



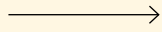
CREATING VALUE

for a Sustainable Future

Vision

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

Mission



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



Financial Perspective

To attain stable growth in financial performance



Market and Customer Perspective

To maintain business leadership with service excellence



Quality Operations Perspective

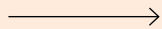
To have efficient working systems and quality control procedures. To set standards for work processes and be able to use data from these processes to support decision-making



Capability Perspective

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

Core Value



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



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



To provide quality work



To perform duties as ethical and professional bankers



To work as a team with shared goals



To give importance to personnel development

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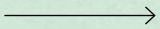


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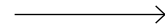
Message from the Chairman, Executive Chairman and President





PITI SITHI-AMNUAI
Chairman

Message from the Chairman, Executive Chairman and President



Bangkok Bank creates long-term value by managing our business in a responsible way in keeping with our commitment to be a trusted partner and reliable close friend (puan koo kit mit koo baan). Our ultimate sustainability goal is to be the most trusted bank by striving for business sustainability, managing risk effectively, and considering the long-term benefit for stakeholders when making decisions with a view to build a sustainable future for all parties involved.

Throughout 2021 the spread of the Coronavirus Disease (Covid-19) pandemic continued to disrupt economies in Thailand and other markets where we have operations. Households and small and medium sized enterprises were hardest hit by the downturn. As a friend and partner, we stood by our customers to help them get through these challenging times by providing assistance such as additional liquidity, special loans, or restructuring payment terms.

The health and well-being of our customers, employees and the wider community remains a top priority. In addition to arranging vaccination for our employees, we continued to practice work-from-home, split-site and split-team policies. We provided medical supply kits to

people with Covid-19 convalescing at home as well as water supplies and medical equipment to hospitals.

The pandemic accelerated the use of e-Commerce, cashless payments and online banking. We rapidly expanded our digital banking services to meet this need and increased our physical touchpoints by providing banking agent services in Lotus's, Thailand Post and 7-Eleven outlets. In addition to increasing financial access to more people, these efforts are also environmentally friendly as they help conserve resources such as paper and fuel used for traveling to branches.

There is growing awareness of the important role that the financial industry plays in environmental, social and governance (ESG) issues. As such, we are incorporating these factors into our decision-making at every level, building awareness about ESG among our employees and integrating it into our organizational culture.

In 2021, Bangkok Bank President Chartsiri Sophonpanich signed the Statement of Commitment for Sustainable Thailand 2021 which supports a strong and stable Thai economy within the framework of the United Nations Sustainable Development Goals (UNSDGs) and the Paris



Agreement. To translate our commitment into action, we established the Sustainability Policy to provide principles and direction to the Bank.

Our approach to sustainability is based on four key pillars – efficient and effective risk management, sound human resource management, good corporate governance and creating sustainable value for society and the environment.

In alignment with the UNSDGs, our three-year sustainability strategy comprises five key areas. As detailed in this report, they are Be Resilient, Be Responsible, Be Customer Centric, Be Caring and Be Ethical. Placing our current and future activities within this sustainability framework helps focus our vision and business strategies while providing a clear path to achieving our sustainability goals and the UNSDGs.

The Bank has continuously supported many important sustainability projects, such as clean energy development across Asia, electric vehicle production and electric mass transit development. We also underwrote the majority of private-sector green bonds and sustainability-linked bonds issued in Thailand. Funds were raised for renewable energy projects such as solar and wind power, recycling materials and mass transit developments. Furthermore, the Bank supported the Ministry of Finance’s issuance of Thailand’s first sustainability bond to be listed on the Luxembourg Stock Exchange.

The Bank continues to do its part to help mitigate and adapt to climate change. We established the

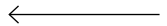
Environmental and Energy Conservation policy and set a medium-term target to reduce Scope 1 and 2 GHG emissions from our own operations, which will be closely monitored. We are proud to be a partner with the Hydro-Informatics Institute (Public Organization) and the Utokapat Foundation under Royal Patronage to help disadvantaged people in rural areas get access to and manage water that enables them to have a better quality of life and gain economic stability. We believe the project has strengthened the communities’ capability to cope with present and future climate challenges.

We focused our social commitments on supporting financial literacy and financial inclusion. We initiated the Fin Lit for the Blind project to serve the financial interests of visually-impaired people through an audio book application. We continued to support our branch managers and staff to be School Partners and work with schools in the CONNEXT ED Foundation to improve the quality of education as well as to provide essential financial knowledge and promote a savings mindset among students. On promoting financial inclusion, we expanded our digital services such as online account opening and increasing the range of functions of mobile banking services, which makes it more convenient for people to do their banking anywhere and anytime. We also provided easier access to financial services, especially for people living in remote areas, by expanding our network of banking agents.

Last but not least, the Bank achieved a respectable financial performance during a challenging time for business. To ensure resilience, we maintained a healthy



DEJA TULANANDA
Executive Chairman





CHARTSIRI SOPHONPANICH

President



financial position with high liquidity and capital at an appropriate level under a prudent management approach so as to stand ready to support business operations under the changing business landscape post Covid-19. The Bank attributes high importance to our quality approach, safeguarding against present and emerging risks to achieve the sustainable growth of our business.

Looking back on 2021, the Bank received recognition for our sustainability journey. We received the Sustainable Finance Award 2021: Regional Awards – Asia Pacific, Outstanding Leadership in Green Bonds from Global Finance. We were also selected to feature in S&P Global’s Sustainability Yearbook 2022, were listed in the Thailand Sustainability Investment (THSI) list for 2021, and received an excellent rating by the Thai Institute of Directors Association in the Corporate Governance Report of Thai Listed Companies for 2021.

We have made notable progress through our sustainability initiatives and are moving toward achieving our sustainability goals. Albeit still a long road ahead, we will continue to advance our business, strengthen our financial position, and foster our sustainable practices and good governance culture, in order to keep ourselves robust and resilient in facing challenges and fulfilling the expectations of our stakeholders.

We will continue to take sustainability seriously as a trusted partner and reliable close friend and continuously work with our stakeholders to create value for a sustainable future.

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

(Piti Sithi-Amnuai)
Chairman

(Deja Tulananda)
Executive Chairman

(Chartsiri Sophonpanich)
President



About Bangkok Bank

—————>

Bangkok Bank Public Company Limited, Thailand's largest bank by assets, was founded on December 1, 1944 and was among the first 16 companies listed on the Stock Exchange of Thailand in 1975, the inaugural year of the exchange. Since the beginning, the Bank has adhered to good governance principles while being customer centered and following sustainable business practices to create value across all dimensions – economic, social and environmental. The Bank's sustainable development objective is to become the most trusted bank, which is responsible, prudent in risk management and considers the long-term interests of all stakeholders when making business decisions with the aim to build a sustainable future for all.

The Bank is committed to being a financial institution that stands beside customers and Thai society in line with our motto of being *puan koo kit mit koo baan* (a trusted partner and reliable close friend) with an emphasis on maintaining and building relationships with customers, developing and offering diverse financial products and services that satisfactorily meet their requirements, and extending opportunities and accessibility to financial



services to all customer segments. The Bank conducts business in accordance with good corporate governance principles and responsibility toward society and the environment which builds credibility and trust among customers and other stakeholders.

Guidelines for Sustainable Business

We recognize that stakeholders expect the Bank to promote sustainable development that is appropriate under present and future conditions in the economy, society and environment. This challenge requires determination and collaboration from all parties. Therefore, the Bank has become more systematic in our approach to sustainability and we have formulated policies and strategies and set short-term and long-term goals to meet the expectations of all stakeholders. These help all stakeholders, society and the Bank to properly handle challenges and create sustainable growth.

The Bank has established our sustainability policy as a guideline for driving sustainable banking while supporting Thailand’s sustainable development. It is based on four key pillars as follows:



Risk Management:

The Bank aims to promote risk culture, prudent risk management and comprehensive business opportunity assessment covering significant issues both in the short term and long term, to be able to quickly adapt to changing conditions.



Good Corporate Governance:

The Bank adheres to good corporate governance principles and raises awareness about its business code of conduct, as well as related policies, rules and regulations for its employees, in order to ensure governance that is effective, efficient and transparent in compliance with the government’s rules and regulations.



Human Resources Management:

The Bank treats employees equally and fairly without discrimination, provides for their occupational health and safety, offers proper compensation and welfare, and continually develops their knowledge and skills.



Sustainable Value Creation for Society and Environment:

The Bank creates value for society and the environment through financial education and inclusion that promotes access to financial services, lending for activities that are environmentally friendly, mitigation of environmental impacts from businesses, participation in social services and encouragement of suppliers to conduct business with social and environmental responsibility.



PUAN KOO KIT MIT KOO BAAN

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



Goal



Guidelines



Principles

Sustainability Governance, Communication, Stakeholder Engagement, and Capability Building


Risk Management




Human Resources Management




Good Corporate Governance




Creating Sustainable Value for Society and the Environment



Furthermore, the sustainability policy places importance on good governance, communication and stakeholder engagement as well as capability building for directors, executives and employees at all levels. The Bank has a firm belief that adherence to the sustainability policy will enable us to overcome challenges and be resilient to crises as well to create long-term benefits for stakeholders and the Bank itself.

We have formulated a sustainability strategy that is consistent with the sustainability policy. The sustainability policy and strategy are agreed upon by high-level executives and approved by the Board of Directors. We established 15 sustainability materiality issues from our stakeholder engagement process as a baseline for formulating strategy and identified clear commitments, indicators and short-term and long-term targets for each materiality issue. The sustainability strategy is incorporated into the Bank's business strategy which ensures that sustainability efforts are aligned with the usual business of the Bank.

To ensure that the Bank's sustainability undertaking is systematic and clear, we have appointed the Corporate Governance Committee to set directions on sustainability, track and monitor overall progress related to sustainability and report the sustainability performance to the Board of Directors on a regular basis. The Sustainability Team, under the Office of the President, is responsible for planning and driving sustainability practices to attain the goals through communication, support and collaboration with internal and external parties.



Engagement for Driving Sustainability

We believe that all sectors including business, government and people are mutually accountable for achieving sustainable development goals at both a national and international level and they must work closely together. Accordingly, we aim to align our sustainability efforts

and practices with local and international standards and initiatives and concepts related to sustainability, as well as to partner with other agencies to drive Thailand toward sustainable development.

In 2021, the Bank joined the declaration to encourage responsible and sustainable business conduct at

the Sustainable Thailand 2021 event organized by the Government Pension Fund (GPF), the Ministry of Finance and the United Nations. The Bank is committed to collaborating with other agencies to enable Thailand to achieve our sustainable development goals and greenhouse gas emission reduction goals under the Paris Agreement.

Principles, standards and initiatives	Established by	How it is adopted
United Nations Sustainable Development Goals (UNSDGs)	United Nations	As a practical guideline
Global Reporting Initiative Standards (GRI Standards)	Global Reporting Initiative	As a practical guideline on sustainability reporting to the public
Dow Jones Sustainability Indices (DJSI)	S&P Global	As a practical guideline
United Nations Guiding Principles on Business and Human Rights (UNGPs)	United Nations	As a practical guideline
ASEAN CG Scorecard	ASEAN Capital Markets Forum (ACMF)	As a practical guideline on good corporate governance
Sustainable Banking Guidelines	Thai Bankers' Association	As a practical guideline on sustainable banking
Banking Industry Code of Conduct	Thai Bankers' Association	As a practical guideline

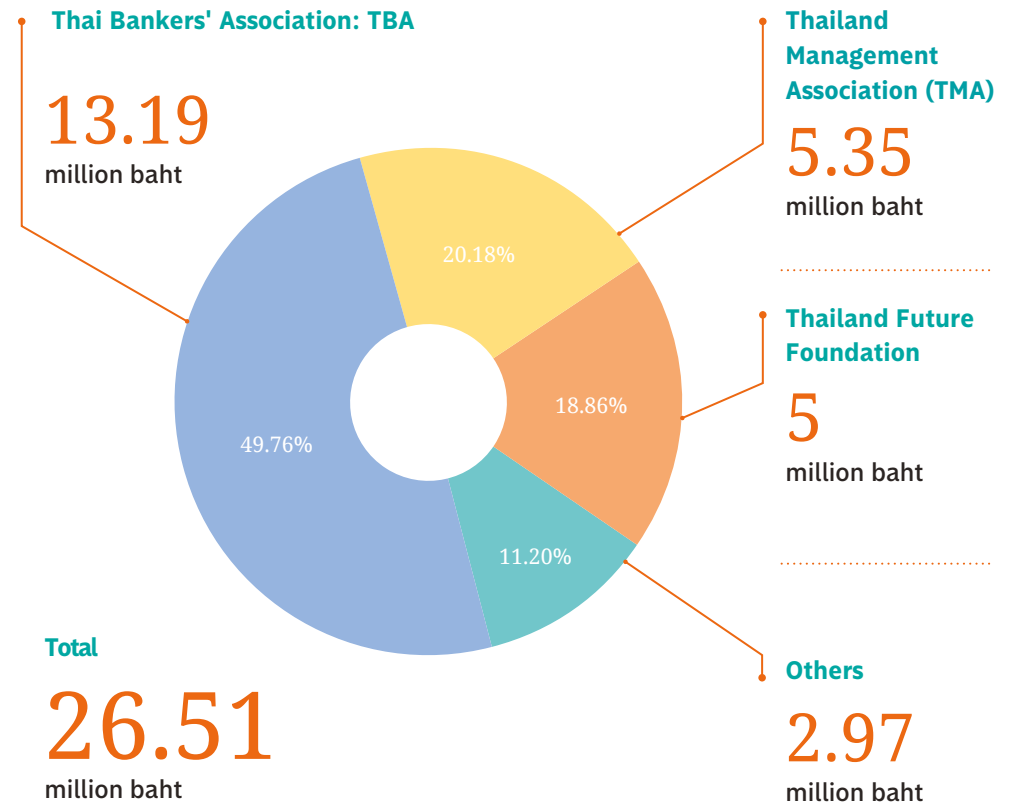


Participation as a Member of Organizations and Networks

The Bank participates as a member of both governmental and private organizations to foster economic and social development in Thailand. Furthermore, our executives also serve as directors in organizations or agencies related to business development, financial institution development and sustainable development as listed below:

Organization/agency	Year of first participation
Thai Bankers' Association	1958
Joint Standing Committee on Commerce, Industry and Banking (JSCCIB)	1977
Thai Listed Companies Association	1989
Thailand Management Association	2015
CSR Club, Thai Bankers' Association	2012
Compliance Club, Thai Bankers' Association	2004
Thai Private Sector Collective Action Against Corruption (CAC)	2015

The Bank has been offering financial support to various organizations and networks in the form of membership fees and donations for activities that help strengthen the economy and society. Our financial contributions were made based on social responsibility and supporting the interests of our stakeholders. In 2021, the Bank provided monetary support to organizations and networks totaling Baht 26.51 million. The top three organizations which received the highest contributions were:





Products and Services

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

Products and Services



Products and Services for Business Customers

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



Products and Services for Individual Customers

- Savings products including savings accounts and current accounts, fixed deposit accounts, and foreign currency deposit accounts
- Investment products including mutual funds, long-term funds and debentures
- Consumer credit cards and debit cards
- Family protection services including life insurance, accident and health insurance, personal loans and loans for pensioners
- Home and resident products including home loans, home equity loans and properties for sale
- Digital banking services including mobile banking services (Bangkok Bank Mobile Banking), internet banking services (Bualuang iBanking) and QR Code payment services
- Electronic and digital channel services
- Contact Center (Bualuang Phone)



Service Network

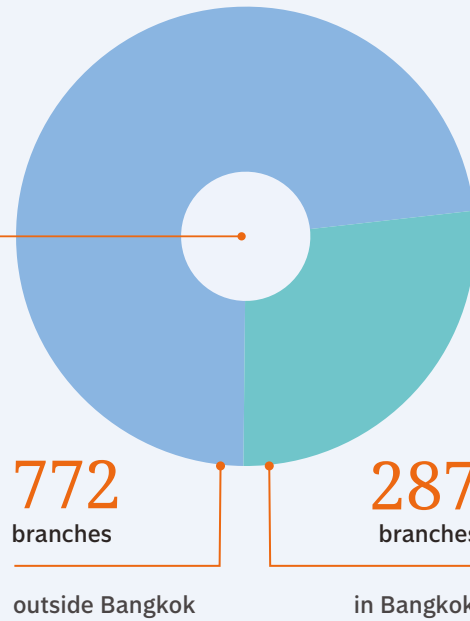
as of 31 December 2021



Domestic branch network

1,059

branches



International branch network

314

branches

3

subsidiaries in foreign countries

International branch network

18

branches

Bangkok Bank Berhad

5

branches

Bangkok Bank (China)

5

branches

PT Bank Permata Tbk

286

branches



Covering

14

key economies

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



Bualuang ATM

8,675

machines



Cash Deposit Machines

1,185

machines



Registered users of Bangkok Bank Mobile Banking and Bualuang iBanking

more than

11

million users



About this Report



The Bank has published its Sustainability Report annually since 2014* to show its commitment and transparency to sustainable development and to communicate its performance to all stakeholders. This report was published in March 2022 and covers the Bank’s performance related to sustainable issues during the period from January 1 to December 31, 2021. This report has been prepared in accordance with the Global Reporting Initiative Standards (GRI Standards): Core Option, and Financial Services Sector Disclosures, GRI G4.

* **Note:** In 2014–2017, the Bank called it the Corporate Social Responsibility Report

To create the Sustainability Report, the Bank adheres to the four principles of GRI Standards: 1. Stakeholder Inclusiveness, 2. Sustainability Context, 3. Materiality, and 4. Completeness to ensure the Sustainability Report is complete and beneficial to stakeholders to the greatest possible extent. The Bank also attaches great importance to quality control of the Sustainability Report by applying the following principles: 1. Accuracy, 2. Balance, 3. Clarity, 4. Comparability, 5. Reliability, and 6. Timeliness.

The Bank’s production of the Sustainability Report follows these procedures: the Sustainability Committee and the relevant agencies gather information involved in materiality issues and other information to report to the public. Then, the Sustainability Committee will prepare the drafts and submit them to the management of each relevant division to review, check the accuracy, and make further recommendations. The Committee then revises and cross-checks the completeness of the report before presenting it to the Executive Committee, Corporate Governance Committee, and Bank Committee, respectively in order to get approval to publish the report to the general public. This year, the Bank has assigned LRQA (Thailand) Limited., an independent certification body to provide an independent audit of the Sustainability Report in compliance with GRI standards, as well as on the social and environmental criteria such as Energy Consumption (GRI 302-1), Water Withdrawal (GRI 303-3), Direct (Scope 1) GHG Emissions (GRI 305-1), Energy Indirect (Scope 2) GHG Emissions (GRI 305-2), Other Direct (Scope 3) GHG Emissions: Category 6 Business Travel by Type of Transportation Modes (GRI 305-3), Waste Generated (2020) (GRI 306-3), Waste Diverted

from Disposal (GRI 306-4), Waste Directed to Disposal (GRI 306-5), Work Related Injuries (Absenteeism Rate Only) (GRI 403-9), Average Hours of Training Per Year Per Employee (GRI 404-1) and Money Value of Products and Services Designed to Deliver a Specific Social Benefit for Each Business Line Broken Down by Purpose (former FS7) - Number of Banking Agent Transactions. This is to ensure the quality and reliability of this report in accordance with international standards.

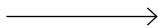
This Sustainability Report covers the materiality issues generated from all stakeholders through an engagement process. The scope of the Report covers the Bank’s Thailand operations only. If the content of the report relates to the Bank’s overseas operations or a business of subsidiary companies, it will be clearly specified.

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

Corporate Secretary
Bangkok Bank Public Company Limited
Head Office
333 Silom Road, Bang Rak, Bangkok 10500
Bualuang Phone: 1333 or (66) 0-2230-2888



Materiality Assessment



The Bank has a longstanding commitment to creating value for society alongside our stakeholders. We include stakeholders in the process of formulating the materiality issues of the Bank, which covers economic, social, and environmental dimensions and we collect information and viewpoints through channels such as questionnaires and in-depth interviews to assess and identify the Bank's materiality issues from 2020 to 2023. The Sustainability Team is responsible for the process of defining materiality issues from the start to the end of the report.

There are four steps for assessing the Bank's materiality issues as follows:



Step 1: Identification

We consider the materiality issues raised in previous reviews, make a comparative analysis of the materiality topics of financial institutions with a globally recognized sustainability performance, and we benchmark materiality topics by considering international standards such as the UN Sustainable Development Goals (SDGs), Dow Jones Sustainability Indices (DJSI), and Fair Finance Guide International. After all the materiality topics have been gathered, we analyze the data to identify a preliminary set of key sustainability material topics and then use the sustainability materiality to conduct surveys with stakeholders.

- **Internal Stakeholder Engagement.**
We conduct in-depth interviews about materiality issues with management and new generation employees with high potential. We also survey employees at branches, business centers, the Head Office and members of the Bank's labor unions using questionnaires.
- **External Stakeholder Engagement**
We conduct in-depth interviews and questionnaires about materiality issues with external stakeholders such as shareholders, investors, customers, suppliers, creditors, other financial institutions and the general public in different communities, organizations, and environments.



Step 2: Prioritization

The Bank's Sustainability Team analyzes the survey data from internal and external stakeholders and plots all individual issues into a Materiality Matrix. The horizontal axis represents the level of importance to the Bank's business operations, while the vertical axis represents the level of importance to the stakeholders.



Step 3: Screening and Examination

The Bank's Sustainability Report working team verifies the completeness and accuracy of materiality issues with the Bank's sustainability policies before submitting these to the Bank's management for approval. They are then used as a foundation to establish our sustainability guidelines, commitments, KPIs, and goals. In reflection of their importance, we have integrated sustainability guidelines as part of our business strategies and emphasize the link between sustainability and the Bank's business operations. Both short and long term business strategies must be approved by the Board of Directors.



Step 4: Review

The Bank reviews materiality issues every year. All stakeholders are able to provide comments or suggestions on sustainability materiality issues and the Bank's sustainability operations by responding to a questionnaire or by giving an opinion through the Bank's contact channels. We will use the comments or suggestions for further review and improvement of materiality issues together with the sustainability operations of the Bank and in accordance with the expectations of all stakeholders.

Materiality Matrix



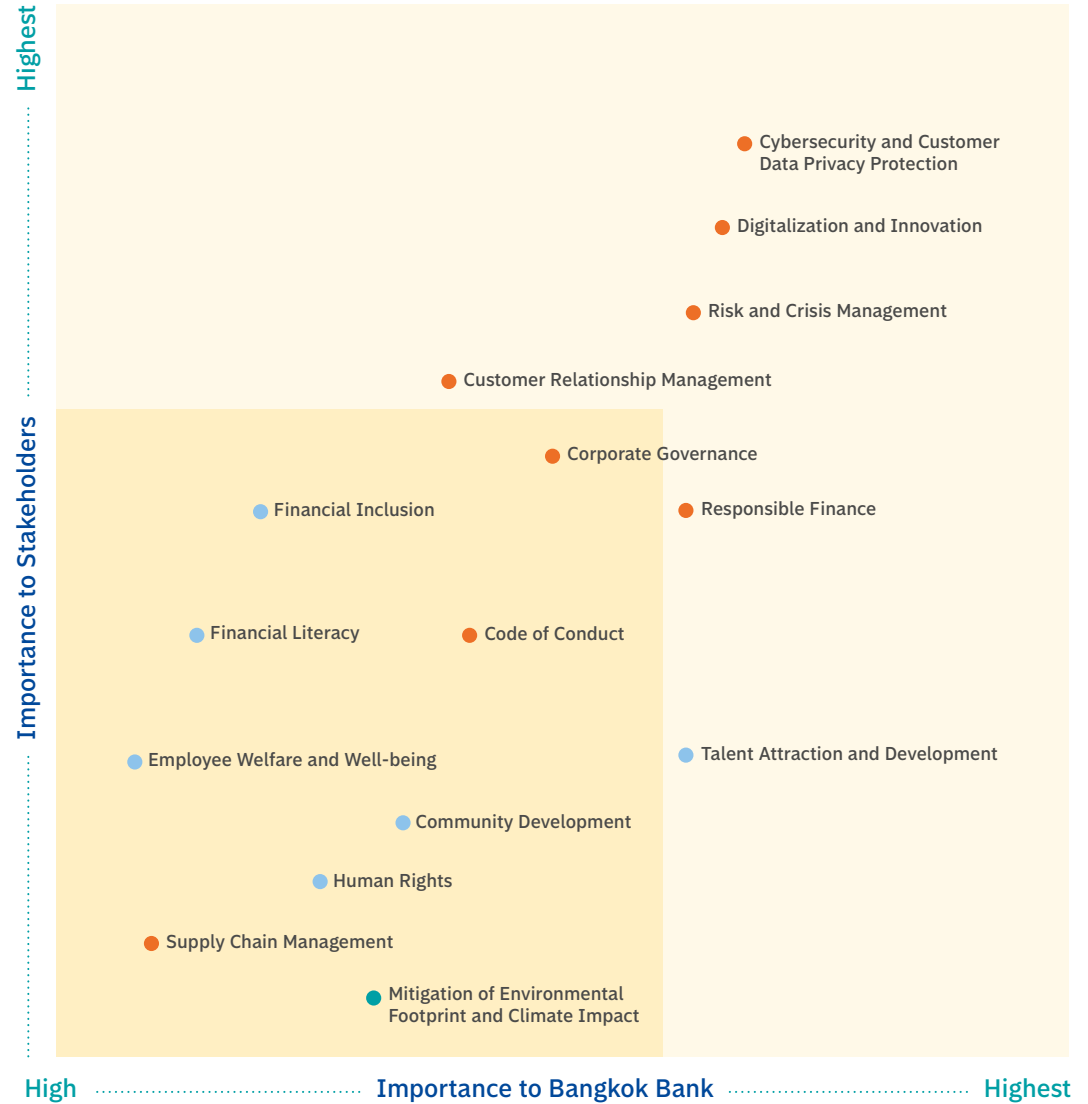
● Economic



● Environmental



● Social





















Sustainability Performance



The Bank's guidelines on sustainability were developed with due consideration of the 15 materiality issues derived from the stakeholders' engagement process. These issues were categorized under five themes to make it easier to communicate. The implementation of the guidelines in each materiality issue will affect stakeholders both inside or outside the Bank. The guidelines are also relevant to the United Nations Sustainable Development Goals and GRI Standards as follows:

Sustainability Guidelines	Materiality Issues	GRI Standards	Scope of Impact		UN Sustainable Development Goals
			Internal	External	
Be Resilient 	Risk and Crisis Management	GRI 102-11, GRI 102-30, GRI 103-1, GRI 103-2, GRI 103-3	Every department	Customers, shareholders, investors, community, society	
Be Responsible 	Responsible Finance	GRI 103-1, GRI 103-2, GRI 103-3, GRI G4-FS1, GRI G4-FS2, GRI G4-FS5, GRI G4-FS7, GRI G4-FS8	Every department	Customers, community, society, environment	
	Financial Inclusion	GRI 102-7, GRI 103-1, GRI 103-2, GRI 103-3, GRI G4-FS7, GRI G4-FS14	Every department	Customers, community, society	
	Financial Literacy	GRI 103-1, GRI 103-2, GRI 103-3, GRI G4-FS16	Every department	Customers, community, society	
	Mitigation of Environmental Footprint and Climate Impact	GRI 103-1, GRI 103-2, GRI 103-3, GRI 203-1, GRI G4-FS7	Every department	Customers, community, society, environment	
	Mitigation of Environmental Footprint and Climate Impact	GRI 102-48, GRI 103-1, GRI 103-2, GRI 103-3, GRI 302-1, GRI 302-3, GRI 303-1, GRI 303-2, GRI 303-3, GRI 303-4, GRI 303-5, GRI 306-1, GRI 306-2, GRI 306-3, GRI 306-4, GRI 306-5	Every department	Customers, community, society	




Sustainability Guidelines	Materiality Issues	GRI Standards	Scope of Impact		UN Sustainable Development Goals
			Internal	External	
Be Customer Centric 	Digitalization and Innovation	GRI 103-1, GRI 103-2, GRI 103-3, GRI 203-1, GRI 203-2	Every department	Customers, industry peers, shareholders, investors	
	Customer Relationship Management	GRI 102-43, GRI 103-1, GRI 103-2, GRI 103-3, GRI G4-FS15	Every department	Customers	
	Cybersecurity and Customer Data Privacy Protection	GRI 102-11, GRI 102-12, GRI 103-1, GRI 103-2, GRI 103-3, GRI 418-1	Every department	Customers, shareholders, investors	 
Be Caring 	Talent Attraction and Development	GRI 103-1, GRI 103-2, GRI 103-3, GRI 404-1, GRI 404-2	Every department	Customers	
	Employee Welfare and Well-being	GRI 102-8, GRI 103-1, GRI 103-2, GRI 103-3, GRI 401-1, GRI 401-2, GRI 401-3, GRI 403-9, GRI 405-1, GRI 405-2	Every department	Customers	 
Be Ethical 	Corporate Governance	GRI 102-18, GRI 102-19, GRI 102-20, GRI 102-22, GRI 102-24, GRI 102-26, GRI 102-27, GRI 102-28, GRI 102-31, GRI 103-1, GRI 103-2, GRI 103-3	Every department	Customers, shareholders, investors	
	Code of Conduct	GRI 102-16, GRI 102-17, GRI 103-1, GRI 103-2, GRI 103-3, GRI 205-2, GRI 205-3, GRI 417-3	Every department	All external stakeholders	
	Human Rights	GRI 102-41, GRI 103-1, GRI 103-2, GRI 103-3, GRI 412-1	Every department	All external stakeholders	 
	Supply Chain Management	GRI 102-9, GRI 102-10, GRI 103-1, GRI 103-2, GRI 103-3, GRI 308-1, GRI 308-2, GRI 414-1, GRI 414-2	Every department	Suppliers, community, society, environment	 





Sustainability Commitments and Targets





	Commitment	Indicator	2021 Target	2021 Performance	Long-term Target 2021–2023
Be Resilient	Risk and Crisis Management  To efficiently manage all material risks, including ESG risks, and instill a risk culture throughout the Bank to support its resiliency to crises and achieve sustainable growth	1. Capital adequacy ratio for the Bank's financial business group	<ul style="list-style-type: none"> As set by the Bank of Thailand 	<ul style="list-style-type: none"> 19.6% 	<ul style="list-style-type: none"> As set by the Bank of Thailand
		2. Promoting risk management culture	<ul style="list-style-type: none"> Initiating educational activities on risk management for executives and employees 	<ul style="list-style-type: none"> Developed and improved online training curricula on risk issues related to the Bank's business conduct to be more intensive and up to date 	<ul style="list-style-type: none"> 100% of employees attending training on ESG risks
		3. Risk assessment on climate change		<ul style="list-style-type: none"> In process of feasibility study and scenario analysis on climate change both for physical and transition risks 	<ul style="list-style-type: none"> Incorporation of climate change aspects into the Bank's risk assessment process




	Commitment	Indicator	2021 Target	2021 Performance	Long-term Target 2021–2023
Be Responsible	<p>Responsible Finance</p>  <p>To efficiently and effectively manage ESG risks in lending and promote sustainable finance in order to support the achievement of the Sustainable Development Goals and the goals of the Paris Agreement</p>	<p>1. Implementation of the strategic plan for business loans that concern ESG opportunities and risks</p>	<ul style="list-style-type: none"> Integration of ESG issues into policies, standards and processes of credit consideration Awareness building on the importance of responsible finance and ESG risk management in the credit approval process 	<ul style="list-style-type: none"> Improved details for ESG issues in the loan approval process for business loans and project finance Provided training programs for executives and related employees and communicated through the Bank's internal channels 	<ul style="list-style-type: none"> Integration of ESG issues into policies, standards and credit approval process Awareness building on the importance of responsible lending and ESG risk management in the credit approval process
		<p>2. Developing and providing loans and investments that support achievements of the Sustainable Development Goals of the United Nations and the climate change goals of the Paris Agreement</p>	<ul style="list-style-type: none"> Provision of investment products that promote social and environmental responsibility Promotion of eco-friendly lending 	<ul style="list-style-type: none"> Launch of 4 additional funds that promote social and environmental responsibility Supported business loans for renewable energy manufacturing and distribution of Baht 107.653 billion Supported a Bualuang Green Loan of Baht 93.2 million 	<ul style="list-style-type: none"> Provision of investment products that promote social and environmental responsibility Promotion of eco-friendly loans Development of taxonomy for green activities for clarity in product introduction and funding support for green activities
	<p>Financial Inclusion</p>  <p>To promote financial inclusion opportunities for vulnerable groups including those in remote areas, disabled people, and SME and to improve the capacity to support sustainable inclusion</p>	<p>1. Extension of access to financial products and services through banking agents</p>	<ul style="list-style-type: none"> Increasing financial service points through banking agents 	<ul style="list-style-type: none"> A total of 93,539 financial service points across Thailand Volume of transactions through banking agents of over 5.6 million transactions 	<ul style="list-style-type: none"> Addition of banking agents to promote financial inclusion for people nationwide
		<p>2. Financial inclusion for vulnerable groups</p>	<ul style="list-style-type: none"> Financial inclusion for vulnerable groups 	<ul style="list-style-type: none"> Installed 7,290 ATM machines that support a functional mode for visually impaired people across Thailand Over 90,000 basic banking accounts opened for state welfare cardholders and people aged over 65 (as of the end of 2021) Support for agricultural lending of over Baht 25 billion Supported lending for SMEs through the credit guarantee project of over Baht 17.96 billion 	<ul style="list-style-type: none"> Development of products and services and financial inclusion for vulnerable groups





	Commitment	Indicator	2021 Target	2021 Performance	Long-term Target 2021–2023
Be Responsible	Financial Literacy  To provide financial knowledge to empower society and customers in order to help achieve lifelong financial stability and enhance access to new financial and business opportunities	1. Financial literacy for vulnerable groups	<ul style="list-style-type: none"> Providing financial literacy activities for vulnerable groups 	<ul style="list-style-type: none"> Visually impaired people used audiobooks made under the Fin Lit for the Blind project over 3,200 times Knowledge sharing on debt management and financial discipline through the Debt Clinic project with 938 participants 	<ul style="list-style-type: none"> Providing financial literacy activities for vulnerable groups
		2. Supporting financial literacy and other useful knowledge to enhance the competency of farmers and SME	<ul style="list-style-type: none"> Providing knowledge sharing activities for farmers and SME 	<ul style="list-style-type: none"> Provided knowledge sharing activities through different programs on online learning network “Bangkok Bank SME” with over 1 million viewers 	<ul style="list-style-type: none"> Learning support for farmers and SME
	Community Development  To build relationships and create shared value with the community by helping communities cope with environmental and social challenges by promoting climate change mitigation and adaptation for sustainable community development	1. Volunteer hours	<ul style="list-style-type: none"> 40,000 hours per year (*target during the Covid-19 pandemic) 	<ul style="list-style-type: none"> 41,101 hours 	<ul style="list-style-type: none"> 100,000 hours per year
		2. Number of beneficiaries of social projects	<ul style="list-style-type: none"> At least 10,000 beneficiaries per year from social projects 	<ul style="list-style-type: none"> The Bualuang Joins Communities to Solve Drought project with 30,685 beneficiaries 	<ul style="list-style-type: none"> At least 10,000 beneficiaries per year from social projects




