

Growing Together

2024

Sustainability Report 2024

Bangkok Bank Public Company Limited

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

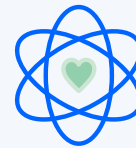
To have efficient working systems and quality control procedures

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

Contents



Part 1 Message from the Board and Sustainability Undertaking

- Message from the Chairman, the Executive Chairman and the President 2
- About Bangkok Bank 5
- About this Report 12
- Materiality Assessment 13
- Sustainability Commitments and Targets 19
- Stakeholder Engagement 27
- Summary of 2024 Sustainability Performance 31



Part 2 Be Resilient

- Risk and Crisis Management 33



Part 3 Be Responsible

- Sustainable Finance 41
- Inclusive Finance 52
- Social Responsibility and Value Creation 59
- Environmental and Carbon Footprint 70



Part 4 Be Customer Centric

- Innovation and Digitalization 79
- Customer Relations 84
- Cybersecurity and Data Privacy Protection 88



Part 5 Be Caring

- Talent Attraction and Development 97
- Employee Welfare and Wellbeing 101



Part 6 Be Ethical

- Corporate Governance 109
- Business Ethics 114
- Awards and Achievements 122
- Performance Data 125
- GRI Content Index 139
- Assurance Statement 147



Message from the Board and Sustainability Undertaking



Message from the Chairman, the Executive Chairman and the President

In 2024 Thailand's economy experienced modest growth in a year that was characterized by volatility, uncertainty and transitions, both at home and abroad.

As One Family, One Team we work together to serve our customers, providing them with the support they need to achieve their goals. In pursuit of our goal to be Thailand's most trusted bank, when making decisions we consider the long-term benefit for our stakeholders with a view to building a sustainable future for all involved parties.

We believe our sustainability strategy will enable us to effectively manage challenges, help customers to identify opportunities from transition and create long-term value for all stakeholders. Our business approach focuses on supporting customers through knowledge sharing and funding so they can deliver sustainable performance, adapt to changes and face future uncertainties with confidence.

“Our business approach focuses on supporting customers through knowledge sharing and funding so they can deliver sustainable performance, adapt to changes and face future uncertainties with confidence.”

Phornthep Phornprapha
Chairman





Deja Tulananda
Executive Chairman

In 2024 Thailand experienced several episodes of serious flooding, with the flooding in the north and the south of Thailand in the latter half of the year representing one of the worst natural disasters in Thailand's history in terms of economic losses. We supported affected customers with assistance measures such as reduced installment amounts, suspension of principal payments, adjustments to terms and conditions, restructuring debt and granting new loans.

As climate change will continue to pose challenges, we remain committed to supporting our customers to manage emerging climate risks and capture new business opportunities. We will work closely with our customers, provide guidance and introduce loan products that will enable them to reduce their carbon footprint, adapt to climate change, increase their competitiveness and progress along their transition journey.

In 2024 we continued the Bualuang Save the Earth: Rak Tha Chin project to help reduce waste pollution in the Tha Chin river, which is one of the main rivers that flow into the Gulf of Thailand. Litter traps in Samut Sakhon province have been installed and we will set up a community waste bank where the people and recycling companies can sell and buy locally collected waste. Furthermore, under the Bualuang Save the Earth: 3R+ project, we commit to the goal of achieving Zero Waste to Landfill in 2025 at the Bangkok Bank Rama 3 building. To provide financial literacy for visually-impaired people, we continued the Fin Lit for the Blind project. To help protect people against financial fraud we ran an awareness raising campaign to disseminate information about the tactics used by call center scammers while providing preventive guidelines for people to avoid fraud and make daily financial transactions safely.

Throughout the year we continued and initiated a range of sustainability promoting activities, such as providing additional finance to renewable energy projects in Thailand and other ASEAN countries, introducing sustainability-linked loans, launching the Bualuang Transformation loan as well as the Bualuang Green Financing for Transition to Environmental Sustainability loan to fund projects such as constructing green buildings, converting systems from fossil fuels to electricity, installing energy-efficient equipment and wastewater management systems. We also capitalized on our industry expertise to expand green lending to international clients investing in renewable energy and electric vehicles and parts production. In addition, we supported the Thai government's issuance of the first ASEAN government sustainability-linked bond (SLB) as well as the issuance of the first SLB for a hospitality business in Thailand.



We are committed to supporting Thailand to achieve SDGs and Paris Agreement goals while working with our customers to reach their ESG targets. At the same time, internally we are inculcating a sustainability culture by increasing awareness about the important role we play in supporting inclusive and sustainable growth and the transition to Net Zero. In collaboration with the Bank of Thailand and the Thai Bankers' Association, we will systematically incorporate environmental and climate considerations into our business operations and support our customers to reduce greenhouse gas emissions in their business operations. As a leading regional bank, we are committed to helping deliver a sustainable future for Southeast Asia through our Connecting ASEAN strategy. This seeks to enhance the region's competitiveness and sustainable development by financing trade and investment, developing regional payment connectivity, and supporting energy transition.

We will continue with our efforts to support the green transition, improve wellbeing in communities, care for our employees and customers, and enhance our good governance culture. This will enable us to improve our ESG performance and fulfill our stakeholders' expectations as we continue to create value and cultivate a sustainable future for people today and generations to come.

“As a leading regional bank, we are committed to helping deliver a sustainable future for Southeast Asia through our Connecting ASEAN strategy.”

Chartsiri Sophonpanich
President



(Phornthep Phornprapha)
Chairman

(Deja Tulananda)
Executive Chairman

(Chartsiri Sophonpanich)
President



About Bangkok Bank

Bangkok Bank Public Company Limited was founded in 1944 and was among the first 16 companies 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 a service network covering 14 key economies around the world. 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, self-service channels, digital banking services and banking agents.

Throughout the past 80 years, we have aspired to be “puan koo kit mit koo baan” (a trusted partner and reliable close friend) as we grew sustainably together with our customers and society by developing financial products and services that facilitate customer needs, building and maintaining good relationships with customers across generations, and being responsible with regard to society, the environment and all groups of stakeholders. We are committed to conducting business ethically and in accordance with good governance principles to support the long-term interests of stakeholders and achieve our goal of being Thailand's most trusted bank.





Bank Information



Date of Establishment

1 December 1944



Head Office Address

333 Silom Road, Silom, Bang Rak,
Bangkok 10500



Domestic Network

Covering all provinces in Thailand

Bangkok
226 branches

Upcountry
565 branches



International Branch Network

Covering 11 key economies

(Excluding Bangkok Bank Subsidiaries)
Cambodia, Hong Kong, Japan, Laos,
Myanmar, Philippines, Singapore,
Taiwan, UK, US and Vietnam.



Subsidiaries in Foreign Countries

- Bangkok Bank Berhad, Malaysia
- Bangkok Bank (China), Ltd.
- PT Bank Permata Tbk., Indonesia

Scope of Products and Services

Business Customers

- Deposit accounts for business
- Business loan products for business
- Credit card products for business
- Credit card merchant services
- Payment services
- Collection services
- Liquidity management services
- Financial services for international trade
- Financial risk protection services
- Securities services
- Investment banking services
- Digital banking including online services such as international trade finance platform (iTrade), cash management platform for corporate and business customers (iCash), bridging finance for buyers and dealers (Bualuang iSupply), electronic guarantee issuance services (Bualuang e-Guarantee), platform for local and foreign asset management companies and securities companies (Bualuang iCustody), and platform for members and fund committees of provident funds (Bualuang iFund)
- Business centers

Individual Customers

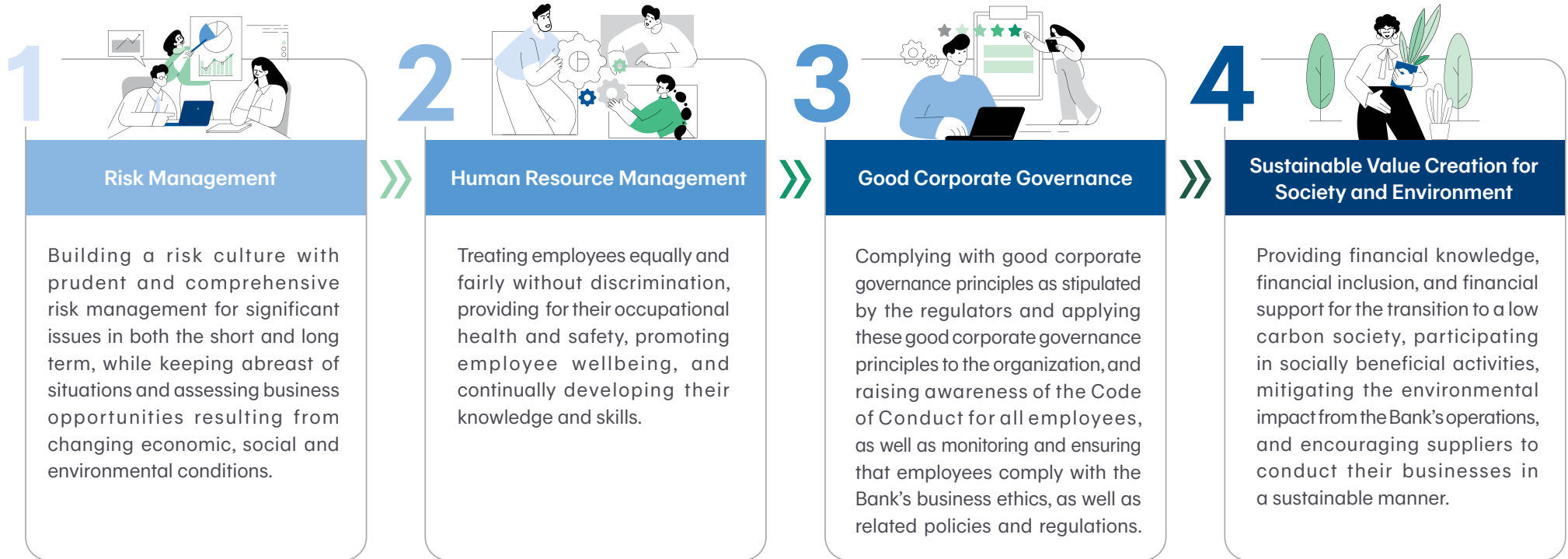
- Deposit accounts including savings and current accounts, fixed deposit accounts, basic banking accounts, and e-Savings accounts
- Personal loan products
- Home and residence products including home loans, home equity loans and properties for sale
- Consumer credit cards and debit cards
- Investment products including mutual funds, bonds and debentures
- Insurance products
- Digital banking services including mobile banking services (Bangkok Bank Mobile Banking), internet banking services (Bualuang iBanking), QR Code payment services
- Contact center (Bualuang Phone)
- Banking services through automatic teller machines
- Currency exchange and foreign instrument services





Guidelines for Sustainable Business

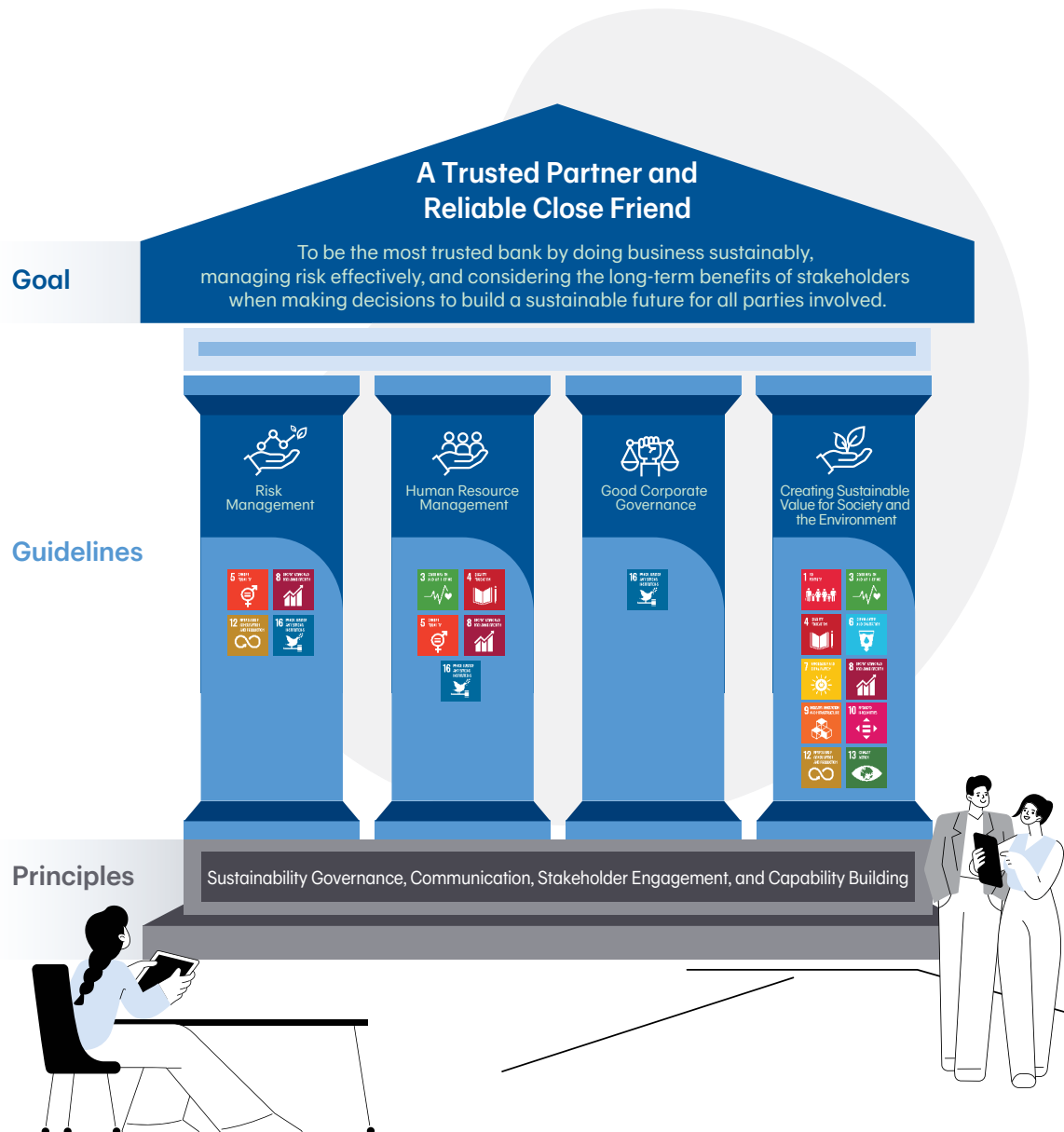
Thailand has been facing various economic, social and environmental challenges, such as economic volatility, high inequality, and natural disasters due to climate change. These challenges have significant impacts on businesses and the general public, which will inevitably affect the Bank. We have established our sustainability policy to be a guideline for driving the organization to confidently manage various challenges and simultaneously spot and create business opportunities, as follows:



In addition, we place importance on factors that ensure the effective implementation of the sustainability policy, namely: sustainability governance, stakeholder communication and engagement, and capability building for committees and employees at all levels.



Please scan QR Code for
additional information on
Sustainability Policy



We have established sustainability goals and strategies that are appropriate for the Bank's business context and in line with the expectations of our stakeholders. As a framework for formulating strategies, we have adopted the sustainability issues identified in the stakeholder engagement process. We are committed to supporting Thailand to achieve its Sustainable Development Goals, carbon neutrality in 2050, and Net Zero in 2065, as well as assisting customers to respond smoothly and promptly to challenges during the transition to a low carbon society and economy.

Sustainability Governance Structure

To ensure that the Bank's sustainability undertaking is clear and systematic, we have defined 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 the sustainability performance to the Board of Directors on a regular basis.

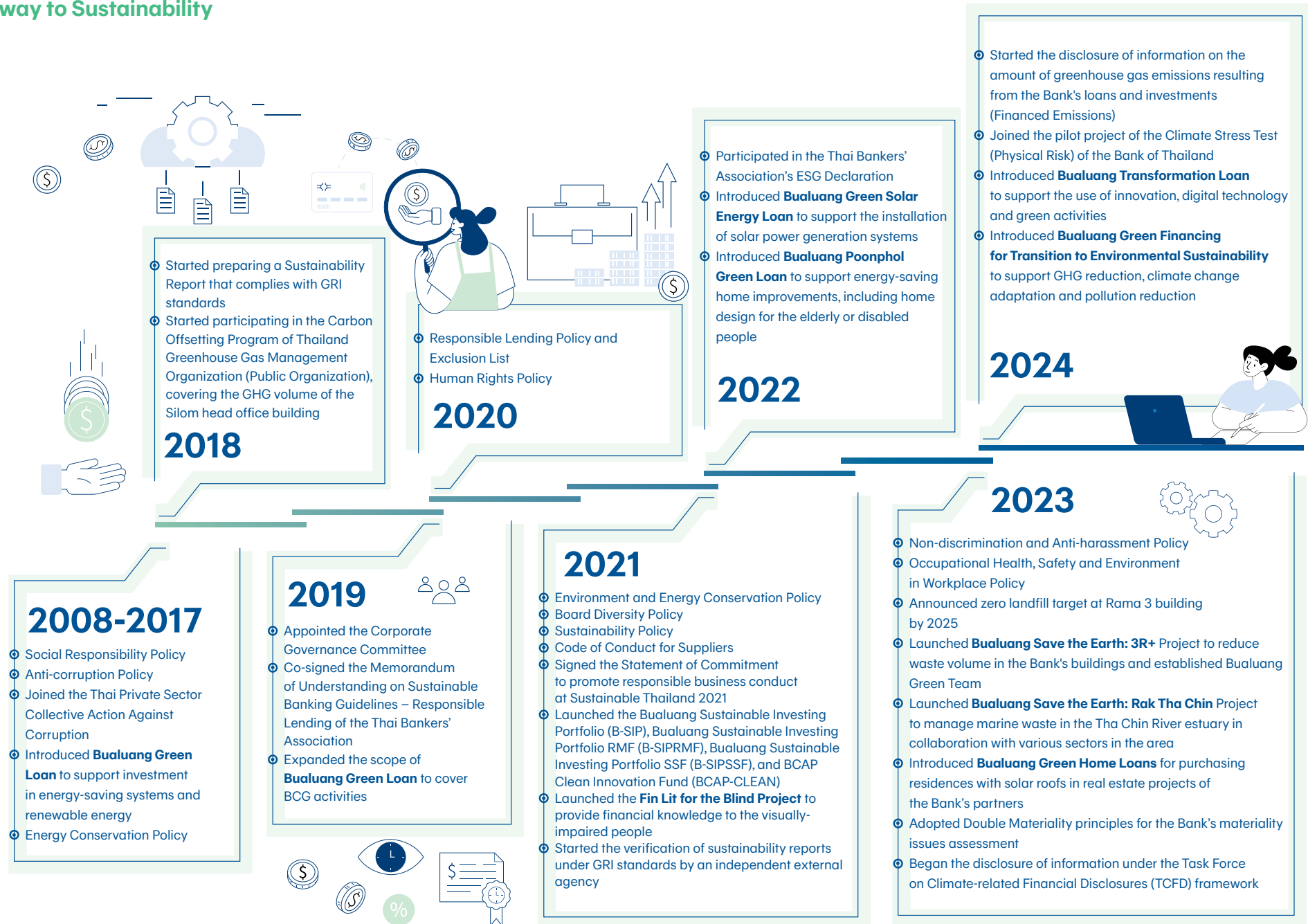
Sustainability Team under the Office of the President

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 are committed to continually managing our sustainability operations by applying national and international principles, standards and initiatives to our operations. Moreover, we focus on raising awareness and promoting engagement in our sustainability efforts with our employees across the organization as we communicate our sustainability activities through internal communication channels on a regular basis. Additionally, a variety of sustainability training courses and seminars have been organized via the Bank's online learning platforms to enhance the essential knowledge and understanding that is necessary for the Bank's business operations in various areas.



Pathway to Sustainability



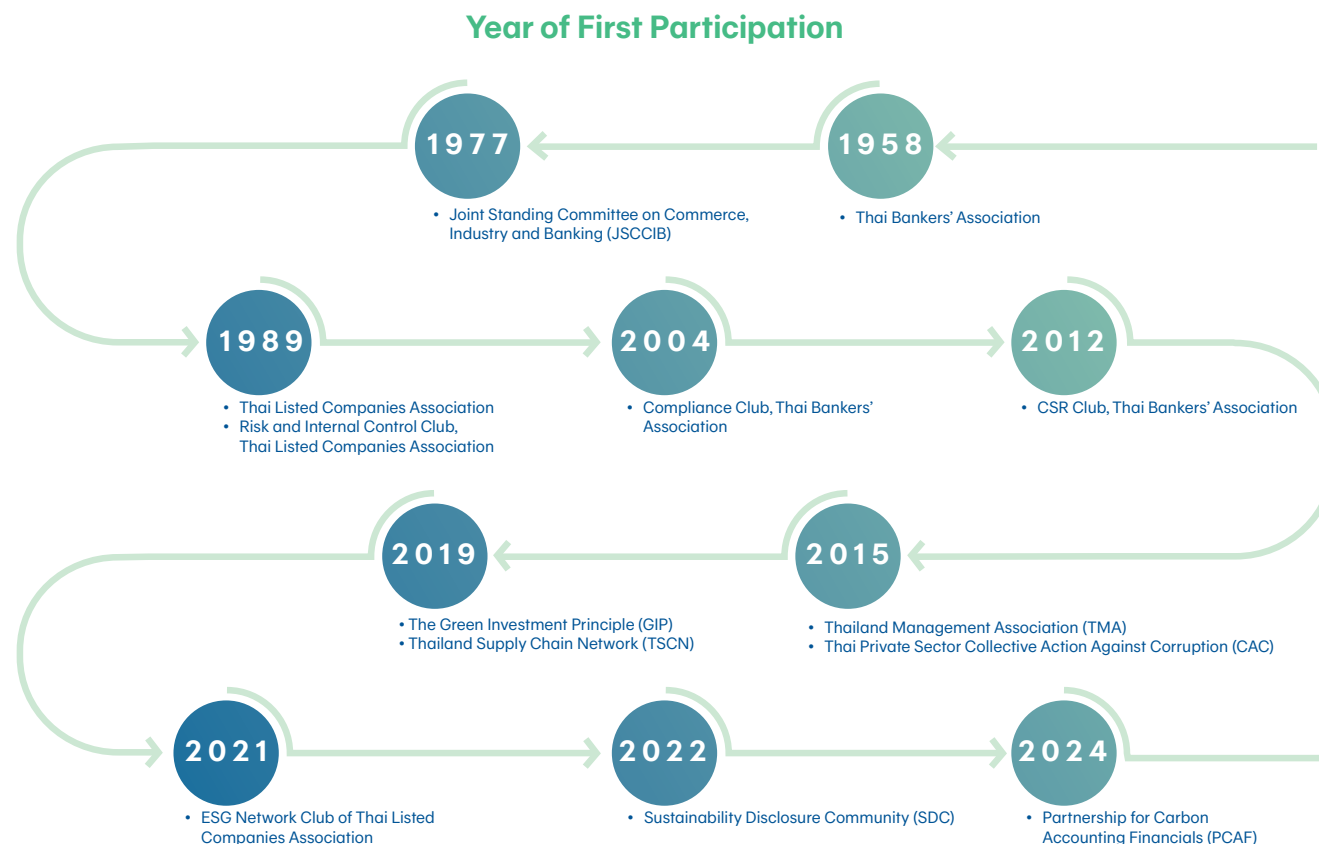


Participation in Driving Sustainability and Support for External Organizations

Participation from all sectors is a key factor in driving Thailand toward achieving sustainable development goals. We have continually supported and collaborated with various external agencies to drive sustainability progress. In 2024, we were a major sponsor of The Economist Impact Asia Sustainability Week, organized by The Economist magazine, to present information on the transition to sustainability, the role of the private sector in supporting the Net Zero target and mitigating climate change. Our executives also participated in a seminar on ASEAN's Sustainability Transition: Identifying Opportunities, Managing Challenges. In addition, we established a booth to tell the story of the Bank's financial services on the occasion of Bangkok Bank's 80th anniversary, as well as presenting various sustainability efforts at TMA 60 Years of Excellence and Sustainability Expo 2024.

Participation as a Member of Organizations

We have joined various organizations and associations to improve the financial institution system, create collaboration networks within the business sector, exchange knowledge and good business practices, and support the achievement of sustainable development goals and greenhouse gas reduction targets at both the corporate and national levels. Most recently, in 2024, we joined the Partnership for Carbon Accounting Financials (PCAF), an international cooperation organization that establishes standards for measuring and disclosing greenhouse gas emissions from the Bank's loans and investments. We are also a founding member of the Thailand Supply Chain Network (TSCN), and we send Bank executives to share knowledge on loan products to support greenhouse gas reduction and climate change adaptation to the network's partners.





Supporting Public Policies Related to Climate Change

Climate change mitigation and adaptation are critical challenges for both the public and private sectors. As a result, we are committed to supporting Thailand to achieve its carbon neutrality by 2050 and net zero by 2065 by working with various business networks or associations, with Bank executives joining committees and working groups of business networks or associations to provide recommendations on climate change laws and policies, the national energy plan, and the Bank of Thailand's Taxonomy, with an emphasis on alignment with the Paris Agreement, as well as supporting projects and activities aimed at driving the transition to a low carbon economy. Note that participation in networks or business associations must be approved by the Board of Executive Directors or the Board of Directors of the Bank while the Bank executives joining the committees or working groups must be approved by the Management.

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).



The Energy Working Group of the Thai Chamber of Commerce.



Sustainability Working Group and Transition Plan Working Group of the Thai Bankers' Association.

Note that participation in the mentioned networks, business associations, committees or working groups must be with the purpose of public interest and in alignment with the Bank's policies and positioning related to ESG and climate change. In addition, the Bank regularly monitors and reviews the operational objectives to ensure they are consistent with the Bank's policies and positions to determine the guidelines for further support or cooperation.

Support for External Organizations

The Bank has consistently promoted 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 development of the financial and business sectors. The Bank refrains from supporting political activities, political parties or lobbyists. In 2024 the Bank provided monetary support to organizations and networks totaling Baht 56.22 million as follow:

Name of Organization	Million Baht
The Thai Bankers' Association	15.05
Chemical Society of Thailand	9.02
Thailand Management Association	3.21
Others	28.94





About this Report

The Bank publishes the Sustainability Report annually to communicate with all stakeholders regarding its sustainability performance and the significant impacts of the Bank's business operations in the economic, social, and environmental dimensions, including the impact on human rights. This Sustainability Report 2024 was published in March 2025, and reports in accordance with the GRI Sustainability Reporting Standards (GRI Standards), 2021 edition and the Financial Services Sector Disclosures, G4 edition, covering the Bank's sustainability operations from January 1 to December 31, 2024.

In preparing the Sustainability Report, the Bank adheres to the GRI Standards reporting principles, which include: 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 of high quality, contains complete and relevant information, and provides maximum benefit to the readers. The Sustainability Team jointly prepares the content of this report with the relevant divisions of the Bank and

thoroughly checks its accuracy and completeness, before submitting the report to the Board of Executive Directors, the Corporate Governance Committee, and the Board of Directors to seek their approval to disclose the Sustainability Report to the general public.

To ensure that this Sustainability Report meets high-quality standards and is credible according to international standards, the Bank has assigned LRQA (Thailand), an external independent certification body, to verify and certify the Sustainability Report's consistency with the GRI Standards. This includes assurance on the Bank's environmental and social performance data, covering Process to Determine Material Topics (GRI 3-1), 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 a double materiality assessment process, providing opportunities for all stakeholders to participate in the process. The content in this Sustainability Report pertains solely to the Bank's operations in Thailand. If the content of the report is related to the Bank's overseas operations, or the business of subsidiary companies, it will be clearly specified or mentioned in a disclaimer. Finally, the Bank sincerely hopes that this Sustainability Report provides a comprehensive account of the important information on the Bank's sustainability and is beneficial to all readers.



For those who wish to provide feedback, suggestions, or request further information regarding this Sustainability Report, please contact:



Sustainability Team, Office of the President
Bangkok Bank Public Company Limited
333 Silom Road, Silom, Bang Rak, Bangkok 10500



(66) 0-2626-4057



Sustainability_team@bangkokbank.com



Materiality Assessment

We conducted a double materiality assessment, considering the impacts from the Bank's business activities under each materiality issue on the economy, society, environment, and human rights (Impact Materiality), which requires engagement from stakeholders. We determined how the materiality issues may financially or reputationally impact the Bank's business operations and performance (Financial Materiality). The outcome of the aggregate assessments is used to further identify and prioritize the Bank's materiality issues. We review the materiality issues annually to ensure their relevance in the light of changing circumstances.

Impact Materiality

The level of impact on the economy, society and environment including human rights.



Double Materiality



Financial Materiality

The level of impact on business operations and performance.

1. Understanding the Organization's Sustainability Context

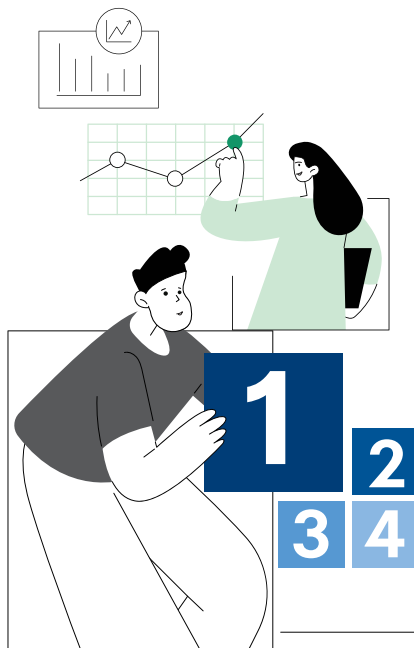
The Working Team, comprising internal experts from the Bank and external consultants, studies and reviews the Bank's materiality issues from the previous year.



The Working Team studies and compiles sustainability issues of financial institutions with a globally recognized sustainability performance, while also considering environmental, social, and governance (ESG) issues based on national and international ESG standards. These include the Corporate Sustainability Assessment (CSA) by S&P Global, the SET ESG Rating by the Stock Exchange of Thailand, and the Fair Finance Thailand. The objective is to understand emerging or critical sustainability issues in the banking sector before linking these issues to both internal and external stakeholders. Subsequently, we identified and prioritized the key sustainability issues.

2. Identifying and Assessing Impacts

After selecting the sustainability issues, the Working Team identified and evaluated the significant impacts on stakeholders resulting from the Bank's business activities, covering both positive and negative impacts, as well as actual impacts and potential impacts in the short-term and long-term. The Working Team conducted surveys and in-depth interviews with stakeholders to assess the scale, scope, likelihood, remediability, and potential negative human rights impacts. In addition, the Working Team identified and assessed the opportunities and risks affecting the Bank's business operations, considering the likelihood and magnitude of the financial or reputational impacts.



3. Prioritizing the Materiality Issues

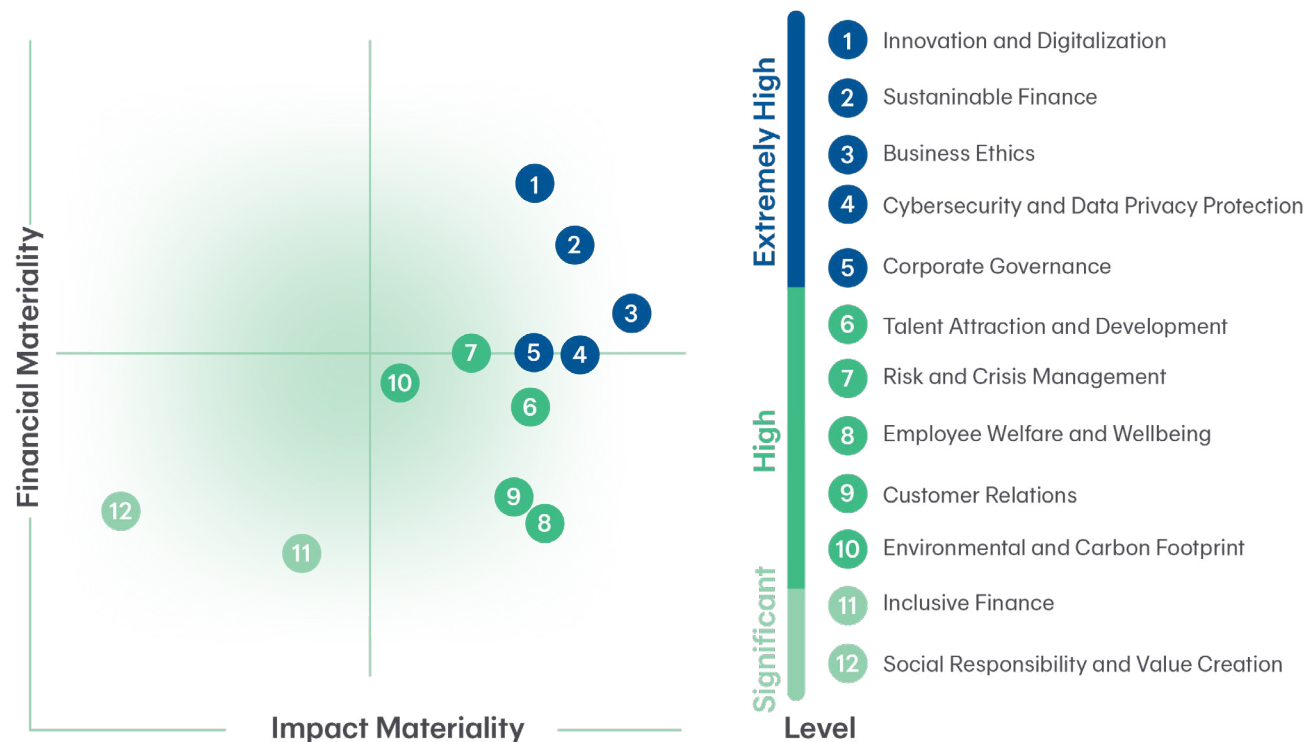
The Working Team prioritized issues based on impact materiality and financial materiality. Then, the Working Team, together with relevant parties within the Bank, including the potential information users, verified that the selected issues were actually significant to stakeholders, covered key issues within the banking sector and were consistent with the Bank's business operation, as well as ensured that the prioritization process was correct and accurate. Additionally, the Bank has assigned an independent third-party accreditation body to validate the double materiality assessment process to ensure that it is accurate and credible in accordance with international standards.

4. Verifying and Reviewing

The Sustainability Team submitted the results of the double materiality assessment, as well as materiality issues to the Bank's management for approval which were then submitted to the Corporate Governance Committee for endorsement. Then the materiality issues were communicated to various divisions within the Bank to ensure they are recognized and used to determine the Bank's sustainability strategies.

During the annual review of materiality issues, the Bank provides opportunities for all stakeholders to share their opinions or suggestions through the Bank's contact channels or by responding to the questionnaire attached at the end of the Sustainability Report. We consider the feedback and suggestions for further review and improvement of the materiality issues and our operations to better align with the needs of all stakeholders.

Materiality Issues Prioritization





Double Materiality Results

Materiality Issue	Positive Impact	Potential Negative Impact
Innovation and Digitalization	Adopting innovation and technologies to improve internal work processes and financial services helps to create agility in business activities, minimize delays, reduce paper usage, enables a quicker response to customers' needs, and increases the competitiveness of the organization.	Delaying the adoption of innovation and technologies may impede the organization from keeping ahead of the competition in a rapidly evolving digital landscape and meeting customer expectations.
Sustainable Finance	Emphasizing responsible lending by integrating ESG criteria into the credit approval process, and promoting sustainable financial products, will help to increase business opportunities for the Bank such as expanding business into new markets or new industries that are environmentally-friendly, increase its competitive advantage, generate positive environmental and social impacts, and help it to meet the Sustainable Development Goals and the Paris Agreement goals.	Not taking ESG criteria into account for loan approvals and not promoting sustainable financial products may create adverse impacts on the environment, society, and human rights for projects or businesses supported by the Bank as well as the image and credibility of the Bank among stakeholders, and the debt repayment capability of customers. The Bank may also be unable to achieve the Sustainable Development Goals and the climate goals.
Business Ethics	Operating a business ethically, transparently and responsibly, with respect for human rights and legal compliance avoids negative social impacts, contributes to a good business performance, improves trust, and reduces legal risks, dispute-related risks, operational risks, and reputational risks.	Failure to operate a business ethically, transparently and responsibly, with respect for human rights and legal compliance could potentially introduce social harm, damage trust, lower business revenue, and increase legal risks, dispute-related risks, operational risks, and reputational risks.
Cybersecurity and Data Privacy Protection	Having an effective data privacy protection mechanism and a robust cybersecurity system reduces operational risks and reputation risks from information leakage and cyber-attack, helps to gain trust from customers, and increases customers' confidence and security while using financial services.	Inadequate personal data controls and ineffective cybersecurity measures lead to potential breaches of personal data and litigation, affecting the Bank's revenue and reputation, causing damages to customers as well as undermining the stakeholders' confidence.
Corporate Governance	Adhering to good corporate governance practices enables the organization to efficiently and transparently operate its business, gain trust among stakeholders, effectively manage risks, increase new business opportunities, and manage a sustainable business.	Mismanagement and lack of transparency in corporate governance could lead to business risks, loss of trust from stakeholders, a negative impact on business revenue, and damage to shareholders and other stakeholders.
Talent Attraction and Development	Supporting competency and capability development of employees and having sound talent management will attract talented people to join the Bank, which will help to strengthen its ability to cope with change and meet customer expectations, resulting in revenue growth and enhanced stakeholder confidence.	Ignoring competency and capability development projects for employees, and inappropriate talent management could negatively affect the Bank's ability to attract talented people, demotivate employees, and increase the turnover rate, decreasing competitiveness and increasing vulnerability to change.






Materiality Issue	Positive Impact	Potential Negative Impact
Risk and Crisis Management	Prudent risk management, covering all material risks, and effective crisis management, enables the organization to avoid doing indirect harm to the society and environment, helps it to overcome challenges, including climate-related ones, and helps it to be resilient.	Insufficient risk and crisis management could lead to business discontinuity and susceptibility to changes, negatively affecting business performance and stakeholders' benefits.
Social Responsibility and Value Creation	Social responsibility and value creation through promoting and supporting communities helps build a good relationship between the Bank and communities, improves quality of life in the communities, and strengthens the Bank's image. Integrating ESG factors into supply chain management helps prevent operational disruption and mitigate adverse social and environmental impacts.	Doing business without social responsibility and a value creation mindset could have adverse impacts on the Bank's reputation and stakeholders' confidence. Insufficiently integrating ESG factors into supply chain management could cause operational disruption and social and environmental impacts.
Environmental and Carbon Footprint	Systematic environmental management, environmental and energy conservation, and waste management will reduce adverse environmental and social impacts, the Bank's carbon footprint, decrease operating costs, and promote the Bank's good image, including attracting green investors.	Ignoring environmental and resource management could generate negative environmental and social impacts and lead to excessive use of resources, resulting in higher operating costs and reputational damage.
Employee Welfare and Wellbeing	Taking good care of employees, providing fair remuneration and welfare, and ensuring occupational health and safety in the workplace will help improve employee productivity, enhance engagement, decrease work-related injury or illness, and reduce the employee turnover rate, leading to a competitive advantage.	Neglecting employees, providing unfair remuneration and welfare, as well as poor occupational health and safety in the workplace could decrease employee productivity, lower engagement, and increase work-related injuries or illness and turnover rate, resulting in a loss of the Bank's competitiveness.
Customer Relations	Effective customer relationship management and responding to customers' expectations will allow the Bank to maintain a healthy long-lasting relationship with customers, increase their satisfaction, and encourage them to continuously use the Bank's products and services, contributing to the Bank's sustainable growth.	Mismanagement of customer relations and ignoring customers' expectations could lead to customer dissatisfaction when using the Bank's services and products, damaging the relationship between customers and the Bank. The Bank's long-term competitiveness and growth may also be diminished.
Inclusive Finance	Promoting financial inclusion and financial literacy helps to reduce inequality of opportunity, establish financial stability for households and businesses of all sizes, strengthen Thailand's economy, and allows the Bank to explore new business opportunities.	Limited access to financial services could negatively affect the quality of life of vulnerable groups and the survival of micro and small enterprises. Lack of financial knowledge could lead to negative financial behaviors that lead to insufficient savings or excessive debts.



