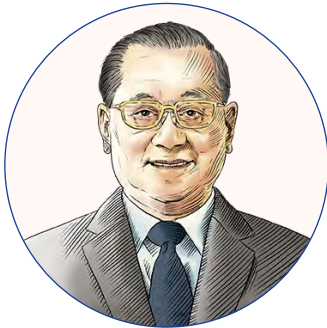


CREATING
Value
TOGETHER



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CREATING VALUE TOGETHER



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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

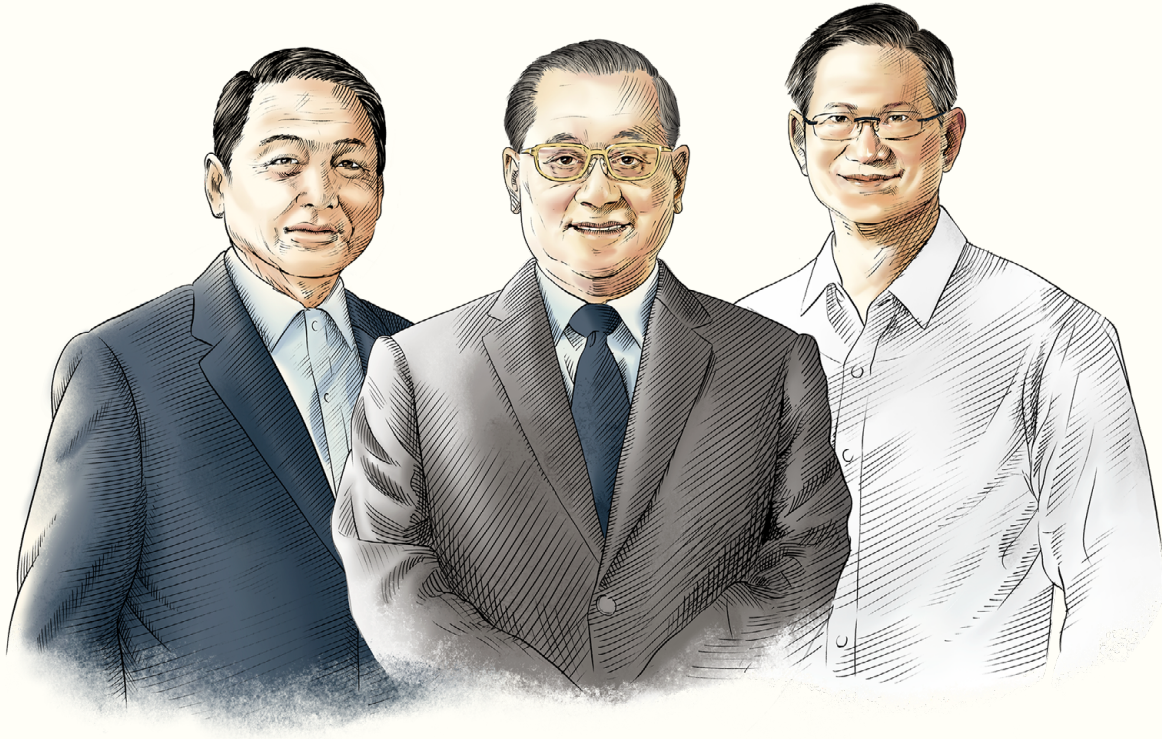


To work as a team with shared goals



To give importance to personnel development





MESSAGE FROM THE CHAIRMAN, THE EXECUTIVE CHAIRMAN AND THE PRESIDENT

*STRATEGIES FOR SUSTAINABLE DEVELOPMENT HAVE BEEN
PROGRESSED WHICH LED TO A REFINEMENT OF OUR VISION
AND THE ESTABLISHMENT OF FIVE KEY STRATEGIES:
BE RESILIENT, BE RESPONSIBLE, BE CUSTOMER CENTRIC,
BE CARING AND BE ETHICAL.*

From left to right:

Deja Tulananda, Piti Sithi-Amnuai, Chartsiri Sophonpanich

During the past year, the Coronavirus Disease 2019 (Covid-19) pandemic has led to a global crisis in various aspects including economic conditions, ways of life, and health and safety. This unprecedented crisis has presented significant challenges to Bangkok Bank and our customers. However, it has also presented all of us with the opportunity to learn, understand, adapt and help each other, and to prove our commitment to be a “puan koo kit” (trusted partner) who always stays by our stakeholders’ side. The Bank will continue to advance our business, establish stronger business foundations and strengthen our financial position and working systems. This will enable us to deal with potential threats and changes through prudent business conduct and management under good corporate governance and sustainability principles covering economic, social and environmental dimensions. By prioritizing the interests of our stakeholders we can attain steady and balanced growth, which is the foundation for long-term sustainable development.

When considering our role in society, we believe our business stability to be of the greatest importance as it affects all stakeholders. It enables us to alleviate and remedy difficulties so they can weather the Covid-19 crisis without serious harm. Overcoming the challenges posed by this crisis demonstrates how we have consistently pursued our business in line with sustainable development guidelines for the financial sector. This has contributed to supporting the business continuity and personal resilience of all our stakeholders, especially employees, customers, counterparties, and our communities including those near our head office, branches and other locations around Thailand as well as those in other countries.

This Sustainability Report forms part of the Bank’s Annual Report and it provides a platform for us to report on our business and sustainable development activities during the past year. The content covers materiality issues and key trends that the Bank anticipates in the short, medium and long term.

With regard to the Bank’s vision and strategies for sustainable development, we have progressed these under our key strategic framework that values our internal and external stakeholders. These stakeholders participated in analyzing and reviewing the Bank’s materiality issues on sustainability, taking into account the latest situation and trends. Their efforts led to a refinement of our vision and the establishment of five key strategies: Be Resilient, Be Responsible, Be Customer Centric, Be Caring and Be Ethical. These cover 15 sustainable development goals, as presented in this report.

When developing our materiality issues and sustainability strategy, the Bank considered major global and national trends that affect our business and the society in which we operate, such as climate change and cybersecurity. Placing our present and past activities within this sustainability framework helps us to focus our vision and business strategies while providing a clear path to achieving the United Nations Sustainable Development Goals (SDG).

Aside from the monitoring and refinement of our sustainability vision and strategies, we have reviewed possible changes in relevant rules, regulations and standards in order to proactively prepare for a new landscape under enhanced conditions and standards related to sustainability at both the national and international level.

We carefully monitor our business so we are ready for changes in information reporting requirements. For example, the Office of Securities and Exchange Commission (SEC) will adjust its rules to combine the Annual Registration Statement (Form 56-1) and the Annual Report (Form 56-2) into one report (Form 56-1 One Report) to raise the level of reporting on sustainability issues regarding environmental, social and governance (ESG) criteria to promote better business conduct under good corporate governance principles. This will be effective for the accounting year ending December 31, 2021, and the Bank, as a listed company on the Stock Exchange of Thailand, must prepare and disseminate information under the new rules starting in 2022. Furthermore, we have prepared to report further on climate change, a topic of international concern where universal standards are being created and enforced so that information on outcomes from activities related to climate change from the business sector can be benchmarked globally under the same standards. In addition, we are actively developing our information management for employee welfare and well-being and extending the scope to cover not just employees but workers across the Bank’s value chain.

Considering our impact on society and the environment, we are attentive to the concept of quantifying how our business activities affect society and the environment in value terms under the guidelines of the World Economic Forum. This helps stakeholders to understand both the positive and negative effects that the Bank has on society and the environment. We are strongly committed to continually developing, adjusting and enhancing our business capabilities and business conduct in ways that are friendly to society and the environment and in accordance with international standards and rules.

The development of digital technology has been a consistent priority across our key events and activities over the past year. The Bank launched the new version of our mobile banking service, Bangkok Bank Mobile Banking, that is more user-friendly for all customer groups, with new features and the ability to rapidly add further features in the future. We also introduced international payment services using QR Code for individual customers and enhanced financial transactions and expedited payments for small businesses. These are some of the digital banking products that support financial inclusion by providing enhanced access to the financial services that the Bank offers.

To improve the effectiveness of our trade finance services, we have been developing and implementing blockchain technology that provides faster, more secure transactions for customers and their businesses. In addition, we have introduced facial recognition services linked to the civil registration database (National Digital ID) to protect personal data privacy. These products and services reflect our mission of doing business with responsibility, cybersecurity and personal data protection, which are among the Bank's materiality issues for sustainability.

We are proud of the development of our vision, policies, goals and sustainability measures presented in this 2020 Sustainability Report, resulting from our initiatives, collaborations and stakeholders' understanding of our approach on sustainability. The Bank is also pleased with our progress on sustainability which is in line with well-accepted international standards. Key information and details about our progress, such as activities in the past year, will be presented later in this report. This Sustainability Report is divided into five main sections according to our key sustainability strategies covering 15 materiality issues.

We also take pride in our success in 2020 with recognition by Money & Banking magazine as Bank of the Year 2020. This was the 14th time we received this award and the 10th time in the past 12 years. This award is testament to our commitment to running an effective and well-managed business that can achieve stable and sustainable growth, as well as the teamwork of our highly-qualified employees that consistently creates value for our customers.

Thanks to our performance and efforts regarding sustainable development during 2020, the Bank was selected for inclusion in The Sustainability Yearbook 2021 organized by S&P Global.

In terms of our medium and long-term goals, the Bank places high importance on environmental issues and has established a working group on environmental and energy conservation to drive actions on the environment as per our stated goals. Apart from this, we continue to initiate environmental and energy projects to encourage employees to be aware of and take action to combat global warming and apply this knowledge to their everyday lives. The Bank will continue to support financing for renewable energy development and has established environmental and social risks among the criteria in the credit consideration and approval process.

The Bank is focusing on three key areas that require a strong commitment and that are aligned with our business direction: financial literacy, financial inclusion and providing responsible financial services. From our point of view, these three factors underpin the sustainable business growth of the Bank and align with international trends.

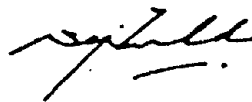
As well as efforts initiated and executed internally, the Bank relies on guidelines from government agencies and ideas including those of the SEC and the Stock Exchange of Thailand. The Bank intends to expand the scope of our sustainability undertakings according to our medium-term and long-term strategic plans and adaptation to changing situations. The Bank supports collaboration with external organizations including the public and private sectors, civil society, non-profit organizations, educational institutions and universities by regularly participating in activities that promote social responsibility and sustainability.

The Bank fully realizes that sustainable investment is made possible through building investors' confidence and attracting them to invest. Investors need to have more information beyond financial reports in order to make informed investment decisions, consistent with international sustainable development guidelines such as Dow Jones Sustainability Indices (DJSI), Global Reporting Initiative (GRI) and those of the domestic organizations mentioned earlier. The Bank adheres to these guidelines and applies them properly to create and enhance our long-term sustainability efforts in a stable and consistent fashion.

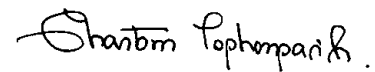
The Bank will provide full support, including providing knowledge and other resources so that all executives and employees, including the sustainable development team, as well as all stakeholders can move effectively toward the SDG under our sustainability strategies, plans and goals.



(Piti Sithi-Amnuai)
Chairman



(Deja Tulananda)
Executive Chairman



(Chartsiri Sophonpanich)
President

ABOUT BANGKOK BANK

Bangkok Bank Public Company Limited is a commercial bank founded on December 1, 1944. The Bank was the first commercial bank and one of the first 16 companies listed on the Stock Exchange of Thailand in 1975, the inaugural year of the exchange.

Since its establishment, the Bank has attached great significance to developing diverse financial products and services catering to customers of different needs and lifestyles as well as promoting access to financial services by offering opportunities and channels for all groups of customers. In addition, the Bank has not only adhered to good corporate governance principles but also to being responsible to society and the environment, and committing to play an important part in national development by providing financial support and financial education for businesses and households. Thanks to these efforts, the Bank is known as a trusted and reliable partner for customers and other stakeholders in line with its core value of being “puan koo kit mit koo baan” (a trusted partner and reliable close friend).

The Bank offers end-to-end financial services for business and individual customers through its widespread branch network in Thailand and foreign countries covering 14 countries and major economies across the world: Cambodia, China, Hong Kong, Indonesia, Japan, Laos, Malaysia, Myanmar, Philippines, Singapore, Taiwan, United Kingdom, United States and Vietnam. The Bank has an extensive correspondent banking network which provides meaningful reciprocal relationships with more than 1,000 foreign correspondent banks. We also provide services through various channels including mobile and internet banking, phone banking and banking agents, in addition to our well-established physical distribution network.

In 2020, the Bank approved the integration of its three branches in Indonesia with PT Bank Permata Tbk (“PermataBank”) to strengthen the foundations of its business in Indonesia. The integration will enable us to support our customers to gain access to business opportunities as well as to offer a broader range of products and services that better serve the needs of customers.

Our strategic focus

The banking sector business has been encountering formidable challenges from fast-changing technologies and consumer behavior, intensifying environmental problems, and the Covid-19 pandemic. These factors have affected people’s way of life, the economy and society at both the local and global level. To respond to this difficult environment, we seek to tackle the challenges and,

where feasible, benefit from them by creating sustainable value for our stakeholders by establishing the following guidelines in five areas:



1 Customer: Focusing on taking close care of customers and helping them to thrive and succeed in times of change, by adhering to the Bank’s commitment as a trusted partner and reliable close friend that seeks to provide assistance to customers through financial support and non-financial professional advice.



2 Quality: Emphasizing sound management of asset quality and adhering to service excellence; maintaining prudent risk management; seeking in-depth understanding of customers’ financial status so that proper support and advice can be offered; and overseeing that customers maintain self-discipline in managing their debts and maintain good financial health.



3 Digital banking: Executing digital transformation under the concept of Digital First through adoption of suitable technologies to develop digital skills in every part of the business, while fortifying the Bank’s corporate governance to protect the personal data and privacy of customers.



4 Efficiency: Stressing creative and effective work enhancement through developing the skills and capabilities of personnel; streamlining work processes; and introducing digital innovations to provide faster and uninterrupted services as well as improving cost management.



5 Growth: Prioritizing business opportunities and economic sectors with high growth potential by looking ahead to grasp new business opportunities; expanding our international business network to support customers looking for business expansion and investment diversification; and emphasizing offerings of financial advisory services, bancassurance and asset management planning as avenues for meeting the specific needs of individual customers.

Guidelines for sustainable business

We recognize stakeholders' expectations for the Bank to foster high standards of social and environmental responsibility and manage multi-faceted risks in a volatile, uncertain, complex and ambiguous (VUCA) world in a prudent and comprehensive manner. To meet these expectations, the Bank has incorporated sustainability concepts and strategies into its strategic plans. This is aimed to help promote agility and resilience amid changes and assist the Bank to manage risks effectively, especially long-term risks that need to be managed continuously given prevailing trends such as an aging and aged society, climate change and pandemics. The Bank has formulated sustainability strategies by considering materiality issues derived from a process of engaging various stakeholders, including executives and employees, as a basis for formulating its strategy. The Bank specifically solicits and encourages its various internal departments and working units to initiate business proposals that are consistent with the

sustainability strategy and incorporates them into the Bank's comprehensive strategic business plans after gaining approval from top management and the Board of Directors. As part of the Bank's business planning and monitoring mechanism, progress of the plan's implementation is closely and regularly monitored by the concerned departments and management with progress updates, deviations and remedial measures regularly reported to the Board of Directors.

The Bank is confident that the integration of sustainability concepts and strategies into its business strategies will be instrumental to its achievement of satisfactory performance and value creation for all stakeholders in a sustainable manner.

The Bank's strategies on sustainability cover four areas as listed below.



Human resource development and retention:

The Bank treats employees equally and fairly, provides for their occupational health and safety, and continually develops their skills.



Management of environmental, social and governance risks:

The Bank conducts its business responsibly, respects human rights and strictly complies with laws, rules and regulations as stipulated by the government. The Bank also manages environmental, social and governance risks and the impacts thereof on its own business as well as on those counterparties in its supply chain.



Supporting inclusive access to financial services:

The Bank provides financial literacy and promotes financial inclusion to prepare for Thailand becoming an aged society, to reduce inequality and build stronger foundations for Thailand's economic system.



Doing business under good corporate governance principles:

The Bank adheres to good corporate governance principles, observes its established business code of conduct, and communicates its business code of conduct to all internal and external stakeholders.

Products and services

Products and services for business customers: Deposit accounts in Thai Baht and other currencies, commercial credit cards, credit card merchant services, payment services, collection services, funds transfers, project finance and revolving credit, financial services for international trade, digital banking for business, QR Code payment services through a mobile banking platform, credit and debit card services via online applications, liquidity management services, financial risk protection services, and investment advisory services for customers pursuing investments in member countries of the ASEAN Economic Community (AEC).

Products and services for individual customers: Savings products such as basic banking accounts, savings deposit accounts, fixed deposit accounts, and foreign-currency deposit accounts, consumer credit cards and debit cards, funds transfers and payment services, digital banking services, QR Code payment services, electronic banking services and self-service machines, personal loans, home loans, and investment products (such as retirement mutual funds and long-term funds) and family protection services (such as life insurance, accident insurance and health insurance).

Service Network

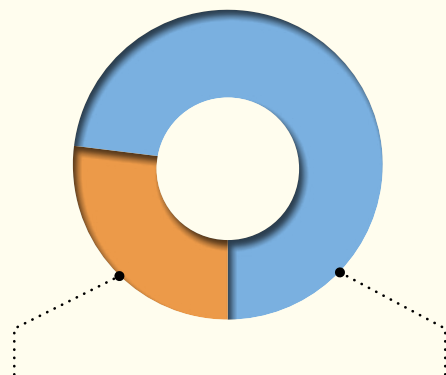
As of December 31, 2020



Domestic Branch Network:

1,128

Branches



307

Branches
in Bangkok

821

Branches
outside Bangkok



International Branch Network:

300+

Branches

3

Includes subsidiaries

Presence in

14

economies

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

Mutual commitment to sustainability

The Bank conducts its business with due consideration of the long-term interests of all stakeholders, and in compliance with the principles, standards and initiatives regarding sustainability at both the national and international level as follows:

Principles, standards and initiatives	Established by	How it is adopted
Sustainable Development Goals (SDG)	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
The United Nations Guiding Principles on Business and Human Rights (UNGP)	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
Banking Industry Code of Conduct for Sustainable Economic Development	Thai Bankers' Association	As a practical guideline
Carbon Footprint for Organization (CFO) equivalent to ISO 14064-1: 2006	Thailand Greenhouse Gas Management Organization (Public Organization)	The Bank has been certified and registered
Thai Financial Reporting Standards: TFRS	Federation of Accounting Professions under Royal Patronage of His Majesty the King	The Bank has complied with the standards, and been audited and certified by an external party
Basel III Accords (International Banking Standards)	Bank of Thailand	The Bank has complied with the requirements
ISO 20022 for Payment Message Standard Related to Financial Services	International Standard Organization in Collaboration with the Bank of Thailand and Electronic Transactions Development Agency	The Bank has complied with the standards
ISO/IEC27001: 2013 (Information Security Management)	The International Organization for Standardization and The International Electrotechnical Commission	The Bank has been certified for ISO/IEC27001: 2013

Participation as a member of organizations and networks

The Bank operates its business in accordance with its ethical code of conduct, good corporate governance and sustainable development principles with the objective of creating value for all stakeholders, society and the environment. The Bank regards support and collaboration with external organizations and

networks as critical to economic growth and providing a better quality of living for people in society. In 2020, the Bank played an important role in promoting collaboration within the banking sector and joined forces with organizations and networks to foster economic and social development in Thailand as listed below:

Organization/agency	The Bank's capacity in respective organizations/agencies
Human Resources Development Club, Thai Bankers' Association	As chairman
SME Business Development Club, Thai Bankers' Association	As chairman
Banking Lawyer Club, Thai Bankers' Association	As chairman
Cash Center Club, Thai Bankers' Association	As chairman
Joint Standing Committee on Commerce, Industry and Banking (JSCCIB)	As a member
Thai Bankers' Association	As a member
Bank and Financial Institutions Internal Audit Club	As a member
Compliance Club, Thai Bankers' Association	As a member
Banking Information Technology Club, Thai Bankers' Association	As a member
Fraud Management Club	As a member
CSR Club, Thai Bankers' Association	As a member
Economic Analysts Club, Thai Bankers' Association	As a member
IT Risk Management Club	As a member
Thai Private Sector Collective Action Against Corruption	As a certified member

The Bank plays an important role in leading, facilitating and/or promoting collaboration between organizations and networks in various sectors including government agencies, associations, boards of trade and educational institutions, both domestic and international, to help deliver the mutual benefits of economic and

social strength and stability, fulfill social responsibility and create sustainable value to concerned stakeholders. In 2020 the Bank provided monetary contributions to various organizations and networks totaling Baht 22.55 million. The top three organizations which received the highest contributions were:

Thai Bankers' Association (TBA)

16.42

Amount (Million Baht)

Chemical Society of Thailand (CST)

1.47

Amount (Million Baht)

Institute of International Finance (IIF)

2.04

Amount (Million Baht)

Others

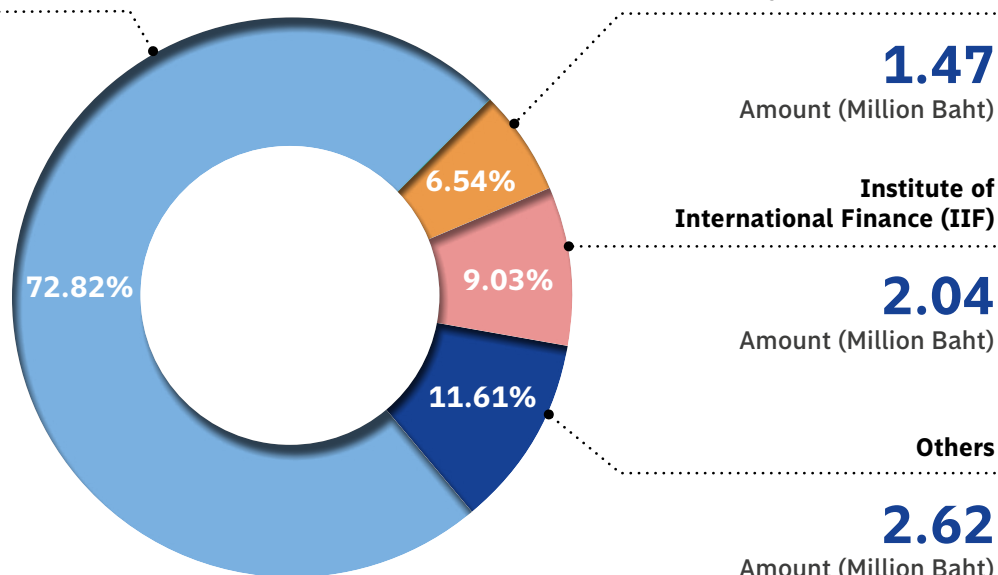
2.62

Amount (Million Baht)

Total

22.55

Amount (Million Baht)



ABOUT THIS REPORT

The Bank publishes its Sustainability Report on a yearly basis to show its commitment to, and the transparency of, its sustainable development implementation which covers economic, social, and environmental aspects and to communicate the results to all stakeholders. This report has been prepared in accordance with the GRI Standards: Core option and disclosed to the Financial Services Sector, edition G4, which cover implementation relating to the Bank's material sustainability issues. This report was published to the general public in March 2021, covering the activity period from January 1, 2020 to December 31, 2020.

To create the Sustainability Report, the Bank adheres to the following principles: 1. Accuracy, 2. Balance, 3. Clarity, 4. Comparability, 5. Reliability, and 6. Timeliness. The process starts from data gathering by the Sustainability Committee and the relevant parties for each topic. Then, the Sustainability Committee will prepare the draft and submit it to the management of each relevant party to review and check the accuracy. The Committee then revises and checks the completeness of the report before presenting it to Executive Committee, Corporate Governance Committee, and Bank Committee in order to get approval to publish the Report to the general public.

To make the Sustainability Report fully complete and for stakeholders to get the most out of it, the Bank then defines the scope of the Report by applying the principles of GRI Standards such as Stakeholder Inclusiveness, Sustainability Context, Materiality, and Completeness.

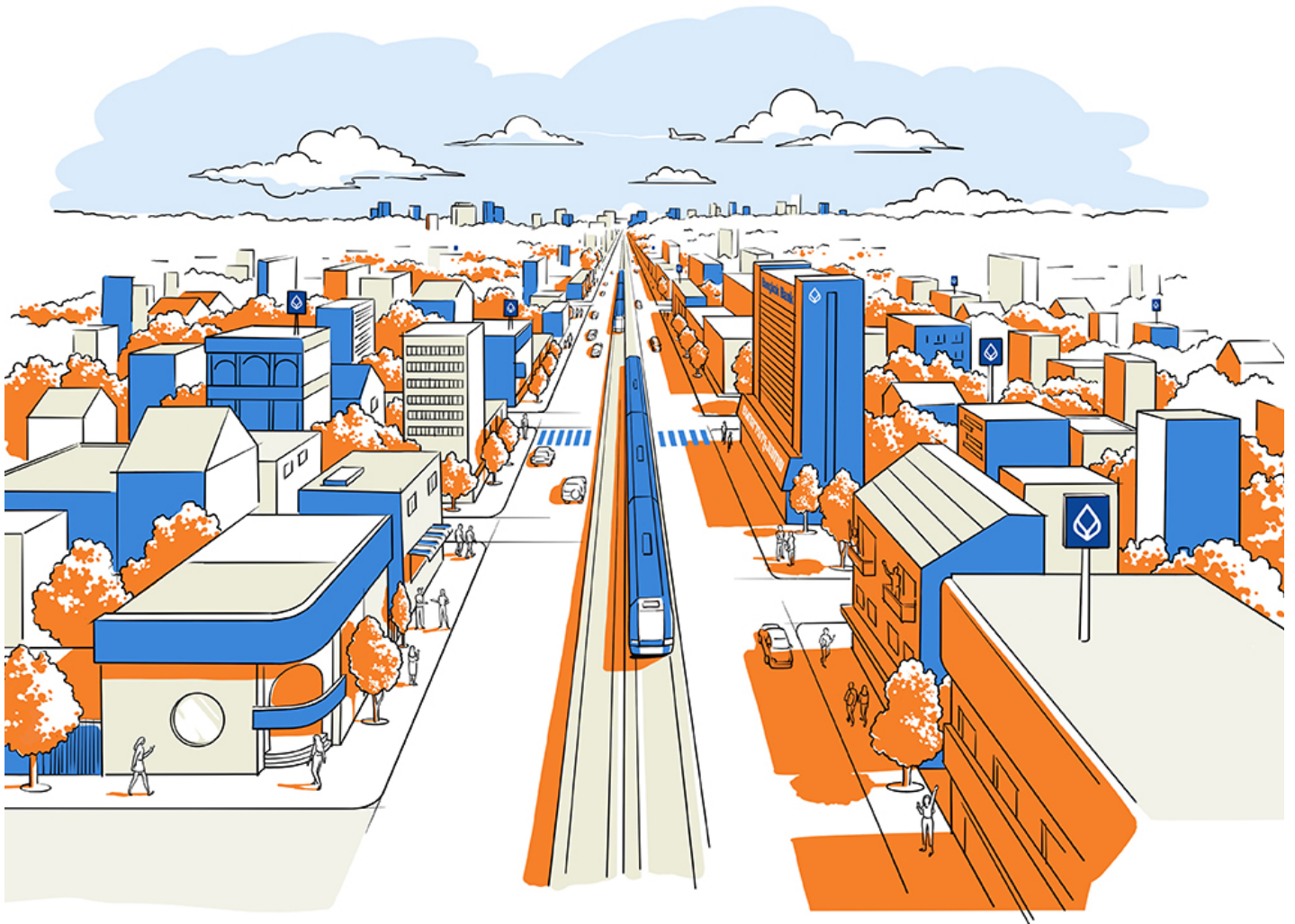
This Sustainability Report covers the materiality issues generated from all external and internal stakeholders through an engagement process. The scope of the Report will cover only Thailand's operations. If the content of the report relates to the business of subsidiary companies, overseas operations, or those outside of Thailand's boundaries, it will be specified.



For comments, suggestions, or requests for further information, please contact:

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

STAKEHOLDER ENGAGEMENT AND EXPECTATIONS



Engagement of both internal and external stakeholders is pivotal to the Bank's sustainable business conduct as it enables the Bank to better understand the expectations, needs and issues of its stakeholders. This understanding will lead to close collaboration for a better response to challenges and the mutually beneficial pursuit of new business opportunities. These actions, in turn, will enhance the development of our products and services to serve the needs of each group of stakeholders while preventing and mitigating any potential risks and negative impacts from carrying out our business. Through stakeholder engagement, the Bank will be able to create value and strengthen good relationships, laying a strong foundation for the Bank's long-term sustainability.

Realizing the importance of stakeholder engagement, the Bank has established guidelines for stakeholder treatment and has published details on its website (<https://www.bangkokbank.com/en/About-Us/Corporate-Governance/Corporate-Governance-Policy>). The Bank has classified its stakeholders into seven groups as adapted from the Stakeholders Engagement Standard AA1000SES: 1. Shareholders and Investors, 2. Employees, 3. Customers (Business and Individual), 4. Counterparties (Suppliers, Service Providers and Contractors), 5. Creditors, 6. Industry Peers, and 7. Community, Society and Environment (including Regulatory Authorities, Public Sector and Mass Media).

Stakeholder	Engagement formats and channels
<p data-bbox="110 703 246 902">1</p>  <p data-bbox="289 791 591 902">Shareholders and investors</p>	<ul data-bbox="675 318 1487 760" style="list-style-type: none"> • Annual General Meeting of Shareholders and Extraordinary General Meeting of Shareholders. • Disclosure of information in the Annual Registration Statement (Form 56–1), Annual Report (Form 56–2) and Sustainability Report published on the Bank’s official website. • Disclosure of information through the SET portal of the Stock Exchange of Thailand, electronic publications and the Bank’s official website. • Meetings with investors and stock analysts (11 persons). • Conference calls with investors and stock analysts (274 persons). • Meetings with stock analysts and individual investors (256 persons). • Investors’ meetings (3 meetings). • Virtual investors’ meetings (5 meetings). • Information inquiries through the Bank’s official website.
<p data-bbox="103 1167 240 1367">2</p>  <p data-bbox="289 1313 526 1367">Customers</p>	<ul data-bbox="675 960 1474 1358" style="list-style-type: none"> • Customer satisfaction survey at least once a year. • Relationship building activities for the Bank and customers throughout the year. • Periodic seminars to provide knowledge about finance, saving, trade and investment, and cyber threats which are held throughout the year. • Customer visits to enhance relationships and accommodate customers’ needs through year-round appointments. • Regular communications via digital channels e.g. LINE, Facebook and Twitter. • Complaint and whistleblowing channels available through Bualuang Phone 1333 or the Bank’s official website www.bangkokbank.com 24 hours a day, 7 days a week.
<p data-bbox="103 1765 240 1964">3</p>  <p data-bbox="289 1915 532 1968">Employees</p>	<ul data-bbox="675 1424 1484 1866" style="list-style-type: none"> • Orientation programs for new employees which are held twice a month. • Nationwide executive conference for policy announcements which is held once a year. • Meetings between the Bank and representatives from the Bangkok Bank Managerial Officers Union, and Bangkok Bank Workers Union on a weekly basis. • News releases through the twice-monthly internal newspaper Our News. • Timely dissemination of interesting news and activities for employees through internal communication channels such as BBL CONNECT, email, and the public address system. • Sharing and exchanging opinions between managers and their team members during the employee performance evaluation period twice a year.

Interests and expectations	The Bank's responses
<ul style="list-style-type: none"> • Satisfactory investment returns. • Effective risk management. • Equitable treatment of shareholders. • Educational and financial support. • Business conduct under good corporate governance principles, business ethics and social and environmental responsibility. • Development of new products and services. • Cybersecurity and personal data privacy protection. 	<ul style="list-style-type: none"> • Efficient and effective management and adaptability to change. • Risk management culture within the organization to manage risk prudently and comprehensively, and maintenance of an adequate capital ratio. • Respect for equitable treatment of shareholders, including their right to propose meeting agendas, send inquiries, nominate qualified persons for directorships, share opinions at meetings and disseminate information through various communication channels. • Educational and financial support for customers, including vulnerable groups. • Business conduct under business ethics and good corporate governance, as well as energy saving and environmental conservation initiatives on the Bank's premises. • Development of new products and services to serve customer needs, especially digital services. • Cybersecurity and compliance with applicable laws and regulations related to personal data privacy protection.
<ul style="list-style-type: none"> • Relief programs for the Covid-19 outbreak. • Fair services. • Development of new products and services. • Financial advice and education. • Convenient, fast and safe financial transactions. 	<ul style="list-style-type: none"> • Provision of supporting measures to help customers affected by the Covid-19 outbreak. • Compliance with a fair service policy for the Bank's customers. • Ongoing development of new products and services that suit the needs of all groups of customers. • Ongoing provision of financial literacy with a format and content suitable for each customer group, including vulnerable groups. • Improvement of mobile banking service to make it faster and safer, and management of cybersecurity and provision of cybersecurity knowledge and awareness to customers.
<ul style="list-style-type: none"> • Suitable compensation, welfare and benefits. • Support for employees and their families affected by the Covid-19 outbreak. • Training for knowledge and skills development. • Occupational health and safety. • Facilities and equipment that are sufficient to accommodate work. • Career advancement. 	<ul style="list-style-type: none"> • Determination of suitable compensation, welfare and benefits that enable employees to live a decent life and which is competitive with industry peers. • Provision of supporting measures for employees and their families affected by the Covid-19 pandemic. • Development of online learning channels for employees to select courses according to their interests with a curriculum that is extensive, up-to-date and compelling. • Provision of occupational health and safety guidelines and adequate health services for employees. • Provision of facilities and equipment of sufficient quality with proper maintenance to keep these in good condition at all times. • Sharing and exchanging opinions between managers and their team members to improve performance as well as training and development programs for employees to prepare them for higher levels of responsibility.

Stakeholder	Engagement formats and channels
<p data-bbox="90 482 245 681">4</p>  <p data-bbox="289 637 630 681">Counterparties</p>	<ul data-bbox="675 305 1471 471" style="list-style-type: none"> • Clarification of the Bank’s rules for new counterparties or new contracts. • Written communication for counterparties in case of material changes in the Bank’s rules. • Regular visits or phone calls to counterparties to strengthen the relationship and exchange opinions on products and services.
<p data-bbox="90 906 245 1106">5</p>  <p data-bbox="289 1061 500 1106">Creditors</p>	<ul data-bbox="675 736 1479 902" style="list-style-type: none"> • Direct and indirect communication via mass media or advertising media as needed. • Suggestion and complaint channels through Bualuang Phone 1333 or the Bank’s official website www.bangkokbank.com 24 hours a day, 7 days a week.
<p data-bbox="90 1331 245 1530">6</p>  <p data-bbox="289 1486 621 1530">Industry peers</p>	<ul data-bbox="675 1161 1487 1400" style="list-style-type: none"> • Exchange of ideas between members of the Thai Bankers’ Association in monthly meetings and collaboration under different clubs and working groups such as CSR Club, Credit Cards Club, 5-Year Plan Working Group and Sustainable Banking Working Group. • 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.
<p data-bbox="90 1831 245 2030">7</p>  <p data-bbox="289 1869 634 2030">Community, society and the environment</p>	<ul data-bbox="675 1588 1479 2030" style="list-style-type: none"> • Production of weekly television programs to promote tourism and small community businesses as well as the regular sharing of knowledge on finance and business administration with the general public and the business sector. • Occasional community, social and environmental activities to promote religion, the arts and Thai culture. • Regular awareness building and knowledge sharing on finance, investment, saving and business administration through training, seminars and various media channels for interested people and businesses. • Suggestion and complaint channels through Bualuang Phone 1333 or the Bank’s official website www.bangkokbank.com 24 hours a day, 7 days a week.

Interests and expectations	The Bank's responses
<ul style="list-style-type: none"> • Transparent, equitable and fair treatment from the Bank. • Accurate and timely payment/compensation. 	<ul style="list-style-type: none"> • Transparent vendor selection criteria and service hiring process, equitable and fair terms and conditions in procurement contracts and strict fulfillment of terms and conditions stipulated in procurement contracts.
<ul style="list-style-type: none"> • Fulfillment of contractual terms and timely interest and principal repayments. • The Bank's business potential. 	<ul style="list-style-type: none"> • Fulfillment of contractual obligations based on integrity and mutual trust as well as effective liquidity management to ensure timely debt repayment. • Proper business strategies and effective risk management to build trust in the Bank's business potential.
<ul style="list-style-type: none"> • Transparent and fair business conduct with meaningful relationships. • Implementation of the strategic plan of the Thai Bankers' Association and the development of financial infrastructure. • Sharing of economic and social viewpoints and perspectives. 	<ul style="list-style-type: none"> • Business conduct under fair competition and supervision of the Bank of Thailand and the Office of the Securities and Exchange Commission. • Provision of full cooperation and resource support for implementing the Thai Bankers' Association's strategic plan and the development of financial infrastructure. • Collaboration in gathering information and proposing economic and social viewpoints to related private and public agencies.
<ul style="list-style-type: none"> • Knowledge on finance, investment, marketing and other topics. • Community development to strengthen communities and build resilience. • Solutions to social and environmental issues in the community. 	<ul style="list-style-type: none"> • Educational support on finance, investment, marketing and other topics from the Bank to businesses and individuals, including vulnerable groups, through knowledge sharing activities, communication via digital channels and mass media as well as employee volunteer programs. • Community development projects in collaboration with various agencies on a regular and ongoing basis and ongoing support for activities promoting religion, the arts and Thai culture. • Social and environmental projects in collaboration with related agencies on a regular basis.