	Commitment	Indicator	2021 Target	2021 Performance	Long-term Target 2021–2023
Be Responsible	<p>Mitigation of Environmental Footprint and Climate Impact</p>  <p>To build employee awareness of resource conservation, implement efficient environmental and resource management systems, and mitigate our environmental footprint in order to be a green organization that generates long-term benefit for society and the Bank</p>	1. Reduction of direct and indirect greenhouse gas emissions (Scope 1 and 2)	<ul style="list-style-type: none"> 2.5% decrease in Scope 1 and Scope 2 greenhouse gas emissions compared to 2020 (base year) 	<ul style="list-style-type: none"> 17.24% decrease in Scope 1 greenhouse gas emissions compared to 2020 (base year) 5.75% decrease in Scope 2 greenhouse gas emissions compared to 2020 (base year) 	<ul style="list-style-type: none"> 7.5% decrease in Scope 1 and Scope 2 greenhouse gas emissions compared to 2020 (base year)
		2. Reduction of energy consumption	<ul style="list-style-type: none"> 2.5% decrease compared to 2020 (base year) 	<ul style="list-style-type: none"> 9.6% decrease compared to 2020 (base year) 	<ul style="list-style-type: none"> 7.5% decrease compared to 2020 (base year)
		3. Reduction of water consumption	<ul style="list-style-type: none"> 2.0% decrease compared to 2020 (base year) 	<ul style="list-style-type: none"> 20% decrease compared to 2020 (base year) 	<ul style="list-style-type: none"> 5.0% decrease compared to 2020 (base year)
		4. Reduction of general waste for the five Head Office buildings	<ul style="list-style-type: none"> 2.0% decrease compared to 2020 (base year) 	<ul style="list-style-type: none"> 58.0% decrease compared to 2020 (base year) 	<ul style="list-style-type: none"> 6.0% decrease compared to 2020 (base year)
		5. Increase the proportion of recycled waste for the five Head Office buildings	<ul style="list-style-type: none"> 4% 	<ul style="list-style-type: none"> 4% 	<ul style="list-style-type: none"> 8%
		6. Reduction of greenhouse gas emissions from air travel for business purposes	<ul style="list-style-type: none"> 2.0% decrease compared to 2019 (base year) 	<ul style="list-style-type: none"> 98.57% decrease compared to 2019 (base year) 	<ul style="list-style-type: none"> 6.0% decrease compared to 2019 (base year)
		7. Projects and activities that support energy conservation for employees at all levels	<ul style="list-style-type: none"> Curriculum development on energy management through the Bank's online learning platform BBLearn 	<ul style="list-style-type: none"> Completed curriculum development with 12,912 employees attending 	<ul style="list-style-type: none"> Organizing projects and activities that support energy conservation for all employees at least once a year





	Commitment	Indicator	2021 Target	2021 Performance	Long-term Target 2021–2023
Be Customer Centric	Digitalization and Innovation  To develop the Bank's digital solutions and adapt technology to create a better customer experience through technological transformation, and build capabilities to meet changing demands of all generations	1. Infrastructure enhancement and system development to support the digital way of working	• Infrastructure and competency development on data storage and processing	• Developed infrastructure to support big data processing	• Infrastructure and competency development on data storage and processing • Process improvement for operations centers to enhance efficiency
		2. Introduction of new products and services and the number of new features on Mobile Banking from Bangkok Bank	• Launching new features on Mobile Banking from Bangkok Bank	• Launched additional features on Mobile Banking from Bangkok Bank in response to customer needs in the digital age	• Launching new products and services and new features on Mobile Banking from Bangkok Bank
	Customer Relationship Management  To prioritize customer-centricity and relationships with all generations by listening to customer needs and investing in employee skills and attitudes to deliver the best service experience	1. Customer satisfaction for branch services	• Customer satisfaction score of 95	• Customer satisfaction score of 95	• Customer satisfaction score above 95
		2. Customer satisfaction for Mobile Banking from Bangkok Bank	• Improvement of customer satisfaction score from 2020 (81.80)	• Customer satisfaction score of 83	• Customer satisfaction score of 90
		3. Skill and expertise development in customer service	• Organizing projects and activities for skill and expertise development in customer service for branch employees across Thailand	• Twice organized the SQR* activity	• Organizing projects and activities for skill and expertise development in customer service for branch employees every year

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





	Commitment	Indicator	2021 Target	2021 Performance	Long-term Target 2021–2023
Be Customer Centric	<p>Cybersecurity and Customer Data Privacy Protection</p>  <p>To strengthen cybersecurity and customer data privacy protection with enhanced technology and people capabilities in order to improve productivity, ensure compliance and build trust with all stakeholders</p>	1. Prevention from risk of cyber threats	<ul style="list-style-type: none"> • Test and rehearsal of a response plan for cyber threats at least once a year 	<ul style="list-style-type: none"> • Had 1 test or rehearsal of the response plan for cyber threats 	<ul style="list-style-type: none"> • Organizing at least 1 test or rehearsal of the response plan for cyber threats • Installation of security systems for all devices and equipment (hardware) of the Bank
		2. Awareness building on cyber threats	<ul style="list-style-type: none"> • 85% of employees completed cybersecurity training 	<ul style="list-style-type: none"> • 87.55% of employees completed training on phishing awareness 	<ul style="list-style-type: none"> • 100% of employees completed annual training on cybersecurity
		3. Awareness building on personal data protection	<ul style="list-style-type: none"> • 85% of executives and employees completed personal data protection training • 85% of executives and employees completed a role-specific curriculum on personal data protection 	<ul style="list-style-type: none"> • 93% of executives and employees completed a basic curriculum on personal data protection • 88% of executives and employees completed a role-specific curriculum on personal data protection 	<ul style="list-style-type: none"> • 100% of executives and employees completed personal data protection training • 100% of all new employees in relevant functions completed role-specific personal data protection training





	Commitment	Indicator	2021 Target	2021 Performance	Long-term Target 2021–2023
Be Caring	Talent Attraction and Development  To build a future-ready workforce by equipping employees with future skills to accelerate the Bank's digitalization efforts and supporting employees to develop a future-proof career along with retaining talent	1. Average training hours per employee	• 50 hours per employee	• 64.02 hours per employee	• 50 hours per employee
		2. Human Capital Return on Investment* (HCROI)	• 3.0	• 3.16	• 4.0
		3. Proportion of employees who completed future skill training courses such as digital technology skill, leadership skill, agile skill, etc	• 25% of all employees	• 25.32% of all employees	• 35% of all employees
	Employee Welfare and Well-being  To promote a happy and innovative work environment to foster all aspects of employee well-being, enhance relationships and engagement with the Bank, and sustain long-term productivity	1. Employee absentee rate	• Less than 1%	• 0.61%	• Less than 1%
		2. Proportion of female executives to all executives	• 53% of all executives	• 54.1% of all executives	• More than 53% of all executives
		3. Proportion of female employees to all employees	• At least 65% of all employees	• 66.9% of all employees	• At least 65% of all employees

* Human Capital Return on Investment (HCROI) = (Total Revenue – (Operating Expenses – Employee Expenses)) / Employee Expenses



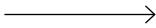
	Commitment	Indicator	2021 Target	2021 Performance	Long-term Target 2021–2023
Be Ethical	Corporate Governance  To ingrain good corporate governance that aligns with local and international standards in order to build trust among stakeholders and create sustainable value for business and society	1. Assessment results from the Corporate Governance Report of Thai Companies by the Thai Institute of Directors	• “Excellent” rating	• “Excellent” rating	• “Excellent” rating
		2. Capability enhancement on corporate governance	• Provision of training under the topics that promote operations under good corporate governance principles for employees across the organization	• Added personal data protection and cybersecurity as mandatory courses for all employees and executives	• Provision of training on corporate governance for employees in related functions
	Code of Conduct  To reinforce the highest ethical business practices by focusing on cultivating an ethical culture, building employee awareness and understanding, and implementing an effective internal control system to gain stakeholder trust	1. Certified membership of the Thai Private Sector Collective Action Against Corruption	• Retention of the certified membership of the Thai Private Sector Collective Action Against Corruption	• Received an extension of certified membership of the Thai Private Sector Collective Action Against Corruption	• Support of the business sector to participate in anti-corruption and the retention of the certified membership of the Thai Private Sector Collective Action Against Corruption
		2. Employees’ coverage for acknowledgement of the Code of Conduct and Business Ethics	• 100% of all employees	• 100% of all employees	• 100% of all employees
		3. Training on the Bank’s Code of Conduct, Anti-Corruption, Anti-Money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction Financing (AML/CTPF) and Market Conduct	• 100% of all employees	• 100% of all employees	• 100% of all employees



	Commitment	Indicator	2021 Target	2021 Performance	Long-term Target 2021–2023
Be Ethical	Human Rights  To continuously enhance the Bank's human rights practice and build awareness among employees to ensure proper management and alignment with regulations and international standards	1. Conducting Human Rights Due Diligence	• Conducting Human Rights Due Diligence	• In process of conducting Human Rights Due Diligence (delayed due to the Covid-19 pandemic)	• Conducting Human Rights Due Diligence every 3 years
		2. Number of complaints related to employee discrimination and violence that leads to a lawsuit	• No complaints related to employee discrimination and violence that leads to a lawsuit	• No complaints related to employee discrimination or violence that leads to a lawsuit	• No complaints related to employee discrimination or violence that leads to a lawsuit
		3. Training and communication on non-discrimination and anti-harassment			• Development of curricula and communication on non-discrimination and anti-harassment
	Supply Chain Management  To create a sustainable practice throughout the entire supply chain by enforcing appropriate ESG risk management, promoting green procurement, and collaborating with and supporting suppliers to improve their social and environmental performance	1. Communication on the Bank's Code of Conduct for Suppliers	• Communication and acknowledgement on the Bank's Code of Conduct for Suppliers	• 90% of key suppliers signed acknowledgement of the Bank's Code of Conduct for Suppliers	• 100% of key suppliers signed acknowledgement of the Bank's Code of Conduct for Suppliers
		2. Improvement on management of ESG risks in the supply chain	• Revision of ESG self-assessment form for suppliers	• Completion of the revision of ESG self-assessment form for suppliers	
		3. Number of green products procured	• 9 products	• 9 products	• 11 products



Stakeholder Engagement



We established a sustainability policy which emphasizes the importance of communicating and engaging with stakeholders to build a sustainable organization and society



As the Covid-19 pandemic has widely impacted the economy and society, the Bank places the highest priority on ensuring that stakeholders affected by the situation can get through the crisis, especially our customers, suppliers, employees and their families, as well as society as a whole. We have been closely following this difficult situation and listening to the needs, expectations and suggestions of stakeholders to improve our operation. We have also been active in finding solutions and offering practical and effective assistance to stakeholders. We collaborate with the Bank of Thailand and the Thai Bankers' Association to provide debt relief to businesses and individual customers while safeguarding the health and safety of our customers and employees who come to branches for services. In addition, we strictly comply with health measures and recommendations announced by the government and work closely with other agencies to help affected people including patients, medical workers and others in need so that we can all get through these difficulties safely.

In 2021, we established a sustainability policy which emphasizes the importance of communicating and engaging with stakeholders to build a sustainable organization and society. We encourage all stakeholder groups to participate in activities organized by the Bank, provide comments and suggestions through our multiple contact channels and join with us in contributing to society at large. Furthermore, we have established guidelines for how we treat stakeholders under our corporate governance policy (<https://www.bangkokbank.com/en/About-Us/Corporate-Governance/Corporate-Governance-Policy>) which focuses on respecting stakeholder rights, collaboration and acting in the best interests of stakeholders and the Bank.

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



Stakeholders

Engagement Formats and Channels

Interests and Expectations

The Bank's Responses

Shareholders and Investors



1. Annual General Meeting of Shareholders
2. Disclosure of information in One Report and Sustainability Report published on our official website
3. Disclosure of information through the Stock Exchange of Thailand's website, electronic publications and the Bank's official website
4. Conference calls (101 times)
5. Video conferences (53 persons)
6. Meetings with stock analysts and individual investors (323 persons)
7. Virtual investors' meetings (11 meetings)
8. Information inquiries through the Bank's official website

1. Satisfactory long-term investment returns
2. Good corporate governance principles with social and environmental responsibility
3. Efficient and effective risk management
4. Equitable treatment of shareholders
5. Provision of financial education
6. Products and services that address customer needs
7. Safeguarding cybersecurity and protecting personal data privacy
8. Supportive measures for customers affected by Covid-19

1. Managing effectively to properly respond to change and vision
2. Conducting business ethically with good corporate governance, energy saving and environmental conservation initiatives in the Bank, as well as community initiatives to support society
3. Managing risk prudently and comprehensively, maintaining an adequate capital ratio, and having an effective organizational risk management culture
4. Respecting shareholder rights, including their right to propose meeting agendas, send inquiries in advance, nominate qualified persons for directorships, and share opinions at meetings, and disseminating information through the Bank's various communication channels
5. Providing financial education for customers and the general public
6. Developing new products and services to serve customer needs
7. Ensuring that cybersecurity measures comply with applicable laws and regulations related to personal data privacy protection
8. Communicating our Covid-19 outbreak responses

Customers






1. Customer satisfaction surveys at least once a year
2. Relationship building activities for the Bank and customers held throughout the year
3. Periodic seminars throughout the year that provide knowledge about finance, saving, investment, and cyber threats
4. Regular meeting appointments that enhance relationships and accommodate customers' needs
5. Regular communication via digital channels e.g., LINE, Facebook and Twitter
6. Conversations and exchanges of ideas at service points such as branches and business centers
7. Whistleblowing and complaints channels through Bualuang Phone 1333 and the Bank's official website at www.bangkokbank.com

1. Relief programs for the Covid-19 outbreak
2. Timely, responsible and fair service
3. Product recommendations and financial education
4. Quality products and services that meet customer needs
5. Mobile-banking applications that are safe, functional and suited to people's lifestyles
6. Convenient access to services

1. Providing supportive measures to help customers affected by the Covid-19 outbreak
2. Providing customer-centric services and ensuring proper market conduct by employees
3. Supporting financial literacy with formats and content suitable for each customer group, including different ages
4. Continually developing new products and services that suit the needs of all customer groups
5. Improving the Bangkok Bank Mobile Banking service to provide a better customer experience and address customers' needs
6. Expanding banking agent channels to provide more convenient access to services



Stakeholders	Engagement Formats and Channels	Interests and Expectations	The Bank's Responses
<p>Employees</p> 	<ol style="list-style-type: none"> 1. Orientation programs for new employees twice a month 2. Nationwide executive conference once a year 3. Meetings between the Bank and representatives from the Bangkok Bank Managerial Officers Union, and Bangkok Bank Workers Union 4. Timely dissemination of interesting news and activities for employees through internal communication channels such as Office 365, Yammer, Teams, BBL CONNECT, email, and the public address system 5. Twice-yearly employee performance evaluations for sharing and exchanging opinions between managers and team members 6. Employee satisfaction survey once a year 	<ol style="list-style-type: none"> 1. Compensation, welfare and benefits that are suitable for the economic condition 2. Support for employees and their families affected by the Covid-19 outbreak 3. Training for knowledge and skills development 4. Occupational health and safety 5. Career advancement 6. Facilities and equipment that enable work from home 	<ol style="list-style-type: none"> 1. Providing suitable compensation, welfare and benefits that enable employees to enjoy a good quality of life and which is competitive with industry peers 2. Supporting employees and their families affected by the Covid-19 pandemic 3. Developing online learning channels for employees to select courses according to their interests with diverse curricula that are broad, interesting and useful for their work 4. Providing occupational health and safety and adequate health services and support for employees 5. Sharing and exchanging opinions between managers and team members to improve performance as well as training and development programs for employees to prepare them for higher levels of responsibility 6. Providing facilities and equipment for employees to work from home effectively
<p>Suppliers</p> 	<ol style="list-style-type: none"> 1. Clarification of the Bank's rules for new suppliers or new contracts 2. Written communication for suppliers if there are material changes to the Bank's rules 3. Regular visits or phone calls with suppliers to strengthen relationships and exchange opinions on products and services 	<ol style="list-style-type: none"> 1. Equitable and fair treatment from the Bank 2. Accurate and timely payment/compensation 	<ol style="list-style-type: none"> 1. Ensuring a transparent vendor selection criteria and procurement process with equitable and fair terms and conditions in procurement contracts 2. Fulfilling the terms and conditions stipulated in procurement contracts strictly
<p>Creditors</p> 	<ol style="list-style-type: none"> 1. Direct and indirect communication via different media 2. Acceptance of suggestions and complaints through Bualuang Phone 1333 or the Bank's official website at www.bangkokbank.com 	<ol style="list-style-type: none"> 1. Timely communication and information disclosure 2. Fulfilment of contractual terms and timely interest and principal repayments 3. Good business potential 	<ol style="list-style-type: none"> 1. Disclosing information and communicating promptly either directly or through various media 2. Fulfilling contractual obligations based on integrity and effective liquidity management to ensure timely and complete debt repayment 3. Implementing appropriate business strategies and effective risk management to build trust in the Bank's business potential



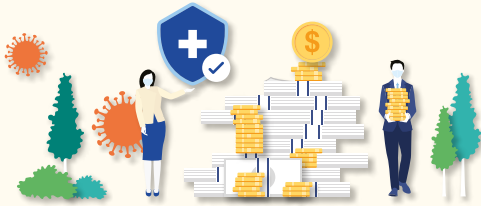
Stakeholders	Engagement Formats and Channels	Interests and Expectations	The Bank's Responses
<p>Other Financial Insitutions</p> 	<ol style="list-style-type: none"> 1. Exchange of ideas between members of the Thai Bankers' Association in monthly meetings and collaboration under different clubs and working groups 2. Participation in the Joint Standing Committee on Commerce, Industry and Banking (JSCCIB - Thailand) comprising the Board of Trade of Thailand, the Federation of Thai Industries, and the Thai Bankers' Association 	<ol style="list-style-type: none"> 1. Good rapport 2. Implementation of the Thai Bankers' Association strategic plan and development of financial infrastructure 3. Sharing of standpoints and perspectives on economic and social aspects 	<ol style="list-style-type: none"> 1. Building good relationships through collaboration as a member of the Thai Bankers' Association 2. Supporting the Thai Bankers' Association's strategic plan and the development of financial infrastructure 3. Helping to gather information and sharing views about economic and social issues with related private and public agencies
<p>Community, Society and Environment</p> 	<ol style="list-style-type: none"> 1. Production of weekly television programs to promote tourism and small community businesses 2. Occasional community, social and environmental activities to promote religion, arts and Thai culture 3. Regular awareness building and knowledge sharing on finance, investment, saving and business administration through training, seminars, exhibition booths, and various online media for interested people and businesses 4. Suggestion and complaint channels through Bualuang Phone 1333 or the Bank's official website www.bangkokbank.com 	<ol style="list-style-type: none"> 1. Knowledge sharing on finance, investment, marketing, technology and business opportunities 2. Community development activities to strengthen communities and build resilience 3. Relief programs for people affected by the Covid-19 pandemic 	<ol style="list-style-type: none"> 1. Sharing knowledge on various topics to businesses and individuals, including vulnerable groups, through knowledge sharing seminars, exhibition booths and online media 2. Supporting community development projects in collaboration with various agencies on a continuous basis as well as ongoing and tangible support for activities promoting religion, arts and Thai culture 3. Providing relief programs for people affected by the Covid-19 pandemic through donations of money and medical supplies to hospitals and affected people



2021 Summary of Sustainability Performance



Be Resilient



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

19.57%

Supported the Light of Heart- Field Hospital project to build a field hospital in response to the 3rd wave of the Covid-19 outbreak through

5

million baht donation

Provided

6,000

sets of antigen test kits with Bualuang Care boxes containing medical supplies and necessities for taking care of Covid-19 patients



Be Responsible



Offered business loans for manufacturing and distributing renewable electricity of

107.65

billion baht



Provided

7,290

ATM machines nationwide with a functional mode for visually impaired people



Opened

90,000

basic banking accounts for state welfare cardholders and those aged 65 years and above (as of the end of 2021)



Offered loans for agriculture of more than

25

billion baht



Carried out the Fin Lit for the Blind project that visually-impaired people used the audiobooks

more than **3,200** times



Undertook the Bualuang Joins Communities to Solve Drought project with

30,685 beneficiaries



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

more than **1** million viewers

Reduced greenhouse gas emissions Scope 1 by

17.24%

compared to 2020 (base year)

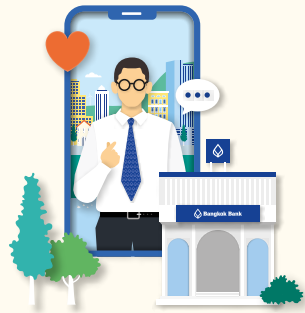
Scope 2 by

5.75%

compared to 2020 (base year)



Be Customer Centric



Achieved customer satisfaction score for branch services of

95 (full score is 100)

Achieved customer satisfaction score for Bangkok Bank Mobile Banking

83 (full score is 100)

Reached over

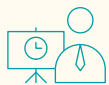
11.2 million users of Bangkok Bank Mobile Banking...

...with a volume of transactions via the platform of more than

1.18 billion transactions



Be Caring



64.02

average training hours per employee



54.10%

female executives to all executives



3.61

Human Capital Return on Investment (HCROI)



Be Ethical

Received an “Excellent”, rating based on the Corporate Governance Report of Thai Listed Companies for 2021, by the Thai Institute of Directors Association (IOD)

Received an extension to the Bank’s certified membership of the Thai Private Sector Collective Action Against Corruption

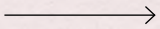
Communicated to 100% of suppliers on the Code of Conduct for Suppliers

and **90%** of key suppliers signed to acknowledge the Code of Conduct for Suppliers





Be Resilient

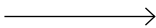


Managing risks to safeguard the financial health of customers, protect the Bank's business and ensure we can be resilient amid crises and challenges





Risk and Crisis Management



The Covid-19 pandemic has posed threats as well as economic and social challenges to the Bank. Risk and crisis management is considered fundamental to our business as it helps detect, prevent or mitigate risks that can potentially affect our business operations and performance. We have therefore formulated risk management guidelines for each type of risk and prepared business contingency and business continuity plans that are appropriate for different scenarios to ensure effective risk management. Moreover, we analyze major risk factors that may impact our business and factor these into our constant improvement of our organizational structures and risk management process. We focus on creating a strong risk culture in the organization. This helps the Bank to be able to effectively handle any risk factors, threats or unwelcome incidents. Hence, a strong risk culture preserves value and sustainably enhances the business performance of the Bank.

Risk Management

Our risk management principles aim to ensure that our business delivers a proper rate of return while risks remain within specified limits. We have established a risk management framework that consists of risk management policy, risk appetite statement, risk management processes and regular reporting of different types of risks to the Risk Oversight Committee and related parties. The risk management guidelines cover all major risks that the Bank faces, including strategic risk, credit risk, market risk, liquidity risk, operational risk and information technology risk, to ensure that our risk management is comprehensive, efficient and effective.

An analysis of major risk factors and a review of the suitability of the risk management framework is conducted on a regular basis to ensure an efficient, effective and timely risk management system in accordance with rules stipulated by regulators. Furthermore, an internal capital adequacy assessment process is undertaken once a year so we can maintain our capital ratio at a level sufficient to support inherent risks in conducting our business both in normal times and during crises. In 2021, the capital adequacy ratio of our financial business group was 19.57 percent, higher than the ratio required by the Bank of Thailand and sufficient for our business operations.

Risk Management Process

Our risk management process consists of four steps as follows:

1.



Identification of major risks affecting the Bank's overall business operations.

2.



Assessment of risks and establishment of risk mitigation measures.

3.



Monitoring and control of risks within acceptable levels.

4.



Reporting of risks to relevant parties to ensure timely risk management.



Three Lines of Defense

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

1. 

First line of defense: Business functions and support functions must have a good understanding of their pertinent risks and be responsible for managing those risks to be within specified levels as consistent with the overall risk management policy approved by the Board of Directors.

2. 

Second line of defense: The Risk Management Division is responsible for regularly measuring, monitoring and controlling risks, while the Compliance Division is responsible for ensuring that business is conducted according to laws, regulations and regulatory requirements.

3. 

Third line of defense: The Audit and Control Division reviews and audits the operations of business functions, support functions, the Risk Management Division and other units to ensure that the internal control systems are prudent, adequate and appropriate.

Risk Governance Structure

To ensure the efficiency and effectiveness of risk management, we have put in place the following risk governance structure:

Board of Directors has the highest responsibility of overseeing all risks in the organization, formulating the risk management policy and strategy as well as monitoring the Bank’s risks to be within acceptable levels.

Risk Oversight Committee has a duty to support the Board of Directors in managing risks in accordance with the Bank’s risk management policy and strategy through identifying, assessing, monitoring and controlling risks to be within the acceptable risk appetite. The Risk Oversight Committee holds a monthly meeting to deliberate on relevant risk management matters. The Bank has also established committees at management level to be directly responsible for managing specific types of risks, namely:

- **Asset-Liability Management Committee (ALCO)** supports and supervises risk management areas concerning liquidity risk and market risk.
- **Operational Risk Management Committee (ORMC)** supports and supervises operational risk, information technology risk and business continuity.

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

The Bank’s Business Units are responsible for managing risks to be within acceptable thresholds as well as monitoring risk to be within specified levels in accordance with the risk management policies approved by the Board of Directors.

Crisis Management

Regarding crisis management, we follow precautionary principles by adhering to an internal capital adequacy assessment process and we have systematically prepared a liquidity contingency plan for possible future occurrences of risk incidents related to capital and liquidity. In addition, we have issued a business continuity policy approved by the Board of Directors as a guideline to mitigate risks and prevent potential impacts to normal business operations, while a business continuity management framework has been developed to cover business undertakings during both normal and crisis situations.



Furthermore, to manage emergency situations so that the Bank's business can continue to operate without interruption, we have established the Crisis Management Team to take charge during crises. All units must routinely prepare and review their business continuity plans and conduct regular drills of the plans every year to promote readiness for potential emergency situations.

Performance Highlights

In 2021, we undertook a number of initiatives to enhance our crisis management to be more efficient and effective as outlined below:

- Defined IT risk monitoring indicators and prioritized IT risk management and governance by reviewing our risk management framework to cover threats from emerging technologies and improve the integrity of our IT systems. This includes having the resilience and continuity to support risks from new technologies such as blockchain and biometrics. The risk management framework was expanded to include IT risks incurred from external parties including business partners related to data integration through blockchain technology and cloud computing services.
- As part of our business continuity plan during the Covid-19 outbreak we adopted technology which could enable us to conduct our business without disruption. Furthermore, this meant we could enhance our cybersecurity and data security, deliver necessary financial products and services to customers such as mobile banking and financial transactions on

digital platforms, and increase the productivity of our employees.

Risk Culture

Risk culture serves to strengthen immunity within the Bank's business operations against risks in a fast-changing environment. We cultivate a risk management culture as a critical part of our operations by adopting the three lines of defense principle that underpins our risk management framework, and assign risk management responsibility to raise risk awareness among executives and employees in all units about potential risks from their work. This will help build a solid risk culture for the organization. Additionally, risk management is incorporated as part of the performance evaluation for executives. We have adopted the following guidelines to build an effective risk culture:

Participation in Building Risk Culture

The Board of Directors, the Risk Oversight Committee and high-level executives together play an important role as a pillar and a role model providing tone from the top. They influence risk culture in the organization through formulating risk management policy and strategy, as well as tracking and monitoring compliance with the policy and strategy. To foster a risk management culture, all employees are required to know their roles in managing risks within their scope of responsibility, report risks through provided channels, and propose corrective measures or risk mitigation plans. We also require each unit to consider the likelihood that some risk issues will have an impact on their business unit and ensure their

practices are consistent with risk assessment principles, internal controls, and other related policies of the Bank. Various channels are available for employees at all levels to share comments and suggestions related to risk issues. This promotes employee participation and helps raise the efficiency and effectiveness of the risk management practices of the Bank.

Risk-Aware Product and Service Development Process

Business units responsible for products, services, work systems and work procedures are required to consider potential risks and impacts to the Bank and related stakeholders by assessing whether a particular product or service which is being planned might have risks or impacts. They are also required to make impact assessment in areas such as cybersecurity, privacy data, money laundering, terrorism financing and the proliferation of weapons of mass destruction, laws and regulations. Then after making a risk and impact assessment, appropriate measures to mitigate such risks must be established.

Awareness Building and Talent Development

We raise awareness and promote understanding about risk in the whole bank by disseminating news, articles and video clips about potential risks to the Bank's business operations through our internal communication channels. We also provide online training to executives and employees so they can study at their own convenience anywhere, anytime. In 2021, we updated our risk curricula to focus more attention on topics like cybersecurity, protection of personal data and market conduct.



Management During Covid-19

Given the ongoing and severe impact of Covid-19 from 2020 to date, we have been committed to actively provide support to customers, employees, communities and society. We require all employees to strictly comply with guidelines and suggestions from the Department of Disease Control, Ministry of Health and have issued different measures to help prevent the spread of coronavirus to ensure the health and safety of employees, customers and the general public. Measures adopted have included a screening process for people accessing the Bank's offices and branches, regular cleaning and disinfection in the Bank's premises, changes in working hours for branches, promotion of financial transactions via electronic channels and a work from home policy. Moreover, we closely monitor the situation and constantly assess the risks so as to be able to timely deliberate, as appropriate, on response actions, measures and risk management plans, such as business contingency plans, business continuity and crisis management plans, according to the severity of the situation.

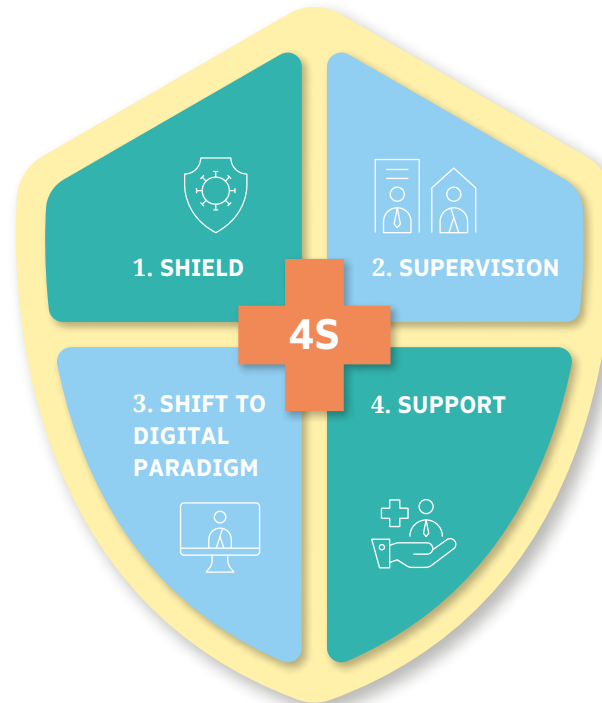
In 2021, we took the following actions to support employees, customers, communities and society to help them get through the crisis.

Employees

Health and safety is our top priority and we issued employee support measures according to the 4S principles as follows:

1. SHIELD

We shared knowledge and information and announced prevention measures and guidelines related to Covid-19 infection to all employees through the internal communication channels of the Bank. A tracking system was put in place to monitor employees who were infected or in close contact with Covid-19 patients to manage our people and prevent further spread of the virus.



2. SUPERVISION

We implemented policies and guidelines for labor force planning by specifying the proportion of employees who work from home and onsite to be consistent with the seriousness of the situation. The Split Site Split Team principle was implemented to segregate employees in each function to have two groups of employees, one working in the main site and another in an alternate site to ensure business continuity in case one of the sites had to be shut down. Furthermore, we rearranged the working schedules of employees who have to work onsite to be in line with their risk profiles, taking into account their method of commuting, pre-existing illnesses and conditions associated with a higher fatality risk from Covid-19, and Covid-19 vaccination record.

3. SHIFT TO DIGITAL PARADIGM

We introduced new ways of working by preparing tools and equipment to facilitate employees so that they can work, learn and conduct meetings via online channels from anywhere, anytime without coming to the office. This helps reduce the exposure to and risk of Covid-19 infection for both themselves and others.

4. SUPPORT

We provided the following assistance to help promote employee health during the coronavirus pandemic:

- Provided healthcare items for all employees including face masks and alcohol gel sanitizers.
- Offered Covid-19 vaccines for the first and second dose for all employees initially, then extended this to



employees' family members and outsource service providers who work for the Bank. The Bank is also working on allocating a third shot (booster dose) for employees as soon as possible.

- Prevented the spread of Covid-19 in situations where employees have to regularly perform their duties outside their place of work by providing antigen test kits for them to test themselves beforehand to ensure their own health and safety as well as that of customers and other people who may be in contact with them.
- Supported employees who were Covid-19 positive by finding hospitals or hospitelts (hotels transformed into field hospitals), granting financial aid for medical fees and Covid-19 examination fees as well as offering close follow-ups and counselling.

Customers

We have supported customers to get through the Covid-19 crisis by issuing a range of relief programs suitable for different customer groups. Key relief programs are listed below.

- Continued Phase 3 of the debt relief measures for retail borrowers (extension of the relief measures for retail borrowers in Phase 2 which ended June 30, 2021 until December 31, 2021) covering customers of credit card loans, home loans and mortgage loans. The measures include installment amount reduction, a grace period for principal repayment, a grace period for principal and interest payment, an extension of the repayment period and a change from revolving loans to long-term loans.

- Offered an immediate two-month grace period for debt repayment according to the guidelines from the Bank of Thailand to help SME and retail customers who were forced to close their businesses as a result of the government's measures in maximum control zones.
- Adopted measures of the Bank of Thailand and the Ministry of Finance under the Emergency Decree on the Provision of Assistance and Rehabilitation of Business Operators Impacted By the COVID-19 Pandemic B.E. 2564 (2021) to offer additional help to business operators affected by the coronavirus outbreak. The measures included: 1) Rehabilitation loans for liquidity support for customers with special interest rates and fee waivers for various loans; 2) Asset warehousing to lessen the financial burden for business operators with good potential to transfer assets as collateral for repayment to the Bank, and lease those assets back to them for their business operations at agreed rental rates with the right to buy back the assets within 3-5 years; 3) Debt restructuring.
- Launched a sustainable debt relief solution to continuously help debtors covering both business and individual customers (extended beyond the BOT relief program as per its notification dated February 28, 2020 which lasted until December 31, 2021 for debtors impacted by the unfavorable Thai economy). Both debt restructuring measures and additional loans were introduced. For retail customers, relevant relief measures were extended, e.g. the reduction of the minimum payment rate for credit cards would continue until 2024 and the extension of the credit card limit and personal loans under supervision

would continue until December 31, 2022.

- Undertook debt restructuring for business debtors with multiple creditors to replace the DR BiZ project that ended December 31, 2021. This helps business debtors who have more than two creditors to restructure their debts and obtain new debts under standardized processes and steps.
- Helped retail borrowers through debt refinancing and debt consolidation with the program extended from December 31, 2021 to December 31, 2023. This supports retail borrowers without collateral e.g. credit cards and personal loans under supervision. Through this scheme, debtors can use the remaining value of the collateral in home loans, which can help reduce installment and interest payments. This program covers both debts with the Bank and other banks.
- Offered customers the opportunity to make bookings for branch services in advance via the Bank's website. This both helps solve congestion at branches and minimizes the Covid-19 infection risk. To ensure customer safety, we also encouraged customers to use services through Bangkok Bank Mobile Banking and Bualuang iBanking which are available 24 hours and are convenient for all customers.

Customers can check for additional details related to relief measures and request assistance through branches, business centers, the Bank's website, Bangkok Bank Mobile Banking, and Bualuang Phone 1333 or 0-2645-5555 24 hours a day.



Community and Society

We care for the quality of life for people in the wider society and actively lend a helping hand to people in need as a partner and friend. We have been providing financial support to various relief programs and have been cooperating with the government and other sectors to alleviate the crisis and help the country to return to a normal situation as soon as possible. Details are as follows:

- Offered space at Bangkok Bank Club to provide a Covid-19 vaccination center for insured persons under Article 33 of the Social Security Office, Bangkok Area 8. We accommodated visitors by preparing the facilities and giving drinking water to both officers and people who came for vaccination. A cleaning team was also assigned to maintain hygiene during service hours.
- Supported the Mor Prom Call Center initiative under the Ministry of Health through phone number 02797-2333 to accommodate people who would like to order Covid-19 vaccines and inquire about vaccination services. The Bank’s call center arranged an area in the parking building on Rama 9 Road especially for this service.
- Offered 6,000 sets of antigen test kits for inclusion in the Bualuang Care Box containing medical supplies and other necessities for taking care of Covid-19 patients with mild symptoms who were in home isolation or community isolation including high-risk or vulnerable groups residing in maximum control zones.



