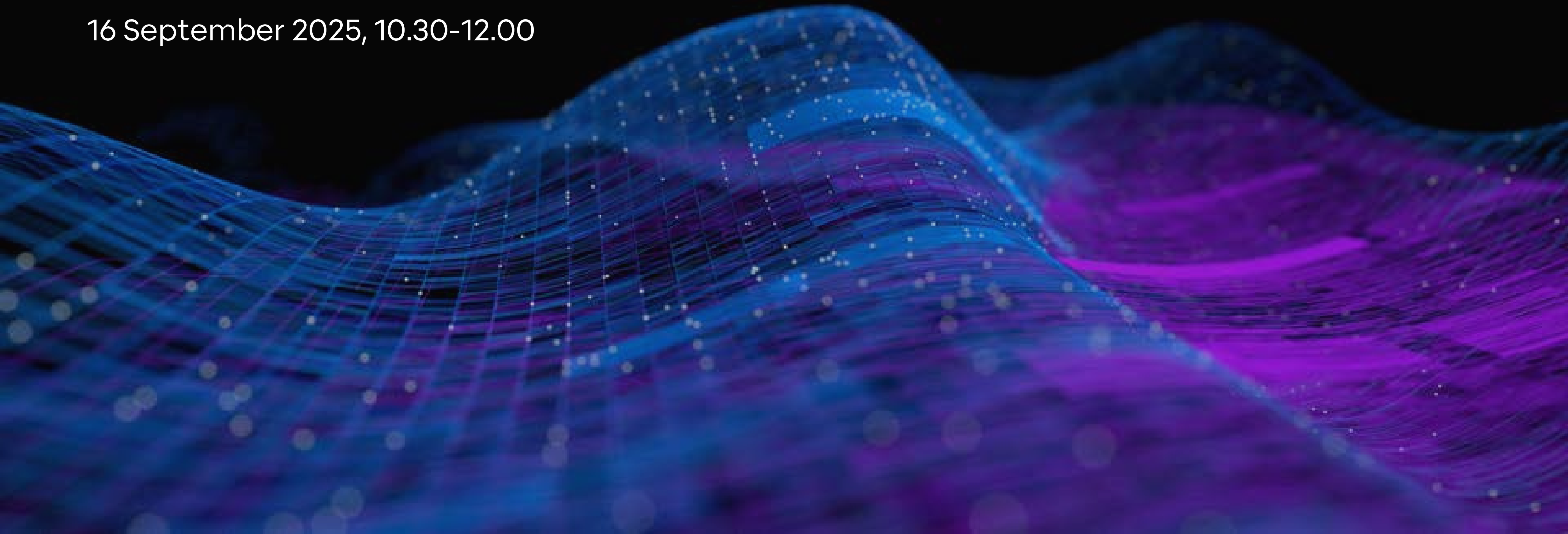
SET Sustainability Awards 2025

16 September 2025, 10.30-12.00



Participating Senior Executives

ดร.อารักษ์ สุธีวงศ์

Deputy Chief Executive Officer, SCBX

คุณกฤษณ์ จันทโนทก

Chief Executive Officer, SCB

(เข้าร่วมช่วงตอบคำถาม)

คุณเสถียร เลี้ยววาริณ

Chief Sustainability Officer, SCBX

คุณพัตราภรณ์ สิโรดม

Chief Talent Officer, SCBX

คุณกวีวุฒิ เต็มภูวภัทร

Chief Innovation Officer, SCBX

ดร.ยรรยง ไทยเจริญ

Chief Economist and Sustainability Officer, SCB

Agenda

10.30 – 11.00	Our Sustainability Journey	คุณเสถียร เลี้ยววาริณ
11.00 – 11.15	An AI-First Organization	คุณกวีวุฒิ เต็มภูวภัทร
11.15 – 12.00	Question and Answer	ผู้บริหารทุกท่าน

SCBX's focus on "Balancing Act"
บนความเชื่อมั่น ธุรกิจชนะ สังคมวัฒนา

- Economic Slowdown
- Geopolitical Uncertainty
- Disruptive Technology
- Climate Crisis

- Net Zero 2050
- AI-First Organization

"Sustainability in Substance"

Sustainability that drives business success and positive societal impacts.

