KPMG

Thailand's journey to 2030, What lies ahead?

Dr. Kobsak Pootrakool
Chairman
Federation of Thai Capital Market
Organizations (FETCO)

Thailand's Journey to 2030, What Lies Ahead?

Kobsak Pootrakool

Director, Bangkok Bank
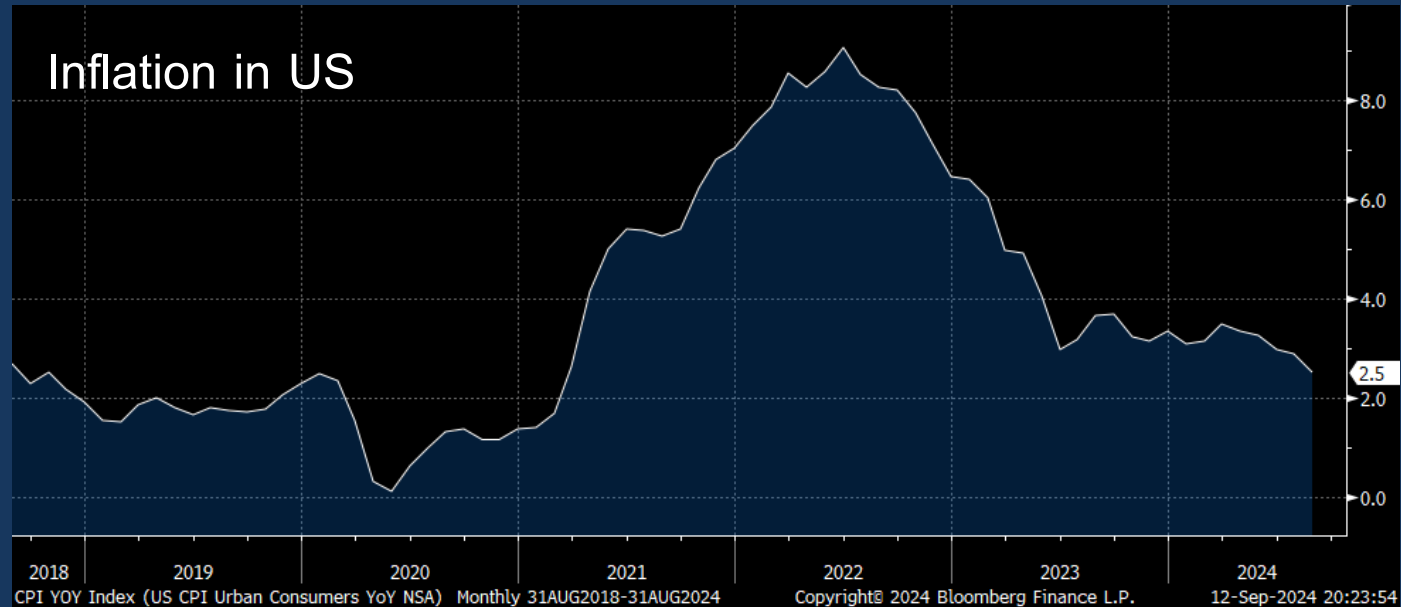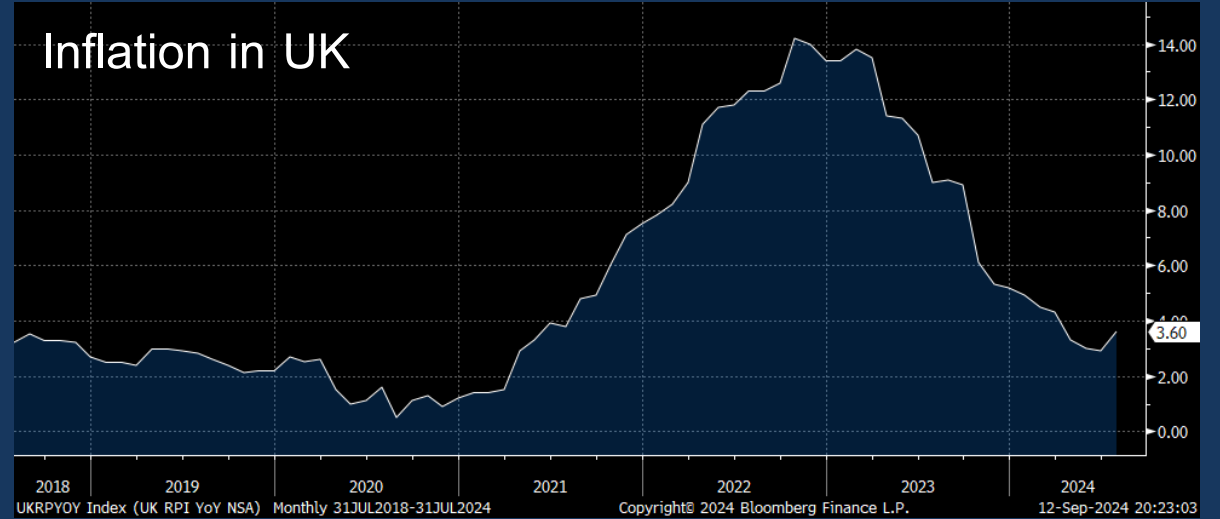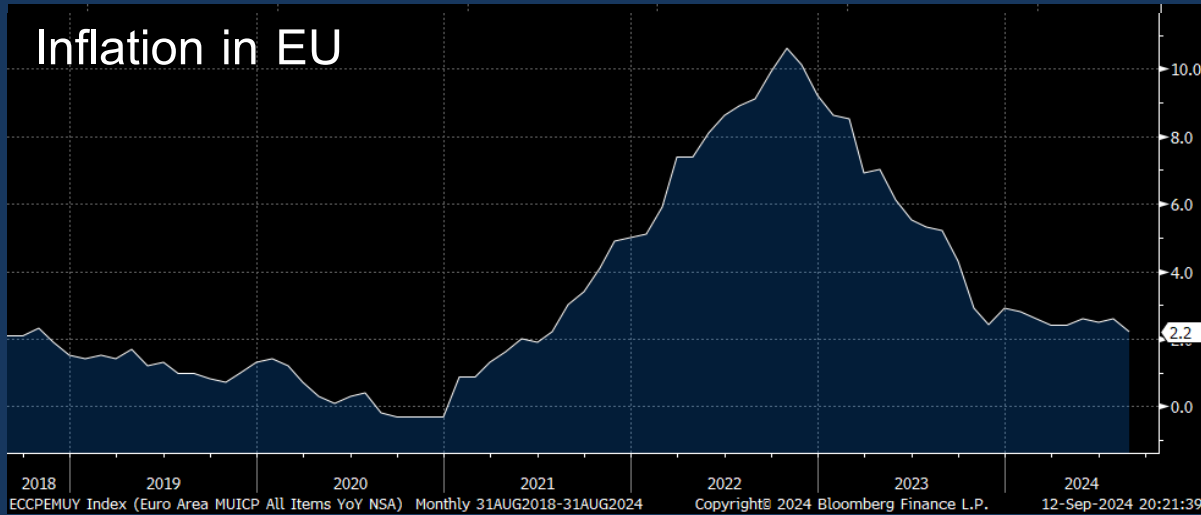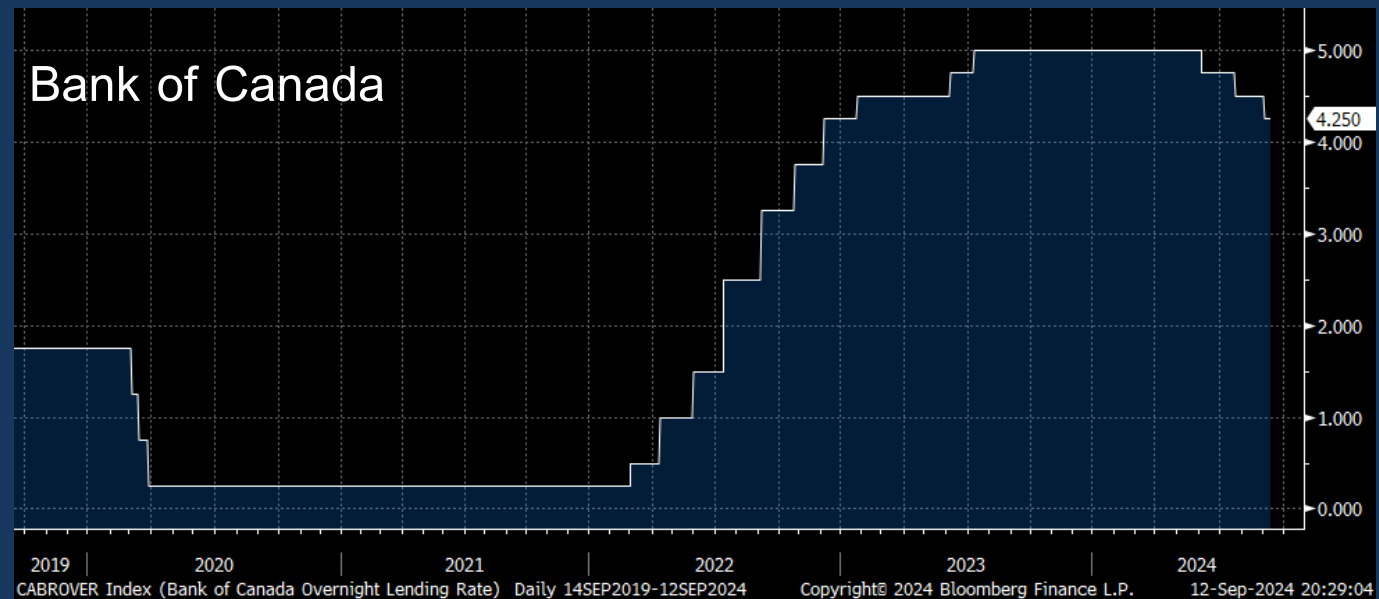
24 September 2024

Toward 2030

I. Global Recovery

The Beginning of a New Phase of Economic Recovery

Inflation in EU

ECCPEMUY Index (Euro Area MUICP All Items YoY NSA) Monthly 31AUG2018-31AUG2024   Copyright© 2024 Bloomberg Finance L.P.   12-Sep-2024 20:21:39

Inflation in UK

UKRPYOY Index (UK RPI YoY NSA) Monthly 31JUL2018-31JUL2024   Copyright© 2024 Bloomberg Finance L.P.   12-Sep-2024 20:23:03

Inflation in US

CPI YOY Index (US CPI Urban Consumers YoY NSA) Monthly 31AUG2018-31AUG2024   Copyright© 2024 Bloomberg Finance L.P.   12-Sep-2024 20:23:54

Leading by Synchronized Interest Rate Reduction

ECB
EURR002W Index (ECB Main Refinancing Operations Announcement Rate) Daily 12SEP2019-12SEP2024   Copyright© 2024 Bloomberg Finance L.P.   12-Sep-2024 20:25:40

SNB
SZLTDEP Index (Swiss National Bank Policy Rate Decision) Daily 12SEP2019-12SEP2024   Copyright© 2024 Bloomberg Finance L.P.   12-Sep-2024 20:27:48

Bank of Canada
CABROVER Index (Bank of Canada Overnight Lending Rate) Daily 14SEP2019-12SEP2024   Copyright© 2024 Bloomberg Finance L.P.   12-Sep-2024 20:29:04

Leading by Synchronized Interest Rate Reduction

Banco Central de Chile

5.50

2019 2020 2021 2022 2023 2024

CHOVCHOV Index (Chile Monetary Policy Rate (TPM)) Daily 11SEP2019-11SEP2024   Copyright© 2024 Bloomberg Finance L.P.   12-Sep-2024 20:34:51
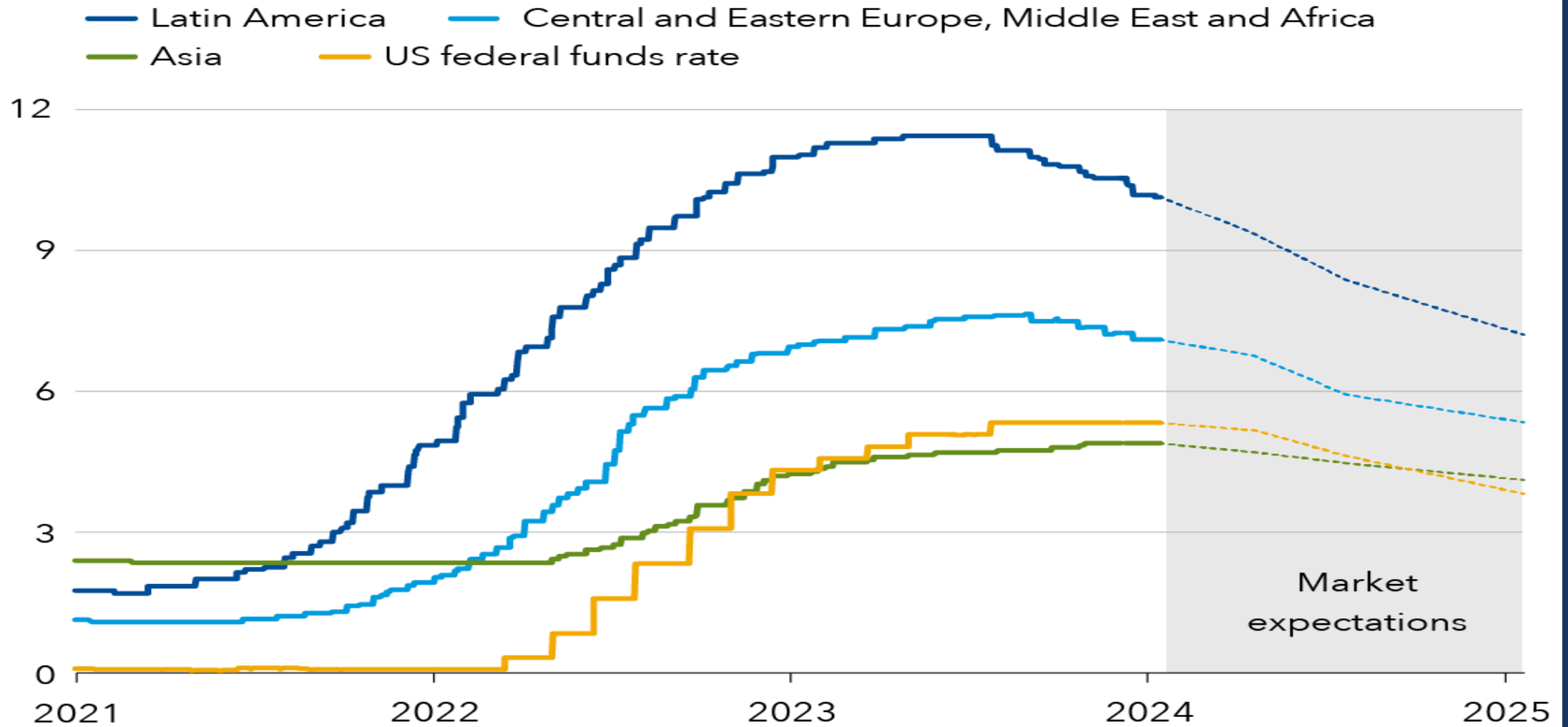
Fed

Figure 2. FOMC participants' assessments of appropriate monetary policy: Midpoint of target range or target level for the federal funds rate
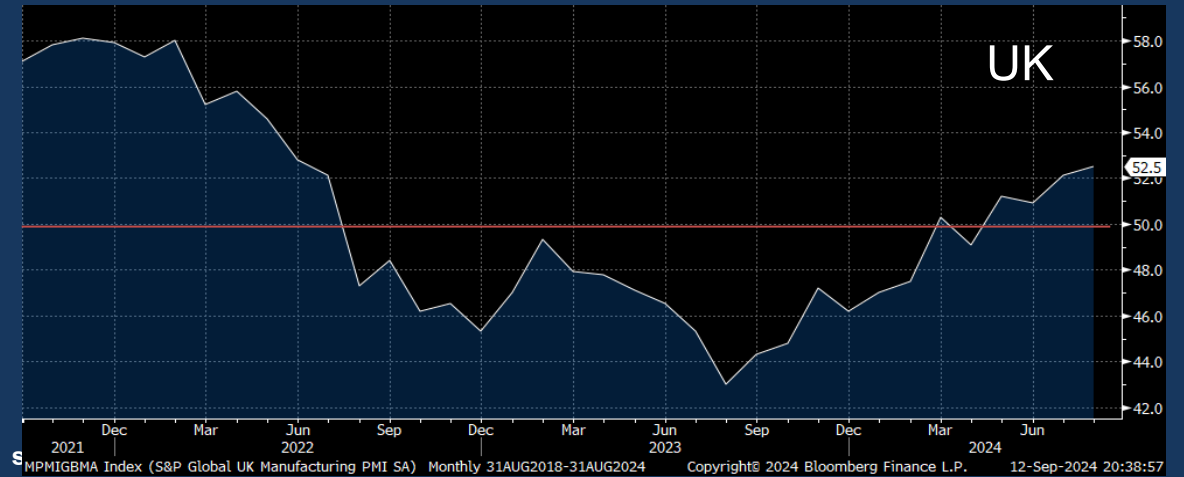
Percent

7.0 · 6.5 · 6.0 · 5.5 · 5.0 · 4.5 · 4.0 · 3.5 · 3.0 · 2.5 · 2.0 · 1.5 · 1.0 · 0.5 · 0.0

2024   2025   2026   2027   Longer run
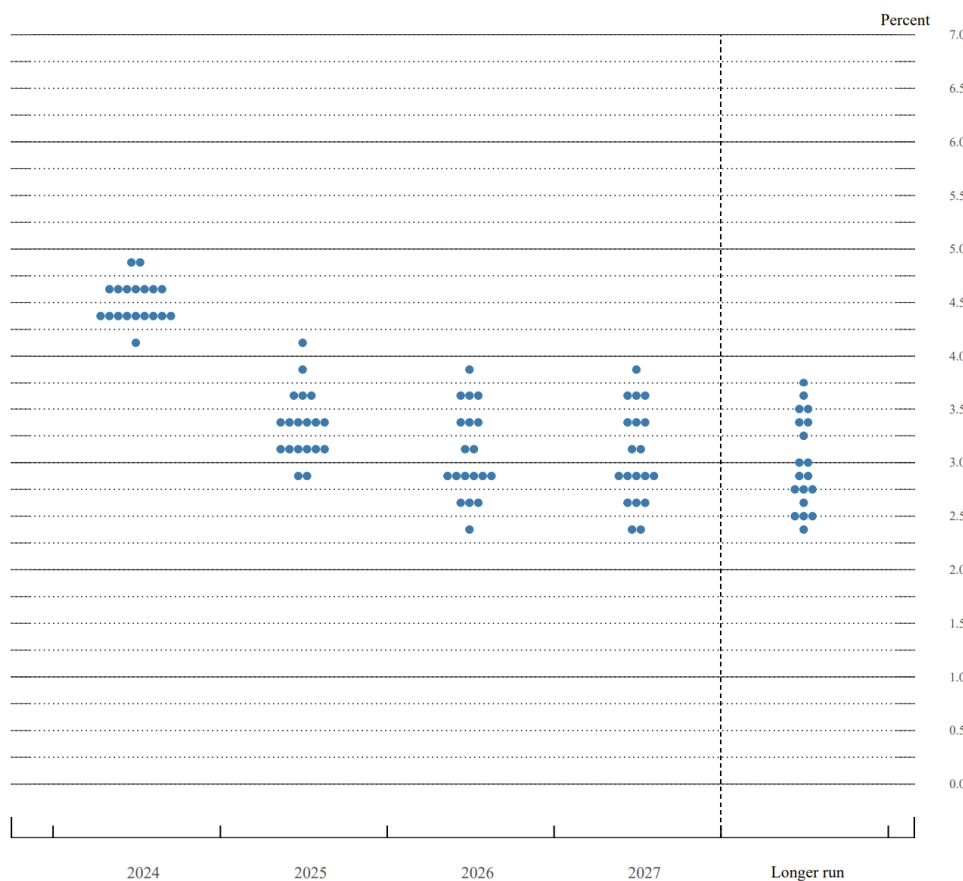
Percent

