt securities measured at amortised costs	55,891	-	54,587	-	54,587
Financial liabilities					
Debts issued and borrowings	52,633	-	52,628	-	52,628

The following methods and assumptions were used by the Bank and its subsidiaries in estimating fair value of financial instruments as disclosed herein.

- Cash:

  The fair value is approximated based on its carrying value.

- Interbank and money market items (assets):

  The fair value is approximated based on the carrying amount of interbank and money market items, except for the fair value of fixed rate items with remaining maturity period greater than 1 year which is calculated based on the present value of future cash flows of principal and interest, discounted at market interest rates.

- Financial assets measured at FVTPL and investments:

  The fair value of investments in government-sector debt securities is determined, using yield rates or prices quoted on the Thai Bond Market Association ("ThaiBMA"). The fair value of investments in other debt securities issued locally is determined based on market value appraised by the reliable institutions, their respective yields, or the ThaiBMA's yield rates adjusted by appropriate risk factors. For defaulted debt securities, the fair value is determined based on estimated recovery by considering the credit risk.

  The fair value of marketable equity securities is determined at the last bid price quoted on the last working day of the Stock Exchange of Thailand of the reporting period. The fair value of an investment unit is determined using the net asset value announced on the reporting period-end date.

  The fair value of non-marketable equity securities is determined mainly based on common valuation techniques with price and/or variables from the market as well as dividend discounted model, book value or adjusted book value.

  Dividend discounted is calculated from profit under business plan covering 5 years period together with the estimated growth rates of market. Dividend payout ratio is based on entities' policies. The discount rate used is reference to industry cost of capital (ke). The terminal growth rate derived from long-term GDP adjusted with the expectation of the business growth.

- Loans to customers and accrued interest receivable, net:

  The fair value is based on the carrying amount except for the fair value of fixed rate hire purchase which is calculated based on the present value of future cash flow of principal and interest, discounted at interest rate currently being offered on similar loans net of allowance for expected credit loss.

- Other financial assets:

  The fair value is approximated based on its carrying value.

- Deposits and interbank and money market items (liabilities):

  The fair value is approximated based on the carrying amount of deposits or interbank and money market items, except for the fair value of fixed rate items with remaining maturity period greater than 1 year which is calculated based on the present value of future cash flows of principal and interest, discounted at interest rates currently being offered on such deposits or interbank and money market items or similar deposits.

- Financial liabilities measured at fair value through profit or loss:

  Fair value is calculated based on a valuation model, using market data obtained from reliable sources.

- Debts issued and borrowings:

  The fair value is approximated based on their carrying amount, except for the fair value of fixed rate items with remaining maturity period greater than 1 year which is calculated based on the present value of future cash flows of principal and interest, discounted at the market interest rate at the reporting dates, in cases where there is no active market, and the market value, in cases where there is an active market.

- Other financial liabilities:

  The fair value is approximated based on its carrying value.

- Derivatives:

  In cases where there is an active market, the Bank and its subsidiaries use the market value as the fair value of derivatives. For simple over-the-counter derivatives, fair values are based on inputs which are observable from independent and reliable market data sources, mainly based on exchange-traded prices, broker/dealer quotations, or counterparties' quotations. Those inputs are tested for reasonableness by discounting expected future cash flows using market interest rate for a similar instrument at the measurement date. Fair values of over-the-counter derivative reflect the credit risk of the instrument and include adjustments to take account of the counterparty and own entity credit risk when appropriate.

The Bank and its subsidiaries recognise transfers between levels of the fair value hierarchy as of the end of the reporting period during which the transfer has occurred. There were no transfers between levels of the fair value hierarchy during the year ended 31 December 2024 and 2023.

7 Maintenance of capital fund

The Bank and its subsidiaries maintain its capital fund in accordance with the Financial Institution Business Act B.E. 2551 by maintaining its capital fund as a proportion of risk weighted assets in accordance with the criteria, methodologies, and conditions prescribed by the Bank of Thailand. The Bank and its subsidiaries are required to calculate its Capital Fund in accordance with Basel III. As at 31 December 2024 and 2023, the consolidated supervision and the Bank's total capital funds could be catagorised as follows:

	Consolidated supervision	
	2024	2023
	(in million Baht)	
Tier 1 Capital		
Common Equity Tier 1 Capital (CET1)		
Paid-up share capital	92,531	92,246
Share premium	43,371	43,374
Legal reserve	10,091	10,091
Net profit after appropriation	66,601	66,601
Other comprehensive income	3,556	5,092
Capital adjustment items on CET1	(21)	(17)
Capital deduction items on CET1	(29,162)	(26,411)
Total Common Equity Tier 1 Capital	**186,967**	**190,976**
Addition Tier 1 Capital		
Subordinated debentures classified as additional Tier 1 Capital	-	2,445
Total Tier 1 Capital	**186,967**	**193,421**

	Consolidated supervision	
	2024	2023
	(in million Baht)	
Tier 2 Capital		
General provision	12,280	12,731
Subordinated debentures classified as additional Tier 2 Capital	15,000	30,000
Capital deduction items on CET2	(918)	(308)
Total Tier 2 Capital	**26,362**	**42,423**
Total Capital Funds	**213,329**	**235,844**
Total Risk-Weighted Assets	**1,105,962**	**1,141,434**

	The BoT's regulatory minimum requirement*	2024	2023
		(%)	
Capital Adequacy Ratio/Total Risk-Weighted Asset	12.00	19.29	20.66
Tier 1 Capital Ratio/Total Risk-Weighted Asset	9.50	16.91	16.95
Common Equity Tier 1 Capital Ratio/Total Risk-Weighted Asset	8.00	16.91	16.73

* The BoT requires commercial banks to maintain an additional buffer on top of minimum regulatory required Common Equity Tier 1 consists of conservation buffer of 2.50% and D-SIB buffer of 1.00%

	Bank only	
	2024	2023
	(in million Baht)	
Tier 1 Capital		
Common Equity Tier 1 Capital (CET1)		
Paid-up share capital	92,531	92,246
Share premium	43,371	43,374
Legal reserve	10,091	10,091
Net profit after appropriation	62,568	62,568
Other comprehensive income	3,721	5,176
Other transaction from changes in equity	885	885
Capital adjustment items on CET1	(21)	(17)
Capital deduction items on CET1	(29,593)	(26,880)
Total Common Equity Tier 1 Capital	**183,553**	**187,443**
Addition Tier 1 Capital		
Subordinated debentures classified as additional Tier 1 Capital	-	2,445
Total Tier 1 Capital	**183,553**	**189,888**
Tier 2 Capital		
General provision	12,156	12,622
Subordinated debentures classified as additional Tier 2 Capital	15,000	30,000
Capital deduction items on CET2	(918)	(308)
Total Tier 2 Capital	**26,238**	**42,314**
Total Capital Funds	**209,791**	**232,202**
Total Risk-Weighted Assets	**1,094,808**	**1,131,796**

	The BoT's regulatory minimum requirement*	2024	2023
		(%)	
Capital Adequacy Ratio/Total Risk-Weighted Asset	12.00	19.16	20.52
Tier 1 Capital Ratio/Total Risk-Weighted Asset	9.50	16.77	16.78
Common Equity Tier 1 Capital Ratio/Total Risk-Weighted Asset	8.00	16.77	16.56

* The BoT requires commercial banks to maintain an additional buffer on top of minimum regulatory required Common Equity Tier 1 consists of conservation buffer of 2.50% and D-SIB buffer of 1.00%

As at 31 December 2024 and 2023, the Bank and its subsidiaries have no add-on arising from Single Lending Limit.

Disclosures of capital maintenance information under the Bank of Thailand on the Public Disclosures of Capital Maintenance for Commercial Banks, the Public Disclosures of Capital Maintenance for Financial Group, and the Public Disclosures of Liquidity Coverage Ratio, the Bank and its subsidiaries disclose as follows:

Location of disclosure	The Bank's website under Investor Relations section at www.ttbbank.com/en/ir/financial-information/pillar3
Disclosure period requirement	Within 4 months after the period-end date as indicated in the BoT notification
Lasted information as of	30 June 2024

The disclosure as at 31 December 2024 will be provided within April 2025 on the Bank's website as noted above.

Capital management

The Bank and its subsidiaries' capital management approach is driven by its desire to maintain a strong capital base to support the development of its business, to meet regulatory capital requirements and to maintain appropriate credit ratings.

8 Classification of financial assets and financial liabilities

	Consolidated 2024					
	Financial instruments measured at FVTPL	Financial instruments designated at FVTPL	Financial instruments measured at FVOCI	Financial instruments designated at FVOCI	Financial instruments measured at amortised cost	Total
	(in million Baht)					
Financial assets						
Cash	-	-	-	-	14,809	14,809
Interbank and money market items, net	-	-	-	-	288,562	288,562
Financial assets measured at FVTPL	10,381	-	-	-	-	10,381
Derivatives assets	8,663	-	-	-	-	8,663
Investments, net	-	-	93,349	3,170	59,831	156,350
Loans to customers and accrued interest receivables, net	-	-	-	-	1,190,289	1,190,289
Total	**19,044**	**-**	**93,349**	**3,170**	**1,553,491**	**1,669,054**
Financial liabilities						
Deposits	-	-	-	-	1,328,594	1,328,594
Interbank and money market items	-	-	-	-	90,184	90,184
Liabilities payable on demand	-	-	-	-	2,447	2,447
Financial liabilities measured at fair value through profit or loss	-	7,319	-	-	-	7,319
Derivatives liabilities	7,156	-	-	-	-	7,156
Debts issued and borrowings	-	-	-	-	29,247	29,247
Total	**7,156**	**7,319**	**-**	**-**	**1,450,472**	**1,464,947**

	Consolidated 2023					
	Financial instruments measured at FVTPL	Financial instruments designated at FVTPL	Financial instruments measured at FVOCI	Financial instruments designated at FVOCI	Financial instruments measured at amortised cost	Total
	(in million Baht)					
Financial assets						
Cash	-	-	-	-	15,487	15,487
Interbank and money market items, net	-	-	-	-	267,486	267,486
Financial assets measured at FVTPL	2,470	-	-	-	-	2,470
Derivatives assets	7,236	-	-	-	-	7,236
Investments, net	-	-	120,973	2,224	55,891	179,088
Loans to customers and accrued interest receivables, net	-	-	-	-	1,273,136	1,273,136
Total	**9,706**	**-**	**120,973**	**2,224**	**1,612,000**	**1,744,903**
Financial liabilities						
Deposits	-	-	-	-	1,386,581	1,386,581
Interbank and money market items	-	-	-	-	87,794	87,794
Liabilities payable on demand	-	-	-	-	6,061	6,061
Financial liabilities measured at fair value through profit or loss	-	1,816	-	-	-	1,816
Derivatives liabilities	5,707	-	-	-	-	5,707
Debts issued and borrowings	-	-	-	-	59,531	59,531
Total	**5,707**	**1,816**	**-**	**-**	**1,539,967**	**1,547,490**

	Bank only 2024					
	Financial instruments measured at FVTPL	Financial instruments designated at FVTPL	Financial instruments measured at FVOCI	Financial instruments designated at FVOCI	Financial instruments measured at amortised cost	Total
	(in million Baht)					
Financial assets						
Cash	-	-	-	-	14,809	14,809
Interbank and money market items, net	-	-	-	-	288,531	288,531
Financial assets measured at FVTPL	10,381	-	-	-	-	10,381
Derivatives assets	8,663	-	-	-	-	8,663
Investments, net	-	-	93,349	3,170	59,831	156,350
Loans to customers and accrued interest receivables, net	-	-	-	-	1,189,538	1,189,538
Total	**19,044**	**-**	**93,349**	**3,170**	**1,552,709**	**1,668,272**
Financial liabilities						
Deposits	-	-	-	-	1,329,152	1,329,152
Interbank and money market items	-	-	-	-	90,184	90,184
Liabilities payable on demand	-	-	-	-	2,447	2,447
Financial liabilities measured at fair value through profit or loss	-	7,319	-	-	-	7,319
Derivatives liabilities	7,156	-	-	-	-	7,156
Debts issued and borrowings	-	-	-	-	25,247	25,247
Total	**7,156**	**7,319**	**-**	**-**	**1,447,030**	**1,461,505**

	Bank only 2023					
	Financial instruments measured at FVTPL	Financial instruments designated at FVTPL	Financial instruments measured at FVOCI	Financial instruments designated at FVOCI	Financial instruments measured at amortised cost	Total
			(in million Baht)			
Financial assets						
Cash	-	-	-	-	15,487	15,487
Interbank and money market items, net	-	-	-	-	267,469	267,469
Financial assets measured at FVTPL	2,470	-	-	-	-	2,470
Derivatives assets	7,236	-	-	-	-	7,236
Investments, net	-	-	120,973	2,224	55,891	179,088
Loans to customers and accrued interest receivables, net	-	-	-	-	1,270,224	1,270,224
Total	**9,706**	**-**	**120,973**	**2,224**	**1,609,071**	**1,741,974**
Financial liabilities						
Deposits	-	-	-	-	1,387,961	1,387,961
Interbank and money market items	-	-	-	-	87,794	87,794
Liabilities payable on demand	-	-	-	-	6,061	6,061
Financial liabilities measured at fair value through profit or loss	-	1,816	-	-	-	1,816
Derivatives liabilities	5,707	-	-	-	-	5,707
Debts issued and borrowings	-	-	-	-	52,633	52,633
Total	**5,707**	**1,816**	**-**	**-**	**1,534,449**	**1,541,972**

9 Interbank and money market items, net (assets)

	Consolidated	
	2024	2023
	(in million Baht)	
Domestic items		
Bank of Thailand and Financial Institutions Development Fund	232,584	234,817
Commercial banks	24,348	652
Specialised financial institutions	6,285	52
Other financial institutions	14,585	18,220
Total	**277,802**	**253,741**
Add accrued interest and undue interest income	111	113
Less allowance for expected credit loss	(40)	(35)
Total domestic items	**277,873**	**253,819**
Foreign items		
US Dollar	9,141	12,277
Japanese Yen	634	685
Euro	129	130
Other currencies	787	576
Total	**10,691**	**13,668**
Add accrued interest and undue interest income	9	18
Less allowance for expected credit loss	(11)	(19)
Total foreign items	**10,689**	**13,667**
Total domestic and foreign items	**288,562**	**267,486**

	Bank only	
	2024	2023
	(in million Baht)	
Domestic items		
Bank of Thailand and Financial Institutions Development Fund	232,584	234,817
Commercial banks	24,317	635
Specialised financial institutions	6,285	52
Other financial institutions	14,585	18,220
Total	**277,771**	**253,724**
Add accrued interest and undue interest income	111	113
Less allowance for expected credit loss	(40)	(35)
Total domestic items	**277,842**	**253,802**
Foreign items		
US Dollar	9,141	12,277
Japanese Yen	634	685
Euro	129	130
Other currencies	787	576
Total	**10,691**	**13,668**
Add accrued interest and undue interest income	9	18
Less allowance for expected credit loss	(11)	(19)
Total foreign items	**10,689**	**13,667**
Total domestic and foreign items	**288,531**	**267,469**

10 Financial assets measured at fair value through profit or loss

	Consolidated and Bank only	
	2024	2023
	(in million Baht)	
Financial assets held for trading		
Government and state enterprise securities	3,820	2,037
Total	**3,820**	**2,037**
Financial assets - others		
Marketable debt securities - domestic	6,131	-
Marketable equity securities - domestic	3	3
Non-marketable equity securities - domestic	427	430
Total	**6,561**	**433**
Total financial assets measured at fair value through profit or loss	**10,381**	**2,470**

11 Derivatives

As at 31 December 2024 and 2023, fair value of derivatives held for trading book, derivatives held for risk management, and hedging derivatives with notional amount classified by type of risks were as follows:

	Consolidated and Bank only							
	2024				2023			
	Fair Value		Notional amount		Fair Value		Notional amount	
			Within	Over			Within	Over
Type of derivatives / risks	Assets	Liabilities	1 year	1 year	Assets	Liabilities	1 year	1 year
			(in million Baht)					
Trading Book								
- Foreign currency related	6,699	6,242	524,595	11,227	5,045	4,333	317,134	12,300
- Interest rate related	815	878	24,873	68,425	697	692	40,778	73,652
- Others	32	-	2,362	478	10	-	-	903
Derivatives held for risk management								
- Foreign currency related	20	36	7,261	-	-	11	665	-
Cash flow hedge								
- Foreign currency related	1,097	-	7,904	6,421	1,484	671	15,194	15,373
Total	**8,663**	**7,156**	**566,995**	**86,551**	**7,236**	**5,707**	**373,771**	**102,228**

11.1 Hedging derivatives

11.1.1 Fair value hedge

The Bank and its subsidiaries use forwards contract to limit exposure to the foreign currency risk on its unrecognized firm commitments resulting from changes in foreign exchange rates during a period.