Stakeholders and Materiality Issues



Stakeholder	Significance to Bangkok Bank	Materiality Issue
 Shareholders and Investors	Recognizing that shareholders and investors play an important role in providing capital, supporting growth, sharing risks, and participating in the Bank's governance, Bangkok Bank focuses on delivering a satisfactory and sustainable business performance, ensuring good corporate governance and efficient risk management to meet the expectations of shareholders and investors.	<ul style="list-style-type: none"> • Risk and Crisis Management • Sustainable Finance • Environmental and Carbon Footprint • Cybersecurity and Data Privacy Protection • Innovation and Digitalization • Business Ethics • Corporate Governance
 Customers	Recognizing that customers are the primary source of revenue and contribute to the Bank's growth and success, Bangkok Bank focuses on providing customer-centric services, offering products and services that meet the customers' needs, supporting comprehensive financial inclusion, and securing cybersecurity and data privacy protection, to ensure the highest customer satisfaction.	<ul style="list-style-type: none"> • Risk and Crisis Management • Sustainable Finance • Inclusive Finance • Cybersecurity and Data Privacy Protection • Innovation and Digitalization • Customer Relations • Business Ethics
 Employees	Recognizing that employees are at the heart of Bangkok Bank's operations and service delivery to customers, Bangkok Bank focuses on providing suitable compensation, welfare, and other benefits that encourage and promote a good quality of life for employees. Additionally, Bangkok Bank prioritizes employee training and development to ensure efficient job performance and compliance with the regulations of the Bank and the authorities.	<ul style="list-style-type: none"> • Innovation and Digitalization • Talent Attraction and Development • Employee Welfare and Wellbeing • Business Ethics • Corporate Governance
 Suppliers	Recognizing that Bangkok Bank's operations and businesses depend on suppliers and business partners to provide essential goods and services, Bangkok Bank focuses on sustainable supply chain management, transparency in vendor selection, and contract compliance. These ensure that all suppliers and business partners are treated equally and fairly and that the Bank's operations and businesses will not be disrupted.	<ul style="list-style-type: none"> • Risk and Crisis Management • Sustainable Finance • Social Responsibility and Value Creation • Cybersecurity and Data Privacy Protection • Business Ethics




Stakeholder	Significance to Bangkok Bank	Materiality Issue
 Creditors	Recognizing that creditors provide necessary funds and capital through loans and credit facilities for the Bank, Bangkok Bank focuses on disclosing accurate information and communicating promptly through an established feedback mechanism, as well as encouraging creditor participation. This ensures that creditors understand the business potential of the Bank and that their demands are met.	<ul style="list-style-type: none">• Risk and Crisis Management• Cybersecurity and Data Privacy Protection• Innovation and Digitalization• Business Ethics
 Other Financial Institutions	Recognizing that other financial institutions can facilitate networking and support the Bank while contributing to the overall success and prosperity of the financial sector and the economy, Bangkok Bank focuses on collaboration and networking in line with the Thai Bankers' Association's strategic plan, while adhering to policies launched by the Bank of Thailand and the government.	<ul style="list-style-type: none">• Risk and Crisis Management• Sustainable Finance• Inclusive Finance• Cybersecurity and Data Privacy Protection• Innovation and Digitalization• Business Ethics
 Community, Society and Environment	Recognizing that society and the environment are affected by the Bank's operations and businesses, Bangkok Bank focuses on responsible business operations, mitigating negative environmental impacts, promoting comprehensive financial inclusion, reducing social and economic inequality, creating shared values between communities and the Bank through various projects, and supporting education for sustainable social and community development.	<ul style="list-style-type: none">• Risk and Crisis Management• Sustainable Finance• Environmental and Carbon Footprint• Inclusive Finance• Business Ethics• Corporate Governance



Sustainability Commitments and Targets


Commitment	Indicator	2024 Target	2024 Performance	2026 Target
Risk and Crisis Management				
 <p>To effectively manage all material risks, including ESG risks, and instill a risk culture throughout the Bank to support its resiliency to crises and to 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"> Achieving the standards set by the Bank of Thailand 	<ul style="list-style-type: none"> 20.35% 	<ul style="list-style-type: none"> Achieving the standards set by the Bank of Thailand
	2. Promoting risk management culture	<ul style="list-style-type: none"> Organizing 5 educational activities on regulations and international standards on climate change, management of climate change risk and sustainability for executives and employees 	<ul style="list-style-type: none"> Organized 12 educational activities on regulations and international standards on climate change, management of climate change risk and sustainability for executives and employees 	<ul style="list-style-type: none"> Development of educational activities on significant risk issues related to ESG and sustainability for executives and employees for a total of 5 times per year
Sustainable Finance				
 <p>To manage ESG risks in lending and promote sustainable finance to support the achievement of the Sustainable Development Goals and the goals of the Paris Agreement</p> <p>General Disclosures (GRI 2-12)</p> <p>Product Portfolio (GRI G4-FS1, GRI G4-FS2, GRI G4-FS5, GRI G4-FS7, GRI G4-FS8)</p>	1. Building awareness of the transition to environmental sustainability	<ul style="list-style-type: none"> Organizing 5 activities to raise awareness on the transition to environmental sustainability for customers 	<ul style="list-style-type: none"> Organizing 6 activities to raise awareness on the transition to environmental sustainability for customers 	<ul style="list-style-type: none"> Organizing 6 activities to raise awareness on the transition to environmental sustainability for customers
	2. Providing green loans that reduce greenhouse gas emissions	<ul style="list-style-type: none"> Providing Bualuang Poonphol Green Loans and Bualuang Green Loans of Baht 100 million 	<ul style="list-style-type: none"> Provided Bualuang Green Financing for Transition to Environmental Sustainability Loans of Baht 655 million Provided Bualuang Poonphol Green Loans and Bualuang Green Home Loans of Baht 91.49 million 	<ul style="list-style-type: none"> Provision of Bualuang Green Financing for Transition to Environmental Sustainability Loans of Baht 4,000 million by the end of 2025 Provision of Bualuang Poonphol Green Loans and Bualuang Green Home Loans of Baht 100 million per year




Commitment	Indicator	2024 Target	2024 Performance	2026 Target
Inclusive Finance				
 <p>To promote financial inclusion opportunities for vulnerable groups including those in remote areas, disabled people, and SME, and to provide financial literacy as well as necessary knowledge and skills to improve capacity and inclusion</p>	1. Financial inclusion for vulnerable groups	<ul style="list-style-type: none"> Financial inclusion for vulnerable groups 	<ul style="list-style-type: none"> Installed 6,436 Bualuang ATMs that support a functional mode for visually-impaired people across Thailand Offered more than 30,625 basic banking accounts for state welfare cardholders and people aged over 65 (as of the end of 2024) Supported agricultural loans of over Baht 218,915 million 	<ul style="list-style-type: none"> Development of products and services and financial inclusion for vulnerable groups
	2. Financial literacy for vulnerable groups	<ul style="list-style-type: none"> Providing financial literacy activities for vulnerable groups 	<ul style="list-style-type: none"> Launched the Fin Lit for the Blind project to offer financial knowledge for the visually-impaired Launched a project to promote financial knowledge to small farmers in high altitude (Stable Finance with Modern Agriculture) Launched Unlocking Debt - Happy Retirement with Noburo Platform Promoted knowledge-sharing on debt management and financial discipline building through the Debt Clinic project by SAM to 1,950 participants 	<ul style="list-style-type: none"> Providing financial literacy activities for farmers and SME
	3. Supporting financial literacy and other useful knowledge to enhance the competency of farmers and SME	<ul style="list-style-type: none"> Providing knowledge sharing activities for farmers and SME 	<ul style="list-style-type: none"> Organized 5 seminars and talks under the Modern Agriculture project with over 1,000 attendees Provided knowledge sharing activities on online learning network Bangkok Bank SME with over 1.6 million viewers 	<ul style="list-style-type: none"> Learning support for farmers and SME

Indirect Economic Impacts
(GRI 203-2)
Product Portfolio
(GRI G4-FS7)
Local Communities
(GRI G4-FS14)
Product and Service Labeling
(GRI G4-FS16)






Commitment	Indicator	2024 Target	2024 Performance	2026 Target
Social Responsibility and Value Creation				
 <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 Impact (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"> 50,000 hours per year 	<ul style="list-style-type: none"> 56,815 hours (3.05 hours per FTE) 	<ul style="list-style-type: none"> 50,000 hours per year
	2. Number of beneficiaries of social projects	<ul style="list-style-type: none"> At least 10,000 beneficiaries per year from social projects 	<ul style="list-style-type: none"> Bualuang Joins Communities to Solve Drought project with 6,412 beneficiaries Support for Medical and Dental Mobile Unit Foundation (MDF) to provide medical and dental services with 7,033 people receiving services Launch of 8 million cc, 80 Years of Bangkok Bank" with blood donation that helped around 105,237 patients 	<ul style="list-style-type: none"> At least 15,000 beneficiaries per year from social projects
	3. Number of green products procured	<ul style="list-style-type: none"> 12 products 	<ul style="list-style-type: none"> 13 products 	<ul style="list-style-type: none"> 14 products
	4. Knowledge-sharing activities to promote sustainable business conduct of suppliers	<ul style="list-style-type: none"> Organized knowledge-sharing activities to promote sustainable business operations for suppliers at least once a year with more than 100 suppliers attending 	<ul style="list-style-type: none"> Organized a supplier seminar Bualuang Joins Forces with Suppliers to Manage Waste Sustainably with 145 suppliers attending 	<ul style="list-style-type: none"> Organizing knowledge-sharing activities to promote sustainable business operations for suppliers at least once a year with no less than 100 suppliers attending



Commitment	Indicator	2024 Target	2024 Performance	2026 Target
Environmental and Carbon Footprint				
 <p>To build employee awareness of resource and energy conservation and to implement effective environmental and resource management system to reduce our environmental and carbon footprint, moving toward 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) Waste 2020 (GRI 306)</p>	1. Reduction of direct and indirect greenhouse gas emissions (Scope 1 and Scope 2)	<ul style="list-style-type: none"> 10% decrease in Scope 1 greenhouse gas emissions compared to 2020 (base year) 10% decrease in Scope 2 greenhouse gas emissions compared to 2020 (base year) 	<ul style="list-style-type: none"> 14.46 % decrease in Scope 1 greenhouse gas emissions compared to 2020 (base year) 5.87% decrease in Scope 2 greenhouse gas emissions compared to 2020 (base year) 	<ul style="list-style-type: none"> 17.5% decrease in Scope 1 and Scope 2 greenhouse gas emissions compared to 2020 (base year)
	2. Reduction of energy consumption	<ul style="list-style-type: none"> 10% decrease compared to 2020 (base year) 	<ul style="list-style-type: none"> 11.72% decrease compared to 2020 (base year) 	<ul style="list-style-type: none"> 17.5% decrease compared to 2020 (base year)
	3. Reduction of water consumption	<ul style="list-style-type: none"> 7% decrease compared to 2020 (base year) 	<ul style="list-style-type: none"> 16.13% decrease compared to 2020 (base year) 	<ul style="list-style-type: none"> 15% decrease compared to 2020 (base year)
	4. Reduction of general waste for landfill of the five head office buildings	<ul style="list-style-type: none"> 40% decrease compared to 2020 (base year) 	<ul style="list-style-type: none"> 58.53% decrease compared to 2020 (base year) 	<ul style="list-style-type: none"> 60% decrease compared to 2020 (base year)
	5. Increase the proportion of recycled waste for the five head office buildings	<ul style="list-style-type: none"> 9% 	<ul style="list-style-type: none"> 10% 	<ul style="list-style-type: none"> 12%
	6. Projects and activities that support energy conservation for all employees	<ul style="list-style-type: none"> Organizing Bualuang Saves Energy 2024 Organizing training courses for energy management in buildings through the online learning platform BBLearn 	<ul style="list-style-type: none"> Organized Bualuang Saves Energy 2024 with 300 attendees Organized training courses for energy management in buildings and energy conservation in buildings and offices with a total of 18,795 participants 	<ul style="list-style-type: none"> Organizing projects or activities that support energy conservation for all employees at least twice a year





Commitment	Indicator	2024 Target	2024 Performance	2026 Target
Innovation and Digitalization				
 <p>To adopt innovation and digital technology to create a better customer experience, develop products that serve customer needs, 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	<ul style="list-style-type: none"> 50% of total manual work processes 	<ul style="list-style-type: none"> 45% of total manual work processes 	<ul style="list-style-type: none"> 60% of total manual work processes
Customer Relations				
 <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	<ul style="list-style-type: none"> Customer satisfaction score of 95 	<ul style="list-style-type: none"> Customer satisfaction score of 94.74 	<ul style="list-style-type: none"> Customer satisfaction score above 95
	2. Customer satisfaction for Bangkok Bank Mobile Banking	<ul style="list-style-type: none"> Customer satisfaction score of 80 	<ul style="list-style-type: none"> Customer satisfaction score of 86.39 	<ul style="list-style-type: none"> Customer satisfaction score above 85
	3. Skill and expertise development in customer service	<ul style="list-style-type: none"> Organizing annual training to provide knowledge on the introduction process of major products¹ of the Bank to branch employees 	<ul style="list-style-type: none"> Organized the SQR² activity for employees of all branches 	<ul style="list-style-type: none"> Organizing annual training to provide knowledge on the introduction process of major products of the Bank to branch employees
Cybersecurity and Data Privacy Protection				
 <p>To strengthen cybersecurity and data privacy protection with enhanced technology and people capabilities to improve productivity, ensure compliance and build trust with all stakeholders</p> <p>General Disclosures (GRI 2-12, GRI 2-23, GRI 2-24, GRI 2-25) Customer Privacy (GRI 418-1)</p>	1. Prevention from risk of cyber threats	<ul style="list-style-type: none"> Tests and rehearsals of a response plan for cyber threats at least twice a year 	<ul style="list-style-type: none"> Conducted 3 tests or rehearsals of the response plan for cyber threats 	<ul style="list-style-type: none"> Organizing tests or rehearsals of the response plan for cyber threats at least twice a year
	2. Awareness building on cyber threats and personal data protection	<ul style="list-style-type: none"> Organizing educational activities on cyber threats and personal data protection for employees 	<ul style="list-style-type: none"> Organized educational activities to promote organizational culture on cybersecurity and personal data protection for employees and conducted regular communication on cybersecurity through the Bank's channels throughout the year 	<ul style="list-style-type: none"> Organizing educational activities on cybersecurity and personal data protection for employees regularly every year

¹ Major products of the Bank include deposit accounts, debit cards, credit cards, home loans, personal loans, funds, life insurance and accident insurance.


² 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	2024 Target	2024 Performance	2026 Target
Talent Attraction and Development				
 <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 talents</p> <p>Training Education (GRI 404)</p>	1. Average training hours per employee	• 40 hours per employee	• 45.05 hours per employee	• At least 40 hours per employee
	2. Human Capital Return on Investment ³ (HCROI)	• 3.70	• 4.20	• At least 3.90
	3. Percentage of vacant positions filled internally	• 75% of vacant positions	• 57% of vacant positions	• 75% of vacant positions
	4. Proportion of employees who completed future skill training courses such as digital technology and leadership development	• 50%	• 99.30%	• At least 90%
Employee Welfare and Wellbeing				
 <p>To promote a happy and innovative work environment to foster all aspects of employee well-being, enhance relationships and engagement with the Bank, and sustain long-term productivity</p> <p>Employment (GRI 401) Occupational Health and Safety (GRI 403) Diversity and Equal Opportunity (GRI 405)</p>	1. Employee absentee rate	• Less than 2%	• 1.28%	• Less than 2%
	2. Proportion of female executives to all executives	• At least 54% of all executives	• 55.3%	• At least 56% of all executives
	3. Proportion of female employees to all employees	• At least 65% of all employees	• 66.7% of all employees	• At least 65% of all employees


³ Human Capital Return on Investment (HCROI) = (Total revenue - (Operating expenses - Employee expenses))/Employee expenses



Commitment	Indicator	2024 Target	2024 Performance	2026 Target
	4. Employee engagement score	• 70%	• 65%	• 70%
	5. Lost Day Injury Rate ⁴ (LDIR) (days per 1,000,000 working hours)	• 0.00	• 1.35	• 0.00
	6. Occupational Diseases Rate (ODR) ⁵ (persons per 1,000,000 working hours)	• 0.00	• 0.11	• 0.00
	7. Number of accidents from work	• 0	• 4	• 0
Corporate Governance				
 <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 405-1)</p>	1. Assessment results from the Corporate Governance Report of Thai Companies by the Thai Institute of Director (IOD)	• “Excellent” rating	• “Excellent” rating	• “Excellent” rating

⁴ Number of loss day from work-related injuries x 1,000,000/Total working hours⁵ Number of employees with work-related occupational diseases x 1,000,000/Total working hours



Commitment	Indicator	2024 Target	2024 Performance	2026 Target
Business Ethics				
 <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>	1. Number of complaint cases related to corruption and bribery that pose significant risk to the Bank	• 0 cases	• 0 cases	• 0 cases
	2. Number of complaint cases related to discrimination and violence against employees that are in a court process	• 0 cases	• 0 cases	• 0 cases
	3. Number of significant ⁶ non-compliance cases related market conduct	• 0 cases	• 0 cases	• 0 cases

⁶ Significant means being fined or punished by the Bank of Thailand based on the criteria on market conduct.

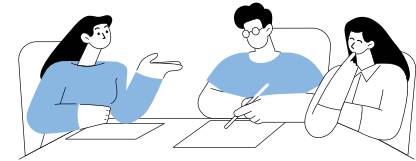


Stakeholder Engagement

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. The Bank also requires the results of stakeholder engagement to be reported to the Corporate Governance Committee on a yearly basis.



Stakeholder Analysis Process

Identification of Stakeholders

Identification of stakeholder groups by considering responsibilities, influence, relationships, dependencies, and impacts on the stakeholders from the Bank's business activities.

Assessment of the Level of Impact from the Bank's Business Activities on Stakeholders

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

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.

Prioritization of Stakeholders

The Bank's stakeholders are divided into four groups according to the level of impact on them from the Bank's business operations and the level of influence that the stakeholders have on the Bank which are:

- **Group 1:** High Impact, High Influence
- **Group 2:** High Impact, Low Influence
- **Group 3:** Low Impact, High Influence
- **Group 4:** Low Impact, Low Influence.



Building Stakeholder Engagement

To understand the impacts, needs and expectations of all stakeholders, we provide opportunities for stakeholders to express their opinions through various channels. We use the information and opinions we gather to determine operational guidelines for appropriately responding 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).


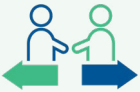







Engagement Formats and Channels, Interests and Expectations and the Bank's Responses

Stakeholder	Engagement Formats and Channels	Interests and Expectations	The Bank's Responses
 <p>Shareholders and Investors</p>	<ol style="list-style-type: none"> 1. Annual General Meeting of Shareholders. 2. Disclosure of information in One Report and Sustainability Report published on our official website. 3. Disclosure of information through the SET Portal Straight Through, internal and external online publications and the Bank's official website. 4. One-on-one meetings: 157 meetings. 5. Group meetings: 5 meetings. 6. Investor conferences: 9 times. 7. Information inquiries through the Bank's channels. 	<ol style="list-style-type: none"> 1. Satisfactory and sustainable business performance and appropriate dividend payments. 2. Ethical business conduct in compliance with principles of good corporate governance and environmental and social responsibility. 3. Effective and efficient risk management. 4. Equitable and fair treatment of shareholders. 5. Knowledge sharing about new regulations from regulatory agencies. 6. Cybersecurity and personal data privacy protection. 	<ol style="list-style-type: none"> 1. Having a well-defined vision and managing the business effectively to properly handle and respond to change. 2. Conducting business ethically with good corporate governance, conserving energy and protecting the environment, as well as undertaking community initiatives to society. 3. Fostering an effective organizational risk culture, managing risk prudently and comprehensively and maintaining an adequate and appropriate capital ratio. 4. Respecting shareholder rights and disseminating important information through the Bank's various communication channels. 5. Keeping updated on and communicating new regulations. 6. Promoting cybersecurity and ensuring strict compliance with applicable laws and regulations related to personal data privacy protection.
 <p>Customers</p>	<ol style="list-style-type: none"> 1. Customer satisfaction surveys at least once a year. 2. Relationship building activities for the Bank and customers throughout the year. 3. Periodic seminars throughout the year that provide knowledge about finance, saving, investment, and cyber threats. 4. Customer services at bank branches and service points. 5. Regular communication via digital channels e.g. LINE, Facebook and X. 6. Conversations and exchanges of ideas at service points such as branches and business centers. 7. Whistleblowing and complaint channels through Bualuang Phone 1333 or the Bank's official website at www.bangkokbank.com. 	<ol style="list-style-type: none"> 1. Support to alleviate difficulties arising from economic problems and natural disasters and protection against financial threats from scammers. 2. Attentive, responsible and fair customer services. 3. Provide financial, ESG and climate change knowledge. 4. Development of diverse products and services that meet the needs of customers including financial products and services for the environment and society. 5. Mobile banking applications that are stable, secure and convenient to use as well as meeting the needs of the users. 6. Access to financial services. 	<ol style="list-style-type: none"> 1. Issuing measures to help customers affected by economic problems and natural disasters, raising awareness about financial threats and methods used by scammers to trick people into transferring money, tackling mule accounts, and providing additional services to ensure that customers can use digital services more safely. 2. Emphasizing a customer-centric service culture, ensuring proper market conduct, and caring for and visiting customers to strengthen relationships. 3. Supporting financial literacy with formats and content suitable for each customer age group, including vulnerable groups such as the visually-impaired as well as providing communication and organizing events to share knowledge about ESG and climate change. 4. Developing new products and services that meet the needs of all customers including green loans and loans for the transition to environmental sustainability. 5. Improving the Bangkok Bank Mobile Banking application to be more secure and to suit customers' lifestyles. 6. Expanding banking agent channels to provide more convenient access to services.



Stakeholder	Engagement Formats and Channels	Interests and Expectations	The Bank's Responses
 Employees	<ol style="list-style-type: none"> 1. Orientation programs for new employees. 2. Nationwide executive conference once a year. 3. Regular meetings between the Bank and representatives from the Bangkok Bank Managerial Officers Union, and Bangkok Bank Workers Union. 4. Twice-yearly employee performance evaluations for sharing and exchanging opinions between managers and team members. 5. Conduct employee engagement survey. 6. Timely dissemination of interesting news and activities for employees through internal communication channels such as BeConnect, MS Teams, Viva Engage, BBLearn and daily internal announcements. 	<ol style="list-style-type: none"> 1. Compensation, welfare and benefits that are suitable for their skills, capabilities, and economic conditions. 2. Support for expenses of employees' families. 3. No employee discrimination. 4. Knowledge and skills development. 5. Career advancement and job security. 6. Occupational health and safety and a proper workplace environment. 7. Participation in or proposal of ideas on sustainability activities. 	<ol style="list-style-type: none"> 1. Providing compensation, welfare and benefits that is sufficient for a good quality of life for employees. 2. Offering various types of loans as welfare to assist employees and their families in overcoming difficulties. 3. Treating employees with equality, fairness and respect of employee rights. 4. Developing online learning channels and offering a variety of interesting courses for employees, which they can select according to their interests. 5. Discussions 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. 6. Providing occupational health and safety and healthcare services, as well as promoting employees' good health and wellbeing.
 Suppliers	<ol style="list-style-type: none"> 1. Explanation of the Bank's rules to new suppliers or when making new contracts. 2. Written communication for suppliers in case there are material changes to the Bank's rules. 3. Occasional online or phone contact with suppliers to exchange opinions on operations and quality of products and services of suppliers. 	<ol style="list-style-type: none"> 1. Business ethics and transparency in conducting business. 2. Equitable and fair treatment from the Bank. 3. Accurate and timely payment/compensation. 4. Sustainable supply chain. 	<ol style="list-style-type: none"> 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 taking ESG factors into consideration when selecting suppliers and business partners. 2. Strictly complying with the terms and conditions in procurement contracts. 3. Safekeeping information from suppliers without disclosure to other suppliers. 4. Organizing knowledge-sharing seminars on ESG for suppliers.
 Creditors	<ol style="list-style-type: none"> 1. Direct and indirect communication via different media. 2. Acceptance of suggestions and complaints through Bualuang Phone 1333 or the Bank's official website at www.bangkokbank.com. 	<ol style="list-style-type: none"> 1. Accurate and timely communication and information disclosure. 2. Fulfillment of contractual terms and timely interest and principal repayments. 3. Liquidity management of the Bank. 	<ol style="list-style-type: none"> 1. Communicating and disclosing accurate information in a timely manner. 2. Ensuring strict compliance with contractual obligations with timely and complete debt repayment. 3. Ensuring proper management of liquidity and other risks.



Stakeholder	Engagement Formats and Channels	Interests and Expectations	The Bank's Responses
 <p>Other Financial Institutions</p>	<ol style="list-style-type: none"> 1. Exchange of opinions between members of the Thai Bankers' Association in monthly meetings and collaboration through different clubs and working groups. 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. 3. Occasional meetings with other banks to exchange views. 	<ol style="list-style-type: none"> 1. Fair competition and good rapport. 2. Execution of strategic plans and missions of the Thai Bankers' Association and development of the infrastructure of financial sector. 3. Sharing standpoints and perspectives on economic and social aspects. 	<ol style="list-style-type: none"> 1. Complying with the Code of Conduct of commercial banks. 2. Cooperating and providing resources to support the strategic plans and missions of the Thai Bankers' Association, as well as developing financial sector infrastructure. 3. Working together to analyze information and propose views on economic and social issues.
 <p>Community, Society and Environment</p>	<ol style="list-style-type: none"> 1. Development of financial products and services that address needs of communities and society. 2. Production of television programs to promote tourism and small community businesses. 3. Organizing community, social and environmental activities to promote religion, arts and Thai culture every year. 4. Providing business knowledge to the general public and vulnerable groups about useful topics such as finance, investment, saving and business management, which is disseminated through seminars, exhibition booths, and various online media. 5. Inviting suggestions and complaints via Bualuang Phone 1333 or the Bank's official website www.bangkokbank.com. 6. Disseminating information on interesting topics for communities and society through different channels such as the Bank's website, annual reports (56-1 One Report) and sustainability report. 	<ol style="list-style-type: none"> 1. Offering various products and services that meet the needs of communities and society including financial products that promote environmentally friendly activities. 2. Ethical business conduct with social and environmental responsibility. 3. Knowledge sharing about finance, investment, marketing, technology and business opportunities. 4. Community development that helps them build resilience and overcome challenges such as climate change. 5. Support for those affected by natural disasters. 	<ol style="list-style-type: none"> 1. Developing financial products and services that meet the needs of communities and society including green loans and loans for the transition to environmental sustainability. 2. Formulating a responsible lending policy and conducting business in accordance with guidelines on responsible lending by the Bank of Thailand. 3. Providing whistleblowing channels for complaints and suggestions. 4. Sharing useful knowledge for businesses and the general public including vulnerable groups in areas such as finance, economic situations and the transition to a low carbon economy through seminars, training, booths at exhibitions and online media. 5. 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. 6. Donating money and necessities to help those affected by natural disasters.



Summary of 2024 Sustainability Performance

Be Resilient



Maintained the capital adequacy ratio for the Bank's financial business group at
20.35%



Organized activities to promote knowledge on the impacts of climate change, challenges in the transition to a low-carbon economy, and climate risk management for directors, executives and employees.

Be Customer Centric



Achieved customer satisfaction score for branch services of
94.74
(full score is 100)



Won awards in cybersecurity from “**Prime Minister Awards: Thailand Cybersecurity Excellence Awards 2024**” organized by the National Cyber Security Agency



Achieved customer satisfaction score for Bangkok Bank Mobile Banking of
86.39
(full score is 100)



Reached over
14.38 million users
of Bangkok Bank Mobile Banking

Be Caring



55.30%
of all executives are female



45.05
average training hours per employee



48.10%
of STEM related positions are held by female employees

Be Ethical



Received an
“Excellent” rating
from the Corporate Governance Report of Thai Listed Companies for 2024 by the Thai Institute of Directors (IOD)



Attained **100%**
enrollment and acknowledgement of employees for courses on 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 Responsible



Offered Bualuang Green Financing for Transition to Environmental Sustainability loans
655 million Baht



Was an underwriter responsible for the distribution of ESG bonds worth
62 billion Baht



Reached the number of volunteer hours of
56,815 hours or 3.05 hours per FTE



Launched “8 million cc for 80 years of Bangkok Bank Project” with a total of
14,031,600 ccs
of blood donation that helped support
105,237 patients



Organized knowledge-sharing activities through an online learning network “Bangkok Bank SME” with more than
1.6 million viewers



Being certified to offset all carbon emissions of the Silom head office building (carbon neutral),
totaling **11,582 tonnes of carbon dioxide equivalent**



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



Risk and Crisis Management

Risk and crisis management is a key factor that helps businesses to prevent and mitigate various negative impacts resulting from economic, social and environmental changes. Therefore, the Bank deems it important to ensure prudent and comprehensive risk management in order to tackle various risk factors appropriately, while looking for opportunities from these changes to enhance our business competitiveness. We have formulated the risk management policy, framework, structure and guidelines for each major risk, prepared business contingency and business continuity plans, systematically analyzed and assessed major risk factors, and continually improved our risk management process. We have also nurtured a strong risk culture across the organization to ensure efficient and effective risk management mechanisms are in place and able to respond to emergencies appropriately and promptly.



Risk Governance Structure

To ensure our risk management mechanisms are efficient and effective and align with the risk management policy approved by the Board of Directors, we have put in place the following risk governance structure that connects directors, management members, the Risk Management Division, and the Credit Management Division to business units, with each of the concerned parties tasked with the following duties and responsibilities:

Board of Directors has a duty and a responsibility to oversee all risks in the organization, play a key role in formulating the risk management policy and strategy, and monitor the Bank's risks to be within an acceptable level.

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.

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, and to report the 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)** monitors and oversees management of market risk and liquidity risk.
- **Operational Risk Management Committee (ORMC)** monitors and oversees operational risk and information technology risk, including operational risk resulting from climate change, as well as supervises the business continuity 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 report risk positions to relevant parties and senior management on a regular basis. The Risk Management Division consists of these units: Credit Risk Unit, Market Risk Unit, Operational Risk Unit, Information Technology Risk Unit, Business Continuity Management Unit, and Anti-Corruption Management Unit.

Credit Management Division has a duty to manage credit risk and oversee and monitor credit approval according to the Bank's credit policy. The division consists of different units which are the Credit Policy Unit, the Credit Acceptance Unit, the Portfolio Management Unit, the Risk Asset Review Unit, the Special Credit Management Unit, the Loan Recovery and Legal Unit, and the Bank's Property Unit.



Business Units are responsible for managing risks of their own units to be within the approved levels and in accordance with the risk management policy of the Bank.

The Bank has adopted the “three lines of defense” principle in determining the structure, roles, duties and responsibilities in risk governance to ensure segregation of duties and independence in risk management, while promoting audits and a checks and balances mechanism to oversee comprehensive and effective risk governance.



1

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 and consistent with the risk management policy.

2

Second Line of Defense:**The Risk Management Division**

is responsible for regularly assessing, monitoring and controlling risks, while **the Compliance Unit** is responsible for overseeing that business is conducted in accordance with relevant laws, regulations and statutory requirements.

3

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 prudent and effective internal control.

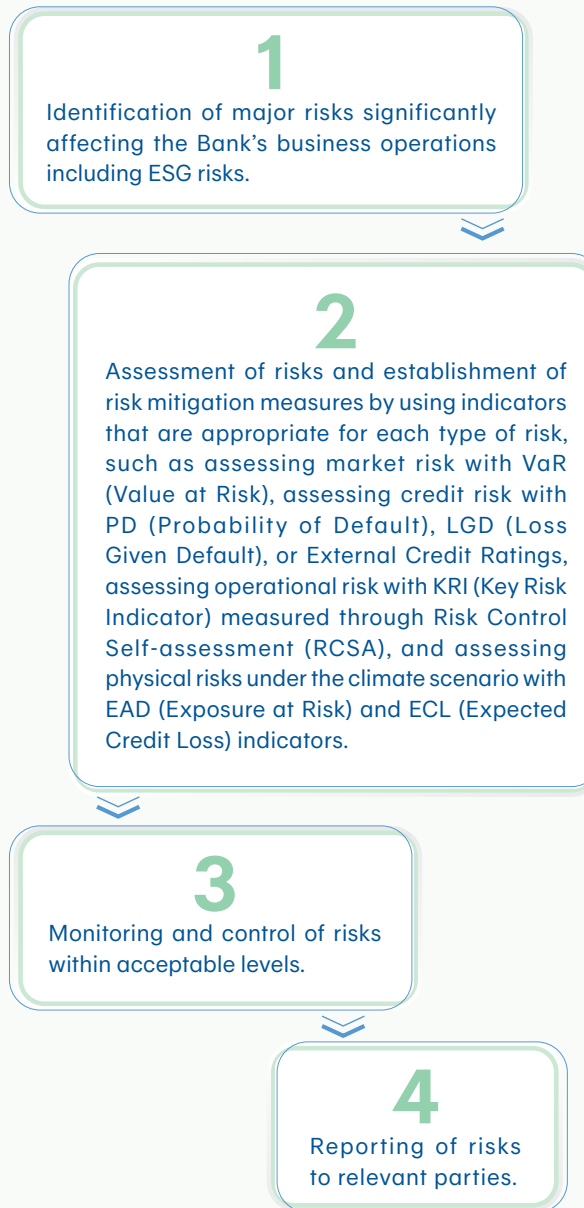


Risk Management

Our foundational risk management principle is to conduct a business that delivers satisfactory and sustainable returns and maintains risks within specified levels. We place importance on managing significant risks and continually monitoring situations while assessing business opportunities arising from changes in the business environment. 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. Our risk management covers all major risks, including strategic risk, credit risk, market risk, liquidity risk, operational risk, information technology risk, reputational risk and compliance risk. We also take into account those risks resulting from environmental and climate change factors, both physical risks and transition risks, that are material in the context of the Bank's conduct of business. Moreover, we consider emerging risks that may affect the Bank's business in the distant future so we can stand prepared to manage such risks in a timely fashion.



Risk Management Process



To ensure we maintain adequate and appropriate risk management that is consistent with changes in the business environment, we continuously update risk management guidelines; for example, the inclusion of environmental and climate change factors into the Bank's risk management policy, the development of a process for monitoring and reporting early warning indicators of capital and liquidity levels; the incorporation of new significant risks such as climate change risk into the risk and capital adequacy assessment in the Internal Capital Adequacy Assessment Process (ICAAP). In 2024 the Bank participated in the Bank of Thailand's Climate Stress Test pilot project to assess the financial impact under the physical climate risk scenario (flood) set by the Bank of Thailand. We regularly review the appropriateness of our risk management framework and assess the adequacy of our capital funds. We review the appropriateness of our risk management policy and risk management system annually or as a significant change emerges, and






**Capital adequacy
ratio of the Bank's
financial business
group level was
20.35%**

monitor risks to be within acceptable levels, taking into account the business context, economic situation and trends, and organizational culture. In 2024, the capital adequacy ratio of the Bank's financial business group level was 20.35 percent, which is higher than the criteria set by the the Bank of Thailand and considered sufficient for the Bank's operations.





Significant Risk Factors

We conduct analysis and review of risk factors that are significant to the Bank's operations regularly, at least once a year, to assess emerging risks that may affect the Bank's operations. The identification of risks and our risk mitigation measures are disclosed in the Annual Report (Form 56-1 One Report) under the topic "Risk Management".

Risk Types	Risk Identification	Risk Appetite	Mitigation Measures
 Credit Risk	Credit risk arises from the situation that a Bank's borrower or counterparty fails to fulfill its contractual obligations pertaining to the Bank's granting of credits, making investments, or undertaking contingent liabilities. Other related risks include credit concentration risk, which includes large borrower concentration, business sector concentration and country counterparty risk.	The Bank has set a ceiling on the total amount of loans granted to, investments in, contingent liabilities to, and other loan-like transactions to, debtors and their related persons, by customer group, industry group and country counterparty, in order to limit losses of capital funds.	<ul style="list-style-type: none"> Set out credit policies and regulations, credit underwriting standard, and credit risk grading process. Establish conditions and authority for credit approval according to business type and/or credit line size. Regularly conduct review of credit and credit risk rate. Set up an independent unit responsible for reviewing credit management processes and credit quality. Set aside sufficient reserves to cover potential losses from credit risk.
 Market Risk	Market risk means the risk that the Bank and its financial business group may suffer losses from the provision of financial services to customers and/or suppliers due to changes in the value of assets, liabilities and obligations resulting from movements in interest rates, equity prices, foreign exchange rates and commodity prices.	The Bank sets limits on potential losses from its trading book and banking book positions that may affect its capital, such as Value at Risk Limit, Basis Point Sensitivity Limit, Net Interest Income Limit, Economic Value of Equity Sensitivity Limit, etc.	<ul style="list-style-type: none"> Monitor risk position to stay within the specified risk ceiling. Conduct stress tests regularly, at least once a quarter, and report the results to relevant parties.
 Liquidity Risk	Liquidity risk arises from the Bank's inability to repay debts and other contractual obligations.	The Bank requires the maintenance of various minimum liquidity ratios such as loan-to-deposit ratio, net liquidity position in both normal and crisis situations, Liquidity Coverage Ratio (LCR), etc.	<ul style="list-style-type: none"> Establish a unit responsible for managing the cash flow and daily liquidity position, monitoring money market conditions and changes in exchange rates and interest rates, forecast trends of such factors, and implementing liquidity management strategies in accordance with the guidelines of the Asset and Liability Management Committee. Procure funds from a variety of sources that are appropriately diversified in terms of depositor types, deposit types, and maturity. Maintain sufficient amounts of highly liquid assets. Conduct a liquidity stress test at least once a quarter. Prepare a liquidity contingency plan to respond to liquidity crises and regularly review the appropriateness of the plan.



Risk Types	Risk Identification	Risk Appetite	Mitigation Measures
 Operational Risk	Operational risk is the risk that may cause damage from both internal and external factors due to inadequacy or deficiency of internal operational processes, personnel and systems of the Bank or from external risk events affecting the Bank, including legal risk.	The Bank limits losses from operational risk by establishing appropriate management policies and processes.	<ul style="list-style-type: none"> Promote comprehensive understanding of operational risks for the Bank's employees. Conduct assessment of risks and internal control effectiveness. Systematically monitor progress and risk levels. Implement business continuity management (BCM) by setting standards and operational frameworks to support business continuity management (BCM Framework), create a Business Continuity Plan, review the plan regularly, and organize relevant annual training and testing.
 Information Technology Risk	Information technology risk is the risk arising from the use of information technology that affects systems or operations, as well as the risk from cyber threats.	The Bank limits the losses from information technology and cyber risks by setting out appropriate policies and measures.	<ul style="list-style-type: none"> Formulate policies, processes and measures to maintain the security of the Bank's systems and data. Ensure security technology is up-to-date. Regularly raise awareness and provide knowledge about security among the Bank's personnel, customers and users of the Bank's services. Develop plans to respond to various forms of cyber threats in order to be able to mitigate impacts quickly and effectively. Cooperate with external agencies to increase the Bank's ability to cope with and manage risks.

Crisis Management

To ensure that the Bank's business is able to continue to operate without interruption during emergency situations such as natural disasters, fires, terrorist attacks and pandemics, we have established a Business Continuity Policy approved by the Board of Directors as a guideline to mitigate risks and prevent and minimize potential impacts on 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 will be timely and regularly communicated to concerned parties. We have established the Crisis Management Team to take charge

during crises, require 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. Note that we conduct risk assessments and review business continuity plans annually, covering all risks that are significant to the Bank's operations including risk to public health such as pandemics.

Furthermore, we put in place financial stability management in case of a liquidity crisis by carrying out 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 adequacy. Moreover, every 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 are able to execute the plan effectively when there is an emergency.

On an annual basis we hold an IT crisis drill to ensure that employees are able to follow the Bank's IT Incident Management Guidelines properly, and an IT crisis impact assessment and response drill. During 2024, we participated in the annual Banking Cyber Drill organized by the Thailand Banking Sector Computer Emergency Response Team (TB-CERT) and Thailand's National Cyber Exercise 2024 of the Thailand National Cyber Academy (TNCA) to continuously enhance the Bank's IT emergency response process.