MATERIALITY ISSUES ASSESSMENT

In 2020, the Bank reviewed the existing materiality issues which had been in use since 2018 to update them to be line with and appropriate for the current situation and the next few years. In so doing, the Bank provided an opportunity to all stakeholders to express their opinions on all material aspects that are significant to the Bank, as well as to share their expectations, perspectives and suggestions on the Bank’s operations, in order to underscore the importance of creating value together with stakeholders. The Bank has applied various methodologies to gather information and feedback from stakeholders, such as questionnaires and in-depth interviews, in order to identify materiality issues. There are four steps for assessing the Bank’s materiality issues as follows:



Step 1: Identification

The Bank gathers and makes a preliminary selection of the materiality issues from significant issues or topics of interest to its stakeholders and from the benchmarking study of sustainability trends in the global banking sector as well as widely recognized global sustainability frameworks such as the UN Sustainable Development Goals (SDG), Dow Jones Sustainability Indices (DJSI), and Fair Finance Guide International. The Bank then conducts several rounds of surveys and in-depth interviews with internal and external stakeholders to learn what they expect from the Bank’s sustainability implementation, as well as any other related recommendations before finalizing a list of the materiality issues.

15 Materiality Issues include:



Cyber Security and Customer Data Privacy Protection



Customer Relationship Management



Code of Conduct



Employee Welfare and Well-Being



Digitalization and Innovation



Talent Attraction and Development



Financial Literacy



Human Rights



Risk and Crisis Management



Corporate Governance



Community Development



Supply Chain Management



Responsible Finance



Financial Inclusion



Mitigation of Environmental Footprint and Climate Impact

Internal stakeholder engagement

The Bank conducts in-depth interviews about materiality issues with management and a number of employees, covering new generations and those with high potential. In addition, the Bank conducts surveys via questionnaires with employees at branches, business centers and the head office as well as members of the Bank’s labor unions.

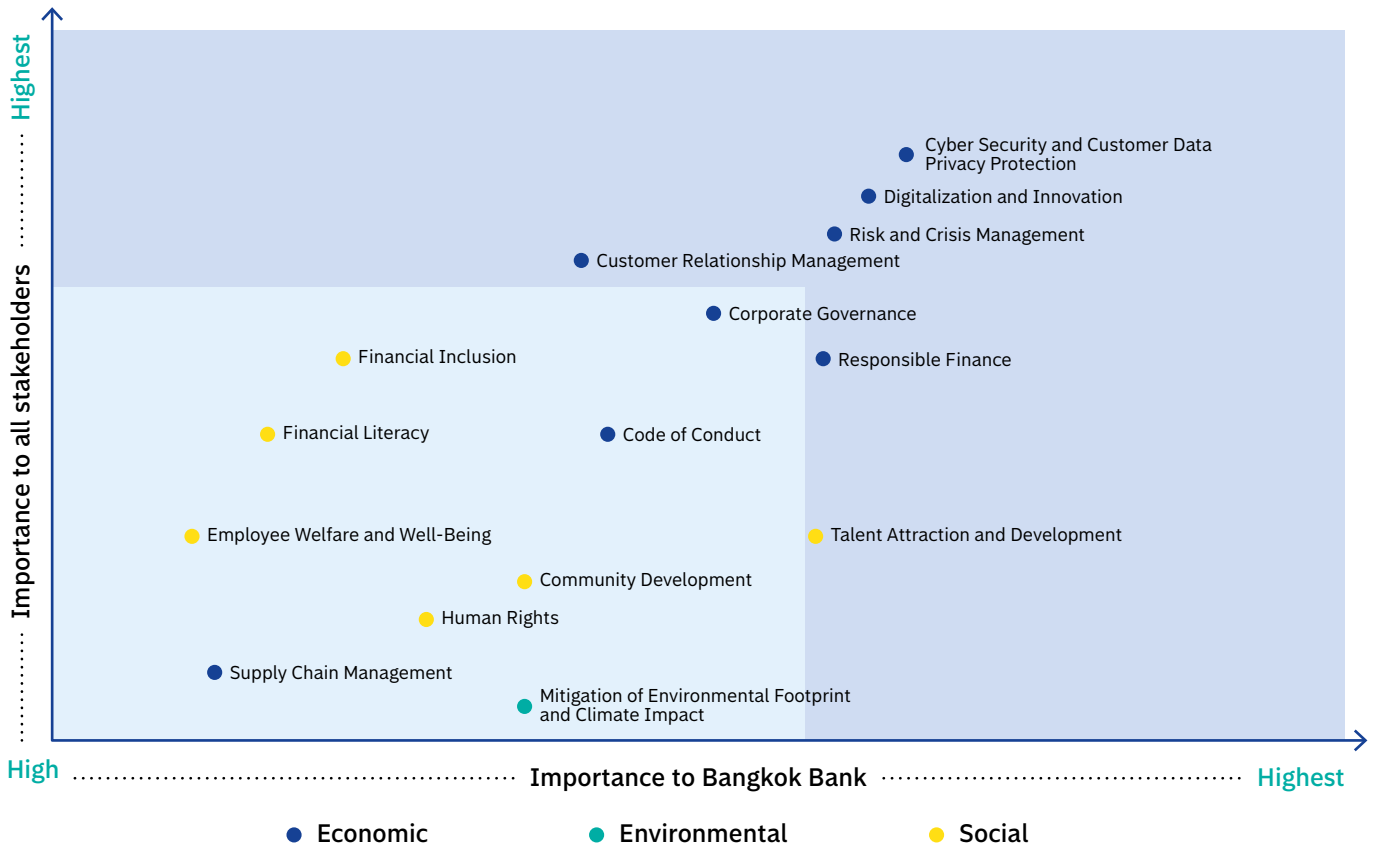
External stakeholder engagement

The Bank conducts a survey about materiality issues through in-depth interviews and questionnaires with external stakeholders such as shareholders, investors, customers, creditors, counterparties, industry peers, regulators and the general public.



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 considering their respective importance to the Bank’s operations (on the horizontal axis) and their respective importance to all stakeholders (on the vertical axis).



Step 3: Screening and examination

The Sustainability Team presents the selected materiality issues and the combined ranking of importance to the Bank and its stakeholders to the Bank’s Management Committee for endorsement and approval. The final selection of materiality issues are then used as targets to establish sustainability directions and develop the Bank’s operational guidelines to address them. There were 15 materiality issues agreed in 2020.



Step 4: Review

As an ongoing review and feedback mechanism, the Bank provides a survey form on the materiality issues and their concerned operations at the end of this Sustainability Report for interested stakeholders to share their opinions. The Bank will use the survey data for further review and improvement of materiality issues together with the concerned sustainability operations of the Bank, as well as improving the report presentation. In addition, the Bank will conduct the above materiality issues identification and assessment exercise every three years.

SUSTAINABILITY PERFORMANCE

The Bank implements sustainability policies, guidelines and activities that promote the UN Sustainable Development Goals (SDG). In 2020, the Bank established five sustainability guidelines that are aligned with 15 materiality issues, each of which has been incorporated as a part of the Bank's strategy to meet the expectations of all stakeholders and to jointly create value for the economy, society and the environment and to support the sustainable growth of the Bank.

Sustainability guidelines	Materiality issues	GRI standards
Be Resilient	Risk and Crisis Management	GRI 102-11, GRI 102-30, GRI 103-1, GRI 103-2, GRI 103-3
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
	Financial Inclusion & Financial Literacy	GRI 102-7, GRI 103-1, GRI 103-2, GRI 103-3, GRI G4-FS14, GRI G4-FS16
	Community Development	GRI 103-1, GRI 103-2, GRI 103-3, GRI 203-1
	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 302-4, GRI 303-1, GRI 303-2, GRI 303-3, GRI 303-4, GRI 303-5, GRI 305-1, GRI 305-2, GRI 305-3, GRI 306-2
Be Customer Centric	Digitalization and Innovation	GRI 103-1, GRI 103-2, GRI 103-3, GRI 203-1, GRI 203-2
	Customer Relationship Management	GRI 102-43, GRI 102-44, GRI 103-1, GRI 103-2, GRI 103-3
	Cybersecurity and Customer Data Privacy Protection	GRI 102-11, GRI 102-12, GRI 103-1, GRI 103-2, GRI 103-3, GRI 418-1
Be Caring	Talent Attraction and Development	GRI 103-1, GRI 103-2, GRI 103-3, GRI 404-1, GRI 404-2
	Employee Welfare and Well-Being	GRI 102-7, GRI 102-8, GRI 103-1, GRI 103-2, GRI 103-3, GRI 401-1, GRI 401-2, GRI 401-3, GRI 404-2, GRI 405-1, GRI 405-2
Be Ethical	Corporate Governance	GRI 102-18, GRI 102-19, GRI 102-20, GRI 102-22, GRI 102-24, GRI 102-26, GRI 102-28, GRI 102-31, GRI 103-1, GRI 103-2, GRI 103-3
	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
	Human Rights	GRI 102-41, GRI 103-1, GRI 103-2, GRI 103-3, GRI 412-1
	Supply Chain Management	GRI 102-9, GRI 102-10, GRI 103-1, GRI 103-2, GRI 103-3, GRI 308-1, GRI 414-1

Scope of impacts		UN Sustainable Development Goals
Internal	External	
Every department	Customers, shareholders, investors, employees, community, society	
Every department	Customers, community, society, environment	
Every department	Customers, community, society	
Every department	Customers, community, society, environment	
Every department	Employees, community, society, environment	
Every department	Customers, entrepreneurs within the same industry, shareholders, investors	
Every department	Customers	
Every department	Customers, shareholders, investors	
Every department	Employees, customers	
Every department	Employees, customers	
Every department	Customers, shareholders, investors	
Every department	All external stakeholders	
Every department	All external stakeholders	
Every department	Partners, community, society, environment	

2020 SUMMARY OF SUSTAINABILITY PERFORMANCE



Be Resilient



Maintained a higher capital adequacy ratio than the level required by the Bank of Thailand which was equivalent to

18.34%



Donated to medical institutions to combat the Covid-19 pandemic

Baht
40
million



Be Responsible



Provided credit for renewable energy projects of

Baht
95,688
million



Provided credit for energy and environmental conservation of

Baht
479.25
million



Provided credit for SME under business loans, Bualuang loans for franchising business, Bualuang green loans, loans for petrol station entrepreneurs and loans for farmers of

more than Baht
25,000
million



Certified by the Thailand Greenhouse Gas Management Organization (Public Organization) for its carbon neutral initiative to fully offset the carbon emissions from the Head Office building in Silom.



Be Customer Centric



Bangkok Bank's mobile banking users increased by

19%

from 2019



Customer Satisfaction Score for branch services from the Voice of Customer survey

94.48%



Financial transactions through Bangkok Bank's mobile banking increased by

60%

from 2019



Mobile Banking Satisfaction Score for Bangkok Bank's mobile banking

81.80%



Be Caring



Human Capital Return on Investment (HCROI)

2.89



Average training hours per employee

40.07



Be Ethical



Zero cases of corruption, violations of the Code of Conduct, unfair market conduct with significant risk to the Bank.



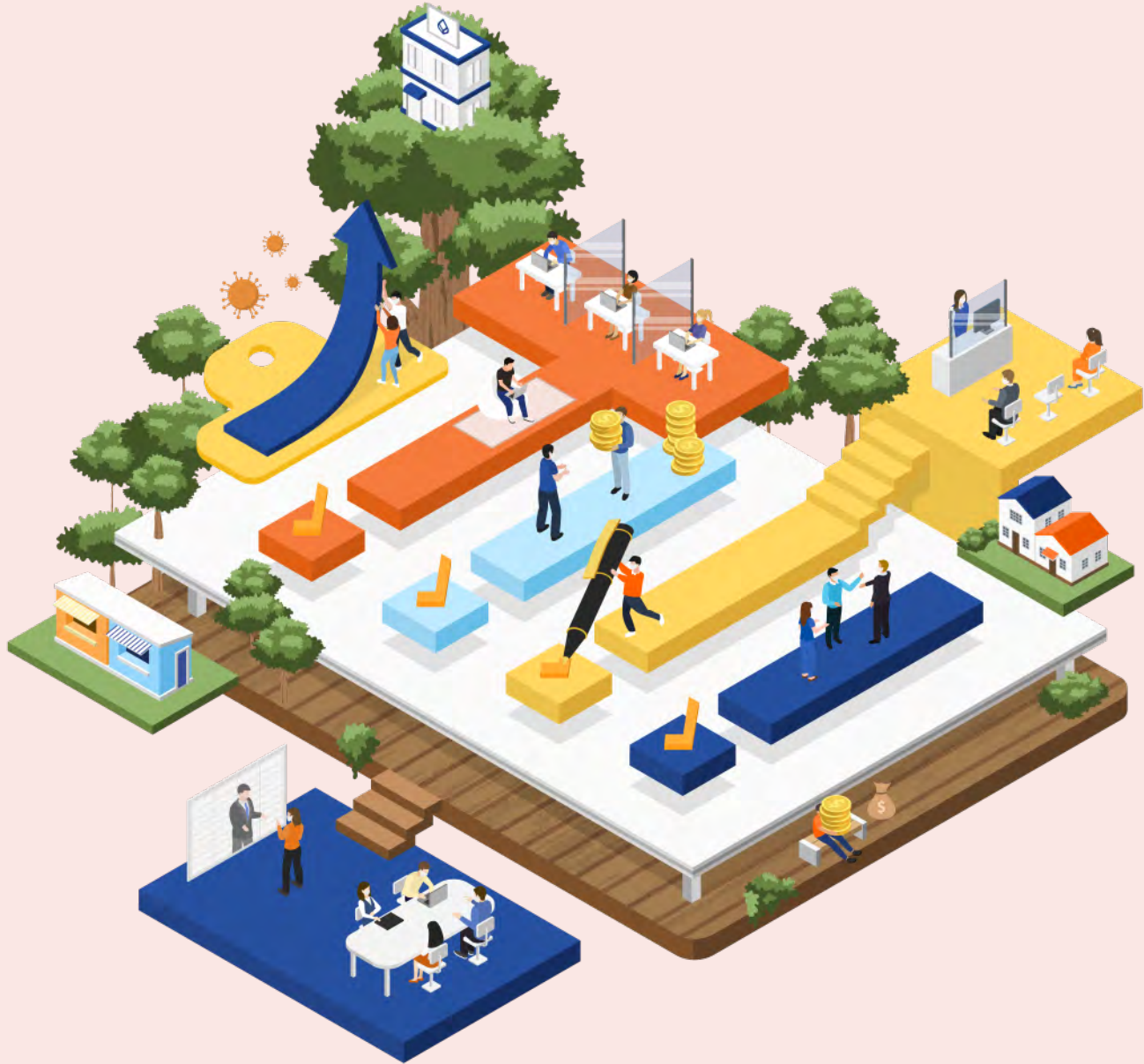
New counterparties and contractors being assessed on ESG risks

100%



"Excellent" rating for the Bank's Annual General Meeting of Shareholders (AGM) from the AGM Quality Assessment Project organized by the Thai Investors Association, Office of Securities and Exchange Commission and Thai Listed Companies Association.

BE RESILIENT



Helping our customers and employees get through the Covid-19 crisis is a key focus for the Bank and we place great emphasis on crisis management to ensure we have sufficient capital to manage related risks. We introduced measures to protect the health of customers and employees, and to boost the morale of employees, while giving support to customers and employees who were affected by the situation.

Risk and Crisis Management

Commitment

The Bank is committed to managing risks and crises in an efficient, transparent, prudent and comprehensive manner, covering all major risks with the objective of attaining sustainable growth and maintaining the longstanding reputation of the Bank as a trusted partner and reliable close friend.

Target for 2020



To maintain the capital adequacy ratio according to Basel III and business requirements.

Long-term targets 2020–2022



To ensure prudent risk management in compliance with rules and regulations as stipulated by the Bank of Thailand as well as maintaining the capital adequacy ratio according to Basel III and business requirements.

2020 Performance highlights



As at December 31, 2020, the capital adequacy ratio of the Bank's financial business group was 18.34 percent, higher than the 12 percent required by the Bank of Thailand for D-SIBs.

The Bank regards risk and crisis management as fundamental to conducting its business as a financial institution given that it helps prevent or alleviate negative impacts or damage from risk factors that can potentially affect business operations and performance. Additionally, business opportunities that come with challenges during crises can be revealed through effective risk and crisis management. The Bank has formulated the risk management policy as a guideline for each type of risk and prepared a business contingency plan that analyzes major risk factors that may impact the Bank's business. The Bank also fosters a strong risk management culture in every part of the organization in order to respond to changes in risk factors and situations during a crisis in a more effective and timely manner.

Risk and crisis management structure

To ensure the efficiency and effectiveness of risk management the Bank has assigned the Board of Directors the highest responsibility of overseeing all risks and formulating risk management policies for all types of risks. In addition, the Risk Oversight Committee assists the Board of Directors in making sure that risk management follows accepted policies and processes for identifying, reviewing and monitoring various types of risks, including credit risk, market risk, operational risk, liquidity risk and technology risk, to ensure that they fall within acceptable levels. The Risk Oversight Committee holds a monthly meeting to deliberate on relevant risk management matters. The Bank has also established committees to be directly responsible for managing specific types of risks, namely the Asset-Liability Management Committee (ALCO) to support and supervise risk management areas concerning liquidity risk and market risk, and the Operational Risk Management Committee (ORM) to support and supervise operational risk and information technology risk as well as business continuity. Lastly, the Risk Management Division is responsible for evaluating, monitoring, controlling and reporting on the risk status of relevant parties and high-level executives on a regular basis.

On crisis management, the Bank has established the Crisis Management Team to take charge during crises and manage emergency situations so that the Bank's business can continue to run without interruption. 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.

Three lines of defense

The Bank has adopted the "three lines of defense" principle that outlines structure as well as roles and responsibilities in risk management as follows.

1. **First line of defense:** Business functions and support functions must have a good understanding of existing risks and be responsible for managing those risks to be within specified levels as consistent with the overall risk management policy.
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 management principles

The Bank has adopted risk management principles to ensure that its business delivers a proper rate of return while risk remains within specified limits. The Bank has a specified risk appetite and it has formulated risk management policies, defined risk management processes and carries out regular reporting of different types of risks to the Risk Oversight Committee and related parties. The review of the suitability of the risk management framework is conducted on a regular basis while an internal capital adequacy assessment process is undertaken once a year to ensure that the Bank maintains its capital at a level sufficient to support inherent risks in conducting business in both regular times and during crises. The lessons from the assessments will be applied to improve the Bank's risk management in the future. Major risks that the Bank faces include strategic risk, credit risk, market risk, operational risk, strategic risk, liquidity risk and information technology risk.

In 2020 the Bank adopted the Thai Financial Reporting Standards (TFRS 9) for financial instruments as a guideline for setting aside reserves for credit impairment to cover expected credit losses to support future uncertainties from economic contraction due to the Covid-19 pandemic. Note that the Bank has set aside higher levels of reserves to cover future credit losses related to this.

The Bank's risk management process consists of four steps as follows:

- 1  Identification of major risks affecting the Bank's overall business undertakings.
- 2  Assessment and measurement of each type of risk.
- 3  Monitoring and mitigation to keep risks within acceptable levels.
- 4  Reporting to relevant parties to manage risks in a timely manner.

Risk management culture building and promotion

The Bank cultivates a risk management culture as a part of its normal business activities by promoting the three lines of defense principle as its risk management framework and fostering risk management throughout the organization. Moreover, risk management is included as one of the subjects in the performance evaluation of employees at management levels.

The Bank has embraced a culture of Customer Centricity, Integrity and Collaboration as a key part of its strategy formulation and operational processes. This emphasizes the importance of the board and management leading by example to strengthen the culture of risk management and to encourage employees at all levels to adhere to the guidelines.

Employee participation in risk management

The Bank encourages all employees to have a good understanding of risk management and to be aware of their roles in managing the risk that falls within their scope of responsibility. Employees shall report risks through proper channels and propose mitigation and solutions to ensure that risk management is a regular part of all work processes. Furthermore, the Bank ensures that its business operations consider risk issues in line with the Risk Control Self-Assessment (RCSA) and accepts opinions and suggestions related to risk issues from employees at all levels. This is to promote employee involvement in risk management and ensure that risk management comprehensively covers all key risk issues.

Risk-aware product/service development process

For product and service development, work systems and processes, the Bank requires related units to be aware of risks and how they might impact the Bank and its stakeholders when considering the feasibility and suitability of respective developments. Impact assessments must be made according to the Bank's rules covering areas such as risk and risk management, accounting, taxes, governance, laws, rules and regulations from authorities to ensure risk management measures are appropriate.

Building awareness and employee development

The Bank provides information about risks related to the Bank's business operations to its employees and executives through its online learning platform BBLearn. Topics include the Personal Data Protection Act (PDPA), fair customer treatment, and anti-corruption and cybersecurity. In addition, the Bank offered knowledge sharing sessions on emerging risks in 2020, such as Secured Lifestyle in Digital Age so that employees are equipped with sufficient knowledge to handle cyber threats that are prevalent in the digital era.



Bangkok Bank

ปรับ lifestyle รับมือภัยทาง Cyber ในยุค Digital

Secured Lifestyle in Digital Age

Friday 20th Nov 2020
Time : 9.00 — 10.30 a.m.

ถ่ายทอดสดผ่าน MS Teams

Speaker

Kitti Kosavisuthe, Ph.D.
Senior Vice President,
Head of Security Management

[CLICK HERE](#) ลงทะเบียนเข้าร่วมงาน
วันที่ - 13 พ.ย. 63

U Safe

Crisis management mechanism

The Bank follows precautionary principles in risk management by adhering to internal capital adequacy assessment processes and it has prepared a liquidity contingency plan to avert a crisis and alleviate unavoidable outcomes. The Bank has also formulated a recovery plan to maintain stability and solve potential problems in the future related to capital adequacy and liquidity. The crisis management framework has been put in place to strengthen the Bank's ability to resolve crises and recover from them while maintaining a business continuity management policy approved by the Board of Directors and in line with the business continuity management framework.

Crisis management under the Covid-19 pandemic

Throughout the Covid-19 outbreak the Bank has been committed to being a trusted partner and reliable close friend and providing comfort, leadership and support to Thai society. Therefore, the Bank actively implemented social distancing and other Covid-19 measures according to the prevention and control guidelines from the Department of Disease Control, Ministry of Public Health, to ensure consistency of service while making safety and convenience a top priority. The Bank also implemented support measures to ease the financial burden on credit customers and promote the welfare of its employees to alleviate the overall adverse impact on the country.

Covid-19 measures

To mitigate the impact of the Covid-19 outbreak, the Bank adheres to a business continuity framework which includes an Emergency Response Plan (ERP), a Business Continuity Plan (BCP), and a Crisis Management Plan (CMP). All three follow the structure below.

- **Crisis Management Team (CMT)** consists of senior executives who make decisions related to crisis management under the Covid-19 situation.
- **Emergency Operation Support Team (EOST)** consists of representatives from Human Resources, IT, Property Management, Public Relations and the Office of the President to support operational actions under the Covid-19 situation.

The Bank closely monitors the situation and continuously evaluates risks and impacts on the Bank's business and employee safety in order to issue guidelines and review the readiness of related plans and measures. The Bank also notifies related parties of the severity of the situation as well as providing corresponding support measures.

Capital management

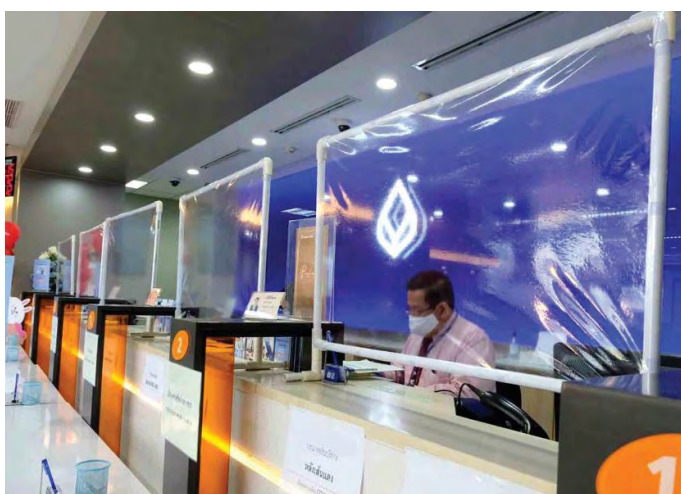
To reduce the impacts of the Covid-19 pandemic, the Bank issued USD 750 million in debentures (a financial instrument counted under Tier 1) under the Bank's Global Medium Term Note Program to foreign institutional investors with the objective of strengthening its capital structure and ensuring stability during the economic recession. Under these unfavorable economic conditions, businesses are grappling with problems affecting their debt repayment ability which increases the likelihood of non-performing loans (NPL) to the Bank. As of December 31, 2020, the regulatory capital position of the Bank's Financial Group according to the consolidated financial statements was Baht 502,067 million, of which Baht 431,381 million is considered as Tier 1 capital, equivalent to an ample capital adequacy ratio of 18.34 percent and 15.76 percent respectively, instilling confidence and trust among investors and customers and helping mitigate the impact, if any, of the crisis that Thailand is facing.

Property management

To promote safety and reduce risks to its employees, customers and the general public, the Bank conducted cleaning and disinfecting activities at the Bank's offices and branches according to guidelines set forth by the Department of Disease Control, Ministry of Public Health. A screening process for people accessing the Bank's offices and branches is also in place that includes a temperature check with a thermal scanner before entering the building. Cleaning is also done more frequently in common areas and in spots that are frequently touched.

The Bank set forth the following social distancing guidelines:

1. **Lunch breaks:** The Bank scheduled staggered lunch breaks for employees at its head office to reduce traffic in the elevators and canteen, increased the distance between dining tables and installed partitions between seats.
2. **Elevator usage:** The Bank asked employees not to get too close to each other or converse in the elevator and marked clear lines to indicate standing areas.



3. Meetings inside the Bank: Employees were asked to conduct meetings via tele-conference or videoconference using the Bank's internal systems. If face-to-face meetings were unavoidable, attendees were required to scan a QR Code placed in front of the meeting room before the meeting. During the meeting, masks were required to be worn at all times while a distance of at least one meter between attendees had to be observed.

4. General practice for employees: The Bank requires all employees to practice social distancing with other people and to avoid meetings, conversations and greetings in close proximity. Employees were asked to refrain from having meals together or using common areas at the same time.

Employees

The health and safety of employees and their families is of great concern to the Bank. In response, the Bank established support measures to allow employees to work smoothly, alleviate negative impacts to their lifestyle and boost morale during this rough time. Details on these measures are summarized below.

1. Knowledge sharing on Covid-19

The Bank published important information related to Covid-19 through various channels including the intranet, elevator posters and information boards inside its buildings to increase awareness and promote safety guidelines.

2. Measures, guidelines and communications on Covid-19 prevention

The Bank announced guidelines on Covid-19 prevention for employees and external consultants working for the Bank as outlined below:

2.1 Guidelines according to government measures

Domestic travel

Employees who are required to travel outside Bangkok or to other provinces for work must strictly conform to the official disease control measures of the government and the Bank.

International travel


The Bank requires cooperation from all employees to avoid traveling outside Thailand. However, in cases where travel is necessary, employees must get approval from their supervisors at Senior Executive Vice President level and above and must scan a QR Code to complete and submit travel forms electronically. Furthermore, the Bank requested collaboration from all units to refrain from contacting external consultants face-to-face. In the event that external consultants were required on the Bank's premises, relevant units were required to submit a report of their entries for work purposes on every occasion.

2.2 Work operational guidelines during Covid-19

The Bank informed all units to operate under a split team, mirror-mirror team or isolation plan to ensure work continuity in the case of an infected team member and/or self-quarantine of team members. In addition, operational strategies were formulated according to the degree of importance of each function/business and whether the function is critical. For example, split site, shift & rotation and work-from-home policies were also implemented.

Covid-19


TIER 1: In close and direct contact with a Covid-19 patient




*SQ = Self Quarantine

Actions to be taken immediately for Tier 1


1. Leave work immediately.
2. Self-quarantine at home for 14 days.
3. When a hospital confirms a Covid-19 positive result visit a doctor for a Covid-19 test.
4. When the 14-day self-quarantine is complete, take another Covid-19 test.




Supervisors




Colleagues working in close proximity (within two meters)




Colleagues who were in the same meeting




Colleagues who were in a meeting with clients



Colleagues who had a meal together



Colleagues who did an activity together



Clients


Covid-19 Patient

1. Will be immediately sent to a medical facility.
2. Will stay under medical care in a hospital or a recommended place according to a doctor's advice.


TIER 2: Not in close contact with a Covid-19 patient but in contact with a person in TIER 1

Actions to be taken immediately for Tier 2


1. Leave work immediately.
2. Self-quarantine at home for 14 days.
3. If their Tier 1 contact is confirmed to have Covid-19, visit a doctor for a Covid-19 test.
4. If their Tier 1 contact is confirmed to be Covid-19 free, work from home until the 14-day self-quarantine is complete then return to work at the Bank.




Worked with a person in Tier 1




Had face-to-face contact with someone in Tier 1




Closely met and talked to someone in Tier 1 in person



Was in a meeting with a person from Tier 1



Had a meal with a person in Tier 1



Did an activity with a person in Tier 1

3. Health supplies for employee care

The Bank provides healthcare supplies to ensure the wellness of all employees including masks, fabric masks, portable alcohol gel and alcohol gel dispensers at various spots in the Bank's premises.

4. Control and monitoring in the event of an infected employee or close contact with an infected person

The Bank published the Employee Operating Manual in Case of Infected Employees or Close Contact With an Infected Person which outlines the instructions for employees to follow. When an employee tests positive for Covid-19, the person will leave work and be taken immediately under medical care. The person will then be identified as a Tier 1 or Tier 2 risk depending on the degree of risk the case presents to the continued operations of their colleagues and work environment. The Human Resources Department will monitor the employee's condition during the self-quarantine period, during which they will be required to report their symptoms by scanning a QR Code provided by their supervisor. The Bank has also implemented the BBL Care system to track the status of employees who are infected or who have been in close contact with an infected person.





5. Digital ways of working

5.1. Digital ways of workforce planning

The Bank set up a QR Code for employees to scan and report their work tasks and progress so that the supervisors can manage manpower according to necessity, urgency and type of work.

5.2. Digital ways of training

For employees who are on standby at home to be able to evaluate and enhance their hard and soft skills in accordance with changes in business context and digital technology, the Bank requires them to study through BBLearn, the official online learning platform of the Bank.

6. Relief support to employees and their families

The Bank launched the Loan Benefits Program for Employees Affected by Covid-19 to offer loans to employees whose close family members (parents, spouse, or children) are affected by Covid-19 with a credit limit of Baht 150,000 with zero interest and no collateral.

Customers

The spread of Covid-19 has adversely affected the economy, business owners and the general population. The government and the Bank of Thailand therefore issued various measures to mitigate the impact, with the Bank announcing different measures to help its customers and fully support the official measures. Furthermore, the Bank offered advice to help customers maintain a sufficient level of capital and liquidity to strengthen their capacity in responding to threats and impacts from Covid-19. This is a prime example of the Bank's commitment to be a trusted partner and reliable close friend by extending support to clients so they can get through the crisis together.

For business and individual customers affected by Covid-19 but still able to maintain their businesses and pay their debts, the Bank has the following support guidelines:

Support for existing debt

1. Debt restructuring support for business and individual customers: This depends on each customer's debt payment ability. Debt payment deferrals, holidays and/or adjustments in loan terms will be in line with the ability to pay. Short-term loans may also be converted to long-term loans.
2. Debt consolidation: This is for individual customers who want to combine debt from credit cards and/or personal loans under supervision of the Bank of Thailand for those with home loans to utilize benefits from collateral. Through this program, the interest rate on credit without collateral will be lowered to a level below the MRR rate and the payment can be deferred to properly reflect the ability to pay.



ปรับเปลี่ยนมาตรการช่วยเหลือลูกค้า
ขยายกลุ่มให้ครอบคลุมลูกค้า
ที่ได้รับผลกระทบจากภาวะเศรษฐกิจ





3. Business customers with a group credit limit of less than Baht 100 million are offered the right to postpone their payments for six months, while individual customers will receive a debt payment holiday for principal and/or interest for three to six months on a case-by-case basis.
4. Reduction of the minimum payment on credit card loans from 10 percent to 5 percent for 2020-2021 and to 8 percent in 2022.
5. Adjustment of the interest rate ceiling for credit card loans from 18 percent to 16 percent and personal loans under supervision from 28 percent to 25 percent.
6. The DR BIZ project to support business customers who have multiple creditors through debt restructuring under the mutual agreement of creditors, including debt payment deferment, reduction of installments, adjustments in payment terms and new loan considerations.

Support for new loans: This includes soft loans with a low interest rate to help promote liquidity for business and employment continuity.

Apart from financial support, the Bank's employees were available for customers to give advice regarding credit limit conditions, debt payment plan adjustments and financial structuring to help them get through the crisis. Employees needed to be vigilant of situations or conditions that may have adverse effects on a customer's business in the future. In order to give customers uninterrupted access to their financial transactions during the Covid-19 pandemic, the Bank developed the following service channels.



Mobile banking

The Bank encouraged new users to register with its mobile banking application, and ran campaigns to encourage customers to use a QR Code to pay for products and services via its mobile app to avoid handling cash. Customers can manage deposit accounts, as well as transfer, payment and investment transactions in real time using mobile banking without visiting any physical branches.

Phone banking services

The Bank added a shortcut menu for its Interactive Voice Response (IVR) service including the Bank's support measures, registration and user's instructions for Bangkok Bank's PromptPay and other related services. This is to expedite the process and increase convenience for customers so they do not have to wait for step-by-step instructions. Additionally, the Bank developed a system that allows clients to check by themselves whether the handouts from government relief programs were received without contacting customer service representatives.

Official website

The Bank communicated with the public through its official website during the Covid-19 outbreak, such as opening and closing hours for branches and money exchange booths, support measures for customers and various activities organized by the Bank. Moreover, customers can register for credit support measures offered by the Bank via <https://www.bangkokbank.com/COVID19-Update>. Information received from the registration is sent to related parties and the Bank's officers will contact the customers to offer assistance and further advice.

Moreover, the Bank developed web forms to facilitate customers in contacting Bualuang Phone officers to request additional services during the Covid-19 pandemic, such as freezing deposit accounts, cancellation or freezing current accounts, requests for statements and other documents (certificates of deposit outstanding, deposit account, withholding tax, loan interest, fund purchase-sale and other services). Bualuang Phone officers can assist customers to make these transactions when physical visits are not convenient.



Community and society

The Bank allocated approximately Baht 40 million to support Covid-19 relief programs, and Baht 10 million to each of four medical institutions: 1) Faculty of Medicine, Ramathibodi Hospital, Mahidol University and Ramathibodi Foundation under the Patronage of HRH Princess Mahachakri Sirindhorn; 2) Thammasat University Hospital, Thammasat University and Faculty of Medicine, Thammasat University; 3) Chulalongkorn Hospital, Thai Red Cross and Faculty of Medicine, Chulalongkorn University; and 4) Faculty of Medicine, Siriraj Hospital, Mahidol University.

In addition, the Bank joined with other member banks in the Thai Bankers' Association to donate Baht 50 million to Prime Minister General Prayuth Chan-o-cha at the Thai-Khu-Fah building at Government House to support medical workers in their fight against Covid-19. The donation was distributed to Chulalongkorn Hospital, Siriraj Hospital, Ramathibodi Hospital, Rajavithi Hospital, Bamrasnaradura Infectious Disease Institution and the Thai Red Cross.

The Bank also took part in social and community services at Bank branches and provided Tuu Mit Kuu Baan under the concept Too Pan Suk (Happiness-sharing Cupboard) to share food and other necessities to those in need. The first cupboard was placed in

front of the Bank's Cherng Talay branch in Phuket, given that residents in the area mostly work in the tourism industry and were severely affected by the provincial lockdown due to Covid-19. The Bank put more cupboards in 39 other locations in Phayao, Phrae, Nan and Bangkok. Branch employees filled the cupboards with dry food and other essential supplies. The Bank also hosted the Puan Rao Imm Tong, Mit Ploy Imm Jai activity to provide food to people throughout Thailand, and delivered survival kits to various communities.



BE RESPONSIBLE



Our duties and responsibilities to stakeholders, society and the environment are taken seriously and conducted in line with UN Sustainable Development Goals. We are responsible for providing financial services, expanding financial inclusion, promoting financial knowledge, protecting the environment and reducing our contribution to global warming.

Responsible Finance

Commitment

The Bank is committed to being a socially and environmentally responsible financial services provider. When making lending decisions, it assesses associated credit risk prudently and takes into consideration environmental, social and governance (ESG) risks and impacts. The Bank also continues to support lending and investment products aligned with the Sustainable Development Goals and the Paris Agreement on Climate Change.

Targets for 2020



Improving credit processes for business lending by incorporating clearer ESG risk management.



Supporting renewable energy loans as well as energy and environmental conservation loans.

