ธนาคารทหารไทยธนชาต จำกัด (มหาชน)
TMBThanachart Bank Public Company Limited

Management Discussion and Analysis

For the 3rd quarter and 9-month period ended 30 September 2026

(Unreviewed financial statements)

TMBThanachart Bank Public Company Limited

3000 Phahon Yothin Road

Chom Pon, Chatuchak, Bangkok 10900

Website: www.ttbbank.com

Investor Relations

Email: ir.ttb@ttbbank.com

Executive summary

Economic and operational environments that may impact business performance

Thai economy in the third quarter of 2026: The Thai economy improved slightly from the previous quarter, supported by stronger private consumption indicators. Spending on non-durable goods increased, partly benefiting from broad-based cost-of-living support measures, while durable goods spending improved in line with higher domestic vehicle sales, particularly battery electric passenger cars. Service index also picked up, supported by long holiday periods both domestically and abroad. As a result, foreign tourist arrivals averaged 2.35 million per month in the third quarter, up from 2.27 million per month in the previous quarter. Private investment indicators also improved, driven by machinery and equipment, alongside higher capital goods imports, particularly computers and related equipment. Merchandise exports continued to benefit from overseas investment in infrastructure and AI-related industries, which supported demand for electronics products. Export value in July and August averaged USD 34.7 billion per month. Meanwhile, headline inflation averaged 2.43% YoY in the quarter, easing from 2.70% YoY in the previous quarter. However, inflation accelerated toward the end of the quarter as renewed tensions in the Middle East pushed global crude oil prices higher, while domestic fuel prices remained elevated compared with the previous year, resulting in broader upward pressure on prices of goods and services.

Financial market & banking industry: The Monetary Policy Committee (MPC) voted to maintain the policy interest rate at 1.00% at the fourth meeting of 2026 in August. The MPC assessed that the Thai economy would expand broadly in line with its previous projection, with merchandise exports and private investment performing better than expected, supported by the technology and artificial intelligence cycle. Headline inflation in 2026 and 2027 was projected to be lower than previously assessed, mainly due to global energy prices, while the core inflation outlook was revised down slightly, reflecting lower-than-expected cost pass-through. Meanwhile, overall credit conditions showed signs of improvement, with total loans of domestically registered commercial banks expanding by 1.0% YoY as of end-August 2026, compared with a 0.6% YoY contraction at the end of the previous quarter. Deposit growth also accelerated to 3.9% YoY from 3.1% YoY at the end of the previous quarter. Regarding the Thai baht, it averaged 33.24 per US dollar in the third quarter of 2026, weakening from 32.59 in the previous quarter, representing a depreciation of 1.99% quarter-on-quarter (QoQ) and 3.35% compared with end-2025 (YTD). The Thai baht came under pressure partly from broad US dollar strength amid a more hawkish Federal Reserve. At its September meeting, the Fed raised the policy rate by 25 bps to 3.75%–4.00%, with a further rate hike expected during the remainder of the year. In addition, heightened geopolitical tensions in the Middle East continued to weigh on the Thai baht.

Economic outlook for 4Q26: The Thai economy is expected to improve from the previous quarter, supported by some easing of tensions in the Middle East and economic stimulus measures during the tourism season, which should help strengthen domestic consumption. Nevertheless, the delayed recovery in household income, together with persistently high household debt, is expected to keep household purchasing power fragile. Overall investment is expected to expand, supported by higher capital goods imports and large-scale foreign investment projects. In the tourism sector, foreign tourist arrivals in 2026 are expected to remain close to the previous year's level, supported particularly by the continued recovery of high-spending long-haul tourists as international travel conditions normalize. Against this backdrop, ttb analytics expects the Thai economy to expand by more than 2.0% in 2026. Despite the improving growth outlook, overall economic growth remains relatively low and uneven. Given the limited monetary policy space and the prospect of higher inflation driven by supply-side factors, Thailand's policy rate is expected to remain unchanged at 1.00% at end-2026. Meantime, Thai baht in the fourth quarter of 2026 would move within the range of 32.75-34.25 baht per US dollar.

Research by ttb analytics
ttbanalytics@ttbbank.com

Executive summary

Operating performance and key development

Amid the wavering economic backdrop of persistent geopolitical uncertainty and domestic structural issues, TMBThanachart (TTB) navigated the headwinds with disciplined balance sheet and risk management. With the robust strategy and execution, TTB continued to deliver a resilient performance in the first nine months of 2026 (9M26). Furthermore, proactive capital management remained the Bank's strategic focus, designed to optimize capital level and enhance long-term shareholder value and returns.

The financial highlights in 9M26 were as follows:

TTB posted a 9M26 net profit of THB16,139 million, increasing by 4.8% YoY and equivalent to ROE at 9.1%. This resilient performance was a result of effective asset and liability management, disciplined cost saving and stringent risk control.

- **NIM held up amid a low-rate environment:** Continuous efforts to optimize the loan mix toward selective retail high-yield loans and manage funding costs helped sustain NIM during the rate cut cycle. Consequently, NIM of 3Q26 improved QoQ and remained within the target range at 3.04% for 9M26.
- **Non-NII regained positive traction:** The Bank continued to strengthen its fee-based businesses, resulting in a steady recovery across key strategic fee categories, particularly bancassurance and mutual funds. In addition, investment gains, dividend income, and the FIDF subsidy under the "You Fight, We Help" program contributed to the improvement in other non-NII, supporting overall operating income growth in 9M26.
- **Disciplined cost management remained in place to contain OPEX:** While the business continued to expand, incurring higher staff and incentive costs, the Bank persisted with its prudent spending not only to control cost but also ensure operational efficiency maintained. The YoY increase in overall expenses was primarily attributable to personnel costs and one-time items related to proactive cleanup activities for software alongside dealer-relationship revaluation during 9M26. Concurrently, core fixed personnel and premises costs continued to decline, in line with the Bank's digital transformation roadmap and branch optimization initiatives.
- **Asset quality was controllable under robust risk buffers:** Overall, asset quality improved YoY, reflecting effective prudent risk management together with proactive customer assistance program. NPL ratio was lower at 2.88% compared to 2.93% in 2Q26 and ECL cost continued to decline (-5.8% YoY). However, the Bank continued to set aside management overlay to buffer risk against economic uncertainty, raising LLR coverage ratio to 159%.

Amid stable loan balance, loan mix continued to rebalance towards high-yield retail segments: As of September 2026, the loan portfolio continued growth momentum of 0.3% QoQ due mainly to large corporate segment and the targeted high-yield products, including Cash Your Home (CYH), Cash Your Book (CYB), credit card and personal loan. Besides maintaining focus on selective loan growth and loan mix shift, the Bank extended a risk-based pricing model across retail products including Cash2Go (P-loans) to car and home top-up/refinance lending to enhance risk-adjusted returns. Moreover, motorcycle leasing loans rose to THB2.1 bn from THB0.8 bn, reinforcing HP performance amid sluggish growth.

Deposit structure optimization supported funding cost management: Supported by a solid liquidity position, the Bank continued to optimize its funding mix by replacing higher-cost funding, particularly term deposits, with lower-cost CASA and hybrid deposits, as reflected in the QoQ increase in CASA, no-fixed and ME balances. This strategy not only supported cost of funds management but also enhanced cross-selling opportunities to investment products, further strengthening the Bank's wealth ecosystem.

At the end of September 2026, the Bank has the remaining tax benefit of THB2.0 billion to be subsequently recognized within 2028. The recognition will not be on a straight-line basis but will be subject to future net profit stream.

Executive summary

Operating performance and key development

Key development in 9M26

Customer assistance program 'Tang Lak'

In response to the recent flooding across Bangkok and nearby provinces, TTB has launched the "Tang Lak" assistance program to ease financial burdens and facilitate recovery for retail, SME, and corporate customers who were affected by the incident. Relief measures include payment holidays of up to three months for retail customers and up to six months for corporate and SME clients, along with loan tenor extensions and top-up financing. This initiative reinforces our commitment to helping customers restore financial stability and overcome challenges sustainably.

Capital management plan:

Backed by resilient financial performance and robust capital position, TTB continues to execute its capital management plan to enhance shareholder returns and drive strategic growth through the following key initiatives:

- **Dividend Payout Enhancement:** Reflecting our commitment to maintaining high and consistent shareholder returns, the Bank increased its dividend payout ratio from 35% in 2021 to 60% in 2024, and the 1H26 interim dividend payout ratio rose further to 65%.
- **Strategic Business Expansion:** Amid a challenging lending environment, TTB has explored inorganic growth and strategic partnerships to strengthen its holistic banking capabilities and ecosystems:
    - **Scaling the Wealth Ecosystem through Strategic Partnerships:** In 3Q26, TTB further enhanced its wealth management proposition by securing three key global partnerships. We collaborated with **DBS Bank** to elevate private wealth services (including the transition of Thai baht-denominated retail accounts from DBS Vickers to ttb wealth securities); partnered with global asset management **Schroders** to deliver tailored investment solutions for HNW and UHNW clients; and collaborated with **Webull** to introduce My Wealth Widget, a digital advisory solution offering the mass affluent segment broader access to global investment products. Together, these initiatives establish a comprehensive wealth ecosystem and strengthen our long-term recurring fee capabilities.
    - **Wealth Operations Integration:** Following the acquisition of Thanachart Securities (TNS) in July 2025, the rebranding to 'ttb wealth securities' was officially completed on 27 February 2026, fully integrating its expertise to elevate our advisory services.
    - **New Motorcycle Financing JV:** Expanding our financial services footprint, 'ttb leasing company limited,' a joint venture between ttb consumer and TLS Plus Company Limited, successfully commenced operations in 2Q26.
- **Share buyback program:** The Bank aims to utilize excess capital to enhance shareholder returns and align the Bank's share price more closely with its intrinsic value.
    - **Successful progress:** The Bank completed the initial repurchase program with a total budget of THB21 billion, finishing one year ahead of schedule. As of June 2026, cumulative repurchased shares amounted to 10.04 billion shares, representing 10.29% of the Bank's paid-up shares.
    - **Remaining budget:** Following shareholder approval at the 2026 Annual General Meeting, the program was extended by one year to 2028 and the total budget increased to THB35 billion. As of 3Q26, the remaining budget stood at THB14 billion.