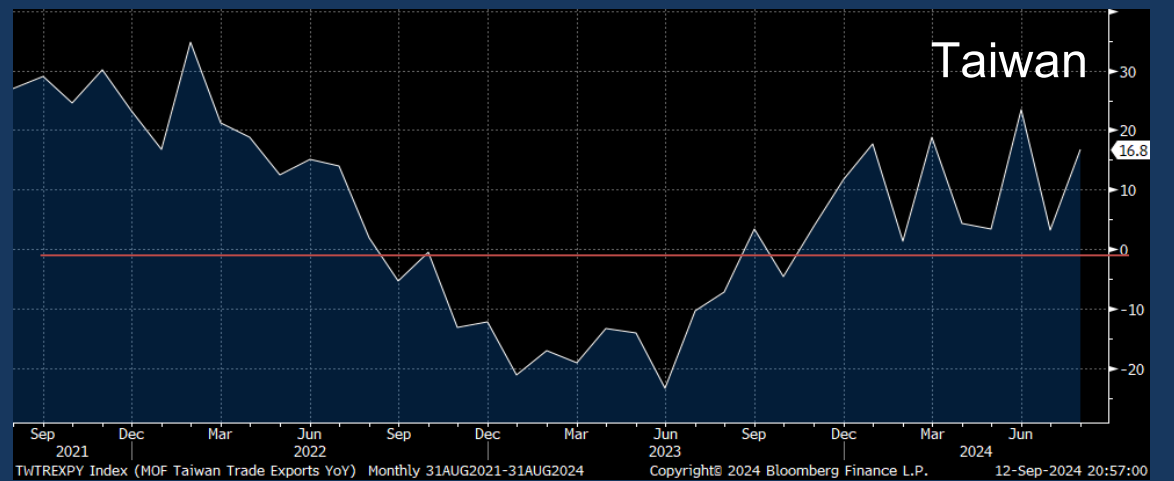| Variable	Median[1]				
	2024	2025	2026	2027	Longer run
Change in real GDP	2.0	2.0	2.0	2.0	1.8
June projection	2.1	2.0	2.0		1.8
Unemployment rate	4.4	4.4	4.3	4.2	4.2
June projection	4.0	4.2	4.1		4.2
PCE inflation	2.3	2.1	2.0	2.0	2.0
June projection	2.6	2.3	2.0		2.0
Core PCE inflation[4]	2.6	2.2	2.0	2.0	
June projection	2.8	2.3	2.0		
Memo: Projected appropriate policy path					
Federal funds rate	4.4	3.4	2.9	2.9	2.9
June projection	5.1	4.1	3.1		2.8

IMF's Projection of Policy Rates

New Phase of Recovery – Manufacturing PMI

EU — MPMIEZMA Index (Eurozone Manufacturing PMI SA) Monthly 31AUG2018-31AUG2024 — Copyright© 2024 Bloomberg Finance L.P. — 12-Sep-2024 20:37:32 — 45.8

UK — MPMIGBMA Index (S&P Global UK Manufacturing PMI SA) Monthly 31AUG2018-31AUG2024 — Copyright© 2024 Bloomberg Finance L.P. — 12-Sep-2024 20:38:57 — 52.5

US — MPMIUSMA Index (US Manufacturing PMI SA) Monthly 31AUG2018-31AUG2024 — Copyright© 2024 Bloomberg Finance L.P. — 12-Sep-2024 20:40:34 — 47.9

Japan — MPMIJPMA Index (Jibun Bank Japan Manufacturing PMI SA) Monthly 31AUG2018-31AUG2024 — Copyright© 2024 Bloomberg Finance L.P. — 12-Sep-2024 20:41:53 — 49.8
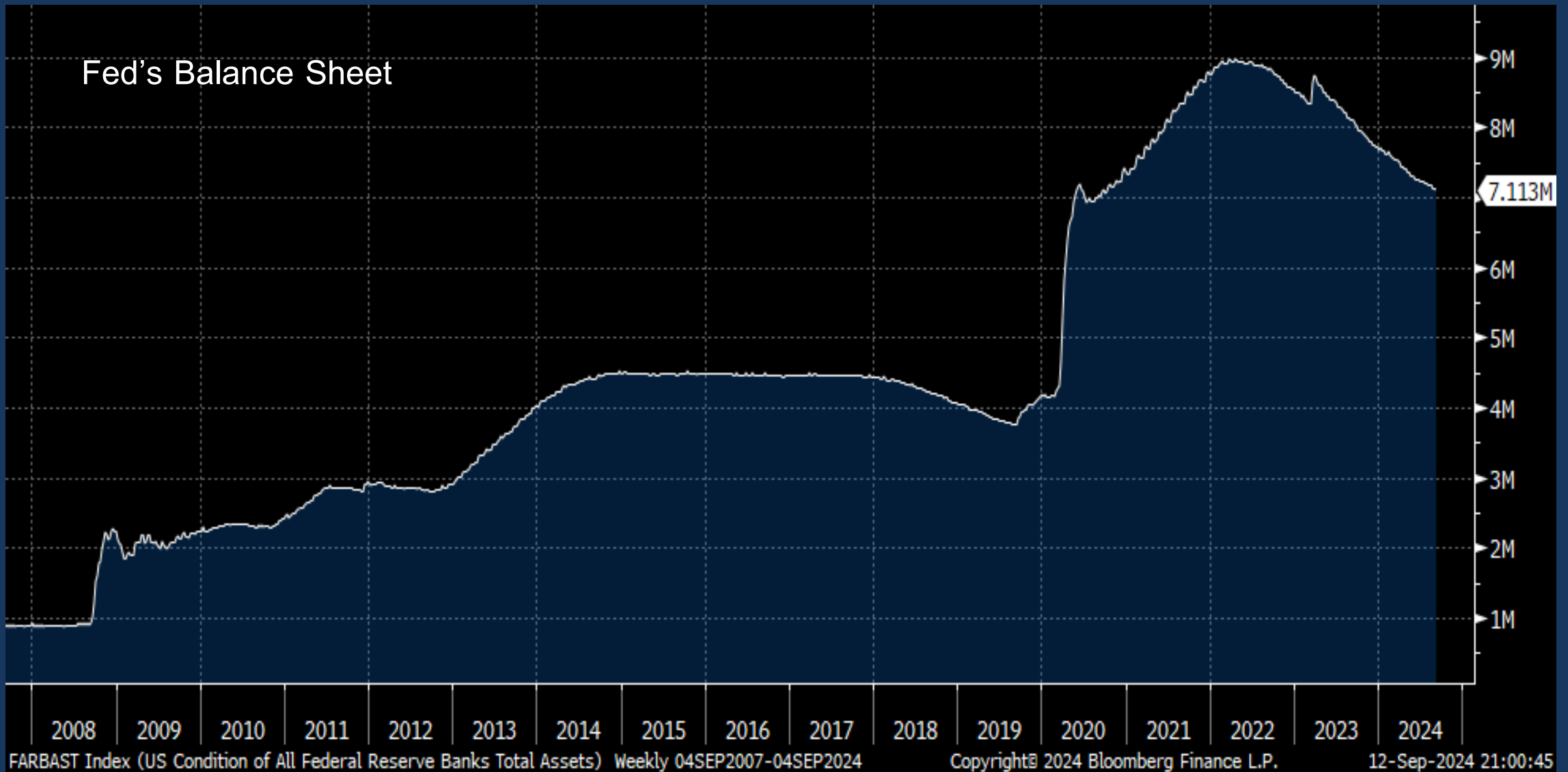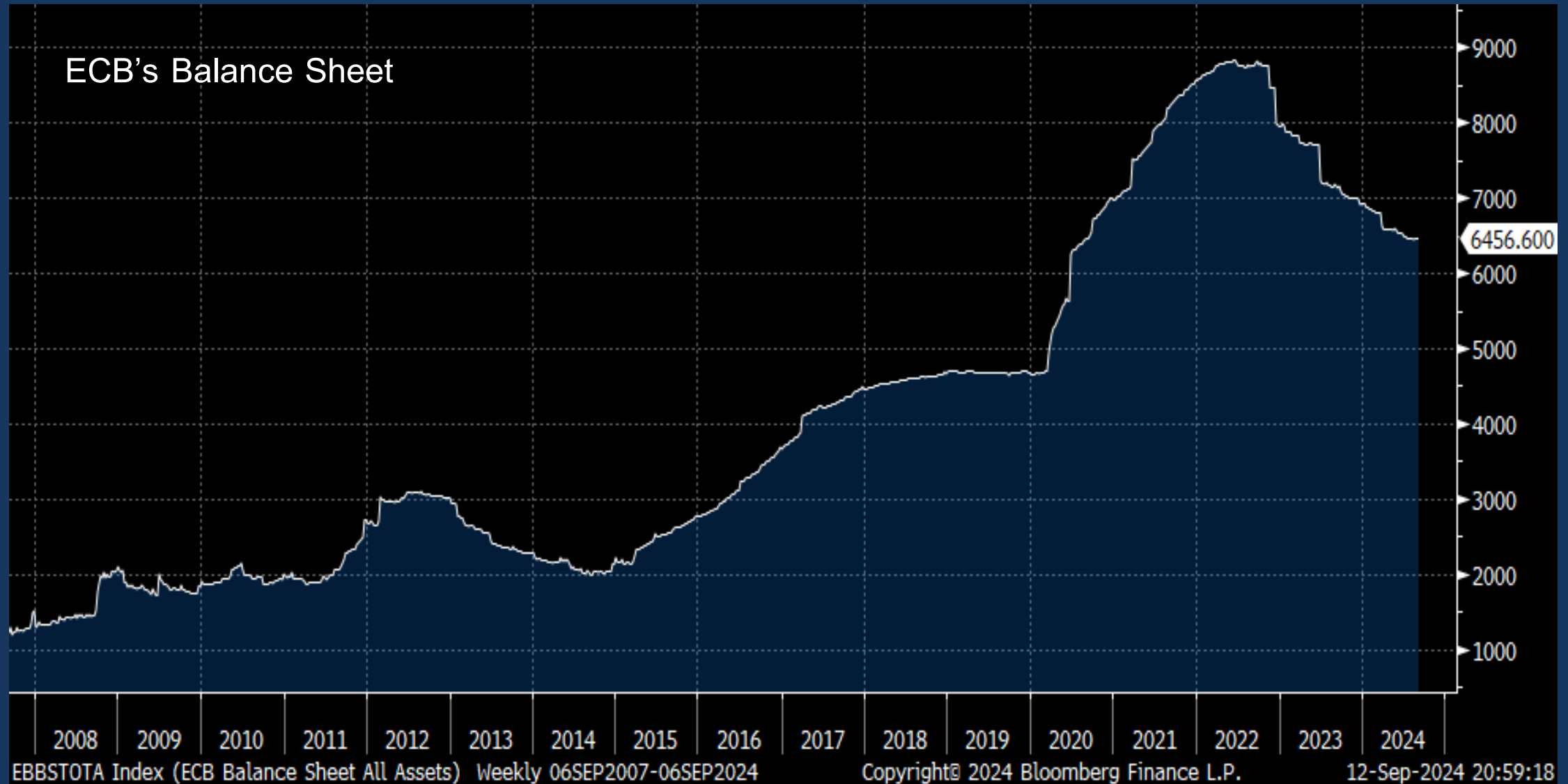
New Phase of Recovery - Exports
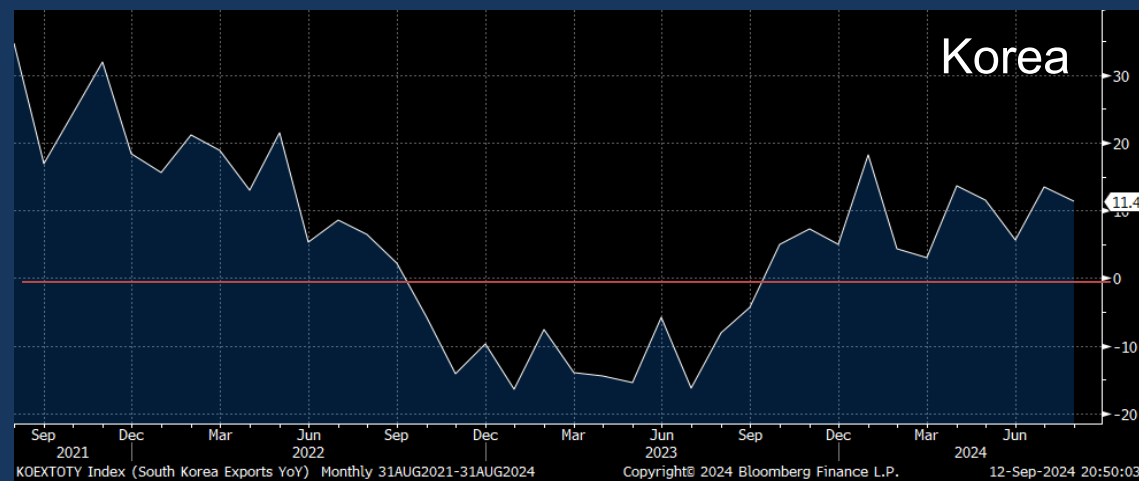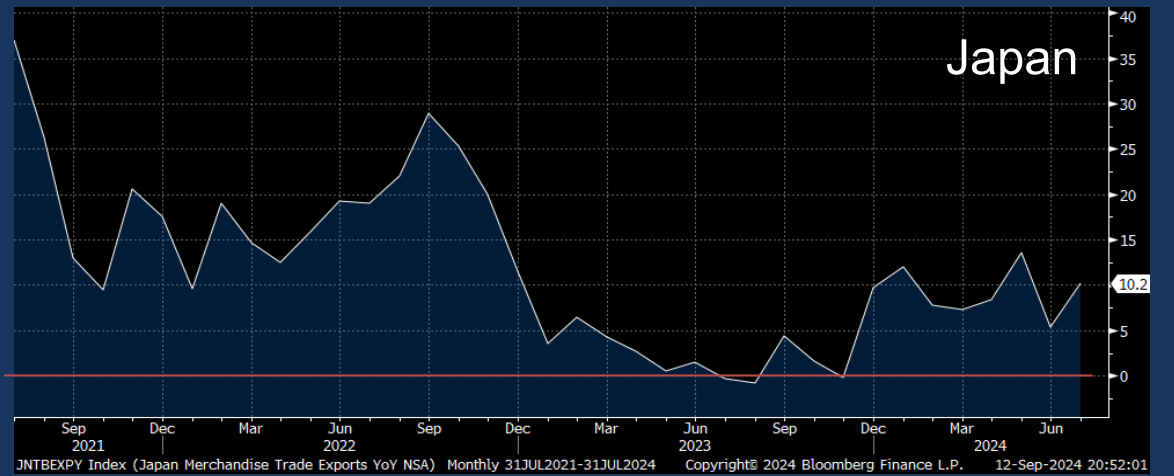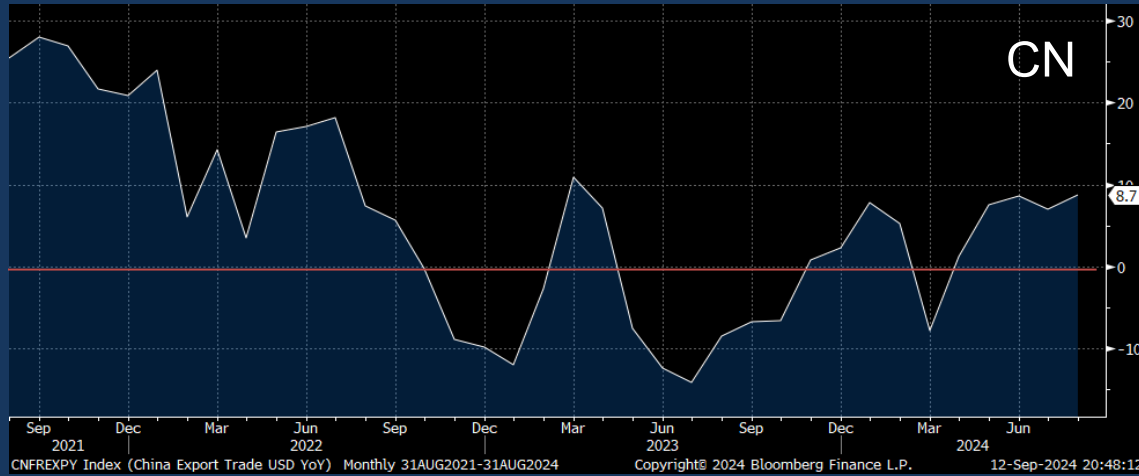
Challenges in the New Recovery Phase

- Implications of Interest Rate Reduction with the Remaining Liquidity from QE

- Asset Price Inflation

- Global Financial Market Volatilities
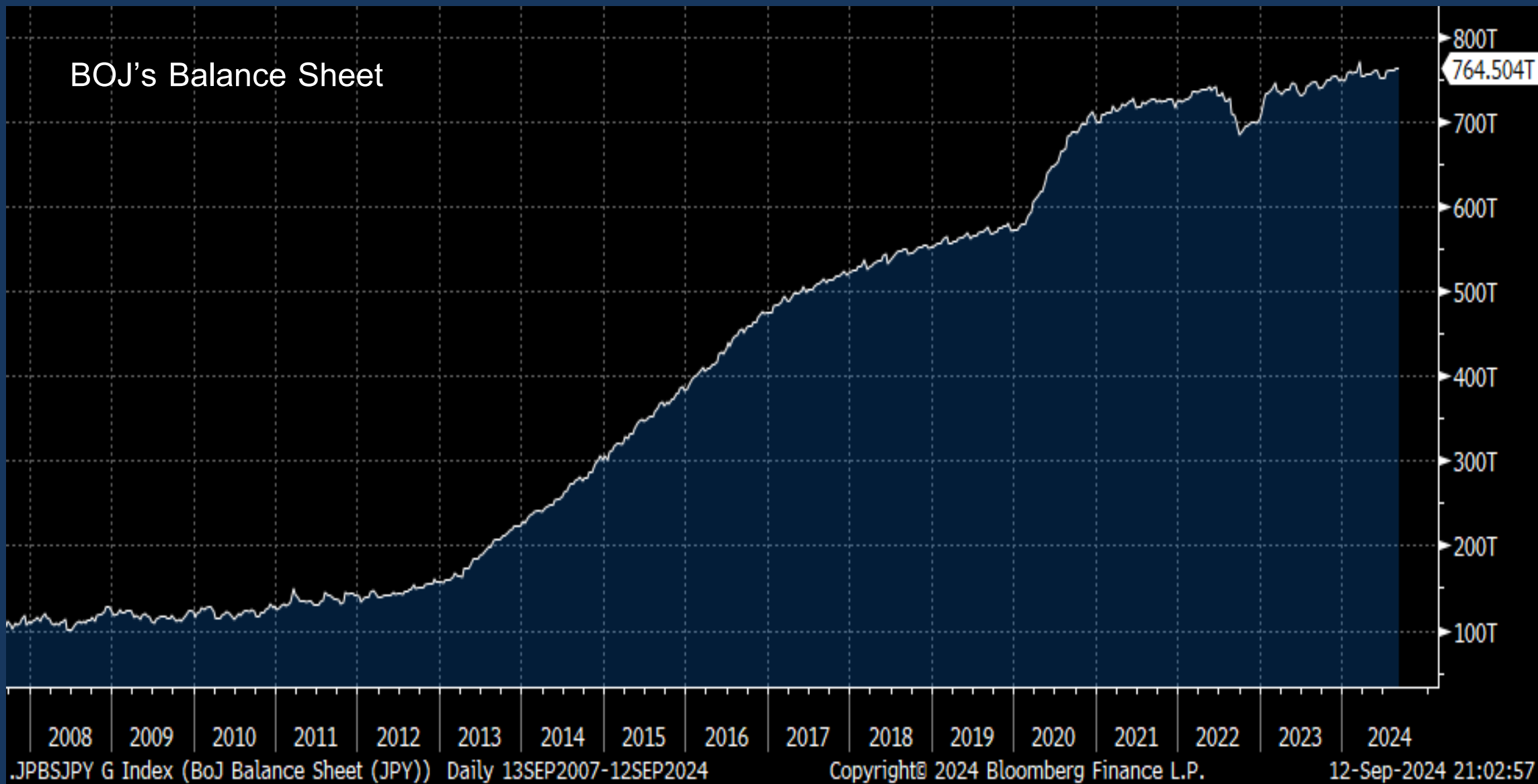
- China's Real Estate Crisis

1. Quantitative Tightening in US

Fed's Balance Sheet

7.113M

9M
8M
6M
5M
4M
3M
2M
1M

2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021 2022 2023 2024

FARBAST Index (US Condition of All Federal Reserve Banks Total Assets) Weekly 04SEP2007-04SEP2024   Copyright© 2024 Bloomberg Finance L.P.   12-Sep-2024 21:00:45

Quantitative Tightening in EU

ECB's Balance Sheet

6456.600

EBBSTOTA Index (ECB Balance Sheet All Assets) Weekly 06SEP2007-06SEP2024   Copyright© 2024 Bloomberg Finance L.P.   12-Sep-2024 20:59:18

BOJ Balance Sheet

BOJ's Balance Sheet

764.504T

.JPBSJPY G Index (BoJ Balance Sheet (JPY)) Daily 13SEP2007-12SEP2024   Copyright© 2024 Bloomberg Finance L.P.   12-Sep-2024 21:02:57

2. Asset Price Inflation

Dow Jones — 40685.16

INDU Index (Dow Jones Industrial Average) Daily 13SEP2018-12SEP2024   Copyright© 2024 Bloomberg Finance L.P.   12-Sep-2024 21:04:47

Nasdaq — 17391.43

CCMP Index (NASDAQ Composite Index) Daily 13SEP2018-12SEP2024   Copyright© 2024 Bloomberg Finance L.P.   12-Sep-2024 21:05:49

Gold — 2549.63

XAU Curncy (Gold Spot $/Oz) Daily 13SEP2018-12SEP2024   Copyright© 2024 Bloomberg Finance L.P.   12-Sep-2024 21:07:00

Bitcoin — 57698.41

XBTUSD Curncy (XBT-USD Cross Rate) Daily 13SEP2018-12SEP2024   Copyright© 2024 Bloomberg Finance L.P.   12-Sep-2024 21:07:58

