



one  
**FAMILY**  
one **TEAM**



## 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



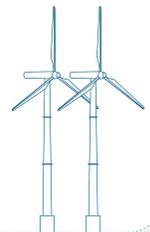
To perform duties as ethical and professional bankers



To work as a team with shared goals



To give importance to personnel development



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## Message from the Board and Sustainability Undertaking





## Message from the Chairman, the Executive Chairman and the President

Thailand’s economy continued to recover throughout 2023 at a slower-than-anticipated pace due to the global economic slowdown. We still sought to assist businesses of all sizes so that they could compete and grow sustainably. While our corporate customers could generally manage the situation well, some smaller enterprises that had not fully recovered from the impact of the Covid-19 pandemic continued to face difficulties. As a trusted partner, reliable close friend and responsible financial services provider, we have put more effort into supporting our customers, in line with our **One Family, One Team** strategy, which is to be united across all constituents of Bangkok Bank, and stay close to our customers to gain insights into their evolving needs so that we can provide them with the support they need to achieve their potential. All of these efforts and approaches align with our goal to be Thailand’s most trusted bank by striving for business sustainability and managing risk effectively while considering the long-term benefit for stakeholders when making decisions with a view to building a sustainable future for all involved parties.

**Phornthep Phornprapha**  
Chairman



We seek to help Thailand create a more inclusive and sustainable economy through our sustainability framework which is founded 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 arising from them
2. Sound human resource management
3. Good corporate governance
4. Sustainable value creation for society and the environment.

We believe the above policy direction will enable us to effectively manage challenges while creating long-term value for all stakeholder groups. We will continue to focus on assisting customers so they can deliver sustainable profit and face future uncertainties with confidence.



**We will continue to focus on assisting customers so they can deliver sustainable profit and face future uncertainties with confidence.**



We have established a framework for Responsible Lending to serve as a guideline for underwriting business and consumer loans, thereby strengthening our position as a responsible lender.



**Deja Tulananda**  
Executive Chairman

Thai society continues to evolve in line with the megatrends of regionalization, digitalization and urbanization, as well as ESG-related issues and climate change which are becoming increasingly important to our business and that of our customers. We have implemented a number of initiatives to tackle these megatrends, such as: providing finance to customers to make their homes and businesses more energy efficient; funding major renewable energy and mass transit projects; supporting new industries such as electric vehicles; providing transformation finance; underwriting the issuance of green and sustainability bonds; improving financial literacy; expanding financial inclusion through the use of banking agents; extending finance to micro-enterprises; replacing paper-based systems with digital ones; strengthening security measures to protect customers from fraud; and working with local communities to address their challenges. We also organized knowledge-sharing programs to help customers build their capability about how to operate their business in a more environmentally friendly way and meet new ESG requirements, as value-added services to supplement our provision of financial services.

In recognition of our achievements in sustainable and responsible banking, we have won many awards including Best Bank for Sustainable Finance in Thailand and Outstanding Leadership in ESG-Related Loans for Asia Pacific from Global Finance magazine's Sustainable Finance Awards 2023, and Best Sustainable Bank in Thailand in 2023 from FinanceAsia. We also won four awards from the National Cyber Security Agency for Cybersecurity Performance Excellence and a Community Engagement Award from the Senior Citizen Home Safety Association.



We are committed to strengthening our position as a leading ASEAN bank while enhancing our capabilities as a digital bank and a green bank.



We are committed to strengthening our position as a leading ASEAN bank while enhancing our capabilities as a digital bank and a green bank which can help Thailand to achieve its SDGs and the Paris Agreement goals. We will foster a sustainability culture by increasing awareness about the role we can play in reducing GHG emissions and developing a roadmap for our transition to net zero. In collaboration with the Bank of Thailand and the Thai Bankers' Association, we will systematically integrate environmental and climate considerations into our business conduct and reduce financed emissions across our loan portfolio.



**Chatsiri Sophonpanich**  
President

“

We will continue to strengthen our ESG efforts, support our employees’ welfare and development, and foster a good governance culture within our organization.

”

To improve our ESG performance and fulfill our stakeholders’ expectations, we will continue to strengthen our ESG efforts, support our employees’ welfare and development, and foster a good governance culture within our organization. For the past eight decades, Bangkok Bank has provided a helping hand to millions of people, enabling them to achieve their dreams of improving their financial health, buying a home, advancing their agricultural capabilities, or building their own business. As we have developed from a leading Thai bank into a leading ASEAN bank, we have enabled small Thai businesses to grow into regional giants while playing a part in Thailand’s passage toward prosperity. We believe that by continuing along our sustainability journey, we can continue to serve and create value for all our stakeholders well into the future.

**(Phornthep Phornprapha)**  
Chairman

**(Deja Tulananda)**  
Executive Chairman

**(Chatsiri Sophonpanich)**  
President



## About Bangkok Bank

Bangkok Bank Public Company Limited was founded in 1944 and was among the first 16 companies to be listed on the Stock Exchange of Thailand in 1975. Currently, the Bank is Thailand's largest commercial bank by assets and a leading bank in Southeast Asia with an extensive branch network in every province of Thailand and an international network covering 14 key economies, namely Cambodia, Hong Kong, Japan, Laos, Myanmar, the Philippines, Singapore, Taiwan, the UK, the US and Vietnam, as well as our international subsidiaries Bangkok Bank Berhad in Malaysia, Bangkok Bank (China), and PermataBank in Indonesia.

We offer a full range of diversified financial products and services for both business and individual customers through our local and international branch networks, business centers, automatic banking channels, digital banking services and banking agents. We are committed to being “puan koo kit mit koo baan” (a trusted partner and reliable close friend) with an emphasis on building and maintaining relationships with customers from generation to generation. We also place importance on operating our business responsibility for society, the environment and all groups of stakeholders by adhering to good governance principles while being customer-centered and following sustainable business practices. Our sustainable development goal is to be the most trusted bank by doing business sustainably, managing risk effectively, and considering the long-term benefits of stakeholders with the aim to build a sustainable future for all. In addition,





we encourage our personnel to work together closely under the concept of **One Family, One Team** to seamlessly deliver excellent service to our customers wherever they are, with three key components:

- **Caring:** We care for and support each other, our customers and communities as reliable close friends through good times and bad.
- **Insightful:** We continually develop the knowledge, expertise and insights to support each other and our customers.
- **United:** We work together as trusted partners to enable our customers to achieve their goals.

### Bank Information



**Date of Establishment**

1 December 1944



**Head Office Address**

333 Silom Road, Silom, Bang Rak, Bangkok 10500



**Total Asset Value**

4,514,484 million Baht



### Products and Services

Products and Services for Business Customers	Products and Services for Individual Customers
<ul style="list-style-type: none"> <li>• Deposit accounts</li> <li>• Credit card products</li> <li>• Business loan products</li> <li>• Credit card merchant services</li> <li>• Payment services</li> <li>• Collection services</li> <li>• Liquidity management services</li> <li>• Financial services for international trade</li> <li>• Financial risk protection services</li> <li>• Securities services</li> <li>• Investment banking services</li> <li>• Digital banking services, including internet banking services (BIZ iBanking and Corporate iCash), digital banking for export and import services (Bualuang iTrade), online payments for buyers and dealers (Bualuang iSupply), electronic guarantee issuance services (Bualuang e-Guarantee), online service for customers in asset management, the securities business and financial institutions (Bualuang iCustody), and online service for provident fund members and provident fund committees (Bualuang iFunds)</li> <li>• Corporate Service Center</li> </ul>	<ul style="list-style-type: none"> <li>• Savings products including savings accounts and current accounts, fixed deposit accounts, and e-Savings accounts</li> <li>• Investment products including mutual funds, bonds and debentures</li> <li>• Consumer credit cards and debit cards</li> <li>• Security protection services including life insurance, accident and health insurance, personal loans and loans for pensioners</li> <li>• Home and residence products including home loans, home equity loans and properties for sale</li> <li>• Digital banking services including mobile banking services (Bangkok Bank Mobile Banking), internet banking services (Bualuang iBanking) and QR Code payment services</li> <li>• Contact Center (Bualuang Phone)</li> <li>• Banking services through automatic teller machines</li> <li>• Currency exchange and foreign instrument services</li> </ul>



## Guidelines for Sustainable Business

Uncertain and fast-changing situations related to environmental, social and governance (ESG) aspects present both opportunities and challenges for businesses today. Businesses that are able to successfully adapt to and embrace changes can gain a competitive advantage over their peers. Additionally, companies that integrate ESG factors into their business will have a broader perspective and should be better able to identify opportunities and risks. This should enable them to properly formulate strategies and set forth measures to expand business opportunities and reduce ESG risks.

We recognize the expectations of all stakeholder groups when considering our sustainability or ESG practices, as well as the policy directions from regulators that require businesses to take tangible actions in terms of social and environmental responsibility, particularly supporting the country to achieve carbon neutrality in 2050 and net zero carbon emissions in 2065. Therefore, the Bank has developed a sustainability policy and a systematic sustainability framework including setting sustainability strategies that are aligned with our business and the interests of our stakeholders. We have also incorporated materiality issues derived from the double materiality assessment that require stakeholder engagement as a foundation for formulating our strategy while identifying commitments, key performance indicators, and short-term and long-term targets for each materiality issue. This is to demonstrate our sustainability commitment and performance. Our sustainability policy and strategies have been agreed to by senior executives and approved by the Board of Directors.



## Sustainability Policy

We have founded our sustainability policy 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** including treating employees equally and fairly without discrimination, providing them with occupational health, safety and wellbeing, and continually developing their knowledge and skills.
3. **Good Corporate Governance.**
4. **Creating Sustainable Value for Society and Environment** including promoting financial literacy and financial inclusion, participating in corporate social responsibility activities, and encouraging suppliers to conduct their businesses in a sustainable manner.

In addition, we place importance on sustainability governance, stakeholder engagement and communication, and capability building for directors, executives and employees at all levels to ensure effective policy implementation.



Please scan the QR Code for addition information on Our Sustainability Policy



## 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 the Environment



Principles

Sustainability Governance, Communication, Stakeholder Engagement, and Capability Building

## Sustainability Governance Structure

To ensure that the Bank’s sustainability undertaking is clear, systematic and consistent with established policies, we have defined the roles and responsibilities of related parties from committees to the operational level as follows:

**Corporate Governance Committee** sets directions on sustainability in accordance with the Bank’s business situation as well as the social and environmental context to track and monitor overall progress related to sustainability and report sustainability performance to the Board of Directors on a regular basis.

**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.

We focus on raising awareness and promoting engagement in our sustainability efforts for our executives and employees across the organization as we communicate our sustainability activities through internal communication channels. Moreover, sustainability training courses have been launched through the Bank’s learning platforms to build knowledge and understanding of how our sustainability path is driving the organization toward a sustainable future.



## Engagement for Driving Sustainability

Achieving the country’s sustainable development goals requires cooperation from all sectors. Thus, we are committed to developing our operations to be consistent with the criteria, standards, and initiatives related to sustainability, at the national and international levels. We also continually supported and worked closely with other parties in driving sustainability efforts throughout the year. In 2023, we signed the Bangkok Goals on BCG Economy pledge that had been endorsed by the APEC Leaders’ Summit in 2022 and announced zero waste to landfill for our Rama 3 Building within 2025. Furthermore, the Bank, as a member of the Thai Bankers’ Association (TBA), participated in developing the Industry Handbook on Internalizing Environmental and Climate Change Aspects into Financial Institution Business for Banks in response to the Bank of Thailand’s policy guidelines requiring financial institutions to be able to assess the opportunities and risks related to environmental and climate change, formulate relevant strategies properly and develop sustainable finance products. In addition, we joined forces with other members of the TBA to determine sustainability targets and indicators for the banking sector to support sustainability efforts in a tangible manner after the ESG declaration was jointly organized in 2022.

Principles, Standards and Initiatives	Established by	Implementation
Sustainable Development Goals: SDGs	United Nations	As a practical guideline
The GRI Sustainability Reporting Standards 2021 (GRI Standards)	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)	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 prioritizes support and collaboration with different sectors to support the country’s sustainable growth as well to attain Thailand’s greenhouse gas reduction targets and goals according to the Paris Agreement by participating as a member of various organizations and by sending our executives to serve as directors in committees or as members of working groups in business networks or associations to provide policy recommendations to government agencies on climate change mitigation and energy transition toward renewable energy and clean energy. We also promote and support various sectors to transform to a low-carbon economy according to Thailand’s goals through various initiatives, knowledge-sharing activities and public relations.



Key committees and working groups include:

- Sustainable Development Working Group, Energy Working Group and Climate Change Sub-Working Group of the Joint Standing Committee on Commerce, Industry and Banking (JSCCIB).
- Committee on Energy, Thai Chamber of Commerce.
- Renewable Energy and Carbon Credit Exchange Committee.
- Sustainability Working Group and Transition Plan Working Group of the Thai Bankers' Association.

Note that participation in the aforementioned committees or working groups of our executives must be approved by the management and participation as a member of business networks or associations must be approved by the Board of Directors through a consideration of objectives and activities of business networks or associations to be in alignment with the Bank's goals, policies and business conduct, including benefits for society at large from the membership.

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 Listed Companies 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
Green Investment Principle (GIP)	2019
ESG Network	2021
Sustainability Disclosure Community (SDC)	2022

The Bank has continued to develop partnerships with various organizations and networks through financial support in the form of membership fees and donations for activities that help strengthen the economy and society and to support the sustainable development of financial institutions, the business sector and the country while refraining from supporting political activities or lobbyists. In 2023, the Bank provided monetary support to organizations and networks totaling Baht 47.54 million. The organizations which received the highest contributions were

Organization/Agency	Amount (Million Baht)
Thai Bankers' Association	17.69
Thai Chamber of Commerce and Board of Trade of Thailand	3.00
Thailand Management Association	3.00





## About this Report

The Bank publishes its Sustainability Report each year to communicate to all stakeholders and disclose the significant impacts of the Bank’s sustainability performance and business operations on the economy, environment, and people, including impacts on human rights. This Sustainability Report 2023 was published in March 2024 and was reported in accordance with the GRI Sustainability Reporting Standards (GRI Standards), 2021 edition and Financial Services Sector Disclosures, G4 edition, covering the Bank’s sustainability performance from January 1 to December 31, 2023.



In preparing this Sustainability Report, the Bank adhered to the principles of data reporting according to 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, appropriate in content, and beneficial to stakeholders. The Sustainability Team in collaboration with the relevant divisions of the Bank jointly prepared the content of this report, while also reviewing and checking its accuracy and completeness, before submitting the report to the Board of Executive Directors, the Corporate Governance Committee, and the Board of Directors, respectively, to seek their approval for disclosure to the general public.

The Bank arranges to certify the accuracy of the information in this report to ensure that its quality and reliability is in accordance with international standards. The Bank assigned LRQA (Thailand) Company Limited, an external independent certification body, to verify the consistency of the Sustainability Report with the GRI Standards, and to certify the reporting of 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 Ratio of Basic Salary and Remuneration of Women to Men (GRI 405-2).

This Sustainability Report covers the Bank’s key sustainability issues obtained from the double materiality assessment process with the participation of all groups of the Bank’s stakeholders. The content in the Sustainability Report covers 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. Lastly, the Bank hopes that this Sustainability Report provides a comprehensive account of the important information on the Bank’s sustainability aspect and is beneficial to all readers.

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



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Bangkok Bank Public Company Limited  
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Bangkok 10500



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## Materiality Assessment

We conduct a materiality assessment every two years. In 2023, the Bank revised its materiality assessment by adopting a Double Materiality Approach which complies with the Global Reporting Initiative (GRI) standards 2021. This approach includes an assessment of how the Bank’s business activities that are related to materiality issues have a significant impact on the economy, society and environment (Impact Materiality) which require engagement from stakeholders. Then we determine how the materiality issues may financially or reputationally impact the Bank’s business operations and performance (Financial Materiality). The outcome of aggregate assessments will be further used to identify and prioritize the Bank’s materiality issues.



## Materiality Assessment Procedure



### 1. Understanding the Organization’s Sustainability Context

The Working Team which is comprised of the Bank’s internal experts and external consultants, studied and reviewed the materiality issues that were set for 2022. We studied and compiled sustainability issues of financial institutions with globally recognized sustainability performance, while also studying and collecting environmental, social, and governance (ESG) issues from international ESG standards. This aimed at understanding sustainability issues that are currently of interest in the banking sector as well as those issues that concern all groups of stakeholders, both internal and external, before identifying and prioritizing the Bank’s sustainability issues.



### 2. Identifying and Assessing Impacts

For each selected sustainability issue, the Working Team will identify and assess the significant impacts of the Bank’s business activities on stakeholders, covering both positive and negative impacts, as well as actual and potential impacts in the short-term and long-term. The team conducted surveys and in-depth interviews with stakeholders in order to use the information to assess the scale, scope, likelihood, and remediability of the impact, as well as possible negative impacts on human rights. Furthermore, the team identified and assessed opportunities and risks affecting the Bank’s business operations that considered the likelihood or chance of it occurring along with the magnitude of the financial or reputational impact.



## Double Materiality Result

\*Issues with negative human rights impact

Materiality Issue	Positive Impact	Potential Negative Impact
Innovation and Digitalization *	Customer satisfaction and experience improvement from effective use of innovation and technology	Bank's exposure to cybersecurity risks and information technology risks
Sustainable Finance *	Sustainability and business opportunities created by green finance and ESG investment products	Insufficient integration of ESG issues in lending practices and investment decisions
Business Ethics *	Transparent and ethical practices	Failure to uphold ethical practices
Cybersecurity and Data Privacy Protection *	Robust cybersecurity and personal data protection	Failure to ensure robust cybersecurity and data protection
Corporate Governance	Effective board committee with diverse skills and experience can promote sustainable business	Corporate governance mismanagement and a lack of transparency
Talent Attraction and Development	Improve employee skills and career paths from effective talent recruitment and learning and development programs	Negative impact on human resource management and employee satisfaction caused by ineffective talent recruitment and development programs
Risk and Crisis Management	Integrating ESG and climate-related risks into enterprise risk management	Negative impact on financial system stability and the interests of stakeholders due to risk management failure
Social Responsibility and Value Creation *	Improvement in community livelihoods from development initiatives	Insufficient application of ESG criteria for procurement
Environmental and Carbon Footprint *	Effective GHG emission reduction plan contributes to GHG emissions reduction throughout the Bank's value chain	Inadequate GHG emission reduction plan and eco-efficiency practices
Employee Welfare and Wellbeing *	Job satisfaction due to robust employee welfare programs	Job dissatisfaction due to inadequate support for employee wellbeing and health
Customer Relations	Increasing customer satisfaction due to effective customer relationship management	Customer dissatisfaction from the lack of comprehensive and accessible communication channels
Inclusive Finance *	Increasing financial literacy and financial access for SME and vulnerable groups	Inadequate initiatives limit community access to financial services and inability to improve financial knowledge



## Stakeholder Mapping with Materiality Issues

Stakeholder	Significance to BBL	Materiality Issue
 <p><b>Shareholders and Investors</b></p>	<p>Recognizing that shareholders and investors play an important role in providing capital, supporting growth, sharing risks, and participating in the Bank’s governance, the Bank focuses on delivering satisfactory and sustainable business performance, ensuring good corporate governance and efficient risk management, to meet the values and expectations of shareholders and investors.</p>	<ul style="list-style-type: none"> <li>• Risk and Crisis Management</li> <li>• Sustainable Finance</li> <li>• Environmental and Carbon Footprint</li> <li>• Cybersecurity and Data Privacy Protection</li> <li>• Business Ethics</li> <li>• Corporate Governance</li> </ul>
 <p><b>Customers</b></p>	<p>Recognizing that customers are the primary source of revenue and contribute to BBL’s growth and success, the Bank focuses on providing customer-centric services and implementing supportive measures for financial inclusion, while ensuring proper market conduct greatly benefits customers access to finance and capital and contributes to creating value to society.</p>	<ul style="list-style-type: none"> <li>• Risk and Crisis Management</li> <li>• Sustainable Finance</li> <li>• Inclusive Finance</li> <li>• Cybersecurity and Data Privacy Protection</li> <li>• Innovation and Digitalization</li> <li>• Customer Relations</li> <li>• Business Ethics</li> </ul>
 <p><b>Employees</b></p>	<p>Recognizing that employees are at the core of the Bank’s operations and service-delivery to customers, the Bank focuses on providing suitable compensation, welfare, and benefits that contribute to a good quality of life, taking into account economic conditions. Additionally, BBL values employee development and training to ensure ethical and efficient job performance.</p>	<ul style="list-style-type: none"> <li>• Innovation and Digitalization</li> <li>• Talent Attraction and Development</li> <li>• Employee Welfare and Wellbeing</li> <li>• Business Ethics</li> <li>• Corporate Governance</li> </ul>
 <p><b>Suppliers</b></p>	<p>Recognizing that the Bank’s operations and business depends on suppliers and business partners to provide essential goods and services, the Bank focuses on sustainable supply chain management and transparency in vendor selection. This ensures that the Bank, suppliers, and business partners can collaboratively build a sustainable supply chain.</p>	<ul style="list-style-type: none"> <li>• Risk and Crisis Management</li> <li>• Sustainable Finance</li> <li>• Social Responsibility and Value Creation</li> <li>• Cybersecurity and Data Privacy Protection</li> <li>• Business Ethics</li> </ul>



Stakeholder	Significance to BBL	Materiality Issue
 <p><b>Creditors</b></p>	<p>Recognizing that creditors provide necessary funds and capital through loans and credit facilities for the Bank, the Bank focuses on disclosing accurate information and communicating promptly through an established feedback mechanism. This ensures that creditors understand the business potential of the Bank and that their demands are met.</p>	<ul style="list-style-type: none"> <li>• Risk and Crisis Management</li> <li>• Sustainable Finance</li> <li>• Cybersecurity and Data Privacy Protection</li> <li>• Innovation and Digitalization</li> <li>• Business Ethics</li> </ul>
 <p><b>Other Financial Institutions</b></p>	<p>Recognizing that other financial institutions are important for collaboration and networking with the Bank and contribute to the overall success and prosperity of the economy, the Bank focuses on collaboration and networking to support sustainable development. This ensures the prosperity of the economy and facilitates growth for both the Bank and other financial institutions.</p>	<ul style="list-style-type: none"> <li>• Risk and Crisis Management</li> <li>• Sustainable Finance</li> <li>• Inclusive Finance</li> <li>• Cybersecurity and Data Privacy Protection</li> <li>• Innovation and Digitalization</li> <li>• Business Ethics</li> </ul>
 <p><b>Community, Society and Environment</b></p>	<p>Recognizing that community, society, and environment are affected by the Bank’s operations and business, the Bank has a responsibility to support communities and the environment via the creation of shared values between communities and the Bank, enhancing quality of life, reducing social and economic inequality, and educating and promoting financial access through constructive and sustainable development of communities.</p>	<ul style="list-style-type: none"> <li>• Risk and Crisis Management</li> <li>• Sustainable Finance</li> <li>• Environmental and Carbon Footprint</li> <li>• Inclusive Finance</li> <li>• Cybersecurity and Data Privacy Protection</li> <li>• Innovation and Digitalization</li> <li>• Business Ethics</li> <li>• Corporate Governance</li> </ul>



### 3. Prioritizing the Materiality Issues

The Working Team prioritizes issues based on impact materiality and financial materiality. The Working Team, together with relevant parties and potential information users, considers whether the selected issues are actually significant to stakeholders, that they cover materiality issues within the banking sector and are consistent with the Bank’s business operations. In addition, the Bank has assigned an independent third-party accreditation body to validate the preparation of materiality issues to ensure that they are accurate and reliable according to international standards.

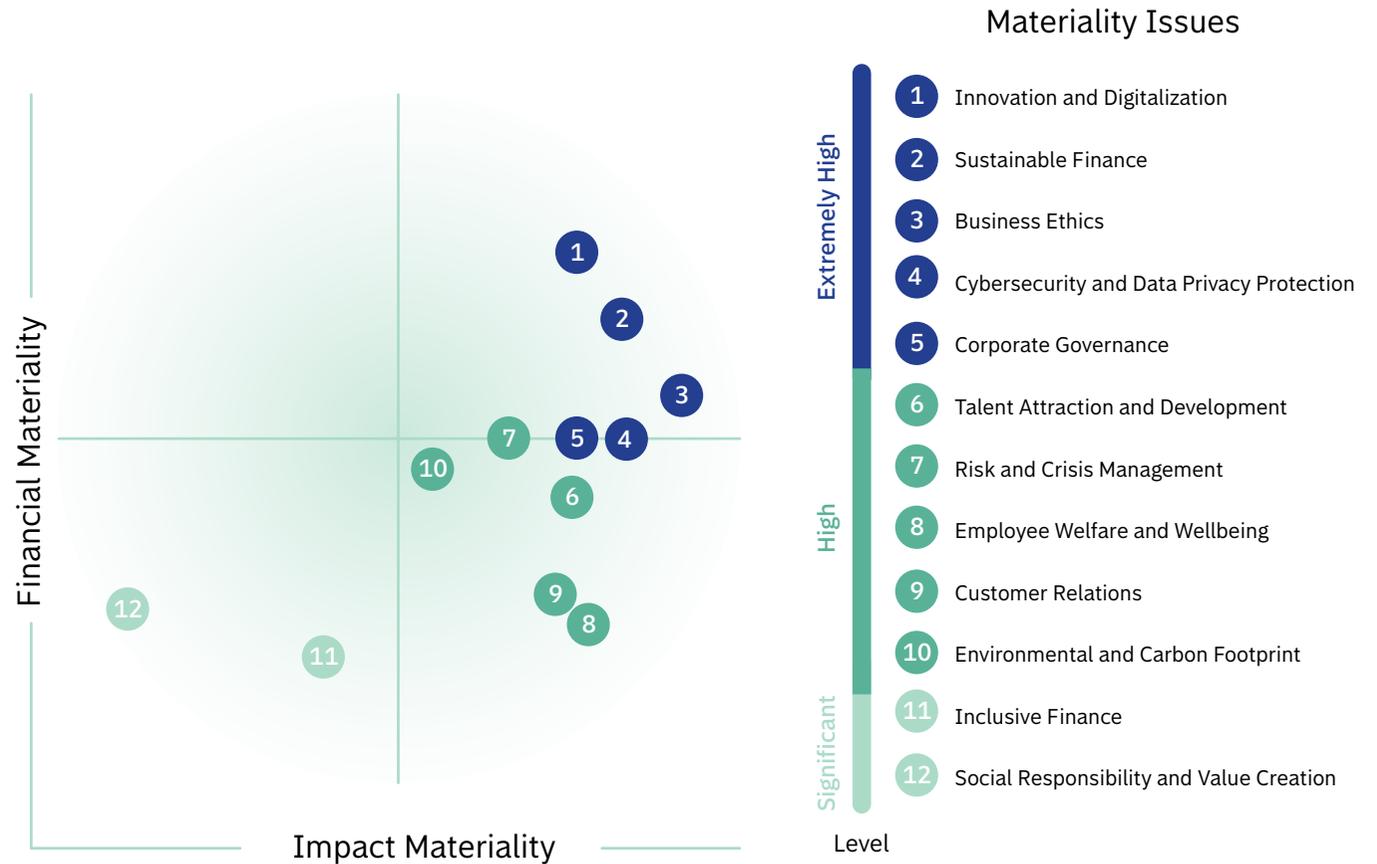


### 4. Verifying and Reviewing

The Sustainability Team submits the materiality issues to the Bank’s management for approval which are then submitted to the Corporate Governance Committee for consideration and approval. The materiality issues are used to determine the Bank’s sustainability strategies and operational guidelines. We have also integrated the sustainability strategies into our business strategies to emphasize the connection between the Bank’s sustainability and its core business operations. It also strengthens the culture of sustainable business operations.

The Sustainability Team reviews materiality issues every two years, allowing all stakeholders to express their opinions or suggestions through the Bank’s contact channels or by answering the questionnaire attached at the end of the annual Sustainability Report. We use the comments and suggestions for further review and improvement of the materiality issues, and our operations to be more consistent with the needs of all stakeholders.

## Materiality Issues Prioritization





## Changes of Materiality Issues

The 2023 materiality issues have been changed from the previous materiality issues as follows:

Changes	Rationale	Materiality Issues (Preious)	Materiality Issues (2023)
<b>Change in name</b>	<ul style="list-style-type: none"> <li>To align with international standards and peers</li> <li>To improve clarity and understanding for stakeholders, and facilitate benchmarking and comparison with other prominent peers</li> </ul>	Digitalization and Innovation	Innovation and Digitalization
		Code of Conduct	Business Ethics
		Cybersecurity and Customer Data Privacy Protection	Cybersecurity and Data Privacy Protection
		Customer Relationship Management	Customer Relations
		Mitigation of Environmental Footprint and Climate Impact	Environmental and Carbon Footprint
<b>Regroup</b>	<ul style="list-style-type: none"> <li>To group issues that are similar in nature or have interdependencies</li> <li>To highlight connections between issues to gain a holistic view of BBL's sustainability performance</li> </ul>	Community Development	Social Responsibility and Value Creation
		Supply Chain Management	
		Financial Inclusion	Inclusive Finance
		Financial Literacy	
		Human Rights	Business Ethics
Code of Conduct			

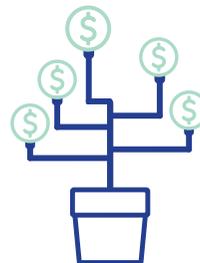


# Sustainability Commitments and Targets

	Commitment	Indicator	2023 Target	2023 Performance	Long-term Target 2021-2023
Be Resilient	 <p><b>Risk and Crisis Management</b></p> <p>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</p> <p>General Disclosures (GRI 2-12, GRI 2-13)</p>	1. Capital adequacy ratio for the Bank’s financial business group	<ul style="list-style-type: none"> <li>Achieving the standards set by the Bank of Thailand</li> </ul>	<ul style="list-style-type: none"> <li>19.57%</li> </ul>	<ul style="list-style-type: none"> <li>Achieving the standards set by the Bank of Thailand</li> </ul>
		2. Promoting risk management culture	<ul style="list-style-type: none"> <li>Initiating educational activities on risk management for executives and employees</li> </ul>	<ul style="list-style-type: none"> <li>Provided training on climate change risk</li> </ul>	<ul style="list-style-type: none"> <li>Development of training courses on significant risk issues related to ESG</li> </ul>
		3. Risk assessment on climate change	<ul style="list-style-type: none"> <li>Addition of environmental and climate change dimensions to the Bank’s risk management principles and guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Incorporation of risk factors related to environment and climate change, both physical risks and transition risks, into the Bank’s risk assessment guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Incorporation of climate change issues into the Bank’s risk assessment process</li> </ul>



	Commitment	Indicator	2023 Target	2023 Performance	Long-term Target 2021-2023
Be Responsible	 <p><b>Sustainable Finance</b></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> <p>Product Portfolio (GRI G4-FS1, GRI G4-FS2, GRI G4-FS5, GRI G4-FS7, GRI G4-FS8)</p>	1. Implementation of the strategic plan for business loans that concern ESG opportunities and risks	<ul style="list-style-type: none"> <li>Awareness building on ESG risk management in the credit approval process</li> <li>Organizing activities to provide knowledge about standards for categorizing green activities (Thailand Taxonomy) Phase 1 according to the Bank of Thailand's policy</li> </ul>	<ul style="list-style-type: none"> <li>Provided seminars for executives and employees on ESG opportunities and risks</li> <li>Organized "Inside Thailand Taxonomy: Journey to Sustainability" training for executives and employees in related units</li> </ul>	<ul style="list-style-type: none"> <li>Integration of ESG issues into credit policies, standards and processes</li> <li>Awareness building on the importance of responsible lending and ESG risk management in the credit process</li> </ul>
		2. 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"> <li>Development and provision of sustainable investment products that promote ESG</li> <li>Promotion of eco-friendly loans for business and individual customers</li> </ul>	<ul style="list-style-type: none"> <li>Distribution of fixed income instruments for ESG worth Baht 28,366 million</li> <li>Offerings of 9 sustainability funds with the total net asset value of Baht 14,732 million</li> <li>Development of Bualuang Green of Baht 720 million and Bualuang Green Solar Energy of Baht 2,000 million</li> <li>Support of Bualuang Poonpol Green of Baht 11 million and Bualuang Green Home Loans of Baht 58 million</li> </ul>	<ul style="list-style-type: none"> <li>Provision of sustainable investment products that promote ESG</li> <li>Support of eco-friendly loans for business and individual customers</li> </ul>





	Commitment	Indicator	2023 Target	2023 Performance	Long-term Target 2021-2023
Be Responsible	 <p><b>Inclusive Finance</b></p> <p>To promote financial inclusion opportunities for vulnerable groups including those in remote areas, disabled people, and SME and to improve capacity to support sustainable inclusion</p> <p>Indirect Economic Impacts (GRI 203-2) Product Portfolio (GRI G4-FS7) Local Communities (GRI G4-FS14) Product and Service Labeling (GRI G4-FS16)</p>	1. Extension of access to financial products and services through banking agents	<ul style="list-style-type: none"> <li>Expansion of service points through banking agents</li> </ul>	<ul style="list-style-type: none"> <li>11 banking agents</li> <li>204,020 service points of banking agents across Thailand</li> <li>Over 9.3 million transactions made through banking agents</li> </ul>	<ul style="list-style-type: none"> <li>Addition of banking agents to promote financial inclusion for people nationwide</li> </ul>
		2. Financial inclusion for vulnerable groups	<ul style="list-style-type: none"> <li>Financial inclusion for vulnerable groups</li> </ul>	<ul style="list-style-type: none"> <li>Installed 6,588 Bualuang ATMs that support a functional mode for visually impaired people across Thailand</li> <li>Offered more than 37,813 basic banking accounts for state welfare cardholders and people aged over 65 (as of the end of 2023)</li> <li>Supported agricultural lending of over Baht 216,963 million</li> <li>Supported lending for SME through the credit guarantee project by SAM of over Baht 22,348 million</li> </ul>	<ul style="list-style-type: none"> <li>Development of products and services and financial inclusion for vulnerable groups</li> </ul>
		3. Financial literacy for vulnerable groups	<ul style="list-style-type: none"> <li>Providing financial literacy activities for vulnerable groups</li> </ul>	<ul style="list-style-type: none"> <li>Launch of “Unlocking Debt - Happy Retirement” with Noburo Platform</li> <li>Knowledge sharing on debt management and financial discipline building through the Debt Clinic project by SAM to 1,570 participants</li> </ul>	<ul style="list-style-type: none"> <li>Providing financial literacy activities for vulnerable groups</li> </ul>
		4. Supporting financial literacy and other useful knowledge to enhance the competency of farmers and SME	<ul style="list-style-type: none"> <li>Providing knowledge sharing activities for farmers and SME</li> </ul>	<ul style="list-style-type: none"> <li>Provided knowledge sharing activities on online learning network “Bangkok Bank SME” with over 3.43 million viewers</li> <li>Organized 2 seminars for farmers with 280 attendees</li> </ul>	<ul style="list-style-type: none"> <li>Learning support for farmers and SME</li> </ul>