2020 Performance highlights



Established a responsible lending policy and improved the Bank's credit processes for business lending to incorporate ESG risk management aspects and make the processes more systematic.



Supported renewable energy loans amounting to Baht 95.68 billion and lending for energy and environment conservation amounting to Baht 479.25 million.

Long-term targets 2020–2022



Development of ESG risk management guidelines in credit processes to make them more systematic and international.



Development of lending and investment products to support the achievement of the United Nations Sustainable Development Goals and the Paris Agreement's Climate Change Goals.

Prevailing environmental, social, and governance (ESG) challenges have impeded the sustainable development of countries. Various concerned sectors therefore need to collaborate to drive development that balances economic, environmental and social factors. The Bank, as a provider of financial services and a financial intermediary that allocates funds to businesses and individuals, is aware that our lending may incur ESG risks and impacts, including climate change. The Bank also realizes that if these risks are not properly managed, they could trigger direct and indirect impacts on the Bank's reputation and financial performance and have an impact on the quality of life and economic stability of communities nationwide. Accordingly, the Bank has developed a responsible lending policy to serve as a guideline for its operations. The Bank also supports eco-friendly projects and activities, promotes efficient use of resources, and supports and provides investment products that promote good ESG operations to contribute to achieving the UN Sustainable Development Goals and the Paris Agreement on Climate Change, as well as supporting the long-term performance of the Bank.

Guideline on responsible lending practices

As a testament to our commitment to sustainable banking practices in the area of responsible lending, the Bank has established a responsible lending policy as a guideline for our executives and staff in relevant departments, in accordance with the memorandum of understanding of the Thai Bankers' Association. The policy serves to foster effective ESG risk management in our lending process, and entails setting up an exclusion list that the Bank shall refrain from in order to avert severe and irreversible social or environmental damage, or harm to the Bank's reputation.



Additional information is available at:
Responsible lending policies
<https://www.bangkokbank.com/en/About-Us/Corporate-Governance/Responsible-Lending-Policy>

Exclusion list



Illegal businesses or transactions under laws in host countries.



Designated persons involved in the proliferation of weapons of mass destruction such as nuclear, biological, chemical or other weapons which cause serious harm to the lives of humans, animals, plants or the environment, or similar weapons such as anti-personal land mines and cluster munitions, including the means of delivery, or the equipment for, or components of such weapons.



Projects or activities that may cause severe environmental and social impacts which have not established prevention and mitigation measures and have not engaged with stakeholders in public consultations.



Projects or activities that invade or damage mangrove forests.



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



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

To promote stakeholder engagement, the Bank has consulted with concerned external agencies and has provided opportunities for stakeholders to share their opinions on the ESG risks and impacts resulting from the Bank's business. This is intended to ensure that the Bank's responsible lending policy is appropriate and will not cause significant risks to the Bank or society. Responsible lending policies are approved by the Board of Directors and will be reviewed periodically to keep them up to date and responsive to new and emerging ESG risks.

Framework for the responsible lending revision process

Business loans

The Bank has established a clear and transparent framework for prudently assessing corporate finance and project finance credit applications, requiring due consideration of environmental and social risks and impacts thereof from different perspectives. The framework also outlines a monitoring and control mechanism that is appropriate to different risk levels. Each credit application, including the obligor and their underlying business activities, will be effectively filtered against the Exclusion List. Moreover, background checks for negative news and sanctions on the obligors and concerned parties in areas of ESG risks, Anti-Money Laundering risk, Combating the Financing of Terrorism, and Prevention of Proliferation of Weapons of Mass Destruction Financing, are also required as part of the Know your Customer (KYC) and Customer Due Diligence (CDD) procedures in the credit process.

For credit applications on project finance, which usually involve large projects and are thus more likely to cause unfavorable environmental and social impacts than conventional loans, the Bank has stipulated a detailed process for assessing the risks and impacts prudently. Projects that might create severe environmental and social impact risks must have adequate and appropriate mitigation measures in place and are subject to higher credit approval authorities in accordance with the risk level. The Bank has categorized projects according to the level of environmental and social risks and impacts into three categories:

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

Credit applications for financing projects under Category A (high risk) and Category B (moderate risk) must consider all environmental and social risks and impacts. The Bank's environmental and social due diligence for loan approvals is as follows:

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

2. The Bank's staff will use the information from the ESIA report and other relevant sources for identifying and assessing the environmental and social risks and impacts as well as the suitability of relevant mitigation measures. The social and environmental information about the project will be used and assessed in the credit approval process and in determining terms and conditions for the loan as appropriate that will help prevent and mitigate the environmental and social risks.

In 2020, the Bank's responsible-lending credit process was under development and is expected to be fully operational by 2021.

Consumer loans

In assessing consumer loan applications, the Bank considers both the credit risk and affordability risk with the view to prevent customers from taking excessive risk which would affect their long-term quality of life. This is especially important for those customers who are in vulnerable groups or low-income individuals with income less than or equal to Baht 30,000 per month and with a Debt Service Ratio (DSR) of more than 70 percent. The Bank has also established a risk threshold that its total consumer loans to this group of customers shall be no more than 10 percent of all debtors of its credit card and personal loan portfolios.

In the lending process, credit officers are required to conduct KYC and CDD through information inquiries, verification and investigation, and careful assessment of various risk factors including ESG risks. For example, the purpose of a loan must not be for conducting an illegal business or related transactions. Besides, credit officers are required to assess the potential risk that a customer might use the Bank as an avenue for money laundering, financing terrorists or proliferation of weapons of mass destruction.

The Bank requires regular monitoring of consumer loans. Revolving loans will be reviewed annually. For credit card loans, the Bank has a system in place to track the spending and repayment behavior of each cardholder. This is for use in reviewing or changing the credit card lending limit to suit changing customer circumstances. Moreover, the Bank has a debt collection system that can alert debtors when they begin to have debt repayment problems or are unable to pay the debt according to the agreement. Sending of Short Message Service (SMS), telephone calls and debt collection letters to debtors is carried out in compliance with the Debt Collection Act B.E. 2558 (2015) and the Notification of the Debt Collection Supervisory Board.

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 has continued to provide various forms of financing for project development. Although the production of electricity from solar energy is considered clean energy, it can nonetheless have environmental impacts on, and create conflicts with, the communities surrounding the power plant due to its use of large amounts of land for installation. The Bank has set up a requirement to perform a social and environmental impact assessment and take appropriate measures to mitigate risks before lending to a project.

Municipal solid waste power plants

Thailand's Power Development Plan 2018 - 2037 shows the country's ambition to embrace renewable energy to a level of not less than 30 percent of total energy consumption by 2037. The government plans to increase the amount of electricity derived from municipal solid waste and industrial waste from 550 MW to 975 MW, which will help reduce the environmental impact from landfill waste as well as greenhouse gas emissions. To support the policy, the Bank has granted loans to the Provincial Electricity Authority for financing the first phase of a waste disposal project which will generate 8 MW for the next 20 years. The project boasts the use of globally well-recognized technology and installs effective systems to reduce pollutant emissions. The Bank engaged a technical consultant to assess the feasibility of the technology during the project finance assessment process and, as a post-lending process, also regularly monitored the power plant on its adverse impact, if any, on the environment or community.

Stakeholder engagement on environmental, social, and governance challenges and opportunities

The Bank places great emphasis on engaging with concerned stakeholders, both internal and external, on ESG challenges and opportunities with stakeholders. Our objective is to raise awareness and understanding among relevant parties about the challenges relating to ESG, as well as to identify business opportunities that come with such challenges. In 2020, the Bank organized the following activities for its management, employees and customers:

Management and staff

The Bank provided training on climate change to the management and staff in risk management and credit functions by inviting experts and professors from leading educational institutions to

give lectures. Three training courses were organized around the following topics: 1. Enhancing knowledge on climate change; 2. Climate change and impacts on the agricultural sector of Thailand; and 3. Climate change impact analysis in the business sector using a simulation. The Bank also encouraged its employees to participate in training events and seminars provided by external organizations such as the Preparation of Greenhouse Gas Report for Listed Companies seminar organized by the Investment Banking Club in collaboration with the Securities and Exchange Commission (SEC) and Thailand Greenhouse Gas Management Organization (TGO), and the Responsible Lending Policies and Bank Policies for the Power Sector and the Mining Sector training programs organized by the Fair Finance International (FFI).

Customers

The Bank organized a seminar for SME on the topic Reducing Business Costs in the Long Term with Clean Energy (Solar Rooftop) to provide knowledge about the operation of solar power generation systems, raise awareness as to the importance and benefits of using renewable energy from solar sources, and share knowledge on how to select the most suitable solar rooftop for each business. The Bank was honored by the presence of experts from King Mongkut's University of Technology Thonburi and Gunkul Engineering Public Company Limited, who joined as speakers. The Bank hopes that its customers would recognize the importance and use of environmentally-friendly energy in their business operations. The Bank is also prepared to provide further support, be it knowledge or financing, to SME customers on the use of renewable energy.

In addition, the Bank has supported various activities in cooperation with external organizations to exchange knowledge on issues related to the challenges and opportunities around the country's ESG issues. In 2020, the Bank sponsored the IEEE PES Dinner Talk event, which aimed to provide information and exchange views on policies and development directions of Thailand's energy and electricity industry. The Bank participated in and set up an exhibition booth at the Thailand ESCO Fair 2020 seminar to promote energy conservation and renewable energy projects for entrepreneurs. The seminar was organized by the Energy Management Company (ESCO) and supported by the Energy Conservation Promotion Fund, Department of Alternative Energy Development and Efficiency (DEDE), Ministry of Energy. These activities and events will help create confidence in ESG projects and expand the energy conservation market for qualified and high-potential entrepreneurs.

Financing environmentally friendly businesses

Loans for renewable energy businesses

The Bank realizes the importance of cooperation in fighting climate change. It supports government policies to promote electricity production from renewable energy sources and encourages Thai and international businesses to invest in renewable energy power projects, thereby creating energy security and alleviating environmental issues. Our support is exemplified by the continued development and offering of various financial products that help promote investments in renewable energy. In 2020, the Bank financed renewable energy loans worth a combined Baht 95.68 billion. Of these, solar power plants received the highest amount from the Bank worth Baht 54.98 billion, followed by hydropower with Baht 31.69 billion.






In 2020, the Bank participated in a landmark Green Loan syndication package to finance Phu Yen TTP Joint Stock Company's 257 MW solar power project in Vietnam, with the Asian Development Bank (ADB) as lender of record and total financing of USD 186 million, of which USD 148.8 million was funded by the syndicated loan granted by five commercial banks (Bangkok Bank, Kasikorn Bank, Kiatnakin Bank, Industrial and Commercial Bank of China, and Standard Chartered Bank). The syndicated loan was the first green loan in Asia-Pacific certified by the Climate Bonds Initiative.



Loans for energy conservation

The Bank has long participated in the ESCO Revolving Fund project in collaboration with the Department of Alternative Energy Development and Efficiency, Ministry of Energy. Now in its sixth phase, the project aims to promote energy conservation in the business sector by providing loans to finance activities that enable businesses to use energy more efficiently, reduce costs and reduce environmental impacts, such as renovating a building for energy conservation, improving production lines to reduce energy consumption, and installing solar rooftops. In 2020, the Bank granted loans of Baht 365.25 million. Total loans granted in the sixth phase (2015-2020) have helped reduce electricity consumption by 10.98 million kilowatt-hours per year, equivalent

Portfolio allocation in renewable energy

Power plants using renewable energy	2018	2019	2020
 <ul style="list-style-type: none"> Solar 	49.02	52.06	57.47
 <ul style="list-style-type: none"> Hydro 	33.04	30.49	33.12
 <ul style="list-style-type: none"> Wind 	5.38	5.46	4.93
 <ul style="list-style-type: none"> Biomass 	1.14	3.50	4.48
 <ul style="list-style-type: none"> Geothermal 	11.42	8.49	0.00

to a 935.81 ton reduction in crude oil consumption or 5,490.15 tons of carbon dioxide.

Loans for the mass transit monorail system

The Bank is the main financial institution participating in syndicated loans of Baht 63,360 million to fund the MRT Pink Line Project, Khae Rai-Min Buri Section and the MRT Yellow Line Project, Lad Phrao-Samrong Section. Our participating loan portion was approximately Baht 17.82 billion, or 28.13 percent of the syndicated loans. In 2020, loans of Baht 3.28 billion and Baht 2.91 billion were disbursed for the Pink Line and the Yellow Line projects respectively. These projects will not only facilitate travel in the Bangkok metropolitan region but reduce traffic volumes as more people switch to public transport, contributing to a reduction in greenhouse gas emissions.

Bualuang Green Loan

Since 2008 the Bank has been offering Bualuang Green Loans with special interest rates to SME to support their investments in eco-friendly businesses related to energy management. Our lending criteria for Bualuang Green Loan are to encourage investment in the following priority areas:

1. Renewable energy, including products that produce renewable energy and help reduce greenhouse gases, such as solar, wind and hydropower.
2. Waste management, reuse and recycling of materials.
3. Biomaterials to replace chemicals which cause environmental problems, such as biodegradable packaging and bioplastics production.

In 2020, SME received Bualuang Green Loans





Number
11
SME

Totaling
114.0
Million Baht

Helping SME reduce costs and create new business opportunities.

Loan disbursements (Million Baht)

	2018	2019	2020	Total
 The MRT Pink Line Project, Khae Rai-Min Buri Section	466.83	3,281.00	2,350.50	6,098.33
 The MRT Yellow Line Project, Ladphrao-Samrong Section	461.17	2,912.50	2,596.50	5,970.17

Other financial products and services for sustainability

Green Bonds

The Bank has supported the issuance and sale of financial products that contribute to the achievement of the Paris Agreement Sustainable Development and Climate Change Goals. Specifically, in 2020 we were an underwriter of Green Bonds and Sustainable Bonds issued by a number of customers as follows:

The Green Debentures No 1./2020 of Global Power Synergy Public Company Limited, totaling Baht 5 billion, aimed to raise funds for renewable energy projects, such as solar power projects, and a waste-to-energy project under the Green Finance Framework. It was the first time in Thailand that funds were raised for a comprehensive waste management project. The amount of bond issues underwritten by the Bank totaled Baht 2 billion.

The Green Debentures No. 1/2563 of RATCH Group Public Company Limited, totaling Baht 5 billion for investment purposes, capital reimbursement, and/or refinancing of projects related to environmental conservation, such as wind projects and the Pink Line and Yellow Line Metro projects. This is in line with the company's Green Financing Framework. The amount of bond issues underwritten by the Bank was Baht 2.5 billion.

The Green Debentures No. 1/2020 of BTS Group Holdings Public Company Limited, totaling Baht 8.6 billion, aimed to invest and repay debts in the MRT Pink Line and Yellow Line projects, which help promote travel by electric mass transit. The issuance of such debentures is in line with the company's Green Bond Framework. The amount of bond issues underwritten by the Bank was Baht 3.225 billion.

The Kingdom of Thailand's Sustainability Bonds. The Thai government issued its first sustainability bonds in August 2020 to raise funds for the MRT Orange Line Project and to contribute to economic and social rehabilitation in the wake of the Covid-19 pandemic. The Public Debt Management Plan for the Fiscal Year 2020 (as updated or amended) included the re-opening of such sustainability bonds in November 2020 to raise additional funds for the MRT Orange Line Project under the Public Debt Management Plan for the Fiscal Year 2021, with a total value of Baht 50 billion, Baht 16.67 billion of which was underwritten by the Bank.

Mutual funds

Aspiring to promote activities that benefit the environment and society, the Bank and the group's asset management company, BBL Asset Management Company Limited, have worked together to set up the following mutual funds that promote businesses with good governance:

B-KIND Fund: This mutual fund focuses on investments in companies that exercise social responsibility in four areas: the environment, society, good governance and anti-corruption. The fund has the policy to donate 40 percent of the fund management fees received to support public projects at least once a year. As of December 31, 2020, the fund's net asset value (NAV) was Baht 569.61 million, with donations worth Baht 40 million given to support 53 social projects.

Examples of projects and companies which received donations from the fund include:

- **Buddy HomeCare Project** is initiated by social enterprise Buddy HomeCare to provide opportunities to children of ethnic minorities to be trained and work with Buddy HomeCare as caregivers to the underprivileged elderly. Buddy HomeCare is a social enterprise which provides healthcare services to the elderly for families which have the means to pay for services and who need a homecare worker. The profits that it receives from such healthcare services contributes to supporting underprivileged elderly people while the children of ethnic minorities participate as volunteers to support and take care of them.
- **Working capital for women's community enterprises in Thailand's three southern provinces** supports 15 women-led community enterprises affected by the local civil unrest in the area. The project provides working capital loans to fund their business and skill development initiatives and thereby enables female members of the communities to pursue careers and stand on their own feet. It also seeks to connect the women's community enterprises with professionals who have expertise in various fields, both in the locality and from other provinces, who can offer useful advice on how to enhance their potential to penetrate and expand in markets.
- **The Na-Laek-Pa Reforestation Project** is a prototype project that is restoring 104 rai of forest land in Nan province. The project supports villagers who have no land of their own and who have earned a living by encroaching on forest land by providing them with the knowledge, knowhow and incentives they need to grow crops on agricultural land and protect the watershed in a sustainable way. The project seeks to nudge the villagers into crop growing instead of encroaching on forest land.

Bualuang Thai Equity CG Fund (B-THAICG) and Bualuang Siriphon Corporate Governance Fund (BSIRICG) and Bualuang Siriphon Corporate Governance RMF (BSIRIRMF): These funds invest in companies that have received good corporate governance scores from the Thai Institute of Directors (IOD). For B-THAICG, target companies must also be certified members of Thailand's Private Sector Collective Action Against Corruption (CAC). As of December 31, 2020, the net asset value of B-THAICG stood at Baht 260.4 million, the net asset value of BSIRICG stood at Baht 3.86 billion, and the net asset value of BSIRIRMF stood at Baht 3.45 billion.

Financial Inclusion & Financial Literacy

Commitment

The Bank is committed to promoting financial inclusion and financial literacy for customers, businesses and the general public, including vulnerable groups, to help them to have a better quality of life and be able to compete in business at their full potential.

Targets for 2020



To expand basic banking account services.



To promote and encourage visually impaired people to access financial services more conveniently and securely.



To provide training on financial knowledge and other areas to help increase the potential of farmers and SME.



To provide loans to SME and farmers.

2020 Performance highlights



Provided 272,982 basic savings accounts to state welfare cardholders or those aged over 65.



Improved Bualuang ATM service to make it more convenient and safer for visually impaired people.



Provided training on financial knowledge and other areas to more than 500 farmers and SME.



Granted a variety of loans to SME through business loans to increase liquidity for businesses – Bualuang Loan for Franchise Business, Bualuang Green Loan, Loans for Gas Station Dealers – as well as to farmers, totaling more than Baht 25 billion.

Long-term targets 2020–2022



To develop appropriate products and services for various vulnerable groups, including SME, to promote access to financial services.



To provide financial literacy and other knowledge to empower farmers and SME to gain access to financial services.



To provide financial literacy to customers and the general public to build financial stability.

Financial inclusion and financial literacy for businesses and individuals are fundamental factors in facilitating sustainable business growth and personal well-being. Financial inclusion helps businesses and individuals access capital and better manage their finances. Increasing financial literacy, such as the knowledge of products and services, helps build immunity to financial risks and strengthen the financial stability of businesses and individuals. However, financial inclusion and financial literacy in Thailand remain limited, resulting in some businesses being unable to achieve their full potential and some individuals unable to manage their finances effectively, leading to debt problems and affecting their future access to credit. The Bank has identified two key opportunities from promoting financial inclusion and financial literacy: 1. Opportunity to strengthen business and household sectors and reduce inequality in opportunities, which is a form of corporate social responsibility; and 2. Opportunity to expand the Bank's customer base and generate long-term income.

The Bank is committed to promoting financial inclusion and providing financial literacy to customers, businesses and the general public, including vulnerable groups, so that they can have a better quality of life and compete in business at their full potential. The Bank believes that promoting sustainable financial inclusion needs to be done alongside the promotion of financial literacy and knowledge. It has therefore organized several educational and knowledge sharing activities in various areas such as production, marketing, and product and service quality development, for customers and the general public, including SME and farmers. From the Bank's perspective, while SME and farmers play an important role in providing employment and supporting the economy they often have less access to credit than other groups. As SME and farmers become increasingly financially literate and more robust in various areas including loan repayment, the Bank will be more confident in responding to their loan requirements. Having greater knowledge and understanding of the benefits of various financial products and obtaining comprehensive and up-to-date product and service information regularly will help stimulate further demand for financial products and services, and help promote financial inclusion.

Management approach

Apart from adding more products and services, especially those offered through digital channels, and providing financial literacy to customers and the general public, including Bank initiatives and collaborations with various partners in both the public and private sectors, the Bank has developed strategies to promote financial inclusion and financial literacy as internal guidelines for its relevant internal units and functions to adopt appropriately according to their respective responsibilities. These strategies focus on the following three areas:

1. Preparing for an aged society by developing savings products for low-income groups, and providing financial literacy and promoting savings discipline for children and working-age people to help them plan for a good quality of life after retirement.
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 including finance to SME and farmers, in order to enhance their business and professional capacity, thus facilitating their ability to access loans and manage debt repayments sustainably.
3. Creating financial opportunities for vulnerable groups, such as developing products and services to facilitate financial access for disabled people, and by providing financial literacy in an easy to understand and accessible way.

Moreover, the Bank continues to monitor and evaluate the performance of these activities in order to gain insights that can be used to develop and improve products and services, as well as the content and format of financial literacy training, to better suit the needs of different groups.

Promoting access to financial inclusion for individual customers

Development of service channels to promote financial inclusion

Banking agents

To further increase the range of service channels through which various groups of people, especially those in provincial and rural communities, can conduct banking transactions more conveniently, in 2020 the Bank appointed Tesco Lotus and Counter Service in 7-Eleven convenience stores as banking agents. Initially they will provide basic financial services, such as depositing and withdrawing cash, to customers 24 hours a day through more than 14,500 service points nationwide. Customers can conduct transactions at a convenient location and at any time without the need to visit a branch. The Bank plans to gradually expand the range of transactions provided through these banking agents to suit the varied needs of customers, while considering the appointment of new banking agents in the future.



ATM and automated banking services

- **Development of Bualuang ATM for visually impaired people**
In collaboration with member banks, the Thai Bankers' Association, and the Association of the Blind in Thailand, the Bank has developed special cash withdrawal functions at Bualuang ATM for visually impaired people, in order to promote equal access to financial services for different groups of customers. Under this special function, the screen is black,

with a message "Transaction mode for the visually impaired" while a voice guidance service provides step-by-step audio information to make the service more convenient and secure. The Bank started providing the service through about 2,800 Bualuang ATM in Bangkok and its vicinity, or around 28 percent of the Bank's ATM network. It plans to expand the service to more than 4,600 Bualuang ATM in other provinces within 2021.

Bualuang Phone - Automatic phone banking service

To facilitate customers and reduce risks during the Covid-19 pandemic, the Bank provides automatic banking services by phone 24 hours a day (Bualuang Phone). Customers can inquire about information, transfer money, pay for services, make top-ups, order a check book, inquire about account balances, pay credit card bills, fund services, and other services by themselves, or they can contact call center staff to access services without having to visit a branch.

Digital banking

- **Mobile and internet banking services**

The Bank committed to promoting inclusive access to financial services by enhancing the Bangkok Bank Mobile Banking app with a new version that is modern, easy to use, convenient, fast, safe, and responsive. The new service makes it easier to manage money, open a savings account, transfer money, make payments, top up funds, make cardless withdrawals, and manage investments anytime, anywhere, through a single app. The Bank also provides Bualuang iBanking services to help customers manage their finances easily, conveniently, quickly, and safely anywhere, anytime, via computers and tablets. In 2020, there were more than 9.65 million users registered with the Bangkok Bank Mobile Banking and Bualuang iBanking services.



- **E-Savings**

To promote access to deposit services, the Bank provides an e-Savings account service through Bangkok Bank Mobile Banking, enabling customers to open a savings account without having to visit a branch. This deposit account features no minimum deposit requirement and free cross-border transactions. Moreover, the Bank has adopted a digital identity verification system under the National Digital ID (NDID) program to raise security standards and add convenience to customers. It uses facial recognition technology to validate and verify identity in the e-KYC (Electronic Know Your Customer) process to increase security and prevent the risk of fraud. In 2020, NDID identity verification was a service offered while still in the Bank of Thailand (BOT)'s Regulatory Sandbox program.



Number of Cash Deposit Machines

1,237 units



Number of Bualuang ATM

9,050 units



Number of registered users for Digital Banking Services: Bangkok Bank Mobile Banking and Bualuang iBanking

9,650,000+ users



Number of all types of deposit accounts

18,648,400+ accounts



Number of Be1st Smart Debit Card holders

9,819,000+ cards



Number of credit card holders

2,165,500+ cards

Basic savings accounts for state welfare cardholders and those aged 65 years and above

Since 2018, the Bank has promoted sustainable banking by providing basic banking services for people with low incomes under the State Welfare Program and people aged over 65 under the concept of promoting financial inclusion for all sectors. This service features no minimum deposit requirement and free ATM or debit cards with no annual fees. This reduces the cost of accessing deposit services, ATM or debit cards for the targeted groups. The Bank has a total of 272,982 basic deposit accounts.

Personal loans with no collateral or guarantees

The Bank increased access to loan services for payroll clients by offering multi-purpose personal loans for full-time employees with Bangkok Bank payroll accounts provided that their employers are qualified according to the Bank's criteria. Loan terms include a credit limit of up to five times a customer's monthly income or a maximum of Baht 1 million with a special interest rate, and no requirement for collateral or 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 fund 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 card, as well as offering installment payments of only 5 percent of the outstanding balance. The Bank has a total of 1,327 customers for this loan with total loans of more than Baht 125 million.

Personal loans for small business

The Bank provides financial services to support small businesses by providing loans to increase their liquidity through a ready cash service with two options – Bualuang Perm Sub Loan (Term Loan) and Bualuang Poon Sub Loan (Revolving Loan).

Loans for pensioners

Retirees are a group of customers who have relatively limited access to credit. The Bank has responded to government policies to increase access to credit for pensioners nationwide by providing multi-purpose loans with a special interest rate. Using their pension as collateral, pensioners can access credit to meet a variety of needs, such as spending to purchase consumer products, travel, or to purchase facilities and amenities. There are 43,903 participants in the project, with total credit of more than Baht 23 billion.

Promoting financial inclusion for corporate customers and farmers

Loans for farmers

The Bank has continually supported farmers and agricultural businesses by providing various financial services, including loans, alongside providing knowledge about production, marketing, value-added creation and environmentally-friendly energy management through the Bank's Modern Agriculture project. There are many successful customers from the program, for example, during the Covid-19 situation the Bank encouraged a melon farmer to adjust their business model from the traditional focus on selling products through modern retail businesses to selling via online channels, and to diversify the melon farms into agrotourism to generate additional income. The Bank also provided soft loans to its customers under the BOT's policy. Moreover, the Bank provided a Bualuang Green Loan to a swine farmer to build biomass facilities to manage farm waste, as well as to a chicken farmer to install solar panels. The Bank's outstanding agricultural loans total more than Baht 25 billion.

Loans for SME

The Bank realizes the importance of SME. It supports the sustainable growth of SME through a variety of tailored loan products, such as Business Loan for business flexibility, Bualuang Loan for Franchise Business, Bualuang Green Loan, and Loans for Gas Station Dealers. Businesses can apply for the services at a branch or through the Bank's website.

Transformation loan program

Currently, businesses need to adapt themselves to cope with changes in technology. The Bank has joined the second phase of the Ministry of Industry's Transformation Loan Program to help SME access low-cost loans. SME can use these loans for working capital and/or to invest in technology to increase the efficiency of their business operations by improving, modifying, adding, expanding or investing in technology, machinery, equipment, buildings, and vehicles used in business operations. In 2020, the Bank extended loans to 174 businesses under the project with a total value of Baht 915.4 million.

Business loans for SME

To increase small entrepreneurs' access to funding and reduce their dependence on underground loan sources that charge very high interest rates and may use coercive methods to collect debt, the Bank has collaborated with the Thai Credit Guarantee Corporation (TCG) to provide credit facilities for working capital and business investments with no need for collateral under the Business Loan for SME (ME). The Bank is now in phase three of the project (ME3 2018-2020), through which 2,738 small entrepreneurs received loans with combined credit of more than Baht 496 million (as of October 2020).

Business loans for SME

Year	Phase 2 (ME2)	Phase 3 (ME3)
	2016-2018	2018-2020
Number of SME	1,885 businesses	2,738 businesses
Approved loans	Baht 351 million	Baht 496 million



Providing financial literacy to customers and the general public

Financial awareness for young Thais project and BBL The Trainer

The Bank, in collaboration with the Thai Bankers' Association (TBA) and member banks, ran the project to promote financial awareness for young Thais for the third consecutive year under the Financial Literacy Plan, which is part of the TBA's five-year strategy. The project aims to increase the financial literacy of university students nationwide. In 2018-2020, more than 7,000 students from 21 universities joined the project. The Bank conducted the BBL The Trainer Program to train selected 200 Bank employees to be volunteer lecturers for the project.

A project to educate visually impaired people about financial transactions

The Bank has continuously organized activities to promote access to financial services for visually impaired people. In 2020, the Bank was working on developing a guide to financial transactions for visually impaired people in an audiobook format so this group of customers can manage financial transactions independently. The project is targeted to be launched in 2021.

Financial stability with the Bualuang Family and the 2S project

With the belief that financial security starts with the family – the foundation of society – the Bank has taken steps to enhance the knowledge and understanding of financial management of families and help instill financial discipline at the family level as a means of creating financial security and wealth. This is done by providing financial knowledge and disseminating interesting articles through activities and media channels, such as the Bank's @Bangkokbankfamilybanking Facebook page. It is hoped that these initiatives will help create financial discipline on a broader scale. In addition, the Bank has organized activities to help payroll employees and low-income earners recognize and understand financial products and services that help promote financial security through the 2S (Save and Service) project under the Saving for the Security of the Family theme. The Bank also supported activities of businesses and educational institutes by sharing useful financial knowledge with employees and students.

Money Expo

The Bank joined the Money Expo, which is held in every region across the country, to provide opportunities for customers and people in the area to obtain and be updated on information and knowledge about the Bank's financial products and services, such as savings accounts, investments and loans. During the Covid-19 situation, the Bank also used Money Expo as a venue for financial experts from the Bank and its partners to provide information and advice on various relief and assistance measures to visitors. In 2020, Money Expo held seven events in Nakhon Ratchasima, Rayong, Udon Thani, Chiang Mai, Songkhla, and Bangkok (twice), drawing more than 750,000 visitors in total.

Debt Clinic

The Bank has joined the Debt Clinic Project, which was initiated by the BOT, for the third consecutive year to help small debtors with credit card debt, cash card debt and/or unsecured personal loans to resolve their debt problems. It also provides training on planning and creating good financial discipline for debtors and the public. In 2020, the range of debtors who could join the project was expanded and the conditions for restructuring debt were eased to increase the number of participants and help debtors

make repayments according to their abilities. Since the start of the project, a total of 859 debtors from the Bank have participated in the project, with 673 debtors joining in 2020.

AEC CONNECT and AEC Business Leader courses

The Bank established AEC CONNECT as a trade and investment advisory service center for customers doing business and interested in doing business in the ASEAN Economic Community (AEC). It organizes training courses and seminars on trade, investment and business operations across Southeast Asia. The Bank also offers the AEC Business Leader course, an intensive business course and workshop for Thai entrepreneurs, especially SME, who want to prepare for doing business in the region. Participants gain deep 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. The Bank has conducted four training courses with 183 participants in total. The fifth course was postponed due to the Covid-19 situation.

During the Covid-19 pandemic, the Bank organized the AEC Stay Safe Project and sent fabric face masks and disinfectant alcohol gels to all AEC Business Leader Course's alumni. The AEC Alumni group discussions were launched through the LINE application to facilitate business networking and support the purchase and sale of products and services between alumni during difficult times. In mid-December 2020, the Bank organized the AEC Business Leader Reunion 2020 event to allow members to connect and exchange business experiences. It also held the Investing in the AEC Stock Market seminar by Dr Niwet Hemwachirawarakorn, Thailand's famous focused-value investor, and the Thailand and ASEAN Economic Directions in 2021 seminar by Dr Kobsak Pootrakool, Senior Executive Vice President of the Bank.

Providing knowledge via online channels

To enable all groups of people to quickly and easily increase their financial literacy, the Bank provides financial knowledge through the Tips and Insights section of its website covering all key areas such as savings, investments, credit cards, debit cards, digital banking, household planning and retirement planning.



Additional information is available at:

Tips and Insights

<https://www.bangkokbank.com/en/Personal/>

Tips-and-Insights



Puan Koo Kit (Trusted Partner) – Life in Digitalization, Stay Together and Understand Every Goal

To help fulfill financial goals for people of all ages in 2020, the Bank provided learning for all lifestyles by collecting products and providing advice, tips and knowledge about work, finance and lifestyles that can be applied in daily life. Videos were developed for different groups such as first jobbers, people who are preparing to have a family, people wanting to start a business and those who are planning for retirement. Information is provided under the Puan Koo Kit (Trusted Partner) – Life in Digitalization topic on the Bangkok Bank website.

Additional information is available at:
<https://www.bangkokbank.com/en/Persona-LandingPage>

Bangkok Bank SME Puan Koo Kit Mit Koo Baan for every stage of business growth

The Bank created the Bangkokbanksme social channel through the SME Social Planet project in 2015 to help develop a digital learning platform for entrepreneurs and individuals via Facebook, YouTube, Twitter and Instagram. The channel shares business





Facebook Live Bangkokbank SME

Topic	Date	Number of attendees
Next Normal, Early Alert, Early Move	17 July 2020	53,185 people
Be Prepared, Ready to Change, Keep up With Real Estate In The Next Normal Era	8 October 2020	38,098 people
Covid-19 Vaccines And The Hope For The Thai Economy (In Which Direction Will The Thai Economy Move? How Should SME Adapt?)	26 November 2020	32,599 people
Future World And New Challenges For Entrepreneurs	22 December 2020	116,508 people

articles and analyses about future trends, customer successes and interesting insights on areas such as digital marketing, business disruption, smart farming, accounting and tax, and the SME Clinic program.

To reduce risks from the Covid-19 pandemic in 2020, the Bank developed a series of online seminars via Facebook Live on the Bangkokbank SME page where experts provided knowledge on various topics for SME. The Bank also launched a business e-Learning center for SME (<http://elearning.bangkokbanksme.com>) to provide the knowledge and skills needed in the digital age covering supervision, management and marketing for SME. Currently, seven courses are provided: Content Marketing, Facebook Marketing, Digital Marketing Applications for Businesses Selling Products Through a Shop, Digital Marketing Applications for Businesses Providing Services through a Shop, Digital Marketing Applications to Sell Products via Social Commerce Channels, Advertising Products via Facebook Ads, and Facebook Live Broadcast Techniques, with a total of 8,422 views.

A project to promote knowledge on foreign exchange risk management and support SME engaged in international trade

The Bank cooperated with the BOT, Office of Small and Medium Enterprises Promotion, Export-Import Bank of Thailand, the TBA, the Thai Bank Institute, and other banks to promote foreign



exchange risk management knowledge for SME for the third consecutive year under the theme of promoting knowledge on foreign exchange risk management and supporting SME engaging in international trade. The initiative aims to create awareness, knowledge and understanding of foreign exchange fluctuation risks, while also helping SME access products that help prevent risks by providing an opportunity to trial FX options and reduce the burden for related transactions. Due to the Covid-19 pandemic in 2020, the Bank joined with public and private sector organizations to organize online training via Facebook and e-Learning for 193 SME, as well as providing special fees for using hedging products and supporting costs of international trade-related transactions from the government.

Community Development

Commitment

The Bank is committed to creating shared value with the community by promoting a high quality of life, reducing economic and social inequality, and developing the community in a creative and sustainable manner while promoting the inherent value in culture and the arts.

Targets for 2020



To conduct strategies for advancing corporate social responsibility activities.



To construct Bangkok Bank school buildings in rural areas.



To organize a Modern Agriculture Thinking Partner seminar.

Long-term targets 2020–2022



To proceed with corporate social responsibility activities as detailed in the 2020 – 2022 strategic plan.



To develop and create educational opportunities for youth.



To strengthen the agricultural sector to increase competitiveness and sustainability.

2020 Performance highlights



Completed its plan for corporate social responsibility activities.



Delivered the 31st school building to Ban Dong Klang School (Bangkok Bank 31) in Amphoe Khao Saming, Trat province.



Organized four Modern Agriculture Thinking Partner seminars, which were attended by 150 participants.

Business and community have a mutually beneficial and complementary relationship. Business plays an important role in strengthening society through employment and production of goods and services, as well as sponsoring and taking part in activities that help resolve community and societal problems. On the other hand, a strong community helps support sustainable business operations. The Bank is committed to community development through various social activities and has cooperated with its partners to create different strategies to carry them out. These strategies focus on some of the major challenges facing Thailand, including an aging society, economic and social inequality and environmental issues. Moreover, the Bank recognizes the importance of the promotion and inheritance of Thai arts and culture, and the central role that religion plays in Thai culture and society. Community development activities, which are presented in this report, cover activities that meet the needs of the general public and the communities in which the Bank operates. Some of the activities have been in operation for some time, while others are newly initiated, in accordance with changing economic, social and technological contexts.

