

CREATING VALUE

for a Sustainable Future



Vision

To be a bank which provides quality financial services in line with customers' requirements, and is well equipped with qualified human resources and world-class technology and working systems, while maintaining its status as a well-established international bank and a leading Asian bank.



Mission

The Bank has a financial mission, market and customer mission, quality operations mission, and capability mission, as described below:



Financial Perspective

To attain stable growth in financial performance



Market and Customer Perspective

To maintain business leadership with service excellence



Quality Operations Perspective

To have efficient working systems and quality control procedures

To set standards for work processes and be able to use data from these processes to support decision-making



Capability Perspective

To equip the Bank's staff with the ability and potential to support the Bank's business expansion

Core Value

The Bank's core value, which enables it to continue to be the leading bank in the country, is "to provide quality financial services which satisfy customers" in keeping with the Bank's role as "a trusted partner and reliable close friend". All personnel in the Bank are required to recognize and uphold this in their individual conduct in all circumstances. The core value embraces the following working philosophies:



To provide excellent quality service from the customer's point of view



To provide quality work



To perform duties as ethical and professional bankers



To work as a team with shared goals



To give importance to personnel development

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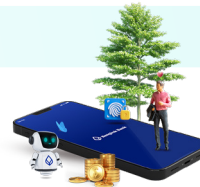
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Message from the Chairman, Executive Chairman and President





Phornthep Phornprapha
Chairman

Message from the Chairman, Executive Chairman and President

Bangkok Bank is committed to Creating Value for a Sustainable Future by collaborating closely with our people, customers and the community. We consider building partnerships with different stakeholder groups across the ecosystem as being critical to achieving our goal to help Thailand create a more equitable and sustainable environment, society and economy.

This commitment is aligned with the values that have formed the foundation of our business throughout our 78-year history and determination to be a trusted partner and reliable close friend (puan koo kit mit koo baan). It underpins our main sustainability goal to be the most trusted bank by striving for business sustainability, managing risk effectively, and considering the long-term benefit for stakeholders when making decisions, with a view to building a sustainable future for all involved parties.

Our Corporate Governance Committee has been given an important role by the Board of Directors to help us deliver our sustainability goals. It is tasked with ensuring our business operations comply with our sustainability policy and strategies as well as monitoring the progress of overall operations and reporting the results to the Board. In addition, our Sustainability Team, under the Office of the President, drives our sustainability performance by developing

directional plans, as well as communicating, supporting and collaborating with relevant parties inside and outside the organization.

We have founded our sustainability framework on four key pillars: 1. Efficient and effective risk management covering short-term and long-term materiality issues while monitoring changes in the economy, society and environment as well as assessing threats and opportunities therefrom, 2. Sound human resource management, 3. Good corporate governance, and 4. Creating sustainable value for society and

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We are confident that our sustainability policy will help us to effectively manage challenges and changes while creating long-term value for all stakeholder groups.

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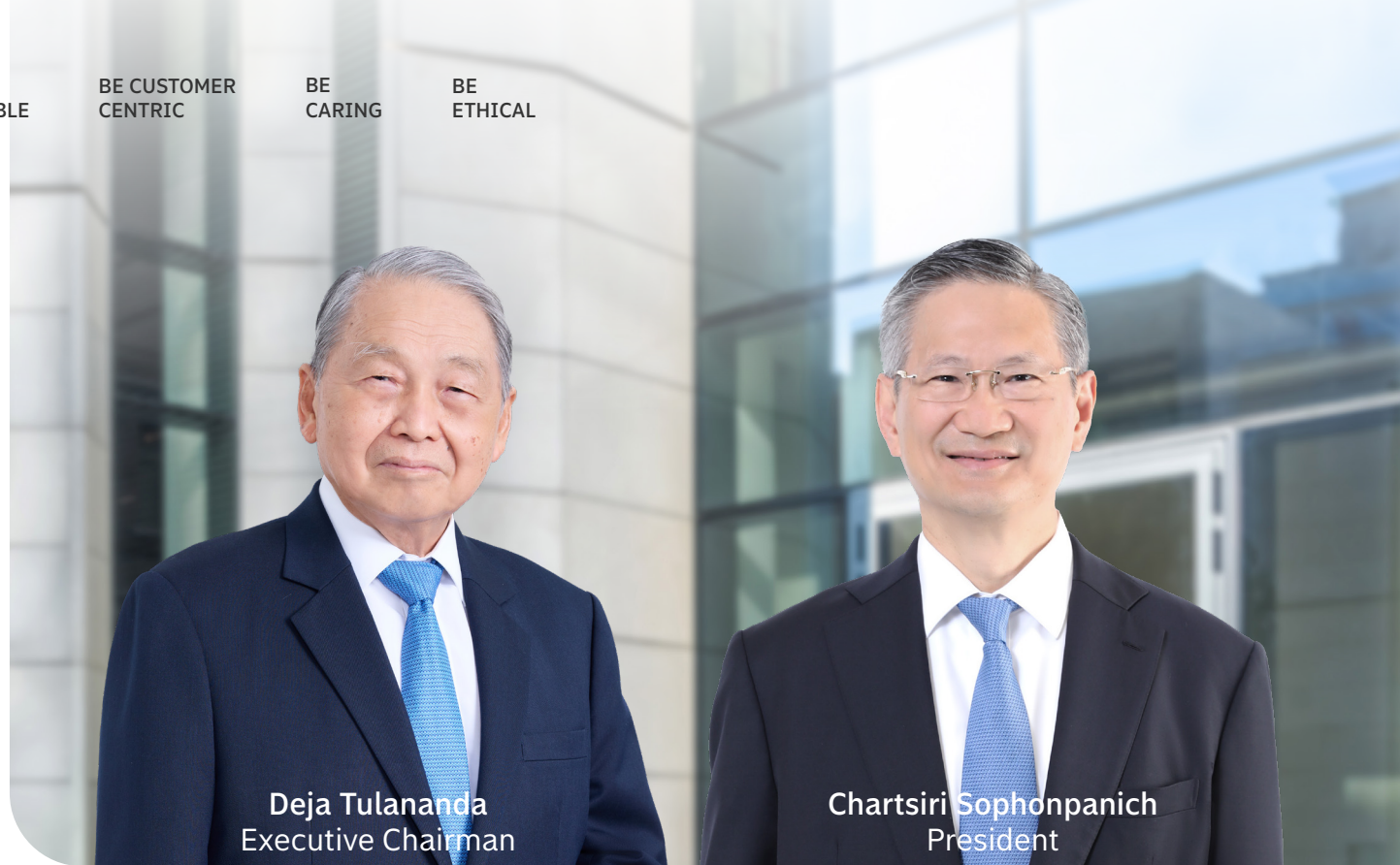


the environment. We are confident that our sustainability policy will help us to effectively manage challenges and changes while creating long-term value for all stakeholder groups.

To support the increased focus on sustainability, we joined with other commercial banks to sign the Thai Bankers' Association's ESG Declaration in 2022 to strengthen our commitment to environmental, social and governance issues (ESG) in six areas, namely governance, strategy, ESG risk management, financial products, communication and disclosure. This declaration aligns with the Bank of Thailand (BOT)'s direction for the banking industry to play a key role in facilitating Thailand's economic transition toward more sustainable growth, while also addressing key issues of emerging ESG risks and opportunities in relation to climate change, diversity and human rights, financial inclusion, and equality.

After a prolonged period of downturn, the Thai economy began to recover in the second half of 2022, however some customers remained vulnerable despite the recovery. We supported them with financial assistance in cooperation with the BOT, as well as by providing advice on how to improve their financial robustness and resilience.

To implement our aim of Creating Value for a Sustainable Future and to support the government's strategic plan to promote a Bio-Circular-Green (BCG) economy, we assisted our customers to decarbonize, become more energy efficient and develop BCG



Deja Tulananda
Executive Chairman

Chartsiri Sophonpanich
President

business strategies. We introduced transformation loans to help customers make their businesses more sustainable by providing access to low-cost funds for investments in digital, innovation or green projects, including lending more than one billion baht for the installation of solar panels by businesses.

We were the leading underwriter of green, social, sustainable and sustainability-linked bonds in Thailand for the third consecutive year, underwriting more than 76 percent of the value of all such bonds issued in the market. We were also a leading financier of renewable energy across ASEAN and elsewhere

in Asia, as well as other environmentally important sectors such as electric vehicle manufacturing and Bangkok's mass transit system development. We offered investment products that protect the environment, such as the BCAP CLEAN Innovation Fund (BCAP-CLEAN), which invests in innovative, sustainable businesses such as clean energy, electric vehicles, waste management, and energy storage.

In terms of our own business, we continued to focus on reducing our direct and indirect greenhouse gas emissions (Scope 1 and 2). This included establishing medium-term goals for 2021-23 that are consistent



with the Paris Agreement’s goal of limiting the rise in global average temperature to below 2°C above pre-industrial levels. This is intended to contribute to the Thai government’s policy to achieve its goal of carbon neutrality within 2050 and net zero emissions within 2065.

Digitalization is an important part of sustainability. We are increasingly digitalizing transactions and services and using advanced technologies such as blockchain, AI and automation to reduce or replace paper-based systems, increase efficiency and lower costs while enabling staff to focus on more value-added work and delivering better customer service. Currently about 98 percent of consumer banking services are conducted via digital channels with the vast majority made through Bangkok Bank Mobile Banking.

To help facilitate Thailand in its transition to a more sustainable economy, we continued to help strengthen community-level water management and conservation by supporting the Utopakat Foundation Under Royal Patronage of H.M. the King. We continued financial literacy programs, extended finance to small and micro enterprises under various programs, and increased our coverage through banking agents to more than 180,000 touchpoints to increase access to customers wanting to deposit and withdraw cash or verify their ID.

We recognize the significant role that all employees play in our business operations and success. We are

committed to providing them with a safe, fulfilling and happy workplace, and treating them all equally while providing suitable and fair remuneration and welfare.

Looking back on 2022, we retained a healthy financial position, high liquidity and capital positions under our prudent management approach for strong and sustainable growth. We also have made notable progress through our sustainability initiatives and are moving toward achieving our sustainability goals. We will continue to advance our business and foster our sustainable practices and good governance culture, to maintain our strength and fulfill our stakeholders’ expectations. We are pleased our sustainability efforts and prudent management approach gained some recognition.

We were selected to feature in S&P Global’s Sustainability Yearbook 2023. We also received the Sustainability Disclosure Award 2022 from the Thaipat Institute, were rated “Excellent” by the Thai Institute of Directors Association (IOD) for the 2022 Corporate Governance Report of Thai Listed Companies, and received the Sustainable Finance Award for Thailand 2022 from Global Finance.

As a trusted partner and reliable close friend, we stand alongside our stakeholders and work together to create value for a sustainable future.

On behalf of the Board of Directors, we wish to express our appreciation to all our stakeholders for your continued trust and confidence in our business.



(Phornthep Phornprapha)
Chairman

(Deja Tulananda)
Executive Chairman

(Chartsiri Sophonpanich)
President



About Bangkok Bank

Bangkok Bank Public Company Limited was founded on December 1, 1944 and was among the first 16 companies listed on the Stock Exchange of Thailand in 1975. Currently, the Bank is ranked 6th in Southeast Asia and Thailand's largest commercial bank by assets. The Bank owns multiple businesses in our financial business group, namely Bangkok Bank Berhad, Bangkok Bank (China), PT Bank Permata Tbk, Bualuang Securities, Bualuang Asset Management, Sinnsuptawee Asset Management, Bualuang Ventures, BBL (Cayman), BSL Leasing Company, BBL Nominee (Tempatun) Berhad and Bangkok Capital Asset Management.

We offer a full range of financial services for both business and individual customers and service these through our branch network, which includes automatic banking channels, our digital banking services and multiple service points in Thailand and other countries. We adhere to good governance principles while being customer centered and follow sustainable business practices. Our sustainable development goal is to become the most trusted bank that conducts business responsibly with effective risk management while making business decisions with regard to the long-term interest of stakeholders to build a sustainable future for all related parties.



As a financial institution that stands with our customers and Thai society in line with our motto of being “puan koo kit mit koo baan” (a trusted partner and reliable close friend), we emphasize building and maintaining relationships with customers, developing and offering diverse financial products and services that meet their needs, and extending access to financial services to all customer segments. We conduct business in accordance with good corporate governance principles and responsibility toward society, environment and human rights, which also builds credibility and trust among customers and all stakeholders.

Guidelines for Sustainable Business

Businesses today face challenges related to environmental, social and governance (ESG) aspects and these affect growth opportunities and competitiveness. However incorporating ESG into businesses helps the organizations to be able to adapt and turn challenge into opportunity. We recognize that stakeholders expect us to follow sustainable development practices while government and regulatory authorities encourage all businesses to be responsible for the environment and society under the principles of good corporate governance. Therefore, we have developed a clear systematic sustainability framework by establishing a sustainability policy and strategy that aligns with the Bank’s business direction. We have also incorporated materiality issues derived from the stakeholder engagement process as a baseline for strategy formulation

while identifying commitments, key performance indicators, short-term and long-term targets for each materiality issue, so that the Bank’s sustainability business practices are systematic and have a clear direction that enables us to tackle challenges promptly and effectively.

Sustainability Policy

We have established our sustainability policy as a guideline for driving sustainable banking while supporting Thailand’s sustainable development. It is based on four key pillars as follows: 1. Prudent and Comprehensive Risk Management covering significant issues in both the short and long term while keeping abreast of situations and assessing business opportunities resulting from changing economic, social and environmental conditions,

2. Human Resource Management that treats employees equally and fairly without discrimination, provides for their occupational health and safety, and continually develops their knowledge and skills, 3. Good Corporate Governance, and 4. Sustainable Value Creation for Society and Environment through socially and environmentally responsible business conduct, financial education and inclusion that promotes access to financial services, participation in social services and supplier encouragement to conduct their businesses in a sustainable manner. To ensure effective policy implementation, we place importance on building the fundamentals of sustainability governance, stakeholder communication and engagement, and capability building for directors, executives and employees at all levels.





A Trusted Partner and Reliable Close Friend

Goal

- To be the most trusted bank by doing business sustainably, managing risk effectively, and considering long-term benefits of stakeholders when making decisions to build a sustainable future for all parties involved.

Guidelines

Risk Management



Human Resource Management



Good Corporate Governance



Creating Sustainable Value for Society and Environment



Principles

- Sustainability Governance, Communication, Stakeholder Engagement, and Capability Building



Please scan QR Code for additional information on Sustainability Policy

Sustainability Governance Structure

To ensure that the Bank’s sustainability undertaking is clear, systematic and consistent with established policies, we have defined roles and responsibilities of related parties from committees to the operational level. At the committee level, the Bank has appointed the Corporate Governance Committee to set directions on sustainability in accordance with the Bank’s business direction, to track and monitor overall progress related to sustainability and report the sustainability performance to the Board of Directors on a regular basis. At the operational level, the Sustainability Team under the Office of the President is responsible for planning and driving sustainability practices to achieve the Bank’s sustainability goals through communication, support and collaboration with internal and external parties.

Employees are encouraged to participate in our sustainability efforts and we communicate the sustainability activities of the Bank to all employees through internal communication channels. Moreover, sustainability training courses have been launched via the Bank’s learning platforms including Sustainability 103 introduced in 2022 to raise awareness about our sustainability path with executives and employees to promote understanding and collaboration in driving the organization toward a sustainable future.



Engagement for Driving Sustainability

We believe that all sectors including business, government and people, are mutually accountable for achieving sustainable development goals. Accordingly, we prioritize collaboration with other parties in driving sustainability efforts throughout the year. In 2022, the Bank joined the ESG declaration

organized by the Thai Bankers' Association. In this declaration the banking sector will work together to help solve key ESG issues and raise the awareness of stakeholders to drive the Thai economy toward sustainability. We will be cautious about new risks and opportunities, especially those related to climate change, diversity, human rights, comprehensive financial inclusion and reducing

inequality. Meanwhile, the Bank had a booth at the Sustainability Expo 2022 and APEC 2022 where we presented our efforts and projects that support sustainability goals. These collaborations reflect our commitment to direct our organization toward sustainability and, together with other sectors, jointly promote Thailand's sustainability.

Principles, Standards and Initiatives	Established By	Implementation
Sustainable Development Goals (SDGs)	The United Nations	As a practical guideline
The GRI Sustainability Reporting Standards 2021 (GRI Standards)	The Global Reporting Initiative	As a practical guideline on sustainability reporting to the public
Dow Jones Sustainability Indices (DJSI)	S&P Global	As a practical guideline
The United Nations Guiding Principles on Business and Human Rights (UNGPs)	The United Nations	As a practical guideline
ASEAN CG Scorecard	ASEAN Capital Markets Forum (ACMF)	As a practical guideline on good corporate governance
Sustainable Banking Guidelines	Thai Bankers' Association	As a practical guideline on sustainable banking
Banking Industry Code of Conduct	Thai Bankers' Association	As a practical guideline
ESG Declaration	Thai Bankers' Association	As a practical guideline



Participation as a Member of Organizations and Networks

The Bank participates as a member of both governmental and private organizations to create value for stakeholders including society and the environment. Furthermore, our executives also serve as directors in organizations or agencies related to business development, financial institution development and sustainable development as listed below. During 2022, the Bank became a member of the Sustainability Disclosure Community founded by Thaipat Institute and we were selected to receive the Sustainability Disclosure Award for our annual sustainability disclosure. The aim of the Sustainability Disclosure Community is to encourage listed companies to realize the importance of the disclosure of ESG undertakings that are beneficial to stakeholders and to help lead organizations to sustainability in the long run as well as achieving Target 12.6 of the United Nations Sustainable Development Goals (SDGs).

Organization/Agency	Year of First Participation
Thai Bankers' Association	1958
Joint Standing Committee on Commerce, Industry and Banking (JSCCIB)	1977
Thai Listed Companies Association	1989
Risk and Internal Control Club, Thai Bankers' Association	1989
Compliance Club, Thai Bankers' Association	2004
CSR Club, Thai Bankers' Association	2012
Thailand Management Association (TMA)	2015
Thai Private Sector Collective Action Against Corruption (CAC)	2015
ESG Network	2021
Sustainability Disclosure Community (SDC)	2022

The Bank has continued to promote partnerships with various organizations and networks including government agencies, private organizations, associations, boards of trade and educational institutions through financial support in the form of membership fees and donations for activities that help strengthen the economy and society. Our financial contributions are based on social responsibility to give back to society while we refrain from supporting political activities or lobbyists. In 2022, the Bank provided monetary support to organizations and networks totaling Baht 50.10 million. The top three organizations which received the highest contributions were

Organization/Agency	Amount (Million Baht)	% of Total Contribution
Thai Bankers' Association	14.46	28.86
Joint Standing Committee on Commerce, Industry and Banking (JSCCIB)	9.00	17.96
Bloomberg L.P.	6.91	13.80





Scope of Products and Services

The Bank offers a full range of financial services for both business customers and individual customers via our branch network, which includes business centers and automatic banking channels, digital banking services and multiple service points in Thailand and other countries. Our services extend to large-sized business customers, medium-sized business customers, retail business customers, individual customers, foreign banking businesses, and investment banking businesses.

Products and Services for Business Customers



- Deposit accounts for business
- Credit card products for business
- Business loan products for business
- Credit card merchant services
- Payment services
- Collection services
- Liquidity management services
- Financial services for international trade
- Financial risk protection services
- Securities services
- Investment banking services
- Digital banking services including internet banking services (BIZ iBanking and Corporate iCash), digital banking for export and import services (iTrade), online payments for buyers and dealers (Bualuang iSupply), and electronic guarantee issuance services (Bualuang e-Guarantee)

Products and Services for Individual Customers



- Savings products including savings accounts and current accounts, fixed deposit accounts, and foreign currency deposit accounts
- Investment products including mutual funds, bonds and debentures
- Consumer credit cards and debit cards
- Family protection services including life insurance, accident and health insurance, personal loans and loans for pensioners
- Home and residence products including home loans, home equity loans and properties for sale
- Digital banking services including mobile banking services (Bangkok Bank Mobile Banking), internet banking services (Bualuang iBanking) and QR Code payment services
- Contact Center (Bualuang Phone)
- Banking services through automatic teller machines
- Currency exchange and foreign instrument services

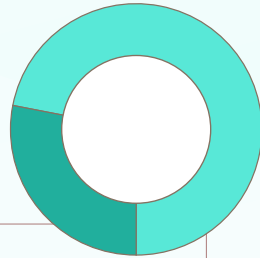


Service Network



Domestic branch network

891 branches



245 branches in Bangkok

646 branches outside Bangkok



Bangkok Bank's International Bank Branch Network:

275 branches



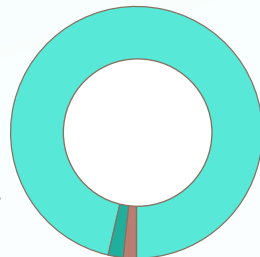
17

International Branches



3

International Subsidiary Bank's Branches



Bangkok Bank Berhad

5 branches

Bangkok Bank (China)

5 branches

PT Bank Permata Tbk

248 branches



Covering

14 key economies

1. Hong Kong
2. Japan
3. Singapore
4. United Kingdom
5. Malaysia
6. Taiwan
7. Indonesia
8. United States
9. Vietnam
10. China
11. Laos
12. Philippines
13. Cambodia
14. Myanmar



Bualuang ATM

7,957 machines



Cash Deposit Machines and Bualuang CDM/ATM

942 machines



Registered Users of Bangkok Bank Mobile Banking and Bualuang iBanking more than

13 million users



About this Report



The Bank publishes its Sustainability Report on a yearly basis to communicate to all stakeholders about the Bank’s commitment and performance on its sustainability, which covers economic, social, and environmental aspects. The Sustainability Report 2022 was published in March 2023 and had been prepared in accordance with the GRI Sustainability Reporting Standards (GRI Standards) : Reporting with Reference to the GRI Standards and Financial Services Sector Disclosures, G4 edition, covering the Bank’s sustainability performance from January 1 to December 31, 2022.

The Bank adheres to the eight principles of GRI Standards: 1. Accuracy 2. Balance 3. Clarity 4. Comparability 5. Completeness 6. Sustainability Context 7. Timeliness and 8. Verifiability, to ensure that the Bank’s sustainability report is high-quality and benefits stakeholders. The Sustainability Team in collaboration with the relevant divisions jointly prepares the content of the sustainability report, reviews and checks its accuracy before submitting it to the Board of Executive Directors, Corporate Governance Committee, and Board of Directors, respectively, to seek their approval for report disclosure to the general public.

The Bank assigned LRQA (Thailand) Co., Ltd., an external independent certification body, to verify the consistency of the Sustainability Report with the GRI Standards, and certify the reporting information related to environmental and social dimensions covering Energy Consumption within the Organization (GRI 302-1), Water Withdrawal (GRI 303-3), Water Discharge (GRI 303-4), Water Consumption (GRI 303-5), Direct (Scope 1) GHG Emissions (GRI 305-1), Energy Indirect (Scope 2) GHG Emissions (GRI 305-2), Other Indirect (Scope 3) GHG Emissions: Category 1 Water and Paper Consumption and Category 6 Business Travel by Air Only (GRI 305-3), Waste Generated (GRI 306-3), Waste Diverted from Disposal (GRI 306-4), Waste Directed to Disposal (GRI 306-5), Work-Related Injuries (Absenteeism Only) (GRI 403-9), Average Hours of Training per Year per Employee (GRI 404-1) and Money Value of

Products and Services Designed to Deliver a Specific Social Benefit for Each Business Line Broken Down by Purposes (Former FS7). This is to ensure the quality and reliability of this report in accordance with international standards.

This Sustainability Report covers the materiality issues related to sustainability generated from all stakeholders, scoping the Bank’s operations in Thailand only. If the content of the report is related to the Bank’s overseas operations or a business of subsidiary companies, it will be clearly specified.

For those who wish to express opinions, give suggestions, or request further information about this Sustainability Report, please contact:



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Materiality Assessment

The Bank conducts a materiality assessment every three years covering economic, social, and environmental issues, which are deemed to be of interest to all groups of stakeholders. The Bank provides opportunities for stakeholders to participate in determining materiality issues by collecting the opinions of stakeholders through various channels such as questionnaires and in-depth interviews. There are four steps for assessing the Bank’s materiality issues as follows:



1. Identification

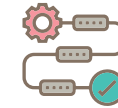
The Sustainability Team, together with relevant parties, studies and collects sustainability issues from various sources both domestically and internationally. We also make a comparative analysis of the materiality topics of financial institutions that have a globally recognized sustainability performance. After gathering all materiality issues, the sustainability team analyzes the data to identify a preliminary set of key materiality issues so that those issues will be used for creating a survey for stakeholders.

- **Internal Stakeholder Engagement**

The Bank conducts a survey through in-depth interviews on materiality issues with the Bank’s executives and young talent. We also conduct surveys via questionnaires with employees working in various workplaces such as at the head office, branches, and business offices, as well as members of the Bank’s labor unions.

- **External Stakeholder Engagement**

The Bank conducts a survey through in-depth interviews and questionnaires with external stakeholders such as shareholders and investors, customers, suppliers, creditors, other financial institutions, communities, and society.



2. Prioritization

The Bank’s Sustainability Team analyzes the survey data collected from internal and external stakeholders and does a materiality assessment and prioritization on the materiality matrix. The horizontal axis represents the level of importance to the Bank’s business operations, while the vertical axis represents the level of importance to the stakeholders.



3. Validation

The Sustainability Team verifies that the materiality issues are aligned with the Bank’s sustainability policies and business operations and confirms this with relevant divisions before submitting them to the Bank’s management for approval. The materiality issues are now being used as the foundation for our sustainability strategies and to provide guidelines for the Bank’s operations. Moreover, the Bank has integrated sustainability into our business strategy to emphasize the link between sustainability and the Bank’s business operations, while also demonstrating our determination to drive the Bank towards sustainable development.



4. Review

The Bank requires an annual review of materiality issues. During this review, all groups of stakeholders have an opportunity to give their opinions and suggestions through the Bank’s contact channels or they can respond to a questionnaire attached to the annual Sustainability Report. The Bank will use the comments or suggestions for further review and improvement of the materiality issues, the operations of the Bank, as well as information disclosure in the Sustainability Report, to ensure they are in line with the needs of all stakeholders.

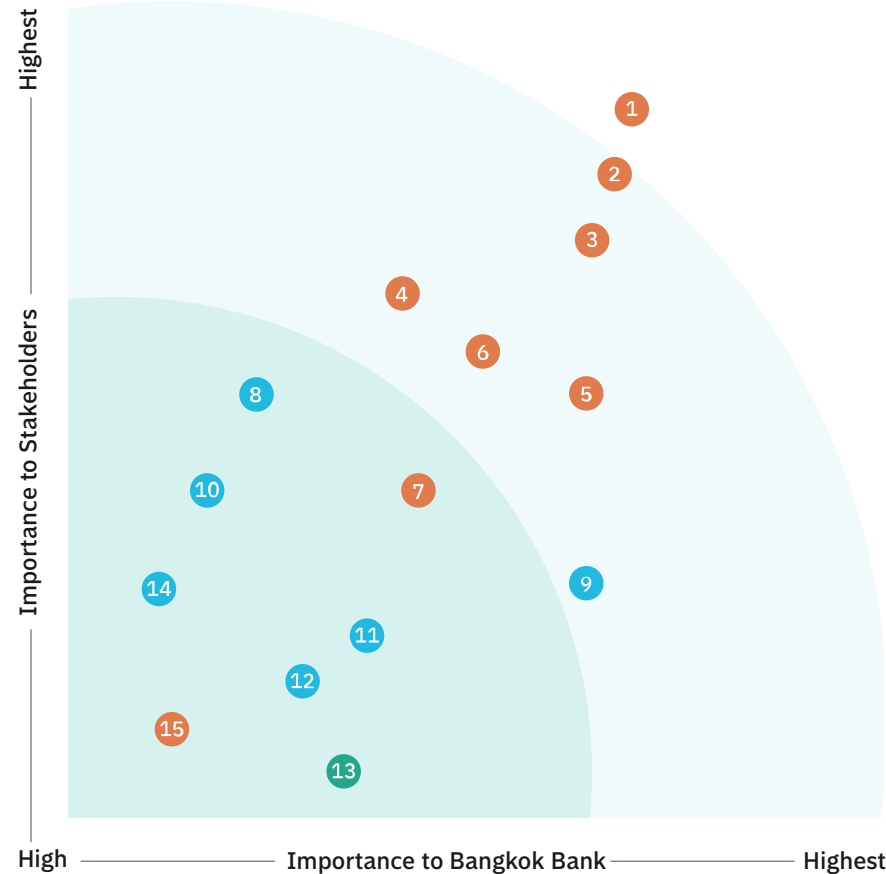


Materiality Matrix

Economic

Environmental

Social



- 1 Cybersecurity and Customer Data Privacy Protection
- 2 Digitalization and Innovation
- 3 Risk and Crisis Management
- 4 Customer Relationship Management
- 5 Sustainable Finance
- 6 Corporate Governance
- 7 Code of Conduct
- 8 Financial Inclusion
- 9 Talent Attraction and Development
- 10 Financial Literacy
- 11 Community Development
- 12 Human Rights
- 13 Mitigation of Environmental Footprint and Climate Impact
- 14 Employee Welfare and Well-Being
- 15 Supply Chain Management



Impact Boundary and Supporting Sustainable Development Goals

The Bank determines performance guidelines for each sustainability issue. These issues were categorized under five themes to make it easier to communicate. Performance in each materiality issue may create economic, environmental, social, human rights, and good governance impacts on stakeholders both inside and outside of the Bank, while also contributing to the United Nations Sustainable Development Goals as follows:


Sustainability Guideline	Materiality Issue	Impact				Scope of Impact		UN Sustainability Development Goals
		Economic	Environmental	Social/ Human Rights	Governance	Internal	External	
Be Resilient 	Risk and Crisis Management	●	●	●	●	Every department	Customers, shareholders, investors, community and society	
Be Responsible 	Sustainable Finance	●	●	●	●	Every department	Customers, community, society and environment	
	Financial Inclusion	●		●		Every department	Customers, community and society	
	Financial Literacy	●		●		Every department	Customers, community and society	
	Community Development	●	●	●		Every department	Customers, community, society and environment	
	Mitigation of Environmental Footprint and Climate Impact	●	●	●		Every department	Community, society and environment	





Sustainability Guideline	Materiality Issue	Impact				Scope of Impact		UN Sustainability Development Goals
		Economic	Environmental	Social/ Human Rights	Governance	Internal	External	
Be Customer Centric 	Digitalization and Innovation	●				Every department	Customers, industry peers, shareholders and investors	
	Customer Relationship Management	●		●	●	Every department	Customers	
	Cybersecurity and Customer Data Privacy Protection	●		●	●	Every department	Customers, shareholders and investors	
Be Caring 	Talent Attraction and Development	●		●		Every department	Customers	
	Employee Welfare and Well-Being	●		●	●	Every department	Customers	
Be Ethical 	Corporate Governance	●		●	●	Every department	Customers, shareholders and investors	
	Code of Conduct	●		●	●	Every department	All external stakeholders	
	Human Rights	●		●	●	Every department	All external stakeholders	
	Supply Chain Management	●	●	●	●	Every department	Suppliers, community, society and environment	





Sustainability Commitments and Targets

	Commitment	Indicator	2022 Target	2022 Performance	Long-Term Target 2021-2023
Be Resilient	Risk and Crisis Management  To efficiently manage all material risks, including ESG risks, and instill a risk culture throughout the Bank to support its resiliency to crises and achieve sustainable growth	1. Capital adequacy ratio for the Bank’s financial business group	<ul style="list-style-type: none"> Achieving the standard set by the Bank of Thailand 	<ul style="list-style-type: none"> 19.13% 	<ul style="list-style-type: none"> Achieving the standard set by the Bank of Thailand
		2. Promoting risk management culture	<ul style="list-style-type: none"> Initiating educational activities on risk management for executives and employees 	<ul style="list-style-type: none"> Provided training on major risk issues for executives and employees Improved online training courses on significant risk issues 	<ul style="list-style-type: none"> Development of training courses on significant risk issues related to ESG
		3. Risk assessment on climate change		<ul style="list-style-type: none"> In process of feasibility study and assessment tool development for physical and transition risks of climate change 	<ul style="list-style-type: none"> Incorporation of climate change issues into the Bank’s risk assessment process




	Commitment	Indicator	2022 Target	2022 Performance	Long-Term Target 2021-2023
Be Responsible	<p>Sustainable Finance</p>  <p>To efficiently and effectively manage ESG risks in lending and promote sustainable finance in order to support the achievement of the Sustainable Development Goals and the goals of the Paris Agreement</p>	<ol style="list-style-type: none"> Implementation of the strategic plan for business loans that concern ESG opportunities and risks Developing and providing loans and investments that support achievements of the Sustainable Development Goals of the United Nations and the climate change goals of the Paris Agreement 	<ul style="list-style-type: none"> Integration of ESG issues into policies, standards and processes of credit consideration Awareness building on the importance of responsible finance and ESG risk management in the credit approval process Development and provision of sustainable investment products that promote ESG Promotion of eco-friendly loans 	<ul style="list-style-type: none"> Compliance with loan approval process with ESG considerations for business loans and project finance Provided training programs for executives and related employees and communicated through the Bank's internal channels Distribution of fixed income instruments for ESG worth Baht 119,145 million Offerings of 8 sustainability funds of Baht 14,344 million of net assets Development of home loans for energy-saving or home improvements for the disabled and the elderly Development of Bualuang Green Solar Energy products to support business owners to install solar rooftops Supported Bualuang Green Loans of Baht 643 million and Bualuang Green Solar Energy Loans of Baht 168 million 	<ul style="list-style-type: none"> Integration of ESG issues into policies, standards and credit approval process Awareness building on the importance of responsible lending and ESG risk management in the credit approval process Provision of sustainable investment products that promote ESG Support of eco-friendly loans Development of taxonomy for green activities and clarity in product introduction and funding support
	<p>Financial Inclusion</p>  <p>To promote financial inclusion opportunities for vulnerable groups including those in remote areas, disabled people, and SMEs and to improve capacity to support sustainable inclusion</p>	<ol style="list-style-type: none"> Extension of access to financial products and services through banking agents Financial inclusion for vulnerable groups 	<ul style="list-style-type: none"> Extending financial service points through banking agents Financial inclusion for vulnerable groups 	<ul style="list-style-type: none"> A total of 181,307 financial service points across Thailand Volume of transactions through banking agents of over 8.13 million transactions Installed 6,597 Bualuang ATMs that support a functional mode for visually impaired people across Thailand More than 51,795 basic banking accounts opened for state welfare cardholders and people aged over 65 (as of the end of 2022) Supported agricultural lending of over Baht 235,000 million Supported lending for SME through the credit guarantee project of over Baht 19,559 million 	<ul style="list-style-type: none"> Addition of banking agents to promote financial inclusion for people nationwide Development of products and services and financial inclusion for vulnerable groups



	Commitment	Indicator	2022 Target	2022 Performance	Long-Term Target 2021-2023
Be Responsible	Financial Literacy  To provide financial knowledge to empower society and customers in order to help achieve lifelong financial stability and enhance access to new financial and business opportunities	1. Financial literacy for vulnerable groups	<ul style="list-style-type: none"> Providing financial literacy activities for vulnerable groups 	<ul style="list-style-type: none"> Launch of “Unlocking Debt - Happy Retirement” with Noburo Platform Knowledge sharing on debt management and financial discipline building through the Debt Clinic project to 952 participants 	<ul style="list-style-type: none"> Providing financial literacy activities for vulnerable groups
	2. Supporting financial literacy and other useful knowledge to enhance the competency of farmers and SME	<ul style="list-style-type: none"> Providing knowledge sharing activities for farmers and SME 	<ul style="list-style-type: none"> Provided knowledge sharing activities on online learning network “Bangkok Bank SME” with over 3.2 million viewers 	<ul style="list-style-type: none"> Learning support for farmers and SME 	
	Community Development  To build relationships and create shared value with community by helping the communities cope with environmental and social challenges and promoting climate change mitigation and adaptation for sustainable community development	1. Volunteer hours	<ul style="list-style-type: none"> 40,000 hours per year (*target during the Covid-19 pandemic) 	<ul style="list-style-type: none"> 44,302 hours 	<ul style="list-style-type: none"> 70,000 hours per year
	2. Number of beneficiaries of social projects	<ul style="list-style-type: none"> At least 10,000 beneficiaries per year from social projects 	<ul style="list-style-type: none"> “Bualuang Joins Communities to Solve Drought” project with 66,688 beneficiaries (2020-2022) Support for Medical and Dental Mobile Unit Foundation (MDF) to provide medical and dental services for underprivileged people in rural areas across Thailand with 2,134 people receiving services Launch of BBL x Blood Hero x Plus 1 project that encourages people to donate blood which helped around 3,500 patients. 	<ul style="list-style-type: none"> At least 10,000 beneficiaries per year from social projects 	





	Commitment	Indicator	2022 Target	2022 Performance	Long-Term Target 2021-2023
Be Responsible	Mitigation of Environmental Footprint and Climate Impact  To build employee awareness of resource conservation, implement efficient environmental and resource management system, and mitigate our environmental footprint in order to be a green organization that generates long-term benefit for society and the Bank	1. Reduction of direct and indirect greenhouse gas emissions (Scope 1 and 2)	<ul style="list-style-type: none"> 5% Decrease in Scope 1 and Scope 2 greenhouse gas emissions compared to 2020 (base year) 	<ul style="list-style-type: none"> 55.08% increase in Scope 1 greenhouse gas emissions compared to 2020 (base year)¹ 0.92% decrease in Scope 2 greenhouse gas emissions compared to 2020 (base year)² 	<ul style="list-style-type: none"> 7.5% decrease in Scope 1 and Scope 2 greenhouse gas emissions compared to 2020 (base year)
		2. Reduction of energy consumption	<ul style="list-style-type: none"> 5% decrease compared to 2020 (base year) 	<ul style="list-style-type: none"> 2.09% decrease compared to 2020 (base year) 	<ul style="list-style-type: none"> 7.5% decrease compared to 2020 (base year)
		3. Reduction of water consumption	<ul style="list-style-type: none"> 4% decrease compared to 2020 (base year) 	<ul style="list-style-type: none"> 13.79% decrease compared to 2020 (base year) 	<ul style="list-style-type: none"> 5% decrease compared to 2020 (base year)
		4. Reduction of general waste for the five head office buildings	<ul style="list-style-type: none"> 4% decrease compared to 2020 (base year) 	<ul style="list-style-type: none"> 47.08% decrease compared to 2020 (base year) 	<ul style="list-style-type: none"> 6% decrease compared to 2020 (base year)
		5. Increase the proportion of recycled waste for the five head office buildings	<ul style="list-style-type: none"> 5% 	<ul style="list-style-type: none"> 5% 	<ul style="list-style-type: none"> 8% increase compared to 2020 (base year)
		6. Reduction of greenhouse gas emissions from air travel for business purposes	<ul style="list-style-type: none"> 4% decrease compared to 2019 (base year) 	<ul style="list-style-type: none"> 63.65% decrease compared to 2019 (base year) 	<ul style="list-style-type: none"> 6% decrease compared to 2019 (base year)
		7. Projects and activities that support energy conservation for employees at all levels	<ul style="list-style-type: none"> Organizing training courses for energy management in buildings and waste segregation through the Bank's online learning platform BBLearn 	<ul style="list-style-type: none"> Total participations of 14,920 attending for both courses 	<ul style="list-style-type: none"> Organizing projects or activities that support energy conservation for all employees at least once a year

¹ This is due to an increased amount of diesel engine automobiles used in the Bank's business activities and post Covid-19 pandemic recovery which led the business activities to return to normal.


