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KRUNGSRI

TCFD REPORT 2025

Task Force on Climate-related Financial Disclosures



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TABLE OF CONTENT

Introduction 1

Governance 3

Strategy 30

Risk Management 55

Metrics and Targets 65

Appendix 82



Environmental and climate change impacts remain among the most significant global challenges, affecting economies, businesses, ecosystems, and human well-being. In response, Krungsri integrates climate risk management and sustainability into its business strategy, aligned with its aspiration to be “The Leading Sustainable and Regional Bank” and Krungsri’s Net Zero Vision which follows global and national climate frameworks, including the SDGs, the Paris Agreement, Thailand’s NDCs, and the carbon neutrality goals of Mitsubishi UFJ Financial Group (MUFG). Through this commitment, Krungsri aims to support the transition toward a low-carbon economy while strengthening long-term business resilience and creating sustainable value for stakeholders.

In 2025, Krungsri continues our climate actions by establishing the Net Zero Working Group under the oversight by Sustainability Committee to drive the development and implementation of Krungsri’s transition plan of both own emissions and financed emissions.

The transition plan for financial services mainly focuses on financed emissions reduction, sustainable finance expansion, while supporting customers in their transition journeys. As an initial step, Krungsri prioritizes the power generation and land transportation sectors in line with the Net Zero Banking Alliance (NZBA) Guidelines and Thailand Taxonomy framework, reflecting their significance to both regional emissions and our financing portfolio.

Krungsri has also strengthened climate governance by integrating Environmental and Climate (E&C) risk into Krungsri’s enterprise-wide risk management framework. In 2025, the Board of Directors approved the E&C Risk Appetite Statement, for both financial and non-financial risks associated with climate change and environmental degradation. We are committed to addressing these risks to prevent potential losses and reputational damage. To support this, Krungsri has implemented the “Policy for E&C Risk Management” (E&C Risk Policy) to manage the environmental and climate change related risk across Krungsri Group.

During 2025, Krungsri achieved the Social and Sustainable Finance (SSF) target of Baht 250,000 million ahead of the plan. Consequently, we have revised the SSF target upward to Baht 350,000 million by 2030 in early 2026, reaffirming our commitment to mobilizing sustainable finance and supporting the transition toward a low-carbon economy.

Apart from these key highlights, Krungsri has progressively integrated climate-related considerations into its enterprise risk management, strategic planning, and investment decision-making processes, as further described in this report.

Krungsri's Task Force on Climate-related Financial Disclosures Report

This report is prepared in accordance with Task Force on Climate-related Financial Disclosures (TCFD) framework and approved by the Board of Directors, covering four key areas:

Governance

A robust governance framework has been established to effectively oversee Environmental and Climate-related (E&C) risks and opportunities, comprising multiple levels of oversight to ensure strategic alignment and risk management across the organization.

The governance is led by the Board of Directors with the support from several committees, including the Executive Committee, the Nomination and Remuneration Committee, the Audit Committee, and the Risk and Compliance Committee, in managing and monitoring E&C risks and opportunities as well as their associated impacts. Additionally, other committees and senior management play a significant role in executing the governance and implementing E&C-related initiatives.

Strategy

Krungsri has integrated climate-related risks and opportunities into its business strategy through the implementation of a transition plan that supports the transition toward a low-carbon economy with initial priority given to the power generation and land transportation sectors. In addition, physical stress testing has been conducted to assess the potential financial and operational impacts arising from physical climate risks, enabling Krungsri to strengthen resilience and support informed strategic decision-making.



Risk Management

Krungsri has established processes to identify, assess, mitigate, and monitor Environmental and Climate (E&C) risks, which are classified as "Transverse Risks" impacting multiple principal risk categories. To strengthen climate risk management, the Board of Directors approved the E&C Risk Appetite Statement in 2025, providing the overarching framework for managing climate-related financial and non-financial risks.

Metrics and targets

Key metrics and targets are set to assess and manage climate-related risks and opportunities, including:

1) Decarbonizing Krungsri's own operations to achieve the Net Zero target by 2030 (Scope 1 and 2).
2) Decarbonizing Krungsri's financial services operations to achieve the Net Zero target by 2050.
   - Increasing social and sustainable finance portfolio to Baht 350 billion by 2030 (from the baseline year 2021).
   - Phasing out our exposure to coal-fired power plants within 2030.

Governance

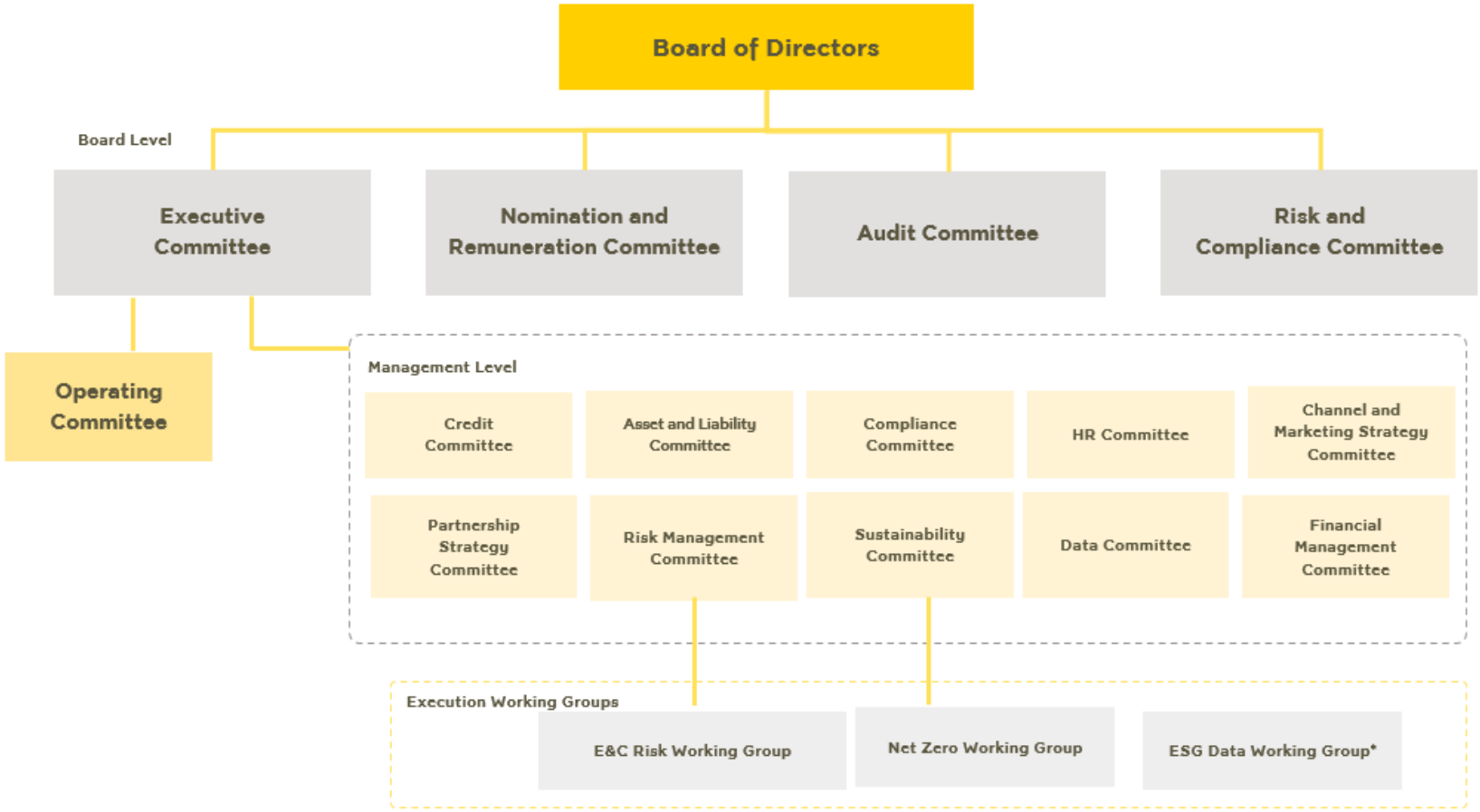
Krungsri recognizes that effective governance and management of environmental and climate-related risks and opportunities are critical to ensuring the resilience and long-term sustainability of the operations, particularly in light of the growing severity and complexity of environmental and climate-related risks.

Therefore, Krungsri has established a robust corporate governance structure with clearly defined roles and responsibilities for the Board of Directors and senior management to oversee, provide strategic direction, and set key policies on environmental and climate-related matters in a systematic manner. In addition, the Bank has integrated environmental and climate-related risks and opportunities into its corporate risk management framework, defining its risk appetite and business strategies to appropriately identify, assess, monitor, and mitigate the long-term impact of such risks on both its operations and business portfolio.

Krungsri's Governance on Environmental and Climate Risks and Opportunities

To establish an effective governance mechanism, the Bank has stipulated clear roles and responsibilities for the Board of Dir ectors, sub-committees, and senior management in overseeing and managing environmental and climate-related risks and opportunities, as outlined below.

Environmental and Climate Governance Structure



Remark: * The ESG Data Working Group is under consideration for establishment.

Board of Directors

Purpose and responsibilities related to E&C	E&C topics and discussions covered in 2025	Frequency of E&C agenda in 2025
• Set the overall direction and strategic objectives of Krungsri and Krungsri Group, including both short-term and long-term strategies and business plans. Ensure that such plans are clearly targeted and measurable, providing sufficient detail for effective management practices. The strategic plan should always be considered appropriate, timely, and adaptable, incorporating the principles of Sustainable Banking, which emphasize the consideration of Environmental, Social, and Governance as well as climate change. • Collaborate in establishing, recommending, and considering the approval of policies related to corporate governance, prevention of insider trading, processes for managing conflicts of interest, connected transactions, policies for climate risks, environmental and social responsibilities, and anti-bribery and corruption, including program for anti-bribery and corruption, as well as reviewing regularly. Oversee communication and dissemination of such information to the directors, executives, and employees to comply accordingly.	• Determined and regularly reviewed the strategic objectives and business plans of Krungsri Group to ensure alignment taking into consideration with Environmental and Climate (E&C)'s short-term and long-term goals. • Approved the amendments to the Charters of the Board of Directors and oversight committees, which ensure that the responsibilities of the committees reflect their E&C roles in accordance with the requirements of the Bank of Thailand (BOT). • Considered and approved the establishment of the risk appetite for Environmental and Climate (E&C), key risk indicators, and risk limits, which are aligned with the regulations of the BOT. • Acknowledged the publication of the Task Force on Climate-related Financial Disclosures (TCFD) report for the year 2024 on Krungsri's website. • Considered and periodically reviewed Good Corporate Governance Principles, including policies related to climate risk, environmental and social responsibilities. Also oversee	7

Purpose and responsibilities related to E&C	E&C topics and discussions covered in 2025	Frequency of E&C agenda in 2025
• Consider and approve a good Risk Governance Framework that entails environmental and climate risks and Risk Appetite that are clear and consistent with the strategic plan, business plan, and risk management capabilities of the Bank. Review strategic plans, business plans, and important policies, good risk governance framework and approved risk appetite levels with appropriate frequency or when there is a significant change.	the effective communication and dissemination of policies and ensuring compliance with such policy. • Approved the Climate Risk Assessment (CRA) 2025, with a focus on Krungsri's lending and investment portfolios. • Acknowledged the Financed Emissions Transition Plan to submit transition Plan for Power and Land transportation sectors to the Bank of Thailand. • Acknowledged the signing of the Memorandum of Understanding (MOU) between Krungsri and the Department of Climate Change and Environment (DCCE) on the Green Hotel and Green Restaurant initiative.	

Committee Meeting Summary

Member of Board of Directors	Positions	Number of E&C Meetings agenda/ Total Number of E&C Meetings Held
1. Mr. Noriaki Goto	Chairman / Independent Director	7/7
2. Dr. Jamlong Atikul	Vice Chairman / Independent Director	7/7
3. Mr. Kenichi Yamato	Director (Authorized Signatory)	7/7
4. Mrs. Tongurai Limpiti	Independent Director	7/7
5. Dr. Wittaya Watcharawittayakul	Independent Director	7/7

Member of Board of Directors	Positions	Number of E&C Meetings agenda/ Total Number of E&C Meetings Held
6. Mr. Jiro Omori	Non-Executive Director	7/7
7. Mr. Virat Phairatphiboon	Non-Executive Director	7/7
8. Professor Dr. Sakda Thanitcul	Independent Director	7/7
9. Mr. Tinnawat Mahatharadol [1/]	Non-Executive Director (Authorized Signatory)	5/5
10. Mr. Masatoshi Komoriya [2/]	Non-Executive Director (Authorized Signatory)	3/3
11. Mr. Pornsanong Tuchinda	Non-Executive Director	7/7
12. Miss Duangdao Wongpanitkrit	Director (Authorized Signatory)	7/7

Remark: [1/] Appointed as a Non-Executive Director (Authorized Signatory), effective from April 24, 2025.

[2/] Appointed as a Non-Executive Director (Authorized Signatory), effective from July 10, 2025.

List of the Directors who resigned / vacated their position during the year	Positions	Number of E&C Meetings agenda / Total Number of E&C Meetings Held
1. Ms. Nopporn Tirawattanagool [1/]	Non-Executive Director (Authorized Signatory)	2/2
2. Mr. Masakazu Osawa [2/]	Non-Executive Director (Authorized Signatory)	2/2

Remarks: [1/] End of directorship term, effective from April 24, 2025.

[2/] Resigned effective from May 28, 2025.

Executive Committee

Purpose and responsibilities related to E&C	E&C topics and discussions covered in 2025	Frequency of E&C agenda in 2025
• Consider, approve, and monitor the Sustainability strategy and climate change as well as Net Zero related elements across business units, including the Sustainable Financial Targets, the Banks own Transition Plan, Financed Emissions pathways and Environmental, Social, and Governance Data strategy. • Appoint and set the roles and responsibilities of the Management Committees and/or individuals as deemed appropriate to assist the management of Krungsri and drive the completion of initiatives.	• Approved the amendments to the Charters of the Executive Committee and oversight committees, which ensure that the responsibilities of the committees reflect their E&C roles in accordance with the requirements of the Bank of Thailand (BOT). • Considered and approved the establishment of the risk appetite for E&C, key risk indicators, and risk limits, which are aligned with the regulations of the BOT. • Acknowledged the preparation and publication of the Task Force on Climate-related Financial Disclosures (TCFD) report for the year 2024 on Krungsri's website. • Considered and approved the policies related to climate risk, environmental and social responsibilities. • Approved the Climate Risk Assessment 2025, with a focus on Krungsri's lending and investment portfolios. • Acknowledged the Financed Emissions Transition Plan to submit transition Plan for Power and Land transportation sectors to the Bank of Thailand.	3

Purpose and responsibilities related to E&C	E&C topics and discussions covered in 2025	Frequency of E&C agenda in 2025
	• Approved the signing of the Memorandum of Understanding (MOU) between Krungsri and the Department of Climate Change and Environment on the Green Hotel and Green Restaurant initiative.	

