krungsri
กรุงศรี

A member of MUFG
a global financial group

TRANSITION FINANCE

ARCHITECTING A NET-ZERO FUTURE



SUSTAINABILITY REPORT 2024

TRANSITION FINANCE

Guided by the **"Banking with Purpose"** principles,
Krungsri provides financial support, know-how, and expertise
to all customer groups with the unfaltering ambition
to achieve our Net Zero target and grow sustainably
while giving serious consideration to social and environmental impact.

As a **Domestic Systemically Important Bank (D-SIB),**
Krungsri provides financial services with responsibility
and sound corporate governance, thus playing a pivotal role
in shifting the country to a low-carbon economy
through developing and offering green finance,
which includes transition finance as well as
social and sustainable financing products—the vital mechanisms
for building a low-carbon economy and society in conformity with
Thailand's Nationally Determined Contributors and the Paris Agreement.

TRANSITION FINANCE
as the key to a sustainable transition for our future

TRANSITION FINANCE FOR **ENVIRONMENTAL SUSTAINABILITY**

Expedite the development of financial products
that nurture eco-friendly businesses,
support regenerative businesses,
mitigate climate change impact,
and foster a green and sustainable economy



TRANSITION FINANCE FOR **SOCIAL SUSTAINABILITY**

Lend with responsibility to the overall society and economy,
consider customers' debt servicing capacity and the impact on them,
introduce corporate and household assistance measures
for enhanced liquidity and reduced debt risk



TRANSITION FINANCE FOR **SUSTAINABILITY THROUGH CORPORATE GOVERNANCE**

Comply with good governance principles,
highlight socioeconomic targets,
manage climate change risks and opportunities
in an efficient and measurable manner
in both the short and long terms

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MISSION, VISION, AND CORE VALUES

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

Vision

Highly-qualified team of professionals providing innovative products and services, dedicated to becoming our customers' number one preferred financial group

Core Values

Customer Centricity

We put our customers first, understanding and anticipating their needs and expectations and responding with best solutions.

Passion for Excellence

We are committed to instill in ourselves the expectation of excellence in delivering our work and services.

Integrity

We are fair and professional, inspiring trust and work with transparency, legalism, and ethics.

Making Innovative Changes

We start by changing ourselves and intend to improve every day by creating changes for the better that will positively benefit our customers along with Krungsri.

Team Spirit

We work together as a team for the benefit of our customers and Krungsri with open hearts and open minds to reach our goals.

Global Awareness

We challenge ourselves as a valued member of a global financial group, supporting the growth of our customers both within and outside Thailand.



MESSAGE FROM THE CHAIRMAN, THE VICE CHAIRMAN, AND THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

In nearly eight decades of unwavering support for our customers and community, Krungsri has embraced the role and spirit of a Domestic Systemically Important Bank (D-SIB) with the determination to 'Be the leading sustainable and regional bank' based on the foundations of 'sustainability' and 'regional expansion' set out under the fourth edition of our Medium-Term Business Plan, which commenced in 2024. Nonetheless, the unfavorable operating landscape of 2024, characterized by persistent geopolitical tensions, high household debt levels, and declining competitiveness, has hindered Thailand's growth and economic prospects. The intertwined dynamics of environmental, social, and digital transformation have brought additional complications.

Guided by our 'banking with purpose' paradigm, Krungsri remains focused on supporting customers across segments encompassing corporate customers, SMEs, and households in their seamless transition into viable and sustainable businesses and livelihoods, thus paving the way for resilient long-term value creation.

Regarding economic, social, and environmental aspects, we proudly achieved another historic benchmark when our social and sustainable finance (SSF) portfolio reached 100 billion baht, within only three years (2022-2024) from the 2021 baseline. This accomplishment showcases our strategic agility and leadership in reengineering financial products and services development.

Urged forward by the mandate to address climate and sustainable development, Krungsri has boosted the SSF target to an ambitious 250 billion baht by 2030. This major recalibration underscores our determination to amplify the positive impact while advancing on our visionary pathway in not only the decarbonization of our own operations by 2030 but also actively pursuing and supporting our customers' decarbonization pathways, to concurrently achieve Net Zero financed emissions for Krungsri's portfolio within 2050.

Bearing these goals in mind and building on our strategic pillar of sustainability, Krungsri embarked on a transformative journey in 2024. We initiated a comprehensive organizational redesign that embeds the internalizing environmental and climate change (IECC) framework across our banking operations, positioning us for sustainable growth and enhanced market leadership. Our comprehensive transformation rests on four strategic dimensions: governance, strategy, financial solutions, and risk management. This framework will establish the critical foundation and organizational facility to advance Krungsri's green transformation while also building our expertise in helping our real sector customers gain competitiveness as they progress toward low-carbon activities and operations.

The scope of our organizational redesign includes enhancement of our climate and environmental disclosure and reports of quantifiable targets as well as climate-related risks and opportunities, through the global best standard, the Task Force on Climate-related Financial Disclosures (TCFD).

Together with securing our position at the forefront of the ESG debenture market, we have expanded our impact through innovative financial products that accelerate our customers' environmental transition. In alignment with the Bank of Thailand (BOT)'s Financing the Transition project, we launched the flagship Krungsri SME Transition Loan initiative, offering SME clients tailored financing solutions for environmental management, energy conservation, and greenhouse gas reduction projects. This program equips our customers with the resources needed to help them transition from 'brown' to 'less brown' operations, thus allowing them to thrive in tomorrow's sustainable economy.

On the social front, we remain dedicated to the BOT's responsible lending guidelines, such as those that address the pressing issue of household debt, soaring to 100 percent of GDP. In light of this, Krungsri, in collaboration with both the public and private sectors, introduced the 'You Fight, We Help' scheme in 2024, aimed at offering tailored debt restructuring solutions. The program intends to provide vulnerable individuals and SMEs pragmatic solutions and resources for achieving long-term financial resilience, allowing them to service their debt while keeping their houses, vehicles, and micro-business enterprises.

Furthermore, in 2024, natural disasters, particularly severe flooding, considerably disrupted the lives of our customers, their businesses, and their communities. As a responsible financial service provider, Krungsri launched a comprehensive assistance program to alleviate the financial burdens faced by our retail and SME customers. These measures encompass reduced installment payments and deferred principal repayments, a reflection of our pledge to support our customers in their most challenging times.

Financial literacy remains at the heart of our social mission. Krungsri promoted practical financial management knowledge among the general public and communities through two flagship programs, namely 'Krungsri The COACH' and 'Krungsri Financial Literacy: Simple to Manage'. Acknowledging that the agricultural sector plays a central role in driving the Thai economy through both employment and income generation, particularly in rural areas, 2024 highlighted Krungsri's inaugural initiative under the Green Climate Fund (GCF)'s Adaptation Support in providing financial management training to over 300 rice farmers across the central plains of Thailand, most of whom are exposed to flood risk, creating lasting impacts on sustainable household financial management and income generation.

In the governance aspect, at home, Krungsri has fortified our efforts to cope with cybercrime threats and their major impacts on customers and businesses. In 2024, we enhanced the security of krungsri app, implementing modern technologies to detect and monitor potential threats, and investing in state-of-the-art technologies such as artificial intelligence (AI) and machine learning (ML), safeguarding the trust of our customers and the general public.

For the strategic pillar of regional aspiration, Krungsri synergized with Mitsubishi UFJ Financial Group (MUFG) to solidify our regional footprint following the milestone acquisition of our sixth entity in ASEAN. By aligning the policies and operations of our ASEAN subsidiaries with our rigorous risk management standards, we have established governance foundations to mitigate both existing and emerging risks, while unlocking business potential to explore new revenue streams in this fast-growing region.

With our relentless pursuit of excellence in sustainability, both regionally and domestically, Krungsri's efforts in this area have been recognized with numerous prestigious awards. While we were the first and only Thai bank to receive the Best Bank for ESG Award from Euromoney, Krungsri also received our first Highly Commended Sustainability Award under the category of Sustainability Excellence from the SET Awards 2024 as well as being assigned the highest AAA rating in the SET ESG Ratings. Additionally, we achieved the Platinum Award at The Asset ESG Corporate Awards, receiving the highest distinction for the fifth consecutive year. These accolades are a testament to Krungsri's dedication to building a sustainable future for all.

As we approach 2025 and the celebration of our 80th anniversary, Krungsri will continue integrating environmental and climate risk management into our business operations, focusing on high-emission industries such as energy and transportation. Through our Transition Plan, we aim to mitigate risks and create long-term benefits for our customers and society at large, while playing an instrumental role in reimagining and reengineering a sustainable, low-carbon economy.

Motivated by sustainable banking principles and our responsibilities as a D-SIB, Krungsri is committed to providing innovative, inclusive, and responsible products and services that address social and environmental challenges. By encouraging our customers to embed sustainability into their operations, we aspire to drive meaningful progress and contribute to Thailand and ASEAN's long-term socio-economic development.

Noriaki Goto

(Mr. Noriaki Goto)
Chairman

Jamlong Atikul

(Dr. Jamlong Atikul)
Vice Chairman

Kenichi Yamato

(Mr. Kenichi Yamato)
President and
Chief Executive Officer

OPERATING RESULTS AND KEY DEVELOPMENTS

Topic	Medium/ long term target	2024 Target	2024 Performance
Economic and governance dimension			
Sustainable banking	• To receive the highest rating of "AAA" in the SET ESG Ratings	• To receive the highest rating of "AAA" in the SET ESG Ratings	• Recognized for the 9th consecutive year with the highest SET ESG Ratings of "AAA" • Received the "Highly Commended Sustainability Award" from "the SET Awards 2024"
Governance	• To earn the "Excellent" level of corporate governance recognition from leading organizations	• To earn the "Excellent" level of recognition from the Corporate Governance Report of Thai Listed Companies (CGR) project by Thai Institute of Directors	• Earned the "Excellent" level of recognition from the Corporate Governance Report of Thai Listed Companies (CGR) project by Thai Institute of Directors
Anti-corruption	• To be certified as a member of Thailand's Private Sector Collective Action Coalition Against Corruption (CAC)	-	• Certified by CAC (Certified Period: March 31, 2023 - March 31, 2026)
Social dimension			
Responsible lending and ESG considerations	• To increase the Social and Sustainable Finance (SSF) portfolio from 100,000 million baht to 250,000 million baht within 2030 (from the baseline year 2021)	• To achieve the SSF portfolio target of 100 billion baht within 2030 (from the baseline year 2021)	• As of December 31, 2024, Krungsri's SSF portfolio reached 95,183 million baht from the baseline year (2021) which is close to the target of 100,000 million baht. Therefore, the target has been increased to 250,000 million baht by 2030 (from the baseline year 2021).
Financial inclusion (mobile banking)	• To increase the number of krungsri app users to 9.2 million by 2027	-	• As of December 31, 2024, the number of krungsri app users was 6 million, with 5,523 million transactions.
Promotion of financial literacy	• To increase awareness of personal financial management and cyber security among target groups	-	• Organized financial literacy activities for 318 farmers in eights sub-districts of Phitsanulok and Uttaradit • Organized six cybersecurity threat prevention training courses in accordance with the Bank's Policy for Enterprise Information Security, with 478 participants totaling 1,397 training hours
Promoting women's potential and gender equality	• To have senior female executives (of the Level 9 or higher) representing more than 40 percent of the total senior executives	• To have senior female executives (of the Level 9 or higher) representing more than 40 percent of the total senior executives	• Senior female executives (of the Level 9 or higher) represented 53.94 percent of the total senior executives
Stakeholder engagement (Shareholders)	• To received "Excellent" quality assessment for the annual general meeting of shareholders by the Thai Investors Association and the Federation of Thai Capital Market Organizations	• To received "Excellent" quality assessment for the annual general meeting of shareholders by the Thai Investors Association and the Federation of Thai Capital Market Organizations	• Received "Excellent" quality assessment for the 2024 annual general meeting of shareholders by the Thai Investors Association and the Federation of Thai Capital Market Organizations
Employee engagement in Corporate Social Responsibility (CSR) activities	• To have at least 15 percent of total Krungsri Group's employees (permanent employees) participate in CSR activities as Krungsri Group volunteers	-	• Recorded 3,582 Krungsri Group volunteers, accounting for 6.83 percent of the total Krungsri Group's permanent employees • Recorded 11,067 Krungsri volunteer hours
Human resource development	• To have an average of 36 training hours per employee per year	• To have an average of 36 training hours per employee per year	• Recorded an average of 54.03 training hours per employee per year
Environmental dimension			
Greenhouse gas emissions from business operations (Scope 1 and Scope 2)	• To reduce greenhouse gas emissions from business operations (Scope 1 and Scope 2) to zero by 2030	• To reduce greenhouse gas emissions from business operations (Scope 1 and Scope 2) by 4.2 percent compared to the previous year	• Greenhouse gas emissions from business operations (Scope 1 and Scope 2) was 46,755 tCO_2e, representing a 9.45-percent decrease compared to 2023.
Greenhouse gas emissions from financial services	• To reduce carbon dioxide emissions from coal-fired power plant financing to zero by 2030	-	• As of December 31, 2024, Krungsri has reduced the outstanding loans for coal-fired power plants to only 2,115 million baht, representing a 21.23 percent decrease in loans from 2023.

ABOUT KRUNGSRI

General Information

Established on April 1, 1945 and listed on the Stock Exchange of Thailand on September 26, 1977, Bank of Ayudhya Public Company Limited (Krungsri) has ingrained good corporate governance in our business, while setting the tone that supports moral righteousness, transparency, and fairness. We adhere to the highest principles of ethical conduct transcending all statutory prerequisites in taking our business to the next level as we committed to responding to expectations of stakeholders, communities, and society.

Krungsri is ranked Thailand's fifth largest commercial bank in terms of assets, loans, and deposits. We are a strategic member of MUFG Bank, Ltd. (MUFG Bank), a wholly-owned subsidiary of Mitsubishi UFJ Financial Group (MUFG) - Japan's largest financial group and one of the world's largest financial groups. In addition, the Bank has been recognized by the Bank of Thailand as one of the Domestic Systemically Important Banks (D-SIBs) that play a crucial role in driving Thailand's economy and financial system [1/].

Krungsri has undertaken its business in strict compliance with the Financial Institutions Businesses Act, B.E. 2551 (A.D. 2008), the Securities and Exchange Act, B.E. 2535 (1992), and notifications and regulations of the Office of the Securities and Exchange Commission and the Bank of Thailand (BOT), as well as other related regulatory requirements. Krungsri conducts the fundamental commercial banking business, including accepting deposits, offering loans, foreign exchange trading services, financial instruments trading services, loan guarantees, payment and funds transfer services, risk hedging products, e.g. interest rate and FX derivatives, etc. The Bank's other businesses approved by the BOT include businesses of insurance-related services, securities-related services, financial derivatives, e-banking, and other financial and non-financial services.

As of the end of 2024, Krungsri has 29 subsidiaries, joint ventures, and associate while our 573 branches [2/] are in well diversified locations throughout the country and in Lao PDR, with a total of 52,438 employees [3/]. The Bank's registered capital is 75,741.437 million baht, while our paid-up capital stands at 73,557.618 million baht.

Name of Company:
Bank of Ayudhya Public Company Limited

Type of Company:
Listed on the Stock Exchange of Thailand

SET Symbol: BAY

Registration Number: 0107536001079

Business Type: Commercial bank

Brand Name: Krungsri

Business Group Name:
Financial Business Group (Krungsri Group)

Area of Operation: Seven countries consisting of
Thailand, Cambodia, The Philippines, Lao PDR, Vietnam, Indonesia, Myanmar

Head Office Address:
1222 Rama III Road, Bang Phongphang, Yan Nawa, Bangkok 10120

Contact Channels:
Head Office
- Telephone 0-2296-2000
- Facsimile 0-2683-1304

Krungsri Call Center 1572
Online channels:
- www.krungsri.com
- Krungsri Simple

Total workforce: 57,178 people
(Permanent and temporary employees of the Bank, subsidiaries, joint ventures and associate)

Fees and service income: 34,645 million baht

Total operating income [4/]: 153,279 million baht

Remarks:
1/ Refer to Notification of the Bank of Thailand No. FPG. 17/2560 Re: The list of Domestic Systemically Important Banks
2/ Including the Head Office and one overseas branch
3/ Number of permanent employees of the Bank, subsidiaries, joint ventures, and associate
4/ Total operating income: Net interest income + Net fees and service income + Other operating income

Shareholder Structure

The list of shareholders with over 0.5 percent of the total issued shares

As of September 12, 2024 (Latest Record Date)
(7,355,761,773 issued and paid-up ordinary shares at a par value of 10 baht per share)



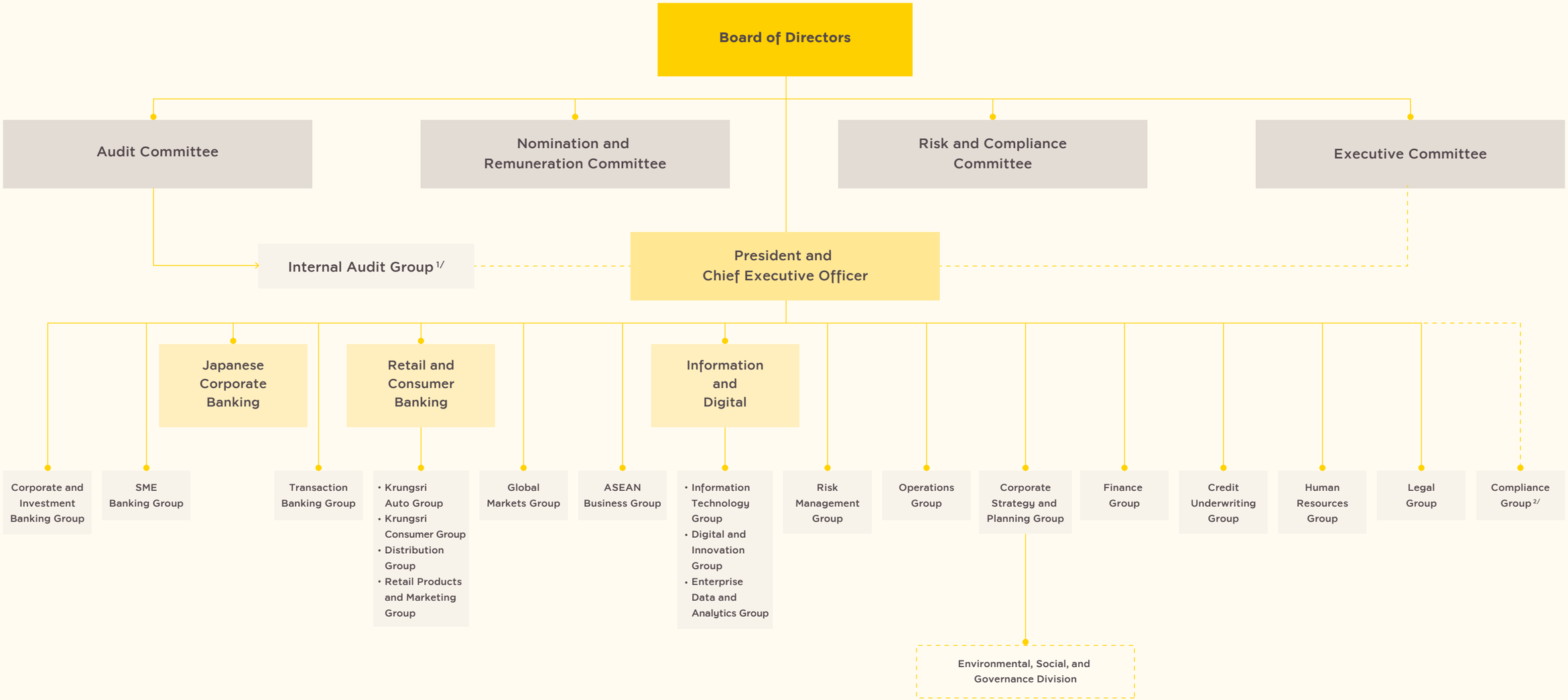
Item	Shareholder Name	Number of Shares	% of Total Shares
1.	MUFG BANK, LTD.	5,655,332,146	76.88*
2.	Stronghold Assets Company Limited	166,536,980	2.26
3.	The Great Luck Equity Company Limited	166,478,940	2.26
4.	GL Asset Company Limited	166,414,640	2.26
5.	BBTV Satelvision Company Limited	166,151,114	2.26
6.	BBTV Asset Management Company Limited	163,112,900	2.22
7.	Bangkok Broadcasting & T.V. Company Limited	160,789,220	2.19
8.	Mahakij Holdings Company Limited	158,726,810	2.16
9.	Tun Rung Rueng Company Limited	157,889,440	2.15
10.	Super Assets Company Limited	51,421,714	0.70
11.	C.K.R Company Limited	48,528,834	0.66
	Other Shareholders	294,379,035	4.00
	Total	**7,355,761,773**	**100.00**

Remark:
* In compliance with the permission from the Ministry of Finance, the shares held by foreign shareholders total 76.90 percent.



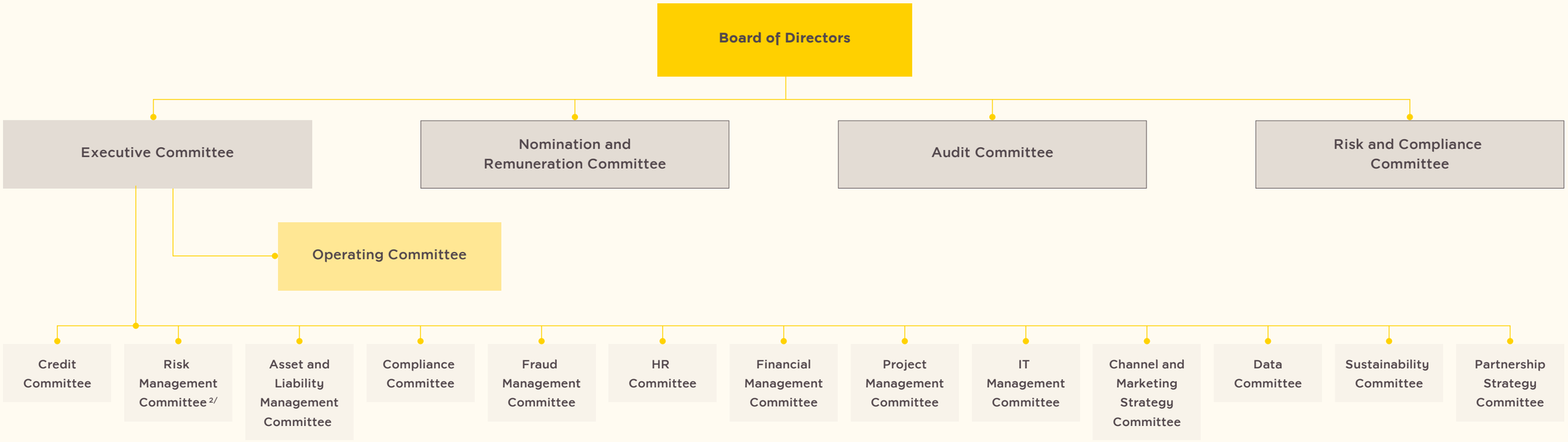
Organization Structure

As of January 1, 2025



Remarks:
1/ The Internal Audit Group shall report directly to the Audit Committee
2/ The Compliance Group shall report directly to the Risk and Compliance Committee

Committee Chart [1/]



Committees chaired by an Independent Director and having no executives as members

Remarks:
[1/] The Bank issues appointment directives and regulations for all committees and makes announcements accordingly for enterprise-wide acknowledgement.
[2/] The Risk Management Committee shall have a dotted reporting line to the Risk and Compliance Committee.

Products and Services

Deposit Products

- Current accounts
- Savings accounts
- Time deposit accounts
- Foreign currency deposit accounts

Loan Products

- Overdraft (O/D)
- Promissory notes and term loans for corporate customers
- Housing loans and personal loans for retail customers
- Foreign currency loans
- Trade finance credit
- Other loan services, such as aval and acceptance, letter of guarantee and bank guarantee, letter of credit, and financial status certification, etc.

Other Services

- e-banking services
- Domestic money transfer
- Foreign exchange and international money transfer
- Krungsri Tradelink
- Direct debit and direct credit
- Bancassurance
- Investment banking
- Securities services
- Cash management
- Transaction banking
- Foreign exchange forwards, and foreign exchange and interest rate derivatives products
- Trade finance services
- Government bonds, treasury bills and state enterprise bonds

Krungsri Customers

1 Corporate Segment
- Thai Corporations
- Japanese Corporations
- Multinational Corporations

2 Small and Medium Enterprise (SME) Segment

3 Retail Segment



Value Chain

Primary Activities

1 Funding Sources	2 Operations	3 Marketing and Sales	4 Access to Financial Innovations and Products	5 Financial Transactions	6 After-Sales Services
• Financial Access	• Financial Product Development Appropriate for target groups, in consideration of ESG dimensions • Credit underwriting based on ESG dimensions • Digital transformation to cut waste and emissions • Business continuity	• Market conduct • Accurate and complete disclosure of financial product data • Fair competition • Advertising and public relations that promote brand image	• Convenient, fast, and secure financial services • Inclusive and extensive centers/ offices/ branches • Financial inclusion and equity	• Cybersecurity • Personal data security • Financial crime prevention	• Customer relationship management • Complaint case management • Communication channels appropriate for target groups

Consider and connect with socio-economic and environmental impacts

Support Activities

1 Risk management	2 Procurement management	3 Human resources management	4 Digital innovation and technology management	5 Other infrastructures, e.g., accounting and finance system, business administration, legal tasks, compliance tasks, etc.

Subsidiaries, Joint Ventures, and Associate

Krungsri holds shares of 24 subsidiaries, four joint ventures, and an associate as defined in a relevant notification of the Office of the Securities and Exchange Commission. The information as of December 31, 2024, is as follows:

Company Name	Type of Business	Proportion of Ownership Interest and Voting Power Held by the Bank (Percentage)
Subsidiaries		
1. Ayudhya Development Leasing Company Limited	Hire-purchase and leasing	99.99
2. Ayudhya Capital Auto Lease Public Company Limited	Hire-purchase and auto leasing	100.00
3. Ayudhya Capital Services Company Limited	Credit cards and personal loans	100.00
4. General Card Services Limited	Credit cards and personal loans	100.00
5. Krungsriayudhya Card Company Limited	Credit cards and personal loans	100.00
6. Siam Realty and Services Security Company Limited	Car rental services and personnel services	100.00
7. Total Services Solutions Public Company Limited	Collection services	100.00
8. Krungsri Asset Management Company Limited	Fund management	86.86
9. Krungsri Ayudhya AMC Limited	Asset management	100.00
10. Krungsri Securities Public Company Limited	Securities	99.96
11. Pattanasin Plus (1970) Public Company Limited [1/] (formerly Krungsri Capital Securities Public Company Limited)	-	99.37
12. Krungsri Nimble Company Limited	Factoring and information technology services	100.00
13. Krungsri Genesis Company Limited [2/]	Personal loans	100.00
14. Krungsri General Insurance Broker Limited [2/]	Life assurance broker and general insurance broker	100.00
15. Krungsri Finnovate Company Limited	Venture capital	100.00
16. Krungsri Leasing Services Company Limited [3/]	Hire-purchase, leasing, and sales finance	100.00
17. Krungsri Non-Deposit Taking Microfinance Institution Co., Ltd. [4/]	Micro finance	99.99
18. Hattha Bank Plc.	Commercial bank	100.00
19. Hattha Services Company Limited [5/]	Lease real estate	100.00
20. SHBank Finance Company Limited [6/]	Personal loans	50.00
21. HC Consumer Finance Philippines, Inc.	Personal loans and credit cards	75.00
22. HCPH Financing 1, Inc.	Asset management	100.00
23. HCPH Insurance Brokerage, Inc.	General insurance broker	100.00
24. PT Home Credit Indonesia [7/]	Personal loans	80.00
Joint Ventures		
25. SB Finance, Inc.	Personal loans	50.00
26. Lotus's Money Services Limited [8/]	Credit cards and personal loans	50.00
27. Lotus's Life Assurance Broker Limited [9/]	Life insurance broker	50.00
28. Lotus's General Insurance Broker Limited [9/]	General insurance broker	50.00
Associate		
29. Ngern Tid Lor Public Company Limited	Loans and hire-purchase for all types of vehicles, non-life insurance broker and life insurance broker directly	30.00

Remarks:

1/ The subsidiary is in the process of liquidation.
2/ Indirectly holding via Ayudhya Capital Services Company Limited of 100 percent.
3/ Indirectly holding via Ayudhya Capital Auto Lease Public Company Limited of 75 percent and Ayudhya Capital Services Company Limited of 25 percent.
4/ Indirectly holding via Krungsri Leasing Services Company Limited of 99.99 percent.
5/ The Bank indirectly holds ordinary shares of Hattha Services Company Limited via Hattha Bank Plc. of 49 percent. However, the Bank has the power to participate in management and control over Hattha Services Company Limited. Accordingly, the voting power held by the Bank is 100 percent.
6/ The Bank holds charter capital of SHBank Finance Company Limited of 50 percent. However, the Bank has power to participate in management and control over the company, therefore, it was classified as subsidiary of the Bank.
7/ The Bank has a proportional ownership and voting right of 80 percent of the total issued and paid up share capital of PT Home Credit Indonesia and has ownership interest of 89.98 percent.
8/ Indirect holding via Ayudhya Capital Services Company Limited.
9/ Indirect holding via Lotus's Money Services Limited.

Strategies and Business Plans

The Fourth Medium-Term Business Plan (2024-2026)

2024 marks the first year of Krungsri's fourth Medium-Term Business Plan covering the period from 2024-2026. The new MTBP has taken into consideration the challenges and the achievements from the previous MTBP. The changing social and economic factors, as well as both regional and global operating environments, have also been incorporated into the MTBP development.

Under the fourth MTBP, Krungsri aims to "**Be the leading sustainable and regional bank**" by focusing on two key dimensions namely **sustainability** and **regional leadership**. This ambition highlights the Bank's role as a Domestic Systemically Important Bank (D-SIB) in Thailand and reaffirms our commitment to driving sustainability across economic, social, environmental, and governance dimensions. Furthermore, the fourth Medium-Term Business Plan aligns with the UN Principles for Responsible Banking, emphasizing risk management, social and environmental responsibility in all business processes, as well as fulfilling the brand promise to "Make Life Simple" for our customers.

Furthermore, Krungsri receives strong and active support from MUFG and our business network in developing and driving sustainability strategies to support customers in transitioning towards environmentally friendly business operations. This includes enhancing competitiveness both at national and regional levels, with a vision towards achieving "Net Zero" to create positive outcomes for the environment, society, and sustainable economy in the future.



To drive the business undertaking in line with the fourth MTBP, Krungsri has outlined six strategic directions, and five key enablers as follows:

Six Strategic Directions

1. **Strengthening Leading Position through One Retail Execution**
2. **Reimagining towards Commercial Banking of the Future**
3. **Expanding Transaction Banking Business through Innovation**
4. **Positioning Regional-Linked Business**
5. **Positioning ESG-Linked Business & KS Net Zero Commitment (2050)**
6. **Diversifying Businesses through Partnership & Ecosystem**

Five Key Enablers

1. Optimization of performance in low-return products, services, and platforms
2. Streamlining of operational processes by embracing the latest technologies
3. Transformation of IT & digital and data analytics capabilities
4. Transformation of culture & capability
5. Achievement of KS Net Zero commitment (2030)

> **The key to creating new business models is uniting as 'One Krungsri' to drive forward our Medium-Term Business Plan (MTBP) in line with our commitment and goals, just as we have successfully made it in previous MTBP.**
>
> **Mr. Pairote Cheunkrut**
> Chief Strategy Officer



Key Challenges and Opportunities

While Thailand's economy in 2024 showed growth compared to the previous year, recovery remains slow and fragile. Key drivers of economic growth included a robust recovery in the tourism sector and sustained domestic spending. Additionally, exports benefited from a cyclical upturn in the electronics sector, along with accelerated government budget disbursements, particularly stimulus measures targeting vulnerable groups at the end of the year.

However, the Thai economy still faces significant challenges, including global economic slowdown, geopolitical conflicts, and ongoing uncertainty in financial markets, all of which continue to affect investor confidence. Furthermore, regulatory changes especially those related to ESG risk management and climate change adaptation, as well as customer need in the new generation which evolving rapidly with expectations that the service must be connected to modern digital platform, compel Krungsri to adapt swiftly and consistently to meet international standards, regulatory expectations, and customer needs.

In this dynamic landscape, Krungsri continues to explore business opportunities to create sustainable growth and aims to be the leading sustainable and regional Bank, as outlined in the fourth Medium-Term Business Plan. Notable achievements in 2024 include:

- Social and Sustainable Finance (SSF): Krungsri set an ambitious target to increase SSF by 100 billion baht by 2030 (using 2021 as the base year). In 2024, the Bank impressively reached this milestone and has revised the target from 100 billion baht to 250 billion baht by 2030 (please see the topic of the Responsible Lending and ESG Consideration section for more detail).

- Development of Transition Finance Products: Krungsri is determined to support customers in adopting environmentally friendly business practices and contribute to Thailand's Net Zero goals. Hence, we introduced innovative financial products one of such initiative is the Krungsri SME Transition Loan, designed for businesses investing in environmental management, energy conservation, and greenhouse gas reduction.

- Growth in ASEAN Region: We leveraged strengths between Krungsri and MUFG's comprehensive network to expand new business opportunities and connect customer needs across the ASEAN region. The initiative demonstrated leadership potential in regional business connectivity through various activities such as the Krungsri ASEAN Link Forum under the theme "GO ASEAN with krungsri" and the Japan-ASEAN Startup Business Matching Fair 2024 aiming to support business matching and network expansion in ASEAN and Japan. The program not only creates new opportunities for customers but also strengthens the Bank's position in regional markets.

- Development of Digital Technology to Increase Productivity and Efficiency: Particularly in digital advancement and Artificial Intelligence (AI), which will enhance operational efficiency and customer experiences through cutting-edge technology. Krungsri has continuously accelerated digital process improvements and customer data analysis to improve service capabilities and reinforce competitive advantages for the future.

Looking ahead to 2025, the complexity of challenges is expected to continue. To address these demands, Krungsri must accelerate the development of financial innovations and sustainable solutions, reinforcing our position as "the leading sustainable and regional bank" that delivers long-term positive impacts for customers, the economy, society, and the environment.

DRIVING BUSINESS FOR SUSTAINABILITY

Sustainable Banking

With the tenet of "banking with purpose" and the accountability of a Domestic Systemically Important Bank (D-SIB), Krungsri strives to operate in accordance with good corporate governance based on the **sustainable banking** guidelines by incorporating ESG dimensions in the Bank's processes that go hand in hand with prudent and rigorous ESG risk management. At the same time, we explore opportunities ideal for operating as a responsible financial service provider, taking into account the positive social and environmental impact, which is consistent with the "**responsible lending**" guidelines in the best interests of all groups of stakeholders, while also enhancing our capabilities to address the Sustainable Development Goals (SDGs) both at the national and international levels.

Sustainability Vision:
To be the most sustainable commercial bank in Thailand

Integrating ESG Consideration into Processes

Environmental Aspect	Social Aspect	Economic and Governance Aspect
• Environmental Management and Resource Efficiency • Climate Change Management	• Customer Experience and Market Conduct • Responsible Lending and ESG Consideration • Fair Labor Practices and Respect for Human Rights • Financial Inclusion • Human Resources Development • Occupational Health, Safety, and Working Environment • Promotion of Financial Literacy • Stakeholder Engagement • Community Participation and Social Engagement	• Good Governance and Anti-Corruption • Data Governance and Personal Data • Cybersecurity • Protection Financial Crime Prevention • Risk and Crisis Management • Innovation and Digital Transformation • Supply Chain Management

UN Principles for Responsible Banking

Krungsri leveraged operations by becoming **a member of the United Nation Environment Programme Finance Initiative (UNEP FI)** and becoming an official signatory of **the UN Principles for Responsible Banking** in 2022, which were major steps for Krungsri in following the sustainable banking guidelines.

The Principles for Responsible Banking (PRB) are the global framework developed through a partnership between banks worldwide and the UNEP FI. Krungsri's signing of the PRB reflects our determination to conduct business following the sustainable banking guidelines, enabling the Bank to establish strategies and practices in line with the vision society has set out to achieve global targets, namely the UN SDGs and the Paris Agreement which, in turn, will help hone Krungsri's competitive edge in developing social, environmental, and sustainable finance facilities. Furthermore, adoption of the PRB elevates the operating standards of Thai financial institutions to the international level for greater stability.

Principles for Responsible Banking (PRB)
consist of six principles as follows:

1 Alignment
Alignment of business strategies with the Sustainable Development Goals (SDGs), the Paris Agreement, and other relevant national and regional frameworks

2 Impact & Target Setting
Setting and publishing the Bank's targets that increase positive impact and significantly reduce negative impact

3 Clients & Customers
Working responsibly with clients to encourage sustainable practices and enable economic activities

4 Stakeholders
Proactive engagement and partnership with stakeholders to achieve society's goals

5 Governance & Culture
Governance and promotion of an organizational culture that aligns with the Principles

6 Transparency & Accountability
Review and disclosure of implementation of the Principles

ESG Declaration

Krungsri reaffirmed our commitment to sustainable banking by collectively launching the ESG Declaration with 14 member banks under the Thai Bankers' Association to drive change in financial institution business operations with transparency and flexibility. The ESG Declaration sets the banking industry's clear common direction under a "comply or explain" principle by proactively addressing key ESG issues, e.g. climate change, diversity and human rights, financial inclusion, and reduced inequalities, while also advocating sustainability awareness among stakeholders and supporting Thailand's smooth transition to achieving the UN SDGs and the Paris Agreement.

ESG Declaration
consists of six shared action priorities as follows:

1 **Governance**
Ensure good corporate governance and effective oversight at the board level, with clear accountability and responsibility at the management level regarding the ESG agenda

2 **Strategy**
Integrate ESG into business strategies and define frameworks for sustainable finance

3 **ESG Risk Management**
Incorporate ESG issues, including climate change, into risk management processes

4 **Financial Products**
Utilize digital technology to increase financial accessibility; help customers achieve Net Zero emissions and sustainable growth

5 **Communication**
Communicate and collaborate with all stakeholders in raising public awareness of ESG issues

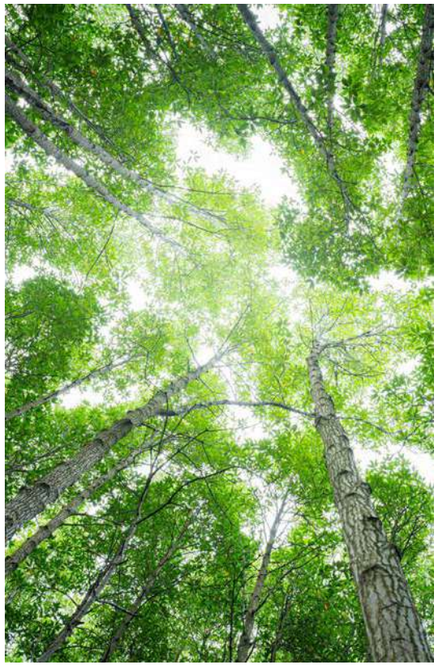
6 **Disclosure**
Develop monitoring and reporting systems in line with Thailand's regulatory frameworks and global sustainability disclosure standards

Internalizing Environmental and Climate Change Aspects into Financial Institution Business for Banks

Krungsri and other Thai commercial banks under the Thai Bankers' Association jointly developed Thailand's "Industry Handbook: Internalizing Environmental and Climate Change Aspects into Financial Institution Business for Banks" in 2023, stipulating environmental and climate change management guidelines in conformity with the Bank of Thailand's "Directional Paper on Transitioning towards Environmental Sustainability under the New Thai Financial Landscape" and "Policy Statement: Internalizing Environmental and Climate Change Aspects into Financial Institution Business". The Industry Handbook reflects the commercial banks' determination to place emphasis on environmental and climate change management as an urgent national and international agenda as well as a core mission of the banking sector as financial intermediaries that help drive the real sector's shift to a low-carbon, eco-friendly society.

The Industry Handbook aims to assist commercial banks, including foreign commercial banks' branches or subsidiaries in Thailand, to embody environmental and climate change matters in business operations, and appropriately adopt the key actions stipulated in the Industry Handbook according to the expectations of regulators.

Not only does the Industry Handbook help financial institutions improve their systems, processes, data, and employee capabilities appropriate to the organization's context, it can also be used to develop financial products and services that aid the sustainable transition of the business sector to achieve targets as stipulated in the aforesaid ESG Declaration.



Sustainability Governance and Management

To ensure the sustainability governance and management align with the aspiration “To be the most sustainable commercial bank in Thailand”, the Executive Committee, under the supervision of the Bank’s Board of Directors, has established the “Sustainability Committee”. The key objective is to oversee the strategies, directions, policies, and regulations for operations relating to ESG or sustainability as well as corporate social responsibility of the Bank and the companies in the Financial Business Group (Krungsri Group) in accordance with the sustainable banking principles, the guidelines and expectations of regulators, including the UN SDGs. The Committee also monitors and supervises material ESG issues, including risks and opportunities from climate change that may impact Krungsri’s business operations and stakeholders. (Please see for more detail about environment and climate change governance in the Climate Change Management section)

Furthermore, the Sustainability Committee oversees the management and disclosure of information regarding sustainability issues, opportunities, progress, and performance of Krungsri to ensure they follow leading best practices. The Committee meets at least quarterly and reports directly to the Executive Committee on a regular basis, as well as to the Board of Directors for urgent and important matters.

As of January 1 2025



Composition of the Sustainability Committee

1.1 President and Chief Executive Officer (Chairman) 2/
1.2 Chief Strategy Officer (Vice Chairman)
1.3 Head of Japanese Corporate Banking (Member)
1.4 Head of Retail and Consumer Banking (Member)
1.5 Chief Information and Digital Officer (Member)
1.6 Chief Financial Officer (Member) 2/
1.7 Chief Risk Officer (Member)
1.8 Chief Human Resources Officer (Member)
1.9 Chief Compliance Officer (Member)
1.10 Head of Global Markets Group (Member)
1.11 Head of Corporate and Investment Banking Group (Member)
1.12 Head of SME Banking Group (Member)
1.13 Head of ASEAN Business Group (Member)

Remarks:
1/ The Head of Environmental, Social and Governance Division acts as the Secretary of the Sustainability Committee
2/ Member of Board of Directors (Executive Directors)

Names of Members and Meetings of the Sustainability Committee

In 2024, there were four ordinary meetings scheduled in advance as detailed below:

Members of the Sustainability Committee	Position	Number of Meetings Attended / Total Number of Meetings Held
1. Mr. Kenichi Yamato	Chairman	3/4
2. Mr. Pairote Cheunkrut	Vice Chairman	4/4
3. Mr. Bunsei Okubo	Member	3/4
4. Mr. Phonganant Thanattrai	Member	4/4
5. Mr. Sayam Prasitsirigul	Member	4/4
6. Miss Duangdao Wongpanitkrit	Member	3/4
7. Mr. Chandrashekar Subramanian Krishoolndmangalam	Member	4/4
8. Mr. Vasin Udomratchatavanich	Member	3/4
9. Mr. Kittichai Singha	Member	4/4
10. Mr. Hirotaka Kuroki	Member	4/4
11. Mr. Prakob Phiencharoen	Member	4/4
12. Miss Duangkamol Limpuangthip	Member	4/4
13. Miss Pathatai Kulachan 1/	Member	3/4

Secretary to the Sustainability Committee is Mr. Poonsit Wongthawatchai

Remark:
1/ Appointed as the Sustainability Committee member, effective March 1, 2024

Guidelines, Standards, and Initiatives for Sustainable Development

As a responsible financial provider, Krungsri undertakes business by considering environmental, social, and governance dimensions, while adhering to the following guidelines, standards, and initiatives:

No.	Guidelines, Standards, and Initiatives	Organizations	Implementation Status
1.	Sustainable Development Goals (SDGs)	The United Nations	Adopted as an operational guideline for establishment of strategies, targets, and sustainable operations
2.	The Principles for Responsible Banking (PRB)	United Nations Environment Programme Finance Initiative (UNEP FI)	Adopted as an operational guideline and framework
3.	The Principles for Responsible Investment (PRI)	United Nations Environment Programme Finance Initiative (UNEP FI) and UN Global Compact	Adopted as an operational guideline and framework
4.	Universal Declaration of Human Rights (UDHR)	United Nations General Assembly (UNGA)	Adopted as an operational guideline and framework
5.	Declaration on Fundamental Principles and Rights at Work	International Labour Organization (ILO)	Adopted as an operational guideline and framework
6.	United Nations Guiding Principles on Business and Human Rights (UNGPs)	UN Working Group on Business and Human Rights	Adopted as an operational guideline and framework
7.	The Women's Empowerment Principles (WEPs)	UN Women and UN Global Compact	Adopted as an operational guideline for women's empowerment
8.	ASEAN Corporate Governance Scorecard (ACGS)	ASEAN Capital Markets Forum (ACMF)	Adopted as an operational guideline for good corporate governance practices
9.	Directional Paper on Transitioning Towards Environmental Sustainability under the New Thai Financial Landscape	The Bank of Thailand (BOT)	Adopted as an operational guideline and framework
10.	Policy Statement of the Bank of Thailand on Internalizing Environmental and Climate Change Aspects into Financial Institution Business	The Bank of Thailand (BOT)	Adopted as an operational guideline and framework
11.	Thailand Taxonomy Phase I	The Bank of Thailand (BOT) and The Securities and Exchange Commission, Thailand	Adopted as an operational guideline and framework
12.	The Green Bond Principles (GBP)	International Capital Market Association (ICMA)	Adopted as an operational guideline and framework
13.	The Social Bond Principles (SBP)	International Capital Market Association (ICMA)	Adopted as an operational guideline and framework
14.	The Sustainability Bond Guidelines (SBG)	International Capital Market Association (ICMA)	Adopted as an operational guideline and framework
15.	The Sustainability-Linked Bond Principles (SLBP)	International Capital Market Association (ICMA)	Adopted as an operational guideline and framework
16.	ASEAN Green Bond Standards (ASEAN GBS)	ASEAN Capital Market Forum (ACMF)	Adopted as an operational guideline and framework
17.	ASEAN Social Bond Standards (ASEAN SBS)	ASEAN Capital Market Forum (ACMF)	Adopted as an operational guideline and framework
18.	ASEAN Sustainability Bond Standards (ASEAN SUS)	ASEAN Capital Market Forum (ACMF)	Adopted as an operational guideline and framework
19.	GRI Standards	The Global Reporting Initiative (GRI)	Adopted as an operational guideline for sustainability reporting
20.	International Financial Standard 9 (IFRS 9)	International Accounting Standards Board (IASB)	Adopted as an operational guideline and framework
21.	Basel III Framework	The Basel Committee on Banking Supervision and The Bank of Thailand	Adopted as an operational guideline and framework
22.	The Global GHG Accounting and Reporting Standard for the Financial Industry	Partnership for Carbon Accounting Financials (PCAF)	Adopted as an operational guideline and framework for financed emissions calculation and disclosure
23.	Commercial banks' code of ethics	The Thai Bankers' Association (TBA)	- MOU among commercial banks - Adopted as an operational guideline
24.	The memorandum of understanding on Sustainable Banking Guidelines - Responsible Lending	The Thai Bankers' Association (TBA)	- MOU among commercial banks - Adopted as an operational guideline

No.	Guidelines, Standards, and Initiatives	Organizations	Implementation Status
25.	ESG Declaration	The Thai Bankers' Association (TBA)	Adopted as an operational guideline and framework
26.	Industry Handbook for Internalizing Environmental and Climate Change Aspect into Financial Institution Business	The Thai Bankers' Association (TBA)	Adopted as an operational guideline and framework
27.	ISO 20022 Universal Financial Industry Message Scheme	International Organization for Standardization (ISO)	Adopted as an operational guideline and framework
28.	ISO/IEC27001 - Information Security Management (BAHTNET and ICAS)	International Organization for Standardization (ISO) and International Electrotechnical Commission	Adopted as an operational guideline and framework
29.	ISO 14064-1: 2018 Greenhouse gases - Part 1: Specification with guidance at the organization level for quantification and reporting of greenhouse gas emissions and removals	International Organization for Standardization (ISO)	Adopted as an operational guideline for reporting the Carbon Footprint of Organization (CFO) and GHG reduction
30.	The Carbon Footprint Organization (CFO)	Thailand Greenhouse Gas Management Organization (TGO)	Adopted as an operational guideline for implementation of the organization's carbon footprint and greenhouse gas reduction

Membership of Associations

Krungsri operates under good corporate governance and places great emphasis on becoming a member of and building up networks with external organizations, from which synergy is particularly vital - enabling the Bank to drive and strengthen its business toward sustainability. Due to the fact that each organization has unique potential, strengths and expertise collaboration with these parties is regarded as a pathway to bring the best out of each organization in an effort to improve society and environment for sustainable growth. Additionally, this coalition will effectively drive the domestic economy and broaden positive impacts on society and environment at home and in the ASEAN region. In addition, the mentioned partnership and networks also align with SDG No.17 Partnerships for the Goals.

United Nations Environment Programme Finance Initiative (UNEP FI)

Collaboration Status
Member

The Association of International Banks (AIB)

Collaboration Status
Member

The Alliance for Green Commercial Banks (The Alliance)

Collaboration Status
Member

Partnership for Carbon Accounting Financials (PCAF)

Collaboration Status
Member

The Thai-Japanese Association (TJA)

Collaboration Status
Member

The Thai Institute of Directors Association (IOD)

Collaboration Status
Member

The Thai Bankers' Association (TBA) and its clubs

Collaboration Status
Advisor/ Member/ Club President/ Taskforce

Thailand Private Sector Collective Action Against Corruption (CAC)

Collaboration Status
Certified member

The Joint Standing Committee on Commerce, Industry and Banking (JSCCIB)

Collaboration Status
A representative of the Thai Bankers' Association to attend business council meetings, including meetings of the Cambodia - Thailand Business Council, and the Vietnam - Thailand Business Council, as well as monthly meetings of the Joint Standing Committee on Commerce, Industry and Banking

Carbon Markets Club (CMC)

Collaboration Status
Founding member

Thai Renewable Energy Association (RE100)

Collaboration Status
Member

Thailand Carbon Neutral Network (TCNN)

Collaboration Status
Member (Climate Action Leading Organization: CALO)

Thailand Climate Business Network (ThaiCBN)

Collaboration Status
First cohort member

Sustainability Awards and Achievements



- Best Bank for ESG Award 2024
  from Euromoney



- Best Bank for Sustainable Finance Awards
  from The Asset Triple A Awards
  (The Asset)



- "Khon Dee Rak Lok: Good People Preserve the World" Award 2024
  by the Senate Standing Committee on Religions, Morals, Ethics, Arts and Culture



- The Asset ESG Corporate Awards 2024
  (Platinum Award)
  from The Asset (5th consecutive year)
- Best Sustainability Officer Award
  from The Asset



- Asia's Best CSR Award 2024
  from Corporate Governance Asia
  (7th consecutive year)
- Sustainable Asia Award 2024
  from Corporate Governance Asia

- SET ESG Ratings at the highest score "AAA"
  by the Stock Exchange of Thailand



- Corporate Governance Report of Thai Listed Companies (CGR) at the "Excellent" level
  by the Thai Institute of Directors (IOD)



- Climate Action Leading Organization (CALO) for 2024
  from Thailand Greenhouse Gas Management Organization (Public Organization)
  (2nd consecutive year)



- SET Awards 2024
  (Highly Commended Sustainability Awards)
  from the Stock Exchange of Thailand



- ESG100
  from Thaipat Institute (9th consecutive year)



- Sustainability Disclosure Award
  from Thaipat Institute



- The "2024 Annual General Meeting (AGM) Quality Assessment Project" at the "Excellent" Level
  by the Thai Investors Association and the Thai Capital Market Business Council



- BSA Building Safety Award 2024 (Gold Level) for Krungsri Ploenchit Office
  from the Building Inspectors Association
  (4th consecutive year)

REPORTING METHODOLOGY

Krungsri has annually published the Sustainability Report with an aim to disclose information on Krungsri Group's sustainability performance to stakeholders. The information in the report covers the environmental, social, governance (ESG) and economic dimensions.

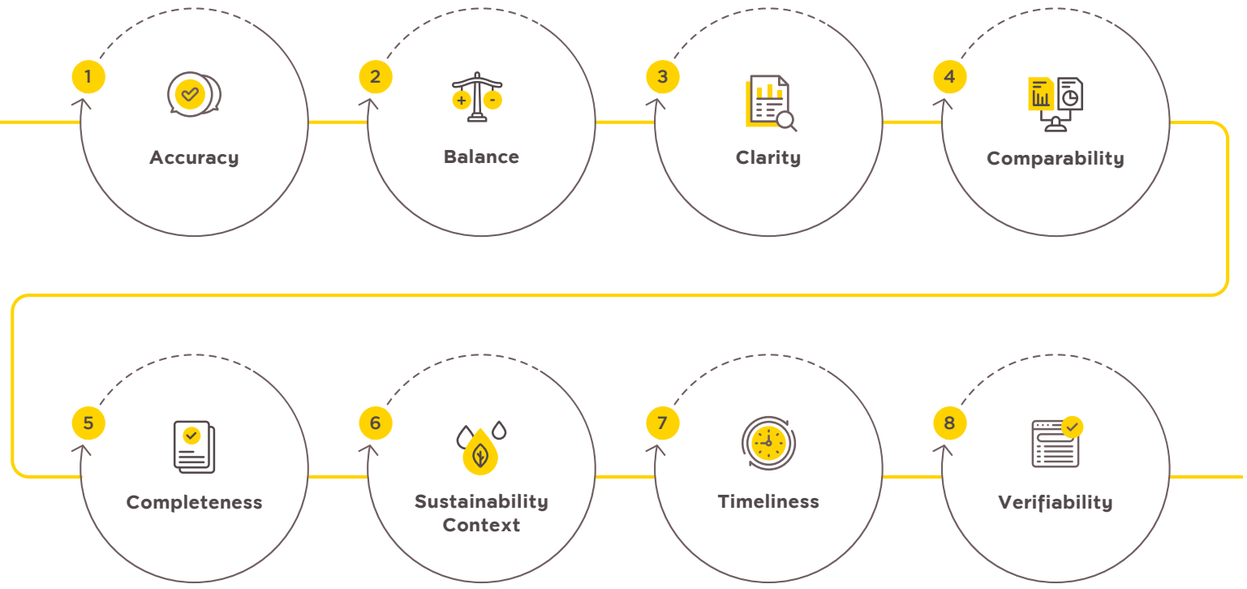
The ESG disclosure reflects not only the Bank's responsibility toward all groups of our stakeholders, but also our operational transparency and effective communications on ESG materiality in alignment with Krungsri's strategic direction and goals. Our annual ESG performance is analyzed and utilized for further operational efficiency enhancement based on international best practices for sustainable growth.

This report is the Bank's 11th Sustainability Report, while the previous report being the first to be published online and was already available on Krungsri's website on March 20, 2024. This report continues to be published in the online format only to reduce resource waste and greenhouse gas emissions from the physical report production process. This also aligns with the lifestyle of digital-age stakeholders who prefer to consume information through online channels.

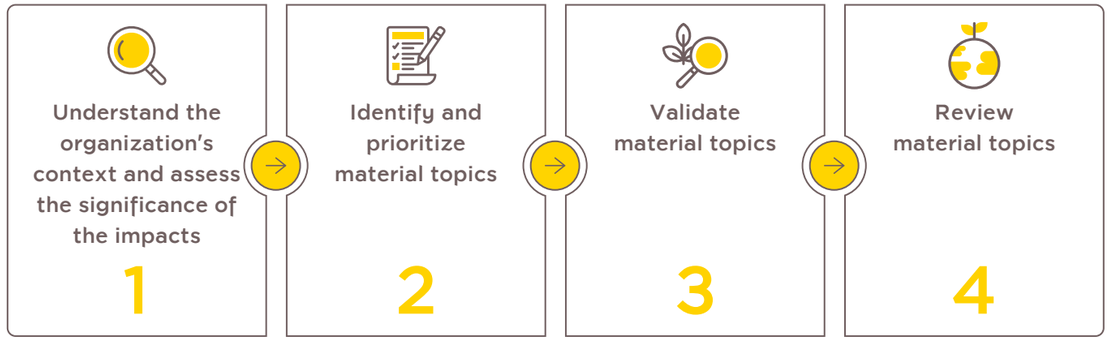
Defining Report Content and Boundaries

Covering the period from January 1 to December 31, 2024, Krungsri's 2024 Sustainability Report was prepared in accordance with the Global Reporting Initiative (GRI) Standards (with reference to the GRI Standards). In addition, connection between the organization's operational directions and the United Nations Sustainable Development Goals (SDGs) was also portrayed in the report, in order to highlight our commitment in response to not only the international sustainable development goals, but also expectations of all stakeholders, including employees, customers, suppliers, shareholders, regulators, communities, society, etc.

Krungsri defines content and boundaries of the report based on context of our organization, internal and external factors related to business operations, material topics significant for the organization and stakeholders, as well as the content's essence and benefits, as per the eight standards of the GRI Sustainability Reporting Guidelines as follows:



Materiality Identification Process



Step 1: Understand the organization's context and assess the significance of the impacts

The Sustainability Report Working Team, under the supervision of the Sustainability Committee, in collaboration with multiple business units, including the Corporate Strategy and Planning Group, Risk Management Group, Compliance Group, etc., identifies Krungsri Group's business activities, and ESG materiality related to the sustainability context and development, including issues related to being a financial service provider and also identified sustainability topics significant for stakeholders. In this regard, the identification of organization's context and the assessment of the significant impacts are in alignment with the "Double Materiality" concept that take into account the balance between the organization's "financial materiality" and the "impact materiality" throughout the entire value chain, including the public urgent social and environmental agenda and goals, at the domestic and international levels. Details are as follows:

1. Significance of economic, environmental, and social Impacts:
   - 1.1 Identify the relevance of sustainability materiality to the organization, such as
     - Philosophy, visions, and core values
     - Business direction, strategies, policies, and business practices
     - Enterprise-wide risks (degree of relevance)
   - 1.2 Consider the impact of sustainability materiality on operations, profitability, and business growth from an outside-in perspective. For example, examining how climate change might affect the Bank's financial performance. This consideration will cover the following impacts on the organization:
     - Financial aspect
     - Operational aspect
     - Strategy aspect
     - Reputational and image aspect
     - Legal, regulations, or business practices, etc.
   - 1.3 Consider the impact of organization activities on the environment and society, both within the Bank's vicinity and beyond the operational areas. This consideration reflects an inside-out perspective. For example, examining how business activities, investments, and lending affect greenhouse gas emissions, which may impact people and the overall environment.

2. Influence on stakeholder assessment and decisions, including issues of interest and expectations of stakeholders, issues that influence stakeholder decision-making, etc. This is conducted through diverse forms, e.g., meetings, in-person conversations, seminars, interviews, opinion surveys on Krungsri Group's sustainability performance, etc. Views and recommendations received are used for the materiality assessment process.

3. Identify sustainability materiality in alignment with domestic and international standards
   Krungsri also takes into account material topics completed and reported in the previous year for reconsideration, along with sustainability best practices, indices and assessments of diverse national and international organizations, such as:
   - The SET ESG Rating by the Stock Exchange of Thailand (SET)
   - The Bank of Thailand (BOT)'s monitoring and assessment of commercial banks in alignment of the sustainable banking principles
   - Guidelines based on the Corporate Governance Report of Thai Listed Companies carried out by the Thai Institute of Directors (IOD)
   - The S&P Global Corporate Sustainability Assessment (CSA)
   - International sustainability indices, e.g., Dow Jones Sustainability Indices (DJSI)
   - The Sustainable Banking Assessment (SUSBA) Report of the World Wide Fund for Nature (WWF)
   - The Policy Assessments of Thai commercial banks by Fair Finance Thailand

Step 2: Identify and prioritize material topics

The Sustainability Report Working Group, under the supervision of the Sustainability Committee, identifies environmental, social, and governance (ESG) issues that are relevant and significant to the business and stakeholders. Then, each issue is prioritized and categorized before submitting them to the Sustainability Committee for approval.

Step 3: Validate material topics

The Sustainability Committee, which consists of the top executive (President and Chief Executive Officer)as Chairman and senior executives from various business units of the Bank as members, verifies and approves material topics on an annual basis to ensure relevant issues are thoroughly considered. The verified material topics are proposed to the Executive Committee for acknowledgement and consideration. The outcome is then used as the base information for communications to all business units, so that they can stipulate sustainability action management as per their priorities and urgency as well as preparation of the Sustainability Report.

Step 4: Review material topics

Krungsri establishes the process for reviewing material topics after the dissemination of the Sustainability Report each year, by providing channels to get feedback and recommendations from all stakeholder groups, namely our website, www.krungsri.com, a questionnaire form (attached herewith), or other channels. Therefore, the feedback will be used to set the Bank's directions for sustainability practices and operations, as well as disclosure in the next Sustainability Report.

Key Amendments in the Sustainability Report

Considering, analyzing, and reviewing Krungsri's material topics, the Sustainability Report Working Team was of the view that material topics of 2024 continue to be relevant and significant for all stakeholder groups, while being aligned with the expectations of regulators and sustainability organizations, domestic and international. These changes in the sequence of material topics also reflects Krungsri's current strategies, direction, and prioritization in integrating environmental, social, and governance considerations into business operations toward the sustainable banking goal.



Krungsri's Materiality

Economic and Governance Dimension

1. Good Governance and Anti-Corruption
2. Data Governance and Personal Data Protection
3. Cybersecurity
4. Financial Crime Prevention
5. Risk and Crisis Management
6. Innovation and Digital Transformation
7. Supply Chain Management

Social Dimension

1. Customer Experience and Market Conduct
2. Responsible Lending and ESG Consideration
3. Fair Labor Practices and Respect for Human Rights
4. Financial Inclusion
5. Human Resources Development
6. Occupational Health, Safety, and Working Environment
7. Promotion of Financial Literacy
8. Stakeholder Engagement
9. Community Participation and Social Engagement

Environmental Dimension

1. Environmental Management and Resource Efficiency
2. Climate Change Management



External Assurance Report

To ensure the credibility of Krungsri's Sustainability Report, the Bank requested an assurance review by an external entity in accordance with the GRI Standards (with reference to the GRI Standards). See page 232, under the topic 'External Assurance Report' for additional details.