Building Risk Culture

We have built a risk culture throughout the organization to strengthen the Bank's immunity against risks associated with conducting business in a rapidly changing environment by ensuring all executives and employees are aware of their risk management roles and responsibilities pertaining to their own and the Bank's overall operations. We also monitor and control risks in line with the Three Lines of Defense principle. We build a risk culture through the following actions:

Promotion of 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 play an important role in fostering an effective organizational risk culture through formulating the risk management policy and strategy as well as overseeing that these are duly implemented. All employees are required to take ownership of and share in the responsibilities in managing the Bank's risks 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

We require those business units responsible for the development of products, services, work systems and work processes to consider potential risks and impacts to the Bank and related stakeholders. Business units are 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 and combatting the financing of terrorism and the proliferation of weapons of mass destruction, market conduct, and laws and regulations. Appropriate measures to mitigate such risks are put in place accordingly.

Performance Evaluation Linked to Risk Management Performance

The Bank has included risk indicators as part of the performance evaluation of those executives in risk management-related units, and one of the factors used to consider their financial remuneration such as bonuses and special compensation.

Samples of Key Performance Indicators:

- **Business Units:** Risk-adjusted Return on Capital (RAROC), risk premium per average loan, Non-Performing Loan (NPL), loss from operations, etc.
- **Support Units:** Implementation of major projects within the timeframe, operational risk assessment results from the Bank of Thailand, progress in improving credit management, etc.
- **Audit and Control Units:** Progress in reviewing and improving risk management policy, progress in improving risk management systems, etc.

Raising Risk Awareness and Building Risk Management Capability

We have offered risk management training programs through an online platform for directors, executives and employees, and have made important risk management courses mandatory, such as Personal Data Protection, Prevention of Cyber Threats, Market Conduct, Anti-Money Laundering and 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 Cybersecurity, Personal Data Protection, and Transition to a Digital Economy.

In 2024, we focused on providing knowledge related to the impacts of climate change, the challenges of the transition to a low-carbon economy, and climate risk management. This was done through continuous learning activities which were attended by the Bank's directors, executives and employees of various units. Examples of these included:



- Executive Roundtable on “**Adaptation, Business Necessity, Turning Environmental Crisis into Opportunity**” featuring expert speakers from the public and private sectors who shared with the Bank's directors and executives their knowledge of the impacts of climate change, greenhouse gas reduction measures, and business adaptation to climate challenges.



งานเสวนา

“มาตรการราคาคาร์บอนกระทบใคร? และควรรับมืออย่างไร?”

เมื่อ (ร่าง) พ.ร.บ. การเปลี่ยนแปลงสภาพภูมิอากาศ นำมาซึ่งโอกาสและความท้าทาย ธุรกิจไทยได้รับผลกระทบมากน้อยเพียงใด? พร้อมรับมือหรือไม่? และจะเปลี่ยนวิกฤตเป็นโอกาสได้อย่างไร? มาร่วมหาคำตอบในงานเสวนาครั้งนี้

ผู้ร่วมเสวนา

ดร.สมรยา กริชเมธา
ผู้อำนวยการศูนย์
การเปลี่ยนแปลงสภาพภูมิอากาศ
สภาอุตสาหกรรมแห่งประเทศไทย

คุณรัชฎา วาณิชกร
ผู้อำนวยการฝ่ายกลยุทธ์
ธนาคารพาณิชย์

คุณบุญรอด เขียวพุก
Founding Partner
บริษัท เอเค ซีเอส จำกัด

ประเด็นที่น่าสนใจ

- (ร่าง) พ.ร.บ. การเปลี่ยนแปลงสภาพภูมิอากาศ
- กลไกคาร์บอนของประเทศไทย
- ระบบการซื้อขายคาร์บอนภาคสมัครใจและภาคบังคับในรูปแบบของประเทศไทย
- มาตรการปรับราคาคาร์บอนก่อนข้ามพรมแดน
- การเตรียมรับมือและสร้างโอกาสทางการแข่งขันของธุรกิจไทย
- ในระยะ: 3-5 ปี ข้างหน้า

Scan QR
ยืนยันเข้าร่วมงาน

12 กรกฎาคม 2567
เวลา 14.00-16.00 น.

ลงทะเบียนฟรี

ดร.จิระวัฒน์ ปิ่นเปี่ยมมยุรี
VP ฝ่ายจัดการใหญ่

ห้องโถงใหญ่ ชั้น 29
สำนักงานใหญ่ สล

MS Teams (สำหรับเข้าร่วมงาน)

- Seminar on “Who will the Carbon Price Measure Affect and How Should We Cope?” featured expert speakers from the public and private sectors who shared their knowledge about mandatory and voluntary carbon trading systems, cross-border carbon price adjustment measures, and Thailand’s draft Climate Change Act so that officers of the Bank would be able to offer advice to customers to prepare for risks and create future business opportunities.

ESG SEMINAR SERIES

**โอกาสและความท้าทายของการเปลี่ยนผ่านสู่
อุตสาหกรรมยานยนต์และชิ้นส่วนคาร์บอนต่ำในประเทศไทย**

วันที่ 10 ตุลาคม 2567 เวลา 10.00-12.00 น.
Online ผ่าน Microsoft Teams

วิทยากร:
คุณสุพจน์ สุขพิศาล
ประธานกลุ่มอุตสาหกรรมชิ้นส่วนและโหลยยานยนต์
สภาอุตสาหกรรมแห่งประเทศไทย

ยืนยันเข้าร่วมงาน

ประเด็นที่น่าสนใจ:

- นโยบายด้านการลดคาร์บอนของรัฐบาลไทย และผู้ผลิตชิ้นส่วน TIER 1
- ความท้าทายจากการแข่งขันของผู้ผลิ EV จากประเทศจีน
- ผลกระทบที่จะเกิดขึ้นกับผู้ผลิตชิ้นส่วนไทย
- แนวทางการปรับตัวของธุรกิจไทย และการสนับสนุนที่องค์กรจากภาครัฐ

- Seminar on “Opportunities and Challenges of the Transition to a Low Carbon Automotive and Parts Industry in Thailand” with experts from the private sector who shared knowledge with the Bank’s executives and employees about the changes, risks, and adaptations currently occurring in the automotive and parts industry in Thailand.

- Nine other sessions featured external experts on climate risk management who shared related knowledge and insights with executives and employees. The attendees were from various units, including Risk Management, Credit Policy, Credit Acceptance, Portfolio Management, Corporate Banking, Commercial Banking, Business Banking, International Banking, Corporate Finance, Treasury, Corporate Planning, Accounting and Finance, Premises, Compliance, Audit and Control, and the Sustainability Team.

No.	Topic	Number of Participants
1	Leading Practices in Managing E&C Risks	73
2	Climate Risk Heatmap	73
3	PCAF	55
4	Transition Risk Heatmap	15
5	Physical Risk Heatmap	16
6	Climate Risk Framework	17
7	Climate Risk Transmission Channels	17
8	Double Materiality Assessment	30
9	Incorporation of Climate-specific Considerations into Risk Management Framework	26



Be Responsible

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



Sustainable Finance

In 2024, Thailand experienced severe impacts from climate change, with widespread flooding affecting several areas in the north and south, while many provinces faced extreme droughts. These events caused damage to the agricultural, industrial and service sectors, as well as to people's livelihoods and property. Additionally, Thailand is confronting urgent environmental issues that pose widespread risks to public health, particularly air pollution, including the harmful effects of PM 2.5 particles. In the trade sector, the European Union introduced the Carbon Border Adjustment Mechanism (CBAM) for certain goods. This measure will require exporters of these goods to the EU to adapt by reducing carbon emissions in their production processes to remain competitive. Furthermore, several other countries are considering the implementation of similar carbon-related mechanisms in the future. Thailand has already introduced carbon pricing through excise taxes on fuel, and is in the process of drafting the Climate Change Bill aimed at providing effective incentives for carbon reduction within the business sector. This includes both regulatory measures, such as the Emission Trading System (ETS), and supportive measures, such as the Climate Fund to promote green activities. These initiatives will inevitably impact business operations moving forward. Companies that respond proactively will gain a competitive advantage over those that adapt more slowly.

The increasing trend of conducting business with a focus on environmental and social responsibility, the transition to Net Zero, and climate change adaptation presents an opportunity for the Bank to support financial knowledge, introduce financial and investment products, and enhance customer engagement. These efforts will help drive businesses toward their sustainability goals. Additionally, the Bank has implemented a credit underwriting process that prioritizes environmental, social, and governance (ESG) risks to prevent potential environmental and social impacts arising from projects or activities supported by the Bank.

Enhancing Sustainable Finance

The Bank collaborates with various sectors to continuously advance sustainability initiatives within the banking sector. In 2024, the Bank participated in the Financing the Transition: Financing for Sustainability Adaptation event, organized by the Bank of Thailand, to launch loan products designed to support Thai businesses in their transition toward environmental sustainability. During the event, the Bank introduced the Bualuang Green Financing for Transition to Environmental Sustainability loan which is a loan product designed to support our customers in the areas of climate change mitigation, climate change adaptation, and pollution reduction. The Bank aims for this product to facilitate the transition of businesses to more environmentally responsible operations and help them comply with new global trade regulations that give importance to environmental sustainability and climate change, as well as forthcoming domestic regulations.



The Bualuang Green Financing for Transition to Environmental Sustainability loan

supports businesses in three key areas:



1

Climate Change Mitigation

Supporting the reduction of greenhouse gas emissions through the promotion of energy-efficient buildings, improving energy efficiency, and replacing fossil fuel-powered equipment with electric alternatives.



2

Climate Change Adaptation

Promoting precision agriculture, cultivating crops or raising livestock in controlled environments, managing water resources, and encouraging water reuse or recycling.



3

Pollution Reduction

Supporting the installation of air and water pollution treatment systems.

In addition, the Bank is committed to enhancing employees' in-depth understanding of key ESG issues relevant to the business sector, with the goal of providing valuable and practical advice to customers. This is accomplished through ongoing educational initiatives including seminars and the dissemination of news and articles via internal communication channels. In 2024, the Bank organized knowledge sharing activities covering a wide array of pertinent topics, such as Global Warming and Biodiversity Loss: Impacts on Customers and the Bank, Carbon Credits: Opportunities for SME, Carbon Pricing Measures: Who is Affected and How to Respond, Energy Management in Buildings: Sustainable Alternatives for the Future, and Opportunities and Challenges in Transitioning to a Low-Carbon Automotive and Component Industry in Thailand.



Responsible Lending

The Bank has established a responsible lending policy as a guideline for the credit assessment and underwriting process with due consideration of ESG issues, as well as for guiding environmentally and socially responsible loans. The Bank has also developed an exclusion list of loan applicants or activities for which it does not provide credit. The policy and practices have been communicated to the relevant departments, and ongoing training is provided to emphasize the importance of considering ESG risks in the credit underwriting process for employees in the relevant units. The Bank encourages stakeholders to share their feedback on the potential ESG impacts arising from its lending activities through the Bank's communication channels. This feedback will be used as input for reviewing and updating the responsible lending policy and practices.

Exclusion List



Illegal businesses or transactions under the laws of the host country.



Designated businesses or individuals involved in terrorism or the proliferation of weapons of mass destruction.



Projects or activities that may cause severe environmental and social impacts, without established prevention and mitigation measures, and without engaging stakeholders in public consultations.



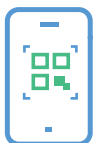
Projects or activities that invade or damage mangrove forests.



Trade in endangered plants and animals in violation of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES).



Activities involving human trafficking, forced labor, or illegal child labor.



Please scan QR Code
for additional information on
Responsible Lending Policy

Integrating ESG Issues into the Credit Approval Framework

Business Loan and Project Loan

ESG Issues Considered in Business and Project Loan Assessments



Environmental

This includes deforestation, depletion of natural resources and loss of biodiversity, as well as pollution in soil, water, air, noise and marine environments. It also encompasses climate change, particularly its impact on endangered wildlife or plant species listed on the IUCN Red List, and the effects on areas with significant natural resources, such as UNESCO World Heritage Sites, natural forests, mangroves, wetlands and areas recognized under the Ramsar Convention on Wetlands.



Social

This encompasses human rights violations, labor rights abuses and unfair labor practices. It also includes violations of community rights and adverse impacts on communities, particularly indigenous peoples and minority groups. These issues may involve the loss of arable land, involuntary migration, restricted access to natural resources and public utilities, as well as negative impacts on income, culture, livelihoods, health and safety.



Governance

This includes activities such as money laundering, financial support for terrorism, the proliferation of weapons of mass destruction, corruption, unfair trade practices, intellectual property infringement and violations of data privacy.

We have incorporated ESG considerations into our business and project loan approval process, starting from Know Your Customer (KYC) and Customer Due Diligence (CDD) procedures. This includes addressing issues such as money laundering, financial support for terrorism, and the proliferation of weapons of mass destruction, as well as running background checks and reviewing any negative ESG-related histories of loan applicants. This may involve assessing severe environmental and natural resource destruction, labor or community rights violations, human rights abuses, corruption, unfair trade practices, and intellectual property or personal data rights infringements. These measures are designed to prevent legal risks, evaluate the customer's ability to repay, and safeguard the Bank's reputation. Business and project loan applications are meticulously reviewed in accordance with the Bank's established credit underwriting standards, with appropriate control and monitoring mechanisms tailored to the level of risk involved.





Guidelines for Project Financing

We place high importance on projects that may cause severe adverse social and environmental impacts, such as mining, power plants and building infrastructure systems. Therefore, the Equator Principles are applied as part of the credit underwriting process and we require comprehensive environmental and social due diligence for each project. This includes consideration of greenhouse gas emissions (Scope 1 and 2) data and the attainment of environmental and social management certifications at either the national or international level, such as the ISO 14001 Environmental Management System, ISO 45001 Occupational Health and Safety Management System, or OHSAS 18001. Additionally, the management of environmental and social risks and impacts is also a factor for consideration in the credit underwriting process. The Bank's guidelines for project finance are outlined as follows:

1. Project loan applications are classified according to the level of environmental and social risks and impacts 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. In cases where the project loan application is classified under Category A or Category B, a comprehensive assessment of the environmental and social risks and impacts must be conducted in accordance with the criteria set by the Bank, as follows:

The customer is required to manage environmental and social risks and impacts of the project and submit an Environmental and Social Impact Assessment (ESIA) report for the project that meets acceptable standards.

Managing environmental and social risks and impacts shall include the following:

- 1) Environmental and social risk and impact assessment of projects being considered for a loan.
- 2) Establishment of 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 review 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 results of such a review will be used as information for considering credit underwriting and determining the terms and conditions of the loan as appropriate.

The Bank stipulates that project loan applications which may pose potential environmental and social impacts must include appropriate and sufficient measures to prevent and mitigate such impacts. For loan applications categorized under Category A, an independent expert in environmental and social matters must be engaged to review the risks and impacts assessment as well as the environmental and social risk management system of the project. Furthermore, the Bank requires higher approval criteria based on the level of risk. After a project loan has been approved, the Bank's officers will regularly monitor compliance with the environmental and social impact mitigation measures during the credit limit review process throughout the term of the project financing.



Examples of Integrating ESG Factors in Project Financing



Solar Power Plants in Australia

The Bank has provided project financing for a 110.9-megawatt solar power plant in New South Wales, Australia, to support the country's transition to clean energy. Recognizing the potential environmental impacts in the area and the effects on surrounding communities, the Bank has therefore conducted a comprehensive assessment of these risks and impacts prior to approving the loan. Furthermore, the Bank requires the power plant to implement the management of environmental and social risks and impacts, with ongoing monitoring and reporting of its impacts. In accordance with the Bank's regulations, the Bank will conduct an annual review of the project's operations.



Wind Power Plants in Vietnam

The Bank has provided financing for wind power plant projects in Vietnam. Although wind energy is a clean energy source, inadequate expertise and poor management of the power plants could result in adverse environmental and community impacts, such as noise pollution, negative impacts on scenery, and ecological imbalances. Consequently, the Bank has established conditions requiring the project to prepare a comprehensive environmental impact assessment report and implement appropriate measures to prevent and mitigate any potential environmental impacts. Furthermore, the Bank appoints an independent consultant to review the assessment report and monitor environmental impacts arising from the operation of the power plant.



Municipal Solid Waste Power Plants

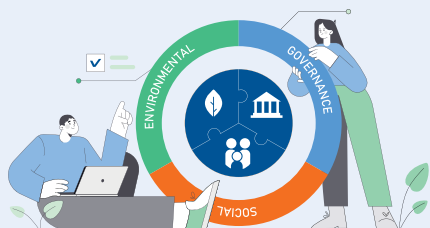
To support the implementation of Thailand's Power Development Plan (PDP) 2018-2037 (Revised Edition 1), the Bank has granted loans to a municipal solid waste power plant project with a capacity of 11 megawatts, which will supply electricity to the Provincial Electricity Authority (PEA) for 20 years. The project uses internationally recognized technology and has installed a standardized pollution control system to reduce pollutant emissions. The Bank requires the engagement of an independent consultant to assess the technological feasibility and legal risks, as well as to continuously monitor the adverse environmental impacts of the project.





Personal Loans

Integrating ESG Factors in Personal Loan Approval Process



Social and Governance Aspects cover issues such as money laundering, financial support for terrorism and the proliferation of weapons of mass destruction, excessive debt burden, negative impacts on income, culture, lifestyles, health and safety.

The Bank integrates ESG factors into the loan approval process for personal loans, starting with Know Your Customer (KYC) and Customer Due Diligence (CDD) procedures. The ESG factors considered include issues relating to money laundering, financial support for terrorism, and the proliferation of weapons of mass destruction. Furthermore, the purpose of the loan application must not violate any legal requirements and should not result in severe social or environmental impacts. In addition, the Bank assesses the customer's ability to repay the loan based on the Bank's criteria, terms and internal regulations, considering the net cash remaining after all debt obligations to ensure it is sufficient to cover basic living expenses. This is aimed at preventing customers from accumulating excessive debt that could adversely affect their quality of life, particularly for vulnerable groups such as the elderly, low-income individuals and first jobbers. Once a loan is approved, the Bank monitors the customer's spending and repayment behavior to ensure that the credit limit remains aligned with their repayment capacity. The Bank also closely monitors economic, social, natural disaster, and pandemic risks that may impact a customer's ability to repay debt, in order to identify appropriate mitigation measures to assist affected customers.

In line with the Responsible Lending principles of the Bank of Thailand, in 2024 the Bank supported a sustainable solution to Thailand's household debt problems by focusing on loan management throughout the debt cycle. This covers the period leading up to indebtedness and the period after, the affordability of the debt payments, prosecution of legal action, promoting financial discipline to customers, providing all information and warnings relating to terms and conditions that the customers should know about, and nudging to alter customer behavior. The Bank communicates such principles to executives and employees at all levels, and organizes training about the guidelines in compliance with Responsible Lending principles to employees in related units.

Customer Assistance Measures

Relief Measures for Customers Affected by the 2024 Floods

The flooding in various regions has caused significant damage to property, living conditions and livelihoods. In response, the Bank has implemented a set of assistance and mitigation measures to support both business loan customers and individual loan customers impacted by the floods. These measures have included reducing repayment amounts, extending loan repayment periods, lowering interest rates, temporarily suspending principal repayments, and providing additional financing to enhance short-term liquidity, support business recovery or rehabilitation and repair homes. These measures are aimed at helping customers navigate such a challenging period and facilitate their return to normalcy.

Khun Soo, Rao Chuay (You Fight, We Help) Program

The Bank has participated in the Khun Soo, Rao Chuay (You Fight, We Help) program, a collaborative initiative between the Bank of Thailand, the Ministry of Finance, the National Economic and Social Development Board, the Thai Bankers' Association, the Association of International Banks, the Government Financial Institutions Association, and non-bank businesses. This program is designed to provide support to retail loan customers and SME facing debt repayment difficulties with the potential to resume regular repayments once their income recovers. The measures include two key approaches, as follows:



Measure 1: Debt Restructuring with Interest Reduction, Focused on Principal Repayment (Jai Trong Kong Sup – Pay Punctually as Scheduled, Retain Assets)

This measure is designed to assist housing loan customers and/or loans related to mortgages and properties with a total loan limit not exceeding Baht 5 million, as well as business loan customers with a total loan limit not exceeding Baht 5 million. The objective is to enable customers to retain their collateral, including residential properties and business premises, by restructuring the debt to reduce monthly payments and interest burdens. Payments made will be directed toward principal repayment for a period of three years.



Measure 2: Debt Relief for Non-performing Loan (NPL) Borrowers with Low Debt Balances (Jai, Pid, Job - Pay, Deal, Settle)

This measure is designed to assist individual customers with non-performing loans (NPL) and outstanding loan balances not exceeding Baht 5,000 per account. The Bank will offer debt relief, allowing customers to repay only a portion of their outstanding debt with the remaining balance being forgiven. This initiative aims to change the status of the debt in the credit report from delinquent to paid and settled.



Sustainable Financial Products

The Bank provides a diverse array of financial products that support environmentally-sustainable activities, thereby assisting customers to achieve their sustainability objectives and reduce greenhouse gas emissions. This initiative helps to achieve the Sustainable Development Goals (SDGs) and Thailand's climate targets.

Loans for Sustainability



Corporate Customers

(Outstanding loan balance as of the end of 2024)

Loans for Renewable Energy

55,263 million Baht



The Bank supports renewable energy power plant businesses to strengthen energy security while reducing greenhouse gas emissions in the power generation sector, a major source of emissions. This is accomplished by providing financing to corporate customers for investments in the production and transmission of electricity from renewable energy sources, both domestically and internationally, including solar, wind, hydroelectric and biomass power plants.

Sustainability-linked Loans

3,575 million Baht



The Bank incentivizes corporate customers, both domestic and international, to achieve their sustainability goals by providing sustainability-linked loan initiatives. Customers will receive special privileges upon successfully meeting the sustainability targets, such as goals related to GHG reduction, energy efficiency improvement, and the reduction of natural resource usage.

Loans for Electric Mass Transit System Project

32,002 million Baht



We provide support for the development of electric mass transit systems to enhance public transportation convenience, alleviate traffic congestion, and reduce greenhouse gas emissions associated with the use of fossil fuel-powered vehicles.

Loans for Environmentally-friendly Real Estate Projects

10,046 million Baht



We provide loans for real estate projects, both domestic and international, that are designed with a focus on efficient use of resources and energy, reducing greenhouse gas emissions, promoting the health and wellbeing of building occupants, and adhering to internationally recognized green building standards, such as the LEED certification by the United States Green Building Council (USGBC).

Loans for EV Businesses

2,156 million Baht



The Bank supports the transition of the automotive industry from the production of internal combustion engine vehicles to electric vehicles, with the aim of reducing air pollution and lowering greenhouse gas emissions from the burning of fossil fuels. This initiative also aligns with the government's policy to establish Thailand as a regional hub for electric vehicle manufacturing. We provide financing to electric vehicle manufacturers and importers, as well as loans to support the development of the electric vehicle ecosystem, such as EV charging stations.

Loans for Energy and Environmental Preservation

10,013 million Baht



The Bank encourages large enterprises overseas to operate their businesses in an environmentally-friendly manner, reduce pollution, and use resources efficiently by providing loans for various activities, such as recycling materials, waste treatment through biological methods, energy efficiency improvements, the installation of solar panels, and the purchase of zero-emission vehicles.

**Bualuang Green Loan and
Bualuang Green Solar
Energy Loan**

(Outstanding loan balance as
of the end of 2024).

Bualuang Green Loan**1,161** million Baht**Bualuang Green
Solar Energy Loan****1,460** million Baht

Production 19.5 megawatt

The Bank encourages SME to operate in an environmentally-friendly manner and supports the country's Bio-Circular-Green (BCG) Economy development policies. This is done through the offering of the Bualuang Green loan for SME that invest in the following objectives:

- 1** Investment in renewable energy, energy reduction initiatives, and the production of electric vehicle and motorcycle components.
- 2** Investment in waste management for recycling or reuse.
- 3** Investment in the production or use of biodegradable materials to replace environmentally harmful chemicals.

Furthermore, we have extended the Bualuang Green loan to support entrepreneurs investing in the installation of solar panel systems on the rooftops of their businesses, through the Bualuang Green Solar Energy loan. This initiative is designed to help entrepreneurs reduce electricity costs while simultaneously decreasing greenhouse gas emissions.

Bualuang Transformation Loans

(Outstanding loan balance as of the end of 2024).

Transformation Loans**969** million Baht

Digital technology

273 million Baht

Green

519 million Baht

Innovation

177 million Baht**Loans for Business
Rehabilitation****12** million Baht**Total****981** million Baht

In 2024, the Bank launched the special loan program, Bualuang Transformation loan, for SME seeking to increase liquidity and recover businesses impacted by the Covid-19 pandemic, enabling them to continue operations. The program also supports investments to help businesses adapt to changes in the modern world. The loan provides support for investments in three areas: 1. Digital technology, 2. Green, and 3. Innovation.

**Bualuang Green Financing for
Transition to Environmental
Sustainability Loans****Credit Line in 2024****655** million Baht**Outstanding loan balance
as of the end of 2024****77** million Baht

We are committed to being part of Thailand's efforts to achieve Net Zero carbon emissions, while supporting businesses in their timely transition to low-carbon operations. In 2024, we introduced the Bualuang Green Financing for Transition to Environmental Sustainability loan to support investments aimed at reducing greenhouse gas emissions, adapting to climate change, and minimizing pollution. This loan is available to both large corporates and SME.



Individual Customers

Bualuang Poonphol Green Loan



Credit Line in 2024

2.49 million Baht

Outstanding loan balance
as of the end of 2024

8.84 million Baht

Bualuang Green Home Loan

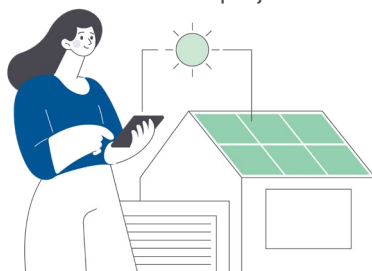


Credit Line in 2024

89 million Baht

Outstanding loan balance
as of the end of 2024

81 million Baht



Besides the Bualuang Poonphol Green loan and the Bualuang Green Home loan, we also provide financing for the purchase of condominium units or flats for low-income individuals, with an outstanding loan balance of Baht 2.86 million as of the end of 2024.

We support the improvement of homes to be environmentally-friendly, energy-efficient, and suitable for elderly and disabled residents through the Bualuang Poonphol Green loan. In 2024, We collaborated with partners, including the Provincial Electricity Authority (PEA), CRC Thaiwatsadu, and SCG Living & Housing Solutions, to offer a range of exclusive benefits for Bualuang Poonphol Green loan customers. These benefits include free design and surveys for solar rooftop installations, as well as special discounts on the purchase of solar panels, to motivate home renovations that are both environmentally-friendly and cost-efficient in terms of electricity usage.

To address the growing demand for energy-efficient and environmentally-friendly housing, the Bank has introduced Bualuang Green Home loans for purchasing new homes equipped with rooftop solar panels from real estate projects partnered with the Bank. These include prominent developers such as Sansiri, Pruksa, Supalai, Britania, Sena and Property Perfect. Interested customers can find a list of participating real estate projects on the Bank's website.

ESG Bonds

The Bank plays a pivotal role in continuously supporting fundraising efforts for projects and activities that benefit both society and the environment in the public and private sectors. This is achieved through our role as an underwriter of green bonds, social bonds, sustainability bonds, and sustainability-linked bonds that meet international standards. Additionally, the Bank also acts as a green structuring advisor on the issuance of green bonds and sustainability bonds for businesses seeking to raise capital through the capital markets. In 2024, the total value of sustainability bonds issued in the Thai capital market amounted to Baht 106,332 million, of which Baht 62,000 million, representing 58.31% of the total ESG bonds issued, was underwritten by the Bank.

ESG Bonds Underwritten		
ESG Bonds	Referenced Standards	Value as of the end of 2024 (Million Baht)
Guaranteed Social Debentures of Toyota Leasing (Thailand) Company Limited No. 1/2024	ICMA-GBP, ICMA-SBP, ICMA-SBG, LMA, LSTA, APLMA-GLP, LMA, LSTA, APLMA-SLP	1,000
Sustainability-linked Debentures of Minor International Public Company Limited No. 1/2024	ICMA-SLBP, ACMF-ASEAN SLBS, LMA, LSTA, APLMA-SLLP	5,000
Sustainability Bonds of Provincial Electricity Authority (PEA) No.1/2024	ICMA-GBP, ICMA-SBP, ICMA-SBG, LMA, LSTA, APLMA-GLP, LMA, LSTA, APLMA-SLP, ACMF-ASEAN GBS, ACMF-ASEAN SBS, ACMF-ASEAN SUS	1,000
Sustainability Bonds of Advanced Info Service Public Company Limited No.1/2024	ICMA-GBP, ICMA-SBP, ICMA-SBG, LMA, LSTA, APLMA-GLP, LMA, LSTA, APLMA-SLP, ACMF-ASEAN GBS, ACMF-ASEAN SBS, ACMF-ASEAN SUS	25,000
Sustainability-linked Bonds Fiscal Year 2025, No. 1	ICMA-SLBP, ACMF-ASEAN SLBS, LMA, LSTA, APLMA-SLLP	30,000

Our unwavering commitment to the continuous and dedicated support of sustainable ESG bonds fundraising has earned us awards for Best Bank for Green Bonds in Asia-Pacific and Best Bank for Sustainable Finance in Thailand for 2024, as presented by Global Finance magazine. This recognition highlights the Bank's success as a leader in green bond issuance and ESG bond fundraising.



Mutual Funds for Sustainability



The Bank supports businesses that are environmentally and socially responsible with strong corporate governance practices. In collaboration with our asset management subsidiary, we select and offer sustainable investment products. In 2024, we introduced three new funds: Bualuang Sovereign Instruments Thailand ESG Fund (B-SI-THAIESG), Bualuang Equity Thailand ESG Fund (B-EQ-THAIESG), and Bualuang Mixed Thailand ESG Fund (B-MIXED-THAIESG). As a result, by the end of 2024, we offered a total of 12 sustainable funds with net assets under management amounting to Baht 16,479.39 million.

(Information as of the end of 2024)

Mutual Funds for Sustainability

Funds	Investment Policies	Net Assets Under Management (Million Baht)
B-KIND	Invest in companies that support society in four areas: environmental, social, good governance, and anti-corruption. The fund donates 40 percent of its income from fund management fees to foundations or social development organizations.	272.36
Bualuang Thai Equity CG Fund (B-THAICG) and Bualuang Siriphol Corporate Governance Fund (BSIRICG) and Bualuang Siriphol Corporate Governance RMF (BSIRIRMF)	Invest in companies with good corporate governance by considering the CG Scoring from the Thai Institute of Directors or other relevant agencies. The Bualuang Thai Equity CG Fund (B-THAICG) also considers companies certified as members of Thailand's Private Sector Collective Action Against Corruption (CAC).	5,813.21
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 worldwide that are sustainably managed with concern on social and environmental impact at every step of the production of goods and services.	4,756.40
BCAP Clean Innovation Fund (BCAP-CLEAN)	Invest in securities or financial instruments of businesses engaged in sustainable innovations, such as clean energy, electric vehicles, the circular economy, waste management and energy storage.	419.97
Bualuang B-TOP-THAIESG Mutual Fund (B-TOP-THAIESG) and Bualuang Equity Thailand ESG Fund (B-EQ-THAIESG)	Invest in the 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 environmental or sustainability practices.	2,144.66
Bualuang Sovereign Instruments Thailand ESG Fund (B-SI-THAIESG)	Invest in Thai government securities, including green bonds, sustainability bonds and sustainability-linked bonds.	2,697.79
Bualuang Mixed Thailand ESG Fund (B-MIXED-THAIESG)	Invest in the equities of companies listed on the Stock Exchange of Thailand (SET) and the Market for Alternative Investment (mai) that are recognized for their outstanding credentials in environmental or sustainability practices, as well as in Thai government securities, including green bonds, sustainability bonds, or sustainability-linked bonds, which disclose information as required by the Securities and Exchange Commission (SEC).	375



Engagement with Customers on ESG Issues

We engage with both business and individual customers on opportunities and challenges related to ESG issues or sustainability by offering financial products and services that support environmentally and socially responsible activities and businesses. This includes providing customer consultations, as well as offering ESG or sustainability-related knowledge through seminars, workshops and online communication channels.

Business Customers

We engage with business loan customers by supporting sustainable loan products and loans linked to sustainability practices. We also provide consultations regarding the potential impacts of new trade regulations, such as the European Union's Carbon Border Adjustment Mechanism (EU CBAM) and the regulation regarding deforestation-free products from EU Deforestation Regulation (EUDR), carbon footprint assessments, investments aimed at reducing greenhouse gas emissions, and strategies for adapting to climate change. Furthermore, we advise on suitable sustainable loan products that align with customers' investment needs. In terms of capital market fundraising, we support financing for projects or activities that benefit society and the environment by acting as the green structuring advisor for bond issuances in compliance with international standards. We also offer advisory services for the issuance of green bonds and sustainability bonds for businesses seeking to raise funds from the capital markets. In addition, we share our expertise on environmental risks and opportunities, including climate change, through seminars organized

in collaboration with our partner network. In 2024, the following key seminar activities were organized:

- Online seminars to educate SME customers on transitioning to a low-carbon business. We invited business partners and experts from external organizations to share knowledge and experiences, while also introducing the Bank's loan products, including the Bualuang Green loan, Bualuang Green Solar Energy loan, Bualuang Transformation loans, and Bualuang Green Financing for Transition to Environmental Sustainability loan. In 2024, three online seminars were held on the following topics: Reducing Business Costs with Clean Energy: Solar Rooftops at Gas Stations, Energy Efficiency: The First Step Towards Achieving Net Zero, and How SME Can Adapt in Industry 4.0.
- Digital Transformation for SME seminar on the topic Preparation for Transforming Organization and Adapting to the New Global ESG and Social Regulations to prepare business owners for transitioning to a new era

of business that prioritizes environmental sustainability and greenhouse gas reduction.

- The Thailand Agriculture Development Towards International Global Supply Chain seminar on the topic Sustainability Era: Adapting Thailand's Agriculture Sector to Sustainability, aimed at raising awareness among agricultural business entrepreneurs on how to adapt to new regulations, such as EU CBAM and the regulation regarding deforestation-free products from EUDR.
- Organized a seminar titled The Challenges of Carbon Footprint: New Trade Frontiers for SME, to provide business entrepreneurs, particularly manufacturers and exporters, with insights on how to prepare for future climate-related regulations. These include the CBAM, carbon pricing mechanisms under fuel excise tax, and the draft Climate Change Act.

ลดต้นทุนด้วยพลังงานสะอาด
SOLAR ROOFTOP
Gas Station

Speaker
คุณสมชาย ธิกุลบุตร
ประธานเจ้าหน้าที่บริหาร
บริษัท เอสซีจี พาวเวอร์ จำกัด

Guest speaker
คุณธีรเดช ธีรชัย
กรรมการผู้จัดการ
ททท.อีอีซี โซลาร์ เซลล์ โซล่า

กำหนดการ
13.30 น. ลงทะเบียน
14.00 น. เปิดงาน
14.15 น. การลดต้นทุนธุรกิจด้วยพลังงานสะอาด
Solar Rooftop
15.10 น. ประสบการณ์จากผู้ใช้จริง
15.40 น. Q&A

>>> 28 กุมภาพันธ์ 2567 <<<
เวลา 14.00 - 16.00 น.
ผ่านระบบ : Microsoft Teams Meeting
สายลูกค้าธุรกิจรวมผลิตภัณฑ์ ธนาคารกรุงเทพ จำกัด (มหาชน)
เบอร์โทร : 02 230 9679, 02 230 9196

Bangkok Bank

SME ปรับตัวอย่างไรในยุค Industry 4.0

วันที่ 9 พฤษภาคม 2567 14.00 - 16.00 น.
Microsoft Team Meeting

วิทยากร
ดร.ประวิทย์ วัฒนศิริ
Executive Director
บริษัท เอสซีบีอีเอ็ม จำกัด

กำหนดการ
13.30 น. ลงทะเบียน
14.00 น. เปิดงาน
14.15 น. SME ปรับตัวอย่างไรในยุค Industry 4.0
15.40 น. Q&A

bangkokbanksme

Bangkok Bank

Energy Efficiency
ก้าวแรกของการเดินทางสู่เป้าหมาย Net Zero

วิทยากร
คุณอาทิตย์ เวชกิจ
รองประธานกลุ่มอุตสาหกรรมพลังงานชุมชน
สภาอุตสาหกรรมแห่งประเทศไทย
ประธานกรรมการ บริษัท พีโอ คูลิน เอ็นเนอร์ยี จำกัด

กล่าวเปิดงานโดย
คุณศิริเดช เอื้ออุบลสิน
รองผู้จัดการใหญ่ ธนาคารกรุงเทพ จำกัด (มหาชน)

วันอังคาร ที่ 13 สิงหาคม 2567
เวลา 14.30 - 16.30 น.
Microsoft Teams Meeting
เริ่มลงทะเบียน 14.00 น.
ติดต่อขอข้อมูลเพิ่มเติม โทร 02 230 9664, 02 230 9658



Individual Customers

We actively engage with individual customers by building awareness and understanding about sustainability issues that are significant to them, such as introducing the Bank's sustainable financial products, retirement planning, debt management, energy-efficient homes, and solar panel rooftop installations. Customers are offered consultations at branch locations or via phone. Additionally, we regularly disseminate ESG or sustainability knowledge through various digital communication channels, such as the website, Facebook, LINE Official, mobile banking, and ATM. The Bank also participates in events such as the Sustainability Expo 2024, Green Technology Expo 2024, and the 24th Money Expo Bangkok. These platforms allow us to showcase sustainability efforts, offer guidance on sustainable financial products, and provide financial planning consultations to customers and the general public.





Inclusive Finance

Adequate financial inclusion and sufficient financial literacy help build the financial stability of individuals and households and create new opportunities for businesses, which will create positive impacts to the economy and society. When the economy flourishes, our Bank is likely to grow in parallel and expand our business. Therefore, we strive to provide inclusive finance by extending the outreach of our financial services and developing a variety of products and services to meet the needs of all customer groups including vulnerable ones. At the same time, we remain committed to continually promoting financial knowledge and instilling financial discipline among customers and people of all groups and ages to mitigate the household debt problem and promote financial stability for both households and businesses.



Guidelines

We focus on the following three objectives to promote inclusive finance and financial literacy:

1. **Preparing for an aged society** by promoting savings and debt management, including providing financial knowledge related to retirement preparation and financial fraud.
2. **Building a strong foundation for the economy** by providing loan support to SME and farmers, as well as providing knowledge and skills in various fields to enhance their competencies, leading to inclusive and sustainable finance.
3. **Extending financial opportunities for vulnerable groups** by developing products and services that meet the needs of such groups and providing financial literacy in easily understandable and accessible formats.

Promotion of Financial Inclusion for Individual Customers

Development of Service Channels

• Banking Agents

We continually extend our services through banking agents to promote accessibility and convenience for financial transactions, especially for people 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, Big C, Sabuy Plus kiosks, Sabuy Counters, Term Dee kiosks and KEX Express which together offer service points in all provinces across Thailand. At the end of 2024, we had a total of 202,773 banking agents distributed across Thailand serving more than 10.4 million transactions.

Services from Banking Agents



Cash deposit and withdrawal services at Lotus's, 7-Eleven, 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, Boonterm kiosks and KEX Express.





• Bualuang ATM and Self Service

In 2024 there were 6,946 Bualuang ATMs located across Thailand to offer convenient, safe and easy-to-use services, supporting all bank cards with information displayed in multiple languages including Thai, English, Chinese, Japanese, Burmese, Laos, Cambodian and Arabic. The Bank has also developed a special function for visually-impaired people to make cash withdrawals through a specifically designed Transaction Mode which is convenient, safe and addresses their daily cash needs. In 2024, we had a total of 6,436 Bualuang ATMs (equivalent to 93% of the total) were equipped with the Transaction Mode for the visually-impaired. Furthermore, we also provide



automatic phone banking services 24/7 (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 through Call Center staff.