*Refers to DBSVT retail accounts containing relevant investments such as securities, derivatives, cash and/or other assets

Discussion of operating performance

Figure 1: Selected Statement of Comprehensive Income

(THB million)	3Q26	2Q26	% QoQ	3Q25	% YoY	9M26	9M25	% YoY
Interest income	16,881	16,493	2.4%	17,718	-4.7%	49,943	54,903	-9.0%
Interest expenses	4,117	4,228	-2.6%	5,313	-22.5%	12,764	16,538	-22.8%
Net interest income	**12,763**	**12,265**	**4.1%**	**12,405**	**2.9%**	**37,179**	**38,365**	**-3.1%**
Fees and service income	3,853	4,117	-6.4%	3,530	9.2%	11,819	9,896	19.4%
Fees and service expenses	920	974	-5.5%	921	-0.1%	2,878	2,688	7.1%
Net fees and service income	**2,933**	**3,144**	**-6.7%**	**2,608**	**12.4%**	**8,941**	**7,208**	**24.0%**
Other operating income	1,090	1,935	-43.6%	1,300	-16.1%	4,742	3,674	29.1%
Non-interest income	**4,023**	**5,079**	**-20.8%**	**3,908**	**2.9%**	**13,683**	**10,882**	**25.7%**
Total operating income	**16,786**	**17,343**	**-3.2%**	**16,313**	**2.9%**	**50,862**	**49,248**	**3.3%**
Total other operating expenses	**7,644**	**8,051**	**-5.1%**	**7,403**	**3.3%**	**23,338**	**21,771**	**7.2%**
Pre-provision operating profit (PPOP)	**9,142**	**9,292**	**-1.6%**	**8,910**	**2.6%**	**27,524**	**27,476**	**0.2%**
Expected credit loss	4,078	4,040	0.9%	3,980	2.5%	12,113	12,854	-5.8%
Profit from operations before income tax	**5,064**	**5,252**	**-3.6%**	**4,930**	**2.7%**	**15,412**	**14,622**	**5.4%**
Tax expense (income)	-393	-255	N/A	-369	N/A	-723	-777	N/A
Profit for the period	**5,457**	**5,508**	**-0.9%**	**5,299**	**3.0%**	**16,134**	**15,399**	**4.8%**
Profit (loss) to non-controlling interest of subsidiaries	**0.2**	**-5.3**	**N/A**	**-**	**N/A**	**-5.0**	**-**	**N/A**
Profit to equity holders of the Bank	**5,457**	**5,513**	**-1.0%**	**5,299**	**3.0%**	**16,139**	**15,399**	**4.8%**
Other comprehensive income	-912	684	-233.4%	5,041	-118.1%	-977	5,589	-117.5%
Total comprehensive income	**4,545**	**6,192**	**-26.6%**	**10,340**	**-56.0%**	**15,157**	**20,988**	**-27.8%**
Basic earnings per share (THB/share)	**0.06**	**0.06**	**-**	**0.06**	**-**	**0.18**	**0.16**	**12.5%**

Note: Consolidated financial statement.
The basic earnings per share is calculated using the number of total paid-up shares, excluding treasury shares under the share repurchase program.

Net interest income (NII) and Net interest margin (NIM)

- **For the 3rd quarter of 2026:** TTB recorded THB12,763 million of net interest income (NII) in 3Q26, an increase of 4.1% compared to the previous quarter (QoQ), primarily driven by improved interest income and well-contained interest expenses. Given low-rate environment, TTB focused on strategic loan mix optimization toward high-yield loans and funding cost management. Consequently, interest income regained positive momentum from improved earning asset yield, despite the pressure from customer assistance programs 'You Fight, We Help' and slow loan growth. In turn, interest expenses continued to lower down, backed by proactive funding mix management and deposit repricing, bolstering NII performance.

  On a YoY basis, NII rose by 2.9% compared to the same period last year (YoY), mainly from lower interest expense. Although interest income was pressured by the policy rate cuts and compressed loan volumes, interest expense declined significantly due to effective deposit and borrowing optimization coupled with deposit rate repricing. Additionally, interest income from investments increased YoY, derived from a proactive investment strategy, increasing government bond holding to improve returns a steeper yield curve environment.

- **For the 9-month period of 2026:** Net interest income decreased by 3.1% YoY to THB37,179 million primarily due to softer interest income. The decline was mainly attributable to a lower interest rate environment YoY, resulting from the policy rate cut cycle and lending rate reductions under customer debt assistance programs, particularly the 'You Fight, We Help' program. However, this impact was partially

mitigated by higher investment income and reduced interest expenses. The improvement in funding costs resulted from proactive deposit and borrowing management, underpinning the NII performance during the period.

It should be noted that the FIDF subsidy from BOT under 'You Fight, We Help' program was recognized as other income and reported under Non-NII.

NIM increased QoQ to 3.09% in 3Q26 from 3.03% in 2Q26.

NIM stood at 3.09% in 3Q26, which increased by 6 bps from 3.03% in 2Q26 and by 12 bps from 2.97% in 3Q25. The effective asset and liability management began to yield results by sustaining positive momentum of NIM in 3Q26. The earning asset yield gradually recovers QoQ due to strategic loan mix shift towards targeted high-yield retail space and the proactive investment strategy, while the funding costs continued to decline by 5 bps QoQ from ongoing funding cost management.

Meanwhile, the YoY increase was mainly attributable to funding costs improvement as the Bank maintained proactive deposit and borrowing management, effectively mitigating the impact from softer earning asset yield given the lower rate environment relative to 3Q25.

For the 9-month period of 2026, NIM was down by 3 bps to 3.04% from 3.07% in 9M25. Although a downward interest trend compressed earning asset yields, the disciplined funding management helped limit the net impact on profitability.

Against the backdrop of a low-interest rate environment, TTB remains committed to its strategic expansion into targeted high-yield retail lending, aiming to serve comprehensive products offerings and optimize revenue generation within a 'low-for-longer' interest rate environment. To maintain resilient asset quality, the bank pursues stringent underwriting criteria and applies a robust risk-based pricing framework to acquire high-quality loans. Furthermore, disciplined funding management is another key operational lever to bolster overall margins.

Figure 2: Net interest income (NII)

(THB million)	3Q26	2Q26	% QoQ	3Q25	% YoY	9M26	9M25	% YoY
Interest income	**16,881**	**16,493**	**2.4%**	**17,718**	**-4.7%**	**49,943**	**54,903**	**-9.0%**
Interest on interbank and money market items	618	630	-1.9%	1,106	-44.1%	1,927	3,928	-50.9%
Investments and trading transactions	56	44	26.4%	46	21.8%	148	146	1.1%
Investments in debt securities	1,108	1,090	1.6%	957	15.8%	3,236	2,664	21.5%
Interest on loans	10,322	10,102	2.2%	10,710	-3.6%	30,431	32,967	-7.7%
Interest on hire purchase and financial lease	4,778	4,627	3.3%	4,899	-2.5%	14,201	15,197	-6.6%
Interest expenses	**4,117**	**4,228**	**-2.6%**	**5,313**	**-22.5%**	**12,764**	**16,538**	**-22.8%**
Interest on deposits	2,216	2,339	-5.2%	3,247	-31.7%	7,078	10,105	-30.0%
Interest on interbank and money market items	248	249	-0.1%	383	-35.2%	789	1,211	-34.9%
Contributions to the Deposit Protection Agency	1,490	1,487	0.2%	1,492	-0.1%	4,433	4,531	-2.2%
Interest on debt issued and borrowings	146	138	6.5%	174	-15.7%	418	641	-34.7%
Borrowing fee	0.4	0.3	29.2%	1.0	-63.0%	1.0	3.8	-74.3%
Others	15	16	-0.8%	17	-7.3%	46	46	1.1%
Net interest income (NII)	**12,763**	**12,265**	**4.1%**	**12,405**	**2.9%**	**37,179**	**38,365**	**-3.1%**

Note: Consolidated financial statements

Figure 3: **Yields and cost**

(Annualized percentage)	3Q26	2Q26	1Q26	4Q25	3Q25	9M26	9M25
Yield on loans	5.05%	5.00%	5.04%	5.04%	5.15%	5.02%	5.31%
Yield on earning assets	4.09%	4.07%	4.11%	4.14%	4.25%	4.08%	4.40%
Cost of deposit	1.15%	1.21%	1.27%	1.38%	1.47%	1.21%	1.51%
Cost of funds	1.18%	1.23%	1.30%	1.41%	1.51%	1.23%	1.56%
Net interest margin (NIM)	3.09%	3.03%	3.02%	2.95%	2.97%	3.04%	3.07%

Note: Consolidated financial statements

Non-interest income (Non-NII)

- **For the 3rd quarter of 2026:** The Bank posted THB4,023 million of non-interest income, representing a decline of 20.8% QoQ. This reduction was concentrated in non-core items. Specifically, other non-NII fell by 44% QoQ (from THB1.9 billion to THB1.1 billion), primarily due to the absence of 2Q26 one-off items such as mark-to-market gains from the Vayupak 1 fund, as well as seasonal dividend from equity investments. Wealth management fees began to normalize following stronger-than-usual customer portfolio reallocation activity in 2Q26. As a result, fee income declined by THB 0.2 billion, or 7% QoQ. Nonetheless, the overall trend remained on track.