SCB X

01

Systemic Risks

Geopolitics

+

Economic Slowdown

+

Disruptive Technology

+

Climate Crisis

02

Sustainability in Substance

Board Oversight Sustainability Committee (SUST COM)

Sustainability Mission

Driving sustainable business growth and positive change for our customers, planet and society

Approach

3 Enhancing long-term competitiveness

2 Capturing business opportunities

1 Solving customers' pain points

Key Sustainability Pillars

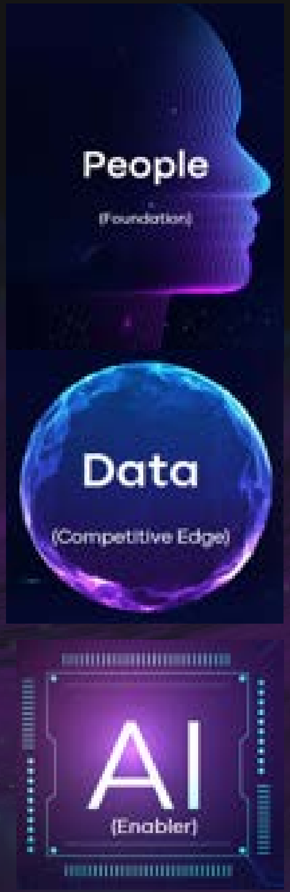
I Climate Action & Resilience

II Financial Wellbeing

III Trustworthy & Responsible FinTech

03

AI-first Organization



Brace for the perfect storm of systemic risks

01

Systemic Risks	Potential Impact if No Action is Taken	
Geopolitics + Economic Slowdown	• Revenue growth impact • Asset quality vulnerability (retail segment) • Underperforming loan collection & recovery • Structural cost reduction necessity	
Disruptive Technology	• Slow AI adoption • Loss of competitive advantage	• Inefficiencies & cost • Ineffective workforce
Climate Crisis	• USD 5trillion annual investment needed	• Higher risk if customers are slow to respond to climate policy, carbon tax, natural disasters

Strategic recalibration to enhance long-term business resilience, e.g. cost reduction & efficiency gains from AI

Reshape Group strategy
to anticipate and respond to a volatile macro environment

Strengthen resilience and agility
to realign business plans amid shifting conditions

Build critical capabilities
to navigate emerging risks, with focus on loan recovery and collections

1 **Revenue:**
Restore top-line growth with low-risk loan portfolio and bring down NPL

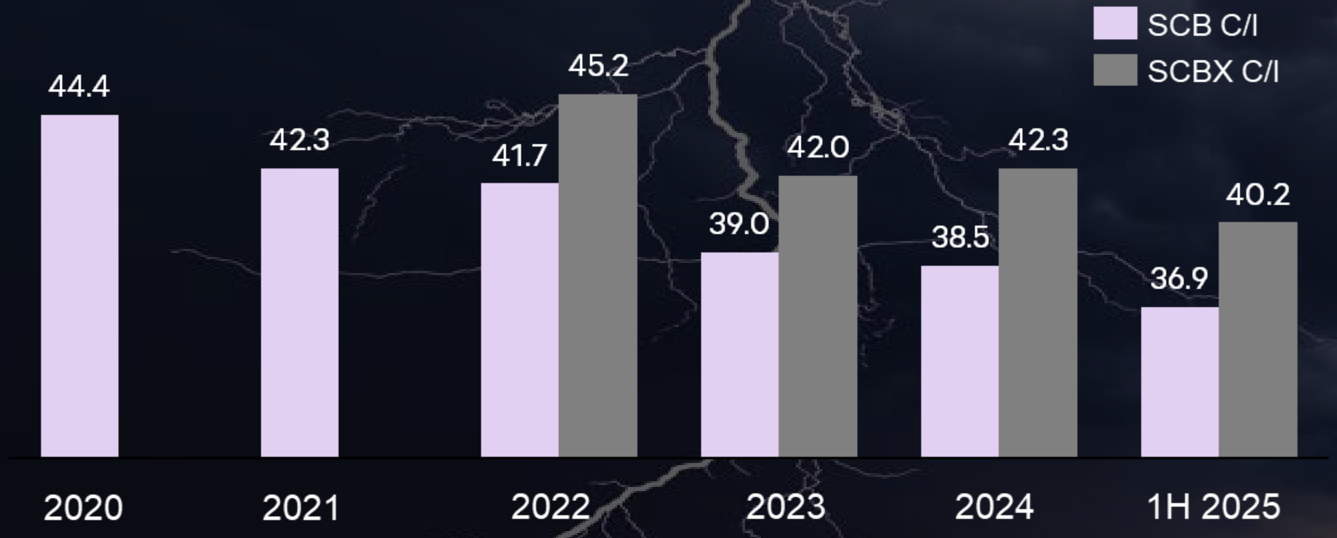
2 **Cost Efficiency:**
Transform cost structure through "clean sheet" operations redesign and adoption of AI & innovation