- Delivered bottled water to 248 hospitals through bank branches across the country as well as 90,000 bottles of water for people, medical workers and officers at Covid-19 vaccination centers in and around Bangkok including 1,200 bottles of water for people getting tested for Covid-19 at Soi Silom 5. The Pipat community was also offered 3,000 eggs during the period of quarantine.
- Donated Baht 1 million to support the National Institute for Emergency Medicine (NIEM) for purchasing personal protective gear for the Special Covid-19 Operation Team to be used for coronavirus transportation for emergency cases.
- Donated Baht 5 million to support the Light of Heart – Field Hospital project which aimed to build a field



hospital with 450 beds for lower-risk patients. This helped alleviate overcrowding in hospitals and lessened the workload of medical workers who were tackling the 3rd wave of the Covid-19 outbreak.

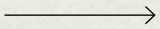
Apart from the above, we invited executives and employees to contribute to communities and society by donating to a fund for purchase of medical equipment for

12 medical institutions in each region. These were donated to Chulalongkorn Hospital, Thai Red Cross Society, Thammasat University Hospital, Thammasat University, Ramathibodi Foundation Under Royal Patronage, Siriraj Foundation, Klang Hospital Foundation, Bhadra Maharajanusorn Foundation Under Royal Patronage, Chulabhorn Hospital, Phramongkutklao Hospital Foundation Under Royal Patronage, Songklanagarind

Hospital Foundation, Suan Dok Hospital Foundation, Faculty of Medicine, Chiang Mai University; Srinagarind Hospital, Faculty of Medicine, Khon Kaen University; Chonprathan Hospital Foundation and Hat Yai Hospital Foundation. We encouraged executives and employees to make donations to buy food from small restaurants and vendors for delivery to the general public and construction workers affected by the coronavirus outbreak in the community in Pathum Wan District under the project Puan Pung Pa, Proh Puan Mai Ting Gun organized by Friends in Need (of Pa) Foundation, Thai Red Cross Society.



Be Responsible



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





Responsible Finance



For many years, economic development has focused on promoting trade, investment, and consumption growth and driving high levels of expansion. But growth also impacts the environment and society which may create challenges for future development. Given that the Bank's business opportunities are closely linked to economic growth, if the economy is not healthy in the long term, it will hinder our long-term performance. Therefore, we aim to promote sustainable development by practicing responsible finance which will support positive initiatives and reduce negative impacts of business on society and the environment. This includes considering Environmental, Social, and Governance (ESG) risks in the credit approval process, providing financial support for activities that add value to the environment and society to achieve the UN Sustainable Development Goals, the Paris Agreement on Climate Change and the sustainable goals of the Bank.



Responsible Lending

We are committed to adhering to sustainable banking practices and following the Memorandum of Understanding (MOU) on cooperation between member banks of the Thai Bankers' Association and the Bank of Thailand. The Bank has established a responsible lending policy. This entails setting up an exclusion list of loan applicants or activities that the Bank does not provide credit support to, developing ESG risk management processes, and fostering effective ESG risk management in our lending process among executives and staff in relevant departments. In 2021, the Bank signed the Statement of Commitment to Sustainable Thailand 2021 at the Sustainable Thailand event. This is a commitment that the Bank will conduct its business aligned with the UN Sustainable Development Goals (SDGs) and the Paris Agreement GHG emission reduction targets, while building the capacity for and awareness of sustainability among the Bank's personnel.

Responsible Lending Operations Structure

The Board of Directors has duties and responsibilities to formulate policies and strategies, and supervise and monitor responsible lending operations. The Corporate Governance Committee is assigned to support the work of the Board of Directors while executives and staff in related departments are responsible for implementing policies and driving the Bank's strategic operations. Every year we review our policies, strategies and framework of responsible lending practices, and consult with external experts to ensure up-to-date, responsible, inclusive and sufficient management on lending to potential ESG risks.

Additional information is available at:



Responsible Lending Policy

Framework for Responsible Lending Consideration Process

We have not only determined a responsible credit policy and exclusion list for lending but have also established a framework for the responsible lending consideration process concerning the risks and impacts of ESG, covering both business and personal loans. We have increased the details of the responsible lending approval process to be



more precise. We have also developed an ESG risk and impact assessment tool that has been in use since the second quarter of 2021.

Business Loans

We carefully consider corporate finance and project finance through a clear, transparent process, taking a comprehensive 360 degree view of environmental and social risks and impacts. We also have mechanisms to control and monitor operations that are appropriate to the level of risk. We pay special attention to projects that can have severe environmental and social impacts, the lending for which will be carefully considered in line with the credit underwriting standards set by the Bank.

In the Know Your Customer (KYC) and Customer Due Diligence (CDD) process, we take into consideration ESG factors such as Anti-Money Laundering and Counter-Terrorism, and Proliferation of Weapons of Mass Destruction Financing. Moreover, we conduct checks for negative news and sanctions about the borrower and its concerned parties regarding ESG risks such as environmental destruction, human rights violations, corruption, and violations of personal data rights. This serves to prevent legal risks, assess the potential debtor's ability to pay off debts, and safeguard the reputation of the Bank.

Project finance usually involves large and complicated financial structures and is normally needed to fund big investment projects such as power plants and infrastructure development. Therefore, it is more likely to

cause unfavorable environmental and social impacts than conventional loans, and accordingly the Bank has applied the Equator Principles. This requires Environmental and Social Due Diligence in all aspects during the consideration of project finance as part of credit approval.

Guidelines for Project Finance Regarding Environmental and Social Risks and Impacts

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

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

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

- The customer must establish measures to manage environmental and social risks and their impacts that may arise from the project, and also prepare and submit a standardized Environmental and Social Impact Assessment (ESIA) of acceptable quality to the Bank.

The customer's own environmental and social due diligence process shall consist of:

- 1) Assessment of risks and environmental and social impacts from projects applying for a loan
- 2) Guidelines or measures to mitigate risks and environmental and social impacts
- 3) A consultation process with stakeholders
- 4) A mechanism for receiving complaints.

- The Bank's concerned officers must study the customer's environmental and social impact assessment report and other related documents so as to identify risks and vital environmental and social impacts, assess adequacy of the customer's measures to prevent and mitigate such risks, and determine the appropriate contract terms and conditions, as part of credit assessment and approval process.

When financing projects that may have environmental and social impacts, we require customers to have appropriate and adequate preventive and mitigation measures. Moreover, higher credit approval authorities are set according to the level of risk. For Category A projects such as mines, water storage dams and thermal power plants, an independent environmental and social expert must assess and review the project's risk and make an impact assessment. After a project loan has been approved, the Bank's concerned officers will monitor the implementation of environmental and social impact prevention measures in order to identify if there remains or exists significant risks and impacts and establish necessary measures to prevent and mitigate such risks, with regular reviews throughout the term of the project finance.



Project Finance Loans

Solar Power Plants in Vietnam

The Bank granted a project finance loan to support a solar power plant project in Vietnam in 2018 and we have continued to provide various forms of financing for project development by using our expertise in due diligence and extending risk management services in solar power plant projects. Although the production of electricity from solar energy is considered clean energy, it can nonetheless have environmental impacts as it requires a large area for the installation of various systems. This necessitates a comprehensive risk analysis and appropriate impact management covering the management of conflicts with communities around the power plant. We therefore set it as a prerequisite for lending to projects of this kind, that customers must always undertake a careful environmental assessment.

Wind Power Plants in Vietnam

We have provided loan support for a wind power plant project in Vietnam since 2020. Although wind power plants generate electricity from clean energy, if there is a lack of expertise and good power plant management, it can affect the environment and community, such as by noise pollution or negative effects on scenery and ecosystems. We require the project to provide an Environmental Impact Assessment Report to determine measures to prevent and resolve environmental impacts and to lessen conflicts with communities surrounding the power plants. In addition, we have employed technical consultants and legal consultants to audit and assess the report and ensure it is aligned with local laws, while

also helping to monitor the environmental impact of the power plant's operations.

Municipal Solid Waste Power Plants

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

Personal Loans

We have established criteria for carefully considering personal loans based on credit risk and affordability risk with the view to preventing customers from taking excessive risks which would affect their quality of life. This is especially important for those customers who are in vulnerable groups such as low-income people, the elderly and first jobbers. We regularly monitor customers' spending and debt repayment behaviors to review their credit limits and their ability to repay. For credit card loans and personal loans under supervision, we have set a ceiling for customers with incomes less than Baht 30,000 per month and with a Debt Service Ratio (DSR) of more than 70 percent. Total consumer loans to this group of

customers shall be no more than 10 percent of all debtors of our total credit card and personal loan portfolio.

All credit officers are required to conduct KYC and CDD, verification and careful assessment of various risk factors including ESG risks such as money laundering and financing terrorism and proliferation of weapons of mass destruction. The purpose of the loan application must not be against the law or have a negative impact on the environment and society.

Stakeholder Engagement

Management and Staff

To promote awareness and understanding of responsible lending, we have organized a training course to teach about our Responsible Credit Policy. Topics include: The Importance of Environmental, Social and Governance Risk Management (ESG) and Improving the ESG-Conscious Credit Due Diligence for Management and Staff of the Relevant Departments. They can learn through online training via the BBLearn platform and we also continuously present relevant articles through the Bank's internal communication channels.

We have appointed representatives of each credit business unit to act as responsible credit specialists. Meetings are held periodically between these representatives and the Bank's sustainability team to exchange opinions and knowledge on ESG issues, so that the representatives will be able to provide informed advice to concerned officers in their respective credit business units. This will lead to further development of the Bank's



responsible finance policy and processes. In addition, we encourage employees to participate in meetings and training seminars organized by government agencies and the private sector to exchange ideas, enhance ESG knowledge, and apply the knowledge they gain to their work at the Bank.

Customers

We continuously endeavor to engage business and personal customers on issues related to the ESG opportunities and challenges. We hold seminars to educate and exchange ideas, while also providing knowledge and information through the Bank's online communication channels, including Facebook, YouTube and the website. We also work with our subsidiaries to organize seminars in an online platform to provide knowledge about environmental trends and to recommend investment products that respond to environmental challenges. Important activities are as follows:

- Organized seminars to educate about megatrends for the environment in the New Normal era, while also providing information on the Bualuang Sustainable Investing Portfolio (B-SIP).
- Organized a seminar on the topic Sustainable Investment Forum. The event was honored by the presence of Ms Pimpawee Phaholyothin, Chief Executive Officer, World Wildlife Fund (WWF) Thailand to share information about environmental impacts, while experts from Bangkok Bank, Bualuang Asset Management, and Bangkok Capital Asset Management joined the discussion and exchanged opinions on sustainable investment.

- Co-organized a seminar with the topic Arrange a Strong Port, Sustainable Growth with the ESG Fund with the organizer of Money Expo 2021. The seminar was joined by Dr. Thanavut Pornrojngangkool, Chief Investment Officer, Bangkok Capital Asset Management Co., Ltd to share knowledge about global warming and recommend funds that invest in innovative businesses to preserve a sustainable environment such as BCAP Clean Innovation Fund (BCAP-CLEAN).

Government Agencies and Private Sector

We continually support and participate in activities of government agencies and the private sector to promote the involvement of various stakeholder groups in ESG issues. The key activities are as follows:

- Participated in the machinery registration acceleration project of Small and Medium Enterprises of the Department of Industrial Works to support SME in improving or replacing machines for increasing energy efficiency, reducing environmental impact, and supporting the use of clean energy. We organized a booth at the seminar to present Bualuang Green loans to entrepreneurs who are interested in improving or replacing their machines.
- Sponsored the IEEE PES Dinner Talk 2021, which aims to provide information about policies and directions for the development of the energy and electricity industry in Thailand to businesses and the general public. At the event, there was a special lecture on the topic Thai Energy Direction and Policy by Mr. Supattanapong Punmeechaow, Deputy Prime Minister and Energy

Minister, and a discussion on the topic Post-Covid Expectations: A Power and Energy Dialogue with New Governors of Electric Utilities.

- Sponsored the annual Energy Symposium 2021 Special (Webinar) of the Institute of Industrial Energy, the Federation of Thai Industries, under the topic Adaptation of Thai Industrial Sector in the Era of Energy Transition to Sustainability with the objective to inform entrepreneurs about energy policies and situations that may occur in the post-Covid era so that they will be prepared for any changes that may occur in the future.

Financing and Investment Support to Achieve the Sustainable Development Goals

Loans for Renewable Energy

We support the production of electricity from renewable energy sources to create energy security and achieve Thailand's greenhouse gas emission goal and the Paris Agreement's target through continuous support of loans for investment in renewable energy for both domestic and international businesses. Projects include solar power plants, hydropower plants, and wind power plants. In 2021, we approved loans for investment in renewable energy power plant projects for a total amount of Baht 2.508 billion for total power generation capacity of 299 MW.



Loans for Renewable Energy in 2021



Solar

Credit Line
382.8
million baht

Capacity
269
megawatts



Wind

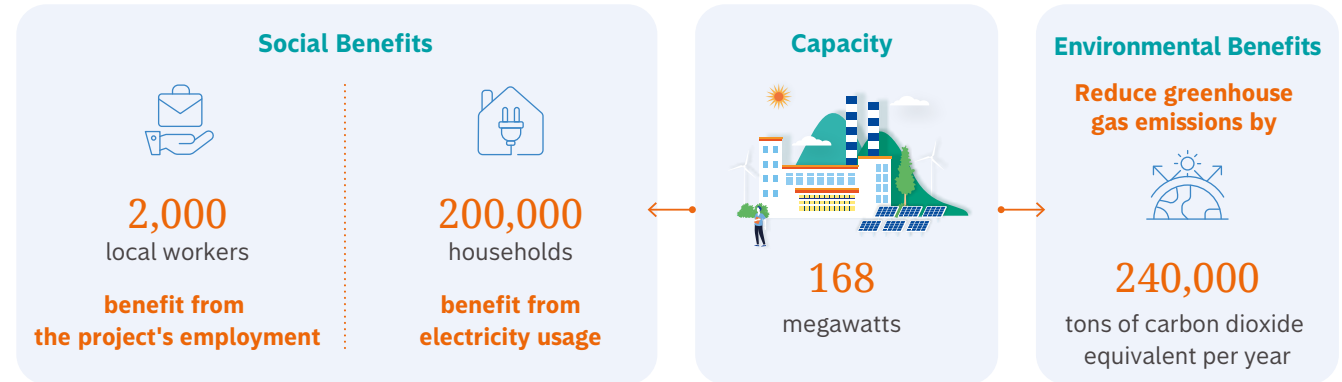
Credit Line
2.13
billion baht

Capacity
30
megawatts

Source: Information on new credit approvals for 2021 from the Corporate Banking Division

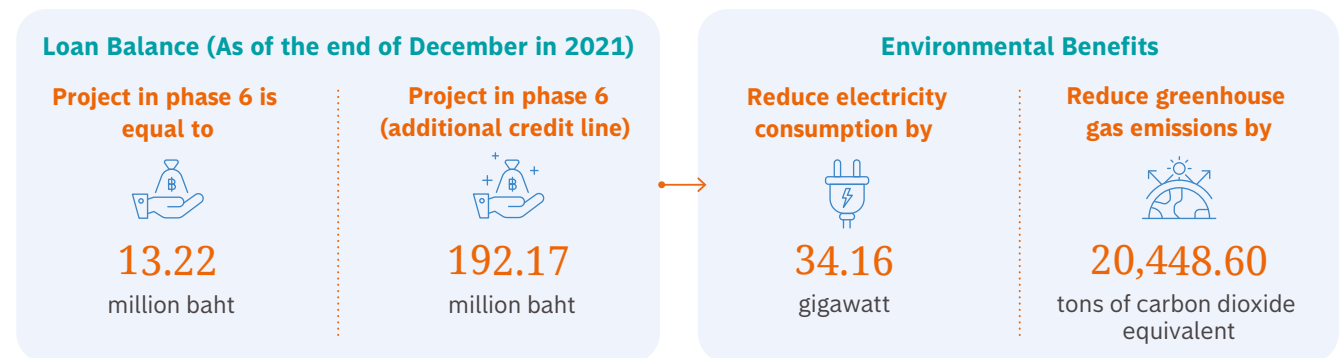
Social and Environmental Benefits from Renewable Energy Power Plant Projects

We provided loans for investment in the development of a large-scale solar power plant in Ninh Thuan Province, Vietnam. This aimed to promote the production of electricity from renewable energy sources and build the country's energy security.



Loan for Energy Conservation

The Bank has long participated in the ESCO Revolving Fund project in collaboration with the Thai financial institutions and the Department of Alternative Energy Development and Efficiency, Ministry of Energy. The project aims to sup-



Note: Information on energy efficiency and reduction of greenhouse gases emissions from the Department of Alternative Energy Development and Efficiency, Ministry of Energy.



port entrepreneurs to invest in energy conservation and renewable energy through special interest rate loans for activities that fall under the Energy Conservation Promotion Act, such as renovating a building for energy conservation and improving production lines to reduce energy consumption. Those investments will allow businesses to use energy more efficiently, as well as reduce production costs and reduce greenhouse gas emissions.



Loans for Electric Mass Transit System Projects

The Bank is the major financial institution participating in syndicated loans of Baht 63.36 billion to fund the MRT Pink Line Project Khae Rai - Minburi Section and the MRT Yellow Line Project Lad Phrao - Samrong Section. Our participated loan portion was approximately Baht 17.82 billion, or 28.13 percent of the syndicated loans. The aforementioned electric train projects will help facilitate people's travel in Bangkok and surrounding areas, while also helping to reduce traffic and greenhouse gas emissions from traveling in fossil fuel vehicles.

Bualuang Green

We have supported special interest rate loans for SME under Bualuang Green Loan continuously since 2008 to promote business operations that are environmentally friendly or conserve resources according to the conditions set by the Bank as follows:

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

Loan Disbursements (Million Baht)	2018	2019	2020	2021	Total
 The MRT Pink Line Project, Khae Rai - Minburi Section	466.83	3,281.00	2,350.50	976.33	7,074.67
 The MRT Yellow Line Project, Lad Phrao - Samrong Section	461.17	2,912.50	2,596.50	1,476.83	7,447.00

Loans for Environmentally Friendly Activities in 2021

Loans for Renewable Energy Production Solar, Wind, Hydro, and Biomass



107.65
billion baht

• International Banking

Outstanding Loan Balance Capacity
13.65 **2,824**
billion baht megawatts

• Corporate Banking

Outstanding Loan Balance Capacity
43.63 **3,894**
billion baht megawatts

Loans for Electric Mass Transit System Projects



14.52
billion baht

Loans for Waste Management and Disposal Businesses



39
million baht

Loans for Business Reuse and Recycling of Materials



314
million baht



In 2021, we supported Bualuang Green loans to two additional customers with a total credit line of Baht 4.2 million. As of the end of December 2021, we had issued Bualuang Green loans totaling Baht 93.2 million, helping SME to reduce energy costs, reduce greenhouse gas emissions and increase the competitiveness of the business to cope with the current transition towards a low-carbon society that is occurring both in Thailand and abroad. We are in the process of reviewing and modernizing Bualuang Green loans including improving the criteria and conditions to be more aligned with the demand of SME.

Loans for Employment Promotion, Phase 2 (2020-2021)

The Bank joined the Phase 2 loan program of the Social Security Office to promote employment, by giving special interest rate loans to businesses registered with the Social Security Office to provide businesses with working capital to enhance liquidity and maintain employment during the Covid-19 pandemic. This must meet the condition that a business must have paid contributions to the Social Security Fund for not less than three months and must maintain the number of insured persons to at least 80 percent of the total number of insured persons in the workplace. From 2020 to 2021, 294 enterprises participated in the project with a total credit line of Baht 1.05 billion. The project helps businesses to maintain their employees during the Covid-19 pandemic.

Green Bonds

We play a significant role in supporting fundraising efforts to achieve the sustainability goals of leading

private companies in Thailand as an underwriter for ESG bonds. In 2021, fundraising through issuance of Green Bonds, Social Bonds, and Sustainability Bonds or Sustainability-Linked Bonds in the Thai capital market by the private sector totaled Baht 56.7 billion. The Bank was the underwriter of ESG bonds of Baht 37.2 billion, or 66 percent of the total value, in the Thai capital market. The details are as follows.

- **Guaranteed Debentures of Toyota Leasing (Thailand) Company Limited No. 2/21**, totaling Baht 2 billion, in order to refinance debt that was earlier procured in order to provide leasing services for qualifying hybrid vehicles with environmental conservation features. This is the first environmental bond issued by the automobile industry in Thailand.
- **Green Debentures for Environmental Conservation of B.Grimm Power Public Company Limited No. 1/21**, for a total value of Baht 3 billion. This was to refinance investment in renewable energy projects such as solar and wind energy projects.
- **Green Debentures for Environment Conservation of BCPG Public Company No. 1/21**, totaling Baht 12 billion. This was to refinance investment in geothermal power plant projects in Indonesia, invest in improving the efficiency of solar power plants in Thailand, and new investment in a solar power plant project in Taiwan.
- **Sustainability Debentures of Indorama Ventures Public Company Limited No. 1/21**, for a total of Baht 10 billion. This set terms and conditions to support

the company's sustainability goals, namely reducing greenhouse emissions, increasing the volume of post-consumer PET bottles used in recycling per year, and increasing the proportion of electricity use from the company's renewable energy sources. The proceeds from the issuance of the debentures is used to repay existing debts and/or as general working capital within the business.

- **Green Debentures for Environmental Conservation of Bangkok Mass Transit System Public Company Limited No. 1/21**, for a total of Baht 10.2 billion. The purpose of the funds was to repay the original debt for the purchase of electric trains and electrical and mechanical systems for the Bangkok Mass Rapid Transit Green Line Extension Project, North-South.

In addition, in 2021 we supported the Ministry of Finance in listing the government's sustainable bonds on the Luxembourg Green Exchange (LGX), a platform to provide information on green bonds, social bonds and sustainability bonds to enable investors around the world to access information conveniently. Regarding our continued commitment to supporting ESG bond fundraising, we are very proud to have received the Sustainable Finance Award 2021: Regional Awards - Asia Pacific, Outstanding Leadership in Green Bonds from Global Finance Magazine.

Mutual Funds for Sustainability

We place importance on supporting business operations with social and environmental responsibility by working with the group's asset management company to



consider, select and offer investment products with consistent ESG policies and sustainability practices. In 2021, four new funds were launched, namely Bualuang Sustainable Investing Portfolio (B-SIP), Bualuang Sustainable Investing Portfolio RMF (B-SIPRMF), Bualuang Sustainable Investing Portfolio (B-SIPSSF), and BCAP Clean Innovation Fund (BCAP-CLEAN). At present, the sustainability funds offered by the Bank are as follows:

- **B-KIND Fund** focuses on investments in companies that participate in social responsibility in four areas: environmental, social, good governance, and anti-corruption. The fund donates 40 percent of income from fund management fees to a foundation or social development agency at least once a year. As of the end of December 2021, the fund has a net asset value of Baht 594.93 million.
- **Bualuang Thai Equity CG Fund (B-THAICG) and Bualuang Siriphol Corporate Governance Fund (BSIRICG) and Bualuang Siriphon Corporate Governance RMF (BSIRIRMF)** focus on investing in companies with good corporate governance by considering the CG Score ranking of the Thai Institute of Directors or other relevant agencies. For the Bualuang Thai Equity CG Fund (B-THAICG), target companies must also be certified members of Thailand's Private Sector Collective Action Against Corruption (CAC). As of the end of December 2021, the net asset value of B-THAICG stood at Baht 258.51 million, the net asset value of BSIRICG was Baht 3.79 billion and the net asset value of BSIRIRMF was Baht 3.69 billion.

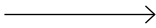
- **Bualuang Sustainable Investing Portfolio (B-SIP), Bualuang Sustainable Investing Portfolio RMF (B-SIPRMF), and Bualuang Sustainable Investing Portfolio (B-SIPSSF)** focus on investing in companies worldwide that are managed sustainably, taking into account the impact on society and the environment in every step of the production of goods and services. As of the end of December 2021, the net asset value of B-SIP stood at Baht 4.62 billion, the net asset value of B-SIPRMF was Baht 1.06 billion, and the net asset value of B-SIPSSF was Baht 179.76 million.

- **BCAP Clean Innovation Fund (BCAP-CLEAN)** focuses on investments in securities or debentures of companies that benefit from business operations related to environmental sustainability innovation such as Clean Energy, Electric Vehicles, Circular Economy & Waste Management and Energy Storage equipment. As of the end of December 2021, the fund has a net asset value of Baht 940.21 million.





Financial Inclusion & Financial Literacy



We place importance on promoting financial inclusion and financial literacy as they provide the foundations for building the financial stability of households, enhancing competitiveness and reducing inequality in society, as well as delivering stable growth for the country. Moreover, we gain business benefits from financial inclusion and financial literacy as this will help expand our customer base in the long run. We strive to provide financial education and increase access to financial services for both individual and business customers, especially SME, as well as the general public, including vulnerable groups, by extending service coverage and developing products and services that meet their needs. We also share business and financial knowledge through multiple channels.

We are committed to developing financial products and services as well as expanding service channels to address customer needs. We promote financial literacy among customers and the general public through our own initiatives and through collaborations with other partners, public and private. We have identified two key advantages from promoting financial inclusion and financial literacy: 1. Opportunity to strengthen businesses and households and reduce inequality in access to opportunities, which is a form of corporate social responsibility for our stakeholders; and 2. Opportunity to expand the Bank's customer base and generate long-term income.

We have developed strategies to promote financial inclusion and financial literacy as internal guidelines for our relevant internal units and functions. These strategies focus on the following three areas:

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

Moreover, we continue to monitor and evaluate the results of these activities to gain insights that can be used to develop and improve our products and services, as well as to enhance the content and format of financial literacy training to better suit the needs of target customers.

Promotion of Financial Inclusion for Individual Customers

Development of Service Channels

- **Banking Agents** We appointed banking agents in order to further increase the range of service channels through which various groups of people can conduct banking more conveniently close to home, especially those in provincial and rural communities, who have no access to digital channels such as Bangkok Bank Mobile Banking or Bualuang iBanking or cannot go to branches during working hours. These include 7-Eleven, Lotus's, True Money, AIS, Kerry Express and Thailand Post with service points in all provinces across Thailand. Services provided through banking agents are as follows:





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

At the end of 2021, we had a total of 95,539 banking agents distributed across Thailand with more than 5.6 million transactions conducted through banking agents, of which cash deposits and withdrawals accounted for more than 4.6 million transactions.

• Bualuang ATM

We offer services through nearly 10,000 Bualuang ATM and Bualuang CDM/ADM to ensure that customers and the public can access banking services. We have improved Bualuang ATM to offer more diverse services that respond to customer needs including cardless withdrawal and cash deposit and withdrawal in one machine. Moreover, we have developed a special function to facilitate financial transactions for visually impaired people, which makes services more convenient and secure for users under standards mutually set by members of the Thai Bankers' Association. This service does not only respond to the cash needs of visually impaired people, it also promotes convenient and secure self-service so that they can access financial services like other people. In 2021, there were more than 7,290 ATM machines nationwide supporting the transaction mode for the visually impaired function.

- **Bangkok Bank Mobile Banking and Bualuang iBanking**
We continually develop Bangkok Bank Mobile Banking to be up-to-date, easy-to-use, convenient, fast and safe to meet the needs of all customer groups and promote financial inclusion anytime anywhere. Users can manage their finances in one place using this application, with services ranging from savings account opening, transfer-withdraw-top up, bill payment and investment management as well as identity verification without the need to visit branches. The Bank also offers Bualuang iBanking services for customers to manage their finances with ease, convenience and safety anywhere anytime through computers and tablets. At the end of 2021, there were over 11.2 million registered users of Bangkok Bank Mobile Banking and Bualuang iBanking.

- **Bualuang Phone (Automatic Phone Banking Services)**
We provide automatic banking services by phone 24 hours a day (Bualuang Phone 1333). Through this service, customers can make inquiries, transfer money, pay for services, top-up mobile phones, order check books, inquire about account balances and pay credit card bills as well as use fund services, and other services by themselves, or they can contact Call Center staff to access services without visiting branches. This helps accommodate customers' needs and reduces risks from the Covid-19 outbreak.

Development of Digital Products and Services

- **e-Savings Account**

We offer e-Savings accounts through Bangkok Bank Mobile Banking to promote financial inclusion

as customers can open an e-Savings account by themselves anytime, anywhere free of charge with no minimum deposit requirement or fee for cross-border transactions. Furthermore, we have implemented the National Digital ID (NDID) for identity verification using Citizen ID cards at branches, and 7-Eleven and Kerry Express locations, which have more 16,000 service points across Thailand. These services reduce both the financial and non-financial costs of account opening, which helps promote financial inclusion and the use of digital channels to make transactions.

- **Cross Border QR Payment Services**

We strive to be a leading regional service provider for cross-border payments and have developed QR Code cross-border payment services in collaboration with the Bank of Thailand. The Bank was selected as the settlement bank (the bank responsible for settling cross-border transactions) and we were the first bank to offer real-time cross-border QR Code payments via mobile banking channels between Thailand and Vietnam as well as Thailand and Indonesia. Thai customers can use Bangkok Bank Mobile Banking to scan QR Codes at vendors to pay for products and services in Vietnam or Indonesia while Vietnamese or Indonesian customers are able to scan QR Codes to pay for products and services from Thai vendors. This service helps accommodate tourists and foreign workers to easily pay for products and services without having to carry foreign currencies. Retail shops and vendors, especially in the tourism industry, will benefit from further business opportunities as the international financial infrastructure becomes more developed and connected.

**Number of Cash Deposit Machines
and Bualuang
Self-Service Machines****1,185**
machines**Number of
Basic Deposit Accounts****90,000**
accounts**Number of
Bualuang ATMs****8,675**
machines**Number of Banking
Agent Service Points****93,539**
locations**Number of Registered
Users for Digital Banking
(Bangkok Bank
Mobile Banking and
Bualuang iBanking)**over
11.2
million users

- **Basic savings accounts for state welfare cardholders and those aged 65 years and above**
In 2018, we introduced the Basic Banking Account for people with low incomes under the State Welfare Program and for those aged over 65 to promote financial inclusion for all sectors. This service features no minimum deposit requirement, an account maintenance fee waiver, and no opening fee or annual fee for debit cards linked to the account. This reduces the cost of account opening and helps customers plan and manage their finances more efficiently. More than 90,000 Basic Banking Accounts were opened in 2021.

- **Sinmathaya Supthawee Account – Bualuang Kids**
We promote financial discipline for savings among young people by allowing parents of children aged under 14 years old to open a Sinmathaya Supthawee – Bualuang Kids account to build financial stability for their children in the future. Conditions for this type of account help encourage financial discipline and a savings habit among children. If they regularly deposit at least Baht 500 every month for at least two years, they will receive interest rates higher than a 12-month fixed deposit account without having to pay tax on the interest. At the end of 2021, there were more than 25,000 Sinmathaya Supthawee – Bualuang Kids accounts.

- **Unsecured Personal Loan**

We promote better access to loan services for payroll clients or first jobbers by offering multi-purpose unsecured personal loans for full-time employees with payroll accounts at Bangkok Bank provided that their employers qualify according to the Bank's criteria. Loan terms include a credit limit of up to five times a customer's monthly income subject to a maximum loan amount of Baht 1 million with a special interest rate and no requirement for collateral or a personal guarantee. Those who meet the criteria can choose the type of loan according to their financial plan, such as Bualuang Loan Sookjai (multi-purpose installment term loan for individuals) with fixed monthly installments over a period of up to five years. Once approved, the funds will be credited directly to the customer's account. Furthermore, Bualuang Loan Aunjai (multi-purpose revolving credit) provides a reserve in case of an emergency and helps to enhance liquidity by allowing withdrawals with the Be1st Smart card, as well as offering installment payments of only 5 percent of the outstanding balance. The Bank had more than 1,700 customers for this loan at the end of 2021.

- **Personal Loans for Small Businesses**

We provide ready credit loan services, Bualuang Perm Sub (Term Loans) and Bualuang Poon Sub (Revolving Loans), to boost liquidity for small businesses.

- **Loans for Pensioners**

We realize the importance of offering loans to retirees who have reduced incomes but still need to maintain their expenses. Therefore, the Bank has introduced



loans for pensioners so that they can access credit to meet a variety of needs. At the end of 2021, there were 10,302 pensioners participating in the project.

Promotion of Financial Inclusion for Business Customers and Farmers

- **Loans for SMEs**

The Bank values and believes in the potential of Thai SMEs as a key driver of the Thai economy. Therefore, we support the sustainable growth of SMEs through a variety of tailored loan products to meet their needs, such as Business Loans for Business Flexibility, Bualuang Loans for Franchise Business, Bualuang Green Loans, and Loans for Gas Station Dealers. Businesses can apply for the services at a branch or through our website.

Additional information is available at:



Loans for SMEs

- **TCG Credit Guarantee Project**

We strive to help SME to be competitive and achieve stable growth by promoting access to financing. We offer loans to SME who require working capital but have no collateral to participate in a credit guarantee project organized by the Thai Credit Guarantee Corporation (TCG) such as TCG SME Dee Naenon, TCG SME with

Letter of Guarantee, TCG SME One Account, and TCG SME Import-Export under Portfolio Guarantee Scheme Phase 9 (PGS9). We have joined this initiative for two consecutive years and there were 5,355 SME without collateral participating in the project with a combined total credit limit of Baht 17.96 billion in 2021.

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

The Bank considers the agricultural sector to be an important source of food, jobs and income for the country. We have therefore continually supported farmers and agricultural businesses by providing various financial services including loans, so that they can produce quality high-value-added products to meet market demand. Moreover, our modern agriculture team works closely with experts, modern farmers and government officers to provide knowledge on production, marketing, value-added creation, and energy management to reduce greenhouse gas emissions. Through longstanding dedication and initiatives which extend over many decades, a large number of customers who have joined the program have satisfactorily enhanced their capabilities and proven that farming is an occupation that can generate income comparable to other careers.

During the Covid-19 situation, we encouraged a melon farmer to adjust their business model from a traditional focus on selling products to a modern trade businesses selling via online channels, diversifying the melon farm into an agrotourism business to generate additional income. We also provided soft loans to its customers

under the BOT's policy. Moreover, we provided a Bualuang Green Loan to pig farmers to build biomass facilities to manage farm waste and to reduce electricity costs and methane emissions, as well as to a chicken farmer to install solar panels on rooftops. The Bank's outstanding agricultural loans totaled more than Baht 25 billion at the end of 2021.

Provision of Financial Literacy to Customers and the Public

- **Financial Stability with the Bualuang Family**

We promote financial education and financial discipline to support stability and wealth for people of all genders and ages by sharing useful knowledge and articles through our Facebook Financial Stability with the Bualuang Family page with the intention that the knowledge will help inspire wider groups of people to be more financially prudent. Furthermore, we support financial literacy for businesses and educational institutions by organizing lecturers, experts and executives to share useful knowledge with employees and students.

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

The Bank has established a policy to promote financial literacy among the general public from young people to retirees. We introduced the 2S Project to encourage our employees to organize financial knowledge sharing activities to address the financial needs of customers and people of all ages to raise awareness on the importance of financial planning as well as to recommend useful financial products to build financial security for the future.



- **The Stock Master University**

We joined forces with Bualuang Securities, BBL Asset Management and the Stock Exchange of Thailand in a project to promote finance and investment education among university students as an early step on a journey to become quality investors capable of managing their financial future. Participating university students obtain knowledge about personal finance and investment from experienced lecturers and have a chance to try securities trading simulations through the SET's Click2Win system. All activities in 2021 were organized through online platforms because of the Covid-19 pandemic. A total of 1,870 students from six universities – Burapha University, Rajamangala University of Technology Thanyaburi, Rajamangala University of Technology Krungthep, Bangkok University, Thammasat University and Srinakarinwirot University – participated. This project also enables university students to inquire about the Bank's products and services, open savings accounts and securities trading accounts, and apply for products and services such as debit cards, SMS service, Bangkok Bank Mobile Banking, PromptPay and BeMerchant.

- **Financial Education Project for Visually Impaired People**

We have continuously organized activities to provide equal learning and access to financial services for visually impaired people. In 2021, we launched "Fin Lit for the Blind" to produce a guide to conducting financial transactions for visually-impaired people and selected articles or books with useful financial knowledge on financial planning, debt management

and recommendations on financial and investment products to create audiobooks for the Read for the Blind application developed by the Thailand Association of the Blind. The project also provides a training program for Bank volunteers to learn how to read clearly and accurately with the recording quality tested before distribution. Altogether 116 of our employees have participated in this initiative and visually impaired people have accessed the audiobook service more than 3,200 times.