For qualifying hedges, the fair value changes of the derivatives are substantially matched by corresponding fair value changes of the hedged items, both of which are recognized in profit or loss. For the year ended 31 December 2024 and 2023, there is no gain (loss) on fair value hedges in profit or loss.

11.1.2 Cash flow hedge

The Bank and its subsidiaries use cross-currency interest rate swaps to manage the variability in future cash flow on its assets and liabilities, mainly investments and borrowings, and cost in foreign currencies. The cross-currency interest rate swaps are contracts which involve the exchange of principal and interest in different currencies with counterparties for a specified period.

Gain or loss arising on the effective portion of the hedges are deferred in other comprehensive income until the variability on the cash flow affects profit and loss, at which time the gain or loss are transferred to profit or loss. For the year ended 31 December 2024 and 2023, the Bank and its subsidiaries recognised gain (loss) as follows:

	Consolidated		Bank only	
For the year ended 31 December	2024	2023	2024	2023
	(in million Baht)			
Gain (loss) on cash flow hedges in other comprehensive income	150	(56)	150	(119)
Gain reclassified from the hedge reserve to profit or loss	134	668	134	731

12 Investments, net

12.1 Classified by type of investments

	Consolidated and Bank only			
	Amortised cost/fair value		Dividend income	
	2024	2023	For the year ended 31 December 2024	For the year ended 31 December 2023
	(in million Baht)		*(in million Baht)*	
Investments in debt securities measured at amortised costs				
Government and state enterprise securities	59,856	55,914		
Total	**59,856**	**55,914**		
Less allowance for expected credit loss	(25)	(23)		
Net	**59,831**	**55,891**		
Investments in debt securities measured at FVOCI				
Government and state enterprise securities	78,762	97,611		
Private debt securities	6,966	7,546		
Foreign debt securities	7,621	15,816		
Total	**93,349**	**120,973**		
Allowance for expected credit loss	**(1,349)**	**(2,952)**		
Investments in equity securities designated at FVOCI				
Marketable equity securities - domestic	136	152	-	-
Non-marketable equity securities - domestic	3,029	2,065	283	224
Non-marketable equity securities - overseas	5	7	-	-
Total	**3,170**	**2,224**	**283**	**224**
Total investments, net	**156,350**	**179,088**		

12.2 Derecognised investments

Derecognised investments in equity securities designated at fair value through other comprehensive income arising from shareholding reduction during the year ended 31 December 2024 and 2023 as follows:

	Consolidated					
	Fair value at derecognised date		Dividend income		Cumulative gain from derecognition	
	2024	2023	2024	2023	2024	2023
	(in million Baht)					
Derecognised investments	2	190	-	53	1	161

	Bank only					
	Fair value at derecognised date		Dividend income		Cumulative gain from derecognition	
	2024	2023	2024	2023	2024	2023
	(in million Baht)					
Derecognised investments	2	190	-	53	1	147

12.3 Investments in entities in which the Bank and its subsidiaries hold 10% or more

As at 31 December 2024 and 2023, the Bank and its subsidiaries had investments in entities in which the Bank and its subsidiaries hold 10% or more of the paid-up share capital of the investee companies but such companies are not treated as its subsidiaries and associate summarised below.

	Consolidated and Bank only	
	2024	2023
	(in million Baht)	
Public utilities and services	143	134
Financial services	838	1,423
Total	**981**	**1,557**

Interest in unconsolidated structured entity arising in the normal business

The Bank and its subsidiaries may enter into transactions with structured entities in the forms of investment in unit trusts, lending and derivative transactions. Investment in unit trusts is summarised as equity securities. Lending and derivative transactions are provided under normal business terms and are managed the same way as other counterparties.

As at 31 December 2024 and 2023, the Bank and its subsidiaries did not have significant risks and transactions relating to structured entities to disclose in the financial statements.

12.4 Investments in companies with problems in their financial position and operating results

As at 31 December 2024 and 2023, the Bank and its subsidiaries had the following investments in listed companies which meet the Stock Exchange of Thailand ("SET")'s criteria for delisting, and are in default on debt securities, or companies whose ability to continue as a going concern is uncertain, or unlisted companies whose financial position and operating results are similar to the listed companies which meet criteria for delisting from the SET. Those investments, which measured either at fair value through profit or loss, or through other comprehensive income, in the statements of financial position were summarised below.

	Consolidated and Bank only							
	2024				2023			
	No. of Com-panies	Cost value	Fair value	Allowance for expected credit loss	No. of Com-panies	Cost value	Fair value	Allowance for expected credit loss
		(in million Baht)				*(in million Baht)*		
- Listed companies under delisting conditions / defaulted debt securities	1	12	-	-	1	12	-	-
- Companies whose ability to continues as a going concern is uncertain, or unlisted companies whose financial position and operating results are similar to the listed companies which meet criteria for delisting from the SET	10	4,012	2,014	1,305	10	3,893	315	2,885
Total	**11**	**4,024**	**2,014**	**1,305**	**11**	**3,905**	**315**	**2,885**

13 Investments in subsidiaries and associate, net

13.1 Detail of investments in subsidiaries and associate

Companies	Type of Business	Percentage of ownership interest		Paid-up capital		Consolidated						Bank only							
						Equity		Allowance for impairment		At Equity, net		Cost		Allowance for impairment		At cost, net		Dividend income for the year ended 31 December	
		2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023
		(%)										(in million Baht)							
Subsidiaries																			
Phahonyothin Asset Management Co., Ltd.	Asset management	100.00	100.00	298	298	-	-	-	-	-	-	298	298	-	-	298	298	-	-
TMBThanachart Broker Co., Ltd.	Insurance brokerage service	100.00	99.99	100	100	-	-	-	-	-	-	117	117	-	-	117	117	390	150
TTB Consumer Co., Ltd.	Brokerage service	100.00	100.00	30	30	-	-	-	-	-	-	30	30	-	-	30	30	104	138
Associate																			
Eastspring Asset Management (Thailand) Co., Ltd. [1]	Fund management	40.50	40.50	200	200	8,584	8,614	-	-	8,584	8,614	4,389	4,389	-	-	4,389	4,389	287	248
Total						**8,584**	**8,614**	**-**	**-**	**8,584**	**8,614**	**4,834**	**4,834**	**-**	**-**	**4,834**	**4,834**	**781**	**536**

[1] The investment in the company is subject to call and put options in the future.

13.2 Disclosure of the statements of cash flows of the asset management company

	Statements of cash flows Phahonyothin Assets Management Co., Ltd. For the year ended 31 December	
	2024	2023
	(in million Baht)	
Cash flows from operating activities		
Profit from operations before income tax	195	102
Adjustments to reconcile profit from operations before income tax to net cash provided by (used in) operating activities		
Depreciation and amortisation	3	2
Reversal of expected credit loss	(390)	(299)
Provisions for liabilities	1	12
Net interest income	(48)	(45)
Interest received	149	86
Interest paid	(151)	(135)
Income tax paid	(31)	(59)
Loss from operations before changes in operating assets and liabilities	**(272)**	**(336)**
Decrease (increase) in operating assets		
Intercompany and money market items	612	(734)
Loans to customers	(431)	194
Properties for sale	284	(880)
Other assets	(131)	(16)
Increase (decrease) in operating liabilities		
Other liabilities	(7)	16
Net cash provided by (used in) operating activities	**55**	**(1,756)**
Cash flows from investing activities		
Purchase of equipment	-	(2)
Net cash used in investing activities	**-**	**(2)**
Cash flows from financing activities		
Cash received on debenture issued and borrowings	16,435	16,558
Cash paid for redemption of debenture and repayment of borrowings	(16,490)	(14,800)
Net cash provided by (used in) financing activities	**(55)**	**1,758**
Net increase (decrease) in cash	-	-
Cash at 1 January	-	-
Cash at 31 December	-	-

14 Loans to customers and accrued interest receivables, net

14.1 Classified by loan type

	Consolidated		Bank only	
	2024	2023	2024	2023
	(in million Baht)			
Overdrafts	70,213	76,911	70,213	76,911
Loans	652,410	680,720	647,806	675,729
Bills	155,545	159,359	158,395	159,359
Hire purchase receivables	362,214	410,251	362,214	410,251
Finance lease receivables	405	663	405	663
Others	87	60	87	60
Total loans to customers	1,240,874	1,327,964	1,239,120	1,322,973
Add accrued interest receivables and undue interest income*	8,422	8,674	8,420	8,674
Total loans to customers and accrued interest receivables	**1,249,296**	**1,336,638**	**1,247,540**	**1,331,647**
Less allowance for expected credit loss	(59,007)	(63,502)	(58,002)	(61,423)
Total loans to customers and accrued interest receivables, net	**1,190,289**	**1,273,136**	**1,189,538**	**1,270,224**

* Accrued interest receivables and undue interest income of non-performing loans to customers presented net amount after allowance for expected credit loss.

14.2 Classified by residency of debtors

	Consolidated		Bank only	
	2024	2023	2024	2023
	(in million Baht)			
Domestic	1,232,841	1,314,350	1,228,237	1,309,359
Foreign	8,033	13,614	10,883	13,614
Total*	**1,240,874**	**1,327,964**	**1,239,120**	**1,322,973**

* Loans to customers net of deferred revenue.

14.3 Classified by stage

	Consolidated			
	2024		2023	
	Loans to customers and accrued interest receivables*	Allowance for expected credit loss	Loans to customers and accrued interest receivables*	Allowance for expected credit loss
		(in million Baht)		
Stage 1 (Performing)	1,093,681	15,315	1,174,852	15,602
Stage 2 (Under-performing)	116,639	26,972	120,780	28,195
Stage 3 (Non-performing)	38,976	16,720	41,006	19,705
Total	**1,249,296**	**59,007**	**1,336,638**	**63,502**

* Total loans to customers and accrued interest receivables in note 14.1.

	Bank only			
	2024		2023	
	Loans to customers and accrued interest receivables*	Allowance for expected credit loss	Loans to customers and accrued interest receivables*	Allowance for expected credit loss
	(in million Baht)			
Stage 1 (Performing)	1,096,530	15,319	1,174,851	15,602
Stage 2 (Under-performing)	116,103	26,909	120,449	28,130
Stage 3 (Non-performing)	34,907	15,774	36,347	17,691
Total	**1,247,540**	**58,002**	**1,331,647**	**61,423**

* Total loans to customers and accrued interest receivables in note 14.1.

14.4 Non-performing loans

As at 31 December 2024 and 2023, the Bank and its subsidiaries' NPLs (including interbank and money market items) were summarised as follows:

	Consolidated		Bank only	
	2024	2023	2024	2023
NPLs				
NPLs *(in million Baht)*	38,976	41,006	34,907	36,347
Total loans *(in million Baht)*	1,503,640	1,567,282	1,501,887	1,562,293
Percentage of NPLs *(%)*	2.59	2.62	2.32	2.33

As at 31 December 2024 and 2023, Phahonyothin Asset Management Co., Ltd. has non-performing loans amounting to Baht 4,069 million and Baht 4,659 million, respectively.

For the year ended 31 December 2024 and 2023, the Bank and its subsidiaries sold non-performing loans to asset management companies, with principal totalling approximately Baht 2,374 million and Baht 5,040 million, respectively *(Bank only: approximately Baht 4,896 million and Baht 7,503 million, respectively)*. The selling price in lower and excess of the carrying amount of those non-performing loans were presented as "Expected credit loss" and presented as a deduction from "Expected credit loss" in the statements of profit or loss and other comprehensive income for the year ended 31 December 2024 and 2023, respectively.

14.5 Modified loans to customers

During the year ended 31 December 2024 and 2023, the Bank and its subsidiaries have modified loans to customers that have not resulted in derecognition, while they had a loss allowance measured at an amount equal to lifetime ECL, as follows:

	Consolidated	
	2024	2023
	(in million Baht)	
Loans to customers modified during the year		
Outstanding loans to customers at modification date	49,544	17,641
Net modification loss	96	76
Loans to customers modified since initial recognition - upgraded		
Outstanding of loans to customers upgraded from lifetime expected credit loss to 12-month expected credit loss in the year	8,558	6,314

	Bank only	
	2024	2023
	(in million Baht)	
Loans to customers modified during the year		
Outstanding loans to customers at modification date	49,054	17,417
Net modification loss	96	76
Loans to customers modified since initial recognition - upgraded		
Outstanding of loans to customers upgraded from lifetime expected credit loss to 12-month expected credit loss in the year	8,558	6,314

As at 31 December 2024, the outstanding modified loans to customers of the Bank and its subsidiaries was approximately 12% of the total loans to customers *(2023: 11% of the total loans to customers)*.

14.6 Loans to customers having problems with financial position and operating results

As at 31 December 2024 and 2023, the Bank and its subsidiaries had loans and accrued interest receivables due from listed companies having problems with their financial position and operating results, and set aside allowance for expected credit loss as follows:

	Consolidated and Bank only							
	2024				2023			
	Number of debtors	Loans and accrued interest receivables	Collateral	Allowance for expected credit loss	Number of debtors	Loans and accrued interest receivables	Collateral	Allowance for expected credit loss
		(in million Baht)				*(in million Baht)*		
Listed companies under delisting conditions in SET	1	92	78	-	1	-	-	-

14.7 Hire purchase and finance lease receivables

	Consolidated and Bank only 2024			
	Portion due within one year	Portion due after one year but within five years	Portion due after five years	Total
	(in million Baht)			
Hire purchase receivables	115,767	276,590	24,009	416,366
Finance lease receivables	223	207	-	430
Total gross investment under hire purchase contracts	115,990	276,797	24,009	416,796
Less unearned interest income				(54,177)
Present value of minimum lease payment receivables				**362,619**
Less allowance for expected credit loss				(16,349)
Lease receivables, net				**346,270**

	Consolidated and Bank only 2023			
	Portion due within one year	Portion due after one year but within five years	Portion due after five years	Total
	(in million Baht)			
Hire purchase receivables	124,979	312,305	33,834	471,118
Finance lease receivables	372	334	-	706
Total gross investment under hire purchase contracts	125,351	312,639	33,834	471,824
Less unearned interest income				(60,910)
Present value of minimum lease payment receivables				**410,914**
Less allowance for expected credit loss				(16,543)
Lease receivables, net				**394,371**

15 Allowance for expected credit loss

The movements in the allowance for expected credit loss during the year were as follows:

	Consolidated 2024			
	12-month ECL	Lifetime ECL, not credit impaired	Lifetime ECL, credit impaired	Total
	(in million Baht)			
Investments				
Beginning balance	90	-	2,885	2,975
Changes from remeasurement of ECL	-	-	(630)	(630)
Purchased or acquired	36	-	-	36
Derecognition	(57)	-	(950)	(1,007)
Ending balance	**69**	**-**	**1,305**	**1,374**
Loans to customers and accrued interest receivables				
Beginning balance	15,602	28,195	19,705	63,502
Changes from stage reclassification	(1,328)	(2,594)	19,841	15,919
Changes from remeasurement of ECL	(1,532)	1,892	5,135	5,495
Originated	3,654	-	-	3,654
Derecognition	(1,081)	(521)	(1,983)	(3,585)
Write-off	-	-	(25,978)	(25,978)
Ending balance	**15,315**	**26,972**	**16,720**	**59,007**