Management and operational guidelines

The Bank has established a Corporate Social Responsibility Policy to set clear directions, principles and frameworks with the aim of having a positive impact on the community and society at large. The Bank supports its subsidiaries in its financial business group as they work to apply this policy as appropriate to each respective company. The Corporate Social Responsibility Policy seeks to promote awareness, understanding and upholding of the values and importance of community development among all employees of the Bank, while providing them with opportunities to participate in community development activities as well as the resources they need to do so.

The Bank has assigned its Public Relations Department to be the main body responsible for the annual planning on community development activities as well as providing the necessary resources and related budgets. The Bank's business units are also empowered to initiate and carry out appropriate social development activities related to their scope of operation. The Bank has established a Social Development and Business Promotion Committee to study and select community development projects proposed by external parties that the Bank will support in addition to the activities set out in the annual work plan. Moreover, the Bank allows its employees to form volunteer groups to conduct community development activities for public benefit on behalf of Bualuang Service, which will inspire the next generation under the motto of Share Love, Join Contribution.

Corporate social responsibility activities strategy

Alongside a long history of promoting and preserving Thailand's artistic and cultural heritage and upholding religion, the Bank has established a corporate social responsibility strategy for 2020 to 2022 focused on supporting or taking part in activities related to the three major challenges that Thailand is facing: an aging society, economic and social inequality, and environmental challenges. These are explained as follows:

- 1. Aging society:** Thai life expectancy has increased but people face challenges of financial insecurity at both the individual and household level. These are compounded by excessive debt, insufficient savings, lack of financial preparation for retirement, and a limited ability of people in vulnerable groups to earn income.
- 2. Economic and social inequality:** Recent emerging threats, especially the Covid-19 pandemic, have underscored the problem of inequality in areas such as financial inclusion and financial literacy, access to skills and knowledge for SME and farmers, and access to quality education.
- 3. Environmental challenges:** Global warming, rapid development of urban areas, and inefficient and wasteful use of resources are affecting the livelihoods of communities and the country's capacity for sustainable growth. Major environmental challenges include drought, excess waste (including plastic waste), deforestation and pollution.

Community development activities

The Bank planned various community development activities in accordance with its corporate social responsibility strategy and with due consideration of the United Nations Sustainable Development Goals (SDG), Thailand's major challenges to sustainable development, relationship building with customers and alliances, its business nature and strategy, its expertise, its resources and reputation. This will ensure that community activities that the Bank sponsors or engages in will benefit the community and society as well as its participating employees. The Bank encourages its employees to participate in social activities of their preference on opportune occasions so that they can take pride in their contribution to the community at large and feel further inspired to do their best in their duties. The Bank's community development activities can be categorized into six groups as follows:

1. Support for the well-being of the community and society

• Bualuang Joins the Community to Solve Drought project

Water is vital to life but many areas in Thailand suffer from drought or floods. These chronic issues are getting worse every year and have affected the lives and well-being of more people in many communities. The Bank and the Bualuang Foundation, in cooperation with the Utokapat Foundation under the royal patronage of H.M. the King, have developed and been engaged in a sustainable water management project, which is now in its 13th consecutive year, to build water security for communities. In 2020, the Bank joined with the above-mentioned partners to work on the Bualuang Joins the Community to Solve Drought project as a model for sustainable water management. The project has expanded into a nationwide network covering 66 communities in six provinces – Chiang Mai, Chiang Rai, Phrae, Khon Kaen, Phitsanulok and Sukhothai – and covering 885 households with 3,777 people and a total agricultural area of 354 rai (56.6 hectares), who receive an allocation of 43,328 cubic meters of water. The Bank organized this project in collaboration with public and private sector partners under the umbrella project called Collaborate to Survive from the Drought initiated by the Utokapat Foundation and Hydro-Informatics Institute, a public organization under the Ministry of Higher Education, Science, Research and Innovation; to help the community understand and solve water problems, while also learning about water management by adopting the royal initiative of King Rama IX as a guideline. The project begins with a survey of the area to identify how much water is available and required and how to make adjustments to achieve balanced water management.

• Bualuang volunteer activities to do good deeds

The Bank has conducted the Your Old Calendars are Valuable, Don't Throw Away project for 10 consecutive years by gathering old desk calendars from employees across the country and delivering them to various agencies for the production of Braille books and teaching materials for visually impaired people, such as the Pattaya Redemptorist School for the Blind under the patronage of Her Royal Highness Princess Maha Chakri Sirindhorn and the Father Ray Foundation, Chon Buri province. On the 10th anniversary of the project, the Bank organized the Bualuang Volunteer Spirit, Teach Blind Children activity to deliver old calendars to the Foundation for the Blind in Thailand under the royal patronage of the Queen and the Thailand Association of the Blind, and also jointly produced educational materials for visually impaired people such as multiplication rulers and geometric dominos for students at the Bangkok School for the Blind.



- **Wheelchairs for disabled people and elderly people**

The Bank, in cooperation with Pacific Corporation, the concessionaire managing the JS 100 radio station, took part in a project for the second consecutive year to raise funds to provide wheelchairs for disabled people and elderly people by inviting people to donate money via PromptPay. So far the Bank has delivered 1,769 wheelchairs to disabled people and elderly people in 37 provinces nationwide.

- **Support to help flood victims of the Friends in Need (of “PA”) Volunteer Foundation, Thai Red Cross Society**

The Bank supported the organization of Friends in Need (of “PA”) 2020 under the 25 Years of Sharing, Sufficiency and Sustainability theme by donating money and acting as a channel to collect donations through BeSureQR Jai Boon, an electronic donation system, to help flood victims through various projects such as the royal relief supplies bag project, the royal kitchen project, knockdown housing project, and the employment and sustainability project. The Bank also led volunteer employees to produce donation bags for the Foundation, distributing more than 10,000 bags to flood victims and people affected by the Covid-19 pandemic.

- **Caravan Samranjai Program – Travel to Community Season 4**

The Bank supported the Caravan Samranjai TV program for the 4th consecutive year to promote tourism, stimulate the economy and distribute income to local communities. The program presents cultural activities, traditional wisdom, natural attractions, unique archaeological sites and interesting products and services from communities across the country. Specialists are invited on the show to advise the community on how to develop their products and services to make them more useful and attractive to customers. The program is broadcast on Channel 33 HD every Saturday from 07:15-07:45 a.m. and can also be seen on the YouTube channel Caravan Samranjai which has more than 12,500 followers. Those interested can also follow the program’s Facebook’s page Caravan Samranjai.

- **Support for the Khao Yai Marathon 2020**

The Bank joined the government and private sector to raise awareness among people to protect the forest and the environment through its support of the Khao Yai Marathon 2020 at Khao Yai National Park. Besides promoting awareness, 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 who take part in the protection of national parks nationwide.



2. Supporting access to healthcare for vulnerable groups and medical development

- **Card products to support access to healthcare services**

For the Bangkok Bank Titanium Ramathibodi Hospital Credit Card Spend More and Gain Merit project, the Bank donates the card fees plus 0.2 percent of card spending from each billing cycle to the Faculty of Medicine, Ramathibodi Hospital to help vulnerable patients. In 2020, more than 12,000 cards were in circulation with combined donations totaling more than Baht 14.57 million.

Bangkok Bank Siriraj Joint Card Project

Bangkok Bank Siriraj Joint Card Project offers two types of cards: Be1st Smart TPN Rabbit Siriraj Card, A Card for Kind People with Personal Accident Insurance, and Bangkok Bank Visa Platinum Siriraj Credit Card, Feel Good and Make Merit

Products	Target in 2020 (cards)	Number of new cardholders in 2020 (cards)	Accumulated cards	Total amount of donation (Million Baht)
Be1st Smart TPN Rabbit Siriraj Card	120,000	232,660	1,062,571	263.17
Bangkok Bank Visa Platinum Siriraj Credit Card	5,000	976	13,445	2.26

Every Time You Use the Card. The Bank donates an additional 0.2 percent of spending from each billing cycle to the Faculty of Medicine Siriraj Hospital. Moreover, cardholders can redeem points for donations (1,000 points equals Baht 100) and the Bank will make additional contributions equal to the donation amount in order to support vulnerable patients and fund medical service development. In 2020, the Bank introduced new privileges for cardholders to pay for their medical bills at Siriraj Hospital and Siriraj Hospital Piyamaharajkarun in installments and to gain personal accident insurance coverage of up to Baht 200,000 free of charge. The Faculty of Medicine, Siriraj Hospital, Mahidol University used the donation in various ways including medical equipment procurement for the Nawamintharabopit 84th Anniversary Building, a modern comprehensive medical center with ample capacity, effectively increasing patient access to quality medical services.

• Support for a mobile medical unit

Since 2011 the Bank has supported the Medical and Dental Mobile Unit Foundation to deploy mobile units to provide general medical and dental services to communities in need

free of charge. In 2020, the Bank supported four mobile units in Mae Hong Son, Uttaradit, Prachuap Khirikhan and Kamphaeng Phet provinces, treating 3,109 people, with more than 40 executives and branch employees in the area volunteering to help organize the project in order to relieve the burden on doctors and nurses as well as to foster good relationships between the Bank and local communities.

• Blood donations with the Thai Red Cross Society

The Bank has continuously supported the operation of the National Blood Center, the Thai Red Cross Society, by organizing quarterly blood donations from its employees and executives, taking part in the Charity Walks for Health and World Blood Donor Day activities, and supporting the construction of a building for the Red Cross blood service sector. In 2020, the Bank organized blood donations at its headquarters on Silom Road and Rama III building, with 1,403 employees donating a total of 561,200 units of blood. Moreover, the Bank donated Baht 500,000 to support the Run for Blood project in which 94 employees accumulated a virtual distance of more than 8,797 kilometers, surpassing the target of 5,000 kilometers.



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 โทร. 0 2230 2715

ธนาคารกรุงไทย

• **Supporting the Cancer Immune Research Fund Project, Faculty of Medicine, Chulalongkorn University**

The Bank has long supported the Cancer Immune Research Fund Project, Faculty of Medicine Chulalongkorn University to develop immunotherapy treatments for cancer and an individual cancer vaccine. In 2020, Bank employees under the name Be The Hope team participated in a virtual running activity called the Chula Cancer Run, Be Cautious with Cancer project and accumulated 280,739 kilometers over 52 days. The Bank as the sponsor of the activity also donated Baht 2 million to the Cancer Immunotherapy Research Fund.



3. Youth development and promotion of educational opportunities



• **Bangkok Bank school building project in rural areas**

Supporting educational opportunities for children and youth in rural areas is one of the missions in which the Bank has always participated. One project is to construct or renovate and donate Bangkok Bank school buildings to country schools that provide children and young people with access to education and educational facilities to help them grow strong, smart and healthy. In 2020, the Bank delivered a school building to Ban Dong Klang School (Bangkok Bank 31) in Amphoe Khao Saming, Trat province, while also renovating other buildings and other parts of the school. During the project’s 45-year life span, the Bank has donated more than Baht 40 million to build or develop 31 school buildings in 30 provinces across the country, benefiting more than 16,000 students each year.

• **Bangkok Bank scholarships**

To create learning and career opportunities, the Bank promotes education for employees and the general public to give them the opportunity to study for a master’s degree (English program) at both domestic and international institutions. The Bank offers scholarships to employees and the general public, with a target to provide 25 scholarships a year. In 2020, 11 people received the scholarships with a total value of more

than Baht 25 million. In total the Bank has awarded more than 175 scholarships worth a combined Baht 266 million. All scholarship winners returned to work as employees of the Bank at both managerial and officer levels. Of these, 25 percent have progressed to become Bank executives.

• **Children's Day book project**

With the belief that cultivating a savings discipline at a young age helps build financial security in the future, in 2020 the Bank organized activities to promote savings discipline and conscientiousness. It encouraged children and young people to record their income and expenses by delivering a piggy bank, an income-expense record book, and school supplies for young people as a Children’s Day gift to students in schools where the Bank donated school buildings, schools in the Pracharath education scheme (the CONNEXT ED project), and schools that the Bank helped to recover from floods through the Power of Thai Foundation. To date, more than 280,000 children and youths have benefited from the book project.



• The Books for Life and Imagination project

The Bank, in collaboration with Praphansarn Publishing House, has been giving books to primary school libraries since 2009 to help develop the imagination of students. Over the years the Bank has delivered books to schools under the Bangkok Education Bureau, schools in Southern Thailand which suffered from floods, schools that fall under the CONNEXT ED project in which the Bank participates, schools where the Bank has donated school buildings, as well as other schools in need. In 2020, the Bank produced a series of books promoting life experiences under the title A Book for Life and Imagination and gave them to 400 school libraries in vulnerable and remote areas. There are three main sets of books. These include bilingual children's stories in Thai and English, the Good Habits Series – book for life and imagination, and The Little House in the Big Woods series. All of these books are a blend of modernism, imagination, and traditional thinking that the Bank believes is valuable in modern society, and useful for preparing young people to grow into responsible adults in the future.



• The CONNEXT ED education project

The Bank has always placed great emphasis on educational development as the foundation for human resource development. In 2016, the Bank was one of 12 private organizations that founded the CONNEXT ED Project. The project was established under the concept of cooperation between all sectors to create a culture of participation in the educational development of the country through the model of organizational leadership development. Following the project's concept, banks act as school partners, serving as advisors and supporters of school development plans. In 2020, the project was transformed into the CONNEXT ED Foundation.

The Bank has assisted Prathomnonsee School and Nikom Sang Ton Eng Changwat Rayong 5 School to prepare school development plans for submission to a crowdfunding contest on the website www.connected.org which is organized by the CONNEXT ED Foundation. The contest is open to the public and anyone can submit plans for the contest. In addition, the Bank also encourages its employees who have been appointed



as school partners to work with school administrators whose schools have been long supported by the Bank (a total of 236 schools in 54 provinces), to follow up progress of the strategic plans for elevating the quality of education and increasing positive engagement of school and community.

• Bualuang Kor Kan Kru project for teachers

The Bualuang Kor Kan Kru Project for Teachers was initiated in 2019 with a focus on developing the capacity of school administrators and teachers in the field of educational management and teaching design. A total of 139 people from 47 schools in 23 provinces participated in the project. In 2020, the Bank continued the project with Thammasat University by helping to organize a competency training curriculum for school administrators under the topic Principles for Building a Successful Organization. This was attended by administrators from 12 schools in 10 provinces. Moreover, the Bank supported information technology and communication skills training including the use of various online platforms for 85 teachers, as well as offering e-Learning channels on new teaching and learning techniques so that the teachers can learn by themselves and adapt that knowledge to suit their school environment especially during the Covid-19 situation.



• Partnership School project

The Bank cooperated with the Ministry of Education in the Partnership School project by supporting Wat Niweswutharam School, Nakhon Sawan province, and Ban Bang Mak School, Trang province to collaborate in developing the schools into lifelong learning centers. In 2020 the Bank, in collaboration with Thammasat University, organized various activities for the development of both schools, including a field trip to collect information about the schools and the surrounding communities. Students evaluated school development guidelines, set goals with school administrators, teachers, parents and communities, and supported a study visit on educational institution management in schools at the innovation education area in Rayong province. There was also an online training seminar called Home-based Learning Management and an exhibition showing the works of teachers and students called Network Stage Showing the Power of Community Communication.



• Creating educational opportunities and developing educational institutions in the provinces

The Bank encourages its different business units to demonstrate social responsibility by creating educational opportunities and developing educational institutions in the provinces. The Metropolitan Commercial Banking Unit led more than 400 executives and officers to donate scholarships and essential goods to children and youth at Moo Ban Dek School in Kanchanaburi province. The Share to Children project allowed managers and staff of the Bua Yai branch in Nakhon Ratchasima province to support construction of a roof covering a multi-purpose courtyard used as a place for teaching and learning activities at Ban Choraka Community School, Tambon Choraka, Amphoe Ban Lueam, Nakhon Ratchasima province. The school operates from Kindergarten Level 2 to Secondary Level 3 and has 204 students.



4. Strengthening the agricultural sector and SME

• Modern Agriculture Project

Thailand's agricultural sector plays an important role in the national economy and many people's daily lives. The Bank has been running the Modern Agriculture Project since 1999 to support the agricultural sector by promoting agricultural development 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 and co-creating marketing opportunities, and supporting the use of new technologies. Activities include seminars, study trips, and an annual Modern Agriculture Fair Day at the Bank's head office for farmers to sell their products directly to consumers. In 2020, the fair could not take place due to the Covid-19 pandemic, but online trading channels were created so that employees could purchase products directly from farmers. In 2020, the Bank organized four Modern Agriculture's Thinking Partners seminars at the Bank's head office on Silom Road, Bangkok. These were: Delicious Pomelo Roadmap All Over Thailand, Post Covid-19 Crisis Thai Agriculture Model, Improvement of Thai Corn-rice Breeds to be the Number One in the World, and Future of Thai Agriculture in View of Modern Agriculture. Many experts and model farmers joined the seminars and gave useful information to the more than 150 participants attending the event.

• Bualuang SME Club

Bualuang SME Club regularly organizes educational activities for members. Previous seminars have included topics such as Business to Consumer Marketing, Chinese World-vision in the Present and the Future: Key Success of Chinese SME, US Political Direction After the Presidential Election: Impact on Thailand, Tackling the SME Business in the Post-Covid-19 World, and Financial and Cost Management: Bualuang Curriculum, with more than 500 participants. Moreover, special seminars, domestic and overseas study trips, and activities to support SME businesses are regularly held. Most recently,

Bualuang SME Club took 70 members to study comprehensive agricultural management at Kubota Farm of Siam Kubota in Amata City Industrial Estate, Amphoe Ban Bueng, Chon Buri province on September 24, 2020.

- **Bualuang SME Fair**

The Bank organized the 12th Bualuang SME Fair on the multi-purpose space in front of Bangkok Bank head office on Silom Road to provide opportunities for SME to bring quality consumer products to sell to the general public, increase marketing channels and expand the business of Bualuang SME Club members. In 2020, to prevent the spread of Covid-19 the Bank increased confidence among visitors by taking various measures including providing both offline and online trading channels. The Bank also launched a Scan, Pay, Redeem promotion for customers who use Bangkok Bank's mobile banking app to make payments. The Bank also provided payment technology through the BeMerchant service to facilitate the SME attending the event, while also providing an online trading channel through Facebook called Bualuang SME Fair to facilitate the trading of products and increase security during the pandemic. A total of 83 SME joined the event generating Baht 7.21 million in sales.

5. Promotion and conservation of Thai arts and culture

The Bangkok Bank Musical Art Center was founded in 1979 in a bid to sustainably support and promote Thai traditional musical and dramatic arts, as well as folk arts. With steadfast efforts in this area, the Bank has earned respect from the Thai traditional musical and dramatic arts community and has maintained long-standing relationships with artists as well as mentors and students of Thai musical and dramatic arts. Activities have long been held by the Bangkok Bank Musical Art Center, at Kukrit Institute, Sathon 1, Bangkok, but unfortunately, due to the Covid-19 situation, in 2020 many activities had to be canceled apart from a few exceptions, including:

- **Sangkeet Saranrom performances**

Sangkeet Saranrom performances are events organized by the Bangkok Bank Musical Art Center for artists to express their talent and creativity for enthusiasts to enjoy, as these kinds of shows are becoming increasingly rare. Since 2011 a total of 217 performances have been held and attended by 30,000 people at Kukrit Institute, Sathon 1, Bangkok. These classical shows have inspired young Thai people living in communities nearby Kukrit Institute to participate in Thai musical and dramatic arts classes which are offered by the institute free of charge to young people. In 2020 the Bangkok Bank Musical Art Center added a channel for watching shows online through Facebook Live from the Bangkok Bank Musical Art Center Facebook page so that interested participants could access performances more conveniently.

- **Mobile Bangkok Bank Musical Art Center activity**

The Bank organized Mobile Bangkok Bank Musical Art Center events to build relationships with cultural networks in each province and provide opportunities for young people to realize the value and heritage of traditional art and culture. In collaboration with the Office of Arts and Culture, Thepsatri Rajabhat University, Bangkok Bank brought Thai traditional performances and musical shows to participate in Lopburi province's Land of King Narai the Great annual festival for the seventh consecutive year. The Bangkok Bank Musical Art Center has a library that collects cultural information, especially in the field of performing arts, with more than 15,000 books, as well as media recordings of various types of performing and musical arts. Interested parties can obtain recordings of performances at the Bangkok Bank Musical Art Center, or any Bank branch at the recipient's convenience free of charge. Shows are also available online through the Facebook page of the Bangkok Bank Musical Art Center, which has recorded more than 1,400 shows and with more than 100,000 viewers.

6. Nourishing religion

- **Royal Kathin activity**

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. The Bank has been honored with this prestigious role for the past 54 years. In 2020, Bangkok Bank presented the Royal Kathin to Wat Mahachai, a Buddhist temple under royal patronage in the northeastern province of Maha Sarakham with about 1,000 representatives from the Bualuang Volunteers Group, government and private agencies, executives and officers from Bangkok Bank and retired bank employees from the Bua Yai Club. Altogether the event raised Baht 13,675,306 which was used for the temple to restore the living quarters of the monks, renovate museums of local culture in the northeast, build new toilets for the temple, and make donations to hospitals, schools, clubs and foundations in the province.



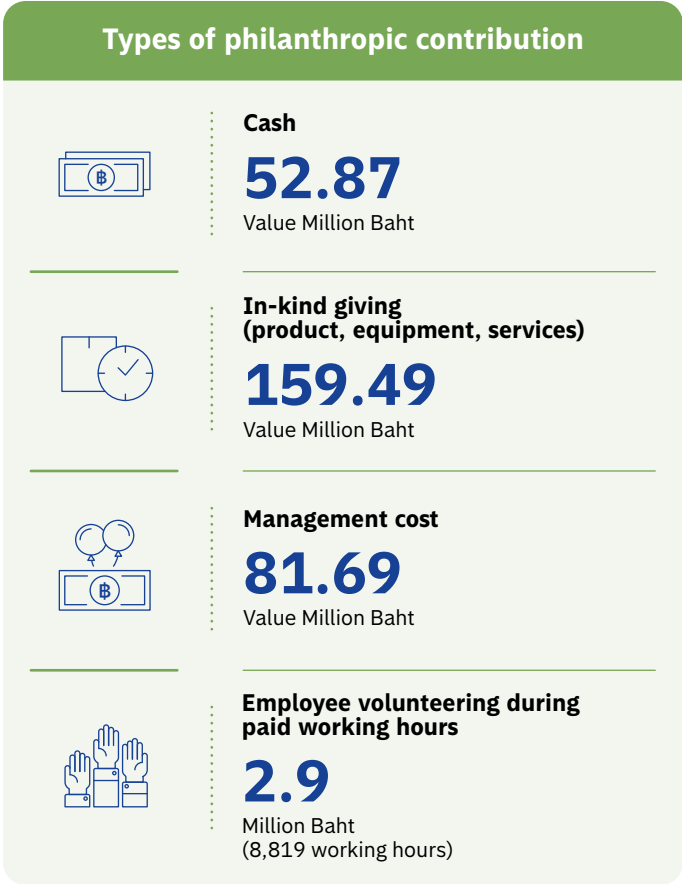


The 9th grade Buddhist theology examination

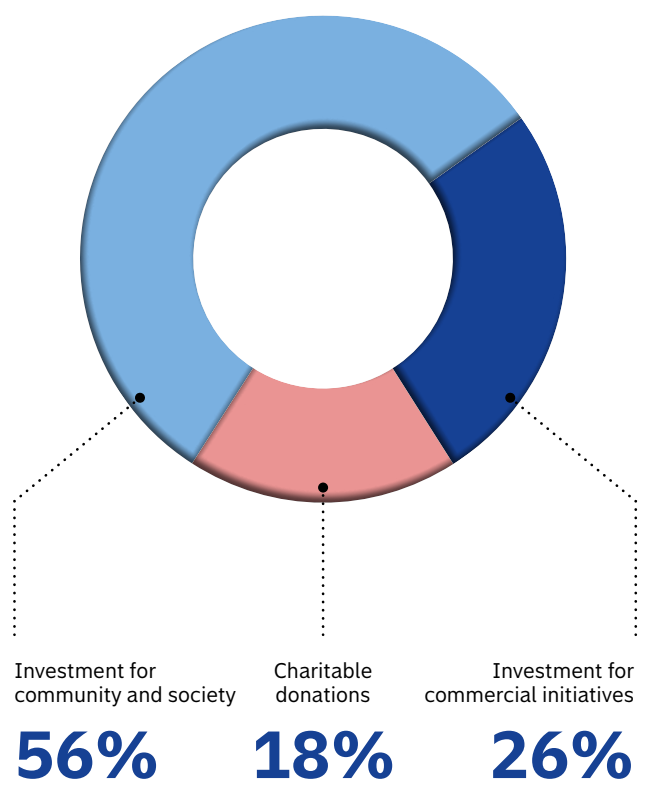
The Bank has continued to organize a congratulatory luncheon for Buddhist monks who have passed their Buddhist theology examination at the ninth and highest grade. 2020 was the 47th year that the luncheon was held. The activity motivates the monks and novices to diligently study the curriculum of the Pali Department of Dharma which is responsible for the administration of Buddhist affairs. In 2020, 50 monks and 13 novices passed the examination. The 13 novices will be ordained as monks under royal patronage. Bangkok Bank is proud to support the education of Buddhist monks .

Paying respects

On the occasion of the beginning of Buddhist Lent 2020, 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, four advisors of the Sangha Supreme Council of Thailand, and senior monks from 21 temples. The Bank also provided offerings to branches in other provinces for them to present to the abbot of the royal temples where the Bank had previously presented the Royal Kathin. Paying respects to the senior monks on the occasion of the Buddhist Lent is an annual tradition of the Bank to preserve and sustain Thai religious activities and culture.



Type of philanthropic activities







Mitigation of Environmental Footprint and Climate Impact





Commitment

The Bank realizes the importance of natural resources, environmental conservation and collaboration with other sectors to attain the goals of the Paris Agreement. It has committed to responsible environmental management and energy conservation to achieve efficient resource utilization and prevent and mitigate potential environmental impacts from its business activities.






Targets for 2020

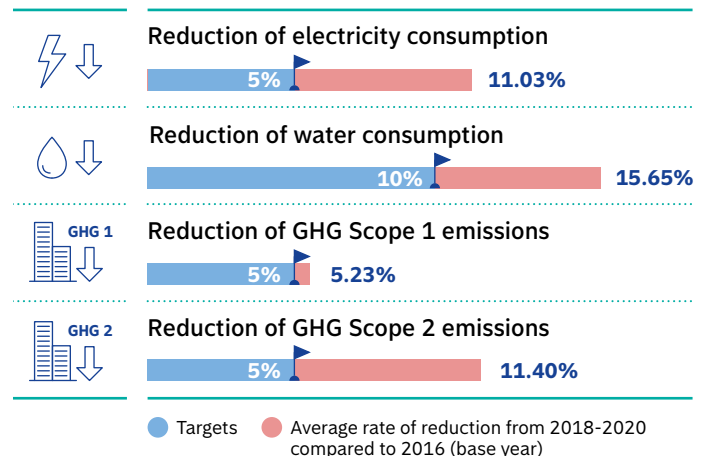
-  To revise and adjust the Bank's energy conservation policy.
-  To implement an Environmental Management System (EMS).
-  To develop and test data collection tools for energy and resource consumption.
-  To achieve targets for energy and resource consumption (2018-2020).

Long-term targets 2020–2023

-  To adopt an organization-wide EMS.
-  To enhance efficiency and extend the scope of data management for energy and resource consumption.
-  To enhance efficiency and extend the scope of waste management.
-  To achieve targets for energy and resource consumption (2021-2023).

2020 Performance highlights

-  Converted the energy conservation policy into an environmental and energy conservation policy, which is expected to be completed and announced within 2021.
-  Tested readiness for the EMS.
-  Completed initial testing of data collection tools for energy and resource consumption (Eco-Efficiency Data Management).
-  Certified by the Thailand Greenhouse Gas Management Organization (Public Organization) for our carbon neutral initiative to fully offset GHG emissions from the head office building in Silom.
-  Achieved energy and resource consumption targets (2018-2020) for the group of five buildings at the head office. Preparing new targets for 2021-2023.



Climate change and other environmental issues are having an increasingly large impact on the livelihood of people and the way in which they live. These problems are too big for a single organization to tackle without collaboration between all sectors at the local and international level. The Bank believes that businesses should play a role in conserving natural resources and the environment as well as being mindful of their environmental footprint and preparing proper and adequate mitigation plans. Doing so will help tackle the broader issue of climate change as well as a number of other environmental problems that pose a threat to all sectors, including the Bank and its customers.

In support of efforts to achieve the United Nations Sustainable Development Goals (SDG) and reduce Greenhouse Gas (GHG) emissions in line with limits set forth under the Paris Agreement, the Bank has adjusted its energy conservation and environmental management policy to better utilize internal resources in a rational and effective manner so that environmental risks and impacts from the Bank’s business can be mitigated. The Bank

has also adopted the 3R principles (Reduce, Reuse, Recycle) to optimize resource utilization across the organization.

The Bank conducted an annual review of its energy conservation policy in 2020 which revealed that adjustments had to be made to cover broader environmental goals. Accordingly, the Bank then revised the energy conservation policy to include a broader environmental component. It plans to convert the energy conservation policy into a comprehensive environmental and energy conservation policy within 2021. During 2020 the Bank offset 100 percent of its GHG emissions from the head office building in Silom, achieving carbon neutral status as certified by the Thailand Greenhouse Gas Management Organization (Public Organization). In the wake of successfully achieving its targets for reducing emissions for 2018-2020, the Bank is in the process of elevating its targets to more closely align with the Paris Agreement (Science Based Targets), which will be publicly announced within 2021.

Environmental Management System Framework

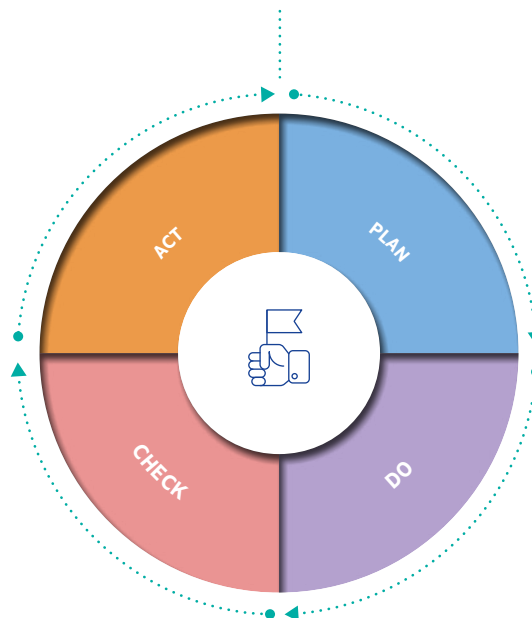
The Bank’s Environmental Management System was designed to work in a four-step P-D-C-A cycle as follows:

ACT

- Performance review by executives
- Performance improvement

PLAN

- Environmental policy setting
- Target setting
- Roles and responsibilities
- Environmental issues and 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

CHECK

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

Source: EMS based on ISO 14001

Environmental management and energy conservation guidelines

Realizing that it must take the environmental impacts from its business seriously, the Bank took concrete action to more efficiently utilize resources and reduce GHG emissions. The Bank implemented the 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 risk and impacts associated with the Bank's business operations, monitoring performance, determining corrective measures, and developing its 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 initiatives and help them become more systematic and efficient. The Bank aims to fully implement the EMS within 2021.

Environmental management and energy conservation framework

Given the wide-ranging effects that the environment and energy consumption have on the majority of the Bank's units and employees, the Bank has established guidelines for environmental management and energy conservation that executives and officers at all levels must take responsibility for and comply with, in order to promote optimal resource utilization and instill values about environmental conservation. The Bank is in the process of setting up a working team for environment and energy conservation to replace the incumbent Energy Management Team which only focused on energy conservation. The environmental

and energy conservation team will consist of representatives from responsible divisions across the Bank who will work to ensure 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 energy consumption status, reviewing performance on energy management of other functions, as well as organizing training programs and other educational activities. The environmental and energy conservation team shall report their progress and performance to responsible high-level executives of the Bank on a regular basis.

Furthermore, the Bank has appointed an energy management audit team to be responsible for auditing and assessing its energy management approach to support and ensure that environmental and energy conservation initiatives are being successfully carried out. The Bank has also set up an internal working team to collect data and prepare analytical reports relating to GHG emissions and the organization's carbon footprint.

Monitoring and evaluating performance

Once formed, the Bank will assign the environmental and energy conservation team to act on behalf of the Property Management Division to examine and evaluate performance against specified targets to ensure clear, efficient and systematic conduct. To enhance transparency and accuracy, the Bank has appointed a third-party verification body to audit information on its energy and GHG management, as well as its carbon footprint.

The Environmental and Energy Conservation Team

1



Undertake environmental and energy conservation efforts

2



Liaise with related parties

3



Organize training programs and activities

4



Gather information, supervise, monitor and examine

5



Evaluate and report performance

6



Review policies and gather recommendations

7



Report to high-level executives

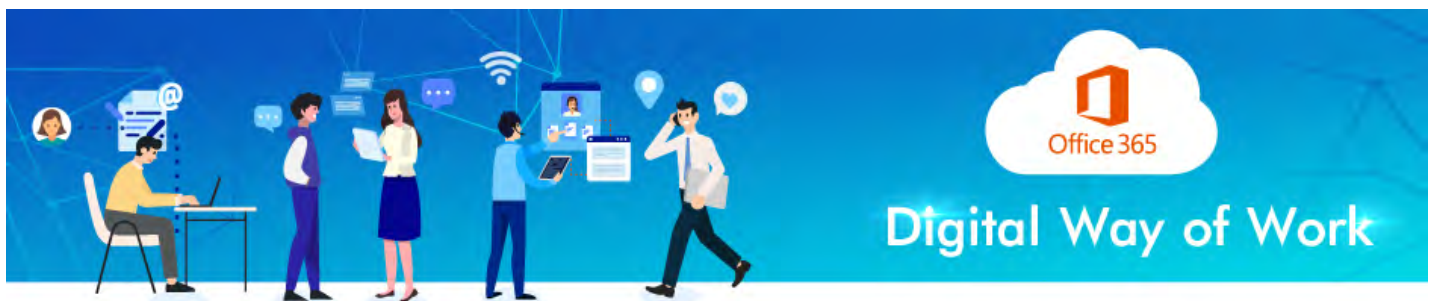
2020 Performance highlights

1. Reducing energy use and environmental impact by upgrading office equipment

- **Improving office equipment:** The Bank replaced air conditioners in its branches that were more than 20 years old as they were inefficient, had inferior cooling ability and excessively consumed electricity. These were replaced with new models using environmentally friendly refrigerants that do not damage the ozone layer and consume less electricity. This initiative reduced electricity consumption by air conditioners by about 20 percent.
- **Replacing light bulbs:** The Bank replaced the bulbs in about 1,507 downlights at the Head Office with LED bulbs and replaced 1,431 fluorescent and downlight bulbs with LED bulbs at its Head Office No.3 and Rama 9 Branch buildings. This is expected reduce electricity consumption by about 106,600 kilowatts per hour, or approximately 387,760 Megajoules per year, delivering cost savings of about Baht 548,000 per year and reducing GHG emissions by about 73.9 tons of carbon dioxide equivalent per year.

2. Reducing energy and resource consumption

- **Paperless campaign:** The Bank implemented Office 365 across the organization, enabling employees to work from anywhere at any time. This system provides online data storage that allows employees to send, store and organize information without the need for printing. In addition, the Bank encouraged employees to reduce paper usage by sending documents, disseminating information and presenting documents through electronic channels instead of traditional ones. 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:** As group transportation is more energy efficient than individual transportation, the Bank arranges van services for employees who need to travel for work between the Head Office, Rama 3 Building, Saeng Thong Thani Tower, Rama 9 Building and Bang Na Sports Club.