Report Dissemination Channels and Contact Information

- Website krungsri.com
  - Menu "Sustainability Development" > Item "Disclosure" > Sub-topic "Sustainability Report"
  - Menu "Investor Relations" > Item "Annual Report" > Tab "Sustainability Report"
- Scan the QR code for Krungsri Sustainability Report

Thai English

- For more information on the Sustainability Report, please contact:
  Environmental, Social and Governance Division
  Bank of Ayudhya Public Company Limited (Head Office),
  17th Floor, 1222, Rama III Road, Bang Phongphang,
  Yan Nawa, Bangkok, 10120
  Tel.: 0-2296-2000 Ext. 83009, 83778, 84026
  Email: KrungsriESG@krungsri.com

Reporting Boundary

ESG Dimension	Materiality	Bank of Ayudhya Public Company Limited	Ayudhya Development Leasing Co., Ltd.	Ayudhya Capital Auto Lease PCL	Ayudhya Capital Services Co., Ltd.	General Card Services Ltd.	Krungsriayudhya Card Co., Ltd.	Siam Realty and Services Security Co., Ltd.	Total Services Solutions PCL	Krungsri Asset Management Co., Ltd.	Krungsri Ayudhya AMC Ltd.	Krungsri Securities PCL	Krungsri Genesis Co., Ltd.	Krungsri General Insurance Broker Ltd.	Krungsri Nimble Co., Ltd.	Krungsri Finnovate Co., Ltd.	Krungsri Leasing Services Co., Ltd.	Krungsri Non-Deposit Taking Microfinance Institution Co., Ltd.	Hattha Bank Plc.	Hattha Services Co., Ltd.	SHBank Finance Company Limited	HC Consumer Finance Philippines, Inc.	HCPH Financing 1, Inc.	HCPH Insurance Brokerage, Inc.	PT. Home Credit Indonesia
Economic and Governance Dimension	Good Governance and Anti-Corruption	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	○	○	●
	Data Governance and Personal Data Protection	●	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	○	○	◐
	Cybersecurity	●	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	○	○	◐
	Financial Crime Prevention	●	◐	◐	◐	◐	◐	○	○	◐	◐	◐	◐	○	○	◐	◐	◐	◐	◐	○	◐	◐	○	○	◐
	Risk and Crisis Management	●	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	○	○	◐
	Innovation and Digital Transformation	●	◐	●	◐	◐	◐	○	◐	◐	◐	◐	●	◐	◐	●	◐	◐	◐	◐	◐	◐	○	○	◐
	Supply Chain Management	●	◐	●	●	●	●	●	●	●	●	●	●	●	●	●	◐	◐	◐	◐	◐	◐	○	○	◐
Social Dimension	Customer Experience and Market Conduct	●	◐	●	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	○	○	◐
	Responsible Lending and ESG Consideration	●	○	◐	◐	○	○	○	○	○	○	○	○	○	○	○	○	○	◐	○	○	○	○	○	○
	Fair Labor Practices and Respect for Human Rights	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	◐	◐	◐	◐	◐	◐	○	○	◐
	Financial Inclusion	●	◐	◐	◐	◐	◐	○	○	◐	◐	◐	○	○	○	◐	◐	◐	●	○	◐	◐	○	○	◐
	Human Resources Development	●	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	○	○	◐
	Occupational Health, Safety, and Working Environment	●	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	◐	○	○	◐
	Promotion of Financial Literacy	●	◐	●	●	◐	◐	○	◐	●	○	●	○	◐	◐	○	○	○	●	○	◐	◐	○	○	◐
	Stakeholder Engagement	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	◐	◐	◐	◐	◐	◐	○	○	◐
	Community Participation and Social Engagement	●	◐	●	●	◐	◐	◐	◐	●	◐	●	◐	◐	◐	◐	◐	◐	●	◐	◐	◐	○	○	◐
Environmental Dimension	Environmental Management and Resource Efficiency	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	◐	◐	◐	◐	◐	◐	○	○	◐
	Climate Change Management	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	◐	◐	◐	◐	◐	◐	○	○	◐

Remarks:
- ● Covers the disclosure of both management approaches and performance information
- ◐ Covers only partial disclosure of both management approaches and performance information
- ○ No discloser yet

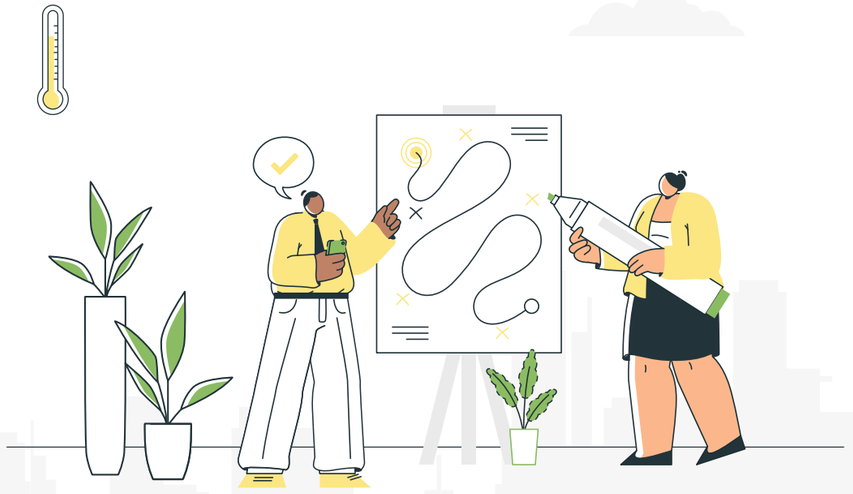
Impacts of Materiality

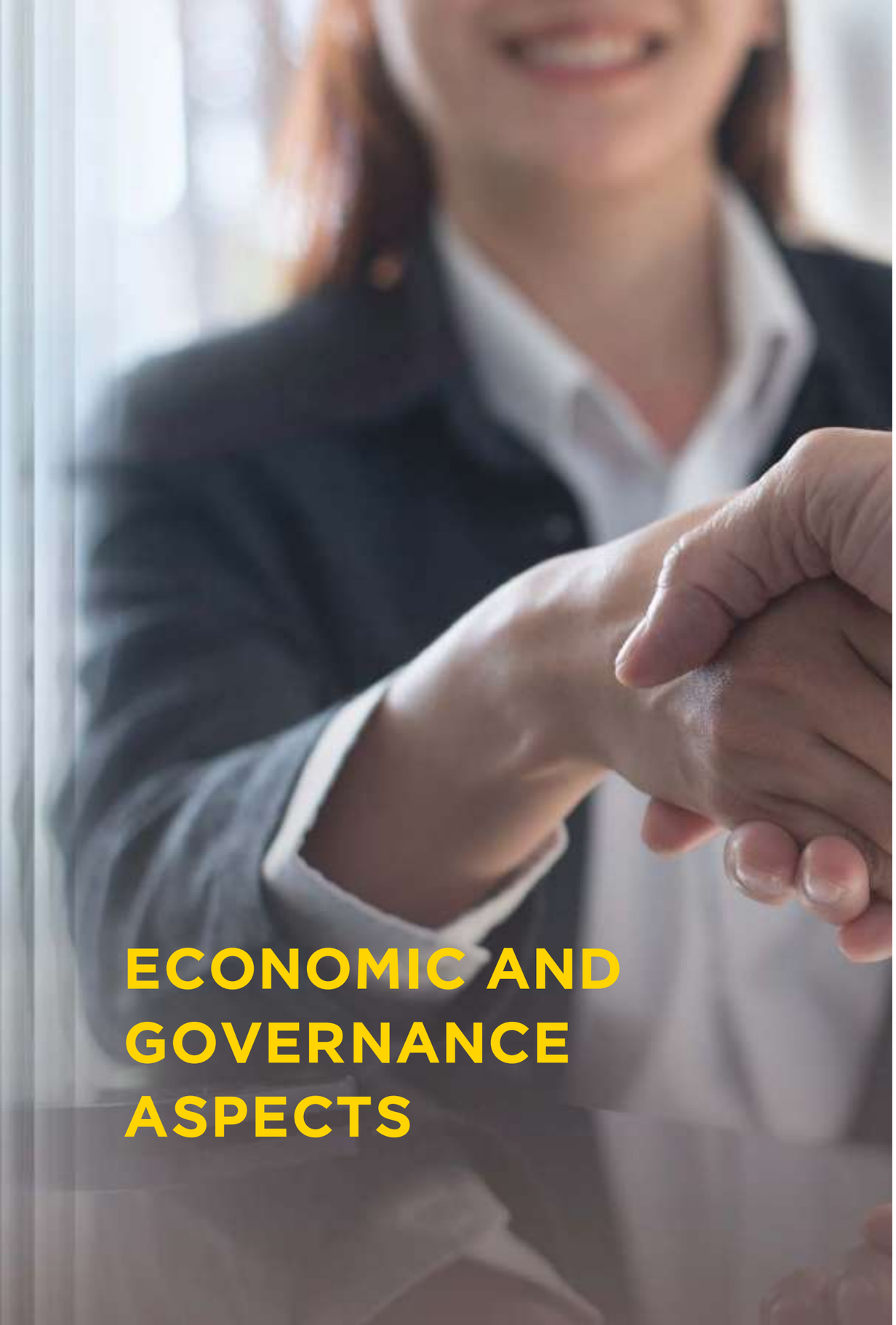
Materiality	GRI Standards	Scope of Internal Impacts	Scope of External Impacts	SDGs
Economic and Governance Aspects				
Good Governance and Anti-Corruption	GRI 2-9, 2-10, 2-11, 2-12, 2-13, 2-15, 2-16, 2-17, 2-18, 2-23, 2-24, 2-25, 2-26, 2-27 GRI 3-3 GRI 205-2	Executives and staff of all business units	Customers, Shareholders, Vendors/ Suppliers, Investors/ Analysts, Regulators, Creditors, Financial Institutions, Communities and Society	16 Target: 16.5, 16.6
Data Governance and Personal Data Protection	GRI 2-24, 2-27 GRI 3-3 GRI 418-1	Executives and staff of all business units	Customers, Shareholders, Vendors/ Suppliers, Investors/ Analysts, Creditors	16 Target: 16.6, 16.10, 16.a, 16.b
Cybersecurity	GRI 2-12, 2-24, 2-26, 2-27 GRI 3-3	Executives and staff of all business units	Customers, Shareholders, Vendors/ Suppliers, Investors/ Analysts, Regulators, Creditors, Financial Institutions	16 Target: 16.4, 16.a
Financial Crime Prevention	GRI 2-24 GRI 3-3	Executives and staff of all business units	Customers, Shareholders, Vendors/ Suppliers, Investors/ Analysts, Regulators, Creditors, Financial Institutions, Communities and Society	16 Target: 16.5, 16.6 17 Target: 17.14
Risk and Crisis Management	GRI 2-12, 2-16, 2-24, 2-25 GRI 3-3	Executives and staff of all business units	Customers, Shareholders, Vendors/ Suppliers, Investors/ Analysts, Creditors	11 Target: 11.5 16 Target: 16.7
Innovation and Digital Transformation	GRI 3-3	Executives and staff of all business units	Customers, Shareholders, Vendors/ Suppliers, Investors/ Analysts, Regulators, Creditors	8 Target: 8.2 9 Target: 9.2, 9.4 17 Target: 17.7, 17.8
Supply Chain Management	GRI 2-6, 2-24 GRI 3-3 GRI 308-1 GRI 414-1	Executives and staff of all business units	Vendors/ Suppliers, Customers, Regulators	8 Target: 8.2 12 Target: 12.2
Social Aspect				
Customer Experience and Market Conduct	GRI 2-23, 2-24, 2-25, 2-26, 2-27 GRI 3-3 GRI 417-1, 417-2, 417-3 GRI 418-1	Executives and staff of all business units	Customers, Investors/ Analysts, Regulators	8 Target: 8.3 9 Target: 9.2, 9.3 10 Target: 10.2, 10.5 16 Target: 16.6

Materiality	GRI Standards	Scope of Internal Impacts	Scope of External Impacts	SDGs
Responsible Lending and ESG Considerations	GRI 2-6, 2-23, 2-24 GRI 3-3 GRI 201-1, 203-1, 203-2	Executives and staff of all business units	Customers, Shareholders, Investors/ Analysts, Regulators, Financial Institutions, Communities and Society	Target: 7.2, 7.a, 7.b Target: 8.1, 8.2 Target: 9.2, 9.3, 9.4 Target: 10.2, 10.5 Target: 11.1, 11.3 Target: 13.1 Target: 14.6 Target: 16.6, 16.7 Target: 17.1, 17.16, 17.17
Fair Labor Practices and Respect for Human Rights	GRI 2-19, 2-20, 2-23, 2-24, 2-25, 2-26, 2-30 GRI 3-3 GRI 401-1,401-2, 401-3 GRI 405-1 GRI 406-1	Executives and staff of all business units	Customers, Shareholders, Vendors/ Suppliers, Investors/ Analysts, Regulators	Target: 3.8 Target: 4.4 Target: 5.1, 5.5 Target: 8.3, 8.5 Target: 10.2 Target: 16.7

Materiality	GRI Standards	Scope of Internal Impacts	Scope of External Impacts	SDGs
Financial Inclusion	GRI 2-6, 2-23, 2-24 GRI 3-3 GRI 201-1, GRI 203-1, 203-2	Executives and staff of all business units	Customers, Investors/ Analysts, Regulators, Communities and Society	Target: 1.4, 1.5 Target: 5.a Target: 8.3, 8.10 Target: 9.1, 9.3, 9.a Target: 10.2 Target: 17.1, 17.3, 17.16, 17.17
Human Resources Development	GRI 2-17 GRI 3-3 GRI 404-1, 404-2	Executives and staff of all business units	Customers, Vendors/ Suppliers, Regulators	Target: 4.3, 4.4, 4.7 Target: 12.8 Target: 13.3
Occupational Health, Safety and Working Environment	GRI 2-8, 2-23, 2-24, 2-26 GRI 3-3 GRI 403-1, 403-2, 403-3, 403-4, 403-5, 403-6, 403-7, 403-9, 403-10	Executives and staff of all business units	Vendors/ Suppliers, Regulators, Communities and Society	Target: 3.8.1 Target: 6.1, 6.2
Promotion of Financial Literacy	GRI 2-6 GRI 3-3	Executives and staff of all business units	Customers, Regulators, Communities and Society	Target: 4.4, 4.5, 4.7 Target: 9.1 Target: 10.2

Materiality	GRI Standards	Scope of Internal Impacts	Scope of External Impacts	SDGs
Stakeholder Engagement	GRI 2-25, 2-26, 2-29, 2-30 GRI 3-3 GRI 201-1	Executives and staff of all business units	Customers, Shareholders, Vendors/ Suppliers, Investors/ Analysts, Regulators, Creditors, Financial Institutions, Communities and Society	Target: 16.6 Target: 17.7
Community Participation and Social Engagement	GRI 3-3	Executives and staff of all business units	Customers, Vendors/ Suppliers, Communities and Society	Target: 1.4,1.5 Target: 3.7, 3.8 Target: 4.1, 4.3, 4.4, 4.5, 4.7, 4.a, 4.b Target: 6.1, 6.6 Target: 10.2 Target: 11.4 Target: 12.3, 12.4, 12.5 Target: 13.2, 13.3 Target: 14.2 Target: 15.2, 15.4, 15.a, 15.b Target: 17.16, 17.17
Environmental Aspect				
Environmental Management and Resource Efficiency	GRI 2-24, 2-26 GRI 3-3 GRI 301-1 GRI 302-1, 302-3, 302-4 GRI 303-1, 303-2, 303-3, 303-4, 303-5 GRI 306-1, 306-2, 306-3, 306-4, 306-5	Executives and staff of all business units	Customers, Vendors/ Suppliers, Communities and Society	Target: 12.2, 12.3, 12.4, 12.5 Target: 13.2, 13.3 Target: 17.16, 17.17
Climate Change Management	GRI 2-23, 2-24 GRI 3-3 GRI 203-1 GRI 305-1, 305-2, 305-3, 305-4, 305-5	Executives and staff of all business units	Customers, Vendors/ Suppliers, Investors/ Analysts, Communities and Society	Target: 12.2 Target: 13.2, 13.3 Target: 17.16, 17.17





ECONOMIC AND GOVERNANCE ASPECTS

GOOD GOVERNANCE AND ANTI-CORRUPTION

Risks and Opportunities

Neglecting good corporate governance or having corruption within the organization could cause impacts and risks as follows:

- Penalty or fine because of breach of law or involvement with corruption, or severe impact to the point of litigation or business license revocation
- Impact on reputation and the trust of stakeholders, e.g., shareholders, investors, customers, regulators, and society
- Internal fraud might lead to inefficient management, resource loss, and overall performance deterioration, e.g., discharge of dishonest employees could result in lack of key personnel

On the other hand, if the organization has good governance throughout our entire organization and supply chain and promotes the organizational culture of zero tolerance toward any form of corruption, direct or indirect, it will help mitigate risks and create opportunities as follows:

- Bolster the confidence and trust of all stakeholders such as investors, customers, and employees while also promoting the organization's good corporate governance reputation, creating opportunities for financial support from local and foreign investors and financial institutions
- Transparent, auditable, and efficient work systems help reduce loss and fraud, while fostering sustainable organizational growth in the long run
- Helps the organization stand out with enhanced competitiveness
- Good corporate governance and anti-corruption help lower the chances of being prosecuted, penalized, or fined.

Management Approaches

Krungsri Group emphasizes conducting business based on the Good Corporate Governance Principles and combating all forms of corruption with the following management approaches.

- Stipulate the "Good Corporate Governance Principles" in writing based on the Corporate Governance Code of the Stock Exchange of Thailand, the Office of the Securities and Exchange Commission, the Bank of Thailand, and the Thai Institute of Directors (IOD). The principles also align with the Banking Industry Code of Conduct and the ASEAN Corporate Governance Scorecard (ASEAN CG Scorecard). The Board approved these principles as guidelines for performing operations and meeting international business standards. In addition to serving as best practices to which all Krungsri directors, executives, and staff must strictly adhere, they are also guidelines for companies in the Financial Business Group to adopt or establish their own corporate governance principles suitable to the nature of each company's business.

  The Good Corporate Governance Principles cover the roles and responsibilities of the President and Chief Executive Officer and other executives; governance of companies in Krungsri Group; shareholders' rights and equitable treatment; information disclosure and transparency; internal control system and internal audit system; Krungsri's business philosophy, mission, vision, and core values; Krungsri Group's roles toward stakeholders; including staff's compliance with the Code of Conduct and ethical standards.

  The Board stipulates that the Good Corporate Governance Principles be reviewed every year or without delay upon any significant change before proposal to the relevant subcommittee at the governance level then to the Board for consideration and approval.

Good Corporate Governance Principles

- Stipulate the "**Charter of the Board of Directors**" covering the composition and qualifications of the Board, the holding of positions of the Bank's directors within Krungsri Group or other organizations, the tenure of directors, the management control of the directors, the roles and responsibilities of the Chairman and the directors, the development of the directors and other relevant persons in terms of good corporate governance, the holding of meetings and the quorum, including meeting minutes to ensure that the operating guidelines for the Board align with the current situation and business environment including laws and regulations. The Board stipulates that the charter be reviewed every year or without delay upon any significant change before proposal to the relevant subcommittee at the governing level then to the Board for consideration and approval.

Charter of the Board of Directors

- Stipulate "**The Spirit and The Letter" (S&L)** which is a code of conduct regarding integrity within the framework of laws and good governance. This serves as practices for all directors, executives, and all employees to comply with. The S&L specifies in writing the matters for acknowledgement, compliance, caution, and punishment in case of violation to create continuous awareness of the practices. Krungsri Group stipulates that all employees must regularly sign to acknowledge and give consent to comply with the S&L every year.

The Spirit and The Letter (S&L)



Section 1 Regulatory excellence
- Regulatory excellence

Section 2 Working with customers and suppliers
- Improper payments
- Supplier relationships
- Embargoes and sanctions compliance
- Anti-money laundering
- Privacy

Section 3 Government business
- Working with government agencies

Section 4 Complying with competition laws
- Complying with competition laws

Section 5 In the Krungsri community
- Fair employment practices
- Environment, health, and safety
- Security and crisis management

Section 6 Protecting Krungsri assets
- Intellectual property
- Controllership
- Conflicts of interest
- Confidential information and prevention of insider trading and stock tipping

- Adhere to the "**Banking Industry Code of Conduct**" which was jointly established by the member banks of the Thai Bankers' Association (TBA) to uphold the standards and code of ethics for Thai commercial banks, bolster customer confidence in the banking industry, and raise the banking standards so they are clearer and more practical for effective implementation. Business is run based on three main principles: **integrity, fairness, and accountability to stakeholders**. The code covers practices as follows:
  1. Code of Conduct
  2. Roles of Directors and Executives
  3. Service Standard
  4. Employees and Working Environment
  5. Commitment to Customers
  6. Conflict of Interest
  7. Information Management
  8. Overall Compliance
  9. Trade Competition and Dispute Resolution

- Appoint the "**Compliance Champions**" of each group under the Bank and appoint the "**Compliance Representatives**" of companies in the Financial Business Group to liaise with the Compliance Group in communicating, promoting, and overseeing compliance with regulatory requirements and procedures, including the Bank's corporate compliance requirements which the employees of such business group must acknowledge and comply with.

- Communicate and disclose the "**Good Corporate Governance Principles**" and "**The S&L**" to all stakeholder groups through the Bank's website (krungsri.com) and other suitable channels such as Email and the Bank's intranet.

- Establish the "**Fraud Management Committee**" which has the duties to formulate and propose policies to the Executive Committee and review the adequacy of anti-corruption policies, guidelines, management systems, as well as the efficiency of such systems and compliance with such policies on a continuous basis. The aim is to improve the overall anti-corruption mechanisms of Krungsri Group to enhance prudence, strictness, and efficiency.

- Stipulate the "**Policy and Program for Anti-Bribery and Corruption**" as a guideline for operating business with honesty, integrity, good governance, and ethics. The Bank has zero tolerance toward any form of direct or indirect corruption. All entities under Krungsri Group must refer to this policy when formulating their policies, guidelines, and workflows unless theirs are stricter. The policy is revised every two years or upon any significant change and must be approved by the Board through the Risk and Compliance Committee and the Executive Committee.

- Stipulate the "**Anti-Bribery and Corruption Program**" as the anti-bribery and anti-corruption guideline for reiterating the roles, duties, and responsibilities of all relevant business units to ensure compliance with the Bank's corporate governance principles, to which executives and staff at all levels must strictly adhere. The program also promotes good organization culture and shows our standpoint of zero tolerance toward any form of bribery and corruption.

- Stipulate the "**Procedure for Gift and Entertainment**" so that executives and staff understand the scopes, criteria, and proper practices to give or receive gifts and entertainment including the relevant practices. The aim is to promote compliance with good corporate governance and ethics, and to reduce bribery and corruption risks due to gifts and entertainment. The policy covers giving or receiving gifts and entertainment with counterparties or businesses related to the Bank such as customers, advisors, agents, government officials, foreign government officials, international organization officers, and any other person or entity dealing with the Bank.

- Stipulate the "No Gift Policy" to which employees shall adhere by not accepting gifts from the Bank's customers or suppliers. The policy is communicated to stakeholders and external parties through the Bank's various channels such as the Bank's website (krungsri.com), the "Krungsri Simple" Facebook fanpage, ATM screens, and the "Krungsri Simple" Line Official Account to show our intention to counter all forms of bribery and corruption under the principles of Thailand's Private Sector Collective Action against Corruption (CAC) and good governance principles.



- Stipulate that employees at all levels must study six compulsory programs promoting good governance, ethics, and anti-corruption (e-learning programs) in the Krungsri Learning Companion (KLC) system as follows:

Compulsory Programs Promoting Good Governance, Ethics, and Anti-Corruption

Average number of employee training hours* is **7.56** hours

1. **Good Corporate Governance (CG)**
2. **The Spirit and The Letter (S&L)**
3. **Anti-Money Laundering and Combating the Financing of Terrorism (AML/CFT)**
4. **Anti-Bribery and Corruption**
5. **COSO Internal Control Framework**
6. **Related Party transaction (RPT)**

Remark:

* The average number of training hours is calculated with the sum of the training hours of all programs in 2024 divided by the headcount.

- Be recertified as a member of "Thailand's Private Sector Collective Action against Corruption" (CAC), reflecting Krungsri Group's determination to prioritize countering all forms of bribery and corruption under our written policies and procedures which serve as guidelines for measurable corporate sustainability. All Krungsri Group directors, executives, and staff must sign a binding agreement to adhere to the Policy and Program for Anti-Bribery and Corruption with disciplinary punishments for violators.

- Communicate and promote the Bank's good corporate governance and ethics to ensure prudent operations and operational risk mitigation. Informative materials regarding such matters like the "Compliance Message" Emails are regularly communicated.

- Lay down the fundamental principles for whistleblowing and protecting whistleblowers. Through Krungsri's easily accessible **whistleblowing channels**, any employee or person can report employees' violation of a law, policy, procedure, or code of conduct and rest assured that they will not suffer any repercussion afterward. Complaints shall be processed without delay and investigated justly. We also have rectification, preventive, and reporting measures, as well as processes for updating the whistleblower (if the whistleblower's identity is known) and reporting to the relevant committee for acknowledgement.

Whistleblowing Process

Report a lead or file a complaint about a possible violation of a rule, policy, procedure, or code of conduct through the designated channels or business units.

Follow up and investigate the facts.

Determine the rectification and report it to the whistleblower as well as the relevant committees.

Whistleblowing Channels

1. **Supervisor or second-line supervisor trusted by the whistleblower**
2. **Compliance Group**
   (Head of Governance Compliance Department)
3. **Ombudsperson**
   - **Tel.:**
     For Head Office 85588,
     For branches 0-2296-2000 ext. 85588
   - **Address:**
     P.O. Box 169 Yan Nawa, Bangkok 10120
   - **Intranet:**
     Krungsri Portal > Compliance > Ombuds Corner
4. **Branch Operational Risk Management Department**
   - Tel. 0-2296-2000 ext. 83456 followed by 1 then 2
5. **Human Resources Group**
   - HR Hotline Tel. 0-2296-2000 ext. 85577
6. **Audit Committee**
   - **Address:**
     Audit Comittee
     Bank of Ayudhya PCL, Head Office
     1222 Rama III Road, Bang Phongphang,
     Yan Nawa, Bangkok 10120
   - **Email address:**
     audit.committee@krungsri.com
7. **MUFG Channel** (for leads or complaints in English or Japanese only)
   - **Nishimura & Asahi Law Firm**
     Address:
     Otemon Tower, 1-1-2 Otemachi, Chiyoda-ku,
     Tokyo 100-8124, Japan
     Email address:
     mufgwhistleblow@nishimura.com
   - **MUFG Audit Committee**
     Address:
     JP-Tower, 2-7-2, Marunouchi, Chiyoda-ku,
     Tokyo 100-0005, Japan
     Email address:
     mufg-group-helpline_kansaiinkai_PF@mufg.jp

Performance

Good Corporate Governance Principles

Target:
The Good Corporate Governance Principles shall be revised every year or without delay upon any significant change.

Performance:
In 2024, the Board conducted a significant revision of the principles. Wordings were added to the topic of Governance of Companies in Krungsri Group. As regards the contents in the subtopics under the topic “Board of Directors”, they were used to compile the Charter of the Board of Directors and adjusted for conformity. Furthermore, the contents in the parts of the Bank’s securities holding and stakeholding reporting were updated in line with the Charter of the Board of Directors as well as the Bank’s corporate governance policies, procedures, directives, and best practices.

Corporate Governance Report of Thai Listed Companies (CGR) project by Thai Institute of Directors

Target:
Receive an assessment of compliance with the Good Corporate Governance Principles at a level comparable to other listed companies in the same industry.

Performance:
In 2024, the Bank was evaluated according to the Good Corporate Governance Principles of listed companies (CGR) based on the documents disclosed to the public. Krungsri earned the “Excellent” level of recognition. The evaluation was conducted by the Thai Institute of Directors with support from the Stock Exchange of Thailand.

Compliance Champion/ Representative Meetings

Target:
Organize training sessions about compliance with banking regulatory requirements for the Compliance Champions of all groups as well as the Compliance Representatives of companies in Krungsri’s Financial Business Group on an annual basis.

Performance:
In 2024, these training programs were held:

- The first training program (online) held on March 14, 2024, was attended by 81 compliance champions.
- The second training program (online) held on June 12, 2024, was attended by 94 compliance champions.
- The third training program (on-site) held on September 20, 2024, was attended by 85 compliance champions.



Participation in Anti-Corruption Events

Target:
Support and participate in the annual International Anti-Corruption Day (Thailand) to demonstrate the Bank’s stance and determination to oppose bribery and corruption in all forms.

Performance:
In 2024, the Compliance Group represented Krungsri Group to participate in the activities as follows:

- Anti-Corruption Day 2024 under the theme, “Transparent Corruption: The Invisible G in ESG” on September 6, 2024, organized by the Anti-Corruption Organization of Thailand (ACT) via its Facebook fanpage







- International Anti-Corruption Day (Thailand) under the theme, “Fight Against Corruption: Strive to the End, Stop Corruption” on December 9, 2024 at Hall 7, IMPACT Forum, Muang Thong Thani organized by the Anti-Money Laundering Office (AMLO), the Office of the National Anti-Corruption Commission (ONACC), the Office of Public Sector Anti-Corruption Commission (PACC), the ACT, and partners from all sectors to express collective determination to continuously tackle corruption issues, as well as foster awareness of the society to stand against corruption, with the objective to improve Thailand’s Corruption Perceptions Index (CPI) score. In this regard, Krungsri invited employees including the Compliance Champions of all groups and the Compliance Representatives of companies in the Financial Business Group to watch the event via the Facebook fanpage of the ONACC to support and adhere to anti-bribery and anti-corruption policies under our commitment to operating business in an honest, transparent, and auditable manner.

DATA GOVERNANCE AND PERSONAL DATA PROTECTION

Risks and Opportunities

Risks

- Ineffective data governance may cause damage and impact on the organization and related stakeholders in terms of reputation, finances, and personal security. Examples include inappropriate security settings leading to data leaks, personal data violations, or misuse of personal data without proper legal basis or consent from the data subject. These issues can result in customers losing confidence in the organization. In this regard, the Bank may face financial impacts from fines and penalties imposed by regulatory authorities due to non-compliance with relevant laws and regulations, such as the Personal Data Protection Act B.E. 2562 (PDPA).

- Personal data breaches can result in customers losing trust in the organization and may affect long-term business operations, as well as damage the organization's image.

Opportunities

- Transparent and secure management of personal data can build trust among customers and business partners, gain recognition from customers as a reliable financial service provider, and promote long-term competitiveness in the industry.

- Effective data governance and compliance with laws and security standards will reduce the risk of being prosecuted or fined.

- Having in place strict and effective data security measures will enhance the image of the organization.

- Proper and secure data management will enable executives to use data to effectively plan the strategy and make decisions.

Management Approaches

- Establish the "**Data Committee**" responsible for stipulating policies and measures for handling various sets of information of the Bank and companies in the Financial Business Group (Krungsri Group). The committee consists of at least 12 executives from the relevant departments.

- Establish the "**Data Governance Department**" responsible for communicating the policies and the data management measures to the executives, employees, and relevant stakeholders as well as exercising control to ensure that they strictly comply with the Data Management Governance Policy.

- Establish the "**Policy for Data Governance**" adopted as a guideline for managing significant data (including personal data) starting from data input, data collection as needed, data analysis and reporting, data submission in accordance with the rules of the regulatory authorities supervising the commercial banks, and data disposal when no longer necessary. The said policy shall be applicable to the Bank, directors, executives, employees, individuals, and juristic persons performing tasks on behalf of the Bank such as outsourced staff whereby all these groups of stakeholders shall strictly comply with the said policy. In this connection, the policy shall be updated every two years or upon any significant change.

- **Establish a clear data classification approach** to manage the data in the most efficient manner especially the "**Key Data Elements**" **(KDEs)** deemed as key data for customer services, risk, and financial reports, and reports submitted to the relevant regulatory authorities by focusing on five principles consisting of accuracy, correctness, and completeness, compliance with relevant standards, alignment, and non-redundancy.

- Establish "**Data Governance and Management Operational Procedures**" to be consistent with the Bank's policies and regulations, such as data definition, data quality control and reference data, data storage, customer data management, use of biometric technology, data management for regulatory agencies supervising the commercial banks, data delivery to external parties, data disposal when no longer needed, etc., which shall be applicable throughout the Bank.

- Establish the roles and responsibilities of relevant persons regarding data management under the concept of "**Three Lines of Defense**" to ensure that the Bank has systematic data management throughout the organization.

Three Lines of Defense

1. **First Line of Defense**
   refers to business and supporting functions.
2. **Second Line of Defense**
   refers to the Data Governance Committee and functions assigned by the Data Governance Committee, the Risk Management Group, the Compliance Group.
3. **Third Line of Defense**
   refers to the Internal Audit Group.

- Establish the "**Policy for Personal Data Protection**" and "**Personal Data Protection Common Procedure and Procedure for Requesting the Consent for Collection, Usage or Disclosure of Data**" according to the following objectives:
  - To develop frameworks and/or guidelines for relevant departments of the Bank and stipulate the governance measures regarding "personal data" protection of data subject, retail customers, vendors/suppliers being individuals, personnel of the customers and the Bank's vendors/suppliers being juristic persons, employees, contact staff, and directors of the Bank as required by laws
  - To provide relevant functions with knowledge sources, references, and operating guidelines regarding the collection, usage, disclosure, submission, and transfer of personal data as well as storage and disposal of personal data when no longer needed as required by laws

- **Appropriately stipulate and review security measures through the Data Protection Impact Assessment of personal data processing activities** in diverse dimensions, while specifying potential risks and impacts, as well as risk mitigation guidelines for such data processing activities to prevent personal data loss, and unauthorized or unlawful personal data access, use, change, revision or disclose.

- Prepare **the "Privacy Notice"** to explain details of the personal data processing to the data subject and boost confidence among the Bank's customers, executives, and staff that the Bank collects, uses, and discloses the personal data transparently and responsibly in compliance with the Personal Data Protection Act B.E. 2562 (2019). The Privacy Notice will be reviewed twice a year in line with the personal data processing activities according to changing business, economic and social conditions. This included the communication of the Privacy Notice through various channels of the Bank, both in hard-copy and soft-copy formats, such as financial products and services application forms, financial statements, branches, the Bank's website (www.krungsri.com), social media, and krungsri app.

Summary of Privacy Notice

Performance

Update of procedures of the Bank related to personal data protection

Target:
To update procedures of the Bank related to personal data protection within the stipulated timeline as well as amend the content to comply with secondary legislation issued under the Personal Data Protection Act B.E. 2562

Performance:
In 2024, Krungsri has updated the Personal Data Protection Common Procedure for greater coverage and clearer content, as follows:

- Added the topic of "Personal Data Breach Preventive Measures"
- Updated the content to be comprehensive and consistent with secondary legislation related to personal information regarding criminal records and sending or transferring personal information abroad, deleting or destroying personal information, or making personal information unidentifiable to the owner of the personal information.
- Updated content on the collection of sensitive data, masking of religious information and/or blood type
- Updated content on the right to withdraw consent
- Updated content on the guidelines for the use of legal bases for direct marketing purposes
- Updated content on the guidelines for action in the event of a data breach or data leak
- Added Appendix 5 on methods for checking customer consent in the database

Establishment of procedures related to personal data protection

Target:
Establish additional procedures to provide guidelines for employees to act in various matters related to personal data protection in a correct manner and in accordance with the law.

Performance:
In 2024, Krungsri established additional procedures related to personal data protection as follows:

- Procedure for Bank-wide Customer Consent Management, serving as a guideline for managing customer consent from the determination of the master source, the process of obtaining, storing, using, and destroying consent data to comply with relevant laws and regulations.
- Procedure for Personal Data Disclosure to 3rd Party, serving as a guideline for disclosing personal data to external agencies or other companies, focusing on disclosure in line with relevant laws, regulations, and requirements.
- Procedure for Personal Data Retention Management, serving as a guideline for managing the storage period of personal data in an appropriate manner according to standards, along with destroying data when the due date is reached to comply with relevant laws and regulations.



Communication with employees through Email: "Compliance Message"

Target:
To communicate about data governance and personal data protection to executives and all employees through "Compliance Message" Emails, aiming to raise awareness and promote understanding of the practices in line with the Personal Data Protection Act B.E. 2562 (2019).

Performance:
In 2024, a total of 11 topics were communicated as follows:

1. Cautions on modification/ improvement/ alteration/ development of systems and applications, including User Acceptance Testing (UAT)
2. Preventive Measures for PDPA Non-compliance (Focus Group)
3. Use of customer data for personal benefits
4. Cautions on modification/ improvement/ alteration/ development of systems and applications, including processing cookies on websites
5. Caution for PDPA Non-compliance
6. Preventive Measures for PDPA Non-Compliance
7. Proper Reporting of Personal Data Breach
8. Impact in case of customer's consent withdrawal
9. Record of Processing (ROP)
10. Product offering guidelines
11. Data Classification



Organization of training sessions on the Personal Data Protection Act B.E. 2562 (2019) (Compulsory)

Target:
To organize a compulsory training session on the Personal Data Protection Act B.E. 2562 (2019) to enhance knowledge and understanding among executives and staff members through online training programs and include such training program as compulsory which must be completed by all executives and employees

Performance:
In 2024, 83 percent of executives and employees completed the mandatory training course (including employees under special conditions*). In addition, additional training programs on the Personal Data Protection Act was provided to employees in various departments, such as branch employees and call center officers, as follows:

- April 2024: "PDPA Training for Branches" and "Trainings by Governance Compliance Department (6 Policies)"
- June 2024: "PDPA Training for Lao Branch", "PDPA Update for HR", "Training for Personal Loan Sales Agent Department", and the first "Compliance Orientation Program"
- July 2024: "Compliance's Groupwide Policy Training"
- August 2024: "Open House with Compliance Group", "PDPA for Every Work & Life", and "PDPA Training to Customer Care"
- September 2024: "Compliance Orientation Program" (2nd time)
- October 2024 "PDPA Training for Mortgage Sales Department" and "PDPA Training for Cross-border Transfer of Personal Data"
- November 2024: Organized "Compliance Orientation Program" (3rd time)

Remark:
* Employees under special conditions' refers to employees identified by their business unit as being unable to attend compulsory programs, such as those who are seriously ill and those an maternity leave.

Record of processing

Target:
In case the Bank is the data controller and/or the party conducting data processing, relevant business units update and review the record of data processing on an annual basis or upon changes in work processes related to personal data, so that each business unit can establish proper control mechanism for appropriate personal data processing.

Performance:
In 2024, the business units being responsible for collecting, using, and disclosing personal information have performed the review and stored the record of personal data processing (starting from collection, usage, disclosure, and disposal of personal data in a complete manner.



Management of customer data breach incidents

Target:
To appropriately and effectively manage customer data breach incidents

Performance:
In 2024, the Bank established a mechanism for reporting a data breach incident and reporting channels as well as required that investigation and rectification be promptly undertaken once the incident occurs. Furthermore, thorough and comprehensive guidelines for data governance and personal data protection were stipulated to prevent the recurrence of such incidents. In this regard, the Bank developed an application for reporting data breach incidents, enabling employees from various departments to timely report the incident. Furthermore, internal training programs were provided to the executives and employees, and the methods for correctly reporting the data breach incidents were communicated through "Compliance Message" Emails. In this regard, upon any data breach incident, related business unit must immediately report the incident in the stipulated system, so that the business units responsible for personal data protection can consider and notify the Office of the Personal Data Protection Commission within 72 hours from the time of acknowledging the incident on a best-effort basis, unless such incident has no potential to affect the right and liberty of the data subject. In 2024, the Bank found no incident of significant personal data breach.

CYBERSECURITY

Risks and Opportunities

Risks

- Threats from cyberattacks, e.g. malware, ransomware, phishing, Distributed Denial of Service (DDOS), and theft of personal data and the company's important data.
- Data breaches, e.g. failure of security systems might cause leakage of personal data or business data.
- Employees lack awareness of cyberthreats and become targets of system attacks, or employees intentionally or unintentionally do something wrong, e.g. unauthorized information disclosure.
- Outdated technology systems or lack of updating the program for patching security systems cause them to be vulnerable to cyberattacks.
- Complexity of the systems linked internally within the organization or the suppliers in the supply chain result in network weaknesses that could be penetrated.

Opportunities

- Prioritization of safeguarding important data, maintaining data confidentiality, and data availability helps boost confidence and cultivate trust among all stakeholders.
- Sound and efficient management of security systems can help build trust among customers and partners, possibly bringing forth new business opportunities, differentiation from peers, and competitive edges.
- Compliance with regulations such as the international standard for information security management (ISO 27001) and the Personal Data Protection Act B.E. 2562 (2019) (PDPA) helps reduce the chances of being penalized or fined, including lowering loss from attacks and cutting down system recovery time.
- Development of security solutions by adopting modern digital technology such as artificial intelligence (AI) and machine learning (ML) helps enhance the detection of threats to IT and business.
- Improvement of talents and experts in IT security business units helps enhance cyber threat management.

Management Approaches

- Establish the "**IT Security Division**" responsible for managing and monitoring the Bank's IT security to ensure that the IT control level is maintained in compliance with the Policy for Enterprise Information Security. The division supervises the following departments:
  - The **IT Access Control Management Department** is responsible for supervising the user account management process in compliance with the Bank's related policies and regulators' requirements.
  - The **IT Controllership Department** manages the Policy for Enterprise Information Security and supervises the Bank's IT, acting as the ISMS Coordinator as well as the Document Controller which manages internal documents within the scope of IT security management.
  - The **Cyber Security Department** is responsible for IT supervision, design, and testing in accordance with IT security guidelines, including cyberthreat detection and monitoring.
- Establish the "**Policy for Enterprise Information Security**" as a guideline to manage and protect the Bank's IT data and communicate with the Bank's employees and other stakeholders such as counterparties, temporary employees, vendors, and other third parties who need to use the Bank's data to ensure that they acknowledge the said policy and abide by the legal requirements and regulations related to this policy. Actions regarding systems and data are taken under three key principles as follows:
  1. **Confidentiality**
  2. **Integrity**
  3. **Availability**

  This includes the stipulation of the **IT Disaster Recovery Plan**. The Policy for Enterprise Information Security applies to the Bank and the subsidiaries. Subsidiaries are required to use this policy as a common guideline for forming their own equivalent policy. Moreover, the policy contents are to be reviewed and updated at least once a year in line with the risk landscape and future trends that could impact the Bank's IT security.

- **Control enterprise-wide IT security**, starting from employment, transfer of position, or resignation procedures and inform the IT security system administrator in case of transfer of employees or computer resources.

- **Classify information,** maintain and erase data according to their class, manage cryptography and key management throughout the lifetime of encrypted keys which are reliable and meet international standards.

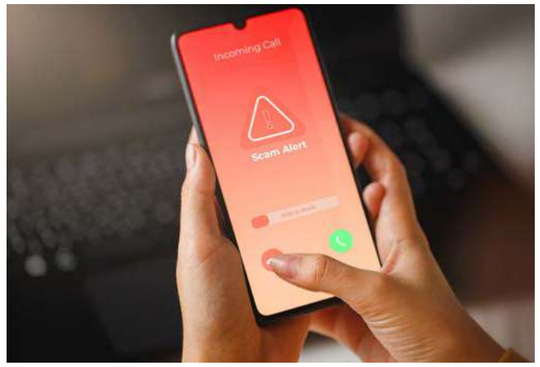
- **Determine access rights management and user authentication according to their respective access rights, level of necessity, and risk level** to prevent access to and alteration of systems or data by unauthorized persons.

- **Maintain security of the data center and the areas used for key IT operations** to prevent damage caused by intruders or natural disasters.

- Establish "**Information Technology Security Measures**" to cope with various situations in line with ISO/ IEC 27001 Information Security Management and the Bank's Policy for Enterprise Information Security.

- Establish "**Guidelines for Cybersecurity Incident Response**" to increase the Bank's capability to maintain maximum cybersecurity to prevent cyberthreats and support IT advancements, e.g. phishing simulation exercise, cyber tabletop exercise. Incidents in which the Bank is under cyberattack are simulated wherein officers from the relevant functions are required to participate in the exercise to ensure their understanding and familiarity with the cyberthreat response process, thus efficiently handle cyberthreats.

- **Adopt domestic and international industry standards and apply best practices for cyber and IT security management in the organization's processes,** e.g.:
  - Use of the advanced persistent threat detection tool and the cyberthreat intelligence tool from reliable sources to enhance capabilities to detect incidents, which is part of the cyberthreat monitoring process performed by the Security Operations Center (SOC)
  - Compliance with the Customer Security Controls Framework of the Society for Worldwide Interbank Financial Telecommunications (SWIFT)
  - Enhancement of compliance with international standards by meeting the ISO/IEC 27001 (ISO 27001 Certification) for the Information Security Management System (ISMS) in the scope of management of provision of services in the Bank's primary data center and critical applications regarding two systems, namely the Bank of Thailand Automated High-value Transfer Network (BAHTNET) for large-sized funds transfer transactions and the Imaged Cheque Clearing System (ICS)
  - Other relevant actions to strengthen cybersecurity



- **Establish procedures for Email management, the use of the Internet, the use and administration of personal computers, the use of services on mobile devices, remote access, and the use of social networks** as guidelines for using various services in facilitating business operations while taking into account IT security and compliance with the Bank's Policy for Enterprise Information Security and other related policies

- **Provide a channel for employees to report problems** such as receiving phishing Emails, Emails with malware or virus, and other irregularities caused by cyberattacks to the **Cyber Security Department** at the Email address CSIRT@krungsri.com

Performance

Cybersecurity incident management

Target:
Make preparations for safeguarding the Bank's data and IT systems to reduce risks and adverse impact arising from cyberthreats. The IT system security plan is formed based on cyberthreat incidents in the recent year, international practices, and relevant regulatory requirements.

Performance:
In 2024, the Cybersecurity Incident Response Plan was formed and implemented. We did not find any incident regarding leakage, theft, or loss of customers' sensitive data owing to cyberthreats.

Communication regarding cybersecurity fundamentals

Target:
Communicate cybersecurity fundamentals to Krungsri executives and staff at least once per month through the appropriate channels, e.g., guideline on using generative AI, guideline on using the Bank's Emails, guideline on storing the Bank's electronic data, how to avoid mobile phone security threats, tips on staying secure online, including the handling of phishing Emails, for secure use and access to IT systems

Performance:
In 2024, cybersecurity fundamentals and phishing Email prevention tips were regularly communicated through "IT Update" Emails, totaling 25 times.



2024 IT backup system test plan

Target:
Stipulate the IT backup system test plan to build confidence for the Bank of Thailand as well as the Bank's customers and counterparties in the event of emergencies regarding the Bank's primary data center. The plan aims to reduce the impact caused by business interruptions and ensure that the Bank can restore systems to normalcy as soon as possible, mitigating the risk of negative impact to the Bank.

Performance:
Krungsri communicated the IT backup system test plan to all stakeholders before testing., 23 tests were carried out according to plan and completed in December 2024.

2024 Vulnerability management

Target:
Manage vulnerabilities by assessing the vulnerabilities of all critical systems at least twice per year and upon significant IT system changes. This is to identify IT vulnerabilities and prevent threats in time.

Performance:
In 2024, the Bank tested all critical systems for any vulnerabilities according to plan as follows:
- First test was conducted from January - June 2024.
- Second test was conducted from July - November 2024.

2024 Penetration test

Target:
Have independent internal or external experts conduct penetration tests, especially on Internet-facing applications and network, at least once per year and upon any significant changes. Furthermore, the Bank arranges for penetration tests in conformity with the Intelligence-led (iPentest) guideline designed by the Bank of Thailand.

Performance:
In 2024, the Bank conducted one penetration test during the period from June - October 2024.



Organization of cybersecurity training courses for Krungsri executives and staff in collaboration with the Human Resources Learning and Development Division

Target:
Organize annual cybersecurity training courses for executives and staff together with the Human Resources Learning and Development Division

Performance:
In 2024, Krungsri organized cybersecurity training courses for Krungsri executives and staff to build up their awareness, knowledge, and immunity from cyberthreats according to the provisions in the Bank's Policy for Enterprise Information Security. We held six training courses online as follows:
1. Cyber Security Considerations for the Board
2. Cyber Security for the Modern Age
3. Cyber Security
4. Cyber Security Awareness
5. IT Security Awareness for IT and Digital Group
6. Secure Coding for IT Developers

Total number of executives and staff who joined these courses is 478 employees, accounting for 1,397 training hours.

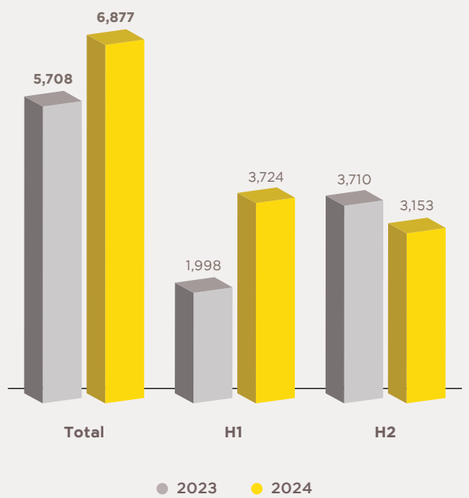


Tightening of proactive prevention of phishing Emails

Target:
Enhance employees' understanding and capability to cope with cyberthreats, especially the prevention of phishing Emails. Employee are encouraged to report suspicion Emails by clicking the Report Phishing button in Microsoft Outlook so that the Cyber Security Incident Response Team (CSIRT) can take proactive preventive actions.

Performance:
In 2024, 6,877 phishing Emails were reported by employees via Outlook, an increase of 20.48 percent from 2023. This reflects employees' heightened awareness, understanding, and caution of phishing Emails.

Reporting of phishing emails via Microsoft Outlook
(Number of phishing emails)



Phishing simulation exercise

Target:
Perform phishing simulation exercises at least four times per year to enhance employees' cyberthreat knowledge and immunity by sending them simulated phishing Emails to check their level of understanding of avoiding and handling phishing Emails.

Performance:
In 2024, the Bank performed four phishing simulation exercises to test whether employees would click the links in the phishing Emails or fill in forms on fake websites.



Participation in critical cyberthreat incident plan testing and training

Target:
Provide cooperation in and support the critical cyberthreat incident plan testing and training with the relevant agencies such as the Thai Bankers' Association and the National Cyber Security Agency (NCSA) to create understanding of cyberthreat incidents and prepare for cyberattacks by carrying out scenarios to help participants gain the knowledge and understanding of their roles and duties as well as the cyberthreat response process for appropriate implementation in actual operations. This is also to boost the banking sector's overall cyberthreat analysis efficiency for the country's economic security.

Performance:
- Krungsri joined the annual cyberthreat response training held on November 19, 2024 by the Thailand Banking Sector Computer Emergency Response Team (TB-CERT). The training scenario was "Ransomware Attack Caused by Third Party" affecting critical systems of the agency.

- Krungsri, as one of the country's Critical Information Infrastructures (CII), joined Thailand's National Cyber Exercise 2024 organized by the National Cyber Security Agency (NCSA) from December 19-20, 2024.

FINANCIAL CRIME PREVENTION

Risks and Opportunities

Risks
- Violations of laws or regulatory requirements may lead to penalties or fines, including reputational risks and damage incurred to business.

- Investment in technology, employee training, and financial crime monitoring and prevention requires significant resources.

- The complexity of criminal networks necessitates cooperation between various domestic and international agencies to detect and identify sophisticated criminal networks, such as mule accounts and cross-border money laundering, which may delay detection processes.

- Keeping pace with technologies used by criminals or financial fraudsters, such as data encryption or digital currencies, requires organizations to continuously invest in technology development to prevent evolving forms of financial crime.

- Customers' sensitive financial information may become targets of cyber attacks.

Opportunities
- Commitment to preventing financial crime and compliance with international financial crime prevention standards will help build trust and confidence among stakeholders such as customers, investors, and business partners. This will also create competitive advantages, maintain organizational stability and security, and foster long-term value.

- Since financial crime prevention is a globally important issue, cooperation with international agencies helps increase credibility and opportunities for the expansion of business network.

- Investment in modern technology systems will help organizations quickly adapt to threats and new regulatory changes. Additionally, implementing digital technologies such as Artificial Intelligence (AI) and Machine Learning (ML) for transaction monitoring can increase accuracy, reduce errors and potential risks.

Management Approaches

- Establish the "Financial Crimes Compliance Division" responsible for supervising the Bank's business operations to comply with financial crime prevention regulations and MUFG's Global Financial Crime Standards, both in preventing non-compliant practices and monitoring operations to ensure compliance with internal rules and regulations of the Bank, as well as coordinating with relevant regulatory authorities and handling official requests regarding customer accounts.

- Establish the policies, procedures, and manuals related to the prevention of financial crime to ensure alignment and in accordance with the criteria and methods of the regulatory authorities whereby they are updated on a regular basis.
  - Policy and procedures related to Anti-Money Laundering and Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing (AML/CTPF)
  - Policy, Program, and Procedure for Anti-Bribery and Corruption
  - Procedure related to Know Your Customer/Customer Due Diligence (KYC/CDD)
  - Measures to prevent the account opening for a wrong purpose: Mule account
  - Procedure related to AML Transaction Monitoring, Investigation and Reporting (TMIR)
  - Procedure related to Sanctions Screening and Investigation

- Establish the process for Know Your Customer/Customer Due Diligence (KYC/CDD), where customer onboarding must include customer identification and verification, as well as fact-finding about customers to screen individuals conducting financial transactions with the Bank, such as account opening, money transfers, withdrawals, etc., to comply with requirements and methods of the regulatory authorities.

- Detect suspicious transactions by using efficient technology to check customers' transactions regularly. For instance, detection of irregular account movements regarding the number of transactions or the transaction values not congruent with the income. Once the system detects such incongruities, the officer will conduct an in-depth data analysis to consider approving the reporting of the suspicious transactions to the Anti-Money Laundering Office (AMLO).

- Develop and improve service systems so they are up to date and accord with the regulatory requirements, both in terms of hardware and technology systems. For example, opening an account online requires complete and correct KYC/CDD and it must be verified that the applicant is the same person to prevent identity theft by using customer identification and verification standards according to regulations by using the National Digital ID (NDID).

- Establish the system and the handling of customers whose names are on the transaction prohibition watch list and customers in the high-risk group which is required an intensive verification. Such watch lists are regularly updated.

- Cooperate with public and private sectors such as the Bank of Thailand, the Anti-Money Laundering Office (AMLO), the Royal Thai Police, the member banks of the Thai Bankers' Association (TBA) and mobile network operators to establish preventive measures, issue warnings, and assist affected customers, as well as respond to and cooperate in dealing with and managing financial crimes. This includes supporting financial information and documentary evidence to halt incidents and pursue legal action against criminals to ensure they face legal penalties as quickly as possible.

- Implement Robotic Process Automation (RPA) technology for generating legal forms and extracting data from various systems. This technology not only aids in providing financial information to the Royal Thai Police for accelerating legal proceedings related to financial crimes but also reduces the operating time of the Financial Crimes Compliance Correspondence Department, aligning with legal requirements of Thailand.

- Organize training and communication for executives and employees so they comprehend the risk of financial crimes including the common types of scams on a regular basis through meetings, seminars, and online training sessions, e.g., educating branch employees countrywide and the Compliance Champions of all divisions via MS Teams.

- Inform and warn customers of financial fraud continuously through the Bank's officers and various channels such as branch employees, Krungsri Call Center 1572, announcements affixed at Krungsri branches, SMS, announcement in krungsri app, ATM screens, krungsri.com, and the "Krungsri Simple" Facebook page and Line account.



Performance

Prevention of Account Opening for Improper Purposes

Target:
Develop and implement digital technologies such as artificial intelligence (AI) and machine learning (ML) to monitor suspicious transactions or accounts that may be misused, such as mule accounts.

Performance:
In 2024, the Bank enhanced the security of krungsri app and implemented modern technologies to monitor and detect accounts that may be misused. We can investigate and take measures against suspected mule accounts, such as temporarily suspending accounts for Enhanced Due Diligence (EDD), resulting in suspicious accounts being prevented from a use to deceive more victims.

RISK AND CRISIS MANAGEMENT

Risks and Opportunities

Risks

- If the organization neglects or is unable to identify material risks, it could result in inefficient risk preparations as well as increased chances of loss for the organization.

- Overlooking or underestimating material risks could lead to negligence in contingency planning.

- Late or unclear crisis communication could worsen the situation and destabilize stakeholder trust.

- Crisis management requires several resources, e.g. manpower, budget, and technology, which if limited could render crisis management inefficient.

- Crisis management planning that is inflexible and cannot adapt to changing situations due to both internal and external factors could render risk and crisis management inefficient and inappropriate.

- Inappropriate organizational risk and crisis management could affect the trust of stakeholders such as customers, partners, and investors, which in turn would affect the business.

Opportunities

- ESG risk management helps build organizational resilience and is proactive preparation for dealing with contingencies and future changes and helps systematically and efficiently manage potential emergencies in diverse forms. In addition, it helps mitigate risks arising from disruptions of business operations, especially those of critical business functions (CBF) which could cause damage to our business and customers. ESG risk management also helps reduce other risks such as financial risk, operational risk, and reputational risk.

- Systematic risk and crisis management help build the trust of all stakeholder groups, e.g. customers, partners, and investors. This boosts the organization's image and competitive capabilities, including creating business opportunities to generate returns and adding value to the Bank for steady growth in the long run.

- Risk analysis enables the organization to identify business opportunities upon changes to the market, the regulations, etc.

- Analysis and assessment of opportunities and risks equips executives with complete information for prudent decision-making in times of change.

- Systematic risk management can initiate process improvement and foster an organizational culture that takes account of risk management, safety, and crisis preparedness.

Risk Management

Management Approaches

- Appoint the "Risk and Compliance Committee" to advise the Board of Directors on risk management strategies, policies, frameworks, and overall business governance; to determine the duties, responsibilities, and scope of work of the Compliance Group and the Risk Management Group in line with the complexity of the Bank's businesses as well as the Charter; and to oversee that the Senior Management Team and the heads of risk management units comply with the policies on risk management strategies and risk appetites.

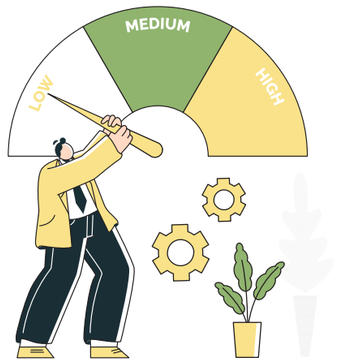
In addition, it is the Risk and Compliance Committee's duty to supervise and follow up the results of strategies regarding capital and liquidity management, as well as corporate governance policies, in order to handle key risks, namely credit risk, market risk, liquidity risk, operational risk, legal risk, information technology risk (including cyberthreats), reputational risk, and corporate governance risk. Moreover, the committee reviews and examines the sufficiency and effectiveness of overall risk policies, strategies, management systems, including the annual compliance report and risk appetites at least once per year or upon significant changes. Another duty of the committee is to regularly report risk status, risk management efficiency, and the status of compliance with the organizational culture with risk considerations, including significant factors, issues,

and areas of improvement in accordance with the Bank's risk management and corporate compliance policies and strategies to the Board of Directors for acknowledgement. The committee shall report any non-compliance with regulatory requirements to the Audit Committee as well. (Please see the Annual Report (Form 56-1 One Report) for more details.)

- Appoint the "**Risk Management Committee**" to review and assess the integrated risk management policy and procedures then propose them to the Executive Committee in a timely manner. Recommendations on strategic risk, credit risk, market risk, liquidity risk, operational risk, legal risk, information technology risk which includes cyber risk, and other risks affecting the reputation of the Bank and companies in the Financial Business Group (Krungsri Group) should be in line with the Bank of Thailand's risk-based approach for commercial banks.

  In addition, the committee oversees risk management to ensure that Krungsri Group's business operations comply with the stipulated policies and procedures. Its duties also include determining the Bank's risk appetite and devising strategies in accordance with the Bank's overall risk management policy so that the volume of the Bank's risks is assessed, monitored, and kept at appropriate levels. Another duty is to supervise the Bank's overall risk management according to the Bank's good corporate governance principles. The committee shall report its performance directly to the Executive Committee as well as the Risk and Compliance Committee. (Please see the Annual Report (Form 56-1 One Report) for more details.)

- Establish the "**Risk Management Group**" which sets the risk management policies and the proper methods for each type of risk in alignment with the risk appetite as approved by the Risk Management Committee. Other duties are to monitor and report portfolio quality and key risks to the Board of Directors and other relevant committees, including developing strategies to manage potential portfolio and account risks.



- Establish the "**Policy for Enterprise-wide Risk Management**" as the fundamental risk management framework for Krungsri Group to ensure systematic risk management that is consistent with the Enterprise-wide Risk Appetite Statement (RAS), which is the supportive document for this policy specifying the risk strategies and risk appetite types for Krungsri Group.



Remark: Please see the Annual Report (Form 56-1 One Report) for more details about risk management and guidelines.

- Establish appropriate "**enterprise-wide risk management tools**" to ensure that all material risks are identified, assessed, and managed to remain within the Bank's acceptable limits. The enterprise-wide risk management framework is implemented by using the following tools.

The Risk Appetite Framework

is an overall risk governance framework consisting of policies, processes, controls, and systems through which risk appetite is established and communicated. The framework ensures that Krungsri Group has clear and appropriate guidelines on risks levels which correspond with the Bank's risk thresholds, business strategies, and targets.

The Risk Map

is developed to identify risks that could significantly impact Krungsri Group's business.

The Heat Map

is for measuring and monitoring the current status of each significant risk by utilizing key risk indicators.

Top Risk

refer to material risks identified with the Heat Map, the Risk Map, as well as material risks as per the opinions of the management. Also, a plan must be stipulated to manage the risk within the appropriate timeframe to prevent and mitigate such risk.

- Set up risk management measures and controls by using the "Three Lines of Defense" in segregating structures, roles, duties, responsibilities, and decision-making authority to meet the governance and risk management requirements and to achieve organizational stability as follows:

Three Lines of Defense

1 First Line of Defense
Business units are responsible for managing risks from daily operations to ensure that risks are considered and mitigated efficiently.