	Consolidated 2023			
	12-month ECL	Lifetime ECL, not credit impaired	Lifetime ECL, credit impaired	Total
	(in million Baht)			
Investments				
Beginning balance	107	-	2,885	2,992
Changes from remeasurement of ECL	(5)	-	-	(5)
Purchased or acquired	48	-	-	48
Derecognition	(60)	-	-	(60)
Ending balance	**90**	**-**	**2,885**	**2,975**
Loans to customers and accrued interest receivables				
Beginning balance	13,325	24,469	19,596	57,390
Changes from stage reclassification	(1,502)	404	16,067	14,969
Changes from remeasurement of ECL	(52)	3,916	3,279	7,143
Originated	4,820	-	-	4,820
Derecognition	(989)	(594)	(3,191)	(4,774)
Write-off	-	-	(16,046)	(16,046)
Ending balance	**15,602**	**28,195**	**19,705**	**63,502**

	Bank only 2024			
	12-month ECL	Lifetime ECL, not credit impaired	Lifetime ECL, credit impaired	Total
	(in million Baht)			
Investments				
Beginning balance	90	-	2,885	2,975
Changes from remeasurement of ECL	-	-	(630)	(630)
Purchased or acquired	36	-	-	36
Derecognition	(57)	-	(950)	(1,007)
Ending balance	**69**	**-**	**1,305**	**1,374**
Loans to customers and accrued interest receivables				
Beginning balance	15,602	28,130	17,691	61,423
Changes from stage reclassification	(1,328)	(2,391)	19,566	15,847
Changes from remeasurement of ECL	(1,528)	1,920	5,628	6,020
Originated	3,654	-	-	3,654
Derecognition	(1,081)	(750)	(3,293)	(5,124)
Write-off	-	-	(23,818)	(23,818)
Ending balance	**15,319**	**26,909**	**15,774**	**58,002**

	Bank only 2023			
	12-month ECL	Lifetime ECL, not credit impaired	Lifetime ECL, credit impaired	Total
	(in million Baht)			
Investments				
Beginning balance	107	-	2,885	2,992
Changes from remeasurement of ECL	(5)	-	-	(5)
Purchased or acquired	48	-	-	48
Derecognition	(60)	-	-	(60)
Ending balance	**90**	**-**	**2,885**	**2,975**
Loans to customers and accrued interest receivables				
Beginning balance	13,325	24,469	18,002	55,796
Changes from stage reclassification	(1,502)	391	16,058	14,947
Changes from remeasurement of ECL	(52)	3,880	3,312	7,140
Originated	4,820	-	-	4,820
Derecognition	(989)	(610)	(4,799)	(6,398)
Write-off	-	-	(14,882)	(14,882)
Ending balance	**15,602**	**28,130**	**17,691**	**61,423**

As at 31 December 2024, the Bank and its subsidiaries set up management overlay for model improvement as part of model monitoring, exposures of customers under modified portfolio, and economic uncertainties that may impact collateral value as well as some specific groups of commercial and retail customers who have vulnerable repayment capability due to the uncertainties of economic recovery.

16 Properties for sale, net

As at 31 December 2024 and 2023, changes in the properties for sale, net were as follows;

	Consolidated 2024			
	Beginning balance (Restated)	Additions	Disposals	Ending balance
	(in million Baht)			
Assets foreclosed in settlement of debts				
- Immovable assets	9,968	1,249	(738)	10,479
- Movable assets	727	7,294	(7,506)	515
Assets for sales	2,042	2,936	(154)	4,824
Total	12,737	11,479	(8,398)	15,818
Add (less) allowance for impairment loss	(578)	(2,290)	2,285	(583)
Net	**12,159**	**9,189**	**(6,113)**	**15,235**

	Consolidated 2023					
	Beginning balance (Reported)	Impact of change in accounting policy *Note 3*	Beginning balance (Restated)	Additions	Disposals	Ending balance (Restated)
			(in million Baht)			
Assets foreclosed in settlement of debts						
- Immovable assets	9,671	-	9,671	789	(492)	9,968
- Movable assets	473	-	473	8,278	(8,024)	727
Assets for sales	2,481	(164)	2,317	220	(495)	2,042
Total	12,625	(164)	12,461	9,287	(9,011)	12,737
Add (less) allowance for impairment loss	(473)	-	(473)	(1,669)	1,564	(578)
Net	**12,152**	**(164)**	**11,988**	**7,618**	**(7,447)**	**12,159**

	Bank only 2024			
	Beginning balance (Restated)	Additions	Disposals	Ending balance
	(in million Baht)			
Assets foreclosed in settlement of debts				
- Immovable assets	7,473	979	(205)	8,247
- Movable assets	727	7,294	(7,506)	515
Assets for sales	2,042	2,936	(154)	4,824
Total	10,242	11,209	(7,865)	13,586
Add (less) allowance for impairment loss	(508)	(2,210)	2,236	(482)
Net	**9,734**	**8,999**	**(5,629)**	**13,104**

	Bank only 2023					
	Beginning balance (Reported)	Impact of change in accounting policy *Note 3*	Beginning balance (Restated)	Additions (Restated)	Disposals (Restated)	Ending balance (Restated)
	(in million Baht)					
Assets foreclosed in settlement of debts						
- Immovable assets	8,096	-	8,096	727	(1,350)	7,473
- Movable assets	473	-	473	8,278	(8,024)	727
Assets for sales	2,481	(164)	2,317	220	(495)	2,042
Total	11,050	(164)	10,886	9,225	(9,869)	10,242
Add (less) allowance for impairment loss	(436)	-	(436)	(1,665)	1,593	(508)
Net	**10,614**	**(164)**	**10,450**	**7,560**	**(8,276)**	**9,734**

As at 31 December 2024 and 2023, the Bank and its subsidiaries had properties for sale with debtor's rights to buy back when complied with criteria in the agreement, with net book value amounting to Baht 783 million and Baht 443 million, respectively *(Bank only: Baht 596 million and Baht 443 million, respectively)*.

As at 31 December 2024 and 2023, the Bank and its subsidiaries had properties for sale transferred under the Bank of Thailand's supportive measure for debt settlement through collateral assets transfers with buy-back options (Asset Warehousing) amounting to Baht 5,625 million and Baht 5,709 million, respectively *(Bank only: Baht 5,625 million and Baht 5,709 million, respectively)*.

The value of immovable assets acquired from debt repayment was appraised by external and internal appraisers as at 31 December 2024 and 2023 as follows:

	Consolidated		Bank only	
	2024	2023	2024	2023
	(in million Baht)			
Assets foreclosed in settlement of debts immovable assets				
- Appraised by external appraisers	10,454	9,964	8,222	7,469
- Appraised by internal appraisers	25	4	25	4
Total	**10,479**	**9,968**	**8,247**	**7,473**

17 Premises and equipment, net

As at 31 December 2024 and 2023, changes in premises and equipment were as follows:

	Consolidated 2024													
		Cost				Accumulated depreciation				Allowance for impairment loss				
	Net book value as at 1 January 2024 (Restated)	Beginning balance (Restated)	Increase/ transfers in	Disposals/ written-off/ transfers out	Ending balance	Beginning balance (Restated)	Depreciation	Disposals/ written-off/ transfers in/ transfers out	Ending balance	Beginning balance	Reversal of (loss) on impairment during the year	Disposals/ written-off/ transfers out	Ending balance	Net book value as at 31 December 2024
							(in million Baht)							
Land														
- Cost	6,720	6,830	-	(2,335)	4,495	-	-	-	-	(110)	-	2	(108)	4,387
- Incremental revaluation*	5,304	5,304	-	(419)	4,885	-	-	-	-	-	-	-	-	4,885
Building under construction	59	59	167	(178)	48	-	-	-	-	-	-	-	-	48
Building														
- Cost	3,164	7,948	193	(1,266)	6,875	(4,727)	(389)	889	(4,227)	(57)	(14)	14	(57)	2,591
Right-of-use assets - premise	551	1,500	392	(718)	1,174	(949)	(477)	693	(733)	-	-	-	-	441
Leasehold improvements	294	1,342	131	(163)	1,310	(1,048)	(96)	87	(1,057)	-	(12)	12	-	253
Equipment under construction and installation	85	85	1,114	(663)	536	-	-	-	-	-	-	-	-	536
Equipment	2,124	7,149	668	(725)	7,092	(5,019)	(771)	673	(5,117)	(6)	6	-	-	1,975
Right-of-use assets - equipment	372	712	33	(210)	535	(340)	(129)	210	(259)	-	-	-	-	276
Total	**18,673**	**30,929**	**2,698**	**(6,677)**	**26,950**	**(12,083)**	**(1,862)**	**2,552**	**(11,393)**	**(173)**	**(20)**	**28**	**(165)**	**15,392**

* The Bank's revaluation has been performed in 2023.

Consolidated

2023

	Net book value as at 31 December 2022 (Reported)	Impact of change in accounting policy *Note 3*	Net book value as at 1 January 2023 (Restated)	Cost: Beginning balance (Restated)	Cost: Increase/ transfers in adjustments from revaluation (Restated)	Cost: Disposals/ written-off/ transfers out (Restated)	Cost: Ending balance (Restated)	Accumulated depreciation: Beginning balance (Restated)	Accumulated depreciation: Depreciation (Restated)	Accumulated depreciation: Disposals/ written-off/ transfers in/ transfers out (Restated)	Accumulated depreciation: Ending balance (Restated)	Allowance for impairment loss: Beginning balance	Allowance for impairment loss: Reversal of (loss) on impairment during the year	Allowance for impairment loss: Disposals/ written-off/ transfers out	Allowance for impairment loss: Ending balance	Net book value as at 31 December 2023 (Restated)
						(in million Baht)										
Land																
- Cost	6,817	-	6,817	6,945	-	(115)	6,830	-	-	-	-	(128)	16	2	(110)	6,720
- Incremental revaluation*	4,008	-	4,008	4,008	1,350	(54)	5,304	-	-	-	-	-	-	-	-	5,304
Building under construction	35	-	35	35	211	(187)	59	-	-	-	-	-	-	-	-	59
Building																
- Cost	3,502	-	3,502	7,771	317	(140)	7,948	(4,267)	(436)	(24)	(4,727)	(2)	(64)	9	(57)	3,164
- Incremental revaluation (Restated)*	1,436	(1,436)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Right-of-use assets - premise	802	-	802	1,773	295	(568)	1,500	(971)	(545)	567	(949)	-	-	-	-	551
Leasehold improvements	416	-	416	1,613	69	(340)	1,342	(1,197)	(113)	262	(1,048)	-	(9)	9	-	294
Equipment under construction and installation	183	-	183	183	614	(712)	85	-	-	-	-	-	-	-	-	85
Equipment	2,230	-	2,230	7,477	672	(1,000)	7,149	(5,234)	(776)	991	(5,019)	(13)	7	-	(6)	2,124
Right-of-use assets - equipment	359	-	359	770	168	(226)	712	(411)	(155)	226	(340)	-	-	-	-	372
Total	**19,788**	**(1,436)**	**18,352**	**30,575**	**3,696**	**(3,342)**	**30,929**	**(12,080)**	**(2,025)**	**2,022**	**(12,083)**	**(143)**	**(50)**	**20**	**(173)**	**18,673**

* The Bank's revaluation has been performed in 2023.

The gross amount of the Bank and its subsidiaries' fully depreciated premises and equipment that were still in use as at 31 December 2024 amounted to Baht 4,244 million *(2023: Baht 3,991 million)*.

Depreciation presented in the consolidated profit or loss for the year ended 31 December 2024 and 2023 amounted to Baht 1,862 million and Baht 2,025 million, respectively.

Bank only
2024

	Net book value as at 1 January 2024 (Restated)	Cost				Accumulated depreciation				Allowance for impairment loss				Net book value as at 31 December 2024
		Beginning balance (Restated)	Increase/ transfers in	Disposals/ written-off/ transfers out	Ending balance	Beginning balance (Restated)	Depreciation	Disposals/ written-off/ transfers in/ transfers out	Ending balance	Beginning balance	Reversal of (loss) on impairment during the year	Disposals/ written-off/ transfers out	Ending balance	
							(in million Baht)							
Land														
- Cost	6,720	6,830	-	(2,335)	4,495	-	-	-	-	(110)	-	2	(108)	4,387
- Incremental revaluation*	5,304	5,304	-	(419)	4,885	-	-	-	-	-	-	-	-	4,885
Building under construction	59	59	167	(178)	48	-	-	-	-	-	-	-	-	48
Building														
- Cost	3,164	7,948	193	(1,266)	6,875	(4,727)	(389)	889	(4,227)	(57)	(14)	14	(57)	2,591
Right-of-use assets - premise	505	1,404	391	(676)	1,119	(899)	(469)	676	(692)	-	-	-	-	427
Leasehold improvements	294	1,342	131	(163)	1,310	(1,048)	(96)	87	(1,057)	-	(12)	12	-	253
Equipment under construction and installation	85	85	1,114	(663)	536	-	-	-	-	-	-	-	-	536
Equipment	2,100	7,109	666	(724)	7,051	(5,003)	(763)	673	(5,093)	(6)	6	-	-	1,958
Right-of-use assets - equipment	372	711	34	(209)	536	(339)	(130)	209	(260)	-	-	-	-	276
Total	**18,603**	**30,792**	**2,696**	**(6,633)**	**26,855**	**(12,016)**	**(1,847)**	**2,534**	**(11,329)**	**(173)**	**(20)**	**28**	**(165)**	**15,361**

* The Bank's revaluation has been performed in 2023.

Bank only

2023

	Net book value as at 31 December 2022 (Reported)	Impact of change in accounting policy *Note 3*	Net book value as at 1 January 2023 (Restated)	Cost: Beginning balance (Restated)	Cost: Increase/ transfers in adjustments from revaluation (Restated)	Cost: Disposals/ written-off/ transfers out (Restated)	Cost: Ending balance (Restated)	Accumulated depreciation: Beginning balance (Restated)	Accumulated depreciation: Depreciation (Restated)	Accumulated depreciation: Disposals/ written-off/ transfers in/ transfers out (Restated)	Accumulated depreciation: Ending balance (Restated)	Allowance for impairment loss: Beginning balance	Allowance for impairment loss: Reversal of (loss) on impairment during the year	Allowance for impairment loss: Disposals/ written-off/ transfers out	Allowance for impairment loss: Ending balance	Net book value as at 31 December 2023 (Restated)
						(in million Baht)										
Land																
- Cost	6,817	-	6,817	6,945	-	(115)	6,830	-	-	-	-	(128)	16	2	(110)	6,720
- Incremental revaluation*	4,008	-	4,008	4,008	1,350	(54)	5,304	-	-	-	-	-	-	-	-	5,304
Building under construction	35	-	35	35	211	(187)	59	-	-	-	-	-	-	-	-	59
Building																
- Cost	3,502		3,502	7,771	317	(140)	7,948	(4,267)	(436)	(24)	(4,727)	(2)	(64)	9	(57)	3,164
- Incremental Revaluation (Restated)*	1,436	(1,436)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Right-of-use assets - premise	759	-	759	1,691	276	(563)	1,404	(932)	(529)	562	(899)	-	-	-	-	505
Leasehold improvements	416	-	416	1,613	69	(340)	1,342	(1,197)	(113)	262	(1,048)	-	(9)	9	-	294
Equipment under construction and installation	183	-	183	183	614	(712)	85	-	-	-	-	-	-	-	-	85
Equipment	2,204	-	2,204	7,442	667	(1,000)	7,109	(5,225)	(769)	991	(5,003)	(13)	7	-	(6)	2,100
Right-of-use assets - equipment	359	-	359	769	168	(226)	711	(410)	(155)	226	(339)	-	-	-	-	372
Total	**19,719**	**(1,436)**	**18,283**	**30,457**	**3,672**	**(3,337)**	**30,792**	**(12,031)**	**(2,002)**	**2,017**	**(12,016)**	**(143)**	**(50)**	**20**	**(173)**	**18,603**

* The Bank's revaluation has been performed in 2023.

The gross amount of the Bank's fully depreciated premises and equipment that were still in use as at 31 December 2024 amounted to Baht 4,201 million *(2023: Baht 3,959 million)*.