  On a YoY basis, non-NII increased by 2.9% YoY due to net fees and service income, dividend income and other incomes which partly came from the 'You Fight, We Help' FIDF subsidy, offset with softer gain on financial instrument measured at fair value through profit or loss

- **For the 9-month period of 2026:** Non-NII was reported at THB13,683 million, improving by 25.7% YoY due to net fees and service income, gain on financial instruments measured at fair value through profit or loss, dividend income and other incomes.

Figure 4: **Non-interest income (Non-NII)**

(THB million)	3Q26	2Q26	% QoQ	3Q25	% YoY	9M26	9M25	% YoY
Fees and service income	**3,853**	**4,117**	**-6.4%**	**3,530**	**9.2%**	**11,819**	**9,896**	**19.4%**
Acceptance, Aval & Guarantee	125	123	1.1%	134	-6.7%	369	393	-6.0%
Other fee and service income	3,728	3,994	-6.7%	3,396	9.8%	11,450	9,504	20.5%
Fees and service expenses	**920**	**974**	**-5.5%**	**921**	**-0.1%**	**2,878**	**2,688**	**7.1%**
Net fees and service income	**2,933**	**3,144**	**-6.7%**	**2,608**	**12.4%**	**8,941**	**7,208**	**24.0%**
Gain on financial instrument measured at fair value through profit or loss	323	942	-65.7%	584	-44.8%	2,264	1,887	20.0%
Gain on investments, net	6	61	-90.2%	-	N/A	82	58	40.2%
Share of profit from investment using equity method	94	82	14.6%	72	30.4%	250	197	27.0%
Gain on sale of properties foreclosed, assets & other assets	118	30	296.0%	137	-14.4%	178	202	-11.8%
Dividend income	17	303	-94.3%	13	31.1%	324	155	109.4%
Others	533	518	2.9%	493	8.1%	1,645	1,175	39.9%
Non-interest income	**4,023**	**5,079**	**-20.8%**	**3,908**	**2.9%**	**13,683**	**10,882**	**25.7%**

Note: Consolidated financial statements

Details of key strategic fees income are as follows:

- **On a QoQ basis:** Net fees and service income became softer this quarter mainly from lower mutual fund fee and credit related fees while bancassurance

maintained its positive momentum. Overall performance of key strategic fees normalized in 3Q26 compared to high base in 2Q26, resulting from favorable capital market and the asset reallocation of wealth customers toward higher-yield investment products during the low-rate environment.

Breaking down by strategic products, **BA fees** grew steadily QoQ across broad-based products. Life-protection BA sales sustained robust momentum in 3Q26, supported by the success launch of a new index-linked life savings insurance in 2Q26. Meanwhile, home-related insurance fees continued to gain traction, supported by targeted cross-selling initiatives that engage customers at relevant trigger moments, such as flash flooding events. To drive sustainable growth, the Bank maintains focus on health & protection product sales for BA life as well as motor and home insurance for BA non-life segments

Mutual fund and structured note fees softened QoQ, reflecting a normalized trend for MF fees compared to the strong growth in 2Q26 which benefited from asset reallocation activities amid favorable capital market conditions. Despite increased market volatility in 3Q26 that made investors more selective in their investments, structured fees continued to expand, and the Bank's flagship multi-asset investment products sustained healthy growth. These product offerings continue to strengthen the underlying business, supporting AUM growth and maintaining recurring trailing fee income.

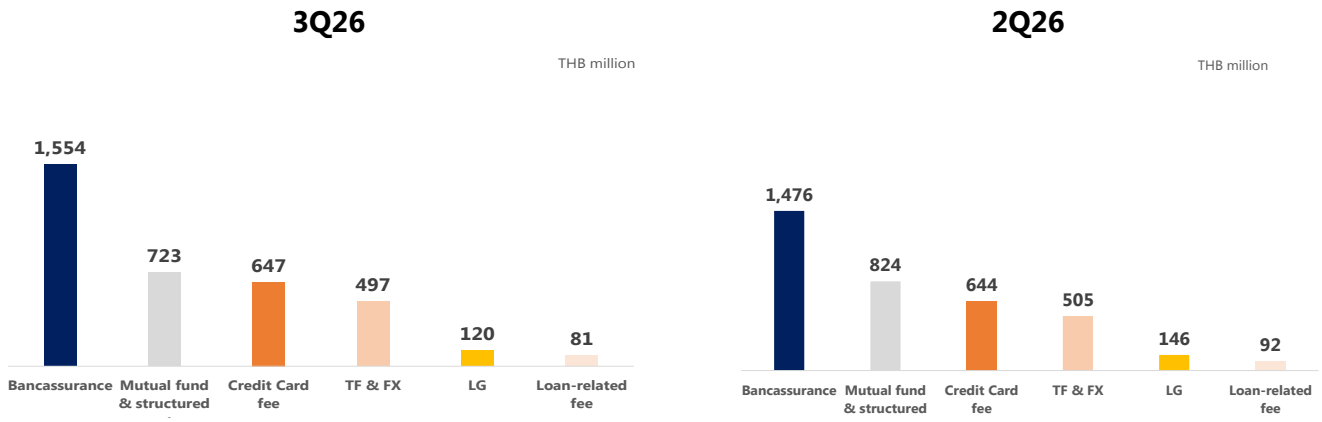
Credit card fees remained stable this quarter while **trade finance and FX fees** slightly decreased primarily due to uncertainty from Middle East conflict and global trade, leading to slower trading and hedging activities. **Credit related fees** increased QoQ aligned with the growth in corporate lending.

On a YoY basis: Key strategic fees delivered broad-based growth, driven by improved market sentiment relative to 3Q25 and the ongoing development and launch of new BA product offerings and investment solutions. Thus, the core fee growth led by mutual fund fees, BA, credit card fees, trade finance and FX but credit related fees remained soft amid a challenging lending environment.

- **For the 9-month period of 2026**: Net fee and service income recorded a robust YoY recovery. Despite a challenging economic backdrop, all key strategic fee products regained growth, including BA, mutual funds, credit card fees and credit related fees, reflecting the Bank's continued focus on strengthening fee-generating businesses. Meanwhile, trade finance and FX fees were stable YoY due to pressures from the prolonged Middle East conflict. Furthermore, securities brokerage fees from ttb wealth securities reinforced the fee income base, contributing to fee performance during 9M26.

  Amid a subdued lending environment, the Bank continues to diversify its revenue streams by expanding fee-generating businesses and enhancing its wealth ecosystem towards 'Holistic Wealth Solutions' framework. During 3Q26, the Bank established new strategic partnerships with DBS, Schroders, and Webull. These collaborations broaden investment and advisory offerings across customer segments, complementing traditional banking services and reinforcing the foundation for sustainable recurring fee income growth.

Figure 5: **Strategic non-interest income**



Note: Consolidated financial statements, gross income (prelim data)

Non-interest expenses

- **For the 3rd quarter of 2026:** The Bank recorded THB7,644 million of total non-interest expenses, representing a decrease of 5.1% QoQ. The decline was primarily attributable to the normalization of operating expenses following one-time items recognized in 2Q26. Nevertheless, the Bank continued its disciplined expense management while maintaining investments to support long-term business growth.

  On YoY basis: Non-interest expenses increased by 3.3%, mainly driven by higher employee-related expenses, including incentives and personnel costs associated with business expansion, particularly from ttb wealth and ttb leasing. Meanwhile, other operating expenses remained well managed, supported by continued cost discipline and ongoing branch optimization initiatives, which contributed to lower premises and equipment expenses.

- **For the 9-month period of 2026:** Non-interest expenses rose by 7.2% YoY to THB23,338 million. The increase was mainly attributable to incentives and employee-related costs, which varied in line with business performance and new business expansion, as well as one-time items in 2Q26. In turn, fixed personnel and premises costs continued to decline in line with the Bank's digital transformation roadmap and branch optimization initiatives.

3Q26 cost to income ratio was at 46%, in line with target.

In 3Q26, the cost-to-income ratio (C/I ratio) stood at 46%, remaining stable from 2Q26 but slightly increase from 45% in 3Q25. The stable C/I ratio reflected the Bank's disciplined cost management and ongoing operational efficiency initiatives, supported by branch rationalization and workforce optimization effort.

For the 9-month period of 2026, C/I ratio was at 46%, rose from 44% in 9M25. The increase was mainly attributable to higher operating expenses, including performance-related incentives and bonuses, personnel costs associated with business expansion, particularly ttb wealth and ttb leasing, as well as certain one-time expenses recognized during the period, including software and IT write-offs. Nevertheless, the Bank continued to maintain cost discipline to support long-term business growth.

