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Investor Presentation:
3Q20 Performance

October, 2020

COVID-19 Response

9M20 Deliverables and Targets

3Q20 Performance

Integration Update

Debt relief profile 2Q20 VS 3Q20

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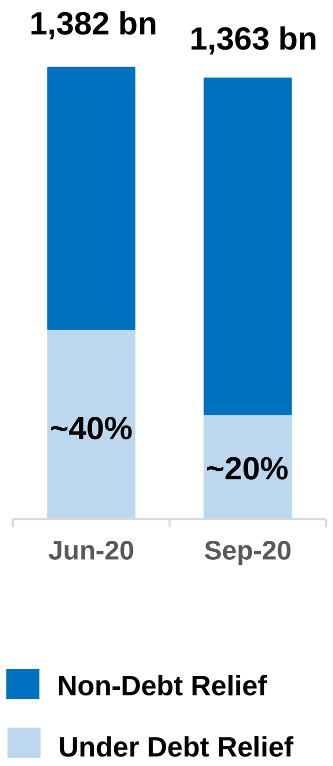
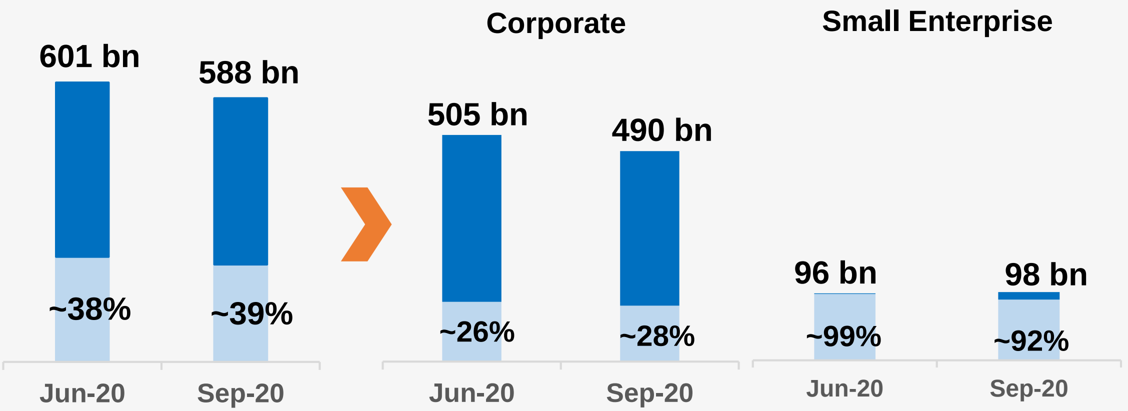
Loans under Relief Program to Total Loans

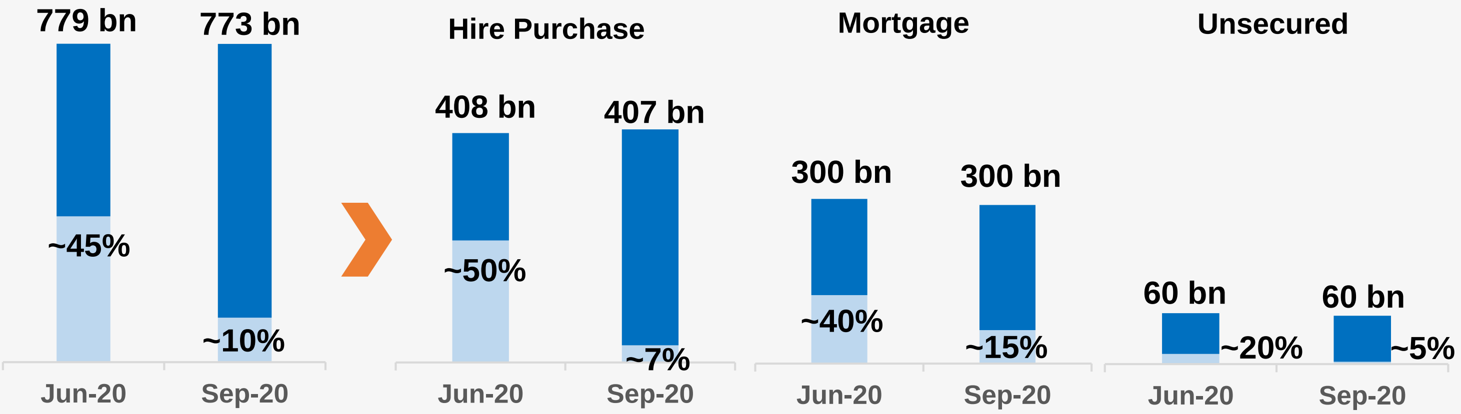


Commercial customers



- Corporate customers and Small Enterprise customers with revenue turnover less than THB100 mn were automatically received support measures
- Debt relief for commercial customers will end in October 2020

Retail customers



- The Bank started to see retail port sequential exit relief program since Jul
- We saw early signs after first batches ended and most of customers started to resume their normal payments while, for the rest of customers, we closely monitor to reach out for additional supports
- With challenging economy ahead, the Bank will remain prudent in risk management and monitor delinquency levels closely

Note: Loans excluded interbank

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2020 performance guidance

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	Targets		Actual 9M20
Operating performance	Loan Growth	≤Flat	-2.1% YTD
	Deposit Growth	Flat	+0.6% YTD
	NIM	2.80%-2.90%	2.98%
	Non-NII/ Total assets	0.80%-0.95%	0.76%
	C/I Ratio	48%- 50%	46% (44%, exclude PPA impact)
Asset quality	% Stage 3	< 3%	2.33%
	Credit cost	160-170 bps	160 bps

- Balance sheet optimization remains one of the Merged Bank's priorities. During economic contraction from COVID-19 pandemic, loan growth will be more selective and focus on quality customers. We will also strategically shrink low yielding assets as part of the Merged Bank's policy alignment with aims to reduce concentration risk, to strengthen balance sheet quality and, more importantly, to preserve capitals during unprecedented time. As a result, loan balance is expected to reduce this year.
- Growing quality deposits remains key deposit strategy. However, as loan balance will be strategically slowdown, deposit volume is expected to adjust accordingly in order to optimize profitability margin by running down TD and replacing with our quality-hybrid deposits with aims to convert them to investment and protection products once market conditions and customers' appetites resume.
- NII reflected a result of lower yields from M-rate cuts which offset benefits from balance sheets optimization from our unique position after merger. On B/S funds growth underpinned by strong retail deposit franchise which created an opportunity to lower down cost of deposit and enhancing profitability margin.
- Amid challenging operating environment from the pandemic, fees remained under pressure but gradually recovered from post lock-down. MF fee improved mainly from end of front-end fee waive and new IPOs in this quarter. Overall BA fee was relatively stable, thanks to BA auto fee shortfalls that gradually came back, supported by better auto loan new booking since lock-down was lifted in May.
- Cost saving initiatives start to yield results in this quarter i.e HR cost saving, premise cost saving. This cost saving would be self-funded other integration costs to maintain C/I ratio within the target.

- Backloading of FY2020 provision in 2H20 while maintaining solvency ratios at high level. This risk cost included additional top-down provisions (MO) in order to be prudent against COVID-19 unforeseen impacts which expected to reveal in the following quarters.
  - As a result, NPL coverage ratio stands at 132% (+18% from 114% in 2Q20)
  - Further limit downside risk by lower NPLs, now lowest among top peers, preparing for future uncertainties after holiday skip payment ends in October 2020
  - Closely monitor commercial and retail portfolios and its resilience to the economic impact of COVID-19