2 Second Line of Defense
The Risk Management Group has the duties to oversee, check, and control risk management processes.

3 Third Line of Defense
Internal audit units provide independent assurance by assessing policies and work-flows to ensure effective implementation as determined.

- An integrated approach is used to manage four main types of risk, namely credit risk, market risk, liquidity risk, and operational risk.

Risk management and mitigation approach

1 Credit Risk
- Assign two business units responsible for monitoring credit risk management, i.e. the unit that monitors corporate credit risk and the unit that monitors consumer credit risk
- Stipulate credit risk management policies and action plans, i.e. credit policy, credit risk management policy, and credit risk rating policy

2 Market Risk
- Stipulate market risk and liquidity risk management policies
- Manage market risk under the risk management framework to properly tackle risks in time and monitor market risk closely to respond promptly upon significant changes in the business environment. Furthermore, flash reports are sent to alert the relevant business units, senior management, and committees of market risk that may affect the Bank, and there is stress testing to estimate losses due to stress scenarios.

3 Liquidity Risk
- Stipulate liquidity risk management policies
- Assess and monitor liquidity risk closely. Flash reports are sent instantly for monitoring and assessing the Bank's liquidity upon significant changes by using risk assessment tools, e.g. Liquidity Coverage Ratio (LCR) in scenarios that might affect the Bank's liquidity. Also, the roles and duties of the relevant executives and business units are determined in the liquidity contingency plan for the Bank to swiftly tackle the crisis and fully recover to its normal state.

4 Operational Risk
- Stipulate the Policy for Operational Risk Management
- Establish the operational risk management process which comprises risk identification, risk assessment, risk monitoring and mitigation, and risk reporting

- Identify possible "emerging risks": Krungsri performs the following processes under the Enterprise-wide Risk Management Framework.
  1. The risk owner develops a Risk Map to identify risks that might affect the Bank's business operations and the risk profiles over the next three to five years, namely economic risk, political risk, natural disaster risk, operating platform risk, and regulatory risks.

     In 2024, the Bank monitored the risk arising from extreme weather through the Enterprise-wide Risk Management Framework. Krungsri conducted an assessment and tracking of "climate-related risk, especially in case of inundation in Northern Thailand" which might affect the Bank's customers, particularly Thai corporates, SME-M, and SME-S. The Bank closely monitored the possible impact on each customer segment by type of industry in each region, introduced relief measures for debtors affected by the flood, and kept a close eye on the situation.

     In addition, the Bank appointed the Sustainable Committee and related committees to set up related credit management frameworks as well as criteria for considering other risks as well.

  2. The risk owner analyzes the risk's potential for any significant impact on the lending portfolio or business operations. In case the risk is material, it would be identified as a top risk and an action plan would be proposed accordingly

- Identify "material risks", both risks identified by regulators and other material risks arising from internal and external factors. We have established a risk monitoring and control process to ensure that such risks are effectively managed within the Bank's risk appetites. The material risks identified for 2024 are as follows:

Risk Category	Material Risk
Pillar 1	• Credit Risk • Market Risk • Operational Risk
Pillar 2	• Credit Concentration Risk • Interest Rate Risk in the Banking Book • Liquidity Risk • Reputation Risk • Strategic Risk • Information Technology Risk • Compliance Risk
Other Material Risks	• Fraud Risk • Capital Adequacy Risk • Model Risk

- Develop a "Recovery Plan" as part of the Enterprise-wide Risk Management Framework with the recovery trigger and the restoration trigger commensurate with the ceiling of the Bank's risk appetite framework. In this regard, the Recovery Plan will be activated as per the Recovery Plan Document which consists of procedures and communication plans for:
  - Executing liquidity recovery option, Liquidity Contingency Plan (LCP), and procedures under the Policy for Market Risk and Liquidity Risk Management: Consolidated Supervision
  - Executing capital recovery option, Capital Contingency Plan (CCP), and procedures under the Policy for Internal Capital Adequacy Assessment Process (ICAAP)

- Raise risk awareness among executives and staff through learning and training in "the Committee of Sponsoring Organizations of the Treadway Commission (COSO)'s Internal Control - Integrated Framework" which consists of five components as follows:
  1. Control Environment
  2. Risk Assessment
  3. Control Activities
  4. Information and Communication
  5. Monitoring

  The COSO program is one of the Bank's compulsory programs in which executives and staff must study, take a test, and pass the minimum requirement.

- Establish the Risk and Control Self-Assessment (RCSA) and Key Risk Indicators (KRI) as tools and methods that Krungsri uses for closely monitoring and assessing various aspects of all business units' risks. In this regard, "fraud" is another matter that must be assessed and checked. All business units must assign a Risk Liaison Officer (RLO) whose role is vital in the implementation of operational risk management policies and methods in their respective business units, including other duties related to operational risk management, e.g. reviewing the RCSA tool on a yearly basis, reporting KRIs on a monthly basis, and reporting operational risk incidents upon loss incidents through the Bank's Operational Risk Management System (ORMS) for reporting to the Operational Risk Management Division. This monthly reporting makes up one of the RLO's KPIs for the sake of timely risk reports and extra carefulness in the organization's operations. Moreover, control testing must be conducted for risks identified in the RCSA Report to ensure that key controls are designed and complied with on a regular basis, appropriately reflecting the risk status.

Duties of Risk Liaison Officer (RLO)

RCSA & Control Testing
Review the Risk and Control Self-Assessment (RCSA) on an annual basis, and conduct control testing on key controls

Incident Report
Report operational risk incidents upon finding them

BCP & Call Tree
Prepare the Business Impact Analysis (BIA), the Business Continuity Plan (BCP), and have employees update their mobile phone numbers and install the KarE application for the annual call tree test

Business Partner Activity
Report business partners' new business activities according to the reporting cycle

Key Risk Indicator (KRI) Report
Report monthly KRIs

- Communicate content regarding operational risk management to executives and staff within the organization via Email, e.g. tools for operational risk management, third party risk management, process of reviewing the usage of business partner services

Crisis Management

Management Approaches

- Stipulate the "Policy for Operational Risk: Business Continuity Management" as a guideline for mitigating the impact of disruptions on operations, finance, legal matters, reputation, and other material impacts as much as possible, especially disruptions on key operations. The policy also serves as a guideline for communicating to relevant parties the structures, roles, duties and responsibilities, operating frameworks, and processes regarding Krungsri's business continuity management to ensure efficient readiness and achievement of the Bank's specified objectives and strategies upon crises that severely affect the Bank.

- Develop the "Bank-wide Business Continuity Plan" (BBCP) as a guideline for stipulating bank-wide policies, standards, and processes to ensure that in case an incident disrupts operations, the specified critical business functions' operations would still carry on continuously or resume within an appropriate time frame to minimize the effects from the disruption, ranging from impacts on financial status, legal matters, reputation, to other significant impacts such as catastrophes. The pillars of business continuity management are as follows:



- Develop the "Business Continuity Plan" (BCP) in writing by specifying the necessary workflows and applications for business continuity or recovery after operational disruptions. Business units or supportive functions related to critical business functions (CBFs) must develop and maintain their respective BCP, while those running non-critical or supportive business functions without any critical functions shall comply with the Bank's Procedure Re: Bank-wide Business Continuity Plan (BBCP).

- Develop the "Disaster Recovery Plan" (DRP) in preparation for any crisis that could disrupt the Bank's IT systems in order to mitigate the impact while restoring the Bank's IT systems to normal within an appropriate time frame. The plan comprises four key steps as follows:
  1. Pre-crisis preparation
  2. DRP activation and announcement
  3. IT system restoration
  4. Returning to normalcy and announcing the DRP deactivation

  Details are as per the procedure regarding the disaster recovery plan, which was developed by the Information Technology Group.

- Develop the "Crisis Management Framework" and the "Crisis Management Plan" (CMP) for stipulating crisis management strategies and approaches for employees, the crisis management team, and other relevant parties in order to carry on operations upon crises that affect normal operations.

Crisis Management Framework

Preparation of the Crisis Management Plan

- Crisis Management Plan
- Crisis Communication Plan
- Premise Plan

Readiness of the Crisis Management Plan

The effectiveness and readiness of the crisis management plan is assessed at least once per year.

Improvement and Maintenance of the Crisis Management Plan

The relevant divisions must review and improve their crisis management plan at least once per year or upon significant changes.

- Designate "alternate sites" which are defined as operating sites ready to be used in emergencies in which it is necessary for the Bank's businesses to continue operating. This includes preparation of spatial and technological requirements for operating.

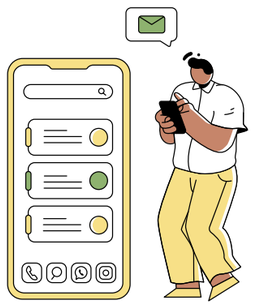
- Stipulate that during a crisis, employees must "work from home (WFH)", meaning they have to work from their residence by using the proper WFH devices and technologies for the Bank's business continuity.

Performance

Risk and Control Self-Assessment (RCSA)

Target:
All business units review their RCSA annually and report key risk indicators (KRI) monthly to monitor the likelihood of material risks.

Performance:
In 2024, all business units (100 percent) reviewed their RCSA annually and reported KRIs monthly.



Call Tree Testing

Target:
Perform call tree testing at least once per year

Performance:
In 2024, call tree testing was conducted via the KarE application once.



Business Continuity Management

Target:
Continually review critical business functions and test BCPs every year to ensure that all critical business functions can be performed to serve customers continuously.

Performance:
In 2024, there was a review of events that may cause disruption. All critical business functions were reviewed and all BCPs were tested continually. Also, a tabletop exercise for the Crisis Management Plan was carried out to prepare for and reduce impact in case of a crisis.

INNOVATION AND DIGITAL TRANSFORMATION

Risks and Opportunities

Risks

- Transformation of the work model to digital systems and innovation requires investment in human resources and technology, but some organizations might lack the expertise and understanding of new technology.

- Instability of technologies and rapid changes to digital innovations in the market might cause businesses that are late in investing in digital technology to lose their competitive capability.

- Some systems' over-reliance on technology poses the risk of disruption in case of system outage, error, or cyberattacks such as data theft.

- Storage of customer data in digital systems poses the risk of personal data breach.

Opportunities

- Digital technology systems streamline complex workflows. For instance, automation and AI assist with speedier and more precise work, while data analytics aid efficient decision-making.

- Innovations and digital work models help mitigate the use of consumables, reduce human resource expenses, cut down costs in production or service processes, boost operating efficiency, create new business opportunities, and gain a competitive edge.

- Use of digital technology allows businesses to reach customers throughout the globe without any geographical constraint.

- Employees are encouraged to apply digital technology such as applications, online services, and Internet of Things in innovating financial products and services that enhance quality of life and cater to digital-savvy customers, creating widespread economic value, and producing positive outcomes for society and the environment.

- Cloud computing, remote working, hybrid work model, and online meeting enable businesses to continue despite emergencies or crises.

Management Approaches

Krungsri supports the development of innovation and digitization based on management approaches as follows:

- Instill the organization's culture and Krungsri's core value of "Making Innovative Changes" by encouraging employees to exchange ideas in search of new viewpoints. Employees are also encouraged to think out of the box for better changes, test their ideas, and learn under proper impact mitigating mechanisms. They should also readily adapt to changes, particularly those regarding innovation and digitization which play a role in the current ways of working and operating business.

- Nurture the culture of the Digital and Innovation Group under the concept of "Transform to Grow" through four key strategies:
  - Enhancement of the Bank's core banking platform to strengthen infrastructure and augment performance
  - Development of applications to boost customer experience
  - Optimum data utilization to support strategic analysis and decision-making at all levels within the organization
  - Creation of new businesses to grasp new opportunities for innovation and sustainability in the long term

In this regard, Krungsri places emphasis on developing applications from the very foundation for competitiveness in the future industry, including data access and efficient utilization. Moreover, Krungsri encourages employees to take part in sharing ideas for new perspectives, thinking out of the box and being creative, driving changes for the better, advancing business opportunities, and promoting sustainability in the long term.

- Establish the "**Digital and Innovation Group**" under Information and Digital. The group is tasked with the development and management of IT and digital system projects, digital solutions, digital banking, and other innovations to deliver products and services with ultimate efficiency and an uplift of operational efficiency. Also, the group develops digital systems through Krungsri Nimble and seeks investment opportunities in startups both in Thailand and overseas through Krungsri Finnovate.

- Establish the "**Enterprise Data and analytics Group**" under Information and Digital as the Bank's hub of data management and AI system, which are essential for supporting processes. The group's targets are to devise aligned strategies and set operating standards for Krungsri and its group companies. The Enterprise Data and analytics Group comprises sub-units as follows:
  - The **Data Strategies and Services Division** oversees the Bank's data utilization strategies including reporting, data presentation systems, and data access via the Data Warehouse system.
  - The **Data Solutions and Engineering Division** is responsible for developing and administering data technology, data management, data streaming and API, data architecture, and data innovations.
  - The **Risk - Finance and Compliance Technology Solution Division**'s role is to develop and administer relevant systems, e.g. financial systems, accounting systems, credit risk systems, debt management systems, and fraud prevention systems.
  - The **Data Science and Artificial Intelligence Department** focuses on administering the Bank's AI Center of Excellence by developing the secure and optimum utilization of AI, including setting standards for AI application within the Bank.
  - The **Data Governance Department**'s task is to establish the Bank's data governance from data preparation, storage, categorization, disclosure, validation, to erasure according to standards and requirements.

- Establish the "**Stellar**" **(Stellar by Krungsri)** unit under the Digital and Innovation Group, with the objective to increase opportunities for tangible and sustainable innovation creation and development. The function operates under the concept of providing opportunities and space for nurturing ideas from both employees and external partners. "Stellar" plays a key role in integrating collaboration between Krungsri units such as the IT Digital team and Krungsri Finnovate. In addition, Krungsri Nimble established the "**Krungsri AI**" team as a central function responsible for driving innovation between various units within Krungsri. The team is responsible for overseeing AI usage across the organization, including building organizational capabilities, designing innovative work processes, and setting standards for related technologies.

- Establish the "**Project Management Committee**" **(PMC)** responsible for considering and managing investment in significant projects initiated by employees and supporting functions in line with the strategic business plan, the IT strategic plan covering IT and Non-IT projects or projects testing business innovation concepts, or testing new technology implementation to serve customers or to improve operations. The PMC directly reports its operating results to the Executive Committee.

Moreover, the "**Digital Innovation Subcommittee**" is established and in charge of following up on and assessing the progress of approved projects, reviewing business testing, and providing recommendations on whether to proceed with or halt a particular project according to the strategic framework. Also, the Digital Innovation Subcommittee shall directly report its performance to the PMC each month.



- **Communicate and encourage employees to keep abreast of innovations and digital technologies** such as
  - Development of the "Around Krungsri CX" channel to communicate about modern technologies and interesting innovations through Email, such as digital work models of leading companies, tips for using digital technology to increase work efficiency, and examples of successful innovations in various organizations.
  - Promotion and development of digital technology skills to improve employees' potential, while gaining expertise in innovation and modern technology to increase competitiveness and support new ways of work. To do so, various internal training courses are organized such as design thinking for sustainable success, thinking techniques for creativity and innovation, and unlocking creativity for organizational innovation, and unleashing potential to drive an innovation culture. This includes software training sessions whereby employees are encouraged to use business intelligence (BI) technology to analyze and process data for data management, utilization, planning and presentation purposes. This is to reduce redundant work and improve decision-making efficiency, for example, data analytics bootcamp. Furthermore, the standards for technology as well as data usage and processing security are established.
  - Activities to promote knowledge about innovation and digital technology skills in collaboration with business partners, such as:
    - Collaboration with startups or business partners to promote knowledge about innovation and digital technology through various activities, such as Krungsri Accelerator seminars, TDPK Talk x Krungsri Accelerator, and Stellar Spark where experts from various fields are invited to share their know-how and experience to inspire and motivate employees regarding interesting topics, e.g. Future Trends and Digital Disruption, Agile Mindset and Practices, and Generative AI 101
    - Collaboration with leading universities such as King Mongkut's Institute of Technology Ladkrabang and Faculty of Information and Communication Technology, Mahidol University, to hone digital technology skills and apply innovation knowledge

- **Promote the organization culture of innovation and digitization through projects and activities** such as
  - **Projects fostering innovation and an innovative community** encourage employees to present and design innovations that leverage financial products and services through learning and joining a systematic innovation development process guided by subject matter experts. The projects aim to enhance operational efficiency and initiate business and social changes. Notable examples are Krungsri Innovation Talent Program, Programmable Payment Hackathon, and Innovation citizen.ai.
  - **Nova platform system development** - Nova is a central platform designed to allow employees to share ideas and collaborate with the Stellar by Krungsri team. Nova's objective is to aggregate concepts that can leverage products and services for customers, including new concepts supporting businesses that are sustainable and bring social changes.
  - In **Techsauce Global Summit 2024: the World of Tomorrow with AI**, Krungsri and leading partners participated in the most significant tech summit in Southeast Asia to showcase products and future concepts to interested audience both within and beyond the industry for future cooperation.
  - **Krungsri Tech Day 2024: Technology for People** was organized by Information and Digital in collaboration with business partners. The event served as a platform for interested employees, the general public, tech business partners, startups, and leading digital and technology experts to share perspectives through Tech Talk and workshops, as well as exhibit future technologies and innovations for more advanced digital business operations.



- Data Analytics Day was organized to promote efficient data utilization within the organization and sharpen employees' knowledge and expertise by underlining outcomes from in-depth data utilization and sharing stories about data analysis that can lead to positive changes in both the business and the social dimensions. The event included training in various software and encouraging employees to employ business intelligence in data analysis and processing to hone decision-making, streamline work, and lay down standards for technology and security, e.g. Data Analytics Bootcamp.
- Supporting digital work to accommodate the hybrid work model by preparing information technology and security for remote access to data systems. This practice reduces employee travel time and consumption of resources, thereby decreasing greenhouse gas emissions from the Bank's operations.

- Invest in the development of and adopt innovations and digital technologies in our operational process and customer services to continually create a good experience for employees, customers, and relevant stakeholders, e.g.
  - Improvement of the Bank's core systems and their supporting architecture: This is a large project encompassing system improvement in several parts with the purpose of increasing performance and lessening the workload of core systems in accordance with the Bank's 24/7 operations. Not only does this project help scale down the complexity of system connectivity by organizing system operations in conformity with business standards, it also concentrates on adjusting core systems appropriate to current and future business requirements, taking into consideration the appropriate maintenance expenses and the capacity to support sustainable organizational growth.
  - Improvement of stability and security of various systems: Krungsri focuses on developing modern systems in line with international security standards, e.g. upgrading of display technologies and databases of the Bank's mobile banking application, verification of applications that are not downloaded from official and trusted stores to prevent malware from infiltrating mobile devices, including customer authentication by using biometric technology or facial scanning.
  - Application of cloud technology and business intelligence (BI): Krungsri utilizes advanced cloud technology to enhance operational efficiency and customer experience. BI solutions such as Tableau Server are implemented to facilitate decision-making with the use of simplified data visualization, etc.
  - AI Center of Excellence: Krungsri founded this AI administration unit to search for appropriate systems for the Bank's adoption, promote AI know-how within the organization, and regulate AI utilization under the same standard throughout the supply chain to apply AI in enhancing future operations.
  - Deployment of machine leaning (ML) and artificial intelligence (AI): Krungsri utilizes ML and AI to better understand and respond to customer needs and behaviors, leading to enhanced customer experience, e.g. applying AI to software development, ATM cash management, property appraisal, and structured query language (SQL).
  - Supporting social and environmental innovation projects: Krungsri provides support in the form of digital technology and diverse platforms for social and environmental business projects. With our expertise, we apply technology, innovations, and applications to solve social and environmental issues, e.g. the "Grow Up Wallet" application instills saving habits and money management in youths, the "Brain Computer Interface" tests the concept of using brainwaves to give orders in the application for disabled people, and "QA Academy" gives career switch opportunities for those from a non-IT background.



Performance

In 2024, Krungsri not only launched innovative products and services but also developed the existing innovations to better serve customers. Furthermore, the Bank improved a digital work system to enhance flexibility, convenience, swiftness, and efficiency where standout innovations and technologies of the Bank can be summarized as follows:

Krungsri AI Project

Target:
To encourage knowledge sharing among internal AI experts and promote AI innovation, particularly generative AI, for the business' interests while keeping in mind to use AI in an appropriate, ethical, and responsible manner

Performance:
In 2024, the activities rolled out under the Krungsri AI Project are as follows:

- AI Community of Practice (COP): Meetings were held every month so that developers could share knowledge, insights, and experience in developing and using AI, especially generative AI, to satisfy the variety of business requirements. The meeting attendants consisted of members from units within Krungsri Group, i.e. the Bank, Krungsri auto, and Krungsri Consumer which have talents who develop AI use cases continuously. Also joining the meetings were representatives from MUFG who shared use cases made by Krungsri AI for companies in MUFG to collaborate between each other.

- AI Subject Matter Expert: AI subject matter experts recommended AI development and application methods appropriate to the organization, e.g. analysis of the appropriateness of AI solutions in catering to business requirements, including evaluation of whether the proposed AI solutions meet standards on security and development of AI-related systems.

Activities in the pipeline are as follows:

- AI Center of Excellence (COE): Further expanding from the AI Community of Practice is the AI Center of Excellence serving as the center of AI experts, underpinning continuous AI innovation to meet business requirements.

- AI Governance: The establishment of standards and guidelines for AI development and application in the organization sets the clear operating framework and certifies that AI utilization meets international standards, which reinforces Krungsri's resolution to develop and use AI ethically and responsibly.



Mule Account Curbing Project

Target:

To prevent the opening and misuse of mule accounts as the main means of financial crimes, e.g. money laundering, online scam, and fraud. The project's purpose is to develop secure and trustworthy systems for the Bank's customers, detection of mule account characteristics, and supporting government efforts in controlling and stopping financial crimes, enhancing online transaction security, and bolstering customer and stakeholder confidence. Moreover, this is part of the Bank's social responsibility to drive a transparent and sustainable economy.

Performance:

In 2024, the number of mule accounts was cut down by half when compared with the peak in the same year, thanks to the adjustment of solutions to keep pace with the ever-changing tactics of fraudsters. The actions taken are as follows:

1. Detection and screening of suspicious accounts
   - Set up a task force on checking high-risk accounts
   - Developed and used systems to analyze irregular and suspicious transaction behaviors in near real-time

2. Addition of the strong authentication process
   - Improved the liveness detection technology to enhance the facial recognition system's precision
   - Used biometric technology in face scanning to confirm high-risk transactions, e.g. e-savings account opening, funds transfer, change of transaction limit, or upon finding suspicious transactions
   - Integrated the personal document verification system with the database of government agencies such as the Department of Provincial Administration as well as other commercial banks

3. Educating and alerting customers
   - Communicated and promoted knowledge about the dangers of mule accounts and scams via various channels, e.g. social media, the Bank's mobile banking application (krungsri app), and bank branches
   - Warned customers to be careful about not falling for scams or letting their bank accounts be misused, including notifying them of punishable offences of account abuse



4. Proactive action and law enforcement
   - Liaised and coordinated with relevant government agencies such as the Anti-Money Laundering Office (AMLO) and the Royal Thai Police in providing information and evidence for legal proceedings against those involved with mule accounts

5. Examination and enhancement of internal measures
   - Augmented the security of account opening and financial transaction flows, e.g. limiting the opening of e-savings accounts, checking blocked person or mule account lists from various sources against the Bank's database, suspending new account opening and access to the mobile banking application upon detecting irregular or suspicious transaction behaviors
   - Regularly trained the relevant employees in measures against mule accounts

Krungsri The Living Room Project

Target:

"Krungsri The Living Room" was designed as a unified marketing platform for corporate customers to access Krungsri's financial products and services as a one-stop Beyond Banking hub. Customers can use all of Krungsri's financial products and services through single sign-on, and also personalize settings such as the dashboard in Krungsri The Living Room.

In addition, the platform gathers important business information, articles and ESG research papers from Krungsri Research, and a selection of solution providers in various businesses, especially ESG, to cater to the needs of corporate customers, while supporting their business transition to Net Zero.

Performance:

In 2024, Krungsri The Living room was completely developed and officially implemented in December 2024.



Banking as a Service - Beyond Procure Project

Target:

The Banking as a Service - Beyond Procure project was developed to improve communication between suppliers and buyers for less dependence on traditional communication forms and more trustworthiness and efficiency in managing tax documents via digital systems, including promoting transparency, verifiability, and compliance with tax regulations according to the Revenue Department's standards. The project also helps reduce the utilization of consumables, e.g. using paper in the trading process between entities. Moreover, the project has been certified by the Electronics Transactions Development Agency (ETDA) as an advanced tax service provider.

Performance:

In 2024, the project's progress and success were as follows:

- Developed and tested the "Beyond Procure" online platform where suppliers and buyers can communicate billing and payment, create e-documents with trustworthy e-signing solution, and reduce paper consumption, all in conformity with the standards set by the Revenue Department and the ETDA. "Beyond Procure" is expected to be launched for commercial use in 2025.

- Started providing the service of managing e-tax documents on behalf of suppliers and buyers as a certified advanced tax service provider. The service completed integration and system testing with the Revenue Department including testing by internal and external checkers such as the ETDA.

SUPPLY CHAIN MANAGEMENT

Risks and Opportunities

Risks

- Risk of disruption from goods and/or service providers or "suppliers" due to potential economic, social, and environmental impacts, such as natural disasters, epidemics, regional unrest, as well as shortages of raw materials or goods

- Risks from suppliers, such as the suppliers facing liquidity issues or bankruptcy, lacking quality control in delivery, conflicts with suppliers especially when there are few suppliers in the market, suppliers conducting business without considering environmental and social impacts, suppliers not complying with business ethics, etc.

- Risks from IT and technology and the data system of the suppliers such as the data leaks from the suppliers database and erroneous data submission

- Risk from market volatility, such as rapid changes in raw material prices, changes in customer demands, etc.

Opportunities

- Efficient supply chain management helps improve organizational operations and service efficiency, potentially incorporating technology to increase management speed and accuracy. It also helps reduce costs through process improvements by outsourcing to specialized suppliers

- Helps create flexibility in supply chain management, such as diversifying supplier sources to reduce monopoly risks, flexible inventory management, etc.

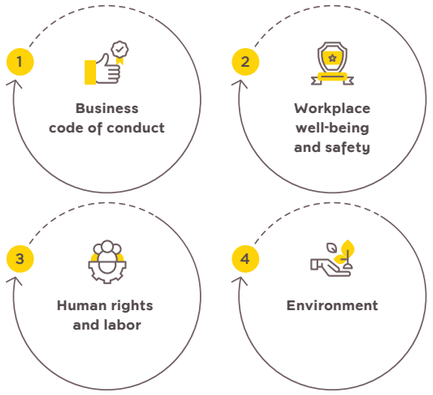
- Sustainable supply chain management helps create operating transparency through real-time tracking systems and operational data disclosure to increase confidence

- Good relationship management and cooperation with suppliers promote sustainability, such as reducing organizational waste and carbon footprint, supporting suppliers who consider environmental and social dimensions, building positive brand image, offering products and services that better meet customer needs, developing and creating innovative financial products and services, and promoting flexibility in the country's economic and financial systems, etc.

Management Approaches

- Establish the "**Supplier Code of Conduct**" as a guideline to encourage all suppliers to adopt corporate governance guidelines and code of conduct standards in the same fashion as Krungsri Group did, particularly regulatory requirements related to their respective corporate governance guidelines, such as laws regarding countering all forms of direct and indirect bribery and corruption, and laws regarding human rights and labor, workplace well-being and safety. They are also encouraged to undertake their business responsibly taking into account impacts on social and environmental aspects. Therefore, Krungsri and companies in the Financial Business Group, as well as suppliers, can sustainably thrive together. The "**Supplier Code of Conduct**" is subject to review every two years to ensure alignment with the best practices domestically and internationally.

The Supplier Code of Conduct covers four main aspects, namely:



Supplier Code of Conduct

In this regard, Krungsri Group communicated with all suppliers about the "Supplier Code of Conduct" through our website (www.krungsri.com), including notifying them about the statements and The Spirit and The Letter, Environmental Disclosure Statement, and Human Rights Disclosure Statement, as well as social and environment responsibility with active vendors through Email for their compliance. This is to encourage all suppliers to adhere to the same practices, in a similar manner to Krungsri Group.

- Establish the "**Policy for Supplier Relationships**" as a guideline to promote governance and ensure that they are treated and managed in a prudent manner, as well as under the same standard, and not against laws, other internal policies and procedures. The Policy helps foster relationship between Krungsri Group and vendors or suppliers so that the business activities can be carried out in an efficient and fair manner and do not impact the social and the environmental aspects. Krungsri Group expects that the vendors or suppliers acknowledge and comply with the Policy as well.

- **Formulate supply chain management strategies**, with sub-strategies including increasing productivity and efficiency strategies to align with the Bank's Medium-Term Business Plan. The supply chain management strategies consist of:
  1. **Supplier management**: To ensure fairness and transparency and reduce risks arising from procurement activities.
  2. **Cost management**: Manage limited or multiple vendors in the market, outsourcing services, and centralized procurement.
  3. **Use of technology for procurement activities**: Develop tools or software to support procurement activities such as e-bidding software, developing AI systems for supplier identity verification etc.

- Stipulate "**a fair supplier selection process**" with a focus on conducting procurement activities with honesty, transparency, fairness, accountability and auditability, in accordance with good corporate governance principles and best practices, by promoting and providing equal opportunities to all partners in conducting businesses with Krungsri Group. This also included small enterprises, those of the underprivileged, minority groups, females, disable veterans, etc., who are business owners to compete in offering products and/or services in order to gain a share of Krungsri Group

Furthermore, supplier selection process takes into account environmentally responsible procurement to enhance business operations in parity with related standards and reduce adverse social and environmental impacts. This includes establishing an internal procurement audit team to emphasize correct compliance with the procedures and providing training to review procurement processes for relevant employees within the organization to ensure understanding of correct procedures.

Supplier selection process

Step 1

Clearly specify the project details to all bidders simultaneously, considering bidding methods that ensure maximum transparency in the bidding process, such as electronic bidding (Electronic Tools).

Step 2

Establish a taskforce comprising representatives from related business units, and experts or specialists to select service providers

Step 3

Consider the verification results of suppliers' information before engaging in transactions with them, such as Know Your Customer (KYC), transactions that may have conflicts of interest, and other relevant factors of all suppliers

Step 4

Evaluate suppliers by the functions using such service after the service is completely delivered by filing out the Supplier Performance Evaluation Form

Step 5

Provide whistleblowing channels for suppliers

- Establish appropriate "credit terms" for suppliers, with an average of 45 days, depending on the agreements between Krungsri Group and the suppliers. This also includes establishing practices to stipulate payment terms to suppliers, categorized by the characteristics of products and/or services provided, as follows:
  - Utility and government agency suppliers: payment within 15 days
  - Tourism and commission-based suppliers: payment within 15 days
  - Other suppliers: payment within 45 days

  The payment period is counted from the date the vendor submits a complete and accurate invoice that meets Krungsri Group's conditions. If there are factors preventing payment according to the above terms, the hiring department or accounting staff will notify the suppliers of the reasons in advance.

- Established the procedure on "Know Your Customer and Customer Due Diligence of the Third Party", requiring that all suppliers be verified to prevent making transactions involving conflicts of interest. Criteria have been clearly defined such as Related Party Transactions (RPT), Supplier Risk Assessment, or criteria for certain outsourced vendors that could impact business continuity, as well as compliance with the Bank's Anti-Money Laundering and Combating the Financing of Terrorism (AML/CFT) policy and Anti-Bribery and Anti-Corruption policy.

- Require that risk assessments be conducted on suppliers, both new and existing, in terms of their economic situation as well as environmental, social and governance (ESG) risks, according to specified evaluation or review criteria and through various channels such as questionnaires, business status verification, and supplier evaluations.

- Formulate agreements to uphold and safeguard the confidentiality and proprietary information of Krungsri Group while Krungsri Group is also obliged to protect suppliers' information as stipulated in confidentiality agreements. The supplier sensitive information was also systematically stored with the access granted to relevant persons only. The data classification level was stipulated to serve as the operating guidelines in alignment with the policies and procedures. Furthermore, notifications regarding personal data protection have been disseminated through Email and the website (krungsri.com) to active vendors, seeking their acknowledgment and compliance with the Personal Data Protection Act B.E. 2562 (PDPA).

- Conduct "Supplier Classification" to ensure that Krungsri Group can continually deliver customer services by grouping suppliers as follows:
  - Critical vendors refer to vendors or suppliers that are highly crucial to Krungsri Group's operations. There may be one or a limited number of critical vendors or suppliers. Their inability to provide services to the Bank could result in significant harm to the Bank's business.
  - Significant vendors refer to vendors or suppliers involved with specialized products and/or services. The nature of work is complex, and while it is possible to find replacement partners, it may take time to procure them. Therefore, this could impact business operations.
  - General vendors refer to common vendors or suppliers. If they are unable to offer services to the Bank, it will not result in any harm to the Bank's business.

- Communicate to suppliers about the Anti-Bribery and Corruption Program, covering all forms of bribery and corruption, both directly or indirectly, and become members of the Thai Private Sector Collective Action Against Corruption (CAC Recertification), as well as invite vendors or suppliers to join such anti-corruption organization. The Bank also specified and communicated about the Procedure for Gift and Entertainment.

Performance

E-Auction

Target:
Increase new vendor selection through the electronic system

Performance:
In 2024, Krungsri selected 30 vendors and suppliers through e-auction as per the following details:
- Existing procurement items processed via the electronic system: 12 items

- New procurement items entering the electronic bidding process: 18 items

This reflects the emphasis on transparent and accountable procurement by continuously promoting bidding processes through a reliable system. This builds confidence among all vendors and suppliers that they can submit their price proposals to Krungsri Group in a fair manner.

E-Sourcing Tool Development

Target:
Implement an E-Sourcing Tool to replace the traditional bidding system by early 2025.

Performance:
Developed the E-Sourcing Tool system to expand for procurement coverage to all products and services while enhancing control and audit processes. Details of the operations in 2024 are as follows:
- Notified current and new suppliers to register in the E-Sourcing system for bidding participation.

- Completed system testing in December 2024

2025 action plan:
- Provide training programs to relevant staff in March 2025

- Officially launch the E-Sourcing Tool across Krungsri Group in March 2025

Promoting sustainability values among suppliers

Target:
Conduct training sessions for suppliers at least twice a year and disseminate comprehensive information on sustainable procurement practices within Krungsri Group to reach 100 percent of suppliers

Performance:
- Organized three online seminars on "Sustainable Procurement at Krungsri Group" (March 26, September 25, and October 20, 2024). The seminar covered the topics such as operating practices related to environmental, social, and governance (ESG), supplier code of conduct, green procurement, and anti-corruption policies. This effort was to encourage the adoption of this knowledge for the sustainable growth of suppliers. A total of 267 suppliers participated in the seminars.

- Communicated to all active vendors, including new suppliers, on essential topics such as the Gift and Entertainment policy, principles of good corporate governance, supplier code of conduct, Green Procurement, Privacy Notice, and the Bank's membership in Thailand's Private Sector Collective Action Coalition Against Corruption. The messages were disseminated via Email, to ensure that 100 percent of suppliers, both existing and new, were communicated.



Supplier classification

Target:
Assess supplier classification of Krungsri Group at least once per annum

Performance:
In 2024, Krungsri Group's supplier classification was reviewed, focusing on 3,188 awarded vendor list between 2021 and 2024. The categorization is detailed as follows:

- Critical vendors: These suppliers are divided into two subgroups based on the characteristics of their products and/or services as follows:
  - Direct sellers of products/services without intermediaries (Critical Tier 1): No suppliers fell into this category.
  - Indirect sellers of products/service via intermediaries (Critical Non-Tier 1): One supplier identified, representing 100 percent of critical vendors and accounting for 0.07 percent of total suppliers

- Significant vendors: a total of 24 suppliers were identified, accounting for 1.73 percent of the total suppliers.

- General vendors: a total of 1,363 suppliers were identified, accounting for 98.20 percent of the total suppliers.

Assessment of economic situation of suppliers

Target:
Conduct the assessment or review of economic risk of suppliers who meet the assessment criteria at least once a year totaling 100 percent.

Performance:
In 2024, 160 suppliers who meet the assessment criteria were assessed in terms of product and service quality, business status, and reliance on limited suppliers. The assessment revealed that 100 percent of the suppliers revealed no economic risk issues.

Procurement of environmentally friendly products and services

Target:
Procure a minimum of 40 percent of environmentally friendly products and services, adhering to the criteria outlined by Thailand's Green Office project from the Ministry of Natural Resources and Environment.

Performance:
In 2024, the Bank procured 48 percent of qualified products meeting environmental standards. This included the procurement of ENERGY STAR-certified computers and recycled toilet paper, other products or services also included such as hotels, wreaths, drinking water, copy paper that have received good environmental certification standards or passed specified environmental criteria. This was to encourage employees to select eco-friendly goods and services, promoting choices with minimal environmental impact.



Evaluation of suppliers on the environmental, social, and governance (ESG) aspects

Target:
Conduct supplier identity verification and review totaling 100 percent of suppliers at least once a year.

Performance:
In 2024, conducted ESG assessment for suppliers who underwent the verification and review process, including suppliers who participated in green procurement training course, which meet the criteria for this process, both new and existing suppliers, totaling 623 companies. The assessment of the aforementioned suppliers found that 100 of them revealed no ESG risk issues.

Complaints related to corruption and human rights violations

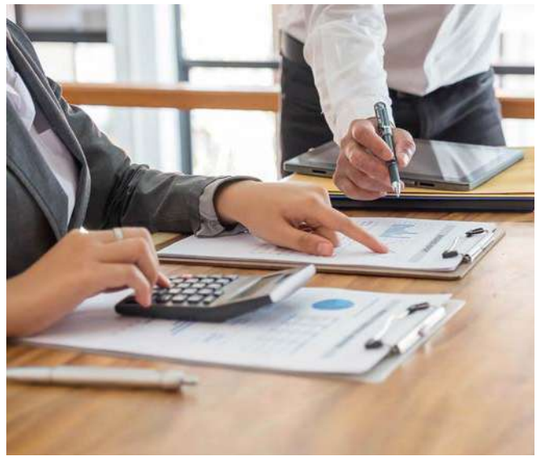
Target:
Communicate policies and foster awareness among suppliers to ensure that they realized the anti-corruption and human rights violations on an annual basis, while ensuring that the whistleblowing channel regarding the corruption and the violations of human rights are established.

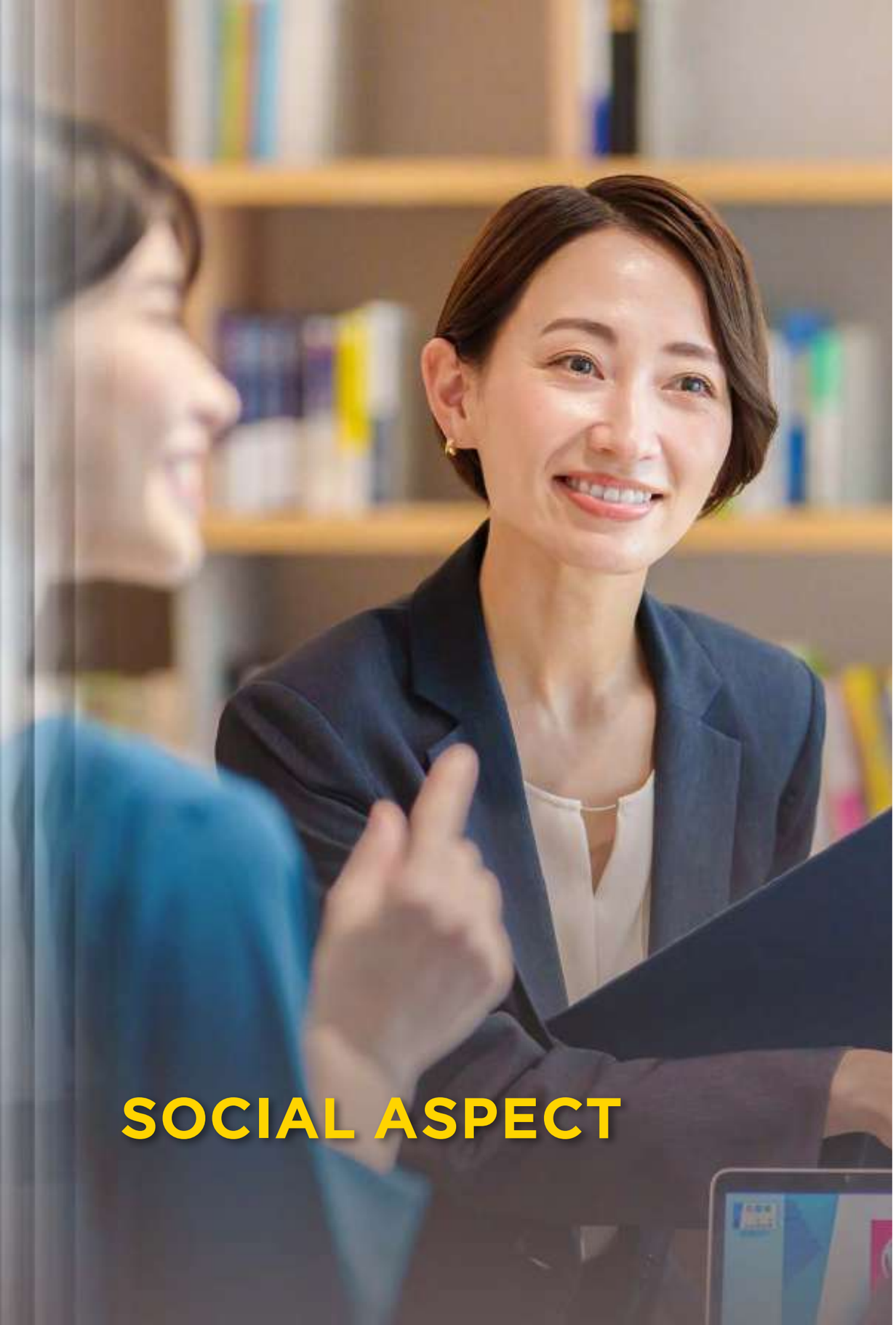
Performance:
In 2024, the Bank communicated policies and disseminate knowledge on such issues to new and existing suppliers to ensure that the 100 percent of suppliers acknowledged the said policy through Email. In this regard, there were no complaints related to the reception of gifts and entertainment during festive seasons from suppliers and no human rights violation incident was reported.

Payments to suppliers

Target:
Make payments to suppliers and vendors according to specified timelines. If it is not in line with the stipulated condition, the suppliers should be notified of the reasons in advance.

Performance:
Krungsri Group stipulated that the payment be made to suppliers within 45 days depending on agreements. In 2024, it was found that the average actual payment period made to supplier and third party was 24 days from date that the correct and complete invoices were received, reflecting commitment to comply with supplier and the third-party payment terms.





CUSTOMER EXPERIENCE AND MARKET CONDUCT

Risks and Opportunities

Risks

- Inappropriate customer treatment such as providing unclear financial product and service facts and breaching personal data could lead to penalties and financial impact, including negative impact on customer relations and organizational reputation in the long run.

- Communication of unclear or incomplete information to customers could result in failure to deliver financial products and services that suit customers' objectives, expectations, or needs.

Opportunities

- Fair and indiscriminate treatment of customers will help boost their satisfaction, loyalty, and engagement with the Krungsri brand. At the same time, Krungsri will be able to maintain and expand our customer base in the long term while mitigating reputational risks and risks of non-compliance.

- Analysis and understanding of customers' needs, expectations, and pain points, while also listening to their feedback and suggestions through contact channels appropriate to different customer segments help expand our customer base, enhance services, and deliver the best customer experience.

Management Approaches

- Establish the core value of "Customer Centricity" as part of the organization's culture as well as the heart of our business operations to become customers' most preferred financial institution. Customers' feedback and suggestions are used to tailor our financial products and services to the demands of each customer segment, namely corporate, SME, and retail customers. Customer experience is connected across our online channels for a smooth journey in accessing Krungsri Group's products and services anywhere, anytime.

- Strictly adhere to the market conduct and responsible lending regulations of the Bank of Thailand (BOT) to mitigate the risks of non-compliance with BOT regulations, suspension of services, fines or penalties, and risk of damage to reputation or organizational image.

- Formulate the "Policy for Market Conduct and Responsible Lending" for controlling market conduct and responsible lending management according to regulatory requirements, serving as a guideline on providing fair services and responsible lending to customers. The Bank and companies in the Financial Business Group (Krungsri Group) must refer to this policy when formulating their own comparable policies except group companies located in other countries. If the country's regulator has market conduct and responsible lending policies or requirements or any other similar regulation, the group companies located in the said country must adhere to the said regulation. Moreover, the policy must be reviewed at least once per year or upon significant changes. The framework based on minimum market conduct and responsible lending standards stipulated by regulators such as the BOT is as follows:
  - It is the duty of the Bank's Board of Directors, relevant committees, and senior management to be responsible for promoting and overseeing market conduct in a concrete and effective way and making it part of the organizational culture.
  - The Bank's products must be appropriately developed in accordance with each target customer segment, which includes product development or selection, distribution channels, staff's sales skills, applications, and control measures.
  - Remuneration and penalty measures must be established by taking service quality into account, and must be strictly complied with and appropriate for staff at all levels related to customer service administration and provision, including the supervising executives, in order to ensure market conduct.

- Sales-related processes must be appropriately established in a way that does not breach customer privacy. The information provided must be complete, not overclaiming, not distorted, and sufficient for decision-making with the correct understanding so customers can decide what to buy or use. This includes complete and appropriate information provision and after-sales services.
- Training and communication must be provided to staff at all levels related to customer service to ensure that they realize the importance of market conduct.
- Customers' personal data must be kept confidential with personal data security measures to prevent data loss and unauthorized or wrongful data access, use, change, or disclosure.
- The settlement of complaints and indemnities for customers must be performed in a clear, swift, independent, efficient, and fair manner. Relevant actions must be taken to prevent repeating problems. The reporting to the senior management and the executives in the relevant functions must be conducted regularly, while significant matters, overall complaints made, and the progress or timeline of problem solving must be reported to the Board of Directors so that the related policies and strategic plans can be reviewed. The reports must be prepared in accordance with the formats and guidelines determined by the BOT.
- Operations must be controlled, supervised, and audited by taking market conduct and prudence into consideration, with detection of potential risks, irregularities, and conflicts of interest to efficiently prevent loss.
- Business operations must be managed under operating systems, risk management, as well as action and contingency plans to ensure continuous and fair customer services.

In addition, there are additional market conduct and responsible lending frameworks stipulated by regulators such as the BOT as follows:

- Loan products must suit customers' needs and affordability, and must not urge customers to amass too much debt by setting interest rates based on the risk of customers or categories of customers and nature of loan, including setting loan conditions that are fair.
- Advertisements must be controlled to ensure that the contents are accurate and clear with complete information that allows the comparison of conditions, interest rates, and fees without stimulating too much debt. This will ensure that customers receive and understand the necessary information sufficient for making decisions including promoting financial discipline.
- The sales process must be established in a way that provides customers with key facts that are complete, not overclaiming, not distorted, and sufficient for decision-making. Also, the products offered to customers must correspond to their objectives or needs for loan usage and not stimulate over-indebtedness.
- To assess debt affordability, all the borrower's debt burden and net income after deducting all payments (residual income) must be considered to be sufficient for borrowers to make a living on a best efforts basis.
- To promote financial discipline and management while in debt, customers must be provided key facts and warnings including tools to nudge them toward healthier financial behaviors and manage their own debt responsibly.
- To help borrowers in persistent debt, the creditor must give key information about the consequences of being in persistent debt and have in place a standardized guideline on helping borrowers properly end their debt journey.
- To help borrowers with payment difficulties, immediately offer the debt restructuring approach that corresponds to the borrower's repayment capacity from when the borrower starts showing signs of payment difficulties to after the loan becomes non-performing, especially before taking legal action, transferring or selling the loan, terminating the contract, or seizing the collateral.
- For legal action and transfer or sale of loans to another creditor, inform borrowers of their rights and give important information inquired by borrowers under litigation. Borrowers should be given an opportunity to participate in debt mediation. After loans are transferred or sold, the borrowers must be offered proper payment conditions.

- Stipulate the "**Procedure for Service Quality Assurance**" as the guideline on assessing the performance of the Services Quality Assurance Section, Customer Care Department, regarding the service quality evaluation of staff and officers providing customer service via phone or customer visits to ensure that operations are conducted under the same standards without any breach of relevant laws. Service quality is assessed by checking conversation sound clips or customer satisfaction surveys, the results of which will be analyzed and used for setting strategic plans toward ultimate efficiency. The results are also used to evaluate the performance of the relevant staff or business units.

- Establish the process of auditing staff's sales quality by stipulating the "**Procedure for Sales Quality Checking (Call Back)**" to control, supervise, and audit sales operations in compliance with the Policy for Market Conduct and Responsible Lending by randomly calling customers to survey their satisfaction of the staff's service quality. The survey results will be analyzed and used for the Bank's service enhancement.

- Improve workflows in conformity with changing customer behaviors with the aim of providing correct and speedy services by promoting, communicating, and setting standards so that all functions within Krungsri Group realize and understand the "**Customer Complaint Resolution Process (CCRP)**" which covers not only the main contact channel "**Krungsri Call Center 1572**", but also other channels such as the Bank's branches, website (krungsri.com), Email, and post address. This includes implementing service technology and innovations through the "Krungsri Smart Experience" (KSX) system to analyze information and forecast overall customer problems for use as the guideline for handling customers' complaints, compliments, and suggestions efficiently. All relevant business units must resolve any complaint within the time limit as per the Service Level Agreement (SLA) counting from the day that the complaint was received from each channel to ensure customer support efficiency in all dimensions.

- Manage and expand the scope of customer services via the live chat channel to facilitate and speed up customer services by establishing the "**Digi-Care Contact Center**" in addition to the existing customer service channels in order to accommodate customers who contact through the Bank's social media channels such as the "Krungsri Simple" page in Facebook and X (Twitter), website (krungsri.com), Email, or other online media such as the Pantip Webboard (pantip.com) to ensure that customer service and assistance are provided swiftly.

- Develop "**Bella Chatbot**", the smart assistant that provides information and answers inquiries for customers 24/7 via social media channels such as the "Krungsri Simple" Facebook page, including adding various digital service channels, e.g. providing services via krungsri app.



- Disclose reports of product and service quality, as well as statistics of IT disruption that impacted service provision through significant channels, e.g. krungsri app, Internet banking, automated teller machine (ATM), cash deposit machine (CDM), and the Bank's branches. The reports are posted on Krungsri's website (krungsri.com) on a quarterly basis.

- Establish the annual customer satisfaction survey process by using the "**Net Promoter Score**" **(NPS)** tool so that the feedback will be used for improving the Bank's products and services to perfectly satisfy customer expectations and demands.



- Establish the "Customer Experience Management Division" responsible for collecting and analyzing customer feedback and suggestions given via multiple channels, e.g. product and service satisfaction surveys, customer suggestions given to the frontline staff, including feedback from customers and the public via social media channels.

  In addition, channels for receiving staff feedback are available as they also play a vital role in enhancing customer experience, while meetings to promote internal cooperation are arranged to improve operational and service efficiency and effectiveness. Feedback from both customers and staff is crucial for in-depth analysis and development planning of Krungsri Group products and services. In this regard, the customer feedback analysis and planning information would be proposed to the "Customer Experience Council" (CXC) of which the chairman is the Bank's senior executive, so that the council would select suitable solutions for product and service development as well as delivering the best customer experience.

- Establish the "Branch Service Quality Section" under the supervision of the Branch Communication and Service Quality Department. The section's duties are to control, supervise, and improve the Bank's branch service quality to ensure that the services of each branch meet customer demand and deliver excellent customer experience. Consequently, customers get a good impression and prefer our financial products and services, further engaging with the Krungsri brand which, in turn, promotes the Bank's good image and reputation in the long term.



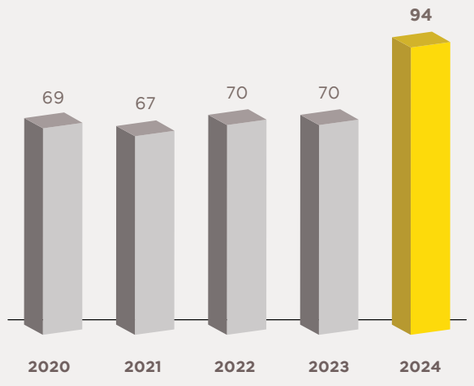
Performance

Customer satisfaction toward Krungsri's branches

Target:
Regularly survey customers' satisfaction toward Krungsri branch services every year with the Net Promotor Score (NPS) set at 78 percent

Performance:
In 2024, Krungsri surveyed the opinions of customers who used the services of Krungsri branches countrywide and used the survey results to enhance and improve our branch services, e.g. branch staff services and manners, knowledge enhancement for the staff responsible for financial products and services, staff training in the relevant regulatory requirements, including improving processes for greater efficiency. Our NPS was high at 94 percent.

Net Promotor Score (NPS) *



Remark:
* The scores from 2020 to 2023 were collected through surveys conducted via SMS, which included a link to an online questionnaire. In 2024, the data collection method was changed to a QR code system at branch counters, allowing respondents to complete the survey online.

Using the information obtained from surveying customer satisfaction toward the Bank's branches to enhance and improve the processes and services of the Bank's branches, e.g.

- The Digital Banking Champion activity updates branch staff on digital and banking knowledge including communication about common problems through various channels so branch officers can correctly advise and assist customers in using our digital banking services, thus reducing customer complaints.

- Coaching Call is an activity to inform branch staff of problems that have happened such as customer service etiquette issues and inaccurate advice in order to prevent repeat customer complaints.

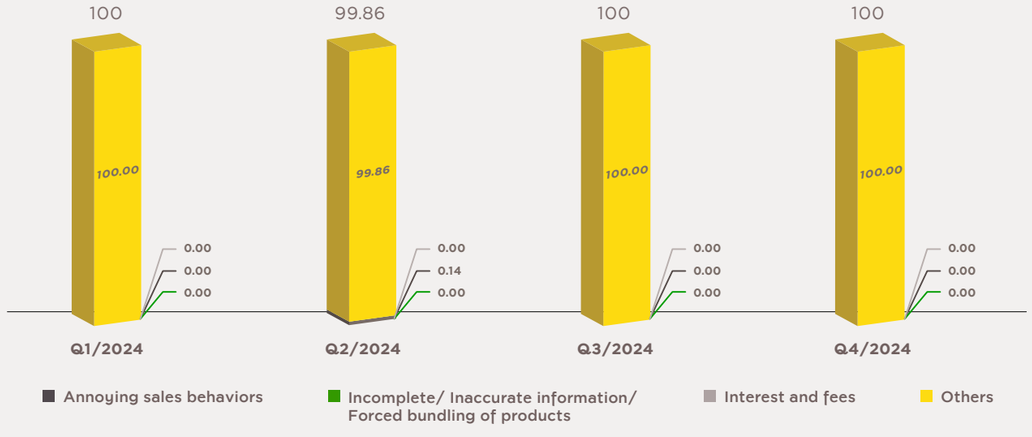
- Interesting and easy-to-understand communication materials regarding digital banking such as VDO clips or infographics are disseminated through corporate communications such as the "Digital Banking the Series" and "Did You Know? The Series" programs, of which the content is related to digital banking service tips and customers' digital banking pain points, enabling the staff to help solve customers' problems.

- The e-learning sessions are organized through the Krungsri Learning Companion (KLC) system's "Digital Banking for Branch" and "Branch Service Excellence" programs providing knowledge related to digital banking trends and products and the Bank's branch service excellence.

- Random audit of branch staff's services through mystery shopping and CCTV footage to ensure that their service quality meets the Bank's standards.

- Regular communication regarding financial crimes to branch staff via Email, Krungsri Morning Talk, and the Line application channels, i.e. receiving cases where the customer has transferred funds into a mule account, the guideline for receiving cases through the branch where a customer was tricked by a fraudster into transferring funds, the guideline for preventing and curbing cybercrimes.

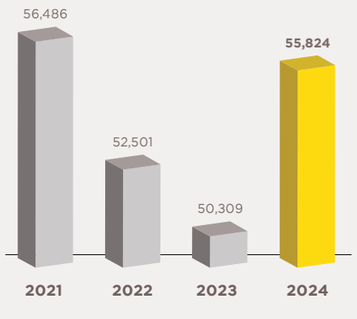
Data about complaints by issue
(percent)



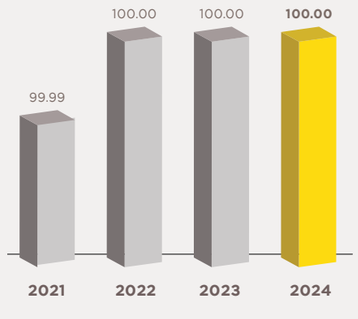
Data about complaints, compliments, and suggestions

Krungsri set time limits for complaint resolution as per the Service Level Agreement (SLA) counting from the day of receiving the complaint from each channel. Upon receiving customer complaints, compliments, and suggestions via diverse channels, the customer experience management team will coordinate with the relevant business units so they can use the customer feedback and suggestions to continuously improve the Bank's financial products and services in parallel with ultimate personal data protection and safeguarding.

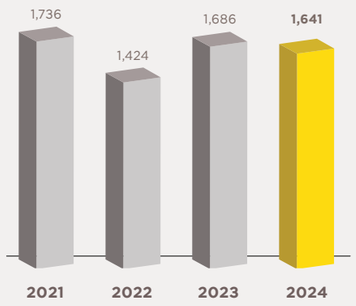
No. of complaints, compliments, and suggestions via CCRP system
(items/year)



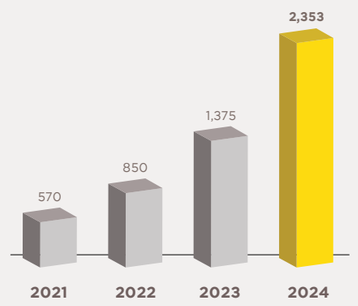
No. of complaints received via CCRP system and resolved within 15 days
(percent)



No. of customer complaints
(items/year)



No. of customer compliments
(items/year)



Customer experience enhancement

To deliver on our promise to "Be the leading sustainable and regional bank" in conformity with our core value of 'Customer Centricity', Krungsri places importance on delivering good customer experience (CX) for we are cognizant of this key factor as the driver in Krungsri's achievement of goals.

In 2024, the Customer Experience Management Division continued to implement the customer experience strategies, deliver products and services through development of digital and innovation capabilities in alignment with Krungsri's Medium-Term Business Plan under the under the 'Sustainable Growth Framework' concept as follows:

- Enhance: We continue the customer experience enhancement project to maintain the Bank's existing customer base and promote more customer referrals, from which customer feedback in all dimensions will be gathered, e.g. products and services through diverse channels, and access to the Bank's services. The project management will be based on each customer segment's needs, starting with studying and improving the experience of the retail customer segment then extending the study to the corporate customer segment.
- Exploit New Market: The Customer Experience Management Division in collaboration with various business units continued to expand the customer base through the continuous development of financial products and services, using the design thinking and product design concepts in the development processes, starting from the value proposition process so that Krungsri's products and services meet customer demand or help fix pain points, including designing the customer journey, the user experience, and the user interface to better ease customers' access to financial products and services, especially through the top digital channels.
- Explore New Frontier: Krungsri places emphasis on "human-centric design", regarded as a key building block for driving new business opportunities. Therefore, Krungsri established "Stellar by Krungsri" as a stage where employees can propose new business ideas not limited to financial services in seeking customer value proposition.



RESPONSIBLE LENDING AND ESG CONSIDERATIONS

Risks and Opportunities

Risks

- Responsible lending requires comprehensive information and prudent assessment of debt affordability, which demand more costs and time in the risk analysis and credit underwriting processes, particularly ESG considerations.
- A financial institution's failure to meet responsible lending standards or lending to businesses that negatively affect society and the environment could incur criticism, reputational risk, and loss of stakeholder trust in the organization.
- Economic situations and external factors such as unemployment, disasters, or emerging infectious diseases could hinder debtors from paying on time despite the Bank's prudent and rigorous risk assessment.
- Stipulation of loan-related laws, regulations, and requirements such as ceiling interest rates and the Thailand Taxonomy could further complicate credit underwriting.

Opportunities

- Compliance with regulations on responsible lending and ESG considerations helps improve image and trust of stakeholders, e.g. customers, investors, and regulators.
- Lending to businesses that promote sustainability, e.g. investment in renewable energy or clean technology, organic farming, investment in the country's critical infrastructures, development of innovations and digital technology, helps stimulate the economy, boost jobs and wellbeing, including creating value for and benefiting society and the environment in the long run.
- Responsible lending to the low-income group or the rural household group helps promote financial inclusion and provides opportunities for the Bank to tap into new customer groups and new markets.
- Stringent assessment of debt affordability helps mitigate default risk as well as future household debt.
- Responsible lending and ESG considerations aid the Bank's compliance with ESG requirements and response to the expectations of stakeholders, particularly regulators. In addition, they not only help mitigate the Bank's financial, operational, reputational, and regulatory risks, but also guide businesses and society toward sustainable development and growth.

Management Approaches

- Become an official signatory of the "**Principles for Responsible Banking**" (PRB) of the United Nations Environment Programme Finance Initiative (UNEP FI), reflecting Krungsri's unwavering determination to follow sustainable banking guidelines.
- Comply with the "**Know Your Customer**" (KYC) and "**Customer Due Diligence**" (CDD) principles to ensure that the Bank's funds are not used to support, promote, or engage in any misconduct or create any negative impact on society nor the environment.
- Adhere to "**Sustainable Banking**" principles by focusing on "**Responsible Lending**" guidelines, under which credit underwriting takes account of ESG dimensions along with the economic dimension, prioritizing borrowers' debt affordability. In this regard, Krungsri established the Policy for Market Conduct and Responsible Lending as a guideline for employees of credit underwriting functions to strictly adhere to.

Responsible and Fair Lending Practices

1 Development of loan products
Loan products must suit customer's needs and affordability, and must not urge customers to amass too much debt by setting interest rates based on the risk of customersor categories of customers and nature of loans (risk-based pricing), including setting loan conditions that are fair to the customers.