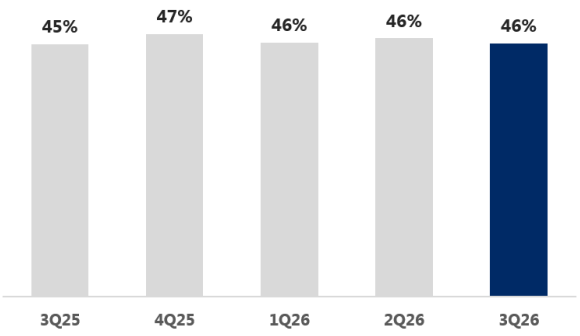
Meanwhile, recurring costs have continued to trend downward since the merger, supported by ongoing branch optimization initiatives, workforce productivity improvements, and digital transformation efforts. To achieve its target of driving the C/I ratio to the low-40% range over the medium term, the Bank remains committed to its cost discipline strategy and transition toward a digital-first, digital-only operating model, which is expected to further improve operating efficiency and reduce cost-to-serve. On the revenue side, the Bank continues to strengthen its business through more comprehensive financial solutions. This not only enhanced its capability to deliver personalized offerings that better serve customers' financial needs but also supported sustainable revenue growth over the long term.

Figure 6: **Non-interest expenses**

(THB million)	3Q26	2Q26	% QoQ	3Q25	% YoY	9M26	9M25	% YoY
Employee expenses	4,292	4,244	1.1%	4,040	6.2%	12,842	11,695	9.8%
Directors' remuneration	28	32	-13.0%	26	7.9%	86	83	3.2%
Premises and equipment expenses	755	791	-4.6%	830	-9.1%	2,325	2,426	-4.1%
Taxes and duties	418	409	2.1%	429	-2.7%	1,230	1,288	-4.5%
Other expenses	2,152	2,575	-16.4%	2,078	3.6%	6,854	6,278	9.2%
Non-interest expenses	**7,644**	**8,051**	**-5.1%**	**7,403**	**3.3%**	**23,338**	**21,771**	**7.2%**

Note: Consolidated financial statements

Figure 7: **Cost to income ratio**



Note: Consolidated financial statements

Expected Credit Loss and Net Profit

Setting aside 3Q26 ECL of THB4,078 million including extra provision under prudent ECL model.

Expected Credit Loss (ECL): Asset quality management remained a key priority amid ongoing economic uncertainties. The Bank continued to strengthen portfolio quality through its risk-adjusted portfolio approach, focusing on prudent customer selection, portfolio optimization, and ongoing de-risking initiatives. In parallel, the Bank maintained a prudent expected credit loss (ECL) framework and closely monitored emerging risks through forward-looking assessments. Management Overlay provisions were maintained to cover potential shifts in Probability of Default (PD) and Loss Given Default (LGD), providing adequate buffers against unforeseen downside risks. The Bank also continued proactive NPL resolution efforts and disciplined underwriting standards to preserve portfolio quality and maintain risks within its risk appetite.

As of 3Q26, total ECL amounted to THB4,078 million, increasing by 0.9% QoQ and 2.5% YoY, equivalent to a credit cost of 136 bps. Excluding Management Overlay, normal business risk cost amounted to THB3,489 million, or 117 bps of credit cost, remaining below the Bank's target guidance of 130-135 bps. The increase in normal business risk cost was mainly attributable to the normalization of stage upgrades in 3Q26, following elevated upgrade activity in 1H26 under the "You Fight, We Help" program, as well as higher provisions in line with the corporate loan growth.

Despite stable asset quality, the Bank maintained an additional Management Overlay of approximately THB0.6 billion, incorporating various forward-looking risk considerations, including potential impacts from the recent flooding.

For the 9-month period of 2026, the total ECL amounted to THB12,113 million, a decline of 5.8% YoY, equivalent to 136 bps in terms of credit cost. The normal risk cost equaled THB8,847 million, or equivalent to a credit cost of 100 bps, representing a decrease of 13.1% YoY. The decline reflected improving portfolio quality and stable asset quality trends. Nevertheless, in line with the Bank's prudent risk management approach, Management Overlay continued to be maintained as an additional buffer against potential uncertainties. This strengthened our loan loss reserve (LLR) and uplifted the coverage ratio to 159% in 3Q26, compared to 157% in 2Q26 and 151% in 3Q25.

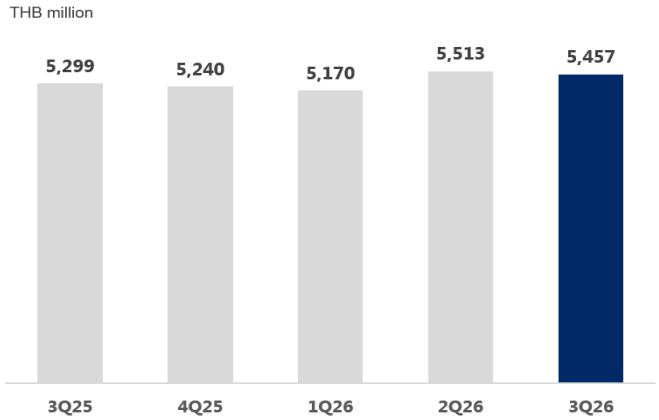
Figure 8: Expected Credit Loss (ECL) and credit cost

(THB million)	3Q26	2Q26	% QoQ	3Q25	% YoY	9M26	9M25	% YoY
Expected credit loss	4,078	4,040	0.9%	3,980	2.5%	12,113	12,854	-5.8%
Credit cost (bps) - annualized	136	137		131		136	142	

Note: Consolidated financial statements

Net profit: After provision and tax benefit, net profit in 3Q26 was THB5,457 million, representing a decline of 1.0% QoQ while increasing 3.0% from the same period last year. It represented a ROE of 9.3%, stable compared to 2Q26 and increased from 8.8% in 3Q25. For the 9-month period of 2026, net profit equaled THB16,139 million, an increase of 4.8% YoY, representing a ROE of 9.1%.

Figure 9: **Net Profit (to equity holders of the Bank)**



Note: Consolidated financial statements

(Please see the next session for the discussion of financial position)

Discussion of financial position

Figure 10: Selected financial position (Consolidated)

(THB million)	Sep-26	Jun-26	%QoQ	Dec-25	%YTD
Cash	8,376	8,863	-5.5%	12,633	-33.7%
Interbank and money market items, net	182,426	175,147	4.2%	181,399	0.6%
Financial assets measured at fair value through profit or loss	32,008	22,705	41.0%	22,943	39.5%
Derivative assets	9,936	12,344	-19.5%	9,602	3.5%
Investments, net	244,601	249,042	-1.8%	237,852	2.8%
Investments in subsidiaries and associate, net	8,707	8,613	1.1%	8,593	1.3%
Total loans to customers	1,187,183	1,183,544	0.3%	1,204,800	-1.5%
Add accrued interest receivables and undue interest receivables*	8,500	8,281	2.6%	8,239	3.2%
Less allowance for expected credit loss	61,522	61,049	0.8%	59,464	3.5%
Total loans to customers and accrued interest receivables, net	1,134,161	1,130,776	0.3%	1,153,575	-1.7%
Properties for sale, net	14,779	16,045	-7.9%	16,289	-9.3%
Premises and equipment, net	14,067	14,443	-2.6%	15,186	-7.4%
Goodwill and other intangible assets, net	24,974	25,219	-1.0%	25,310	-1.3%
Deferred tax assets	4,722	4,037	17.0%	3,474	35.9%
Other assets, net	21,896	21,364	2.5%	15,110	44.9%
Total Assets	**1,700,653**	**1,688,598**	**0.7%**	**1,701,966**	**-0.1%**
Deposits	1,281,653	1,274,111	0.6%	1,269,509	1.0%
Interbank and money market items	99,141	94,589	4.8%	98,179	1.0%
Financial liabilities measured at fair value through profit or loss	17,360	15,978	8.6%	13,729	26.4%
Debts issued and borrowings, net	15,586	15,244	2.2%	15,126	3.0%
Deferred tax liabilities	10	4	138.5%	-	N/A
Other liabilities	56,408	55,637	1.4%	61,229	-7.9%
Total Liabilities	**1,470,157**	**1,455,563**	**1.0%**	**1,457,772**	**0.8%**
Equity attributable to equity holders of the Bank	230,322	232,995	-1.1%	244,194	-5.7%
Non-controlling interest	175	40	340.6%	-	N/A
Total equity	**230,497**	**233,035**	**-1.1%**	**244,194**	**-5.6%**
Total liabilities and equity	**1,700,653**	**1,688,598**	**0.7%**	**1,701,966**	**-0.1%**
Book value per share (Baht)**	2.63	2.66	-1.1%	2.57	2.3%

Note: Consolidated financial statements

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

*** Book value per share is calculated using the number of total paid-up shares, excluding treasury shares under the share repurchase program*

Assets

As of 30 September 2026, total assets on a consolidated basis were THB1,700,653 million, reflecting a modest increase of 0.7% QoQ but a slight decline of 0.1% YTD.