COVID-19 Response

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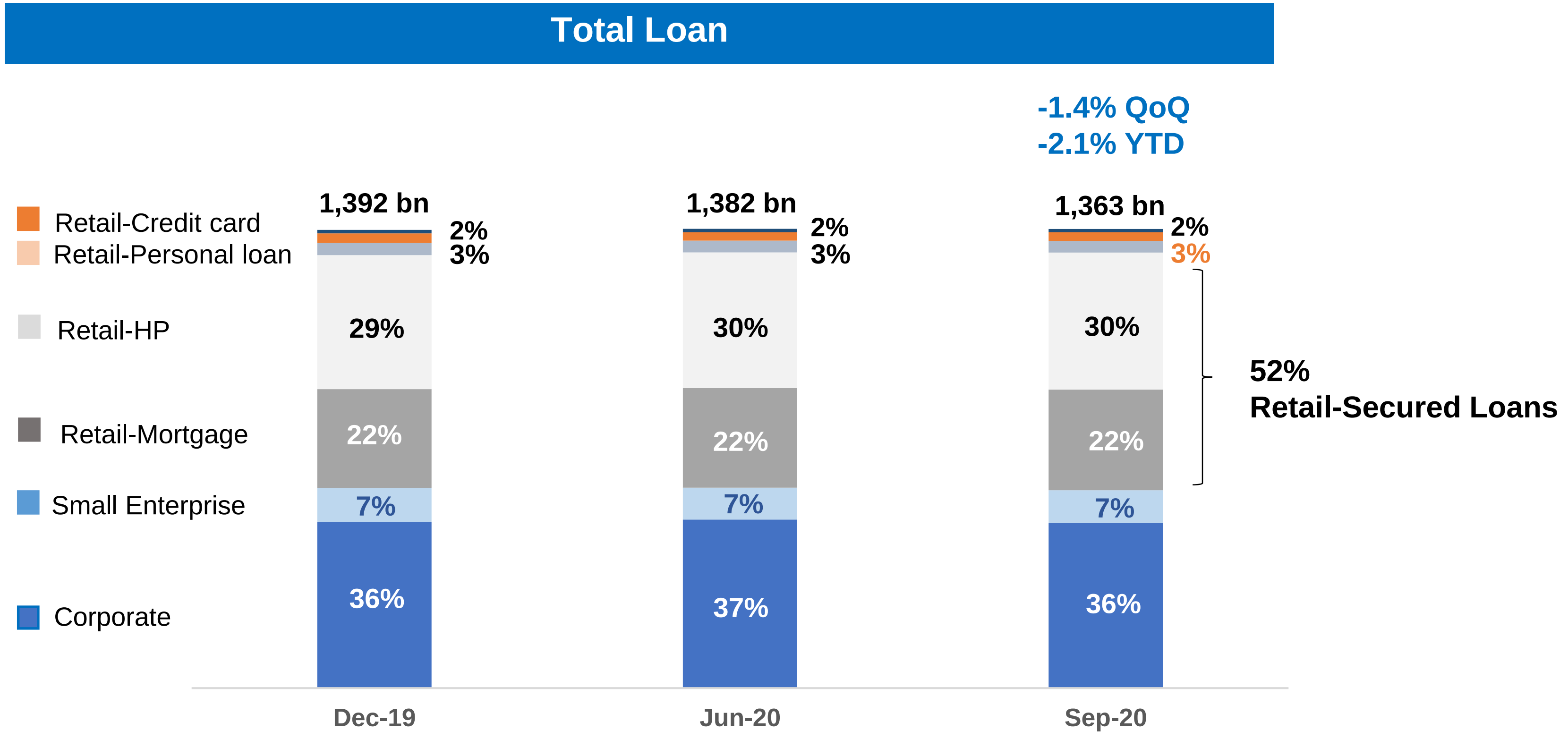
Integration Update

Well on-track on balance sheet optimization



- Total loans declined -1.4% QoQ and -2.1% YTD as the Bank optimized B/S from post-merger by running down low yield loans
  - Commercial loan balances declined -2.3% QoQ from normal loan repayment, the running down of low yield loans and policy alignment in loan strategy to reduce loan concentration and improve quality. Low business activities despite post-lockdown also resulted in low demand for commercial credit.
  - Retail loans also dropped -0.7% QoQ and -1.2% YTD, led by HP, Secured loan, personal loan and credit card
- Post-merger loan portfolio is well-diversified, given retail loans now representing 57% of the portfolio and more than 90% of retail loans are secured lending

Solid retail deposit gathering from strong franchise, creating opportunity for the Merged Bank to adjust funding cost during extremely low rate environment

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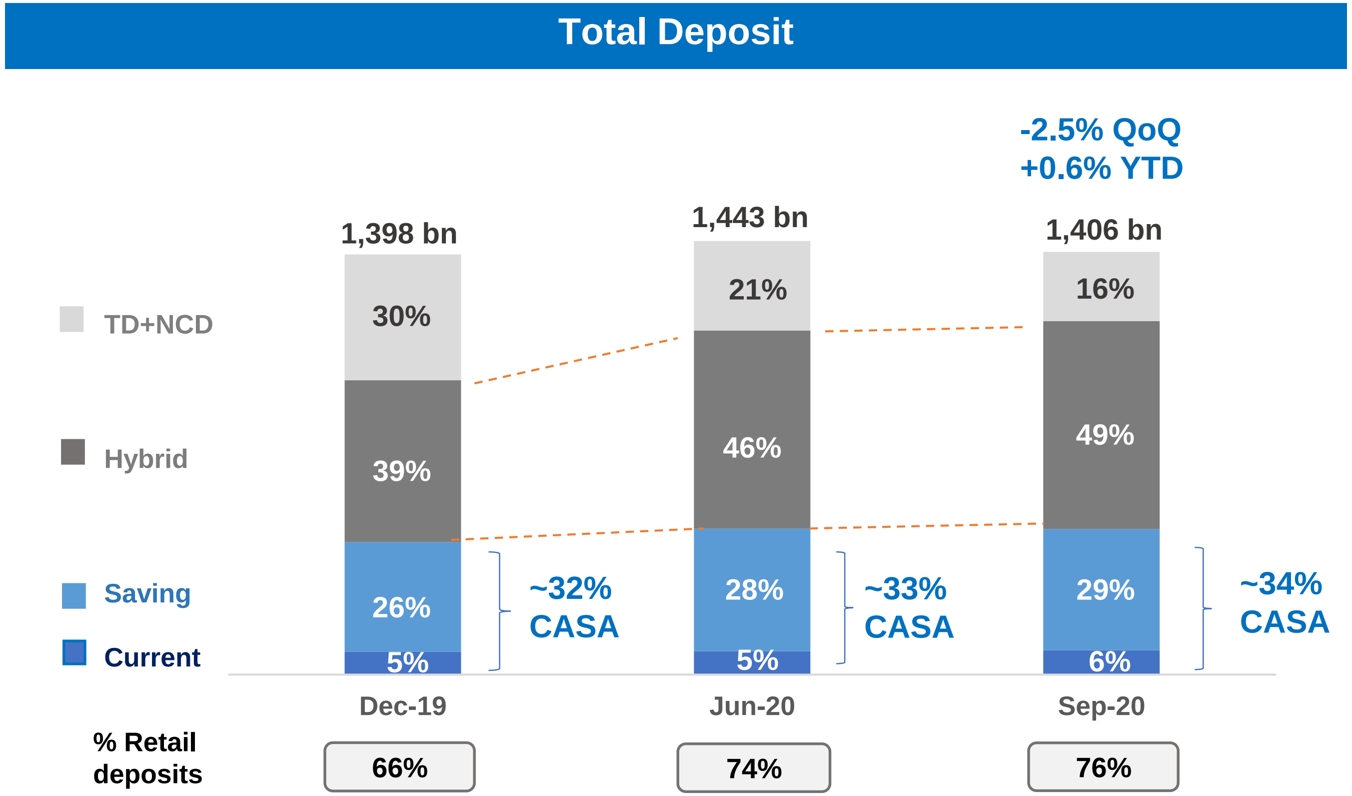
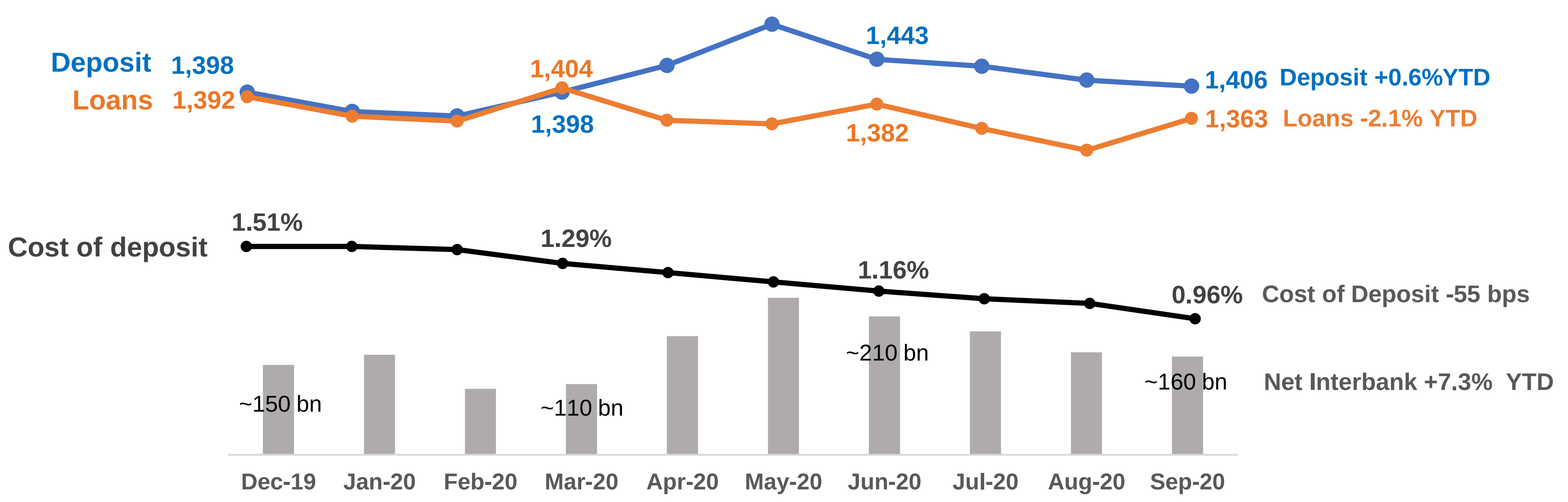