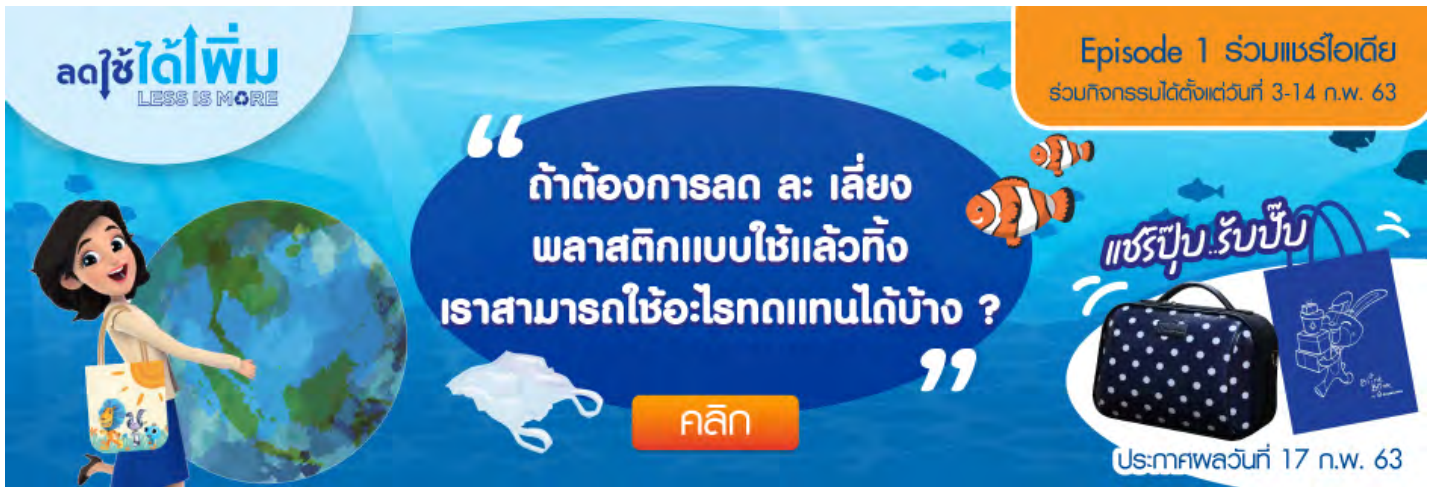


3. Building awareness on energy and environmental conservation

- **2020 Bualuang Save Energy project:** The Bank has prepared an online curriculum via the BBLearn channel offering different courses on energy conservation to raise awareness and promote participation in energy and environmental conservation in a simple way for executives and officers at all levels. This is scheduled to be launched in 2021.
- **Workshops on environmental management:** The Bank teamed up with an environmental consultancy to organize multiple workshops on different topics for executives and officers as follows: 1. Environmental aspects workshop to develop environmental management skills by analyzing the guidelines, structure of responsibilities, processes and required resources; 2. Comparative analysis of current environmental

management processes against international standards (EMS Gap Assessment) and the expectations of environmental management systems in the future; and 3. Formulation of action plans to be consistent with the Environmental Management System (EMS). Environmental experts were commissioned to conduct workshops and provided recommendations for the Bank's executives and officers.

- **Less is More Campaign (Less Use, More Benefits):** The Less is More Campaign encourages executives and officers of the Bank to refrain from single-use plastics in everyday life as well as to reuse items to reduce waste. This project invites all employees to share and brainstorm ideas to reduce the use of disposable plastics and these ideas will be shared among other colleagues for practices as appropriate.



4. Support for environmental and energy conservation projects

- Magic Eyes – Baan Krua project**
 Over the past 30 years the Bank has contributed to the Thai Environmental and Community Development Association, or Magic Eyes, with the objective of promoting civil involvement and encouraging children, young people, the general public and businesses to realize the importance of, and get involved in, environmental conservation and development through knowledge-sharing activities. In 2020, the Thai Environmental and Community Development Association initiated the Magic Eyes – Baan Krua – Sustainable Waste Management Community project to raise awareness and encourage individuals and communities to manage waste properly. Volunteers from the Bank joined people from the community to clean up Baan Krua areas, share knowledge and set up a waste and environmental management system for the community.

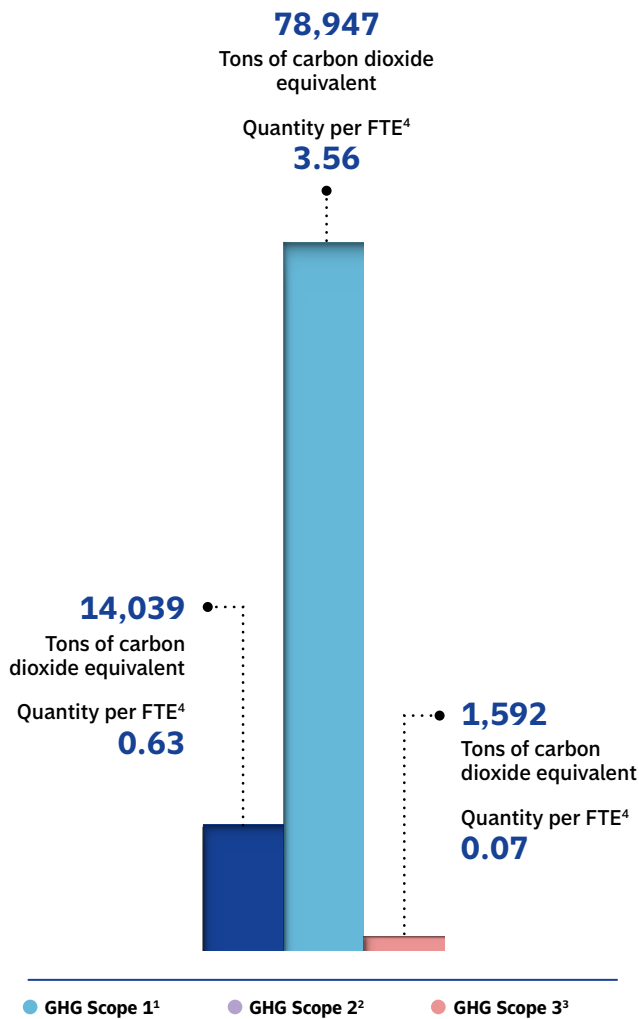


Greenhouse Gas (GHG) emissions

The Bank evaluated the GHG emissions across its business according to the Standard TGO Guidance of the Carbon Footprint for Organization established by Thailand Greenhouse Gas Management Organization (Public Organization), which are

compatible with ISO 14064–1. The emissions measurements are based on standards established by the Intergovernmental Panel on Climate Change (IPCC, 2006) and the TGO.

Quantity of GHG emissions



Note:

¹ GHG under Scope 1 consists of direct emissions that the Bank controls and monitors which include carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), sulfur hexafluoride (SF₆) and chlorofluorocarbons (CFCs). The Bank's GHG emission calculations were based on fuel consumption of back-up power generators, fire pumps and vehicles used for day-to-day operations. The volume of refrigerants leaking from the air-conditioning system and fire extinguisher chemicals were evaluated from purchasing orders, and the volumes of methane gas from septic tanks were evaluated from the number of employees of each building.

² GHG under Scope 2 consists of indirect emissions that the Bank controls and monitors which include carbon dioxide (CO₂) calculated from the electricity consumption of the Bank referring to the meters of the Metropolitan Electricity Authority and the Provincial Electricity Authority.

³ GHG under Scope 3 consists of other indirect emissions that the Bank controls and monitors which include carbon dioxide (CO₂) calculated from the water consumption of the Bank referring to the meters of the Metropolitan Waterworks Authority and the Provincial Waterworks Authority, paper use evaluated from the volumes requested by each unit, and air travel for business purposes.

⁴ FTE (Full Time Employee) is based on the monthly average number of employees in 2020.



Registration for Carbon Footprint Organization

The Bank engaged the Eco Industry Research and Training Center of Mahidol University as a verification body registered with TGO, to audit the GHG emissions across its five head office buildings. The Bank was certified and registered as a Carbon Footprint Organization by Thailand Greenhouse Gas Management Organization (Public Organization) with a total of 23,129 tons of carbon dioxide equivalent per year as of August 27, 2020.



Carbon neutral initiatives

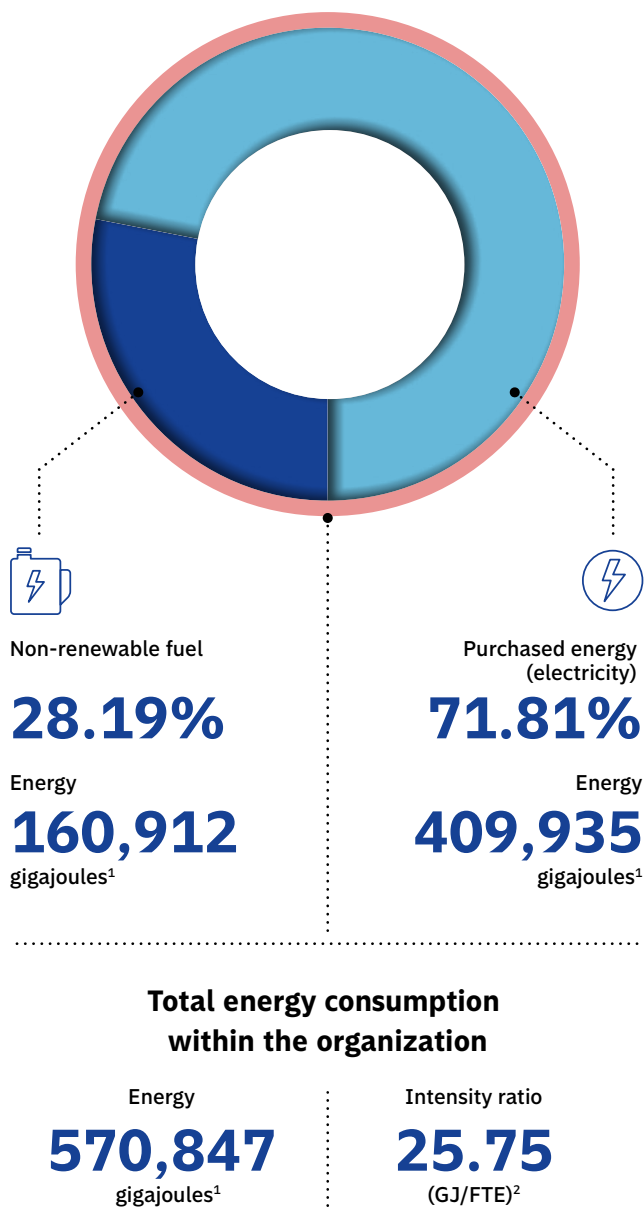
The Bank participated in the Thailand Voluntary Emission Reduction Program (T-VER) and in 2020 was certified and registered as a Carbon Neutral Organization for its Head Office building in Silom. Two events were also certified carbon neutral by the Thailand Greenhouse Gas Management Organization (Public Organization), the Extraordinary General Meeting of Shareholders No. 1/2020 and the 27th Annual General Meeting of Shareholders for 2020. The Center of Excellence on Environmental Strategy for Green Business at Kasetsart University acted as the Bank's advisor on analyzing GHG emissions. The Bank's GHG calculations were also reviewed by the verification body who assessed the consistency and accuracy of the data before joining the carbon offsetting initiative. The Bank also purchased carbon credits worth 13,100 tons of carbon equivalent (CO₂e) from Mitr Phol Bio-Power Co., Ltd. to offset 100 percent of the amount of GHG emitted from the seminar in order to attain carbon neutrality and help drive Thailand toward becoming a low carbon society.

Energy and resource utilization

In 2020, the Bank started collecting data on energy and resource utilization through an eco-efficiency data management system which systematically collects information related to resources and the environment. The system is suitable for conducting data sourced from different units, helping to promote accuracy and

allowing for fast data review. Examples of information include the volume of electricity, gasoline, water, waste, wastewater and paper consumed as well as the amount of air travel for business purposes.

Internal energy consumption



Internal energy consumption



Volume of electricity consumption

158,569 megawatt-hours¹

Quantity per FTE³

7.15



Diesel volume for standby generators and fire pumps

40,329 liters²

Quantity per FTE³

1.82



Diesel volume for vehicles

196,675 liters²

Quantity per FTE³

8.87



Gasoline volume for vehicles

4,850,223 liters²

Quantity per FTE³

218.80

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.

² FTE (Full Time Employee) is based on the monthly average number of employees in 2020.

Note:

¹ Based on data from the meters of the Metropolitan Electricity Authority and the Provincial Electricity Authority.

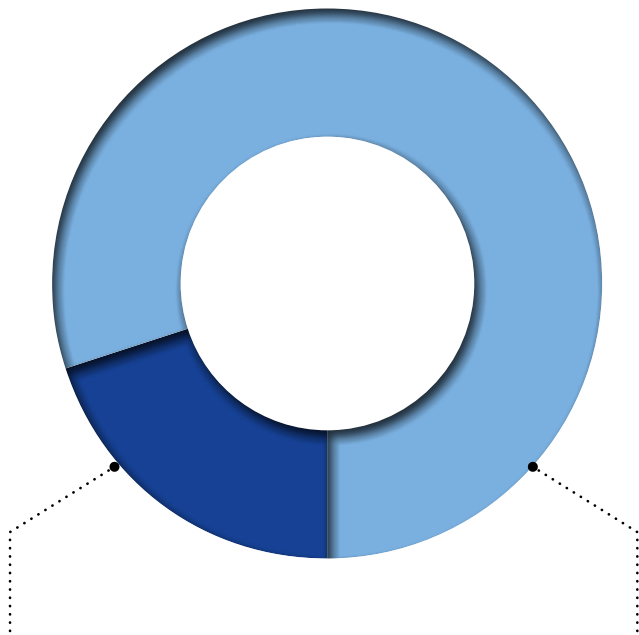
² Based on data from the Bank's oil database system.

³ FTE (Full Time Employee) is based on the monthly average number of employees in 2020.

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 laws is in place at every office and branch of the Bank to ensure that wastewater from the Bank's 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.

Water consumption management



Total water consumption

115,660
cubic meters

Volume per FTE²

5.22

Total water discharge

462,640
cubic meters

Volume per FTE²

20.87

Total water withdrawal¹

Volume (cubic meters)

578,300

Volume per FTE²

26.09

Note:

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

² FTE (Full Time Employee) is based on the monthly average number of employees in 2020.

Volume of treated and reused wastewater

A total of

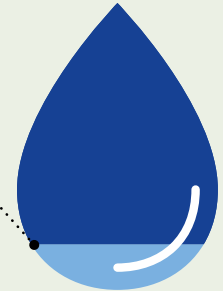
42,399

cubic meters

Equivalent to

7.33%

of the total volume of water consumed



Resulting in savings of about






699,500

Baht

Waste management

The Bank sorts garbage from its five headquarter buildings to reduce the volume of garbage and waste as well as to promote waste management efficiency. Waste is sorted as follows:

- **Non-hazardous waste** including 1. General waste such as toilet paper, plastic bags or food packages used by employees, and 2. Recycled waste such as soda cans, plastic cups, plastic bottles and glass bottles which are given to local government agencies for proper management (landfill or recycling process).
- **Hazardous waste** such as fluorescent light bulbs is sorted at the Bank and collected by the responsible government agencies to be appropriately disposed of.
- **Electronic waste (e-Waste)** such as electronic products or appliances that have passed their service lives are regularly examined by the Bank to ensure their efficiency. Obsolete electronics beyond repair or reuse are separated and sent to recycling facilities (where valuable minerals are extracted for reuse). This is done by external companies with expertise in e-Waste disposal which are certified according to international standards.
- **Paper** such as used office paper, documents and cheque, is separated and collected before being sent for recycling at pulp mills for the purposes of data security and the reduction of waste.

	Total weight of waste by type and disposal method	metric tons
	General waste ¹	3,961 / FTE: 0.18
	Recycled waste ²	12.15
	Electronic waste	32.14
	Paper used	1,037 / FTE: 0.05
	Used paper sent to recycling	554

Note:

- The Bank extended its scope to collect additional data on weight of waste at all branches and offices across the country. Total weight of generated waste comprised (1) weight of general waste from the five headquarter buildings which was disposed of by Bang Rak District Office and Yannawa District Office using landfill methods, and (2) weight of general waste at branch buildings and operation support centers across Thailand other than the five head office buildings 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 weight of recycled waste included soda cans, plastic cups, plastic bottles and glass bottles. The Bank started collecting recycled waste data separately in July 2020, excluding the volume of paper sent for recycling, electronic waste, and used paper that was shredded. The weight of used paper disposed of was estimated using the volume of used paper sent to pulp mills for recycling before reuse, covering used paper at the offices and bank cheque across the country.

Air travel for business purposes**Total air travel for business purposes**

829,886
kilometers*

**Total GHG emissions from air travel for business purposes**

84.78
tons of CO₂ equivalent**

Note:

* The Bank began recording the volume of air travel for business purposes in 2018. The higher volume of air travel for business purposes was due to the nationwide extension of the data collection scope. 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.

Digital services and reduction of greenhouse gas emissions

The Bank focuses on developing digital platforms for financial transactions including Bangkok Bank Mobile Banking and Bualuang iBanking. Not only can digital services facilitate and address the needs of customers but they can also cut down resource utilization, especially from paper, when compared to traditional channels.

Digital services and reduction of greenhouse gas (GHG) emissions

2019

**Decrease in volume of paper used**

957.4
metric tons

**Decrease in volume of emissions**

1,091.44
tons of CO₂ equivalent

2020

**Decrease in volume of paper used**

1,504.69
metric tons

**Decrease in volume of emissions**

1,715.34
tons of CO₂ equivalent

Note:

- The Bank's digital banking services covered in the calculation for greenhouse gas emissions include all transfer services, bill payments, service payments and purchasing and selling of funds and bonds.

- The Bank applied the emission factor of greenhouse gas from paper which is the standard set by the Thailand Greenhouse Gas Management Organization (Public Organization) and Intergovernmental Panel on Climate Change 2006 (IPCC).

BE CUSTOMER CENTRIC



Customer care is the central tenet of our business and fundamental to providing customer satisfaction and improving service quality. We are using technology to provide innovative products and services that meet customer needs, while maintaining and building good relationships with customers and protecting the security and privacy of their information.

Digitalization and Innovation

Commitment

The Bank is committed to developing products and services that meet customer needs and create a positive experience through advancements in digital technology and innovation, while enhancing cooperation between various units inside the Bank and external parties, including FinTech startups, government agencies and universities, with the aim of creating business opportunities and providing a competitive advantage for the Bank.

Target for 2020



To apply and adapt technologies, both developed in-house and from external sources, to the Bank's business in order to increase competitive advantages and business opportunities for the Bank.

2020 Performance highlights



Developed various innovative financial solutions in collaboration with business partners in different industries to design products and services that meet the needs of all customers.



Developed efficient and effective operational processes that help reduce errors, using innovative solutions from both internal and external sources.

Long-term targets 2020–2022



To improve and build digital infrastructure, adapt internal processes for more agility and create a digital platform, in order to meet financial demands in the digital age and move towards becoming an efficient data-driven organization.



To develop digital products and services that meet the needs of different groups of customers by applying appropriate technology.

Technological changes have significantly affected the lifestyles and financial behavior of our customers, bringing about opportunities and challenges for the Bank's business operations. Advances in digital technology and innovation have helped the Bank develop products and services that are convenient for customers and better meet their needs. The digitalization and innovation of the Bank's services presents an important opportunity to expand and promote its businesses, but at the same time brings intense competition from other financial institutions and non-financial businesses. As a result, the Bank needs to adapt to meet existing and future changes and challenges to stay competitive and continue to perform well in the long run.

The Bank is continually developing new products and services that specifically meet the demands of our customers, leveraging artificial intelligence (AI) and Big Data analytics to deliver innovative products to a wide range of customers, while providing investment consultation services that suit risk profiles, modern lifestyles and preferences. Moreover, the Bank has applied technology to increase the efficiency of in-house work processes so that it can serve customers more effectively. All of these help to enhance the Bank's competitiveness and promote its identity as a trusted partner and reliable close friend standing alongside its customers in every situation.

Management of digitalization and innovation

The Bank's development in digitalization and innovation requires good coordination across three areas:

1. Technology Division.
2. Innovation Department.
3. Other units, including business units and support units.

The Technology Division is tasked with developing and improving digital infrastructure to support the operations and development of products and services for other divisions or business units, laying the foundations for long-term business operations. The Bank has set up the Innovation Department as an innovation center of excellence. It is responsible for coordinating with internal units and external agencies to support the development and improvement of the Bank's products and services to be of high quality and relevant to customer needs. In addition to cross-collaboration within the Bank, the Bank has established Bualuang Ventures Limited, a venture capital company which is a subsidiary of Bangkok Bank, to invest in businesses with high potential, including FinTech startups, paving the way for the Bank to join forces with competent partners to create financial innovations and business opportunities.

The Bank has introduced new ideas and digital technology to help increase the efficiency of working systems and processes to adapt in a rapidly changing environment. For example:

- Developing the core system, including modifications of the Bank's 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 bring employees from various divisions or business units together in cross-functional teams to create products, services and innovations with speed and efficiency.
- Adopting a design thinking process that empathizes with customers' problems and applies suitable thinking processes to create the best solution for a target persona or segment promptly and efficiently.
- Creating platforms to digitize products, services and information which can be quickly linked within the same platform and lead to the continuous creation of new products and services for the Bank.
- Connecting with customers or suppliers on digital platforms to create a seamless experience and deliver new and innovative products and services.

Integrated functionality

The Bank's digitalization and innovation management is a hybrid model, a combination of a centralized and decentralized model appropriate to the context of the Bank. The hybrid model suits the Bank, which has both large business units, with the needed experience, strengths and potential to initiate digitalization and innovation by themselves, as well as functional and new units emerging as a result of digital transformation which still require support from external parties. The Bank has established the Innovation Department to support its business units in formulating initiatives, developing specialized technology, modeling new business and creating alliances. The Innovation Department has the following duties and responsibilities:

- Uses both in-house development and the adoption of external technology to accelerate corporate innovation to build long-term competitiveness.
- Provides guidance and consultation, promotes knowledge and tools related to innovation development, and liaises with divisions or business units on innovation initiatives.
- Coordinates and manages innovation projects among various divisions or business units in the Bank.
- Establishes projects to stimulate the adoption of new technology and innovations such as the Bangkok Bank InnoHub accelerator program.
- Studies new technological developments and exchanges information and knowledge with external agencies such as universities, research centers and government innovation agencies.

- Monitors new technology developments that pertain to its industry and looks for either new opportunities or emerging threats to the Bank, while using the information to create new business strategies.
- Develops best practices for innovation-related projects, and develops and improves innovation management processes to drive new product creation.
- Builds and develops new technological skills and working processes for relevant divisions or business units.

The Innovation Department will help the Bank to meet its business needs in two areas:

1. Using technologies to develop innovative products and services that meet the needs of customers and deliver distinctive and desirable customer experiences.
2. Expanding service channels to provide customers with easier and faster access to the Bank's services.

The new products and services using the latest technologies may cause inconvenience, usage issues or have unexpected side effects for customers or other users. To avoid these issues, the Bank tests its new products and services in a limited testing arena and participates in the Regulatory Sandbox with the Bank of Thailand, while also monitoring results and working to continually improve new products and services to ensure that they are safe, convenient and useful to users.

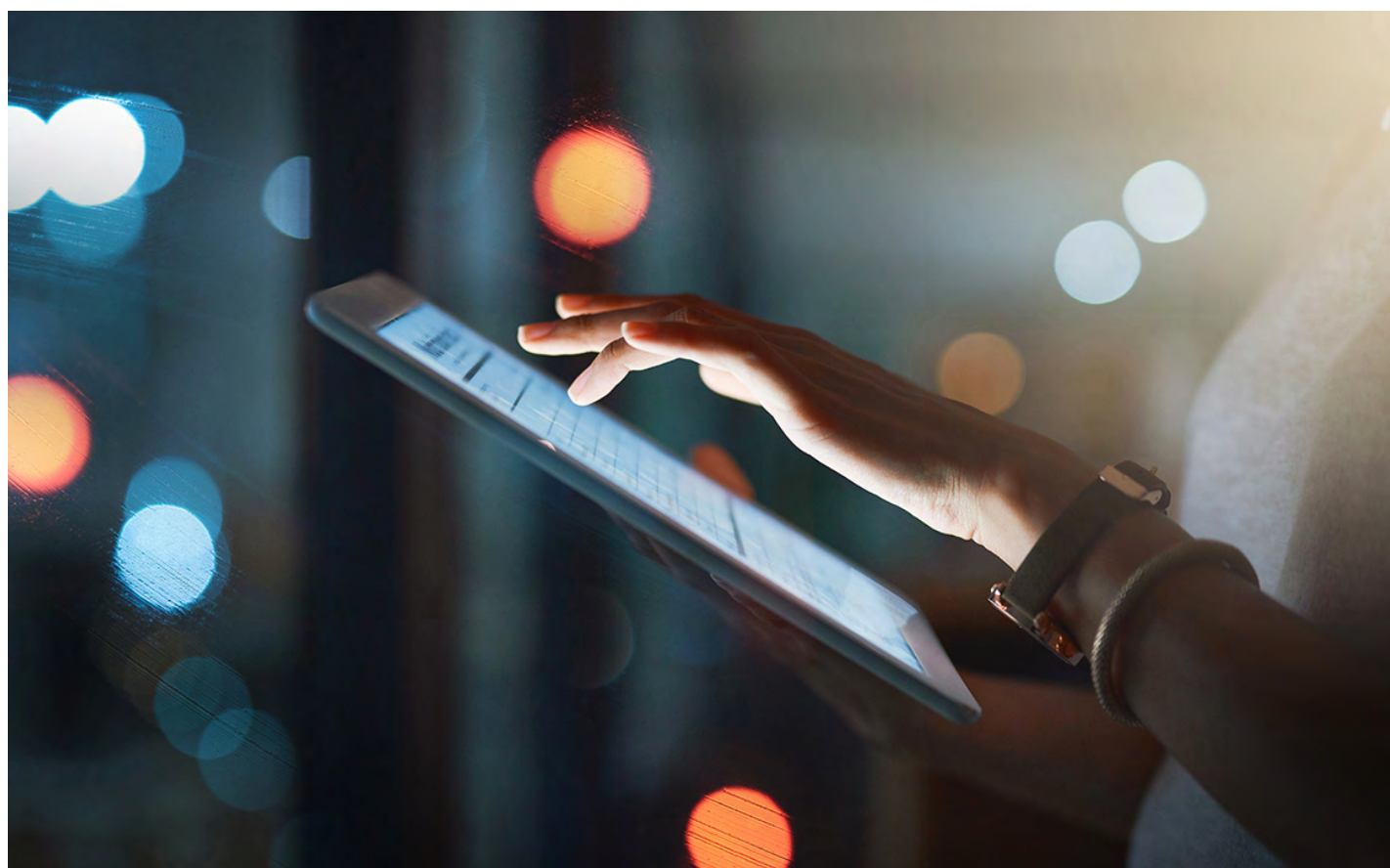
Also, the Bank has established an agile and cross-functional team to test prototype products and services for selected customers. Test results are evaluated to find ways to improve the products and services to a satisfactory level before extending the test to other areas for more coverage. Using this approach, the Bank will be able to develop products and services that meet the immediate needs of customers.

Bualuang Ventures

The Bank has established Bualuang Ventures, a venture capital subsidiary company with the objective of investing in SME, startups and businesses related to new digital technologies and innovation with high growth potential in various fields. The target areas of investment are:

1. E-Commerce.
2. Automation & AI.
3. FinTech.
4. Healthcare.
5. Smart Living to support an aging society.
6. AgriTech.

This is to respond to changing economic and social conditions, consumer behavior and business practices that are in line with digitalization. Bualuang Ventures has already invested in four startups in areas such as automation and AI, AgriTech and healthcare.



Creating new products and services



Bangkok Bank Mobile Banking

The Bank has launched a new version of the Bangkok Bank Mobile Banking app which is sleek, modern, easy to use, convenient and fast. Its features include:

- Easily transfer money either from the shortcut menu on the homepage or the account page, while being able to copy and paste instantly, eliminating the need to write down or memorize long strings of numbers.
- The account page shows the full account number and the debit card associated with that account.
- The credit card page shows a photo of a credit card, which is easy to remember and will not get lost, as well as listing customer transactions. Customers can also see the account balance and reward points.
- Buy, sell, or switch investment units instantly while showing a NAV graph, so customers can see their investments at work.
- Pay bills more conveniently with easy-to-find service providers and logos. Customers can organize them according to popularity, business category or company name.
- Collect favorite lists in one place. Users can add or remove own or third party accounts to a favorites list to transfer money, top-up and pay bills.
- Search for branches of the Bank and ATM locations.

There are also many other new features, such as cardless money withdrawals, the ability to open an online account (e-Savings), registration for the purchase of debentures, withdrawal of money from banking agents, and more.

- Cardless withdrawal service (ATM withdrawal) by scanning a QR Code on an ATM screen to withdraw cash from Bualuang ATM instantly and safely.
- Faster, more convenient online payments when shopping online using the Bangkok Bank Mobile Banking service as a payment channel.
- Make international payments conveniently and securely by using the Bangkok Bank Mobile Banking app to scan the QR Code of overseas merchants.
- New customers can open an online account using NDID (National Digital ID) verification.
- Conveniently register for the purchase of debentures without the need to visit a branch, and gain investment opportunities.
- More personalized Bank services with special privileges and promotions that meet the lifestyles and needs of customers.

Bangkok Bank Mobile Banking users

Total **9.5** million users

An increase of **19%** from the previous year

Combining transfers, top-ups and bill payments

Total **670** million transactions

An increase of **60%** from the previous year



BeMerchant NextGen

The Bank has launched the BeMerchant NextGen service, a cashless QR Code payment system. This application helps to manage sales for various merchants, including vendors who trade in a building, fresh market, or with a cart, to be able to accept PromptPay, Visa, MasterCard, UnionPay, TPN and WeChat Pay or Alipay through a QR Code. These options are consistent with modern consumer spending behavior. This method also helps to avoid contact with cash and reduces the risk of Covid-19 infection. The merchant will receive money into their account immediately (unlike PromptPay, which is next-day), and they can easily check account and payment details at any time. In 2020, there were 480,302 accounts accepting payments via BeMerchant NextGen with 1.76 million total transactions.

Be1st Smart Rabbit Line Pay card

The Bank has partnered with Rabbit Line Pay, one of the leading e-Wallet service providers in Thailand, to issue the Be1st Smart Rabbit Line Pay debit card that meets the lifestyle demands of the new generation. The card has cute cartoon characters from LINE Friends and numerous benefits, such as discount coupons from popular stores when spending via Rabbit LINE Pay Wallet using a debit card as a payment method. The debit card features high security 6-digit chip & PIN technology for all transactions and can be used as a Rabbit card for commuting on the BTS SkyTrain, BRT and Chao Phraya Express Boat. Moreover, the Bank has partnered with the MasterCard network by adding contactless technology to the debit card to enable easy payment by tapping the card in any contactless shop around the world to reduce the use of cash, in line with the demands of a digital lifestyle.

E-Withholding Tax payment service for submission of withholding tax and information from corporates to the Revenue Department through an electronic system

The Revenue Department and the Bank have cooperated to open a service called e-Withholding Tax under the National e-Payment System Strategic Plan to enhance payment infrastructure in the digital age. E-Withholding Tax is a service that automatically deducts withholding taxes and submits the information to the Revenue Department when paying digitally. Using this method, corporates do not have to prepare a withholding tax certificate,



and do not need to submit tax remittance records. It helps the Bank's corporate customers reduce their workload and lessens the costs of doing business while managing the withholding tax process conveniently and safely. Both the taxpayer and the payee can view details of their withholding tax records on the Revenue Department's website. Since its launch on October 1, 2020, a total of 396 corporate customers have applied for the service.



Bualuang Smart Bill Payment

The Bank has cooperated with Ratchapruek Taxi Cooperative and Bawon Taxi Cooperative to initiate the Bualuang Smart Bill Payment service, which facilitates the acceptance of car rental payments from cooperative members via QR Code through the mobile banking system. The service helps cooperatives and their members with payment services that cover all channels, and links with Bangkok Bank accounts and accounts with other banks. It also eliminates complications and errors that can arise from a cash management process. In 2020, more than 350,000 cooperative transactions were made through the Bualuang Smart Bill Payment service.

Corporate iCash

Corporate iCash is an online banking service for corporate customers. The Bank has continuously developed services to support a wider variety of customer financial transactions, including account information services to view various accounting reports and intra-company money transfers to suppliers or employees, using a payment system which is convenient, fast and secure. The Bank provides Corporate iCash services to two groups of customers: domestic corporates; and corporates focused on expanding their business overseas and customers wishing to open an account with Bangkok Bank at an overseas branch. In 2020, the Bank expanded the Corporate iCash service to Myanmar to facilitate corporate customers in managing their financial transactions via Bangkok Bank accounts in Yangon, Myanmar. In 2021, the Bank plans to expand the Corporate iCash service to Vietnam, Laos, Cambodia and Singapore.

Collaboration with Thammasat University

The Bank is working with Thammasat University to promote it as a smart university within the framework of the three following concepts:

1. Support and promote the university to become TU Smart University through creative thinking and digital transformation.
2. Support and reinforce the university's image as an innovation leader.
3. Support and promote the image of a leading university both at the national and international level.

Under the cooperation framework with Thammasat University, the Bank has developed various products and services to serve modern lifestyles in the digital era for Thammasat personnel.

Students and teachers using the TU GREATS App

in the 2020 academic year



37,305 active users



- **TU GREATS App**

TU GREATS App is a mobile application for iOS and Android developed for university students and teachers. The application is linked to a university database of students and teachers and uses technology to keep the information secure, such as Face ID, fingerprint scans, PIN codes and live watermarks. The app serves the modern lifestyles of university students and offers the services displayed on the opposite page.

- **Student card together with Be1st Smart TPN Mastercard**

The Bank provides a student ID card with functions of the Be 1st Smart TPN MasterCard Debit Card, which can be used to withdraw cash from ATM and swiped to pay for goods and services. The card also has a distinctive style and design on the front, showcasing the work of a student who won first prize in a card design contest, receiving the highest number of votes from Thammasat students. It links to the TU GREATS App.

- **Develop a digital ecosystem to help the university become a cashless campus**

The Bank has supported Thammasat University's desire to become a cashless campus by co-developing a digital ecosystem with payment systems and equipment installed on campus and in surrounding areas to support e-Payments and QR Code systems.

TU GREATS App

	Online classroom	Supports teaching and learning in the New Normal era, giving students the ability to attend online classes via Microsoft Teams.
	News & announcements	Provides the latest updates from the university and faculty in one place.
	Academic calendar	Provides reminders about classes or exams.
	Class collaboration	Enables students to follow updates about class timetables, track attendance history, receive news, download documents, and chat to teachers and students.
	Virtual ID card	Scan the Virtual ID Card to access various places in the university.
	Attendance checking	Facilitates teachers and students to check their attendance.
	Advisor appointment	Make appointments with advisors (Using push notifications).
	Academic record	View grades for any semester and carry out grade estimations.
	Event	Create events or register for university activities and view attendance history.
	Course search	View course information, the number of opened classes, course schedules, and the number of students enrolled in each subject.
	Connect to the enrollment fee payment system	Pay enrollment fees through the Bank's mobile banking service, including cross-bank bill payments using PromptPay, Bill Payment (App-to-App) and Merchant iPay, with instant e-receipts, quickly and conveniently.
	Connect to the Bank's mobile service	Make payments for goods and services and other financial transactions conveniently and promptly at shops inside and outside the university.
	Connect with student card request system	Request a new student card anytime and anywhere with no need to travel to the branch or fill out complicated documents.
	Meet the lifestyles of a new generation of students	Will connect to various systems within the university in the future such as the NGV bus system, the library service system (TU Library), and more.



Cooperation with Kerry Express

The Bank is cooperating with Kerry Express (Thailand) Public Company Limited, a leading private express delivery company, to jointly develop integrated financial services that meet the needs of today’s consumers who prefer transactions via digital channels as well as pushing Thailand to become a cashless society in accordance with government policies. The Bank has introduced a PromptPay QR Code to support payment transactions, such as express delivery fees at Kerry Express Parcel Shops and Cash on Delivery (COD). In addition, the Bank is in the process of developing other e-Payment solutions in collaboration with Kerry Express, which will increase financial service opportunities as well as credit extensions for SME in the retail and wholesale industries.



Bangkok Bank cooperates with Hua Seng Heng to launch USD Gold Trade Platform for the first time in Thailand

Following the Bank of Thailand (BOT) regulation allowing investors to buy and sell gold with a BOT-licensed gold trader using US dollars (USD) through a Foreign Currency Deposit Account (FCD) without conversion to Baht, the Bank and Hua Seng Heng, the country’s leader in gold trading, have collaborated to provide investors with the opportunity to buy and sell gold at the same price as on the world market. These real-time transactions use USD via the online platform Hua Seng Heng USD Gold Trade

linked to a Bangkok Bank FCD account. This reduces the risk of currency fluctuations and helps facilitate more investment. (Previously, domestic gold trade could only be paid for in Baht via direct debit from a Baht account).

Other significant activities

The Bank has continued to adopt technologies and innovation such as chatbots, AI, advanced data analytics and blockchain technology (DLT) in data analysis, and improved the banking system to serve the needs of the internal divisions or business units as well as its customers. In addition, the Bank promotes open innovation and collaborates with startups through the Bangkok Bank InnoHub accelerator program to further develop the Bank’s products and services. At the completion of each series, some startups have been selected to work with the Bank’s Innovation Department and business units to continue innovating and developing new products and services. The Bank fully supports these startups using its resources and business network, enabling them to play a vital role in driving the national economy and the financial sector in the future.



• **Thailand Open INNOVation 2020 under the INNOvation-Crazy-Brave-Think project**

The INNOvation-Crazy-Brave-Think project was started in 2014 by the Ministry of Internal Affairs and Communications of Japan, providing opportunities for the general public, with no limitation on age, gender, education or industry, to present innovative and creative solutions for solving problems in daily life. In 2020, Thailand became the first country in ASEAN to host the project. The Ministry of Internal Affairs and Communications of Japan collaborated with the Digital Economy Promotion Agency to organize an award ceremony called Thailand Open INNOVation 2020 to support the creativity and innovation of Thai people. The Bank was honored to take part in the consideration and selection of potential ideas from global participants in the Generation Award category.

Customer Relationship Management

Commitment

The Bank has a firm commitment to continuous service quality improvement to build and maintain a good rapport with its customers, as well as delivering the best service experience with the goal of being “puan koo kit mit koo ban” (a trusted partner and reliable close friend) alongside customers and Thai society in general.

Targets for 2020



To maintain a customer satisfaction level of at least 94 percent for branch services, as measured by the Voice of Customer survey.



To achieve a mobile banking satisfaction score higher than 81.30 percent in 2019.