	Commitment	Indicator	2023 Target	2023 Performance	Long-term Target 2021-2023
Be Responsible	 <p><b>Social Responsibility and Value Creation</b></p> <p>To be socially responsible by creating shared value with society, helping communities to cope with environmental and social challenges, and promoting suppliers' social and environmental responsibility</p> <p>Indirect Economic Impacts (GRI 203-1) Supplier Environmental Assessment (GRI 308) Local Communities (GRI 413) Supplier Social Assessment (GRI 414)</p>	1. Volunteer hours	<ul style="list-style-type: none"> <li>40,000 hours per year (*target during the Covid-19 pandemic)</li> </ul>	<ul style="list-style-type: none"> <li>85,660 hours</li> <li>4.57 hours per FTE</li> </ul>	<ul style="list-style-type: none"> <li>70,000 hours per year</li> </ul>
		2. Number of beneficiaries of social projects	<ul style="list-style-type: none"> <li>At least 10,000 beneficiaries per year from social project</li> </ul>	<ul style="list-style-type: none"> <li>"Bualuang Joins Communities to Solve Drought" project with 7,235 beneficiaries</li> <li>Support for Medical and Dental Mobile Unit Foundation (MDF) to provide medical and dental services with 7,033 people receiving services</li> <li>Launch of "80 of 100,000 CC, 80 years Bangkok Bank" with blood donation that helped around 55,317 patients</li> </ul>	<ul style="list-style-type: none"> <li>At least 10,000 beneficiaries per year from social projects</li> </ul>
		3. Communication of the Code of Conduct for Suppliers	<ul style="list-style-type: none"> <li>100% of key suppliers sign acknowledgement of the Bank's Code of Conduct for Suppliers</li> </ul>	<ul style="list-style-type: none"> <li>100% of key suppliers signed acknowledgement of the Bank's Code of Conduct for Suppliers</li> </ul>	<ul style="list-style-type: none"> <li>100% of key suppliers sign acknowledgement of the Bank's Code of Conduct for Suppliers</li> </ul>
		4. ESG assessment of suppliers	<ul style="list-style-type: none"> <li>100% of suppliers pass ESG assessment</li> </ul>	<ul style="list-style-type: none"> <li>100% of suppliers pass ESG assessment</li> </ul>	<ul style="list-style-type: none"> <li>100% of suppliers pass ESG assessment</li> </ul>
		5. Number of green products procured	<ul style="list-style-type: none"> <li>11 products</li> </ul>	<ul style="list-style-type: none"> <li>11 products</li> </ul>	<ul style="list-style-type: none"> <li>11 products</li> </ul>
		6. Knowledge sharing activities to promote sustainable business conduct of suppliers	<ul style="list-style-type: none"> <li>Organized knowledge-sharing activities to promote sustainable business operations for suppliers at least once a year with more than 100 suppliers attending</li> </ul>	<ul style="list-style-type: none"> <li>Organized a supplier seminar "Bualuang Joining Forces with Suppliers to Drive Business Through Clean Energy" with 166 suppliers attending</li> </ul>	<ul style="list-style-type: none"> <li>Organized knowledge-sharing activities to promote sustainable business operations for suppliers at least once a year with more than 100 suppliers attending</li> </ul>



	Commitment	Indicator	2023 Target	2023 Performance	Long-term Target 2021-2023
Be Responsible	 <p><b>Environmental and Carbon Footprint</b></p> <p>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</p> <p>Energy 2016 (GRI 302) Water and Effluents 2018 (GRI 303) Emissions 2016 (GRI 305-1, GRI 305-2, GRI 305-3, GRI 305-4, GRI 305-5) Waste 2020 (GRI 306)</p>	1. Reduction of direct and indirect greenhouse gas emissions (Scope 1 and 2)	<ul style="list-style-type: none"> <li>7.5% decrease in Scope 1 and Scope 2 greenhouse gas emissions compared to 2020 (base year)</li> </ul>	<ul style="list-style-type: none"> <li>48.48% increase in Scope 1 greenhouse gas emissions compared to 2020 (base year)</li> <li>3.13% decrease in Scope 2 greenhouse gas emissions compared to 2020 (base year)</li> </ul>	<ul style="list-style-type: none"> <li>7.5% decrease in Scope 1 and Scope 2 greenhouse gas emissions compared to 2020 (base year)</li> </ul>
		2. Reduction of energy consumption	<ul style="list-style-type: none"> <li>7.5% decrease compared to 2020 (base year)</li> </ul>	<ul style="list-style-type: none"> <li>8.54% decrease compared to 2020 (base year)</li> </ul>	<ul style="list-style-type: none"> <li>7.5% decrease compared to 2020 (base year)</li> </ul>
		3. Reduction of water consumption	<ul style="list-style-type: none"> <li>5% decrease compared to 2020 (base year)</li> </ul>	<ul style="list-style-type: none"> <li>15.94% decrease compared to 2020 (base year)</li> </ul>	<ul style="list-style-type: none"> <li>5% decrease compared to 2020 (base year)</li> </ul>
		4. Reduction of general waste for the five head office buildings	<ul style="list-style-type: none"> <li>5% decrease compared to 2020 (base year)</li> </ul>	<ul style="list-style-type: none"> <li>57.04% decrease compared to 2020 (base year)</li> </ul>	<ul style="list-style-type: none"> <li>6% decrease compared to 2020 (base year)</li> </ul>
		5. Increase the proportion of recycled waste for the five head office buildings	<ul style="list-style-type: none"> <li>8%</li> </ul>	<ul style="list-style-type: none"> <li>7%</li> </ul>	<ul style="list-style-type: none"> <li>8% increase compared to 2020 (base year)</li> </ul>
		6. Reduction of greenhouse gas emissions from air travel for business purposes	<ul style="list-style-type: none"> <li>6% decrease compared to 2020 (base year)</li> </ul>	<ul style="list-style-type: none"> <li>6.78% decrease compared to 2019 (base year)</li> </ul>	<ul style="list-style-type: none"> <li>6% decrease compared to 2019 (base year)</li> </ul>
		7. Projects and activities that support energy conservation for all employees	<ul style="list-style-type: none"> <li>Organized training courses for energy management in buildings through the online learning platform BBLearn</li> </ul>	<ul style="list-style-type: none"> <li>Participation of 17,085 attending for energy conservation courses</li> </ul>	<ul style="list-style-type: none"> <li>Organized projects or activities that support energy conservation for all employees at least once a year</li> </ul>



	Commitment	Indicator	2023 Target	2023 Performance	Long-term Target 2021-2023
Be Customer Centric	 <p><b>Innovation and Digitalization</b></p> <p>To adopt innovation and digital technology to develop the Bank's digital solutions to create a better customer experience and enhance capabilities to meet changing demands of all generations</p> <p>Indirect Economic Impacts (GRI 203)</p>	1. Percentage of total manual work processes that transition to digital work processes	• 40% of total manual work processes	• 44% of total manual work processes	• 50% of total manual work processes
		2. Time saved as a result of the adoption of digital system and automation for key work processes (compared with manual work processes)	• 45,000 hours less time	• 47,817 hours less time	• 45,000 hours less time
		3. Number of business partners collaborating on innovation connection and co-creation to drive digital ecosystem	• 3 business partners	• 3 business partners	• 3 business partners per year
	 <p><b>Customer Relations</b></p> <p>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</p> <p>General Disclosures (GRI 2-16, GRI 2-26, GRI 2-29) Product and service Labeling (GRI G4-FS15)</p>	1. Customer satisfaction for branch services	• Customer satisfaction score of 95	• Customer satisfaction score of 95	• Customer satisfaction score above 95
		2. Customer satisfaction for Bangkok Bank Mobile Banking	• Customer satisfaction score of 80	• Customer satisfaction score of 80.72	• 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 <sup>1</sup> activity for employees of all branches	• Customer service employees trained to develop skills and expertise in customer service

<sup>1</sup> Service and Sales Quality Roleplay (SQR) is an activity to review the introduction process for financial products related to investment, funds and insurance including deposit accounts, debit cards, credit cards and home loans using a roleplay approach to ensure that the product sales process meets standards and complies with practices related to market conduct.



	Commitment	Indicator	2023 Target	2023 Performance	Long-term Target 2021-2023
Be Customer Centric	 <b>Cybersecurity and Data Privacy Protection</b>  To strengthen cybersecurity and customer data privacy protection with enhanced technology and people capabilities to improve productivity, ensure compliance and build trust with all stakeholders  General Disclosures (GRI 2-23, GRI 2-24, GRI 2-25) Customer Privacy (GRI 418-1)	1. Prevention from risk of cyber threats	<ul style="list-style-type: none"> <li>• Test and rehearsal of a response plan for cyber threats at least once a year</li> <li>• Installation of security systems on all of the Bank's devices and equipment (hardware)</li> </ul>	<ul style="list-style-type: none"> <li>• Had 2 tests or rehearsals of the response plan for cyber threats</li> <li>• Installed security systems on 100% of devices and equipment (hardware)</li> </ul>	<ul style="list-style-type: none"> <li>• Organize a test or a rehearsal of the response plan for cyber threats at least once a year</li> <li>• Installation of security systems on all Bank devices and equipment (hardware) of the Bank</li> </ul>
		2. Awareness building on cyber threats	<ul style="list-style-type: none"> <li>• 100% of employees completed cybersecurity training</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of employees completed training on cybersecurity (phishing awareness)</li> <li>• 100% of employees completed training on Information Security and Cybersecurity (ISCS)</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of employees completed annual training on cybersecurity</li> </ul>
		3. Awareness building on personal data protection	<ul style="list-style-type: none"> <li>• 100% of executives and employees completed personal data protection training</li> <li>• 100% of employees in relevant functions completed a role-specific curriculum on personal data protection</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of executives and employees completed a basic curriculum on personal data protection</li> <li>• 100% of employees in relevant functions completed a role-specific curriculum on personal data protection</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of executives and employees completed personal data protection training</li> <li>• 100% of employees in relevant functions completed a role-specific curriculum on personal data protection</li> </ul>



	Commitment	Indicator	2023 Target	2023 Performance	Long-term Target 2021-2023
Be Caring	 <p><b>Talent Attraction and Development</b></p> <p>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</p> <p>Training Education (GRI 404)</p>	1. Average training hours per employee	• 40 hours per employee	• 37.74 hours per employee	• 40 hours per employee
		2. Human Capital Return on Investment <sup>2</sup> (HCROI)	• 3.50	• 3.87	• 3.50
		3. Percentage of vacant positions filled internally	• 75% of vacant positions	• 60% of vacant positions	• 75% of vacant positions
		4. Proportion of employees who completed future skill training courses such as digital technology and leadership development	• 35%	• 48.74%	• 35%
		5. Percentage of employees working in STEM positions	• 6%	• 6.4%	• 6%
	 <p><b>Employee Welfare and Wellbeing</b></p> <p>To promote a happy and innovative work environment to foster all aspects of employee wellbeing, enhance relationships and engagement with the Bank, and sustain long-term productivity</p> <p>Employment (GRI 401) Occupational Health and Safety (GRI 403) Diversity and Equal Opportunity (GRI 405)</p>	1. Employee absentee rate	• Less than 1%	• 1.31%	• Less than 1%
		2. Proportion of female executives to all executives	• At least 53% of all executives	• 55%	• At least 53% of all executives
		3. Proportion of female employees to all employees	• At least 65% of all employees	• 66.54% of all employees	• At least 65% of all employees
		4. Lost Day Injury Rate (LDIR) <sup>3</sup>	• 0.05	• 0.00	• 0.05
		5. Occupational Diseases Rate (ODR) <sup>4</sup>	• 0.00	• 0.00	• 0.00

<sup>2</sup> Human Capital Return on Investment (HCROI) = (Total revenue - (Operating expenses - Employee expenses))/Employee expenses

<sup>3</sup> Number of loss day from work-related injuries x 1,000,000/Total working hours

<sup>4</sup> Number of employees with work-related occupational diseases x 1,000,000/Total working hours



	Commitment	Indicator	2023 Target	2023 Performance	Long-term Target 2021-2023
Be Ethical	 <p><b>Corporate Governance</b></p> <p>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</p> <p>General Disclosures (GRI 2-9, GRI 2-10, GRI 2-11, GRI 2-12, GRI 2-13, GRI 2-17, GRI 2-18) Diversity and Equal Opportunity (GRI 405)</p>	<p>1. Assessment results from the Corporate Governance Report of Thai Companies by the Thai Institute of Directors</p>	<ul style="list-style-type: none"> <li>• “Excellent” rating</li> </ul>	<ul style="list-style-type: none"> <li>• “Excellent” rating</li> </ul>	<ul style="list-style-type: none"> <li>• “Excellent” rating</li> </ul>
	 <p><b>Business Ethics</b></p> <p>To reinforce the highest ethical business practices and respect human rights by focusing on cultivating an ethical culture, building employee awareness and understanding, and implementing an effective internal control system to gain stakeholder trust</p> <p>General Disclosures (GRI 2-16, GRI 2-23, GRI 2-24, GRI 2-25, GRI 2-26, GRI 2-27, GRI 2-30)</p>	<p>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</p>	<ul style="list-style-type: none"> <li>• 100% of all employees</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of all employees</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of all employees</li> </ul>
		<p>2. Employee coverage for acknowledgement of the Code of Conduct and Business Ethics</p>	<ul style="list-style-type: none"> <li>• 100% of all employees</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of all employees</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of all employees</li> </ul>



	Commitment	Indicator	2023 Target	2023 Performance	Long-term Target 2021-2023
Be Ethical	Anti-corruption (GRI 205) Non-discrimination (GRI 406-1) Product and Service Labeling (GRI G4-FS15)	3. Number of complaint cases related to corruption and bribery that have significant risk to the Bank	<ul style="list-style-type: none"> <li>No cases</li> </ul>	<ul style="list-style-type: none"> <li>No cases</li> </ul>	<ul style="list-style-type: none"> <li>No cases</li> </ul>
		4. Conducting Human Rights Due Diligence	<ul style="list-style-type: none"> <li>Conducting Human Rights Due Diligence every 3 years</li> </ul>	<ul style="list-style-type: none"> <li>Conducted Human Rights Due Diligence every 3 years</li> </ul>	<ul style="list-style-type: none"> <li>Conducting Human Rights Due Diligence every 3 years</li> </ul>
		5. Conducting Human Rights Due Diligence covering business activities of the Bank and our suppliers	<ul style="list-style-type: none"> <li>Conducting Human Rights Due Diligence covering business activities of the Bank and our suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Conducted Human Rights Due Diligence covering business activities of the Bank and our suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Conducting Human Rights Due Diligence covering business activities of the Bank and our suppliers</li> </ul>
		6. Number of complaint cases related to discrimination and violence against employees that are in a court process	<ul style="list-style-type: none"> <li>No cases related to discrimination and violence against employees that are in a court process</li> </ul>	<ul style="list-style-type: none"> <li>No case related to discrimination and violence against employees that are in a court process</li> </ul>	<ul style="list-style-type: none"> <li>No case related to discrimination and violence against employees that are in a court process</li> </ul>





## Stakeholder Engagement

Stakeholder engagement is the foundation of sustainable business conduct as it promotes mutual understanding and builds good relationships, leading to shared benefits between the Bank and all stakeholders. The Bank has always placed great importance on the stakeholder engagement process to ensure participation from and communication with stakeholders to enable understanding of the expectations, needs, and impacts of the Bank’s business operations, both positive and negative and across every dimension, whether economic, social or environment, on all groups of stakeholders. The Bank adheres to principles of the AA1000 AccountAbility Principles (2018) which covers four aspects: 1. Inclusivity; 2. Materiality; 3. Responsiveness; and 4. Impact, with the intention to ensure that the Bank’s stakeholder engagement process will be beneficial to all parties involved. Note that the Bank requires the results of stakeholder engagement to be reported to the Corporate Governance Committee on a yearly basis.

## Stakeholder Analysis Process

### 1. Identification of Stakeholders

Identification of stakeholder groups by considering the relationship with stakeholders, such as responsibilities, influence, relationships, dependencies, and impacts of the Bank’s business on the stakeholders.

### 2. Assessment of the Level of Impact from the Bank’s Activities on Stakeholders

Assessment and ranking of both positive and negative impacts of the Bank’s business activities, covering economic, environmental and social aspects, including human rights, on stakeholder groups.

### 3. Assessment of the Level of Influence of Stakeholders on the Bank

Assessment of the influence level of stakeholders on the Bank, covering finance, operations, regulations, reputation, risks and strategy.

### 4. Prioritization of Stakeholders

The Bank’s stakeholders are divided into four groups according to the level of impact on them from the Bank’s operations and the level of influence that the stakeholders have on the Bank which are 1. High Impact, High Influence; 2. High Impact, Low Influence; 3. Low Impact, High Influence; and 4. Low Impact, Low Influence.

## Building Stakeholder Engagement

To understand the impacts, needs and expectations of all stakeholders, the Bank provides opportunities for them to express their opinions through various channels. The Bank will use information and opinions to determine operational guidelines to appropriately respond to each stakeholder group as well as seeking cooperation for the benefit of all stakeholders. We have classified our stakeholders into seven groups as follows: 1. Shareholders and Investors; 2. Customers (Businesses and Individuals); 3. Employees; 4. Suppliers (Vendors, External Service Providers and Contractors); 5. Creditors; 6. Other Financial Institutions; and 7. Community, Society and Environment (including Regulatory Authorities, Public Sector and Mass Media). Each stakeholder group prioritizes different issues and they can engage with the Bank through the following formats and channels:





Stakeholders	Engagement Formats and Channels	Interests and Expectations	The Bank's Responses
 <p><b>Shareholders and Investors</b></p>	<ol style="list-style-type: none"> <li>Annual General Meeting of Shareholders.</li> <li>Disclosure of information in One Report and Sustainability Report published on our official website.</li> <li>Disclosure of information through the SETLink portal, online publications and the Bank's official website.</li> <li>One-on-one meetings: 125 meetings.</li> <li>Group meetings: 5 meetings.</li> <li>Investor conferences: 9 times.</li> <li>Information inquiries through the Bank's channels.</li> </ol>	<ol style="list-style-type: none"> <li>Satisfactory and sustainable business performance and fair dividend payments.</li> <li>Business conduct under good business ethics and good corporate governance principles with environmental and social responsibility.</li> <li>Comprehensive and effective risk management.</li> <li>Equitable and fair treatment of shareholders.</li> <li>Provision of financial education.</li> <li>Development of products and services that address customer needs.</li> <li>Safeguarding cybersecurity and protecting personal data privacy.</li> </ol>	<ol style="list-style-type: none"> <li>Having a well-defined vision and managing the business effectively to properly handle and respond to change.</li> <li>Conducting business ethically with good corporate governance, conserving energy and protecting the environment, as well as undertaking community initiatives beneficial to society.</li> <li>Fostering an effective organizational risk management culture, managing risk prudently and comprehensively and maintaining an adequate capital ratio.</li> <li>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.</li> <li>Providing financial education for customers and the general public.</li> <li>Developing new products and services to serve customer needs.</li> <li>Promoting cybersecurity and ensuring compliance with applicable laws and regulations related to personal data privacy protection.</li> </ol>
 <p><b>Customers</b></p>	<ol style="list-style-type: none"> <li>Customer satisfaction surveys at least once a year.</li> <li>Relationship building activities for the Bank and customers throughout the year.</li> <li>Periodic seminars throughout the year that provide knowledge about finance, saving, investment, and cyber threats.</li> <li>Customer services at bank branches and service points.</li> <li>Regular communication via digital channels e.g. LINE, Facebook and X (previously Twitter).</li> <li>Conversations and exchanges of ideas at service points such as branches and business centers.</li> <li>Whistleblowing and complaint channels through Bualuang Phone 1333 or the Bank's official website at <a href="http://www.bangkokbank.com">www.bangkokbank.com</a>.</li> </ol>	<ol style="list-style-type: none"> <li>Attentive, responsible and fair services.</li> <li>Product recommendations and financial education.</li> <li>Development of diverse products and services that meet the needs of customers.</li> <li>Mobile-banking applications that are stable, secure and convenient to use.</li> <li>Convenient and fast access to services.</li> </ol>	<ol style="list-style-type: none"> <li>Emphasizing customer-centric services and ensuring proper market conduct.</li> <li>Supporting financial literacy with formats and content suitable for each customer age group, including knowledge on scammers and online financial scams.</li> <li>Developing new products and services that meet the needs of all customers.</li> <li>Improving the Bangkok Bank Mobile Banking application to be more secure with better functionality to address daily usage.</li> <li>Expanding banking agent channels to provide more convenient access to services.</li> </ol>



Stakeholders	Engagement Formats and Channels	Interests and Expectations	The Bank's Responses
 <p><b>Employees</b></p>	<ol style="list-style-type: none"> <li>1. Orientation programs for new employees through the BBLearn online system.</li> <li>2. Nationwide executive conference once a year.</li> <li>3. Regular meetings between the Bank and representatives from the Bangkok Bank Managerial Officers Union, and Bangkok Bank Workers Union.</li> <li>4. Timely dissemination of interesting news and activities for employees through internal communication channels such as BeCommunity on Viva Engage, BeConnect on SharePoint, E-mail, Microsoft Teams, BBLearn, internal announcements and digital signage.</li> <li>5. Twice-yearly employee performance evaluations for sharing and exchanging opinions between managers and team members.</li> <li>6. Employee satisfaction survey once a year.</li> </ol>	<ol style="list-style-type: none"> <li>1. Compensation, welfare and benefits that are suitable for economic conditions.</li> <li>2. Training for continuous knowledge and skills development.</li> <li>3. Occupational health and safety.</li> <li>4. Career advancement.</li> <li>5. Participation or proposal of ideas on sustainability activities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Providing suitable compensation, welfare and benefits that are suitable for a good quality of life for employees and consistent with economic conditions.</li> <li>2. Developing online learning channels and offering a variety of interesting courses for employees, which they can select according to their interests and learn from anywhere anytime to help improve their working skills.</li> <li>3. Providing occupational health and safety and healthcare services, as well as promoting employees' good health and wellbeing.</li> <li>4. Sharing and exchanging opinions between managers and team members to improve performance as well as providing training and development programs for employees to prepare for accountability in more senior positions.</li> <li>5. Promoting employee participation in sustainability activities by assigning the Sustainability Team to promote participation and engagement in sharing opinions and supporting sustainability efforts and implementations.</li> </ol>
 <p><b>Suppliers</b></p>	<ol style="list-style-type: none"> <li>1. Clarification of the Bank's rules for new suppliers or new contracts.</li> <li>2. Written communication for suppliers if there are material changes to the Bank's rules.</li> <li>3. Occasional online or phone contact with suppliers to strengthen relationships and exchange opinions on operations and quality of products and services of suppliers.</li> </ol>	<ol style="list-style-type: none"> <li>1. Equitable and fair treatment from the Bank.</li> <li>2. Accurate and timely payment/ compensation.</li> </ol>	<ol style="list-style-type: none"> <li>1. 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.</li> <li>2. Strictly complying with the terms and conditions in procurement contracts.</li> </ol>



Stakeholders	Engagement Formats and Channels	Interests and Expectations	The Bank's Responses
 <p><b>Creditors</b></p>	<ol style="list-style-type: none"> <li>1. Direct and indirect communication via different media.</li> <li>2. Acceptance of suggestions and complaints through Bualuang Phone 1333 or the Bank's official website at <a href="http://www.bangkokbank.com">www.bangkokbank.com</a>.</li> </ol>	<ol style="list-style-type: none"> <li>1. Accurate and timely communication and information disclosure.</li> <li>2. Fulfillment of contractual terms and timely interest and principal repayments.</li> <li>3. Business potential of the Bank.</li> </ol>	<ol style="list-style-type: none"> <li>1. Communicating and disclosing accurate information in a timely manner.</li> <li>2. Strictly complying with contractual obligations and ensuring timely and complete debt repayment.</li> <li>3. Formulating appropriate business strategies and effective risk management to build trust in the Bank's business potential.</li> </ol>
 <p><b>Other Financial Institutions</b></p>	<ol style="list-style-type: none"> <li>1. Exchange of ideas between members of the Thai Bankers' Association in monthly meetings and collaboration through different clubs and working groups.</li> <li>2. Participation in the Joint Standing Committee on Commerce, Industry and Banking (JSCCIB) comprising the Board of Trade of Thailand, the Federation of Thai Industries, and the Thai Bankers' Association.</li> </ol>	<ol style="list-style-type: none"> <li>1. Good rapport.</li> <li>2. Promotion of collaboration and networking to support sustainable finance.</li> <li>3. Implementation of the Thai Bankers' Association strategic plan and development of financial infrastructure.</li> <li>4. Sharing of views and perspectives on economic and social aspects.</li> <li>5. Efficient and transparent business conduct.</li> </ol>	<ol style="list-style-type: none"> <li>1. Collaborating and working as a member of the Thai Bankers' Association.</li> <li>2. Cooperating and providing resources to support the strategic plan of the Thai Bankers' Association to develop financial sector infrastructure.</li> <li>3. Gathering information and sharing views about economic and social issues with related private and public agencies.</li> <li>4. Managing business professionally and transparently.</li> </ol>
 <p><b>Community, Social and Environment</b></p>	<ol style="list-style-type: none"> <li>1. Production of television programs to promote tourism and small community businesses.</li> <li>2. Regular community, social and environmental activities to promote religion, arts and Thai culture.</li> <li>3. Regular provision of knowledge to businesses, the general public and vulnerable groups through seminars, exhibition booths, and various online media.</li> <li>4. Suggestion and complaint channels through Bualuang Phone 1333 or the Bank's official website <a href="http://www.bangkokbank.com">www.bangkokbank.com</a>.</li> </ol>	<ol style="list-style-type: none"> <li>1. Development of products and services that meet the needs of communities and society.</li> <li>2. Knowledge sharing on finance, saving, investment, marketing, debt management, scammers and online financial scams, technology and business opportunities.</li> <li>3. Community development activities to strengthen communities and build resilience.</li> <li>4. Effective whistleblowing channels for complaints and suggestions.</li> </ol>	<ol style="list-style-type: none"> <li>1. Developing financial products and services that meet the needs of communities and society including providing suitable channels to access products and services.</li> <li>2. Sharing knowledge on various topics including finance, saving, investment, marketing, debt management, scammers and online financial scams, technology and business opportunities with businesses and individuals, including vulnerable groups, through knowledge sharing seminars, booths at exhibitions and online media.</li> <li>3. Supporting community development projects in collaboration with various agencies on a continuous basis as well as providing ongoing and tangible support for activities promoting religion, arts and Thai culture.</li> <li>4. Enhancing effectiveness of whistleblowing channels for complaints and suggestions.</li> </ol>



# Summary of 2023 Sustainability Performance

## Be Resilient



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

**19.57%**



Incorporated environmental and climate change dimensions into risk management principles and guidelines of the Bank

## Be Responsible



Offered Bualuang Green Loans of **720** million Baht and Bualuang Green Solar Energy Loans of **2,000** million Baht



Undertook the "Bualuang Joins Communities to Solve Drought" project with over **2,000** households and **7,235** beneficiaries while volume of water for consumption increased **58,000** cubic meters



Acted as the underwriter for environmental conservation bonds (Green Bonds) with the value of **28,366** million Baht



Organized knowledge-sharing activities through an online learning network "Bangkok Bank SME" with more than **3.43** million viewers



Received **Best Sustainable Bank in Thailand** award from FinanceAsia Awards 2023 organized by FinanceAsia magazine



The Bank has been certified to offset all carbon emissions of the Silom Head Office Building (Carbon Neutral), totaling **10,604** tons of carbon dioxide equivalent



### Be Customer Centric



Achieved customer satisfaction score for branch services of **94.79** (full score is 100)



Achieved customer satisfaction score for Bualuang Phone of **96.90%**



Won **4** awards in cybersecurity from “Prime Minister Awards: Thailand Cybersecurity Excellence Awards 2023” organized by the National Cyber Security Agency



Reached over **13.40** million users of Bangkok Bank Mobile Banking



### Be Caring



**55%** of all executives are female



**37.74** average training hours per employee



**47.20 %** of STEM related positions are held by female



Human Capital Return on Investment (HCROI) of **3.87**



### Be Ethical



Received an “Excellent” rating from the Corporate Governance Report of Thai Listed Companies for 2023 by the Thai Institute of Directors (IOD)



**100%** of employees enrolled and acknowledged courses including the Code of Conduct and Business Ethics, Anti-corruption, Anti-money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction, and Market Conduct



# 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



Amid the current rapid economic, social and environmental changes, risk and crisis management is an essential foundation for preventing and mitigating various risks that may affect business performance and the confidence of the Bank’s stakeholders as well as the whole economic system at large. To properly tackle various risk factors, it is therefore necessary for the Bank to ensure it adopts comprehensive and prudent risk management, while at the same time looking for opportunities from these changes to enhance its business competitiveness. The Bank has formulated risk management guidelines for each of the major risks 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, continually improve our risk management process, and seek to create a robust risk culture across the organization. We have also begun to integrate environmental, social and governance (ESG) and climate change issues into our organization’s risk management so that we are able to undertake risk and crisis management in an efficient and effective manner.



## Risk Management

Our foundational risk management principle is to conduct business that delivers satisfactory and sustainable returns and maintain risks within specified levels. We have established a risk management framework that consists of a risk management policy, risk appetite statement and risk management processes supported by regular reporting of different types of risks to senior executives, the management team, the Risk Oversight Committee and other related committees. The Bank also sets out comprehensive risk management guidelines that cover all major risks, including strategic risk, credit risk, market risk, liquidity risk, operational risk, information technology risk, reputational risk and compliance risk. In considering how to manage the

aforementioned major risks, we also take into account aspects resulting from risk factors related to environmental issues and climate change, both physical risks and transition risks that are material to the Bank’s business. Moreover, we consider emerging risks that may affect the Bank’s business in the future in order to prepare to manage such risks in an effective and timely manner.

The Bank regularly and continuously analyzes major risk factors and reviews the suitability of its risk management. In addition, we undertake an internal capital adequacy assessment every year. In 2023, the capital adequacy ratio of our financial business group was 19.57 percent, higher than the ratio required by the Bank of Thailand and sufficient for our business operations.



## Risk Management Process



The Bank conducts a regular review of the suitability of its risk management policy and risk management system as well as monitoring risks to be within acceptable levels. We also continuously update risk management guidelines to be appropriate for the business environment; for example, enhancement of a monitoring and reporting process for early warning systems on capital and liquidity levels, enhancement of risk assessment and internal capital adequacy assessment according to the Internal Capital Adequacy Assessment Process (ICAAP) by incorporating broader significant risks, and stress testing that incorporates environmental and climate change dimensions. During 2023, we added environmental and climate change dimensions into our risk management principles and guidelines to ensure proper and sufficient management of risks in those dimensions as well as to ensure the operations of the Bank and other subsidiaries in its financial business group meet international standard.

## Risk Governance Structure

To ensure efficient and effective risk management mechanisms, we have established the following risk governance structure to connect relevant parties from the Bank's committees and management to the Risk Management Division, Credit Management Division and relevant business units whereby each party has the following roles and responsibilities:

**Board of Directors** is responsible for overseeing all risks in the organization. It 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 such as credit approval, debt restructuring and investment, and other undertakings of the Bank, including considering and endorsing other matters before submission to the Board of Directors for approval or acknowledgement.

**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 as well as reporting risk management performance to the Board of Directors.

**Committees at management level responsible for managing specific types of major risks** have a duty to support 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 management of operational risk and information technology risk, as well as supervising the business continuity management of the Bank.

**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 reporting 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 various units, namely 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 assume risks and are responsible for managing risks of 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 with the three lines independent from each other to determine a structure, duties, roles and responsibilities in risk management.

### Three Lines of Defense



#### First Line of Defense

**The Business Units and Support Units** must have a good understanding of their pertinent risks and be responsible for managing those risks to be within specified levels as consistent with the overall risk management policy approved by the Board of Directors.



#### Second Line of Defense

**The Risk Management Division** is responsible for regularly measuring, monitoring and controlling risks, while **the Compliance Unit** is responsible for ensuring that business is conducted in accordance with relevant laws, regulations and statutory requirements.



#### Third Line of Defense

**The Audit and Control Division** reviews and audits the operations of Business Units, Support Units, the Risk Management Division and other units in the Bank to ensure that the internal control is prudent and effective.

### Crisis Management

To ensure that the Bank’s business can continue to operate during emergency situations such as natural disasters, fires and pandemics without interruption, we have established a business continuity policy as a guideline to mitigate risks and prevent and minimize potential impacts to normal business operations. In addition, a business continuity management framework has been developed to cover business undertakings during both normal and crisis situations while also ensuring that adequate information and reporting be timely and regularly communicated to concerned parties. Furthermore, we promote financial stability management by adhering to an internal capital adequacy assessment process and preparing a liquidity

contingency plan to prepare in advance for potential future issues related to capital and liquidity. Each year a liquidity crisis drill is conducted to test the contingency plan and ensure that personnel in related units understand each step in the plan and would be able to carry out the plan when there is an emergency.



The Bank has established the Crisis Management Team to take charge during crises and requires all units to routinely prepare and review their business continuity plans and conduct regular drills of the plans every year to ensure readiness for potential emergency situations. For the IT crisis drill, a simulation is organized to ensure that employees are able to follow the Bank's IT Incident Management Guideline properly and to provide an opportunity to develop IT emergency response processes and to assess the impact and decision-making under crisis. At the same time, we also regularly conduct risk assessments and reviews of contingency plans to ensure the continuity of the Bank's business activities during a crisis.

The Bank has participated in the testing of emergency plans with external parties such as the Bank of Thailand, the Stock Exchange of Thailand, National Credit Bureau, National ITMX Company and the Thailand Banking Sector Computer Emergency Response Team (TB-CERT) to rehearse operational steps and responses in the event of an emergency. Furthermore, since the beginning of the Covid-19 pandemic in 2020, we have reviewed and developed emergency plans, a business continuity plan and a crisis management plan to cover pandemic risks focusing on the adoption of technology to enhance safety and accommodate customers in using our services as well as enhancing the efficiency of employees in performing their duties.

## Risk Culture

We are committed to cultivating a risk management culture across the organization to strengthen the immunity of the Bank and its ability to conduct business in the face of risks and a fast-changing environment. To achieve this, we encourage all executives and employees to be aware of their roles in the management of pertinent risks and to be involved in risk management and control according to the three lines of defense principle. Additionally, the quality of risk management is included in the performance evaluation of executives.





## Guidelines for Building 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 act together as a role model to foster an effective risk culture in the organization through formulating the risk management policy and strategy, as well as tracking and monitoring compliance with the policy and strategy. All employees are tasked with managing risks within their scope of responsibility under the three lines of defense principle. We also 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 are responsible for the development of products, services, work systems and work processes are required to consider potential risks and impacts to the Bank and related stakeholders. They are also required to undertake a risk and impact assessment according to the Bank’s criteria in areas such as finance, information security, personal data privacy protection, anti-money laundering, combatting the financing of terrorism 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 developed a risk management training curriculum for executives and employees to study through an online platform as well as making important risk management courses mandatory, such as Personal Data Protection, Prevention of Cyber Threats, Market Conduct, Anti-Money Laundering, Combatting the Financing of Terrorism and Proliferation of Weapons of Mass Destruction. We require directors to attend training courses related to the management of the Bank’s major risks 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 the management of ESG and climate change risks.