- Deposit fell by -2.5% QoQ , driven by reduction in TD & Deposit certificate in line with B/S optimization strategy. However, No-Fixed and Ultra Saving continued to grow and remained key growth engines for deposit portfolio.
  - The inflow in No-Fixed and Ultra Saving tremendously grew by +7.0% or THB 42 bn, capturing high value segment customer to be converted to investment and protection products when market has appetited and activities normalizing
  - All free continuously grew since the Bank's extend value proposition at the beginning 2019 to deliver customer experience, resulting in successful low cost funding acquisition
- YTD deposit growth was 0.6%. The contribution was all across the board, offsetting TD & Deposit certificate
- As a result, retail deposit represented 76% of total deposit base and 24% commercial

Creating opportunity for deposit cost improvement from excess liquidity situation

Strong Liquidity Position



- Reduction in cost of deposit supported by FIDF cut, reduction in high cost TD from TBANK and ability to lower down deposit cost from strong retail deposit franchise
  - Retail hybrid products volume tremendously increased by THB 154 bn or 29% YTD, reiterating our ability to grow quality deposit

Note: Hybrid deposits include No-Fixed, ME and Ultra saving

Predominantly customer deposit-funded with stable funding profile

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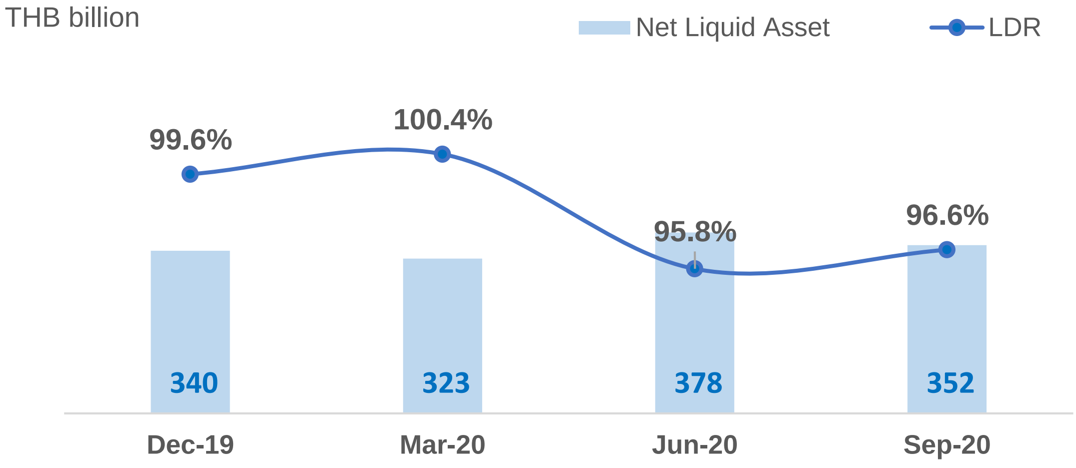
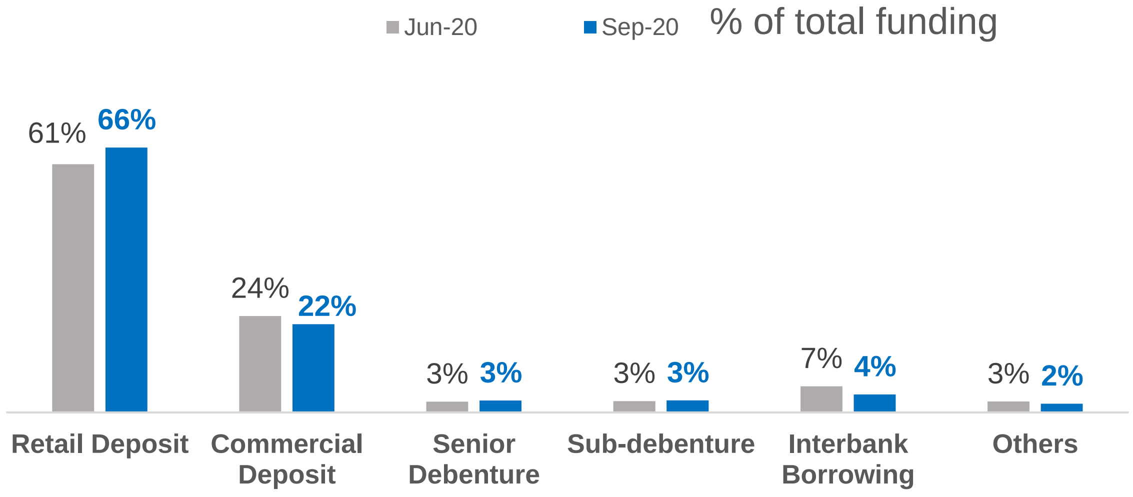
Liquid Assets Exceed THB 300 bn

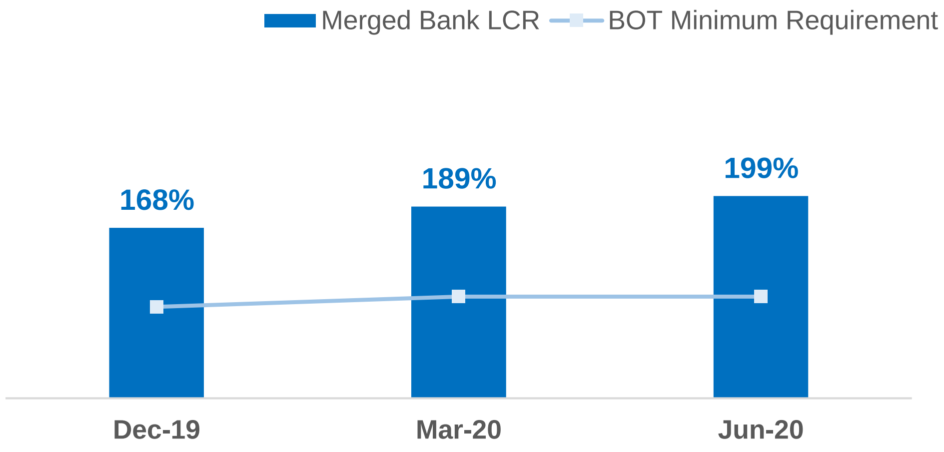


Net Liquid Asset Definition: Cash + Interbank Asset + Investment - Interbank liab.