2 Advertising
Advertisements must have "accurate and clear content", "complete information that allows the comparison of conditions, interest rates, and fees" and must "not urge customers to amass too much debt". This will ensure that customers receive and understand the information as advertised and that such information is sufficient for customers to make their decisions and promotes customer's financial discipline.

3 Sales process
Customers receive key information that is accurate, not distorted, and sufficient for making their decisions with true understanding. Customers are offered products that correspond to their objectives or needs for loan usage, and customer must not be urged to amass too much debt.

4 Affordability
Assess affordability of customers by considering all their debt burden and net income after deducting all payments (residual income). The residual income must be sufficient for the customers to make a living. To acquire such customer data, the service provider will use its best effort.

5 Promoting borrowers' financial discipline and financial management while being in debt
Provide data and warnings that borrowers should be aware of as well as establish tools to nudge borrowers toward healthier financial behaviors and manage their own debt responsibly.

6 Help for borrowers in persistent debt (PD)
Give key information that warns borrowers about the consequences of being in persistent debt and have in place a standardized guideline on providing help for them. This will allow borrowers to properly end their debt journey.

7 Help for borrowers with payment difficulties
Immediately offer the debt restructuring approach that corresponds to the borrower's repayment capacity from when the borrower starts showing signs of payment difficulties to after the loan becomes non-performing, especially before taking legal action, transferring or selling the loan, terminating the contract, or seizing the collateral.

8 Legal action and transfer or sale of loans to another creditor
Inform borrowers of their rights and give important information inquired by borrowers under litigation. Borrowers should be given an opportunity to participate in debt mediation. After loans are transferred or sold, the borrowers must be offered proper payment conditions.

- Establish the "**Credit Examination Division**" responsible for reviewing the credit underwriting process of the Bank and its subsidiaries and ensuring that the internal control, risk management, and governance processes are sufficient, effective, and in accordance with the policies, regulatory requirements, and relevant laws. The Credit Examination Division is clearly segregated from the frontline functions and the Credit Underwriting Group to prevent any conflict of interest and to promote effective credit review. The Bank arranges reviews of credit quality and risks on an annual basis.
- Establish "**the Policy and the Procedure for Credit Risk Management**" which serve as the criteria and guidelines for managing credit risks. This covers loans, investments, contingent liabilities, credit-like transactions, hedging against foreign exchange risk and interest rate risk, and financial derivatives for all customer segments. The policy is communicated to the relevant officers for acknowledgement and strict adherence and for encouraging participation in maintaining the standards on credit risk underwriting and management. Also, emphasis is placed on raising the relevant parties' awareness of ESG risks in the credit underwriting process. In this regard, the Bank reviews the policy annually or upon any significant change to ensure that the Bank's credit underwriting is in line with the ever-changing business environment.

- Establish the "Policy for Sustainability Lending" which serves as the guideline for granting loans while giving attention to ESG risks and aspiring to create positive outcomes for society and the environment. In addition, employees of all related business units must adhere to this policy and consider ESG risks for prudent credit underwriting. The policy determines the nature and types of transactions in credit underwriting as follows:

1 Prohibited Transactions: The Bank shall refrain from financing transactions that pose material ESG risks as follows:

Nature of restricted transactions

Illegal transactions or transactions for illegal purposes
Transactions that are directly or indirectly against the laws

Transactions that violate cultural or moral values
Transactions that conform with laws and regulations yet may violate moral values or social norms, thus posing reputational risk and default risk

Transactions that negatively impact wetlands designated under the Ramsar Convention
Wetlands designated under the Ramsar Convention, including wetlands of international importance managed by Ramsar

Transactions that negatively impact UNESCO World Heritage Sites
World heritage sites designated by UNESCO and managed by the World Heritage Convention, both cultural and natural heritages, judged as being important to the collective interests of humanity

Transactions violating the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)
CITES (or the Washington Convention) is an international agreement adopted in March 1973 with the aim of protecting endangered plants and wild animals. The Convention regulates the worldwide commercial trade in wild animals and plants (including items from such plants and animals).

Transactions involving child labor or forced labor
- Forced labor is defined as work or service that is involuntary, coerced, or under threat of a penalty.
- Harmful child labor is defined as employment of children that is economic exploitative, or likely to be dangerous, or interferes with their education, or harmful to their body, mental health, belief, moral standards, and social development.
- Human trafficking is defined as the recruitment, transportation, transfer, harboring, or receipt of persons by means of threat or use of force or other forms of coercion, abduction, fraud, deception, abuse of power or of a position of vulnerability, giving or receiving of payments or benefits to achieve the consent of a person having control over another person for the purpose of exploitation, including but not limited to recruitment, transportation, transfer, and harboring through forced coercion, abduction, or deception.

Types of restricted transactions

- Production or trade in radioactive materials, weapons, or munitions able to cause substantial damage to human and animal lives
- Unabated coal-fired power generation
- Forestry industry in the part of farming and hunting in nature reserves
- Coal-related activities, e.g. coal mining, coal transportation, or infrastructure services exclusively dedicated to support these activities



2 High Caution Transactions: Financing transactions with material ESG risks is discouraged and must be carried out with high caution. Loans should be selectively granted to customers who have appropriate ESG measures. The frontline should conduct due diligence or have experts in the field make a due diligence report as appropriate. If the customer's ESG risk management approach is deemed insufficient for mitigating potential risks and impact, financing should be avoided.

Nature of high caution transactions

Transactions that impact the well-being or the way of life of indigenous communities or societies, e.g. construction of dams
Indigenous people are defined as ethnic groups that resolve to maintain their traditional systems regarding land, territory, and natural resources. The terms for indigenous people may vary from country to country, e.g. Aboriginals, Scheduled Tribes, or First Nations.

Land survey or development that consequently cause pollution or involuntary resettlement
Large-scale projects that require expropriation resulting in resettlement, including affecting individuals or communities without the right to refuse the land appropriation. Such resettlement can be divided as follows:
1. Physical displacement (meaning relocation or loss of home)
2. Economic displacement (meaning loss of access to jobs, income sources, or means of livelihood)

Transactions that impact high conservation value areas
Areas with high conservation value, which mainly refer to national parks as listed under the relevant laws

Transactions that cause or contribute to or directly link with violation of human rights in conflict areas
Conflict areas are, in general, recognized by the existence of an armed conflict, extensive violence, or existence of other risks that cause harm to people. Armed conflicts may take various forms such as conflicts between two or more countries, and may arise from wars of liberation, insurgency, or economic conflict, including both international and non-international conflicts.

Types of high caution transactions

- Hydropower plants
- Mining industry (mine owners, mining concessionaires, mining contractors)
- Palm oil industry (palm growers and palm oil manufacturers)
- Oil and gas industry
- Biomass power generation



3 **Closely Monitored Transactions**: Certain industries are regarded as posing material ESG risks because of their inappropriate ESG practices. Generally, such ESG risks could be significantly mitigated with appropriate business management. In this regard, the relevant parties such as relationship managers, credit analyst officers, the Credit Underwriting Group, and other functions should be careful in considering customers' businesses and bearing ESG risks in mind during the credit underwriting process. Moreover, borrowers in these industries should be continuously monitored to ensure that their business operation has appropriate ESG risk management.

Types of closely monitored industries

- Agriculture (plantation, aquaculture, and livestock farming)
- Manufacturing of chemicals
- Transportation and storage of chemicals
- Operator of pipeline transportation
- Disposal of waste or wastewater

Nevertheless, the relevant parties are free to determine additional industries including specific borrowers or transactions as appropriate.



4 **Sustainable Finance**: Refers to lending to environmental and social projects, which include climate transition financing, lending within internationally acclaimed standards, or lending to businesses and types of industries that the Board of Directors view as sustainable finance based on the following underwriting frameworks.

Environmental Area

- Businesses contributing to the adaptation to and moderation of climate change including climate transition financing

Social Area

- Businesses contributing to the development of startups, job creation, and poverty alleviation
- Businesses contributing to local community development and regional revitalization
- Infrastructure businesses, including those involved in infrastructure construction and essential services such as hospitals and schools



Types of sustainable finance

- Renewable energy industry (excluding hydropower plants)
- Financing for regional development
- Infrastructure, e.g. water supply, electricity, or essential services such as hospitals, schools, universities, including transportation (excluding industries relating to internal combustion engine vehicles)
- Financing for social, environmental, or sustainability projects within the principles established by the International Capital Market Association (ICMA) or the Loan Market Association (LMA)
  - Underwriting based on use of proceeds, i.e. transactions aligned with the principles of green loans, social loans, sustainability bonds, green or blue projects, social projects, and sustainability-linked bonds
  - Financing for general corporate purposes aligned with the Sustainability-Linked Loan (SLL) principles, which are a system for setting Sustainability Performance Targets (SPTs) in accordance with a company's ESG strategy and borrowing conditions, e.g. interest rate reduction depending on the achievement of the SPTs, or tighter borrowing conditions might be set in case of failure to achieve the SPTs.
- Krungsri's environment-related financing product programs or initiatives, e.g., ESG-linked interest rate swap (IRS), Solar Rooftop Program, and IFC Green Loan
- Financing projects or activities aligning with the Green category under the Thailand Taxonomy



- Establish the "ESG Center of Excellence" under the Corporate and Investment Banking Group. Responsible for addressing customer needs in ESG finance, the center's operations strategy is as follows:
  - Leverage MUFG's expertise and network to share knowledge and offer ESG expertise, which is Krungsri's and MUFG's forte
  - Encourage customer engagement from the start to raise financial awareness in ESG-related dimensions and help customers kickstart their sustainability transition
  - Communicate the advantages of access to ESG funds compared with other types of funding by pointing out the necessity and benefits of sustainable finance
  - Underline Krungsri's standpoint in offering total financing and hedging solutions with comprehensive components encompassing ESG considerations, ranging from ESG lending, bonds, to debentures, including aligned hedging strategies

Performance

By facilitating the issuance of green, sustainability, and sustainability-linked bonds to the Thai capital market, Krungsri is promoting and enhancing bonds as one of Thailand's main financial assets. At the same time, the support of sustainability-linked loans and green loans mirrors the Bank's commitment to achieve the ESG goal of supporting customers' green transitions. This also highlights the Bank's determination to achieve the UN SDGs, namely SDG No. 8: Decent Work and Economic Growth; SDG No. 9: Industry, Innovation, and Infrastructure; SDG No.13: Climate Action; and SDG No. 17: Partnerships for the Goals.

Krungsri's Social and Sustainable Finance (SSF) Portfolio

Target:
Grow our SSF portfolio target from previously 100,000 million baht to 250,000 million baht by 2030 (from the baseline year 2021)

Performance:
As at the end of 2024, Krungsri's SSF portfolio increased from 2021 (baseline year) by 95,183 million baht.

Category [1/]		(Data as at 31 December 2024) Outstanding Balance [2/] (Unit: million baht)			
		31 Dec 2021	31 Dec 2022	31 Dec 2023	31 Dec 2024
Environment	Underwriting: Green Bond [3/]	7,450	14,044	19,891	21,391
	Underwriting: Green Bond (Self-Issuance) [3/]	-	-	14,236	14,236
	Green Loan	1,000	3,000	3,335	4,492
	Loan to Renewable Energy Business	9,210	9,150	11,880	11,566
	Other Loans	-	4	234	365
Society	Underwriting: Social Bond	-	-	-	500
	Underwriting: Social Bond [1/] (Self-Issuance)	7,040	7,040	7,040	7,040
	Loan from WSME Bond	21,033	19,866	23,138	20,048
	Social Loan	20,246	23,763	21,230	16,691
	Loan to Regional Development Projects	21,608	18,797	14,821	15,276
Sustainability	Underwriting: Sustainability Bond [1/]	20,567	44,427	47,659	57,031
	Underwriting: Sustainability-Linked Bond [1/]	11,000	11,000	11,000	18,938
	Sustainability Loan	-	3,151	2,496	6,042
	Sustainability-Linked Loan	6,953	6,946	9,232	22,580
	Investment	830	3,145	4,320	5,925
Total		**126,937**	**164,333**	**190,512**	**222,120**

Remarks:
1/ Definition: The term "Social and Sustainable Finance" (SSF) refers to the provision of finance through financial products and services comprising loans, underwriting of bonds, and investment in compliance with relevant standards (i.e., the Green Loan Principles, Green Bond Principles, and Social Bond Principles) and in alignment with Mitsubishi UFJ Financial Group Inc. (MUFG)'s Carbon Neutrality Declaration. There are three areas in financial products and services as follows:
2/ Commercial lending only
3/ Accumulated amount from 2019 onwards

Environmental Area
- Financial products and services contributing to the adaptation to and the moderation of climate change, including renewable energy, energy efficiency improvement, and green buildings, i.e. arrangement of loans and project finance for renewable energy projects and other loans (e.g. Solar Roof Lending Program, underwriting and distribution of green bonds).

Social Area
- From basic financial products and services to infrastructure businesses such as hospitals, water supply, and schools (e.g. arrangement of loans and project finance for public infrastructure, underwriting and distribution of social bonds).
- Financial products and services contributing to the development of startups, job creation, and poverty alleviation (i.e. WMSE bonds).
- Financial products and services contributing to local community development and regional revitalization (i.e. loan to the Eastern Economic Corridor (EEC) area which covers three eastern provinces of Thailand - Chonburi, Rayong, and Chachoengsao).

Sustainability Area
- Financial products and services contributing to both green and social projects based on the customer's sustainability objectives and performance (i.e. sustainability loans, sustainability-linked loans, underwriting and distribution of sustainability bonds and sustainability-linked bonds).
- Investments in ESG bonds

Bonds, Debt Instruments, and Debentures

1. A **sustainability-linked bond** issued by the Ministry of Finance in November 2024 at the total offering amount of 30,000 million baht as Asia's first sustainability-linked bond with predetermined key performance indicators (KPI) and sustainability performance targets (SPT). The KPI are as follows:
   - KPI 1: Amount of GHG emissions (excluding utilization of land and forests)
     SPT 2: Not exceeding 388,500 tons of carbon dioxide equivalent ($ktCO_2e$) in 2030 (accounting for a 30 percent reduction of GHG from business as usual
   - KPI 2: Number of newly registered zero emission vehicles (ZEV) that are passenger cars and pick-up trucks
     SPT 2: No less than 440,000 units in 2030

2. A **blue bond** issued by the Export-Import Bank of Thailand (EXIM Bank) in the inaugural offering in June 2024 at the total amount of 3,000 million baht to raise funds for marine resource conservation businesses and the blue economy, supporting a sustainable ecology and a low-carbon economy.

3. A **social bond** issued by Toyota Leasing Thailand Company Limited (TLT) in January 2024 at the total offering amount of 1,000 million baht to finance or refinance auto loans for low-income customers in Thailand.

4. Sustainability debentures
   - A sustainability debenture issued by Bangkok Expressway and Metro Public Company Limited (BEM) in February 2024 at the total offering amount of 5,000 million baht and in September 2024 at the total offering amount of 7,000 million baht to invest in or replace funds in clean energy transportation projects. This cooperation capitalizes on the success in issuing sustainability debentures consecutively.
   - A sustainability debenture issued by Advanced Info Service Public Company Limited (AIS) in November 2024 at the total offering amount of 25,000 million baht to invest in projects regarding energy efficiency and 5G network expansion, promoting access to basic digital infrastructure for people or households in remote areas.



5. A **sustainability-linked bond** issued by Minor International Public Company Limited (MINT) at the total offering amount of 5,000 million baht the first of its kind within Thailand's hospitality sector. The sustainability-linked bond's key KPI are as follows:
   - KPI 1: Scope 1 and 2 GHG emission intensity of Minor Hotels, calculated as tCO_2e per room sold according to the GHG Protocol Standards
     SPT 1: Reduce Scope 1 and 2 GHG emission intensity to 0.018 tCO_2e per room sold by the end of 2026 (from the 2019 baseline of 0.023 tCO_2e of Scope 1 and 2 GHG emissions per room sold)
   - KPI 2: Water withdrawal intensity of Minor Hotels, calculated as cubic meters (m^3) per room sold
     SPT 2: Reduce water withdrawal intensity to 0.68 m^3 per room sold by the end of 2025 (from the 2022 baseline of 0.75 m^3 per room sold)

6. Green loans
   - Supported a green loan of 3,200 million baht to Bangpakok-Piyavate Hospital Group for the construction of Piyavate 2 Prannok Hospital. The project is designed with environmental conservation in mind, aiming for the LEED (Leadership in Energy and Environmental Design) Gold certification by the U.S. Green Building Council (USGBC). This initiative reflects Bangpakok-Piyavate Hospital Group's ongoing effort to provide efficient medical services while promoting eco-friendly operations.



   - Supported a green loan of 1,200 million baht to Advanced Wireless Network Company Limited (AWN) in October 2024 as AWN's first green loan for strengthening basic digital infrastructure and 5G network into a green network by investing in solar power systems at base transceiver stations, data centers, and exchange units countrywide. Krungsri was the sole lender.



   - Supported a green loan of 50,000 million baht to One Bangkok Company Limited in November 2024, the largest of its kind in Thailand. The green loan was specifically designated to support environmentally friendly projects that contribute to socioeconomic sustainability. The project achieved LEED for Neighborhood Development Platinum certification, as well as WiredScore and SmartScore Platinum certifications. Krungsri was a joint lender.



7. A **social loan** of 1,000 million baht was provided to Toyota Leasing Thailand Company Limited (TLT) in July 2024 to finance or refinance auto loan for low-income customers in Thailand. Krungsri was the sole lender.



8. A **sustainability loan** of 2,183 million baht was provided to Bangkok Expressway and Metro Public Company Limited (BEM) to refinance existing debt and invest in clean energy projects. Krungsri was the Sustainability Structuring Advisor and the sole lender.

9. Sustainability-linked loans (SLL)
   - Krungsri, as the Joint Sustainability Structuring Advisor together with MUFG, provided an SLL of 10,000 million baht to Thai Beverage Public Company Limited (ThaiBev). It is the first SLL for a local beverage company in Thailand, in Southeast Asia, and in Asia (excluding Japan). The SLL is tied to two KPIs and SPTs, focusing on ThaiBev's environmental commitments to 1) reduce Scope 1 and 2 GHG emissions by 50 percent by 2030 (from the 2019 baseline); and 2) increase power consumption from renewable energy sources to 50 percent by 2030 (from the 2022 baseline). Achieving the SPTs will result in lower interest rate for ThaiBev.



   - Krungsri provided an SLL of 2,850 million baht to Central Pattana Public Company Limited (CPN) in June and September 2024 including sustainability-linked derivatives, aligning with CPN's long-term environmental goals. The SLL is linked with the reduction of Scope 1 and 2 GHG emission intensity with the target of reducing Scope 1 and 2 GHG emission intensity per entire area not exceeding the figures set for 2027.



FAIR LABOR PRACTICES AND RESPECT FOR HUMAN RIGHTS

Risks and Opportunities

Risks

- Non-compliance with labor laws or human rights standards could pose risk and impact to business in terms of operation, reputation, and image, including possibly leading to litigation, punishment, or fines by law.

- Organizations that overlook human rights might lose their customers' and suppliers' trust, and might be rejected by investors and business partners who prioritize sustainability efforts.

- Unfair treatment could upset employees, possibly affecting work efficiency and effectiveness, and talent might leave the organization.

Opportunities

- Fair labor practices and respect for human rights, e.g. fair employment and compensation; provision of appropriate benefits; embracing diversity in terms of sexual orientation, ethnicity, belief, and disability; promotion of freedom of collective bargaining; promotion of employee engagement; promotion of good quality of work life; motivation and creativity which enhance employee productivity and engagement; decrease in turnover rates; and at the same time helps attract more outsiders to join Krungsri.

- Respect for human rights and fair labor practices help boost trustworthiness and provides opportunities for Krungsri to reach global markets and business partners that place importance on ethical operations. This also aligns with the UN SDGs such as SDG No. 8: Decent Work and Economic Growth and SDG No. 10: Reduced Inequalities.

- Compliance with human rights standards helps reduce reputational risk, legal risk, including risk of being prosecuted and fined.

Respect for Human Rights

Management Approaches

- Promulgate the "**Human Rights Disclosure Statement**" that reads "Krungsri recognizes respect for human rights as an important issue to be addressed in our business management to realize our Corporate Mission as a member of the world's most trusted financial group in serving society through sustainable growth. We aim to fulfill our responsibility to respect human rights across all of our operations". This disclosure statement reaffirms the Bank's commitment to meeting the international sustainable issues and targets.

- The "**Human Rights Policy**" was established to serve as a basic framework for the respect for human rights that covers all stakeholder groups of Krungsri Group. Guidelines are as follows:
  - Ensure treatment of all stakeholder groups, e.g. customers, suppliers or vendors, business partners, in accordance with the human rights principles at the local and international levels based on equality and non-discrimination
  - Refrain from any actions that violate human rights through human rights risk management, well-rounded human rights due diligence, and remedies and reparation process upon human rights violations
  - Support and encourage the protection of and respect for human rights through communication and dissemination of knowledge, and stipulate guidelines for monitoring and providing support to stakeholders in the business value chain

- Establish a "**Human Rights Due Diligence (HRDD)**" process in accordance with the United Nations Guiding Principles on Business and Human Rights (UNGPs) to provide a systematic approach to managing human rights through the integration of human rights into Krungsri Group's business processes and activities, while avoiding adverse human rights impacts across the value chain. Furthermore, it is also required that the HRDD be systematically verified every two years to identify, assess, safeguard, and mitigate risks related to human rights throughout the business value chain.

Human Rights Due Diligence Process



Remark: Details about the Human Rights Due Diligence Report are available on krungsri.com

Employment and Employee Diversity

Management Approaches

- Establish the "**Human Resources Committee (HR Committee)**" to advise on human resource policies and any significant changes regarding the human resource matters of Krungsri Group, e.g. employee policies, projects, plans, and benefit plans. The committee also reviews and evaluates the strategies, policies, and projects or plans related to the missions and strategies of Krungsri Group to ensure they are competitive with those of industry peers while complying with relevant laws and regulatory requirements.

- Stipulate the "**Policy for Human Resource**" as a framework and guideline for communicating our human resource management and development process, as well as related roles and responsibilities, applicable to Krungsri Group. This policy comprises four elements as follows:
  1. **Recruitment**: Covers consideration in internal and external recruitment based on the basic foundation of fair hiring practices, prevention of conflicts of interest, respect for differences and diversity, and employee engagement
  2. **Workplace environment**: Focuses on promoting and supporting diversity in the workplace at home and abroad for a positive working environment, while preventing unwelcome employee behavior, discrimination and division, conflicts of interest, and any harassment that could lead to disrespect for employee rights
  3. **Performance and compensation management**: Focuses on fairness, transparency, verifiability, and no conflicts of interest with clear, fair, and nondiscriminatory guidelines and procedures for employee compensation and benefits

4. **Employee development and career management**: Focuses on employee development and performance enhancement for both employees and the Bank in accordance with the Bank's business targets and strategies, while also responding to customers' demands and preparing employees for competency enhancement to support a sustainable business growth

- Establish the "**Procedure for Recruitment and Hiring**" so that the Bank's recruitment and hiring guidelines and steps are clear and standardized, as well as being in compliance with related regulations and policies. This procedure covers the fair recruitment and hiring of permanent employees, short-term employees, advisors, outsourced staff, and interns, with strict adherence to labor laws and regulatory requirements. Job applicants' qualifications and relevant attributes are considered without discrimination, while emphasis and value are placed on diversity, e.g. ethnicity, gender, age, religious belief or faith. In addition, the Bank focuses on employee and applicant privacy while taking into account data security and respect for the privacy rights of employees and applicants.

- Focus on **compliance with international legal requirements and frameworks of each country in which the Bank operates business** such as Lao PDR, Cambodia, the Philippines, and Indonesia

- Formulate a **"termination guideline"**, based on fairness and compliance with labor laws, where "terminated" employees are notified by the Human Resources Group upon or before their payday for that month so that the effective date of termination falls on the payday of the following month. In addition, severance and special severance is paid to such employees in compliance with regulatory requirements as well as the Bank's hiring rules, regulations, and requirements.

Appropriate remuneration and benefits

Management Approaches

- Establish the "**Nomination and Remuneration Committee**" by the Bank's Board of Directors. The Committee consists of no less than three independent directors or non-executive directors of the Bank. The Chairman of the Committee shall be the Bank's independent director. The Committee is responsible for determining the policy for remuneration and benefits that reflect objectives, duties, and responsibilities, as well as the risks associated with the Bank or the companies in the Bank's Financial Business Group by adhering to clear and transparent regulations. The said remuneration and benefits should be competitive with industry peers. Furthermore, the Committee is required to organize at least one meeting per quarter as deemed appropriate to ensure that the operation is efficient, and the Committee is obliged to report its performance to the Bank's Board of Directors.

- Establish the "**Incentive Subcommittee**" by the Human Resource Committee to revise, supervise, and approve principles, guidelines, plans, and other issues related to incentives or rewards as well as the payment of incentives or rewards of the Bank and the companies in the Financial Business Group. This aims to ensure accuracy, transparency, and fairness for the best interests of the Bank and the companies in the Financial Business Group, and compliance with related regulations. The Subcommittee is required to organize at least one meeting per year.

- Perform **a survey and review of the remuneration payment and provision of employees' benefits on a regular basis** to improve criteria or remuneration structures in line with the current labor market trends as well as to ensure that the Bank's remuneration and benefits are competitive and corresponding to industry peers. In this connection, differences and diversity, e.g. gender, age, ethnicity, and religion, will not be taken into consideration when determining remunerations, benefits, and promotions of employees.

- Establish an "**Employee Benefits Committee**" for Krungsri Head Office and Krungsri Ploenchit Office each, of which some members are elected from staff representatives (operational level) to discuss and provide views on employee benefits

- Provide **appropriate benefits to support employees** and their family or reduce their cost of living and ease their financial concerns that will lead to their well-being and good operating performance. The benefits can be categorized into seven programs as follows:
  1. **Health and life insurance packages comprise**:
     - Group health insurance, life insurance, total permanent disability insurance, and personal accident insurance
     - Annual check-up and additional health packages for employees who may be exposed to health risks arising from work such as employees under the Collateral Valuation Department and the Domestic Cheque Operations Department
     - Influenza vaccination program offered to the Bank's employees and their family members at a special price.
     - Establish Krungsri Clinic with doctors and nurses stationed at the Head Office (19th floor) and Krungsri Ploenchit Office (12th floor) to provide on-site first aid care and health advice and to help employees save traveling expense as well as enhance convenience. The service hours are from 8.30 to 16.30 hr. on business days.
     - Establish the Happy Heart Center at Krungsri Head Office to offer an opportunity for the Bank's employees to share their family, personal, and work problems and receive advice from counsellors from Chulalongkorn University, available once a week. The information of the employees will be treated as confidential, and their issues will not be reported to the Human Resources Operations Department. In this regard, the employees can access the Happy Heart Center service through the hotline channel, individual counseling, MS Teams or Zoom, for which the appointment can be made via mobile phone or the Line Official Account. The service is available on every business day from 10.00 to 17.00 hr.
  2. **Financial benefits** such as home rental allowance; extra allowance for employees at branches in high living cost areas, extra allowance for officers at branches that are open six or seven days a week, child education allowance, special allowance, financial support in case of workplace relocation, financial relief in case of disaster, financial support in case of death or the death of a spouse or parents, mobile phone allowance
  3. **Employee loans** such as housing loan, family loan, car or motorcycle loan, disaster relief loan
  4. **Provident funds with the objective** to give benefits to employees after their retirement or resignation, motivate them to perform efficiently, as well as foster savings habits to ensure they can have a happy retirement
  5. **Social security fund benefits** with the objective to give benefits and life security to employees in case of illness, childbirth, disability, death, children's allowances, aging, and unemployment. The amount of compensation depends on the period that the employee has made contributions to the Social Security Fund.
  6. **Benefits from the Workers' Compensation Fund** with the objective to give life security to the employees in case of accidents, illness, missing person, or death because of a work-related cause. The employee medical benefits and compensation are paid from the Workers' Compensation Fund.
  7. **Funeral Assistance Association of Bank of Ayudhya Public Company Limited** established to help cover the expenses for the funeral of members, as well as members who are former Krungsri employees.

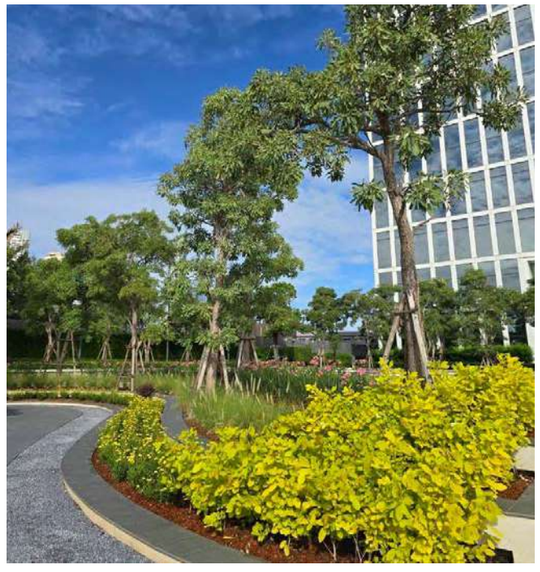
- Communicate about employee benefits through the Bank's employee manuals and online channels such as the "Around HR" Emails, the "Krungsri Portal SharePoint" Intranet, and the "KarE" mobile application

- Provide flexible working hours by changing working hours in line with each individual employee's working conditions, tasks, and personal needs, without affecting customer services or the Bank's operations. The ranges of working hours (including a one-hour break) available for selection are 07.30-16.30 hr., 08.00-17.00 hr., 09.00-18.00 hr., and 9.30-18.30 hr.

- Provide other facilities in the office to promote employees' well-being during work, namely:
  - Facility for religious activities such as prayer rooms for Buddhists and Muslims
  - Facilities for wellness and occupational health, such as:
    - Krungsri canteens on the 8th and 9th floors of Head Office, and 12th floor of Krungsri Ploenchit Office
    - Krungsri Fitness Center on the 10th floor of Head Office with trainers available for giving advice on fitness equipment safety and closely monitoring employees using the equipment, with opening hours from 6.30 - 20.00 hr.
    - The Oasis corner on the 8th floor of Head Office
    - Krungsri D-Space on the 9th floor of Head Office
    - A lactation room where working mothers can safely express their breastmilk
    - Small gardens and walking or running trails around the Krungsri Riverside Office, the Head Office, etc.

- Launch the employee's **performance management system and formulate the manual for determining annual performance targets** to be communicated to all employees. In this regard, the performance of executives and staff at all levels shall be evaluated as follows:
  - **Employee performance as per key performance indicators (KPIs)** containing both financial and non-financial dimensions which include ESG integration into the KPIs of both executive and staff
  - **Employee conduct as per the six Krungsri Core Values**, namely Customer Centricity, Integrity, Team Spirit, Passion for Excellence, Making Innovative Changes, and Global Awareness
  - **Employee compliance**, namely audit, compliance, and disciplinary issues

The said results will be used to summarize the overall annual performance of each employee, then the overall performance shall be analyzed for bonus payment, salary increase, and promotion. Moreover, an Individual Development Plan will be formed as part of performance management and employee capability building. The said processes and principles promote the culture of a High-Performance Organization and retain the employees with outstanding performance and good conduct in line with the Bank's core values.



Structure for determining operational targets

Percentage	Indicators	Definition of indicators
100	**Financial KPI**	
	Financial KPI	Financial KPIs consist of results of internal management or the employee's roles and responsibilities or position reflecting in profit and loss, balance sheet, OPEX, etc.
	Non-Financial KPI	
	Customer and Society KPI	These indicators refer to services offered to both internal and external customers such as marketing process, customer base expansion, customer satisfaction, responsible lending and ESG considerations, and collective efforts to develop and participate in CSR activities.
	Internal Process KPI	These indicators refer to operating processes that indicate strategy formulation and operational excellence, as well as ESG integration across various business units such as ESG strategies, improvement of work processes to mitigate ESG risks, development of innovation and products that integrate ESG aspects.
	Human Capital KPI	These indicators refer to the strategy to manage, develop, and retain human workforce in the organization such as employee improvement (e.g. knowledge development, individual development plan), retention of employees, and employee engagement.

Promotion of Employee Engagement

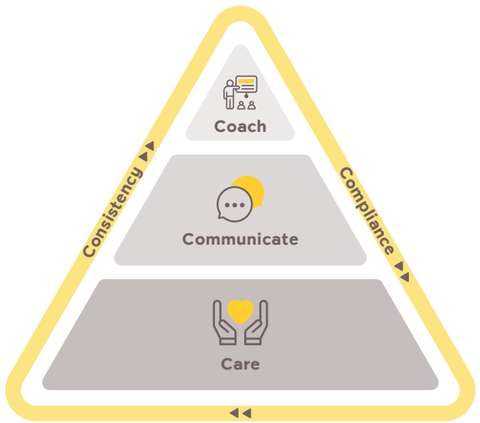
Management Approaches

- Aim to continuously strengthen employee engagement by conducting **an Employee Engagement Survey or "Voice of Krungsri" (VOK)** every two years. Employees' feedback would be used to develop human resource operations as well as enhance efficiency and employee engagement. Another tool, 'Pulse Survey', is used to survey employees' opinion about aligning engagement activities with their needs and expectations.

- Appoint the **"VOK Champions"** to promote employee engagement. The skills of VOK Champions are developed and created through various learning processes, e.g. action learning, training, company visits, and best practices from top companies.

- Appoint the **"Culture Troop"** which has representatives from every group to drive organizational culture continuously and sustainably through co-creation, allowing all groups to take part in shaping the desired workplace culture. The views of employees at all levels crystallized into the "Krungsri cultural pillars" (3Cs) as follows:
  - Care: Understanding, caring, and valuing the people we work with
  - Communicate: Communicating to work better together toward goals
  - Coach: Being a good coach for each other

These pillars are founded on correctness, transparency, and consistency as the daily guideline for how we think, speak, and interact. Adoption of the 3Cs will help shape a corporate environment where it feels safe to speak.



- Organize **employee engagement activities at the team level and the organizational level** to foster a culture of workplace cooperation, happiness, and convenience. Emphasis is placed on creating an ecosystem and environment that makes employees feel secure, safe, and proud, all of which helps boost engagement and promotes organizational growth as well as sustainable success such as:
  - Retirement and service recognition ceremonies, activities on important occasions, e.g. a merit-making ceremony on Krungsri's anniversary, cultural festivals
  - Other activities such as each business unit's engagement activity, 'Pay Day, Play Day' activities with quizzes about the Bank's general information, and mentor activities



- **Develop the "KarE"** application by innovating and launching the "KarE Channel" feature presenting VDO stories through three programs, namely the "Insight Krungsri" program that aims to create organizational pride, the "Hello Yellow" variety show that nurtures employee engagement, and the "The Inspirer' program where executives and famous guests talk about thoughts and motivations. In 2024, the new "KarE For You Podcast" program was launched to boost employee positivity by presenting physical as well as mental health tips, including inspiring stories for work and life in many dimensions.



- Establish the **Krungsri Club** to encourage employees from different business units to get to know each other and participate in beneficial activities and hobbies together during their free time to strengthen unity and harmony. They can join clubs of their interests such as the music club, running club, bike club, football club, firearms shooting club, photo club, and volunteer club.



Listening to Employees' Voices

Krungsri enables employees to voice their concerns, suggestions, or complaints through various channels to seek advice or help in solving their problems according to the Bank's regulations as follows:

Issues

Issues about working, employment, termination of employment, breach of human rights, division and discrimination, employee ethics, and integrity

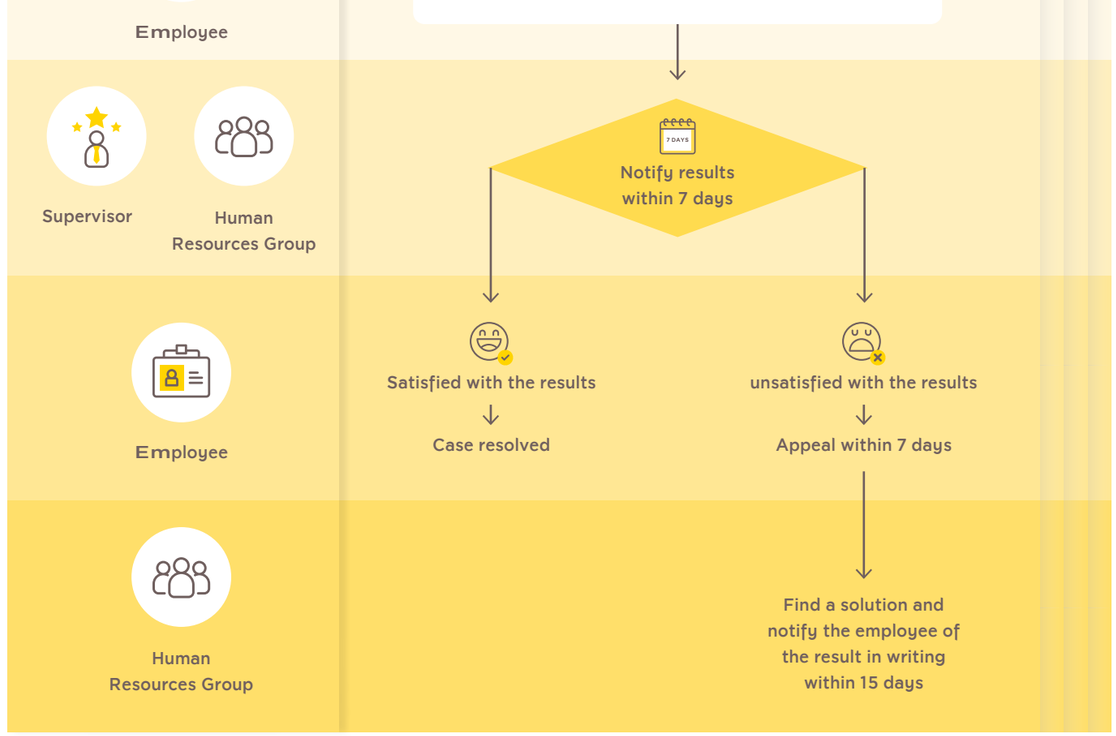
A center providing advice on personal issues, welfare, and workplace environment

Channels

HR Service
12th Floor, Head Office, Tel. 0-2296-2000 ext. 85577

Employee Relations and HR Communication Department
12th Floor, Head Office, Tel. 0-2296-2000 ext. 85712

Channel for filing complaints with regard to employment and workplace issues



Performance



- **Excellence in Talent Management Awards (Gold)**
- **Excellence in Hybrid Working Awards (Gold)**

from HR Excellence Awards 2024



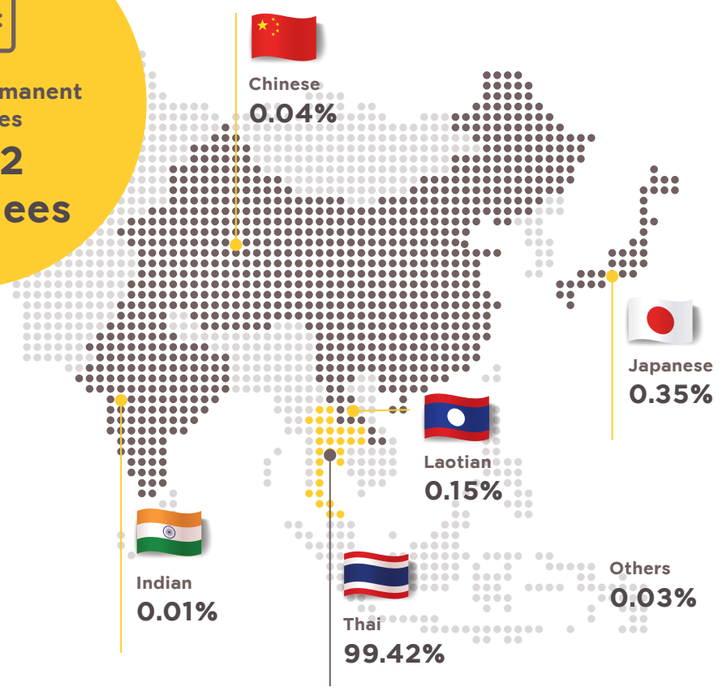
- **Sustainable Workplace Awards**
- **Diversity, Equity, and Inclusion Awards**
- **Best Companies to Work for in Asia Awards**

from HR Asia

Diversity of Krungsri's Employees

Krungsri's permanent employees
13,912 employees

Nationality



Age Range	No. of Operational Level Employees		No. of Executive Level Employees		No. of Senior Executives	
	Male	Female	Male	Female	Male	Female
Younger than 30 years old	268	587	1	1	-	-
30-50 years old	1,923	5,765	700	999	243	315
Older than 50 years old	593	991	398	595	258	275
Total	**2,784**	**7,343**	**1,099**	**1,595**	**501**	**590**

Employee expenses *
35,325 Million Baht

Remark:
* Employee expenses means salaries, wages, overtime pay, bonuses, cost of living subsidies, employee benefits, the Bank's contribution to provident funds, welfares and other benefits e.g., health insurance, annual health checkup.

Meeting of the Nomination and Remuneration Committee

Target:
Organize the Nomination and Remuneration Committee meeting at least once a month

Performance:
In 2024, 14 meetings were held, exceeding the specified target.

Meeting of the Human Resources Committee

Target:
Organize the Human Resources Committee meeting at least once a month

Performance:
In 2024, 15 meetings were held, exceeding the specified target.

Meeting of the Incentive Committee

Target:
Organize the Incentive Committee meeting at least once a year

Performance:
In 2024, five meetings were held, exceeding the specified target.

Freedom of Association and Collective Bargaining

Target:
Promoting and offering opportunities for employees to join in union and negotiate for their interests and to establish and become members of the Krungsri Labor Union according to the Labor Relations Act B.E. 2518 (1975). This encourages employees to exchange opinions with the Bank's representatives and creates a good labor system in the organization. Two meetings between the Krungsri Labor Union Committee and the Human Resources Group are organized to discuss problems related to work environment, employee compensation and benefits, as well as provide recommendations beneficial to the Bank's employees.

Performance:
In 2024, the Krungsri Labor Union held two meetings and had members representing 15 percent of the total employees.*

Remark:
* Krungsri's permanent employees only

Provident fund

Target:
Consistently communicate diverse provident fund matters to members via the "Around HR" Emails, e.g. the notification of contribution rate change via the e-Provident Fund system, the election of employee members of the provident fund committee, monthly market updates and outlook

Performance:
The Bank continuously communicated provident fund matters to employees and also organized the annual general meeting to report the provident fund's annual operating results to members. In 2024, employees who were members of the provident fund represented 94 percent of the total employees.

Group health insurance plans

Target:
Provide 100 percent of eligible employees group health insurance plans

Performance:
In 2024, the Bank provided 100 percent of eligible employees with health insurance plans as per the target. Furthermore, the Bank provided the "Flexible Group Health Insurance Plan" to enable them to choose the insurance plan that best suits their needs consisting of:

- Plan 1 (Officer 1-6): Seven plans were provided.
- Plan 2 (Officer 7-8): Seven plans were provided.

Influenza vaccination service

Target:
Conduct a survey on the needs of employees at Krungsri's Head Office, Krungsri Ploenchit Office (KSPO) Krungsri Ploenchit Tower, Bang Na Towers, and Bangkok Insurance Building, as well as branch employees, to provide on-site influenza vaccinations for the Bank's employees and their family as requested

Performance:
In 2024, the quadrivalent influenza vaccine that helps provide protection against four influenza virus strains as recommended by the World Health Organization (WHO) were provided to the Bank's employees and their family from June 19 to July 31, 2024.



Annual health check-up

Target:
Communicate and provide annual health check-up packages for employees and vulnerable employees at least once a year

Performance:
In 2024, Krungsri communicated annual health check-up packages via Email (Around HR), as well as provided annual health check-up packages to employees from July 1 to December 31, 2024 based on their age range as stipulated by the Bank's criteria. Furthermore, additional health examination packages were provided to vulnerable employees who may be exposed to risks arising from work to promote their health and wellness. The annual health check-up results of 100 percent of vulnerable employees revealed no health issues about irregular respiratory system, hearing problem, and the lead level in the blood circulation system.

Krungsri Fitness Center

Target:
Open Krungsri Fitness Center from 6.30 - 20.00 hr. with the set target of 10,000 usage times per year

Performance:
In 2024, Krungsri Fitness Center welcomed 1,938 users, converted to 9,520 times of facility usage. The figures are less than the specified target because of the Bank's hybrid work policy contributing to the decrease in the number of users.



Krungsri Club

Target:
Promote health and wellness, as well as good relations among Krungsri colleagues from various business units through the establishment of Krungsri Club

Performance:
In 2024, there were nine clubs, namely the bike club, football club, photo club, running club, badminton club, music club, volunteer club, firearms shooting club, and table tennis club. 1,716 employees applied for memberships of these clubs.



Employee engagement surveys and activities

Target:
Build a corporate culture and foster employee engagement continuously. The results of the latest engagement survey are used to further develop and improve engagement in line with employees' needs.

Performance:
In 2024, the Human Resources Group leveraged the results of the employee engagement survey or Voice of Krungsri (VOK) conducted in 2023 by taking actions as follows:

- Reported the progress of the employee engagement strengthening plan of each group to the senior executives. The VOK Champions specified the challenging problems in each group, the engagement plans that have already been executed, the engagement results after taking action, and the action plan for the next year for continuity of employee engagement building.

- Educated the VOK Champions and the Culture Troop on how to use the Pulse Survey tool through various forms of learning, e.g.
  - In action learning, the VOK Champions and the Culture Troop were able to use the Pulse Survey in monitoring and listening to opinions to continuously improve engagement building plans. The employee representatives joined the Rollout Pulse Survey Sharing Session and adopted the new knowledge to their business unit, and also reported the progress to the senior management.
  - Survey of Krungsri's organizational culture by the Culture Troop, the Human Resources Group, and the relevant business units to gather employees' opinions and needs regarding the organizational culture. The survey results were used to design 24 activities that needed to be carried out urgently, including activities for fostering medium- and long-term cultures. Moreover, there was continuous improvement and follow-up of activities fostering organizational culture and employee engagement.

- Provided training to the VOK Champions and the Culture Troop by experts in the subject of generations at work to promote understanding about factors affecting engagement and how employees of different generations can work together in the organization

- Coordinated trips for the VOK Champions and the Culture Troop to visit the top national and international organizations to learn and adopt the knowledge for nurturing organizational culture and engagement

- Organized engagement activities both at the team and organizational levels, e.g.
  - Organized the "Krungsri Engagement Action Plan" activity where all business units can send their team's action plan, created and presented as a VDO clip aiming to boost team engagement. The activity was well received by the participating 33 teams of employees, reflecting the enthusiasm and determination to change the organization for the better.
  - Organized the "Kudo – Sending Thanks and Happiness" activity enabling employees to express their appreciation to colleagues both within and outside their team. Employees sent 275 kudos, divided into 93 kudos to their teammates and 182 kudos to colleagues in other teams. This reflects the tight relations and continuous appreciation among each other.
  - Organized the knowledge-sharing session between representatives from the VOK Champions and the Culture Troop to exchange ways to build employee engagement and foster the intended organizational culture



  - Created the "VOK Playground" virtual community as a source of knowledge about nurturing engagement for VOK Champion representatives, including as a channel for sharing practices to build engagement between them
  - Organized the "Fin Fun Fair" regarding quality of work life for employees. The purpose of this special activity was to create work-life balance, employee engagement, and a good organizational culture.

Listening to employee voices

Target:
No complaint about breach of human rights or right to personal liberty of employees or division or discrimination was made

Performance:
In 2024, the Bank received no employee complaint about breach of human rights or right to personal liberty, division or discrimination. In this regard, the Bank has stipulated channels through which employees can file complaints without the knowing of their respective direct managers for any unfair treatment, e.g. HR Service Tel. 0-2296-2000 ext. 85577, or ombudspersons as the Bank has announced internally.



FINANCIAL INCLUSION

Risks and Opportunities

Risks

- Although financial technology has greatly developed and advanced, making it easier for the general public to access financial products and services, certain groups of customers such as the elderly, disabled, or those lacking technological knowledge still cannot fully access or use financial services.

- Accessing financial products and services without considering liquidity, debt obligations, and debt servicing ability may lead to excessive debt problems and soaring household debt levels in the country.

- Accessing financial services through online systems may result in the risk of data theft, fraud, or scams. Additionally, financial services relying on online systems may face risks such as digital banking or mobile banking system failures, cyberattacks, or security vulnerabilities related to system vulnerabilities.

Opportunities

- Promoting financial access for low-income or vulnerable groups, or those in remote areas to ensure inclusive and equal access to financial services will help reduce both economic inequality and gaps.

- Promoting access to financial services, especially savings accounts, deposit accounts, and investment tools such as mutual funds, helps the general public better manage their personal finances.

- Developing appropriate financial products and services for different customer segments and people in the society will create benefits and opportunities that help develop the overall economy and quality of life, such as promoting employment, improving well-being, increasing investment and business expansion opportunities, developing innovation and technology, and transitioning businesses to become more environmentally friendly.

- The development of financial technology and innovative financial products and services, such as digital payment systems, digital lending, and smart financial services, will increase the efficiency of the financial sector, enabling businesses to operate faster with lower costs.

- Promoting inclusive and equal access to financial services will help reduce reliance on informal loans, which are a major cause of household debt problems and economic system instability. Meanwhile, it creates business opportunities for the Bank while promoting sustainable economic growth for the country and ASEAN region, aligning with the UN Sustainable Development Goals: Goal 1: No Poverty, Goal 8: Decent Work and Economic Growth, Goal 9: Industry, Innovation and Infrastructure, Goal 10: Reduced Inequalities, and Goal 17: Partnerships for the Goals.

Management Approaches

- **Develop financial products and services that meet the needs of each customer segment** based on the Krungsri core value of "Customer Centricity"

- **Promote access to financial products and services, alongside prudent risk management**, through considering strict assessment of customers' debt servicing ability, promoting financial literacy, and cautious use of financial technology, will help reduce the Bank's credit risks while increasing opportunities and benefits from financial access, such as expanding new customer bases, promoting consumption, investment, and stimulating overall economic growth.

- **Manage our lending portfolio prudently with balance** based on the "**Sustainable Banking Guidelines - Responsible Lending**"

- Leverage synergies with MUFG, a financial group with a global network, to respond to all financial needs of businesses at home and in ASEAN such as the CLMV countries (Cambodia, Lao PDR, Myanmar, and Vietnam) and the ASEAN Economic Community (AEC), while helping boost the business potential of Krungsri and customers to the global arena

- Develop inclusive and suitable financial access channels for each target segment through the implementation of digital innovations and technologies to enhance financial access anywhere, anytime

Performance

Balanced Portfolio Management

Target:

Maintain well-balanced portfolios by diversifying the loans in all customer segments namely corporate, SME, and retail loans.

Performance:

As of December 31, 2024, the total outstanding loans stood at 1,895,869 million baht, a year-on-year decrease of 121,335 million baht or 6 percent, reflecting challenging operating environments, fragile business, and consumer confidence, as well as the Bank's firm commitment in adhering to the responsible lending principles. Details of the loans are as follows:



- **Corporate loans: 658,053 million baht (35 percent) comprising:**
  - 433,531 million baht of Thai Corporates
  - 224,522 million baht of JPC/MNC
- **SME loans: 337,264 million baht (18 percent)**
- **Retail loans: 900,552 million baht (47 percent) comprising:**
  - 390,790 million baht of auto hire-purchase loans
  - 240,434 million baht of mortgages
  - 168,216 million baht of credit cards, personal loans, and other loans
  - 101,112 million baht of ASEAN loans*

Remark:

* ASEAN loans include those of Hattha Bank Plc. and Hattha Services Company Limited (Cambodia), Krungsri Leasing Services Co., Ltd. and Krungsri Non-Deposit Taking Microfinance Institution Co., Ltd (Lao PDR), SHBank Finance Company Limited (Vietnam), Home Credit and SB Finance, Inc. (the Philippines), and Home Credit in Indonesia.



Lending Portfolio

2023



- Corporate **35%**
- SMEs **17%**
- Retail **48%**

Retail	
○ Auto HP	21%
○ Mortgage	13%
○ Credit Card, Personal Loans and Others	9%
○ ASEAN	5%

2024



- Corporate **35%**
- SMEs **18%**
- Retail **47%**

Retail	
○ Auto HP	20%
○ Mortgage	13%
○ Credit Card, Personal Loans and Others	9%
○ ASEAN	5%

Examples of Financial Products and Services Covering All Target Groups

krungsri app

Target:

- Aim to be a financial solution that responds to modern lifestyles, targeting 7.4 million krungsri app users by the end of 2025 and increasing to 9.2 million users by the end of 2027 to support continuously growing demands

- Continuously develop the technological infrastructure of krungsri app to support technological changes, focusing on upgrading the financial platform to be modern and efficient

- Enhance security measures of krungsri app to protect customers' personal information and prevent cyberthreats

- Continuously develop and design the application to create good customer experiences by focusing on ease of use, convenience, and speed

Performance:

Year	**krungsri app users** (Million Users)	**krungsri app users** (Million Transactions)
2019	2.7	1,404
2020	3.5	1,962
2021	4.3	2,985
2022	5.2	3,815
2023	5.7	4,841
2024	**6.0**	**5,523**

In 2024, a new version of krungsri app was launched to enhance customer experience with the following details:

- Modified user experience (UX) and user interface (UI) with new screen designs for smooth and flexible navigation, allowing users to quickly access the main screen with shortcuts that help facilitate faster and more convenient financial transactions.

- Added features allowing users to customize their main screen according to individual needs. Users can choose to display quick balance, favorites, and modify shortcuts themselves, increasing convenience in accessing key functions for more flexible usage.

- Improved the “Benefits” menu by collecting special privileges from Krungsri Gift for year-round discounts from leading stores, along with special promotions that respond to users’ lifestyles.

- Added useful information recommendation functions and personalized financial product offerings, making financial planning easier, whether for savings, investment, or accessing appropriate loans and insurance at different life stages. This includes summarizing all account movements, both incoming and outgoing transactions each month, allowing users to track and manage finances confidently and efficiently.

- Launched government bonds menu, adding a safe investment option where users can complete account opening, bond subscription, check transaction history, and request account statements comprehensively, making financial management and investment easier and more convenient.

- Enhanced the capabilities of Krungsri Home for Cash, allowing users to conveniently request additional loans on existing collateral, helping increase financial liquidity through current assets, addressing various financial needs, and boosting confidence in financial management with flexible and ready-to-use products.

- Strengthened proactive financial crime prevention and security capabilities to effectively handle new threats through the following measures:
  - Added online threat prevention measures through mobile device change verification in the “Change Device” submenu in the setting menu to prevent the risks of fraud and reduce scam. Users must verify device changes themselves to ensure that device changes are under the control of the account owner.
  - Added detection and prevention systems for overlay attacks from unauthorized applications during krungsri app usage to protect important user’s information from cyberthreats.
  - Enhanced security with device and network verification systems for krungsri app usage to prevent access from suspicious devices and connections.



“Kept by Krungsri” Digital Savings Account

Kept by krungsri provides digital deposit account services where customers can perform financial transactions themselves, such as opening deposit accounts, online receipt-transfer-payment, QR code payments, notifications and transaction summaries, etc. Kept by krungsri deposit account service has zero transaction fees or account maintenance fees for inactive accounts, and features investment services through “Kept Invest”, a mutual fund account that collects investment plans curated by Finnomena Co., Ltd., making it easier for customers to achieve their investment and savings goals.



Target:
To promote systematic savings and investment through the “Kept by Krungsri” financial management application with the core concept of encouraging customers to save and invest easily in just one app.

Performance:
In 2024, Kept by krungsri developed a new chatbot to enhance services and increased fraud and financial crime prevention measures through continuous security system improvements. As of December 2024, Kept by krungsri served over 600,000 users.

GO by Krungsri Auto Application

A lifestyle automotive application hub for Krungsri Auto customers and all car users, focusing on creating exceptional customer experiences throughout the car user journey. The service covers auto loan services to insurance services that meet all the needs of digital-age customers, along with automotive lifestyle services such as exclusive content and other special privileges, all in one app.

GO by Krungsri Auto Application offers comprehensive online features including follow-up of loan application status, car installment payments, comprehensive motor insurance recommendations, compulsory motor vehicle insurance renewal (Motor Vehicle Act), self-service vehicle ownership transfer, and document downloads such as vehicle registration book (Blue Book) that address all aspects of vehicle usage.

Performance:
At the end of 2024, GO by Krungsri Auto application had over one million users and downloads.



UCHOOSE by Krungsri Consumer

UCHOOSE is the application for credit card and personal loan management introduced by Krungsri Consumer to offer a simple and convenient customer experience in conducting online credit card and personal loan transactions, including details of account balance, latest payment amount, minimum payment amount, accumulated spending for promotions registered by the customer, etc. Other transactions which can be conducted through the application include card payments, transfer of loans to bank accounts, setting monthly installment amounts, applications for credit card and loans, temporary credit limit increases, temporary card suspension, application for e-Billing, registration for a variety of promotions with reward points, making QR payments, etc. In addition, Krungsri Consumer continued to upgrade security standards of UCHOOSE by taking into account the ultimate security of customers' personal data.

Performance:
As of the end of 2024, the total number of UCHOOSE users reached 7.9 million accounts



Basic Banking Account

Target:
To encourage Thai citizens aged 65 or over or state welfare cardholders to open a basic banking account for receiving state welfare free of charge and for accessing financial services more conveniently. Examples of benefits from opening this account are 1) No debit card issuing fee and annual fee; 2) No account maintenance fee; and 3) No minimum opening balance.

Performance:
To date, 865 basic banking accounts have been opened, consisting of 489 accounts of low-income earners under the state welfare card scheme and 376 accounts of those aged 65 or above (data as of December 31, 2024).

Savings Account for People with Physical Disabilities

Target:
To promotes savings deposit account services for physically disabled people for equitable access to financial products and services

Performance:
Reviewed and updated the procedure regarding providing the service of Savings Account for People with Physical Disabilities as the guideline for a common service provision standard for customers with physical disabilities as well as promoting equitable access to financial services for all customer segments. People with physical disabilities refer to 1) Blind people, meaning people who are visually impaired; 2) People with physical or health impairments, meaning people with mobility limitations, i.e., seniors, disabled people, and pregnant women unable to visit branch counters, such as that of branches (standalone) locating on the second floor or with a high staircase, without the slope for wheelchair ramps, etc.

Sustainable Deposit Program

Krungsri has launched a sustainable deposit program, a fixed deposit account for corporate customers to finance social and sustainability business projects. Krungsri is the first commercial bank in Thailand to initiate and introduce such a product to the country's financial market, reflecting our commitment to "the banking with purpose" principle, while supporting corporate customers who are committed to driving sustainable initiatives in Thailand.

The sustainable deposit program is a Thai Baht fixed deposit account for Japanese corporate customers with clear objectives to support social and sustainability projects, such as social loans for school and hospital construction projects, or green loans for clean energy projects.

Performance:
In 2024, Krungsri earned the trust of Toyota Leasing (Thailand) Co., Ltd. as the first company in Thailand to support Krungsri's sustainable deposit product. Additionally, the product has received positive response from several leading Japanese corporate customers, such as AGC Vinythai Public Company Limited.



Microfinance and Nanofinance

Target:
To improve financial access for the low-income group as a reliable source of funds, readying them for expenses that are unexpected or exceed their debt-servicing capacity by providing financial services in the form of microfinance and nanofinance both domestically and internationally through our subsidiary and joint venture that provide these particular services.

Performance:
In 2024, Krungsri provided financial access for the low-income group as follows:

Hattha Bank Plc. (Cambodia)

No. of credit accounts
135,798 accounts

Total loans
USD **1,170** billion

No. of branches
161 branches

Ngern Tid Lor Public Company Limited

Providing more than
1.2 million customers access to financial services

Total loans
103,934 million baht

No. of branches
1,778 branches

Banking Agents

Krungsri expanded the channel for providing financial services through banking agents to facilitate customers' financial transactions and cover more areas, especially areas remote from our branches. Our banking agent service points are Thailand Post, Boonterm Top-up Machine, Counter Service in 7-Eleven, Lotus, Siam Global House, CenPay, Bank for Agriculture and Agricultural Cooperatives, Big C Supercenter, and TermsabuyPlus kiosks.

Performance:
As at the end of December 2024, Krungsri has 159,164 banking agent service points.



Financial Distribution Channels

To enable customers to conveniently and swiftly access the Bank's products and services anywhere, anytime throughout Bangkok, its vicinity, other provinces, including overseas branches and offices, Krungsri adjusted its process of offering financial products and services through both online and offline financial service channels. This reinforces Krungsri's "Make Life Simple" concept in response to customers' changing demands and behaviors by adopting technology that assists all customer groups with inclusive and equitable financial access. At the same time, Krungsri continues to place importance on our "branch network" by expanding or adjusting the branch model for greater modernity and customer convenience, while branch employees' capabilities and skills are boosted to take the role of financial advisors who can provide comprehensive advice.

Remark: See more details in the topic of Channels of Financial Access, page 223

Krungsri Branch Types

1. **Smart Branch** - A new branch type emphasizing the importance of space, staff, and speed while also focusing on automated services such as the 3-in-1 machine (funds deposit and withdrawal, funds transfer, and passbook update), cash bill payment machine, and smart teller machine, so customers can make transactions by themselves with branch staff ready to give comprehensive advice if needed.
2. **Smart Kiosk** - A new branch type for customers who prefer automated self-services with limited staff presence for advice on financial products.
3. **Partnership Branch** - A special branch type jointly run with other organizations such as universities.
4. **Typical Branch**

HUMAN RESOURCES DEVELOPMENT

Risks and Opportunities

Risks

- Investing in human resource development, such as training or educational promotion, can be costly for organizations, especially during periods of financial constraints. Additionally, developed employees may be attracted by other organizations where they may be offered better compensation or opportunities.
- Human resource development requires time to realize the results or employee potential. Moreover, certain employees may lack readiness to learn new skills, which could cause the human resource development plan to fall short of the organization's expectations.
- If human resource development plan does not align with organizational goals or the employees lack necessary skills to drive the organizational growth may prevent the organization from being competitive in the industry and result in an investment that is not cost-effective potentially creating operational and other risks.

