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KASIKORNTHAI

Sustainability Report 2024

Bank of Sustainability



ธนาคารกสิกรไทย
开泰银行 KASIKORNBANK



บริการทุกระดับประทับใจ



ธนาคารกสิกรไทย

开泰银行 KASIKORNBANK



หลักทรัพย์จัดการกองทุนกสิกรไทย

开泰基金管理 KASIKORN ASSET MANAGEMENT



ศูนย์วิจัยกสิกรไทย

开泰研究中心 KASIKORN RESEARCH CENTER



หลักทรัพย์กสิกรไทย

开泰证券 KASIKORN SECURITIES



ลีสซิ่งกสิกรไทย

开泰租赁 KASIKORN LEASING



แฟคเตอรี แอนด์ อีควิปเมนต์ กสิกรไทย

开泰设备融资 KASIKORN FACTORY AND EQUIPMENT



กสิกร เทคโนโลยี กรุ๊ป เซครเทเรียต

开泰技术集团管理 KASIKORN TECHNOLOGY GROUP SECRETARIAT



กสิกร แล็บส์

开泰研发 KASIKORN LABS



กสิกร ซอฟต์แวร์

开泰软件 KASIKORN SOFT



กสิกร อินฟรา

开泰信息基础设施 KASIKORN INFRA



กสิกร เอกซ์

开泰爱科思有限公司 KASIKORN X





Vision

KASIKORNBANK aims to be the most innovative, proactive, and customer centric financial institution, delivering world class financial services and sustainable value to all stakeholders by harmoniously combining technology and talent.





KASIKORNTHAI





Purpose

Delivering Sustainable Value to Stakeholders



Shareholder

Generate Sustainable Total Return



Customer

Make Our Customer Successful in Their Life and Business



Employee

Provide Learn and Lead Opportunities



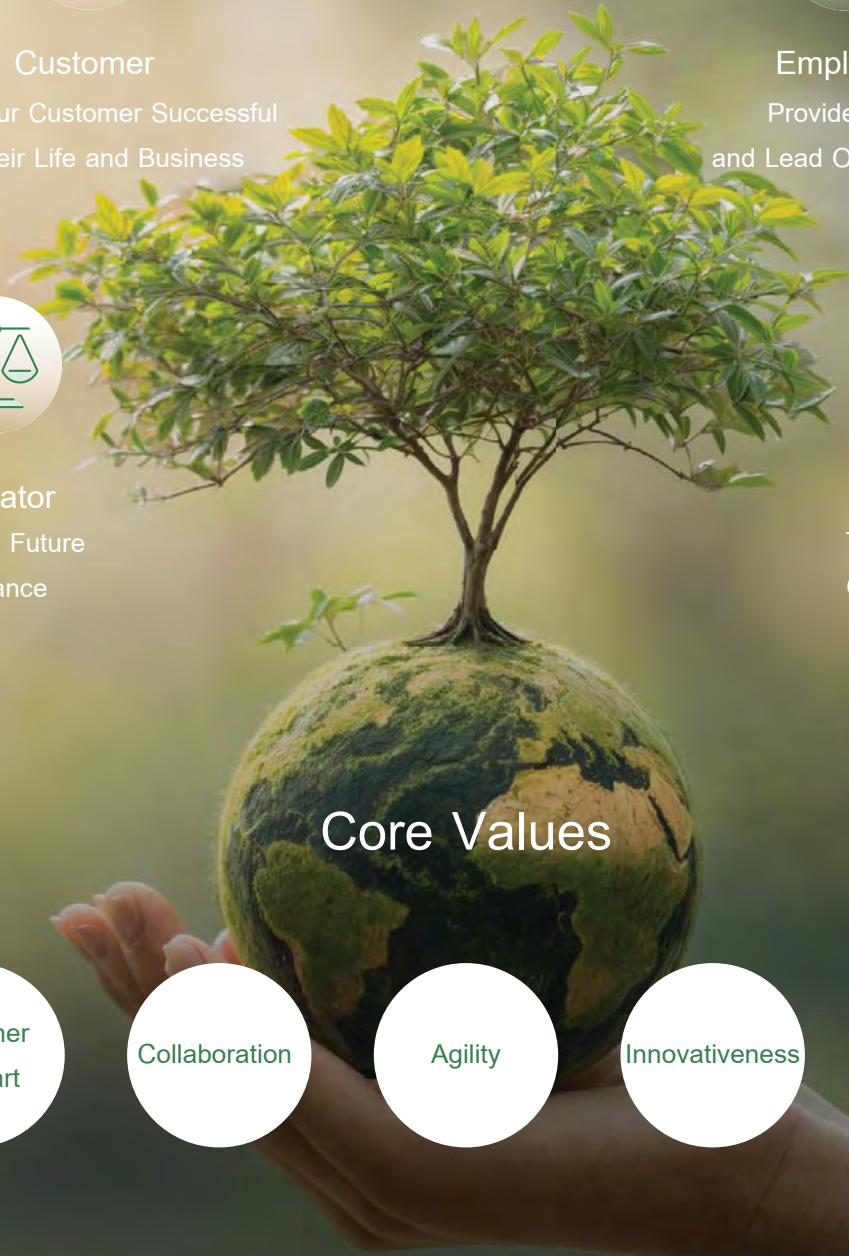
Regulator

Co-create Future of Finance



Society

Thrive for Better Quality of Living



Core Values

Customer at Heart

Collaboration

Agility

Innovativeness

Integrity



KASIKORNBANK

Bank of Sustainability



Dow Jones Best-in-Class Indices

The first bank in Thailand and ASEAN to be selected as a member of S&P Global for nine consecutive years (2016 - 2024)



Top 10% of S&P Global in Banking Industry

from S&P Global CSA Score 2024



CDP Climate Change recognized as A List (Leadership Level)

for three consecutive years (2022 - 2024)

MSCI

MSCI ESG Ratings Level AA

A leading in the banking industry in emerging markets in ESG operations for seven consecutive years (2018 - 2024)



SET ESG Ratings AAA Level for two consecutive years (2023 - 2024)

Thailand Sustainability Investment (THSI) for seven years (2015, 2017 - 2022)



ESG 100 Certificate Selected 1 of 100 companies as having outstanding ESG performance

for nine consecutive years (2016 - 2024)



Carbon Neutral Certification

The first commercial bank in Thailand granted this certification for seven consecutive years (2018 - 2024)



Sustainability Disclosure Award

Selected for six consecutive years (2019 - 2024)



FTSE4Good

FTSE4GOOD Emerging Index

Selected as a constituent member for nine consecutive years (2016 - 2024)



Sustainability Awards of Honor (2024)

Best Sustainability Awards (2022 - 2024)

Highly Commended in Sustainability Awards (2018 - 2019, 2021)



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Statement of the Board of Directors

KASIKORNBANK (KBank) is dedicated to conducting business as a Bank of Sustainability, earning trust through our emphasis on positively impacting society, the environment, and the nation to support all in growing sustainably together.

Each member of KBank's Board of Directors performs their duty independently, supporting the Bank's operations by providing thoughtful, cautious, transparent, and accurate feedback and recommendations to management, in compliance with regulations, laws, and good governance principles based on international standards. The Board regularly reviews KBank's policies and business goals to ensure its ability to grow, remain competitive, and adapt to opportunities and challenges in both the short- and long-term. In this way, KBank can achieve established objectives and deliver sustainable returns to all stakeholders while maintaining maximum operational efficiency.

To promote good corporate governance principles in accordance with international standards and to enhance the strength and agility of KBank's board and management amid challenging environments, the Board of Directors resolved in 2024 to undertake restructuring. The restructuring involves reducing the number of non-executive and executive directors, and increasing the proportion of independent directors. Furthermore, KBank has revised certain regulations, policies, and operational procedures to ensure they are appropriate and in line with official requirements and practices.

Current and future opportunities and challenges in economic, social, and environmental contexts requires ongoing collaboration from all sectors, including the government, the private sector, and the banking sector, to support Thailand and the world in advancing towards sustainable and balanced growth.

On behalf of the Board of Directors, I would like to express our appreciation for your continued confidence and trust in our business as we approach our 80th Anniversary. We remain committed to fostering sustainable growth and delivering sustainable benefits to all shareholders and stakeholders.

(Ms. Kobkarn Wattanavrangkul)
Chairperson of the Board





Statement of the Chief Executive Officer

In 2024, KBank implemented the strategic plans under the 'K-Strategy 3+1' framework, focusing on balanced and efficient growth and accounting for anticipated external factors. Our key priorities included reinvigorating our credit performance to ensure quality loan growth, scaling capital-lite fee income businesses through a full suite of investment and payment solutions, as well as strengthening and pioneering sales and service models as Thailand's number one digital banking service provider. In addition, we laid the foundation for creating new revenue streams for the medium- and long-term while elevating innovation to optimize internal management and operations by combining advanced technology, AI, and human intelligence for maximum efficiency. Our ultimate goal is to achieve double-digit return on equity (ROE) within 2026.

Guided by this strategy, KBank and our subsidiaries reported an increase in net profit. The growth was primarily driven by increased net operating income, supported by KBank's strategic execution and business volume expansion. Meanwhile, the cost-to-income ratio was almost on par with last year, reflecting effective cost management and productivity enhancement. Our expected credit loss decreased from the previous year, and we continued to maintain a consistently prudent approach to cope with uncertainties arising from prevailing economic conditions. Additionally, KASIKORNBANK FINANCIAL CONGLOMERATE's capital position remained robust and adequate to support ongoing business operations.

Thailand continues to face multiple uncertainties stemming from domestic and external factors, including structural challenges. As a result, in 2024, the Thai economy experienced a K-shaped recovery, with uneven growth across all sectors despite having performed better than the previous year due to the rebound in tourism and rising exports. Looking ahead, several issues warrant close monitoring, including the persistently high – although gradually improving – level of household debt, the impact of US trade policies, geopolitical conflicts, and climate change. These factors call for ongoing adaptation across all sectors.

Amid numerous challenges, KBank remains committed to conducting business that generates sustainable returns for all stakeholders. We strive to drive all sectors towards sustainable growth while ensuring readiness to navigate challenges and adapt to circumstances, reinforcing our status as a trusted bank. With a strong commitment to supporting society and the national economy for its progress towards shared and sustainable growth targets, KBank conducts business based on good corporate governance and appropriate risk management. We continuously enhance our operational standards in alignment with both national and international best practices. Additionally, we actively implement our climate strategy to achieve the Net Zero goal while supporting businesses in their transition to adopting comprehensive environmental strategies. Furthermore, we continuously promote financial discipline by upholding responsible lending practices and fostering financial literacy among the general public and businesses, as well as participating in government projects. These efforts aim to help our customers, and their businesses advance sustainably, and our impact is measurable and in alignment with sustainable development goals, the country's sustainability agenda, and international standards.

As KBank enters its 80th year, we are proud to have conducted business and played a key role in supporting the country's economic development while always adhering to the core principle of being a Bank of Sustainability. This commitment allowed KBank to remain resilient and balanced in the face of uncertainties and challenges while empowering customers to reach their full potential through our leadership in innovation, including the offering of a diverse range of efficient financial products and services. Through our continued efforts, KBank has earned the trust of its customers and received widespread recognition both at home and abroad, as well as inclusion in key sustainability indices. These achievements reflect our commitment, determination, and strong corporate culture to fully embrace our role as a Bank of Sustainability in both Thailand and worldwide.

On behalf of all our staff members, I would like to express our appreciation for the continued trust and confidence, placed in our business by all stakeholders.

(Ms. Kattiya Indaravijaya)
Chief Executive Officer



Information of KASIKORNBANK

KASIKORNBANK

One of Thailand's largest commercial banks - operates as a Bank of Sustainability, adhering to principles of good corporate governance, effective risk management, and cost efficiency. We focus on delivering sustainable value to stakeholders while continuously improving performance to generate long-term sustainable returns, ultimately optimizing benefits for stakeholders.



KASIKORNBANK – one of Thailand's largest commercial banks – operates as a Bank of Sustainability, adhering to principles of good corporate governance, effective risk management, and cost efficiency. We focus on delivering sustainable value to stakeholders while continuously improving performance to generate long-term sustainable returns, ultimately optimizing benefits for all stakeholders.

Established on June 8, 1945, KBank conducted commercial banking business, securities business and other related businesses under the Financial Institution Business Act, Securities and Exchange Act and other related notifications. Entering the 80th year. At present KBank has 66 subsidiaries, a service network of 781 domestic branches across Thailand and 16 overseas offices in 8 countries. KBank's Head Office is located in Bangkok and the total number of employees stands at 31,728*. Our financial network provides service solutions in response to customers' financial requirements, preferences, and lifestyles, with respect to banking, fund management, economic and financial analyses, securities brokerage and financial advisory, as well as auto financing and leasing services. KBank is determined to deliver an excellent experience for all of our customers.

KASIKORNBANK PUBLIC COMPANY LIMITED

- Established on June 8, 1945
- A financial conglomerate that offers comprehensive financial solutions to accommodate customer demands

KASIKORN ASSET MANAGEMENT COMPANY LIMITED

- Established on March 18, 1992
- Providing investment advisory services and fund management, offering integrated services related to mutual funds, private funds and provident funds for individual and business customers, as well as financial institutions public agencies and foreign institutional investors

KASIKORN RESEARCH CENTER COMPANY LIMITED

- Established on December 16, 1994
- Providing economic, business, financial and banking knowledge for KBank staff and customers, as well as the general public; preparing a broad range of accurate, useful and up-to-date academic information for the purpose of public relations; and promotion of academic reputation as a KBank subsidiary

KASIKORN SECURITIES PUBLIC COMPANY LIMITED

- Established on July 10, 2002
- Providing a complete range of financial solutions and services in equity and derivatives markets, including securities brokerage, investment banking and in-depth analyses based on reliable data sources and a team of experienced analysts.

* Number of employees includes employees of KBank, the wholly-owned subsidiaries of KBank and support service providers of KBank



KASIKORN LEASING COMPANY LIMITED

- Established on December 24, 2004
- Providing auto loan services to individuals, corporate customers and car dealers. Such services include auto loans (New Car, Used Car and Commercial Car), Financial Lease and Dealer Floorplan. The company operates in accordance with responsible and fair lending policies, while supporting energy-efficient car loans in line with the strategic framework of KBank.

KASIKORN FACTORY AND EQUIPMENT COMPANY LIMITED

- Established on July 9, 1990
- Providing comprehensive machinery and equipment leasing and hire purchase services for business entities and operators in trade, commerce and all types of manufacturing; and acting as an intermediary between machinery distributors and customers in need of funding for the acquisition of machinery and equipment for their business operations. The company focuses on providing loans to the green industry, which utilizes equipment and machinery powered by renewable energy, aiming to transition towards sustainable business practices.

KASIKORN BUSINESS-TECHNOLOGY GROUP (KBTG)

Supporting KBank's business-technology strategies and serving customer demands that have changed significantly due to technology transformation, in order to enhance the efficiency of KBank's IT management and raise our potential in dealing with any form of disruptive forces and in building competitiveness amidst constant changes in financial technologies in the global market. KBTG consists of the following five companies:

KASIKORN TECHNOLOGY GROUP SECRETARIAT COMPANY LIMITED

- Established on October 13, 2015
- Planning and overseeing KBTG operations; providing support for financial and human resource management, as well as cyber security; and facilitating the alignment of the Group and KBank

KASIKORN LABS COMPANY LIMITED

- Established on October 13, 2015
- Focusing on research and development of new technologies that embrace digital banking and the digital economy; and development of prototypes of in-house innovations for beta testing prior to rolling them out to expand the range of KBank products

KASIKORN SOFT COMPANY LIMITED

- Established on October 13, 2015
- Being responsible for KBank's IT infrastructure, systems, testing and operation, both in the part that is newly created and the part that has been changed; and ensuring that such infrastructure is up-to-date and in well-maintained condition for maximum efficiency

KASIKORN INFRA COMPANY LIMITED

- Established on October 13, 2015
- Being responsible for KBank's IT infrastructure, systems, testing and operation, both in the part that is newly created and the part that has been changed; and ensuring that such infrastructure is up-to-date and in well-maintained condition for maximum efficiency

KASIKORN X COMPANY LIMITED

- Established on June 30, 2017
- Conducting business operations using the Divergent Business Model to secure new revenue streams from the New S-Curve industries, which differ from KBank's traditional transactions



Strategic Directions of KASIKORNBANK

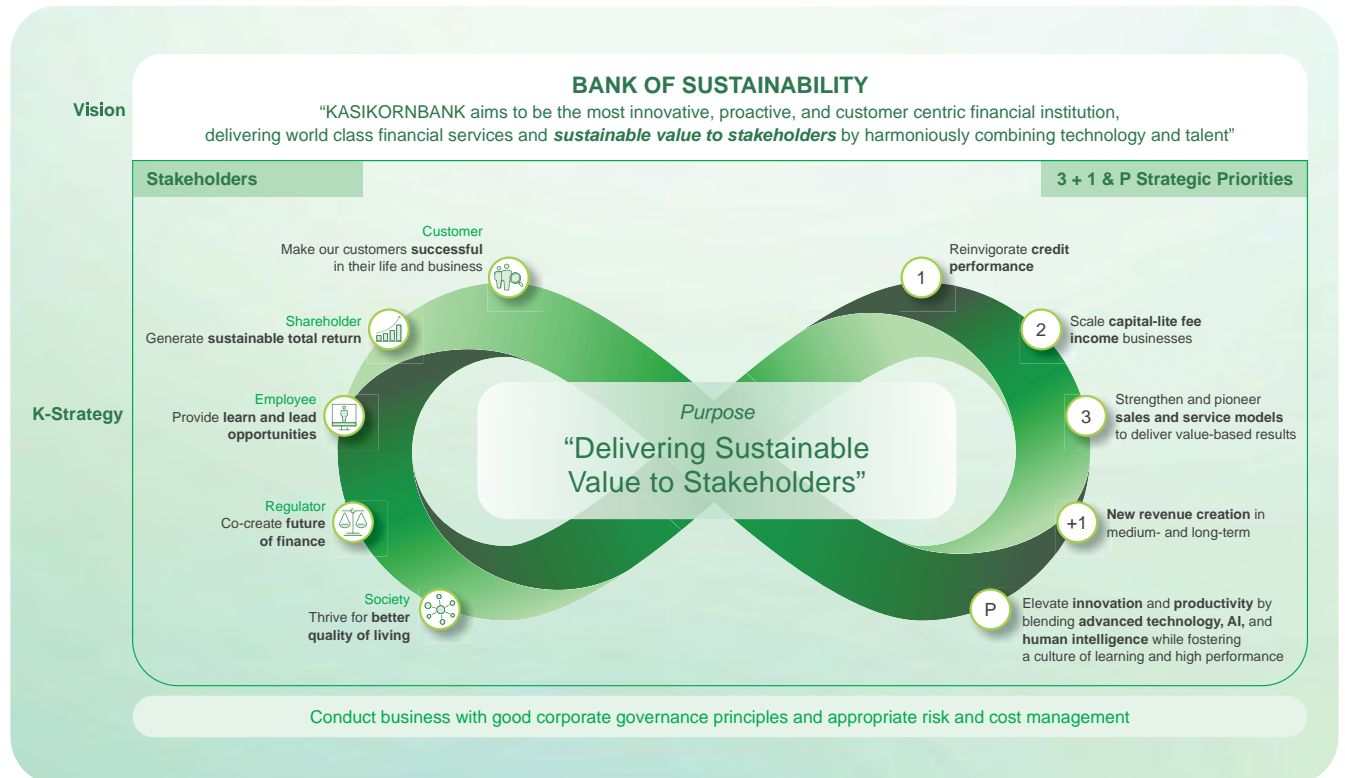
Business Directions of KASIKORNBANK and the Wholly-owned Subsidiaries of KASIKORNBANK in 2024 and Outlook for the Next Five Years

In 2024, KASIKORNBANK continued to operate its business in accordance with the principles of a Bank of Sustainability, accounting for the balance of dimensions – environmental, social, governance and economy. We focused on delivering sustainable value to related stakeholders under good corporate governance, appropriate risk and cost management, while fostering K-Culture which shapes the attitudes and behaviors of personnel within the organization towards a common goal.

Our strategic imperatives prioritize customers’ demands across all segments, while our business plan aims to develop products and services that can meet the diverse needs of our customers, including retail, SME, corporate and international businesses, with the aim of becoming our customers’ main operating bank and the Regional Digital Bank. To this end, KBank has established the K-Strategy 3+1 as follows:

K-Strategy: Three Strategic Priorities +1, Innovation and Productivity

Clear pathway to achieve double-digit ROE by 2026; three strategic priorities +1 in medium- and long-term to increase competitiveness, capture growth opportunities; elevating innovation and productivity to deliver sustainable value to stakeholders





K-Strategy 1: Reinvalidate Credit Performance

The Bank focuses on enhancing and increasing the efficiency of its credit operations with an important objective of supporting customer's life and business under effective credit risk management. This has been achieved through process reform and the development of credit products throughout their lifecycle as part of the credit transformation to build and enable capabilities for business growth. These endeavors were undertaken under efficient practical guidelines in conformity with regulatory requirements and risk-based cost management, while we aimed to support our customers in their transition to a low-carbon society. Key progress of our operations is as follows: maintained a prudent loan growth strategy, partnered with leading businesses, expanded the high-income customer base and retained high-value customer base

K-Strategy 2: Scale Capital-Lite Fee Income Businesses

The Bank aims to expand fee income businesses via core services, with appropriate channels to cater to all customer segments. They include: (1) sustainable and holistic wealth management advisory focusing on K-Wealth brand strengthening through the offering of a full suite of investment and protection products tailored to customers' needs and investment goals, together with the K-Wealth Contact Center to facilitate clients in accessing our products and services with informed decisions; and (2) digital payment solutions and mobile banking services via K PLUS to maintain our leadership in the provision of payment services domestically, internationally and regionally in order to facilitate all types of payments within the customer ecosystem with effective costs. In parallel, our focus is on market expansion with potential growth products, especially those related to the tourism and international business sectors. Furthermore, we have generated new revenue streams through the offering of alternative solutions tailored to each type of business customers. Notable initiatives include a business assistant service jointly launched with our business partners, and international funds transfer via Banking as a Service

(BaaS).

K-Strategy 3: Strengthen and Pioneer Sales and Service Models to Deliver Value-based Results

KBank prioritizes creating a digital-first experience, seamlessly integrating human assistance into cross-channel experience to enhance customer accessibility across all service channels, under appropriate cost and risk appetite. Key progress of our operations is Enhancing Digital-First Experience, Strengthening Leading Position in Digital Banking through: K PLUS for Retail Users and K BIZ for Business Customers, and Achieving Channel Productivity

K-Strategy +1: New Revenue Creation for Medium- and Long-term

- 1. Creating investments by KASIKORN INVESTURE (KIV):** aims to integrate the capabilities of partners with its infrastructure to enhance the agility of financial services for retail customers. This approach will also focus on reducing credit risk costs in both lending and non-performing asset management. through several companies including NGERN HAI JAI CO., LTD., KASIKORN LINE CO., LTD., JK ASSET MANAGEMENT CO., LTD., KASIKORN CARABAO CO., LTD. and KASIKORN GLOBAL PAYMENT CO., LTD.
- 2. Becoming a Leading Regional Financial Service Provider:** This endeavor is undertaken by creating channels to access international customer markets and offering services that support cross-border transactions and businesses for customers in three key countries: People's Republic of China, Republic of Indonesia, and Socialist Republic of Vietnam.

KBank focused on broadening our customer base in three key countries in alignment of the Bank's strategy to become the Best Sino-AEC Bank in China, while improving services through digital channels, such as mobile banking and internet banking in Indonesia, and expanding customer base in Vietnam through K PLUS Vietnam.



3. Deleoping Innovation for Future Growth: The Bank has formulated strategic plans and set goals for businesses that go beyond banking and innovation in sync with ever-changing consumer behavior, technology and the competitive landscape. These include developing financial innovations that cater to modern lifestyles, creating new financial models for the future, expanding services through collaborations with partners to provide beyond banking solutions, and becoming an organization focused on sustainable growth, with recognition placed on environment, society, governance and economy.

The Bank's business operations under the K-Strategy are based on the foundation of a strong commitment to maintaining our stability as a leading financial institution in the country, capable of responding promptly to potential economic volatility under good governance practices. The Bank also prioritizes the integration of data and analysis in proactive risk management, with the principles and policies established for comprehensive risk management, efficient capital management, and the cultivation of a culture of risk awareness throughout the organization. Additionally, the Bank has complied with the policies and measures set forth by the Bank of Thailand and other regulatory authorities to ensure that our operations meet the highest standards of efficiency and compliance.

For 2025 to 2027, KBank will continue to implement its strategy of being a Bank of Sustainability, with the primary objective of delivering sustainable value to stakeholders, including customers, shareholders, employees, regulators, and society. The Bank's organizational culture, K-Culture, will define the attitudes and behaviors of its personnel towards achieving a common goal, guided by five core values: Customer at Heart, Collaboration, Agility, Innovativeness and Integrity.

Concurrently, the Bank has set Strategic Priorities for 2025 - 2027, defined as the 3+1 Strategy and Productivity. In addition to continuing the 3+1 Strategy from 2024, the Bank will place strong emphasis on improving productivity as a core part of its strategy. This involves enhancing innovation to increase internal operational efficiency, leveraging advanced technologies such as artificial intelligence (AI), and boosting the 'human intelligence' of employees. The goal is to build an organization with a culture of learning and high productivity, which will lead to greater competitive capabilities and support the Bank's position as a leading financial service provider in the region.



KASIKORNBANK and Sustainable Development

- 018 Sustainable Development of KASIKORNBANK
- 026 Material Topics and Boundaries
- 035 Stakeholders Engagement





Sustainable Development of KASIKORNBANK

KBank operates business in line with the principles of the Bank of Sustainability, covering environmental, social, governance and economic (ESG) aspects. Our sustainable development structure serves as the key driver for all divisions to translate the Bank’s sustainable development goals into practical actions and integrate common directions into the work plans for the maximum benefit of all stakeholders.

Sustainable Development Framework and Policy	 Environmental Aspect	 Social Aspect	 Governance and Economic Aspects
Goal	Ensuring environmental stewardship towards a low carbon society	Being a responsible corporate citizen to create a sustainable society	Being an accountable bank to create sustainable profitability
Commitment	We are committed to preserving the environment and reducing the impact of climate change	We are committed to developing strong relationships with employees and society for better livelihoods and increased prosperity	We are committed to adhering to strong ESG principles to be a responsible and accountable bank
Sustainable Development Policy KBank places emphasis on the Sustainable Development Goals (SDGs) of the United Nations (UN) by giving priority to our Material Topics in order to create sustainable value to all stakeholders.	<ol style="list-style-type: none"> Becoming Net Zero in our own operations by 2030 Committed to reducing greenhouse gas (GHG) emissions in our financed portfolio in line with Thailand’s aspirations, reducing GHG emissions in significantly impacted sectors, both in terms of GHG emission volume and the proportion of loans extended to each sector; and accelerating this journey where possible Being the leader in innovative “Green Finance” in Thailand Providing services beyond financial solutions to support decarbonization in Thailand 	<ol style="list-style-type: none"> Ensuring financial inclusion and promoting financial literacy Safeguarding customer data security and privacy Ensuring the “Best Place to Work, Learn and Lead” by embedding green DNA and creating future-ready workforce Respecting human rights and diversity Promoting the development of youth potential and the pursuit of environmental, public and social activities 	<ol style="list-style-type: none"> Ensuring business operations under good corporate governance practices and delivering services to customers with fairness Adhering to customer centricity by initiating financial innovations that meet every aspect of customers’ needs Ensuring efficient risk management focusing on environmental, social, governance and economic (ESG) issues



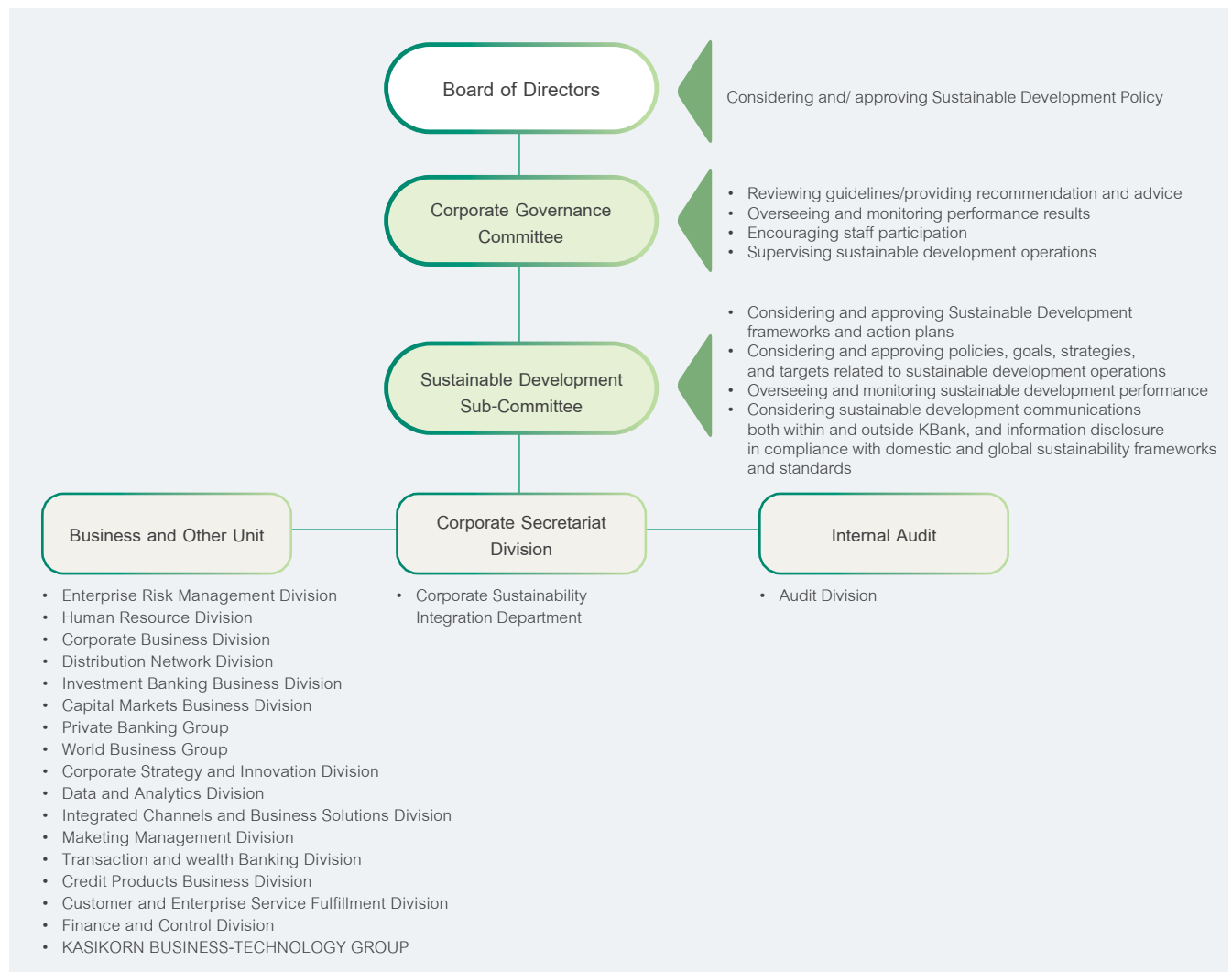


Sustainable Development Structure

KBank has assigned the Corporate Governance Committee to supervise sustainable development operations; the Committee holds quarterly meetings to determine operational guidelines, monitor and report to the Board of Directors. We established the Sustainable Development Sub-committee, chaired by the Chief Executive Officer, to be responsible for driving environmental, social, governance and economic (ESG) operations as guided by the Sustainable Development Policy framework. Our mission is to establish a Sustainable Development framework and action plans, as well as overseeing, monitoring and assessing sustainable development performance.

As climate-related risks and opportunities management involves multiple divisions, KBank has assigned the Visionary and Corporate Strategy Department under the Corporate Strategy and Innovation Division to lead the strategic direction for climate change initiatives. This includes establishing frameworks and action plans to achieve Net Zero commitments, as well as monitoring and supporting all divisions to operate in alignment with the Bank’s direction. Additionally, Visionary and Corporate Strategy Department focuses on developing Beyond Banking products and services to serve the sustainability ecosystem, while creating innovations that enable customers to transition towards a low-carbon economy sustainably at the societal level.

Meanwhile, the Corporate Sustainability Integration Department of the Corporate Secretariat Division provides support for and collaborates with the Sustainable Development Working Group, which comprises representatives of KBank departments, and pursues the Board of Directors’ instructions to ensure consistency within all operational processes, thus leading to the achievement of targets and responding to stakeholders’ expectation.





In 2024, KBank reshuffled the members of Sustainable Development Sub-Committee to align with the current organizational structure and operated, supervised and monitored sustainable development operations, which were approved by the Sustainable Development Sub-Committee and the Corporate Governance Committee. Major operations are as follows:

- Approved the 2024 - 2025 material topics of sustainability.
- Approved the 2024 sustainable development action plan in accordance with the Sustainable Development Policy.
- Approved the long-term goal for sustainable development for 2024 - 2026 comprising 54 indicators for assessment of performance under the Sustainable Development Policy.
- Approved the ESG strategic plan for 2024 - 2025 and the climate strategic plan for 2024 - 2025.
- Approved the Sector Decarbonization Strategy for the automotive industry in a bid to achieve Net Zero in KBank's financed portfolio.
- Monitored sustainable development performance in 2024 and important sustainability-related projects, e.g., Bond Plus Carbon Credit.
- Considered the draft business operation policy based on the environmental aspect and climate change prior to submission to the Board of Directors for approval.

Moreover, KBank conducted significant sustainable development operations in alignment with the strategic directions established by the Board of Directors. Major initiatives are as follows:

- Established the ESG strategy for business operations, and set the ESG Objectives and Key Results for 2024 - 2026.
- Announced the Climate Strategy that reaffirms our commitment and operational guidelines to achieve Net Zero.
- Established subsidiaries to conduct operations with respect to climate change management, including;
 - KOP50: Holding Company for ESG Business
 - KClimate1.5: Supporting services for carbon accounting and reporting ESG data
 - KEnergy+: e-Marketplace platform & IT Solution

- Set up the Creative Climate Research Center to be responsible for training, knowledge dissemination, research and creation of cooperation related to climate change.
- Provided loans to various customer segments in support of their sustainability operations and GHG emission reduction. In 2024, KBank provided Baht 48,500 million in sustainable financing and investment with cumulative value from 2022 - 2024 = Baht 121,897 million.
- Organized seminars to disseminate information and knowledge on sustainability to all stakeholders in a steady manner, such as, Earth Jump event and counterparty seminar.
- Formulated the Sector Decarbonization Strategy for another industry, i.e., the automotive industry, with the aim to achieve Net Zero in our financed portfolio; there are currently Sector Decarbonization Strategies for six industries, namely power generation, coal mining, oil and gas, cement, aluminum and automotive.
- Provided benefits for society while promoting and fostering a culture of social assistance and development among employees through the "Tham Di Tham Dai" project, which encourages employees to propose and implement social service projects.
- Implemented projects to generate knowledge related to finance and technologies for various groups, e.g., the Sati project to disseminate knowledge on cyber security to customers and general public, and the AFTERKLASS project and Cultivation of Wisdom project to provide knowledge related to business and finance for youths.
- Conducted a comprehensive human rights assessment of 2024 with consideration of human rights issues throughout KBank's supply chain and suitable operations.
- Restructured the Board of Directors to enhance efficiency and alignment with the Good Corporate Governance guidelines.
- Assessed ESG associated risks covering 100 percent Project Finance offers and requests for commercial loans of business customers.



Participation in cooperation with other organizations in relation to sustainable development promotion, including:

1. Becoming a member of the United Nations Global Compact (UNGC), since 2022, to uplift our business operations in conformity with globally accepted principles, covering the four key areas of human rights, labor, the environment and anti-corruption.
2. Becoming a signatory to the Partnership for Carbon Accounting Financials (PCAF), since 2022, which is an initiative under the cooperation of the global financial sector to formulate standards for assessment and disclosure of GHG emissions financed by loans and investments.
3. Taking part in the Climate Action Leading Organization initiative under the cooperation of the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO) and the United Nations Framework Convention on Climate Change (UNFCCC), which reflects our intent to lead in GHG management.
4. Working with the Thai Bankers' Association (TBA) in advancing sustainable development of the Thai banking sector since 2021: KBank has taken the role of Lead Facilitator in sustainability with key missions, including the ESG Declaration, and development of impact assessment tools and industry handbook.
5. Representing the TBA in joining the Thailand Taxonomy working group of the Bank of Thailand to offer opinions and provide recommendations for formulating a "green taxonomy" that will serve as a common guideline in classifying environmentally sustainable economic activities.



KBANK Hosts EARTH JUMP 2024, Bringing Together Global and Thai Experts to Drive Thai Businesses Towards Low-Carbon Economy



ESG Strategy 2024

With the aim of becoming the ESG leader among banks in Southeast Asia, KBank's 2024 ESG Strategy was formulated to advance our business based on ESG principles, with a focus on tangible result assessment and operations in conformity with globally accepted principles and standards.



KBank ESG Strategy





Sustainable Development Target and Operating Performance*

KBank determined the Annual Sustainable Development Objectives and Key Results of the Board of Directors (Board of Directors OKRs), as follows:

Sustainable Development Policy	2024 Target	2024 Performance
 Environmental Aspect: Ensuring environmental stewardship towards a low carbon society		
Committing to becoming Net Zero in our own operations by 2030	16.8% reduction of GHG emissions (Baseline year 2020)	17.02% reduction of GHG emissions (Baseline year 2020)
Committing to reducing GHG emissions in our financed portfolio in line with Thailand's aspirations; reducing GHG emissions in significantly impacted sectors, both in terms of GHG emissions volume and the proportion of loans extended to each sector; and accelerating this journey where possible	One glidepath and/or sector strategy to be completely developed	One glidepath and/or sector strategy was completely developed, i.e., automotive industry
Being the leader in innovative Green Finance in Thailand	To allocate Baht 35,388 million in sustainable financing and investment	Baht 48,500 million was allocated in sustainable financing and investment.
 Social Aspect: Being a responsible corporate citizen to create a sustainable society		
Ensuring financial inclusion and promoting financial literacy	Enhancement of financial literacy for 55,000 underprivileged persons per year	Financial literacy was enhanced for 59,769 underprivileged persons.
	Cyber security campaign to reach 15 million persons	Cyber security campaign reached 18.8 million persons.
Ensuring the "Best Place to Work, Learn and Lead" by embedding Green DNA and creating a future-ready workforce	100% of employees over 50 years of age received financial knowledge for retirement	100% of employees over 50 years of age received financial knowledge for retirement
	No complaint of discriminatory labor treatment or violence that leads to a lawsuit	No complaint of discriminatory labor treatment or violence that leads to a lawsuit
	Internal fill rate: 80%	Internal fill rate: 80.35%

* Detail of Sustainable Development Long-term Target can be found at KBank website: <https://www.kasikornbank.com/en/sustainable-development/Pages/goals.aspx>



Sustainable Development Policy	2024 Target	2024 Performance
Ensuring the “Best Place to Work, Learn and Lead” by embedding Green DNA and creating a future-ready workforce (Continued)	Females in leadership positions: at least 50%	Females in leadership positions: 65%
	Engagement score: 77%	Engagement score: 78%
	To maintain HCROI* at equal to or higher than 4.05	HCROI* level: 4.44
	Average hours per FTE of training and development: 40 hours/year/person	Average hours per FTE of training and development: 41 hours/year/person ¹
	Employee absentee rate: not more than 1%	Employee absentee rate: 0.91%
Respect for human rights and diversity	Human rights risk assessment in all business activities: 100% of KBank and joint ventures	Human rights risk assessment in all business activities: 100% of KBank and joint ventures
Promoting the development of youth potential as well as the pursuit of environmental, public and social activities	Number of employee volunteer hours: 200,000 hours/year	Number of employee volunteer hours: 220,155 hours ²
	Number of beneficiaries from CSR project: 900,000 persons/year	Number of beneficiaries from CSR project: 1,180,427 persons
 Governance and Economic Aspect: Being an accountable bank to create sustainable profitability		
Ensuring business operations under good corporate governance practices and delivering services to customers with fairness	“Excellent” CG level measured by external agencies	<p>“Excellent” level in Corporate Governance Report of Thai Listed Companies, carried out by the Thai Institute of Directors Association (IOD)</p> <hr/> <p>“Excellent and worthy as an example” level in the Annual General Shareholders Meeting Assessment Project, organized by the Thai Investors Association, the Office of the Securities and Exchange Commission and the Thai Listed Companies Association</p>

Notes:

¹ KBank has adjusted the approaches for employee developments with target employees with potential business impacts while the other groups of employees receive trainings and developments in multifaceted approaches both for short-term and long-term that provide various options and align with the current learning behavior. This is targeted to increase Capability Development Effectiveness.

² Since the COVID-19 outbreak, KBank has reduced the amount of group activities. However, KBank has managed to provide activities in accordance with the plan as well as with the targeted beneficiaries.

* HCROI = Human Capital Return on Investment



Sustainable Development Policy	2024 Target	2024 Performance
Ensuring business operations under good corporate governance practices and delivering services to customers with fairness (Continued)	No significant warning issues/findings on KBank from regulators	No significant warning issues/findings on KBank from regulators
	No significant ¹ non-compliance issues related to market conduct	No significant ¹ non-compliance issues related to market conduct
Adhering to customer centricity with financial innovations that meet every aspect of customers' needs	Continual increase in overall Net Promoter Score (NPS) ² and achievement of the highest score in the Thai banking industry	Net Promoter Score (NPS) ² stood at 85, which is the highest NPS score in the Thai banking industry
	Highest score of the digital banking leadership (NPS in mobile banking channel) ³ in the Thai banking industry	Digital banking leadership ³ (NPS in mobile banking channel) stood at 90, and classified in the leader group with the highest NPS score in the Thai banking industry
	Maintenance of the ratio of complaints against the total number of transactions at 0.0020%	Maintenance of the ratio of complaints against the total number of transactions at 0.0001%
	Number of K PLUS users: 22.7 million persons	Number of K PLUS users: 23.1 million persons ⁴
	Online Payment Adoption 91.40%	Online Payment Adoption 89.71%
Ensuring efficient risk management by focusing on environment, social and governance issues	Adequate Tier 1 Capital Ratio ⁵ as required under Basel III and sufficient for business growth	Tier 1 Capital Ratio ⁵ at 18.27% (Minimum Regulatory Tier 1 Capital Ratio at 9.5%)
	100% of Project Finance and medium enterprises (and above) must be processed through the Environmental, Social and Governance/Economic (ESG) assessment procedure	100% of Project Finance and medium enterprises (and above) were processed through the Environmental, Social and Governance/Economic (ESG) assessment procedure
	100% of Tier 1 and Tier 2 suppliers must undertake the annual Environmental Social and Governance (ESG) supplier risk assessment	100% of Tier 1 and Tier 2 suppliers undertook the annual Environmental Social and Governance (ESG) supplier risk assessment

Notes:

- ¹ Significant means fines or accusations are imposed by the Bank of Thailand in accordance with market conduct regulations.
- ² The Net Promoter Score (NPS) results come from research of the NielsenIQ (Thailand) Co., Ltd., which collects and analyzes data to prevent scoring bias. Customer data collection is carried out in proportion to the population to reflect the market of domestic financial institution customers on the statistical principles.
- ³ NPS in mobile banking derived from research conducted by NielsenIQ (Thailand) Co., Ltd. to collect and analyze data to prevent scoring bias. The samples are distributed according to the actual population using mobile banking in Thailand with sufficient number of samples to gain the results according to statistical principles.
- ⁴ After COVID-19 pandemic has returned to normality and country has opened its door for tourists, offline channels have increased from the previous year. KBank has clear strategy that is suitable for the circumstance to meet with customers' needs and remain competitive for business opportunities.
- ⁵ That is suitable for the circumstance to meet with customers' needs and remain competitive for business opportunities.



Material Topics and Boundaries

KBank conducts an annual qualitative assessment of material sustainability topics to analyze the environmental, social, economic, and human rights impacts arising from its operations and business relationships. Every two years, KBank undertakes a formal materiality assessment through stakeholder interviews regarding sustainability operations to gather insights for identifying material topics and developing the sustainability strategy. KBank reviews the previous year's findings while analyzing alignment with current internal and external organizational contexts. This process ensures that KBank's material topics align with international standards, remain appropriate for current circumstances, and comprehensively reflect impacts on both the organization and all stakeholder groups. In 2024, KBank's review of material topics confirmed their continued relevance and appropriateness.

KBank's assessment of material topics adheres to the "Double Materiality" principle, which involves evaluating and prioritizing material topics based on two aspects. Aspect 1: **Financial Materiality** is considered by the Enterprise Risk Management Division and Corporate Sustainability Integration Department; and Aspect 2: **Impact Materiality** is considered by representatives from KBank's stakeholder groups. The double materiality assessment is aligned with international sustainability standards and important issues adopted by Thai regulatory agencies and leading banks. We also assessed actual and potential future risks and opportunities that could affect our business value and stakeholders. The risk assessment was done based on the opinions of all stakeholders, namely shareholders, Board of Directors, employees, customers, suppliers, business partners, competitors, creditors, regulatory agencies, communities, environment and society, as well as climate change and financial industry experts through various forms, such as surveys, interviews and secondary data analyses. These viewpoints were then analyzed and prioritized, and concluded into operational guidelines that respond to stakeholders' concerns in an appropriate manner.





Material Assessment Processes



1. Identification

- Studies were conducted on related aspects set out in national and international sustainability standards and trends, e.g., GRI Standards, Sustainability Accounting Standard Board (SASB), Stock Exchange of Thailand (SET), and environmental and banking specialists
- The material aspects deemed important by leading domestic and global banks were reviewed and assessed.
- The material aspects were studied and assessed against SDGs Impact by Financial Sector.
- Recommendations were sought from the stakeholders on the screened material topics.



2. Prioritization

- Surveys on opinions of stakeholders including shareholders, Board of Directors, regulatory agencies, customers, suppliers, residents in communities and employees were conducted through questionnaires and in-depth interviews to gain a comprehensive understanding of their feedback, expectations and key concerns surrounding KBank's sustainability endeavors.
- Information gained from internal and external stakeholders was analyzed and reviewed based on stakeholder prioritization, combining the impact materiality and financial materiality, and finalizing the double materiality assessment. The impact materiality on stakeholders and the financial materiality on KBank's corporate value were determined by assessing the magnitude and likelihood of impacts, with the levels determined based on KBank's enterprise risk management criteria.

3. Validation

- The material aspects were reported to the Corporate Governance Committee to be endorsed for further submission to the Board of Directors for approval and disclosure in KBank's Sustainability Report and website.
- The derived prioritization was explained to all divisions so that they acknowledged the stakeholders' opinions and used them to define the operational guidelines of KBank.



4. Review

- Views and recommendations from stakeholders across multiple channels will be used to for development of KBank's operations and information disclosure within subsequent reports.



Material Topics for 2024

In 2024, KBank conducted a materiality assessment based on the “Double Materiality” principle, taking into account the 2023 material sustainability issues. Review and analyses were undertaken on the alignment of these issues with current internal and external contexts, global sustainability standards and industry benchmarks, as well as stakeholder expectations received through the established channels. This process ensures that KBank’s material topics remained relevant, globally aligned and effectively reflected the impacts on the organization and key stakeholders.

The results of the double materiality assessment highlight the topics that have been elevated to a higher materiality level, from previous year with the following details:

High Materiality Issues include cybersecurity and customer privacy protection, climate change transition risks and opportunities, sustainable finance, and risk management.

Medium Materiality Issues include Employee Labor Practices, Inclusion, Diversity and Equity, Employee Human Capital Development, Employee Well-Being Reducing Emissions of the Bank’s Operations, Lending, and Investment.

The Bank has incorporated high-priority sustainability issues as guidelines for developing its corporate sustainability strategy. While these issues significantly impact the bank’s operations, the bank also prioritizes considering impacts and opportunities from other issues. The results from the two-dimensional materiality analysis framework have shown increasing importance levels of various issues, which the bank will use to develop and enhance its sustainability strategy to be more effective.

The Bank’s sustainability material issues in 2024 total 18 issues, with the same issues and priority levels as in 2023, as follows:

Material Topics

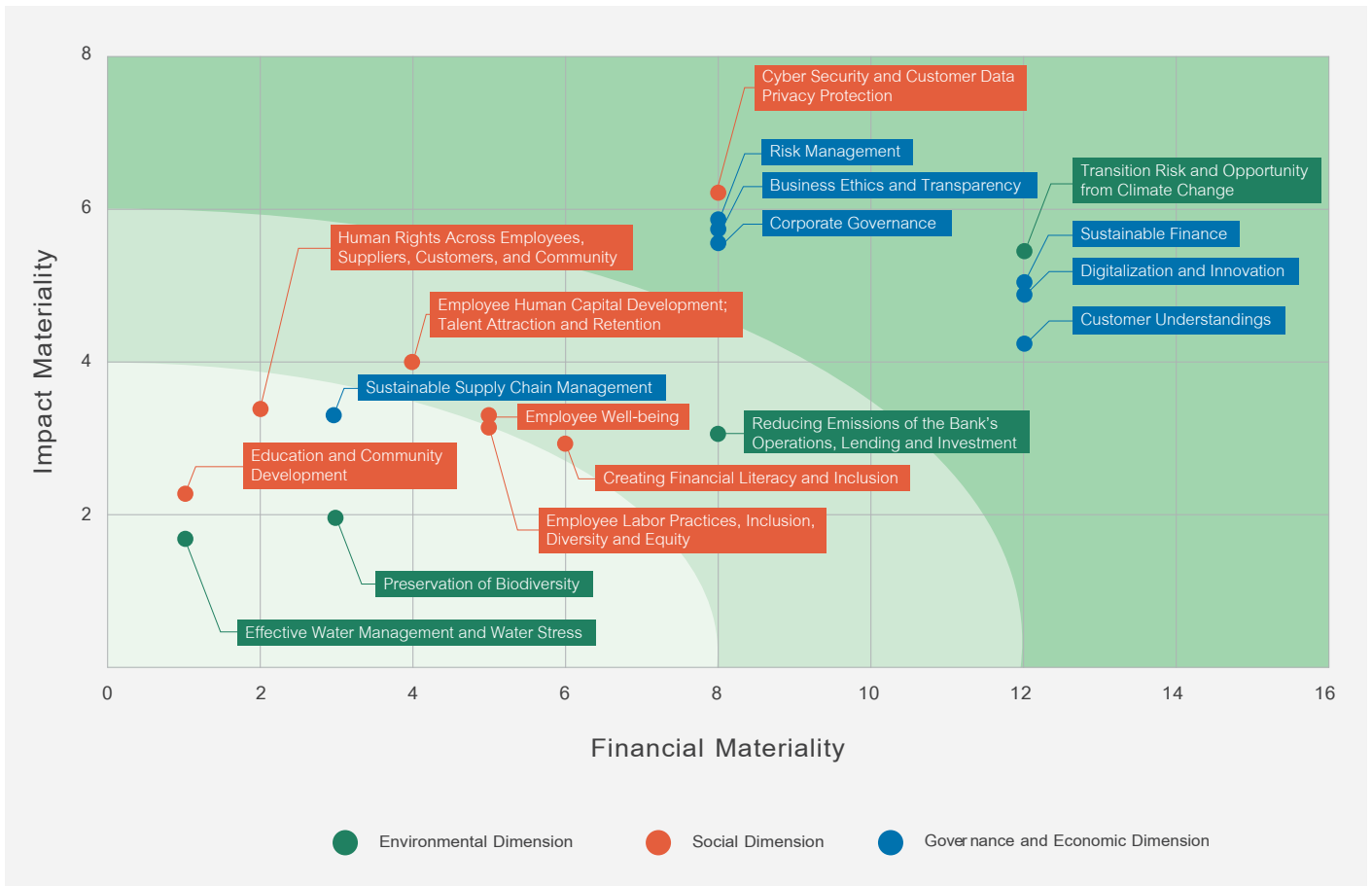
High Materiality Level	Moderate Materiality Level	Low Materiality Level
<ul style="list-style-type: none"> • Cyber Security and Customer Data Privacy Protection • Risk Management • Sustainable Finance* • Transition Risks and Opportunity from Climate Change** • Customer Understandings Business Ethics and Transparency • Corporate Governance Digitalization and Innovation 	<ul style="list-style-type: none"> • Employee Labor Practices, Inclusion, Diversity, and Equity • Employee Human Capital Development, Talent Attraction and Retention • Employee Well-Being • Reducing Emissions of the Bank’s Operations, Lending, and Investment *** • Creating Financial Literacy and Inclusion 	<ul style="list-style-type: none"> • Sustainable Supply Chain Management • Preservation of Biodiversity • Effective Water Management and Water Stress • Human Rights Across Employees, Suppliers, Customers and Community • Education and Community Development****

Notes:

- * This topic includes Environmentally Responsible Financial Products and Socially Responsible Financial Products
- ** This topic includes Clean Energy
- *** This topic includes Reducing Pollution, Creating Environmental Awareness, Effective Waste Management, and Collaboration with Institutions Focusing on Sustainable Development
- **** This topic includes Social and Cultural Preservation and Development








Material Topics for 2024












Material Topics and Boundaries

Material Topics	GRI Topic Standards	Topics Stated in the Report	Sustainable Development Goals
<p>Cyber Security and Customer Data Privacy Protection</p> <p>Implementing a robust data security system and ensuring that strict data privacy measures are in place</p>	<p>GRI 2: General Disclosures 2021</p> <ul style="list-style-type: none"> 2-12 Role of the highest governance body in overseeing the management of impacts <p>GRI 418: Customer Privacy 2016</p> <ul style="list-style-type: none"> 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data 	<p>Social Dimension</p> <p>Cyber Security and Customer Data Privacy Protection</p>	
<p>Risk Management</p> <p>Management of risks from operations and regulatory changes, credit risk, reputation risk, assessment of emerging risks that may affect KBank's business operations</p>	<p>GRI 2: General Disclosures 2021</p> <ul style="list-style-type: none"> 2-12 Role of the highest governance body in overseeing the management of impacts 	<p>Governance and Economic Dimensions</p> <p>Risk Management</p>	
<p>Sustainable Finance</p> <p>Offering financial products and services to support customers in areas of social and environmental needs</p>	<p>GRI 2: General Disclosures 2021</p> <ul style="list-style-type: none"> 2-12 Role of the highest governance body in overseeing the management of impacts <p>GRI 201: Economic Performance 2016</p> <ul style="list-style-type: none"> 201-2 Financial implications and other risks and opportunities due to climate change <p>GRI 203: Indirect Economic Impacts 2016</p> <ul style="list-style-type: none"> 203-1 Infrastructure investments and services supported 203-2 Significant indirect economic impacts 	<p>Governance and Economic Dimensions</p> <p>Sustainable Finance</p>	    







Material Topics	GRI Topic Standards	Topics Stated in the Report	Sustainable Development Goals
<p>Transition Risks and Opportunities from Climate Change Analysis and assessment of opportunities and risks arising from climate change in a Well-below 2 Degrees Celsius Scenario (WB2C)</p>	<p>GRI 201: Economic Performance 2016</p> <ul style="list-style-type: none"> 201-1 Direct economic value generated and distributed 201-2 Financial implications and other risks and opportunities due to climate change 201-3 Defined benefit plan obligations and other retirement plans 201-4 Financial assistance received from government <p>GRI 302: Energy 2016</p> <ul style="list-style-type: none"> 302-1 Energy consumption within the organization 302-2 Energy consumption outside of the organization 302-3 Energy intensity 302-4 Reduction of energy consumption 302-5 Reductions in energy requirements of products and services 	<p>Governance and Economic Dimensions Responsible Lending and Investment: ESG Credit and Investment</p> <p>Environmental Dimension Climate-related Financial Disclosures (TCFD)</p>	 
<p>Customer Understanding Products and services that meet customers' needs, satisfaction and expectations</p>	<p>Customer Engagement</p>	<p>Governance and Economic Dimensions Financial Innovations and Services</p>	  
<p>Business Ethics and Transparency Business ethics, employee ethics, compliance with ethical and transparency principles, market conduct, anti-corruption and prevention of fraud</p>	<p>GRI 2: General Disclosures 2021</p> <ul style="list-style-type: none"> 2-23 Policy commitments <p>GRI 205: Anti-corruption 2016</p>	<p>Governance and Economic Dimensions Business Ethics</p>	
<p>Corporate Governance Organization governance with good corporate governance principles, supervision policy and processes to ensure sustainable returns in the long term</p>	<p>GRI 2: General Disclosures 2021</p> <ul style="list-style-type: none"> 2-9 Governance structure and composition 2-13 Delegation of responsibility for managing impacts 	<p>Governance and Economic Dimensions Corporate Governance</p>	







Material Topics	GRI Topic Standards	Topics Stated in the Report	Sustainable Development Goals
<p>Digitalization and Innovation Utilization of technologies to develop products and services that are appropriate, convenient, rapid and responsive to customers' needs, e.g., applications</p>	<p>GRI 201: Economic Performance 2016</p> <ul style="list-style-type: none"> • 201-1 Direct economic value generated and distributed <p>GRI 203: Indirect Economic Impacts 2016</p> <ul style="list-style-type: none"> • 203-1 Infrastructure investments and services supported 	<p>Governance and Economic Dimensions Financial Innovations and Services</p>	
<p>Employee Labor Practices, Inclusion, Diversity and Equality Respect for diversity of employees and equal opportunity among employees, equitable treatment and fair compensation, complaint acceptance mechanisms and channels</p>	<p>GRI 401: Employment 2016</p> <ul style="list-style-type: none"> • 401-1 New employee hires and employee turnover • 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees • 401-3 Parental leave <p>GRI 402: Labor/Management Relations 2016</p> <ul style="list-style-type: none"> • 402-1 Minimum notice periods regarding operational change <p>GRI 405: Diversity and Equal Opportunity 2016</p> <ul style="list-style-type: none"> • 405-1 Diversity of governance bodies and employees • 405-2 Ratio of basic salary and remuneration of women to men <p>GRI 406: Non-discrimination 2016</p> <ul style="list-style-type: none"> • 406-1 Incidents of discrimination and corrective actions taken 	<p>Social Dimension Human Resource Management</p>	
<p>Employee Human Capital Development, Talent Attraction and Retention Enhancement of employees' knowledge and potential</p>	<p>GRI 404: Training and Education 2016</p> <ul style="list-style-type: none"> • 404-1 Average hours of training per year per employee • 404-2 Programs for upgrading employee skills and transition assistance programs • 404-3 Percentage of employees receiving regular performance and career development reviews 	<p>Social Dimension Human Resource Management</p>	



Material Topics	GRI Topic Standards	Topics Stated in the Report	Sustainable Development Goals
<p>Employee Well-being</p> <p>Maintenance of occupational health and safety for employees, both physically and mentally, office and equipment allocation to facilitate operations, provision of knowledge on health and safety in the workplace</p>	<p>GRI 403: Occupational Health and Safety 2018</p> <ul style="list-style-type: none"> 403-1 Occupational health and safety management system 	<p>Social Dimension</p> <p>Human Resource Management</p>	
<p>Reducing GHG Emissions of KBank's Operations</p> <p>Reducing GHG emissions from the Bank's operations, lending related to reduction of GHG emissions and investments of KBank to prevent physical risks related to climate conditions</p>	<p>GRI 305: Emissions 2016</p> <ul style="list-style-type: none"> 305-1 Direct (Scope 1) GHG emissions 305-2 Energy indirect (Scope 2) GHG emissions 305-3 Other indirect (Scope 3) GHG emissions 305-4 GHG emissions intensity 305-5 Reduction of GHG emissions <p>GRI 306: Waste 2020</p> <ul style="list-style-type: none"> 306-3 Waste generated 306-4 Waste diverted from disposal 306-5 Waste directed to disposal 	<p>Environmental Dimension</p> <p>Environmental Management</p> <p>Climate-related Financial Disclosures (TCFD)</p>	
<p>Creating Financial Literacy and Inclusion</p> <p>Facilitating access to financial services for customers and marginalized segments, and imparting financial knowledge to enhance the financial management potential of customers and marginalized segments</p>	<p>GRI 203: Indirect Economic Impacts 2016</p> <ul style="list-style-type: none"> 203-2 Significant indirect economic impacts 	<p>Social Dimension</p> <p>Financial Inclusion and Financial Literacy</p>	
<p>Sustainable Supply Chain Management</p> <p>Supply chain management with consideration of environmental, social and governance impacts to ensure that KBank's counterparties will not create environmental and social impacts, and will conduct business operations with good corporate governance principles</p>	<p>GRI 2: General Disclosures 2021</p> <ul style="list-style-type: none"> 2-6 Activities, value chain and other business relationships <p>GRI 308: Supplier Environmental Assessment 2016</p> <ul style="list-style-type: none"> 308-1 New suppliers that were screened using environmental criteria <p>GRI 414: Supplier Social Assessment 2016</p> <ul style="list-style-type: none"> 414-1 New suppliers that were screened using social criteria 	<p>Governance and Economic Dimensions</p> <p>Sustainable supply chain management</p>	



Material Topics	GRI Topic Standards	Topics Stated in the Report	Sustainable Development Goals
<p>Preservation of Biodiversity Preservation of biodiversity in the ecosystem</p>	<p>GRI 304: Biodiversity 2016</p>	<p>Environmental Dimension Environmental Management Climate-related Financial Disclosures (TCFD)</p>	 
<p>Effective Water Management and Water Stress Management of water from external sources, recycled water, discharge and reused water</p>	<p>GRI 303: Water and Effluents 2018</p> <ul style="list-style-type: none"> • 303-3 Water withdrawal • 303-4 Water discharge • 303-5 Water consumption 	<p>Environmental Dimension Environmental Management Climate-related Financial Disclosures (TCFD)</p>	
<p>Human Rights across Employees, Suppliers, Customers and Community Respect for and management of human rights related to employees, customers and counterparties/ business partners</p>	<p>GRI 407: Freedom of Association and Collective Bargaining 2016</p> <ul style="list-style-type: none"> • 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk <p>GRI 408: Child Labor 2016</p> <ul style="list-style-type: none"> • 408-1 Operations and suppliers at significant risk for incidents of child labor <p>GRI 409: Forced or Compulsory Labor 2016</p> <ul style="list-style-type: none"> • 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor 	<p>Social Dimension Human Resource Management</p>	 
<p>Education and Community Development Community activities, volunteer activities and activities to promote and stimulate community economic growth</p>	<p>GRI 203: Indirect Economic Impacts 2016</p> <ul style="list-style-type: none"> • 203-2 Significant indirect economic impacts 	<p>Social Dimension Social Contributions</p>	   



Stakeholders Engagement

KBank evaluates and identifies stakeholders by analyzing the impacts of business activities across the value chain. The Bank's stakeholders include the shareholders, Board of Directors, employees, regulatory agencies, customers, counterparties/business partners, competitors, creditors, communities, environment, and society. KBank has employed guidelines for stakeholder participation and treatment by adopting the AA1000 Stakeholders Engagement Standard (AA1000SES), as follows:

Stakeholders	Forms and Communication Channels	Interests and Expectations of Stakeholders	KBank's Actions	Details of Actions to Meet Stakeholders' Needs
 Shareholders	<ul style="list-style-type: none"> Holding Annual General Meeting of Shareholders via electronic media Disclosure of information via the SET Link system and KBank website Providing the Bank's information through electronic media and face-to-face meetings to shareholders, investors, analysts, and the general public, either one-on-one or as a group, both in Thailand and abroad Inquiries via KBank's channels such as website, email, and telephone Answering questionnaires 	<ul style="list-style-type: none"> Higher and sustainable growth in return on investment Sound and stable growth in operating results Cautious and prudent risk management Ethical, transparent, and fair operations that address ESG issues Knowledge-sharing of new regulations of regulatory agencies 	<ul style="list-style-type: none"> Holding Annual General Meeting of Shareholders to encourage them to participate, express their views, and ask questions Disclosure of information to shareholders and regulatory agencies via activities and various channels such as the SET Link system, KBank website, with transparency, equality, and verifiability Creating sustainable growth in operating results and financial position under cautious, prudent, efficient and timely risk management Establishing measures in auditing, monitoring, and disclosing information to enhance transparency Monitoring and providing knowledge concerning new regulations in compliance with international standards 	<ul style="list-style-type: none"> In all chapters of the Sustainability Report 2024



Stakeholders	Forms and Communication Channels	Interests and Expectations of Stakeholders	KBank's Actions	Details of Actions to Meet Stakeholders' Needs
 <p>Board of Directors</p>	<ul style="list-style-type: none"> • Holding a board meeting every month (with the exception of force majeure) • Arranging a Credit and Investment Screening Committee meeting to consider and approve credit and investment facilities within allowable limits as delegated by the Bank's Board of Directors and to review significant matters prior to submission to the Board of Directors • Providing information and news via KBank's various channels 	<ul style="list-style-type: none"> • Transparent operations and adherence to the good corporate governance principles • Equitable treatment of all stakeholders • Sustainable growth in operating performance 	<ul style="list-style-type: none"> • Effective, transparent, and verifiable management, based on corporate governance and sustainable development guidelines • Business operations which take into account all stakeholders 	<ul style="list-style-type: none"> • In all chapters of the Sustainability Report 2024
 <p>Regulatory Agencies</p>	<ul style="list-style-type: none"> • Participating in meetings to acknowledge supervisory policies and guidelines • Collaborating with supervisory agencies through KBank's compliance units 	<ul style="list-style-type: none"> • Business operations with adherence to the principles of corporate governance and sustainable development, and in compliance with related laws under appropriate risk management 	<ul style="list-style-type: none"> • Compliance with related laws, rules, and regulations • Development of work processes in accordance with requirements, suggestions and remarks from regulatory agencies 	<ul style="list-style-type: none"> • In all chapters of the Sustainability Report 2024
 <p>Employees</p>	<ul style="list-style-type: none"> • Holding orientation for new employees at all levels and farewell ceremony for retiring employees • Enquiring into the requirements of employees and supervisors to prepare appropriate learning courses for employees that are in line with their duties and responsibilities as well as KBank's business directions 	<ul style="list-style-type: none"> • Providing fair and appropriate remuneration and welfare in line with employees' skills and abilities as well as economic conditions • Offering career path and advancement • Continued development of employees' skills for work and life 	<ul style="list-style-type: none"> • Formulating policies and operational guidelines for the HR Department, and compliance with labor law • Establishing a human rights policy and guidelines to manage diversity in the workplace • Setting up a roadmap to promote staff career paths • Undertaking annual salary surveys in the markets to come up with appropriate remunerations and benefits 	<ul style="list-style-type: none"> • Human Resource Management • Human Rights Operations



Stakeholders	Forms and Communication Channels	Interests and Expectations of Stakeholders	KBank's Actions	Details of Actions to Meet Stakeholders' Needs
<p>Employees (Continued)</p>	<ul style="list-style-type: none"> • Conducting employee satisfaction surveys • Organizing employee engagement activities • Boosting employee morale with the aim of becoming "The Best Employer" • Managing communications to create correct understanding of business operations and promoting corporate engagement based on KBank culture via various online and offline channels to access all employees, such as Konnect+ for life and Konnect+ for work, Office 365 (email, Viva Engage, MS Teams) LINE, YouTube and Facebook • Organizing meetings of supervisors and employees to share opinions and recommendations on work improvement guidelines 	<ul style="list-style-type: none"> • Providing occupational health and safety in the workplace, including physical and mental health, in line with current working conditions • Providing appropriate equipment to facilitate employees' operations at the office and home • Promoting physical and mental health and financial well-being in balance • Providing opportunities for employees to allocate their time for work-life balance • "Work Anywhere" model, with a focus on delivering outcomes agreed upon with supervisors • Providing assistance to relieve increased expenditures, resulting from liquidity problems of family members • Providing influenza vaccines for employees and their family members 	<ul style="list-style-type: none"> • Organizing training courses suited to duties and responsibilities of staff in different divisions and levels while also providing them financial literacy • Conducting annual employee satisfaction surveys and regular performance assessment • Enhancing work environment in line with the principle of occupational health and safety at work • Answering inquiries via different communication channels in a consistent manner • Introducing occupational health measures, control measures for workplace access and work-from-home practices • Establishing a work model that aligns with new ways of working - whether at the office, from home, or any other location - in response to the employees' needs, so they can perform their tasks more efficiently • Enhancing employee well-being through physical and mental health and financial literacy support programs to help employees manage their financial security effectively • Annual health checkup at hospitals and reimbursement per KBank's criteria • Providing welfare loans for employees to purchase equipment in order to facilitate their operations, while also offering discounts or special prices to employees 	<ul style="list-style-type: none"> • Human Resource Management • Human Rights Operations