Depreciation presented in the Bank's profit or loss for the year ended 31 December 2024 and 2023 amounted to Baht 1,847 million and Baht 2,002 million, respectively.

In March 2023, the Bank had the land re-appraised by independent valuers, in accordance with the BoT regulations. The surplus from revaluation was credited to other reserves under the heading "Revaluation surplus on assets" totalling Baht 1,350 million, and gain from revaluation was recorded in the statements of profit or loss and other comprehensive income amounting to Baht 16 million. The Bank has included the incremental revaluation amount as part of Common Equity Tier 1 Capital with approval from BOT.

18 Goodwill and other intangible assets, net

As at 31 December 2024 and 2023, changes in goodwill and other intangible assets were as follows:

	Consolidated														
	2024														
	Cost						Accumulated amortisation				Allowance for impairment loss				
	Net book value as at 1 January 2024	Beginning balance	Increase	Written-off	Transfers in/ (out)	Ending balance	Beginning balance	Amortisation during the year	Accumulated amortisation on transfer out	Ending balance	Beginning balance	Reversal of (loss) on impairment during the year	Disposals/ written-off/ transfers out	Ending balance	Net book value as at 31 December 2024
	(in million Baht)														
Goodwill	14,105	14,105	-	-	-	14,105	-	-	-	-	-	-	-	-	14,105
Computer software	5,066	9,841	293	(24)	2,222	12,332	(4,753)	(1,403)	2	(6,154)	(22)	-	22	-	6,178
Computer software under development	765	765	2,388	-	(2,222)	931	-	-	-	-	-	-	-	-	931
Right-of-use assets - software	667	1,401	1,158	(395)	-	2,164	(734)	(584)	395	(923)	-	-	-	-	1,241
Other intangible assets	2,831	3,964	-	-	-	3,964	(1,133)	(283)	-	(1,416)	-	-	-	-	2,548
Total	**23,434**	**30,076**	**3,839**	**(419)**	**-**	**33,496**	**(6,620)**	**(2,270)**	**397**	**(8,493)**	**(22)**	**-**	**22**	**-**	**25,003**

	Consolidated														
	2023														
		Cost					Accumulated amortisation			Allowance for impairment loss					
	Net book value as at 1 January 2023	Beginning balance	Increase	Written-off	Transfers in/ (out)	Ending balance	Beginning balance	Amortisation during the year	Accumulated amortisation on transfer out	Ending balance	Beginning balance	Loss on impairment during the year	Disposals/ written-off/ transfers out	Ending balance	Net book value as at 31 December 2023
	(in million Baht)														
Goodwill	14,105	14,105	-	-	-	14,105	-	-	-	-	-	-	-	-	14,105
Computer software	4,422	8,242	9	(78)	1,668	9,841	(3,820)	(1,010)	77	(4,753)	-	(22)	-	(22)	5,066
Computer software under development	746	746	1,726	(39)	(1,668)	765	-	-	-	-	-	-	-	-	765
Right-of-use assets - software	503	860	646	(105)	-	1,401	(357)	(482)	105	(734)	-	-	-	-	667
Other intangible assets	3,114	3,964	-	-	-	3,964	(850)	(283)	-	(1,133)	-	-	-	-	2,831
Total	**22,890**	**27,917**	**2,381**	**(222)**	**-**	**30,076**	**(5,027)**	**(1,775)**	**182**	**(6,620)**	**-**	**(22)**	**-**	**(22)**	**23,434**

The gross amount of the Bank and its subsidiaries' fully amortised intangible assets that were still in use as at 31 December 2024 amounted to Baht 1,452 million *(2023: Baht 1,285 million)*.

Amortisation presented in the consolidated profit or loss for the year ended 31 December 2024 and 2023 amounted to Baht 2,270 million and Baht 1,775 million, respectively.

Bank only

2024

	Net book value as at 1 January 2024	Cost					Accumulated amortisation				Allowance for impairment loss				Net book value as at 31 December 2024
		Beginning balance	Increase	Written-off	Transfers in/ (out)	Ending balance	Beginning balance	Amortisation during the year	Accumulated amortisation on transfer out	Ending balance	Beginning balance	Reversal of (loss) on impairment during the year	Disposals/ written-off/ transfers out	Ending balance	
	(in million Baht)														
Goodwill	14,105	14,105	-	-	-	14,105	-	-	-	-	-	-	-	-	14,105
Computer software	5,016	9,756	292	(24)	2,212	12,236	(4,718)	(1,388)	2	(6,104)	(22)	-	22	-	6,132
Computer software under development	763	763	2,379	-	(2,212)	930	-	-	-	-	-	-	-	-	930
Right-of-use assets - software	667	1,401	1,158	(395)	-	2,164	(734)	(584)	395	(923)	-	-	-	-	1,241
Other intangible assets	2,831	3,964	-	-	-	3,964	(1,133)	(283)	-	(1,416)	-	-	-	-	2,548
Total	**23,382**	**29,989**	**3,829**	**(419)**	**-**	**33,399**	**(6,585)**	**(2,255)**	**397**	**(8,443)**	**(22)**	**-**	**22**	**-**	**24,956**

Bank only

2023

	Net book value as at 1 January 2023	Cost					Accumulated amortisation				Allowance for impairment loss				Net book value as at 31 December 2023
		Beginning balance	Increase	Written-off	Transfers in/ (out)	Ending balance	Beginning balance	Amortisation during the year	Accumulated amortisation on transfer out	Ending balance	Beginning balance	Loss on impairment during the year	Disposals/ written-off/ transfers out	Ending balance	
	(in million Baht)														
Goodwill	14,105	14,105	-	-	-	14,105	-	-	-	-	-	-	-	-	14,105
Computer software	4,381	8,178	-	(78)	1,656	9,756	(3,797)	(998)	77	(4,718)	-	(22)	-	(22)	5,016
Computer software under development	740	740	1,718	(39)	(1,656)	763	-	-	-	-	-	-	-	-	763
Right-of-use assets - software	503	860	646	(105)	-	1,401	(357)	(482)	105	(734)	-	-	-	-	667
Other intangible assets	3,114	3,964	-	-	-	3,964	(850)	(283)	-	(1,133)	-	-	-	-	2,831
Total	**22,843**	**27,847**	**2,364**	**(222)**	**-**	**29,989**	**(5,004)**	**(1,763)**	**182**	**(6,585)**	**-**	**(22)**	**-**	**(22)**	**23,382**

The gross amount of the Bank's fully amortised intangible assets that were still in use as at 31 December 2024 amounted to Baht 1,452 million *(2023: Baht 1,277 million)*.

Amortisation presented in the Bank's profit or loss the year ended 31 December 2024 and 2023 amounted to Baht 2,255 million and Baht 1,763 million, respectively.

Impairment testing for goodwill

For the purposes of impairment testing, goodwill has been allocated to Retail Banking segment which is identified as Cash Generating Unit (CGU).

The recoverable amount of goodwill is determined based on a value-in-use calculation, using discounted cash flow from business plan approved by the Board of Director covering 5 years period. The discount rate used for the computation of the net present value is reference to industry cost of capital (ke). The terminal growth rate derived from long term GDP is applied for cash flow beyond 5 years period.

The Bank conducts a review at each reporting date if there is any indication for impairment of goodwill.

As at 31 December 2024, the recoverable amount was greater than the carrying value of goodwill; hence, no impairment loss on goodwill was required.

19 Deferred tax and income tax

19.1 Deferred tax

Deferred tax assets and liabilities presented net by entity were as follows:

	Consolidated		Bank only	
	2024	2023 (Restated)	2024	2023 (Restated)
	(in million Baht)			
Deferred tax assets	3,106	2,027	3,542	2,526
Deferred tax liabilities	-	-	-	-
Net	**3,106**	**2,027**	**3,542**	**2,526**

Movements in deferred tax assets and liabilities during the year ended 31 December 2024 and 2023 were as follows:

	Consolidated				
		(Charged) / Credited to:			
	At 1 January 2024 (Restated)	Profit or loss	Other comprehensive income	Others	At 31 December 2024
		(note 19.2)			
		(in million Baht)			
Deferred tax assets					
Interbank and money market items	2	-	-	-	2
Financial assets measured at fair value through profit or loss	107	12	-	-	119
Investments	793	(319)	(146)	-	328
Loans to customers and accrued interest receivables	2,349	962	-	-	3,311
Properties for sale	157	3	-	-	160
Premises, equipment, and intangible assets	76	(28)	-	-	48
Provisions for employee benefits	520	92	(34)	-	578
Provisions for other liabilities	467	60	-	-	527
Deferred revenue and other liabilities	2,645	(128)	-	-	2,517
Others	357	(8)	(30)	-	319
Total	**7,473**	**646**	**(210)**	**-**	**7,909**
Deferred tax liabilities					
Investments	39	20	(39)	-	20
Investments in subsidiaries and associate	1,617	-	-	-	1,617
Loans to customers and accrued interest receivables	250	(137)	-	-	113
Properties for sale	132	458	-	-	590
Premises, equipment, and intangible assets	3,107	(851)	(25)	-	2,231
Others	301	(69)	-	-	232
Total	**5,446**	**(579)**	**(64)**	**-**	**4,803**
Net	**2,027**	**1,225**	**(146)**	**-**	**3,106**

	Consolidated				
		(Charged) / Credited to:			
	At 1 January 2023 (Restated)	Profit or loss (Restated)	Other comprehensive income (Restated)	Others	At 31 December 2023 (Restated)
		(note 19.2)			
		(in million Baht)			
Deferred tax assets					
Interbank and money market items	3	(1)	-	-	2
Financial assets measured at fair value through profit or loss	92	15	-	-	107
Investments	854	28	(89)	-	793
Loans to customers and accrued interest receivables	2,072	277	-	-	2,349
Properties for sale	141	16	-	-	157
Premises, equipment, and intangible assets	120	(44)	-	-	76
Provisions for employee benefits	401	96	23	-	520
Provisions for other liabilities	533	(66)	-	-	467
Deferred revenue and other liabilities	2,340	305	-	-	2,645
Others	353	6	10	(12)	357
Total	**6,909**	**632**	**(56)**	**(12)**	**7,473**
Deferred tax liabilities					
Investments	152	13	(126)	-	39
Investments in subsidiaries and associate	1,617	-	-	-	1,617
Loans to customers and accrued interest receivables	445	(195)	-	-	250
Properties for sale	132	-	-	-	132
Premises, equipment, and intangible assets	2,915	(77)	269	-	3,107
Others	498	(197)	-	-	301
Total	**5,759**	**(456)**	**143**	**-**	**5,446**
Net	**1,150**	**1,088**	**(199)**	**(12)**	**2,027**

	Bank only				
		(Charged) / Credited to:			
	At 1 January 2024 (Restated)	Profit or loss	Other comprehensive income	Others	At 31 December 2024
		(note 19.2)			
		(in million Baht)			
Deferred tax assets					
Interbank and money market items	2	-	-	-	2
Financial assets measured at fair value through profit or loss	107	12	-	-	119
Investments	793	(319)	(146)	-	328
Loans to customers and accrued interest receivables	2,112	905	-	-	3,017
Properties for sale	134	(6)	-	-	128
Premises, equipment, and intangible assets	76	(28)	-	-	48
Provisions for employee benefits	505	88	(31)	-	562
Provisions for other liabilities	467	60	-	-	527
Deferred revenue and other liabilities	2,618	(120)	-	-	2,498
Others	356	(8)	(30)	-	318
Total	**7,170**	**584**	**(207)**	**-**	**7,547**
Deferred tax liabilities					
Investments	39	-	(19)	-	20
Investments in subsidiaries and associate	828	-	-	-	828
Loans to customers and accrued interest receivables	250	(137)	-	-	113
Properties for sale	132	458	-	-	590
Premises, equipment, and intangible assets	3,098	(845)	(25)	-	2,228
Others	297	(71)	-	-	226
Total	**4,644**	**(595)**	**(44)**	**-**	**4,005**
Net	**2,526**	**1,179**	**(163)**	**-**	**3,542**

	Bank only				
		(Charged) / Credited to:			
	At 1 January 2023 (Restated)	Profit or loss (Restated)	Other comprehensive income (Restated)	Others	At 31 December 2023 (Restated)
		(note 19.2)			
		(in million Baht)			
Deferred tax assets					
Interbank and money market items	3	(1)	-	-	2
Financial assets measured at fair value through profit or loss	92	15	-	-	107
Investments	854	28	(89)	-	793
Loans to customers and accrued interest receivables	1,890	222	-	-	2,112
Properties for sale	119	15	-	-	134
Premises, equipment, and intangible assets	120	(44)	-	-	76
Provisions for employee benefits	392	91	22	-	505
Provisions for other liabilities	533	(66)	-	-	467
Deferred revenue and other liabilities	2,320	298	-	-	2,618
Others	353	(8)	24	(13)	356
Total	**6,676**	**550**	**(43)**	**(13)**	**7,170**
Deferred tax liabilities					
Investments	152	-	(113)	-	39
Investments in subsidiaries and associate	828	-	-	-	828
Loans to customers and accrued interest receivables	445	(195)	-	-	250
Properties for sale	132	-	-	-	132
Premises, equipment, and intangible assets	2,906	(77)	269	-	3,098
Others	494	(197)	-	-	297
Total	**4,957**	**(469)**	**156**	**-**	**4,644**
Net	**1,719**	**1,019**	**(199)**	**(13)**	**2,526**

As at 31 December 2024, the Bank has tax benefit from the unused tax loss totalling Baht 10,558 million *(2023: Baht 15,464 million)* arising from investment in a subsidiary company which completed the liquidation process. The benefit will expire by 2028. The Bank has not recognised deferred tax assets in respect of this loss as the management assessed that there is an estimation uncertainty of the Bank's future taxable profit.

19.2 Tax expense (income)

Income tax recognised in profit or loss

	Note	Consolidated		Bank only	
		2024	2023 (Restated)	2024	2023 (Restated)
			(in million Baht)		
Current tax expense					
Current period		166	152	-	-
Under (over) provided in prior years		4	(4)	-	(4)
		170	148	-	(4)
Deferred tax expense					
Movements in temporary differences	*19.1*	(1,225)	(1,088)	(1,179)	(1,019)
		(1,225)	(1,088)	(1,179)	(1,019)
Total		(1,055)	(940)	(1,179)	(1,023)

For the year ended 31 December 2024, the Bank has no corporate income tax paid as it has utilised the tax loss arising from investment in a subsidiary company that has already completed the liquidation process.