Opportunities

- Prioritizing human resource development reflects the organization's commitment to place importance on 'employees' as a valuable asset and key driving force in propelling the organization towards goals. The approach will not only make employees feel valued, but also deepen commitment and loyalty to the organization. The approach will also increase the employees' happiness and may reduce turnover rates.
- Continuously developing employee skills and knowledge will enable employees to work efficiently and support the organization's readiness to adapt to business challenges, new financial landscape changes, and rapid digital technology transformations.
- Developing high-skilled personnel can increase Krungsri's competitive capabilities.
- Continuous human resources development through "People Excellence" principle will help increase organizational growth and productivity in various areas, such as creating financial product and innovations, developing new work approaches to increase work efficiency or reduce costs.

Management Approaches

- Stipulate "Krungsri Core Values" covering six aspects to boost professionalism and promote good citizenship among employees where there are required to adhere and behave in accordance with these core values which are considered fundamental elements to strengthen the organizational culture as follows:

Krungsri Core Values

1. Customer Centricity
2. Integrity
3. Team Spirit
4. Passion for Excellence
5. Making Innovative Changes
6. Global Awareness

- Appoint the "**Human Resources Committee**" to review and assess major strategies, policies, projects and plans concerning human resource management of Krungsri Group and companies in the financial business group to ensure they are competitive, comparable with the industry, and designed to attract and retain talents, while complying with applicable regulatory requirements.

- Stipulate and review the "**Policy for Human Resource**" as a framework used to establish our human resource management and development process, as well as related roles and responsibilities, applicable to the Bank and companies in the Financial Business Group in which the Bank holds more than 50 percent of shares ('Subsidiaries'). The subsidiaries must apply the Policy for Human Resource to establish the comparable policy of their own.

- Stipulate the "**Procedure Regarding Human Resource Development**" to ensure that management and staff members understand the human resource learning and development, and that it is used as their framework for operations and communication about their roles and responsibilities toward human resource learning and development for clarity and common operational standards, while complying with related laws, regulations, and policies.

- Stipulate "**Four Pillars toward People Excellence** and **Six Strategies to Achieve Success**", serving as frameworks and guidelines for human resources development to support the organization to achieve the goals while preparing the employees for business growth towards becoming a future sustainable bank.

Four Pillars toward People Excellence

1. Adherence to and demonstration of Krungsri core values
2. Leadership development
3. Professionalism improvement
4. Good corporate citizenship

Six Strategies to Achieve Success

1. Enhancing the performance of the organization and personnel
2. Continually developing talents and leaders
3. Increasing employee engagement
4. Fostering a self-improvement culture
5. Enhancing efficiency with cutting-edge technology
6. Creating a knowledge-sharing network under MUFG and Krungsri Group

- Establishment of the "**Krungsri Learning Center**" to enhance personnel capabilities and support business challenges, adhering to comprehensive learning promotion standards that primarily respond to employee needs. Additionally, it focuses on learning management through "**Krungsri Learning Companion (KLC)**" system to improve operational efficiency and support knowledge exchange throughout the organization. This also promotes employee access to diverse learning courses anytime, anywhere, and includes activities that encourage employees to participate in sustainable resource use, reducing waste and greenhouse gas emissions. Examples include replacing classroom training courses with online courses to reduce employee travel-related greenhouse gas emissions, encouraging employees to bring personal water glasses or bottles to training rooms to reduce single-use paper or plastic cup through the 'Bring Your Own Cup: BYOC' initiative, and campaigning to reduce consumable training materials to decrease waste.



- Design and develop **learning programs using a "learner-centric approach"** as follows:
  1. **Design Upskill/Reskill learning pathway** to develop new skills or upgrade existing skills of employees, primarily considering employees' needs and benefits they will receive. This involves encouraging employees to learn and develop skills aligned with their interests and needs, aiming for the best results in managing work-related challenges. The objective is to increase employee and organizational productivity in preparing for future work and business challenges. This comprises six learning programs as follows.
     - Achieving Everyday Success Program
     - Striving Beyond Your Best Program
     - Getting Ready for Future Program
     - Winning Business Challenges Program
     - Growing Expertise Program
     - Leading to the NEXT Level Program
  2. **Encourage employee personal development through multiple learning types** by considering individual interests and benefits the employees will receive. This includes learning through digital channels, e-books, and micro-learning formats to facilitate learning anywhere, anytime tailored to their needs. The approach responds to changing lifestyle patterns and delivers comprehensive knowledge covering all life dimensions (Wholeness of Being), including physical, mental, emotional, and spiritual aspects, by emphasizing sustainable self-development in all dimensions.
  3. **Maximize learning potential and cooperation through the "70-20-10" concept** to yield achievements worth investment and learning effectiveness comprising external learning (70 percent), formal education (20 percent), and exposure with others (10 percent).

4. Apply technology to comprehensively and efficiently manage high-potential employees and their successors: As for the development of successors, individual development plans are prepared for all Krungsri Group executives. Apart from the competency-based management, Krungsri also provides a career development plan to ensure that executives can accumulate critical experiences and prepare themselves before assuming important positions within the organization. In so doing, utilizing technology will not only help improve management efficiency for high-potential employees and successors but also create transparency and flexibility in the development process enabling Krungsri Group to prepare future leaders in an efficient and timely manner to ensure sustainability.



- Review and revise the Bank's compulsory learning courses in accordance with laws, rules, regulations, and the Bank's policies. These courses are categorized into three modules where employees at all levels are required to attend the training courses and pass the specified criteria.

The Bank's Compulsory Courses

1 **Core Values, Culture, Organizational & People, comprising:**
- Krungsri e-Orientation
- Krungsri Core Values

2 **Compliance & Good Corporate Citizenship, comprising:**
- Good Corporate Governance (CG)
- The Spirit and The Letter (S&L)
- Anti-Bribery and Corruption (ABC)
- Anti-Money Laundering and Combating the Financing of Terrorism (AML/CFT) for Executives
- Anti-Money Laundering and Combating the Financing of Terrorism: AML/CFT for employee completing the AML course
- Anti Money Laundering and Combating the Financing of Terrorism and Proliferation of Weapons of Mass Destruction for newly hired employees
- Personal Data Protection Act (PDPA)
- COSO Internal Control Framework
- Related Party Transaction (RPT)
- Policy for Enterprise Information Security
- Operational Risk Management Awareness

3 **Organization Transformation, comprising:**
- ESG Taxonomy: A New Chapter of Sustainable Banking
- DE&I: Valuing & Embracing Diversity, Equity, and Inclusion

Branch employees are required to select two additional courses according to their respective roles and responsibilities.

- Develop and proceed with special projects and upskill/reskill learning programs for human resource development to enhance the organization's performance and productivity of personnel for creating ultimate value to the organization, boosting competitiveness, driving growth in the era of low-carbon economy, and promoting sustainable banking. Details of the programs/courses are as follows:
  1. Programs designed to prepare senior management from junior and high levels, talents, and successors namely,
     - The TRANSCEND program, a collaboration between Krungsri and Harvard Business Publishing, and the TRANSITION program, a collaboration between Krungsri and Sasin Graduate Institute of Business Administration of Chulalongkorn University, aim to develop the potential and capabilities of Krungsri Group executives. These programs seek to enhance the critical skills necessary for current and future business strategies under the Medium-Term Business Plan (MTBP), while promoting the upgrade of the Bank's operational standards in alignment with sustainable development goals.
     - The Executive Development Program is a short-term training program for the MUFG group that provides opportunities for Krungsri Group executives to develop their potential in line with the core value 'Global Awareness' for career advancement. This includes courses such as the Global Leaders Forum (GLF) and Global LEAD, which focus on building leadership skills and developing the capacity to drive organization towards sustainable growth in the future.
     - Individual Development Plan (IDP) is designed to plan the development of executives within the organization, particularly for high-potential employees and succession candidates.

  Additionally, the Bank invites experts to share insights and provide knowledge to executives through various courses such as talent management and succession planning, management and stakeholder engagement, and preparing for uncertain futures through the strategic innovation.
  2. Coaching for Xponential Organization (CXO) Project: Aims to develop Krungsri Group executives into becoming positive influencers who can unlock team potential, create psychologically safe environments, and foster collaboration across departments and the companies in the financial business group. The project has been driven by instilling a coaching culture to propel Krungsri Group to be a leader in change, development, and sustainable business growth.
  3. Krungsri School of Data project in collaboration with leading training institutes, designed blended-learning approach. The objective of the program is to develop employees' data literacy skills, enhance their ability to use data strategically to drive the organization, support careful and effective decision-making, and find new business opportunities to precisely meet customer expectations. The project also helps increase business value and create competitive advantage, including identifying and managing risks effectively, such as the data analytic bootcamp program and personalized data development track program, etc.



4. **Krungsri School of Digital & Tech** aims to develop employees' potential in digital and technology through online courses from world-class organizations and universities. The project follows the role-based competency development principle to enhance outstanding project management skills and prepare employees for future growth. The initiative helps employees develop the necessary skills to adapt to technological changes, increase their potential to drive innovation, and strengthen their project management capabilities in the digital age. The program also enhances the organization's competitiveness in a rapidly changing marketing conditions.
5. **Krungsri School of Innovation**, in collaboration with leading training institutions, aims to drive innovation development and foster an innovation culture to enhance competitiveness and sustainable growth. Participants will practice innovation skills by generating real business ideas using the design thinking process, exchanging views with experienced executives, and developing teamwork skills through initiatives such as the Innovation Idea Hackathon and Innovation Bootcamp. The implementation of this project not only helps the organization adapt and grow continuously but also creates a strong innovation culture, enabling employees to think creatively and present valuable ideas. This directly impacts the organization's development, and drives change for long-term growth and sustainability.
6. **Productivity Improvement Series** aims to increase productivity and work efficiency at the individual, team, and organizational levels to drive excellence and foster a culture of continuous improvement. Programs under this series include the Productivity Improvement Contest, the Kaizen Course for enhancing work efficiency, Lean in the Office for maximizing efficiency, Generative AI & ChatGPT: Boosting Business Productivity for Operations, and the Productivity Improvement Pathway Course, among others.
7. **Upskill/Reskill Program** aims to enable all employees to continuously develop their potential and work efficiency in alignment with business needs. It enhances employees' ability to work and compete in the evolving Thailand's financial landscape through initiatives such as:
    - Krungsri Upskill/Reskill programs for branch employees, which focus on fostering positive attitudes and readiness for change. These programs also develop necessary skills for becoming professional financial advisors, including the Building a Sales Mindset for Non-Sales course for branch staff transitioning to sales roles, the Investment Champion course for branch managers and wealth officers, and the Leader as Coach course for branch executives.
    - Group-specific leadership development courses, such as the Super RM Pathway for Corporate and Investment Banking Group, the SME Superhero Pathway for SME Banking Group, the CUW Leadership Pathway for the staff of Credit Underwriting Group, and the Branch Leadership Program for branch managers.
8. **Short-term on-the-job training programs abroad, developed in collaboration with Krungsri Group, MUFG Group, MUFG Partner Banks, and/or ASEAN Entities (Global and Regional Development Programs)**, provide employees with opportunities to gain international work experience. These programs foster a deeper understanding of cultural diversity through interactions with participants from various countries and support the organization's regional business expansion. Notable programs include the Three-Month Intensive Program in Tokyo (TIP), the Global Business Accelerator Initiative by Academy (GAIA), the ASEAN Development Program (ADP), and the MUFG Global Experience Talent Swap (GETS) Program.
9. **ESG & Sustainability Development programs** support the Bank's sustainability mission by providing training for board members, executives, and employees at all levels. Programs include ESG Taxonomy: A New Chapter of Sustainable Banking, DE&I: Valuing & Embracing Diversity, Equity, and Inclusion, and ESG Financing & Thailand Taxonomy. These initiatives feature external speakers with expertise in specific fields, as well as internal speakers who share success cases and learning points, fostering knowledge exchange and collaboration.

- **Develop and expand learning channels through digital platforms**, aiming to enhance human resource development in line with technological and innovation advancements. This initiative increases efficiency in human resource development by encouraging learning agility the ability to quickly acquire new skills and supports continuous and comprehensive self-development. Various learning channels are designed to accommodate different learning styles and provide limitless learning opportunities through webinars, virtual training, blended learning, and the development of online learning courses (Krungsri Digital Learning) as detailed below:
    - **Krungsri Learning Companion (KLC)**: Krungsri Group's internal learning platform allowing employees to access e-learning courses developed by the Human Resources Learning and Development Division, anytime, anywhere.



    - **External Learning Platforms**, which can be divided into two types:
        - External platforms for Krungsri employees: These platforms serve as online learning society where the Bank collaborates with external institutions to encourage employees to learn through their platforms within a specified period. Examples include the SuperSkills by KS platform, the Growing Expertise by TBAC-KS platform, and the MUFG Global e-Learning x Intuition platform.
        - Public Learning Platform: These are online learning platforms provided by educational institutions, organizations, or external institutions. Krungsri Group employees can access and study free online courses independently, such as SET e-Learning and DBD e-Learning, etc.
    - **Online books:** A learning channel that offers a variety of books to support executives and employees in self-learning through two platforms: e-Library by KS x Bookdose and Gale e-Library suitable for employees who enjoy reading.

- **Provide and organize training programs on market conduct** and review other related programs to provide branch staff knowledge and understanding of best market-conduct practices for accurate, appropriate, and fair customer service provision, while complying with regulatory requirements of regulatory authorities.

- **Promoting health, workplace safety, and ergonomics**: Krungsri recognizes the importance of employee well-being, understanding that good physical and mental health enhances work efficiency, happiness, and overall sustainability. Health and ergonomics development is a key strategy to strengthen both individual and organizational effectiveness. Various training programs and activities are offered to the employees, such as courses on building effective teams with mental safety, fostering mental safety in organizations, and revolutionizing thinking for a prosperous life. Activities focused on balancing the body and mind, including Crystal Bowl therapy, art and human philosophy sessions to add color to life, and Mandala activities for holistic well-being. Promoting health and ergonomics not only improves employees' well-being but also fosters a pleasant work environment that encourages innovation, teamwork, and long-term success. Organizations that prioritize employee health better adapt to change and advance steadily toward their goals.

Performance



Global Best Employer Brand Award in Excellence in Training and Development
from World HRD Congress



Thailand Best Employer Brands 2024 Awards
from World HRD Congress in three categories:
- Best Employer Brands
- Diversity Impact
- Excellence in Learning and Development

Top 50 Companies in Thailand 2024 Awards
from Work Venture

Human resource development

Target:

Average training hours per employee of Krungsri employees is no less than
48 hours per person per year.

Performance:

Average training hours per employee:
54.03

Training expenses/person/year:
8,279.63 baht



2024 compulsory programs

Target:
100 percent of Krungsri employees completed/passed a knowledge refreshment of compulsory programs

Performance:
Krungsri employees passed a knowledge refreshment of compulsory programs[1/]: 99.97 percent (or 99.99 percent, including employees under special conditions[2/])

Remarks:
1/ Krungsri compulsory programs refer to training courses designed to support and promote social responsibility and good corporate citizenship, including business sustainability and they are mandatory for all employees.
2/ Employees under special conditions refer to employees identified by supervisory business units that they could not attend compulsory programs, such as those who suffer terminal illness.

Course title	Objective	Number of courses [1/]	Total number of training hours of employees in 2024
Krungsri e-Orientation	To ensure new employees know and understand about the organization's regulations, remuneration, welfare, and other benefits, including relevant policies in various aspects.	3	2,152
Krungsri Core Values	To ensure executives and staff members understand about the six core values and the organization culture in order to foster unity and instill good behaviors that are consistent with Krungsri's expectations.	2	7,724
The Spirit & The Letter (S&L)	To ensure executives and staff members acknowledge and understand about Krungsri's philosophy and work ethic, which is like a code of conduct that all executives and staff members must strictly adhere to and comply with.	2	8,317
Good Corporate Governance (CG)	To ensure executives and staff members have knowledge about the Bank's good corporate governance principles and strictly adhere to them as a framework for performing their duties, which will promote the organization's sustainable growth.	2	10,425
Anti-Money Laundering/ Combating the Financing of Terrorism (AML/CFT) [2/]	To provide knowledge, promote understanding, and ensure executives and staff members realized the importance of Anti-Money Laundering/Combating the Financing of Terrorism (AML/CFT) so that they can effectively apply their knowledge and understanding in their daily tasks in accordance with the Bank's policies and operational regulations.	5	31,856

Course title	Objective	Number of courses [1/]	Total number of training hours of employees in 2024
Anti-Bribery and Corruption (ABC)	To ensure executives and staff members realize the importance of combating bribery and corruption, including giving or receiving gifts and entertainment, and to strictly adhere to policies and procedures related to combating corruption and zero tolerance to any forms of corruption.	2	22,206
Personal Data Protection (Personal Data Protection Act) (PDPA)	To ensure the executives and staff members realize the importance of the personal data protection and encourage them to learn about the key contents in the Personal Data Protection Act B.E. 2562 as well as understand the impact of personal data breach and strictly adhere to the policies and procedures related to personal data protection.	2	9,384
COSO Internal Control Framework	To provide executives and staff members with knowledge and understanding of good internal control principles in line with COSO framework.	2	11,980
Related Party Transaction (RPT)	To ensure the executives and staff members understand rules of regulatory agencies regarding Related Party Transaction (RPT) and RPT persons, realize the relevant RPT process and ensure that they are aware of their duties and related work systems.	2	20,270
Policy for Enterprise Information Security	To ensure the executives and staff members understand the Bank's Policy for Enterprise Information Security and have knowledge and understanding about the PCI Security Standards.	2	28,720
Operational Risk Management Awareness	To ensure the executives and staff members understand operational risk management principles, roles and responsibilities of risk owners, risk reporting requirements, and create awareness and instill a culture of operational risk management.	2	30,132
ESG Taxonomy: A New Chapter of Sustainable Banking	To provide in-depth knowledge and understanding of sustainable development, including the classification of Thailand's environmentally friendly economic activities, the process of internalizing environmentally friendly economic activities into businesses for sustainable growth, so that learners can apply the knowledge to themselves and their organizations.	1	20,814
DE&I: Valuing & Embracing Diversity, Equity, and Inclusion	To provide in-depth knowledge and understanding of Diversity, Equity and Inclusion (DE&I), best practices in planning and implementing DE&I in organizations, including DE&I challenges and solutions, so that employees can apply the knowledge to themselves and their organizations.	1	13,875
Compulsory training programs of branch employees for potential enhancement towards organizational reformation [3/]	To ensure the branch employees learn and further develop their skills to achieve the desired business results and increase overall organization's productivity.	10	6,906

Remarks:

[1/] Training courses are available in both Thai and English.

[2/] Anti-Money Laundering/Combating the Financing of Terrorism (AML/CFT) consist of (1) 6-hour course for new employees (2) 3-hour course for employees who have previously completed the 6-hour course, and (3) 0.5-hour course for EVP and above.

[3/] Compulsory training programs of branch employees for potential enhancement towards organizational reformation consist of 10 courses, divided by their positions and/or employees' level, and employees can choose to complete another one course.

Succession Plan

Target:

Review and create a succession plan for positions that are important to Krungsri Group's business operations the management of each business group and Human Resources Learning and Development Division will review the established succession plans annually. This is to ensure that the successors are ready upon being assigned to perform duties when there is a vacant position to prevent risk and impact on business operations.

Performance:

In 2024, succession plans for 100 percent of key positions were created. The plans were practical and appropriate for use.

Individual Development Plan (IDP)

Target:

Integrate the Individual Development Plan into the annual performance appraisal to promote and enhance employees' potential for 100 percent.

Performance:

In 2024, all employees at all levels integrated their Individual Development Plan in the annual performance assessment, accounting for 100 percent.



Individual development for senior management, including talents and successors

Target:
Formulate individual development plan for senior management, including talents and successors for the key positions that are important for Krungsri operation to reach 100 percent.

Performance:
In 2024, these actions were taken:

- Continue Krungsri Talent Management System to develop senior executives, talents, and successors, which cover two modules:
  1. Performance and goal module which includes managing employee performance and competency assessments. The strengths of 743 senior executives are evaluated to gain insights on their potential and develop abilities based on competency management principles.
  2. Individual development plan was created for 889 senior executives, talents, and successors, through the KLC system representing 100 percent, allowing real-time tracking of employee development. In this regard, the career path development plan was also created to provide opportunities for executives to gain critical experiences for key positions including job rotations and action learning, etc.

  In addition, the system has been constantly improved to keep up with business needs, such as Mobility status and others.

- Organized 293 Leadership Development Programs and Talent Management & Succession Planning programs for high-potential employees and successors, totaling 9,478 participants, including the Krungsri Executive Networking Program for 94 participants and the Coaching for Xponential Organization Program for 30 participants, as well as courses for developing senior executives and building networks within the MUFG Group and external senior executives participated by 15 participants. Also, there were various initiatives where senior executives play a vital role in sharing experiences and incubate Krungsri leaders, such as The Inspirer and PerspecExecutive.

Training programs to develop and enhance capabilities of the Bank's Boards of Directors

Target:
Design and develop courses to promote knowledge and develop the capabilities of the Bank's Board of Directors on a regular basis, as well as build expertise in various areas such as good corporate governance, ESG risk management, cyber security, digital technology and financial innovation, guidelines, and frameworks for sustainable banking, etc. This is achieved through creating a competency development plan for the Board of Directors.

Performance:
The Bank has continuously focused on promoting and developing the potential of the Board of Directors in various areas. In 2024, the Board of Directors attended an average of 10.47 hours of training per person. The course details are such as:

1. Courses related to sustainable banking include: ESG in the Boardroom: A Practical Guide for Board, Science Based Target of Climate Mitigation for Board Level, The Board's Roles in Climate Governance, Sustainability-related Financial Disclosures, and ESG Risk and Management: A Practical Guide for Listed Companies.
2. Digital Technology Courses: Capital Market Cyber Leader 2024: Trust, Resiliency, Sustainability
3. Corporate Governance Courses: Director Accreditation Program, Subsidiary Governance Program
4. Generative AI Courses: Generative AI: Chat GPT for Executives
5. Other Courses: Successful Formulation & Execution of Strategy

Providing the compulsory AML/CTPF program, as required by laws

Target:
Formulate and organize the AML/CTPF courses, in compliance with the "Anti-Money Laundering Board Ordinance on the Provision of Training to the Reporting Entities under Section 13 and Section 16, B.E. 2563" of the Anti-Money Laundering Office (AMLO), while the courses were stipulated as compulsory programs for employees, covering from the newly recruited employees to Executive Vice President (EVP). The objectives of the training programs are to control the risks that may arise from the internal job transfer and enable employees, who completed the courses, to continuously perform their duties in preparing the controlling reports, transactions, customer identification process, and customer due diligence.

Performance:
Krungsri organized the AML/CTPF courses as required by laws through Krungsri Learning Companion (KLC). In 2024, 100 percent of the Bank's employees (including employees under special conditions[1/]) completed the training programs with an average of 31,856.50 training hours.

Remark:
[1/] Employees under special conditions refer to employees identified by supervisory business units that they could not attend compulsory programs, such as those who suffer terminal illness.



Training program related to Market Conduct as well as other relevant training programs

Target:
Develop and review various courses related to the market conduct to provide branch staff knowledge and understanding of market conduct practices, while encouraging staff to present products and services to customers with accuracy, appropriateness, and fairness, for the benefits of consumer protection that promotes sustainable banking.

Performance:
In 2024, Krungsri organized a total of 62 training courses related to Market Conduct, including Market Conduct for BM, Market Conduct for Non-Sales, Market Conduct for Sellers, Role Play for selling based on Market Conduct principles, and banking product training programs such as deposit and mutual fund products, loan products, and bancassurance products. A total of 26,076 employees completed the training programs, accounting for 65,440 training hours.

Training programs related to "sustainable development"

Target:
Support learning courses and special lectures by external organizations that promote "sustainable development" incorporating three dimensions of environmental, social, and governance (ESG) to create understanding about the ESG and sustainability development, including the role in driving change to become the 'Leading Regional and Sustainable Bank'.

Performance:
In 2024, Krungsri has developed ESG & Sustainability Development learning programs to drive our sustainability mission and has launched two mandatory training programs for all employees: A New Chapter of Sustainable Banking, DE&I: Valuing & Embracing Diversity, Equity, and Inclusion. There are also various courses for the Bank's Board of Directors, executives, and employees at all levels, such as ESG in the Board Room, ESG Literacy Sharing for BOD and SMT, ESG Financing & Thailand Taxonomy, and Zero Waste : Modern Life, Turning Waste to Zero. These courses will be

developed and lead by external lecturers with expertise in specific fields, as well as internal lecturers with sustainability experience to exchange knowledge and learn together. A total of 31,485 employees participated in the training, or accounting for 44,703 training hours.

Training program related to the Personal Data Protection Act B.E. 2562

Target:
Develop training programs to equip executives and employees with knowledge and understanding of the Personal Data Protection Act (PDPA) B.E. 2562 so that they can correctly analyze the impact and perform operations in line with the Personal Data Protection Act.

Performance:
In 2024, a total of 16 training courses were organized through both online format and special lecture sessions, two of which were compulsory courses and 14 of which were general courses, such as Personal Data Protection (Personal Data Protection Act) as well as PDPA Personal Data Protection and Personal Data Protection Act B.E. 2562. A total of 4,951 employees completed the training programs, accounting for 10,301.50 training hours.

Well-being and safety, and workplace ergonomics

Target:
Focus on enhancing knowledge and skills in health, workplace safety, and ergonomics, with the aim of supporting and caring for employees to be physically and mentally healthy, so that they can work happily and efficiently.

Performance:
In 2024, the Bank organized 104 special training courses and lectures, with a total of 26,068 training hours, and participated by 9,810 employees, or 71 percent of the total number of employees. Employees can choose to attend training based on their interests and to address their individual problems. The training content covers all dimensions of holistic health development (Wholeness of Being: Health & Fitness, Mental & Emotional, Wealthy, Work Environment, Purpose & Spiritual), including ergonomics and appropriate work environment adjustments, such as:

- Life Balance with Mandala, Psychological safety: Mental safety in the Organization
- Balance “Body and Mind” with “Crystal Bowl”
- Healthy Routine: Secret tips for good health every day
- Exercise in Office Workers’ Style
- Mindfulness at Work



OCCUPATIONAL HEALTH, SAFETY, AND WORKING ENVIRONMENT

Risks and Opportunities

Risks

- Inappropriate management of health, safety, and working environment might lead to workplace-related accidents, diseases, or injuries, e.g. slipping, ergonomic hazards. biological hazards, and physical hazards such as noise levels exceeding the standard, inappropriate temperature, insufficient lighting, and poor ventilation, which could affect employees’ health or productivity, damage property, reputation, and corporate image, including repair costs, medical expenses, insurance, etc.

Opportunities

- Management of occupational health, safety, and working environment is a key factor that facilitates employees’ safe and happy work, enhancing efficiency and achievements in accordance with the organization’s goals.
- Having proper occupational health, safety, and working environment measures in place helps reduce the risk of accidents and minimize losses in the workplace, both direct losses incurred by those directly affected by accidents such as bodily injury, loss of limbs, disabilities, medical expenses, as well as indirect losses associated with accidents such as loss of working time, work, opportunities, reduced operational effectiveness, damages to property, reputation, and corporate image, medical and compensation costs, fines or penalties for non-compliance with laws and regulations related to occupational health and safety in the workplace, etc. This also helps minimize the impact on the livelihoods of employees’ families and other relevant parties.
- Not only does placing importance on employee health and well-being boost the organization’s good image and trustworthiness, it also strengthens employee engagement and loyalty, reduces the turnover rate, and attracts talent to the organization.

Management Approaches

- Establish the “Safety, Occupational Health and Environment Committee” comprising 11 employer and employee representatives with a term of two years each. Meeting once a month, the committee has the duty to consider policies, action plans, and compliance with regulatory requirements related to safety, occupational health, and working environment, such as the Ministerial Regulation on the provision of occupational safety officers, personnel, agencies or groups of persons to carry out safety operations in the workplace B.E. 2565 (2022).
- Appoint “Occupational Safety Officers” whose duties are to oversee, promote, support, and comply with laws related to safety, occupational health, and work environment, such as the Ministerial Regulation on the provision of occupational safety officers, personnel, agencies or groups of persons to carry out safety operations in the workplace B.E. 2565, which consist of:

Safety Officer: Management Level

Head Office	Krungsri Ploenchit Office
58 Persons	30 Persons

Safety Officer: Supervisory Level

Head Office	Krungsri Ploenchit Office
175 Persons	94 Persons

- Stipulate the “Policy for Environment, Well-being, and Safety” as a guideline in establishing measures for workplace well-being and safety, as well as resource efficiency. The policy is applicable to the Bank and the companies in the Financial Business Group of which over 50 percent of shares are held by the Bank (subsidiaries). The subsidiaries may approve or apply this policy as a guideline for preparing their respective comparable policies.

- Promote a work environment free from incidents including workplace-related accidents, near misses, and illnesses. Operational safety not only covers the executives and staff of Krungsri Group, but also all related parties who work within the areas supervised by Krungsri Group, e.g. contractors, business partners, external service providers, and suppliers.

- Encourage employees at all levels to attend training courses on safety, occupational health, and working environment, as well as organizing activities and communication via diverse channels to consistently raise awareness regarding safety and employee engagement, e.g. fire drills and evacuation, the CPR/ AED Champion Project, notifying staff via Email to switch off and unplug electrical appliances after use and during long holidays.

- Set targets of reducing accidents in the workplace to zero percent, while related committees stipulate preventive measures and guidelines to mitigate potential risks. Control and assess workplace environment, and file information about employees' and related parties' work-related injuries, accidents, and illness of employees and relevant persons.

- Regularly assess the health risk of high-risk employees, such as employees carrying out document collection tasks under the Domestic Cheque Operations Department, to seek preventive and risk mitigation solutions.

- Keep personal data regarding employees' and related parties' work-related health and illness confidential, taking into account their privacy and human rights.

- Provide Krungsri Clinic at the Head Office (19th floor) and Krungsri Ploenchit Office (12th floor) with physicians and nurses available for initial treatments.

- Establish fire prevention and suppression plans, ensure that there are no materials or working conditions that could trigger fire, and organize annual fire evacuation drills in compliance with related laws.

- Establish contingency plans, including the needed equipment and resources to be well prepared for emergencies such as disasters and emerging infectious diseases.

- Regularly conduct air quality assessment in the Bank's buildings to be at par with the standards, assess current and future environmental conditions as well as air quality in the areas of the Bank's operations, and notify employees accordingly, e.g. the PM 2.5 situation or the use of pesticides in the buildings.

- Examine and ensure that lighting in the workplace is adequate and appropriate for operations in compliance with related regulatory requirements.

- Stipulate measures to control loud noises caused by construction or renovation in the building to prevent and mitigate noise pollution, e.g. communication of noise pollution from activities for the acknowledgement of the staff or related parties, putting up warning signs, and providing temporary operational sites for employees.

- Appropriately provide green areas at offices, internal and external, e.g. small gardens or trees that can absorb carbon dioxide, to create recreation areas for staff.

- Provide channels for workplace well-being, safety, and working environment complaints as employees can make complaints through Krungsri's website (www.krungsri.com), Krungsri Call Center 1572, or directly inform the Safety, Occupational Health and Environment Committee via the Email address committee.safety@krungsri.com, or "Security Center BAY" via the Line application.

Performance

It is Krungsri Group's commitment to achieving a zero-accident and injury-free workplace, enabled by efficient occupational health, safety, and working environment management. Employees as well as those working under the supervision of the Krungsri Group are encouraged to be aware of work safety, thereby continually reducing the severity of injuries and accidents.

Target: The number of workplace accidents warranting days off is zero.

Occupational Health and Safety Data [1/]	2021	2022	2023	2024
Occupational fatality (persons)	-	-	-	-
Occupational Disease Rate (ODR) [2/]	-	-	-	-
Lost Time Injury Rate (LTIR) [3/]	0.01	0.02	0.01	0.01
Lost Day Injury Rate (LDIR) [4/]	0.15	0.08	0.47	0.14

Remarks:
[1/] The above data is for permanent employees only, excluding outsourced employees and external contractors, as the standard for reporting such data is being established.
[2/] Occupational Disease Rate (ODR) = Number of persons with occupational diseases * 200,000 manhours / total employees' manhours
[3/] Lost Time Injury Rate (LTIR) = Number of injured persons who need days off * 200,000 manhours / total employees' manhours
[4/] Lost Day Injury Rate (LDIR) = Number of days off due to injuries * 200,000 manhours / total employees' manhours

Occupational health, safety, and working environment complaints

Target:
No occupational health, safety, and working environment complaints.

Performance:
No occupational health, safety, and working environment complaints were made.

Meetings of the Safety, Occupational Health and Environment Committee

Target:
Hold a meeting at least once a month in compliance according to the appointment directive and the regulation of the Safety, Occupational Health and Environment Committee

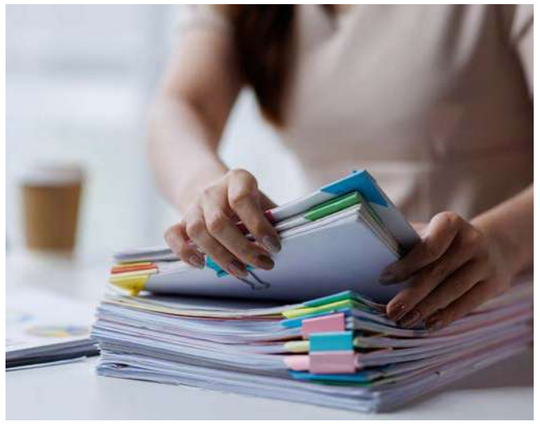
Performance:
Organized committee meetings according to law
- 11 meetings were held at the Head Office

- 11 meetings were held at the Krungsri Ploenchit Office

Health risk assessment for high-risk employees

Target:
Provide annual health check-ups for high-risk employees at least once a year

Performance:
Provided check-ups for employees of document collection functions under the Domestic Cheque Operations Department and the Collateral Valuation Department who are considered at high risk of developing respiratory diseases and hearing disorders due to their exposure to paper dust. The health check-up results of these employees show that all are normally healthy.



Air quality assessment

Target:
- The office air quality assessment results are below the ceiling exposure limit of carbon dioxide (CO_2) levels of 1,000 PPM* according to the Department of Health's notification regarding indoor air quality monitoring B.E. 2565 (2022)

- Regularly clean air conditioners every three months

Performance:
- The indoor air quality of the office buildings was measured and controlled on a real-time basis 24/7, using air quality monitoring instruments controlled through the Building Automation System (BAS). The monitoring which covered the Head Office, Krungsri Riverside Office, and Krungsri Ploenchit Office revealed that the indoor carbon dioxide (CO_2) levels were below the limit of 1,000 PPM*.

- Air conditioners were cleaned every three months as scheduled. The office temperature was controlled between 25-26°C, which is suitable for working.

Remark:
* PPM (Parts Per Million) means the number of toxic gas units per million units of air.

Noise quality assessment

Target:
- Set the eight-hour average noise level standard at no more than 85 decibels A according to the Department of Labor Protection and Welfare's notification regarding the average standard noise levels permitted for employees in a business day, and the Ministerial Regulation on the Prescribing of Standard for Administration and Management of Occupational Safety, Health, and Environment in Relation to Heat, Light, and Noise B.E. 2559 (2016)

- Randomly measure the noise level at least once a year

Performance:
- Random measurements of noise levels at the Head Office, Krungsri Riverside Office, and Krungsri Ploenchit Office for 2024 revealed that noise levels in all these buildings were below the ceiling limit of 85 decibels A.

Luminous intensity measurement

Target:
- The luminous intensity of lighting is in compliance with the Notification of the Department of Labour Protection and Welfare Re: Standard of Light Intensity, B.E.2561 (2018) with the standard luminous intensity of no less than 400-500 lux.

- Randomly measure luminous intensity of indoor lighting at least once a year

Performance:
Results of random measurements of luminous intensity of indoor lighting for 2024 are as follows:
- Head Office: Average luminous intensity was 300-500 lux in compliance with the regulation.

- Krungsri Riverside Office: Average luminous intensity was 300-500 lux in compliance with the regulation.

- Krungsri Ploenchit Office: Average luminous intensity was 300-500 lux in compliance with the regulation.

Drinking water quality testing

Target:
- Regularly test water quality every three months. The drinking water quality is in compliance with the Notification of the Department of Health on Criteria for Recommendation of Drinking Water Quality Surveillance, B.E.2563 (2020).

- Replace filters according to the specified timeframe, depending on filter type

- Replace UV germicidal lamps annually

Performance:
- The random tests found that the drinking water quality at the main offices (Head Office, Krungsri Riverside Office, and Krungsri Ploenchit Office) was in compliance with the stipulated regulation.

- Replaced all types of filters as scheduled

- Replaced UV germicidal lamps as scheduled

Wastewater quality testing

Target:
- Improve wastewater quality of the Head Office, Krungsri Riverside Office, and Krungsri Ploenchit Office to comply with standards in the Ministry of Natural Resources and Environment's notification regarding standards for controlling wastewater from certain types and sizes of buildings B.E. 2567 (2024)

- Submit reports to the relevant regulator on a monthly basis

Performance:
Wastewater quality test results from the Head Office, Krungsri Riverside Office, and Krungsri Ploenchit Office were found to meet the standards of the Ministry of Natural Resources and Environment, with monthly wastewater quality reports submitted to the Yan Nawa District Office and the Pathumwan District Office.



Training on occupational health, safety, and working environment for outsourced service providers [1/]

Target:
Provide training to 100 percent of contractors or outsourced service providers, both current and newly hired ones

Performance:
Provided training in occupational health, safety, and working environment for contractors or outsourced service providers, both current and newly hired ones, including communicated the Bank's procedures for working within our buildings to 100 percent of the external service providers

Remark:
1/ In 2024, the Bank and its subsidiaries hired 1,611 outsourced personnel for security services, office cleaning, building management, and IT services.

Handgun shooting drills

Target:
Organize handgun shooting drills for the Bank's branch security guards and conduct the drills as planned

Performance:
Organized handgun shooting drills for 414 branch security guards countrywide as planned

Fire evacuation drills

Target:
- Form a plan for fire evacuation drills
- Conduct the fire evacuation drill at least once a year in compliance with the Ministerial Regulation: Standards for administration, management, and operation of safety, occupational health, and working environment in relation to fire prevention and suppression (No. 2), B.E. 2561 (2018)

Performance:
The planned fire evacuation drills were carried out as follows:
- Krungsri Ploenchit Office on October 2, 2024
- Head Office on October 9, 2024
- Krungsri Riverside Office on October 9, 2024
- Tonson Tower on November 21, 2024
- Krungsri Ploenchit Tower on November 22, 2024
- Bangna Towers on November 29, 2024





PROMOTION OF FINANCIAL LITERACY

Risks and Opportunities

Risks
- Organizing financial literacy projects or activities may require substantial resources, including human resources, time, and high investment. Without good management, the activities may not achieve the specified objectives.
- Target groups may not be interested or may not understand the benefits or importance of learning about personal finance management, making it difficult for them to effectively utilize the knowledge.
- Promoting financial literacy requires continuous knowledge development. If the communicated information is inaccurate or incomplete, it may cause recipients to misunderstand or make wrong decisions. For example, investments may carry high risks if complete information is not provided.

Opportunities
- Instilling financial discipline and promoting personal financial planning knowledge is a crucial foundation for preparing for financial security and good quality of life. It also helps strengthen communities and society toward sustainability. Additionally, it helps prevent household debt problems, which are considered significant structural issues affecting the country's economic and social development.
- Promoting financial literacy among low-income and vulnerable groups will help reduce inequality and increase income-generating opportunities, as well as promote savings and investment.
- Having financial knowledge and good management will enable customers and the general public to plan and choose financial products and services appropriate to their income and financial obligations for maximum benefit. Meanwhile, the Bank will receive business opportunities and reduce financial and credit risks from bad debt problems.

Management Approaches
- Initiate projects or activities that promote financial literacy in various forms such as online learning activities, educational games and game-based learning programs that appropriately befit each target group, e.g., students, customers, employees, and the public, to instill saving habits and promote efficient personal finance planning and management.
- Encourage executives and staff members to take part in Krungsri Group projects or activities that promote financial literacy, e.g., joining as volunteers in activity-based and game-based learning or as speakers.
- Conduct a survey on the target group's satisfaction with the said projects or activities through various channels to use the results to improve and further develop these projects or activities to better meet the needs of the target group and for their best interest.

Performance

Krungsri Financial Literacy: "Simple to Manage Project"

The "Krungsri Financial Literacy: Simple to Manage" project was initiated in 2018, focusing on providing knowledge on personal finance management to build future financial security for university students. In 2023, the Bank expanded the scope of the "Krungsri Financial Literacy: Simple to Manage Project" to foster knowledge in personal finance management, local product development, and marketing for farmers in the main target areas of Phitsanulok, Sukhothai, and Uttaradit provinces. This is part of the "Enhancing Climate Resilience in Thailand through Effective Water Management and Sustainable Agriculture" project, which involves multiple sectors, including the Royal Irrigation Department, Ministry of Agriculture and Cooperatives, King Mongkut's University of Technology North Bangkok, GIZ Thailand, and the United Nations Development Programme (UNDP). The project is funded by the Green Climate Fund.

The main objectives of this project are to support the transformation of water management and agricultural way of life in the Yom and Nan river basins, provide technical support for using technology and innovative practices in climate change adaptation, including personal finance management, household debt immunity building, and promoting marketing knowledge and local product development. The "Krungsri Financial Literacy: Simple to Manage" serves as a sub-activity in the "Enhancing Climate Resilience in Thailand through Effective Water Management and Sustainable Agriculture" project which helps Thailand to achieve the stipulated climate change mitigation objectives.

Target:

Conduct activities promoting knowledge in personal finance management, marketing, and local product development for target farmer groups in 24 sub-districts across the main target areas of Phitsanulok, Sukhothai, and Uttaradit provinces.

Performance:

In 2024, Krungsri, together with business partners including the Social Enterprise Association, provided knowledge about personal finance management, marketing, and local product development to 318 farmers in eight sub-districts. Details of which are as follows:



Details of farmers participating in the activities

No.	Date of activity	Sub-district	District	Province	Male	Female	Total
1	August 5, 2024	Tha Nang Ngam	Bang Rakam	Phitsanulok	18	21	39
2	August 6, 2024	Chum Saeng Songkhram	Bang Rakam	Phitsanulok	17	32	49
3	August 29, 2024	Bang Rakam (Muang Mai)	Bang Rakam	Phitsanulok	15	25	40
4	August 30, 2024	Ban Krang	Mueang Phitsanulok	Phitsanulok	5	16	21
5	August 30, 2024	Phai Kho Don	Mueang Phitsanulok	Phitsanulok	13	24	37
6	November 21, 2024	Tha Mafueang	Phichai	Uttaradit	14	23	37
7	November 21, 2024	Phaya Maen	Phichai	Uttaradit	22	29	51
8	November 22, 2024	Kho Rum	Phichai	Uttaradit	27	17	44
Total participants					**131**	**187**	**318**

Krungsri The COACH "Making Financial Matters Simple"

Krungsri, as a leading financial institution with the firm adherence to "banking with purpose" principle, is committed to promoting financial literacy while serving as a financial advisor to employees, customers, and the general public. The Bank recognize that financial planning and savings discipline are crucial factors in strengthening and sustainably growing both household and the country's economy.

Krungsri initiated the "Krungsri The COACH" project in 2022 to serve as a comprehensive source of financial knowledge under the concept "Making Financial Matters Simple". The project focuses on providing practical financial management knowledge through digital platforms, including social media such as Facebook, YouTube, and krungsri.com website. The program has been communicated and promoted through internal communications on a weekly basis to help employees access useful financial information for planning and investment, while encouraging them to participate in sharing the program with the public.

The highlight of Krungsri The COACH is the enhancement of financial literacy for employees, customers, and the general public by combining expertise from various departments within Krungsri's Retail and Consumer Banking. The content in the program covers various aspects of financial management and investment, such as basic finance, daily financial management, debt management, loans, insurance, retirement planning, and investments. Additionally, the program presents relevant current topics or everyday life situations connected to finance. This includes education about and warnings against various types of scams that currently impact the general public, such as EP.149 "LGBTQIA+ Let's Build Stable Love", EP.153 "All Options for Those Seeking Lump Sum Money", and EP.171 "Beware! Your Account Could Unknowingly Become a Mule Account."

Target:

Present interesting and appropriate financial knowledge for a wide range of target audiences through various programs of Krungsri The Coach.

Performance:

In 2024, Krungsri The COACH "Making Financial Matters Simple" has presented financial knowledge and investment in various formats namely:

- Krungsri The COACH "Can't Figure It Out? We'll Answer." A weekly program features Krungsri Group's leading financial coaches. The aim is to provide financial knowledge and present interesting social issues that can be practically applied to daily life. The program is streamed every Friday.





- Double Espresso by Krungsri The COACH "Every Shot of Investment". A live program with intensive content about stock market movements and real-time investment updates before the stock market opens every morning. This allows investors to analyze and use the information for investment decisions. The program is streamed from Monday to Friday, except on holidays, from 8:00 AM onwards.

- Krungsri The COACH x Krungsri Exclusive “Delve Deeper into Investments”. This is a weekly live streaming that delves deep into all investments, macroeconomic outlooks, as well as global financial trends that affect Thailand’s financial and investment markets. The program is hosted by Krungsri Group’s financial experts. Krungsri The COACH x Krungsri Exclusive Unlocking Wealth’ is streamed every Tuesday from 7:30 PM onward.

- Krungsri The COACH online content hub - An aggregation of content and easy-to-digest financial articles about loan and credit card planning, investment planning, as well as tax planning. The contents are presented through the website www.krungsri.com.

“Krungsri The COACH” has been well received by the target audiences. In 2024, 350 episodes were streamed via the YouTube and Facebook channel with over 45.1 million views, an increase of up to 15 percent of YouTube subscribers, and more than 3.5 million views of the articles on the website www.krungsri.com.

Financial Knowledge Sharing for Employees and the General Public by Krungsri Consumer

- Money Matters: Krungsri Consumer initiated the “Money Matters” project in 2017. Realizing that effective financial management leads to stability and better quality of life in the present and in the future. The program aims to promote financial literacy among employees and the public through various channels, such as Facebook fanpage “Krungsri Consumer” as well as various activities that match each target group, including “Money Matters” articles by Krungsri Consumer. These articles provide wisdom on personal finance management, as well as interesting, up-to-date, and practical money-saving tips. The “Money Matters” article, posted on Facebook fanpage “Krungsri Consumer”, reached over 5.5 million audiences.

- “Savings Club”: Krungsri Consumer focuses on providing financial management education and fostering savings discipline among employees through online streaming channels. This includes activities like the “More Money Talk by Savings Club” which provides both knowledge and entertainment about financial management in the current economic situation. Financial gurus are invited to share knowledge and answer employees’ questions, helping them recognize the importance of saving for emergencies and enabling them to plan their spending carefully to handle various life situations in the future.

Krungsri Consumer also supports financial literacy activities thorough knowledge sharing by the Company’s experts through “Krungsri The COACH: Can’t Figure It Out? We’ll Answer” on Krungsri Simple’s YouTube and Facebook channels to provide the target group and interested audiences with knowledge and understanding of financial management that can be applied in their daily lives.



Krungsri Auto $mart Finance by Krungsri Auto

Krungsri Auto $mart Finance is an initiative for society aiming at educating and building financial understanding among the public. The project was launched in 2009 and has been undertaken continuously for over 15 years. This reflects Krungsri Auto’s commitment to promoting financial health and discipline for customers and the public under the principles of “Krungsri Auto Responsible Lending” and “Creating Shared Value (CSV)” for sustainable benefits to business, customers, suppliers, and society.

In 2024, Krungsri Auto continues to create shared value through the “Krungsri Auto $mart Finance” project. Details of which are as follows:

1 Krungsri Auto $mart Finance on GO by Krungsri Auto mobile application

Krungsri Auto collaborated with Mr. Jakkapong Mespan, or Coach Noom (The Money Coach), a financial and investment guru, to develop financial management content under the “Krungsri Auto $mart Finance” project titled “Three Thoughtful Steps Before Borrowing”. This knowledge is shared digitally on the GO by Krungsri Auto application in the Auto Club category. In addition, a loan readiness assessment questionnaire is also launched to ensure financial knowledge is accessible by the public, reinforcing the responsible lending policy and Krungsri Auto’s commitment to promoting equal access to financial knowledge for sustainable growth for the society.

Performance:

The “Krungsri Auto $mart Finance” project reached 16,070 audiences through online content and videos featured in the Auto Club category of the GO by Krungsri Auto application. Under the topic “Three Thoughtful Steps Before Borrowing”, the content provided practical guidelines for financial management, loan readiness assessment, and basic financial literacy. This initiative was designed to empower individuals to better organize and plan their finances through three key steps:

- Step 1 : Financial Attitude: Developing a healthy mindset and understanding basic financial concepts, including loan applications, installment payments, and interest rates.

- Step 2 : Financial Readiness: Assessing personal loan readiness by evaluating financial status, such as income, liquidity, and existing debt obligations. The video also offered an instant loan readiness assessment tool for the viewers.
- Step 3 : Financial Discipline: Encouraging responsible debtor behavior by focusing on effective debt management and planning strategies after loan approval.

2 Krungsri Auto $mart Finance – $mart Creators Episode

The “Krungsri Auto $mart Finance” project, $mart Creators episode, aims to develop and transform Krungsri Auto financial advisors into ultimate $mart Creators who can pass on financial knowledge in line with “Krungsri Auto Responsible Lending” guidelines under the concept of “No Discount, No Redeem, Only Knowledge Here”. In addition to drive the social growth in all dimensions, the project helps enhance knowledge in using digital media through short videos on TikTok platform, aligning with new generation’s media consumption lifestyle, to promote financial discipline and provide basic financial knowledge to customers and car users. Three famous TikTok creators were invited to share their knowledge and techniques in creating short video content namely Khun Pit from “Lung Pit Krua Jiew” channel, Khun Mung from “Khun Phra Coffee” channel, and Khun Yo from “Kueb Na Khao” channel.

The “Krungsri Auto $mart Finance” project, $mart Creators episode plays a crucial role in promoting digital literacy and inspiring employees to use creativity in producing financial content in their own style. Therefore, they can pass on their knowledge that is easily understandable and beneficial to customers and the public, aligning with Krungsri Auto’s goal of comprehensively strengthening financial health and discipline for all groups of people.

Performance:

Financial advisor teams from Krungsri Auto nationwide showed great interest and participated in the project, submitting 336 short videos for the competition to win special prizes. Selected works will be posted on Krungsri Auto’s social media channels in order to pass on the knowledge to the general public.



"Life Rolls Forward" Project by Ngern Tid Lor

"Ngern Tid Lor" aims to create shared value (CSV) by launching the "Life Rolls Forward" project, through which basic financial knowledge is provided to low-income communities, merchants, industrial workers, as well as Ngern Tid Lor's own employees.

Performance:
In 2024, Ngern Tid Lor organized activities in five communities with a total of 184 participants, including: 1) Technology Volunteer Group (OST) Bangkok 2) Bueng Pharam 9 Pattana Community, Bangkok 3) Ban Mung Nuea Community, Phitsanulok 4) Ban Ton Pho Community, Pathum Thani 5) Bo Farang Community, Bangkok.

After completing the training program, Ngern Tid Lor monitored financial discipline in the Bueng Pharam 9 Pattana Community and followed up the results from 7 out of total 16 participants, the following changes are observed:

- Seven participants consistently recorded their income-expense.
- Six participants developed saving behaviors, with total savings of 15,661 baht.
- Two participants reduced their debt by 115,604 baht.

For other communities, it is in the process of monitoring.



The Happy Money Financial Mentor by Ngern Tid Lor

Ngern Tid Lor received knowledge support from the Stock Exchange of Thailand in developing and training internal financial mentors to offer guidance to their fellow employees facing financial difficulties. Currently, Ngern Tid Lor has 67 employees from four batches who have completed the "Happy Money Financial Mentor" program.

In 2024, 11 financial mentors volunteered to provide advice to 18 fellow employees who participated in the program and granted the consent for follow-up. After three months of counseling, they helped reduce interest losses from both formal and informal debts by 684,638 baht, while a total debt of 1,815,262 baht was reduced. Furthermore, before joining the program, their Debt-to-Income Ratio (DTI) was at 115 percent, but it was now reduced to 40 percent of the income. As a result, after the debt repayment, the employees have sufficient cash flows to cover their living expenses. This achievement is due to the mentors' attentiveness in continuously following up, holding regular discussions to adjust mindsets and behaviors, and fostering good financial discipline among employees, which leads to systematic and efficient debt management.

In addition to the "Happy Money Financial Mentor" program that helps solve employees' financial problems, Ngern Tid Lor also promotes financial literacy to new employees from the first day at work and continuously incorporates financial knowledge activities throughout each level of employee growth to create awareness and prevent financial problems in the future. In 2024, financial knowledge was provided to a total of 3,027 employees, both new and current, across 55 functions.

From continuous learning and practice, the Ngern Tid Lor financial mentors have skills and expertise in solving financial problems. They shared their experiences and techniques as financial mentors with various agencies at the "Happy Money Financial Mentor Community Kick Off 2024" event held at the Stock Exchange of Thailand, with a total of 55 participants joined via Cisco Webex Meeting. They were also invited to share their ideas and experiences from intensively studying the financial problems of the public for over 10 years. This information was published in the book "50 Years of the Stock Exchange of Thailand".

In addition, Ngern Tid Lor shared and provided knowledge on "the Happy Money Financial Mentor program" and debt management for internal employees to the debt-solving teams of the Bank of Thailand (BOT), who will further develop the Debt Clinic program for the public. Currently, the Bank of Thailand has designed the course and conducted a pilot class with employees and a group of financial mentors from the Stock Exchange of Thailand for the first batch. In this regard, seven staff members from Ayudhya Capital Services Co., Ltd. expressed interest in the program and became financial mentors, applying their knowledge in real-life situations. Subsequently, 65 employees showed interest in joining the project and began surveying financial health while providing close advice to five employees.



Financial Literacy Projects for Partners and Other Organizations by Ngern Tid Lor

Beyond the flagship project the "Life Rolls Forward Project by Ngern Tid Lor", the company has expanded financial management knowledge to partners and other organizations as follows:

- Ngern Tid Lor signed a memorandum of understanding (MOU) with the Bank of Thailand (BOT) in 2023 to promote financial literacy among loan customers. Ngern Tid Lor takes a leadership role in sharing methodology on organizing financial literacy activity to members of "Vehicle Title Loan Trade Association (VTLA)". In 2024, two member organizations, Ngernturbo Company Limited and Chookiat Property Company Limited, conducted financial literacy activities in six target communities with a total of 207 participants. In this regard, Ngern Tid Lor's working team will continuously report the progress of the project to the BOT.
- Dissemination of financial knowledge and methods for conducting financial literacy activities to partners including: 1) Bank of Ayudhya Public Company Limited 2) Highway Company Limited (Somwang Ngern Sang Dai) 3) Auto X Co., Ltd. (Ngern Chaiyo) and 4) Alpha Capital Asset Management Company Limited. In this connection, two out of four organizations already applied the knowledge to organize the actual activity, namely 1) Bank of Ayudhya Public Company Limited promoted knowledge to farmers, community enterprises, and housewife groups in Phitsanulok, Sukhothai, and Uttaradit provinces, totaling 318 people, and 2) Alpha Capital Asset Management Company Limited promoted knowledge to 50 students at Wat Sontitham School in Ang Thong province and Ban Nong Kai Kaew School in Ratchaburi province.
- Financial literacy promotion to students through the "Understand Finance Before Getting a Job" course. The program aims to cultivate basic financial knowledge to prepare students for their working life. Topics include goal setting, financial planning, income and expense management, personal income tax calculation, and understanding each type of debt that first jobbers should know to ensure they can apply knowledge in their real life. In 2024, students from various universities participated in the program, including: 1) 207 students from the Faculty of Mass Communication and Faculty of Business Administration, Rajamangala University of Technology Phra Nakhon 2) 48 students from the Faculty of Economics, Rangsit University, and 3) 32 students from the Faculty of Arts, Chulalongkorn University.



STAKEHOLDER ENGAGEMENT

Risks and Opportunities

Risks

- Stakeholder engagement may require investment in various resources such as personnel, operational timeframes, budgets for meetings, research, and project implementation. Additionally, adjusting response approaches to meet stakeholder expectations may require additional budget allocation.

- If the Bank neglects stakeholder engagement and inappropriate manages stakeholder expectations, the Bank's reputation may be impacted. Furthermore, ignoring stakeholder concerns can lead to loss of trust, complaints, lawsuits, and potential disputes or resistance from relevant stakeholders.

- The establishment of communication channels and response approaches should take into consideration the appropriateness for each group of stakeholders. Excessive disclosure of information to stakeholders may create competitive risks, or miscommunication may risk the organization's image and reputation.

Opportunities

- Creating equitable and comprehensive engagement with all stakeholder groups, both internal and external, not only supports Krungsri in establishing clear business directions that respond to the interests and expectations of all stakeholders but also helps prevent risks and reduce potential negative impacts. The practice also strengthens good relationships with stakeholders, leading to continuous and sustainable success.

- Establishing appropriate stakeholder engagement processes by considering issues of interest and expectations, as well as perspectives on the Bank's business operations and impacts of business activities throughout the supply chain, will enhance the Bank's competitiveness and create satisfaction among relevant stakeholders.

- Listening to opinions or suggestions from stakeholders helps the organization gain new perspectives and develop financial products or services that better address market needs, stakeholder requirements and expectations, while building trust, good relationships, confidence, and future cooperation.

- Working with stakeholders creates opportunities for new business partnerships and beneficial collaborations. For example, engagement with government and regulatory bodies helps the organization establish practices aligned with international regulations and standards, reducing legal risks and avoiding penalties. Cooperation with partners can help reduce long-term costs and increase competitive opportunities.

- Effective management of stakeholder engagement enhances organizational reputation and creates competitive advantages, as well as attracts investors and customers.

Management Approaches

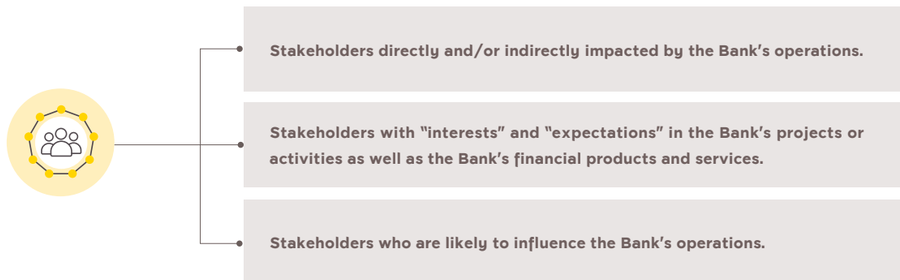
- **Establish the stakeholder specification, analysis, and prioritization** process by considering diverse relevant factors. They include the context of relationships with stakeholders, expectations, interest, and the influence of the stakeholders in each level, as well as the connection with adding value throughout the entire supply chain, impacts of the Bank's operations on stakeholders in terms of economic, social, environmental, and governance dimensions, mutual dependency, codes of conduct, and responsibility toward stakeholders. These are the factors that are important for establishing the stakeholder engagement plan.

- **Reporting the results of engagement between Krungsri and stakeholders to the Bank's Board of Directors or subcommittees, such as the Sustainability Committee, or senior executives who oversee engagement with each stakeholder group** such as the Bank shareholders' meetings, securities analyst meetings, meetings with credit rating agencies of Krungsri and subsidiaries, and activities promoting ESG for business clients.

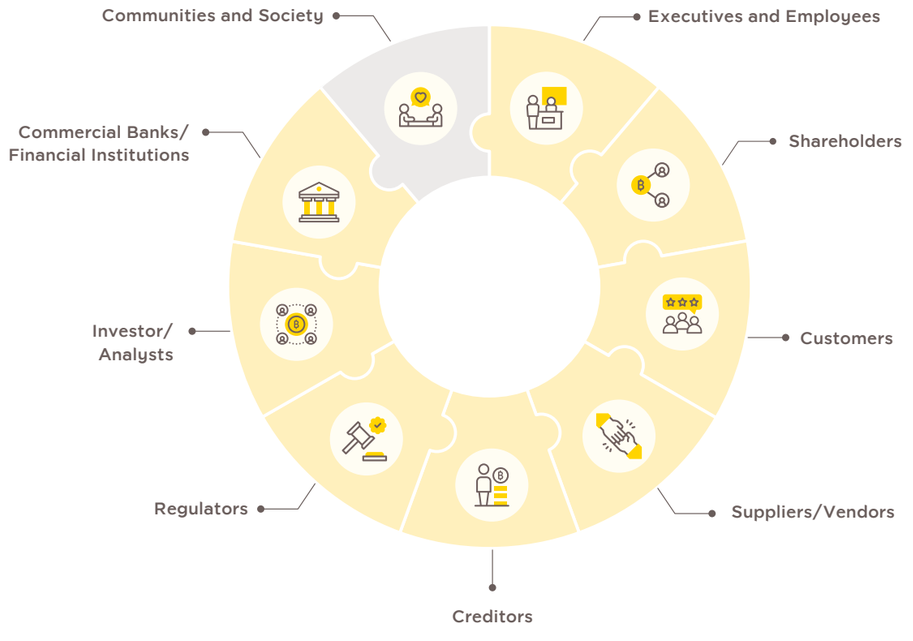
- **The Bank's all business units are required to conduct stakeholder analysis concerning their respective operations** to stipulate appropriate operating guidelines and participation. Therefore, we can efficiently respond to the interests and expectations of each stakeholder group. The stakeholder engagement should take into consideration the related laws, regulations, requirements, and guidelines of diverse regulators including the Stock Exchange of Thailand, the Bank of Thailand, the Office of the Securities and Exchange Commission, the Office of the Consumer Protection Board, National Credit Bureau Co., Ltd., the Ministry of Commerce, and the Ministry of Labour,

Identification of Stakeholders

Krungsri established the method for identifying stakeholders by considering the following characteristics:



Based on the above considerations, Krungsri categorizes and prioritizes the stakeholders into nine groups as follows:



- **Direct Stakeholders with high interest and expectation in the organization and high influence on the organization's operations.**
- **Indirect stakeholders with moderate interest and expectation in the organization**

Stakeholder Engagement Process

Executives and staff

Interests and Expectations

- Clear business direction and goals, including targets or performance indicators within the economic, social, environmental and governance dimensions
- Codes of conduct and employee fair treatment
- Appropriate compensation, welfare, and benefits
- Respect for labor and human rights
- Occupational health, safety, and work environment care
- Job security and advancement
- Supporting and enhancing employee skills, knowledge and competencies
- Promoting organizational commitment, unity, and value to the organization
- Work-life balance
- Listening to employees' voices

Engagement and Communication Channels

- New employee e-orientation
- Town Hall Meeting held at least once a year
- Krungsri Leadership Meeting held once a year
- Meetings for discussion among executives and staff in the same and different divisions on a regular basis
- Message from the President and Chief Executive Officer at least once a month
- Internal communications via diverse channels, e.g., "Krungsri Portal Sharepoint"; e-Newsletter: "Around Krungsri", "Around Your MTBP", "Around ASEAN"; emails of "ESG Simple to Share" or "ESG Flash"; announcements via a public address (PA) system, etc.
- Year-round communications among the Human Resources Management Division, executives, and employees through diverse activities and/or channels, such as the "HR Inspires" and "Around HR" emails, the "Humans of Krungsri" Line account, "KarE" Application, etc.
- The employee engagement survey (The Voice of Krungsri: VOK), enabling employees to freely express their opinions and suggestions from different perspectives
- Activities to promote organizational culture and core values, including CSR activities
- Engagement activities of the Bank, executives, and staff in different opportunities, e.g., New Year parties, the Songkran Festival, retirement parties, and team building or engagement activities, and establishment of Krungsri Club, etc.
- Employee opinion surveys
- Regular meetings with representatives of Bank of Ayudhya's labor union
- View sharing between external experts and the Bank's executives and staff

Approaches and Responses

- Annual staff training and career path planning
- Creating individual development plans and executive potential development programs
- Evaluating performance in both financial and non-financial areas
- Overseeing workplace well-being, safety, and environment such as setting up Krungsri Clinic and Krungsri Happy Heart Center
- Providing appropriate health care and life insurance for executives and staff
- Fair labor practices and respect for human rights
- Engagement activities between executives and staff

Executives and staff

Approaches and Responses

- Establishing Krungsri Club
- Allocation of annual budget for CSR activities
- Listening to employee complaints via the Bank's complaint channels, e.g., HR Service, whistleblowing channels, etc.