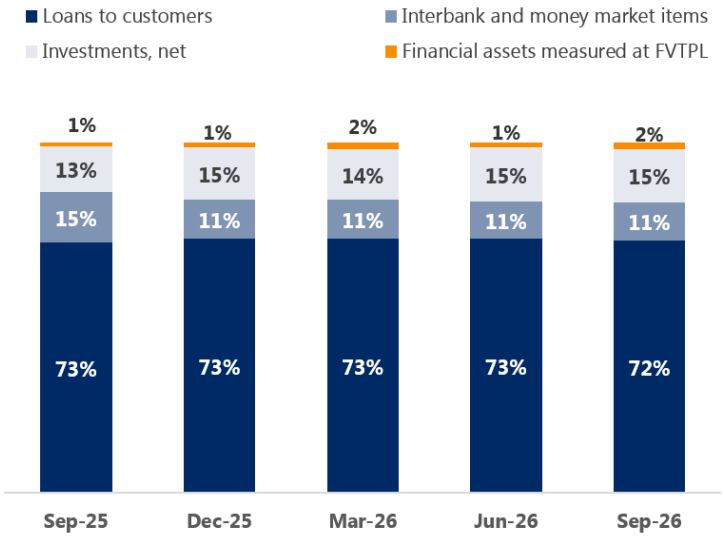
Details of key earning asset figures are as follows:

- Total loans to customers and accrued interest receivables amounted to THB1,134,161 million, reflecting a modest increase of 0.3% QoQ but declined by 1.7% YTD (see details in the following section).
- Net interbank and money market items amounted to THB182,426 million, increased by 4.2% QoQ and 0.6% YTD, in line with the Bank's liquidity management strategy.

- Net investments and financial asset measured at fair value through profit or loss amounted to THB276,609 million, increased by 1.8% QoQ and 6.1% YTD. The growth reflected the Bank's continued portfolio optimization through reinvested matured floating-rate bonds allocation to fixed-rate bonds with defensively short duration, amid a steepening yield curve environment. This strategy helped secure stable returns while maintaining prudent risk management.

Loans to customers are the largest portion of earning assets. As of 30 September 2026, loans to customers represented 72% of earning assets. This was followed by investments of 15%, interbank and money market of 11%, and financial assets measured at fair value through profit or loss of 2%, respectively.

Figure 11: Earning assets



Note: Consolidated financial statements

Total loans to customers and accrued interest receivables

As of 30 September 2026, TTB recorded total loans to customers and accrued interest receivables-net on a consolidated basis of THB1,134 billion, increased marginally by 0.3% QoQ but decreased 1.7% from December 2025 (YTD).

In terms of total loans to customers on a consolidated basis (excluding accrued interest receivables and allowance for ECL), the balance amounted to THB1,187 billion, increased slightly by 0.3% QoQ but declined by 1.5% YTD.

Amid ongoing economic uncertainty, the Bank remained disciplined in pursuing quality loan growth through its risk-adjusted portfolio approach. The Bank continued to rebalance its portfolio toward targeted high-yield retail segments while enhancing portfolio quality and risk-adjusted returns. Under its Golden Portfolio strategy, the Bank focused acquisition efforts on high-quality customers, enabling better yield generation while optimizing risk costs. To further strengthen loan growth quality, the Bank continued to implement its risk-based pricing strategy, initially in Cash2Go, with expansion to car, home refinance and home top-up refinance lending.

To enhance lending capabilities and support sustainable growth, the Bank leveraged its digital platform and ecosystem to strengthen product offerings, improve customer journeys, and personalize offer opportunities. The Bank continued to uplift its ecosystems through

motorcycle leasing under ttb leasing, broadening its product suite and customer reach. These initiatives supported deeper customer engagement, increased product holdings, and improved operational efficiency across key customer segments, including salaryman, car owners, homeowners, and wealth customers.

Details are as follows:

- **Retail lending** declined by 0.4% QoQ and 1.8% YTD, mainly driven by the contraction in the hire purchase portfolio, while mortgage loans softened slightly amid weaker new home loan demand. This was partially offset by continued growth in targeted higher-yield retail products, particularly Cash Your Home (CYH), Cash Your Book (CYB), and Cash2Go. The performance reflected the Bank's focus on portfolio optimization, selective customer acquisition, and risk-based pricing initiatives to enhance risk-adjusted returns.

  Hire purchase: HP loans fell 1.3% QoQ and 5.0% YTD, mainly due to weaker new car loans, which decreased by 3.0% QoQ and 8.6% YTD and Cash Your Car (CYC) which contracted by 1.1% QoQ and 4.2% YTD, amid a challenging automotive market environment. Used car loans remained stable, increasing by 0.1% QoQ, but declining by 0.9% YTD. In contrast, Cash Your Book (CYB) continued to deliver strong growth, expanding by 19.8% QoQ and 54.6% YTD.

  Meanwhile, **motorcycle leasing under ttb leasing** continued to expand, reaching an outstanding portfolio of approximately THB2.1 billion as of 30 September 2026. The business supports portfolio diversification and future growth opportunities.

  Mortgage: Mortgage loans edged down by 0.3% QoQ and 0.3% YTD, mainly driven by a decline in new home loans, which decreased by 1.1% QoQ and 2.1% YTD amid a fragile and slowing housing market. Meanwhile, the Bank continued to optimize portfolio returns through the targeted expansion of Cash Your Home (CYH), in line with its strategy of growing higher-yield retail lending products. As a result, CYH continued to perform well, growing by 3.9% QoQ and 10.9% YTD.

  Consumer loans: Consumer loans grew by 2.5% QoQ and 5.1% YTD, driven by continued expansion in the personal loan portfolio. In particular, Cash2Go delivered strong growth of 10.3% QoQ and 34.2% YTD, reflecting the successful implementation of the Bank's risk-based pricing strategy, which supported targeted customer acquisition while enhancing risk-adjusted returns. Meanwhile, credit card loans increased by 1.2% QoQ but declined by 0.4% YTD.

- **Corporate lending** increased by 2.5 % QoQ and 0.5% YTD, supported mainly by growth in term loans, which rose 1.8% QoQ and 4.5% YTD, as well as trade finance loans, which increased 2.2% QoQ and 9.2% YTD. Meanwhile, working capital loans grew 0.7% QoQ but declined 11.1% YTD.

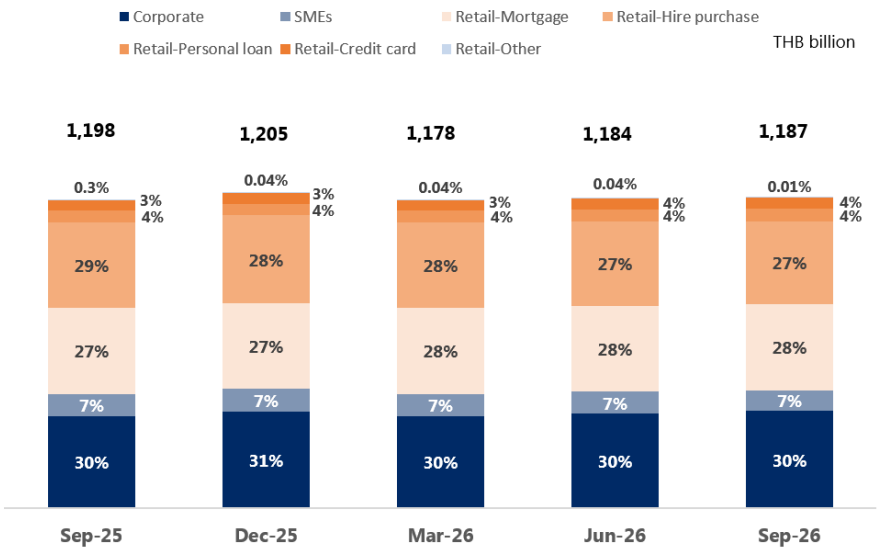
- **SME segment (Small and Medium SME)** declined by 2.8% QoQ and 6.7% YTD, in line with the Bank's ongoing de-risking initiatives and prudent risk management approach, with a continued focus on portfolio quality and risk-adjusted returns.

In terms of loan breakdown by customer segments, as of 30 September 2026, retail loans accounted for 63% while corporate loans were 30% and SMEs were 7% of total portfolio.

In terms of key products, mortgage loans accounted for 28% of total loans, followed by hire purchase loans at 27%, term loans at 17%, working capital loans (OD & RPN) at 14%, unsecured loans and credit cards at 8%, trade finance loans at 6%, and others at 0.9%.

For HP portfolio, the portfolio consisted of new car of 59%, Cash Your Car (CYC) of 22%, used car of 16%, Cash Your Book (CYB) of 2%, and Motorcycle leasing under ttb leasing of 1%, respectively.