Stakeholders	Forms and Communication Channels	Interests and Expectations of Stakeholders	KBank's Actions	Details of Actions to Meet Stakeholders' Needs
 Customers	<ul style="list-style-type: none"> Assisting customers via Relationship Managers Conducting regular customer visits to strengthen relationships with them Producing public relations media to disseminate information on KBank products and services in an accurate, complete, clearly defined and transparent manner Using a diverse range of digital channels for flexible and swift communications via social media, in line with customers' lifestyles, such as LINE, Facebook, Twitter (x), YouTube, and answering service questions on Pantip, etc. Providing services through KBank branches and service points such as banking agents 	<ul style="list-style-type: none"> Customer service provision with responsibility and fairness A variety of quality products and services that meet customers' demands Convenient access to financial products and services Provision of financial advice and knowledge Protection of customer data privacy Preparedness and swiftness in responding to customers' demands Availability and stability of mobile application to enhance continued, swift and smooth services 	<ul style="list-style-type: none"> Establishing basic principles and standards on customer service provision with responsibility and fairness (Market Conduct) Conducting staff training to maintain excellent service delivery per KBank's slogan of "Towards Service Excellence" Delivering products and services matching customers' needs and lifestyles Promoting a good corporate culture, governance, business ethics, and code of conduct to employees in order to deliver accurate, honest and transparent products and services to customers Adding channels to offer varied and convenient access to financial products and services matching customers' lifestyles Organizing training and seminar sessions to provide knowledge on financial products, financial discipline and protection against cyber threats Cyber risk management Implementing policies, structures and measures of IT management, data security and customer data privacy to ensure strict compliance among employees Answering inquiries via different communication channels swiftly Allowing customers to participate in the development of financial products and services 	<ul style="list-style-type: none"> Financial Innovations and Services Cyber Security and Data Privacy Financial Inclusion and Financial Literacy Task Force on Climate-related Financial Disclosures (TCFD)



Stakeholders	Forms and Communication Channels	Interests and Expectations of Stakeholders	KBank's Actions	Details of Actions to Meet Stakeholders' Needs
 <p>Counterparties/ Business Partners</p>	<p>Counterparties</p> <ul style="list-style-type: none"> Communicating the counterparty manual, current procurement policies, rules and procedures of the Bank, annual counterparty management guidelines, as well as useful news and public relations information Holding seminars to communicate guidelines and strategies, including the impacts of crises on procurement processes, supply chain management and roles of counterparties towards their future business goals, based on sustainability development Holding meetings to discuss and brainstorm ideas and opinions in creating and developing innovations or new operational models Making an onsite inspection visit to important counterparties or an online inspection visit in accordance with the nature of their products/ services and circumstances Conducting an online supplier satisfaction survey Receiving recommendations or complaints via KBank's channels such as email and telephone <p>Business partners</p> <ul style="list-style-type: none"> Holding meetings to exchange information and opinions Organizing relationship enhancement activities every year 	<p>Counterparties</p> <ul style="list-style-type: none"> Procurement policy and regulations, counterparty management guidelines, and related news Business ethics, code of conduct and transparent business operations Fair trade Continual improvements in operational methods and processes, plus collaborating in seeking creative ideas and developing innovations <p>Business partners</p> <ul style="list-style-type: none"> Business cooperation based on good corporate governance principles 	<p>Counterparties</p> <ul style="list-style-type: none"> Promoting business operations in accordance with ESG principles among counterparties through the ESG assessment procedure Establishing clear audit processes as specified in the Supplier Code of Conduct Reviewing and improving procurement procedures and communication methods to achieve common goals Undertaking problem examination and rectification in a timely and appropriate manner, and preventing problems that may arise in the future Providing various fields of knowledge for sustainable development of counterparties <p>Business partners</p> <ul style="list-style-type: none"> Entering into agreement to define cooperation framework with business partners 	<ul style="list-style-type: none"> Sustainable Supply Chain Management Human Rights Operations



Stakeholders	Forms and Communication Channels	Interests and Expectations of Stakeholders	KBank's Actions	Details of Actions to Meet Stakeholders' Needs
 Competitors	<ul style="list-style-type: none"> Joining meetings to exchange opinions and foster cooperation on various occasions 	<ul style="list-style-type: none"> Fair and transparent business operations and competition and compliance with a fair and honest competitive framework 	<ul style="list-style-type: none"> Creating fair competitive conditions 	<ul style="list-style-type: none"> Business Ethics
 Creditors	<ul style="list-style-type: none"> Arranging annual activities in various forms to promote relationships and provide useful knowledge 	<ul style="list-style-type: none"> Interest and loan payments within due date Continuing communications and disclosure 	<ul style="list-style-type: none"> Interest and loan payments within due date Continuing activities and communications to provide accurate and complete information, news and knowledge Having in place channels to accept recommendations and/or complaints 	<ul style="list-style-type: none"> Governance/Economic Performance
 Communities, Environment and Society	<ul style="list-style-type: none"> Conducting surveys and discussions to understand viewpoints and requirements of communities and society, including local government agencies, charitable or non-profit organizations on a yearly basis Organizing community relations activities via employees' volunteer projects and CSR projects of KBank 	<ul style="list-style-type: none"> Financial literacy Products, services and financial service channels matching requirements and ways of life of people in communities/ society Development and promotion of community economic growth, and environmental protection for communities Support for social and community activities Assistance to communities in times of natural disasters Offering assistance related to well-being, health, hygiene and illnesses 	<ul style="list-style-type: none"> Providing financial knowledge for communities via electronic channels, KBank branches, public relations media of KBank, trainings and seminars, as well as volunteer activities of employees Providing knowledge to local communities, promoting their skills development, as well as natural resource and environmental preservation Providing continuous budget support for development of communities, society and the environment Offering assistance to people affected by natural disasters via donation channels in the form of money and necessary items and rehabilitation after such disasters 	<ul style="list-style-type: none"> Social Contributions



Membership of Various Organizations

KBank has entered into membership of various organizations, established for economic and social benefits, and has adopted their policies for implementation within the Bank. We have taken part in developing work systems with those organizations and have shared our knowledge, experience, and lessons learnt with them to drive our organization. Our executives have been appointed directors and members of agencies and organizations related to enhancement of the financial institution system and sustainable development. These organizations and agencies include the following:

2024 • Thailand Climate Business Network (Thai CBN)

2022 • UN Global Compact (UNGC)
• Partnership for Carbon Accounting Financials (PCAF)

2021 • Carbon Markets Club
• Thailand Carbon Neutral Network (TCNN)
• Business for Societal Impact (B4SI): Corporate Citizenship

2020 United Nations Environmental Programme Financial Initiative (UNEP FI)

Thailand Private Sector Collective Action Coalition against Corruption **2013**

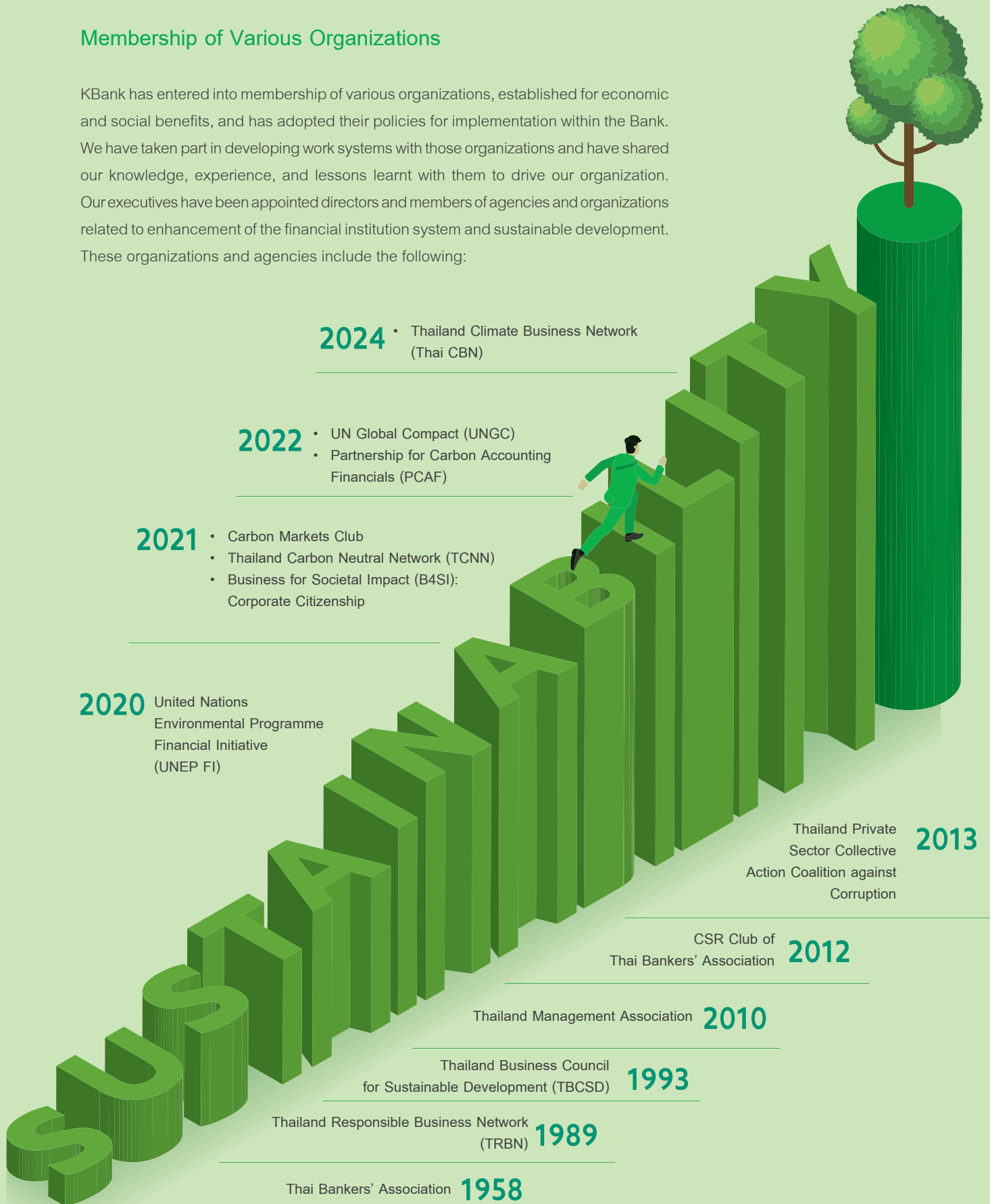
CSR Club of Thai Bankers' Association **2012**

Thailand Management Association **2010**

Thailand Business Council for Sustainable Development (TBCSD) **1993**

Thailand Responsible Business Network (TRBN) **1989**

Thai Bankers' Association **1958**





Environmental Dimension

Ensuring Environment Stewardship
Towards a Low Carbon Society

- 044 Task Force on Climate-related Financial Disclosures (TCFD)
- 078 Environmental Management





Task Force on Climate-related Financial Disclosures (TCFD)



KBank recognizes its duty and responsibility in raising the awareness of all stakeholders on climate change risks, so that they can prepare themselves and seek new opportunities arising from climate change.

As for KBank, we have drawn up the Transition Plan to Net Zero in accordance with our commitment and goals.

KBank’s commitment towards Net Zero

1. KBank aims to empower every customer’s life and business. We support our customers in the transition to a Net Zero economy. Sustainability is deeply ingrained in how we serve our customers and manage our operations.
2. We are committed to supporting Thailand and our clients in regional economies on their decarbonization journeys. We will contribute to the global effort in the transition to Net Zero by 2050* in alignment with the Paris Agreement goals.
3. We are committed to be the leading sustainable bank in Thailand, allocating at least Baht 100 - 200 billion in sustainable financing and investment by 2030 and pioneering green banking products.
4. We are committed to becoming Net Zero in our own operations (Scope 1 and 2)** by 2030 and achieving Net Zero in our financed portfolio in line with Thailand’s aspiration, accelerating this journey where possible. We will continually assess opportunities to take earlier actions as the technology, regulatory environment and external context evolves.



* The Net Zero goal by 2050 is the global effort that is in line with the Paris Agreement. As for KBank, our Net Zero goal has been established in accordance with Thailand’s target, and will accelerate the achievement where possible.

** Scope 1: Direct emissions from the activities of an organization including stationary combustion, fleet vehicles (organization-owned), chemical treatment of wastewater, as well as fugitive and process emissions.

Scope 2: Energy-indirect emissions including an organization’s purchased energy such as electricity, heat and steam.



KBank has prepared a report to comply with the Task Force on Climate-related Financial Disclosures (TCFD)*, consisting of four aspects, as follows:

Governance

Governance and management of risks and opportunities related to climate conditions

1. KBank Board of Directors
2. Risk Oversight Committee
Governance Committee
3. Corporate Governance Committee
4. Credit Risk Management Sub-Committee
5. Sustainable Development Sub-Committee

Risk Management

Process for risk assessment and identification, and management of risks related to climate conditions

1. Analysis process of climate-related risks and impacts, affecting KBank's operations and portfolios
2. Management of risks and impacts affecting KBank's operations

Strategy

Impacts of risks and opportunities related to climate conditions on business strategies and financial planning

1. Net Zero Strategy
2. Climate-related Scenario Analysis

Metrics and Targets

Metrics and targets for assessment and management risks and opportunities related to climate conditions

1. Net Zero Emissions Target
 - 1.1 Net Zero Emissions from KBank's operations by 2030 (Scope 1 and 2)
 - 1.2 Net Zero emissions in KBank's portfolio in line with Thailand's target
2. At least Baht 100 - 200 billion in sustainable financing and investment by 2030

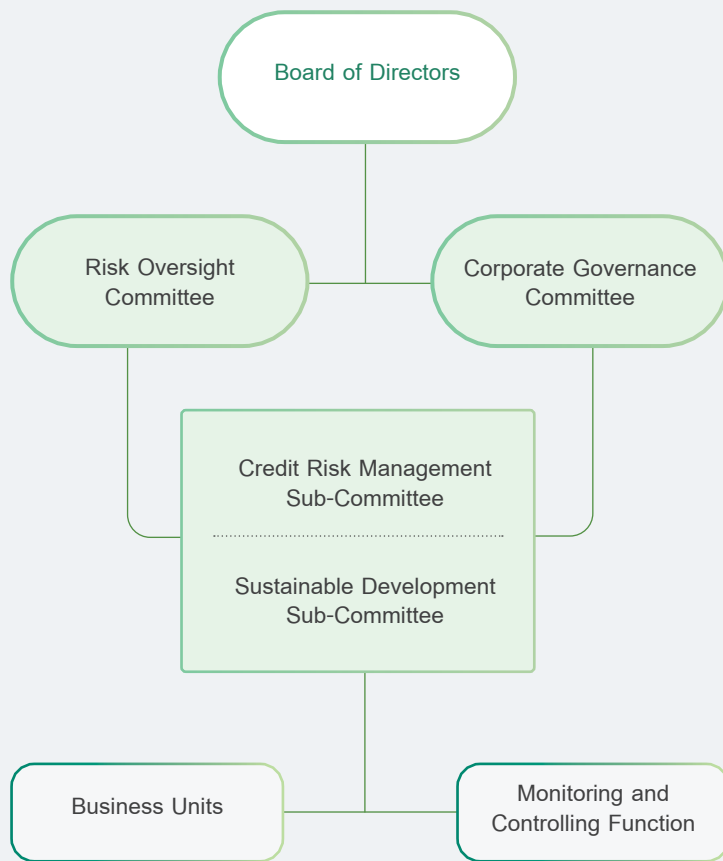


* More details can be viewed in Task Force on Climate-related Financial Disclosures (June 2017) and Implementing the Recommendations of the Task Force on Climate-related Financial Disclosures (October 2021)



Governance Structure

KBank’s structure, policy and management related to climate change have been determined as part of the processes of sustainability operations that affirm our responsibility towards the environment, social, governance and economy, as shown below:



Board of Directors

- Approving risk management policy, framework, risk limit and risk appetites

Risk Oversight Committee

- Overseeing and ensuring compliance with consolidated risk management policies and strategies, and acceptable risk appetites
- Assessing risk management policies and strategies to cover all risks including emerging risks

Corporate Governance Committee

- Overseeing and undertaking sustainable development

Credit Risk Management Sub-Committee

- Determining ESG credit policy and processes, and updating such policy and processes

Sustainable Development Sub-Committee

- Considering and approving sustainable development frameworks and action plans
- Considering and approving policies, goals, strategies and targets related to sustainable development performance
- Overseeing and monitoring sustainable development operations
- Considering sustainable development communications within and outside KBank, and information disclosure in compliance with domestic and global sustainability frameworks and standards

Business Units

- Screening environmental and social risks of projects to be supported
- Ensuring and monitoring projects’ compliance with environmental and social laws/agreements

Monitoring and Controlling Function

- Determining environmental and social management as agreed
- Reporting to the Corporate Governance Committee



The Board of Directors oversees KBank's overall operations, with independence in decision-making for the maximum benefits of KBank and stakeholders. The Board approves business strategies, goals, and policies of KASIKORNBANK FINANCIAL CONGLOMERATE, which incorporate sustainable development operations, and approves risk management policies and frameworks, and acceptable risk limits and scopes that include risks and opportunities related to the environment, social governance and economy (ESG), as well as impacts of climate-related risks. The Board approves annual business plans and budgets, and supervises and monitors Management's operations in accordance with the established policies, strategies and business plans, related regulations, and the Sustainable Development Goals (SDGs) of the United Nations and Paris Agreement.

The Board of Directors has assigned to the Chief Executive Officer the role of Chief Environmental Officer, based on KBank's goal of being an environmental steward to create a net zero society, and setting targets of sustainability operations for the Chief Executive Officer, top management and operating level to ensure that the goal will be achieved.

The Risk Oversight Committee is responsible for providing advice to the Board of Directors with respect to KASIKORNBANK FINANCIAL CONGLOMERATE's risk supervision framework, overseeing high-ranking executives and heads of risk management units to comply with risk management policies and strategies, and reviewing the adequacy of risk management policies and strategies to ensure that they encompass all types of risks and emerging risks, as well as ESG risks and climate-related risks. The Risk Oversight Committee meets at least once a quarter and reports to the Board of Directors.

The Corporate Governance Committee oversees sustainable development operations in the aspects of environment, society, and governance, and reviews and advises for appropriate improvements for reporting to the Board of Directors. The Committee also provides recommendations for consideration of projects related to the environment and society to ensure KBank's proper management of environmental and social risks,

and monitors the progress of the projects on a regular basis. The Corporate Governance Committee holds at least four meetings each year.

The Credit Risk Management Sub-Committee is responsible for determining KBank's credit management directions and strategies, and establishing and revising credit policies and processes, taking into consideration ESG risks and climate-related risks, in order to specify portfolio management strategies, lending targets and frameworks in accordance with the business types with the aim of efficiently minimizing greenhouse gas emissions in KBank's portfolio (financed emission), in conformity with the Bank of Thailand's Policy Statement: Internalizing Environmental and Climate Change Aspects into Financial Institution Business. The Credit Risk Management Sub-Committee holds meetings on a monthly basis.

The Sustainable Development Sub-Committee's duty is to drive KBank's operations in alignment with the sustainable development policy and to ensure the efficiency of such operations towards achievement of the established targets, based on the strategy of a "Bank of Sustainability." The Sustainable Development Sub-Committee is chaired by the Chief Executive Officer and holds at least one meeting each quarter.

Business Units Risks and opportunities associated with climate change involve many business divisions. Thus, KBank has established a Climate Pillar Working Group, consisting of members from all divisions concerned so they can work together in driving the Bank to achieve its Net Zero Commitment. Supervised and chaired by KBank President, the Working Group is responsible for designating strategies, targets, and action plans concerning climate change. It also monitors, supervises, and supports actions as targeted. In addition, the Internal Audit Department, which is an independent unit, has conducted audits to ensure efficient and transparent operations in line with the Bank's directions.



Climate Change Management Strategies

Towards Net Zero*



2020

Base year

- Scope 1 and 2
- Scope 3 (KBank's portfolio)

2025

Scope 1 and 2

Greenhouse gas emissions from KBank's operations reduced by 21%

- Replacement of KBank's cars with electric vehicles
- Installation of solar panels at offices and branches

Scope 3 (KBank's Portfolio)

- Execute the established industry-specific greenhouse gas reduction strategy plans
- Design, development and determination of strategies to assist customers' transition towards a low carbon society

2065***

Scope 3 (KBank's portfolio)

Net Zero Emissions in KBank's portfolio in line with Thailand's aspiration***, and accelerating this journey where possible

2050**

Support global effort to transition to Net Zero Emissions in alignment with the Paris Agreement

2030

Scope 1 and 2

Achieve net-zero greenhouse gas emissions from bank operations*

- Reduce greenhouse gas emissions by at least 90% from the base year, with the rest managed through insetting and Carbon Removal project offsets

Scope 3 (KBank's portfolio)

- At least Baht 100 - 200 billion in sustainable financing and investment
- Reduction of outstanding loans to coal-fired power plant industry and coal industry to zero

* Details of the work plans to reduce greenhouse gas emissions, Scope 1 and 2, can be viewed in the chapter of Environmental Management

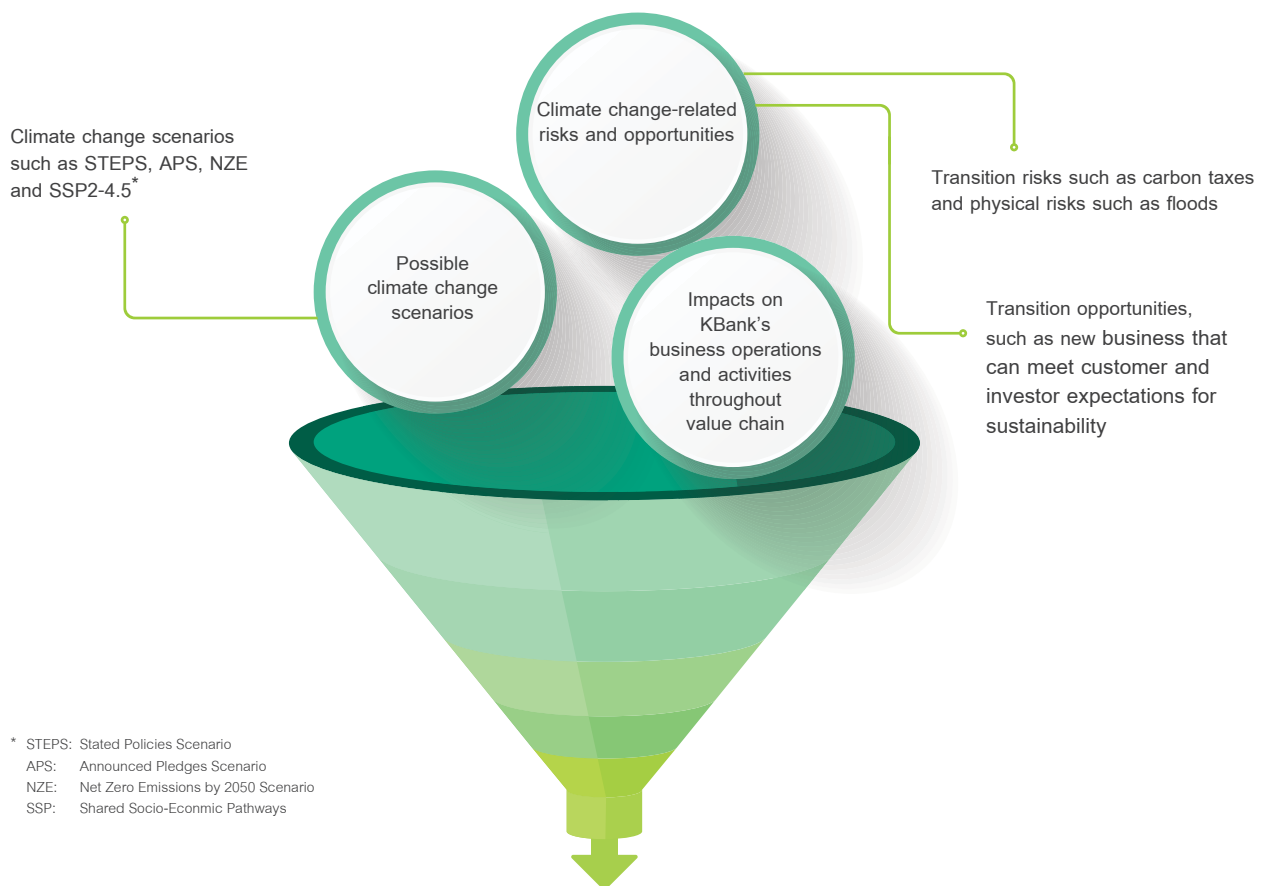
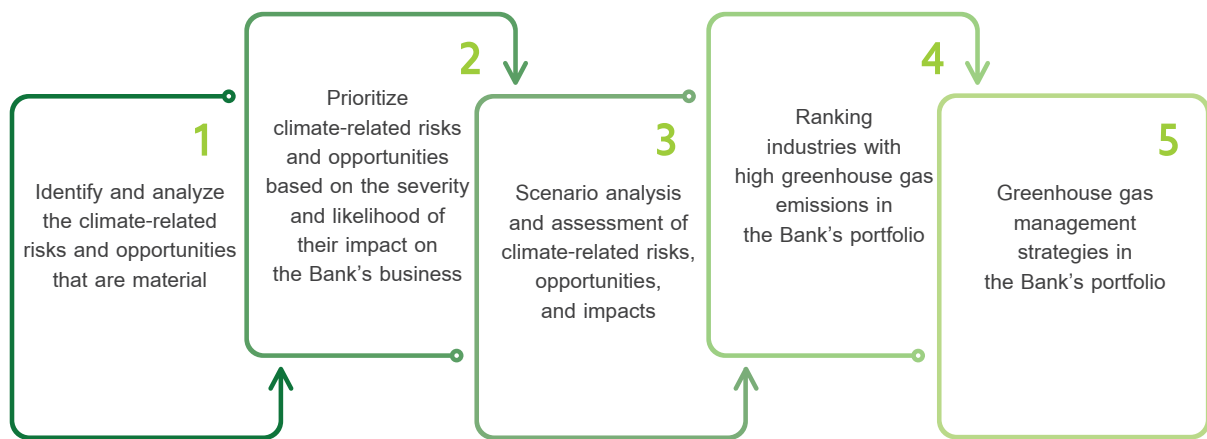
** The Net Zero goal by 2050 is the global effort that is in line with the Paris Agreement. As for KBank, our Net Zero goal has been established in accordance with Thailand's target, and will accelerate the achievement where possible.

*** Thailand's target as announced at the COP26 is to attain carbon neutrality by 2050 and Net Zero by 2065.



Strategies to Manage Climate-related Risks and Opportunities

Due to increasingly severe climate change trends, the Bank recognizes both the risks and opportunities that may arise from such impacts. To ensure sustainable operations and effectively cope with these changes, the Bank has established guidelines for assessing climate change risks, covering both transition risks and opportunities and physical risks. The Bank has established clearly defined and systematic steps for developing strategies to manage climate-related risks and opportunities, allowing comprehensive and effective assessment and response to climate impacts, as follows:



* STEPS: Stated Policies Scenario
 APS: Announced Pledges Scenario
 NZE: Net Zero Emissions by 2050 Scenario
 SSP: Shared Socio-Economic Pathways

Ranking of industries with high greenhouse gas emissions in the Bank's portfolio and Sector Decarbonization Strategy



1. Identify and analyze the climate-related risks and opportunities that are material

KBank undertook qualitative analysis of climate-related risks and opportunities that produce financial impacts on banking business, via consultations with internal units on possible scenarios, driving factors, related assumptions, possible impacts on KBank’s own operations and results of each scenario towards stakeholders within the value chain, from upstream to downstream, especially, our customers and the business sector. Consideration was made on the context of climate change through materiality assessment in order to prioritize material risks and opportunities, taking into account other countries’ targets and Thailand’s goals on the international forum, as well as Thailand’s plan to reduce greenhouse gas emissions under the Nationally Determined Contributions (NDCs) within different timeframes until 2050 and different situations.

2. Prioritize climate-related risks and opportunities based on the severity and likelihood of their impact on the Bank’s business

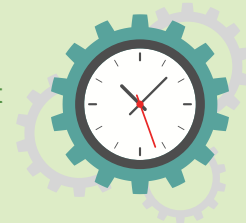
Climate change-related risks and opportunities that have been assessed and identified as material to the Bank’s value chain, including the Bank’s own operations and stakeholders both upstream and downstream, will be prioritized based on the severity of impacts.

2.1 Climate-related Risks and Opportunities and Financial Impacts

The Bank has categorized climate change-related risks into transition risks and opportunities, and physical risks. These risks affect profitability, competition, image, reputation and business survival. Without timely self-adaptation, businesses may face rising costs in the future as increased investment funds will be required for development of environmentally friendly products and services and adjustment to natural disasters such as floods, storms and droughts. These disasters can cause damage to assets and business operations, impacting both the Bank’s competitiveness and repayment capabilities, which will eventually have short- and long-term impacts on the Bank.

The Bank’s timeframes for risk and opportunity impact consideration and analysis, and risk control guidelines, are classified as follows:

Timeframes for risk and opportunity impact consideration and analysis



Short term	Within 5 years
Medium term	More than 5 - 10 years
Long term	More than 10 - 30 years



KBank has summarized the results of climate-related risks, both transition risks and physical risks, that may have financial impacts on the Bank, as follows:

Transition Risks

Risks	Definitions of Risks	Impacts on KBank Businesses	Timeframes of Risks			Risk Control Guidelines
			Short term	Medium term	Long term	
Legal and Policy Risk	Implementation of the Carbon Pricing Mechanism, which is a key tool for greenhouse gas emissions reduction, to align with Thailand's updated Second Nationally Determined Contribution (NDC), which aims to reduce greenhouse gas emissions and achieve Carbon Neutrality by 2050 and Net Zero emissions by 2065.	<ul style="list-style-type: none"> Debt servicing capacity of customers in high-emissions industries such as energy, transportation, and heavy industry tends to decrease due to the implementation of carbon pricing, which increases operating costs and affects the Bank's revenue. The Bank's operating costs increase. 		✓	✓	<ul style="list-style-type: none"> Diversify investments and increase lending proportion in industries with low carbon pricing risk, such as investments in renewable energy, clean technology, energy-efficient businesses, etc. Strictly monitor changes in carbon prices and potential impacts from relevant regulations and laws.
	The likelihood of increasingly stringent environmental laws and regulations, such as the enforcement of a carbon tax, the implementation of an emissions trading system (ETS), and environmental trade barriers Given the implementation of environmental and social policies and measures, including initiatives to reduce domestic greenhouse gas emissions, international investors and financial institutions tend to prioritize sustainable finance.	<ul style="list-style-type: none"> Write-off and depreciation of assets that invest in industries affected by carbon pricing or environmental measures, due to increased costs from compliance with environmental regulations. Inability to attract investments focusing on sustainable assets, as the Bank's financial products fail to meet the needs of ESG-focused investors. 	✓	✓	✓	<ul style="list-style-type: none"> Identify and assess impacts on industries in the portfolio that are primarily affected by various regulations. Discuss with customers to establish adaptation strategies.



Risks	Definitions of Risks	Impacts on KBank Businesses	Timeframes of Risks			Risk Control Guidelines
			Short term	Medium term	Long term	
Legal and Policy Risk	This trend includes increased investment in projects or activities that adhere to the environmental, social, and governance (ESG) principles.			✓	✓	<ul style="list-style-type: none"> Plan to adopt the Thailand Taxonomy, a classification standard for environmentally sustainable economic activities, as a framework for evaluating customer projects or activities that align with sustainability. This will enhance the development of sustainable finance products, such as green bonds and green loans.
Technology Risk	Possibilities of and budgets for technology development investment in the transition to low greenhouse gas emissions, e.g., production technologies using renewable energy sources, energy storage technologies, energy efficiency enhancement technologies, technologies to alleviate greenhouse gas emissions.	<ul style="list-style-type: none"> Write-off and depreciation of assets Technology changes leading to increased investment costs Falling demand for goods with high greenhouse gas emissions, adversely affecting customers' income and repayment capabilities Rising funds for research and development 		✓	✓	<ul style="list-style-type: none"> Keeping abreast of progress in technology innovation and development Supporting research and development of related units Planning for investment in new technology businesses
Market Risk	Changing consumer behaviors resulting in changes in demand and supply, consumers considering environmental issues and climate change as another factor in their buying decisions, making changes to market conditions.	<ul style="list-style-type: none"> Consumers are more interested in environmentally friendly products, affecting sales of goods that cannot keep up with such trends, leading to financial problems and deteriorating repayment capabilities of this customer group. Write-off and depreciation of assets 	✓	✓	✓	<ul style="list-style-type: none"> Designing and developing financial products and services that are environmentally friendly or create positive impacts such as green bonds and green loans



Risks	Definitions of Risks	Impacts on KBank Businesses	Timeframes of Risks			Risk Control Guidelines
			Short term	Medium term	Long term	
Reputation Risk	Heightened scrutiny from the public and investors on issues related to efforts in addressing climate change, particularly loan support to businesses engaging in activities that do not align with sustainable development principles. Additionally, stakeholders are increasingly expecting banks to demonstrate transparency in greenhouse gas emissions, sustainability strategies, and transition planning toward a low-carbon economy.	<ul style="list-style-type: none"> Causes harm to the Bank's image, thus leading to a decline in stakeholder confidence Reduced customers' use of KBank services, affecting KBank revenues 	✓	✓	✓	<ul style="list-style-type: none"> Determining credit policy, Exclusion List, Sector-Specific Guidelines, and Sector Strategy to control greenhouse gas volumes of industries with significantly high greenhouse gas emissions Determining growth targets for sustainable financing and investment





Physical Risks

The Bank has categorized physical risks arising from climate change into two types:

- **Acute Physical Risks:** Sudden and severe events such as cyclones, typhoons, floods, and droughts, which are occurring with increasing frequency and intensity.
- **Chronic Physical Risks:** Gradual and long-term climate change phenomena, such as rising sea levels, changes in global average temperatures, atmospheric conditions, and precipitation patterns.

Risks	Definitions of Risks	Impacts on KBank Businesses	Timeframes of Risks			Risk Control Guidelines
			Short term	Medium term	Long term	
Acute Physical Risks	Droughts and floods that tend to occur more often and with increased severity	<ul style="list-style-type: none"> • Damages to assets of customers and banks • Business interruptions • Rising costs and expenditures for prevention of and recovery from impacts of natural disasters • Increased investment in research and development • Write-off and depreciation of assets 	✓	✓	✓	<ul style="list-style-type: none"> • Reviewing and assessing risks arising from natural disasters, determining work plans to alleviate impacts and emergency plans • Incorporating risk factor arising from natural disasters in determination of acceptable risk appetites
Chronic Physical Risks	Rising global temperatures, weather fluctuations, higher sea levels				✓	<ul style="list-style-type: none"> • Conduct risk assessment and formulate long-term plan to enhance capability in managing assets, service centers and impacts on customers

2.2 Climate-related Opportunities and Financial Impacts

KBank has identified transition opportunities arising from businesses and nations setting net-zero greenhouse gas emission targets. As society moves towards increased renewable and clean energy adoption, coupled with the implementation of technologies to enhance energy efficiency and reduce greenhouse gas emissions, there is growing demand for financing to support this net-zero transition. KBank recognizes the opportunity to support all sectors in achieving these goals and has analyzed climate-related transition opportunities and their potential financial impacts on the Bank, as follows:



Opportunities	Definitions of Opportunities	Opportunities or Benefits for Bank Businesses	Timeframes of Opportunities			Guidelines to Response to Opportunities
			Short term	Medium term	Long term	
Resource Efficiency	Efficient consumption of energy and resources, e.g., water recycling, use of energy-saving devices, construction of environmentally friendly buildings	<ul style="list-style-type: none"> Reduction of KBank's operating costs Increase of value of assets that are environmentally friendly Enhancement of employees' quality of life and livelihoods Reinforcement of positive image of KBank Opportunities to provide financial support for customers' adjustment of business processes 	✓	✓	✓	<ul style="list-style-type: none"> Identifying work plans for greater efficiency of energy and resource utilization Increasing participation with customers to push forward their determination of operational strategies and investment planning for greater efficiency of resource utilization in their operations and production processes Preparing projects to promote awareness within and outside the organization
Energy Source	Use of technologies to produce environmentally friendly energy, cooperation with agencies engaged in climate management		✓	✓	✓	<ul style="list-style-type: none"> Setting targets to use more clean energy Setting targets to provide financing for transition towards clean energy utilization
Product/ Services	<ul style="list-style-type: none"> Development of financial products and services to support environmentally friendly businesses Development of products that are beyond financial services to minimize impacts of climate change 	<ul style="list-style-type: none"> Expansion of customer database, generation of income from financial products and services that support environmentally friendly businesses and new income from innovations that are beyond financial services, such as establishment of carbon credit market and emissions trading platform 	✓	✓	✓	<ul style="list-style-type: none"> Innovating and designing new products and services to offer diverse opportunities and choices to customers

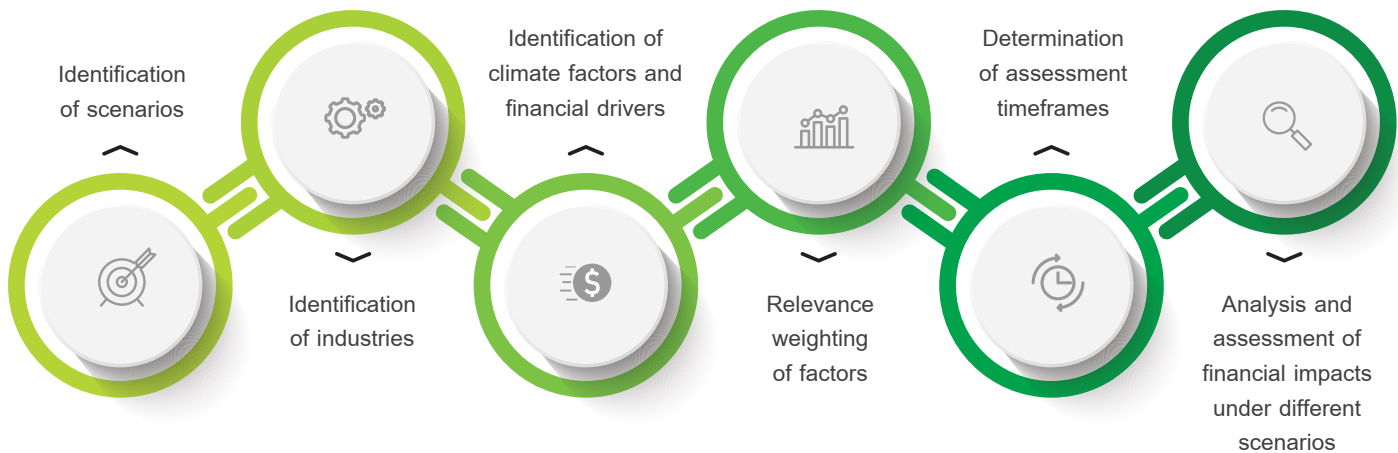


3. Climate-related Scenario Analysis

KBank has conducted the climate-related scenario analysis, both qualitatively and quantitatively, in accordance with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD), to assess impacts of climate change on KBank’s portfolio, encompassing its own operations and stakeholders’ activities across the value chain, from upstream to downstream. The results have been applied in establishing portfolio management strategies, focusing on risk management and identification of business opportunities.

3.1 Assessment of Transition Risks and Opportunities

KBank employs the Climate Financial Driver Analysis (CFDA) and Paris Agreement Capital Transition Assessment (PACTA) tools to analyze climate-related risks and opportunities in lending to businesses and evaluate the financial impact on both customers and the Bank under different climate-related scenarios. Focus is on risks arising from regulatory change, as well as technological and market transformations required for transitioning to a low-carbon economy. The risk assessment methods and financial impact evaluation results can be categorized into two parts based on the assessment tools used, as follows:



3.1.1 Assessment of financial impacts from transition risks and opportunities using CFDA

The assessment of financial impacts from transition risks and opportunities using the CFDA tool involves the following steps:

- 1 **Identification of scenarios for analysis** including STEPS, WB2C and NZE*
- 2 **Identification of industries:** KBank has selected three types of power plants in the power generation industry for analysis, including natural gas power plants, hydropower plants and biomass power plants.
- 3 **Identification of climate factors and financial drivers:** Climate factors and financial drivers have been identified for each type of power plant to study the relevance of impacts between these factors.
- 4 **Relevance weighting of factors:** to reflect the levels of relevance to financial figures, classified into low, medium and high levels.

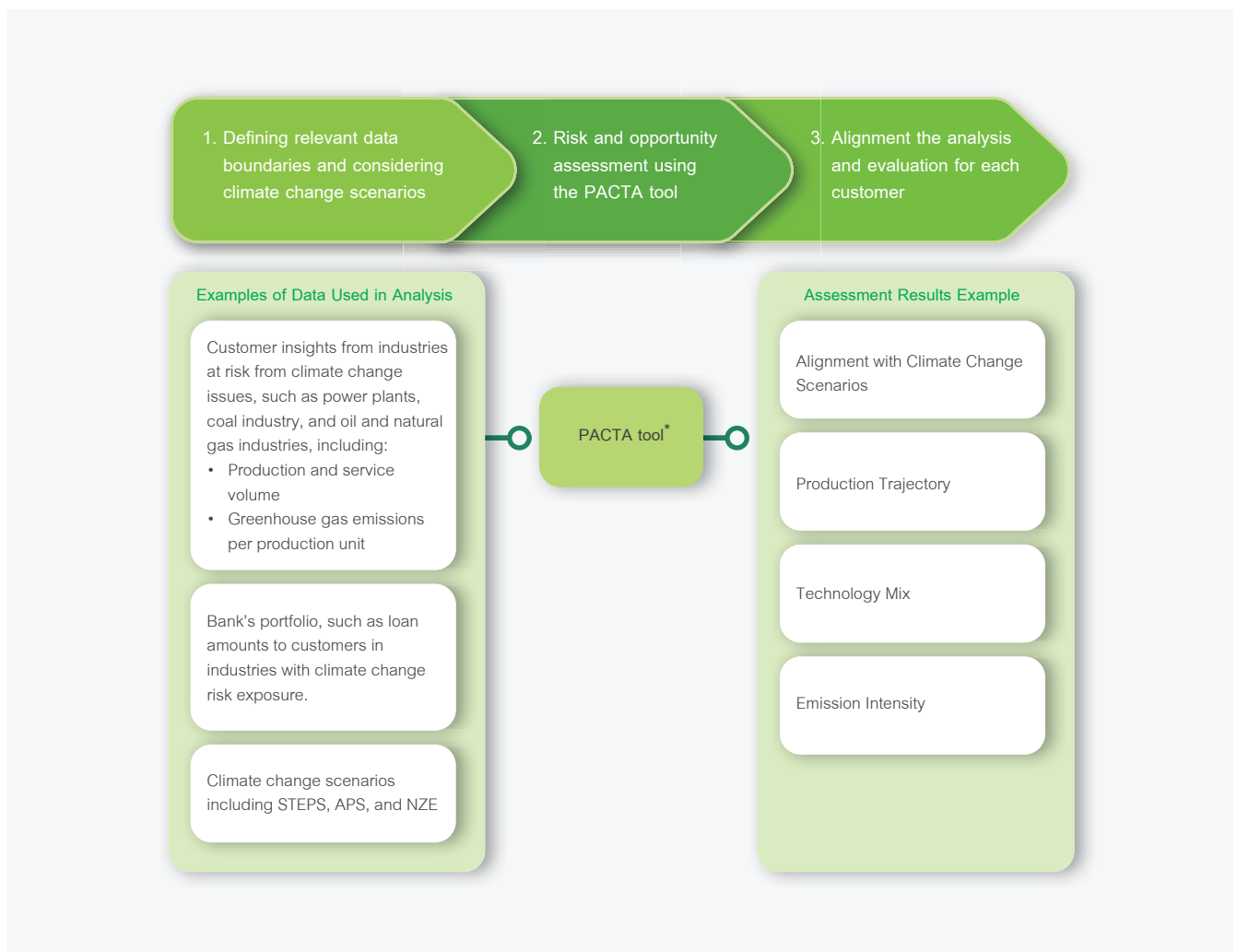
* STEPS: Stated Policies Scenario
 WB2C: Well-Below 2 Degree Celsius Scenario
 NZE: Net Zero Emissions by 2050 Scenario



- 5 **Determination of assessment timeframes:** including short term (2025), medium term (2030) and long term (2040 and 2050).
- 6 **Analysis and assessment of financial impacts under different scenarios:** via calculation of differences of factors under selected scenarios in comparison with the Business as Usual Scenario in each stipulated timeframe to come up with financial impacts on each type of power plant.

3.1.2 Assessment of financial impacts from transition risks and opportunities using PACTA

In addition to assessing short-, medium-, and long-term transition risks and opportunities using the CFDA tool, the Bank also recognizes the importance of assessing short-term climate change risks. Therefore, the Bank conducts portfolio analysis using the Paris Agreement Capital Transition Assessment (PACTA) tool to ensure that the Bank's investments align with the Paris Agreement's global warming reduction targets. The assessment steps are as follows.



* The Paris Agreement Capital Transition Assessment (PACTA) is an open-source and free of charge software application that enables users to measure the alignment of financial portfolios with climate scenarios as well as analyze specific companies. PACTA was originally developed by 2^o Investing Initiative (2DII) with backing from UN Principles for Responsible Investment. In June 2022, 2DII transferred stewardship of PACTA to RMI, formerly Rocky Mountain Institute.



3.2 Assessment of Physical Risk arising from Climate Change

In assessing physical risks, the Bank examines physical risk factors initially identified as likely to negatively impact the Bank’s own operations and activities, as well as stakeholders within the value chain, both upstream and downstream, in various aspects. These include harm to assets of customers and the Bank, business interruptions, increased costs and expenses for prevention and mitigation of natural disaster impacts, increased investment in research and development, write-off and depreciation of assets. These issues are evaluated for severity of impact and probability of occurrence through Climate-related Scenario Analysis.

3.2.1 Physical Risk Climate Assessment of Flood Incidents

Considering KBank’s overall loan portfolio, most loans are granted in Thailand, and flooding is the main physical risk that has produced significant effects on our asset quality and credit risk. Therefore, KBank has focused on assessment of risk arising from flooding that may affect our credit risk at the microeconomic channels, displaying financial impacts on KBank’s loan portfolio.

The Bank has applied Geographic Information System (GIS) to assess flood risks that may impact the Bank’s loan portfolio, both for business and retail customers, particularly for secured loans and housing loans for properties in Thailand. The Bank has referenced data from “Thailand’s Recurring Flood Map” prepared by the Office of Natural Calamity and Agricultural Risk Prevention, Ministry of Agriculture and Cooperatives, as well as data from the Climate Impact Explorer to assess future flood level trends under different greenhouse gas emission scenarios (RCP 2.6 and RCP 8.5).*

KBank has assessed financial impacts from physical risk, based on changes in key credit variables, as follows

1. Probability of Default: PD
2. Loss Given Default: LGD

3.2.2 Climate Change Stress Testing in Partnership with the Bank of Thailand

In addition to the Bank’s ongoing assessment of physical risks from flooding events using 10-year historical flood data and projected flood level changes under different greenhouse gas emission scenarios (RCP 2.6 and RCP 8.5)* for 2050, in 2024, the Bank participated in a pilot Climate Stress Test with the Bank of Thailand to assess the impacts on the Bank’s financial risks in the event of a severe and sudden acute flood in 2030. The operational steps are as follows:

1. Process for Assessing Flood Impacts

Define the scenario and scope of consideration: The assessment considers the SSP2-4.5* scenario, which represents a 1-in-50-year probability, resulting in sudden flooding that is twice as severe as the major flood event in 2011. The flood impacts can be divided into two parts:

The scope of impacts can be categorized according to the types of assets held by the Bank, which can be classified into two main parts: loans and own assets.

* Representative Concentration Pathways (RCPs) are scenarios that describe trajectories for global GHG emissions and the resulting CO₂ atmospheric concentration from 2000 to 2100, encompassing the range of possible climate policy outcomes.
RCP2.6 is the best case scenario with a major turnaround in climate policies. Global CO₂ emission rate is expected to peak by 2020 and decline to around zero by 2080. Atmospheric CO₂ concentrations peak at around 440 ppm around 2050.
RCP8.5 is the worst case scenario, where global CO₂ emission rate is expected to increase rapidly from the present to around 2050. In 2100, atmospheric CO₂ concentrations reach 950 ppm, while global CO₂ emission rate annual emissions is expected to stabilise around 30 gigatonnes of carbon per year, around 4 times of the rate in 2000 (8 gigatonnes per year).



The severity level of risks from this major flood event is categorized based on flood duration.



Flood Severity	Flood Duration (weeks)
No Flood	0
Moderate Flood	1 - 17
Severe Flood	More than 17

2. Assess Flood Risks by Considering Both Direct and Indirect Impacts

Since the key factors used in assessing direct flood impacts are water level and flood duration, the Bank uses Flood Maps for sub-districts in Thailand to identify flood levels in each sub-district and calculates property damage through a Vulnerability Function to assess the relationship between

flood level, flood duration, and the proportion of damage incurred. The Bank also considers indirect impacts from economic recession, as reflected in Macroeconomic Factors

3. Financial Impact Assessment Indicators

To assess the risks arising from this major flood event, the Bank has conducted scenario simulations to evaluate potential impacts on business operations and assets of the Bank and its customers. The impact data is used in credit risk assessment through the calculation of Expected Credit Loss (ECL), based on three key factors as follows:

1. Probability of Default: (PD)
2. Loss Given Default: (LGD)
3. Exposure at Default: (EAD)

The assessment of financial impacts from flood events can be evaluated based on the severity of Financial Implications. In assessing the potential financial impact on the Bank's Own Assets, KBank calculates potential flood damage (excluding business interruption losses) and offsets it against expected Insurance Recovery. The resulting Net Loss Value (Baht) reflects the Financial Implications of flood events on the Bank's assets.

* Shared Socioeconomic Pathways (SSPs) presented scenarios where socioeconomic factors are taken into account, such as population, economic growth, education, urbanization, technological development, etc. SSP2-4.5 provide the narrative of medium challenges to mitigation and adaptation, as social, economic, and technological trends do not shift significantly from historical patterns. Development and income growth proceeds unevenly, with some countries progressing and some left behind. Environmental systems degrades, even as intensity of resource and energy use declines.



4. Sector Prioritization for Industries of High Greenhouse Gas Emissions in the Portfolio

KBank has classified the industrial groups of high greenhouse gas emissions in the portfolio in order to determine the Sector Decarbonization Strategy and the paths to alleviate and control the volumes of greenhouse gas emissions of each sector in accordance with the Paris Agreement and Thailand’s target.

Most recently, KBank has prepared strategic plans to alleviate greenhouse gas emissions of six high-emission sectors, namely power generation, oil and gas, coal, cement, aluminum, and automotive.



5. Strategy to Manage Portfolio Emissions

The Bank is committed to establishing a greenhouse gas reduction strategy, including a glidepath for reducing greenhouse gas emissions of each industry in its portfolio, as follows:

1. Power Generation

KBank will not extend new loans to new coal-fired power plants and will gradually reduce the outstanding loans of coal-fired power plants to zero within 2030. Additionally, the Bank establishes a greenhouse gas reduction strategy for power generation from other sources by controlling the greenhouse gas emissions intensity per unit of electricity production to align with the established glidepath.



2. Coal

KBank will not provide support for thermal coal or construction of related infrastructure, and plans to gradually reduce the outstanding loans of thermal coal mining to zero within 2030. The Bank also establishes strategic plans for greenhouse gas emission reduction by controlling financing and investment to align with the glidepath for reducing greenhouse gas emissions.

3. Oil and Gas

KBank has a policy to control loans, investments and contingent liabilities in upstream oil and gas financing, including exploration, drilling and production, within the glidepath to reduce greenhouse gas emissions. KBank also does not support any exploration, drilling or production projects of unconventional resources, for example, tar sands, shale oil and gas, and Arctic oil and gas.

4. Cement

KBank has established a strategic plan for greenhouse gas emission reduction for cement producers by controlling the greenhouse gas intensity per unit of cement plants to align with the established glidepath to reduce greenhouse gas emissions.

5. Aluminum

The Bank has established a greenhouse gas reduction strategy for aluminum manufacturers, focusing on secondary production. The Bank will monitor the intensity of greenhouse gas emissions per unit of aluminum production. Control measures will be implemented to align with the greenhouse gas reduction glidepath once leading global banks begin regulating greenhouse gas reduction in secondary aluminum production, or when European countries consider imposing carbon taxes on secondary aluminum production.

6. Automotive

In 2024, the Bank formulated a greenhouse gas reduction strategy for the automotive industry. In the initial phase, the Bank will monitor the intensity of greenhouse gas emissions per unit of travel or transport (Vehicle Kilometer: Vkm) in accordance with the greenhouse gas reduction glidepath. This applies to midstream and downstream

businesses, including the assembly of lightweight vehicles such as light duty vehicle (LDV), and the distribution or sale of lightweight vehicles through car dealer.

KBank provides support for increases in generation and utilization of renewable energy, enhancement of energy efficiency, investment in carbon capture and storage technology and low-carbon energy transformation. We are now planning to gradually expand our scope of greenhouse gas management to other industries to increase the share in our portfolio on a continual basis. Based on the guidelines and strategies established by the Board of Directors, KBank has undertaken numerous significant operations of sustainable development. We have already begun our monitoring of our Net Zero Commitment to reduce greenhouse gas emissions in our own operations. notable operations related to minimization of greenhouse gas emissions in our financed portfolio in 2023 include the following:

Notable operations related to reduction of greenhouse gas emissions in our financed portfolio in 2024 include the following:

- Preparation of additional Sector Decarbonization Strategy for the automotive industry
- Preparation of a customer engagement plan to ensure that they have also followed the commitment to participate in our journey towards Net Zero, with the initial focus on significant sectors
- Support for sustainable financing and investment to push forward and promote transition to achieve the Net Zero goal
- Development of staff knowledge and capabilities for KBank and our customers via diverse tools, including training and seminars, ESG Consult Clinic and online training courses



Risk Management

The Bank manages climate-related risks by incorporating them into credit risk and operational risk management framework to ensure business continuity. Climate change risks can impact various risk categories including credit risk, operational risk, market risk, liquidity risk, and other risks faced by the Bank. However, when considering materiality, the Bank manages climate-related risks by incorporating them as part of credit risk and operational risk management.

KBank has implemented a climate change risk management framework in accordance with the Three Lines of Defense principle, establishing clear roles and responsibilities across all organizational levels to ensure effective and comprehensive risk management throughout all business operations.

Climate Change Risk Management

1st Line of Defense

Business Units manage preliminary climate-related risks.

2nd Line of Defense

Monitoring and Controlling Function conducts detailed climate-related risk assessments, provides independent and reliable opinions on climate-related risks, and establishes processes to monitor and control risks within acceptable levels.

3rd Line of Defense

Internal Audit Unit operates independently to evaluate, add value, and enhance the effectiveness of risk management and internal control processes





Climate-related Risk Management Structure

The Bank establishes a clearly defined organizational structure and roles for climate-related risk governance (details can be found in the Risk Management chapter).

Climate-related Risk Management Process consists of identification, assessment, monitoring and control, and reporting.





Integration of Climate Change Risk Factors in Credit Risk Management

Following the Bank's Net Zero Commitment announcement, aligned with Thailand's national goals, the Bank has integrated climate change risk factors into its ESG Credit Policy Exclusion List, such as gradually reducing support for businesses with significant greenhouse gas emissions where low-carbon technology alternatives are already available. Additionally, the Bank has established Sector-Specific Guidelines, particularly for high carbon-intensive sectors, including industries that heavily rely on coal as their primary fuel in production processes. These guidelines provide direction for credit support considerations in such business groups, with special additional consideration of ESG factors, such as reviewing customers' greenhouse gas reduction policies and targets, customers' greenhouse gas emissions reporting, and environmental management policies and plans. The Bank is progressively developing industry-specific greenhouse gas reduction plans (Sectoral Glidepath/Sector Strategy) and has established a Sustainable Finance Framework as an operational framework, along with setting sustainable financing targets.

Credit Assessment and Approval Guidelines

PRE-APPROVAL

- For credit requests from industries where the Bank has already established Sector-Specific Guidelines, they must undergo a pre-approval review to ensure alignment with the Bank's set targets before credit approval. The review will be based on indicators of the Sector-Specific Guidelines, such as credit amount and the intensity of greenhouse gas emissions per unit of production.
- Industry groups where the Bank has not yet established Sector-Specific Guidelines will be classified as Large Deals per the established criteria. They must undergo financed emission calculation to evaluate their significance to the portfolio's overall financed emissions.
- For sustainable financing requests, especially Green Finance initiatives such as renewable energy, energy efficiency, clean transport aimed at climate change mitigation and climate change adaptation, a specialized review must be conducted by designated units to ensure compliance with the Bank's green finance framework, which is aligned with internationally accepted standards.

POST-APPROVAL

- Regularly monitor performance against various risk indicators, such as monthly monitoring of Sectoral Glidepath performance.
- Establish control processes and action plans categorized by risk levels, determined by deviation from set targets.
- Establish regular reporting requirements, including ad hoc reporting.
- Establish processes for monitoring of customers' environmental performance at least once a year.



Integration of Climate Change Risk Factors in Operational Risk Management





Metrics and Targets

KBank has established Board of Directors KPIs based on the Balanced Scorecard as a tool for transforming the strategy into practice. Key performance indicators have been drawn up to measure success through four key dimensions, including: Finance, Customers, Internal Processes, and Learning and Sustainable Development, to ensure that business strategies that account for environmental, social and governance factors are in harmony across the organization. The key performance indicators will be cascaded from the level of Chief Executive Officer to the level of President, Division Head and other parties involved. Operating results have been monitored to attain the established objectives.

Sustainable Development Policy - Environmental Aspect	Metrics and Long-term Targets	Target 2024	Performance 2024
Net Zero in our own operations by 2030¹	1) 21% reduction of greenhouse gas emissions in 2025 (Baseline year: 2020) 2) Achievement of "Zero Waste to Landfill" at KBank's main buildings by 2025 ²	1) 16.8% reduction of greenhouse gas emissions (Baseline year: 2020) 2) Achievement of "Zero Waste to Landfill" at KBank's 1 main building	1) 17.02% reduction of greenhouse gas emissions (Baseline year: 2020) 2) Achievement of "Zero Waste to Landfill" at KBank's 1 main building ³
Decarbonized financed portfolio emissions in line with Thailand's ambition, and at the earliest for key material sectors where possible	Complete development of glidepath and/or sector strategies	Preparation of 1 glidepath and/or sector strategies	Preparation of glidepath and/or sector strategies for 1 industry: Automotive
Leader of innovative "Green Finance" agenda in Thailand	At least Baht 100 - 200 billion in sustainable financing and investment by 2030	Baht 35,338 million in sustainable financing and investment	Baht 48,500 million with cumulative value from 2022 - 2024 Baht 121,897 million in sustainable financing and investment

Financed Emissions and Credit Exposure to Carbon-Related Assets

Greenhouse gas emissions under Category 15⁴: Investment of Scope 3 are known as the most significant matter of consideration for financial institutions. With its awareness of the importance of reduction of greenhouse gas emissions from the portfolio, KBank joined the Partnership for Carbon Accounting Financials (PCAF) in 2022 to adopt the calculation standard for financial institutions' assets to evaluate greenhouse gas emissions of industries in the portfolio, and for continual consultation with PCAF experts.

Notes:

¹ Scope 1: Direct emissions from the activities of an organization including stationary combustion, fleet vehicles (organization-owned), chemical treatment of wastewater, as well as fugitive and process emissions.

Scope 2: Energy-indirect emissions including an organization's purchased energy such as electricity, heat and steam.

² The target for achievement of "Zero Waste to Landfill" at KBank's main buildings within 2025 had been determined with consideration of international standards to reduce waste directed to landfills. Waste to landfill must not exceed 10 percent of total waste generated from the building.

³ Target has been met since August 2024

⁴ Other industries include automobiles and parts, chemicals and chemical products, retail sales of farm products, retail sales of commodity products, retail sales of industrial products, communications, construction, construction materials, digital and IT, electrical devices and appliances, entertainment, fashion, finance and banking, food and beverages, furniture and wood, hardware, hotels and restaurants, agricultural industry, other metals, packaging and publishing, medicine and hospitals, services and other industries.



Types of Asset/Sector	2023 ¹						2024					
	Portfolio allocation	Absolute GHG emissions (Tonnes of CO ₂ equivalent)		Weighted score of data quality ³ (Highest quality = 1, Lowest quality = 5)		Emissions Intensity ³ (Tonnes of CO ₂ equivalent to USD 1 million of investment or loan)	Portfolio allocation	Absolute GHG emissions (Tonnes of CO ₂ equivalent)		Weighted score of data quality ³ (Highest quality = 1, Lowest quality = 5)		Emissions Intensity ³ (Tonnes of CO ₂ equivalent to USD 1 million of investment or loan)
		Scope 1+2	Scope 3 ²	Scope 1+2	Scope 3			Scope 1+2	Scope 3	Scope 1+2	Scope 3	
By asset classes according to PCAF standard												
Business Loans and Unlisted Equity	100% of corporate bonds, listed and unlisted equity, and business loans	12,446,384	27,889,350	4.3	4.3	275.5	100% of corporate bonds, listed and unlisted equity, and business loans	13,255,599	30,713,300	4.2	4.3	279.2
Listed Equity and Corporate Bonds		92,006	158,985	4.4	4.6	70.7		52,885	107,384	4.5	4.6	37.7
Project Finance Loans	100% ⁴	2,808,466	262,080	3.0	4.0	2,148.4	100% ⁴	2,470,900	243,933	3.0	4.0	2,096.9
Motor Vehicle Loans	99.7%	673,324	-	3.8	-	165.0	99.7%	552,766	-	3.9	-	154.8
Mortgages Loans	84.9%	1,014,456	-	4.0	-	108.3	88.4%	1,077,132	-	4.0	-	101.2
Total		17,034,636	28,310,416	4.2	4.3	278.2		17,409,282	31,064,617	4.2	4.3	270.9
By sectors (business loans and project finance loans)												
Municipal power generation and municipal water	100% of business loans and project finance ⁴	2,917,169	305,782	3.1	4.0	-	100% of business loan and project finance ⁴	2,734,631	321,644	3.2	4.0	-
Oil and gas		2,577,059	2,992,794	4.0	4.1	-		2,392,977	3,379,157	3.9	4.0	-
Cement		718,419	194,004	4.1	4.3	-		855,568	163,557	4.0	4.2	-
Agriculture		731,745	1,754,424	4.5	4.5	-		759,699	1,775,840	4.5	4.5	-
Transportation		579,275	685,804	4.2	4.2	-		566,278	684,638	4.1	4.2	-
Iron and steel		441,026	339,597	4.1	4.1	-		447,244	338,835	4.1	4.1	-
Coal		171,924	488,223	2.2	2.2	-		158,908	437,101	2.1	2.1	-
Aluminium		29,246	52,420	2.9	2.9	-		35,763	76,503	2.6	2.6	-
Real estate		33,335	192,702	3.9	4.0	-		26,472	192,054	4.0	4.0	-
Automotive		334,224	1,260,133	4.4	4.4	-		344,102	1,330,400	4.4	4.4	-
Other sectors ⁵		6,720,810	19,875,979	4.3	4.3	-		7,403,288	22,247,374	4.3	4.3	-
Total		15,254,229	28,141,863	4.2	4.3	328.6		15,724,929	30,947,103	4.2	4.3	324.0

Notes:

- To ensure data comparability, KBank has conducted restatement for historical data of greenhouse gas emissions in 2023, previously disclosed in Sustainability Report 2023. KBank has adjusted emission factor based on the PCAF methodology and database (latest version: September 2023) to be consistent with greenhouse gas emission calculation in 2024.
- To ensure alignment with PCAF's Global GHG Accounting and Reporting Standard for Financed Emissions, which requires disclosures of client's scope 3 emissions from 2024 onwards, as well as to ensure data comparability, KBank has conducted restatement of client's scope 3 emissions in 2023 for Business Loans and Unlisted Equity as well as for Project Finance.
- The scores of data quality were weighted by KBank's financing and investment amount in accordance with PCAF's Global GHG Accounting and Reporting Standard for Financed Emissions.
- The scope for calculating and reporting greenhouse gas emissions in Project Finance activities covers only electricity generation power plants under loans for the municipal power generation and municipal water sector.
- Other industries include chemicals and chemical products, retail sales of farm products, retail sales of commodity products, retail sales of industrial products, communications, construction, construction materials, digital and IT, electrical devices and appliances, entertainment, fashion, finance and banking, food and beverages, furniture and wood, hardware, hotels and restaurants, agricultural industry, other metals, packaging and publishing, medicine and hospitals, services and other industries.
- Reporting boundary of GHG Scope 3, Category 15: Investments includes credit supports and investments for Business Loans and Unlisted Equity, Listed Equity and Corporate Bonds, Project Finance, and Mortgages of Kasikornbank Public Company Limited. For Motor Vehicle Loans, the reporting boundary includes Kasikom Leasing Co., Ltd. and Kasikom Factory And Equipment Co., Ltd.



Limitation

In estimating the volume of Scope 3 greenhouse gas emissions (Category 15) resulting from the Bank's financing and investment support, the Bank must rely on the availability and detail of data across multiple dimensions, including the Bank's own data, customer data, and information from other independent agencies. This is essential for accurately calculating the greenhouse gas emissions in the Bank's portfolio and for formulating strategies to reduce emissions in alignment with the Bank's targets. Therefore, the Bank plans to improve its data capability in data collection, processing, and database management systems.

However, the calculated volume of financed emissions in the portfolio may fluctuate over time, which will be reflected in varying data quality scores. The Bank expects that data quality will improve as time progresses. In cases where reported emissions are unavailable, the Bank will estimate greenhouse gas emissions using other variables, such as production capacity and the emission factor of the industry per revenue or assets. Additionally, the emission factor may change based on the PCAF reference database.

In calculating the Bank's portfolio financed emissions, some limitations may arise regarding the lag time in the reporting cycle of variables required from third parties, such as reported emissions data and customer financial statements. The Bank will utilize the most recent data available for greenhouse gas emission calculation.