Income tax recognised in other comprehensive income

	Consolidated					
	2024			2023		
	Before tax	Tax (expense) income	Net of tax	Before tax (Restated)	Tax (expense) income (Restated)	Net of tax (Restated)
			(in million Baht)			
Investments	534	(107)	427	(183)	37	(146)
Premises and equipment	(124)	25	(99)	1,344	(269)	1,075
Provisions for employee benefits	172	(34)	138	(112)	22	(90)
Others	150	(30)	120	(56)	11	(45)
Total	732	(146)	586	993	(199)	794

	Bank only					
	2024			2023		
	Before tax	Tax (expense) income	Net of tax	Before tax (Restated)	Tax (expense) income (Restated)	Net of tax (Restated)
			(in million Baht)			
Investments	636	(127)	509	(120)	24	(96)
Premises and equipment	(124)	25	(99)	1,344	(269)	1,075
Provisions for employee benefits	153	(31)	122	(112)	22	(90)
Others	150	(30)	120	(119)	24	(95)
Total	815	(163)	652	993	(199)	794

Reconciliation of effective tax rate

	Consolidated			
	2024		2023 (Restated)	
	Rate (%)	*(in million Baht)*	*Rate (%)*	*(in million Baht)*
Profit before income tax		19,976		17,681
Income tax using the Thai corporation tax rate	20	3,995	20	3,536
Deferred tax expenses which previously unrecognised deductible temporary difference had been met the recognition criteria and utilised during the year	-	(1)	-	-
Tax effect of income and expenses that are not taxable income or not deductible in determining taxable profit, net	(25)	(5,053)	(25)	(4,472)
Under (over) provided in prior years	-	4	-	(4)
Total	**(5)**	**(1,055)**	**(5)**	**(940)**

	Bank only			
	2024		2023 (Restated)	
	Rate (%)	*(in million Baht)*	*Rate (%)*	*(in million Baht)*
Profit before income tax		19,893		17,563
Income tax using the Thai corporation tax rate	20	3,979	20	3,513
Deferred tax expenses which previously unrecognised deductible temporary difference had been met the recognition criteria and utilised during the year	-	(1)	-	-
Tax effect of income and expenses that are not taxable income or not deductible in determining taxable profit, net	(26)	(5,157)	(26)	(4,532)
Under (over) provided in prior years	-	-	-	(4)
Total	**(6)**	**(1,179)**	**(6)**	**(1,023)**

20 Deposits

20.1 Classified by type of deposits

	Consolidated		Bank only	
	2024	2023	2024	2023
	(in million Baht)			
Current	84,609	85,147	84,624	85,209
Savings	789,231	861,412	789,674	862,630
Term	456,556	441,949	456,656	442,049
Total	**1,330,396**	**1,388,508**	**1,330,954**	**1,389,888**
Less prepaid interest expenses	(1,802)	(1,927)	(1,802)	(1,927)
Total	**1,328,594**	**1,386,581**	**1,329,152**	**1,387,961**

20.2 Classified by currency and residency of depositors

	Consolidated					
	2024			2023		
	Domestic	Foreign	Total	Domestic	Foreign	Total
	(in million Baht)					
Baht	1,298,869	13,216	1,312,085	1,357,824	13,569	1,371,393
US Dollar	14,765	345	15,110	12,832	793	13,625
Other currencies	1,393	6	1,399	1,557	6	1,563
Total	**1,315,027**	**13,567**	**1,328,594**	**1,372,213**	**14,368**	**1,386,581**

	Bank only					
	2024			2023		
	Domestic	Foreign	Total	Domestic	Foreign	Total
	(in million Baht)					
Baht	1,299,427	13,216	1,312,643	1,359,204	13,569	1,372,773
US Dollar	14,765	345	15,110	12,832	793	13,625
Other currencies	1,393	6	1,399	1,557	6	1,563
Total	**1,315,585**	**13,567**	**1,329,152**	**1,373,593**	**14,368**	**1,387,961**

21 Interbank and money market items (liabilities)

Interbank and money market (liabilities) as at 31 December 2024 and 2023 were as follows:

	Consolidated and Bank only	
	2024	2023
	(in million Baht)	
Domestic items		
Bank of Thailand and Financial Institutions Development Fund	17,911	17,942
Commercial banks	50,114	49,949
Specialised financial institutions	14,135	10,533
Other financial institutions	7,713	8,757
Total domestic items	**89,873**	**87,181**
Foreign items		
US Dollar	59	149
Other currencies	252	464
Total foreign items	**311**	**613**
Total domestic and foreign items	**90,184**	**87,794**

22 Financial liabilities measured at fair value through profit or loss

	Consolidated and Bank only	
	2024	2023
	(in million Baht)	
Structured notes	7,319	1,816
Total	**7,319**	**1,816**

The effects of changes in that liability's all risk in profit or loss consisted of:

	Consolidated and Bank only	
	2024	2023
	(in million Baht)	
The difference between the carrying amount and the amount would be contractually required to pay at maturity	148	23

23 Debts issued and borrowings

				Consolidated					
				2024			2023		
	Currency	Interest rates as at 31 December 2024	Maturities	Domestic	Foreign	Total	Domestic	Foreign	Total
		(%)				(in million Baht)			
Subordinated debentures [1]	THB	3.55	2029 [2]	15,000	-	15,000	30,000	-	30,000
Subordinated debentures [1]	USD [4]	4.90	2024 [2]	-	-	-	-	6,409	6,409
Senior debentures	THB	2.55	2025	4,000	-	4,000	6,898	-	6,898
Senior debentures	USD [4]	6mSOFR+1.47826 and 6mSOFR+1.15	2025 - 2027	-	10,196	10,196	-	10,267	10,267
Senior debentures	EUR [4]	0.85	2024	-	-	-	-	5,895	5,895
Bills of exchange [3] and promissory notes	THB	2.15 and 0.05 - 2.50	At call and 2012	9	-	9	9	-	9
Other borrowings	THB	0.00	2024	-	-	-	2	-	2
Other borrowings	EUR [4]	0.75	2024 - 2031	-	42	42	-	51	51
Total				**19,009**	**10,238**	**29,247**	**36,909**	**22,622**	**59,531**

[1] Counted as a part of capital fund, which is determined under the conditions as specified in the BoT's Notification *(note 7)*.

[2] The years in which call option exercise periods start.

[3] The outstanding balance of bills of exchange maturing during the year 2012 were waiting for redeem by the holders.

[4] Balance denominated in USD and EUR currencies are stated in Baht equivalents.

				Bank only					
				2024			2023		
	Currency	Interest rates as at 31 December 2024	Maturities	Domestic	Foreign	Total	Domestic	Foreign	Total
		(%)				(in million Baht)			
Subordinated debentures [1]	THB	3.55	2029 [2]	15,000	-	15,000	30,000	-	30,000
Subordinated debentures [1]	USD [4]	4.90	2024 [2]	-	-	-	-	6,409	6,409
Senior debentures	USD [4]	6mSOFR+1.47826 and 6mSOFR+1.15	2025 - 2027	-	10,196	10,196	-	10,267	10,267
Senior debentures	EUR [4]	0.85	2024	-	-	-	-	5,895	5,895
Bills of exchange [3] and promissory notes	THB	2.15 and 0.05 - 2.50	At call and 2012	9	-	9	9	-	9
Other borrowings	THB	0.00	2024	-	-	-	2	-	2
Other borrowings	EUR [4]	0.75	2024 - 2031	-	42	42	-	51	51
Total				**15,009**	**10,238**	**25,247**	**30,011**	**22,622**	**52,633**

[1] Counted as a part of capital fund, which is determined under the conditions as specified in the BoT's Notification *(note 7)*.

[2] The years in which call option exercise periods start.

[3] The outstanding balance of bills of exchange maturing during the year 2012 were waiting for redeem by the holders.

[4] Balance denominated in USD and EUR currencies are stated in Baht equivalents.

23.1 Subordinated debentures

23.1.1 On 28 June 2019, the Bank issued the Subordinated Debenture No.1/2562 to be counted as Tier 2 capital under Basel III requirement, amounting to Baht 30,000 million, which has a 10-year maturity period and carries a fixed interest rate of 4.00% per annum, payable quarterly in March, June, September, and December of every year. The Bank can early redeem the Subordinated Debenture No.1/2562 after 5 years from the issue date or according to certain specified conditions. The Bank has to get the Bank of Thailand's approval before early redemption of the Subordinated Debenture.

On 28 June 2024, the Bank early redeemed its entire Subordinated Debenture No.1/2562, amounting to Baht 30,000 million. Such early redemption has already been approved by the Bank of Thailand.

23.1.2 On 2 December 2019, the Bank issued the Perpetual Additional Tier 1 Capital Securities amounting to USD 400 million, which has no expiration date and carries a fixed interest rate of 4.90% per annum, payable semi-annually in June and December of every year. The Bank can early redeem the Perpetual Additional Tier 1 Capital Securities after 5 years from the issue date or according to certain specified conditions. The Bank has to get the Bank of Thailand's approval before proceeding an early redemption. The Securities have been issued under the Bank's Euro Medium Term Note Programme.

During 26 August 2022 to 29 September 2022, with the approval from Bank of Thailand, the Bank repurchased the Perpetual Additional Tier 1 Capital Securities from investors amounting to USD 29 million.

During 26 October 2022 to 3 November 2022, with the approval from the Bank of Thailand, the Bank had made a tender offer and repurchased the Perpetual Additional Tier 1 Capital Securities from investors amounting to USD 125 million.

During 10-18 August 2023, with the approval from the Bank of Thailand, the Bank had made a tender offer and repurchased the Perpetual Additional Tier 1 Capital Securities from investors amounting to USD 58 million.

On 2 December 2024, the Bank early redeemed in fully the Perpetual Additional Tier 1 Capital Securities. Such early redemption has already been approved by the Bank of Thailand.

23.1.3 On 28 June 2024, the Bank issued the Subordinated Debenture No.1/2567 to be counted as Tier 2 capital under Basel III requirement, amounting to Baht 15,000 million, which has a 10-year, 3-month maturity period and carries a fixed interest rate of 3.55% per annum, payable quarterly in March, June, September, and December of every year. The Bank can early redeem the Subordinated Debenture No.1/2567 after 5 years, 3 months from the issue date, or according to certain specified conditions. The Bank has to get the Bank of Thailand's approval before early redemption of the Subordinated Debenture.

23.2 Senior debentures

23.2.1 On 5 June 2018, the Bank issued unsecured Senior Debentures (Green Bond) of USD 60 million, with a 7-year maturity and carrying a floating interest rate of 6 months term SOFR +1.47826% per annum, payable semi-annually in June and December of every year. The proceeds from Green Bond issuance will be used to finance the loan to private sector on its investment in sustainable environment.

23.2.2 On 17 December 2018, the Bank issued unsecured Senior Debentures (SME Bond) of USD 90 million, with a 7-year maturity and carrying a floating interest rate of 6 months term SOFR +1.47826% per annum, payable semi-annually in June and December of every year. The proceeds from SME Bond issuance will be used to support small and medium sized enterprises.

23.2.3 During 11 - 13 November 2019, the Bank issued unsecured Senior Debentures (Euro Bond) of EUR 525 million, with 1 - 5 years maturity and carrying a fixed interest rate of 0.10% - 0.85% per annum, payable semi-annually in May and November of every year.

The debentures were matured on 12 November 2020, 11 November 2021, 14 November 2022 and 13 November 2024, which have already fully paid.

23.2.4 On 5 August 2022, the Bank issued unsecured Senior Debentures (Green Bond 2022) of USD 100 million, with a 5-year maturity and carrying a floating interest rate of 6 months term SOFR +1.15% per annum, payable semi-annually in February and August of every year. The proceeds from Green Bond issuance will be used to finance the loan to private sector on its investment in sustainable environment.

23.2.5 On 11 October 2022, the Bank issued unsecured Senior Debentures (Blue Bond 2022) of USD 50 million, with a 5-year maturity and carrying a floating interest rate of 6 months term SOFR +1.15% per annum, payable semi-annually in April and October of every year. The proceeds from Blue Bond issuance will be used to finance the loan to private sector on its investment in environmental and marine sustainability projects.

23.2.6 On 10 November 2023, a subsidiary issued secured Senior Debentures of Baht 500 million with a 215-day maturity and carrying a fixed interest rate of 2.80% per annum, payable at the maturity which was fully guaranteed by the Bank.

The debenture was matured on 12 June 2024, which has already fully paid.

23.2.7 On 10 November 2023, a subsidiary issued secured Senior Debentures of Baht 270 million with a 94-day maturity and carrying a fixed interest rate of 2.57% per annum, payable at the maturity which was fully guaranteed by the Bank.

The debenture was matured on 12 February 2024, which has already fully paid.

23.2.8 On 15 November 2023, a subsidiary issued secured Senior Debentures of Baht 530 million with a 92-day maturity and carrying zero coupon with a discount rate of 2.57% per annum which was fully guaranteed by the Bank.

The debenture was matured on 15 February 2024, which has already fully paid.

23.2.9 On 14 December 2023, a subsidiary issued secured Senior Debentures of Baht 2,000 million with a 43-day maturity and carrying a fixed interest rate of 2.50% per annum, payable at the maturity which was fully guaranteed by the Bank.

The debenture was matured on 26 January 2024, which has already fully paid.

23.2.10 On 14 December 2023, a subsidiary issued secured Senior Debentures of Baht 3,600 million with a 182-day maturity and carrying a fixed interest rate of 2.80% per annum, payable at the maturity which was fully guaranteed by the Bank.

The debenture was matured on 13 June 2024, which has already fully paid.

23.2.11 On 26 January 2024, a subsidiary issued secured Senior Debentures of Baht 500 million with a 139-day maturity and carrying a fixed interest rate of 2.55% per annum, payable at the maturity which was fully guaranteed by the Bank.

The debenture was matured on 13 June 2024, which has already fully paid.

23.2.12 On 26 January 2024, a subsidiary issued secured Senior Debentures of Baht 1,000 million with a 231-day maturity and carrying a fixed interest rate of 2.70% per annum, payable at the maturity which was fully guaranteed by the Bank.

The debenture was matured on 13 September 2024, which has already fully paid.

23.2.13 On 12 February 2024, a subsidiary issued secured Senior Debentures of Baht 800 million with a 94-day maturity and carrying zero coupon with a discount rate of 2.50% per annum which was fully guaranteed by the Bank.

The debenture was matured on 16 May 2024, which has already fully paid.

23.2.14 On 16 May 2024, a subsidiary issued secured Senior Debentures of Baht 800 million with a 123-day maturity and carrying a fixed interest rate of 2.50% per annum, payable at the maturity which was fully guaranteed by the Bank.

The debenture was matured on 16 September 2024, which has already fully paid.

23.2.15 On 12 June 2024, a subsidiary issued secured Senior Debentures of Baht 4,500 million with a 93-day maturity and carrying a fixed interest rate of 2.50% per annum, payable at the maturity which was fully guaranteed by the Bank.

The debenture was matured on 13 September 2024, which has already fully paid.

23.2.16 On 13 September 2024, a subsidiary issued secured Senior Debentures of Baht 4,000 million with a 181-day maturity and carrying a fixed interest rate of 2.55% per annum, payable at the maturity which was fully guaranteed by the Bank.

23.3 Other borrowings

Borrowings with specific uses (other borrowings) as at 31 December 2024 and 2023 were as follows:

		Consolidated and Bank only			
		2024		2023	
Borrowings from	Objectives of borrowings	Outstanding balances	Baht equivalent *(in million Baht)*	Outstanding balances	Baht equivalent *(in million Baht)*
National Science and Technology Development Agency	For enterprises involving in research and development activities	-	-	Baht 2 million	2
KfW Bankengruppe (KfW)	For small industry businesses	EUR 1.2 million	42	EUR 1.3 million	51
Total			**42**		**53**

24 Provisions for employee benefits

24.1 Defined contribution plan

The Bank, its subsidiaries and their employees have jointly established provident fund schemes under the Provident Fund Act B.E. 2530. The employees contribute to the funds at rates ranging from 2 - 15% of their basic salaries and the Bank and its subsidiaries contribute at rates ranging from 3 - 10%, depending on the number of years of service of each employee. The funds will be paid to the employees upon death, termination or dissolution of the business, in accordance with the rules of the funds. The fund assets are held separately from those of the Bank and its subsidiaries, under the management of the fund manager.

For the year ended 31 December 2024 and 2023, the Bank and its subsidiaries contributed Baht 745 million and Baht 770 million, respectively, to the funds *(Bank only: Baht 718 million and Baht 741 million, respectively)*.

24.2 Defined benefit plans

24.2.1 Detail of defined benefit plans

	Consolidated		Bank only	
	2024	2023	2024	2023
	(in million Baht)			
Post-employment benefit plans	4,328	4,230	4,174	4,071
Total	**4,328**	**4,230**	**4,174**	**4,071**

24.2.2 Movement in post-employment benefit obligations

	Consolidated		Bank only	
	2024	2023	2024	2023
	(in million Baht)			
Beginning balance	4,230	3,872	4,071	3,745
Employee benefits obligations transferred in/ (out)	-	-	1	(11)
Included in profit or loss				
Current service cost	445	431	426	415
Past service cost	73	33	71	32
Interest on obligation	111	97	106	94
	629	561	603	541
Included in other comprehensive income				
Actuarial (gain) loss	(172)	117	(153)	112
Others				
Benefits paid	(359)	(320)	(348)	(316)
	(359)	(320)	(348)	(316)
Ending balance	4,328	4,230	4,174	4,071

Actuarial (gain) loss recognised in other comprehensive income arising from:

	Consolidated		Bank only	
	2024	2023	2024	2023
	(in million Baht)			
Demographic assumptions	(4)	61	-	59
Financial assumptions	212	17	204	17
Experience adjustments	(380)	39	(357)	36
Total	(172)	117	(153)	112

24.2.3 Actuarial assumptions of post-employment benefit obligations

The following were the principal actuarial assumptions at the reporting date (expressed as weighted averages).