- **Financial Awareness for Young Thais project and BBL The Trainer**

In collaboration with the Thai Bankers' Association (TBA) and member banks, we ran a project to promote financial awareness among young Thais for the third consecutive year with the objective of enhancing their capabilities and financial literacy through a learning-by-gaming approach for university students across Thailand. Due to the Covid-19 pandemic in 2021, activities were moved to online platforms using virtual training. Since its inception, more than 20,000 students from 42 universities have participated in the project. We also conducted the BBL The Trainer Program to train 285 employees as volunteer lecturers for the project.

- **Money Expo and Thailand Smart Money**

We joined the Money Expo and the Thailand Smart Money event, which is held annually, to provide financial education for customers and local people in nearby provinces to obtain information and knowledge on savings, investment, products and services offered by the Bank, Covid-19 relief measures from the Bank

and emerging financial technology (FinTech) under the concept San Sampun Puan Koo Kit, Soo Chiwit Un Mungkung (Connecting Friends, Building Wealth). We brought experts from the Bank and our business partners to provide recommendations for participants. In 2021, we participated in the Money Expo four times in Chiang Mai, Nakhon Ratchasima, Songkhla and Bangkok as well as the Thailand Smart Money event in Bangkok, drawing more than 10,000 visitors.

- **Debt Clinic**

The Bank has joined the Debt Clinic Project since 2017 to help small debtors with credit card debt, cash card debt and/or unsecured personal loans to resolve their debt problems in a single location. We also provide training programs on financial planning and fostering financial discipline for debtors and the public. Since the start of the project, a total of 1,837 debtors from the Bank participated in the project, with 938 debtors joining in 2021.

- **AEC Connect**

We established AEC Connect as a trade and investment advisory service center for customers who are interested in doing business in the ASEAN Economic Community (AEC) under the slogan "Puan Koo Kit Mit Koo AEC." We organize training courses and seminars on trade, investment and business operations across Southeast Asia. In addition, we offer the AEC Business Leader course, an intensive business workshop for Thai entrepreneurs, especially SME who want to prepare themselves for doing business across the region. Participants gain in-depth knowledge and learn best practices



about investing, identifying business opportunities and developing business management skills within the context of each ASEAN member country. This course also provides an opportunity to network with the Bank’s customers in Thailand and abroad.

AEC Connect was active throughout the Covid-19 situation and provided knowledge on investment and ASEAN economies through the ASEAN Insights section of our website and interesting articles in ASEAN Digest and ASEAN Economic Outlook page. Additionally, we developed AEC Connect’s online learning platforms and online channels for customers, such as Facebook, YouTube, Blockdit and Line Official, including live interviews with leading local and foreign businesspeople and experts through the AEC Insider program via Facebook Live. A total of 44 interviews with more than 70,800 views were conducted for AEC Insider while the AEC Take-Off program via Facebook Live had more than 24,000 views.

Additional information is available at:



AEC connect

- **Bangkok Bank Puan Koo Kit SME**
We created an online learning platform under the name Bangkok Bank SME in 2015 covering multiple channels

such as Facebook, YouTube, Twitter and Instagram. This online social network offers news and information for SME in all business sectors through articles, analyses and video clips of successful customers sharing experiences, as well as training and seminars. In 2021, we continued to educate and support SME and develop interesting programs such as the SME Clinic Exclusive, SME Clinic Influencer, Fininvest, Fininsight and The Treasury Talk. More communication channels were added including Facebook Live, and podcasts through different platforms such as Spotify, Soundcloud and Podbean.

• **Financial Education on Foreign Exchange Risk Management for SME**

The Bank cooperated with the Bank of Thailand, the Office of Small and Medium Enterprises Promotion, Export-Import Bank of Thailand, the Thai Bankers’ Association, the Thai Banking Academy, and other financial institutions to promote foreign exchange risk management knowledge and access to foreign exchange risk management tools for SME under the theme “Promoting foreign exchange risk management and supporting SME engaging in international trade”. During the Covid-19 pandemic, we organized online training via e-Learning as well as enabling qualified SME who completed the required courses to try out FX Option tools with a fee limit of Baht 80,000 per business. Moreover, each SME received further support of trade-related fees worth Baht 20,000 in from the government to encourage SME to adopt hedging products. Some 313 SME participated in the project in 2021.

Number of Visitors & Followers of Bangkok Bank SME as of December 31, 2021



Website

1,438,137 visitors



Facebook

2,306,556 followers



YouTube

18,591 followers



Twitter

22,988 followers



Instagram

12,935 followers

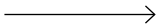
Additional information is available at:



Bangkok Bank SME



Community Development



Business and society have a mutually beneficial and complementary relationship. Businesses can strengthen the community by providing employment and producing goods and services, as well as sponsoring and taking part in activities that help develop skills, abilities and solve problems in the community. Meanwhile, a strong and self-reliant community provides an environment conducive to sustainable business growth. We are committed to promoting strong community development through various social activities either by ourselves or in cooperation with partners. Our framework for community development is determined in response to major challenges in Thailand such as an aging society, economic and social inequality, and environmental issues including climate change mitigation. Moreover, we recognize the importance of promoting and maintaining Thailand's arts and crafts heritage and nurturing religion, which are the foundation and identity of Thai society. It is our belief that building a strong community from the

inside shall contribute to the achievement of sustainable development goals.

Management and Approach

We have established a Corporate Social Responsibility Policy that serves as direction, criteria and guiding framework for community and social development activities of the Bank, as well as those subsidiaries in our financial business group where appropriate. We seek to further promote awareness, understanding and appreciation among our employees in the value and importance of community and social development. We always provide opportunities for them to take part in various social activities while giving them necessary resources. Employees are encouraged to join a few longstanding volunteer and charity groups inside the Bank, such as the Bualuang Charity Group (Bualuang Bamphen Prayot), and participate in various charitable as well as social development activities that are organized regularly so as to conduct good deeds and accumulate merits.

The Bank's Public Relations Department is tasked as the major business unit responsible for planning our community development activities and managing the concerned resources and budgets. However, other business units of the Bank also can and are encouraged to initiate and carry out community development activities related to their work. In this case, each such business unit is responsible for supervising and monitoring the implementation of the activities to achieve their specified objectives.

Corporate Social Responsibility Activities

Under the Bank's corporate social responsibility umbrella, our community development activities are determined with due consideration of such factors as alignment with the United Nations Sustainable Development Goals (SDG), Thailand's prevailing major challenges to sustainable development, the fostering and deepening of relationships with our customers and business partners, our business strategy, our areas of expertise, availability of resources, and also our public image. This will ensure that community activities that we sponsor or engage in will benefit the community, the Bank, and our employees who participate in various activities. We communicate with and encourage employees to participate in social activities that suit their preference and interests so that they can take pride in their contribution to the community at large and be inspired to continually do their best in their duties. Our community development activities fall into six categories: supporting the well-being of the community and society; supporting access to healthcare for vulnerable groups and medical development; youth development and promotion of educational opportunities; strengthening the agricultural sector and SME; promotion and conservation of Thai arts and culture; and upholding religions. The details are as follows.

1. Supporting the Well-being of the Community and Society

• Bualuang Joins the Community to Solve Drought Project

We support the Utopakat Foundation under the royal patronage of H.M. the King in the management of



Water Resource Management in the Bualuang Joins the Community to Solve Drought Project

Activities	North	Northeast	Central	South
Overflow weir	-	-	-	3
Sediment trap weir	62	64	-	-
Stone weir	3	3	-	-
Water storage dam	3	6	-	-
Check dam	35	70	-	-
Concrete weir	2	4	-	-
Reservoir	-	-	-	3
Overflowing building	-	5	-	3
Solar pumping system	2	2	-	-
Water filter tank	9	12	-	-
Reservoir	1	2	-	-
Floodgate	-	-	4	-
Water reserve tank	4	8	-	-

North

Chiang Rai, Nan, Phrae, Phayao and Kamphaeng Phet

9 communities

Central

Nakhon Nayok

1 community

Northeast

Surin and Nong Bua Lamphu

2 communities

South

Surat Thani

1 community





Number of households that benefited from the project
5,975 households



Number of people who benefited from the project
30,685 people



Increased amount of water
134,814 cubic meters



Agricultural area that benefited from the project
3,826 rai (612.16 hectares)



community water resources following the royal initiative, a project which is now into the ninth consecutive year. This also includes educating successful water management techniques which enable the communities to manage their water resources effectively by themselves. This effort through the years has resulted in a significant increase in the amount of water storage and supply to local agricultural plots targeted. The Foundation has also equipped the communities with the capability to better cope with the impacts of climate change now and in the future. The project has created more than 70 model communities, helped to alleviate flooding and drought problems for 124,349 households covering 1,125,511 rai (180,081.76 hectares) of agricultural land, increased water reserves by over 29 million cubic meters, and created value of up to Baht 6.34 million for 843 households from agriculture production during the dry season.

In 2021, we joined with the Bualuang Foundation and Utokapat Foundation in the project Bualuang Joins the Community to Solve Drought for the second consecutive year as we recognize that sustainable water management will help communities to have a better quality of life and adequate supply of clean water for consumption and agriculture, while helping to alleviate flooding and drought problems. The project has strengthened the communities' ability to manage water resources by themselves in line with the royal initiative. Covering 13 communities in nine provinces from four regions, this project provided for infrastructures required such as weirs, ponds, or reservoirs, pumping systems with solar cells and

floodgates, while building a network to expand the results to more areas.

- **Support to Help Flood Victims of the Friends in Need (of "PA") Volunteer Foundation, Thai Red Cross Society**

The Bank supported the organization of the 2021 charitable event hosted by the Friends in Need (of "PA") Volunteer Foundation, by donating money and providing a channel for donations through the service BeSureQR Jai Boon to donate to the Friends in Need (of "PA") Volunteer Foundation, Thai Red Cross Society. The donations helped flood victims through various projects such as royal survival kit distribution project, royal kitchen project, knockdown housing project, and occupation development and sustainability project. The Bank's executives also shared financial knowledge, and advised on various funding sources and how to prepare for procuring funding, to those who attended the event.

- **Support for the Khao Yai Marathon 2021**

Together with the government and private sector, we supported the organization of the 4th Khao Yai Marathon 2021 on November 27, 2021 at Khao Yai National Park. This encouraged people to recognize the value of physical exercise and increased awareness about forest and environmental protection. The project also helped raise funds for activities and scholarships for the General Prem Tinsulanonda Statesman Foundation, the Rak Muang Thai Foundation's charitable fund for public interest activities, and life insurance funds for employees of national parks nationwide. More than 4,000 people, including Bank employees, joined the

competition at the event. A Bank booth was also set up to showcase our useful services and provide financial advice.

2. Supporting Access to Healthcare for Vulnerable Groups and Medical Development

- **Products Supporting Access to Healthcare Services**

- **Bangkok Bank Titanium Ramathibodi Hospital Credit Card**

We have operated the Bangkok Bank Titanium Ramathibodi Hospital Credit Card "Spend More and Gain Merit project" since 2009. The cardholders receive up to 2 percent of their total spending in each billing cycle as cash back into their credit card account. We donate the annual fee of Baht 300 received from each such card, and a further 0.2 percent of every spending via each card in each billing cycle, to the Faculty of Medicine, Ramathibodi Hospital Mahidol University, without deduction of expenses, for the latter to use in medical benefits and development as well as to aid poor patients. In 2021, the total amount of donations was over Baht 15.8 million.

- **Bangkok Bank Siriraj Joint Card Project**

Bangkok Bank Siriraj Joint Card "The Power of Giving is in Your Hands Project" offers two types of cards: Be1st Smart TPN Rabbit Siriraj Card "a Card for Kind People with Personal Accident Insurance Coverage", and Bangkok Bank Visa Platinum Siriraj Credit Card "Feel Good and Make Merit". We donate 0.2 percent of every spending via each card in each billing cycle



along with Baht 100 for every new card issued and Baht 50 from the annual fee payment received per card, to the Faculty of Medicine, Siriraj Hospital. Cardholders receive valuable benefits from personal accident insurance coverage of up to Baht 200,000. For Bangkok Bank Visa Platinum Siriraj Credit Card, cardholders can pay for medical treatment at Siriraj Hospital and Siriraj Hospital Piyamaharajkarun in installment payments with zero percent interest for the first three months. They can also redeem 1,000 reward points per every Baht 100 donation for giving to the Faculty of Medicine Siriraj Hospital Mahidol University, and the Bank will donate an equal amount. These donations are for use for public benefits such as helping vulnerable patients and contributions to the National Center for Medicine for the Elderly. At the end of 2021, there were more than 1 million cardholders, with total donations worth over Baht 330 million.



- **BBLxBlood Hero**

We have supported the operations of the National Blood Center of the Thai Red Cross Society for 26 consecutive years by organizing quarterly blood donations from our staff and executives as well as making contributions for various activities and projects. Due to the Covid-19 pandemic, the number of blood donations declined, resulting in a shortage of blood for patients. We therefore set up a blood donation unit, under the special campaign BBL x Blood Challenge to support the Blood Hero project of the National Blood Center, by inviting employees to donate blood at the Silom Head Office and the Rama III Building. As a result, 189 units of blood or 75,600 cc. were obtained from employees.

3. Youth Development and Promotion of Educational Opportunities

We have always placed great emphasis on creating value for society especially through educational development



as we believe that education is the most sustainable form of giving. In line with our commitment to be a trusted partner and reliable close friend, the Bank's employees are engaged to apply their knowledge and skills to work with target schools and local communities. This aims to create mutual understanding between our employees and local stakeholders and bring them to work together in a common goal.

- **The CONNEXT ED Education Project**

We were one of 12 private organizations that founded the Leadership Program for Sustainable Education Development, which is now known as the CONNEXT ED Project, in 2016 under the concept of creating collaboration between all sectors to create a culture of participation to develop Thai education towards sustainability. In 2021, we continued to aspire to be a trusted partner in education by collaborating with government agencies and the private sector to promote New Normal teaching and learning so that schools could manage the Covid-19 situation and be ready to adopt contemporary learning and teaching methods to meet the changing environment. We have supported 104 branch managers to act as school partners to coordinate and work with 236 schools in 54 provinces. We also supported these school partners to attend the Leadership Program for Sustainable Education Development 2021 which was available online. This in turn developed their capabilities and leadership skills which will be beneficial for their work with schools and at the Bank, and also for their daily lives.



• **CONNEXT ED Crowdfunding**

We participated in supporting those schools under CONNEXT ED project through CONNEXT ED crowdfunding using an online platform. This project helped create equal educational opportunity for Thai children and youth no matter where they live, including those in remote areas. We invited all sectors as well as

our executives and fellow employees to make donations in support of the development plan of CONNEXT ED schools to fulfill educational opportunities through many learning channels e.g. online, offline or any platform that the children in remote areas can access for their education.

The Bank's Participation in CONNEXT ED CROWDFUNDING



Our representatives participated in School Development Plan Screening Committee



We supported crowdfunding channels for education



We supported the project's public relations



School partners and branch managers, totaling 32 branches in 23 provinces, gave advice and recommendations to schools participating in the CONNEXT ED educational fundraising program and supported the Merchant iPay online payment service for schools as an alternative channel to receive donations, facilitating both donors and recipients.

1st Phase

- Supported the preparation of an Information and Communication Technology (ICT) skill development plan to provide teaching and learning during the Covid-19 pandemic for 2 schools in 2 provinces
- Completed crowdfunding goals with a total value of 159,596 Baht



2nd Phase

- 8 schools in 8 provinces joined the Notebook for Education project.
- They set a goal for crowdfunding for the purchase of 190 notebooks to develop skills for students in Prathom 4 to Prathom 6 totaling 250 students
- A total of 3,676,120 Baht in crowdfunding was received from November 2021 to March 2022.



We are grateful for the opportunity given to children to learn and develop themselves through action. As teachers, we have to learn and brush up our knowledge along with the students.

Natthanan Hankit,
a teacher at Nikom Sang Ton Eng Changwat Rayong 5 School, Rayong Province

It is much more fun than it used to be after we have new learning tools that help us on "Student Council" work. I will use this opportunity to learn and develop myself and my fellow students.

Natcha Thanasirat,
a student at Matthayom 3, and President of the Student Council, Nikom Sang Ton Eng Changwat Rayong 5 School, Rayong Province





Bualuang Kor Kan Kru Project for Teachers

In collaboration with Thammasat University and the Office of the Basic Education Commission, we continued the Bualuang Kor Kan Kru project to develop school administrators and teachers so that they are ready to adopt the competency-based educational management concept under Bualuang Kor Karn Khru actional research project. The project began with eight model schools in Udon Thani Province before expanding to other schools under the Bank’s sponsorship. We helped arrange brainstorming forums to connect networks of administrators, teachers, educational supervisors, parents and business representatives, along with relevant community leaders. During these sessions, participants shared their views on how to design a school curriculum that truly corresponds to the needs of each school and community, and how to build strong and sustainable learning networks. We also supported the organization of 27 online learning activities for communities to build strong and sustainable learning networks during the Covid-19 pandemic.

Partnership School Project: Action Research to pilot Competency Based Education

Together with the Ministry of Education, we support the Partnership School Project to promote a school as a source of lifelong learning. The project started in two schools namely Ban Bang Mak School, Trang Province, and Wat Niweswutharam School, Nakhon Sawan Province. We cooperated with Thammasat University and the Office of the Basic Education Commission to upgrade the schools’ standards according to the competency-based education

Project Implementation Period During the Past 3 Years (2021-2023)



Scope of Development for 8 Pilot Schools in Udon Thani Province





4 Development Goals:

1



Students Quality

2



Teachers Quality

3



Schools Quality

4



Management

concept, while also supporting online learning to link administrators, teachers, staff of the school, and the relevant supervisors by opening a learning space through online channels during the Covid-19 pandemic. We also encourage schools that have good educational management plans but are in a different community to join a network to exchange experiences and talk about ways to develop education together.

• **Bangkok Bank Scholarships**

We give employees and the general public opportunities to study for a Master's Degree (English Program) at both domestic and overseas institutions. The goal is to award 25 scholarships per year to study for an MBA, finance, and digital & technology fields. Since the scholarship project was initiated, we have awarded more than 175

scholarships, totaling Baht 273 million. All scholarship recipients have become Bank employees, with 27 percent of the scholarship students advancing in their careers to become Bank executives.

• **Children's Day Book Project**

Happy children are more likely to grow up as successful adults. In 2021, the Children's Day event could not be organized due to the Covid-19 pandemic so we delivered gifts to primary school students across the country. The gifts were notebooks, income-expense diaries, crayon boxes, piggy banks, and colored cloth bags. We also organized virtual Children's Day activities via our official LINE account to encourage children to live their dreams.





4. Strengthening the Agricultural Sector and SME

• Modern Agriculture

We have been working on the Modern Agriculture project for over 23 consecutive years to promote the sustainable development of the agricultural sector through a range of initiatives, such as educating farmers on how to increase productivity and improve products, supporting the development of a farmer network for sharing knowledge, co-creating marketing opportunities, and supporting the modern marketing and the use of new technologies. Activities include seminars, meetings, field trips, and an annual Modern Agriculture Fair Day (except in 2020 and 2021 due to the Covid-19 pandemic) at the Bank's Head Office for farmers to bring quality agricultural products to sell and to meet consumers in person and discuss their products with them.

In 2021, despite the Covid-19 pandemic, we continued to support farmers by disseminating success stories of the modern agriculturists as well as sharing interesting information with farmers and agribusiness through the Bank's online channels. We also carried out a project Effective Management to Increase Rice Yields (not burning paddy stubble means more returns), showcasing the model fields in Muang District, Kanchanaburi Province, and Prasat District, Surin Province. A seminar about the use of fertilizers and developing good soil was joined by experts in the soil nutrients and experienced farmers, and held at the Bank's Head Office under stringent security measures for preventing the spread of Covid-19.

• Bualuang SME Club

We supported the establishment of the Bualuang SME Club in 2003 with the aim of creating a cooperative network for club members. Since then we have regularly supported activities such as training seminars, study tours, business matching, and provided space at the Bank for club members to sell products to employees, the Bank's customers, and the general public. In 2021, despite the Covid-19 pandemic, we maintained our commitment to supporting various activities of the club, such as promoting the sale of members' products through online channels, organizing webinars on topics relevant to SME such as "Know the Truth...Financial Statements can be used to Adjust a Business in a Critical Era", "Turn Crisis into Opportunity with 360 Strategies", "Omni Channel Marketing: Key Strategy in New Normal", "SME Business Strategies in the Post-Covid-19 and New Normal", and "Business Survival During the Covid-19 Crisis and New Normal". More than 100 participants joined each seminar.

We supported business network activities between CP All Company Limited, club members and SME to expand markets and distribution channels through CP's nationwide network of convenience stores (7-Eleven). 25 SME joined the event. Of these, five were selected for a business connection. The club also initiated the Pan Dao Project (new talent entrepreneurs promotion project) to provide additional knowledge for members and other SME to be able to develop products and help their business grow. We fully support the club's activities to strengthen members and other SME.

5. Promotion and Conservation of Thai Arts and Culture

The Bangkok Bank Musical Art Center was founded in 1979 to sustain and promote Thai traditional musical and dramatic dance. Although we had to cancel many activities due to the Covid-19 pandemic, some major events were held virtually as follows:

• Sangkeet Saranrom Performances

Sangkeet Saranrom provides opportunities for the general public to watch increasingly rare Thai performing arts, while also giving opportunities to artists, the Faculty of Dance, and young people to showcase their talents. Due to the Covid-19 pandemic, the events were moved to an online platform, the Bangkok Bank Musical Art Center's YouTube channel. The performances received 360,568 views, double that of 2020. Most importantly, the audience group with the most views was aged between 25–34 years old. Cultivating the interest of these young people, who are usually more interested in other forms of art, will be positive for the preservation of Thai arts and culture.

• Kawee Pakka Thong (Golden Pen Poet) Project

The Kawee Pakka Thong (Golden Pen Poet) project, a workshop celebrating the art of poetry, aims to support and inspire university students to improve their skills and continue writing poetry, realize the value of the Thai language, and understand the rhythm of each type of poetry, namely Klong, Chan, Kap, Klom, and Rai. The project is a collaboration between the Bangkok Bank Musical Art Center and various universities. It is chaired by Mr. Naowarat Phongphaiboon, a national artist in literature, and supported by many experts



who specialize in the Thai language, such as Assoc. Prof. Dr. Trisilp Boonkajorn, Assoc. Prof. Dr. Supanee Patthong, Khun Kanokwalee Pojanapakorn, along with national artists and S.E.A Write poets such as Ms. Paiwarin Khao-ngam, Khun Saksiri Meesomsueb, Khun Rewat Panpipat, and Dr. Apichart Damdee, who joined as speakers to help teach participants. In 2021, the Bangkok Bank Musical Art Center organized online activities for students from five institutions, namely Buriram Rajabhat University, Nakhon Si Thammarat Rajabhat University, Lampang Rajabhat University, Bansomdetchaopraya Rajabhat University, and Phetchaburi Rajabhat University. Although the event atmosphere was different from the previous ones, which was held in the conference room, it was highly interesting and as in-depth as previous events. In each contest, students submitted more than 300 poems through the Bangkok Bank Musical Art Center Facebook page, resulting in a considerable increase in the number of the page’s followers. Most of the contestants were young people who were interested in Kawee Pakka Thong activities.

6. Nourishing Religion

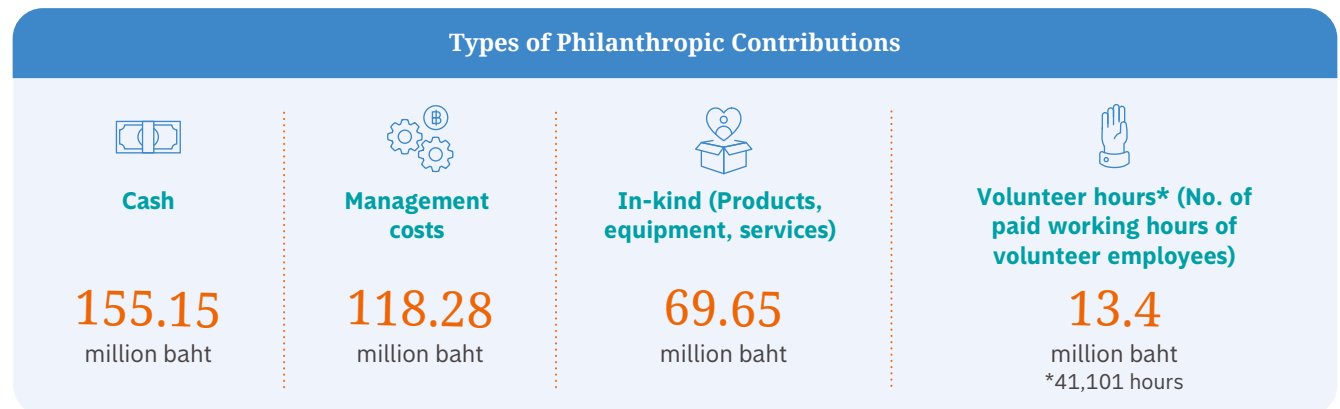
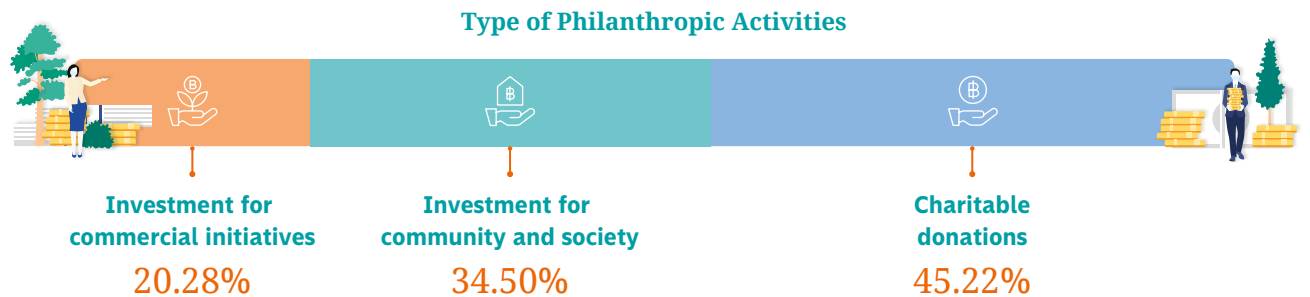
• Royal Kathin

Bangkok Bank was the first financial institution to be honored with the commission of presenting the Royal Kathin to temples under royal patronage in all regions in Thailand as well as temples in neighboring countries. We have been honored with this prestigious role for the past 55 years. In 2021 we presented the Royal Kathin to Wat Maneesathidkapittharam, a Buddhist temple under royal patronage in the lower north province of

Uthai Thani. The ceremony was joined by the Bank’s board of directors, executives and staff, along with the Governor of Uthai Thani Province, government officials representing government agencies, our customers and people in Uthai Thani province. Charitable people joined to donate to the temple Baht 11,671,858 which was used to refurbish the Tripitaka Hall, renew toilets, renovate the grounds in the temple, and donate to hospitals and schools in Uthai Thani Province.

• Paying Respects

On the occasion of the beginning of Buddhist Lent 2021, the Bank presented offerings to His Holiness the Supreme Patriarch, chairman of the Sangha Supreme Council of Thailand, as well as 21 directors of the Sangha Supreme Council of Thailand, three advisors of the Sangha Supreme Council of Thailand and senior monks from 18 temples. Paying respects to the senior monks on the occasion of the Buddhist Lent is an annual tradition to preserve and sustain Thai religious activities and culture.



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



Mitigation of Environmental Footprint and Climate Impact



Climate change and other environmental issues have an increasingly large impact on the livelihood of people and the way in which they live, not just in Thailand but on a global scale. These problems are too big for a single organization to tackle without collaboration with all sectors including government, businesses and households at local and international levels. We believe that businesses should play a role in conserving natural resources and the environment as well as being mindful of climate change and their environmental footprint. This can start at the workplace with energy conservation, waste reduction and environmental preservation, as well as reduction of greenhouse gas emissions from business operations.

We have established an energy conservation and environmental policy to provide guidelines for systematic environmental management in line with applicable laws. At the same time, we regard energy conservation, reduction of greenhouse gas emissions and waste management as the shared mission of everyone in the organization. Moreover, we have adopted science-based targets for our greenhouse gas emissions reduction target which is in alignment with the Paris Agreement's target to control the increase of average global temperatures to be less than two degrees Celsius above preindustrial levels. In addition, we are committed to continuous environmental management and energy conservation so that the Bank's resource utilization is reasonable and efficient while the environmental impact of the Bank's business conduct can be prevented or mitigated.

Environmental Management and Energy Conservation

Realizing the importance of making concrete efforts regarding environmental management and energy conservation to prevent and alleviate the environmental footprint from the Bank's operations, we have implemented an Environmental Management System (EMS) in accordance with ISO 14001:2015 and applicable regulatory practices. The EMS system includes planning, setting targets and guidelines, assessing environmental risks and impacts associated with the Bank's business operations, monitoring performance, determining corrective measures, and developing our database system and eco-efficiency data management tools. The system will enhance the planning and monitoring of the Bank's

environmental management and energy conservation undertaking to be more defined, efficient and effective.

We have established a policy on environmental management and energy conservation as a guideline for executives and staff at all levels to comply with which will benefit the Bank and the general public. Furthermore, we support training on environmental management and energy conservation to raise employees' awareness and share knowledge on how to properly save energy and resources in our everyday lives.

Our environmental management and energy conservation guideline is implemented by a working team which is a collaboration between different units. This environment and energy conservation team works to ensure efficient and effective environmental and energy management by reviewing environmental management and energy conservation policies, issuing relevant measures, setting targets, initiating and driving related projects and activities, collaborating with other functions, auditing the Bank's energy consumption status, reviewing the performance on energy management of other functions,

Additional information is available at:



Environmental and Energy Conservation Policy



Environmental Management System Framework

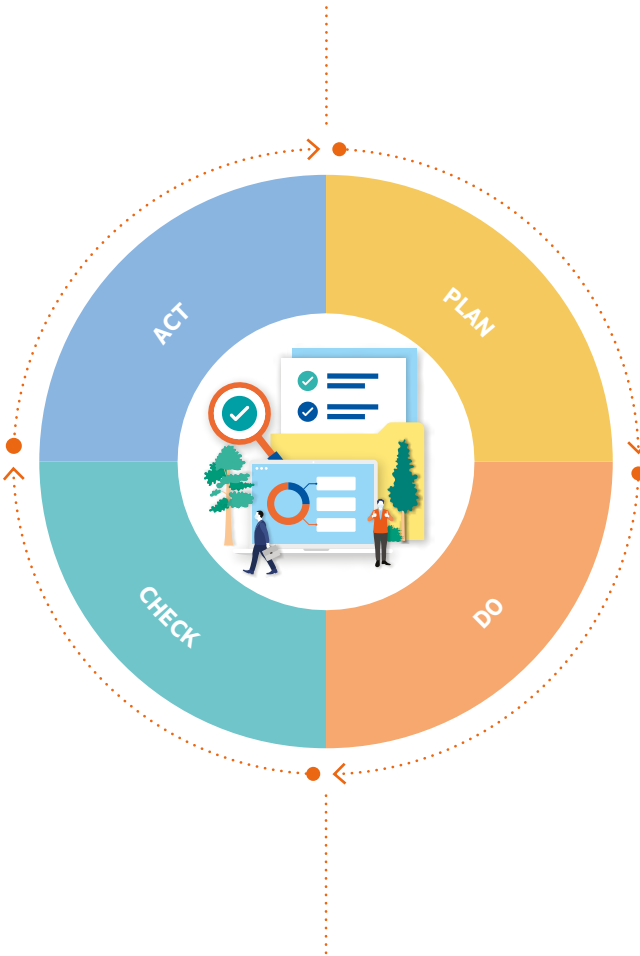
The Bank's Environmental Management System (EMS) was designed to work in a four-step P-D-C-A cycle as follows:

ACT

- Performance review by executives
- Performance improvement

CHECK

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



PLAN

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

DO

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

as well as organizing training programs and other educational activities.

We have appointed an energy management audit team to ensure that environmental and energy conservation initiatives are being successfully carried out as well as an internal working team to collect data and prepare analytical reports relating to GHG emissions and the organization's carbon footprint. Moreover, we have commissioned a third-party verification body certified by the Thailand Greenhouse Gas Management Organization (Public Organization) to audit information on greenhouse gas emissions to ensure that the information we report complies with accepted standards.

2021 Performance Highlights

We have improved devices and work processes to support the efficient utilization of energy and resources including different types of initiatives that encourage the participation of employees to help reduce our environmental footprint. We pay attention to awareness building and have adopted the 3R principles (Reduce, Reuse, Recycle) to help optimize our resource use.

1. Reducing Energy Use and Environmental Impact by Replacing Office Equipment

- Upgrading office equipment: the Bank replaced air conditioners in branches that were more than 20 years old as they were inefficient, had inferior cooling ability and consumed excessive electricity. These were replaced with new models using environmentally

Note: Aligned with EMS based on ISO 14001



friendly refrigerants that do not damage the ozone layer and consume less electricity. In 2021, the Bank replaced 19 air conditioners in 11 branches across the country.

- **Replacing light bulbs:** The Bank replaced fluorescent and downlight bulbs with 1,719 LED bulbs in the Phlabphla Chai branch and replaced 550 LED tube 20 watt bulbs to LED tube 12.5 watt ones at the parking lot at the Rama 3 Building. The replacement is expected to reduce electricity consumption by about 127,000 kilowatts per hour, delivering cost savings of about Baht 489,000 per year and reducing GHG emissions by about 63.5 tons of carbon dioxide equivalent per year.
- **Adjusting air conditioning systems:** We optimized our central air conditioning systems at the Head Office building in Silom by adjusting temperatures and active hours to be more appropriate while cutting running time during on-peak hours. This is expected to reduce electricity consumption by about 450,000 kilowatts per hour and GHG emissions by about 225 tons of carbon dioxide equivalent per year.

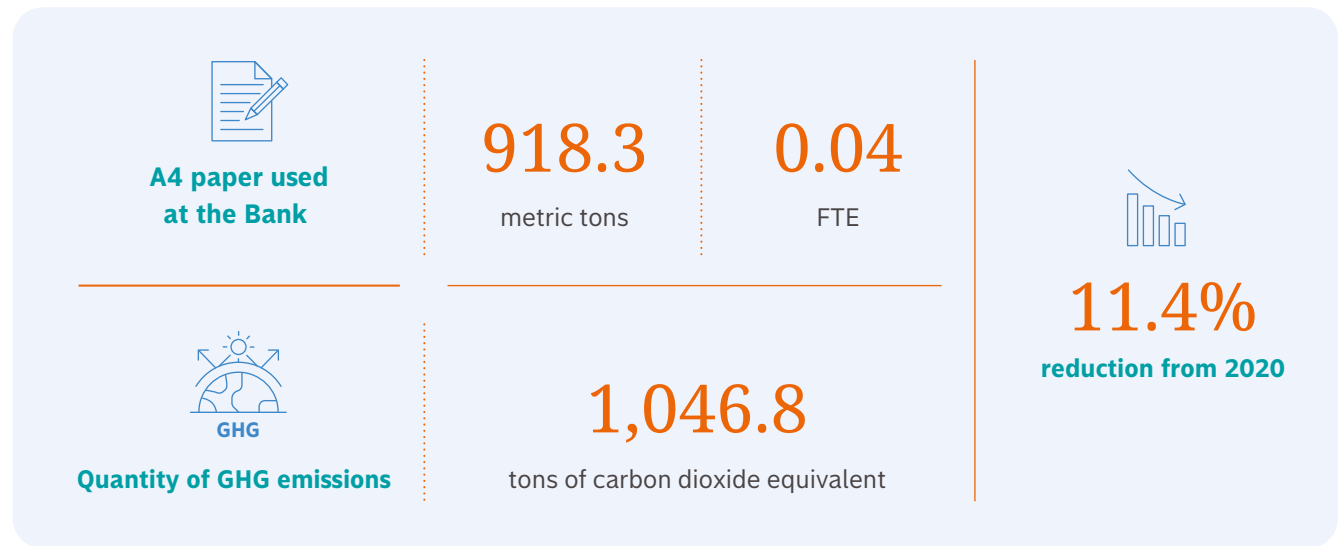
2. Reducing Energy and Resource Consumption

- **Digital Way of Work Project:** We implemented Office 365 organization-wide to facilitate employees to be able to work anywhere anytime and arranged online meetings for staff and executives to attend them in a convenient and secure manner without having to commute to the office. Moreover, we arranged online data storage that enables employees to work

simultaneously and exchange information online without sending paper documents. This not only reduces paper usage but also saves valuable time for employees.