3. USD Index

DXY Curncy (DOLLAR INDEX SPOT) Daily 13SEP2023-12SEP2024   Copyright© 2024 Bloomberg Finance L.P.   12-Sep-2024 21:10:50

Yen

JPY Curncy (Japanese Yen Spot) Daily 13SEP2023-12SEP2024   Copyright© 2024 Bloomberg Finance L.P.   12-Sep-2024 21:11:39

FX Volatilities

Ringgit — MYR Curncy (Malaysian Ringgit Spot) Daily 13SEP2020-12SEP2024 — Copyright© 2024 Bloomberg Finance L.P. — 12-Sep-2024 21:12:38 — 4.3350

PH Peso — PHP Curncy (Philippines Peso Spot) Daily 13SEP2020-12SEP2024 — Copyright© 2024 Bloomberg Finance L.P. — 12-Sep-2024 21:13:34 — 56.153

Rupiah — IDR Curncy (Indonesian Rupiah Spot) Daily 13SEP2020-12SEP2024 — Copyright© 2024 Bloomberg Finance L.P. — 12-Sep-2024 21:14:49 — 15439

Baht — THB Curncy (Thai Baht Spot) Daily 13SEP2020-12SEP2024 — Copyright© 2024 Bloomberg Finance L.P. — 12-Sep-2024 21:16:07 — 33.572

4. Real Estate Crisis in China

China's GDP Growth

YoY

CNGDPYOY Index (China GDP Constant Price YoY) Quarterly 30JUN2021-30JUN2024   Copyright© 2024 Bloomberg Finance L.P.   12-Sep-2024 21:18:31

QoQ

CNGDPQOQ Index (China GDP Constant Price QoQ SA) Quarterly 24JUL2021-30JUN2024   Copyright© 2024 Bloomberg Finance L.P.   25-Jul-2024 10:44:26

Country Garden Holding Equity

15

10

5

0.485
0

2016   2017   2018   2019   2020   2021   2022   2023   2024

2007 HK Equity (Country Garden Holdings Co Ltd)   Daily 13SEP2015-12SEP2024   Copyright© 2024 Bloomberg Finance L.P.   12-Sep-2024 21:22:20

Country Garden Holding Bond (Sept 2025)

.COGA0925 G Index (Country Garden Bond Sep 2025) Daily 13SEP2015-12SEP2024   Copyright© 2024 Bloomberg Finance L.P.   12-Sep-2024 21:24:16

Thai Economic Outlook

Recent Economic Development

Index sa
Q4-19 = 100

Export value excl. gold — 124.2
PCI — 115.1
PII — 111.8
No. of foreign tourists — 92.3
Tourist receipt — 61.5

Note: PCI = Private Consumption Index   PII = Private Investment Index
Source: Bank of Thailand

Index sa
Q4-19 = 100

Agricultural products — 98.9
SPI excl. gold^E — 109.8
MPI — 95.2

Note: MPI = Manufacturing Production Index
SPI = Service Production Index (Excludes public administration and services, and gold activities)
E = Estimated data

Thai Exports

THCTEXPY Index (Thailand Customs Department Foreign Trade Exports YoY) Monthly 31JUL2021-31JUL2024   Copyright© 2024 Bloomberg Finance L.P.   12-Sep-2024 21:39:32

Tourism Sector

Government Spending

Public Spending is Expected to Pick Up After Delays in Budget Disbursement...

Government Consumption (THB Bn)   Public Investment (THB Bn)

Delayed Disbursement

—— Gov't Consumption (LHS)   —— Public Investment (RHS)
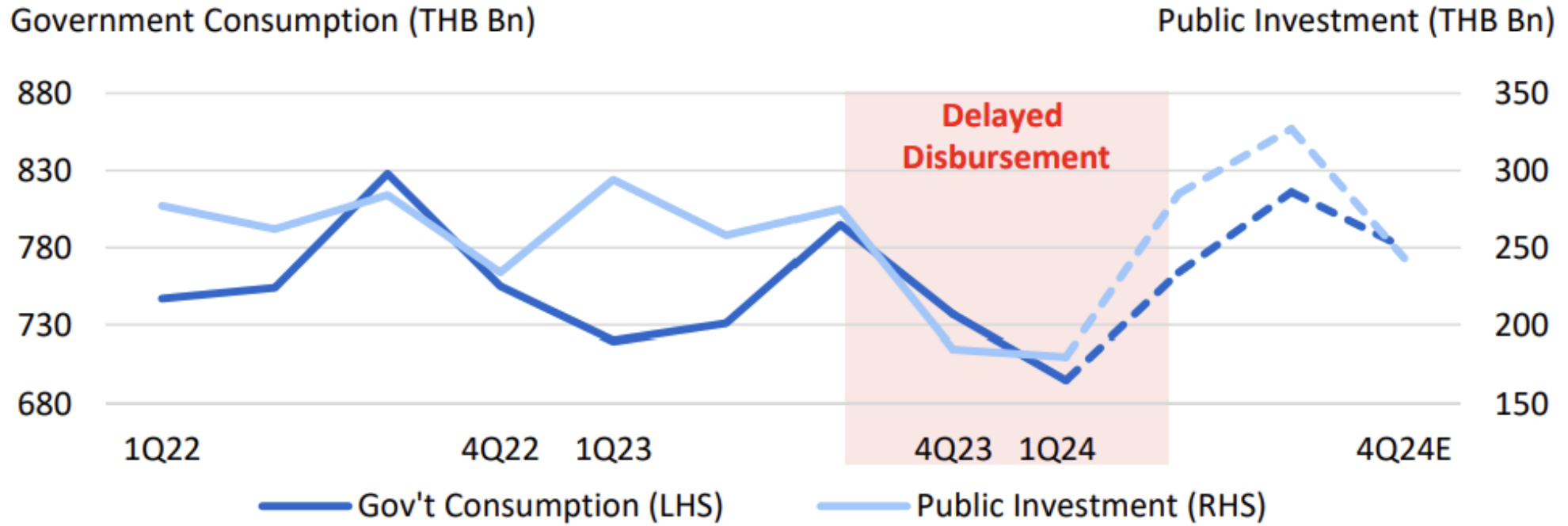
%YoY Growth	3Q23	4Q23	1Q24	2Q24E	3Q24E	4Q24E
Public Investment[2]	(3.4)	(20.1)	(27.7)	9.3	17.7	29.3

Requests for BOI Promotion
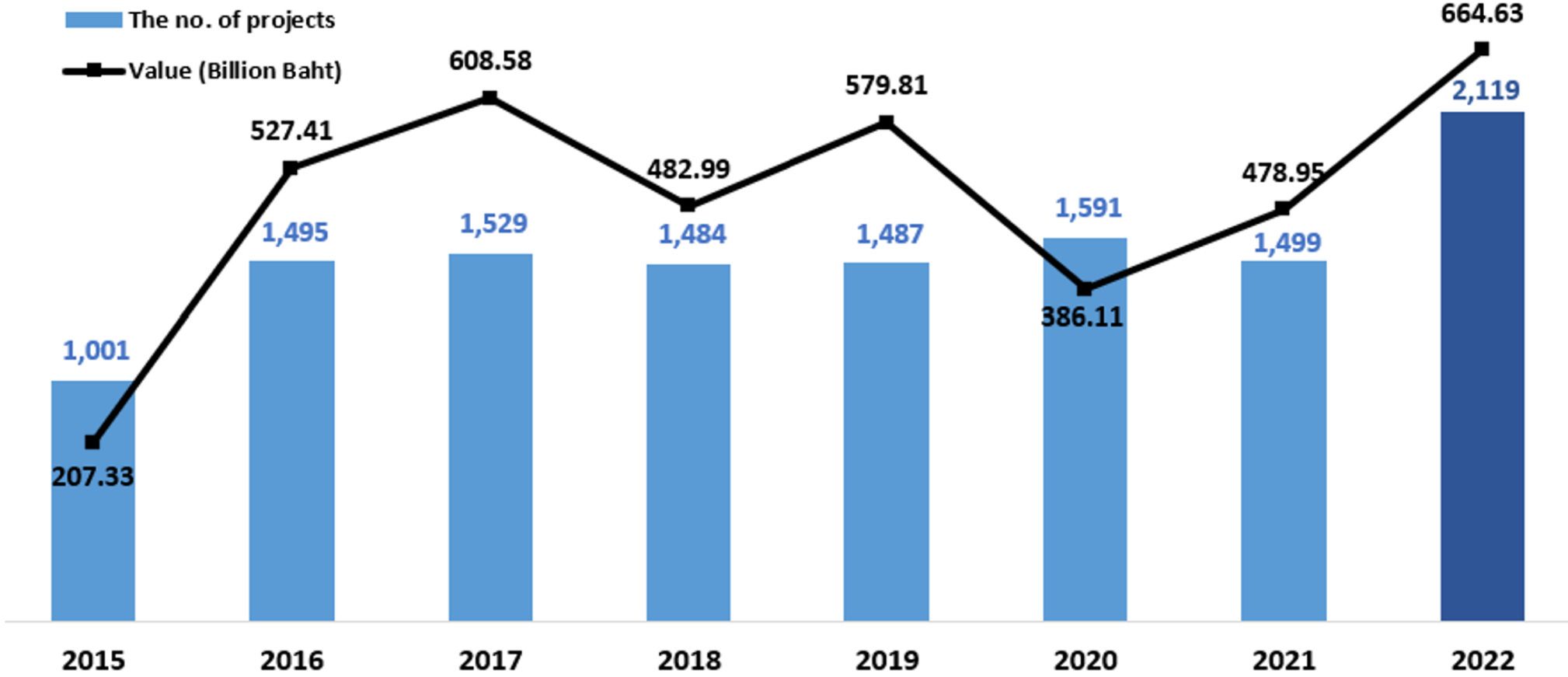
Investment Promotion Summary
FIRST QUARTER 2024 *(January - March 2024)*

THAILAND BOARD OF INVESTMENT
As of May 2024

Investment project applications
Increase 94%

2023 (January - March 2023)
374 Projects

2024 (January - March 2024)
724 Projects

Total value of applications
Increase 31%

2023 (January - March 2023)
174,295 Million THB

2024 (January - March 2024)
228,207 Million THB

Targeted Industries

Electrical Appliances and Electronics	Automotive and Parts	Petrochemicals and Chemicals	Digital	Agriculture and Food Processing	Tourism	Medical
77,194 Million THB	21,328 Million THB	17,672 Million THB	17,498 Million THB	13,278 Million THB	6,873 Million THB	2,917 Million THB
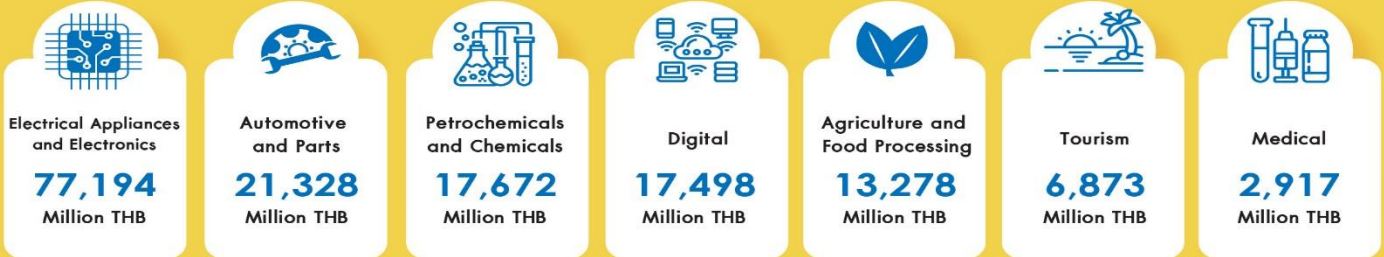
Investment Applications in EEC
Chachoengsao
Chonburi
Rayong

279 Projects
Total Value **81,515** Million THB

FDI Applications
1. Singapore
2. China
3. Hongkong

Total Value **169,322 Million THB**

@boinews | BOI News | BOI News | BOI Podcast | Think Asia, Invest Thailand

Thailand's Long-term Growth

Seasonally Adjusted Quarterly GDP Series with Trend Growth Rates

Legend:
- Seasonally Adjusted GDP (CVM)
- 1993-1996: 7.57%
- 1999-2007: 5.13%
- 2010-2019: 3.15%
- 2020-2024: 1.56%
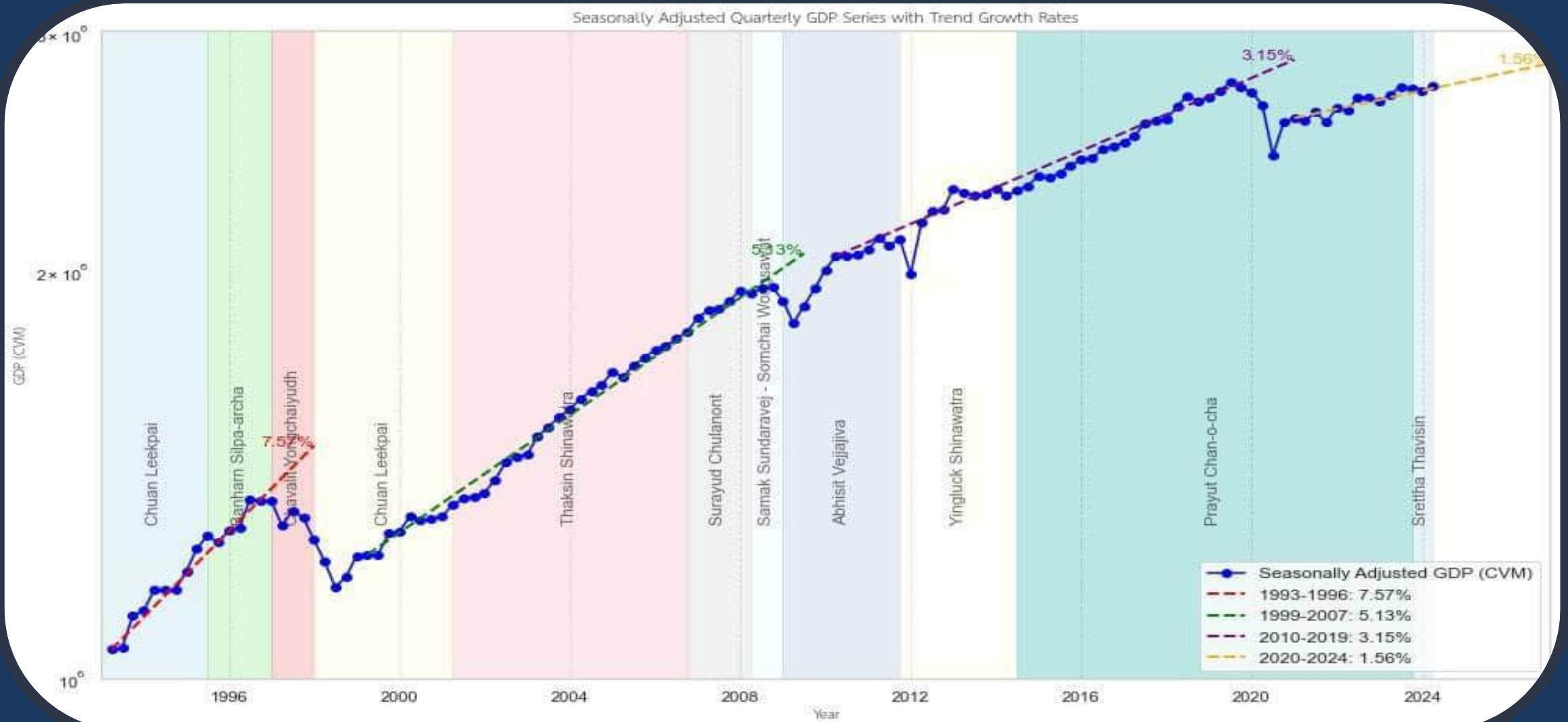
II. The Great Disruption & The Great Transition

The Great Disruption

- Technology Disruption

- Global Boiling

- Asian Century

- Geopolitics

The Great Transition

- Digital Transformation & Tech Adoption

- Green Transition & Low Carbon Economy

- Regionalization and Globalization

- Urbanization

- Infrastructure Projects

2 Challenges & 2 Wars

Technological Adoption
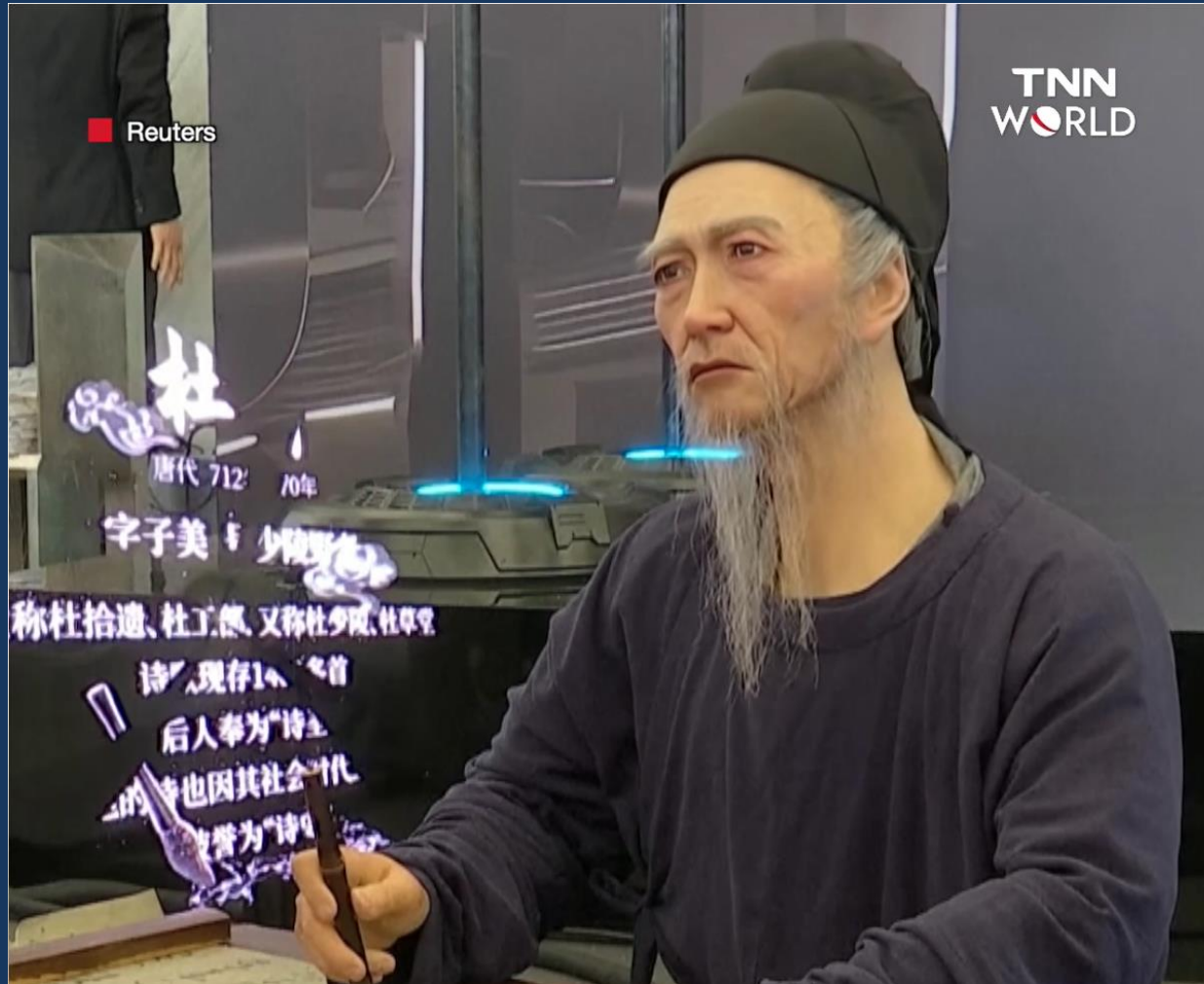
China boldly claims it has a plan to mass produce humanoid robots that can 'reshape the world' within two years