• Bangkok Bank Mobile Banking and Bualuang iBanking

We strive to continually develop our Bangkok Bank Mobile Banking application to promote financial inclusion with services ranging from opening e-Savings accounts, transaction history and account balance checking, money transfers, withdrawals, top ups and bill payments, investment management, debit card activation and identity verification without the need to visit a branch. In addition, we also offer Bualuang iBanking services for customers to manage their

finances with ease, convenience, and safety 24/7 through computers and tablets. The services on Bualuang iBanking include money transfer, bill payment, transaction history and account balance checking, payment for products and services, and fund management services. At the end of 2024, there were over 14.38 million registered users of Bangkok Bank Mobile Banking and Bualuang iBanking.

Development of Products and Services

• e-Savings Accounts

We promote accessibility to deposit services by offering e-Savings accounts through Bangkok Bank Mobile Banking so that interested customers can open an account by themselves free of charge with no minimum deposit requirement and no cross-border transactions fee. Transactions can be made either through digital channels or branches without using passbooks.

• Bualuang Extra Digital Savings Account

We have diversified our digital savings account services via Bangkok Bank Mobile Banking by launching the Bualuang Extra Digital Savings Account. This savings account does not require a minimum deposit amount for account opening and minimum balance maintenance, while providing accident insurance coverage of 10 times the remaining balance in the account on the day preceding the accident, up to a maximum of Baht 5 million per person. The account is available to individuals aged 15-69 years, providing access to both savings accounts and accident insurance services.



Bualuang ATMs Supporting the Transaction Mode for the Visually-impaired

6,436 machines



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

over **14.38** million



Banking Agent Service Points

202,773 points

• Cross-Border QR Payment

We have developed an 'Outbound' cross-border payment service through QR Codes for customers to pay for products and services in foreign countries with convenience and safety using Bangkok Bank Mobile Banking. The service is free of charge and a real-time exchange rate is applied when making the transaction, while customers will receive an e-Slip immediately once a successful payment is confirmed. Similarly, with our "Inbound" service, vendors in Thailand can accept payments through PromptPay QR from foreign visitors. At present, tourists, business people and migrant workers in Vietnam, Indonesia, Malaysia, Singapore, Cambodia (Inbound only), Laos and Hong Kong can enjoy this convenient payment service, reducing the need to carry a lot of cash in foreign currencies while providing more business opportunities for many retail shops and vendors.

Scan and Pay for different countries

Vietnam



Indonesia



Malaysia



Singapore



Hong Kong



Laos





- **UnionPay QR**

Addressing the needs of tourists, we have developed a service for paying for products and services abroad by scanning UnionPay QR Codes via Bangkok Bank Mobile Banking. Reducing the need to carry a lot of cash when travelling in over 40 countries worldwide, the service offers ease of payment without the need to download a new application. Money is deducted directly from the deposit account linked to the mobile banking after scanning. In China, customers can scan to pay at more than 119 million shops with the Weixin Pay sign.

Scan to pay



Over 40 countries worldwide

Scan to pay in China



Weixin Pay

Over 119 million shops in China



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

We promote financial inclusion 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, no account maintenance fee, and no entry fee or annual fee for debit cards linked to the account, helping reduce the cost of opening deposit accounts for target groups. At the end of 2024, there were 30,625 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 to promote a saving discipline. Legal guardians can open the account for a child at any bank branch. The account has a special condition that if they make a regular deposit every month for at least two years (minimum of Baht 500 per month), they will receive interest rates higher than a 12-month fixed deposit account and need not pay tax on the interest. The Bank expects that guardians will use Sinmathaya Supthawee – Bualuang Kids accounts as a tool to build saving discipline with their children to pave the path toward financial stability for their future.





• Unsecured Personal Loans

We promote ease of access to loan services for first jobbers and salary workers by offering multi-purpose unsecured personal loans for full-time employees with payroll accounts at Bangkok Bank, provided that their employer qualifies according to the Bank's criteria. Loan terms include a credit limit of three to five times a borrower'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. Another type is **Bualuang Loan Aunjai** (multi-purpose revolving credit) which enhances liquidity for emergencies by allowing loan withdrawals with Be^{1st} Smart debit card. At the end of 2024, the Bank had 3,431 customers for these two types of loan with total outstanding loans of Baht 287 million.

• Loans for Pensioners

We promote opportunities for groups of retirees who are former civil servants and civil employees receiving a monthly pension to access credit. These groups usually have limited or unstable income after their retirement which might impede their access to credit. Through this loan, pensioners can receive credit up to the amount stated in their certificate of family inheritance pension, with a special interest rate and without requiring a guarantee. Moreover, the loans have no management fees and a long repayment period of up to 30 years. During 2024, there was a total of 8,316 customers with a total credit amount of over Baht 1,232.90 million.

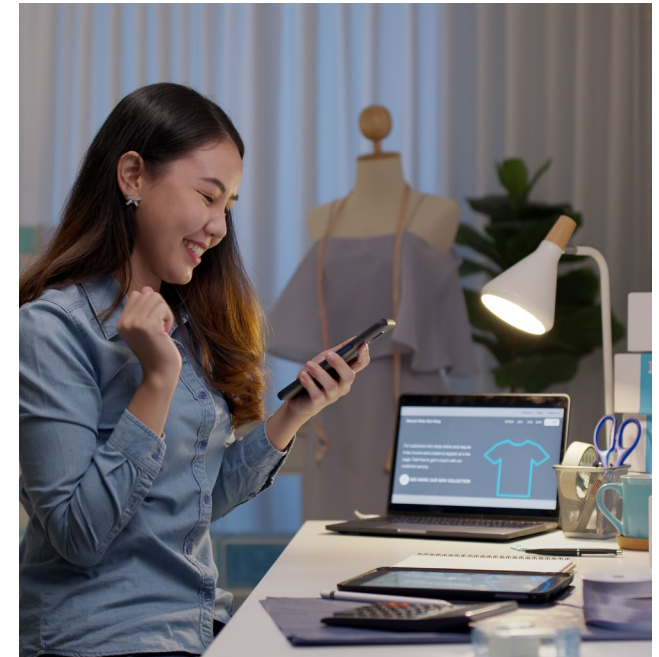
Promotion of Financial Inclusion for SME and Farmers

• Loans for SME

The Bank has been active in offering a diverse range of credit to SME to support them with capital or liquidity to promote their competitiveness and ensure solid growth such as Business loans, Bualuang Transformation loans, Bualuang Green loans, Bualuang loans for Franchise Businesses, loans for Gas Station Dealers, Bualuang Perm Sub (loan) and Bualuang Poon Sub (Revolving Credit), targeting SME who channel their trading transactions through the Bank. Interested SME can inquire about a business consultation and financial support at the Bank's business centers nationwide or via the Bank's website.

• TCG Credit Guarantee Project

To promote better access to capital for SME with no collateral requirement, 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), and Portfolio Guarantee Scheme Phase 10 (PGS10). We have continued our participation in the Portfolio Guarantee Scheme Phase 11 (PGS11) covering eight programs i.e. TCG SME Ignite Biz, TCG SME Ignite One, TCG SME Smart Green, TCG SME Smart Gen, TCG SME Small Biz, TCG SME Smart Build, TCG SME Smart Biz, and TCG SME Smart One. In 2024, 106 SME received TCG-guaranteed loans totaling Baht 567.55 million. In addition, the Bank offers low-interest loans to SME through funding from



the Bank of Thailand, with TCG guarantees, under the Emergency Decree on Rehabilitation loans (Phases 1-2). In 2024, 13 SME received loans under this scheme, amounting to Baht 94.78 million. Since the start of this program, a total of 5,647 SME have received the loans with total credit of Baht 20,260.63 million.



Please scan QR Code for additional information on Loans for SME



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

As access to capital is a key challenge in the agricultural sector, we have continuously offered loans to SME in this sector to enhance their access to sources of finance. Furthermore, we continuously run our modern agriculture project to improve the capabilities of farmers through seminars and field trips for farmers who aim to improve productivity and product quality. These cover a variety of topics, including technology and innovation, value-added creation, marketing, energy management to reduce costs and greenhouse gas emissions. The Bank's outstanding agricultural loans totaled more than Baht 218,915 million at the end of 2024. Moreover, we provide Bualuang Green Solar Energy loans and Bualuang Green Financing for Transition to Environmental Sustainability for farmers to invest in energy cost saving and to adapt to the impacts of climate change

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

The Bank and Charoen Pokphand Foods, or CPF, joined forces in offering the 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 that promotes their access to capital, and strengthens their liquidity. This scheme provides for 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 online anytime. At the end of 2024, there was a total of 147 suppliers who used the service with total credit of Baht 246.5 million.

Provision of Financial Literacy to Customers and the Public

- **Online Financial Education**

We seek to provide financial knowledge for customers and people of any age group or gender via diverse online channels such as the Bank's website, Bangkok Bank Mobile Banking, LINE Official, Bangkok Bank's Facebook page, Bangkok Bank's Family Banking page, Bnomics Facebook page and Bangkok Bank's YouTube channel. We offer a variety of educational topics to help build knowledge and pave the way to financial stability, such as

- 1 **"Knowledge Tips"** covering digital banking, financial planning, savings and investments, retirement planning, credit and debit cards, financial products and services.
- 2 **"Sustainable Debt Resolution"** covering everything from checking for signs of financial difficulties, risks of chronic debt, debt management, debt resolution measures to fix debt issues and the You Fight, We Help project.
- 3 **"Financial Warning"** covering content that raises awareness of online financial threats and various financial scams.

In addition, we support financial education activities for various external organizations and educational institutions by inviting experts to share useful knowledge customized to suit the specific needs of each organization.



- **Fin Lit for the Blind Project**

We place importance on providing financial knowledge to vulnerable groups who may not have convenient access to information, such as the visually-impaired. The Bank has been undertaking the Fin Lit for the Blind project since 2019 by producing articles and audio books through the Read for the Blind application and the Happy Retirement project, which organizes activities to provide knowledge about saving and debt management. In 2024, the Bank supported the purchase of banknote measuring and storing equipment for the blind for the Thailand Association of the Blind. In addition, we organized the Cybersecurity Guidelines in an Era of Rapidly Changing Technology to provide an update on the methods used by call center gangs and online scammers to deceive people financially, and recommend prevention methods so that the visually-impaired are aware of risks and able to make online financial transactions safely. A total of 200 visually-impaired people participated in the training.

- **Fin Lit for Small Farmers**

Under the Modern Agriculture project, the Bank has organized two knowledge sharing sessions relating to financial planning focusing on the Thai agricultural sector with a focus on small farmers living in highland and those who are in the value chain of agricultural products. The project is in collaboration with Hillkoff, Lampang Food, and Highland Research and Development Institute (Public Organization).

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

The Bank promotes financial knowledge sharing and understanding that is suitable for people of all age groups through the 2S (Saving and Service) project that raises awareness of the importance of financial planning and recommends useful financial products suitable for different stages of life from childhood, to working age through to retirement age. In 2024, the Bank encouraged employees to organize educational sessions and build relationships with students, teachers and guardians from various educational



institutions under the 2S for Kids project. Our employees participated in providing information about basic financial management, both online and on-site, to 57 schools with 7,210 students attending. Following this, a significant number of students, teachers and guardians were interested in the Bank's financial products and services, especially Bangkok Bank Mobile Banking and e-Saving deposit accounts.

- **The Stock Master @ University Project**

We have worked in collaboration with Bualuang Securities, BBL Asset Management and the Stock Exchange of Thailand for the 7th consecutive year for the Stock Master @ University project to promote finance and investment education among students from public and private universities to help them learn how to become quality investors. Participating university students obtained knowledge about personal finance and investment from experienced lecturers and could try securities trading through simulations on the Stock Exchange Thailand's Click2Win system as well as offering the opportunity to ask questions and apply for the Bank's products and services. In 2024, a total of 2,456 students participated in the project from seven universities, namely Chulalongkorn University, Thammasat University, Kasetsart University, King Mongkut's University of Technology North Bangkok, Prince of Songkla University, Srinakharinwirot University and Bangkok University.

- **Debt Clinic by SAM Project**

As the household debt problem has intensified with a potential long-term impact on the economy and society, the Bank has joined with the Debt Clinic by SAM project continuously since 2017 with Sukhumvit Asset Management (SAM) acting as a central unit to connect debtors with all creditor banks. This helps facilitate problem loan resolution for debtors with multiple creditors and types of credits ranging from credit card debt, cash card debt and unsecured personal loans with overdue payment of longer than 120 days or with a track record of overdue payment of over 120 days at any point during the previous

six months and combined value of debts of less than Baht 2 million. The project also provides training programs on financial planning to foster financial discipline for debtors as a one-stop service with the aim of mitigating household debt problems. Since its start, the project has had the participation of 6,320 debtors of the Bank with Baht 314,604,105 of debt being resolved. In 2024, 1,950 debtors of the Bank participated, with Baht 97,654,198 of debts resolved.

- **Unlocking Debt – Happy Retirement Project**

With mutual commitment to promote financial discipline among vulnerable groups, especially blue collar workers with low incomes and at risk of over-indebtedness from loan sharks, the Bank and Noburo, a social enterprise startup, jointly launched the Unlocking Debt – Happy Retirement campaign to raise awareness about personal finances for employees of participating companies, provide advice on proper financial planning along with knowledge about bookkeeping of income and expenses, debt closure planning, and help relieve debt burdens through Noburo's low-interest loans. Khaolaor Laboratories, A.I. Technology and Siam Toyota Manufacturing entrusted the Bank to tackle their employees' problem debt and a total of 404 employees participated in the initiative with Baht 4.9 million of debt paid, of which Baht 2.7 million was debt with loan sharks. The Bank will continuously monitor the results of the debt repayment mission with the hope that this project will help a significant number of participating troubled debtors resolve their problem debt and achieve financial stability in the future.

- **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 conduct of business across ASEAN countries. In 2024 we launched the 6th AEC Business Leader course for Thai businesses, especially SME, wishing to get ready to start doing business in the ASEAN region. Participants in this course, which has been organized in six batches thus far, are offered in-depth knowledge and knowhow to identify and capture business opportunities from investment in the region, for instance, international business management skills for the AEC, business operations and market penetration, accessing trade channels, and building entrepreneurial networks to expand business in the AEC.

In 2024, we continued to actively offer economic, trade and investment knowledge through our official website and online channels of AEC Connect such as Facebook, YouTube, Blockdit and LINE Official. Additionally, the AEC Investment Clinic and seminars were organized on various interesting topics such as Seize the Business Opportunity in Indonesia, The Rising Star of ASEAN, Explore Opportunities for Thai investors in the Vietnamese Market, and How to Win in the Chinese Market. AEC Connect also organized interviews 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 52,000 views. The Bank also arranged and broadcast interviews with our executives to give perspectives on the economy, trade and investment in various topics, such as 2024 New Investment Opportunities in Vietnam, Targeting 6% Growth, Connecting ASEAN to Strengthen Businesses and Seize New Opportunities, 2024 Move Forward Trade and Investment in Indonesia with Permata Bank to raise customers' awareness of changes and on how to respond appropriately. There was a total of 2,347 views for these interview sessions.



Please scan QR Code for additional
information on **AEC CONNECT**



• Bangkok Bank SME (Puan Koo Kit SME)

We seek to promote growth for SME through providing comprehensive credit services along with knowledge in all dimensions. Our online knowledge sharing network, Bangkok Bank SME, deploys multiple communication channels such as our website, Facebook, YouTube, Instagram and X as well as providing online and offline training sessions and seminars on a regular basis. In 2024, the Bank focused on promoting knowledge about sustainability by selecting customers who have successfully applied sustainability principles in their business operations to share their views and experiences in the form of articles and video clips. Hoping to inspire other SME, the Bank also created the BeSustainable program to provide knowledge specifically on sustainability through presentations of exemplary hands-on entrepreneurs showing the thinking behind and lessons learned from their implementation of sustainability initiatives. We will continue to carry out our SME The Master Talk program, which regularly presents new business models for SME in the digital age, for instance, SME Clinic Exclusive program and SME Successor program. In other programs we offer advice to family businesses and present articles on various other interesting topics, such as Mega Trends & Business Transformation and ESG, which covers risks and opportunities from climate change.



934,614
viewers



2,416,596
followers



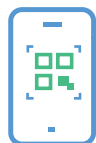
24,901
followers



155,963
subscribers



3,786
followers



Please scan QR Code for
additional information on
Bangkok Bank SME



• Money Expo and Thailand Smart Money

We promote access to our diverse financial products and services by sharing knowledge and advice on finance and investment to customers and the general public in every region. For example, we join annual finance and investment events, particularly Money Expo events, which were hosted seven times in six provinces in 2024, namely, Bangkok (twice), Songkhla, Nakhon Ratchasima, Rayong, Udon Thani and Chiang Mai, as well as Thailand Smart Money in Bangkok. A large number of interested people attended these events, 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. In 2024, more than 100,000 people attended Money Expo with total transactions exceeding Baht 57,800 million.



Social Responsibility and Value Creation

Extending beyond conducting business ethically, the Bank's social responsibility encompasses making meaningful contributions to society. Our commitment to social responsibility and value creation is reflected in a variety of initiatives, both independently undertaken and in collaboration with partners and stakeholders. These efforts aim to generate positive impacts in diverse areas, including the economy, society and the environment, as well as religion and cultural heritage. By undertaking these social initiatives, we not only foster stronger relationships with communities and build trust but also inspire and motivate our employees. In 2024, we maintained our focus on projects that address three critical challenges facing the country, namely: the aging society; economic and social inequality; and environmental challenges including adaptation to climate change. In addition to ongoing initiatives, we continue to introduce new projects that bring tangible benefits, with the hope that all initiatives will contribute to improving the quality of society and the environment to the greatest extent possible. Beyond our social initiatives, we further demonstrate our commitment to social responsibility through supply chain management, ensuring that environmental, social, and governance (ESG) factors are integrated into our supply chain, while also promoting responsible business practices among our suppliers in alignment with the Bank's Supplier Code of Conduct.

Social Responsibility and Value Creation Initiatives

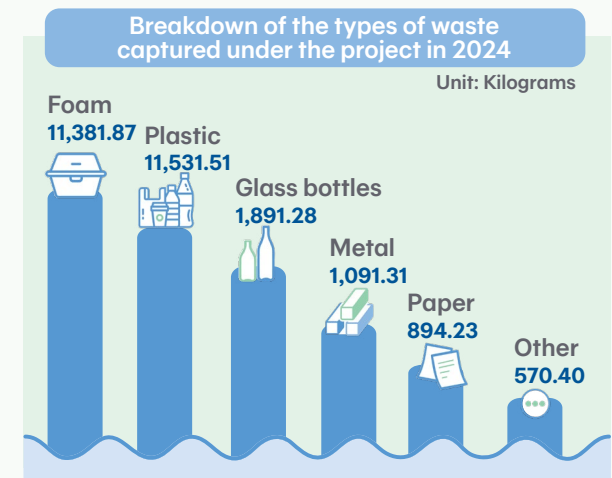
We have established a comprehensive Corporate Social Responsibility (CSR) policy and encourage the companies within our financial group to apply and implement the policy as appropriate to their own businesses. In considering the implementation of social initiatives, we evaluate various factors, such as the significance of the initiative to the community and society, alignment with the United Nations Sustainable Development Goals, collaboration with partner organizations, and our business strategy and expertise. This approach ensures that the initiatives generate tangible and positive impacts and provide benefits not only to us but also to participating employees and supporting partners. We have assigned the Public Relations Department as the central unit responsible for overseeing the execution of our CSR projects. We also encourage other units to take the initiative and propose their own projects.

We actively promote employee engagement in volunteer activities, encouraging participation in social projects that align with their personal interests. These initiatives are organized into six key areas: 1. Supporting the wellbeing of communities and society; 2. Promoting healthcare services; 3. Supporting youth development and promoting educational opportunities; 4. Strengthening the agriculture sector and SME; 5. Promoting and preserving Thai culture and heritage; and 6. Nurturing religion. The details are as follows:

1. Supporting the Wellbeing of Communities and Society

• Bualuang Save the Earth: Rak Tha Chin

To mitigate the impact that marine waste has on aquatic life and human wellbeing, we have launched a waste management initiative at the estuary of the Tha Chin river, a key area connected to the Gulf of Thailand, under the Bualuang Save the Earth: Rak Tha Chin project. This initiative is carried out in collaboration with local communities, government agencies, the private sector, and other relevant stakeholders at the local level. The selected pilot area for this project covers Luang Sahakon canal and Pittayalongkorn canal at Khok Kham Subdistrict, Mueang District, Samut Sakhon Province. The project was officially launched on February 23, 2024 at Wat Sahakon Khositaram, where we provide the community with essential waste management tools, including a buoy-strung litter trap, bamboo cage litter trap, and stake-based litter traps, as well as a permanent waste shelter in the shape of the whale shark Nong Jud for storing used plastic bottles that have been recovered from the water and land. By the end of 2024, this project successfully captured over 27.4 metric tonnes of waste, contributing to a reduction of 95.79 tonnes of CO₂ equivalent from sending the captured non-recyclable waste to landfills. Recyclable wastes on the other hand were processed through established recycling channels.



In the next step of the project plan, we will focus on promoting the management of community waste prior to its disposal into rivers by following the 3R principles — Reduce, Reuse, and Recycle. This will include supporting the establishment of community waste banks to promote comprehensive waste management and create an additional source of income for local communities.



• Utokapat Foundation

We are honored to support sustainable water resource management by continuing the royal initiatives of His Majesty King Bhumibol Adulyadej the Great. In support of the Utokapat Foundation under Royal Patronage, we share knowledge about water resource management to help communities facing water shortages for consumption and agriculture. This initiative aims to empower communities to better cope with flooding and drought challenges. We share the successes of these projects with other communities to enable them to implement similar solutions.

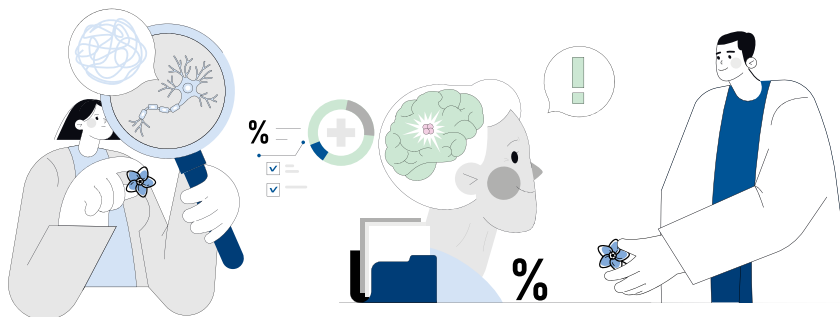
In 2024, we continued our support and active participation in various projects including: 1. Knowledge exchange on community water resource management based on the royal initiative at the watershed level; 2. The royal initiative project on water conservation, Season 10; 3. Natural history museum of community water management, in line with the royal initiative; 4. For the King project; 5. Project for the dissemination and promotion of successful case studies; and 6. Community water management services project toward sustainability.

• Bualuang Foundation Joins the Community to Solve Drought Project

In collaboration with the Bualuang Foundation and the Utokapat Foundation, the Bank continued the Bualuang Foundation Joins the Community to Solve Drought project for the fifth consecutive year, under the theme Transforming Drought into Abundant Wellbeing. This initiative aims to enhance water resource management within communities



by supporting the development of infrastructure such as dams, ponds, reservoirs, solar-powered water pumping systems, mountain water supply systems, and water filtration systems. The project benefits six communities across six provinces: Chiang Rai, Phayao, Phitsanulok, Ubon Ratchathani, Chaiyaphum, and Chanthaburi. These efforts encompass over 2,372 rai of agricultural land, have benefited more than 2,000 households, and resulted in an additional 114,726 cubic meters of water available for consumption.



• Forget Me Not Project

We have collaborated with the Jor Sor 100 radio station to support the Forget Me Not project to raise awareness about dementia patients at risk of becoming lost. This initiative involves the production of Forget Me Not pins, serving as a symbol for dementia patients, which are distributed to individuals affected by the condition. The pins enable the public to easily identify dementia patients and offer assistance if they become lost. If anyone encounters a lost dementia patient, they can contact Jor Sor 100, which will facilitate the safe return of the patient to their home.

• Support for People with Disabilities

We have long recognized the importance of empowering individuals with disabilities and addressing inequalities in access to opportunities. In 2024, the Bank provided vocational support to 186 individuals with disabilities nationwide, amounting to Baht 22,267,920. This funding was distributed through various foundations and associations dedicated to enhancing the quality of life for people with disabilities. Due to our sustained commitment to supporting this group, the Bank was honored with a certificate of recognition as an Organization Making Notable Contributions to the Welfare of People with Disabilities by the Senate Committee on Social Development and Affairs of Children, Youth, Women, the Elderly, Persons with Disabilities, and Underprivileged Groups.





• Nong Jud's Eco-friendly Notebook

In celebration of National Children's Day, the Bank developed Nong Jud's Eco-friendly Notebook to encourage youth to engage in environmental conservation, starting with the protection of Thailand's marine ecosystems by promoting waste separation before disposal. The notebook is certified with both the Green Label and Eco Fiber standards. In addition to its environmental message, the notebook also introduces simple, practical savings techniques to inspire financial discipline among young people. We distributed 150,000 copies of Nong Jud's Eco-friendly Notebook free of charge through Bangkok Bank branches, schools and various organizations nationwide.

Nong Jud's Eco-friendly
Notebook free
150,000 copies



2. Supporting Healthcare Services

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

We support medical schools in collaboration with the Bangkok Bank Titanium Ramathibodi Hospital Credit Card, the Bangkok Bank Visa Platinum Siriraj Credit Card, and the Be1st Smart TPN Rabbit Siriraj Card. The Bank donates the annual cardholder fee with an additional 0.2 percent of card spending to the Faculty of Medicine of the participating hospitals. By the end of 2024, we had more than one million cardholders, with total donations for the year exceeding Baht 70 million. Since the inception of the program, we have donated a total of Baht 570 million.

• Mobile Medical and Dental Unit

We have partnered with the Mobile Medical and Dental Unit Foundation to provide mobile medical and dental services to low-income earners in rural and remote areas across the country. These services include treatment for general medical consultations, specialized treatments, dental procedures such as fillings, extractions, wisdom tooth surgeries, scaling, fluoride applications, sealants, and the provision of dentures, all offered free of charge. In 2024, four mobile service units were deployed in Chiang Mai, Ranong, Chai Nat, and Prachinburi provinces. We contributed Baht 400,000, along with 60 wheelchairs, 1,600 sets of toothbrushes and toothpaste, and 2,000 bottles of drinking water to support this project. This has benefited 7,033 individuals, with 142 of the Bank's executives and employees volunteering to assist with the activities.



Cash
400,000 million Baht



2,000
bottles of drinking water



60 wheelchairs



1,600
sets of toothbrushes and
toothpaste



7,033
people using the service



142
Bank executive and
employee volunteers





- **8 million cc for 80 Years of Bangkok Bank Project**

In partnership with the National Blood Centre of the Thai Red Cross Society, for 29 years we have continuously supported the organization of mobile blood drives at our headquarters in Silom Road and the Rama 3 building. In 2024, in celebration of the Bank's 80th anniversary, the donation target was set at 8 million cc. Thanks to the dedicated cooperation of the Bank's executives, employees, customers and the general public, the total volume of blood donated reached 14 million cc, surpassing the goal and marking a proud achievement for the Bank. Furthermore, the Bank contributed Baht 100,000 to fund the production of commemorative T-shirts, which were presented to blood donors in honor of World Blood Donor Day 2024.



The blood donated can help
approximately

105,237 people



Executives and employees

4,772 people

4,772 units

1,908,800 cc



Customers and general public

30,307 people

30,307 units

12,122,800 cc



- **Bangkok Bank Friend Run**

We organized the Bangkok Bank Friend Run event under the theme Building Friendships, Doing Good, and Promoting Health to commemorate the Bank's 80th anniversary on December 1, 2024, while also encouraging the public to prioritize physical wellbeing. More than 4,000 people joined the event. We donated all proceeds, amounting to Baht 3,164,500, to Chulalongkorn Hospital, the Thai Red Cross Society, and Lerssin Hospital, Department of Medical Services, Ministry of Public Health to support healthcare services and the procurement of essential medical equipment.



3. Youth Development and Promotion of Educational Opportunities

We are committed to the belief that quality education is key to sustainable national development. As such, we work with partners to enhance the potential of both teachers and students, working collaboratively to create value and foster the development of high-quality education for all.

• The CONNEXT ED Education Project

The CONNEXT ED School initiative is an education-focused and ongoing program which requires our employees to actively collaborate with various organizations to enhance the quality of education in schools. 103 branch managers from 53 branches served as School Partners, working closely with over 5,000 teachers and educational professionals in 2024. This has supported the development of a wide range of learning and skill-building activities, benefiting more than 67,000 students across 240 schools in 54 provinces.



School

240 school
54 provinces

Branch manager served
as School Partner (SP)

103 branch manager
53 branches

Developing school by
working with school
directors

240 people

Teacher and
educational professionals

4,814 people



Children and youth

67,059 people

Note: Data from the academic year 2024

Promoting Savings Skills

We support branch managers in their role as School Partners to organize financial literacy enhancement activities for students, focusing on building essential financial literacy foundations such as understanding of income, expenses and savings. These activities were conducted at Ban Bo Luang School, Amphoe Hod, Chiang Mai Province. Additionally, we implemented the Daily Savings project to encourage students to save money for future educational or career opportunities. Under this program, the participating schools put deposits from students into individual savings accounts of each student every month. In the 2024 academic year, 294 students (from Kindergarten 2 to Grade 9), representing 100 percent of the student body, participated in the program.



Coding and IoT Skills Enhancement Activities

In collaboration with the National Electronics and Computer Technology Center (NECTEC), we organized activities designed to enhance systematic analytical thinking, as well as planning and problem-solving skills. In 2024, the following key initiatives were implemented:

1. **Formula Kid Online Competition.** This competition involved the control of a wireless car via the Internet of Things (IoT) system, under the theme KidBright Rider. It was held for elementary school students (Grades 4-6) in the Greater Bangkok area with 17 participating schools and 51 students competing.
2. **KidBright Coding Simulator Competition.** This event focused on the application of the KidBright board combined with coding commands through a sensor system to develop practical projects for daily use, under the Smart School theme. It was organized for the Buriram Educational Fund Schools Network, consisting of four schools. A total of 32 students participated in eight teams, and 20 teachers received skill training on the Coding Simulator.

Area-based Development Project: Buriram Educational Fund Schools Network

We have adopted the educational policy of His Majesty King Rama X as a guiding principle for the development of the Buriram Educational Fund Schools Network. Utilizing the area-based approach to support the needs of specific locations, we have supported the establishment of a community learning center at Ban Lam Nang Rong School, Nong Din Daeng District, which serves as the mentor school to connect and support three additional partner schools within the network. Furthermore, we provided each partner school with five laptop computers to be used as tools for enhancing the learning process.



Bangkok Bank Scholarships

We strive to foster knowledge development and provide opportunities for postgraduate education at prestigious institutions both domestically and internationally. Aiming to award up to 25 scholarships annually across a range of fields, including digital technology, sustainability, business administration and finance, we continue to invest in the growth of the workforce and society. In 2024, a total of five scholarships, valued at over Baht 19 million, were granted. To date, we have awarded 196 scholarships, with a cumulative value exceeding Baht 345 million. All recipients (100 percent) have returned to work with the Bank, and 29 percent have advanced from staff positions to management roles.

Science for the Future

We have supported the Chemistry Society of Thailand in organizing the BBL-CST Small Scale Chemistry Workshop Program for secondary school science teachers since 2017. The program is designed to enhance the capabilities and broaden the experience of science teachers, while improving teaching methods in both classrooms and laboratories. The objective is to inspire students to develop a future interest in chemistry study and research. To date, over 2,100 science teachers from Thailand, Cambodia, Myanmar, Vietnam, Indonesia, Malaysia, the Philippines, Nepal, Sri Lanka and India have participated in the program.



4. Strengthening the Agricultural Sector and SME

• Modern Agriculture



We have long been committed to the continuous development and support of the agricultural sector. We began offering agricultural loan programs in 1962 and formally launched the Modern Agriculture Project in 1999 to further enhance our efforts in promoting the sector. Since its inception, the Modern Agriculture Project has encompassed a wide range of initiatives, including providing knowledge to improve productivity and product quality, fostering farmer networks to share expertise and create collaborative market opportunities, and offering assistance in modern marketing practices and technologies. These efforts have been carried out through various activities, especially seminars and field studies.

In 2024, we hosted seminars and panel discussions on a range of relevant and timely topics, including Overcoming the Middle income Trap for Thai Farmers, Professional Farmer Networks in Roi Et Province, Professional Management of Durian Orchards in Southern Thailand, and Sustainability Era: Adapting the Thai Agricultural Sector for Long-term Sustainability. These events attracted over 1,000 participants. Moreover, we organized two sessions focused on financial planning tailored to the specific needs of Thailand's agricultural sector,

targeting smallholder farmers and stakeholders within agricultural value chains. These initiatives were conducted in collaboration with esteemed partners, including Hillkoff, Lampang Food, and the Highland Research and Development Institute (Public Organization).

We organized the Modern Agriculture Day 2024 in the foreground of our Silom Road headquarters, offering a platform for farmers to sell their products to consumers under the theme 80 Years of Bangkok Bank: A Trusted Partner, Reliable Close Friend to Thai Agriculture. We curated a selection of 55 vendors featuring high-quality agricultural products from all regions of Thailand, including innovative agricultural solutions, community-based products, and health-conscious, safe agricultural items. The event attracted over 2,000 attendees and generated sales exceeding Baht 3 million. In addition, we organized the Modern Agriculture 2024 seminar aimed at preparing Thai farmers to address challenges posed by emerging environmental trade regulations such as the Regulation on Deforestation-free Products (EUDR) as well as to navigate climate change impacts by leveraging digital technologies and AI in agriculture. The event also recognized excellence in the sector with the presentation of the Modern Agriculture Awards 2024 in the following categories: Outstanding Digital Technology User in Agriculture, Mr. Thanachot Sririnchai, Managing Director of P.T. Farm; Outstanding Agricultural Supply Chain Executive, Ms. Narumon Thaksa-udom, Managing Director of Hillkoff; and Outstanding Young Farmer, Mr. Sujit Jittichanon, Director of Neville Food Service.

• Bualuang SME Club

We are committed to strengthening the capabilities of SME and fostering collaborative networks. For over 20 years, we have supported the establishment and ongoing operations of the Bualuang SME Club. We actively contribute to a variety of initiatives organized by the club, including seminars, domestic and international

study trips, business matchmaking, the publication of the SME NEWS journal, and the provision of a dedicated space at the Silom headquarters for club members to showcase and sell their products to Bank employees and the general public. To mark the Bank's 80th anniversary, we offered space for 80 Bualuang SME Club members to promote their products and expand their businesses at the Bualuang SME Fair 15th Edition, under the theme Adapt, Grow, Sustain. The event attracted over 1,000 attendees and generated more than Baht 10 million in sales within a single day.

In 2024, we also continued to support the Bualuang SME Club's various initiatives, with a particular focus on organizing online and on-site seminars that address topics of significant interest to SME. These seminars covered a wide range of subjects, including Research as a Driver of Business Transition to Sustainability, How China Enhances the Competitiveness of SME, Generational Continuity in Family Businesses in the Digital Age, Key Megatrends and Transformation for SME, Thai SME Advancing Through Innovation, Enhancing SME Competitiveness While Addressing Global Crises Through Low-Carbon Business Practices, SME Green Productivity, Smart Factory AI in the Digital Age, and Digital Transformation for SME. Each of these seminars proved popular with both club members and non-members, attracting over 2,000 attendees. In addition, the Bank, in collaboration with its subsidiary Permata Bank, facilitated a study trip for 30 Thai SME to Indonesia to provide insights into the country's economy, society and culture, conducting market research, and facilitating business matchmaking opportunities.





• Puan Koo Kit TV Program

We have been producing and broadcasting the Puan Koo Kit television program for over three decades. This short documentary series highlights the unique and innovative products and services of SME, raising awareness and expanding their market reach. By showcasing successful business development stories, management strategies, adaptation methods, and innovations within the SME sector, we aim to inspire other SME to adopt and enhance these practices for their own growth. The program is broadcast every Thursday and Friday at 08:22 AM on Channel 3 HD, Number 33.



5. Promoting and Preserving Thai Culture and Heritage

• Bangkok Bank Musical Art Center

Bangkok Bank Musical Art Center was founded in 1979 with the goal of preserving and promoting Thai cultural heritage, including traditional Thai music, dance, performing arts and folk entertainment. Over the years, the center has organized a variety of engaging activities, such as the Sangkeet Saranrom performance, the Thai music competition Pralong Pleng Pralong Mahori, and the creative literary project Kawee Pakka Thong (Golden Pen Poet). In addition, the center has shared valuable performing arts content through its Facebook page and Bangkok Bank Musical Art Center's YouTube channel. In 2024, the Bangkok Bank Musical Art Center, in collaboration with the Department of Children and Youth, Ministry of Social Development and Human Security, organized the 36th edition of the Pralong Pleng Pralong Mahori Thai music competition for secondary



school students. The winner of the competition is awarded the Royal Trophy bestowed by Her Royal Highness Princess Maha Chakri Sirindhorn. The event attracted significant youth participation, demonstrating the continued success of our efforts to preserve Thai music. In recognition of these sustained efforts, the Bank received the Outstanding Organization Supporting the Development of Children and Youth award at the 2024 National Children's Day event organized by the Ministry of Social Development and Human Security. This honor acknowledged the Bank's long-standing contribution to youth development, specifically through the continuous organization of the Pralong Pleng Pralong Mahori Thai music competition for secondary school students from 1986 to the present.

• Chommanard Book Prize 14th Edition

In collaboration with Papasan Publishing we organized the 14th Chommanard Book Prize, a prestigious award for women's literature. This prize provides a platform for women Thai writers to showcase their creative abilities and help them establish a career in writing. We hope that this initiative inspires new generations of women writers while also promoting gender equality and supporting Thai literature.

6. Nourishing Religion

• Royal Kathin

We were honored to receive the Royal Kathin for the 58th consecutive year, continuing our longstanding support for the preservation of Buddhism. As the first financial institution to be granted this privilege, the Bank has presented the Royal Kathin at royal temples across various regions in Thailand and Thai temples abroad over many years. In 2024, marking the Bank's 80th anniversary, we were granted the Royal Commission to present the Royal Kathin at Wat Traimit Witiyala Worawihan, Bangkok. Directors, executives, employees, customers and the general public from across the country participated in the ceremony, donating a total of Baht 22,564,929 to the temple.



• Paying Respect on the Occasion of Buddhist Lent

We are deeply committed to supporting and preserving Buddhist traditions, with a particular focus on honoring senior monks for Buddhist Lent. This has become an established tradition for the Bank. In 2024, we presented offerings to His Holiness the Supreme Patriarch, Chairman of the Sangha Supreme Council of Thailand, along with 20 Sangha Supreme Council Directors and the advisory members of the Sangha Supreme Council of Thailand, totaling 37 senior monks from 23 temples.



- **The 9th Grade Buddhist Theology Examination**

For 51 consecutive years we have organized a congratulatory luncheon for Buddhist monks who have passed the ninth-grade examination, the highest level, in Buddhist theology. In 2024, the ceremony was honorably chaired by Phra Phrom Molee, Abbot of Wat Paknam, Councilor of the Sangha Supreme Council of Thailand; Mekong Bali Sanam Luang, as the President of the clergy; and the Bank's Vice Chairman of the Board of Executive Directors, Singh Tangtatswas, as the Secular President. In 2024, a total of 76 monks and novices passed the examinations, including Novice Panuwat Kengtung, aged 17, from Wat Molilokayaram, who is the youngest novice in history to pass the exam.