To maintain customer satisfaction scores for phone services through interactive voice response (IVR) and customer service representatives (CSR) of more than 4.50 and 4.75 out of 5, respectively.

2020 Performance highlights



Customer satisfaction for branch services was 94.48 percent as measured by the Voice of Customer survey.



Mobile banking satisfaction score was 81.80 percent, higher than 2019. The Bank also launched its new mobile banking services in the middle of the year.



Customer satisfaction scores for phone services through interactive voice response (IVR) and customer service representatives (CSR) were 4.66 and 4.82 out of 5, respectively.

Long-term targets 2020–2022



To maintain customer satisfaction with branch services at 95 percent or above, as measured by the Voice of Customer survey.



To improve customer service levels and enhance quality assessment through mystery shopping, in line with market conduct standards.



To rank among the top three banks for mobile banking satisfaction.



To maintain customer satisfaction scores for phone services through interactive voice response (IVR) and customer service representatives (CSR) of more than 4.75 and 4.90 out of 5, respectively.



To adopt new technology to develop phone services such as personal identification through voice biometrics, and additional channels to contact officers such as web chat.

To build trust and satisfy customers, the Bank must conduct its business based on honesty, good corporate governance and positive relationships with customers while offering services with speed, accuracy and precision as is required for the banking business in the digital age. Moreover, expectations from customers have become more specific and individualized. As a result, the Bank prioritizes building and maintaining good relationships, using technology to deliver quality service and differentiated experiences. The Bank takes a customer-centric point of view, listening to customers' voices and responding to their feedback to provide excellent service standards. Furthermore, the Bank strives to create value for its existing customer base and continuously grasp opportunities to attract new customers and expand the customer base, thereby achieving sustainable business growth in the long run.

Customer relationship management

Regarding customer relationship management, the Bank intends to retain existing customers while expanding to new customer groups through developing service channels that fit diverse lifestyles and providing a variety of products and services that suit customers' specific needs. Service quality must also be guaranteed to meet the service level agreement (SLA) to impress customers and respond to their online and offline needs. The Bank used digital tools to analyze data, public discussions and behavioral patterns and conducted opinion and satisfaction surveys to find out how to best serve customers. These efforts will help in the creation of practical guidelines that will minimize any negative outcomes arising from the use of Bank services and help in the development of new products and services that meet customer needs.

The Bank adheres to market conduct practices and the Code of Conduct and Business Ethics while carrying out regular audits to ensure that services provided by employees do not violate the Code of Conduct. Additionally, the Bank has adopted a

non-discrimination policy centered on the "4 No's Principle" (No Tricking, No Forcing, No Bothering, No Abusing) and organizes customer service testing and assessment for all branches at least twice a year to ensure that its services meet the specified standards. If problems occur or where there is room for improvement, branch employees will be provided with suggestions to improve. Moreover, the Bank offers regular knowledge sharing activities for employees via the Bank's intranet system and BBLearn online to provide employees with useful information related to market conduct and other relevant topics to enhance the effectiveness and quality of services they offer customers. The Bank also published an employee operating manual to foster service professionalism and constantly improve services to customers.

Quality evaluation of branch services

The Service Quality Team is responsible for enhancing service levels and evaluating the performance of branch staff every year to improve service quality. Details are summarized below.

- 1. Mystery shopping:** Mystery shoppers visit each branch four times a year to assess services provided by branch staff in three areas: Service area readiness, services provided by staff according to standards and practices, and phone services at the branch. In 2020 the score was 83.28 percent for overall service quality.
- 2. Voice of Staff:** An evaluation and development survey is carried out twice a year at each branch to assess staff knowledge of mutual funds and insurance products. During the assessment, if any branch staff makes a mistake or misinforms a customer while providing service, the central unit will immediately provide accurate information and guidelines to help employees provide proper services to customers. For the 2020 evaluation results, 31.67 percent of evaluated branches received a "Very Good" rating while 52.79 percent were rated as "Good".

Customer opinion and satisfaction survey

The Bank values feedback from customers and conducts an annual Voice of Customer survey that gauges the satisfaction of customers as well as their opinions about Bangkok Bank and other banks. This is later used to develop and improve service quality to better address the needs of customers and create a positive consumer experience.

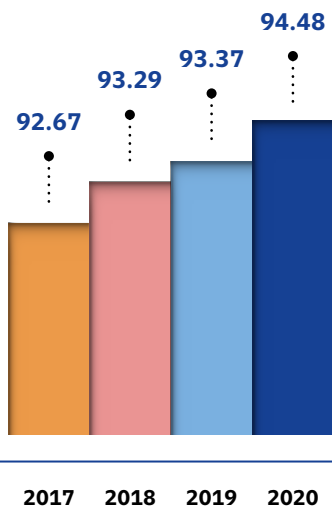
Customer satisfaction with branch services (Voice of Customer survey)

The Voice of Customer survey is conducted via telephone with at least 75,000 branch customers per year. Complaints received during the survey will be sent to branch managers immediately so that they can address them according to the Bank's rules for dealing with customer complaints. Later, the survey results will be communicated to all branch managers so that they can apply any insights and improve the service standards of their branches.



Customer satisfaction survey results for branch services

(Satisfaction score, %)



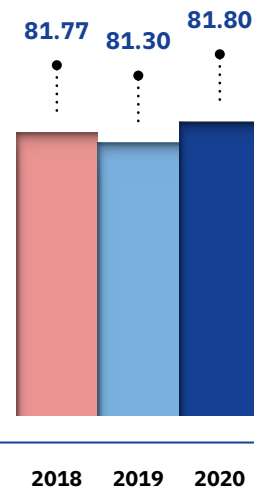
Customer satisfaction survey for mobile banking

The Bank invites customer feedback regarding its mobile banking services through an online survey conducted every six months. The results from this survey are used to further develop the Bank's mobile banking application and build more functionalities and features that are useful and convenient. In June 2020, the Bank premiered its new mobile banking application Bangkok Bank Mobile Banking with upgraded functionalities and features in order to promote ease of use for making financial transactions and respond better to the modern lifestyles of customers.



Customer satisfaction survey results for mobile banking








(Satisfaction score, %)



Customer satisfaction survey for Bualuang Phone

Bualuang Phone offers services through interactive voice response (IVR) and customer support representatives (CSR) to solve problems for customers. Customers can grade their experience and leave a voice message to provide feedback right after the call (a post-call survey). The Bank utilizes results from the survey, as well as other information and statistics such as dropout rate, IVR issues and individual CSR services, to improve and elevate service quality in the future.

Results from Bualuang Phone customer satisfaction survey

Indicator	2018	2019	2020
 Call Center - Interactive voice response: IVR			
 Satisfaction score for services ¹	4.46	4.58	4.66
 Scores of 4 and 5 ² (percent)	86	89	92
 Call Center - Customer support representatives: CSR			
 Satisfaction score for services ¹	4.75	4.78	4.82
 Scores of 4 and 5 ² (percent)	95	96	96
 Dropout rate for phone services (percent)	26	15	8

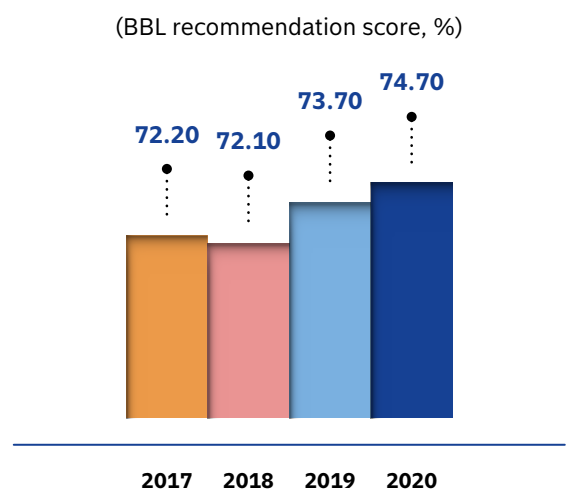
Remark: ¹ Full score is 5.
² Scoring is on a 0-5 scale.

Customer recommendation survey

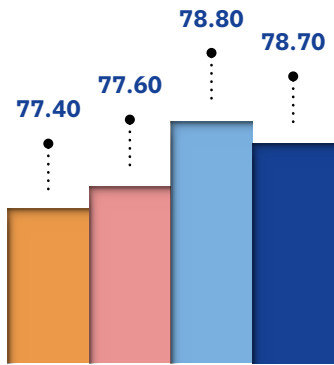
The Bank's Consumer Research Team holds an online customer recommendation survey every six months to monitor long-term customer satisfaction and engagement with the Bank. About 2,000 customers nationwide are interviewed per survey covering all customer groups. The Consumer Research Team follows up on customer opinions, evaluates their satisfaction levels with new products and services, and develops new products and services to better meet their needs. In 2020, the Bank started monitoring customer and consumer opinions on the Bank and other banks through social media channels, an effort which is carried out quarterly.



Customer recommendation survey score

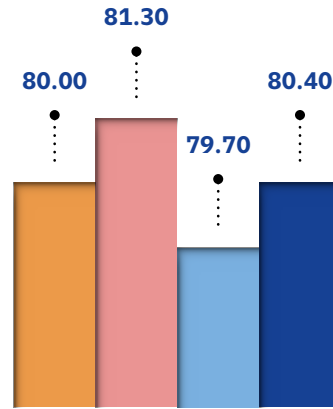


(Branch recommendation score, %)



2017 2018 2019 2020

(Mobile Banking recommendation score, %)



2017 2018 2019 2020

Customer complaint handling

The Bank provides multiple channels to accept customer complaints, such as the official website, Bualuang Phone and branches. Officers in charge receive complaints from customers and input the details into the system for prompt corrective action. Complaint handling must be completed within the period

specified in the service level agreement (SLA). The Bank deploys social listening tools to gather customer feedback when the Bank is mentioned on social media channels, including questions, suggestions and complaints. To ensure a quick response the Bank has put in place a customer incident mechanism. In addition,

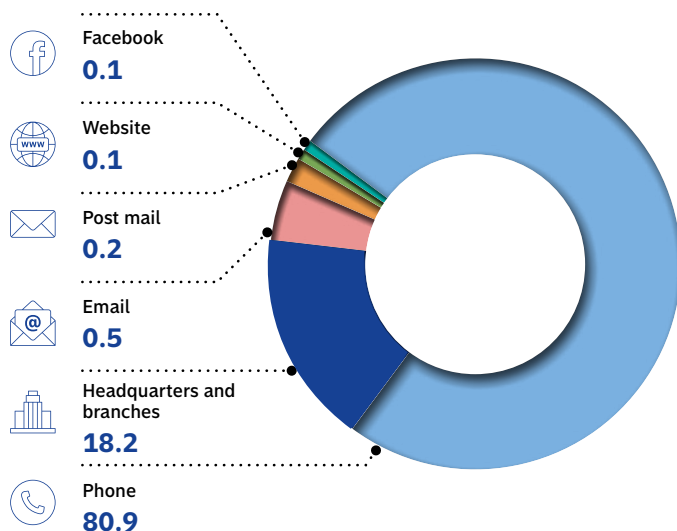
Complaint handling results in 2020

Complaints were handled successfully within the specified timeline according to the Service Level Agreement (SLA).

Customers were satisfied with complaint handling by branch managers.

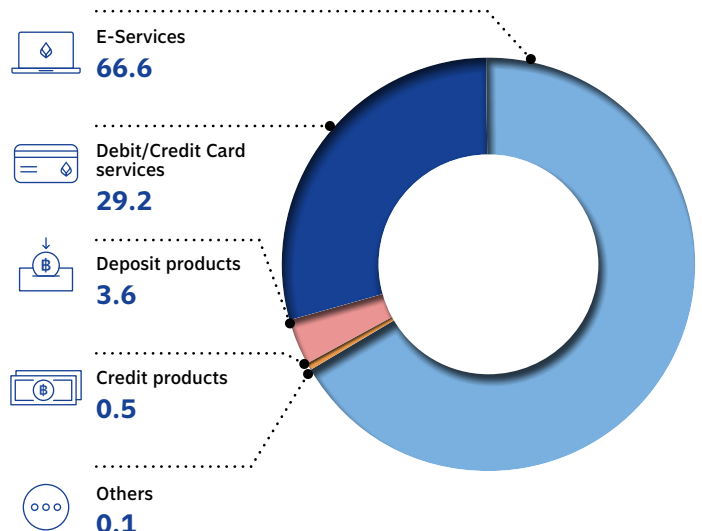
100%

Proportion of the Bank's complaints by channel.



75%

Proportion of the Bank's complaints by product.



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 respond to their requests, answer questions, offer suggestions and troubleshoot technical issues with mobile banking.

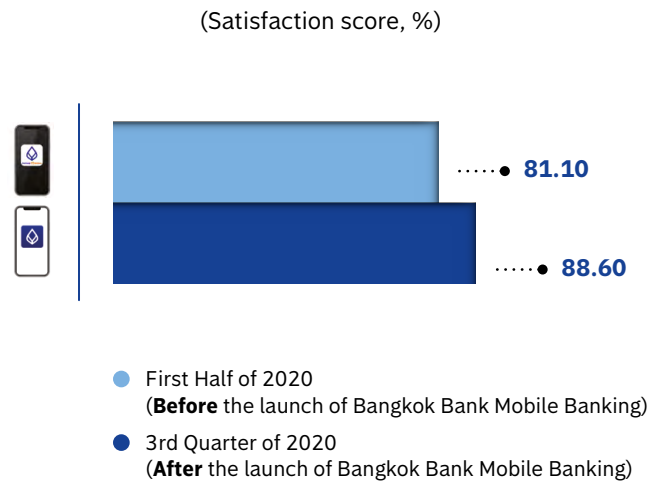
With regard to complaints filed through branches, the Bank has created guidelines that require managers or branch managers to be notified of relevant complaints and to contact customers within two days to provide assistance and resolve their issues. Afterwards, branch managers will study the complaints received to improve branch operations and prevent similar incidents in the future. In cases where a complaint is not resolved in a way that satisfies the customer, the issue will be escalated to senior executives for further consideration and action.

A case study on using customer feedback to improve service quality

The Bank values all feedback from customers and uses results from satisfaction and feedback surveys to improve services and develop products that better appeal to customers. In June 2020, the Bank launched its new mobile banking service Bangkok Bank Mobile Banking with additional features and simplified functionalities to create a better user experience for customers. The new mobile banking app was successfully developed based on customer feedback survey results about Bualuang mBanking (the old mobile banking platform).

Specifically, the surveys discovered that Bualuang mBanking had areas that could be improved, such as ease of use in transfer/payment of products and services, transaction speed and system stability. The Bank leveraged these insights to focus on improving these areas for its new mobile banking app. Three months after the introduction of the new mobile banking app, the Bank conducted another customer feedback survey and found that the overall score for mobile banking services had improved. As

Customer satisfaction survey results for new mobile banking service



a result, the Bank intends to learn from customer feedback and use it to inform service improvements and product development.

The Bank considers feedback and suggestions from customers to develop other service channels as well, such as an expansion of banking agents, new services offered through Bualuang ATM, and enhancing the Bank's website to be more modern, informative and comprehensive. The Bank developed a web application that allowed customers to check the progress of their credit card application, as well as an improved web form called Contact the Bank via Email to handle complaints, inquiries and feedback from customers in a more effective manner, which will ensure faster response times.

Cybersecurity and Customer Data Privacy Protection

Commitment

The Bank is committed to strengthening cybersecurity and ensuring customer data privacy protection by developing its capabilities to counter cyber threats and comply with applicable laws and standards to gain the trust of customers and all groups of stakeholders.

Target for 2020



To create awareness on cybersecurity and cyber threats among executives, employees and customers, and enhance the efficiency of detecting emerging and complicated cyber threats to find ways to tackle them.

Long-term target 2020–2022



To enhance data protection capabilities for employees by developing skills, knowledge and efficiency in securing information and dealing with new forms of cyber threats.

2020 Performance highlights



Provided training on cyber threats and data privacy protection information to executives and employees and continuously communicated knowledge about cyber threats to customers via online media channels.



Provided technical training for cybersecurity practitioners, and conducted the cyber combat competition to review and develop employees' skills.



Rehearsed cybersecurity and data privacy activities for the protection of data privacy and prevention of cybersecurity incidents.

Data is an essential resource for banks in the digital age as massive amounts of data can be collected and analyzed efficiently and quickly. Data analysis can help the Bank better understand customer behavior, develop products and services that better meet their needs, and increase the Bank's competitiveness. While there are many benefits to be gained from the collection and use of data, there is also the risk of abuse. Data needs to be protected and safeguarded to prevent negative effects on the Bank and/or data owners. The Bank manages data throughout the data life cycle by implementing clear data security measures, tackling cyber threats and establishing guidelines that comply with relevant laws and international standards, as well as respecting and protecting the rights of data owners from abuse.

Cybersecurity management

The Bank has a clear cybersecurity framework that conforms to international standards. It has set up security standards for information used in providing services by setting up security baselines for working systems, and security requirements for online services provided via applications. The working systems and online services provided via applications have been assessed against the security standards on a regular basis, both before and after the services are provided. This is to ensure that the information security management and cyber threats are examined, and preventive or corrective actions are taken promptly once a loophole is found. The Bank also requires employees working on cyber risks to continuously develop their skills and knowledge to help prevent and tackle cyber threats. These precautions are one reason that the Bank has not detected any incidents of leaks, theft and loss of customer data from cyber threats.

Cybersecurity governance structure

The Bank has clearly defined the scope of responsibility for managing data security and cybersecurity throughout the organization. The Board of Directors is responsible for auditing and monitoring data 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 includes risks from cyber threats. The Security Management Division, which is a support unit of the Chief Information Security Officer (CISO), is responsible for defining, developing and regularly reviewing the structure, policies, standards and procedures for information technology security and cybersecurity. It is also responsible for assessing and monitoring security status, controlling security through vulnerability and threat management, and investigating any irregularities in the Bank's security. Moreover, it has the duty to strengthen corporate risk culture regarding information

security and cybersecurity through training programs and dissemination of relevant knowledge to the Bank's employees and executives.

Information Security and Cybersecurity Policy

The Bank's Information Security and Cybersecurity Policy was established in compliance with international standard ISO / IEC 27001: 2013 to serve as a framework for information security and cybersecurity management and tackling cyber attacks. The policy is reviewed annually to reflect changes in technology and cyber threat models. In 2020, the policy was revised to include more detail about new technologies such as biometric security and blockchain security under the section Emerging Information Security and Cybersecurity Threats and Trends. The Bank aims to have comprehensive and adequate monitoring of information security without infringing on personal data privacy.

Personal data privacy protection management

The Bank has collaborated with international experts to establish a management and governance framework for personal data privacy protection. This applies to the Board of Directors, executives and relevant parties responsible for personal data privacy protection management. The framework comprises four pillars: 1. Governance and organization, 2. Policy, reporting and training, 3. Process and control of personal data, and 4. Risk management for the protection of personal data. The Bank has developed appropriate work systems to apply the framework in various areas. Personal data risk has been recognized as one of the Bank's major risks. The scope of the Bank's risk taxonomy has been expanded to cover personal data risk, requiring the Personal Data Protection unit and the officers within to participate in the Bank's risk management process as required. The Bank also conducted awareness raising and skills development activities for executives and employees to keep them current and compliant with relevant laws and the Bank's practices.

Regulatory structure for personal data protection

The Bank has established a Personal Data Protection unit under the supervision of the Compliance Division to protect personal data, and review and propose updates to relevant policies and practices. The Bank has appointed a Data Protection Officer (DPO) who is responsible for supervising and controlling the processing of personal data at the Bank, with a dedicated portfolio covering policymaking for working processes, risk management, training

and reporting to ensure the Bank's operations comply with privacy laws and other relevant regulations.

Personal Data Protection Policy

The Bank has established a Personal Data Protection Policy and a Privacy Notice, as well as a request/consent form for the collection, use and disclosure of personal data to ensure operations are fully compliant with legal requirements. The Bank has collaborated with the Thai Bankers' Association and its member banks, and international experts to establish the Guidelines on Personal Data Protection for Thai Banks to serve as a common standard for the banking sector in compliance with the Personal Data Protection Act B.E. 2562 (PDPA). In cases where there is a violation of personal data, the Bank will follow the guidelines to resolve the issue and identify measures to prevent the situation in the future. Customers can register complaints about personal data breaches through the Bank's various channels. The Bank will investigate the evidence transparently and fairly. If a breach is identified, the Bank will take action, discipline the wrongdoers and remedy the victims appropriately. In 2020, the Bank received five complaints relating to data privacy breaches from customers through all contact points of the Bank. Of these data privacy breaches, two cases were investigated and completed.

Promoting a data security and cybersecurity risk culture

Raising awareness of data security and cybersecurity risks forms an important part of the Bank's organizational risk culture. The Bank has continuously built relevant knowledge among employees and executives to prevent misuse of information, or the theft, leakage or loss of data, through a range of methods such as simulations, cyber threat response plan rehearsals, communications and training to provide knowledge about data security and responses to cyber threats. All departments are responsible for ensuring the security of their relevant information.

Raising awareness of cybersecurity and personal data privacy protection

The Bank regularly communicates information and organizes educational activities for officers and executives on data security, cyber threat responses and customer data privacy protection through the Bank's internal channels in various formats such as short articles, infographics, videos, and training courses. Knowledgeable staff help ensure the Bank collects, uses and discloses data in a secure and appropriate manner. The Bank also helps raise awareness of such issues with its customers. In 2020, the Bank organized the following activities:



มารู้จัก

พ.ร.บ.คุ้มครอง
ข้อมูลส่วนบุคคล
พ.ศ. 2562



- 1. Activities to raise awareness about cybersecurity:** Training titled Secure Lifestyle in Digital Age via Microsoft Teams to educate people about cyber threats and how to tackle them. Topics about threats arising from phishing and cloud computing were added to BBLearn, the online learning platform for Bank employees. The Bank also started a data evaluation and analysis process for establishing data leakage prevention measures for the Microsoft Office 365 platform. This information will be communicated to employees and management as the next step.
- 2. Activities to build awareness about the protection of personal data.** The Bank requires all employees to attend the PDPA training course through BBLearn. The Bank also established the PDPA Awareness Campaign to create understanding and awareness of employee responsibilities under the PDPA through articles and video interviews with management, while also providing training on branch operations in compliance with the PDPA via Microsoft Teams.
- 3. Activities to educate customers.** We continually raise awareness about cyber threats with customers by communicating relevant information, knowledge and alerts in an easy-to-understand format through our digital communication channels such as our website, LINE Official, Facebook and YouTube.

The Personal Data Protection Act B.E. 2562 (2019) Training



Participants

100%

of total number of employees

Testing information technology security systems and rehearsing cybersecurity incidents

The Information Technology Security Management unit conducts an annual test or rehearsal of Bangkok Bank’s cyber threat response plan at least once a year. This includes internal rehearsals as well as rehearsals with other banks under the Thailand Banking Sector Computer Emergency Response Team (TB-CERT). The activity enables the Bank to improve its cybersecurity responses. In 2020, the Bank organized a cyber threat response exercise under the scenario: Malware Attack on Bangkok Bank’s Network Infrastructure. This exercise underwent the four-step cyber incident response process: Preparation; Detection and Analysis; Containment, Eradication and Recovery; and Post-Incident Activities. This cyber threat exercise improves the efficiency of communications between different departments within the Bank so they can better respond to unusual incidents or cyber attacks.



ระวัง!!!

การหลอกลวงข้อมูลจากกรมทะเบียน
รับสิทธิ์ประโยชน์ต่างๆ

จากผลกระทบของโรคโควิด 19
รัฐบาลได้ออกมาตรการเยียวยา
เพื่อมอบสิทธิประโยชน์ช่วยเหลือประชาชน
ในรูปแบบต่างๆ โดยเปิดให้มีการลงทะเบียนออนไลน์
ด้วยข้อมูลส่วนตัวทางเว็บไซต์ ซึ่งเป็นการเปิดโอกาส
ให้แฮกเกอร์หลอกลวงหรือขโมยข้อมูลส่วนตัวของเรา
ในรูปแบบต่างๆ ได้อย่างที่เราไม่รู้ตัว

The Bank also conducts cyber attack tests by simulating phishing emails to employees to raise their awareness of the dangers from phishing emails. In 2020, we provided employee training on Phishing Cyber Threats through our online learning platform, which was followed by a test. The test results showed a 5 percent increase in employee data fraud compared to the 2019 test because the 2020 test invited registration for Covid-19 insurance. After the test, the Bank communicated with employees so they would have a better understanding about the risks. The Bank plans to increase employees’ awareness of cyber threats by developing and improving the content of its courses and information to be easier to understand and to conduct more frequent phishing tests.

⚠️ หลอกลวงทางโทรศัพท์ (Voice Phishing)

แฮกเกอร์อาจแอบอ้างเป็นเจ้าของหน้าจากรายงานราชการ
โทรมาสอบถามข้อมูลส่วนตัวหรือหลอกให้โอนเงินกลับไป
ยังบัญชีปลอม ก็เป็นอีกรูปแบบหนึ่งที่ทำให้เกิดความเสียหาย

⚠️ หลอกลวงผ่านข้อความ SMS (SMS Phishing)

เป็นอีกวิธีหนึ่งที่แฮกเกอร์อาจส่งข้อความเชิญชวนทาง SMS
ให้ดาวน์โหลดและติดตั้งแอปพลิเคชันที่เป็นมัลแวร์
เพื่อแอบเอาข้อมูลในโทรศัพท์หรือหลอกให้เข้า
เว็บไซต์ปลอมที่เตรียมขโมยข้อมูลไว้

หลอกลวงเอาข้อมูลส่วนตัว ในรูปแบบไหนบ้าง

⚠️ เว็บไซต์หลอกลวง (Phishing)

แฮกเกอร์อาจสร้างเว็บไซต์ปลอม
โดยเลียนแบบให้ใกล้เคียงกับเว็บไซต์จริง
เพื่อส่งลิงก์มายังผู้ใช้งานผ่านทาง อีเมล SMS
หรือโปรแกรมสนทนาต่างๆ เพื่อหลอกให้
กรอกข้อมูลส่วนตัว แต่นี่ก็เอาไปทำธุรกรรม
บางอย่างได้แล้ว



Collaboration with external agencies to build cybersecurity

Cybersecurity is a critical issue for financial institutions in the digital age. Strengthening cybersecurity requires cooperation between financial institutions and information sharing that can help improve the monitoring and promptness of responses to cyber threats. The Bank joined the Thailand Banking Sector Computer Emergency Response Team (TB-CERT) to establish cooperation within Thailand's banking sector as well as the exchange of information with other sectors and agencies, such as the Thailand Banking Sector Computer Emergency Response Team (ThaiCERT) and the Financial Services Information Sharing and Analysis Center (FS-ISAC).

In 2020, the Bank helped organize the TB-CERT Cyber Combat 2020 competition, which was held for the third consecutive

year. The event runs technical simulations through cyber combat competitions so that TB-CERT members understand how to proactively and passively maintain cybersecurity and to help members familiarize themselves with cyber threats and strengthen their preventive measures. Contestants develop their cybersecurity skills while having the opportunity to build relationships across Thailand's banking sector's cybersecurity network. The 2020 competition featured a virtual tournament for the first time, with 39 teams from various sectors such as banking, telecommunications, energy, security and government agencies. The Bank's employees participated in the team and individual categories of the competition, winning 1st and 2nd place in both the team and individual categories.

BE CARING



Employees are at the heart of our sustainable business operations. We seek to attract a new generation of talent while developing the skills and knowledge of existing personnel so they can adapt to change and take on new challenges. We try to ensure that all employees have a good quality of life and we provide adequate and appropriate welfare support so that they can create value together with us.

Talent Attraction and Development

Commitment

The Bank is committed to creating a digital bank ecosystem by developing a variety of modern learning channels and formats that can be accessed quickly and conveniently anytime, anywhere to increase the knowledge and skills of employees of all levels, paving the way for employees to achieve career goals and grow together with the Bank.

Targets for 2020



The Bank achieves a Human Capital Return on Investment (HCROI) equal to, or more than, three times.



Each employee receives an average of 40 hours of training.

Long-term targets 2020–2022



The Bank achieves a Human Capital Return on Investment (HCROI) of more than four times.



Each employee receives an average of 50 hours of training.

2020 Performance highlights



The Bank achieved a Human Capital Return on Investment (HCROI) equal to 2.89 times.



Each employee received an average of 40.07 hours of training.



The Bank realizes that every employee plays a key role in delivering business success amid the changes and challenges of the digital age, whether it is technological advancement, more diversity in customer behaviors and needs, or dealing with the New Normal in the Covid-19 era. In dealing with these challenges, employees need a flexible mindset. The Bank is determined to develop a variety of modern banking channels and learning styles that can be accessed quickly and conveniently at any time to help employees of all levels increase their knowledge and skills and to create added value for employees, customers and society, as well as to enhance the Bank's digital banking capabilities. The Bank also focuses on talent attraction to draw talented people to work with the Bank and takes good care of employees in order to retain competent employees. This is done by providing comprehensive and sufficient welfare, helping to create career pathways, evaluating performance in a transparent and fair manner, providing a safe working environment, creating flexible working styles, and giving fair compensation which is linked to employee performance and the overall achievement of the Bank's goals and indicators without discrimination on the basis of gender, race or religion. This will motivate employees to work diligently and stay for the long term, as well as help attract talented people with the knowledge and ability to work with the Bank.

Employee empowerment

To enhance the potential of employees at all levels, the Bank has collaborated with both internal and external experts to develop an upskilling and reskilling strategy for employees through the development of modern and diverse learning channels and styles such as online learning, virtual seminars, project-based workshops, career development, job rotations and special projects. Employees are also able to take part in lifelong learning courses that interest them, such as Data Citizen, Future Ready Leader, Solution Provider, Fast Track English, and Sharing Forum. The Bank collaborates with internal and external experts to designate mandatory courses for each department based on their needs and in line with job descriptions before designing and creating content and developing a learning curriculum. The Bank conducts an evaluation after each course to ensure that employees have understood the content and can apply their knowledge appropriately in their work.

The Bank has crafted strategies for developing employee potential to prepare for transforming its business into a digital bank as detailed on the opposite page.

Strategies for potential development of employees in driving the Bank to become a digital bank

1

Employees in business as usual functions

- Upskilling: Developing core banking skills at the intermediate and advanced levels in a virtual classroom format and an e-Learning platform. Focusing on analyzing real domestic and international business cases and taking part in knowledge sharing sessions with various agencies.
- Reskilling: Developing new skillsets, e.g. enhancing digital literacy, promoting new ideas and business knowledge, and language development (especially English and Chinese), to increase awareness of different elements of the business sector and reinforce the importance of technology. Apply these skills to improve work efficiency and increase the opportunity to access new knowledge from around the world.

2

Employees in functions or units that drive new business models or support such business strategies

- Developing data influencer skills derived from four courses: Lead with Data, Smart Goal and Dashboard Design, Stakeholder Influencing and Persistent Mindset.
- Developing mindset and agility from courses, including Accountability, Think Out of the Box, Learn How to Learn and Cross Collaboration.
- Developing thinking, insight and influencing skills from courses, including Strategic Thinking, Critical Thinking and Problem Solving, Analytical Thinking, Becoming a Strategist and Influencing Skills.
- Developing leadership skills from courses, including Excellent Mentor, Next-Gen Supervisor, Coaching and People Management.

3

Creating a culture of work that focuses on cross collaboration, accountability and project management capabilities

- Selecting employees from business units to take the Design Thinking Workshop and GoGoBoard for Innovative Minds courses which focus on Connection Before Solution to build good relationships between employees and help employees set goals and work together within the concept of constructionism.

4

Promotion of lifelong learning





The Bank promotes lifelong learning under the concept of Year of Passionate Learning and Practicing, which encourages employees to choose courses for upskilling according to their interests as follows:

- Data Citizen course to raise awareness of the importance of using data to drive the organization in the digital age and practice using basic tools in data management.
- Future Leader course to develop soft skills, the fundamental skills needed to build potential leaders that are capable of thinking, communicating, adapting and developing quality teams.
- Fast Track English Academy course to develop basic business English skills.
- The Chinese language course is designed specifically for Micro Learning to allow students to practice using the four tones of the Chinese language, memorize words, learn how to count, learn vocabulary for general conversation, basic grammar, how to use pinyin, and practice writing Chinese characters.
- Chinese Banking course for employees to communicate with customers. The course contains vocabulary, practice conversations about opening an account, deposits-withdrawals, exchange rates, interest rates and loans.
- Business Agent course to provide knowledge about business and the economy in Thailand and abroad.
- Tips for Quality Work-Life and Well-Being are articles related to self-learning and self-development to apply in professional and personal life.




Number of times of employees attended training courses in 2020

1. Employees in business as usual functions





Upskilling

	Curriculum	Number of times
	Strengthen Credit Skills	12,414
	Selling & Product Knowledge	43,249
	Sharing Session	1,379
	Compliance & Risk Awareness	8,071



Reskilling

	Curriculum	Number of times
	Digital Innovation & Technology	81,613
	Business and Industry	25,161
	Language Plus	13,377

2. Employees in functions or units that drive new business models or support such business strategies

	Curriculum	Number of times
	Data Influencer	129
	Mindset & Agility	7,036
	Thinking, Insight & Influencing	6,479
	Leadership	2,858

3. Creating a culture of work that focuses on cross-collaboration, accountability and project management capabilities

	Curriculum	Number of times
	Design Thinking Workshop	25
	GoGoBoard for Innovative Minds	110

4. Promotion of lifelong learning

	Curriculum	Number of times
	Data Citizen	7,337
	Future Leader	7,953
	Fast Track English Academy	6,399
	Chinese Language & Chinese Banking	715
	Business Agent	7,662
	IC & Mutual Funds	990
	Tips for Work Life and Well-being (5-Min Brain Booster)	2,067

Note: The number of times employees attended the training courses is accumulated from the information on each curriculum in which each main curriculum has sub-courses.

The Bank arranges an evaluation after training courses to ensure that employees have understood the content and can apply their knowledge appropriately in their work. There is also a satisfaction survey, the feedback from which will help revise and improve future content to make it more useful and responsive to employee needs, and improve the effectiveness and efficiency of learning.

Talent management

The Bank places great emphasis on retaining and attracting talented employees and helping them advance to management level by collecting and building a talent pool that prepares employees for their journey from lower, to middle and senior management. The talent management process starts with the selection of employees who are considered to be high-potential by supervisors or line managers, followed by approval from the Bank's appointed committees. To be selected, an employee must have the appropriate qualifications in terms of performance and potential, as well as outstanding characteristics, such as passion and dedication to work, and the drive to succeed, while also meeting criteria consistent with the Bank's core values, including accountability, cross-collaboration and project management. In 2020, the Bank revised the criteria for considering high-potential employees by adding five DNA traits: future leadership, digital acumen, thinking agility, change agility, and language proficiency, to prepare future executives with the potential and readiness to support the Bank's digital transformation.

The Bank has prepared a Development Roadmap that will help suitably talented employees adapt to changes and prepare themselves for a future as an executive with the Bank. The talent development curriculum is varied, with topics that support the interests of talented employees and teach valuable skills, such as Leadership, Design Thinking, Strategic Thinking, Business Strategy, People Strategy and Business Simulation.

To nurture talented employees so they can grow with the Bank over the long term, the Bank provides benefits, career opportunities, rotation within and across lines, and opportunities to participate in various important projects to increase knowledge and skills. Moreover, based on detailed analysis of employees' competencies and performance, and the Bank's future requirements through established and reliable methodologies, the Bank has put in place a succession plan that prepares high-potential employees for various specified critical positions by developing the necessary skills, knowledge, capability and experience, as well as leadership skills and the ability to respond to internal and external challenges.



BBLearn

The Bank's Learning and Development unit is responsible for human resource development and conducting training courses. Digital technology has been adopted to increase learning channels and foster a learning community through the online platform BBLearn that can be accessed via a mobile phone, desktop, laptop or tablet. BBLearn can be accessed anytime, anywhere in response to modern digital lifestyles accelerated by the Covid-19 crisis, enabling employees to continue to learn and complete their training while working from home. The Bank has developed more than 100 learning activities, with new releases every month to meet the need for essential skills in the future.

In 2020, the Bank initiated BBLearn Learning Journey, which offers learning paths that employees can choose based on their interests to learn new skills and improve themselves. Each learning path provides both mandatory and selective courses based on individual interests, and offers employees access to a learning community for inquiries, knowledge exchange and group activities that foster a learning culture through knowledge management. The project encourages employees to become proactive lifelong learners and encourages creativity and new skills in the workplace, which help develop an employee's potential to drive the organization towards success. The project has six learning paths: Data Citizen Journey, Future Ready Leader, Fast Track English Academy, Chinese Language, Business Agent, and Solution Provider. A total of 1,194 employees joined the project last year.



The BBLearn Learning Journey project has the following paths.

- **Design & Plan:** Designing and planning the learning path according to their interests.
- **Learn & Test:** Learning and taking quizzes, while reviewing knowledge as often as the employee likes.
- **Practice:** Putting knowledge into practice to build employee skills.

- **Share:** Sharing knowledge and skills used at work with other members of the community to foster better understanding.
- **Experiential Learning:** Organizing workshops and virtual training to build knowledge through virtual discussions.
- **Community:** Creating a learning community by setting up LINE groups for learning activities and sharing knowledge and opinions for personal and professional development.

The BBLearn Learning Journey project has the following paths



Design & Plan

Design and plan the learning path according to their interests.