Generative AI Reshaping the future
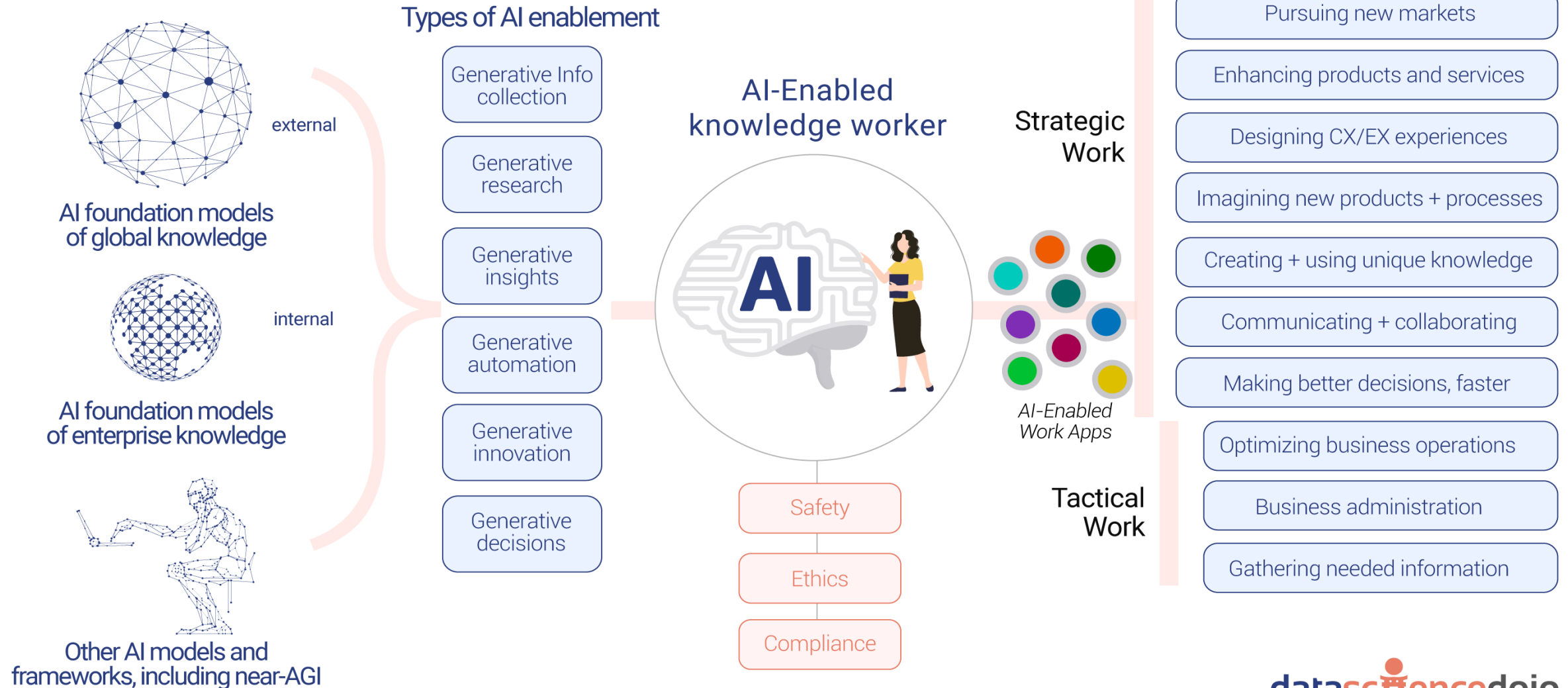
How Artificial Intelligence will reshape the workplace and employee experience

Types of AI enablement

AI foundation models of global knowledge

external

AI foundation models of enterprise knowledge

internal

Other AI models and frameworks, including near-AGI

- Generative Info collection
- Generative research
- Generative insights
- Generative automation
- Generative innovation
- Generative decisions

AI-Enabled knowledge worker

AI

- Safety
- Ethics
- Compliance

AI-Enabled Work Apps

Strategic Work

- Pursuing new markets
- Enhancing products and services
- Designing CX/EX experiences
- Imagining new products + processes
- Creating + using unique knowledge
- Communicating + collaborating
- Making better decisions, faster

Tactical Work

- Optimizing business operations
- Business administration
- Gathering needed information

datasciencedojo
data science for everyone

SORA

AI-GENERATED IMAGE

SORA

Disruptive Period that Can Last More than 50 Years
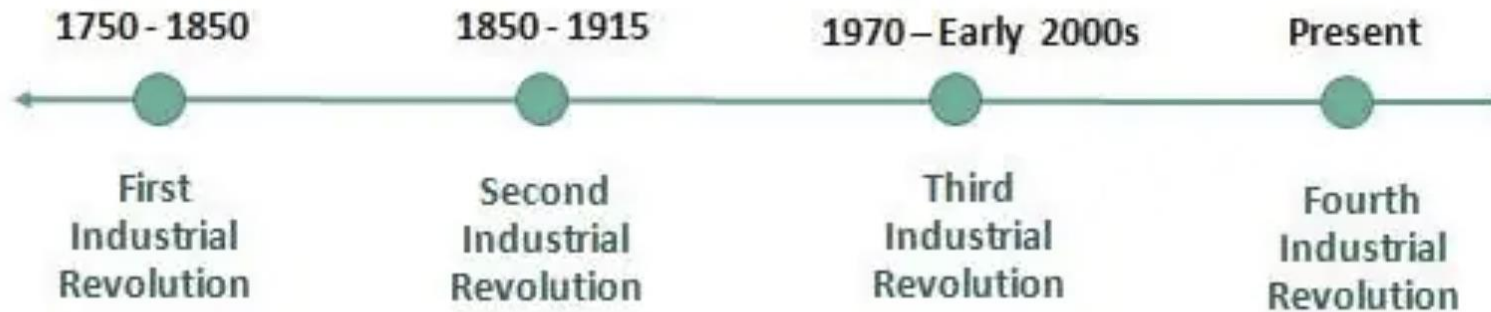
C2. Global Boiling and the Green Transition

Net Zero

Net Zero – Thailand Taxonomy

Figure 6. Thailand grid carbon intensity modelling 2018-2050

Thailand average grid carbon intensity, gCO2e/kWh

Amber threshold

Final decarbonization date (2050)

NDC

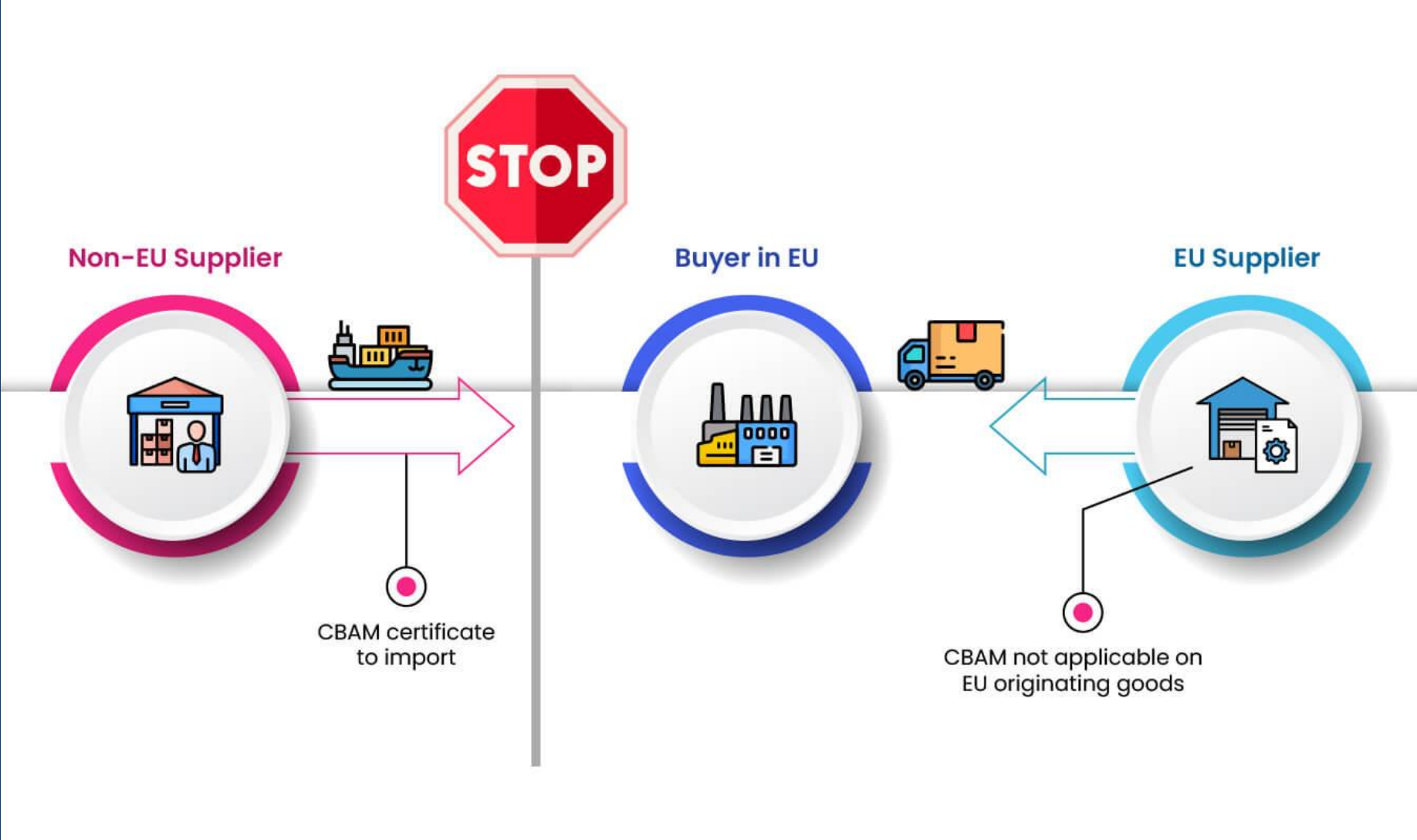1.5 Degrees

Below 2 Degrees
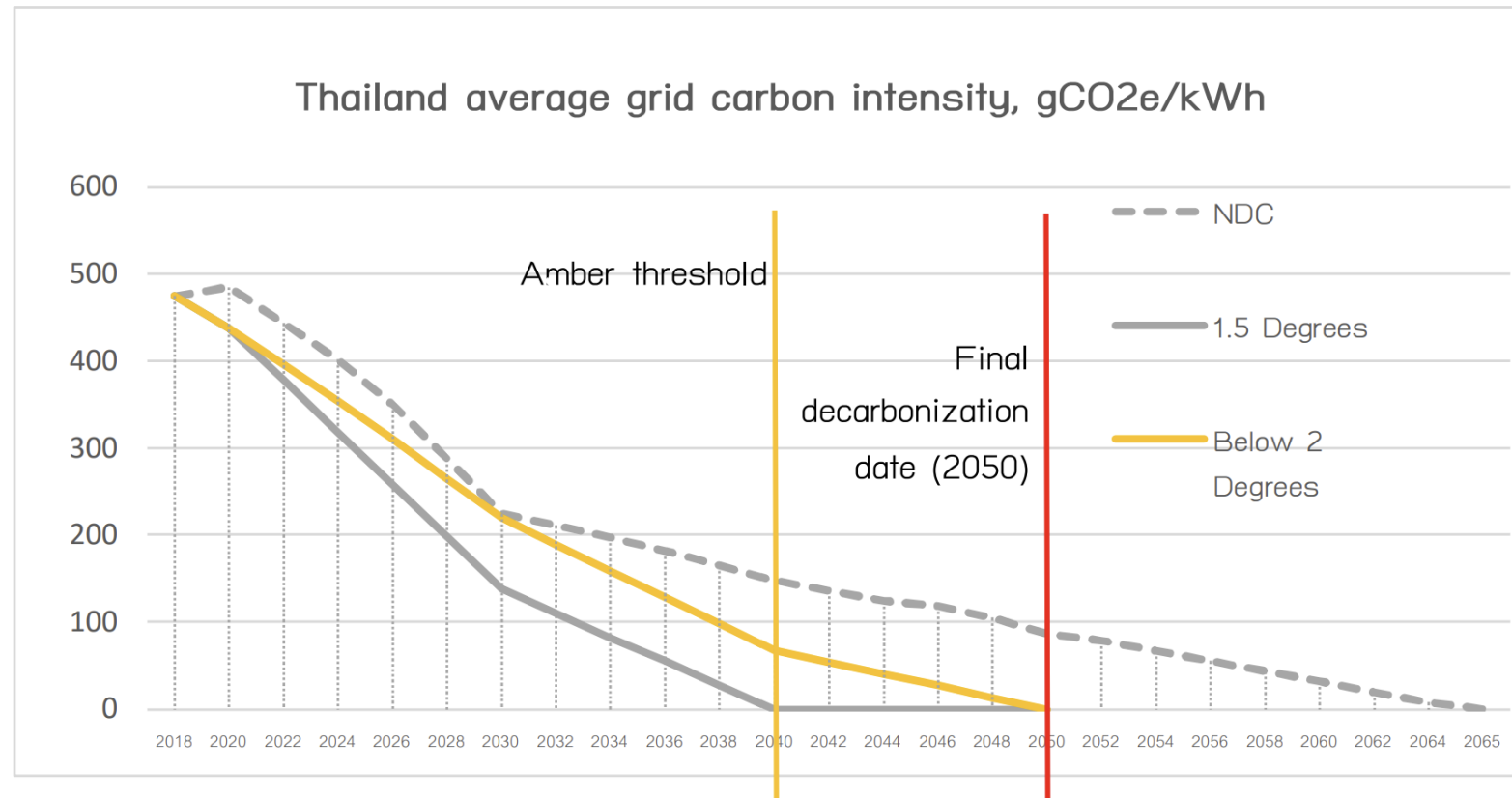
Source: TPI, Calculated from Thailand's Long-term Low Greenhouse Gas Emission Development Strategy (Revised Version – November 2022)
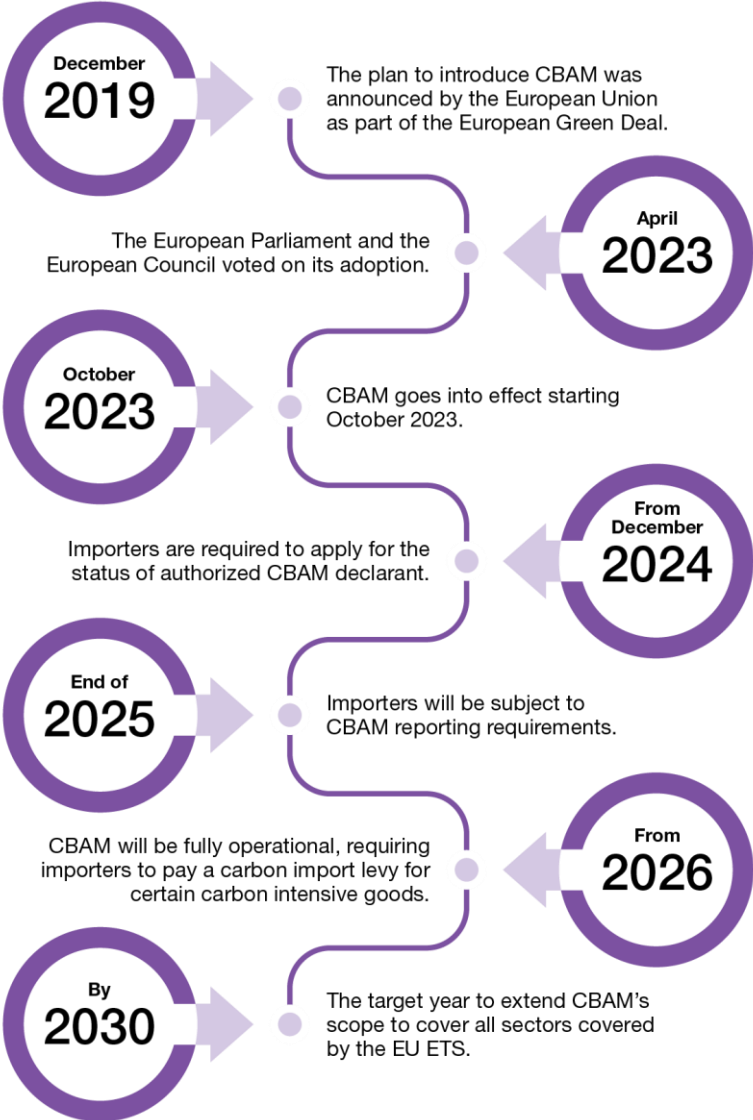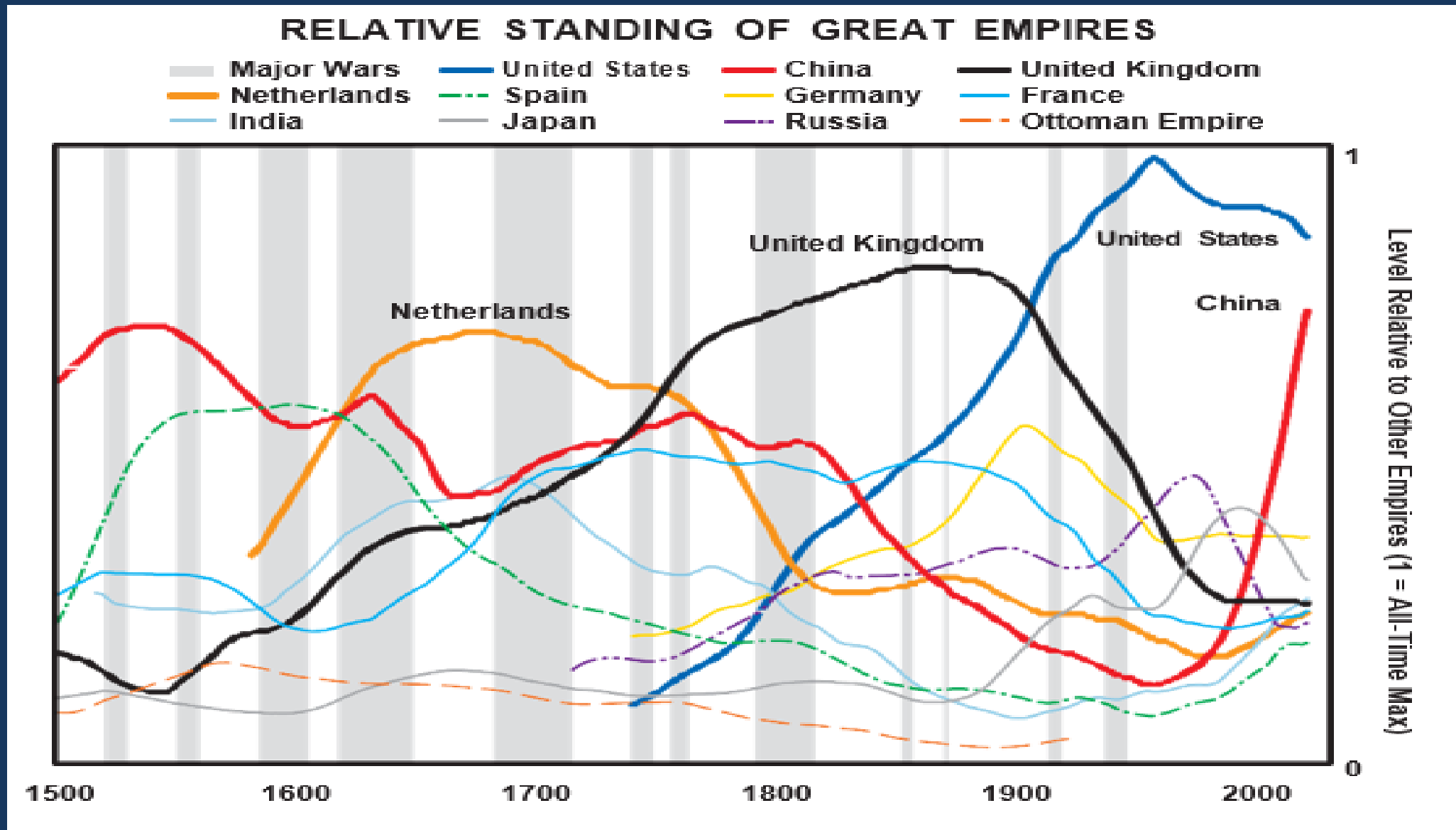
High Probability of Failure

2100 WARMING PROJECTIONS

Emissions and expected warming based on pledges and current policies

Climate Action Tracker — Dec 2023 Update

Warming projected by 2100

- +2.9°C High
- **Policies & action**
- +2.5°C Low
- 2030 targets only +2.5°C
- **Pledges & targets** +2.1°C
- Optimistic scenario +1.8°C
- 1.5°C compatible

Y-axis: Global GHG emissions GtCO₂e / year

2030 target gap 19 – 22 GtCO₂e

2030 Implementation gap 24 – 27 GtCO₂e

CBAM

CBAM

Product Covered By CBAM

- 01 Aluminium
- 02 Iron & Steel
- 03 Cement
- 04 Hydrogen
- 05 Energy
- 06 Fertilizer

CBAM Implementation Timeline

- **December 2019** — The plan to introduce CBAM was announced by the European Union as part of the European Green Deal.
- **April 2023** — The European Parliament and the European Council voted on its adoption.
- **October 2023** — CBAM goes into effect starting October 2023.
- **From December 2024** — Importers are required to apply for the status of authorized CBAM declarant.
- **End of 2025** — Importers will be subject to CBAM reporting requirements.
- **From 2026** — CBAM will be fully operational, requiring importers to pay a carbon import levy for certain carbon intensive goods.
- **By 2030** — The target year to extend CBAM's scope to cover all sectors covered by the EU ETS.