Strong Funding Profile with Stable Funds



LCR Well Above Regulatory Requirement



- The Bank has liquid assets exceed THB 300 bn. A Decrease in liquidity QoQ was mainly due to proactive deposit cost management from reducing TD and NCD of TBANK in line with post-merger plan to optimize B/S
- Deposit is a major source of fund and the Bank strategically builds retail deposit base to ensure stable deposit and less reliance on short-term wholesale funding and the Bank expected the trend to continue with deposit-led strategy and creation of a strong deposit franchise
- Merged Bank's LCR was well above the BOT minimum requirement at 100%

Sustained NIM despite multiple M-rate cuts, saving by ability to lower down cost of deposit

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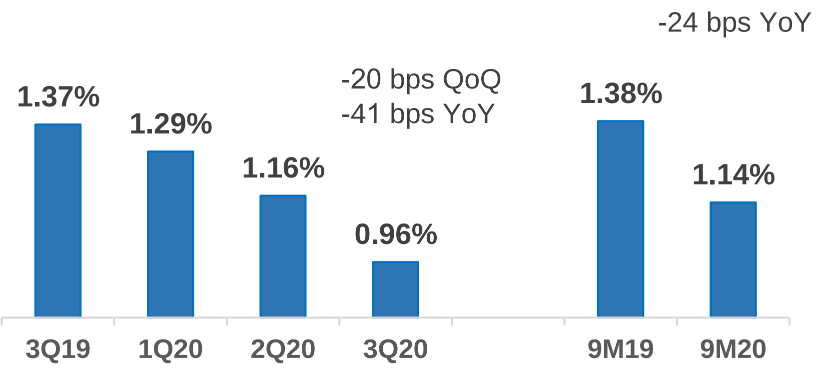
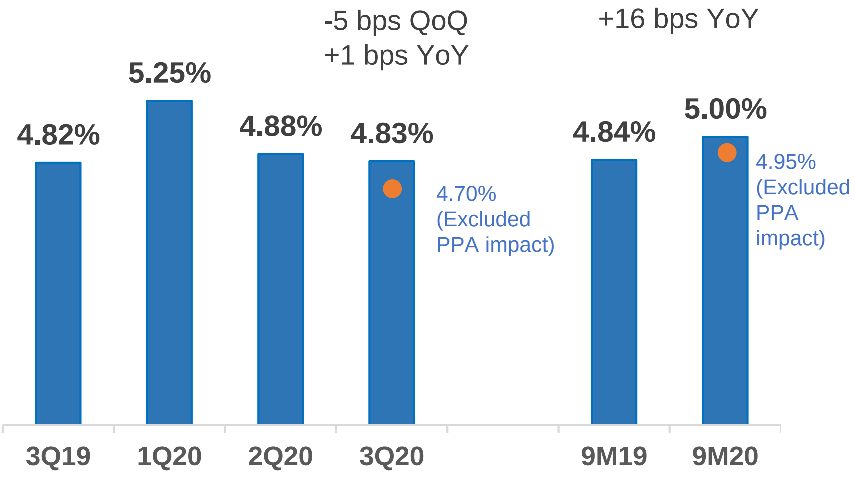
Cost of Deposit



- Balance sheet optimization resulted in lower interest expense for the Merged Bank plus proactive balance sheet management on lower funding cost, therefore, cost of deposit reduced by 20 bps QoQ
- YoY reduction was partly from lower FIDF from 0.46% to 0.23%

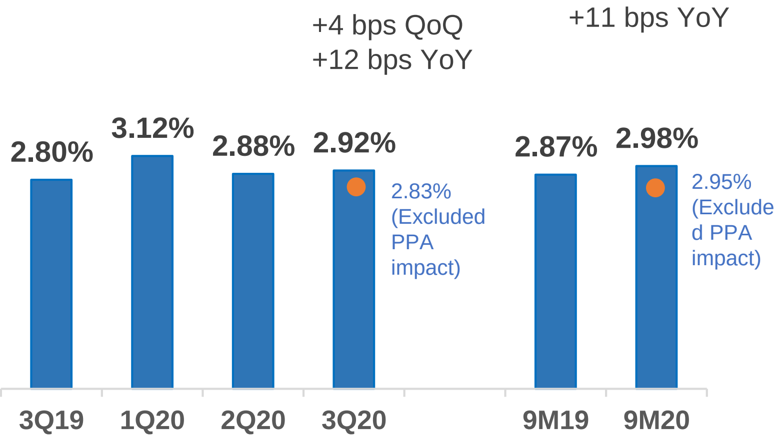
Loan Yield



- The QoQ drop by 5 bps was due mainly to M-Rate cuts while YoY loan yield was relatively stable, thanks to contribution from high yielding assets from TBANK
- 9M20 loan yield improved by 16 bps from higher-yielding assets from TBANK consolidation

%	Dec-19	Feb-20	Apr-20	Apr-20	Jun-20	Change (bps)
MLR	6.650	6.650	6.650	6.250	6.125	-52.5
MOR	7.175	6.925	6.675	6.275	6.150	-102.5
MRR	7.15	7.150	7.030	6.630	6.280	-87

Net Interest Margin (NIM)

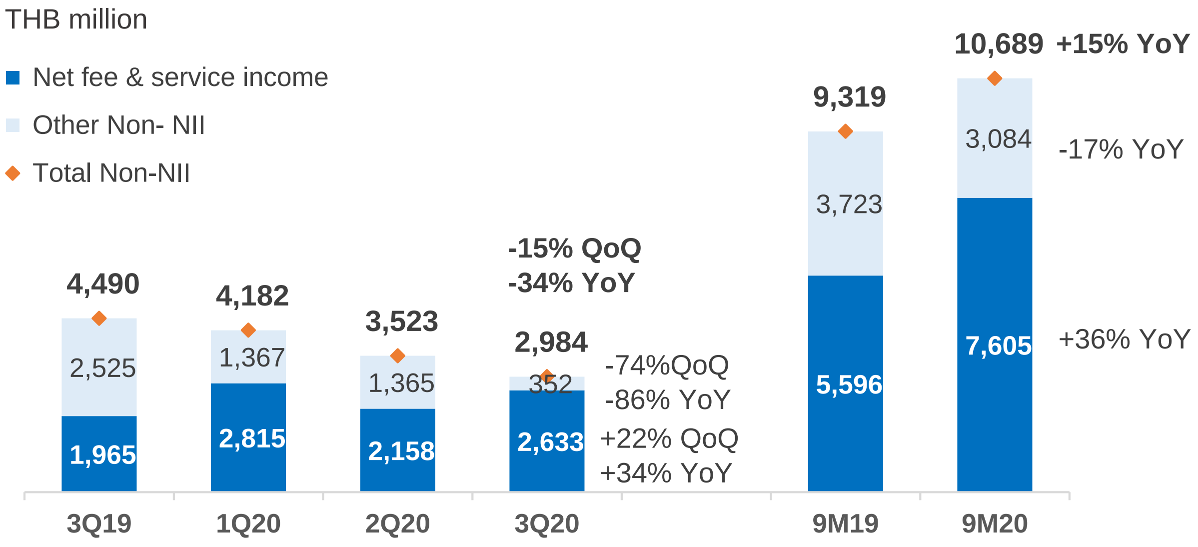


- With positive impact from cost of deposit despite multiple M-Rate cuts and customer relief programmes recalculated EIR, NIM was sustained at 2.92% in 3Q20
- 9M20 NIM of 2.98% improved 11 bps YoY mainly due to more higher-yielding assets from auto loans

Note: 1/ Consolidated P&L included TBANK's performance for 28 days/ Balance sheet included TBANK's financial position as of 31 Dec 2019 for 4Q19

Several fee income streams improving from trough in April as lockdown eased but fee engines still challenging in volatile environment