Committee Meeting Summary

Member of Executive Committee	Positions	Number of E&C Meetings agenda / Total Number of E&C Meetings Held
1. Mr. Kenichi Yamato	Chairman	3/3
2. Mr. Bunsei Okubo	Member	2/3
3. Mr. Sayam Prasitsirigul	Member	2/3
4. Miss Saisunee Hanprathueangsil	Member	3/3
5. Miss Duangdao Wongpanitkrit	Member	3/3
6. Mr. Chandrashekar Subramanian Krishoolndmangalam	Member	3/3
7. Mr. Pairote Cheunkrut	Member	3/3
8. Mr. Vasin Udomratchatavanich	Member	3/3
9. Mr. Kittichai Singha	Member	3/3
10. Mr. Prakob Phiencharoen	Member	3/3
11. Miss Duangkamol Limpuangthip	Member	2/3
12. Mr. Hirotaka Kuroki	Member	3/3
13. Miss Pathatai Kulachan	Member	3/3

Audit Committee

Purpose and responsibilities related to E&C	E&C topics and discussions covered in 2025	Frequency of E&C agenda in 2025
• Review the approach to Environmental, Social, and Governance (ESG) disclosure and its alignment with sustainability reporting frameworks. • Oversee the process for preparing and disclosing sustainability-related information to ensure the compliance with regulatory requirement.	• Acknowledged the progress of actions taken by the Bank in accordance with the Bank of Thailand's requirements. • Acknowledged the updates on the process and progress of the Task Force on Climate-related Financial Disclosures (TCFD) reporting for 2024 and 2025, including the status of implementation and the key action steps. • Acknowledged the comparison of climate-related disclosure requirements under TCFD framework and IFRS S2 (ISSB Standards) • Acknowledged the Financed Emissions Transition Plan to submit transition Plan for Power and Land transportation sectors to the Bank of Thailand. • Acknowledged quarterly updates on the overall Social and sustainable Finance disclosures. • Acknowledged the Internal audit review results of the 2025 IECC implementation and the sustainable financing, as well as the accuracy review of the TCFD report preparation for the year 2024.	4

Committee Meeting Summary

Member of Audit Committee	Positions	Number of E&C Meetings agenda /Total number of E&C Meetings Held
1. Mrs. Tongurai Limpiti	Chairman	4/4
2. Dr. Jamlong Atikul	Member	3/4
3. Dr. Wittaya Watcharawittayakul	Member	4/4
4. Professor Dr. Sakda Thanitcul	Member	4/4

Nomination and Remuneration Committee

Purpose and responsibilities related to E&C	E&C topics and discussions covered in 2025	Frequency of E&C agenda in 2025
• Ensure that Environmental and Climate (E&C) consideration are integrated into the relevant scopes of authority, duties, and responsibilities of the Nomination and Remuneration Committee (NRC).	• Oversaw and endorsed company KPI (One Krungsri Scorecard) which incorporated environmental and climate-related aspects as one of the company's measurements, such as Krungsri Group social and sustainable finance target and Krungsri Group emission reduction target as well as cascading of the KPIs to relevant senior executives. • Oversaw and endorsed results of company KPI (One Krungsri Scorecard) and performance of senior executives which include E&C aspects.	3

Purpose and responsibilities related to E&C	E&C topics and discussions covered in 2025	Frequency of E&C agenda in 2025
	• Considered and endorsed Krungsri bonus pool to reflect Krungsri's strategic execution, including Environmental and Climate (E&C) aspects, and bonus payout to senior executives according to the performance.	

Committee Meeting Summary

Member of Nomination and Remuneration Committee	Positions	Number of E&C Meetings agenda /Total number of E&C Meetings Held
1. Dr. Jamlong Atikul	Chairman	3/3
2. Mr. Virat Phairatphiboon	Member	3/3
3. Ms. Nopporn Tirawattanagool	Member	3/3
4. Mr. Masakazu Osawa	Member	3/3

Risk and Compliance Committee

Purpose and responsibilities related to E&C	E&C topics and discussions covered in 2025	Frequency of E&C agenda in 2025

• Oversee and monitor the implementation of strategies for integrated risk management, inclusive of capital, liquidity, and compliance management in mitigating the major risks, and integrate effectively Environmental and Climate (E&C) related risks throughout the principal risks.
• Revisit and review the sufficiency and effectiveness of the overall risk management policies and strategies as well as the annual compliance plan and risk appetite level at least once a year.
• Discuss and exchange views with the Audit Committee to ensure that the risk management policies and strategies are comprehensive and inclusive of Environmental and Climate (E&C) risks.
	• Approved the Climate Risk Assessment (CRA) 2025
	• Approved Financed Emissions Transition Plan to submit transition plan for Power and Land Transportation sectors to the Bank of Thailand (BOT).
	• Approved Environmental and Climate (E&C) Risk Appetite Statement, Key Risk Indicators, and Limits, including the appointment of E&C Risk Working Groups
	• Approved the Establishment of Policy for Environmental and Climate Change Risk
	• Approved the Climate-related revisions of:
	  • Policy for Credit Risk Management
	  • Policy for Credit Risk Management for Financial Business Group
	  • Policy for Compliance
	  • Compliance Charter
	• Acknowledged the Climate-related revisions of Policy for Environment, Resource, Occupational Health and Safety
	• Acknowledged the report on Enterprise-wide Risk Summary on a monthly basis.
		12

Committee Meeting Summary

Member of Risk and Compliance Committee	Positions	Number of E&C Meetings agenda /Total Number of E&C Meetings Held
1. Mr. Virat Phairatphiboon	Chairman	11/12
2. Mr. Pornsanong Tuchinda	Member	12/12
3. Mr. Jiro Omori	Member	12/12
4. Mr. Tinnawat Mahatharadol [1/]	Member	8/8

Remarks: [1/] Appointed as a Risk and Compliance Committee member, effective April 24, 2025.

List of the Directors who resigned / vacated their position during the year	Positions	Number of E&C Meetings agenda / Total Number of E&C Meetings Held
1. Ms. Nopporn Tirawattanagool [1/]	Member	4/4

Remarks: [1/] End of directorship term, effective from April 24, 2025.

Risk Management Committee

Purpose and responsibilities related to E&C	E&C topics and discussions covered in 2025	Frequency of E&C agenda in 2025
• Review Krungsri Group's risk management policies in order to improve the quality and effectiveness of Krungsri's approach to Environmental and Climate (E&C) risk management. • Oversee risk management practices for Environmental and Climate (E&C) risk, in particular E&C throughout the enterprise-wide risk management framework, which includes considering, monitoring and reviewing of non-financial risk arising from E&C activities, such as the reputational risk of strategic sustainability initiatives. • Oversee, approve, and monitor the E&C Risk Working Group, which is responsible for supporting and providing focus to the integration of E&C risks throughout the traditional risk types.	• Approved the submission of the Financed Emissions Transition Plan to the Bank of Thailand, and the Climate Risk Assessment 2025. • Approved Environmental and Climate (E&C) Risk Appetite Statement, Key Risk Indicators, and Limits, including the appointment of E&C Risk Working Groups. • Approved the establishment of the Environmental and Climate Change Risk Policy. • Approved the climate-related revisions to the Policy for Credit Risk Management and the Policy for Credit Risk Management for BAY Financial Business Group • Acknowledged the Concentration evaluation, the E&C Questionnaire and the progress of the update of IECC Program. • Acknowledged the report on Enterprise-wide Risk Summary on a monthly basis.	12

Committee Meeting Summary

Member of Risk Management Committee	Positions	Number of E&C Meetings agenda /Total number of E&C Meetings Held
1. Mr. Chandrashekar Subramanian Krishoolndmangalam	Chairman	11/12
2. Mr. Kenichi Yamato	Vice Chairman	10/12
3. Mr. Bunsei Okubo	Member	6/12
4. Mr. Sayam Prasitsirigul	Member	10/12
5. Ms. Saisunee Hanprathueangsil	Member	10/12
6. Ms. Duangdao Wongpanitkrit	Member	12/12
7. Mr. Pairote Cheunkrut	Member	9/12
8. Mr. Kittichai Singha	Member	11/12
9. Mr. Prakob Phiencharoen	Member	7/12
10. Ms. Duangkamol Limpuangthip	Member	8/12
11. Mr. Hirotaka Kuroki	Member	11/12
12. Mr. Wirote Chuenratanakul	Member	11/12

Sustainability Committee

Purpose and responsibilities related to E&C	E&C topics and discussions covered in 2025	Frequency of E&C agenda in 2025
• Develop Krungsri Group's policy, direction, and framework on ESG or sustainability, in particular the Environmental and Climate change (E&C) agenda, in alignment with the principle of sustainable banking and regulators' guidance and expectations as well as the United Nations Sustainable Development Goals (the UN's SDGs) at large, to be proposed to the Executive Committee for approval. • Determine material ESG matters and maintain oversight of ESG matters, including environmental and climate change risks and opportunities which may affect Krungsri's business activities. • Monitor progress on strategies and targets, particularly key milestones established by the BOT and/or the Thai Bankers' Association (TBA) on sustainable banking as well as environmental and climate change agendas. • Oversee, approve, and monitor the Net Zero Working Group on agendas, among others, transition plan execution, own emissions reduction strategy execution, financed emissions pathways, Social and Sustainable Finance (SSF) target,	• Acknowledged status updates of the IECC Program • Acknowledged the GHG own emissions report for 2024 • Acknowledged the progress report and result of the decarbonization activities as of January 2025 and 2025 decarbonization activities and plan • Approved of the Climate-related revisions of Policy for Environment, Resource, Occupational Health & Safety • Endorsed the preparation and publication of the Task Force on Climate-related Financial Disclosures (TCFD) Report for the year 2024 on Krungsri's website. • Endorsed the BOT's Self-Assessment Questionnaires (SAQ) • Approved Krungsri's Materiality for 2025[1/] • Approved the revision of the Directive for the Appointment of the Environment Working Group • Acknowledged updates by the Net Zero Working Group • Approved the revised Directive and Charter of the Sustainability Committee • Acknowledged the Financed Emissions Transition Plan to submit transition Plan for Power and Land transportation sectors to the Bank of Thailand (BOT).	4

Purpose and responsibilities related to E&C	E&C topics and discussions covered in 2025	Frequency of E&C agenda in 2025
industry engagement and advocacy strategy, and ESG-related disclosure strategy.	• Approved of the dissolution of the Net Zero Working Group[2/] • Approved the 56-1 One Report (e-One Report) and the Sustainability Report production for 2025 • Approved the 2025 TCFD disclosure's scope and outlines • Acknowledged the progress on the revisit of Krungsri's Social and Sustainable Finance (SSF) target • Approved the signing of the Memorandum of Understanding (MOU) between Krungsri and the Department of Climate Change and Environment (DCCE) on the Green Hotel and Green Restaurant initiatives.	

Remark:

[1/] Materiality is refer to Sustainability issues.

[2/] The roles and responsibilities of the Net Zero Working Group have been integrated into the scope of duties of the relevant departments, effective from 1 January 2026 onwards.

Committee Meeting Summary

Members of the Sustainability Committee	Position	Number of Meetings Attended / Total Number of Meetings Held
1. Mr. Kenichi Yamato	Chairman	4/4
2. Mr. Pairote Cheunkrut	Vice Chairman	4/4
3. Mr. Bunsei Okubo	Member	4/4
4. Mr. Sayam Prasitsirigul	Member	4/4
5. Miss Saisunee Hanprathueangsil	Member	4/4
6. Miss Duangdao Wongpanitkrit	Member	4/4
7. Mr. Chandrashekar Subramanian Krishoolndmangalam	Member	2/4
8. Mr. Vasin Udomratchatavanich	Member	4/4
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	Member	4/4

Overview of the IECC program

The IECC (Internalizing Environmental and Climate Change) Aspects into Financial Institution Business Program, also known as the Climate Change Working Group, was established in 2024 by "the Sustainability Committee" as a key mechanism to drive greenhouse gas emissions reduction across Krungsri Group in line with its net zero vision. The program also aims to establish a comprehensive framework for managing environmental and climate-related risks through five core pillars: Governance, Strategy, Financial Products & Services, Risk Management and Disclosure

The IECC Program serves as a foundational platform for strengthening organizational structure and fostering a culture that supports Green Finance, Transition Finance, and the implementation of a credible Transition Plan. These efforts are aligned with the requirements of the Bank of Thailand and relevant international standards. The program emphasizes the integration of environmental considerations into business strategies and decision-making processes, enabling the transformation of environmental and climate-related risks into financial opportunities, while supporting clients in the real economy on their transition toward a low-carbon society.

Through collaboration with internal subject-matter experts and leading global ESG consultants across multiple disciplines- including sustainability strategy, finance, risk management, client relationship management, data management, and human resources the IECC Program operates transparently under a robust governance framework. Progress and Outcomes are regularly reported by the Board of Directors, its sub-committees and management level committees, with the objective of creating long-term environmental and climate-related value while maintaining sustainable profitability.

In addition, the program places strong emphasis on transparent and consistent disclosure of environmental and climate-related performance to all stakeholder groups in accordance with international standards, such as the Task Force on Climate-related Financial Disclosures (TCFD) and the International Financial Reporting Standards on climate-related disclosures (IFRS S2).

Chief Risk Officer

The Chief Risk Officer (CRO) takes a critical role in overseeing the overall development of Environmental and Climate (E&C) risk management framework covering both financial and non-financial risks. The CRO provides a leadership role to ensure implementation through strong support in capacity building, assigning key staffs to support developments, and regular progress monitoring. Regular assessments of E&C risk exposure are c onducted and formally reported to the CRO to ensure ongoing oversight and accountability.

Risk Management Group

Climate-related risks are positioned as one of the top risks and cross-cutting across multiple identified principal risks of Krungsri Group. Risk Management Group's roles are segregated across relevant risk management functions with dedicated staffs assigned to oversee the development of the overall Environmental and Climate (E&C) risk management framework across Krungsri Group.

Risk Management Group leads the Climate Risk Assessment (CRA) exercise, which feeds into the development of risk and opportunities and climate risk controls across all impacted risk areas. Furthermore, as a proactive measure, the Credit Risk function develops tools to assess and monitor climate risk arising from credit transactions which are the major assets of Krungsri Group. The implementation is performed in collaboration with respective frontline units.

Net Zero Working Group

In March 2025, The Net Zero Working Group is established by "the Sustainability Committee" to accomplish the key objectives including development, execution, and monitoring of the transition plan, executing own emissions strategy, develop and monitor financed emissions pathways, develop sustainable finance targets and products, industry engagement and advocacy strategy, and setting the ESG related disclosure strategy. The Net Zero Working Group is responsible for reporting its progress directly to the Sustainability Committee.

E&C Risk Working Group

The E&C Risk Working Group is established with an aim to ensure Risk Management Group has properly rolled out Environmental and Climate Change Risk Management.

Environmental, Social, and Governance Division

The Environmental, Social, and Governance Division operates under the supervision of the Corporate Strategy and Planning Group and takes the main responsibility in establishing strategic operations and policies as well as conducting socially responsible activities in alignment with 'the sustainable banking' framework covering environmental, social, and governance aspects, particularly the climate change management agendas. In addition, Head of Environmental, Social, and Governance (ESG) Division also serves as the secretary of the Sustainability Committee.