New Round of Investment in Green Transition and Decarbonization of Supply Chain

W1 : Economic Wars

RELATIVE STANDING OF GREAT EMPIRES

Legend: Major Wars | United States | China | United Kingdom | Netherlands | Spain | Germany | France | India | Japan | Russia | Ottoman Empire

Level Relative to Other Empires (1 = All-Time Max)

Underlying Conflicts

'Wake-Up Call': China Leads in 37 Out of 44 Critical Technology Sectors, Says Report

The Australian Strategic Policy Institute has pointed out that only seven of the 44 technologies analysed by its report are currently led by a democratic country, 'and that country in all instances is the US.'
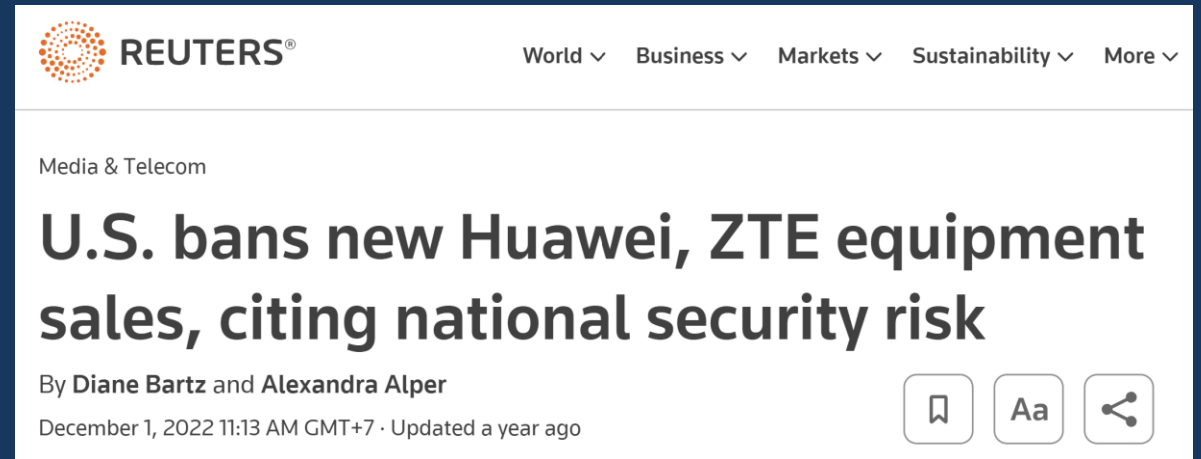
Underlying Conflicts

Technology	Lead country	Technology monopoly risk
Advanced materials and manufacturing		
1. Nanoscale materials and manufacturing	China	high
2. Coatings	China	high
3. Smart materials	China	medium
4. Advanced composite materials	China	medium
5. Novel metamaterials	China	medium
6. High-specification machining processes	China	medium
7. Advanced explosives and energetic materials	China	medium
8. Critical minerals extraction and processing	China	low
9. Advanced magnets and superconductors	China	low
10. Advanced protection	China	low
11. Continuous flow chemical synthesis	China	low
12. Additive manufacturing (incl. 3D printing)	China	low
Artificial intelligence, computing and communications		
13. Advanced radiofrequency communications (incl. 5G and 6G)	China	high
14. Advanced optical communications	China	medium
15. Artificial intelligence (AI) algorithms and hardware accelerators	China	medium
16. Distributed ledgers	China	medium
17. Advanced data analytics	China	medium
18. Machine learning (incl. neural networks and deep learning)	China	low
19. Protective cybersecurity technologies	China	low
20. High performance computing	USA	low
21. Advanced integrated circuit design and fabrication	USA	low
22. Natural language processing (incl. speech and text recognition and analysis)	USA	low
Energy and environment		
23. Hydrogen and ammonia for power	China	high
24. Supercapacitors	China	high
25. Electric batteries	China	high
26. Photovoltaics	China	medium
27. Nuclear waste management and recycling	China	medium
28. Directed energy technologies	China	medium
29. Biofuels	China	low
30. Nuclear energy	China	low
Quantum		
31. Quantum computing	USA	medium
32. Post-quantum cryptography	China	low
33. Quantum communications (incl. quantum key distribution)	China	low
34. Quantum sensors	China	low
Biotechnology, gene technology and vaccines		
35. Synthetic biology	China	high
36. Biological manufacturing	China	medium
37. Vaccines and medical countermeasures	USA	medium
Sensing, timing and navigation		
38. Photonic sensors	China	high
Defence, space, robotics and transportation		
39. Advanced aircraft engines (incl. hypersonics)	China	medium
40. Drones, swarming and collaborative robots	China	medium
41. Small satellites	USA	low
42. Autonomous systems operation technology	China	low
43. Advanced robotics	China	low
44. Space launch systems	USA	low

Intensifying Trade and Technology Wars

- Trade Wars

- Technology Restrictions

- Multipolar Trading System

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Media & Telecom

U.S. bans new Huawei, ZTE equipment sales, citing national security risk

By **Diane Bartz** and **Alexandra Alper**

December 1, 2022 11:13 AM GMT+7 · Updated a year ago

U.S. announces sweeping restrictions on technological exports to Russia.

The moves are aimed at cutting off Russia from critical technology needed to power its military and economy.

Fragmented World Order

W2 : Confrontation of Great Powers

Is a Great War Coming?

El País
https://english.elpais.com › International

Putin: Europe gets ready for war | International

Mar 4, 2567 BE — The EU is **going** through a metamorphosis that seeks to dissuade Putin from undertaking new aggression and guarantee its autonomy in a turbulent ...

Areas of Chinese military drills

Area covered in August 2022 drills
Area covered in May 2024 drills

CHINA

Dongyin
Matsu

Median line

East China Sea

Wuqiu

Kinmen

TAIWAN

South China Sea

100km
100 miles
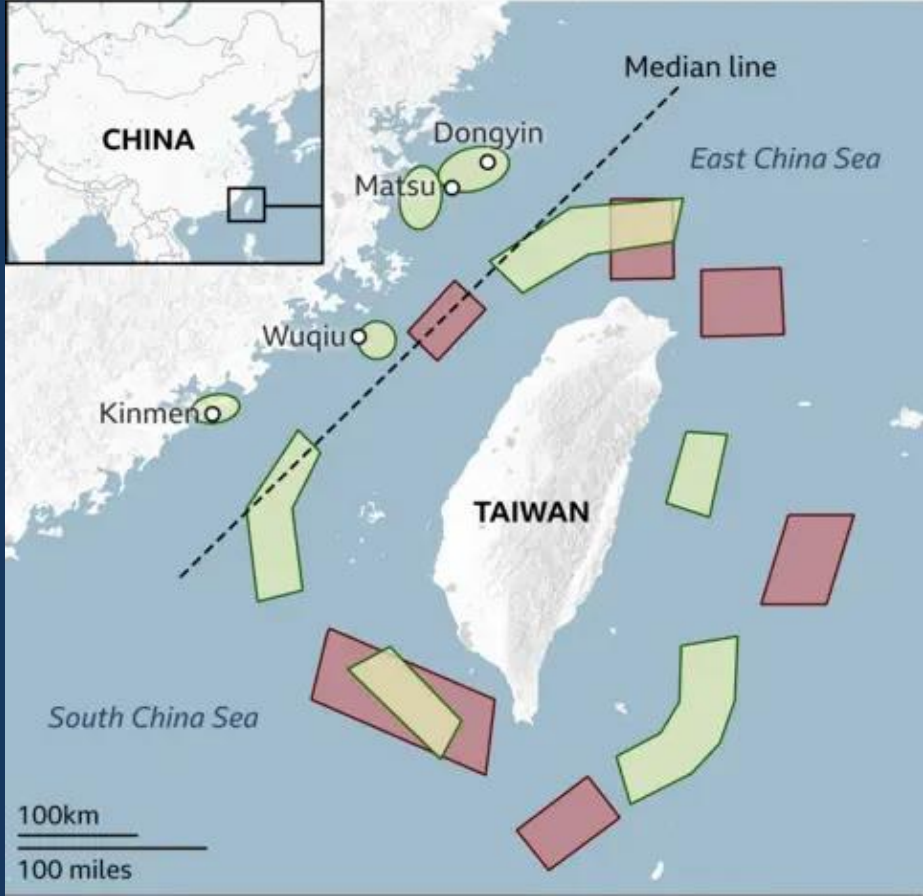
Source: China Central Television (CCTV)

BBC

WWIII ?
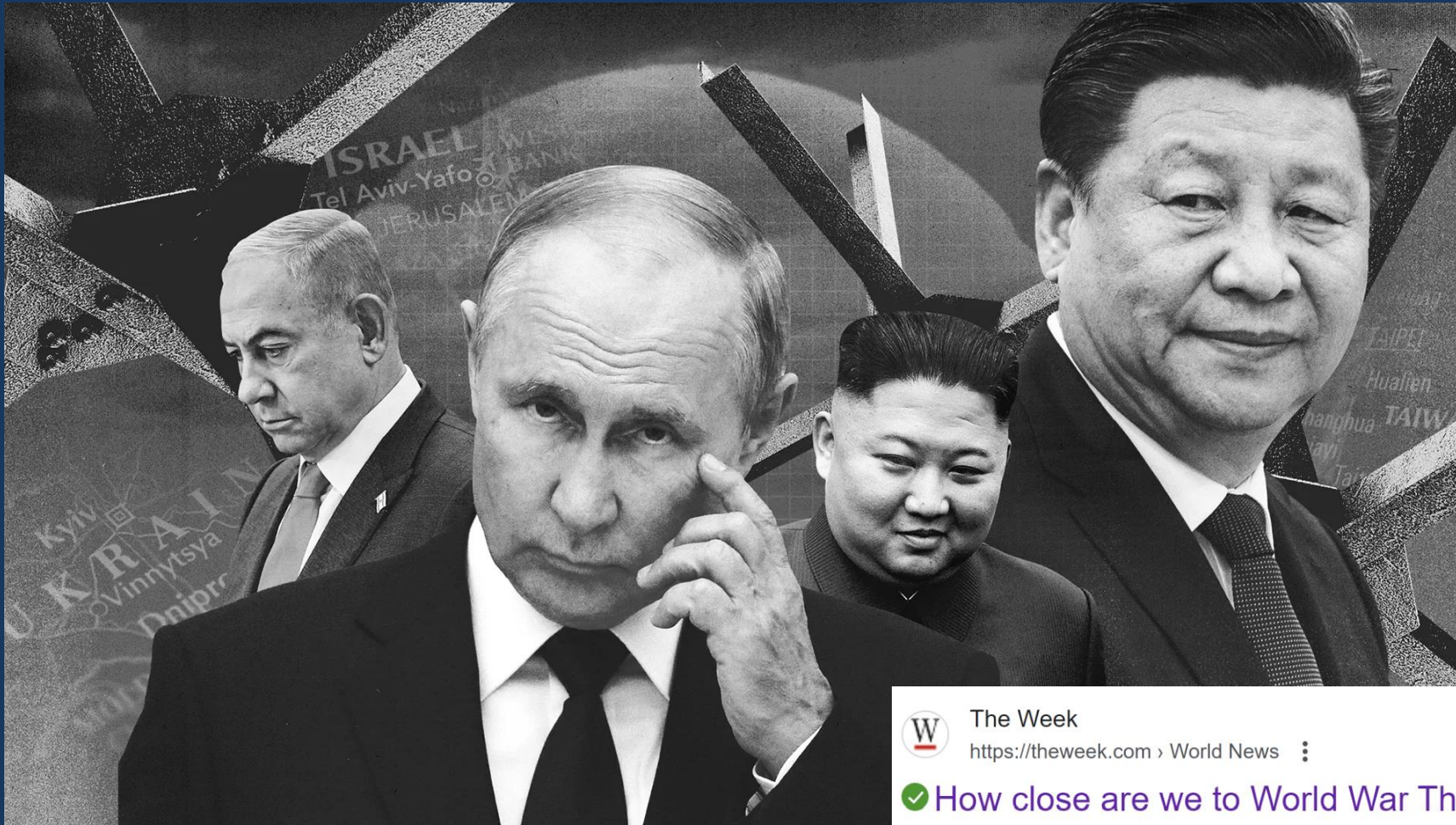
The Week
https://theweek.com › World News

How close are we to World War Three?

Britain must be ready to fight a war in three years' time in the face of growing threats from an "axis of upheaval" led by Russia, China, Iran and North Korea.

The Decision

III. The Rise of Asia and ASEAN

Asian Century
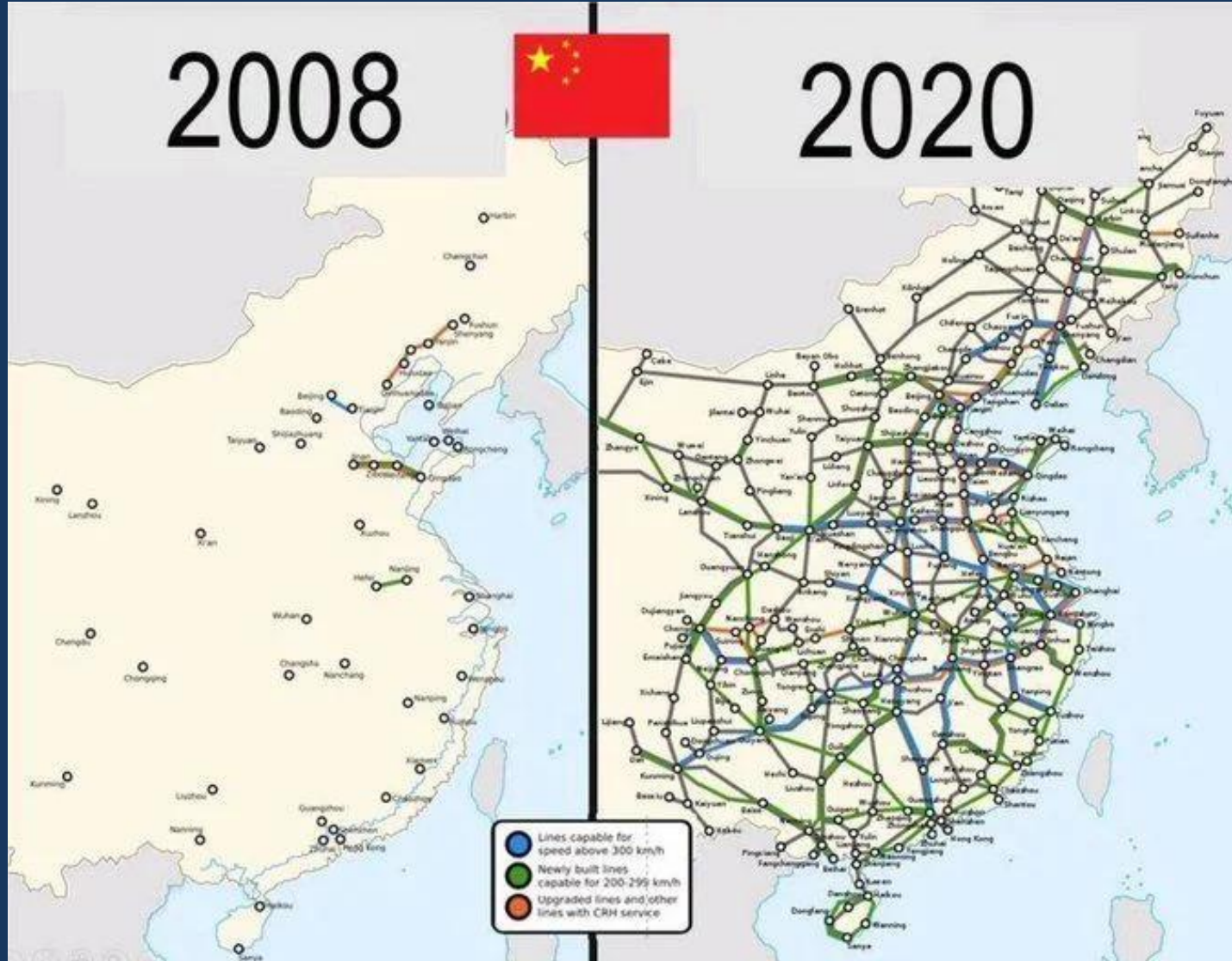
中国国家高速公路网

China National Expressway Network

Indochina Region
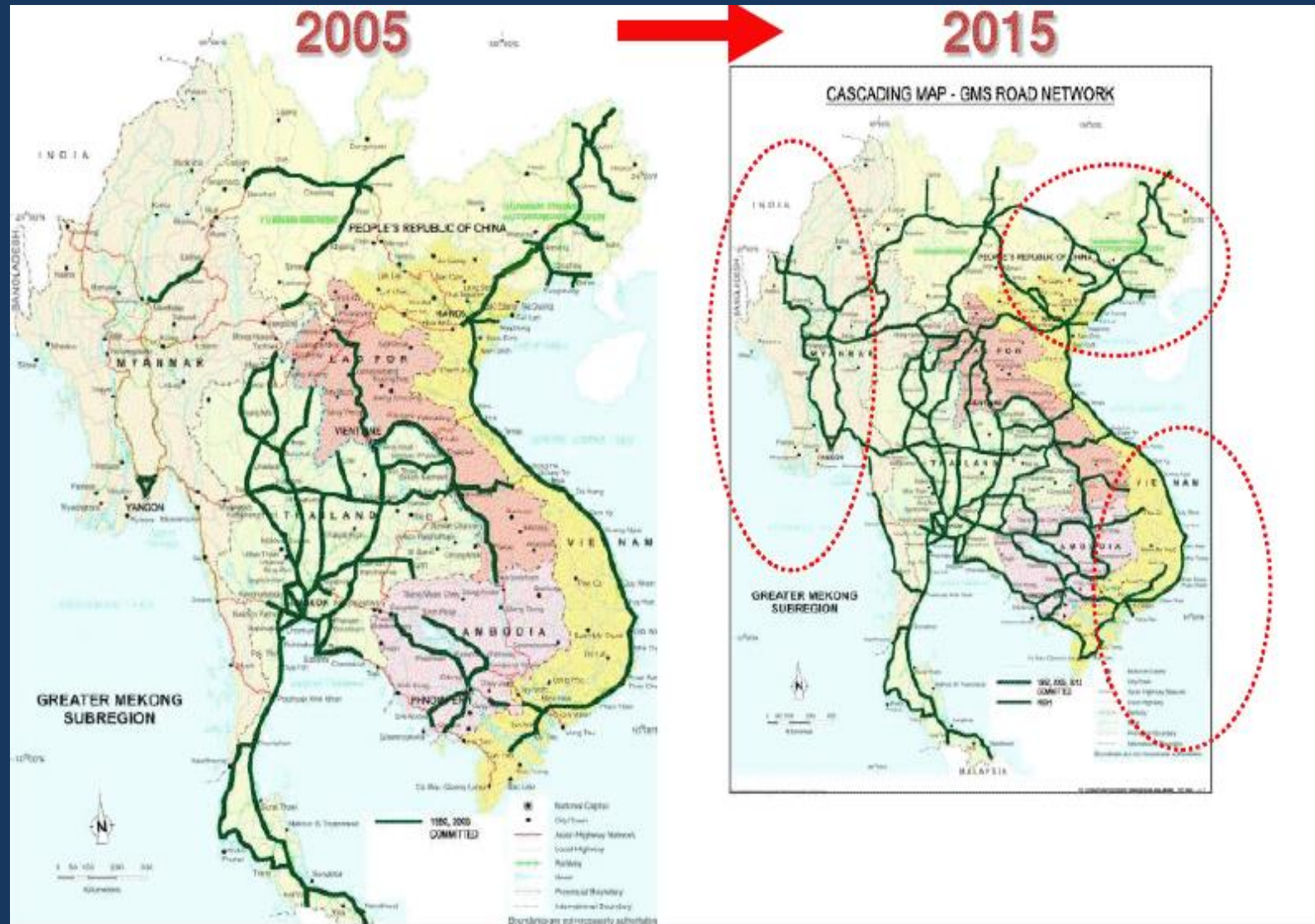
Connectivity Masterplan for CLMVT