- **Paperless Campaign:** We encourage employees to reduce paper use by sending letters, reports, meeting minutes and other documents through electronic channels instead of traditional ones that require printing. The default setting on all printers in the Bank was also adjusted to double-sided printing and all units were encouraged to sort paper for reuse.

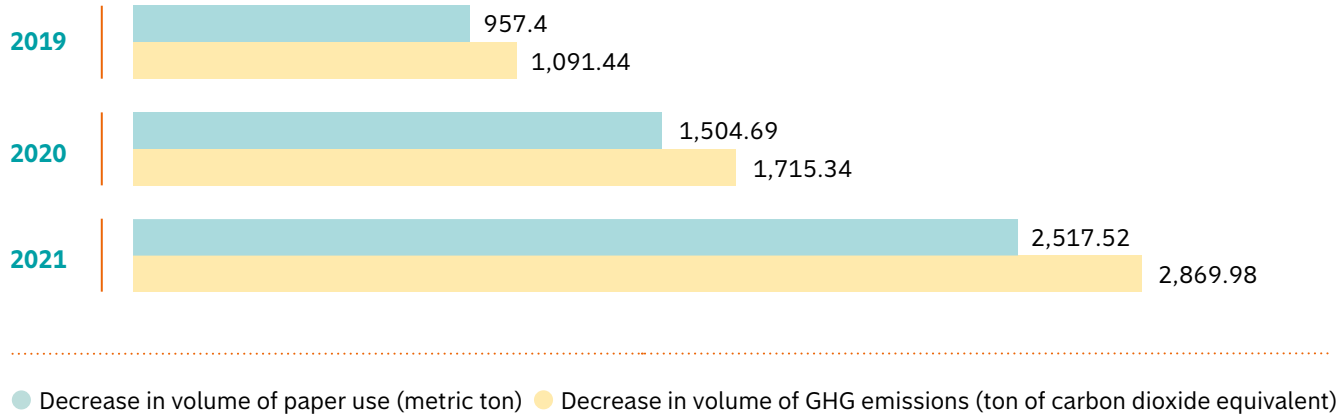
- **Shuttle Van Service:** We arrange van services for employees who need to travel for work between the head office, Rama 3 Building, Saengthong Thani Tower, Rama 9 Building and Bang Na Sports Club to reduce petrol consumption from individual transportation as well as GHG emissions.
- **Digital Banking Development to Reduce GHG Emissions:** We are continually improving channels for making transactions through digital platforms such as Bangkok Bank Mobile Banking and Bualuang iBanking to facilitate customers to be able to access financial



Note: Volume of paper used is from the Bank’s data. Quantity of GHG emissions is calculated based on the emission factor according to the carbon footprint of paper products set by the Thailand Greenhouse Gas Management Organization



Digital Banking Development to Reduce GHG Emissions



Note: The calculation of the decrease in volume of paper use from the Bank’s digital banking services includes all money transfers, bill payments, service payments and purchase-sales of funds and bonds and is based on the emission factor according to the carbon footprint of paper products set by the Thailand Greenhouse Gas Management Organization (Public Organization) of 1.140 kgCO₂e/kg.

services anywhere at anytime 24 hours a day. This also helps reduce resource utilization especially paper and fuel used in transportation.

3. Building Awareness About Energy and Environmental Conservation

We are dedicated to fostering a responsible mindset and building awareness about energy and environmental conservation among all staff and executives as well as

customers, suppliers, and the general population using various communication channels of the Bank.

- Bualuang Saves Energy Project: We have launched a mandatory online course via the BBLearn channel on energy management to raise awareness and encourage energy and environmental conservation by executives and staff at all levels. As of the end of 2021, 12,912 employees had joined the course, accounting for 61.52 percent of all employees, of which 8,443 employees

were employees working in designated buildings, representing 95.33% of total employees working in designated buildings.

- No More Waste - Sort, Reduce, Stop, Use project. The Bank educates all employees on how to sort garbage the right way through a PR campaign How to Discard, How to Sort Garbage, and encourages them to reduce, stop or avoid consuming resources unnecessarily by saying no to single-use plastics like spoons and forks, condiment sachets or receipts. In addition, we have organized various activities to encourage all employees to share their ideas on garbage sorting which other colleagues can learn from. An online curriculum was also developed about garbage sorting at the Bank which aimed to build awareness about everyday waste sorting and ensure that employees can sort garbage properly at the Bank.





4. Environmental and Resource Utilization Information

- In 2021, the Bank implemented an eco-efficiency data management system which systematically collects data related to resources and the environment from different units of the Bank. The system helps promote accuracy, reduces data storing mistakes and enables convenient data reviews. Additionally, we have an independent data verification of our performance on environmental and resource utilization by commissioning an external third party which is registered with the Thailand Greenhouse Gas Management Organization (Public Organization). Details are available on page 146



Greenhouse Gas (GHG) Emissions

The Bank evaluated the GHG emissions for Scope 1 and Scope 2 across its business according to the Standard TGO Guidance of the Carbon Footprint Organization established by the Thailand Greenhouse Gas Management Organization (Public Organization), which are compatible with ISO 14064–1. The emissions measurements are based on the emission factor according to the standards established by the Intergovernmental Panel on Climate Change (IPCC, 2006) and the TGO.

GHG Emissions (ton of Carbon Dioxide equivalent)	2021 Target	2021 Performance	
 Scope 1	13,688	11,619	 0.55
 Scope 2	59,663	57,674	 2.75

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

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

FTE (Full Time Equivalent) is based on the monthly average number of employees in 2021.



Registration for Carbon Footprint Organization

We engaged the Eco Industry Research and Training Center of Mahidol University which is registered with TGO, as a verification body (VB) to audit the GHG emissions across our five big buildings including head office building in 2020. The Bank was certified and registered as a Carbon Footprint Organization by the Thailand Greenhouse Gas Management Organization (Public Organization) with a total of 21,634 tons of carbon dioxide equivalent per year (Scope 1 and 2) on August 26, 2021.



Carbon Neutral Initiatives

The Bank was certified as a Carbon Neutral Organization for its head office building in Silom by the Thailand Greenhouse Gas Management Organization (Public Organization). The Bank also purchased carbon credits from the renewable energy development project to produce alternative energy from solar power worth 12,726 tons of carbon dioxide equivalent from BCPG Public Company Limited to offset 100 percent of the amount of GHG emitted from the head office buildings in Silom in 2021.



Energy Consumption within the Bank

Total energy consumption within the Bank



2021 Target

586,552 gigajoule¹

162,931 megawatt-hour

2021 Performance

543,853 gigajoule¹

25.91 FTE²

151,070 megawatt-hour



2021 Performance



Non-renewable fuel

128,518 gigajoule¹



Purchased electricity

415,335 gigajoule¹

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

² FTE (Full Time Equivalent) is based on the monthly average number of employees in 2021.

Energy Consumption within the Bank

2021 Performance



Total volume of electricity consumption

115,371 megawatt-hour¹



Diesel volume for emergency power generators and fire pumps

19,385 liter²



Diesel fuel volume for vehicles

200,366 liter²



Gasoline volume for vehicles

4,113,663 liter²

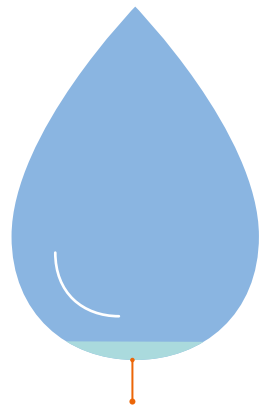
Note: ¹ Based on data from the meters of the Metropolitan Electricity Authority and the Provincial Electricity Authority covering the whole organization including five big buildings including head office building, all support centers, branches and ATM. Electricity consumption from ATM without meters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

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



Water Consumption Management

Water for all offices and branches is purchased from the Metropolitan Waterworks Authority and the Provincial Waterworks Authority. A wastewater treatment system which meets the standard stipulated by law is in place at every office and branch of the Bank to ensure that wastewater from our operations does not affect the environment. Moreover, wastewater is treated through an activated sludge system before being reused to water green areas surrounding the Rama 3 Building which amounted to a total of 23,543 cubic meters, or 5 percent of total water consumption of the Bank. In 2021, we conducted a survey of water consumption in the water stressed areas to prevent potential risks and found that around 8.7 percent of total water consumption was from provinces with high water stress. We will apply the acquired insight to plan water management to mitigate risks in the future.



2021 Target

Total water withdrawal

566,734
Cubic Meters

Total water consumption

113,347
Cubic Meters

2021 Performance

Total water withdrawal¹

461,668
Cubic Meters

21.99
FTE²

Total water discharged

369,334
Cubic Meters

Total water consumption

92,331
Cubic Meters



Total treated and reused wastewater

23,543
Cubic Meters

Note: ¹ Based on data from the meters of the Metropolitan Waterworks Authority and the Provincial Waterworks Authority. For 2021, the volume of water use decreased due to the Covid-19 pandemic.

² FTE (Full Time Equivalent) is based on the monthly average number of employees in 2021.

Air Travel for Business Purposes

	2021 Target	2021 Performance
Total air travel for business purposes 	6,332,253 kilometers	93,430 kilometers
Total GHG emissions from air travel for business purposes 	666.90 ton of CO ₂ equivalent	9.74 ton of CO ₂ equivalent

Note: The volume of air travel dropped significantly as a result of the Covid-19 outbreak.

The calculation of GHG emissions was based on the emission factor according to standards from the Ministry of Energy and the 2019 UK Industrial Policy.

Waste Management

We implemented a garbage sorting initiative for our five big buildings, including the head office building, by placing 245 separate garbage containers in the premises while educating and encouraging employees to sort waste in an proper manner. We plan to extend this initiative to all branches across Thailand. Each type of waste will be sorted and collected for related government agencies to pick up for processing or recycling. Waste sorting helps the Bank reduce the volume of general waste to be sent for landfill which is the main source of methane gas as well as promoting the reuse of materials for maximum benefits to reduce wasteful resource exploitation. The sorting also promotes effective waste management for the country in general. At the Bank, waste is sorted and managed as indicated below.



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

The Bank will collect, separate and check paper trash before sending for recycling at pulp mills for the purposes of data security and waste reduction.



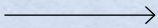
Type of Waste (metric ton)	2021 Target	Proportion
Total waste generated	2,753.73 / FTE = 0.13	100%
General waste*	2,147	78%
Recycled waste**	19.43	0.7%
Electronic waste	45.13	1.6%
Used paper sent to the recycling process	542.5	19.7%

	2021 Target	2021 Performance	Proportion	Waste in the Five Buildings at the Head Office
Total waste 	1,138.19 metric ton	498 metric ton	100%	
General waste* 	1,124.82 metric ton	478.57 metric ton	96%	
Recycled waste** 	13.37 metric ton	19.43 metric ton	4%	

Note: * General waste comprises (1) general waste from our five big buildings (Head Office Building, Trinity Building, Rama III Building, Building 3 and Saengthong Thani Tower) which was disposed of by Bang Rak District Office and Yannawa District Office using landfill methods, and (2) general waste from those other than our five big buildings namely branch buildings and operations support centers across Thailand which was estimated using the average weight of waste per person from the Department of Public Works and Town & Country Planning, the number of employees and the number of working days.
 ** The Bank started collecting, separating and recycling waste data in July 2020. The data covers only those of our five big buildings including Head Office building. The recycled waste in this report includes soda cans, plastic cups, plastic bottles, glass bottles and paper boxes but excludes electronic waste, used paper, and checks which were also sent for recycling.



Be Customer Centric

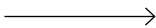


Placing customers at the center of our decisions, providing them with innovative, seamless and secure services and building and maintaining strong customer relationships





Digitalization and Innovation



Technological breakthroughs have significantly changed the behavior and needs of customers for financial services, bringing about opportunities and challenges to our business operations. Modern technology helps us to serve customers more conveniently and quickly while also reducing costs. Moreover, digital technology and big data enable us to better understand our customers' behavior and needs, helping us to develop products and services that meet the requirements of customers. On the other hand, technological development brings intense and open competition. As a result, the Bank needs to adapt itself by applying various technologies to develop products and services suited to future changes and create long-term competitive advantages over competitors, whether they be financial institutions or non-financial businesses.

We have continually developed new products and services by harnessing technologies to make our working processes more efficient. This helps simplify the process

and reduces time and human error, enabling us to better serve customers quickly and accurately. We have applied artificial intelligence (AI) and big data analytics to deliver the right products to a wider range of customers and ensure customers receive products that meet their needs in a timely manner. All of this helps to enhance our competitiveness and promote our position as a trusted partner and reliable close friend standing alongside our customers in every situation.

Management of Digitalization and Innovation

Our digitalization and innovation development requires good coordination across three areas: 1. Technology Division; 2. Innovation Department; and 3. Other units including business units that own the products and services and support units concerned such as the Compliance and Risk Management Division. The Technology Division is tasked with developing and improving digital infrastructure to support the operations of various business units and development of products and services. As an innovation center of excellence, the Innovation Department is responsible for developing innovation



GIZTIX is a startup that provides a digital platform for e-Logistics services, aiming to make Thailand a regional logistics center. The joint venture helps GIZTIX to leverage financial technology and innovations, such as personal loans for drivers and working capital for entrepreneurs, to complement their digital platform. GIZTIX also utilizes payment information to develop solutions that provide platform users greater access to financial services and further strengthen the competitiveness of small logistics operators.



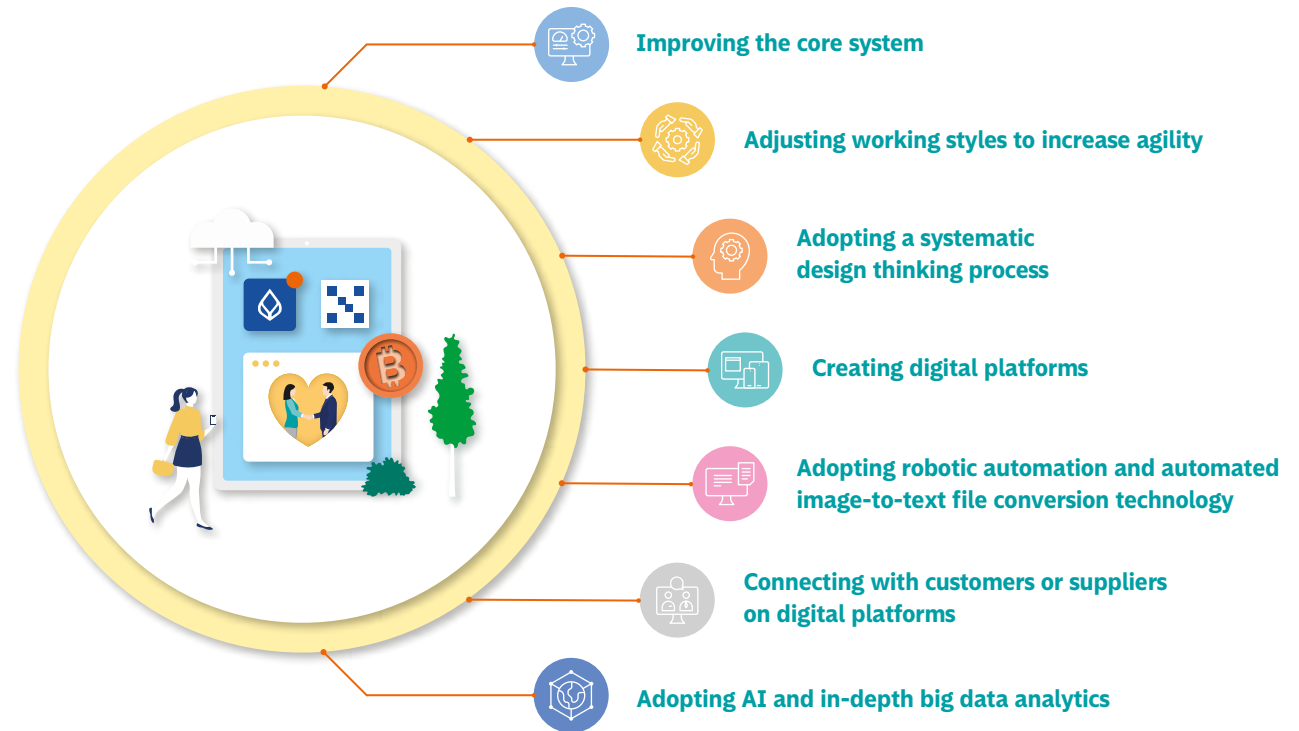
PUUN Intelligent Company Limited (PUUN Intelligent) is the developer of PEAK, a cloud-based online accounting platform that provides accounting solutions for entrepreneurs, especially SME that often have limited expertise in standard bookkeeping and accounting. The platform enables entrepreneurs to process and manage accounting information and taxes like professionals, and allows for systematic, accurate and reliable data storage. Accurate and credible accounting information will help facilitate and accelerate credit approvals of banks. This will help increase business capabilities and financial inclusion for SME.



and implementing projects that promote the adoption of various technologies and innovations to enhance the Bank's operations as well as support product and service development. This department also provides advice and facilitates collaboration between internal and external units to support the development of the Bank's products and services that meet high-quality standards and also specifically respond to customer needs. In addition to cross-collaboration within the Bank, we have established a subsidiary, Bualuang Ventures Limited, a venture capital company that seeks to invest in businesses with high potential, including startups in digital technology and financial technology, paving the way for us to join forces with competent partners with specific expertise.

We have also introduced new initiatives and digital technology to help enhance our working efficiency and develop products and services as follows:

- Improving the core system, including modifications of our processes and data sets to be connected and standardized across the organization, leading to an efficient, integrated workflow and reduced operational costs.
- Adjusting working styles to increase agility, and bringing staff from various divisions or business units to work together in cross-functional scrum teams with clear mandates and objectives to develop new products and services in an effective and efficient manner.
- Adopting a systematic design thinking process to gain deeper understanding of the needs of a wide range



of customers and create an optimal solution for each target group of customers.

- Creating digital platforms to collect and connect products, services and information, which will lead to the continual creation of new products and services.
- Adopting robotic automation and automated image-to-text file conversion technology to support our document operations to reduce human error, operational costs and operating time, and support large amounts of

documents, thereby enabling staff to do more value-added work.

- Connecting with customers or suppliers on digital platforms to create a seamless experience that meets their needs.
- Adopting AI and in-depth big data analytics to process behavioral data and study customers' needs for developing financial products and services that meet a target persona or segment.



Product and Service Development

Our product and service development process begins with a study of market trends and customer needs; designing and defining details; assessing and managing the risks involved, such as money laundering, personal data protection and data security, as well as ensuring compliance with regulatory standards and regulations, and prototyping products and services. However, as newly developed digital products and services may have some issues, as well as unexpected risks or consequences, we first test them in a small focus group. We tested products by ourselves and also participated in the Bank of Thailand's Regulatory Sandbox. We monitored test results and made necessary enhancements to ensure our products and services comply with regulatory standards or regulations and are safe, easy to use and truly beneficial to users. We have adopted an agile, cross-functional work model to develop and test prototype products and services with a sample group of customers. This work model also entails appropriate evaluation and management of the risks involved. Customers' opinions are carefully analyzed, and the product or service further refined to our satisfaction before the test is extended to wider groups and coverage. This approach will help us develop products and services that specifically meet the needs of customers. Before releasing new features on digital platforms, we provide focus-group customers the opportunity to test them continuously so that they can see the improvement in the features. This allows our developer team to quickly spot any problems or limitations, so they can be immediately corrected and improved.

Productivity Enhancement

We have always focused on improving productivity to provide customers with faster and more convenient services. Our project Ops of the Future was initiated to improve the work of our Operations Division systematically. Importantly, the project seeks to enhance the Bank's various operations centers to achieve operational excellence in five key areas: 1. Excellent service, 2. Excellent systems and workflows, 3. Excellent management, 4. Excellent personnel, and 5. Excellent audits. Following the completion of the first phase, it focused on restructuring the organization to be in line with the anticipated future work, determination of duties and responsibilities of concerned staff in the project scope, and development of their skills and potential that are necessary to support their future work. The next phase will focus on the adoption of appropriate technology to support workflows, such as automated workflows, business process management, business logic management system, automated image-to-text file conversion technology, robotic automation systems, human natural language processing, and advanced data analysis. The improvements will not only enable us to serve a large number of customers promptly, but will also help us to allocate our human resources more efficiently as well as reduce human error and related costs.

Products and Services

Bangkok Bank Mobile Banking

We have continuously developed our mobile banking application. The product has been redesigned with

new, more modern and easier to use features added to support the lifestyles and fulfill the needs of customers. In 2021, we added new services and features to meet the investment and financial needs of customers as follows:

- Mutual fund account service to enable customers to open a mutual fund account quickly through the application. They can invest in both general funds and tax-deductible funds of Bualuang Asset Management Company Limited and Bangkok Capital Co., Ltd. They can also purchase funds for the first time and funds offered in an IPO.
- Bualuang Securities trading account to meet the needs of investors in the new era who prefer to conduct various transactions by themselves.
- e-Savings account for new customers who have never had a Bangkok Bank deposit account before. Enjoying no minimum deposit limit, customers can also apply for a Be1st Smart card by verifying their identity with an ID card at any Be My ID service points of the Bank, Kerry Express stores, or 7-Eleven stores nationwide.
- Foreign Currency Deposit (FCD) account for customers to open an account and transfer funds between their Thai Baht account and FCD account in up to 14 currencies.
- Online registration service for customers affected by Covid-19 to seek support with consumer loans, credit cards, and SME business loans.



As of the end of 2021, more than

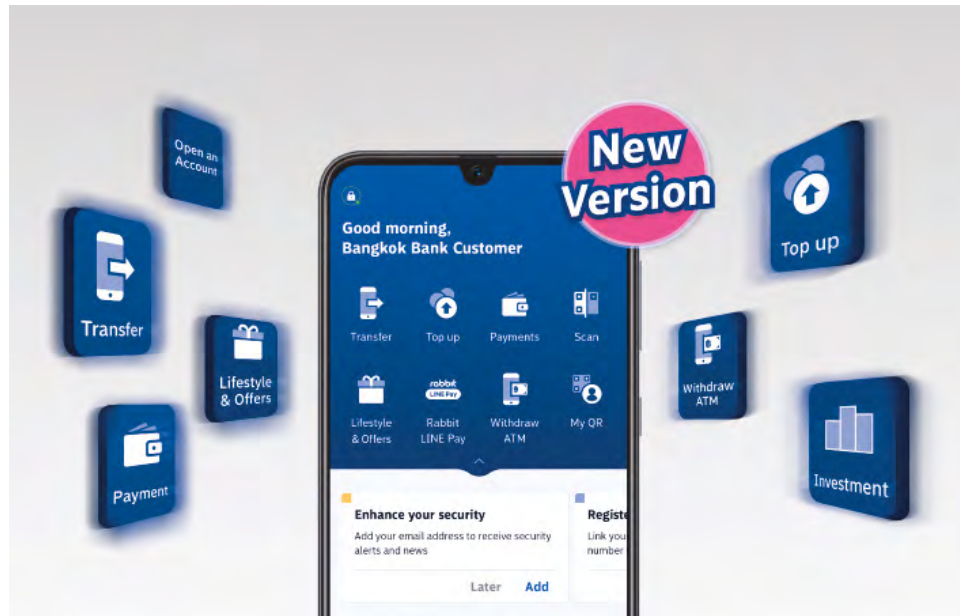
11.2 million

Bangkok Bank Mobile Banking users

with over

1,180 billion

transactions comprising transfers, top-ups, and bill payments.



- SWIFT international currency transfer service covering 17 currencies and 124 countries at a rate that is cheaper than using branch services. Transactions can be made instantly without having to apply for a service or submitting additional documents.
- Money transfer service between Thailand and Singapore via the PromptPay-PayNow network, which is a cooperation between the Bank of Thailand and the Monetary Authority of Singapore. Payers can use their mobile banking service to transfer funds to a payee who has registered for PayNow with their mobile phone number. The full amount will be paid in local currency in real-time.

- QR Code payments at overseas shops in Vietnam and Indonesia under a Bank of Thailand project, and QR Code payments at UnionPay merchants abroad.
- Cardless withdrawal service through authorized bank agents such as 7-Eleven, Lotus's, Family Mart, and Thailand Post to facilitate customers who are unable to come to the Bank's branches.
- Bill payment reminder service to help customers to avoid missing bill payments. Customers can adjust the reminder note on the payment transaction to show expense by category, and also to insert stickers, emojis and special characters.

- Scripless savings bond service and bond account investment information service to help customers to subscribe for new bonds themselves and view their own bonds and transaction history without having to update their bond book at the branch.
- First purchase or switching of any BBLAM and BCAP fund investments and all IPO funds available through the Bank.
- Switching from a current fund to a destination fund that the customer has never invested in before.
- Dollar Cost Average (DCA) fund investment service.
- Requesting a certificate for the purchase of tax-deductible investment units.
- Summary of annual tax-deductible fund purchases to facilitate personal income tax planning.
- Verification service with mobile banking for subscribing to the BeMerchant NextGen service.
- Automatic debit service for the payment of goods and services such as utilities, credit card bills, mobile phone bills, insurance costs, etc., through direct debits with the Bank's account. Customers can choose whether to apply debits to a savings account, current account, or FCD foreign currency deposit account (for service providers that accept FCD accounts such as Hua Seng Heng).



- Applying for a Be1st Smart card and increasing/decreasing the daily spending limit.
- Downloading and reactivation of the mobile banking applications upon changing to a new mobile phone without the need to visit a branch or ATM. Customers can identify themselves simply by inputting their account numbers or debit card numbers and operating face recognition through the application.
- Purchasing travel insurance and receiving policy documents via email after completing the purchase.



Mobile ID Verification Service Via the **atta** Application

Mobile ID is a form of Digital ID that connects a mobile phone number with a data set from an ID card, enabling customers to use a mobile phone number to verify their identity. In 2021, we started to provide identity verification services with Mobile ID. Customers of mobile network operators AIS, DTAC, and TrueMove H, who have applied for the Mobile ID service and successfully verified themselves with a network operator, can use the Mobile ID to verify their identity through a smartphone application called **atta**, developed by us (for both iOS and Android operating systems), to open an online account and apply for our mobile banking service. Mobile ID can also be used to verify the ownership of a mobile phone number when opening an account at one of our branches. This verification allows customers to conduct various transactions conveniently and securely as we have adopted sophisticated technologies such as blockchain and multi-verification components to support our services.

BeMerchant NextGen

We have launched the BeMerchant NextGen service, a cashless QR Code payment system, to manage sales and payment for various merchants including informal vendors. A merchant is able to receive payments via QR Code covering all platforms such as PromptPay, Visa, MasterCard, UnionPay, TPN, and WeChat Pay or Alipay, in real time which helps to avoid contact with cash and reduces the risk of transmitting Covid-19. In 2021, there were 939,701 accounts accepting payments via BeMerchant NextGen with 7.9 million transactions.

e-Withholding Tax

In support of the National Electronic Payment System Strategic Plan and upgrading the country's payment system infrastructure, we provide electronic withholding tax services (e-Withholding Tax) for customers. When electronic money transfers are made through the Bank, we will deduct withholding tax and submit such withheld tax and the transaction information to the Revenue Department automatically. Using this method, companies do not have to prepare a withholding tax certificate nor submit tax remittance records. Payers and payees can check evidence of withholding tax at any time at the Revenue Department's website. If entrepreneurs do not provide a full tax payment, they can make additional payments through the e-Tax Payment system in Corporate iCash and BIZ iBanking, or through our other online payment channels or at our branches. The e-Withholding Tax allows entrepreneurs to manage their withholding taxes with confidence, convenience and safety, thereby reducing the process and cost of doing business. As of the end of 2021, more than 1,100 corporate customers applied for the e-Withholding Tax service, while nearly 100,000 e-Withholding Tax transactions were submitted to the Revenue Department.

Bualuang iSupply

We have developed Bualuang iSupply, a comprehensive online financial service for trading networks which integrates payment/receiving payments for goods and services with online short-term revolving credits, enabled by the use of technology systems, to provide easy and convenient access to finance. The system, which utilizes actual trade data submitted by sponsors, covers two



areas of service: Dealer Payment and Finance, and Supplier Payment and Finance.

Bualuang iSupply service can create mutual benefits for all parties in the business network. A sponsor has the opportunity to expand their business with their counterparties and reduce the inconvenience of paper financial transactions. The service helps to encourage suppliers/dealers which are mostly SME that have limited access to financial institutions' funding due to lack of collateral and insufficient information to apply for loans with favorable conditions. The Bualuang iSupply service can also help save time for both the sponsors and suppliers/dealers as transactions can be made 24 hours a day. It helps create competitive advantages for the business and promote sustainable business growth.

Corporate i-Cash

Corporate i-Cash is an online banking service for facilitating corporate customers. It can support a variety of transactions, such as browsing accounting reports, money transfers to partners and employees, transaction statement inquiry, and intra-group transactions as well as accepting payments that are convenient, fast, and secure. We provide the service to two groups of customers: 1. Domestic corporates; and 2. Corporates having or expanding businesses overseas which have accounts with our overseas branches.

Bualuang Business Biz Super Save X3

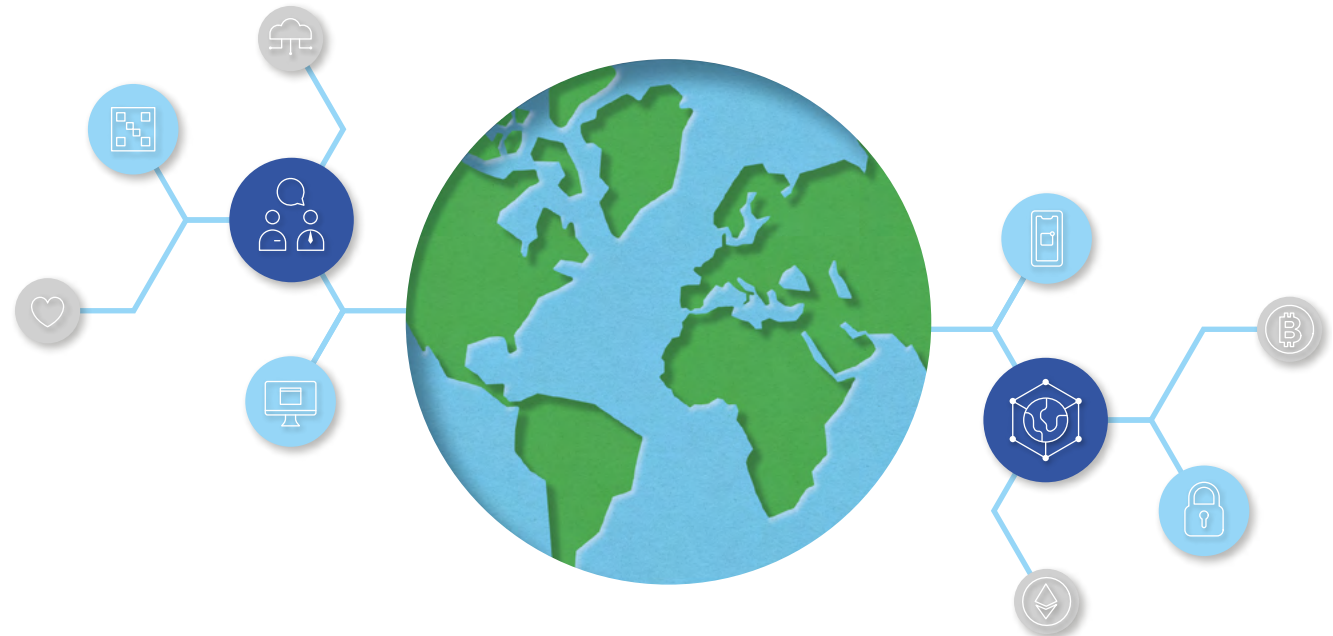
We have developed a variety of services to help increase business capabilities. Bualuang Business Biz Super Save X3 is a transaction service through Biz iBanking, covering

salary payment, payment to suppliers, or depositing and ordering of cheques. Related fees are charged on a package instead of a per-transaction basis. The service is suitable for businesses that have many transactions within or across provinces. It is convenient and saves time, and is also cost-effective. Interested customers can contact us for more information and choose a package that is suitable for themselves.

Contour

We were the first Thai bank to join leading global banks in an alliance to adopt Distributed Ledger Technology or

Enterprise Blockchain to enhance international trading services by providing digital Letters of Credit (L/C). This is regarded as a revolutionary service model for letters of credit providing a new dimension of international trading. The L/C transactions use blockchain technology which enables all counterparties to see information at the same time when edits, changes or transactions are made. This enables quick transactions, reduces time for opening L/C, increases transparency, and helps reduce paperwork costs from traditional operations. The service is aligned with both current and future international trading environments that require speedy and secure transactions.





Customer Relationship Management



Not only has keeping close to customers always been important for the Bank, but also the way we manage relationship with customers. Due to rapid changes in customers' needs and expectations, promptly understanding and responding to customers' ever-changing demands are key success factors in enhancing the competitiveness of the Bank. In addition, the Bank emphasizes a customer-centric approach to manage and retain relationships with customers, not only existing ones but those of the next generation. This means always listening to customers to help improve our products and services – as customers matter most to the Bank.

Managing Customer Relationships

The key success factor for the Bank in managing customer relationships is to adopt a customer-centric approach

and retain customer relationship across all generations by listening to their points of view and understanding the different needs of each customer segment. We continue to improve service channels that correspond to lifestyles in the digital age and deliver a seamless experience by introducing a variety of financial products and services that meet their needs, while maintaining a service quality that meets the standards covering market conduct principles. Our objective is to create a good customer experience and build engagement, confidence and the trust of customers in the Bank. Moreover, we conduct in-depth studies to understand customer needs and behaviors by using data from research papers, customer satisfaction surveys, social listening etc. Digital, technology and behavioral analytics tools are used for such studies with the objective to develop products and services that match customers' needs. At the same time, to alleviate any negative feedback from using the Bank's products and services, we have established proper procedures and guidelines to manage customer relationships.

The Bank has adopted the following guidelines to manage customer relationships:

1. Focus on Customer Needs by combining information from Customer Insight (research papers), Voice of Customer (customer satisfaction surveys) and Social Listening Tool (monitoring of customer feedback on social media) to analyze and better understand what customers want.

2. Development of Target Products and Services based on proper risk management, service standards and market conduct principles.

3. Customer Experience Enhancement for all service channels of the Bank so that customers receive fast and convenient services and so that complaints and suggestions are effectively managed.

We reach out to different customer groups, especially younger customers with targeted product and service information so that we can gain new customers as well as retain existing ones. We team up with multiple educational institutions to organize activities and exhibition booths to introduce products and services at events and regularly promote these on social media channels. Furthermore, we use digital signage to disseminate news and product and service information at branches nationwide instead of traditional notification boards. This is not only more engaging but enables us to communicate the most up-to-date information to customers.

In 2021 we accelerated the development of our mobile banking services to meet the users' requirements to carry out financial transactions anywhere at any time. New features included account opening, international money transfers, investment in mutual funds and purchase of bonds, debentures and common shares. Additionally, the mobile banking interface was revamped, with instructional video clips under the concept New Bangkok Bank Mobile Banking, Understand You Better, promoting an image of easy access and responsiveness to customer needs. This new version was particularly aimed at a new



generation of users who are more technologically savvy. We also updated how we display product and service information on the website to be more modern and aesthetic with easy-to-use functional features to attract the attention of customers and promote awareness. Webforms were added to the website and mobile banking app, such as forms for KYC and Covid-19 relief requests.