ESG Finance Department

The ESG Finance Department, under the Corporate and Investment Banking (CIB) Group, supports CIB clients in structuring and executing all kinds of ESG Finance products, including but not limited to Green, Social, Sustainability, and Sustainability-Linked Loans and Bonds. The Department also provides advisory services to integrate ESG considerations into financing solutions, ensuring alignment with global standards and regulatory frameworks. By facilitating sustainable finance transactions, the ESG Finance Department strengthens Krungsri's commitment to responsible banking and contributes to the transition towards a low-carbon and inclusive economy.

Development of Overall Accountabilities Matrix for E&C Management

Krungsri recognizes the importance of systematic resource allocation and clearly defined roles and responsibilities in addressing environmental and climate-related matters. The Bank has therefore adopted a Target Operating Model (TOM) and applied a RACI Matrix (Responsible, Accountable, Consulted, Informed) to clearly identify the roles of those responsible for execution (R), those accountable for decision-making (A), those to be consulted (C), and those to be informed (I) within each function. This implementation ensures that the Bank's environmental and climate-related initiatives are driven by appropriate functions, with sufficient resources allocated to effectively achieve the established objectives.

In 2025, the Sustainability Committee, the Executive Committee, and the Board of Directors approved additional headcounts to support ESG-related responsibilities. Recruitment will be carried out during the period from 2025 to 2027, in line with the approved workforce plan.

Environmental and Climate Learning and Capability



At Krungsri, we recognize that addressing climate-related challenges and opportunities require not only strategic vision but also capable and empowered individuals. As part of our commitment to becoming "The Leading Sustainable and Regional Bank", ESG principles and climate considerations have been embedded into our organizational practices. Aligned with our Net Zero Vision, we are committed to decarbonize own operations by 2030 and our financial services operations by 2050.

Development Approach

Our approach empowers both people and the organization to lead in sustainable finance and climate action. Through a role-based development strategy, we equip our workforce to support low-emission operations and deliver innovative financial solutions. By fostering a culture of continuous learning, innovation, and growth, we aim to create long-term values for all stakeholders -including customers, shareholders, employees, and society- while supporting an inclusive and sustainable economic transition. This approach reflects our commitment to impactful transition and sustainable economic growth, and a sustainable future, aligning with Krungsri's vision. To ensure targeted impact, Environmental and Climate (E&C) capability-building programs are tailored across five key roles.

1) Board of Directors and Executives: Senior leaders are equipped to integrate climate considerations into strategic decision-making. Enhanced capabilities enable effective oversight of climate risk governance, effectively challenge management on transition plans, interpret scenario analysis, and leadership in navigating environmental challenges.
2) Environment and Climate Experts: Specialists deepen their technical expertise in E&C topics, equipping them to identify, assess and manage climate-related risks and opportunities, supporting proactive and informed decision-making.
3) Client Relationship and Credit Professionals: Employees are upskilled to assess climate-related risks and opportunities, enabling them to support clients in transitioning towards more sustainable models and accessing green and transition finance. This enhances climate risk assessment and strengthens advisory capabilities.
4) Governance Team: Employees are equipped to manage ESG data, ensure regulatory compliance and provide assurance on ESG commitments. Capabilities include strengthening data integrity, transparency, and risk identification.
5) All Employees: All employees receive a foundational ESG and climate awareness training, fostering a climate-conscious culture. They enable employees to integrate sustainability and climate considerations into daily operations and contribute meaningfully to the Bank's long-term goals.

Achievements in 2025 & Strategic Plans for 2026

The Bank's environmental and climate capability development initiatives are designed not only to raise awareness, but to strengthen decision-making, risk governance, and strategic execution. Insights gained from Board-level and management training in 2025 have been applied to enhance oversight of climate risk governance, climate scenario analysis, and sectoral decarbonization strategies. Employees across roles have applied their knowledge to support the consistent integration of environmental and climate considerations into key processes, including credit risk assessment, client engagement and internal risk management. This ensures that climate-related risks and opportunities are considered across key business functions.

The following table outlines Krungsri 's key achievements in 2025 and our strategic plans for 2026 related to environmental and climate (E&C) learning and capability development, underscoring the Bank's ongoing commitment to sustainability and responsible banking.

BOD and Sustainability Committee's Climate-Related Competencies

The Committee demonstrate competencies across key areas including climate risk governance, transition risk assessment, physical risk modelling, sustainability regulations, and climate related financial disclosures. These competencies are reviewed to ensure alignment with evolving regulatory expectations and emerging climate risks. Capabilities are maintained and enhanced through structured annual training, ongoing regulatory monitoring, expert briefings from internal and external climate risk specialists, and the integration of climate considerations into strategic oversight and execution.

Training Completed by BOD and Sustainability Committee Members in 2025 by External Climate Risk Specialists

Month	Topic	Description	Completion Member
Jan 2025	Environmental and Climate Risk Governance	An overview of the evolution of Environmental and Climate governance, including what peers globally and in Thailand are doing, and how Krungsri has evolved its own Environmental and Climate governance through the IECC Program.	33
April 2025	Sectorial Decarbonization: Material Sectors and overall with strategy and transition finance products	What is decarbonization and how it will impact different sectors in different ways. What are the key components of a decarbonization plan and how is Krungsri developing its own version.	32
May 2025	Climate scenario analysis and stress testing	An overview of tools and techniques to conduct climate scenario analysis and stress testing, including how Krungsri has begun to develop its own frameworks as part of the IECC Program.	30
June 2025	Wrap-up IECC program for BOD, SC, IECC member	The E&C course wraps up with key compliance expectations and behaviors. Next steps focus on applying these principles in daily work and continuing to strengthen Krungsri's compliance culture.	32

Approach to Upskilling Executives and Employees on Climate Risk

The Bank uses a tiered training framework to build climate-risk knowledge across all roles, supported by a Learning Roadmap that tailors content to specific responsibilities. This approach ensures climate-related capabilities grow in line with business needs and regulatory expectations. By embedding climate-risk awareness into everyday decision-making and operations - such as in credit assessment, client advisory, operational risk management, product development the Bank strengthens its overall enterprise risk culture and control environment.

Examples of Courses Provided by External Climate Risk Specialists

Month	Topic	Description	Completion Member
February 2025	Thailand's Climate Change Act (TCCA)	An introduction to Thailand's Climate Change Act (TCCA), covering its background, regulatory requirements, and implications for financial institutions and their clients.	187
March 2025	International Sustainability Standards Board (ISSB) (IFRS S1 and S2)	An overview of the ISSB IFRS S1 and S2 standards, including key components, Thailand's regulatory adoption, and areas Krungsri needs to develop to ensure compliance.	175
April 2025	Risks & Opportunities	An overview of key environmental, social, and governance (ESG) risks and opportunities, introducing Krungsri's Risk and Opportunity Framework and its associated key controls.	264
May 2025	Decarbonization (Transition Finance: Strategic Pathway to Decarbonization)	An introduction to decarbonization concepts and their varying impacts across sectors, including key components of a decarbonization plan and Krungsri's approach to transition finance.	122
June 2025	Nature & Biodiversity	An introduction to nature and biodiversity concepts, key themes, and how organizations are embedding biodiversity considerations into strategy and operations.	118

Month	Topic	Description	Completion Member
February - December 2025	Climate Foundation and Sustainable Finance: Essential for Banking Professionals	This program builds foundational awareness of climate change and climate policy, covering climate science fundamentals, global mitigation and adaptation efforts, and key concepts in sustainable, green, and climate finance, including financial instruments such as green, social, and sustainability bonds and loans.	13,238
August 2025	Environment and Climate Risk Management – Level 1 Introduction	An introductory course on environmental and climate (E&C) risk concepts, providing tools to identify, measure, manage, and report E&C risks, and to integrate climate risk into the risk management framework.	50
October 2025	Climate Intermediate: Sustainability strategies and climate risk in banking	This course refreshes existing knowledge and introduces intermediate concepts related to climate risks and opportunities in the banking context, covering physical and transition risks, as well as approaches to mitigation, adaptation, and target setting in the banking context.	60
November 2025	Climate Reporting Requirements	An overview of climate-related reporting frameworks and standards, including TCFD, GRI, CDP, ISSB, CDSB, and SEC requirements, and how climate-related information can be integrated into the Bank's reporting and disclosures.	55

Learning Roadmap in 2026 (Climate Risk Upskilling Pathway)

Environment and Climate learning roadmap provides a structured, role-based pathway to build the climate risk capabilities required across the Bank. It ensures all employees receive essential climate knowledge while deepening expertise for roles with greater climate risk responsibilities. Key Learning Streams under Environment and Climate learning roadmap covers:

- **Mandatory Nature & Biodiversity Training (All Employees):** Foundational awareness of nature loss, biodiversity risks, and their relevance to the Bank's sustainability obligations.
- **Scaled-Up 2026 Delivery:** Existing Courses **Climate Intermediate** and **Environment and Climate Risk Management Level 1 Introduction** will be expanded to additional employees whose roles require climate-risk competence.
- **Sector-Specific Climate Courses (New for 2026):**
    - **Energy and Agriculture Transition: From Sector Insight to Financial Solutions:** Energy and Agriculture insights to assess E&C risks and financial opportunities.
    - **Retail Business Units:** Climate-related product risks, customer behavior shifts, and emerging regulatory expectations.
    - **Executive Training:** Tailored sessions for executives (e.g. senior leaders and Board members) to build understanding of strategic and key sustainability trends, as well as regulatory implications.

Environmental and Climate-linked Remuneration

The Nomination and Remuneration Committee (NRC) is responsible for considering and proposing to the Board of Directors (BOD) for approval on the remuneration of the President and Chief Executive Officer and senior executives. Remuneration criteria are stipulated by the BOD with a fair, reasonable, and incentivizing consideration to retain proficient executives as well as creating long-term value for all stakeholders. The remuneration is also associated with Krungsri's performance and targets, both short-term and long-term, as well as KPI results of each individual's performance against targets under the One Krungsri Scorecard criteria, including performance indicators aligning with organizational strategies and a scope of responsibilities of an individual executive which is comparable to the industry benchmark.

In 2025, Krungsri incorporated ESG targets into the performance evaluation of the CEO and executives. The targets that were taken into account by the NRC and the BOD are as follows:

Corporate Level – One Krungsri Scorecard (CEO's KPI)

- Reduce greenhouse gas emissions from business operations (Scope 1 and Scope 2)
- Increase Social and Sustainable Finance (SSF) Portfolios

Segment/Group and Individual KPIs allocated by proportion based on their roles

- Develop IECC Program and BOT Taxonomy Program
- Achieve Krungsri Net Zero commitment (own operations by 2030) and deliver 2025 targets consistent with that plan
- Expand Net Zero commitment to our local and ASEAN subsidiaries
- Increase Social and Sustainable Finance Portfolios

Apart from specific targets for each executive as seen in the Segment/Group and Individual KPIs allocated above, One Krungsri Scorecard (CEO's KPI) was shared by all executives of Krungsri, namely all staff at Executive Vice President (EVP) and above, as well as Managing Directors of Krungsri's subsidiaries, with different weightings assigned based on their level of accountability towards Krungsri Financial Group's business performance. With this shared target, the individual performance result of all these executives was derived by the achievement of One Krungsri Scorecard and calculated into individual performance scores and ratings. Ultimately, the performance rating was linked to annual variable compensation of each executive.

Krungsri determines the remuneration of the President and Chief Executive Officer as well as senior executives annually by considering practice of other organizations in the same industry, Krungsri's operating results and the economic situation, whereby its criteria, targets, and performance assessment using the One Krungsri Scorecard are endorsed by the NRC and approved by the BOD in the transparent and auditable basis.

STRATEGY



Strategy

Krungsri's Climate Change Strategy

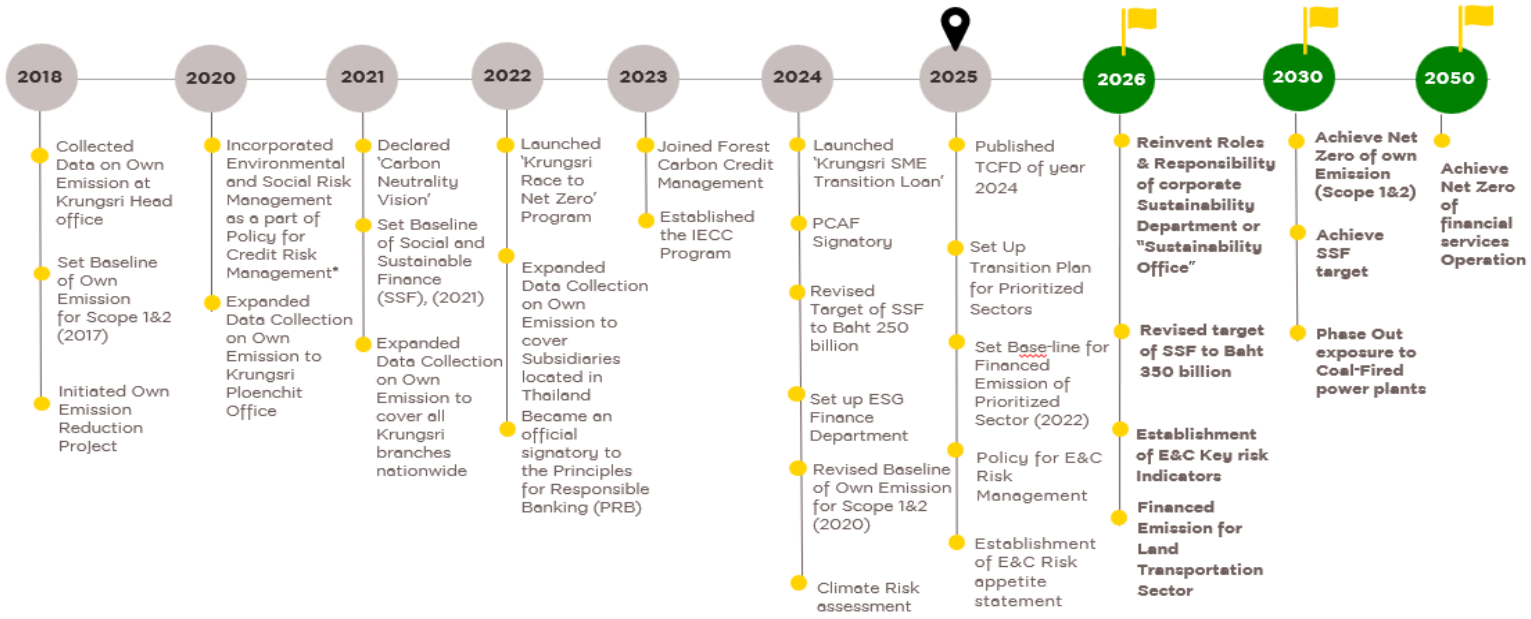
The Intergovernmental Panel on Climate Change (IPCC) has stated that achieving net zero emissions by approximately 2050 is crucial to keep global warming under 1.5°C above pre-industrial levels and prevent the most severe impacts of climate change. Thailand attaches great importance to the global efforts to address this common and pressing challenge. The country announced its second Nationally Determined Contribution (NDC 3.0) at the United Nations Climate Change Conference (COP30), committing to achieve net-zero greenhouse gas emissions by 2050 in line with its obligations under the United Nations Framework Convention on Climate Change (UNFCCC) and the Paris Agreement. The updated NDC 3.0 advances the country's net-zero target from 2065 to 2050. Under the revised framework, Thailand aims to reduce net greenhouse gas emissions by 47% from 2019 levels during the 2031–2035 period. The updated strategy is expected to strengthen the country's global competitiveness, support alignment with international climate commitments, and encourage foreign investment in green development projects.