During 2023, the Bank organized the “Climate Risk, Decarbonization and Business Opportunity” seminar on July 21, 2023 with external experts as guest speakers to share knowledge with executives and employees in the Risk Management Division and other relevant units to promote understanding about current opportunities and risks related to climate change as well as the future trends.

**2023 ONLINE SEMINAR**

ศุกร์ 21 กรกฎาคม 2566  
13.30-15.00 น.

**ความเสี่ยงด้านภูมิอากาศ การลดคาร์บอน และโอกาสทางธุรกิจ**

(CLIMATE RISK, DECARBONIZATION AND BUSINESS OPPORTUNITY)

ชุดความรู้พื้นฐานเกี่ยวกับโอกาสและความเสี่ยงจากการเปลี่ยนแปลงสภาพภูมิอากาศ การกำหนดกลยุทธ์เพื่อนำเสนอโอกาส การจัดการความเสี่ยง และการเปิดเผยข้อมูลที่เกี่ยวข้อง

**วิทยากร**

- คุณกุลริตา วัชรพันธุ์**  
Project Leader, PwC Thailand
- คุณกุลวิทย์ สุพิสุต**  
Subject Matter Expert, PwC Thailand
- คุณณัฐริดา ดันเจริญ**  
Subject Matter Expert, PwC Thailand
- Andrew WK Chan**  
Subject Matter Expert, PwC Thailand

**ประเด็นสำคัญ**

- ความเสี่ยงที่เกี่ยวข้องกับการเปลี่ยนแปลงสภาพภูมิอากาศที่มีความสำคัญต่อธุรกิจธนาคาร และวิถีการความเสี่ยง
- การกำหนดกลยุทธ์และเป้าหมายการลดคาร์บอนขององค์กร (Decarbonization)
- โอกาสทางธุรกิจที่ควบคู่กับการเปลี่ยนแปลงผ่านผู้มีส่วนเกี่ยวข้อง
- การเปิดเผยข้อมูลที่เกี่ยวข้องกับการเปลี่ยนแปลงสภาพภูมิอากาศในภาคการเงิน

ลงทะเบียนเข้าร่วมสัมมนา

สับมาจอนไลน์ผ่าน MS TEAMS

For additional information on Risk Management, please see the 2023 Annual Report (Form 56-1 One Report)



# 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



The whole world is increasingly focusing on environmental, social and governance (ESG) and climate change challenges as they can adversely impact people’s livelihoods and properties, disrupt supply chains, reduce competitiveness and hamper sustainable development. As a financial intermediary, the Bank plays a significant role in driving sustainable development by supporting businesses and households to adapt and cope with challenges, as well as to help them to create positive impacts on the environment and society, including the transition to a low-carbon economy. We attach significant importance to underwriting loans with environmental and social responsibility. Specifically, we adhere to the Bank of Thailand’s (BOT) regulations regarding responsible lending; incorporate ESG risk, impact assessment and mitigation considerations into the Bank’s credit underwriting process; and provide financial support for environmentally-friendly activities while creating value for society to achieve the Bank’s Sustainable Development Goals and Thailand’s Greenhouse Gas Emissions target.

## Leveraging Sustainable Finance

The Bank has continuously cooperated with various sectors to strengthen sustainability within the Thai banking sector. In 2023, the Bank collaborated with the Thai Bankers’ Association in producing the Industry Handbook: Internalizing Environmental and Climate Change Aspects into Financial Institution Business for Banks,

in alignment with the Bank of Thailand’s policy statement on Internalizing Environmental and Climate Change Aspects into Financial Institution Business, which requires commercial banks to incorporate environment and climate change opportunities and risks into their governance structure, strategy formulation, risk management and information disclosure.

The Bank has collaborated with the Thailand Taxonomy Board, comprising agencies from both the public and private sectors, to develop the Thailand Taxonomy, namely a classification system of economic activities deemed as environmentally-sustainable. Phase 1 of this work covers the energy and transportation sectors which create a high proportion of greenhouse gas emissions. To increase knowledge and understanding within the organization, the Bank organized a training session under the topic “Inside Thailand Taxonomy: Journey to Sustainability” with experts from the Climate Bond Initiative (CBI). We also encouraged our employees to participate in the Thai Bankers’ Association’s training course on Thailand Taxonomy Phase 1 via the Bank’s online learning platform.

The Bank recognizes that increasing household debt has been an enduring challenge for Thailand. The Bank cooperates and supports measures to sustainably solve the household debt problem in line with the BOT’s responsible lending guidelines. In 2023, the BOT launched a new regulation to manage household debt with an aim to ensure appropriate debt management throughout the debt cycle, covering development and advertisement of lending products, granting of loans, troubled debt management and debt relief, as well as a strict requirement to provide accurate and full information on loan conditions and risks that customers should be aware of. Although this regulation will come

into effect in 2024, the Bank has already begun necessary preparations to adjust its relevant credit management processes accordingly.



The Bank continues to increase employee awareness and understanding of ESG risks and opportunities through online seminars, its online learning platform, internal training courses and internally published articles, while also sending employees to attend external training and seminars. In 2023, we organized seminars on various topics such as “Energy Transition: the Business Survival in the Era of Global Chaos”, “Carbon Credits and Renewable Energy Trading Market, Opportunities for Business in an Era of Global Chaos”, and “Carbon Footprint, Carbon Credits & the Carbon Credit Market and the Credit Work Role Now and in the Future”, so that our staff can apply the knowledge received to provide useful advice to customers. With our longstanding commitment to operating business in line with sustainable finance guidelines, in 2023 the Bank received three global awards related to sustainable finance, namely Best Bank for Sustainable Finance in Thailand Award, and Outstanding Leadership Award in ESG-related Loans for Asia-Pacific from Global Finance magazine’s Sustainable Finance Awards 2023; and Best Sustainable Bank in Thailand in 2023 from FinanceAsia magazine.



## Sustainable Lending

The Bank has established a responsible lending policy which entails setting up an exclusion list of loan applicants or activities that the Bank does not provide credit for. We also developed and incorporated an ESG risk mitigation dimension in our credit assessment and underwriting process, along with communicating relevant policies and guidelines and providing training to relevant business and working units to emphasize the importance of considering ESG risks in the lending process to ensure efficient and effective responsible lending management. The Bank's Board of Directors is responsible for formulating policies and strategies and monitoring responsible lending operations. The Corporate Governance Committee and the Risk Oversight Committee are responsible for providing necessary support to the Board of Directors. Executives and staff in departments concerned are responsible for implementing the related credit policies and driving the Bank's ESG strategy and strategic direction on responsible lending. Furthermore, the Bank allows stakeholders to express their opinions on ESG impacts that may occur from the Bank's lending through the Bank's contact channels.



Please scan QR Code  
for additional information on  
Responsible Lending Policy

## Integrating ESG Issues into the Credit Approval Framework

The Bank considers ESG issues when considering loans to prevent negative impacts that may arise from projects or activities which the Bank provides credit to, while also creating ESG risk and impact assessment tools for credit officers. The Bank uses the following definitions of ESG factors when considering business loans, project loans and personal loans:

- **Environmental**, such as deforestation, damage to natural resources and biodiversity loss, the creation of soil, water, air, noise and sea pollution, as well as climate change that is deemed to have an impact on business activities.
- **Social**, such as human rights violations, labor rights violations, unfair labor practices, household debt problems, community rights violations, and adverse impacts on the community which includes indigenous peoples and minorities, such as the loss of arable land, involuntary migration, restricted access to natural resources and public utilities, and negative impacts on income, culture, lifestyle, health and safety.
- **Governance**, such as corruption, violation of personal data rights, money laundering, financing terrorism and the proliferation of weapons of mass destruction, infringement of intellectual property, and unfair trade competition.

## Business Loans and Project Loans

The Bank integrates ESG considerations into business and project loan approval processes to prevent legal risk, credit risk and reputation risk. The process starts from Know Your Customer (KYC) and Customer Due Diligence (CDD) and covers issues such as money laundering, financing terrorism and the proliferation of weapons of mass destruction, as well as conducting background checks on credit applicants to see if there is negative news related to ESG issues about them, such as environmental destruction, human rights violations and corruption. Applications for business and project loans are carefully considered under the credit underwriting standards established by the Bank. There is also a controlling and monitoring mechanism that is suitable for the level of risk.

We have strict guidelines when it comes to project finances or activities that may have severe adverse social and environmental impacts, such as mining, power plants, and infrastructure development. The Equator Principles have been applied in the credit underwriting process. In considering and approving credit applications, the Bank requires comprehensive environmental and social due diligence of projects, while also considering information about greenhouse gas emissions Scope 1 and 2, as well as how the projects manage environmental and social risks and impacts.

### Guidelines for Project Finance

1. Classification of project loan applications according to the level of environmental and social risks and impacts is 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 under Category A and Category B, a comprehensive assessment of their environmental and social risks and impacts 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 an Environmental and Social Impact Assessment (ESIA) report for the project that is of an acceptable standard to the Bank.

**The customer’s process for identifying and managing 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

a study will be used as information for considering credit underwriting and determining terms and conditions of the loan as appropriate.

The Bank has credit risk management measures to ensure that the loans it offers are effectively managed for their environmental and social impacts. Project loan applications that may cause environmental and social impacts must have appropriate and adequate measures to prevent and mitigate impacts.

Loan applications under Category A must have an independent environmental and social expert to review and assess the project risk and impact, while also reviewing the environmental and social risk management system of the project. In addition, the Bank requires a higher credit approval authority level based on the higher level of risk. After a project loan has been approved, the Bank’s responsible credit officer will regularly monitor the implementation of preventive and mitigating environmental and social impact measures when conducting regular credit reviews throughout the term of the project finance.

### Examples of Project Finance Loans

- **Solar Power Plants in Australia**  
The Bank provided a project finance loan to a solar power plant in New South Wales, Australia, with a capacity of 110.9 megawatts, to support the production of electricity from clean energy and energy transition. Due to the potential impact on the environment in the area and the surrounding communities, risks and impacts were carefully considered and analyzed before granting loans. Moreover, the Bank also required the project to put in place the relevant risk and impact management measures, and also to monitor, report and review environmental and social impacts on an annual basis.

- **Wind Power Plants in Vietnam**  
We provided loan support for a number of wind power plant projects in Vietnam. Although wind power plants generate electricity from clean energy, if there is a lack of expertise or good management of power plants, it may have an adverse impact on the environment and communities, such as noise pollution, and negative effects on scenery and ecological balance. The Bank therefore required these projects to provide an environmental impact assessment report, and establish appropriate measures to prevent and mitigate environmental impacts. In addition, the Bank also needed these projects to employ technical consultants and legal consultants to audit and review the report and monitor the environmental impacts 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 Edition 1), the Bank granted loans to the municipal solid waste power plants that were ready to operate during the first phase (Quick Win) with a capacity of 11 megawatts, which would supply electricity to the Provincial Electricity Authority for 20 years. The project uses globally recognized technology and has installed effective systems to reduce pollutant emissions. We engaged a technical consultant and legal consultant to assess the feasibility of the technology and legal aspects, while continuously monitoring the power plant for adverse impacts, if any, on the environment.



## Personal Loans

The Bank has taken ESG issues into account when considering personal loans. In the process of the Know Your Customer (KYC) and Customer Due Diligence (CDD) procedures, ESG factors such as money laundering, terrorism finance, and the proliferation of weapons of mass destruction, are carefully considered. The purpose of the loan must not violate the law nor have a severe impact on the environment and society. In addition, we place importance on considering the customers' affordability risk, and compliance with the responsible lending guidelines to prevent customers from having excessive debt that could affect their quality of life, particularly vulnerable groups such as the elderly, low-income earners and first jobbers. After the loan has been approved, the Bank monitors customers' spending and debt repayment behavior for use in reviewing credit limits to be consistent with their ability to repay debt. We have a system in place to notify customers when the repayment period 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 in order to find ways to provide appropriate mitigation measures to help affected customers.

## Sustainable Financial Products

The Bank offers financial products that promote sustainability to business and individual customers to support environmentally-friendly activities, improve the quality of life of people in society, and promote the achievement of the Sustainable Development Goals and the Paris Agreement goals.

## Loans that are Environmentally-friendly and Promote Sustainability

### Corporate Customers

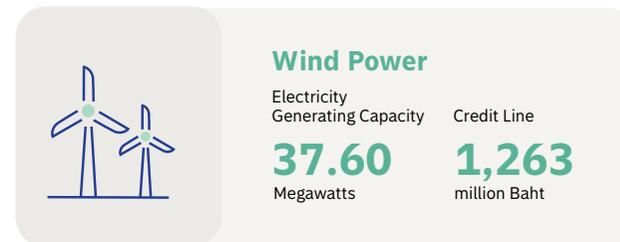
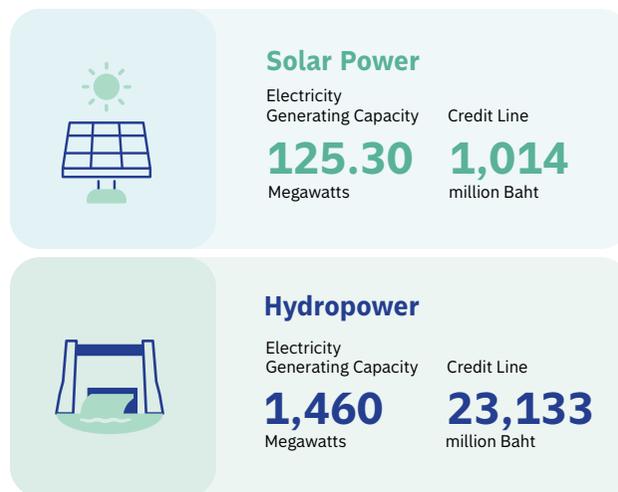
In 2023, the Bank provided sustainable loans for corporate customers and project finance with total credit of more than Baht **41,938** million. These were loans for renewable energy projects, electric vehicle businesses, and sustainability-linked loans.

#### Loans for Renewable Energy

The Bank promotes renewable energy businesses to create energy security and mitigate climate change by supporting loans for investment in the production and transmission of electricity from renewable energy sources both domestically and internationally. Projects include solar power plants, wind power plants, and hydropower plants.

## Loans for Renewable Energy in 2023

(Information as of the end of 2023)



#### Sustainability-linked Loans

The Bank encourages businesses to achieve sustainable development goals, particularly in environmental and social dimensions, by supporting sustainability-linked loans. In 2023, the Bank's overseas branches provided loans to corporates with total credit of more than Baht 7,548 million to facilitate business improvement or implement projects such as increasing energy efficiency, reducing greenhouse gas emissions, managing landfill waste, and increasing employee training hours. In addition, Bangkok Bank (China) Company Limited, a subsidiary of the Bank, joined other commercial banks to support sustainability-linked loans with total credit of Baht 2,480 million to facilitate customers in achieving their sustainability goals.

#### Loans for EV Business

The Bank supports the transition of the automotive industry from traditional vehicles powered by internal combustion engines (ICE) to electric vehicles (EV) in order to reduce greenhouse gas emissions from the use of fossil fuels. We also support government policies to promote Thailand to become a regional EV production base by providing loans to EV manufacturers and importers, as well as loans to support the EV ecosystem, such as EV charging stations.



### Loans for EV Businesses in 2023

(Information as of the end of 2023)



**Loans for electric vehicle business entrepreneurs**

Credit Line **6,000** million Baht



**Loans for electric vehicle business entrepreneurs under an excise subsidy package from the Excise Department.**

Credit Line **500** million Baht



### SME Customers

In 2023, the Bank provided sustainable loans for small and medium-sized enterprises with total credit of more than Baht 5,902 million. Loans comprised Bualuang Green Loans and Bualuang Green Solar Energy Loans, loans for waste and disposal management businesses, loans for businesses that reuse and recycle materials, and transformation loans for enterprises in transition under the Bank of Thailand’s Emergency Decree on Rehabilitation Loans.

- **Bualuang Green Loan and Bualuang Green Solar Energy Loan**  
The Bank supports SME to conduct business in an environmentally-friendly manner as well as supporting the government’s Bio-Circular-Green (BCG) economy policy by providing a special interest rate Bualuang Green Loan for the following investments:

1. Investment in renewable energy. This includes, for instance, investment related to 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 manufacturing of EV automobile parts and electric motorcycles.
2. Investment in waste management in terms of reuse and recycling of materials.
3. Investment in the production or use of biodegradable materials to replace chemicals that create environmental problems.

The loan scheme also supports investments for improving or developing machinery, equipment, tools and appliances as well as various systems or processes in operations to reduce greenhouse gas emissions and preserve the environment as follows:

- Investment in energy transition and efficient use of energy or resources.
- Investment in the use of digital technology, automation or robotics, and innovation in environmentally-friendly operations.



Since 2022, the Bank has extended credit support with special interest rates to entrepreneurs investing in installing solar rooftop power in their workplaces under the Bualuang Green Solar Energy Loan service to help lower energy costs and reduce greenhouse gas emissions. In 2023, the Bank partnered with PTT Oil and Retail Business to provide Bualuang Green Solar Energy loans with special conditions to PTT Station operators to support their transition to clean energy, with a maximum loan of 100 percent of the total costs of the solar power system.

### Bualuang Green Loan and Bualuang Green Solar Energy Loan in 2023

(Information as of the end of 2023)



**Bualuang Green Loan**

Number of Entrepreneurs Receiving Loan Support	Credit Line
<b>51</b> people	<b>720</b> million Baht



**Bualuang Green Solar Energy Loan**

Number of Entrepreneurs Receiving Loan Support	Credit Line
<b>170</b> people	<b>2,000</b> million Baht



**Please scan QR Code** for additional information on Bualuang Green Loan



- **Loans for Environmentally-friendly Businesses**  
The Bank supports loans for waste and disposal management businesses, and loans for businesses that reuse and recycle materials, such as wastewater management, disposal of waste by biological methods, and processing of waste or disposal materials. In 2023, the Bank provided loan support for this group of businesses with total credit of more than Baht 74 million.
- **Transformation Loans**  
The Bank provides transformation loans under the BOT's Emergency Decree on Rehabilitation Loans to help entrepreneurs affected by the Covid-19 pandemic to invest in enhancing their capabilities to compete and grow sustainably. The loans cover three forms of transformation: Digital Technology, Green, and Innovation.

### Transformation Loans in 2023

(Information as of the end of 2023)



Credit Line **3,108** million Baht

### Individual Customers

In 2023, the Bank provided sustainable loans for individual customers by offering home loan products that help preserve the environment, including Bualuang Poonphol Green Loan and Bualuang Green Home Loan. The total credit extended was more than Baht **70** million.

- **Bualuang Poonphol Green Loan and Bualuang Green Home Loan**

### Bualuang Poonphol Green Loan and Bualuang Green Home Loan in 2023

(Information as of the end of 2023)



#### Bualuang Poonphol Green Loan

Credit Line **11** million Baht



#### Bualuang Green Home Loan

Credit Line **59** million Baht



The Bank recognizes the importance of people having homes that meet energy-saving and environmental conservation requirements. Since 2022, we have provided loans with special conditions under Bualuang Poonphol Green Loan to promote housing improvements by using renewable energy technology or innovative technology that increases energy efficiency, such as the installation of rooftop solar panels, using wind energy for cooling, installing EV chargers, and upgrading houses to make them suitable for elderly and disabled people.

In 2023, the Bank offered loans with special conditions under Bualuang Green Home Loans for purchasing houses with solar rooftop panels in the property projects of those developers who are the Bank's customers. In addition, the Bank partnered with the Provincial Electricity Authority (PEA), CRC Thai Watsadu, a subsidiary of Central Retail, and Nexter Digital and Solutions (QChang), to organize special campaigns for customers who apply for the Bualuang Poonphol Green Loan. Loan appraisal is free of charge while also providing special discounts for installing solar panels.



Please scan QR Code

for additional information on Bualuang Poonphol Green Loan



Please scan QR Code

for additional information on Bualuang Green Home Loan



### ESG Bonds for Sustainability

The Bank plays an important role in financing activities that promote sustainability in public and private sectors by underwriting sustainability bonds that comply with international standards, while also working as a green structuring advisor. In 2023, the Thai capital market issued ESG bonds totaling Baht 37,366 million, of which Baht 28,366 million, 76 percent of the total ESG bonds issued, was underwritten by the Bank.



### ESG Bonds Underwritten in 2023

(Information as of the end of 2023)

Green Bonds	Reference Standard	Auditor and Certifier	Value (Million Baht)
 <p><b>Green Debentures of Energy Absolute Public Company Limited No. 2/2023</b></p> <p>for repayment of the original debt used for purchasing electric buses and loans for purchasing electric buses.</p>	ICMA-GBP, ACMF-ASEAN GBS, LMA, LSTA, APLMA-GLP	DNV Business Assurance Australia Pty Ltd.	9,866
 <p><b>Green Debentures of Electricity Generating Public Company Limited NO. 1/2023*</b></p> <p>for repayment of funds for environmental conservation projects of the company and its subsidiaries. Environmental conservation projects include hydroelectric power plant, solar power plant, and wind power plant projects.</p>	ICMA-GBP, ACMF-ASEAN GBS, LMA, LSTA, APLMA-GLP	DNV Business Assurance Australia Pty Ltd.	7,000
 <p><b>Green Debentures for Environmental Conservation of Gulf Energy Development Public Company Limited No. 1/2023</b></p> <p>to invest and/or repay some or all of the existing debt in a new project and/or existing projects related to environmental conservation. This is to repay investment in a wind power plant project in Germany, Borkum Riffgrund 2.</p>	ICMA-GBP, ACMF-ASEAN GBS, LMA, APLMA-GLP	DNV Business Assurance Australia Pty Ltd.	8,000
 <p><b>Green Debentures of Xayaburi Power Company Limited, No.1/2023</b></p> <p>to repay the debt of the Hydroelectric Power Project in the Lao PDR.</p>	ICMA-GBP, ACMF-ASEAN GBS, LMA, LSTA, APLMA-GLP	DNV Business Assurance Australia Pty Ltd.	3,500

Note: \* The Bank is an underwriter and green structuring advisor.



### Mutual Funds for Sustainability

The Bank collaborates with the Group’s asset management companies, to select and offer investment products in the form of mutual funds with investment policies related to ESG or promoting sustainability to support businesses with social and environmental responsibility. In 2023, the Bank launched a new fund, Bualuang B-TOP-THAIESG Mutual Fund. At the end of 2023, the Bank offered nine funds for sustainability promotion with net assets under management of Baht 14,732.15 million, with details as follows:



### Mutual Funds for Sustainability in 2023

(Information as of the end of 2023)

Funds	Investment Policies	Net Assets Under Management (Million Baht)
 B-KIND Fund	Invest in companies that support society 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.	421.38
 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 Scoring 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).	6,664.26
 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.	6,260.99
 BCAP Clean Innovation Fund (BCAP-CLEAN)	Invest in securities or financial instruments of businesses engaged in sustainable innovations such as clean energy, electric vehicles, circular economy, waste management and energy storage.	567.96
 Bualuang B-TOP-THAIESG Mutual Fund (B-TOP-THAIESG)	Invest in equities of listed companies on the Stock Exchange of Thailand (SET) and the Market for Alternative Investment (mai) that are recognized for their outstanding credentials in environment or sustainability.	817.56



## Engagement with Customers on ESG Issues

The Bank builds engagement with business and individual customers on opportunities and challenges related to ESG issues by setting up booths showcasing sustainable finance products, organizing seminars, and providing knowledge through the Bank’s online communication channels, covering the website, Facebook or YouTube. Furthermore, the Bank cooperates with affiliated companies, alliances, and customers to organize knowledge-sharing activities related to ESG issues on a regular basis. Some of the key activities in 2023 were:

- Organized the “SME Transformation: Business Transformation, Growth and Sustainability” seminar on the 20<sup>th</sup> anniversary of the Bualuang SME Club to enhance the potential of SME to cope with challenges and grow sustainably. Bank executives and partner organizations shared experiences and provided knowledge on how Thai SME can adapt to the digital age and prepare for future transformations, such as new environmental and labor measures of trading partner countries.
- Organized online seminars for SME customers to provide knowledge about environmentally-friendly business management. We invited representatives from business partners and experts from external organizations to share knowledge and experiences as well as introducing Bualuang Green Loan and Bualuang Green Solar Energy Loan to participants. In 2023, six online seminars were organized, with more than 1,900 participants.

Topics	Number of Participants (Persons)
1. Enhancing Business opportunity with Automation & Robotics toward Smart Factory 4.0	359
2. Reduce business costs with clean energy: Solar Rooftop (Seminar 1)	252
3. Reduce business costs with clean energy: Solar Rooftop (Seminar 2)	292
4. Manage the warehouse system with Automatic Warehouse	370
5. Pathway to net zero buildings (Green buildings)	347
6. Digital transformation: Tools for modern restaurant businesses	282

- Organized activities to exchange knowledge about fundraising by issuing ESG-related debentures to various business groups, such as retail, real estate, petrochemical and chemical products.
- Communicated knowledge on ESG or sustainability to customers using Bangkok Bank Mobile Banking in the form of Snap on Mobile media from August - December 2023.



- Exhibited booths to present sustainable financial products to customers and non-customers at various events.
- Sustainability Expo 2023 at Queen Sirikit National Convention Center, the Bank set up a booth under the concept of “Creating Value for a Sustainable Future” to present the Bank’s key sustainability projects such as the Bualuang Save the Earth: Rak Tha Chin project, as well as presenting financial products for sustainability, such as Bualuang Green Loan, Bualuang Green Solar Energy Loan, Bualuang Poonphol Green Loan, Bualuang Green Home Loan, and sustainable bonds.
- The 23<sup>rd</sup> Money Expo Bangkok (Money Expo 2023) at Challenger Building 2-3, IMPACT Muang Thong Thani, under the concept of “Green Finance for Green Living” to build awareness about the importance of conserving and maintaining the health and balance of the Earth’s



ecosystems with people and businesses. This included green financial inclusion. The theme of Bangkok Bank’s booth was “Inspiring Your Future” to introduce various sustainability-focused financial products and services such as Bualuang Green Loan, Bualuang Green Home Loan, Bualuang Poonphol Green Loan, Bualuang Sustainable Investing Portfolio (B-SIP), and BCAP Clean Innovation Fund (BCAP-CLEAN).

- Setting up a booth to promote Bualuang Green Home Loan together with partner company, Property Perfect.



- Co-sponsored the Bloomberg Sustainable Business Summit 2023, Singapore. The Bank’s executive participated in the “Leading With Urgency: How do businesses leverage the power of technology, data, and collaboration to produce swift and tangible results across Asia?” panel discussion.



- Sponsored the “Guidelines for future renewable and clean energy Thailand and bankable project financing” seminar organized by the Thai Wind Energy Association, with the Bank’s executive participating as a speaker on the topic of “Green Bond Origination Focusing on Wind Power”.





# Inclusive Finance



We believe that adequate financial inclusion and financial literacy help create positive economic and social impacts and are the foundation for building the financial stability of individuals and households, creating new opportunities for businesses, and reducing inequality, which will lead to sustainable development of the economy and society. When the economy flourishes, our Bank is likely to grow in parallel with the economy. This is also considered as an opportunity for the Bank to expand its customer base. Therefore, we strive to provide inclusive finance by extending our financial services to a broader base of customers as well as developing products and services to address the diverse needs of all customers - small, large or vulnerable groups. Moreover, we remain committed to continually promoting financial knowledge and instilling financial discipline among customers and people of all ages to solve the household debt issues sustainably together.

## Guidelines

To promote inclusive finance, we focus on the following three areas:

1. Preparing for an aged society by promoting savings and debt management, including providing relevant financial knowledge.
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 sustainably enhance their long-term potential and ability to access finance.
3. Extending opportunities for vulnerable groups to obtain finance by developing products and services and providing easy-to-understand 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 to promote inclusivity and convenience for financial transactions anywhere anytime, especially those in rural communities and remote areas, or those with difficulties going to bank branches during working hours, or those with no access to digital and automatic channels. At present, our banking agents include 7-Eleven, Lotus's, Thailand Post, Boonterm kiosks, True Money, AIS, Kerry Express, Big C, Sabuy Plus kiosks, Sabuy Counters and Term Dee kiosks which together offer service points in all provinces across Thailand. At the end of 2023, we had a total of 204,020 banking agents distributed across Thailand with more than 9.3 million transactions conducted through banking agents.



#### Services from Banking Agents:



- **Cash deposit and withdrawal services** at 7-Eleven, Lotus's, Thailand Post, Sabuy Counters and Term Dee kiosks.



- **Cash deposit services** at Big C, Boonterm kiosks and Sabuy Plus kiosks.



- **Payment services for products and services purchased 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, Big C, Kerry Express and Boonterm kiosks.



### Bualuang ATM and Self Service

Bualuang ATMs are available 24 hours a day, seven days a week and are distributed in various locations throughout the country to offer convenient and safe services supporting all bank cards with information displays in multiple languages. The Bank has also developed a special function for cash withdrawals for visually-impaired people through a specifically designed transaction-making mode which is convenient and safe and that addresses their daily cash needs. In 2023, a total of 6,588 Bualuang ATMs provided the transaction-making mode for visually-impaired people. Furthermore, 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, pay credit card bills, and buy mutual funds, as well as to enable customers to access other services by themselves, or they can contact Call Center staff to access services.

### Bangkok Bank Mobile Banking and Bualuang iBanking

We strive to continually develop our Bangkok Bank Mobile Banking application to meet the needs and lifestyles of all customer groups and promote financial inclusion anytime anywhere with services ranging from opening e-Savings accounts, transaction history and account balance checking, money transfers, withdrawals, top ups and bill payments, to investment management and identity verification without the need to visit a branch, for instance. We continue to enhance the security of conducting transactions and improve the efficiency of the app to support new functionalities and future features. In addition, 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 money transfer, bill payment, checking transaction history and account balances, and funds management service. At the end of 2023, there were over 13.4 million registered users of Bangkok Bank Mobile Banking and Bualuang iBanking.

Bualuang ATMs Supporting the Transaction Mode for the Visually-impaired

**6,588 machines**

Banking Agent Service Points

**204,020 locations**

Registered Users for Digital Banking, Bangkok Bank Mobile Banking and Bualuang iBanking over

**13.40 million users**

## Development of Products and Services

### e-Savings Accounts

We promote saving habits and inclusive cash deposit services by offering e-Savings accounts. Through Bangkok Bank Mobile Banking, interested customers can open an e-Savings account by themselves without a passbook either through digital channels or branches

whenever and wherever they want. It is free of charge and with no minimum deposit requirement or fee for cross-border transactions. Furthermore, new customers can verify their identities using banking applications of other banks under the National Digital ID (NDID), via Mobile ID or using Be My ID service at branches and service points of banking agents across Thailand.

### Cross-Border QR Payment Services

We offer convenient cross-border payment services that enable individual customers to scan QR Codes to pay for products and services in foreign countries using Bangkok Bank Mobile Banking. At the same time, vendors in Thailand can accept payments through PromptPay QR from foreign tourists with convenience and safety. The service is free of charge and exchange rates are real-time when making the transaction, while customers will receive e-slips immediately as confirmation of a successful payment. At present, customers in Vietnam, Indonesia, Malaysia, Singapore, Cambodia and Hong Kong can use our service without having to carry cash in foreign currencies. This service promotes convenience for tourists, businessmen and migrant workers, given that there is less need to carry cash in foreign currencies as well as providing more business opportunities for many retail shops and vendors.

### Cross-Border QR Payment





- **Basic Savings Accounts for State Welfare Cardholders and Those Aged 65 Years and Above**

We promote financial inclusion and financial literacy for vulnerable groups through offering the Basic Banking Account for people with low incomes under the State Welfare Program and those aged 65 and over. This service features free-of-charge account opening, no minimum deposit requirement, an account maintenance fee waiver, and no opening fee or annual fee for debit cards linked to the account. At the end of 2023, there were over 37,813 users of Basic Banking Accounts.

- **Sinmathaya Supthawee Account – Bualuang Kids**

We offer Sinmathaya Supthawee – Bualuang Kids account service for children and young people aged under 14 years. 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. The Bank expects that guardians will use Sinmathaya Supthawee – Bualuang Kids accounts as a tool to build financial discipline of their children to incentivize them to save money in order to promote financial stability for the future.

- **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 three 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) 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. Another type is Bualuang Loan Aunjai (multi-purpose revolving credit) which enhances liquidity for emergencies by allowing withdrawals with the Be1<sup>st</sup> Smart card through Bualuang ATM and repayment by installments at only 5% of outstanding balance. At the end of 2023, the Bank had about 2,921 customers for these two types of loan with total outstanding loans of Baht 240 million.

- **Loans for Pensioners**

We help fulfill dreams for pensioners by promoting better credit access for those retirees who have limited or less stable income after their retirement through providing loans for retired pensioner civil servants or 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 requiring a guarantee, and instead use a letter certifying the family inheritance pension to be used as collateral. Moreover, the loans have no management fees and offer low interest rates and a long repayment period of up to 30 years. During 2023, there was a total of 9,559 borrowers with a total credit amount of over Baht 1,648.57 million.

## Promotion of Financial Inclusion for SME and Farmers

- **Loans for SME**

The Bank has a longstanding belief in the potential of Thai SME and is active in supporting them through offering capital and knowledge to promote growth and sustainability. We have developed and launched a variety of tailored loans to meet their diverse needs, such as Business Loans, Bualuang Loans for Franchise Businesses, Bualuang Green Loans, Bualuang Green Solar Energy, 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.



Please scan QR Code

for additional information on  
Loans for SME

- **TCG Credit Guarantee Project**

To ensure better access to capital and promote stable growth for SME, the Bank participates 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). We continued our participation under the Portfolio Guarantee Scheme Phase 10 (PGS10) through TCG SMEs Smart Biz, TCG SMEs Smart One, TCG SMEs Smart



Green, TCG SMEs Small Biz and SMEs Start Up to help provide loans to SME who require working capital but have no collateral. At the end of 2023, there were 371 SME who received loans from all projects combined with a total credit limit of Baht 2,183 million. In addition, we also joined a loan project to offer low interest rates for financial assistance provided by the Bank of Thailand with a credit guarantee from TCG to support SME under the Emergency Decree on the Provision of Financial Assistance Phase 1-2 of TCG. At the end of 2023, a total of 5,643 SME participated in the project with total credit of Baht 20,165 million.

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

Farmers and SME in agricultural businesses are likely to have limited access to capital while facing challenges from productivity improvements, value creation, marketing and energy management to cut production costs and reduce greenhouse gas emissions. We have therefore continuously supported farmers and agricultural businesses by providing financial education to promote the capabilities of farmers and agricultural businesses through our modern agriculture project. We are keen to provide credit support to those in agricultural businesses that have good potential. Moreover, we provide Bualuang Green Loans to farmers to invest in energy-saving systems or renewable energy such as the installation of solar panels on rooftops or the maintenance or installation of machines/equipment to reduce resource consumption or pollution emissions. The Bank's outstanding agricultural loans totaled more than Baht 216,963 million at the end of 2023.