² This is due to post Covid-19 pandemic recovery which led the business activities return to normal.





	Commitment	Indicator	2022 Target	2022 Performance	Long-Term Target 2021-2023
Be Customer Centric	Digitalization and Innovation  To develop the Bank's digital solutions and adapt technology to create a better customer experience through technological transformation, and build capabilities to meet the changing demands of all generations	1. Percentage of total manual work processes that transition to digital work processes	• 15% of total manual work processes	• 15% of total manual work processes	• 50% of total manual work processes
		2. Percentage of time saved as a result of the adoption of digital system and automation for key work processes (compared with manual work processes)	• 10% of time saved compared with manual systems	• 10% of time saved compared with manual systems	• 20% of time saved compared with manual systems
		3. Number of business partners in collaboration on innovation connection and co-creation to drive digital ecosystem	• 3 business partners	• 3 business partners	• 3 business partners per year
	Customer Relationship Management  To prioritize customer-centricity and relationships with all generations by listening to customer needs and investing in employee skills and attitudes to deliver the best service experience	1. Customer satisfaction for branch services	• Customer satisfaction score of 95	• Customer satisfaction score of 94.71	• Customer satisfaction score above 95
		2. Customer satisfaction for Bangkok Bank Mobile Banking	• Customer satisfaction score of 82	• Customer satisfaction score of 82.50	• Customer satisfaction score of 85
		3. Skill and expertise development in customer service	• Organizing projects and activities for skill and expertise development in customer service for branch employees across Thailand	• Organized the SQR ¹ activity twice	• Customer service employees trained to develop skills and expertise on customer service

¹ Service and Sales Quality Roleplay (SQR) is an activity to review the introduction process for financial products including investment, funds and insurance using a roleplay approach to ensure that the product sales process meets standards and complies with practices related to market conduct.





	Commitment	Indicator	2022 Target	2022 Performance	Long-Term Target 2021-2023
Be Customer Centric	<p>Cybersecurity and Customer Data Privacy Protection</p>  <p>To strengthen cybersecurity and customer data privacy protection with enhanced technology and people capabilities in order to improve productivity, ensure compliance and build trust with all stakeholders</p>	1. Prevention from risk of cyber threats	<ul style="list-style-type: none"> • Test and rehearsal of a response plan for cyber threats at least once a year • Installation of security systems on the Bank's devices and equipment (hardware) for at least 90% 	<ul style="list-style-type: none"> • Had one test or rehearsal of the response plan for cyber threats • Installed security systems on 95% of devices and equipment (hardware) 	<ul style="list-style-type: none"> • Organizing at least 1 test or rehearsal of the response plan for cyber threats • Installation of security systems on all devices and equipment (hardware) of the Bank
		2. Awareness building on cyber threats	<ul style="list-style-type: none"> • 95% of employees completed cybersecurity training 	<ul style="list-style-type: none"> • 98% of employees completed training on cybersecurity (phishing awareness) 	<ul style="list-style-type: none"> • 100% of employees completed annual training on cybersecurity
		3. Awareness building on personal data protection	<ul style="list-style-type: none"> • 100% of executives and employees completed personal data protection training • 100% of executives and employees completed a role-specific curriculum on personal data protection 	<ul style="list-style-type: none"> • 100% of executives and employees completed a basic curriculum on personal data protection • 99% of executives and employees completed a role-specific curriculum on personal data protection 	<ul style="list-style-type: none"> • 100% of executives and employees completed personal data protection training • 100% of employees in relevant functions completed role-specific personal data protection training





	Commitment	Indicator	2022 Target	2022 Performance	Long-Term Target 2021-2023
Be Caring	Talent Attraction and Development  To build a future-ready workforce by equipping employees with future skills to accelerate the Bank's digitalization efforts and supporting employees to develop a future-proof career along with retaining talent	1. Average training hours per employee	• 38 hours per employee	• 37.21 hours per employee	• 40 hours per employee
		2. Human Capital Return on Investment ¹ (HCROI)	• 3.40	• 3.37	• 3.50
		3. Percentage of vacant positions filled internally	• 75% of vacant positions	• 51% of vacant positions	• 75% of vacant positions
		4. Proportion of employees who completed future skill training courses such as digital technology and leadership to all employees	• 35%	• 43.90%	• 35%
		5. Percentage of employees working in STEM positions	• 5%	• 5%	• 6%
	Employee Welfare and Well-Being  To promote a happy and innovative work environment to foster all aspects of employee well-being, enhance relationships and engagement with the Bank, and sustain long-term productivity	1. Employee absentee rate	• Less than 2%	• 1.66%	• Less than 2%
		2. Proportion of female executives to all executives	• At least 53% of all executives	• 54.40% of all executives	• At least 53% of all executives
		3. Proportion of female employees to all employees	• At least 65% of all employees	• 66.40% of all employees	• At least 65% of all employees
		4. Engagement level of high potential talent	• 70%	• 83%	• 70%

¹ Human Capital Return on Investment (HCROI) = (Total Revenue - (Operating Expenses - Employee Expenses)) / Employee Expenses



	Commitment	Indicator	2022 Target	2022 Performance	Long-Term Target 2021-2023
Be Ethical	Corporate Governance  To ingrain good corporate governance that aligns with local and international standards in order to build trust among stakeholders and create sustainable value for business and society	1. Assessment results from the Corporate Governance Report of Thai Companies by the Thai Institute of Directors	• “Excellent” rating	• “Excellent” rating	• “Excellent” rating
	Code of Conduct  To reinforce the highest ethical business practices by focusing on cultivating an ethical culture, building employee awareness and understanding, and implementing an effective internal control system to gain stakeholder trust	1. Training on the Bank’s Code of Conduct, Anti-Corruption, Anti-Money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction Financing (AML/CTPF) and Market Conduct	• 100% of all employees	• 100% of all employees	• 100% of all employees
	2. Employee coverage for acknowledgement of the Code of Conduct and Business Ethics	• 100% of all employees	• 100% of all employees	• 100% of all employees	
	3. Number of complaint cases related to corruption and bribery that have significant risks to the Bank	• 0 case	• 0 case	• 0 case	



	Commitment	Indicator	2022 Target	2022 Performance	Long-Term Target 2021-2023
Be Ethical	Human Rights  To continuously enhance the Bank's human rights practice and build awareness among employees to ensure proper management and alignment with regulations and international standards	1. Conducting Human Rights Due Diligence	• Conducting Human Rights Due Diligence every 3 years	• Conducted Human Rights Due Diligence every 3 years	• Conducting Human Rights Due Diligence every 3 years
		1. Conducting Human Rights Due Diligence covering business activities of the Bank and our suppliers	• Conducting Human Rights Due Diligence covering business activities of the Bank and our suppliers	• Conducted Human Rights Due Diligence covering business activities of the Bank and our suppliers	• Conducting Human Rights Due Diligence covering business activities of the Bank and our suppliers
		2. Number of complaint case related to employee discrimination and violence that leads to a lawsuit	• No complaint case related to employee discrimination and violence that leads to a lawsuit	• No complaint case related to employee discrimination or violence that leads to a lawsuit	• No complaint case related to employee discrimination or violence that leads to a lawsuit
	Supply Chain Management  To create a sustainable practice throughout the entire supply chain by enforcing appropriate ESG risk management, promoting green procurement, and collaborating with and supporting suppliers to improve their social and environmental performance	1. Communication on the Bank's Code of Conduct for Suppliers	• 100% of key suppliers sign acknowledgement of the Bank's Code of Conduct for Suppliers	• 100% of key suppliers signed acknowledgement of the Bank's Code of Conduct for Suppliers	• 100% of key suppliers sign acknowledgement of the Bank's Code of Conduct for Suppliers
		2. ESG assessment for suppliers	• 100% of suppliers pass ESG assessment	• 100% of suppliers passed ESG assessment	• 100% of suppliers pass ESG assessment
		3. Number of green products procured	• 10 products	• 10 products	• 11 products
		4. Organizing knowledge-sharing activities to promote sustainable business operations for suppliers	• Organizing knowledge-sharing activities to promote sustainable business operations for suppliers at least once a year with more than 100 suppliers attending	• Conducted a supplier seminar "Bualuang X Suppliers for Sustainable Future" with 216 suppliers attending	• Organizing knowledge-sharing activities to promote sustainable business operations for suppliers for at least once a year with more than 100 suppliers attending



Stakeholder Engagement

Engaging with stakeholders is a cornerstone of responsible business conduct that leads to stakeholders’ trust and the organization’s sustainability. We engage with stakeholders and respect their rights by welcoming their opinions, building good relationships and promoting collaboration that benefits society in general. We have established guidelines for how we treat stakeholders under our corporate governance policy.



Please scan QR Code for additional information on Corporate Governance Policy



“
Despite the improvement in the Covid-19 situation during the past year and the resumption of economic activities, we are still trying to ensure that all affected stakeholders can fully recover.
”

Despite the improvement in the Covid-19 situation during the past year and the resumption of economic activities, we are still trying to ensure that all affected stakeholders can fully recover, especially customers, employees and society. We continue to collaborate with the Bank of Thailand and the Thai Bankers’ Association to provide debt relief to businesses and individual customers while safeguarding the health and safety of our customers and the welfare of our employees. We also work closely with other agencies to help affected people including patients, medical workers and others in need so that everyone can do well despite these difficulties.




We have classified our stakeholders into seven groups as follows: 1. Shareholders and Investors, 2. Employees, 3. Customers (Businesses and Individuals), 4. Suppliers (Vendors, Service Providers and Contractors), 5. Creditors, 6. Other Financial Institutions, and 7. Community, Society and Environment (including Regulatory Authorities, Public Sector and Mass Media). Details of our engagement with each stakeholder group are as follows:







Stakeholders	Engagement Formats and Channels	Interests and Expectations	The Bank's Responses
<p>Shareholders and Investors</p> 	<ol style="list-style-type: none"> Annual General Meeting of Shareholders Disclosure of information in One Report and Sustainability Report published on our official website Disclosure of information through the Stock Exchange of Thailand's website, internal and external electronic publications and the Bank's official website One-on-one meetings: 148 meetings Group meetings: 6 meetings Investor conferences: 10 times Information inquiries through the Bank's channels 	<ol style="list-style-type: none"> Satisfactory and sustainable business performance and fair dividend payments Business conduct under corporate governance principles with environmental and social responsibility Efficient and effective risk management Equitable treatment of shareholders Provision of financial education Development of products and services that address customer needs Safeguarding cybersecurity and protecting personal data privacy Supportive measures for customers affected by the Covid-19 pandemic 	<ol style="list-style-type: none"> Having a well-defined vision and managing the business effectively to properly respond to change Conducting business ethically with good corporate governance, conserving energy and protecting the environment, as well as undertaking community initiatives beneficial to society Fostering an effective organizational risk management culture, managing risk prudently and comprehensively and maintaining an adequate capital ratio Respecting shareholder rights, including their right to propose meeting agendas, send inquiries in advance, nominate qualified persons for directorships, and share opinions at meetings, and disseminating information through the Bank's various communication channels Providing financial education for customers and the general public Developing new products and services to serve customer needs Ensuring that cybersecurity measures comply with applicable laws and regulations related to personal data privacy protection Providing supportive measures for customers during the Covid-19 pandemic and communicating our Covid-19 pandemic response
<p>Customers</p> 	<ol style="list-style-type: none"> Customer satisfaction surveys at least once a year Relationship building activities for the Bank and customers throughout the year Periodic seminars throughout the year that provide knowledge about finance, saving, investment, and cyber threats Customer services at bank branches and service points Regular communication via digital channels e.g. LINE, Facebook and Twitter Conversations and exchanges of ideas at service points such as branches and business centers Whistleblowing and complaint channels through Bualuang Phone 1333 and the Bank's official website at www.bangkokbank.com 	<ol style="list-style-type: none"> Relief programs for the Covid-19 pandemic Attentive, responsible and fair services Product recommendations and financial education Development of diverse quality products and services Mobile-banking applications that are stable, safe, functional and suited to people's needs Convenient access to services 	<ol style="list-style-type: none"> Providing supportive measures to help customers affected by the Covid-19 pandemic Providing customer-centric services and ensuring proper market conduct by employees Supporting financial literacy with formats and content suitable for each customer group, including different ages Developing new products and services that suit the needs of all customers Improving the Bangkok Bank Mobile Banking service to be more secure with better functionality to address daily usage as well as properly managing cybersecurity risks Expanding banking agent channels to provide more convenient access to services



Stakeholders	Engagement Formats and Channels	Interests and Expectations	The Bank's Responses
Employees 	<ol style="list-style-type: none"> Orientation programs for new employees through the BBLearn online system Nationwide executive conference once a year Regular meetings between the Bank and representatives from the Bangkok Bank Managerial Officers Union, and Bangkok Bank Workers Union Timely dissemination of interesting news and activities for employees through internal communication channels such as BeConnect, email, MS Teams, Yammer, BBLearn and the public address system Twice-yearly employee performance evaluations for sharing and exchanging opinions between managers and team members Employee satisfaction survey once a year 	<ol style="list-style-type: none"> Compensation, welfare and benefits that are suitable for economic conditions Support for employees and their families affected by the Covid-19 pandemic Training for continuous knowledge and skills development Occupational health and safety Career advancement Facilities and equipment that enable work from home 	<ol style="list-style-type: none"> Providing suitable compensation, welfare and benefits that provide for a good quality of life for employees and consistent with economic conditions Providing supportive measures for employees and their families affected by the Covid-19 pandemic Developing online learning channels for employees that allow them to select courses according to their interests and learn anywhere at anytime with diverse curricula that are broad, interesting and useful for their work Providing occupational health and safety and adequate health services and support for employees Sharing and exchanging opinions between managers and team members to improve performance as well as training and development programs for employees to prepare them for higher levels of responsibility Providing quality facilities and equipment for employees to work from home effectively
Suppliers 	<ol style="list-style-type: none"> Clarification of the Bank's rules for new suppliers or new contracts Written communication for suppliers if there are material changes to the Bank's rules Occasional online or phone contacts with suppliers to strengthen relationships and exchange opinions on operations and quality of products and services of suppliers 	<ol style="list-style-type: none"> Equitable and fair treatment from the Bank Accurate and timely payment/compensation 	<ol style="list-style-type: none"> Preparing the Code of Conduct for Suppliers, ensuring a transparent vendor selection criteria and procurement process with equitable and fair terms and conditions in procurement contracts and considering ESG factors when selecting suppliers and business partners to collaboratively build a sustainable supply chain Fulfilling the terms and conditions stipulated in procurement contracts
Creditors 	<ol style="list-style-type: none"> Direct and indirect communication via different media Acceptance of suggestions and complaints through Bualuang Phone 1333 or the Bank's official website at www.bangkokbank.com 	<ol style="list-style-type: none"> Accurate and timely communication and information disclosure Fulfillment of contractual terms and timely interest and principal repayments Business potential of the Bank 	<ol style="list-style-type: none"> Disclosing accurate information and communicating promptly either directly or through various media Fulfilling contractual obligations with integrity and ensuring timely and complete debt repayment Formulating appropriate business strategies and effective risk management to build trust in the Bank's business potential



Stakeholders	Engagement Formats and Channels	Interests and Expectations	The Bank's Responses
<p>Other Financial Institutions</p> 	<ol style="list-style-type: none"> Exchange of ideas between members of the Thai Bankers' Association in monthly meetings and collaboration through different clubs and working groups Participation in the Joint Standing Committee on Commerce, Industry and Banking (JSCCIB - Thailand) comprising the Board of Trade of Thailand, the Federation of Thai Industries, and the Thai Bankers' Association 	<ol style="list-style-type: none"> Building good rapport Promoting collaboration and networking to support sustainable development Implementation of the Thai Bankers' Association strategic plan and development of financial infrastructure Sharing of views and perspectives on economic and social aspects Conducting efficient and transparent business under good corporate governance 	<ol style="list-style-type: none"> Collaborating and working as a member of the Thai Bankers' Association Providing resources to support the strategic plan of the Thai Bankers' Association to develop infrastructure in the financial sector Gathering information and sharing views about economic and social issues with related private and public agencies Managing business professionally and transparently under good corporate governance
<p>Community, Society and Environment</p> 	<ol style="list-style-type: none"> Production of television programs to promote tourism and small community businesses Regular community, social and environmental activities to promote religion, arts and Thai culture Regular awareness building and knowledge sharing on finance, investment, saving and business administration through training, seminars, exhibition booths, and various online media for businesses, the general public and vulnerable groups Suggestion and complaint channels through Bualuang Phone 1333 or the Bank's official website www.bangkokbank.com 	<ol style="list-style-type: none"> Development of products and services that meet the needs of communities and society Knowledge sharing on finance, investment, marketing, technology and business opportunities Community development activities to strengthen communities and build resilience Relief programs for people affected by the Covid-19 pandemic 	<ol style="list-style-type: none"> Developing financial products and services that suit the needs of communities and society including providing suitable channels to access products and services Sharing knowledge on various topics with businesses and individuals, including vulnerable groups, through knowledge sharing seminars, booths at exhibitions and online media Supporting community development projects in collaboration with various agencies on a continuous basis as well as ongoing and tangible support for activities promoting religion, arts and Thai culture Providing relief programs for people affected by the Covid-19 pandemic through donations of money and medical supplies to hospitals and people in need



Summary of 2022 Sustainability Performance



Be Resilient



Maintained the capital adequacy ratio for the Bank's financial business group at

19.1%



Provided support measures for customers who were affected by the Covid-19 pandemic



Donated Covid-19 vaccines worth more than

10 million baht

to Chulabhorn Royal Academy to be distributed to the poor, the underprivileged and vulnerable groups



Be Responsible



Offered business loans for renewable energy business

88,063 million baht



Offered Bualuang Green Loans

643 million baht

Bualuang Green Solar Energy Loans

168 million baht



Offered loans for agriculture more than

235,000 million baht



Organized knowledge sharing activities through an online learning network "Bangkok Bank SME" with more than

3.2 million viewers



Distributed ESG bonds

119,145 million baht



Provided ATM machines with a functional mode for visually impaired people

6,597 machines



Undertook the "Bualuang Joins Communities to Solve Drought" project with

66,688 beneficiaries



Reduced water consumption by

13.8% compared to 2020 (base year)



Be Customer Centric



Achieved customer satisfaction score for branch services of

94.7
(full score is 100)



Achieved customer satisfaction score for Bangkok Bank Mobile Banking of

82.5
(full score is 100)



Achieved customer satisfaction score for Bualuang Phone of

4.8
(full score is 5)



Reached over

13
million users of Bangkok Bank Mobile Banking



Be Caring

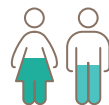


Total number of employees

19,091



Male **33.6%**
Female **66.4%**



54.4%
of female executives to all executives



47.4%
of female employees in STEM related positions



37.2
hours for average training hours per employee



3.3
Human Capital Return on Investment (HCROI)



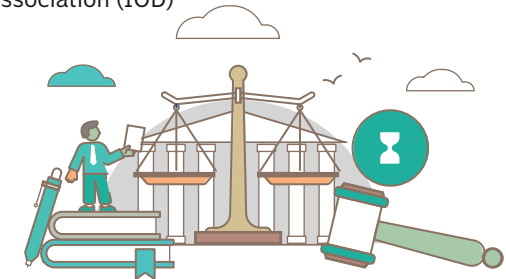
Be Ethical



Received an **“Excellent”** rating based on the Corporate Governance Report of Thai Listed Companies for 2022 by the Thai Institute of Directors Association (IOD)



Conducted Human Rights Due Diligence covering all business activities of the Bank and suppliers



100% of employees acknowledged the Code of Conduct and Business Ethics

100% of suppliers acknowledged the Suppliers Code of Conduct



All suppliers passed ESG assessment



Be Resilient

Managing risks to safeguard the financial health of customers, protect the Bank's business and ensure we can be resilient amid crises and challenges.





Risk and Crisis Management

Risk and crisis management is an essential foundation for conducting sustainable business especially in the current global situation characterized by volatility, uncertainty, complexity and ambiguity (VUCA). As economic, social and environmental challenges have impacted banks’ business and their clients, directly and indirectly, prudent and comprehensive risk management is required to help confront potential threats and identify hidden business opportunities. Placing the highest importance on risk and crisis management, the Bank has formulated risk management guidelines for each of major risk and prepared business contingency and business continuity plans that are appropriate for different scenarios to ensure effective risk management. Moreover, we systematically analyze and assess major risk factors, and continually improve our risk management process, as well as creating a strong risk culture across the organization.

Risk Management

Our risk management covers all major risks affecting the financial business, including strategic risk, credit risk, market risk, liquidity risk, operational risk and information technology risk. We have established a risk management framework that consists of risk



management policy, risk appetite statement, risk management processes and regular reporting of different types of risks to senior executives, the management team, the Risk Oversight Committee and other related committees. This is to ensure that our risk management is effective in accordance with statutory requirements. An analysis of major risk factors and a review of the suitability of the risk management framework is also conducted on a regular basis. In addition, we undertake an internal capital adequacy assessment every year. In 2022, the capital adequacy ratio of our financial business group was 19.13 percent, higher than the ratio required by the Bank of Thailand and sufficient for our business operations.

Our Risk Management Process Consists of Four Steps as Follows:

-  1. Identification of major risks affecting the Bank’s overall business operations.
-  2. Assessment of risks and establishment of risk mitigation measures.
-  3. Monitoring and control of risks within acceptable levels.
-  4. Reporting of risks to relevant parties to ensure timely risk management.



Risk Governance Structure

To ensure the efficiency and effectiveness of risk management and compliance with our risk management policy, we have put in place the following risk governance structure that connects relevant parties from the committees and management to the Risk Management Division, Credit Management Division and relevant business units.

Board of Directors has a duty to oversee all risks in the organization, plays a key role in formulating the risk management policy and strategy, and monitors the Bank’s risks to be within acceptable levels.

Board of Executive Directors is in charge of duties assigned by the Board of Directors including credit approval, debt restructuring and investment, and other undertakings as approved by the Board of Directors.

Risk Oversight Committee has a duty to support the Board of Directors in overseeing risk management in accordance with the Bank’s risk management policy and strategy.

The Bank has also established committees at management level to be directly responsible for managing specific types of major risks and supporting the Risk Oversight Committee in managing major risks the Bank is facing, namely

- **Asset-liability Management Committee (ALCO)** supports and oversees risk management of liquidity risk and market risk.

- **Operational Risk Management Committee (ORMC)** supports and oversees operational risk, information technology risk and business continuity.

Risk Management Division has a duty to support the Risk Oversight Committee and work with relevant parties to evaluate, monitor and control risks to be within acceptable levels as well as to report risk positions to relevant parties and senior management on a regular basis.

Credit Management Division has a duty to manage credit risk and oversee and monitor credit approval according to the Bank’s credit policy. The division consists of different units which are the

Credit Policy Unit, the Credit Acceptance Unit, the Portfolio Management Unit, the Risk Asset Review Unit, the Special Credit Management Unit, the Loan Recovery and Legal Unit, and the Bank Property Unit.

Business Units carry out business activities that incur risks and are responsible for managing risks to their own units to be within the approved levels and in accordance with the risk management policy as approved by the Board of Directors.

To ensure that risk governance is efficient and effective with proper checks and balances, we have adopted the “three lines of defense” principle that covers structure as well as roles and responsibilities in risk management.





Risk Management for Climate Change

Climate change has become a major global issue as extreme weather like storms, floods and droughts happen with more frequency and severity. This has led most sectors to pay more attention to the reduction of greenhouse gas emissions to transition to a low-carbon society. This situation presents both business risks and opportunities as businesses who manage to adjust properly will be able to withstand risks and gain a competitive advantage over their rivals. Realizing the importance of good understanding and being able to assess climate change risks, we have strived for building capabilities in the assessment of physical risks and transition risks including their impacts to the Bank.

Physical Risks We incorporated risks from natural disasters caused by climate change such as flooding as a part of operational risk to be assessed and monitored, and have provided for mitigation and control measures to manage the risk to be within acceptable levels. Additionally, we have formulated an Emergency Response Plan to prevent and reduce damage to lives and Bank assets.

Transition Risks The Bank keeps abreast of changes in policies, rules and regulations related to Thailand's transition to a low-carbon society as well as closely following the advancement of low-carbon technology and business adaptation in the banking industry.

The Bank is in the process of studying and developing assessment tools for physical risks and transition risks to analyze risks and impacts of climate change including

a climate scenario analysis and a stress test in addition to constantly enhancing the required knowledge and skills for relevant employees.

Crisis Management

We have issued a business continuity policy as a guideline to mitigate risks and prevent and minimize potential impacts to normal business operations, while a business continuity management framework has been developed to cover business undertakings during both normal and crisis situations. We regularly communicate with related parties. Moreover, we promote financial stability management by adhering to an internal capital adequacy assessment and preparing a liquidity contingency plan in advance to prepare for potential issues related to capital and liquidity in the future.

To ensure that the Bank's business can continue to operate during emergency situations without interruption, we have established the Crisis Management Team to take charge during crises. All units must routinely prepare and review their business continuity plans and conduct regular drills of the plans every year to promote readiness for potential emergency situations. Note that we also conduct risk assessments and reviews of contingency plans regularly to ensure the continuity of the Bank's business activities in the event of a crisis.

Risk Culture

As risk management is a good foundation for our sustainable business conduct, we cultivate a risk

management culture by encouraging all employees to be involved in risk management and control according to the three lines of defense principle. Additionally, risk management is incorporated as part of the performance evaluation for executives.

We have adopted the following guidelines to build an effective risk culture:

Participation in Building Risk Culture We encourage everyone in the organization to take part in risk management while the Board of Directors and senior executives together act as a role model to influence proper risk culture in the organization through formulating risk management policy and strategy, as well as tracking and monitoring compliance with the policy and strategy. All employees have the role of managing risks within their scope of responsibility under the three lines of defense principle. We require all business units to evaluate relevant risk issues in accordance with risk assessment principles, internal controls, and other related policies of the Bank while providing various channels to receive comments and suggestions related to risk issues from employees at all levels to promote the participation of everyone in the organization.

Risk-aware Product and Service Development Business Units responsible for products, services, work systems and work processes are required to consider potential risks and impacts to the Bank and related stakeholders by conducting a feasibility study and assessing the suitability of a particular product or service being developed. They are also required to undertake a risk



and impact assessment according to the Bank’s criteria in areas such as finance, cybersecurity, personal data privacy, money laundering, terrorism financing and the proliferation of weapons of mass destruction, market conduct, and laws and regulations. After making the risk and impact assessment, appropriate measures to mitigate such risks must be established.

Raising Risk Awareness and Building Risk Management Capability We provide online training on risk management to executives and employees and have made important risk management courses mandatory such as Personal Data Protection, Prevention from Cyber Threats, Market Conduct, and Anti-Money Laundering and Counter Terrorism Financing. We require directors to attend training courses related to management of major risks of the Bank on a yearly basis such as Management of IT Risk and Cybersecurity and Personal Data Protection. In addition, we also raise awareness and promote understanding about risks for the whole bank by disseminating risk management practices and important risk information through our internal communication channels.

Key Sustainability Performance

In 2022, we made a significant effort to develop our risk and crisis management to be more efficient and effective:

- Enhancement of risk assessment and internal capital adequacy assessment according to the Internal Capital Adequacy Assessment Process

(ICAAP) by incorporating broader significant risks including technology and cyber risks and legal and compliance risks into the risk management process.

- Enhancement of a monitoring and reporting process for early warning systems on capital and liquidity to be more comprehensive and complete.
- Stress testing under ICAAP to consider ESG risk factors including climate change and other events that may impact the Bank such as data leakage and fraud cases in businesses the Bank has invested in.
- Review and update of the Business Continuity Plan and participation in the testing of emergency plans with external parties such as the Bank of Thailand, the Stock Exchange of Thailand, National Credit Bureau and National ITMX Company to rehearse operational steps and transaction-making to ensure they are practical in the event of an emergency.

Covid-19 Crisis Management

During the Covid-19 pandemic, we have been committed to actively providing support to customers, employees, communities and society through various measures. Moreover, we have followed the guidelines to handle emergency situations affecting the Bank including business contingency plans, business continuity plans and crisis management plans, as well as closely monitoring the situation and regularly assessing risks so that we could adjust measures and plans to be appropriate to the situation.

2022 Performance

Even though the Covid-19 pandemic has improved according to declining infection trend and lesser severity of the disease, the Bank has continued with preventive measures to help curb the spread of coronavirus, for example, a screening process for people accessing the Bank’s offices and branches, regular cleaning and disinfection in the Bank’s premises and installments of alcohol gel in different spots at the Bank. We also require all employees to strictly comply with guidelines and suggestions from the Department of Disease Control, Ministry of Health and the Bank’s practices. Nevertheless, as the government eased Covid-19 preventive measures about the end of 2022, we cancelled temperature checking for visitors to be in line with the government’s direction. In addition, we continue to offer support to employees, customers, communities and society in 2022 as listed below.

Employees

Concerning employee health and safety, the Bank established guidelines on how to treat the infected employees or those who had been in close contact with Covid-19 patients (Tier 1) in line with the government’s relevant announcements and the Bank’s Covid-19 risk mitigation measures. Such measures and guidelines were communicated to the whole organization through our internal communication channels. A tracking system was in place to monitor the infected and Tier 1 employees and their medical expenses for examination and treatment were reimbursed according to the rates and criteria of the Bank. In addition, we also offered optional Covid-19 booster doses for interested employees as well



as providing ATKs for employees having to perform their duties at public events, including special activities such as the shareholders' meeting or other onsite training.

To ensure our operations could continue in a business-as-usual manner, we specified the proportion of employees who work from home and onsite according to the business continuity plan. A Split-Site Split-Team measure was implemented to segregate employees in each function in order to have two groups of employees – one working at the main site and another at an alternate site. In addition, we accommodated employees by providing equipment and tools to support work, meetings and online learning to transition to the new normal of work.

Customers

We have supported all groups of customers, both businesses and individuals, affected by the Covid-19 pandemic to help them get through the crisis by issuing a range of relief programs aligned with the measures imposed by the Bank of Thailand during 2022-2023 as outlined below.

- **Special Loan** for business debtors to help provide liquidity, retain employment and recover businesses with special interest rates and guarantees from the Thai Credit Guarantee Corporation (TCG).
- **Transformation Loan** for business debtors, providing special interest rates to help them transform themselves and enhance their business potential in three areas namely Digital Technology, Green, and Innovation.



- **Asset Warehousing** to help lessen the financial burden for debtors through accepting asset transfers as collateral for repayment to the Bank.
- **Long-term Debt Restructuring Program** for both business and retail borrowers to undertake debt restructuring and receive new terms for loans according to their repayment ability and estimated cash flows.

Multi-creditors for business debtors with debts owed to multiple creditors to have the debts restructured and also obtain additional loans, following the standardized processes and steps that apply to all creditors.

Debt Consolidation for retail borrowers to consolidate unsecured retail loans such as credit cards and personal loans under the Bank of Thailand's supervision, and capitalize on the remaining value of

the collateral for home loans to reduce instalments and interest payments of the consolidated clean loan.



Please scan QR Code for additional information on Supportive Measures to Assist Customers

Community and Society

The Bank donated Covid-19 vaccines worth over Baht 10 million to Chulabhorn Royal Academy to be distributed to the poor, the underprivileged and vulnerable groups. This helped complement the government's scheme of extending vaccine coverage for all groups of people to accelerate herd immunity so that economic and social activities can soon resume as normal.



Be Responsible

Doing business in a responsible way that helps support sustainable activities, increases financial literacy and financial inclusion, strengthens communities and protects the environment.





Sustainable Finance

Thailand is facing environmental, social, and governance (ESG) challenges, including climate change issues. This may impact the country’s development capability as well as peoples’ livelihoods in the long run. All sectors therefore need to work together to support the transition toward a sustainable future. Such transition necessitates transformation by businesses and this leads to investment opportunities needing financing support from commercial banks. The Bank recognizes its role to facilitate the transition and has always and will continue to underwrite loans as a responsible financier. In our credit approval process, we take ESG risks and impacts into consideration carefully and comprehensively. To achieve our sustainability goals, we also provide environmentally friendly loans and investment products that create value for the environment and society to support the Sustainable Development Goals and the achievement of Thailand’s Greenhouse Gas Emissions target.

Leveraging Sustainable Finance

The Bank has cooperated with various agencies to align its business operations with sustainable banking guidelines. In 2022, the Bank joined with other members of the Thai Bankers’ Association in an ESG Declaration which will provide a guide to the banking sector for tackling ESG issues, raising stakeholder awareness, and driving the Thai economy towards sustainability. The declaration also marks an important step for the banking sector in supporting Thailand’s commitment to meet the UN Sustainable Development Goals and the Paris Agreement GHG carbon emission reduction targets.



Key Guidelines in the ESG Declaration



1. Good Governance Have a good corporate governance system with effective supervision of the board of directors and the responsibilities in ESG-related matters at the management level clearly defined.



2. Strategy Integrate ESG commitments into business strategies and set a sustainable financial framework by supporting the country’s transition towards net zero emissions.



3. ESG Risk Management Integrate ESG issues into the risk management process.



4. Financial Products Adopt digital technology to promote financial inclusion and eco-friendly and sustainable financial innovations.



5. Communication Communicate and collaborate with all stakeholders to create public awareness about ESG-related issues.



6. Disclosure of Financial Information Develop a monitoring and reporting system that aligns with Thailand’s regulatory framework and international sustainability disclosure standards.



The Bank continually raises employee awareness and understanding about ESG risks and opportunities through online seminars, the Bank’s online learning platform, and internal training courses on related issues, and relevant articles disseminated through internal communication channels. The Bank also encourages employees to attend trainings and seminars organized by external organizations. In 2022, the Bank organized an online seminar on Investment for Energy Conservation, Resolutions for Thai Businesses in the Low Carbon Era by inviting external experts to give a lecture on the challenges of the business sector in the low carbon era and the role of energy management businesses in supporting business sector transition. A total of 118 executives and employees attended the seminar.

Responsible Lending

The Bank is committed to adhering to the Sustainable Banking Guidelines for Responsible Lending established under the Memorandum of Understanding on cooperation between member banks of the Thai Bankers’ Association as supported by the Bank of Thailand. We have established a responsible lending policy which entails setting up an exclusion list of loan applicants or activities that the Bank does not provide credit support to, developing ESG risk management processes, and fostering effective ESG risk management in our lending process among executives and staff in relevant departments in order to prevent negative impacts on society, the environment and the Bank’s reputation.



Please scan QR Code
for additional information on
Responsible Lending Policy

To ensure efficiency and effectiveness in its responsible lending management, the Board of Directors is charged with the responsibility for formulating policy and strategies and monitoring responsible lending operations. The Corporate Governance Committee and the Risk Oversight Committee have the responsibility to provide necessary support to the Board of Directors while executives and staff in related departments are responsible for implementing policy and driving the Bank’s strategic operations. Furthermore, the Bank consults with external experts on key ESG risks and also provides opportunities for stakeholders to express their opinions on the potential ESG impacts of the Bank’s lending through its contact channels. Advice, comments and information received are used for reviewing and keeping the Bank’s policy, strategies and practices on responsible lending up-to-date while ensuring they adequately cover significant ESG risks.

Framework for Credit Underwriting with ESG Risk Assessment

We have established a business and personal loan approval framework that takes into account ESG issues. We have also developed ESG risk and impact assessment tools for credit officers to ensure that lending operations are in line with the Bank’s Responsible Lending Policy.