ACMECS Connectivity
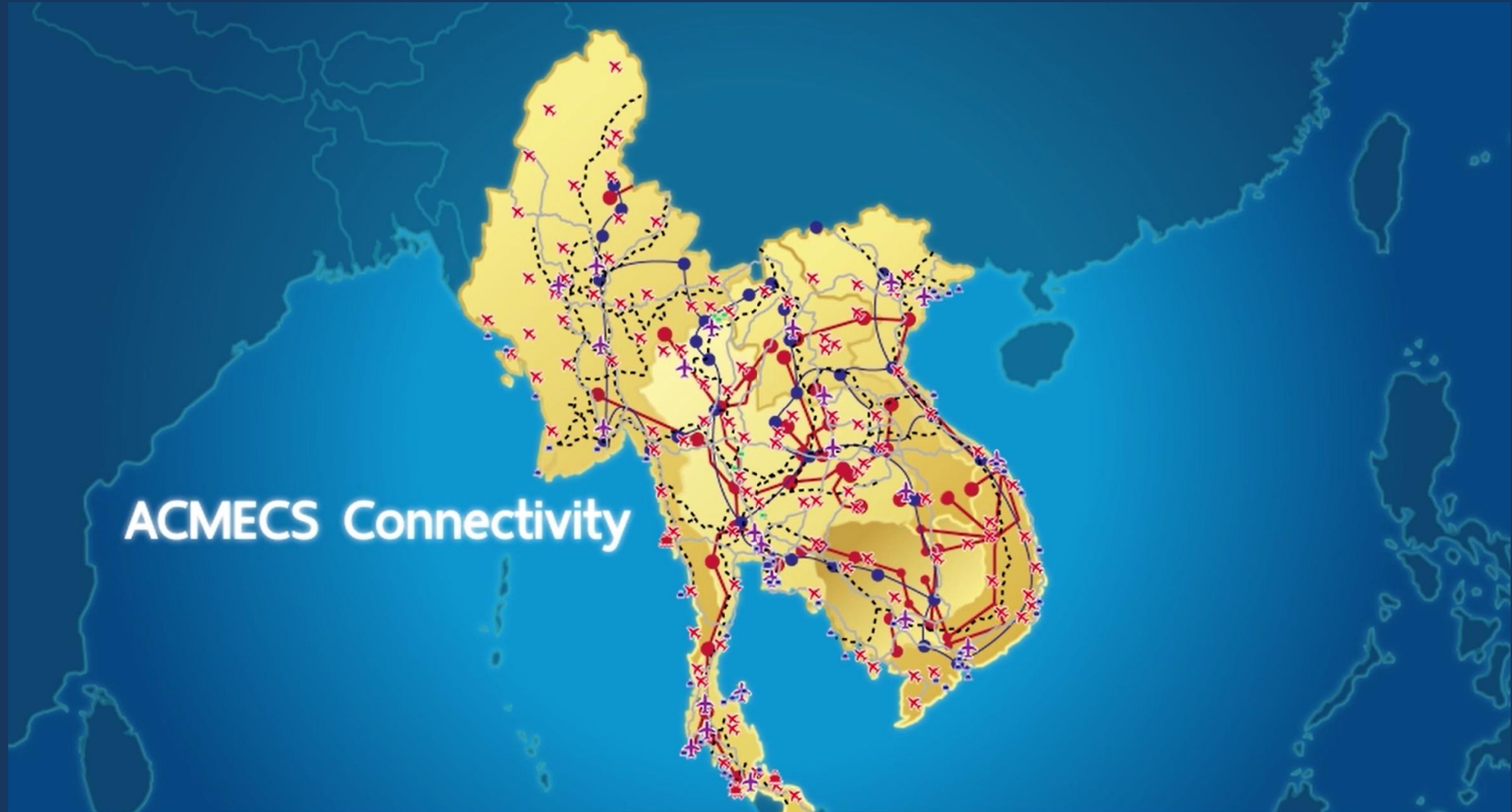
Similar to US Economic Takeoff in 1850-1900
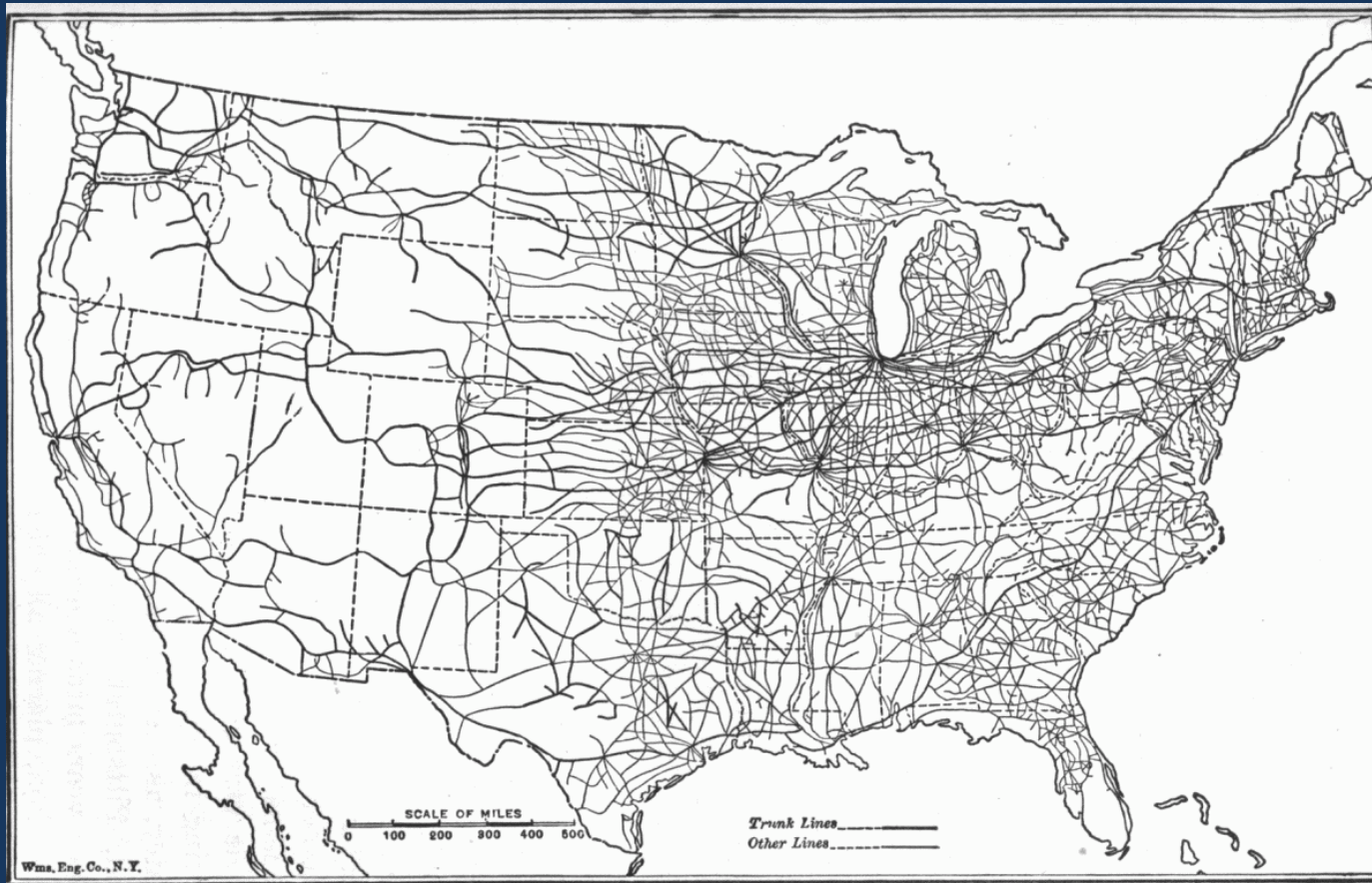
Region	1850	1860	1870	1880	1890
New England	2,507	3,660	4,494	5,982	6,831
Middle States	3,202	6,705	10,964	15,872	21,536
Southern States	2,036	8,838	11,192	14,778	29,209
Western States and Territories	1,276	11,400	24,587	52,589	62,394
Pacific States and Territories		23	1,677	4,080	9,804
Totals	9,021	30,626	52,914	93,301	129,774

Half of the World Population
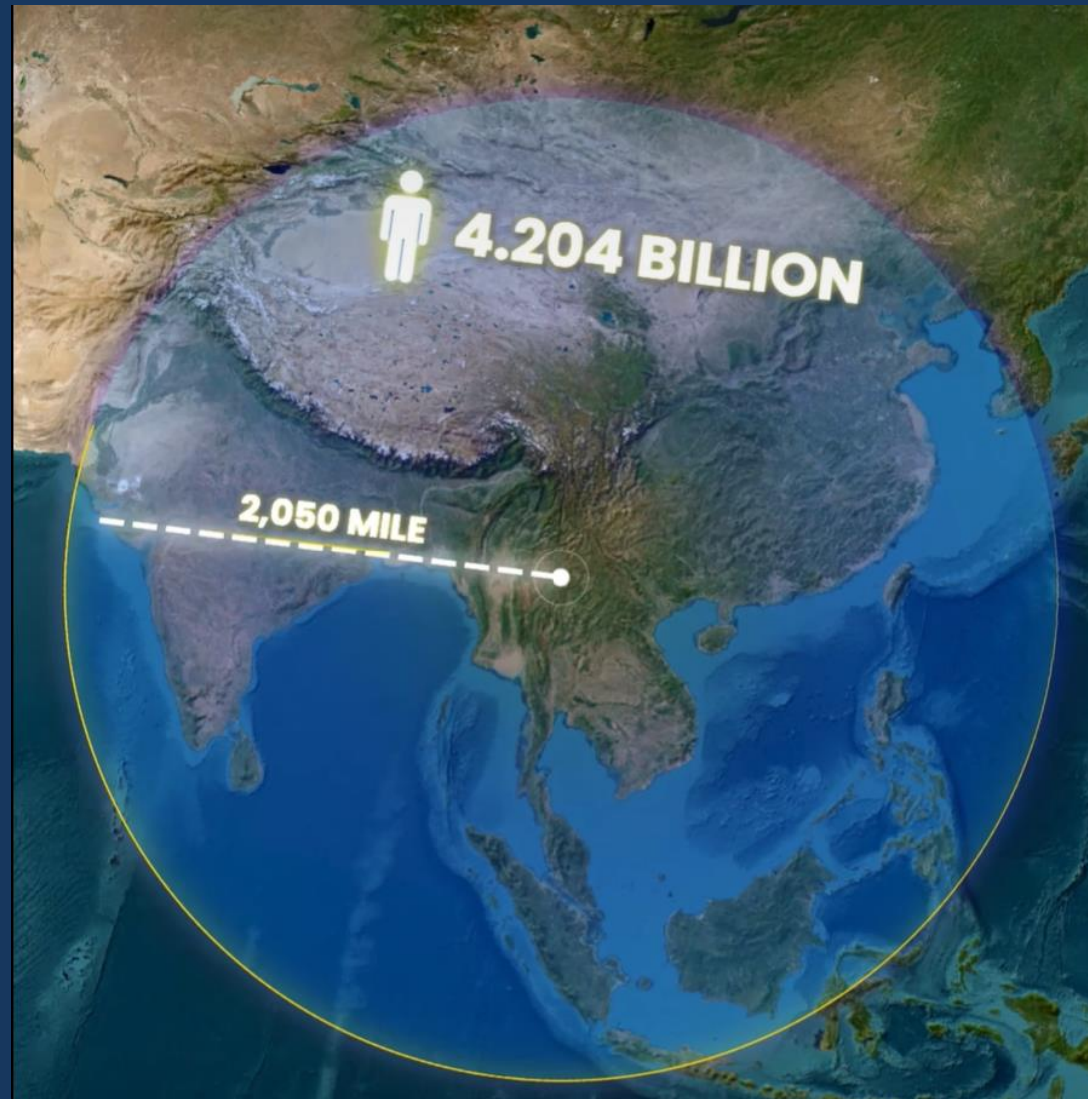
New Wave of Investment to India and ASEAN

ภาพที่ ๑๓ ภาพกำแพงเมืองนครแบบสมบูรณ์
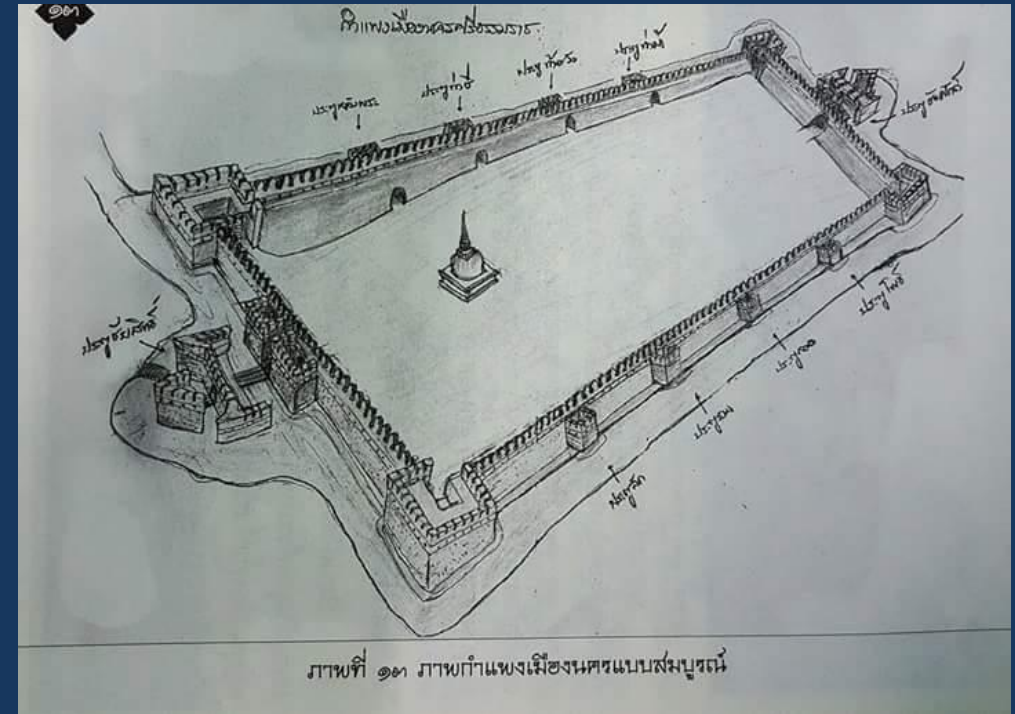
FDIs from Chinese Investors

… Will Transform the ASEAN Region in the Next 5 Years

Regionalization of Thai Companies

2025 - 2030

Rise of Asia and ASEAN

Protectionism and Technology War

Fighting with Asset Bubbles

Global Recovery

China's Real Estate Problems

2025   2026   2027   2028   2029   2030

THAILAND NEXT
เปลี่ยนใหญ่ ≫ ประเทศไทย

นักศึกษาวิทยาลัยป้องกันราชอาณาจักร (วปอ.) รุ่นที่ 66

KPMG

The future of workforce

Ignite your business with innovation

Key insights

Emerging technologies are reshaping the world of work. Our research explored how AI can change the way people work, learn and interact, and what leaders can do to foster synergy between artificial and human intelligence.

The fundamental step towards success...

01. Embrace the power of AI
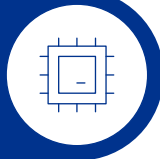
Emerging technologies are the most powerful change agents shaping the world of work. We need to embrace them.

66%

expect an increase in their productivity in the next three years

02. Shape the workforce

Traditional workforce planning is no longer be sufficient given the need for faster and more dynamic decision-making.

36%

think their organization doesn't know their future workforce needs

03. Learn in the flow

The pace and dynamism of change affecting organisations is rapidly evolving the skills and capabilities needed, driving a requirement to learn in the flow.

72%

agree that continuous upskilling will be crucial to stay relevant in their field

04. Lead from the middle

Middle managers are central in translating strategy into action – they need to be equipped with the skills and attitudes to lead in the future of work.

77%

say support from their manager is more important than ever

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KPMG in Thailand

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Document Classification: KPMG Public

Thailand Operating Environments : NDCs

Climate Resilience

2100

1.5°C

COP26

2065

Net Zero GHG Emissions

2050

Global CH4 Pledge

(30% in 2030)

Carbon Neutrality

2030

NDC

Sustainable Finance Initiatives

Climate

ESG

NDC Action Plan 2021 - 2030

Domestic 30%   **Support 10%**

Energy/ Transportation   **IPPU**   **Waste**   **Agriculture**

krungsri กรุงศรี

A member of MUFG, a global financial group
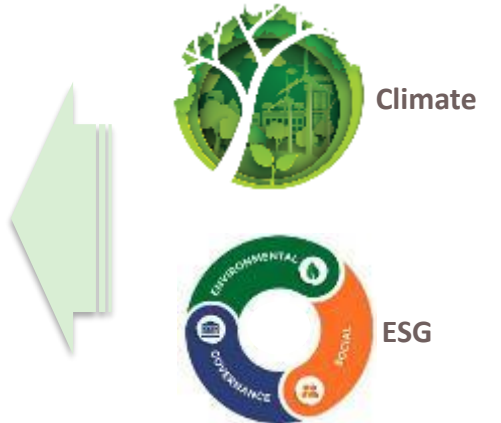
Thailand Operating Environments : Climate Finance

Thailand Taxonomy Phase I

- Energy and Transportation Sector
- The Categories Activities

Green Activities

Operating at or close to net-zero trajectory

Amber Activities

Facilitating emissions reduction

Red Activities

Currently not compatible with net-zero trajectory

มาตรฐานการจัดกลุ่มกิจกรรม
ทางเศรษฐกิจที่คำนึงถึงสิ่งแวดล้อม
(Thailand Taxonomy)
ระยะที่ 1

Transition Plan

- Priority Sectors

Power Generation　　*Transportation*

Thailand Taxonomy Phase II

Real Estate & Construction

Others (Manufacturing, Agriculture, Waste Management)

Financing Products

Mission

"To be a leading regional financial institution with global reach, committed responsibly to meeting the needs of our customers and serving society through **sustainable growth**"

ESG Aspiration

"To be the most sustainable commercial bank in Thailand"

"Banking With Purpose"
Net Zero Emissions

Krungsri Carbon Neutrality Vision
Aspiring to achieve a net zero future

2030: Achieve net zero of own emission

2050: Achieve net zero of financial service

Krungsri Risk Management Policy – ESG & Climate Change

Definition

Prohibited
- Widely recognized as high ESG risk
- High reputation risk

High Caution
- High ESG Risk

Closely Monitored
- Potentially high ESG risk if poorly managed

Sustainable Lending
- Lending to borrowers aiming to promote or transit to environmentally and socially responsible approach

Sectors

Prohibited
- Production or trade in radioactive materials, weapons and munitions
- Unabated Coal-Fired Power Generation
- Forestry
- Coal related activities

High Caution
- Construction of dams and reservoirs
- Manufacturing of Hazardous chemicals
- Mining Sector
- Palm Oil
- Oil and Gas

Closely Monitored
- Agriculture
- Manufacturing of non-hazardous chemicals
- Transportation and storage of all type of chemicals
- Operator of transportation via pipeline
- Disposing waste or wastewater

Sustainable Lending
- Renewable Energy (Excluding Hydropower)
- Financing for Regional Development
- Basic Infrastructure
- ICMA Compliance e.g.
  - Green / Blue / Social Loan
  - Sustainability Linked Loan (SLL)

Krungsri's Sustainable Finance Products

Use of Proceeds-Based Financing

Green Bonds/Loans

Sustainability Bonds/Loans

Social Bonds/Loans

Sustainability – Linked Financing

Sustainability-Linked Bonds/Loans (SLB/SLL)

Transition Financing

Transition Bonds/Loans

Krungsri ESG Bond Underwriting Ranking

"Market Leader Position in the ESG Finance"

The First

- *Sustainability-Linked Bond* in Thailand
- *Sustainability-Linked Loan (Thai baht)* in Thailand
- *Green Debentures (Leasing)* in Thailand
- *Sustainability Bond (Transportation)* in Southeast Asia

Krungsri as the partner for climate finance aspirations

ptt   SCGP   RATCH   TOYOTA LEASING THAILAND   GPSC   GULF

EXIM THAILAND   EGCO   CENTRAL PATTANA   IRPC   SPCG   SI-TRANG GLOVES   WHA

Krungsri self-issuance

Krungsri Social and Sustainable Finance Portfolio

(Baht Billion)

Legend:
- Sustainability
- Social
- Environmental

2021 — 127
- 31% (Sustainability)
- 55% (Social)
- 14% (Environmental)

2022 — 164 (+29.1%)
- 42% (Sustainability)
- 42% (Social)
- 16% (Environmental)

2023 — 191 (+16.5%)
- 39% (Sustainability)
- 35% (Social)
- 26% (Environmental)

June 2024 — 204 (+6.8%)
- 45% (Sustainability)
- 30% (Social)
- 26% (Environmental)
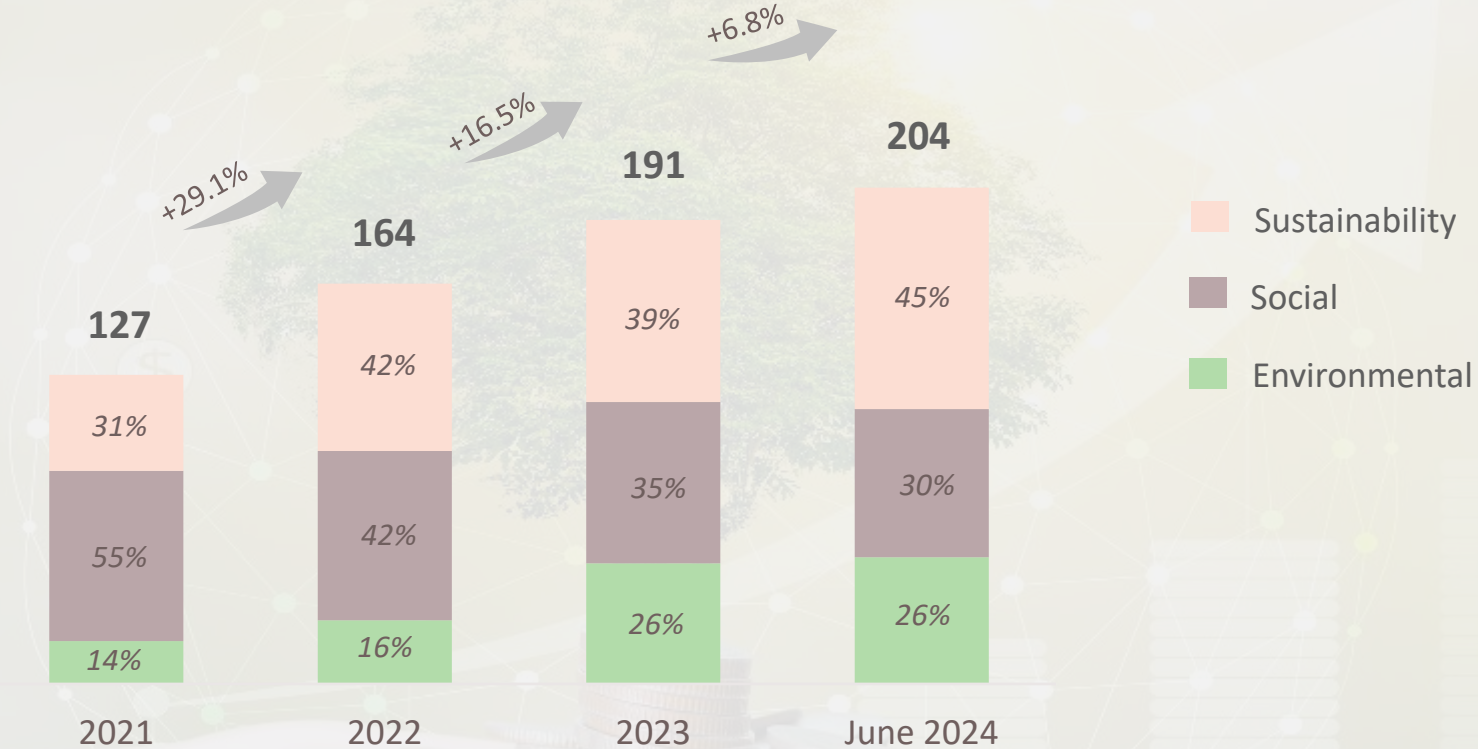
The term "Social and Sustainable Finance" refers to the provision of finance for the businesses (including loans, underwriting of bonds, and investment) with reference to the relevant external standards (i.e., the Green Loan Principles, Green Bond Principles, and Social Bond Principles).