Type of Philanthropic Activities

Investment for
commercial Initiatives**11.10%**Investment for
Community and Society**25.98%**Charitable
Donations**62.92%**

Type of Philanthropic Contributions

Cash

350.31 million BahtIn-kind giving (Products, Equipment,
Services)**22.05** million Baht

Management costs

184.38 million BahtVolunteer hours **56,815** hours (3.05 hours/FTE)equivalent
value of**18.5** million Baht*

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

Supply Chain Management

We recognize the importance of managing environmental, social, and governance (ESG) risks arising from the operations of our suppliers and have established a Supplier Code of Conduct that addresses ESG issues, including respect for human rights, labor rights and community rights. The Supplier Code of Conduct has been shared with all suppliers to communicate our expectations with regard to their operations. We actively seek to encourage and motivate them to conduct their business responsibly in accordance with the Supplier Code of Conduct. Furthermore, we promote the procurement of environmentally-friendly products and organize annual ESG knowledge-sharing activities for our suppliers to collaboratively build an environmentally-sustainable supply chain that benefits society.

“Supplier” in the Bank’s supply chain
is classified into three categories:

1. Suppliers

of supplies and equipment used in business
operations under the responsibility of the Bank’s
procurement section

2. Contractors

providing services such as repairs, renovations and
maintenance of the Bank’s equipment and office
buildings

3. External service providers

contracted by the Bank for specific tasks



In 2024, **2,756** suppliers
registered with the Bank

2,357
domestic suppliers

399
overseas suppliers

35
new suppliers

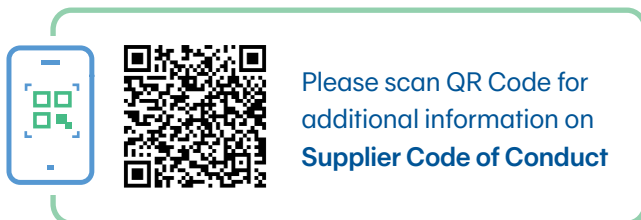
And

We entered into procurement contracts
with a total of **1,398** suppliers



ESG Management in the Supply Chain

ESG management in the Bank's supply chain includes the following elements: screening new suppliers by considering important ESG issues as part of the evaluation, regularly assessing ESG risks associated with critical suppliers, managing risks at an acceptable level, communicating the Supplier Code of Conduct to all suppliers, and establishing a process for monitoring suppliers' compliance with the Supplier Code of Conduct. We encourage all suppliers to fully comply with the Supplier Code of Conduct. In addition, we also encourage the Bank's suppliers and business partners to increase their anti-corruption efforts and invite them to join the Thai Private Sector Collective Action Against Corruption.



100%
of major
suppliers

have been informed about and have signed their acknowledgement of the **Bank's Supplier Code of Conduct**

100%
of suppliers

have passed the Bank's **ESG assessment criteria**

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.

We established a policy outlining guidelines for using external service providers covering criteria for selecting service providers, risk management, internal controls, data security and confidentiality, as well as labor practices. The Screening Committee for External Service Providers is responsible for overseeing the use of external services. Business 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; as well as overseeing compliance with contracts, monitoring, auditing and evaluating the performance of suppliers. This also includes monitoring information and news related to non-compliance with laws and the Bank's Supplier Code of Conduct. Such information and news will be used as part of the consideration when reviewing the supplier registry in the following year or once the contract is due for renewal.

Furthermore, the Bank has adopted the Three Lines of Defense principle to manage risks within its supply chain. The Compliance Unit is responsible for ensuring that procurement activities comply with the Bank's regulations as well as applicable laws and regulations. The Audit and Control Division is tasked with reviewing operations related to procurement activities. If any stakeholders are negatively impacted by the operations or activities of the Bank's contracted supplier, they may file complaints through the Bank's complaint filing channels. (For details on the complaint filing channels, please refer to the topic of whistleblowing on page 119.)



Total of participating
145
suppliers



Total of participating
60
bank employees

We encourage our suppliers to conduct business sustainably by inviting them to join an annual supplier seminar. In 2024, we organized an online seminar titled Bualuang Joins Forces with Suppliers for Sustainable Waste Management to raise awareness and create understanding of national and local waste management issues. The seminar also presented waste management solutions for industrial plants, office buildings and residential areas. A total of 145 suppliers participated along with 60 bank employees.



Assessment of ESG Risks in the Supply Chain

We regularly assess ESG risks arising from the operations of our suppliers with a focus on critical suppliers. These include suppliers from whom the Bank purchases goods and services with significant transaction values, suppliers of goods and services essential to the Bank's operations, and suppliers providing goods and services that cannot be sourced from alternative suppliers. The Bank has identified significant risk issues, considering both the likelihood and the severity of the impact, as follows:



In cases where the risk level is found to be higher than the Bank's acceptable threshold, we will consider implementing additional or more stringent risk mitigation measures as necessary. In 2024, the ESG risks associated with the Bank's suppliers were deemed to be within acceptable levels, and the economic risks posed by suppliers were insignificant to the Bank's operations and performance.

Supplier Screening

In the supplier screening process, we follow a comprehensive screening approach that thoroughly addresses material issues such as the quality of products and services, stability and trustworthiness, production capabilities and the supplier's ESG practices. All suppliers, both new and existing, are required to complete an ESG self-assessment covering critical areas including environmental impact management, adherence to international human rights principles and standards, respect for fundamental workplace rights in accordance with the core labor rights conventions of the International Labour Organization (ILO), the illegal use of child labor and forced labor, protection of personal data, anti-corruption measures, and handling of complaints. Suppliers are required to meet the Bank's evaluation criteria before they can be registered and enter into a procurement contract with the Bank. Once the supplier screening process is complete, the Bank will invite the potential supplier to present information on their products and services for our consideration and also to acknowledge the Bank's Supplier Code of Conduct. Moreover, the Bank may assess the supplier's qualifications based on service capability and reliability criteria and may conduct site visits to the supplier's business for further inspection and assessment as appropriate.

Transparent and Environmentally-friendly Procurement

We have implemented an online auction (e-Auction) system for procurement to foster transparency and fair competition. Moreover, we promote the use of environmentally-friendly or low-carbon products and materials. We have procured a range of environmentally-conscious products, including photocopy paper made from environmentally-friendly pulp, document forms made from recycled paper, printing toner certified to meet international environmental standards, employee uniforms bearing the Cool Mode label, non-CFC water-mist fire extinguishers, products manufactured through recycling and upcycling processes, bottled water packaging made from rPET (recycled PET) instead of PET, water-saving sanitary fixtures, office supplies certified by Leadership in Energy and Environmental Design (LEED), and office furniture certified for compliance with international environmental standards





Environmental and Carbon Footprint

We have continuously elevated our environmental sustainability efforts through undertaking various projects pertaining to environment issues and climate change, promoting employee engagement, and raising awareness among all employees of the Bank. This is because environmental issues and climate change are having extensive impacts on both the public and business sectors. We also share knowledge about how the Bank and its employees can take action to help alleviate the problems arising from such issues. We believe that the mitigation of environmental impacts and carbon footprints is the responsibility of everyone in society. We have therefore supported various projects and formulated an environmental 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 employee participation. We expect that our environmental sustainability efforts will help support environmental management of other sectors, thereby contributing towards the environment and climate goals of the nation.

The Thai economy returned to a normal growth phase with increasing business activities which regrettably resulted in increased greenhouse gas emissions. 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 and Net Zero emission of greenhouse gases.



Environmental Management and Energy Conservation

The Bank ensures systematic environmental and energy management to prevent and mitigate environmental impacts from our operations. On top of our environmental and energy conservation policy, we have adopted international standard ISO 14001:2015 for our environmental management and energy conservation practices. The standard covers planning, setting targets and operating plans, assessing environmental risks and impacts, monitoring performance, determining corrective measures, and developing data management tools for energy consumption, resource utilization, and organization-wide greenhouse gas emissions. At the same time, we also raise awareness among employees at all levels about environmental management, energy conservation, reduction of energy consumption, and reduction of the organization's carbon footprint and promote their participation in various environmental and energy conservation efforts and activities of the Bank.

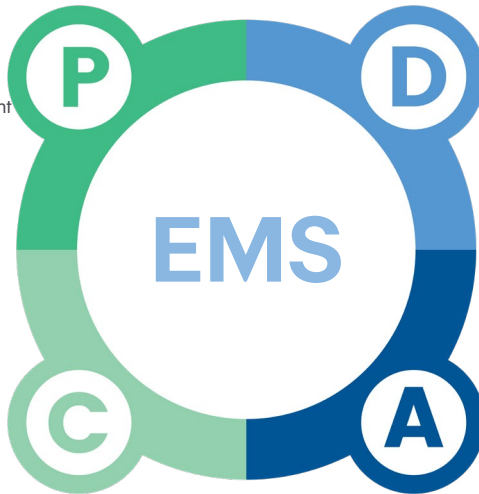


Environmental Management System Framework

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

PLAN

- Environmental and Energy Conservation Policy setting
- Target setting
- Roles and responsibilities
- Environmental risks identification and assessment
- Compliance with laws and environmental regulations



DO

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

CHECK

- Monitoring evaluation and reporting of performance
- Examining and assessing the compliance of regulations

ACT

- Performance review by executives
- Performance improvement

Note : Aligned with EMS based on ISO 14001



Managing environmental issues and energy conservation efforts require related units collaborating with each other in the form of working teams 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 environment and energy conservation measures, launching and driving initiatives or related activities to achieve the established targets. The team also monitors, audits and evaluates performance as well as organizing different knowledge-sharing activities.

Energy Management Team

ensures that environmental and energy conservation initiatives are carried out in accordance with related rules and policies of the Bank and the 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.

The Bualuang Save the Earth: 3R+ Project Working Group

is responsible for overseeing the implementation of the integrated waste management project to achieve the goals, setting operational plans, coordinating within the Bank to drive the implementation according to the plan, as well as monitoring the project results.



Performance Highlights



The Bank is committed to carrying out our environment and energy conservation activities under our flagship Bualuang Save the Earth program that consists of several campaigns and activities with shared objectives to help reduce energy and resource utilization, minimize and sort waste systematically, reduce our carbon footprint and raise awareness of and provide education on environmental and energy conservation. At the same time, we promote participation of employees in different projects and initiatives to build their environmentally-responsible mindset and apply the knowledge gained both at work and at home.

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



Replacing Air-conditioners

We regularly replace air-conditioners that were used for a long time with new, more energy-efficient air-conditioners using refrigerants which are not harmful to the ozone layer. In 2024, we replaced 105 air-conditioners in the Silom head office building and another 80 air-conditioners in business centers and branches.



Improving Toilets at the Five Head Office Buildings

The Bank has refurbished toilets in the five head office buildings, namely the Silom head office building, Rama 3 building, Trinity Complex building, Saengthong Thani Tower and Headquarters 3 to promote efficiency for water and electricity consumption by gradually installing energy-saving and water-saving sanitaryware as well as equipment with intelligent sensors that turn on water and electricity only when in use. It is expected that the new equipment will help save more than 50 percent of water consumption compared with the previous system.



Replacing Escalators at the Silom Head Office Building

The Bank has replaced the escalators in the Silom head office building, from the original system that runs all the time to an automatic system that stops working when there is no user. In addition, a full-time VVVF control motor was selected with an inverter control system that saves energy which adjusts the speed according to the number of passengers using a speed-adjustable control switch. It is expected to reduce energy use by 43 percent compared to the original escalators.

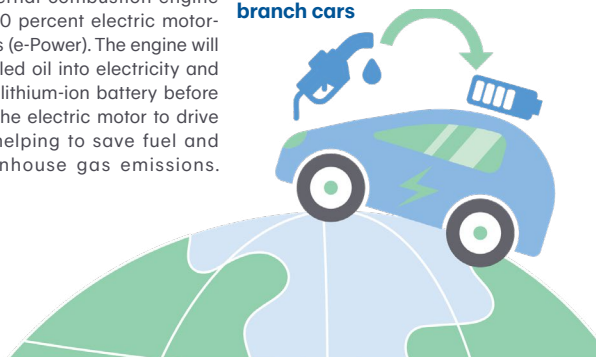


Improving Lighting Systems

The Bank continuously replaces fluorescent bulbs with LED bulbs in various buildings in both offices and branches across the country and a total of 6,849 bulbs were replaced during 2024. This initiative is expected to reduce electricity consumption by about 410,416 kilowatts-hour per year and reduce GHG emissions by about 205.17 tonnes of carbon dioxide equivalent per year.

In 2024, the Bank changed 250 branch cars from internal combustion engine vehicles to 100 percent electric motor-driven vehicles (e-Power). The engine will convert the filled oil into electricity and store it in the lithium-ion battery before sending it to the electric motor to drive the vehicle, helping to save fuel and reduce greenhouse gas emissions.

250
branch cars



Improving Air Conditioning Control Equipment in the Head Office Buildings

The Bank has changed the insulation of the chilled water pipes at Trinity Complex building, which will help maintain the desired temperature, reduce the difference between the temperature inside the pipe and the outside air conditions that causes the air conditioner to work harder, prevent the risk of pipe deterioration, extend the life of the air conditioning system, and most importantly, increase energy efficiency.



2. Reduction of Energy, Resource Consumption and Carbon Footprint



Bualuang Save the Earth: 3R+

To encourage the reuse of used materials and minimize the amount of general waste that goes to landfill to help reduce greenhouse gas emissions, we launched the Bualuang Save the Earth: 3R+ (Reduce Reuse Recycle Plus) project. 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. The pilot phase includes the five head office buildings which are the Silom head office building, Rama 3 building, Trinity Complex building, Saengthong Thani Tower and Headquarters 3. We also constantly educate and encourage employees on proper waste reduction and waste sorting where the waste will be sorted and separated by type before being sent to different relevant agencies for proper handling. In addition, to create tangible changes as per our expressed intention to support the implementation of the Bangkok goals on BCG (bio-circular-green) economy. The Bualuang Save the Earth: 3R+ project has set a zero landfill target at the Rama 3 building by 2025.

	Five Head Office Buildings 2024	Rama 3 Building 2024
Total waste	743.72 (metric tonnes)	91.20 (metric tonnes)
Non-hazardous waste for landfill	475.94 (metric tonnes)	70.17 (metric tonnes)
Non-hazardous waste for other waste management approaches	257.76 (metric tonnes)	19.63 (metric tonnes)
Recycled waste	51.34 (metric tonnes)	5.12 (metric tonnes)
Recycled paper	202.22 (metric tonnes)	12.30 (metric tonnes)
Waste to be turned into energy ¹	0.21 (metric tonnes)	0.20 (metric tonnes)
Food waste used as soil conditioner ²	3.99 (metric tonnes)	2.01 (metric tonnes)
Hazardous waste for recycling	9.04 (metric tonnes)	1.21 (metric tonnes)
Hazardous waste for landfill	0.98 (metric tonnes)	0.19 (metric tonnes)

Note: 1. Only the Silom head office building and the Rama 3 building collect orphan waste for Better World Green Public Company Limited to convert to fuel for use in waste-to-energy power plants.
2. Only buildings that have installed food waste disposal machines to convert to soil conditioner, namely the Silom head office building, Rama 3 building, and Headquarters 3.

In 2024, Disposing of over
3,993
kilograms of food waste

Producing over
1,486
kilograms of soil conditioner

The Bank installed food waste disposal machines at the Silom head office building, Rama 3 building, and Headquarters 3 to turn food waste into soil conditioner instead of sending it for landfill, which will help reduce pollution and methane gas. The resultant soil conditioner is used in the Bank's gardens and shared with employees to take home. In 2024, we disposed of over 3,270 kilograms of food waste and produced over 860 kilograms of soil conditioner.





Delivering over
210
kilograms of orphan waste
to the Send Waste Home project

Avoid generating
greenhouse gases by over
0.735
tonnes of carbon dioxide
equivalent

The Bank organized the Bualuang Green Trip #1 at Phra Nakhon Si Ayutthaya to take employees to study comprehensive waste management at the renewable energy center of Better World Green Public Company Limited and the waste-to-energy power plant of Recovery House Company Limited, with over 60 Bualuang Green Team members, BU Champions members, and other interested employees participating in the activity. In addition, the Bank delivered over 210 kilograms of orphan waste to the Send Waste Home project to be used as fuel blocks for the waste-to-energy power plants, enabling us to avoid generating greenhouse gases from landfill method by over 0.735 tonnes of carbon dioxide equivalent.

• Digital Banking and Reduction of GHG Emissions

Bangkok Bank Mobile Banking and Bualuang iBanking help facilitate customers to be able to conduct financial transactions with convenience anywhere anytime. This also helps reduce our paper usage and GHG emissions from paper production.



Decrease in volume of paper use (metric tonnes)

2019	2020	2021	2022	2023	2024
957.40	1,504.69	2,517.52	3,383.09	4,275.30	5,340.56



Decrease in volume of GHG emissions (tonnes of carbon dioxide equivalent)

2019	2020	2021	2022	2023	2024
1,091.44	1,715.34	2,869.98	3,856.73	4,873.84	6,088.24

Note: Digital banking services included in the calculation of the reduction of paper use include 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 CO₂e/kg.

• Paperless Campaign

We have elevated and digitalized work processes for employees of all lines of business under the concept Digital Way of Work by adopting digital systems to enable everyone to send data or documents through electronic means instead of using A4 paper; adjusting the default setting on all printers to double-sided printing as well as encouraging employees to realize the value of paper; and campaigning to reduce paper use and separate and collect used paper to be sent for recycling.



A4 paper used at the Bank in 2024

834.98 metric tonnes 0.04 metric tonnes/FTE

Note: Volume of paper used is calculated from the Bank's requisition records.



Reduction of

19.45% compared to 2020



In 2024, the Bank sorted and collected a total of

782.15 metric tonnes of used documents
and sent it to a recycling process

• Shuttle Van Service for Employees

We help employees to reduce their transportation expenses by arranging a shuttle van service for employees who need to travel between the Silom head office building, 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.



3. Building Awareness on Energy and Environmental Conservation for Employees

• Bualuang Saves Energy Project 2024

We organized Bualuang Saves Energy Project 2024 at the Rama 3 building. The event included activities to raise awareness of energy conservation and publicize the Bank's environmental projects. Participants also played environmental quizzes to win prizes and attended a lecture on Energy Challenge: Strategies for Energy Conservation for Success and Energy Consumption for Sustainability and Mitigation of Environmental Problems. More than 300 employees attended the event.

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

To build awareness and promote understanding of energy conservation among employees, we developed the Energy Management in Buildings and the Energy Conservation in Buildings and Offices online courses that cover important topics such as laws and regulations for energy conservation promotion, clean energy, management of controlled buildings, 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**

17,932 employees



**Energy Conservation
in Buildings
and Offices Course**

863 employees

• Waste Sorting Course

To alleviate the problem from waste which severely affects the environment and the quality of life of many people, we build awareness focusing on the importance of proper end-to-end waste management for our employees by offering a training course on waste separation at the Bank through our BBLearn online channel so that all employees can follow at work and at home. At the end of 2024, a total of 361 employees attended the course.



• Environment and Energy Conservation Seminars

The Bank promotes environmental awareness and understanding among all directors and employees through both online and offline seminars by inviting experts to share knowledge on various topics, such as waste separation and management, Sustainable Living: Ready for a Zero-Waste Lifestyle?, How to Live Without Waste, and Energy Efficiency: the First Step Towards the Net Zero Goal. In 2024, more than 6,000 participants joined these seminars.





4. Carbon Offsetting of the Silom Head Office Building



The Bank seeks to become a low-carbon organization by continuously participating in carbon offsetting activities held by the Thailand Greenhouse Gas Management Organization (Public Organization). In 2024, the Bank was certified for carbon neutrality from the purchase of carbon credits of the 133.6 MW BioThermal Generation at Mitr Phol Bio-Power, Phu Khiao (Block 2) project, totaling 11,582 tonnes of carbon dioxide equivalent.

Environmental and Resource Utilization Information

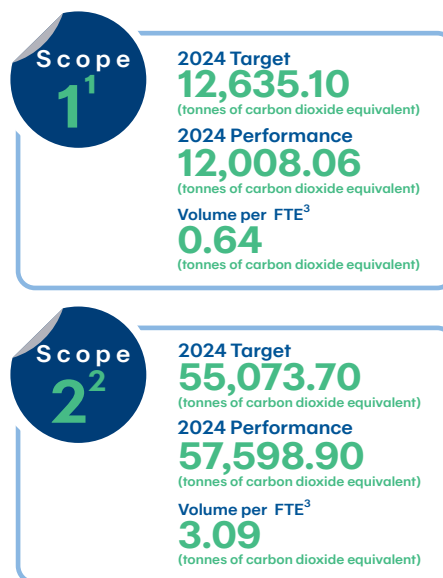
The Bank continues to systematically collect and record environmental and resource utilization data as well as carbon footprint data. We also conduct data verifications for key environmental and resource performance and consumption data as well as Scope 1 and Scope 2 GHG emissions as disclosed in this Sustainability Report. The data is verified by an external party registered with the Thailand Greenhouse Gas Management Organization (Public Organization) on an annual basis to ensure that the information disclosed by the Bank to the public is accurate and reliable in accordance with accepted standards. For additional details of the verified data, please see page 147.

Carbon Footprint

The Bank has calculated the volume of GHG emissions for Scope 1, Scope 2, and Scope 3 (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 2024, we did not achieve the targets of GHG Emissions under Scope 1 and Scope 2, as well as the total energy consumption of the Bank. This is due to an increase in business activities in line with Thailand's economic performance.

- 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 emission factor evaluated from 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 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 CO₂e/kWh based on the emissions factor for the quantification of 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 the average number of permanent and temporary employees in 2024.

Volume of GHG Emissions




Energy Consumption

Total energy consumption


2024 Target
541,432.65
(gigajoules)

2024 Performance
531,082.15
(gigajoules)


 Total of electricity
consumption
414,795.03
(gigajoules)

 Total volume of
gasoline
116,287.12
(gigajoules)

Note: 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.

 Electricity¹
115,220.84
(megawatt-hours)

 Diesel volume for
emergency power
generators and
fire pumps
23,518.06
(liters)

 Diesel fuel
volume for
vehicles²
255,985.50
(liters)

 Gasoline volume
for vehicles²
3,498,038.80
(liters)

- 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 ATM 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 and 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 3 building, wastewater is treated through an activated sludge system before being reused to water green areas surrounding the building, amounting to a total of 12,692 cubic meters, or 3 percent of total water consumption of the Bank. In addition, we conducted a survey in 2024 on the Bank's water consumption in water stressed areas and found that around 83.48 percent of our total water consumption was in provinces with high water stress. Note that 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.



Total water
withdrawal¹

2024 Target
537,819
(cubic meters)

2024 Performance
486,439
(cubic meters)



Total water
discharged

2024 Performance
389,151
(cubic meters)



Total water
consumed

2024 Target
107,563.80
(cubic meters)

2024 Performance
97,288
(cubic meters)



Total treated
and reused
wastewater

2024 Performance
12,692
(cubic meters)

Note: 1. Based on data from the meters of the Metropolitan Waterworks Authority and the Provincial Waterworks Authority.

Air Travel for Business Purpose



Total air travel for
business purpose

2024 Performance
7,291,965
(kilometers)



Total GHG emissions
from air travel for
business purposes

2024 Performance
769.12
(tonnes of carbon dioxide equivalent)

Note: The volume of air travel increased as business activities rose due to the international expansion of the Bank's business. The calculation of GHG emissions was based on emission factors according to the standards from the Ministry of Energy and the 2019 UK Industrial Policy.

Waste Management

Types of Organizational Waste



Total waste generated¹

2024 Performance

3,181.62 (metric tonnes)



Non-hazardous waste for landfill

2,280.23 (metric tonnes)



Non-hazardous waste for
other waste management²
including recycling, converting to
energy and making of soil conditioner

837.69 (metric tonnes)



Hazardous waste for landfill

0.98 (metric tonnes)



Hazardous waste for recycling³

62.72 (metric tonnes)

Note: 1. The weight data of non-hazardous waste and hazardous waste of the five Head Office buildings were obtained from the weighting undertaken by the Bank. The weight data of non-hazardous waste of other buildings (not the group of five Head Office buildings) is obtained from waste weight estimates based on the data of average waste generation per person from the Department of Public Works and Town & Country Planning, the number of employees, and the number of employees' working days. 2. Only the five Head Office buildings carried out the separation of non-hazardous waste for reuse and the buildings that installed on-site food waste processing machines which convert food waste to soil conditioner such as Silom head office building, Rama 3 building, and Headquarters building 3. Hazardous waste that can be recycled includes electronic waste (e-Waste). The Bank regularly surveys the usage of electronic devices and electrical appliances in our buildings nationwide. In case they are damaged, deteriorated or expired, the Bank will separate them and contact companies that specialize in e-Waste management and are certified according to international standards, to properly manage them and put the various parts into the recycling process.



Be Customer Centric

Placing customers at the center of our decisions, providing them with innovative products that meet their demand as well as delivering a seamless experience and secure services, and building and maintaining strong customer relationships.



Innovation and Digitalization

The evolution of innovation and advancements in digital technology have significantly transformed customers' lifestyles and the way they use financial services. The appropriate application of digitalization and innovation enables us to develop products that better meet customer needs, provide faster services, and reduce operational costs. On the other hand, if we fail to appropriately integrate technology, we may lose our competitive capabilities. We recognize the importance of continuously developing innovations and applying both innovation and technology to deliver products and services that meet customer demands, improve work processes to enhance speed, while reducing errors, minimizing resource waste, and promoting a business ecosystem that not only creates economic value but also generates positive impacts on the environment and society. Furthermore, we place great emphasis on managing information technology risks and cybersecurity, which have become increasingly critical in an era where digital technology is an integral part of daily life. We also regularly disseminate knowledge about cyber threats and prevention methods to customers, employees, and the public to reduce risks and enhance confidence in using the Bank's financial services.

Management of Digitalization and Innovation

The management of digitalization and innovation is a cross-collaboration between the Technology Division, the Shared Operation Division, the Innovation Division, the business units responsible for products and services, and other related units. The Technology Division is responsible for developing and enhancing the digital infrastructure to support operations and the development of products and services. The Shared Operation Division leads the integration of technology to improve the Bank's operational efficiency. The Innovation Division is tasked with researching, developing, and managing technologies that can be applied to the Bank's business, as well as seeking business partnerships to enhance the Bank's competitiveness through collaborative innovation and the creation of a digital ecosystem. Collaboration between these various units serves as a catalyst and driving force for creating a user-centric work culture, focusing on the needs of employees within the organization and customers. In addition, we have established Bualuang Ventures to support funding for high-potential SME and startups in Southeast Asia. Bualuang Ventures invests in a wide range of digital technology businesses, including fintech, e-commerce, healthcare services, and agricultural technology, to strengthen and promote the sustainable growth of these businesses, as well as to explore opportunities to enhance the Bank's technological capabilities in the future.

Technology Initiatives and the Transformation of Working Practices

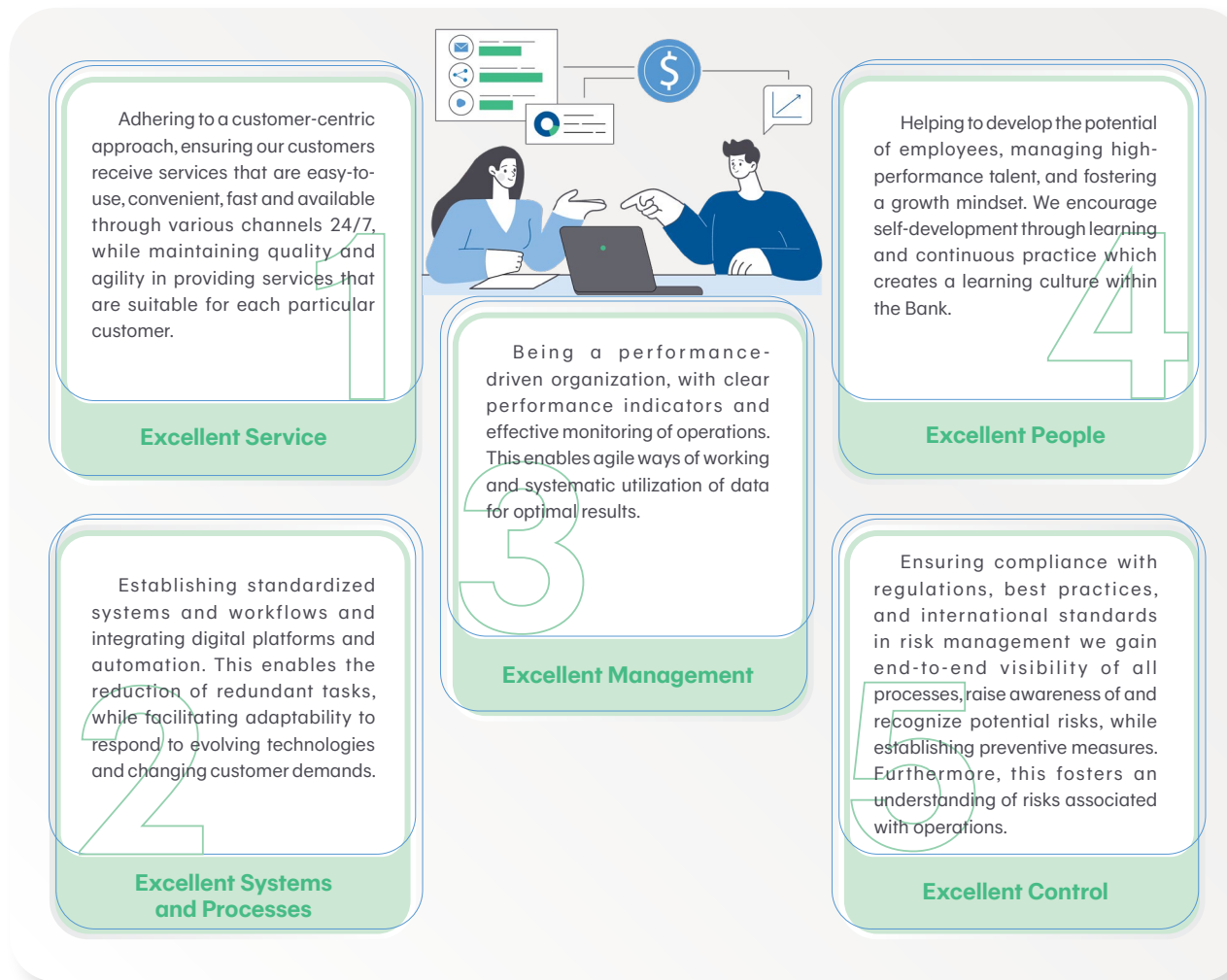
Increasing competition in the banking sector in the digital era means traditional styles of working can erode the competitiveness of a business. Therefore, we have transformed our working systems and technology capabilities to enhance efficiency and support the development of new products and services as follows:

- Improved the Bank's core systems, including the transformation of processes and data sets to be interconnected and standardized across the organization, leading to an integrated workflow that is more efficient and cost-effective.
- Transformed the working model to be more agile and efficient, such as adopting an agile approach that focuses on work outcomes, reducing workplace hierarchy, and promoting a Test and Learn culture among employees. This includes encouraging cross-functional collaboration with employees from different units to work together as one team to rapidly and seamlessly develop new products and services.
- Adopted systematic Design Thinking processes to gain a deeper understanding of diverse customer needs and seek optimal solutions to respond to the unique needs of each targeted customer group.
- Created a digital ecosystem in collaboration with our partners and developed digital platforms to connect the Bank with customers, which will lead to the creation of products and services that meet the evolving needs of customers.
- Integrated digital technologies and innovations, including digital applications and platforms, into various divisions of the Bank to enhance operational efficiency, reduce human errors, shorten processing times, and lower costs. This includes the use of Robotic Process Automation (RPA), Optical Character Recognition (OCR), Cognitive Machine Reading (CMR), Artificial Intelligence (AI), and the Microsoft Power Platform.
- Used artificial intelligence technology and big data analytics to analyze customer behavior and to better understand their needs in order to develop customized financial products and services that meet individual or group-specific demands, as well as identifying new business opportunities.
- Modernized digital payment systems to support the rapidly growing cashless society.



Enhancing Work Efficiency

We have initiated the Operations of the Future (Ops of the Future) project to enhance operational efficiency, reduce the time required for tasks, and strengthen the digital technology capabilities of business units. We aim for excellence in five key operational areas:



Product and Service Development

We recognize the importance of adopting digitalization and innovation to develop new financial products and services which enables us to explore new business opportunities and expand our customer base. The process of developing new products and services begins with studying the needs of target customer groups, defining objectives and goals, designing and specifying the details of the products and services, and assessing and managing related risks, such as risks associated with personal data protection, cybersecurity, and non-compliance with regulatory standards and regulations. This is followed by the development of product and service prototypes, testing with specific customer groups, gathering customer feedback after trials, addressing errors, making improvements until completion, and finally, launching or officially making new products and services available to the market.

In addition, we launched the Tech Adoption Challenge project for the fourth consecutive year to drive the organization's digital transformation, develop solution developers, and integrate AI technology to enhance operational efficiency and meet customer needs. The initiative also aims to build the capabilities of developers through idea exchange, experience sharing, and consultation with expert mentors within the Bank, transforming innovative ideas into practical solutions. If the projects from Tech Adoption Challenge Season 4 are implemented, they are expected to generate the following business impacts: 1. 84 percent improvement in work efficiency; 2. Reduction of 3,351,673 sheets of paper, equivalent to cutting down 285 trees or reducing greenhouse gas emissions by 19 tonnes of CO₂; and 3. Reducing the expense of hiring external developers by approximately Baht 10 million per year.



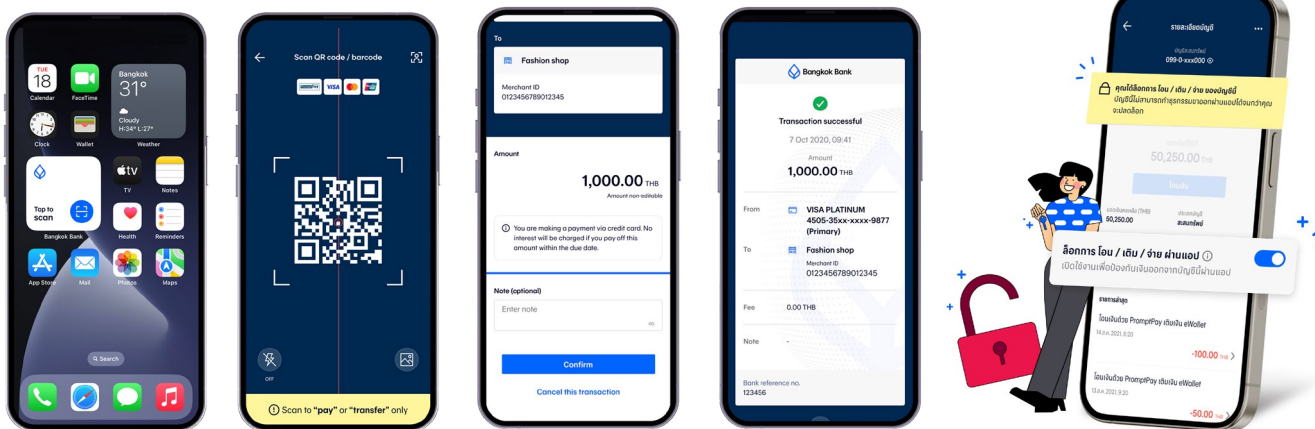
Products and Services

Bangkok Bank Mobile Banking

We continually develop and add new features to the Bangkok Bank Mobile Banking platform to suit customers' lifestyles and enhance the user experience, while strengthening the security of financial transactions. New features of Bangkok Bank Mobile Banking in 2024 included:

- Expanding QR code scanning services abroad at merchants displaying the Weixin Pay QR symbol, allowing payment for goods and services in China. Weixin Pay is more commonly known as WeChat Pay outside China.
- Implementing QR code payments with credit cards for goods and services, whereby customers continue to enjoy the same benefits as using a physical credit card.
- Introducing prepaid bill payment and top-up services so that customers can conveniently plan their payments in advance, ensuring they avoid the risk of forgetting to settle their bills.
- Adjusting the transaction limit for face scanning, helping customers control risks when using the service.
- Providing a service to lock and control credit card usage, such as adjusting the daily credit limit, transaction limit per item, the number of transactions allowed per day, as well as locking and unlocking cash withdrawals from the credit card.
- Offering a widget, or payment scan button, on the phone screen, enabling customers to make transactions without accessing the Bangkok Bank Mobile Banking application. This reduces the steps and time required to access services such as transfers, top-ups, and payments through QR code scanning. Customers must confirm transactions with a password or fingerprint scan for security purposes.
- Introducing a service for applying for a credit card or personal loan online through the Bangkok Bank Mobile Banking app.

Steps to scan to pay with Widget



Number of Bangkok Bank
Mobile Banking users

14.38 million users



Number of Transactions on
Bangkok Bank Mobile Banking

2,562 billion transactions



Transaction Value on
Bangkok Bank Mobile Banking

71.1 trillion Baht

Data as of the end of 2024



Cross-Border QR Payment

We offer payment services for goods and services through QR code scanning at merchants abroad via Bangkok Bank Mobile Banking (Outbound), which is available 24/7. Payments are deducted from the Thai Baht deposit account linked to Bangkok Bank Mobile Banking, using the exchange rate at the time of the transaction. Users receive an e-Slip confirming the transaction immediately upon successful payment. Conversely, merchants in Thailand can receive payments via QR PromptPay from international tourists instantly (Inbound). This service is currently available in Vietnam, Indonesia, Malaysia, Singapore, Laos, Cambodia (Inbound only), and Hong Kong.

BeMerchant NextGen

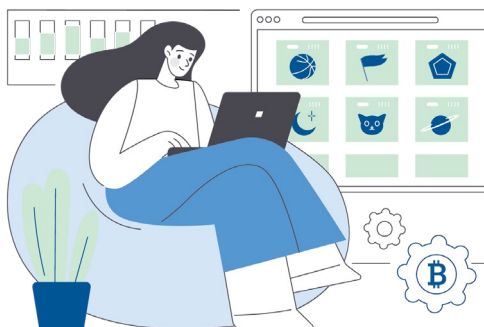
BeMerchant NextGen is an application designed to facilitate payments via QR code, which is suitable for small retailers such as shopfront stores, market vendors, and food cart businesses. This application enables store owners to track payment history and supports QR code payments with no minimum transaction amount. It includes QR PromptPay (with no transaction fees), QR codes linked to credit/debit cards such as Visa, MasterCard, UnionPay, and TPN, as well as QR codes for WeChat Pay and Alipay, to accommodate both Thai and international customers. In 2024, there were over 1.2 million BeMerchant NextGen merchants and more than 107 million transactions completed.

dStatement

We offer digital account statement data transmission (dStatement) via Bangkok Bank Mobile Banking to assist customers who require account transaction information (Bank Statement) as supporting documentation for various purposes, such as loan applications. The Bank can directly transmit this information to another financial institution based on the user's consent to disclose the data. This service streamlines processes, mitigates the risk of document loss, and reduces associated costs. Additionally, it ensures robust security in compliance with international standards, utilizing digital authentication and identity verification through the National Digital ID (NDID) platform.

e-Bank Confirmation on Blockchain

We provide electronic financial status certificate issuance services and deliver them to auditors via a blockchain platform. This service helps reduce the burden of generating paper-based financial status certificates, alleviates the process of submitting certificates to auditors, and enables auditors to conveniently manage electronic financial status certificates through the platform.



iCash

iCash is our new cash management platform that enables businesses of all sizes, from small enterprises to large corporations, to conduct comprehensive financial transactions online. This includes payment services, liquidity management services, and account services. Users can execute financial transactions and access various reports quickly, with support for both website and mobile application transactions. The system is modern, user-friendly, and equipped with internationally recognized security standards. It supports login and payment approvals through token application and provides notifications of pending approval transactions via SMS, push notifications, and email.



Bualuang e-Guarantee

We provide an electronic letter of guarantee service that enhances convenience, speed, and security, as follows:



- **e-Guarantee for Customs**

Allows import businesses to conveniently and quickly provide customs duties guarantees online. This service ensures smooth business operations, timely receipt of imported raw materials, and reduces the risk of losing business opportunities.

- **e-Guarantee for Government**

A solution that uses blockchain technology to connect businesses with government agencies through the Controller General's Department system. This service ensures transparency in procurement processes, reduces incidents of corruption, and allows registered businesses in the Electronic Government Procurement (e-GP) system of the Comptroller General's Department to conveniently and securely request guarantee issuance.

- **e-Guarantee for Business**

Offers a comprehensive range of electronic letters of guarantee across nine categories: 1. LG Contractor Performance 2. LG Electricity 3. LG Goods Payment 4. LG Bid Bond 5. LG Advance Payment 6. LG Maintenance Warranty 7. LG Retention 8. LG Infra-Structure for Real Estate 9. LG Loan.