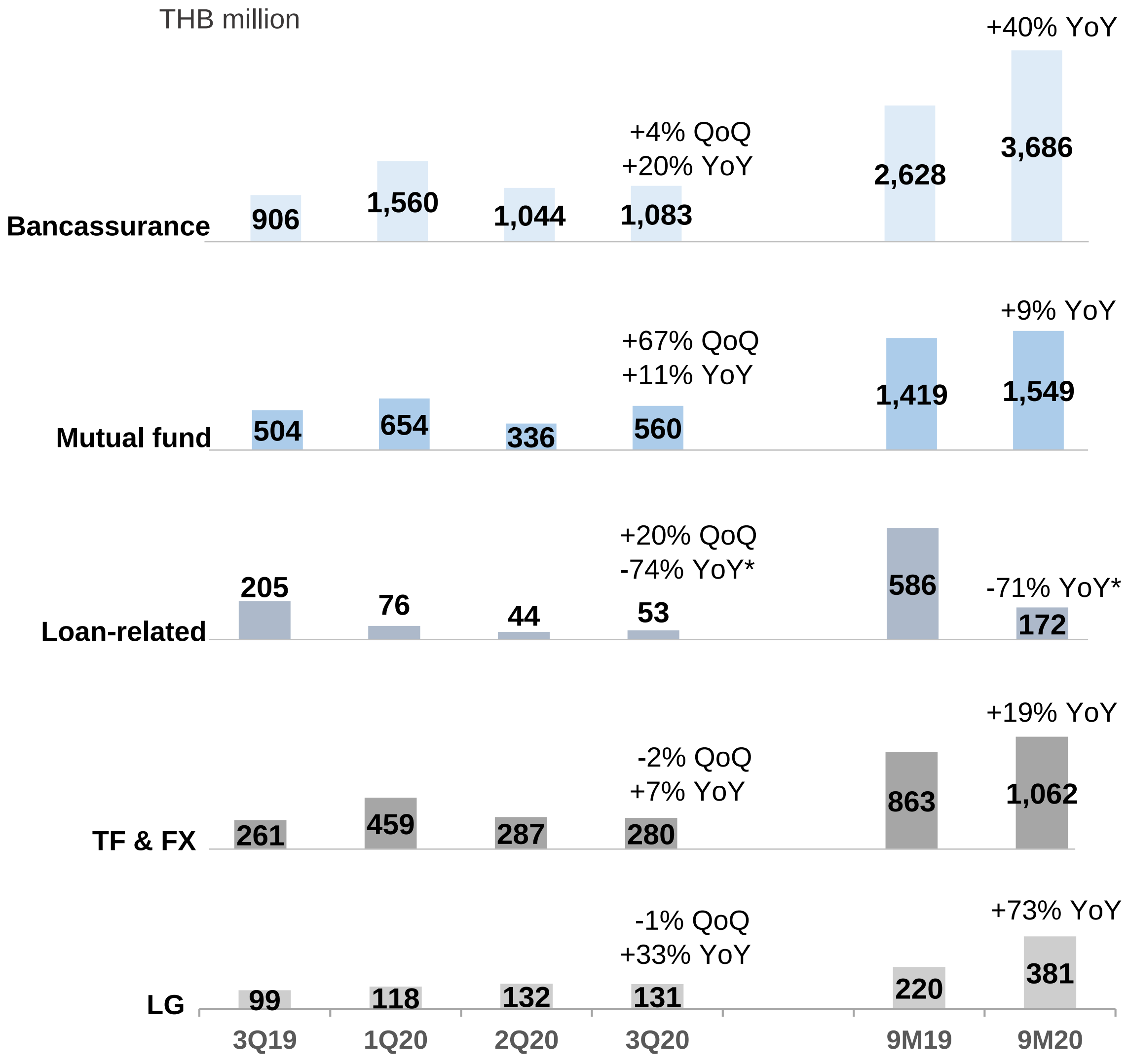
Total Non-Interest Income (Non-NII)



Non-NII was down by -15% QoQ and -34% YoY, due mainly to non-core revenues (in 2Q20 from OCI & investment gain and 3Q19 from investment gain). However, net fee income gradually improved QoQ from lock-down period.

- BA improved slightly QoQ, thanks to BA auto fee which recovered from better auto loan new booking after lock-down was lifted in May. Other retail BA fees such as BA-saving and BA investment-linked remained under pressure due to low rate environment and volatile financial market. However BA-protection fee was well on track and the Merged Bank aims to shift product mix toward BA-protection, balancing BA suite over the long term
- Mutual fund fee was up QoQ as COVID-19 MF front-end fee waive ended in July, together with new IPO launches in 3Q20
- Loan-related fee was up QoQ but remained under pressure from slow loan growth
- Trade finance and FX decreased mainly from weak global import and export activities

Breakdown Strategic Fee Products



*change in accounting standard – revenue recognition under TFRS9

Under challenging revenue environment, cost synergy realization going as plan

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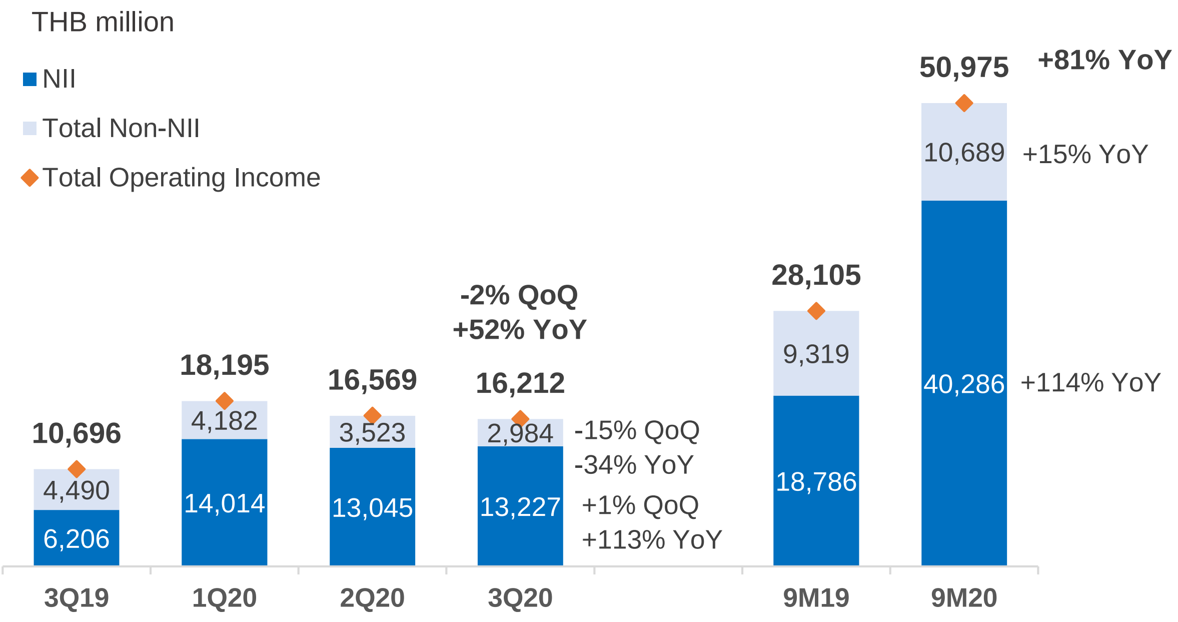
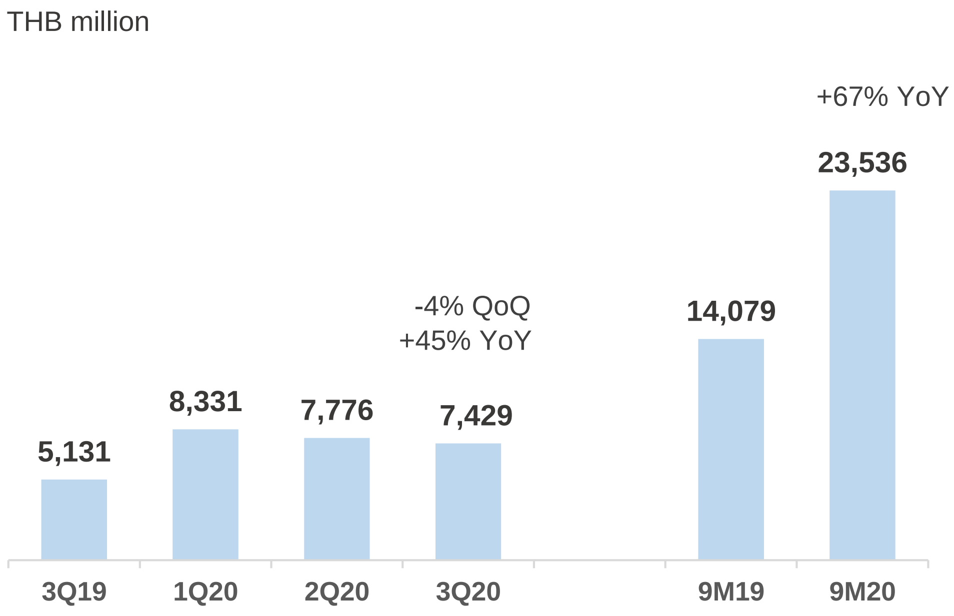
Total Operating Income