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

The Bank and Charoen Pokphand Foods, or CPF, joined forces in offering CPF x BBL Liquidity Scheme for Suppliers to provide revolving credit with special interest rates to suppliers of CPF, who are mainly SME, through the Supplier Payment and Finance service to promote their access to capital, and 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. At the end of 2023, there was a total of 164 suppliers who used the service with total credit of Baht 273 million.

## Provision of Financial Literacy to Customers and the Public

- **Online Financial Education**

We provide financial knowledge, tips and insights through Money Tutor for customers and people of any age group or gender to have a good understanding of financial planning, saving and investment, retirement planning and online scams and financial threats including various financial products to ensure their financial stability. Knowledge is shared via online channels such as the Bank's website, Bangkok Bank Mobile Banking, LINE Official, Bangkok Bank's Facebook page and Bangkok Bank's Family Banking page, while articles and audiobooks for the visually-impaired are distributed via the Read for the Blind application. We also support financial education activities within the organization and for educational institutions by inviting lecturers, experts and executives to share useful knowledge customized for the needs of each type of audience.



Please scan QR Code  
for additional information on  
Tips and Insights

- **2S (Saving and Service) Project**

The Bank promotes financial knowledge and understanding that is suitable for people of each age group, covering children, people of working age and retirees, through the 2S (Saving and Service) project that raises awareness about the importance of financial planning and recommends useful financial products suitable for different stages of life. In 2023, 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 68 schools with 7,589 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 Project**

We have worked under the collaboration with Bualuang Securities, BBL Asset Management, the Stock Exchange of Thailand and public and private educational institutions for the 6th consecutive year for the Stock Master @ University project to promote finance and investment education among university students to help them start their journey to become successful investors. Participating university students obtained knowledge about personal finance and investment



from experienced lecturers and could try securities trading simulations through the SET's Click2Win system. In 2023, activities were organized through both online platforms and onsite with a total of 2,595 students participating from six universities, namely Rajamangala University of Technology Krungthep, Thammasat University, Prince of Songkla University, Kasetsart University, Mahasarakham University and Srinakharinwirot University. The project allowed university students to inquire about the Bank's products and services, including applying for the services.

- **Debt Clinic by SAM Project**

The Bank has joined the Debt Clinic by SAM project continuously since 2017 with Sukhumvit Asset Management (SAM) as a central unit to connect debtors with all creditor banks. This project allows banks to help small debtors with problem debt from credit card debt, cash card debt and unsecured personal loans (with overdue payment of longer than 120 days and combined value of debts of less than Baht 2 million). Apart from helping to solve their debt problems, the project also provides training programs on financial planning to foster financial discipline for debtors as a one-stop service with the aim to mitigate household debt problems at a national level. Since the start of the project, a total of 4,359 debtors with the Bank have participated in the project, with 1,570 debtors joining in 2023.

- **Unlocking Debt – Happy Retirement Project**

With mutual commitment to solve debt problems and mitigate social inequality, the Bank and Noburo Platform (Noburo), a social startup, jointly launched the Unlocking Debt – Happy Retirement campaign to raise

awareness about personal finances for employees of participating companies and provide advice on proper financial planning. The initiative aims to encourage responsible spending and repayment of excessive debts including those from loan sharks to help participants build their financial stability for the future. Khaolar Laboratories and A.I. Technology entrusted the Bank and Noburo to tackle their employees' problem debt and 100 employees participated in the initiative with 50 participants completing the mission of debt repayment. The Bank will continuously monitor the results of the debt repayment mission with the hope that this project will help stimulate a serious and sustainable solution to the debt problem and the success will inspire other employees who have problems with excessive debt to stand up and overcome their problems together. In addition, the Bank focuses on providing financial knowledge in a thorough and equitable manner. Therefore, the Unlocking Debt – Happy Retirement project has been expanded to reach visually-impaired people by organizing activities to provide knowledge on savings along with debt management for the Thailand Service Co-operative of the Blind (TSCB) on the topic Financial Planning for An Aging Society through Efficient Debt Management. A total of 100 visually-impaired people participated in the training both on-site and online.

- **AEC Connect**

The Bank 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 the concept “puan koo kit mit koo AEC”. Under this initiative, we constantly organize training courses and seminars on trade, investment and business operations across ASEAN countries as

well as launching the AEC Business Leader course as a workshop to offer in-depth knowledge for Thai businesses, especially SME who need to be well-prepared for starting businesses in ASEAN countries. In 2023, 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. Additionally, AEC Connect also organized four interview sessions with senior executives of leading businesses for the AEC Take-Off program which was broadcast on Facebook and YouTube - receiving a total of more than 167,000 views. Moreover, we also launched the AEC Investment Clinic for small-group online seminars on various interesting topics such as Grabbing Golden Business Opportunities in Cambodia During the Transition, Interesting Businesses in Myanmar for Thai Investors amidst Challenges, and Staying Close with Lao PDR, Weathering Storms and Restoring Confidence.

In 2023, the Bank held the AEC Business Forum 2023, its major annual event, under the theme ASEAN Rising: Capture New Growth, and was honored to have Mr. Liu Xueliang, General Manager of Asia Pacific Auto-Sales Division, BYD Auto Industry, provide the keynote address on the potential, direction and growth opportunities within ASEAN's electric vehicle industry. The forum also featured panelists comprising senior executives from other leading companies, such as Mr. David Li, Chairman of the Executive Board of Huawei Technology (Thailand), Dr. Songpon Deechongkit, Managing Director of Siam Bioscience Company, a representative from the biotechnology industry, Dr. Robert Yap, Executive Chairman of YCH Group, a representative from the logistics industry, Mr. John Riady, Chief Executive Officer of PT. Lippo Karawaci Tbk, Mr. Johan Nyvene,



Chairman of Ho Chi Minh City Securities Corporation and Mr. Kuok Meng Wei, CEO and Managing Director of K2 Strategic, a subsidiary of Kuok Group.



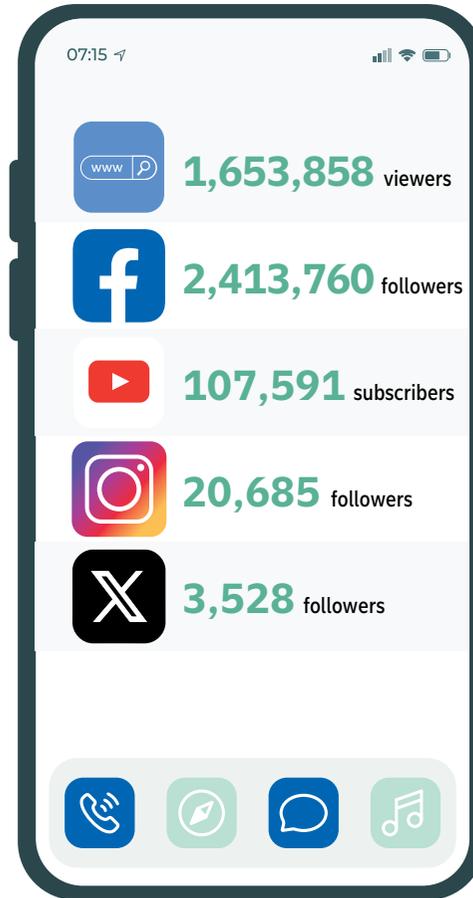
Please scan QR Code for additional information on AEC Connect.

**Bangkok Bank SME (Puan Koo Kit SME)**

We promote education and knowledge for SME through Bangkok Bank SME, our online knowledge sharing network. This uses multiple communication channels such as our website, Facebook, YouTube and Instagram as well as podcast services such as Spotify, SoundCloud and Podbean. Our online social network offers useful news and information for SME in the form of articles (such as the regular SME Series on Mega Trends and Business Transformation, Family Business and ESG), analyses and video clips of successful customers sharing experiences, as well as online and offline trainings and seminars. Additionally, Bangkok Bank SME also produces and broadcasts interesting programs such as SME Clinic Exclusive, SME Successor, Creative SME, Fininvest, Fininsight, The Treasury Talk and Puan Koo Kit.



Please scan QR Code for additional information on Bangkok Bank SME



- Money Expo and Thailand Smart Money**  
 We are committed to increasing access to our diverse financial products and services by sharing knowledge and advice on finance and investment to customers and the general public in an equitable manner. For example, we join annual finance and investment events, particularly Money Expo events, which were hosted seven times in six provinces in 2023, namely, Bangkok (twice), Songkhla, Nakhon Ratchasima, Rayong, Udon Thani and Chiang Mai as well as the 14<sup>th</sup> Thailand Smart Money in Bangkok. For all these events, a large number of interested people attended while experts from the Bank and our partners gave financial advice to participants on savings, investment and financial products and services offered by the Bank to address customer needs in the digital age. In 2023, more than 117,000 people attended Money Expo with total transactions exceeding Baht 11,900 million.

**Mega Trends & Business Transformation**  
**TUE**  
 On 2nd and 4th week of Every month

**Family Business**  
**THU**  
 On 2nd and 4th week of Every month

**ESG (Environment, Social, Governance)**  
**SUN**  
 On 2nd and 4th week of Every month



# Social Responsibility and Value Creation



Doing business while seeking to create value in a socially responsible way not only benefits society and the environment at large, but also helps foster stakeholder trust in the Bank. Our commitment to social responsibility and value creation is reflected in a variety of our own initiatives as well as those initiatives that we engage in collaboration with our business suppliers or partners. We have undertaken a number of socially responsible and value-creating activities with an aim to make a positive impact in a wide variety of areas such as economics, society, environment, religion, arts and culture. In 2023, we focused on activities that address three key challenges facing the country, namely being an aged society, economic and social inequality, and environmental challenges including adaptation to climate change. Going forward, in addition to carrying on prevailing initiatives, we will continue to initiate new activities for the common good to contribute to improving the quality of society and the environment.

## Showing Social Responsibility and Value Creation through the Bank's Operations

We have adopted a Corporate Social Responsibility Policy that serves as a principle and a guiding framework for our community and social development, while also encouraging our financial business group's companies to adapt this policy as appropriate to their individual businesses. We have

assigned our Public Relations Department to be the center responsible for initiating social and community development activities, as well as identifying resources and estimating required budgets. However, other business units can also initiate their own community and social development activities as appropriate. In such cases, the business unit is responsible for supervising and monitoring the implementation of the activities to achieve their specified objectives. We encourage and provide opportunities for all employees to volunteer in the Bank's various community and social activities according to the employees' specialties and interests.



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

Moreover, we set strategies for community and social development initiatives by considering important factors, such as ongoing challenges, the United Nations Sustainable Development Goals (SDGs), engagement with stakeholders including business partners, and alignment with our strategies and specialization. This is to ensure that the activities supported by the Bank can create tangible positive impacts and are mutually beneficial to the Bank, our employees and our business partners. The Bank's community and social development activities are categorized into six areas: 1. Supporting the wellbeing of communities and society; 2. Supporting medical advancement and ease of access to healthcare services for vulnerable groups;

3. Promoting youth development and educational opportunities; 4. Strengthening the agriculture sector and SME; 5. Promoting and conserving Thai arts and culture; and 6. Nurturing religion. The details are as follows:

### 1. Supporting the Wellbeing 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 for sustainable consumption and to cope with flood and drought problems. In 2023, the Bank joined with the Bualuang Foundation and the Utokapat Foundation to support the Bualuang Joins the Community to Solve Drought project for the fourth consecutive year. The project strengthened community water management capabilities through infrastructure support such as building and improving weirs, ponds, reservoirs, solar water pumping systems, gravity water supply systems, and drinking water filtration systems for seven communities in seven provinces, covering more than 1,000 rai of agricultural land. This has benefitted more than 20,000 households while increasing the amount of water available for consumption by 58,000 cubic meters.

#### Young Director Award Season 2

We extended the success of the Young Director Award project with the launch of the second season, inviting students and the general public interested in content production to produce short films to promote tourism and



local products more widely, while also strengthening local community economies, particularly in the eight secondary cities of Lamphun, Phitsanulok, Roi Et, Buriram, Chainat, Chanthaburi, Nakhon Si Thammarat and Trang, all of which have unique cultures. The project also provides a good opportunity for younger generations to learn about filmmaking from veteran film directors which can help them advance in their filmmaking career paths.

### Wheelchair Donation Project for Underprivileged Disabled People

The Bank has supported JS 100 Radio in donating wheelchairs for underprivileged disabled people since 2019. This project has delivered more than 3,860 wheelchairs in the Bangkok area and across other provinces through provincial public health networks, the governor of each province, the Ministry of Social Development and Human Security, and the general public. This is aimed at helping underprivileged disabled people and the elderly who have physical illnesses and lack funds so that they can do their daily routines and outdoor activities more conveniently.

## 2. Supporting Medical Advancement and Ease of Access to Healthcare Services for Vulnerable Groups

### Credit and Debit Cards Supporting Target Groups to Access to Healthcare Services

Together with our credit and debit cardholders holding a Bangkok Bank Titanium Ramathibodi Hospital Credit Card, Bangkok Bank Visa Platinum Siriraj Credit Card, or Be1<sup>st</sup> Smart TPN Rabbit Siriraj Card, we help

underprivileged people to be able to access medical services in hospitals by donating annual fees for the cards and an additional 0.2 percent of card spending to participating hospitals. Besides, these cardholders can make donations to participating hospitals by simply redeeming accumulated points obtained from their card spending. Such donations will be matched by our Bank's donations for the same amount. At the end of 2023, we had more than 1.1 million credit and debit cardholders under the scheme and total donations made by cardholders amounted to more than Baht 500 million.

### Mobile Medical and Dental Unit

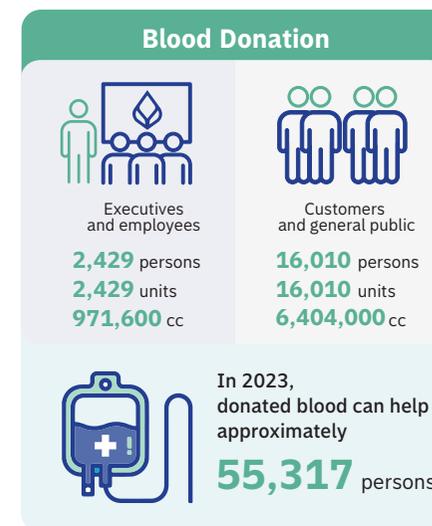
We collaborated with the government and private sector to support the Mobile Medical and Dental Unit Foundation to provide free medical and dental services to underprivileged people in rural and remote areas across the country. Mobile services include treatments for general medical conditions and specific diseases, fillings,



tooth extraction, wisdom tooth removal, scaling, fluoride varnishing, sealant and denture fitting. In 2023, four mobile units were deployed in Chanthaburi, Mukdahan, Sukhothai and Nan provinces. A total of 7,033 people received services, while 73 Bank executives and employees volunteered to support the project.

### 8 million cc for 80 years of Bangkok Bank Project

To mark Bangkok Bank's 80th anniversary on December 1, 2024, we are inviting customers, the general public, as well as our employees across the country to donate blood to the National Blood Center, Thai Red Cross Society, with a goal of 8 million cc. Moreover, the Bank provides blood donors with environmentally-friendly recycled paper bags from the Bualuang Save the Earth project for carrying their medicine and medical supplies. The Bank also donated Baht 100,000 to help produce memorial T-shirts for blood donors on World Blood Donor Day 2023.





### 3. Promoting Youth Development and Educational Opportunities

Quality education supports the country’s sustainable development. The Bank therefore places great emphasis on supporting the development of quality education by helping schools to understand how to connect with their communities to promote a society of lifelong learning.

#### Participation in “Value Creation” for sustainable educational development

##### CONNEXT ED



240 schools in 54 provinces.



##### School Partner



100 people from 98 branches in 50 provinces.

##### Bualuang Kor Kan Kru Project for Teachers



8 pilot schools  
Competency-based Education  
Udon Thani province



##### Partnership Schools Project



2 schools in 2 provinces  
Innovation for educational institution management to promote lifelong learning  
Nakhon Sawan and Trang provinces



#### The CONNEXT ED Education Project

We are helping to build a strong learning network by mobilizing 100 branch managers from 98 branches in 50 provinces to act as School Partners, working in cooperation with 240 schools and communities surrounding schools in 54 provinces to encourage participation in educational development that supports the specific needs of each area.

#### Outcome of School Results



Note: School Grading Results by the end of the academic year



5 KPIs	2021	2022
1. Students	3.20	3.28
2. Participation	3.80	4.02
3. Teachers and administrators	3.24	3.31
4. Curriculum and teaching method	3.38	3.87
5. Infrastructure	3.34	3.30

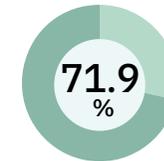
In addition, we support projects and activities to develop students in various ways as follows:

#### Learning Center

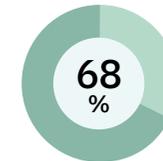
The Bank supported the establishment of a community learning center for Wat Tapotaram School, Chonburi province to encourage better learning methods by using the Community Learning Center as the center for organizing educational exchange between the school and the community.

#### Outcome of student skills assessment after using the Learning Center for one semester.

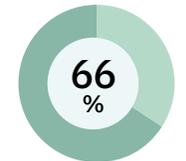
(Evaluated by teachers in 8 subjects)



71.9%  
have communication skills



68%  
have leadership skills



66%  
have co-working skills





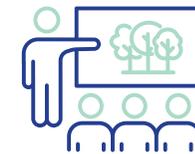
### Notebooks for Education

In 2023, we supported schools participating in the Notebooks for Education project by inviting those interested in supporting education to help purchase notebook computers for eight schools in eight provinces. This helped increase learning opportunities and data accessibility for 2,170 students and 169 teachers.



### Child-centered Education

We cooperated with the Child-centered Education Project under the support of the Chin Sophonpanich Foundation to organize training courses on child-centered education to enhance the potential of small schools in remote areas with an insufficient number of teachers in Phayao province. We also provided funds to purchase notebook computers and accessories to make the classroom environment more conducive to learning.



### Bualuang Kor Kan Kru Project for Teachers

We continued the Bualuang Kor Kan Kru project for teachers in cooperation with Thammasat University by providing training courses to enhance teaching and learning skills in line with competency-based education guidelines, while also supporting a research team to strengthen the development of community learning ecosystems for eight pilot schools in Udon Thani province. Since the Bualuang Kor Kan Kru project has completed its three year development framework (2020-2023), the Bank has joined with Thammasat University to organize the Beng Ngaeng Education Udon Ban Hao (Taking care our hometown education in Udon Thani) event to present the learning management outcomes from the eight pilot schools, as well as to empower other schools to use the knowledge gained from the project to enhance their learning environments.



#### 1. Total fundraising target

3,498,970.00 Baht



#### 2. Total funds raised

as of Dec 14, 2023

2,156,517.70 Baht

62% of the target



#### 3. Remaining funds to be raised

1,342,452.30 Baht

38% of the target





## Partnership School Project

We recognize the importance of providing education that suits the needs of the community. To support this, we continued to work on school development under the Partnership School Project in Wat Niweswutharam School, Nakhon Sawan province, and Ban Bang Mak School, Trang province. By developing a learning base within the community, we hope to encourage parents and the community to participate in education development. This will not only create positive changes in the schools, but also help a new generation of children and young people to appreciate and be proud of their local knowledge, local occupation, and local culture.



## Bangkok Bank Scholarships

We support educational opportunities at the master’s degree level (English program) at both domestic and international institutions in various fields including digital and technology, sustainability, MBA, finance, and other disciplines such as economics, digital marketing, and law. In 2023 we awarded nine scholarships worth more than Baht 32 million. Since the scholarship project was first launched, we have awarded 191 scholarships totaling Baht 326 million. After graduation, all scholarship recipients returned to work with us, with 28 percent of the scholarship students advancing in their careers to become Bank executives.

## Science for the Future

In collaboration with the Chemistry Society of Thailand, we have been supporting an initiative to train science teachers under the BBL-CST Small Scale Chemistry network and train-the-trainers program for

Asian science teachers since 2017. This program trains participants on the techniques of teaching small scale chemistry in their schools in order to advance chemistry learning in both classrooms and laboratories. It also aims to inspire students to develop an interest and passion for science study and to become researchers in the future. So far, 1,700 teachers have been trained for schools in Thailand, Cambodia, Indonesia, Myanmar, Nepal, the Philippines, Sri Lanka, and Vietnam.

## 4. Strengthening the Agricultural Sector and SME

### Modern Agriculture

The question “How can Bangkok Bank, as a trusted partner and reliable close friend, help advance the agricultural sector, which is an important sector of the country?” led to the launch of the Modern Agriculture Project in 1999. Since then, the Modern Agriculture Project has supported the agricultural sector across

various dimensions as follows: educating farmers on how to increase productivity and improve product quality, supporting the development of farmers’ networks for sharing knowledge, creating mutual marketing opportunities, and supporting modern marketing and the use of modern technologies through various activities. These activities have included technology discussions, establishment of a national modern farmers’ network, and “Trusted Partner, Modern Agriculture” events. In 2023, the Bank organized two “Trusted Partner, Modern Agriculture” seminars by inviting expert speakers and experienced farmers to participate in online discussions on the topics: “How to fix the problem of expensive fertilizer? Lessons learned from professional farmers”, and “Crisis prevention, cassava yield losses” with more than 280 participants attending. In addition, the Bank’s executives and the Modern Agriculture team visited modern farmers throughout the country in search of successful farming case studies and brought various experiences and knowledge to share with a wider audience.

In 2023 we resumed our annual Modern Agriculture Fair Day event, which had been suspended during the Covid-19 situation, at the front space of the Silom Head Office building. The 2023 annual event was organized under the theme “Modern technology, proper management to support sustainable development” to give farmers, particularly small farmers, an opportunity to sell their products directly to customers. This year 56 vendors representing every region sold a variety of goods divided into innovative agricultural products, community products, and health-related agricultural products. More than 2,000 people visited the event which generated total spending of more than Baht 3 million. A few



seminars on Modern Agriculture 2023 were organized at the event to provide knowledge to farmers, entrepreneurs, and the public on how to respond to rapid changes in climate, technology, global trade regulations, and consumer behavior. Seminar topics included: “Thai agricultural direction in the era of digital technology”, “THEOS-2 satellite and agricultural sector development”, “Water resource management for droughts”, and “Thai agricultural sector and the impacts of climate change”. There was also the Three Exemplary Modern Farmers 2023 seminar with winners of the 2023 Bangkok Bank Modern Agriculture Awards, namely Mr. Suwit Traichok, Managing Director of Navita Foods; Mr. Soonthorn Sritawee, Managing Director of Blue River Products; and Mr. Thitipong Jongmailak, Director Manager of Chiang Mai Fresh Products. More than 100 participants attended the seminar.

### Bualuang SME Club

The Bank promotes capability development of SME and has established collaborative networks for them through the Bualuang SME Club which was founded over 20 years ago. 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 to employees, customers and the public. In 2023, the Bank provided space for the 14<sup>th</sup> Bualuang SME Fair @ Bangkok Bank with 85 Bualuang SME members participating and selling their products while searching for further business opportunities. Many products including consumer products, home decorative items, fresh food, and processed food were available at the event. Moreover, there was a seminar on the topic “Digital Transformation for SME” to strengthen SME in

the digital age, emphasizing Bangkok Bank as a trusted partner who stands ready to support SME operators through all circumstances. More than 1,000 people attended the event, generating total sales of more than Baht 8 million.

In 2023, the Bank maintained its commitment to supporting various activities of the Bualuang SME Club to strengthen SME whether or not they were its members. This included organizing seminars to increase skills and knowledge on topics that are currently of interest to SME, such as “Transformation Loans for adapting your business”, “Upgrading accounting skills, change SME’s lives”, “Water management with BCG guidelines”, “Financial and cost management: Bualuang curricular, Batch 66”, “Adapting accounting systems in the digital age for today’s SME”, “Digital Transformation for SME”, “In-depth analysis of the economy in 2023, how should SME adjust themselves?”, “Looking back and looking ahead, how will the Thai economy adjust?”, “Sustainable supply chain management”, “Digital marketing: opportunities or obstacles for SME?”, and a special seminar celebrating the 20<sup>th</sup> anniversary of Bualuang SME on the topic “SME Transformation - to grow sustainably”. Every seminar received good feedback from club members and other attendees. More than 2,000 participants attended.

### Puan Koo Kit TV Program

For more than three decades, we have produced and broadcast our Puan Koo Kit short television documentaries 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 present stories on SME successes and innovative SME to provide inspiration and ideas for other SME on how they can adapt their business to grow sustainably. Puan Koo Kit is broadcast on TV3 HD, channel 33, every Thursday and Friday at 08:22 am.

## 5. Promoting and Conserving Thai Arts and Culture

The Bangkok Bank Musical Art Center was founded in 1979 to conserve and promote Thai arts and culture, such as performances of traditional Thai music, dance, drama and folk arts. Throughout this period, the Bangkok Bank Musical Art Center has organized diverse activities, such as Sangkeet Saranrom performances, the traditional Thai music competition Pralong Pleng Praleng Mahori, and the creative literary project - Kawee Pakka Thong (Golden Pen Poet). We also broadcast performing arts through Facebook and the Bangkok Bank Musical Art Center’s YouTube channel. In 2023, Bangkok Bank Musical Art Center, in collaboration with the Department of Children and Youth, Ministry of Social Development and Human Security organized the traditional Thai music competition Pralong Pleng Praleng Mahori for high school students to win the 35<sup>th</sup> Royal Trophy presented by Her Royal Highness Princess Maha Chakri Sirindhorn. A large number of interested young people participated in the contest.

## 6. Nourishing Religion Royal Kathin

Fifty-seven years ago we became the first financial institution to be honored with the commission of taking the Royal Kathin to temples under royal patronage in all



regions across Thailand as well as temples in foreign countries. In 2023, we received His Majesty the King's commission to present the Royal Kathin to Wat Kaew Pichit, a royal monastery in Prachin Buri province. Bangkok Bank directors, executives, employees, customers and the general public participated in the Royal Kathin merit-making ceremony and donated Baht 14,445,339.50 to restore the living quarters of monks, the Phra Ubosot, and the monastery.

### Paying Respect on the occasion of Buddhist Lent

Preserving Buddhist culture and activities is one of the Bank's most important missions. Importantly, paying respect to senior monks on the occasion of Buddhist Lent is an annual and important practice of the Bank. In 2023, we presented offerings to His Holiness the Supreme Patriarch, chairman of the Sangha Supreme Council of Thailand, as well as to 20 directors and five advisors of the Sangha Supreme Council of Thailand, totaling 25 senior monks from 22 temples.

### The 9th Grade Buddhist Theology Examination

In 2023, we held a congratulatory luncheon ceremony to pay respect to monks and novices who passed the Buddhist theology examination in the ninth grade for the 50th consecutive year. The ceremony was honorably chaired by Phra Phrom Molee, Abbot of Wat Paknam, Councilor of the Sangha Supreme Council of Thailand; Maekong Bali Sanam Luang, as the president of the clergy; and the Bank's Executive Director, Singh Tangtatswas, as the secular president. This year 50 monks and 10 novices passed the exam.



### Showing Social Responsibility and Value Creation through Supply Chain Management

We recognize the importance of overseeing and preventing economic, social and environmental risks that may arise from the operations of the Bank's supply-chain counterparties. The Bank has established the Supplier Code of Conduct to reflect its expectations of suppliers regarding environmental, social and governance (ESG) practices which include respect for human rights, labor rights and community rights. We also communicate and encourage all suppliers to conduct their business responsibly in keeping with the Supplier Code of Conduct. In addition, we place importance on ESG risk management in the supply chain as well as promoting the procurement of environmentally-friendly products, while also organizing sustainability knowledge-sharing activities for the Bank's suppliers to build a stable, effective supply chain that creates sustainable value for the environment and society.

Suppliers in the Bank's supply chain are classified into three types: 1. Suppliers are suppliers of supplies and equipment used in business operations under the responsibility of the Bank's procurement section; 2. Contractors are those who provide services such as repairs, renovations and maintenance of the Bank's equipment and office buildings; and 3. External service providers are those contracted by the Bank for specific tasks. In 2023, the Bank had a total of 2,713 suppliers registered with the Bank, comprising

2,317 domestic suppliers and 396 overseas suppliers. Of the total, 64 were new suppliers. We entered into procurement contracts with 1,130 suppliers.

### Environmental, Social and Governance Management in the Supply Chain

ESG management in the Bank's supply chain includes screening new suppliers by considering important ESG issues; regularly evaluating significant risks associated with critical suppliers, along with managing identified risks at an acceptable level; and communicating the Supplier Code of Conduct to all suppliers. There is also a process for monitoring compliance

#### Environmental, Social and Governance Management in the Supply Chain



Screening process for selecting suppliers in accordance with ESG guidelines.



Registration of selected suppliers, and procurement approval process entailing consideration of other additional conditions by designated committee.



All suppliers shall sign an acknowledgment of the Bank's Supplier Code of Conduct.



Monitoring and evaluation of supplier's performance.



with the Supplier Code of Conduct and encouraging all suppliers to fully comply with the said Code of Conduct. In addition, we also encourage the Bank's suppliers and business partners to increase their countermeasures against all forms of corruption by inviting them to be members of the Thai Private Sector Collective Action Against Corruption. Furthermore, the Bank has established a policy outlining

units using outsourced services are responsible for considering and proposing the work requiring outsourced services and suitable external service providers to the designated screening committee to ensure that the external service providers comply with their respective procurement contracts, as well as monitoring and evaluating the provided services. They must also watch out for information about the service providers' practices if any that are inconsistent with the law or the Bank's Supplier Code of Conduct. The Bank will use that information when reviewing the supplier registration for the following year or once the contract has expired.

The Bank has adopted the three lines of defense principle in managing risks in its supply chain. The Compliance Unit is responsible for overseeing procurement in accordance with the Bank's regulations as well as relevant laws and regulations. The Audit and Control Division is responsible for auditing relevant procurement process. In case any stakeholders are impacted by the work or activities of the Bank's contracted suppliers, they can file a complaint through the Bank's complaint filing channels. (For details on complaint filing channels, please refer to the topic of whistleblowing on page 121).

In 2023, the Bank organized an online seminar on the topic "Bualuang joins forces with suppliers, driving business with clean energy" to raise awareness about climate change problems, achieving net zero goals, and coping with energy transition. We also encouraged and persuaded our suppliers to use clean energy. A total of 278 suppliers and Bank employees attended the seminar.



### Seminars for Suppliers in 2023:

The Bank remains committed to providing relevant knowledge to its suppliers regularly with an aim to assist them to conduct their business sustainably. In 2023, the Bank organized an online seminar on the topic "Bualuang joins forces with suppliers, driving business with clean energy" to raise awareness about climate change problems, achieving net zero goals, and coping with energy transition. We also encouraged and persuaded our suppliers to use clean energy. A total of **278** suppliers and bank employees attended the seminar.



guidelines when using external service providers for general work, with criteria for selecting service providers which cover risk management, internal controls, data protection, and the confidentiality of the Bank and its customers, as well as the use of labor. The Bank assigns the Screening Committee for External Service Providers to be responsible for overseeing the compliance of external service providers in accordance with the aforementioned policy. Business



### 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. All suppliers, whether they are new suppliers or existing suppliers, are required to conduct an ESG self-assessment covering significant topics 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 data, 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. After passing the assessment process, the Bank may invite potential suppliers 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 may also conduct additional qualification assessments of suppliers based on the criteria of service capability and reliability, and there may be visits by relevant working units to a supplier’s business for further inspection and assessment. In addition, the Bank has adopted an e-auction process to enhance transparency and fairness in the procurement process.

### Assessment of ESG Risks in the Supply Chain

The Bank regularly assesses the ESG risks of its suppliers by focusing on critical suppliers. These are the 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 that 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 risk of a level higher than the Bank’s acceptable level, the Bank will impose either additional or more rigorous risk and impact prevention and mitigation measures as deemed necessary. In 2023, the suppliers’ ESG risk remained acceptable to the Bank. Their economic risk was also assessed to be insignificant to the Bank’s operations and performance.

### Procurement that Promotes Environmentally-friendly Products

The Bank supports the use of environmentally-friendly or low carbon products and materials by procuring a variety of environmentally-friendly products such as photocopy paper produced from environmentally-friendly pulp, document forms made from recycled paper, printing toner certified to meet international environmental standards, employee uniforms with the Cool Mode label, non-CFC water mist fire extinguishers, souvenirs made from upcycled materials, water-saving sanitaryware, office supplies certified by Leadership in Energy and Environmental Design (LEED), and office furniture certified to international standards.





# Environmental and Carbon Footprint



Given the intensified environmental and climate change problems over the years that negatively impact people both in their daily lives and business operations, we have continuously elevated our environmental sustainability efforts not only within the Bank but also through the support offered to other partner agencies to carry out initiatives that create positive impacts on the environment and surrounding communities. We believe that the mitigation of environmental impacts and carbon footprints is the responsibility of everyone and every organization. We have therefore formulated an environmental management and energy conservation policy in accordance with related laws as guidelines for all employees to follow. The policy covers energy and resource conservation, reduction of the carbon footprint 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 sustainability efforts will help support the government’s environmental objectives as well as those of other private entities, thereby contributing towards the shared goals of the nation.

As the Covid-19 pandemic effectively ended in 2023, business activities returned to a normal state, which regrettably in turn resulted in increased greenhouse gas emissions from those activities. Despite challenges the Bank



has faced, we continue to strive to achieve the targets of reducing greenhouse gas emissions for Scope 1 and Scope 2 with reference to science-based target setting which adopts the absolute contraction approach to control the increase of average global temperatures to be less than 2 °C above preindustrial levels. We are determined to help drive Thailand toward carbon neutrality by 2050 and the net zero emission of greenhouse gases by 2065.

## Environmental Management and Energy Conservation

With our commitment to systematic environmental management and energy conservation to prevent and mitigate environmental impacts from our operations, we

have adopted ISO 14001:2015 international standards for our environmental management and energy conservation practices on top of our environmental management and energy conservation policy. The standards cover planning, setting targets and operating plans, assessing associated environmental risks and impacts, monitoring performance, determining corrective measures, and developing data management tools for energy consumption and resource utilization, as well as organization-wide greenhouse gas emissions. At the same time, we also raise awareness among employees about environmental management, energy conservation and reduction of the organization’s carbon footprint and promote their participation in various environmental and energy conservation efforts and activities of the Bank.