Learn & Test

Learn and take quizzes, while reviewing knowledge as often as the employee likes.



Practice

Put knowledge into practice to build employee skills.



Share

Take the knowledge and skills used at work and share with other members of the community to foster better understanding.



Experiential Learning

Organize workshop activities and virtual classroom training to build knowledge through virtual discussions.



Community

Create a learning community by creating LINE groups to work on learning activities and share knowledge and opinions for personal and professional development.

Additional training



1. Data Influencer Program

The Bank realizes the importance of data in gaining a competitive advantage to improve internal performance. For this reason, the Data Influencer Program was provided in a workshop format focused on group discussions and learning through real-world business examples. Participants were required to undertake a project related to the use of data to increase the efficiency of the Bank's units and present their work to a committee. Training sessions were attended by supervisors and employees from 10 departments who presented a total of 15 projects. A project that was implemented was the creation of a dashboard to track performance within a team and allow the team to know the working situation. This resulted in more efficient work and faster service delivery to customers. Consequently, working time was reduced from 13.25 days as specified in the financial service level agreement to 10.11 days. The training program was attended by 40 supervisors and 30 employees.

2. New Capability, Digital Innovation, and Technology Development

The Bank established the New Capability, Digital Innovation and Technology Development project, a workshop to develop the digital literacy, innovation and core competencies of employees, preparing them to cope with the challenges of digital transformation. The project focuses on providing participants with methods to apply technology and innovation to their work, enabling them to reduce work processes, adopt more efficient project management, and adjust work systems to align with agile and scrum methodologies. Other training courses included IT and Cyber Security Forum: Secured Lifestyle in Digital Age, Project Management, SQL for Data Auditing, Leading with Data, and SMART Goals and Dashboard. A total of 1,100 participants joined the project in 2020.



3. Executive Succession Program: RM Management Trainee and ARM / SRO Management Trainee

This project prepares competent officers for appointment as a Business Relationship Manager (BRM), Assistant Relationship Manager (ARM) or Senior Relationship Officer (SRO) who can manage a team effectively. The development is focused on three areas: Leadership, Business Relationship, and Credit. Before the project starts, participants are assessed to identify skills that need to be developed further (Development Gap). Participants can develop their skills through on-the-job training (OJT), coaching and sharing and workshops. When a project is finished an evaluation is done to help improve the program for future learners. A total of 69 people participated in the project in 2020.



4. GoGoBoard for Innovative Minds

The Bank, in collaboration with Darunsikkhalai School, organized the GoGoBoard for Innovative Minds project for the third consecutive year to develop a positive thinking process (Growth Mindset) that uses the experiences of individuals in the workplace to create a plan that reflects the Bank's desired work culture: accountability, cross-collaboration, project management, systematic thinking, and the application of knowledge in new and innovative ways to increase efficiency. The project is organized so that people can receive feedback on strengths, weaknesses and working styles, while allowing supervisors to efficiently develop the skills of employees. A total of 110 participants joined the project in 2020.



5. Prevention of NPL

The Bank provides online theoretical training for Relationship Managers (RM) and Assistant Relationship Managers (ARM) in the Business Banking division to raise awareness and understanding of the importance of credit quality control, prevention of NPL, and the impact of troubled debt, as well as using real-world case studies to maximize employee understanding. A total of 37 employees joined the project in 2020. Participants were able to apply the knowledge to assess a debtor's business condition and provide an appropriate level of debt restructuring support. This helps to reduce overall NPL and increases the chances of business recovery.



6. RAR Credit Sharing

The collection, organization and dissemination of knowledge in the organization will enable employees to learn more effectively. The Learning and Development Unit, in collaboration with the Risk Assets Review Unit, systematically developed content and online learning materials for the RAR Credit Sharing project to provide useful knowledge for the Risk Assets Review Unit. As a result, employees were better informed and produced more quality work with fewer mistakes. A total of 579 people enrolled in the project in 2020 and 68 percent said that the acquired knowledge can be significantly applied to operations.



Educating and preparing for retirement

In addition to educating current employees, the Bank also places great emphasis on preparing employees for retirement so they can have a stable and happy life after years of service. The Bank organized an annual event for retirees in 2020 to recognize and honor them. The Bank invited speakers from inside and outside

the Bank to give lectures and advice on managing life after retirement covering topics such as managing anxiety, career options after retirement, healthcare, state welfare benefits and benefits provided by the Bank. A total of 307 retirees attended the program in 2020.

Employee Welfare and Well-Being

Commitment

The Bank is committed to taking care of its employees so they have security in life, happiness at work, engagement, and an aspiration to grow together with the Bank.

Targets for 2020



No complaints about discrimination or violence against employees brought to court.



Lower number of injured employees when compared with 2019.



Average absence rate of employees not exceeding five days a year.

2020 Performance highlights



No complaints about discrimination or violence against employees brought to court.



Lower number of injured employees when compared with 2019.



Average absence rate of employees of 3.34 days a year.

Long-term targets 2020–2022



Zero complaints about discrimination or violence against employees and zero such complaints brought to court.



Extend scope of employee engagement survey to include all departments with an engagement level of not less than 80 percent.



Lower number of injured employees when compared with the previous year and no occupational mortality.



Average absence rate of employees not exceeding five days a year.

Employees are extremely important to the Bank as it is they who create value for customers, investors and stakeholders and drive the Bank to success. Security in life and happiness at work enable employees to work at their fullest potential so the Bank can be competitive and grow sustainably. The Bank emphasizes the fair and equitable treatment of employees, such as providing sufficient and appropriate compensation and welfare and occupational health and safety. This builds a stable and good relationship between employees and the Bank which leads to good collaboration for business growth. Data about employee welfare and well-being in this report covers permanent employees and contract staff unless otherwise specified.

Compensation, welfare and benefits

The Bank has a policy of compensation, welfare and benefits which promotes transparency, and the fair and equitable treatment of employees regardless of gender, nationality or religion. Compensation and benefits shall be determined based on an individual employee's performance and the Bank's performance. Though the Bank has already set the minimum compensation rate at a rate higher than that specified by law, the Bank still wishes to offer rates that are competitive with other companies in the same business sector. The Bank participates in the Banking Compensation and Benefit Survey every year and uses these survey results to consider if compensation and benefits are competitive and adjusts them to meet societal and economic changes so it can retain and attract capable employees.

The Bank provides appropriate welfare and additional benefits to all employees under equitable coverage principles whether it be health benefits, loans or security after retirement, in order to lighten the burdens of employees and their families. Moreover, during the Covid-19 pandemic, the Bank arranged an interest-free loan for employees affected by this situation so they could get urgent assistance when needed.



Financial aid

The Bank provides welfare benefits beyond the basic benefits specified by law. The criteria have been clearly set and announced to all employees; for example, 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 the red zone in the South; financial aid 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 an accident from work at the rate of 30 times the employee's salary. Their children also continue to be entitled to child benefits as if that employee were still working.

Employee loans

The Bank provides loans with special interest rates for employees who need them so that employees can enjoy a good quality of life throughout their career with the Bank. 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 2020, the Bank added Covid-19 loans which are available to employees who have a family member affected by the pandemic through situations such as layoffs, pay cuts, or lack of income from a business operation, for up to Baht 150,000.

Provident fund

The Bank promotes good savings habits and established its provident fund in 1989 so that employees can have sufficient funds for their retirement. Employees can contribute 3 percent to 15 percent of their salary to the fund and the Bank contributes 6.75 percent to 8.75 percent of the employee's salary depending on years of service. Fund members can choose the investment policy that matches their desired return and tolerance of risk. Members can change their policy twice a year during a specified period. At present, 95 percent of employees are members of the fund.

Health promotion and healthy family relationships

For sick leave, the Bank will pay the full salary for up to 90 days which is higher than that specified by law (30 days maximum). Furthermore, to promote good family relationships, the Bank has set maternity leave at a higher level than that required by law. The Bank allows female employees to take fully-paid maternity leave for a maximum of 98 days, before and after childbirth. Male employees can take paternity leave for up to five days paid leave during the first 15 days after childbirth.

Friends for Friends Project

The Bank has created the Friends for Friends Project that allows colleagues to help the families of colleagues who pass away. The Bank will deduct Baht 10 per month for each person from the salary of 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 one another with funeral ceremonies and provide financial support to the member's families. When a member passes away, a specified beneficiary will receive the financial support from the other members.

Supporting disabled people

The Bank promotes human rights and equality. In 2020, the Bank supported the careers of 238 disabled people across the country with a total budget of more than Baht 26 million through charities and associations that improve their quality of life and create careers for disabled people.

Healthcare service

The Bank promotes the good health of employees, which helps to increase work efficiency and effectiveness. The Bank provides different healthcare services as follows:

Healthcare centers

The Bank provides access to general practitioners, medical specialists and nurses for medical examinations and counseling during working days, 8:30 a.m. – 5:00 p.m., at the healthcare centers on the 4th floor of the Bank's head office, and 2nd floor of its Rama III office.

Annual health checkup

The Bank arranges annual health checkups for employees so that symptoms can be detected early and problems treated in a timely manner. The annual health checkup includes the list of 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. Moreover, male employees over 50 can have blood checks to find risk factors of prostate cancer. Female employees can have pap smear tests and, as determined by medical specialists, mammogram checks or osteoporosis checks, and get the expenses reimbursed at a specified rate.

Influenza vaccines and chest x-rays

The Bank provides influenza vaccines during the influenza season every year. In 2020, 5,180 employees received the vaccine at the Silom head office and Rama III office. Employees working in metropolitan and upcountry areas can have vaccine expenses reimbursed at a specified rate. The Bank believes that having an influenza vaccine will benefit both the employees and society. The Bank has also arranged for a mobile x-ray vehicle to be provided by quality hospitals for preliminary checks of any disfunction of the lungs, heart and ribs. In 2020, 2,477 employees received x-ray checks at the Silom head office and Rama III office.

AED training

The Bank has arranged lifesaving workshops for first aid and emergencies. These include first aid and basic lifesaving, cardiopulmonary resuscitation (CPR) with a full body mannequin to practice resuscitating unresponsive persons, and practicing the use of Automated External Defibrillator (AED) to aid a person having a cardiac arrest.

Managing stress and mental health problems

The Bank has arranged weekly visits by a psychologist at the medical center to provide counseling on mental health and stress management for employees. In addition, employees can be reimbursed for mental health related expenses incurred outside the Bank such as counseling fees, medication costs for stress, depression and other mental health issues.



Knowledge sharing through articles

The Bank shares knowledge related to illness, use of medicine and healthcare in the form of articles through the internal website, covering topics such as Covid-19 pneumonia, contact dermatitis from masks, stretch exercises during work and eye-care.

Improving work efficiency

New ways of working

The Bank has encouraged employees to adopt digital ways of working in line with the New Normal and has introduced Office 365 to make work more convenient, fast, secure and efficient. Functions include using OneDrive instead of Drive U for data storage, using Teams as a tool for communication among teams and within the organization, and using Yammer to get updates from the Bank. These platforms allow employees to work anywhere, whether inside or outside the Bank, and on any device including a laptop, mobile phone or tablet.

Flexible work schedules

Due to rapid changes in society and technology, including changes caused by the Covid-19 pandemic, providing flexible work schedules and a flexible workplace have become more necessary. The Bank has arranged for different kinds of tools to help employees manage their own work schedules. The Bank also permits employees to work from home and adjust work schedules as approved by their direct supervisors. In addition, the Bank allows employees to wear casual clothing on Fridays (Casual Friday) to create a more relaxed work environment.

Mom’s Room and sports venues

The Mom’s Room is arranged by the Bank 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, breast milk storage is available in a refrigerator which is cleaned once a week. Security and privacy are provided as the entrance requires an access code. Moreover, to promote the good health of employees, the Bank provides 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.

Retired employee program

The Bank cares for retired employees as they have contributed and stood beside the Bank through thick and thin. The Bank organizes a farewell and recognition ceremony for them each year and provides a cash lump sum of Baht 200,000 for retired employees with over 30 years of service as per prescribed criteria.

The Bank supports the “Bua Yai Club” which was co-founded with retired employees for the purpose of gathering together and helping 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 funeral financial aid of Baht 5,000. The Bank has also set up the Chatri Sophonpanich Fund to help former employees who face financial difficulties after retirement such as financial aid for critical illness, death and education.



	List of welfare and benefits	Permanent employees (Full time)	Contract employees (Contract)
	Medical treatment	✓	✓
	Provident fund	✓	-
	Social security	✓	✓
	Disability coverage	✓	✓
	Financial aid to family in case of sickness or death	✓	✓
	Retirement fund	✓	-
	Maternity leave	✓	✓
	Child benefits	✓	-
	Disaster relief loan	✓	✓
	Group insurance	✓	✓
	Annual physical checkup	✓	✓
	Employee loan	✓	-
	Financial aid	✓	-
	Influenza vaccination	✓	✓
	Flexible work schedule	✓	-
	Mom's Room	✓	✓
	Sports venues	✓	✓

Occupational health and safety

The Bank's occupational health and safety practices align with relevant rules and regulations and all departments cooperate to minimize potential risks and ensure the occupational health of employees.

Safety committee

For safety management, the Bank has established the Occupational Health, Safety and Environment (OSHE) committee to evaluate risk factors and monitor safety issues in its buildings, and conduct safety inspections to identify unsafe work conditions, establish corrective actions and follow up on the results. The committee has to submit a report to the Bank when there are accidents, injuries, or incidents from unsafe conditions. The committee also has to arrange safety meetings at least once a month at branches or offices, take meeting minutes and follow up on the results. In addition, the Bank has set up OSHE committees for branches or offices that have more than 50 employees, with committees established for 35 buildings. Each committee consists of five members covering both the supervisory and operational levels, except for the Silom head office and Rama III office where the committees have 11 members with two-year terms.

Work environment inspections

The Bank has hired outsourced and specialized inspectors to inspect the work environment every year. This covers building inspections, electrical systems, sound levels, and air quality in the buildings. These are aligned with both local and international laws

and standards such as the Singapore Standard SS 544:2009 Code of Practice for Indoor Air Quality for Air-Conditioned Buildings.

If the air quality in buildings does not meet the established criteria, the Bank will take measures to alleviate the impacts such as cleaning the building and replacing equipment causing issues that threaten health. Fire hose care and maintenance is regularly carried out to prepare for emergencies. The Bank has checked and improved the efficiency of water filters to ensure they meet the standard requirements as specified by the Ministry of Public Health. In addition to the work environment inspections, the Bank schedules evacuation drills and firefighting training every year so that the employees are well-prepared for any fire incidents and loss of life and property will be prevented.

Employee engagement

The Bank has conducted a pilot employee engagement survey with 291 employees from the human resources department in order to measure work satisfaction, the work environment, engagement, commitment, and dedication of employees to the organization. The survey results will be analyzed to determine how human resources can be developed and improved to enhance employee engagement and gain benefits for the Bank in areas such as reduced turnover, increased operational efficiency and improved competitiveness. In 2020, the survey results showed the level of employee engagement was 75 percent.

BE ETHICAL



Conducting business based on ethical principles and good governance is a core commitment which has helped us earn the trust of stakeholders and the public. We strictly comply with laws and regulations, respect human rights and treat customers fairly. We do not tolerate any form of corruption and we encourage our employees and business partners to strictly comply with good environmental, social, and governance practices for the benefit of society at large.

Corporate Governance

Commitment

The Bank is committed to operating its business to the highest ethical and corporate governance standards. This is fundamental to delivering sustainable growth as it builds trust between the Bank, customers and investors, and maintains the good image of the Bank.

Targets for 2020



To be awarded the “very good” rating by the Thai Institute of Directors, based on their survey of Thai listed companies about corporate governance practices.



To be awarded the “excellence” rating for shareholder meetings, as granted by the annual general meeting quality assessment project organized by the Thai Investors Association (TIA) in collaboration with the Securities and Exchange Commission (SEC) and the Thai Listed Companies Association (TLCA).

2020 Performance highlights



Awarded the “very good” rating by the Thai Institute of Directors, based on their survey of Thai listed companies about corporate governance practices.



Awarded the “excellence” rating from the annual general meeting quality assessment project organized by the TIA in collaboration with the SEC and TLCA.

Long-term targets 2020–2022



To be awarded the “excellence” rating by the Thai Institute of Directors, based on their survey of corporate governance practices of Thai listed companies.



To maintain our “excellence” rating for shareholder meetings, as granted by the annual general meeting quality assessment project organized by the TIA in collaboration with the SEC and TLCA.

The Bank believes that good corporate governance is key to creating value for the business and gaining the trust of all stakeholders including customers, investors and employees. This is particularly important at this time, when stakeholders have higher expectations of the Bank's economic, societal and environmental operations. The Bank is committed to practicing good corporate governance in accordance with local and international standards, promoting risk culture with stakeholders, taking responsibility, and creating value for society and the environment so that the Bank can adapt to changes, remain competitive and perform well in the long run.

Corporate governance policy

The Bank is committed to the highest ethical and corporate governance standards, in accordance with local and international regulatory rules. The Bank has established its corporate governance policies and guidelines to promote exemplary behavior and provide clarity and transparency for relevant parties at the Bank. It promotes excellent corporate governance in the hope that it will become a key component of its company culture.

The Bank's corporate governance policy consists of five key elements:

1. Treatment of shareholders and other stakeholders.
2. Information dissemination.
3. Responsibilities of the Bank's Board of Directors.
4. Internal control and risk management.
5. Code of conduct and business ethics.

The Board of Directors regularly reviews the corporate governance policy to ensure that it remains consistent with economic and societal changes and all regulatory requirements.



Additional information is available at:

Corporate governance policy

<https://www.bangkokbank.com/en/About-Us/Corporate-Governance/Corporate-Governance-Policy>.

Corporate governance structure

Board of Directors

The Board of Directors is responsible for developing the policies, vision, targets and direction of the business, reviewing and approving the Bank's strategic plan and annual plan, and ensuring

that the Bank operates in accordance with laws, objectives, shareholder resolutions and the Articles of Association of the Bank so that it can remain competitive, continue growing, perform effectively and create value for shareholders and stakeholders.

Committees

The Corporate Governance Committee is appointed by the Board of Directors and is responsible for screening, giving comments, monitoring and overseeing the Bank's business operations as assigned by the Board of Directors. This includes reporting the Bank's performance to the Board of Directors on a regular basis. The sub-committees are:

The Board of Executive Directors: Responsible for carrying out the 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 a shareholder meeting, as specified by law or the Articles of Association of the Bank.

The Nomination and Remuneration Committee: Responsible for selecting and nominating a candidate to be a director, nominating a director to be appointed as a member of a committee, nominating a candidate to the Board of Directors to be appointed as a top executive of the Bank, and determining the appropriate remuneration for the Board of Directors and the top executives.

The Risk Oversight Committee: Responsible for risk oversight and ensuring that risk management at the Bank is systematic, consistent, effective and efficient, and aligned with the Bank's risk strategy and overall risk management policy. It also provides recommendations to the Board of Directors and other related parties to make the risk management process better and more efficient.

The Audit Committee: Responsible for supporting the Board of Directors in verifying financial reports, internal controls and internal audits, as well as selecting and coordinating with the Bank's auditors.

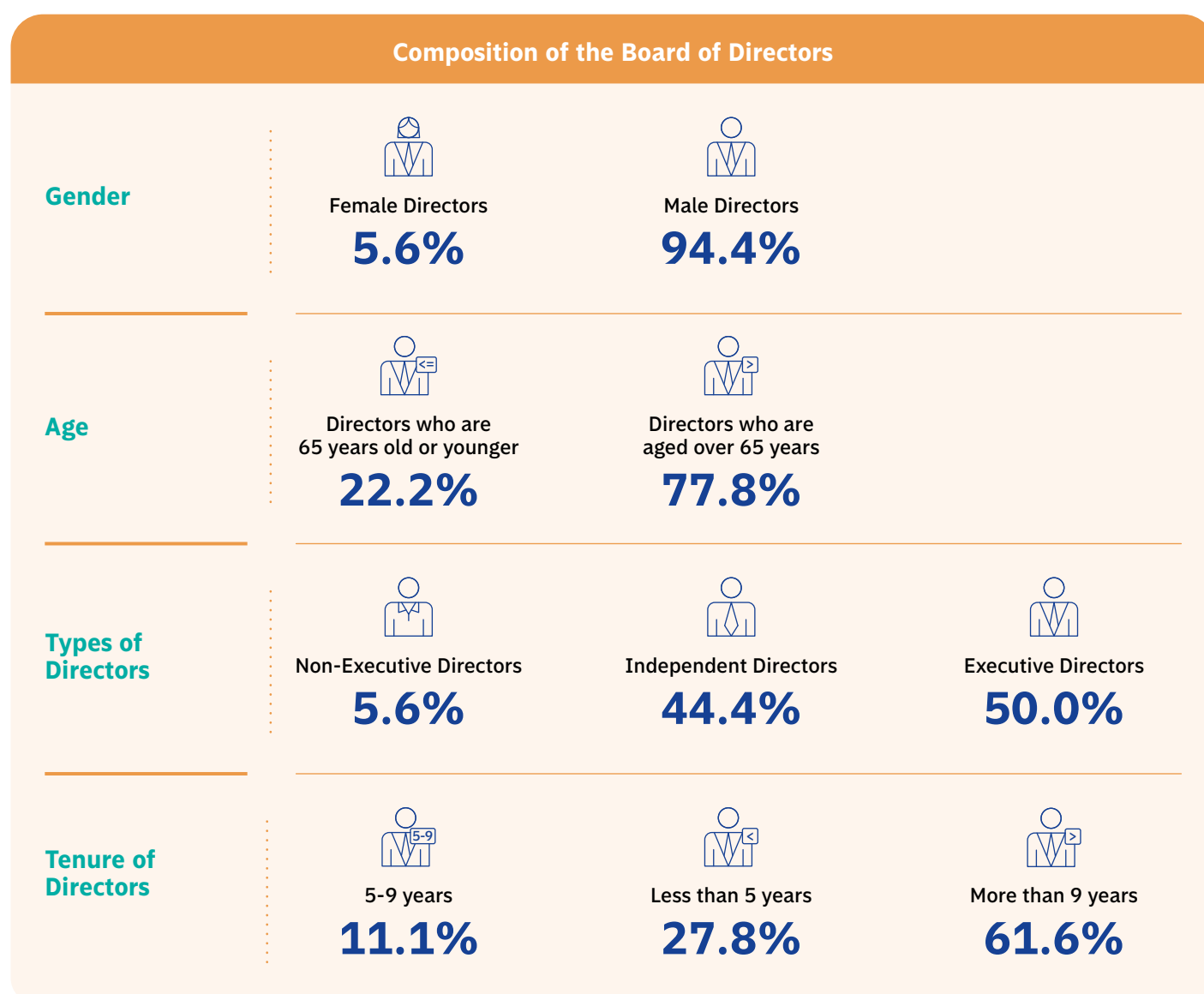
The Corporate Governance Committee: Responsible for reviewing principles of good corporate governance and business sustainability, reviewing sustainability strategies that are suitable for the Bank's operations, giving comments to the Board of Directors about risks and opportunities related to the environment, society and good governance, and providing practical guidelines for effective corporate governance and sustainability.

Composition of the Board of Directors

The Board of Directors consists of directors who collectively have a diverse mix of knowledge, competency, skill and expertise in areas that are beneficial to the Bank's operations such as finance and banking, business administration, law and information technology. To nominate a director, the Nomination and Remuneration Committee will nominate and select a qualified candidate by considering the Bank's strategy, the required skills based on the Board Skill Matrix and compliance with pertinent regulations. In addition, the nomination and selection process shall consider the structure, components and size of the Board

of Directors with an eye toward a diverse mix of genders, ages, knowledge, expertise and relevant experience, regardless of nationality or religion.

The Bank has determined the Board of Directors shall comprise at least one third of independent directors, in line with Securities and Exchange Commission (SEC) regulations. As of December 31 2020, the Board of Directors has 18 members¹: eight members are independent directors, one member is a non-executive director, and nine members are executive directors.



¹ Admiral Prachet Siridej resigned from directorship of the Bank on December 31, 2020.

Efficiency of the Board of Directors

Meetings

The Board of Directors must hold a meeting on a monthly basis, the schedule for which is planned a year in advance. The Bank requires that each director attends at least 75 percent of all the meetings during the year except when the reason for non-attendance is in line with the rules of the Bank of Thailand. In 2020 each director attended at least 75 percent of the total number of meetings and the average proportion of meeting attendance for all directors was 95.14 percent. Apart from the Board of Directors meetings, the company shall organize meetings from time to time for the independent directors to exchange ideas on management and business operations without the attendance of non-independent directors and members of the management. After such meetings, the Company Secretary shall write a report and submit it to the President to keep him or her apprised about the issues and comments discussed during the meeting.

Performance evaluation

The Bank arranges a performance evaluation of the Board of Directors on an annual basis to improve performance efficiency and effectiveness. There are two types of performance evaluations:

- 1) Self-assessment: An assessment of their own performance both collectively and individually.
 - The areas for self-assessment on a collective basis consist of
 1. Structure and qualifications of the members of the Board of Directors,
 2. Roles, duties and responsibilities of the Board,
 3. Board meetings,
 4. Performance of duties of directors,
 5. Relationship with management, and
 6. Self-development of directors and development of executives.
- 2) Cross-assessment: A performance assessment of other directors.
 - The areas of assessment consist of
 1. Consistency of meeting attendance,
 2. Preparedness,
 3. Giving comments to the meeting,
 4. Collaboration, and
 5. Representing the image of the Bank to outsiders.

Each year, the Board of Directors requires every committee member to do a self-assessment in order to review their own performance over the past year and establish improvement plans.

Development of executives

The Bank emphasizes developing directors and executives through training and seminar activities with topics related to self-development and business operations. The Bank requires a new director to study information and documents related to the Bank's business operations as well as the Articles of Association, duties and responsibilities of the directors according to the rules and regulations of the Bank and other relevant regulations.

Separation of roles, duties and responsibilities

The Bank has clearly separated roles, duties and responsibilities between the Board of Directors and management and has separated the positions and relevant authority between 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 separate person for the purposes 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 targets set by the Board of Directors, as well as establishing the direction, action plans, systems, processes, human resources and other resources as appropriate in order to achieve the targets.

Equitable treatment of shareholders and shareholder structure

The Bank places emphasis on fair and equitable respect of shareholders' rights under the corporate governance policy. For example, a shareholder has the right to propose the meeting agenda, send questions in advance, nominate a candidate for a director position, share opinions in the meeting, and to vote. At the Annual General Meeting one share equals one vote. The Bank discloses the capital structure information and major shareholder information in the Bank's Annual Report. The shareholders of the Bank come from the government sector, private sector and the general public. In addition, the Bank has assigned the Investor Relations department the tasks of coordinating, answering inquiries and providing key information to investors and shareholders. The Bank also disseminates significant information about the Bank and the rights of shareholders through its various communications channels.

Code of Conduct

Commitment

The Bank is committed to conducting its business to the highest ethical and corporate governance standards and to offering equitable financial services to customers to gain trust from all stakeholders.

Target for 2020



To not be the subject of any whistleblower cases related to corruption, breaches of the Code of Conduct or unfair customer treatment, all of which can incur significant risk to the Bank.

2020 Performance highlights



There were no whistleblower cases related to corruption, breaches of the Code of Conduct or unfair customer treatment, all of which can incur significant risk to the Bank.

Long-term targets 2020–2022



To support the business sector in its anti-corruption efforts and maintain membership in the Collective Action Coalition Against Corruption (CAC).



To not be the subject of any whistleblower cases related to corruption, breaches of the Code of Conduct or unfair customer treatment, all of which can incur significant risk to the Bank.

Business ethics are an important matter that has gained increasing attention from stakeholders because ethics violations can cause significant damage to a business as well as adversely affect its stakeholders and others involved in a company. Being fully vigilant about the potential risks and impacts thereof, the Bank places the highest importance on adhering to business ethics, the Banking Industry Code of Conduct and relevant rules and regulations set by the government. The Bank has issued relevant guidelines for employees and disseminated and communicated these to all employees through various means for their strict observance. This will help reduce reputational risks to the Bank and help our customers and investors gain confidence in the Bank in the long run.

Corruption, money laundering, terrorism and the financing of criminal activity, which includes trading in weapons of mass destruction, are not only major threats to society but also pose a critical risk to the Bank's business. As a result, the Bank has formulated policies and guidelines to fight against corruption, money laundering and financing of terrorism and proliferation of weapons of mass destruction, which will help manage risks to its reputation and comply with relevant laws and regulations. This will not only enhance the confidence of stakeholders but also promote the positive image and good reputation of the Bank.

Guidelines

Code of Conduct

The Bank realizes the importance of complying with ethics codes and encourages all related parties, including directors, executives, employees, contractors and consultants, to have a good understanding of the Bank's Code of Conduct and to adhere to it diligently. The Bank reviews the Code of Conduct on a regular basis to appropriately reflect new rules and regulations or changing standards of compliance. In addition, the Bank promotes adherence to the Code of Conduct by requiring all employees to attend training programs that reinforce its importance. Additionally, the Bank ensures that policies, rules and practices related to whistleblowing are in place and constantly monitors compliance with the Code of Conduct. Last but not least, the Bank encourages all of its subsidiaries in the financial industry to adopt the Code of Conduct and adapt it as appropriate to fit the context of each company.

Code of Conduct for Employees

The Bank encourages all employees, directors and executives to strictly observe the Code of Conduct for Employees, which is discussed in detail during the orientation for all new employees. Moreover, the Bank has published an employee handbook and launched a curriculum on its online platform, BBLearn, to raise awareness about the Code of Conduct for Employees and help all employees to better understand the rules and regulations of the Bank.



Additional information is available at:

Code of Conduct and the **Code of Conduct for Employees**

<https://www.bangkokbank.com/en/About-Us/Corporate-Governance/Code-of-Conduct-and-Business-Ethics-Practices>

Furthermore, the Bank has taken the following actions to ensure that its employees properly adhere to the appropriate laws and regulations.

1. Promote knowledge and understanding of laws and government regulations and build awareness about the risk of violations which can cause serious damage to the image and reputation of the Bank and might personally impact related employees.
2. Assign a responsible unit to ensure compliance with laws and regulatory requirements with duties that are independent of the business units of the Bank, supported by proper and adequate manpower and resources.
3. Conduct regular audits on compliance with laws and regulations as well as the Bank's policies and practices.
4. Ensure that disciplinary actions are taken for those who violate laws and regulations in a fair and non-discriminatory basis consistent with the degree of impact and nature of the violation.
5. Provide channels for whistleblowers to send information related to fraud and violations of applicable laws and regulations.

Market conduct

Realizing that the right to receive impartial and unbiased services is a basic right of customers, the Bank has formulated market conduct policies as a framework for employees to follow. The details of which are:

1. Customers can be assured that the Bank offers services on an equitable, sincere, fair and voluntary basis while basic products and services are provided for all customers to ensure inclusive access to financial services.
2. Customers receive information on their requested products and services with accuracy, clarity and completeness, so that they may make informed decisions before, during and after the purchase of a product. Moreover, customers shall be easily able to compare information on products and services of the Bank.
3. Customers receive products and services with prices and terms that accurately reflect their requirements, abilities and expectations, while their information and assets remain protected from unauthorized access.
4. Customers receive convenient and appropriate support for after-sales activities, such as exchange of products and services, change of service providers, reporting of issues, whistleblowing and remedies.
5. Customers are aware of their right to receive financial services while the Bank takes part in promoting financial knowledge.

Furthermore, the Bank has created a market conduct management system based on nine key principles as follows:

1. Corporate culture and roles and responsibilities of the Board of Directors and senior management

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

2. Development of product and service channels and client segmentation

The Bank shall 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 capabilities of employees, work systems and quality control systems related to sales.

3. Remuneration scheme

The Bank shall determine both remuneration and penalties regarding the compliance with market conduct of employees who provide services to customers as well as executives who are responsible for monitoring compliance with market conduct. KPIs shall be properly defined to prevent sales propositions and recommendations that are of poor quality and ensure that staff do not offer irresponsible advice to customers (mis-selling).

4. Sales process

Products and services will be offered to customers without invading their privacy. Key information will be provided without misrepresentation or distortion so that customers receive products and services that meet their needs. Quality controls shall be in place regarding call backs, welcome calls and mystery shopping.

In addition, sales and service offerings to vulnerable customers must be prudent and well considered. Employees must understand the financial resources and unique requirements of each customer as well as their ability to understand the service so they can provide sufficient information and knowledge about potential risks.

5. Communication and training

The Bank communicates regularly with employees to raise awareness and organizes training programs to provide knowledge about market conduct. This includes sessions on new products and sales approaches using simple language so that sales representatives can better communicate with customers.

6. Data privacy

The Bank protects the data privacy of customers in accordance with applicable laws. The Bank designs develops and tests systems to ensure data security and clearly defines the scope of authority of employees who are responsible for data security under the “three lines of defense” principle, which is outlined below.

7. Problem and complaint handling

The Bank has defined the processes for problem solving, complaint handling and whistleblowing, and has put in place remedies to ensure clarity, speed, independence, effectiveness and fairness during the resolution process.

8. Three lines of defense


The Bank has adopted the “three lines of defense” concept for controlling, monitoring and auditing compliance with market conduct. It has a process to detect risk and anomalies as well as self-monitoring processes to ensure that sales and services are in line with conditions stipulated by the Bank.

9. Operational and business continuity

The Bank has established 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. The Bank has also prepared a manual and checklist for employees to use and ongoing training programs to prevent mistakes.


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

The Bank has formulated policies on Anti-Money Laundering and Combating the Financing of Terrorism (AML/CFT) (including proliferation of weapons of mass destruction financing) as a framework for the Board of Directors, executives and all employees to strictly observe. Furthermore, the Bank has set up risk management systems in accordance with the “three lines of defense” principle to ensure that the Bank’s business operations are in compliance with laws and regulations.

 Additional information is available at:
AML/CFT policy
<https://www.bangkokbank.com/en/About-Us/Corporate-Governance/Anti-Money-Laundering-Policy>

Anti-corruption policy

The Bank has clearly prescribed its anti-corruption policy with the expectation that directors, executives and employees adopt it as a norm in order to build a healthy corporate culture. Violation or non-compliance will result in penalties as stipulated in the policy. The anti-corruption policy covers proper practices, risk management and channels for whistleblowing and complaint filing related to corruption. The Bank has prepared an anti-corruption handbook as a practical guideline for employees and conducts an annual employee assessment using an anti-corruption compliance checklist. The Bank regularly clarifies, informs and communicates the policy to executives and employees at all levels through training and internal communication channels.

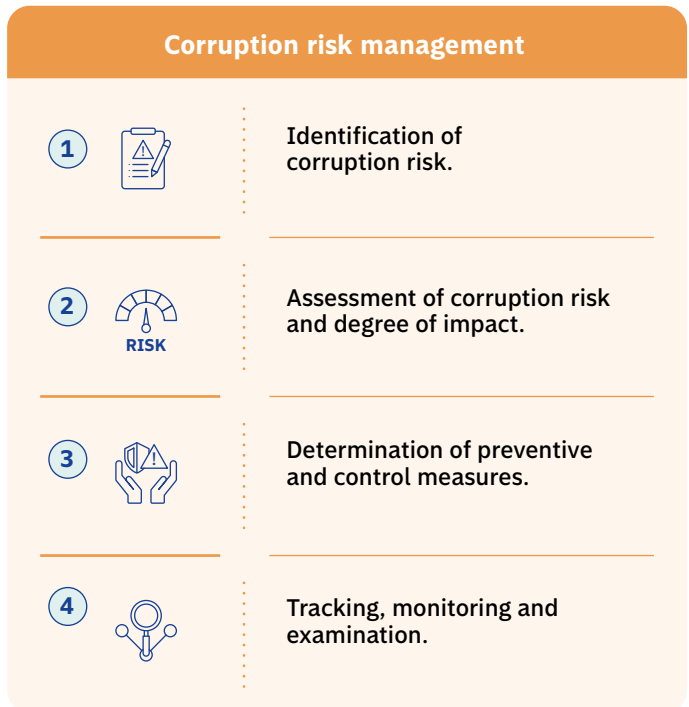
 Additional information is available at:
Anti-corruption policy
<https://www.bangkokbank.com/en/About-Us/Corporate-Governance/Anti-Corruption-Policy>

The Bank was recognized by external agencies as a financial institution that plays an important role in fostering anti-corruption awareness and was certified by the Private Sector Collective Action Coalition Against Corruption Council (CAC), of which it has been a member in good standing since 2015.

Corruption risk management

To prevent the risk of corruption that may negatively affect its image and reputation, the Bank has established an effective corruption risk management process that reflects its business priorities as follows:

1. Identification of any risk of corruption the Bank may be exposed to through its operations or business activities.
2. Assessment of the risk and degree of potential impact.
3. Determination of preventive and control measures specific to the risks that are applicable to the situation and business context 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.
4. Tracking, monitoring and examination of corruption risk is done under the three lines of defense. 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 examines related work and reports results to the responsible persons according to the chain of command.



Whistleblowing and complaints handling process

The Bank has assigned the Compliance Division to handle complaints and whistleblowing and has issued procedures which include processes and channels for receiving and managing complaints and protecting the rights of whistleblowers and related parties from any kind of unfair treatment or harassment.

• Channels for whistleblowing and complaints

The Bank provides whistleblowing channels for both internal and external stakeholders to file complaints or report information related to corruption. Bank employees can directly report their issues to executives or the Head of Compliance.