Business Loans and Project Loans

ESG issues are part of the consideration process for corporate and project finance. Our Know Your Customer (KYC) and Customer Due Diligence (CDD) processes cover issues such as Money Laundering, Terrorism Finance, and Proliferation of Weapons of Mass Destruction Financing. We conduct background checks on credit applicants to see if there is negative news related to ESG issues such as environmental destruction, human rights violations, corruption and violations of personal data rights. This serves to prevent legal risks and helps to assess the potential debtor’s ability to pay off debts and safeguard the reputation of the Bank.

All applications for business and project loans are carefully reviewed under the credit approval standards established by the Bank. We have set up a clear and transparent process, as well as a controlling and monitoring mechanism that is suitable for the level of risk. We have strict guidelines when it comes to projects or activities that may have severe social and environmental impacts, such as mining, power plants, and infrastructure development. We apply the Equator Principles in the credit underwriting process. This requires Environmental and Social Due Diligence of projects in all aspects, while also taking information about greenhouse gas emissions Scope 1 and 2, risk management and environmental and social impacts from the projects into consideration before credit approval.

Guidelines for Project Finance Consideration

1. The levels of environmental and social risks and impacts are divided into three categories:



- **Category A** refers to projects that may have high environmental and social impacts.
- **Category B** refers to projects that may have moderate environmental and social impacts.
- **Category C** refers to projects that may have low or no environmental and social impacts.

2. For project loan applications categorized as Category A and Category B, an assessment as to their environmental and social risks and impacts in all aspects must be conducted, following the Bank’s environmental and social due diligence as follows:

- **The customer** must put in place a process to identify and manage environmental and social risks and impacts, and submit a report on an Environmental and Social Impact Assessment (ESIA) for the project that is of an acceptable standard to the Bank.

The customer’s process for identification and management of environmental and social risks and impacts shall consist of:

1. Environmental and social risk and impact assessment of projects that are being considered for a loan
 2. Guidelines or measures to mitigate environmental and social risks and impacts
 3. A consultation process with stakeholders
 4. A mechanism for receiving complaints
- **The Bank’s officers** must study the customer’s environmental and social impact assessment

report and other related documents to identify significant environmental and social risks and impacts, as well as measures to prevent and mitigate these risks and impacts. The result of such study will be taken into account when determining the appropriate contractual terms and conditions of loans as part of the credit assessment and approval process.

Credit applications for projects that may cause environmental and social impacts must have appropriate and adequate preventive and mitigation measures. For Category A projects that may have high environmental and social risks and impacts, independent experts on the environment and society are required to make a project risk and impact assessment and review the environmental and social risk management measures of the project. The higher the potential risk, the higher the level of scrutiny will be. After a project loan has been approved, the Bank’s responsible lending officer will regularly monitor the implementation of environmental and social impact preventive and mitigation measures when the credit facility is periodically reviewed throughout the term of the project finance. This is to ensure that crucial risks and impacts will be identified in a timely fashion and appropriate preventive and mitigation measures are taken.

Examples of Project Finance Loans Granted Solar Power Plants in Vietnam

The Bank began to provide project finance loans to support a solar power plant project in Vietnam in 2018 and has since continued to provide various forms of financing for similar projects. Although solar energy is



clean energy, solar power plants require a large area to install various systems, as they may have an impact on the environment. Therefore, comprehensive risk analysis and impact management including appropriate conflict management with communities around the power plant are required. The Bank therefore always imposes a requirement that the solar power plant projects in Vietnam must undergo thorough environmental assessment before project finance can be considered

Wind Power Plants in Vietnam

We began providing loan support for wind power plant projects in Vietnam in 2020. Although wind power plants generate electricity from clean energy, if expertise and proper power plant management are lacking, such projects can adversely affect the environment and community, such as noise pollution or negative effects on the scenery and disturb local ecosystems. Therefore, each project was required to provide an environmental impact assessment report to determine appropriate measures to prevent and resolve environmental impacts. Moreover, the Bank has employed technical consultants and legal consultants to audit and assess the report and ensure the report is aligned with local laws, while also monitoring the environmental impact caused by the power plant’s operations.



Municipal Solid Waste Power Plants

To support the implementation of Thailand’s 2018-2037 Power Development Plan (Revised 1), the Bank has granted loans to the municipal solid waste power plants that are ready to operate during the first phase (Quick Win) with a capacity of 11 megawatts, which will supply electricity to the Provincial Electricity Authority for 20 years. The project involves the use of globally recognized technology and has installed effective systems to reduce pollutant emissions. We engaged a technical consultant to assess the feasibility of the technology and legal risks during the project finance assessment process and to continuously monitor the power plant for adverse impacts, if any, on the environment.

Personal Loans

The Bank takes ESG issues into account when considering personal loans by requiring the responsible lending officer to comply with the Know Your Customer (KYC) and Customer Due Diligence (CDD) procedures. A number of risk factors covering ESG issues are carefully considered, such as money laundering, terrorism financing and proliferation of weapons of mass destruction. The objective of the loan requirement must not be against the law or cause serious impacts on the environment or society.

To prevent customers from having excessive debt that could affect their quality of life, the Bank has set criteria for considering personal loans based on credit risk and affordability risk to ensure that customers have sufficient funds to cover their daily living expenses. Such criteria, which are set in accordance with guiding principles set forth by the Bank’s Compliance Unit, focus specifically

on vulnerable groups such as the elderly, low-income people and first jobbers. The Bank has set a ceiling for its total consumer loans granted to customers with income of less than Baht 30,000 per month and Debt Service Ratio (DSR) of more than 70 percent. Loans to this group shall not exceed 10 percent of the total outstanding amount of its credit card services and personal loans under the Bank of Thailand’s supervision. Furthermore, after a loan is approved, the Bank regularly monitors and reviews customer spending and debt repayment behavior in order to adjust credit limits in accordance with the customer’s changing debt repayment ability. We have a system to alert customers when their loan repayment is overdue (within the scope stipulated in the debt collection law). We also monitor economic and social situations, natural disasters and epidemics that may affect the customer’s ability to repay debt so that we can consider appropriate mitigation measures to help affected customers.

Sustainable Financial Products

Loans for Renewable Energy

The Bank promotes investment in renewable energy businesses to create energy security and mitigate climate change by continuously supporting loans for investment in the production and transmission of electricity from renewable energy sources both domestically and internationally. Projects include solar power plants, hydropower plants and wind power plants. The Bank hopes that its support will help contribute to Thailand’s achievement of its greenhouse gas emission target and the Paris Agreement’s goals.

Loans for Renewable Energy in 2022



Solar

Credit Line

6,725

million baht

Electricity Generating Capacity

1,184

megawatts



Biomass

Credit Line

4,002

million baht

Electricity Generating Capacity

208

megawatts

Loans for Electric Mass Transit System Projects

The Bank is the major financial institution funding the MRT Pink Line Project Khae Rai - Minburi Section and the MRT Yellow Line Project Lad Phrao - Samrong Section. These electric train projects will help facilitate people’s travel in and around Bangkok Metropolitan Region, while also helping to reduce greenhouse gas emissions from fossil fuel vehicles. The Bank supports the loans in the form of syndicated loans. Our participating loan portion was approximately Baht 17,820.67 million or 28.13 percent of the syndicated loans.



Bualuang Green and Bualuang Green Solar Energy

The Bank has been providing special interest-rate loans to SME under the Bualuang Green Loan since 2008. The credit terms and conditions have been periodically revised and updated to meet the needs of consumers and to motivate entrepreneurs to operate environmentally friendly businesses. Currently, the Bank has set the scope for Bualuang Green Loans in three areas as follows:

1. Investment in renewable energy, including products that support renewable energy and help reduce greenhouse gas, such as solar, wind and hydropower, investment to reduce energy consumption within a business, and the manufacturing of electric automobile parts and electric motorcycles.
2. Investment in waste management, reuse and recycling of materials.
3. Investment in alternatives to chemical substances such as biodegradable packaging and bioplastics to replace plastics and organic farming.

In 2022, the Bank extended credit support with special interest rates for entrepreneurs interested in installing solar rooftop power in their workplaces under the Bualuang Green Solar Energy Loan. The Bualuang Green and Bualuang Green Solar Energy loans help entrepreneurs cut energy costs, reduce greenhouse gas emissions and increase competitiveness in preparation for the transition to a low-carbon society.

Bualuang Green and Bualuang Green Solar Energy in 2022



Bualuang Green

16

entrepreneurs receiving loans

Total credit line over

1,200

million baht



Bualuang Green Solar Energy

41

entrepreneurs receiving loans

Total credit line over

290

million baht

Transformation Loans for Green Business

The Bank supports businesses affected by the Covid-19 pandemic to be able to manage their business and enhance their business capability through the support of the Bank of Thailand's transformation loan facility with ultra-low interest rates under the Soft Loan Emergency Decree. The loans cover three forms of transformation: Digital Technology, Green, and Innovation. Specifically, green transformation loans cover investments and activities as follows:

1. Investment in energy-saving systems and transformation to renewable energy to reduce operating costs and reduce energy consumption from fossil fuel resources, such as installing energy-saving equipment, and installation of renewable energy storage systems.
2. Investment in the design and development of products and services as well as equipment or systems for production or services that are environmentally friendly, such as the use of materials that can be recycled or meet sustainability standards, installing a carbon capture system, and installation of equipment or machinery to promote the processing of waste or disposal of materials.
3. Investment in machinery or equipment to support the expansion of the electric vehicle industry, such as converting combustion vehicle production lines to electric vehicles.
4. Construction of office buildings or residences that meet energy-saving or green building standards.
5. Eco-tourism or cultural and local wisdom tourism.





Loans Linked to Sustainability Performance

The Bank encourages businesses to develop and adapt to achieve their sustainability goals. In 2022, the Bank partnered with six commercial banks to support an ESG-linked revolving credit facility to Indorama Ventures Public Company Limited worth a total of 275 million euro to be used to support their business operations and activities in the European Union and meet their sustainability goals, such as reducing greenhouse emission, use of electricity from renewable energy resources, and reduction of energy and water consumption.

Bualuang Poonphol Loans for Upgrading a House with Green Energy or Design for the Disabled and the Elderly

Recognizing the need for a residence that meets energy-saving requirements and is suitable for the daily life of the disabled and the elderly, in 2022 the Bank started offering special loans under the Bualuang Poonphol Loan program. The loan is aimed to promote housing improvements by using renewable energy technology or innovative technology that increases energy efficiency, such as the installation of a solar rooftop, and the upgrading of a house with green energy or designs for the disabled and the elderly. These loan products are offered to both existing and new home loan customers.

Loans for Environmentally Friendly Activities and Sustainability Promotion Loans in 2022

(Outstanding Loan Balance as of 2022)

Loans for Renewable Energy Businesses **88,063** million baht



Solar

35,825

million baht



Hydro

34,683

million baht



Wind

4,060

million baht



Biomass

13,495

million baht

Loans for Energy Conservation



83

million baht

Loans for Electric Mass Transit System Projects



16,573

million baht

Bualuang Green Loans



643

million baht

Bualuang Green Solar Energy Loans



168

million baht

Loans for Waste Management and Disposal Businesses



20

million baht

Loans for Business Reuse and Recycling of Materials



291

million baht

Transformation Loans*



337

million baht

Note: *Transformation loans cover three areas: Digital Technology, Green Operation, and Innovation for Future Growth.



Sustainable Bonds

The Bank plays an important role in funding sustainability activities of leading government and private organizations in Thailand by underwriting ESG bonds consisting of Green Bonds, Social Bonds, Sustainability Bonds, and Sustainability-linked Bonds. In 2022, the Thai capital market had a total value of ESG bonds issuance of Baht 157,463 million, of which Baht 119,145 million, or 76 percent of the total ESG bonds issuance, was underwritten by the Bank.

ESG Bonds Underwritten in 2022



Green Bonds

23,145

million baht



Sustainability Bonds

65,000

million baht



Sustainability-linked Bonds

31,000

million baht

Details of ESG bonds underwritten by the Bank in 2022 are as follows:

The Kingdom of Thailand’s Sustainability Bonds. In the fiscal year 2022 the Thai government issued its 5th sustainability bond and the first government sustainability bonds for debt restructuring for the fiscal year 2023 (government bond model ESGLB376A) worth a total of Baht 65,000 million. The objective is to restructure loans borrowed for projects related to solving problems caused by the Covid-19 pandemic, and healing and rehabilitating the economy and society, as well as restructuring debt for water resource management projects, which are under the Kingdom of Thailand’s Sustainable Financing Framework of the Ministry of Finance.

Guaranteed Debentures of Toyota Leasing (Thailand) Company Limited, No. 1/2022, totaling Baht 2,000 million aiming for refinance and / or as finance for the provision of hire-purchase and leasing for qualified cars that meet the Eligibility Criteria as specified in the company’s Green Financing Framework, certified by Sustainalytics - the world’s leading environmental research organization. The funds raised by the debentures can help reduce carbon emissions by more than 4,000 tons throughout the project’s term.

Green Debentures of Global Power Synergy Public Company Limited, No. 1/2022 totaling Baht 12,000 million, are aimed at refinancing environmental conservation projects of the Company and its affiliates including a solar power plant project in India and a wind power plant project in Taiwan.

Green Debentures of Xayaburi Power Company Limited (XPCL), No.1/2022 worth a total of Baht 8,395 million to refinance the Hydroelectric Power Project in the Lao PDR.

Green Debentures of BTS Group Holdings Public Company Limited (BTSG), which were issued three times in 2022, with a total amount of debentures issuance of Baht 31,000 million. The debentures set terms and obligations for the company to comply with its sustainability goals, namely increasing the efficiency of electrification for the operation of the Green Line network and increasing the proportion of electricity consumption from renewable energy sources. The issuance of debentures will be used for refinancing and/or as financing general working capital needs within the business. It is the first company in Thailand to offer Thailand’s first “Sustainability-linked Bonds (SLB)” to the general public, providing an opportunity for them to participate in supporting the company’s sustainability goals.





Regarding our continued commitment to supporting ESG bonds fundraising to drive the country towards achieving the Sustainable Development Goals and meeting the Paris Agreement GHG carbon emission reduction goals, the Bank received the Sustainable Finance Awards for Thailand 2022 from Global Finance magazine. The award is given to leading financial institutions for fundraising activities that help mitigate the impact of climate change and help build a sustainable future for humanity.





Mutual Fund for Sustainability

To promote business operations with social and environmental responsibility, while also having good governance practices, the Bank has collaborated with the group’s asset management company to select and offer investment products in the form of mutual funds with ESG factors taken into consideration. In 2022, the Bank offered a total of eight funds for sustainability promotion with net assets under management (AUM) worth Baht 14,344.11 million, as follows:

Mutual Funds	Details	AUM Unit: Million Baht
 B-KIND Fund	Invest in companies that participate in social responsibility in four areas: environmental, social, good governance and anti-corruption. The fund donates 40 percent of income from fund management fees to a foundation or a social development organization at least once a year.	475.02
 Bualuang Thai Equity CG Fund (B-THAICG) and Bualuang Siriphol Corporate Governance Fund (BSIRICG) and Bualuang Siriphon Corporate Governance RMF (BSIRIRMF)	Invest in companies with good corporate governance by considering the CG Score ranking of the Thai Institute of Directors or other relevant agencies. The Bualuang Thai Equity CG Fund (B-THAICG) also considers companies that are certified as members of Thailand’s Private Sector Collective Action Against Corruption (CAC).	7,476.25
 Bualuang Sustainable Investing Portfolio (B-SIP), Bualuang Sustainable Investing Portfolio RMF (B-SIPRMF), and Bualuang Sustainable Investing Portfolio Super Savings Fund (B-SIPSSF)	Invest in companies across the globe that are sustainably managed with concern for social and environmental impact in every step of the production of goods and services.	5,745.70
 BCAP Clean Innovation Fund (BCAP-CLEAN)	Invest in securities or financial instruments of businesses benefitting from innovations that sustain the environment such as clean energy, electric vehicles, circular economy and waste management, and energy storage.	647.13



Engagement with Customers on ESG Issues

The Bank values building engagement with customers on opportunities and challenges related to ESG issues. We create engagement through seminars to educate and exchange ideas and organize booths that present products and services that promote sustainability. We also continually provide information and knowledge through the Bank’s online communication channels, covering the website, Facebook and YouTube. Furthermore, the Bank has continuously organized ESG-related educational activities with customers. Some of these activities in 2022 were as follows:



- Sponsored the Isan BCG Expo 2022 under the concept Collaboration | Eat Good Live Green to promote sustainable innovation development. The Bank set up a booth to present Bualuang Green Loan products and participated in a seminar on the topic of BCG Economy in Practice. Two of the Bank’s SME customers were invited to share information and their experience in moving toward environmentally friendly businesses and to help promote sustainability in the community.
- Webinars on the topic “Reduce Business Costs with Clean Energy Solar Rooftop” to provide investment guidelines in solar rooftop technology to entrepreneurs. Investment in solar rooftops not only reduces costs for the business but is

also environmentally friendly. The Bank invited representatives from customers who have installed solar rooftops and companies that install solar rooftops to share their knowledge and experience with participants. The Bank also introduced Bualuang Green Solar Energy loans to entrepreneurs. In 2022, the Bank organized six seminars on the issue with more than 850 customers and the Bank’s staff attending.

- Produced and broadcast videos under the concept Trusted Partners #forSustainable Development via YouTube to present success cases of customers who operate businesses that promote the conservation of the environment and natural resources, as well as reducing greenhouse gas emissions. Examples

include the production of recycled plastic packages, furniture production using environmentally friendly innovations, waste disposal in the factory with a Continuous Stirred Tank Reactor (CSTR) biogas system, and electricity cost reduction through a solar rooftop system.

Additionally, the Bank has continually supported the government and private sectors’ organization of knowledge-sharing activities related to ESG issues. Major activities are as follows:

- Sponsored the Energy Symposium 2022 held by the Institute of Industrial Energy, the Federation of Thai Industries on the topic of Adjustment and Survival of the Thai Industrial Sector Amid the Global Energy Crisis. Deputy Prime Minister and Minister of Energy, Mr. Supattanapong Punmeechaow, delivered a special remark on the topic, and expert speakers from the public and private sectors participated in the conference.
- Sponsored the IEEE PES Dinner Talk 2022 held by the IEEE Power & Energy Society – Thailand under the topic New Chapter in Green Energy: Thailand’s Opportunities and Challenges with the objective of providing information and exchanging ideas on policies and directions for energy and electricity industry development.





Financial Inclusion & Financial Literacy

We have always placed importance on promoting financial inclusion and financial literacy as we believe that they provide the foundations for building the financial stability of households and businesses. Our goal is to reduce inequality in society and deliver sustainable development for the country. When there is social wellbeing and economic growth, our Bank is likely to grow in parallel with the society and the economy. We strive to provide financial education and increase access to financial services for both individual and business customers, as well as the general public, including vulnerable groups, by extending service coverage and developing products and services that meet the needs of all customers no matter how big or small their business is. We also cooperate with business partners to ensure that our projects and products genuinely address what our target customers want.

Guidelines

To promote financial inclusion and literacy, we focus on the following three areas :

1. Preparing for an aged society by promoting saving and debt management.
2. Building a strong foundation for the economy by providing loan support to SME and farmers, as well as providing knowledge and skills in various fields to enhance their long-term potential and ability to access credit.
3. Extending financial opportunities to vulnerable groups by developing products and services and providing financial literacy in easily accessible formats.

We encourage related parties to regularly monitor and evaluate the results of these activities to gain insights that can be used for future improvements.




Promotion of Financial Inclusion for Individual Customers

Development of Service Channels

Banking Agents

We continually extend our services through banking agents so that various groups of customers can make banking transactions more conveniently and inclusively anywhere anytime, especially those in rural communities and remote areas, or those with difficulties going to bank branches during working hours, or have no access to digital channels such as Bangkok Bank Mobile Banking or Bualuang iBanking. Banking agents include 7-Eleven, Lotus's, Thailand Post, Boonterm kiosks, True Money, AIS and Kerry Express, which together offer service points in all provinces across Thailand. At the end of 2022, we had a total of 181,307 banking agents distributed across Thailand with more than 8.13 million transactions conducted through banking agents, of which cash deposits and withdrawals accounted for more than 7.29 million transactions. Services provided through banking agents are as follows :



-  Cash deposit and withdrawal services at 7-Eleven, Lotus's, Thailand Post and Boonterm kiosks.
-  Payment services for products and services through credit cards at 7-Eleven, Lotus's, True Money and AIS.
-  Identity verification service through Citizen ID cards (Be My ID) at 7-Eleven and Kerry Express.



• **Bualuang ATM and Self Services**

In 2022, we partnered with Ngern Tid Lor to provide withdrawal services using Ngern Tid Lor cash cards through Bualuang ATM, and collaborated with AEON Thana Sinsap (Thailand) to offer cardless cash withdrawal services using Bualuang ATM via the AEON Thai Mobile application. We also provide automatic phone banking services 24 hours a day (Bualuang Phone 1333) for customers to make inquiries, transfer money, pay for services, top-up mobile phones, order check books, inquire about account balances, and pay credit card bills, as well as to help them access fund services and other services by themselves, or they can contact Call Center staff to access services. This helps accommodate customers as they have more options in accessing services conveniently and safely. Moreover, we have developed a special function to facilitate financial transactions for visually impaired people. This service does not only respond to the daily cash needs of visually-impaired people, but also promotes convenient and secure self-services. In 2022, there were more than 6,597 ATM machines nationwide supporting the transaction mode for the visually impaired.

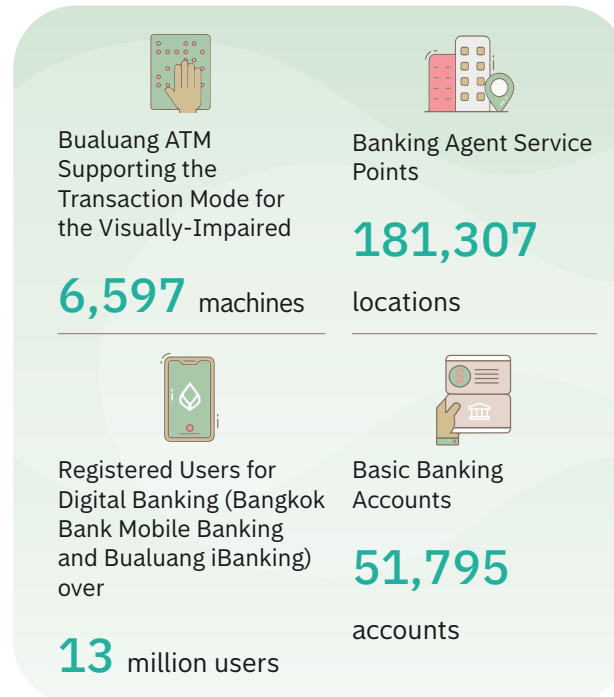
• **Bangkok Bank Mobile Banking and Bualuang iBanking**

We continually develop Bangkok Bank Mobile Banking to be up-to-date, easy-to-use, convenient, fast and safe to meet the needs of all customer groups and promote financial inclusion anytime anywhere. Customers can manage their finances in one place using this application, with services ranging from

savings account opening, transfer-withdraw-top up, bill payment and investment management, to identity verification without the need to visit a branch. The Bank also offers Bualuang iBanking services for customers to manage their finances with ease, convenience and safety anywhere anytime through computers and tablets. The services on Bualuang iBanking include checking transaction history and account balance, money transfer, bill payment and funds management service. At the end of 2022, there were over 13 million registered users of Bangkok Bank Mobile Banking and Bualuang iBanking.

Development of Products and Services

• **e-Savings Account**



We offer e-Savings accounts to promote financial inclusion in the digital age as interested customers can open an e-Savings account by themselves either through digital channels or branches whenever and wherever they want free of charge with no minimum deposit requirement or fee for cross-border transactions. Furthermore, we have implemented the identity verification system using Citizen ID cards (Be My ID) at branches and service points of banking agents across Thailand. These services reduce both the financial and non-financial costs of account opening, which helps promote financial inclusion and the use of digital channels to make transactions. Interested persons can open an account by themselves through Bangkok Bank Mobile Banking.

• **Cross-Border QR Payment Services**

To support economic activities in ASEAN in collaboration with the Bank of Thailand and other central banks of ASEAN countries under the ASEAN Payment Connectivity plan, we have developed QR Code cross-border payment services enabling customers to scan QR Codes to pay for products and services in foreign countries using Bangkok Bank Mobile Banking with convenience and safety. The service is free of charge, exchange rates are real-time when making the transaction and customers will receive e-slips immediately as confirmation of a successful payment. At present, customers in Vietnam, Indonesia, Malaysia, Singapore and Cambodia can use our service without having to carry cash in foreign currencies. This is a convenient service for tourists, business people and migrant workers as well as providing more business opportunities for retail shops and vendors, especially in the tourism industry.



Cross-Border QR Payment

Vietnam Indonesia Malaysia Singapore



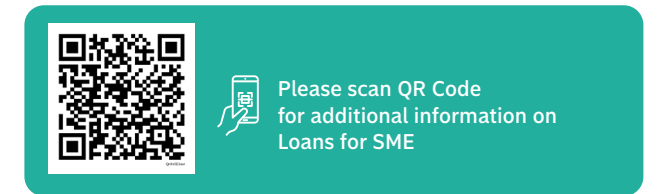
- Basic Savings Accounts for State Welfare Cardholders and Those Aged 65 Years and Above**
 We promote financial inclusion and financial literacy through offering the Basic Banking Account for people with low incomes under the State Welfare Program and those aged over 65. This service features no minimum deposit requirement, an account maintenance fee waiver, and no opening fee or annual fee for debit cards linked to the account. This helps reduce the cost of maintaining a deposit account and getting access to financial services for target customers. At the end of 2022, there were over 51,795 users of Basic Banking Accounts.
- Sinmathaya Supthawee Account – Bualuang Kids**
 As we believe that financial discipline should start from a very young age, we offer Sinmathaya Supthawee – Bualuang Kids account to incentivize children aged under 14 years to save in order to start building financial stability for the future. Legal guardians can open the account for a child at any bank branch. The account has a special condition that if they regularly deposit at least Baht 500 every month for at least two years, they will receive interest rates higher than a 12-month fixed deposit account without having to pay tax on the interest. At the end of 2022, there were more than 21,000 Sinmathaya Supthawee – Bualuang Kids accounts.

- Unsecured Personal Loans**
 We promote better access to loan services for payroll customers by offering multi-purpose unsecured personal loans for full-time employees with payroll accounts at Bangkok Bank, provided that their employers qualify according to the Bank’s criteria. Loan terms include a credit limit of up to five times a customer’s monthly income subject to a maximum loan amount of Baht 1 million with a special interest rate and no requirement for collateral or a personal guarantee. Those who meet the criteria can choose the type of loan according to their financial plan, such as **Bualuang Loan Sookjai** (multi-purpose installment term loan for individuals) with fixed monthly installments over a period of up to five years. Once approved, the funds will be credited directly to the customer’s account. Furthermore, **Bualuang Loan Aunjai** (multi-purpose revolving credit) provides a reserve in case of an emergency and helps to enhance liquidity by allowing withdrawals with the Be1st Smart card through Bualuang ATM without any additional fee. The Bank had more than 2,318 customers for this type of loan with total outstanding loans of Baht 194 million at the end of 2022.
- Loans for Pensioners**
 We promote better credit access for retirees who no longer have a stable income by offering loans for retired civil servants or permanent civil employees receiving a monthly pension. Through these loans, pensioners can receive credit up to the amount stated in their certificate of family inheritance pension without a required guarantee, and instead use a letter certifying

the family inheritance pension to be used as collateral. Moreover, the loans offer no management fees, low interest rates and a long repayment period of up to 30 years. At the end of 2022, there were 10,707 pensioners obtaining the loans with total credit amount of over Baht 1,870 million.

Promotion of Financial Inclusion for SME and Farmers

- Loans for SME**
 The Bank believes in the potential of Thai SME and is keen to support them through offering capital and knowledge to promote growth and competitiveness. We developed and launched a variety of tailored loan products to meet their diverse needs, such as Business Loans for Business Flexibility, Bualuang Loans for Franchise Business, Bualuang Green Loans, Loans for Gas Station Dealers, Bualuang Perm Sub (Loan) and Bualuang Poon Sub (Revolving Credit), targeting SME who have active trading activities with the Bank.



- TCG Credit Guarantee Project**
 We participated in various credit guarantee projects organized by the Thai Credit Guarantee Corporation (TCG) such as TCG SME Dee Naenon, TCG SME with Letter of Guarantee, TCG SME One Account, and TCG SME Import-Export under Portfolio Guarantee Scheme Phase 9 (PGS9), to help provide loans to SME



who require working capital but have no collateral. At the end of 2022, there were 6,114 SME who received loans from the project with a combined total credit limit of Baht 20,974 million in 2022. In addition, we also joined a loan project to support SME affected by the Covid-19 pandemic under the credit guarantee of the Emergency Decree on the Provision of Financial Assistance Phase 1-2 of TCG. At the end of 2022, a total of 5,501 SME participated in the project with a combined total credit of Baht 19,559 million.

- **Modern Agriculture Project and Loans for Farmers and Agricultural Businesses**

The Bank realizes the importance of the agricultural sector and the limited access to capital that farmers and SME face. We have therefore continuously supported farmers and agricultural businesses by providing financial services and education about agricultural production, value-added creation, marketing and energy management to reduce greenhouse gas emissions through modern agriculture projects and other efforts led by relevant business units.

Despite the improvement in the Covid-19 situation, we ensure that business debtors including those in the agricultural business receive sufficient support to recover under the credit relief program of the Bank of Thailand. Moreover, we provide Bualuang Green Loans to farmers to invest in energy-saving systems such as installation of solar panels on rooftops or the maintenance or installation of machines / equipment for renewable energy. The Bank’s outstanding agricultural loans totaled more than Baht 235,000 million at the end of 2022.



- **“CPF x BBL Liquidity Scheme for Suppliers”**

The Bank and Charoen Pokphand Foods or CPF jointly launched CPF x BBL Liquidity Scheme for Suppliers to provide revolving credit with special interest rates to suppliers of CPF, who are mainly SME, to strengthen their liquidity and business efficiency. This scheme comes with high loan amounts, speedy approvals and no collateral

requirement, while customers can easily disburse the loans, repay loans on a daily basis and check their credit limits 24 hours a day. We also implemented a digital platform to accommodate suppliers with speed and convenience in using the service.



Provision of Financial Literacy to Customers and the Public

• Online Financial Education

We encourage people of all age groups and genders to have a good understanding of financial planning, saving and investment to ensure their financial stability, by sharing useful knowledge and research via online channels such as Smart Finance with Money Tutor on the Bank’s website, Bangkok Bank Mobile Banking, LINE Official, Bangkok Bank Facebook page and Bangkok Bank Family Banking page, and distributing interesting articles and audiobooks via the Read for the Blind application for the visually-impaired. The Bank expects that these activities will help raise awareness and promote good understanding to society. We also support financial literacy for businesses and educational institutions by inviting lecturers, experts and executives to share useful knowledge with employees and students.

• 2S (Saving and Service)

The Bank promotes financial knowledge and understanding for people of all age groups, covering children, people of working age and retirees, through the 2S (Saving and Service) project that raises awareness on the importance of financial planning and recommends useful financial products suitable for different stages of life. In 2022, the Bank encouraged employees to organize educational sessions and build relationships with students, teachers and guardians in various educational institutions under the 2S for Kids project. Our employees shared information about basic financial management, both online and



on-site, with 25 schools with 2,570 students attending. Thanks to this initiative, a significant number of students, teachers and guardians applied for the Bank’s products including Bangkok Bank Mobile Banking and e-Saving deposit accounts.

• The Stock Master University

For the 5th consecutive year, we collaborated with Bualuang Securities and BBL Asset Management in the Stock Master University project to promote finance and investment education among university students as an early step on a journey to become successful investors. Participating university students obtained

knowledge about personal finance and investment from experienced lecturers and can try securities trading simulations through the SET’s Click2Win system. In 2022, activities were organized through both online platforms and onsite with a total of 2,675 students participating from eight universities, namely Burapha University, Thammasat University, King Mongkut’s University of Technology Thonburi, Prince of Songkla University, Bangkok University, Rangsit University, Chulalongkorn University and Srinakharinwirot University. The university students can ask for details about the Bank’s products and services, register and apply for them.



• **Debt Clinic**

The Bank has joined the Debt Clinic project initiated by the Bank of Thailand since 2017 which allows banks to help small debtors with unsecured personal loans including credit card debt and cash card debt to consolidate their debts, with Sukhumvit Asset Management (SAM) as a central unit to connect debtors with all creditor banks. Furthermore, the project also provided training programs on financial planning to foster financial discipline for debtors and the public with the aim to mitigate household debt problems. Since the start of the project, a total of 2,789 debtors with the Bank have participated in the project, with 952 debtors joining in 2022.

• **Unlocking Debt – Happy Retirement**

With mutual commitment to solve debt problems and mitigate social inequality, the Bank and Noburo Platform (Noburo), a social startup, jointly launched a campaign Unlocking Debt – Happy Retirement to raise awareness about personal finances for employees of participating companies and provide advice on proper financial planning. The initiative aims to encourage sensible spending and repayment of excessive debts including those from loan sharks (using Noburo’s tools) to help participants to be able to save money for the future. Khaolaor Laboratories entrusted the Bank and Noburo to tackle their employees’ debt issues and 27 employees participated in the initiative and nine volunteers offered to join the debt repayment as a hands-on assignment. The Bank closely monitored the debt repayment outcome of these volunteers.

We hope that the campaign will help employees of participating companies to improve the quality of their lives, live sustainably and that this in turn will inspire others with debt problems to resolve them and save enough for their retirement.

• **AEC Connect**

We established AEC Connect as a trade and investment advisory service center for customers who are interested in doing business in the ASEAN Economic Community (AEC). Under this initiative, we organize training courses and seminars on trade, investment and business operations across ASEAN countries. In 2022, we continued to offer economic and investment knowledge and information through our official website and online channels of AEC Connect such as the Facebook Fanpage, YouTube, Blockdit and LINE Official. Moreover, we also launched the AEC Investment Clinic for small-group online seminars on various interesting topics such as Grabbing Business Opportunities in Cambodia Post-ASEAN Summit, Being Alert to 4 Risks of Investing in Vietnam in 2023



and Business Opportunities Amidst Challenges in the Philippines. Live interviews with leading local and foreign business executives were also broadcast through the AEC Take-Off program via Facebook Live where a total of 10 interviews were conducted with more than 321,900 accumulative views. Additionally, there was also a special online seminar at a regional level hosted through a collaboration between the Bank and Permata Bank with the title Gearing Up – Getting Ready for Challenges in 2023. The panel speakers of the event included Mr. Tony Fernandes, Chief Executive Officer of Capital A (previously AirAsia Group), Mrs. Somruedee Chaimongkol, Chief Executive Officer of Banpu, and Mr. Pandu Patria Sjahrir, Founding Partner of AC Ventures and Commissioner of the Indonesia Stock Exchange, while the session was moderated by Dr. Kobsak Pootrakool, Senior Executive Vice President and Director of Bangkok Bank.



Please scan QR Code for additional information on AEC Connect



• Bangkok Bank SME (Puan Koo Kit SME)

We advocate stable growth of SME through offering various credit products and supporting a knowledge sharing network under the name Bangkok Bank SME. This covers multiple communication channels including our website, Facebook, YouTube, Instagram and podcast applications such as Spotify, SoundCloud and Podbean. Our online social network offers news and information useful for SME in the form of articles, analyses and video clips of successful customers sharing experiences, as well as online training and seminars under the concept Cost Cutting Through Clean Energy. The network also presents interesting programs such as SME Clinic Exclusive, SME Successor, Creative SME, Fininvest, Fininsight and The Treasury Talk. Also, online articles are published in a business series under Mega Trends and Business Transformation, Family Business and ESG section.



1,388,508 viewers



2,384,600 followers



46,325 subscribers



16,764 followers



Please scan QR Code for additional information on Bangkok Bank SME

- Money Expo and Thailand Smart Money
We always seek to share information about financial products and services to customers and the general public. For example, we joined annual finance and investment events, particularly Money Expos in Bangkok, Songkhla, Nakhon Ratchasima, Udon Thani and Chiang Mai and Thailand Smart Money in Bangkok, Rayong, Surat Thani and Ubon Ratchathani. A large number of interested people attended the events while we provided experts from the Bank to give financial advice to participants.



Community Development

Bangkok Bank has been caring for the communities in which it operates as a trusted partner and reliable close friend since its founding 78 years ago. We believe that operating our business in a way that strongly supports the community will help build trust in the Bank. We are committed to promoting community development through a variety of initiatives, many of which are conducted in cooperation with partners. We aim to foster well-being in society, provide access to quality educational opportunities, promote knowledge about how to add value to goods and services, promote job and income creations, endorse capability development, facilitate community engagement and empowerment, nurture religion, and preserve Thailand’s artistic and cultural heritage. In 2022, we continued to focus on activities that address key challenges in the country such as becoming an aged society, economic and social inequality, environmental challenges, and adaptation to climate change. We expect that supporting such activities will help the country’s efforts to achieve its Sustainable Development Goals.

Management and Approach

We established a Corporate Social Responsibility Policy that serves as a direction, principle, and guiding framework for our community and social development activities covering the Bank and the subsidiaries in our financial business group. We have assigned the Public Relations Department to be the center responsible for initiating social and community development activities, as well as identifying resources and estimating required budgets. Our Business Units are also empowered to initiate and conduct social and community



development activities related to their divisions. In this case, the Business Unit is responsible for supervising and monitoring the implementation of the activities to achieve their specified objectives. In addition, we encourage all employees to recognize the importance of developing local communities and society and provide opportunities for employees to participate in our various community and social development activities.