Shareholders

Interests and Expectations

- Qualifications and professionalism of the Board of Directors and executives, and the proportion of independent directors
- Good returns and sustainable growth
- Disclosure of operating results in an accurate, complete, transparent, and verifiable manner
- Preventing breaches of shareholders' personal data and rights
- Taking into consideration environmental, social, and governance dimensions especially the climate change aspect

Engagement and Communication Channels

- Annual and/or extraordinary general meeting of shareholders (at least once a year)
- Dissemination of the Annual Report (Form 56-1 One Report) and the Sustainability Report (once a year)
- Information dissemination for shareholders through the website www.krungsri.com such as general shareholders' meeting, shareholder press release, shareholder meeting report.
- Information disclosure through the SET Portal Straight Through system of the Stock Exchange of Thailand

Approaches and Responses

- Respecting the rights of all shareholders equally
- Handling shareholders' personal data with utmost security
- Organizing annual general meetings and/or extraordinary shareholders' meetings
- Regularly communicating important information to shareholders through the website krungsri.com
- Good corporate governance and codes of conduct
- Anti-fraud and corruption policy
- Handling shareholders' personal data with utmost security
- Business continuity management
- Delivering good performance and reasonable returns
- Social and Sustainable Finance (SSF) for sustainable growth
- Developing digital innovation and operating systems
- Disclosure of operating results in an accurate, complete, transparent, and verifiable manner through multiple channels in an appropriate manner
- Provision of whistleblowing channels

Customers

(Corporate, SME, and Retail)

Interests and Expectations

- Having financial products and services that are appropriate and meet customer needs, including financial products and services that promote positive social and environmental results
- Provision of professional and timely service
- Provision of information related to financial products and services in a correct and complete manner
- Financial access
- Provision of advice and promotion of financial literacy
- Prevention of personal data and right breaches of customers
- Assistance measures for customers who suffered from economic impacts

Engagement and Communication Channels

- Communication about financial product and service information via diverse channels including the website www.krungsri.com, online and social media accounts of "Krungsri Simple", leaflets, brochures, marketing activities, etc.
- Year-round activities to build strong relationships with customers, e.g., seminars, business matching activities, etc.
- Customer visit activities on an as-needed basis while the customer relationship manager will be assigned to take care of and directly coordinate with the customers
- Activities to communicate information on sustainability operations, including trends and significant changes in ESG, such as activities to share knowledge on ESG to corporate customers
- Surveying customer satisfaction using services through the Bank's branches and other channels once a year
- Communication about assistance measures for customers impacted by the economic crisis and/or disasters and/or emerging infectious diseases via the Bank's branches, website, and social media channels.
- Providing channels for receiving complaints, suggestions, and compliments Krungsri Call Center, Tel. 1572

Approaches and Responses

- Fair treatment of customers
- Maintaining customers' personal data protection with utmost care
- Maintaining cybersecurity
- Financial crime prevention
- Provision of accurate and complete product and service information as per best market-conduct practices
- Accountability to customers in terms of products and services
- Provision of impressive customer experiences through product and service innovations taking into account economic, social and environmental dimensions
- Encouraging corporate customers to be aware of sustainable operations, taking into account the environment, social and governance (ESG) dimensions, such as Krungsri ESG Awards, Krungsri ESG Academy 2024, and Krungsri-MUFG ESG Symposium
- Adopting digital innovation and technology that help increase customer access to products and services, such as krungsri app, Kept by Krungsri, Krungsri Online, and Krungsri Biz Online, QR code payment via Krungsri Mung-Mee shop and the website www.krungsri.com, etc.
- Providing advice to customers impacted by the economic situations and providing advice on debt restructuring
- Introduced measures to help customers affected by the economic conditions, such as measures to help customers affected by the flood and the "You Fight, We Help" program
- Supporting customers' businesses, such as international trade advisory services
- Providing customer convenience for financial access through banking agents
- Providing financial literacy through the online channel of "Krungsri The Coach"
- Provision of whistleblowing channels and a customer complaint resolution process (CCRP) and Krungsri Call Center, Tel. 1572



Krungsri ESG Awards project was initiated in 2023 with the objective of honoring and promoting entrepreneurs who are aware of and conduct business by taking into accounts the environmental, social, and governance (ESG) aspects. The Bank has supported and presented the "**Krungsri ESG Awards**" to recognize businesses that have integrated ESG dimensions into their work processes. The awards are divided into two categories: 1) **Excellence** awarded to businesses that excel in all ESG dimensions, and 2) **Highly Commended** honoring businesses that have initiated and implemented good ESG practices. Krungsri has been honored by partner organizations with ESG expertise and vision to participate in judging these awards, including the Federation of Thai Industries, the Thai Chamber of Commerce and Board of Trade of Thailand, the Social Enterprise Thailand Association, the Department of Business Development, the Thailand Greenhouse Gas Management Organization (Public Organization), the Office of Small and Medium Enterprises Promotion (Thailand), and Thammasat University.

In 2024, Krungsri is committed to intensively promoting ESG operations for entrepreneurs by organizing ESG training courses under the "**Krungsri ESG Academy**" for the first year, in cooperation with ESG expert partners to provide knowledge to entrepreneurs so they can develop business transition plans toward sustainability. In addition, entrepreneurs who attend the training can also access Krungsri's ESG partner network. In 2024, 60 companies from various businesses participated in the Krungsri ESG Academy program, and 25 companies received Krungsri ESG Awards: 20 companies received the **Krungsri ESG Award in the Excellence category**, and five companies received the **Krungsri ESG Award in the Highly Commended category**. The Krungsri ESG Awards project working group has reported the success of this project to relevant committees and/or senior executives, such as the Sustainability Committee.



Suppliers or vendors

Interests and Expectations

- Fair and equitable treatment of suppliers or vendors
- Accurate and adequate information, and equal access to information
- Fair supplier selection
- Transparent procurement and fair payment and stipulation of payment timeframe made to suppliers in a fair manner
- Protection of personal data and confidentiality of suppliers
- Provision of chances to join hands with the Bank and companies in the Financial Business Group in the future
- Participation and support for sustainable supply chain management

Suppliers or vendors

Engagement and Communication Channels

- Regular news updates and key policies via Email, e.g., Krungsri Group's The Spirit and The Letter, Human Rights Disclosure Statement, anti-corruption, No Gift Policy etc.
- Meetings between the Bank and suppliers or vendors
- Disclosure of suppliers and vendors' codes of conduct via the website www.krungsri.com
- Communication of the Thai Private Sector Collective Action Against Corruption and promotion of membership of the organization among suppliers
- Supplier or vendor site visits

Approaches and Responses

- Fair and equal treatment for suppliers or vendors without discrimination
- Handling suppliers' and vendors' personal data with utmost security
- Fair trade with an explicit supplier selection guideline
- Establishment of a green procurement guideline and promoting suppliers with environmentally-friendly business operations
- Use of e-auction for transparency
- Making timely payments to suppliers
- Training on ESG and sustainable supply chain management to suppliers
- Provision of accurate and adequate key information and conditions under common standards
- Strictly honoring contracts or conditions agreed with suppliers or vendors
- Keeping information received from suppliers or vendors confidential
- Announcement of No Gift Policy via Email at least once a year, especially during the New Year festival
- Provision of whistleblowing channels

Creditors

Interests and Expectations

- Honoring agreed terms and conditions
- Timely debt repayment
- Managing liquidity and expectation of potential emergency incidents which could impact liquidity
- Consistent information disclosure

Engagement and Communication Channels

- Company visits
- Holding meetings for presenting key highlights of information, view sharing, and taking advice

Approaches and Responses

- Honoring agreed terms and conditions based on integrity, equality, and fairness
- Timely interest payment and debt repayment
- Refraining from disclosing creditors' personal data and confidential information
- Provision of accurate and adequate information and organizing activities that promote mutual understanding
- Provision of whistleblowing channels

Regulators supervising commercial banks and listed companies

Interests and Expectations

- Good corporate governance and business operations under the "sustainable banking" principles
- Creating economic and social value
- Codes of conduct, as well as fraud and corruption prevention
- Compliance with laws and regulations related to the banking business and listed companies
- Transparency and disclosure of operating performance
- Potential impacts caused by the Bank's operations on society and the environment
- Responsible lending and ESG considerations
- Financial crime prevention
- Consideration of ESG risk management, particularly environmental and climate change risk management

Engagement and Communication Channels

- Regular meetings and cooperation with, and reporting to regulators
- Meetings in important occasions for view sharing and taking advice
- Transparent performance disclosure via the Bank's channels

Approaches and Responses

- Good corporate governance and a code of conduct
- Anti-fraud and corruption
- Anti-money laundering and countering terrorism financing
- Financial crime prevention
- Establishing the sustainable lending by considering ESG dimensions
- Prudent risk management especially environmental risk management and climate change
- Business continuity management
- Compliance with laws and regulations related to the banking business
- Cooperation and support in creating economic, social, and environmental value, as well as compliance with the sustainable banking policy
- Provision of officials whose main duty is to cooperate with regulators supervising commercial banks and listed companies

Investors and analysts

Interests and Expectations

- Qualifications and professionalism of the Board of Directors and executives, and the proportion of independent directors
- Compliance with principles of good corporate governance and transparency
- Business operations that take into account economic, social, and environmental dimensions
- Efficiently managing opportunities and risks
- Disclosure of operating results useful for investors' decision-making
- Operating results and business growth

Investors and analysts

Engagement and Communication Channels

- Regular meetings with investors and analysts
- Teleconferences and online meeting
- Holding year-round meetings and roadshows at home and abroad
- Holding securities analyst meetings
- Holding meetings with credit rating agencies which rate Krungsri and our subsidiaries
- Organizing company visits at Krungsri Group's subsidiaries
- Holding press conferences for investors, analysts, and the media on performance, business expansion, and key developments
- Reporting quarterly operating and financial results through the Stock Exchange of Thailand and the website www.krungsri.com
- Notifying news about the Bank's key developments via Email on a year-round basis

Approaches and Responses

- Establishment of an investor relations unit responsible for information disclosure and contacting investors and securities analysts
- Ensuring good corporate governance and codes of conduct
- Ensuring anti-fraud and corruption
- Ensuring prudent risk management
- Ensuring business continuity management
- Delivering good performance and reasonable returns
- Developing digital innovations and operating systems
- Disclosure of Krungsri's financial and non-financial information accurately, adequately, transparently, regularly, and timely through diverse channels and media
- Provision of whistleblowing channels

Other commercial banks and financial institutions

Interests and Expectations

- Fair competition
- Banking and economic development
- Cooperation and building networks for sustainable development in particular, cooperation in supporting the country in managing the environment and climate change to achieve the country's Net Zero target by 2065.

Engagement and Communication Channels

- Regular meetings with member banks, at least once a month, through the Thai Bankers' Association (TBA), as well as meetings with the Payment System Office (PSO), the Thailand Banking Sector Computer Emergency Response Team (TB-CERT), and the Thai Banking Academy (TBAC) under TBA's supervision
- Communication and joint meetings between member banks under the sub-working groups and/or clubs under the Thai Bankers' Association throughout the year
- Regular meetings and communication among member banks of the Association of International Banks (AIB)

Other commercial banks and financial institutions

Approaches and Responses

- Compliance with banking codes of conduct
- Fair competition with a level playing field and business transparency under stipulated regulatory requirements
- Provision of marketing information that would not impact competitors
- Participation in activities beneficial for the financial and banking industry to prevent negative impacts on the banking system
- Participation in and cooperation with member banks in matters on which the government agencies seek cooperation, such measures to assist customers affected by economic condition or the impact of disasters, assistance measures during disasters, or the government's activities, or preparation for cyberthreats, etc.
- Provision of whistleblowing channels

Communities and society

Interests and Expectations

- Provision of diverse financial products and services in response to the needs of local communities particularly low-income earners, the underprivileged, etc.
- Provision of complete and accurate financial products and services
- Devolopment of quality of life and promotion of income generation for communities through various forms of activilies
- Potential social and environment impacts caused by the Bank's operations
- Resource efficiency and reduction of social and environment impacts
- Listening to views and demands of communities and society

Engagement and Communication Channels

- Provision of financial products and services that respond to community and society needs
- Organizing corporate social responsibility (CSR) activities with staff of Corporate Sustainability Department joining local communities in participating in the activities
- Using the organization's expertise to create value for the community and society through financial literacy projects to help strengthen and promote the economy of communities or social enterprises.
- Discussion and cooperation with local units to promote activities that help enhance communities' quality of life

Approaches and Responses

- Development of financial products and services in accordance with community and society needs and enhancing appropriate channels to access products and services
- Establishment of the Sustainability Committee [1/] responsible for setting strategies, directions, policies, and directives related to issues of environmental, social, and governance (ESG) or sustainability for the Bank and companies in the Financial Business Group. The committee meets at least once a quarter.
- Establishment of the Corporate Sustainability Department (CSD), under supervision of the Environmental, Social and Governance Division [2/] (or ESG Division). CSR operations are carried out under 'Krungsri's 4 CSR Pillars, namely 1.) Building Sustainability Value, 2.) Giving Back to the Community, 3.) Preserving the Environment, and 4.) Providing Financial Support.
- Satisfactory survey conducted among those participating in CSR activities to use the results to improve social activities.
- Listening to perspectives of the communities and society and providing whistleblowing channels
- Dissemination of the information of CSR activities via Krungsri's channels, such as the website www.krungsri.com, as well as provision of the Annual Report (Form 56-1 One Report) and the Sustainability Report

Remarks:

[1/] For more information about the Sustainability Committee, please see the topic of Sustainability Governance Management on Page 36, or on the Krungsri website (www.krungsri.com/th/esg/sustainable-banking/committee)

[2/] For more information about the ESG Division, please visit the Krungsri website (www.krungsri.com/th/esg/sustainable-banking/esg-division)

COMMUNITY PARTICIPATION AND SOCIAL ENGAGEMENT

Risks and Opportunities

Risks

- Community participation and social engagement require massive investment with many types of resources, from labor, budget, materials, to turnaround time. Lack of careful planning might make the return not worth the cost.

- In carrying out CSR activities, failure to maintain project standards or continuity might make the activities seem like organization promotional activities, or the organization could face societal pressure if the results do not meet expectations.

- In carrying out CSR activities, there might be risks regarding participant safety or legal non-compliance, e.g. some types of activities require permission from the relevant government agency, fieldwork in risk areas, disaster-stricken areas, or areas with legal limitations that must be observed, all of which could lead to accidents, lawsuits, fines, or legal charges, thus affecting organizational reputation.

- Community participation and social engagement as volunteers might lead to expectations to bear more work or responsibilities, and lengthy CSR projects/activities could affect work or personal life.

- Community participation and social engagement pose the risk of being used as political tools or used for the benefit of a particular group, which could affect the organization's reputation and trustworthiness.

Opportunities

- Community participation and social engagement not only foster good relations between Krungsri and external parties, partners, communities, and society, they also aid networking which is conducive to improving the quality of life and the well-being of communities as well as creating business opportunities for market expansion and penetration.

- Community participation and social engagement through listening to problems and feedback in order to align CSR activities with community needs helps accurately solve social problems and promote long-term sustainable development, e.g. ending poverty, promoting education opportunities, campaigning for social fairness and equality, and preserving the environment.

- Raising awareness of social and environmental responsibility among executives and staff and joining as volunteers in CSR activities nurtures organizational solidarity, uplifts organizational image in terms of social and environmental development, helps boost acceptance of and trust in the organization, including creating positive changes to society, the economy, and the environment in the long term.

- Krungsri Group volunteers and CSR participants get to learn new skills, e.g. project management, leadership, and ad hoc problem-solving. They also get the chance to practice working as a team, working with diverse people, and step up as leaders of change for the betterment of society.

Management Approaches

- Appoint the "Sustainability Committee" responsible for defining strategies, directions, policies, and regulations for operations relating to ESG, sustainability, and social accountability of the Bank and the companies in the Financial Business Group (Krungsri Group) in accordance with sustainable banking principles, the guidelines and expectations of regulators, and the Sustainable Development Goals (SDGs) of the United Nations. The Sustainability Committee shall hold a meeting no less than once per quarter and shall report its performance directly to the Executive Committee.

- Form the "Policy for Social Contribution and Project Formulation" as the basic framework for providing financial support and donations to the corporate social responsibility (CSR) activities of Krungsri Group. The group companies must use this policy as a guideline on forming an equivalent policy of their own.

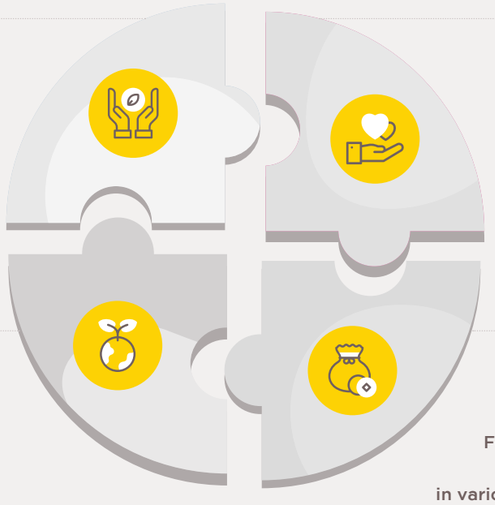
- Stipulate the "Policy and Program for Anti-Bribery and Corruption" to which executives and staff must strictly adhere when considering giving, donating, and supporting various activities that must have legitimate business objectives and do not lead to a conflict of interest, while also being in accordance with the Policy for Social Contribution and Project Formulation. Compliance with the Policy and Program will help prevent and mitigate risks such as bribery, corruption, conflicts of interest, as well as reputational risks. On top of that, the Policy and Program do not allow the Bank to undertake any political support, whether it is carried out personally or on behalf of the Bank. This is because such undertakings could exert influence on external parties which may aid the Bank in gaining improper benefits or business advantages.

- Establish the "Corporate Sustainability Department" under the Environmental, Social, and Governance Division of the Corporate Strategy and Planning Group. Its responsibility is to devise CSR strategies and determine plans, projects, or campaigns that have positive impact on society and the environment, including driving Krungsri's CSR activities in cooperation with our alliances and relevant parties, both internal and external, to carry out such activities in conformity with international guidelines or standards as well as the UN SDGs.

- Instill social and environmental responsibility in the executives and staff of all parts within the organization, including promoting volunteerism in continuously creating value for the community and society under the "Simple to Share" concept through execution of CSR projects and activities encompassing the ESG dimensions.

- Stipulate the social responsibility framework called Krungsri's 4 CSR Pillars so that our CSR activities respond to sustainable development at the national and international levels. Details are as follows:

Krungsri's 4 CSR Pillars



1 **Creating sustainability value**

Focusing on creating an understanding of social responsibility and shared value of sustainability among executives, employees, and stakeholders

2 **Giving back to the community**

Focusing on creating community engagement both in Krungsri Group's operating areas and society as a whole through various CSR activities and projects

3 **Preserving the environment**

Focusing on cultivating environmental conservation habits and awareness through CSR activities and projects, including promoting eco-friendly operating processes

4 **Providing financial support**

Focusing on promoting support for and assistance to society in various aspects such as education, public health and medicine, disaster relief, and religion, art and culture

Performance

Investments for community and social development *
2.7 million baht

Donations *
17.37 million baht

3,582
Krungsri Group volunteers

spent
11,067
volunteer hours participating in CSR activities

Remark:
* Bank of Ayudhya and subsidiaries only

Creating Sustainability Value

Krungsri realizes that one of the important strategies for implementing social responsibility is cultivating awareness and creating shared value among employees, executives, and relevant stakeholders. Therefore, Krungsri fosters the senses of sustainability through a variety of projects and activities as follows:

- Dissemination of knowledge and understanding of social responsibility and sustainability, and arrangement of ESG training for relevant stakeholders such as customers, suppliers, and business partners
- Integration of ESG dimensions into the organization's business-as-usual processes
- Provision of operational support according to the sustainable banking principles
- Provision of support to achieve the SDGs
- Survey of stakeholders' opinions on the Bank's business operations and sustainability initiatives
- Cooperation with stakeholders and alliances in organizing CSR activities for widespread positive impact
- Sustainability reporting and performance evaluation as well as creation of awareness among all stakeholder groups through various channels such as the Annual Report (Form 56-1 One Report), Sustainability Report, and the www.krungsri.com website

Provision of ESG training programs for Krungsri's stakeholders

Krungsri is cognizant of the importance of integrating ESG into operations. With this in mind, ESG training sessions were organized for our stakeholders, e.g. executives, employees, suppliers, and business partners to promote ESG, encourage its application to work, and support transition to businesses that have positive impact on society and the environment. Details are as follows:

Stakeholder	Description of Activity
Board of Directors and senior management	Online ESG training courses for the Board of Directors and the senior management, e.g. "ESG in the Boardroom: A Practical Guide for Board", "Science Based Target of Climate Mitigation for Board Level", "The Board's Roles in Climate Governance", "Sustainability-related Financial Disclosures", and "ESG Risk and Management: A Practical Guide for Listed Companies"
Staff	• A staff training course titled "Climate Change & Sustainable Finance" was run online on June 25, 2024 with 93 attendees. • A staff training course titled "New Zero Waste Lifestyle" that raises awareness of solving environmental problems by starting from internal cooperation through tangible waste management was run by experts from the Chula Zero Waste program on October 15, 2024 with 123 attendees.
Executives and staff of group companies	A lecture titled "Environmental, Social, and Governance (ESG) for Sustainable Growth" for the executives and staff of Krungsri Asset Management Company Limited was run online on September 26, 2024 with 113 attendees.
Working Committee on Environment and outsourced staff	• "Green Office Promotion" training to raise the standards for making our offices environmentally-friendly in tandem with adjusting our employees' habits for energy and resource efficiency, and reduction of waste from the Bank's operating processes and activities, including underscoring environmentally-friendly activities to cut down GHG emissions the primary cause of climate change. • A hands-on training session titled "Green Office and Efficient Enterprise Waste Management" for representatives of the Working Team on Environment and outsourced staff totaling 132 attendees was run on December 21, 2024 at the Head Office by experts from the Chula Zero Waste program and INSEE Ecocycle Company Limited as well as Krungsri representatives from the ESG Division.
Corporate customers	Lecture on ESG for customers and business partners, e.g. Toyota Leasing Thailand Company Limited and Ocean Life Insurance Public Company Limited
Suppliers and service providers	Lectures titled "Sustainable Procurement with Krungsri Group" for informing suppliers and service providers of ESG-related practices, the Supplier Code of Conduct, green procurement guidelines, and anti-corruption measures. This aims to encourage suppliers to adopt the guidelines for their sustainable growth. In 2024, the lectures were run online in three sessions on March 26, September 25, and October 20 and attended by 267 suppliers and service providers.





Giving Back to the Community



Giving More...Receiving More Project promoting blood donation

Krungsri started the Giving More…Receiving More Project in 2007 in collaboration with the National Blood Centre, Thai Red Cross Society, to promote the donation of blood, organs, and eyes to aid people in need, especially in crises when the blood inventory is insufficient for patient treatments. In this regard, Krungsri organized the blood drives by considering the appropriateness of the venue and giving priority to donor safety.

Target:

Collaborate with the National Blood Centre, Thai Red Cross Society, to organize the planned blood drives and receive a total of one million cc of blood

Performance:

A total of 799,150 cc of blood was donated through the blood drives as follows:

- Four blood drives were held at the Head Office in March, June, September, and December 2024, where 412,450 cc of blood was donated.



- Four blood drives were held at the KSPO in March, June, September, and December 2024, where 189,400 cc of blood was donated.



- Blood drives were held at 18 provincial branches, namely Kalasin Branch, Kamphaeng Phet Branch, Kantharalak Branch, Soi Khao Ta Lo Pattaya Branch, Ban Chang Branch, Phitsanulok Branch, Phuket Branch, Si Saket Branch, Thanon Phahon Yothin Saraburi Branch, Thanon Mittraphap Khon Kaen Branch, Thanon Phatthanakan Khu Khwang Branch, Siyaek Sanam Bin Chiang Mai Branch, Songkhla Branch, Roijana Industrial Park Branch, Sing Buri Branch, Udorndhani Branch, Uthai Thani Branch, and Amnat Charoen Branch. Through these activities, a total of 197,300 cc of blood was donated.

- 259 employees signed up to donate their organs and eyes.

Krungsri Breast Cancer Awareness Project

Krungsri started the Krungsri Breast Cancer Awareness Project in 2010 with the support of the Breast Foundation under the Patronage of Her Royal Highness the Princess Mother, aiming to support the country's public health strategies through diverse activities such as breast self-examination training by experts and mobile mammography units providing the public with free breast examination services of a quality and standards equivalent to examination at the Thanyarak Breast Center.

Target:

- Organize knowledge sharing sessions on the dangers of breast cancer and breast self-examination methods to public health volunteers from four sub-district health promotion hospitals according to the plan, with no less than 80 participants

- Organize breast diagnosis activities with the mobile mammography unit for underprivileged women, with no less than 50 participants at the Head Office

Performance:

- Organized knowledge sharing sessions on the dangers of breast cancer and breast self-examination methods to a group of 100 public health volunteers from sub-district health promoting hospitals in Phra Pradaeng District, Samut Prakan Province, consisting of public health volunteers from Song Khanong Sub-district Health Promoting Hospital, Bang Yo Sub-district Health Promoting Hospital, and Bang Kachao Sub-district Health Promoting Hospital Dr. Kullaya Tarachat of Thanyarak Breast Center, Siriraj Hospital, was invited to share knowledge with the participants.



- Organized breast diagnosis activities with the mobile mammography unit for 44 outsourced staff at the Head Office. They were informed of the diagnostic test results and treatment steps if any abnormalities were detected.

- Donated 500,000 baht to support the breast examination activities of the Breast Foundation under the Patronage of Her Royal Highness the Princess Mother



Ayutthaya Historical Site Conservation Project

Since 2015, Krungsri has carried out heritage conservation activities in our hometown province, Phra Nakhon Si Ayutthaya, in collaboration with the Fine Arts Office 3 Phra Nakhon Si Ayutthaya, Fine Arts Department. The aim is to raise employees' and communities' awareness of the importance of cultural heritage, especially with the Historic City of Ayutthaya being recognized as a World Heritage Site, and encourage them to take part in the country's cultural preservation.

Target:

- Carry out four historical site conservation activities around Ayutthaya city island and surrounding areas as planned

- The participants' overall satisfaction score shall be no less than 80 percent.

Performance:

- The first activity was held on March 2, 2024 at Wat Choeng Tha, participated by 23 Krungsri Japanese executive volunteers who spent 184 volunteer hours.

- The second activity was held on May 18, 2024 at Wat Worachet, participated by 46 Krungsri Group volunteers who spent 368 volunteer hours.

- The third activity was held on July 13, 2024 at Wat Samanakottaram, participated by 104 Krungsri Group volunteers who spent 832 volunteer hours.
- The fourth activity was held on September 21, 2024 at Wat Jao Ya, participated by 140 Krungsri Group volunteers who spent 1,120 volunteer hours.
- The participants' overall satisfaction score is 98 percent.





"I'm proud to join the Bank's CSR activities. I always make time to join them, such as the mangrove reforestation activity and the crab condominium building activity to preserve the coastal ecosystem. The activity that I take greatest pride in is the Ayutthaya Historical Site Conservation Project in which my colleagues and I helped conserve the historical sites of Ayutthaya, the Bank's hometown province, and also helped conserve the country's cultural heritage for future generations to learn about."

Mr. Chairat Suratanachaiboonlert
Assistant Vice President, Mortgage Product Department

Pan Kan: Turn Your Used Items into Scholarships Project

In 2016, Krungsri initiated the Pan Kan: Turn Your Used Items into Scholarships Project, which is now in its ninth consecutive year. The project aims to promote the spirit of sharing among Krungsri employees and help extend educational opportunities to youths by accepting donations of used items in good condition to be offered for sale at Pan Kan Society shops. Proceeds from the sales are allocated as scholarships for youths under the supervision of the Yuvabadhana Foundation.

Target:
Set the target to give used items in good condition to be sold at Pan Kan Society shops and allocate the proceeds to no less than 50 scholarships per year

Performance:
Throughout 2024, the used items in good condition that Krungsri Group handed over to be sold at Pan Kan Society shops totalled 403,540 baht of proceeds. The amount can be converted to 57 scholarships (an average of 7,000 baht each). Since the beginning of the project, the total number of scholarships supported by Krungsri is 774 scholarships (2016-2024).



Krungsri Financial Literacy: Simple to Manage Project

Krungsri extended the successful Krungsri Financial Literacy: Simple to Manage Project from the group of university students to the group of farmers to promote personal finance management, marketing, and local product development. Krungsri together with our business partner, the Social Enterprise Thailand Association, carried out this project for the purpose of promoting financial literacy, marketing knowledge, and game-based activities so that participants understand and take part in giving opinions and self-learning. Farmers can adopt the knowledge to daily life, boosting their financial immunity against informal loans and improving their financial discipline. The project was executed under the cooperation and budget from the "Enhancing Climate Resilience in Thailand through the Effective Water Management and Sustainable Agriculture" project (E-WMSA), Green Climate Fund (GCF).

In this regard, the primary objective of E-WMSA is to promote the change of water management approaches and agricultural livelihoods in the Yom and Nan river basins with the target areas being Phitsanulok, Sukhothai, and Uttaradit. The project is executed through cross-sectoral coordination among the Royal Irrigation Department under the Ministry of Agriculture and Cooperatives, King Mongkut's University of Technology North Bangkok, GIZ Office Thailand, United Nations Development Programme (UNDP), Bank of Ayudhya, and Bank for Agriculture and Agricultural Cooperatives.

Target:
Educate farmers in 24 subdistricts about personal finance management as well as local product development and marketing by the end of 2026

Performance:
In 2024, we organized financial literacy activities for 318 farmers in eight subdistricts of Phitsanulok and Uttaradit, details of which are as follows:



Data of Participating Farmers

No.	Activity Date	Subdistrict	District	Province	Male	Female	Total
1	August 5, 2024	Tha Nang Ngam	Bang Rakam	Phitsanulok	18	21	39
2	August 6, 2024	Chum Saeng Songkhram	Bang Rakam	Phitsanulok	17	32	49
3	August 29, 2024	Bang Rakam (new)	Bang Rakam	Phitsanulok	15	25	40
4	August 30, 2024	Ban Krang	Mueang Phitsanulok	Phitsanulok	5	16	21
5	August 30, 2024	Phai Kho Don	Mueang Phitsanulok	Phitsanulok	13	24	37
6	November 21, 2024	Tha Mafueang	Phichai	Uttaradit	14	23	37
7	November 21, 2024	Phaya Maen	Phichai	Uttaradit	22	29	51
8	November 22, 2024	Kho Rum	Phichai	Uttaradit	27	17	44
Total Activity Participants					**131**	**187**	**318**

Preserving the Environment



Care the Wild "Plant & Protect" collaborative project with the SET

Krungsri partnered with the Stock Exchange of Thailand (SET) in the Care the Wild "Plant & Protect" project in 2020 to express our commitment to resolving environmental issues and tackling climate change. The project's mechanisms are to raise funds to grow and protect forests together through the good governance mechanism. The growth of the trees can be monitored through the Care the Wild mobile application. Several parties such as the Royal Forest Department and local communities have collaborated in the project.

Target:
Collaborate with the SET in organizing forest restoration activities covering 10 rai in the target area.

Performance:
Continued the Care the Wild "Plant & Protect" project for the fifth consecutive year in 2024 by donating 440,000 baht to the Royal Forest Department to support the planting of 2,000 trees in an area of 10 rai in Ban Sok Luek Community Forest, Kabok Tia Subdistrict, Neon Kahm District, Chai Nat Province. Based on observing the growth of trees planted in October 2024, it was found that their survival rate is 90 percent and their average height is 50-80 centimeters. They are estimated to help absorb 18,000 kilograms of carbon dioxide equivalent ($kgCO_2e$) and serve as a future food source for the community.





"Care the Bear" collaborative project with the SET

Krungsri has been participating in the SET's "Care the Bear" project initiated under the concept of "Change the Climate Change" by Eco-Event since 2019. In this project, the public and private sectors as well as social enterprises are invited to help mitigate global warming by reducing GHG emissions from their event organization. Adhering to the "Principle of 6 Cares", the project campaigns for commuting on electric trains or public transport, reducing the use of paper and plastics, banning foam containers, reducing power consumption, choosing decorative items made from reusable materials for organizing events, and selecting only as much food as one can finish to reduce food waste.

Krungsri joined the project so that our entire organization can take part in resolving environmental issues and reducing GHG emissions the primary cause of global warming, through our activities, especially the arrangement of low-carbon events such as press conferences, marketing activities, and CSR activities.

Target:
Support and encourage various business units to reduce global warming by mitigating GHG emissions from organizing various events by adhering to the "Principle of 6 Cares"

Performance:
Through the organization of seven low-carbon CSR events in 2024, we reduced GHG emissions by 711.47* $kgCO_2e$, comparable to planting 79 trees.

Remark:
* Reference is made to the calculation information from https://climatecare.setsocialimpact.com/dashboard/carethebear

Krungsri Zero Waste Project

Krungsri initiated this project in 2018 under the concept of "Let's Unite for Zero Waste" to address SDG No. 12: Responsible Consumption and Production, and SDG No. 13: Climate Action through the execution of internal projects and activities aiming to raise employee awareness of environmental problems and encourage waste sorting habits within the organization, starting by promoting optimal resource utilization, reduction of waste from the Bank's processes and activities, including proper waste sorting to cut down the waste sent to landfills a major contributor to GHG and climate change as follows:

Discontinue the use of Styrofoam containers in the Bank's canteens and encourage employees to carry their own reusable straw, cup, bottle, bag, eating utensils, and food container to minimize single-use plastics

"Krungsri Right Place, Right Bin" activity encouraging employees to sort waste properly

"Share bags to change the world" activity
Promoting the donation of reusable cloth or plastic bags still in good condition to reduce the use of new plastic bags

Discourage employees from ordering more food than they can eat and install food waste decomposers to reduce food waste from the canteens to landfills

Organize projects and activities in collaboration with the public sector and partnership networks to reduce waste and GHG emissions, e.g. the Green Office project initiated by the Ministry of Natural Resources and Environment; and the project of proper e-waste disposal according to international standards in partnership with Advanced Info Service Public Company Limited and Synnex (Thailand) Public Company Limited

Performance:
2024 marked the seventh consecutive year of the Krungsri Zero Waste Project with the following activities:

- Participated in the Low Emission Support Scheme (LESS) of the Thailand Greenhouse Gas Management Organization (Public Organization) for the category of waste management under the "Krungsri Right Place, Right Bin" activity which covers areas of the Head Office and KSPO. The Bank was awarded the Certificate of the Low Emission Support Scheme (based on waste management data in 2023), under which Krungsri can reduce GHG emissions by 1,004, 854 tCO_2e.


ใบประกาศเกียรติคุณ
(Letter of Recognition: LOR)
โครงการสนับสนุนกิจกรรมลดก๊าซเรือนกระจก
(Low Emission Support Scheme: LESS)
กระทรวงทรัพยากรธรรมชาติและสิ่งแวดล้อม
โดย องค์การบริหารจัดการก๊าซเรือนกระจก (องค์การมหาชน)
เพื่อแสดงว่า
ธนาคารกรุงศรีอยุธยา จำกัด (มหาชน) อาคารสำนักงานใหญ่
ดำเนินการ
โครงการ Krungsri Zero Waste กิจกรรมกรุงศรี ถูกที่ ถูกถัง
ได้รับการประเมินว่าสามารถลดก๊าซเรือนกระจกได้
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(1 มกราคม 2566 – 31 ธันวาคม 2566)
นางสุนิรัตน์ วานุกาล นิติพน
รองผู้อำนวยการองค์การบริหารจัดการก๊าซเรือนกระจก
รักษาการผู้อำนวยการองค์การบริหารจัดการก๊าซเรือนกระจก
ให้ไว้ ณ วันที่ 24 กันยายน พ.ศ. 2567

- **Supported the "Care the Whale" project by joining hands with the SET** in promoting end-to-end waste minimization and waste sorting for proper disposal, including promoting the circular economy model. Krungsri aims to reduce non-recyclable waste such as plastic bags, snack packaging, plastic eating utensils, paper cups, plastic cups, plastic straws, milk cartons, and juice cartons by sending them to be used as refuse-derived fuel (RDF) in the cement manufacturing process so that there is zero RDF to landfills. The Bank communicated and provided RDF waste bins so that employees can take concrete action in sorting waste. In 2024, 14,219.76 kilograms of RDF was collected from the Head Office, Krungsri Riverside Office, and KSPO and sorted to be used in the cement manufacturing process, helping reduce GHG emissions by 11,280.54* kgCO_2e.



- **Installed food waste decomposers** to reduce food waste to landfills as well as GHG emissions as Krungsri is committed to becoming a zero food waste organization
  - Krungsri installed a food waste decomposer in 2020 at the Head Office. It uses biotechnology to turn food waste into bio-soil in alignment in line with the circular economy concept. In 2024, food waste from the Head Office was reduced by 18,345.05 kilograms or 14,553.13* kgCO_2e and turned into 4,186 kilograms of bio-soil.
  - Another food waste decomposer was installed at KSPO in December 2022 and started running in early 2023. The machine helped reduce the amount of food waste sent to landfills by 3,490.06 kilograms per year or 2,768.66* kgCO_2e, and turned into 139.18 kilograms of bio-soil.
  - Organized food waste reduction campaigns on the World Environment Day at the Head Office and on the Thai Environment Day at KSPO. Employees studied the exhibition booth about the journey of food waste to landfills and shared many of their food waste reduction ideas.

Remark:

* Calculation of GHG emissions is based on the emission factors and the Carbon Footprint for Organization (July 2022) of the Thailand Greenhouse Gas Management Organization (TGO).







Mangrove Reforestation Activity

Initiated in 2012, the Bank's mangrove reforestation activity aims to conserve and nurture the mangrove ecosystem and create food sources for marine creatures in collaboration with government agencies and provincial administrative authorities such as the Mangrove Forest Resources Development Station 5 (Chonburi), the Mangrove Resources Administration Center Chonburi Province, the Marine and Coastal Resources Administration Office 2, and the Department of Marine and Coastal Resources.

Target:

1. Carry out activities to plant 1,500 mangroves and organize mangrove ecosystem conservation activities as planned
2. The participants' overall satisfaction score shall be no less than 80 percent.

Performance:

- First activity: A crab condominium building activity was held on July 6, 2024 in Khlong Dan Subdistrict, Bang Pakong District Chachoengsao, participated by 60 Krungsri volunteers who spent 480 volunteer hours.
- Second activity: A mangrove reforestation activity was held on August 3, 2024 in Ang Sila Subdistrict, Meuang District, Chon Buri, participated by 118 Krungsri volunteers who spent 944 volunteer hours planting 1,500 mangroves.
- Third activity: A crab condominium building activity was held on September 14, 2024 in Klong Dan Subdistrict, Bang Pakong District, Chachoengsao, participated by 121 Krungsri volunteers who spent 968 volunteer hours.
- The participants' overall satisfaction score is 97.46 percent.





Mangrove Reforestation VDO Clip



"This is the third CSR activity that I've joined and I want to keep joining every year. In the last activities, I got to help plant a forest, conserve a historical site, and build a crab condominium. I'm glad that Krungsri holds these activities annually. In planting mangroves today, I made new friends. We got a bit muddy, but we helped pick each other up and plant mangroves to achieve the target of preserving the environment for our future generations."

Miss Walaporn Wonglangka
Officer 4, Credit Administration Department

Mangrove Planting Activity under the Krungsri Consumer Race to Net Zero Project

Krungsri Consumer organizes mangrove planting activities to encourage employees to learn about the importance of the coastal ecosystem while also promoting employee participation in mangrove conservation. Moreover, mangrove forests can capture and store carbon dioxide from the atmosphere.

Performance:
Krungsri Consumer has planted 1,500 mangroves, which can help reduce carbon in the atmosphere by up to 13,500 kgCO_2e.





Providing Financial Support

Krungsri Group in collaboration with government agencies and charitable organizations provide financial support for various foundations' and organizations' public benefit activities to assist communities with urgent needs in various aspects, especially natural disaster relief. In 2024, the total financial support provided and items donated amounted to 17.37 million baht.

Donation
17.37 million baht

- Education
- Natural disaster relielf
- Arts, culture, and religion
- Public health and medicine
- Other public benefits



2024 Kathin and Off-season Robe Presentation Activity

Every year, Krungsri organizes kathin and off-season robe presentation activities as these Buddhist rites are important to the Thai society in terms of preserving Buddhism, reinforcing faith and solidarity among Buddhists, and serving as a channel to help temples and hospitals in need.

Performance:
In 2024, Krungsri invited executives, staff, customers, business partners, and the general public to make contributions to the kathin and off-season robe presentation ceremonies to help preserve Buddhist sites and purchase essential medical equipment for hospitals, totaling nine sites that received 19,082,450.39 baht of donations in total.

- 13,498,280.62 baht of funds was raised in kathin presentation ceremonies at six temples, namely Wat Khao Khanom in Nakhon Si Thammarat, Wat Mai Charoenrat in Bangkok, Wat Koh Raet in Nakhon Pathom, Wat Ku Tao in Songkhla, Wat Mai Sai Thong in Sa Kaeo, and Wat Whalukramanee Thung in Nong Khai.
- 5,584,169.77 baht of funds was raised in off-season robe presentation ceremonies at three hospitals, namely Metta Pracharak Hospital in Nakhon Pathom, Children's Hospital in Bangkok, and Ban Pong Hospital in Ratchaburi.











Doi Tung Check Dam Construction Project

Krungsri has constructed Doi Tung check dams since 2009 to help retain the moisture and richness of forests so that they serve as wildfire barriers and natural water sources useful for the locals as well as the wildlife.

Performance:
In 2024, Krungsri provided 500,000 baht to the Mae Fah Luang Foundation under Royal Patronage to support forest restoration in the Doi Tung Development Project (the operation area of the royal initiative) in Chiang Rai and did not construct any check dams because of the heavy flooding and landslides in Chiang Rai.



Chiang Rai Art Elephant Project

The "Chiang Rai Art Elephant" Project was lauchned in 2015 by Dr. Kobchai Jitsakula, President of Alliance Française Chiang Rai and Chairman of Greenwing Company Limited, under the vision to extend art to remote communities and foster equality. Given the significant role of elephants as Thailand's national animal, especially in the forestry industry since ancient times, they serve to convey the exquisite uniqueness of Thai elephants through the Chiang Rai Elephant Art sculptures. Ninety local artists from Chiang Rai collaborated to create these artworks on fiberglass elephant sculptures, each standing 90 centimeters tall. This was done to reflect that Chiang Rai is truly a city of art.

Performance:
In 2024, Krungsri together with Mitsubishi UFJ Financial Group (MUFG) supported the project and handed over eight Chiang Rai Art Elephants to be exhibited in six tourist destinations across Japan, e.g. Takeya Building in Tokyo, Kakuozan Nittaiji Temple in Nagoya, Otaru Art Base in Hokkaido, Rusutsu Resort in Hokkaido, GALA Yuzawa Snow Resort in Niigata, and Hokkaido Ballpark F Village in Hokkaido to showcase the beauty of Thai art elephants through MUFG's network and further strengthen the symbol of friendship between Thailand and Japan.



Old Desk Calendars for the Blind Activity

Krungsri has collected and delivered old desk calendars to the Foundation for the Blind in Thailand under the Royal Patronage of H.M. the Queen or other agencies since 2017 to produce Braille-printed instructional materials for the blind. This activity contributes to optimal resource utilization by means of reuse, which also helps cut down GHG.

Performance:
Krungsri collected 8,422 old calendars for 2023 from employees and delivered them to the said foundation's Educational Technology Center for the Blind.

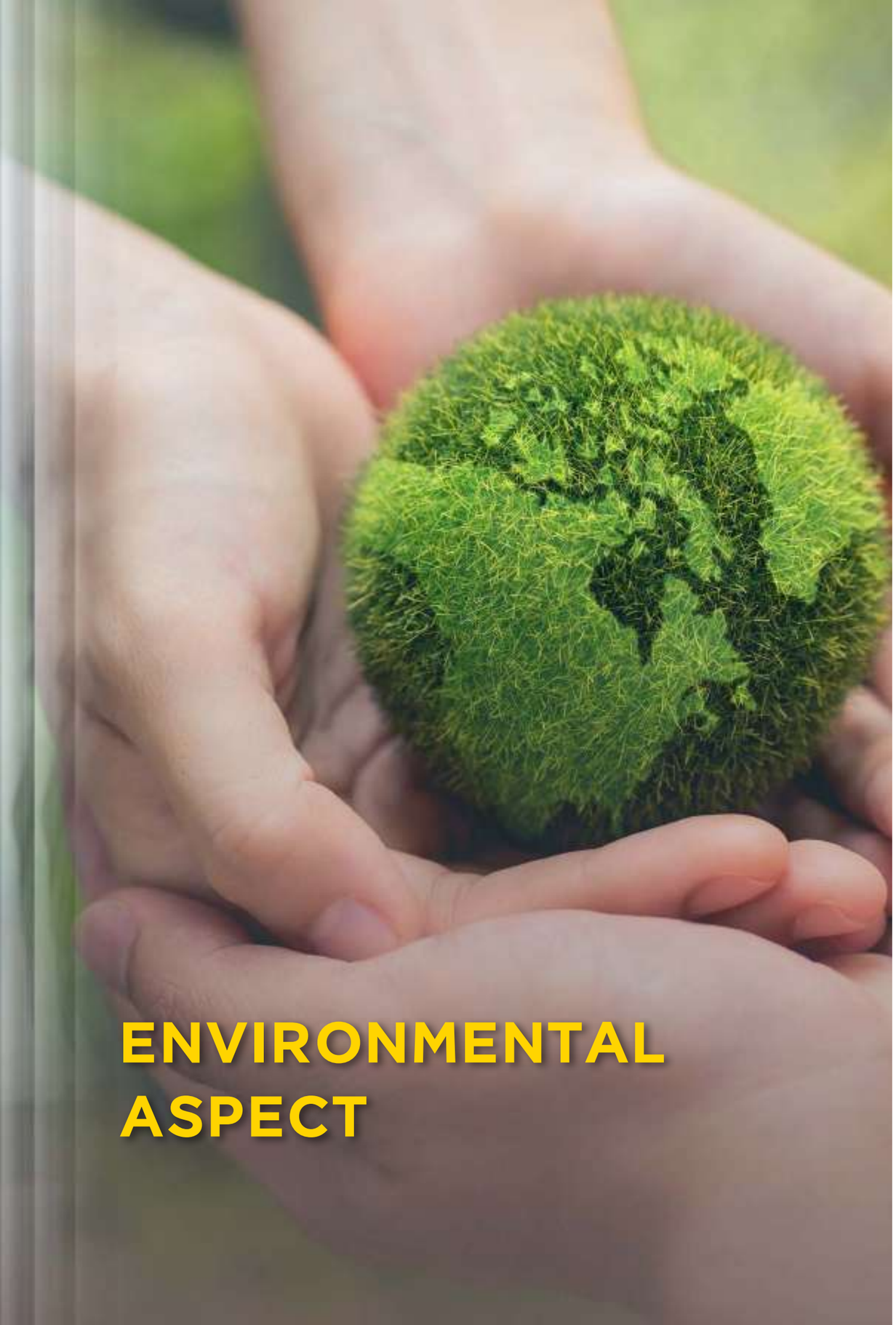


Car4Cash Smile Pack Project by Krungsri Auto

Car4Cash, a leader in Thailand's automotive refinance market, initiated the Car4Cash Smile Pack Project in 2021 to aid victims of natural disasters such as floods and forest fires. The pack comprises necessities enabling the affected persons to overcome their difficulties and move on.

Performance:
In 2024, Krungsri Auto delivered 2,150 Smile Packs to flood victims in the North and in the South, e.g. Chiang Rai, Phrae, Nan, and Narathiwat. Since 2021, over 6,000 Smile Packs have been delivered in 21 provinces across the country.





ENVIRONMENTAL ASPECT

ENVIRONMENTAL MANAGEMENT AND RESOURCE EFFICIENCY

Risks and Opportunities

Risks

- Excessive or beyond-limit use of energy and resources, especially electrical power, paper, and fuel, will increase the Bank's operational costs, such as higher maintenance expenses. It also increased greenhouse gas emissions, which impact the environment and climate change, and may lead to loss of biodiversity. For example, excessive paper usage may lead to deforestation. This also poses a risk that the Bank may not achieve our Net Zero target.

- Over-reliance on fossil fuels, such as oil and natural gas, which are non-renewable resources. Without proper energy usage planning or promotion of renewable energy within the organization, this could lead to future shortages and price volatility risks. Additionally, using fossil fuel energy sources results in greenhouse gas emissions, particulate matter (PM 2.5), and air pollution.

- Organizations that failed to prioritize environmental management and efficient resource use may face competitive disadvantages, as stakeholders such as shareholders, customers, business partners, and investors now tend to focus on and invest in environmentally friendly organizations.

Opportunities

- Environmental management and efficient resource use promote and drive positive environmental outcomes. Besides responding to national environmental development goals, this also addresses the UN Sustainable Development Goals: Goal 12: Responsible Consumption and Production, Goal 13: Climate Action, and Goal 17: Partnerships for the Goals. It also helps reduce operational costs and financial risks arising from violating environmental laws and/or regulations, reduces reputational risks from environmental complaints, and helps the Bank achieve greenhouse gas reduction targets from our own operations.

- Organizations with effective environmental management and resource efficiency can sustainably manage costs, increase competitiveness, enhance corporate reputation, and attract interest from stakeholders.

- Focusing on promoting efficient resource and energy use will stimulate new technology development within the organization, such as the paper reduction project of the Operations Group.

Management Approaches

Krungsri's environmental management and resource efficiency approaches are as follows:

- Formulate the "**Environmental Disclosure Statement**" in addressing the following global environment issues
  - Striving to protect the environment and responding to climate change is the responsibility of all human beings.
  - Aiming to contribute to the realization of a sustainable society by protecting the global environment in alignment with the SDGs
  - Complying with applicable legislation and international agreements and responding appropriately when our operations result in environmental risks or negative impacts
  - Striving to reduce the environmental impacts of our operations, as well as actively working toward finding solutions to global environmental issues through our business activities

- Establish the "**Policy for Environment, Resource, Occupational Health, and Safety**" to promote and support environmental management and resource efficiency. The policy serves as a guideline for determining environmental protection and resource conservation measures in compliance with laws and regulations relating to the environment. Krungsri's executives and staff at all levels, as well as internal and external related parties, shall cooperate in promoting and complying with the following 11 measures regarding energy consumption, resource efficiency, and environmental conservation.

1 Water consumption

- Communicate and/or campaign for correct and efficient water consumption
- Determine the appropriate water consumption time, e.g., watering plants, cleaning areas in front of the building
- Use water-saving and environmentally friendly sanitary wares
- Stipulate measures on wastewater reuse, e.g., wastewater treatment according to standard procedures and wastewater reuse for some activities
- Log monthly water consumption

2 Energy consumption

- Communicate and/or campaign for energy saving
- Determine the appropriate energy consumption time, e.g., turning on and off lights, air conditioners, and other electrical appliances based on operational periods
- Promote utilization of renewable and environmentally friendly energy
- Use energy-saving and environmentally friendly electrical appliances and equipment
- Log monthly energy consumption

3 Fuel consumption

- Communicate and/or campaign for turning off the vehicle engine when parking for a long time
- Encourage employees to use bicycles, public transport, or carpooling to work
- Plan appropriate travel routes to save fuels, e.g., corporate shuttle van routes appropriate for each period, etc.
- Log monthly fuel consumption

4 Consumption of paper, printing ink, office supplies and equipment

- Communicate and raise awareness of ultimate resource efficiency for consumption of paper, printing ink, office supplies and equipment
- Determine the use of paper, printing ink, office supplies and equipment that suits operations
- Promote the use of electronic media to reduce the consumption of paper, printing ink, office supplies and equipment
- Log monthly paper consumption

5 Organization of meetings, exhibitions, and events

- Determine the meeting room size appropriate to the number of attendees
- To promote the use of electric devices to reduce using paper, printer in equipment, and devices in meetings or events, the reduction of decorating materials that are difficult to degrade or single-use items, and the selection of environmentally-friendly food and beverage containers, e.g., using personal cups or bottles during meetings, etc.
- Promote online meeting or training to reduce the use of paper, printing ink, office supplies and equipment in meetings or events
- If it is necessary to organize off-premises meetings or events, the venues should meet environmentally friendly standards based on the green procurement guideline.



6 Waste management

- Regularly provide knowledge and raise awareness regarding waste management in the organization, e.g., revoking the use of single-use foam or plastic containers, promoting the 3Rs (Reduce-Reuse-Recycle) concept, and reducing the use of chemical substances
- Arrange waste bins with explicit labels of waste types and campaign for waste sorting as stipulated
- Designate sufficient space for storage of waste pending collection
- Promote the reuse of items
- Log monthly amount of waste sorting

7 Wastewater management

- Stipulate appropriate and efficient wastewater management and treatment. The treated wastewater must reach the legal standards for reuse or release to public waterways.
- Stipulate regular examination and maintenance of the wastewater management system
- Stipulate regular checks for any wastewater leaks

8 Occupational health and safety in the workplace

- Form a fire prevention and suppression plan, remove materials or prevent operations that could cause fire, and organize annual fire safety and evacuation drills as required by law
- Establish contingency plans
- Assess workplace safety in compliance with relevant standards
- Establish enterprise safety processes according to relevant legal standards and international regulations
- Establish processes for managing external personnel operating in all of the Bank's areas
- Organize training sessions on safety, occupational health, and workplace environment for employees at all levels

9 Air quality in the workplace

- Form a workplace air pollution control plan
- Communicate to or notify employees or related parties upon the rise of air pollution from events
- Campaign against and prevent air pollution caused by various events
- Establish the control guideline for pollution caused by construction or renovation within the building area

10 Lighting and noise level in the workplace

- Examine the luminous intensity of lighting to ensure compliance with legal standards
- Examine and improve lighting in the workplace to ensure its sufficiency and appropriateness in compliance with legal standards
- Establish noise control in the office building
- Communicate to or notify employees or related parties upon the rise of noise pollution caused by events

11 Green Space

- Designate green spaces inside and outside the office building
- Appoint staff to take care of green spaces and determine definite periods for maintenance of green spaces inside and outside the office building
- Continuously improved green spaces and considered possibility to increase green areas both inside and outside the office.

- Appoint the "Working Committee on Environment" to support responsible business operations that take into account environmental mandates and ultimate energy efficiency and resource management. It comprises 10 business unit representatives and its performance is directly reported to the Sustainability Committee.

- Appoint the "Energy Management Committee" which comprises nine business unit representatives in charge of alignment with the Bank's energy saving and management policy, including providing training and campaigning for appropriate energy conservation and management. Its membership is reviewed on an annual basis.

- Commit to environmental conservation, resource and energy efficiency, waste reduction, including mitigation of pollution emissions that would affect the environment, thus cutting the emission of greenhouse gasses (GHG) and minimizing the risks of climate change in order to achieve the SDGs

- Devise and support alternative operating methods that employ digital technology and Robotic Process Automation (RPA) systems to save energy and resources, resulting in less environmental impact from our operating or service processes

- Communicate and provide information about energy and resource efficiency as well as environmental conservation to raise awareness among employees, communities, customers, government agencies, and related parties

- Establish appropriate environmental complaint channels via the Bank's complaint channels, e.g., the website (krungsri.com/th/esg/contactus), Krungsri Call Center 1572, or directly file complaints to the Working Committee on Environment, etc.

Performance

Electricity and Fuel Consumption

Krungsri promotes optimal utilization of electricity and fuel, which is communicated to employees at all levels to raise awareness and adjust habits, resulting in energy conservation. In addition to saving energy and cutting the expenses of the Bank, this also helps reduce both direct and indirect GHG emissions.

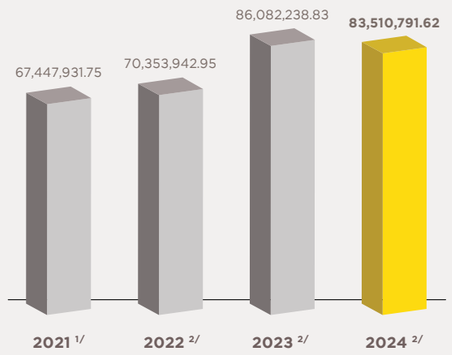
Electricity consumption

Target:
Reduce electricity consumption by 5 percent per year compared to the previous year

Performance:
In 2024, electricity consumption was 83,510,791.62 kilowatt-hours (kWh), decreasing 2.9 percent compared to 2023. The electricity usage reduction was less than targeted because the Bank implemented a policy for increased office-based work compared to the previous year (currently, the Bank maintains a hybrid working policy where employees can work at the office or work from home as necessary based on the nature of their operations and supervisor's discretion).

Remark: Additional details can be found in the energy usage table on page 226

Electricity Consumption
(kilowatt-hours)



Remarks:
1/ 2021: Electricity consumption of Head Office, KSPO, and branches countrywide
2/ 2022 - 2024: Electricity consumption of Head Office, KSPO, branches countrywide, and subsidiaries (only those located in Thailand)

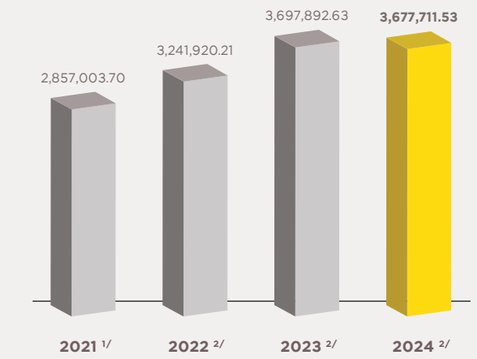
Fuel consumption

Target:
Reduce fuel consumption by 5 percent per year compared to the previous year

Performance:
In 2024, fuel consumption was 3,677,711.53 liters, decreasing 0.55 percent compared to 2023. The fuel usage consumption was less than targeted due to increased employee travel for off-site work compared to the previous year.

Remarks: Additional details can be found in the energy consumption table on page 226
1/ 2021: Fuel consumption of Head Office, KSPO, and branches countrywide
2/ 2022 - 2024: Fuel consumption of Head Office, KSPO, branches countrywide, and subsidiaries only those located in Thailand

Fuel consumption
(liter)



Increasing energy efficiency and promoting renewable energy usage

Krungsri has continuously conducted feasibility studies and made plans for increasing energy efficiency and reducing electricity consumption of all electrical equipment, as well as promoting renewable energy use in the Head Office, Krungsri Riverside Office, Krungsri Ploenchit Office, and the branches nationwide. This aims to improve electrical equipment efficiency, reduce electricity consumption, and reduce greenhouse gas emissions from our own operations, with various projects being studied and planned as follows:

Activities	Performance
Chiller plant system replacement and control system installation	• Changed to a high-efficiency chiller plant system at the Head Office in October 2024, which reduces energy consumption by 30 percent, compared to the use of previous system • Replaced energy management control systems at Krungsri Ploenchit Office and Krungsri Riverside Office using Internet of Things (IoT) and Artificial Intelligence (AI) to control the chiller plant system. The replacement is expected to complete and to operate in Q2/2025. This system will reduce greenhouse gas emissions by 61.32 tons of carbon dioxide equivalent (tCO_2e) and reduce electrical energy consumption by 126,254.62 units/year.
Split type air conditioner replacement	• Changing to 30 split type air conditioning units at the Head Office, expected to be completed in Q1/2025. This will reduce greenhouse gas emissions by 135.37 tons of carbon dioxide equivalent (tCO_2e) and reduce electrical energy consumption by 270,787.58 units/year. • Surveyed and developed plans to change to split type air conditioners at branches nationwide, starting with 80 branches in 2025. This is expected to reduce greenhouse gas emissions by 1,158.65 tons of carbon dioxide equivalent (tCO_2e) and reduce electrical energy consumption by 2,317,761.90 units/year.