Applicants can request an Electronic Letter of Guarantee via the Bank's website and receive notifications of a letter of guarantee issuance and expiration dates of electronic letters of guarantee via email. This service enhances business management efficiency, streamlines processes, reduces the burden of guarantee letter storage, and saves costs associated with paper-based guarantee letter submissions.



Bualuang iSupply

Bualuang iSupply is a comprehensive online financial service for trade networks that integrates payment/receiving payments for goods with revolving credit. The service leverages a high security standard, incorporating 2-Factor Authentication for enhanced convenience and flexibility. It uses actual transaction data from large entrepreneurs or sponsors as a reference. This service covers both dealer finance and supplier finance, creating mutual benefits for all involved parties. It offers greater opportunities for large entrepreneurs or sponsors to expand operations with partners while reducing the cumbersome paperwork involved in financial transactions. Additionally, it helps promote access to funding for SME among their supplier/dealer partners, who often face challenges in accessing financial institutions due to a lack of collateral

or insufficient credit history. This service enables these businesses to access capital under favorable terms, fostering sustainable growth.

iTrade



iTrade is a digital banking service that supports international trade transactions for import and export businesses. It is user-friendly, convenient, and fast, with internationally recognized security standards, including 2-Factor Authentication for identity verification. Customers can quickly apply for letters of credit, check their status, and update information with ease. This service reduces the administrative burden of paperwork without any additional costs. Initially, the Bank is providing services exclusively for letters of credit. In the future, the Bank plans to fully launch the new iTrade system, which will enable the completion of all types of international trade transactions.





Customer Relations

Enhancing customer satisfaction is one of the key strategies that differentiates banks from one another. In the past the players in the banking sector were very similar in terms of products and services offered and so creating customer satisfaction often involved building good relationships with customers. By having people with skills in managing relationships, banks often had an advantage over their competitors. However, the current social and technological changes have resulted in customers' behaviors and needs becoming more dynamic and diverse. This has in turn led to customer satisfaction being multidimensional and distinct between different customer groups. Those who understand customers more deeply will be able to fulfill their needs better.

In order to safeguard our existing customer base and gain new customers, the Bank has adapted to these changes with a customer relationship approach that focuses on listening to the “voices” of all customer groups. Consequently, such an approach sees us developing products and services that specifically meet the needs of each customer group, providing customer-centric services, and maintaining good relationships with customers from generation to generation. In addition, the virtue of developing financial products and services that meet customer needs is that customers can better manage their finances, leading to financial stability in the future.

Managing Customer Relations

We are committed to managing customer relationships with a customer-centric approach. This means listening to opinions and understanding the true needs of customers, as well as delivering quality services that impress them. We conduct in-depth research to understand the different needs and behaviors of customers; undertake customer satisfaction surveys; engage in social media listening to monitor customers' opinions; and use their suggestions, comments and complaints received to develop a variety of products and services consistent with customer needs and enhance the quality of service.

Guidelines for Customer Relationship Management

1 Focus on Customer Needs by combining information from research, customer satisfaction surveys and social media listening 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 Enhancement of Customer Experience in all Service Channels to respond to customer behaviors and financial needs in a comprehensive manner while effectively and efficiently managing complaints and suggestions.



In addition, we give priority to developing offline and online service channels, promoting new products and services, offering promotions, as well as disseminating information and news of the Bank through different channels. We also collaborate with business partners to develop products and services that meet the needs of the new generation who are increasingly playing an important role in the economy and society.

Capability Development for Service Providers

As market conduct is an essential foundation on which to build good customer relationships and reduce the organization's reputation risk resulting from non-compliance with rules and requirements of regulatory authorities, the Bank has set guidelines and operating manuals on market conduct for employees. We also regularly communicate and organize training on related guidelines for all employees with customer service responsibilities to raise their awareness about market conduct and ensure they are in compliance. In addition, we regularly audit the market conduct of our employees to ensure due regulatory compliance.

At the same time, we develop our employees' capabilities so that they have a full understanding of the products and services offered by the Bank and have respect for customer rights, thereby minimizing operational mistakes and elevating the quality of our service. The Bank requires employees to attend training programs related to policies and guidelines on customer handling such as Personal Data Protection, Market Conduct and specific tasks.



To monitor performance, the Bank has assigned the Service Quality Team to carry out activities designed to assess and monitor the service quality of branch employees on an annual basis to ensure that the services provided at each branch can meet customer expectations and comply with the service standards set by the Bank, as follows:

- **Mystery Shopping** is a quality assessment method to evaluate branches throughout the country in terms of service provision, readiness of the branch premises, and whether the product sales process meets market conduct requirements. In 2024, there were 2,400 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, accident insurance, personal loans and home

loans using a role play to test employees' knowledge and understanding. During 2024 a total of 1,691 activities were conducted on SQR covering all branches.

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 at the monthly meeting with branch managers. These activities help encourage our branch employees to work together to improve service quality and prevent recurrence of similar mistakes. Moreover, to boost morale and recognize outstanding performance, the Service Quality Team hosts the Best Employer of the Year recognition event at both district and regional levels and an annual Quality Sales Quality Services recognition event for the top performing branches to set a good example for other branches to learn from and follow.

Customer Satisfaction Survey

Every customer's "voice" 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. As a method to listen to the voice of customers, we conduct our customer satisfaction survey to collect opinions and suggestions related to the Bank's services via the following service channels:

Customer Satisfaction Survey for Branch Services

The customer satisfaction survey for branch services is conducted for every branch with more than 75,000 branch customers per year. Survey results 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 appropriate actions can be taken according to the Bank's complaint handling procedures.

Customer Satisfaction Survey Results for Branch Services



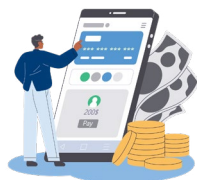


Customer Satisfaction Survey for Bangkok Bank Mobile Banking

We run an online customer satisfaction survey for mobile banking services regularly to understand their level of satisfaction and hear their opinions on various assessment topics such as speed, user friendliness, and functionalities that address needs of customers. Feedback is used to develop new features for Bangkok Bank Mobile Banking to better meet the needs of customers in the future.

The results of the survey on Bangkok Bank Mobile Banking show that customers want services to be easy-to-use and secure, as well as supporting a wide variety of transactions. Therefore, we have applied these findings to make several improvements to our Bangkok Bank Mobile Banking application to address the indicated needs, for instance, improving the application process and easier access to the app, adding more features to ensure secured transactions, and creating shortcuts for payment scans. Such improvements reflect our commitment to developing Bangkok Bank Mobile Banking truly based on our customers' needs.

Customer Satisfaction Survey Results for Bangkok Bank Mobile Banking

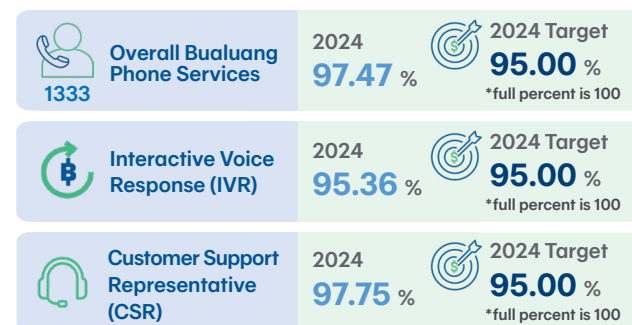


Customer Satisfaction Survey for Bualuang Phone

We collect data related to service usage of Bualuang Phone 1333 while 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 and voice records to improve and elevate service quality.

The survey results in 2024 show that customers were very satisfied. We found that customers who used the service through the call center officers received convenient, fast and responsive services and were impressed with the services. Meanwhile, customers who used the service through the automated system were able to use the services conveniently and easily. This is a result of the Bank's commitment to seriously and continuously develop the Bualuang Phone service.

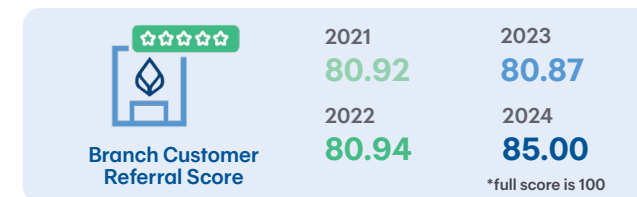
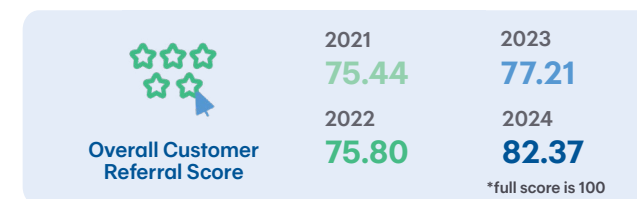
Customer Satisfaction Survey Results for Bualuang Phone Services



Customer Recommendation Survey

Our Consumer Research and Analytics Team holds an online customer referral survey on a regular basis, covering 1,000 customers nationwide for each survey. Moreover, we monitor comments about the Bank and its competitors through online research and the use of social listening tools to gather both positive and negative feedback of customers and the general public. The positive feedback received is expected to lead to referrals of our services while the negative ones will help us to target improvements and solutions to prevent customers from discontinuing using our services.

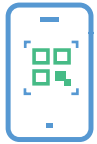
Customer Recommendation Survey Results





Customer Complaint Handling

We provide a variety of convenient channels for customers and other stakeholders to file complaints about the Bank's products and services, including email, official website, Bualuang Phone, the head office and bank branches. When officers in charge receive complaints from customers, they input the details into the system to be passed to relevant units for investigation, solution and restitution for any damage caused. We have clearly defined complaint handling guidelines and relevant service level agreements (SLA) to ensure systematic complaint handling and timely remediation to customers. Our service quality information is disclosed on a quarterly basis on the Bank's website.



Please scan QR Code
for additional
Information on Service
Level Agreement (SLA)

With regard to complaints about services provided by branch staff, we have 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 each case to ensure that complaints are handled quickly and resolved properly. During 2024, 90 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.

Besides, we adopt social listening tools to collect customers' opinions, suggestions and complaints through 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.

Proportion of the Bank's Complaints by Channel



Bualuang Phone
88.54%



E-mail
2.34%



Headquarters
and branches
8.78%



Postal mail
0.34%

Proportion of the Bank's Complaints by Product and Service



e-Services
67.63%



Deposit products
5.20%



Credit/debit card
services
26.56%



Loan products
0.29%



Others
0.32%





Cybersecurity and Data Privacy Protection

Of growing importance, digital technology and data has become a valuable asset to the banking sector as it enables banks to understand and serve customers better as well as to develop products and services that better meet their needs. However, there are also significantly increased risks from cyber threats and breaches of customer data privacy which may cause damage to customers, disrupt business operations, increase the cost of business, impact the trust of customers and other stakeholders. Therefore, we attach great significance to providing IT security, cybersecurity and data privacy protection through the implementation of standard cybersecurity management, prudent data governance processes and effective data privacy protection measures. We also raise awareness and build capabilities of our employees so they can 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 misuse of data without data owners' consent.

Cybersecurity Management

We consider IT risks including risks from cyber threats as key risks that need to be managed prudently. We have put in place a framework for managing information security and cybersecurity that conforms with international standards. An action plan to tackle various forms of cyber threats has been established so that we can quickly and effectively mitigate potential impacts. We have also adopted modern technology to monitor and detect unusual situations or events that may damage the Bank's data and information systems. In addition, we have developed security standards for all data collected through the Bank's services while our systems are regularly assessed according to these security standards, both before and after customers use a service. At the same time, we are committed to consistently developing our personnel's cybersecurity competencies.

In 2024, the Bank received Best Performance Awards 2024 for organizations that achieved 'Excellent' assessment result for cybersecurity advancement from the Prime Minister Awards: Thailand Cybersecurity Excellence Award 2024 event organized by the National Cyber Security Agency (NCSA). The award manifestly reflects our commitment to cybersecurity management.



Cybersecurity Governance Structure

To ensure that our information security and cybersecurity are appropriately managed and in accordance with the Bank's policies and strategies, we have clearly defined the scope of responsibility for relevant parties from the Board of Directors level to management level as follows:



Board of Directors

Responsible for governing and overseeing information security and cybersecurity management to be appropriate for the Bank's 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 Unit

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 for information security and cybersecurity.
- Assessing and monitoring the status of security control through vulnerability and threat management, as well as investigating any unusual incidents in the Bank's security.
- Fostering a risk culture regarding information security and cybersecurity in the organization.



Cybersecurity Policy and Measures

We have established an Information Security and Cybersecurity Policy that complies with international standards and regulations as a guideline for managing information security and managing cyber attacks. We also publish the Information Security and Cybersecurity Handbook to provide clear guidelines for employees to follow. The policy is reviewed every year to ensure it is up to date with new technologies and current cyber threats. During 2024 we revised our risk management strategy and asset management principles to align with the NIST Cybersecurity Framework 2.0, adding controls on the adoption of artificial intelligence (AI), information security for cloud system services, and quantum computing security. In addition, the Bank has been certified as meeting various international security standards, including ISO/IEC 27001:2013 for the Bank of Thailand's Automated High-value Transfer Network (BAHTNET) and the Image Cheque Clearing and Archive System (ICAS), and we are in the process of being certified for the Payment Card Industry Data Security Standard (PCI/DSS).

To support working in the digital age where employees can work from anywhere, the Bank has established regulations on the use of mobile devices, access to external data, management of e-mails, and storage of data in accordance with the Information Security and Cybersecurity Policy and other related policies. Furthermore, we have installed security systems in our hardware and regularly scan for malware on devices as well as monitoring for any potential information leakages from different sources as proactive security measures.

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 mitigated in a timely manner. We regularly enhance the knowledge and skills of relevant employees to ensure preparedness in preventing and responding to cyber threats. In 2024 we offered training organized by both internal and external agencies to employees to enhance their cybersecurity-related skills. We also sent employees to participate in the Cyber Combat 2024 competition hosted by the Thailand Banking Sector Computer Emergency Response Team (TB-CERT) to strengthen their skills in handling cyber threats through simulated situations.

Cybersecurity Incident Monitoring Process



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.



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



Security Unit is responsible for examining unusual incidents and activities in complicated cases, conducting in-depth analyses on causes, and working with related parties to find solutions.

Employees who encounter a dubious incident related to IT security and cybersecurity can report the incident to the Service Desk through the channels provided. In 2024 there were no cases of information security breaches or other cybersecurity incidents at the Bank.



Preparation for the Cybersecurity Incident Response

The Information Technology Security Management Unit conducts a cybersecurity drill of the Bank's cyber threat response plan at least twice a year and adjusts the scenarios for the cybersecurity drill on a regular basis. The results of the drills are used to improve the Bank's cybersecurity incident response process to be more effective. During 2024 the Bank carried out three drills for the cybersecurity incident response plan namely, an internal drill, a banking sector drill under TB-CERT, and a drill at national level by the NCSA. Moreover, we regularly test the responses of our personnel on cybersecurity by simulating phishing emails with different subjects and content and sending them to directors, executives and employees throughout the year to test their understanding. Results are applied to heighten the awareness of employees on how to spot and handle phishing emails.

Furthermore, every year a certified external independent agency examines our IT security management processes covering IT General Control and Application Control to ensure that our IT systems have a high standard of protection and are able to handle threats. We also conduct a Vulnerability Analysis for important work systems to test their vulnerabilities and conduct a Penetration Test which is led by both internal and external experts on an annual basis.

Collaboration with External Agencies to Build Cybersecurity



To promote cybersecurity, we have set up collaboration 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 enhancing our ability to monitor and respond to cyber threats. In 2024 we participated in a seminar on cybersecurity under the topic Tomorrow's

Cybersecurity in the Age of AI. This was organized by TB-CERT to update knowledge and practices on cybersecurity in an era where AI is playing a significant role. In addition, the Bank's executives gave lectures and exchanged knowledge at the cybersecurity workshop Capital Market Cyber Leaders 2024: Trust, Resiliency, Sustainability organized by the Securities and Exchange Commission (SEC) for directors of listed companies, and to a seminar organized by NCSA entitled the Joining Forces between the Public and Private Sectors to Drive Cloud Security to Support the Cloud First Policy.





Personal Data Protection Management

We place high importance on personal data protection to prevent data owners from being harmed by the use of data for improper purposes. The Bank has established principles and practices for personal data protection in accordance with the requirements of the Personal Data Protection Act (PDPA) and other relevant regulations. We have assigned responsible personnel for reviewing and monitoring data, granting of access rights, sorting and classifying data into different degree of risk along with establishing corresponding personal data security measures that are consistent with the degree of risk and potential impacts from a breach of personal data privacy. We have identified personal data risk as one of the Bank's key risks and have assigned the Data Protection Office and Data Protection Officer (DPO) to participate in the risk management process, from risk identification to risk management and risk control.

Governance on Personal Data Protection

To ensure that the Bank's supervision of personal data protection is in accordance with relevant laws and in line with the Bank's policies and practices, we have clearly defined the duties and responsibilities of the Board of Directors, senior executives, and relevant departments. We undertake risk control according to the Three Lines of Defense principle and ensure that the audit of personal data protection is conducted by the Audit and Control Division working independently of the units that collect, use and disclose personal data. In addition, the Bank has established a Data Protection Office under the Compliance Unit and appointed a DPO to be in charge of personal data protection.



Data Protection Office

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



Data Protection Officer

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 the Personal Data Protection Policy and Personal Data Protection Standards in accordance with the Personal Data Protection Act B.E. 2562 (PDPA) as guidelines for all business groups of the Bank, as well as business partners and external service providers. The policy and standards will be subject to a regular review and revision to be consistent with changes in business and relevant laws. In addition, we have prepared operating manuals for personal data protection for all relevant units to ensure that employees have a good understanding of the process and put this in practice accordingly. All employees must acknowledge and conform to the Personal Data Protection Policy. 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 data subjects through our website, branches and digital banking channels to inform them about personal data protection and data subject rights in detail. Data subjects can make inquiries and exercise their rights as data subjects at branches or through other service channels of the Bank or contact the Bank's Data Protection Officer or Data Protection Office for assistance.



Please scan QR Code for
additional information on
Privacy Notice



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



Inventory Management



Information Security



Personal Data Breach Response



Data Protection Impact Assessment



Exercising Data Subject Rights



Reporting to Senior Management

The Bank has established a consent form that specifies details and objectives regarding the collection, use and disclosure of the personal data of a data subject so that the data subject can consider this before giving consent, prior to or during data processing (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 the usage of customers' personal data for secondary purposes as allowed by relevant laws, such as marketing, research and analysis for the purpose of improving the quality of products and services. Note that 77 percent of the Bank's customers gave consent to the use of their personal data for secondary purposes.



Guidelines for a Breach of Personal Data

To promote clarity, orderliness and responsiveness, 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. A personal data breach report form has also been established for the unit detecting the incident to fill in for reporting to its responsible supervisor in charge for further submission to the DPO.

Procedures for a Breach of Personal Data

The unit detecting the incident immediately notifies the DPO that a personal data breach has taken place.

1

The unit detecting the incident, together with the DPO, considers the impact on the data subject and evaluates potential damage.

2

If there is a significant impact on the data subject, the DPO reports the personal data breach incident to the concerned regulatory authority within 72 hours from when the DPO has received confirmation of the incident and notified the data subject.

3

The unit detecting the incident reviews and takes lessons learned from the personal data breach incident to prevent similar incidents happening in the future.

4

In cases where a data owner becomes aware of a personal data breach, the data owner can file a complaint through various channels provided by the Bank, or contact the DPO or the Data Protection Office. We will follow the established procedures to investigate the incident 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, make proper remedies to the affected parties, and implement preventive measures. During 2024 the Bank received 14 complaints of personal data breaches from customers: 13 cases were received through the Bank's channels and one case through a regulator. All these data privacy breach cases were duly investigated and closed according to the Bank's established procedures. None of the cases caused significant impacts on data subjects.



Contact Channels for the Data Protection Officer or the Data Protection Office



dpo@bangkokbank.com



Bangkok Bank Public Company Limited
333 Silom Road, Silom,
Bang Rak, Bangkok 10500



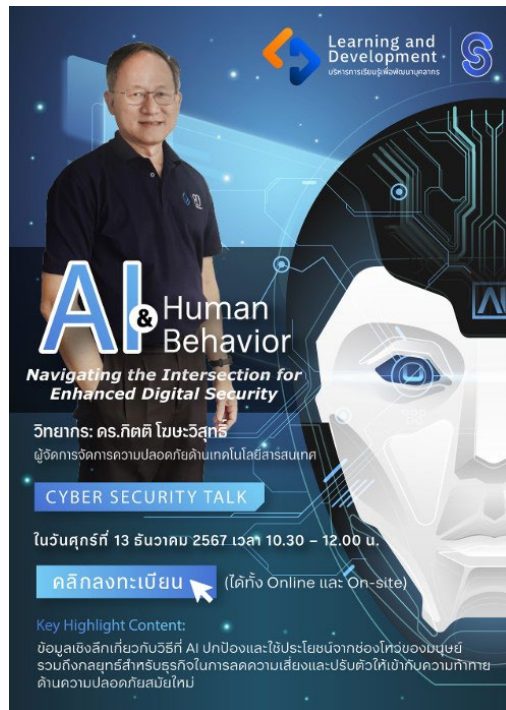
Promoting a Culture of IT Security, Cybersecurity and Personal Data Protection

We believe that fostering a culture of IT security, cybersecurity and personal data protection in the organization requires every employee to have the right knowledge and understanding of the subject. Therefore, we have taken the following measures or requirements to enhance knowledge and understanding:

- The Board of Directors is required to 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 such as the SEC and Bank of Thailand.
 - All executives and employees receive mandatory training to raise awareness about cyber threat prevention and personal data protection. The training includes topics such as Personal Data Protection, Phishing Awareness, Phishing Emails, and Information Security and Cybersecurity (ISCS).
 - Employees in directly relevant units 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 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.
 - Information on cybersecurity is shared on a regular basis through our internal communication channels.
- During 2024, various topics were covered, including Security Tips: Protect Against Dangerous Links in Emails

with Safe Links on Microsoft Outlook, Warning! Spread of Ransomware or Extortion Emails, Security News: Hit with Real Fines! Case of Personal Data Leakage, etc.

- Cybersecurity Talk activities were organized to enable employees to apply knowledge to their work and daily lives. In 2024 talks were organized under the topics of: Expose the Dark Web, Answering Questions about Security on Data Security Stored in a Database, and AI and Human Behavior: Navigating the Intersection for Enhanced Digital Security.
- Bangkok Bank Cybersecurity Day 2024 was organized to provide knowledge and raise awareness of dealing with cyber threats for executives and employees. The event included a seminar to share experiences and knowledge about ransomware and techniques of deception currently used by hackers, as well as recommendations for behaviors that help protect against cyber threats. In addition, booths offered knowledge and quiz games with prizes.



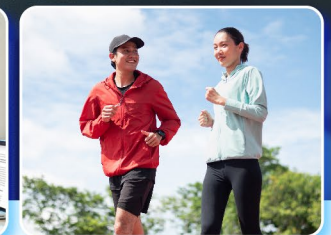
- The Cybersecurity Hero Season 1 event was organized to build an organizational cybersecurity culture that aims to build awareness among employees about the importance of cybersecurity and how to deal with cyber threats. This was done through various activities designed to teach employees to identify and report phishing emails and cyber threats impersonating the Bank in order to collect points to redeem prizes.



Raising Awareness of Online Financial Threats to Society

The volume of online fraud and scams is on the rise, causing severe financial and psychological damage to victims. To alleviate this problem, we have cooperated with relevant government agencies in implementing various preventive measures, such as detecting and tracking mule accounts, providing alerts when transferring money online, and requiring additional identity verification for high-value transfers. In addition, we have continuously sought to raise public and customer awareness about online financial threats by sharing knowledge through the Bank's offline and online channels about types of fraud, how to identify suspicious behavior, exercise vigilance and take preventive measures, as well as what to do when one becomes a victim. In collaboration with Thailand Service Co-operative of the Blind (TSCB) under the Fin Lit for the Blind project, we also organized a lecture on Navigating Cybersecurity in the Age of Rapidly Changing Technology to provide visually-impaired people with knowledge and awareness about the techniques of scammers.





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

The banking sector is facing a variety of challenges, including technological changes and innovations, increasing competition, emerging risks and changing consumer behaviors, all of which will significantly impact the Bank's business performance. To effectively respond to these changes and uncertainties, the Bank must ensure the readiness of its workforce. This includes recruiting a sufficient number of qualified candidates, as well as continuously developing the skills of existing employees. Our focus on developing skills and capabilities of existing employees, alongside attracting and retaining high-potential employees, will enable us to adapt smoothly and swiftly, increase competitiveness and grow sustainably over the long term. Key initiatives in employee development include providing continuous training programs, fostering high-potential employees, setting career paths, providing equal and fair opportunities for skill development, and determining appropriate remuneration that matches employees' skills, capabilities and performance. These efforts will enable employees to thrive in their careers and drive us to successfully achieve our short-term and long-term goals.

Capability Development for Employees

The Human Resources division is responsible for overseeing, managing, and developing the skills, knowledge and capabilities of employees with due

consideration of the ongoing fast-paced changes and challenges. This includes promoting a work environment that is conducive for learning, developing skills and inducing creativity. In 2024, our key initiatives in employee capability development were as follows:

Capability Development to Keep Up with Technological Changes

We organize training programs to develop future skills and knowledge such as understanding new technologies, using digital tools, and developing data analysis skills. These efforts aim to prepare employees to adapt to technological changes, better analyze and understand customer needs, and apply their knowledge and skills to improve future work. Furthermore, we have implemented project-based learning through the Tech Adoption Challenge Season 4, under the concept of AI Empowerment. This initiative focuses on utilizing artificial intelligence tools such as Copilot, AI Builder, and Microsoft Power Platform to encourage and motivate participating employees to learn and develop skills in using new tools. The goal is to enhance work efficiency and create solutions that meet customer needs.

Capability Development to Perform Effectively

We place great emphasis on upskilling and reskilling for the skills that are required in the future for employees directly involved in the Bank's core business operations such as those employees handling relationships and credits of large, SME, and international clients, as well as those in supporting units. These initiatives are carried out through the organization of the following training programs:

- **Credit Skills**

Focusing on developing credit analysis skills, such as Corporate Cash Flow Analysis and Advanced Financial Statement Analysis.

- **Sale and Relationship Skills**

Enhancing sales and customer relationship management skills through training on Consultative Selling, Business Negotiation, and Persuasive Sales Talk, together with creation of a Selling Guide for new employees.

- **Leadership and Soft Skills**

Developing leadership skills so leaders can lead themselves and their teams to achieve the organization's goals. This includes enhancing people management skills and fostering leadership development that emphasizes self-awareness, empathy and emotional intelligence. The objective is to strengthen management practices that builds positive relationships within teams, increases wellbeing among colleagues, and promotes mindful leadership which is the basis for the long-term success of an organization.



ESG for Sustainable Banking

We are committed to providing knowledge about Environmental, Social, and Governance (ESG) to employees as well as related impacts, risks and opportunities in order to build awareness and understanding of the ESG factors that may have a significant impact on the Bank and its stakeholders. These enable employees to apply this knowledge in their work and giving advice to customers.

Talent Attraction

The Bank has taken the following actions to attract young talent to join the organization:

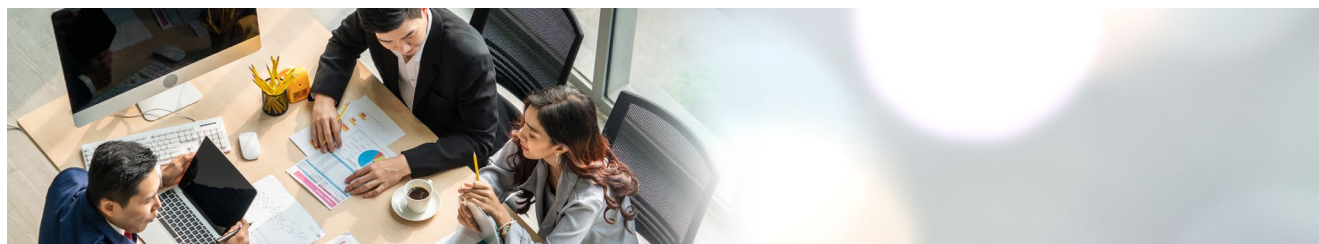
- Enhancing the Bank's brand to reflect a modern and innovative identity, and utilizing social media to communicate the Bank's working environment and organizational culture to target candidates.
- Improving the recruitment and selection process to make it more efficient and faster, including enabling candidates to take online tests.
- Partnering with affiliates to organize Career Explorer/Career Roadshow events to attract target students studying in Thailand or abroad to join the Bank after graduation.
- Implementing a Referral Program by encouraging employees to recommend friends or acquaintances to join the Bank especially for those key positions that are in high demand in the market.
- Providing internships under the Bangkok Bank Student Internship Program for students studying locally or overseas. The internship program focuses on active participation and interaction through a project-based learning approach, aiming to provide a valuable learning experience while

fostering positive relationships between the Bank and the interns, who may be interested in joining the Bank in the future.

- Offering scholarships for master's degree programs at universities both in Thailand and abroad for talented employees and qualified external individuals.

Talent Management

We place great emphasis on talent management throughout the entire process, from selection to development and retention, at all levels from officers to executives. This aims to ensure a smooth succession plan for key positions and to prepare future leaders who will play a crucial role in driving the business forward. Those selected as high-potential employees must demonstrate suitability in terms of performance, potential, and alignment with the Bank's core values, with no gender consideration. We have developed roadmaps for skill development and career progression pathways to enhance the necessary skills of each group of high-potential employees and to prepare them for future leadership roles that can adapt to changes effectively. Furthermore, we encourage high-potential employees to showcase their capabilities through special experience-sharing activities. In addition, to demonstrate our commitment to valuing and retaining high-potential employees, we ensure that remuneration packages are competitive with the market.



Performance Evaluation

We have established systematic and standardized guidelines and criteria for performance evaluations, requiring that clear objectives and performance targets be set annually both at the individual level via Management by Objectives and at the team level via Team-based Performance Appraisal. The evaluation results are not only used as a basis for determining remuneration but also serve as a tool for monitoring employees' ongoing performance, whether working within teams, across teams, or across units. We conduct performance evaluations twice a year.

We periodically update the employee performance evaluation process to ensure it remains up to date and aligned with the Bank's policies and key objectives. Recently, we have introduced new evaluation approaches in some units, such as multidimensional assessment to capture a comprehensive view of an employee's performance from various stakeholders, coaching and feedback to provide opportunities for discussing issues, progress on assigned tasks and areas for improvement or development between employees and their supervisors. Furthermore, we have adopted an agile performance management approach, focusing on collaboration, regular consultations and continuous feedback to help employees identify areas for improvement, ultimately leading to enhancing their performance.



Training Programs and Activities

In 2024, we organized a range of training programs and activities aimed at equipping employees with the skills required to succeed in the modern workforce and in the future, as outlined below:

Tech Adoption Challenge Season 4

We launched the Tech Adoption Challenge Season 4 under the concept of AI Empowerment to encourage and motivate participants to learn and apply artificial intelligence tools such as Copilot, AI Builder, and Microsoft Power Platform. The goal was to enhance work efficiency and solve internal process challenges. The program adopted a project-based learning approach, enabling participants to develop skills in areas such as development, design thinking, pitching, and project management. A total of 178 developers from 43 teams participated, collaborating to create innovative solutions for the Bank. If the projects from Tech Adoption Challenge Season 4 are implemented, they are expected to generate the following business impacts: 1. an 84% improvement in work efficiency; 2. a reduction of 3,351,673 sheets of paper, equivalent to preventing the cutting down of 285 trees or reducing greenhouse gas emissions by 19 tonnes of CO₂; and 3. reducing the expense of hiring external developers by approximately Baht 10 million per year.



Knowledge Day Forum 2024



The Knowledge Day Forum is held annually with the aim of providing employees with knowledge and enhancing their skills through training. It also supports employees in adapting to digital transformation. In 2024, the focus was on the application of artificial intelligence technology in the workplace, driving digital change within the organization, and creating value for customers.



The total number of participants
in the Knowledge Day Forum 2024
was **1,642**

This year's training consisted of six courses, as follows:

1. AI - Your Everyday Companion with Copilot Pro: This session focused on learning from real-life case studies of using tools within the Bank, which will enable participants to more easily apply them to their own work.	Number of participants 680
2. From Insight to Performance with AI & Data: This session provided knowledge on how to understand customers in depth through data analysis, including the development of new products and services based on data-driven thinking and analysis. It also covered the use of artificial intelligence to build customer relationships and enhance marketing efficiency. Various tools such as Predictive Intelligence, Data-driven Insights, and Generative AI Assistants were discussed, along with case studies from leading companies in the financial and banking sectors both domestically and internationally.	Number of participants 294
3. Global Trends of AI for the Future: This session explored future trends in artificial intelligence, as well as currently popular AI technologies. Case studies were presented on AI applications in the financial and banking sectors, such as data-driven decision-making, service improvement, new product development, and fraud detection.	Number of participants 178
4. Collaborate Seamlessly Unlocking the Power of Microsoft Loop for Banking Teams: This session focused on the use of Microsoft Loop to update information and communicate in real-time, as well as its application in effective project management.	Number of participants 218
5. Meta Commerce and its Business Opportunities: This session explored the emerging changes in business driven by the Metaverse, offering examples of technologies such as Meta Commerce, with case studies from both domestic and international situations. The aim was to anticipate future technological developments and the impact of Meta Commerce on the economy and financial institutions.	Number of participants 138
6. AI - Driven Green Finance - Transforming Sustainability in Banking: This session focused on how artificial intelligence can be used to analyze data and assess ESG risks. It also provided examples of AI applications in managing ESG risks and supporting ESG initiatives within organizations.	Number of participants 134



Leadership Symposium 2024

The Leadership Symposium 2024 was organized to update leadership concepts and develop leadership skills to lead oneself and others for supervisors and employees, preparing them for changes in the business world. Expert speakers in leadership development shared strategies for developing leadership, managing diverse teams, building trust, and influencing others to promote collaboration within and between departments. The program also focused on helping participants understand their own leadership style, develop emotional intelligence (EQ), and enhance mental resilience for both supervisors and employees. A total of 1,511 participants attended the training.

RM Management Trainee and ARM/SRO Management Trainee for Commercial and Business Banking Divisions

We continuously organize successor development programs to prepare employees for future appointments as a Business Relationship Manager (BRM), Assistant Relationship Manager (ARM), or Senior Relationship Officer (SRO) for Commercial and Business Banking divisions. The program focuses on developing three major competencies: leadership development, business relationship management, and credit expertise. It follows a mixed and flipped learning approach, comprising 70 percent virtual classroom learning, 20 percent self-learning, and 10 percent innovative learning methods. Prior to the training, all participants have to undergo a potential assessment, the results of which are used to design personalized development plans and set appropriate goals. Upon completion of the program, participants are reassessed, and the outcomes are utilized by their respective supervisors to further guide employee development. In 2024, 67 employees participated in the program.

Supervisor as a Talent Manager

We have consistently organized the Supervisor as a Talent Manager program for supervisors of high-potential employees. The program aims to attract, retain and develop high-potential employees, ensuring their long-term growth alongside the Bank. It includes knowledge-sharing sessions with external experts on contemporary management practices and strategies for effectively nurturing talent. Additionally, the program offers practical workshops for supervisors that focus on in-depth management of high-potential employees that cover topics such as coaching and feedback, individual career development planning, and employee engagement.

In 2024, over 80 supervisors of high-potential employees participated in the program, contributing to a 0.29 percent decrease in the turnover rate of high-potential employees and a 1.51 percent reduction in the turnover rate of high-potential employees being prepared for junior management roles, compared to 2023.



Over 80 supervisors
of high-potential employees
participated in the program



0.29% decrease
in the turnover rate of
high-potential employees

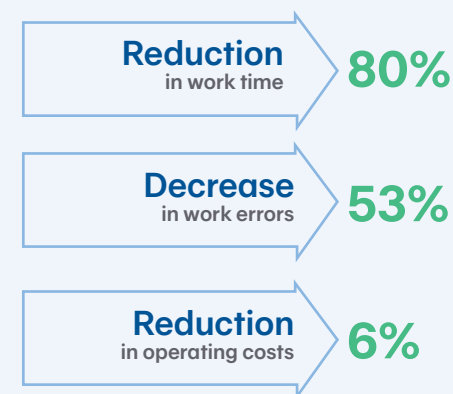


1.51% reduction in the turnover
rate of high-potential employees
being prepared for junior
management roles

Digital Talent

In recognition of the critical importance of integrating digital technologies into work processes, along with developing necessary skills to support the Bank's digital transformation, particularly among high-potential employees, the Bank launched the Digital Talent Program. This initiative is designed to enable employees to leverage technology to enhance operational efficiency and drive innovation. In 2024, the Bank offered four specialized training courses under the Digital Talent Program, namely: 1. Power Apps/Power Automate; 2. Power BI; 3. AI Builder; and 4. Data Analytics. The training focused on practical application of technologies, such as creating data, presenting analyzed data through data visualization, developing AI prompts, integrating artificial intelligence with Power Apps to optimize work efficiency, and training in coding for data analysis. Over 200 high-potential employees took part in the program, with most of them subsequently applying the acquired knowledge to their work and sharing it with colleagues.

The Power Apps/Power Automate training program has demonstrated significant potential to improve operational efficiency within divisions, including:





Employee Welfare and Wellbeing

Employees are at the heart of the Bank and their support is essential for its success. Equitable and fair treatment of employees, giving appropriate remuneration and benefits, promoting occupational health, and providing safety and wellbeing for employees would contribute to the good physical and mental health of employees. These would instill in employees the sense of attachment and loyalty to the organization and motivate them to strive to excel in their performance to their fullest potential, leading to sustainable growth and consistently good performance of the Bank. On the other hand, discriminatory practices, inadequacy or inappropriateness of welfare allocation, or failing to provide occupational health, safety and wellbeing for employees could result in poorer employee performance, higher turnover rates, and increased absenteeism due to illness and workplace injuries. This, in turn, could result in a decline in employee morale, higher operational costs, loss of competitive capabilities, and ultimately hinder the Bank's ability to achieve its goals. For these reasons, the Bank has identified employee welfare and wellbeing as one of the materiality issues of the Bank and strives to ensure that there is ongoing and systematic management and monitoring on this.

Remuneration, Welfare and Other Benefits

We provide appropriate and fair remuneration, welfare and benefits to employees¹, without discrimination regarding gender, age, religion or ethnicity. Furthermore, provision of remuneration, welfare, and benefits is aligned with prevailing economic conditions, cost of living, and at a rate commensurate with other leading commercial banks in Thailand. We regularly review our remuneration, welfare and other benefits to ensure that employees have a good quality of life, are motivated to work at their highest potential, and are engaged in contributing to the Bank's long-term success.

Remuneration

We determine employee remuneration based on performance, skills, experience, roles, and responsibilities, with the goal to motivate employees to continuously develop their skills and improve their performance. Additionally, we take into account the wellbeing and morale of employees working in high-risk locations, such as Thailand's three southernmost provinces. Additional remuneration is specially provided to support them and keep up their morale.

Employee Loans

We offer employee loans with special interest rates and flexible repayment terms to promote financial security and enhance their quality of life. The employee loans aim to relieve financial worries and alleviate the financial burden for employees and their families. The employee loans cover loan purposes including home purchases, home repairs, home renovations, purchase of cars and motorcycles, children's education, family medical expenses, essential living expenses, postgraduate education, repayment of debts to creditors outside the Bank, and emergency relief due to natural disasters. Loan approval is carefully considered based on existing liabilities and the employee's repayment capacity, ensuring that employees are not burdened by excessive debt.

Other Benefits

We provide a comprehensive range of employee benefits, covering statutory benefits, as well as those which are more than that required by law so that employees can achieve a good standard of living and have a good quality of life.

¹ "Employee" refers to individuals working under an indefinite-term employment contract.

Note: Besides employees, the Bank also hires individuals under fixed-term contracts, who are entitled to the same benefits as regular employees, except for the provident fund, retirement benefits, loan benefits, and child allowance.