# Environmental Management System Framework

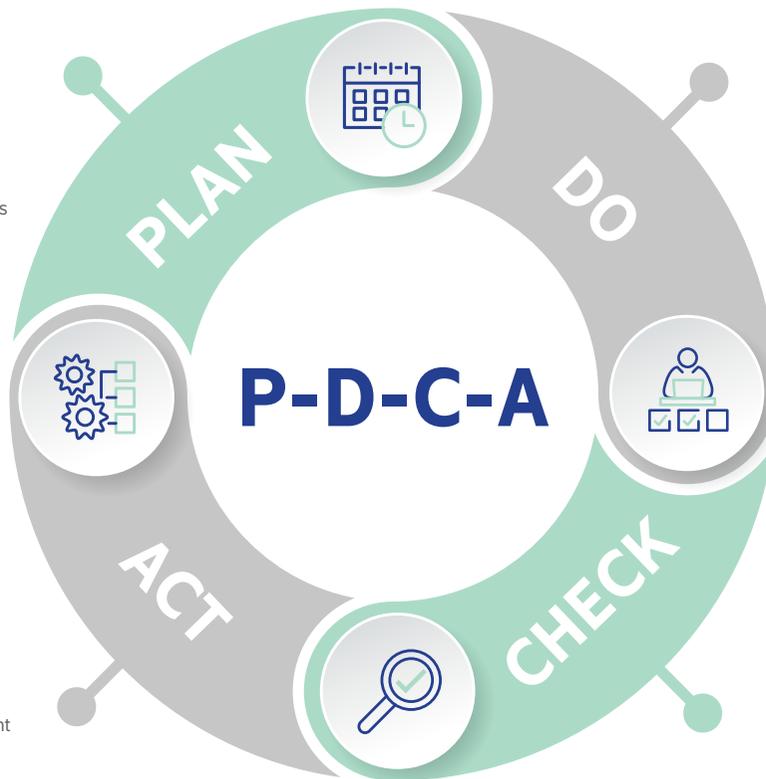
The Bank's Environmental Management System (EMS) was designed to work in a four-step P-D-C-A cycle as follows:

## PLAN

- Environmental Policy Setting
- Target Setting
- Roles and responsibilities
- Environmental issues and risk identification and assessment
- Compliance with laws and environmental regulations

## ACT

- Performance review by executives
- Performance improvement



## DO

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

## CHECK

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



Please Scan the QR Code for additional information on Environmental Management and Energy Conservation Policy.

Related units collaborate together to form working teams to further our environmental management and energy conservation efforts, as follows:

**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 to achieve the established targets. The team also oversees, audits and evaluates performance as well as organizing different knowledge-sharing activities.

**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 ensures that implementation of energy management initiatives achieves tangible outcomes. The Bank has appointed Energy Management Teams for six designated buildings, namely the Silom head office building, Trinity Complex building, Rama 3 building, Rama 9 branch building, Si Racha branch building and Hua Lamphong branch building.

**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 for the purpose of carbon offsetting.

Note: Aligned with EMS based on ISO 14001



## Performance Highlights

The Bank is committed to carrying out our environment and energy conservation activities under Bualuang Save the Earth which is a program that consists of diverse campaigns and activities with the key objectives to help reduce energy consumption, support resource conservation and waste management, reduce our carbon footprint and provide education on related topics. At the same time, we promote participation of employees in different projects and initiatives of the Bank as well as 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 regularly replace air-conditioners that were used for more than 20 years in various buildings with new, more energy efficient air-conditioners that use refrigerants which are not harmful to the ozone layer. In 2023, we replaced 34 air-conditioners in the head office buildings and another 53 air-conditioners in business centers and branches.

### Improving Lighting Systems

The Bank replaced over 3,674 fluorescent bulbs with LED bulbs in various buildings across the country in 2023. This initiative is expected to reduce electricity consumption by about 76,809 kilowatts per year and reduce GHG emissions by about 38.40 tons of carbon dioxide equivalent per year.

### Improving Toilets at the Head Office Buildings

The Bank has refurbished toilets in the five head office buildings to promote efficiency for water and electricity consumption by gradually installing equipment with intelligent sensors that reduce the use of water and electricity as well as installing water-saving sanitaryware. It is expected that the new equipment will help save more than 50 percent of resource utilization compared with the previous system.

### Improving Air Conditioning Control Equipment in the Silom Head Office Building

To improve the efficiency of the air conditioning system, the Bank installed motorized valve devices in the air conditioning system (chillers) of the Silom head office building to control the chillers' operation and automate the opening and closing of the chillers. This initiative is expected to help reduce energy consumption by more than 6 percent, or 841,702 kilowatts per hour.

### 2. Reduction of Energy and Resource Consumption

#### Bualuang Save the Earth: 3R+

The Bank initiated the Bualuang Save the Earth: 3R+ (Reduce Reuse Recycle Plus) project to promote the

reuse of used materials and minimize the amount of general waste that goes to landfill to help reduce greenhouse gas emissions. The project's objective is to promote employee participation at all levels in end-to-end waste management from reducing waste volume and sorting waste in daily life to reusing and recycling waste across the five head office buildings. We also constantly raise awareness on proper waste reduction and waste sorting where the waste will be sorted and separated by type before sending to different relevant agencies for proper handling.





The Bank introduced the first generation of the **Bualuang Green Team** which is a group of employees who volunteer to drive environmental operations both inside and outside the Bank in preparation for becoming a sustainable green organization.



In 2023, the Bank separated used paper in the office from other wastes before sending it to be recycled at a paper pulp factory, totaling **495.69** tons (this was higher than in 2022 when the Bank was in the process of securing a new service provider, resulting in a backlog of pending used paper which was finally recycled in 2023).



Bualuang Save the Earth Project: Revived used paper by giving away **3,200** eco-friendly paper bags, made from recycling old calendars and used paper collected by employees across the country, to the National Blood Center, Thai Red Cross Society, for packaging medicine and medical supplies for blood donors.



In addition, we expressed our commitment to support the implementation of the Bangkok Goals on BCG (Bio-Circular-Green) economy which were endorsed by the APEC Summit in Thailand in 2022. Through this commitment, the Bank announced a zero-landfill waste target at the Rama 3 Building by 2025.



Executives of TCM Corporation, a manufacturer and distributor of carpets under the Royal Thai and Carpet Inter brands, presented Dr. Kobsak Pootrakul, Director and Senior Executive Vice President of the Bank, with a certificate to confirm that the Bank has chosen EcoSoft® carpet products made from more than **56,250** recycled plastic bottles.



### Paperless Campaign

We remain committed to reducing paper use. This will be achieved through our ongoing digitalization of work processes of employees under the Digital Way of Work and Digital Workplace concepts by adopting digital systems to enable everyone to send data or documents through electronic means instead of using paper, adjusting the default setting on all printers to double-sided printing as well as encouraging employees to separate used paper for reuse before disposal.

#### A4 Paper Used at the Bank in 2023



868.57

metric tons

Volume / FTE = 0.05 metric tons

#### Volume of GHG Emissions

990.17

tons of carbon dioxide equivalent



#### Reduction from 2020:

16.21%



Note: Volume of paper used is calculated 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 kg CO<sub>2</sub>e/kg.

### Shuttle Van Service for Employees

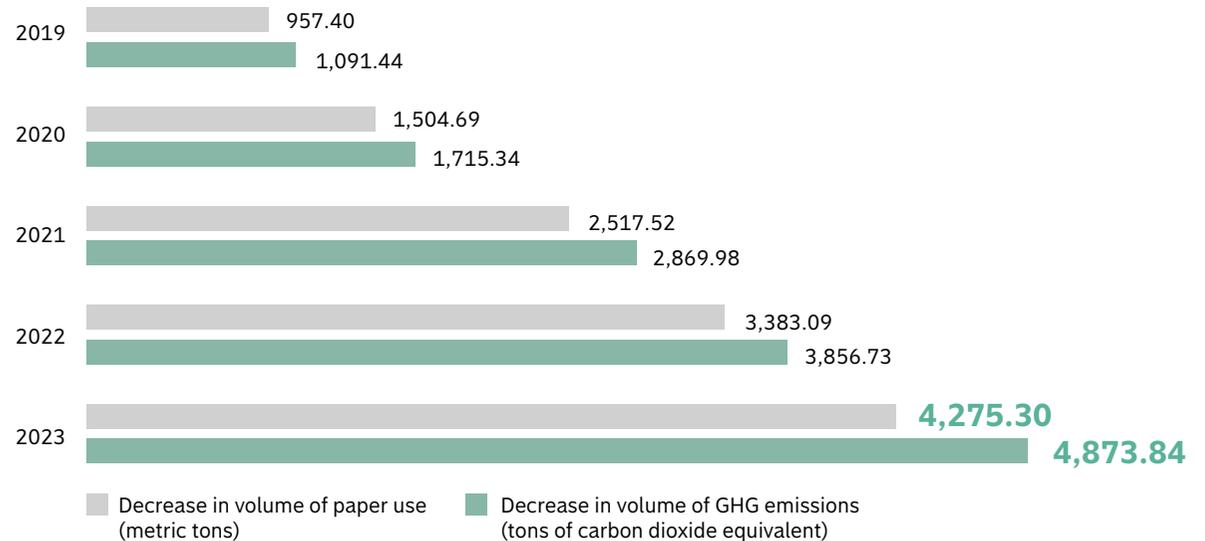
We promote the reduction of transportation petrol used by employees by arranging a shuttle van service for employees who have to travel between the head office, Rama 3 building, Trinity Complex building, Saengthong Thani Tower, Rama 9 building and Bang Na Sports Club, thereby helping reduce GHG emissions from individual transportation.



In 2023, the Bank gradually changed 243 vehicles at its branches from vehicles using internal combustion engines (ICE) to vehicles using electric engines and drive systems (e-POWER System) to help save fuel and reduce greenhouse gas emissions.

### 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. This also helps reduce our carbon footprint from producing paper documents for banking transactions and transportation fuels used for commuting to make transactions at branches.



Note: Digital banking services included in the calculation of the reduction of paper use are all types of transfers, bill payments, payments of services and buying and selling of funds and bonds. 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 1.140kg CO<sub>2</sub>e/kg.



### 3. Building Awareness on Energy and Environmental Conservation for Employees

#### Energy Management in Buildings Course and Energy Conservation in Buildings and Offices Course

As we place importance on building awareness and promoting understanding of energy conservation among employees, we developed the Energy Management in Buildings Course and the Energy Conservation in Buildings and Offices Course under the Bualuang Saves Energy project. Provided via the BBLearn channel, these training courses cover important topics such as laws and regulations for energy conservation promotion, penalties, clean energy, management of controlled buildings, domestic energy sources and ways to save energy at work, electricity bill details, the Bank’s energy conservation efforts and preliminary assessment of energy management.



##### Energy Management in Buildings Course

16,263 employees attended



##### Energy Conservation in Buildings and Offices Course

822 employees attended

Note: Information as of the end of 2023

#### Waste Sorting Course

Realizing the problem from the large amount of daily waste produced in Thailand which affects the environment and the quality of life of many people, we built awareness focusing on the importance of proper end-to-end waste management for our employees by offering a training course on waste separation in the Bank through our BBLearn online channel so that all employees can apply the knowledge in their daily lives while realizing the benefits of waste sorting, reduction of waste volume for landfill and recycling. At the end of 2023, a total of 336 employees attended the course.



#### Training on Waste Sorting and Recycle

The Bank organized educational activities on waste sorting and recycling on September 12, 2023 at the Silom head office building to show how to effectively sort waste at the Bank. Experts from a PET waste separation project of Indorama Ventures Limited were invited to share knowledge with 31 members of the



The Bank encourages all employees to propose ideas about the Bank’s energy and environmental conservation operations through various activities such as presenting ideas on the topic of Waste Problems and Solutions and a costume competition under an eco-friendly theme to make costumes from leftover materials.

Bualuang Green Team, along with 10 representatives of office maids from our two outsourced cleaning service providers, Bangkok Servex and Janita Cleaning Service, who service the head office buildings.



### 4. Support of Environmental and Energy Conservation Activities

#### Bualuang Save the Earth: Save Tha Chin River

To help mitigate the severe impact from marine debris on the livelihoods of many aquatic animals and communities, the Bank signed a memorandum



of intent to cooperate in marine waste management in estuarial areas through collaboration with the Ministry of Natural Resources and Environment, the Office of the Public Sector Development Commission, the Office of the Securities and Exchange Commission and the Thai Listed Companies Association. Under this collaboration, the Bank has been assigned to be jointly responsible for waste management at the Tha Chin river estuary and will work with the community, government agencies and other stakeholders, starting with the pilot area around Khlong Luang Sahakhon and Khlong Pittayalongkorn in Samut Sakhon province.



### 5. Carbon Offsetting of the Silom Head Office Building

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) (TGO). In 2023, the Bank was certified for the carbon offsetting for its head office building through the purchase of carbon credits totaling 10,604 tons of carbon dioxide equivalent from the 133.6 MW Biomass Thermal Generation at Mitr Phol Bio-Power, Phu Khiao (Block 2) project. The carbon offsetting supports the voluntary reduction of GHG emissions and carbon credit trading in Thailand.

## Environmental and Resource Utilization Information

The Bank continues to support the implementation and improvement of an eco-efficiency data management system, including carbon footprint data, to minimize data storing errors and enable convenient data reviews. To ensure the quality of data and the reliability of reports, we have arranged to have our environmental and resource consumption, as well as carbon footprint data, verified by an external party registered with the Thailand Greenhouse Gas Management Organization (Public Organization). Details are available on page 149.

### Carbon Footprint

The Bank has evaluated the GHG emissions for Scope 1, Scope 2 and Scope 3 (only for air travel for business purposes, 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. For 2023, we did not achieve the target of GHG Emissions under Scope 1 and Scope 2 due to the post Covid-19 pandemic recovery, as business activities returned to normal.

Volume of GHG Emissions (tons of carbon dioxide)	2023 Target	2023 Performance	Volume per FTE <sup>3</sup>
 Scope 1 <sup>1</sup>	12,986	20,844.94	1.12
 Scope 2 <sup>2</sup>	56,604	59,278.56	3.19

**Note:** 1 GHG 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).  
 2 GHG 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 kg CO<sub>2</sub>e/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.  
 3 FTE (Full Time Employee Equivalents) is based on average number of employees in 2023.



## Energy Consumption



### Total Energy Consumption<sup>1</sup>



#### 2023 Target

556,472 gigajoules

154,576 megawatt-hours

#### 2023 Performance

550,222.57<sup>2</sup> gigajoules / FTE<sup>3</sup> = 29.59

152,839.60 megawatt-hours



Note : 1 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 of branches located at rental spaces.

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

3 FTE (Full Time Employee Equivalents) is based on average number of employees in 2023.

## Energy Consumption

### 2023 Performance



Electricity

118,580.84

megawatt-hours



Diesel volume for emergency power generators and fire pumps

19,055.92

liters



Diesel fuel volume for vehicles

263,521.44

liters<sup>2</sup>



Gasoline volume for vehicles

3,767,415.30

liters<sup>2</sup>

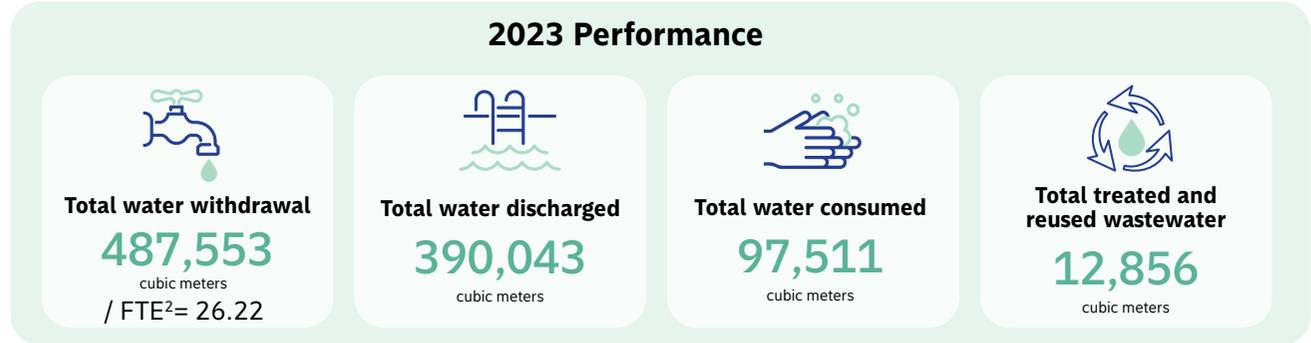
Note: 1 Based on data from the meters of the Metropolitan Electricity Authority and the Provincial Electricity Authority covering the whole organization including the five head office buildings, all processing and support centers, branches and ATM. Electricity consumption from ATMs without meters was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

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



## Water Consumption Management

We use quality tap water from the Metropolitan Waterworks Authority and the Provincial Waterworks Authority. We have a water consumption management system installed at all offices and branches which meets the standard stipulated by law to ensure that wastewater from our operations does not affect the environment and nearby communities. Moreover, at our Rama III building, wastewater is treated through an activated sludge system before being reused to water green areas surrounding the building, which amounted to a total of 12,856 cubic meters, or 3 percent of total water consumption of the Bank. In addition, we conducted a survey in 2023 on the Bank's water consumption in water stressed areas and found that around 19.20 percent of our total water consumption was from provinces with high water stress. We have closely monitored the water situation in those areas to ensure our readiness and ability to prevent or mitigate any adverse impacts to the Bank's operations in a timely manner.



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 2023.

## Air Travel for Business Purposes



Note: The volume of air travel increased as business activities resumed after the Covid-19 pandemic. The calculation of GHG emissions was based on 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 as follows:

- Non-hazardous waste to be disposed of through landfill** includes general waste and wet garbage such as food packages, food waste, fruit and vegetable peel, tissues and toilet paper.
- Non-hazardous waste to be recycled** includes drinks cans, plastic cups, plastic bottles, glass bottles, wastepaper, 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. To reduce waste to be disposed of through landfill methods which can cause pollution, to an extent possible and proper, certain parts will go through the recycling process to be used again; 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.



Type of Waste (metric tons)	2023 Performance		
Total waste generated	2,888.03 / FTE = 0.16		
General waste <sup>1</sup>	2,333.94		
Recycled waste <sup>2</sup>	34.76		
Electronic waste	23.42		
Hazardous waste	0.22		
Used paper sent for recycling process	495.69		

Waste in the Five Buildings of the Head Office (metric tons)	2023 Target	2023 Performance	Proportion
Total waste	1,120.55	528.03	100%
General waste	1,078.91	493.05	93%
Recycled waste		34.76	7%
Hazardous waste		0.22	0%



**Note :** 1 General waste comprises (1) general waste from the five head office buildings which was disposed of by Bang Rak District Office and Yannawa District Office using landfill methods. The Bank arranged the weighing of this type of waste itself, and (2) general waste from those other than the five head office buildings, namely branch buildings and processing and 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.

2 The recycled waste data covers only those of the five head office buildings. 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.



MESSAGE FROM  
THE BOARD

BE  
RESILIENT

BE  
RESPONSIBLE

BE CUSTOMER  
CENTRIC

BE  
CARING

BE  
ETHICAL

# 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.





## Innovation and Digitalization



The evolution of innovation and advancement of digital technology has a significant effect on people’s lives and financial behavior today. The continual increase in demand for financial services that are convenient, fast, and accessible anywhere, anytime, as well as for financial products that meet the needs of specific customer groups, has brought about opportunities and challenges to our business operations. Digitalization helps increase our competitiveness, enabling us to better understand our customers and develop products that respond to our customers’ needs, while also having the capability to provide services that are prompt, seamless, and lower cost. Given the importance of digitalization, the Bank is committed to continuously promoting and applying innovation and technology within the organization in order to deliver the best products and services to customers as “a trusted partner and reliable close friend” which will enable us to thrive well into the future. To ensure confidence in the use of financial services, we strongly emphasize effective management of information technology and cyber security risks. We also regularly communicate with customers, employees and the public about cyber threats and prevention measures.



### Management of Digitalization and Innovation

The Bank’s digitalization and innovation management is a cross-collaboration between the Technology Division, Innovation Department, and other related units including business units that provide products and services as well as support units. The Technology Division is responsible for developing and improving the digital infrastructure to support the operations of various units and development of products and services. The Innovation Division, as an innovation center of excellence, is responsible for researching, developing and procuring technology that can potentially be applied to the Bank’s business. This is to enhance competitiveness as well as to catalyze innovation within the organization and development of products and services that respond to customer needs. Moreover, Bualuang Ventures Limited, the Bank’s subsidiary, invests in high-potential businesses and works with competent

partners, including startups in digital technology and financial technology, to promote innovation, while also seeking business opportunities for the Bank. In 2023, Bualuang Ventures Limited invested in STelligence Company Limited, a digital transformation, data analytics and automation technology service provider, which is a pioneer in providing data analysis solutions in Thailand. This investment presents an opportunity to strengthen the Bank’s digital capabilities by applying new technology to improve work efficiency and enhance security by using big data for in-depth analytics which will add further value to products and services for the Bank’s customers.

### Establishing New Ways of Working

We recognize that in the digital era, the traditional style of working would erode our competitiveness in the long run. Therefore, we have established a number of initiatives to help develop our digital workplace and leverage our technology capabilities in order to increase workplace productivity and develop products and services as follows:

- Improving the core banking system, including modifying our processes and data sets to be connected and standardized across the organization, leading to a more efficient, integrated workflow, while also reducing operating costs.
- Adjusting ways of working to be more agile and efficient, such as working with agile systems, reducing the workplace hierarchy, promoting employee testing and learning, and setting up cross-functional teams with staff from different units working together on product and service innovations so that new products and services can be developed and launched promptly.



- Adopting systematic design thinking processes to gain a deeper understanding of diverse customer needs and seek optimal solutions for each target group of customers.
- Creating a digital ecosystem and platforms to integrate and connect products and services data, paving the way for the creation of new products and services, while also providing a good experience for customers.
- Adopting digital technology, innovation, and applications, such as Robotic Process Automation (RPA), Optical Character Recognition (OCR), Cognitive Machine Reading (CMR), Artificial Intelligence (AI), Blockchain, Cloud Computing, and Microsoft Power Platform, in various working units of the Bank to increase work efficiency, reduce human error, shorten operation times and reduce operating costs.
- Applying 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 as well as to improve the customer experience.
- Modernizing the digital payment system to support the rapidly growing cashless society.



## Leveraging Technology and Digital Capabilities and Enhancing Productivity





## Productivity Enhancement

The Bank initiated the Operations for the Future project to help strengthen the digital technology capabilities of business lines, systematically develop our operation divisions, and to enable the Bank 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. In 2023, Operations for the Future adjusted various operational systems used to support credit operations processes to be more interconnected, thereby reducing errors and shortening the credit process, as well as enabling employees to have a better quality of working life.

In addition, in 2023 the Bank organized the Tech Adoption Challenge project for the third consecutive year to enhance the organization’s digital transformation and inspire our staff to be sustainability change champions. If all the work presented in the project was implemented, it could help the Bank reduce the expense of hiring outside vendors by Baht 14 million per year, save 30,000 working hours, and eliminate 1.6 million sheets of paper per year, which is equivalent to preventing the cutting down of 123,061 trees, and reducing greenhouse gas emissions by 15,991 tons of CO<sub>2</sub>.

## Product and Service Development

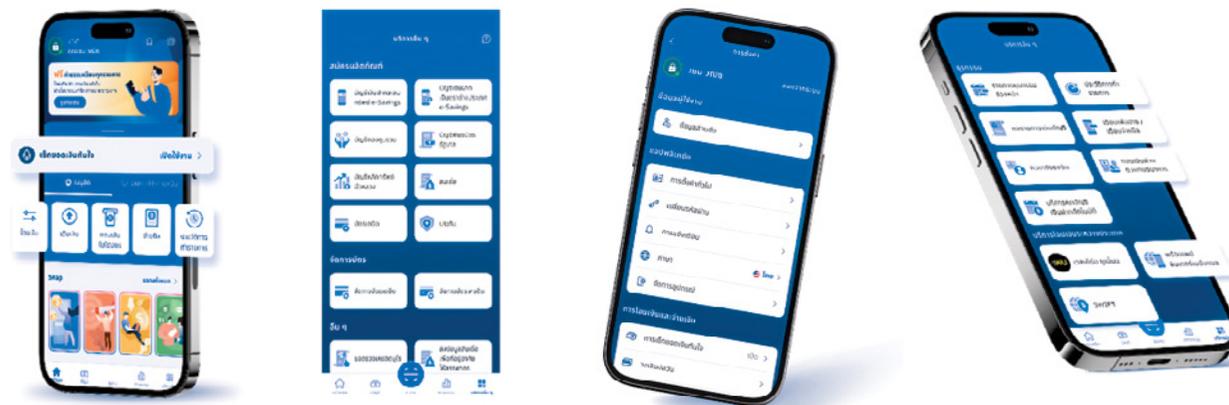
Our product and service development process begins with a study of the needs, objectives, and goals of customers. This is followed by designing and defining details; assessing and determining how to manage associated risks, such as risks from personal data protection and data security, as well as risks from non-compliance with regulatory standards and regulations;

and prototyping and testing products and services until further improvements are completed. The Bank conducts pilot testing of newly developed products and services while collecting opinions and customers’ experiences to further improve products and services until products and services are introduced to the market or through the official launch of the product and service.

## Products and Services

### Bangkok Bank Mobile Banking

The Bank has continually enhanced our Bangkok Bank Mobile Banking application. In 2023, the Bank redesigned the application, improved the performance, and added various functions to make it more convenient for customers to use, such as re-arranging various keypads to make it easier to conduct transactions when holding the phone with one hand, putting frequently used menus closer to the thumb or in a position where the user can press them more easily, arranging content with an easier-to-read format, and changing the position of the privilege banner so that customers will not miss out on the Bank’s new privileges. Key features of the Bangkok Bank Mobile Banking app are:

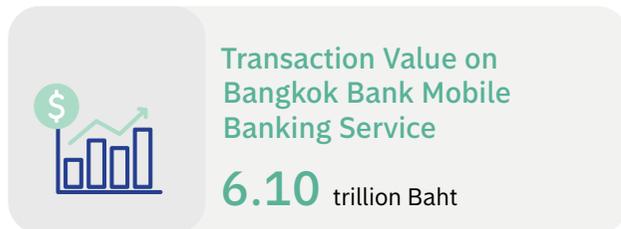


- Online Savings accounts (e-Savings), Mutual Fund accounts, Securities Trading accounts, Bond accounts, and Electronic Foreign Currency Deposit accounts (FCD e-Savings) can now be opened online using Bangkok Bank Mobile Banking.
- Government Bond account opening service for e-Savings customers who have passed digital identity verification or National Digital ID (NDID).
- Requesting account statements.
- Applying for credit cards and co-branded debit cards; and instantly retrieving current accumulated points information to display on Bangkok Bank Mobile Banking.



- 0% installment payment service for new credit card holders, facilitating customers to access the service quickly.
- Notification service before the customer’s debit card expires and service for requesting replacement debit cards in the case of lost or damaged cards.
- Locking and unlocking services for money transfers, top-ups and payments via the application. Users can lock their accounts to prevent transfers, top-ups and payments from their accounts. Unlocking can be done by facial authentication.
- Service to change daily limits so that customers can set daily transaction limits that are most consistent with their own needs.

(As of the end of 2023)



### Cross-Border QR Payment

Bangkok Bank Mobile Banking enables immediate payment for goods and services by scanning QR Codes of merchants abroad. The Bank will immediately deduct money from the customer’s account in Thai baht using the exchange rate at the time of the transaction of the bank in Thailand that is responsible for making the payments to partner banks abroad to pay merchants. Users will receive an e-slip confirming the transaction immediately upon successful payment. Merchants in Thailand can immediately receive payment from foreign tourists who are customers of participating banks that accept payment by scanning PromptPay QR Code. This service is now available in Vietnam, Indonesia, Malaysia, Singapore, Hong Kong and Cambodia.

### BeMerchant NextGen

BeMerchant NextGen is an application that accepts payments via QR Code and provides payment history for merchants. It is especially suitable for small merchants, whether they are shophouses, stalls in fresh markets, or shopping carts. The application supports QR Code payments in all forms without specifying a minimum amount, including QR Codes with PromptPay (no transaction fees), QR Codes of applications connected with Credit/Debit cards such as Visa, Mastercard, UnionPay, TPN, WeChat Pay and Alipay. The service matches the spending behavior of customers and helps facilitate a cashless society. In 2023, 1,097,942 merchants accepted BeMerchant NextGen payments and 53.33 million transactions were completed.

### dStatement

Bangkok Bank Mobile Banking provides the dStatement service for requesting and sending bank statements between banks in a digital format (dStatement) to facilitate customers who wish to use bank statements as evidence for various transactions, such as applying for loans. The Bank can send a statement directly to another bank

as per the instructions or consent for information disclosure provided by the user. This simplifies the process, eliminates the problem of lost documents, and reduces related costs. In addition, the dStatement service uses the highly secure NDID system to verify identity in alignment with international standards.

### PromptBiz

PromptBiz is a centralized platform for businesses to facilitate digital trade transactions and payments. It provides two main services: Trade and Payment Service, which offers digital document exchange and payment services; and Credit service which facilitates loans to small and medium-sized enterprises (SME) using transaction data from the PromptBiz system to support loan applications. The PromptBiz service helps reduce processing time as well as errors in document verification and tracking, lowers operational costs such as paper, document storage and transportation, is faster with the use of cross-bank trade and payment transactions, and improves access to finance for SME since the businesses have a digital transaction history which banks can use to grant credit conveniently and rapidly.

### Corporate iCash

Corporate iCash is an internet-based cash management solution for large to medium-sized corporations, supporting a wide range of transactions covering: 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 transactions, and transaction approval; 4. Preparing online transaction reports such as receipt and withholding certificates; 5. Preparing cashflow reports in planning for efficient management; 6. Gathering and



displaying account movements, information of executed transactions and various financial transactions of intra-group transactions, and; 7. Payments to business partners and receiving payments from customers both in Thailand and abroad. Corporate iCash uses technology that meets international security standards and uses 2-Factor Authentication so that customers can conduct various transactions with confidence.

### BIZ iBanking

BIZ iBanking is an internet banking service for SME. The service provides diverse and convenient financial transaction management functions such as account statement checking, domestic and international funds transfers, payroll, direct credit for payments to business partners with accounts at Bangkok Bank or other banks, bill payments for goods and services, social security payments, and mutual funds. Our BIZ iBanking service is highly secure with 2-Factor Authentication and uses a security system that meets international standards.

### iTrade

iTrade is a digital banking channel for export and import services. It has been developed to enable a business to digitally manage end-to-end international trade transactions efficiently, quickly, and conveniently with high security. In the first stage, the Bank has launched Documentary Trade services such as Letters of Credit. Upcoming stages will make available the full suite of new iTrade services including all import and export services. Customers will be able to conduct 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, assuring security for customers when making a transaction using iTrade.

### Bualuang iSupply

Bualuang iSupply provides a full range of online financial services for supply chains, covering online payments and receipt of payment for goods and services as well as provision of short-term loans to finance working capital needs by using technology that increases access to financial resources more easily and conveniently. Reference data on trade transactions in the trade network, covering both Dealer Payment and Finance, and Supplier Payment and Finance, delivers mutual benefits for all parties in the supply chain network, helping businesses grow sustainably. Large entrepreneurs or sponsors gain the opportunity to expand business with trading partners and reduce the burden of paper documentation for financial transactions. It also helps provide easier access to funds under competitive loan terms and conditions to suppliers/dealers, especially small trading partners, who often have limited access to a source of funds.

Bualuang iSupply uses a security system that is aligned with international standards and uses 2-Factor Authentication.

### Bualuang e-Guarantee

The Bank provides electronic letter of guarantee services supported by blockchain technology, covering nine types of letters of guarantee. Customers can themselves request trading partners to issue an e-Guarantee online and they can view the guarantee status report 24/7, and receive notification of the issuance of the e-Guarantee and notification of the expiration date of the e-Guarantee via email. Our electronic guarantee-issuing service provides greater convenience and saves time for entrepreneurs, helping them run their businesses smoothly and efficiently while reducing costs.





## Customer Relations



Demand for financial services has changed significantly as digital technology plays an increasingly important role in our daily lives. Moreover, younger generations are playing an increasingly significant social and economic role and possess attitudes and lifestyles that can differ greatly from those of previous generations. To respond to changes and strengthen competitiveness, the Bank therefore studies customer needs and expectations and listens to the voice of every group of customer to be able to develop products that meet their needs and deliver the best experience to all customers. In addition, we also emphasize customer relationship management along with conducting an ethical business to be able to maintain continuous and good relationships with successive generations.

### Managing Customer Relations

We are committed to building and maintaining good and long-lasting relationships with customers and adopt a customer-centric approach to listen to opinions and understand the true needs of customers as well as to develop products and services that meet the needs of each customer group. We conduct in-depth research to understand the different needs and behaviors; conduct customer satisfaction surveys and social listening through social media to use data to develop a variety of products and services consistent with customer needs; and enhance the quality of service. Additionally, we are well-equipped to provide advice on products and services that are suitable and beneficial to customers. Our ultimate goal is to deliver a memorable experience that leaves a great impression and brings about a strong bond between customers and the Bank.

## Guidelines for Customer Relationship Management



1. **Focus on Customer Needs** by combining information from research, customer satisfaction surveys and the 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 of All Service Channels** responds to customer behaviors and financial needs in a comprehensive manner while complaints and suggestions are effectively managed for positive customer relationships.

In addition, we give priority to developing offline and online service channels, communicating information through various channels, engaging customers through various means, setting up a booth to present information to customers, as well as providing customers with the opportunity to make suggestions or exchange opinions with the Bank.

In 2023, the Bank continued delivering positive digital banking experiences by focusing on convenience and security for all customer groups. Key developments of products and services are as follows:

- Expansion of cross-border payment services via QR Code for our mobile banking application (Cross-Border QR Payment) to facilitate customers who travel abroad. The Bank recently launched additional payment services between Thailand and Hong Kong. Currently, this service covers Vietnam, Indonesia, Malaysia, Singapore, Cambodia and Hong Kong.



- Continuous improvements in the efficiency and functionality of Bangkok Bank Mobile Banking. Various activities are also organized through our reward platform under the campaign “Speedy Hunt & Speedy Redeem” (Reeb-La, Reeb-Laek) whereby customers can participate to receive various rewards.
- Collaboration with business partners in product and service development. For example, we appointed Big C Supercenter, Sabai Technology and So Smart Tech as our new banking agents to facilitate transactions of deposits, withdrawals and identity verification with ID cards. Moreover, our collaboration with AEON Thana Sinsap allows AEON cash card and credit card holders to withdraw cash without a card through the AEON Thai Mobile application at Bualuang ATMs. We also joined forces with Tencent (Thailand), the publisher of the PUBG MOBILE game, to support the PUBG MOBILE Pro League Thailand 2023 e-sports competition and gave away special items in the game for new customers who applied for Bangkok Bank Mobile Banking for the first time.

- Launch of an identity verification service (Be My ID) via Bualuang ATMs. This provides an alternative channel for identity verification aside from confirmation at a bank branch or a banking agent.
- Further development of the Bank’s website as follows:
  1. Developing a platform for presenting product and service information with a design adjustment of the home page of the website to be modern, beautiful and easy-to-use,
  2. Developing systems and web forms, such as e-AGM system for reserving seats to attend the Annual General Meeting of shareholders, web form for customers interested in applying for loans and an awareness test about financial scams according to the recommended measures of the Bank of Thailand, and
  3. Developing a function to withdraw consent for the use of cookies on the Bank’s website to comply with the Personal Data Protection Act.
- Launch of an e-Coupon service for business customers who apply for SME service packages, Bualuang Business Biz Super Save and Bualuang Business Trade Super Save, whereby coupons which provide various benefits can be used through a virtual membership card (Virtual Card: e-Coupon) via our application Privilege-Transaction Banking that allows customers to easily manage and control their coupon usage.
- Launch of the Bangkok Bank M Visa credit and debit card under the concept THE LEGEMDARY: the Legend of Modern Shoppers in a collaboration between Bangkok Bank and The Mall Group which offers cardholders benefits such as special discounts, parking services, VIP lounges, and M Points, etc. In addition, customers can choose to apply for both chip cards and digital cards that can be used through Bangkok Bank Mobile Banking to meet the lifestyle needs of the digital age.