We set strategies for community and social development initiatives by considering important factors such as the commitment to align with the United Nations Sustainable Development Goals (SDGs), ongoing challenges, engagement with stakeholders including business partners, and alignment with our strategies and expertise to ensure the activities supported by the Bank are mutually beneficial to the community and society, the Bank and our employees. We regularly communicate to employees about various activities

and encourage employee participation according to their skills and interests. Our community and social development activities are categorized into six categories: 1. Supporting the well-being of communities and society, 2. Supporting medical development and access to healthcare services for vulnerable groups, 3. Promoting youth development and educational opportunities, 4. Strengthening the agriculture sector and SMEs, 5. Promoting and conserving Thai arts and culture, and 6. Nurturing religion. The details are as follows.

1. Support the Well-Being of Communities and Society

• Utokapat Foundation and the Bualuang Foundation Joins the Community to Solve Drought Project

We have continuously supported the Utokapat Foundation under the Royal Patronage of H.M. the King since its establishment so that we can play a part in continuing His Majesty King Bhumibol Adulyadej



the Great’s initiatives to strengthen water resource management, provide clean water to the community and alleviate flood and drought problems.

As water is vital to life, we have joined with the Bualuang Foundation and Utokapat Foundation to support the Bualuang Joins the Community to Solve Drought project for the third consecutive year. This collaboration enables communities to sustainably manage water and mitigate flood and drought problems by themselves, and provides people in the community with an adequate supply of clean water for consumption and agriculture, while they can also transfer knowledge and experiences to other communities facing similar problems. Over the past three years, the project has strengthened the community’s water management capability through infrastructure support such as building and improving weirs, ponds, reservoirs and solar water pumping systems for 61 communities in 38 provinces covering 35,341 rai of agricultural land. This has benefitted 21,651 households or 66,688 people, and conserved an additional 274,607 cubic meters of water.

To mark the occasion of the Utokapat Foundation’s 10th anniversary, we co-organized the 2022 activity to outline the guidelines for “Social structure and a new economy based on the principles of sufficiency economy and modern agriculture methods”, along with a site visit to the successful Petchnam Nueng Community, Tha Yang District, Phetchaburi. We shared knowledge and guidelines on how to proceed with the development plan with communities, the private sector and related government agencies to promote the achievement

of the community’s water resource management as aligned with His Majesty’s initiatives.

• **Support for the Khao Yai Marathon 2022**

We encourage people to recognize the value of physical exercise and increase awareness about forest and environmental protection by joining with government and private agencies to support the organization of the Khao Yai Marathon 2022 at Khao Yai National Park. The event helped raise funds for life insurance for employees of national parks across the country, the Weaving Thai Hearts for Southern Thai Residents project, and the Rak Muang Thai Foundation’s charitable fund for public interest activities and youth education. More than 5,000 people, including 70 of our employees, joined the race. We also provided a pop-up booth at the event.

• **Favorite Dish, Secret Episode Project**

We invited people to participate in our Favorite Dish and Best Restaurant activities by creating a short video clip to promote local dishes and restaurants in communities nationwide. More than 300 teams comprising school and university students and members of the general public joined the activities. 50 teams were awarded the Little Film Director certificates and participated in a training course on filmmaking of short films taught by five famous film directors. Each team received an assignment to create a short film to win Thailand’s first Little Film Director award and the Golden Bualuang 2022 award. The project also contributed to community economies by promoting favorite dishes at local restaurants.

• **Tongtin Inter Book**

Bangkok Bank promotes community knowledge and local wisdom through the Tongtin Inter book, which highlights community enterprises which had been profiled in our Caravan Samranjai television series. The book also features good ideas and local products as well as examples of successful and sustainable community brands, including tourist attractions, ways of life, arts and culture, and products and services. The book helps promote community business enterprises with the aim of helping them to grow continuously and move up the value chain. People can download the Tongtin Inter e-book for free.



Please Scan QR Code
to download the Tongtin Inter
e-book for free



2. Support Medical Development and Access to Healthcare Services for Vulnerable Groups

We operate collaborative projects with hospitals to provide our credit and debit card customers with opportunities to support medical care for low-income earners. We donate money from the annual fee, while customers can redeem accumulated points as donations for participating hospitals, while also contributing additionally for 0.2 percent of spending with the following cards: Bangkok Bank Titanium Ramathibodi Hospital Credit Card, Bangkok Bank Visa Platinum Siriraj Credit Card, and Be1st Smart TPN Rabbit Card. Cardholders also gain special privileges with the cards. At the end of 2022, there were more than 1 million cardholders with total donations of more than Baht 400 million.

• Mobile Medical and Dental Unit

We collaborated with the government and private sector to support the Mobile Medical and Dental Unit Foundation in providing free medical and dental services to underprivileged people in rural and remote areas across the country. Mobile services include medical treatments for general and specific diseases, fillings, tooth extraction, wisdom tooth removal, scaling, fluoride varnishing, sealant and denture fitting. In 2022, three mobile units were deployed in Uthai Thani, Phetchaburi, and Surat Thani provinces, treating 2,134 people, with 45 of our executives and employees from

these areas volunteering to join the project. In addition, our Resuscitate Used Paper project distributed 5,000 recycled paper bags made from used calendars and papers to medical units and patients for carrying medicines and other items.

• BBL x BLOOD HERO x Plus 1 Project

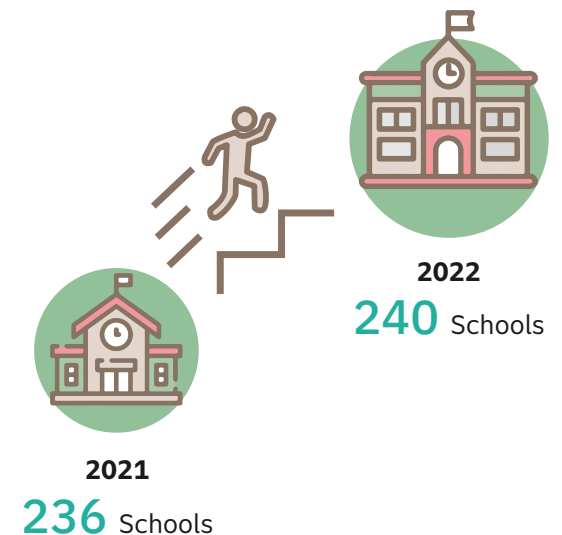
We supported the National Blood Center of the Thai Red Cross Society for the 27th consecutive year by organizing quarterly blood donations from our staff and executives as well as making contributions to various activities and projects. Due to the Covid-19 pandemic, the number of blood donations declined, resulting in a shortage of blood for patients. We therefore organized four blood donation activities at our Silom Head Office Building and Rama III Building, while also encouraging employees to donate blood at blood centers across the country under the BBL x BLOOD HERO x Plus1 project. Throughout 2022, a total of 1,205 employees and executives donated 1,004 units of blood or 462.4 liters, which can help approximately 3,500 patients.

3. Promote Youth Development and Educational Opportunities

We place great importance on creating opportunities for children and youth to access quality education as we believe a good education creates better life opportunities for children and helps them become responsible citizens.

• The CONNEXT ED Education Project

In 2022, we continued our commitment to being a trusted partner for education by mobilizing 104 branch managers from 103¹ branches from 56 provinces to act as School Partners to take care of 240² Connex ED schools in 54³ provinces. We encourage School Partners to develop their skills and adopt new perspectives to their work through online training, while also bringing knowledge, technologies and work experience gained during the Covid-19 pandemic to share with participating schools and communities. This helps build awareness about how to work and live in the New Normal and strengthen relations between the Bank and related parties.



Note: (1) Udon Thani Branch has two School Partners responsible for six schools.

(2) In 2022, four additional Connex ED schools in Buriram province were supported through the Education Fund School project.

(3) There are no Connex ED schools in Maha Sarakham and Nong Khai provinces, but one School Partner in each such province is responsible for supporting local schools.



• **Project to Promote Learning Management to Improve Morality for Students**

We collaborated with government agencies, the private sector and experts from the civil sector to jointly develop a Moral Innovation model for students to create a process of studying that promotes morality with the aim of developing “Good-talented students” based on research and lessons learned from Moral Model Schools. Thirteen pilot schools supported by the private sector were selected for promoting the development of a moral curriculum before applying it to other schools. Our Moral Model School has been acknowledged by a working panel and experts for demonstrating best practices in natural moral education that integrates learning with morality systematically.

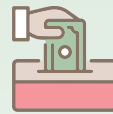


• **Notebook for Education**

The Covid-19 pandemic presented educational challenges in many areas, especially restrictions in accessing equipment and technologies. We have partnered with government agencies and the private sector to implement the Notebook for Education project, an online fundraising platform to increase access to notebook computers

for children and youth in remote areas. We invited all sectors, including our executives and employees, to participate in the project by making donations to purchase the notebooks. We also facilitated notebook computer training for teachers on an Active Learning platform so they can teach students to use notebook computers properly.

Our Participation in the Notebook for Education Project



Support online fundraising through the Merchant iPay system



Develop communications to invite people to donate to the project



Support, foster and provide recommendations for purchasing and installing programs

- ✓ Supported **8** schools through the Bank’s sponsorship in **8** provinces
- ✓ Purchased **200** notebook computers
- ✓ Provided notebooks to **200** Prathom 4 to 6 students, the target group for the Notebook for Education project
- ✓ Trained **25** teachers on how to use notebooks for education via the Active Learning platform
- ✓ Raised funds of **3,498,970** baht (the fundraising period has been extended until June 30, 2023)



- Bualuang Kor Kan Kru Project for Teachers**
 We collaborate with Thammasat University and the Office of the Basic Education Commission to continue the Bualuang Kor Kan Kru project to develop and enhance professional skills of school teachers and create Change Agents to improve education. In 2022, the Bualuang Kor Kan Kru project developed a Learning Ecosystem in eight pilot schools in Udon Thani province by inviting teachers to create an Authentic Learning Designer, a classroom that connects learning with the real world. We also supported a variety of activities and development initiatives for school administrators, teachers and community supervisors, as well as School Partners who share a common goal to develop quality students.



Systematic Development Framework

- Support the organization of training workshops to enhance professional skills for teachers, school directors, and supervisors to improve the school's quality in three dimensions, namely
 - Upskill
 - Reskill
 - New Skills
- Develop fieldwork expertise to enhance knowledge and understanding of the development of learning ecosystems to promote life skills and careers for students



Professional Skills Development Process

- Executive Development Programs
- 2 training modules (5 days)
 - 40 total training hours
- Teacher and Supervisor Development Courses
- 3 training modules (14 days)
 - 105 total training hours
- Learning Ecosystem Development Activities
- Brainstorming roundtable (12 sessions): 68 hours
 - Development of active learning: 55 hours
 - Develop future skills: 55 hours
 - Develop project writing skills: 31 hours.
 - Site visits to schools in the network: 12 hours



Area-based Development

- 1 Province
- 8 Schools
- 4 Educational districts



Target Group for Development

- 8 School directors
- 105 Teachers and staff
- 15 Supervisors



Impact Group

- 2,978 Students
- 52 Villages / Communities



• Partnership School Project

We cooperated with the Ministry of Education on the Partnership School project to develop schools as a source of lifelong learning. We sponsored two schools, namely Ban Bang Mak School, Trang province, and Wat Niweswutharam School, Nakhon Sawan province. We also extended our cooperation with Thammasat University and the Office of the Basic Education Commission to jointly support both schools by developing learning ecosystems that use the local community as the foundation for school development. We facilitated experts to visit the community areas to organize a Community Classroom activity, which connected parents and community leaders with local shops and entrepreneurs to jointly exchange and analyze different ideas and perspectives and design guidelines for the development of children and youth in the community. We also supported the development of new teaching and learning design skills for teachers and school directors to administer educational institutions in collaboration with their communities.



Learning Ecosystem Development Framework in the Community

- Support the organization of training workshops to enhance professional skills for teachers, school directors and supervisors (Training conducted along with the Bualuang Kor Kan Kru Project).
• Organize workshops "Hand-made learning materials for creative classrooms" with funding for schools to create learning materials.
• Organize workshops for each school to promote students' assessment skills under the community context for teacher.
• Support for site visits on a development of learning ecosystems in the community from 4 prototype school teachers.

• Bangkok Bank Scholarships

We have a policy to provide employees and interested people outside the Bank with the opportunity to pursue a master's degree (English program) from both domestic and international institutions in various fields including Digital and Technology, MBA and Finance (Economics, Digital Marketing, and Law). In 2022, we awarded seven scholarships worth more than Baht 21 million. Since the scholarship project was launched, we have awarded 182 scholarships, totaling Baht 294 million. All scholarship recipients returned to work with us, with 27 percent of the scholarship students advancing in their careers to become Bank executives.

4. Strengthen the Agricultural Sector and SME

• Modern Agriculture

We started providing agricultural loans to farmers in 1963 and initiated the Modern Agriculture Project in 1999 to support capacity development and raise farmers' incomes. Throughout this time, the Modern

Agriculture Project has had various missions: educate farmers on how to increase productivity and improve product quality, support the development of farmers' networks for sharing knowledge, co-create marketing opportunities, and support modern marketing and the use of modern technologies through various activities. Our activities have included seminars, conferences, and field studies to find successful modern farmers, and organizing of the Modern Agriculture Fair Day held in front of our Silom Head Office building as a venue for farmers, especially small farmers, to sell quality agricultural products directly to consumers, while also providing an opportunity for them to hear feedback directly from consumers.

In 2022, with the easing of the Covid-19 situation, we resumed the Modern Agriculture Day 2022 under the concept of New Choices, Safety, Sustainability. A total of 42 farmers across the country joined the event as exhibitors which attracted more than 1,000 people and generated more than



Our executives and the Modern Agriculture project team conducted field trips to learn about modern farmers.



Baht 2.5 million in sales. We organized two Modern Agriculture's Thinking Partners seminars which invited expert speakers and experienced farmers to discuss the topics of: The future of Thai swine farming after the ASF (Asian Swine Fever) Crisis, and Vietnam: Road to Success in Agricultural Exports. More than 340 people joined the events. In addition, our executives and the Modern Agriculture project team conducted field trips to learn about modern farmers, including:

1. Boriboon Farm, a manufacturer and distributor of avocado processed products such as cold pressed oil, soft-gel tablets, facial soap and shampoo. The farm is also an advocate for farmers in Wang Nam Khiao District in Nakhon Ratchasima province and Thap Sathit District in Chaiyaphum province on how to grow organic avocados and expand market channels by researching and developing the production process to ensure the nutritional value in the product,
2. Rakjang Farm (Social Enterprise), which creates careers for farmers and reduces the use of chemicals through modern agricultural technology. It is also a producer and processor of melon and cannabis grown in closed greenhouses under the Good Agricultural Practices (GAP) standard. The Modern Agriculture project team has collated successful experiences from both modern farmers and transferred this knowledge to other farmers.

- **Bualuang SME Club**

Bualuang SME Club was established in 2003 to create a cooperative SME network for exchanging knowledge, learning and expanding businesses. We have continuously supported the club's activities

including providing training, seminars, field studies, business matching, and providing the space in front of our Silom Head Office for the club's members to sell their products at the annual Bualuang SME Fair. After temporarily suspending the Bualuang SME Fair during the Covid-19 pandemic, we resumed in 2022 to increase marketing channels and help SME generate more income as well as to allow consumers to purchase high-quality products at a special price directly from the manufacturer. More than 1,000 people participated in the event, with 70 SME participating in the fair, generating total sales of more than Baht 8 million in one day.

Although the Bualuang SME Club was unable to organize many activities due to the Covid-19 situation, we maintained our commitment to fully supporting various activities, especially through online platforms such as advertising and promoting members' products through online channels and organizing seminars to provide knowledge on topics that are useful or currently of interest to SME. Topics included SME Survival and the Year of the Tiger Economy; Survival of SME in the New Digital Economy Era; Financial and Cost Management; Good Governance Creates Outstanding, Prosperous and Sustainable Business; Proactive Human Resources Management in the New Digital Era; The Art of Negotiating, and; Behind the Success of National Innovation 2022. We also supported the organization of a field study of enterprises, such as True Corporation, Huawei Technologies (Thailand), Vava Pack, and C.P. Leadership Institute. All activities sponsored by the Bank received good feedback from

the club's members.

- **Puan Koo Kit TV Program**

For 30 years, we have produced and broadcast short documentaries on television under the title Puan Koo Kit to promote the growth of SME entrepreneurs. The program has profiled outstanding SME products and services to a wider audience. It provides opportunities for SME to expand their markets and create new business opportunities. We aim to present success stories and innovative business development of SME through the program, under the concept of #GoodBusinessForBetterLiving, to inspire ideas for other SME to apply knowledge in their businesses or adapt it to grow their business further. The Puan Koo Kit TV Program is broadcast on TV3 HD, channel 33, every Thursday and Friday at 08:22 am.

5. Promote and Conserve Thai Arts and Culture

The Bangkok Bank Musical Art Center was founded in 1979 to sustain and promote Thai arts and culture, such as Thai traditional music performances, dancing, and dramatic and folk performing arts. The Bangkok Bank Musical Art Center has continuously organized a variety of activities, such as Sangkeet Saranrom Performances and the Kawee Pakka Thong (Golden Pen Poet) Project. During the Covid-19 pandemic, the Bangkok Bank Musical Art Center temporarily suspended organizing activities. However, it broadcast valuable performing arts through Facebook and the Bangkok Bank Musical Art Center's YouTube channel.



Moreover, we supported the Support Foundation of Her Majesty Queen Sirikit The Queen Mother in the exhibition Devotion to Works of Art, which was held in honor of the auspicious occasion of Her Majesty Queen Sirikit the Queen Mother’s 90th birthday on August 12, 2022, at the Queen’s Art Gallery. The exhibition showcased various types of weaving which is a valuable cultural heritage of Thai people.

6. Nourishing Religion

Royal Kathin

We were the first financial institution to be honored with the commission to present the Royal Kathin to temples under royal patronage in all regions across Thailand as well as temples in foreign countries. We have been honored with this prestigious role for the past 56 years. In 2022, we received His Majesty the King’s commission to present the Royal Kathin to Wat Phet Samut Worawiharn (Wat Ban Laem), a royal monastery in Samut Songkhram province. The ceremony was joined by our directors, executives and staff, along with representatives from Samut Songkhram provincial government agencies, other government agencies, private companies, customers, and the general public in the province, and donated Baht 15,185,395.60 to the temple to restore the living quarters of novices and monks.

Paying Respect

Paying respect to senior monks on the occasion of Buddhist Lent is an annual practice of the Bank to preserve and sustain Buddhist culture and activities. In 2022, we presented offerings to His Holiness the Supreme Patriarch, chairman of the Sangha

Supreme Council of Thailand, as well as to 21 directors of the Sangha Supreme Council of Thailand, two advisors of the Sangha Supreme Council of Thailand, and 23 senior monks from 17 temples.

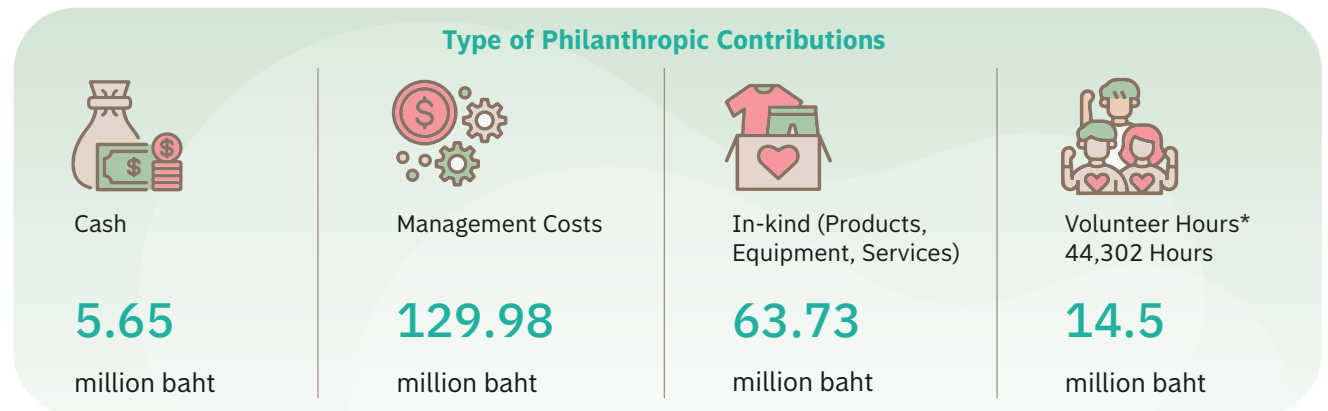
The 9th Grade Buddhist Theology Examination

Nurturing religion is one of the Bank’s important missions. We hold a congratulatory luncheon ceremony to pay respect to monks and novices who passed their Buddhist theology examination in the ninth grade. In 2022, we held a ceremony to pay respect to 116 graduate Buddhist monks and novices (93 monks and 23 novices) from two graduation years as the ceremony was not held in 2021 due to the Covid-19 pandemic, consisting of 64 monks and novices who graduated in 2021 and 52 monks and novices who graduated in 2022. The ceremony was honorably chaired by Phra Phrom Moli, Councilor of the Sangha Supreme Council of Thailand, Maekong Pali Sanam Luang, and Mr. Deja Tulananda, the Bank’s Executive Chairman.

Type of Philanthropic Activities



Type of Philanthropic Contributions



Note: Value of volunteer hours = number of volunteer hours x average hourly compensation of participating employees



Mitigation of Environmental Footprint and Climate Change

Environmental issues including climate change have intensified over time to impact people’s lives at large. Although improving the environment is a national agenda, there are some contributions we can make at the organizational level. We have elevated our environmental efforts within the Bank to be more concrete and systematic, not just for our own benefit but also for surrounding communities and the general public, through our environmental and energy conservation policy, which is aligned with applicable laws that cover energy and resource conservation, reduction of greenhouse gas emissions from the Bank’s direct activities, end-to-end waste management, awareness building and promotion of participation for all employees. We expect that our environmental efforts will help support the government’s environmental objectives as well as those of other private entities, thereby contributing towards the national shared goals.

We continue to strive to achieve the targets to reduce greenhouse gas emissions for Scope 1 and Scope 2 with our target setting referenced to science-based target setting which adopts the absolute contraction approach in setting targets to control the increase of average global temperatures to be less than two degrees Celsius above preindustrial levels. Moreover, we remain determined to exert our efforts to help support Thailand in attaining carbon neutrality by



2050 as well as the net zero emission of greenhouse gases by 2065 according to the government’s declaration at the 2021 United Nations Climate Change Conference (COP26) in Glasgow, Scotland.

Environmental Management and Energy Conservation

As we place a high priority on systematic environmental management and energy conservation to prevent and mitigate environmental impacts from the Bank’s operations, we have formulated an environmental management and energy conservation policy as a clear framework for compliance and have adopted ISO 14001:2015 international standards for our environmental management and energy conservation practices. The policy covers planning, setting targets and operating plans, assessing associated environmental risks and impacts, monitoring

performance, determining corrective measures, and developing eco-efficiency data management tools. We believe that systematic management will enhance the Bank’s environmental management and improve its energy conservation performance to be more efficient and effective. Furthermore, we are raising awareness among employees about environmental management and energy conservation to instill a mindset that promotes environmental conservation, as well as encouraging them to follow these practices as a matter of habit.



Please scan QR Code for additional information on Environmental and Energy Conservation Policy



Environmental Management System Framework

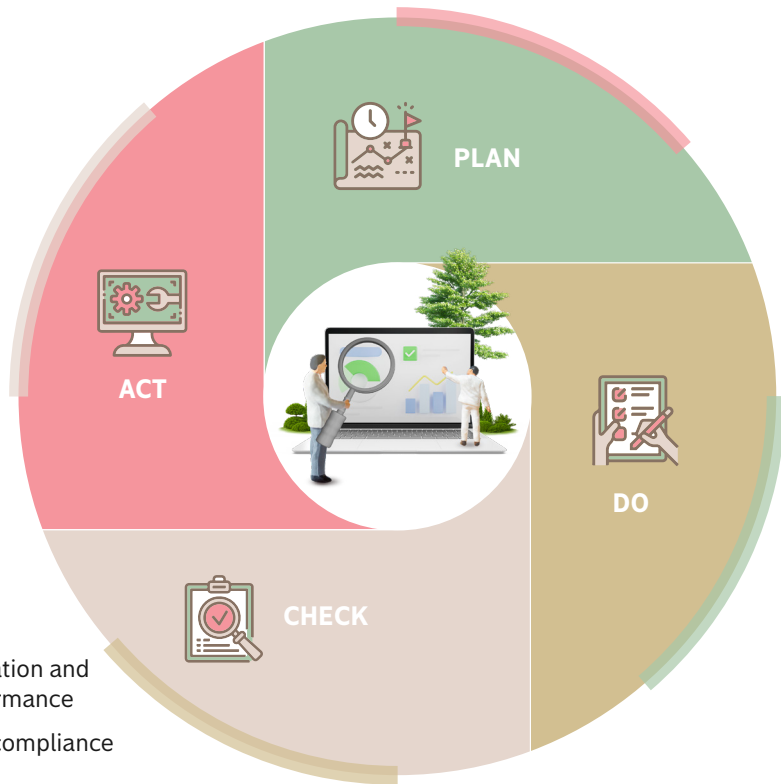
The Bank's Environmental Management System (EMS) was designed to work in a four-step P-D-C-A cycle as follows:

ACT

- Performance review by executives
- Performance improvement

PLAN

- Environmental policy setting
- Target setting
- Roles and responsibilities
- Environmental issues and risk identification and assessment
- Compliance with laws and environmental regulations



CHECK

- Monitoring, evaluation and reporting of performance
- Examination and compliance

DO

- Action and control
- Internal and external communication
- Training, awareness and capability building of employees
- Readiness and emergency management
- Document management

Our environmental management and energy conservation efforts are a collaboration between related units that join together as a working team, as per the following examples.

The Environment and Energy Conservation Team is responsible for ensuring effective environmental management and energy consumption of buildings, reviewing the environment and energy conservation policy, setting targets and issuing environment and energy conservation measures, launching and driving initiatives or related activities, and coordinating with other units to achieve the established targets. The team also oversees, audits and evaluates performance as well as organizing different knowledge-sharing activities.

The Energy Management Team ensures that environmental and energy conservation initiatives are being efficiently and effectively carried out in accordance with related policies of the Bank, and oversees that implementation of energy management initiatives achieves tangible outcomes. Note that the Bank has appointed Energy Management Teams for designated buildings, namely the Silom Head Office Building, Trinity Complex Building, Rama III Building, Rama IX Branch Building, Si Racha Branch Building and Hua Lamphong Branch Building.

The Greenhouse Gas Emissions and Absorption Analysis Reporting Team is responsible for collecting and reporting information on greenhouse gas emissions and removal from the Bank's operations with the purpose of carbon offsetting.

Note: Aligned with EMS based on ISO 14001



Performance Highlights

The Bank is committed to instilling a mindset for, and building awareness of, environment and energy conservation for all employees, customers, suppliers and the public through the Bank’s communication channels. Moreover, we support efforts on environment and energy conservation under Bualuang Save the Earth — a program that covers diverse activities that help reduce energy consumption, and support resource conservation and waste management along with reduction of greenhouse gas emissions. At the same time, we provide support and work with various agencies to build awareness and organize activities to preserve the environment and energy for communities and the general public.

1. Adjustment of Equipment to Enhance Energy Efficiency and Reduce Resource Utilization

- **Replacing Air-Conditioners**

We replaced air-conditioners that were used for over 20 years in various buildings as old air-conditioners usually cannot operate at their optimal efficiency to reach required temperatures and consume more energy. Thus, the Bank chose to replace them with new air-conditioners with refrigerants that are not harmful to the ozone layer. In 2022, we replaced 29 air-conditioners in the head office buildings and another 55 air-conditioners in business centers and branches.

- **Improving Lighting Systems**

The Bank gradually replaced over 3,500 fluorescent bulbs in various buildings across the country. The

replacement is expected to reduce electricity consumption by about 141,577 kilowatts per hour and reduce GHG emissions by about 71 tons of carbon dioxide equivalent per year.

- **Improving Toilets at Head Office Buildings**

The Bank has refurbished toilets to promote efficiency for water and electricity consumption and to elevate the level of occupational health and safety, by gradually installing equipment with intelligent sensors to turn the water and electricity supply on only when they are in use. In addition, water-saving toilets were installed in the group of five buildings that comprise the head office, which are Silom Head Office Building, Rama III Building, Trinity Complex Building, Saengthong Thani Tower and Building 3. It is expected that the new equipment will help save more than 50 percent of resource utilization compared with the previous system.

2.Reduction of Energy and Resource Consumption

- **Bualuang Save the Earth: Reduce, Reuse, Recycle**

Realizing that the country is facing challenges relating to landfill waste management and having the intention to promote recycling of used materials for maximum benefit, we conducted an end-to-end waste management project from upstream to downstream for the group of five buildings that comprise the head office by adopting 3R principles, which are Reduce, Reuse and Recycle. The project’s objectives are to 1. conserve the environment, reduce

waste volume and ensure optimal consumption of energy and resources, 2. raise awareness of resource utilization and waste sorting in daily life, and 3. promote cooperation from employees at the Bank. We distributed 1,066 garbage-sorting bins to the offices as well as continuously promoted conservation and encouraged employees to reduce and separate waste in the correct way through different communication channels of the Bank. Each type of waste will be separated and gathered before sending to related agencies to be properly handled afterwards.



The Bank also collects and sorts used paper to be sent to be recycled at pulp mills to protect data privacy and promote efficient resource utilization. For 2022, there was a total of

352.97 tons of paper

sent to be recycled (*the volume dropped from 2021 because in that year a higher inventory of paper waiting to be sent for recycling had piled up from the previous year when the Bank was still looking to hire a new service provider).



Additionally, we collect and sort plastic cups and plastic containers that have been used by employees in the group of

5 head office buildings

before delivering them to Srithai Superware to manufacture sitting benches and bins to be use in the physical exercise area at the Rama III Building.



The Bank has begun to turn waste into energy to cut down on the volume of waste sent for landfill which will help reduce pollution. We send waste that we cannot add value to or be reused to N15 Technology, which turns waste into Refuse Derived Fuel (RDF), a substitute for the use of coal for electricity generation.



• Paperless Campaign

We enhanced work processes for employees by adopting digital systems to enable everyone to send data or documents through electronic means instead of paper as well as encouraging all units to sort paper for reuse before disposal. Moreover, the default setting on all printers was also adjusted to double-sided printing

A4 Paper Used at the Bank

816.02

metric tons

volume / FTE = 0.04 metric tons



Volume of GHG Emissions

930.26

tons of carbon dioxide equivalent

Reduction from 2020:

21.28%



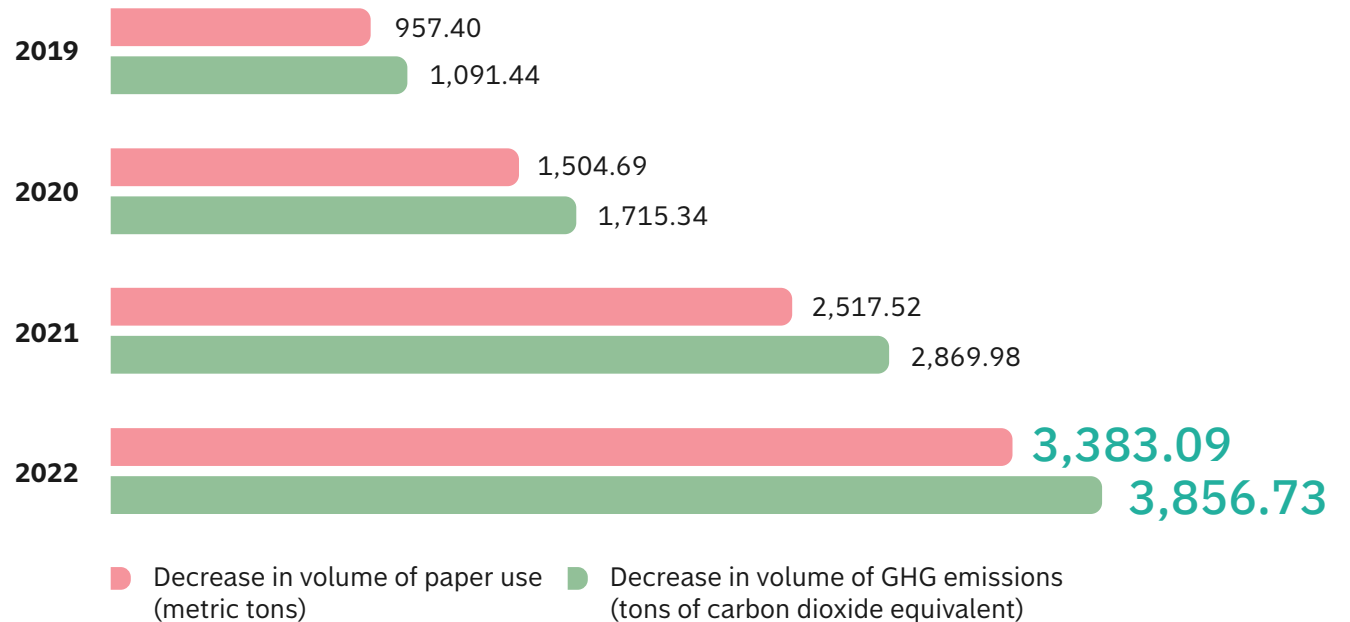
Note: Volume of paper used in calculation is from the Bank's requisition records. Quantity of GHG emissions is calculated based on the emission factor according to the carbon footprint of paper products set by the Thailand Greenhouse Gas Management Organization (Public Organization) of 1.140 kgCO₂e/kg.

• Shuttle Van Service

We arrange van services for employees who have to travel between the Head Office, Rama III Building, Trinity Complex Building, Saengthong Thani Tower, Rama IX Building and Bang Na Sports Club, in order to reduce petrol consumption as well as GHG emissions from individual transportation.

• Digital Banking Development to Reduce GHG Emissions

We strive to improve digital channels and platforms for financial transactions, such as Bangkok Bank Mobile Banking and Bualuang iBanking, to facilitate customers to be able to access financial services anywhere anytime, 24 hours a day. This also helps reduce resource usage especially paper and fuel used in transport to make transactions at branches.



Note: Volume of paper used in calculation is from the Bank's requisition records. Quantity of GHG emissions is calculated based on the emission factor according to the carbon footprint of paper products set by the Thailand Greenhouse Gas Management Organization (Public Organization) of 1.140 kgCO₂e/kg.



3. Building Awareness on Energy and Environmental Conservation

- **Bualuang Saves Energy Project**

To raise awareness and foster environmental conservation for staff at all levels, we have launched an online course on energy management via the BBLearn channel. By the end of 2022, 14,776 employees had attended the course, accounting for 77.4 percent of all employees, of which 8,249 employees were employees working in designated buildings, representing 96 percent of total employees working in designated buildings.

- **“3 Canals Row for the River” (Pai Rua Maenam Sam Khlong)**


The Bank supported an initiative of the Puey Ungphakorn Centenary Hall and Park and the Faculty of Social Administration, Thammasat University by inviting staff and interested people to volunteer to row boats to collect garbage along Bangkok Noi Canal, Om Non Canal and Bang Kruai Canal to help alleviate the issue of waste flowing to the Chao Phraya River and the Gulf of Thailand. This helps restore the quality of water and promote a better quality of life for communities along the canals in historical areas. This project deployed over 200 boats to collect 221 kilograms of garbage, 84 kilograms of which, about one-third of all collected garbage, was suitable for recycling.



- **Water and Waste Management International Conference & Expo Thailand: Water for Life**

The Bank supported the conference hosted by the royal-initiated community water management project and the Public Policy Studies Institute Foundation (PPSI) with the objective to raise awareness on the importance of valuable water resources. The conference featured over 30 global water experts who gave lectures and shared knowledge on water management, especially water management for agriculture and wastewater management. Moreover, Dr. Kobsak Pootrakool, Senior Executive Vice President and Corporate Secretary of Bangkok Bank, was honored to speak at the conference on the topic “The Stability of Water Resources & Economic System and the Bank’s Roles Related to Water”.



 “3 Canals Row for the River” (Pai Rua Maenam Sam Khlong)



4. Carbon Offsetting of the Head Office Building in Silom

The Bank seeks to become a Carbon Neutral Organization by continuously participating in carbon offsetting activities held by the Thailand Greenhouse Gas Management Organization (Public Organization). In 2022, the Bank purchased 10,038 tons of carbon dioxide equivalent of carbon credits from BCPG renewable energy development project which produces alternative energy from solar power, to offset 100 percent of the amount of Scope 1 and Scope 2 GHG emitted from the Head Office building in Silom.





Environmental and Resource Utilization Information

The Bank implemented an eco-efficiency data management system to enhance efficiency in data management, reduce data storing mistakes and enable convenient data reviews. To ensure the quality of data and reliable reporting, we have obtained data verification of our environmental and resource consumption from an external party registered with the Thailand Greenhouse Gas Management Organization (Public Organization). Details are available on page 146

Greenhouse Gas (GHG) Emissions

The Bank evaluated the GHG emissions for Scope 1, Scope 2 and Scope 3 (only for air travel, water consumption and A4 paper consumption) according to the Standard TGO Guidance of the Carbon Footprint Organization established by the Thailand Greenhouse Gas Management Organization (Public Organization), which is compatible with ISO 14064-1. The emissions measurements are based on the emissions factors according to the standards established by the Intergovernmental Panel on Climate Change (IPCC, 2006) and the TGO. We did not achieve the 2022 target of GHG Emission under Scope 1 and Scope 2 due to the increase amount of diesel engine automobiles used in the Bank’s business activities and post Covid-19 pandemic recovery, resulting in the business activities returning to normal.