3 **Collection & Recovery:**
Tighten underwriting and overhaul end-to-end loan collection and recovery

4 **Control & Governance:**
Instill risk culture and strengthen group control and governance

Fundamental redesign of operations & AI adoption would drive continued cost efficiency & enhance customer journey

Continued Cost Efficiency
Decline in Cost-to-Income Ratio (SCBX & SCB)



Cost Restructuring
through Operational Model Shift over 3 years

Reimagine **customer journey** by shifting to digitally serve customers end-to-end	SCB
Reimagine **workflow** with AI agents	Group
Group synergy initiatives including centralized procurement, infrastructure sharing (cloud, cyber, etc.), intra-group leverage (TechX, DataX)	Group
Rethink **lending segment model** (Corp/SME/Retail) under minimum loan growth scenario by **shifting resources to recovery/collection**	SCB

Our climate strategy seeks to support & enable customers to drive decarbonization & build climate resilience

SCB X

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03
AI-first Organization

People (Foundation)

Data (Competitive Edge)

AI (Enabler)

SCBX is the FIRST and ONLY Thai Financial Institution committed to SBTi

SCBX

Why we need to act now and act fast?

Thai GDP could take impact as much as 44% if minimal climate action is taken

(Swiss Re Institute)

SCBX also the first Thai financial institution to commit and implement key international standards, PCAF & Equator Principles (EP), to prevent greenwashing

- PCAF — GHG accounting in financing & investment portfolio
- EQUATOR PRINCIPLES — Environmental & social risk assessment in project financing
- SCIENCE BASED TARGETS — Paris aligned decarbonization target

SCBX JOURNEY ON CLIMATE ACTIONS

2021
- 1st Thai FI participated with PCAF for financed emission GHG accounting

2022
- 1st Thai FI to Pledge Net Zero by 2050 in accordance with SBTi criteria
- 1st Thai Financial Institute as Equator Principles signatory

2023
- Group ESG Risk Appetite & Group ESG Risk Management Policy
- Target: 150,000 MTHB sustainable finance between 2023-2025

2024
- 1st Thai FI to have near-term targets validated by SBTi
- Bottom-up Physical and Transition Risk Assessment (TCFD)
  - Transition
    - Carbon tax
    - Export good
    - GDP
    - Inflation rate
  - Physical
    - Acute
    - Chronic

2025
- >180,000 MTHB sustainable finance for customers (as of 1H 2025)
- New sustainable finance target
- Climate Adaptation Roadmap & Finance

2030
- 90% Reduction in GHG Emissions in Own Operation
- Full ESG Risk integration in Credit & Portfolio Management

NET ZERO 2050

To mitigate climate risks and capitalize on climate finance opportunity, our climate strategy focuses on financed emissions reduction in line with SBTi