At Krungsri, we are doing business in countries that are vulnerable to climate change, and our aim is to be "The Leading Sustainable and Regional Bank". We declared our "Krungsri Net Zero Vision" in 2021 committing to decarbonizing its own emissions (Scope 1 and 2) by 2030 and financial services operations by 2050.

We commit not only to doing our part but also to leading the efforts in collaboration and cooperation, which are vital for driving the transition to a low-carbon economy. Our climate goals include identifying potential climate-related risks and exploring various climate-related opportunities emerging to tackle the climate challenges.

Krungsri's primary objective is to reach net-zero emissions. We recognize the necessity of both reducing own emissions and supporting our customers' decarbonization efforts. This builds a sustainable ecosystem by aiding in the transition to net-zero for business and consumers. We foster benefits to the environment, our society, and the economy. Additionally, we emphasize the importance of engaging with customers and collaborating with partners to drive our society toward the net zero goal.

Krungsri' s Net Zero Milestone



Remark: *The Environmental and Social Risk Management Policy has been reviewed and elevated to become the Policy for Sustainability Lending since 2023.

Climate-related Risks

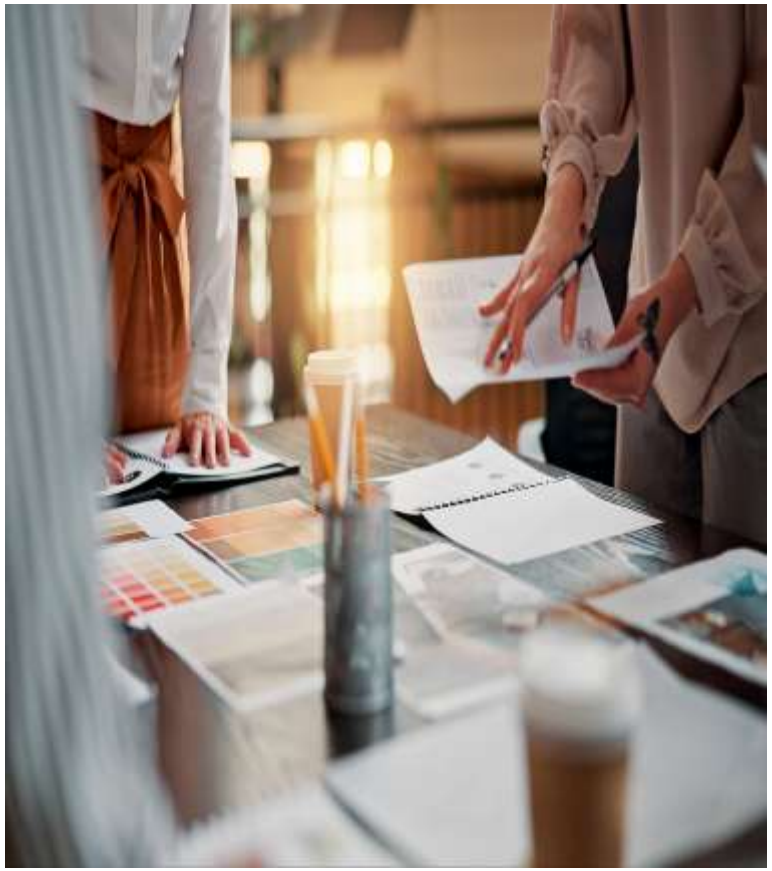
Krungsri has systematically identified the multifaceted impacts of climate change, encompassing a spectrum of risks driven by both physical and transition factors. These risks permeate various sectors, portfolios, and operational frameworks through both direct and indirect mechanisms. The subsequent analysis describes key events, impacts, and timelines pertinent to physical and transition risks, underscoring their materiality and relevance to our comprehensive risk profiles. Krungsri has also identified several key climate-related opportunities spanning physical and transition risks, aimed at addressing climate change while creating value for our customers and stakeholders. We summarize these opportunities, the rationale behind them, and their alignment with business segments.

The following climate-related risks and opportunities are categorized based on their time horizons: short-term (0–5 years), medium-term (5–10 years), and long-term (10 years and beyond):

Climate-related Risks

Climate Risks	Risk Type	Events	Expected Time Horizon	Potential Impact	Principal Risks Impacted
Physical risks	Acute	Increased flooding events, impacting customers' assets and business operations.	Short to Medium	Business disruptions, asset impairments, and diminished long-term values.	Credit risk Operational risk Market risk
	Chronic	Change in rainfall pattern, amplifying flooding and drought risks, which could disrupt business operations.	Medium to Long		
Transition risks	Policy & Legal	• Stricter environmental regulations, particularly carbon tax leading to lower profit and ability to pay. • Mandated adaptation of new policies in high-risk sectors.	Short to Medium	Increased operational costs, compliance burdens, and lower ability to pay.	Credit risk Operational risk Regulatory compliance risk
	Technology	• Rising costs to enhance operation to meet emissions standards. • High investment in low-carbon technologies.	Short to Medium	High investment in replacing legacy systems and machinery, and disruption in operational process.	Credit risk Operational risk
	Market	• Market preferences towards environmentally-friendly products. • Client expectation for transition towards Net Zero.	Medium	Reformed products, disruption in market positioning, loss of market share, and increased branding cost.	Credit risk Reputational risk
	Reputation	• Increased scrutiny from stakeholders on environmental action. • Negative public perception of insufficient climate initiatives.	Short to Medium	Reputational damage, lowered customer loyalty, and shareholder confidence.	Reputational risk Regulatory compliance risk

Krungsri' s Climate Risk Assessment



While climate change presents emerging threats, a robust risk and opportunity assessment can transform these challenges into business opportunities. To this end, Krungsri conducted a qualitative Climate Risk Assessment (CRA) on Krungsri Group's Balance Sheet taking into consideration both physical and transition risks based on current, medium- and long-term scenarios. As lending activity is our core business, the key risk factors with implications for the lending portfolio are identified as below.

Physical Risks

Krungsri has identified flood risks as the key physical risk, given the increasing frequency of flooding across Thailand. In the event of flooding, customers' business operations could be disrupted, potentially leading to lower repayment capacity and a decline in collateral value, which would negatively impact the recovery.

Transition Risks

Krungsri has identified climate regulation as the key transition risk factor with evolving laws and regulations both domestically and internationally. The potential massive changes in regulation towards a more sustainable economy could negatively impact business operations, increase costs and accelerate additional capital investments. The implications would warrant our customers to formulate strategic moves to transition robustly amidst the new global standards.

The CRA results have shown that Krungsri' s lending portfolio has potential future exposure to climate change risk. Further discussion of results, including the identified priority sectors, are contained within the Risk Management section of this Report.

Krungsri′ s Physical Risk Assessment

In 2025, Krungsri conducted a comprehensive water stress risk assessment covering key operational locations such as Head office, Krungsri Riverside Office, Krungsri Ploenchit Office, including major offices in Bangkok, branches nationwide, subsidiaries in Thailand, and six overseas subsidiaries.

The assessment was conducted using the Aqueduct Water Risk Tool developed by the World Resources Institute (WRI), which evaluates water-related risks such as water stress, floods, and droughts. Based on the assessment results, Krungsri integrated water-related risks into its corporate risk management and strategic planning processes under the oversight of the Risk Committee.

Krungsri applies a risk-based management approach tailored to the severity of water-related risks in each operating location, as summarized in the table below.

Risk level	(%) Percentage of operating area	Management Approach
Low Risk (<10%)	9	1. Water Consumption Reduction: Reduction of water usage through the installation of water-efficient fixtures. 2. Water Recycling and Reuse: Implementation of water recycling systems to maximize resource efficiency. 3. Water Storage and Rainwater Harvesting: Enhancement of water reserve capacity and the establishment of rainwater harvesting systems
Low-Medium Risk (10-20%)	3	
Medium-High Risk (20-40%)	10	
High Risk (40-80%)	47	1. Maintenance of drainage systems and emergency water pump systems 2. Flood preparedness and response planning 3. Monitoring of official weather government announcements and disaster alerts 4. Development and implementation of Business Continuity Plans (BCP)
Extremely High Risk (>80%)	31	

Climate-related Opportunities

Category	Opportunity Type	Explanation and Rationale	Customer Segments	Products/Services	Expected Time Horizon
Physical - Climate Change Adaptation	• Providing financing, investment, or advisory services to reduce customers' vulnerability to climate change impacts. • Supporting local communities in climate adaptation and mitigation.	• Provide resources of activities include infrastructure upgrades, landscape restoration, reforestation, R&D on catastrophes, preventive measures, wildfire resilience, drought-tolerant crops, coastal management, flood and landslide defences, and business continuity. • Supporting local communication Initiatives supporting local communities in climate adaptation and mitigation include building flood defences.	• Corporate segment • Small and Medium Enterprise segment • Retail segment	Loans, Partnerships, Climate advisory, Educational programs	Medium
Physical - Resilience Financing	Financing solutions for climate resilience.	Providing resources for enhancing infrastructure and operations against climate vulnerabilities.	• Corporate segment • Small and Medium Enterprise segment • Retail segment	Green infrastructure financing	Medium
Transition – Customer Engagement	• Supporting education on climate change and mitigation strategies. • Collaborating with industry groups and governments to drive low-carbon solutions.	• Leveraging climate topics to engage and educate customers on sustainable practices, such as risk and opportunity assessments and supporting customer conversations with ESG Finance team. • Engaging sectors and governments to drive decarbonization, incentivize sustainable practices, access global peer networks, and manage reputational risks.	• Corporate segment • Small and Medium Enterprise segment • Retail segment	Climate advisory, Educational programs	Short
Transition - Financing Innovation	Supporting climate change mitigation through financing.	• Providing Loans and investments for renewable energy, energy-efficient solutions, and carbon reduction.	• Corporate segment • Small and Medium Enterprise segment • Retail segment	Green loans, Renewable energy investments, Sustainable finance, Blended finance	Short

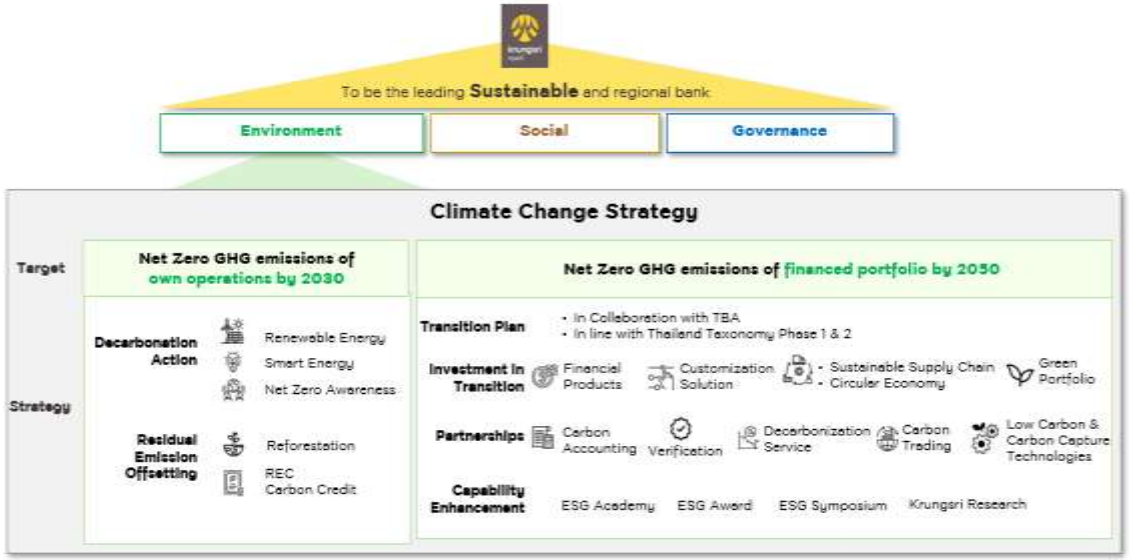
Business Impact, Sectoral Focus, and Climate-driven Solutions

- Lines of Business Impacted: The initiatives' products and services primarily focus on Corporate segment, Small and Medium Enterprise segment and Retail segment.
- Sectors Affected: Green energy, housing, automotive, and local infrastructure sectors are central to these opportunities.
- Products and Services: Tailored green loans, sustainable mortgages, sustainable finance, blended finance, supply chain finance, renewable energy investments, and educational programs drive these initiatives.

Krungsri's proactive approach ensures alignment with sustainable goals while fostering customer engagement and creating new growth avenues across business lines. This strategy enables both risk mitigation and value creation in the transition to a net-zero economy.

Climate Change Strategy

In line with Krungsri's vision and CRA outcomes, Krungsri strives to proactively manage risks and opportunities, both within our organization and across the value chain, through the implementation of strategic initiatives to reduce GHG emissions as follows:



Climate Mitigation and Adaptation of Krungsri' s Customers

Krungsri recognizes the urgent need for both climate mitigation and adaptation to ensure long-term environmental sustainability and economic resilience. As part of our sustainable finance strategy, we support businesses and communities in addressing climate challenges through targeted financial solutions that foster both adaptation to the impacts of climate change and the reduction of future climate risks. In 2025, Krungsri' s environmental support through the promotion of green financing included the following:

1) Sustainability-linked bonds (SLB) and blue bonds

- In February 2025, Krungsri supported the issuance of the Ministry of Finance's SLB, with a total offering of Baht 29,000 million. Krungsri acted as the joint sustainability structuring advisor, joint lead manager, and joint bookrunner.
- In May 2025, Krungsri supported Minor International Public Company Limited (MINT) in issuing a Baht 5,000 million SLB, followed by an additional Baht 8,000 million SLB in December 2025. Krungsri acted as joint sustainability structuring advisor, joint bookrunner, and joint lead arranger.
- In September 2025, Krungsri supported the Electricity Generating Authority of Thailand (EGAT) in issuing a Baht 2,000 million SLB, marking the first sustainability-linked bond issued by a Thai State-Owned Enterprise (SOE). Krungsri acted as the sole bookrunner, arranger, and sustainability structuring advisor.
- In September 2025, Krungsri supported Thai Union Group Public Company Limited (Thai Union) in issuing Thailand's first combined Use-of-Proceeds Blue Bond and SLB, with a total issue size of Baht 9,000 million. Krungsri acted as joint sustainability structuring advisor, joint bookrunner, and joint lead arranger.

2) Sustainability bonds and green debentures

- In June 2025, Krungsri supported Export–Import Bank of Thailand (EXIM) in issuing a Baht 6,000 million bond, comprising a Baht 3,000 million sustainability bond alongside conventional tranches. Krungsri acted as joint bookrunner and joint lead arranger.

- In October 2025, Krungsri supported Central Retail Corporation Public Company Limited (CRC) in issuing Thailand's first green bond in the retail and wholesale sector, with a total issuance of Baht 7,500 million, comprising a Baht 1,000 million green bond tranche alongside conventional tranches. Krungsri acted as the sole sustainability structuring advisor, joint bookrunner, and joint lead arranger.