Activities	Performance
LED light replacement	• Surveyed and developed plans to change to LED lights at branches nationwide, starting with gradual replacement at 80 branches in 2025. This is expected to reduce greenhouse gas emissions by 165.37 tons of carbon dioxide equivalent (tCO_2e) and reduce electrical energy consumption by 330,802.56 units/year.
Solar panel installation	• Conducted surveys and installed solar panels with 89.28 kilowatt-peak (kWp) capacity at the Head Office and 66.96 kilowatt-peak (kWp) capacity at the Krungsri Riverside Office in December 2024. Power generation is expected to begin in Q2/2025, with preliminary estimates showing electrical energy reduction of 212,871.72 units per year, equivalent to reducing greenhouse gas emissions by 106.41 tons of carbon dioxide equivalent (tCO_2e) • Surveyed and planned solar panel installations for branches nationwide, particularly standalone branches. The solar panel is to be gradually installed at 80 branches in 2025, with the total capacity of 800 kilowatt-peak (kWp). This is expected to reduce electrical energy consumption by 172,800 units/year, equivalent to reducing greenhouse gas emissions by 86.23 tons of carbon dioxide equivalent (tCO_2e).
Smart Cloud-based Energy Management System Installation	• Installing smart cloud-based energy management systems at 80 branches nationwide to monitor and control energy usage in real-time using sensors and cloud-connected devices. The system collects energy usage data from various equipment, including electrical appliances, air conditioners, and solar rooftop systems. The system collects energy usage data from various equipment on a real-time basis, including electrical appliances, air conditioners, and solar rooftop systems. The energy consumption data will be analyzed to plan energy usage and improve energy management efficiency at bank branches.

Water Consumption

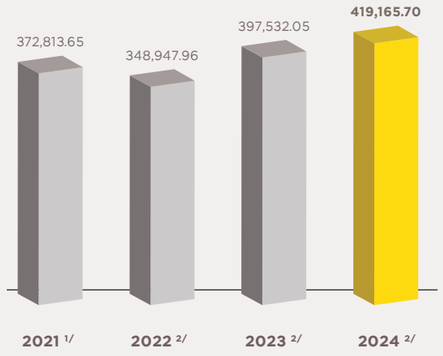
Krungsri promotes water efficiency management and planning with the least environmental impact, ranging from building design, selection of water-saving products, wastewater treatment and quality control which meets legal standards, to the wastewater reclamation process.

Target:
Reduce water consumption by 5 percent compared to the previous year

Performance:
In 2024, water consumption was equivalent to 419,165.70 cubic meters, increasing by 5.44 percent compared to 2023. The increase in water consumption was due to the Bank's policy requiring more employees to work in the office compared to the previous year (currently, the Bank maintains a hybrid working policy where employees can work at the office or work from home as necessary based on the nature of their operations and supervisor's discretion).

Remark: Additional details can be found in the water consumption table on page 226

Water Consumption
(cubic meters)



Remarks:
1/ 2021: Water consumption of Head Office, KSPO, and branches countrywide
2/ 2022 - 2024: Water consumption of Head Office, KSPO, branches countrywide, and subsidiaries only those located in Thailand

Additionally, in 2024, Krungsri conducted a water stress assessment, covering Krungsri's main locations including the Head Office, KSRO , KSPO located in Bangkok, as well as the branches in Bangkok and provincial areas. The assessment was performed by referring to the Aqueduct Water risk tool developed by the World Resources Institute (WRI) to analyze and evaluate areas with water stress according to risk levels. The assessment results will be used to establish the water usage plan to ensure maximum efficiency, such as implementing water reserve systems in the events of drought or water shortage.

Areas with water stress categorized by the risk level:

Risk level	(%) Percentage of operating area
Low Risk (<10%)	10
Low - Moderate Risk (10-20%)	2
Moderate - High Risk (20-40%)	10
High Risk (40-80%)	45
Extremely High Risk (>80%)	33
Total	**100**

Wastewater Treatment at Krungsri Offices

Krungsri has treated wastewater from the Head Office, Krungsri Riverside Office, and KSPO in accordance with the Pollution Control Department's wastewater standards by using the activated sludge process, wherein treated wastewater is examined by external experts. The results of our wastewater treatment system are reported to the Yannawa District Office and the Pathumwan District Office on a monthly basis.

Target:
No compliant regarding wastewater released from Krungsri's responsible areas was made by nearby communities or regulators.

Performance:
In 2024, the wastewater quality of Head Office buildings* and Krungsri Ploenchit Office was in line with the standard per the Notification of the Ministry of Natural Resources and Environment, without any complaints regarding the release of wastewater made by nearby communities or regulators.

Remark:
* Head Office buildings comprise Building A, B, C, and Krungsri Riverside Office

Wastewater Reclamation

Krungsri reuses the treated wastewater for efficient water consumption and mitigation of environmental impact.

Performance:
- Head Office: Collects and reuses wastewater from the cooling tower system and dripping water from the condensation coil system. In 2024, five additional treated wastewater distribution points were installed at the Head Office. Treated wastewater from the Head Office and KSRO was used to water plants, wash the ground floor parking area, and refill the fountains in front of the building, averaging 369 cubic meters per month or 4,426 cubic meters per year, resulting in cost savings of approximately 75,905.90 baht per year.
- Krungsri Ploenchit Office: uses water from rainwater tanks as well as the treated wastewater from the cooling tower system and dripping water from the condensation coil system to water plants around the building. Also, about 229 cubic meters per month or 2,752 cubic meters per year of the water is reused in the cooling tower system, helping us save 47,210.52 baht per year.

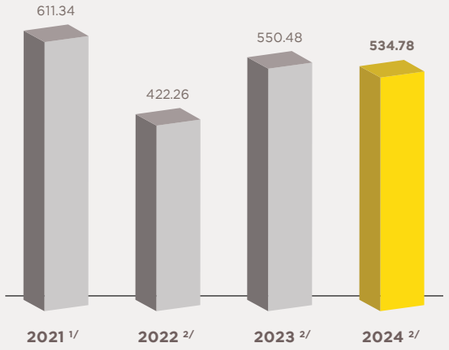
Paper Consumption

Encouraging digitalization in all employees' processes, Krungsri aims to reduce paper and consumables consumption and waste from operations through diverse projects and activities, e.g., the "Think Before Print" concept of editing or revising documents files before printing them out, and the use of both sides of paper. In addition, Krungsri adjusted our working model to hybrid working, meaning that employees can switch between working at the office and from home as deemed appropriate based on the nature of their work at the discretion of their line manager.

Target:
Reduce paper consumption by 5 percent per year compared to the previous year

Performance:
In 2024, paper consumption was equivalent to 534.78 tons, decreased by 2.85 percent compared to 2023 due to increased office attendance compared to the previous year and expanded data collection scope from subsidiaries.

Volumn of A4 Paper Consumption
(Tons)



Remarks:
1/ 2021: Paper consumption of Head Office, KSPO, and branches countrywide
2/ 2022 - 2024: Paper consumption of Head Office, KSPO, branches countrywide, and subsidiaries only those located in Thailand

Reduction of paper consumption in banking operations by the Operations Group

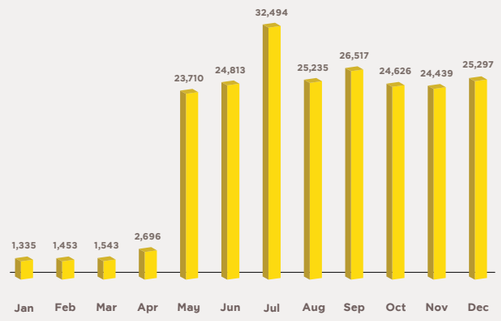
The Operations Group has continued the initiative to reduce paper consumption in banking operations which promotes a transition from traditional banking operations to the digitalized system to make internal operations faster and more efficient, while the paper consumption was reduced in a concrete manner.

Target:
Initiate and start reducing paper consumption in banking operations by 18 projects

Performance:
In 2024, there were 16 projects proposed by employees to help reduce paper consumption in banking operations, comprising the project to reduce printing, the project to use electronic platforms, the project to develop applications and tools, etc. In this regard, from all of the aforementioned projects, A4 paper consumption was reduced by 214,158 pieces, equivalent to the reduction of greenhouse gas emissions by 3,137.41 * $kgCO_2e$.

Remark: Calculation of GHG emissions is based on the emission factors and the carbon footprint for organization (July 2022) of the Thailand Greenhouse Gas Management Organization (TGO).

The volume of reduced A4 paper consumption per month, as a result of 16 projects
(Number of pieces)



Waste Management

Krungsri promotes organization-wide participation in efficient resource utilization while raising employee awareness about the importance of waste management. The initiative helps create a healthy and pleasant workplace environment while reducing environmental impact and greenhouse gas emissions. It also helps reduce waste disposal costs and creates positive long-term environmental outcomes.

Target:
Aim to reduce waste sent to landfills by no less than 50 percent of general waste

Performance:
In 2024, waste sent to landfills was reduced by 184,676.63 kilograms, or 62.09 percent compared to total general waste.

2024 Waste Data (Head Office, Krungsri Riverside Office, and KSPO only)

Type of Recyclable Materials	2021	2022	2023	2024	GHG Emissions 5/ ($kgCO_2e$)
General waste (kilogram)	199,831.01	154,808.09	230,753.33	297,444.19	-
Hazardous waste (kilogram)	659.18	3,951.98	1,182.25	1,252.86	-
Infectious waste (kilogram)	209.50	240	309.30	214.80	-
e-Waste 1/ (kilogram)	1,556	1,145	798	419.46	-
Food waste (kilogram)	5,000	5,810.76	21,201.08	24,006.38	60,736.14
Refuse-Derived Fuel (RDF) 2/	-	5,384.65	9,106.75	14,219.76	11,280.53
Recyclable waste (kilogram)	415,212.20	205,738	344,068.21	144,563.37	768,526.41
• Cardboard boxes	10,964	10,420	17,204	16,496	
• Paper, books, magazines, journals	9,002	9,603	9,276	10,536	
• Plastic bottles (HDPE)	3,464.50	5,464.25	5,559	8,256	
• Glass bottles	493	666	1,124	1,224	
• Aluminum cans	124	68.75	75.50	198.55	
• Steel	20	142	890	11	
• Polypropylene (PP) boards	177.50	257	362	-	
• Paper used on both sides (Shred2Share Project) 3/	390,230	177,597	308,954.71	106,255.32	
• Clear plastic bottles (PET) and opaque plastic bottles (HDPE) (PET to be PPE project) 4/	737.20	1,520	623	1,583.50	

Remarks:
1/ Reference is made to the performance report of the "Thais Say No to e-Waste" project by Advanced Info Service Public Company Limited.
2/ Data about RDF was collected from the Head Office and KSPO only, starting the data collection and sorting in 2022
3/ The Shred2Share Project by Iron Mountain promotes the process of recycling used office documents in the Shred2Share Project: 'Keep Information Secure while Caring for the Environment' of Iron Mountain (Thailand) Company Limited. The participants in this project are Bank of Ayudhya Public Company Limited, Ayudhya Capital Auto Lease Public Company Limited, Ayudhya Capital Services Company Limited, Krungsri Asset Management Company Limited, and Krungsri Securities Public Company Limited.
4/ In the 'PET to be PPE' project commenced in 2021, clear plastic bottles (PET) and opaque plastic bottles (HDPE) are sorted and sent to Wat Chak Daeng, Samut Prakan, for upcycling into personal protective equipment (PPE), monk robes, and blankets.
5/ Calculation of GHG emissions is based on the emission factors and the carbon footprint for organization (July 2022) of the Thailand Greenhouse Gas Management Organization (TGO).

CLIMATE CHANGE MANAGEMENT

Risks and Opportunities

Risks

The impacts of climate change are becoming more severe, affecting ecosystems, biodiversity, human security, economic and social development, and business operations, including financial institutions. Therefore, climate change management is an urgent national and international agenda that requires cooperation from all sectors to mitigate risks and reduce the potential impacts of climate change, as well as to accelerate the transition to a low-carbon economy and society.

Climate change poses risks that may affect the operations and financial status of the Bank. These risks can be divided into two major types:

1. **Physical Risks** - These risks occur because of the direct impacts of climate change, such as natural disasters and environmental changes, which may affect assets or operations due to natural events or disasters. For example:

1.1 Loan and Investment Portfolio Risks
- Increased non-performing loans: Businesses affected by natural disasters, such as flooded factories or agricultural sectors damaged by water shortages or droughts, may be unable to service their debts, resulting in increased non-performing loans and higher credit risk for the Bank
- Decreased collateral value: Real estate in areas at risk of natural disasters, such as those exposing to repeated flooding, may lose value thereby increasing the Bank's credit risk.

1.2 Risks to Infrastructure and Operations of the Bank
- Disruption of the Bank's branches and IT systems - Natural disasters such as storms, floods, and heatwaves may disrupt the Bank's branches and/or their IT systems, affecting customer service.
- Recovery and restoration costs - the Bank may incur high costs to upgrade their infrastructure to withstand the impacts of climate change.

2. **Transition Risks** - These risks arise from changes in government regulations and policies, technological developments, market shifts, and evolving consumer and investor behaviors toward a low-carbon economy. Examples include:

2.1 Environmental Regulatory and Policy Risks
- ESG (Environmental, Social, and Governance) disclosure requirements: Regulators, such as the Bank of Thailand (BOT), may require the Bank to disclose environmental and climate change risks associated with the loan portfolios. Failure to comply with the requirements may result in penalties or loss of credibility.
- Carbon tax and green finance regulations: If the government introduces carbon taxes or green loan regulations, the Bank may need to restructure their loan portfolios and increase investments in environmentally friendly businesses.

2.2 Credit Risk from Market Changes
- Decline in investment value in carbon intensive industries: If the Bank lends to businesses related to fossil fuels or industries with high greenhouse gas emissions, it may face credit risk as these companies could incur higher costs due to evolving environmental regulations.
- Increased demand for green loans: If the Bank fails to adapt and offer loans aligned with sustainability policies, it may lose the competitive edge.

2.3 Reputation Risk
- Shareholder and customer expectations: If the Bank continues to support businesses with significant environmental impacts, it may face criticism from investors, customers, and regulators.
- ESG investor and fund trends: ESG-focused investors and funds may reduce investments in banks that lack clear sustainability policies particularly regarding environmental sustainability.

Opportunities

Managing climate change across in terms of both mitigation and adaptation dimensions creates opportunities for the Bank in terms of business expansion, sustainable project development, and competitiveness enhancement, including:

- Development of green financial products and services, such as loans supporting environmentally friendly projects, the issuance and distribution of green bonds, and providing ESG and carbon credit advisory services.

- Access to sustainable sources of capital and investment such as investing in sustainable projects with long-term returns, benefiting from government policies or tax incentives, and accessing international funding sources that support clean energy and sustainability.

- Building competitive advantages and customer relationships: institutional investors and ESG-focused funds may prefer banks with a clear sustainability strategy. Also, it will attract new customers who prioritize sustainability and select the products and services of banks placing importance on the environmental aspects. Furthermore, offering products and services aligned with green finance can also foster stronger customer relationships.

- Improving business risk management and resilience such as reducing credit and loan portfolio risks by shifting toward green financing, proactively adapting to new regulations, transparently disclosing environmental and climate-related information, and minimizing legal and litigation risks associated with failure to prioritize the environmental issues.



Management Approaches

- Declare **Krungsri Carbon Neutrality Vision** in conformity with the United Nations Sustainable Development Goal 13: Climate Action, low-carbon transitions in alignment with the Paris Agreement and Nationally Determined Contribution (NDC), and support MUFG Carbon Neutrality Declaration, with the following goals:
  - **Decarbonizing the Bank's own operations to achieve the Net Zero target by 2030**
  - **Decarbonizing the Bank's financial services operations to achieve the Net Zero target by 2050**
    - Phasing out our exposure to coal-fired power plants within 2030, enhancing the financial disclosure policies with an action plan to disclose our financed emissions as well as reduction targets
    - Increasing social and sustainable finance portfolio by increasing the target from 100 billion baht by 2030 to 250 billion baht by 2030 (from 2021 baseline year)
    - Contributing to actively promote sustainable and green finance market development in Thailand
- Join force with other members of the **Thai Bankers' Association (TBA) to launch 'ESG Declaration'**, serving as a framework and operating guideline for climate-related financial disclosures. The Bank will take actions according to the following essential guidelines:

Strategy

Integrate ESG into business strategies and define frameworks for sustainable finance in order to minimize negative impacts and support positive economic growth, together with sustainable social and environmental development

ESG risk management

Incorporate ESG and climate considerations into risk management processes, including scenario analysis and stress testing, to assess the impact on banks' operations, transactions, and portfolios

Financial products

Utilize digital technology to increase financial accessibility, plus green and sustainable financial innovations; help customers on their way to achieve net zero emissions and sustainable growth

Communication

Communicate and collaborate with all stakeholders in raising public awareness on ESG issues and contribute to the efforts to achieve sustainable development goals

Disclosure

Develop monitoring and reporting systems in line with Thailand's regulatory frameworks and global sustainability disclosure standards (i.e. Task Force on Climate-related Financial Disclosures: TCFD, GRI standards etc.)

- **Internalize Environmental and Climate Change Aspects into Financial Institution Business** in alignment with the Bank of Thailand's Standard Practice, as well as Industry Handbook initiated and developed by member banks of the Thai Bankers' Association (TBA) in collective efforts to enhance commercial banks' environmental and climate risk management standards and to support customers' transitions in a concrete manner.

- **Adjust investment strategies and loan portfolios in line with the 'Responsible Lending'**, guidelines which align with Krungsri's Policy for Credit Risk Management and Policy for Sustainability Lending. This includes increasing the proportion of green loans across various business sectors, such as clean energy projects and low-carbon industries, while reducing the risk of lending to businesses with high environmental impacts or greenhouse gas emissions, such as coal-fired power plants.

Remark: For more information, please see the topic of Responsible Lending and ESG Considerations, Page 106

- **Improve risk management processes by integrating ESG criteria into risk assessments** and evaluating the impact of climate change on the Bank's loan portfolio and investments.

- **Develop financial products that promote environmental sustainability**, such as loans for environmentally friendly businesses, financing for business transformation towards sustainability, issuance of green debentures/bonds, and ESG-related funds.

- **Adjust organization-wide structures and work processes to support environmental and climate change risk management.** Under the supervision of the Executive Committee and the Board of Directors, the Sustainability Committee initiated **the 'IECC' (Internalizing Environmental and Climate Change Aspects into Financial Institution Business Program)** to conduct analyses, research, and provide recommendations in collaboration with environmental and climate change experts. This includes corporate governance structuring, defining the responsibilities of the Board of Directors and senior executives, strategy formulation, risk management, and setting Krungsri's environmental indicators and targets in line with international standards. Additionally, it ensures the collection, reporting, and disclosure of information on environmental and climate change risk management and opportunities.

- **Develop knowledge and provide training for the Board of Directors, executives, and employees on environmental and climate change risk management** by establishing learning plans aligned with the roles, duties, and responsibilities of each department.

- **Develop Transition Plan for environmental and climate risk management**, particularly high-emissions businesses in which the Bank has high exposure. Related targets and initiatives are set in alignment with Krungsri's business strategies in achieving the low-carbon transition and decarbonization of our financial services to achieve the Net Zero target by 2050.

- **Support the transitions of customers, the business sector, and the economy of the country toward emissions mitigation and environmental sustainability in a concrete manner**, through our advisory service in raising awareness as well as sustainable financial products and services to ensure sustainability of the environment and cope with climate change.

- Conduct a **Carbon Footprint for Organization (CFO)** to assess the amount of greenhouse gas emissions from Krungsri Group's business operations and analyze significant sources of greenhouse gas emissions. This effort is to stipulate the practices to effectively reduce the organization's greenhouse gas emissions including preparation of various measures to achieve Krungsri Carbon Neutrality Vision. In this regard, the Bank assessed the carbon footprint for the organization according to the criteria stipulated by the Thailand Greenhouse Gas Management Organization (Public Organization) and the ISO 14064-1 standard. These are international standards and requirements for organizations in measuring and reporting the greenhouse gas emissions with an aim to raise our certification standard of greenhouse gas emissions to the international level.

- **Promote workflows and operations that help reduce emissions**. Examples include digitalization that reduces the use of resources and environmental footprints, the design of KSPO that meet the Leadership in Energy and Environmental Design (LEED) standards of the US Green Building Council (USBC) with the Gold Level of certification granted.

- **Become a member of various organizations to support greenhouse gas emissions mitigation** in line with Thailand's Nationally Determined Contribution (NDC), and the Paris Agreement, under United Nations Framework Convention on Climate Change (UNFCCC), in conformity with the United Nations Sustainable Development Goal 13: Climate Action. In this connection, Krungsri becomes members of various networks as follows:
  - **The Alliance for Green Commercial Banks (The Alliance)**: In 2024, Krungsri partnered with the global alliance to jointly shape the future of climate finance by exchanging best practices of the alliance to develop and promote green finance, including access to information, research, training courses and seminars related to climate finance. This is to enhance the capacity and knowledge to support the business transformation towards sustainability.
  - **Partnership for Carbon Accounting Financials (PCAF)**: Krungsri joined PCAF in 2024, a collaboration of global financial institutions to develop and establish international standards for collecting and disclosing data related to greenhouse gas emissions from financial transactions and services of financial institutions.
  - **Thailand Carbon Neutral Network (TCNN)**: Krungsri joined as a member of Climate Action Leading Organization (CALO) in 2022, demonstrating leadership in managing and taking responsibility for the organization's greenhouse gas emissions. This reflects our intention to reduce greenhouse gas emissions to move towards carbon neutrality at the corporate level, with clear strategic targets and action plans to support the reduction of greenhouse gas emissions, including helping customers to transition to low-carbon and environmentally friendly investments and business operations.
  - **Thai Renewable Energy (RE100) Association** to cooperate with leading organizations from various industrial sectors to address climate change issues. This is to encourage Thailand's industry sector to adopt 100 percent renewable energy and promote the transition to the New S-Curve by focusing on the use of clean energy. Krungsri has been a member of the association since 2022.
  - **Carbon Markets Club**: Krungsri joined as a Founding Member alongside leading national organizations in the Carbon Markets Club in 2021 to support the development of Thailand's first carbon credit trading system. This also supports stakeholders' commitment to achieving carbon neutrality goals and transitioning to a low-carbon economy.

- Thailand Climate Business Network (ThaiCBN): In 2024, Krungsri joined as part of the First Cohort, collaborating with leading organizations at both domestic and international levels to help transition Thailand toward Net Zero aspiration. There are three operating approaches as follows:
  - Building climate change networks throughout the supply chain and promoting the exchange of knowledge, research, technology, and best practices
  - Encouraging the practical implementation of knowledge and various technologies
  - Enhancing the potential of businesses and industries throughout the supply chain in an effort to seize new business opportunities in the low-carbon economy era

Environmental and Climate Change Risk Governance Structure

Krungsri has established a governance structure and management system for environmental and climate change risks, which are considered urgent and important issues that the Bank must address by systematically assessing both opportunities and risks in operational and decision-making processes. This approach supports the transition of the economic system toward environmental sustainability while elevating environmental, social, and governance (ESG) operational standards to the international level, in line with the Bank's commitment to 'Banking with Purpose' paradigm.

The corporate governance will focus on defining key roles and responsibilities in top-down approach from the Board of Directors to management and operational levels. This is to ensure Krungsri Group has in place systematic and consistent environmental and climate change risk governance. This includes managing opportunities and risks, monitoring performance according to environmental sustainability strategies, establishing responsibility structures, and allocating sufficient resources to support environmental and climate change risk management.



Remark:

* The establishment of the three working groups is currently underway, with completion anticipated in 2025.

Performance

Decarbonizing the Bank's Own Operations

Carbon Footprint for Organization

Krungsri conducted a carbon footprint for the organization evaluation by collecting data on greenhouse gas emissions and absorption from Krungsri's business operations and activities, covering three following scopes:

- Scope 1: Direct GHG emissions from organizational activities and operations calculated from combustions of various types of fuel, leakage of refrigerants, leakage of fire extinguisher solutions, leakage of methane emitted from the septic tank system and wastewater treatment tanks, etc.

- Scope 2: Indirect GHG emissions from the generation of purchased energy consumed in the organization. In this regard, it refers to electricity purchased from the Metropolitan Electricity Authority only.

- Scope 3: Other Indirect GHG Emission which is calculated from:
  Category 1: Purchased Goods and Services (e.g., water usage, paper usage)
  Category 2: Capital Goods (e.g., expenses for purchased assets)
  Category 3: Fuel- and Energy-Related Activities (e.g., fuel and energy acquisition)
  Category 5: Waste Generated in Operations
  Category 6: Business travel
  Category 7: Employee Commuting
  Category 8: Upstream Leased Assets (e.g., electricity usage from standalone ATMs nationwide)
  Category 9: Downstream Transportation and Distribution (e.g., the Bank's cash transport, courier travel, and document delivery)

Krungsri calculated the amount of greenhouse gas emissions including Carbon Dioxide (CO_2), Methane (CH_4), Nitrous Oxide (N_2O), Hydrofluorocarbons (HFCs), Perfluorocarbons (PFCs), and Sulfurhexafluoride (SF_6) Nitrogen Trifluoride (NF_3) using the requirements for calculating and reporting the carbon footprint for the organization. Such calculation method is in line with the criteria of the Thailand Greenhouse Gas Management Organization (Public Organization), 8th edition, 6th revision (July, 2022) (The Greenhouse Gas Protocol, Revised Edition October 2016) based on the Global Warming Potential (GWP) Rate from the assessment report of the Intergovernmental Panel on Climate Change (IPCC), Version No. 5 (AR5). ISO 14064-1: 2018 Carbon Footprint Management Standard for Organizations.

Krungsri Group Greenhouse Gas Emissions Data

Long-term goal

Reduce greenhouse gas emissions from business operations (Scope 1 and Scope 2) to zero by 2030.

Short-term goal

In 2024, the target is to reduce greenhouse gas emissions from business operations (Scope 1 and Scope 2) by at least 4.2 percent compared to the previous year.

Performance:

In 2024, Krungsri's greenhouse gas emissions data from business operations (Scope 1 and Scope 2) were verified by BSI Group (Thailand) Co., Ltd., showing total emissions of 46,755 tons of carbon dioxide equivalent (tCO_2e) a 9.45 percent reduction compared to the previous year, as follows:

Parameter	Unit	Total GHG Emissions				
		2020 (Baseline)	2021	2022	2023	2024 1/
GHG Emissions						
Scope 1	tCO_2e	10,032	9,792	8,421	8,601	9,007
Scope 2 (Location based)	tCO_2e	53,496	40,429	37,866	43,032	41,748
Scope 2 (Market based) 2/	tCO_2e	53,496	40,429	37,866	43,032	37,748
Scope 1 and 2	**tCO_2e**	**63,528**	**50,221**	**46,287**	**51,633**	**46,755**
Scope 1 and 2 emission intensity	**tCO_2e/person**	**2.96**	**2.44**	**2.27**	**2.43**	**2.20**
Full-time employees (FTE)	**persons**	**21,445**	**20,612**	**20,632**	**21,283**	**21,260**

Remarks: For more details, please see the data on greenhouse gas emission table, page 224-225.

1/ In 2024, the disclosure of greenhouse gas emissions data covered the Head Office, Krungsri Ploenchit Office (KSPO), branches nationwide, and subsidiaries (only in Thailand, totaling 14 locations).

2/ In 2024, indirect greenhouse gas emissions (Scope 2: electricity purchased for internal use) were offset by purchasing 8,000 Renewable Energy Certificates (RECs), equivalent to a greenhouse gas emission reduction of 4,000 tCO_2e.

Energy Efficiency and Promotion of Renewable Energy Use

In 2024, Krungsri conducted a study and developed plans to enhance the energy efficiency of equipment and promote the use of alternative energy at the Head Office, Krungsri Riverside Office (KSRO), Krungsri Ploenchit Office (KSPO) and branches nationwide to reduce greenhouse gas emissions and environmental impact. The following actions have been taken:

- Upgrading the cooling system (chiller plant) to a high-efficiency system at the Head Office
- Installing an energy management control system at the Head Office, KSRO, KSPO using Internet of Things (IoT) and Artificial Intelligence (AI) technologies
- Changing to split-type air conditioners at the Head Office
- Surveying and planning to replace air conditioners with split-type units at branches nationwide
- Surveying and planning to change to LED light bulbs at branches nationwide
- Surveying and installing solar panels at the Head Office, KSRO, and standalone branches nationwide
- Installing a smart cloud-based energy management system in branches nationwide

Remark: Please see the topic of 'Environmental Management and Resource Efficiency' Page 191 for more details

Forest Carbon Credit Management

Realizing that forestation, reforestation, and forest conservation serve as the mechanism that absorbs carbon dioxide from the atmosphere while mitigating greenhouse gases, forest carbon credits can be used to reduce corporate carbon footprints, Krungsri, thus, collaborated with business partners and alliance networks in forest carbon credit management with an aim to participate in emissions reduction and carbon absorption, while driving toward Krungsri Carbon Neutrality Vision, with following details:

- **The forest carbon credit management for sustainable development:** Krungsri joined hands with the Mae Fah Luang Foundation under Royal Patronage in the carbon capture project in northern community forests with around 1,000 rai in total areas, which is expected to generate approximately 0.9 - 1.5 tons of carbon dioxide equivalent per rai over three years (2023-2025). In addition, this project's purpose is to manage natural resources and enhance the general public's quality of life in terms of socio-economic aspect, particularly boosting communities' capacity in conserving or increasing carbon captures in forest areas, as well as adding extra income from preserving forests for sustainable communities.

- **Mangrove planting project for carbon credit benefits:** in cooperation with the Department of Marine and Coastal Resources, Krungsri and mangrove planting officers conducted a survey in 2024 of 44.35 rai of mangrove forests in Trang Province, an area allocated by the Department of Marine and Coastal Resources. The survey revealed that the area had naturally regenerated, with a significant presence of mangrove species, including nipa palms. After evaluating the area's condition and surrounding environment, the officers determined that the location was not suitable for additional mangrove planting or forest improvement. However, Krungsri remains committed to the forest carbon credit project, particularly in mangrove forests, and is currently considering submitting a proposal to the Department of Marine and Coastal Resources to allocate a new area for a future mangrove planting project for carbon sequestration.

Promotion of Electronic Vehicles (EVs)

Krungsri participated in creating the EV ecosystem, while promoting the use of EVs in the corporate fleets, in alignment with the government's EV promotion policy to reduce carbon emissions that lead to air pollution and climate change. In addition, supporting the use of electric vehicles in the organization also responds to the reduction of greenhouse gas from the Bank's operations in order to achieve Krungsri Carbon Neutrality Vision.

Krungsri is currently conducting a feasibility study and planning to change the Bank's corporate fleets which are internal combustion engine (ICE), namely executive vehicles and general corporate vehicles for the Bank's business activities, to vehicles that are more friendly to the environment, e.g., EVs, plug-in hybrid electric vehicles (PHEVs), etc. In this regard, for the transition, the Bank would take into account multiple factors such as the life cycle of vehicles, the EV market and demand in Thailand, after sales services, etc.

In 2024, JPC/MNC Banking introduced the use of electric vehicle rental services (Toyota bZ4X) in collaboration with Toyota Motor Thailand Co., Ltd. and Toyota Leasing (Thailand) Co., Ltd. to support the Bank's operations.



Training on Environmental Management and Waste Reduction

Since 2021, Krungsri has actively participated in the Green Office Project by the Ministry of Natural Resources and Environment through the "Krungsri The Green Office" initiative. The project encourages the participation of both employees and external contractors working on the Bank's premises to reduce energy and resource consumption, minimize waste generation across all processes and activities, and promote environmentally friendly practices to reduce greenhouse gas emissions in alignment with Krungsri Net Zero target. As a result, Krungsri achieved Green Office certification at the Excellent level (for the period June 1, 2022 - May 31, 2025).

Building on this achievement, Krungsri remains committed to maintaining high operational standards in line with Green Office guidelines by conducting annual internal assessments of office buildings. Additionally, the Bank provides ongoing training on environmental management and effective waste management for employees and external contractors. In 2024, Krungsri organized a workshop titled "Green Office: Effective Environmental and Waste Management in the Organization" on December 21, 2024. The session featured expert speakers from Chula Zero Waste Project, Chulalongkorn University, INSEE Ecocycle Company Limited, and the ESG Division. The workshop, joined by 132 participants, provided valuable insights on sustainable waste management to employees and external contractors, including cleaning ladies, security guards, building technicians, and food center staff. The event also included hands-on learning activities.



Carbon Neutral Events

Krungsri acknowledges the environmental impact of the business operations and is committed to reducing the carbon footprint. As part of this effort, the Bank has introduced Carbon Neutral Events, ensuring that all aspects of event planning take into consideration sustainability aspect. These measures include selecting event venues certified with environmental standards, utilizing electronic media, and choosing eco-friendly materials and equipment to reduce waste and emissions from various activities.

In 2024, Krungsri organized environmentally responsible events and received Carbon Neutral Event certification from the Thailand Greenhouse Gas Management Organization (Public Organization) as follows:

- Krungsri ESG Awards 2024 press conference on May 8, 2024 at KSRO, Bank of Ayudhya, with 80 attendees and carbon offset from the event of 2 tons of carbon dioxide equivalent.



- Krungsri-MUFG ESG Symposium held on May 29, 2024 at the Siam Kempinski Hotel, with 600 attendees and carbon offset from the event of 13 tons of carbon dioxide equivalent.



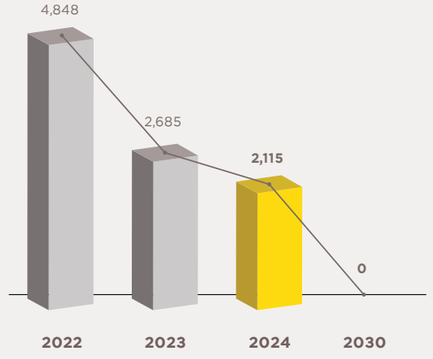
Decarbonizing the Bank's Financial Services

Phasing out Exposure to Coal-fired Power Plants

Target:
To phase out exposure to coal-fired power plants within 2030 in alignment with Krungsri Carbon Neutrality Vision

Performance:
As of December 31, 2024 Krungsri's outstanding financial exposure to coal-fired power plants was reduced to 2,115 million baht which is expected to decrease to zero within 2030 as planned.

Phasing out Exposure to Coal-fired Power Plants
(Million Baht)



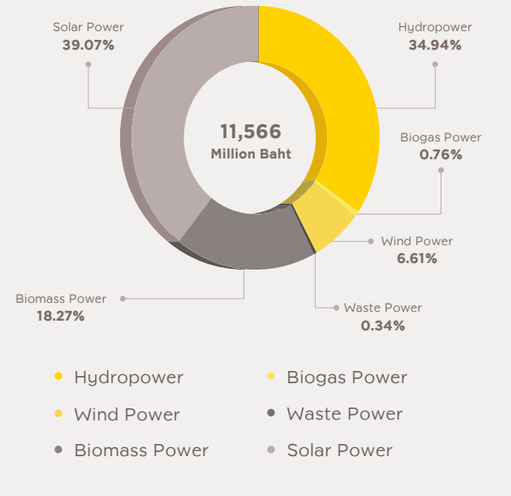
Social and Sustainable Finance (SSF)

Target:
Increase the Social and Sustainable Finance (SSF) portfolio from the original amount of 100 billion baht to 250 billion baht by 2030 (from the baseline year of 2021)

Performance:
As of the end of 2024, Krungsri has expanded the Social and Sustainable Finance (SSF) portfolio of 95,183 million baht from 2021(the baseline year). One of the flagship financial supports is the provision of loans for renewable energy businesses, such as solar power plants, wind power, hydropower, biogas and biomass power, and energy produced from industrial waste, totaling 11,566 million baht (data as of the end of 2024).

Remark: For more information, please see the topic of Responsible Lending and ESG Considerations Page 106

Percentage of Renewable Energy Loans



Transition Plan



Target:

Develop a Transition Plan to reduce environmental and climate risks in the Bank's loan portfolio, especially in industries with high GHG emissions and significant impacts on the Bank's portfolio. The plan involves calculating financed emissions and developing a Transition Plan for at least one high GHG emitting industry or a sector that is significant to the Bank's loan portfolio in order to be reported to the regulatory authorities by 2025.

Performance:

Krungsri has started developing a Transition Plan by assessing key industries with high carbon dioxide emissions, particularly the energy sector. In the first phase, the focus will be on analyzing the power generation business portfolio and calculating financed emissions in accordance with international standards, with completion expected by 2025. Simultaneously, plans are in place to develop a Transition Plan for other industries, such as the transportation sector and the oil and gas sector.

Supporting Thailand's Nationally Determined Contributions (NDCs) in GHG Emissions Reduction and Climate Change Initiatives

Krungsri has continuously participated in and supported the Conference of the Parties to the UN Framework Convention on Climate Change. In 2024, the Bank attended COP29, or the 29th Conference of the Parties to the UN Framework Convention on Climate Change, held in Baku, Azerbaijan. The event gathered over 50,000 global experts and leaders in climate change and sustainability to discuss strategies for managing and preparing for future climate challenges. Thailand was among the participating countries and hosted the Thailand Pavilion to showcase the vision and goals for reducing greenhouse gas emissions and implementing climate change initiatives.

At the event, the Head of Environmental Social and Governance Division, representing Krungsri, participated in a seminar on "Financing the Transition: Empowering SMEs and Sustainable Development through Green and Blue Financing". The discussion emphasized the role of SME entrepreneurs who play a critical role for Thailand in achieving greenhouse gas reduction targets in progressing toward the Net Zero goal.



NUMERICAL DATA ON SUSTAINABILITY PERFORMANCE

Economic Performance and Impacts

Items	Unit	2021	2022	2023	2024
Total operating income [1/]	Million baht	122,906	116,416	138,948	153,279
Operating cost [2/]	Million baht	20,020	21,385	26,059	28,552
Employee expenses [3/]	Million baht	26,717	27,143	32,152	35,325
Payment to providers of capital [4/]	Million baht	27,340*	27,903*	46,113	54,897
Tax payment to government [5/]	Million baht	8,010	7,466	9,290	9,366
Cash donation [6/]	Million baht	23.70	15.02*	17.69	17.37
Economic value retained	Million baht	69,537	61,114*	74,484	83,897
Total assets	Million baht	2,499,109	2,636,951	2,768,295	2,620,074
Total liabilities	Million baht	2,180,872	2,295,192	2,396,841	2,224,266
Shareholders' equity	Million baht	318,237	341,759	371,454	395,809
Workforce [7/]	persons	33,397	34,245	52,146	52,438
Number of branches [8/]	branches	642	616	591	573

Remarks:

* The information has been updated in line with revised figures.

1/ Total operating income: Net interest income + Net fees and service income + Other operating income

2/ Operating cost (exclude expenses associated with employees) such as director's remuneration, expenses relating to buildings, premises and other equipment, and others

3/ Employee expenses means salaries, wages, overtime pay, bonuses, cost of living subsidies, employee benefits, the Bank's contribution to provident funds, welfares and other benefits e.g., health insurance, annual health checkup.

4/ Payments to providers of capital means dividends paid to shareholders and interest expenses.

5/ Tax payment to government means duty tax and income tax excluding deferred tax income/expenses.

6/ Cash donation means donation to charitable organizations, donation for education support, service activities and disaster reliefs.

7/ Permanent employees of the Bank and its subsidiaries, joint ventures, and associate

8/ Including Head Office and one overseas branch

The Board of Directors Data

Type of Data	2021		2022		2023		2024	
	persons	% of the total member of BOD	persons	% of the total member of BOD	persons	% of the total member of BOD	persons	% of the total member of BOD
The Board of Directors *	**12**		**12**		**12**		**13**	
Gender								
Male	7	58.33	9	75	9	75	10	76.92
Female	5	41.67	3	25	3	25	3	23.08
Age Range								
<30 years old	-	-	-	-	-	-	-	-
30-50 years old	-	-	-	-	-	-	-	-
> 50 years old	12	100	12	100	12	100	13	100

Remark:

* The Board of Directors consist of non-executive directors, executive directors, and independent directors.

Employee Data

Type of Data	2021		2022		2023		2024	
	person(s)	% of the total employees	person(s)	% of the total employees	person(s)	% of the total employees	person(s)	% of the total employees
No. of the Bank's employees 1/	**14,093**		**13,760**		**13,952**		**13,912**	
Gender								
Male	4,298	30.50	4,286	31.15	4,375	31.36	4,384	31.51
Female	9,795	69.50	9,474	68.85	9,577	68.64	9,528	68.49
Age Range								
<30 years old	1,285	9.12	1,046	7.60	968	6.94	857	6.16
30-50 years old	9,631	68.34	9,414	68.42	9,634	69.05	9,945	71.49
> 50 years old	3,177	22.54	3,300	23.98	3,350	24.01	3,110	22.35

Type of Data	2021		2022		2023		2024	
	person(s)	% of the total employees	person(s)	% of the total employees	person(s)	% of the total employees	person(s)	% of the total employees
Nationallity								
Thai	14,007	99.39	13,677	99.40	13,870	99.41	13,831	99.42
Japanese	53	0.38	52	0.38	50	0.36	49	0.35
Laotian	21	0.15	21	0.15	21	0.15	21	0.15
Chinese	7	0.05	6	0.04	6	0.04	6	0.04
Indian	2	0.01	1	0.01	1	0.01	1	0.01
American	1	0.01	1	0.01	1	0.01	1	0.01
Vietnamese	1	0.01	1	0.01	1	0.01	1	0.01
French	1	0.01	1	0.01	1	0.01	1	0.01
Other (Singaporeans, Taiwanese, Indonesian, etc.)	-	-	-	-	1	0.01	1	0.01
Occupational Area								
Head Office	8,121	57.62	8,320	60.47	8,726	62.54	7,266	52.23
Office/branch in Bangkok and Vicinity	2,775	19.69	2,499	18.16	2,408	17.26	2,658	19.11
Office/branch in Provincial Areas	3,197	22.69	2,941	21.37	2,795	20.03	3,964	28.49
Office/branch in Overseas	-	-	-	-	23	0.16	24	0.17
Education								
Below Bachelor's Degree	165	1.17	158	1.15	147	1.05	130	0.93
Bachelor's Degree	10,187	72.28	9,940	72.24	10,009	71.74	9,935	71.41
Master's Degree	3,721	26.40	3,646	26.50	3,780	27.09	3,832	27.54
Doctoral Degree	20	0.14	16	0.12	16	0.11	15	0.11

Type of Data	2021		2022		2023		2024	
	person(s)	% of the total employees	person(s)	% of the total employees	person(s)	% of the total employees	person(s)	% of the total employees
Employee Level	**14,093**	**-**	**13,760**	**-**	**13,952**	**-**	**13,912**	**-**
Executive level 10 and above	**94**	**0.67**	**93**	**0.68**	**94**	**0.67**	**100**	**0.72**
Male	57	0.40	58	0.42	56	0.40	57	0.41
Female	37	0.26	35	0.25	38	0.27	43	0.31
<30 years old	-	-	-	-	-	-	-	-
< 30 years old Male	-	-	-	-	-	-	-	-
< 30 years old Female	-	-	-	-	-	-	-	-
30-50 years old	30	0.21	21	0.15	22	0.16	28	0.20
30-50 years old Male	-	-	16	0.12	18	0.13	21	0.15
30-50 years old Female	-	-	5	0.04	4	0.03	7	0.05
> 50 years old	64	0.45	72	0.52	72	0.52	72	0.52
> 50 years old Male	-	-	42	0.31	38	0.27	36	0.26
> 50 years old Female	-	-	30	0.22	34	0.24	36	0.26
Management level 9-10	**880**	**6.24**	**890**	**6.47**	**938**	**6.72**	**991**	**7.12**
Male	415	2.94	414	3.01	432	3.10	444	3.19
Female	465	3.30	476	3.46	506	3.63	547	3.93
<30 years old	-	-	-	-	-	-	-	-
< 30 years old Male	-	-	-	-	-	-	-	-
< 30 years old Female	-	-	-	-	-	-	-	-
30-50 years old	468	3.32	457	3.32	466	3.34	530	3.81
30-50 years old Male	-	-	199	1.45	201	1.44	222	1.60
30-50 years old Female	-	-	258	1.88	265	1.90	308	2.21
> 50 years old	412	2.92	433	3.15	472	3.38	461	3.31
> 50 years old Male	-	-	215	1.56	231	1.66	222	1.60
> 50 years old Female	-	-	218	1.58	241	1.73	239	1.72

Type of Data	2021		2022		2023		2024	
	person(s)	% of the total employees	person(s)	% of the total employees	person(s)	% of the total employees	person(s)	% of the total employees
Middle Management level 7-8	**2,379**	**16.88**	**2,401**	**17.45**	**2,617**	**18.76**	**2,694**	**19.36**
Male	966	6.85	970	7.05	1,057	7.58	1,099	7.90
Female	1,413	10.03	1,431	10.40	1,560	11.18	1,595	11.46
<30 years old	2	0.01	1	0.01	3	0.02	2	0.01
< 30 years old Male	-	-	1	0.01	1	0.01	1	0.01
< 30 years old Female	-	-	-	-	2	0.01	1	0.01
30-50 years old	1,377	9.77	1,365	9.92	1,545	11.07	1,699	12.21
30-50 years old Male	-	-	541	3.93	633	4.54	700	5.03
30-50 years old Female	-	-	824	5.99	912	6.54	999	7.18
> 50 years old	1,000	7.10	1,035	7.52	1,069	7.66	993	7.14
> 50 years old Male	-	-	428	3.11	423	3.03	398	2.86
> 50 years old Female	-	-	607	4.41	646	4.63	595	4.28
Officer level 4-6	**6,454**	**45.80**	**6,434**	**46.76**	**6,617**	**47.43**	**6,666**	**47.92**
Male	1,937	13.74	1,956	14.22	1,974	14.15	1,963	14.11
Female	4,517	32.05	4,478	32.54	4,643	33.28	4,703	33.81
<30 years old	129	0.92	158	1.15	161	1.15	146	1.05
< 30 years old Male	-	-	73	0.53	68	0.49	53	0.38
< 30 years old Female	-	-	85	0.62	93	0.67	93	0.67
30-50 years old	4,686	33.25	4,596	33.40	4,809	34.47	5,019	36.08
30-50 years old Male	-	-	1,255	9.12	1,304	9.35	1,372	9.86
30-50 years old Female	-	-	3,341	24.28	3,505	25.12	3,647	26.21
> 50 years old	1,639	11.63	1,680	12.21	1,647	11.80	1,501	10.79
> 50 years old Male	-	-	628	4.56	602	4.31	538	3.87
> 50 years old Female	-	-	1,052	7.65	1,045	7.49	963	6.92

Type of Data	2021		2022		2023		2024	
	person(s)	% of the total employees	person(s)	% of the total employees	person(s)	% of the total employees	person(s)	% of the total employees
Officer level 1-3	**4,286**	**30.41**	**3,942**	**28.65**	**3,686**	**26.42**	**3,461**	**24.88**
Male	923	6.55	888	6.45	856	6.14	821	5.90
Female	3,363	23.86	3,054	22.19	2,830	20.28	2,640	18.98
<30 years old	1,154	8.19	887	6.45	804	5.76	709	5.10
< 30 years old Male	-	-	215	1.56	217	1.56	215	1.55
< 30 years old Female	-	-	672	4.88	587	4.21	494	3.55
30-50 years old	3,070	21.78	2,975	21.62	2,792	20.01	2,669	19.18
30-50 years old Male	-	-	613	4.45	578	4.14	551	3.96
30-50 years old Female	-	-	2,362	17.17	2,214	15.87	2,118	15.22
> 50 years old	62	0.44	80	0.58	90	0.65	83	0.60
> 50 years old Male	-	-	60	0.44	61	0.44	55	0.40
> 50 years old Female	-	-	20	0.15	29	0.21	28	0.20
Employees in STEM-related position [2/]	**-**	**-**	**-**	**-**	**1,367**	**9.80**	**1,503**	**10.80**
Male	-	-	-	-	740	5.30	832	5.98
Female	-	-	-	-	627	4.49	671	4.82

Remarks:

[1/] Only full-time employees of Bank of Ayudhya PCL, excluding the Board of Directors

[2/] The data was first disclosed in 2023, and STEM (Science, Technology, Engineering, Mathematics) related functions require primary education in science, technology, engineering, and mathematics

Employment Data

2024 Krungsri Group Headcount (persons)

Company/Type of Contract	Full-time Employees (persons)			Temporary Employees [1/] (persons)		
	Male	Female	Total	Male	Female	Total
Bank of Ayudhya PCL	**4,384**	**9,528**	**13,912**	**93**	**356**	**449**
Subsidiaries						
Hattha Bank PLC. [2/]	2,480	1,150	3,630	8	59	67
Krungsri Ayudhya AMC Ltd.	25	23	48	3	2	5
Krungsri Nimble Co., Ltd.	262	15	277	6	7	13
Ayudhya Development Leasing Co., Ltd.	17	33	50	-	-	-
Ayudhya Capital Auto Lease PCL.	839	1,308	2,147	21	31	52
General Card Services Limited	77	212	289	3	3	6
Ayudhya Capital Services Co., Ltd.	694	1,633	2,327	6	46	52
Krungsriayudhya Card Co., Ltd.	70	234	304	-	-	-
Krungsri Finnovate Co., Ltd.	6	9	15	-	-	-
Krungsri Securities PCL	247	324	571	43	39	82
Krungsri Asset Management Co., Ltd.	67	128	195	5	7	12
Krungsri Leasing Services Co., Ltd. [3/]	90	142	232	9	22	31
Krungsri Non-Deposit Taking Microfinance Institution Co., Ltd. [4/]	9	11	20	-	-	-
SHBank Finance Company Limited	207	343	550	859	1,007	1,866
HC Consumer Finance Philippines, Inc.	8,112	7,707	15,819	63	11	74
PT. Home Credit Indonesia	939	644	1,583	42	22	64
Supporting Businesses						
Siam Realty and Services Security Co., Ltd.	8	5	13	491	150	641
Total Services Solutions PCL.	254	839	1,093	3	13	16
Krungsri Genesis Company Limited [5/]	-	2	2	-	-	-
Krungsri General Insurance Broker Limited [5/]	3	14	17	-	-	-
Hattha Services Co., Ltd. [6/]	-	-	-	-	-	-

Company/Type of Contract	Full-time Employees (persons)			Temporary Employees [1/] (persons)		
	Male	Female	Total	Male	Female	Total
HCPH Financing 1, Inc.	-	-	-	-	-	-
HCPH Insurance Brokerage, Inc.	-	-	-	-	-	-
Joint Ventures						
Lotus's Money Services Limited [7/]	99	753	852	1	5	6
Lotus's Life Assurance Broker Limited [8/]	2	3	5	-	-	-
Lotus's General Insurance Broker Limited [9/]	53	160	213	-	11	11
SB Finance Company, Inc. [10/]	349	385	734	53	126	179
Associate						
Ngern Tid Lor Public Company Limited	2,078	5,462	7,540	364	750	1,114

Remarks:

[1/] Outsourced staff of the Bank and the companies in the Financial Business Group who are hired from operations such as premises, security, and customer service.

[2/] Krungsri's subsidiary of which the Bank directly holds 100 percent shares. Formerly Hattha kaksekaar Limited, Microfinance Deposit Taking Institution, obtained the approval from relevant regulators both in Thailand and Cambodia to expand its business to be a commercial bank on 26 August 2020.

[3/] Krungsri's subsidiary of which the Bank indirectly holds 100 percent shares via Ayudhya Capital Auto Lease PCL by 75.00 percent and Ayudhya Capital Services Co., Ltd. by 25.00 percent

[4/] Krungsri's subsidiary of which the Bank indirectly holds 99.99 percent shares via Krungsri Leasing Services Co., Ltd.

[5/] Krungsri's subsidiary of which the Bank indirectly holds 100 percent shares via Ayudhya Capital Services Co., Ltd.

[6/] Krungsri's subsidiary of which the Bank indirectly holds 49 percent shares via Hattha Bank Plc.

[7/] Krungsri's subsidiary of which the Bank indirectly holds 50 percent shares via Ayudhya Capital Services Co., Ltd. Previous company name, Tesco Lotus Money Services Limited

[8/] Krungsri's subsidiary of which the Bank indirectly holds 100 percent shares via Lotus's Money Services Limited. Previous company name, Tesco Life Assurance Broker Limited

[9/] Krungsri's subsidiary of which the Bank indirectly holds 100 percent shares via Lotus's Money Services Limited. Previous company name, Tesco General Insurance Broker Limited

[10/] Krungsri's subsidiary of which the Bank directly holds 50 percent shares. Previous company name, SB Finance Company, Inc.

Employment Data of Disabled Employees [1/]

Krungsri	2021	2022	2023	2024
No. of disable employees [2/]	**148**	**141**	**136**	**139**
Male	89	86	83	82
Female	59	55	53	57

Remarks:

[1/] Persons with disabilities refers to individuals who have limitations in their ability to conduct daily activities or to participate in society due to impairments in their sight, hearing, movement, communications, feeling and emotion, behaviors, mental capacity and learning, or other forms of impairment, as well as limitations in other areas, and require special support. (Source: Persons with Disabilities Empowerment Act, B.E. 2550).

[2/] The hiring was carried out in compliance with the Section 35 of the Empowerment of Persons with Disabilities Act, B.E. 2550, in collaboration with the Thai Bankers' Association (TBA) and the Thai Red Cross Society.

Average Hiring Cost

Data	Baht/New Hires			
	2021	2022	2023	2024
Average hiring cost both internal and external *	23,104.00	9,093.00	8,717.00	16,864.95

Remark:

* Headhunter agency, advertising expenses, etc.

Operational Change Statistics

Data	2021		2022		2023		2024	
	persons	% of the total employees	persons	% of the total employees	persons	% of the total employees	persons	% of the total employees
New Hires [1/]	**691**	**4.90**	**1,309**	**9.51**	**1,524**	**10.92**	**1,161**	**8.35**
Gender								
Male	276	1.96	492	3.58	508	3.64	418	3
Female	415	2.94	817	5.94	1,016	7.28	743	5.34
Age Range								
<30 years old	246	1.75	458	3.33	468	3.35	365	2.62
30-50 years old	434	3.08	823	5.98	1,043	7.48	777	5.59
> 50 years old	11	0.08	28	0.20	13	0.09	19	0.14
Operational Area								
Head Office	633	4.49	1,168	8.49	1,168	8.37	753	5.41
Office/branch in Bangkok and vicinity	48	0.34	62	0.45	175	1.25	191	1.37
Office/branch in Provincial	10	0.07	79	0.57	179	1.28	211	1.52
Office/branch in Overseas	-	-	-	-	2	0.01	6	0.04

Data	2021		2022		2023		2024	
	persons	% of the total employees	persons	% of the total employees	persons	% of the total employees	persons	% of the total employees
Terminated Employees [2/]	**1,310**	**9.30**	**1,642**	**11.93**	**1,331**	**9.54**	**1,125**	**8.09**
Gender								
Male	458	3.25	504	3.66	419	3	380	2.73
• Voluntary Attrition	358	2.54	427	3.10	328	2.35	285	2.05
• Involuntary Attrition	100	0.71	77	0.56	91	0.65	95	0.68
Female	852	6.05	1,138	8.27	912	6.54	745	5.36
• Voluntary Attrition	766	5.44	1,033	7.51	810	5.81	636	4.57
• Involuntary Attrition	86	0.61	105	0.76	102	0.73	109	0.78
Age Range								
<30 years old	225	1.60	279	2.03	190	1.36	140	1.01
• Voluntary Attrition	221	1.57	278	2.02	186	1.33	138	0.99
• Involuntary Attrition	4	0.03	1	0.01	4	0.03	2	0.01
30-50 years old	801	5.68	1,069	7.77	853	6.11	732	5.26
• Voluntary Attrition	771	5.47	1,033	7.51	822	5.89	697	5.01
• Involuntary Attrition	30	0.21	36	0.26	31	0.22	35	0.25
> 50 years old	284	2.02	294	2.14	288	2.06	253	1.82
• Voluntary Attrition	132	0.94	149	1.08	130	0.93	86	0.62
• Involuntary Attrition	152	1.08	145	1.05	158	1.13	167	1.20
Operational Area								
Head Office	666	4.73	973	7.07	744	5.33	546	3.92
Office/branch in Bangkok and vicinity	301	2.14	324	2.35	252	1.81	237	1.70
Office/branch in Provincial	343	2.43	345	2.51	333	2.39	336	2.42
Office/branch in Overseas	-	-	-	-	2	0.01	6	0.04

Remarks:

[1/] Only full-time employees of Bank of Ayudhya PCL.

[2/] Data includes No. of employees in voluntary attrition program, transfer program within Krungsri Group, early retirement program, involuntary attrition program as well as retirement program.

Rotation Data

Data	2021	2022	2023	2024
Percentage of open positions filled by internal candidates	3.64	3.19	3.77	4.36
Number of open positions *	988	1,505	1,831	1,558
Number of internal candidates rotation *	36	48	69	68
Number of new hires *	746	1,172	1,373	1,002

Remark:

* Refer to job requisition forms

Parental Leave Statistics

Data	Number of Female Employees (Persons)			
	2021	2022	2023	2024
Number of employees entitled to parental leave	9,776	9,455	9,557	9,512
Number of employees taking parental leave	262	213	200	150
Number of employees returning to work after parental leave	257	211	198	150
Number of employees returning to work after parental leave and still retained 12 months after their return to work	299	251	206	192
Return-to-work Rate [1/] of employees taking parental leave	98.09	99.06	99	100
Retention Rate [2/] of employees taking parental leave	97.08	97.67	97.63	96.97

Remarks:

[1/] Return-to-work Rate = (Total number of employees returning to work after parental leave / Total number of employees taking parental leave) x 100

[2/] Retention Rate = (Total number of employees retained 12 months after returning to work following a period of parental leave / Total number of employees returning to work after parental leave) x 100

Employee Training and Development Report

	2021	2022	2023	2024
Average training hours (hours/person/year)	**58.26**	**58.44**	**57.10**	**54.03**
Gender				
Male	54.11	54.34	53.61	50.05
Female	60.09	60.31	58.69	55.85
Age Range				
Less than 30 years old	58.32	49.34	53.27	51.43
30-50 years old	58.69	58.58	58.15	54.46
50 years and above	56.95	61.33	55.20	53.35
Employee level				
Officer level 1-3	59.95	54.37	51.69	52.13
Officer level 4-6	58.48	60.25	59.71	54.59
Executive level 7-8	57.49	60.31	54.76	52.42
Executive level 9 and above	51.22	58.59	65.70	60.70
• Vice President-Senior Vice President	51.64	59.37	69.10	59.91
• Executive Vice President and above (including Senior Management)	47.20	50.86	65.37	68.97

Channels of Financial Access

Channels of Services \ Area	2021		2022		2023		2024	
	Bangkok and vicinity	Provincial	Bangkok and vicinity	Provincial	Bangkok and vicinity	Provincial	Bangkok and vicinity	Provincial
Krungsri Branches	278	363	266	349	257	333	251	322
	641		615		590		573	
ATMs	2,850	3,400	2,594	3,106	2,470	3,180	2,293	3,132
	6,250		5,700		5,650		5,425	
Krungsri Exclusive	33	12	32	12	32	12	32	12
	45		44		44		44	
The Krungsri Advisory [1/]	5	1	5	1	5	1	4	1
	6		6		6		5	
Krungsri Private Banking [2/]	-	-	1	0	1	0	1	0
	-		1		1		1	
Foreign Exchange Booths	14	36	15	29	14	28	14	25
	50		44		42		39	
Krungsri SME Business Center	46		46		46		46	
Krungsri Trade Business Centers	23		22		20		18	
Krungsri Auto Dealers	2,577	5,476	2,536	5,916	2,642	5,880	2,366	5,519
	8,053		8,452		8,522		7,885	
First Choice Dealers	22,094		21,715		21,307		21,806	
First Choice Branches	112		100		89		100	
Microfinance Branches (TIDLOR)	197	1,089	241	1,387	248	1,430	261	1,517
	1,286		1,628		1,678		1,778	
Overseas Commercial Bank [3/] (HTB)	177		177		171 *		161	

Remarks:

* The information has been updated in line with revised figures.

1/ Krungsri The Advisory is exclusively for 'Krungsri Exclusive and Krungsri Prime' customers.

2/ Krungsri Private Banking is exclusively for 'Krungsri Private Banking' customers.

3/ Krungsri's subsidiary in Cambodia which has successfully obtained regulatory approvals to operate as a commercial bank, under the name 'Hattha Bank Plc.' (HTB) with effect from August 26, 2020 onward.

Greenhouse Gas Emission

Assessment Parameter	
Baseline year	2020
Consolidation approach	Operational Controls
Boundary	Bank and subsidieries (all entities and facilities under operational controls)
Emission factor data source	TGO
Meteriality threshold	5%
Intensity ratio	per FTE
Independent assurance	Yes

Parameter	Unit	Performance				
		2020 (Base Year)	2021	2022	2023	2024 1/
Greenhouse Gas Emission (GHG Emission)						
Total Scope 1 emission	tCO_2e	10,032	9,792	8,421	8,601	9,007
Total Scope 2 emission (Location based)	tCO_2e	53,496	40,429	37,866	43,032	41,748
Total Scope 2 emission (Market based) 2/	tCO_2e	53,496	40,429	37,866	43,032	37,748
Total Scopes 1&2 emission	tCO_2e	63,528	50,221	46,287	51,633	46,755
Total Scopes 1&2 emission intensity	tCO_2e/Person	2.96	2.44	2.27	2.43	2.20
Full-Time Employee (FTE)	Person	21,445	20,612	20,632	21,283	21,260
Total Scope 3 emission	tCO_2e	10,832	27,611	19,264	30,120	80,174.23
Category 1: Purchased Goods and Services	tCO_2e	-	-	-	-	54,893.63
Categoty 2: Capital Goods	tCO_2e	-	-	-	-	15,078.91
Category 3: Fuel- and Energy-Related Activities	tCO_2e	-	-	8,500.67	9,646.19	9,343.21
Category 4: Upstream Transportation and Distribution	tCO_2e	-	-	-	-	-
Category 5: Waste Generated in Operation	tCO_2e	-	-	-	-	-
Category 6: Business Travel	tCO_2e	-	-	-	-	858.48
Category 7: Employee Commuting	tCO_2e	-	-	5,531.02	15,052.45	-
Category 8: Upstream Leased Assets	tCO_2e	-	-	5,231.55	5,420.90	-
Category 9: Downstream Transportation and Distribution	tCO_2e	-	-	-	-	-
Category 10: Processing of Sold Products	tCO_2e	-	-	-	-	-
Category 11: Use of Sold Products	tCO_2e	-	-	-	-	-
Category 12: End-of-Life Treatment of Sold Products	tCO_2e	-	-	-	-	-
Category 13: Downstream Leased Assets	tCO_2e	-	-	-	-	-
Category 14: Franchises	tCO_2e	-	-	-	-	-

Remark:

1/ In 2024, the greenhouse gas emissions from the Head Office, Krungsri Ploenchit Office(KSPO), branches nationwide, and 14 subsidiaries (located inThailand) were disclosed.