SCB X

2024

53,147 tons CO_{2e}

Scope 1 + Scope 2

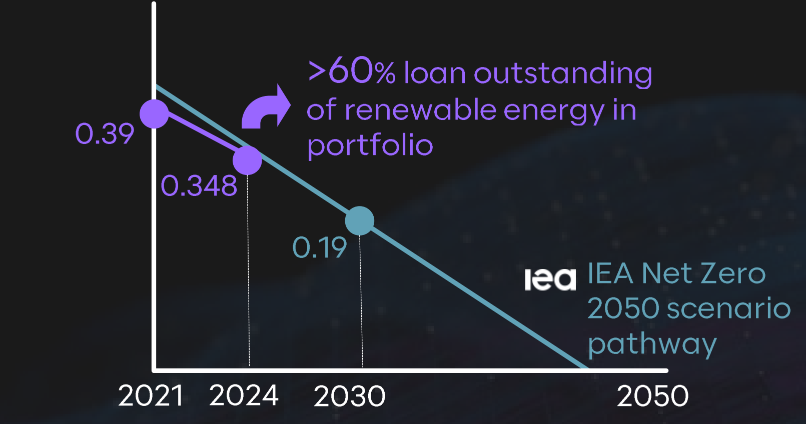
15% Reduction from 2023 baseline

6.5 million tons CO_{2e}

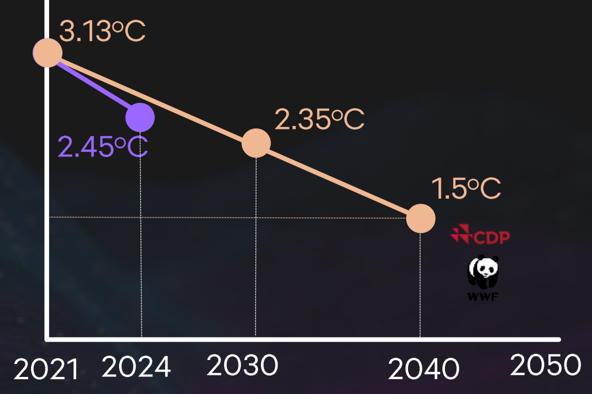
Scope 3 Category 15 (Financed Emissions)

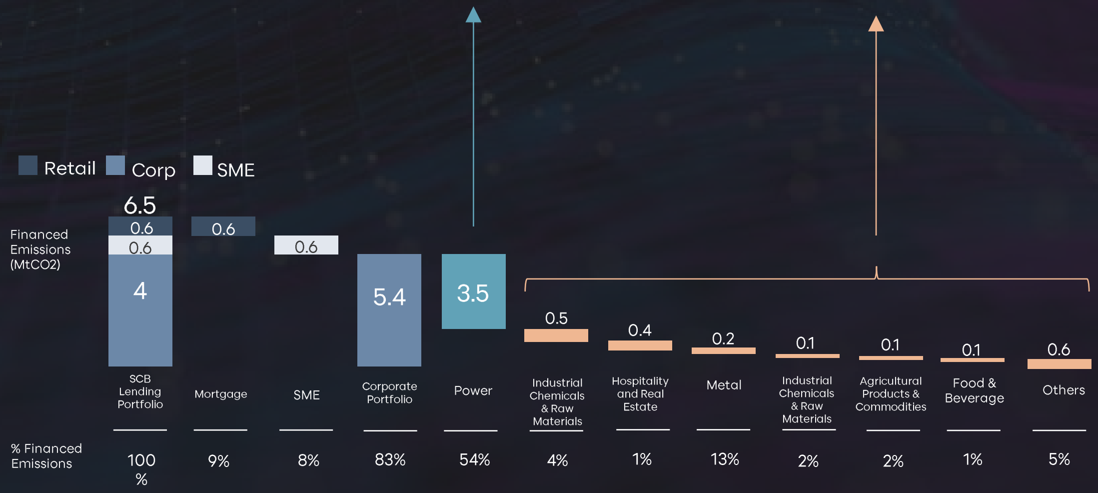
Near-term targets validated by SBTi on November 14, 2024

Power Sector Emissions intensity (tCO2/ MWh) of Electricity Generation Portfolio

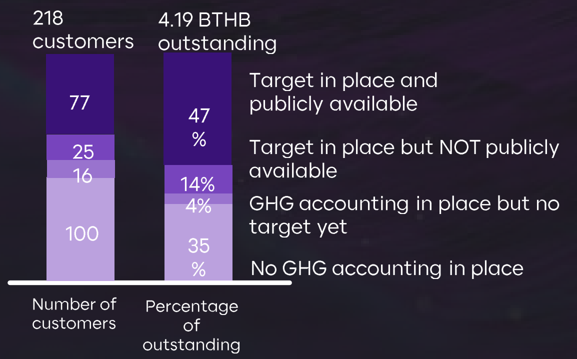


Other Sectors WWF/CDP Temperature Score of Scope 1+Scope 2 in Corporate Loan Portfolio