3) Green loans

- In August 2025, Krungsri supported RATCH Group Public Company Limited (RATCH) in obtaining green and sustainability loans totaling Baht 5,000 million to expand investments in renewable energy and projects facilitating the energy transition, both domestically and internationally. Krungsri acted as the sole lender and sustainability structuring advisor.
- In December 2025, Krungsri supported Central Retail Corporation Public Company Limited (CRC) in obtaining a Baht 2,000 million green loan to finance renewable energy projects, energy efficiency improvements, and clean transportation initiatives, reinforcing CRC's commitment to achieving net-zero greenhouse gas emissions (Scope 1 and 2) by 2050. Krungsri acted as the sole lender and sustainability structuring advisor.

4) Sustainability loans

- In August 2025, Krungsri supported Bangkok Expressway and Metro Public Limited (BEM) in obtaining a Baht 1,500 million sustainability loan, with proceeds primarily allocated to the procurement of new rolling stock for the MRT Blue Line. Krungsri acted as the sole lender and sustainability structuring advisor.
- In November 2025, Krungsri supported RSU Hospital Company Limited (RH) in obtaining a Baht 3,500 million sustainability loan, the first and largest sustainability loan in Southeast Asia's healthcare sector. Krungsri acted as the sole lender and sole sustainability structuring advisor.

5) Sustainability-linked loans (SLL)

- In April 2025, Krungsri supported Thai Beverage Public Company Limited (ThaiBev) in obtaining a Baht 5,000 million sustainability-linked loan (SLL). Krungsri acted as the sole lender and joint sustainability structuring advisor together with MUFG Bank, Ltd.

- In 2025, Krungsri supported Thai Union Group Public Company Limited (Thai Union) in obtaining a Baht 10,000 million SLL, enab ling Thai Union to surpass its sustainable finance target by achieving 80 percent of the group's long-term financing from sustainable sources. Krungsri acted as mandated lead arranger, bookrunner, and sustainability coordinator.
- In December 2025, Krungsri supported Bayswater Company Limited (BWT) a joint venture between Central Pattana Public Company Limited and Grand Canal Land Public Company Limited in obtaining Baht 6,500 million SLL. Krungsri acted as the sole lender.

Krungsri anticipates climate-related risks and opportunities arising from the transition to a low-carbon and climate-resilient economy. The Bank mobilizes Social and Sustainable Finance toward projects and business activities that support climate mitigation and adaptation, while also fostering partnerships with technology providers and solution developers to expand access to innovative climate solutions. To advance this ambition, Krungsri has set a target to mobilize Baht 350,000 million in Social and Sustainable Finance by 2030, based on the 2021 baseline year.

Krungsri′ s Net Zero Initiative

To turn Krungsri’ s Net Zero Vision into actions, we have established our Net Zero Initiative covering the decarbonization of both own emissions and financial services operations to remain steadfast in our Net Zero commitment.

Net Zero in Own Emissions

Krungsri is committed to decarbonizing our own emissions (Scope 1 and 2) by 2030, with a reduction plan based on the baseline year 2020 as below strategies.

Management Approaches

Krungsri embeds sustainability into our corporate governance, business model, strategy, and financial planning, by conducting regular performance reviews, and leveraging technological advancements to accelerate emission reductions as follows:

1) **Business model adaptation**

Krungsri acknowledges that managing our own emissions is critical to mitigating climate risks and aligning with regulatory and stakeholders' expectations. In response, Krungsri is:

- Reducing our Operational Carbon Footprint by implementing energy efficiency measures across facilities and optimizing processes to lower direct (Scope 1) and indirect (Scope 2) emissions.
- Enhancing data management by strengthening emissions recording, tracking and reporting systems to ensure accurate measurement and compliance with climate disclosure standards.

2) **Strategic response to climate risks and opportunities**

Krungsri recognizes that climate-related regulations and stakeholders' expectations will continue to shape its emission reduction strategy. In response, Krungsri is:

- Committing to regulatory compliance by preparing for stricter carbon reporting and reduction mandates to align with international frameworks and national policies.
- Improving cost efficiency by reducing emissions through energy efficiency and renewable energy adoption to mitigate potential carbon pricing impacts and operational costs.
- Building corporate reputation and investors' confidence by strengthening Krungsri's sustainability credentials to enhance investor trust and attract ESG-conscious stakeholders.

3) Financial planning adjustments

Krungsri is embedding emission reduction strategies into its financial planning by:

- Investing in decarbonization technologies by allocating resources toward low-carbon infrastructure, energy-efficient technologies, and facility upgrades.
- Improving operational cost management by reducing long-term exposure to rising energy costs through proactive emission management.
- Preparing scenario analysis by considering the implications of climate change and assessing financial impacts of various climate scenarios, including carbon pricing and energy market fluctuations, to proactively shape strategic decision-making.

Strategic Direction for Own Emissions

- **Decarbonizing operations**: Krungsri is prioritizing the reduction of Scope 1 and 2 emissions by transitioning to cleaner energy sources and improving operational efficiency.
- **Sustainable infrastructure investment**: Krungsri is upgrading its facilities to be more energy-efficient and integrating smart technology to optimize resource use.
- **Sustainable partnerships**: Krungsri is engaging with renewable energy providers and technology firms to accelerate its transition toward lower-carbon operations.

Additional Resources or New Lines of Business for Own Emissions

- **On-site renewable energy generation**: Krungsri is investing in solar panels and other renewable energy solutions at its operational sites to reduce reliance on fossil fuel-based electricity.
- **Carbon accounting and reporting enhancements**: Krungsri is implementing advanced data analytics tools to improve emissions tracking, measurement, and reporting accuracy.
- **Sustainability training and workforce development**: Krungsri is expanding internal programs to ensure employees are equipped with the knowledge and skills needed to drive carbon reduction initiatives.

Decarbonization of Krungsri's Own Emissions

Since 2017, Krungsri has assessed the amount of GHG emissions from our own emissions, identified the most significant contributors of GHG emissions from our own operations, and formulated strategic plans for emissions reduction accordingly. This effort is to identify the most appropriate activities to reduce the organization's GHG emissions while also enhancing its preparedness for climate change, including:

1) Promote green procurement

Krungsri has implemented the Policy for Environment, Resource, Occupational Health, and Safety across Krungsri Group to promo te the procurement of environmentally friendly products and services, encourage suppliers to adopt sustainable practices, and reduce upstream environmental impacts associated with operational activities.

2) Increasing energy efficiency and promoting renewable energy usage

Krungsri continuously conducts feasibility studies and develops systematic implementation plans to enhance energy efficiency and reduce electricity consumption across electrical equipment and systems, while accelerating the adoption of renewable energy within the Bank's own operations. These initiatives cover the Head Office Building, Krungsri Riverside Office, Krungsri Ploenchit Office and its branches nationwide.

These efforts form part of Krungsri's climate change mitigation strategy, aimed at reducing energy intensity, managing Scope 2 greenhouse gas emissions, and strengthening operational resilience against climate-related transition risks. Key objectives include improving the efficiency and performance of electrical systems, lowering reliance on grid electricity through renewable energy solutions, and achieving measurable reductions in greenhouse gas emissions from day-to-day operations.

Accordingly, a range of energy efficiency and renewable energy projects has been identified, studied, and integrated into medium- and long-term action plans, in the table below.

Activities	Performance
Chiller plant system replacement and control system installation	• In 2024, Krungsri completed the replacement of a high-efficiency chiller plant system at the Head Office. As a result, electricity consumption at the Head Office decreased by 711,037 units per year in 2025, contributing to a reduction in greenhouse gas emissions of 338 tons of carbon dioxide equivalent (tCO_2e). • In addition, Krungsri replaced energy management control systems at Krungsri Ploenchit Office and Krungsri Riverside Office, leveraging Internet of Things (IoT) and Artificial Intelligence (AI) technologies to control the chiller plant system. In 2025, electricity consumption at these offices decreased by 112,293 units per year, contributing to a reduction in greenhouse gas emissions of 53 tCO_2e.
Split type air conditioner replacement	• In 2024, Krungsri replaced 30 split-type air conditioning units at its Head Office. As a result, the initiative contributed to an annual electricity reduction of 343,273 kWh in 2025, equivalent to a greenhouse gas emissions reduction of 163 tCO_2e. Building on this achievement, Krungsri plans to further expand the initiative in 2025 by replacing air conditioning units at 94 branch offices nationwide.
LED light replacement	• In 2025, Krungsri conducted surveys and developed implementation plans to replace existing lighting systems with LED lighting at branches nationwide. The initiative will commence with the gradual replacement of LED lights at 80 branches in 2026, which is expected to reduce electricity consumption by 661,605.12 units per year, equivalent to a reduction of 314 tCO_2e.
Solar panel installation	• In 2024, Krungsri conducted surveys and installed solar panels with a capacity of 89.28 kilowatt-peak (kWp) at the Head Office and 66.96 kWp at Krungsri Riverside Office. As a result, electricity consumption decreased by 111,024 units per year, equivalent to a reduction in greenhouse gas emissions of 53 tCO_2e.

Activities	Performance
	• In 2025, Krungsri surveyed and planned solar panel installations at branches nationwide, particularly standalone branches, and gradually installed solar panels at 62 branches. This initiative reduced electricity consumption by 156,753 units per year, equivalent to a reduction in greenhouse gas emissions of 74 tCO_2e. • In 2026, Krungsri plans to further expand solar panel installation to an additional 40 branches, which is expected to reduce electricity consumption by 101,130 units per year, equivalent to a reduction in greenhouse gas emissions of 48 tCO_2e.
Smart Cloud-based Energy Management System Installation	• In 2025, Krungsri completed site surveys at 80 branches nationwide in preparation for the installation of smart cloud-based energy management systems. These systems are designed to monitor and control energy usage in real-time using sensors and cloud-connected devices, collecting data from various equipment including electrical appliances, air conditioners, and solar rooftop systems. The collected data will be analyzed to optimize energy planning and improve energy management efficiency at bank branches. Installation is currently underway and expected to be completed by the third quarter of 2026.

Krungsri continues to advance its renewable energy transition as a key component of its decarbonization strategy. Krungsri has commenced the deployment of solar rooftop systems across its operations, with approximately THB 5 million invested in installations at Head Office sites under an Engineering, Procurement, and Construction (EPC) model. In parallel, Krungsri has adopted a Power Purchase Agreement (PPA) model for the initial phase of implementation across more than 70 branches, reflecting a flexible and scalable approach to increasing renewable electricity consumption.

Looking ahead, Krungsri intends to broaden the deployment of solar rooftop systems to subsidiaries in both Thailand and overseas, subject to local regulatory approvals and the availability of qualified partners. In addition, Krungsri is assessing opportunities to incorporate Ngern Tid Lor PLC. into its decarbonization roadmap from 2026 onwards, with the aim of expanding the coverage of emissions reduction initiatives across Krungsri Group. Krungsri is also exploring the feasibility of emerging renewable energy solutions, including wind turbine technology, to further support the reduction of Scope 2 greenhouse gas emissions and strengthen its long-term climate transition pathway.

In parallel with these renewable energy initiatives, Krungsri is also evaluating asset retirement and replacement measures as part of its broader implementation strategy to achieve its Net Zero ambition. This includes the phased replacement of conventional backup power systems with more advanced technologies to improve operational efficiency and reduce emissions. In particular, Krungsri is assessing the replacement of fossil fuel-powered generators currently used in connection with UPS systems at branch locations with Energy Storage System (ESS) technology. As this replacement is expected to be carried out broadly in line with the normal asset lifecycle and replacement schedule, the associated financial impact is not expected to be material.

3) Promote electronic vehicles (EV)

Krungsri supports the development of a low-carbon transportation ecosystem through the promotion of electric vehicle (EV) adoption, both within the Bank's operations and across society. This initiative aligns with the Government of Thailand's EV promotion policies and contributes to the reduction of carbon emissions associated with air pollution and climate change. The transition to EVs also forms a key component of Krungsri's decarbonization strategy and supports the achievement of the Bank's Net Zero Vision by reducing greenhouse gas emissions from its own operations (Scope 1).

Currently, Krungsri is conducting feasibility studies and developing transition plans to gradually replace internal combustion engine (ICE) vehicles within its corporate fleet including executive vehicles and general-purpose vehicles used for business operations with more environmentally friendly alternatives such as battery electric vehicles (BEVs) and plug-in hybrid electric vehicles (PHEVs). In evaluating this transition, Krungsri considers multiple factors, including vehicle lifecycle management, developments in the domestic EV market, charging infrastructure readiness, operational suitability, after-sales service availability, and total cost of ownership.

As part of its climate transition planning, Krungsri began preparations in mid-2025 to convert its internal combustion engine vehicle fleet to electric vehicles. The first batch of EVs was scheduled for deployment in mid-January 2026, with further replacements planned progressively from 2026 onwards in accordance with the Bank's asset lifecycle management and capital expenditure planning.

Looking ahead, Krungsri plans to further support the electrification of its transportation systems through the following initiatives in 2026:

- **Installation of EV charging stations** at the Head Office and selected branches to enable and encourage wider adoption of electric vehicles within the organization.
- **Assessment of two-wheeled electric vehicles (2W EVs)** for use in messenger and logistics services, with the objective of expanding the use of clean energy vehicles in activities surrounding Krungsri' s operations.

Through these initiatives, Krungsri aims to reduce Scope 1 greenhouse gas emissions, mitigate climate-related transition risks associated with fossil fuel dependency, and strengthen the long-term resilience of its operational mobility strategy.

In parallel, Krungsri promotes sustainable mobility beyond its own operations as part of its broader commitment to driving society toward sustainability under the concept **"GO Sustainable with Krungsri – Striving for Our Sustainable Society."** In 2025, Krungsri partnered with business allies to encourage environmentally friendly travel through support for electric public transportation systems. This included the provision of discount codes for customers using electric tuk-tuk services via the MuvMi application. A total of 820 discount codes were redeemed, resulting in 1,983.33 kilometers of travel by electric tuk-tuks and an estimated reduction of greenhouse gas emissions equivalent to 219.28 kilograms of carbon dioxide.



Net Zero in Financial Services Operations

Krungsri develops our transition plan for environmental and climate (E&C) risk management and 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 by 2050. Krungsri's key principles for transition plan are:

- To support the 1.5°C temperature warming target of the Paris Agreement by reducing the carbon intensity of our portfolio, focusing on carbon intensive industries.
- To support our clients in their transition to low-carbon business models by developing sustainable financing solutions that are recognized by international standards and cater for the needs of domestic customers.
- To enhance our transparency and accountability through regular reporting and stakeholder engagement.

We recognize that we are still early in our climate journey but at this initial stage we are focusing on developing the strategy for our high-emitting industries, such as energy, and expanding our transition plan to other sectors, such as transportation. The Net Zero Banking Alliance (NZBA) Guidelines define nine carbon-intensive sectors that should be prioritized when developing a transition plan: agriculture, aluminum, cement, coal, commercial & residential real estate, iron & steel, oil & gas, power generation, and transportation. Among these sectors, Krungsri has initially prioritized the Power generation and Land transportation sector due to the materiality of these sectors to regional emissions and Krungsri's portfolio, data availability and methodologies, and alignment with Thailand Taxonomy.