## 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 operating manuals on market conduct for employees to ensure their proper compliance. We consistently communicate with our employees and provide necessary training to ensure that customer services are conducted fairly and without discrimination. In addition, we regularly audit market conduct of our employees to ensure compliance with the Bank’s guidelines and the Compliance Unit’s requirements.

We develop the capabilities and knowledge of our employees so that they have a full understanding of the products and services offered by the Bank, as well as customer needs, and they respect customer rights. We strive to minimize operational mistakes to elevate the quality of service. The Bank requires employees to attend training programs related to policies and guidelines on customer treatment such as Personal Data Protection and Market Conduct. To monitor performance, the Bank has assigned the Service Quality Team to assess and monitor the service quality of branch employees on an annual basis as outlined below.



- **Mystery Shopping** is a quality assessment method to evaluate branches throughout the country in terms of service provision, the appropriateness of the location, and whether the product sales process meets market conduct requirements. In 2023, there were three rounds of service quality assessments conducted through mystery shopping.
- **Service and Sales Quality Roleplay (SQR)** aims to educate and evaluate employees in all branches nationwide for the process of presenting investment products, funds, insurance, savings account products, debit cards, credit cards, and home loans using simulated roles to test employees' knowledge and understanding.

The Service Quality Team gathers information from service quality assessments, customer satisfaction surveys and customers' complaints to communicate with branch employees on Knowledge Days which are held on a weekly basis and the monthly meeting with branch managers to work together to improve service quality and prevent recurrence of similar mistakes. The Service Quality Team also hosts the 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 to be a good example for other branches to learn from and follow suit.

## Customer Satisfaction Survey

Every customer's opinion counts as their feedback is valuable and meaningful to the Bank and helps the Bank understand customer needs, expectations and issues regarding the use of our products and services. Therefore, we focus on listening to the voice of customers through our customer satisfaction survey conducted every year.

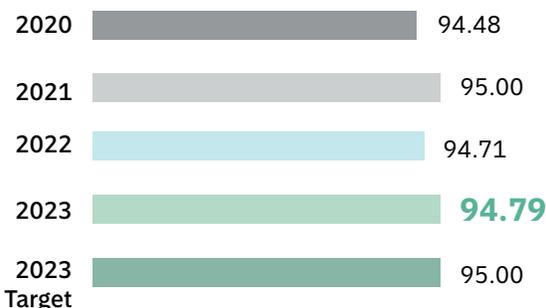
### Customer Satisfaction Survey for Branch Services

The customer satisfaction survey for 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 with their staff to improve the service quality standards of their branches. Note that if there are customer complaints during the survey, the complaints will be reported to branch managers promptly so that actions can be taken according to the complaint handling standards of the Bank.



### 2023 Customer Satisfaction Survey Results for Branch Services

(full score is 100)



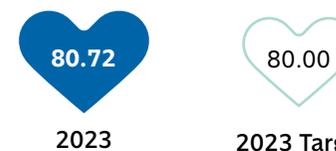
### Customer Satisfaction Survey for Bangkok Bank Mobile Banking

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 our customers' opinions on their experiences in using our mobile banking services. We then analyze and use this information to develop new features for Bangkok Bank Mobile Banking to better meet the needs of customers.



### 2023 Customer Satisfaction Survey Results for Bangkok Bank Mobile Banking

(full score is 100)



Surveys about Bangkok Bank Mobile Banking show that customers want services to be easy-to-use and simple as well as supporting a wide variety of transactions. Therefore, we applied these findings to improve our Bangkok Bank Mobile Banking application to be easier-to-use and more convenient by moving the menus that customers use frequently to be in positions that are easier to use and adjusting the position of new privilege banners to be at the top so that customers will not miss news from the Bank. Such improvements reflect our commitment to developing Bangkok Bank Mobile Banking based on our understanding of customer needs.



### Customer Satisfaction Survey for Bualuang Phone

Customers can rate their experience and leave a voice message to provide feedback and suggestions right after a call with Bualuang Phone 1333 through both interactive voice response (IVR) and customer support representatives (CSR). 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 functionalities to offer.

### 2023 Customer Satisfaction Survey Results

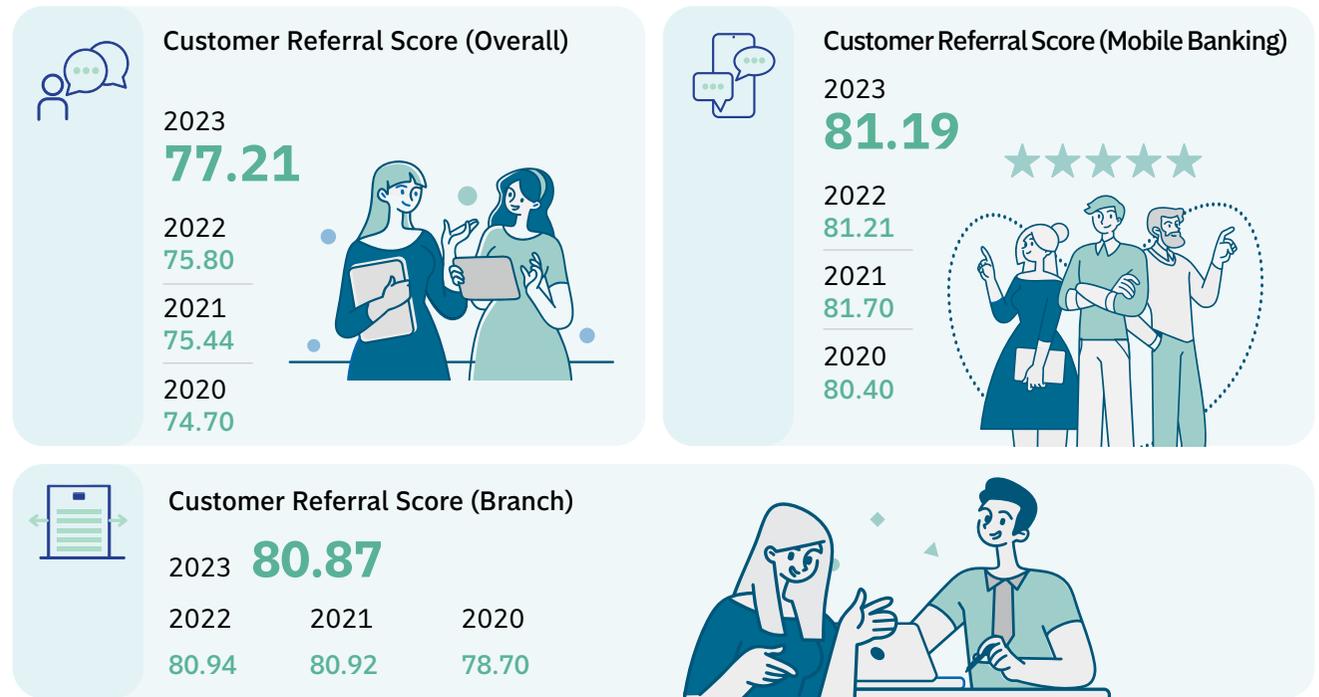


### Customer Recommendation Survey

The Bank's Consumer Research and Analytics Team holds an online customer referral survey every six months, covering 2,000 customers nationwide for each survey. Moreover, the Bank monitors comments about the Bank and its competitors on social media to understand positive feedback of customers and the general public that can lead to referrals of the Bank's services as well as improvement aspects which the Bank can work towards solving to prevent customers discontinuing using our services.

### Customer Recommendation Survey Results

(full score is 100)



### 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, 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) to ensure systematic complaint handling while disclosing service quality information on a quarterly basis on the Bank’s website. In addition, we adopt social listening tools to listen to customers’ opinions, suggestions and complaints on social media channels. 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 in a timely manner.

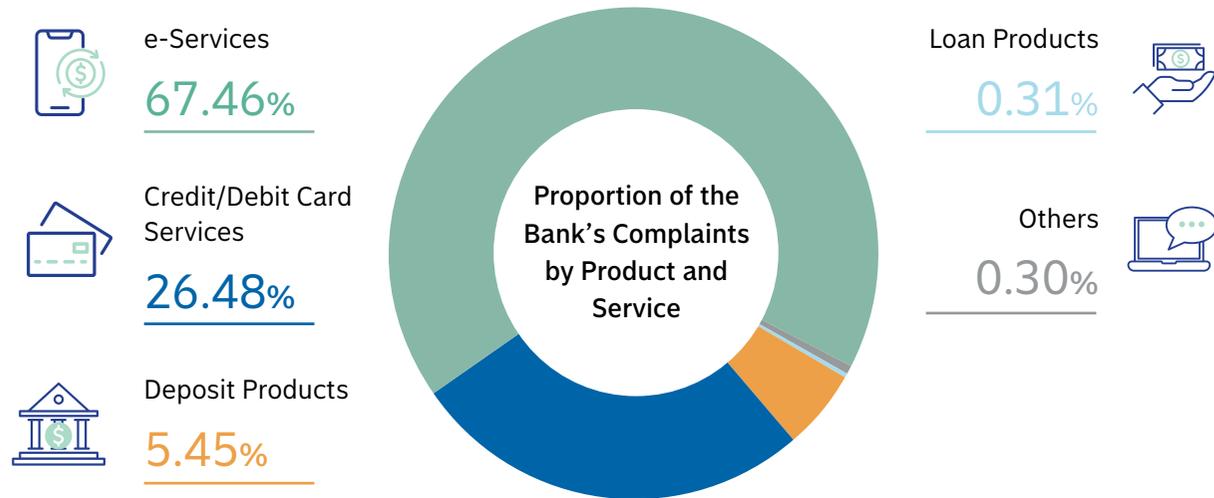


**Please Scan QR Code**  
for additional information on Service Level Agreement (SLA) and Service Quality Information Report



With regard to complaints about branch staff, the Bank established a process and guidelines such that branch managers are promptly notified of the complaints and 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 handling the cases to ensure that complaints are handled quickly and resolved properly. During 2023, 93 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 the 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.

### 2023 Complaint Handling Results





# Cybersecurity and Data Privacy Protection



As digital transformation continually increases the value of information and data within the banking business, the quantity of information and our ability to analyze data are key factors that enable us to understand and serve customers better while strengthening our competitive advantage. Digital transformation has also significantly increased risks from cyberthreats and violations of customer data privacy. Therefore, we have made it our mission to promote cybersecurity and personal data protection in order to strengthen the confidence of our customers, suppliers and other stakeholders as well as to promote a good image for the Bank. We attach great significance to providing IT security, cybersecurity and data privacy protection through the implementation of standardized cybersecurity management, prudent data governance processes and effective data privacy protection measures. We also raise awareness and build capabilities of our employees to tackle cyber threats and exercise vigilance to ensure compliance with personal data protection guidelines, thereby mitigating risks related to data leakage, data theft, loss of data and violation of personal data privacy, which could cause damage to both data subjects and the Bank.

## Cybersecurity Management

The Bank considers IT risks, including risks from cyber threats, as the key risks that need to be managed prudently. We have put in place a framework for managing IT security and cybersecurity that conforms to international standards. In addition, the Bank has adopted modern technology to monitor and detect unusual situations or events that may damage the Bank’s data and information systems. We have also established security standards for all data collected through the Bank’s services while our systems are regularly assessed against these security standards, both before and after customers use a service.

We received four accolades for our cybersecurity commitment in 2023 from the Prime Minister Awards: Thailand Cybersecurity Excellence Awards 2023 organized by the National Cyber Security Agency (NCSA), namely: 1. Cybersecurity Performance Excellence Awards 2023, Critical Information Infrastructure (CII); 2. Best Cybersecurity Performance Awards 2023, Critical Information Infrastructure for Banking and Finance; 3. Best Cybersecurity Performance Awards 2023, Critical Information Infrastructure Agency Cybersecurity for Cooperation; and 4. Best Cybersecurity Performance Awards 2023, Critical Information Infrastructure Agency for Capacity Development.



## Cybersecurity Governance Structure

To ensure the effectiveness of our IT security and cybersecurity in accordance with the Bank’s policies and principles, we have clearly defined the scope of responsibility for relevant parties from the Board of Directors to managerial level 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 that 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:

- Defining, developing and regularly reviewing the structure, policies, standards and procedures on information security and cybersecurity.
- Assessing and monitoring the status of security control through vulnerability and threat management, as well as investigating any irregularities in the Bank's security.
- Fostering a risk culture regarding information security and cybersecurity in the organization.

## Information Security and Cybersecurity Policy and Measures

We have prepared an Information Security and Cybersecurity Policy that is in line with the international standard ISO/IEC 27002 as a guideline for managing information security and handling cyber attacks. We also published the Information Security and Cybersecurity Handbook to provide employees with clear guidance on how to perform their duties in accordance with the Bank's policy. We review the said policy every year to keep it up to date with new technologies and cyber threats. During 2023, we revised the Information Security and Cybersecurity Policy by incorporating topics on Artificial Intelligence Adoption and Threat Intelligence Program. In addition, the Bank has been certified for various international security standards, including ISO/IEC 27001:2013 for the Bank of Thailand's Automated High-value Transfer Network (BAHTNET) and the Imaged Cheque Clearing and Archive System (ICAS), and is in the process of being certified for the Payment Card Industry Data Security Standard.

To enable employees to work more flexibility and to respond to the work from anywhere practice, we have established security procedures for using mobile devices and accessing information via external devices that are in line with the Information Security and Cybersecurity Policy and other related policies. Furthermore, we have gradually installed security systems into our equipment to enhance cybersecurity and personal data security while we regularly scan for malware on devices. In 2023, we investigated data leaks from various sources such as DarkWeb, GitHub and Pastebin, along with analyzing the data and notifying data subjects to facilitate proactive defensive actions.



## Monitoring Cybersecurity

We have established clear guidelines for monitoring cybersecurity incidents that may affect information security as well as setting response times for the escalation of incidents and notification of related parties so that incidents can be managed and any resulting damage controlled in a timely manner. At the same time, we focus on enhancing the knowledge and skills of relevant employees to ensure preparedness in preventing and responding to cyber threats at all times. In 2023, we organized training to promote skills and knowledge in various areas including Secure Software Development, Threat Hunting, and PCI Professional Training, as well as sending employees to participate in cybersecurity competitions at the international level and banking sector level to strengthen their technical analysis through simulated situations.



## Incident Response for Cybersecurity



**Tier 1 - Monitoring Unit** is responsible for tracking and following cyber incidents 24 hours a day. When an unusual incident or activity is detected, this unit will keep a record of the incident and notify related parties in Tier 2.



**Tier 2 - System Administrator or Unit in Charge of Related Security Equipment** is responsible for conducting in-depth analyses and examination of unusual incidents and activities.



**Tier 3 - Security Unit** is responsible for examining unusual incidents and activities in complicated cases, conducting in-depth analyses on 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 2023, the Bank had no case of information security breaches or other cybersecurity incidents.

## Preparation for the Cybersecurity Incident Response Plan

The Information Technology Security Management unit conducts a cybersecurity drill of the Bank's cyber threat response plan at least once a year and adjusts the scenario for the cybersecurity drill every year to ensure that employees and applicable technologies are ready to counter

cyberattacks in different forms. Apart from internal practices, cybersecurity drills are regularly conducted with other banks under the Thailand Banking Sector Computer Emergency Response Team (TB-CERT). These activities continually help improve our cybersecurity process to combat cyber threats more effectively. In 2023, we organized two drills of the cybersecurity incident response plan: one drill at the Bank level for an incident that occurred to external service providers which had an impact on the Bank's services, and the other at the banking sector level for an incident of attacks on sensitive personal data storage systems.

To ensure that the Bank's information technology systems are well protected and can prevent potential threats in a timely manner, we arrange an external independent auditor to examine our IT security management processes twice a year. The audit covers IT General Control and Application Control. At the same time, we have established a process for managing vulnerabilities along with conducting a Vulnerability Analysis for important work systems as well as carrying out a Penetration Test led by both internal and external experts on an annual basis. Moreover, we regularly test the responses of our personnel on cybersecurity by simulating phishing emails and sending to directors, executives and employees every year. Testing results are applied to improve employee communications to heighten their awareness of how to spot and handle phishing emails. During 2023, we conducted tests by sending phishing emails with different topics and content throughout the year. The results showed that fewer employees were deceived while more reports of suspected phishing emails were received.

## Collaboration with External Agencies to Build Cybersecurity

To promote cybersecurity, we have collaborated with both local and international external agencies including TB-CERT, the Thai Computer Emergency Response Team (ThaiCERT) and the Financial Services Information Sharing and Analysis Center (FS-ISAC) with the objective of exchanging information related to cybersecurity and cyber threats and to enhance our ability to respond to cyberattacks. In 2023 we participated in brainstorming discussions on guidelines to prevent or reduce the risk of scams through Facebook and Google platforms, as well as developing a process for reporting incidents to Facebook to strengthen its ability to combat fake pages including jointly testing Safe Browsing with Google.

## Personal Data Protection Management

We have established principles and practices on personal data protection in accordance with requirements of the Personal Data Protection Act (PDPA) and other applicable laws and regulations of relevant regulatory agencies as well as assigning responsible personnel for reviewing and monitoring data; overseeing the granting of access rights; sorting and classifying data; establishing different personal data security measures that are consistent with the degree of risk and potential impacts from a breach of personal data privacy. These tasks are designed to prevent data loss, as well as illegal access, use, alteration, modification, or disclosure of personal data. We consider personal data risk as a key risk for the Bank and have established a Data Protection Office (DPO Office) and appointed a Data Protection Officer (DPO) to be in charge of the relevant risk



management process covering everything from identifying personal data risk and risk management to risk control. We undertake risk control according to the Three Lines of Defense principle and ensure that the audit on personal data protection is conducted by the Audit and Control Division working independently of the units that collect, use and disclose personal data.

### Governance on Personal Data Protection

To ensure that the governance of personal data protection is effective, comprehensive and compliant with related laws including the Bank’s policies and practices, 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.



**Data Protection Office (DPO 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 (DPO)** is responsible for overseeing and controlling the processing of personal data in accordance with the law.

### Personal Data Protection Policy and Standards

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) as guidelines for all business groups of the Bank as well as business partners and external service providers. In addition, we have prepared operating manuals for personal data protection for all relevant units to ensure that employees have a good understanding of how to comply with the policy and standards in their respective work. Violations or failure to comply may result in disciplinary action up to termination of employment coupled with a criminal offense or punishment under related laws as applicable.

We disseminate a Privacy Notice to customers through our website, branches and digital banking channels to inform customers about personal data protection and data subject rights. Customers can request additional information or exercise their rights as data subjects through branches or other service channels of the Bank or contact the Bank’s Data Protection Officer or Data Protection Office.



**Please Scan QR Code** for additional information on Privacy Notice

### 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

The Bank provides consent forms that provide details and objectives regarding the collection, use and disclosure of the personal data of customers so that data subjects can consider this before giving consent, prior to or during data processing. However, 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 the quality of products and services. Such uses of data must be carried out in accordance with the Bank’s personal data protection practices and related laws. Note that 65 percent of the Bank’s customers gave consent to the use of their personal data for other purposes.



### 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 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



Support of the Exercise of Data Subject's Rights



Management Reporting

### Guidelines for a Breach of Personal Data

To promote clarity and orderliness, we have established guidelines, procedures and responsible persons to respond to personal data breaches according to regulatory requirements and the Bank's personal data protection policy as well as creating a personal data breach report form covering important details for the unit detecting the incident to report to the responsible person in charge of the units for further submission to the DPO.

In cases where a customer becomes aware of a personal data breach, the customer can file a complaint through various 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 action against the wrongdoer according to the established disciplinary processes and guidelines and make proper remedies to the affected parties. During 2023, the Bank received 12 complaints of personal data breaches from customers, eleven cases were received through the Bank's channels and one case through a regulator. Of these data privacy breaches, nine cases have been investigated and closed without any significant impacts on customers from the breaches.





### Procedures for a Breach of Personal Data



## Promoting a Culture of IT Security, Cybersecurity and Personal Data Protection

We believe that fostering a culture of cybersecurity and personal data protection requires that everyone in the organization has the right knowledge and understanding of the subject. Therefore, we have taken the following measures or requirements:

- Board of Directors must enhance their knowledge of IT security and cybersecurity management on a regular basis through participation in training programs organized by internal units and external agencies which are held every year.
- All executives and employees must attend mandatory training including Personal Data Protection, Phishing Awareness and Information Security and Cybersecurity (ISCS).
- Employees in units concerned must attend personal data protection training specific to their roles.
- The PDPA Awareness Campaign was launched to educate concerned parties on proper practices under the Personal Data Protection Act B.E. 2562 (PDPA) through articles, newsletters, infographics and videos as well as providing channels for them to seek advice from experts and send inquiries to the DPO.



- Continuous knowledge sharing and communication on cybersecurity was made through internal communication channels, such as Warning for Phishing Mail in QR Code Format, How Important is Cybersecurity Knowledge?, and Bing Chat Enterprise - How to Safely Use It?.



- Learning courses on information security and cybersecurity were continuously developed. In 2023, the Bank added the new Creating Awareness on Information Security ISMS and Bangkok Bank Security Roundup 2022-2023 courses to our online learning platform. In addition, the Bank organized the Knowledge Day Forum 2023 activity on the topic CISO GPT to educate executives and employees about how to deal with new forms of cyber threats.

- A learning exchange activity on personal data protection was organized with PT Bank Permata Tbk, the Bank's subsidiary in Indonesia, to provide Bank officers with knowledge and understanding of topics including personal data protection laws in Thailand and Indonesia, the Bank's governance structure and personal data protection processes, and how to raise awareness among employees on preventing and responding to personal data protection issues.





MESSAGE FROM  
THE BOARD

BE  
RESILIENT

BE  
RESPONSIBLE

BE CUSTOMER  
CENTRIC

BE  
CARING

BE  
ETHICAL

# 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



Economic and social transformation, technological advancement, as well as changing customer needs, present opportunities and challenges for the Bank’s business operations. Consequently, the Bank must adapt itself by developing better quality products and services, adjusting its business model in response to the current economic and social circumstances and customer preferences. However, this would not be possible in the absence of competent and talented personnel in sufficient quantity, particularly personnel with digital literacy as well as knowledge of modern work processes. The Bank therefore gives importance to developing employees’ skills and capabilities as well as attracting and retaining talented employees through organizing training, implementing effective talent management, setting a career path, providing equal and fair opportunities for skill development, and determining appropriate remuneration that matches employees’ skills, abilities and performance. This is to ensure that employees can thrive and enhance their career progression steadily while developing and nurturing talents that the Bank needs to increase competitiveness and drive future growth.

### Capability Development for Employees

The Bank provides employees at all levels with the opportunity to acquire the skills they need now and in the future, while also fostering their leadership skills, and

preparing them to handle challenges and uncertainties in the business world. In 2023, 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 Skills

Skill development related to the Bank’s business operations, which are divided into three areas:

##### 1. Credit Skills

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 three levels: Basic Level, Intermediate Level, and Advanced Level.



##### 2. Business Partnership Skills

To develop credit officers and officers related to products and services to become professional consultants by instilling a business mindset for three major skills:

1. Selling Skills, understanding customer needs with the capability to offer appropriate products and services.
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 its goals.
3. Business Skills, acquiring knowledge and understanding about businesses in different industries so that employees can provide expert advice for customers and can help their businesses to grow sustainably.



##### 3. Leadership Skills

To strengthen leadership skills and skills needed for the future, so that employees can drive the organization toward its goals by focusing on five major strengths: 1. Communication Excellence; 2. Integrity; 3. Drive for Success; 4. Teamwork; and 5. Customer Orientation.





## Lifelong Learning Skills for Future Work

The Bank helps develop a lifelong learning community by offering a variety of training courses, covering working skills, self-training, analytical thinking skills, and other hard and soft skills to prepare for work in the future. These are offered through various formats, such as self-learning on BBLearn, virtual classes, and project-based workshops.

Moreover, the Bank has collaborated with internal and external experts to develop curricula as well as guidelines for developing learning process and logical thinking skills required by the Bank's business. These new approaches have been adopted in some projects related to the training and development of the Bank's employees. In 2023, the Bank focused on promoting equality in the workplace. In supporting female executives in their career progression, the Bank encourages female executives to constantly receive training to develop and enhance their skills in various necessary areas, with the belief that women's ideas and perspectives support diversity and creativity, and help the company grow in new directions.

## Recruiting Strategies to Attract Employees

To respond to the needs of the new generation and attract younger talent to work with the Bank, we have taken the following actions:

- Improved the recruitment and selection process to make it faster and more convenient, e.g. enabling job applicants to take tests online.
- Modernized the Bank's image, as well as using social media to communicate the Bank's working environment and organizational culture.

- Collaborated with partners to organize Career Explorer/Career Roadshow activities for target groups of students studying in Thailand or abroad to attract them to work in the banking and financial sector.
- Organized a Referral Program for employees to recommend their friends or acquaintances to join the Bank, especially for those critical positions that are in high demand in the market.
- Provided internships for students who are studying domestically and abroad under the Bangkok Bank Student Internship Program which emphasizes participation and interaction in the form of active learning and project-based learning.
- Provided master's degree scholarships for talented employees and talented outsiders to pursue study in domestic and foreign educational institutions.



## Talent Management

The Bank attaches great importance to talent management, beginning with the process of selecting, developing and retaining talented employees at all levels, from new recruits to management level. This aims to prepare employees for supervisory roles and to enable succession planning for important positions. High-potential employees with appropriate qualifications are selected by considering performance, potential and characteristics consistent with the Bank's core values and without gender discrimination. The Bank draws roadmaps for skill development and career paths to develop appropriate skills for each group of talented employees. Talented employees are prepared to become future executives who can cope well with various changes. The Bank also provides opportunities for talented employees to exhibit their potential capability and attitude. Furthermore, the Bank provides attractive remuneration to employees compared with the industry. The Bank is committed to retaining and continuously developing talent.

## Performance Evaluation

The Bank has established systematic and standardized guidelines and criteria for evaluating performance. Objectives and annual work targets are set at both the individual level via Management by Objectives and the team level via Team-based Performance Appraisal. The evaluation results are not only used to consider remuneration, but also to monitor employees' ongoing performance and set their continuous development plan, whether working within a team, across teams or across departments. The Bank arranges performance evaluations twice a year for employees and once a year for management.

The Bank periodically updates employee performance evaluations. Recently, new forms of evaluation have been introduced for some departments, such as 360-degree feedback and coaching, which present opportunities to constructively discuss work issues as well as to provide employee development guidelines and support.

## Training Programs and Activities

In 2023, the Bank organized training programs and activities for employees so that they could learn and develop the skills needed for work as follows:

### Sustainability

The Bank adheres to conducting business in accordance with the principles of Sustainable Banking and Responsible Lending. Therefore, it is important to create awareness and understanding among employees by aiming for them to be able to apply various kinds of knowledge to their actual work. Knowledge provided is divided into two categories as follows:

#### 1) Bank-wide Training

The Bank organized ESG Forums throughout the year to present new perspectives and provide knowledge focusing on the environmental dimension to executives, employees, business partners and Bank customers. The topics were as follows: 1. "Energy transition and business survival in an era of global chaos"; 2. "Reduce business costs with clean energy - Solar Rooftop"; 3. "Carbon credit and renewable energy trading market - Opportunities for business in the era of global chaos"; 4. "Carbon Footprint, Carbon Credit and Carbon Credit Market and the current and future role of credit work"; 5. "Climate risks, carbon reduction and business opportunities"; 6. "Pathway to Net Zero Building";

7. "Inside Thailand's Taxonomy: Journey to Sustainability"; and 8. "Bualuang joins forces with partners, driving business with clean energy".

#### 2) BU Champion Training

The Bank has organized training on Sustainable Finance for 46 selected credit-related officers (BU Champions) with the aim of creating experts in the field who can provide advice to their colleagues. Participants have been trained and provided with relevant knowledge by attending a sustainability finance training course organized by ASFI Academy, and visiting a lithium-ion battery factory to gain deeper understanding about how to support the transition to a low-carbon society. They also participated in a sharing session to listen to information and exchange views with the Bank's sustainability experts on sustainability-focused financial products and the Bank of Thailand's policy guidelines on operating a financial institution to address environmental issues and climate change.

### Coaching Culture

The Bank places importance on building a new generation of leaders who can lead teams and provide coaching to bring out the potential of their team members as much as possible, while also creating a collaborative working atmosphere, promoting agile work, and solving various problems creatively. The Bank has initiated the Coaching Culture program to promote coaching among employees and make coaching culture part of the corporate culture at the Bank. Under the program, the training emphasizes the development of coaching skill sets through workshops, on-the-job assignments and training, and feedback and reflection. In 2023, 57 executive officers participated in the program.



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

The Bank has continuously carried out executive succession programs for the Commercial and Business banking divisions, aiming to prepare competent employees for appointment as a Business Relationship Manager (BRM), Assistant Relationship Manager (ARM), or Senior Relationship Officer (SRO). This program focuses on developing three major skills: leadership, business relationships and credit, through mixed and flipped learning, comprising 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. After the completion of the program, the participants are evaluated again so that each division can plan for their further development. In 2023, 25 employees joined the program.

### Knowledge Day 2023

The Bank organizes the Knowledge Day annually. This aims to provide knowledge and enhance essential skills for working in current times, while also supporting employees to self-develop and adapt to changes in the digital age so that they are able to help create new business opportunities for the Bank. In 2023, we focused on creating changes that lead to desired and sustainable outcomes under the concept “Be the Change: Starting with You” in alignment with the Bank’s strategy. The related training curricula are as follows:

### Knowledge Day 2023 Training Curricula



#### Technology Change

- Lesson Learned – Chat GPT
- CISO GPT



#### Data Change

- Start with Data Culture: the Key to Create a Data Culture
- Start with Your Data: Data Thinking
- Turn Insight into Action with Data Marketing



#### Action to Change

- Start with Passion: Carbon Credit and Renewable Energy Trading Market
- Resilient Vaccine: Review and Learn by Used Cases



#### Sustainability Change

- Carbon Credit and Renewable Energy Trading Market
- Climate Risks, Carbon Reduction and Business Opportunities
- Pathway to Net Zero Building

A total of **2,627** employees participated



### Tech Adoption Challenge Season 3

In 2023, the Bank organized the Tech Adoption Challenge project for the third consecutive year as a Project-Based Learning platform under the concept of “Be the Change: Starting with You”. The project aims to promote and stimulate employees to learn new skills in digital technology as well as to take initiatives to solve problems, increase work efficiency and respond to customer needs. The project aims to create customer-centric change leaders and seeks to transform the Bank into an intelligent organization. In 2023, a total of 176 employees divided into 43 teams participated in the project. Initiatives from all 43 teams helped the Bank lower the expense of hiring vendors by Baht 14 million per year, reduce working hours from over 53,000 hours per year to 20,606 hours per year, eliminate 1.45 million sheets of paper per year (equivalent to Baht 650,000 per year), and eliminate the need to cut down 123,061 trees, while reducing greenhouse gas emissions by 15,991 tons of CO<sub>2</sub>.

#### Tech Adoption Challenge Season 3



**43** Teams **176** employees from **15** divisions



Reduce working hours by **60%** to **20,606** working hours per year



Eliminate **1.45** million sheets of paper per year  
Eliminate the need to cut down **123,061** trees  
Reduce the expense of hiring vendors by **14** million Baht per year





# Employee Welfare and Wellbeing



The support and cooperation of employees is essential for an organization to achieve its goals. The Bank therefore understands the importance of providing for the wellbeing of our employees together with appropriate and fair remuneration and welfare. We ensure occupational health and safety in the workplace. We strictly comply with relevant laws to ensure that the working environment supports the physical and mental health of employees while fostering their affection for, and engagement with, the Bank. This will enable employees to work to their full potential, which will result in sustainable growth and consistently good performance. On the contrary, negligence and carelessness in employee wellbeing, inadequate and poor welfare, and an unsafe environment would likely lead to lower work efficiency while the employee turnover rate could increase along with work-related illnesses and injuries. Moreover, this could lead to higher operational costs for the Bank, a decline in competitiveness, and failure to achieve organizational goals.

## Remuneration, Welfare and Other Benefits<sup>1</sup>

The Bank provides appropriate and fair remuneration, welfare and benefits to employees<sup>2</sup> without discrimination regarding gender, age, race or religion. Remuneration and other benefits take into account the employee’s standard of living and is at a rate commensurate with other commercial banks. The Bank

regularly reviews the remuneration, welfare and benefits of employees to ensure that employees have a good quality of life and higher motivation to work at their full capacity, and in turn can help create value for the organization in the long run.

### Remuneration

The Bank provides remuneration for employees fairly and without discrimination. Remuneration is based on an employee’s performance assessment, skills, experience, position and responsibility, and aims to motivate employees to develop their skills and abilities and continuously improve their performance.

### Employee Loans

To enable employees to enjoy stable lives, as well as to relieve anxiety and various burdens on employees and their families, the

Bank provides employees with special interest rate loans with flexible repayment terms. This includes loans for home purchases, home repairs, home renovation, car or motorcycle purchases, education of children, medical treatment of family members, living expenses, studying for a master’s degree, and repayment of debts to creditors outside the Bank. Approval of such loans takes into account existing debt and the employee’s ability to repay the loan in order to prevent an excessive debt burden.

### Other Benefits

The Bank provides various benefits to employees. This covers benefits that employers must provide to employees as required by law, and additional benefits beyond the statutory requirements to enrich the life, uplift the standard of living and increase the efficiency and productivity of employees.



**Note:** <sup>1</sup> Remuneration, welfare and other benefits data in this Sustainability Report cover the Bank’s employees and contract staff, unless specified.

<sup>2</sup> Employee refers to a full-time employee or a person who works under an ongoing contract. Contract employees or employees working under fixed-term contracts will receive welfare similar to employees except for provident fund, retirement payments, loans, child benefits and flexible work schedule.



### Financial Aid

Maternity benefit to cover the cost of child delivery at a hospital at the rate specified by the Bank.

Child allowance at a specified rate to help lessen the burden from child-raising expenses and to support decent child development. The allowance is given to the first three children from birth until they reach their legal age or finish studying for a Bachelor's Degree.

Gratuity benefit paid to their families in cases of employees' death, or to employees who are unable to work due to illness, or a work-related accident.

Subsidy for house rental fees to employees who have been ordered to transfer to work units or branches in other provinces according to the criteria and conditions set by the Bank.



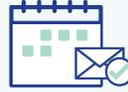
### Funds

Provident fund to promote savings and provide security after retirement for employees.

Compensation fund

Social Security Fund

Bangkok Bank Cremation Aid Association



### Personal Leave

Employees have the right to take leave to carry out personal business, such as to contact government agencies, participate in important religious ceremonies, care for a family member who is sick and who needs to be cared for by the employee, etc. Employees can take personal leave with pay for up to 15 working days annually (the law mandates personal leave with pay for three working days annually). Personal leave must be approved by the supervisor in advance.