GHG Emissions (tons of carbon dioxide equivalent)	2022 Target	2022 Performance	Volume per FTE ³
 Scope 1 ¹	13,337.05	21,771.02	1.11
 Scope 2 ²	58,133.35	60,632.55	3.14

Note: ¹GHG under Scope 1 consists of direct emissions that the Bank controls and monitors and is calculated from (1) fuel consumption of back-up power generators, fire pumps and vehicles used for day-to-day operations, (2) the volume of refrigerants leaking from the air-conditioning system and fire extinguisher chemicals estimated from concerned purchase orders, and (3) the volume of methane gas from septic tanks estimated from the number of employees of each building. The calculation of the quantity of Scope 1 GHG emissions is based on the emissions factor for the carbon footprint of an organization set by the Thailand Greenhouse Gas Management Organization (Public Organization).

²GHG under Scope 2 consists of indirect emissions that the Bank controls and monitors and is calculated from the electricity consumption of the Bank as measured by the meters of the Metropolitan Electricity Authority and the Provincial Electricity Authority, including electricity consumption from those ATM without meters which is estimated from the average rate of electricity consumption of each type of ATM the Bank is using. The emissions factor is 0.4999 kgCO₂e/kWh based on the emissions factor according to the quantification of the carbon footprint of an organization set by the Thailand Greenhouse Gas Management Organization (Public Organization) in April 2020.

³FTE (Full Time Employee Equivalents) is based on average number of employees in 2022



Energy Consumption within the Bank

Total Energy Consumption within the Bank¹



2022 Target

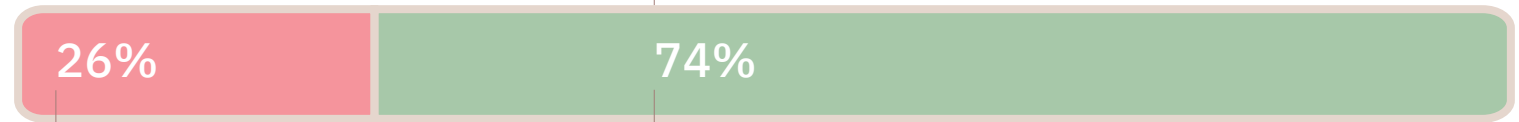
571,512 gigajoules

158,753 megawatt-hours

2022 Performance

588,998.95² gigajoules / Volume Per FTE³ = 30.47

163,610.82 megawatt-hours



Total volume of gasoline



152,357.26

gigajoules

Total volume of electricity consumption



436,641.69

gigajoules

Note: ¹Based on the Energy Content of Fuel Table (Net Calorific Value) of the Department of Alternative Energy Development and Efficiency, Ministry of Energy. Energy consumption includes electricity, diesel fuel for emergency power generators and fire pumps and gasoline volume for vehicles used in the Bank's operations but excludes total chilled water consumption of branches located at rental spaces.

²We did not achieve the target in decreased energy consumption due to post Covid-19 pandemic recovery which led the business activities to return to normal.

³FTE (Full Time Employee Equivalents) is based on average number of employees in 2022.

Total Volume of Energy Consumption

2022 Performance



Electricity consumption

121,289.36

megawatt-hours¹



Diesel volume for emergency power generators and fire pumps

4,249.71

liters²



Diesel fuel volume for vehicles

292,399.16

liters²



Gasoline volume for vehicles

4,684,617.09

liters²

Note: ¹Based on data from the meters of the Metropolitan Electricity Authority and the Provincial Electricity Authority covering the whole organization including the five buildings at the head office, all support centers, branches and ATM. Electricity consumption from ATM without meters was estimated from the average rate of electricity consumption of each type of ATM the Bank is using.

²Based on data from the Bank's fuel database system.



Water Consumption Management

We have a system for management of water consumption at all offices and branches while we use water from the Metropolitan Waterworks Authority and the Provincial Waterworks Authority. A wastewater treatment system which meets the standard stipulated by law is in place at every office and branch of the Bank to ensure that wastewater from our operations does not affect the environment and nearby communities. Moreover, wastewater is treated through an activated sludge system before being reused to water green areas surrounding the Rama III building, which amounted to a total of 11,393 cubic meters, or 2 percent of total water consumption of the Bank. In addition, we conducted a survey in 2022 on water consumption in water stressed areas to prevent potential risks and found that around 9.73 percent of total water consumption was from provinces with high water stress. We will apply the acquired insight to plan water management to mitigate risks and solve the issues in a timely manner in the future.

2022 Target



Total water withdrawal¹

555,168 cubic meters



Total water consumed

111,034 cubic meters

2022 Performance



Total water withdrawal¹

501,555 cubic meters



Total water discharged

401,244 cubic meters



Total treated and reused wastewater

11,393 cubic meters

25.95

volume per FTE²



Total water consumed

100,311 cubic meters



Note: ¹ Based on data from the meters of the Metropolitan Waterworks Authority and the Provincial Waterworks Authority
² FTE (Full Time Employee Equivalents) is based on average number of employees in 2022

Air Travel for Business Purposes

Total air travel for business purposes



2022 Target

6,203,023.68 kilometers

2022 Performance

1,972,307 kilometers

Total GHG emissions from air travel for business purposes



653.29

tons of CO₂ equivalent

247.36

tons of CO₂ equivalent



Note: The volume of air travel dropped significantly as a result of the Covid-19 outbreak. The calculation of GHG emissions was based on the emissions factors according to standards from the Ministry of Energy and the 2019 UK Industrial Policy



Waste Management

The Bank sorts and manages each type of waste per the following

- Non-hazardous waste to be disposed of through landfill approach** includes general waste and wet garbage such as food packaging, food waste, fruit and vegetable peel, tissues and toilet paper.
- Non-hazardous waste to be recycled** includes soda cans, plastic cups, plastic bottles, glass bottles and paper, including waste paper, magazines, newspapers and paper boxes.
- Hazardous waste to be disposed of through proper methods** includes 1. electronic waste (e-waste) such as electronic products or appliances that are damaged or have passed their service lives. The Bank regularly examines devices and electronic appliances to ensure their efficiency. Obsolete electronics beyond repair or reuse are separated and sent to the recycling facilities of external companies with expertise in e-waste disposal and certified according to international standards. Certain parts will go through the recycling process to be used again which reduces waste to be disposed of through landfill methods which can cause pollution; and 2. other hazardous waste such as fluorescent light bulbs, batteries and spray cans will be sorted and sent to the responsible government agencies for proper treatment and disposal.

Waste (metric tons)

	Total waste generated
	General waste ¹
	Recycled waste ²
	Electronic waste
	Hazardous waste
	Used paper sent to be recycled

2022 Performance

3,003.95	volume per FTE = 0.16
2,599.07	
32.28	
19.37	
0.26	
352.97	



Waste in the Five Buildings of the Head Office (metric tons)

	Total waste
	General waste
	Recycled waste

2022 Target	2022 Performance	Proportion (%)
1,133.53	639.71	100%
1,101.87	607.44	95%
31.99	32.28	5%

Note: ¹General waste comprises (1) general waste from the five buildings of the head office which was disposed of by Bang Rak District Office and Yannawa District Office using landfill methods, and (2) general waste from those other than the five buildings at the head office, namely branch buildings and operations support centers across Thailand, which was estimated using the average weight of waste per person from the Department of Public Works and Town & Country Planning, the number of employees and the number of working days.

²The recycled waste data covers only those of the five buildings at the head office. The recycled waste in this report includes soda cans, plastic cups, plastic bottles, glass bottles and paper boxes but excludes electronic waste, used paper, and checks which were also sent for recycling separately from the above items.



Be Customer Centric

Placing customers at the center of our decisions, providing them with innovative, seamless and secure services and building and maintaining strong customer relationships.





Digitalization and Innovation

Disruptive technology has had a substantial impact on people’s lifestyles, the use of financial services by customers, and the Bank’s operations. Digitalization has brought about new opportunities for the banking business by enabling banks to serve a greater number of customers with more speed, yet at a lower cost per unit. It also enables us to better understand and respond to our customers’ needs. The Bank places great importance on technology development and innovation by focusing on developing products and services that meet the needs of customers. The Bank uses technology to increase productivity in the workplace such as by process improvements that save time and reduce human errors. This allows the Bank to create competitive advantages over competitors, either financial or non-financial institutions, while also promoting the Bank’s identity as a trusted partner and reliable close friend standing alongside our customers in every situation.

Management of Digitalization and Innovation

The Bank’s digitalization and innovation management requires good coordination across three areas: 1. Technology Division, 2. Innovation Department, and 3. Other units, covering business units that provide products and services and support units. The Technology Division is responsible for developing and improving the digital infrastructure to support the

operations of various units and the development of products and services. The Innovation Department, as the Bank’s Innovation Center of Excellence, is responsible for coordinating with internal and external parties to support the development and improvement of quality products and services that meet the needs of customers. Moreover, the Bank has established a subsidiary, Bualuang Ventures Limited, to invest in high-potential businesses and works with competent partners, including startups in digital technology and financial technology, to develop innovations of quality products and services that meet varied needs of customers.

We are adopting a digital workplace concept, advanced technology and innovation as well as digital platforms to increase workplace productivity and develop products and services as follows:

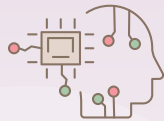
- Improving the core banking system, including modifications of our processes and data sets to be connected and standardized across the organization, leading to an efficient, and integrated workflow.
- Adjusting ways of working to increase agility, and setting up cross-functional teams with staff from different units to work together on product and service innovations so that new products and services can be developed smoothly and speedily.
- Adopting a systematic design thinking process to gain a deeper understanding of the needs of a wide range of customers and create an optimal solution for each target group of customers.
- Creating digital platforms to integrate and connect products and services data as well as other related data.



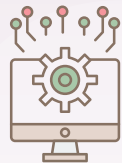


- Applying digitalization and innovation, applications and digital platforms in various working units of the Bank to increase productivity, reduce human error, shorten operation times and reduce operating costs. These include the use of Robotic Process Automation (RPA), Optical Character Recognition (OCR) and Microsoft Power Platform.

Examples of Applying Digital and Innovation Technologies Used in Working Units



Robotic Process Automation (RPA)



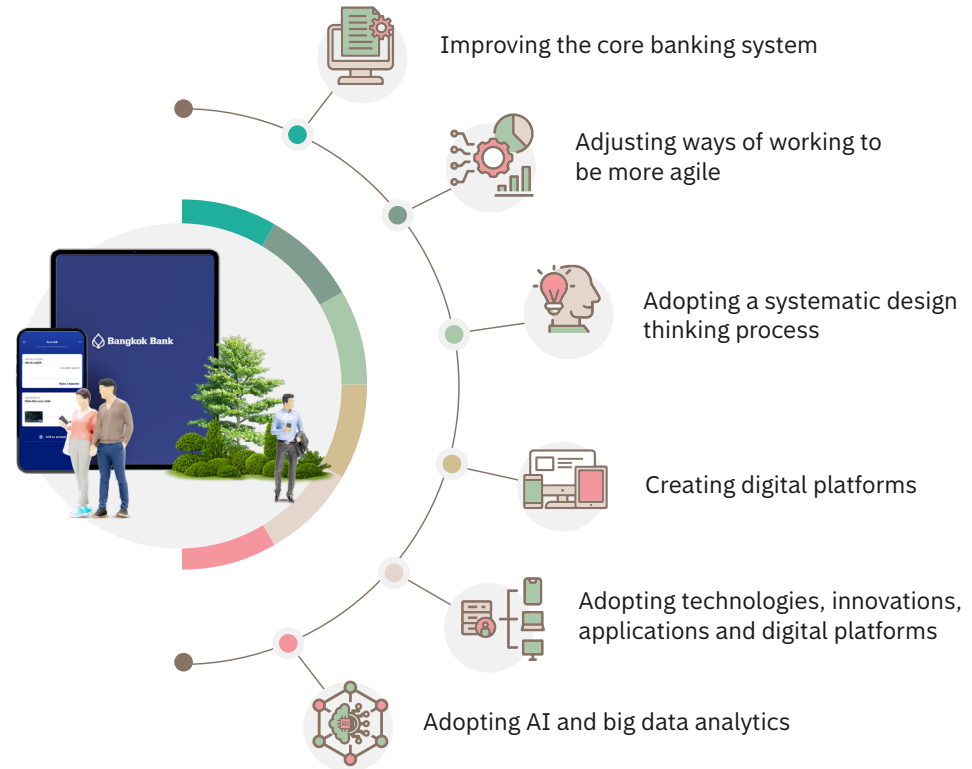
Optical Character Recognition (OCR)



Microsoft Power Platform

- Adopting AI and big data analytics to analyze customers' behavior and needs in order to develop financial products and services that meet a target persona or segment.

Product and Service Development and Enhancement of Working Efficiency within the Bank



Product and Service Development

Our product and service development process begins with a study of market trends and customer needs; designing and defining details; assessing and determining how to manage associated risks, such as risks from money laundering, personal data protection and data security, as well as risks from non-compliance with regulatory standards and regulations; prototyping and testing products and

services until further improvements are completed. The Bank conducts testing of newly developed products and services, such as testing prototypes of products and services with specific groups of customers. We also participate in the Bank of Thailand's Regulatory Sandbox. This is to control risks and unexpected impacts. In addition, after testing products and services the Bank collects opinions and experiences to further improve products and services to better meet the needs of users.



Productivity Enhancement

The Bank initiated the Operations for the Future Project with the objective of systematically developing our Operations Division and enhancing the Bank's various operations centers to achieve operational excellence in five areas: 1. Excellent service, 2. Excellent systems and processes, 3. Excellent management, 4. Excellent people, and 5. Excellent controls. We have continued to enhance productivity by clearly defining the duties and responsibilities of those involved in the project, improving the organizational structure for faster service operations in the digital era, applying digitalization and innovation to increase the work efficiency in various lines, using a business process management system, and developing skills and knowledge for relevant staff. The skill developments cover innovation, analytical thinking, leadership, adaptability, risk awareness, etc. In 2022, the Bank organized projects to develop the essential skills and capabilities for staff to support the digital transition as follows:

Tech Adoption Challenge – Be the CHANGE

The Bank initiated the Tech Adoption Challenge Project with the aim to drive the organization toward digital transformation and inspire our staff to be Change Champions. To achieve the goal, we adjust internal procedures, use analytical thinking to solve problems, apply the knowledge to further development, learn by doing for real development, and apply existing technologies and tools to solve problems and create business value for the Bank. Staff participating in the project have gained knowledge

and participated in workshops led by a team of experts from both inside and outside the Bank, while also having a mentor to give advice, support and assistance throughout the project. The result of the project in 2022 will help the Bank to reduce expenses of Baht 3,730,000, save 43,814 working hours, or about five years, and eliminate approximately 12 million sheets of paper, saving approximately 1,020 trees.

Secretary Training

The Bank organized a training session for more than 40 secretarial assistants on the theme of Smart Secretary, teaching them to effectively use software on the Bank's computers such as Microsoft Teams, Outlook and OneNote. This aims to support the transition of workflows to the digital era. Speakers gave tips on managing work efficiently, effective use of tools in Office 365 to help prioritize tasks and keep important notes in the system, and using tools in Outlook to manage meetings effectively. After completing the training course, the Bank also followed up with the attendees by providing additional useful knowledge and answering queries.

Products and Services

Bangkok Bank Mobile Banking

The Bank has continuously developed Bangkok Bank Mobile Banking, including redesigning applications and adding new features to make it more modern and easier to use. Moreover, we also developed application-based infrastructure to connect with

business partners, enhancing the security of transactions and protecting personal information so that customers can use the service conveniently and safely, while meeting their needs, as follows:

- Online Saving Account Opening, a convenient service that means customers do not need to travel to a Bank branch to open an account. Customers can open e-Savings Accounts, Mutual Fund Accounts, Securities Trading Accounts, Bond Accounts, and Electronic Foreign Currency Deposit Accounts (FCD e-Savings) online.
- Self-management of personal information, enabling customers to manage their personal information by themselves without having to travel to a branch, such as changing their email account, phone number, or moving their account to a new mobile phone.
- 24-hour service to request account statements for both Thai Baht (THB) and foreign currency (FCD) deposit accounts. Customers can request a transaction history of up to 12 months and the Bank will send the statement to the registered email.
- Self-management of credit card services such as credit card cancellation and activation / deactivation 24 hours a day without having to visit a branch.



- Investment services such as adding fund accounts, completion of investment knowledge assessment, buying/selling/switching investment units, adding a government bond account, purchasing of bonds/common stocks/IFF/REIT that are open for sale, subscription of high-risk complex instruments and the sale of government bonds.
- Cardless withdrawal service through authorized bank agents such as 7-Eleven counter service and Thailand Post by creating a QR Code/barcode for withdrawals and showing the QR Code/barcode on Bangkok Bank Mobile Banking to an authorized bank agent to scan and process the transaction.
- Foreign transaction services such as Western Union express money transfers, transfers between FCD accounts and Thai Baht accounts, foreign currency money transfers via the SWIFT network by debiting an FCD account, and international payments via QR Code to pay for goods and services in Vietnam, Indonesia, Malaysia and Singapore.
- Other services on Bangkok Bank Mobile Banking, such as registration and deregistration for PromptPay, applying for a Bualuang Home Loan, purchasing endowment savings and life insurance policies, travel insurance and critical illness insurance, applying for a debit card, and converting credit card spending into Be Smart installments.



As of the end of 2022



More than

13

million

Bangkok Bank Mobile Banking Users



Over

1,590

million transactions

Processed through this Channel

Mobile ID Verification Service Via the atta Application

Mobile ID is a form of Digital ID that connects a mobile phone number with a data set from an ID card, enabling customers to use a mobile phone number to verify their identity. The Bank, together with mobile network operators, namely AIS, DTAC, TrueMove H and NT, provides Mobile ID verification services for

customers. Those who have applied for the Mobile ID service and have successfully verified their identity with the network service operators will be able to use their Mobile ID to verify their identity through a smartphone application called “atta” to apply for the Bank’s mobile banking service and open an online account. Customers can also use their Mobile ID to open an account at any bank branch.

Be1st Digital Debit Card

To meet the lifestyle of the new generation who prefer online shopping, the Bank introduced the Be1st Digital Debit Card, a digital card from Bangkok Bank that can be used for mobile banking and which can be linked to various electronic wallets (e-wallets) such as Rabbit LINE Pay and Dolphin Wallet to facilitate payments to online merchants both domestically and internationally. With this digital debit card, the Bank also offers a physical EMV Contactless Card that is highly secure – with only the cardholder’s name and surname, not the card number, displayed on the card. The card can be used at any bank ATM in Thailand and for purchases at stores overseas (provided that

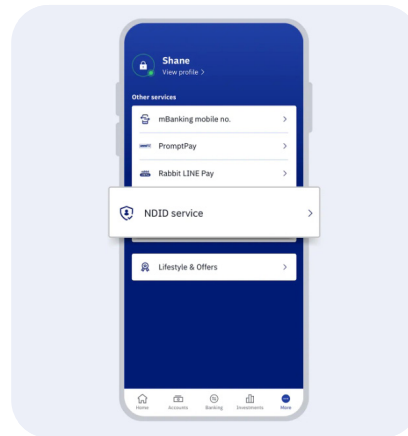


the cardholder presents a card with his/her name that corresponds to his/her passport). Cardholders can also set transaction limits, enable and disable card usage, change the payment limit for goods and services, and suspend the card 24 hours a day via Bangkok Bank Mobile Banking.

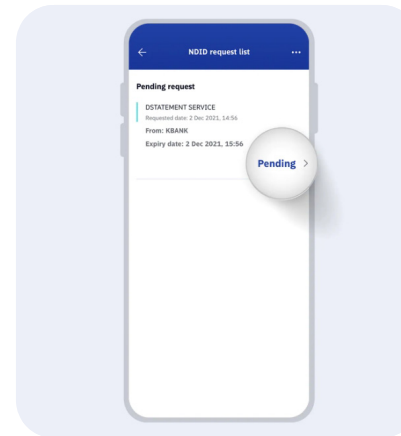
The Be1st Digital Debit Card won Debit Card of The Year at the Global Retail Banking Innovation Awards 2022, organized by the Digital Banker, a global financial website. Moreover, the card received the Most Innovative Debit Card Offering Thailand 2022 Award from the World Economic Magazine, an online business magazine from the United States.

dStatement Service for Requesting and Sending Digital Bank Statements Between Banks

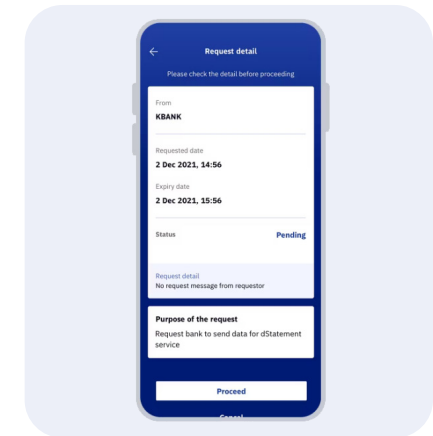
In 2022 the Bank provided the dStatement service to facilitate customers for requesting and sending bank statements between banks on the National Digital ID (NDID) platform. Customers can use dStatement to apply for a loan with the Bank through simplified procedures, with lower probability of lost documents and reduced costs. In addition, the dStatement service uses the highly secure NDID system to verify identity as aligned with international standards. The Bank provides two types of dStatement services: 1. Requesting a bank statement from other banks to be used for applying for a loan with Bangkok Bank, and 2. Sending Bangkok Bank’s statement to another bank for making a transaction.



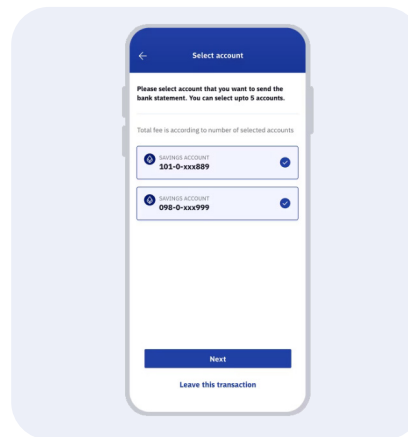
1. Go to “More” and select “NDID service”
2. Enter your 6-digit mobile PIN or use Touch ID/ Face ID/ Fingerprint



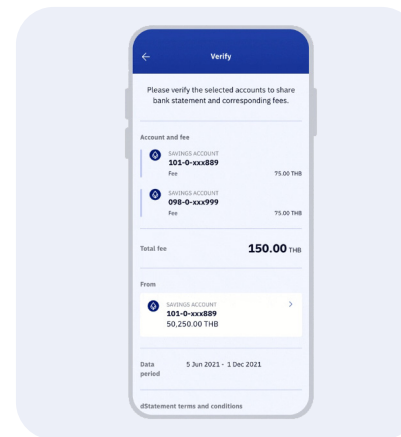
3. The system will display the pending request for dStatement service. Select “Pending” to view details



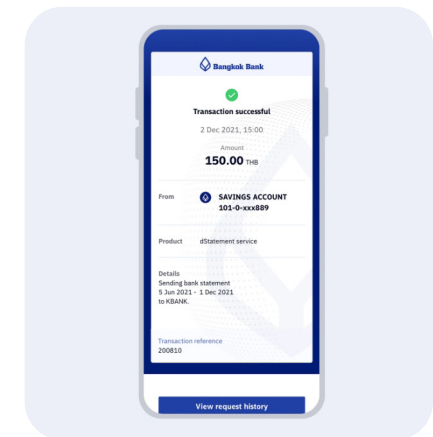
4. Review the request details then select “Proceed”



5. Select accounts for which you want a bank statement (Maximum 5 accounts per one request) then click “Next”



6. Review the information then select your account for fee payment and click “Next”



7. Once the transaction is completed, you will receive the transaction e-slip and the system will send the bank statement directly to the requesting bank



Google Pay Service via Android Smartphone

The Bank offers a Google Pay service for Bangkok Bank Visa and Mastercard cardholders. Users can connect their credit card to the Google Wallet application via their Android smartphone, so when they open the Google Wallet application, they can select the card they want to use and then touch the smartphone to the contactless payment terminal. By the end of 2022, more than 10,000 credit cards were linked to Google Pay.

BeMerchant NextGen

A QR Code payment system and application that helps manage sales and payments for merchants, including shophouses, shops in fresh markets, and shopping carts. Merchants can accept payment via QR Code in all forms such as PromptPay, Visa, Mastercard, UnionPay, TPN, WeChat Pay and Alipay, meeting the consumer's needs in the digital age. At the end of 2022, more than 980,000 accounts accepted

BeMerchant NextGen payments with over 20 million transactions.

New iTrade Service

iTrade is a new digital platform for export and import businesses. This is an easy-to-use web application to digitally manage all international trade transactions end-to-end which provides a full range of export and import services. The system is designed to be easy to use, safe, efficient, convenient and fast. Initially, the Bank launched Documentary Trade services such as Letters of Credit. In future updates, the full suite of iTrade services including all import and export services will be available. Customers will be able to do all types of international business transactions via an international standard security system whereby all transaction data is encrypted and 2-Factor Authentication from registered parties is required for login and approval. Customers can be assured of security when making a transaction using iTrade.

Corporate iCash

Corporate iCash is an online banking service for corporate customers. It can support a variety of transactions, including: 1. Inter-account transfers, which can be made individually upon each instruction or automatically at scheduled times during the day, 2. Sending scheduled payment instructions and canceling payment transactions as required, 3. Determining the rights of each user in the system, such as data browsing, payment transaction and transaction approval; 4. Preparation of online transaction reports such as withholding certificates;

5. Accumulating and displaying accounting movement, transactions, and various financial transactions of intra-group transactions; and 6. Payments to business partners and receiving payments from customers both in Thailand and abroad. The Bank has adopted technology that meets international security standards so that customers can be confident in the safety of transactions through Corporate iCash.

Bualuang iSupply

Bualuang iSupply is an online financial service for supply chains which features online payments and receipt of payment for goods and services as well as provision of short-term loans to finance working capital needs. The system leverages large operators' (supply chain sponsors) actual trade transactions transacted via the Bank's online payment services (covering two aspects: payment for goods to buyers/dealers, and payment for goods to sellers). Bualuang iSupply can benefit all parties in the business network, especially small trading partners, who often have limited access to a source of funds due to a lack of collateral and insufficient information needed to apply for a loan. Bualuang iSupply facilitates financial transactions and gives businesses a competitive advantage.



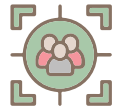
Customer Relationship Management

As customers matter most to the Bank, we are committed to achieving customer satisfaction which will lead to more business opportunities and a growing customer base. Our customer centric approach focuses on understanding their needs and expectations. We listen to our customers and conduct our business according to good corporate governance principles. Knowing what customers want enables us to offer products and services that meet their needs, deliver a good customer experience and win their hearts.

Managing Customer Relationships

One of the key success factors for the Bank has been maintaining the customer relationship from one generation to another. We listen to customers' points of view and conduct in-depth research and studies to understand the different needs and behaviors of each customer segment. These include customer satisfaction surveys, use of digital technology to analyze customer behaviors, and social listening through online social media. This enables us to improve our products and services to be more differentiated and various, and aligned with customer needs. We also continue to improve our service channels to ensure they correspond to lifestyles in the digital age, both online and offline, and enhance our service quality standards to deliver an exceptional experience for customers, with the aim to impress customers and build their trust.

Guidelines for Customer Relationship Management are as follows :



1. Focus on Customer Needs

by combining information from research, customer satisfaction surveys and monitoring of customer feedback on social media to analyze and better understand what customers want.



2. Development of Target Products and Services

based on proper risk management, service quality standards and market conduct principles.



3. Customer Experience Enhancement for All Service Channels

responds to customer behaviors and financial needs so that customers receive fast and convenient services while complaints and suggestions are effectively managed for positive customer relationships.

The Bank encourages customers to use its services through its online channels through continuous development of Bangkok Bank Mobile Banking. This accommodates customers in making different transactions without needing to go to a branch e.g., deposit account opening, money transfers, investments in funds, and purchases of bonds and debentures. In addition, the Bank has in place automatic phone banking services and the Bank's website so that

customers are able to access information and news from the Bank in a more convenient way. At the same time, we work closely with different business partners to expand our customer base, especially the young generation, through collaborating with multiple educational institutions to provide financial knowledge and introduce our financial products. We also organize exhibition booths at various events to introduce products and regularly promote relevant information via our online media channels. Lastly, we continue to develop products and services that meet the needs of young people.



Performance Highlights

In 2022, the Bank focused on developing products and service channels that meet the needs and suit the lifestyles of customers, ensuring we can support higher customer demand for our services and deliver a satisfactory experience for all customer segments. Product highlights and key activities are summarized below.



- Launch of a new design of Be1st Smart Rabbit LINE Pay featuring cute and lively cartoon characters with a contactless payment function and the introduction of Be1st Digital Rabbit LINE Pay in the format of a virtual card that customers can use to manage their expenses through Bangkok Bank Mobile Banking which perfectly suits the digital and online lifestyles of the new generation.



- Opening of our Corporate Service Center phone 0-2031-7888 covering services such as cash management, check enquiries, origins of transfers, Bualuang iSupply, Bualuang e-Guarantee, trade finance and inbound foreign transfers.
- Adding features of Bangkok Bank Mobile Banking to better support digital lifestyles with easy access anytime, anywhere including registration for digital debit cards, requests for e-Statements, applications for home and business loans,

purchase of life insurance, granting consent for submission of fund purchase information directly to the Revenue Department for claiming tax deductions, sale of bonds before maturity, and notification of changes of information related to banking services. Gamification features were also added to the rewards platform to enhance customer engagement and encourage the use of services under the campaign Reeb La – Reeb Laek (Quick Hunt – Quick Reward) which allows customers to earn rewards by completing different missions such as check-ins for 7 days in a row and mini-game survey participation.

- Awareness building and public relations for Bangkok Bank Mobile Banking services through online platforms such as Facebook, LINE and TikTok.



- Improvements in customer authentication through Bualuang Phone to be simpler and more convenient, including 2-factor authentication for services with higher risk to promote customer security.
- Continuous development of the Bank’s website such as the improvement of the Locate Us web application for searches for branches or service points of the Bank. Customers can view a map with the locations of each service point, which may be either a branch or an ATM located nearest to the search area, including its open or closed status, as well as the operating hours of branches. Web forms were also created to accommodate customers who are interested in applying for our products and services. For investors, we developed a Price Board that displays the bid / offer of bonds in secondary markets and a system to check bond allocation results for customers who subscribe to bonds in advance via the website.



- Development of the product introduction system through Bualuang ATM to offer additional channels for customers to access the Bank’s products.

Capability Development for Service Providers

As market conduct is an essential foundation on which to build good customer relationships, the Bank has set guidelines and prepared operating manuals on market conduct for employees to ensure their proper compliance. The Bank regularly monitors how its employees provide services to customers and consistently provides communication and training to educate employees to ensure that customer services are conducted fairly, equally and without discrimination according to the guidelines of the Bank and other rules set by regulatory agencies.

Training sessions are conducted on a regular basis to encourage employees to have a full understanding of products and services offered by the Bank as well as the understanding of and respect for customer rights. This will ensure that our employees are able to deliver quality services that satisfy customers. Moreover, the Bank focuses on providing information on products and services and sharing practices on market conduct with relevant employees and requires employees to attend related training programs such as Market Conduct, Personal Data Protection, Business Relationship and Basic Selling Skills, and Banking Products: Insight to Action. To maintain quality branch services, the Bank has assigned a Service

Quality Team to assess and monitor the service quality of branch employees on an annual basis. Information gathered from this will be used to create capability development plans for employees and elevate the level of services the Bank offers.

Quality assessments for branches are conducted in the following formats.

1. **Mystery Shopping** is an assessment in which persons in the guise of clients visit branches across the country twice a year to evaluate various operational aspects such as readiness of the premises, services and phone answering of staff, knowledge about products and services and

compliance with market conduct, including any inappropriate sales behavior. Assessment results are used as one of the measures of the quality of branch services.

2. **Service and Sales Quality Roleplay (SQR)** is a review and assessment of a branch’s product introduction process for investment products, funds and insurance products using a role play method to test branch staff’s knowledge and understanding and to ascertain that the process is in accordance with the Bank’s standards and service guidelines related to market conduct. This activity is undertaken twice a year for all branches across the country.





The Service Quality Team gathers information from service quality assessments, customer satisfaction surveys and customers' complaints to communicate with branch employees on a weekly basis on Knowledge Day and the monthly meeting with branch managers to work together to improve service quality and prevent the recurrence of similar mistakes. The Service Quality Team also hosts a Best Employer of the Year recognition event at both district and regional levels, and an annual Quality Sales Quality Services event for the top performing branches in three areas, which are 1. Performance of excellent customer services, 2. No customer complaints about impolite behavior of staff, and 3. Outstanding sales performance. The events are intended to recognize and boost morale of outstanding employees and those branches with outstanding service quality to serve as good examples for other branches to enhance their service quality in the future.



Customer Satisfaction Survey

As we value the voice or feedback of every customer, we therefore conduct customer satisfaction surveys across all service channels on an annual basis as per the following details.

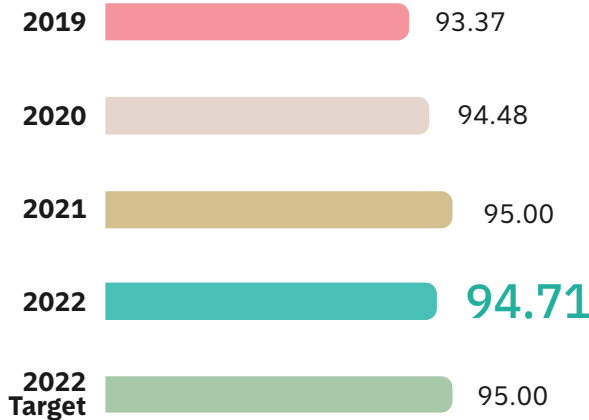
Customer Satisfaction Survey Results for Branch Services

The customer satisfaction survey on branch services is conducted with more than 75,000 branch customers per year and covers every branch. Survey results and customer opinions are communicated to all branch managers so that they can use the insights to make plans and improve the service quality standards of their staff and branches. Note that if there are customer complaints during the survey, the complaints will be reported to branch managers promptly so that actions will be taken according to the complaint handling standards of the Bank.



2022 Customer Satisfaction Survey Results for Branch Services

(full score is 100)



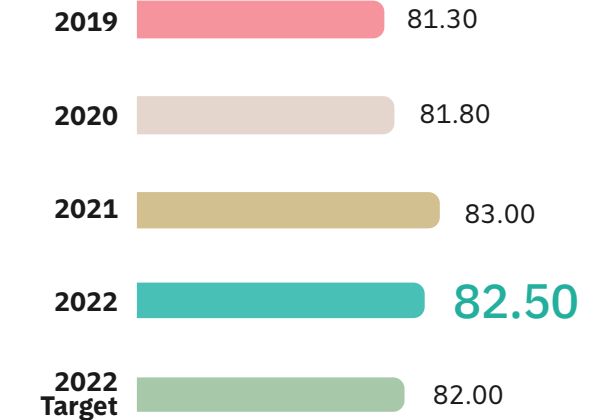
Customer Satisfaction Survey Results for Bangkok Bank Mobile Banking

The Bank runs an online customer satisfaction survey for mobile banking services every six months. We also invite customers for in-depth interviews to gain opinions and feedback in the form of focus group discussions. This helps us to understand the customers' expectations towards the Bank's products and services. We then will analyze and use this information to develop new features for Bangkok Bank Mobile Banking to better serve the needs of customers.



2022 Customer Satisfaction Survey Results for Bangkok Bank Mobile Banking

(full score is 100)





Moreover, we also run usability tests with customers for Bangkok Bank Mobile Banking on various key features including money transfer, scan to pay (QR Code), top up and bill payment. This helps us to better understand the viewpoints, styles and usage patterns of each group of customers to enhance the user experience. Survey results on Bangkok Bank Mobile Banking show that customers expect to be able to carry out a wide variety of transactions and want services to be easy to use and simple to understand. We continually apply these findings to actively improve our Bangkok Bank Mobile Banking application.

Customer Satisfaction Survey Results for Bualuang Phone

The Bank collects customer opinions from its phone banking services (Bualuang Phone 1333) through both interactive voice response (IVR) and customer support representatives (CSR). Customers can rate their experience and leave a voice message to provide feedback and suggestions right after a call. The Bank utilizes results from the survey, as well as other information such as dropout rate, volume of calls over a period of time, voice records and assessment results from individual CSR agents to improve and elevate service quality as well as considering additional services to offer in the future.

2022 Customer Satisfaction Survey Results for Bualuang Phone

(full score is 5)



Overall Bualuang Phone Services

2022	Target
4.81	4.50



Interactive Voice Response (IVR)

2022	Target
4.71	4.50



Customer Support Representative (CSR)

2022	Target
4.85	4.50

Customer Recommendation Survey

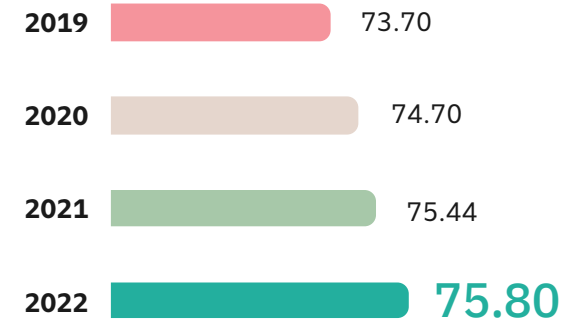
To gather customers' opinions on the Bank's image to evaluate satisfaction and long-term engagement of customers, the Bank's Consumer Research Team holds an online customer referral survey every six months. About 2,000 customers nationwide are interviewed for each survey covering all customer groups. Moreover, the Bank reviews comments about the Bank and its competitors on social media to understand positive experiences among customers and the general population that can lead to referrals of the Bank's services. Negative feedback may indicate problems that cause customers to stop using the services, which the Bank can work toward solving.