Sustainable Financing and Investment

1. Green Loans: Outstanding amount in 2024 totaling Baht 91,271.02 million

1.1 Green Loans for Corporate Customers

Loans for Corporate Customers	Product Description	Outstanding Loans in 2024 (MB)
Loans for domestic renewable energy	Loans provided for domestic renewable energy projects, including solar energy, biomass energy, waste-to-energy, biogas energy, wind energy	9,900.83
Loans for renewable energy in other countries	Loans provided to overseas renewable energy projects, including wind energy, solar energy and hydropower	11,043.54
Other loans for activities/projects of environmental conservation or environmental friendliness	Loans for activities/projects of environmental conservation or environmental friendliness include, for example, green home projects using environmentally friendly materials, purchase of eco-friendly products/equipment.	1,199.77
Loans for alternative energy vehicles	Loans that promote transport that uses clean energy, including auto loans for hybrid and electric cars (B2B).	2,714.12



Loans for Corporate Customers	Product Description	Outstanding Loans in 2024 (MB)
Loans for large property projects with environmentally friendly concept	Loans for large property projects with environmentally friendly concept include, for example, Eco-system Eco-plex projects and green buildings in accordance with the standards of Leadership in Energy and Environmental Design (LEED) of the United States Green Building Council (USGBC).	7,788.70
Loans for energy and environmental conservation	KBank has provided incentives via loans with special conditions to businesses that undertake environmentally friendly operations, in terms of minimization of pollution and efficient utilization of natural resources, namely improvement of operational systems and processes for reducing energy consumption in business premises, solar rooftop installation, building renovation and other energy conservation measures.	4,512.01
Loans to support products, production technologies and production processes with environmental efficiency and/or improvement to promote circular economy	Loans for alternative energy, products, production technologies and production processes with environmental efficiency and/or improvement to promote circular economy, as well as sustainable management of garbage and waste certified with environmental standards, e.g., biofuel production plants, treatment and disposal of non-hazardous waste by biological methods, etc.	1,602.71
Loans related to sustainability operations (sustainability linked loans – SLLs)	KBank has granted special privileges to business operators who have achieved the established targets within the loan periods, in order to inspire those operating businesses that are environmentally and societally friendly, including alleviation of pollution and efficient use of limited resources, and minimization of adverse impacts on community residents, as well as being committed to the UN Sustainable Development Goals, e.g., reduction of GHG emissions, and reduced energy and natural resource consumption.	10,064.17
Loans for overseas environmental projects	Loans for overseas environmental projects include equipment purchase for solar power plants, pollution prevention and control to minimize air pollution from power plants, energy efficiency improvement, etc.	5,050.90
Total green loans for corporate customers		53,876.75



Outstanding green loans totaling

Baht **91,271.02** million



1.2 Green Loans for SME Customers

Loans for SME Customers	Product Description	Outstanding Loans in 2024 (MB)
Loans for energy and environmental conservation	KBank has provided loans with special interest rates for projects such as energy-saving loans, improvement of systems and operational processes to reduce energy consumption in business premises, solar rooftop installation, renewable energy consumption in business operations, building renovation for energy conservation	2,419.90
Loans to support products, production technologies and production processes with environmental efficiency and/or improvement to promote circular economy	<p>Loans for alternative energy, products, production technologies and production processes with environmental efficiency and/or improvement to promote circular economy, as well as sustainable management of garbage and waste certified with environmental standards, e.g., biofuel production plants, treatment and disposal of non-hazardous waste by biological methods, etc.</p> <p>Classified by sub-objectives:</p> <ul style="list-style-type: none"> Loans for alternative energy Outstanding loans: Baht 63.99 million Loans for sustainable management of garbage and waste certified with environmental standards Outstanding loans: Baht 173.28 million Loans for products, production technologies and production processes with environmental efficiency and/or improvement to promote circular economy Outstanding loans: Baht 1,928.43 million 	2,165.70
Total green loans for SME customers		4,585.60

1.3 Green Loans for Retail Customers

Projects/Products	Product Description	Outstanding Loans in 2024 (MB)
Auto loans for hybrid and electric vehicles	Green Vehicle Financing for Personal Hybrid and Electric Vehicle Purchases	17,261.52
Green home loans	Environmental Housing Loans - Energy-Efficient Homes under the Green Housing Loan Program	15,547.15
Total green loans for retail customers		32,808.67

Note:

The above classification is in accordance with the Green Loan Principles of the Loan Market Association (LMA).



2. Beyond Banking

2.1 SolarPlus

KBank has developed the SolarPlus Platform, which provides e-Marketplace platform service to promote a green ecosystem and support services related to clean energy. Initially, KBank’s key customer segment included retail and small business customers in the Bangkok metropolitan area, to whom notifications were sent via K PLUS to disseminate information on solar rooftop installation. Interested customers may register and choose a solar rooftop installer that matches their requirements. Customers and companies that provide solar rooftop installation services enter into a power purchasing agreement for customers to sell electricity generated from the solar cell system. KBank provides financing to companies that install solar panels. This project is aimed at promoting access to clean energy and moving our mission forward to achieve the Net Zero goals of KBank and Thailand.

2.2 EV Bike Rental Service

KBank launched a pilot project by introducing WATT’S UP – a comprehensive e-marketplace platform offering multiple brands of electric motorcycles for rent – at three Thailand Post branches. The project received positive feedback by the end of 2023. To further this initiative, the Bank established K Energy Plus Co., Ltd., a subsidiary dedicated to EV bike rental services, in late 2023. In 2024, KBank is committed to enhancing the service by targeting actual users, such as regular electric motorcycle riders and individuals interested in trying EV bikes. To expand rental options, the Bank plans to increase business partnerships to introduce various electric motorcycle models and expand the battery-swapping station network on the WATT’S UP platform, aiming to attract more users.

2.3 Creative Climate Research Center (CCRC)

KBank has initiated the development of climate knowledge and research delivery solutions by integrating expertise from leading educational and research institutions, both in Thailand and internationally, to provide guidance to customers and support comprehensive climate insights for Thai society. The Bank, in collaboration with Thailand Greenhouse Gas Management Organization (Public Organization) (TGO), Thailand

Carbon Neutral Network (TCNN), and Kasikorn Research Center, conducted “The 2024 Thailand’s Voluntary Carbon Market” research, updating the status of Thailand’s voluntary carbon market along with future market trends for private sector utilization. Additionally, KBank supported the Carbon for Business and Industry Sustainability Institute (CBiS) and the Faculty of Engineering, Chulalongkorn University, in organizing the Net Zero CEO Leadership Program, a sustainability course for senior executives focusing on leadership development. The program attracted over 66 executives from both public and private sectors, fostering collaboration among 66 organizations to help drive Thai society towards Net Zero goals.

3. Green and Sustainable Investment

The Bank recognizes the importance of environmental investment and has therefore issued and invested in sustainability bonds with the following details:

3.1 Issuance of Sustainability Bonds*

In 2022, KBank issued 2-year and 3-year Yen-denominated sustainability bonds and 3-year USD-denominated sustainability bonds, totaling approximately USD 84 million (equivalent). These bonds were offered to domestic investors to promote financing for environmentally and socially friendly businesses, such as loans of energy and environmental conservation, renewable energy loans and loans to promote employment. KBank is the first bank in Thailand and ASEAN to issue sustainability bonds in accordance with global standards set by the International Capital Market Association (ICMA) and the ASEAN Green, Social and Sustainability Bond Standards of the ASEAN Capital Markets Forum (ACMF).

KBank issued sustainability bonds totaling

Baht **2,936** million

accounting for

12%

of KBank’s total senior bonds.





Operating Performance

Bonds have been managed by lending the full amount to environmental and social projects approved by the Board of Directors, based on their environmental and social promotion, and benefits in other fields, as follows:

1. Three Environmental Projects Supported

- 1.1 Two solar energy projects* having a total production capacity of 178 megawatts and generating electricity of 256 million kilowatt-hours
- 1.2 One large-scale property project with an environmentally friendly concept and design (Green Building), which takes into account efficient use of resources, energy and environment, and is expected to be certified with Gold/Platinum level of Leadership in Energy and Environmental Design (LEED) by the United States Green Building Council (USGBC) and Platinum level of WELL Building Standard (WELL) by the International WELL Building Institute (IWBI), upon its construction completion and opening in 2024

2. Two Social Projects Supported

Two projects promoting employment generation and supporting SMEs, franchise groups and retail shops in communities, which have extended loans to 1,789 retail customers

3.2 Investment in Bonds for the Environment and Sustainability

KBank’s total investment in sustainability bonds amounted to Baht 44,465 million, to support fund raising for projects that are environmentally friendly and energy saving, and for development and promotion of sustainability, with the following details:

Investment in Green Bonds

KBank has invested in green bonds for wind energy and clean transportation projects. These bonds have been certified by internationally accepted standards, namely the ASEAN Green Bond Standards (ASEAN GBS), Climate Bond Standard (CBS), International Capital Market Association Green Bond Principles (ICMA GBP), and the LMA Green Loan Principles (LMA-GLP).

KBank’s investment in sustainability bonds totaled

Baht **44,465** million

accounting for

11.1%

of KBank’s total investment in bonds



* For additional details on sustainability bond and Second Party Opinion reports, please visit the website: <https://www.kasikornbank.com/en/sustainable-development/sustainability-bond/Pages/Sustainable-Bond-Report.aspx>



Investment in Sustainability Bond and Sustainability-Linked Bond

KBank has invested in sustainability bonds related to social and economic development, and promotion of environmental conservation. These bonds have been certified by the ASEAN Green Bond Standards, Social Bond Standards and Sustainability Bond Standards (ASEAN-GBS, SBS, SUS), International Capital Market Association Green and Social Bond Principles, Social Bond Principles, Sustainability Bond Guidelines, and Sustainability-Linked Bond Principles (ICMA-GBP, SBP, SBG, SLBP) and LMA Green Loan Principles and Sustainability Linked Loan Principles (LMA-GLP, SLLP).

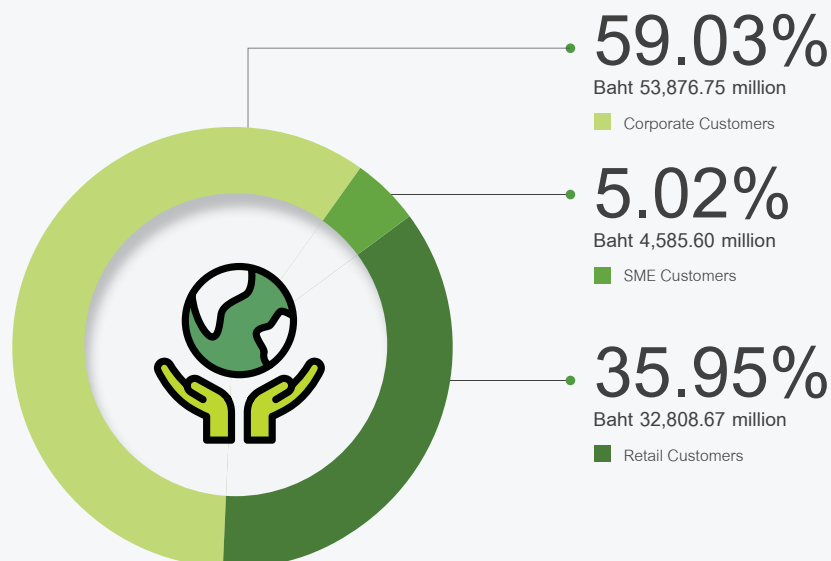
3.3 Issuance of Risk-hedging Bonds, Issuance and Underwriting of Bonds linked with Economic, Social and Environmental Activities

Issuance of Risk-hedging Financial Contracts linked with ESG Targets

The Bank has been continuously engaging in risk-hedging financial contracts linked to Environmental, Social, and Governance (ESG) objectives since 2021. In 2024, KBank

collaborated with IRPC Public Company Limited to execute Thailand's first Social-Linked THOR (Thai Overnight Repo Rate) interest rate swap. This innovative financial instrument ties interest rates to social development targets; if the client meets these predefined social objectives, they benefit from more favorable interest rates as stipulated in the contract. Additionally, KBank has entered into ESG-Linked Interest Rate Swap agreements with large corporate clients. These contracts are linked to clients' MSCI ESG Ratings and their greenhouse gas emission reduction achievements. Customers meeting these goals can secure a preferential fixed interest rate, as detailed in the contract, designed to help them manage financial risks while promoting sustainability within their organizations and Thai society. This initiative reflects the Bank's commitment to conducting business in accordance with the principles of a Bank of Sustainability, aiming to advance Thailand's economy and society towards sustainable growth.

Proportion of Green Loans, categorized by customer type.





Bond Issuance Offering Investors the Choice of Receiving Carbon Credits or Renewable Energy Certificates as Promotional Incentives (Bond Plus Carbon Credit)

KBank serves as the sole underwriter and primary investor for “BCPG Public Company Limited’s Debentures No. 1/2024 Series 1 due 2027” and “BCPG Public Company Limited’s Debentures No. 1/2024 Series 2 due 2029,” which are Thailand’s first “Bond Plus Carbon Credit.” These debentures are unique in that investors not only receive fixed interest returns like typical debentures but also come with promotional features where investors can choose to receive either Carbon Credits certified under Thailand’s Voluntary Emission Reduction Program (T-VER), developed by the Thailand Greenhouse Gas Management Organization (Public Organization) (TGO), or Renewable Energy Certificates (REC) certified by The International REC Standard Foundation (I-REC) or International Tracking Standard Foundation (I-TRACK Foundation). Investors can use these carbon credits or I-REC as tools for carbon offsetting to achieve carbon neutrality in line with the national environmental strategy. Additionally, these credits can be traded in the secondary market, which is a key mechanism for enhancing liquidity in Thailand’s carbon credit market. As the lead underwriter and primary investor of these BCPG debentures, the Bank has advanced another step towards its key sustainability goals. Institutional investors are encouraged to learn about the carbon credit account opening process and join knowledge-sharing sessions on ESG practices and guidance on related accounting and tax management. The carbon credits received by the Bank from this transaction will be used as part of its tools for offsetting its own greenhouse gas emissions.

Issuance of Green Bonds

KBank has actively supported clients in transitioning to a low carbon economy by serving as an underwriting of sustainability bonds as follows:

- Served as one of the underwriters for “**Minor International Public Company Limited’s Sustainability-Linked Debentures** No. 1/2024 Series 1 due 2028” worth Baht 5,000 million. The purpose was to repay debt from issuing debt instruments and use it as working capital. The debentures have two sustainability KPIs: 1) Scope 1 and Scope 2 greenhouse gas emissions rate from the issuer’s hotel business segment, and 2) Water withdrawal rate from the issuer’s hotel business segment.
- Served as one of the underwriters for “**WHA Utilities and Power Public Company Limited’s Green Debentures** No. 1/2024 Series 2 due 2029” worth Baht 800 million. The purpose was to reimburse the issuer’s treasury for investments already made and/or to invest in renewable energy power plant projects.
- Served as one of the underwriters for **Advanced Info Service Public Company Limited’s Sustainability Debentures** No. 1/2024: Series 1 due 2028; Series 2 due 2031; Series 3 due 2027; Series 4 due 2029; Series 5 due 2034, with a total value of Baht 25,000 million. The purpose was to invest in projects related to environmental, social, and governance (ESG) initiatives.



4. Environmental and Sustainability Funds*

Environmental and Sustainability Funds	Details of Products	Net Asset Value** (MB)
K-PLANET-A(A) KPLANETRMF ⁽¹⁾	LO Funds - Planetary Transition, (USD), I Class A (master fund) which has a policy to invest in equity securities or equity-equivalent instruments issued by companies worldwide, including emerging markets, whose business growth benefits from regulations, innovations, services, or products related to preventing or reducing climate change	-A(A): 1,278.62 RMF: 21.67
K-CHANGE-A(A) K-CHANGE-SSF KCHANGERMF ⁽²⁾	The fund invests in Baillie Gifford Positive Change Fund - Class B accumulation (GBP) (master fund), which has a policy to invest in global stocks of companies with products and/or services that create positive impacts on society and/or the environment, including companies that support changes in various aspects, not limited to any single area, including: education, social equality, healthcare system quality, and resources and environment.	-A(A): 5,369.42 SSF: 3,792.42 RMF: 3,017.96
KTHAICGRMF ⁽³⁾	Mutual funds that prioritize investments in companies demonstrating strong corporate governance practices, including those certified as members of Thailand's Private Sector Collective Action Against Corruption (CAC). Corporate governance quality is evaluated through CG Scoring ratings issued by the Thai Institute of Directors Association or other pertinent institutions.	334.79
K-TNZ-ThaiESG K-TNZ-A(A) ⁽⁴⁾	The fund aims to promote the reduction of climate change impacts and manages its investment portfolio with the goal of maintaining weighted average greenhouse gas emissions and portfolio temperature below benchmark levels. It supports the business sector in driving Thailand towards achieving Paris Agreement targets of net zero greenhouse gas emissions by 2065.	-ThaiESG: 2,931.23 -A(A): 63.40
K-ESGSI-ThaiESG ⁽⁵⁾	The fund will invest in government bonds, bonds with principal and interest guaranteed by the Ministry of Finance, or debentures with principal and interest guaranteed by the Ministry of Finance (excluding convertible debentures), which are classified as green bonds, sustainability bonds, or sustainability-linked bonds. The average investment in these instruments will be no less than 80% of NAV during each fiscal year.	4,042.98
K-BL30-ThaiESG ⁽⁶⁾	The fund will invest in government bonds, bonds with principal and interest guaranteed by the Ministry of Finance, or debentures with principal and interest guaranteed by the Ministry of Finance (excluding convertible debentures), which are classified as green bonds, sustainability bonds, or sustainability-linked bonds. The average investment in these instruments will be no less than 80% of NAV during each fiscal year.	327.39
Total NAV of Environmental and Sustainability Funds		21,179.88

* Environmental and sustainability funds of KASIKORN ASSET MANAGEMENT

** NAV represents the value of trading funds via the channel of KBank only.

-A(A): Accumulation Class Fund

SSF: Super Savings Fund

RMF: Retirement Mutual Fund

ThaiESG: Thai Environmental, Social, and Governance Investment Fund

(1) Total NAV of K- PLANET (all share classes) is Baht 1,300.29 million.

(2) Total NAV of K-CHANGE (all share classes) is Baht 12,179.80 million.

(3) Total NAV of KTHAICGRMF (all share classes) is 334.79 million.

(4) Total NAV of K-TNZ-ThaiESG (all share classes) is 2,994.63 million.

(5) Total NAV of K-ESGSI-ThaiESG (all share classes) is 4,042.98 million.

(6) Total NAV of K-BL30-ThaiESG (all share classes) is 327.39 million.



Customer Engagement

In 2024, KBank promoted customer engagement in multiple patterns, as follows:

- 1. Corporate customers:** Relationship Managers and related department, i.e., the Active Credit Portfolio Management Department and Industrial Decarbonization Solution Department, created customer engagement with respect to transition towards sustainability for businesses that could be affected by future regulatory requirements and international trade regulations, namely food and beverages, agro-processing, automotive parts and electrical appliances and equipment businesses.
- 2. SME customers:** KBank provided knowledge to SME customers via various channels, as follows:
 - The Bank participated in the “Financing the Transition: Finance for Business Transition towards Sustainability” project with the Bank of Thailand to drive business adaptation for environmental sustainability. The project includes organizing seminars to provide knowledge about adaptation and funding sources for customers in target industries, and continuously supporting access to adaptation technologies and funding sources. The pilot industry groups are food and beverages, hotels and healthcare, packaging and plastics, and automotive parts.
 - In collaboration with Central Pattana Public Company Limited, KBank participated as a speaker in the Green Partnership project, providing insights into accessing funding sources for energy and environmental conservation to partner stores under Central Pattana’s management.
 - The Bank served as a speaker and panelist at the Green Technology Expo 2024, organized by the Thai-Chinese Association for Science and Technology, to provide entrepreneurs insights about green loans.
- 3. Retail Customers:** The Bank provides knowledge to individual customers through various channels, including:

To support customers’ access to energy-efficient home loans, the Bank joined with 15 leading real estate developers in launching a Green Home Loan campaign to offer energy-efficient homes from more than 720 projects nationwide, with special interest rates and additional benefits.

Collaboration with Business Partners to Mitigate Climate Change Impacts

Collaboration with Domestic Organizations

- KBank participated as a speaker at the “UN Global Compact Network Thailand Forum 2024 (GCNT Forum 2024)”, organized by the Global Compact Network Thailand in collaboration with the United Nations in Thailand. The forum focused on the theme “Inclusive Business for Equitable Society - Transforming Future Business, Creating an Equitable and Sustainable Society.” KBank also joined a panel discussion titled “Inclusive Business Landscape,” sharing insights and perspectives on applying the inclusive business model within organizations to address social inequality. The discussion was aimed at promoting actionable inclusive business practices, fostering long-term sustainability for businesses while enhancing economic, social, and organizational resilience accordingly.
- Bank shared perspectives at the first collaborative meeting of the Thailand Climate Business Network (ThaiCBN). Under its strategy of being a Bank of Sustainability, KBank initiated the ThaiCBN project in collaboration with 24 leading partners across various sectors, including government, education, business and industry, finance, and banking, as well as international organizations, with the aim of driving Thailand towards the net-zero target. The first meeting was held to share the vision, discuss key areas of collaboration, and explore pathways for future cooperation.

Collaboration with International Organizations

- To enhance green finance capabilities and become a leading sustainable bank, KBank is committed to supporting sustainable financing and investment of no less than Baht 100 - 200 billion by 2030. To this end, the Bank has collaborated with the International Finance Corporation (IFC) to strengthen capabilities and develop green finance potential in accordance with internationally accepted criteria and standards. Major initiatives included:
 1. The Bank has established the “Climate Transition Capacity-Building Project” to equip employees with knowledge about green loans, green buildings, and climate change risk through training sessions, conducted by experts from the International Finance Corporation. The learning course covers three key areas: The “Green



Finance Eligibility Trainings” to delve into important issues and criteria of green loans; the “Green Building Workshop” to provide in-depth knowledge about green building standards; and the “Climate Transition Risk Assessment” to provide knowledge about climate change risk assessment in alignment with the Paris Agreement.

2. The Bank supports real estate clients in developing green buildings that adhere to international standards using the EDGE (Excellence in Design for Greater Efficiencies) certification system. In collaboration with the International Finance Corporation, the Bank offers free consultation services to clients, entrepreneurs, and real estate developers to help them advance green building projects through the EDGE app.

- KASIKORN ASSET MANAGEMENT Co., Ltd. has announced the inaugural Alliance on Sustainability with Lombard Odier, a globally renowned financial institution from Switzerland. As a consulting partner, Lombard Odier will assist in shaping strategies and developing sustainable investment products aligned with international standards. This collaboration addresses the impacts of rapidly changing climate conditions, reflecting investors’ growing emphasis on investments that foster sustainable economic and social development. The partnership strengthens KAsset’s ability to integrate sustainable practices across all funds under its management, including those with ESG-focused strategies, ensuring maximum efficiency. It also reinforces KAsset’s leadership in Thailand’s mutual fund market while driving the Thai mutual

fund industry towards sustainable growth on par with global standards.

- Beacon Venture Capital Company Limited (Beacon VC), the venture capital arm of KASIKORNBANK (KBank), and the Global Green Growth Institute (GGGI) Thailand have signed a memorandum of understanding to promote startups and support the growth of climate technology innovations. The partnership aims to strengthen the ecosystem for climate tech innovations, preparing startups for fundraising, business expansion, and funding opportunities. Building upon their ongoing collaboration, Beacon VC and GGGI are now working on establishing a Climate Tech Equity Trust Fund, dedicated to investing in climate tech startups to combat climate change.
- Solar United Beacon VC has partnered with Solar United Network Group (SUN Group), a leading Asia-Pacific clean energy company based in Indonesia, to complete a USD 3 million Series A funding round for ION Energy Company Limited (ION), a Thai solar energy startup. This collaboration leverages KASIKORNBANK’s extensive customer base to expand services comprehensively, allowing both retail and business customers to access clean energy solutions at affordable prices with assured quality standards. ION Energy is the first Thai startup to receive investment from Beacon VC through the Beacon Impact Fund, which was established to invest in startups committed to sustainable business practices based on ESG principles. These investments aim to generate measurable positive impacts across multiple dimensions, with the potential for broad scalability.



↑ KAsset Partners with Global Asset Manager 'Lombard Odier' to Drive Sustainable Investment, Reinforcing its Leadership in Thailand's Mutual Fund Industry



Environmental Management



Risks

Inefficient environmental management will not only result in higher costs and expenses for the Bank's business operations, but also increase the risks of non-compliance with rules, regulations, and standards related to the environment. This inefficiency will also affect KBank's ability in achieving its Net Zero.

Opportunities

If the Bank has efficient environmental management in place and can optimize its resource utilization, the Bank will not only be able to save on substantial operating costs, but also mitigate risks and adapt itself in order to reduce the impacts of climate change in the future, helping enhance the Bank's positive image, and attract investors, who attach importance to environmentally responsible businesses.

KBank is committed to achieving Net Zero in our own operations (Scope 1 and 2) by 2030, with the aim of mitigating the impacts of KBank's operations on climate change by integrating environmental and energy management systems into its responsibility and performance assessment. Additionally, KBank has developed strategies and business management processes by taking into account the impact of eco-efficiency while also building knowledge and promoting an understanding and responsibility among all stakeholders towards the efficient use of resources throughout KBank's processes and business activities.

Green Building: 6 LEED*-Certified Buildings

- KASIKORN Business-Technology Group (KBTG) Building
- Chaeng Watthana Building
- Phahon Yothin Building
- Building 3 KASIKORNTHAI Learning Center
- KLOUD by KBank Building
- KASIKORNBANK (China) Company Limited Head Office, Shenzhen



* LEED (Leadership in Energy and Environmental Design) - The global standard for sustainable building certification



Environmental Management



Environmental Supervision

The Bank has established the Sustainable Development Sub-Committee to oversee operations related to sustainability, from Economic, Governance, Social, as well as Environmental Dimensions. The Customer and Enterprise Service Fulfillment Division provides key operational supports in the Bank's environmental management related to internal operations, as well as the collection of environmental data for reporting purpose and improving operations for greater efficiency.

The Bank has in place policies to ensure excellent and effective environmental management systems, such as energy and environmental conservation policy, as well as establishment of goals and guidelines to reduce natural resource consumption and minimize environmental impact due to the Bank's operations. The policies, goals, and guidelines provide framework and direction for all employees to contribute to driving KBank towards becoming a Green Organization and delivering environmental stewardship for the global community.

Efficient and Environmentally Friendly Resource Management

KBank has announced its environmental and energy conservation policy. This policy outlines practices, based on the application of an environmental and energy management system in accordance with international standards. It sets goals and plans, aimed at reducing the consumption of resources in a systematic manner. This policy also specifies environmental credit policies and credit underwriting guidelines, supports lending in environmental projects, determines roles and responsibilities of executives and employees at all levels of employees so that they comply with the established measures. Under this policy, environmental management guidelines, targets and plans are reviewed every year to ensure that they are up to date and suitable for the organization's business operations and prevailing situations, as well as supporting the creation of innovations for continuous development. Additionally, KBank has promoted the awareness and recognition of environmental conservation among all stakeholders.

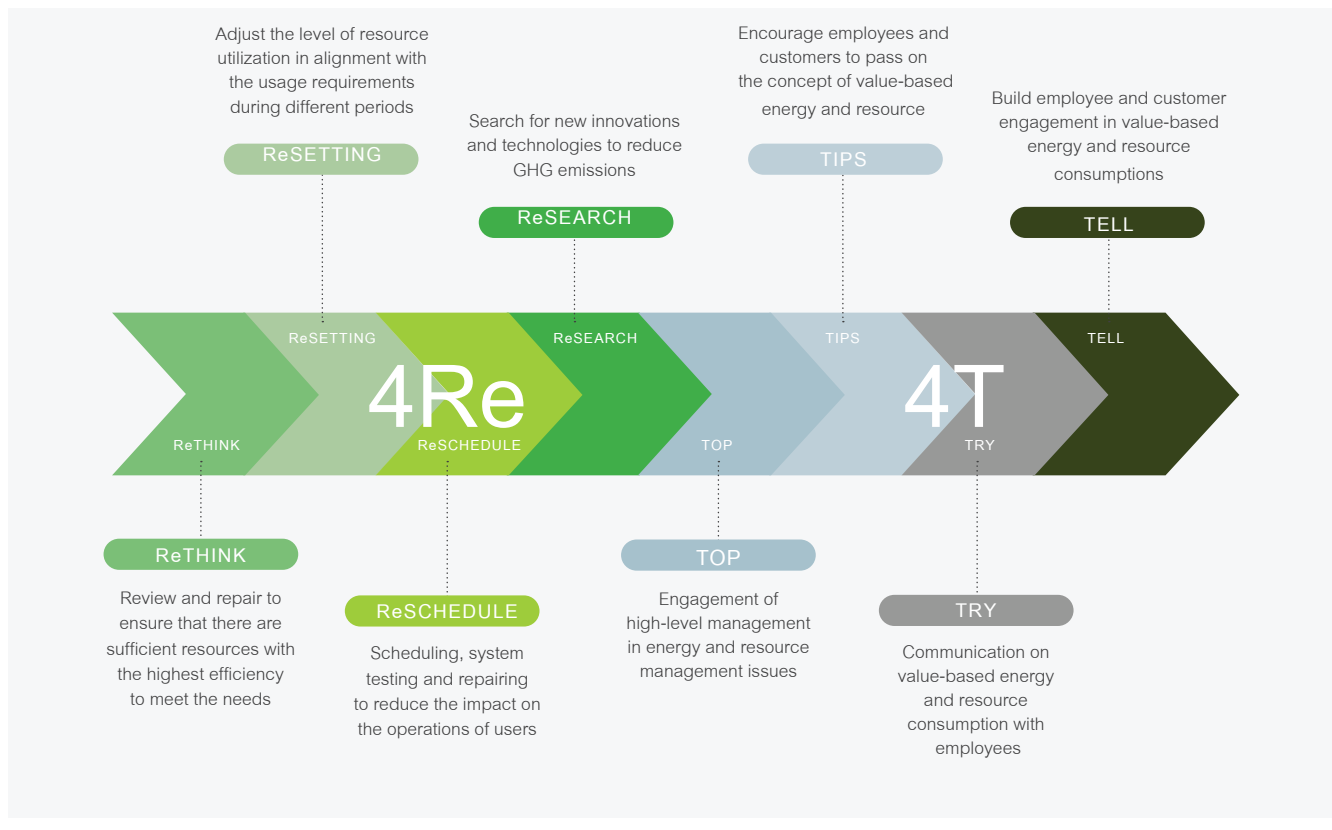


KBank utilizes the Cost-Efficient Green Operation Approach, which places emphasis on efficient management in dimensions that have significant effects on the environment and are under KBank’s control as a priority to map out plans to reduce related impacts in a rapid manner through effective cost management. This approach has been expanded to continuously create positive impacts from the downstream of business operations, achieved by raising the awareness based on the principles of “minimization of waste, efficient consumption and restoration of nature” and 4Re to 4T concept as part of the Bank’s eco-efficient operational management in line with international management standards. This approach encompasses lighting system management, air conditioning system management, water use management throughout the organization, including waste management and employees’ business travel. The 4Re concept will help enhance technical management while the 4T concept will raise the awareness among employees and customers, regarding the efficient consumption of energy and resources via various communication channels and study courses.

KBank has reinforced confidence and promoting operational involvement in environmental management across all scopes (1, 2, 3). To enhance the efficiency and effectiveness of environmental management, KBank has developed and expanded the Environmental Management System (EMS) to better address GHG emissions within Scope 3.

The environmental data management process and technology, as well as various measurements used by KBank have allowed for quicker identification of issues, efficient planning and monitoring of GHG reduction activities, as well as the review of the measurement report verification (MRV) for GHG emissions. As a result, KBank can report its environmental operations in alignment with international standards.

KBank is the first bank in Thailand to receive the ISO 14001:2015 and ISO 45001 Environmental Management System (EMS) certifications, covering operations within KBank’s Head Office building, the entire personnel at the workplace, including contracted external companies and individuals utilizing areas within KBank’s responsibility.



* For the full environmental and energy conservation policy, please click: https://www.kasikornbank.com/th/ir/corporategovernance/transparency/pages/environmental_and_energy_conservation_policy.aspx



Green Operations

Green Process Design

KBank continuously promotes green process & service design by using technologies to improve its operational efficiency and offer customers greater convenience for using services. The green process & service design covers the digital on-board process, which helps reduce operational procedures, and transaction fulfillment, at branches and offices throughout the country. In 2024, paper consumption reduction reached 26.64 million sheets, equivalent to 2,100 trees being saved.

KBank has improved its cheque service processes, which not only continuously enhances customer service experience but also reduces the number of motorcycles used for cheque delivery between branches and operations centers by 99 vehicles. This represents a reduction in travel distance of approximately 3.6 million kilometers per year, resulting in a total greenhouse gas emission reduction of 423.06 tons per year. Furthermore, the Bank has implemented the Lean Documents Delivery to Customer project to reduce transportation costs, which has also resulted in a reduction of greenhouse gas emissions from transportation by 362.79 tons per year.

Green Mobility

Fleet Vehicles

The Bank has initiated the replacement of internal combustion engine (ICE) fleet vehicles with electric ones, with the aim of ensuring it has the entire fleet of electric vehicles by 2030. In 2024, the Bank conducted the fleet vehicle replacement into EV fleets, resulting in a reduction of 180 ICE vehicles.

Employee Travel

KBank has implemented the “Work that FITs” project to provide flexible working arrangements for employees. Under this project, employees can choose working patterns that suit the nature of their jobs and lifestyles, as well as selecting appropriate working hours that suit their tasks. Aside from providing flexibility in clocking in and out, and deciding on their preferred workplace, such arrangements have been designed to reduce expenses for both employees and KBank while also contributing to

environmental conservation through reductions in GHG and PM2.5 emissions due to employee travel. Additionally, the Bank promotes environmentally friendly transportation among employees through the provision of electric vehicle loans.

Energy Utilization Operations

Lighting System Management

A standard has been established by the Bank to use LED light bulbs in new buildings since 2016. Standard light bulbs have regularly been replaced by LED light bulbs. Our main buildings now use only LED light bulbs. Ongoing work is underway to replace all broken or expired standard light bulbs with LED light bulbs at our branches.

Clean Energy Management

KBank has completed the installation of solar rooftop systems at seven buildings and offices, as well as at 85 branches, enabling KBank to generate 4,059.69 megawatt-hours of solar electricity. This has resulted in a reduction of total greenhouse gas emissions by 2,029.57 metric tons of carbon dioxide equivalent. In 2024, additional solar rooftop system installations are underway, with completion expected at 76 branches by 2025, followed by installation at all eligible branches within 2026. These installations will increase KBank’s renewable energy ratio, and there are plans to further increase the proportion of renewable energy in electricity consumption.

Air Quality Operations

Air Conditioning System Management

KBank has installed a chiller plant, equipped with an air handling unit (AHU), at four buildings, helping enhance the Bank’s energy management efficiency. Additionally, KBank is in the process of developing new technologies to regulate indoor air conditioning within buildings and branches to maintain health and safety of employees, mitigate the impacts of refrigerant leakage, as well as exploring new technologies to improve efficiency of preventive maintenance and predictive maintenance, while reducing equipment repair and maintenance turnaround. KBank has an ongoing plan to upgrade air conditioning systems for improved energy efficiency and to switch to environmentally friendly refrigerants to reduce environmental impact.



Water Use Management

Water System Management

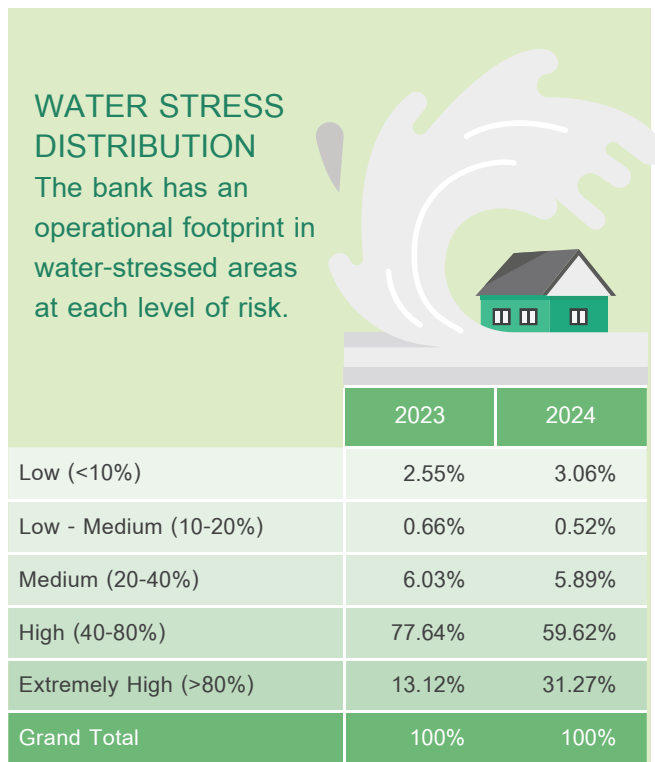
KBank has achieved efficient water system management through water management innovations. Water flow rates of faucets and toilets in every building have been adjusted to reduce water consumption. Wastewater is effectively treated and reused in sanitary and plant watering systems. In 2024, 19,458 cubic meters of recycled water were used at KBank.

Amid the current concern about heightening water stress in certain areas of the country, the Bank has conducted water risk assessments on all of the Bank's buildings and prepared risk assessment reports to enhance water use efficiency in water stressed areas, seek appropriate water management guidelines and promote awareness of more efficient use of water.

management. Moreover, KBank has encouraged employees to sort different types of waste and avoid the purchases of products containing environmentally hazardous materials. KBank also ensures that operational processes help reduce wastes, including unwanted materials, expand equipment lifetimes, repair and reuse certain equipment, and turn single-use packaging into biodegradable materials through an efficient waste segregation system. The Bank has made available waste segregation points and waste disposal methods in accordance with the type of waste.

The Bank drives sustainable waste management in its buildings, operating with the goal of achieving Zero-Waste-to-Landfill (waste to landfill must not exceed 10 percent of total building waste) for four main office buildings by 2026. In 2024, the Bank began reducing waste to landfill at the Phahon Yothin Building as the first location. As a result, landfill waste was reduced from 85 percent in 2023 to only 10 percent in 2024, meeting the target. In the following year, this initiative will be expanded to other Bank buildings.

Furthermore, to drive sustainable waste management outcomes, the Bank has set a goal to reduce waste management in its main office buildings to zero landfill waste. The pilot project was initiated at the Phahon Yothin Building, implementing efficient end-to-end waste management. Starting with upstream waste management through the 'Discard-Separate-Dispose' campaign, which is simpler than before, to communicate and create understanding among employees, executives, and building management staff across all sectors. The Bank has proceeded to install 6 types of waste bins to separate 6 categories of waste: food waste, recyclable materials, waste-to-energy, contaminated waste, hazardous waste, and electronic waste, along with establishing an efficient and appropriate waste management system for each bin according to Zero Waste principles from start to finish. This aims to reduce and eventually eliminate waste going to landfills, while simultaneously educating employees about its importance, fostering understanding, and encouraging practical implementation through the corporate campaign "Proper Disposal, Not Disposal Without Purpose" with 3 simple steps "Discard-Separate-Dispose". All employees are invited to begin changing their waste separation behavior before disposal, emphasizing education on waste separation methods and proper



Waste Management

Effective Waste Management

To ensure efficient waste management, the Bank has established procedures for our waste management, including hazardous waste, to be used as guidelines throughout the organization along with integrating state-of-the-art techniques into our waste



bin disposal, ensuring that waste is not discarded meaninglessly and can be managed efficiently, while developing proper waste disposal habits. As for end-of-line waste management, partners have been recruited to ensure each type of waste reaches its appropriate destination and can be repurposed, such as transformation into organic fertilizer, recycling, and energy conversion through incineration. Most importantly, this ensures that waste no longer ends up in landfills.

Employee Development on Environmental Topics

The Bank places importance on equipping our employees with knowledge and expertise in environmental matters. This is to ensure that they are able to comply with KBank environmental policies, carry out operations per KBank environmental strategy, as well as contributing to the achievement of KBank environmental targets. The Bank has organized a number of environmental training sessions and workshops that suit employees' roles and responsibilities.

In 2024, the Bank launched the 'Climate Transition Capacity-Building Project' to enhance employees' knowledge on green loans, green buildings, and climate change risk assessment. The project featured training sessions conducted by experts from the International Finance Corporation, as follows:

- Green Finance Eligibility Trainings, which focused on key issues and criteria of green financing, such as renewable energy, energy efficiency, green buildings, clean transportation, climate-smart agriculture, and blue finance. Additionally, such training provided in-depth knowledge of environmental and social risk management based on IFC Performance Standards, including various dimensions ranging from risk identification, assessment, management, to strategies to mitigate negative environmental and social impacts.
- Green Building Workshop, aimed at offering in-depth knowledge on green building standards, the process of obtaining green building certifications, as well as the criteria and requirements for green buildings.
- "Climate Transition Risk Assessment" course, aimed at equipping the participants on climate change risk assessment in alignment with the Paris Agreement, enabling the Bank to manage its loan portfolio in accordance with Net Zero target.

Biodiversity

Acknowledging the importance of biodiversity, KBank has put in place policies ensuring that our operations do not cause negative impact towards biodiversity by ensuring that the Bank will not encroach upon conservation areas, protected areas, forest or wildlife reserves. None of the Bank's buildings or branches are located in areas assigned for biodiversity protection. Additionally, in case that new buildings are planned, the Bank will ensure strict compliance with environmental regulations such as Environmental Impact Assessment (EIA). Currently, the Bank is conducting a study on biodiversity risk assessment methodologies for use in the Bank's operations and establishment of appropriate risk management guidelines. With regards to our financing portfolio, the Bank has in place ESG credit policy which recognizes environmental impacts. Moreover, KBank also aims to provide green financing for projects focusing on alleviation of forest deterioration as well as mangrove conservation in order to restore and enhance ecosystems. In addition, KBank continuously carried out the Nan Sandbox Project, the objective of which is to enhance environmental awareness to conserve watershed forest in Nan province as well as promoting harmony between forest ecosystem and local residents in order to minimize negative impacts toward biodiversity in the area which is part of key ecological areas in Thailand.





Social Dimension

Being a Responsible
Corporate Citizen to
Create Sustainable Society

- 086 Financial Inclusion and Financial Literacy
- 096 Cyber Security and Data Privacy
- 104 Human Resource Management
- 119 Human Rights Operations
- 124 Social Contributions







Financial Inclusion and Financial Literacy



Risks

Financial inclusion and financial literacy are critical issues that must be addressed efficiently. Key risk factors include limitations in access to financial products and services for vulnerable groups, a lack of understanding of personal financial management, and digital inequality. Additionally, there are challenges in developing products that meet the needs of different customer groups, as well as in raising awareness and fostering essential financial skills to prevent over-indebtedness and financial fraud.

Opportunities

Enhancing financial inclusion and promoting financial literacy present significant opportunities for sustainable business development, by means of developing financial products and services that meet the diverse needs of target groups, particularly those with limited access to financial services. The adoption of digital technology can help reduce service costs and enhance customer outreach. Moreover, providing financial education offers an opportunity to build long-term relationships with customers, improve the organization’s image, and support responsible business growth.

Provision of Financial Literacy

KBank is determined to offer financial literacy to the general public with the aim of enabling them to plan their finance in various aspects, such as savings and investment, in accordance with their risk appetite and lifestyle, so that they achieve sustainable financial security. The Bank has formulated guidelines for creating financial literacy as follows:

- Providing knowledge and improving service processes to ensure that customers and stakeholders understand finance and do not incur debt beyond their repayment ability.
- Developing learning platforms and channels that are diverse, up-to-date and easily accessible for all stakeholders.
- Enhancing employees’ communication skills to provide professional financial advice based on the principles of offering suitable and fair products to customers.



Decarbonize Now: Net Zero Blueprint Workshop - A knowledge-sharing session for corporate clients on business impacts of climate change



In 2024, KBank held training courses for all customer groups, including retail customers, business and K SME customers, THE SIERRA customers, Merchant Online customers, THE WISDOM customers and youths, in order to provide necessary basic knowledge and to improve their skills in business management, asset management, financial management and personal investment. In detail:

Details of Programs and Activities

Target groups	Details of Programs and Activities	Outputs	Positive Change to Society
1. Corporate Customers (THE SIERRA) 2. Affluent Customers (THE WISDOM) 3. SMEs 4. Merchant Online	<p>Seminar activities led by experts on topics aligned with the interests of each customer group, focusing on the following four main customer groups:</p> <ul style="list-style-type: none"> • THE SIERRA Customers: As a customer group that generates high income to KBank, KBank has organized in-depth workshops on the topics of family business, including business management and succession, which are of interest to THE SIERRA customers. • THE WISDOM Customers: A semi-annual seminar “THE WISDOM Investment Forum”, joined by experts in various fields and financial advisors to analyze interesting investment directions and trends and “THE WISDOM Wealth Decoded” - a monthly small-group seminar for customers interested in in-depth knowledge about investment. • SMEs: Proactive online seminar in which senior and younger generation businesspersons in the same business groups as the interested customers exchanged and shared perspectives on business management, brand creation, modern trends and consumers, and solutions, together with network creation among participants in the seminar. • Merchant Online: Online seminar “Online but not Alone” in the form of workshop to provide knowledge and tips on practical use of the tools and digital platforms to boost online sales. <p>Aside from the activities above, knowledge has been shared through LINE BC for THE WISDOM and Merchant Online groups.</p>	<ul style="list-style-type: none"> • Number of views/ attendance of seminars or articles on businesses, finance and investment for the four groups of customers: 910,000 from a target of 700,000 	<p>The capabilities and knowledge of all customer groups particularly the corporate and SME clients, which play a key role in driving the Thai economy, have been promoted through building business collaboration networks and exchanging experiences. Meanwhile, collaborating closely with customers has enabled the Bank to gain a deeper understanding of their true needs, leading to the development of products and services that better meet their requirements.</p>



Target groups	Details of Programs and Activities	Outputs	Positive Change to Society
Startups	<p>KATALYST project</p> <p>This project is aimed at promoting KBank's image as partner tech startups with potential and determination to expand their businesses, while having products that are in line with the needs of KBank's customer groups. This is an opportunity to expand KBank's customer base in Thailand and foreign countries (via KASIKORN VISION Co., Ltd.) and jointly create innovations with KASIKORN BUSINESS-TECHNOLOGY GROUP (KBTG). Key initiatives in 2024 were:</p> <ul style="list-style-type: none"> • Provision of knowledge on interesting technologies and trends, and soft skills that are useful for startups. • Training for tech startup community via online platforms, namely Facebook and YouTube. • Training session on ESG reporting in collaboration with Kasetsart University, Sasin Graduate Institute of Business Administration of Chulalongkorn University, and Singapore Management University. The training aimed to provide foundational knowledge and understanding of ESG reporting to 58 startup teams, with more than 100 participants attending the session. • Creation of online content on human development and building unicorn-level growth in collaboration with LINEMAN Wongnai to foster understanding of people development and organizational motivation. • Seminar titled "Navigating the Startup Challenges in 2024" to provide updates on funding trends, new investment opportunities, and business strategies for 2024. The seminar was attended by 119 participants. • Training on "Due Diligence and Startup Fundraising" in collaboration with Baker McKenzie Thailand to provide foundational knowledge and understanding of contract conclusion with investors. The training was attended by 45 startup teams, with more than 90 participants in total. • Training on "B2B Sales Management" in collaboration with Sales 101 to provide foundational knowledge and understanding related to sales to corporate and SME clients. The training was attended by 45 startup teams, with more than 49 participants in total. • The KATALYST SCALE UP project, a 6-month mentorship program for 8 selected Thai Tech Startups, to incubate, exchange knowledge, and guide sustainable growth in both business operations and entrepreneurial mindset. 	<ul style="list-style-type: none"> • Number of Facebook Fanpage followers: 19,100 people • Number of completed business expansion projects with Tech Startups: 5 projects • Number of startups in discussion for business expansion opportunities: 1 company • Total number of participants in online and offline knowledge-sharing seminars: more than 1,000 people 	<p>Supporting Tech Startups by enhancing entrepreneurs' skills and knowledge while promoting innovations and technologies that address social and environmental challenges. Furthermore, the project builds a strong entrepreneurial ecosystem, increasing opportunities for both domestic and international investment, leading to sustainable positive changes for both the economy and society as a whole.</p>



Target groups	Details of Programs and Activities	Outputs	Positive Change to Society
Corporate Customers	<p>A quarterly seminar titled “Economic Outlook: Thailand Forecast 2024” to provide knowledge on the following topics:</p> <ul style="list-style-type: none"> • Factors driving the global economy and Thailand’s economy in 2024 • Analyses of Thai industries and stock in 2024 - 2025 • Outlook of currencies, interest rates and exchange rates 	<ul style="list-style-type: none"> • Number of participants: 191 	<p>In-depth economic knowledge and understanding were provided for entrepreneurs and investors, enabling effective business and investment planning in volatile economic conditions, particularly preparation for addressing risk factors and leveraging emerging business opportunities, which will strengthen the Thai business sector in the long term.</p>
	<p>A seminar titled “Decarbonize Now: Net Zero Blueprint Workshop” for sustainable business operations and self-adaptation to achieve rapid growth, with a focus on four industrial segments, namely:</p> <ul style="list-style-type: none"> • Food and beverages • Agro-processing • Auto parts • Electrical appliances and devices 	<ul style="list-style-type: none"> • Number of participants: 107 	<p>The event was aimed at driving change in key national industries by encouraging entrepreneurs to transition their business operations towards environmentally friendly practices, which will not only reduce environmental impact but also enhance the competitiveness of Thailand’s industrial sector in a global market that increasingly prioritizes sustainable development.</p>
Youths	<p>Since 2014, KBank has organized the online platform AFTERKLASS, which is Thailand’s first project to promote financial literacy among young people.</p>	<ul style="list-style-type: none"> • Number of members in the online system: 10,543 persons • Number of youths participating in both online and in-person workshops: 1,433 persons • Social media followers: <ul style="list-style-type: none"> • 51,001 Facebook followers • 9,430 LINE@ followers • Twitter (X) followers • Media and PR value: Baht 19.81 million 	<p>Youths are equipped with knowledge and skills in savings, spending, financial management, business, investment, and financial products.</p>



Financial Inclusion

KBank is committed to building an inclusive and equitable financial ecosystem (Financial Inclusion) by developing products and services that meet diverse needs with a key focus on improving access to financial services for vulnerable groups and low-income individuals. Amid challenges where many still rely on informal sources of funding, the Bank has developed digital platforms and accessible service channels alongside efforts to enhance financial literacy and skills, in order to enable individuals to use financial services with confidence, security, and financial discipline, contributing to improved and sustainable quality of life.



Financial Inclusion Management Guidelines

Promoting financial inclusion and financial literacy among customers, communities, and society is a key mission to ensure that all sectors of the population can access and utilize financial services suited to their needs. This leads to an improved and sustainable quality of life. The operational approach includes the following:

- Driving innovation and financial services that cater to all groups, particularly the underserved, through in-depth data analysis and understanding customer needs, while supporting holistic financial well-being.
- Developing and upgrading the delivery of financial services using digital technologies tailored to the specific needs of each group.
- Creating accessible, modern, and comprehensive financial literacy platforms for all stakeholders.
- Fostering collaboration with business partners to develop an inclusive and sustainable financial ecosystem.

Performances in 2024 include the following:

Products and Services for Small and Microbusiness Customers (SMEs)

Products/Services	Details of Financial Innovations	Performance
Soft loan program to upgrade machinery and production efficiency	The program, with total loan amount of Baht 30 billion, is aimed at providing more access to low-interest loans for SMEs.	<ul style="list-style-type: none"> • Outstanding loans: Baht 16.37 million
Loan Facility for Central Retail Corporate's Suppliers	<p>The facility comprises two programs:</p> <ol style="list-style-type: none"> 1. Rehabilitation loans with the Thai Credit Guarantee Corporation (TCG) guarantee 2. Unsecured loans for sponsor's suppliers with TCG guarantee under cooperation with large business operator (sponsor) that provides support in terms of working capital and liquidity for SMEs selling goods to or providing services for that large business operator 	<p>Rehabilitation loans</p> <ul style="list-style-type: none"> • Outstanding loans: Baht 291.83 million • Participating entrepreneurs: 115 <p>Loans for sponsor's suppliers</p> <ul style="list-style-type: none"> • Outstanding loans: Baht 1.42 million • Participating in entrepreneurs: 2



Products/Services	Details of Financial Innovations	Performance
Good Innovation, Zero-interest Project	KBank collaborated with the National Innovation Agency (NIA) to support businesses that need capital to pursue innovations. NIA finances interest costs incurred for a certain period during the initial phase of a project, while KBank provides loans for the customers' projects assessed as an innovation by the NIA.	<ul style="list-style-type: none"> Outstanding loans: Baht 8.88 million
Interest compensation program for rice traders to maintain rice stockpiles for 2023/2024 production season	The government interest compensation program for rice traders in maintaining rice stockpiles for the 2023/2024 production season is aimed at absorbing paddy that would otherwise enter the market in order to help stabilize paddy prices in the market.	<ul style="list-style-type: none"> New loans: Baht 7,364 million
Loan to Fight COVID-19 Program	A special urgent assistance program is aimed at shoring up liquidity for small restaurants and retail stores affected by the COVID-19 crisis via easy access to loan facility. Under the "Loan to Fight COVID-19 program, borrowers are granted a loan of up to Baht 300,000, with a loan period of up to five years, 3-percent interest and a 3-month grace period of principal payment, with no collateral required. Online application can be made using national ID card.	<ul style="list-style-type: none"> Outstanding loans: Baht 1,101 million Participating entrepreneurs: 10,641

Products and Services for Social Groups with Low Income

Products/Services	Details of Financial Innovations	Performance
K PLUS for Youths	To expand the customer base, K PLUS allows youths aged 12 - 14 to apply for K PLUS and conduct financial transactions by themselves.	<ul style="list-style-type: none"> Number of young age group of K PLUS users: More than 314,000
Application for personal loans, credit cards and cash cards on K PLUS	KBank added more channels for customers to have easier access to its loan products via mobile phone. Application for personal loans, credit cards and cash cards can be made by users themselves on K PLUS, including the processes of data provision, document uploading and giving consent for Credit Bureau checking. In addition, approval can be notified rapidly. All the processes can be done by users anywhere, offering convenience for those living in remote areas.	<ul style="list-style-type: none"> Approved personal loans: More than 54,000 accounts Approved credit cards: More than 126,000 accounts Approved cash cards: More than 14,000 accounts <p>(Including all credit cards, cash cards, and accounts are approved via K PLUS and branches and other channels that suggested customers to apply via K PLUS)</p>



Products/Services	Details of Financial Innovations	Performance
K-eSavings Account Opening via K PLUS: No minimum amount for account opening	Customers can apply for a K-eSavings Account via the K PLUS application by themselves via mobile phone, and there is no fee for opening an account. KBank has adopted authentication technology to upgrade our cyber security standards, including K CHECK ID or real-time verification of national ID cards at authentication service points, authentication via National ID (NDID) and face scan against photographs on K PLUS.	<ul style="list-style-type: none"> • Number of accounts opened: 4.95 million • Total deposit amount: Baht 36,000 million
Basic Banking Account	A basic deposit account service is available for individuals aged 65 years or older at the deposit date or those participating in the government welfare program. There will be no minimum amount required for the account opening; nor will there be account maintenance fee, card application or annual fees. This is in response to the Bank of Thailand and Thai Bankers' Association's financial sector master plan for the civil sector.	<ul style="list-style-type: none"> • Number of accounts: 2,520 • Total deposit amount: Baht 33.9 million
K-Personal Loan for Pensioners	K-Personal Loan for Pensioners was designed for government retirees and employees having inheritance rights. They are allowed to use their inheritance rights as collateral against loan from KBank. This service helps retirees gain access to financial services, allowing them to use money for consumption in accordance with the government's policy to assist retired officers.	<ul style="list-style-type: none"> • Outstanding loans: Baht 154.6 million
Home loan for refinance for retail customers in National Housing Authority (NHA)'s housing estate projects	Home loan product with special interest rates is provided for retail customers with low- to middle-income who show financial discipline and have normal repayment histories in accordance with respective contracts with NHA. KBank's support is aimed at helping these customers to own their collateral more quickly.	<ul style="list-style-type: none"> • Number of accounts: 25 • Outstanding loans: Baht 6.32 million
Home loan for low-income earners	This home loan product with a repayment period of up to 40 years is designed for low-income earners with debt repayment potential. Focus is to offer more opportunities for these customers to have their own residences.	<ul style="list-style-type: none"> • Number of accounts: 450 • Outstanding loans: Baht 536.22 million
Home loan for income earners of lower than Baht 15,000 per month	This home loan product is provided for general customers of KBank who earn less than Baht 15,000 per month; co-borrowing of up to three co-persons is allowed.	<ul style="list-style-type: none"> • Number of accounts: 1,115 • Outstanding loans: Baht 1,411.11 million
K PAY LATER	K PAY LATER offers collateral-free individual loans under which repayment can be selected for 1, 3 or 5 months. After partial repayment, the credit line is available for use immediately. The product is suitable for those having no documents to get access to official fundings at times of emergency, with rapid application and approval processes.	<ul style="list-style-type: none"> • Number of participants: 238,530 • Outstanding loans: Baht 321.25 million



Products and Services for Disabled Persons

Products/Services	Details of Financial Innovations	Performance
ATMs for Visual Impairment	<p>The ATM system was developed to facilitate visually impaired users so that they can withdraw cash conveniently and rapidly.</p> <ul style="list-style-type: none"> • With a Voice Guidance system during transactions • Transactions are conducted through domestic debit and credit cards that are linked with savings accounts. • Service can be used with all domestic cards. 	<ul style="list-style-type: none"> • Number of electronic devices with functions for visually impaired users: Approximately 10,000

Products and Services for Underprivileged Groups

Products/Services	Details of Financial Innovations	Performance
"Sick by Safe" Dengue Fever Insurance	<p>This health insurance plan offers low-income customer segments who cannot access to high premium health insurance and who are concerned about dengue fever. The insurance covers medical expenses for inpatients and outpatients up to Baht 50,000/visit (unlimited number of times), plus daily compensation of up to Baht 1,800. Insurance application can be made online. Premiums start at only Baht 99.</p>	<ul style="list-style-type: none"> • Number of insurance policies: 8,063 • Value of premiums: Baht 1.28 million
KBank Service via Banking Agents	<p>KBank has expanded its KBank Service to provide greater convenience to customers living far from branches so that they can conduct financial transactions across Thailand. KBank Service offers the following services</p> <ul style="list-style-type: none"> • Cash deposit available at Thailand Post, Lotus's, Big C, 7-Eleven, Tops Supermarket, Services, Boonterm kiosks, Termsabuy kiosks, and Termdee kiosks • Cash withdrawal available at Thailand Post, Big C, 7-Eleven, and Boonterm kiosks • Payment of goods and services available at Big C, CJ Supermarket, Tops Supermarket, Jiffy, B2S, Power Buy, Supersports, OfficeMate, Thai Watsadu, Robinson Department Store, Central Department Store, and Matsumoto • K CHECK ID available at Big C, 7-Eleven, CJ Supermarket, Tops Supermarket, Jiffy, Amazon, and Boonterm kiosks • Service points, including both financial service agents and partners' electronic devices, are distributed across remote areas nationwide with over 211,000 locations, covering more than 3,500 sub-districts. This network facilitates easier access to financial services for bank customers in remote areas 	<ul style="list-style-type: none"> • Number of transactions: 4.1 million per month • Value of transactions: Approximately Baht 26,400 million per month • Service coverage: 48% of all sub-districts nationwide





Products and Services for Elderly Groups






Products/Services	Details of Financial Innovations	Performance
Super Senior Fixed Deposit	The 30-month fixed deposit service is designed for individuals aged 55 and above for a secure retirement. Customers receive monthly interest payments and personal accident insurance. The sum insured per person is equal to the balance in Super Senior Fixed Deposit with a maximum insured amount of Baht 3 million and coverage for maximum medical expense of Baht 10,000 per accident, effective until age 70. Muang Thai Insurance Public Company Limited is the insurer.	<ul style="list-style-type: none"> Number of accounts: 12,000 Total deposit amount: Baht 11,400 million

Products and Services of Muang Thai Life Assurance Group

Muang Thai Life Assurance promotes access to life and health insurance products for Thai society, including underserved groups such as vulnerable ages, low-income households, gig economy and informal workers, minority groups, and those with high risk due to health conditions. The company develops insurance plans that cover the needs of all groups, including life protection products, savings and retirement planning products, investment-linked products, and health and critical illness protection products. Through the development of Multi Distribution Channels, with Kasikornbank as a business partner selling life insurance products through various banking channels, the company aims to be part of financial and health planning solutions for everyone in society.

Targets	Products/Services	Performance
<p>1. Vulnerable ages</p> <p>People who need insurance coverage but have risk factors that insurance companies may be hesitant to cover, such as children (ages 0 - 10) and elderly (ages 70 and above)</p>  	<p>Health Insurance</p> <ul style="list-style-type: none"> D-Kid Plus OPD Mao Chai D Health Plus Elite Health Plus <p>Critical Illness Insurance</p> <ul style="list-style-type: none"> Care Plus Smart Care Plus <p>Life Insurance</p> <ul style="list-style-type: none"> Whole Life 99/1 Whole Life 99/99 	<ul style="list-style-type: none"> Developed products that care for young customers, starting from 30 days of age Extended insurance acceptance age for each product to accommodate elderly customers, with acceptance up to 90 years and coverage until 99 years Developed products specifically designed to meet the needs of elderly customers



Targets	Products/Services	Performance
<p>2. Gig economy and informal workers Part-time workers or freelancers who need welfare benefits for life and health protection that exceed the benefits provided by the government</p>  	<p>Health Insurance</p> <ul style="list-style-type: none"> OPD Per time - Outpatient Coverage Rider 	<ul style="list-style-type: none"> Developed health protection products by expanding sales channels and formats to online platforms for easier accessibility. This product provides outpatient medical coverage with benefits per visit according to the plan chosen by the insured, with benefits available up to 30 times per year.
<p>3. High risk due to health conditions</p> 	<p>Endowment/Saving Insurance</p> <ul style="list-style-type: none"> Phuea Sasom Sub 11/3 Guarantee Phuea Om Sub 615 Guarantee <p>Retirement Insurance</p> <ul style="list-style-type: none"> Flexi Retire 90/5 D55 <p>Critical Illness Protection</p> <ul style="list-style-type: none"> Critical Illness Protection Rider Multiple CI Rider 	<ul style="list-style-type: none"> Developed savings products, retirement planning products, and critical illness products that require no medical examination and no health questionnaires from customers.
<p>4. Sustainable investment Product Products that promote sustainable investment (ESG), such as Socially Responsible Investment Funds (SRI Fund)</p>   	<p>Unit-Linked Insurance Plan</p> <ul style="list-style-type: none"> MTL Unit-linked 	<ul style="list-style-type: none"> Promoting ESG investment to “earn returns” while being “environmentally conscious” through K Positive Change Fund (K-Change) by KAsset in Muang Thai Unit Linked policies



Cyber Security and Data Privacy



Risks

Presently, people's lives are constantly intertwined with technology. This includes the shift to hybrid and remote working arrangements in line with modern lifestyle, globally connected business operations, and the adoption of Artificial Intelligence (AI) technology. These advancements have led to both evolving attack patterns and a significant increase in cyber threats.

Therefore, everyone expects effective cybersecurity systems and data privacy protection. Without these, there can be significant damage to the economic system and society at large. Moreover, these threats can lead to violations of laws and banking regulations, such as personal data breaches, data security vulnerabilities, cyber-attacks and theft, and financial fraud. These violations impact stakeholder confidence and trust, ultimately leading to financial instability.

Opportunities

Amid the ongoing digital transformation, elevation of cyber security and data privacy protection will broaden business opportunities for the Bank. A standard security system will foster confidence among customers and business partners in conducting transactions and sharing information with us. This enables us to further develop financial innovations that precisely meet customer needs, deliver superior experiences, and drive long-term business growth.

Information Technology and Data Security Structure

KBank's organizational structure aims to effectively supervise IT and data security management. Focus is on a segregation of risk prevention duties, as follows: The 1st Line of Defense, which comprises operating units of all departments; the 2nd Line of Defense, which comprises units tasked with risk management; and the 3rd Line of Defense, which comprises units tasked with auditing, in accordance with the Three Lines of Defense guideline. In addition, indicators regarding cyber risk incidents, including number of incidents and duration of management, have been set as one of the main targets for assessing KBank's operational efficiency.



The Board of Directors approves the policy for risk appetite and risk limit. It has assigned various working groups to perform their tasks related to information technology and data security as follows:

1. The Risk Oversight Committee supervises risk management in alignment with the risk management policy and strategy and consistent with acceptable risk levels, as well as reviewing and auditing adequacy and effectiveness of the overall risk management policy.
2. Digital Oriented Risk, Data and Cyber Security and IT Risk Management (DCSC) is responsible for management of digital risk, data and cyber security and overall IT risk management.
3. The Information Technology Strategy Sub-committee is responsible for devising overall IT system policies and strategies, as well as reviewing, approving and supervising related operations so that they are in alignment with the strategies and operational procedures. The Chairman of KASIKORN BUSINESS-TECHNOLOGY GROUP (KBTG) supervises overall IT management, with the Chief Information Officer (CIO) and Chief Information Security Officer (CISO) being responsible for IT management and IT system and data security.
4. The Digital Asset Sub-committee is responsible for overseeing and managing risk in digital asset business operations of KASIKORNBANK FINANCIAL CONGLOMERATE to ensure that risks are within acceptable levels while digital asset limit is within the approved framework in compliance with regulations of supervisory agencies. The Sub-committee also manages resources to ensure efficiency.
5. Cyber Security Management Unit is responsible for determining measures for cyber security control, monitoring of management to ensure appropriate practices, and maintaining vigilance against potential cyber-attacks, while also giving advice to business and support units regarding appropriate security management. The Unit reports cyber security risk management to Group CISO, the Enterprise Risk Management Division Head and relevant committees. Main Sections of this Unit include a Section responsible for policy setting, monitoring and supervising compliance with security measures, promoting IT security awareness, a Section responsible for providing advice and establishing secure architectural structures and standards, a Section that acts as a center for cyber threat monitoring and surveillance, and a Section responsible for cyber security operations.

6. On the operation front, KBank has risk management units responsible for managing technology and data risk while also monitoring digital, cyber, technology and data risk management to ensure appropriate practices.

The Board of Directors has approved relevant strategies and polices to maintain and promote data security, namely Information Technology and Security Policy, IT and Third Party Risk Management Policy, accounting for data security of customers, employees and all other stakeholders, the Bank's system security and the ever-evolving behavior of financial service users.

KBank has developed a roadmap for a cybersecurity risk control system to achieve our objectives. The plan focuses on risk control in terms of prevention, detection, and response, covering all business processes and critical systems of the Bank. It also includes measures to cope with complaints or loss incidents related to cyber threats. This will help to ensure the stability of the Bank's financial IT system and the Thai financial landscape, for now and in the future.

Information Technology and Data Security Structure

KBank has strictly complied with the Personal Data Protection Act B.E. 2562 (2019). In addition, we conducted a test of a plan to cope with personal data breaches while reporting incidents to relevant public agencies so that they could apply the cases and the results for improvement of relevant processes for enhanced efficiency.

We have communicated these operational guidelines to employees at all levels on a continual basis to ensure their understanding and awareness of personal data protection. Moreover, we also published communications on the Personal Data Protection Act for our customers via KBank's social media channels.



Digital and Cyber Risk Management Framework

KBank has formulated a digital and cyber risk management framework in alignment with the strategy of maintaining our leadership in digital banking services. The KBank Cyber Risk Vision and Strategy is as follows:

Vision	To Protect KBank's Cyber Assets and Reputation, and To Deliver the Secure, Resilient and Trusted Customers' Life Platform			
Commitment to Customers	Protection of Customers' Data and Assets	Provision of Safe Services	Care and Timely Management of Cyber Incidents	
Strategy	Prevention of Complex Cyber Threats	Expansion of Cyber Threat Prevention across the Entire Business Chain		Expansion of Cyber Threat Prevention across the Entire Business Chain
Strategic Capability	1 Effective Risk Identification	2 Advanced Threat Prevention	3 Proactive Situation Awareness and Detection	4 Effective Crisis Management and Recovery from Emergency Cases
	5 Cyber Hygiene Culture			

Information Technology and Data Security Operations

KBank has improved operational systems, technologies and innovations together with our personnel potential, while also stepping up preventive measures to cope with cyber threats across all dimensions, including prevention, monitoring and detection, response and remedies in order to enhance consumer confidence towards KBank services. Such operations are as follows:

Customer Privacy Protection in Conformity with Good Governance Principles

1. Establishing the Data Governance Sub-committee to ensure maximum efficiency and security of information management systems, and to undertake organizational restructuring for greater efficiency of data management.
2. Implementing policies and operational procedures related to information management and data security throughout the entire financial conglomerate and counterparty management. All divisions must comply with these policies and operational procedures so as to minimize risks incurred from adverse events. If personal data breaches, violation of or non-compliance with Personal Data Protection Policy are detected, KBank may take disciplinary action as deemed appropriate.
3. Establishing policies, work processes and systems in conformity with the Personal Data Protection Act. Progress has been reported to the Bank's top management on a regular basis.
4. Ensuring that all employees have understanding about the Personal Data Protection Act, related policies and practices.
5. Reviewing and updating policies and operational procedures regularly.
6. Formulating operational guidelines to cope with adverse events, covering data analysis, assessment of severity, event suppression, remedies and recoveries, as well as notification to customers and stakeholders concerned.
7. Arranging for the annual audit of work performance in conformity with KBank policies by internal audit units.