Financial Aid and Support

- Maternity benefit: financial support for maternity expenses is provided in accordance with the rates and criteria set by the Bank.
- Child allowance¹: financial support for employees' children is provided in accordance with the rates and criteria set by the Bank. This benefit is intended to alleviate the financial burden of child-rearing for employees and support the access to qualified childcare services that can take care of their children during working hours.

- Gratuity benefit: financial assistance for employees' family members who have passed away or are unable to work due to illness.
- Subsidy for house rent: housing rental assistance for employees who are relocated to work at branches or units in other provinces.



Funds

- Provident fund² to promote savings and provide security after retirement for employees.
- Compensation Fund.
- Social Security Fund.
- Bangkok Bank Cremation Aid Association.



Maternity Leave and Paternity Leave

- Maternity leave is provided with full pay for up to 98 days (as compared to the 45-day requirement set by labor law). After taking maternity leave, female employees are entitled to return to their previous position or another position with no lower remuneration than their previous one.
- Paternity leave is granted to care for a wife who has given birth and to care for the newborn, with full pay for up to five days (labor law does not provide for paternity leave).



Personal Leave

- Employees have the right to take leave for essential personal matters, such as contacting government agencies, participating in significant religious ceremonies, and caring for a sick family member. Employees are entitled to take leave with full pay for up to 15 days (labor law mandates 3 days).



Mom's room

- The Bank has designated a dedicated facility for employees with newborns to conveniently manage their maternal responsibilities³. The room is fully equipped with a sink, essential amenities and a breast milk storage refrigerator, which are regularly maintained and cleaned by housekeeping staff on a weekly basis. Access to the room is secured with a personal code system, ensuring both safety and privacy for users.



Sick Leave

- Employees are entitled to take sick leave with full pay for up to 90 days, exceeding the 30-day limit stipulated by labor law.



Health Benefits

- Sports venue
- Group insurance
- Medical service, flu vaccination services, and annual health check-up

¹ The Bank provides child allowance for up to three children, from birth until they reach the legal age or complete their undergraduate studies.

² Employees contribute to the provident fund at a rate of 3% to 15% of their salary, while the Bank matches the contributions at a rate of 6.75% to 8.75% of the salary, depending on the employee's years of service. Members of the provident fund can choose investment policies that align with their acceptable risk levels and expected returns. As of the end of 2024, 93% of employees participate in the provident fund.

³ The Bank grants employees the right to take leave for mission-related purposes without it being considered as an absence from working hours.



Flexibility and Efficient Work Schedules

The advancement of digital technology and the evolving values of the new generation have driven the development of innovative work models and methods. We have accommodated these developments by integrating digital technologies, data storage and analysis systems, and Robotic Process Automation (RPA) into our work operations, thereby enhancing convenience, speed and agility, which leads to improved performance. Furthermore, in certain job functions, we allow employees flexible working hours as agreed upon with their supervisors. In some roles, such as advisers and medical personnel within the Bank's healthcare units, they are permitted to work part-time. We also allow employees to wear casual attire on Fridays, promoting a more relaxed and comfortable work environment.

Healthcare Unit

The Bank has established a healthcare unit to serve as a center for the provision of comprehensive care and health services to employees. The healthcare unit provides the following services:

Medical Examination and Medical Reimbursement Services:

- **Healthcare Service**

We provide access to general practitioners, medical specialists and nurses for medical examinations, treatment and healthcare consultations to employees at no cost. These services are available at the Healthcare Unit on the 4th floor of our Head Office building.



- **Annual Health Check-up Service**

We provide an annual health check-up for employees, which includes complete blood count (CBC) for overall health, measuring fasting blood sugar (FBS), checking liver and kidney function, electrocardiogram, chest X-ray, plus anti-HBs check-ups every three years. In addition, male employees aged 50 and above are eligible for prostate cancer risk assessments, while female employees are entitled to screening for pap smear and breast cancer. The expenses incurred will be reimbursed at the Bank's specified rate.

- **Quadrivalent Influenza Vaccine**

Annual influenza vaccination services are provided for employees to protect against seasonal flu outbreaks, with vaccinations administered at designated service points.

- **Medical and Dental Reimbursement and Referral Service for Treatment**

Employees who seek medical treatment at external hospitals or dental services can claim reimbursement for examination and medical expenses at the healthcare unit, in accordance with the rates specified by the Bank. In cases where hospitalization is required, employees may request a referral letter from the healthcare unit. The Bank will bear the associated expenses in line with the Bank's criteria to help alleviate the concerns regarding healthcare costs for employees.



Counselling Services for Mental Health Issues and Stress Management

Stress from economic, social and work-related factors in this era can have a significant impact on employees' mental health. To address this, the healthcare unit offers consultations with a psychiatrist at no cost once every week. Additionally, in case employees seek external healthcare services related to mental health, they may claim reimbursement for medical expenses in accordance with the rates established by the Bank. Moreover, the healthcare unit has introduced the iSTRONG Mental Health service, providing an additional channel for employees to receive counseling and support for their mental health concerns via online platforms. Experienced psychologists and psychotherapists are available to listen to employees' concerns, offer support, and collaborate in finding the best solutions. This service provides a safe zone for employees' mental health care, with all counseling sessions kept confidential and not disclosed or reported to the Bank.

Knowledge Sharing and Healthcare Training

The healthcare unit provides informative articles on illnesses, seasonal epidemics, and recommendations for maintaining both physical and mental health. These articles are regularly distributed through the Bank's internal communication channels. We also invite external experts to disseminate knowledge to employees with guidelines to good health and guidance on preventing or mitigating various diseases. Furthermore, we provide both theoretical and practical training in basic first aid, cardiopulmonary resuscitation (CPR), and the use of

automated external defibrillators (AEDs). This ensures employees are prepared to properly assist themselves and others in emergency situations before the patient is transferred to a hospital, hence increasing the chances of recovery or survival.

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 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 and Safety 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. The Bank's primary focus is on maintaining a safe and healthy working environment for all involved.



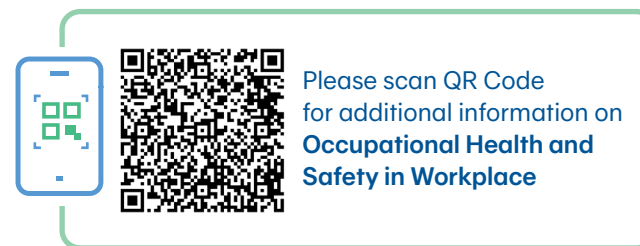
Please scan QR Code
for additional information on
**Occupational Health and
Safety Policy**

Occupational Health, Safety and Workplace Environment Structure

The operation structure for occupational health, safety and workplace environment consists of the Occupational Health and Safety Panel as well as the Occupational Health and Safety Committee (OHS) for each building.

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

The Occupational Health and Safety Panel (OHS Panel) is composed of representatives from various units, including Compliance, Human Resources, Healthcare, Property Management, Employee Relations and the sustainability team. The OHS panel is responsible for ensuring the implementation of occupational health, safety and workplace environment policy. This includes identifying and assessing risks or hazards in the workplace, establishing appropriate risk mitigation measures, setting action plans and measurable targets, and driving and monitoring the execution of these plans to achieve the established goals. Furthermore, the OHS Panel oversees and monitors the activities of the Occupational Health and Safety Committee of each building to ensure compliance with legal requirements. The OHS Panel meets quarterly and duly reports the outcomes of these meetings to senior executives for acknowledgement.



Please scan QR Code
for additional information on
**Occupational Health and
Safety in Workplace**



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

The Occupational Health and Safety Committee (OHS Committee) for each building is responsible for driving, overseeing and promoting safety within the buildings to prevent accidents, injuries and work-related illnesses, as well as fulfilling other duties as mandated by law. The committee reports its activities to the OHS Panel for review or to recommend the next steps. Additionally, the committee reports to senior executives if an employee experiences work-related injuries or illnesses, or whenever any indication of risks or hazards in the workplace has been identified.

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

We annually conduct risk and hazard assessments of occupational health, safety and environment in the workplace to identify and prioritize risks and hazards, determine proper risk management controls and measures, and formulate appropriate action plans to manage such risks and hazards. Over the years, we have continuously worked to enhance workplace safety and create an environment conducive to effective work. This includes regularly cleaning workplaces, upgrading equipment to ensure safety and suitability for various tasks, designing photocopying and shredding rooms to be separate from workstations, maintaining buildings' air conditioning systems, and implementing fire prevention and suppression plans, which include arranging the workspace to minimize fire risks. We employ specialized contractors and external auditors to regularly assess

the working environment, including the safety of the building, electrical systems, noise levels, and air quality in work areas, to ensure compliance with local laws and regulations as well as international standards such as Singapore Standard SS 544:2009 Code of Practice for Indoor Air Quality for Air-Conditioned Buildings. Additionally, when there is a case of an employee getting a work-related injury or work-related illness, we will investigate and analyze the causes, take corrective actions, and implement appropriate control and preventive measures.

Preparation and Response to Emergency Situations

We have established comprehensive action plans and ensure that all necessary equipment is readily available for immediate use to effectively respond to emergencies. Furthermore, we conduct annual fire drills and evacuation exercises across our office buildings and branches nationwide, enabling employees to appropriately manage emergency situations and mitigate or prevent potential damage.

Training on Occupational Health and Safety

We provide all new employees with basic occupational health and safety training, including the proper use of fire extinguishing equipment, fire evacuation procedures, and protocols for reporting fire incidents. In addition, we offer an Occupational Safety Officer training program to ensure employees fully understand the roles, duties and responsibilities of the Bank's safety officers, as well as the regulations related to the safety of the Bank.



Training on Occupational Health and Safety in 2024	Total Training Hours
Occupational Safety Officer Course for Executives	600
Occupational Safety Officer Course for Supervisors	696
Basic Firefighting Training Course	1,410



Please scan QR Code for additional information on **Risk Assessment of Occupational Health, Safety and Environment in the Workplace**



Employee Retirement Preparation and Post-retirement

Pre-retirement Preparation

We offer informational sessions for employees approaching retirement to help them prepare for a fulfilling post-retirement life. These sessions cover a range of critical topics, including the management of their provident fund and investment policy selection, maintaining and withdrawing from the provident fund, tax benefits for retirees, and financial management after retirement. In addition, we organize an annual retirement ceremony and activities to honor and recognize the contributions of retiring employees. This event also provides valuable guidance on post-retirement life, such as strategies for a fulfilling retirement, the Bank's healthcare benefits, universal health coverage, social security pensions, senior citizens' allowances, other government welfare benefits, and the retirement-related benefits and services offered by the Bank.



Post-retirement Care

Recognizing the value and significant contributions of employees approaching retirement, who have dedicated many years to the Bank, we organize an annual retirement ceremony and activities to honor their service. In 2024, during this event, we gave a commemorative gift and a special allowance of Baht 200,000 to retiring employees, in accordance with the Bank's conditions. Additionally, employees with over 30 years of service are entitled to free healthcare services, including medical treatment and medication, to alleviate financial burdens and enhance the quality of post-retirement life.

The Bank also supports the Bua Yai Club, a community formed by retired employees. The club serves as a platform for members to meet and socialize during important occasions such as New Year's celebrations, Songkran festivities, and the Royal Kathin Ceremony. It also provides opportunities for members to support one another and their families as needed. Members of the Bua Yai Club enjoy various benefits, including access to the Bank's healthcare services and a funeral assistance benefit of Baht 5,000. Furthermore, the Bank has established the Chatri Sophonpanich Fund to assist former employees facing financial hardship after retirement. The fund provides financial aid in the event of serious illness or death and offers educational scholarships for the children of retired employees.





Employment of Retired Employees

In 2024 the Bank launched the 60 YOUNG WOW project, offering two rounds of opportunities for retired employees who are still motivated to work, in good health and wish to create value for both themselves and the Bank as well as earn income post-retirement. This program enables retirees to return to work as contract employees in available positions during the designated periods. Participants will receive compensation and benefits as specified in the contract for each position.



60 Young WOW รับด่วน! หลายอัตรา

เปิดรับสมัครพี่ๆ พนักงานธนาคารกรุงเทพที่เกษียณแล้ว แต่ยังมียุทธศาสตร์
สนใจงานบริการของธนาคาร และอยากมีรายได้ไว้ใช้หลังเกษียณ

ปฏิบัติงานส่วนสมาชิกบัตรใหม่ M M M
สังกัดสายบัตรเครดิต (สัญญาจ้าง 6 เดือน)

คุณสมบัติ

- ✓ พี่ๆ พนักงานธนาคารกรุงเทพที่เกษียณแล้ว
- ✓ มีสุขภาพแข็งแรง ไม่เป็นอุปสรรคต่อการทำงาน
- ✓ สามารถใช้คอมพิวเตอร์เบื้องต้น พิมพ์ข้อมูลได้

รายได้และสวัสดิการ

- ✓ เงินเดือน 30,000 บาท/เดือน
- ✓ วันหยุด/วันลาพักผ่อน
- ✓ ค่ารักษาพยาบาล/ตรวจสุขภาพประจำปี

สถานที่ปฏิบัติงาน
ธนาคารกรุงเทพ สาขาสะพานเหลือง
ปฏิบัติงาน วันจันทร์ - วันศุกร์
เวลา 8:30 - 17:00 น.



Employee Engagement Survey

The Bank conducts an annual employee engagement survey across various units, covering questions related to purpose and inspiration at work, job satisfaction, learning opportunities, happiness, work-related stress and remuneration. In 2024 the Bank set a target for employee engagement level of 70 percent, however, the survey results revealed an engagement level of 65 percent. The Bank will analyze the underlying causes, find solutions and implement strategies to improve the employee engagement level to meet the target.



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

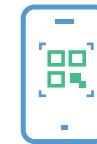
The practice of good corporate governance is a key factor that enables an organization to operate effectively and achieve organizational goals. The Bank is committed to complying with laws, regulations, and good corporate governance practices, as well as promoting a culture of good governance throughout the organization. This is accomplished through our continuous efforts to enhance the knowledge and understanding of good governance practices among the Board of Directors, management and employees so that the Bank can adapt to economic, social, and environmental changes, achieve long-term positive performance, and build trust while maintaining strong relationships with all stakeholders over time.



Corporate Governance Policy

As good corporate governance is the foundation for sustainable business growth, the Bank has established a corporate governance policy and good corporate governance practices that align with internationally and nationally recognized principles and standards. The Bank aims to ensure that the Board of Directors, management and employees have the knowledge and understanding necessary to uphold these practices and integrate them into the organizational culture. The Bank's corporate governance policy covers the treatment of shareholders and stakeholders, disclosure and transparency, the Board of Director's responsibilities, internal controls and risk management, as well as the code of conduct and business ethics. The Bank has tasked the Corporate Governance Committee with the responsibility of regularly

reviewing and updating the policy and practices to ensure they remain current and in compliance with regulatory requirements and good practices. The committee ensures the implementation of good corporate governance principles in the Bank's operations and reports on performance to the Board of Directors.



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, goals, business direction, and both short-term and long-term business strategies. It has the authority to approve the Bank's strategies, business plans and various policies, while also overseeing the Bank's operations to ensure compliance with laws, the Bank's regulations, and the resolutions of the shareholders' meeting.

Subcommittees

Subcommittees are appointed by the Board of Directors to review, provide recommendations on, monitor and oversee operations as assigned by the Board of Directors. The subcommittees are also responsible for regularly reporting their performance to the Board of Directors. The Bank has five subcommittees as follows:

- **The Board of Executive Directors:** Responsible for carrying out tasks as assigned by the Board of Directors, including the consideration and approval of loans, debt restructuring, investments, and undertaking other business activities of the Bank. It is also responsible for reviewing other matters that require approval or consent from the Board of Directors or the shareholders' meeting resolutions, as specified by law or the Articles of Association of the Bank.
- **The Audit Committee:** Responsible for ensuring the accuracy and adequacy of financial reporting, reviewing and evaluating the internal control and internal audit



systems to ensure they are appropriate and effective. The Audit Committee also reviews and approves the audit plans, monitors compliance with applicable laws and regulations, and ensures the internal control and internal audit systems are effective and efficient. Additionally, the committee reviews compliance with laws and regulations, considers related party transactions or those incidents with potential conflicts of interest to ensure they align with legal and regulatory requirements, and evaluates the selection and coordination with the Bank's external auditors.

- **The Nomination and Remuneration Committee:** Responsible for establishing policies, criteria and procedures for the selection of the Bank's directors, members of subcommittees, and senior executives from the level of Executive Vice President upwards. The committee considers, selects and nominates individuals for these positions to the Board of Directors. Additionally, the committee establishes policies and criteria for remuneration and other benefits, including

the amount of remuneration and benefits provided to directors, members of subcommittees, and senior executives from the level of Executive Vice President upwards.

- **The Risk Oversight Committee:** Responsible for overseeing the Bank's risk management to ensure it is systematic, consistent, effective, efficient, and aligned with the Bank's strategic plan and overall risk management policies.
- **The Corporate Governance Committee:** Responsible for supporting the operations of the Bank's Board of Directors in the areas of good corporate governance and sustainability by ensuring the adoption of good corporate governance and sustainability principles in practice. This includes reviewing and ensuring the established sustainability strategies are appropriate for the Bank's business, as well as providing recommendations to the Board of Directors on issues related to environmental, social, and governance (ESG) risks and opportunities.



Roles, Duties and Responsibilities

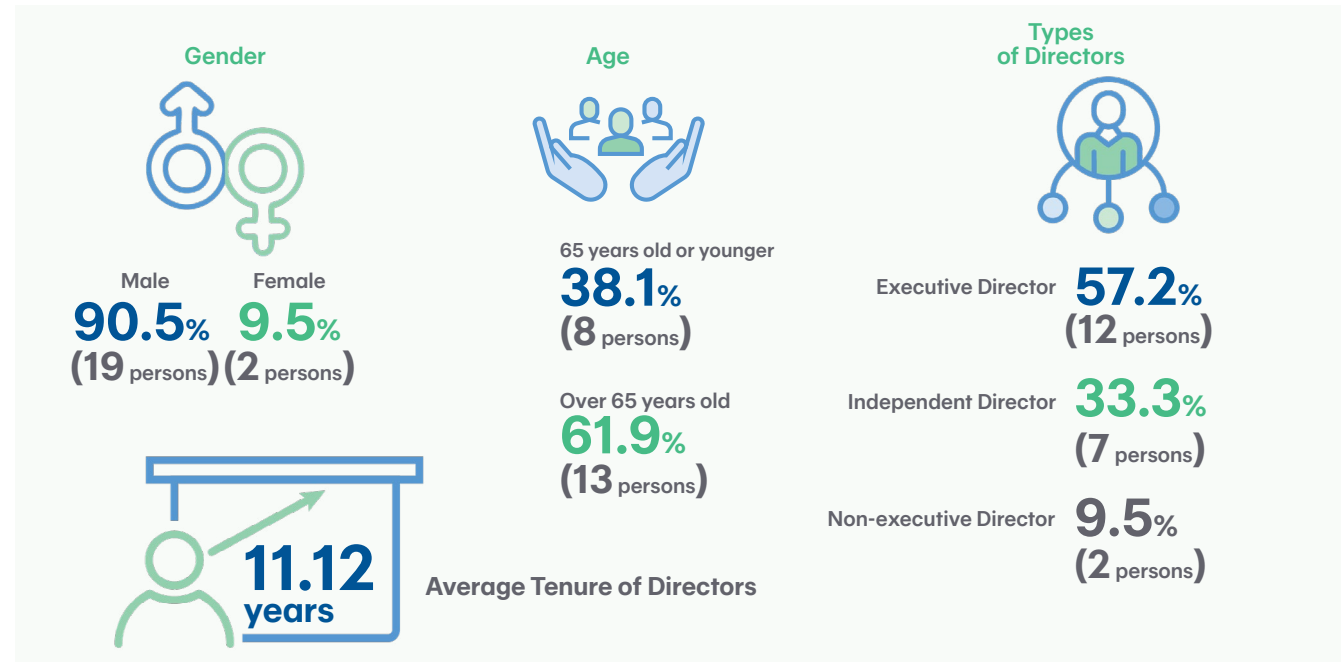
The Bank clearly defines the roles, duties and responsibilities of the Board of Directors and management, and distinguishes the roles and responsibilities of the Chairman of the Board of Directors, the Chairman of the Board of Executive Directors, and the President. Each of these three positions is held by a different individual to ensure efficiency and transparency in the oversight of the Bank's operations. Management is responsible for managing the business and driving the organization in accordance with the policies, strategies and goals set by the Board of Directors. Management is also responsible for determining operational approaches, action plans, work systems and processes, as well as managing human resources and other resources. It is further tasked with executing various activities within 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 in compliance with regulatory guidelines. At least one-third of the Board of Directors shall be independent directors whose qualifications meet the Securities and Exchange Commission (SEC) requirements. The Bank has assigned the Nomination and Remuneration Committee to select and nominate appropriate candidates for the position of director (member of the Board of Directors),

Composition of the Board of Directors

(As of December 31, 2024)



following the defined process and criteria. This process considers candidates' qualifications in terms of knowledge, capabilities, and expertise in specialized areas that benefit the Bank's operations, as stipulated in the Board Skill Matrix, as well as their work experience and compliance with the relevant regulatory requirements. The Bank will submit the names of selected candidates to the Bank of Thailand for approval before appointing them as directors.





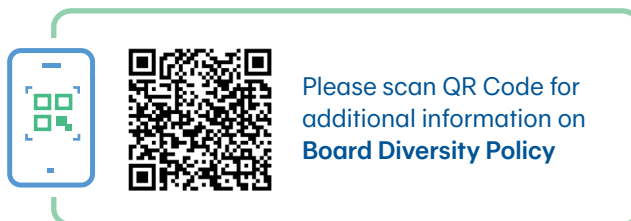
Skills and Experience of Directors



	Finance and Banking	Strategic Management	Risk Management	Leadership	Laws and Regulations	Business Administration	Economics	Corporate Management, Human Resource Management	Information and Communication Technology	Information Technology Management	Corporate Social Responsibility	Sustainability
Number of Directors	14	4	4	14	3	4	3	9	3	1	2	1

Promotion of Board Diversity

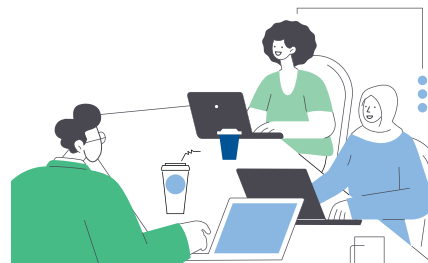
The Bank values a diverse Board of Directors as we believe that diversity provides a broader, more comprehensive perspective on all aspects crucial to the Bank's business. This, in turn, leads to effective corporate governance and good performance in the long-run. The Bank has established a diversity policy for the Board of Directors to serve 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 with regard to various aspects of diversity, such as skills, expertise, experience, education, gender, age and culture. Additionally, the committee periodically reviews the appropriateness of the Board's structure, size and diversity and reports its findings to the Board of Directors for consideration in determining the appropriate course of action.



Efficiency of the Bank's Board of Directors

Meetings

Each director has the duty and responsibility to attend every Board meeting or at least 75 percent of the meetings held in a year, in accordance with the Bank of Thailand's regulations. The Bank holds regular Board meetings monthly, and the schedule of meetings for the next calendar year is provided to all directors in advance. The company secretary will notify the directors of the meeting dates for the year, allowing them to allocate time for attendance. The company secretary will also send out the meeting invitations, along with the agenda and supporting documents, to the directors in advance of each meeting, unless the agenda requires urgent attention.



Performance Evaluation

The Bank requires an annual evaluation of the Board of Directors' performance to provide directors with an opportunity to review their duties over the past year and use the evaluation outcomes to enhance their individual performance as well as increase the effectiveness of the Board of Directors' overall performance. The evaluation consists of two methods:

1. Self-assessment: an assessment of the Board of Directors' collective performance and each director's individual performance.
2. Cross-assessment: an assessment of other directors' individual performance.

The Company Secretary is responsible for distributing and collecting the evaluation forms, then submitting them to the Nomination and Remuneration Committee for compiling, summarizing and reporting the findings to the Board of Directors for acknowledgement.



Development of Executives

The Bank places great importance on the continuous development of director's skills and knowledge by supporting all directors in attending training programs that are beneficial to their duties as members of the Bank's Board of Directors. These include programs such as the Director Certification Program and the Director Accreditation Program offered by the Thai Institute of Directors (IOD). The Bank also encourages directors to participate in training activities and seminars organized by both internal and external agencies to develop their skills and knowledge in various areas that will contribute to the development of the Bank's business.

The Performance of the Bank's Board of Directors in 2024



The Bank held **12** Board of Directors meetings.



All directors attended **more than 75%** of the total meetings held during the year, in accordance with the Bank of Thailand's regulations.



The average attendance rate of the Bank's Board of Directors is **95.58%** of the total meetings held during the year.



The overall evaluation of the Bank's Board of Directors' performance is **"Satisfactory"** level.



The Bank's Board of Directors participated in training activities and seminars on topics related to economics, corporate governance, risk management, cybersecurity and sustainability.



The Bank organized an Executive Roundtable on the topic **"Adaptation: The Necessity for Businesses to Turn Environmental Crises into Opportunities"**, inviting experts from both the public and private sectors to enhance the knowledge and understanding of the Bank's Board of Directors and executives on issues related to climate change, greenhouse gas mitigation measures, and the adaptation of businesses to address these changes.

Evaluation of the Performance of Duties and the Determination of Remuneration for Senior Executives

The Bank's Board of Directors is responsible for evaluating the performance of the Executive Chairman and the President, using an assessment form based on the guidelines for the CEO assessment form disseminated by the Stock Exchange of Thailand and approved by the Bank's Board of Directors. The main evaluation topics cover areas such as leadership, strategy formulation, strategy execution, financial planning and performance, and relationships with the Board of Directors, among others. The Chairman of the Nomination and Remuneration Committee will inform the Executive Chairman and the President of the evaluation results.



The Nomination and Remuneration Committee is responsible for considering and determining the appropriate remuneration for senior executives, including Executive Vice Presidents, Senior Executive Vice Presidents, and the President, for presentation to the Bank's Board of Directors. Remuneration determination is linked to the Bank's short-term and long-term performance indicators, as well as each executive's performance. These include those performance indicators relating to financials, customer, efficiency improvement and development, human resources development, return on assets (ROA), revenue growth, credit growth, asset quality, customer satisfaction, expense management, and 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.

Promoting a Corporate Governance Culture

The Bank promotes and supports all members of the Board of Directors, executives and employees to understand and adhere to the principles of good corporate governance, strictly comply with policies and practices that foster effective governance, and embed it as part of the organizational culture. The Bank communicates these policies and practices to all members of the Board of Directors, executives and employees. Additionally, the Bank encourages the Board of Directors and senior executives to participate in training or seminars on topics related to good corporate governance. It also supports executives and employees in enrolling in various courses that enhance their understanding of working under the principles of good corporate governance, such as anti-corruption, anti-money laundering and combating the financing of terrorism and the proliferation of weapons of mass destruction, business ethics, market conduct, and personal data protection. The Bank's continued commitment to improving corporate governance is reflected in the 2024 Annual Corporate Governance Survey of Listed Companies conducted by the Thai Institute of Director, 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 mitigate business risks, enhance business competitiveness, build credibility with all groups of stakeholders, and supports reputation, leading to the sustainable growth of a company. By contrast, business conduct that is not in line with business ethics will negatively affect image and reputation, destroy stakeholder trust, and negatively impact business growth potential. The Bank is always committed to conducting business ethically and ensuring compliance throughout the organization by raising awareness and providing training for employees at all levels. This will enable us to achieve our purpose of being the most trusted bank by all groups of stakeholders.

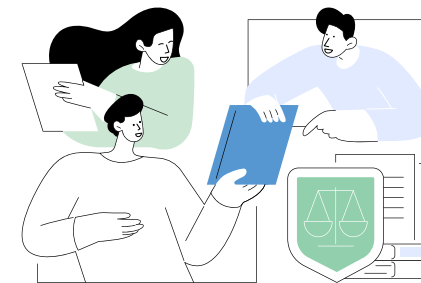
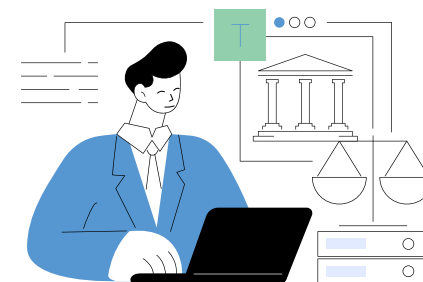


Business Ethics and Code of Conduct for Employees

We have issued our Code of Conduct and Business Ethics to promote and uphold good corporate governance and provide clear guidelines as to how directors and employees shall perform their work. 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 have been disciplined to the point of dismissal or who are the perpetrators of corruption are not eligible for a bonus payment. 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 has concluded that the employee did not commit any wrongdoing, his/her entitlement to receive a bonus shall resume as usual. In addition, the Bank organizes mandatory training courses on the Code of Conduct and Business Ethics for employees at all levels to raise awareness and promote understanding about how they can perform their duties properly.

We established the Code of Conduct for Employees as principles and guidelines for all directors and employees to strictly abide by. In addition, we also 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 handbook for the Code of Conduct for Employees to ensure their clear understanding.



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



Respects for Human Rights

Responsible business conduct and respect for human rights are regarded as one of the most important issues in all sectors - the government, business and civil society. When violation of human rights in business occurs, damage is caused not only to those who are violated but also to the image of the overall business sector. Therefore, we recognize the importance of human rights management as this helps oversee that the Bank's business operations and activities do not directly or indirectly violate human rights. We strictly comply with international and local human rights principles and standards, such as the Universal Declaration of Human Rights (UDHR) and the International Labour 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. In this regard, 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 and its suppliers and customers throughout the business value chain, including companies in which the Bank holds a stake above 10 percent. The human rights due diligence covers all groups of stakeholders including vulnerable groups such as female laborers, child workers, migrant workers, daily wage workers, minorities, people with disabilities, LGBT people. Following the due diligence result, we have established preventive and mitigation measures

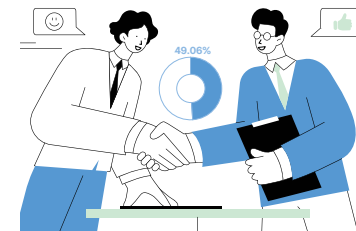
as appropriate. It is our policy to conduct comprehensive human rights due diligence every three years or in cases where there is an event that requires a review.

Respect for Employee Rights

The Bank respects the rights of employees and treats all employees equally without discrimination on the grounds of race, religion, education, skin color, gender or sexual orientation. We strictly comply with labor laws and those internal rules and regulations 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, we 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 regulations.

We have announced the Non-discrimination and Anti-harassment Policy to declare our stand and zero tolerance approach against any kind of discrimination or harassment covering sexual and non-sexual harassment. The policy is to be observed as a guideline for employees when they encounter discrimination and harassment. If there is a case of discrimination or harassment that is against this policy, we will conduct an investigation and take disciplinary action against the offender in accordance with the Bank's regulations.

We respect 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 not only in the interests of their members but also on matters relating to the benefits of all employees as a whole. In addition, we offer opportunities for union representatives to raise significant issues for discussion with the management 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 2024, the two unions had a total of 9,238 members, representing 49.06 percent of the total employees. Furthermore, we have offered online training courses to raise awareness and promote understanding among all employees on human rights, non-discrimination and anti-harassment. Most recently, we have developed a course, Foundation of Diversity, Equity and Inclusion, which aims at promoting a culture of non-discrimination, respect for employee rights and acceptance of diversity in the organization.



Please scan QR Code
for additional information on
Human Rights Policy



Please scan QR Code
for additional information on
Human Rights Due Diligence



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



Anti-corruption

The Bank has established an Anti-corruption Policy as an operational framework for compliance by all employees covering corruption risk assessment and management and whistleblowing and complaint channels. We also annually conduct a performance assessment of compliance with the policy, as well as regularly raise awareness of the policy and how corruption may affect all employees. In the case of violation or non-compliance by any employee, we will conduct an investigation according to the disciplinary procedures and impose appropriate penalties, ranging from a verbal warning to employment termination or legal action.

The Bank has been recognized as a financial institution that plays an important role in fostering anti-corruption and we have been a certified member of the Thai Private Sector Collective Action Against Corruption (CAC) since 2015. We also invite suppliers and business partners to become members of the CAC to further extend the collaboration in combating corruption.



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

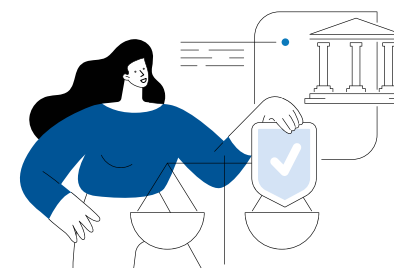
Corruption Risk Management

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. Executives or supervisors involved with each risk issue will oversee the first three steps 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 under the “Three Lines of Defense” principle. Responsible persons in business units, 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 monitor corruption risk management. The third line of defense, the Audit and Control Division, independently audits matters related to corruption and reports to responsible management according to the line of command.

In 2024, the Bank had no allegation or complaint about corruption or bribery, or conflicts of interest from the Bank of Thailand, the Office of Securities and Exchange Commission, the Office of the National Anti-corruption Commission, and the Anti-money Laundering Office.

We do not support and are not directly or indirectly involved in any activity related to lobbyists, political contributions, political parties, political candidates, or political influencers.



Anti-money Laundering and Counter Terrorism Financing: AML/CFT

Anti-money laundering and combating the financing of terrorism (AML/CFT) has long been a high priority for us. Therefore, we have formulated the Anti-money Laundering and Counter Terrorism Financing (AML/CFT) Policy, which also tackles financing the proliferation of weapons of mass destruction. This provides a framework for our conduct so we can prevent or mitigate the risk of the Bank being used as a channel or a tool for related offences. All directors and employees have the duty and responsibility to strictly comply with the policy.



We have also put in place Know Your Customer (KYC) and Customer Due Diligence (CDD) processes, which call for varying intensity of scrutiny 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. Such system accommodates and provides convenience for Bank staff to examine, assess and prioritize the risks of each customer. Monitoring systems for account and financial movements or suspicious transactions are also in place to review and monitor dubious and irregular financial movements and transactions. All related documents and information are filed securely and kept for a period of 10 years. Furthermore, we have set up risk management systems to supervise, audit and monitor the performance of related parties in accordance with the three lines of defense principle. All employees receive regular communication and training to ensure adequate understanding and ongoing vigilance. All of these are to ensure that the Bank's operations comply with the law and government regulations. In 2024, the Bank did not have any allegations or complaints related to money laundering or insider trading.

Financial Fraud Management

Frauds involving scammers deceiving the victims into transferring money via phone networks or online channels are becoming a major problem in Thailand. The Bank has collaborated with relevant agencies to continuously upgrade financial fraud management measures in line with

the Bank of Thailand's policies. The objectives are to block access to scammers, detect and track suspicious transactions or accounts used by scammers to receive and transfer money (mule accounts), and appropriately respond and handle the incidents to assist and relieve affected customers. The following two groups of fraud management measures represent the tightened measures put in place recently.

Measures :

Group 1



Tightened Measures in Managing Mule Accounts

The management of mule accounts has been tightened from the account level to the individual level. The Bank classifies individuals according to risk and sets measures to deal with those accounts suspected of being used as instruments for committing crimes and their account owners according to risk levels, such as suspending electronic transaction channels, rejecting the opening of new accounts, adjusting the risk level of customers (account owners) to high-risk customers, and conducting intensive investigations to find out information about customers. This is undertaken with the consideration of the following data sources:

1. List of high-risk individuals provided by the Anti-money Laundering Office.
2. List of suspicious individuals involved in financial transactions provided by the Central Fraud Registry, which is the legal information exchange system for financial transactions of the banking sector.
3. Internal list of individuals whom the Bank has investigated and suspected of committing crimes.



Please scan QR Code
for additional information on
**Anti-money Laundering
and Combating the Financing of
Terrorism (AML/CFT) policy**

Measures :

Group 2



Providing Additional Products or Services for Improved Security

We have enhanced the security of our mobile financial and payment services to prevent fraudulent transactions executed by fraudsters impersonating customers, such as providing customers with a lock and unlock account option, namely an option to lock their accounts so that no one can make transactions via electronic channels, together with stringent unlocking methods; requiring facial recognition when the customers want to adjust their personal transfer limit; and limiting the use of Bangkok Bank Mobile Banking services to only one user account per customer, one mobile phone number, and one mobile device per user.

Market Conduct

Receiving fair service and fair market conduct is a basic right of customers, and it is critical factor for consideration in providing quality service that will lead to good relationships between the Bank and customers. Therefore, we have formulated a market conduct policy and guidelines for all directors and employees to adhere to 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/Service and Channel Development and Client Segmentation

We develop products and service channels that are suitable for the needs, financial ability and comprehension ability 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. Furthermore, 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 punishment are determined for employees concerned with selling or providing products/services to customers as well as executives who are responsible for monitoring compliance with the market conduct. Key Performance Indicators are clearly defined to prevent irresponsible sales propositions and mis-selling.



4. Sales Process

Customers must not have their privacy invaded when we are trying to sell products and services to them. 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. Systems to regularly check selling and service quality have been put 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 to ensure their compliance. This includes providing detailed information about new products or services, guidance on sales approaches using simple language, teaching about the rights of customers, customer care and protection so that employees can conduct themselves properly.

6. Data Privacy

We protect the privacy of personal customer data by strictly complying with applicable laws. The Bank has designed, developed and tested the work system to ensure data security and has defined the authority and duties of employees who look after data security under the three lines of defense principle.

7. Problem and Complaint Handling

We have established processes for problem resolution, complaint handling, whistleblowing, as well as remedies that are effective, clear, fast and fair.



8. Three Lines of Defense

We have established processes for controlling, monitoring and auditing compliance with market conduct requirements to detect risks and anomalies while an after-sale self-monitoring system is in place to ensure compliance with the Bank's guidelines.

9. Operation and Business Continuity

We have put in place operating systems and business continuity plans that cover operations in both normal circumstances and emergencies as well as preparing a manual and checklist for employees to ensure that customers' needs are addressed in an accurate, comprehensive and timely manner and to prevent operational mistakes.

We pay special attention to vulnerable groups such as the elderly, 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 a 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 adequate, clear and easy to understand, with key messages highlighted and emphasized. If customers have questions, service staff must explain or clarify to them until they truly have a complete understanding without doubts or further questions. 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.



Whistleblowing

The Bank has established a Whistleblowing Policy as a guideline for all stakeholders to send information or file complaints related to the actions of the Bank and related parties including directors, executives, employees and contractors who are suspected to have committed frauds or to be in violation of laws, regulations, the Code of Conduct and Business Ethics, policies and practices of the Bank, or information or complaints about inaccurate financial reports, or instances of failure of internal control systems.

Whistleblowing and Whistleblower Protection Measures

We provide open channels for whistleblowers and treat all parties equally on the basis of 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. 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, 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 will be punished according to the Bank's stipulated disciplinary actions ranging from an official warning in writing, remuneration deduction, to employment termination.



Please scan QR Code for additional information on Whistleblowing Policy



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.