2022 Customer Recommendation Survey Results

(full score is 100)

Customer Referral Score (Overall)

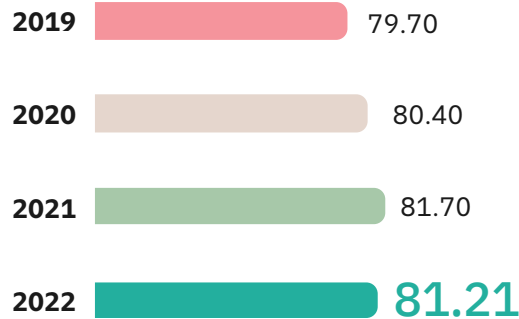




2022 Customer Recommendation Survey Results

(full score is 100)

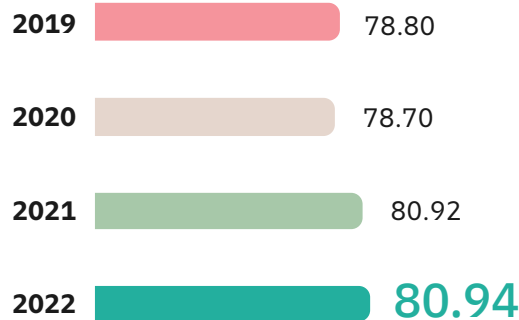
Customer Referral Score (Mobile Banking)



2022 Customer Recommendation Survey Results

(full score is 100)

Customer Referral Score (Branch)



Customer Complaint Handling

The Bank provides multiple convenient channels for customers and other stakeholders to leave complaints about the Bank’s products and services, including email, the official website, Bualuang Phone, the head office and bank branches. Officers in charge receive complaints from customers and input the details into the system to be passed to relevant units for investigation, solutions and corrective actions for any damage caused. We have clearly defined complaint handling guidelines including service level agreements (SLA) and disclose service quality information on a quarterly basis on the Bank’s website. In addition, we adopt social listening tools

to listen to customers’ voices through online social media including questions, opinions, suggestions and complaints. We also aim to provide prompt assistance for customers. At the same time, the Bank has established a team to track customers’ opinions on the use of Bangkok Bank Mobile Banking in the App Store and Google Play so as to answer queries, provide advice and solve technical issues as appropriate.



Please scan QR Code for additional information on Service Level Agreement (SLA) and Service Quality Information Report



With regard to complaints about branch staff, branch managers are required to contact customers to assist them or resolve the issues within two working days. The Service Quality Team will follow up on the progress as to how branches are operating to guarantee that complaints are handled quickly and resolved properly. During 2022, 92 percent of complaints were resolved successfully within the specified timeline while unsettled ones were escalated to senior executives for further action. Note that all complaints and comments the Bank receives from every channel will be communicated with related parties to improve quality of services and find appropriate measures to prevent similar mistakes in the future. This information will also be applied in the planning and development of new products and services to better suit the needs of customers in the future.



2022 Complaint Handling Results



Bualuang Phone
86.9%



E-mail
0.7%



Headquarters and Branches
12.2%



Postal Mail
0.2%



E-services
66.2%



Loan Products
0.3%



Debit / Credit Card Services
26.8%



Others
0.4%



Deposit Products
6.3%



Cybersecurity and Customer Data Privacy Protection

In the digital age, information is the most valuable resource for conducting the banking business while data volume and the ability to manage data are key factors that help us differentiate ourselves and gain an advantage over peer banks. The more valuable the information, the more important information security is for businesses. Therefore, we attach great significance to providing data security and personal data protection to mitigate risks related to unauthorized access, unlawful use, data leakage, data theft, loss of data and violation of personal data privacy, which will potentially cause damage to the Bank and data subjects. We have implemented a proper data security mechanism, effective data governance process and appropriate personal data protection measures that include raising awareness and building employee capabilities to tackle cyber threats and comply with personal data protection guidelines to build trust among customers, suppliers and business partners of the Bank.

Cybersecurity Management

Cyber threats in the digital age come in various forms with complexity that can cause widespread damage. Accordingly, we have established a clear IT security and cybersecurity framework that conforms to international standards. We have also reviewed our IT security and cybersecurity policies to ensure they are consistent with international standards of ISO/IEC 27002 and that they are suitable for current



technologies and cyber threats. In addition, we have adopted new technologies to monitor and detect anomalies and irregular incidents that may damage the Bank's data or IT systems. Moreover, we have established security standards for all data collected through the Bank's services. Our systems are regularly assessed against these security standards, both before and after customers use a service. The Bank has been certified for various international security standards including ISO/IEC 27001:2013 for the Bank of Thailand Automated High-value Transfer Network (BAHTNET) and the Imaged Cheque Clearing and Archive System (ICAS) and is in the process of being certified for PCI/DSS security standard.

The Covid-19 pandemic has significantly impacted the working practices of employees and made work-from-anywhere a new normal. Thus, we provide tools and equipment to facilitate employees to be able to work from anywhere, and we have established safety practices on the use of mobile devices and

information access from external devices to be in accordance with IT security and cybersecurity policy and other related policies. Furthermore, the Bank has gradually installed security systems into our equipment to enhance our cybersecurity. In 2022, we managed to complete the security system installation on 95 percent of all our hardware.

As a testimony of our commitment to and vigilance on cybersecurity, the Bank received the Certificate of Cyber Hygiene (Gold Level) from the National Cyber Security Agency in 2022 for our compliance with required basic cybersecurity standards.

Cybersecurity Governance Structure

To ensure the efficiency and effectiveness of our information security and cybersecurity, the Bank has clearly defined the scope of responsibility for relevant parties throughout the organization as follows :



Board of Directors

Responsible for governing and ensuring information security and cybersecurity management to be appropriate and in line with business operations.



Risk Oversight Committee

Responsible for overseeing and monitoring information technology risks including risks from cyber threats.

Information Technology Steering Committee

Responsible for ensuring our Information Technology Division works effectively and in alignment with business operations.



Security Management Division

Responsible for supporting the Chief Information Security Officer (CISO) who is responsible for the following :

- Define, develop and regularly review structure, policies, standards and procedures on information security and cybersecurity.
- Assess and monitor the status of security control through vulnerability and threat management, as well as investigate any irregularities in the Bank's security.
- Foster a risk culture regarding information security and cybersecurity in the whole organization.

Monitoring Cybersecurity

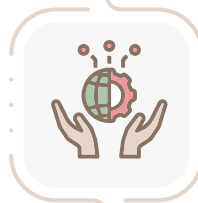
A high priority for us is monitoring cyber-related incidents that can potentially impact data security. We have therefore set clear guidelines and a service level agreement (SLA) for the escalation of incidents and notification to related parties so that incidents can be managed and the resultant damage controlled in a timely manner. At the same time, we encourage relevant employees to consistently and vigilantly develop their skills and knowledge to be prepared to recognize and prevent cyber threats.

Incident Response for Cybersecurity



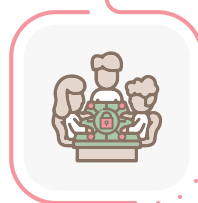
Monitoring Unit (Tier 1)

is responsible for tracking and following cyber incidents 24 hours a day. When an unusual incident or activity is detected, this unit will record the incident and notify related parties in Tier 2.



System Administrator or Unit responsible for related security equipment (Tier 2)

takes charge in conducting in-depth analyses and examination of unusual incidents and activities.



Security Unit (Tier 3)

is responsible for examining unusual incidents and activities in complicated cases, conducting in-depth analyses (reviewing threat intelligence and employing relevant tools) to identify their causes, and working with concerned parties to determine appropriate solutions.

Employees who encounter a dubious incident related to IT security and cybersecurity can report the incident to the Service Desk through the provided channels. In 2022, the Bank had zero cases of violation of IT security or any incident related to cybersecurity.

Collaboration with External Agencies to Build Cybersecurity

To strengthen cybersecurity, we have collaborated with both local and international agencies including the Thailand Banking Sector Computer Emergency Response Team (TB-CERT), the Thai Computer Emergency Response Team (ThaiCERT)



Mr. Chartsiri Sophonpanich delivered an opening remark at the TB-CERT Cybersecurity Annual Conference 2022.



and the Financial Services Information Sharing and Analysis Center (FS-ISAC) with the objective to exchange information related to cybersecurity and cyber threats and enhance our ability to respond to cyber attacks. In 2022, the Bank attended the TB-CERT Cyber Security Annual Conference 2022 hosted by the Thai Bankers' Association to jointly discuss three key issues related to cyber threats, which are: building aligned work processes to better solve problems, extending cross-organization collaboration, and developing competencies regarding cybersecurity.

Testing Information Technology Security Systems and Rehearsing Cybersecurity Incident Response Plan

The Information Technology Security Management unit conducts a test and a rehearsal of the Bank's cyber threat response plan at least once a year. These tests and rehearsals are adjusted every year to ensure that employees and applicable technologies are ready to counter cyber attacks in different forms. Apart from internal practices, rehearsals are regularly conducted with other banks under the Thailand Banking Sector Computer Emergency Response Team (TB-CERT). These activities help improve the Bank's cybersecurity process to combat cyber threats more efficiently and effectively. We also raise the awareness of our personnel on cybersecurity, especially phishing, which is one of the most common techniques used by scammers, by simulating phishing emails to directors, executives and employees every year to test how they will respond. The testing results

will be applied to employee communications to enhance their awareness.

During 2022, the Bank conducted rehearsals of our cybersecurity incident response plan with all our branches in foreign countries to elevate their readiness. The rehearsals comprised intelligence-led penetration testing (iPentest) under simulated situations or "Red Teaming" to test processes and staff responses, external penetration testing for all devices and services connected with the internet, and phishing testing through sending phishing emails to employees in foreign countries - similar to those in Thailand.

Personal Data Protection Management

It is our duty and responsibility to protect customers' personal data from loss or unauthorized access, usage, change and disclosure. Therefore, we have established principles and practices on personal data protection in accordance with laws and rules imposed by regulators, the Bank's personal data protection policy, and other related policies. These principles and practices cover personal data privacy protection measures and notifications in cases of violation of personal data privacy. Relevant parties are assigned the responsibility to review and monitor data, oversee the granting of access rights and data classification as well as levels of data classification, so as to determine the extent of personal data security measures that are consistent with the degree of risk and potential impacts from a breach of personal data privacy.

To ensure that the personal data protection processes and practices comply with rules imposed by regulators and the Bank, we have put in place an audit of personal data protection practices by the Audit and Control Division, which is independent from the units that collect, use and disclose personal data. Besides, personal data risk has been recognized as one of the Bank's major risks, requiring the Data Protection Office, and the responsible officers to participate in the Bank's risk management process covering personal data risk identification to risk management and control.





Personal Data Protection Policy

We have established a Personal Data Protection Policy and Personal Data Protection Standards in accordance with the Personal Data Protection Act B.E.2562 (2019) and related rules as guidelines for acknowledgement and observance by all employees including business partners and external service providers. In addition, we have prepared operating manuals for personal data protection for different work processes of each function to ensure that employees have a good understanding of how to comply with the policy and standards in their respective scope of work.

To inform customers about personal data protection and data subject rights we disseminate a Privacy Notice to them through our website, branches and digital banking channels. Customers can request additional information or exercise their rights as data subjects through branches or other service channels of the Bank. The Bank also provides consent forms that give details regarding the collection, use and disclosure of the customers' personal data so that data subjects can deliberate before giving consent, before or during the data processing. However, giving such consent is the data subject's choice and will not in any way be a requirement for using the Bank's services. Additionally, we also monitor data used for secondary purposes, such as marketing, research and analysis for the purpose of improving products and services' quality, which is a data usage permitted by the Bank's personal data protection practices and allowed by laws.

Personal Data Protection Policy



Key principles of personal data protection



Personal data protection strategy and process



Roles and responsibilities of the Board of Directors, senior management and related units

Privacy Notice



Type of personal data collected, used and disclosed



Objectives in collecting, using and disclosing personal data



Persons or entities to whom the Bank may disclose the personal data



Personal data retention and period of personal data retention



Rights of data subject

Personal Data Protection Standards



Data Protection Office



Personal Data Life Cycle Management



Consent Management



Third Party Management



Personally Identifiable Information (PII) Inventory Management



Information Security



Data Subject Rights Management



Personal Data Breach Response



Data Protection Impact Assessment



Management Reporting



Please scan QR Code for additional information on Privacy Notice



Governance on Personal Data Protection

The Bank has clearly defined the governance structure of personal data protection by specifying roles and responsibilities of the Board of Directors, senior executives and related units as well as adopting risk management under the three lines of defense principle. In addition, we have established a Data Protection Office (DPO Office) under the Compliance Unit and appointed a Data Protection Officer (DPO) to be in charge of personal data protection at the Bank to ensure that the governance of personal data protection is effective and compliant with laws, the Bank's policies and practices.



Data Protection Office

has duties to oversee personal data protection and propose improvements in related policies and practices to ensure that the Bank has appropriate risk management for personal data, consistent with the overall risk management of the Bank.

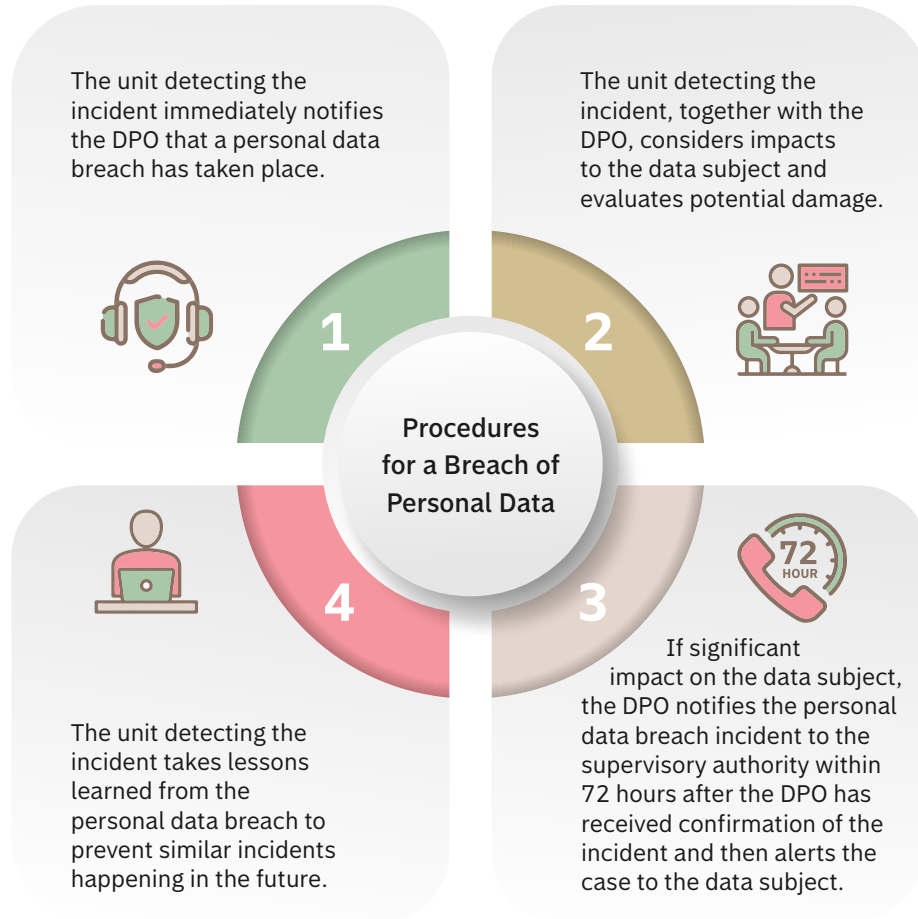


Data Protection Officer

is responsible for overseeing and controlling the processing of personal data by the Bank, as well as the establishment of relevant policies, procedures, controls, risk management, training and reporting requirements.

Guidelines for a Breach of Personal Data

The Bank has established guidelines, procedures and responsible persons to respond to a breach of personal data according to regulatory requirements and the Bank's personal data protection policy to ensure clear understanding and proper compliance of related parties.





To ensure that the reporting of a breach is clear and systematic, we have prepared a form to be used for such an incident covering important details for detecting units to fill in and submit to the DPO in case of a breach of personal data. If a customer becomes aware of a breach of personal data, the customer can file a complaint through multiple channels provided by the Bank or contact the DPO or the Data Protection Officer. We will follow the established procedures to investigate the issue in a transparent and fair manner. If the investigation confirms the breach, the Bank will take actions against the wrongdoer according to the established penalty processes and guidelines and make proper remedies for the affected parties.

In 2022, the Bank received three complaints relating to personal data breaches from customers. Two cases were received through the Bank’s channels and one case through the regulators. Of these data privacy breaches, one case was investigated and closed. There were no cases of breaches with significant impacts on customers.

Contact Channels for Data Protection Officer or Data Protection Office



dpo@bangkokbank.com



Bangkok Bank Head Office
333 Silom Road, Silom, Bang Rak,
Bangkok 10500

Promoting a Data Security and Cybersecurity Risk Culture

We recognize that the accurate and complete understanding of responsible parties is essential in fostering a culture of data security and cybersecurity. Consequently, we have continuously built relevant knowledge for employees at all levels through the following efforts :

- Requirements for all executives and employees to enroll in mandatory online courses including Personal Data Protection and Phishing.
- Requirements for employees under related units to enroll in a role-specific curriculum on personal data protection.
- Requirements for the Board of Directors to enhance their knowledge on IT security and cybersecurity management on a regular basis through their participation in training programs organized by internal units and external agencies which are held annually. In 2022, we provided various training courses including Cybersecurity Outlook, Management Guidelines for Building Organizational Resilience and the Application of the Personal Data Protection Act B.E. 2562 (PDPA).
- Continuous communication of news and knowledge about cybersecurity through internal communication channels to ensure that employees are aware of emerging cyber threats.

- Launch of the PDPA Awareness Campaign to educate related parties on proper practices under the Personal Data Protection Act B.E. 2562 (PDPA) through articles, infographics and videos as well as providing channels to seek advice from experts.
- Organizing the Annual Information Security and Cybersecurity Awareness Forum to share information and knowledge on IT security and cybersecurity to executives and employees. In 2022, the Bank organized an activity under the topic of Preparing for Security, Privacy and Emerging Technology Adoption with Dr. Kittti Kosavisutte, the Bank’s Security Management Manager as a speaker to share knowledge and experience related to cyber threats and countermeasures.





Be Caring

Creating a safe, fair and supportive working environment where our people can continuously develop their skills and fulfill their personal and professional aspirations.





Talent Attraction and Development

Although the Covid-19 pandemic has gradually eased, there are still many challenges covering economic, social and environmental aspects as well as more intense competition in the banking industry. The Bank therefore needs to continually adapt and develop itself so that it can grow sustainably. To achieve its goals in these challenging times, the Bank gives importance to building and strengthening employees' capabilities by continuously developing employees' skills and competencies. Employees are encouraged to have a flexible mindset, demonstrate leadership, and develop the essential skills required for modern banking so that they can succeed in an age which is full of uncertainty and unpredictability. To attract and retain skilled human resources, the Bank focuses on talent management, career path management that creates employee readiness for promotion and moving up in the organization, equal and fair opportunities for skill development, and appropriate remuneration that matches employees' skills, abilities and performance.

Capability Development for Employees

In order to drive the organization to be a future bank, we are committed to continuously developing and strengthening the skills and capabilities of employees at all levels, encouraging their growth opportunities and enhancing their career progression.

In 2022, the Bank concentrated on two areas of skills development: Business as Usual (BAU) skills, and lifelong learning skills that are necessary for future work, as per the following details :

Business as Usual: BAU Skills

Focus on skill development related to the Bank's business operations, which are divided into three areas.



1. Credit Skill

To develop credit officers to be proficient in credit skills and financial skills in terms of relevant principles and practices, the development is divided into two levels: Intermediate Level and Advanced Level.



2. Business Partnership Skill

To prepare credit officers to be professional consultants through instilling a business mindset for three major skills: 1. Selling Skills, focusing on knowing the actual needs of customers and being able to offer products and services that meet their demand appropriately, 2. Product Skills, emphasizing the benefits that customers will receive from specific products such as a cost reduction or helping the customer's business to achieve their goals, and 3. Business Skills, focusing on increasing knowledge and understanding about business in several industries so that employees can be expert consultants for customers and can help their business to grow sustainably.



3. Leadership Skill

To strengthen leadership skills and skills needed for the future, which will help the organization achieve sustainable goals, we focus on five major strengths that leaders must have: 1. Communication Excellence, 2. Integrity, 3. Drive for Success, 4. Teamwork, and 5. Customer Orientation



Lifelong Learning Skills for Future Work

The Bank promotes a Lifelong Learning Community where employees can attend a variety of training courses, covering working, self-training, analytical thinking development, and hard and soft skills to prepare for work in the future. Lifelong learning is provided through various environments such as self-learning on BBLearn, virtual classroom, and project-based workshops.

Moreover, the Bank has collaborated with internal and external experts in preparing curricula and guidelines to develop learning processes and logical thinking as appropriate to the Bank's business through learning from doing and



creating tangible outcomes. These new approaches have been adopted in some projects related to training and developing employees of the Bank.

Talent Management

The Bank attaches great importance to the attraction, selection and retention of talented employees at all levels, from the employee to management level, to ensure a talent pool for the future. We prepare employees for supervisory roles to create continuity of succession for important positions. Potential managers are required to have appropriate qualifications in terms of performance, potential, and characteristics consistent with the Bank's core values, without gender discrimination. The Bank draws roadmaps for skill development and career paths that are suitable for each group of high-potential employees. The Bank also encourages high-potential employees to demonstrate their talents through a particular activity. In addition, the Bank sets attractive and competitive remuneration for employees compared with the industry. All of these reflect the Bank's commitment to developing talents.

Adoption of Digital Tools and Technologies in Human Resources Management

The Bank has adjusted its human resources management model to be more efficient. Various technologies such as HR Services Application and Human Resources Management System (HRMS)

support the planning, managing, processing and analyzing of employee data in a faster and more systematic manner. This enables us to retrieve data and report it in real-time, which helps supervisors and relevant units to manage human resources conveniently, accurately and efficiently. The adoption of this kind of technology not only provides for the more efficient management of human resources but also reduces the use of paper within the organization.

Major Training Activities

In 2022, the Bank organized training programs and opened platforms for employees to show their talents so that they could learn and develop the skills needed for working in the digital age. The major projects are as follows:

Data Influencer Program

The Bank initiated the Data Influencer program, a project-based learning exercise, for the third consecutive year. In 2022, the program was held under the theme of Customer Centricity, focusing on creating a Data-driven Mindset for employees so that they could foresee the opportunities and advantages of using data to create value by resolving certain pain points. Examples included reducing work processes for employees, planning for efficiency improvements, improving work efficiency in the departments of employees who participated in the program, understanding customers' needs, and creating data analytics champions who could help drive the Bank towards being a Strategic Data-driven

Organization, using tools such as Microsoft Excel, SQL, Power BI, and participating in real-world group projects under close supervision from experts from inside and outside the Bank. Altogether 30 employees were selected to participate in the training program, and eight projects related to data utilization were presented.

Coaching Culture

The Bank places great importance on building a new generation of leaders who have the potential to lead the organization through various challenges. To support this, we have initiated the Coaching Culture program to develop the coaching skills of leaders, so that they become Leader as a Coach who can initiate new assignments, inspire teams, increase team potential and build team engagement. The training emphasizes the development of ideas and skill sets through on-the-job training, coaching, feedback and reflection, via workshops and self-study. In 2022, 98 executive officers at the AVP level and above participated in the program and received a certificate as a Certified Coach.

Executive Succession Program: RM Management Trainee and ARM / SRO Management Trainee for Commercial and Business Banking Divisions

The Bank regularly organizes an executive succession program. The aim of the program is to prepare competent employees who have the qualifications specified by the Bank for their eventual appointment as a Business Relationship Manager (BRM), Assistant Relationship Manager (ARM), or Senior Relationship



Officer (SRO) in the Commercial and Business Banking Divisions. This program focuses on developing three major skills: leadership, business relationships, and credit through Mixed and Flipped Learning and real-world problem resolutions. This program comprises 70 percent virtual classroom learning, 20 percent self-learning, and 10 percent new-style learning. Participants are evaluated before the training begins to identify development plans and goals that are appropriate for each employee. During the training, experts mentor and give advice to participants. Participants explain what they have learned from the training, analyze a case study, and present the outcome to a team of speakers and experts from the field, then receive advice and feedback on their presentation. After the completion of the project, the participants are evaluated again so that their divisions can provide them with further development. In 2022, 64 employees joined the program.

Knowledge Day 2022

To meet the challenges in the digital age and adapt ourselves for new business opportunities, we organized the Knowledge Day Virtual Forum 2022 on the topic of Customer Centricity: Put Customer Needs @ the Heart. The project provided employees with useful knowledge and the opportunity to engage with experts to help them develop essential skills for working in the digital age and adapt themselves to new business opportunities. Under the Knowledge Day 2022 project, the Bank organized eight training courses aimed at enhancing knowledge, concepts, and inspiration for work to deliver good experiences

to customers as “a trusted partner and reliable close friend”. The eight training courses included: 1. The Decentralized Future: New Trends in Finance, 2. Agile in Practice: Doing Agile or Being Agile?, 3. Business New Experience (Innovative Thinking): Case Study TAO BIN 4. Behavioral Science: Knowing Your Customer’s Mind, 5. Data Mindset for Customer Solutions 6. UX UI Design, 7. Heartful Business, and 8. Business Image for Customer’s Expression. A total of 1,839 employees joined the courses in 2022.





Employee Welfare and Well-being

Our employees are the heart of our success, and we are committed to providing them with appropriate and fair remuneration and a pleasant working environment. We foster occupational health and safety in the workplace and strictly comply with the law, treat all employees fairly and equitably, and enhance their knowledge and skills so they can advance in their careers. We believe that employees' well-being results in good physical and mental health, high work standards, and they will feel happy and engaged in their work. This in turn will support our sustainable growth and continuous good performance.



Remuneration and Welfare

To motivate employees to work consistently and achieve their highest potential, the Bank has a policy of fair remuneration, welfare and employee benefits, without discrimination related to gender, age, race or religion. Remuneration is based on employee performance assessment, positions, responsibilities, skills and experience, and is at a rate commensurate with other commercial banks. Annual salary and bonus payments reflect the performance and ability of the employee as well as the overall performance of the Bank. We also provide fair, comprehensive and appropriate welfare to employees such as loans, healthcare services, and retirement benefits to

improve their well-being and relieve employees and their families from these kinds of financial burdens.

Employee Loans

We provide employees with special interest rate loans with flexible repayment terms. This covers loans to purchase a home or a car, for education, to cover medical expenses for family members, repayment of debts to creditors outside the Bank, to purchase basic items in daily life, and disaster recovery loans. In 2022, the Bank approved loans without interest for employees affected by the floods from the monsoon across Thailand with up to Baht 150,000 each for housing repairs and the purchase of essential goods to alleviate their suffering.

Financial Aid

We provide financial aid beyond the basic benefits as specified by law. The criteria and conditions are clearly set and announced to all employees and the rules and conditions of such welfare are clearly defined. This support includes: an employee who has children is entitled to an allowance of Baht 800 per month for each of the first three children until they reach their legal age or graduate with a Bachelor's degree; special allowances for employees working in the high-risk areas in the deep-South; special allowances for employees at branches that are open six to seven days a week; a gratuity benefit equal to 15 times the last salary to the family of an employee in case of death or disability of the employee from

Note: Employee welfare data in this sustainability report covers the Bank's employees and other contract staff, unless specified.



a cause not related to work, and a gratuity benefit equal to 30 times the last salary for an employee in the case of death or dismissal from work due to illness or a work-related accident.

Provident Fund

To ensure our employees have sufficient funds and a good quality of life after their retirement at the age of 60, we have established a provident fund to promote employees' regular savings. Employees can contribute to the provident fund at the rate of 3 percent to 15 percent of their monthly salary, whereas the Bank contributes from 6.75 percent to 8.75 percent of each employee's salary to the fund, depending on the period of employment. Provident fund members can choose investment policies that match their risk tolerance and expected rate of return. At the end of 2022, 91.78 percent of all employees participated in the provident fund.

In 2022, the Bangkok Bank Employees' Provident Fund received the Outstanding New Fund Award in the category of Single Fund, a private sector fund with a size of more than one billion baht, from the Association of Provident Funds. This reflects our determination to maintain a provident fund for our employees as well as the appropriate and efficient management of the provident fund.



In 2022, the Bangkok Bank Employees' Provident Fund received the Outstanding New Fund Award in the category of Single Fund.

Friends for Friends Project

The Bank's Friends for Friends Project, which we initiated, enables colleagues to help the families of colleagues who have passed away. For each member that dies, the Bank will deduct Baht 10 from each participant's salary and give it to the heirs of the deceased participant.

Bangkok Bank Cremation Aid Association

The Bangkok Bank Cremation Aid Association was established to enable employees to help one another with funeral ceremonies and provide financial support to the member's families. When a member passes away, a specified beneficiary will receive financial support from other members.



Sick Leave and Maternity Leave

We provide welfare related to sick leave and maternity leave above that required by law. We pay a full salary to employees who take sick leave for a maximum of 90 days (the maximum by law is 30 days). In the case of maternity leave, female employees are entitled to take fully-paid maternity leave for up to 98 days. Male employees can take paternity leave for five days with full pay to take care of their wife and newborn during the first 15 days after childbirth.

Healthcare Service

To promote the good health of employees, we provide healthcare services as follows:

Medical Services

- **Healthcare Center**

We provide free access to general practitioners, medical specialists and nurses for medical examinations and counseling for employees at the healthcare centers on the 4th floor of our Silom Head Office Building and the 2nd floor of our Rama III Building.

- **Reimbursement for medical and dental expenses**
Employees who receive medical treatment at an external hospital or receive dental services can be reimbursed for treatments and medicines at a specified rate set by the Bank.

- **Issuing a referral letter for treatment in a hospital**
Employees can request for a referral letter for hospitalization from the Bank's healthcare centers. The employee does not need to pay for the medical expenses in advance as these will be taken care of by the Bank directly, which will lessen anxieties about expenses for employees.

Annual Health Check-up

We provide annual health check-ups for employees to assess their general health and primary health problems. This will lead to timely diagnosis and treatment of serious diseases. Annual health checkups cover complete blood count (CBC), FBS (Fasting Blood Sugar), Chest X-ray, plus Anti HBs check-ups every three years. Male employees aged over 50 years old can have blood tests for prostate cancer. All female employees can have pap smear tests and, as determined by medical specialists, mammogram checks or osteoporosis checks, and have their expenses reimbursed at a specified rate.

Influenza and Covid-19 Vaccination Service

We provide an annual influenza vaccination service for employees to prevent infection during flu season. In 2022, a total of 5,406 employees received the vaccination service at Silom Head Office Building and Rama III Building. Employees working in other areas can have vaccine expenses reimbursed at a specified rate. We also provided a Moderna vaccination booster against Covid-19 for employees at a specified time and venue in order to strengthen immunity for our employees.

Counseling for Mental Health Issues and Stress Management

We arrange weekly visits by a psychologist at the Healthcare Center to provide counseling on mental health and stress management for employees. Employees can also be reimbursed for mental health related expenses at a hospital at a specified rate.

Knowledge Sharing

We regularly share useful knowledge related to illness, the use of medicine, and information related to healthcare with employees in the form of articles through internal communication channels.

Improving Work Efficiency

Adapting to the New Ways of Work

We support and encourage employees to adapt to work in the digital age, especially the adoption of technology, data storage systems and various tools to help increase work efficiency under a hybrid working platform. For example, we use OneDrive for data storage, Microsoft Teams for meetings and communications, Yammer for the Bank's internal updates and communications, and Power Platform to reduce steps and time needed for the Bank's internal work processes. The adoption of modern technologies and tools allows employees to work conveniently and efficiently through a variety of devices such as computer, laptop, mobile phone and tablet.

Flexible and Efficient Work Schedules

Modern working styles have flexibility in terms of time



and place while also maintaining a high level of work efficiency. We have therefore provided various types of equipment and tools for employees to support productive work from anywhere. Employees can work from home and can flexibly schedule their time to start and finish their workday at the Bank with permission from their supervisors. In addition, we allow employees to wear casual attire every Friday to create a more relaxed working atmosphere.

Mom's Room and Sports Venues

The Mom's Room is provided for working mothers who need a private and convenient space to care for their newborn babies in a comfortable way in the workplace. The space in the room is divided into different zones by curtains. Lights can be adjusted, a washbasin and utensils are provided, and breast milk storage is available in a refrigerator. The room and refrigerator are regularly cleaned for hygiene. Security and privacy are provided as an access code is required to enter the room. Moreover, to promote the good health of employees, we provide sports venues at Silom Head Office Building, Rama III Building and the Bangkok Bank Stadium, Arena & Sports Venue which is located on Srinakarin Road, Bangkok.

Welfare and Benefits	Employee*
Medical Service	✓
Annual Health Check-up	✓
Provident Fund	✓
Social Security	✓
Compensation Fund	✓
Gratuity Benefit	✓
Retirement Fund	✓
Paid Maternity Leave and Paternity Leave	✓
Employee Loans	✓
Child Benefits	✓
Disaster Relief Loan	✓
Group Insurance	✓
Influenza Vaccine	✓
Flexible Work Schedule	✓
Mom's Room	✓
Sports Venues	✓

Note: *Employee refers to a full-time employee or a person who works under an indefinite contract. Staff or contractors working under fixed-term contracts will receive welfare similar to employees except for the provident fund, retirement payments, loans, child benefits, and a flexible work schedule



Providing Financial Literacy to Employees Before Retirement

To help employees prepare for a happy retirement, we organized a lecture on financial literacy for employees approaching retirement age. The lecture covered topics such as provident fund management and planning, choosing an investment policy, maintaining a provident fund, receiving provident funds, transferring provident funds to RMFs, and tax privileges for retired employees. In addition, we organized a farewell ceremony for retired employees in 2022 to honor them. We also provided knowledge that is helpful for managing complicated life issues after retirement to avoid anxiety, such as the Bank’s medical treatment services, use of health insurance, welfare from government agencies, benefits and welfare provided by the Bank for retired employees.

Retired Employee Program

In recognition of the contribution of retired employees to the Bank, every year we organize a farewell and recognition ceremony for all retiring employees where we present a medal of our appreciation for their service. In 2022, the Bank provided a special allowance of Baht 200,000 to each retiring employee who joined the Bank before January 1, 1989, to help them enjoy a comfortable quality of life after retirement. In addition, retired employees who have been working continuously for more than 30 years are entitled to lifelong medical treatment at the Bank’s healthcare centers.

Moreover, we support the Bua Yai Club, which was co-founded with former retired employees, to encourage social functions among retired employees and facilitate help for other members and their families as appropriate. Members of the Bua Yai Club are entitled to the Bank’s benefits such as healthcare services, medical expenses, physical therapy expenses, and financial aid of Baht 5,000 towards a funeral. The Bank also set up the Chatri Sophonpanich Fund to help former employees who face financial difficulties after retirement with support for issues such as financial aid for critical illness, deaths, and scholarships for their children.

Employment of Retired Employees

We initiated the 60 Young Wow project to provide opportunities for retired employees who are healthy and still want to work, who have a passion for service, appropriate skills, and who wish to create value for themselves and the Bank. They are given the opportunity to work at the call center under an annual employee contract. The retired employees can generate income, receive welfare benefits, and continue to create value for customers.



Occupational Health and Safety

We provide occupational health and safety in compliance with the rules and regulations and relevant laws, and encourage employees from various departments within the workplace to participate in as follows:

Occupational Health and Safety Committee

The Occupational Health and Safety (OHS) Committee, comprising representatives of employees from various units of the Bank, is responsible for promoting safety in the workplace to prevent accidents, injuries and work-related diseases. The committee is tasked with setting goals and targets related to safety, assessing OHS risk and implementing action plans, following up on safety performance within the Bank’s buildings as well as inspecting the workplace to assess if it is hazardous, setting preventive measures and following up on the outcomes. The committee must report to the Bank when employees experience work-related injuries, ill health, diseases and any incident that creates a risk of employees being harmed at work. It must organize a meeting at least once a month to consider and monitor safety performance, with the minutes of the meeting duly taken. We have set up OHS committees for branches or offices that have more than 50 employees, totaling 35 committees. Each committee consists of five members, except for the Silom Head Office Building and Rama III Building where each committee has 11 members. Each committee member has a two-year term.