To achieve our decarbonization goal for financial services operations, Krungsri' s transition plan is structured around four key deliverables/activities:

- **Baseline Assessment**: Measure and calculate financed emissions for two material sectors following the Partnership for Carbon Accounting Financials (PCAF) methodology.
- **Decarbonization Pathways**: Identify sector-specific decarbonization strategies, including critical levers, categories, and technologies necessary for achieving carbon reduction.
- **Target Setting**: Establish credible decarbonization targets for 2050.
- **Strategic Implementation**: Integrate these targets and plan into business operations and financing activities to ensure alignment with global sustainability goals.

The ESG Finance Department is dedicated to promoting a sustainable environment and society through sustainable finance products. These initiatives include climate transition financing, lending aligned with internationally recognized standards, and funding businesses and industries as contributing to sustainable finance, in accordance with the following underwriting frameworks:

1) Environmental Initiatives
    - Financing businesses that contribute to climate change adaptation and mitigation, including climate transition financing.
    - Providing loans to renewable energy sectors, such as solar, wind, hydro, biomass, biogas, and industrial waste-to-energy projects.
    - Supporting various green financial instruments, including green bonds, sustainability debentures, green loans, sustainability-linked loans (SLL), and green and blue bonds.
2) Sustainable Finance
    - Providing financing for green or blue projects, social initiatives, and sustainability-linked bonds (SLB) in alignment with the principles established by the International Capital Market Association (ICMA).

Krungsri′ s Resilience to Climate Risk

Krungsri recognizes the increasing impact of climate change on the financial system and is committed to assessing and managing climate-related risks. Given that the majority of Krungsri's activities are concentrated in credit lending, the most significant impact of climate risk on financial performance arises from credit risk. However, Krungsri also recognizes the importance of managing the climate-related risk across other risk categories, including market risk, liquidity risk, operational risk, reputational risk, and regulatory compliance risk.

Krungsri conducted a qualitative Climate Risk Assessment (CRA) with an aim to qualitatively identify portfolios where climate-related risks have the potential to pose material impacts. Two scenarios were chosen from the Network for Greening the Financial System (NGFS), which were (1) Net Zero 2050 Scenario and (2) the Current Policies Scenario, with the drivers reflecting both physical (acute and chronic) and transition risks. The assessment results and our methodology are described in Risk Management section of this Report.

Physical Risk

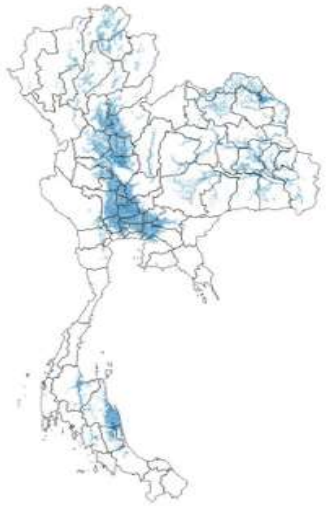
In addition to the qualitative CRA, Krungsri has started developing the quantitative assessment of climate risk focusing on physical risk and embarked on a pilot physical risk stress testing program with the Bank of Thailand (BOT). The details of the physical risk stress test analysis can be summarized as follows:

Physical Risk Stress Test

The physical risk stress test considers two scenario pathways: a baseline scenario reflecting current economic and financial market trends, and an adverse scenario assuming a major acute flood event in Thailand in 2030. The impact assessment focuses on the potential materialization of risks between 2030 and 2032 following the acute flooding event.

The onset of physical risk stress test is referenced to a SSP2-4.5[1] situation. This scenario explores a future where socioeconomic factors follow the "Middle of the Road" pathway, where social, economic and technology trends do not shift markedly from historical pattern. It assumes:

Area of major flood in 2011



Key Assumptions

- Direct impact to each sector is similar to 2011
- No change in basic infrastructure since 2011

1) Carbon Emissions and Climate Trends: Carbon emission control remains at current levels, leading to continued greenhouse gas (GHG) emissions growth until the mid-century before a gradual decline. Global temperatures are projected to rise by approximately 2.0°C by mid-century and 2.7°C by the end of the century, with moderate increases in the frequency and severity of climate-related events.
2) Policy and Economic Landscape: Economic, social, and environmental policy trends remain largely consistent with current levels, with no significant shifts in regulatory frameworks or climate-related interventions. As an adverse situation, it assumes a major acute flood that severely impacts the Thai economy in 2030, with the situation gradually improving in 2031 and beyond. The flood uses factors from the major flooding in Thailand in 2011, albeit with double the severity. The area of flooding impact is assumed to be the same as the 2011 flood event.

[1] The term "SSP2-4.5" refers to a specific scenario within the framework of climate modeling that combines a Shared Socioeconomic Pathway 2 (SSP2) with a Representative Concentration Pathway 4.5 (RCP4.5).

Credit Risk Assessment Scope and Methodology	
Assessment Period	3 Years (2030-2032)
Coverage	1) Corporate lending portfolio in Thailand, focusing on selected sectors includes: • Manufacturing of electronic products • Manufacturing of electrical equipment • Wholesale trade • Retail trade • Hotels & Catering 2) Retail lending portfolio secured by real estate collateral
Methodology	1) Determine the macroeconomic variable based on the onset of scenario (the BOT specific and Krungsri owned expansion). 2) Adopt the existing credit risk models used for provision calculation under Thai Financial Reporting Standard no. 9 (TFRS 9) to determine the impact assessment arising from macro-economic situation. 3) Adopt historical experience on flood impact (including debt restructuring impact) to adjust to probability of default (PD) calculation. 4) Adjust with the impact on the collateral's damage assessment and replacement value. The assessment is varied based on area of flood, severity of flood, and duration of flood to loss given default (LGD) calculation.

Krungsri's Own Operational Resilience

Krungsri also identifies extreme flooding as a major climate-related event that could disrupt our business operations. These potential climate-driven disruptions are addressed within our Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP), ensuring that critical operations have redundancies and can be transitioned to alternate locations in case of severe weather or physical damage. In addition, as part of Krungsri's physical risk stress test exercise, the potential damage to physical infrastructure has been assessed using the following assumptions and methodologies:

1) Coverage: Potential damages from flooding on Krungsri's Head Office (HO), Krungsri's branches, and Cash Operation Centers within the affected flood areas.
2) Damage Assumptions: Flooding impacts limited to the basement and first floor of affected HO, branches, and Cash Operation Centers.
3) Financial Impact Evaluation: Estimated renovation costs for affected properties based on historical damage assessments and industry benchmarks.

Results of the Physical Risk Stress Test

Krungsri conducted a physical risk stress test to assess the impacts of severe flood events over a 3-year period from 2030 to 2032. The assessment evaluates both credit risk and operational risk, with the results summarized in the following table:

Credit Risk	Operational Risk
• The qualitative assessment of physical risk stress test yields a relatively mild impact to Krungsri's financial and operating performance. • The economic impact of the flood event, coupled with collateral devaluation in affected areas on the selected portfolio, results in an incremental credit cost of less than 8% compared to Krungsri's credit cost in the normal situation during the 3-year period.	• The impact from infrastructure damage under severe flood event is considered mild. • The estimated additional operating expenses for branch and facility renovations in flooded areas account for less than 0.5% of Krungsri's total operating expenses during the 3-year period.

Transition Risks

Understanding Transition Risks

In addition to the physical risk scenario analysis above, Krungsri plans to conduct a pilot quantitative stress test exercise for transition risk in 2026. Krungsri has been developing a detailed approach to customer transition engagement, which will allow us to better understand the risks our customers face and how they are managing them. All of these will serve as a foundation for Krungsri' s journey toward effective transition risk management.

Limitation and Uncertainty

The quantitative stress test risk assessment is subject to uncertainty due to evolving climate policy and market dynamics, data limitation in risk quantification, especially on flood map and collateral value assessment, and non-linearity of climate impact and feedback loops.

To address those limitations and uncertainties on the risk assessment, Krungsri remains committed to enhancing our climate risk assessment capabilities by:

1) Strengthening data quality and availability for more precise risk quantification.
2) Advancing modelling techniques to capture complex climate risk dynamics and enhance our disaster preparedness.
3) Collaborating with regulators, industry peers, and stakeholders to refine methodologies and ensure a robust risk management framework in an evolving climate landscape.
4) Continuous assessment and integration of emerging climate risks within our BCP and DRP.

RISK MANAGEMENT



Krungsri's Environmental and Climate Risk Management



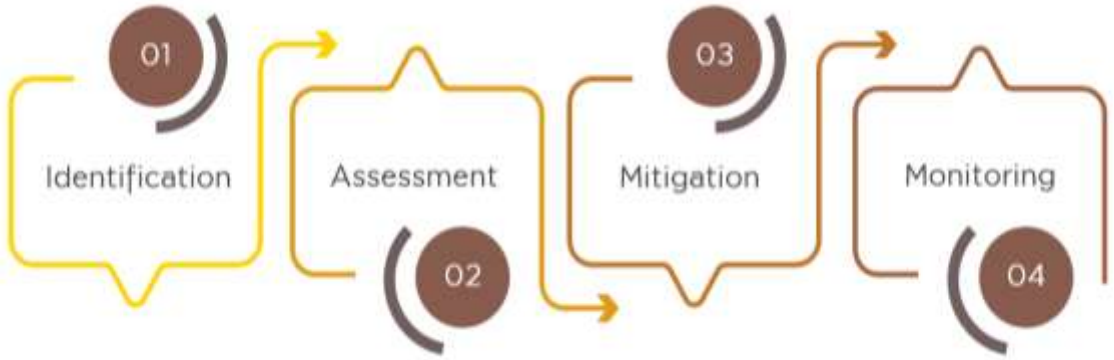
Integrating climate risk into Krungsri's risk management framework involves assessing the risks that climate change poses and will continue to pose to Krungsri's business activities and operations, as well as the risks that Krungsri's business activities and operations cause to the climate. To address this, Krungsri has defined Environmental and Climate (E&C) risk as a "Transverse Risk" which is a cross-cutting risk that has an impact across the current principal risks.

Underpinning this approach is a clear statement of the Board's risk appetite. In 2025, the Board of Directors approved the E&C Risk Appetite Statement, which provides the overarching framework for managing risks arising from environmental and climate change:

"The Krungsri Group recognizes the financial and non-financial risks associated with climate change and environmental degradation. We are committed to addressing these risks to prevent potential losses and reputational damage. As part of this commitment, we will work to reduce emissions related to our own activities, our supply chain, and those related to the financing of clients, in line with our public commitments and our ambition to be the Leading Sustainable and Regional Bank."

To translate this commitment into measurable outcomes, during 2025, the Risk Management Group developed Key Risk Indicators (KRIs) calibrated to the E&C Risk Appetite Statement. These KRIs have already been approved by the Board of Directors in 2026 with the quantitative and qualitative thresholds through which adherence to the Risk Appetite Statement is monitored and reported.

The following explains how Krungsri manage E&C risk across the four key stages of our Enterprise Risk Management Framework (ERMF):



1) Risk Identification

E&C risk impacts many of the financial and non-financial risks that Krungsri faces. Therefore, Krungsri has taken steps to build and embed the consideration of E&C risks throughout the ERMF, ensuring comprehensive consideration across business activities.

As a “Transverse Risk”, E&C risk is also considered as one of Krungsri’s “Top Risks”, meaning it warrants timely and appropriate handling actions. Krungsri’s Chief Risk Officer (CRO) is fully responsible for the Group’s overall risk management, including E&C risk management, while each respective Head of Risk is responsible for ensuring that E&C risk is well integrated as a part of their principal risk management function.

To provide a central repository of Krungsri’s E&C risks, the Risk Management team maintains the E&C Risks Inventory which forms part of the risk assessment framework and includes documentation of key controls and control owners. The Inventory builds on six factors to understand specific climate-related risks and determined for relevance across Krungsri’s principal risk classes. These six factors sit under physical risk (two factors - Acute and Chronic) and transition risk (four factors - Market Preference, Law & Regulations, Technology, and Reputation).

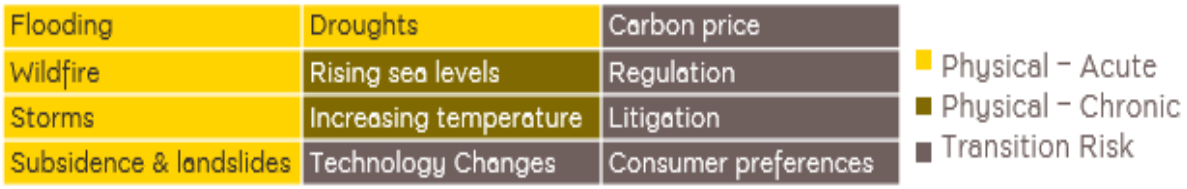
2) Risk Assessment

To assess E&C risks, Krungsri has performed two key exercises:

Climate Risk Assessment

To robustly manage climate-related risks, a qualitative Climate Risk Assessment (CRA) has been conducted on Krungsri Group's Balance Sheet with an aim to qualitatively identifying portfolios where climate risks have the potential to pose material impacts, and to set the tone for establishment of a climate risk management approach. The CRA exercise is the starting point of the formation of business strategy and E&C risk management framework where the balance of the two pillars is a critical factor for business sustainability. The risks and opportunities are then carefully identified to formulate the roadmap for Krungsri based on the results of the CRA exercise. The Risk Management team also develops an E&C heatmap to more efficiently prioritize and address the material risk areas.

The two scenarios selected for use in the CRA were from the Network for Greening the Financial System (NGFS): (1) Net Zero 2050 Scenario and (2) the Current Policies Scenario covering short, medium- and long-term scenarios with the drivers listed below reflecting both physical risk and transition risk.



Climate risk research on an idiosyncratic view of the segments/sectors was also conducted to identify "High", "Medium" and "Low" risk levels following an exposure assessment. The CRA took into consideration both likelihood and materiality of drivers and impacts.

Each of the segments/sectors was allocated to a tier of risk, which is indicative of overall climate risk ratings. The CRA results show that the lending portfolio has potential impact in future from climate-related risks with those priority sectors under commercial lending and priority products under consumer lending summarized below.

The most material sectors (Priority 1) identified from the CRA were: • Power generation • Oil and gas • Land Transportation* *During 2025, Land Transportation sector has been additionally classified as Priority 1, reflecting its exposure to climate-related risks.	The second most material sectors (Priority 2) identified from the CRA with material exposures, or slightly lower climate risk ratings but a highly material exposure were: • Manufacturing • Mortgages • Auto lending

Krungsri aims to perform the assessment on an annual basis to refresh results and to capture emerging climate change risks that may occur. A more quantitative assessment exercise will also be considered when data is sufficient to ensure meaningful analysis.

Expansion of analysis to consider all risk classes beyond credit risk

In addition to the CRA, which focuses primarily on credit-related risks, Krungsri has expanded its assessment of E&C risks within the E&C Risk Inventory to include all principal risks. Each risk is assigned scoring based on the likelihood of occurrence and impact should this crystallize to Krungsri. This blended score drives an overall risk rating, which can then be taken forward for control development in the E&C risk mitigation stage, should it trigger a defined threshold.