Greenhouse Gas Target Maturity of top 218 corporate customers



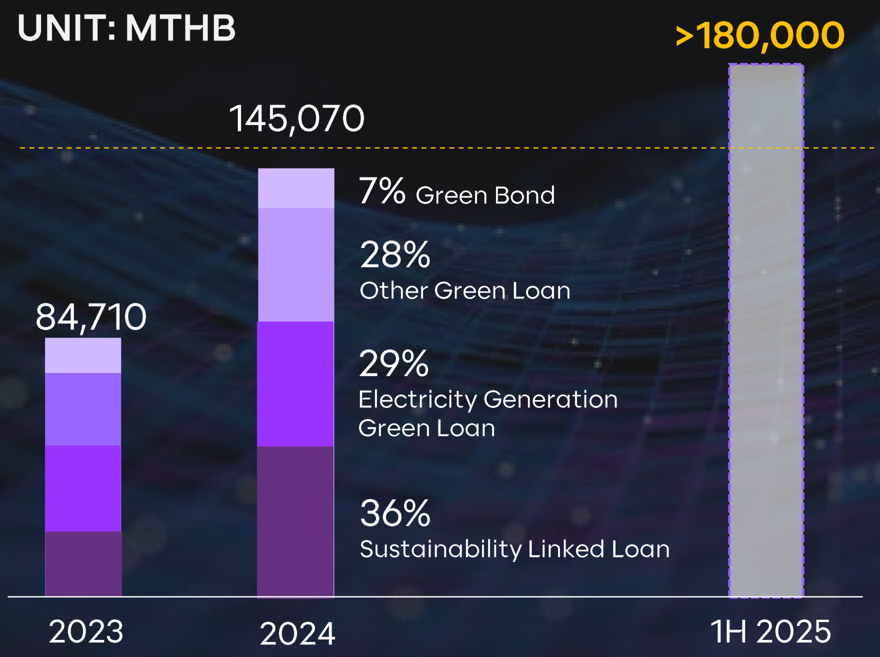
Wide range of **sustainable finance solutions** to support customer's net zero transition

SCBX

Growth of Sustainable Finance (Loan & Bond)

180,000+ MTHB MOBILIZED AS OF 1H 2025

NEW SUSTAINABLE FINANCE TARGET WILL BE SET FOR 2027, EXPANDING THE SCOPE BEYOND GREEN LOANS & SUSTAINABILITY-LINKED PRODUCTS TO **TRANSITION FINANCE & ADAPTATION FINANCE**



2023-2025 Target of 150,000 MTHB already surpassed

Sustainable FINANCE products for different customer segments

Corporate

- ASSET WORLD CORPORATION — **Hospitality**: Sustainability Linked Loan & Green Loan: 20,000 MTHB
- GC — **Petrochemical**: Sustainability Linked Loan: 15,000 MTHB; Sustainability Linked Swap

SME

- **SME Green Finance**: Energy efficiency loan; Sustainability loan for hotel

Retail

- **EV & Green Home**: Electric vehicle purchasing loan; Solar rooftop installation loan

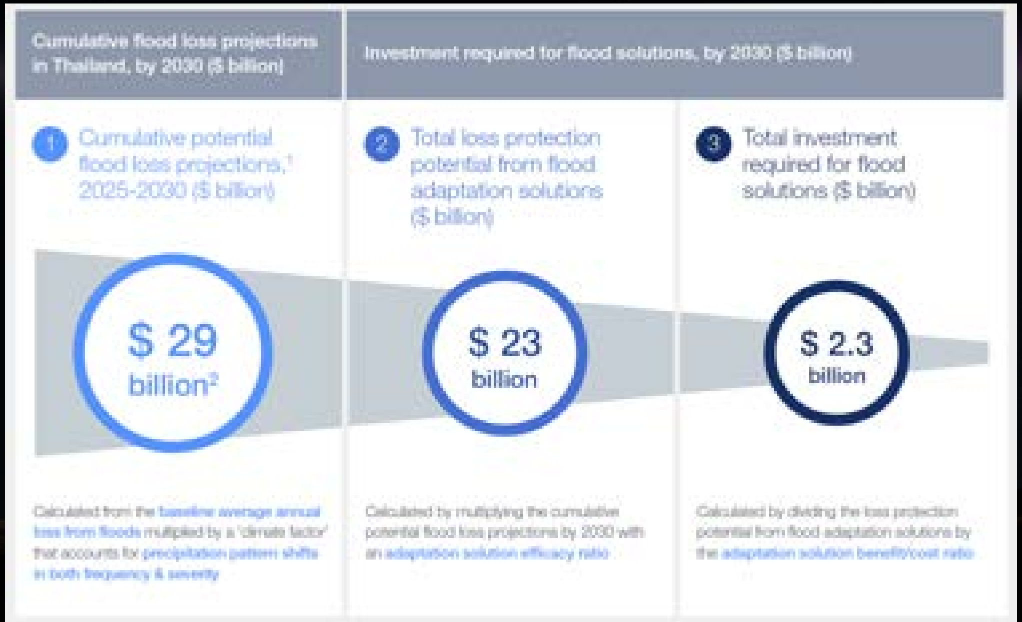
Adaptation: Reducing Risk & Reinforcing Resilience

SCB X

Adaptation is needed alongside mitigation as climate hazards intensify & pose material costs to business & society

Adaptation: The process of adjusting practices to cope with the consequences of climate-related hazards.