	Consolidated		Bank only	
	2024	2023	2024	2023
	(%)			
Discount rate	2.11 - 2.47	2.62 - 3.11	2.26	2.62
Future salary growth	4.00	4.00	4.00	4.00
Staff turnover rates	0.00 - 25.00	0.00 - 26.00	0.00 - 25.00	0.00 - 26.00

Assumptions regarding future mortality have been based on published statistics and mortality tables.

24.2.4 Sensitivity analysis of post-employment benefit obligations

Reasonably possible changes at the reporting date to one of the relevant actuarial assumptions, holding other assumptions constant, would have affected the defined benefit obligations by the amounts shown below.

	Consolidated 2024			
	Change (+) in assumption	Post-employment benefit obligations increase (decrease) *(in million Baht)*	Change (-) in assumption	Post-employment benefit obligations increase (decrease) *(in million Baht)*
Discount rate	+1%	(357)	-1%	410
Future salary growth	+1%	391	-1%	(348)
Turnover rate	+1%	(377)	-1%	243
Future mortality	+1 year	19	-1 year	(19)

	Consolidated 2023			
	Change (+) in assumption	Post-employment benefit obligations increase (decrease) *(in million Baht)*	Change (-) in assumption	Post-employment benefit obligations increase (decrease) *(in million Baht)*
Discount rate	+1%	(345)	-1%	396
Future salary growth	+1%	423	-1%	(375)
Turnover rate	+1%	(366)	-1%	232
Future mortality	+1 year	19	-1 year	(19)

	Bank only 2024			
	Change (+) in assumption	Post-employment benefit obligations increase (decrease) *(in million Baht)*	Change (-) in assumption	Post-employment benefit obligations increase (decrease) *(in million Baht)*
Discount rate	+1%	(345)	-1%	396
Future salary growth	+1%	378	-1%	(336)
Turnover rate	+1%	(364)	-1%	234
Future mortality	+1 year	18	-1 year	(18)

	Bank only 2023			
	Change (+) in assumption	Post-employment benefit obligations increase (decrease) *(in million Baht)*	Change (-) in assumption	Post-employment benefit obligations increase (decrease) *(in million Baht)*
Discount rate	+1%	(331)	-1%	379
Future salary growth	+1%	405	-1%	(359)
Turnover rate	+1%	(351)	-1%	224
Future mortality	+1 year	18	-1 year	(18)

Although the analysis does not take account of the full distribution of cash flows expected under the plan, it does provide an approximation of the sensitivity of the assumptions shown.

25 Provisions for other liabilities

The movement in provision for other liabilities during the year was as follows:

	Consolidated			
	Obligation for litigation cases and other claims *(note 34.2)*	Allowance for expected loss of credit commitments and financial guarantee contracts	Others	Total
	(in million Baht)			
Beginning balance	578	1,960	124	2,662
Provision increase (decrease)	(87)	62	19	(6)
Paid during the year	(287)	-	(35)	(322)
At 31 December 2023	**204**	**2,022**	**108**	**2,334**
Provision increase (decrease)	31	329	(64)	296
Paid during the year	(1)	-	(3)	(4)
At 31 December 2024	**234**	**2,351**	**41**	**2,626**

	Bank only			
	Obligation for litigation cases and other claims *(note 34.2)*	Allowance for expected loss of credit commitments and financial guarantee contracts	Others	Total
	(in million Baht)			
Beginning balance	578	1,960	124	2,662
Provision increase (decrease)	(87)	62	19	(6)
Paid during the year	(287)	-	(36)	(323)
At 31 December 2023	**204**	**2,022**	**107**	**2,333**
Provision increase (decrease)	31	339	(63)	307
Paid during the year	(1)	-	(3)	(4)
At 31 December 2024	**234**	**2,361**	**41**	**2,636**

26 Other liabilities

	Consolidated		Bank only	
	2024	2023	2024	2023
	(in million Baht)			
Deferred revenue for funds, bancassurance, credit card and others	15,991	16,741	15,992	16,742
Accrued expenses	7,883	8,825	7,833	8,573
Accrued interest expenses	2,109	2,073	2,079	2,062
Deposits and guarantees received	401	461	400	459
Collateral on derivative transactions	3,504	2,483	3,504	2,483
Suspense accounts electronic money and money transferred*	611	445	611	445
Lease liabilities**	1,762	1,477	1,747	1,426
Suspense account relating to debtors - others	3,820	4,601	3,805	4,589
Other payables	668	529	662	524
Corporate income tax payable	70	64	-	-
Others	1,990	3,332	1,975	3,309
Total	**38,809**	**41,031**	**38,608**	**40,612**

* The Bank has kept advance received from electronic transactions which is a part of cash in the statements of financial position as at 31 December 2024 and 2023 in the amount of Baht 1,500 million and Baht 1,300 million, respectively.

** As at 31 December 2024, the amount recorded was calculated from total undiscounted lease liabilities of Baht 1,909 million and Baht 1,893 million in the consolidated and the Bank's financial statements, respectively *(2023: Baht 1,555 million and Baht 1,503 million in the consolidated and the Bank's financial statements, respectively).*

27 Offsetting of financial assets and financial liabilities

The Bank and its subsidiaries currently hold agreements including derivatives and sale-and-repurchase agreements which do not meet the criteria for offsetting in the Consolidated and the Bank's statements of financial position because such agreements are created in the way that the parties have to agree a right of set-off the agreed amounts that is enforceable only following an event of default, insolvency or bankruptcy of the Bank or the counterparties or following other predetermined events. For derivatives, the rights to call are agreed by both parties with specific call frequency and threshold. According to the agreements, the Bank and its subsidiaries receive and give collateral in form of cash and marketable securities. The details are as follows:

	Consolidated and Bank only 2024				
	Gross Amount	Amount offset in statements of financial position	Amount presented in statements of financial position	Amounts not offset in financial statements - Amount eligible for offsetting per contracts	Net amount
			(in million Baht)		
Financial assets					
Reverse sale-and-repurchase	177,587	-	177,587	(177,587)	-
Derivatives assets	6,502	-	6,502	(3,504)	2,998
Total	**184,089**	-	**184,089**	**(181,091)**	**2,998**
Financial liabilities					
Sale-and-repurchase	60,050	-	60,050	(60,050)	-
Derivatives liabilities	2,832	-	2,832	(696)	2,136
Total	**62,882**	-	**62,882**	**(60,746)**	**2,136**

	Consolidated and Bank only 2023				
	Gross Amount	Amount offset in statements of financial position	Amount presented in statements of financial position	Amounts not offset in financial statements - Amount eligible for offsetting per contracts	Net amount
			(in million Baht)		
Financial assets					
Reverse sale-and-repurchase	168,170	-	168,170	(168,170)	-
Derivatives assets	5,471	-	5,471	(2,483)	2,988
Total	**173,641**	-	**173,641**	**(170,653)**	**2,988**
Financial liabilities					
Sale-and-repurchase	56,500	-	56,500	(56,500)	-
Derivatives liabilities	2,449	-	2,449	(253)	2,196
Total	**58,949**	-	**58,949**	**(56,753)**	**2,196**

Reconciliation to the net amounts of financial assets and financial liabilities presented in the statements of financial position are as follows:

	Consolidated 2024				
Type of financial instruments	Amount presented in statements of financial position *(in million Baht)*	Items in statements of financial position	*Note*	Carrying amount in statements of financial position	Carrying amount in statements of financial position that are not qualify for offsetting *(in million Baht)*
Financial assets					
Reverse sale-and-repurchase	177,587	Interbank and money market items, net (Assets)	*9*	288,562	110,975
Derivatives assets	6,502	Derivatives assets	*11*	8,663	2,161
Total	**184,089**			**297,225**	**113,136**
Financial liabilities					
Sale-and-repurchase	60,050	Interbank and money market items (Liabilities)	*21*	90,184	30,134
Derivatives liabilities	2,832	Derivatives liabilities	*11*	7,156	4,324
Total	**62,882**			**97,340**	**34,458**

	Consolidated 2023				
Type of financial instruments	Amount presented in statements of financial position *(in million Baht)*	Items in statements of financial position	*Note*	Carrying amount in statements of financial position	Carrying amount in statements of financial position that are not qualify for offsetting *(in million Baht)*
Financial assets					
Reverse sale-and-repurchase	168,170	Interbank and money market items, net (Assets)	*9*	267,486	99,316
Derivatives assets	5,471	Derivatives assets	*11*	7,236	1,765
Total	**173,641**			**274,722**	**101,081**
Financial liabilities					
Sale-and-repurchase	56,500	Interbank and money market items (Liabilities)	*21*	87,794	31,294
Derivatives liabilities	2,449	Derivatives liabilities	*11*	5,707	3,258
Total	**58,949**			**93,501**	**34,552**

				Bank only 2024	
Type of financial instruments	Amount presented in statements of financial position *(in million Baht)*	Items in statements of financial position	*Note*	Carrying amount in statements of financial position	Carrying amount in statements of financial position that are not qualify for offsetting *(in million Baht)*
Financial assets					
Reverse sale-and-repurchase	177,587	Interbank and money market items, net (Assets)	*9*	288,531	110,944
Derivatives assets	6,502	Derivatives assets	*11*	8,663	2,161
Total	**184,089**			**297,194**	**113,105**
Financial liabilities					
Sale-and-repurchase	60,050	Interbank and money market items (Liabilities)	*21*	90,184	30,134
Derivatives liabilities	2,832	Derivatives liabilities	*11*	7,156	4,324
Total	**62,882**			**97,340**	**34,458**

				Bank only 2023	
Type of financial instruments	Amount presented in statements of financial position *(in million Baht)*	Items in statements of financial position	*Note*	Carrying amount in statements of financial position	Carrying amount in statements of financial position that are not qualify for offsetting *(in million Baht)*
Financial assets					
Reverse sale-and-repurchase	168,170	Interbank and money market items, net (Assets)	*9*	267,469	99,299
Derivatives assets	5,471	Derivatives assets	*11*	7,236	1,765
Total	**173,641**			**274,705**	**101,064**
Financial liabilities					
Sale-and-repurchase	56,500	Interbank and money market items (Liabilities)	*21*	87,794	31,294
Derivatives liabilities	2,449	Derivatives liabilities	*11*	5,707	3,258
Total	**58,949**			**93,501**	**34,552**

The gross amounts of financial assets and financial liabilities and their net amounts disclosed in the above tables have been measured in the statements of financial position on the following bases:

- Derivative assets and liabilities: fair value;
- Assets and liabilities resulting from sale-and-repurchase agreements and reverse sale-and-repurchase agreements: amortised cost.

28 Share capital

	Par value per share (in Baht)	2024 Number of shares	2024 Amount	2023 Number of shares	2023 Amount
			(million shares / million Baht)		
Authorised shares at 31 December	**0.95**	**97,831**	**92,939**	**97,831**	**92,939**
Issued and paid-up					
At 1 January					
- ordinary shares	0.95	97,101	92,246	96,776	91,937
Issue of new shares	0.95	300	285	325	309
At 31 December					
- ordinary shares	**0.95**	**97,401**	**92,531**	**97,101**	**92,246**

During the year ended 31 December 2024, the Bank issued ordinary shares as follows:

1. The Bank issued ordinary shares under the TTB-W1 Warrants Program of 2,044,214 ordinary shares with a par value of Baht 0.95 per share. The increase of the issued ordinary shares was registered with the Department of Business Development, Ministry of Commerce on 5 January 2024.

2. The Bank issued ordinary shares under the TTB-W1 Warrants Program of 193,207,224 ordinary shares with a par value of Baht 0.95 per share. The increase of the issued ordinary shares was registered with the Department of Business Development, Ministry of Commerce on 3 April 2024.

3. The Bank issued ordinary shares under the TTB-W1 Warrants Program of 542,706 ordinary shares with a par value of Baht 0.95 per share. The increase of the issued ordinary shares was registered with the Department of Business Development, Ministry of Commerce on 5 July 2024.

4. The Bank issued ordinary shares under the TTB-W1 Warrants Program of 104,128,536 ordinary shares with a par value of Baht 0.95 per share. The increase of the issued ordinary shares was registered with the Department of Business Development, Ministry of Commerce on 3 October 2024.

During the year ended 31 December 2023, the Bank issued ordinary shares as follows:

1. The Bank issued ordinary shares under the TTB-W1 Warrants Program of 161,442 ordinary shares with a par value of Baht 0.95 per share. The increase of the issued ordinary shares was registered with the Department of Business Development, Ministry of Commerce on 17 January 2023.

2. The Bank issued ordinary shares under the TTB-W1 Warrants Program of 1,420,100 ordinary shares with a par value of Baht 0.95 per share. The increase of the issued ordinary shares was registered with the Department of Business Development, Ministry of Commerce on 5 April 2023.

3. The Bank issued ordinary shares under the TTB-W1 Warrants Program of 87,912,357 ordinary shares with a par value of Baht 0.95 per share. The increase of the issued ordinary shares was registered with the Department of Business Development, Ministry of Commerce on 7 July 2023.

4. The Bank issued ordinary shares under the TTB Stock Retention Program 2021 of 79,623,874 ordinary shares with a par value of Baht 0.95 per share to its employees. The increase of the issued ordinary shares was registered with the Department of Business Development, Ministry of Commerce on 2 October 2023.

5. The Bank issued ordinary shares under the TTB-W1 Warrants Program of 156,296,307 ordinary shares with a par value of Baht 0.95 per share. The increase of the issued ordinary shares was registered with the Department of Business Development, Ministry of Commerce on 4 October 2023.

29 Legal reserve

Pursuant to section 116 of the Public Limited Company Act B.E. 2535 and under the Bank's Articles of Association, the Bank and its subsidiaries is required to set aside a statutory reserve at least 5 percent of its net earnings after deducting accumulated deficit brought forward (if any) until the reserve reaches 10 percent of the registered capital. The statutory reserve is not available for dividend distribution.

30 Warrant - TTB-W1 Warrants Program

Information of TTB-W1 Warrants Program

On 12 April 2022, the 2022 Annual General Meeting of the Bank's shareholders passed resolutions approving the issuance and allocation of the Warrants (TTB-W1 Warrants Program) to current shareholders of the Bank. Summary of the program is detail below:

Issuance date:	11 May 2022
Number of warrants issued and allocated:	Not exceeding 966,228,745 units
Offered price per unit:	Baht 0 (Zero Baht) (at no cost)
Term of warrant:	3 years from the issuance date of the TTB-W1 Warrants
Exercise rate:	1 unit of the TTB-W1 Warrant for 1 ordinary share
Exercise price:	Baht 0.95 per share, unless the exercise price is adjusted otherwise pursuant to the conditions concerning the rights adjustment
Exercise period:	Every last business day of March, June, September and December of every year throughout the term of the TTB-W1 Warrants

Details of unexercised warrants were as follows:

Warrants	Par value	Exercise price	Number of warrants issued and allocated	Cumulative exercised warrants	Balance of unexercised warrants as at 31 December 2024
	(Baht/shares)			*(Units)*	
TTB-W1 Warrants Program	0.95	0.95	965,000,849*	(554,440,703)	410,560,146

* Excluding the number of shares which were not allocated according to the Terms and Conditions Governing the Rights and Obligations of the Issuer and Holders of the Warrants to purchase the newly issued ordinary shares of TMBThanachart Bank Public Company Limited No. 1 (TTB-W1)

Details of exercised warrants during the period is mentioned in note 28.

31 Employee Joint Investment Program

On 29 January 2024, the Board of Directors Meeting No. 1/2024 approved the 2024 Employee Joint Investment Program (EJIP2024). Summary of the program is detail below:

Program tenor:	3 years and 5 months (March 2024 - July 2027)
Eligibility:	Permanent staffs and executives of the Bank and its subsidiaries based on the Bank's defined criteria.
Share contribution:	4 times in March, June, September, and December 2024.
Program features and operation:	Share contribution consists of employee's contribution and the Bank's contribution based on the Bank's defined criteria.