### Sick Leave

Employees are entitled to take sick leave with pay for up to 90 working days annually (this exceeds the legally mandated requirement of up to 30 working days annually).



### Maternity and Paternity Leave

Female employees are entitled to take maternity leave both before and after giving birth for up to 98 days with full pay. Female employees will have the right to return to work in the same position or in a position that receives no less remuneration than before.

Male employees can take paternity leave with full pay for five days (this exceeds legally mandated requirements).



### Mom's Room<sup>1</sup>

The Mom's Room is provided for working mothers who need a private and convenient space to care for their newborn babies comfortably in the workplace.

A washbasin with necessary equipment and a refrigerator for breast milk storage which is cleaned by a housekeeper every weekend are provided for convenience. An access code for each individual is required to enter the room to ensure the security and privacy of users.



### Health Benefits

Sports venue

Group insurance

Medical service and annual health check-up

## Flexible and Efficient Work Schedules

Working styles that are flexible in terms of time and place are gaining more attention from employees in various organizations. The Bank is aware of the changing demands for working styles and provides work equipment and tools to support the new style of work. We have also adopted data storage systems technology, data analysis systems, and various tools that can be used on any device, whether it is a computer, notebook, mobile phone or tablet, to help increase work efficiency and raise the level of work to be more secure and systematic. These include, for instance, using Microsoft Teams for meetings and communicating within the team and with other teams and using One Drive for data storage. Furthermore, employees can have flexible working hours with permission from their supervisors. In some positions, such as advisors and medical staff in the Bank's Healthcare Unit, the Bank allows them to work part-time. We also allow employees to wear casual attire every Friday to create a more relaxed working atmosphere.

## Healthcare Unit

The Bank places importance on caring for and promoting the health of all employees by providing a comprehensive healthcare service as follows:



**Note:** <sup>1</sup> The Bank gives staff the right to take breaks to perform duties. This is not considered an absence of working hours.



## Medical Examination and Medical Reimbursement Services

### • Healthcare Service

We provide free access to general practitioners, medical specialists, and nurses for medical examinations and counseling for employees at the Healthcare Unit on the 4<sup>th</sup> floor of our Silom head office building and the 2<sup>nd</sup> floor of our Rama 3 building.

### • Annual Health Check-up

Annual health check-ups cover complete blood count (CBC), fasting blood sugar (FBS), liver and kidney function, electrocardiogram, chest X-ray, plus anti-HBs check-ups every three years. In addition, male employees aged 50 years and above can have blood tests for a prostate cancer risk assessment. Female employees can have pap smear tests (no age limit) and mammogram checks (age 48 years and above or if they have been identified by a medical professional as having a potential risk), and have their expenses reimbursed at a specified rate.

### • Quadrivalent Influenza Vaccine

Influenza vaccination services are provided for employees annually during flu season. In 2023, a total of 6,801 employees received the vaccination service at Silom head office building and Rama 3 Office Building. Employees working in other areas can have vaccine expenses reimbursed at a specified rate.

### • Reimbursement for Medical and Dental Expenses

Employees who receive medical treatment at an external hospital or 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 from the Bank’s Healthcare Unit for treatment at the In-Patient Department of a hospital. After the treatment, the Bank will pay for the medical expenses directly to the hospital, so employees do not need to pay first and be reimbursement later.

## Counseling Service for Mental Health Issues and Stress Management

The Bank’s Healthcare Unit has a psychiatrist available once a week to provide counseling on mental health problems and stress management for employees free of charge. In cases where employees use services related to mental health problems from external medical facilities, employees can be reimbursed at a rate specified by the Bank. Moreover, to enhance employees’ mental health, the Healthcare Unit offers the iSTRONG Mental Health service that provides counseling and discussion of mental health issues by highly experienced psychologists and psychotherapists who listen to problems, provide encouragement, and find the best solution or remedy for employees. The service represents a safe zone for employees as they seek help for their mental health. Consultations are confidential and there is no disclosure or reporting to the Bank.

### iSTRONG Mental Health Service:



#### Online Counseling

Employees can make appointments to consult about any issues. The service is available every day, including holidays.



#### Line Chat

Alternative communication channel for employees who prefer not to call by phone.



#### Online Assessment

A preliminary mental health assessment form that takes 3-5 minutes to complete to help employees decide whether they should seek counseling.



#### Emergency Call 24/7

Hotline for calls to a psychologist 24 hours a day in case of an emergency, such as a serious trauma.



#### Self-help Center

The center provides knowledge about caring for mental health through free articles, photos, podcasts, video clips, and monthly online mental health seminars.



### Knowledge Sharing and Healthcare Training

The Healthcare Unit provides articles about healthcare, illness, seasonal epidemics, and advice on how to prevent or avoid illness, as well as disseminating information through the Bank’s internal communication channels. There are also lectures by experts from external medical facilities to provide knowledge about self-care. In addition, the Healthcare Unit also organizes annual workshops on “First aid, Basic life support, and the use of AED defibrillators” so that employees understand the importance of first aid, using life-saving tools, and are able to apply this knowledge in real life.

## Occupational Health, Safety and Environment in the Workplace

The Bank recognizes the importance of providing a safe and healthy occupational environment under the concept that safety is more than just following laws or regulations, and in fact it is everyone’s duty and responsibility to make the workplace safe. The Bank is committed to upholding occupational health and safety in the work environment in order to protect the welfare of everyone, whether they are the Bank’s employees, customers, visitors, or others who come to work in the Bank’s premises. The Bank has established an Occupational Health, Safety and Workplace Environment Policy to provide a framework for occupational health, and a safe work environment that is appropriate for the Bank’s premises and consistent with relevant laws and regulations.



**Please Scan QR Code** for additional information on Occupational Health, Safety and Environment in Workplace Policy

### Occupational Health, Safety and Workplace Environment Structure

The Bank’s Occupational Health and Safety structure comprises the Occupational Health and Safety Panel, and the Occupational Health and Safety Committee at the Bank’s buildings and premises.

- **Occupational Health and Safety Panel (OHS Panel)**

The OHS panel, comprises representatives of employees from various units of the Bank such as compliance, human resources, Healthcare Unit, property management, employee relations and the sustainability team. The OHS panel has duties to ensure compliance with the occupational health, safety and workplace environment policy and support the work of the Occupational Health and Safety Committee at the Bank’s buildings and premises in complying with law. The OHS Panel has quarterly meetings and duly reports the results of the meetings to the responsible senior executives for acknowledgment.

- **Occupational Health and Safety Committee (OHS Committee)**

The OHS committee is responsible for driving and promoting safety at the Bank’s buildings and premises to prevent accidents, injuries and work-related illnesses, as well as performing other duties as required by law. The OHS Committee reports to the Bank’s responsible senior executives whenever employees experience work-related injuries, or illnesses, or whenever any indications of risk at the workplace have been found.



**Please Scan QR Code** for additional information on Duties of OHS Panel



## Risk Assessment and Management of Occupational Health, Safety and Environment in the Workplace

The Bank regularly conducts risk and hazard assessments of occupational health, safety and environment in the workplace to identify risks and hazards, prioritize risks to determine proper risk management controls and measures, set control measures, integrate action plans with quantitative targets to manage significant risks, follow up on the outcome of risk management controls and measures, as well as the progress of the occupational health and safety measures to achieve the targets. The Bank has continually strived to ensure safety at the workplace and that the environment is conducive to work efficiently. For example, we clean the workplace regularly, maintain equipment and appliances to be safe and suitable for various tasks, provide a room for photocopying and shredding documents located away from the workstation area, regularly maintain the air-conditioning systems, and implement fire prevention and extinguishment plans, along with a proper workplace layout, to reduce fire hazards. Furthermore, we employ specialized contractors and external auditors for an annual assessment of the Bank's working environment. This covers inspections of the building structure and safety, electrical systems, noise levels, and air quality in the workplace to ensure they comply with domestic laws and standards as well as international standards such as Singapore Standard SS 544:2009 Code of Practice for Indoor Air Quality for Air-Conditioned Buildings.



Please Scan QR Code for additional information on OHS Risk Assessment Results

## Preparation and Response to Emergency Situations

The Bank has established necessary response plans and prevention plans, and ensures that emergency kits are always available on hand. The Bank also arranges annual fire extinguisher training and fire drills for employees at the head office buildings and branches nationwide, so that employees can deal with fire incidents effectively. This helps employees to be able to deal with fire incidents promptly which can help reduce damage to life and property. Since the Covid-19 pandemic ended, the Bank has adjusted measures and guidelines to be appropriate for the current circumstances as follows: ending measures for employees who have close contact with Covid-19 patients (Tier 1), while still requiring employees infected with Covid-19 (Tier 0) to stay away for treatment until the end of five days or according to the period specified by the doctor. We still regularly clean and spray disinfectant inside the building, while automatic hand-washing alcohol dispensers remain available in various areas of the Bank. In addition, the Healthcare Unit monitors the spread of respiratory disease outbreaks, especially for various strains of influenza. We ask for cooperation from all employees to wear face masks at all times while receiving service at the Healthcare Unit. This is in line with the standards for the prevention of respiratory infections that hospitals and medical facilities still adhere to.

## Training on Occupational Health and Safety

The Bank arranges training to provide basic knowledge about occupational health and safety for all new employees, such as the use of each type of fire extinguisher, fire evacuation procedures, and channels for reporting fire incidents. We also organize an occupational safety officer training course so that employees understand the roles, duties, and responsibilities of the Bank's safety officers, as well as regulations related to the safety of the Bank.

## Preparation of Employees Before Retirement and After Retirement

### Providing Advice on Retirement Planning

Financial literacy is essential for living happily after retirement. The Bank therefore organizes regular lectures on financial literacy for employees approaching retirement age. The lectures cover topics such as provident fund management and planning, choosing an investment policy, maintaining a provident fund, receiving provident funds, and tax privileges for retired employees. Every year, we organize a farewell ceremony for employee who retired that year to honor them. We also provided knowledge-sharing sessions to help with the transition to retirement covering topics such as

Training on Occupational Health and Safety in 2023	Total Training hours
Executive-level Occupational Safety Officer Course for Executives of the Bank	720
Supervisor-level Occupational Safety Officer Course for Supervisors of the Bank	720
Basic Firefighting Training Course	720



how to retire happily, managing life to avoid anxiety, using health insurance welfare from government agencies, and benefits and welfare provided by the Bank for retired employees.

### Retired Employee Program

The Bank recognizes the importance and value of retiring employees as these employees have contributed to the Bank and helped it overcome obstacles for a long time. The Bank therefore organizes an annual farewell and recognition ceremony where we present a medal of our appreciation to all retiring employees, while also providing a special allowance of Baht 200,000 to each retiring employee who has reached 60 years of age (only those who worked with the Bank since before January 1, 1989). Furthermore, retired employees with more than 30 years of service are entitled to lifelong medical treatment at the Bank’s Healthcare Unit to help them have a good quality of life after retirement.

The Bank supports the Bua Yai Club, which was co-founded by former retired employees, with the objective of encouraging members to meet and socialize on various occasions such as the New Year party, making merit during the Songkran holiday (for the late employees) and the Royal Kathin Ceremony, and to join together to help Bank friends and their family members. Members of the Bua Yai Club are entitled to the Bank’s benefits such as receiving healthcare services and medicine at the Bank’s Healthcare Unit, 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 have initiated the “60 Young Wow Project - Stay Together, Longer with BBL”, to provide opportunities for healthy retirees who wish to be able to continue working for the Bank on an employee contract at the Call Center or as debt collection officers. They receive wages and welfare as specified in the employment contract for each position.

### Employee Engagement Survey

In 2023 we conducted a survey on the level of engagement among employees in the Bank’s credit underwriting and technology departments and set up the target of these groups

to be 70 percent for this year. It was found that the engagement level of these Bank employees was 59 percent. The survey respondents were 40 percent male and 60 percent female. The employee engagement survey covers questions about learning opportunities, purpose or inspiration for work, job satisfaction, happiness at work, and compensation. The survey results will be analyzed to determine guidelines for further development of the Bank’s human resource management.





MESSAGE FROM  
THE BOARD

BE  
RESILIENT

BE  
RESPONSIBLE

BE CUSTOMER  
CENTRIC

BE  
CARING

BE  
ETHICAL

# Be Ethical

Adhering to business ethics, cultivating good governance, complying with laws and regulations, while respecting human rights and opposing any form of corruption.





# Corporate Governance



The practice of good corporate governance enables businesses to manage their affairs efficiently and transparently, leading to the achievement of organizational goals and the building of confidence among stakeholders despite economic, social and environmental challenges. The Bank is committed to complying with laws, regulations, and good corporate governance practices, and to promoting a culture of good governance throughout the organization by continually enhancing the knowledge and understanding of good corporate governance of the Board of Directors, management and staff. Adhering to good corporate governance standards enables the Bank to effectively manage risks and respond to new business opportunities, resulting in consistently good performance and trustworthiness while creating long-term value for both society and the Bank.

## Corporate Governance Policy

As good corporate governance is the foundation of an organization’s sustainable growth, the Bank has established a corporate governance policy and guidelines which align with the legal framework and good corporate governance principles. The policy outlines key principles for treatment of shareholders and stakeholders, information disclosure and transparency, responsibilities of the Bank’s Board of Directors, internal controls and risk management, and a code of conduct and business ethics, for observance and compliance by all involved parties. In addition,

the Bank has assigned the Corporate Governance Committee to regularly review and set such policies and guidelines so that they are appropriate and consistent with prevailing circumstances and government regulations. The Committee is also responsible for monitoring and reviewing compliance with the Bank’s good corporate governance principles.



Please Scan QR Code for additional information on Corporate Governance Policy

## Corporate Governance Structure

### Board of Directors

The Board of Directors, which is the highest authority of the Bank, is responsible for establishing, reviewing and determining the Bank’s vision, mission, policies and business goals. It sets the direction of the Bank while also considering and approving the Bank’s strategies and business plans and supervising the business operations to be in accordance with laws, the Bank’s regulations, and resolutions from shareholders’ meetings.

### Subcommittees

Various subcommittees are appointed by the Board of Directors to provide opinions and monitor and supervise the Bank’s operations within their respective scope of work as assigned by the Board of Directors. The subcommittees regularly report their performance and provide recommendations to the Board of Directors so that the Board of Directors can perform its duties efficiently and effectively. The Bank has five subcommittees 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 law or the Articles of Association of the Bank.



- **The Audit Committee:** Responsible for reviewing the accuracy of the Bank’s financial reports and business conduct and operations in compliance with laws and the Bank’s regulations, while also reviewing and evaluating internal control and internal audit systems to ensure they are appropriate and effective. The Audit Committee also considers potential involvement in conflicts of interest and ensures compliance with relevant regulatory requirements, as well as supervising 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, member of a subcommittee, or senior executive, as well as considering appropriate remuneration and other benefits for the Bank’s directors, members of subcommittees, 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 in upholding good corporate governance and sustainability at the Bank by ensuring that the principles of good corporate governance and sustainability are effective and practiced. The committee is also responsible for ensuring strategic plans for sustainability are appropriate for the Bank’s business operations and providing opinions to the Board of Directors on the risks and opportunities relating to environmental, social and governance issues members of subcommittees, and senior executives.



## Roles, Duties and Responsibilities

The Bank clearly defines the roles, duties and responsibilities of 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 efficiency and the transparency of good corporate governance and internal operations. The management is responsible for managing and driving 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 and work processes; as well as managing human resources and other resources to be appropriate and supportive to the achievement of established goals. It is also responsible for various operations 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 its business and complies with regulatory guidelines. At least one-third of the Board of Directors shall be independent directors whose qualifications meet the Securities and Exchange Commission’s (SEC) regulations. The Nomination and Remuneration Committee is responsible for selecting and nominating appropriately qualified individuals to serve as bank directors in accordance with the established processes and criteria. The nomination will be based on the required specific knowledge, expertise and professional skills as stipulated in the Board Skill Matrix, and the candidate will also need to have relevant work experience that meets the Bank’s business needs and qualifications as prescribed by the relevant regulations. The Bank will submit names of suitably qualified and selected individuals to the Bank of Thailand for approval before appointing them as directors.



## Composition of the Board of Directors

(As of December 31, 2023)

### Gender

Male	Female
<b>90%</b> (18 persons)	<b>10%</b> (2 persons)

### Age

65 years old or younger	Over 65 years old
<b>40%</b> (8 persons)	<b>60%</b> (12 persons)

### Types of Directors

Executive Directors	Independent Directors	Non-executive Directors
<b>60%</b> (12 persons)	<b>35%</b> (7 persons)	<b>5%</b> (1 person)

### Tenure of Directors

Less than 5 years	5-9 years	More than 9 years	Average tenure
<b>45%</b> (9 persons)	<b>20%</b> (4 persons)	<b>35%</b> (7 persons)	<b>10.49 years</b>



Please Scan QR Code for additional information on Board Diversity Policy

## Efficiency of the Board of Directors

### Meetings

All directors are required to attend the Board’s meetings and must attend at least 75 percent of all the meetings during the year in compliance with the Bank of Thailand’s regulations. The Bank holds the meetings on a monthly basis and the schedule of 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 directors prior to each meeting, except when there is an urgent agenda. In 2023, a total of 12 meetings were held. All directors attended more than 75 percent of the meetings during the year. The average meeting attendance of the Board of Directors was 97.92 percent of the total number of meetings in the year.

### Performance Evaluation

The Bank conducts a performance evaluation of the Board of Directors annually 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 individual performance as well as to increase the efficiency of the Board of Directors’ collective performance. There are two

## Promotion of Board Diversity

The Bank recognizes that a diverse board of directors will provide different, broad, and comprehensive perspectives, covering all dimensions that are important to the Bank’s business operations. This will lead to effective corporate governance and a good performance. The Bank has therefore 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 periodic review of the suitability of the structure, size and diversity of the Board of Directors so that appropriate measures may be determined.



methods of performance evaluation: 1. Self-assessment: an 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 distributing and collecting assessment forms to and from directors for submission to the Nomination and Remuneration Committee to compile and summarize the evaluation results and finally report to the Board of Directors for acknowledgment.

### Development of Executives

The Bank places importance on encouraging all directors to develop their skills and knowledge regularly by encouraging them to attend training courses that are beneficial for the performance of their duties as directors, such as the Director Certification Program and the Director Accreditation Program of the Thai Institute of Directors Association (IOD). They are also encouraged to participate in training activities and seminars organized by internal and external agencies to develop skills and knowledge in various fields that would benefit the performance of the duties of the Bank's Board of Directors.



## Evaluation of the Performance of Duties and the Determination of Remuneration for High-Level Executives

The Bank's Board of Directors evaluates the performance of the duties of the Executive Chairman and the President by using an assessment form prepared according to the guidelines for the CEO assessment form disseminated by the Stock Exchange of Thailand. The performance evaluation covers areas such as leadership, strategy determination, strategy execution, financial planning and performance, and relationships with the Board of Directors, etc. The Chairman of the Nomination and Remuneration Committee will inform the results of the evaluation to the Executive Chairman and the President for acknowledgment.

The Nomination and Remuneration Committee is responsible for determining appropriate remuneration for high-level executives – Executive Vice Presidents, Senior Executive Vice Presidents, and the President – presenting this to the Executive Chairman for further presenting to the Bank's Board of Directors for consideration. The level of remuneration is determined by assessing short-term and long-term performance indicators of the Bank and of each executive. Examples of performance indicators include those related to financial performance, customer relations, efficiency improvements and developments, personnel development, return on assets (ROA), revenue growth, credit growth, asset quality, customer satisfaction, expense management, as well as performance indicators measuring the Bank's competitiveness compared to that of other leading financial institutions and companies in Thailand, such as overall return on equity.

### Corporate Governance Culture

The Bank encourages and supports all members of the Board of Directors, executives and employees to understand and adhere to the principles of good corporate governance and to strictly follow the Bank's corporate governance policy and practices so that they are embedded in the organizational culture. In creating a corporate governance culture in the organization, the Bank focuses on communicating concerned policies and practices to all executives and employees, while also encouraging the Board of Directors and executives to attend training and seminars on topics related to corporate governance. The Bank also supports executives and employees throughout the organization to participate in various courses that help enhance their understanding of how to put into practice the principles of corporate governance, such as courses on anti-corruption, anti-money laundering, and combating the financing of terrorism, financing the proliferation of weapons of mass destruction, business ethics, providing fair service to customers, and personal data protection, etc. The Bank's determination to continuously develop corporate governance is reflected in the results of the 2023 Corporate Governance Survey of Listed Companies by the Thai Institute of Directors (IOD) in which the Bank received a rating of "Excellent".



## Business Ethics



Conducting business ethically with respect for human rights and responsibility for all stakeholders helps enhance business competitiveness, increases credibility with all groups of stakeholders and reduces business risks. By contrast, business conduct that is not in line with business ethics, respect for human rights and responsibility for all stakeholders not only has the potential to destroy stakeholder trust but may also negatively impact business revenue. The Bank has always been committed to conducting business ethically and ensuring that proper practices are in place including: committing to business ethics; adopting international principles on human rights; preventing and managing corruption risks; strictly complying with anti-money laundering, counter-terrorism financing (AML/CFT) and combating weapons of mass destruction regulations; and engaging in proper market conduct, as well as ensuring an effective and fair whistleblowing process and grievance mechanism. Furthermore, we also place importance on training and knowledge sharing for employees to ensure their proper compliance with the Bank's policies and rules, as well as the laws and regulations of relevant government agencies. This is to enable us to achieve our commitment to being the most trustworthy Bank for all stakeholders.



### Code of Conduct for Employees

The Bank issued its Code of Conduct to promote and uphold good corporate governance which is an important foundation of sustainable development and to provide clear guidelines for how directors, executives and employees shall perform their work with integrity, honesty and responsibility for all stakeholders. All executives and employees have signed an acknowledgement of the Code of Conduct and Business Ethics and are obliged to comply with it as well as other relevant regulations as stated in their employment contracts. Compliance with the Bank's rules and regulations and the Code of Conduct and Business Ethics is one of the factors used in evaluating the performance and remuneration of employees at all levels. Employees who are eligible for a bonus payment must not be those who have been disciplined to the point of dismissal, or are the perpetrators of corruption. In situations where the employee is under investigation for an offense, the bonus will be temporarily suspended until the investigation is completed. Once the investigation finds that the employee has not committed any wrongdoing, his/her entitlement to receive a bonus shall resume as usual. In addition, the Bank places

importance on raising awareness and understanding of ethical business practices by organizing mandatory training courses on the Code of Conduct and Business Ethics for employees at all levels.

Besides the Code of Conduct and Business Ethics, the Bank has established the Code of Conduct for Employees and encourages all directors, executives and employees to strictly abide by it. Moreover, we promote awareness and understanding of the importance of compliance with the Code of Conduct for Employees by introducing it during the orientation of new directors, executives and employees, regularly communicating about the Code of Conduct for Employees within the Bank, and making available a manual for the Code of Conduct for Employees to ensure clear understanding.



Please Scan QR Code

for additional information on Code of Conduct and Business Ethics and Code of Conduct for Employees



## Respect for Human Rights

The matter of human rights is currently considered to be one of the most important issues affecting all sectors. This issue is extremely important, not only to government and society, but also to the business sector. Violations of human rights in business still occur from time to time, causing damage not only to those who are violated but also to the image of the violators and the business sector. Therefore, the Bank recognizes the importance of respecting and managing human rights as this not only ensures that the Bank's business operations and activities do not directly or indirectly violate human rights but promote a positive image and extend business opportunities for the Bank. We strictly comply with international and local human rights principles and standards, such as the Universal Declaration of Human Rights (UDHR) and the International Labor Organization (ILO) Conventions. In addition, we have adopted the United Nations Guiding Principles on Business

and Human Rights (UNGP) 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 business activities of the Bank, its suppliers and its customers throughout the business value chain, in order to set appropriate measures to prevent risks and impacts thereof.

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, or when the review is necessary due to a significant event, so that the Bank can manage human rights in a timely manner given changing situations.



**Please Scan QR Code**  
for additional information on  
Human Rights Policy



**Please Scan QR Code**  
for additional information on  
Human Rights Due Diligence





## Human Rights Due Diligence Process



## Respect for Employee Rights

The Bank respects the rights of employees and treats all employees equally without discrimination on the grounds of gender, race, religion, education, skin color, sexual orientation or any other reason. We strictly comply with labor laws and internal rules and regulations including those relating to employment, compensation, welfare, working conditions and occupational health and safety in the workplace. Meanwhile, if the Bank is obliged to terminate a contract with an employee due to a cause other than misconduct or retirement, the Bank will ensure compliance with regulations regarding termination of employment by paying severance as required by law and a family allowance according to the Bank's policy.

In 2023 the Bank announced its Non-discrimination and Anti-harassment Policy to declare our stand and zero tolerance approach against any kind of discrimination or harassment. The policy is used as a guideline to prevent discrimination and harassment in the organization including physical, verbal or sexual harassment and to provide guidance when there is a case of discrimination or harassment. Accordingly, the Bank began offering an online training course on Human Rights, Non-discrimination and Anti-harassment to raise awareness and promote understanding among all employees.

The Bank respects the rights of our employees 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



**Please Scan QR Code**  
for additional information on  
Non-discrimination and  
Anti-harassment Policy



their members and have successfully negotiated terms and conditions that likewise apply to non-member employees. In addition, the Bank offers opportunities for union representatives to raise 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 2023, the two unions had a total of 9,121 members, representing 49 percent of the total employees.

## Anti-corruption

The Bank has established an Anti-corruption Policy as an operational framework for compliance by directors, executives and employees and to foster a corporate culture in this respect. The policy includes comprehensive corruption risk assessment and management and whistleblowing and complaint channels. We also annually conduct a performance assessment in compliance with the policy, as well as regularly raise awareness of the policy to employees at all levels through training and internal communication to ensure concrete outcomes. In the 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 by various external agencies as a financial institution that plays an important role in fostering anti-corruption and has been a certified member of the Thai Private Sector Collective Action Against Corruption (CAC) since 2015 (with certified membership extended since 2021). We also invite suppliers and business partners to become members of the Thai Private Sector Collective Action Against Corruption (CAC) which reflects our unwavering support for anti-corruption in the private sector.



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 that is aligned with our business context as follows:

1. Identification of any corruption risk we may be exposed to through our operations or business activities.
2. Assessment of the corruption risk and severity of the impact.
3. Adoption of preventative and control measures specific to the corruption risk that is applicable to the situation and business context of each unit. Executives or supervisors involved with each risk issue will oversee the risk assessment and determine risk prevention and control measures on an annual basis. All assessment results and related information will be collected and stored in a corruption risk database for further analysis and reference.
4. Controlling, monitoring and auditing 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 Unit, 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 2023, 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 directly or indirectly involved in any activity related to lobbyists, political support, political parties, political candidates, or political influencers.



## Anti-money Laundering and Counter Terrorism Financing

We have formulated a policy on anti-money laundering and combating the financing of terrorism (AML/CFT) as well as 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 employees have the duty and responsibility to strictly comply with the policy. We also place importance on Know Your Customer (KYC) and Customer Due Diligence (CDD) in accordance with the risk level of customers. For high-risk customers, including Politically Exposed Persons (PEP), the Bank requires Enhanced Due Diligence (EDD) which requires a more in-depth examination to find factual information about the customer and monitors financial account movements in greater detail than usual. We have also developed an internal work system to check customer names against the databases for the designated person, the sanctioned person and the high-risk person as specified by the relevant authorities to accommodate and provide convenience for the Bank's staff to examine and assess the 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, thereby reducing the risk of the Bank being used as a channel for money laundering or supporting terrorism. Furthermore, we have set up risk management systems in accordance with the three lines of defense principle and conduct regular communication and training for all employees. All related documents are properly filed and

kept for a period of 10 years to ensure that our anti-money laundering and counter terrorism practice is effective and in accordance with the laws and regulations.



**Please Scan QR Code**  
for additional information on Anti-money Laundering and Counter Terrorism Financing Policy

## Market Conduct

We realize that receiving fair service is a basic right of customers and is key to quality service. 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 ability to assure quality of sales so that customers receive suitable products with good quality. 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 provide services to customers as well as executives who are responsible for monitoring compliance with market conduct. KPI are also properly defined to prevent irresponsible sales propositions and mis-selling.

### 4. Sales Process

Selling products and services to customers must not invade their privacy. Information provided to customers must be complete, not misrepresented or distorted so that customers receive products or services that are suitable for their needs and affordability. A system to regularly check selling and



service quality is in place, such as call backs, welcome calls and mystery shopping.

### 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 detailed information of new products or services, guidance on sales approaches using simple language, customer rights and market conduct guidelines.

### 6. Data Privacy

We protect the privacy of personal customer data by strictly complying with applicable laws.

### 7. Problem and Complaint Handling

We have established effective processes for problem solving, complaint handling, whistleblowing, as well as remedies.

### 8. Three Lines of Defense

We have adopted the three lines of defense principle for controlling, monitoring and auditing compliance with market conduct requirements to detect risks and anomalies while a self-monitoring system is in place for after-sales service to ensure compliance with the Bank’s guidelines.

### 9. Operation and Business Continuity

We have established operating systems and business continuity plans that cover operations in both normal circumstances and emergencies. We have also prepared a manual and checklist for employees to prevent operational mistakes.

The Bank pays special attention to 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 visual impairments. Therefore, we have specifically established guidelines for selling products and giving services to vulnerable groups. For example, we take into account customer’s needs and objectives, financial knowledge, risk appetite and tolerance level, and ability to understand when we offer products and services to them. In addition, an explanation of details, conditions, rights and exceptions of the products and services must be clear and easy to understand, as well as highlighting and emphasizing the key messages. If customers have questions, service staff must explain or clarify to them until they truly have a complete understanding without doubts or further questions. This is aimed to ensure that customers receive sufficient important information to make a reasonable decision. Service staff must also give as much time as necessary for vulnerable groups to digest and understand the information provided and not rush them to make decisions.

### Promoting Equality in Society

The Bank places great importance on promoting capabilities for people with disabilities to reduce the inequality of opportunity in society. In 2023, the Bank provided occupational support to 191 disabled people across Thailand and paid more than Baht 22,866,520 to foundations and associations that promote and develop the quality of life for people with disabilities.

## Whistleblowing

According to the Bank’s Whistleblowing Policy, all stakeholders can send information or file complaints related to the actions of the Bank and related parties including directors, executives, employees and contractors that are suspected to be fraud or in violation of laws, regulations, the Code of Conduct and Business Ethics, policies and practices of the Bank, or that represent inaccurate financial reports, or instances of failure of internal control systems according to the guidelines and via the channels stated below:

### 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. Measures are in place to protect those whistleblowers and those who cooperate in the investigation from being violated or harassed. 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. 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 Unit, oversee and deliberate 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 supervise whistleblowing or complaints procedures from accepting whistleblowing or complaint 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 wrongdoers punished according to the Bank's stipulated disciplinary actions ranging from an official warning in writing, remuneration reduction, to employment termination.



Please Scan QR Code for additional information on Whistleblowing Policy

## 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@bangkokbank.com



Phone:

0-2626-4982

## Whistleblowing Channels



Postal Mail

Send to the Audit Committee or the Customer Complaint and Fraud Unit 333 Silom Road, Silom, Bang Rak, Bangkok 10500



E-mail

Send to the Audit Committee or the Customer Complaint and Fraud Unit Whistleblowing@bangkokbank.com

## Channels for Complaints



Postal Mail

Send to the Audit Committee or the Customer Complaint and Fraud Unit 333 Silom Road, Silom, Bang Rak, Bangkok 10500



E-mail

Send to Customer Complaint and Fraud Unit CC&F@bangkokbank.com, or info@bangkokbank.com



Bualuang Phone:

1333



Official Website:

https://www.bangkokbank.com/en/Contact-Us

Or in person at the head office or at any branch

In 2023, the Bank received a total of 245 whistleblowing cases or complaints, with 227 of these investigated, evaluated and closed, consisting of seven cases from operating system failure, 20 cases from operational mistakes and delayed responses from employees, one case of non-compliance with market conduct practice by employees, three cases related to employee fraud, and the remaining 196 cases resulting from customers' misunderstanding of the Bank's operations and other causes, such as fraud or scams from third parties and the rejection of credit card payments for products and services.



## Complaint Management

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. An employee can raise issues about another employee to stop an action immediately or, if the person still continues to behave in such a way, the former can report or consult with his supervisor to find a solution or a mitigation. If the issue is not resolved satisfactorily, a complaint can be filed in writing to the Employee Relations Unit under the Human Resources Department, which then submits it to a Disciplinary and Petition Committee which is assigned to investigate complaints and which rules on whether the alleged wrongdoing has indeed occurred. If it is found that there is unfair treatment or intimidation which is against the Bank’s rules or the law, the case will be referred to the Audit and Control Division and the division/department in which the violator works to consider appropriate disciplinary action and punishment. The penalty for wrongdoers is based on the severity of the case, ranging from verbal warnings, pay cuts, to termination of employment and legal action. The Bank ensures that all parties are treated fairly through a transparent and equitable investigation process with regard to keeping of confidentiality and protection of the plaintiff while affected persons are remedied properly and fairly.

In 2023, there were three cases of complaints about unfair discrimination. One case was due to misunderstanding of the employee while the other two cases were resolved and settled with the affected employees receiving benefits and compensation as specified by law and the wrongdoers given a warning. Note that there was no such case of intimidation or harassment from employees.