Channels for whistleblowing and complaints

- Corporate Secretary or Compliance Division Unit
333 Silom Road, Bang Rak, Bangkok 10500
- The Bank's website has a complaint form.
This can be filled out and filed online.
<https://www.bangkokbank.com/en/Contact-Us>
- Bualuang Phone 1333 or (66) 0-2230-2888
- E-mail info@bangkokbank.com

• Whistleblowing and whistleblower protection measures

The Bank is open to and treats whistleblower messages on the basis of equality, transparency and fairness to all parties. The Bank stipulates an appropriate investigation period and keeps the whistleblower's identity strictly confidential. Bona fide whistleblowers are protected from harassment, punishment and any negative impact.

• Whistleblowing and complaints handling procedure

The Compliance Division, 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 Division may refer the case to the Audit and Control Division, or an ad hoc committee to further investigate. The Compliance Division may also present cases to the Audit Committee for consideration as it deems necessary and appropriate.

• Preventive and corrective measures and reporting

The Compliance Division will propose preventive and corrective measures to the Audit Committee for consideration of whistleblowing cases that are found to be legitimate and will

cooperate with related divisions or units to issue corrective and preventive measures. Whistleblowers will be given progress updates within 15 days after the case is received, which will continue until the case is resolved. In cases where Bank employees are found guilty, the Bank has set up punishments ranging from minor disciplinary measures to dismissal and litigation. The Bank will ensure that suitable remedies are offered to affected parties.

2020 performance

The Bank received a total of 208 complaints in 2020. 190 of these cases have been investigated, considered and closed. The complaints can be categorized into 17 operational mistakes, nine system errors and two cases of violations of market conduct. The remaining 162 cases resulted 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

The Bank organized training programs on the Code of Conduct and governance for executives and employees and developed various curricula for its online platform, BBLearn, so all employees can access relevant information and knowledge through smartphones, tablets and computers in a convenient, fast and comprehensive manner.

Industry Code of Conduct course

This is an online curriculum which aims to promote awareness among employees for the Code of Conduct stressing three principles:

1. Integrity as a basis for carrying out bank business.
2. Doing business with transparency and non-discrimination at its core.
3. Stakeholder responsibilities that include the right to protection and prevention, and remedies for potential damage from the Bank's business conduct as well as sustainable relationship building for stakeholders.

Market conduct course

This curriculum intends to raise awareness and share knowledge on market conduct for fair customer treatment as well as to propose ideas and practices related to market conduct to ensure that customers receive quality services that reflect their needs.



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

This course provides knowledge on the Anti-Money Laundering and Counter-Terrorism and Proliferation of Weapons of Mass Destruction Financing policy for employees. Training

assessments are conducted to ensure executives and employees 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 for every employee to take a refresher course at least once every two years.

Anti-corruption course

The content of the Bank's anti-corruption curriculum covers the Bank's anti-corruption policy, guidelines, roles and responsibilities of employees, whistleblowing, supporting measures and penalties.

Curriculum	Number of employees who attended in 2020		
	Total	Executives	Operational employees
 Industry Code of Conduct	5,487	252	5,235
 Market conduct	8,628	269	8,359
 Anti-Money Laundering and Counter-Terrorism and Proliferation of Weapons of Mass Destruction Financing (AML/CTPF)	9,909	721	9,188
 Anti-corruption	5,692	274	5,418

Human Rights

Commitment

The Bank recognizes the importance of conducting business with respect for human rights by adhering to national and international human rights laws and standards to prevent and mitigate risks from human rights violations that may arise from the Bank's business activities, both directly and indirectly.

Target for 2020



To raise awareness about human rights among employees.

Long-term target 2020–2022



To develop human rights training courses for employees.

2020 Performance highlights



Communication to raise awareness about human rights among employees via online channels within the Bank.

At present, human rights violations by the business sector are on the rise and these have caught the attention of the government sector, civil sector, international organizations and investors, as well as the business sector. The Bank understands that its business operations may directly or indirectly involve human rights violations, which could create reputational risks and affect credibility and relationships with customers, employees and other stakeholders. Consequently, the Bank emphasizes the importance of operating its business with respect for human rights by establishing a human rights policy that conforms to key legal principles and international standards, such as the Universal Declaration of Human Rights (UDHR) and the International Labour Organization (ILO) Conventions, to reflect the Bank’s utmost respect for human rights and to provide clarity and transparency in the Bank’s human rights management. In addition, the Bank conforms to the United Nations Guiding Principles on Business and Human Rights (UNGPs) as a guideline for management and exercises due diligence in its assessment of risks and human rights-related impacts that may occur as a result of activities by the Bank or its suppliers. The same guidelines are used to develop appropriate preventive and remedial measures in the event of human rights violations.

Additional information is available at:

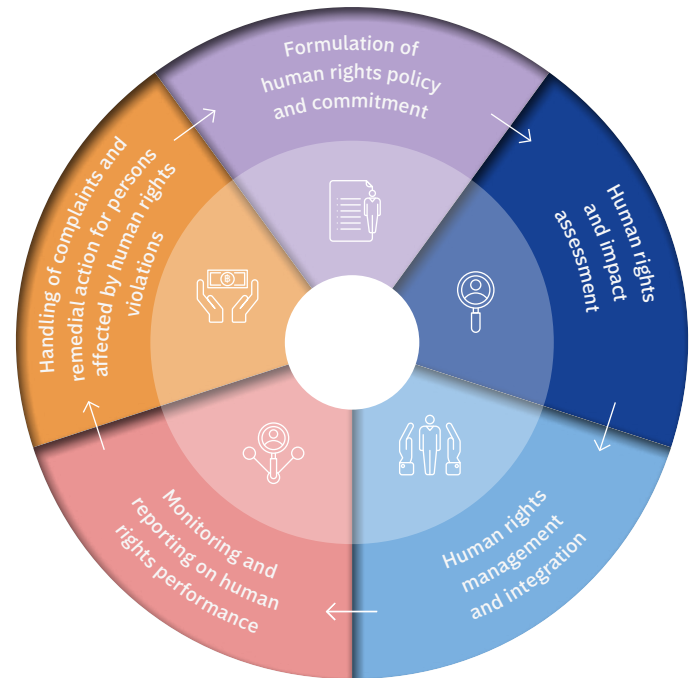
Human rights policy:
<https://www.bangkokbank.com/en/About-Us/Corporate-Governance/Human-Rights-Policy>

Human rights due diligence process:
<https://www.bangkokbank.com/en/About-Us/Corporate-Governance/-/media/047c1b5038e74044b54116cb53d31e94.ashx>

To identify issues and assess risks and impacts of human rights abuses, the Bank takes all stakeholders into account. These include vulnerable groups such as women workers, child workers, migrant workers, minors, disabled people and daily wage payment workers. The Bank assesses the residual risks based on two dimensions: severity of impacts and likelihood of human rights violations. The risks assessed will be classified into three levels: high, medium and low. The issues assessed as having a high level of risk are customer data privacy, and environmental and labor impacts arising from large projects which are funded by the Bank. The Bank has established appropriate measures to manage and mitigate risks, and requires regular monitoring and review of human rights measures, while at the same time providing a channel for all stakeholders should they wish to make

a complaint related to human rights. The complaints can be made through the Corporate Secretary of the Compliance Division, Bualuang Phone, the Bank’s website and email.

Human rights due diligence process



Labor practices

Fair and equitable employment and treatment of employees without discrimination against gender, race, religion, education or skin color is adopted by the Bank. The Bank recognizes gender equality issues and does not tolerate gender discrimination in any form of employment or recruitment, nor in the workplace. The Bank also rejects verbal, physical and sexual harassment which can lead to psychological damage. Moreover, the Bank respects labor rights, children’s rights, women’s rights and human dignity by strictly complying with the relevant laws. If the Bank is obliged to terminate employees for reasons other than the commission of wrongdoing or retirement, the Bank will follow the rules and regulations regarding the termination of employment and will pay the family allowance on a case-by-case basis and severance pay in accordance with the law.

The Bank's employees have the right to exercise freedom of association and engage in collective bargaining for labor rights activities in accordance with the laws. The Bank allows 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 as well as other non-member employees. In 2020 the unions had a total of 10,373 members, accounting for 47.07 percent of the total workforce. In addition, the Bank offers an opportunity for a negotiator from the labor union to bring significant issues for discussion to the Bank to prevent labor relations problems that may arise in the future. The union's requests and suggestions have been duly responded to by the Bank's management.

Supporting disabled people

The Bank promotes human rights and equality. In 2020, the Bank supported the careers of 238 disabled people across the country with a total budget of more than Baht 26 million through charities and associations that improve the quality of life and create careers for disabled people.

Performance highlights

Human rights and its relationship with the business operations of the Bank is an important issue and the Bank will continue to take measures to raise awareness and understanding among the Bank's employees. The Bank has developed an article titled The Bank and Human Rights, which is published through the Our News newsletter, a communications channel within the Bank, to help executives and employees understand that human rights is an important issue and everyone has a responsibility to respect human rights, and that such respect is the foundation for the Bank's objective of managing human rights violations.







Supply Chain Management

Commitment

The Bank is committed to managing its supply chain counterparty relationships so that they understand and recognize their respective environmental, social and governance (ESG) responsibilities, including respect for human rights and labor rights, business conduct with transparency and fairness, and effective ESG risk management, as well as the expectation that all counterparties will cooperate to jointly create a stable and efficient supply chain that adds value to society.




Targets for 2020

-  To prepare the Bank’s Supply Chain Counterparty Code of Conduct.
-  To assess all new suppliers and contractors (100 percent) on their adherence to the ESG policy.
-  To assess all suppliers that are critical to the Bank (100 percent) for their ESG risks and impacts.
-  To support the procurement of Green Products.

2020 Performance highlights

-  The Bank began preparing the Supply Chain Counterparty Code of Conduct.
-  Improved the ESG risk management framework for the supply chain.
-  Provided an ESG risk assessment for 100 percent of new suppliers and contractors.
-  100 percent of critical suppliers met the ESG risk assessment targets.
-  The Bank purchased eco-friendly products from suppliers certified to international standards.

Long-term targets 2020–2022

-  To prepare the Bank’s Supplier Code of Conduct.
-  To communicate with all supply chain counterparties of the Bank to ensure that they understand the Supply Chain Counterparty Code of Conduct and assist them with their compliance if necessary.
-  To improve management of ESG risks and impacts on the supply chain to increase efficiency.

The Bank prioritizes sustainable management of its supply chain by treating every supply chain counterparty of the Bank equally and fairly in accordance with the Bank's code of conduct and business ethics, while also encouraging its supply chain counterparties to take responsibility for all stakeholders and society. The Bank understands that the operations of supply chain counterparties may affect the Bank's reputation and business operations as well as those of internal and external stakeholders of the Bank. For this reason, the Bank provides appropriate risk management guidelines to supply chain counterparties in order to reduce their ESG risks. The Bank conducts a code of conduct review on potential supply chain counterparties who wish to work with the Bank wherein they must demonstrate their commitment to business sustainability and the Bank's ESG goals. The Bank is prepared to support its supply chain counterparties in their effort to conform to the principles of good governance, which will create a stable and efficient supply chain and increase the positive impact the Bank has on the environment and society.

Counterparties in the Bank's supply chain are categorized into three groups: suppliers (suppliers of business equipment and suppliers through the Bank's procurement), contractors (service providers of repairs, renovation and maintenance of the Bank's office equipment and buildings), and external service providers (contracted by the Bank for specific work). In this Sustainability Report, the Bank refers to the three groups of supply chain counterparties as a "supplier", except in cases where the Bank would like to mention a particular group.

Supply chain management guidelines

The Bank treats suppliers in accordance with business ethics, principles, and practices specified in the Bank's corporate governance policy, while also applying appropriate risk management strategies to suppliers in the supply chain. Suppliers must be reliable and capable of producing quality products or services that meet the Bank's requirements and must also operate under a business concept that is consistent with the Bank's sustainability principles. Every new supplier is required to pass a self-declaration that covers ESG issues and business security and reliability before being able to register as a Bank supplier and participate in a procurement contract with the Bank. The Bank carries out regular supervision, monitoring and evaluation of a supplier's performance to ensure that they can comply with the contract. The Bank has also established a process for identifying and assessing risks and potential negative ESG impacts that may arise from the operations of suppliers that could prompt the Bank to take appropriate preventive and remedial measures.

Outsourced service provider management

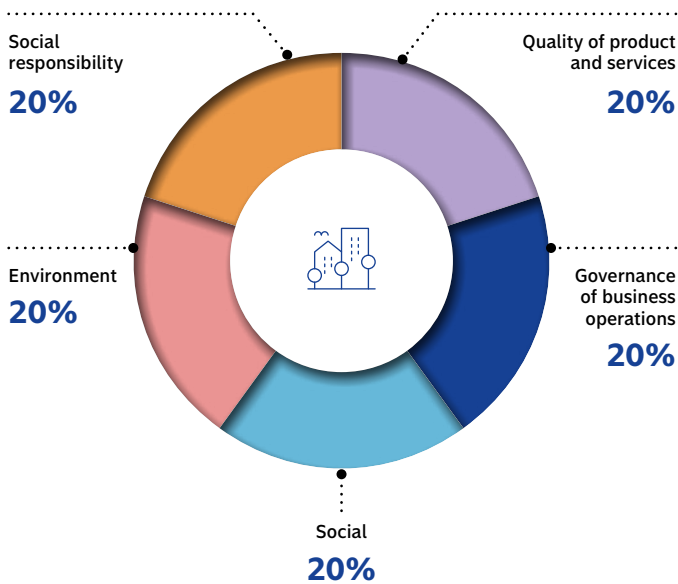
The Bank has established a policy outlining guidelines when using outsourced services for day-to-day operations. The policy covers the scope of work that may be handled by outsourced services, service provider selection criteria, risk management, internal control, security, data protection and customer confidentiality. The policy is reviewed on a yearly basis, or more frequently when there is a significant incident warranting revision.

The Bank has set up a committee to scrutinize the services from outsourced or third-party companies to determine the suitability of the services, ensure that the third-party is following the Bank's policies and regulations and that Bank policies are appropriate for the situation so that they may be submitted to the Board of Directors of the Bank for approval. Any unit that requires third party services is responsible for considering the desired work, services and suitability of the third party so that they can be appropriately screened by the committee. This includes following information security measures and meeting the confidentiality requirements of the Bank and the Bank's customers in accordance with the employment contract. The unit shall also monitor and evaluate the use of services and service providers. In addition, the Compliance Division has a duty to supervise the services from the outsourced company to ensure that they comply with laws, government regulations and regulations of the Bank. The Audit and Control Division is responsible for auditing related operations in compliance with the "three lines of defense" principle.

Supplier selection

The Bank has created a systematic screening process for suppliers, starting by inviting potential suppliers to discuss their understanding of the Bank's supplier code of conduct, and giving them the opportunity to recommend products and services, and make other inquiries. The Bank requires all new suppliers and contractors to conduct a self-assessment on product and service quality, business security and ESG management approaches such as impact on the environment, respect for human rights in compliance with international principles and standards, respect for basic rights at the workplace in compliance with International Labour Organization (ILO) Conventions, the prevention and protection of personal information, and the prevention of corruption. When registered suppliers pass the assessment criteria set by the Bank and submit relevant evidence to the Bank, officers of the concerned unit will visit the business before seeking internal approval to accept them as registered suppliers. For outsourced companies, the scrutinizing committee will consider the application based on the selection guidelines for the outsourced company, which cover various issues including knowledge, ability, experience, past performance, financial security, business risk and company policies that are compliant with the Bank's standards.

Weight of each criterion for new supplier assessment



The Bank uses an e-Auction to encourage suppliers to compete with one another independently, transparently and fairly, and each bidder can see the status and progress of the auction. The Bank communicates its practical e-Auction manual to concerned parties so they can understand and follow the process.

Assessing supplier environmental, social, and governance risks in the supply chain

The Bank has an assessment process that analyzes ESG risks that critical suppliers may bring to the supply chain. Critical suppliers include high spending suppliers, from which the Bank procures products and services with high value; 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. The assessment is attended by management, employees from the procurement department, user units, suppliers and the Compliance Division, involving discussions on possible measures to cope with risks and possible impacts, where necessary.

Regarding identification of ESG risks from a supplier, the Bank identifies the top three most important risks in each sector:

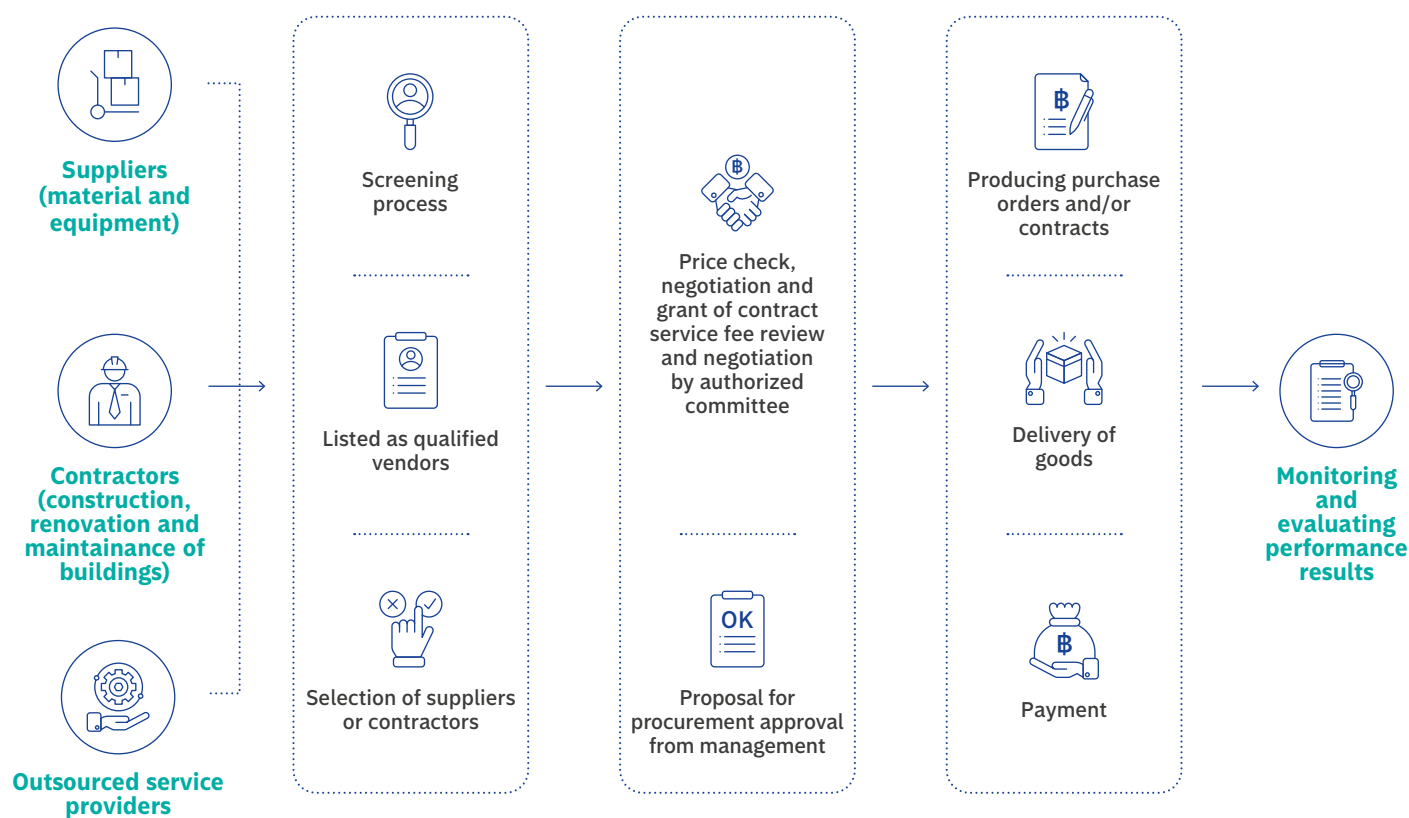
- 1. Environment:** 1. Greenhouse gas emissions, 2. Energy management, and 3. Waste and hazardous material management.
- 2. Social:** 1. Human rights, 2. Treatment of employees, and 3. Occupational health and safety at the workplace.
- 3. Governance:** 1. Corruption, 2. Privacy Protection, and 3. Fraud.

To assess whether a critical supplier is a high ESG risk, the Bank considers the likelihood and severity of a potential violation to identify appropriate preventive and mitigation measures. The outcome of this risk assessment and potential impacts will be used in the formulation of the supplier code of conduct and for improving the Bank's risk management processes to be more efficient and effective.

Supplier statistics	Total	Supplier	Contractor	Outsourced
Companies in the suppliers list of the Bank (firms)	3,640	1,585	1,222	833
• Domestic companies	3,351	1,585	1,222	544
• Overseas companies	289	0	0	289
Total new suppliers (firms)	44	12	11	21
• Domestic companies	38	12	11	15
• Overseas companies	6	0	0	6
Procurement contracts with suppliers in 2020 (firms)	1,204	167	283	754
• Domestic companies	915	167	283	465
• Overseas companies	289	0	0	289

(Data as of 31 December 2020)

The Bank's procurement process



Monitoring and evaluation of supplier performance

The Bank expects the units involved in the procurement of suppliers to conduct monitoring, auditing and evaluation of suppliers' ESG operations, and to carry out tracking information to indicate work that is non-compliant with the law or good ESG practices. The Bank will use this information, as well as information gathered from supplier registration to review an application for renewal upon completion of the contract. This is to ensure that the Bank's suppliers act in a responsible manner and are able to carry out their work as specified in the contract. During the review, the Bank will pay close attention to a supplier's commitment and ability to conform to ESG best practices, along with other key factors such as their reliability, quality and the ability to produce products or provide service.

Complaint filing

The Bank has established a channel for receiving complaints in case activities undertaken by the Bank's suppliers under

a procurement contract have a negative impact on related stakeholders. The Bank has established a process for verifying evidence and remedying the effects that arise. All stakeholders are able to file complaints through the Bank's various filing channels. In addition, the Bank has established principles and measures for dealing with suppliers who breach the terms of the contract, which are clearly written in the procurement contract.

Procurement that promotes environmentally friendly products

The Bank has guidelines to support procurement from suppliers that manufacture and distribute environmentally friendly products and promote sustainable development, such as products with the Green Label, photocopy paper with recycled paper or eco-fiber as ingredients, printing toner that has been certified to meet international environmental standards, alkaline batteries with no mercury and cadmium content, and non-CFC water mist fire extinguishers.

AWARDS AND ACHIEVEMENTS



Sustainability achievements

Sustainability Yearbook

Member 2021

S&P Global

Membership of The Sustainability Yearbook 2021, S&P Global.



3rd Rank among Commercial Banks in Fair Finance Thailand for 2020, from the assessment of Fair Finance Guide International.



“Excellent” rating for the AGM Quality Assessment, Thai Investors Association in collaboration with the Office of the Securities and Exchange Commission and the Thai Listed Companies Association.



“Very Good” CG Scoring (4 Stars) for 2020 Corporate Governance Report of Thai Listed Companies, Thai Institute of Directors.



2020 Thailand Sustainability Investment (THSI) Listing, the Stock Exchange of Thailand.



Honorable Mention Plaque For “Excellent ESCO Financial Supporting Awards 2020”, the Deputy Prime Minister of Thailand and Minister of Energy.



Inclusion in the 2020 SETTHSI Index, the Stock Exchange of Thailand.

SUSTAINABILITY PERFORMANCE DATA

Economic performance

Key financial highlights (Consolidated financial statement)

Unit: Million Baht

Performance data	2017	2018	2019	2020
Assets	3,076,310	3,116,750	3,216,743	3,822,960
Loan ¹	2,003,989	2,083,160	2,061,309	2,368,238
Deposits	2,310,743	2,326,470	2,370,792	2,810,863
Net interest income	66,625	71,376	71,071	77,047
Net non-interest income	45,843	50,025	62,675	41,682
Operating expenses	48,948	55,165	54,963	65,974
Income taxes	7,832	8,554	10,219	4,013
Net profit ²	33,009	35,330	35,816	17,181

Note:

¹ After deferred income

² Only for the Bank

Social performance

Data of employees

Performance data	2017			2018			2019			2020		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total number of employees	7,941	15,861	23,802	7,674	15,380	23,054	7,536	15,261	22,797	7,220	14,828	22,048
Percentage of total employees	33.4	66.6	100.0	33.3	66.7	100.0	33.1	66.9	100	32.7	67.3	100
Employees by location												
Head office	3,618	5,038	8,656	3,580	5,051	8,631	3,848	6,076	9,924	3,606	5,726	9,332
Metropolitan	1,407	5,067	6,474	1,336	4,812	6,148	1,028	3,732	4,760	1,119	3,769	4,888
Other provinces	2,916	5,756	8,672	2,758	5,517	8,275	2,660	5,453	8,113	2,495	5,333	7,828
Employees by type of employment												
Permanent employees*	7,871	15,799	23,670	7,583	15,315	22,898	7,452	15,190	22,642	7,115	14,677	21,792
Temporary employees**	70	62	132	91	65	156	84	71	155	105	151	256

Performance data	2017			2018			2019			2020		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Staff (Temporary employees)	33	47	80	52	50	102	47	56	103	67	137	204
Aged over 50 years	7	2	9	8	3	11	9	5	14	12	11	23
Aged 30–50 years	14	4	18	15	10	25	14	11	25	18	15	33
Aged under 30 years	12	41	53	29	37	66	24	40	64	37	111	148

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	2017			2018			2019			2020		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total number of new employee hires	434	1,088	1,522	546	968	1,514	612	1,319	1,931	340	733	1,073
Number of new permanent employees			1,364			1,316			1,753			788
Number of new temporary employees			158			198			178			285
Percentage of total new employees			6.4			6.6			8.5			4.9
The average hiring cost per FTE (Baht)			15,140			19,565			14,705			7,350

New employees by location

Head office	356	731	1,087	415	654	1,069	434	908	1,342	264	503	767
Metropolitan	60	310	370	98	245	343	165	350	515	61	185	246
Other provinces	18	47	65	33	69	102	13	61	74	15	45	60

New employees by nationality

Thai												1,056
Other nationalities												17

New employees by level

Top management										2	1	3
Middle management										7	7	14
Junior management										11	4	15
Staff										218	540	758
Management (Temporary employees)										25	15	40
Staff (Temporary employees)										77	166	243

Performance data	2017			2018			2019			2020		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Employee turnover by level												
Top management										2	0	2
Middle management										15	12	27
Junior management										37	14	51
Staff										509	1,024	1,533
Management (Temporary employees)										24	16	40
Staff (Temporary employees)										58	85	143
Employee turnover by age												
Aged over 50 years	59	196	255	31	25	56	21	23	44	293	247	540
Aged 30–50 years	111	255	366	169	360	529	120	347	467	127	315	442
Aged under 30 years	277	929	1,206	308	775	1,083	274	774	1,048	225	589	814

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.

Maternity leave and parental leave

Performance data	2017			2018			2019			2020		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number of employees eligible for maternity/parental leave	7,941	15,861	23,802	7,674	15,380	23,054	7,536	15,261	22,797	7,220	14,828	22,048
Number of employees taking maternity/parental leave	98	524	622	73	547	620	103	604	707	73	355	428
Number of employees returning to work after maternity/parental leave	93	499	592	73	541	614	101	580	681	73	355	428
Number of employees returning to work after maternity/parental leave and continuing working for the next 12 months	93	499	592	72	516	588	101	580	681	73	355	428
Return of work rate of employees taking maternity/parental leave	94.9	95.2	95.2	98.6	94.3	94.8	98.1	96.0	96.3	100	100	100
Retention rate of employees taking maternity/parental leave	94.9	95.2	95.2	100.0	98.9	99.0	98.1	96.0	96.3	100	100	100

Employee performance evaluation and remuneration

Performance data	2017			2018			2019			2020		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total number of employees evaluated	7,871	15,799	23,670	7,583	15,315	22,898	7,327	14,581	21,908	7,003	14,509	21,512
Percentage of total employees evaluated			100.0			100.0			100			100
Employee evaluation by level												
Management (%)			100.0			100.0			100			100
Staff (%)			100.0			100.0			100			100
Ratio of salary of male to female employees												
Top management			1 : 0.63			1 : 0.65			1 : 0.68			1 : 0.69
Middle management			1 : 0.91			1 : 0.91			1 : 0.90			1 : 0.90
Staff and supervisors			1 : 0.82			1 : 0.82			1 : 0.84			1 : 0.84
Share of women in management positions in revenue-generating functions (% of all such management)			48.50			48.10			49.60			52.46

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

Employee training and development

Performance data	2017			2018			2019			2020		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total number of employees taking training	7,759	9,006	16,765	6,138	14,343	20,481	5,933	14,018	19,951	6,953	15,308	22,261
Employee training by level												
Management	467	522	989	632	724	1,356	675	796	1,471	685	809	1,494
Staff	7,292	8,484	15,776	5,506	13,619	19,125	5,258	13,222	18,480	6,268	14,499	20,767
Employee training by location												
Head office				2,770	4,483	7,253	2,882	4,931	7,813	3,386	5,824	9,210
Metropolitan	2,525	5,234	7,759	1,085	4,488	5,573	1,139	4,491	5,630	1,155	4,009	5,164
Other provinces	1,224	3,502	4,726	2,283	5,372	7,655	1,912	4,596	6,508	5,475	2,412	7,887
Employee training by level and age												
Top management										31	20	51
Aged over 50 years										28	19	47
Aged 30–50 years										3	1	4
Aged under 30 years										0	0	0

Occupational health and safety

Performance data	2017			2018			2019			2020		
	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	0	0
Occupational disease rate* (ODR)	0	0	0	0	0	0	0	0	0	0	0	0
Number of work-related injuries with working hours lost	1	2	3	3	3	6	0	0	0	0	1	1
Lost day rate* (LDR)	0.02	0.05	0.07	0.07	0.07	0.14	0.00	0.0	0.00	0	0.03	0.03
Number of employees with recorded work injuries	1	2	3	3	3	6	1	1	2	0	1	1
Work injury rate* (IR)	0.02	0.05	0.07	0.07	0.07	0.14	0.0	0.0	0.05	0	0.03	0.03
Number of 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 (AR)	6.44 days			6.06 days			4.95 days			3.34 days		

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

Environmental performance

Description	Unit	2017	2018	2019	2020
Energy consumption¹					
Total electricity consumption from non-renewable energy	Megawatt-hours	33,925	116,978	115,840	158,569
Total fuel consumption from non-renewable energy (including diesel fuel for emergency power generators and fire pumps)	Liters	27,755	24,965	27,174	40,329
Fuel for vehicles used in operations²					
Diesel	Liters	136,921	126,598	178,252	196,675
Gasoline	Liters	1,042,587	4,328,083	4,333,773	4,850,223
Total energy consumption³					
Total energy consumption within the organization	Gigajoules	160,964	562,889	560,931	570,847
Intensity ratio for energy consumption	Gigajoules	N/A	24.42	24.61	25.75
Air travel for business purposes⁴					
Total air travel for business	Total distance (Kilometers)	N/A	313,214	6,461,483	829,886
Total GHG emissions from air travel for business	Tons of carbon dioxide equivalent	N/A	22.74	680.51	84.78
Greenhouse gases (GHG) emissions⁵					
GHG Scope 1	Tons of carbon dioxide equivalent	4,039	12,189	12,312	14,039
GHG Scope 2	Tons of carbon dioxide equivalent	19,748	68,093	67,430	78,947
GHG Scope 3	Tons of carbon dioxide equivalent	517	1,473	2,152	1,592
Water consumption⁶					
Total water withdrawal	Million cubic meters	0.37	0.64	0.62	0.58
Use of recycled water⁷					
Total recycled water used	Cubic meters	46,880	45,207	50,109	42,399
Waste disposal⁸					
Total weight of non-hazardous waste disposed by landfill (General waste)	Metric tons	263.25	263.25	3,267	3,961
Total weight of non-hazardous waste disposed by recycling (Recycled waste)	Metric tons	N/A	N/A	N/A	12.15
Total weight of hazardous waste disposed by recycling (e-Waste)	Metric tons	70.06	98.13	34.59	32.14
Total weight of paper used	Metric tons	N/A	880.12	1,012	1,037
Total weight of paper sent to recycling	Metric tons	506	510	540	554

Notes:

1. Based on data from the meters of the Metropolitan Electricity Authority and the Provincial Electricity Authority.
2. Based on data from the Bank's fuel expense database.
3. Based on the Energy Content of Fuel Table (Net Calorific Value) of the Department of Alternative Energy Development and Efficiency, Ministry of Energy. This combines the electricity consumption volume, diesel consumption for emergency power generators and fire pumps, and fuel consumption of all types of vehicles used in the Bank's operations.
4. The Bank began collecting the volume of air travel for business purposes in 2018. The higher volume of air travel for business purposes in 2019 was due to the extension of the data collection scope to be nationwide, while the volume of air travel declined significantly in 2020 due to the Covid-19 outbreak. Note that the calculation of GHG emissions was based on the emission factor standards of the Ministry of Energy and the 2019 UK Industrial Policy.
5. Data on volume of greenhouse gases is categorized into the three following scopes:
 - GHG emissions under Scope 1 were calculated based on fuel consumption of emergency power generators, fire pumps, and vehicles used for day-to-day operations. The volumes of refrigerants leaked from air-conditioning systems and fire extinguisher chemicals were reevaluated from purchasing orders, and the volume of methane gas from septic tanks was evaluated from the number of employees in each building.
 - GHG emissions under Scope 2 were calculated from electricity consumption of the Bank referring to the meters of the Metropolitan Electricity Authority and the Provincial Electricity Authority.
 - GHG emissions under Scope 3 were calculated from water consumption of the Bank referring to the meters of the Metropolitan Waterworks Authority and Provincial Waterworks Authority, paper use evaluated from the volumes requested by each unit, and air travel for business purposes based on the emission factor according to the standard from the Ministry of Energy and the 2019 UK Industrial Policy.
6. Data calculated from the meters of the Metropolitan Waterworks Authority and the Provincial Waterworks Authority.
7. Data calculated from the quantity of water recycled from the activated sludge system and used for watering plants and lawns surrounding the Rama III Building. It was calculated from the total quantity of water consumption at the Rama III Building less the quantity of cooling water in the air conditioning system. Recycled water accounted for approximately 7.33 percent of the Bank's water consumption nationwide.

8. The weight of waste is categorized into four types: general waste, recycled waste, hazardous waste (electronic appliances) and used paper. During 2019-2020, the Bank extended the scope of data collection for waste volume nationwide. The weight of general waste was derived from the weight of waste sent by the five head office buildings for disposal at Bang Rak District Office and Yannawa District Office plus branch buildings across Thailand and support centers. The number was derived from the estimation of waste weight from the average weight of waste per person from the Department of Public Works and Town & Country Planning, number of employees and number of working days. The weight of recycled waste includes only waste such as soda cans, plastic cups, plastic bottles and glass bottles. The Bank started collecting recycled waste separately since July 2020, excluding the weight of paper sent to recycling processes, electronic waste and used paper that was shredded. The weight of used paper disposed was estimated using the volume of used paper sent to pulp mills for recycling before reuse, including used paper at the offices and the Bank's checks from across the country.

Data boundaries:

- **Data on energy consumption, GHG emissions and tap water consumption.** For 2016-2017, the scope of data collection was extended to cover the group of five buildings of the head office which are the Head Office Building, Trinity Building, Rama III Building, Building 3 and Saengthong Thani Tower. From 2018 onwards, the data reporting was extended further to cover the head office group of buildings and branches nationwide (data on the volume of energy consumption and the volume of GHG emissions are exclusive of branches in rental spaces).
- **Data on fuel energy consumption for all types of vehicles used in the Bank's operations.** For 2015-2017, the data reporting covers the group of five buildings of the head office which are the Head Office Building, Trinity Building, Rama III Building, Building 3 and Saengthong Thani Tower. From 2018 onwards, the data reporting was extended to cover the head office group of buildings and branches nationwide.
- **Data on volume of waste.** For 2017-2018, the data reporting covered the group of five buildings of the head office which are the Head Office Building, Trinity Building, Rama III Building, Building 3 and Saengthong Thani Tower. From 2019 onwards, the data reporting was extended to cover the head office group of buildings, branches nationwide and support centers.

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Bangkok Bank Sustainability Report 2020 Feedback Survey



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1. Which of the following group of readers best describes you?

- Employee
- Creditor
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- General public
- Shareholder/Investor
- Supplier
- NGOs
- Other (please specify.....)
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- Media

2. How did you receive this report?

- Annual General Meeting
- Bangkok Bank’s website
- Bangkok Bank’s seminar
- Other (please specify.....)
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3. What is your purpose for reading Bangkok Bank Sustainability Report?

- To know Bangkok Bank’s sustainability performance
- To support investment decisions
- For research and study
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4. Please indicate Bangkok Bank sustainability topics that you are interested in

- Risk and Crisis Management
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- Community Development
- Customer Relationship Management
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- Corporate Governance
- Human Rights
- Mitigation of Environmental Footprint and Climate Impact
- Responsible Finance
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- Cybersecurity and Customer Data Privacy Protection
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5. Please rate your satisfaction with the Bangkok Bank Sustainability Report

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6. Please provide your additional comments or suggestions

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



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Bangkok Bank Public Company Limited

Head Office 333 Silom Road, Silom, Bang Rak,
Bangkok 10500, Thailand
Bualuang Phone 1333 or (66) 0-2645-5555