Total Operating Expense

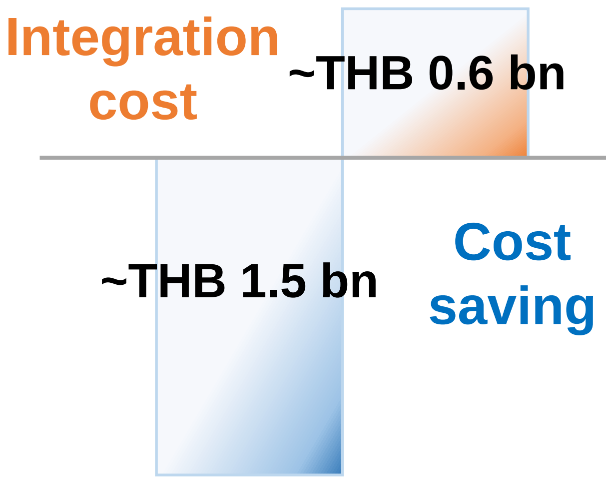


- 3Q20 Operating income -2% QoQ drop was due mainly to NII reduction from M-rate cut effect, offsetting improving in cost of deposit, while fees marginally down QoQ from OCI gain in 2Q20. The jump in YoY growth mainly came from the consolidation of TBANK.
- 9M20 Operating income increased by 81% YoY due to post-merger contribution

- 3Q20 operating cost was down -4% QoQ despite integration activities. This demonstrated cost discipline and ongoing cost saving efforts.
- Cost saving in 3Q20 mainly came from;
  - HR cost saving – resulting from voluntary retirement package, plus natural attrition.
  - Premise & depreciation cost saving - from optimized office space and computer and software expense from TBANK side

2020 Cost saving well on track with the self-funded initiatives

Total 9 Months Net Cost Saving ~THB 1 bn YoY

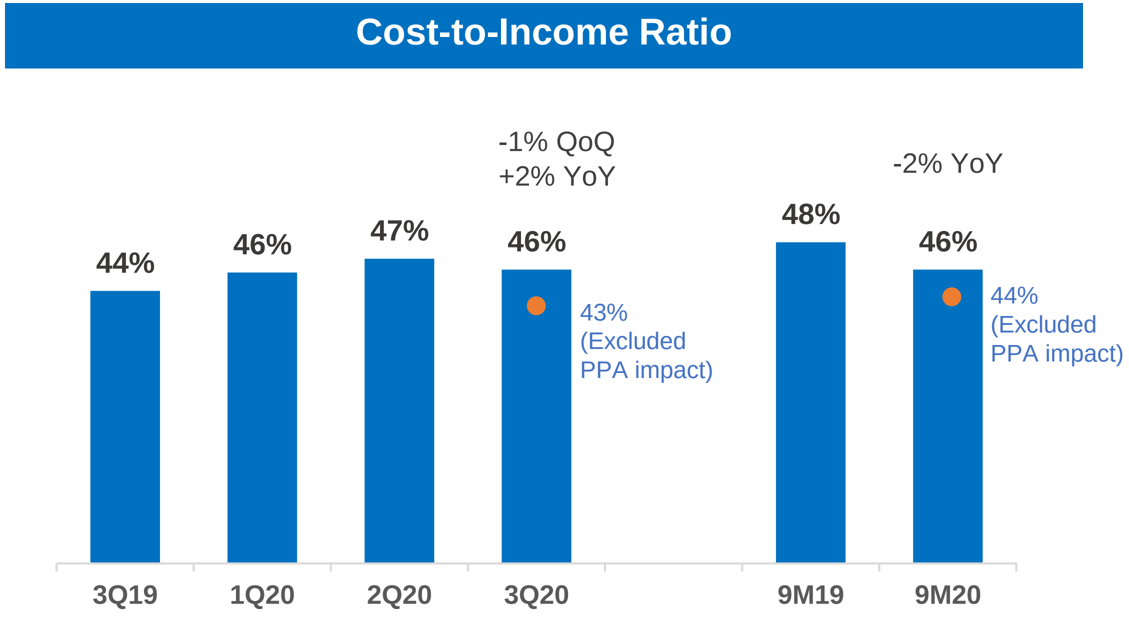


ER package, stock retention, branch rationalization expense i.e. co-location branch and one-time advisory fee

HR Cost saving, Marketing cost saving, Networking & operational cost saving

- With tangible cost saving around ~THB 1.5 bn for the first 9-month vs. strategic plan of synergies realization, 2020 cost to income ratio target will be in line with management guidance at 48%-50%
  - In 3Q20, major cost saving came from HR cost saving which has full impact in this quarter since staff under early retirement (ER) package was effective on 1st July. The Merged Bank now has the number of employees 17,443 headcounts or reduced by 2K headcounts.
  - During the first 9-month, integration cost was around THB 0.6 bn and this integration cost will be only one-time expense during initial period of post-merger
- After post-merger, the Merged Bank continued to improve flexibility, scalability and efficiency of people, marketing, branches and IT infrastructures and aiming to improve C/I ratio to mid-40s according to our 5 year-plan

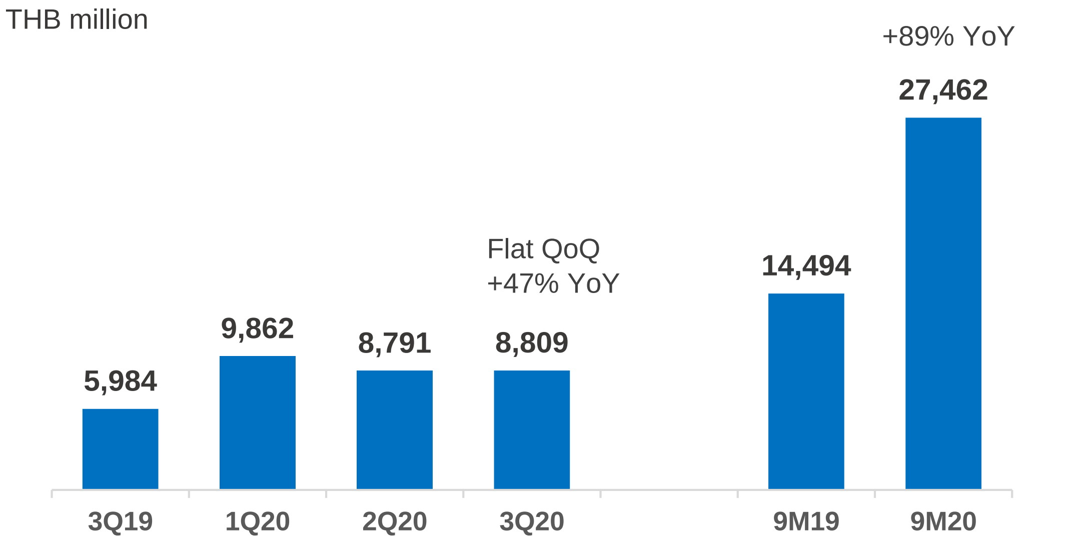
Self-funded 1st phase of integration cost to maintain C/I ratio within the target



- With the pressure on income affected from COVID-19, C/I ratio was at 46% in 3Q20. If excluded PPA accounting impact from TBANK's consolidation, the figure would have reported at 43%.
- An improve in efficiency metric complemented by ongoing cost saving's initiatives from post-merger e.g. branch rationalization, HR cost saving, marketing spending, offsetting with strong cost discipline of integration cost, aligning with the Merged Bank's direction to self fund integration cost with synergies cost saving

While revenue under pressure during unprecedent crisis, cost discipline resulting in stable 3Q20 PPOP

Pre-Provision Operating Profit (PPOP)



- 3Q20 PPOP was recorded at THB 8.8 bn, flat QoQ and +47% YoY
- 9M20 PPOP was THB 27.5 bn, +89% YoY

Proactively managing loan portfolio to strengthen balance sheet ahead of economic uncertainties