3) Risk Mitigation

Credit-related E&C risk mitigation:

Krungsri has established a "Policy for E&C Risk Management" ("E&C Risk Policy") which function as a "Enterprise-wide Risk Management Framework focusing on E&C Risk Management. The E&C Risk Policy classifies E&C Risk as "Transverse Risk" and identifies material risk types with impacts from E&C for example Credit Risk, Market Risk and Operational Risk. Details of the respective risk management approach will be described in the corresponding risk management policy with subject to materiality of E&C risk impact.

For Credit Risk, Policy for Credit Risk Management has integrated E&C as well as ESG risk management with further details listed in the "Policy for Sustainability Lending" (the Policy), identifying "Four ESG categories", which proactively manage credit risk arising from ESG risks, which include E&C risk, as follows:

1) Prohibited Transaction: No new or additional financing is allowed.
2) High Caution Transaction: Financing is subject to meeting certain requirements.
3) Closely Monitored Transaction: Financing is allowed with close monitoring.
4) Sustainable Finance Transaction: Support with taking into consideration credit worthiness.

From a risk management perspective, the most important category is "Prohibited Transactions" which acts as an "Exclusion List" for Krungsri's commercial credit portfolio, listing transactions where new or additional financing is not allowed.

The following table summarizes what constitute as “Prohibited Category”:

Specific Sectors	Cross-sectoral Characteristics
• Production or trade in radioactive materials, weapons, and munitions which are harmful to human and animal lives • Unabated coal-fired power generation • Forestry, i.e., plantation and hunting in reserved areas • Coal-related activities including coal mining, coal transportation, as well as infrastructure services exclusively dedicated to support any of these activities	• Illegal transactions and transactions for illegal purposes • Transactions which violate public order and/or good morals • Transactions that negatively impact wetlands designated under the Ramsar Convention • Transactions that negatively impact UNESCO designated World Heritage Sites • Transactions violating the Convention on International Trade in Endangered Species of Wild Fauna and Flora (Cites) • Transactions involving the use of child labor, forced labor, or human trafficking

E&C risk mitigation in other risk classes

Operational Risk

Krungsri recognizes that environmental and climate related factors are considered as risk drivers of operational risk, which may affect operations, such as service disruptions, damage to physical assets, and impact on employee safety and operational readiness.

To manage these risks, E&C related factors are incorporated into risk assessments and business continuity plan (BCP) to suppo rt the continuity of critical business functions. In addition, Krungsri maintains insurance for key assets, including buildings and ATM, to help mitigate financial impacts from E&C-related risk events.

Market and Liquidity Risk

Krungsri also recognizes the potential price volatility of assets due to E&C risk. From the preliminary assessment, the result indicates low potential market and liquidity risks However, Krungsri will continue to assess potential climate-related market and liquidity risks once Krungsri make an investment in securities that are pertaining to E&C Risk to ensure timely action is properly taken.

Reputational Risk

Reputation is always the primary concern of the banking business where the trust of customers and clients is precious. Krungsri is well aware of reputational risk, specifically greenwashing arising from E&C as well as ESG as a whole. As a result, product campaigns, disclosures, and deal lending are carefully considered.

Regulatory Compliance Risk

Throughout 2025, the Compliance function has maintained ongoing monitoring of relevant developments issued by regulatory authorities and industry bodies, including the Bank of Thailand (BOT), the Securities and Exchange Commission (SEC), and the Thai Bankers' Association (TBA), in relation to the issuance and revision of regulations, rules, and guidelines concerning Environmental and Climate Changes (E&C). Such monitoring and assessment activities will be continued on an ongoing basis in 2026 to ensure continued regulatory alignment and compliance.

4) Risk Monitoring

Monitoring of Krungsri's Four ESG categories has been regularly reported to the relevant committees, including Credit Committee and Risk Management Committee. Reporting to these committees aims to demonstrate that the Policy for Sustainability Lending is being strictly adhered to and for members to be able to closely monitor ESG risk exposures of the commercial lending portfolio.

Krungsri is well aware that monitoring of E&C risk is evolving activities. We are in the process to further enhance the monitoring process to be more comprehensive and well represented E&C risk profile of the portfolio. E&C data capture tools have been developed and implemented for more efficient data management and setting strong foundation for development of E&C risk management tools.

Three Lines of Defense in E&C Risks

Krungsri has embedded E&C risk management, in particular for credit-related risk, across the Three Lines of Defense as set out below.



First Line: Relationship Managers gather relevant information from a range of sources and work closely with Credit Analysts to conduct risk analysis pertaining to Environmental and Social Risks. Completing or refreshing Due Diligence templates is required whenever the credit application is prepared.

Second Line: Credit decisions made take into consideration E&C risks arising from the credit transactions. Additionally, the Commercial Credit Risk Management Division is responsible for developing relevant policies, procedures, and tools to robustly manage E&C risks arising from the credit transactions.

Third Line: Internal Audit Group has actively conducted thematic audits around E&C risk areas as determined by their current risk profiles, including topics such as E&C policy and E&C reporting.

E&C Risk Culture

As E&C risk management is a long-term journey, integrating E&C risk culture in the business-as-usual practice is crucial. The Risk Management team has regularly provided training to roll out the Policy for Sustainability Lending and the Due Diligence templates to ensure effective implementation. The refreshing session is additionally taken place at least on an annual basis to ensure an on-going practice. Moreover, Krungsri has embedded E&C risk culture through capability-building programs and trainings on climate risks as details provided in the Governance section in this report.

METRICS AND TARGETS



Metrics and Targets

As part of our commitment to transparency and accountability across climate-related financial disclosures, Krungsri has established key metrics and targets to measure and manage our environmental and climate change impact, as well as to ensure effective climate risk management and support the transition to a low-carbon economy.

Our approach focuses on two core aspects that reflect our carbon footprint and financing activities which contribute to sustainable development, including:

1) Decarbonizing Krungsri's own operations to achieve the Net Zero target by 2030 (Scope 1 and 2)
2) Decarbonizing Krungsri's financial services operations to achieve the Net Zero target by 2050
    - Increasing social and sustainable finance portfolio from Baht 250 billion to Baht 350 billion by 2030 (Based line year 2021)
    - Phasing out our exposure to coal-fired power plants within 2030

Greenhouse Gas Emissions from Own Operations

Krungsri Group is committed to reducing greenhouse gas (GHG) emissions generated from own operations. This metric enables us to track and mitigate our operational carbon footprint, aligning with Krungsri's Carbon Net Zero Vision, with the goal of achieving net zero emissions from Scope 1 and 2 by 2030. Krungsri conducted a carbon footprint for the organization evaluation by collecting data on GHG emissions and absorption from Krungsri's business operations and activities.

Reporting Boundary and Verification

The disclosure boundary is based on the Operational Control approach, encompassing the Head Office, Krungsri Ploenchit Office (KSPO), branch offices nationwide, 14 subsidiaries across Thailand, and 6 overseas subsidiaries located in the ASEAN region. GHG emission data has been independently verified by an auditor certified under the Thailand Greenhouse Gas Management Organization (TGO) and the international standard ISO 14064-1, BSI Group (Thailand) Co., Ltd., with GHG calculation consulting support provided by Zeroboard (Thailand) Co., Ltd. This ensures that the report is comprehensive, complete, and accurate.

Scope of Measurement

Krungsri conducted a carbon footprint evaluation by collecting data on GHG emissions from business operations and activities, covering two scopes:

SCOPE 1

Direct GHG emissions from organizational activities and operations are 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. The calculation of Scope 1 GHG emissions is based on fuel consumption by weight or quantity, e.g., the quantity of chemicals used, multiplied by TGO's emission factors determined according to the type of chemical.

SCOPE 2

Indirect GHG emissions are from the generation of purchased energy consumed in the organization. In this regard, it refers to electricity purchased from the State-Owned Electricity Enterprise only. The calculation of Scope 2 GHG emissions is based on the quantity of purchased electricity multiplied by TGO's emission factors.

Calculation Methodology

Krungsri calculates the amount of GHG emissions including Carbon Dioxide (CO_2), Methane (CH_4), Nitrous Oxide (N_2O), Hydrofluorocarbons (HFCs), Perfluorocarbons (PFCs), and Sulfur hexafluoride (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.

Target & Performance Tracking

Target: Krungsri has integrated GHG emission metrics as a roadmap for effectively and efficiently tracking and achieving reduction ta rgets which is represented by the percentage of reductions compared to the previous year, providing a clear and easily understandable overview as well as progress toward the net zero emissions goal.

The plan and results were presented to the Sustainability Committee in 2025 with progress reported on a monthly basis to Net Zero Working Group. In addition, data updates and feedback discussions with MUFG are conducted regularly to manage and monitor the organization's emissions reduction pathway in alignment with the 2030 target.

In 2025, key performance indicators (KPIs) related to own emissions were cascaded from the President and Chief Executive Officer down to the relevant Group Heads, Division Heads, and Department Heads. These KPIs include the target to reduce GHG emissions by 4.20% compared to the previous year. To drive KPI achievement, ESG Program Management Office team, as part of the Net Zero Working Group, has been established to lead Krungsri's emissions reduction. The progress of emission reduction initiatives and related areas are closely managed by this team to ensure effective execution and alignment with the goals. The performance measurement approach was also refined to a purely year-on-year basis, enhancing consistency and accuracy in short-term evaluation.

Performance: In 2025, Krungsri's own GHG emissions decreased by 2.13% year-on-year, which was below the target of 4.20%. This was primarily due to the inclusion of additional overseas subsidiaries within the reporting boundary, which increased overall emissions. Excluding the impact of this change in reporting boundary, Krungsri's year-on-year reduction in own GHG emissions would have exceeded the target, with a decrease of 18.12% compared to the previous year. With this performance, Krungsri has continued to implement various emissions reduction initiatives across its operations and remains committed to its long-term decarbonization pathway. Krungsri will continue to strengthen emissions reduction measures across all relevant entities going forward.

Details of the performance are presented in the table below.

Parameter	Unit	Total GHG Emissions					
		2020 (Baseline)	2021	2022	2023	2024	2025*
GHG Emission							
Scope 1	tonCO_2e	10,032	9,792	8,421	8,601	9,007	8,372
Scope 2 (Location based)	tonCO_2e	53,496	40,429	37,866	43,032	41,748	43,386
Scope 2 (Market based)	tonCO_2e	53,496	40,429	37,866	43,032	37,748	37,386
Scope 1 and 2*	**tonCO_2e**	**63,528**	**50,221**	**46,287**	**51,633**	**46,755**	**45,758**
Scope 1 and 2 emission intensity	tonCO_2e/ person	2.96	2.44	2.27	2.43	2.20	1.04
Full-time employees (FTE)	persons	21,445	20,612	20,632	21,283	21,260	44,011
Actual vs Previous year						**9.45%**	**2.13%**

Remark: * In 2025, indirect GHG emissions (Scope 2: electricity purchased for internal use) were offset by purchasing 12,000 Renewable Energy Certificates (RECs), equivalent to a GHG emission reduction of 6,000 tCO_2e. As a result, total Scope 1 and Scope 2 GHG emissions decreased to 45,758 tCO_2e and the greenhouse gas emissions disclosure covered the Head Office, Krungsri Ploenchit Office (KSPO), branches nationwide, 14 subsidiaries located in Thailand, and 6 overseas subsidiaries. The reporting boundary excludes SSP Tower, the Vientiane Branch, the Representative Office in Myanmar, and 86 branch offices operated by Ayudhaya Capital Services Co., Ltd.

Apart from the carbon reduction initiatives, Krungsri is committed to reducing our carbon footprint through a comprehensive Carbon Credit Management. We have collaborated with partners to drive forest carbon credit management and carbon neutral events. The following initiatives support emissions reduction, carbon sequestration, and sustainable development while aligning with Krungsri's Carbon Net Zero Vision:

1) 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, has 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's Carbon Net Zero 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). The carbon credits under this project is currently under the verification process in accordance with the standard of TGO. 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.

2) Carbon Neutral Event

Krungsri acknowledges the environmental impact of the business operations and is committed to reducing the carbon footprint. As part of this effort, we have 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 2025, Krungsri continued its steadfast commitment to driving environmentally friendly practices to create positive societal impacts and serve as a key force in advancing the nation's sustainable future. Activities were organized with consideration for environmental impacts and achieved zero carbon emissions, as follows:

- Krungsri ESG Awards 2025 press conference on August 5, 2025, at Centara Grand at CentralWorld, with 218 attendees.
- Krungsri-MUFG Business Forum: Thriving to Sustainable Future held on August 5, 2025, at the World Ballroom, Centara Grand at CentralWorld, with 969 attendees.
- Krungsri 80th Anniversary Sustainability Together: Thriving through Time held on August 5, 2025, at the Bangkok Convention Centre, Centara Grand at CentralWorld, with 225 attendees.

All of these events were organized with primary consideration given to minimizing environmental impacts. Carbon offset measures were implemented to achieve net zero carbon emissions, and the events were certified as Carbon Neutral Events by TGO. A total of 37 tons of carbon dioxide equivalent (tCO_2e) were offset to achieve carbon neutrality.

As of December 31, 2025, Krungsri held 387 tonCO_2e for future offsetting purposes. These carbon credits are planned to be utilized in future to support the Bank's decarbonization pathway and carbon management strategy.



Greenhouse Gas Emissions from Financial Services operations

Krungsri recognizes the growing importance of climate-related risks and opportunities to the financial sector and remains committed to supporting the transition toward a low-carbon economy. The following sections highlight Krungsri's progress on decarbonizing financial services operations by reducing financed emissions, increasing Social and Sustainable Finance Portfolio, and phasing exposure to coal-fired power plants.

1) Reducing Financed Emissions

Krungsri Group recognizes the critical importance and urgency of addressing global temperature rise, as well as the essential role of financial institutions in supporting the transition to a low-carbon economy. Acknowledging that financed emissions constitute the largest share of its overall emissions, Krungsri Group is committed to taking decisive action. Since 2024, Krungsri has become a member of the Partnership for Carbon Accounting Financials (PCAF) to adopt the globally recognized PCAF calculation methodology. Currently, Krungsri Group assesses financed emissions for Scope 3, Category 15 in three priority sectors: Power generation, Oil and gas, and Land transportation.

In 2025, we have developed our first Transition Plan outlined our ambitions and actions to reduce the carbon footprint of our lending and investment portfolios and to align our business practices with the goals of the Paris Agreement. We believe that by integrating climate considerations into our financial decisions, we can drive sustainable economic growth and contribute meaningfully to real economy, with the ultimate goal of achieving Net Zero financed emissions by 2050.