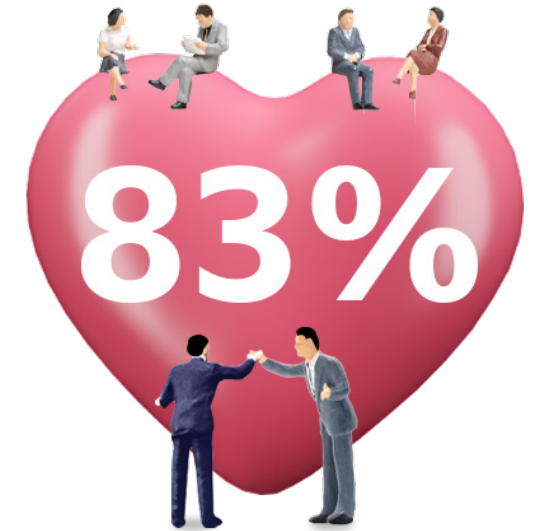


Risk Assessment and Management of Occupational Health and Safety at a Workplace

We regularly conduct risk assessments on OHS at the workplace to identify significant risks to the life and health of employees and those involved, while also determining appropriate preventive measures. We continually strive to ensure safety at the workplace and to improve the environment to be safe and conducive to work efficiency, such as regular cleaning of the workplace, regular maintenance of appliances to be safe and suitable for various tasks, designing a room for copying and shredding documents located away from the working area, regular maintenance of the air-conditioning system in the building, and determination of a fire prevention and suppression plan which includes organizing workplaces to reduce fire risks. In addition, we employ specialized contractors and external auditors to make an annual assessment

of the working environment within the Bank. This covers inspections of building structure and safety, electrical systems, sound levels, and air quality in the workplaces, which are compliant with domestic laws and standards as well as international standards such as the Singapore Standard SS 544:2009 Code of Practice for Indoor Air Quality for Air-Conditioned Buildings.

We provide information about fire safety and the Bank's safety systems to all new employees. Also, other OHS knowledge activities are held for employees regularly such as training courses for OHS officers so that employees understand the roles, duties and responsibilities of the Bank's OHS officers. Annual fire evacuation drills and firefighting training drills are held so that employees can deal with fire incidents consciously and help reduce damage to life and property.



Employee Engagement

In 2022, we conducted a survey on the level of engagement among our high-potential employees and found that their engagement level was 83 percent. The survey respondents comprised 29 percent of male employees and 71 percent of female employees. The results of the survey will be analyzed to determine guidelines for further development of the Bank's human resource management.



Be Ethical

Cultivating good governance, complying with laws and regulations, and encouraging our suppliers to adhere to good business conduct, while respecting human rights and opposing any form of corruption.





Corporate Governance

Good corporate governance is an important foundation that helps promote confidence among stakeholders and creates sustainable business value amidst disruptions in the economy, society and environment. The Bank is committed to ethical and good corporate governance standards that meet local and international regulatory rules, along with promoting a good governance culture in the organization by raising awareness and understanding of good corporate governance among the Board of Directors, management and staff. Adhering to good corporate governance, the Bank seeks to gain trust from stakeholders, be able to adapt to disruptions, have a good performance, and create great value for society.

Good Corporate Governance

With the belief that good corporate governance is an important element that helps businesses grow sustainably, the Bank has established a corporate governance policy and guidelines aligned with the law and good corporate governance principles as a framework for the practice of those involved. The policy outlines key principles concerning 1. Treatment of shareholders and other stakeholders, 2. Information disclosure and transparency, 3. Responsibilities of the Bank’s Board of Directors, 4. Internal control and risk management, and 5. Code of conduct and business ethics. The Board of Directors has assigned the Corporate Governance Committee to formulate and regularly review such policy and guidelines to ensure they are appropriate to changing



circumstances and in accordance with the official regulations. The Board of Directors has the duty to determine and monitor the operations in compliance with good corporate governance principles to accomplish the organization’s goals.



Please scan QR Code for additional information on Corporate Governance Policy

The Bank encourages and supports the Board of Directors, executives and staff to understand the principles of good corporate governance as well as the Bank’s policy and guidelines on corporate governance to build a culture of good governance in the organization. The Bank encourages members of the Board of Directors and executives to attend training courses or seminars on topics related to corporate governance, and executives and staff to participate in courses that further enhance their understanding of working under good corporate governance principles. The courses cover areas such as anti-corruption, anti-money laundering, counter-terrorism and proliferation of weapons of mass destruction, business ethics, market conduct and personal data protection, so that they can contribute to building a culture of good governance in the organization. The Bank’s commitment to continually developing good corporate governance practices is reflected in the Corporate Governance Report of Thai Listed Companies 2022 conducted by the Thai Institute of Directors (IOD), which ranked the Bank at the level of “Excellent”.



Corporate Governance Structure

Board of Directors

The Board of Directors, which is the top authority of the Bank, has duties and responsibilities in determining and reviewing the vision, mission, policies and business goals, and directions of the Bank; considering and approving the Bank’s strategies and business plans; and supervising the business in accordance with the laws, the Bank’s regulations and the shareholders’ resolutions.

Committees

Various committees are appointed by the Board of Directors to screen, provide opinions, monitor and supervise the Bank’s operations within their respective scope of work assigned by the Board of Directors. The committees regularly report on the results of their work and give recommendations on their assigned scope of work to the Board of Directors so that the Board of Directors can perform their duties efficiently and effectively. The Bank has five committees as follows:

- **The Board of Executive Directors:** Responsible for carrying out tasks assigned by the Board of Directors, as well as loan approvals, debt restructuring, investing and undertaking other business activities of the Bank. It also reviews any issues that require approval or consent from the Board of Directors, or shareholders’ resolutions, as specified by laws or the Articles of Association of the Bank.

- **The Audit Committee:** Responsible for reviewing financial reports and the Bank’s business conduct and operations in compliance with laws and regulations of the Bank to ensure accuracy and appropriate and effective internal control and that internal audit systems are in place. The Audit Committee also considers potential involvement in conflicts of interest and ensures compliance with relevant regulatory requirements, as well as peruses the selection of, and coordination with, the Bank’s external auditors.
- **The Nomination and Remuneration Committee:** Responsible for selecting and nominating a candidate to be a director, a member of a committee, or a senior executive, as well as considering remuneration for the Bank’s directors, members of committees, and senior executives.
- **The Risk Oversight Committee:** Responsible for risk oversight and ensuring that risk management at the Bank is systematic, consistent, effective, efficient, and aligned with the Bank’s strategic plan and overall risk management policy.
- **The Corporate Governance Committee:** Responsible for supporting the Board of Directors to uphold good corporate governance and sustainability in the Bank by ensuring that the principles of good corporate governance and sustainability are practiced. The committee is also responsible for considering a sustainability strategy that suits the Bank’s business operations and giving

opinions to the Board of Directors on the risks and opportunities relating to environmental, social and governance issues.

Roles, Duties and Responsibilities

The Bank clearly defines roles, duties and responsibilities for the Board of Directors and management, while also defining the roles and responsibilities of the Chairman of the Board of Directors, the Chairman of the Board of Executive Directors, and the President. Each such position shall be assumed by a different person for the purpose of good corporate governance and the efficiency and transparency of internal operations. The management is responsible for driving and managing the organization in accordance with the policies, strategies and goals set by the Board of Directors; putting in place appropriate operational guidelines and action plans, work systems, work processes, and management of human resource and other resources that are conducive to the achievement of established goals; as well as performing any other tasks under the scope of authority assigned by the Board of Directors.

Board Structure


The Board of Directors of the Bank has a structure, size and composition appropriate to the size of the business and follows the guidelines of the regulator. At least one third of the Board of Directors shall be independent directors whose qualifications shall meet the Securities and Exchange Commission




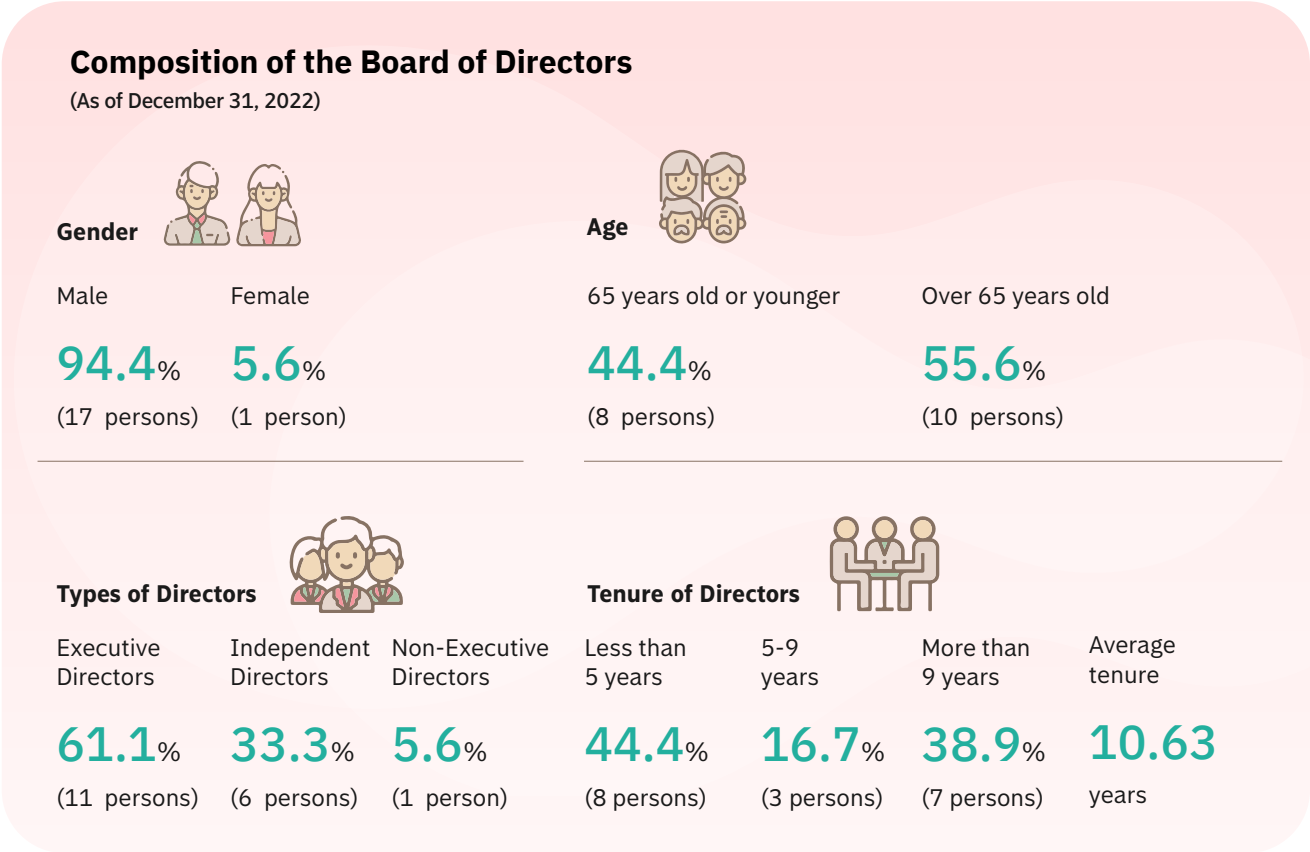
(SEC)’s regulations. The Bank has assigned the Nomination and Remuneration Committee to select and nominate suitable candidates for director positions in accordance with established processes and criteria. The nomination of directors must be consistent with the Bank’s business strategies. The Nomination and Remuneration Committee will consider nominations of candidates based on knowledge, expertise and the required skills stipulated in the Board Skill Matrix, as well as business experience and pertinent regulations.

Promotion of Board Diversity

To ensure the diversity of the Board of Directors, which will allow the Board of Directors to have diverse and broad perspectives covering all dimensions that are important to the Bank’s business operations and that lead to effective corporate governance and good performance, the Bank has established a Board Diversity Policy as a guideline for the selection and nomination of the Bank’s directors. The Nomination and Remuneration Committee is required to consider the qualifications of the Bank’s directors based on a diverse mix of skills, knowledge, expertise, experience, education, gender, age, and culture. There will also be a regular review of the suitability of the structure, size and variety of the Board of Directors so that necessary measures may be determined.



 Please scan QR Code for additional information on Board Diversity Policy



Efficiency of the Board of Directors

Meetings

The Bank requires all directors to attend every meeting, and if this is not possible, not less than 75 percent of all the meetings during the year, in accordance with the rules of the Bank of Thailand. The Bank holds the meetings on a monthly basis and the schedule for the meetings for the next calendar year is provided to all

directors in advance so that the directors can allocate time to attend all the meetings. The company secretary will send the meeting invitation letter together with supporting documents to the directors seven days prior to the meeting. In 2022, a total of 12 meetings were held. All directors attended more than 75 percent of the meetings in the year. The average meeting attendance of the Board of Directors is 99.48 percent of the total number of meetings in the year.



Performance Evaluation

The performance of the Board of Directors is evaluated on an annual basis so that all directors have an opportunity to review their performance during the past year and use such evaluation results to improve and develop their performance. There are two methods of performance evaluation: 1. Self-assessment: assessment of the Board of Directors' collective performance and each director's own performance, and 2. Cross-assessment: assessment of other directors' individual performance. Both methods use assessment forms approved by the Board of Directors. The company secretary is responsible for delivering and collecting assessment forms from directors for submission to the Nomination and Remuneration Committee to process and summarize the evaluation results and finally report to the Board of Directors for acknowledgment.

Development of Executives

The Bank is committed to encouraging the Board of Directors to continually develop their knowledge and skills by encouraging them to attend training courses that are beneficial to performing their duties as directors, such as the Director Certification Program of the Thai Institute of Directors Association (IOD). The Bank also supports directors to participate in training activities and seminars organized by internal and external parties to improve their knowledge in various fields and enhance their performance.

Treatment of Shareholders and Shareholders Structure

The Bank places great importance on the fair and equitable treatment of shareholders and respects shareholders' rights as specified in the Bank's corporate governance policy. These include, for instance, the right to receive dividends, receive information, elect and remove directors, appoint auditors and set remuneration, attend meetings, and vote. The Bank requires that shareholders have the right to vote: one share equals one vote on each meeting agenda item. This includes voting on topics related to environmental, social, and governance issues. Moreover, the Bank allows shareholders to propose meeting agendas, nominate suitable persons to be appointed as Bank directors, and send queries on any meeting agenda item prior to the meeting. The Bank holds an ordinary shareholders' meeting once a year within four months from the end of the accounting period. The Annual General Meeting of Shareholders will be held

on a date, time and venue convenient for attending the meeting. In case shareholders are unable to attend the meeting in person, the Bank will prepare proxy forms to allow shareholders to appoint other persons as their proxies to attend the meeting on their behalf.

The Bank's shareholders consist of government agencies, the private sector and the general public. We disclose capital structure information and major shareholder information on the Bank's website and in the annual report (the Form 56-1 One Report), and disseminate important information and shareholders' rights through various communication channels to ensure that information disclosure to all stakeholders is appropriate, equitable and timely. We have assigned the Investor Relations Unit to respond to investors' and shareholders' inquiries, while also providing up-to-date information to facilitate access to various information about the Bank.

Additional Information on corporate governance at the Form 56-1 One Report, 2022.





Code of Conduct

The Bank is committed to operating its business with transparency, ethics and responsibility for all stakeholders in order to maintain its longstanding reputation and mitigate risks in doing business while building credibility of the Bank among all groups of stakeholders. We encourage all employees to observe high standards of ethics and comply with the Code of Conduct and Business Ethics, the Code of Conduct for Employees, and other related policies and practices of the Bank, as well as applicable laws. We emphasize awareness-building on the importance of performing duties with integrity, transparency and accountability as well as promoting effective governance by assigning key responsibilities under the “three lines of defense” principle to the Risk Management Division, Compliance Division and Audit and Control Division. Operating independently from the Bank’s Business Units, these divisions supervise the Bank’s risk management and ensure compliance with laws and regulations, and policies and practices of the Bank. Furthermore, we provide whistleblowing and complaint channels with clear, transparent and fair management processes for cases related to violation of, or non-compliance with, policies, regulations, the Bank’s Code of Conduct and Business Ethics, corruption and illegal actions.

Code of Conduct and Business Ethics

We believe that the code of conduct and business ethics is fundamental to conducting business for sustainable organizations. Thus, we encourage all



employees to be aware of and adhere to the Bank’s Code of Conduct and Business Ethics. All executives and employees have signed an acknowledgement of the Code of Conduct and Business Ethics and have the obligation to comply with it as well as other relevant regulations as stated in their employment contracts. Furthermore, they are also required to attend a mandatory training program on the Code of Conduct and Business Ethics to ensure their awareness, understanding and strict compliance with the Code of Conduct and Business Ethics. In addition, we also require all of our subsidiaries to adopt the Code of Conduct and Business Ethics and adapt it as appropriate in accordance with the context of each company.

Code of Conduct for Employees

We encourage all employees, executives and directors to understand and strictly perform in compliance with the Code of Conduct for Employees,

which is explained in detail during the orientation for new directors, executives and employees. Moreover, we have also published an employee handbook and conduct internal communications on a regular basis.



Please scan QR Code for additional information on Code of Conduct and Business Ethics and Code of Conduct for Employees



Anti-corruption

The Bank has established an anti-corruption policy as an operational framework and its internal guidelines. Our employees, executives and directors are required to act in compliance with the policy in their habitual practices, thus nurturing a proper corporate culture. The policy also includes corruption risk management and whistleblowing channels. We also put in place an anti-corruption handbook as a practical guideline for employees, conduct an annual compliance assessment checklist, and regularly raise awareness of the policy to employees at all levels through training and internal communication. In case of violation or non-compliance by any employee, the Bank will conduct an investigation according to the disciplinary procedures and impose appropriate penalties ranging from a verbal warning to employment termination or legal action.

The Bank has been recognized as a financial institution that plays an important role in fostering anti-corruption and has been a certified member of Thai Private Sector Collective Action Against Corruption (CAC) since 2015 with its certified membership extended in 2021.



Please scan QR Code
for additional information on
Anti-Corruption Policy

Corruption Risk Management

To prevent and control the risk of corruption, we have established an effective corruption risk management process aligned with our business context as follows:

1. Identification of any risk of corruption we may be exposed to through our operations or business activities.
2. Assessment of the risk and severity of the impact.
3. Adoption of preventive and control measures specific to the corruption risk that is applicable to the situation and business of each unit (these first three steps are carried out on an annual basis by executives and supervisors who are closest to the issues). All assessment results and related information will be collected and stored in a corruption risk database for further analysis and reference.
4. Tracking, monitoring and audits are undertaken under the “three lines of defense” principle. Business unit heads and business unit compliance officers, as the first line of defense, manage risks pertaining to their units. The Risk Management Division and Compliance Division, the second line

of defense, oversees and monitors corruption risk management. The third line of defense, the Audit and Control Division, independently audits matters related to corruption and reports to responsible persons according to the line of command.

In 2022, the Bank had no corruption and bribery allegation or complaint against it from the Bank of Thailand, the Office of Securities and Exchange Commission, and the Office of the National Anti-Corruption Commission or the Anti-Money Laundering Office. We were not involved in any activity related to lobbyists, political support, political parties, political candidates or political influencers, directly or indirectly.

Anti-Money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction Financing (AML/CTPF)

We have formulated a policy on anti-money laundering and combating the financing of terrorism (AML/CFT) and financing the proliferation of weapons of mass destruction as a framework for our conduct in order to prevent or mitigate the risk of the Bank being used as a channel or a tool for related offences. The Board of Directors, executives and all staff have the duty and responsibility to strictly comply with the policy. We place importance on Know Your Customer (KYC), Customer Due Diligence (CDD) and Enhanced Due Diligence (EDD), and the extent of intensity in carrying



out these processes depends on the risk level of the customer. For high-risk customers such as Politically Exposed Persons (PEP), for instance, we require more in-depth examination to find factual information about the customers and monitor accounting movements in greater detail than usual.

We have also developed an internal work system to check customer names against the databases of the Thailand Designated List, the Sanction Lists and the Politically Exposed Person (PEP) List for those who are classified as having a high risk for money laundering, as required by relevant authorities. The system helps our concerned officers to examine and assess risks of each customer in an effective and efficient manner. An AML Monitoring System is also in place to review and monitor dubious and irregular financial movements and transactions, which will reduce the risk of the Bank being used as a channel for money laundering or supporting terrorism. Furthermore, we have set up risk management systems to supervise, oversee and monitor how responsible parties concerned perform their duties in accordance with the three lines of defense principle to ensure that the Bank’s business operations comply with laws and regulations.



Please scan QR Code for additional information on Anti-Money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction Financing (AML/CTPF)

Market Conduct

We realize that receiving fair service is a basic right of customers and a factor that attracts customers to use our services. Therefore, we have formulated a market conduct policy and guidelines as follows:

1. Corporate Culture and Roles and Responsibilities of the Board of Directors and Senior Management
The Board of Directors and senior management are responsible for fostering ethical market conduct as part of the Bank’s corporate culture.

2. Product and Service Channel Development and Client Segmentation
We develop products and service channels that are suitable for the needs, financial ability and comprehension of each target group of customers, with due consideration of our employees’ selling capabilities and knowledge, our work systems and the system to ensure that selling such products and services to customers is conducted fairly. We recognize that in determining product terms such as

benefits, prices and fees, we must consider fairness to customers and associated actual costs, while not joining with other providers to specify terms that are against customers’ interests nor offering bundled products unless it is justified on the grounds of risk protection of the main product.

3. Remuneration Scheme
Remuneration and penalties are determined for employees who provides services to customers as well as executives who are responsible for monitoring compliance with market conduct. KPIs are also properly defined to prevent sales propositions and recommendations that are irresponsible for customers (mis-selling).

4. Sale Process
Selling products and services to customers must not invade their privacy. Information provided to customers must be complete, not misrepresented or distorted. A system and processes to regularly check selling and service quality is in place, such as call backs, welcome calls and mystery shopping. In addition, sales and service offerings to vulnerable





customers must be prudent and appropriate. Employees must understand the requirements and financial resources of customers as well as their ability to understand the service so they can provide sufficient information and knowledge about potential risks.

5. Communication and Training

We regularly communicate with employees to raise awareness and organize training programs to provide knowledge about market conduct. This includes providing informative content with details of new products or services, guidance on sales approaches using simple language, customer rights and market conduct guidelines.

6. Data Privacy Protection

We protect the privacy of personal customer data in accordance with applicable laws by designing, developing and testing work systems to ensure data security.

7. Problem and Complaint Handling

We have established processes for problem solving, complaint handling and whistleblowing, and put in place remedies to ensure speed, effectiveness and fairness during the resolution process.

8. Compliance Control, Monitoring and Audit (Three Lines of Defense)

We have adopted the “three lines of defense” principle for controlling, monitoring and auditing

compliance with market conduct. This is also used to detect risks and anomalies while a tracking and monitoring system is in place for after-sales service.

9. Operations and Business Continuity

We have established operating systems and business continuity plans that cover operations in both normal circumstances and emergencies to ensure that customer requirements are addressed correctly, completely and in a timely manner. We have also prepared a manual and checklist for employees to use and provide ongoing training programs to prevent operational mistakes.

The Bank places high importance on market conduct for vulnerable groups such as the elderly (over 60 years), customers with limited financial knowledge or no experience in using products and services, and customers with communication or decision-making constraints, including those with hearing, visual or health impairments. Therefore, we have specifically established guidelines for providing products and services to vulnerable groups. For example, we take into account the objectives, risk appetite, financial ability and capacity to understand of customers when we offer products and services to them. In addition, an explanation of details, conditions, rights and exceptions must be clear and easy to understand, by highlighting or underlining key messages, while service staff should communicate slowly with a clear voice using simple language while stressing key points. If customers have questions, service staff

must explain or clarify to them until it is confirmed that they have a complete understanding without doubts or further questions. Service staff must offer time as necessary for vulnerable groups to digest and understand the information provided and not rush them to make decisions.

Whistleblowing

We provide whistleblowing channels for all stakeholders to send information or file complaints related to suspicious behaviors or actions of the Bank and related parties including directors, executives and employees, that are potentially fraudulent or in violation of laws, regulations, the Code of Conduct, and policies and practices of the Bank, inaccurate financial reporting, failure of internal control systems, or misconduct that can cause damage to customers or the Bank itself.

Whistleblowing and Whistleblower Protection Measures

The Bank provides open channels for whistleblowers and treats all parties equally based on transparency and fairness while ensuring an appropriate investigation period. Information about whistleblowers and those who cooperate during the investigation will be kept confidential with access restricted to responsible parties unless the disclosure is required by law or becomes necessary with regard to safety and potential damage to whistleblowers and those who cooperate during the investigation. In addition, measures are in place to protect whistleblowers



and those who cooperate with the investigation from retaliation and punishment during and after the investigation. Note that bona fide whistleblowers and those who cooperate during the investigation will not be punished or treated negatively by the Bank.

Whistleblowing Management

The Audit Committee and the Customer Complaint and Fraud Unit under the Compliance Division oversees and deliberates on whistleblowing cases with prudence and fairness by ensuring that the investigation process is transparent and fair. For severe or complex cases and fraud cases, the Customer Complaint and Fraud Unit may refer the case to an ad hoc committee or the Audit Committee for consideration as deemed necessary and appropriate.

Governance of Whistleblowing Procedures





The Audit Committee and the Customer Complaint and Fraud Unit under the Compliance Division oversees whistleblowing procedures from accepting whistleblowing cases to closing those cases, as well as notifying and reporting progress updates and results to relevant parties. Moreover, these responsible parties also ensure that preventive and corrective measures are in place and that suitable and fair remedies are offered to affected parties. Wrongdoers will be punished as stipulated in the Bank’s rules from an official warning in writing or remuneration reduction, to employment termination.

In 2022, the Bank received a total of 192 whistleblowing cases or complaints, with 169 of these investigated,

evaluated and closed, consisting of 2 cases from operating system failure, 14 cases from operational mistakes and delayed responses from employees, and the remaining 153 cases resulting from customers’ misunderstanding of the Bank’s operations and other causes such as fraud or scams from third parties. There was no violation of, or non-compliance with, the Anti-Corruption Policy nor the Code of Conduct. All cases were deemed to pose no significant risk to the Bank.

Contact Channels

Bangkok Bank Public Company Limited




-  Head Office (or bank branches) : 333 Silom Road, Silom, Bang Rak, Bangkok 10500
-  E-mail : info@bangkokbank.com
-  Official Website : <https://www.bangkokbank.com/en/Contact-Us>
-  Bualuang Phone : 1333 or (66) 0-2645-5555
Press 1 for Thai language and press 0 to connect to an officer, then press 8 to compliment, suggest or complain.
Press 2 for English language and press 0 to connect to an officer, then press 8 to compliment, suggest or complain

Investor Relations

-  E-mail : ir@bbl.co.th
-  Phone : 0-2626-4981

Channels for Whistleblowing and Complaints

The Audit Committee or The Customer Complaint and Fraud Unit

-  Postal Mail : Bangkok Bank Public Company Limited (or through bank branches) 333 Silom Road, Silom, Bang Rak, Bangkok 10500
-  E-mail : Whistleblowing@bangkokbank.com
-  Official Website : <https://www.bangkokbank.com/en/Contact-Us>
-  Phone : 0-2230-9103-4 or Bualuang Phone 1333

Or in person at the head office or at any branch.





Learning and Development for Executives and Employees

We have developed various training courses related to ethics, good governance and business ethics for executives and employees via our online platform, BBLearn. All employees can access relevant information and knowledge through smartphones, tablets and computers in a convenient and fast manner while post-learning knowledge assessments are also provided. Important courses are as follows

Industry Code of Conduct

This is a mandatory training course which aims to promote awareness among employees of the Code of Conduct stressing three principles: 1. Transparency, 2. Fairness, and 3. Stakeholder Responsibilities.

Market Conduct

This online course is designed to raise awareness and promote good understanding for employees on market conduct, focusing on transparency and clarity in introducing products and services to customers and avoidance of seeking improper personal benefits from their positions to ensure that customers receive quality services that suit their needs.

Anti-money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction Financing (AML/CTPF)

This mandatory training course requires all executives and employees to attend and retake it every two years to have a good understanding of laws, regulations and proper guidelines related to the Anti-money Laundering and Counter-Terrorism and Proliferation of Weapons of Mass Destruction Financing policy.

Anti-corruption

The content of this mandatory anti-corruption training course covers our anti-corruption policy, best practices, roles and responsibilities of employees, whistleblowing, supporting measures and penalties.

Course	% of Employees Attended through 2022
 Industry Code of Conduct	100
 Market Conduct	100
 Anti-money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction Financing (AML/CTPF) <ul style="list-style-type: none"> New employees Refresher for existing employees via an e-Learning platform 	100
 Anti-corruption	100



Human Rights

Business and human rights is one of the most important issues of today. Respecting human rights in business helps prevent and mitigate potential negative impacts on stakeholders, supports the image and supports sustainable growth.

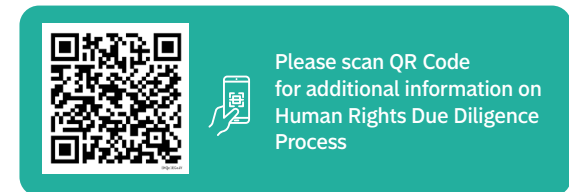
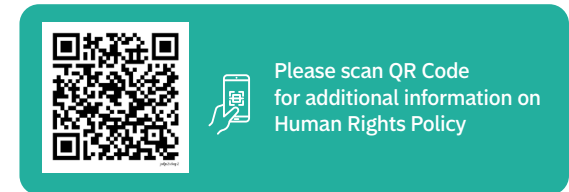
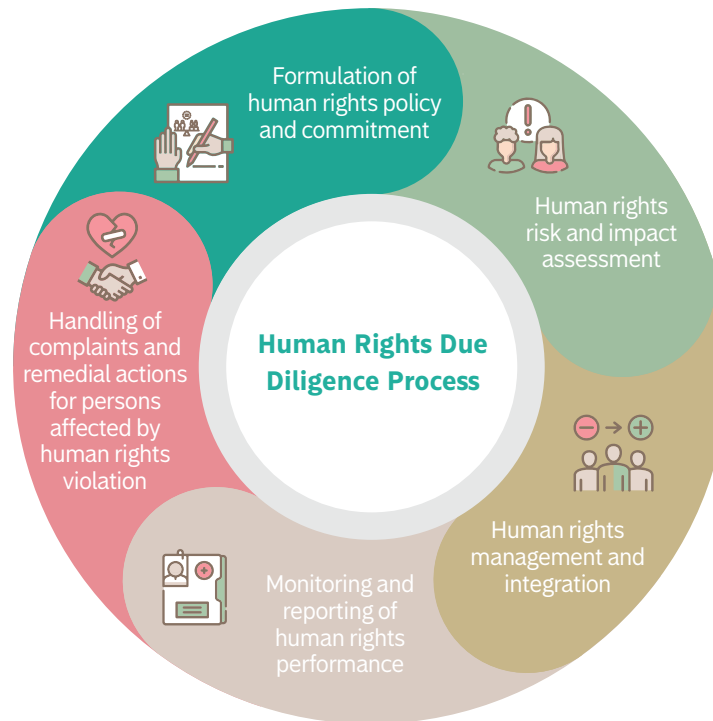
The Bank recognizes the importance of respecting human rights and human rights risk management, and strictly complies with international and local principles and standards, such as the Universal Declaration of Human Rights (UDHR) and the International Labour Organization (ILO) Conventions.

In reflection of our commitment to respect human rights, we have adopted the United Nations Guiding Principles on Business and Human Rights (UNGPs) to guide our human rights management. Accordingly, we have established a human rights policy and practice, and have also conducted Human Rights Due Diligence (HRDD) to assess human rights risks and impacts that may occur as a result of the business activities by the Bank, its suppliers and its customers. This also includes setting appropriate preventive, corrective and remedial measures to reduce risks, mitigate potential negative impacts and provide remediation actions.

Human Rights Management

Human Rights Due Diligence Process

The Bank conducts human rights due diligence covering all groups of stakeholders including vulnerable groups such as female employees, child workers, migrant workers, daily wage workers, minorities, people with disabilities, LGBT people, etc. The human rights due diligence process involves identifying human rights risks in business operations across the Bank’s value chain, considering those who may be affected by human rights violations by the Bank and related parties, assessing human rights risks, identifying human rights risk mitigation measures, and developing remediation actions for those affected by human rights violations. The Bank conducts and reviews its human rights due diligence process every three years. The most recent human rights due diligence process was conducted in 2022 and the result is published on the Bank’s website.





Labor Practices

The Bank respects the rights of employees and treats all employees equally without discrimination on the grounds of gender, race, religion, education, skin color or sexual orientation. We strictly comply with labor laws and internal rules and regulations including those relating to employment, working conditions, compensation, welfare, and occupational health and safety in the workplace. We also reject all forms of harassment whether verbal, physical or sexual, which could lead to psychological or physical damage. The Bank places importance on promoting gender equality by providing equal and fair opportunities for skills and knowledge development and career advancement. Meanwhile, if the Bank is obliged to terminate a contract with an employee, the Bank will conduct the termination in line with labor law processes, while also complying with regulations regarding termination of employment by paying severance as required by law and a family allowance according to the Bank’s policy, which goes beyond the statutory benefits.

Employees have the right to exercise freedom of association and engage in collective bargaining activities for labor rights in accordance with the law. We allow all employees to join the Bank’s two labor unions, namely the Bangkok Bank Workers Union and the Bangkok Bank Managerial Officers Union. Both unions negotiate in the interests of their members and successfully negotiated terms and conditions likewise apply to non-member employees. In addition, the Bank offers opportunities for a representative from the unions to bring significant issues for discussion with the Bank to find solutions



and prevent labor relations problems that may arise in the future. The unions’ requests and suggestions have been duly accommodated by the Bank. In 2022, the two unions had a total of 9,198 members, representing 48.18 percent of the total workforce.

Supply Chain Management

The Bank has issued a Supplier Code of Conduct, which is the guidelines that the Bank expects all suppliers to conform to. The Supplier Code of Conduct covers various human rights issues such as labor rights, community rights, personal data rights and intellectual property rights. The Bank consistently monitors suppliers to ensure compliance with the Code of Conduct and promptly provides them with advice so that they can strictly follow the suppliers’ code of conduct. Furthermore, respect for human rights is one of the topics that the Bank uses in our ESG assessment for suppliers. Suppliers must meet the assessment criteria set by the Bank before they are allowed to participate in our procurement process. Respect for human rights is a material issue for the Bank to assess risks in its critical suppliers.

Responsible Lending

Under the Bank’s Responsible Lending Policy, we do not engage in lending to a business that uses child labor or forced labor, or that involves human trafficking. We also consider social and environmental risks and impacts, including community rights violation and labor rights violations from project finance. In situations where the projects under consideration may potentially cause severe ESG impacts, borrowers must provide clear and adequate preventive measures and mitigation plans. Moreover, in the lending approval process, the Bank conducts background checks on customers to see if they have been prosecuted for human rights or environmental violations. This information is used by the Bank in considering a loan approval.

Market Conduct and Personal Data Protection

The Bank regularly organizes training courses such as financial products and services, sales processes, and market conduct practices for employees, especially those in relevant departments, in order to provide fair and non-discriminatory services to customers. The Bank also stresses the importance of protecting the personal data of customers and employees by establishing a personal data protection policy, issuing an operational manual, and launching personal data protection measures to prevent data violations and inappropriate use of personal data.



Complaints Management

The Bank promotes equal and fair treatment of employees so that employees have good physical and mental health, as well as good morale and encouragement to work, and are able to develop themselves to their full potential. The Bank provides channels for complaints related to working conditions, unfair discrimination at work, and other forms of intimidation or harassment whether it is verbal, physical or sexual harassment. Employees can file complaints in writing to the Employee Relations Unit under the Human Resources Department, which then submits them to a committee assigned to investigate complaints which rules on whether the alleged wrong doing has indeed occurred. If it is found that the treatment has been unfair, the case will be referred to the Audit and Control Division to consider appropriate disciplinary action and punishment. The penalty for wrongdoers is based on the severity of the case, ranging from verbal warnings and pay cuts to termination of employment and legal action. The Bank ensures that all parties are treated fairly during the process and affected persons are remedied properly and fairly. In cases where the related parties disagree with the punishment, they can appeal to the Disciplinary and Petition Committee to make a final decision.

The Bank consults with the two labor unions about complaints or grievances regarding violation of employee’s rights such as discrimination, unfair treatment or harassment. Once the case goes to the Disciplinary and Petition Committee, the presidents

of both unions are invited to join the committee in order to provide for a fair investigation and given the rights to vote on resolutions. The Bank also allows one representative from each labor union to observe during the Disciplinary and Petition Committee meetings. In 2022, there were three cases of complaints about unfair discrimination. One case was resolved and settled with the affected employee receiving financial compensation as specified by law and the wrongdoer given a warning. The remaining cases are still under investigation.



Whistleblowing Procedure

The Bank provides channels for all groups of stakeholders including persons or entities outside the Bank to report suspicions or complaints about Bank personnel such as directors, executives, employees and contract staff. Suspicions or complaints could be related to a suspicion of fraud, violation of laws or regulations, non-compliance with the Bank’s Code of Conduct and business ethics, policies and regulations, inaccurate financial reporting, or defective internal controls, which could cause loss to the service users of the Bank or the Bank itself.

Promoting Equality in Society

The Bank places great importance on providing careers and promoting capabilities for people with disabilities to reduce the inequality of opportunity in society. In 2022, the Bank provided occupational support to 207 disabled people across Thailand, and paid more than Baht 23.6 million to foundations and associations that promote job creation and improve the quality of life for people with disabilities.