2/ In 2024, the organization will offset indirect greenhouse gas emissions (Scope 2: electricity consumption from externally purchased energy) through the purchase of Renewable Energy Certificates (RECs). A total of 8,000 RECs will be obtained, equivalent to a reduction of 4,000 metric tons of carbon dioxide equivalent (tCO_2e).

Energy Consumption

Parameter	Unit	Performance				
		2020	2021	2022	2023	2024
Energy						
Total energy consumption within the organization	**Gigajoules**	**212,567.64**	**334,096.97**	**356,764.92**	**428,149.00**	**418,273.06**
Total direct energy consumption	**Gigajoules**	**110,388.84**	**91,284.42**	**103,490.73**	**118,252.94**	**117,634.21**
• Total non-renewable fuel consumed	Gigajoules	110,388.84	91,284.42	103,490.73	118,252.94	117,634.21
• Total renewable fuel consumed	Gigajoules	-	-	-	-	-
Total indirect energy consumption	**Gigajoules**	**102,178.80**	**242,812.55**	**253,274.19**	**309,896.06**	**300,638.85**
• Electricity purchased	Gigajoules	102,178.80	242,812.55	253,274.19	309,896.06	300,638.85
Total energy sold	**Gigajoules**	**-**	**-**	**-**	**-**	**-**
• Electricity sold	Gigajoules	-	-	-	-	-
Total Energy Consumption intensity	**Gigajoules per FTE**	**26.10**	**16.21**	**17.53**	**20.12**	**19.67**

Remarks: The unit conversion rates are based on data from the Department of Alternative Energy Development and Efficiency, Ministry of Energy, as follows:
- 1 liter of diesel is equivalent to 36.42 megajoules (MJ).
- 1 liter of gasoline is equivalent to 31.48 megajoules (MJ).
- 1 kilowatt-hours (kWh) equals 0.0036 gigajoule (GJ).

Water Consumption

Parameter	Unit	Performance				
		2020	2021	2022	2023	2024
Water and Effluent						
Total water withdrawal	**Cubic meters**	**516,892.82**	**372,813.65**	**348,947.96**	**397,532.05**	**419,165.70**
• Surface water	Cubic meters	-	-	-	-	-
• Groundwater	Cubic meters	-	-	-	-	-
• Produced water	Cubic meters	-	-	-	-	-
• Seawater	Cubic meters	-	-	-	-	-
• Third-party water	Cubic meters	516,892.82	372,813.65	348,947.96	397,532.05	419,165.70
- Fresh water ≤1,000 mg/l Total Dissolved Solids	Cubic meters	516,892.82	372,813.65	348,947.96	397,532.05	419,165.70
- Other water >1,000 mg/l Total Dissolved Solids	Cubic meters	-	-	-	-	-

Parameter	Unit	Performance				
		2020	2021	2022	2023	2024
Total water discharge	**Cubic meters**	**413,514.25**	**298,250.92**	**279,158.37**	**318,025.64**	**335,332.56**
Total water discharge from areas without water stress *	**Cubic meters**	**74,108.73**	**52,031.31**	**48,700.53**	**61,095.83**	**69,302.06**
Breakdown by water source						
• Surface water	Cubic meters	-	-	-	-	-
• Groundwater	Cubic meters	-	-	-	-	-
• Seawater	Cubic meters	-	-	-	-	-
• Third-party water	Cubic meters	74,108.73	52,031.31	48,700.53	61,095.83	69,302.06
Breakdown by water quality						
• Water discharge by fresh water (≤1,000 mg/l Total Dissolved Solids)	Cubic meters	74,108.73	52,031.31	48,700.53	61,095.83	69,302.06
• Water discharge by other water (>1,000 mg/l Total Dissolved Solids)	Cubic meters	-	-	-	-	-
Total water discharge from areas with water stress *	**Cubic meters**	**339,405.52**	**246,219.61**	**230,457.85**	**256,929.80**	**266,030.50**
Breakdown by water source						
• Surface water	Cubic meters	-	-	-	-	-
• Groundwater	Cubic meters	-	-	-	-	-
• Seawater	Cubic meters	-	-	-	-	-
• Third-party water	Cubic meters	339,405.52	246,219.61	230,457.85	256,929.80	266,030.50
Breakdown by water quality						
• Water discharge by fresh water (≤1,000 mg/l Total Dissolved Solids)	Cubic meters	339,405.52	246,219.61	230,457.85	256,929.80	266,030.50
• Water discharge by other water (>1,000 mg/l Total Dissolved Solids)	Cubic meters	-	-	-	-	-
Total water consumption	**Cubic meters**	**103,378.56**	**74,562.73**	**69,789.59**	**79,506.41**	**83,833.14**
• Total water consumption from areas with water stress	Cubic meters	177,487.29	126,594.04	118,490.12	140,602.24	153,135.20

Remark:
* 2024 Total water discharge from areas with and without water stress data was the first year disclosing.

Waste Management

Parameter	Unit	Performance				
		2020	2021	2022	2023	2024
Waste						
Total waste generated *	**Metric Tons**	**488.28**	**620.91**	**375.89**	**606.62**	**482.12**
• Total hazardous waste generated	Metric Tons	-	0.87	4.19	1.49	1.89
• Total non-hazardous waste generated	Metric Tons	488.28	620.04	371.7	605.13	480.23
Total waste diverted from disposal	**Metric Tons**	**488.28**	**420.21**	**211.55**	**365.27**	**168.99**
Total hazardous waste diverted from disposal (Onsite)	**Metric Tons**	**-**	**-**	**-**	**-**	**-**
• Preparation for reuse	Metric Tons	-	-	-	-	-
• Recycling	Metric Tons	-	-	-	-	-
• Other recovery operations	Metric Tons	-	-	-	-	-
Total non-hazardous waste diverted from disposal (Onsite)	**Metric Tons**	**-**	**-**	**-**	**-**	**-**
• Preparation for reuse	Metric Tons	-	-	-	-	-
• Recycling	Metric Tons	-	-	-	-	-
• Other recovery operations	Metric Tons	-	-	-	-	-
Total hazardous waste diverted from disposal (Offsite)	**Metric Tons**	**-**	**-**	**-**	**-**	**0.42**
• Preparation for reuse	Metric Tons	-	-	-	-	-
• Recycling	Metric Tons	-	-	-	-	0.42
• Other recovery operations	Metric Tons	-	-	-	-	-
Total non-hazardous waste diverted from disposal (Offsite)	**Metric Tons**	**488.28**	**420.21**	**211.55**	**365.27**	**168.57**
• Preparation for reuse	Metric Tons	-	-	-	-	-
• Recycling	Metric Tons	482.28	415.21	205.74	344.07	144.56
• Other recovery operations	Metric Tons	6	5	5.81	21.20	24.01
Total waste directed to disposal	**Metric Tons**	**-**	**200.7**	**164.34**	**241.35**	**313.13**
Total hazardous waste directed to disposal (Onsite)	**Metric Tons**	**-**	**-**	**-**	**-**	**-**
• Incineration (with energy recovery)	Metric Tons	-	-	-	-	-
• Incineration (without energy recovery)	Metric Tons	-	-	-	-	-
• Landfilling	Metric Tons	-	-	-	-	-
• Other disposal operations	Metric Tons	-	-	-	-	-
• Unknown disposal method	Metric Tons	-	-	-	-	-
Total non-hazardous waste directed to disposal (Onsite)	**Metric Tons**	**-**	**-**	**-**	**-**	**-**
• Incineration (with energy recovery)	Metric Tons	-	-	-	-	-
• Incineration (without energy recovery)	Metric Tons	-	-	-	-	-
• Landfilling	Metric Tons	-	-	-	-	-
• Other disposal operations	Metric Tons	-	-	-	-	-
• Unknown disposal method	Metric Tons	-	-	-	-	-
Total hazardous waste directed to disposal (Offsite)	**Metric Tons**	**-**	**0.87**	**4.19**	**1.49**	**1.47**
• Incineration (with energy recovery)	Metric Tons	-	-	-	-	-
• Incineration (without energy recovery)	Metric Tons	-	0.87	4.19	1.49	1.47
• Landfilling	Metric Tons	-	-	-	-	-
• Other disposal operations	Metric Tons	-	-	-	-	-
• Unknown disposal method	Metric Tons	-	-	-	-	-
Total non-hazardous waste directed to disposal (Offsite)	**Metric Tons**	**-**	**199.83**	**160.15**	**239.86**	**311.66**
• Incineration (with energy recovery)	Metric Tons	-	-	5.34	9.11	14.22
• Incineration (without energy recovery)	Metric Tons	-	-	-	-	-
• Landfilling	Metric Tons	-	199.83	154.81	230.75	297.44
• Other disposal operations	Metric Tons	-	-	-	-	-
• Unknown disposal method	Metric Tons	-	-	-	-	-

Remark:

* Total waste generated from Head Office, Krungsri Riverside Office and Krungsri Ploenchit Office were disclosed.

2024 RESPONSIBLE BANKING PROGRESS STATEMENT
for PRB Signatories

2024 Summary

Bank of Ayudhya Public Company Limited (known as "Krungsri")

PRINCIPLE 1: ALIGNMENT

Guided by the principle of '**banking with purpose**' and its responsibility as a Domestic Systemically Important Bank (D-SIB), Krungsri is committed to upholding strong corporate governance in alignment with **sustainable banking guidelines**. The Bank integrates Environmental, Social, and Governance (ESG) considerations into its operations while maintaining a prudent and comprehensive ESG risk management framework.

Concurrently, Krungsri actively seeks opportunities to operate as a responsible financial service provider, prioritizing positive social and environmental impacts. This approach aligns with responsible lending principles and serves the best interests of all stakeholders. Additionally, the Bank continues to strengthen its capabilities to contribute to the achievement of the Sustainable Development Goals (SDGs) at both national and international levels.

Links & references
Sustainability Report 2024, p.18, p.24-25, p.32-35, p.38-40 and p.130-131 (https://www.krungsri.com/en/esg/disclosure/sustainability-reports)

PRINCIPLE 2: IMPACT & TARGET SETTING

Krungsri is committed to responsible banking by considering environmental and social impacts in its operations. The Bank identified, prioritized, and evaluated the impact areas with the most significance at the portfolio level through impact analysis. In addition, we incorporate ESG aspects into our risk assessments and works toward aligning with our stakeholders' expectations, Thailand's context, the UN SDGs, and Krungsri's Net Zero commitments.

Our two key impact areas are as follows;

- **Climate Change**: Supporting Thailand's net-zero transition in line with SDG 13. As of 31 December 2024, Krungsri's SSF portfolio was 222,120 million baht, increasing 95,183 million baht from the baseline year (2021).
- **Healthy and Inclusive Economies**: Advancing financial well-being, poverty alleviation, gender equality, and economic empowerment, aligning with SDGs 1, 5, 8, and 10. As of 31 December 2024, the number of krungsri app users was 6 million, with 5,523 million transactions.

Links & references
Sustainability Report 2024, p.129-136, and p.200-210 (https://www.krungsri.com/en/esg/disclosure/sustainability-reports)

PRINCIPLE 3: CLIENTS & CUSTOMERS

Krungsri Group upholds its core value of "Customer Centricity", recognizing customers as key stakeholders essential to its success. The Bank conducts in-depth analyses to understand customer needs, expectations, and challenges while actively gathering feedback through various communication channels. This enables Krungsri to develop financial products and services with the best-in-class customer experience.

With a strong commitment to being ESG-focused, the Bank supports customers in adopting sustainable practices by offering green loans, renewable energy financing, social financing, and sustainability-linked loans. By engaging with customers and assisting in their transition plans through various initiatives, e.g., Krungsri ESG Awards, Krungsri Academy, Krungsri SME Transition Loan, etc. Krungsri aims to facilitate Thailand's shift toward a low-carbon economy, recognizing that decarbonization is a collective effort.

Links & references
Sustainability Report 2024, p.112-115, and p.168-169 (https://www.krungsri.com/en/esg/disclosure/sustainability-reports)

PRINCIPLE 4: STAKEHOLDERS

Krungsri establish the stakeholder specification, analysis, and prioritization process by considering diverse relevant factors. They include the context of relationships with stakeholders, expectations, interest, and the influence of the stakeholders in each level, as well as the connection with adding value throughout the entire supply chain, impacts of the Bank's operations on stakeholders in terms of economic, social, environmental, and governance dimensions, mutual dependency, codes of conduct, and responsibility toward stakeholders. These are the factors that are important for establishing the stakeholder engagement plan.

In 2024, we collaborated with the member banks of TBA, the Department of Climate Change and Environment (DCCE), the Bank of Thailand (BOT), and a consultant to develop transition plans for high-emission sectors, e.g., energy, transportation, etc., with completion scheduled for 2025.

Links & references
Sustainability Report 2024, p.41, p.164-173, p.203-204, and p.210 (https://www.krungsri.com/en/esg/disclosure/sustainability-reports)

PRINCIPLE 5: GOVERNANCE & CULTURE

Krungsri established the Sustainability Committee to oversee ESG strategies, policies, and corporate social responsibility across the Krungsri Group. The Committee sets sustainability policies aligned with sustainable banking principles, regulatory expectations, and the UN SDGs. Key responsibilities include managing ESG risks and opportunities, particularly those related to climate change, which could impact the Bank and stakeholders.

To integrate climate risk into operations, the Committee established "**Internalizing Environmental and Climate Change Aspects into Financial Institution Business (IECC) Program**", ensuring compliance with the Bank of Thailand's standards and industry guidelines. Additionally, the committee ensures transparent sustainability disclosures, aligning with global practices to track progress and performance.

Links & references

Sustainability Report 2024, p.32-37, and p.204
(https://www.krungsri.com/en/esg/disclosure/sustainability-reports)

PRINCIPLE 6: TRANSPARENCY & ACCOUNTABILITY

To ensure the transparency and credibility of Krungsri's Responsible Banking Progress Report, the Bank has requested an external agency to verify the assurances as detailed in the attachment to this report.

Links & references

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Supplements

PRINCIPLE 1: ALIGNMENT

We will align our business strategy to be consistent with and contribute to individuals' needs and society's goals, as expressed in the Sustainable Development Goals, the Paris Climate Agreement and relevant national and regional frameworks.

Business model

Describe (high-level) your bank's business model, including the main business lines, customer segments served, types of products and services provided, the main sectors and types of activities across the main geographies in which your bank operates or provides products and services. Please also quantify the information by disclosing e.g. the distribution of your bank's portfolio (%) in terms of geographies, business areas or by disclosing the number of customers and clients served.

Links & references

- Sustainability Report 2024, p.18, p.24-25, and p.130-131
  (https://www.krungsri.com/en/esg/disclosure/sustainability-reports)

Response

Bank of Ayudhya Public Company Limited (Krungsri) was listed on the Stock Exchange of Thailand on 26 September 1977, and is ranked Thailand's fifth largest commercial bank in terms of assets, loans, and deposits. Krungsri is a strategic member of MUFG Bank, Ltd. (MUFG Bank), a wholly owned subsidiary of Mitsubishi UFJ Financial Group (MUFG) --Japan's largest financial group and one of the world's largest financial groups. In addition, Krungsri has been recognized by the Bank of Thailand (BOT) as one of the Domestic Systemically Important Banks (D-SIBs) that play a crucial role in driving Thailand's economy and financial system.

Krungsri conducts the fundamental commercial banking business, including accepting deposits, offering loans, foreign exchange trading services, financial instruments trading services, loan guarantees, payment and funds transfer services, risk hedging products, e.g., interest rate and FX derivatives, etc. Krungsri's other businesses approved by the BOT include businesses of insurance-related services, securities-related services, financial derivatives, e-banking, and other financial and non-financial services.

The Bank's registered capital is 75,741.437 million baht, while our paid-up capital stands at 73,557.618 million baht. As of the end of 2024, Krungsri has 29 subsidiaries, joint ventures, and associate while our 573 branches are in well diversified locations throughout the country and in Lao PDR, with a total of 52,438 employees.

As of 31 December 2024, the total outstanding loans stood at **1,895,869 million baht**, a year-on-year decrease of 121,335 million baht or 6 percent, reflecting challenging operating environments, fragile business, and consumer confidence, as well as the Bank's firm commitment in adhering to the responsible lending principles. Details of the loans are as follows:

- **Corporate loans:** 658,053 million baht (35 percent) comprising 433,531 million baht of Thai Corporates and 224,522 million baht of JPC/MNC
- **SME loans:** 337,264 million baht (18 percent)
- **Retail loans:** 900,552 million baht (47 percent) comprising 390,790 million baht of auto hire-purchase loans, 240,434 million baht of mortgages, 168,216 million baht of credit cards, personal loans, and other loans, and 101,112 million baht of ASEAN loans*

*[Remark: * ASEAN loans include those of Hattha Bank Plc. and Hattha Services Company Limited (Cambodia), Krungsri Leasing Services Co., Ltd. and Krungsri Non-Deposit Taking Microfinance Institution Co., Ltd (Lao PDR), SHBank Finance Company Limited (Vietnam), Home Credit and SB Finance, Inc. (the Philippines), and Home Credit (Indonesia).]*

Strategy alignment

Please describe how your bank has aligned and/or is planning to align its strategy to be consistent with the Sustainable Development Goals (SDGs), the Paris Climate Agreement, and other international frameworks such as the Kunming-Montreal Global Biodiversity Framework (GBF),the United Nations Guiding Principles on Business and Human Right (UNGPs), the forthcoming instrument on plastic pollution etc.

Include any other national and/or regional frameworks that your bank has a strategy to align with where relevant.

Links & references

- Sustainability Report 2024, p.32-35 and p.38-40 (https://www.krungsri.com/en/esg/disclosure/sustainability-reports)
- Corporate Website: Frameworks and Practices (https://www.krungsri.com/en/esg/sustainable-banking/framework-practices)

Response

2024 marks the first year of Krungsri's fourth Medium-Term Business Plan covering the period from 2024 to 2026. The new MTBP has taken into consideration the challenges and achievements from the previous MTBP. The changing social and economic factors, as well as both regional and global operating environments, have also been incorporated into the MTBP development.

Under the fourth MTBP, Krungsri aims to '**Be the leading sustainable and regional bank**' by focusing on two key dimensions, namely sustainability and regional leadership. This ambition highlights the Bank's role as a Domestic Systemically Important Bank (D-SIB) in Thailand and reaffirms our commitment to driving sustainability across economic, social, environmental, and governance dimensions.

Furthermore, the fourth Medium-Term Business Plan aligns with the UN Principles for Responsible Banking, emphasizing risk management, social and environmental responsibility in all business processes, as well as fulfilling the brand promise to 'Make Life Simple' for our customers.

At the same time, we explore opportunities ideal for operating as a responsible financial service provider based on the sustainable banking guidelines, taking into account the positive social and environmental impact, which is consistent with the responsible lending guidelines in the best interests of all groups of stakeholders, while also enhancing our capabilities to address the Sustainable Development Goals (SDGs) both at the national and international levels.

In addition, we adhere to the national and international guidelines, standards, and initiatives as an operational guideline and frameworks such as

- Sustainable Development Goals (SDGs)
- The Principles for Responsible Banking (PRB)
- United Nations Guiding Principles on Business and Human Rights (UNGPs)
- Declaration on Fundamental Principles and Rights at Work of International Labour Organization (ILO)
- The Women's Empowerment Principles (WEPs)
- The Global GHG Accounting and Reporting Standard for the Financial Industry, Partnership for Carbon Accounting Financials (PCAF)
- The Bank of Thailand's Directional Paper on Transitioning Towards Environmental Sustainability under the New Thai Financial Landscape
- The Bank of Thailand's Policy Statement of the Bank of Thailand on Internalizing Environmental and Climate
- Thailand Taxonomy (Phase I)
- ESG Declaration, The Thai Bankers' Association
- Industry Handbook, The Thai Bankers' Association

In addition, we disclosed our sustainability performance in accordance with the Global Reporting Initiative (GRI) Standards and indicated the connection between the organization's operational directions and the SDGs.

PRINCIPLE 2: **IMPACT & TARGET SETTING**

We will continuously increase our positive impacts while reducing the negative impacts on, and managing the risks to, people and environment resulting from our activities, products and services. To this end, we will set and publish targets where we can have the most significant impacts.

Impact Analysis

Show how your bank has identified, prioritized, and measured the most significant impacts associated with its portfolio (both positive and negative). Determine the priority areas for target- setting. Include details regarding: Scope, Portfolio Composition, Context, and Performance Measurement.

The impact analysis should include assessment of the relevance of the four priorities laid out in Leading the Way to a Sustainable Future: Priorities for a Global Responsible Banking Sector, as part of its initial or ongoing impact analysis.

Links & references

- Sustainability Report 2024, p.129-136, Financial Inclusion, and p.200-210, Climate Change Management (https://www.krungsri.com/en/esg/disclosure/sustainability-reports)

Response

Krungsri, as a financial institution that operates its business responsibly while taking into account social and environmental considerations, has realized that its business operations and activities may directly or indirectly affect the environment and contribute to climate change.

As a result, we promote social and environmental projects through loans or financial products based on the 'responsible lending' principles, in alignment with Krungsri's Policy for Credit Risk Management and Policy for Sustainability Lending. This includes increasing the proportion of green loans across various business sectors, such as clean energy projects and low-carbon industries, while reducing the risk of lending to businesses with high environmental impacts or greenhouse gas emissions, such as coal-fired power plants. We also improve risk management processes by integrating ESG criteria into risk assessments and evaluating the impact of climate change on the Bank's loan portfolio and investments.

In addition, Krungsri established measures, guidelines, and targets to minimize emissions from our own operations and activities toward zero emissions while supporting the business sector, particularly our customers, in their low-carbon transitions. We realized climate change management is the key driver to achieving Thailand's emissions mitigation and Nationally Determined Contributions (NDCs), as well as the United Nations Sustainable Development Goals (SDGs)

In social front, Krungsri has been well aware that it is important to promote comprehensive and equitable access to basic services, particularly financial services, for our customers and the general public, namely corporate, SME, and retail customers, including low-income earners, the disadvantaged, and the vulnerable group who have less access to financial services than other groups.

The Bank consistently enhances its mobile banking platform, the "krungsri app", to ensure ease of use and robust security for all customer segments. This initiative empowers users by facilitating access to financial resources that support improved well-being, business operations, job creation, and other impactful saving and investment activities. Additionally, promoting financial inclusion helps mitigate reliance on informal lending, a key contributor to household debt that poses risks to the country's socio-economic stability.

Based on our portfolio and impact analysis as well as the country's context, Krungsri identified the most significant impact areas associated both positive and negative of the portfolio are as follows:

- Climate Change: To support the transition towards net zero and climate-resilient development, in line with the Paris Climate Agreement, SDG No.13: Climate Action, Thailand's National Determined Contributions (NDCs) which committed to becoming carbon neutral by 2050 and having net zero greenhouse gas emissions by 2065, and Krungsri's Portfolio Emission Net Zero target of 2050.
- Healthy and Inclusive Economies: To enhance financial health and inclusion for retail customers, small and medium-sized enterprises, contribute to poverty reduction, economic empowerment, and overall societal wellbeing, aligning with multiple SDGs, in particular: SDG No.1: No Poverty, SDG No.5: Gender Equality, SDG No.8: Decent Work and Economic Growth, and SDG No.10: Reduced Inequality.

Targets, Target Implementation, and Action Plans/Transition plans

Show that your bank has set and published a minimum of two SMART targets which address at least two different areas of most significant impact that your bank identified in its impact analysis. Once targets are set, explain the actions taken and progress made. Include details regarding: Alignment, Baselines, Targets, Target Implementation & Monitoring (and KPIs), Action Plans/ Transition plans and Milestones.

Banks are encouraged to disclose information regarding actions they are taking in four priorities laid out in Leading the Way to a Sustainable Future: Priorities for a Global Responsible Banking Sector (2024).

Links & references

- Sustainability Report 2024, p.129-136, Financial Inclusion, and p.200-210, Climate Change Management (https://www.krungsri.com/en/esg/disclosure/sustainability-reports)

Response

Impact Areas	Alignment	Medium/Long Term Target	Baselines	2024 Performance
Climate Change	Krungsri's Net Zero Target	To increase the Social and Sustainable Finance (SSF) portfolio to 250,000 million baht within 2030 (from the baseline year 2021)	126,937 million baht (Baseline year 2021)	As of 31 December 2024, Krungsri's SSF portfolio was 222,120 million baht, increasing 95,183 million baht from the baseline year (2021)
		Phase out loan exposure to coal-fired power plants by 2030	4,789 million baht (Baseline year 2021)	As of 31 December 2024, Krungsri has reduced the outstanding loans for coal-fired power plants to only 2,115 million baht, representing a 21.23 percent decrease in loans from 2023.
Healthy and Inclusive Economies	ESG Declaration of The Thai Bankers' Association (KPI)	Increase the number of customers actively using the mobile banking platform (Krungsri app) to 9.2 million in 2027	-	As of 31 December 2024, the number of krungsri app users was 6 million, with 5,523 million transactions.

PRINCIPLE 3: **CLIENTS & CUSTOMERS**

We will work responsibly with our clients and our customers to encourage sustainable practices and enable economic activities that create shared prosperity for current and future generations.

Client and Customer engagement

Describe how your bank has worked with and/or is planning to work with its clients and customers to encourage sustainable practices and enable sustainable economic activities. It should include information on the client engagement strategy including but not limited to the impact areas identified/ targets set, awareness raising activities with clients and customers, relevant policies and processes, actions planned/implemented to support clients' transition, selected indicators on client engagement and, where possible, the impacts achieved.

Links & references

- Sustainability Report 2024, p.168-169 (https://www.krungsri.com/en/esg/disclosure/sustainability-reports)

Response

Krungsri has been actively engaging with its customers to promote sustainable practices, enable sustainable economic activities, and reduce greenhouse gas (GHG) emissions of their operations. The Bank's initiatives are guided by its aspiration to become "The Leading Sustainable and Regional Bank" by 2026 in line with the Fourth Medium-Term Business Plan (2024-2026)

In 2024, Krungsri launched the "GO Sustainable with krungsri" initiative, reaffirming its leadership in driving Thailand's financial sector towards sustainability. This initiative emphasizes supporting customers on their sustainability journey and creating a positive impact on the economy, environment, and society.

In addition, we supported the transitions of customers, the business sector, and the economy toward emissions mitigation and environmental sustainability concretely through our advisory service in raising awareness as well as sustainable financial products and services. The key initiatives are as follows;

- Social and Sustainable Finance (SSF): Krungsri set an ambitious target to increase SSF by 100 billion baht by 2030 (using 2021 as the base year). In 2024, the Bank very nearly reached this milestone and has revised the target from 100 billion baht to 250 billion baht by 2030 (please see the topic of the Responsible Lending and ESG Consideration section for more detail).
- Development of Transition Finance Products: Krungsri is determined to support customers in adopting environmentally friendly business practices and contribute to Thailand's Net Zero goals. Hence, we introduced innovative financial products—one of such initiative is the "Krungsri SME Transition Loan", designed for businesses investing in environmental management, energy conservation, and greenhouse gas reduction.
- Krungsri ESG Academy: An ESG educational initiative launched to equip Thai businesses, particularly small and medium-sized enterprises (SMEs), with the knowledge and tools necessary to integrate Environmental, Social, and Governance (ESG) principles into their operations. The academy featured a four-month intensive training curriculum developed in collaboration with partners specializing in various areas of ESG. This curriculum is designed to help businesses understand their current ESG situation and develop a practical "Transition Plan" that can be effectively implemented towards achieving sustainability. In 2024, more than 60 companies have joined the Krungsri ESG Academy program to enhance their understanding of ESG principles and integrate sustainable practices into their business operations.
- Krungsri ESG Awards: In 2024, Krungsri collaborated with ESG experts to honor 25 companies that have successfully integrated ESG principles into their operations. The Bank conferred five ESG Excellence Awards to organizations exhibiting outstanding performance in environmental, social, and governance aspects alongside 20 Highly Commended ESG Performance Awards for companies implementing exemplary practices across all three dimensions. This initiative recognizes and promotes businesses that align with ESG principles, demonstrating ESG as a practical and essential approach through tangible examples and applications.
- Krungsri-MUFG ASEAN Collaboration: In partnership with its parent company, Mitsubishi UFJ Financial Group (MUFG), Krungsri supports customers' business expansion across Southeast Asia. This collaboration aims to capitalize on the region's growth potential while promoting sustainable economic activities.
- Krungsri ASEAN Link Service: This service connects Thai business customers to reliable, verified business partners throughout the Bank's network in ASEAN and Japan, facilitating sustainable business growth and regional connectivity.

Business opportunities

Describe what strategic business opportunities in relation to the increase of positive and the reduction of negative impacts your bank has identified and/or how your bank has developed these in the reporting period. Provide information on sustainability-related products and services and frameworks in place that support the transition needs of clients, size of the sustainable finance portfolio in USD or local currency and/or as a % of your bank's portfolio,* and which SDGs or impact areas you bank is striving to make a positive impact on (e.g. green mortgages—climate, social, sustainability bonds—financial inclusion, etc.).

* Provide information on the sustainable finance frameworks/standards/taxonomies used to label sustainable finance volumes

Links & references

- Sustainability Report 2024, p.112-115 (https://www.krungsri.com/en/esg/disclosure/sustainability-reports)
- Krungsri's Social and Sustainable Finance (SSF) Disclosure (https://www.krungsri.com/en/investor-relations/sustainable-finance/ssf-disclosure)

Response

By facilitating the issuance of green, sustainability, and sustainability-linked bonds to the Thai capital market, Krungsri is promoting and enhancing bonds as one of Thailand's main financial assets. At the same time, the support of sustainability-linked loans and green loans mirrors the Bank's commitment to achieve the ESG goal of supporting customers' green transitions.

As a result, we ranked first in the ESG debenture league table for corporate, state enterprise, and government segments with a market share of 19%, reinforcing our leadership with an extensive range of ESG finance products and services.

This also highlights the Bank's determination to achieve the UN SDGs, namely SDG No. 8: Decent Work and Economic Growth; SDG No. 9: Industry, Innovation, and Infrastructure; SDG No.13: Climate Action; and SDG No. 17: Partnerships for the Goals.

Krungsri's Social and Sustainable Finance (SSF) Portfolio

Target: Grow our SSF portfolio target from previously 100,000 million baht to 250,000 million baht by 2030 (from the baseline year 2021)

Performance: As at the end of 2024, Krungsri's SSF portfolio increased from 2021 (baseline year) by 95,183 million baht.

Category		Outstanding (Unit: million baht)			
		2021	2022	2023	2024
Environmental	Underwriting: Green Bond	7,450	14,044	19,891	21,391
	Underwriting: Green Bond (Self-Issuance)	-	-	14,236	14,236
	Green Loan	1,000	3,000	3,335	4,492
	Loan to Renewable Energy Business	9,210	9,150	11,880	11,566
	Other Loans	-	4	234	365
Social	Underwriting: Social Bond	-	-	-	500
	Underwriting: Social Bond (Self-Issuance)	7,040	7,040	7,040	7,040
	Loan from WSME Bond	21,033	19,866	23,138	20,048
	Social Loan	20,246	23,763	21,230	16,691
	Loan to Regional Development Projects	21,608	18,797	14,821	15,276
Sustainability	Underwriting: Sustainability Bond	20,567	44,427	47,659	57,031
	Underwriting: Sustainability-Linked Bond	11,000	11,000	11,000	18,938
	Sustainability Loan	-	3,151	2,496	6,042
	Sustainability-Linked Loan	6,953	6,946	9,232	22,580
	Investment	830	3,145	4,320	5,925
Total		**126,937**	**164,333**	**190,512**	**222,120**

Remarks:
1) Bond underwriting is accumulated amount from 2019 onwards.
2) Loans constitutes commercial lending only.

PRINCIPLE 4: **STAKEHOLDERS**

We will proactively and responsibly consult, engage and partner with relevant stakeholders to achieve society's goals.

Stakeholder identification and consultation

Describe which stakeholders (or groups/types of stakeholders) your bank has identified, consulted, engaged, collaborated or partnered with for the purpose of implementing the Principles and improving your bank's impacts. This should include a high-level overview of the bank's engagement strategy following criteria for effective engagement and advocacy, how your bank has identified relevant stakeholders, what issues were addressed/results achieved and how they fed into the action planning process.

Links & references

- Sustainability Report 2024, p.41, p.164-173, p.203-204, and p.210 (https://www.krungsri.com/en/esg/disclosure/sustainability-reports)

Response

Krungsri systematically incorporated stakeholder engagement insights into the Bank's strategic action planning through materiality assessments, ESG risk evaluations, and sustainability reporting. This continuous feedback loop ensures that the Bank's initiatives remain relevant, impactful, and aligned with evolving stakeholder expectations.

- Stakeholder Engagement and Feedback: Conducting surveys to gather stakeholder insights on the Bank's sustainable business practices, ensuring continuous improvement.
- Collaborative Sustainability Initiatives: Partnering with stakeholders and external organizations such as the Thai Bankers' Association (TBA), Thailand Carbon Neutral Network (TCNN), Thai Renewable Energy Association (RE100), and Carbon Markets Club (CMC) to drive sustainability efforts, with a particular focus on climate change management.

  The key initiative in 2024: We collaborated with the TBA member banks, the Department of Climate Change and Environment (DCCE), the Bank of Thailand (BOT) and a consultant to develop transition plans for high-emission sectors, e.g., energy, transportation, etc. with completion scheduled for 2025.

By fostering meaningful engagement and strategic partnerships, Krungsri enhances its positive impact on the economy, society, and the environment, driving long-term sustainable growth.

PRINCIPLE 5: **GOVERNANCE & CULTURE**

We will implement our commitment to these Principles through effective governance and a culture of responsible banking.

Governance Structure for Implementation of the Principles

Describe the relevant governance structures, policies and procedures your bank has in place/is planning to put in place to manage significant positive and negative (potential) impacts (including accountability at the executive leadership level, clearly defined roles and responsibilities for sustainability matters in internal processes, etc.) and support the effective implementation of the Principles.

Links & references

- Sustainability Report 2024, p.36-37, and p.204 (https://www.krungsri.com/en/esg/disclosure/sustainability-reports)
- Sustainability Committee (https://www.krungsri.com/en/esg/sustainable-banking/committee)

Response

As a Domestic Systemically Important Bank (D-SIB), Krungsri is committed to upholding strong corporate governance in alignment with sustainable banking principles. The Bank integrates Environmental, Social, and Governance (ESG) considerations into its operations while maintaining a robust and prudent ESG risk management framework.

Simultaneously, Krungsri seeks opportunities to operate as a responsible financial service provider, ensuring that its activities generate positive social and environmental impacts. This approach aligns with responsible lending practices and serves the best interests of all stakeholders. Additionally, the Bank continuously strengthens its capabilities to contribute to the achievement of the Sustainable Development Goals (SDGs) at both national and international levels.

To advance its sustainability objectives, Krungsri has established the "Sustainability Committee" to oversee the Bank's strategies, policies, and regulations related to ESG and corporate social responsibility. This Committee is responsible for formulating and directing Krungsri Group's ESG initiatives in accordance with sustainable banking principles, regulatory expectations, and the UN SDGs. These policies and frameworks are subsequently presented to the Executive Committee for approval. Furthermore, the Committee monitors key ESG issues, particularly those related to environmental and climate risks, which may impact the Bank's operations and its customers.

To efficient manage environmental and climate change, the Sustainability Committee has commenced the "Internalizing Environmental and Climate Change Aspects into Financial Institution Business (IECC) Program" with aims to integrate environmental and climate risk management into business operations, adhering to the Bank of Thailand's Standard Practice and the Thai Bankers' Association (TBA) Industry Handbook.

Moreover, the Sustainability Committee ensures that Krungsri's ESG-related disclosures, performance updates, and strategic developments adhere to global best practices.

Promoting a culture of responsible banking:

Describe the initiatives and measures of your bank to foster a culture of responsible banking among its employees (e.g., capacity building, learning & development, sustainability training for relevant teams, inclusion in remuneration structures and performance management and leadership communication, amongst others).

Links & references

- Sustainability Report 2024, p.30-33, p.121 and p.142 (https://www.krungsri.com/en/esg/disclosure/sustainability-reports)

Response

Krungsri recognizes that fostering awareness and creating shared value among employees—is a key strategy for advancing sustainability. To this end, the Bank promotes a culture of sustainability and responsible banking through various initiatives, including:

- Knowledge Dissemination and Awareness Building: Enhancing understanding of corporate social responsibility and sustainability through upskilling and reskilling programs. These training programs support sustainable banking practices, such as training programs, namely "ESG Taxonomy: A New Chapter of Sustainable Banking", "ESG Financing and Thailand Taxonomy", "DE&I: Valuing & Embracing Diversity, Equity, and Inclusion", among employees.
- Integration of ESG Principles: Embedding environmental, social, and governance (ESG) considerations into the Bank's core business operations to ensure long-term sustainability.
- Sustainability-Linked Remuneration: Implementing an employee performance management system and developing an operational framework that defines and communicates annual performance targets. These targets incorporate both financial and non-financial key performance indicators (KPIs), including ESG-related metrics for executives and employees such as KPI target related to Net Zero targets in terms of own emissions reduction target and social and sustainable finance (SSF) target.
- Operational Support for Sustainable Banking: Aligning business operations with sustainable banking principles and material ESG issues to meet regulators' expectations and contribute to the achievement of the Sustainable Development Goals (SDGs).

Risk and due diligence processes and policies

Describe what processes your bank has installed to identify and manage environmental and social risks associated with your bank's portfolio. This can include aspects such as identification of significant/salient risks, due diligence processes, environmental and social risks mitigation and definition of action plans, monitoring and reporting on risks and any existing grievance mechanism, as well as the governance structures your bank has in place to oversee these risks.

Links & references

- Sustainability Report 2024, p.137 (https://www.krungsri.com/en/esg/disclosure/sustainability-reports)
- Policy for Sustainability Lending (policy-sustainability-lending-en.pdf.aspx)

Response

Krungsri developed an enhanced automation support system to meet high standards in particular procedures and guidelines pertaining to credit risk management and frequently provides training to relevant staff to ensure that they are well-equipped with necessary knowledge and understanding in carrying out their duties while adhering to robust risk management guidelines.

Krungsri establishes policies and operational plans as guidelines which are in accordance with our strategy including credit policy, credit risk management procedures, and credit rating policy. Customer risk is managed based on international standards and in conformity with the Bank of Thailand's rules and regulations.

Krungsri has developed a "Policy for Sustainability Lending" to address our concerns regarding environmental, social, and governance (ESG) risks. The policy clearly defines the characteristics of credit transactions and sectors that are prohibited due to non-compensable ESG risks or restricted due to significant ESG risks. It is our strong commitment to gradually phase out financing for coal-fired power plants by 2030. Additionally, an ESG Due Diligence template was introduced as a tool for effective implementation of the policy. The following sectors are prohibited from receiving new or additional financing from Krungsri:

- Production or trade in radioactive materials, weapons, and munitions harmful to human and animal life.
- Unabated coal-fired power generation.
- Forestry activities, including plantation development and hunting in reserved areas.
- Coal-related activities, including coal mining, coal transportation, and infrastructure services exclusively dedicated to supporting these activities.

For consumer lending transactions, the Bank defines credit underwriting criteria upon responsible lending to help reducing one of Thailand's structural problems, high level of household indebtedness. The policy also defines criteria to support products that mitigate ESG risks related to environmental, social, and governance factors. Krungsri will continue to offer debt relief plans for customers affected by emerging diseases, economic challenges, natural disasters, or other difficult situations, within a responsible lending framework and structured procedures.

PRINCIPLE 6: **TRANSPARENCY & ACCOUNTABILITY**

We will periodically review our individual and collective implementation of these Principles and be transparent about and accountable for our positive and negative impacts and our contribution to society's goals.

The information provided in the Responsible Banking Progress Statement is sufficient. If third-party assurance has been undertaken, provide details on the scope of assurance and the reference/link to the Independent (Limited) Assurance Report.

To ensure the transparency and credibility of Krungsri's Responsible Banking Progress Report, the Bank has requested an external agency to verify the assurances as detailed in the attachment to this report.

ASSURANCE STATEMENT

LRQA Independent Assurance Statement

Relating to Bank of Ayudhya PCL.'s Sustainability Report for the calendar year 2024

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

Terms of engagement

LRQA (Thailand) Ltd. was commissioned by Bank of Ayudhya Public Company Limited (Krungsri) to provide independent assurance on its Sustainability Report 2024 "the report" against the assurance criteria below to a moderate level of assurance and at the materiality of the professional judgement of the verifier, using AccountAbility's AA1000AS v3[1], where the scope was a Type 2 engagement.

Our assurance engagement covered Krungsri's subsidiaries in Thailand only, and specifically the following requirements:

- Evaluating Krungsri's adherence to AA1000 AccountAbility Principles (2018) of Inclusivity, Materiality, Responsiveness, and Impact.
- Confirming that the report is in accordance with:
  - GRI Standards (2021)
  - The double materiality assessment process.
- Evaluating the reliability of data and information for only the selected GRI disclosures listed below:
  - *Environmental*:
    GRI 305-1 Direct (scope 1) GHG emissions, GRI 305-2 Energy indirect (scope 2) GHG emissions, GRI 305-3 Other indirect (scope 3) GHG emissions (Purchased goods and services, Capital goods, Fuel and energy related activities, and Business travel by air only).

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

LRQA's responsibility is only to Krungsri. LRQA disclaims any liability or responsibility to others as explained in the end footnote.

Krungsri's responsibility is for collecting, aggregating, analysing, and presenting all the data and information within the report and for maintaining effective internal controls over the systems from which the report is derived. Ultimately, the report has been approved by, and remains the responsibility of Krungsri.

LRQA's Opinion

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

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

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

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

LRQA's approach

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

- Assessing Krungsri's approach to stakeholder engagement to confirm that issues raised by stakeholders were captured correctly. We did this by interviewing Krungsri's management who engage directly with stakeholder groups as well as reviewing documents and associated records.
- Reviewing Krungsri's process for identifying and determining material issues to confirm that the right issues were included in their report. We also tested the filters used in determining material issues to evaluate whether Krungsri makes informed business decisions that may create opportunities which contribute towards sustainable development.
- Collaborating information from third party assurance engagements done for Krungsri (ISO14064-1). We also spoke with key people responsible for compiling the data and drafting the report.

Observations

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

- Stakeholder inclusivity: We are not aware of any key stakeholder groups that have been excluded from Krungsri's stakeholder engagement process. Krungsri has addressed the key stakeholder group's opinion regarding their impacts.
- Materiality: We are not aware of any material issues concerning Krungsri's sustainability performance that have been excluded from the report. Krungsri has processes for identifying and determining material issues based on a set of unbiased criteria and qualitative impact valuation.
- Responsiveness: Krungsri has addressed the concerns of stakeholders in relation to impacts of climate change and financial inclusion, we believe that future report should disclose progress in GHGs transition pathway.
- Reliability: Data management systems for GHGs reporting are well defined, enable for independent verification.
- Impact: Krungsri has addressed impacts valuation of for example Supply chain, information security as well as climate change related.

LRQA's standards, competence, and independence

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

This verification together with UNPRB report verifications for Krungsri are the only works undertaken by LRQA for Krungsri and as such does not compromise our independence or impartiality.

Dated: 7 March 2025

Opart Charuratana
Lead Verifier
On behalf of LRQA (Thailand) Limited
No. 252/123 (C), Muang Thai – Phatra Complex Tower B.
26th floor, Ratchadaphisek Road., HuayKwang, Bangkok, 10310, THAILAND
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LRQA Independent Assurance Statement

Relating to Bank of Ayudhya PCL.'s UNPRB responsible banking progress statement for the calendar year 2024 (1st January 2024 – 31st December 2024)

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

Terms of engagement

LRQA Group limited was commissioned by Bank of Ayudhya Public Company Limited (Krungsri) to provide independent assurance on its responsible banking progress statement 2024 ("the progress statement"), as the first assurance period using the requirements laid out in the Assurance Guidance to undertake limited assurance on Principles reporting, issued by UNEP FI and the assurance criteria below.

A limited level of assurance and materiality of the professional judgment of the verifier has been used for assuring the progress statement. Our assurance engagement covered Krungsri's operations and activities in Thailand and specifically the following requirements:

- Evaluating the nature and extent of Krungsri's progress statement to the UNEP FI Principles reporting.
  - Alignment, Impact & Target Setting, Clients & Customers, Stakeholders, Governance & Culture, and Transparency & Accountability

Our assurance engagement excluded the data and information of Krungsri's operations and activities outside Thailand as well as suppliers, contractors and any third parties mentioned in the report.

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

LRQA's Opinion

Based on LRQA's approach and nothing has come to our attention that would cause us to believe that Krungsri has not:

- met the requirements above
- covered all the impact areas that are important to the stakeholders and readers of this progress statement.

The opinion expressed is formed on the basis of a limited level of assurance.

Note: The extent of evidence-gathering for a limited level of assurance engagement is less than for a reasonable level of assurance engagement. Limited level assurance engagements focus on aggregated data whilst reasonable levels of assurance checking source data from sites.

LRQA's approach

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

- Reviewing Krungsri's process for identifying and determining most significant impacts to confirm that the right topics were included in their progress statement.
- Assessing of evidence presented at Krungsri's head office in Bangkok to confirm the reliability of the data and information. The extent of evidence sampled for the selected indicators reflected the level of assurance applied.

Observations

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

- Impact Analysis:
  Krungsri has applied recognised Impact analysis tools for identify and analysis the impacts, where the outcomes are meaningful for implementing the PRB Principles.
- Target Setting:
  Krungsri has established Climate change targets focusing on the transition of commercial lending portfolio as well as an inclusive economics which provides benefits to communities.
- Target Implementation and Monitoring:
  Hence Krungsri has disclosed progress in implementation of such targets together with actions taken.
- Governance Structure for Implementation of the Principles:
  Krungsri has implemented effective governance and a culture of responsible banking.

LRQA's standards, competence and independence

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

This verification together with sustainability report are the only works undertaken by LRQA for Krungsri and as such does not compromise our independence or impartiality.

Dated: 7 March 2025

Opart Charuratana
LRQA Lead Verifier
On behalf of LRQA (Thailand) Limited
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GRI CONTENT INDEX

Statement of use	Bank of Ayudhya Public Company Limited has reported the information cited in this GRI content index for the period of January 1, 2024 to December 31, 2024 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

Remarks:
AR: Annual Report (56-1 One Report)
LG: Legal Prohibition
IU: Information unavailable/ incomplete
NA: Not applicable.
CC: Confidential constraints

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION			RELATION TO SDGs	EXTERNAL VERIFICATION
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
GRI 2: General Disclosures 2021	2-1 Organizational details	20					
	2-2 Entities included in the organization's sustainability reporting	20, 28-29, 48-49, 217-218					
	2-3 Reporting period, frequency and contact point	44, 47, 258					
	2-4 Restatements of information	28-29, 206, 223, 224-225					
	2-5 External assurance	232-235					
	2-6 Activities, value chain and other business relationships	18-19, 20, 26-29, 92-97, 129-136,157-163					
	2-7 Employees	212-222					
	2-8 Workers who are not employees	217-218					
	2-9 Governance structure and composition	22-25, 36-37, 212, AR [Topic: Board of Directors and Details Of Directors] and website [https://www.krungsri.com/en/about-krungsri/about-us/organization-chart/board-of-directors]				SDG 16.5, 16.6	
	2-10 Nomination and selection of the highest governance body	212-216, AR [Topic: Nomination and Remuneration Committee, and Details Of Directors] and website [https://www.krungsri.com/en/about-krungsri/about-us/organization-chart/nomination-remuneration-committee]				SDG 5.1, 5.5	
GRI 2: General Disclosures 2021	2-11 Chair of the highest governance body	22-25, AR [Topic: Management Structure, Roles and Responsibilities] and website [https://www.krungsri.com/en/about-krungsri/about-us/organization-chart/board-of-directors]					
	2-12 Role of the highest governance body in overseeing the management of impacts	24-25, AR [Topic: Role and Responsibilities of the Chairman of the Board] and website [https://www.krungsri.com/Krungsri2020/media/KrungsriAboutUs/cg-principles/en/cg-principles-en-2024.pdf]					
	2-13 Delegation of responsibility for managing impacts	24-25, 36-37 and website [https://www.krungsri.com/en/esg/sustainable-banking/committee]					
	2-14 Role of the highest governance body in sustainability reporting	24-25, 36-37, 47					
	2-15 Conflicts of interest	22-25, 57-63					
	2-16 Communication of critical concerns	36-37, 47, 57-63, 80-81, 171 and website [https://www.krungsri.com/en/about-krungsri/about-us/overview/announce]					
	2-17 Collective knowledge of the highest governance body	148, 176-177, AR [Topic: Directors' Development]					
	2-18 Evaluation of the performance of the highest governance body	24-25, AR [Topic: Evaluation of the Board of Directors and the Committees reporting to the Board of Directors]					
	2-19 Remuneration policies	118-121, AR [Topic: Remuneration of Directors and Executives]	a, b	IU	During the data collection process before disclosure		
	2-20 Process to determine remuneration	118-121, AR [Topic: Nomination and Remuneration Committee]	a-ii	IU	During the data collection process before disclosure		
	2-21 Annual total compensation ratio	-	a, b, c	CC	Confidential information		
	2-22 Statement on sustainable development strategy	15-17					

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION			RELATION TO SDGs	EXTERNAL VERIFICATION
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
GRI 2: General Disclosures 2021	2-23 Policy commitments	12-17, 30-40, 47, 57-61, 99-101,106-111, 116, 129, 138, 151, 201-202 and website [https://www.krungsri.com/en/esg/sustainable-banking/social/policy-for-human-rights]				SDG 7.2, 7.a, 7.b, 8.3, 9.b, 11.1, 11.3, 13.1	
	2-24 Embedding policy commitments	57-61, 64-65, 69-71, 77-79, 82, 93, 99-102, 106-111, 116-117, 138, 151, 174-175, 192-193, 201-204				SDG 7.2, 7.a, 7.b, 8.3, 9.b, 10.4, 12.2, 13.1	
	2-25 Processes to remediate negative impacts	61, 99-104, 123, 164-173 and website [https://www.krungsri.com/en/esg/sustainable-banking/social/policy-for-human-rights]					
	2-26 Mechanisms for seeking advice and raising concerns	20, 61, 71, 123, 152, 164-173, 194, 256, 258					
	2-27 Compliance with laws and regulations	68, 72, 99-102					
	2-28 Membership associations	41					
	2-29 Approach to stakeholder engagement	164-173					
	2-30 Collective bargaining agreements	124				SDG 8.3, 8.5	
GRI 3: Material Topics 2021	3-1 Process to determine material topics	44-47					
	3-2 List of material topics	32, 47-55					
	3-3 Management of material topics	44-47					
Good Governance and Anti-Corruption							
GRI 3: Material Topics 2021	3-3 Management of material topics	57-61				SDG 16.5, 16.6	
GRI 205: Anti-Corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	60, 94, 146	a-e	IU	During the data collection process before disclosure		
Data Governance and Personal Data Protection							
GRI 3: Material Topics 2021	3-3 Management of material topics	64-65				SDG 16.6, 16.10, 16.a, 16.b	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	68				SDG 16.6, 16.10, 16.a, 16.b	

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION			RELATION TO SDGs	EXTERNAL VERIFICATION
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
Cybersecurity							
GRI 3: Material Topics 2021	3-3 Management of material topics	69-71				SDG 16.4, 16.a	
Financial Crime Prevention							
GRI 3: Material Topics 2021	3-3 Management of material topics	75-76				SDG 16.5, 16.6, 17.14	
Risk and Crisis Management							
GRI 3: Material Topics 2021	3-3 Management of material topics	77-84				SDG 11.5, 16.7	
Innovation and Digital Transformation							
GRI 3: Material Topics 2021	3-3 Management of material topics	85-88				SDG 8.2, 9.2, 9.4, 17.7, 17.8	
Supply Chain Management							
GRI 3: Material Topics 2021	3-3 Management of material topics	92-94				SDG 8.2, 12.2	
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	95-97					
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	95-97				SDG 8.2, 10.2, 12.2	
Customer Experience and Market Conduct							
GRI 3: Material Topics 2021	3-3 Management of material topics	99-102				SDG 8.3, 9.2, 9.3, 10.2, 10.5, 16.6	
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	26, 89-91, 129-136				SDG 9.3	
	417-2 Incidents of non-compliance concerning product and service information and labeling	102-104				SDG 16.6	
	417-3 Incidents of non-compliance concerning marketing communications	102-104					
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	102-104				SDG 16.6, 16.10	

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION			RELATION TO SDGs	EXTERNAL VERIFICATION
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
Responsible Lending and ESG Considerations							
GRI 3: Material Topics 2021	3-3 Management of material topics	106-111				SDG 7.2, 7.a, 7.b, 8.1, 8.2, 9.2, 9.3, 9.4, 10.2, 10.5, 11.1, 11.3, 13.1, 14.6, 16.6, 16.7, 17.1, 17.16, 17.17	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	112-115, 131, 209, 211				SDG 1.4, 1.5, 5.a, 8.3, 8.10, 9.1, 9.3, 9.a, 10.2, 10.5	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	112-115, 131, 209, 211				SDG 7.2, 7.a, 7.b, 8.1, 8.2, 9.2, 9.3, 9.4, 11.1, 11.3	
	203-2 Significant indirect economic impacts	112 and website [https://www.krungsri.com/Krungsri2020/media/IR/gender-bond/Krungsri-Women-SME-Bond_Impact-Report-2023.pdf]				SDG 1, 3, 7.2, 7.a, 7.b, 8.1, 8.2, 9.2, 9.3, 9.4	
Fair Labor Practices and Respect for Human Rights							
GRI 3: Material Topics 2021	3-3 Management of material topics	116-123				SDG 3.8, 4.4, 5.1, 5.5, 8.3, 8.5, 10.2, 16.7	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	219-221				SDG 5.1, 5.5, 8.3, 8.5	
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	118-128				SDG 3.8, 8.3, 8.5	
	401-3 Parental leave	221-222				SDG 3.8, 5.1, 5.5, 8.3, 8.5	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	125, 212-216, AR [Topic: Number of Employees]				SDG 5.1, 5.5, 10.2	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	123, 128				SDG 5.1	

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION			RELATION TO SDGs	EXTERNAL VERIFICATION
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
Financial Inclusion							
GRI 3: Material Topics 2021	3-3 Management of material topics	129-130				SDG 1.4, 1.5, 5.a, 8.3, 8.10, 9.1, 9.3, 9.a, 10.2, 17.1, 17.3, 17.16, 17.17	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	129-136, 211				SDG 1.4, 1.5, 5.a, 8.3, 8.10, 9.1, 9.3, 9.a, 10.2	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	129-136				SDG 8.3, 8.10, 9.1, 9.3, 9.a	
	203-2 Significant indirect economic impacts	129-136				SDG 1.4, 1.5, 8.3, 8.10, 9.1, 9.3, 9.a	
Human Resources Development							
GRI 3: Material Topics 2021	3-3 Management of material topics	137-143				SDG 4.3, 4.4, 4.7, 12.8, 13.3	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	144, 222				SDG 4.3, 4.4, 4.7	
	404-2 Programs for upgrading employee skills and transition assistance programs	144-150				SDG 4.3, 4.4, 4.7, 12.8, 13.3	
Occupational Health, Safety and Working Environment							
GRI 3: Material Topics 2021	3-3 Management of material topics	151-152				SDG 3.8.1, 6.1, 6.2	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	151-152				SDG 3.8.1, 6.1, 6.2	
	403-2 Hazard identification, risk assessment, and incident investigation	151-156				SDG 3.8.1, 6.1, 6.2	
	403-3 Occupational health services	153-156				SDG 3.8.1, 6.1, 6.2	
	403-4 Worker participation, consultation, and communication on occupational health and safety	153-156				SDG 16.1	
	403-5 Worker training on occupational health and safety	150, 156				SDG 3.8.1, 6.1, 6.2	
	403-6 Promotion of worker health	126-127, 153-156				SDG 3.8.1, 6.1, 6.2	

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION			RELATION TO SDGs	EXTERNAL VERIFICATION
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
GRI 403: Occupational Health and Safety 2018	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	153-156				SDG 3.8.1, 6.1, 6.2	
	403-9 Work-related injuries	153				SDG 3.8.1, 6.1, 6.2	
	403-10 Work-related ill health	153				SDG 3.8.1, 6.1, 6.2	
Promotion of Financial Literacy							
GRI 3: Material Topics 2021	3-3 Management of material topics	157				SDG 4.4, 4.5, 4.7, 9.1, 10.2	
Stakeholder Engagement							
GRI 3: Material Topics 2021	3-3 Management of material topics	164-173				SDG 16.6, 17.7	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	211				SDG 16.6, 17.7	
Community Participation and Social Engagement							
GRI 3: Material Topics 2021	3-3 Management of material topics	174-189				SDG 1.4, 1.5, 3.7, 3.8, 4.1, 4.3, 4.4, 4.5, 4.7, 4.a, 4.b, 6.1, 6.6, 10.2, 11.4, 12.3, 12.4, 12.5, 13.2, 13.3, 14.2, 15.2, 15.4, 15.a, 15.b, 17.16, 17.17	
Environmental Management and Resource Efficiency							
GRI 3: Material Topics 2021	3-3 Management of material topics	191-194				SDG 12.2, 12.3, 12.4, 12.5, 13.2, 13.3, 17.16, 17.17	
GRI 301: Materials 2016	301-1 Materials used by weight or volume	194-198					
GRI 302: Energy 2016	302-1 Energy consumption within the organization	194-195, 226				SDG 12.2, 12.3, 13.2, 13.3	
	302-3 Energy intensity	226				SDG 12.2, 12.3, 13.2, 13.3	

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION			RELATION TO SDGs	EXTERNAL VERIFICATION
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
GRI 302: Energy 2016	302-4 Reduction of energy consumption	194-196, 226				SDG 12.2, 12.3, 13.2, 13.3	
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	196-197	b	NA			
	303-2 Management of water discharge-related impacts	196-197				SDG 6.3	
	303-3 Water withdrawal	196, 226-227					
	303-4 Water discharge	226-227					
	303-5 Water consumption	226-227					
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	183-184, 199, 228-229				SDG 12.3, 12.4, 12.5	
	306-2 Management of significant waste-related impacts	183-184, 199, 228-229				SDG 12.3, 12.4, 12.5	
	306-3 Waste generated	199, 228-229				SDG 12.3, 12.4, 12.5	
	306-4 Waste diverted from disposal	199, 228-229				SDG 12.3, 12.4, 12.5	
	306-5 Waste directed to disposal	199, 228-229				SDG 12.3, 12.4, 12.5	
Climate Change Management							
GRI 3: Material Topics 2021	3-3 Management of material topics	200-204				SDG 12.2, 13.2, 13.3, 17.16, 17.17	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	112, 209					
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	206, 224				SDG 12.2, 13.2, 13.3	Yes
	305-2 Energy indirect (Scope 2) GHG emissions	206, 224				SDG 12.2, 13.2, 13.3	Yes
	305-3 Other indirect (Scope 3) GHG emissions	206, 224-225				SDG 12.2, 12.3, 12.5, 13.2, 13.3	Yes
	305-4 GHG emissions intensity	206, 224				SDG 13.2, 13.3	Yes
	305-5 Reduction of GHG emissions	206, 224-225				SDG 12.2, 12.3, 12.4, 12.5, 13.2, 13.3	Yes

Questionnaire on Krungsri's Sustainability Report 2024

Please take a moment to fill in our questionnaire by scanning the QR code
or returning this form to the Bank's address on the back cover
or via Email to KrungsriESG@krungsri.com

1. Which of the following best describes your relationship with Krungsri?

- ◯ Employee
- ◯ Customer
- ◯ Shareholder
- ◯ Vendor/Supplier
- ◯ Investor/Analyst
- ◯ Financial Institution
- ◯ Regulator
- ◯ Government Agency
- ◯ General Public
- ◯ NGO
- ◯ Other (please specify).....

2. Where did you receive/ read Krungsri's Sustainability Report?

- ◯ Annual General Meeting (by scan QR code)
- ◯ www.krungsri.com
- ◯ Other (please specify).....

3. Objective of reading Krungsri's Sustainability Report

- ◯ To acknowledge and understand business operations that ensure sustainable growth
- ◯ To get information useful for investment decision making
- ◯ For study and research
- ◯ Other (please specify).....

4. Which of the following sustainability issues are you most interested in? (More than one issue can be selected.)

Environmental Aspect

- ◯ Environmental Management and Resource Efficiency
- ◯ Climate Change Management

Social Aspect

- ◯ Customer Experience and Market Conduct
- ◯ Responsible Lending and ESG Considerations
- ◯ Fair Labor Practices and Respect for Human Rights
- ◯ Financial Inclusion
- ◯ Human Resources Development
- ◯ Occupational Health, Safety, and Working Environment
- ◯ Promotion of Financial Literacy
- ◯ Stakeholder Engagement
- ◯ Community Participation and Social Engagement

Economic and Governance Aspect

- ◯ Good Governance and Anti-Corruption
- ◯ Data Governance and Personal Data Protection
- ◯ Cybersecurity
- ◯ Financial Crime Prevention
- ◯ Risk and Crisis Management
- ◯ Innovation and Digital Transformation
- ◯ Supply Chain Management

5. Satisfaction of Krungsri's Sustainability Report 2024

Completeness of content	◯ High	◯ Moderate	◯ Low	◯ Need Improvement
Content reliability	◯ High	◯ Moderate	◯ Low	◯ Need Improvement
Completeness of materiality	◯ High	◯ Moderate	◯ Low	◯ Need Improvement
Easy-to-understand language	◯ High	◯ Moderate	◯ Low	◯ Need Improvement
The overall design of the report	◯ High	◯ Moderate	◯ Low	◯ Need Improvement

6. Are there any other issues that should be included in Krungsri's Sustainability Report?

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7. Additional comments or other suggestions for further improvement of sustainability performance and disclosure:

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Thank you for your kind cooperation.
Your feedback will contribute to further improvement of Krungsri's sustainability performance and disclosure.



krungsri
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