## Procedures for Filing Complaints Related to Employment and Work





## Training Courses

The Bank focuses on encouraging all employees to adhere to the Code of Conduct and Business Ethics Practice including related polices and guidelines through the following courses:

Courses	Percentage of Attending Employees through 2023
Banking Industry Code of Conduct	100
Human Rights, Non-discrimination and Anti-harassment	0.68
Anti-corruption	100
Anti-money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction Financing (AML/CTPF)	
<ul style="list-style-type: none"> <li>• New employees</li> <li>• Refresher for existing employees via e-Learning platform</li> </ul>	<p>100</p> <p>100</p>
Market Conduct	100





## Awards and Achievements

**Bangkok Bank Public Company Limited**  
Bank

### **Sustainability Yearbook Member**

**S&P Global Corporate Sustainability  
Assessment (CSA) Score 2023**

S&P Global CSA Score 2023: 69/100

Score date: February 7, 2024

The S&P Global Corporate Sustainability Assessment (CSA) Score is the S&P Global ESG Score without the inclusion of any modelling approaches. Position and scores are industry specific and reflect exclusion screening criteria. Learn more at <https://www.spglobal.com/esg/csa/yearbook/methodology/>



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



FTSE4Good

02 Received a rating of AA (on a scale of AAA to BBB) in the 2023 SET ESG Ratings and included in the 2023 SETESG Index, the Stock Exchange of Thailand (SET)

04 Rated “Excellent” for the 2023 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 Selected as a constituent of the FTSE4 Good Index Series, FTSE Russell



03 Rated “Excellent” for the 2023 Corporate Governance Report of Thai Listed Companies, the Thai Institute of Directors Association (IOD)



05 Received the Sustainability Disclosure Award 2023, Thaipat Institute



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



# Performance Data

## Social Dimension

### Data of employees

Performance Data	Unit	2020			2021			2022			2023		
		Male	Female	Total									
<b>Total number of employees</b>	<b>Persons</b>	<b>7,220</b>	<b>14,828</b>	<b>22,048</b>	<b>6,792</b>	<b>13,722</b>	<b>20,514</b>	<b>6,408</b>	<b>12,683</b>	<b>19,091</b>	<b>6,258</b>	<b>12,447</b>	<b>18,705</b>
Percentage of total employees	%	32.7	67.3	100	33.1	66.9	100	33.6	66.4	100	33	67	100
<b>Employees by location</b>													
Head office	Persons	3,606	5,726	9,332	3,083	4,658	7,741	3,084	4,698	7,782	3,122	4,807	7,929
Metropolitan	Persons	1,119	3,769	4,888	1,405	4,209	5,614	1,267	3,700	4,967	1,252	3,563	4,815
Other provinces	Persons	2,495	5,333	7,828	2,304	4,855	7,159	2,057	4,285	6,342	1,884	4,077	5,961
<b>Employees by type of employment</b>													
Permanent employees	Persons	7,115	14,677	21,792	6,691	13,602	20,293	6,297	12,572	18,869	6,147	12,310	18,457
Temporary employees	Persons	105	151	256	101	120	221	111	111	222	111	137	248
<b>Employees by nationality</b>													
Thai	Persons			21,995			20,462			19,041			18,650
Japanese	Persons			27			26			28			30
English	Persons			7			6			6			6
Chinese	Persons			4			3			3			3
Australian	Persons			3			3			2			2
Other nationalities	Persons			12			14			11			14



Performance Data	Unit	2020			2021			2022			2023		
		Male	Female	Total									
<b>Employees by age</b>													
Aged over 50 years	Persons	2,722	2,635	5,357	2,753	2,723	5,476	2,658	2,685	5,343	2,527	2,677	5,204
Aged 30-50 years	Persons	3,364	8,495	11,859	3,206	8,505	11,711	3,039	8,238	11,277	2,907	8,019	10,926
Aged under 30 years	Persons	1,134	3,698	4,832	833	2,494	3,327	711	1,760	2,471	824	1,751	2,575
<b>Employees by level</b>													
<b>Total management</b>	<b>Persons</b>	<b>733</b>	<b>819</b>	<b>1,552</b>	<b>701</b>	<b>825</b>	<b>1,526</b>	<b>693</b>	<b>826</b>	<b>1,519</b>	<b>691</b>	<b>845</b>	<b>1,536</b>
Percentage of total management	%	47.2	52.8	100	45.9	54.1	100	45.6	54.4	100	45	55	100
Thai	Persons							661	822	1,483	656	841	1,497
Japanese	Persons							26	0	26	28	0	28
English	Persons							2	0	2	2	0	2
Chinese	Persons							0	3	3	0	3	3
Australian	Persons							0	0	0	0	0	0
Other nationalities	Persons							4	1	5	5	1	6
<b>Top management</b>	<b>Persons</b>	<b>44</b>	<b>23</b>	<b>67</b>	<b>38</b>	<b>25</b>	<b>63</b>	<b>35</b>	<b>25</b>	<b>60</b>	<b>39</b>	<b>23</b>	<b>62</b>
Percentage of top management	%	65.7	34.3	100	60.3	39.7	100	58.3	41.7	100	63	37	100
<b>Middle management</b>	<b>Persons</b>	<b>269</b>	<b>250</b>	<b>519</b>	<b>262</b>	<b>253</b>	<b>515</b>	<b>250</b>	<b>260</b>	<b>510</b>	<b>240</b>	<b>273</b>	<b>513</b>
Percentage of middle management	%	51.8	48.2	100	50.9	49.1	100	49.0	51.0	100	47	53	100



Performance Data	Unit	2020			2021			2022			2023		
		Male	Female	Total									
<b>Junior management</b>	<b>Persons</b>	<b>420</b>	<b>546</b>	<b>966</b>	<b>401</b>	<b>547</b>	<b>948</b>	<b>408</b>	<b>541</b>	<b>949</b>	<b>412</b>	<b>549</b>	<b>961</b>
Percentage of junior management	%	43.5	56.5	100	42.3	57.7	100	43.0	57.0	100	43	57	100
<b>Staff</b>	<b>Persons</b>	<b>6,382</b>	<b>13,858</b>	<b>20,240</b>	<b>5,990</b>	<b>12,777</b>	<b>18,767</b>	<b>5,604</b>	<b>11,746</b>	<b>17,350</b>	<b>5,456</b>	<b>11,465</b>	<b>16,921</b>
<b>Management (temporary employees)</b>	<b>Persons</b>	<b>38</b>	<b>14</b>	<b>52</b>	<b>37</b>	<b>12</b>	<b>49</b>	<b>39</b>	<b>8</b>	<b>47</b>	<b>33</b>	<b>11</b>	<b>44</b>
<b>Staff (temporary employees)</b>	<b>Persons</b>	<b>67</b>	<b>137</b>	<b>204</b>	<b>64</b>	<b>108</b>	<b>172</b>	<b>72</b>	<b>103</b>	<b>175</b>	<b>78</b>	<b>126</b>	<b>204</b>
<b>Share of women in management positions in revenue-generating functions</b>	<b>As % of all such management</b>			<b>52.5</b>			<b>53.9</b>			<b>53.7</b>			<b>45.9</b>
<b>Share of women in STEM-related positions</b>	<b>As % of total STEM positions</b>			<b>49.0</b>			<b>47.9</b>			<b>47.4</b>			<b>47.2</b>

**Note:** Data refers to employees working in Thailand only, not including foreign employees and employees working in branches outside Thailand.  
Permanent employees refer to employees of Bangkok Bank (the Bank only) under permanent contracts.  
Temporary employees refer to employees of Bangkok Bank (the Bank only) under temporary contracts.



## New Employees

Performance Data	Unit	2020			2021			2022			2023		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
<b>Total number of new employee hires</b>	<b>Persons</b>	<b>340</b>	<b>733</b>	<b>1,073</b>	<b>246</b>	<b>394</b>	<b>640</b>	<b>447</b>	<b>701</b>	<b>1,148</b>	<b>571</b>	<b>967</b>	<b>1,538</b>
Percentage of total new employees	%	4.7	4.9	4.9	3.6	2.9	3.1	7.0	5.5	6.0	9.1	7.8	8.2
<b>The average hiring cost per FTE</b>	<b>THB/FTE</b>			<b>7,350</b>			<b>12,487</b>			<b>5,185</b>			<b>6,175</b>
<b>New employees by location</b>													
Head office	Persons	264	503	767	207	314	521	353	504	857	401	619	1,020
Metropolitan	Persons	61	185	246	28	70	98	79	159	238	143	243	386
Other provinces	Persons	15	45	60	11	10	21	15	38	53	27	105	132
<b>New employees by nationality</b>													
Thai	Persons			1,056			632			1,139			1,529
Other nationalities	Persons			17			8			9			9
<b>New employees by level</b>													
Top management	Persons	2	1	3	0	2	2	0	0	0	2	0	2
Middle management	Persons	7	7	14	3	3	6	5	4	9	3	5	8
Junior management	Persons	11	4	15	15	3	18	13	6	19	11	11	22
Staff	Persons	218	540	758	204	340	544	384	607	991	511	843	1,354
Management (temporary employees)	Persons	25	15	40	3	0	3	8	0	8	3	6	9
Staff (temporary employees)	Persons	77	166	243	21	46	67	37	84	121	41	102	143



Performance Data	Unit	2020			2021			2022			2023		
		Male	Female	Total									
<b>New employees by age</b>													
Aged over 50 years	Persons	39	31	70	5	4	9	11	9	20	9	10	19
Aged 30-50 years	Persons	75	117	192	71	78	149	115	174	289	112	159	271
Aged under 30 years	Persons	226	585	811	170	312	482	321	518	839	450	798	1,248
<b>Internal hires</b>													
Percentage of open positions filled by internal candidates	%			70			60			51			60

## Employee Turnover

Performance Data	Unit	2020			2021			2022			2023		
		Male	Female	Total									
<b>Employee turnover</b>	<b>Persons</b>	<b>645</b>	<b>1,151</b>	<b>1,796</b>	<b>664</b>	<b>1,484</b>	<b>2,148</b>	<b>822</b>	<b>1,721</b>	<b>2,543</b>	<b>712</b>	<b>1,191</b>	<b>1,903</b>
Employee turnover rate	%	8.9	7.8	8.1	9.8	10.8	10.5	12.8	13.6	13.3	11.4	9.6	10.2
<b>Employee voluntary turnover</b>	<b>Persons</b>	<b>551</b>	<b>1,055</b>	<b>1,606</b>	<b>618</b>	<b>1,432</b>	<b>2,050</b>	<b>778</b>	<b>1,658</b>	<b>2,436</b>	<b>657</b>	<b>1,142</b>	<b>1,799</b>
Employee voluntary turnover rate	%	7.6	7.1	7.3	9.1	10.4	10.0	12.1	13.1	12.8	10.5	9.2	9.6
<b>Employee turnover by nationality</b>													
Thai	Persons			1,776			2,140			2,534			1,898
Other nationalities	Persons			20			8			9			5



Performance Data	Unit	2020			2021			2022			2023		
		Male	Female	Total									
<b>Employee turnover by level</b>													
Top management	Persons	2	0	2	6	1	7	4	1	5	0	3	3
Middle management	Persons	15	12	27	20	16	36	18	14	32	22	9	31
Junior management	Persons	37	14	51	39	14	53	33	34	67	20	28	48
Staff	Persons	509	1,024	1,533	567	1,375	1,942	728	1,580	2,308	626	1,072	1,698
Management (temporary employees)	Persons	24	16	40	7	4	11	10	4	14	9	3	12
Staff (temporary employees)	Persons	58	85	143	25	74	99	29	88	117	35	76	111
<b>Employee turnover by age</b>													
Aged over 50 years	Persons	293	247	540	286	294	580	312	305	617	292	213	505
Aged 30-50 years	Persons	127	315	442	161	571	732	260	828	1,088	215	583	798
Aged under 30 years	Persons	225	589	814	217	619	836	250	588	838	205	395	600

**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	Unit	2020			2021			2022			2023		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of employees taking maternity/parental leave	Persons	73	355	428	80	78	158	59	139	198	65	139	204
Number of employees returning to work after maternity/parental leave	Persons	73	355	428	80	78	158	59	138	197	65	139	204
Number of employees returning to work after maternity/parental leave and continuing to work for the next 12 months	Persons	73	355	428	80	74	154	59	138	197	60	128	188
<b>Return to work rate of employees taking maternity/parental leave</b>	<b>%</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>99.3</b>	<b>99.5</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b>Retention rate of employees taking maternity/parental leave</b>	<b>%</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>94.9</b>	<b>97.5</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>92</b>	<b>92</b>	<b>92</b>



## Ratio of basic salary and remuneration of male to female

Performance Data	Unit	2020	2021	2022	2023
<b>Base salary only</b>					
Executive level		1 : 0.69	1 : 0.64	1 : 0.61	1 : 0.59
Management level	Male to female ratio	1 : 0.90	1 : 0.88	1 : 0.89	1 : 0.90
Non-management level		1 : 0.84	1 : 0.85	1 : 0.90	1 : 0.89
<b>Base salary and other cash incentives</b>					
Executive level			1 : 0.64	1 : 0.61	1 : 0.58
Management level	Male to female ratio		1 : 0.69	1 : 0.89	1 : 0.90
Non-management level			N/A	1 : 0.88	1 : 0.89

**Note:** Other benefits mean bonus pay, special bonus pay, excluding any compensation or benefit relating to welfare such as maternity benefit to cover the cost of child delivery at a hospital and children allowance.



## Employee Training and Development

Performance Data	Unit	2020			2021			2022			2023		
		Male	Female	Total									
<b>Average hours of training per FTE</b>	<b>Hours/FTE</b>	<b>32.16</b>	<b>42.88</b>	<b>39.37</b>	<b>51.06</b>	<b>70.44</b>	<b>64.02</b>	<b>30.31</b>	<b>40.70</b>	<b>37.21</b>	<b>33.29</b>	<b>39.98</b>	<b>37.74</b>
<b>Employee training by level</b>													
Top management	Hours/FTE	6.11	7.05	6.48	9.08	12.64	10.52	7.41	9.59	8.38	7.23	66.17	25.05
Middle management	Hours/FTE	19.56	18.43	19.02	31.96	29.56	30.77	21.69	22.36	22.02	26.77	34.52	30.85
Junior management	Hours/FTE	29.05	28.13	28.51	40.22	43.70	42.22	29.80	32.99	31.60	41.98	35.58	38.34
Staff	Hours/FTE	34.38	42.47	40.03	53.14	67.02	62.82	29.68	36.91	34.69	33.67	38.11	36.74
<b>Employee training by age</b>													
Aged over 50 years	Hours/FTE	23.74	32.23	28.18	44.11	56.26	50.51	18.42	25.79	22.33	20.39	23.77	22.22
Aged 30-50 years	Hours/FTE	36.23	43.13	41.24	58.11	72.79	68.82	35.60	41.15	39.69	38.51	39.18	39.01
Aged under 30 years	Hours/FTE	45.30	44.40	44.61	46.18	52.33	50.82	35.67	31.30	32.56	49.73	51.42	50.88
<b>Employee training by type of training</b>													
Mandatory training	Hours/FTE	6.16	7.80	7.26	14.37	15.21	14.93	7.95	8.39	8.25	7.15	7.08	7.10
Non-mandatory training	Hours/FTE	26.00	35.08	32.11	36.69	55.23	49.09	22.21	32.16	28.82	26.46	31.26	29.72
<b>Average amount spent per FTE on training and development</b>	<b>THB/FTE</b>			<b>2,344</b>			<b>1,239</b>			<b>3,480</b>			<b>4,339</b>



## Occupational Health and Safety

Performance Data	Unit	2020			2021			2022			2023		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of employees having occupational diseases	Persons	0	0	0	0	0	0	0	0	0	0	0	0
<b>Occupational disease rate (ODR)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Number of lost days from work-related injuries	Days				0	48	48	0	17	17	0	0	0
<b>Lost day injury rate (LDIR)</b>					<b>0</b>	<b>1.27</b>	<b>1.27</b>	<b>0</b>	<b>0.49</b>	<b>0.49</b>	<b>0</b>	<b>0</b>	<b>0</b>
Number of employees with recorded work injuries	Persons	0	1	1	0	1	1	1	2	3	0	0	0
<b>Work injury rate (IR)</b>		<b>0</b>	<b>0.03</b>	<b>0.03</b>	<b>0</b>	<b>0.03</b>	<b>0.03</b>	<b>0.03</b>	<b>0.05</b>	<b>0.08</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Number of work-related fatalities	Persons	0	0	0	0	0	0	0	0	0	0	0	0
<b>Work-related fatalities rate</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Absentee rate</b>	<b>%</b>			<b>0.63</b>			<b>0.61</b>			<b>1.66</b>			<b>1.31</b>

**Note:** Occupational disease rate (ODR) = Number of employees having occupational diseases x 1,000,000 / Total working hours

Lost day injury rate (LDIR) = Number of lost days from work-related injuries x 1,000,000 / Total working hours

Absentee rate = (Number of absentee days in the accounting period / Total days scheduled to be worked in the accounting period) x 100

Number of absentee days includes sick leave, work-related accident leave and taking personal leave during the day.

Total days scheduled to be worked includes total working days minus total days of leave entitlement such as annual holiday leave, personal leave, maternity leave, paternity leave, ordination leave and sterilization leave.



## Environmental Dimension

Details	Unit	2020	2021	2022	2023
<b>Energy use within the organization<sup>1</sup></b>					
<b>Total energy consumption within the organization (non-renewable energy)</b>	<b>Gigajoules</b>	<b>601,592</b>	<b>543,853.66</b>	<b>588,998.95</b>	<b>550,222.57</b>
	Megawatt-hours	167,109	151,070	163,610.82	152,839.60
Energy intensity ratio (energy per FTE)	Gigajoules	25.75	25.91	30.47	29.59
<b>Total electricity consumption<sup>2</sup></b>					
	<b>Gigajoules</b>	<b>440,680</b>	<b>415,335.41</b>	<b>436,641.69</b>	<b>426,891.03</b>
	Megawatt-hours	122,411	115,371	121,289.36	118,580.84
<b>Total chilled water consumption<sup>3</sup></b>					
	<b>Megawatt-hours</b>	<b>10,403</b>	<b>9,823</b>	<b>8,140.58</b>	<b>6,807.18</b>
Total emissions from chilled water	Tonnes of CO <sub>2</sub> equivalent	5,200	4,910	4,069.47	3,402.91
<b>Total fuel consumption from non-renewable energy<sup>4</sup></b>					
<u>Diesel</u> fuel for emergency power generators and fire pumps	Gigajoules	1,469	706	154.77	694.01
	Liters	40,329	19,385	4,249.71	19,055.92
<u>Diesel</u> fuel for vehicles used in operations	Gigajoules	7,163	7,297	10,280.53	9,163.29
	Liters	196,675	200,366	292,399.16	263,521.44
<u>Gasoline</u> fuel for vehicles used in operations	Gigajoules	152,280	121,517	141,921.96	113,474.23
	Liters	4,850,223	4,113,663	4,684,617.09	3,767,415.30
<b>Air business travel<sup>5</sup></b>					
Total air business travel	Total distance (kilometers)	829,886	93,430	1,972,307	6,201,192
Total emissions from business travel from air	Tonnes of CO <sub>2</sub> equivalent	84.78	9.74	247.36	634.40



Details	Unit	2020	2021	2022	2023
<b>Greenhouse gas emission (GHG emission)<sup>6</sup></b>					
Total Direct (Scope 1) GHG emissions	Tonnes of CO <sub>2</sub> equivalent	14,039	11,619	21,771.02	20,844.94
Total energy indirect (Scope 2) GHG emissions	Tonnes of CO <sub>2</sub> equivalent	61,193	57,674	60,632.55	59,278.56
Total GHG Scope 1 and 2 emissions	Tonnes of CO <sub>2</sub> equivalent	75,232	69,293	82,403.57	80,123.50
Total GHG Scope 1 emissions intensity	Tonnes of CO <sub>2</sub> equivalent per FTE	0.64	0.55	1.11	1.12
Total GHG Scope 2 emissions intensity	Tonnes of CO <sub>2</sub> equivalent per FTE	2.78	2.75	3.14	3.19
Total GHG Scope 1 and 2 emissions intensity	Tonnes of CO <sub>2</sub> equivalent per FTE	3.41	3.30	4.25	4.31
Total energy indirect (Scope 3) GHG emissions	Tonnes of CO <sub>2</sub> equivalent	1,592	1,306	1,512.28	1,940.06
<b>Water and effluents<sup>7</sup></b>					
<b>Total water withdrawal</b>	<b>Million cubic meters</b>	<b>0.58</b>	<b>0.46</b>	<b>0.50</b>	<b>0.49</b>
In all areas (Third-party water; Fresh water ≤ 1,000 mg/L Total dissolved solids)	Cubic meters	578,300	461,668	501,555	487,553
- In areas with water stress	Cubic meters	N/A	40,055	48,816	93,621
Water withdrawal intensity	Cubic meters per FTE	26.09	21.99	25.95	26.22
Total emissions from water withdrawal	Tonnes of CO <sub>2</sub> equivalent	325.12	249.09	334.66	315.49
<b>Total water discharge to surface water</b>	<b>Cubic meters</b>	<b>462,640</b>	<b>369,334</b>	<b>401,244</b>	<b>390,043</b>
Volume (≤ 1,000 mg/L total dissolved solids)	Cubic meters	462,640	369,334	401,244	390,043
- Total water discharge to surface water in areas with water stress	Cubic meters	N/A	32,044	39,052	74,897
- Volume (≤ 1,000 mg/L total dissolved solids)	Cubic meters	N/A	32,044	39,052	74,897
<b>Total water consumption</b>	<b>Cubic meters</b>	<b>115,660</b>	<b>92,334</b>	<b>100,311</b>	<b>97,511</b>
- Total water consumption in areas with water stress	Cubic meters	N/A	8,011	9,763	18,724



Details	Unit	2020	2021	2022	2023
<b>Use of recycled water</b>					
Total recycled water used	Cubic meters	42,399	23,543	11,393	12,856
Equivalent of the total volume of water consumed	Percentage	7.33	5	2	3
<b>Waste<sup>8</sup></b>					
Total waste generated	Metric tonnes	4,559.34	2,753.74	3,003.95	2,888.03
Waste generated intensity	Kg per FTE	206.79	131.19	155.42	155.33
	Metric tonnes per FTE	0.21	0.13	0.16	0.16
<b>Total weight of <u>hazardous waste</u> diverted from disposal</b>	Metric tonnes	32.14	45.14	19.63	23.64
- Recycled (e-waste)	Metric tonnes	32.14	45.13	19.37	23.42
- Landfill (Batteries and light bulbs managed by the municipality)	Metric tonnes	N/A	0.010	0.26	0.222
<b>Total weight of <u>non-hazardous waste</u> directed to disposal</b>	Metric tonnes	4,527	2,708.60	2,984.30	2,864.40
- Landfill	Metric tonnes	3,961	2,147	2,599.07	2,333.94
- Total weight of non-hazardous waste disposed by landfill (General waste) (from the five headquarter buildings)	Metric tonnes	1,148	478.57	607.44	493.05
- Recycled	Metric tonnes	12.15	19.43	32.28	34.76
- Total weight of non-hazardous waste disposed by recycling (Recycled waste) (from the five headquarter buildings)	Metric tonnes	12.15	19.43	32.28	34.76
- Total weight of paper sent to recycling <sup>9</sup>	Metric tonnes	554	542.5	352.97	495.69
<b>Total weight of recycled waste</b>	Metric tonnes	598	607	405	554
<b>Total weight of disposed waste</b>	Metric tonnes	3,961	2,147	2,599	2,334
<b>Paper used<sup>10</sup></b>					
Total weight of A4 office paper used	Metric tonnes	1,037	918.3	816.02	868.57
Total emissions from A4 office paper used	Tonnes of CO <sub>2</sub> equivalent	1,182	1,046.8	930.26	990.17

**Note:**

- 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.
- 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.
- 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.
- 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 compared to the previous year. Between 2022-2023, 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 saw business activities return to normal.
- The data covers air travel for business purposes by employees. Between 2020-2021, the volume of air travel significantly declined due to the Covid-19 pandemic. Between 2022-2023, the volume of air travel greatly increased due to post Covid-19 recovery which saw 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.
- Greenhouse gases consist of Carbon Dioxide (CO<sub>2</sub>), Methane (CH<sub>4</sub>), Nitrous Oxide (N<sub>2</sub>O), Sulfur Hexafluoride (SF<sub>6</sub>) 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 kgCO<sub>2</sub>e/kWh and for 2020-2022 is 0.4999 kgCO<sub>2</sub>e/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.
- 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 saw business activities return to normal.
  - 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.

- 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.
- 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 kgCO<sub>2</sub>e/kg.

**Data Boundaries:**

- Energy consumption and GHG emissions**  
Data from 2020 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), all operation support centers, all branches and all ATM nationwide.
- Water consumption**  
Data from 2020 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), 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

<b>Statement of use</b>	Bangkok Bank has reported in accordance with the GRI Standards for the period [from January 1 to December 31, 2023].
<b>GRI 1 used</b>	GRI 1: Foundation 2021
<b>Applicable GRI Sector Standard</b>	G4 Financial Services Sector Supplement Guidelines Integrated reporting

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION		OMISSION		
		ANNUAL REPORT	SUSTAINABILITY REPORT	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
<b>General disclosures</b>						
GRI 2: General Disclosures 2021	2-1 Organizational details	12-18	9-10			
	2-2 Entities included in the organization's sustainability reporting		15			
	2-3 Reporting period, frequency and contact point		15			
	2-4 Restatements of information		16-21			
	2-5 External assurance		149			
	2-6 Activities, value chain and other business relationships	12-18,20-31,53-62	10			
	2-7 Employees		126-130			
	2-8 Workers who are not employees		67			
	2-9 Governance structure and composition	127-131	111-113			
	2-10 Nomination and selection of the highest governance body	121-122	112			
	2-11 Chair of the highest governance body	122,132	112			



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION		OMISSION		
		ANNUAL REPORT	SUSTAINABILITY REPORT	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
	2-12 Role of the highest governance body in overseeing the management of impacts		6-8,11-12, 16-20,40-43			
	2-13 Delegation of responsibility for managing impacts		40-41,111-112			
	2-14 Role of the highest governance body in sustainability reporting		16-20			
	2-15 Conflicts of interest	148				
	2-16 Communication of critical concerns		89-90,120-121			
	2-17 Collective knowledge of the highest governance body	144	114			
	2-18 Evaluation of the performance of the highest governance body	145	113-114			
	2-19 Remuneration policies	138				
	2-20 Process to determine remuneration	138				
	2-21 Annual total compensation ratio			2-21-a, 2-21-b and 2-21-c	Confidentiality constraints	
	2-22 Statement on sustainable development strategy		6-8			
	2-23 Policy commitments		94-95, 115-119			
	2-24 Embedding policy commitments		94-95, 115-119			
	2-25 Processes to remediate negative impacts		95-97, 120-123			
	2-26 Mechanisms for seeking advice and raising concerns		87-90, 120-121			
	2-27 Compliance with laws and regulations		121			



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION		OMISSION		
		ANNUAL REPORT	SUSTAINABILITY REPORT	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
	2-28 Membership associations		14			
	2-29 Approach to stakeholder engagement		32-35,88-89			
	2-30 Collective bargaining agreements		118			
<b>Material topics</b>						
GRI 3: Material Topics 2021	3-1 Process to determine material topics		16-21			
	3-2 List of material topics	85	20			
<b>Risk and Crisis Management</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics (Risk management)		22,39-43			
<b>Sustainable Finance</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics		23,45-54			
GRI Financial Services Sector Supplement – Product Portfolio 2013	FS1 Policies with specific environmental and social components applied to business line		46			
	FS2 Procedures for assessing and screening environmental and social risks in business line		46-48			
	FS5 Interactions with clients/investees/business partners regarding environmental and social risks and opportunities		53-54			
	FS7 Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose		48-52			
	FS8 Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose		48-52			



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION		OMISSION		
		ANNUAL REPORT	SUSTAINABILITY REPORT	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
<b>Inclusive Finance</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics		24,55-60			
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts		55-58			
GRI Financial Services Sector Supplement – Product Portfolio 2013	FS7 Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose		55-58			
GRI Financial Services Sector Supplement – Local Communities 2013	FS14 Initiatives to improve access to financial services for disadvantaged people		56			
GRI Financial Services Sector Supplement – Product and Service Labeling 2013	FS16 Initiatives to enhance financial literacy by type of beneficiary		58-60			
<b>Social Responsibility and Value Creation</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics		25,61-69			
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported		61-62			



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION		OMISSION		
		ANNUAL REPORT	SUSTAINABILITY REPORT	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria		69			
	308-2 Negative environmental impacts in the supply chain and actions taken		67-69			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs		61			
	413-2 Operations with significant actual and potential negative impacts on local communities		61-67			
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria		69			
	414-2 Negative social impacts in the supply chain and actions taken		67-69			
<b>Environmental and Carbon Footprint</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics		26,70-79			
GRI 302: Energy 2016	302-1 Energy consumption within the organization		77,136			
	302-2 Energy consumption outside of the organization		78,136			
	302-3 Energy intensity		77,136			
	302-4 Reduction of energy consumption		72-74			
	302-5 Reduction in energy requirements of products and services		74			



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION		OMISSION		
		ANNUAL REPORT	SUSTAINABILITY REPORT	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource		78-137,138			
	303-2 Management of water discharge related impacts		78			
	303-3 Water withdrawal		78-137,138			
	303-4 Water discharge		78-137,138			
	303-5 Water consumption		78-137,138			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions		76,137			
	305-2 Energy indirect (Scope 2) GHG emissions		76,137			
	305-3 Other indirect (Scope 3) GHG emissions		74,78,136-138			
	305-4 GHG emissions intensity		76,137			
	305-5 Reduction of GHG emissions		72,74,76			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts		79			
	306-2 Management of significant waste-related impacts		79			
	306-3 Waste generated		79,138			
	306-4 Waste diverted from disposal		79,138			
	306-5 Waste directed to disposal		79,138			
<b>Innovation and Digitalization</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics		27,81-25			



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION		OMISSION		
		ANNUAL REPORT	SUSTAINABILITY REPORT	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported		81,83-85			
	203-2 Significant indirect economic impacts		83-84			
<b>Customer Relations</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics (Customer satisfaction performance)		27,86-90			
GRI Financial Services Sector Supplement – Product and Service Labeling 2013	FS15 Policies for the fair design and sale of financial products and services		87-88			
<b>Cybersecurity and Data Privacy Protection</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics		28,91-97			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data		93,95			
<b>Talent Attraction and Development</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics		29,99-103			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee		134			
	404-2 Programs for upgrading employee skills and transition assistance programs		99-103			
	404-3 Percentage of employees receiving regular performance and career development reviews		101			



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION		OMISSION		
		ANNUAL REPORT	SUSTAINABILITY REPORT	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
<b>Employee Welfare and Wellbeing</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics		29,104-109			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover		129-131			
	401-2 Benefits provided to full-time employees that are not provided to temporary or parttime employees		104-105			
	401-3 Parental leave		105			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system		107-108			
	403-2 Hazard identification, risk assessment, and incident investigation		107-108			
	403-3 Occupational health services		107-108			
	403-4 Worker participation, consultation, and communication on occupational health and safety		107-108			
	403-5 Worker training on occupational health and safety		108			
	403-6 Promotion of worker health		105-106			
	403-7 Prevention and mitigation of occupational health and safety impact directly linked by business relationships		107-108			
	403-8 Workers covered by an occupational health and safety management system		107-108			
	403-9 Work-related injuries (Absentee rate)		135			
	403-10 Work-related ill health		135			



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION		OMISSION		
		ANNUAL REPORT	SUSTAINABILITY REPORT	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees		126-128			
	405-2 Ratio of basic salary and remuneration of women to men		133			
<b>Corporate Governance</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics		30,111-114			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees		112-113			
	405-2 Ratio of basic salary and remuneration of women to men		133			
<b>Business Ethics</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics		30,115-123			
GRI 205: Anti-corruption 2016	205-1 Operation assessed for risks related to corruption		118			
	205-2 Communication and training about anti-corruption policies and procedures		123			
	205-3 Confirmed incidents of corruption and action taken		118,120-121			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective action taken		121			
GRI Financial Services Sector Supplement – Product and Service Labeling 2013	FS15 Policies for the fair design and sale of financial products and services		119-120			



# Assurance Statement



## LRQA Independent Assurance Statement

Relating to Bangkok Bank Public Company Limited's Sustainability Report for the calendar year 2023 (1<sup>st</sup> January 2023 – 31<sup>st</sup> December 2023)

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 was commissioned by Bangkok Bank Public Company Limited (BBL) to provide independent assurance on its Sustainability Report 2023 ("the report") against the assurance criteria below to a moderate level of assurance and materiality of the professional judgement of the verifier using Accountability's AA1000AS v3 for type 2 assurance. Note: The exception is for both direct and energy 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 only in Thailand and specifically the following requirements:

- Evaluating the nature and extent of BBL's adherence to Accountability's AA1000 Principles (2018):
  - Inclusivity, Materiality, Responsiveness and Impact.
- Confirming that the Report is in accordance with:
  - GRI Standards 2021, and
  - GRI 3-1: Process to determine material topics.
- 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)<sup>2</sup>
  - GRI 305-2: Energy indirect GHG emissions (Scope 2)<sup>2</sup>
  - GRI 305-3: Other indirect GHG emissions (Scope 3, Category 1 – water and paper consumptions, Category 6 – business travel by air only)<sup>2</sup>
  - 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)
  - GRI 405-2: Ratio of basic salary and remuneration of women to men.

Our assurance engagement excluded the data and information of BBL's operations and activities outside Thailand, as well as those of 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 responsible is for collecting, aggregating, analysing and presenting all the data and information in 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 under the responsibility of BBL.

### LRQA's Opinion

Based on LRQA's approach, 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, and that the direct and energy indirect GHG emissions data disclosed in the report are materially correct.

The opinion expressed is formed on the basis of a moderate level of assurance and at the materiality of the professional judgement of the verifier, with the exception of direct and energy indirect GHG emissions data where a high level of assurance at 5% materiality has been applied.

**Note:** The extent of evidence-gathering for a moderate assurance engagement is less than for a high assurance engagement. Moderate assurance engagements focus on aggregated data rather than physically checking source data at sites which occurs during a high assurance engagement. Consequently, the level of assurance obtained in a moderate assurance engagement is substantially lower than the assurance that would have been obtained had a high assurance engagement been performed.

<sup>1</sup> <https://www.globalreporting.org>  
<sup>2</sup> GHG quantification is subject to inherent uncertainty.



### LRQA's approach

LRQA's assurance engagements are carried out using Accountability's AA1000AS v3 and our verification procedure. The following though tasks though were undertaken as part of the evidence gathering process for this assurance engagement:

- Assessing BBL's approach to stakeholder engagement to confirm that issues raised by stakeholders were captured correctly. We did this through interviews with external stakeholders and reviewing documents and associated records.
- Reviewing BBL's process for identifying and determining material issues to confirm that the right issues were included in their Report. We did this by benchmarking reports written by BBL and its peers to ensure that sector specific issues were included for comparability. We also tested the filters used in determining material issues to evaluate whether BBL makes informed business decisions that may create opportunities that contribute towards sustainable development.
- 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 key people responsible for compiling the data and drafting the report.
- Verifying data and information remotely via ICT application by sampling evidence to confirm the reliability of the selected indicators.

### Observations

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

- Stakeholder inclusivity: We are not aware of any key stakeholder groups that have been excluded from BBL's stakeholder engagement process. BBL has open dialogue with all its stakeholders.
- Materiality: We are not aware of any material issues concerning BBL's sustainability performance that have been excluded from the report. It should be noted that BBL has established extensive criteria for determining which issue is material and that these criteria are not biased to the company's management.
- Impact: BBL has established and implemented processes for responding to the concerns of various stakeholder groups especially in 7.5 relation to GHG emissions. For example: BBL has announced its target of 7.5% reduction in GHG emissions Scope 1 and Scope 2 from the base year of 2020. However, we believe that BBL's future reports should also address financed emissions which are the most relevant category of Scope 3 emissions for financial institutions, i.e. they are the emissions linked to the investment and lending activities of financial institutions (Category 15 in the GHG Protocols list of Scope 3 (Corporate Value Chain Accounting)).
- Responsiveness: BBL has established and implemented processes for responding to the concerns of various stakeholder groups especially in relation to reporting performance of the GRI disclosures associated with the key materiality topic.
- Reliability: Data management systems are properly defined for the selected environmental and social indicators. It is specifically noted that BBL has collected comprehensive data for GHG emissions relevant to Scope 1 and Scope 2.

### 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 are 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.

Dated: 6 March 2024

Kamiga Sukkeaw  
LRQA Lead Verifier

On behalf of LRQA (Thailand) Ltd.  
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Thank you for your kind cooperation. Your feedback is very useful for our further improvement.



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