	The Bank has delegated to the agent to buy the shares in SET under EJIP Program by the period of each contribution and allocate those shares to program participants' accounts.
Silent period:	Participated staffs and executives can sell their accumulated shares each year as follows: - By 30 July 2025, not exceeding 20%, - By 30 July 2026, not exceeding 50%, - By 30 July 2027, all accumulated shares can be sold.
Condition of program termination:	The termination of program membership commences once the employee status ends and based on the Bank's defined criteria. The participated staffs must follow the defined criteria relating to shares under the Bank's contribution.

On 21 February 2023, the Board of Directors Meeting No. 2/2023 approved the 2023 Employee Joint Investment Program (EJIP2023). Summary of the program is detail below:

Program tenor:	2 years and 10 months (March 2023 - December 2025)
Eligibility:	Permanent staffs and executives of the Bank and its subsidiaries based on the Bank's defined criteria.
Share contribution:	2 times in March and June 2023.
Program features and operation:	Share contribution consists of employee's contribution and the Bank's contribution based on the Bank's defined criteria. The Bank has delegated to the agent to buy the shares in SET under EJIP Program by the period of each contribution and allocate those shares to program participants' accounts.
Silent period:	Participated staffs and executives can sell their accumulated shares each year as follows: - By 20 December 2023, not exceeding 20%, - By 20 December 2024, not exceeding 50%, - By 20 December 2025, all accumulated shares can be sold.
Condition of program termination:	The termination of program membership commences once the employee status ends and based on the Bank's defined criteria. The participated staffs must follow the defined criteria relating to shares under the Bank's contribution.

32 Appropriation of profit and dividend payment

(a) On 24 September 2024, the Board of Directors' Meeting of the Bank passed a resolution approving payment of an interim dividend of Baht 0.065 per share from the Bank's first-half operating profit of 2024 to the ordinary shareholders, or a total of Baht 6,331 million. The Bank paid such dividend to its shareholders on 24 October 2024.

(b) On 9 April 2024, the 2024 Annual General Meeting of the Bank's shareholders passed resolutions approving/ acknowledging as follows:

(1) Approving to not allocating net profit from 2023 operating results to the legal reserve as the Bank's legal reserve is sufficient as required by laws and the Bank's Articles of Association.

(2) Acknowledging the interim dividend payment to the Bank's ordinary shareholders on 25 October 2023.

(3) Approving the payment of a dividend of Baht 0.105 per share from the 2023 operating profit to the Bank's ordinary shareholders, totalling Baht 10,205 million. Since the Bank already paid the interim dividend from the net profit of the Bank's first-half operating profit at the rate of Baht 0.05 per share, totalling Baht 4,855 million to the Bank's ordinary shareholders on 25 October 2023 with approval from the Board of Directors' Meeting, the remaining dividend to be paid was at the rate of Baht 0.055 per share, totalling Baht 5,350 million. The Bank paid such dividend to its shareholders on 8 May 2024.

(c) On 26 September 2023, the Board of Directors' Meeting of the Bank passed a resolution approving payment of an interim dividend of Baht 0.05 per share from the Bank's first-half operating profit of 2023 to the ordinary shareholders, or a total of Baht 4,855 million. The Bank paid such dividend to its shareholders on 25 October 2023.

(d) On 5 April 2023, the 2023 Annual General Meeting of the Bank's shareholders passed resolutions approving/ acknowledging as follows:

(1) Approving to not allocating net profit from 2022 operating results to the legal reserve as the Bank's legal reserve is sufficient as required by laws and the Bank's Articles of Association.

(2) Acknowledging the interim dividend payment to the Bank's ordinary shareholders on 22 September 2022.

(3) Approving the payment of a dividend of Baht 0.073 per share from the 2022 operating profit to the Bank's ordinary shareholders, totalling Baht 7,062 million. Since the Bank already paid the interim dividend from the net profit of the Bank's first-half operating profit at the rate of Baht 0.02 per share, totalling Baht 1,933 million to the Bank's ordinary shareholders on 22 September 2022 with approval from the Board of Directors' Meeting, the remaining dividend to be paid was at the rate of Baht 0.053 per share, totalling Baht 5,129 million. The Bank paid such dividend to its shareholders on 3 May 2023.

33 Assets pledged as collateral and under restriction

Assets pledged as collateral and under restriction as at 31 December 2024 and 2023 were as follows:

	Consolidated		Bank only	
	2024	2023	2024	2023
	(in million Baht)			
Investments in securities pledged as collateral for repurchase transactions and liquidity management and pledged as collateral with government departments and state enterprises	82,350	97,402	82,350	97,402
Property foreclosed under restriction	6,408	6,152	6,221	6,152
Total	**88,758**	**103,554**	**88,571**	**103,554**

34 Commitments and contingent liabilities

34.1 Commitments

	Consolidated	
	2024	2023
	(in million Baht)	
Avals to bills	176	933
Guarantees of loans/bond	124	124
Liability under unmatured import bills	2,265	2,620
Letters of credit	9,368	12,492
Other commitments		
- Other guarantees	67,712	73,582
- Amount of unused bank overdrafts	119,638	114,428
- Committed line	11,549	7,941
- Others [(1)]	20,394	2,874
Total	**231,226**	**214,994**

[(1)] As at 31 December 2024 and 2023, this included the financial assets accepted as collateral that had been sold or pledged amounting to Baht 19,020 million and Baht 1,981 million, respectively. The Bank and its subsidiaries are obliged to return those securities in equivalent amount.

	Bank only	
	2024	2023
	(in million Baht)	
Avals to bills	176	933
Guarantees of loans/bond	4,175	7,092
Liability under unmatured import bills	2,265	2,620
Letters of credit	9,368	12,492
Other commitments		
- Other guarantees	67,712	73,582
- Amount of unused bank overdrafts	119,638	114,428
- Committed line	11,549	7,941
- Others [(1)]	20,394	2,874
Total	**235,277**	**221,962**

[(1)] As at 31 December 2024 and 2023, this included the financial assets accepted as collateral that had been sold or pledged amounting to Baht 19,020 million and Baht 1,981 million, respectively. The Bank is obliged to return those securities in equivalent amount.

As at 31 December 2024 and 2023, the Bank and its subsidiaries had purchase and sales of investment in debt securities with net sales amounting to Baht 243 million and net sales amounting to Baht 5,208 million, respectively *(Bank only:* net sales *amounting to Baht 243 million and net sales amounting to Baht 5,208 million, respectively),* for which the settlement was not due at the reporting date.

34.2 Litigation and other claims

(a) As at 31 December 2024 and 2023, the Bank and its subsidiaries were claimed pursuant to obligations under the letters of guarantee and other claims for 172 cases and 141 cases, respectively *(Bank only: claims for 171 cases and 141 cases, respectively)*. The said claims were made against the Bank and its subsidiaries for the approximate liability amounts of Baht 1,003 million [(1)] and Baht 1,777 million [(1)], respectively *(Bank only: Baht 1,003 million [(1)] and Baht 1,777 million [(1)], respectively)*.

(b) As at 31 December 2024 and 2023, the Bank and its subsidiaries have recognised provisions for possible loss from the litigation and other claims totalling Baht 234 million and Baht 204 million, respectively (*Bank only: Baht 234 million and Baht 204 million, respectively*). The management considers that the provision established for such potential loss due to the said litigation and other claims is adequate.

[(1)] Excluding the liabilities of the Bank and its subsidiaries as at 31 December 2024 and 2023 of Baht 1,605 million and Baht 660 million, respectively *(Bank only: Baht 1,605 million and Baht 660 million, respectively)*, which the Court of First Instance and the Appeals Court dismissed the cases.

35 Related parties

For the purposes of these financial statements, parties are considered to be related to the Bank and its subsidiaries if the Bank and its subsidiaries have the ability, directly or indirectly, to control or jointly control the party or exercise significant influence over the party in making financial and operating decisions, or vice versa, or where the Bank and the party are subject to common control or common significant influence. Related parties may be individuals or other entities.

Definitions and characteristics of relationships

Related parties are as follows:

1. Major shareholders are the shareholders who own over 10% of the Bank's paid-up share capital.
2. Subsidiaries
3. Associate
4. Key management personnel of the Bank and its subsidiaries
5. Other related parties are:
   - 5.1 Close family members of key management personnel
   - 5.2 Entities in which key management personnel and their close family members hold over 10% of paid-up share capital
   - 5.3 Entities of which key management personnel and their close family members are directors exercising control or having significant influence
   - 5.4 Related companies of major shareholders
   - 5.5 Entities in which related companies of major shareholders hold over 10% of paid-up share capital
   - 5.6 Entities in which the Bank and its subsidiaries hold over 10% of paid-up share capital (excluding subsidiaries and associate)

The additional information on investments in subsidiaries and associate is disclosed in note 13.

Relationships with key management and other related parties were as follows:

Name of entity/Personnel	Country of incorporation/ Nationality	Nature of relationship
Key management personnel	Thai and other nationalities	Persons having authority and responsibility for planning, directing and controlling the activities of the Bank, directly or indirectly, including any director (whether executive or otherwise) of the Bank and its subsidiaries
Ministry of Finance	Thailand	The major shareholder of the Bank owning over 10% of the Bank's paid-up share capital
ING Bank N.V.	The Netherlands	The major shareholder of the Bank owning over 10% of the Bank's paid-up share capital
Thanachart Capital PCL.	Thailand	The major shareholder of the Bank owning over 10% of the Bank's paid-up share capital
Vayupak Fund1	Thailand	The major shareholder of the Bank owning over 10% of the Bank's paid-up share capital
Entities whose shares have been owned or have been controlled by the major shareholders	Thailand	Related through the major shareholder of the Bank, owning over 10% of the Bank's paid-up share capital
Phahonyothin Asset Management Co., Ltd.	Thailand	Subsidiary, 100% shareholding, more than 50% of directors are representatives of the Bank
TBCO PCL. [(1)]	Thailand	Before 10 November 2023, Subsidiary, liquidator is a representative of the Bank
TMBThanachart Broker Co., Ltd.	Thailand	Subsidiary, 100% shareholding, more than 50% of directors are representatives of the Bank
TTB Consumer Co., Ltd.	Thailand	Subsidiary, 100% shareholding, more than 50% of directors are representatives of the Bank
Eastspring Asset Management (Thailand) Co., Ltd.	Thailand	Associated, 40.5% shareholding, less than 50% of directors are representatives of the Bank

[(1)] Liquidation registration at Ministry of Commerce had been completed since 10 November 2023.

The pricing policies for particular types of transactions are explained further below:

Transactions	Pricing policies
Interest rates of loans	Based on market rate and the collateral consideration process, the same as the Bank's normal course of business, except for the interest rates of staff welfare loans which are in accordance with the Bank's regulation.
Fee and service income	Registrar and related services, money transfer services for unit holders, agents and support services for funds managed by its associate are charged by the Bank at the rate based on conditions specified in contracts negotiated in the normal course of business, taking into account the size of funds and the purchase and sale volumes of investment units.
Interest rate on deposits and borrowings	Based on market rate
Fee and services income for other types of services	Based on market price
Branch office rental and related service	Based on market rate
Sale of non-performing assets to a subsidiary	Based on market price
Dividend income	At declared

35.1 Significant related parties transactions with key management and other related parties

Significant related parties transactions for the year ended 31 December 2024 and 2023 with key management and other related parties were as follows:

	Consolidated 2024					
	Interest income	Interest expenses	Fees and service income	Fees and service expenses	Other operating income	Other operating expenses
	(in million Baht)					
1. Major shareholders	2,636	10	5	-	-	14
2. Subsidiaries	-	-	-	-	-	-
3. Associate	-	7	1,187	-	-	-
4. Key management personnel of the Bank	2	7	-	-	-	-
5. Other related parties	1,666	1,204	1,155	251	301	382

	Consolidated 2023					
	Interest income	Interest expenses	Fees and service income	Fees and service expenses	Other operating income	Other operating expenses
	(in million Baht)					
1. Major shareholders	674	16	2	-	-	21
2. Subsidiaries	-	-	-	-	-	-
3. Associate	-	2	1,088	4	-	-
4. Key management personnel of the Bank	2	5	-	-	-	-
5. Other related parties	1,241	674	1,277	218	236	303

	Bank only 2024					
	Interest income	Interest expenses	Fees and service income	Fees and service expenses	Other operating income	Other operating expenses
	(in million Baht)					
1. Major shareholders	2,636	10	5	-	-	14
2. Subsidiaries	19	5	89	492	620	76
3. Associate	-	7	1,187	-	287	-
4. Key management personnel of the Bank	2	7	-	-	-	-
5. Other related parties	1,666	1,204	692	251	301	382

	Bank only 2023					
	Interest income	Interest expenses	Fees and service income	Fees and service expenses	Other operating income	Other operating expenses
	(in million Baht)					
1. Major shareholders	674	16	2	-	-	21
2. Subsidiaries	3	9	93	520	455	75
3. Associate	-	2	1,088	4	248	-
4. Key management personnel of the Bank	2	5	-	-	-	-
5. Other related parties	1,241	674	856	218	236	303

During the year ended 31 December 2024 and 2023, the Bank sold written-off non-performing loans to a subsidiary at selling price of Baht 83 million and Baht 103 million which presented as a deduction from "Expected credit loss" in the Bank's statements of profit or loss and other comprehensive income for the year ended 31 December 2024 and 2023, respectively.

During the year ended 31 December 2024 and 2023, the Bank sold non-performing loans, with principal totalling approximately Baht 2,522 million and Baht 2,463 million to a subsidiary, respectively. The selling price in lower and excess of the carrying amount of those non-performing loans were presented as "Expected credit loss" and presented as a deduction from "Expected credit loss" in the Bank's statements of profit or loss and other comprehensive income for the year ended 31 December 2024 and 2023, respectively.