Supply Chain Management

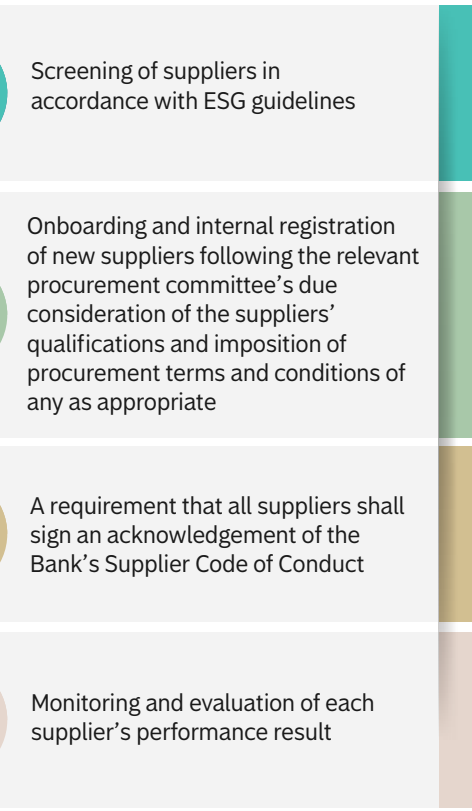
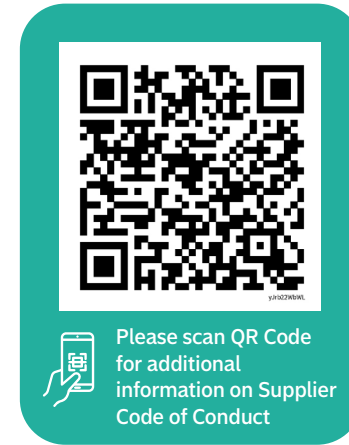
The Bank is committed to overseeing and preventing social and environmental impacts from the operations of the Bank and its supply-chain counterparties, by managing risks within the supply chain covering economic, social, and environmental areas, as well as managing the image and reputation of the Bank. The Bank has established the Supplier Code of Conduct to reflect our expectations of suppliers regarding environmental, social and governance (ESG) and encourage them to conduct their business responsibly in keeping with the Bank’s Supplier Code of Conduct. In addition, the Bank places importance on ESG risk management in the supply chain that is appropriate to the Bank’s business context as well as promoting the procurement of environmentally friendly products. We also organize sustainability knowledge sharing activities for the Bank’s suppliers to build a stable, effective supply chain that will create sustainable value for the environment and society.

Suppliers in the Bank’s supply chain are classified into three types: suppliers (suppliers of supplies and equipment used in business operations under the responsibility of the Bank’s procurement section), contractors (service providers of repairs, renovations and maintenance of the Bank’s equipment and office buildings), and outsourced service providers (contracted by the Bank for specific tasks). In this Sustainability Report, the Bank uses the term “suppliers” when referring to its counterparties of all types in general and uses a particular counterparty name when referring

to a specific group. In 2022, we had a total of 2,927 registered suppliers, comprising 2,537 domestic suppliers and 390 overseas suppliers. Of the total, 36 are new suppliers. In addition, we entered into procurement contracts with 1,067 suppliers in total during the year.

Environmental, Social and Governance Management in the Supply Chain

The Bank has established ESG management guidelines in the Bank’s supply chain. We have a supplier screening process that covers ESG issues and we evaluate significant risks associated with critical suppliers regularly. This is to ensure that our suppliers uphold good ESG performance standards and have an acceptable level of ESG risk. We communicate the Bank’s Supplier Code of Conduct to all suppliers and request cooperation from all major suppliers to read and sign an acknowledgment of the Supplier Code of Conduct. The Bank expects all suppliers to strictly comply with the Supplier Code of Conduct, covering respect for human rights, labor rights and community rights, care for the environment, and compliance with relevant laws and related regulations. This is for the benefit of the suppliers themselves, the Bank and relevant stakeholders. The Bank has a process to monitor their compliance with the Supplier Code of Conduct and is ready to support all suppliers to fully comply with the Code of Conduct.





100%

of the major suppliers have been communicated with and signed an acknowledgment of the Bank's Supplier Code of Conduct.

The Bank has established a policy outlining guidelines when using outsourced service providers for general work. This provides clarity in terms of the criteria for selecting service providers which cover risk management, internal controls, data protection and confidentiality of the Bank and customers, as well as the use of labor. The policy is reviewed annually. The Bank assigns the screening committee for outsourced service providers to be responsible for monitoring the compliance of outsourced service providers in accordance with the aforementioned policy. Business Units using outsourced services are responsible for considering and proposing the scope of work and suitability of their outsourced service providers to the screening committee to ensure that the outsourced service providers comply with their respective procurement contracts, as well as following up and evaluating the provided service. The Compliance Unit is responsible for ensuring that the use of outsourced service providers complies with the Bank's regulations, laws and government regulations. The Audit and Control Division is responsible for auditing relevant operations. In addition, the Bank emphasizes transparent business operations and countering corruption of all forms by inviting suppliers

and business partners to be members of the Thai Private Sector Collective Action Against Corruption.

งานสัมมนา
บัวหลวงประสานพลังคู่ค้า
สู่อนาคตที่ยั่งยืน
เพื่อชีวิตที่ดีขึ้นของพวกเราในปัจจุบัน และลูกหลานของเราในอนาคต

วันพุธที่ 5 ตุลาคม 2565 เวลา 09:00 - 12:00 น.
ผ่าน Microsoft Teams

ลงทะเบียนเข้าร่วมงาน

Annual Seminar for Suppliers in 2022

The Bank is committed to developing and strengthening suppliers' awareness of the importance of sustainable business operations. We organized a seminar called **Bualuang Collaborates with Suppliers for a Sustainable Future** on October 5, 2022. The aim of the seminar was to raise awareness among suppliers about the role of business in achieving Sustainable Development Goals, emphasize the importance of conducting business with respect to human rights, and for suppliers to comply with guidelines specified in the Bank's Supplier Code of Conduct. More than 210 suppliers joined the seminar.

Supplier Screening

The Bank respects the rights of all suppliers and treats them equally and fairly. We have a systematic approach to screening suppliers which covers a comprehensive assessment of their capabilities to produce products and provide services, quality of products and services, trustworthiness of a supplier, as

well as consideration of a supplier's ESG performance. Hence, all suppliers are required to conduct a self-assessment on ESG covering material issues such as environmental impact management, respect for human rights in compliance with international principles and standards, respect for basic rights at the workplace in compliance with the International Labour Organization (ILO) Conventions, illegal use of child labor and forced labor, prevention and protection of personal information, prevention of corruption, whistleblowing channels, etc. Suppliers are required to pass the Bank's assessment criteria before they can become registered suppliers and sign a procurement contract with the Bank. This is to ensure that all suppliers can produce quality products or provide quality services in line with the conditions set by the Bank, are reliable, and have policies or guidelines that are consistent with the Bank's Supplier Code of Conduct. For outsourced service providers, the screening committee will consider applications based on the screening guidelines.

After passing the assessment process, the Bank will invite a potential supplier to meet and discuss their products and services, as well as to create an understanding of and expectations about the Bank's guidelines to suppliers. The Bank will also conduct additional qualification assessments on suppliers based on the criteria of service potential and reliability, and there may be a visit by a member of the staff of relevant units to a supplier's business for further inspection and evaluation. In addition, the Bank has adopted an e-Auction to encourage



competitive pricing and create transparency and fairness in the procurement process.

Assessment of ESG Risks in the Supply Chain

Besides having a supplier self-assessment for managing the ESG risk in the supply chain, the Bank regularly assesses the ESG risks of its critical suppliers. These are providers of products and services with high spending value, suppliers of critical components that produce essential goods and services for the Bank, and non-substitutable suppliers which produce products and provide services that cannot be easily replaced by other sources. The Bank has identified materiality risk issues by considering the likelihood and severity of the impact as follows:

Environmental: 1. Greenhouse gas emissions, 2. energy management, and 3. waste and hazardous material management.

Social: 1. Human rights, 2. labor practices, and 3. occupational health and safety at the workplace.

Governance: 1. Corruption, 2. privacy protection, and 3. fraud.

If any supplier is found to have a high level of risk, which is higher than the Bank’s acceptable level, the Bank will either improve its risk management process to be more effective or impose additional risk and

impact prevention and mitigation measures within a reasonable timeframe. In 2022, the suppliers’ ESG risk remained acceptable to the Bank. Thanks to the careful selection of suppliers, the economic risks of suppliers still were not significant to the Bank’s operations and performance.

Monitoring and Evaluation of Supplier Performance

The Bank assigns business units involved in the procurement of suppliers to monitor, inspect and evaluate the supplier’s performance in various aspects such as quality of products or services, credibility, ESG performance (via supplier self-assessment), and monitor news and information about the suppliers’ practices that are inconsistent with the law and the Bank’s Supplier Code of Conduct. Information gathered from such monitoring, inspection and evaluation is used for reviewing the registered suppliers for the following year or for post-contract reviews upon completion of the procurement contract. This is to ensure that the Bank’s suppliers can perform their work smoothly with regard to social and environmental aspects, and in compliance with the Bank’s Supplier Code of Conduct.

Complaint Filing

If any stakeholders are impacted by the operations or activities of the Bank’s contracted suppliers, they can file a complaint to the Bank’s complaint filing

channels. For details on complaint filing channels, please refer to the topic of whistleblowing on page 115.

Procurement that Promotes Environmentally-friendly Products

The Bank encourages every business unit to realize the importance of environmental conservation and to support the procurement and purchase of products and materials that are environmentally-friendly and help reduce global warming problems. We hope that such procurement practices will help stimulate the production and distribution of products that are more environmentally-friendly. At present, the Bank procures a variety of environmentally-friendly products such as photocopy paper that has a mixture of recycled material and pure wood pulp, photocopier with an eco-fiber component, printing toner that is certified to meet international environmental standards, employee uniforms with Cool Mode label, non-CFC water mist fire extinguishers, souvenirs made by the upcycling process, water-saving sanitary ware, and office supplies certified by Leadership in Energy and Environmental Design (LEED).



Awards and Achievements

S&P Global

01 Selected as a member of the Sustainability Yearbook 2023, S&P Global



03 Rated “Excellent” for the 2022 Corporate Governance Report of Thai Listed Companies, the Thai Institute of Directors Association (IOD)



05 Received the Sustainability Disclosure Award 2022, Thaipat Institute



02 Listed in the 2022 Thailand Sustainability Investment (THSI), the Stock Exchange of Thailand (SET)
Included in the 2022 SET THSI Index, the Stock Exchange of Thailand (SET)



04 Rated “Excellent” as an example with a full score of 100 for the 2022 AGM Quality Assessment, the Thai Investors Association in collaboration with the Office of the Securities and Exchange Commission and the Thai Listed Companies Association



06 Received a rating of BBB (on a scale of AAA to CCC) in the MSCI ESG Ratings Assessment



FTSE4Good

07 Selected as a constituent of the FTSE4 Good Index Series by FTSE Russell



Sustainability Performance Data

Economic Performance

Key Financial Highlights (Consolidated Financial Statement)

Unit: Million Baht

Performance Data	2019	2020	2021	2022
Assets	3,216,743	3,822,960	4,333,280	4,421,752
Loans ¹	2,061,309	2,368,238	2,588,339	2,682,691
Deposits	2,370,792	2,810,863	3,156,939	3,210,895
Net interest income	71,071	77,046	82,156	102,223
Net non-interest income	62,675	41,682	52,385	36,672
Operating expenses	54,963	65,974	67,265	69,019
Income tax	10,219	4,013	6,189	7,484
Net profit ²	35,816	17,181	26,507	29,306

Note: ¹After deferred income²Only for the Bank



Social Performance

Data of Employees

Performance Data	2019			2020			2021			2022		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total number of employees	7,536	15,261	22,797	7,220	14,828	22,048	6,792	13,722	20,514	6,408	12,683	19,091
Percentage of total employees	33.1	66.9	100	32.7	67.3	100	33.1	66.9	100	33.6	66.4	100
Employees by location												
Head office	3,848	6,076	9,924	3,606	5,726	9,332	3,083	4,658	7,741	3,084	4,698	7,782
Metropolitan	1,028	3,732	4,760	1,119	3,769	4,888	1,405	4,209	5,614	1,267	3,700	4,967
Other provinces	2,660	5,453	8,113	2,495	5,333	7,828	2,304	4,855	7,159	2,057	4,285	6,342
Employees by type of employment												
Permanent employees	7,452	15,190	22,642	7,115	14,677	21,792	6,691	13,602	20,293	6,297	12,572	18,869
Temporary employees	84	71	155	105	151	256	101	120	221	111	111	222
Employees by nationality												
Thai			22,740			21,995			20,462			19,041
Japanese			32			27			26			28
English			6			7			6			6
Chinese			4			4			3			3
Australian			3			3			3			2
Other nationalities			12			12			14			11



Performance Data	2019			2020			2021			2022		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Employees by age												
Aged over 50 years	2,720	2,533	5,253	2,722	2,635	5,357	2,753	2,723	5,476	2,658	2,685	5,343
Aged 30–50 years	3,432	8,074	11,506	3,364	8,495	11,859	3,206	8,505	11,711	3,039	8,238	11,277
Aged under 30 years	1,384	4,654	6,038	1,134	3,698	4,832	833	2,494	3,327	711	1,760	2,471
Employees by level												
Total management	726	784	1,510	733	819	1,552	701	825	1,526	693	826	1,519
Percentage of total management	48.1	51.9	100	47.2	52.8	100	45.9	54.1	100	45.6	54.4	100
Thai										661	822	1,483
Japanese										26	0	26
English										2	0	2
Chinese										0	3	3
Australian										0	0	0
Other nationalities										4	1	5
Top management	42	22	64	44	23	67	38	25	63	35	25	60
Percentage of top management	65.6	34.4	100	65.7	34.3	100	60.3	39.7	100	58.3	41.7	100



Performance Data	2019			2020			2021			2022		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Middle management	267	234	501	269	250	519	262	253	515	250	260	510
Percentage of middle management	53.3	46.7	100	51.8	48.2	100	50.9	49.1	100	49.0	51.0	100
Junior management	417	528	945	420	546	966	401	547	948	408	541	949
Percentage of junior management	44.1	55.9	100	43.5	56.5	100	42.3	57.7	100	43.0	57.0	100
Staff	6,726	14,406	21,132	6,382	13,858	20,240	5,990	12,777	18,767	5,604	11,746	17,350
Management (temporary employees)	37	15	52	38	14	52	37	12	49	39	8	47
Staff (temporary employees)	47	56	103	67	137	204	64	108	172	72	103	175
Share of women in management positions in revenue-generating functions (as % of all such management)			49.6			52.5			53.9			53.7
Share of women in STEM-related positions (as % of total STEM positions)						49.0			47.9			47.4

Note: Data refers to employees working in Thailand only, not including foreign employees and employees working in branches outside Thailand.

Permanent employees refers to employees of Bangkok Bank (the Bank only) under permanent contracts.

Temporary employees refers to employees of Bangkok Bank (the Bank only) under temporary contracts.



New Employees

Performance Data	2019			2020			2021			2022		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total number of new employee hires	612	1,319	1,931	340	733	1,073	246	394	640	447	701	1,148
Percentage of total new employees	8.1	8.6	8.5	4.7	4.9	4.9	3.6	2.9	3.1	7.0	5.5	6.0
The average hiring cost per FTE (Baht)			14,705			7,350			12,487			5,185
New employees by location												
Head office	434	908	1,342	264	503	767	207	314	521	353	504	857
Metropolitan	165	350	515	61	185	246	28	70	98	79	159	238
Other provinces	13	61	74	15	45	60	11	10	21	15	38	53
New employees by nationality												
Thai			1,918			1,056			632			1,139
Other nationalities			13			17			8			9
New employees by level												
Top management	0	0	0	2	1	3	0	2	2	0	0	0
Middle management	14	10	24	7	7	14	3	3	6	5	4	9
Junior management	16	9	25	11	4	15	15	3	18	13	6	19
Staff	497	1,207	1,704	218	540	758	204	340	544	384	607	991
Management (temporary employees)	28	18	46	25	15	40	3	0	3	8	0	8
Staff (temporary employees)	57	75	132	77	166	243	21	46	67	37	84	121



Performance Data	2019			2020			2021			2022		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
New employees by age												
Aged over 50 years	38	27	65	39	31	70	5	4	9	11	9	20
Aged 30–50 years	108	167	275	75	117	192	71	78	149	115	174	289
Aged under 30 years	466	1,125	1,591	226	585	811	170	312	482	321	518	839
Internal hires												
Percentage of open positions filled by internal candidates			61.0			70.0			60.0			51.0

Employee Turnover

Performance Data	2019			2020			2021			2022		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total number of employee turnover	749	1,425	2,174	645	1,151	1,796	664	1,484	2,148	822	1,721	2,543
Total employee turnover rate	9.9	9.3	9.5	8.9	7.8	8.1	9.8	10.8	10.5	12.8	13.6	13.3
Number of voluntary turnover	641	1,352	1,993	551	1,055	1,606	618	1,432	2,050	778	1,658	2,436
Voluntary employee turnover rate	8.5	8.9	8.7	7.6	7.1	7.3	9.1	10.4	10.0	12.1	13.1	12.8
Employee turnover by nationality												
Thai			2,159			1,776			2,140			2,534
Other nationalities			15			20			8			9



Performance Data	2019			2020			2021			2022		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Employee turnover by level												
Top management	1	0	1	2	0	2	6	1	7	4	1	5
Middle management	19	15	34	15	12	27	20	16	36	18	14	32
Junior management	37	24	61	37	14	51	39	14	53	33	34	67
Staff	598	1,299	1,897	509	1,024	1,533	567	1,375	1,942	728	1,580	2,308
Management (temporary employees)	30	18	48	24	16	40	7	4	11	10	4	14
Staff (temporary employees)	64	69	133	58	85	143	25	74	99	29	88	117
Employee turnover by age												
Aged over 50 years	305	256	561	293	247	540	286	294	580	312	305	617
Aged 30–50 years	155	426	581	127	315	442	161	571	732	260	828	1,088
Aged under 30 years	289	743	1,032	225	589	814	217	619	836	250	588	838

Note: Employee turnover includes retirement, early retirement, deceased, failure to fulfill probation conditions, contract rejection, no show on start date, completion of contract terms, voluntary resignation and all other termination circumstances.

Voluntary turnover includes retirement, early retirement, failure to fulfill probation conditions, no show on start date and voluntary resignation.



Maternity Leave and Parental Leave

Performance Data	2019			2020			2021			2022		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of employees taking maternity / parental leave	103	604	707	73	355	428	80	78	158	59	139	198
Number of employees returning to work after maternity / parental leave	101	580	681	73	355	428	80	78	158	59	138	197
Number of employees returning to work after maternity / parental leave and continuing to work for the next 12 months	101	580	681	73	355	428	80	74	154	59	138	197
Return to work rate of employees taking maternity / parental leave	98.1	96.0	96.3	100	100	100	100	100	100	100	99.3	99.5
Retention rate of employees taking maternity / parental leave	100	100	100	100	100	100	100	94.9	97.5	100	100	100

Employee Performance Evaluation and Remuneration

Performance Data	2019			2020			2021			2022		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Employee evaluation												
Total number of employees evaluated	7,327	14,581	21,908	7,003	14,509	21,512	6,623	13,452	20,075	5,455	11,539	16,994
Percentage of total employees evaluated			100			100			100			100



Performance Data	2019			2020			2021			2022		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Employee evaluation by level												
Management (%)			100			100			100			100
Staff (%)			100			100			100			100
Ratio of salary of male to female employees												
Base salary only												
Executive level			1 : 0.68			1 : 0.69			1 : 0.64			1 : 0.61
Management level			1 : 0.90			1 : 0.90			1 : 0.88			1 : 0.89
Non-management level			1 : 0.84			1 : 0.84			1 : 0.85			1 : 0.90
Base salary and other cash incentives												
Executive level									1 : 0.64			1 : 0.61
Management level									1 : 0.69			1 : 0.89
Non-management level												1 : 0.88

Note: Performance evaluation was conducted only for permanent employees at all levels, not including temporary employees.



Employee Training and Development

Performance Data	2019			2020			2021			2022		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total number of employees taking training	5,933	14,018	19,951	6,953	15,308	22,261	6,766	14,783	21,549	6,640	14,168	20,808
Average training hours per FTE	42.9	61.9	55.6	32.16	42.88	39.37	51.06	70.44	64.02	30.31	40.70	37.21
Average training hours by level												
Top management				6.11	7.05	6.48	9.08	12.64	10.52	7.41	9.59	8.38
Middle management				19.56	18.43	19.02	31.96	29.56	30.77	21.69	22.36	22.02
Junior management				29.05	28.13	28.51	40.22	43.70	42.22	29.80	32.99	31.60
Staff				34.38	42.47	40.03	53.14	67.02	62.82	29.68	36.91	34.69
Employee training by age												
Aged over 50 years				23.74	32.23	28.18	44.11	56.26	50.51	18.42	25.79	22.33
Aged 30–50 years				36.23	43.13	41.24	58.11	72.79	68.82	35.60	41.15	39.69
Aged under 30 years				45.30	44.40	44.61	46.18	52.33	50.82	35.67	31.30	32.56
Average training hours by type of training												
Mandatory training				6.16	7.80	7.26	14.37	15.21	14.93	7.95	8.39	8.25
Non-mandatory training				26.00	35.08	32.11	36.69	55.23	49.09	22.21	32.16	28.82
Average amount spent per FTE on training and development			6,783			2,344			1,239			3,480



Occupational Health and Safety

Performance Data	2019			2020			2021			2022		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of occupational diseases	0	0	0	0	0	0	0	1	1	1	2	3
Occupational disease rate (ODR)	0	0	0	0	0	0	0	0.03	0.03	0.03	0.05	0.08
Number of work-related injuries with working hours lost	0	0	0	0	1	1	0	1	1	0	2	2
Lost day rate (LDR)	0	0	0	0	0.03	0.03	0	0.03	0.03	0	0.05	0.05
Number of employees with recorded work injuries	1	1	2	0	1	1	0	1	1	1	2	3
Work injury rate (IR)	0.02	0.03	0.05	0	0.03	0.03	0	0.03	0.03	0.03	0.05	0.08
Number of work-related fatalities	0	0	0	0	0	0	0	0	0	0	0	0
Work-related fatalities rate	0	0	0	0	0	0	0	0	0	0	0	0
Absentee rate			0.36			0.63			0.61			1.66

Note: Calculated from number of employees per 1,000,000 working hours.



Environmental Performance

Details	Unit	2019	2020	2021	2022
Energy use within the organization¹					
Total energy consumption within the organization (non-renewable energy)	Gigajoules	560,931	601,592	543,853.66	588,998.95
	Megawatt-hours	155,814	167,109	151,070	163,610.82
Energy intensity ratio (energy per FTE)	Gigajoules per FTE	24.61	25.75	25.91	30.47
Total electricity consumption ²	Gigajoules	417,024	440,680	415,335.41	436,641.69
	Megawatt-hours	115,840	122,411	115,371	121,289.36
Total chilled water consumption ³	Megawatt-hours	11,034	10,403	9,823	8,140.58
Total emissions from chilled water	Tonnes of CO ₂ equivalent	5,516	5,200	4,910	4,069.47
Total fuel consumption from non-renewable energy ⁴	Gigajoules	139,488	160,912	128,518.25	152,357.26
<u>Diesel</u> fuel for emergency power generators and fire pumps	Gigajoules	990	1,469	706	154.77
	Liters	27,174	40,329	19,385	4,249.71
<u>Diesel</u> fuel for vehicles used in operations	Gigajoules	6,492	7,163	7,297	10,280.53
	Liters	178,252	196,675	200,366	292,399.16
<u>Gasoline</u> fuel for vehicles used in operations	Gigajoules	132,007	152,280	121,517	141,921.96
	Liters	4,333,773	4,850,223	4,113,663	4,684,617.09



Details	Unit	2019	2020	2021	2022
Air business travel⁵					
Total air business travel	Total distance (kilometers)	6,461,483	829,886	93,430	1,972,307
Total emissions from business travel from air	Tonnes of CO ₂ equivalents	680.51	84.78	9.74	247.36
Greenhouse gas emission (GHG emission)⁶					
Total Direct (Scope 1) GHG emissions	Tonnes of CO ₂ equivalent	12,312	14,039	11,619	21,771.02
Total energy indirect (Scope 2) GHG emissions	Tonnes of CO ₂ equivalent	67,430	61,193	57,674	60,632.55
Total GHG Scope 1 and 2 emissions	Tonnes of CO ₂ equivalent	79,742	75,232	69,293	82,403.57
Total GHG Scope 1 emissions intensity	Tonnes of CO ₂ equivalent per FTE	0.54	0.64	0.55	1.11
Total GHG Scope 2 emissions intensity	Tonnes of CO ₂ equivalent per FTE	2.96	2.78	2.75	3.14
Total GHG Scope 1 and 2 emissions intensity	Tonnes of CO ₂ equivalent per FTE	3.50	3.41	3.30	4.25
Water and effluents⁷					
Total water withdrawal	Million cubic meters	0.62	0.58	0.46	0.50
In all areas (Third-party water; Fresh water ≤ 1,000 mg/L Total dissolved solids)	Cubic meters	620,082	578,300	461,668	501,555
- In areas with water stress	Cubic meters	N/A	N/A	40,055	48,816
Water withdrawal intensity	Cubic meters per FTE	27.20	26.09	21.99	25.95
Total emissions from water withdrawal	Tonnes of CO ₂ equivalent	334.60	325.12	249.09	334.66



Details	Unit	2019	2020	2021	2022
Total water discharge to surface water	Cubic meters	496,066	462,640	369,334	401,244
Volume (\leq 1,000 mg/L total dissolved solids)	Cubic meters	496,066	462,640	369,334	401,244
- Total water discharge to surface water in areas with water stress	Cubic meters	N/A	N/A	32,044	39,052
- Volume (\leq 1,000 mg/L total dissolved solids)	Cubic meters	N/A	N/A	32,044	39,052
Total water consumption	Cubic meters	124,016	115,660	92,334	100,311
- Total water consumption in areas with water stress	Cubic meters	N/A	N/A	8,011	9,763
Use of recycled water					
Total recycled water used	Cubic meters	50,109	42,399	23,543	11,393
Equivalent of the total volume of water consumed	Percentage	8	7.33	5	2
Waste^a					
Total waste generated	Metric tonnes	3,841.59	4,559.34	2,753.74	3,003.95
Waste generated intensity	Kg per FTE	168.51	206.79	131.19	155.42
	Metric tonnes per FTE	0.17	0.21	0.13	0.16



Details	Unit	2019	2020	2021	2022
Total weight of <u>hazardous waste</u> diverted from disposal	Metric tonnes	34.59	32.14	45.14	19.63
- Recycled (e-waste)	Metric tonnes	34.59	32.14	45.13	19.37
- Landfill (Batteries and light bulbs managed by the municipality)	Metric tonnes	N/A	N/A	0.010	0.26
Total weight of <u>non-hazardous waste</u> directed to disposal	Metric tonnes	3,807	4,527	2,708.6	2,984.30
- Landfill	Metric tonnes	3,267	3,961	2,147	2,599.07
- Total weight of non-hazardous waste disposed by landfill (General waste) (from the five headquarter buildings)	Metric tonnes	N/A	1,148	478.57	607.44
- Recycled	Metric tonnes	N/A	12.15	19.43	32.28
- Total weight of non-hazardous waste disposed by recycling (Recycled waste) (from the five headquarter buildings)	Metric tonnes	N/A	12.15	19.43	32.28
- Total weight of paper sent to recycling ⁹	Metric tonnes	540	554	542.5	352.97
Total weight of recycled waste	Metric tonnes	575	598	607	405
Total weight of disposed waste	Metric tonnes	3,267	3,961	2,147	2,599
Paper used¹⁰					
Total weight of A4 office paper used	Metric tonnes	1,012	1,037	918.3	816.02
Total emissions from A4 office paper used	Tonnes of CO ₂ equivalent	1,153	1,182	1,046.8	930.26



Note:

1. Total energy consumption within the Bank is calculated based on the Energy Content of Fuel Table (Net Calorific Value) of the Department of Alternative Energy Development and Efficiency, Ministry of Energy. Energy consumption includes electricity, diesel fuel for emergency power generators and fire pumps, and gasoline volume for vehicles used in the Bank’s operations, but excludes total chilled water consumption at the branches that were rented by the Bank.
2. Data of the Bank’s electricity consumption is from the meters of the Metropolitan Electricity Authority and the Provincial Electricity Authority. The higher electricity consumption during 2020-2022 was due to the extension scope of data collection to cover electricity usage in branches located in rented spaces as well as all the Bank’s ATM and the electricity consumption from those ATM without meters was estimated from the average rate of electricity consumption of each type of ATM the Bank is using. In 2022, the electricity consumption is higher than in 2021 due to post Covid-19 pandemic recovery which meant the business activities returned to normal.
3. Total chilled water consumption at the rented branches is estimated from the British Thermal Unit (BTU). The data was collected from usage space, cooling load, number of operating days and operating hours of the rented branches.
4. Based on data from the Bank’s fuel expense database, in 2020 the volume of fuel consumption of back-up power generators increased because of higher electricity consumption from power generators in more buildings additional to the previous year. In 2022, the volume of fuel consumption substantially increased in accordance with the increased number of diesel cars that were used in the Bank’s business activities, along with post Covid-19 pandemic recovery which led the business activities return to normal.
5. The data covers air travel for business purposes of the employees. Between 2020-2021, the volume of air travel significantly declined due to the Covid-19 pandemic. In 2022, the volume of air travel greatly increased due to post Covid-19 recovery which let the business activities return to normal. Note that the calculation of GHG emissions was based on the emission factor standards of the Ministry of Energy and the 2019 UK Industrial Policy.
6. Greenhouse gases consist of Carbon Dioxide (CO₂), Methane (CH₄), Nitrous Oxide (N₂O), Sulfur Hexafluoride (SF₆) and Chlorofluorocarbons (CFCs).

- GHG under Scope 1 consists of direct emissions that the Bank controls and monitors calculated from a. fuel consumption of back-up power generators, fire pumps and vehicles used for day-to-day operations, b. the volume of refrigerants leaking from the air-conditioning system and fire extinguisher chemicals estimated from purchasing orders, and c. the volume of methane gas from septic tanks estimated from the number of employees of each building. The calculation of the quantity of Scope 1 GHG emissions is based on the emission factor according to the quantification of the carbon footprint of an organization set by the Thailand Greenhouse Gas Management Organization (Public Organization).
 - GHG under Scope 2 consists of indirect emissions that the Bank controls and monitors calculated from the electricity consumption of the Bank referring to the meters of the Metropolitan Electricity Authority and the Provincial Electricity Authority including electricity consumption from ATM without meters estimated from the average rate of electricity consumption of each type of ATM the Bank is using. The emission factor for 2019 is 0.5821 kgCO₂e/kWh and for 2020-2022 is 0.4999 kgCO₂e/kWh, based on the emission factor according to the assessment of carbon footprint of an organization set by the Thailand Greenhouse Gas Management Organization (Public Organization) in January 2017 and in April 2020 respectively.
7. Water consumption volume is calculated from the meters of the Metropolitan Waterworks Authority and the Provincial Waterworks Authority. For 2021, water consumption declined due to the Covid-19 pandemic. However, in 2022, the volume of water consumption increased due to post Covid-19 recovery which led business activities to return to normal.
 8. General waste covers 1. general waste from the group of five head office buildings that comprises the Silom Head Office Building, Trinity Complex Building, Rama III Building, Building 3 and Saengthong Thani Tower, which was disposed of by Bang Rak District Office and Yannawa District Office using landfill methods, and 2. general waste from other buildings apart from the group of five head office buildings, namely branch buildings nationwide and operation support centers which was estimated using the average weight of waste per person from the Department of Public Works and Town and Country Planning, the number of employees and the number of working days. The Bank started collecting recycled waste data separately in July 2020. The data covers only the group of five head office buildings and the recycled waste in this report includes cans, plastic cups, plastic bottles, glass bottles and paper boxes, but excludes electronic waste, used paper in office, and checks which were sent separately for recycling.

9. The data of total weight of used paper in office and checks sent for recycling in 2022 is less than in 2021 due to the Bank being in the process of outsourcing to a new service provider for recycling which caused some paper not being sent for recycling.
10. The data from the Bank’s paper requisition database is calculated from the emission factor in accordance with the carbon footprint of paper products set by the Thailand Greenhouse Gas Management Organization (Public Organization) and is equivalent to 1.140 kgCO₂e/kg.

Data Boundaries:

- **Energy consumption and GHG emissions**
Data from 2019 covered the group of five head office buildings (namely, the Silom Head Office Building, Trinity Complex Building, Rama III Building, Building 3 and Saengthong Thani Tower), operation support centers and branches excluding branches located in rental spaces. Since 2020, the data coverage was extended to the whole organization which are the group of five head office buildings, all operation support centers, all branches and all ATM nationwide.
- **Water consumption**
Data from 2019 covered the group of five head office buildings (namely, the Silom Head Office Building, Trinity Complex Building, Rama III Building, Building 3 and Saengthong Thani Tower), operation support centers and branches, excluding branches located in rental spaces. Since 2020, the data coverage was extended to the whole organization namely the group of five head office buildings, all operation support centers and all branches nationwide.
- **Fuel energy consumption for all types of vehicles used in the Bank’s operations**
Data covers the whole organization namely the group of five head office buildings, all operation support centers and all branches nationwide.
- **Waste**
Data covers the whole organization namely the group of five head office buildings, all operation support centers and all branches nationwide.



GRI Content Index

Statement of Use	Bangkok Bank has reported the information cited in this GRI content index for the period (from January 1 to December 31, 2022) with reference to the GRI Standards.
GRI 1 Used	GRI 1: Foundation 2022
Applicable GRI Sector Standard	G4 Financial Services Sector Supplement Guidelines Integrated Reporting

GRI 2: General Disclosures 2022

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GRI 3: Material Topics 2021

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	305-4	GHG emissions intensity	72, 136
	305-5	Reduction of GHG emissions	69-71
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	75
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GRI G4 Indicators of Financial Service Sector

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Assurance Statement



LRQA Independent Assurance Statement

Relating to Bangkok Bank Public Company Limited's Sustainability Report for the calendar year 2022 (1st January 2022 – 31st December 2022)

This Assurance Statement has been prepared for Bangkok Bank Public Company Limited in accordance with our contract but is intended for the readers of this Report.

Terms of engagement

LRQA (Thailand) Limited was commissioned by Bangkok Bank Public Company Limited ("BBL") to provide independent assurance on its Sustainability Report FY 2022 for the period from 1 January 2022 to 31 December 2022 ("the report") using AA1000AS v3, where the scope was a Type 2 engagement, and the assurance criteria to a moderate level of assurance with reference to GRI specific standard disclosures listed below and materiality level of the professional judgement of the verifier is applied. The exceptions are the direct and indirect GHG emissions data where a high level of assurance at 5% materiality has been applied.

Our assurance engagement covered BBL's operations and activities in Thailand only and specifically the following requirements:

- Evaluating the reliability of data and information for only the selected environmental and social indicators listed below:
 - GRI 302-1: Energy consumption within the organization
 - GRI 303-3: Water withdrawal
 - GRI 303-4: Water discharge
 - GRI 303-5: Water consumption
 - GRI 305-1: Direct GHG emissions (Scope 1)¹
 - GRI 305-2: Energy indirect GHG emissions (Scope 2)
 - GRI 305-3: Other indirect GHG emissions (Scope 3, Category 1 – water and paper consumptions, Category 6 – business travel by air only)²
 - GRI 306-3: Waste generated
 - GRI 306-4: Waste diverted from disposal
 - GRI 306-5: Waste directed to disposal
 - GRI 404-1: Average hours of training per year per employee
 - GRI 403-9 Work-related injuries (absenteeism rate only)
 - Initiatives to enhance financial inclusions (FS7)

Our assurance engagement excluded the data and information of BBL's operations and activities outside Thailand, as well as suppliers, contractors and any third parties mentioned in the report.

LRQA's responsibility is only to BBL. LRQA disclaims any liability or responsibility to others as explained in the end footnote. BBL's responsibility is for collecting, aggregating, analysing and presenting all the data and information within the report and for maintaining effective internal controls over the systems from which the report is derived. Ultimately, the report has been approved by, and remains the responsibility of BBL.

LRQA's Opinion

Based on LRQA's approach, the direct and indirect GHG emissions data in the report are materially correct and nothing has come to our attention that would cause us to believe that BBL has not:

- Met the requirements above
- Disclosed reliable performance data and information as no errors or omissions were detected

The opinion expressed is formed on the basis of combined level of assurance.

Note: The extent of evidence gathering for a moderate level of assurance engagement is less than for a high level of assurance engagement. Moderate level assurance engagements focus on aggregated data whilst high levels of assurance check source data from sites.

¹ <https://www.globalreporting.org>

² GHG quantification is subject to inherent uncertainty.



LRQA's approach

LRQA's assurance engagements are carried out using our verification procedure. The following tasks though were undertaken as part of the evidence gathering process for this assurance engagement:

- Auditing BBL's data management systems to confirm that there were no significant errors, omissions or mis-statements in the report. We did this by reviewing the effectiveness of data handling procedures, instructions and systems, including those for internal verification. We also spoke with those key people responsible for compiling the data and drafting the report.
- Sampling of evidence during remote verification to confirm reliability of performance data and information for only the selected indicators to confirm its reliability.

Observations

Further observations and findings, made during the assurance engagement, is:

- Reliability:** Data management systems are properly defined for the selected environmental and social indicators. Especially the organization has collected comprehensive data from GHG emissions relevant to Scope 1 and Scope 2. However, we believe that BBL's future reports should be consider to address significant GHG impacts regarding GHG scope 3 (Corporate Value Chain Accounting)

LRQA's standards, competence and independence

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

This verification is the only works undertaken by LRQA for Bangkok Bank Public Company Limited and as such does not compromise our independence or impartiality.

Kamiga S.

Kamiga Sukkeaw
LRQA Lead Verifier
On behalf of LRQA (Thailand) Ltd.
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LRQA reference: BGK00000838

Dated: 1 March 2023

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