IT Data Security System Operations

Enhancing efficiency of data leakage detection and prevention



- Adding a data leak prevention system for KASIKORN FINANCIAL CONGLOMERATE
- Enhance efficiency and accuracy of data leak detection systems through user behavior analysis
- Strengthen data leak prevention by testing for new risk channels, such as API (Application Programming Interface) connections

Increasing capability of cyber threat prevention



- Upgrading cyber threat surveillance, detection and response with a highly efficient prevention system on computers and servers of KBank, subsidiaries and foreign branches
- Expanding the scope of cyber threat surveillance for subsidiaries
- Improving skills and capabilities of penetration testing team in order to find new vulnerabilities and new threats to ensure effective prevention
- Enhancing skills and knowledge about new cyber threats regularly, including security awareness for employees

Uplifting readiness of incident responses



- Enhancing cyber threat readiness in terms of incident response between different units within KBank to ensure improved efficiency in communication and collaboration processes
- Use Breach and Attack Simulation (BAS) to test security protection of the Bank, fixing of loopholes, improvement of security policy, and enhancement of confidence towards response to attacks
- Established a Purple Team for cybersecurity operations to enhance cyber threat protection capabilities. This innovative team structure combines the expertise of the Red Team (responsible for attack simulation and vulnerability discovery) and the Blue Team (focused on defense and threat response) to promote effective collaborative security operations. The Purple Team serves as an integrator that enables the Bank to seamlessly merge proactive and reactive strategies in cyber threat management. This integrated approach has proven effective in reducing risks, strengthening security posture, and sustainably developing our cybersecurity capabilities
- Participating in cyber drills/exercises with external agencies, namely the National Cyber Security Agency and the Thai Bankers' Association

Improving personnel potential



- Develop training programs and foundational courses on cyber security through online platform to Public training, in accordance with international standards to support certification applications
- Support employees in attending relevant seminars, conferences, and training sessions, within Thailand and abroad
- Support employees to disseminate knowledge to external organizations, as part of human capital development in other industries

Certification standards



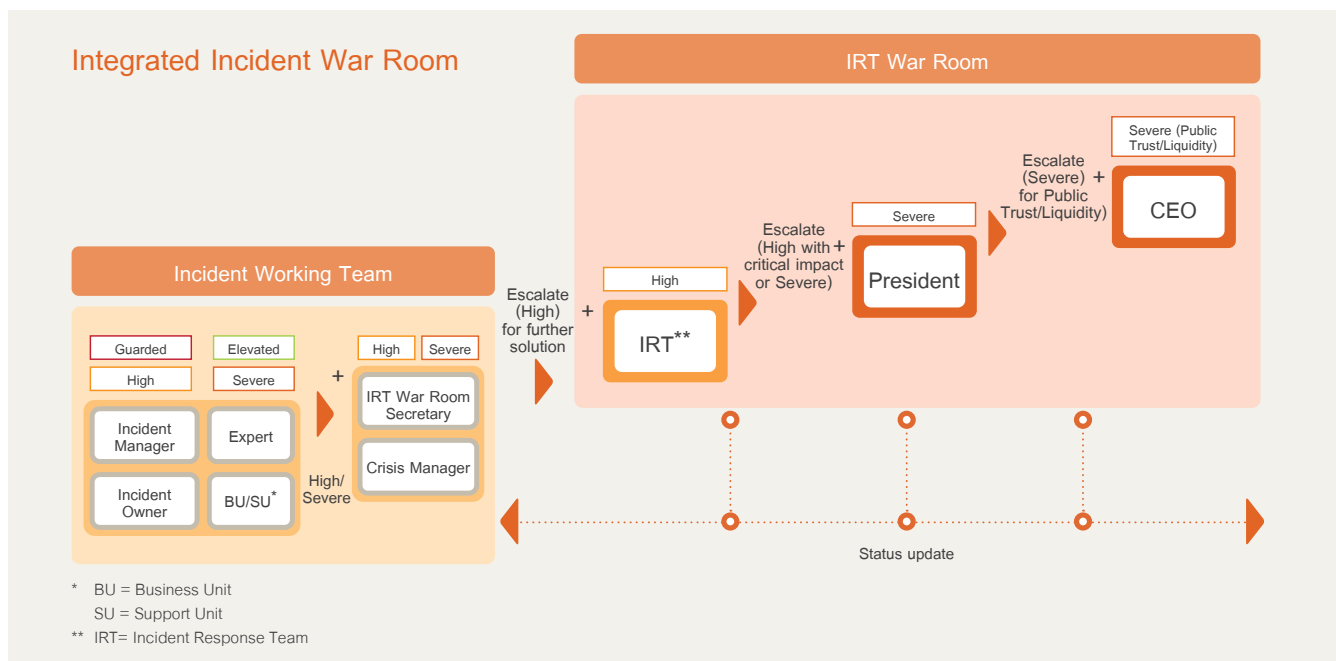
- ISO 27001:2013 standard since 2014 and upgraded to ISO27001:2022 in 2024
 - Covering key services and applications, Data Center and Cyber Security Operations Center (CSOC)
- PCIDSS V3.2.1 standard since 2019 and upgraded to PCIDSS V4.0 in 2024
 - Covering work system of Payment Gateway On Cloud of Thailand and Acquiring System – EDC in Vietnam
- PCI PIN Security V3.1 standard
 - Certifying the security system of the PIN data management for ATM card use



KBank has also attached importance to checks and balances in key operations, and set out security requirements in all system development processes, from service user screening, solution designs, and operating system development and testing, to system implementation. KBank arranged a leading consulting firm to evaluate our Cyber Risk Maturity based on the standards of the National Institute of Standards and Technology (NIST)*. In 2024, KBank achieved the target of Cyber Risk Maturity that is on par with world-class banks.

In 2024, no complaints regarding significant incidents of customer data privacy** infringement were reported.

Monitoring Process of Breaches/Incidents



Levels of IT Security Incident (From Most Severe to Least Severe)

- Level 1 (Severe): Critical impact level with the most severe consequences
- Level 2 (High): High impact level with severe consequences
- Level 3 (Elevated): Moderate impact level with intermediate consequences
- Level 4 (Guarded): Low impact level or incidents without immediate impact but requiring proactive prevention

- For Severity Level 3 and 4 incidents will be handled under the Cyber Security Operation Center (CSOC) and Incident Working Team
- For Severity Level 1 and 2 incidents, the IRT War Room Secretary will report and escalate management to the IRT War Room, which is chaired by the Bank’s Executive Vice President and includes senior executives from relevant business units to address the issue.
- For Severity Level 1 and 2 incidents that may significantly escalate in severity and impact the Bank**, the IRT War Room Chairman will report to the Bank’s President for directives and decisions on relevant actions.

Notes:

* The National Institute of Standards and Technology (NIST) is the United States’ agency that determines standards and guidelines of cyber security which have been globally accepted and are widely used as a reference.

** Significant incident of customer data privacy infringement means unauthorized access to customers’ personal data, which has significantly affected customers and the Bank, and an examination result shows that such unauthorized access to customers’ personal data is a direct result of KBank’s error.



Data Used for Secondary Purpose

KBank also uses customers' personal data for other purposes, for example, analyses, research and/or preparation of statistical data, development and improvement of KBank's products and/or services, marketing campaigns, data processing for risk management, supervision, audit, internal management and fraud prevention, as well as IT management to deal with and mitigate IT risks and cyber threats. KBank has announced the objective for personal data processing as above in our Privacy Policy in order to inform the data owners. The Bank has also evaluated our privacy policy and processing of legitimate data, as deemed appropriate.

Incident Reporting and Management In Case of Data Leakage

KBank has established a hotline for reporting suspected incidents through Enterprise Help Desk (02-8888855, Press 52) and K-Helps (02-4705555) in accordance with the procedures specified in the Data Leakage Incident Management Procedures, and defines the incident response and reporting process, which covers the loss, access, use, modification, alteration, or disclosure of personal data without authority or in violation of the law.

In case where a data leak incident is reported or detected, KBank will investigate the facts, analyze and assess the incident, including assessing the risks and impacts based on internal criteria as determined by KBank, such as the number of affected data subjects, the volume and sensitivity of personal data, etc., and report the incident and the risk assessment results to the responsible committee in order to determine the approach, corrective action, response, remedy, and notification of the incident to regulatory agencies in accordance with legal requirements as the case may be.

Operating Performance

- Total number of information security breaches: 0
- Total number of clients, customers and employees affected by the breaches: 0

Reporting and Handling of Data Breach Incidents

Hotline for Reporting Suspected Incidents

Enterprise Help Desk	02-8888855 Press 52
K-Helps	02-4705555

Management of Security Measures and Data Confidentiality based on Work that FITS Model

KBank has established comprehensive and appropriate security measures that are aligned with the FITS Mode of work to allow employees to work flexibly from anywhere. These measures are within the Bank's risk appetite and comply with regulatory requirements and the Bank's cybersecurity standards, such as two-factor authentication and the use of channels for data encryption. The type of solution must be appropriate for the risk level of the employee group.

KBank also emphasizes data security best practices for employees working from home through various learning channels, such as online lessons and the Bank's public relations media.

AI Risk Management

KBank has increasingly adopted artificial intelligence (AI) technology in our services and business operations in order to bolster our capability to meet customer needs and enhance business efficiency. These efforts are undertaken under the Responsible AI Principles and sound risk management practices. The Bank has established a comprehensive risk management framework, including an AI risk management policy and framework which cover the entire AI lifecycle. This ensures that AI development and deployment are conducted appropriately, under efficient governance, and in compliance with relevant laws, regulatory requirements, and international standards.



Management for Financial Fraud Prevention

KBank has realized the importance of trust and security in our financial service delivery to customers, where there is more risk of fraud in digital channels. Thus we have elevated all measures for prevention, detection and monitoring of suspicious accounts. These include responses to the incidents, such as elevation of security control in financial applications, facing scanning requirement for some high-risk transactions, and guidance for use of links and QR code of KBank materials, including continuous provision of information and knowledge about digital frauds to the public.

Collaboration with Regulatory Bodies and Other Sectors

KBank is a member of the Thailand Banking Sector Computer Emergency Response Team (TB-CERT), which is the center for upgrading cyber threat security. In 2024, KBank's major collaborative efforts on cyber threat security were, as follows:

- 1) Upgrade of readiness for cyber security incident response:
 - Participation in a workshop and cyber drill/exercise, organized by TB-CERT under cooperation with the Thai Bankers' Association and the Bank of Thailand, to upgrade readiness for cyber security incident response in order to bolster response and decision-making skills, as well as exchanging information as part of a collaborative effort among relevant organizations and units in coping with cyber threats.
 - Participation in an activity called Capture the Flag (CTF), organized by several agencies, such as TB-CERT and National Cyber Security Agency (NCSA).
 - Promotion of exchanges of cyber security information between employees and competent authorities through lectures and visits to KBank cyber security units.
 - Participation in training activities and seminars with the National Cyber Security Agency (NCSA), and participation in cyber drills/exercises with other IT infrastructure agencies of Thailand.
- 2) Membership of the Financial Services Information Sharing and Analysis Center (FS-ISAC), which is a center of financial data and analysis of data related to cyber security.

The membership provides KBank the opportunity to receive comprehensive information for use in development and improvement of our security system to prevent any adverse incidents.

Creation of a Cyber Risk-Aware Culture

KBank emphasizes the creation of a cyber risk-aware culture to ensure that employees are always ahead of cyber threats. Four-pronged guidelines for fostering a cyber risk-aware culture include rewards and consequences, top-down communication, training and awareness, and measurement and reinforcement.

Stakeholders in this culture are divided into four target groups as follows:

1. Board of Directors and high-level management

- The annual training forum for cyber threat management was organized by supervisory agencies, for example, the Bank of Thailand, the Office of the Securities and Exchange Commission and Stock Exchange of Thailand, to equip board members and high-level management with information about risks associated with new technologies, advanced and diverse forms of attacks, and guidelines and measures to effectively deal with cyber threats in accordance with international standards, and to share views with board members or high-level executives of other financial institutions and companies in the capital market.
- New cyber threats have been reported to board members and high-level management on a quarterly basis, including information, news and knowledge concerning cyber threats and KBank's preventive measures, to provide related knowledge and additional supervisory guidelines, if any.
- Cyber attack simulation was undertaken to familiarize board members and high-level management with such incidents, so they can create necessary processes to respond to any potential threats in the future.

2. Employees

- E-Learning course on data security management excellence and basic data security requirements have been arranged for employees.



- IT Newsletters on Security Tips and Security Alerts have been issued regularly in formats that are easily accessible to our employees, to ensure that they have better awareness and understanding of cyber threats.
- Phishing drills have been conducted on a regular basis. Fake emails have been sent to employees as a way to put them to the test, ensuring their awareness and training them in how to cope with the situation. The drill results have shown that employees are increasingly aware of and cautious in spotting more phishing emails.
- A Cyber Hygiene Culture Program has been established to cultivate an organizational culture related to cyber security, with focus on adjustment of employee behaviors concerning cyber threat prevention and management. Communications have been made by high-level executives to employees in order to emphasize the importance of cyber security issues.
- The Cyber Hygiene Culture has been expanded to other companies within the Financial Conglomerate, so that they are aware of cyber threats and comply with basic conduct in relation to cyber security, which will eventually prevent and alleviate adverse impacts on the organization and companies within the business chain.

3. Customers

- KBank has introduced the “SATI” project to provide knowledge and raise awareness of customers on safe online transactions and protection against cyber threats – such as impersonation of government agencies and public figures, scams targeting the elderly, and investment fraud/pyramid schemes. The content is presented in the form of static images and video clips delivered across all channels, including websites, K-Contact Center, branches, and social media, and is updated annually.

4. KBank's Service Providers and Counterparties

KBank has regularly communicated with our service providers and counterparties on cyber threats, demonstrating that KBank has placed emphasis on cyber security and risk management, as well as provision of knowledge related to good practices for our service providers and counterparties.

Framework to Cultivate an Appropriate Organizational Culture related to Cyber Security



- ⬆️ PR media of SATI project to regularly communicate with customers so that they are aware of cyber threats and can protect themselves against those threats



Human Resource Management



Risk

Human resource management risks in 2024 became increasingly complex and challenging amidst rapid changes in financial businesses and consumer behavior. Employee skill development that fails to keep pace with change, generational gaps that may lead to conflicts, and burnout from adapting to new technologies are all factors affecting work efficiency.

Moreover, neglecting human rights principles, diversity, and equality in management directly impacts employee engagement and the ability to attract top talent. Meanwhile, remote work increases cybersecurity risks, and unsuitable work environments affect employees' physical and mental health. If organizations cannot manage these risks effectively, it may impact productivity, innovation, operational costs, and the organization's long-term competitiveness.

Opportunities

Human resource management opportunities in 2024 focused on driving positive change by integrating AI technology with holistic employee care. This includes comprehensive development of skills, physical and mental health, and work-life balance while fostering a flexible and creative workplace culture to attract and retain top talent. Managing people with respect for human dignity, equality, and inclusion will inspire motivation and happiness at work, leading to the delivery of high-quality outcomes. Moreover, systematic employee development in alignment with organizational strategies will enhance competitiveness and the delivery of customer-centric services. At the same time, providing a suitable and safe work environment will boost efficiency and support sustainable business success.

Resource Management Strategy and Supervision

KBank has assigned the Human Resource Division to supervise all operations related to personnel management in accordance with related laws, and KBank's regulations and policies, e.g., Human Resource Management Policy, Human Rights Policy and Personnel Development Policy. Risks and opportunities related to human resource have been appropriately managed. The Board of Directors has supervised and monitored those operations on a regular basis, so that KBank is equipped with qualified and adequate human resources to propel the organization towards achieving our established work plans and targets.

KBank focuses on human resource management to be in step with the ever-changing business environment and in alignment with K-Strategy that focuses on building a "Performance-driven Organization". This approach aims to manage and develop high-potential employees to deliver results in alignment with the organization's targets amid environmental and organizational challenges. The human resource strategies consist of three key components, as follows:

- 1. Driving a Performance-driven Culture** through organizational design and human resource allocation aligned with business growth and developing performance management to enhance operational efficiency and create stakeholder value. This encompasses goal-setting processes, continuous concrete feedback and guidance from supervisors, as well as developing new forms of employee rewards that vary according to performance, suit different business characteristics, and remain competitive in the market.



2. Enhancing Strategic People Capabilities through designing targeted learning programs for key strategic business groups, such as credit and wealth management businesses. The focus is on enabling employees to apply additional skills to create and deliver strategic results for the business and our customers. Notably, this approach has led to significant growth in sales of mutual funds and bancassurance products in high-margin product segments.

3. Improving Employee Experience in Human Resource Management, including Employee Well-being through promoting holistic employee wellness covering physical health, mental health, and financial health through various ongoing programs. These include self-assessment tools that help create awareness, along with additional consultation from speakers and experts. For instance, supervisors can receive mental wellness consultations from professional psychologists to help guide their self-care and team care. Additionally, wealth experts provide basic financial wellness knowledge to help employees properly manage their financial security planning. This also includes HR system development to enhance experience Human Resource Management.

Leadership Development Journey





Performance Results

The Bank's human resource management is aimed at supporting the K-Strategy, with focus placed on advancing KBank to become a performance-driven organization through efficient resource management, particularly employees' skills and competencies, to achieve targeted outcomes under an organizational culture that places importance on risk management. In 2024, KBank achieved notable improvement of 12 percent growth in Human Capital Return on Investment (HCROI) after credit cost. Significant progresses and key initiatives include:

1. Continued to implement stringent workforce management:

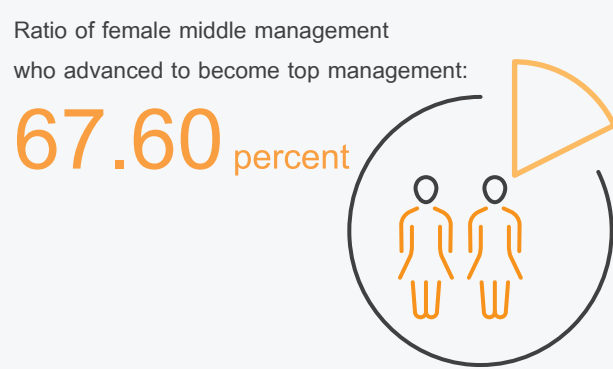
We revisited workforce planning to align with the revised business plan for 2025-2027 and economic outlook. The focus was on enhancing personnel efficiency across all business units by implementing staff mobility, allowing employees to rotate into key business-critical roles, along with up-skilling and re-skilling initiatives to equip employees with the necessary skills to meet both current and future business demands. This effort helped the Bank reduce the recruitment of external employees, while also focusing on recruiting employees with specific skills, such as AI, data science, and new technologies.

2. Promoted Performance-driven Organization: In 2024, the Bank improved guidelines for our corporate key performance indicators (KPIs) to better align with both short-term and long-term business performances and ensure the delivery of sustainable value to key stakeholders through business outcomes under the K-Strategy 3+1. Additionally, the Bank engaged executives of KBank and its subsidiaries on a leadership development initiative with the aim of strengthening their capabilities in translating corporate KPIs into action plans and goals for employees at all levels. Managers are also expected to evaluate performance, provide guidance, and determine compensation based on the value employees contribute to the organization as to foster performance-driven culture and to enhance efficiency in operational processes to be ready for strategic plan execution. For 2025, the Bank has plans in place to further develop and improve the efficiency of our performance management by using new goal setting, target allocation, and performance evaluation systems in line with the Bank's productivity-driven operational strategy.

3. Executed integrated learning and recognition programs in key business units

- **Wealth business management:** An integrated personnel capacity development program was implemented, focusing on wealth advisory, sales support, and customer understanding. This resulted in remarkable growth in sales volume of mutual fund and high margin bancassurance products. Additionally, a recognition mechanism was introduced to honor high-performing employees, fostering pride and serving as inspiration for their colleagues.
- **Credit business:** A capacity development program was established for personnel involved in the end-to-end credit process. This program covers key areas, including credit management, risk management, and debt collection.

The Bank stresses the success of employee development must be measured through both quantitative and qualitative metrics, focusing on how effectively targeted employees apply acquired knowledge to improve job performance. Against a target of 80 percent, KBank achieved 84.67 percent.





- 4. Enhanced employees' quality of life and workplace benefits:** These comprehensive employee well-being initiatives included promoting mental well-being, providing financial literacy on wealth management, and implementing new HR management system modules for workforce planning, performance and talent management. The result of the employment engagement score at 78 percent reflects the success of the initiatives. (Average score from Gallup at 4.33 from maximum score at 5.00).

Employee Recruitment Processes

The Bank has designed diverse and comprehensive recruitment processes to reach high-potential candidates aligned with the Bank's representative, consisting of 4 main formats:

- 1. K Career Day:** A recruitment fair held at the Phahon Yothin Head Office building to recruit employees in Bangkok and metropolitan areas. Participants have opportunities to discuss job details and interview for positions, with high attendance rates.
- 2. Mini Career Day:** Recruitment and interview activities across various regions nationwide, where the Bank's recruitment team conducts on-site events to increase access to local candidates, allow applicants to see actual work environments, and reduce travel constraints for applicants.
- 3. UK and USA Online Career Day:** The Bank organized an online event titled "The Power of Data & AI for Achieving Strategy" targeting Thai students and professionals studying and working in the UK and USA. This event focuses on attracting Data Analytics expertise to strengthen the Bank's image as a Data-Driven Organization.
- 4. Wealth Next Gen:** A program designed to develop skills of new graduates and those interested in Relationship Manager positions, focusing on insurance and investment product sales. It covers licensing education for selling these products, customer understanding techniques, sales skills, and customer relationship management. This program has been successful and well received by applicants.

Recruitment Process Development: To ensure transparent and fair recruitment processes, the Bank provides training and manuals for interview committee members to ensure standardized personnel selection. The Bank emphasizes diversity management and equal treatment for all.

Recruitment Goals: The Bank aims to communicate to applicants its commitment to being an organization that creates the "Possibility to Make an Impact" for society. The flexible work arrangements and organizational culture that aligns with new generations will enable employees to grow sustainably alongside the Bank.

Part-Time Employment

KBank employs temporary staff in various forms, including consultants, specialists, and short-term contract employees, to align with business needs, relevant regulations, fairness to employees, and labor market practices.

Temporary Employment

The Bank employs temporary staff through its subsidiaries in two categories:

1. Part-time staff for routine tasks: Hired during peak workload periods, with a maximum employment duration of 4 months.
2. Project-based part-time staff: Hired to support specific projects, with the employment period determined by the project's completion timeline.

Development of Employee Potential

To promote employees' knowledge, capabilities and skills to perform their functions efficiently, and to advance in their career paths, systematic development of employees at all levels has been undertaken, as follows:

- 1. Building Strong Leadership,** The Bank conducts the KLA (KBank Leadership Accelerator Program) to support leadership development from junior leaders to senior executives. The program focuses on developing the Best of BE (Leading Self), Best of WE (Leading Team), and Best of US (Leading Business) through practical training that comprehensively covers all skills aligned with the Bank's Leadership Values. In addition, intensive workshops on Performance-Driven Leaders and Performance-Driven



Organization are offered for executives, from Department Heads to Executive Vice Presidents, to ensure leaders at all levels can guide the Bank towards its goal of becoming a Performance-driven Organization. The Bank also organizes **Leader on Stage**, a communication platform where senior executives share their experiences, techniques, and insights, alongside external speakers and exemplary employees. This initiative aims to inspire, share ideas, and connect with the Bank's Leadership Values.

2. Enhancing Employee Skills and Knowledge The Bank supports the development of specialized skills and knowledge for employees as follows:

- **Strategic Capability Program:** This program aims to build critical skills essential for driving the Bank's strategies, focusing on strategic employee groups that require urgent capability development. It includes intensive skill development formats that yield clear business outcomes, such as the Customer Understanding & Insight course for product development divisions in both the Wealth and Payment groups, the Profitability-Driven Program, and the Entrepreneurship Mindset for credit product developers, as well as the Consultative Selling course for sales units.

- **Functional Skills Development Program:** This program emphasizes job-specific skills of each department based on the Bank's operational processes, including Credit Skills, Product Manager Development Program, and Data Talent.
- **Future Skills Program:** This program prepares all employees for future challenges through a blended learning approach over 1.5 to 2 months. It includes self-learning, virtual classrooms, action-based learning, and communities of practice, focusing on growth mindset, outward mindset, and AI to increase productivity.
- **Compulsory Courses:** These are fundamental courses required for all employees to comply with the regulations and requirements related to business operations of financial institutions.
- **Learning Day Activities:** These activities address the learning needs of various departments, helping to bridge development gaps. Employees collaborate to identify their learning interests within their respective departments or business groups.

Future Skills: The Arts of Future

- Problem Solving & Decision Making
- Analytical Thinking
- Critical Thinking

- How to Stay Productive in Future Workplace
- Tools for Hybrid Work

- How to Analyze Qualitative Data
- Business Analysis with Big Data
- Data Storytelling with Visualization

Essential Forward



- Growth Mindset
- Learning Mindset
- Stress Management

- Empathy
- Communication
- Building Trust
- Outward Mindset
- Collaboration

- Agile Mindset
- Design Thinking

- Financial Market Global Trend 2024
- Blockchain for Business Growth



Employee Performance Assessment

KBank conducts employee performance evaluations twice a year, using fair assessment principles and promoting teamwork. To ensure the evaluation reflects both work achievements and behavioral aspects, the bank has implemented Team Performance assessment alongside Individual Performance evaluation. The Bank monitors performance quarterly, with mid-year and year-end evaluations to identify development opportunities and align individual and team goals with the bank's objectives. This approach fosters a culture of innovation, risk management, and appropriate cost management to shape organizational attitudes and behaviors toward common goals.

Employee performance indicators and targets align with the Corporate KPIs, which establish both short-term operational goals and long-term business value creation. These reflect sustainable value delivery to key stakeholders including customers, employees, shareholders, regulators, and society, through business performance under the 3+1 Strategic Priorities framework.

Additionally, KBank develops bank executives and subsidiary company management to enhance supervisors' performance management capabilities, including clear goal setting, continuous performance monitoring, fair evaluation, and establishing clear connections between performance and compensation. The Bank emphasizes personnel development through Continuous Coaching, creating two-way communication between supervisors and employees. This effective method builds engagement and regularly captures employee feedback on performance development, career paths, work interests and goals, and Individual Development Plans, enabling the Bank to effectively respond to each employee's specific needs. In 2025, the bank plans to continuously improve performance management effectiveness to align with its productivity enhancement strategy.

Remuneration Management

KBank carefully reviews remuneration management to prevent risks of bias, discrimination, or inequality in performance evaluation and compensation processes. The Bank emphasizes managing the salary and basic compensation ratio between male and female employees to minimize differences, based on maintaining balance and equality according to performance and job value. In 2024, the Bank adjusted the executive compensation structure to include a higher proportion of variable pay.

Executive Remuneration

The Human Resources and Remuneration Committee reviews and proposes executive compensation to the Board of Directors for approval according to bank policy. KBank regularly reviews the appropriateness of executive compensation to align with their responsibilities and benchmarks against compensation rates in comparable commercial banks.

The compensation for the Chief Executive Officer and bank executives is determined to align with their responsibilities, bank strategy, short-term performance, and long-term shareholder value creation, reflecting sustainable banking principles. This approach helps attract and retain talented executives while aligning with individual performance through metrics in two dimensions: Key Stakeholders and Business Strategy under the 3+1 Strategic Priorities framework, based on appropriate risk management and new business ventures under good governance.

Executive compensation structure consists of Fixed Pay (monthly compensation) and Variable Incentive, designed to motivate executives to drive the Bank toward long-term success.

Employee Compensation

Employee compensation is based on equality commensurate with staff competencies, with a focus on competitiveness. Employee compensation is based on each employee's performance, regardless of their gender, race or religion, reflecting the value each employee brings to the Bank and ensuring it is sufficient to support their livelihoods. Regular compensation and benefit surveys are conducted for comparison with the industry, with annual salary raises, plus bonus payment, being issued in line with employee proficiencies. Special salary hikes during the year are considered for retention of capable personnel.



As we expand service networks abroad, KBank has established a system of compensation, living wage and welfare for expatriate and local staff members in line with the respective local regulatory requirements. Competitiveness in the foreign job markets is also considered, in comparison with average local compensation and benefits, together with their cost-of-living index. Compensation and benefit handbooks are provided for domestic, expatriate and local employees.

Indicators and Targets

The Corporate Scorecard aligns with KBank's strategy, emphasizing Stakeholder Value creation, business value creation, and long-term competitive capability building. Performance measures cover Stakeholders responsibility and Financial Outcomes based on Economic Value Management principles, including Leading Indicators and capability-building measures affecting long-term financial results. In 2024, KBank reduced the number of corporate-level indicators to enhance focus on key results.

Corporate indicators and targets cascade from the CEO to the President, Group Executives, and employees according to their responsibilities. These targets may include additional monthly, quarterly, or semi-annual breakdowns as appropriate. The Bank requires regular performance reporting to allow management to adjust approaches for goal achievement.

Furthermore, the Board of Directors has established long-term performance indicators and targets for senior executives, linked to the Bank's long-term value creation. Senior executives share Common Goals in creating Shareholder Value and value in their Key Business Focus Areas. These long-term indicators are used for performance evaluation and determining senior executive compensation to create good long-term returns for shareholders.

For the Chief Executive Officer's performance evaluation, the Human Resources and Remuneration Committee reviews and presents performance against targets to the Board annually, following evaluation criteria approved by non-CEO Board members and communicated to the CEO in advance. The HR Committee Chairman informs the CEO of the evaluation results, compensation, and directors' feedback.

For senior executives, performance evaluation follows criteria established by the Board of Directors. Evaluation results are presented to the Human Resources and Remuneration Committee for approval before submission to the Board for final approval of evaluation results and compensation.

Employee Benefits

Benefits are provided for all staff members* to ease concerns and promote good quality of living that affects the performance and living conditions of our employees and their families. Employee benefits are provided for our employees and communicated via the website <http://Kworkplace.com> and LINE Konnect + for Life application.

Note:

* All employees refers to full-time employees under KBank employment contract only. For staff members of K Companies and the Support Service Providers to KBank, they are eligible for such benefits as life insurance, medical expenses in case of injury and disability, maternity leave and financial assistance in case of retirement.



Financial benefits



Financial Assistance

Retirement benefits for employees Financial assistance for employees' children's expenses Financial support for hosting funeral services and providing wreaths for employees and their families (including parents, spouses, and children) Financial assistance for employees whose residences have suffered from fire or severe natural disasters.

In 2024, the Bank provided one-time financial assistance of Baht 10,000 to each employee to alleviate their financial burden amid the rising prices of consumer goods and fuel.



Loans

Loans are available for housing, automobiles, education, marriage, and other relief efforts, such as education for children and adopted children, medical care for employees, employees' parents, spouses, children, and close relatives under the employee's care, as well as funeral expenses or disaster relief. Since 2022, the Bank has expanded the scope of employee welfare loans to include financing for necessary work-related facilities for Hybrid Work Mode. In 2023, the Bank launched the "Go Green Together" loan program to promote energy savings for purchasing homes with solar panel installations or specifically for adding solar panels to current residences, as well as for purchasing electric vehicles and motorcycles at special interest rates.

In 2024, the Bank reduced interest rates on housing loans to alleviate employee expenses and expanded the loan scope to cover repayment of debts incurred unintentionally, including personal loan consolidation with other companies and financial institutions at lower interest rates, to help accelerate debt reduction and ease employees' concerns in their daily lives.



Family Benefits

Female employees who are pregnant are entitled to 98 days of maternity leave with full pay, which exceeds the legal entitlement of 45 days. Male employees whose wives give birth are allowed to take 5 days off to care for their spouses. Additionally, employees can claim expenses for prenatal care, childbirth, and breastfeeding services to promote the well-being of young children. In 2024, employees were also allowed to take leave to care for close family members, including parents, spouses, and children who are ill, for a duration of 7 to 30 days (depending on length of service).



Funds

Provident Fund, Compensation Fund, Social Security Fund, and Funeral Assistance Association



Financial Literacy Training

In 2024, the Bank provided financial literacy training for general employees to enhance their awareness of assessing their financial status. Tailored learning materials were designed for various financial situations, and training sessions covering basic finance to investment were conducted for employees in different divisions. This initiative aims to help employees plan their finances and save for retirement. Additionally, specific courses are held for employees aged 50 and above to prepare for a secure retirement. The Bank also organized seminars to encourage investment and tax-saving savings before the year-end and effective tax planning for the following year.

Health Benefits



Annual Health Check-ups

Employees over 40 years of age receive additional screenings for cervical cancer, prostate cancer, and colorectal cancer. In 2023, the Bank expanded the health check-up options, allowing employees to select tests according to their needs. For 2024, the Bank partnered with hospitals in major provinces to enhance convenience for employees and reduce the burden of advance payments for reimbursements.



Employee Mental Health Care Program

The Bank provides access to the "OOCA"* platform, allowing employees to consult psychiatrists or psychologists anytime, anywhere. All consultation details remain confidential between the employee and the service provider. This service has been available since July 1, 2020.

In 2024, the Bank introduced an additional channel for team leaders to consult psychiatrists to support employees facing mental health challenges. The Bank also organized mental health promotion activities, including mental health assessments, self-care techniques, and strategies to improve work efficiency. Seminars by experts were held to guide employees on mindset adjustments, building mental resilience, and reducing stress.



Medical Services

- The Bank provides a dedicated medical room at its main office buildings and offers delivery of regular medications via postal service for employees with chronic illnesses.
- Medical consultations are available through the Bank's in-house physician.
- Additional vaccination services, such as influenza shots, are provided at the medical room in the main office buildings.

Note:

* "OOCA" is online psychiatrist consultation platform. That allows users to discuss problems with psychiatrists and psychologists by video call which can be accessed privately and securely anywhere and anytime via a computer or mobile phone.



Health Benefits (Continued)



Medical Reimbursement for External Treatment

- The Bank has developed an online platform that allows employees to claim medical expenses through a mobile application.
- For inpatient treatments, the Bank issues a referral letter to alleviate employees' concerns about advance payment for medical expenses.
- Medication and treatment rates are annually adjusted to align with current hospital fees.
- Guidelines for physiotherapy claims have been updated to accommodate conditions like Office Syndrome caused by Hybrid Work arrangements. Limits on claimable sessions have been removed, allowing employees to claim for actual treatments required, with increased reimbursement rates.
- Telemedicine consultations are encouraged to provide convenient access to medical services, reduce travel time, and minimize exposure to infections at hospitals.



Support for Exercise and Wellness

The Bank supports various forms of exercise through facilities such as fitness centers at Ratchaphruek Club, located within the KASIKORNBANK Learning Center, and Suk Samakkee, KBank's resort houses located in Prachuap Khiri Khan Province. These facilities include gyms, swimming pools, sports fields, and squash courts. Additionally, the Bank promotes employee engagement through sports clubs, such as running, basketball, and football clubs.

Flexible Working Hours and Work from Home

The Bank provides employees with work flexibility to help them better manage both their work and personal lives. This flexibility includes flexible office arrival and departure times. Employees can work from any of Bank buildings or from home. Additionally, on days with high air pollution (PM2.5), employees who are pregnant, have underlying health conditions, or need to care for children who cannot attend school as usual are permitted to work from home. Regarding overtime work and work-from-home considerations, certain groups of employees may be allowed to work from home when necessary, such as when family members are ill and require special care. This includes spouses, children, dependents, and parents. Such arrangements require direct approval from the employee's supervisor.

Work that FITS



Flexible

Employees and managers can jointly arrange flexible working hours and places to suit the characteristics of their functions, while upholding KBank's image and professionalism.



Impact

Employees can deliver outcomes that meet both KBank's and customers' expectations; goals must be clearly established and continually monitored with managers.



Trust

Employees and managers work with trust that is the basis for healthy relationships and employee engagement, which will lead to a spirit of teamwork and deliverables.



Security

Data and work system security must be prioritized within an appropriate risk level, in strict compliance with relevant operating procedures and regulations.

Well-being FITS Program

The Bank places great importance on holistic well-being. In 2024, the Bank emphasizes mental health care and financial literacy for employees, carrying out activities under the Well-being FITS program to promote the following:



1. Physical Well-being:

- The Bank encourages employees to prioritize preventive health care and consistently raise awareness of maintaining good health. Initiatives include annual health check-ups, flu vaccinations, and reminders to protect themselves during extreme heat conditions to prevent heatstroke. During periods of high PM2.5 air pollution, the Bank provides N95 masks to employees in severely affected areas and promotes mask-wearing during flu outbreaks.
- Additionally, the Bank facilitates flu vaccinations at infirmaries in its main office buildings to enhance convenience for employees.
- In 2024, the Bank resumed organizing blood donations from employees at three main office buildings, holding six donation events and collecting a total of 682 units of blood, equivalent to 434,400 cc.

2. Balanced Mental Well-being:

In addition to providing the "OOCA" platform for mental health support and reimbursing psychiatric treatment expenses for employees, the Bank's Well-being FITS program in 2024, under the theme "JAI FITS", focuses on raising awareness of self-care and mindfulness among employees, as well as encouraging them to look out for their colleagues. The program includes preventive and care-oriented activities and tools, as follows:

- Check JAI mental health self-assessment tool for employees based on WHO-5 criteria, along with quizzes to educate employees on observing and supporting their colleagues' mental well-being.
- Endue JAI: Simple mental care techniques, such as the "Moo Jai Doo" mindfulness mantra, designed to foster positive thinking and equip employees to face challenges calmly, without adding stress.
- JAI Strong: Work efficiency enhancement techniques, including time management for productivity and rejuvenation, setting daily work goals, celebrating achievements (big or small), and leveraging computer applications to streamline workflow-ultimately boosting happiness and reducing work stress.
- JAI Talk: Seminars conducted by experts offering guidance on mental health care and simple mindset adjustments to build resilience and alleviate work-related stress.
- JAI Help: A direct support line for supervisors to consult with psychiatrists on assisting team members with mental health challenges.

ตรวจสอบระดับ PM2.5 คุณละตัวเองให้ FITS
เพื่อการ ป้องกัน ธรรมชาติ ภัย เมื่อฝุ่นสะสมในร่างกาย

คุณสุขภาพดีผ่านปอดเข้าสู่กระแสเลือด หากสะสมเรื้อรัง เพิ่มการเกิดมะเร็งปอดได้ 1-1.4 เท่า*

ผลกระทบร่างกาย

- เห็นเลือดในเสมอ痰 ทำให้เกิดภาวะ อัมพาตหรืออัมพฤกษ์
- ตาแดง
- เลือดกำเดาไหล
- ไอ เจ็บคอ หายใจแล้วมีเสียงพืดพาด
- ปวดอักเสบ ถุงลมโป่งพอง
- เห็นเลือดหัวใจตีบตัน ทำให้หัวใจวาย
- ผิวหนังเกิดคันคัน
- พันธุกรรม เข้าไปในรก ทำอันตรายเด็กในท้อง เด็กอาจคลอดก่อนกำหนด ทูทโทซเวการ

AQI	PM2.5 (µg/m³)	ประชาชนทั่วไป
0-25	0-25	• ทำกิจกรรมได้ 24 ชั่วโมง
26-50	26-37	• หลีกเลี่ยงการออกกำลังกายหนัก
51-100	38-50	• สวมหน้ากากป้องกันฝุ่น
101-200	51-90	• ลดทำกิจกรรมกลางแจ้ง
201-300	91-150	• สวมหน้ากากป้องกันฝุ่น
301-500	151-250	• หลีกเลี่ยงการออกกำลังกาย

วิธีการป้องกัน

- สวมหน้ากากอนามัย ป้องกันฝุ่น PM2.5 เมื่อต้องออกนอกบ้าน
- ออกกำลังกายสม่ำเสมอ โดยหลีกเลี่ยงกลางแจ้ง
- ทานอาหารช่วยระบบ แอนติออกซิแดนท์และ ลดการทำงานเซลล์และ เนื้อเยื่อจากพิษของฝุ่น

แอปพลิเคชัน ตรวจสอบ คุณภาพอากาศ

- IQAir AirVisual
- เร็กซ์

*ข้อมูลจาก: ศูนย์สุขภาพ โยธาเวชชกรรม

JAI Strong EP.2
ทำงานไม่ทัน บริหารเวลาไม่ได้ มาดูเครื่องมือ และเทคนิค ที่ช่วยให้คุณและทีม ทำงานได้อย่างมีประสิทธิภาพยิ่งขึ้น

Planner ใน MS Teams ช่วยอะไรได้บ้าง

- สร้างแผนงาน > วางแผนงาน แต่งงานย่อย กำหนดระยะเวลา
- มอบหมายงาน > Assign มอบหมายให้ทีมที่รับผิดชอบงาน
- ติดตามความคืบหน้า > ดู Status งานเสร็จแล้ว กำลังดำเนินการ หรือค้างอยู่
- สื่อสาร > พูดคุย แชร์ไฟล์ แจ้งเตือน เกี่ยวกับงานใหม่

Planner แบ่งงานเข้ามาแบ่งเวลาขึ้นตั้งกับการทำงานด้วยเทคนิค Pomodoro

- ตั้งเวลา > ตั้งนาฬิกาจับเวลาไว้ 25 นาที
- จัดจ้อ > ทำงานโดยไม่หยุดพัก
- พัก > เมื่อทำงานครบ 25 นาที พัก 5 นาที
- ทำซ้ำ > ทำซ้ำขั้นตอน 1-3 จำนวน 4 ครั้ง
- พักยาว > พัก 15-30 นาที

25 minutes WORK → **5 minutes REST** → **repeat x 4** → **15-30 minutes REST**

เพิ่มประสิทธิภาพการทำงาน ลดความเครียด เพิ่มความคิดสร้างสรรค์ จัดการเวลาได้ดีขึ้น

มาเรียนรู้วิธีทำให้ "ใจสตรอง" ด้วยกัน

Internal Communication of Physical and Mental Well-being Programs for Employee Work-Life Balance



3. Financial Well-being: In 2024, the Well-being FITS program, under the theme FIN FITS, focused on raising financial awareness and providing employees with financial literacy to help them achieve greater stability and wealth. This initiative aims to reduce present and future financial concerns, which can significantly impact employees' well-being, stress levels, and work performance. The program includes the following activities and tools:

- **Check FIN:** Encouraging employees to assess their financial health to understand their current financial status. The goal is to engage at least 50 percent of the Bank's employees in this initiative.
- **FIN for You:** Providing employees with financial management knowledge through a series of 10 short clips tailored to different financial situations identified in their assessments. This initiative aims to help employees improve their financial habits and management strategies.
- **R-I-C-H-S course:** A retirement preparation seminar for employees aged 50 and above, ensuring they gain the necessary knowledge for a stable and prosperous retirement. The course features quarterly Q&A sessions addressing key topics, such as generating Revenue through PVD Investment, tax-saving funds, Calculating final retirement sums, choosing appropriate Health insurance, Securing life insurance to ensure a lasting legacy, and effective financial planning for retirement.
- **FIN Roadshow:** Online knowledge-sharing sessions led by the Bank's wealth experts, targeting employees across various work domains. The sessions cover basic

financial management, savings techniques and tools, rapid debt reduction strategies, and investment guidance to achieve sufficient returns to outpace inflation and build a retirement fund.

- **FIN Talk: Win your Tax 2024:** A seminar by financial experts offering insights into end-of-year tax management and strategies to maximize savings and invest



Internal Communication of Well-being FITS Program: Employee Financial Literacy and Financial Wellness Initiative under FIN FITS Theme



KBank Scholarship Program

The Bank offered several scholarship programs for graduate studies in 2024. Through the Young Scholarship program, four scholarships were awarded to fourth-year undergraduate students to pursue Master of Business Administration (MBA) degrees. The Annual Scholarship program provides seven MBA scholarships to experienced professionals, open to both Bank employees and external candidates. Additionally, the Bank offers four scholarships through the KBTG Scholarship program

Post-COVID-19 Human Resource Management

KBank remained supportive of executives of each unit to consider employees' work at offices. Hybrid and virtual work were encouraged, while work skills were enhanced along with the "Collaborative Way of Work" so that employees could meet and communicate with each other, to strengthen their relations and shared understanding amid the changing work patterns, and to be happy in working together.

Despite certain relaxations, KBank's healthcare measures were still effective. Employees were advised to continue wearing masks, while alcohol hand gel was provided in various locations, and announcements were regularly made concerning self-care amid high concentrations of PM2.5, and the spread of dengue fever and influenza.



Promotion of Diversity, Inclusion and Equality

KBank has complied with related international laws and standards in order to promote equitable treatment of employees as stated in the Code of Conduct*, Diversity Management Guidelines** and Human Rights Policy***. KBank does not accept any form of forced labor or child labor, discrimination in hiring or at the workplace regarding local or foreign workers, any form of discrimination or harassment ("Zero Tolerance"), or verbal or physical harassment, including any form of psychological abuse. In case of any discrimination or harassment, or behaviors that are contradictory to KBank's intention, the investigation processes are in place and punishment stipulations are incorporated in the Code of Conduct. Additionally, KBank has in place various channels for complaints and suggestions, e.g., the hotline center, employee relations, meetings to exchange views, advice and problem-solving guidelines for the benefit of employees and common understanding among the meeting participants. KBank also supports and certifies the rights related to group negotiations.

The Bank manages diversity and inclusion, recognizing the value of differences—creating equality in preparation for success. KBank values and emphasizes diversity within the organization by accepting and understanding the differences among all employee groups regarding gender, age, education level, ethnicity, and culture. It provides equal opportunities throughout the human resource management process, from recruitment and hiring to obtaining work permits in Thailand, as well as working conditions and benefits that emphasize equality in the basic rights of all employees at every level, both operational and managerial. The Bank has a zero-tolerance policy for sexual harassment and any other forms of harassment or discrimination.

To ensure employees understand these matters, the bank has organized training on discrimination and harassment during its annual Code of Conduct review. Additionally, the Bank has established internal complaint mechanisms through an employee hotline and email to bring issues into the fact-finding process and prove allegations to ensure fairness for all parties involved.

Notes:

* Details of the Code of Conduct can be viewed at KBank's website: <https://kasikornbank.com/th/IR/CorporateGovernance/Pages/principles-core-values.aspx>

** Details of Diversity Management Guidelines can be viewed at KBank's website: https://www.kasikornbank.com/th/IR/CorporateGovernance/transparency/Pages/KBank_Diversity_Management.aspx

*** Details of Human Rights Policy can be viewed at KBank's website: https://www.kasikornbank.com/th/IR/CorporateGovernance/transparency/Pages/Human_Rights_Policy.aspx



If misconduct is found, discussions will be held to help employees improve their behavior, and disciplinary actions will be taken according to the Bank’s regulations, which may include reprimands, wage deductions, demotions, and/or salary reductions, up to termination of employment as appropriate for each case. In 2022, the Bank received no material complaints regarding harassment or discrimination.*

Support for People with Disabilities

KBank believes that “giving people an opportunity” is deemed as promoting inclusion and equality. In 2024, KBank provided career support to 183 disabled persons across Thailand, via a Baht 21,908,760 budget donated to the Thai Red Cross Society for use in career promotion among disabled persons across Thailand, as required by law.

KBank was granted an award of “Outstanding Sustainability Model Organization in the Thai Capital Market with respect to Disability Support” of 2023 from the Office of the Securities and Exchange Commission for compliance with Section 33 or Section 35 of the Persons with Disabilities Empowerment Act B.E. 2550 (2007) for more than one year.

Employee Engagement

The Bank prioritizes enhancing both human resource management practices and employee engagement. In 2024, an Employee Engagement Survey was conducted with Gallup Thailand, the consulting firm. The survey assessed multiple dimensions including overall organizational engagement, performance expectations, learning and growth opportunities, and employee well-being. These insights allow division heads to develop more effective strategies for improving employee satisfaction and engagement.

The Bank promotes the creation of an Engagement Ambassador Community to represent and foster engagement within their respective departments, believing that this approach can address employee satisfaction issues with understanding and precision. A total of 95 percent of employees participated in the Employee Engagement Survey, and the results indicated that 78 percent of employees feel engaged with the organization, against a target of 77 percent (with an average Gallup score of 4.33 out of 5).

Employee Engagement

Employee Engagement	2020	2021	2022	2023	2024	2024 Target
Percentage of engaged employees	75	77	77	77**	78	77
Percentage of employees who responded to the survey	100	100	100	93	95	-

Notes:

* Materialis determined based on the following criteria:

1. Disciplinary action has been taken, confirming that misconduct occurred, and termination has been considered without severance pay.
2. Legal proceedings have been initiated against the offender, and the court has ruled that the offender is guilty and has been penalized according to the court's order.

**The results of the employee engagement assessment for 2023, based on the Employee Engagement Pulse Survey conducted at the end of 2023, were completed after the publication of the Sustainability Report 2023. Therefore, the information in the Sustainability Report 2023 references the assessment results from the previous year, which differ from the results of the 2023 annual assessment.



The Bank is committed to maintaining good relationships with employees through activities. A key focus is supporting both mental wellness and financial literacy among employees to raise awareness in planning and managing their stress and finances more efficiently. This is achieved through activities that promote mental well-being and financial knowledge, as well as events based on the interests of employees in each department to meet their actual needs.

Management of Occupational Safety and Health, and Workplace Environment*

The Bank prioritizes the systematic management of employee safety and health via the Occupational Safety and Health, and Workplace Environment Working Team, chaired by Executive Vice President with the Presidents serving as an advisor. The working team, which consists of representatives from major divisions, collaborates to drive operations and monitor results on a quarterly basis. The focus is on preventing accidents, injuries, and work-related illnesses, managing safety risks, and addressing potential environmental impacts that may arise from the Bank's business operations.

The Bank has also enhanced its occupational safety, health, and workplace environmental standards through annual policy reviews by the Board of Directors to ensure compliance with legal requirements and international standards. On October 25, 2023, the Bank achieved a significant milestone as the first bank in Thailand to simultaneously receive both ISO 45001:2018 (Occupational Health and Safety Management System) and ISO 14001:2015 (Environmental Management System)** certifications, which have been maintained throughout 2024. The Bank remains committed to becoming an organization with zero workplace accidents and work-related illnesses that result in absence from work.

The policy covers operations within KBank, its subsidiaries, and group companies that provide support services to KBank. All activities encompass locations under KBank's management,



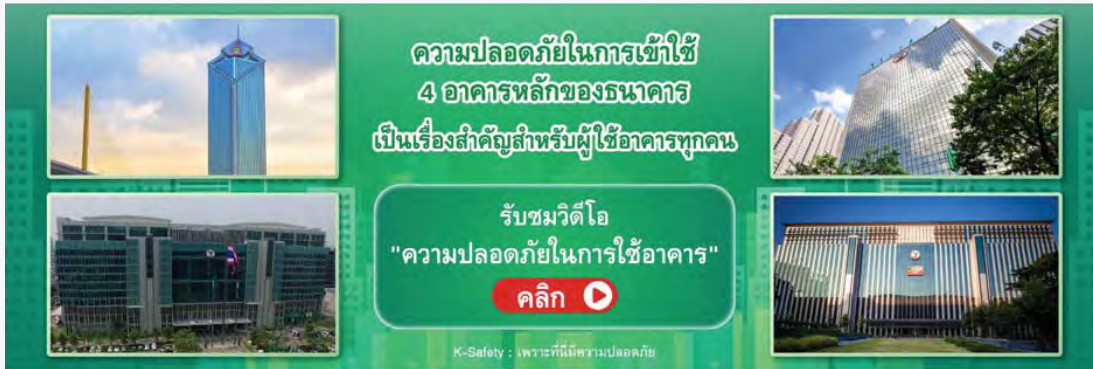
including main buildings, subsidiary buildings, and branches nationwide, as well as all individuals involved in operations under KBank, its subsidiaries, and group companies that provide support services to the Bank, such as company directors, executives, permanent employees, temporary employees, contracted companies, and visitors using spaces under the Bank's responsibility.

We have prepared equipment and a workplace environment that are appropriate and safe, in accordance with legal and global standards of occupational health and safety, and the workplace environment, with hazard identification and risk assessment, as well as environmental aspects assessment, in tune with employees' work conditions, to minimize risks arising from their work.

The Bank provides a suitable and health-safe working

Notes:

* Details of the Occupational Safety and Health, and Workplace Environment Policy can be viewed at KBank's website: https://www.kasikornbank.com/TH/IR/CorporateGovernance/transparency/Pages/Occupational_Safety_and_Health.aspx



Training on Building Safety for 4 main buildings through Virtual Learning.

environment and equipment in compliance with occupational safety, health, and workplace environmental management standards as required by law and international standards. The Bank systematically conducts Hazards Identification and Risk Assessment along with Environmental Aspects Assessment based on employees' actual working conditions to effectively minimize workplace risks.

Occupational Health and Safety Training Courses

The Bank continuously provides occupational health and safety training courses for employees at all levels, including safety officer training for executives, basic fire fighting for general staff, occupational health, safety and workplace environment courses, as well as refresher training on CPR and AED (Automated External Defibrillator) for general employees and building staff. These training programs ensure all employees acquire adequate knowledge of workplace safety and can effectively respond to health-related emergencies while complying with relevant legal requirements.

- Safety officer in an executive-level course for employees at the management level: 5 classes, total 108 hours
- Safety officer in supervisory-level course for employees at the supervisory-level: 9 classes, total 2,580 hours.
- Occupational safety, health and workplace environment course for general employees, including new hires: 40 classes, total 11,106 hours.
- Basic firefighting course for general employees: 26 classes, total 7,650 hours.

- Refresher training for advance firefighting for team members responding to emergency events: 74 participants from all 10 main office building.
- Refresher training for resuscitation and AED utilization (CPR and AED) for general employees and facility officers: 200 participants from all 10 main office buildings.

Information Dissemination Related to Safety

The Bank has implemented various safety communications including announcement boards, Video Training Records (VTR) demonstrating emergency evacuation routes, basic first aid (CPR) training and demonstrations, safety communications, and "KBank Safety Awareness" activities to build safety consciousness and encourage employee participation through online channels. The Bank has also initiated communications via LINE application, the Bank's Konnect+ for Life and Konnect+ for Work platforms. In 2024, the Bank expanded its communication channels to include Viva Engage by creating a "K-Safety Because Safety Matters Here" page as an additional venue to keep employees informed.

Results of Operations Related to Occupational Health and Safety, and Workplace Environment

- All 10 buildings of the head office and main office buildings (100 percent) passed the standard criteria for light, heat, and noise measurements as required by law.
- Dissemination of information and training on health care and nutrition through leaflets and the Bank's e-Learning platform.



Human Rights Operations



Risk

The banking sector is now facing increasingly complex challenges related to human rights, particularly risks associated with providing financial support to projects that may violate community and environmental rights. These include issues such as screening and approving loans that could lead to unfair discrimination, as well as heightened risks of customer personal data breaches due to escalating cyber threats. Additionally, there are concerns about unequal access to financial services for vulnerable groups, especially as banks accelerate their digital transformation, potentially leaving some behind. In terms of labor, organizational restructuring and the adoption of technology to replace human labor have raised concerns about layoffs and job security for bank employees. Therefore, banks must develop comprehensive and efficient human rights risk management systems to balance business growth with respect for human rights across all stakeholder groups.

Opportunities

In a rapidly changing business environment, learning and development in human rights within the banking sector represent a crucial opportunity. Banks can differentiate themselves and gain a competitive edge by developing products and services that address the needs of vulnerable groups.

Moreover, investing in the development of systems and technologies that integrate human rights principles from the design stage can reduce the risks of discrimination and build trust among stakeholders. Enhancing employees' knowledge and understanding of human rights will further improve service quality and foster an organizational culture that respects human rights in a sustainable manner.

Business Operations with Respect for Human Rights

KBank places importance on the respect for human rights in all business activities, in conformity with laws and international standards, namely, the UN Guiding Principles on Business and Human Rights, Principles of Humanity and Rights of the International Labor Organization (ILO), International Bill of Human Rights (which comprises the Universal Declaration of Human Rights, International Covenant on Civil and Political Rights and International Covenant on Economic, Social and Cultural Rights) and Principles of the United Nations Global Compact (UNGC). The Bank has operated its businesses in accordance with the UN Guiding Principles on Business and Human Rights, as follows:





Policy and Management

KBank is committed to conducting business sustainably, recognizing that respect for human rights is a critical responsibility involving employees, customers, suppliers and business partners, such as agents, joint ventures (limited companies), government entities, and local communities associated with its operations. Consequently, the Bank has established a human rights policy* aligned with key legal frameworks and international standards, such as the United Nations Guiding Principles on Business and Human Rights, the International Labour Organization's principles on humanitarian and labor rights, international human rights instruments (including the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, and the International Covenant on Economic, Social, and Cultural Rights), and the United Nations Global Compact. This policy serves as a guideline across the organization, encompassing all operations of the Bank and companies within the KASIKORNBANK FINANCIAL CONGLOMERATE, as well as the activities of employees, customers, suppliers, and business partners. All stakeholders are expected to respect human rights in compliance with applicable national and international laws and regulations, and to adhere to human rights principles that align with their own principles. Additionally, KBank is committed to preventing human rights violations and addressing human rights issues related to child labor, forced labor, human trafficking, freedom of association, the right to collective bargaining, equitable compensation, and non-discrimination.

* For additional details on Human Rights Policy, please visit the website:
https://www.kasikornbank.com/EN/IR/CorporateGovernance/transparency/Pages/Human_Rights_Policy.aspx



Comprehensive Human Rights Due Diligence Process

In accordance with the United Nations Guiding Principles on Business and Human Rights, KBank conducts a comprehensive human rights due diligence process, which is regularly conducted every year. The process begins with identifying key risk issues throughout the value chain, including lending, investments, customer management, and employee care. Such due diligence is undertaken through analyzing information gathered from all relevant stakeholders, studying trends and international standards, and considering the evolving business context. The next step is to assess the severity of potential impacts and the likelihood of their occurrence, followed by prioritizing risks to determine appropriate management measures. These measures include prevention, impact reduction, and remediation. The effectiveness of these measures is regularly monitored and reviewed, and the performance results are transparently communicated to all stakeholders. The Bank's process consists of four key components as follows:

- 1. Human Rights Impact Analysis and Assessment** – KBank studies and considers human rights issues based on international regulations, such as the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights (ICCPR), and the International Covenant on Economic, Social, and Cultural Rights (ICESCR). Additionally, the Bank evaluated human rights risks within the financial industry for the year 2024. The results from the comprehensive human rights assessment conducted in 2024 were reviewed to analyze risks and assess potential impacts on stakeholders throughout the Bank's value chain.
KBank regularly conducts human rights risk and impact assessments that may arise from business operations, covering all stakeholder groups throughout the value chain, including employees, customers, business partners, and communities. This assessment considers both existing impacts and potential future trends to identify key risk issues and prioritize corrective actions.
- 2. Identification of Risk Management Approaches and Measures** – KBank assesses risks and creates a human rights risk register by screening significant issues to evaluate potential human rights risks that may arise in its operations. It establishes preventive measures and impact mitigation strategies, as well as remediation processes in case of human rights violations. This process covers all activities across the value chain, representing 100% of KBank's operations (including companies within KBank's suppliers, associated companies and joint ventures). The Bank also establishes both internal and external control mechanisms, including operational audits, complaint handling, and stakeholder engagement, to ensure effective policy implementation.
- 3. Monitoring and Reporting** - KBank maintains continuous monitoring and effective evaluation systems for various measures through both internal and external control mechanisms. This includes clear indicators and systematic data collection, with designated responsibilities for each operational area. The Bank implements operational audit systems, complaint handling, and promotes stakeholder engagement. Additionally, performance reports are regularly submitted to relevant committees and disclosed to the public through annual sustainability reports, demonstrating organizational transparency and accountability.
- 4. Remediation** - KBank has established a systematic and fair framework for remedying human rights violations, with comprehensive measures across various dimensions, such as taking responsibility through issuing official apologies to affected individuals and the public and providing appropriate and fair compensation in both monetary and non-monetary forms, based on the severity and scope of the impacts. Additionally, the Bank collaborates with stakeholders across the value chain to implement tangible and inclusive remedial measures, based on the commitment to ensuring that remediation is carried out promptly, transparently, and with accountability to restore the dignity and rights of those affected appropriately.



Salient Human Rights Issues

The following actions were undertaken to alleviate risks of stakeholders, KBank and companies within KASIKORNBANK FINANCIAL CONGLOMERATE:

Salient Human Rights Risk Issues	Activities	Risk Alleviation and Control Measures
Treatment of Employees		
Employee health	Recruitment, employment, promotion of diversity and equitable labor practices, health care and well-being of employees	<ul style="list-style-type: none"> Organize activities and offer employees knowledge on how to take care of their physical and mental health through online and offline channels on a regular basis. Organize activities to promote health and safety for all employees, including fitness classes and an annual health check-up. Provide employees with diagnosis and consultation from medical professionals directly through the telemedicine service. Provide employees with vaccines to prevent epidemics such as influenza.
Association and collective bargaining in employment matters	setting wage and welfare policy	<ul style="list-style-type: none"> Schedule Employee Committee meetings every 3 months to address work-related and employment issues. The Bank allows employee representatives to jointly nominate and appoint an Employee Committee, which plays a role in collaborating with the Bank to resolve work-related and employment issues.
Treatment of Customers		
Data leakage or improper use of customer data	Data security and privacy	<ul style="list-style-type: none"> Strictly comply with regulations and develop appropriate practices. Establish a legitimate Interest assessment for the processing of personal data. Establish a standard platform for the transfer of data between KBank and third parties. Provide training to all employees on data privacy and data breach. Regularly Communicate via the 'SATI' (Awareness) campaign to raise awareness of data leakage prevention and misuse of information for employees and customers. Regularly revise third-party frameworks. Continuously improve data leakage prevention tools and increase data transfer detection to external endpoints to cover overseas branches and subsidiaries. Monitor and detect cyber threats. Devise a response plan and test it on a regular basis.
Financial Services and Project Financing	<ul style="list-style-type: none"> The Bank considers all industry groups in its lending and investment activities, with particular attention to construction contracting, chemical industries, leather tanning, dyeing, and other manufacturing sectors Occupational Health, Safety and Working Environment 	<ul style="list-style-type: none"> Establishes Credit Policy on Environment, Social and Governance and Sector-Specific Guidelines in accordance with domestic and international standards and practices Applicants for project finance and medium-sized business operators and above must undergo ESG risk assessment (100 percent coverage) Consider loan applicants who have received ISO certifications, such as ISO 45001 Occupational Health and Safety Management System standards Evaluate safety risk assessments, occupational health and safety management policies and systems, work environment conditions, accident prevention measures, monitoring procedures, and emergency response plans Assess regular safety training programs and risk communication measures to prevent potential workplace incidents Review safety targets and historical accident statistics of loan applicants



Salient Human Rights Risk Issues	Activities	Risk Alleviation and Control Measures
	Emergency Response and Community Safety	<ul style="list-style-type: none"> Establishes Credit Policy on Environment, Social and Governance and Sector-Specific Guidelines in accordance with domestic and international standards and practices Applicants for project finance and medium-sized business operators and above must undergo ESG risk assessment (100 percent coverage) Require loan applicants to comply with labor laws and occupational health and safety regulations Consider customers who have conducted environmental impact assessments Consider policies and mechanisms for complaint handling, management, complaint resolution measures, and remediation plans Consider safety risk assessments, occupational health and safety management policies and systems, working environment conditions, accident prevention measures, monitoring, as well as emergency response plans
Treatment of Suppliers		
Discrimination in supplier selection	Supplier recruitment and selection processes, supervision of suppliers' operations	<ul style="list-style-type: none"> Require all suppliers to strictly comply with the Supplier Code of Conduct. Establish a procurement process for suppliers to ensure that suppliers have adopted practices that meet the required standards. ESG risk assessment of suppliers. Examine safety, occupational health and environmental measures of suppliers such as their compliance with the regulations related to the use of personal protective equipment (PPE). Certificates are required for people who need to perform specific tasks, such as working in high places. Annual inspection and visit to suppliers' sites.
Supplier recruitment and selection processes, supervision of suppliers' operations	Occupational health and safety in the workplace, and employment of illegal labor such as child and forced workers	<p>Although there are no salient human rights risk issues, the Bank has put a number of measures in place to prevent and cope with the related risks in the future, as follows:</p> <ul style="list-style-type: none"> Establish procurement procedures. All suppliers must strictly comply with the Supplier Code of Conduct. Establish safety guidelines during operations for the Bank, which must be acknowledged and complied with by contractors.

Associated Companies and Joint Ventures of the Bank

Based on the results of the human rights risk assessment of the Bank's associated companies and joint ventures, there were no salient human rights issues found. However, the Bank has established policies and measures to ensure that operations of associated companies and joint ventures do not violate human rights. These include communicating the Bank's human rights policy for their acknowledgement and compliance, supervising, auditing and monitoring their compliance with human rights regulations via the Bank's executives who have been assigned to manage associated companies and joint ventures, plus providing them recommendations on the development of a comprehensive human rights review process in accordance with international standards.



Social Contributions



The Bank’s CSR activities are primarily based on the implementation of the Bank’s sustainability policy (SD in Action) and attach importance to ESG issues - Environmental, Social, and Governance - with transparent operations and concrete reporting of social project outcomes that meet the international Business for Societal Impact (B4SI) standard. Notably, KBank is the first and only financial institution in Thailand that has become a member of and received certification for the reliability of its social project implementation data according to B4SI standards. This ensures that the Bank’s community and social investments are transparent and verifiable while creating positive impacts that comprehensively address all stakeholder needs, enabling the Bank to obtain a social license and expand its business sustainably.

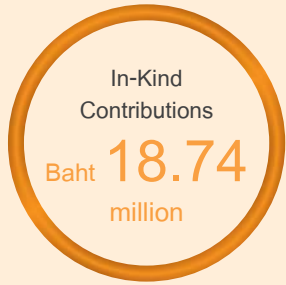
In 2024, KBank implemented various projects through its own initiatives and through three foundations supported by the Bank, namely the Kasikornthai Foundation, Cultivation of Wisdom Foundation, and Rak Pa Nan Foundation under the Royal Patronage of Her Royal Highness Princess Maha Chakri Sirindhorn. Key projects include Tham Di Tham Dai 8Rs Style (Employee Volunteer Program), Cultivation of Wisdom Camp, AFTERCLASS (After-School Development Program), Community Waste Management Development using SUZDEE System under the Circular Innovation for Nan (CIAN) project focusing on developing circular economy systems, bio-industry, and sustainable communities in Nan Province, Nan Sandbox, and the Rak Pa Nan (Care for Nan Forest) Project under Royal Initiative.