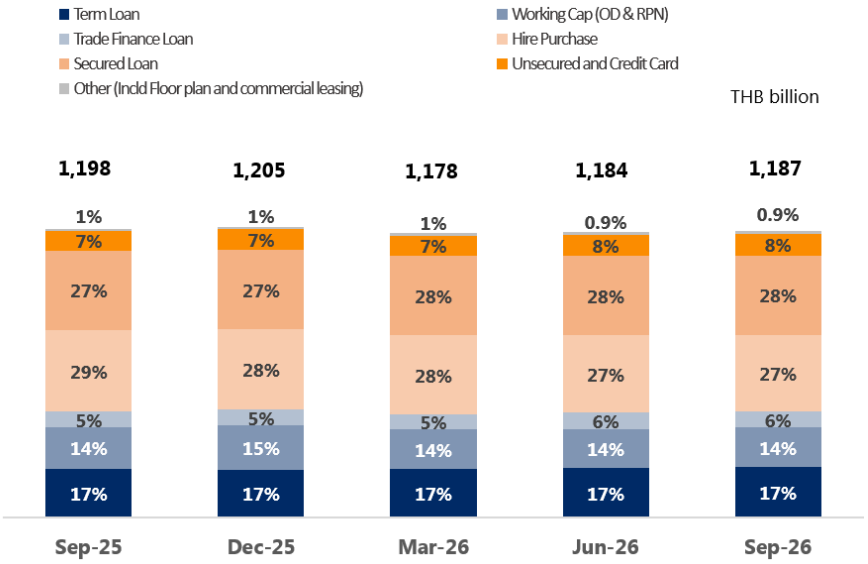
Figure 12: Total loan to customers breakdown by customer segment



Note: Consolidated financial statements

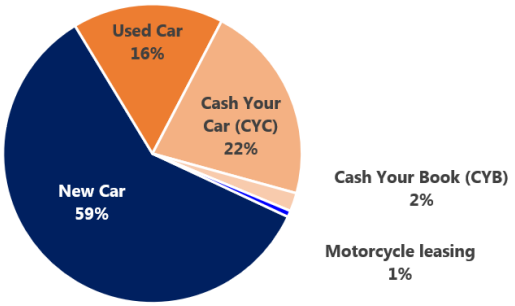
Segment definition:
Corporate: customers with annual sales volume more than THB400 million
SME: small and medium SME customers with annual sales volume up to THB400 million, including owner operators

Figure 13: Total loan to customer breakdown by product



Note: Consolidated financial statements

Figure 14: Hire purchase breakdown



Note: Consolidated financial statements

Investment Classification

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 30 September 2026, investments were classified as follows:

(THB million)	30 Sep 2026	30 Jun 2026
Financial assets measured at FVTPL	**32,008**	**22,705**
Investments in debt securities measured at amortized cost	59,773	59,781
Investments in debt securities measured at FVOCI	180,539	184,570
Investments in equity securities measured at FVOCI	4,289	4,691
Net Investment*	**244,601**	**249,042**
Total Investment	**276,609**	**271,747**

Note: Consolidated financial statements

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

Liabilities and Equity

As of 30 September 2026, total liabilities and equity on a consolidated basis was reported at THB1,700,653 million, reflecting a modest increase of 0.7% QoQ but a slight decline of 0.1% from December 2025.

Total consolidated liabilities were THB1,470,157 million, increasing by 1.0% QoQ and 0.8% YTD.

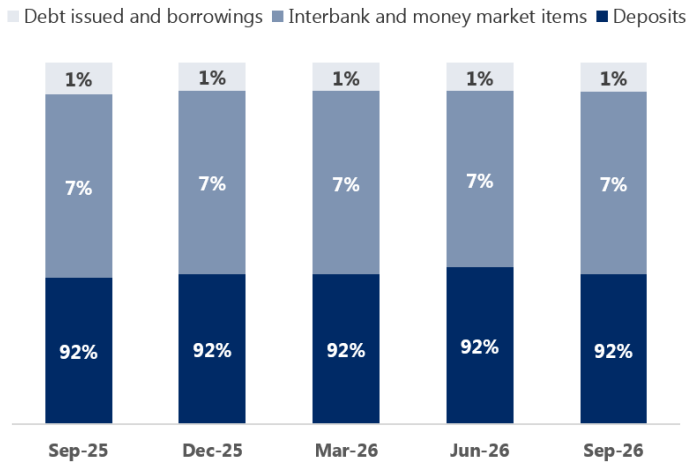
The consolidated equity was THB230,497 million, which decreased by 1.1% QoQ and 5.6% YTD, partly due to dividend payments, partially offset by higher retained earnings from net profit.

Details of key interest-bearing liability figures are as follows:

- Total deposits were THB1,281,653 million, which increased 0.6% QoQ and 1.0% YTD. (see details in the following section)
- Interbank and money market items amounted to THB99,141 million, increased by 4.8% QoQ and 1.0% YTD, in line with the Bank's liquidity management strategy.
- Borrowings were recorded at THB15,586 million, which increased 2.2% QoQ and 3.0% YTD. (see details in the following section)

As of 30 September 2026, deposits represented 92% of interest-bearing liabilities. This was followed by interbank and money market items of 7% and debt issued and borrowings of 1%.

Figure 15: Interest-bearing liabilities breakdown



Note: Consolidated financial statement

Deposits

Alongside our loan mix optimization, the Bank continued to proactively manage deposit structure to enhance funding cost efficiency in a low-interest-rate environment. Our key strategy involves replacing higher-cost funding, particularly term deposits (TD), with lower-cost transactional deposits (CASA) and hybrid products.

Deposit breakdown by products

Driven by this strategic mix optimization, as of 30 September 2026, the Bank and its subsidiaries reported total deposits on a consolidated basis of THB1,281,653 million, which increased by 0.6% QoQ and 1.0% YTD. The growth was primarily anchored by our targeted low-cost and hybrid products, while high-cost deposits continued to run down.

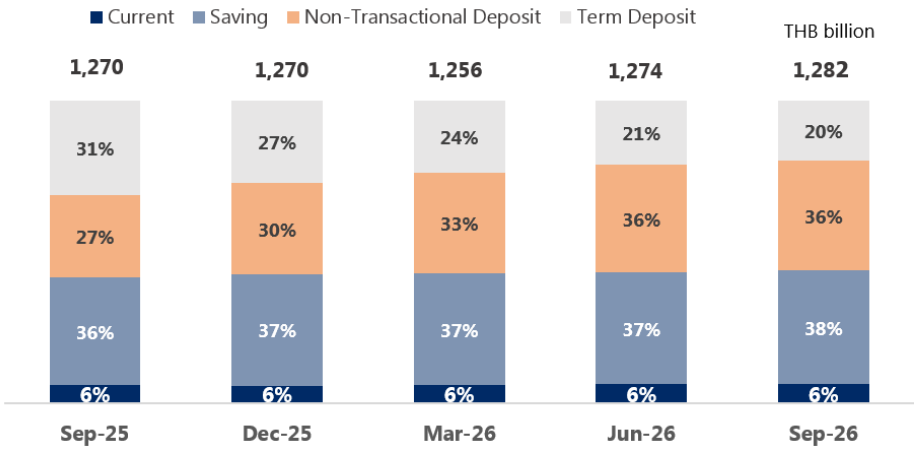
Strategic rundown of TD: As part of our ongoing funding optimization strategy, total TD decreased by 6.4% QoQ and 26.7% YTD. This strategic reduction successfully lowered overall cost of funds.

Strong momentum in hybrid and low-cost deposits: The reduction in TD was replaced by growth in hybrid deposit products as ttb no-fixed increased by 0.6% QoQ and 18.2% YTD and ME save, digital deposit, increased by 31.7% QoQ and 60.9% YTD. The hybrid products continued to attract wealth customers amid ongoing asset reallocation trends. Furthermore, CASA balances grew by 1.9% QoQ and 3.9% YTD, led by a 2.1% QoQ and 3.4% YTD increase in savings accounts and a 0.2% QoQ and 7.1% YTD rise in current accounts.

Deposit structure as of 30 September 2026 reflected the progress of deposit optimization strategy. Of total deposits, the proportion of CASA increased to 44% (from 43% in Dec-25), hybrid deposits rose to 36% (from 30% in Dec-25), while TD contracted to 20% (down from 27% in Dec-25). Breaking by customer segment, retail deposits represented 72% and commercial deposits accounted for 28% of total deposits.

The Bank maintained a strong liquidity position with LDR at 93%. Supported by a well-diversified and optimized funding base, we continue to preserve ample balance sheet flexibility to manage liquidity and defend margins effectively amid the low-rate environment.

Figure 16: Deposit structure by products



Note: Consolidated financial statement
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.

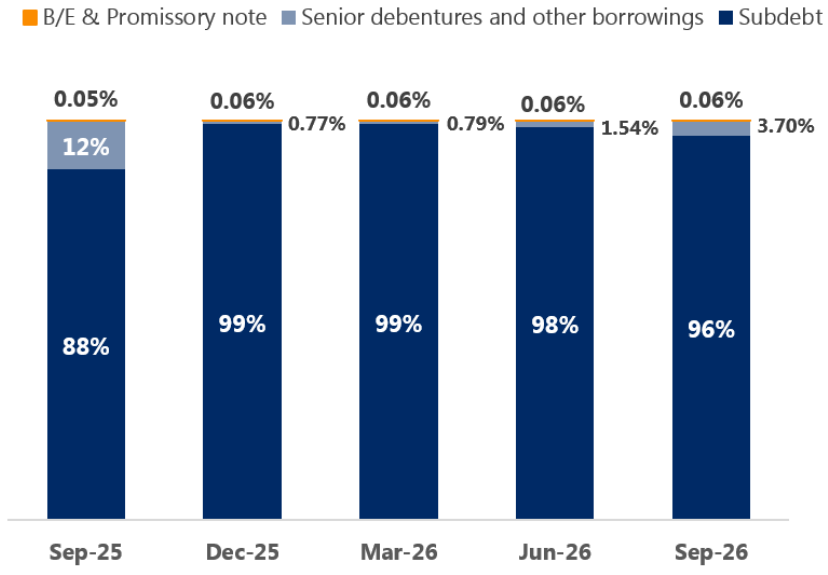
Borrowings

Borrowings increased by 3.0% YTD, from structured notes to support wealth product offerings.