Sustainability Finance

Environmental Sustainability Loans for SMEs

Krungsri ESG Awards

Krungsri ESG Academy

Partner for the Ecosystem and ESG Community

Thank You

ชีวิตง่าย
ได้ทุกวัน
Make Life Simple

Question for audience survey

Imagine yourself as a customer. What is the most important factor in creating the best experience ?

Question for audience survey

If you encountered an unpleasant experience when buying a product or service, what would you do?

![KPMG]

Customer Experience Excellence

Why do we need to create excellent customer experience!

Good experiences ▶▶▶ Win customers

40% of people began purchasing from a competitive brand because of its **reputation for great customer service**

55% are **willing to recommend a company** due to outstanding service, more so than product or price

85% would **pay up to 25% more** to ensure a superior customer service experience

Customer Opportunities

Bad experiences ▶▶▶ Push customers away

82% have **stopped doing business** with a company due to bad customer service.

95% of **customers have taken action as a result of bad customer experience**. 70% of those told others about their experience.

Customer Experience Excellence Survey

| Integrity | Resolution | Expectations | Time & effort | Personalization | Empathy |

KPMG run the world's largest benchmark of Customer Experience Excellence.

Each year, we publish a report that shares and celebrates CX best practice.

14
Years of research

40
Global markets

4,000+
Brands evaluated globally

81,725
Consumers interviewed

21
Countries covered

10
Industries

78
Brands

1,036
Consumers

Customer Experience result trend

Thailand CEE Hall of FAME from Y2021 to Y2024

Brand Sector	Y2021
Insurer	1
Insurer	2
Electronics Retail	3
Insurer	4
Insurer	5
Insurer	6
Bank	7
Bank	8
Restaurant	9
Grocery	10

* Ranking by overall CEE scores (KPMG CEE survey 2021)

Brand Sector	Y2022
Insurer	1
Bank	2
Electronics Retail	3
Insurer	4
Restaurant	5
Telco	6
Retailer	7
Entertainment	8
Insurer	9
Bank	10

* Ranking by overall CEE scores (KPMG CEE survey 2022)

Brand Sector	Y2023
Bank	1
Electronics Retail	2
Bank	3
Restaurant	4
Payment Service	5
Electronics Retail	6
Restaurant	7
Restaurant	8
Restaurant	9
Food Del. App	10

* Ranking by overall CEE scores (KPMG CEE survey 2023)

Brand Sector	Y2024
Bank	1
Electronics Retail	2
Bank	3
Electronics Retail	4
Restaurant	5
Bank	6
Travel & Hotel	7
Restaurant	8
Retailer	9
Payment Service	10

* Ranking by overall CEE scores (KPMG CEE survey 2024)

Frequently Mentioned

#Online to offline

#Data driven hyper-personalization

#Metaverse

#Metaverse

#Customer data privacy

#Voice assistance

#Gernative AI, AI-driven customer experience

#Customer data privacy

#Human touch still matter
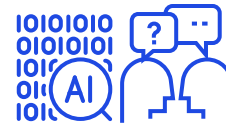
#Human & AI harmonization

Key observations

1

The top ten rankings are subject to frequent shifts due to intense competition among various industries. This is due to constant changes in customer expectations and demand

2

Integrity   Time & Effort   Personalization

Over the last fours years, **these three customer experience pillars have been** top CEE performers

3

Banking sector players are the top. **They constantly invest heavily in improving customer interaction, technology and data** to enhance the experience

Reimagine your customer experience
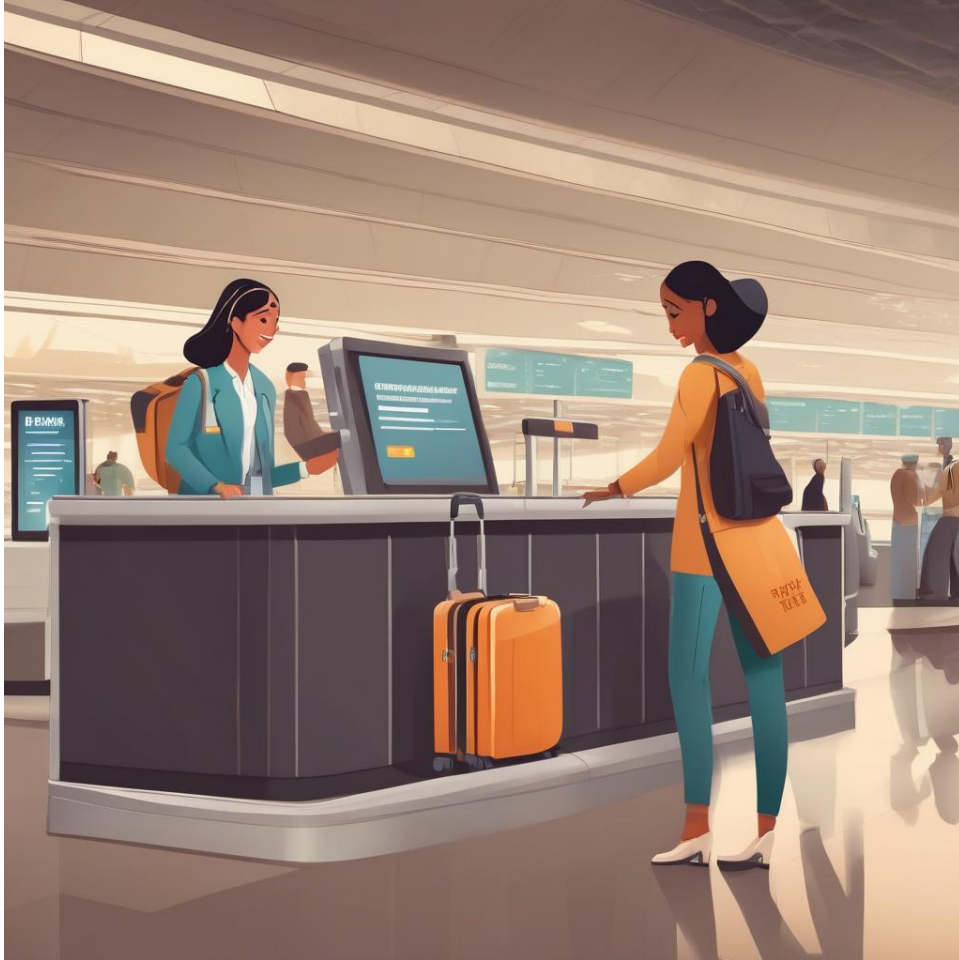
KPMG Six Pillars of Customer Experience Excellence:

Empathy → Staff cheer up, greet on the special occasions of bring the product to the important moment of life

Personalization → Real-time personalization and decision making and predictive recommendation

Time & Effort → Streamlined customer journeys, online to offline, faster and more efficient operations

Expectations → Deliver the clean and good vibe store experience as the brand has communicate.

Resolution → Sincerely apologise for any issues that happen, known as predictive resolution, solving the issue before the customer has a problem

Integrity → Ongoing governance and inspection

UNIFY case study :
driving better customer
engagement with
customer loyalty program

Brand was looking to build a loyalty business proposition that stretches beyond just the automotive vertical

1 How can we start capturing **more and richer customer data**, especially when our **dealers are the main touchpoints**?

2 How can we capture the **interest of our prospects** and cultivate them into car owners?

3 How can we find ways to promote our **mobility services**?

4 How can we build more **strategic partnerships** for our customers, in order to remain **top of mind**?

We designed and launched the platform with 4 key components
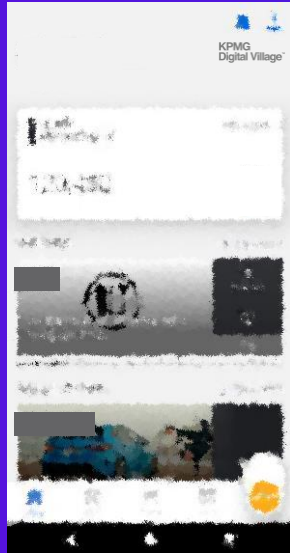
Driving Engagement

- Loyalty tiers and coins
- Personalized rewards, news & events
- Coin-earning events and games
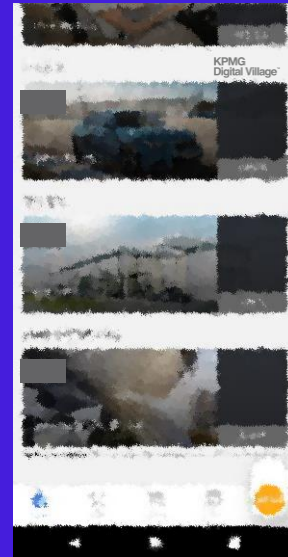
Supporting Transactions

- Paying using coins by scanning merchant QR codes
- Earning coins by scanning QR codes on purchase invoice
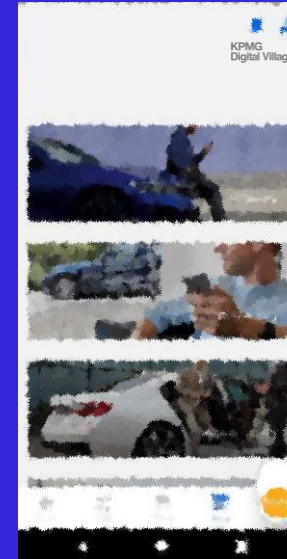
Connecting Future Offerings

- Booking of airport services
- Booking test drives
- Calling emergency service
- Integration into marketplace
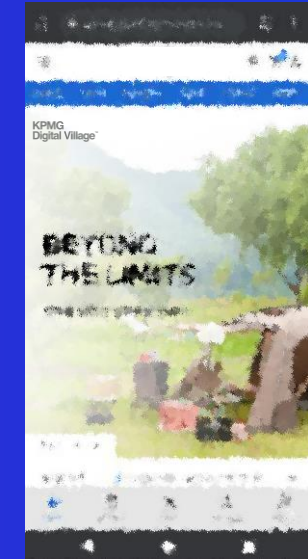
Building Ecosystems

- Accessing merchants and rewards from Alliance partners
- Convert point into local airline miles
- Coin exchange with online (crypto) gaming platforms

Final thoughts

Be clear on CX purpose & objectives

Be agile & collaborative work

Achieving great customer experience require all of business units effort

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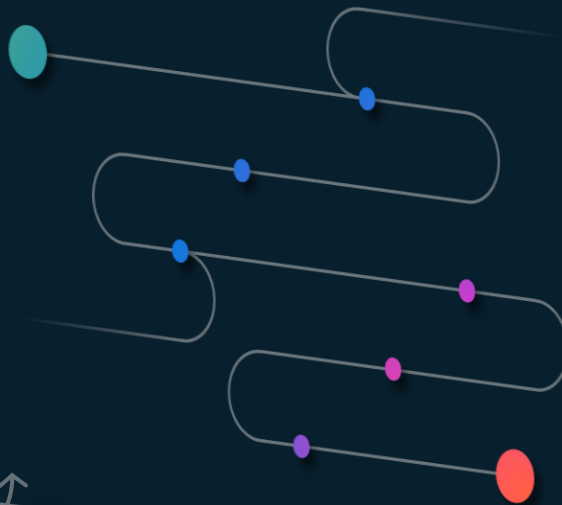**kpmg.com/th**

Document Classification: KPMG Public

Universal interface

Ask me anything...

Memory & context

Reasoning & planning

Transformation Opportunities with
Generative AI

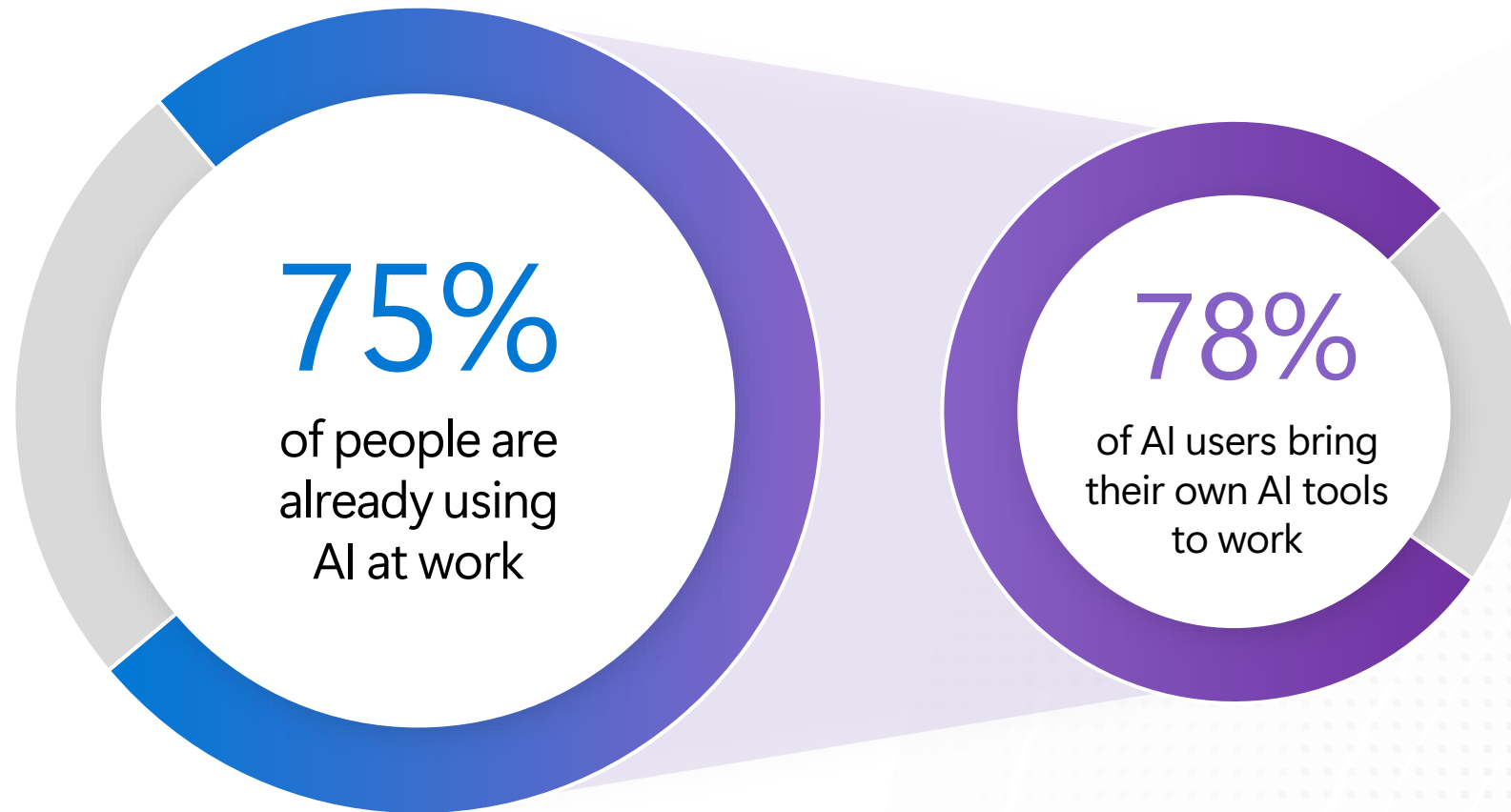**Enrich employee experiences**

Reinvent customer engagement

Reshape business processes

Bend the curve on innovation

AI has come to work

75%
of people are
already using
AI at work

78%
of AI users bring
their own AI tools
to work

Employee usage is high – but leadership is lagging

79%
of leaders believe AI is a business imperative to stay competitive,…

...a surprising
60%
say their organization lacks a plan and vision to implement it,…

…and
59%
worry about quantifying the productivity gains of AI.

2024 Work Trend Index Annual Report from Microsoft and LinkedIn: AI at Work Is Here. Now Comes the Hard Part

Microsoft 365 Copilot Advantage

Your AI assistant for work

Integrated in the tools millions use every day

Word, Excel, PowerPoint, Outlook and Teams

Understands your work context

Trillions of signals in the Microsoft Graph deliver personalized and relevant responses

Extends to your business data

1400+ pre-built connectors to reason over your systems of record and line of business apps

Customize to make it your own

Create agents with your 1P or 3P data and apps using Copilot Studio

Enterprise-grade security, privacy, and compliance

Inherits Microsoft 365 security, permissions, policies, and admin controls. Built-in data governance with enterprise data protection. Responsible AI

Measure AI impact and business value

Tools to drive adoption and impact with Copilot Lab, Learning Academy and the Copilot Dashboard

Optimize costs in Finance

Identify your scenarios

Key Processes	Before AI
Planning & analysis	Reactive rather than proactive processes leading to reduced ability to capitalize on market opportunities.
Risk management & compliance	Data silos and lack of scenario planning characterized by delayed responses to market changes, leaving the organization vulnerable to unforeseen financial threats and compliance breaches.
Procure to pay	Inefficient invoice processing and procurement approvals, inconsistent policies, lack of spend intelligence resulting in higher costs.

After AI

Financial insights
Use natural language and smart plugins for SAP, Oracle and other 3rd party tools to extract insights and transform complex data into clear actionable intelligence.

Build business case
Copilot helps with analysis, enabling real-time scenario modeling and reducing time to deliver insightful, evidence-based proposals.

Accounting document evaluation
Copilot can help by rapidly identifying discrepancies, predicting future trends, and ensuring compliance with financial regulations.
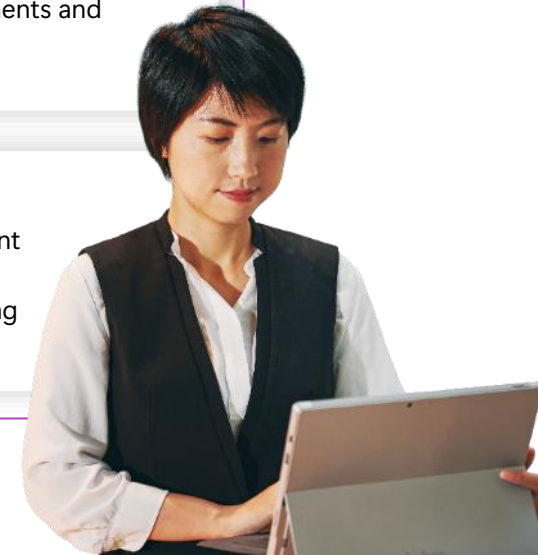
Automate financial query management
Automate routine financial processes and alert designated process owners to take action. Answer internal queries, reducing case volume and increasing efficiency of internal teams.