During the year ended 31 December 2024, the Bank did not sell properties for sale to a subsidiary *(During the year ended 31 December 2023, the Bank sold properties for sale, with carrying amount totalling Baht 999 million to a subsidiary. The selling price in excess of the carrying amount of those properties for sale was presented in "Other operating income" in the Bank only statement of profit or loss and other comprehensive income for the year ended 31 December 2023)*

35.2 Outstanding balances with related parties

As at 31 December 2024 and 2023, significant outstanding balances with related persons or parties were as follows:

35.2.1 Significant balances between the Bank and its subsidiaries and their major shareholders as at 31 December 2024 and 2023 were as follows:

	Consolidated		Bank only	
	2024	2023	2024	2023
	(in million Baht)			
Financial assets measured at fair value through profit or loss				
Ministry of Finance	2,406	1,197	2,406	1,197
Vayupak Fund1	6,131	-	6,131	-
Investments				
Ministry of Finance	108,425	139,001	108,425	139,001
Loans to customers and accrued interest receivables, net				
Ministry of Finance	8,104	19,626	8,104	19,626
Other assets				
Ministry of Finance	193	162	193	162
Deposits (including interbank and money market items - liabilities)				
ING Bank N.V.	4	3	4	3
Thanachart Capital PCL.	20	332	20	332

35.2.2 Significant balances between the Bank and its subsidiaries and associate as at 31 December 2024 and 2023 were as follows:

	Consolidated		Bank only	
	2024	2023	2024	2023
	(in million Baht)			
Other assets				
Phahonyothin Asset Management Co., Ltd.	-	-	2	2
TMBThanachart Broker Co., Ltd.	-	-	19	24
TTB Consumer Co., Ltd.	-	-	1	2
Eastspring Asset Management (Thailand) Co., Ltd.	114	86	114	86
Total	**114**	**86**	**136**	**114**
Deposits (including interbank and money market items - liabilities)				
Phahonyothin Asset Management Co., Ltd.	-	-	176	787
TMBThanachart Broker Co., Ltd.	-	-	419	473
TTB Consumer Co., Ltd.	-	-	105	119
Eastspring Asset Management (Thailand) Co., Ltd.	528	360	528	360
Total	**528**	**360**	**1,228**	**1,739**
Other liabilities				
Phahonyothin Asset Management Co., Ltd.	-	-	1	2
TMBThanachart Broker Co., Ltd.	-	-	-	-
TTB Consumer Co., Ltd.	-	-	43	42
Eastspring Asset Management (Thailand) Co., Ltd.	2	-	2	-
Total	**2**	**-**	**46**	**44**
Commitments - Derivatives [(1)]				
Eastspring Asset Management (Thailand) Co., Ltd.	-	34	-	34
Commitments - Guarantee of bond issuance				
Phahonyothin Asset Management Co., Ltd.	-	-	4,052	6,968

[(1)] Presented in notional amount

35.2.3 Significant balances between the Bank and its subsidiaries, and their key management personnel as at 31 December 2024 and 2023 were as follows:

	Consolidated		Bank only	
	2024	2023	2024	2023
	(in million Baht)			
Loans to customers and accrued interest receivables, net	93	59	93	59
Deposits	461	395	461	395
Financial liabilities measured at fair value through profit or loss - Structured notes [(1)]	15	8	15	8
Other liabilities	-	-	-	-

[(1)] Presented in principle amount and notional amount

35.2.4 Significant balances between the Bank and its subsidiaries, and other related parties as at 31 December 2024 and 2023 were as follows:

	Consolidated		Bank only	
	2024	2023	2024	2023
	(in million Baht)			
Interbank and money market items - assets and loans to customers and accrued interest receivables, net	45,575	28,169	45,565	28,164
Investments	838	1,423	838	1,423
Other assets	96	90	54	62
Deposits (including interbank and money market items - liabilities)	38,873	30,355	38,873	30,355
Debts issued and borrowings (including interbank and money market items - liabilities)	20,304	10,513	20,304	10,513
Financial liabilities measured at fair value through profit or loss - Structured notes [(1)]	10	4	10	4
Other liabilities	54	84	54	84
Commitments - Derivatives [(2)]	48,996	45,331	48,996	45,331
Other commitments	2,419	1,295	2,419	1,295

[(1)] Presented in principle amount and notional amount

[(2)] Presented in notional amount

35.3 Senior management personnel compensation

For the year ended 31 December 2024 and 2023, senior management personnel compensation, included in profit or loss, was classified as follows:

	Consolidated		Bank only	
	2024	2023	2024	2023
	(in million Baht)			
Short-term employee benefits - directors	89	123	89	123
Short-term employee benefits - managements	878	951	871	934
Post-employment benefits	87	93	87	92
Employee benefits from share-based payments	70	63	70	63
Total	**1,124**	**1,230**	**1,117**	**1,212**

Senior management personnel of the Bank are directors, management personnel at the level “Chief”, “Head of” and equivalent to “Executive Vice President”, and related management personnel of Accounting or Finance. Senior management personnel of the subsidiaries are those at the level of director and executive officer upwards.

35.4 Other benefits payable to the senior management personnel

The Bank’s senior management personnel do not receive other benefits both in terms of monetary and non-monetary items, except for the benefits that are normally received as mentioned in note 35.3 such as monthly director remuneration, meeting allowance, salary and bonus. Directors who are the Bank’s executives and the representative directors who are the executives of ING Bank N.V. shall not receive director remuneration as per the criteria of the Bank and ING Bank N.V. Nevertheless, directors with permanent residence abroad can reimburse travelling and accommodation expenses in connection with the operation of the Bank’s business as actually incurred. Foreign executives are eligible for additional benefits, which are housing allowance, including utilities, telephone and home trip expenses in accordance with the established criteria.

36 Segment information

For management purposes, the Bank's businesses are divided into the following core segments, based on customer segmentation:

1. Commercial Banking

   1.1 Wholesale Banking: This serves large-sized and medium-sized business customer. The main products and services are corporate loans, letters of guarantee, deposits, trade finance and foreign exchange, supply chain solution, financial management, and other financial services.

   1.2 Small Enterprise: This serves small-size business customer. The main products and services are corporate loans, deposits and bancassurance.

2. Retail Banking: This represents individual persons. The main products and services are deposits, housing loans, hire purchase, finance lease, personal loans, cards services, bancassurance and mutual funds, and foreign currency services.

The Bank evaluates segment performance based on profit from operation, using the same accounting policies as those used in its preparation of the financial statements.

The operating segment information, as reported below, is reported in a consistent manner with the Bank's internal reports that are regularly reviewed by the Chief Operating Decision Maker in order to make decisions on the allocation of resources to the operating segments and assess their performance. The Chief Operating Decision Maker has been identified as the Chief Executive Committee.

Information about reportable segment:

For the year ended 31 December 2024	Consolidated				
	Commercial Banking	Retail Banking	Other segments	Elimination	Total
			(in million Baht)		
Net interest income	15,816	37,739	2,923	(26)	56,452
Net non-interest income	3,645	6,856	3,143	(756)	12,888
Total operating income	19,461	44,595	6,066	(782)	69,340
Operating expenses	(2,794)	(12,000)	(14,970)	216	(29,548)
Profit from operation	16,667	32,595	(8,904)	(566)	39,792
Expected credit loss					(19,816)
Profit before income tax					**19,976**
Tax (expense) income					1,055
Profit for the year					**21,031**

For the year ended 31 December 2023	Consolidated				
	Commercial Banking	Retail Banking	Other segments (Restated)	Elimination	Total
			(in million Baht)		
Net interest income	15,510	38,025	3,702	(30)	57,207
Net non-interest income	3,872	7,585	2,665	(513)	13,609
Total operating income	19,382	45,610	6,367	(543)	70,816
Operating expenses	(3,094)	(12,014)	(15,850)	264	(30,694)
Profit from operation	16,288	33,596	(9,483)	(279)	40,122
Expected credit loss					(22,440)
Profit before income tax					**17,682**
Tax (expense) income					940
Profit for the year					**18,622**

Reconciliation of reportable segment profit or loss

For the year ended 31 December 2024	Consolidated			
	Net interest income	Net non-interest income	Operating expenses	Expected credit loss
		(in million Baht)		
Segment reporting	56,452	12,888	(29,548)	(19,816)
Expected credit loss	-	59	(123)	64
Others	-	-	100	(100)
Consolidated financial statements	**56,452**	**12,947**	**(29,571)**	**(19,852)**

For the year ended 31 December 2023	Consolidated			
	Net interest income	Net non-interest income	Operating expenses	Expected credit loss
		(Restated)		
		(in million Baht)		
Segment reporting	57,207	13,609	(30,694)	(22,440)
Expected credit loss	-	212	(278)	66
Others	-	(53)	(122)	175
Consolidated financial statements	**57,207**	**13,768**	**(31,094)**	**(22,199)**

	Consolidated 2024				
	Commercial Banking	Retail Banking	Other segments	Elimination	Total
			(in million Baht)		
Loans to customers	450,128	753,403	40,542	(3,199)	1,240,874
Deposits	367,323	961,829	-	(558)	1,328,594

	Consolidated 2023				
	Commercial Banking	Retail Banking	Other segments	Elimination	Total
			(in million Baht)		
Loans to customers	476,040	809,768	41,258	898	1,327,964
Deposits	410,463	977,497	-	(1,379)	1,386,581

37 Financial position and results of operations classified by domestic and foreign business

37.1 As at 31 December 2024 and 2023, the financial position classified by domestic and foreign business was as follows:

	Consolidated					
	2024			2023		
	Domestic business	Foreign business	Total	Domestic business	Foreign business (Restated)	Total
	(in million Baht)					
Total assets	1,748,523	-	1,748,523	1,822,510	53	1,822,563
Interbank and money market items, net (assets)	288,562	-	288,562	267,437	49	267,486
Financial assets measured at fair value through profit or loss	10,381	-	10,381	2,470	-	2,470
Investments, net	156,350	-	156,350	179,088	-	179,088
Investments in subsidiaries and associate, net	8,584	-	8,584	8,614	-	8,614
Loans to customers and accrued interest receivables, net	1,190,289	-	1,190,289	1,273,136	-	1,273,136
Deposits	1,328,594	-	1,328,594	1,386,581	-	1,386,581
Interbank and money market items (liabilities)	90,184	-	90,184	87,794	-	87,794
Debts issued and borrowings	29,247	-	29,247	53,122	6,409	59,531

37.2 The results of operations classified by domestic and foreign business for the year ended 31 December 2024 and 2023 were as follows:

	Consolidated					
For the year ended 31 December		2024			2023	
	Domestic business	Foreign business	Total	Domestic business	Foreign business (Restated)	Total
			(in million Baht)			
Interest income	82,994	(211)	82,783	79,132	2	79,134
Interest expenses	(26,163)	(168)	(26,331)	(21,540)	(387)	(21,927)
Net interest income (expenses)	56,831	(379)	56,452	57,592	(385)	57,207
Net fees and service income (expenses)	9,373	-	9,373	10,368	(6)	10,362
Total other operating income	3,641	(67)	3,574	3,339	67	3,406
Total other operating expenses	(29,569)	(2)	(29,571)	(31,090)	(4)	(31,094)
Profit (loss) from operations before expected credit loss and income tax	**40,276**	**(448)**	**39,828**	**40,209**	**(328)**	**39,881**

38 Interest income

	Consolidated		Bank only	
For the year ended 31 December	2024	2023	2024	2023
		(in million Baht)		
Interbank and money market items	7,072	4,468	7,072	4,468
Investments and trading transactions	159	55	159	55
Investments in debt securities	3,655	2,910	3,655	2,910
Loans to customers	49,556	48,902	49,385	48,765
Hire purchase and finance leases	22,341	22,798	22,341	22,798
Others	-	1	-	1
Total	**82,783**	**79,134**	**82,612**	**78,997**

39 Interest expenses

	Consolidated		Bank only	
For the year ended 31 December	2024	2023	2024	2023
		(in million Baht)		
Deposits	15,561	11,195	15,566	11,204
Interbank and money market items	2,231	1,732	2,231	1,732
Contribution to Deposits Protection Agency and BoT	6,343	6,434	6,343	6,434
Debts issued				
- Subordinated debentures	1,160	1,709	1,160	1,582
- Others	970	798	819	798
Borrowings	16	22	14	20
Others	50	37	50	36
Total	**26,331**	**21,927**	**26,183**	**21,806**

40 Net fees and service income

	Consolidated		Bank only	
For the year ended 31 December	2024	2023	2024	2023
		(in million Baht)		
Fees and service income				
- Acceptance, avals and guarantees	535	555	538	558
- ATM, Debit card, Credit card, Flash card and other banking electronic	4,480	4,349	4,490	4,358
- Sales representative of Funds and Bancassurance	6,303	7,122	5,324	6,222
- Others	1,768	1,981	1,746	1,978
Total	**13,086**	**14,007**	**12,098**	**13,116**
Fees and service expenses				
- ATM, Debit card, Credit card, Flash card and other banking electronic	(2,716)	(2,742)	(2,715)	(2,740)
- Others	(997)	(903)	(1,384)	(1,327)
Total	**(3,713)**	**(3,645)**	**(4,099)**	**(4,067)**
Net	**9,373**	**10,362**	**7,999**	**9,049**

41 Gain on financial instruments measured at fair value through profit or loss, net

	Consolidated		Bank only	
For the year ended 31 December	2024	2023	2024	2023
	(in million Baht)			
Gain (loss) on trading and foreign exchange transactions				
- Foreign currencies and foreign exchange derivatives	1,867	1,297	1,867	1,297
- Interest rates derivatives	(24)	106	(24)	106
- Other derivatives	(22)	(10)	(22)	(10)
- Debt securities	71	(3)	71	(3)
Loss on financial instruments designated at FVTPL				
- Structured notes	(102)	(25)	(102)	(25)
Gain (loss) on derivative held for risk management	(23)	268	(23)	331
Gain on others				
- Equity securities	3	34	3	34
Total	1,770	1,667	1,770	1,730

42 Gain (loss) on investments, net

Net gain (loss) on investments included in profit or loss for the year ended 31 December 2024 and 2023 were as follows:

	Consolidated		Bank only	
For the year ended 31 December	2024	2023	2024	2023
	(in million Baht)			
Gain (loss) from derecognition				
- Investments in debt securities measured at FVOCI	244	52	147	(4)
- Investments in subsidiary	-	-	-	(1)
Total	244	52	147	(5)

43 Expected credit loss

Expected credit loss (reversal) for the year ended 31 December 2024 and 2023 were as follows:

	Consolidated		Bank only	
For the year ended 31 December	2024	2023	2024	2023
	(in million Baht)			
Interbank and money market items	118	(5)	118	(5)
Investments in debt securities measured at FVOCI	(1,603)	(20)	(1,598)	(12)
Investments in debt securities measured at amortised costs	2	3	2	3
Loans to customers and accrued interest receivables	20,996	22,159	21,167	22,261
Loan commitments and financial guarantee contracts	339	62	339	62
Total	19,852	22,199	20,028	22,309

44 Earnings per share

Basic earnings per share

The calculations of basic earnings per share for the year ended 31 December 2024 and 2023 were based on the profit for the year attributable to equity holders of the Bank and the number of ordinary shares outstanding during the year as follows:

	Consolidated		Bank only	
For the year ended 31 December	2024	2023 (Restated)	2024	2023 (Restated)
		(in million Baht)		
Profit for the year attributable to equity holders of the Bank *(in million Baht)*	21,031	18,622	21,072	18,586
Weighted average number of ordinary shares outstanding *(in million shares)*	97,269	96,876	97,269	96,876
Basic earnings per share *(in Baht)*	0.22	0.19	0.22	0.19

Diluted earnings per share

The calculations of diluted earnings per share for the year ended 31 December 2024 and 2023 were based on the profit for the year attributable to equity holders of the Bank and the number of ordinary shares outstanding during the year after adjusting for the effects of all dilutive potential ordinary shares as follows:

	Consolidated		Bank only	
For the year ended 31 December	2024	2023 (Restated)	2024	2023 (Restated)
		(in million Baht)		
Profit for the year attributable to equity holders of the Bank *(in million Baht)*	21,031	18,622	21,072	18,586
Weighted average number of ordinary shares outstanding *(in million shares)*	97,269	96,876	97,269	96,876
Effect of dilutive potential ordinary shares from TTB TSRP 2021 and TTB-W1 Warrants *(in million shares)*	255	415	255	415
Weighted average number of diluted ordinary shares outstanding *(in million shares)*	97,524	97,291	97,524	97,291
Diluted earnings per share *(in Baht)*	0.22	0.19	0.22	0.19

45 Events after the reporting period

45.1 Issuances of ordinary shares under the TTB-W1 Warrants Program

The Bank issued ordinary shares under the TTB-W1 Warrants Program of 2,624,598 ordinary shares with a par value of Baht 0.95 per share. The increase of the issued ordinary shares was registered with the Department of Business Development, Ministry of Commerce on 6 January 2025.

45.2 The Share Repurchase Project for Financial Management Purpose

On 28 January 2025, the Board of Director's Meeting No. 1/2025 has passed a resolution in relation to the approval of the Share Repurchase Project for financial management purposes with a total budget not exceeding Baht 21,000 million over a three-year period from 2025 to 2027. The Bank will conduct its first share repurchase in 2025 with a total budget not exceeding Baht 7,000 million. The number of shares to be repurchased will not exceed 3,500,000,000 shares, equivalent to 3.6% of the Bank's total paid-up shares. The repurchase will be conducted through the automated trading system of the Stock Exchange of Thailand during the period from 3 February 2025 to 1 August 2025.

45.3 The prepayment of the Senior Debentures

On 10 February 2025, the Bank early redeemed its entire unsecured Senior Debentures (Green Bond) of USD 60 million, with a 7-year maturity and the unsecured Senior Debentures (SME Bond) of USD 90 million, with a 7-year maturity for liquidity management purpose.

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TMBThanachart Bank Public Company Limited
3000 Phahon Yothin Rd., Chom Phon, Chatuchak, Bangkok 10900
Reg No./Tax ID No. 0107537000017
Tel. 0 2299 1111
ttbbank.com