The 5th AFTERCLASS Business KAMP:
Young BIZ Accelerator Camp - Upskilling the Next Generation of Entrepreneurs

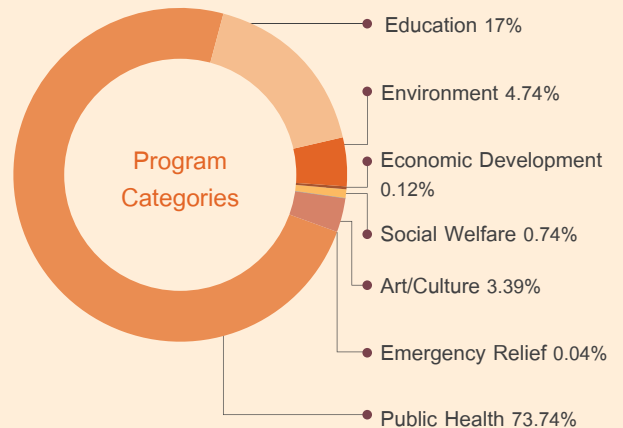
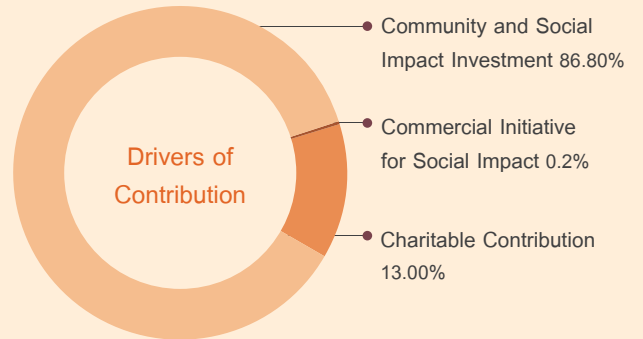
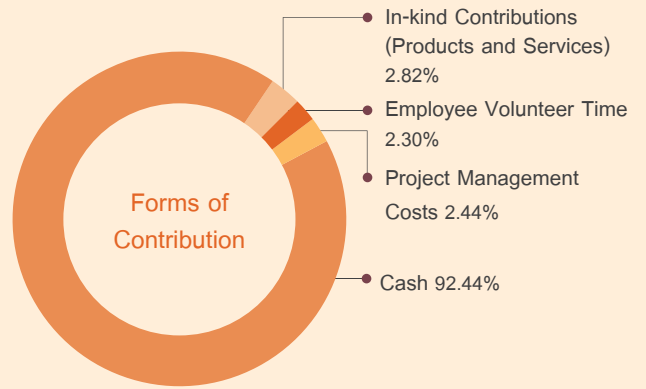


Social Operation Performance



Total

Baht **664.43** million





Employee Volunteer Hours Projects Tham Di Tham Dai Khon La Mai Khon La Mue (Joining Hands for Goodness)

Background

KBank promotes a culture of volunteerism by granting employees a day of leave per year to participate in community service and particularly encourages employees to share their financial expertise with communities to enhance financial literacy, including financial management, appropriate selection of financial products, and awareness of financial threats. In 2024, KBank continued the “Tham Di Tham Dai Khon La Mai Khon La Mue” or “Joining Hands for Goodness” initiative by providing funding for employee-led volunteer projects that aligned with ESG principles and KBank’s ‘Go Green Together’ vision for a sustainable green society.

Objectives

- To raise public consciousness among employees and encourage them to learn more about the needs of society or underprivileged groups, so they can use such information to improve KBank’s products and services to better meet the needs of communities, thus helping promote the Bank’s positive corporate image.
- To encourage employees to initiate good deeds projects, which must take into account the related environmental issues throughout the entire process. These projects should aim to improve the quality of life in communities or society across Thailand, particularly where KBank operates.
- To promote the SDGs.



Example project in 2024: ‘Educational Materials for Happy Learning and Early Childhood Dreams’ is a project that involves Reusing and Recovering old materials to create teaching materials for students from kindergarten to primary school levels. These materials are distributed to 100 remote schools across the country.



Target Group - Employees, Underserved Group, Communities and Society

Project Details

KBank has offered budgetary support for employees who have formed a group to propose a volunteer project at Baht 5,000 - 15,000 each, depending on the project nature and type, via the “Joining Hands for Goodness” project. They can engage in any type of volunteer project that is in line with the SDGs’, context and needs of local communities where their branches are located such as educational development, health and hygiene promotion, economic growth promotion, environmental conservation, preservation of art and cultural heritage, prevention and remedy of social problems and disaster relief assistance. Employees are required to carry out volunteer projects, based on the 8Rs concept throughout the process, including rethink, reduce, reuse recycle, repair, regift, refuse and recover, to cultivate a mindset that encourage them to reduce, reuse and recycle, thereby minimizing GHG emissions and alleviating the global warming issue. Beyond the direct benefits of community service, these efforts also foster a greater awareness of environmental stewardship among employees.



Employee Participation in “Joining Hands for Goodness”



Output in 2024



Number of employees engaging in volunteer activities: (8,915 during working hours and 10,895 outside working hours)	19,810 persons
Volunteer hours by employees: (99,070 during working hours and 121,085 outside working hours)	220,155 hours
External persons participating in volunteer activities:	7,112 persons
Volunteer hours of external persons:	62,937 hours
Amount of budget supported by KBank for volunteer projects:	Baht 2,017,693.83
In-kind contribution beyond bank support:	Baht 1,728,862.31
Project implementation budget beyond bank support:	Baht 2,180,932.41
Donations for the program/activities:	Baht 1,548,464.25
Beneficiaries:	152,181 persons

Impacts

An analysis of Social Return on Investment (SROI) of the “Joining Hands for Goodness” project shows that every Baht 1 of investment in the project will render social return valued at Baht 0.95 (or SROI at 1:0.95). SROI has been calculated from return to program target group participating in the project carried out by KBank employees. In detail:

- Increased number of trees from cultivation or life extension
- Tools and equipment with extended life through recycling
- Reduced waste from recycling or proper waste disposal
- Target groups gaining access to knowledge or essentials needed for modern living
- Target groups being able to apply items or knowledge received from the project
- Reduction of greenhouse gas emissions contributing to the fight against climate change
- Response to government policies on community, social and environmental development
- Improved quality of life for project target groups



Cultivation of Wisdom Camp

Background

Due to its remote location in the upper northern region of Thailand, Nan province faces challenges in accessing educational opportunities and modern skill development, particularly in entrepreneurship and business management—critical skills for career creation and economic stability. The Cultivation of Wisdom Foundation was established by the Bank on December 3, 2022, with a commitment to provide equal lifelong learning opportunities to Nan youth by developing the province into an outdoor learning hub. This hub aims to foster logical and critical thinking along with experiential learning through internationally standardized processes—aspiring to become the “Takkasila of Eastern Lanna.”

The selection of Nan as a pilot area reflects the intention to reduce opportunity gaps, starting from remote areas with limited access to modern resources and knowledge. Through the free-of-charge “Cultivation of Wisdom Camp”—the first and only camp in Thailand focused on nurturing young entrepreneurs through real business operations throughout the program duration—the Foundation aims to enable Nan youth to live better and more sustainable lives, eliminate economic barriers, and establish a foundation for sustainable development in Nan province.

Objectives

- Develop systems thinking among youths to ensure that they have systematic, logical and analytical thinking, with a critical and reasoning mindset, plus the ability to prioritize and solve problems effectively. Ensure that participating youths have a lifelong learning process so that they can apply the knowledge gained for the betterment of themselves and communities.
- Create new knowledge, skills, and real-life experiences that can be remembered and applied in real life through learning to conduct real businesses, based on successes and obstacles at work. Ensure that the participants have a positive attitude that allows them to restart and move forward when faced with unexpected situations.
- Establish a network of youths who have a strong sense of love and pride in their hometowns, thus helping reduce migration to other areas. Promote the creation of sustainable communities to reduce economic and social disparities, as well as inequality.
- To promote the SDGs.



Target Groups: Employees, high school students in Nan

Project Details

The **Cultivation of Wisdom Camp** targets high school students because youths at this age tend to explore the meaning of life and purpose. As they are about to embark on the college journey, this phase is ideal for introducing a new learning experience to develop new skills and logic to lead and strike a balance in their lives while also being able to contribute to their communities in the future.

The Cultivation of Wisdom Camp of 2024 was offered to 50 students of grade 10 - 11 from 13 schools in 10 districts of Nan. Students participating in the program received training on actual business operations, based on their inherent potential combining with practical knowledge and skills gained professional instructors through hands-on camp. The program included three sub-camps, including “Dare to Learn Camp”, “Dare to Venture Camp” and “Dare to Step Forward Camp”, along with real business implementation.

Throughout their time in the camp, students acquired knowledge about basic business operations and had the opportunity to engage in discussions and knowledge exchange with business owners in Nan and the country’s leading business gurus. They also earned hands-on experience in producing merchandises or providing services for actual sale or delivery. The project provided initial funding for business ventures after the students presented their business plans to the committee. Performance reports are presented to the experts and experienced persons in the business circle, while useful advice was offered from the simulated shareholders. In addition to the practical experience gained in the camp, students were equipped with further business knowledge through online learning and teamwork training. They will also learn how to build friendship in order to create the best results.

Output in 2024



Participating schools	13 schools
Participating students	50 students
Participating advisory teachers	26 teachers
Business plans that were implemented	10 plans



Impacts

The significant outcomes of the Cultivation of Wisdom Camp are not measured by business performance in terms of sales but rather by the youths' acquisition of new knowledge, skills, and real-life experiences, particularly the opportunity to become an entrepreneur for the first time in their life and engage in the entire business process. These experiences hold substantial value for their futures. When these participants become actual entrepreneurs and have to use their own funds for business operations, the knowledge gained from this camp may at least help enhance their chances of success and allow them to share their knowledge and methods with communities to receive similar opportunities. Even though such students group pursue careers in different fields, the experiences and skills gained from the camp will likely be beneficial for maintaining a balanced and fulfilling life in both their professional and personal endeavors in the future.

- Nan Christian School and Strisrinan School** ▶ N-Plant cashew milk – delicious and nutritious, offering a healthy alternative for health-conscious people
- Muang Yom Wittayakhan School and Nong Bua Pittayakhom School, Tha Wang Pha District** ▶ Spaghetti made from kai algae, an algae found in the clean waters of Nan province, paired with 'nam prik ong' sauce and sold under the brand name "Spa-Kai-Ti"
- Sathukit Prachasan Rajamungalapisek School and Saratidpittayakom School, Wiang Sa District** ▶ "Pheung Pik Nan" product - white chocolate filled with 100% pure honey from Wiang Sa District, presented in a box as a souvenir from Nan province
- Bo Kluea School, Bo Kluea District** ▶ Products such as shoulder bags, card holders, and accessories made from triangular grass, a local material, crafted into unique designs under the brand name "San Style"
- Si Nakhon Nan School, Phu Phiang District** ▶ Aroma Scent air freshener under the brand "Fresh Herb Nan Chao", inspired by the flowers of Nan and golden oranges, creating a memorable fragrance
- Trai Khet Pracha Samakkhri Ratchamangkha Phisek School, Song Khwae District** ▶ Craft Soda in the form of "Craft U-Rice" with the fragrance of U-Rice liquor but containing 0% alcohol, making it a refreshing drink suitable for all ages
- Nanoi School, Na Noi District** ▶ "Tam Tam" sauce - a concentrated sweet tamarind sauce made from high-quality local sweet tamarind and packaged in a squeeze tube, for mixing into drinks or enhance dishes, adding a delightful sweet and sour flavor
- Na Muen Pittayakhom School, Na Muen District** ▶ "Sill Feed" - a dog and cat food topping made from natural Siw Tong fish from Nam Mun District to help supplement vitamins and encourage dogs and cats to eat more
- Mattayompaklang School, Pa Klang District** ▶ "Kor Khwaen" brand crispy pork, seasoned with Makhwaen, a blend of Lanna herbs and spices, offering a unique and distinctive flavor, perfect for sprinkling on rice or enjoying directly from the pouch
- Mae Charim School, Mae Charim District** ▶ The delicious "InsTan" rice cracker snack, made in bite-sized pieces, easy to grab and eat without making a mess, to elevate a local treat into a perfect souvenir from Nan province



Students from eight schools have successfully developed local businesses by adding value to existing resources. Through the screening of local products or raw materials, they have finally developed distinctive products under their own brands and extensively expanded into new markets.

The social return on investment (SROI) analysis on the Cultivation of Wisdom Camp shows that every Baht 1 invested in the project helps generate social benefits worth Baht 2.60 (or the return ratio of 1:2.60). The social return is based on the calculation of return, occurring with participating teachers. Details are as follows: The value of knowledge that students assess they have gained from the project, as follows:

- Value of business and entrepreneurship knowledge gained from the Cultivation of Wisdom Camp, including “Dare to Learn Camp:”, “Dare to Venture Camp” and “Dare to Step Forward Camp”;
- Value resulted from contests and competitions in which the students participated, utilizing knowledge gained from the program;
- Value of expense reduction and/or increase in income due

AFTERKLASS Project

Background

KBank has implemented CSR projects through the AFTERKLASS platform since 2014, pioneering online financial education for youths in Thailand. The initiative aims to enhance the potential of teenagers aged 15 - 20 by equipping them with skills in financial management, investment and business operations, in a bid to prepare them to become key drivers of sustainable economic and social development through providing unlimited access to knowledge via digital channels.

Objectives

- To offer youths financial literacy.
- To offer youths opportunities to become successful in their life in accordance with KBank’s business strategy of empowering every customer’s life and business.
- To promote the SDGs.



AFTERKLASS project enhances financial literacy and essential future skills for youth. The project received the Creative Social Responsibility Award for hosting the nationwide Money Board Game Youth Tournament 2024, a high school financial board game competition aimed at promoting youth’s understanding of money management through gamification.



Target Group: Youths 15 - 20 years old

Project Details

AFTERKLASS is an online platform, with the aim of offering financial literacy for youths, including savings, expenditure and investment planning as well as business startups, plus other useful matters related to learning, activities and technologies.

The WWW.AFTERKLASS.COM features three Classes:

- Biz Master for members who are interested in trade business, savings, financial management, investment and income-earning tips;
- Smart Society for those wanting to improve learning skills; and
- Play Yard for members who are interested in various activities, careers and necessary daily living skills in the future.

In 2022, a special Class, namely GO GREEN Together, was introduced in line with the environmental strategies of the Bank and other organizations around the world that have pressed ahead with their sustainable development initiatives by adopting ESG criteria in business operations. The website also features banking and financial systems, user-friendly savings, fund and stock investment simulators, mini games and quizzes that offer knowledge for participating youths.

Outputs in 2024

Workshops under "AFTERKLASS AKADEMY"



- The workshops provided knowledge focusing on both finance and investment, as well as today's essential life skills for youths, e.g., financial planning for students "Young and Rich"; techniques for creating online sales layouts to generate income using Canva; a course on writing a study plan to apply for scholarships to study in China.
- Various courses were organized in topics such as creating a store application with Google Sheets; a beginner's course on how to manage mutual fund portfolios effectively; marketing on TikTok; and creating 3D models of mascots and art toys using Blender; these courses were held every month in both online format via Zoom and onsite.
- Emphasis was placed on interaction between instructors and participants, with knowledge assessment through a pre-test and homework assignments submitted after the workshop to measure learning outcomes.

Special activities - "AFTERKLASS ExKlusive On Tour"



- The program offered opportunities for participants to gain hands-on experience by visiting real-life locations as part of their learning journey. These exclusive experiences included visits to the Bank of Thailand and KBTG, where senior professionals in the tech industry shared insights into financial technologies. The participants also engaged in a Business Canvas workshop with financial experts and learned about the latest technologies in Virtual Production at TCDC, the most advanced facility of its kind in Thailand.
- In addition to gaining close-up knowledge, listening to lectures, or hearing firsthand experiences from experts and owners of the locations, the participants also had the opportunity to network with peers who shared similar interests. This created a unique experience designed to provide young participants with opportunities and insights that are not commonly available, exclusively organized for members only



Annual key activity - Business Hackathon



- The Innovation and Business Plan Competition Camp for high school students was in its 5th consecutive year. In 2024, it was held under the theme AFTERKLASS Business Camp 2024: “Young BIZ Accelerator Camp – Upskilling the Next Generation of Real Entrepreneurs.” The camp offered in-depth learning, hands-on practice, and business development skills. It provided an opportunity for youths from across the country, ranging from junior high to first-year university students, to nurture their ideas, learn how to develop a business plan, understand business management principles, and create sales and profit.
- In 2024, for the first time, the six teams that reached the final round of the ‘Acceleration Camp’ received funding to develop their sales plans to generate real market sales (First Dollar Stage) and compete in the final round to determine which business plan can succeed in the market and be sustainable. The project offered activities in the form of a short-term training camp, combined with skill development through online learning and real business practice. In 2024, a total of 321 youth participants, forming 56 teams from across the country, registered for the activities.

AFTERKLASS Money Board Game Youth Tournament



- The first nationwide financial board game competition for secondary school students, the “AFTERKLASS Money Board Game Youth Tournament 2024,” aimed to promote financial management knowledge and understanding among youth, as well as the ability to generate income from various assets, including achieving financial independence in real life. This was done through playing the CASHFLOW board game, which is globally recognized and well-known. A total of 333 youth participants registered for the competition, which was held in four provinces across the country in all four regions.
- This activity promoted KBank’s commitment to emphasizing the importance of fostering financial knowledge and essential skills among youths, which serve as a fundamental basis for both personal and national economic well-being. It aligned with the principles of sustainable banking. The activity was awarded the **Creative Excellence Awards** in the category of “**Creative Social Responsibility Award**” by the Creative Economy Promotion Office (Public Organization), an entity under the supervision of the Prime Minister’s Office. It was recognized as a prestigious award given to projects that demonstrate outstanding creativity in designing activities that benefit society and communities.

AFTERKLASS Young Creator KAMP



- **The AFTERKLASS Young Creator KAMP** “Kids Can Create” activity aimed to enhance skills by training youths to become creators who can produce engaging and attractive content. This included a two-day intensive workshop where participants learned about TikTok platform trends, discovered their unique style, learned storytelling techniques, and gained an understanding of how to create content that generates high views, all from top creators in the industry. The workshop featured P’Amp Sarun Bangkusionjit from the “Marketing for Crazy Ideas” channel, teaching video content creation and editing techniques, as well as a hands-on session on creating short-form videos like a pro with P’Mod from the “P’Mod TikTok” channel. Youths were also inspired and encouraged by creators P’Cherprang Areekul and P’Bie, the owners of the “Bie The Ska” channel. A total of 80 youth participants registered for the program, with 40 selected to attend this exclusive workshop and receive a certificate from the program.



“Top Up PODCAST by AFTERKLASS”



- KBank, in collaboration with Dek-D, produced a podcast series to provide financial knowledge to the new generation, offering practical insights on money management that don't require memorization. The podcast, titled “Top Up PODCAST by AFTERKLASS,” aimed to highlight the importance of financial matters for teenagers on various topics, such as how to increase income, skills for boosting money in the pocket, starting a business to generate income, and reducing unnecessary expenses. It also shared valuable tips that can be applied in real life. A total of eight episodes were produced, covering topics such as “Collecting Labubu is like investing... How is that possible?”, “What to do with a thousand bucks... Who should I lend it to?”, “20 years old, invest right away! Let's grow our money through 'stocks!'”, “Passive Income for students... Is it really possible?”, and “Tips for developing millionaire habits... Start by budgeting and cutting expenses!” The episodes were shared through the AFTERKLASS and Dek-D channels, with each episode receiving more than 200,000 views. Additionally, youths could download a summary Short Note to keep and read for every episode.

Impacts

- Number of new members in the online system: 15,166 persons
- Number of youths participating in both online and onsite workshops: 1,414 persons
- Number of members following via social media channels:
 - Facebook: 59,769 persons
 - LINE OA: 11,952 persons
 - TikTok: 13,879 persons
- Youths equipped with saving, spending and financial management skills: 87.08 percent of all members participating in website activities
- Youths equipped with business and investment skills: 82.99 percent of all members participating in website activities
- Youths equipped with knowledge on financial products available in daily life: 79.98 percent of all members participating in website activities
- KBank expects that participating youths will develop preference and engagement, likely to choose KBank's services in the future and recommend them to others when possible: 83.06 percent of all project participants
- Media and PR value: Baht 27.17 million
- The social return on investment (SROI) analysis of the AFTERKLASS project shows that every Baht 1 invested in the project will generate social benefits worth Baht 1.32 (or a return ratio of 1:1.32). The social return is based on the calculation of return generated by participating youths.
- The value of knowledge that youths assess they have gained from the project, e.g., workshop, Business Kamp, Money Board Game Youth Tournament, Young Creator Kamp, Articles and Exclusive on Tour;
- Reduced expenditures or increased income from new behaviors after receiving knowledge from the project; and
- Business value and income generated by youths through the knowledge gained from the project.



Sustainable Zero Waste Digestant for Well-being (SUZDEE) Project under the Circular Innovation for Nan (CIAN) Project

Background

As Nan has now become a popular holiday destination for both Thai and foreign tourists, its growing nature and cultural tourism may inevitably affect the provincial waste management system because the total amount of waste in Nan surged to 276 tons/ day during 2021. However, only two of the totals of 60 landfills and waste disposal sites in various communities have proper waste management systems, namely Nan Municipality’s waste disposal site (70 tons/day of waste entering the area) and Tha Wang Pha Sub-District Municipality’s waste disposal site (five tons/day of waste entering the area).

To address the waste problem, KBank has collaborated with the School of Molecular Science and Engineering (MSE), Vidyasirimedhi Institute of Science and Technology (VISTEC) along with research teams of many institutions in establishing the Circular Innovation for Nan (CIAN) project, which employs biotechnology to create innovations, and interdisciplinary knowledge to reduce the related impacts on communities. This project is expected to be used as a prototype for other provinces in the future. The CIAN project comprises three sub-projects, as follows:

- The SUZDEE project, with the aim of promoting Nan to become a zero-waste city.
- The project, with the aim of inventing technologies to support the bio-extraction industry and cultivation of high value-added herbs.
- The project, with the aim of developing advanced technologies for the zero-waste processing of herbal products. Residual biomass from the extraction process will be used in the development of higher value-added microbial pesticides.

For the first project, the interdisciplinary research team visited the targeted areas to install equipment and implement the project in April 2022. For the second and third projects, research is being conducted and technologies are being developed.

Objectives

- To promote Nan to become a zero-waste city.
- To use knowledge and innovation from the C-ROS technology for the development of SUZDEE. A learning center will be established and SUZDEE will be installed at not more than 30 locations across communities in Nan within five years (2022 - 2026).

- To study various factors in the social and educational dimensions, plus social impacts for the development of targeted communities, so local residents learn and adopt the proper ways of organic waste segregation via the practical use of SUZDEE for comprehensive benefits in line with the principles of a circular economy, and SDG 11 (Sustainable cities and communities) and SDG 12 (Responsible consumption and production).
- To promote the SDGs



Target Groups: Schools and communities in Mueang Nan Municipality

Project Details

KBank has collaborated with the School of Molecular Science and Engineering, Vidyasirimedhi Institute of Science and Technology (VISTEC) and research teams from leading institutions, including Chulalongkorn University, Mahidol University, Burapha University, National Science and Technology Development Agency (NSTDA), Srinakharinwirot University, Kasetsart University, Navamindradhiraj University, Chiang Mai University, and Prince of Songkla University Surat Thani Campus, to implement the Circular Innovation for Sustainable Community and Bioindustry at Nan (CIAN) project, which began in 2022.

The CIAN project consists of three sub-projects, with the first being the Sustainable Zero Waste Digestant for Well-being (SUZDEE) project, which aims to transform Nan into a Zero Waste city. The SUZDEE project builds upon two previous initiatives: the Adding Value to Organic Waste through Synthetic Biology project, which KBank conducted with VISTEC’s research team during 2018 - 2019, and the Cash Return from Zero Waste and Segregation of Trash (C-ROS) project, which KBank supported during 2019 - 2022. The research team has adapted and enhanced the knowledge and innovations developed from C-ROS technology to create the SUZDEE system—a high-efficiency organic waste management system using advanced composting bins. This system can upcycle organic waste into biogas and bio-fertilizers for continuous community use. The project has expanded its installation across schools and communities in Nan Municipality and surrounding districts. It has also incorporated social science



dimensions and social impact studies to foster community learning, promote proper organic waste management behaviors, and enable practical implementation that brings comprehensive benefits aligned with Circular Economy principles.

Outputs in 2024

Mission and 2024 Performance of CIAN-SUZDEE Learning Center, located at 64 Ban Maha Phot Community, Mahayot Road, Nai Wiang Sub-district, Mueang Nan District, Nan Province:

- Installation of an additional 1,000-liter SUZDEE system at one new location:
 - Pong Sanuk Sub-district Health Promotion Hospital, Wiang Sa District (1 unit), becoming Nan's 11th installation site. The system processed 251 kg of food waste, produced 228.2 liters of bio-fertilizer, generated 5.2 kg LPG equivalent of biogas for cooking, and reduced greenhouse gas emissions by 171.5 kg CO₂ equivalent (valued at approximately Baht 9,706.36)
- Improved equipment efficiency at two existing SUZDEE system locations:
 - Nan Municipality Office (1 unit), the 3rd installation site in Nan: Modified the 1,000-liter SUZDEE system by relocating the bio-fertilizer drainage point from the bottom to the middle of the tank
 - Ban Don Kaew Community (1 unit), the 7th installation site in Nan: Modified the 200-liter SUZDEE system by relocating the bio-fertilizer drainage point from the bottom to the middle of the tank.
- Served as the central coordination center for nine existing organic waste digester system locations in Nan Province, providing initial troubleshooting and support for: 1) Ban Maha Phot Community Environmental Learning Center 2) Wat Aranyawat 3) Nan Municipality Office 4) Nan Hospital 5) Darunwitthaya School, Nan Municipality (Ban Suan Tan) 6) Good Soldier Project, 32nd Ranger Regiment, Phu Phiang District 7) Ban Don Kaew Community 8) Rajaprajanugroh 56 School and 9) Sila Laeng Community School
- Conducted community outreach, meeting with local leaders in various sub-districts and districts of Nan Province, providing educational presentations about the SUZDEE system and its community benefits, and surveying potential sites for future system installations
- Conducted Social Return on Investment (SROI) assessment at four locations with installed organic waste digester systems: 1) Nan Municipality Office 2) Darunwitthaya School, Nan Municipality (Ban Suan Tan) 3) Good Soldier Project, 32nd Ranger Regiment, Phu Phiang District and 4) Ban Don Kaew Community. The assessment covered reduced waste

management costs, savings on cooking gas and vegetables, increased income from vegetable sales, and reduced greenhouse gas emission budget

- Initiated the "Pong Sanuk Model" project at the 11th SUZDEE system installation site in Pong Sanuk Sub-district, Wiang Sa District, incorporating LUMOS high-precision enzyme technology for pesticide contamination detection. The area, primarily used for year-round rice and corn cultivation, has high chemical fertilizer and pesticide usage



The 11th SUZDEE system installation station in Nan Province



New generation system at Nan Municipality Office



New system at Ban Don Kaew Community



Water sources in Pong Sanuk Sub-district



Clear Plate Board Game



- The CIAN-SUZDEE-LUMOS research team collected samples of drinking water, soil, and detoxifying herbal tea from various sources at Pong Sanuk Sub-district Health Promotion Hospital. Initial screening revealed excessive organophosphate and carbamate pesticide contamination in village water dispensers, household tap water, agricultural soil, and hospital herbal tea. The team plans continued monitoring throughout the year, including resident urine testing and collaboration with community leaders on drinking water solutions and organic farming promotion
- Developed an educational board game called “Clear Plate” and conducted group activities for elementary school students, aiming to build understanding, awareness, and consciousness about food waste reduction and proper food waste management through engaging collaborative learning activities

Impacts

Social Dimension

- The CIAN project is a long-term program (2022 - 2026) under the Bank’s support. Aside from addressing problems and systematically enhancing the well-being of the people of Nan, the program is aimed at promoting environmentally friendly agriculture, inventing technologies to extract high-value herbal substances and use residual biomass from the extraction process to produce value-added microbial pesticides without any waste, and creating a full-fledged zero waste society in Nan.
- Schools and communities in Nan Province that have received the SUZDEE system installation not only gain direct benefits and cost savings from organic waste decomposition into biogas (as a substitute for cooking gas) and bio-fertilizers (as a substitute for chemical fertilizers), but also achieve greater efficiency in their waste segregation and management systems. The project has fostered consciousness and behavioral changes in waste segregation and management, starting at the individual level and ultimately expanding its impact to both family and community levels.
- The results of the field survey to collect samples for the analysis of pesticide residues in the water sources for consumption, soil, and herbal plants used for the production of herbal tea at the Tambon Health Promoting Hospital,

Pong Sanuk Sub-district, have led community leaders, village heads, municipal authorities, voluntary health workers and the Tambon Health Promoting Hospital, Pong Sanuk to be aware of the long-term health impacts on the community, prompting them to introduce immediate solutions. For instance, upon the discovery of pesticide contamination in the water dispensers in Mu 1 of the Pong Sanuk Sub-district, which is home to 370 people (175 households), the sub-district head promptly took action to replace the water dispenser filters upon receiving the analysis results from the research team. After retesting after the filter replacement, it was found that pesticide residues decreased to levels below the established standards and were not at levels harmful to health. Additionally, community leaders have developed medium and long-term plans to monitor and address the issue of pesticide residues. They have also encouraged farmers and residents in communities to be more aware of the health risks associated with high pesticide use, and reduce the future use of high quantities of pesticide chemicals.

Environmental Dimension

- The project helps promote the separation of organic waste for recycling, resulting in the reduction of contaminated waste from food scraps and the decrease in organic waste sent to municipal waste disposal sites and landfill pits located across various communities in Nan by at least 840 kilograms per month.
- The project helps increase the proportion of renewable energy consumption and reduce GHG emissions in Nan by at least 573 kilograms of carbon dioxide equivalent per month.
- The monitoring and measurement of pesticide contamination in the water sources for consumption and agricultural soil in the Pong Sanuk Sub-district, Wiang Sa District, Nan, serve as a vigilant measure against pesticide contamination at dangerous levels, which indicate agricultural chemical pollution in the environment. Currently, more than 50 different types of pesticide contaminants have been identified in water and soil sources. These pollutants have the potential to harm small-scale living organisms, such as beneficial bacteria in the environment. Therefore, the monitoring and measurement efforts serve as a warning against environmental contamination from agricultural chemicals.



If this project is successful, the Bank hopes that it will help improve the hygiene and well-being of people, plus the environment in Nan. Additionally, it will likely help develop the community economy in accordance with the circular economy concept, resulting in reusing and recycling within the local economy, and creating business opportunities for the Bank over the long-term.

An analysis of Social Return on Investment (SROI) of the project shows that every Baht 1 of investment in the project will render social return valued at Baht 1.29 (or SROI at 1:1.29). SROI has been calculated from return to program target group participating in the project. In detail:

- Reduction of expense associated with municipal waste disposal and/or municipal waste transportation for disposal;
- Reduction of expenses incurred from purchasing LPG for cooking;
- Increase of income and expense reduction from selling vegetables;
- Increase of income by selling carbon credits; and
- Reduction of budget required to reduce GHG emissions.

Nan Sandbox Project

Background

The Nan Sandbox project is a special pilot initiative resulting from the collaboration between the government, private sector and local people to sustainably address the issue of deforestation in Nan province. KBank serves as the central coordinator of this public-private partnership, aiming to balance the conservation of natural resources with the improvement of people's quality of life.

The project aims to fairly allocate farmland to farmers in 90 sub-districts while promoting a shift from monoculture farming to environmentally friendly production methods that provide stable incomes. It employs an integrated and flexible problem-solving approach, which may include amending restrictive regulations to achieve the dual objectives of forest restoration and improvement of community livelihoods. The success of Nan Sandbox will serve as an important model for addressing deforestation and promoting sustainable community development with the potential for application to other areas across the country.

Objectives

- To conserve headwater forests and cope with climate change, which is the responsibility of KBank as a good citizen of the country.
- To encourage farmers in Nan to stop monoculture, particularly maize cultivation, in favor of a new form of agriculture that offers higher added value and is more environmentally friendly.
- To address land rights and deforestation problems in Nan, which is home to the country's important watershed forests.
- To promote the conservation of watershed forests and awareness of climate change that is affecting the country.
- To promote the SDGs



Target Groups: Schools and Communities in Nan Municipality, Nan Province

In 2024, the project recognized a key factor in preserving and restoring forests for the nation: ensuring that local communities can sustain the forests and the beauty of nature for the long term. This requires not only strong determination but also robust physical health. It entails caring for every life, ensuring a decent standard of living, sufficient resources for daily needs, and equitable access to basic healthcare of a consistent standard. Only then will the villagers have the strength and unity to genuinely contribute to mitigating forest-related challenges.

The project conveyed its message through a 2-minute 20-second commercial titled "Good Health...Life Moves Forward." The key theme, "Good health is the foundation of a good life," is presented through two world-class female golfers, Ariya "Pro May" Jutanugarn and Moriya "Pro Mo" Jutanugarn. They highlight the importance of access to basic healthcare, which is essential for every life. When the body is healthy, one has the strength to live, pursue beloved work, and achieve their goals with energy and determination. Meanwhile, when the body falls ill and adequate medical care is not available, it leads to a loss of vitality, inability to work to one's full potential, and many missed opportunities in life.



The Rak Pa Nan Foundation under the Royal Patronage of Her Royal Highness Princess Maha Chakri Sirindhorn is aware of the importance of an adequate and appropriate public health system in Nan province. The foundation supports funding and medical equipment for healthcare facilities at all levels to ensure the people of Nan receive quality medical care. It has also contributed to the procurement of modern medical equipment, provided vehicles for the emergency transport of patients from remote areas, and improved hospital buildings to be clean and suitable. These efforts enable government personnel to perform their duties more effectively.

Impacts

The Nan Sandbox Project is an integrated development initiative that requires long-term collaboration from all sectors to create sustainable change in every dimension. KBank is committed to being part of the effort to conserving the nation's upstream forests and drive development towards a carbon-neutral society in alignment with the Bank's sustainable development goals. This initiative aims to maintain the balance of ecosystems and preserve natural resources for lasting sustainability.



“Rak Pa Nan Project” (Nan Forest Conservation)

Background

The vision and intention behind the “Rak Pa Nan Project” (Nan Forest Conservation) is to understand the root causes of deforestation and forest encroachment, track mathematical data through satellite imagery analysis at the sub-district level, coordinate with local stakeholders, and create economic value from agricultural products and handmade goods by Nan people, including new online marketing channels. This requires mastery of essential disciplines including mathematics, science, commerce, political science, and psychology, while mobilizing all available resources to restore Nan's forests to their former glory as crucial watershed areas.

↑ “Good Health...Life Moves Forward” Film Advertisement To raise awareness among Nan residents about the importance of health care and well-being.

Objectives

- To support Nan people regardless of ethnicity, race, or religion
- To promote environmental conservation
- To encourage learning processes leading to sustainable development through local community participation
- To conduct public benefit activities or collaborate with other organizations for public good
- To remain politically neutral.

Target Groups: Forest conservation and expansion

Outputs in 2024



The advertisement clip “Good Health...Life Moves Forward” reached 3.5 million people in the northern region, accounting for 50 percent of this target group, with a total of 10.9 million views

Media and PR value: Baht 6.38 million



Project Details

To sustainably address forest degradation in Nan province, Her Royal Highness Princess Maha Chakri Sirindhorn initiated the “Nan Forest Conservation Project.” The project aims to restore and maintain natural resources and environmental integrity as the nation’s sustainable foundation. The ultimate goal is to preserve and rehabilitate Nan’s forest resources.

The project implementation in the previous year achieved its objectives successfully, with KBank providing financial support and oversight of activity budgets. The initiatives concentrated on three strategic areas: forest restoration, occupational development, and environmental education for youth.

Performance 2024

The committee has approved 6 activities for this year:

1. Medicinal plant cultivation experiment in Phu Fa area, in collaboration with the Royal Phu Fa Development Project
2. Sufficient farming activities
3. Frog breeding skill enhancement for farmers in Ban Nong Charoen, continuing from 2023
4. “Growing forests in people’s hearts, Nan youth conservation” camp for grades 4 - 6 students at Ban Thung Noi School
5. Development of “Rak Pa Nan” kindergarten curriculum prototype
6. Radio program production and short film creation.



Community Herbal Forest Project under the Royal Initiative for Nan Forest Conservation



Governance and Economic Dimension

Being an Accountable Bank
to Create Sustainable Profitability

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- 155 Financial Innovations and Services
- 170 Responsible Lending and Investment
ESG Credit and Investment
- 182 Sustainable Supply Chain
Management





Corporate Governance



Risks

Conducting business without established rules and regulations, transparent and systematic monitoring processes can lead to inefficient management, loss of confidence among stakeholders, and a negative corporate image. Ultimately, this will impact long-term investment attractiveness.

Opportunities

Operating a business with systematic, control, and monitoring processes, upholding transparency, fairness, and ethics, including combating corruption in all forms, will result in efficient management, reduction of unnecessary costs from inappropriate work performance and resource utilization, and thus improved overall performance. These practices will be instrumental in advancing KBank to be a Bank of Sustainability and instilling confidence among all stakeholders.

KBank's Board of Directors is responsible for managing the Bank's business operations. The Board's decisions are independent, taking into account the highest benefit of KBank, shareholders and all stakeholders. Every year, the Board approves the review of Vision, Purpose, Core Values and operational strategies, which covers sustainable development. The Board also approves strategic directions and policies of KASIKORNBANK, ensuring an effective internal control system and risk management processes while working with the Management in order to achieve strong operating performance and sustainable growth.

The Board of Directors has appointed Credit and Investment Screening and Board Committees to assist in studying and screening important issues that need close oversight in each aspect, proposing opinions to the Board of Directors. Furthermore, the Board has established a Management Committee to manage and operate the Bank's affairs as specified by the Board, as well as ensuring that senior management from various divisions report operational progress to the Board of Directors.*

KBank has a policy to operate businesses in accordance with applicable laws, rules, regulations, standards and relevant practices. The Board of Directors is responsible for overseeing compliance risk management and has assigned the Risk Oversight Committee to supervise compliance risk management.

KBank requires the Compliance Department, which operates independently, to oversee regulatory compliance, assess compliance risks from the Bank's business operations, develop and review compliance policies and procedures to align with current regulatory requirements, and provide communication and training to the Board of Directors, senior management, and employees.

The Compliance Department is also responsible for monitoring and notifying the Board of Directors, senior management, and employees about changes or amendments in laws and regulations, as well as providing advice and consultation on various laws and regulations. It oversees the Bank's operations to ensure compliance with regulatory requirements, ensuring that business operations comply with relevant laws and regulations, and prevent violations or non-compliance with laws and regulations. The Department reports on its performance to senior management, relevant committees, and regulatory authorities according to established criteria.

* Details about duties and responsibilities per the Charter are available in Form 56-1: Annual Registration Statements (56-1 One Report) pages 107 - 112



Supervision Processes for KBank's Compliance



Support of Internal Control and Audit

KBank has established a management structure that supports effective corporate governance, risk management processes, and internal control systems. This includes appointing committees and board committees to oversee the overall functions. The Management is responsible for driving the organization to achieve its objectives while also defining roles, duties and responsibilities in supporting of internal control and audit for employees at all levels through the Code of Conduct, policies and relevant operating manuals.

KBank has identified and assessed risks and requires that internal control be a part of operations. Focus is on the segregation of duties to ensure control and oversight, while appropriate communication channels with stakeholders are established both within and outside the organization. Internal controls are monitored and assessed to ensure their effectiveness and ability to address changing risks.

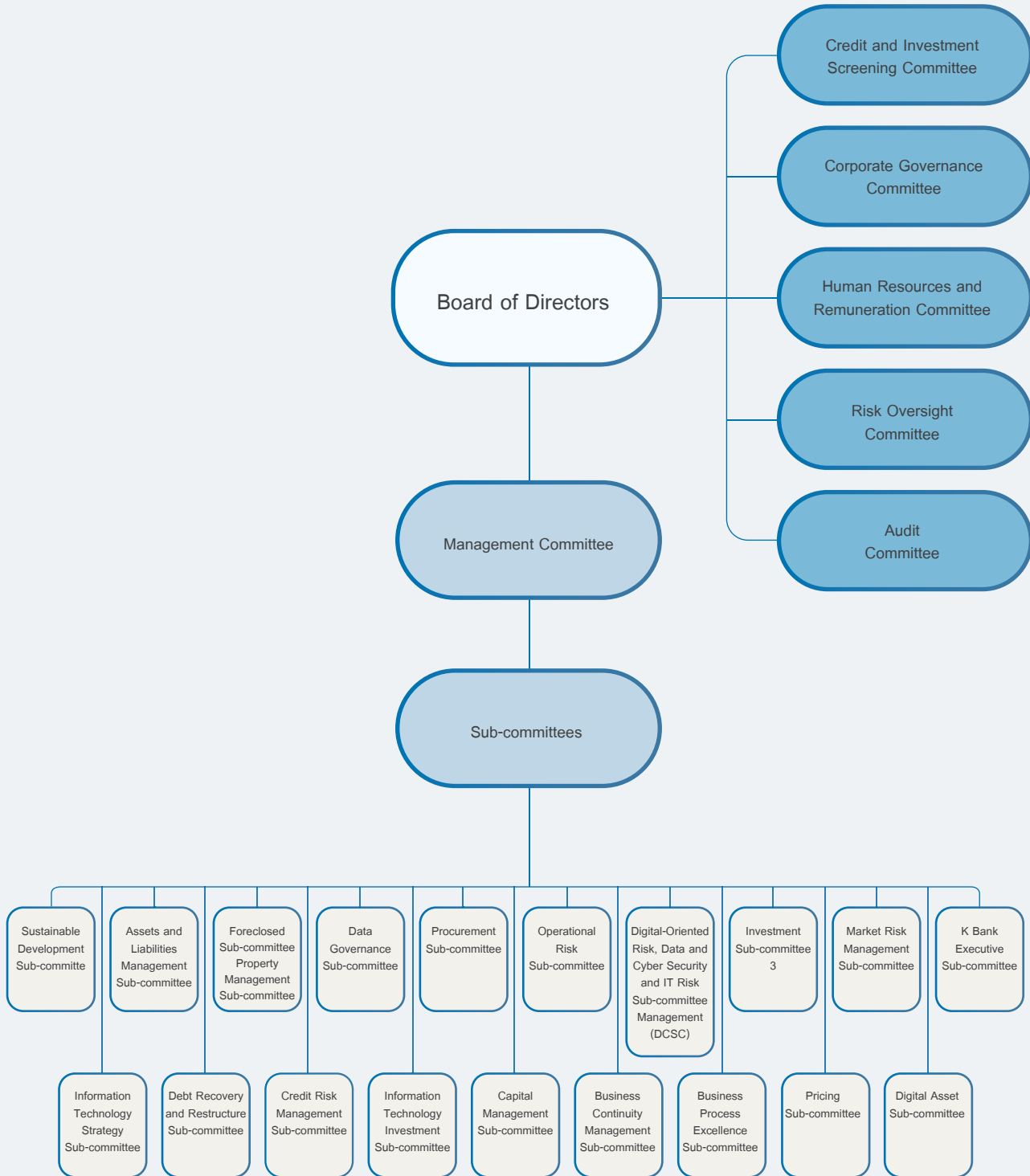
KBank requires that the Internal Audit Department report directly to the Audit Committee to ensure its independence and the ability to perform its duties fairly and transparently. A system to assess corporate governance, risk management, and internal control is in place to ensure that operations are efficient and effective, in conformity with the Bank's policies and procedures, and relevant laws. The audit results, including recommendations, are then reported to the responsible parties and monitored to ensure that any necessary corrective actions are taken in a timely manner. Significant issues are reported to the relevant committees and/or senior management, and audit results are also submitted to regulatory agencies upon request.

The Bank's internal audit function accounts for risk sensing as new risks can emerge at any time. A flexible audit plan has thus been adopted for a timely response to risks. Emphasis is placed on proactive assurance in order to address significant risks with sufficient speed. It also focuses on continuous advisory to ensure that control recommendations are quickly provided. Continuous audit and data analytics are applied for improved efficiency, and they are further developed into automated data analytics rules. Moreover, personnel development is regularly undertaken to ensure that they are knowledgeable of digital technology, financial innovation, and sustainable development while being equipped with skills that are in line with the Bank's strategy and direction in order to foster an organizational culture that takes into account effective risk prevention.

KBank places importance on market conduct, responsible lending, asset quality management, customer data privacy protection, cyber threat prevention, measures to address financial frauds and digital asset risks, IT risk management to foster customer confidence and security in using our services, as well as consideration of environmental and climate-related matters in our business undertakings. All employees are required to complete e-learning courses on the Bank's risk culture and internal control. In addition, emphasis is placed on corporate governance of KASIKORNBANK FINANCIAL CONGLOMERATE to ensure good governance and sustainable growth. The Bank communicates risk management, internal control, internal audit, and related policies to companies within KASIKORNBANK.



Corporate Governance Structure*



* Corporate Governance Structure as of December 31, 2024



Business Ethics



Risks

Business practices that do not adhere to the principles of respect, integrity, justice, and morality, or comply with the law, will inevitably have an impact on the trust and confidence of stakeholders, including employees within the organization, customers, and suppliers. This will ultimately jeopardize the quality of work, products, and the organization's image.

Opportunities

Businesses operating with of respect, integrity, transparency, adherence to legal requirements, emphasis on performance, and customer focus will instill confidence and trust among all stakeholders while building loyalty to the organization, suppliers, and customers. This approach promotes a positive image and consistently attracts investment.

KBank conducts business with a strong commitment to ethical standards and responsibility towards all stakeholders. As a testament to this commitment, we are a member of the United Nations Global Compact (UNGC), underscoring our dedication to ethical business practices.

The Board of Directors has approved the Statement of Business Conduct and Code of Conduct which cover actions that all directors, executives and employees are expected to perform within the scope of their responsibilities for all stakeholders, and key practical guidelines in matters such as advertising promotion policies, confidentiality, integrity and accuracy of bank records, and the prevention of insider trading, conflicts of interest, bribes and inducements, etc. We are obliged to perform our functions with integrity and honesty. The Board of Directors has assigned the Corporate Governance Committee to establish principles and effective practices for corporate governance at KBank and arrange for the annual review of the Statement of Business Conduct* and Code of Conduct** to ensure that they are consistent with business targets, regulatory requirements and corporate governance at international scales.

Communication on Ethical Standards and the Code of Conduct

Board member orientation at KBank encompasses comprehensive onboarding sessions designed to equip newly appointed directors with a thorough understanding of their governance responsibilities. The orientation program includes detailed briefings on KBank's operations, strategic frameworks, and core policies. Directors receive essential governance documents, including the financial institutions and securities companies' directorship handbook, as well as KBank's Statement of Business Conduct and Code of Conduct. This structured onboarding process ensures directors are well-prepared to fulfill their fiduciary duties and effectively oversee KBank's strategic direction and operations.

KBank requires that executives and employees conduct an annual review of their compliance with the Code of Conduct and the Anti-Corruption Policy. In 2024, KBank arranged for executives and employees to take a test before signing in acknowledgement of compliance with the Code of Conduct via electronic system. Moreover, KBank communicated relevant information on the Code of Conduct via electronic channels while also holding learning courses on the Code of Conduct and the Anti-Corruption Policy via e-Learning system with assessment of employees' knowledge after those sessions to promote understanding while ensuring that the employees accurately and appropriately perform their duties with responsibility. Briefing sessions were also held for our suppliers.

* Details about the Statement of Business Conduct are available at KBank's website: <https://www.kasikornbank.com/th/IR/CorporateGovernance/Pages/ethics.aspx>

** Details about the Code of Conduct are available at KBank's website:

<https://www.kasikornbank.com/th/IR/CorporateGovernance/principles-core-values/Pages/Principles-and-Guidelines.aspx>



Governance, Anti-Corruption, and Business Ethics Training Program

- Annual Review of Compliance with the Code of Conduct 2024, communicated via email to current employees
- Code of Conduct and Anti-Corruption Policy, communicated during new employee on-boarding

Communication on the Code of Conduct for Directors and Employees and Anti-Corruption Policy

Persons who attended briefing and training sessions	Total number of directors/employees and suppliers (persons)	Number of attendees (persons)	Percentage of total directors, employees* or suppliers**
Training sessions through 2024			
Directors	13	13	100%
Employees	18,617	18,457	99.14%
• Top management	98	97	98.98%
• Middle management	1,111	1,095	98.56%
• Junior management	7,833	7,802	99.60%
• Operating staff or officers	9,575	9,463	98.83%
Briefing sessions			
Directors	13	13	100%
Employees	18,617	18,617	100%
• Top management	98	92	100%
• Middle management	1,111	1,111	100%
• Junior management	7,833	7,833	100%
• Operating staff or officers	9,575	9,575	100%
Suppliers	989	989	100%

* "Total employees" means KBank employees.

** "Total suppliers" means suppliers of KBank in Thailand.



Anti-Corruption

KBank is committed to operating business with transparency and in adherence to anti-corruption practices. KBank signed a declaration of the Private Sector Collective Action Coalition against Corruption (CAC) in 2013 and has been certified by the CAC Council. In addition, the Bank has prepared the Code of Business Conduct, Code of Conduct, Anti-corruption Policy and No-gift Policy, to ensure that the Bank's operational procedures comply with relevant rules and regulations.

KBank has posted our Anti-corruption Policy on our website. We have regularly communicated the Anti-corruption Policy to directors, executives and employees via internal media and channels. In addition, we have provided training courses and evaluated their knowledge after training in order to promote anti-corruption actions in all aspects.

In 2024, KBank supported and promoted anti-corruption practices as follows:

- Communicated KBank Supplier Code of Conduct, covering business ethics, human rights and labor, occupational safety and health and workplace environment, anti-corruption for acknowledgement and as operational guidelines. Suppliers were also encouraged to join the anti-corruption network.
- Communication of No-Gift Policy during all festive seasons to business partners
- Establishment of multiple channels for receiving information, suggestions, or complaints



Internal Communication on 'No Gift Policy'



2024 Annual Review of Employee Code of Conduct



Anti-Money Laundering and Counterterrorism and Proliferation of Weapons of Mass Destruction Financing

KBank has mechanisms in place to prevent the Bank from being used as a channel for money laundering, terrorism financing, and proliferation of Weapons of Mass Destruction Financing (AML/CTPF)* policies and regulations that are in line with the regulations of the Anti-Money Laundering Office (AMLO) and required international standards. We have adopted Know Your Customers and Customer Due Diligence (KYC/CDD)**, examination of Sanction List, as well as appropriate management of risks associated with each customer, in compliance with AMLO.

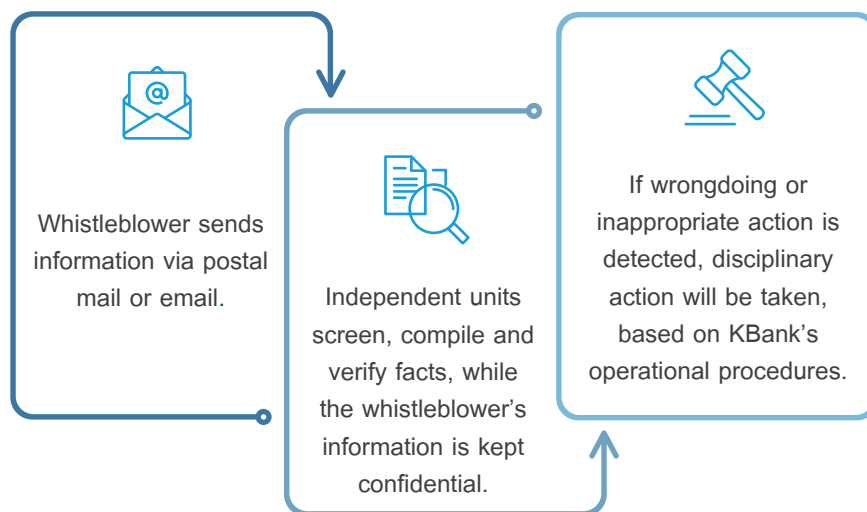
This includes the efficient and effective AML monitoring system that has been put in place, while data analytics has been used to analyze transactions and steadily enhance system efficiency and effectiveness. Additionally, KBank has organized training sessions and communicated with employees about compliance with the relevant laws. Their knowledge of AML/CTPF is assessed regularly.

Receiving Information or Whistleblowing and Complaints

KBank has established a Whistleblowing Policy with channels for receiving information or evidence of wrongdoing, a process for handling such information, and measures to protect the rights of information providers. We protect confidential information; only authorized persons have access to such information. The Audit Committee is assigned to issue instructions and report to the Board of Directors on confidential information. Fair measures have been established for stakeholders to whom losses are incurred due to violation of their legal rights.

KBank has continually communicated our Whistleblowing Policy to employees via various channels to make them understand its importance, and be aware of their roles, duties and practices. KBank also encourages companies within KASIKORNBANK FINANCIAL CONGLOMERATE to establish channels for reporting any information or evidence of wrongdoing.

Process on Handling Information and Whistleblowing



* AML/CTPF: Anti-Money Laundering and Counter-Terrorism and Proliferation of Weapon of Mass Destruction Financing

** KYC: Know Your Customer / CDD: Customer Due Diligence



In addition to channels for reporting information, KBank has provided communication channels for our stakeholders in case of complaints, inquiries and suggestions. Details of the communication channels are as follows:

INFORMATION AND WHISTLEBLOWING CHANNEL

KASIKORNBANK PUBLIC COMPANY LIMITED

Head Office : 400/22 Phahon Yothin Road, Sam Sen Nai Sub-District, Phayathai District, Bangkok 10400, Thailand

Email : info@kasikornbank.com

Telephone : 02-2220000, Press 1

Fax : 02-4701144

K-Contact Center : 02-8888888 Press 1 Thai, Press 2 English
(Personal) Press 877 Japanese, Press 878 Mandarin, Press 879 Burmese

K-BIZ Contact Center : 02-8888822 Press 1 Thai, Press 2 English,
(Business) Press 3 Mandarin, Press 4 Japanese

Complaint Hotline

Personal : 02-8888888 Press 9

Business : 02-8888822 Press 9

Corporate Communications Department

- Individual Investors and Shareholders
Email : Shareholder_IR@kasikornbank.com
Telephone : 02-4706116
- Institutional Investors and Shareholders
Email : IR@kasikornbank.com
Telephone : 02-4706900-1, 02-4702660-1

Information and Whistleblowing Channel

Board of Directors

Address : Corporate Secretary Office of Corporate Secretariat and Governance Corporate Secretariat Division
KASIKORNBANK PCL No. 1
33rd Floor, Soi Ratburana 27/1,
Rat Burana Road, Rat Burana Sub-District,
Rat Burana District Bangkok 10140

Internal Audit Department, Audit Division

Email : InternalAudit@kasikornbank.com

Address : Co-Department Head- Internal Audit Department
Rat Burana Building 14th Floor,
No. 1 Soi Ratburana 27/1, Rat Burana Road,
Rat Burana Sub-District, Rat Burana District
Bangkok 10140



Risk Management



Risks

In the course of our business, KBank may unintentionally create negative impacts on the environment, society, and governance. These impacts may jeopardize our operational processes, reputation, and the trust of stakeholders. Meanwhile, swift changes in the business landscape, in the social, environmental, economic, political, and technological contexts, may pose a risk to KBank if we are not able to adapt promptly to address these challenges.

Opportunities

Our awareness and systematic guidelines for tackling issues that may negatively impact business operations will make it more possible for us to achieve operational goals. Effective management of issues will help KBank reduce unnecessary expenses, ensure business continuity, and elevate confidence and trust among customers and stakeholders, which will ultimately contribute to long-term sustainable growth.

KBank's business operations focus on sustainable returns. To this end, the Bank places importance on effective risk management and maintaining an adequate level of capital to ensure its stability and strong financial position, fostering sustainable growth. The effort contributes significantly to the country's sustainable macroeconomic growth, digital economic development, and green economy, leading to employment opportunities, income generation, and improvement of people's quality of life.

As of December 31, 2024, KASIKORNBANK FINANCIAL CONGLOMERATE's Tier 1 capital ratio according to the Basel III Accord stood at 18.27 percent, which was greater than the Bank of Thailand's requirement, reflecting our robust capital position which is adequate for continuously operating business under both normal and stressed situations.

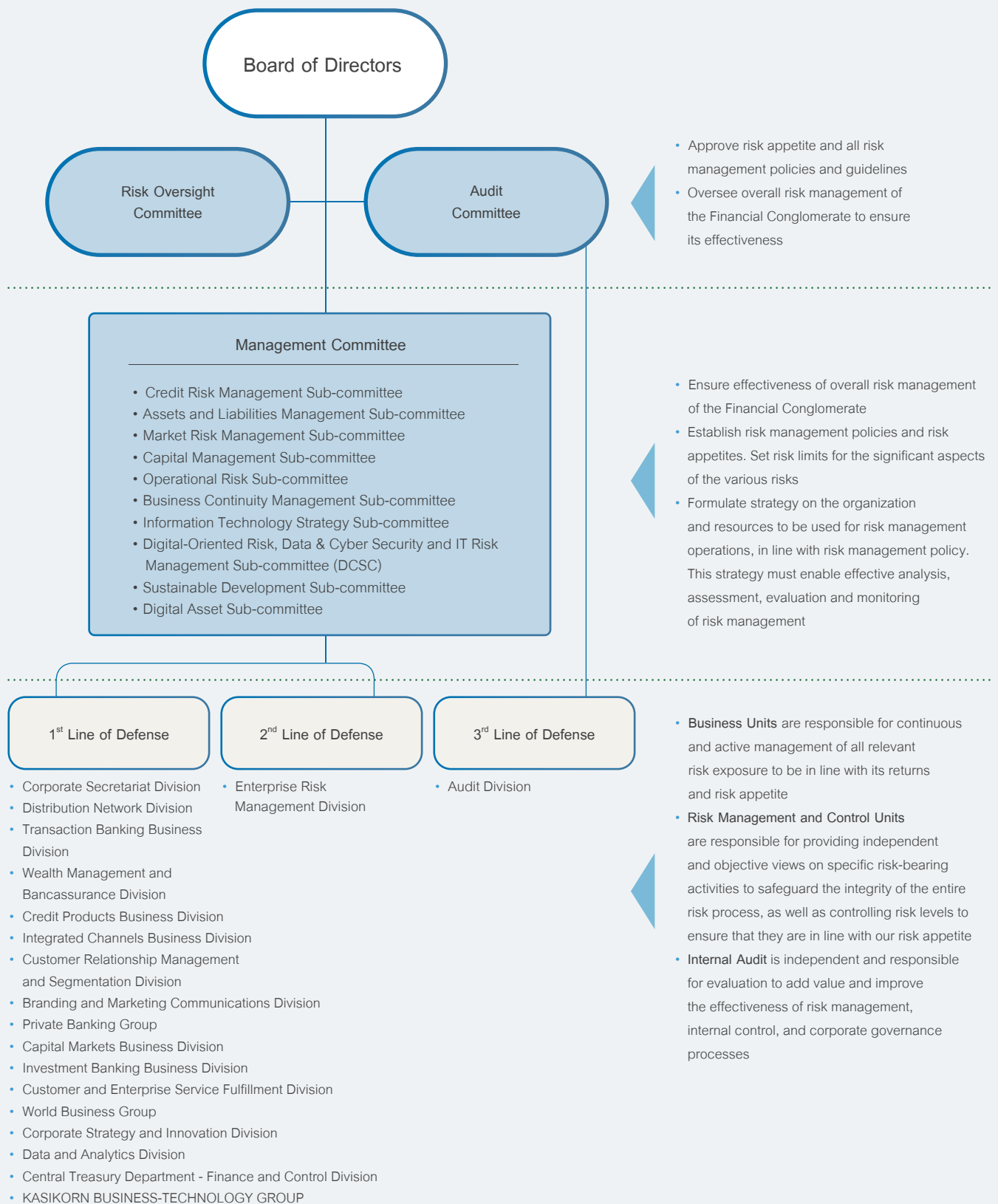
The Bank's risk management is under supervision of the Board of Directors, which put in place a risk management framework and ensure effective overall risk management, while promoting a risk culture throughout the organization. The Bank has established risk management policy, risk appetite, risk management process, and adequate and appropriate risk management guidelines that address all significant and emerging risks, taking into account ESG factors. We conduct an annual assessment of capital adequacy and regularly undertake stress tests. Additionally, operational procedures and guidelines are in place to address emergency cases, ensuring business continuity under the prevailing circumstances.

Risk Governance

KBank has established risk governance in accordance with good corporate governance principles to ensure that our risk management process is efficiently supervised, controlled and examined by responsible units. Our organizational structure focuses on clearly defined segregation of duties at each level, and each unit is independent of the Management and reports directly to the Board of Directors.



Risk Management Structure





The Bank has assigned specific roles to the Board of Directors, Risk Oversight Committee, other relevant committees, senior management, and all employees in the management and reporting of risks, as follows:

- The Board of Directors formulates a sound risk governance framework, approves risk management policy and risk appetite, and oversees assessment of capital adequacy to ensure the appropriate level of capital to accommodate our present and future business operations, while fostering a risk culture throughout the organization.
- The Board of Directors delegates to the Risk Oversight Committee the duties of supervising overall risk management, reviewing and assessing the adequacy and effectiveness of risk management policy and strategy, and risk appetite. The Risk Oversight Committee receives monthly reports from the Enterprise Risk Management Division, which is responsible for risk management. The committee shall monitor and manage risks, ensuring that they are within the pre-specified risk limits, and provide quarterly reports to the Board of Directors on significant risk exposures, risk management effectiveness, and recommendations for improvement aligned with the risk management policy and strategy.

In addition, the Bank has established sub-committees to closely monitor and manage various risks to ensure that risk issues can be addressed appropriately and in a timely manner. All employees at all levels are tasked with risk management in accordance with the 'Three Lines of Defense' principle. The roles and responsibilities of each unit are as follows:

1. First Line of Defense: Business units are responsible for managing risks associated with their day-to-day operations, ensuring appropriate risk-adjusted return within acceptable risk appetite. Meanwhile, support units are responsible for managing operational risks arising from their operations.
2. Second Line of Defense: Independent units tasked with risk oversight and control are responsible for formulating risk management policy and framework, monitoring and reporting risks to relevant committees/sub-committees, providing independent and reliable advice on business risks, and ensuring risks are controlled within acceptable levels.

3. Third Line of Defense: Internal Audit Department is independent and responsible for assessing the effectiveness and adequacy of risk management process and internal controls.

More details on the risk governance structure related to climate change management can be found in the chapter of Task Force on Climate-related Financial Disclosures in the Sustainability Report 2024.

Risk Management

KBank has established risk management policy, risk appetite, and risk management process in line with international practices to ensure its efficient and effective risk management system. Setting risk limits is part of the Bank's business planning process and risk culture. The determination of the risk appetite is based on the principle of balancing expected returns against potential risks, taking into account management in accordance with the principles of a Bank of Sustainability. The Bank reviews strategic plans and conducts stress tests under different scenarios to assess the adequacy of its capital and liquidity. These assessments inform the determination of the risk appetite, leading to the setting of risk limits and metrics across various risks, both qualitative and quantitative, the development of risk mitigation strategies, and informed decisions to adjust the business strategy for optimal performance within the defined risk appetite. The risk management policy and strategy as well as risk appetite are reviewed at least once a year or upon significant changes.



Risk Management Process

KBank has in place a risk management process comprising risk identification, assessment, monitoring, controlling and reporting, as follows:



1. Risk Identification

Key risks are proactively identified in detail, including types and sources of risk, as well as other risk-related factors, both internal and external. Assessments and projections of the Bank's current and expected risks are also reviewed and taking driving environmental, social, governance and economic (ESG) factors into account.

2. Risk Assessment

Various tools and methodologies for risk measurement suitable for different business characteristics are utilized. These tools and methodologies are verified, approved and reviewed within appropriate timeframes.

3. Risk Monitoring and Control

Monitoring and control are in place to ensure that policies, procedures, and risk limits implementation are in compliance with risk policies and risk appetites approved by the Board of Directors.

4. Risk Reporting

Timely and adequate reports of all types of risk management in various dimensions are required to ensure the highest effectiveness in our risk management.



The Bank's risk management process covers all key types of risks and takes into account ESG factors. More details on the ESG-related risk management can be found in the chapter of Task Force on Climate-related Financial Disclosures in the Sustainability Report 2024.

Crisis Management

KBank has in place operational procedures and guidelines to ensure our business continuity. The Incident Response Team has been formed to centrally manage incidents, enabling efficient, response to and management of emergencies including increasingly complex incidents.

In addition, the Bank has developed comprehensive emergency plans covering various management aspects, including Business Continuity Plan (BCP), IT Disaster Recovery Plan (IT DRP), and Crisis Management Plan (CMP) to handle emergency situations such as climate conditions, sabotage, pandemics, cyber threats, and liquidity situations. The Bank reviews and tests these plans annually to ensure that procedures and guidelines remain current, and that all relevant parties understand and can execute the plans with maximum efficiency.

Building and Instilling Risk Culture

KBank has fostered a risk culture. We have established risk management policy and guidelines, a defined risk appetite and risk limit, which are in line with our strategies and business operations, and have communicated them to all employees. Clearly defined and proper risk governance and management structure have been established. Risk management and control units are responsible for providing independent and objective views on specific risk-bearing activities, whereas other business units are responsible for continuous and active management of all relevant risk exposure to be in line with its returns and risk appetite.

All committees of KBank, including senior executives, have promulgated, monitored and demonstrated exemplary behaviors that promote risk culture. There are VDO presentations from our executives to employees at all levels to create

common awareness and responsibility for risks. In addition, risk status and issues are regularly reported to the committees responsible for risk management to ensure appropriate and timely action.

KBank promotes and instills a risk culture among employees at all levels and builds awareness of risk ownership in their own work and the organization through various methods, such as regular communications. Furthermore, the Bank has integrated risk management indicators that align with training assessment goals for both executives and employees, such as measuring employees' understanding of how to respond to phishing email incidents through the percentage of Resiliency Rate (RR) measurement. Our staff members are encouraged to communicate their opinions and risk issues in a straightforward manner. Meanwhile, processes and channels for reporting suspicious incidents have been put in place to ensure timely monitoring, prevention and rectification. To this end, whistleblowing reports can be sent to KONNECT+ for work or the Internal Audit Department, while measures to protect the rights of whistleblowers are implemented. Additionally, the results of risk management in various aspects are used as a part of performance evaluation to raise awareness and enhance work efficiency among employees.

KBank has introduced a credit management structure that recognizes checks and balances, plus credit policy and process, clear guidelines on desirable and undesirable credit behaviors and credit communication channels. Training sessions and revisions on credit knowledge are organized regularly to ensure that related operating staff members have knowledge and understanding in the performance of their work. We also established a process to monitor credit events. Such results are reported to the Credit Practice Review Working Group for undertaking operations as appropriate in order to improve our credit policy and process, as well as mapping out actions to address non-compliance with required regulations. This effort is aimed at building good credit operating discipline and culture within our organization. KBank has incorporated climate-related risk into our credit underwriting process to assess its impact on our credit portfolio.



Financial Innovations and Services



Risks

Amid changing consumer behavior, technological advancements, and the growing acceptance of human diversity, financial services have to swiftly adapt to meet the needs and expectations of customers. Failure to offer services capable of creating a positive customer experience across all segments may lead to a decline in KBank's market share and a loss of competitiveness.

Opportunities

The ability to adjust financial services in response to the diverse and increasingly complex needs of consumers brings about business opportunities. To this end, offering financial innovations that exceed customer expectations will create financial security values that are superior to those of our peers. This will help KBank in assuming leadership with continuous and sustainable growth.

Financial Innovation Development Guidelines

KBank has established a framework for promoting and developing financial innovations in line with the K-Strategy, which aims to empower every customer's life and business. Key initiatives include fostering an innovative organizational culture and creating subsidiaries to advance innovations and technologies that enhance the well-being of Thai people and regional citizens.