Contract review
User asks Copilot to translate, review and extract key insights from customer contracts, tender documents and amendments.
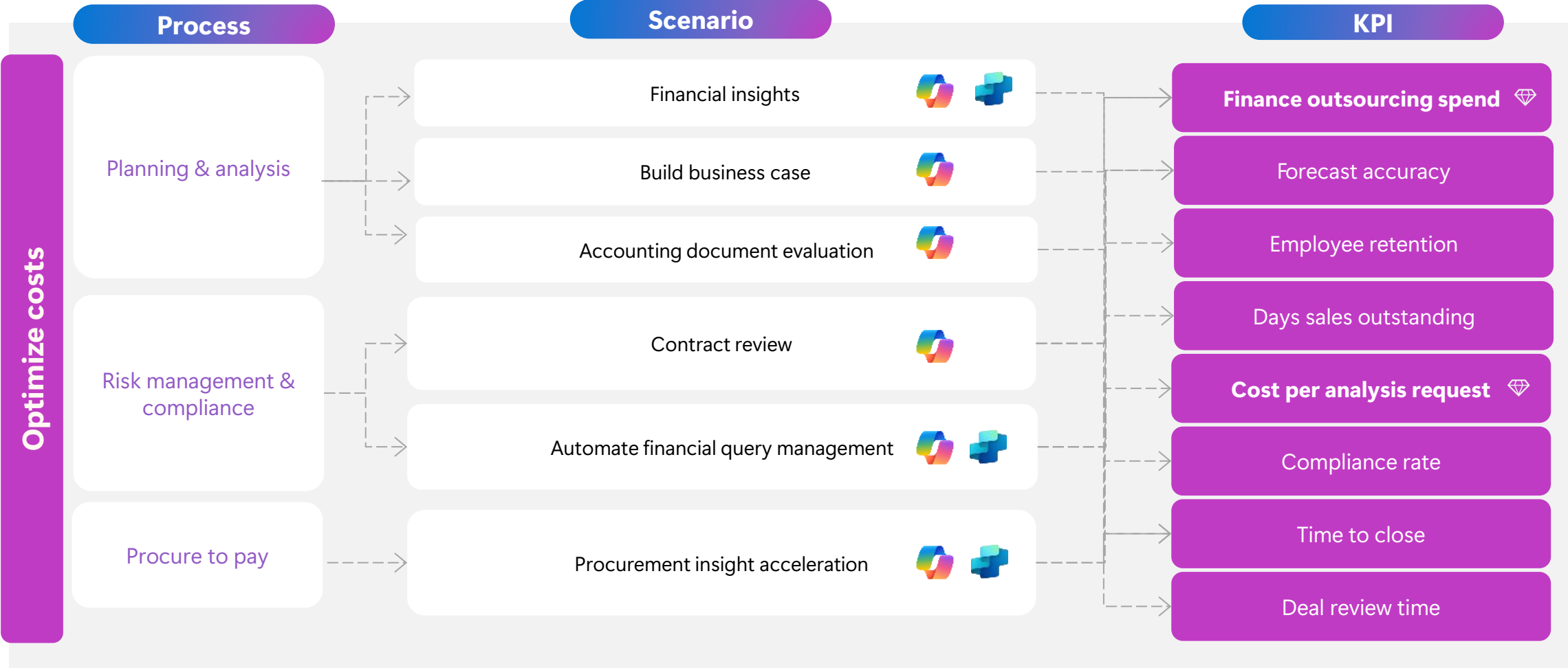
Procurement insight acceleration
Faster speed to insights for contract data, supplier spend, and procurement business processes while uncovering cost-saving opportunities with unprecedented speed. Plus, automate tracking, management and reporting of invoices

Business value in Finance

Process

Optimize costs

- Planning & analysis
- Risk management & compliance
- Procure to pay

Scenario

- Financial insights
- Build business case
- Accounting document evaluation
- Contract review
- Automate financial query management
- Procurement insight acceleration

KPI

- **Finance outsourcing spend** ◈
- Forecast accuracy
- Employee retention
- Days sales outstanding
- **Cost per analysis request** ◈
- Compliance rate
- Time to close
- Deal review time

= Microsoft 365 Copilot & Business Copilots

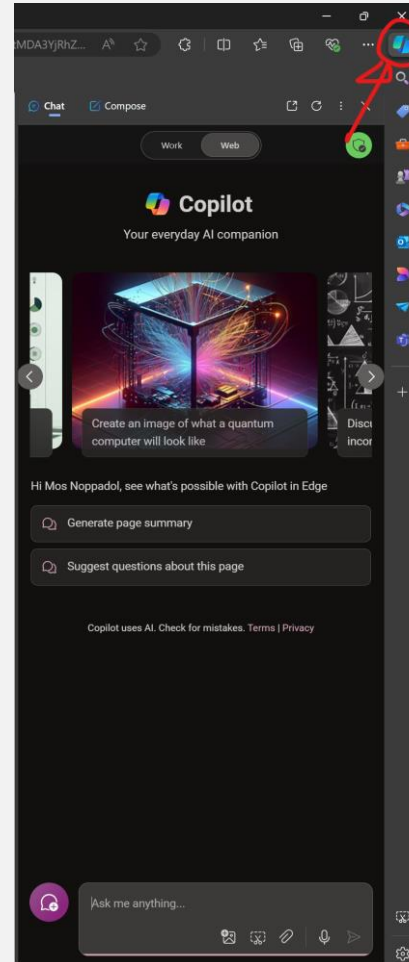= Copilot Studio

◈ = KPIs included in the BCB
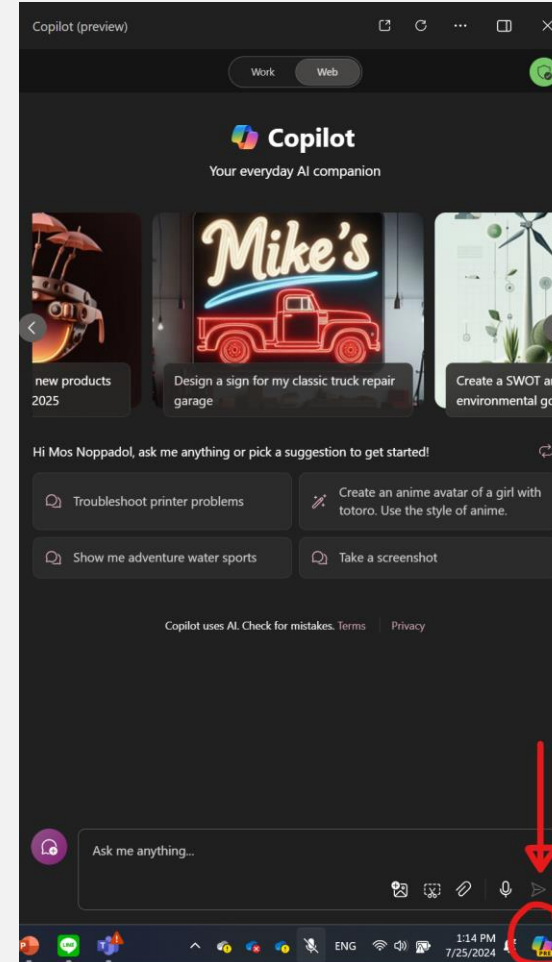
Copilot – Web
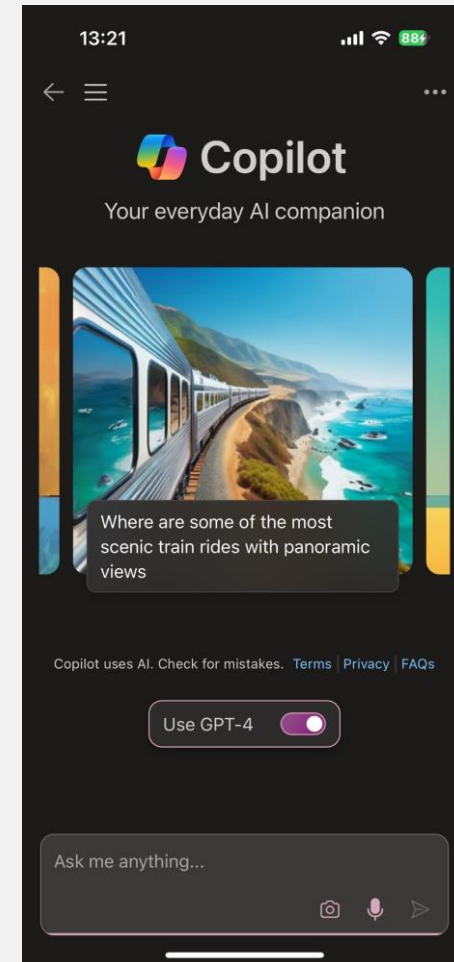## (Model + Internet knowledge)
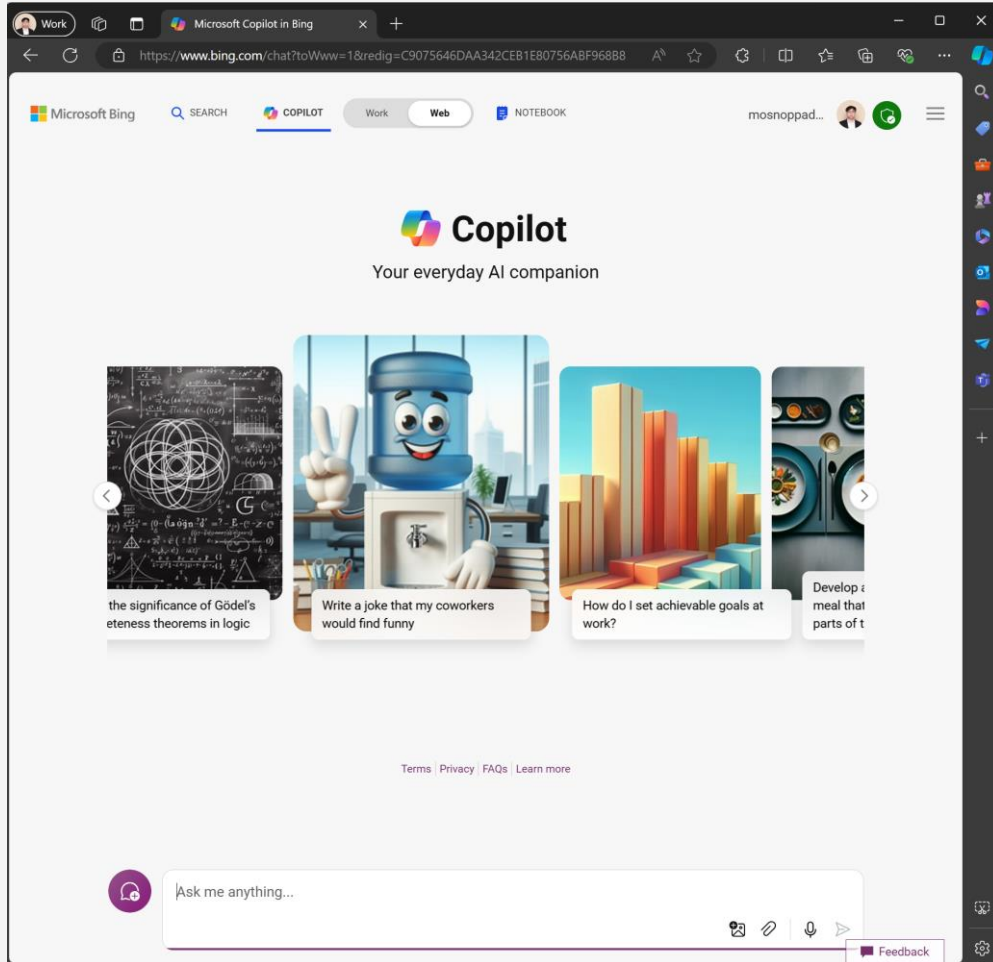
Bing.com/Chat
หรือ Copilot.Microsoft.com

Edge browser

Windows 11

Copilot App
Bing App

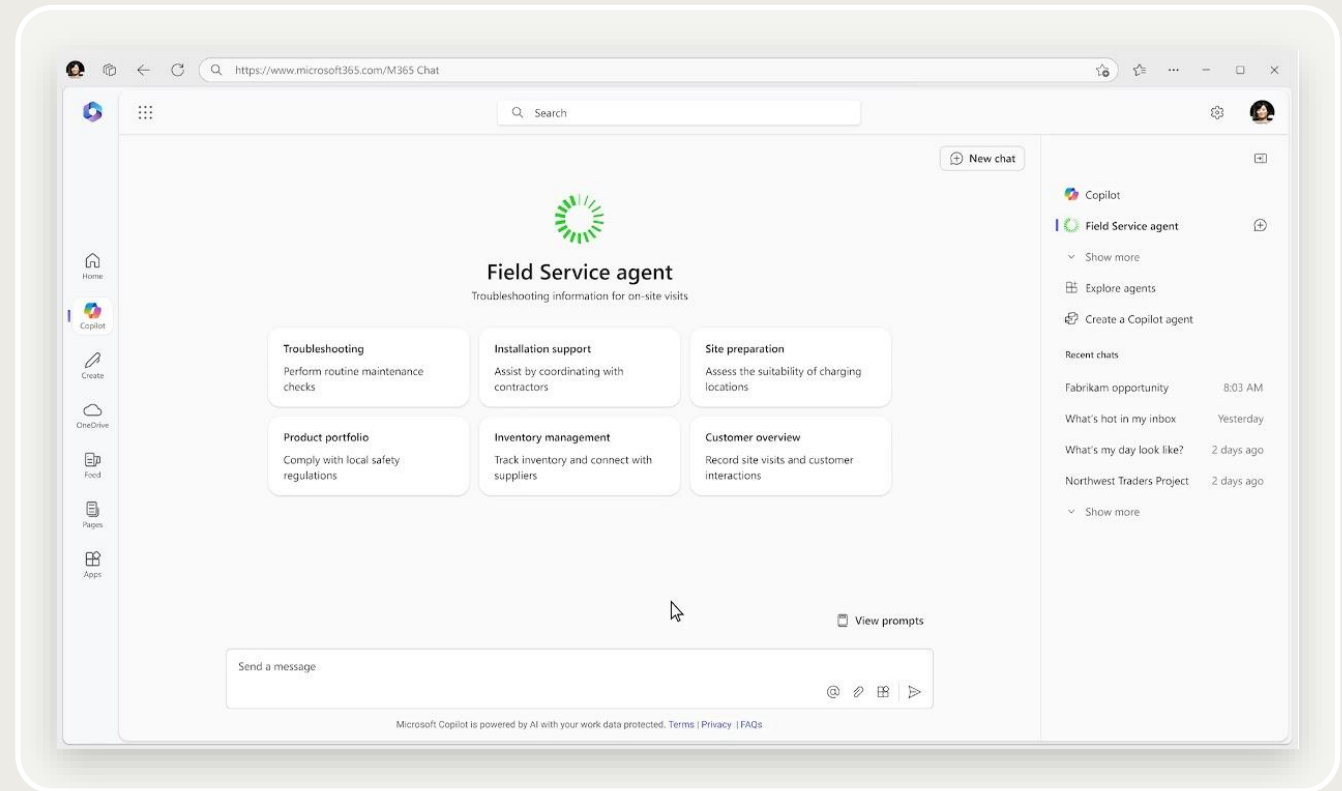# Copilot agents

Spectrum of agents

Simple ——— Advanced

Retrieval

Retrieve information from grounding data, reason, summarize, and answer user questions

Generally available

Task

Take actions when asked, automate workflows, and replace repetitive tasks for users

Generally available

Autonomous

Operate independently, dynamically plan, orchestrate other agents, learn and escalate

Preview
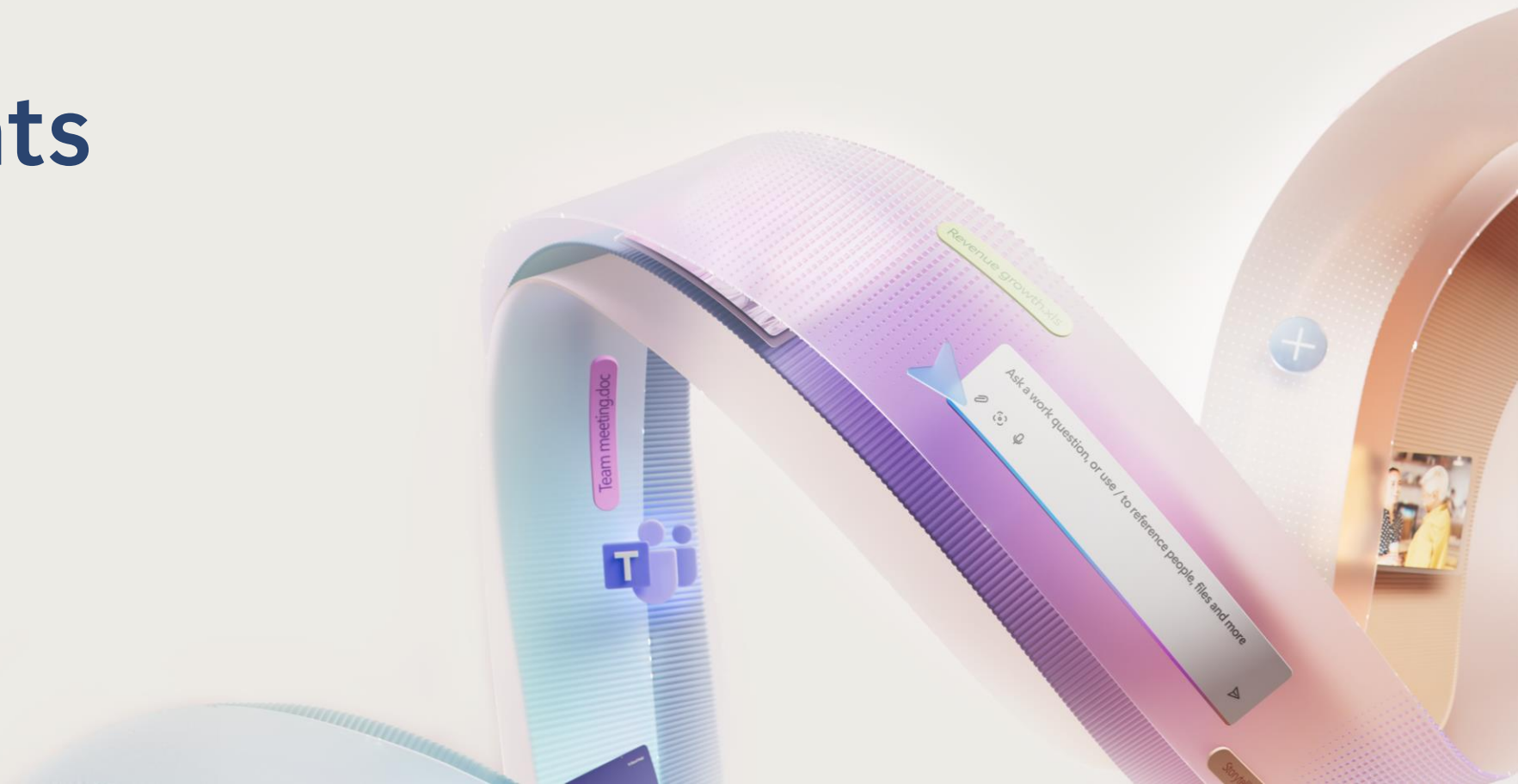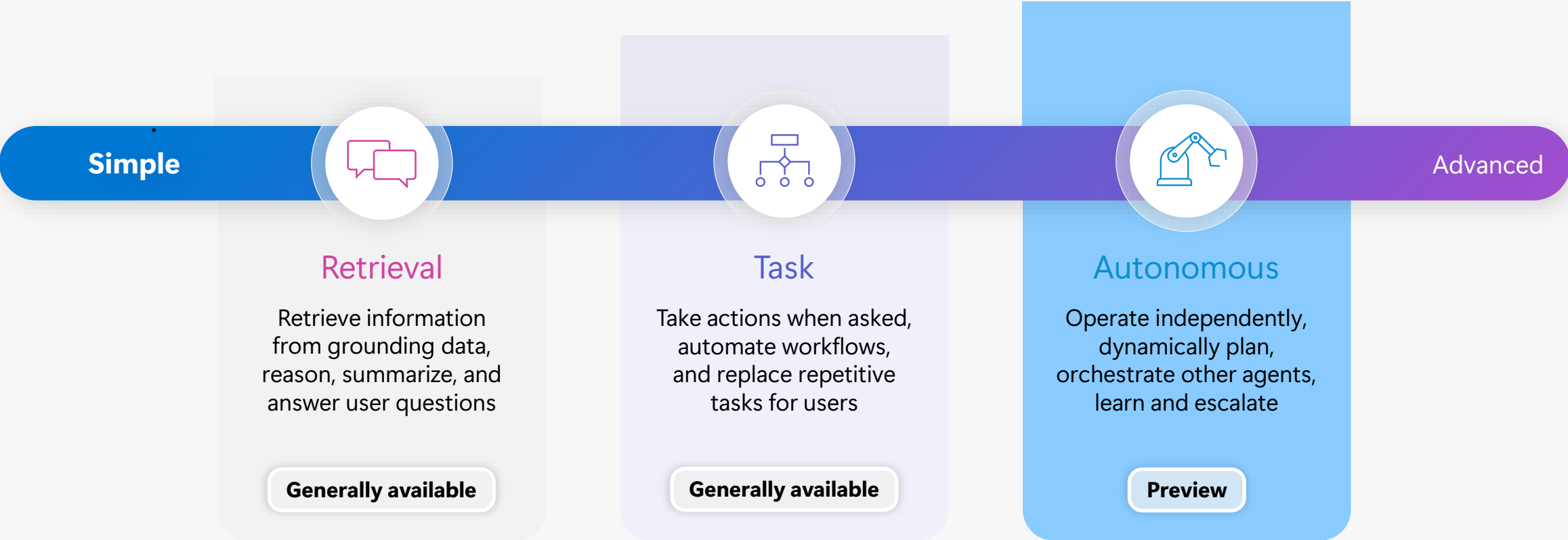
← ·················· **Agents vary in levels of complexity and capabilities depending on your need** ·················· →

Copilot agents and
Copilot Studio agent builder

Copilot agents give Copilot new ways to access data and take actions. Create Copilot agents quickly using natural language directly in BizChat and SharePoint.

Copilot agents available now
Copilot Studio agent builder in BizChat is available now

Microsoft 365
Copilot

Thank you