Capability Development for Service Providers

Market conduct is considered a basic principle that the Bank has adhered to for a long time to ensure that customer services are conducted fairly, equally and

without discrimination. The Bank issued principles and guidelines related to market conduct as well as prepared operational manuals so that employees can properly comply. The Bank regularly monitors this to ensure that services provided by its employees are in alignment with the Bank's code of conduct and related guidelines on market conduct the Bank adopted. Furthermore, communication and knowledge training are conducted on a regular basis to encourage employees to have full understanding of products and services offered by the Bank as well as the understanding of and respect for customer rights. This will ensure that our employees are able to deliver quality services that satisfy customers.

In 2021, the Bank continued to organize training programs to share knowledge and information on the Bank's products and services including sales and customer service processes, according to the market conduct, to employees in relevant departments. Additionally, personal data privacy protection of customers is fostered by requiring employees to attend relevant curricula and preparing operating manuals in compliance with related laws to ensure that employees fully understand and conform to the standards correctly and properly.

To maintain quality branch services according to set standards, the Bank assigned a Service Quality Team to assess and monitor service quality of branch employees on an annual basis. Information gathered from this will be applied to create capability development plans for employees and elevate the level of services the Bank offers. Quality assessments are in the following formats.

- 1. Mystery Shopping** is an assessment in which persons in the guise of clients visit branches across the country twice a year to evaluate various operational aspects such as readiness of the premises, services of employees and phone answering, and compliance with market conduct, including any inappropriate behavior. Assessment results are used as one of the indicators of the level of branch services. In 2021, 72.11% of the total number of branches passed the quality assessment criteria.
- 2. Service and Sales Quality Roleplay (SQR)** is a review of the product introduction process for investment products, funds and insurance products using a



role play method to ensure that the process is in accordance with the Bank’s standards and service guidelines related to market conduct. This activity is undertaken twice a year for all branches. In 2021, the first SQR showed that 94.00% of branches were rated good or very good while the second SQR reported 92.38% of branches with a good or very good rating.

Apart from the above assessments, the Service Quality Team also uses the Bank’s various communication channels to improve our services. Wednesday has been set aside as Knowledge Day for branch employees. The Service Quality Team gathers all information from quality assessments, customer satisfaction surveys and customer complaints and uses these in staff communications to raise awareness and find solutions. Additionally, contests and quizzes are organized to test staff on their knowledge of products and services as well as market conduct, which encourages them to keep their knowledge on these matters relevant and up to date.

Customer Satisfaction Survey

We value feedback from every customer as it reflects on the quality of our products and services and enables us to understand their needs. The Bank is unable to address the true needs of customers if their voices are not heard. We therefore conduct customer satisfaction surveys across all service channels to gather comments, suggestions and complaints to help us improve our products and services to best address customer needs.

Customer Satisfaction Survey Results for Branch Services

The customer satisfaction survey on branch services surveys more than 75,000 branch customers per year and covers every branch. Survey results are communicated to all branch managers so that they can use the insights to improve the service quality standards of their staff and branches.

Customer Satisfaction Survey Results for Mobile Banking

The Bank runs a customer satisfaction survey for mobile banking services every six months. For this survey, we invite customer feedback and in-depth opinions through focus groups to understand expectations about the Bank’s

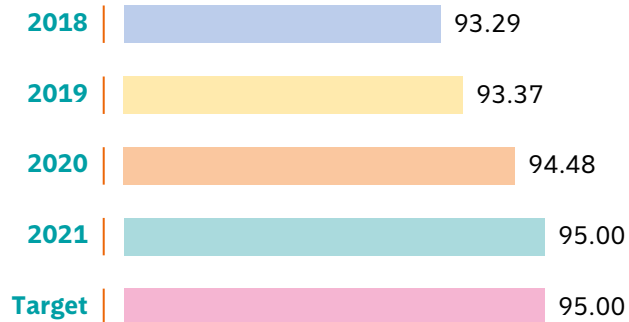
products and services covering three facets: daily finance, finance for liquidity and saving and investment support. We carefully analyze the feedback and comments to help develop new features for our Bangkok Bank Mobile Banking app to better cater to the needs of customers.

Survey results show that customers expect services to be easy to use and be able to carry out a wide variety of transactions. We applied these findings to actively improve our Bangkok Bank Mobile Banking app. In 2021, we expanded the mobile banking features to cover more types of transactions such as e-Savings account opening, fund account opening, and debit card subscription and activation. We also run usability tests with customers on various features including Transfer, Scan to Pay (QR



Customer Satisfaction Survey Results for Branch Services

Satisfaction (Score of 100)



Customer Satisfaction Survey Results for Mobile Banking

Satisfaction (Score of 100)





Code), Top Up and Pay Bills. This helps us to better understand the viewpoints, styles and usage patterns of each group of customers to deliver an enhanced user experience.

Customer Satisfaction Survey Results for Bualuang Phone

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

In 2021, the Bank elevated the services offered through Bualuang Phone by launching the TPIN (Telephone Identification Number) services to allow identity verification through a 13-digit ID number together with a 6-digit TPIN that customers can use in place of debit card numbers. More functions were also added to suit customer needs including the reissue of a PIN request for mobile banking, inquiries about subsidy transfers under government relief programs and inquiries about loan accounts.

Customer Satisfaction of 2021*



Overall Bualuang Phone Services

4.79



Interactive Voice Response: IVR

4.78

Target

4.50



Customer Support Representative: CSR

4.80

Target

4.75

*Full score is 5

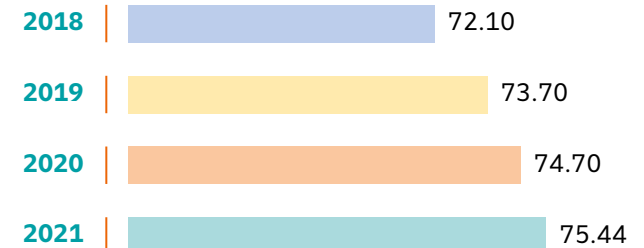
Customer Referral Survey

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



Customer Referral Score (Overall)

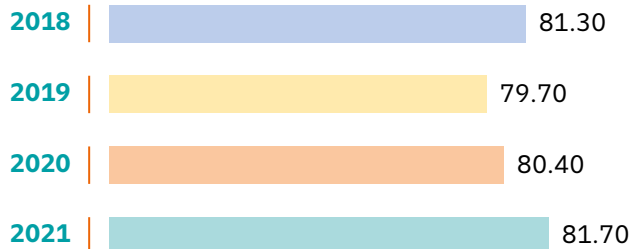
Full score is 100





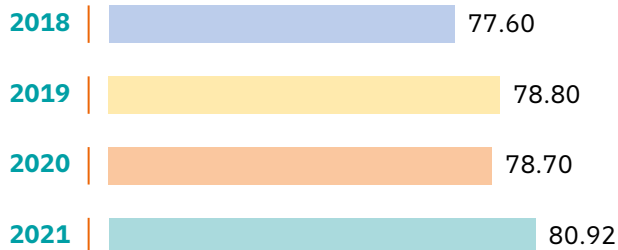
Customer Referral Score (Mobile Banking)

Full score is 100



Customer Referral Score (Branch)

Full score is 100



Customer Complaint Handling

The Bank provides multiple convenient channels for customers and other stakeholders to leave complaints about the Bank's products and services, including email, the official website, Bualuang Phone and in branches. Officers in charge receive complaints from customers and input the details into the system for prompt corrective action. We have clearly defined complaint handling guidelines including service level agreements (SLA) to ensure fast and systematic handling throughout the entire process. In the near future, we plan to expand contact channels to Web Chat and Messaging via mobile banking and the Bank's website as well as social media to accommodate increasing demand from customers.

With regard to complaints related to branch services, branch managers are required to contact customers to assist them or resolve the issues within two working days according to a response timeline in the SLA. The Service Quality Team will follow up on the progress of how branches are operating to guarantee that complaints are handled quickly and resolved properly. Branch managers must take complaints into account in planning service quality improvements and to prevent similar negative situations from recurring. During 2021, 89.7% of complaints were resolved successfully within the specified timeline, while those that were not settled were escalated to a higher level for further action.

Apart from its commitment to efficiently and effectively manage customer complaints, the Bank also places significance on customer care and protection and has

established guidelines for customer services in case of robbery, theft and fraud from credit or debit card usage through electronic means such as ATM, CDM or online channels per the following:

- Provision of contact channels for customers to report incidents and suspend usage of debit or credit card 24 hours per day through Bualuang Phone 1333 and the Bank's website.
- Contacting customers in case of dubious or potentially fraudulent transactions to notify customers that their debit or credit card has been suspended. Customers can set a card's daily credit limit through Bualuang Phone.
- Issuance of new credit or debit card for customers with fee waivers in case of fraud.
- Chargeback in case of fraud to reverse the transaction and recall money from other receiving banks.
- Suitable remedies for customers according to the terms and conditions specified by the Bank.
- Communication to raise awareness on cyber threats to protect customers from scammers.

In addition, the Bank deploys social listening tools to track questions, comments, suggestions and complaints on social media that stem from in-bank incidents, which enables us to promptly resolve the problem. Furthermore, the Bank has set up a team to get feedback and opinions from customers on the App Store and Google Play Store, as well as to respond to their requests, answer questions, offer suggestions and troubleshoot technical issues with mobile banking within a specified timeline. Note that all comments, suggestions and information the Bank



receives from every channel will be analyzed to find appropriate preventive measures and solutions and communicate these to all relevant departments to make sure there are no similar mistakes in the future. This information will also be applied in the planning and development of new products and services to better suit the needs of customers in the future.

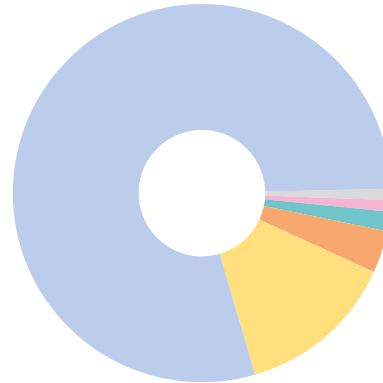
Additional information is available at:



Service Quality Reports and Service Level Agreement (SLA)

2021 Complaint Handling Results

Proportion of the Bank's Complaints by Channel



Bualuang Phone

88.0%



Post Mail

0.2%



Headquarters and Branches

10.8%



Website

0.1%



E-mail

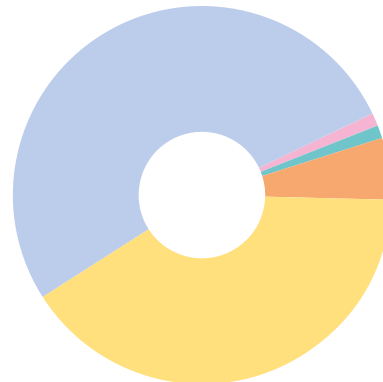
0.8%



Facebook

0.1%

Proportion of the Bank's Complaints by Product



E-services

52.7%



Credit Products

0.3%



Credit/Debit Card Services

41.1%



Others

0.3%



Deposit Products

5.6%



Cybersecurity and Customer Data Privacy Protection



Personal data is inevitably collected when conducting banking business in the digital age. This data can be analyzed to help formulate business strategy, design products and services to meet customer needs, and create opportunities and a competitive advantage over competitors. Although there are many benefits to be gained from data, there are also risks of data abuse which can cause negative impacts for both the Bank and data owners. Therefore, we attach great significance to providing data security, for both customer data and business data, to protect rights and maintain trust among customers, suppliers and business partners. We have implemented proper data security measures that include raising awareness and building employee capabilities to tackle cyber threats. At the same time, we cooperate with external agencies to enhance our ability to manage cyber risks, adopt efficient and effective data governance processes,

and issue appropriate and adequate measures to protect customer data privacy and the Bank's business data.

Cybersecurity Management

Cyber threats in the digital age have become more severe and complicated compared to the past and are likely to intensify in the future. Cybersecurity is therefore considered to be a key risk factor affecting the Bank's business operations that we have to manage. Accordingly, we have set a clear IT security and cybersecurity framework that conforms to international standards. We have also adopted new technologies to monitor and detect anomalies and irregular incidents that may damage the Bank's data or IT systems. Moreover, we have established security standards for all data collected through the Bank's services. Our systems are regularly assessed against these security standards, both before and after customers use a service. This is to ensure that preventive or corrective actions are taken promptly once a loophole is found. The Bank has received ISO 27001 certification and is in the process of being certified for PCI/DSS standards.

Information Security and Cybersecurity Policy

The Bank's Information Security and Cybersecurity Policy was established in compliance with the ISO/IEC 27001:2013 international standard and comprehensively covers key issues. The policy serves as a guideline for the Bank's internal units on information security and cybersecurity management and tackling cyber attacks. It is reviewed annually to reflect changes in technology and cyber threats. In 2021, the policy was revised to define unauthorized users who have no access rights to

services including API (Application Programming Interface). In addition, we increased the roles and responsibilities of external parties in reporting emergency cases related to information security and cybersecurity, data violation or significant reputation damage from services provided to the Bank.

Cybersecurity Governance Structure

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

The Board of Directors is responsible for auditing and ensuring information security and cybersecurity management to be appropriate and in line with business operations.

The Risk Oversight Committee is responsible for overseeing and monitoring information technology risks, which include risks from cyber threats.

The Information Technology Steering Committee has a supervisory duty to ensure security in information technology operations aligns with business operations.

The Security Management Division, which is a support unit of the Chief Information Security Officer (CISO), is responsible for the following:

- Define, develop and regularly review structure, policies, standards and procedures on information security and cybersecurity.



- Assess and monitor status of security control through vulnerability and threat management, as well as investigate any irregularities in the Bank's security.
- Foster an organization-wide risk culture regarding information security and cybersecurity.


Monitoring Cybersecurity

A high priority for us is monitoring cyber-related incidents that can potentially impact data security. We have therefore set clear guidelines and a service level agreement (SLA) for the escalation of incidents and notification to related parties so that incidents can be managed in sufficient time to control the damage. At the same time, we require employees responsible for handling cyber attacks to consistently develop their skills and knowledge to be ready to prevent and tackle cyber threats at all times.

In 2021, there was no incident related to leakage, theft or loss of customer data resulting from cyber attacks. Nevertheless, it appeared in the news that a number of credit and debit cards users had issues with unauthorized payments that they did not engage in. The Bank of Thailand and the Thai Bankers' Association investigated these cases and found that it was not a security breach or data leakage from the Bank's systems but arose because some perpetrators had used random information of cardholders to conduct transactions with online shops registered outside Thailand which do not require an OTP (One Time Password). The Bank immediately froze usage of cards with irregularities and notified the customers. Those who found irregular transactions themselves could

directly reach out to Bualuang Phone or branches to notify and confirm transactions. We actively solved the issue and refunded the affected customers according to the Bank's process.

Incident Response for Cybersecurity

1. | 

Monitoring Unit (Tier 1)

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

2. | 

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

takes charge in conducting in-depth analysis and examination of irregularities

3. | 

Security Unit (Tier 3)

is responsible for examining irregularities for complicated cases by reviewing in-depth analyses (threat intelligence) to jointly find causes and solutions

The Bank of Thailand and the Thai Bankers' Association jointly issued additional measures to prevent similar problems with the following procedures.

1. Enhance monitoring measures to better detect small or high-frequency irregular transactions. The Bank will freeze card usage immediately and alert customers through all channels in case of irregular transactions. The Bank will also pay special attention to transactions made overseas.
2. Heighten customer notification and alert for all transactions for the first transaction through different channels such as mobile banking, e-mail or SMS.
3. If a customer is a verified victim of fraud, the Bank will pay back the money to the customer within five working days for a debit card, and will cancel the transaction in the case of a credit card without the customer needing to pay debt or interest on the charge.
4. The Bank of Thailand and the Thai Bankers' Association will accelerate discussions with card network providers like Visa and Mastercard to require an additional verification process such as OTP for online shops to protect against debit card fraud.

The Bank has applied these extra measures throughout all its systems to build confidence among our customers.



Collaboration with External Agencies to Build Cybersecurity

Strengthening cybersecurity requires cooperation between the Bank and external agencies to improve the monitoring and promptness of responses to cyber threats. We have joined the Thailand Banking Sector Computer Emergency Response Team (TB-CERT) as well as established cooperation with other organizations such as the Thailand Banking Sector Computer Emergency Response Team (ThaiCERT) and the Financial Services Information Sharing and Analysis Center (FS-ISAC) with the objective to exchange information related to cybersecurity and cyber threats at a national and international level. The collaborations help enhance our ability to respond to cyber attacks.

Testing Information Technology Security Systems and Rehearsing Cybersecurity Incident Response Plan

The Information Technology Security Management unit conducts a test or rehearsal of the Bank's cyber threat response plan at least once a year. These tests and rehearsals are adjusted every year to raise awareness about different forms of cyber attacks as well as responses to those incidents. Apart from internal practices, rehearsals are regularly conducted with other banks under the Thailand Banking Sector Computer Emergency Response Team (TB-CERT). These activities help improve the Bank's cybersecurity process to combat cyber threats more efficiently and effectively.

Additionally, to raise their awareness of the dangers from phishing emails (the prevalent technique scammers continue to use), we simulate phishing emails to executives and staff across the organization on an annual basis. Test results are used to improve communications, awareness and understanding of employees.

In 2021, we conducted a rehearsal of our cybersecurity response plan using cyber attack incidents that can lead to data leakage. The rehearsal focused on the incident examination process and incident management in case of data leakage, impact assessment on data owners, and notification to regulatory agencies and data owners according to a timeline specified by laws. The results highlighted different issues to be improved which we used to adjust our guidelines so we could respond more quickly to such incidents during an actual attack.

Personal Data Protection Management

We have established principles and practices on personal data protection in accordance with laws and rules imposed by regulators, the Bank's personal data protection policy and other related policies. These principles and practices cover personal data privacy protection measures and notifications in cases of violation of personal data privacy. Besides this, personal data risk has been recognized as one of the Bank's major risks and the scope of our risk taxonomy has been expanded to cover personal data risk, requiring the Personal Data Protection Unit and the responsible officers to participate in the Bank's risk management process. At the same time, we continue to build awareness and understanding among all executives

and staff to keep them up-to-date and compliant with relevant laws and the Bank's practices.

We have put in place appropriate step-by-step measures on personal data protection to prevent data loss, unauthorized access, usage, change, amendment or disclosure, and reviewed these on a regular basis. Relevant parties must comply with the measures and are given the responsibility to monitor data, grant access rights and classify data so as to determine levels of personal data security that are consistent with the degree of risk and potential impacts from a breach of personal data privacy.

Personal Data Protection Policy

To ensure complete compliance with applicable legal requirements, we have established a Personal Data Protection Policy and Personal Data Protection Standards for all functions to acknowledge and conform to. Moreover, we disseminate a Privacy Notice to the public through our branches, website and digital banking channels. This privacy notice gives details regarding the collection, use, disclosure, deletion and destruction (the processing) of the customers' personal data, in

Additional information is available at:



Privacy Notice



accordance with the personal data protection law, to ensure their personal data is protected together with their rights as the data owner. Customers can make inquiries and request to exercise their rights as data owners at branches or through other channels.

Governance Structure for Personal Data Protection

We have established a governance structure for personal data protection and have clearly defined roles and responsibilities for the Board of Directors, senior management and related units. We have also established the Personal Data Protection Unit under the supervision of the Compliance Unit to protect personal data, review and propose updates to relevant policies and practices as well as to ensure proper risk management on personal data in alignment with the overall risk management framework of the Bank. In addition, we have appointed a Data Protection Officer (DPO) who is responsible for supervising and controlling the processing of personal data at the Bank, with a portfolio of duties covering policymaking for working processes, risk management, training and reporting, to ensure that the governance of personal data protection is effective and compliant with laws and other relevant regulations.

Response to Personal Data Privacy Breach

We have set guidelines, steps and assigned responsible parties for responding to cases of personal data violation, and for relevant units to comply with rules and regulations related to personal data protection which are imposed by supervisory authorities as well as the Bank's Personal Data Privacy Policy.

Personal Data Protection Management

Personal Data Protection Policy



Key principles of personal data protection



Personal data protection strategy and process



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

Operating Manuals for the Bank's Units



Practices in personal data protection in work processes of different Bank units

Personal Data Protection Standard



Data Protection Office



Personal Data Life Cycle Management



Consent Management



Third Party Management



PII Inventory



Information Security



Data Subject Rights Management



Personal Data Breach Response



Data Protection Impact Assessment



Management Reporting



If a customer becomes aware of a breach of personal data, the customer can file a complaint through multiple channels provided by the Bank or contact the DPO or the Data Protection Unit at dpo@bangkokbank.com or Bangkok Bank Head Office, 333 Silom Road, Silom, Bang Rak, Bangkok 10500. We will follow the established procedures to investigate the issue in a transparent and fair manner.

Procedures for a Personal Data Breach

1.  The unit detecting the incident immediately notifies the personal data breach to the DPO

2.  The unit detecting the incident together with the DPO considers impacts to rights and freedom of the data owner and evaluates potential damage

3.  In cases of significant impact to the data owner, the DPO notifies the personal data breach incident to the supervisory authority within 72 hours after the DPO is advised of the incident and alerts the data owner.

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

If there is a breach, we will take action against the wrongdoer and provide appropriate compensation to the victims.

In 2021, the Bank received 11 complaints relating to personal data breaches from customers. Eight cases were received through the Bank's channels and three cases through the Bank of Thailand. Of these data privacy breaches, seven cases were investigated and closed.

Promoting a Data Security and Cybersecurity Risk Culture

Since we collect, use and disclose personal data, we realize the importance of responsible parties having a proper and complete understanding of how to manage data security and cybersecurity. Consequently, we have continuously built relevant knowledge among staff and executives to prevent misuse of information, theft, leakage and loss of data through a variety of approaches such as knowledge sharing sessions, cyber threat response plan rehearsals and simulations. All departments are responsible for ensuring the security of their relevant information. Building knowledge and understanding of data security and cybersecurity forms an important part of our organization-wide risk culture.

In 2021, the Bank carried out the following key activities:

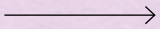
- Activities to raise awareness about cybersecurity: We introduced mandatory online learning curricula through BBLearn for all employees to attend including Phishing Awareness and Personal Data Privacy Protection. We also encouraged employees to be aware of information

security management systems to understand different forms of cyber threats and be informed about the Bank's policies and practices on data security and cybersecurity. At the same time, we also provided training on cybersecurity for the Board of Directors.

- Activities to apply knowledge on PDPA. We organized an online training program on the application of the Personal Data Protection Act B.E. 2562 (PDPA) for employees in various units to understand policies and practices around personal data protection as well as be able to apply knowledge to improve work processes they are responsible for.
- Activities to build awareness about the protection of personal data. We established the PDPA Awareness Campaign to create understanding and awareness of employee responsibilities under the PDPA through articles and videos, while also conducting assessments to ensure that employees have a good understanding and can perform their duties in compliance with the Personal Data Protection Act B.E. 2562 (PDPA).
- Activities to educate and inform customers. We continually raise awareness among customers about cyber threats by communicating relevant information, knowledge and alerts in an easy-to-understand format through digital communication channels such as our website, Facebook, LINE Official and YouTube accounts including providing QR Codes for customers to access information related to personal data protection to prevent them or the general public from becoming cybercrime victims.



Be Caring

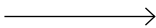


Creating a safe, fair and supportive working environment where our people can continuously develop their skills and fulfil their personal and professional aspirations





Talent Attraction and Development



We recognize that every employee plays a key role in helping our organization achieve success amid critical challenges such as the advancement of digital technology, changes in customer behavior and needs, and intense competition in the banking sector. To deal with such challenges, employees need a flexible mindset and must be willing to learn new things. They also need to understand and develop the essential skills required to develop products and services to meet customers' demands, as well as have the opportunity to apply various skills and knowledge in their work. We are determined to develop a variety of modern learning formats and courses that can be conveniently accessed anywhere and anytime. This allows employees to be able to promptly respond to ever-changing customer demands, constantly update knowledge to keep up with changes and new trends in the banking industry and gain special expertise in a specific field. We also focus on attracting talented people to work with us by continuously improving other factors, such as enhancing the effectiveness of talent management,

constantly developing skills for employees, and providing proper remuneration that is matched with an employee's skills and capabilities while also being sufficient to cover the cost of a decent standard of living.

Capability Development for Employees

We have worked with internal and external experts to develop a framework for the development of employees at all levels which is aligned to our employee empowerment strategy to transform us into a sustainable digital bank.

We have supported the development of a broader mindset which emphasizes life-long learning and the agility to adapt to changing circumstances. Employees interested in increasing their skills can learn through our in-house digital platform BBLearn and other online channels, such as a virtual classroom and e-Learning, which can be accessed via connected devices, notebooks and computers anytime, anywhere. Moreover, employees can immediately access the results of their knowledge assessment after finishing the course. During 2021, our average training expense was Baht 1,239 per employee.

Capability Development Strategies to Transform the Bank into a Sustainable Digital Bank

1 | Employees in Business as Usual



Upskill

Focus on developing knowledge and skills related to the banking business. Participants will brainstorm in analyzing a case study and get an opportunity to exchange views across lines of work. We also provide additional training courses on risks, new challenges, laws, and regulations in the banking sector, and leadership development to prepare new generation executives for the Bank.



Reskill

Focus on creating new skills such as digital literacy and understanding of other technologies to create a suitable conceptual framework, data analysis to meet customer needs, promoting languages capacity especially English and Chinese to help employees adapt to the rapidly changing business world, and how to apply technology to increase work efficiency.



2 | Employees in New Business Model



Digital and Technology

Focus on developing ideation, data analysis and initiating projects to solve pain points found in the actual work and improve work efficiency. Increase performance by using technology as well as new tools and approaches, such as the BBL X Microsoft Tech Adoption Challenge 2021 and the Data Program Batch #2 project, to solve problems.



Thinking

Emphasize training employees through Strategic Thinking courses, in which participants develop their thinking and analytical skills and collaborate on developing business plans and other plans to achieve their goals with limited resources.



Leadership

Focus on Next-Gen Supervisor and Coaching to Win Together training courses to help develop leadership skills for the new generation of employees. Participants play the role of supervisor with the task of gaining knowledge and skills so they can effectively manage the dynamics and relationships within their diverse team.



Average Training Hours per Employee

64.02

hours per employee



Total Expenses for Training

25.43

million baht

3 | Creating a Culture of Work that Focuses on Accountability, Collaboration, and Project Management Capabilities



Focus on using the Bank's internal digital platforms to create a working culture that focuses on accountability, collaboration, and project management capabilities.

4 | Promoting Lifelong Learning Community



Emphasize creating a culture of lifelong learning under the concept of Year of Digital Learning and Practice through the development of courses on our inhouse digital platforms. This is not limited to only the courses related to work, but also includes courses that are useful in other areas of life such as self-training, way of thinking, and life lessons learned.

Talent Management

We attach great importance to the selection, attraction and retention of high-potential employees at all levels, including the executive level in order to ensure a talent pool for the future. Successful candidates are required to have appropriate qualifications in terms of their performance and potential. Besides the selection of internal personnel, we also recruit high-potential employees from outside the Bank by organizing activities with various educational institutions. Successful candidates require outstanding capabilities and qualifications that match the Bank's core competencies, namely accountability, collaboration and project management abilities.



We have established a Talent Development Roadmap and Career Development Plan to develop and enhance the skills of talented employees, while also preparing them for further growth at the Bank. We have also established our People Analytics system to collect and analyze data to support, plan and optimize our human resource management.

Recruitment of New Employees

Under the concept of Employer of Choice, we have modernized our image and recruitment process to be more attractive to younger people. Developments include using more relevant imagery in our online and offline recruitment platforms, improving the digital recruitment platform to make it faster and more convenient, revising the compensation structure to attract talent, and encouraging our executives and staff to promote our working culture and create a positive working environment. These initiatives have enabled us to retain high-potential employees for the long term. We have also launched the TECH Internship program for the new generation of interns or students to gain work experience in the areas of digital and technology. This will help attract high-potential people to come and work with the Bank in the future.

Major Training Activities

L&D Knowledge Day Forum 2021 (Virtual Forum)

We place importance on preparing employees to be able cope with changes that may occur in the future. The L&D

Knowledge Day Forum 2021: Upskill for Creating Business Value program was organized to support the development of knowledge and skills that are essential foundations for the banking business now and in the future. This allows

employees to create value for customers and the Bank in both the short and long term. The program, which was conducted through virtual training sessions, consists of 10 training topics:





Most-in-demand Skill

We encourage employees to learn new skills through BBLearn, our online learning platform where employees can choose courses according to their interests. Under

the Most-in-demand Skill project, we collaborated with institutions such as the Stock Exchange of Thailand, SPACE Chula, and Digital Skills by DEPA to develop interesting and useful curricula. At the end of each

curriculum, employees must pass an exam according to the specified criteria. Some curricula provide certification for employees who pass the exam. The Most-in-demand Skill project consists of three key curricula as follows:



Mindset: Open Mind

To open up new perspectives toward work and to adapt to disruption in order to create new solutions that respond to customers' demands through four sub-courses:

- Entrepreneurial Mindset: Understanding the entrepreneur's perspective.
- Design Thinking: An important skill in innovation development.
- Innovation Mindset: Creating innovations to meet customers' demands.
- Customer Centricity: Understanding customers to deliver the best experience.

Number of participants

1,945 staff



Way of Work: Adjust Working

To learn and try new more efficient, flexible, agile and fast ways of working and make informed decisions through four sub-courses:

- Lean Canvas: Using Lean Process to reduce costs and increase productivity.
- Agile & Scrum: Compact, flexible working, focused on delivering quick outcomes.
- Data-Informed Design: Using data to design products that satisfy customers.
- Generating Customer Insights with Social Media Data Analytics: Understanding customers through analyzing behavioral data on social media.

Number of participants

1,368 staff



Toolset: Change Tools

To learn and apply new technology to enhance the working capacity of individuals and teams through five sub-courses:

- Microsoft Power Platform: Building applications easily without having to code.
- Microsoft Power BI: Analyzing business data and creating reports.
- Microsoft Excel: Techniques to work quickly and analyze data without using formulae.
- Data Visualization: Using images to present complicated data in an easy-to-understand way.
- Digital Marketing: Techniques for how to market products and services to customers through various digital channels.

Number of participants

1,305 staff



Data Influencer Program Batch #2

We have a policy to become a Data-Driven Organization to promote and support the use of data to enhance service quality, increase business opportunities, and leverage our competitiveness. To support this objective, we held our Data Influencer Program workshop for the second year running to enhance skills in managing data, analyzing data, and presenting information to employees. This training focuses on learning through real case studies and group discussions and using data to design projects to increase work efficiency across the organization. Participants are expected to present their projects to expert juries for feedback and provide useful advice on how to improve their project, resulting in effective implementation. In 2021, 31 participants from nine fields joined the training program, and 14 projects were presented.

BBL X Microsoft Tech Adoption Challenge 2021

We established the BBL X Microsoft Tech Adoption program with the aim of encouraging employees to research, learn and adopt new technologies and apply them in their work through project-based learning and close consultation with expert mentors from inside and outside the Bank. Participants were required to design and implement projects that use technology to increase productivity, reduce time and operational costs, and deliver an impressive experience to customers. In 2021, 107 employees from 19 working fields participated in the program and 18 projects were presented.

The Next Gen Supervisor Program

We recognize the important role our people play in enabling the Bank to achieve our goals in challenging times. The Next Gen Supervisor Program was established to develop major skills in personnel management, and manage work in line with the current situation for team leaders. This includes understanding the role of a good leader and how to motivate the team. The course uses micro-learning to help people learn and understand more easily. Workshops also focused on small group discussions to exchange knowledge and share real experiences within the group. Participants also have the opportunity to solve problems and manage teams in virtual events. A total of 105 management-level staff attended the program in 2021.

Coaching to Win Together

We actively encourage employees of different ages, skill sets and mindsets to collaborate with each other in order to develop an adaptive, effective and efficient workplace. The Coaching to Win Together course was developed to help supervisors to better understand their roles and responsibilities, the unique needs of individual team members, and to accept the differences in working approaches of people of different ages. The course also provided knowledge and advice on positive thinking, active listening, encouragement, coaching, and giving advice in a way that builds cooperation and strengthens relationships within the team as well as to create a sense of unity around common goals. This course was conducted in a virtual classroom through MS Teams, with workshops and group discussions, including assigning a mission. A total of 45 supervisors attended the program in 2021.

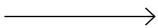
Executive Succession Program: RM Management Trainee and ARM / SRO Management Trainee for Commercial and Business Banking Divisions

This project is designed to prepare people for the posts of Business Relationship Manager (BRM), Assistant Relationship Manager (ARM), or Senior Relationship Officer (SRO) who can manage a team effectively. It focuses on developing three areas: Leadership, Business Relationships, and Credit through Mixed and Flipped Learning*. This program comprised 70 percent virtual classroom learning, 20 percent self-learning, and 10 percent new-style learning. Before starting the project, participants were assessed for their potential so that the results can be used to plan and set development goals, including skills that need further development. During the training, experts act as mentors and provide advice. Participants list what they have learned from the training, analyze a case study, and present the results to a team of speakers and experts in the field who will evaluate the performance and give advice to all participants. After the project is completed, the staff will be evaluated again to provide information for each working field to use in planning the next stage of employee potential development. In 2021, 35 staff attended the program.

* Flipped learning is a teaching and learning management methodology which allows students to study by themselves outside of a classroom. Students will do activities and assignments in a classroom.



Employee Welfare and Well-Being



All employees are an important part of our process to create value for all stakeholders. They are also a critical factor in enabling us to achieve our goals. We are committed to providing compensation and welfare that is fair and sufficient to provide security to our employees. We foster occupational health and safety in the workplace, treat all employees fairly and equitably, and enhance their knowledge and skills so that all employees can work to their full potential. Taking good care of employees will help them to have a good spirit and good physical and mental health, resulting in a dedicated and high performing workforce. Caring for employees also fosters their loyalty to and engagement with the Bank throughout their career, which is the foundation for our path toward sustainable growth*

* Data about employee welfare in this sustainability report covers the Bank's permanent employees and other contract staff, unless specified.

Compensation and Welfare

We have a policy of determining compensation, welfare and employee benefits without discrimination and regardless of gender, age, nationality or religion. Remuneration is determined based on job characteristics, duties, responsibilities, skills, abilities, and experience. Compensation and benefits are determined based on an individual employee's performance and the Bank's performance. Compensation is set at a level that is competitive with our competition in the same business sector. We participate in the Banking Compensation and Benefit Survey every year and use these survey results to consider adjusting the Bank's compensation and welfare to be at a level that is competitive with our competitors and to encourage and motivate employees to perform at their best. We allocate appropriate and adequate welfare with additional benefits to employees, such as healthcare services, loans, and assistance to retirees, by adhering to the principles of equity and inclusiveness to help ease concerns and relieve the burden of employees and their families.

Financial Aid

We provide welfare benefits beyond the basic benefits specified by law. The criteria have been clearly set and announced to all employees. The key benefits are as follows: child benefits of Baht 800 per month, for each of the first three children, covering the period from childbirth until the age of majority or graduation with a Bachelor's Degree; special benefits for employees working in Southern provinces; additional benefits for employees at branches that open six to seven days a week; financial aid

for families of employees who passed away or became disabled due to causes unrelated to work at the rate of 15 times the employee's salary; and financial aid for an employee who passed away or is removed from their position due to illness or a work-related accident at the rate of 30 times the employee's salary, with child benefits still continuing to be provided as if that employee were still working.

In 2021, there was a fire at Ming Dih chemical factory in Samut Prakan Province which affected some of our employees. We provided financial aid of Baht 5,000 per person to alleviate the hardship of affected employees, as well as granting interest-free loans to repair any damage to their houses.

Employee Loans

We provide loans with special interest rates for employees as needed so that employees can enjoy a good quality of life throughout their career with us. The loans include home loans, car loans, education loans, medical loans for family members, loans for debt repayment to creditors outside the Bank, loans for basic items for living, and disaster recovery loans. In 2021, flooding from Dianmu Tropical Storm in the central and northeastern regions damaged homes and property of employees in that area. We helped alleviate difficulties of the affected employees by approving interest-free loans for housing repairs and the purchase of essentials.