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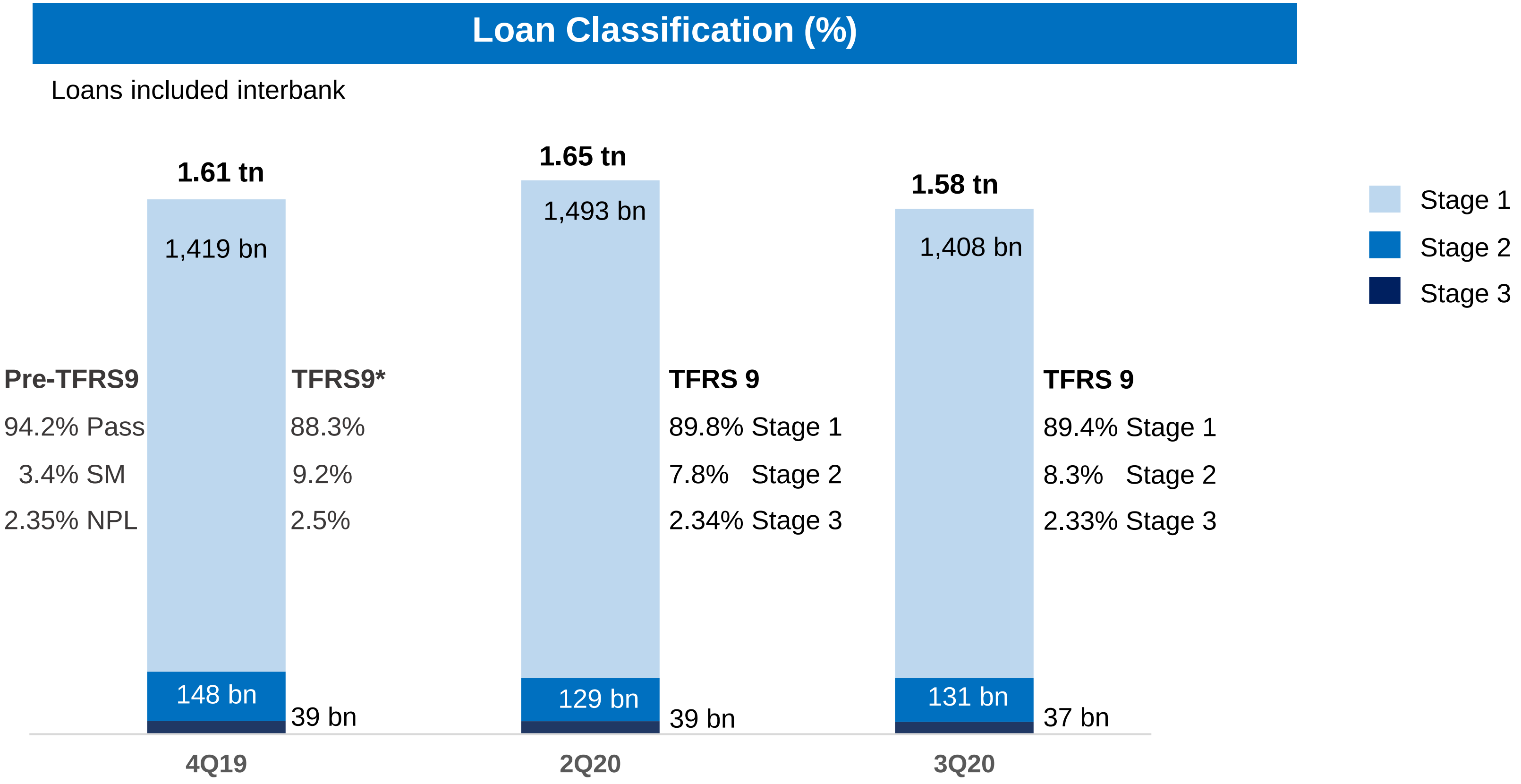
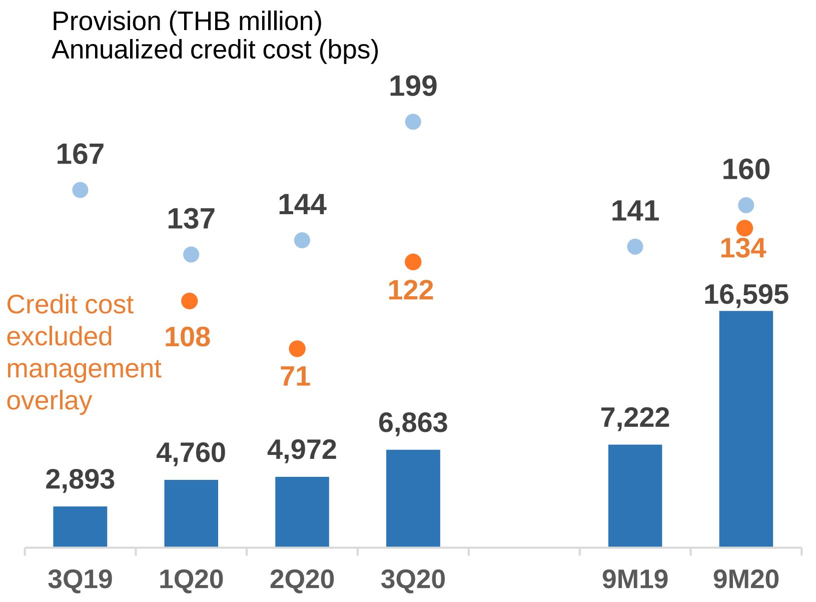


- The Bank continued to proactively sold and write off non-performing loans in order to clear up headroom for economic headwinds in the following quarters. De-risking loan portfolio remains one of the Merged Bank’s priorities.
- As a result, Stage 3 loans dropped further by 5.3% to THB 36.7 bn which represented 2.33% of total loans
- Due partly to a qualitative downgrade, stage 2 loans increased by THB 1.9 bn from 2Q20 to THB 131 bn or 8.3% of total loans as of 3Q20

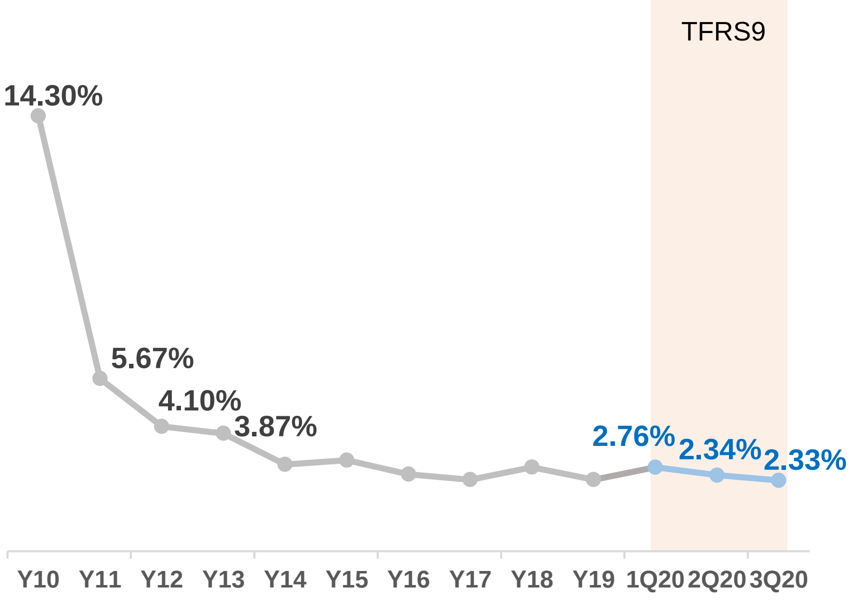
Reinforce the foundation as economic recovery taking longer than expectation. Impact on asset quality after the policy cliff expected to fully reveal next year

Provision & Credit Cost



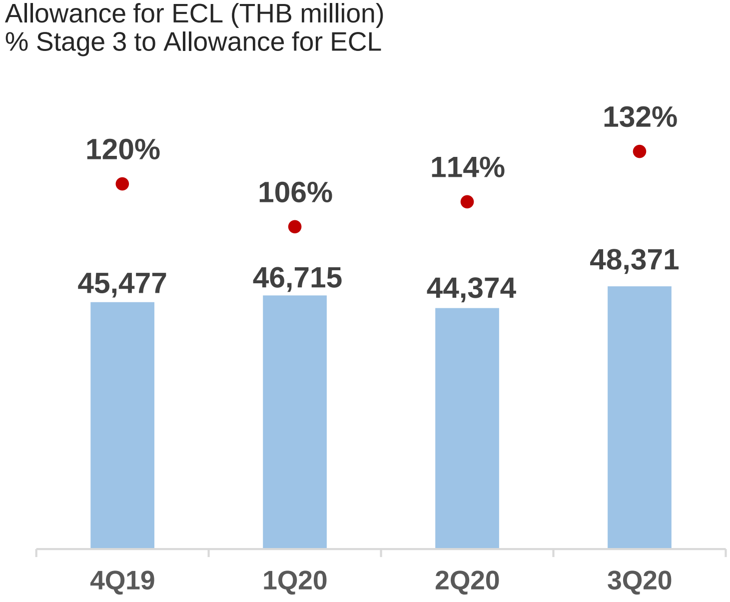
- Provision rose to THB 6,863 mn in 3Q20, equal to credit cost of 199 bps
- The uptick was due mainly to Management Overlay (MO) of THB 2.7 bn preparing for debt relief and accrued interest (If excluded the MO, credit cost would have reported at 122 bps)
- 9M20 credit cost was at 160 bps, up 19 bps YoY due to extra ECL for management overlay and THAI's bonds exposure (Set up in 2Q20)
- Provision is expected to elevate through year end, due to uncertain economic outlook and the effect of forbearances obscure magnitude risk