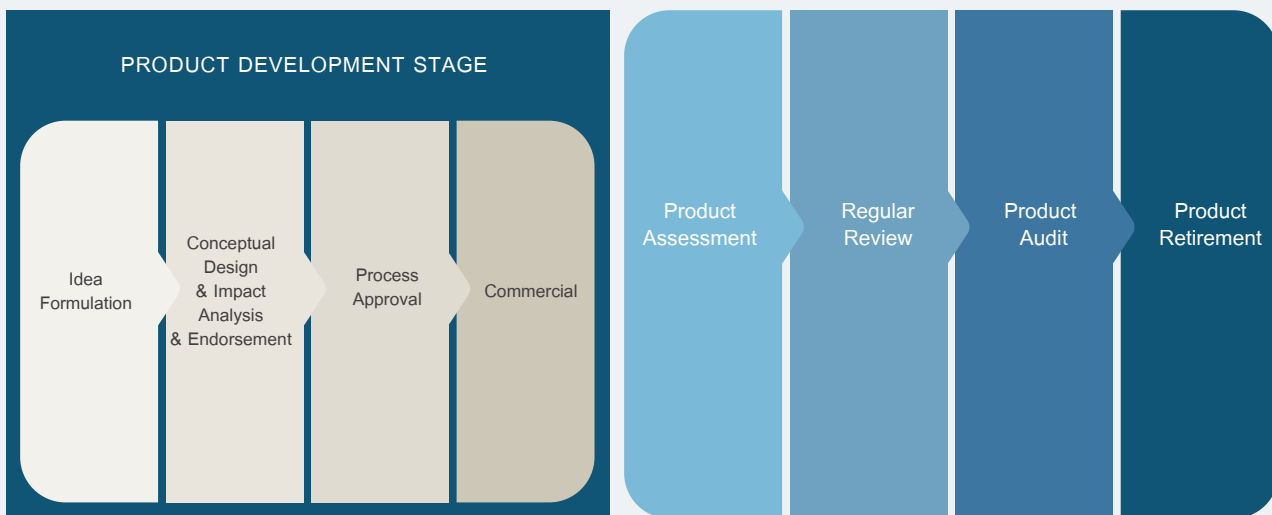


Financial Innovation Development Processes

KBank has established a product management framework and procedure as a guideline for managing products throughout their life cycle. The framework and procedure will cover every stage of product development with a focus on improved responsiveness of all stakeholders, ensuring that products are developed and improved efficiently in alignment with customer needs.

Product Management Framework

A Framework for Managing Product Throughout its Life Cycle



Through customer deep listening workshops organized by our relationship managers (RMs), KBank aims to truly understand their pain points and needs for further analysis and development of products to ensure customer responsiveness. Moreover, KBank prioritizes the development of our banking platform with the aim of expanding the user base and maintaining our leadership in mobile banking services with the largest number of users in Thailand. Our focus is on the increased linkage of platforms with our business partners across all ecosystems and the development of innovations to accommodate customers' ever-evolving lifestyles. Major initiatives included:



Financial Innovations and Services

Mobile banking applications and internet banking

Products/Services	Details of financial innovation	Operating performance
K SHOP: KBank mobile application for merchants	<ul style="list-style-type: none"> The application for merchants can accept payment for goods and services via Thai QR Payment, QR Credit Card for Visa / Mastercard / UnionPay, Alipay / WeChat Pay – the Chinese e-wallets. QR code scanning with payment made via K Point and mPOS card accepting machine under the PCI Software-based PIN entry on Commercial off-the-shelf devices (SPoC) - a world-class security standard - as well as QR API connection. Merchants can activate QR Credit Card and mPOS card accepting service by themselves via K PLUS SHOP. The application has adapted to digital market trends and continuous growth in online commerce through K SHOP Pro development. The platform integrates key features for online merchants, including live-stream order capture, consolidated chat channels, inventory management, streamlining merchant operations. The application has enhanced its payment notification service through LINE integration, allowing both store owners and staff to receive simultaneous payment notifications. This solution addresses the challenge faced by temporary staff who lack email addresses for registration, providing small to medium-sized merchants with an alternative notification system. 	<ul style="list-style-type: none"> Number of participating merchants: Approx. 1.95 million Number of transactions: Approx. 1.76 million Value of transactions: Approx. Baht 1.1 billion Over 1,500 online merchants interested in K SHOP Pro The number of merchants registered for payment notification services through LINE is approximately 3,200 stores.
K PLUS SME: KBank mobile application for SMEs	K PLUS SME mobile banking application helps SMEs manage their businesses with flexibility. Services available include account inquiry, account classification, cheque management, loan report, funds transfer and bill payment, all of which can be done swiftly and conveniently.	<ul style="list-style-type: none"> Number of transactions: More than 580 million Value of transactions: More than Baht 2.4 trillion Number of users: 0.76 million
K BIZ: Digital banking for business/SME customers	A digital banking platform for business/SME customers, both individual and juristic persons, allows users to manage their financial transactions conveniently with features designed to comprehensively meet all financial needs, including funds transfer, top-up, payment, cross-border funds transfer, payroll service and retrieval of loan reports. Other options were also added for enhanced customer convenience in the form of a mobile application and website.	<ul style="list-style-type: none"> Number of transactions: More than 3,400 million Value of transactions: More than Baht 2.9 trillion Number of users: 1.2 million





New K PLUS Services in 2024



"My Money Plan" service for customers to view their financial overview, assets and investments, and to plan and set up budgets and monitor expenses by category, with more simplified expense summaries that can be viewed by choosing a category, and with available monthly comparison



More options for mutual funds trading with 15 asset management companies, with modified portfolio to showcase more comprehensive and clarified information



Gold investment service on K PLUS that connects gold trading with business partners via e-wallet in foreign currencies



Self-change of mobile phone and mobile number that use K PLUS



Cardless withdrawal at K-ATMs via QR code scan by K PLUS at ATMs of Bangkok Bank and Siam Commercial Bank, with the limit of Baht 25,000 - 500,000 per day



For addition of permanent credit limit of credit cards and Xpress Cash by oneself with no documents required for those with regular payroll via KBank or with requirement of minimal documents where income documents are attached; and self-monitoring of request status via K PLUS



Payment services on K PLUS via QR code in Japan (Alipay) and China (WeChat)



Scan to Pay service for payment via credit card on K PLUS for customers adding their credit cards in the K PLUS application



Expansion coverage to 150 countries/ regions across 25 currencies, with maximum transfer limit of USD 100,000 per transaction, available from 06:00 - 20:00 hrs.



K PLUS Thailand



Number of transactions:

38,041 million

Value of transactions:

Baht 23.6 million

Number of K PLUS users:

23.1 million growth of 6 percent YoY



<p>K PLUS Vietnam</p>	<p>K PLUS Vietnam mobile banking application offers e-KYC service, other banks' funds transfer, bill payment and top up, account movement notification, bank statement inquiry, save favorite transactions, QR code scan and display for payment via VietQR, and debit and credit card services. Customers can add more than one account to K PLUS Vietnam. Meanwhile, small and local businesses can use KBank Biz Loan service via K PLUS Vietnam.</p>	<p>Number of K PLUS Vietnam users: 1.52 million growth of 33 percent YoY</p>
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<p>K PLUS Laos</p>	<p>K PLUS Laos K PLUS Laos offers digital financial service to the local individual and business customers, by developing daily financial transaction services for them, i.e. payment, funds transfer, cash withdrawal, and international funds transfer. In addition, services have been expanded to cover bill payment for water and electricity, and K eSavings account opening through K PLUS Laos to promote a cashless society continuously.</p>	<p>Number of K PLUS Laos users: 150,000 growth of 4 percent YoY</p>
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Letter of Guarantee via Blockchain

Products/Services	Details of financial innovation	Operating performance
e-LG on Blockchain	KBank worked with BCI (Thailand) Co., Ltd. in linking e-LG on blockchain with beneficiaries, which are leading companies in various industries and state enterprise to promote the widespread use of e-LG with a world-class data security system.	<ul style="list-style-type: none"> Number of customers requesting issuance / renewal / modification of e-LG on blockchain: 9,575 persons

Benefits from the use of blockchain technology



For KBank

- Slash documentation and data management costs as well as solving the problem of lost documents
- Streamline work process under data security system

For customers

- Provide greater convenience through reduced time and transaction process
- Save on commuting expenses
- Prevent forgery of bank confirmation letter



Product and Service Development

Products/Services	Details of financial innovation	Operating performance
e-Donation	<p>KBank promotes e-Donation to donation-accepting units including hospitals, foundations, educational institutions and temples. QR donation is also available under the “e-Donation for Merit Making and Happiness”. Donors are entitled to tax deductions without the need to send evidence of their donations.</p> <p>Enhanced convenience for charitable giving by adding a “Donate” menu in K+ market on K PLUS. Customers can search for donation recipients by categories including education, hospitals, wildlife and environment, and volunteer organizations.</p>	<ul style="list-style-type: none"> • Number of organizations accepting donations: 3,500 • Total transactions: Over 2.5 million • Total transaction value: Over Baht 850 million
e-Tax Invoice	<p>Under this service, e-tax invoices are sent to merchants via email, and KBank submits tax to the Revenue Department via electronic channel. The service helps reduce the use of paper for printing tax invoices, while also providing merchants greater convenience and swiftness in receiving tax invoice.</p>	<ul style="list-style-type: none"> • Number of merchants using e-Tax Invoice: 317,250
e-Tax Invoice and e-Tax Receipt in alignment with the Revenue Department's standards	<p>KBank has teamed with the Electronic Transactions Development Agency (ETDA) and the Revenue Department in developing a payment system that can accommodate e-payment in a comprehensive manner, in alignment with the Revenue Department's standards.</p>	<ul style="list-style-type: none"> • Number of transactions: More than 463,000
Cross-Bank Bill Payment	<p>Cross-bank bill payment service that utilizes PromptPay's infrastructure to enable businesses to receive payments from multiple banks by opening an account with just one bank. This enhances flexibility in money management and payment reconciliation. It also provides additional payment options through Bill Alert service, where businesses can send notifications to buyers via bank mobile applications (Mobile Banking), and buyers can choose to confirm payments. This eliminates payment errors since businesses specify the payment amount themselves.</p>	<ul style="list-style-type: none"> • Number of transactions: More than 40 million
K PromptBIZ	<p>A collaboration between Thai Bankers' Association and Bank of Thailand, along with business, financial, and government sectors, to develop central financial and payment infrastructure for businesses. This supports cross-bank digital trade transactions and business payments, connecting business trade data including invoices, payments, and receipts.</p>	<ul style="list-style-type: none"> • Number of participating businesses: 17 companies



Product and Service Development (continued)

Products/Services	Details of financial innovation	Operating performance
KBank Open API	<p>KBank Open API allows customers to study, test and apply for the service to connect their system to KBank's system in order to use KBank products and services of their interest or suited to their own or their clients' needs.</p> <p>In 2024, the Bank offers APIs including Kasikorn Global Payment Co., Ltd. API for online payments, Fund Transfer API, QR Payment API, Slip Verification API, Bill Payment API, and Inward Remittance API for transferring funds to customers' accounts at financial institutions in Thailand. These self-service APIs are accessible through https://www.apiportal.kasikornbank.com</p>	<ul style="list-style-type: none"> • Number of services available: 10 • Number of people signing up for API on a trial basis: Approx. 14,400 • Number of transactions: More than 730 million
Authentication Services	<p>KBank has developed authentication services to provide greater convenience for our customers and partners in their identity verification via online format, for example:</p> <ul style="list-style-type: none"> • e-KYC on K PLUS (via NDID* Platform and KBank system) • RP Proxy, which facilitates our partners in connecting with NDID Platform via API portal. • Face API that provides facial recognition service 	<ul style="list-style-type: none"> • Number of transactions: 4.1 million
e-KYC via Self-Service Machine	<p>An e-KYC via self-service machine is now available via approximately 8,300 K-ATM terminals across all provinces in Thailand to provide greater convenience for customers wishing to open an account and applying for products without going to a Bank branch, even during non-business hours.</p>	<ul style="list-style-type: none"> • Number of transactions: 3.8 million
Cardless Withdrawal Across Banks	<p>The service of cardless withdrawal across banks offers more convenience to customers. Currently, KBank's ATMs can support cardless withdrawal via the applications of partner banks, including Bangkok Bank, Kiatnakin Phatra Bank, Land and Houses Bank and Siam Commercial Bank.</p>	<ul style="list-style-type: none"> • Number of transactions: 3.0 million
Automated Currency Exchange Machines	<p>KBank has 13 automated currency exchange machines at Suvarnabhumi Airport, Don Mueang International Airport and the King Power Mahanakhon Building in order to provide greater customer convenience. The service is also available during non-business hours of branches and at foreign exchange booths 24 hours a day.</p>	<ul style="list-style-type: none"> • Number of transactions: More than 128,800 • Value of transactions: More than Baht 600 million • Number of users: More than 110,800

* National Digital ID Platform



Product and Service Development (continued)

Products/Services	Details of financial innovation	Operating performance
EV Currency Exchange Booths	Five EV currency exchange booths provide services at tourism spots, such as Chatuchak Weekend Market, Nongnooch Garden Pattaya, Wat Chedi Luang (Temple) in Chiang Mai, Jungceylon Mall in Phuket	<ul style="list-style-type: none"> Number of transactions: More than 33,600 Value of transactions: More than Baht 330 million
KhunThong: A social chatbot on LINE platform	KhunThong Social Chatbot on LINE platform serves as a financial assistant for customers to meet their needs in daily life such as bill scanning, bill splitting, collection of shared expenses and monthly bill payment such as home rent, etc. The service, which is available via both a private or shared chat room, can be accessed from the funds transfer and payment history page of K PLUS. News and promotions of trade partners participating in marketing promotions with KhunThong were also offered.	<ul style="list-style-type: none"> Number of users per month: 534,000 Number of members: 2.5 million
K CONNECT-LG	K CONNECT-LG is a web application-based LG service, allowing customers to request the issuance, renewal and amendment of LG, track outstanding balance and transaction status, and print receipts and reports. The service, which is available 24 hours a day, can issue an LG within the same day, providing more convenience and speed to customers without the need to go to a bank branch.	<ul style="list-style-type: none"> Number of customers using K-CONNECT-LG increased by 42 percent from year-end 2023.
K e-LG via e-GP	K e-LG via e-GP guarantees bidding in compliance with contracts or obligations, wherein customers who have LG line of credit may apply for and use the e-LG service via the electronic system of the Comptroller General's Department.	<ul style="list-style-type: none"> The number of transactions for electronic bank guarantee services for government procurement accounts for 20% of all bank guarantee transactions.
K CONNECT - Supply Chain	K CONNECT-Supply Chain offers revolving credit facility via electronic channel with invoice displayed online. The innovative service allows loan withdrawal, payment to trade partners, funds transfer to recipient's account of both KBank and other banks as well as loan payment via electronic channel. This service can therefore be provided in a comprehensive manner for both buyers and suppliers.	<ul style="list-style-type: none"> Number of customers using K CONNECT-Supply Chain: 4,113





Product and Service Development (continued)

Products/Services	Details of financial innovation	Operating performance
MAKE by KBank: A mobile banking application	This mobile banking app serves as a financial assistant for customers, allowing them to efficiently manage their savings and monthly expenses in order to foster their financial discipline. Cloud Pocket - its key feature - helps divide savings into various portions in a single account, allowing users to achieve their saving goals.	<ul style="list-style-type: none"> Number of customers per month: 1.47 million Value of deposits: Baht 21 billion
ICO Portal service via Blockchain (by Kubix Digital Asset Co., Ltd.)	Kubix Digital Asset Co., Ltd. offers a blockchain-based ICO Portal, providing an innovative fundraising option. In addition, Kubix offers advisory services to help evaluate digital tokens for sale. This includes assessing the qualifications of issuers and the details of token offerings, ensuring a sustainable alternative for investors looking for new ways to engage with capital markets through the Kubix application.	<ul style="list-style-type: none"> Value of fundraising: Baht 265 million Number of users: 5,200
Personal Loans (by KASIKORN LINE Co., Ltd.), Co-branded deposit and debit cards by KBank and life insurance broker (by KASIKORN LINE Insurance Broker Co., Ltd.) on LINE BK digital channel	Financial services are available via LINE app under the LINE BK brand. KASIKORN LINE Co., Ltd. offers personal loan and nano finance under supervision, while KBank provides co-branded deposit and debit card. Customers can conduct various transactions including making funds transfer with their bank account number, PromptPay number, mobile phone number, and LINE ID, while also using QR scan for making funds transfer or payment. In the latest development, KASIKORN LINE Insurance Broker Co., Ltd. offers health insurance products with appropriate coverage that can meet customers' present needs at more affordable prices.	<ul style="list-style-type: none"> Number of users signing up for the service: 7.38 million Total loan amount: Baht 21,155 billion

Make By Kbank Mobile Banking Application →





Debit Cards and Cash Cards

Products/Services	Details of financial innovation	Operating performance
Xpress Cash Card	<p>Xpress Cash can be applied easily via K PLUS. Customers can spend anywhere, with various features and no fee for all transactions as follows:</p> <ul style="list-style-type: none"> Cash withdrawal via QR code from K-ATM Funds transfer from Xpress Cash card to savings account via K PLUS up to Baht 500,000/ transaction Purchase goods and services at stores bearing the UnionPay logo nationwide Make installment payment for goods or services from participating merchants of up to 36 months via K PLUS Purchase goods and services at participating merchants with installment payment up to 36 months 	<ul style="list-style-type: none"> Number of purchase transactions via Xpress Cash: 530,000 Value of purchase transactions via Xpress Cash: Baht 2.2 billion
LINE BK Debit Card	<p>Customers can apply for LINE BK Debit Card via LINE BK. The debit card is available in three types, i.e.,</p> <ul style="list-style-type: none"> LINE BK Online Debit Card: Once issued, the electronic debit card can be used immediately for purchase of goods and bill payment online, with travel insurance benefit when going abroad. LINE BK Debit Card: The debit card must be applied for via LINE application and can be used for processing transactions at ATMs both at home and abroad and EDC, and for bill payment online. LINE BK Debit Card with Credit Line: The debit card, which can also be applied for via LINE application is designed for customers who have an approved credit line with KASIKORN LINE Co., Ltd., only. In case of insufficient balance in the account, notification will be sent for withdrawal from the available credit line to the linked savings account. 	<ul style="list-style-type: none"> Number of LINE BK debit cards (all types): Approx. 1.2 million



← Financial Services on LINE BK Application



Products/Services	Details of financial innovation	Operating performance
Pay When Sick (IPD+OPD)	This life and health insurance plan offers middle to low customer segments, especially freelance workers/vendors, who have no welfare benefit, an option to access affordable insurance that can be purchased easily online. The insurance provides coverage for medical expenses of up to Baht 50,000/visit (unlimited number of times) for inpatients and up to Baht 1,000/visit for outpatients, daily compensation up to Baht 1,000/day and terminal illness of Baht 100,000. In case of accident, coverage includes Baht 100,000 for death and medical expense of Baht 15,000/visit. Premium starts at Baht 694/month.	<ul style="list-style-type: none"> Number of insurance policies: 1,611 Premiums: Baht 9.3 million

Cooperation with Partners

Products/Services	Details of financial innovation	Operating performance
Real-time Inward Funds Transfer	<ul style="list-style-type: none"> In cooperation with more than 20 world-class banks and fintech firms which are our partners with service area coverage in Europe, America, Australia, Asia and Africa, KBank provides an inward funds transfer service to accept remittance from abroad, which allows senders to send their funds transfer instruction to recipient accounts of KBank and other banks in Thailand. Senders in foreign countries can check the status of recipient accounts in Thailand before conducting their transactions, while also being advised of the exact service fees and exchange rates. Recipients will receive the full amount of transferred funds at up to Baht 2 million/transaction on a real-time basis 24 hours a day. 	<ul style="list-style-type: none"> Number of transactions: Approx. 12 million (per year)
PromptPay International / PromptPay-PayNow: International funds transfer with connectivity via national payment operator between Thailand and Singapore	<ul style="list-style-type: none"> KBank has adopted a switch-to-switch model for linking payment and international funds transfer via the national payment operator, based on their payment infrastructure. The system helps enhance efficiency, while reducing redundancy and operational costs of service providers. Customers can make funds transfer up to SGD 1,000 to Singapore, while accepting funds transfer up to Baht 25,000 per day from Singapore. Senders simply provide the recipient's mobile phone number. The recipient's name will be displayed to allow the sender to check its accuracy before conducting a transaction. Recipients can receive the full amount of funds transfer on a real-time basis, 24 hours a day. 	<ul style="list-style-type: none"> Number of transactions: More than 340,000 (per year)



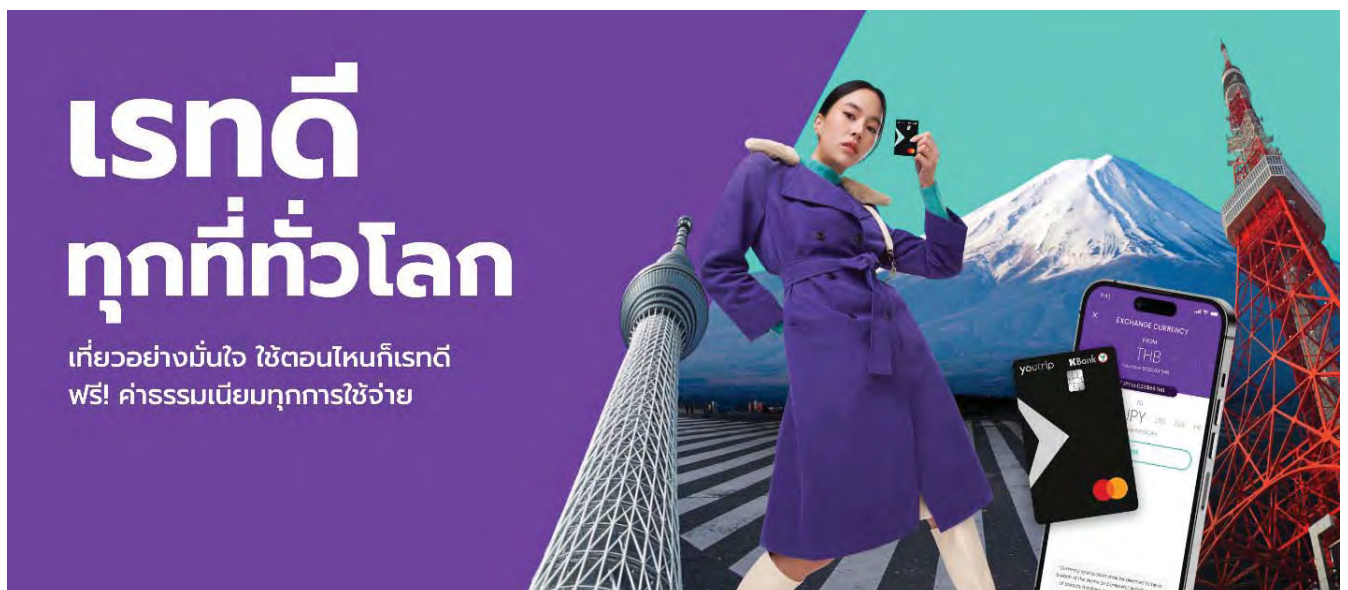
Cooperation with Partners (continued)

Products/Services	Details of financial innovation	Operating performance
International funds transfer via K PLUS	<ul style="list-style-type: none"> • KBank joined with NIUM, a Singapore-based cross-border funds transfer service provider, to develop international funds transfer technology via application programming interface (API). • Outward remittance can be made up to USD 100,000 per transaction per day via K PLUS. The service allows senders to make a swift funds transfer at a reduced cost, with no documents required, and recipients can receive the full amount of transferred funds. In collaboration with banks in Singapore and Myanmar, KBank has increased the service coverage to 150+ destination countries with 25 currencies available, comprising USD, SGD, AUD, HKD, GBP, EUR, PHP, INR, IDR, VND, KRW, MYR, JPY, CNY and MMK. 	<ul style="list-style-type: none"> • Number of transactions: More than 260,000 (per year)
xplORe Wallet Powered by KBank	<ul style="list-style-type: none"> • PTTOR has collaborated with KBank to develop an electronic wallet (e-Wallet) for customer convenience. This wallet is part of the Bank's e-Money White labelling and serves as another payment channel on the xplORe App. • Users can pay for fuel or make purchases at PTTOR affiliates (Café Amazon, Jiffy, Texas Chicken, Pearly Tea, and FIT Auto) using QR Code, promoting Cashless & Touchless payments. Furthermore, it has been developed to enable payments for goods and services at non-OR stores (via QR Tag30), as well as online purchases on the xplORe app, such as buying vouchers/deals for discounts. 	<ul style="list-style-type: none"> • Number of customers signing up for the app: More than 419,963
YouTrip application and YouTrip card	<ul style="list-style-type: none"> • KBank teamed with Youtech, a leading multi-currency travel wallet in Singapore, to launch an electronic wallet service. Customers can top-up the YouTrip application and YouTrip card via K PLUS. They can exchange 10 currencies in advance via the YouTrip application while also spending in more than 150 currencies with the YouTrip card via EDC, purchasing goods online worldwide and making cash withdrawal at ATMs in other countries. 	<ul style="list-style-type: none"> • Number of users will grow 14 percent compared to 2023. • Spending via cards: Baht 20,643 billion



Cooperation with Partners (continued)

Products/Services	Details of financial innovation	Operating performance
<p>SMART HOSPITAL Application on Mobile</p>	<ul style="list-style-type: none"> • KBank has developed healthcare mobile applications for outpatients using services at various hospitals, including Chula Care, CBH PLUS, TUH for ALL, NIT PLUS, RJ Connect, BMA Doctor and POLICE PLUS. These smart applications provide greater convenience for both the hospitals and users. The self-service platform allows users to check their medical benefits directly with the National Health Security Office (NHSO) before visiting the hospital and provides real-time queuing and notification when the queue number draws near for physician consultation, nursing room, pharmacy service or cashier counter. This allows patients to efficiently manage their time with no need to wait at the service unit. Moreover, patients can view their treatment history, allergy history, make appointments and make payments while also receiving news from hospitals via the application. • In 2024, KBank developed NDID authentication for 13 hospitals through the Mor Kor Thor Mor, CBH PLUS and TUH for All applications to provide patients more convenience by allowing them to self-register for an application without visiting the hospitals in person. Additionally, KBank developed an inpatient (IPD) system on the CBH PLUS application, with TUH for All development underway, to enable patients to perform self-service tasks, such as self-preparation, bed booking and treatment cost estimation, making healthcare more accessible and convenient 	<ul style="list-style-type: none"> • Number of hospitals using 7 mobile applications developed by KBank: 17, namely King Chulalongkorn Memorial Hospital, Chonburi Hospital, Thammasat University Hospital, Rajavithi Hospital, the Neurological Institute of Thailand, Police General Hospital and 11 hospitals under the Medical Service Department, Bangkok Metropolitan Administration • Number of customers downloading the application: More than 1.5 million



↑ YouTrip Application and YouTrip Card



Digital Partnership

In collaboration with business partners to create financial ecosystems with the use of advanced technology, KBank has set our sights on becoming a leading financial service provider of the Asian region. In 2024, KBank teamed with multiple partners via joint investments both in Thailand and other countries through Beacon Venture Capital Co., Ltd., which is a wholly owned venture capital arm of KBank. The move aims to develop new financial technology to allow our customers improved access to financial products and services via our partners' platforms to address their needs and provide them with long-term sustainable returns.

Market Conduct

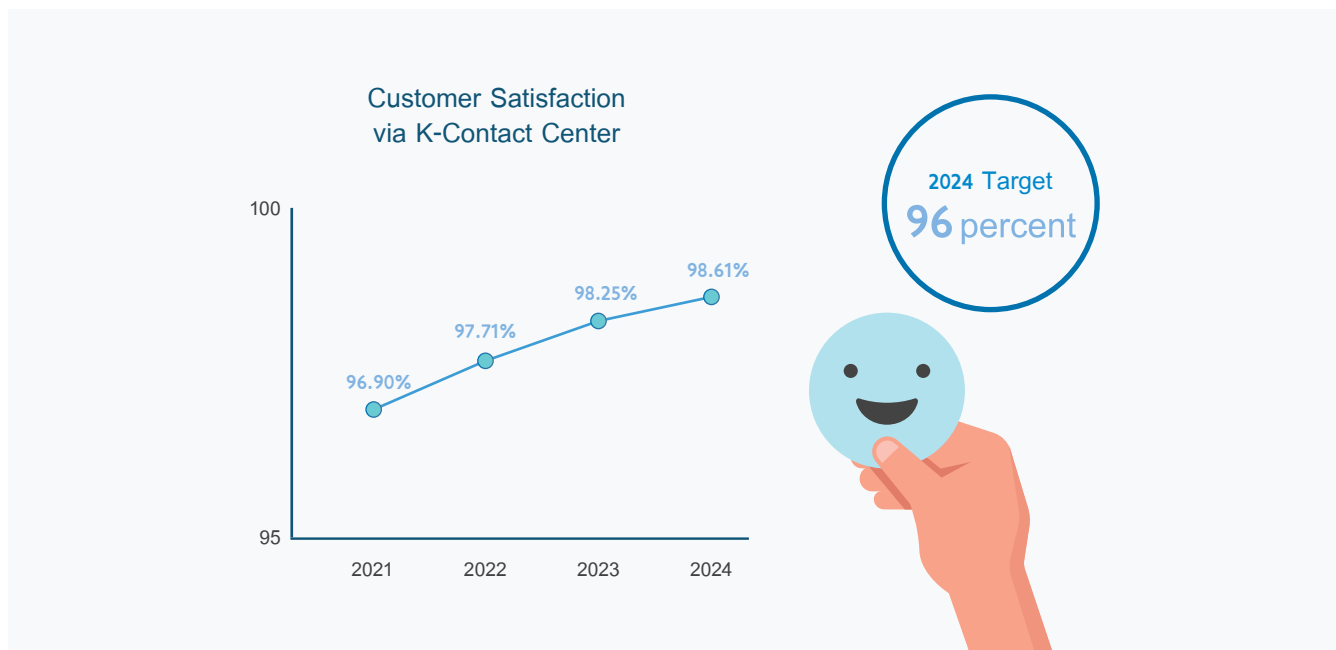
The Board of Directors approved the Market Conduct Policy which serves as guidelines for determining operations, while assigning the 360 Prudent Risk Practice working group to be responsible for undertaking relevant operations in line with the guidelines, reflecting KBank's commitment to market conduct principles. Moreover, policies and operational procedures have been revised appropriately to be consistent with the changing circumstances. We also have in place processes for taking care of customers and giving compensation in a fair and proper manner.

Customer Satisfaction Evaluation

Net Promoter Score: NPS

- Overall evaluation of KBank: Net Promoter Score (NPS) 85, which is the highest level in Thailand's banking business and within the target set by KBank.
- Evaluation of digital banking leadership image (NPS in mobile banking channel): score of 90, which is the highest level in Thailand's banking business in this category.

Customer Satisfaction





Complaint Management

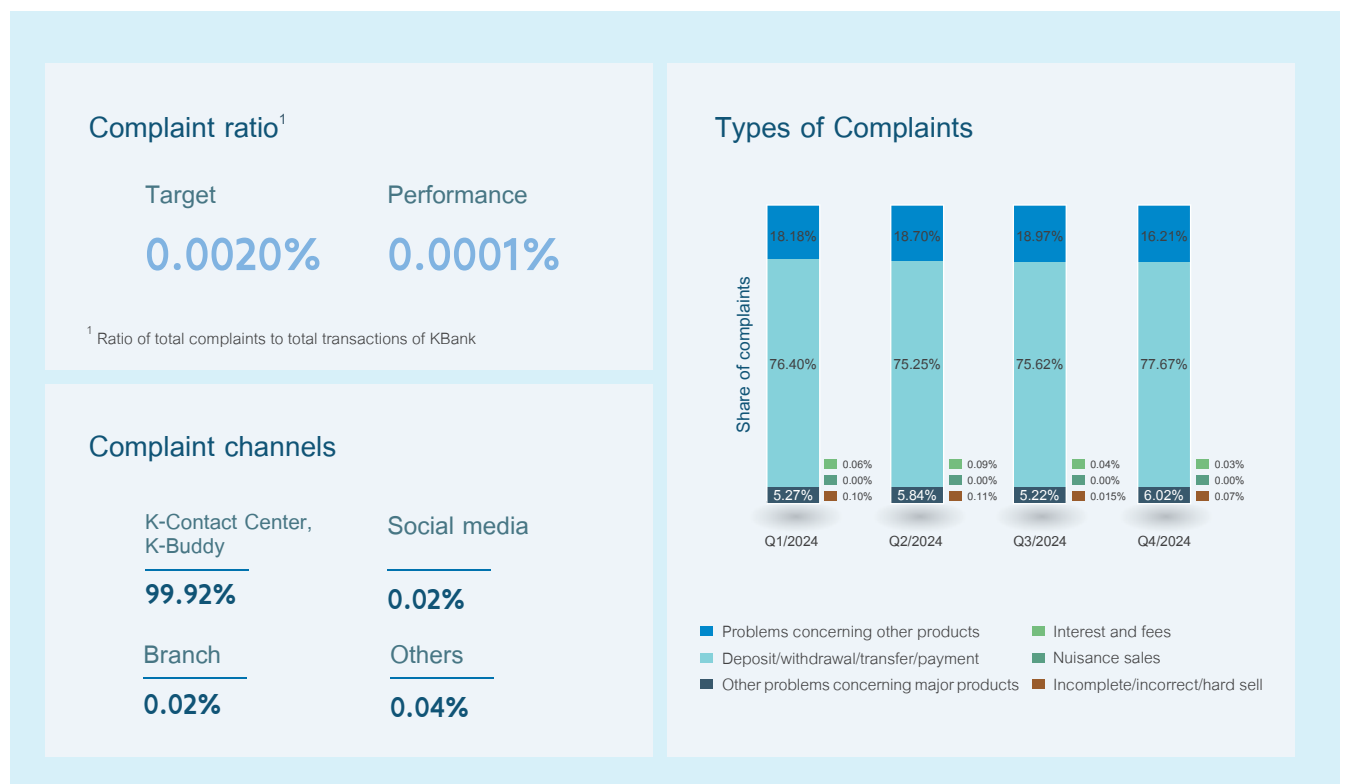
- Complaint management mechanisms have been set up to ensure systematic management via multiple service channels. We focus on consistent development and improvement of products and service processes to ensure a positive customer experience in using KBank products and services.
- KBank prioritizes quick and timely resolution to minimize the impacts upon our customers. The Complaint Resolution Center was therefore set up to provide round-the-clock service, ensuring that customers' problems are resolved within an appropriate timeframe. We have thus established an inspection and control mechanism for service level agreement (SLA) to minimize tail management. Moreover, KBank has put in place a mechanism for collecting data on customers' pain points and demands on social media via the Social Listener tool, allowing us to learn of their problems and provide them timely and efficient assistance. To this end,

a unit was set up to manage customer incidents in order to assess and control the situation so as to efficiently prevent widespread impacts on our customers and ensure timely handling and resolution. We also closely monitor the situation to control the operations of relevant units under the systematic measurement in the form of service quality dashboard.

- We have established a systematic problem management mechanism by working in collaboration with related units inside and outside the Bank. We have conducted analysis to shed light on the causes, which will be applied to the improvement of relevant processes and products to prevent the repetition of problems and better meet customers' needs.

In 2024, KBank continuously achieved its complaint management targets, maintaining complaint ratios at levels equivalent to last year while transaction volumes continued to increase.

Complaint Data in 2024



* Details of reports on data about financial service problem-solving and Service Level Agreement (SLA) can be found on KBank's website.



Responsible Lending and Investment: ESG Credit and Investment



Risks

If KBank fails to integrate environmental, social, and governance (ESG) considerations into its loan and investment decisions, it risks supporting projects or businesses that could harm the economy, society, and environment as well as violating human rights. “Greenwashing” projects represent a specific example of such potential harm. This could adversely affect the image and credibility of KBank and our customers as well as customers’ business competitiveness, eventually leading to customers’ deteriorating repayment capability.

Opportunities

Economic directions at the national and global levels are placing greater importance on ESG factors. This growing focus not only has a significant impact on operating performance of organizations but also unlocks new business opportunities for those that can adapt to such directions. This trend will also present opportunities for KBank to provide ESG credits to those businesses, while enhancing investor confidence over the long term.

Environmental and Social Risk Management Policy and Framework: ESRM

Environmental and Social Risk Management Policy and Framework (ESRM) incorporates ESG considerations into the risk management processes via an operational structure of well-defined roles and responsibilities. International practices have been adopted in our credit underwriting processes for corporate credits, project finance, and debt securities investment. Customers have been notified of sustainability-related opportunities and risks. An exclusion list* has been established for projects that are ineligible for KBank credits, along with a sector-specific guideline* and intensive risk management measures for high-risk customers. The credit underwriting process is closely monitored and examined by specialists to ensure that it is in conformity with international standards, and KBank’s financed portfolio has implemented efficient environmental and social impact management to foster stable business advancement and sustainable returns for all stakeholders in the long term.

The Bank shall regularly review and improve its ESG risk consideration policy and criteria as well as its credit underwriting to be in line with social and environmental concerns. The Bank has incorporated ESG into its Know Your Customer (KYC) and Customer Due Diligence (CDD) processes to ensure operational efficiency.

* Credit policy on ESG and sector-specific guidelines: <https://www.kasikornbank.com/TH/IR/CorporateGovernance/transparency/pages/esg-credit-policy.aspx>

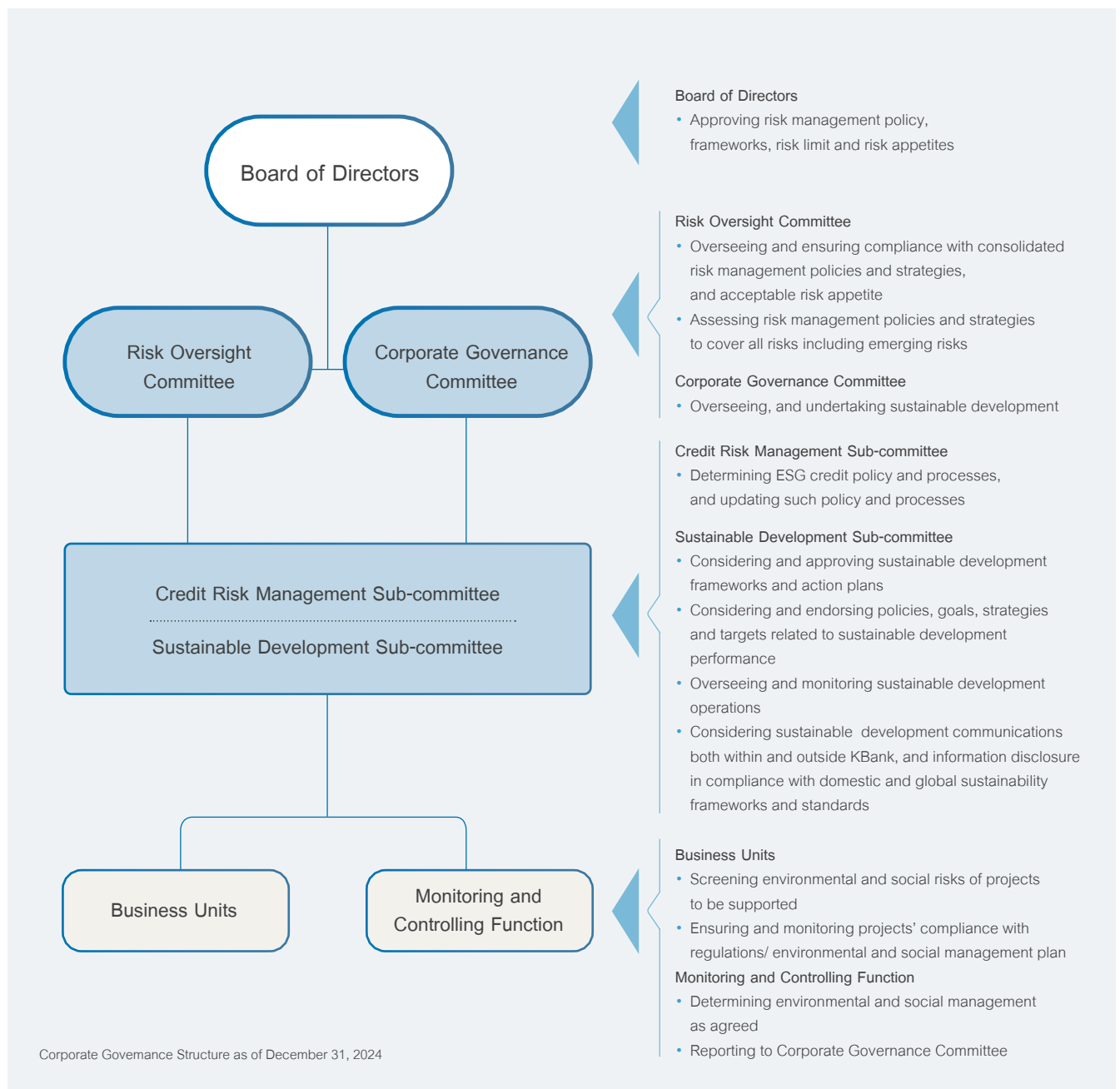


Structure of Credit Operations Demonstrating ESG Responsibility

KBank has established credit policies and operations that manifest ESG responsibility with an operational structure divided into management and transaction levels, as follows:

Management Level

Lending activities are structured so as to demonstrate ESG responsibility as follows:





Transaction Level

KBank recognizes the importance of the potential impacts of our credit activities. Our credit policy emphasizes the management of ESG impacts that may be incurred from our customers or projects financed by KBank's credits, while ESG credits are clearly defined for effective credit underwriting.

For applications of Project Finance that may create environmental and social impacts, the Enterprise Risk Management Division conducts regular monitoring and control, and reports to the Corporate Governance Committee every three months in order to receive the committee's recommendations before credit underwriting is conducted. If any project is considered to be non-compliant with the criteria of environmental and social risk assessment, KBank will give notice of the issues for improvement, along with conditions and limitations, to the customers for improvement and revision within a specified timeline. In the absence of customers' proposed directions for improvement and revision within the stipulated period, KBank may terminate our financial support to the projects.

Types of Rejected Credits and Credit Applicants (Exclusion List)¹

KBank has recognized the importance of managing environmental and social impacts through the provision of financial support via lending and investment. Credit policy on environment, social and governance (ESG) has thus been established. In alignment with international practices, ESG factors are incorporated as criteria for credit underwriting. Additionally, we have established an exclusion list and sector-specific guidelines while having in place measures for appropriate risk management for high-risk customers to ensure that credit supported by KBank will involve effective management of environmental and social impacts.

KBank's Exclusion List is based on characteristics of credit applicants and types of businesses. Credits on the ESG exclusion list include the following types of business activities:

ESG Exclusion List

- Applicants with records of being involved with or that are suspected of being involved with offences under the Anti-Money Laundering Act B.E. 2542 (2019), for example, offences related to narcotics, public fraud, terrorism, gambling, exploitation of natural resources or the environment through the illegal use or taking possession of natural resources for commercial purposes, weapons and war materials, as well as human trafficking
- Credits related to illegal activities or activities that risk violation of laws including domestic environmental laws and international agreements, for example:
 - Trade of wild animals and protected wildlife products under the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)
 - Exports and imports of waste that violate the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal (Basel Convention) or related rules and regulations
 - Manufacturing, use or trading of pharmaceutical products, chemicals, insecticides, atmosphere-destroying substances and other hazardous substances which are being or have been discontinued under international agreements or national laws. For instance, imports and exports of extremely hazardous chemical substances under the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade, or chemical substances that produce pollution under the Stockholm Convention on Persistent Organic Pollutants (POPs)
 - Manufacture or sale of living modified organisms (LMO): These activities may be allowed upon the granting of permission by importing countries and compliance with regulations of the Cartagena Protocol
 - Manufacturing related to activities in the fields of genetic materials and genetic engineering which do not conform with the UN Convention on Biological Diversity and Bonn Guidelines or Nagoya Protocol
- Credits related to destroying or encroaching upon important ecosystems such as mangrove forests and conservation areas, for example:

¹ In terms of "not supporting credit" means not supporting the provision of new credit or the extension of existing credit, whether it is corporate credit lines lending or project and infrastructure financing. This also includes non-supporting services related to debt securities, whether arranging or underwriting.



- Natural parks, conservation areas and animal sanctuaries per related public notifications
- UNESCO World Heritage Sites
- Conservation areas under the Ramsar Convention on Wetlands
- Protected areas specified by the International Union for Conservation of Nature (IUCN Protected Area Category) and High Conservation Value (HCV) areas
- Wetlands, swamps or other areas with high carbon stock
- Credits related to destroying or encroaching upon cultural areas, such as archeological sites and cultural heritage sites
- Credits related to violation of human rights, human trafficking, forced labor, illegal migrant labor, child labor or occupational conditions that do not meet related standards
- Credits in support of activities contrary to morality or social norms, such as
 - Massage parlors, love hotels, prostitution, pornography, gambling and media related to racism
 - Activities believed to have been approved to carry out such operations as procurement, and to receive a concession or license via misuse of public and political office for private gain or bribe, brokerage fee or remuneration in other forms
 - Bid bonds for government projects wherein the bidders connive among themselves to allow one of them to win the bids
- Credits related to speculation
- Credits related to arms trade with importing from or exporting to the Socialist People's Libyan Arab Jamahiriya
- Credits related to manufacturing or trading of weapons of mass destruction, for example:
 - Anti-personnel landmines
 - Cluster munitions
 - Nuclear weapons
 - Biological and chemical weapons
 - Lethal Autonomous Weapons Systems: LAWS
- Credits for projects in foreign countries that may create extensive environmental and social impacts, and do not comply with the host countries' environmental requirements or those of related national agencies, as well as other globally accepted standards, such as the Equator Principle, IFC Performance Standards & Environmental, Health, and

- Safety Guidelines (EHS Guidelines), ADB Safe Guard Policy, JBIC's Guidelines for Confirmation of Environmental and Social Considerations, EBRD Performance Requirements – Environmental and Social Sustainability (European Standard)
- Credits for hydropower generation from dams that generate significant impacts on the environment and society, without management measures or work plans in accordance with the Equator Principles and without support from international financial institutions for development or foreign financial institutions that have accepted the Equator Principles
- Businesses related to thermal coal, including coal-fired power plants, coal mining, coal trading, and other businesses that utilize funds for purposes related to the coal business or are part of the coal supply chain, such as coal trading, coal mining construction, and coal transportation
- Exploration, drilling and production Project from unconventional energy sources (Unconventional Oil & Gas) and other related businesses (Supply chain and Infrastructure) with unconventional energy sources, such as Tar Sands, Shale Oil & Gas, Arctic Oil & Gas, Deep Water, Ultra-Deep-Water (UDW), and Unconventional Extraction Liquefied Natural Gas.
- Credits related to manufacturing or trading of Tobacco
- Any credits that may adversely affect KBank's reputation

In addition, KBank has developed the loan consideration guidelines for specific industrial sectors in accordance with the environmental and social impacts that they create, by including ESG factors in credit consideration for each industry in addition to other factors. Specific guidelines have been developed for various industries, including power generation, mining, oil and gas, agriculture, agro-processing and food, forestry and related businesses that use forest products, chemicals, tanning, bleaching and other manufacturing, real estate, construction materials, automotive and parts, transport, and service industries. Selected examples of sector-specific guidelines are as follows:

Selected Examples of Sector-Specific Guidelines²

Power Generation Industry

KBank supports financing to renewable energy plants. If power plant projects under KBank support in other countries may create extensive environmental and social impacts, project owners must comply with the host countries' environmental and social

² Credit Policy on ESG and Sector-Specific Guidelines: <https://www.kasikornbank.com/TH/IR/CorporateGovernance/transparency/pages/esg-credit-policy.aspx>



requirements as well as globally accepted environmental and social requirements and standards. In addition, KBank will consider granting financial support to projects with support from international financial institutions for development or those which accept internationally recognized environmental and social management principles or standards.

KBank does not provide new loans for the following operators:

- Nuclear power plants
- Hydropower plants from dams without management measures and work plans in accordance with the Equator Principles, and without support from international financial institutions for development or foreign financial institutions
- New coal-fired power plants; KBank will gradually reduce the amount of outstanding loans to coal-fired power plants to zero by 2030. KBank has engaged with all clients in the coal-fired power plants business to communicate the commitment to divest our financing from coal-fired power projects
- New natural gas power plants that do not use low-carbon technology to significantly reduce emission intensity

KBank supports the following operators:

- Renewable energy plants, e.g., solar energy and wind energy
- Power plants using other fuels, e.g., biomass, biogas and waste, with environmental impact assessment in accordance with the business types, information disclosure and greenhouse gas emission plan, monitoring compliance with measures to prevent and correct environmental impacts, monitoring and examination of environmental quality for the business premises and surrounding communities

Coal Industry

KBank supports coal business operators that passed the green mining standards of the Ministry of Industry, which involve mining with limited environmental impacts and sustainable use of mining resources. The mining processes must reduce the impacts of noise, vibration, contaminated water and particle pollution, with effective dust control solutions for transportation routes and storage systems.

KBank does not support financing to businesses as follows:

- Asbestos mining and businesses related to production or trade of unbonded asbestos fibers

- Mining that pollutes freshwater and marine water resources
- Mountaintop removal mining
- Mining in wildlife sanctuaries
- Mining near UNESCO World Heritage sites
- Mining that pollutes freshwater and marine water resources
- Mining in areas of conflict (border areas, battle zones)
- Thermal coal mining and coal infrastructure, and expansion of existing coal mines
- Provision of corporate finance and coal infrastructure for thermal coal mining
- Provision of corporate finance for thermal coal mining

KBank will gradually reduce the coal mining loan portfolio to zero within 2030.

Oil & Gas Industry

KBank supports businesses with goals and disclosures related to greenhouse gas emissions, and guidelines to alleviate greenhouse gas emissions, due to the fact that the oil and gas industry is a major contributor to greenhouse gas emissions to the ecosystem.

- KBank does not support any exploration or production projects of unconventional resources, e.g., Tar sands, Shale oil and gas, Arctic oil and gas, Deep Water (an energy source at a depth of approximately 1,000 ft or 300m), Ultra-Deep-Water sources (UDW) (an energy source at a depth of approximately 5,000 ft or 1,500m), as well as unconventional extraction liquefied natural gas and pipe construction for transport of such oil.

KBank focuses on the provision of loans to businesses as follows:

- Having goals to reduce gas flaring at existing and new assets within a specified timeframe
- Having a plan to monitor or reduce methane emissions at existing and new upstream assets
- Being prepared for prevention and elimination of pollution caused by oil, and having emergency drills to cope with oil spill incidents

ESG factors are incorporated as criteria for credit underwriting in alignment with international practices to ensure that credit supported by KBank will involve effective management of environmental and social impacts.



Credit Underwriting Process Based on ESG Risks

To ensure that our credit support does not affect ESG, KBank requires Relationship Managers to prepare environmental and social screening tools for corporate loans extended to medium enterprises and larger ones, as well as project finance. The loan application must be in line with the credit policy elaborated below:





For applications of Project Finance that may create environmental and social impacts, the Enterprise Risk Management Division conducts regular monitoring and control, and reports to the Corporate Governance Committee every three months in order to receive the Committee's recommendations before credit underwriting is conducted. If any project fails to meet the environmental and social risk assessment criteria, KBank shall identify issues for further improvements, along with conditions and limitations, to the customers for improvement and revision within a specified timeline. In the absence of customers' proposed directions for improvement and revision within the stipulated period, KBank may terminate our financial support to the projects.

Corporate Loan and Project Finance Results 2024



Total project finance and corporate loans for medium enterprises and larger ones that were processed through ESG risk assessment and approved in 2024 amounted to approximately

Baht **427,485** million

Corporate loans for medium enterprises and above:

Baht **384,131** million

Project finance

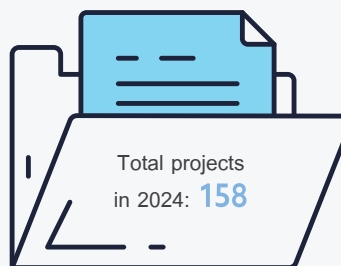
Baht **43,354** million

The total amount of project finance was 158 projects which are in the process as follows:



All the approved project finance can be divided based on type, as follows:

Types of credit applications in accordance with global principles and notifications of Ministry of Natural Resources and Environment



Number of Type A¹⁾ projects: 14

Number of Type B²⁾ projects: 55

Number of Type C³⁾ projects: 89

¹⁾ Type A is projects that cause severe environmental and social impacts.
²⁾ Type B is projects that have impacts on both the environment and society.
³⁾ Type C is projects that do not have any impact or cause little impact on the environment and society.



Examples of Financial Support Considerations

KBank evaluates project finance by incorporating ESG factors and credit policy as key criteria, including the following:

Sustainability-Linked Loan: SLL

A company in Thailand's large real estate business group is committed to developing its hotels with excellent standards. The hotel projects plays an important role in the development of the country's real estate and tourism industries. Additionally, it serves as an indicator of the country's future economy. Over the years, the Company has operated under the framework of sustainable development and has met both domestic and international standards.

KBank conducted an assessment based on SASB materiality topics, which focused on significant ESG matters that were appropriate to the industry context and internationally recognized. It was found that the hotel business group has had significant environmental issues, including energy and water use as well as adaptation to climate change. However, it is evident that the Company has set clear guidelines in line with the sustainability index standards, has an environmental management system that meets accepted standards and creates positive environmental impacts, has reduced the amount of GHG emissions into the atmosphere, and has been in line with the Bank's sustainability strategy. Furthermore, the Bank has considered the project's location, business licenses, and compliance with relevant laws. No complaints were found.

In this sustainability-linked loan consideration, the Company has defined appropriate indicators and challenging targets, which were considered and commented on by reliable second-party opinions. These actions distinctly demonstrate the Company's efforts to improve its sustainability performance.

Solar Power Generation Projects

The solar power industry in Thailand is projected to record steady growth under the Thailand Power Development Plan 2018 - 2037 and in line with the thriving renewable energy business group. The Bank has considered supporting long-term loans for solar power plant project developers, aiming to refinance the investment in 24 new solar power plant projects with a total production capacity of 140 megawatts commercially distributed since 2015 - 2016. Consequently, this loan support may help drive the Thai economy. The projects have been efficiently generating electricity in line with the industrial standards and have had engineering and environmental consulting companies control the standards throughout the operation period.

The Bank conducted an assessment based on SASB materiality topics, which focused on significant ESG matters that were appropriate to the industry context and internationally recognized. It was found that the solar power industry has had significant environmental issues, including the intensive volumes of water for cleaning solar panels and concerns about the management of solar panels at the end of the project. However, it is evident that the Company has set clear guidelines in line with industry standards and has operated under relevant environmental laws and regulations. Therefore, this loan support may help Thailand achieve its goal of managing the impacts of climate change more effectively in accordance with the Bank's sustainability strategy.

In addition, the project has obtained a business license and complied with relevant laws. It has an environmental management system and an action plan to mitigate environmental impacts, no complaints have been reported and create positive environmental impacts.



Biomass Power Plant Projects

Biomass power plant projects in the sugar industry use waste from agricultural activities and sugar production as fuel. In addition, there is a purchase of other supplementary fuels including sugarcane leaves, rice husks, and bark, which not only help to increase income for local farmers but also help to reduce dependence on energy imports as well as increasing domestic energy security, helping to reduce GHG emissions. The Bank recognizes the significance of biomass power plant projects which are considered renewable energy. Thus, the Bank has considered the projects based on issues and assessment guidelines of global principles and the legal requirements announced by the Ministry of Natural Resources and Environment.

The Bank conducted an assessment based on SASB materiality topics, which focused on significant ESG matters that were appropriate to the industry context and internationally recognized. It was found that the biomass power plant business has had significant environmental issues, including technology, fuel, air pollution, ash, water usage, wastewater treatment, and other concerns from the nearby local communities. However, after considering the project implementation approach and receiving the evaluation results from a consulting company, the Bank found that the project has helped to reduce the use of fossil fuel by using renewable materials such as agricultural waste. The combustion process of a biomass power plant has a lower environmental impact than a fossil fuel power plant. Furthermore, biomass energy is a renewable energy that can be produced indefinitely and helps Thailand achieve its goal of effectively managing the impacts of climate change in line with the Bank's sustainability strategy.

In addition, the project has obtained a business license and complied with relevant laws. It has an environmental management system and an action plan to mitigate environmental impacts and create positive ones. Also, there are environmental evaluation results from an external expert consulting firm as well as consultants who ensure that the operation meets standards throughout the operational period by considering stakeholder opinions. No complaints have been filed thus far.

Employee Engagement for Communication of ESG Risk Consideration Criteria

KBank arranged for executives and relevant employees to attend training seminars with academic institutions, government agencies, and regulatory bodies to enhance their knowledge of environmental and social risks throughout the year, as follows:

- The Bank organized training for Relationship Managers on greenhouse gas reduction strategies and technologies for food and beverage, agro-processing, electronics and electrical appliances, and automotive and parts businesses, to support customers in their transition to Net Zero. More than 150 employees participated in the training.
- The Bank sent employees to attend external sustainability training to understand operational principles, risk management, and ESG operating standards for effective application. Examples include the "Sustainable Procurement Based on the ESGs Concept" course by the Thai Institute of Banking and Finance Association and the "ESG Internal Audit" course by the Institute of Internal Auditors of Thailand.
- The Bank organized an internal training course on "KBank ESG & Waste Management" to create awareness among employees regarding ESG, the Bank's direction, and basic waste separation, as well as to encourage individual behavioral changes in waste separation to achieve the Bank's "Zero Waste to Landfill" goal.

Customer Engagement for Transition to Low Carbon Businesses

KBank ranked top GHG-emitting industries and determined a path to reduce and control GHG emissions in each industry in line with the Paris Agreement and Thailand's goal. Such actions managed sustainability-linked risks and opportunities to let the Bank thrive with maximum efficiency. The approach can be categorized into two groups according to the industry taxonomy in the portfolio:

1. Industrial group with sector strategy consisting of six industries, including power plant, oil and gas, coal, cement, aluminum, and automotive. For this group, the Bank has prepared credit policy and goals, and has monitored



the intensity of GHG emissions per unit of production to be within the sectoral pathway and to control the amount of GHG emissions in each industrial group.

- Communicate policies, directions, and operational plans to customers
- Support sustainable financing and investment of baht 200,000 million by 2030
- Provide training and consulting services on greenhouse gas reduction approaches (Decarbonization Advisory Service)
- Provide greenhouse gas reduction solutions (Decarbonization Solutions) such as the greenhouse gas calculation platform (KClimate Carbon Accounting Platform)
- Monitor and control greenhouse gas emissions for each industry group according to the industry-specific greenhouse gas reduction strategy (Sectoral Decarbonization Strategy)

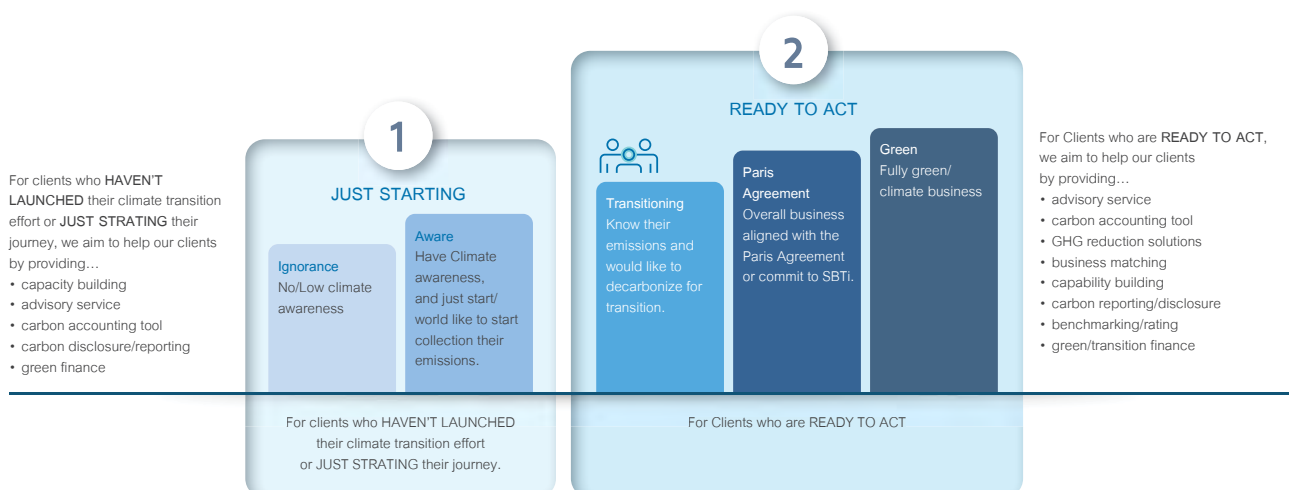
2. Industrial group with no sector strategy has less GHG emissions than the first group. However, there is an urgent need to transition to a low carbon business due to pressure from government regulations or customer demands in the supply chain.

1) The Bank assesses its customers' GHG management readiness status by having them complete a Climate Readiness Check (CRC) form to identify their status and provide appropriate solutions to help them

transition to GHG reduction. Customers are categorized into two main groups as follows:

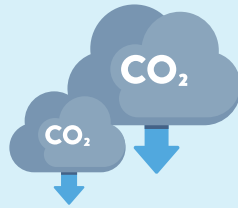
- **JUST STARTING:** customers who have initiated or have recently established structures for their climate transition. The Bank intends to assist them through climate education, advisory services on GHG emission reduction, carbon accounting tools, GHG emission reduction guidelines as well as opening carbon data. In addition, the Bank provides financial support through green financial tools.
- **READY TO ACT:** customers who have started the operation on climate under the Paris Agreement, or have set science-based targets, or have integrated sustainability principles into their business, or have operated their business in line with the reduction and adaptation of climate change. The Bank supports them with products and services such as sustainability and transition finance, green bonds, sustainability-linked loans as well as expert financial and climate advice to help customers achieve their targets and solve the climate crisis.

2) The Bank proactively engages with customers to discuss ways to reduce GHG. The relationship team and the industrial decarbonization solution team have expertise in providing advice, creating understanding, providing tools for collecting GHG data, and providing solutions for GHG reduction. In 2024, the results of operations were as follows:





55 companies participating in low-carbon transition across the following sectors:



- Food and Beverage Manufacturing
- Agro-processing Industry
- Electronics and Electrical Appliances
- Automotive

Decarbonize Now: Net Zero Blueprint Workshop

In 2024, the Bank organized the Net Zero Blueprint Workshop, or the strategy for reducing greenhouse gas emissions, under the Decarbonize Now course for customers in food and beverage manufacturing, agro-processing, electronics and electrical appliances, and automotive and parts businesses, with 55 companies participating. The workshop aimed to help customers understand the impact of Climate Change on business costs, revenues, and profits, enabling them to develop strategic plans for greenhouse gas reduction and leverage these plans for future business opportunities. Following the workshop, the Relationship Team and Industrial Decarbonization Solution Team conducted individual company consultations to provide in-depth advice supporting customers' transition to low-carbon businesses.

Engagement of Supervisory Agencies, Public Sector, Private Sector, Non-Profit Organizations and Civil Society for Communication of ESG Risk Consideration Criteria

Partnership with the Bank of Thailand

- **Financing the Transition Project:**
Finance for Business Adaptation to Sustainability

KBank has developed carbon reduction business loan packages specifically tailored for automotive parts, packaging and plastics, hotel and healthcare, and food and beverage sectors, as these

industries face increasing regulatory pressures and demands from their business chain customers. These loan packages were initiated under the "Financing the Transition" project: Finance for Business Adaptation to Sustainability, launched by the Bank of Thailand to support Thai businesses in their transition toward environmental sustainability through the development of targeted financial products. This represents a crucial step in helping SMEs make serious adaptations. The carbon reduction business loan packages will help improve production and service efficiency, reduce energy consumption, and manage carbon reduction costs effectively, supporting businesses in their transition from environmentally unfriendly practices to more sustainable operations (from brown to less brown). This initiative serves as a starting point to achieve concrete results and potential for broader implementation in the future.

- **Partnership with the Thai Bankers' Association**

KBank was one of the lead facilitators of the 4th group strategic plan on sustainability of the Thai Bankers' Association, aiming to drive operations related to sustainable development for the banking sector. The details of the operations in 2024 were as follows:

- **Thailand Taxonomy Phase 2 Draft**
On behalf of the Thai Bankers' Association, KBank participated in providing opinions and suggestions on the draft of the second phase of Thailand Taxonomy in the construction and real estate, manufacturing, waste management, and agricultural sectors, to provide a perspective as a banking sector that must utilize the standards to cluster activities in the Bank's portfolio.
- **Transition Plan Project**
This is a project to develop reference pathways for high greenhouse gas emission industries, including the power generation sector, real estate and construction sector, and transportation sector. These reference pathways are designed for member banks to adapt and apply appropriately to their individual portfolios when developing sector-specific greenhouse gas reduction strategies (Sector Strategy).

- **"EARTH JUMP 2024 : The Edge of Action"**

KBank, The Standard, and The Cloud organized the sustainability business "EARTH JUMP 2024" seminar under the concept of "The Edge of Action" for the second year. The seminar was to allow businesspeople and entrepreneurs to learn new trends and



perspectives on sustainability to create a competitive advantage in the modern business world from more than 40 Thai and global leaders, with more than 2,000 attendees. The details of the event were as follows:

- In-depth seminars explored every trend and kept up with every movement, both in Thailand and the world. The seminars also offered listening to ideas and experiences from 30 executives of leading organizations and business owners. There were two main stages as listed below:
 1. Vision to Action Stage: updated on the situation of climate change in Thailand and abroad, driving towards the net zero target, providing guidelines for affected business adjustment as well as support from financial institutions and capital markets.
 2. Story to Action Stage: updated on important sustainability trends for all businesses and SMEs that need to quickly adapt to low carbon businesses.
- Business clinic provided one-on-one consultation with more than 10 consulting firms and solution providers in various fields, including:
 1. JUMP Startup Clinic: provided advice to startup businesses on legal matters, business plans, technology, and fundraising.
 2. JUMP Low Carbon Business Clinic: provided advice to SME entrepreneurs who wanted to adapt and decarbonize their business.
- Workshops provided opportunities for both businesses and interested individuals to learn about climate change through a fun and easy-to-understand card game.
 - The Bank organized the “Exclusive Luncheon Roundtable: Climate Tipping Point, A Race Against Time” event, inviting executives from Thailand’s 14 leading organizations in the financial and capital market sectors to exchange ideas and find ways to reduce GHG emissions, aiming to create tangible positive impacts on society and the environment. Sustainable finance has been the key issue which could transition an organization to a low carbon and climate-resilient global economy.
 - The Bank has established the Thailand Climate Business Network (ThaiCBN), a collaboration between KBank and 25 leading organizations at both national and international levels, linking the work of five sectors:

public, private, education, financial and banking, and international organizations and businesses to transition Thailand towards the goal of net zero GHG emissions.

The collaboration was by the three operational guidelines:

1) to create a network on climate change throughout the supply chain and motivate the exchange of knowledge, research, technology, and best practices; 2) to promote the implementation of various knowledge and technologies; and 3) to enhance the potential of the business and the industrial sectors throughout the supply chain to be ready to seize new business opportunities in the low carbon economy era.

- KBank, joined as a speaker at the UN Global Compact Network Thailand Forum 2024 (GCNT Forum 2024) organized by the Global Compact Network Thailand in collaboration with the United Nations in Thailand under the theme “Inclusive Business for Equitable Society – To Transform Future Towards Equitable and Sustainable Society”. She joined the discussion on the topic of “Inclusive Business Landscape” to share ideas and exchange perspectives through the vision of a leader in applying the inclusive business model to reduce social inequality, create a tangible inclusive and sustainable business in the long term as well as enhance sustainability for the economy, the society, and the organization in the future.
- KBank gave a speech at the TBCSD Business Forum 2024. He emphasized the Bank’s determination in operating the business according to the sustainable development guidelines to achieve the net zero target by supporting the business sector with finance, tools and knowledge.
- KASIKORN RESEARCH CENTER Co., Ltd. (KResearch) reported the economic outlook of Thailand under the context of economic, social, political, sustainability, and geopolitical uncertainty to the public. Various topics were covered, including “Thai and global economic directions under Trump 2025 policy”, “Thai and global economic outlooks amidst geopolitical issues and falling interest rates”, “Reinventing Thailand’s growth model”, “Trade war, cleantech, and geopolitics”, etc.



Sustainable Supply Chain Management



Risks

Working with suppliers who violate environmental regulations, destroy ecosystems, or neglect social responsibility may lead to disputes with communities and disrupt business operations, as well as negatively impact reputation and erode trust among customers, investors, and stakeholders.