Head Office:
333 Silom Road, Silom,
Bang Rak, Bangkok 10500
(or through any bank branches)

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 Customer Complaint and Fraud Unit
333 Silom Road, Silom,
Bang Rak, Bangkok 10500
(or through bank branches)



E-mail: info@bangkokbank.com, or
Send to the Customer Complaint and Fraud Unit
CC&F@bangkokbank.com



Bualuang Phone: 1333



Official Website: <https://www.bangkokbank.com/en/Contact-Us> or contact us in person at the head office or at any bank branch



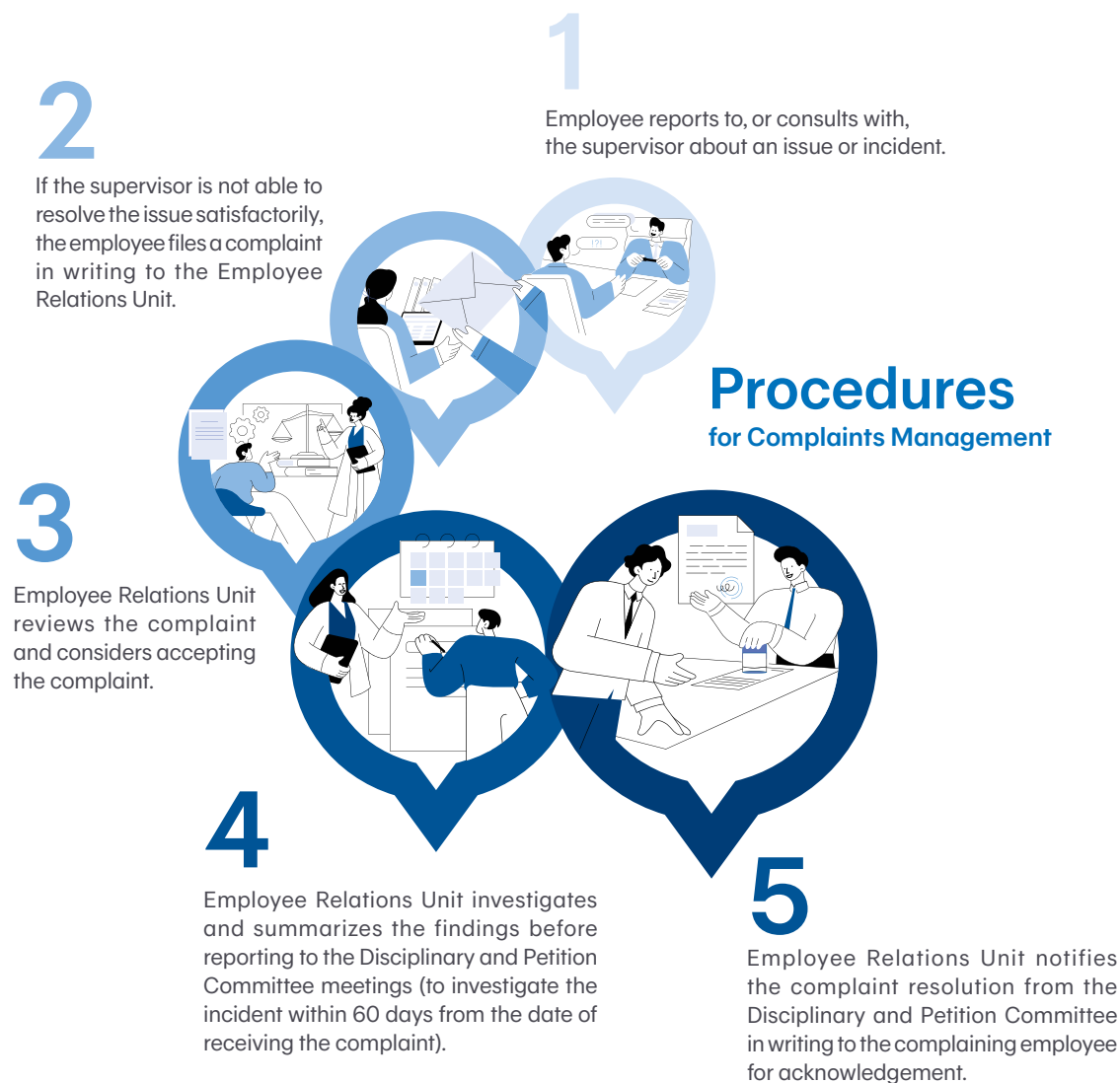
In 2024, the Bank received a total of 298 whistleblowing cases or complaints, with 278 of these investigated, evaluated and closed, consisting of 20 cases from operational mistakes and slow responses from employees, 11 cases from operating system failure, and the remaining 247 cases resulting from customers' misunderstanding of the Bank's operations and other causes not related to the Bank's deficiencies such as the rejection of credit card payments for products and services, and requests to check transactions of a deposit account, opening an account, closing an account, and freezing an account.

Employee Complaint Management

We provide channels for employees to file complaints related to unfair discrimination at work, and other forms of intimidation or harassment, whether it is physical, verbal or sexual harassment. When an incident of unfair discrimination at work, intimidation or harassment takes place, an affected employee can tell the instigating employee to stop the action immediately or, if the instigating employee still continues to behave in such a way, the affected employee 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 the Disciplinary and Petition Committee (Employee Relations Unit shall investigate the facts and submit the conclusion of the complaint to the meeting of the Disciplinary and Petition Committee within 60 days from the date of receipt of the complaint). If it is found that there indeed occurred an unfair discrimination, intimidation or harassment 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 warnings, to pay cuts, and to termination of employment. Note that the Bank ensures that all parties are treated fairly through a transparent and equitable investigation process. The person filing the complaints is protected and their secret and personal information is kept confidential, while the victims receive remedies properly and fairly.

In 2024, there was no case of complaints about unfair discrimination, intimidation or harassment.





Raising Awareness and Understanding of Employees

We promote awareness and understanding of ethical business practices among employees through various training courses designed to instill a culture of ethical business in the organization, as follows:



Course 1 Industry Code of Conduct

Course 2 Human Rights, Non-discrimination and Anti-harassment

Course 3 Foundation of Diversity, Equity and Inclusion

Course 4 Anti-money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction Financing (AML/CTPF)

- New employees
- Refresher for existing employees via e-Learning platform

Course 5 Market Conduct

Course 6 Anti-corruption



In addition, we organized the 2024 AML/CFT Executive Forum on International Laws on Control and Sanctions on the Proliferation of Weapons of Mass Destruction and Dual-Use-Items for 937 directors, executives and employees. The objective was to inform them of AML/CFT requirements, regulations and trends that affect the Bank's business operations, as well as how to conduct enhanced due diligence on customers when conducting transactions involving high-risk countries. Besides, the Anti-corruption Executive Virtual Forum on the Role of Executives and Employees in Combating Corruption was organized with attendance by 598 directors, executives and employees of the Bank. The objective was to ensure that the Bank's employees acknowledge and recognize the importance of compliance with the Anti-corruption Policy and the Code of Conduct and Business Ethics.



Awards and Achievements



Awards and Achievements



©S&P Global 2025.

S&P Global

Bangkok Bank Public Company
Limited
Banks

**Sustainability
Yearbook Member**

Corporate Sustainability
Assessment (CSA) 2024

70/100 | Score date
February 5, 2025

For terms of use, visit www.spglobal.com/yearbook.

Selected as a member of
The Sustainability Yearbook

S&P Global

SET **AAA**
ESG Ratings 2024

Received a **rating of “AAA”** (on a scale of AAA to BBB)
in the 2024 SET ESG Ratings and included in the 2024
SET ESG Index

The Stock Exchange of Thailand (SET)

ESG100 **2024**
Environmental • Social • Governance

Selected as a **one of the companies on the ESG
100** list for 2024 that has outstanding performance in
Environmental, Social and Governance

Thaipat Institute



MESSAGE
FROM THE BOARD

BE
RESILIENT

BE
RESPONSIBLE

BE CUSTOMER
CENTRIC

BE
CARING

BE
ETHICAL



Rated **“Excellent”** for the 2024 Corporate Governance
Report of Thai Listed Companies

The Thai Institute of Directors Association (IOD)



Rated **“Excellent”** for the 2024 AGM Quality Assessment

The Thai Investors Association in collaboration with the
Office of the Securities and Exchange Commission and
the Thai Listed Companies Association



Received **the Sustainability
Disclosure Award 2024**

Thaipat Institute



FTSE4Good

Selected as a constituent of the
FTSE4Good Index Series

FTSE Russell



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

MSCI



Performance Data

Social Dimension

Employees

Data	Unit	2021			2022			2023			2024		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total employees ¹	Persons	6,792	13,722	20,514	6,408	12,683	19,091	6,258	12,447	18,705	6,302	12,614	18,916
	%	33.1	66.9	100	33.6	66.4	100	33.0	67.0	100	33.3	66.7	100
Employees by location													
Head office	Persons	3,083	4,658	7,741	3,084	4,698	7,782	3,122	4,807	7,929	3,232	5,078	8,310
Metropolitan	Persons	1,405	4,209	5,614	1,267	3,700	4,967	1,252	3,563	4,815	1,258	3,522	4,780
Other provinces	Persons	2,304	4,855	7,159	2,057	4,285	6,342	1,884	4,077	5,961	1,812	4,014	5,826
Employees by type of employment													
Permanent employees ²	Persons	6,691	13,602	20,293	6,297	12,572	18,869	6,147	12,310	18,457	6,155	12,420	18,575
Temporary employees ³	Persons	101	120	221	111	111	222	111	137	248	147	194	341
Employees by nationality													
Thai	Persons	20,462			19,041			18,650			18,861		
Japanese	Persons	26			28			30			29		
English	Persons	6			6			6			4		
Chinese	Persons	3			3			3			5		
Australian	Persons	3			2			2			2		
Other nationalities	Persons	14			11			14			15		



Employees (continued)

Data	Unit	2021			2022			2023			2024		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Employees by age													
Aged over 50 years	Persons	2,753	2,723	5,476	2,658	2,685	5,343	2,527	2,677	5,204	2,412	2,594	5,006
Aged 30-50 years	Persons	3,206	8,505	11,711	3,039	8,238	11,277	2,907	8,019	10,926	2,890	7,989	10,879
Aged under 30 years	Persons	833	2,494	3,327	711	1,760	2,471	824	1,751	2,575	1,000	2,031	3,031
Employees by level ⁴													
Total management	Persons	701	825	1,526	693	826	1,519	691	845	1,536	693	857	1,550
	%	45.9	54.1	100	45.6	54.4	100	45	55	100	44.7	55.3	100
Thai	Persons				661	822	1,483	656	841	1,497	659	853	1,512
Japanese	Persons				26	0	26	28	0	28	27	0	27
English	Persons				2	0	2	2	0	2	2	0	2
Chinese	Persons				0	3	3	0	3	3	0	3	3
Australian	Persons				0	0	0	0	0	0	0	0	0
Other nationalities	Persons				4	1	5	5	1	6	5	1	6
Top management	Persons	38	25	63	35	25	60	39	23	62	40	23	63
	%	60.3	39.7	100	58.3	41.7	100	63	37	100	63.5	36.5	100
Middle management	Persons	262	253	515	250	260	510	240	273	513	245	275	520
	%	50.9	49.1	100	49.0	51.0	100	47.0	53.0	100	47.1	52.9	100



Employees (continued)

Data	Unit	2021			2022			2023			2024		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Junior management	Persons	401	547	948	408	541	949	412	549	961	408	559	967
	%	42.3	57.7	100	43.0	57.0	100	43.0	57.0	100	42.2	57.8	100
Staff	Persons	5,990	12,777	18,767	5,604	11,746	17,350	5,456	11,465	16,921	5,462	11,563	17,025
Management (Temporary employees)	Persons	37	12	49	39	8	47	33	11	44	34	10	44
Staff (Temporary employees)	Persons	64	108	172	72	103	175	78	126	204	113	184	297
Share of women in management positions in revenue-generating functions	% of all such management	53.9			53.7			54.2			53.5		
Share of women in STEM-related positions	% of total STEM positions	47.9			47.4			47.2			48.1		



New Employees

Data	Unit	2021			2022			2023			2024		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
New employees hired	Persons	246	394	640	447	701	1,148	571	967	1,538	645	1,235	1,880
	%	3.6	2.9	3.1	7.0	5.5	6.0	9.1	7.8	8.2	10.2	9.8	9.9
Average hiring cost	THB/person	12,487			5,185			6,175			5,239		
New employees by location													
Head office	Persons	207	314	521	353	504	857	401	619	1,020	438	731	1,169
Metropolitan	Persons	28	70	98	79	159	238	143	243	386	136	288	424
Other provinces	Persons	11	10	21	15	38	53	27	105	132	71	216	287
New employees by nationality													
Thai	Persons	632			1,139			1,529			1,866		
Other nationalities	Persons	8			9			9			14		
New employees by level													
Top management	Persons	0	2	2	0	0	0	2	0	2	0	0	0
Middle management	Persons	3	3	6	5	4	9	3	5	8	7	6	13
Junior management	Persons	15	3	18	13	6	19	11	11	22	18	4	22
Staff	Persons	204	340	544	384	607	991	511	843	1,354	528	1,037	1,565
Management (Temporary employees)	Persons	3	0	3	8	0	8	3	6	9	8	4	12
Staff (Temporary employees)	Persons	21	46	67	37	84	121	41	102	143	84	184	268



New Employees (continued)

Data	Unit	2021			2022			2023			2024		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
New employees by age													
Aged over 50 years	Persons	5	4	9	11	9	20	9	10	19	43	64	107
Aged 30-50 years	Persons	71	78	149	115	174	289	112	159	271	109	187	296
Aged under 30 years	Persons	170	312	482	321	518	839	450	798	1,248	493	984	1,477
Internal hires													
Percentage of open positions filled by internal candidates	%	60.0			51.0			60.0			53.0		

Employee Turnover

Data	Unit	2021			2022			2023			2024		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Employee turnover ⁵	Persons	664	1,484	2,148	822	1,721	2,543	712	1,191	1,903	594	1,050	1,644
	%	9.8	10.8	10.5	12.8	13.6	13.3	11.4	9.6	10.2	9.4	8.3	8.7
Employee voluntary turnover ⁶	Persons	618	1,432	2,050	778	1,658	2,436	657	1,142	1,799	526	953	1,479
	%	9.1	10.4	10.0	12.1	13.1	12.8	10.5	9.2	9.6	8.3	7.6	7.8
Employee turnover by nationality													
Thai	Persons	2,140			2,534			1,898			1,630		
Other nationalities	Persons	8			9			5			14		



Employee Turnover (continued)

Data	Unit	2021			2022			2023			2024		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Employee turnover by level													
Top management	Persons	6	1	7	4	1	5	0	3	3	3	2	5
Middle management	Persons	20	16	36	18	14	32	22	9	31	16	15	31
Junior management	Persons	39	14	53	33	34	67	20	28	48	26	23	49
Staff	Persons	567	1,375	1,942	728	1,580	2,308	626	1,072	1,698	493	881	1,374
Management (Temporary employees)	Persons	7	4	11	10	4	14	9	3	12	7	5	12
Staff (Temporary employees)	Persons	25	74	99	29	88	117	35	76	111	49	124	173
Employee turnover by age													
Aged over 50 years	Persons	286	294	580	312	305	617	292	213	505	245	248	493
Aged 30-50 years	Persons	161	571	732	260	828	1,088	215	583	798	155	386	541
Aged under 30 years	Persons	217	619	836	250	588	838	205	395	600	194	416	610

Maternity Leave and Parental Leave

Data	Unit	2021			2022			2023			2024		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of employees taking maternity/parental leave	Persons	80	78	158	59	139	198	65	139	204	49	53	102
Number of employees returning to work after maternity/parental leave	Persons	80	78	158	59	138	197	65	139	204	49	52	101

**Maternity Leave and Parental Leave (continued)**

Data	Unit	2021			2022			2023			2024		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of employees returning to work after maternity/parental leave and continuing to work for the next 12 months	Persons	80	74	154	59	138	197	60	128	188	48	49	97
Return to work rate of employees taking maternity/parental leave	%	100	100	100	100	99.3	99.5	100	100	100	100	98.1	99
Retention rate of employees returning from maternity/parental leave	%	100	94.9	97.5	100	100	100	92	92	92	98	94.2	96

Basic salary and remuneration

Data	Unit	2021	2022	2023	2024
Base salary					
Executive level	Male to female ratio	1 : 0.64	1 : 0.61	1 : 0.59	1 : 0.57
Management level		1 : 0.88	1 : 0.89	1 : 0.90	1 : 0.92
Non-management level		1 : 0.85	1 : 0.90	1 : 0.89	1 : 0.91
Base salary and other cash incentives ⁷					
Executive level	Male to female ratio	1 : 0.64	1 : 0.61	1 : 0.58	1 : 0.56
Management level		1 : 0.69	1 : 0.89	1 : 0.90	1 : 0.93
Non-management level			1 : 0.88	1 : 0.89	1 : 0.91



Employee Training and Development

Data	Unit	2021			2022			2023			2024		
		Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Average training hours	Hours/person	51.06	70.44	64.02	30.31	40.70	37.21	33.29	39.98	37.74	40.87	47.14	45.05
Employee training hours by level													
Top management	Hours/person	9.08	12.64	10.52	7.41	9.59	8.38	7.23	66.17	25.05	26.48	49.13	34.71
Middle management	Hours/person	31.96	29.56	30.77	21.69	22.36	22.02	26.77	34.52	30.85	35.18	38.38	36.90
Junior management	Hours/person	40.22	43.70	42.22	29.80	32.99	31.60	41.98	35.58	38.34	44.11	46.27	45.36
Staff	Hours/person	53.14	67.02	62.82	29.68	36.91	34.69	33.67	38.11	36.74	41.96	45.43	44.35
Average training hours by age													
Aged over 50 years	Hours/person	44.11	56.26	50.51	18.42	25.79	22.33	20.39	23.77	22.22	25.73	29.71	27.91
Aged 30-50 years	Hours/person	58.11	72.79	68.82	35.60	41.15	39.69	38.51	39.18	39.01	44.28	44.44	44.40
Aged under 30 years	Hours/person	46.18	52.33	50.82	35.67	31.30	32.56	49.73	51.42	50.88	62.15	62.85	62.62
Average training hours by type of training													
Mandatory training	Hours/person	14.37	15.21	14.93	7.95	8.39	8.25	7.15	7.08	7.10	9.33	10.28	9.96
Non-mandatory training	Hours/person	36.69	55.23	49.09	22.21	32.16	28.82	26.46	31.26	29.72	31.55	36.86	35.09
Average amount spent on training and development	THB/person	1,239			3,480			4,339			4,836		



Occupational Health and Safety

Data	Unit	2021			2022			2023			2024		
		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	4	4
Occupational disease rate (ODR) ⁸	Persons per 1,000,000 working hours	0	0	0	0	0	0	0	0	0	0	0.16	0.11
Number of lost days from work-related injuries	Days	0	48	48	0	17	17	0	0	0	0	50	50
Lost day injury rate (LDIR) ⁹	Days per 1,000,000 working hours	0	1.30	1.30	0	0.49	0.49	0	0	0	0	2.02	1.35
Number of employees with recorded work injuries	Persons	0	1	1	1	2	3	0	0	0	0	4	4
Work injury rate (IR)	Persons per 1,000,000 working hours	0	0.03	0.03	0.03	0.05	0.08	0	0	0	0	0.16	0.11
Number of work-related fatalities	Persons	0	0	0	0	0	0	0	0	0	0	0	0
Work-related fatalities rate	%	0	0	0	0	0	0	0	0	0	0	0	0
Absentee rate¹⁰	%	0.61			1.66			1.31			1.28		

Note:

- The scope of data covers employees working in Thailand only. Foreign employees and employees working in branches outside Thailand are not included.
- Permanent employees refer to employees of Bangkok Bank Public Company Limited with permanent contracts.
- Temporary employees refer to employees of Bangkok Bank Public Company Limited with temporary contracts.
- Employees are classified into 4 groups as follows:
 - Top management level consists of Executive Vice President, Senior Executive Vice President, President, Member of Executive Board, and Chairman of Executive Board
 - Middle management level consists of Senior Vice President and Vice President
 - Junior management level consists of Assistant Vice President
 - Officer Level
- 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, decline job offer, no show on start date, and voluntary resignation.
- Other benefits consist of bonus pay, special bonus pay, excluding any compensation or benefit relating to provided welfare such as maternity benefit to cover the cost of child delivery at a hospital, and children allowance.
- Occupational disease rate (ODR) = number of employees having occupational diseases / total working hours) x 1,000,000
- Lost day injury rate (LDIR) = number of lost days from work-related injuries / total working hours) x 1,000,000
- Absentee rate = (number of absentee days / total scheduled workdays) x 100
Absentee days include sick leave, work-related accidental leave and taking personal leave during the day. Total scheduled workdays = total working days – total days of leave entitlement (annual holiday leave, personal leave, maternity leave, paternity leave, sterilization leave, and ordination leave).



Environmental Performance

	Unit	2020	2021	2022	2023	2024
Energy use within the organization¹						
Total energy consumption within the organization (non-renewable energy)	Gigajoules	601,592	543,853.66	588,998.95	550,222.57	531,082.15
	Megawatt-hours	167,109	151,070	163,610.82	152,839.60	147,522.82
Energy intensity ratio (energy per FTE)	Gigajoules	25.75	25.91	30.47	29.59	28.46
Total electricity consumption²	Gigajoules	440,680	415,335.41	436,641.69	426,891.03	414,795.03
	Megawatt-hours	122,411	115,371	121,289.36	118,580.84	115,220.84
Total Electricity consumption per FTE	Megawatt-hours per FTE	5.55	5.50	6.28	6.38	6.18
Total chilled water consumption³	Megawatt-hours	10,403	9,823	8,140.58	6,807.18	7,858.11
Total emissions from chilled water	Tonnes of CO ₂ equivalent	5,200	4,910	4,069.47	3,402.91	3,928.27
Total fuel consumption from non-renewable energy⁴	Gigajoules	160,912	128,518.25	152,357.26	123,331.53	116,287.12
<u>Diesel</u> fuel for emergency power generators and fire pumps	Gigajoules	1,469	706	154.77	694.01	856.53
	Liters	40,329	19,385	4,249.71	19,055.92	23,518.06
<u>Diesel</u> fuel for vehicles used in operations	Gigajoules	7,163	7,297	10,280.53	9,163.29	9,103.29
	Liters	196,675	200,366	292,399.16	263,521.44	255,985.50
<u>Gasoline</u> fuel for vehicles used in operations	Gigajoules	152,280	121,517	141,921.96	113,474.23	106,327.30
	Liters	4,850,223	4,113,663	4,684,617.09	3,767,415.30	3,498,038.80



	Unit	2020	2021	2022	2023	2024
Air business travel⁵						
Total air business travel	Total distance (kilometers)	829,886	93,430	1,972,307	6,201,192	7,291,965
Total emissions from business travel from air	Tonnes of CO ₂ equivalent	84.78	9.74	247.36	634.40	769.12
Greenhouse gas emission (GHG emission)⁶						
Total Direct (Scope 1) GHG emissions	Tonnes of CO ₂ equivalent	14,039	11,619	21,771.02	20,844.94	12,008.06
Other (Biogenic and R-22)	Tonnes of CO ₂ equivalent	N/A	N/A	N/A	N/A	7,398.24
Total Indirect (Scope 2) GHG emissions	Tonnes of CO ₂ equivalent	61,193	57,674	60,632.55	59,278.56	57,598.90
GHG Scope 1 and 2 emissions	Tonnes of CO ₂ equivalent	75,232	69,293	82,403.57	80,123.50	69,606.96
GHG Scope 1 emissions intensity	Tonnes of CO ₂ equivalent per FTE	0.64	0.55	1.11	1.12	0.64
GHG Scope 2 emissions intensity	Tonnes of CO ₂ equivalent per FTE	2.78	2.75	3.14	3.19	3.09
GHG Scope 1 and 2 emissions intensity	Tonnes of CO ₂ equivalent per FTE	3.41	3.30	4.25	4.31	3.73
Other indirect (Scope 3) GHG emissions	Tonnes of CO ₂ equivalent	1,592	1,306	1,512.28	1,940.06	2,032.86
GHG Scope 3 emissions (Category 1 - Purchased goods and services)	Tonnes of CO ₂ equivalent	1,507	1,296	1,265	1,306	1,263.74
GHG Scope 3 emissions (Category 6 - Business travel)	Tonnes of CO ₂ equivalent	85	10	247	634	769.12



	Unit	2020	2021	2022	2023	2024
Water and effluents⁷						
Total water withdrawal	Million cubic meters	0.58	0.46	0.50	0.49	0.49
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	486,439
- In areas with water stress	Cubic meters	N/A	40,055	48,816	93,621	413,911
Water withdrawal intensity	Cubic meters per FTE	26.09	21.99	25.95	26.22	26.07
Total emissions from water withdrawal	Tonnes of CO ₂ equivalent	325.12	249.09	334.66	315.49	311.86
Total water discharge to surface water	Cubic meters	462,640	369,334	401,244	390,043	389,151
Volume (≤ 1,000 mg/L total dissolved solids)	Cubic meters	462,640	369,334	401,244	390,043	389,151
- Total water discharge to surface water in areas with water stress	Cubic meters	N/A	32,044	39,052	74,897	331,129
- Volume (≤ 1,000 mg/L total dissolved solids)	Cubic meters	N/A	32,044	39,052	74,897	331,129
Total water consumption	Cubic meters	115,660	92,334	100,311	97,511	97,288
- Total water consumption in areas with water stress	Cubic meters	N/A	8,011	9,763	18,724	82,782
Use of recycled water						
Total recycled water used	Cubic meters	42,399	23,543	11,393	12,856	12,692
Equivalent of the total volume of water consumed	Percentage	7.33	5	2	3	3



	Unit	2020	2021	2022	2023	2024
Waste⁸						
Total waste generated	Metric tonnes	4,559.34	2,753.74	3,003.95	2,888.03	3,181.62
Waste generated intensity	Kg per FTE	206.79	131.19	155.42	155.33	170.52
	Metric tonnes per FTE	0.21	0.13	0.16	0.16	0.17
Total weight of <u>hazardous waste</u>	Metric tonnes	32.14	45.14	19.63	23.64	63.70
- Recycled (e-Waste)	Metric tonnes	32.14	45.13	19.37	23.42	62.72
- Landfill (Batteries and light bulbs managed by the municipality)	Metric tonnes	N/A	0.010	0.26	0.222	0.98
Total weight of <u>non-hazardous waste</u>	Metric tonnes	4,527	2,708.6	2,984.3	2,864.4	3,117.92
- Landfill	Metric tonnes	3,961	2,147	2,599.07	2,333.94	2,280.23
- Recycled	Metric tonnes	12.15	19.43	32.28	34.76	51.34
- Waste incinerated with energy recovery	Metric tonnes	N/A	N/A	N/A	N/A	0.21
- Food waste to soil conditioners	Metric tonnes	N/A	N/A	N/A	N/A	3.99
- Paper sent to recycling ⁹	Metric tonnes	554	542.5	352.97	495.69	782.15
Total weight of recycled waste diverted from disposal ¹⁰	Metric tonnes	598	607	405	554	900.40
Total weight of disposed waste directed to disposal ¹¹	Metric tonnes	3,961	2,147	2,599	2,334	2,281.21



	Unit	2020	2021	2022	2023	2024
Paper used¹²						
A4 office paper used	Metric tonnes	1,037	918.3	816.02	868.57	834.98
Emissions from A4 office paper used	Tonnes of CO ₂ equivalent	1,182	1,046.8	930.26	990.17	951.88

- 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 additional 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 led the business activities return to normal.
 - The data covers air travel for business purposes of the employees. Between 2020-2021, the volume of air travel significantly declined due to the Covid-19 pandemic. Between 2022-2024, the volume of air travel greatly increased due to the business activities returning to normal after Covid-19 recovery and the bank's overseas business expanded. 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 (CO₂), Methane (CH₄), Nitrous Oxide (N₂O), Sulfur Hexafluoride (SF₆) and Chlorofluorocarbons (CFCs).
 - GHG under Scope 1 consists of direct emissions that the Bank controls and monitors calculated from a. fuel consumption of back-up power generators, fire pumps and vehicles used for day-to-day operations, b. the volume of refrigerants leaking from the air-conditioning system and fire extinguisher chemicals estimated from purchasing orders, and c. the volume of methane gas from septic tanks estimated from the number of employees of each building. The calculation of the quantity of Scope 1 GHG emissions is based on the emission factor according to the quantification of the carbon footprint of an organization set by the Thailand Greenhouse Gas Management Organization (Public Organization).
 - GHG under Scope 2 consists of indirect emissions that the Bank controls and monitors calculated from the electricity consumption of the Bank referring to the meters of the Metropolitan Electricity Authority and the Provincial Electricity Authority including electricity consumption from ATM without meters estimated from the average rate of electricity consumption of each type of ATM the Bank is using. The emission factor for 2019 is 0.5821 kgCO₂e/kWh and for 2020-2022 is 0.4999 kgCO₂e/kWh, based on the emission factor according to the assessment of carbon footprint of an organization set by the Thailand Greenhouse Gas Management Organization (Public Organization) in 2020.
 - GHG under Scope 3, Category 1 - Purchased goods and services consists of emissions calculated from water withdrawal and A4 paper consumption, and Category 6 - Business travel consists of emissions calculated from business travel from air only.
 - Water consumption volume is calculated from the meters of the Metropolitan Waterworks Authority and the Provincial Waterworks Authority. For 2021, water consumption declined due to the Covid-19 pandemic. However, in 2022, the volume of water consumption increased due to post Covid-19 recovery which led business activities to return to normal.
 - 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 3 building, Headquarters 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 cheque sent for recycling in 2024 increased from 2023 because the Bank hired a new service provider, resulting in a large amount of paper waiting to be delivered to the recycling process.
 - The data of total weight of recycled waste diverted from disposal, including non-hazardous waste and hazardous waste that are recycled, waste incinerated with energy recovery, food waste to soil conditioners, and paper that is sent to the recycling process.
 - The data of total weight of disposed waste directed to disposal, including non-hazardous waste and hazardous waste that is disposed of by landfill.
 - The data from the Bank's paper requisition database is calculated from the emission factor in accordance with the carbon footprint of paper products set by the Thailand Greenhouse Gas Management Organization (Public Organization) and is equivalent to 1.140 kgCO₂e/kg.

Data Boundaries:

Energy consumption

Data from 2020 covered the group of five head office buildings (namely, the Silom head office building, Trinity Complex building, Rama 3 building, Headquarters 3 and Saengthong Thani Tower), all operation support centers, all branches and all ATM nationwide.

GHG emissions

Data from 2020 covered the group of five head office buildings (namely, the Silom head office building, Trinity Complex building, Rama 3 building, Headquarters 3 and Saengthong Thani Tower), all operation support centers, all branches and all ATM nationwide. Data from 2024, reporting of Biogenic and Refrigerant R-22 was separated from greenhouse gases, Scope 1.

Water consumption

Data from 2020 covered the group of five head office buildings (namely, the Silom head office building, Trinity Complex building, Rama 3 building, Headquarters 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

Statement of use	Bangkok Bank has reported in accordance with the GRI Standards for the period [from January 1 to December 31, 2024].
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard	G4 Financial Services Sector Supplement Guidelines Integrated Reporting

GRI STANDARD/ OTHER SOURCE	DISCLOSURE		LOCATION		OMISSION		
			ANNUAL REPORT	SUSTAINABILITY REPORT	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
General Disclosures							
GRI 2: General Disclosures 2021	2-1	Organizational details	12-13	5-6			
	2-2	Entities included in the organization’s sustainability reporting		12			
	2-3	Reporting period, frequency and contact point		12			
	2-4	Restatements of information		13-18			
	2-5	External assurance		147			
	2-6	Activities, value chain and other business relationships	12-13, 20-30, 48-57	6, 67			
	2-7	Employees		125-127			
	2-8	Workers who are not employees		67			
	2-9	Governance structure and composition	121-125	109-111			
	2-10	Nomination and selection of the highest governance body	115	111			
	2-11	Chair of the highest governance body	115, 126-127	111			
	2-12	Role of the highest governance body in overseeing the management of impacts		2-4, 7-9, 13-18, 33-34, 38-39, 42, 88			



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION		OMISSION		
		ANNUAL REPORT	SUSTAINABILITY REPORT	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
	2-13 Delegation of responsibility for managing impacts		33-34, 109-110			
	2-14 Role of the highest governance body in sustainability reporting		12, 13-18			
	2-15 Conflicts of interest	143				
	2-16 Communication of critical concerns		87, 119-120			
	2-17 Collective knowledge of the highest governance body	139	113			
	2-18 Evaluation of the performance of the highest governance body	140	112-113			
	2-19 Remuneration policies	132				
	2-20 Process to determine remuneration	132				
	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		2-4			
	2-23 Policy commitments		91-92, 114-118			
	2-24 Embedding policy commitments		91-92, 114-117			
	2-25 Processes to remediate negative impacts		93-94, 119-120			
	2-26 Mechanisms for seeking advice and raising concerns		84-87, 119-120			
	2-27 Compliance with laws and regulations		120			
	2-28 Membership associations		10			
	2-29 Approach to stakeholder engagement		28-30, 85-86			
	2-30 Collective bargaining agreements		115			



GRI STANDARD/ OTHER SOURCE	DISCLOSURE		LOCATION		OMISSION		
			ANNUAL REPORT	SUSTAINABILITY REPORT	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
Material Topics							
GRI 3: Material Topics 2021	3-1	Process to determine material topics		13-14			
	3-2	List of material topics	80	14-16			
Risk and Crisis Management							
GRI 3: Material Topics 2021	3-3	Management of material topics		19, 33-39			
Sustainable Finance							
GRI 3: Material Topics 2021	3-3	Management of material topics		19, 41-51			
GRI Financial Services Sector Supplement – Product Portfolio 2013	FS1	Policies with specific environmental and social components applied to business line		42			
	FS2	Procedures for assessing and screening environmental and social risks in business line		42-45			
	FS5	Interactions with clients/investees/business partners regarding environmental and social risks and opportunities		50-51			
	FS7	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose		46-49			
	FS8	Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose		46-49			



GRI STANDARD/ OTHER SOURCE	DISCLOSURE		LOCATION		OMISSION		
			ANNUAL REPORT	SUSTAINABILITY REPORT	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
Inclusive Finance							
GRI 3: Material Topics 2021	3-3	Management of material topics		20, 52-58			
GRI 203: Indirect Economic Impacts 2016	203-2	Significant indirect economic impacts		52-56			
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		52-56			
GRI Financial Services Sector Supplement – Local Communities 2013	FS14	Initiatives to improve access to financial services for disadvantaged people		52-53			
GRI Financial Services Sector Supplement – Product and Service Labeling 2013	FS16	Initiatives to enhance financial literacy by type of beneficiary		56-58			
Social Responsibility and Value Creation							
GRI 3: Material Topics 2021	3-3	Management of material topics		21, 59-69			
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported		59-62			
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria		69			



GRI STANDARD/ OTHER SOURCE	DISCLOSURE		LOCATION		OMISSION		
			ANNUAL REPORT	SUSTAINABILITY REPORT	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 413: Local Communities 2016	413-2	Operations with significant actual and potential negative impacts on local communities		59-61			
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			
Environmental and Carbon Footprint							
GRI 3: Material Topics 2021	3-3	Management of material topics		22, 70-77			
GRI 302: Energy 2016	302-1	Energy consumption within the organization		76, 134			
	302-3	Energy intensity		134			
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource		77, 136			
	303-2	Management of water discharge related impacts		77			
	303-3	Water withdrawal		77, 136			
	303-4	Water discharge		77, 136			
	303-5	Water consumption		77, 136			
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emission		76, 135			
	305-2	Energy indirect (Scope 2) GHG emissions		76, 135			
	305-3	Other indirect (Scope 3) GHG emissions		135-136, 138			
	305-4	GHG emissions intensity		76, 135			
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts		73-74, 77			
	306-2	Management of significant waste-related impacts		73-74, 77			
	306-3	Waste generated		137			
	306-4	Waste diverted from disposal		137			
	306-5	Waste directed to disposal		137			



GRI STANDARD/ OTHER SOURCE	DISCLOSURE		LOCATION		OMISSION		
			ANNUAL REPORT	SUSTAINABILITY REPORT	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
Innovation and Digitalization							
GRI 3: Material Topics 2021	3-3	Management of material topics		23, 79-83			
GRI 203: Indirect Economic Impacts 2016	203-1	Infrastructure investments and services supported		79-83			
	203-2	Significant indirect economic impacts		79-82			
Customer Relations							
GRI 3: Material Topics 2021	3-3	Management of material topics		23, 84-87			
GRI Financial Services Sector Supplement – Product and Service Labeling 2013	FS15	Policies for the fair design and sale of financial products and services		84-85			
Cybersecurity and Data Privacy Protection							
GRI 3: Material Topics 2021	3-3	Management of material topics		23, 88-95			
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data		89, 93			
Talent Attraction and Development							
GRI 3: Material Topics 2021	3-3	Management of material topics		24, 97-100			



GRI STANDARD/ OTHER SOURCE	DISCLOSURE		LOCATION		OMISSION		
			ANNUAL REPORT	SUSTAINABILITY REPORT	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee		132			
	404-2	Programs for upgrading employee skills and transition assistance programs		97, 99-100			
	404-3	Percentage of employees receiving regular performance and career development reviews		98			
Employee Welfare and Wellbeing							
GRI 3: Material Topics 2021	3-3	Management of material topics		24-25, 101-107			
GRI 401: Employment 2016	401-1	New employee hires and employee turnover		128-129			
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees		101-102			
	401-3	Parental leave		130-131			
GRI 403: Occupational Health and Safety 2018	403-9	Work-related injuries (Absenteeism rate)		133			
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees		125-127			
	405-2	Ratio of basic salary and remuneration of women to men		131			
Corporate Governance							
GRI 3: Material Topics 2021	3-3	Management of material topics		25, 109-113			
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees		111-112			



GRI STANDARD/ OTHER SOURCE	DISCLOSURE		LOCATION		OMISSION		
			ANNUAL REPORT	SUSTAINABILITY REPORT	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
Business Ethics							
GRI 3: Material Topics 2021	3-3	Management of material topics		26, 114-121			
GRI 205: Anti-corruption 2016	205-2	Communication and training about anti- corruption policies and procedures		116, 121			
	205-3	Confirmed incidents of corruption and action taken		116, 119-120			
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective action taken		115, 120			
GRI Financial Services Sector Supplement – Product and Service Labeling 2013	FS15	Policies for the fair design and sale of financial products and services		118			



Assurance Statement

LRQA Independent Assurance Statement

Relating to Bangkok Bank Public Company Limited's Sustainability Report for the calendar year 2024 (1st January 2024 – 31st December 2024)

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 2024 ("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)²
 - GRI 305-2: Energy indirect GHG emissions (Scope 2)²
 - GRI 305-3: Other indirect GHG emissions (Scope 3, Category 1 – water and paper consumptions, Category 6 – business travel by air only)²
 - GRI 306-3: Waste generated
 - GRI 306-4: Waste diverted from disposal
 - GRI 306-5: Waste directed to disposal
 - GRI 404-1: Average hours of training per year per employee
 - GRI 403-9: Work-related injuries (absenteeism rate only)
 - 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.

¹ <https://www.globalreporting.org>

² 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 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 and on-site verification 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 relation to GHG emissions. For example: BBL Announces Target to Reduce Greenhouse Gas Emissions following with Science-Based Targeting - Complete Contraction Approach. 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 when reporting performance of the GRI disclosures associated with the key material issues. Objectives and targets are set to cover material issues such as GHG emissions, water and waste reduction program.
- 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 & Scope 2 and water indicators. However, BBL should consider reviewing data collection, calculation and reporting related to biogenic emissions and water consumption for the past years and the base year. This will increase the accuracy of data reported in the future.

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.

Kamiga S.

LRQA Lead Verifier

On behalf of LRQA (Thailand) Ltd.

No. 252/123, Muang Thai - Phatra Complex Tower B,
26th Floor, Unit 252/123 (C), Ratchadaphisek Road,
Huaykwang Sub-district, Huaykwang District,
Bangkok, 10310 Thailand

LRQA reference: BGK00001139

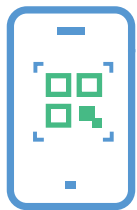
LRQA its affiliates and subsidiaries, and their respective officers, employees or agents are, individually and collectively, referred to in this clause as 'LRQA'. LRQA assumes no responsibility and shall not be liable to any person for any loss, damage or expense caused by reliance on the information or advice in this document or howsoever provided, unless that person has signed a contract with the relevant LRQA entity for the provision of this information or advice and in that case any responsibility or liability is exclusively on the terms and conditions set out in that contract.

The English version of this Assurance Statement is the only valid version. LRQA assumes no responsibility for versions translated into other languages.

This Assurance Statement is only valid when published with the Report to which it refers. It may only be reproduced in its entirety.

Copyright © LRQA, 2025.

Dated: 27th February 2025



Please provide your feedback on our Sustainability Report and Operations 2024 by scanning this QR Code

Thank you for your cooperation. Your feedback is very useful for our further improvement.

Bangkok Bank Public Company Limited

333 Silom Road, Bang Rak,

Bangkok 10500 Thailand

Tel. +66 2645 5555



www.bangkokbank.com