NPL ratio/ Stage 3



- The Bank expected the near-term asset quality challenges for the Thai banking system including TMB to be high. Over the past few years, TMB has enhanced our risk oversight mechanism by tightening underwriting standards, de-risking portfolio, and cleaning up bad assets by selling and written-off which has helped contain NPL ratio and is now one of the lowest among Thai banks
- Current stage 3 loan was at 2.33%

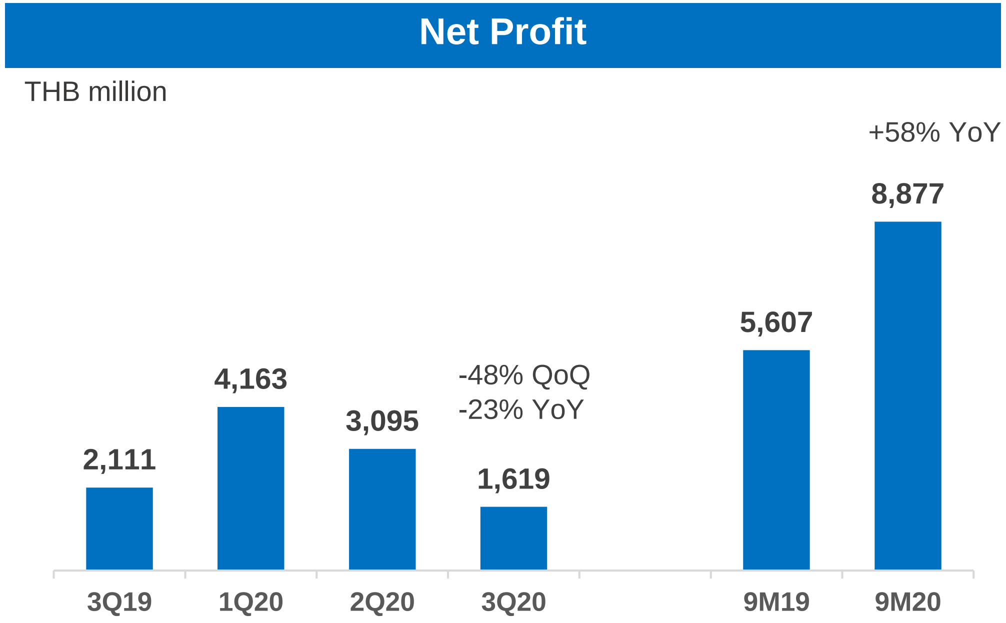
Allowance for ECL and LLR



- Allowance for ECL has built up to THB 48.3 bn in 3Q20 from conservative setting aside for COVID-19 impact, preparing for future uncertainties
- As a result, LLR ratio shot up to 132%, up by 18% QoQ

*TFRS9 adoption effective in 2020

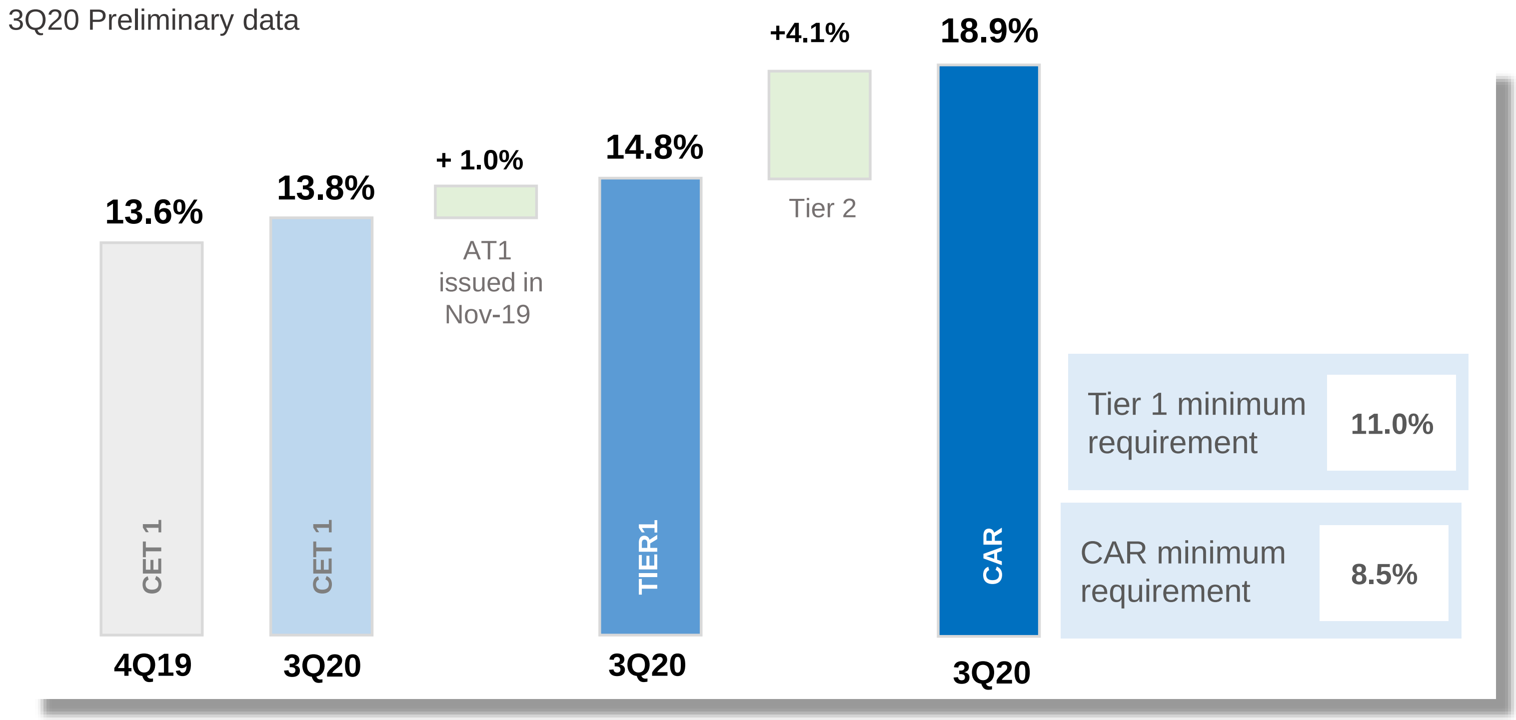
YoY net profit reflecting inorganic growth but QoQ performance largely pressured by high ECL set aside for future uncertainties



- 3Q20 Net profit was at THB 1,619 mn, -48% QoQ and -23% YoY
- 9-month net profit for the Merged Bank was THB 8,877 mn, up by 58% YoY, reflecting the inorganic growth

Reinforce capital position with wider buffer over requirements

Solid Capital with ample buffer over requirement



CET1 THB 166 bn	THB 167 bn
RWA THB 1,217 bn	THB 1,212 bn

- We remain strongly capitalized, enabling the Bank to withstand the uncertainty ahead
- Due to Economic headwind impacted from COVID-19 pandemic, the Bank reinforced solvency ratio with organic capital generation and balance sheet optimization, reflecting higher buffer Tier1 and lower in credit RWA
  - Once roll in TBANK 1H20 profit, it is expected to have positive impact on CAR around +40 bps

Note: prelim data

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Integration Update

Strategic and operational delivery on integration progress during the COVID-19 affected period

Product & service readiness: more seamless integration between both banks	▪ 79 Co-location branches as of September 2020	✓
	▪ Cash your car referral program further optimizing both bank channels (Telesales, Online and Branches)	✓
	▪ TBANK bill payments further optimizing TMB channels (Branch, Touch, ATM)	✓
	▪ New booking of Small Business loans book at Merged bank and available on Touch	✓
	▪ Align product features and customer benefits of Merged Bank deposit products	✓
People integration and HR cost saving	▪ 1,707 of TBANK staff already transferred to TMB (as of October 2020)	✓
Facility management	▪ Fully Optimized office spaces in this quarter: consolidate office locations from MBK to TMB HQ and from AIA to Wongsawang, etc.	✓

/1 Except LTF/RMF

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