The following table summarizes our approach and key assumptions of our financed emissions calculation exercise conducted in 2025 through following the PCAF framework, covering three priority sectors:

Coverage	
Sectors and its Value Chain	• Power generation: Upstream (Power generation) and Midstream (Transmission) • Oil and gas: Upstream (Extraction) and Midstream (Refinery and Transmission) • Land transportation: Upstream (Manufacturing) and Midstream (infrastructure, transport operation)
Asset Classes	• Business Loans, • Project Finance; and • Listed equity and corporate bonds
Baseline Year	2022 (Data period: 1 January – 31 December 2022)
Calculation Methodology	PCAF
Basic Equation	Financed Emissions = Customer Emissions X Attribution Factor
Customer Emissions	In line with PCAF guidance, Scope 1 and 2 emissions are required as a minimum for financed emissions calculations with Scope 3 emissions only included for Oil and gas sector, due to the materiality and challenges with reliability, transparency and coverage of Scope 3 data for other sectors.
Emission Scope	• Power generation: Scope 1 and 2 • Oil & gas: Scope 1, 2 and 3 • Land transportation: Scope 1 and 2

Coverage	
GHG Emissions	We have collected emissions disclosed by the customers (PCAF Score 1 and 2). Where such data is not available, the customer emissions are estimated in approaches variedly by sectors 1) Power generation sector In addition to client-reported carbon emissions, the customers' carbon emissions are estimated mainly based on the physical activity approach (PCAF Score 3) using PCAF's acceptable Emission Factors. We manage to obtain capacity factors of each power generation technology. Where capacity data is available, the production data for each power plant has been determined using publicly available capacity factors (local and regional where available). Where physical activity data is not available, the economic value approach is applied (PCAF Score 4 and 5) using PCAF's acceptable Emission Factors 2) Oil and gas sector In addition to client-reported carbon emissions, which are available for the majority of oil and gas sector clients, the customers' carbon emissions are estimated mainly based on the physical activity approach (PCAF Score 3) using PCAF's acceptable Emission Factors. We manage to obtain production data for each client in cubic meters or cubic feet (natural gas) or barrels of oil (oil) and converted into barrels of oil equivalent per year. Where physical activity data is not available, the economic value approach is applied (PCAF Score 4 and 5) using PCAF's acceptable Emission Factors 3) Land transportation sector Due to the lack of key data required for motor vehicle loans asset class, such as actual or proxy travel distance or vehicle count, we classify all land transportation lending exposure as business loan. We refer to customer's publicly disclosed emissions data totally accounted for 57% of total land transportation exposure in 2022 and 30% of total land transportation

Coverage	
	exposure in 2023. The economic value approach is applied to the rest of land transportation portfolio in light of unavailable disclosed emissions and physical activity data.
Attribution Factor	The attribution factor has been calculated for the different asset classes in line with PCAF methodology.
Exposure	• Outstanding on Cash Loan and Equity • Book Value on Debenture or Bond Instruments
Customer's Financial Data	We use data from 3 sources: 1) Internal data for each customer 2) Data from information vendors 3) Publicly available data, e.g., customers' annual reports and www.settrade.com

With continued capacity building and accelerating on learning curve, Krungsri has revisited 2022 computation and come across some improvements, including recent development recommended by PCAF. We have recomputed our 2022 Financed Emissions disclosed in the TCFD report of 2024 from 5.10 $MtCO_2e$ to 4.59 $MtCO_2e$ for Power generation sector and from 3.89 $MtCO_2e$ to 3.90 $MtCO_2e$ for Oil and gas sector with revision details as below.

Sector	Area	Data source for original version (2024 Disclosure)	Data source for revised version (2025 Disclosure)	Justification
Power generation	Capacity factors for solar, biomass, and biogas power sources	Report by a foreign institution	Thailand Alternative Energy Situation 2022 report issued by the Department of Alternative Energy Development	Apply country specific data for more accuracy
	Physical emission factors for natural gas and coal	World Energy Outlook 2023 report issued by the International Energy Agency (IEA)	Thailand specific data from IEA	Apply country specific data for more accuracy
	Physical emission factors for biomass and biogas	World Energy Outlook 2023 report issued by IEA	Global data from World Energy Outlook 2023 report issued by IEA	Apply specific data by fuel type as available for more accuracy
	Economic emission factors	EXIOBASE	CEDA*	Recommended by PCAF

Sector	Area	Data source for original version (2024 Disclosure)	Data source for revised version (2025 Disclosure)	Justification
Oil and gas	Value chain coverage		Inclusion of one additional client classified under the "Transport via pipeline" sub-sector	Expansion of oil and gas sector value chain coverage in line with Thailand Taxonomy

* Climate Trace Emission Factors are applied for natural gas and coal fired power generation, with inflation adjustment using Thailand inflation factors.

The following table presents Krungsri's financed emissions for the baseline year 2022 and 2023 for the Power generation, Oil and gas, and Land Transportation sectors:

	Power generation Scope 1 and 2	Oil and gas		Land Transportation Scope 1 and 2	Total
		Scope 1 and 2	Scope 3		
Financed Emissions ($MtCO_2e$) Baseline year 2022	4.59	0.37	3.53	0.11	8.60
PCAF Data Score Year 2022	3.34	2.34	2.49	2.31	
Financed Emissions ($MtCO_2e$) Year 2023	4.76	0.69	5.44	0.15	11.04
PCAF Data Score Year 2023	2.6	2.02	2.19	3.13	

Data Limitations

The financed emissions calculation is based on the best available data at the calculation date. It is then possible to be changed subject to data availability. Krungsri will continue enhancing the calculation process as well as updating data to expand the coverage and to reflect more accurate data, e.g., verified GHG emissions reported by the customer.

2) Increasing Social and Sustainable Finance Portfolio

Krungsri identifies and supports climate-related opportunities arising from the transition to a low-carbon and climate-resilient economy by mobilizing Social and Sustainable Finance toward projects and business activities that contribute to climate mitigation and adaptation, while also fostering partnerships with technology providers and solution developers to expand access to innovative climate solutions. The amount and proportion of assets and business activities aligned with climate-related opportunities demonstrate Krungsri's role in supporting clients' transition and advancing sustainable economic growth.

To support the sustainability transition, Krungsri is expanding our Social and Sustainable Finance (SSF) portfolio. This metric reflects our proactive efforts in financing projects and businesses that contribute to environmental and social sustainability. In 2025, the term of SSF has been updated and refers to the provision of finance through financial products and services (including loans, underwriting of bonds, and investments) in compliance with relevant external standards and in alignment with Mitsubishi UFJ Financial Group Inc. (MUFG)'s Carbon Neutrality Declaration with further details provided in the remark below the performance table. The revision of SSF target was monitored and also acknowledged by the Sustainability Committee as part of ongoing efforts to strengthen its sustainable finance strategy.

We disclose the amount of capital deployed toward climate-related risks and opportunities through financing and investment activities. This includes of loans that support environmentally sustainable projects and investments in environmental, social, and governance (ESG) bonds that finance climate-related initiatives. These capital flows reflect Krungsri' s commitment to mobilizing finance for climate action while integrating climate considerations into its lending and investment decisions.

Target & Performance Tracking

Target: Increase the SSF portfolio by Baht 250,000 million from the 2021 baseline by 2030. However, in early 2026, Krungsri has revised the target to increase the SSF portfolio to Baht 350,000 million by 2030.

Performance: As of the end of 2025, Krungsri has expanded the SSF portfolio of Baht 255,606 million from the baseline year 2021 with the following details:

Category		Amount (Unit: Million baht)				Cumulative
		2022	2023	2024	2025	
Environmental	Underwriting: Green Bond	6,595	5,847	1,500	1,520	15,462
	Underwriting: Green Bond (Self-Issuance)	-	14,236	-	-	14,236
	Green Loan	3,000	3,500	16,400	7,000	29,900
	Loan to Renewable Energy Business	3,549	6,129	2,560	2,249	14,487
	Other Loans	4	297	173	-	474
	Total Environment	13,148	30,009	20,633	10,769	74,559
Social	Underwriting: Social Bond	-	-	500	-	500
	Underwriting: Social Bond (Self-Issuance)	-	-	-	-	-
	Loan from Women SME Bond	4,035	5,264	3,824	3,069	16,192
	Social Loan: Public Infrastructure Social Sustainability and Essential Service and ESG	12,360	5,732	5,729	3,912	27,733
	Loan to Regional Development Projects (Eastern Economic Corridor: EEC)	7,752	5,916	3,488	5,975	23,131
	Total Social	24,147	16,912	13,541	12,956	67,556
Sustainability	Underwriting: Sustainability Bond	23,861	3,232	9,372	1,500	37,965
	Underwriting: Sustainability-Linked Bond	-	-	7,938	12,705	20,642
	Sustainability Loan	3,000	-	4,500	5,000	12,500
	Sustainability-Linked Loan	-	2,290	16,850	16,120	35,260
	Investment: ESG Bond	2,315	1,175	1,705	1,930	7,125
	Total Sustainability	29,176	6,697	40,364	37,255	113,492
Total		66,471	53,618	74,538	60,979	255,606

Remarks:

1. Definition of Social and Sustainable Finance: The term of “Social and Sustainable Finance” (SSF) refers to the provision of finance through financial products and services comprising loans, underwriting of bonds, and investments 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:

   Environmental
   - 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
   - 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. Women SME 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
   - 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.
2. Loans under SSF are commercial lending only.
3. Under the revised calculation methodology, comprising of new lending limit amount (including drawn and undrawn amount) for loans as well as new volume amount for underwriting and investments, this approach represents a departure from the previous methodology, which was based on outstanding amount. Historical figures have been restated from 2022 onward to ensure consistency and comparability under the revised methodology.
4. For further information on SSF and related updates, please visit the SSF Disclosure page on the Bank of Ayudhya (Krungsri) website. SSF Disclosure | Bank of Ayudhya (Krungsri)

3) Phasing out exposure to Coal-Fired Power Plants

Transition risk poses significant challenges for vulnerable, high carbon intensive sectors within a banking portfolio, as these industries face increasing regulatory pressure, shifting market preferences, and technological disruptions associated with the move toward a low-carbon economy. Understanding and proactively managing transition risk is therefore essential to safeguarding portfolio resilience, supporting client decarbonization pathways, and aligning with emerging sustainability expectations from regulators and investors.

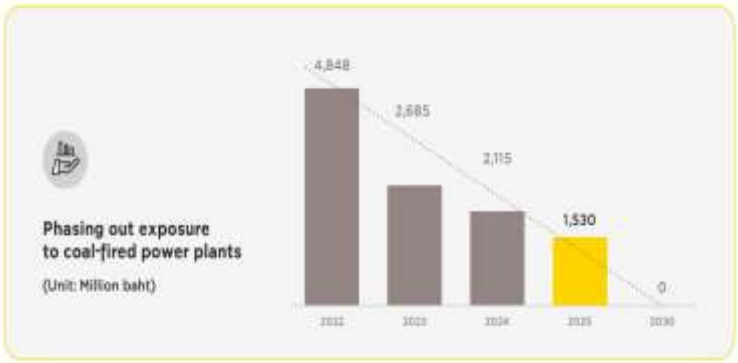
The Climate Risk Assessment exercises show three sectors which are vulnerable to climate transition risks, that are Power generation, Oil and gas, as well as Land transportation, covering exposure around THB 99,899 million or 10.19% of Y2025 of Krungsri' s corporate lending portfolio. These sectors are particularly exposedto rising carbon prices, tightening emissions-related standards, and accelerated capital reallocation toward greener alternatives. To address these risks, Krungsri has established transition plans for these priority sectors to strengthen portfolio resilience, encourage clients' transition toward more sustainable business models,and support alignment with Krungsri's long-term climate commitments.

Apart from transition plans, Krungsri has adjusted its investment strategies and loan portfolio in line with the "Responsible Lending" guidelines, which are aligned with Krungsri's Policy for Credit Risk Management and Policy for Sustainability Lending. The policy includes restrictions on transactions related to unabated coal-fired power generation. In line with its commitment to environmental stewardship, Krungsri has established a clear target to phase out exposure to coal-fired power plants by 2030.

Target & Performance Tracking

Target: Phase out exposure to coal-fired power plants within 2030.

Performance: As of December 31, 2025, Krungsri' s outstanding financial exposure to coal-fired power plants was reduced to Baht 1,530 million which is expected to decrease to zero within 2030 as planned.



By monitoring these key metrics, Krungsri aims to strengthen our climate risk strategy, enhance stakeholder confidence, and contribute to the broader transition toward a sustainable and resilient financial system. Our targets are periodically reviewed to ensure alignment with national policies, global climate commitments, and evolving regulatory requirements.



Next Step, Krungsri has recognized that physical risks can significantly affect vulnerable sectors within banking portfolios, particularly those with high exposure to acute weather events and chronic climate changes. Sectors, such as agriculture, real estate, manufacturing, logistics, and energy infrastructure, are increasingly exposed to risks from floods, droughts, storms, heatwaves, and sea-level rise. These hazards can disrupt operations, damage assets, and increase insurance costs, leading to reduced production capacity, higher operating expenses, business interruptions, and ultimately weaker financial performance where these impacts may translate into heightening our credit risk, declining collateral values, and increased portfolio volatility.

As such, Krungsri considers the integration of physical risk considerations into its lending strategies to be essential for enhancing long-term portfolio resilience and supporting clients in strengthening their climate adaptation and risk mitigation capabilities.

In line with this, Krungsri is currently in the process of developing metrics and targets to assess and manage physical risk exposures across its portfolio. Further details will be disclosed in due course.

Appendix

List of Abbreviations	Full Term
AC	Audit Committee
AI	Artificial Intelligence
BCP	Business Continuity Plan
BEV	Battery Electric Vehicle
BOD	Board of Directors
BOT	Bank of Thailand
CEO	Chief Executive Officer
CIB	Corporate and Investment Banking
CRA	Climate Risk Assessment
CRO	Chief Risk Officer
DCCE	Department of Climate Changes and Environment
DRP	Disaster Recovery Plan
E&C	Environmental and Climate changes
ECL	Expected Credit Loss
EEC	Eastern Economic Corridor
EGAT	Electric Generating Authority of Thailand
ERMF	Enterprise Risk Management Framework
ESG	Environmental, Social and Governance
ESS	Energy Storage System
EV	Electronic Vehicle
EVP	Executive Vice President
EXCOM	Executive Committee
EXIM	Export-Import Bank of Thailand
GHG	Greenhouse Gas
GWM	Global Warming Potential
HO	Head Office
ICMA	International Capital Market Association
IEA	International Energy Agency
IECC	Internalizing Environmental and Climate Change
IFRS	International Financial Reporting Standards
IPCC	Intergovernmental Panel on Climate Change

List of Abbreviations	Full Term
ISSB	International Sustainability Standards Board
KPI	Key Performance Indicator
KRIs	Key Risk Indicators
LGD	Loss Givern Default
MOU	Memorandum of Understanding
NDC	Nationally Determined Contrbution
NGFS	Network for Greening the Financial System
NRC	Nomination and Remuneration Committee
NZBA	Net Zero Banking Alliance
PCAF	Partnership for Carbon Accounting Financials
PPA	Power Purchase Agreement
PRB	Principles for Responsible Banking
RACI	Responsible, Accountable, Consulted, Informed
RCC	Risk and Compliance Committee
RMC	Risk Management Committee
RWA	Risk-Weight Assets
SC	Sustainability Committee
Scope 1	Direct Emissions
Scope 2	Indirect Energy Emissions
Scope 3	Other Indirect Emission
SLB	Sustainability-Linked Bond
SLL	Sustainability-Linked Loan
SME	Small Medium Enterprise
SSF	Social and Sustainable Finance
TBA	Thai Bankers' Association
TCCA	Thailand's Climate Change Act
TCFD	Task Force on Climate-related Financial Disclosures
TGO	Thailand Greenhouse Gas Management Organization
TOM	Target Operating Model
UN's SDGs	United Nations Sustainable Development
WRI	World Resources Institue