Opportunities

KBank promotes and raises awareness among suppliers to operate in accordance with ESG management principles, prioritizing suppliers whose operations align with these principles. If suppliers manage ESG appropriately, it can help reduce costs, minimize resource waste, lower greenhouse gas emissions, and adapt to changes or potential crises. This approach leads to opportunities for collaboration in planning, sharing innovations and technologies, and enhancing joint business operations in a sustainable manner.

Supervision of Sustainable Supply Chain Management

KBank has assigned the Procurement Management Department to ensure that supply chain management is efficient and various operational guidelines are updated on a regular basis. The Procurement Department is also required to communicate and create a common understanding with suppliers on mutual benefits derived from undertaking operations in line with the sustainable development concept, and joint monitoring and evaluation of operating performance. Additionally, it must report various operating results to its Division Head and the Bank's Board of Directors for acknowledgement and approval, including various recommendations for improvements.

monitoring, inspection and assessment, and supplier relationship management.

In recognition of the importance of personal data protection and to prioritize compliance with personal data protection laws and other relevant regulations, KBank has determined related rights and responsibilities regarding the collection, use, or disclosure of personal data and has implemented appropriate control and security measures to prevent unauthorized or unlawful access, use, alteration, modification, or disclosure of personal data, as well as data leakages. These practices are upheld as standards for suppliers.

Sustainable Supply Chain Management

KBank has improved its procurement policies and regulations to serve as guidelines for sustainable supply chain management. Such guidelines cover both the supplier recruitment and selection processes, with emphasis placed on suppliers' qualifications and the quality of their products and services, based on the assessment of their ESG-related responsibilities and controls, risk assessment and supplier classification, processes of

KBank attaches importance to and supports its suppliers to conduct businesses, with integrity and transparency in line with the relevant laws, rules and regulations. With this in mind, the Bank has developed the Supplier Code of Conduct, which covers business ethics, human and labor rights, occupational health, safety and work environment, risk management, product quality, supervision of community relationships and whistleblowing. All suppliers are required to acknowledge and accept the Supplier Code of Conduct prior to being KBank's suppliers. Once they are KBank's suppliers, they must strictly comply with the Supplier Code of Conduct.



The Bank has produced the Supplier Handbook in accordance with the Operational Procedures on Procurement for suppliers to acknowledge and adhere to. The handbook covers the fundamental practices for suppliers to carry out their businesses in compliance with the relevant laws, regulations, the Statement of Business Conduct of KBank and business ethics. It also helps suppliers maintain their operational standards in alignment with the Bank’s Supplier Code of Conduct, ensuring that their operations are free from fraud and corruption in any form while preventing wrongful exploitation of duties and conflicts of interest. The Bank’s supplier handbook also encourages suppliers to join the anti-corruption network.

The Bank has developed its work process through strategic procurement methods with suppliers. This is an important factor that has helped reduce the overall costs, enhance efficiency, and provide guidelines for systematic collaboration with suppliers. Aside from promoting continuous development and improvement in the Bank’s work process, such methods have helped mitigate potential risks arising from collaboration with suppliers while also fostering long-term relationships with them and supporting environmentally friendly procurement of goods and services.

The Bank has entered into an ESG (Green) Contract with suppliers. The Green Contract sets forth terms and conditions that are in alignment with regulations and policies concerning environmental conservation, occupational safety, health and workplace environment, social responsibility and penalties for any breaches of the agreed-upon terms and conditions.

KBank’s Supplier Code of Conduct

Business Ethics

- Suppliers must adhere to business ethics, encompassing integrity, conflict of interest management, fair competition, confidentiality, protection of personal data, respect for intellectual property, social responsibility and legal compliance.

Human Rights and Labor

- Suppliers must adhere to human rights and labor principles, including fair treatment, prohibition of forced labor, protection of workers, ensuring employees work within designated hours, providing fair wages and benefits, and respecting freedom of association and the right to collective bargaining.

Safety and Occupational Health

- Suppliers must provide a safe and hygienic working environment.
- Suppliers must establish controls for safe operating processes and accident prevention.

Environment

- Suppliers must comply with environmental laws, regulations, rules and standards.
- Suppliers must conduct environmentally friendly business operations, taking into account impacts on the environment, ecosystems and biodiversity.
- Suppliers should collect and disclose environmental data.
- Suppliers should establish environmental goals.

In 2024, KBank had a total of

1,045 suppliers,

comprising 989 domestic suppliers (amounting to 95 percent of the total number of suppliers).
56 foreign suppliers (amounting to 5 percent of the total number of suppliers).
Additionally, there were 132 new suppliers (amounting to 13 percent of the total number of suppliers).



Segmentation of Important Suppliers

The Bank has established clear criteria for the classification of suppliers by analyzing and identifying the importance of suppliers, based on the Bank's annual spending on each supplier, and assessing significant crisis exposed to suppliers and their ESG risks.



In 2024, KBank's key suppliers included:



16 Tier-1 suppliers

64 Tier-2 suppliers

The total spending with these suppliers amounted to

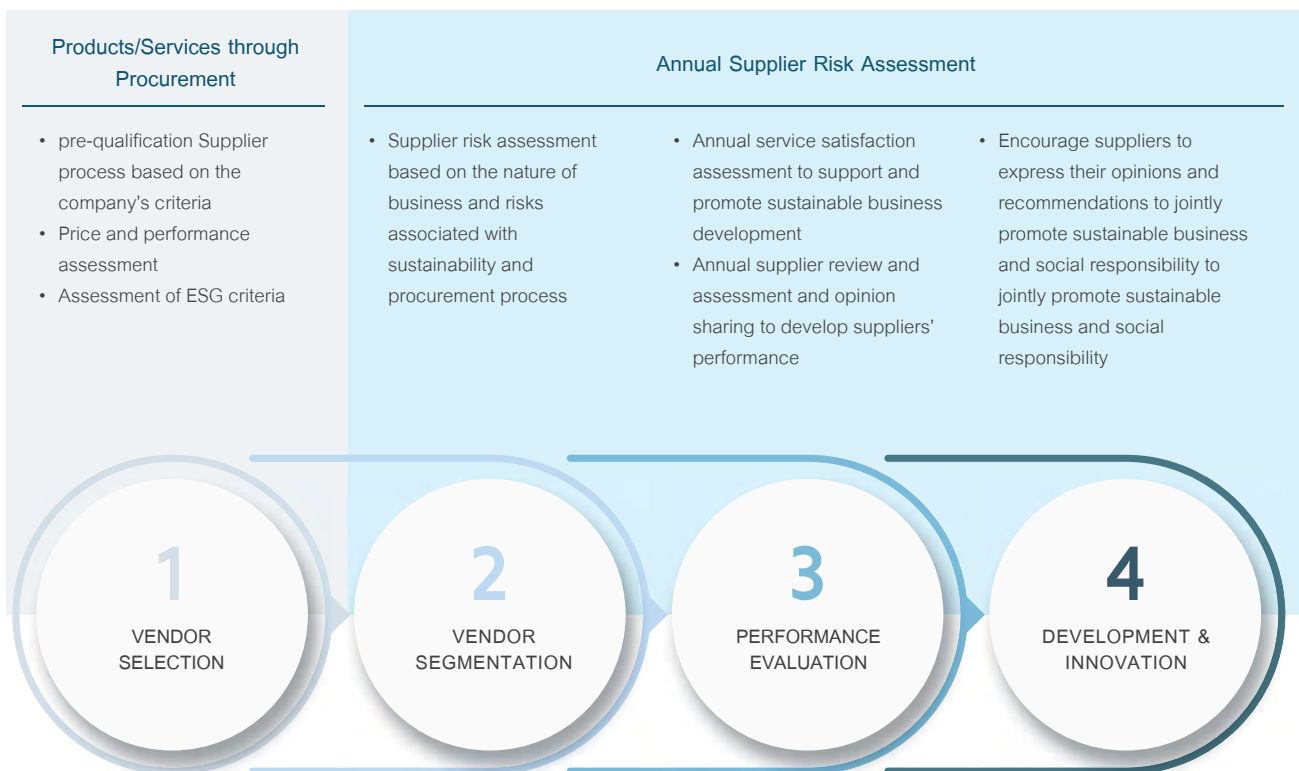
80 percent of the total spending.



Supplier Monitoring, Inspection and Assessment Processes

Following the processes of analyzing and categorizing the importance of suppliers, combined with evaluating their performance and assessing the ESG risks, the management strategies and development plans have been formulated in alignment with the risk levels of each supplier level.

Environmental, Social and Governance (ESG) Risk Assessment



* Driving and supporting operations related to sustainable development, and encouraging all employees, customers, society, communities and stakeholders to be aware of and participate in responsibility towards the economy, society and the environment, in order to achieve sustainable development.



Suppliers Performance Evaluation

Regarding the evaluation of our suppliers' performances, KBank has sent questionnaires to service users to conduct a supplier satisfaction survey. KBank has also accepted opinions, expectations and various recommendations from service users to make an assessment and analysis in order to enhance the efficiency of our operational process, and find guidelines to improve the potential of both KBank and suppliers in conducting sustainable business together, and monitoring development and improvement results of service quality. Random visits, inspections and assessments are made on their operating performance to ensure that their operations comply with our sustainability guidelines and Supplier Code of Conduct, and that we receive their goods and services via sustainable procurement processes.

KBank has conducted a site visit evaluation with key suppliers, both online and offline, at least once a year to ensure that our suppliers comply with the Supplier Code of Conduct. If any one of our suppliers does not comply with the Supplier Code of Conduct, KBank shall request that the supplier make corrections within an established timeframe while measures for monitoring the correction are put in place until the process ends. KBank shall suspend purchase orders from suppliers failing to address the issues within the established timeline until those issues are completely and accurately resolved.

In addition, KBank has tasked our procurement supervisory and management team to work with various agencies in accepting matters and handling complaints/opinions/recommendations or comments from suppliers and KBank employees.

Evaluation Results

Annual Vendor Performance Evaluation and ESG Risks Assessment of approximately 80 Tier 1 and Tier 2 critical suppliers, representing 8.76 percent of total suppliers and accounting for 80 percent of total procurement spending. Tier 1 and Tier 2 critical suppliers are required to develop improvement plans for products and services, adjust work processes to reduce costs and operational time, establish risk mitigation approaches, collaborate in providing support and assistance, exchange experiences, knowledge, and technologies, as well as continuously monitor operations according to operational guidelines and business plans. This ensures that risk management remains at a level that does not impact business, communities, and the environment. Additionally, the bank has developed work processes through strategic procurement with suppliers, which is a key driver in reducing overall costs, increasing efficiency, and establishing systematic collaborative approaches with continuous development and improvement. This helps reduce potential operational risks and strengthen long-term supplier relationships while promoting environmentally friendly procurement of goods and services to meet customer needs. The bank has selected key suppliers, Tier 1 and Tier 2 critical suppliers, conducting online meetings to acknowledge issues and suggestions for improving both the quality of products and services, as well as developing better quality of products and services. This also creates business opportunities for collaboration, which will enhance potential for long-term and sustainable business relationships.

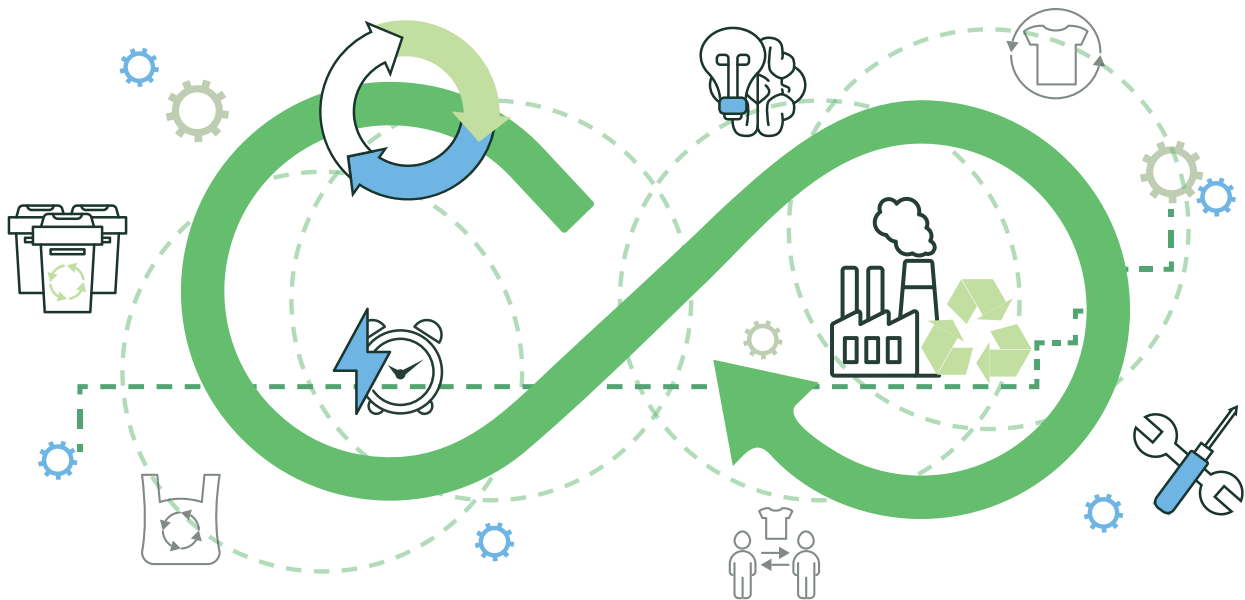
The bank has a systematic process for monitoring and evaluating supplier performance by distributing satisfaction assessment questionnaires to service users, while collecting opinions, expectations, and suggestions for analyzing and developing business collaboration potential. Furthermore, the bank conducts random sampling of suppliers in each group for site visits, monitoring, and operational audits to ensure suppliers comply with the bank's guidelines and code of conduct, ensuring the bank receives products and services through sustainable procurement processes. In cases where any supplier fails to resolve issues according to the action plan and specified timeframe, the bank will consider appropriate measures, which may include contract termination and permanent removal from the bank's supplier



registry. These measures aim to elevate suppliers' good corporate governance standards and promote sustainable business collaboration within the framework of relevant laws and regulations.

Additionally, the Bank has designated the Procurement Governance Section to work with relevant parties from various departments in receiving and managing complaints, opinions, suggestions, or feedback from suppliers and internal bank

employees through various channels such as letters, fax, telephone, and email. The management process includes investigation, fact-checking, consideration of penalties according to criteria based on behaviors that impact risk characteristics and potential damages, establishing appropriate action plans to resolve issues, monitoring problem resolution, preparing damage incident reports according to bank criteria, as well as providing guidance to suppliers in improving and developing better quality of product manufacturing and service delivery.



The suppliers with tendency to have significant adverse social and environmental impacts and having been warned by KBank to improve accounted for **0** percent of all suppliers.

The suppliers with tendency to have significant adverse social and environmental impacts and their contracts having been terminated accounted for **0** percent of all suppliers.

* Details about the Code of Conduct are available at KBank's website: https://www.kasikornbank.com/en/IR/CorporateGovernance/transparency/Pages/KBank_Supplier_Code_of_Conduct.aspx



Control Measures and Operational Guidelines related to Occupational Health and Safety

1. All suppliers have received communications on safety measures, policy to limit entries-exits of external persons, and guidelines to screen external persons.
2. Advanced technologies have been applied in work processes, such as meetings with suppliers, sessions for suppliers to be informed of scope of work, presentation and selection of work results, notifications of operational problems and obstacles.
3. Process adjustments have been made to reduce operational steps between suppliers and the relevant departments. Electronic documents have been introduced to enhance operational flexibility and rapidity, and to be in line with control measures and operational guidelines.
4. Our crisis management have been reviewed to ensure business continuity and efficiency. Consideration has been made on products and services that have been affected or will likely be affected by any crisis, with close collaboration with suppliers in devising procurement plans for products and services, so that suppliers can cope with various risks more efficiently.

Supplier Communications in 2024

On Thursday, December 19, 2024, 11.00 - 12.00 hrs., the Annual Supplier Communication was held under the theme “Connecting Collaborative Power for Excellent and Sustainability” as a live event.



2024 Annual Supplier Communication

The event included three main topics: Strategic Priorities and Goals, New Ways of Working: Collaboration and Partnering Focus, and Sustainability Focus. The purpose of the event was to communicate KBank’s strategic priorities and the new working methods that emphasize partnership collaboration to support business operations for the upcoming year. It also highlighted the important role of suppliers in jointly driving sustainable business goals, fostering common understanding that will lead to future success and sustainability of all parties.

Sustainable Procurement

The Bank is committed to developing innovative procurement practices that consider environmental impacts. We apply Green Procurement principles across all operational dimensions, from material selection and production processes to waste management, supporting sustainable development goals.

1. Transforming Technology Procurement to Reduce Environmental Impact

Solar Rooftop

Solar Rooftop across main buildings and nationwide branches, Solar Rooftops convert sunlight into unlimited renewable electrical energy, reducing indirect emissions and greenhouse gas (GHG) emissions by switching to renewable energy, supporting energy conservation and reducing electricity consumption.

Transition to Clean Energy Vehicles

KBank implemented a project to allocate long-term rental vehicles for official use and business operations, transitioning from vehicles with internal combustion engines to 100-percent electric vehicles (EVs) and hybrid electric vehicles. This initiative is a key approach in managing KBank’s vehicle fleet to help reduce environmental impact, lower greenhouse gas emissions, reduce noise pollution, improve efficiency, and promote the use of cleaner energy. It also offers cost savings in maintenance and electricity, which is cheaper and less volatile than fuel prices.



2. Environmental Product Innovation

Eco-friendly Credit & Debit Cards, Phase 2

KBank has continuously implemented the “GO GREEN Together” project, campaigning for the use of environmentally friendly materials and promoting the creation of a Green Ecosystem in business operations. This was achieved through the production of eco-friendly credit and debit cards made from recycled PVC (as opposed to normal PVC), with Phase 2 covering 68 types of cards. These cards use only materials made from recycled waste, which minimizes the use of PVC plastic from the production process. Additionally, they can be recycled after use, reducing overall energy consumption by 66 percent, decreasing the use of synthetic materials by 96 percent, eliminating waste management issues in the production process by 100 percent, lowering carbon dioxide emissions from card production by 62 percent, and reducing the consumption of non-renewable energy by 77 percent.

Environmental Packaging Development Project

Reducing the Size and Changing the Packaging for Banknote Deliver KBank reduced the size and changed the packaging for delivering banknote straps. The packaging has shifted from boxes to roll-based delivery for use at cash centers. This change led to a reduction in resource and energy usage, a 6.06 percent decrease in plastic usage, and a 100-percent reduction in paper usage.

Welcome Pack Printing Project The “Welcome Pack” printing project for the year 2024 focused on using materials and techniques that are most environmentally friendly. This initiative involved reducing the use of materials and techniques in printing and paper production, as well as switching to FSC-certified eco-friendly paper and environmentally friendly printing ink.

3. Production of Environmentally Friendly Special Occasion Gifts

2024 Chinese New Year Envelopes

2024 Chinese New Year Envelopes KBank created red envelopes for the Year of the Dragon 2567, using paper made from 100 percent EcoFiber pulp, which helps reduce the use of new wood pulp, thereby conserving natural resources. This initiative supports environmental sustainability and contributes to a better quality of life. According to environmental care data and energy reduction

calculations based on the amount of paper ordered, this effort helped save 512 trees, absorb 41 tons of carbon dioxide, reduce water energy usage by 117,086 liters, cut down on steam energy usage by 16 tons, and lower overall energy consumption by 2,681 units.

New Year Gifts 2024

New Year Gifts 2024 The Bank created the “GO GREEN TOGETHER” New Year Gift Set for Customers using recycled materials, promoting reuse and reducing hard-to-decompose plastics. Products include bags, umbrellas made from recycled plastic (rPET) fiber, and notebooks made from eco-friendly paper.

And New Year Gift Sets for Corporate Business Customers, we follow the concept of maximizing resource utilization by reducing waste and new resource consumption, minimizing environmental impact, increasing farmer income, and supporting the Circular Economy. This promotes sustainable and balanced society through collaboration between people, society, and nature. The gifts are created from processed agricultural materials, PET plastic upcycled products, and Thai organic products.

2024 Calendar Project wall and desk calendars

2024 Calendar Project wall and desk calendars, the Bank uses 100 percent EcoFiber paper made from selected recycled materials. This efficient production process helps reduce new wood pulp usage and deforestation while conserving resources and energy. Based on paper purchase calculations, this resulted in saving 2,203 trees, absorbing 178 tons of CO₂, reducing water usage by 562,251 liters, steam usage by 70 tons, and total energy consumption by 12,818 units



← 2024 Chinese New Year Envelopes from EcoFiber Pulp



About This Report

The Sustainability Report of KASIKORNBANK PUBLIC COMPANY LIMITED has been prepared annually since 2012 as a channel to report on our sustainable development performance. The Sustainability Report 2024 was published in March 2025. As for the 2024 report, its boundaries include information disclosure on the performance of KBank, subsidiaries, associates and related companies of which KBank holds at least 50 percent of shares or companies for which KBank holds management authority, and companies that wish to disclose such information. Types of information and coverage are elaborated below:

Economic Aspect Information

Performance of KBank, subsidiaries, associated and related companies consistent with our 2023 Annual Report (Form 56-1 One Report). All monetary value in this report is presented in Thai baht, which is KBank's functional currency.

Social Aspect Information

Performance of KBank only, accounting for 80.58 percent of total income of KASIKORNBANK FINANCIAL CONGLOMERATE.

Environmental Aspect Information

Performance of KBank, K Companies, KASIKORN BUSINESS-TECHNOLOGY GROUP (KBTG) and P Companies in Thailand, accounting for 90.31 percent of total income of KASIKORNBANK FINANCIAL CONGLOMERATE, as shown on page 202.

Report Boundaries

The report boundaries cover the performance of KBank, subsidiaries, associated and related companies as specified in the reporting scope of each type of information from January 1 - December 31, 2024. This report has been prepared on a yearly basis, in accordance with the GRI Standards 2021, the Task Force on Climate-related Financial Disclosure (TCFD), and other international sustainability standards and indices such as IFRS S1 and S2, and the S&P Global.

All inquiries regarding the report should be addressed to:

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Corporate Sustainability Integration Department
Corporate Secretariat Division
1 Soi Rat Burana 27/1, Rat Burana Road,
Rat Burana Sub-District, Rat Burana District,
Bangkok 10140, Thailand
Tel. 02-4702984

External Assurance for the Report

The economic aspect information boundaries in this report were compiled from the accounting recording system, as utilized in our 2024 Annual Report (Form 56-1 One Report) and audited by a Certified Public Accountant. In addition, in order to ensure the credibility and transparency of the environmental and social aspect information in this report, LRQA (Thailand) certified the correctness of energy consumption within the organization (GRI 302-1), water withdrawal (GRI 303-3), water discharge (GRI 303-4), water consumption (GRI 303-5), direct GHG emissions (Scope 1) (GRI 305-1), energy indirect GHG emissions (Scope 2) (GRI 305-2), other indirect GHG emissions (Scope 3) (GRI 305-3: category 6 – business travel by taxicab, and category 15 – investment only) GRI 305-4, waste generated (2020 edition) (GRI 306-3), waste diverted from disposal (2020 edition) (GRI 306-4), waste directed to disposal (2020 edition) (GRI 306-5), and work-related injuries (absenteeism only) (GRI 403-9) and monetary value of products and services designed to deliver a specific social business for each business line broken down by purpose as per GRI G4 Financial Services Sector Disclosures in the context of FS7 as shown on page 234 - 235.

The sustainable development performance disclosed in this report is under the responsibility of KBank and the Board of Directors and executives, whose roles and responsibilities are to monitor, review, advise and approve information disclosure in this report to be complete and of value to all stakeholders.



Quality Control of Report

The Corporate Sustainability Integration Department of the Corporate Secretariat Division is the center for supervising the quality of report preparation to ensure the correctness and completeness of the report. The unit is responsible for compiling and verifying related information in compliance with the guidelines. All operational directions and processes have been reported to KBank's Sustainable Development Sub-committee and Corporate Governance Committee.

Quality Enhancement of Report Preparation

All stakeholders are invited to express their opinions regarding our Sustainability Report 2024. These viewpoints will be analyzed for improving our operations and developing future reports to be increasingly effective and in sync with the needs of stakeholders.

Environmental Aspect Information

The environmental aspect information in this report covers activities considered by KBank to have significant impacts on the environment and has been compiled by KBank that produce environmental impacts. The environmental aspect information comes from different sources, e.g., recording gauges, accounting evidence, operating processes, and data evaluation on quality principles.

Energy

Total energy consumption consists of non-renewable energy, including electricity and energy from fuel combustion – and renewable energy, including solar power as well as the amounts of biodiesel and bio-gasoline in the fuel ratio. The information is derived from accounting data, meter readings and energy unit conversion, based on the annual energy report of the Department of Alternative Energy Development and Efficiency.

Water

Water management involves water from external sources, recycled water, discharged and reused water. Evaluation of water utilization efficiency and risk from different water sources is in place. Water from external sources is used for KBank's activities. The information is extracted from the accounting data.

Waste

Waste management covers total waste generated through KBank's operations and activities. The quantity of waste refers to the quantity of waste generated through KBank's operations and activities, and the quantity of waste recorded in this report was based on valid estimation of the quantity of municipal solid waste from Rat Burana Building, Phahon Yothin Building, Chaeng Watthana Building, KBTG Building and KLOUD by KBank Building, and based on theoretical estimation of waste generation from other buildings apart from the aforementioned.

Greenhouse Gas Emissions

This exhibits greenhouse gas (GHG) emissions from operations or activities of KBank, calculated in compliance with the report, Intergovernmental Panel on Climate Change (IPCC) guidelines and carbon footprint calculation guidelines of the Thailand Greenhouse Gas Management Organization (Public Organization).

1. Report Boundaries

- 1.1 Direct emissions (Scope 1) occur through operating processes and activities under KBank's monitoring, control and management, including fuel or natural gas combustion and the leakage of methane gas from septic tank and refrigerant leaks only.
- 1.2 Indirect emissions (Scope 2) occur mainly from the amount of electricity bought from external sources for KBank's operations, including power directly purchased from the Metropolitan Electricity Authority and the Provincial Electricity Authority and indirectly from lessors.
- 1.3 Other indirect emissions (Scope 3) occur from KBank business travel by land transport, water withdrawal and investment only.

2. Report on Intensity

- 2.1 The calculation of Scope 1 GHG emissions is based on fuel consumption (by weight or quantity), e.g., the quantity of oil or natural gas x emission factor and the leakage of methane gas from septic tank and refrigerant leaks.
- 2.2 The calculation of Scope 2 GHG emissions is based on the quantity of purchased electricity x emission factor.



- 2.3 The calculation of GHG emissions incurred indirectly through other means (Scope 3) expense related to business road travel, distance travelled and air travel class related to business air travel, and acquisition of tap water x emission factor.
- 2.4 The calculation of GHG emissions incurred indirectly through the Bank's investment (Scope 3 category 15: Investment) is based on the Bank's commercial loan, corporate bond, and equity, is based on the Bank's Commercial Loans, Project Finance, Corporate Bonds, Equity, Motor Vehicle Loans, and Mortgages.

3. Greenhouse Gas Emissions

The GHG emissions report covers CO₂, CH₄, N₂O, HFCs, PFCs and SF₆, calculated and illustrated in the form of carbon dioxide equivalent (CO₂e), indicating Global Warming Potential (GWP) as designated by the IPCC.

4. Emissions Factor

- 4.1 Scope 1 and 2 GHG emissions: Based on the reference rates of the IPCC 2006, United States Environmental Protection Agency (EPA), Department for Business, Energy and Industrial Strategy, the UK Government (BEIS) and Thailand Greenhouse Gas Management Organization (Public Organization) as well as the fuel heat rate of the Department of Alternative Energy Development and Efficiency.
- 4.2 For scope 3 emissions category 15: Investment, emission factors per energy source are from the Thailand Greenhouse Gas Management Organization (Public Organization). Emissions factors per energy consumption or production capacity are sourced directly from the report of the organization within the portfolio and emission factors for the sector per unit of revenue or asset are sourced from PCAF web-based emission factor database.

5. Assessment Methods

- 5.1 Based on the Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard Revised Edition and corporate carbon footprint assessment of Thailand's Greenhouse Gas Management Organization (Public Organization), Fourth Revision, April 2024.

- 5.2 Calculation of decline in GHG emissions resulting from the use of financial products and services via digital channels, based on the Attribution Approaches on Guidelines for Assessing the Contribution of Products to Avoided Greenhouse Gas Emissions (ILCA 2015).
- 5.3 Calculation of Scope 3 (Category 15: Investment) is based on PCAF's methodology by determining the proportional share of outstanding amount of loans and investments of the financial institution over the company/project value with the amount of GHG emissions from the borrower, investee, and project. The amount of GHG emissions from the borrower, investee and project could be estimated from three main approaches respectively, depending on availability of data, as follows:

Option 1: Reported emissions

Option 2: Physical activity-based emissions such as energy consumption

Option 3: Economic activity-based emissions

PCAF : The general approach to calculate financed emissions

$$\text{Financed emissions} = \sum_i \text{Attribution Factor}_i^* \times \text{Emission}_i$$

$$^* \text{Attribution Factor}_i = \frac{\text{Outstanding amount}_i}{\text{Total equity} + \text{debt}_i}$$

(i = Borrower or investee)

Social Aspect Information

Number of KBank Employees

KBank employees are workers under employment contracts with KASIKORNBANK PUBLIC COMPANY LIMITED; they are classified into four groups, as below:

1. "Top Management Level" includes Chief Executive Officer, Presidents, Executive Vice Presidents, and First Senior Vice Presidents
2. "Middle Management Level" includes Department Head or equivalents, and Head of Unit/Division



3. “Junior Management Level” includes Senior Officer/Team Leader or equivalents
4. “Junior Officer” includes Officers

The above employees are also classified in accordance with the employee contracts, i.e., permanent and temporary employees.

Counting Number of Employees and Workers Who are Not Employees

Data collection on the number of employees (Headcount) was collected at the end of the reporting period. Workers who are not employees include employees of the wholly owned subsidiaries of KBank and support service providers of KBank.

Calculation of Working Hours

1. The data is extracted from the time recording system and data record at the Human Resources Management Department.
2. In a case when the companies or factories do not have a time recording system, average working hours will be used for the calculation, as follows:

Working hours (hours-employees)	= (Number of employees x working days x normal working days (per day)) + total overtime hours (only applicable to Junior Officer Level)
Working days in a year	= Number of employees x working days in a year

Human Capital Return on Investment Calculation

Human Capital Return on Investment	= (Total Revenue – (Total Operating Expense – Employee Expense))/ Employee Expense
Human Capital Return on Investment included Expected Credit Loss	= (Total Revenue – (Total Operating Expense + Expected Credit loss – Total Employee Expense))/Total Employee Expense

Safety Data Recording

Work safety data concerning health and hygiene is calculated and recorded as shown below:

Definition

Day	Scheduled Work Day
Recordable Work-related Injury	Work-related injuries, from injuries requiring medical treatment and beyond. First aid injuries are outside the scope of recordable work-related injury
Total Recordable Work-related Injury Rate: TRIR	Injuries that lead to an absence of one day or more (starting from the day of absence after the day the incident occurs)
Lost Day Injuries	Actual days of absence

Calculation

Total Recordable Work-related Injury Rate: TRIR	$\frac{= \text{Number of all injuries (for the reporting period)} \times 1,000,000 \text{ (operating hours)}}{\text{Operating hours (for the reporting period)}}$
Lost Time Injury Rate: LTIR	$\frac{= \text{Number of Lost Time Injuries (for the reporting period)} \times 1,000,000 \text{ (operating hours)}}{\text{Operating hours (for the reporting period)}}$
Lost Day Injury Rate: LDIR	$\frac{= \text{Number of Lost Day Injuries (for the reporting period)} \times 1,000,000 \text{ (operating hours)}}{\text{Operating hours (for the reporting period)}}$
Occupational Disease Rate: ODR	$\frac{= \text{Number of Occupational Diseases (for the reporting period)} \times 1,000,000 \text{ (operating hours)}}{\text{Operating hours (for the reporting period)}}$
Absentee Rate: AR	$\frac{= \text{Number of unplanned leave days (sick leave)} \text{ (for the reporting period)} \times 100}{(\text{Number of working days in one year}^* \times \text{Number of employee})}$

* The total working days in a year are calculated by deducting weekends (Saturdays and Sundays) and bank holidays announced by the Bank of Thailand from the total number of calendar days in the year.



Social and Environmental Information Disclosure Boundaries

Name of Company	Social Aspect			Environmental Aspect			
	Labor Practice	Training	Safety	Fuel	Electricity	Water	Waste
1. KASIKORNBANK PUBLIC COMPANY LIMITED	●	●	●	●	●	●	●
2. KASIKORN ASSET MANAGEMENT CO., LTD.				●	●	●	●
3. KASIKORN RESEARCH CENTER CO., LTD.				●	●	●	●
4. KASIKORN SECURITIES PCL				●	●	●	●
5. KASIKORN LEASING CO., LTD.				●	●	●	●
6. KASIKORN FACTORY AND EQUIPMENT CO., LTD.				●	●	●	●
7. KASIKORN TECHNOLOGY GROUP SECRETARIAT CO., LTD.				●	●	●	●
8. KASIKORN LABS CO., LTD.				●	●	●	●
9. KASIKORN SOFT CO., LTD.				●	●	●	●
10. KASIKORN INFRA CO., LTD.				●	●	●	●
11. KASIKORN X CO., LTD.				●	●	●	●
12. PROGRESS PLUS CO., LTD.				●	●	●	●
13. PROGRESS APPRAISAL CO., LTD.				●	●	●	●
14. PROGRESS GUNPAI CO., LTD.				●	●	●	●
15. PROGRESS MANAGEMENT CO., LTD.				●	●	●	●
16. PROGRESS FACILITIES MANAGEMENT CO., LTD.				●	●	●	●
17. PROGRESS SERVICE CO., LTD.				●	●	●	●
18. PROGRESS STORAGE CO., LTD.				●	●	●	●
19. PROGRESS H R CO., LTD.				●	●	●	●
20. PROGRESS SERVICE SUPPORT CO., LTD.				●	●	●	●
21. PROGRESS COLLECTION CO., LTD.				●	●	●	●
22. PROGRESS TRAINING CO., LTD.				●	●	●	●
23. PROGRESS MULTI INSURANCE BROKER CO., LTD.				●	●	●	●
24. KCLIMATE 1.5 CO., LTD.				●	●	●	●
25. Kubix Digital Asset Co., Ltd.				●	●	●	●
26. KASIKORN INVESTURE CO., LTD.				●	●	●	●

Note:

Economic aspect information covers the performance of KBank, subsidiaries, associated and related companies consistent with our Annual Report 2024 (Form 56-1 One Report).



Environmental, Social, Governance and Economic Performance

Environmental Performance

Assessment Parameter	
Baseline year	2020
Consolidation approach	Operation controls
Boundary summary	All entities and facilities either owned or under operation control
Emission factor data source	IPCC 2006, DEDE 2010, TGO update July 2022, IPCC AR6
Materiality threshold	5%
Intensity ratio	per FTE
Independent assurance	YES

Parameter	Unit	Performance					Target 2024	Performance 2024 compare with Base year 2020	Long-term Target 2030 compare with Base year 2020**
		2020 (Base year)	2021	2022	2023	2024			
Greenhouse Gas Emission (GHG Emission)									
Total Scope 1 emission	Tonnes CO ₂ e	18,727.05	15,833.59	11,232.01	15,467.65	15,062.22	-	-	-
Total Scope 2 emission (Location based)	Tonnes CO ₂ e	69,105.49	64,980.29	61,336.01	64,034.31	66,687.73	-	-	-
Total Scope 2 emission (Market based)	Tonnes CO ₂ e	69,105.49	64,980.29	61,141.55	61,174.88	57,824.50	-	-	-
Total Scopes 1 & 2 emission*	Tonnes CO ₂ e	87,832.54	80,813.88	72,373.56	76,642.53	72,886.72	16.80% reduction	17.02% reduction	-90% reduction
Total Scopes 1 & 2 emission intensity	Tonnes CO ₂ e per FTE	2.66	2.55	2.30	2.40	2.30	-	-	-
Full Time Employee	FTE	33,034	31,706	31,469	31,868	31,728	-	-	-

* For GHG Emission (Scope 1) from refrigerant-related sources, only leakage of refrigerant in major buildings of KBank are included. For GHG Emission (Scope 2), purchased cooling (chilled air) of KBank's branches located in department stores are not included.

** The Bank has committed to becoming Net Zero in our own operations by 2030, encompassing GHG Scope 1 & 2, with targets set in alignment with Science-Based Targets Initiative (SBTI) by committing to at least 90% absolute emission reduction, with the remainder being managed by removal process.



Parameter	Unit	Performance					Target 2024
		2020	2021	2022	2023	2024	
Energy							
Total energy consumption within organization from renewable and non-renewable sources	MWh	213,091.98	186,564.30	188,807.49	195,717.65	199,127.04	-
Total energy consumption within the organization from non-renewable sources	MWh	203,592.31	178,397.24	161,133.03	167,778.16	167,434.45	-
Total energy consumption within the organization from renewable sources***	MWh	9,499.68	8,167.06	27,674.46	27,939.49	31,692.58	-
Total energy consumption intensity from renewable and non-renewable sources	MWh per FTE	6.45	5.88	5.72	6.17	6.28	-
Total renewable energy consumption/ Total Energy Consumption within Organization	%	4.46%	4.38%	14.66%	14.28%	15.92%	15.00%
Water and Effluents							
Total water withdrawal	m ³	781,862	615,550	571,827	647,819	634,198	-
- In all area							
Third-party water (Total) (≤ 1,000 mg/L Total Dissolved Solids)	m ³	781,862	615,550	571,827	647,819	634,198	-
- In areas with water stress							
Third-party water (Total) ≤ 1,000 mg/L Total Dissolved Solids	m ³	70,368	72,081	62,729	587,961	574,139	-
Water withdrawal intensity	m ³ per FTE	23.67	19.41	18.17	20.43	19.99	20.43
Total CO ₂ emission from water withdrawal	Tonnes CO ₂ e	534.56	403.14	370.15	447.26	466.07	-
Total CO ₂ emission from water withdrawal per FTE	Tonnes CO ₂ e per FTE	0.0161	0.0127	0.0118	0.0140	0.0147	-
Total water discharge to surface water	m ³	511,935	332,963	413,497	405,183	398,749	-
- Volume (≤ 1,000 mg/L Total Dissolved Solids)	m ³	511,935	332,963	413,497	405,183	398,749	-
- Volume (> 1,000 mg/L Total Dissolved Solids)	m ³	0	0	0	0	0	-
Total water consumption****	m ³	269,927	282,587	158,330	242,637	235,449	-

*** Including energy generated from solar PV, uses Renewable Energy Certificate (REC), and bio-based portion of liquid fuel containing biogenic ingredients.

**** In 2024, measurement and calculation of water consumption has been improved by addition of inlet flow rate monitoring at evaporators in chiller units where heat exchange is conducted by evaporation. Thus, calculation of water consumption in 2024 has improved in accuracy.




Parameter	Unit	Performance					Target 2024
		2020	2021	2022	2023	2024	
Waste							
Total waste generate	Metric Tonnes	5,851.33	5,494.61	4,918.38	4,166.97	3,507.81	-
- Disposal method of hazardous waste	Metric Tonnes	581.35	1,659.14	95.24	33.95	76.27	-
- Disposal method of non-hazardous waste	Metric Tonnes	5,269.98	3,835.47	4,823.14	4,133.02	3,431.54	-
Total waste used / recycled / sold / others	Metric Tonnes	1,956	2,947.59	1,504.82	1,879.22	2,055.92	-
- Hazardous waste							
Preparation for reuse	Metric Tonnes	1.31	12.09	1.06	-	0.04	-
Recycling	Metric Tonnes	577.46	1,646.70	93.34	32.70	75.98	-
- Non-hazardous waste							
Recycling	Metric Tonnes	1,377.24	1,288.80	1,410.42	1,846.52	1,979.90	-
Total waste disposed	Metric Tonnes	3,895.33	2,547.02	3,413.56	2,286.50	1,451.89	-
- Hazardous waste							
Landfilling	Metric Tonnes	2.59	0.35	0.84	1.10	0.25	-
incinerator (with energy recovery)		-	-	-	-	-	-
incinerator (without energy recovery)		-	-	-	0.15	-	-
- Non-hazardous waste							
Landfilling	Metric Tonnes	3,892.74	2,546.67	3,412.72	2,286.50	1,363.09	-
incinerator (with energy recovery)		-	-	-	-	88.55	-
incinerator (without energy recovery)		-	-	-	-	-	-
Waste generated intensity	kg perFTE	177.13	173.30	156.29	131.43	110.56	118.28
Greenhouse Gas Emission from Business Travel *****							
Total business travel from road	km	4,807,722	3,913,550	3,919,990	7,260,305	8,213,576	-
Total CO ₂ e emission from road travel	Tonnes CO ₂ e	752.58	612.61	613.62	1,136.50	1,289.53	-
Total CO ₂ e emission from road travel per FTE	Tonnes CO ₂ e per FTE	0.0228	0.0194	0.0195	0.0357	0.0406	-
Total business travel by Air	km	2,818,392	306,631	4,762,576	13,343,820	11,793,840	-
Total CO ₂ e emission from Air travel	Tonnes CO ₂ e	363.96	36.77	934.11	1,789.80	1,992.67	-
Total CO ₂ e emission from Air travel per FTE	Tonnes CO ₂ e per FTE	0.0110	0.0012	0.0297	0.0562	0.0628	-
Total CO₂e emission from business travel*****	Tonnes CO ₂ e	1,116.54	649.38	1,547.73	2,926.30	3,282.20	-
Total CO₂e emission from business travel per FTE	Tonnes CO ₂ e per FTE	0.0338	0.0205	0.0492	0.0918	0.1034	-
Full Time Employee	FTE	33,034	31,706	31,469	31,868	31,728	-

***** In 2024, GHG Emission (Scope 3, Category 6: Business Travel) calculation has been updated with latest emission factors to better suite context of our operations as well as the latest factors available from IPCC AR6.



Social Performance

Social Performance	2021		2022		2023		2024	
	Number of employees	% of total employees	Number of employees	% of total employees	Number of employees	% of total employees	Number of employees	% of total employees
 Number of Employees*	19,029		18,648		18,596		18,617	
By Gender								
• Male	5,703	29.97	5,516	29.58	5,363	28.84	5,208	27.97
• Female	13,326	70.03	13,132	70.42	13,233	71.16	13,409	72.03
	19,029	100	18,648	100	18,596	100	18,617	100
By Age								
• < 30 years	3,220	16.92	2,381	12.77	2,034	10.94	1,746	9.30
• 30 - 50 years	12,441	65.38	13,060	70.03	13,519	72.70	14,001	75.20
• > 50 years	3,368	17.70	3,207	17.20	3,043	16.36	2,870	15.41
	19,029	100	18,648	100	18,596	100	18,617	100
By Nationality								
• Thai	19,001	99.85	18,621	99.86	18,572	99.87	18,599	99.90
• Foreigner	28	0.15	27	0.14	24	0.13	18	0.10
By Others								
• People with disability	2	0.01	3	0.02	3	0.2	3.00	0.25
By Type of Employment								
• Permanent	18,849	99.05	18,506	99.24	18,515	99.56	18,485	99.29
• Contracted	180	0.95	142	0.76	81	0.44	132	0.71
By Workplace								
• Head office and main buildings	12,228	64.26	12,048	64.61	12,032	64.70	12,273	65.92
• Elsewhere	6,801	35.74	6,600	35.39	6,564	35.30	6,344	34.08
By Country								
• Thailand	19,004	99.87	18,612	99.81	18,579	99.91	18,602	99.92
• Elsewhere	25	0.13	36	0.19	17	0.09	15	0.08
By Level of Education								
• High school (lower than bachelor's degree)	241	1.27	210	1.13	188	1.01	164	0.88
• Bachelor's degree	12,496	65.67	12,036	64.54	12,061	64.86	12,011	64.51
• Master's degree	6,245	32.82	6,346	34.03	6,288	33.81	6,379	34.26
• Master's degree	47	0.25	56	0.30	59	0.32	63	0.34

* Total employees herein refers to KBank employees only, i.e. workers under employment contracts with KASIKORNBANK PUBLIC COMPANY LIMITED. They are classified in accordance with the employee contracts, i.e., permanent and contracted employees.





Social Performance	2021		2022		2023		2024	
	Number of employees	% of total employees	Number of employees	% of total employees	Number of employees	% of total employees	Number of employees	% of total employees
By Employee Level								
Top Management Level	79		89		92		98	
• Male	55	69.62	57	64.04	63	68.48	65	66.33
• Female	24	30.38	32	35.96	29	31.52	33	33.67
• < 30 years	0	0.00	0	0.00	0	0.00	0	0.00
• 30 - 50 years	26	32.91	34	38.20	31	37.10	33	33.67
• > 50 years	53	67.09	55	61.80	61	62.90	65	66.33
Middle Management Level	968		1,037		1,094		1,111	
• Male	488	50.41	511	49.28	513	46.89	511	45.99
• Female	480	49.59	526	50.72	581	53.11	600	54.01
• < 30 years	0	0.00	0	0.00	0	0.00	0	0.00
• 30 - 50 years	540	55.79	433	41.76	647	59.14	665	59.86
• > 50 years	428	44.21	604	58.24	447	40.86	446	40.14
Junior Management Level	7,257		7,471		7,664		7,833	
• Male	2,713	37.38	2,697	36.10	2,681	34.98	2,588	33.04
• Female	4,544	62.62	4,774	63.90	4,983	65.02	5,245	66.96
• < 30 years	52	0.72	60	0.80	65	0.85	54	0.69
• 30 - 50 years	5,221	71.94	1,880	25.17	5,814	75.86	6,104	77.93
• > 50 years	1,984	27.34	5,531	74.03	1,785	23.29	1,675	21.38
Junior Officer	10,725		10,051		9,746		9,575	
• Male	2,447	22.82	2,251	22.40	2,106	21.61	2,044	21.35
• Female	8,278	77.18	7,800	77.60	7,640	78.39	7,531	78.65
• < 30 years	3,168	29.54	2,321	23.09	1,969	20.20	1,692	17.67
• 30 - 50 years	6,654	62.04	6,891	68.56	7,027	72.10	7,202	75.22
• > 50 years	903	8.42	839	8.35	750	7.70	681	7.11




Social Performance	2021		2022		2023		2024	
	Number of employees	% of total employees	Number of employees	% of total employees	Number of employees	% of total employees	Number of employees	% of total employees
Number of Employees by Type of Employment								
Permanent employees	18,849	99.05	18,506	99.24	18,515	99.56	18,485	99.29
By Gender								
• Male	-	-	5,459	29.50	5,331	28.79	5,155	27.89
• Female	-	-	13,047	70.50	13,184	71.21	13,330	72.11
By Country								
• Thailand	-	-	18,495	99.94	18,498	99.91	18,470	99.92
• Elsewhere	-	-	11	0.06	17	0.09	15	0.08
Contracted employees	180	0.95	142	0.76	81	0.44	132	0.71
By Gender								
• Male	-	-	54	38.03	32	39.51	53	40.15
• Female	-	-	88	61.97	49	60.49	79	59.85
By Country								
• Thailand	-	-	142	1.00	81	1.00	132	1.00
• Elsewhere	-	-	0	0.00	0	0.00	0	0.00
Full-time employees)	-	-	18,648	100.00	18,596	100.00	18,617	100.00
By Gender								
• Male	-	-	5,513	29.56	5,363	28.84	5,208	27.97
• Female	-	-	13,135	70.44	13,233	71.16	13,409	72.03
By Country								
• Thailand	-	-	18,637	99.94	18,579	99.91	18,602	99.92
• Elsewhere	-	-	11	0.06	17	0.09	15	0.08
Non-guaranteed hours employees	0	-	0	-	0	-	0	-
Part-time employees	0	-	0	-	0	-	0	-
Workers who are not employees*	12,677	-	12,821	-	13,272	-	13,111	-
New Hires	531	2.79	1,204	6.46	1,408	7.57	1,297	6.97
By Gender								
• Male	229	43.13	438	36.38	410	29.10	418	32.23
• Female	302	56.87	766	63.62	998	70.88	879	67.77

* Workers who are not employees refer to employee of the wholly-owned subsidiaries of KBank and support service providers of KBank.



Social Performance	2021		2022		2023		2024	
	Number of employees	% of total employees	Number of employees	% of total employees	Number of employees	% of total employees	Number of employees	% of total employees
By Age								
• < 30 years	188	35.40	563	46.76	801	59.89	729	56.21
• 30 - 50 years	338	63.65	634	52.66	604	42.90	557	48.95
• > 50 years	5	0.94	7	0.58	3	0.21	11	0.85
By Employee level								
• Top Management level	3	0.57	2	0.17	3	0.21	3	0.23
• Middle Management level	34	6.40	62	5.15	46	3.27	69	5.32
• Junior Management Level	256	48.21	409	33.97	275	19.53	470	36.24
• Junior Officer	238	44.82	731	60.71	1,084	76.99	755	58.21
By Workplace								
• Head office and main buildings	531	100	1,111	92.28	1,020	72.44	961	74.09
• Elsewhere	0	0.00	93	7.72	388	27.56	336	25.91
By Country								
• Thailand	531	100	1,204	100	1,408	100	1,297	100
• Elsewhere	0	0.00	0	0.00	0	0.00	0	0.00
By Nationality								
• Thai	525	98.87	1,191	98.92	1,404	99.72	1,293	99.69
• Foreigner	6	1.13	13	1.08	4	0.28	4	0.31
By Others								
• People with disability	0	0.00	0	0.00	0	0.00	0	0.00
 Open positions filled by internal candidates	89	78.76	285	85.59	654	94.65	139	80.35
By Gender								
• Male	42	47.19	141	49.47	322	49.24	64	46.04
• Female	47	52.81	144	50.53	332	50.76	75	53.96
By Age								
• < 30 years	0	0.00	0	0.00	0	0.00	0	0.00
• 30 - 50 years	66	74.16	184	64.56	276	42.20	104	74.82
• > 50 years	23	25.84	101	35.44	378	57.80	35	25.18
 Average employee expense per FTE		51,919.62		25,245.73		21,944.28		25,171.00



Social Performance	2021		2022		2023		2024	
	Number of employees	% of total employees	Number of employees	% of total employees	Number of employees	% of total employees	Number of employees	% of total employees
 Number of Turnover (including resignation, retirement, early retirement, death, contract termination and termination of all kinds)	1,289	6.77	1,584	8.49	1,463	7.87	1,271	6.83
By Gender								
• Male	510	39.57	625	39.46	566	38.69	571	44.93
• Female	779	60.43	959	60.54	897	31.31	700	55.07
By Age								
• < 30 years	336	26.07	320	20.20	328	22.42	329	25.89
• 30 - 50 years	630	48.88	914	57.70	812	55.50	599	47.13
• > 50 years	323	25.06	350	22.10	323	22.08	343	26.99
By Employee level								
• Top Management level	5	0.39	4	0.25	8	0.55	7	0.55
• Middle Management level	60	4.65	79	4.99	84	5.74	117	9.21
• Junior Management Level	418	32.43	575	36.30	541	36.98	692	54.45
• Junior Officer	806	62.53	926	58.46	830	56.73	455	35.80
By Nationality								
• Thai	1,282	99.46	1,573	99.31	1,456	99.52	1,264	99.45
• Foreigner	7	0.54	11	0.69	7	0.48	7	0.55
 Number of Voluntary Turnover (including resignation, retirement, and early retirement)	1,221	6.42	1,486	7.97	1,395	7.50	1,222	6.56
By Gender								
• Male	487	39.89	601	40.44	543	38.92	547	44.76
• Female	734	60.11	885	59.56	852	61.08	675	55.24
By Age								
• < 30 years	334	27.35	312	21.00	322	23.08	325	26.60
• 30 - 50 years	575	47.09	348	23.42	758	54.34	566	46.32
• > 50 years	312	25.55	826	55.58	315	22.58	331	27.09
By Employee level								
• Top Management level	5	0.41	4	0.27	8	0.57	7	0.57
• Middle Management level	59	4.83	78	5.25	82	5.88	115	9.41
• Junior Management Level	414	33.91	533	35.87	516	36.99	664	54.34
• Junior Officer	743	60.85	871	58.61	789	56.56	436	35.68



Social Performance	2021		2022		2023		2024	
	Number of employees	% of total employees	Number of employees	% of total employees	Number of employees	% of total employees	Number of employees	% of total employees
By Nationality								
• Thai	1,215	99.51	1,475	99.26	1,389	99.57	1,217	99.59
• Foreigner	6	0.49	11	0.74	6	0.43	5	0.41
"Number of Employees who are Labor Union Members"	8,055	42.33	8,287	44.44	7,842	42.17	8,026	43.11
"Number of Employees Under Supervision of The Welfare and Labor Union Committee"	19,029	100	18,648	100	18,596	100	18,617	100
Ratio of Salary and Basic Remuneration of Male and Female Employees								
Head Office								
• Base salary	1:0.86		1:0.83		1:0.89		1:0.96	
• Base salary + Other cash incentives	1:0.86		1:0.83		1:0.89		1:0.95	
• Base salary	1:0.79		1:0.80		1:0.80		1:0.81	
• Base salary + Other cash incentives	1:0.80		1:0.81		1:0.81		1:0.82	
• Base salary	1:0.74		1:0.75		1:0.76		1:0.78	

Maternity Leave

Item	2021		2022		2023		2024	
	Male	Female	Male	Female	Male	Female	Male	Female
• Number of employees having the right of maternity/parental leave	19,029		18,648		18,596		18,617	
	5,703	13,326	5,516	13,132	5,363	13,233	5,208	13,409
• Number of employees using the right of maternity/parental leave (classified by gender)	830		695		603		591	
	45	785	42	653	42	561	31	560
• Number of employees returning to work after maternity/parental leave (classified by gender)	803		673		584		543	
	45	758	40	633	42	542	28	515
• Percentage of employees returning to work and remaining at work after maternity/parental leave (%)	96.75		96.83		96.84		91.87	
	100	96.56	95.23	96.93	100	542	90.32	91.96



Item	2021	2022	2023	2024
Engagement Score*				
• Engagement Score*	77	77	77	78
• Percentage of employee who are invited to do the survey)	100	100	100	100
• Percentage of employee who responded to the survey	100	100	92	95
By Gender				
• Male	75	75	77	77
• Female	79	79	77	79
By Employee Level				
• Top Management Level	76	76	88	78
• Middle Management Level	75	75	84	77
• Junior Management Level	79	79	78	77
• Junior Officer	77	77	76	80
"Minimum Notice Period Before Effective Operational Changes That Potentially Affect Job Title/Type of Employment, e.g., organizational restructuring, business merger and branch expansion"				
• Job changes			2 weeks	
• Business merger, branch expansion			60 days	
• Organizational restructuring, e.g., addition or reduction of divisions			2 2 weeks	
Employee Complaints in Relation to Labor Practices				
• Number of employee complaints in relation	0	1	3	4
• Number of resolved complaints	0	1	3	4
• Number of pending complaints	0	0	0	0



* The Engagement Score assessment is conducted every 2 years



Training

Item	Hours per year per person			
	2021	2022	2023	2024
Training hours				
• Total training hours	847,516	753,600	641,153	763,122
• Average training hours	37.40	40.40	34.48	41.00
By Gender				
• Male	31.90	37.06	32.14	41.20
• Female	39.80	41.82	35.65	40.90
Employee Complaints in Relation to Labor Practices				
• Management level (First Vice President and higher)	30.00	35.01	45.06	52.00
• Operating and staff level (below First Vice President)	37.60	40.56	34.35	40.70

Performance Evaluation

Item	Hours per year per person			
	2021	2022	2023	2024
Employee Performance Evaluation				
• Percentage of evaluated employees	100	100	100	100
By Gender				
• Male	100	100	100	100
• Female	100	100	100	100
By Employee Level				
• Top Management Level	100	100	100	100
• Middle Management Level	100	100	100	100
• Junior Management Level	100	100	100	100
• By Employee Level	100	100	100	100
Human Capital Return on Investment				
• Human Capital Return on Investment	4.21	4.85	4.57	4.44
• Human Capital Return on Investment after Credit Cost	3.09	3.24	2.67	2.99



Occupational Health and Safety

Item	Unit	2021		2022		2023		2024	
		Male	Female	Male	Female	Male	Female	Male	Female
• Recordable Work-related Injury Rate (IR)	Number of employees per 1,000,000 operating hours	0.01		0.00		0.00		0.00	
		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
• Middle Management Level (LTIR)	Number of employees per 1,000,000 operating hours	0.00		0.00		0.00		0.00	
		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
• Junior Management Level (LDIR)	Number of employees per 1,000,000 operating hours	0.00		0.00		0.00		0.00	
		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
• Junior Officer	Number of employees per 1,000,000 operating hours	0.00		0.00		0.00		0.00	
		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
• Absentee Rate (AR)	Percent	0.67		1.53		0.85		0.85	
		0.62	0.70	1.12	1.70	0.78	0.87	0.79	0.88
• Number of Fatalities	Person	0	0	0	0	0	0	0	0
Sick Leave*									
• Number of sick leave days*	Day	8,478	22,367	14,911	53,674	10,157	28,040	9,993	28,757
By Workplace									
• Head office and main buildings*	Day	19,232		34,895		25,871		28,793	
• Elsewhere*	Day	11,613		33,691		12,325		9,957	
• Number of sick leave hours due to non-work-related illness	Day	67,820	178,932	119,288	429,392	81,252	224,316	79,944	230,056

* The number of cases of recordable work-related ill health was recorded from opinions of the Social Security Office. In 2024, the number of employees who received the Social Security Office opinion that they had work-related ill health was 0.



Governance and Economic Performance

Unit: Thousand Baht

Economic Performance	2024	
	Consolidated	KBank
Revenue*	238,009,318	210,620,847
Other operating expenses**	36,421,599	34,545,462
Employee expenses***	42,512,731	28,159,754
Payments to providers of capital****	57,833,720	54,855,185
Tax payment to government*****	18,322,760	15,894,185
Cash donation for supporting community and education	1,555,552	1,477,336
Economic value retained	81,362,956	75,688,925
Total assets	4,325,286,998	3,585,890,290
Total liabilities	3,693,671,654	3,078,158,992
Total equity	631,615,344	507,731,288

Notes:

* Revenue include net operating income, exclusive of interest expenses.

** Other operating expenses exclude expense associated with employees, tax, charitable donations and donations to support public services and educational projects.

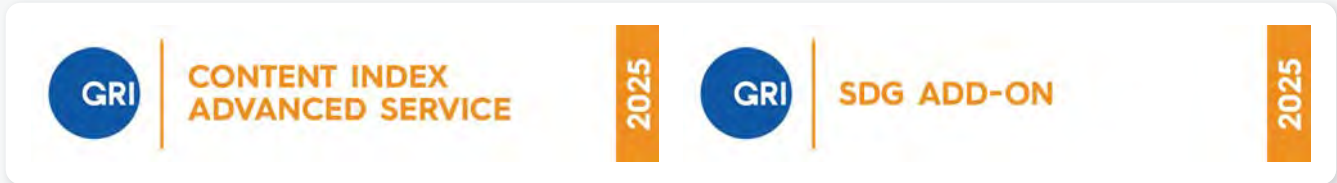
*** Employee expenses include salaries, wages, overtime pay, bonuses, pension, cost of living subsidies, employee benefits, Bank contribution to provident funds, welfares and other benefits, e.g., health insurance and annual health checkup.

**** Payments to providers of capital refer to dividends paid to shareholders and interest expenses.

***** Tax payment to government includes direct and indirect taxes, e.g., corporate income tax, property tax, value added tax, special business tax, etc.



GRI Content Index



For the Content Index – Essentials Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting in accordance with the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders.

Furthermore, GRI Services reviewed the correct mapping of the GRI disclosures presented in the GRI content index to Sustainable Development Goals (SDGs), based on the 'Goals and targets database' tool available from GRI website.

GRI Content Index							
Statement of Use		Kasikornbank has reported in accordance with the GRI Standards for the period between January 1, 2024 to December 31, 2024					
GRI 1 Used		GRI 1: Foundation 2021					
Applicable GRI Sector Standard(s)		(N/A)					
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			MAPPED To UN SDGs	
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION		
General disclosures							
GRI 2: General Disclosures 2021	2-1 Organizational details	Sustainability Report p. 010 - 012					
	2-2 Entities included in the organization's sustainability reporting	Sustainability Report p. 190 - 194					
	2-3 Reporting period, frequency and contact point	Sustainability Report p. 190 - 191					
	2-4 Restatements of information	Sustainability Report p. 026 - 034					
	2-5 External assurance	Sustainability Report p. 190, 234 - 235					
	2-6 Activities, value chain and other business relationships	Annual Report p. 013 - 017, 025 - 028, 044 - 045, 064 - 065 Sustainability Report p. 010 - 015					
	2-7 Employees	Sustainability Report p. 198 - 201				SDG 8	
	2-8 Workers who are not employees	Sustainability Report p. 198 - 201				SDG 8	
	2-9 Governance structure and composition	Annual Report p. 096 - 097 Sustainability Report p. 144					



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			MAPPED To UN SDGs
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
	2-10 Nomination and selection of the highest governance body	Annual Report p. 110, 116 - 121				
	2-11 Chair of the highest governance body	Annual Report p. 008 - 009, 100, 104				
	2-12 Role of the highest governance body in overseeing the management of impacts	Annual Report p. 104 - 107 Sustainability Report p. 142, 144				
	2-13 Delegation of responsibility for managing impacts	Annual Report p. 107 - 112 Sustainability Report p. 019, 046, 144, 151				
	2-14 Role of the highest governance body in sustainability reporting	Sustainability Report p. 019 - 020, 191				
	2-15 Conflicts of interest	Annual Report p. 132 - 134				
	2-16 Communication of critical concerns	Annual Report p. 143 Sustainability Report p. 148 - 149				
	2-17 Collective knowledge of the highest governance body	Annual Report p. 122 - 125 Sustainability Report p. 102 - 103, 146				
	2-18 Evaluation of the performance of the highest governance body	Annual Report p. 126 - 127				
	2-19 Remuneration policies	Annual Report p. 110, 129 - 131				
	2-20 Process to determine remuneration	Annual Report p. 110, 129 - 131				
	2-21 Annual total compensation ratio			Confidentiality constraints	KBank considers this information as confidential because it relates to personal data and may have an impact on competition with peer. But KBank focus on provide appropriate compensation to all employees.	
	2-22 Statement on sustainable development strategy	Annual Report p. 062 - 063 Sustainability Report p. 013 - 015, 022 - 025				
	2-23 Policy commitments	Sustainability Report p. 018, 044, 097, 120, 145				
	2-24 Embedding policy commitments	Sustainability Report p. 018, 022 - 025, 145				
	2-25 Processes to remediate negative impacts	Sustainability Report p. 062 - 066, 098 - 103, 121 - 123, 152 - 154				
	2-26 Mechanisms for seeking advice and raising concerns	Sustainability Report p. 027, 035 - 040, 121, 148 - 149				
	2-27 Compliance with laws and regulations	Annual Report p. 015 - 017 Sustainability Report p. 142				
	2-28 Membership associations	Sustainability Report p. 041, 076 - 077				
	2-29 Approach to stakeholder engagement	Sustainability Report p. 035 - 040, 076, 180 - 181				
	2-30 Collective bargaining agreements	Sustainability Report p. 203				SDG 8



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			MAPPED To UN SDGs
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Material topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Sustainability Report p. 026 - 029				
	3-2 List of material topics	Sustainability Report p. 028 - 034				
Corporate Governance						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 142 - 144				
Business Ethics and Transparency						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 145-149				
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Annual Report p. 135 - 137 Sustainability Report p. 147				
	205-2 Communication and training about anti-corruption policies and procedures	Sustainability Report p. 145 - 146				SDG 16
	205-3 Confirmed incidents of corruption and actions taken	Sustainability Report p. 148 - 149 Website: https://www.kasikornbank.com/th/IR/CorporateGovernance/principles-core-values/Pages/Reporting-Breaches.aspx				
Risk Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	Annual Report p. 046 - 061 Sustainability Report p. 150 - 154				
Customer Understandings						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 155 - 169				
GRI 417: Marketing and Labeling 2016	417-2 Incidents of non-compliance concerning product and service information and labeling	Sustainability Report p. 169				
	417-3 Incidents of non-compliance concerning marketing communications	Sustainability Report p. 169				
Sustainable Finance						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 170 - 181				
Digitalization and Innovation						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 155 - 169				



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			MAPPED To UN SDGs
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Sustainable Supply Chain Management						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 182 - 189				
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Sustainability Report p. 183 - 187				
	308-2 Negative environmental impacts in the supply chain and actions taken	Sustainability Report p. 182 - 183, 187 - 189				
GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	Sustainability Report p. 185 - 187				
GRI 414: Supplier Social A Assessment 2016	414-1 New suppliers that were screened using social criteria	Sustainability Report p. 183 - 187				
	414-2 Negative social impacts in the supply chain and actions taken	Sustainability Report p. 182 - 183, 187				
Cybersecurity and Customer Data Privacy Protection						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 096 - 103				
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Sustainability Report p. 101				SDG 16
Employee Labor Practices, Inclusion, Diversity, and Equality						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 104 - 118				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Sustainability Report p. 198, 200 - 202				SDG 5, SDG 8
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Sustainability Report p. 110 - 112				SDG 8
	401-3 Parental leave	Sustainability Report p. 110, 203				SDG 5, SDG 8
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Sustainability Report p. 204				SDG 8
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Sustainability Report p. 198 - 200				SDG 5, SDG 8
	405-2 Ratio of basic salary and remuneration of women to men	https://www.kasikornbank.com/EN/IR/CorporateGovernance/transparency/Pages/KBank_Diversity_Management.aspx				SDG 5, SDG 8, SDG 10



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			MAPPED To UN SDGs
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Employee Human Capital Development; Talent Attraction and Retention						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 104 - 110				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Sustainability Report p. 205				SDG 4, SDG 5, SDG 8
	404-2 Programs for upgrading employee skills and transition assistance programs	Sustainability Report p. 107 - 109				SDG 8
	404-3 Percentage of employees receiving regular performance and career development reviews	Sustainability Report p. 205				SDG 5, SDG 8
Employee Well-Being						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 104 - 118				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Sustainability Report p. 112 - 118				
	403-2 Hazard identification, risk assessment, and incident investigation	Sustainability Report p. 185 - 187				
	403-3 Occupational health services	Sustainability Report p. 112 - 114				
	403-4 Worker participation, consultation, and communication on occupational health and safety	Sustainability Report p. 112 - 118				
	403-5 Worker training on occupational health and safety	Sustainability Report p. 118				
	403-6 Promotion of worker health	Sustainability Report p. 112 - 114, 206				
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Sustainability Report p. 112 - 118				
	403-9 Work-related injuries	Sustainability Report p. 193, 206				
	403-10 Work-related ill health	Sustainability Report p. 193, 206				SDG 3, SDG 8
	Human Rights Across Employees, Suppliers, Customers and Community					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 119 - 123				
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Sustainability Report p. 123				
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Sustainability Report p. 121 - 123				
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Sustainability Report p. 121 - 123				



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			MAPPED To UN SDGs
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Creating Financial Literacy and Inclusion						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 086 - 095				
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	Sustainability Report p. 087 - 095, 126 - 139				SDG 1, SDG 8
Education and Community Development						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 124 - 139				
Reducing Emissions of the Bank's Operations, Lending, and Investment						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 044 - 045, 078 - 083				
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Sustainability Report p. 191,196				SDG 8, SDG 13
	302-3 Energy intensity	Sustainability Report p. 191,196				SDG 8, SDG 13
	302-4 Reduction of energy consumption	Sustainability Report p. 081				SDG 8, SDG 13
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Sustainability Report p. 191 - 192, 195				SDG 3, SDG 13
	305-2 Energy indirect (Scope 2) GHG emissions	Sustainability Report p. 191 - 192, 195				SDG 3, SDG 13
	305-3 Other indirect (Scope 3) GHG emissions	Sustainability Report p. 066 - 067, 191 - 192, 196 - 197				SDG 3, SDG 13
	305-4 GHG emissions intensity	Sustainability Report p. 191 - 192, 195				SDG 13
	305-5 Reduction of GHG emissions	Sustainability Report p. 023, 066 - 067				SDG 13
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Sustainability Report p. 082 - 083, 196 - 197				
	306-2 Management of significant waste-related impacts	Sustainability Report p. 082 - 083				
	306-3 Waste generated	Sustainability Report p. 191, 196 - 197				
	306-4 Waste diverted from disposal	Sustainability Report p. 191, 196 - 197				
	306-5 Waste directed to disposal	Sustainability Report p. 191, 196 - 197				




GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			MAPPED To UN SDGs
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
Effective Water Management and Water Stress						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 078 - 080, 082				
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Sustainability Report p. 082				
	303-2 Management of water discharge-related impacts	Sustainability Report p. 082				
	303-3 Water withdrawal	Sustainability Report p. 082, 191, 196				
	303-4 Water discharge	Sustainability Report p. 191, 196				
	303-5 Water consumption	Sustainability Report p. 191, 196				
Preservation of Biodiversity						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 078 - 083				
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Sustainability Report p. 083				SDG 15
	304-2 Significant impacts of activities, products and services on biodiversity	Sustainability Report p. 083				SDG 15
Transition Risks and Opportunity from Climate Change						
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 044 - 077				
Non-material topics						
G4: Aspects: Product Portfolio						
GRI 3 Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 018, 022, 044, 090, 170				
GRI G4 Financial Service Sector Disclosure	FS-7 Access point in low-populated or economically disadvantaged areas by types	Sustainability Report p. 090 - 095				
GRI G4 Financial Service Sector Disclosure	FS-8 Monetary value of products and services designed to deliver a specific environmental business for each business line broken down by purpose	Sustainability Report p. 068 - 075				
G4: Aspects Local Communities						
GRI 3 Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 124				
GRI G4 Financial Service Sector Disclosure	FS-13 Access point in low-populated or economically disadvantaged areas by types	Sustainability Report p. 093, 126 - 139				
GRI G4 Financial Service Sector Disclosure	FS-14 Initiatives to improve access to financial services for disadvantaged people	Sustainability Report p. 090 - 095				
G4: Product and Service Labeling: Financial Literacy						
GRI 3 Material Topics 2021	3-3 Management of material topics	Sustainability Report p. 086				
GRI G4 Financial Service Sector Disclosure	IFS-16 Initiatives to enhance financial literacy by type of beneficiary (former FS16)	Sustainability Report p. 087 - 089, 128 - 133				



UN Principles for Responsible Banking



Principle 1: Alignment

 We will align our business strategy to be consistent with and contribute to individuals' needs and society's goals, as expressed in the Sustainable Development Goals, the Paris Climate Agreement and relevant national and regional frameworks.