Provident Fund

We established our provident fund in 1989 to promote good saving habits and to ensure that employees



have sufficient funds and a good quality of life in their retirement. Employees can contribute from 3 percent to 15 percent of their salary to the fund and we contribute 6.75 percent to 8.75 percent of the employee's salary depending on years of work. Provident fund members can choose an investment policy that matches their expected return and tolerance of risk. Members can change their investment policy twice a year during a specified period. As of the end of 2021, 93 percent of all employees participated in the provident fund.

Good Health Promotion and Healthy Family Relationships

We believe that good physical and mental health of employees will increase productivity and lead to a longer working life. Therefore, it is important to promote good health and healthy relationships between employees and their families through providing adequate and appropriate welfare services. For sick leave, we will pay the full salary for up to 90 days which is higher than that specified by law (30 days). Furthermore, to promote good family relationships, we provide maternity leave at a higher level than required by law. Female employees are entitled to take fully-paid maternity leave for a maximum of 98 days, before and after childbirth. Male employees can take paid paternity leave for up to five days during the first 15 days after childbirth.

Friends for Friends Project

We have created the Friends for Friends Project that allows colleagues to help the families of colleagues who

pass away. We deduct Baht 10 per month for each person from the salary of participating members and give it to the heirs of the participating member who has passed away.

Bangkok Bank Cremation Aid Association

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

Healthcare Service

We provide various healthcare services as follows:

Healthcare Centers

We provide access to general practitioners, medical specialists and nurses for medical examinations and counseling for employees during working days, from 8:30 a.m. – 5:00 p.m., at the healthcare centers on the 4th floor of our head office and the 2nd floor at our Rama III office.

Annual Health Checkup

We provide annual health checkups for employees to assess their general health and primary health problems. This will lead to timely diagnosis and treatment of serious diseases. Annual health checkups cover complete blood count (CBC), FBS (Fasting Blood Sugar), Cholesterol / Triglyceride, SGOT / SGPT, Blood Urea Nitrogen (BUN), Urinalysis and Chest X-ray, plus Anti HBs checkups every three years. Male employees aged over 50 years old can

have blood tests for prostate cancer. All female employees can have pap smear tests and, as determined by medical specialists, mammogram checks or osteoporosis checks, and get their expenses reimbursed at a specified rate.

Influenza and Covid-19 Vaccination Service

We provide influenza vaccines during the influenza season every year. In 2021, 4,531 employees received the vaccine at the Silom Head Office and the Rama III office. Employees working in metropolitan and upcountry areas can have vaccine expenses reimbursed at a specified rate. We believe that having an influenza vaccine will benefit both the employees and society. To ensure the safety of employees amid the Covid-19 pandemic, we also allocated alternative vaccines covering the first to the third vaccinations to employees at a specified time and venue. If it is not convenient for employees to receive these arranged vaccination services, they can receive the vaccination at other hospitals with the vaccination fee being reimbursed at a specified rate.

Managing Stress and Mental Health Issues

We have arranged weekly visits by a psychologist at the Healthcare Center to provide counseling on mental health and stress management for employees free of charge. Employees can also be reimbursed for mental health related expenses incurred outside the Bank at a specified rate.

Improving Work Efficiency

New Ways of Working

We support and encourage employees to adopt digital



tools to increase their work efficiency and support new ways of working. We have adopted Office 365 to make work more convenient, fast, secure and efficient. Functions include using OneDrive for data storage, using Teams in meetings and communicating among teams and within the organization, and using Yammer to get updated information from the Bank. These platforms allow employees to work conveniently and communicate with each other from anywhere - at the workplace, home, or a coffee shop. These technologies can be used on any device including a desktop, laptop, mobile phone, or tablet. We introduced the Power Platform on Office 365 to help reduce the time spent on working processes, which also helps to reduce overall paper usage.

Flexible Work Schedules

Along with changing attitudes and lifestyles, technologies have evolved to enable remote work so that during the Covid-19 pandemic many people were able to work from home. This accelerated the shift from traditional workflows to more flexible schedules and workplaces. To adapt to these changing circumstances and avoid disruption to services, employees have been given the tools they need to work effectively from anywhere. They can work from home and check-in and out at different times as agreed with their supervisors. Employees can also wear casual clothes every Friday (Casual Friday) to create a more relaxed working atmosphere.

Mom's Room and Sports Venues

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

different zones by curtains. Lights can be adjusted, a washbasin and utensils are provided, and breast milk storage is available in a refrigerator. The room and refrigerator are regularly cleaned for hygiene. Security and privacy are provided as an access code is required

to enter the room. Moreover, to promote the good health of employees, we provide sports venues at the Silom Head Office, the Rama III office, and the Bangkok Bank Stadium, Arena & Sports Venue in Srinakarin Sub-district, Pravej District, Bangkok.

List of Welfare and Benefits	Full Time Employee	Contract Employee
Medical treatment	✓	✓
Provident fund	✓	-
Social security	✓	✓
Disability coverage	✓	✓
Family allowance in case of sickness and unable to work or died	✓	✓
Retirement fund	✓	-
Maternity leave	✓	✓
Child benefits	✓	-
Disaster relief loan	✓	✓
Group insurance	✓	✓
Annual health check	✓	✓
Employee loan	✓	-
Financial aid	✓	-
Influenza vaccine	✓	✓
Flexible work schedule	✓	-
Mom's room	✓	✓
Sport venues	✓	✓



Retired Employee Program

We value the contribution of retired employees who have stood beside us through thick and thin. We organize a farewell and recognition ceremony for all retiring employees every year where we present a token of our appreciation for their service. We provided special financial aid of Baht 200,000 each for retired employees who have worked with us for more than 30 years as support for their retirement and to help them enjoy a good and stable quality of life after retirement.

We support the Bua Yai Club which was co-founded with retired employees to encourage companionship and help members and their families as necessary. Members of the Bua Yai Club are entitled to benefits such as healthcare services, medical expenses, physical therapy expenses, and financial aid of Baht 5,000 towards a funeral. We have also set up the Chatri Sophonpanich Fund to help former employees who face financial difficulties after retirement with support such as financial aid for critical illness, deaths, and scholarships for their children.

Occupational Health and Safety

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

Safety Committee

The Occupational Health, Safety and Environment (OSHE) Committee is required to evaluate risk factors, set goals,

plan for action, monitor our building safety on a monthly basis, conduct safety inspections to identify unsafe work conditions, establish corrective and prevention measures and follow up on the results. The committee must report to the Bank when employees experience work-related hazards, if they get sick or are injured while working, or if they are at risk of being harmed at work. The committee must hold a meeting at least once a month and prepare meeting minutes and follow-up reports. We have set up OSHE committees for branches or offices that have more than 50 employees, totaling 35 committees. Each committee consists of five members, except for the Silom Head Office and Rama III office where the committees each have 11 members. Each committee is comprised of employees from different divisions or business units who serve two-year terms.

Work Environment Inspections

We employ outsourced and external auditors with specialized expertise to conduct annual environmental assessments. This covers building safety, building equipment, electrical systems, sound levels, and air quality in the workplace to comply with national and international laws and standards such as the Singapore Standard SS 544:2009 Code of Practice for Indoor Air Quality for Air-Conditioned Buildings.

To ensure a safe working environment, we arrange for regular cleaning of the workplace and regular maintenance of appliances and office air conditioners and indoor Air Handling Units (AHU) to ensure continued safety for use. All new employees are informed about fire safety and Bank safety systems and regular events

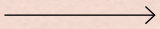
are held to refresh their knowledge. This includes annual fire evacuation drills and firefighting training every year so that employees are well-prepared for any fire incidents, helping to reduce the risk of property damage or loss of life.

Employee Engagement

In 2020, we conducted a pilot employee engagement survey in some departments and found it to be a very helpful means of collecting and evaluating useful information for human resource management. In 2021, we made a plan to conduct the next survey of high-potential employees and made necessary preparation including a review of the survey questions to suit the current situation and cover important issues. We wish to assess the level of work satisfaction, the working environment, as well as the engagement and dedication of employees. The survey results will be analyzed to formulate guidelines as to how human resources can be developed and improved to raise employee engagement to a higher level. This will bring about positive outcomes such as reduced turnover, increased operational efficiency, and enhanced competitiveness of the Bank.



Be Ethical

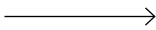


Cultivating good governance, complying with laws and regulations and encouraging our suppliers to adhere to good business conduct, while respecting human rights and opposing any form of corruption





Corporate Governance



Good corporate governance is the foundation of sustainable business operations since it not only helps lessen the risks and increase management efficiency, but also creates trust among stakeholders including shareholders, investors, customers and employees. We are committed to good ethical and corporate governance standards that meet local and international regulatory rules. We are determined to promote these standards throughout the organization by continuously enhancing the awareness and understanding of the Board of Directors, management and staff. Adhering to good corporate governance, we seek to achieve a satisfactory and sustainable performance and create long-term value for society and all stakeholders.

Corporate Governance Policy

We have established a corporate governance policy using best practices and international laws as guidelines. The policy outlines key principles concerning 1. Treatment of

shareholders and other stakeholders, 2. Information disclosure and transparency, 3. Responsibilities of the Bank's Board of Directors, 4. Internal control and risk management, and 5. Code of conduct and business ethics. The policy and guidelines are reviewed regularly to ensure they are appropriate, up-to-date and comply with the regulatory requirements. We encourage and support all involved parties to understand and comply with the corporate governance policy and guidelines so that they become an integral part of our corporate culture.

Additional information is available at:



Corporate Governance Policy:

Corporate Governance Structure

Board of Directors

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

Committees

Various committees are appointed by the Board of

Directors and are responsible for screening, giving comments, monitoring and overseeing the Bank's business operations within the scope of work assigned by the Board of Directors. These committees regularly report on the Bank's performance and give recommendations on their respective assigned scope of work to the Board of Directors. This is so that the Board of Directors can perform its duties efficiently and effectively. The Bank has five committees as follows:

- **The Board of Executive Directors:** Responsible for carrying out tasks assigned by the Board of Directors, as well as loan approvals, debt restructuring, investing and undertaking other business activities of the Bank. It also reviews any issues that require approval or consent from the Board of Directors, or shareholders' resolutions, as specified by laws or the Articles of Association of the Bank.
- **The Audit Committee:** Responsible for reviewing financial reports and practices in compliance with laws and other regulations of the Bank to ensure accuracy and an appropriate and effective level of internal control and audits. The Audit committee also considers potential conflicts of interest, regulatory requirements, and the selection of, and coordination with, the Bank's external auditors.
- **The Nomination and Remuneration Committee:** Responsible for selecting and nominating a candidate to be a director, a member of a committee, or a senior executive, as well as considering remuneration for the Bank's directors, members of committees, and senior executives.



- **The Risk Oversight Committee:** Responsible for risk oversight and ensuring that risk management at the Bank is systematic, consistent, effective, efficient and aligned with the Bank's strategic plan and overall risk management policy.
- **The Corporate Governance Committee:** Responsible for supporting the performance of the Board of Directors in terms of good corporate governance and sustainability by ensuring that the principles of good corporate governance and sustainability are effective in practice. The committee is also responsible for considering a sustainability strategy that suits the Bank's business operations and giving opinions to the Board of Directors related to the risks and opportunities regarding environmental, social, and governance issues.

Roles, Duties and Responsibilities

We have clearly defined roles, duties, and responsibilities for the Board of Directors and management, while also taking into account the roles and responsibilities of the Chairman of the Board of Directors, the Chairman of the Board of Executive Directors, and the President. Each position shall be taken by a different person for the purpose of good corporate governance and the efficiency and transparency of internal operations. The executives are responsible for managing the organization and ensuring that it is operating in line with the policies, strategies, and goals set by the Board of Directors, as well as developing and executing strategies, establishing systems and processes, and managing personnel and resources to achieve the Bank's goals.

Board Structure

The Board of Directors of the Bank has a size and a structure appropriate to the size of the business and follows the guidelines of the relevant regulators. The Bank has determined that the Board of Directors shall be comprised of at least one-third independent directors, in line with Securities and Exchange Commission (SEC) regulations. The Nomination and Remuneration Committee will nominate and select qualified candidates by considering the Bank's strategies, their knowledge, and the required skills based on the Board Skill Matrix and compliance with pertinent regulations.

Promotion of Board Diversity

We believe that a diversified board of directors has different, broad, and inclusive perspectives that are critical to the Bank's business operations and this will lead to effective corporate governance and good performance in the long run. Therefore, we adopted a Board Diversity Policy in 2021 as a guide to consider the nomination and selection of the Bank's directors. The Nomination and Remuneration Committee is responsible for identifying

Additional information is available at:



Board Diversity Policy:

Composition of the Board of Directors



Age

Directors who are 65 years old or younger:

36.8% (7 persons)

Directors who are 65 years old or younger:

63.2% (12 persons)



Gender

Male Directors:

89.5% (17 persons)

Female Directors:

10.5% (2 persons)



Types of Directors

Non-Executive Directors

52.6% (10 persons)

Independent Directors

42.1% (8 persons)

Executive Directors

5.3% (1 person)



Tenure of Directors

Less than 5 years:

31.6% (6 persons)

5-9 years:

15.8% (3 persons)

More than 9 years:

52.6% (10 persons)

Average length of tenure

12.58 years.



individuals to serve as directors based on a diverse mix of skills, knowledge, expertise, experience, education, gender, age and culture, as well as regularly reviewing the suitability of the structure, size, and variety of the Board of Directors to continue to develop appropriate guidelines.

As of December 31, 2021, the Board of Directors had 19 members: eight independent directors, one non-executive director, and 10 executive directors. The Board of Directors consists of directors who collectively have a diverse mix of age, gender, education, knowledge, competency, skill, and experience in diversified areas covering finance and banking, business administration, administration of educational institutions, law, innovation, and information technology. All of these are beneficial to the Bank's business operations.

Efficiency of the Board of Directors

Meetings

The Board of Directors holds meetings on a monthly basis. The schedule for the meetings is provided to all directors a year in advance to provide adequate notice for maximum attendance. We require each director to attend every meeting, or not less than 75 percent of all meetings during the year, in line with the rules of the Bank of Thailand. In 2021, each director attended at least 75 percent of the meetings and the average meeting attendance for all directors was 98.41 percent of the meetings in the year.

Performance Evaluation

The performance of the Board of Directors and sub-committees is evaluated on an annual basis to review

their performance during the past year. The evaluation result will be used to identify ways in which to improve their performance. There are two types of performance evaluations: (1) Self-assessment: an assessment of their performance both collectively and individually, and (2) Cross-assessment: a performance assessment by other directors. The sub-committee evaluations are based on the group assessment method, which has been approved by the Board of Directors and the duties and responsibilities of each sub-committee.

Development of Executives

We encourage all directors to attend training courses within and outside the organization that will help with their development and enhance their performance as directors.

Supporting a Culture of Good Governance

All directors are required to adhere to and comply with corporate governance policies and guidelines to promote good corporate governance of the Bank and are encouraged to attend training and seminars on corporate governance topics. Moreover, the Board of Directors has assigned the Corporate Governance Committee to formulate and review good corporate governance practices to be appropriate and supervise and monitor the principles of good corporate governance to be effective in practice. We encourage relevant executives to have knowledge and understanding of good corporate governance by attending various training courses and seminars and require all executives and employees to attend various courses that enhance their understanding

of the principles of good corporate governance and how to implement them successfully into the Bank's working culture. Such courses include Anti-Corruption, Industry Code of Conduct, Market Conduct, Personal Data Protection, and Cybersecurity.

Treatment of Shareholders and Shareholders Structure

We attach great importance to the fair and equitable treatment of shareholders by respecting shareholders' rights equitably under the corporate governance policy. These include the right to receive dividends, information, elect and remove directors, appoint auditors and set remuneration, attend meetings and vote. At the Annual General Meeting, one share equals one vote. We allow shareholders to propose meeting agendas, nominate suitable persons to be appointed as Bank directors, and send questions about the meeting agenda in advance. The Bank's shareholders consist of government agencies, the private sector, and the general public. We disclose capital structure information and major shareholder information on the Bank's website, while the Form 56-1 One Report disseminates important information and shareholders' rights through various communication channels to ensure that information disclosure to all stakeholders is appropriate, equitable and timely. We have assigned the Investor Relations Unit to respond to investors' and shareholders' inquiries, while also providing current information about the Bank.

Additional Information and see more performance on corporate governance at the Form 56-1 One Report, 2021



Code of Conduct



We attach great significance to conducting business in accordance with ethics and responsibility for all stakeholders. This will help maintain our longstanding reputation and mitigate risks in doing business while helping our stakeholders gain confidence in the Bank. We encourage all employees to observe high standards of ethics and comply with the Code of Conduct, the Code of Conduct for Employees, and other related policies and practices of the Bank and applicable laws. We have defined clear guidelines, communicated and provided online training to all employees to raise their awareness and gain strict observance, which will help reduce risk and promote confidence by stakeholders in the long run.

With regard to governance, units responsible for compliance are required to ensure that our operations are in accordance with all laws, rules, regulations and regulatory requirements, as well as policies and practices stipulated by the Bank. These units must perform their duties independently from the Bank's business units and are allocated adequate manpower and other resources.

Furthermore, we have put in place policies and practices on whistleblowing and complaint filing in cases of fraud and breaches of laws or related regulations as well as violation of, or non-compliance with, ethical standards, the Code of Conduct and policies and practices of the Bank. Additionally, we ensure proper whistleblower protection and fair investigation while taking disciplinary actions according to the severity of the case.

Guidelines

Code of Conduct and Business Ethics

It is our firm belief that a strong code of conduct and business ethics are the foundation of good corporate governance and the sustainability of an organization, and thus we encourage all employees to have a good understanding of the Bank's Code of Conduct and business ethics and related policies and to adhere diligently to them. We also require all of our subsidiaries to adopt the Code of Conduct and business ethics and adapt it as appropriate to fit the context of each company. All employees have signed acknowledgement of the Code of Conduct and business ethics in their employment contract. Furthermore, a training program on the Code of Conduct and business ethics is mandatory for all employees to ensure their awareness, understanding and strict observance to the Code of Conduct and business ethics.

Code of Conduct for Employees

We require all staff, executives and directors to understand and strictly perform in compliance with the Code of Conduct for Employees, which is described in detail during the orientation for new directors, executives and

staff. Moreover, we have published an employee handbook and conduct internal communications on a regular basis.

Additional information is available at:



Code of Conduct and
Business Ethics &
Employee Code of Conduct

Market Conduct

Realizing that the right to receive impartial and unbiased services is a basic right of customers, we have formulated market conduct guidelines based on the nine following principles.

1. Corporate Culture and Roles and Responsibilities of the Board of Directors and Senior Management

The Board of Directors and senior management are responsible for fostering ethical market conduct as part of the organizational culture.

2. Product/Service Channels Development and Client Segmentation

We develop products and service channels that are suitable for the needs, financial ability and comprehension of each target group of customers, with due consideration of the selling capabilities of



employees, work systems and quality control systems related to sale so that customers receive suitable quality products. We recognize that in determining product terms such as benefits, prices and fees, we must consider fairness and actual costs while avoiding joining with other providers to require a bundle of products unless it is justified on the ground of risk protection of the main product.

3. Remuneration Scheme

Remuneration and penalties are determined after taking into consideration compliance with market conduct by employees who provide services to customers as well as executives who are responsible for monitoring compliance with market conduct. KPI must be properly defined to prevent sale propositions and recommendations that are of poor quality and ensure that staff do not offer irresponsible advice to customers (mis-selling).

4. Sale Process

Products and services offered to customers must not invade their privacy. Key information must be provided without misrepresentation or distortion so that customers receive products and services that meet their needs and financial ability. Call backs, welcome calls and mystery shopping are subject to quality controls. In addition, sales and service offerings to vulnerable customers must be prudent and well considered. Employees must understand the requirements and financial resources of customers as well as their ability to understand the service so they can provide sufficient information and knowledge about potential risks.

5. Communication and Training

We communicate regularly with employees to raise awareness, and organize training programs to provide knowledge about market conduct. This includes providing informative content around new products or services, sale approaches using simple language and customer rights as well as customer protection guidelines so that employees can properly follow the market conduct practices.

6. Data Privacy

We protect the privacy of customer data in accordance with applicable laws. Work systems are designed, developed and tested to ensure data security while the scope of authority of employees who are responsible for data security under the “three lines of defense” principle is clearly defined.

7. Problem and Complaint Handling

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

8. Three Lines of Defense

We have adopted the three lines of defense concept for controlling, monitoring and auditing compliance with market conduct. This is used to detect risks and anomalies and has a self-monitoring process to ensure that sales and services are in line with practices stipulated by the Bank.

9. Operation and Business Continuity

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

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

We have formulated an Anti-Money Laundering and Combating the Financing of Terrorism (AML/CFT) Policy (including financing the proliferation of weapons of mass destruction) as a framework for the Board of Directors, executives and all staff to strictly observe. We place importance on KYC (Know Your Customer), CDD (Customer Due Diligence) and EDD (Enhanced Due Diligence) to investigate movements of transactions of higher-risk customers. Moreover, we have developed an internal work system to check customer names against the databases of the Thailand Designated List, the Sanction List and the

Additional information is available at:



AML/CFT Policy



Politically Exposed Person (PEP) List for those who are classified as having a high risk for money laundering. This helps the Bank's officers to examine and assess risks of each customer. In addition, the AML Monitoring System is in place to review and monitor dubious and irregular financial movements and transactions, which will reduce the risk that customers use the Bank as a channel for money laundering or support of terrorism. Furthermore, we have set up risk management systems to supervise, review and monitor how related parties perform their duties in accordance with the three lines of defense principle to ensure that the Bank's business operations are in compliance with laws and regulations.

Anti-corruption Policy

The Bank's anti-corruption policy is clearly prescribed and employees are expected to strictly adhere to it to build a healthy corporate culture. The anti-corruption policy covers proper practices, risk management, provision of channels for whistleblowing and complaint filing as well as whistleblowing and complaint handling. Violation or non-compliance by employees will result in penalties as stipulated in the policy. At the same time, we have

Additional information is available at:



Anti-Corruption Policy



prepared an anti-corruption handbook as a practical guideline for employees, conduct an annual compliance assessment checklist and regularly raise awareness of the policy to employees at all levels through training and internal communication channels.

The Bank has been recognized as a financial institution that plays an important role in fostering anti-corruption awareness, as certified by the Private Sector Collective Action Coalition Against Corruption Council (CAC), of which it has been a member in good standing since 2015. The Bank's certified membership was also extended for another three years, starting in 2021.

Corruption Risk Management

To prevent the risk of corruption that may negatively affect our image and reputation, we have established an effective corruption risk management process that reflects our business context as follows:

1. Identification of any risk of corruption we may be exposed to through our operations or business activities.
2. Assessment of the risk and degree of potential impact.

3. Adoption of preventive and control measures specific to the corruption risk that is applicable to the situation and business of each unit.

These three steps are carried out by executives and supervisors who are closest to the issues and best suited to manage each corruption risk. All relevant information, which is subject to regular updates, will be collected and stored in a corruption risk database for further analysis and reference.

The Bank conducts its corruption risk management under the three lines of defense principle. First, business unit heads and business unit compliance officers follow up, supervise and examine the units for which they are responsible. Second, the Risk Management Division and Compliance Division track and monitor corruption risk. Third, the Audit and Control Division independently reviews related work.

Whistleblowing and Complaints Handling Process

We provide channels for all stakeholders to make inquiries, file complaints, make suggestions about products and services, and provide supportive information in cases of whistleblowing. We have defined whistleblowing procedures, which include exposing information, filing complaints or making inquiries regarding actions of the Bank or related parties that are potentially fraudulent or in violation of laws, regulations, the Code of Conduct, policies and practices of the Bank, inaccurate financial reporting, flawed internal control systems or misconduct that can cause damage to customers using the Bank's financial services or the Bank itself. Details of provided channels follow.



Channels for Whistleblowing and Complaints

Bangkok Bank Public Company Limited

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

E-mail : info@bangkokbank.com

Official Website : <https://www.bangkokbank.com/en/Contact-Us>

Bualuang Phone : 1333 or (66) 0-2645-5555

Facebook (Bangkok Bank Credit Card) : <https://th-th.facebook.com/BangkokBankCreditCard/>

Complaint Filing

Bangkok Bank Public Company Limited

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

E-mail : info@bangkokbank.com

Official Website : <https://www.bangkokbank.com/en/Contact-Us>

Bualuang Phone : 1333 or (66) 0-2645-5555
Press 1 for Thai language and press 0 to connect to an officer, then press 8 to compliment, suggest or complain.
Press 2 for English language and press 0 to connect to an officer, then press 8 to compliment, suggest or complain.

Investor Relations

E-mail : ir@bbl.co.th

Whistleblowing Channels Complaint Filing

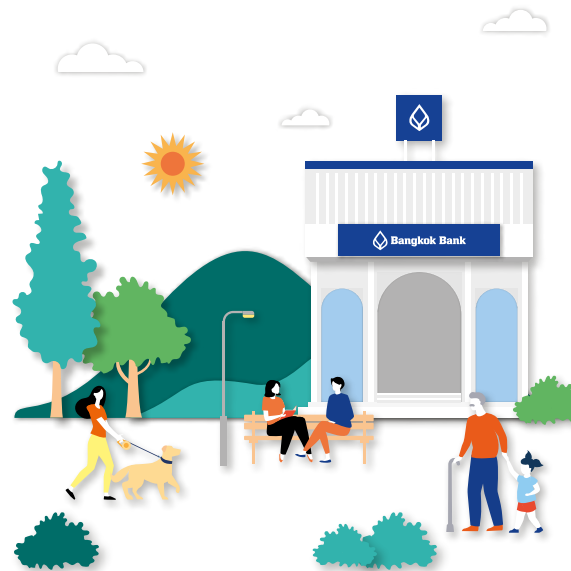
Audit Committee

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

Customer Complaint and Fraud Unit

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

E-mail : CC&F@bangkokbank.com



Whistleblowing and Whistleblower Protection Measures

The Bank provides open channels for whistleblowers and treats all parties equally based on transparency and fairness while ensuring an appropriate investigation period and offering whistleblower rights and protection from retaliation and punishment. Bona fide whistleblowers who are employees are protected from any negative impact that may occur. We have assigned the Compliance Unit to be the center for handling whistleblowing. Information received from whistleblowers will be kept confidential with access limited to only responsible parties who have duties to investigate the case.

Whistleblowing and Complaints Handling Procedure

The Compliance Unit, as the center for whistleblowing and complaints, takes charge of whistleblowing cases by properly gathering and processing facts and information. For severe or complex cases, the Compliance Unit may refer the case to the Audit and Control Division, or an ad hoc committee to further investigate. The Compliance Unit may also present cases to the Audit Committee for consideration as it deems necessary and appropriate.

Preventive and Corrective Measures and Reporting

The Compliance Unit will propose preventive and corrective measures to the Audit Committee for consideration of whistleblowing cases that are found to be legitimate. The Bank will notify and report to concerned parties on progress updates and ensure that suitable and fair remedies are offered to affected parties. Wrongdoers will be punished as stipulated in the Bank's rules.



During 2021, the Bank received a total of 259 complaints, with 240 of these having been investigated, evaluated and closed. These complaints have been categorized into 23 operational mistakes, six system errors, one case of violation of market conduct, with the remaining 210 cases resulting from customers' misunderstanding of the Bank's actions and other causes such as fraud from third parties. There was no violation of, or non-compliance with, the Code of Conduct. All cases were deemed to pose no significant risk to the Bank, and all closed cases have been clarified and settled with the parties involved.

Learning and Development for Executives and Employees

Building awareness and understanding of the Code of Conduct is a high priority for us and therefore we have developed various curricula for our online platform, BBLearn. All employees can access relevant information and knowledge through smartphones, tablets and computers in a convenient, fast and comprehensive manner so that they can comply with policies and practices imposed by the Bank. Important curricula are as follows:

Industry Code of Conduct Course

This is an online curriculum which aims to promote awareness among employees of the Code of Conduct stressing three principles: 1. Integrity as a basis for carrying out the banking business; 2. Doing business with transparency, fairness and non-discrimination; 3. Stakeholder responsibilities that include the right to protection and remedies for potential damage from

the Bank's business conduct as well as sustainable relationship building with stakeholders.

Market Conduct Course

This online curriculum teaches about market conduct for fair customer treatment as well as proposing ideas and practices related to market conduct to ensure that customers receive quality services that suit their needs.

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

This online course provides information about the Anti-Money Laundering and Counter-Terrorism and Proliferation of Weapons of Mass Destruction Financing policy for employees. Training assessments are conducted after the course and attendees must score no less than 60 percent for each topic and no less than 70 percent for the overall course to pass the assessment. This is to ensure the attendees have sufficient knowledge and understanding that they can apply to their work accurately and effectively in accordance with laws and regulations. The Bank requires all new employees to undergo the AML/CTPF training, and every employee must take a refresher course at least once every two years.

Anti-Corruption Course

The content of the anti-corruption curriculum covers our anti-corruption policy, best practices, roles and responsibilities of employees, whistleblowing, supporting measures and penalties.

Curriculum	Employees Who Attended Until 2021
 Industry Code of Conduct	100%
 Market Conduct	100%
 Anti-Money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction Financing	100%
• New employee orientation	100%
• Refresher for existing employees via an e-Learning platform	100%
 Anti-Corruption	100%



Human Rights



Human rights violations have become a pressing issue for the business sector, leading many parties such as the government sector, civil society, international organizations, investors and businesses to campaign for the upholding of human rights. We are fully aware of the importance of human rights for sustainability and understand that a business's operations may involve human rights violations directly through its own business conduct or indirectly through the business activities of suppliers or customers, which could incur reputational risk and affect its credibility and relationships with communities or employees or result in financial consequences. Hence, we emphasize the importance of human rights risk management by promoting respect for human rights and adhering to legal principles and international standards, such as the Universal Declaration of Human Rights (UDHR) and the International Labour Organization (ILO) Conventions

In addition, we conform to the United Nations Guiding Principles on Business and Human Rights (UNGP) and

use it as a guideline for our management for establishing our human rights policy and practices, and conducting inclusive due diligence to identify and assess related human rights risks and impacts that may occur as a result of our business activities or those of our customers or suppliers. The same guiding principles are used to develop proper preventive and remedial measures in the event of human rights violations. These broad policy and specific actionable measures reflect our intention and commitment to human rights.

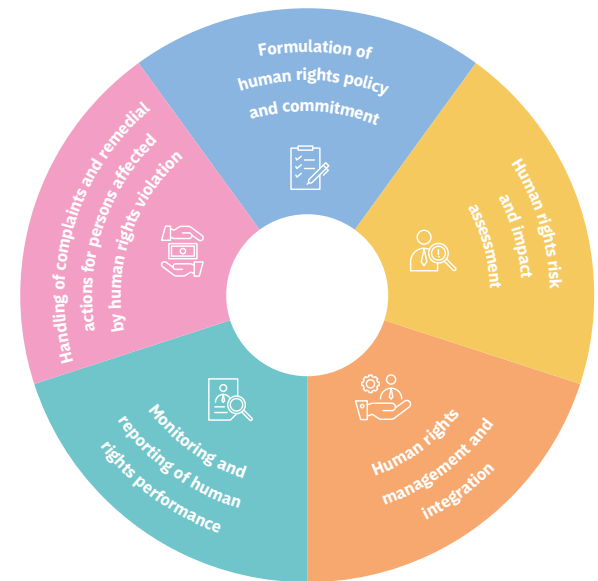
Human Rights Management

Human Rights Due Diligence Process

To conduct inclusive due diligence on human rights, we take all stakeholders into account including those vulnerable groups such as women workers, child labor, migrant workers, minors, disabled people and daily wage workers. The due diligence covers human rights violations as stipulated in domestic laws and the UDHR that are related to both our own undertakings and those of our suppliers and customers. In cases where existing measures are found inadequate to manage risk within acceptable levels, we will consider issuing additional measures or elevate the intensity of current ones as deemed appropriate. We have established appropriate human rights risk assessment measures and require regular monitoring and review of these, while at the same time providing channels* for all stakeholders to file complaints related to human rights should they wish

* Additional information related to channels for filing complaints can be found in the section "Whistleblowing and Complaint Handling" under the code of conduct.

Human Rights Due Diligence Process



Additional information is available at:



Human Rights Policy



Human Rights Due Diligence Process



to do so. In cases where a violation of human rights is investigated and verified and actual damages are incurred to stakeholders, we shall make proper remedies to the affected people.

Due to the intensified Covid-19 pandemic in 2021 which caused difficulties in coordinating and arranging workshops, we had to postpone our human rights due diligence from the previous schedule. Currently, we are actively engaged in completing the due diligence and expect to publish our report of the findings on our website within 2022.

Labor Practice

We place high priority on strictly treating employees according to labor law and internal rules and regulations including those relating to employment, work, compensation, welfare, safety, occupational health and work environment, employees' rights to organize and bargain collectively as well as other basic rights. If we are obliged to terminate employees for reasons other than their wrongdoing or retirement, we will follow the rules regarding the termination of employment and will pay severance pay in accordance with labor laws and additional family allowances as specified in the Bank's regulations.

Fair and equitable employment and treatment of employees without discrimination against gender, race, religion, education or skin color are adopted by the Bank. We do not tolerate verbal, physical or sexual harassment which can lead to psychological damage. We also recognize and promote gender equality and do not

tolerate gender discrimination in any form of employment or recruitment, nor in the workplace, and provide opportunities for employees' skill development and career advancement. This is reflected in the proportion of female executives and average number of training hours for female employees that are comparable to those of their male counterparts.

Employees have the right to exercise freedom of association and engage in collective bargaining activities for labor rights in accordance with the law. We allow all employees to join the Bank's two labor unions, the Bangkok Bank Workers Union and the Bangkok Bank Managerial Officers Union. Both unions negotiate in the interests of their members and the successfully negotiated terms and conditions will likewise apply to non-member employees. During 2021, the unions had a total of 10,083 members, accounting for 49 percent of our total workforce. In addition, we offer an opportunity for negotiators from the labor unions to bring significant issues for discussion with the management so as to find solutions and prevent labor relations problems that may arise in the future. Notably, the unions' requests and suggestions have been duly accommodated by the Bank.

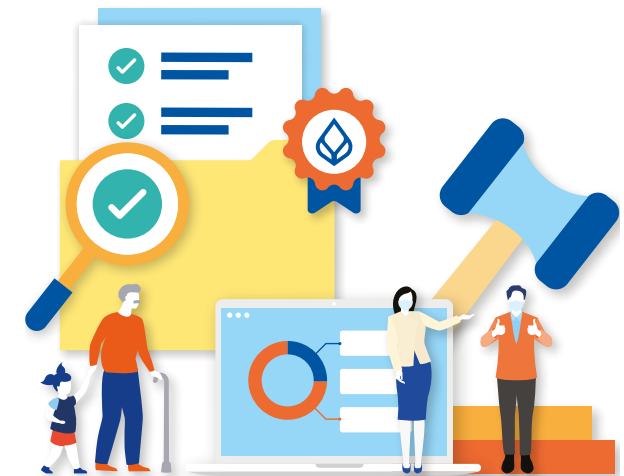
Supply Chain Management

To manage human rights risks within our supply chain, we have issued the Code of Conduct for Suppliers which we expect all suppliers to conform to. This code of conduct covers various human rights issues including respect for labor rights, community rights, personal data rights and intellectual property rights. We consistently monitor suppliers to ensure compliance with the code of conduct

and are prompt to provide them advice so that they can strictly follow the suppliers' code of conduct. The respect for human rights is one of the topics that we annually use in our assessment of suppliers with regard to their ESG practices. The suppliers must meet the criteria we set before they are allowed to participate in our procurement and bidding processes. Moreover, we conduct ESG risk assessment (including human rights) for critical suppliers to identify significant risks which have not been duly mitigated and will issue appropriate measures to address them.

Lending Process Management

On our lending practices, we observe responsible lending guidelines and do not engage in lending to businesses using child labor or forced labor. In addition, we have established a process to assess ESG risks and impacts,





including human rights and labor rights violations, that may result from projects that we consider to finance. In cases where the projects under consideration could potentially cause severe ESG impacts, borrowers must put in place clear and adequate preventive measures and mitigation plans.