As of 30 September 2026, total borrowings of the Bank and its subsidiaries stood at THB15,586 million, increasing by 2.2% QoQ and 3.0% YTD, mainly driven by higher structured notes issued to support wealth product offerings. Despite the increase, the Bank continued to optimize its borrowing structure and funding costs through proactive liability management initiatives and the gradual run-down of high-cost borrowings. Supported by its strong liquidity position and disciplined balance sheet management, these efforts contributed to improved funding efficiency and enhanced flexibility in managing funding costs amid the low-interest-rate environment.

In terms of borrowing structure, 96.24% was sub-debt. This was followed by senior debentures and other borrowings of 3.70% and BE of 0.06%.

Figure 17: Borrowings breakdown



Note: Consolidated financial statements

Asset Quality

The operating environment remained challenging amid ongoing uncertainties from both internal and external factors. Against this backdrop, the Bank continued to strengthen portfolio resilience through its risk-adjusted portfolio approach, focusing on improving portfolio quality and optimizing risk-return outcomes. Supported by ongoing portfolio reshaping initiatives, selective customer acquisition, and continued de-risking efforts, asset quality remained stable and manageable. The Bank also maintained prudent risk governance and proactive portfolio monitoring to ensure credit risks remained well within its risk appetite.

As of 30 September 2026, Loans and allowance for expected credit loss were classified as follows:

Figure 18: Loan and accrued interest receivables classification and allowance for expected credit loss*

	30 Sep 2026	
(THB million)	**Loans to customer and accrued interest receivables**	**Allowance for expected credit Loss**
Stage 1 (Performing)	1,057,957	17,005
Stage 2 (Under-performing)	99,063	26,883
Stage 3 (Non-performing)	38,663	17,634
Total	**1,195,683**	**61,522**

	31 Dec 2025	
(THB million)	**Loans to customer and accrued interest receivables**	**Allowance for expected credit Loss**
Stage 1 (Performing)	1,066,676	16,572
Stage 2 (Under-performing)	107,297	26,597
Stage 3 (Non-performing)	39,066	16,295
Total	**1,213,039**	**59,464**

Note: Consolidated financial statement

** Loan and accrued interest receivable of stage 3 is presented on a net basis*

Stage 3 loans (Non-performing loan) and NPL ratio, excluded accrued interest receivables

The improvement in NPL outstanding and NPL ratio reflected the Bank's prudent portfolio management, disciplined risk controls, and ongoing efforts to maintain asset quality amid economic uncertainties. Throughout the period, the Bank remained focused on balancing growth and risk management through prudent underwriting standards, close monitoring of portfolio performance, and proactive management of vulnerable loan segments. These measures continued to support portfolio resilience, preserve balance sheet strength, and enhance the Bank's capacity to manage potential downside risks arising from the uncertain operating environment.

To further support portfolio quality, the Bank continued its de-risking efforts through regular write-off and NPL sale activities. During 3Q26, the Bank and its subsidiaries wrote off approximately THB3.7 billion of NPLs, while NPL sales totaled THB0.4 billion.

Stage 3 loans (NPLs) excluded accrued interest receivables

- **On consolidated basis,** NPLs totaled THB38,663 million as of 30 September 2026, declining from THB38,885 million as of 30 June 2026 and THB39,066 million at the end of December 2025.
- **On bank-only basis,** NPLs amounted to THB34,613 million, remaining relatively stable compared with THB34,550 million in June 2026 but decreased from THB34,857 million in December 2025.

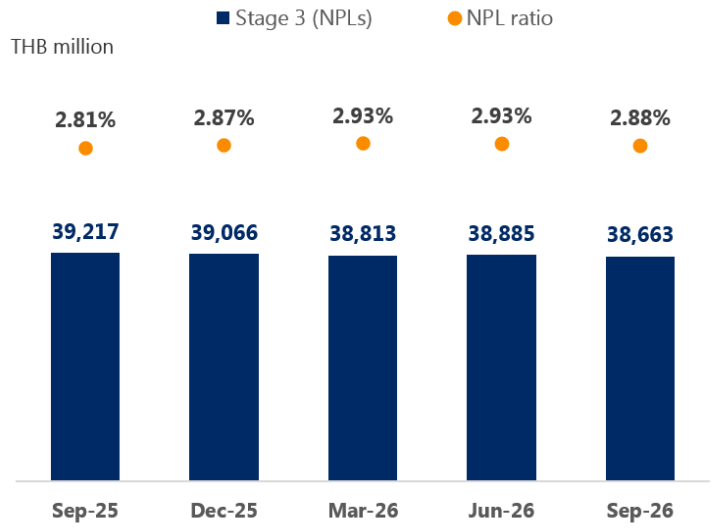
Stage 3 or NPL ratio

- **On consolidated basis,** the NPL ratio stood at 2.88% as of 30 September 2026, improving from 2.93% in June 2026 and relatively stable when compared to 2.87% at the end of December 2025. The ratio remained within the Bank's target guidance.
- **On bank-only basis,** NPL ratio stood at 2.57%, compared to 2.60% as of June 2026 and 2.55% as of December 2025.

Allowance for expected credit loss

As of 30 September 2026, the Bank and its subsidiaries reported allowance for expected credit losses of THB61,522 million, increasing by 0.8% QoQ and 3.5% YTD, in line with its prudent risk management approach. Despite stable asset quality, the Bank maintained a Management Overlay (MO) to reinforce risk buffers against economic uncertainties and various forward-looking risk considerations. In addition, the Bank continued to ensure an appropriate distribution of loan loss reserves across risk stages. As a result, the loan loss reserve coverage ratio remained strong at 159%.

Figure 19: Stage 3 loan (NPLs) and NPL ratio excluded accrued interest receivables



Note: Consolidated financial statement, non-performing loans classified as stage 3

Liquidity and loan-to-deposit ratio

The Bank has a strong liquidity position and has maintained a high proportion of liquid and low-risk assets.

As of 30 September 2026, on a consolidated basis, total liquid assets represented 16.3% of the total assets. The liquid assets consisted of cash (0.5%), interbank & money market items (10.7%), short-term investment (3.9%), and short-term financial assets measured at FVTPL (1.2%).

In terms of loan-to-deposit ratio (LDR), on a consolidated basis was at 93%, compared to 93% of June 2026 and 94% of September 2025.

With the Bank's funding strategy to diversify funding sources through debt issued and borrowings, Loan to deposit and debt issue and borrowings ratio was recorded at 92% as of September 2026.

Figure 20: Liquid asset allocation and loan to deposit ratio

Liquid assets	Sep-26	Jun-26	Mar-26	Dec-25	Sep-25
Cash	0.5%	0.5%	0.6%	0.7%	0.7%
Interbank and money market	10.7%	10.4%	10.8%	10.7%	12.7%
Short-term investment	3.9%	4.5%	4.4%	4.4%	3.2%
Short-term financial assets at FVTPL	1.2%	0.7%	1.0%	0.7%	0.3%
Liquid assets/Total assets	**16.3%**	**16.1%**	**16.8%**	**16.5%**	**17.0%**
Loan to deposit ratio (LDR)	**93%**	**93%**	**94%**	**95%**	**94%**

Note: Consolidated financial statement

Capital Adequacy

Maintain high capital ratios under Basel III

The Bank consistently ensures a robust capital base. As of 30 September 2026, Capital Adequacy Ratio (CAR) on a consolidated basis under Basel III calculation was at 18.8%, while Tier 1 ratio & CET 1 ratio was at 16.8%. 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 21: Capital adequacy ratio (CAR) and Tier 1 capital under BASEL III

(as % to risk-weighted assets)	Sep-26	Jun-26	Mar-26	Dec-25	Sep-25
Capital Adequacy Ratio (CAR)	**18.8%**	19.0%	19.7%	19.5%	19.9%
Tier I Ratio (Tier 1)	**16.8%**	17.0%	17.7%	17.5%	17.9%
Core Tier 1 Ratio (CET1)	**16.8%**	17.0%	17.7%	17.5%	17.9%

Note: Consolidated financial statement

Executive summary

key factors potentially impacting operational performance and future growth

The Bank remains prudent in business operations and comprehensive risk management by monitoring and assessing key external and internal factors that may impact operational performance and future growth. Such assessment enables the Bank to effectively calibrate business strategies and proactive risk management plans, as well as prepare for potential uncertainties to limit negative impacts on its operations. The key factors that may affect operations are as follows:

1. Economic Conditions

The Thai economy continues to face challenges from uneven growth or structural issues, such as high household debt levels, pressuring new loan expansion and asset quality. Additionally, sluggish growth in certain industries, such as the automotive and real estate markets, presents challenges to the growth of the Bank's core retail loans. Nevertheless, the Bank closely monitors economic conditions and industry trends, while reaffirming a quality loan growth strategy alongside promoting responsible and sustainable lending. This aims to maintain a balance between loan growth and lending quality, as well as contribute to resolving household debt issues in longer term.

2. Geopolitical Risks

Prolonged geopolitical conflicts, particularly in the Middle East, remain an uncontrollable risk factor that drives global economic uncertainty and impacts broader business sectors. The Bank closely monitors the situation and conducts in-depth impact assessments on vulnerable customers and related industry sectors. In addition, the Bank strengthens risk buffer by setting extra provision through management overlay against uncertainty to mitigate potential credit impacts on the loan portfolio.