Business model

Describe (high-level) your bank's business model, including the main customer segments served, types of products and services provided, the main sectors and types of activities across the main geographies in which your bank operates or provides products and services. Please also quantify the information by disclosing e.g. the distribution of your bank's portfolio (%) in terms of geographies, segments (i.e. by balance sheet and/or off-balance sheet) or by disclosing the number of customers and clients served.

Response

Established on June 8, 1945, Kasikornbank (KBank) has conducted commercial banking business, securities business and other related businesses under the Financial Institution Business Act, Securities and Exchange Act and other related notifications for more than 79 years. At present, KBank has 66 subsidiaries, a service network of 781 domestic branches across Thailand and 16 overseas offices in 8 countries. KBank's Head Office is located in Bangkok and the total number of employees stands at 31,739*.

Our financial network provides service solutions in response to customers' financial requirements, preferences, and lifestyles, with respect to banking, fund management, economic and financial analyses, securities brokerage and financial advisory, as well as auto financing and leasing services. KBank is determined to deliver an excellent experience for all of our customers.

KBank, in 2024, our loan portfolio consisted of Corporate Business 70% and Retail Business 30%. The main industries we finance, classified by types of business, approximately consisted of manufacturing and commerce 42%, housing loans 15%, infrastructure and services 14%, property development and construction 8%, agriculture and mining 2%, and others 19%, with more than 90% of our loan portfolio breakdown by residency of borrowers was generated from Thailand.

Links and references

See details in Sustainability Report 2024 p. 11, and Annual Report 2024 (Form 56-1 One Report) p. 305

Strategy alignment

Does your corporate strategy identify and reflect sustainability as strategic priority/ies for your bank?

- Yes
- No

Please describe how your bank has aligned and/or is planning to align its strategy to be consistent with the Sustainable Development Goals (SDGs), the Paris Climate Agreement, and relevant national and regional frameworks.

Does your bank also reference any of the following frameworks or sustainability regulatory reporting requirements in its strategic priorities or policies to implement these?

- UN Guiding Principles on Business and Human Rights
- International Labour Organization fundamental conventions
- UN Global Compact
- UN Declaration on the Rights of Indigenous Peoples
- Any applicable regulatory reporting requirements on environmental risk assessments, e.g. on climate risk - please specify which ones:
 - Task Force on Climate-related Financial Disclosures (TCFD)
 - GRI Standards
 - Carbon Disclosure Project (CDP)
 - Directional paper on transitioning towards environmental sustainability under the new Thai financial landscape

- Any applicable regulatory reporting requirements on social risk assessments, e.g. on modern slavery - please specify which ones: -----
- None of the above

* Number of employees includes employees of KBank, the wholly-owned subsidiaries of KBank and support service providers of KBank



Response

KBank operates business according to the principles of a Bank of Sustainability under good corporate governance and appropriate risk management for the balance of three dimensions - economy, society, and environment. The Bank places emphasis on the SDGs of the United Nations (UN) by giving priority to our material topics in order to create sustainable value to all stakeholders.

The Board of Directors oversees KBank’s overall operations, with independence in decision-making for the maximum benefits of KBank and stakeholders. The Board approves business strategies, goals and policies of KASIKORNBANK FINANCIAL CONGLOMERATE, which incorporate sustainable development operations, and approves risk management policies and frameworks, and acceptable risk limits and scopes that include risks and opportunities related to the environment, society and governance (ESG), as well as impacts of Climate-related risks. The Board approves annual business plans and budgets, and supervises and monitors Management’s operations in accordance with the established policies, strategies and business plans, related regulations and the Sustainable Development Goals (SDGs) of the United Nations and Paris Agreement.

Links and references

See details in Sustainability Report 2024 p. 18 - 19

Principle 2: Impact and Target Setting



We will continuously increase our positive impacts while reducing the negative impacts on, and managing the risks to, people and environment resulting from our activities, products and services. To this end, we will set and publish targets where we can have the most significant impacts.

2.1 Impact Analysis (Key Step 1)

Show that your bank has performed an impact analysis of its portfolio/s to identify its most significant impact areas and determine priority areas for target-setting. The impact analysis shall be updated regularly and fulfil the following requirements/elements (a-d):

a) **Scope:** What is the scope of your bank’s impact analysis? Please describe which parts of the bank’s core business areas, products/services across the main geographies that the bank operates in (as described under 1.1) have been considered in the impact analysis. Please also describe which areas have not yet been included, and why.

Response

KBank conducted an impact analysis of lending to different businesses at the portfolio level using the Portfolio Impact Analysis Tool of the UNEP FI Version 3 (Context module and Institutional Banking Identification Module). It assessed the current and possible positive and negative impacts, risks and opportunities of such lending to the impact areas on environment, society, and economy in our main country of operation - Thailand, where more than 90% of our loan portfolio is from. The analysis is based on 2024 data and mainly focused on corporate and business lending portfolio which represents approximately 70% of the total lending portfolio.

Links and references

See details in Annual Report 2024 (Form 56-1 One Report) p. 305

b) **Portfolio composition:** Has your bank considered the composition of its portfolio (in %) in the analysis? Please provide proportional composition of your portfolio globally and per geographical scope
i) by sectors & industries for business, corporate and investment banking portfolios (i.e. sector exposure or industry breakdown in %), and/or
ii) by products & services and by types of customers for consumer and retail banking portfolios.

If your bank has taken another approach to determine the bank’s scale of exposure, please elaborate, to show how you have considered where the bank’s core business/major activities lie in terms of industries or sectors.

Response

As KBank focused on corporate portfolio, The composition of our portfolio used in this analysis, with data as of December 2024, approximately consisted of manufacturing and commerce 42%, housing loans 15%, infrastructure and services 14%, property development and construction 8%, agriculture and mining 2%, and others 19%.

Links and references

See details in Annual Report 2024 (Form 56-1 One Report) p. 305

2 That means that where the initial impact analysis has been carried out in a previous period, the information should be updated accordingly, the scope expanded as well as the quality of the impact analysis improved over time.
3 Further guidance can be found in the Interactive Guidance on impact analysis and target setting.
4 ‘Key sectors’ relative to different impact areas, i.e. those sectors whose positive and negative impacts are particularly strong, are particularly relevant here.



c) **Context:** What are the main challenges and priorities related to sustainable development in the main countries/regions in which your bank and/or your clients operate? Please describe how these have been considered, including what stakeholders you have engaged to help inform this element of the impact analysis.

This step aims to put your bank's portfolio impacts into the context of society's needs.

Response

To understand the most relevant challenges and priorities related to sustainable development in Thailand, which is our main operation country and a majority of our loan portfolio, we have used UNEP FI's Tool – Context module to evaluate (or discover) the environmental, social, and economic needs/priorities in the country.

Various issues have been found that must be managed without delay (Very High- and High-Country Need Score), including the following:

- Environmental impact areas: Climate stability, Circularity, and Biodiversity & healthy ecosystems
- Social impact areas: Integrity & security of person, Equality & justice, and Availability, Accessibility, Affordability and Quality of resources & services
- Socio-economic impact areas: Strong institutions, Peace & stability, and Socio-economic convergence

Links and references

See details in Sustainability Report 2024 p. 26 - 34, 49, 86

Based on these first 3 elements of an impact analysis, what positive and negative impact areas has your bank identified? Which (at least two) significant impact areas did you prioritize to pursue your target setting strategy (see 2.2) ? Please disclose.

Response

Utilizing UNEP FI's Tool - Institutional Banking (Identification) Module to assess our portfolio, we have identified the most noteworthy positive and negative impact areas. These findings shed light on the significant aspects associated with our portfolio.

Positive Impact: 1) Livelihood, 2) Availability, Accessibility, Affordability, Quality of resources & services, 3) Healthy economic, 4) Infrastructure, and 5) Health & Safety

Negative Impact: 1) Health & Safety, 2) Livelihood, 3) Circularity, 4) Climate Stability, and 5) Biodiversity & healthy ecosystems

KBank also took into account several additional factors in its assessment, including:

- Baseline measurement
- Methodology availability
- Counterparty data availability
- Decarbonization trends in Thailand
- Complexity to execute

Local context consideration, such as Thailand's National Strategy 2018 - 2037, Thailand's Nationally Determined Contribution (NDC), and Thailand's Long-term Low Greenhouse Gas Development Strategy (LT- LEDS). These strategies align with the Paris Agreement, and the Thailand's Nationally Determined Contribution (NDC) Plan 2022, and the Bio-Circular-Green (BCG) Economic Model.

Financial literacy is essential for livelihood and healthy economy but the BOT's 2022 survey on Thailand's financial literacy measures 3 dimensions (knowledge, behavior, and attitude). Respondents with high financial literacy scores from all three dimensions contributed around 46.4% of total. However, 9% still have low financial literacy and need more financial education follow up.

These critical factors play a significant role in determining the practicality and capabilities of businesses, the availability of technology, customer readiness, and the economic impacts of implementing the set targets. Consequently, from the positive and negative impacts identified, KBank has prioritized Climate Stability and Financial literacy as our two major impact areas.

Links and references

See details in Sustainability Report 2024 p. 63 - 66, 178

5 Global priorities might alternatively be considered for banks with highly diversified and international portfolios.

6 To prioritize the areas of most significant impact, a qualitative overlay to the quantitative analysis as described in a), b) and c) will be important, e.g. through stakeholder engagement and further geographic contextualisation.



d) For these (min. two prioritized impact areas): Performance measurement: Has your bank identified which sectors & industries as well as types of customers financed or invested in are causing the strongest actual positive or negative impacts? Please describe how you assessed the performance of these, using appropriate indicators related to significant impact areas that apply to your bank's context.

In determining priority areas for target-setting among its areas of most significant impact, you should consider the bank's current performance levels, i.e. qualitative and/or quantitative indicators and/or proxies of the social, economic and environmental impacts resulting from the bank's activities and provision of products and services. If you have identified climate and/or financial health&inclusion as your most significant impact areas, please also refer to the applicable indicators in the Annex.

If your bank has taken another approach to assess the intensity of impact resulting from the bank's activities and provision of products and services, please describe this.

The outcome of this step will then also provide the baseline (incl. indicators) you can use for setting targets in two areas of most significant impact.

Response

Climate change mitigation: Climate change mitigation is a key focus for KBank, and we have evaluated the financed emissions associated with our lending activities using the Partnership for Carbon Accounting Financials (PCAF) methodology. KBank has taken a proactive approach by prioritizing and formulating sectoral decarbonization strategies for six high carbon sectors: Power Generation, Coal, Oil & Gas (upstream), Cement, and Aluminium, and Automotive. We use different indicators for different sectors specific to their natures e.g., emission intensity and absolute finance amount. Our commitment extends to including additional sectors in the target setting as we acquire more data and relevant sector-specific reference scenarios, and decarbonization technologies become matured and feasible. This demonstrates our ongoing dedication to advancing sustainability practices and reducing our environmental impact.

Financial Literacy mitigation: KBank promotes financial literacy to the general public with the aim of enabling them to manage their finance in various aspects, such as savings and investment, in accordance with their risk appetites and lifestyle, while having sufficient financial stability. The Bank has formulated guidelines for creating financial literacy as follows:

- Providing knowledge and improving service processes to ensure that customers and stakeholders understand finance and do not incur debt beyond their repayment ability.
• Developing channels for communications and financial literacy that are convenient and accessible for all stakeholders.
• Enhancing employees' skills in communicating with customers or related stakeholders, refraining from inappropriate sales of financial products, or sales practices that do not respect customers/consumers.

Links and references

See details in Sustainability Report 2024 p. 60 - 61, 86 - 89

Self-assessment summary:

Which of the following components of impact analysis has your bank completed, in order to identify the areas in which your bank has its most significant (potential) positive and negative impacts?1

Table with 4 columns: Component, Yes, In progress, No. Rows include Scope, Portfolio composition, Context, and Performance measurement.

Which most significant impact areas have you identified for your bank, as a result of the impact analysis?

Climate change mitigation and Financial literacy

How recent is the data used for and disclosed in the impact analysis?

- Up to 6 months prior to publication
Up to 12 months prior to publication
Up to 18 months prior to publication
Longer than 18 months prior to publication

Open text field to describe potential challenges, aspects not covered by the above etc.: (optional)

1 You can respond "Yes" to a question if you have completed one of the described steps, e.g. the initial impact analysis has been carried out, a pilot has been conducted.



2.2 Target Setting (Key Step 2)

Show that your bank has set and published a minimum of two targets which address at least two different areas of most significant impact that you identified in your impact analysis.

The targets² have to be Specific, Measurable (qualitative or quantitative), Achievable, Relevant and Time-bound (SMART). Please disclose the following elements of target setting (a-d), for each target separately:

- a) **Alignment:** which international, regional or national policy frameworks to align your bank's portfolio with³ have you identified as relevant? Show that the selected indicators and targets are linked to and drive alignment with and greater contribution to appropriate Sustainable Development Goals, the goals of the Paris Agreement, and other relevant international, national or regional frameworks.

You can build upon the context items under 2.1.

Response

Climate change

The Thai government has publicly declared its commitment to achieving carbon neutrality by 2050 and Net zero Greenhouse Gas (GHG) emissions by 2065, referencing the 26th Conference of the Parties (COP26). To support these ambitious long-term goals, Thailand has communicated its 2nd updated Nationally Determined Contribution (NDC) and relevant information detailing the path toward the established temperature goals and overall achievement.

To accelerate the decarbonization pathway and articulate a comprehensive plan of mitigation actions, Thailand revised and published the national Long-Term Low Greenhouse Gas Emission Development Strategy (LT-LEDS) in November 2022. KBank recognizes the significance of this revised LT-LEDS and is committed to undertaking it as a key mitigation action in alignment with Thailand's carbon neutrality and net-zero objectives.

Furthermore, KBank is dedicated to aligning with Thailand's broader aspiration, as outlined in the Paris Agreement, to keep global warming well-below 2°C. As part of this commitment, KBank remains flexible and adaptive, pledging to consider and incorporate any material changes to Thailand's GHG reduction pathway strategies as they emerge, ensuring continuous alignment with the evolving landscape of sustainable practices and environmental goals.

Financial literacy

KBank develop financial literacy activity for support SDG 4 quality education, SDG 8 decent work and economic growth, SDG 10 reduce inequalities. KBank providing financial literacy to all customer groups include Corporate, SME and Consumer customers to ensure that all customer groups have appropriate financial, business and investment knowledge. In addition, KBank aims to encourage youth to build business knowledge and financial literacy. They can use it to develop their business in the future. This will help the Thailand economy grow sustainably.

KBank follows BOT guideline about sustainable banking – responsible lending. We focus on stakeholder engagement to develop strategy and process in operations. So, we create sufficient and appropriate financial knowledge and awareness for various stakeholder groups, including transparent disclosure of information.

Additionally, KBank is trying to improve assessment process of financial literacy project to help set goals more appropriately. We use SROI process to assess project result, which will be used as an indicator of future operations.

Links and references

See details in Sustainability Report 2024 p. 44, 66, 124

2 Operational targets (relating to for example water consumption in office buildings, gender equality on the bank's management board or business-trip related greenhouse gas emissions) are not in scope of the PRB.

3 Your bank should consider the main challenges and priorities in terms of sustainable development in your main country/ies of operation for the purpose of setting targets. These can be found in National Development Plans and strategies, international goals such as the SDGs or the Paris Climate Agreement, and regional frameworks. Aligning means there should be a clear link between the bank's targets and these frameworks and priorities, therefore showing how the target supports and drives contributions to the national and global goals.



- b) **Baseline:** Have you determined a baseline for selected indicators and assessed the current level of alignment? Please disclose the indicators used as well as the year of the baseline.

You can build upon the performance measurement undertaken in 2.1 to determine the baseline for your target.

A package of indicators has been developed for climate change mitigation and financial health & inclusion to guide and support banks in their target setting and implementation journey. The overview of indicators can be found in the Annex of this template.

If your bank has prioritized climate mitigation and/or financial health & inclusion as (one of) your most significant impact areas, it is strongly recommended to report on the indicators in the Annex, using an overview table like below including the impact area, all relevant indicators and the corresponding indicator codes:

Our financed emissions reduction targets have a baseline of 2020

Impact area	Indicator code	Response
Climate change mitigation	A1.1 Climate strategy: Does your bank have a climate strategy in place?	Yes, It's commendable to learn that our Board of Directors has announced the Bank's Net Zero Commitment, reflecting a proactive stance in mitigating the impacts of climate change. This commitment aligns with international frameworks such as the Sustainable Development Goals (SDGs), the Paris Agreement, and Thailand's aspirations for a sustainable future. By making this commitment, KBank demonstrates its dedication to environmental responsibility and contributing to global efforts to address climate change. This aligns with the broader goal of fostering a more sustainable and resilient financial sector.
	A1.2 Paris alignment target: Has your bank set a long-term portfolio-wide Paris-alignment target? To become net zero by when?	Yes, KBank is committed to contributing to the global Net Zero effort, aligning with Thailand's aspirations (Net Zero by 2065).
	A.1.3 Policy and process for client relationships: has your bank put in place rules and processes for client relationships (both new clients and existing clients), to work together towards the goal of transitioning the clients' activities and business model?	Yes, KBank has incorporated ESG risk factors in our lending processes which can be seen in Responsible Lending and Investment: ESG Credit and Investment chapter on p. 175 - 178.
	A2.1 Client engagement process: Is your bank in an engagement process with clients regarding their strategy towards a low(er)-carbon business model (for business clients), or towards low(er)-carbon practices (for retail clients)?	Yes, it's noteworthy that KBank has integrated Environmental, Social, and Governance (ESG) risk factors into its lending processes, as evidenced by the inclusion of a dedicated chapter on Responsible Lending and Investment: ESG Credit and Investment. This reflects a commitment to incorporating sustainability considerations in decision-making, emphasizing responsible and ethical practices in our credit and investment activities. By addressing ESG factors, KBank demonstrates its awareness of the broader impact of financial decisions on environmental, social, and governance aspects, contributing to a more sustainable and responsible financial approach. (in Sustainability Report 2024 p. 178 - 181)



Impact area	Indicator code	Response
	A2.2 Absolute financed emissions: What are your absolute emissions (financed emissions = scope 3, category 15) in your lending and/or	Our financed emissions has been reported in the Task Force on Climate-related Financial Disclosures in the Sustainability Report 2024, p. 67
	A2.3 Sector-specific emission intensity (per clients' physical outputs or per financial performance): What is the emission intensity within the relevant sector?	Our emission intensity is estimated to 270.9 tCO ₂ e per USD 1 million of loan or investment covering commercial loan portfolio, equity and corporate bonds, motor vehicle loans, and mortgages loan. Please refer to the Task Force on Climate-related Financial Disclosures:
	A3.1 Financial volume of green assets/low-carbon technologies: How much does your bank lend to/invest in green assets / loans and low-carbon activities and technologies?	In 2024, KBank granted sustainable financing and investment worth Baht 48,500 million and intends to achieve Baht 100 - 200 billion in sustainable financing and investment by 2030. (Various products offered to our customers which can be seen in the Sustainability Report 2024, p. 68 - 75)
Financial health	B.2.1 # of individuals supported with dedicated and effective financial and/or digital education initiatives	KBank set a goal to increase the number of people who receive benefit from last year. In 2024, we aim to provide financial literacy to 55,000 underprivileged individuals per year.
In case you have identified other and/or additional indicators as relevant to determine the baseline and assess the level of alignment towards impact driven targets, please disclose these.		
Response KBank has assessed its financed emissions of our lending and investment activities by adopting Partnership for Carbon Accounting Financials (PCAF) methodology. Our financed emissions has been reported in the Sustainability Report 2024 p. 67		Links and references See details in Sustainability Report 2024 p. 67



c) SMART targets (incl. key performance indicators (KPIs): Please disclose the targets for your first and your second area of most significant impact, if already in place (as well as further impact areas, if in place). Which KPIs are you using to monitor progress towards reaching the target? Please disclose.

Response

Climate change

KBank has taken a comprehensive approach to measure its financed emissions, focusing on the commercial lending portfolio, with a 100% coverage of the corporate lending portfolio by the end of 2022. Initial targets have been set in the three most carbon-intensive sectors: power generation, oil and gas, and coal.

In 2023, KBank has developed a targeted sectoral decarbonization strategy specifically for the Cement and Aluminium sector, aligning with the priorities of the countries in which the bank operates.

Additional sectoral decarbonization pathway in 2024 is for Automotive sector.

These targets and strategies reflect KBank's commitment to aligning with global decarbonization goals and contributing to a sustainable and low-carbon future.

Financial literacy

KBank has a long-term target (2024-2026) of providing financial literacy to underprivileged so they can improve their quality of life. In addition, the bank aims to provide cyber literacy to consumers to reduce risk of cyber fraud and protect their money. The important goals are as follows:

- Financial literacy for the underprivileged: 55,000 persons per year
- Cyber literacy campaign to reach 15 million people

KBank assesses important projects of financial literacy by SROI. The aim is for the rating of SROI to be above 1 to reflect that the program is worthwhile and make benefit to society.

Links and references

See details in Sustainability Report 2024 p. 23 - 24



d) **Action plan:** which actions including milestones have you defined to meet the set targets? Please describe.

Please also show that your bank has analysed and acknowledged significant (potential) indirect impacts of the set targets within the impact area or on other impact areas and that it has set out relevant actions to avoid, mitigate, or compensate potential negative impacts.

Response

Climate change

Power Generation: Achieving emission intensity targets for the Power generation portfolio involves implementing two primary strategies:

- Minimizing exposure to high carbon-intensive power plants.
- Increasing exposure to low carbon, zero emission, or green power plants.
- Discontinuing financing for new coal-fired power generation projects.
- Gradually reducing the provision of existing loans to coal-fired power plants to zero by 2030.

KBank commits to ongoing and dynamic monitoring and assessment of decarbonization pathways and targets, adapting to emerging financing opportunities. These goals and decarbonization strategies will undergo reassessment in response to significant developments in Thailand's Power Development Plan, Alternate Energy Development Plan, and other pertinent Energy Plans.

Coal:

KBank has committed to the following decarbonization targets:

KBank is committed to a gradual reduction of existing loans and investments in thermal coal, ultimately reaching zero financing. This commitment implies a parallel reduction in absolute emissions associated with thermal coal lending, aiming to achieve Net Zero emissions by 2030 across the entire supply chain. The bank emphasizes a continuous and dynamic review of these targets, coupled with assessments of transition plans for coal-related clients. These financing commitments, and their direct impact on absolute emissions, align closely with the guidelines outlined in the UNEP FI Climate Change target setting principles.

Oil & Gas:

KBank will align the amount of risk-based exposure of Upstream Oil & Gas with the rate of change trajectory of the global Oil & Gas production of IEA SDS. And this reduction is well-aligned with the decarbonization targets implied from the production trajectory of Oil & Gas production under Paris-aligned IEA SDS assumptions.

Cement:

KBank will screen emission intensity through ESG screening process and engage customers to support their transition to a lower carbon society.

KBank is proactively expanding the scope of sector decarbonization strategies beyond thermal coal, aiming to address high Greenhouse Gas (GHG) emission sectors within its portfolio. The bank has undertaken significant sustainable development activities in accordance with guidelines and strategies set by the Board of Directors. Key initiatives include:

ESG Aspiration:

KBank has announced its Environmental, Social, and Governance (ESG) Aspiration, aiming to achieve a leading ESG role among banks in Southeast Asia. Business strategies will focus on environmental, social, and governance considerations, with specific Objectives and Key Results (OKRs) outlined for ESG operations from 2023 to 2025

Climate Pillar Working Group:

A dedicated working group, the Climate Pillar, has been established to manage greenhouse gas issues, encompassing both KBank's operations and its financing and investment portfolio.

Net Zero Commitment Work Plan:

A comprehensive work plan has been formulated in alignment with the Net Zero Commitment. This includes initiatives to reduce greenhouse gas emissions from KBank's operations, such as using energy-saving office equipment, installing solar panels on bank offices and branches, utilizing electric vehicles, and acquiring carbon credits and Renewable Energy Certificates (REC). Efforts to mitigate GHG emissions from the financed portfolio involve policies to terminate lending to new coal-fired power plants, gradually reducing outstanding loans of existing coal-fired power plants to zero by 2030 and implementing a Customer Engagement Plan for consistent operational guidelines towards net-zero achievement.

Links and references

See details in Sustainability Report 2024 p. 48 - 49, 60 - 61, 86 - 89



Sector Decarbonization Strategy:

KBank has developed a Sector Decarbonization Strategy for power generation, oil and gas (upstream), coal, cement, aluminium, automotive industries, aligning with the Net Zero Commitment to control greenhouse gas volumes of industries with significantly high greenhouse gas emissions

These initiatives collectively reflect KBank's commitment to sustainable practices, climate action, and its aspiration to be a leader in ESG considerations within the banking sector.

Partnership for Carbon Accounting Financials (PCAF), which enables cooperation of global financial institutions in setting up international standards for assessment and information disclosure of GHG emissions from lending and investment of financial institution

Financial literacy

Facilitating access to financial services for both customers and underprivileged segments involves imparting financial knowledge to enhance their money management capabilities. This endeavor aims to amplify the potential for effective financial management among these groups.

1. Provide Financial literacy to each customer group such as corporate, SME and consumer etc. by online and offline channel.
2. Develop numerous programs to keep learning motivating and fun for youths, including financial literacy programs on savings, spending, investment planning, and business startups.
3. Launch a campaign to raise awareness among our customers and consumers about digital fraud and provide self-protection tips from current threats.
4. Provide financial literacy to employees (>= 50 years old) for retirement.
5. Build awareness and knowledge about debt management to customer align responsible lending guideline.

Self-assessment summary

Which of the following components of target setting in line with the PRB requirements has your bank completed or is currently in a process of assessing for your...

	... first area of most significant impact: ... (please name it) Climate change mitigation	... second area of most significant impact: ... (please name it) Financia literacy	(If you are setting targets in more impact areas) ...your third (and subsequent) area(s) of impact: ... (please name it)
Alignment	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> In progress <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> In progress <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> In progress <input type="checkbox"/> No
Baseline	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> In progress <input type="checkbox"/> No	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> In progress <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> In progress <input type="checkbox"/> No
SMART targets	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> In progress <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> In progress <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> In progress <input type="checkbox"/> No
Action plan	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> In progress <input type="checkbox"/> No	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> In progress <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> In progress <input type="checkbox"/> No



2.3 Target implementation and monitoring (Key Step 2)

For each target separately:

Show that your bank has implemented the actions it had previously defined to meet the set target.

Report on your bank's progress since the last report towards achieving each of the set targets and the impact your progress resulted in, using the indicators and KPIs to monitor progress you have defined under 2.2.

Or, in case of changes to implementation plans (relevant for 2nd and subsequent reports only): describe the potential changes (changes to priority impact areas, changes to indicators, acceleration/review of targets, introduction of new milestones or revisions of action plans) and explain why those changes have become necessary.

Response

Climate change

KBank formally announced its NZ commitment since 2021, initiating an implementation plan that has been consistently executed throughout the years. The progress made in achieving these targets has been documented and disclosed in annual sustainability report.

To bolster its commitment to Environmental, Social, and Governance (ESG) principles, KBank has instituted an upgraded ESG credit policy and process. This comprehensive framework incorporates an exclusion list, sector-specific guidelines, sectoral decarbonization strategies, and sustainable finance targets and guidelines. Continuous tracking and monitoring of Key Performance Indicators (KPIs) against these targets are conducted on an ongoing basis, ensuring a proactive approach to assessing and enhancing ESG performance.

Financial literacy

To achieved financial literacy target, KBank implement any project to provide financial and cyber literacy to customer and consumer such as

- AFTERKLASS is an online platform, with the aim of offering financial literacy for youths, including savings, expenditure and investment planning as well as business startups, plus other useful matters related to learning, activities and technologies.
- Cultivation of Wisdom Camp targets high school students because youths at this age tend to explore the meaning of life and purpose. As they are about to embark on the college journey, this phase is ideal for introducing a new learning experience to develop new skills and logic to lead and strike a balance in their lives while also being able to contribute to their communities in the future.
- A "SATI" project has been implemented to communicate with customers, so that they are aware of cyber threats and can protect themselves against those threats, such as call center gangs, fake bank accounts and illegitimate lending brokers.

KBank report ESG performance to Sustainable Development Sub-Committee and Corporate Governance Committee for monitoring twice a year.

Links and references

See details in Sustainability Report 2024 p. 23 - 24, 46 - 47, 128 - 133

Summary Target and Performance

Climate

Committing to becoming Net Zero in our own operations by 2030	16.8% reduction of GHG emissions (Baseline year 2020)	17.2% reduction of GHG emissions (Baseline year 2020)
Committing to reducing GHG emissions in our financed portfolio in line with Thailand's aspirations; reducing GHG emissions in significantly impacted sectors, both in terms of GHG emission volume and the proportion of loans extended to each sector; and accelerating this journey where possible	One glidepath and/or sector strategy to be completely developed	One glidepath and/or sector strategy of automotive industry completely developed
Being the leader in innovative Green Finance in Thailand	To allocate Baht 35,388 million in sustainable financing and investment	Baht 48,500 million was allocated in sustainable financing and investment.

Financial literacy

Ensuring financial inclusion and promoting financial literacy	Enhancement of financial literacy for 55,000 underprivileged persons per year	Financial literacy was enhanced for 59,769 underprivileged persons.
	Cyber security campaign to reach 15 million persons	Cyber security campaign reached 18.8 million persons.



Principle 3: Clients and Customers



We will work responsibly with our clients and our customers to encourage sustainable practices and enable economic activities that create shared prosperity for current and future generations.

3.1 Client engagement

Does your bank have a policy or engagement process with clients and customers⁴ in place to encourage sustainable practices?

- Yes, In progress, No

Does your bank have a policy for sectors in which you have identified the highest (potential) negative impacts?

- Yes, In progress, No

Describe how your bank has worked with and/or is planning to work with its clients and customers to encourage sustainable practices and enable sustainable economic activities⁵. It should include information on relevant policies, actions planned/implemented to support clients' transition, selected indicators on client engagement and, where possible, the impacts achieved.

This should be based on and in line with the impact analysis, target-setting and action plans put in place by the bank (see Principle 2).

Response

Aligned with our K-Strategy, which centers on empowering the lives and businesses of our customers, KBank has initiated Customer Deep Listening sessions or workshops. These sessions involve active participation from customers and SME Relationship Managers, facilitating a thorough understanding of customers' pain points and needs. The insights gathered from these engagements are then meticulously analyzed and utilized in the development of products tailored to address the identified needs and challenges of our customers. This customer-centric approach ensures that our offerings are not only aligned with their expectations but also contribute to enhancing their overall experience with KBank.

KBank has also incorporated ESG risks and opportunities as a factor for loan consideration in the Know Your Customer (KYC) and Customer Due Diligence (CDD) processes. In the post-approval period, KBank has monitored customers' loan uses per the objectives notified to KBank and their repayments per the due dates. Additionally, KBank establishes an exclusion list along with a sector-specific guideline by including ESG factors specific to each sector into the consideration to comply with our targets. In addition, our Relationship Managers also engage with customers to let them realize on the Bank's direction and to work with them on their transition journey. In the sectors that KBank has targeted as part of its decarbonization pathway, we have actively engaged customers in these sectors to help and support their transition through our products and services.

We have promoted sustainable financing with target Baht 100 - 200 billion by 2030. Furthermore, we have developed our sustainable finance guideline which could be applied to all known use of proceeds to activities or projects contributing to better environmental objectives such as renewable energy, energy efficiency, eco-friendly and circular economy, green building, and etc. For unknown use of proceeds that are linked with materiality sustainability targets (sustainability-linked), KPIs related to GHG reductions and resource efficiency and circular economy aspects would be part of our consideration.

Moreover, KBank also enhanced customer engagement across various segments, including corporate, SME, and retail customers with a primary focus on Thailand, which is the Bank's main operating region.

Links and references

See details in Sustainability Report 2024 p. 78 - 79, 182 - 186

3.2 Business opportunities

Describe what strategic business opportunities in relation to the increase of positive and the reduction of negative impacts your bank has identified and/or how you have worked on these in the reporting period. Provide information on existing products and services, information on sustainable products developed in terms of value (USD or local currency) and/or as a % of your portfolio, and which SDGs or impact areas you are striving to make a positive impact on (e.g. green mortgages – climate, social bonds – financial inclusion, etc.).

4 A client engagement process is a process of supporting clients towards transitioning their business models in line with sustainability goals by strategically accompanying them through a variety of customer relationship channels.
5 Sustainable economic activities promote the transition to a low-carbon, more resource-efficient and sustainable economy.



Response

While the business sector and many nations are aiming to be Net Zero and towards transitioning into a society of renewable energy and clean energy consumption, as well as the adoption of technologies to enhance energy efficiency and minimize greenhouse gas emissions, financial needs to achieve the net zero target have been on the rise.

At KBank, we have identified our strategic priorities and unveiled the “3+1Strategy” as the organization’s strategic framework. We have also built on our strengths and enhanced our capabilities in several areas to achieve our goal of double-digit return on equity (ROE) by 2026. Our strategic priorities are to reinvigorate credit performance, scale our capital-lite fee income business, and strengthen and pioneer sales and service models to deliver value-based results.

Additionally, the Bank strives to become a leader in ESG among banks in Southeast Asia by leading customers and businesses in Thailand towards an economic system that paves the way for sustainable growth through continuous and cement actions to achieve the Net Zero target. These include transforming KBank’s operations, assisting customers in building capabilities and adjusting to more environmentally friendly business practices, providing sustainable credit and investment facilities, as well as advancing services beyond financial solutions in order to help customers gain easier access to greener lifestyles.

Various products offered to our customers which can be seen in Sustainability Report 2024 p. 68 - 70

Links and references

See details in Sustainability Report 2024 p. 14 - 15, 54 - 55

Principle 4: Stakeholders



We will proactively and responsibly consult, engage and partner with relevant stakeholders to achieve society’s goals.

4.1 Stakeholder identification and consultation

Does your bank have a process to identify and regularly consult, engage, collaborate and partner with stakeholders (or stakeholder groups) you have identified as relevant in relation to the impact analysis and target setting process?

- Yes
- In progress
- No

Please describe which stakeholders (or groups/types of stakeholders) you have identified, consulted, engaged, collaborated or partnered with for the purpose of implementing the Principles and improving your bank’s impacts. This should include a high-level overview of how your bank has identified relevant stakeholders, what issues were addressed/results achieved and how they fed into the action planning process.

13 Such as regulators, investors, governments, suppliers, customers and clients, academia, civil society institutions, communities, representatives of indigenous population and non-profit organizations



Response

KBank employs a comprehensive approach to stakeholder identification by evaluating the financial and Environmental, Social, and Governance (ESG) impacts of business activities throughout the bank's value chain. The analysis considers the influence of stakeholders on the bank's operations and vice versa. Identified stakeholders include shareholders, the Board of Directors, employees, regulatory agencies, customers, counterparties/business partners, competitors, creditors, communities, environment, and society. The results from stakeholder engagement, particularly the voice of stakeholders, highlight weather conditions as a critical material topic in the environmental dimension.

In furtherance of sustainable development, KBank collaborates with various organizations through several key operations:

United Nations Global Compact (UNGC):

KBank is a member of UNGC, aligning its business operations with globally accepted principles in human rights, labor, environment, and anti-corruption.

Partnership for Carbon Accounting Financials (PCAF):

As a signatory to PCAF, KBank contributes to the formulation of standards for assessing and disclosing greenhouse gas emissions (GHG) financed by loans and investments.

Science-Based Targets (SBT) Project:

KBank participates in a project promoting GHG reduction in the business sector through the use of science-based targets for 2022, initiated by the Center of Excellence for Eco-Efficiency, Faculty of Engineering, Thammasat University, and the Thailand Greenhouse Gas Management Organization (TGO).

Climate Action Leading Organization Initiative:

KBank joins the Climate Action Leading Organization initiative, reflecting the bank's commitment to leading in GHG management. This initiative is a collaboration between the Thailand Greenhouse Gas Management Organization and the United Nations Framework Convention on Climate Change (UNFCCC).

Thai Bankers' Association (TBA) Collaboration:

KBank plays a pivotal role as the Lead Facilitator in sustainability within the TBA. Key missions include the preparation of the ESG Declaration and the development of impact assessment tools and an industry handbook.

Thailand Taxonomy Working Group:

KBank represents the TBA in the Thailand Taxonomy working group of the Bank of Thailand, contributing opinions and recommendations for formulating a 'green taxonomy' as a common guideline for classifying environmentally sustainable economic activities.

These collaborative efforts underscore KBank's commitment to sustainable practices, engagement with stakeholders, and leadership in addressing environmental challenges.

Links and references

See details in Sustainability Report 2024 p. 21, 26 - 41

Principle 5: Governance & Culture



We will implement our commitment to these Principles through effective governance and a culture of responsible banking

5.1 Governance Structure for Implementation of the Principles

Does your bank have a governance system in place that incorporates the PRB?

- Yes In progress No

Please describe the relevant governance structures, policies and procedures your bank has in place/is planning to put in place to manage significant positive and negative (potential) impacts and support the effective implementation of the Principles. This includes information about

- which committee has responsibility over the sustainability strategy as well as targets approval and monitoring (including information about the highest level of governance the PRB is subjected to),
- details about the chair of the committee and the process and frequency for the board having oversight of PRB implementation (including remedial action in the event of targets or milestones not being achieved or unexpected negative impacts being detected), as well as
- remuneration practices linked to sustainability targets.



Response

Governance structure:

KBank has implemented a robust structure, policies, and management framework specifically dedicated to addressing climate change. This strategic initiative is an integral component of our sustainability operational processes, reflecting our commitment to Environmental, Social, and Governance (ESG) responsibility. The established structure encompasses comprehensive measures to effectively manage and respond to the challenges posed by climate change, aligning with global sustainability standards and reinforcing our dedication to responsible banking practices.

Policies and procedures:

KBank has implemented credit policies and procedures that explicitly demonstrate Environmental, Social, and Governance (ESG) responsibility. This structured approach is integrated into our operational framework, organized into both management and transaction levels. The credit policies and procedures underscore our commitment to responsible banking practices by incorporating ESG considerations, ensuring that sustainability factors are systematically addressed and embedded throughout the credit evaluation and decision-making processes. This two-tiered operational structure allows for a holistic approach, ensuring alignment with ESG principles at both strategic management and transactional levels within the bank.

Links and references

See details in Sustainability Report 2024 p. 19 - 20

5.2 Promoting a culture of responsible banking:

Describe the initiatives and measures of your bank to foster a culture of responsible banking among its employees (e.g., capacity building, e-learning, sustainability trainings for client-facing roles, inclusion in remuneration structures and performance management and leadership communication, amongst others).

Response

KBank has established staff KPI at executive and operator levels with respect to climate change management on both business and operations aspects. On the business side, KBank has developed low-carbon products and supported environmental loans, which have been set as a KPI of related units. In terms of our operations, cuts in greenhouse gas emissions have been included in our long-term targets. We have also presented awards, both monetary and non-monetary, to incentivize employees for development of projects in relation to the environment, society and governance, for example, the Star Award.

KBank provides knowledge related to credit policy and processes based on the ESG risk consideration criteria for employees tasked with credit operations and related organizations, so that they are aware of environmental and social impacts through the entire lending and investment processes. Employees are required to pass the tests of credit policy and are encouraged to attend training courses on ESG risk assessment criteria of each business and industry so that they can manage such risks and report ESG risk issues correctly. Due to some complicated risks that may be associated with the supply chain of projects requesting loans, employees' correct understanding of such particular risks and assessment of each risk issue are very important. Skilled employees can act as our internal experts for customers' business analysis and for helping those customers through useful advice and recommendations.

KBank also collaborated with the Thailand Greenhouse Gas Management Organization (Public Organization) in organizing a seminar to provide the Climate Pillar and relevant employees knowledge about GHG management, so they know how to adjust to and reduce the impacts of climate change. There were more than 200 attendees at the seminar. Moreover, the Bank worked with our strategic partners and experts from various organizations in organizing a Live Talk to offer employees an understanding about environmentally friendly lifestyles. Various topics were featured in the Live Talk, such as "WFH can help save electricity bills through the installation of environmentally friendly solar rooftops", "Ways to save on power" "An understanding about Time of Use (TOU) electricity rate & solar power purchase from private households.

Links and references

See details in Sustainability Report 2024 p. 23 - 25, 81

5.3 Policies and due diligence processes

Does your bank have policies in place that address environmental and social risks within your portfolio? Please describe.

Please describe what due diligence processes your bank has installed to identify and manage environmental and social risks associated with your portfolio. This can include aspects such as identification of significant/salient risks, environmental and social risks mitigation and definition of action plans, monitoring and reporting on risks and any existing grievance mechanism, as well as the governance structures you have in place to oversee these risks.



Response

KBank has integrated Environmental, Social, and Governance (ESG) risk factors into our lending processes, incorporating them into critical stages such as Know Your Customer (KYC) and Customer Due Diligence (CDD). Within the credit underwriting function, KBank considers various aspects including customer characteristics, borrowing objectives aligned with economic benefits, sources of income and their consistency, debt servicing ability matching borrowers' income, and overall debt burdens and expenses.

To underline the significance of environmental and social impact management in our lending and investment activities, KBank has developed an Environmental and Social Risk Management Policy and Framework (ESRM). This framework incorporates ESG considerations into risk management processes, facilitated by a well-defined operational structure with clearly delineated roles and responsibilities. International best practices are employed in our credit assessment processes for commercial credits, Project Finance, and securities investment.

KBank has implemented an Exclusion List, outlining projects ineligible for KBank credits, and Sector-Specific guidelines. Additionally, intensive risk management measures are applied for high-risk customers to ensure that supported projects have no adverse effects on the environment, society, or KBank's overall image and operations. These measures contribute to the long-term stability of business advancement and sustainable returns for all stakeholders.

In line with our commitment to ESG considerations, KBank has set a target that mandates 100% of Project Finance and medium enterprises (and above) requests to undergo the Environmental, Social, and Governance (ESG) assessment procedure. This proactive approach ensures that environmental and social impacts are systematically assessed and managed in our lending and investment decisions.

Links and references

See details in Sustainability Report 2024 p. 170 - 176

Self-assessment summary:

Does the CEO or other C-suite officers have regular oversight over the implementation of the Principles through the bank's governance system?

Yes No

Does the governance system entail structures to oversee PRB implementation (e.g. incl. impact analysis and target setting, actions to achieve these targets and processes of remedial action in the event targets/milestones are not achieved or unexpected neg. impacts are detected)?

Yes No

Does your bank have measures in place to promote a culture of sustainability among employees (as described in 5.2)?

Yes In progress No

Principle 6: Transparency & Accountability



We will periodically review our individual and collective implementation of these Principles and be transparent about and accountable for our positive and negative impacts and our contribution to society's goals.

Assurance

Has this publicly disclosed information on your PRB commitments been assured by an independent assurer?

Yes Partially No

If applicable, please include the link or description of the assurance statement.

Response

The disclosure of emission profile is verified by an independent third party to ensure the fair assessment and acceptable accuracy.

Links and references

See details in Sustainability Report 2024 p. 234 - 235

6.2 Reporting on other frameworks

Does your bank disclose sustainability information in any of the listed below standards and frameworks?

- GRI Standards
- SASB
- CDP
- IFRS Sustainability Disclosure Standards (to be published)
- TCFD
- Other: UNGC, B4SI, PCAF



<p>Response</p> <p>KBank has demonstrated its commitment to transparency and accountability by disclosing sustainability information in alignment with various international standards. The bank has embraced best practices and adhered to recognized frameworks to ensure that our sustainability reporting meets global standards.</p>	<p>Links and references</p> <p>See details in Sustainability Report 2024 p. 234 - 235</p>																
<p>6.3 Outlook</p> <p>What are the next steps your bank will undertake in next 12 month-reporting period (particularly on impact analysis, target setting and governance structure for implementing the PRB)? Please describe briefly.</p>																	
<p>Response</p> <p>In the realm of climate change mitigation, KBank affirms its commitment to continuously and dynamically monitor and assess decarbonization pathways and targets, adjusting strategies as financing opportunities emerge. This proactive stance ensures that KBank stays agile in responding to evolving opportunities and challenges in the field of climate action.</p> <p>Regarding resource efficiency and circular initiatives, KBank plans to conduct performance measurement to quantify impacts and identify crucial sectors. The outcomes of these processes are anticipated to be finalized and disclosed in the forthcoming report, emphasizing the bank's dedication to transparency and accountability in its sustainability efforts.</p> <p>KBank's commitment to transparency and accountability is further exemplified by its proactive approach to assurance. The information disclosed in the 2024 report on the Principles for Responsible Banking (PRB) has undergone independent verification by a third-party assurer. This external validation not only enhances the credibility and reliability of the disclosed information but also instills increased confidence among stakeholders in KBank's dedication to responsible banking practices. The bank affirms its ongoing commitment to this practice, reinforcing the importance of maintaining a high standard of accountability and transparency in its operations.</p> <p>In 2024, KBank study new disclosure standard including IFRS S1 & S2.</p>	<p>Links and references</p> <p>-</p>																
<p>6.4 Challenges</p> <p>Here is a short section to find out about challenges your bank is possibly facing regarding the implementation of the Principles for Responsible Banking. Your feedback will be helpful to contextualise the collective progress of PRB signatory banks.</p> <p>What challenges have you prioritized to address when implementing the Principles for Responsible Banking? Please choose what you consider the top three challenges your bank has prioritized to address in the last 12 months (optional question).</p> <p>If desired, you can elaborate on challenges and how you are tackling these:</p> <table border="0"> <tr> <td><input type="checkbox"/> Embedding PRB oversight into governance</td> <td><input checked="" type="checkbox"/> Customer engagement</td> </tr> <tr> <td><input type="checkbox"/> Gaining or maintaining momentum in the bank</td> <td><input checked="" type="checkbox"/> Stakeholder engagement</td> </tr> <tr> <td><input checked="" type="checkbox"/> Getting started: where to start and what to focus on in the beginning</td> <td><input checked="" type="checkbox"/> Data availability</td> </tr> <tr> <td><input checked="" type="checkbox"/> Conducting an impact analysis</td> <td><input checked="" type="checkbox"/> Data quality</td> </tr> <tr> <td><input checked="" type="checkbox"/> Assessing negative environmental and social impacts</td> <td><input type="checkbox"/> Access to resources</td> </tr> <tr> <td><input checked="" type="checkbox"/> Choosing the right performance measurement methodology/ies</td> <td><input checked="" type="checkbox"/> Reporting</td> </tr> <tr> <td><input checked="" type="checkbox"/> Setting targets</td> <td><input checked="" type="checkbox"/> Assurance</td> </tr> <tr> <td><input type="checkbox"/> Other: ...</td> <td><input checked="" type="checkbox"/> Prioritizing actions internally</td> </tr> </table> <p>If desired, you can elaborate on challenges and how you are tackling these:</p>		<input type="checkbox"/> Embedding PRB oversight into governance	<input checked="" type="checkbox"/> Customer engagement	<input type="checkbox"/> Gaining or maintaining momentum in the bank	<input checked="" type="checkbox"/> Stakeholder engagement	<input checked="" type="checkbox"/> Getting started: where to start and what to focus on in the beginning	<input checked="" type="checkbox"/> Data availability	<input checked="" type="checkbox"/> Conducting an impact analysis	<input checked="" type="checkbox"/> Data quality	<input checked="" type="checkbox"/> Assessing negative environmental and social impacts	<input type="checkbox"/> Access to resources	<input checked="" type="checkbox"/> Choosing the right performance measurement methodology/ies	<input checked="" type="checkbox"/> Reporting	<input checked="" type="checkbox"/> Setting targets	<input checked="" type="checkbox"/> Assurance	<input type="checkbox"/> Other: ...	<input checked="" type="checkbox"/> Prioritizing actions internally
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<input type="checkbox"/> Other: ...	<input checked="" type="checkbox"/> Prioritizing actions internally																



Sustainability Awards and Assessment

Sustainability Awards and Assessment



SET ESG Ratings AAA Level by The Stock Exchange of Thailand

for two consecutive years (2023 - 2024)

Thailand Sustainable Investment (THSI)

for 7 years (2015, 2017 - 2022)



SET Sustainability Awards of Honor

SET Sustainability Awards of Honor in the category of listed companies with market capitalization exceeding Baht 100,000 million at the SET Awards 2024.

This recognition comes from the Bank winning the Best Sustainability Awards for 3 consecutive years (2022 - 2024)



ESG 100 Certificate 2024

KBank was selected as one of the 100 Thai companies with outstanding ESG performance by the Thaipat Institute.

Selected for 9 consecutive years (2016 - 2024)



The honorary Sustainability Disclosure Award 2024

The honorary Sustainability Disclosure Award 2024

Selected for 6 consecutive years (2019 - 2024)



Dow Jones Best-in-Class Indices 2024

The first bank in Thailand and ASEAN selected by S&P Global through its Corporate Sustainability Assessment (CSA)

Selected as a member for 9 consecutive years (2016 - 2024)



Top 10% of the S&P Global ESG Score 2024

for the banking industry with a score of 86/100 in the S&P Corporate Sustainability Assessments 2024.



CDP Climate Change is recognized as A List (Leadership Level)

The first bank in Thailand and Southeast Asia from the Carbon Disclosure Project (CDP)

For 3 consecutive years (2022 - 2024)



MSCI ESG Ratings Level "AA"

A leading in the banking industry in emerging markets in ESG operations

For 7 consecutive years (2018 - 2024)



FTSE4Good

FTSE4GOOD Emerging Index

Selected as a constituent member

for 9 consecutive years (2016 - 2024)



Corporate Governance and Good Governance Awards



“Excellent” based on the Corporate Governance Report of Thai Listed Companies for 2024 by the Thai Institute of Directors Association (IOD)



“Excellent and worthy as an example” based on the AGM Quality Assessment Program for 2024 by the Thai Investors Association in cooperation with the Office of the Securities and Exchange Commission and the Thai Listed Companies Association.

Environmental Awards and Certifications



The first Thai commercial bank to achieve carbon neutrality, from Thailand Greenhouse Gas Management Organization (Public Organization) serving as a model for business organizations in reducing global warming and leading towards a low-carbon society while driving sustainable Thai businesses. Selected for 7 consecutive years (2018 - 2024)



Honorary Award for Climate Action Leading Organization from Thailand Greenhouse Gas Management Organization (Public Organization) for 2024 Selected for 2 consecutive years (2023 - 2024).



Climate Action Leading Organization
KBank has joined the Climate Action Leading Organization, a collaboration between the Thailand Greenhouse Gas Management Organization (Public Organization) and the United Nations Framework Convention on Climate Change (UNFCCC), to express its intention to be a leader in GHG management. This shows that KBank has clear goals and operational plans for its GHG management, as well as its intention to reduce GHG emissions for a carbon-free society. The bank has received the results of measure and Reduce for Gold level and Contribute for Silver level.

Human Resource Management Awards



- **Best Learning and Development Program (Silver)** from Employee Experience Award (EXA) 2024, Singapore
- **Top 50 Companies in Thailand 2024**, awarded based on Work Venture survey, a leading employer branding consultancy for top companies in Thailand
- **HCM Transformation Award (Gold)** from SAP Customer Excellence Awards for Southeast Asia 2024, Singapore
- Two awards from HR Excellence Awards 2024 Thailand:
 - Excellence in Total Rewards Strategy (Gold)
 - Excellence in Digital Transformation (Silver)
- **Best Companies to Work for in Asia 2024** - Thailand region from HR Asia Awards, for the 5 consecutive year
- **Excellence in Labor Relations and Welfare Award**, granted by the Ministry of Labour, for the 19th consecutive year
- **Best Employee Brand on LinkedIn award** in the category of organizations with more than 10,000 employees from LinkedIn Talent Awards



Assurance Statement



LRQA Independent Assurance Statement Relating to KASIKORNBANK PUBLIC COMPANY LIMITED's Sustainability Report for the calendar year 2024 (1st January 2024 – 31st December 2024)

This Assurance Statement has been prepared for KASIKORNBANK PUBLIC COMPANY LIMITED in accordance with our contract but is intended for the readers of this Report.

Terms of engagement

LRQA Group limited was commissioned by KASIKORNBANK PUBLIC COMPANY LIMITED (KBank) to provide independent assurance on its Sustainability Report 2024 ("the report") using AccountAbility's AA1000AS v3, where the scope was a Type 2 engagement, and the assurance criteria below¹.

A moderate² level of assurance and materiality of the professional judgment of the verifier has been used for assuring the report. The one exception is the direct and energy indirect GHG emission data where a high level of assurance and 5% materiality has been applied. Our assurance engagement covered KBank's operations and activities in Thailand and specifically the following requirements:

- Evaluating the nature and extent of KBank's adherence to the AA1000 AccountAbility Principles (2018):
 - Inclusivity, Materiality, Responsiveness and Impact.
- Confirming that the Report is in accordance with:
 - Double Materiality assessment
 - GRI Standards 2021, and
 - GRI Financial Services Sector Disclosure.
- 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 withdraw
 - GRI 303-4: Water discharge
 - GRI 303-5: Water consumption
 - GRI 305-1: Direct GHG emissions (scope 1)
 - GRI 305-2: Energy indirect GHG emissions (scope 2) – excluded purchasing of cooling
 - GRI 305-3: Other Indirect GHG emission (Cat. 6 – business travel by taxicab and air travel and Cat. 15 - investments only)
 - GRI 305-4: GHG emissions intensity
 - GRI 306-3: Waste generated
 - GRI 306-4: Waste diverted from disposal
 - GRI 306-5: Waste directed to disposal
 - GRI 403-9 Work-related injuries (absenteeism only)
 - Initiatives to enhance financial inclusions (FS7)

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

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

LRQA's Opinion

Based on LRQA's approach

- the direct and energy indirect GHG emissions data in the report are materially correct;
- and nothing has come to our attention that would cause us to believe that KBank has not:
- met the requirements above
 - disclosed reliable performance data and information for the selected indicators
 - covered all the issues that are important to the stakeholders and readers of this report.

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

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

¹ <https://www.globalreporting.org>

² GHG quantification is subject to inherent uncertainty.



LRQA's approach

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

- Assessing KBank'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 KBank'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 KBank 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 KBank makes informed business decisions that may create opportunities that contribute towards sustainable development.
- Auditing KBank's data management systems to confirm that there were no significant errors, omissions or mis-statements in the report. We did this by reviewing the effectiveness of data handling procedures, instructions and systems, including those for internal verification. We also spoke with those key people responsible for compiling the data and drafting the report.
- Sampling of evidence presented at KBank's head office in Bangkok to confirm the reliability of the selected indicators. The extent of evidence sampled for the selected indicators reflected the level of assurance applied.

Observations

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

- Stakeholder inclusivity:
We are not aware of any key stakeholder groups that have been excluded from KBank's stakeholder engagement process. KBank has open dialogue with all of its stakeholders.
- Materiality:
We are not aware of any material issues concerning KBank's sustainability performance that have been excluded from the report. It should be noted that KBank has established extensive criteria for determining which issue/aspect is material to its stakeholders and that these criteria are not biased to the company's management. However, we do believe that KBank should keep updating in the materiality review process to reflect any emerging issues accordingly.
- Responsiveness:
KBank has established and implemented processes for responding to the concerns of various stakeholder groups in relation to GHG finance emissions reduction target and waste disposal.
- Impact:
KBank should further address quantitative impacts regard human right related topics in the future report.
- Reliability:
Data management systems are properly defined for the selected GRI disclosures. However, we believe that KBank should disclose GHGs emission related to energy imported from leasers 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 is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent.

This verification is the only work undertaken by LRQA for KBank and as such does not compromise our independence or impartiality.

Dated: 15 February 2025

Opart Charuratana
 LRQA Lead Verifier
 On behalf of LRQA (Thailand) Limited
 No. 252/123 (C), Muang Thai - Phatra Complex Tower B.
 26th floor, Ratchadaphisek Road., HuayKwang, Bangkok, 10310, THAILAND
 LRQA reference: BGK000001177

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LRQA Independent Assurance Statement Relating to KASIKORNBANK PUBLIC COMPANY LIMITED's UNPRB report for the calendar year 2024 (1st January 2024 – 31st December 2024)

This Assurance Statement has been prepared for KASIKORNBANK PUBLIC COMPANY LIMITED in accordance with our contract but is intended for the readers of this Report.

Terms of engagement

LRQA Group limited was commissioned by KASIKORNBANK PUBLIC COMPANY LIMITED (KBank) to provide independent assurance on its PRB reporting and self-assessment template 2024 ("the report"), as the second assurance period using the requirements laid out in the Assurance Guidance to undertake limited assurance on Principles reporting, issued by UNEP FI and the assurance criteria below.

A limited level of assurance and materiality of the professional judgment of the verifier has been used for assuring the report. Our assurance engagement covered KBANK's operations and activities in Thailand and specifically the following requirements:

- Evaluating the nature and extent of KBank's report to the UNEP FI Principles reporting.
 - Impact Analysis, Target Setting, Target Implementation and Monitoring and Governance Structure for Implementation of the Principles.

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

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

LRQA's Opinion

Based on LRQA's approach and nothing has come to our attention that would cause us to believe that KBank has not:

- met the requirements above
- covered all the impact areas that are important to the stakeholders and readers of this report.

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

Note: The extent of evidence-gathering for a limited level of assurance engagement is less than for a reasonable level of assurance engagement. Limited level assurance engagements focus on aggregated data whilst reasonable levels of assurance checking source data from sites.

LRQA's approach

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

- Reviewing KBank's process for identifying and determining most significant impacts to confirm that the right topics were included in their Report.
- Assessing of evidence presented at KBank's head office in Bangkok to confirm the reliability of the data and information. The extent of evidence sampled for the selected indicators reflected the level of assurance applied.

Observations

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

- Impact Analysis:
KBank has applied recognised impact analysis tools to identify and analyse the impacts, where the outcomes are meaningful for implementing the PRB Principles.
- Target Setting:
KBank has established climate change targets focusing on the transition of commercial lending portfolio as well as financial literacy which provides benefits to communities.
- Target Implementation and Monitoring:
Hence KBank has disclosed progress in implementation of such targets together with actions taken.
- Governance Structure for Implementation of the Principles:
KBank has implemented effective governance and a culture of responsible banking.



LRQA's standards, competence and independence

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

This verification together with sustainability report are the only works undertaken by LRQA for KBank and as such does not compromise our independence or impartiality.

Dated: 7 March 2025

Opart Charuratana
LRQA Lead Verifier
On behalf of LRQA (Thailand) Limited
No. 252/123 (C), Muang Thai - Phatra Complex Tower B,
26th floor, Ratchadaphisek Road., HuayKwang, Bangkok, 10310, THAILAND
LRQA reference: BGK000001177/A

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B4SI Assurance Statement 2025

Overview

SLR Consulting has been asked by KASIKORNBANK to review its use of the Business for Societal Impact (B4SI) Framework for measuring corporate community investment (CCI) programmes in 2024.

The B4SI Frameworks help businesses to improve the management, measurement, and reporting of their social impact. A combination of three Frameworks covers Community Investment, Social Innovation & Procurement for Social Impact. (See <https://b4si.net> for more information).

KASIKORNBANK has been an active member of the B4SI global network since 2021. This is the second time SLR Consulting, as global managers of B4SI, has worked with KASIKORNBANK to provide limited assurance of its community investment data gathered between January 2024 and December 2024, and the application of the B4SI Community Investment Framework, in accordance with current Guidance. The scope of assurance covers inputs contributed through the company's Community Investment and the outputs of these activities, where measured. Having conducted our assessment nothing has come to our attention which causes us to believe that the reported data, as stated in the Appendix for this document, does not accurately reflect the B4SI principles. Our work has not extended to an independent audit of the data.

In our commentary we identify the main findings of the Assurance process, including the strengths to KASIKORNBANK's data collection processes and outputs measurement as well as areas for development where the company can build on learnings from this year. We have further explained our observations in a separate management report.



Commentary

As part of its efforts to ensure a robust application of the Framework, KASIKORNBANK has had its CCI data assured by B4SI for the second time this year. KASIKORNBANK has demonstrated a strong commitment to rigorous measurement and reporting and continuous improvement in collecting its CCI data according to the principles of the B4SI Framework.

The data shows a total contribution worth ₱664,433,367, a significant increase from 2023's contribution, related to large cash donations in the area of Health. Of its total contribution, KASIKORNBANK contributed 13% through charitable gifts and 87% through strategic community investment activity. When examining contribution focus, 72% of KASIKORNBANK's total contribution was dedicated to Health, followed by Education at 19% and Environment third at 5% of the total contribution.

KASIKORNBANK measures most of its inputs from its operations and records social outputs for certain flagship programmes, including AFTERKLASS, Pohpanpanya Camp, the Employee Volunteering program and Donate Used Computer, which represented 10% of its contributions in 2024. The definitions used for each measure are based on the B4SI Framework and are put in practice in collaboration with its partners to gather the data. Programme managers have responsibility for collecting data that the sustainability team then collates and reviews periodically. Contribution amounts are externally audited, and there is an evolving process for internally examining volunteering figures, with opportunity to further strengthen internal data review processes.

Our review of KASIKORNBANK's 2024 Community Investment data revealed an overall comprehension of the B4SI Framework's implementation. Particular risks were identified and mitigated in employee volunteering activities and commercial initiatives that are eligible within the B4SI Framework. Future developments could enhance consistency in the application of the framework through strengthening data collection methods, robust tools and processes, and embedding the principles of the B4SI Framework into the policies of the employee volunteering program.

KASIKORNBANK has demonstrated commitment to continuous improvement in its embedding of the B4SI Framework in their operations and making efforts to work with internal stakeholders to improve processes to ensure data quality and completeness, consolidating a strong base to develop further in the future.

Clodagh Connolly
Global B4SI Director

Corporate Citizenship
www.b4si.net

The scope of the statement is limited to the reporting period

13 February 2025



Appendix

KASIKORNBANK's 2024 Community Investment



INPUTS

<i>Total value of contributions (including management costs)</i>		฿664,433,367
Total value of contributions (excl. management costs)		฿648,195,390

HOW - Type of contributions

Cash	฿614,191,526	92%
Time	฿15,267,906	2%
In-kind: contributions of product, equipment, rooms etc.	฿18,735,958	3%
Management costs	฿16,237,977	2%
TOTAL	฿664,433,367	100%

WHY - Motivation

Charitable gifts	฿82,216,042	13%
Community investment	฿564,894,148	86.8%
Commercial initiatives in the community	฿1,085,200	0.2%
TOTAL	฿648,195,390	100%

WHAT - Subject focus

Education	฿124,365,002	17.53%
Health	฿466,464,680	73.44%
Economic development	฿770,000	0.12%
Environment	฿30,105,508	4.74%
Arts/Culture	฿21,540,000	3.39%
Social welfare	฿4,670,200	0.74%
Emergency relief	฿280,000	0.04%
TOTAL	฿648,195,390	100%

WHAT - Sustainable Development Goals (SDG)

GOAL 1: No Poverty	฿13,000,000	2.00%
GOAL 2: Zero Hunger	฿720,000	0.11%
GOAL 3: Good Health and Well-being	฿467,379,680	72.10%
GOAL 4: Quality Education	฿62,412,494	9.63%
GOAL 5: Gender Equality	฿200,000	0.03%
GOAL 8: Decent Work and Economic Growth	฿2,970,000	0.46%
GOAL 9: Industry, Innovation and Infrastructure	฿40,480,000	6.25%
GOAL 10: Reduced Inequality	฿2,000,000	0.31%
GOAL 11: Sustainable Cities and Communities	฿28,177,708	4.35%
GOAL 12: Responsible Consumption and Production	฿20,000	0.00%
GOAL 13: Climate Action	฿27,985,508	4.32%
GOAL 15: Life on Land	฿2,100,000	0.32%
GOAL 16: Peace and Justice Strong Institutions	฿100,000	0.02%
GOAL 17: Partnerships to achieve the Goal	฿650,000	0.10%
TOTAL	฿648,195,390	100%



WHERE - Global breakdown
Asia-Pacific
TOTAL

฿648,195,390 100%
฿648,195,390 100%



OUTPUTS

Total number of activities reported

96

COMMUNITY OUTPUTS

Total number of direct beneficiaries

1,336

Total number of beneficiary organisations

377

BUSINESS OUTPUTS

Number of staff involved in company time

8,150

Number of hours in company time

44,643

LEVERAGE

Employees - other

฿4,409,784

100%

Total Leverage

฿4,409,784

100%

Number of employees involved in their own time

5,547

Hours contributed by employees in own time

3,570





Certain statements shown in this report are forward-looking statements in respect of the financial position or the performance of KASIKORNTHAI PUBLIC COMPANY LIMITED ("KBank"). KBank has prepared such forward-looking statements based on several assumptions, and has relied on financial and other information available from public sources as of the date such statements were made. Statements containing words such as "expect", "believe", "estimate", etc. and other similar expressions, are considered as forward-looking statements which involve uncertainties and are subject to changes at any time due to future events, including but not limited to, changes in global/national economic, political and regulatory environment. Accordingly, the readers or the recipients of information shall carefully review this report and make their own independent decision as well as thoroughly evaluate such fact or information which may have changed prior to making any investment or entering into any transaction.



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Statement of
the Chief Executive
Officer

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KASIKORNBANK
and Sustainable
Development

Environmental
Dimension

Social
Dimension

Governance
and Economic
Dimension

Appendices

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