Complaints Management

We treat employees fairly and equally and do not tolerate any form of harassment, sexual or any other kind, so that employees maintain good physical and mental health as well as a good morale to work and develop themselves to their full potential. We provide channels for complaints related to work conditions, unfair discrimination at work and other actions that breach work ethics, including sexual harassment and other kinds of harassment. Employees can file complaints in writing through the Employee Relations Unit under the Human Resources Department who will further submit the complaint to a committee assigned to investigate complaints to decide whether the alleged wrongdoing has indeed occurred. After that the case will be referred to the Audit and Control Division to consider appropriate action and punishment. Punishment of wrongdoers will be based on the severity of the case and ranges from verbal warnings and pay cuts to termination of employment and legal action. We ensure that all parties are treated fairly during the process and affected persons are remedied properly and fairly. In cases where the related parties disagree with the punishment, they can petition the Disciplinary and Petition Committee to make a final decision. In 2021, there were four cases of workplace discrimination and harassment and all cases were settled and closed.



Raising Awareness of Employees

Realizing the importance of awareness and understanding of human rights, we encourage our executives and employees to attend training and seminars on subjects related to human rights, especially those who work in functions related to customer and employee relations, procurement, lending, compliance and sustainability. Our executives and employees were given opportunities to join training programs hosted by government agencies, international organizations, civil society and the private sector on a regular basis throughout the year. We expect

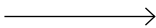
all attendees of training programs and seminars to apply the acquired knowledge for the benefit of the organization and society as a whole.

Supporting Equality in Society

We support human rights and equality in society. In 2021, we provided occupational support to 221 disabled people across Thailand under a budget of Baht 25 million through various foundations and associations that promote and develop quality of life and create jobs for people with disabilities.



Supply Chain Management



We recognize that society expects the business sector to play a larger role in managing social and environmental impacts that may arise from the operation of its business or suppliers in its supply chain, as well as its potential reputational risks. We therefore place great importance on properly managing environmental, social, and governance (ESG) risks in the Bank's supply chain, promoting the procurement of environmentally friendly products, and supporting the Bank's suppliers to conduct their business with social and environmental responsibility. We treat all suppliers equally and fairly and have prepared a Supply Chain Code of Conduct to reflect our expectations of suppliers regarding ESG. All suppliers are encouraged to conduct their business responsibly in accordance with the Bank's Supplier Code of Conduct so we can jointly create a stable, effective supply chain which will create sustainable value to the environment and society.

Suppliers in the Bank's supply chain are classified into three groups: suppliers (suppliers of supplies and equipment used in business operations under the responsibility of the Bank's procurement section), contractors (service providers of repairs, renovations and maintenance of the Bank's equipment and office buildings), and outsourced service providers (contracted by the Bank for specific tasks). In 2021, we had a total of 3,683 registered suppliers, comprising 3,391 domestic suppliers and 292 overseas suppliers (accounting for 7.9 percent of the registered suppliers). Of the total, 43 are new suppliers (accounting for 1.2 percent of the registered suppliers). In addition, we entered into procurement contracts with 885 suppliers in total during the year.

Management of Environment, Society, and Governance in the Supply Chain

We have prepared a **Supplier Code of Conduct** to clearly indicate our expectations of suppliers regarding ESG. We expect our suppliers to strictly comply with the Code of Conduct including conducting their business based

Additional information is available at:



Supplier Code of Conduct

Management of Environment, Society, and Governance in the Supply Chain



Screening of suppliers in accordance with ESG guidelines



Onboarding and internal registration of new suppliers following the relevant procurement committee's due consideration of the suppliers' qualifications and imposition of procurement terms and conditions if any as appropriate



A requirement that all suppliers shall sign an acknowledgment of the Bank's Supplier Code of Conduct



Monitoring and evaluation of each supplier's performance result



90%

of the major suppliers have signed the Bank's Supplier Code of Conduct



on ethics and good governance, respecting human and labor rights, caring for the environment, and complying with relevant laws and related regulations to prevent risks and impacts to the Bank's business and other suppliers and stakeholders. We communicate the Bank's Supplier Code of Conduct to all suppliers via the Bank's website and specifically in this year requested cooperation from all major suppliers to sign an acknowledgment of the Supplier Code of Conduct. We monitor suppliers' compliance with the Supplier Code of Conduct and support them to fully comply with it. We have a supplier screening process that covers ESG issues and also evaluate risks associated with critical suppliers regularly. This is to ensure that our suppliers uphold good ESG performance standards and have an acceptable level of ESG risk. We also attach great importance to expanding the Anti-Corruption Coalition by inviting our suppliers and business partners to join the Thai Private Sector Collective Action Against Corruption.

Besides encouraging suppliers to comply with the Supplier Code of Conduct, we have established a policy outlining guidelines and related regulations when using outsourced services for general work. This provides clarity in terms of the criteria for selecting service providers which cover risk management, internal controls, data protection and confidentiality of the Bank and customers, as well as the use of labor. The policy is reviewed annually. The screening committee for outsourced service providers is responsible for supervising the use of outsourced services in accordance with the aforementioned policies and regulations. Business units using outsourced services are responsible for considering and proposing the scope of work and suitability of their

outsourced service providers to the screening committee to ensure that the outsourced service providers comply with their respective procurement contracts. Business units are also responsible for monitoring and evaluating their service providers. Moreover, the Compliance Unit has a duty to supervise services from the outsourced companies to ensure that they comply with laws, government regulations, and the Bank's regulations. The Audit and Control Division is responsible for auditing related operations in compliance with the Three Lines of Defense principle.

Supplier Screening

We have established a systematic supplier screening process covering competence, credibility, and ESG performance to ensure that all suppliers are secure and reliable, have the ability to produce products or provide quality services that meet the Bank's requirements, and have policies and practices that are consistent with the Bank's Supplier Code of Conduct. Potential suppliers are invited to meet us to discuss their products and services as well as to give them a good understanding of the Bank's guidelines and practices. We investigate the suppliers' qualifications based on our evaluation criteria for service performance and reliability. Staff of the relevant business units may visit the supplier's business for further screening and evaluation. For outsourced service providers, the screening committee will consider applications for internal registration of suppliers based on the screening guidelines for the outsourced company. For the ESG assessment, suppliers must each complete an ESG Self-Check List and pass the assessment criteria

set by the Bank before they can qualify as our registered suppliers. If they qualify, they can sign a procurement contract with the Bank.

In the past year, the Bank revised the supplier's ESG Self-Check List to make it clearer and more comprehensive covering several aspects such as environmental impact management, respect for human rights in compliance with international principles and standards, respect for basic rights at the workplace in compliance with the International Labor Organization (ILO) Convention, illegal use of child labor and forced labor, prevention and protection of personal information, prevention of corruption, etc. In addition, the Bank requires suppliers to provide documentary evidence for our evaluation to support their responses to the ESG Self-Check List, such as their related policies or measures .

Assessment of Risks Related to the Environment, Society, and Governance in the Supply Chain

In assessing ESG risks of our suppliers in the supply chain, the Bank attaches great importance to the risk assessment associated with our critical suppliers, such as those suppliers with whom we have high spending; critical component suppliers which produce essential goods and services for the Bank; and non-substitutable suppliers which produce products and services that cannot be easily replaced by other sources. Specifically, the Bank has identified material risks based on likelihood and severity of the risks for assessing our critical suppliers as follows: Environment: 1. Greenhouse gas emissions,



The Bank uses the e-Auction method to promote independence, transparency and fair competition, whereby all bidders can know the status and progress of the auction fairly.



2. Energy management, and 3. Waste and hazardous material management. Social: 1. Human rights, 2. Labor practices, and 3. Occupational health and safety at the workplace. Governance: 1. Corruption, 2. Privacy Protection, and 3. Fraud. If any supplier is found to have a high level of risk, we will determine specific measures to prevent and mitigate these risks. If the overall supplier risk is assessed to be higher than the Bank's acceptable level, we will improve our risk management process to be more efficient and effective.

Monitoring and Evaluation of Supplier Performance

Business units involved in the procurement of supplies have a duty to monitor, audit and evaluate the supplier's performance in various aspects such as reliability, quality, production capability of goods or services, and ESG issues. They are also responsible for tracking news and information about their suppliers' practices and conduct that are to be inconsistent with the law and the Bank's Supplier Code of Conduct. Such news and information is used for reviewing registered suppliers in the following year or upon the expiration of the procurement contract. This is to ensure that the Bank's suppliers can perform their work properly in compliance with the contracts and have social and environmental responsibility.

Complaint Filing

If any individual experiences a negative impact from the operations or activities of a supplier under a procurement contract with the Bank, they can submit a complaint via

the Bank's complaint channels as detailed in the Bank's contact page.

Procurement that Promotes Environmentally Friendly Products

Besides supporting suppliers to conduct their business sustainably, we also promote the production and distribution of environmentally friendly products by choosing and procuring a wide range of environmentally friendly products such as photocopy paper that has a mixture of recycled material and pure wood pulp, photocopier with eco-fiber component, printing ink certified to international environment preservation standards, employee uniforms with the Cool Mode label, non-CFC water mist fire extinguishers, and office supplies certified by Leadership in Energy and Environmental Design: LEED).



The Bank's uniforms receive the Cool Mode label. This means they have special characteristics for sweat absorption and ventilating heat and keep users cool when wearing them. The uniforms directly and indirectly help reduce the energy consumption of air conditioners and greenhouse gas emissions.



Awards and Achievements



1. Membership of The Sustainability Yearbook 2022, S&P Global.



2. 2021 Thailand Sustainability Investment (THSI) List, the Stock Exchange of Thailand.

3. Inclusion in the 2021 SET THSI Index, the Stock Exchange of Thailand.



4. "Excellent", based on the Corporate Governance Report of Thai Listed Companies for 2021, by the Thai Institute of Directors Association (IOD).



5. The AGM Quality Assessment in 2021 with the score of 98 (full score is 100) Thai Investors Association in collaboration with the Office of the Securities and Exchange Commission and the Thai Listed Companies Association.



6. "Most Trusted Bank" award for being trusted and admired by consumers with the highest score in the category of bank and financial services, 2021 Thailand's Most Admired Brand and Why We Buy? survey, BrandAge magazine.

7. Honorable Mention Plaque for supporting "Mor Prom Call Center" project of the Ministry of Public Health from the Deputy Prime Minister and Minister of Public Health.



Sustainability Performance Data



Economic Performance

Key Financial Highlights (Consolidated Financial Statement)

Unit: Million Baht

Performance Data	2018	2019	2020	2021
Assets	3,116,750	3,216,743	3,822,960	4,333,280
Loans ¹	2,083,160	2,061,309	2,368,238	2,588,339
Deposits	2,326,470	2,370,792	2,810,863	3,156,939
Net interest income	71,376	71,071	77,046	82,156
Net non-interest income	50,025	62,675	41,682	52,385
Operating expenses	55,165	54,963	65,974	67,265
Income tax	8,554	10,219	4,013	6,189
Net profit ²	35,330	35,816	17,181	26,507

Note:

¹ After deferred income² Only for the Bank



Social Performance

Data of Employees

Performance Data	2018			2019			2020			2021		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total Number of Employees	7,674	15,380	23,054	7,536	15,261	22,797	7,220	14,828	22,048	6,792	13,722	20,514
Percentage of total employees	33.3	66.7	100	33.1	66.9	100	32.7	67.3	100	33.1	66.9	100
Employees by Location												
Head Office	3,580	5,051	8,631	3,848	6,076	9,924	3,606	5,726	9,332	3,083	4,658	7,741
Metropolitan	1,336	4,812	6,148	1,028	3,732	4,760	1,119	3,769	4,888	1,405	4,209	5,614
Other provinces	2,758	5,517	8,275	2,660	5,453	8,113	2,495	5,333	7,828	2,304	4,855	7,159
Employees by Type of Employment												
Permanent employees	7,583	15,315	22,898	7,452	15,190	22,642	7,115	14,677	21,792	6,691	13,602	20,293
Temporary employees	91	65	156	84	71	155	105	151	256	101	120	221
Employees by Nationality												
Thai			23,002			22,740			21,995			20,462
Japan			30			32			27			26
England			5			6			7			6
China			4			4			4			3
Australia			3			3			3			3
Other nationalities			10			12			12			14



Performance Data	2018			2019			2020			2021		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Employees by Level and Age												
Total Management	717	756	1,473	726	784	1,510	733	819	1,552	701	825	1,526
Percentage of total management	48.7	51.3	100	48.1	51.9	100	47.2	52.8	100	45.9	54.1	100
Aged over 50 years	360	300	660	365	313	678	373	344	717	368	393	761
Aged 30–50 years	356	456	812	356	471	827	358	475	833	330	431	761
Aged under 30 years	1	0	1	5	0	5	2	0	2	3	1	4
Top Management	43	21	64	42	22	64	44	23	67	38	25	63
Percentage of top management	67.2	32.8	100	65.6	34.4	100	65.7	34.3	100	60.3	39.7	100
Aged over 50 years	38	18	56	39	20	59	40	21	61	36	24	60
Aged 30–50 years	5	3	8	3	2	5	4	2	6	2	1	3
Aged under 30 years	0	0	0	0	0	0	0	0	0	0	0	0
Middle Management	257	227	484	267	234	501	269	250	519	262	253	515
Percentage of middle management	53.1	46.9	100	53.3	46.7	100	51.8	48.2	100	50.9	49.1	100
Aged over 50 years	146	118	264	155	123	278	159	139	298	163	156	319
Aged 30–50 years	111	109	220	112	111	223	110	111	221	99	97	196
Aged under 30 years	0	0	0	0	0	0	0	0	0	0	0	0
Junior Management	417	508	925	417	528	945	420	546	966	401	547	948
Percentage of junior management	45.1	54.9	100	44.1	55.9	100	43.5	56.5	100	42.3	57.7	100
Aged over 50 years	176	164	340	171	170	341	174	184	358	169	213	382
Aged 30–50 years	240	344	584	241	358	599	244	362	606	229	333	562
Aged under 30 years	1	0	1	5	0	5	2	0	2	3	1	4



Performance Data	2018			2019			2020			2021		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Staff	6,866	14,559	21,425	6,726	14,406	21,132	6,382	13,858	20,240	5,990	12,777	18,767
Aged over 50 years	2,303	2,140	4,443	2,314	2,202	4,516	2,303	2,267	4,570	2,341	2,306	4,647
Aged 30–50 years	3,094	6,929	10,023	3,057	7,590	10,647	2,984	8,004	10,988	2,851	8,059	10,910
Aged under 30 years	1,469	5,490	6,959	1,355	4,614	5,969	1,095	3,587	4,682	798	2,412	3,210
Management (Temporary Employees)	39	15	54	37	15	52	38	14	52	37	12	49
Aged over 50 years	34	14	48	32	13	45	34	13	47	33	11	44
Aged 30–50 years	5	1	6	5	2	7	4	1	5	4	1	5
Aged under 30 years	0	0	0	0	0	0	0	0	0	0	0	0
Staff (Temporary Employees)	52	50	102	47	56	103	67	137	204	64	108	172
Aged over 50 years	8	3	11	9	5	14	12	11	23	11	13	24
Aged 30–50 years	15	10	25	14	11	25	18	15	33	21	14	35
Aged under 30 years	29	37	66	24	40	64	37	111	148	32	81	113
Share of Women in Management Positions in Revenue-Generating Functions (% of All Such Management)	48.10			49.60			52.46			53.88		

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

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

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



New Employees

Performance Data	2018			2019			2020			2021		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total Number of New Employee Hires	546	968	1,514	612	1,319	1,931	340	733	1,073	246	394	640
Percentage of total new employees	7.1	6.3	6.6	8.1	8.6	8.5	4.7	4.9	4.9	3.6	2.9	3.1
The Average Hiring Cost per FTE (Baht)	19,565			14,705			7,350			12,487		
New Employees by Location												
Head Office	415	654	1,069	434	908	1,342	264	503	767	207	314	521
Metropolitan	98	245	343	165	350	515	61	185	246	28	70	98
Other provinces	33	69	102	13	61	74	15	45	60	11	10	21
New Employees by Nationality												
Thai			1,506			1,918			1,056			632
Other nationalities			8			13			17			8
New Employees by Level												
Top management	1	1	2	0	0	0	2	1	3	0	2	2
Middle management	7	6	13	14	10	24	7	7	14	3	3	6
Junior management	21	11	32	16	9	25	11	4	15	15	3	18
Staff	429	840	1,269	497	1,207	1,704	218	540	758	204	340	544
Management (Temporary employees)	28	15	43	28	18	46	25	15	40	3	0	3
Staff (Temporary employees)	60	95	155	57	75	132	77	166	243	21	46	67
New Employees by Age												
Aged over 50 years	35	22	57	38	27	65	39	31	70	5	4	9



Performance Data	2018			2019			2020			2021		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Aged 30–50 years	102	146	248	108	167	275	75	117	192	71	78	149
Aged under 30 years	409	800	1,209	466	1,125	1,591	226	585	811	170	312	482
Internal Hires												
Percentage of open positions filled by internal candidates			64			61			70			60

Employee Turnover

Performance Data	2018			2019			2020			2021		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total Number of Employee Turnover*	800	1,428	2,228	749	1,425	2,174	645	1,151	1,796	664	1,484	2,148
Total employee turnover rate	10.4	9.3	9.7	9.9	9.3	9.5	8.9	7.8	8.1	9.8	10.8	10.5
Number of Voluntary Turnover**	721	1,360	2,081	641	1,352	1,993	551	1,055	1,606	618	1,432	2,050
Voluntary employee turnover rate	9.4	8.8	9.0	8.5	8.9	8.7	7.6	7.1	7.3	9.1	10.4	10.0
Employee Turnover by Nationality												
Thai			2,214			2,159			1,776			2,140
Other nationalities			14			15			20			8
Employee Turnover by Level												
Top management	3	2	5	1	0	1	2	0	2	6	1	7
Middle management	11	10	21	19	15	34	15	12	27	20	16	36
Junior management	26	23	49	37	24	61	37	14	51	39	14	53



Performance Data	2018			2019			2020			2021		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Staff	693	1,290	1,983	598	1,299	1,897	509	1,024	1,533	567	1,375	1,942
Management (Temporary employees)	26	15	41	30	18	48	24	16	40	7	4	11
Staff (Temporary employees)	41	88	129	64	69	133	58	85	143	25	74	99
Employee Turnover by Age												
Aged over 50 years	281	246	527	305	256	561	293	247	540	286	294	580
Aged 30–50 years	201	374	575	155	426	581	127	315	442	161	571	732
Aged under 30 years	318	808	1,126	289	743	1,032	225	589	814	217	619	836

Note:

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

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

Maternity Leave and Parental Leave

Performance Data	2018			2019			2020			2021		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of employees eligible for maternity/parental leave	7,674	15,380	23,054	7,536	15,261	22,797	7,220	14,828	22,048	6,792	13,722	20,514
Number of employees taking maternity/parental leave	73	547	620	103	604	707	73	355	428	80	78	158
Number of employees returning to work after maternity/parental leave	73	541	614	101	580	681	73	355	428	80	78	158
Number of employees returning to work after maternity/parental leave and continuing working for the next 12 months	72	516	588	101	580	681	73	355	428	80	74	154



Performance Data	2018			2019			2020			2021		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Return of work rate of employees taking maternity/parental leave	100	98.9	99.0	98.1	96.0	96.3	100	100	100	100	100	100
Retention rate of employees taking maternity/parental leave	98.6	95.4	95.8	100	100	100	100	100	100	100	94.9	97.5

Employee Performance Evaluation and Remuneration

Performance Data	2018			2019			2020			2021		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Employee Evaluation												
Total number of employees evaluated	7,583	15,315	22,898	7,327	14,581	21,908	7,003	14,509	21,512	6,623	13,452	20,075
Percentage of total employees evaluated			100			100			100			100
Employee Evaluation by Level												
Management (%)			100			100			100			100
Staff (%)			100			100			100			100
Ratio of Salary of Male to Female Employees												
Executive level			1 : 0.65			1 : 0.68			1 : 0.69			1 : 0.64
Management level			1 : 0.91			1 : 0.90			1 : 0.90			1 : 0.88
Non-management level			1 : 0.82			1 : 0.84			1 : 0.84			1 : 0.85

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



Employee Training and Development

Performance Data	2018			2019			2020			2021		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total Number of Employees Taking Training	6,138	14,343	20,481	5,933	14,018	19,951	6,953	15,308	22,261	6,766	14,783	21,549
Employee Training by Level												
Top management							31	20	51	37	25	62
Middle management							261	242	503	275	269	544
Junior management							393	547	940	409	551	960
Staff							6,268	14,499	20,767	6,045	13,938	19,983
Employee Training by Age												
Aged over 50 years							2,458	2,700	5,158	2,436	2,714	5,150
Aged 30–50 years							3,283	8,692	11,975	3,301	8,908	12,209
Aged under 30 years							1,212	3,916	5,128	1,029	3,161	4,190
Average Training Hours per FTE	22.0	35.0	30.5	42.9	61.9	55.6	32.16	42.88	39.37	51.06	70.44	64.02
Average Training Hours by Level												
Top management										9.08	12.64	10.52
Middle management										31.96	29.56	30.77
Junior management										40.22	43.70	42.22
Staff										53.14	67.02	62.82
Average Training Hours by Type of Training												
Mandatory training							6.16	7.80	7.26	14.37	15.21	14.93
Non-mandatory training							26.00	35.08	32.11	36.69	55.23	49.09



Occupational Health and Safety

Performance Data	2018			2019			2020			2021		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of occupational diseases	0	0	0	0	0	0	0	0	0	0	1	1
Occupational Disease Rate* (ODR)	0	0	0	0	0	0	0	0	0	0	0.03	0.03
Number of work-related injuries with working hours lost	3	3	6	0	0	0	0	1	1	0	1	1
Lost Day Rate* (LDR)	0.07	0.07	0.14	0	0	0	0	0.03	0.03	0	0.03	0.03
Number of employees with recorded work injuries	3	3	6	1	1	2	0	1	1	0	1	1
Work Injury Rate* (IR)	0.07	0.07	0.14	0	0	0.05	0	0.03	0.03	0	0.03	0.03
Number of work-related fatalities	0	0	0	0	0	0	0	0	0	0	0	0
Work-Related Fatalities Rate	0	0	0	0	0	0	0	0	0	0	0	0
Absentee Rate			1.52			0.36			0.63			0.61

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



Environmental Performance

Description	Unit	2018	2019	2020	2021
Energy Use Within the Organization¹					
Total Energy Consumption within the Organization (Non-Renewable)	Gigajoules	562,889	560,931	601,592	543,853
	Megawatt-Hours	156,358	155,814	167,109	151,070
Energy intensity ratio	Gigajoules per FTE	24.42	24.61	25.75	25.91
Total Electricity Consumption ²	Gigajoules	421,120	417,024	440,680	415,335
	Megawatt-Hours	116,978	115,840	122,411	115,371
Total Fuel Consumption from Non-Renewable Energy ³	Gigajoules	137,353	139,488	160,912	128,518
<u>Diesel</u> fuel for emergency power generators and fire pumps	Gigajoules	909	990	1,469	706
	Liters	24,965	27,174	40,329	19,385
<u>Diesel</u> fuel for vehicles used in operations	Gigajoules	4,611	6,492	7,163	7,297
	Liters	126,598	178,252	196,675	200,366
<u>Gasoline</u> fuel for vehicles used in operations	Gigajoules	131,833	132,007	152,280	121,517
	Liters	4,328,083	4,333,773	4,850,223	4,113,663
Air Business Travel⁴					
Total air business travel	Total Distance (Kilometers)	313,214	6,461,483	829,886	93,430
Total CO ₂ emissions from air business travel	Tonnes of CO ₂ Equivalents	22.74	680.51	84.78	9.74
Greenhouse Gas Emission (GHG Emission)⁵					
Total Direct (Scope 1) GHG emissions	Tonnes of CO ₂ Equivalents	12,189	12,312	14,039	11,619
Total Energy indirect (Scope 2) GHG emissions	Tonnes of CO ₂ Equivalents	68,093	67,430	61,193	57,674
Total GHG Scope 1 & 2 emissions	Tonnes of CO ₂ Equivalents	80,282	79,742	75,232	69,293



Description	Unit	2018	2019	2020	2021
Total GHG Scope 1 emissions intensity	Tonnes of CO ₂ Equivalents per FTE	0.53	0.54	0.64	0.55
Total GHG Scope 2 emissions intensity	Tonnes of CO ₂ Equivalents per FTE	2.95	2.96	2.78	2.75
Total GHG Scope 1 & 2 emissions intensity	Tonnes of CO ₂ Equivalents per FTE	3.48	3.50	3.41	3.30
Water and Effluents⁶					
Total Water Withdrawal	Million Cubic Meters	0.64	0.62	0.58	0.46
• In all areas (Third-party water; Fresh water ≤ 1,000 mg/L Total Dissolved Solids)	Cubic Meters	640,738	620,082	578,300	461,668
• In areas with water stress	Cubic Meters	N/A	N/A	N/A	40,055
Water withdrawal intensity	Cubic Meters per FTE	27.79	27.20	26.09	21.99
Total CO ₂ emissions from water withdrawal	Tonnes of CO ₂ Equivalents	345.74	334.60	325.12	249.09
Total Water Discharge to Surface Water	Cubic Meters	512,590	496,066	462,640	369,334
• Volume (≤ 1,000 mg/L Total Dissolved Solids)	Cubic Meters	N/A	N/A	462,640	369,334
Total water discharge to surface water in areas with water stress	Cubic Meters	N/A	N/A	N/A	32,044
• Volume (≤ 1,000 mg/L Total Dissolved Solids)	Cubic Meters	N/A	N/A	N/A	32,044
Total Water Consumption	Cubic Meters	128,148	124,016	115,660	92,331
Total water consumption in areas with water stress	Cubic Meters	N/A	N/A	N/A	8,011
Use of Recycled Water					
Total recycled water used	Cubic Meters	45,207	50,109	42,399	23,543
Equivalent of the total volume of water consumed	Percentage	7	8	7.33	5



Description	Unit	2018	2019	2020	2021
Waste⁷					
Total Waste Generated	Metric Tonnes	871.38	3,841.59	4,559.34	2,753.73
Waste generated intensity	Kg per FTE	N/A	168.51	206.79	131.19
	Metric Tonnes per FTE	N/A	0.17	0.21	0.13
Total Weight of <u>Hazardous Waste</u> Diverted from Disposal (Recycled E-Waste)	Metric Tonnes	98.13	34.59	32.14	45.13
Total Weight of <u>Non-Hazardous Waste</u> Directed to Disposal	Metric Tonnes	773.25	3807	4,527	2,708.6
• Total waste landfill	Metric Tonnes	263.25	3,267	3,961	2,147
Total weight of non-hazardous waste disposed by landfill (General waste from the five headquarter buildings)	Metric Tonnes	N/A	N/A	1,148	478.57
• Total waste recycled	Metric Tonnes	N/A	N/A	12.15	19.43
Total weight of non-hazardous waste disposed by recycling (Recycled waste from the five headquarter buildings)	Metric Tonnes	N/A	N/A	12.15	19.43
• Total weight of paper sent to recycling	Metric Tonnes	510	540	554	542.5
Total Weight of Recycled Waste	Metric Tonnes	608	575	598	607
Total Weight of Disposed Waste	Metric Tonnes	263	3,267	3,961	2,147
Paper Used⁸					
Total weight of A4 office paper used	Metric Tonnes	880.12	1,012	1,037	918.3
Total CO ₂ emissions from A4 office paper used	Tonnes of CO ₂ Equivalents	1,003	1,153	1,182	1,046.8



Notes to the Foregoing Data and Statistics for References:

1. Total energy consumption within the Bank is calculated based on the Energy Content of Fuel Table (Net Calorific Value) of the Department of Alternative Energy Development and Efficiency, Ministry of Energy. Energy consumption includes electricity, diesel fuel for emergency power generators and fire pumps, and gasoline volume for vehicles used in the Bank's operations.
2. Data on the Bank's electricity consumption is from the meters of the Metropolitan Electricity Authority and the Provincial Electricity Authority. Higher electricity consumption during 2020-2021 was due to the extension scope of data collection to cover electricity usage in branches located in rented spaces as well as all the Bank's ATM. Electricity consumption from those ATM without meters was estimated from the average rate of electricity consumption of each type of ATM the Bank is using.
3. Based on data from the Bank's fuel expense database, in 2020 the volume of fuel consumption of back-up power generators increased because of higher electricity consumption from power generators in more big buildings additional to the previous year.
4. The Bank began collecting data on the volume of air travel for business purposes in 2018 when it only covered travel of a portion of employees. From 2019, the data collection scope was extended to cover all employees in the organization. In 2020 the volume of air travel declined significantly due to the Covid-19 outbreak. Note that the calculation of GHG emissions was based on the emission factor according to the standards of the Ministry of Energy and the 2019 UK Industrial Policy.
5. Greenhouse gases consist of carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), sulfur hexafluoride (SF₆) and chlorofluorocarbons (CFCs).
 - GHG under Scope 1 consists of direct emissions that the Bank controls and monitors calculated from (1) Fuel consumption of back-up power generators, fire pumps and vehicles used for day-to-day operations. (2) The volume of refrigerants leaking from the air-conditioning system and fire extinguisher chemicals estimated from purchasing orders, and (3) The volume of methane gas from septic tanks estimated from the number of employees of each building. The calculation of the quantity of Scope 1 GHG emissions is based on the emission factor according to the quantification of the carbon footprint of an organization set by the Thailand Greenhouse Gas Management Organization (Public Organization).
 - GHG under Scope 2 consists of indirect emissions that the

Bank controls and monitors calculated from the electricity consumption of the Bank referring to the meters of the Metropolitan Electricity Authority and the Provincial Electricity Authority including electricity consumption from ATM without meters estimated from the average rate of electricity consumption of each type of ATM the Bank is using. The emission factor for 2018-2019 is 0.5821 kgCO₂e/kWh and for 2020-2021 is 0.4999 kgCO₂e/kWh based on the emission factor according to the quantification of the carbon footprint of an organization set by the Thailand Greenhouse Gas Management Organization (Public Organization) in January 2017 and April 2020 respectively. For this Sustainable Development Report, the Bank adjusted the calculation of 2020 data to include the electricity consumption of all ATM to be able to compare this with 2021 data. The Bank changed the emission factor used in calculating GHG Scope 2 in 2020 from 0.6933 kgCO₂e/kWh to 0.4999 kgCO₂e/kWh, resulting in the difference between the data in the 2020 Sustainability Report.

6. Water consumption volume is calculated from the meters of the Metropolitan Waterworks Authority and the Provincial Waterworks Authority. For 2021, water consumption declined due to the Covid-19 situation.
7. General waste comprises (1) general waste from the Bank's five big buildings (Head Office Building, Trinity Building, Rama III Building, Building 3 and Saengthong Thani Tower) which was disposed of by Bang Rak District Office and Yannawa District Office using landfill methods, and (2) general waste from those other than the five big buildings namely branch buildings and operations support centers across Thailand which was estimated using the average weight of waste per person from the Department of Public Works and Town & Country Planning, the number of employees and the number of working days. The Bank started collecting recycled waste data separately in July 2020. The data covers only the five big buildings including the head office building and the recycled waste in this report includes soda cans, plastic cups, plastic bottles, glass bottles and paper boxes and excludes electronic waste, used paper, and check paper which were also sent for recycling.
8. The result of the paperless campaign is based on the Bank's paper use data and the quantity of GHG emissions calculated from the emission factor according to the carbon footprint of paper products set by the Thailand Greenhouse Gas Management Organization (Public Organization) 1.140 kgCO₂e/kg

Data Boundaries

- **Data on Energy Consumption and GHG Emissions.**
2018 data covers the group of our five big buildings (namely, the Head Office Building, Trinity Building, Rama III Building, Building 3 and Saengthong Thani Tower), operations support centers, and branches excluding branches located in rental spaces. Since 2020, the data coverage was extended to the whole organization including our five big buildings, all operations support centers and all branches.
- **Water Consumption**
2018 data covers the group of our five big buildings (namely, the Head Office Building, Trinity Building, Rama III Building, Building 3 and Saengthong Thani Tower), operations support centers, and branches excluding branches located in rental spaces. Since 2020, the data coverage was extended to the whole organization including our five big buildings, all operations support centers and all branches.
- **Data on Fuel Energy Consumption for All Types of Vehicles Used in the Bank's Operations.**
2018 data covers the whole organization including our five big buildings including the Head Office building, all operations support centers and all branches.
- **Waste**
2018 data covers the group of our five big buildings (namely, the Head Office Building, Trinity Building, Rama III Building, Building 3 and Saengthong Thani Tower). Since 2019, the data coverage was extended to the whole organization including our five big buildings, all operations support centers and all branches.



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Assurance Statement



LRQA Independent Assurance Statement Relating to Bangkok Bank Public Company Limited's Sustainability Report for the calendar year 2021 (1st January 2021 – 31st December 2021)

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

Terms of engagement

LRQA was commissioned by Bangkok Bank Public Company Limited (BBL) to provide independent assurance on its Sustainability Report 2021 ("the report") using AA1000AS v3, where the scope was a Type 2 engagement, and the assurance criteria below¹. A moderate 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 indirect GHG emissions data where a high level of assurance at 5% materiality has been applied.

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

- Evaluating the nature and extent of BBL's adherence to the AA1000 AccountAbility Principles (2018):
 - Inclusivity, Materiality, Responsiveness and Impact.
- Confirming that the Report is in accordance with:
 - GRI Standards (2016) and core option, 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 withdrawal
 - GRI 303-4: Water discharge
 - GRI 303-5: Water consumption
 - GRI 305-1: Direct GHG emissions (Scope 1)²
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 - GRI 305-3: Other Indirect GHG emissions (Scope 3, Category 6 – business travel by Air only)
 - GRI 306-3: Waste generated
 - GRI 306-4: Waste diverted from disposal
 - GRI 306-5: Waste directed to disposal
 - GRI 404-1: Average hours of training per year per employee
 - GRI 403-9 Work-related injuries (absenteeism rate only)
 - Initiatives to enhance financial inclusions (FS7)

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

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

LRQA's Opinion

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

- met the requirements above
- disclosed reliable performance data and information for the selected environmental and social 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 check source data from sites.

¹ <https://www.globalreporting.org>

² GHG quantification is subject to inherent uncertainty.



LRQA's approach

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

- Assessing BBL's approach to stakeholder engagement to confirm that issues raised by stakeholders were captured correctly. We did this through interviews with external stakeholders and reviewing documents and associated records.
- Reviewing BBL's process for identifying and determining material issues to confirm that the right issues were included in their report. We did this by benchmarking reports written by BBL and its peers to ensure that sector specific issues were included for comparability. We also tested the filters used in determining material issues to evaluate whether BBL makes informed business decisions that may create opportunities that contribute towards sustainable development.
- Auditing BBL's data management systems to confirm that there were no significant errors, omissions or mis-statements in the report. We did this by reviewing the effectiveness of data handling procedures, instructions, and systems, including those for internal verification. We also spoke with those key people responsible for compiling the data and drafting the report.
- Sampling of evidence presented at BBL's head office in Bangkok to confirm the reliability of the selected environmental and social 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 BBL's stakeholder engagement process. BBL has open dialogue with all of its stakeholders, though the frequency of engagement with trade unions would benefit from more regular scheduling.
- Materiality: We are not aware of any material issues concerning BBL's sustainability performance that have been excluded from the report. It should be noted that BBL has established extensive criteria for determining which issue/aspect is material and that these criteria are not biased to the company's management.
- Responsiveness: BBL has established and implemented processes for responding to the concerns of various stakeholder groups especially in relation with environmental and social performance. For example: BBL has certified and registered as a Carbon Neutral Organization its Head Office building.
- Impact: BBL should further address key quantitative impacts regarding GHG scope 3 (Corporate Value Chain Accounting) and occupational, health and safety as well as other material issues, in future reports.
- Reliability: Data management systems are properly defined for the selected environmental and social indicators. However, we believe that BBL's future reports should disclose cooling consumptions from branch operations.

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 BBL and as such does not compromise our independence or impartiality.

Kamiga S.

LRQA Lead Verifier
Kamiga Sukkeaw

Date: 28 February 2022

On behalf of LRQA (Thailand) Limited
22nd Floor, Sirinrat Building, 3388/78 Rama IV Road
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