3. Policy Interest Rate Trends

Thailand's policy interest rate has entered a downward cycle since late 2024, lowering down to the current level at 1%. It is expected to remain low for longer, putting pressure on the Bank's net interest income (NII) and overall earnings performance. To mitigate these impacts, the Bank strategically focuses on Asset and Liability Management (ALM), coupled with managing funding costs in alignment with the yields on earning assets. This approach aims to sustain margins and deliver resilient long-term performance.

4. Banking Industry Changes and Cyber Risks

Increasing banking transactions via mobile banking and digital platforms have exposed the banking sector to emerging risks from more sophisticated and severe cyber threats. These include online fraud, misinformation, and various cyberattacks. Common tactics encountered include phishing, social engineering, and call-center scams, which may impact customer confidence, institutional reputation, and banking operations. To mitigate these risks, the Bank improves cybersecurity infrastructure to meet international standards, enhances digital channel security measures, and continuously promotes cybersecurity awareness among both customers and employees to reinforce trust and safety in using financial services.

Amidst these external challenges, the Bank has established a proactive risk management plan by regularly monitoring and assessing risks under a risk management framework which covers 7 key risk dimensions: credit risk, market risk, liquidity risk, non-financial risk, strategic risk, reputational risk, and emerging risks. This ensures readiness to efficiently handle risks that could impact operational performance, including revenues, operating costs, and risk costs. The Bank aims to maintain a balance between growth, asset quality, and returns to support financial stability and long-term sustainable growth.

Executive summary

Driving Business for Sustainability

The Bank is firmly committed to integrating sustainability into its business strategies and operations through its Business, Environmental, Social Sustainability, and Corporate Governance & Business Ethics (B+ESG) framework. Guided by the "Make REAL Change" philosophy, the Bank leverages its capabilities to develop financial solutions that improve customers' financial well-being in all dimensions.

The Bank's commitment to sustainability has been recognized both domestically and internationally, having been ranked Thailand's No. 1 bank in the Fair Finance Thailand assessment for seven consecutive years and recognized among the Top 10% of banks globally in the S&P Global Corporate Sustainability Assessment (CSA), while also being included in the S&P Global Sustainability Yearbook 2026 for the fifth consecutive year.

In addition, the Bank joined the United Nations Global Compact (UNGC) in June 2026, reaffirming its commitment to aligning business practices with internationally recognized sustainability principles covering human rights, labor, environmental stewardship, and anti-corruption. This reflects the Bank's dedication to creating sustainable growth and delivering long-term value to shareholders and stakeholders.

Sustainability Governance

The Bank strengthened sustainability governance at both the Board and executive levels to more clearly reflect responsibilities for sustainability oversight. The Nomination, Remuneration, and Corporate Governance Committee (NRCC) was renamed the Sustainability, Nomination, Remuneration, and Corporate Governance Committee (SNRC) to reflect its expanded mandate in overseeing sustainability matters and environmental, social, and governance (ESG) issues. This enhancement improves governance clarity and fully embeds sustainability considerations into the Bank's strategic planning and risk management processes.

In addition, the Board of Directors approved the establishment of the Sustainability Steering Committee (SSC) to strengthen governance and provide strategic directions on climate- and ESG-related matters. Structured as a management-level committee comprising senior executives, the SSC is responsible for driving implementation and fostering accountability across the organization. The SSC is tasked with setting the Bank's sustainability and ESG strategic priorities, driving key initiatives, and ensuring alignment and coordinated execution across business units and relevant functions.

At the executive level, the title of Chief Risk Officer (CRO) was changed to Chief Sustainability and Risk Officer (CSRO) to better reflect the scope of responsibilities, which now includes oversight of ESG-related risks in accordance with the Bank's Sustainability Policy. This change reinforces executive accountability and highlights the integration of sustainability considerations into the Bank's enterprise risk management framework.

Business Sustainability

The Bank continued its business transformation under its "Digital-First, Digital-Only" and "Ecosystem Play" strategy, focusing on building new capabilities to streamline operational efficiency and deliver seamless customer experiences across key customer segments, including car owners, homeowners, payroll customers, and wealth customers. In September, the Bank launched My Wealth on the ttb touch application, elevating its offering to a Digital Wealth Advisory platform that enables customers to plan and manage investments more effectively based on their financial goals. The platform also expands access to global investment opportunities through a strategic collaboration with Webull, further strengthening the Bank's wealth management ecosystem.

Environmental Sustainability

In June, the Bank advanced its climate commitments by accelerating its Net Zero Commitment target for both its operations and lending portfolio from 2065 to 2050, supporting Thailand's transition to a low-carbon economy.

The Bank also strengthened its Environmental and Social Responsibility (ESR) Policy by expanding the list of prohibited financing activities to cover a broader range of industries with significant adverse environmental and social impacts. These include coal mining, metallurgical coal mining, coal-fired power generation, unconventional oil and gas, deep-sea mining, and agricultural projects developed on land converted from high carbon stock areas.

Social Sustainability

With the aim of easing the financial strain on the Thai people to support Social Sustainability, TTB encourages responsible lending practices and continues to support customers to sustainably resolve their debt burdens. Through various financial solution programs, we aim to address Thailand's high household debt levels and assist vulnerable customers with debt resolution programs tailored to their repayment capabilities. These include initiatives such as 'You Fight, We Help' and 'Tang Lak', alongside ongoing programs like 'Debt Consolidation' and 'ttb Pon Dee."

- **Debt consolidation program:** The Bank offers debt consolidation programs designed to help customers manage high-interest debt by consolidating multiple debts—such as credit cards, personal loans, and car loans - into a single, lower-interest account. As of 3Q26, the number of participants in this program increased to approximately 86,200 customers, which helped reduce customers' interest expenses by more than THB3,400 million.
- **'ttb Pon Dee':** In August, ttb has launched "ttb pon dee", building on the earlier "Pay Well, Get More" program. The campaign applies risk-based pricing framework to align lending rates with customer risk profiles, enabling financially disciplined customers to access more favorable borrowing terms. The program covers 4 core products: Cash Your Book, ttb Cash2Go personal loans, Cash Your Home and Refinance Home Loan. Combining both programs, more than 58,600 customers have participated, representing approximately THB 15 billion in loans and generating interest savings of over THB 1.8 billion for customers.

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

TTB's Financial Summary

(THB million)	3Q26	% QoQ	% YoY	9M26	% YoY
Net interest income (NII)	**12,763**	4.1%	2.9%	**37,179**	-3.1%
Non-interest income (Non-NII)	**4,023**	-20.8%	2.9%	**13,683**	25.7%
Non-interest expenses	**7,644**	-5.1%	3.3%	**23,338**	7.2%
Pre-provision operating profit (PPOP)	**9,142**	-1.6%	2.6%	**27,524**	0.2%
Expected credit loss (ECL)	**4,078**	0.9%	2.5%	**12,113**	-5.8%
Net profit to equity holders of the Bank	**5,457**	-1.0%	3.0%	**16,139**	4.8%

(THB million)	30-Sep-26	30-Jun-26	%QoQ	31-Dec-25	% YTD
Total loan to customers	**1,187,183**	1,183,544	0.3%	1,204,800	-1.5%
Total assets	**1,700,653**	1,688,598	0.7%	1,701,966	-0.1%
Deposit	**1,281,653**	1,274,111	0.6%	1,269,509	1.0%
Debt issued and borrowings, net	**15,586**	15,244	2.2%	15,126	3.0%
Total liabilities	**1,470,157**	1,455,563	1.0%	1,457,772	0.8%
Total equity	**230,497**	233,035	-1.1%	244,194	-5.6%

Key ratios	3Q26	2Q26	3Q25	9M26	9M25
Net interest margin (NIM)	**3.09%**	3.03%	2.97%	**3.04%**	3.07%
Non-interest income to total assets	**0.94%**	1.21%	0.91%	**1.08%**	0.85%
Cost to income ratio	**46%**	46%	45%	**46%**	44%
Return on equity (ROE)	**9.3%**	9.3%	8.8%	**9.1%**	8.6%
Return on asset (ROA)	**1.3%**	1.3%	1.2%	**1.3%**	1.2%
NPL / Stage 3 (THB mn)	**38,663**	38,885	39,217	**38,663**	39,217
NPL / Stage 3 ratio	**2.88%**	2.93%	2.81%	**2.88%**	2.81%
Credit cost (bps) - annualized	**136**	137	131	**136**	142
Loan to deposit ratio (LDR)	**93%**	93%	94%	**93%**	94%
LDR + Debt issued & borrowings to deposit ratio	**92%**	92%	93%	**92%**	93%
Capital adequacy ratio (CAR)	**18.8%**	19.0%	19.9%	**18.8%**	19.9%
Tier 1 capital ratio (Tier 1)	**16.8%**	17.0%	17.9%	**16.8%**	17.9%
Core tier 1 capital ratio (CET 1)	**16.8%**	17.0%	17.9%	**16.8%**	17.9%
TTB Bank's employees	**11,382**	11,768	12,615	**11,382**	12,615
Group's employees	**12,702**	13,101	13,756	**12,702**	13,756
Domestic branches	**390**	395	432	**390**	432
ATMs, ADMs and All-in-One	**1,856**	1,919	2,291	**1,856**	2,291

Note: Consolidated financial statements

Additional Information: Credit rating profile

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

Latest Changes: April 2026, Moody's Ratings changed outlook from Negative to Stable following sovereign rating action.

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 2026, Fitch Ratings changed outlook from Negative to Stable following sovereign rating action.



Disclaimer

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