Thailand is highly vulnerable to climate physical risk, e.g. flooding



Source: WEF, SIF, BCG, ***Adaptation through Water*** report (June 2025)

Adaptation & Resilience: Flood damage reduction solutions

- AI-powered, satellite intelligence for flood monitoring & forecasting
- Levee system
- Flood diversion channel
- Water-retention basin

Climate Adaptation Strategy

2025 – 2027: Foundation Building

- Alignment with **Climate Change Act & National Adaptation Plan (NAP)**
- Top-down & bottom-up **Physical Risk Assessment** in portfolio
- **Customer Engagement** to validate on adaptation needs to improve climate resilience of their business
- **Public-Private-Partnership (PPP)** to address key risk, e.g. flood
- Physical risk integration into credit process
- Scale **adaptation finance** to support adoption of climate adaptation solutions & technologies

Focuses Risks

Flesh Water

Flood

Drought

Our financial wellbeing strategy focuses on inclusive finance for all while uplifting people's financial health

SCBX

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Geopolitics

+

Economic Slowdown

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Climate Crisis

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AI-first Organization

People (Foundation)

Data (Competitive Edge)

AI (Enabler)

Financial & digital inclusion expands access to underserved groups, reducing reliance on informal loan

SCB X

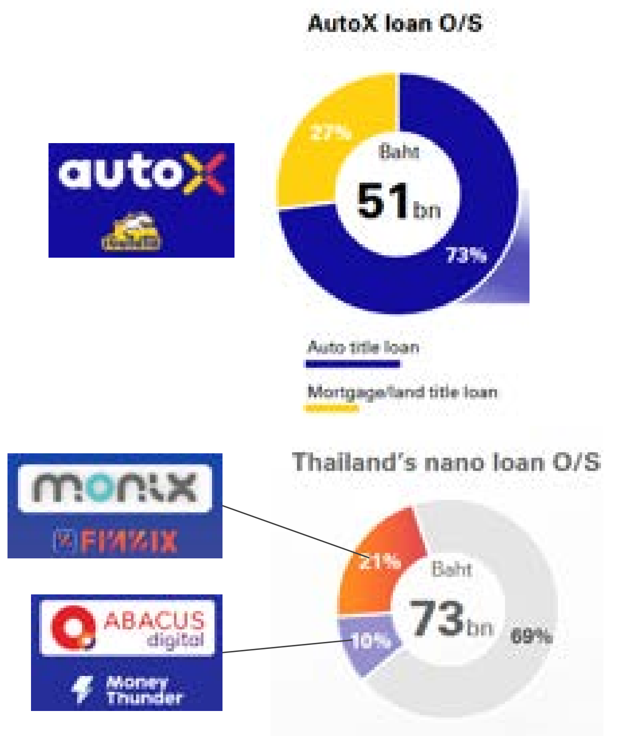
Facilitated financial access to

2 million

underserved customers

as of end-2024

(up from 1.62 million as of end-2023)



Virtual bank will further deepen financial inclusion for unbanked & underserved groups through AI-powered digital technology

Financial literacy programs empower people to build healthy financial habits & protect themselves against fraud

SCB X

1 Financial Literacy for Youth & Educators

22,283 youth participants

1,307 teachers/educators

361 educational institutes

2 "Fraud Fighter"

Award-winning digital knowledge hub that provides practical edutainment tools to recognize scams, understand fraud tactics, and allow customers to conduct online transactions with confidence.

95 million impressions

65 million views

via Fraud Fighter social media & online platforms in 2024

3 FINNIX Debt & Fraud Literacy E-Learning

130,000+ participants joined online learning

47,000+ downloads of e-book on financial fraud prevention

Financial wellbeing strategy supports national effort to reduce high household debt, a source of financial vulnerability

SCBX

Thailand's high household debt

87.4% of GDP

Thai Society & Economy

Uplifting **financial wellbeing foundations** of our employees & customers would support national effort to **lower household debt & reduce financial vulnerability**

Employees

Financial wellbeing as a core element of employee wellbeing

Customers (payroll, retail)

Solving customers' debt pain points to achieve sustainable debt management & behavior change

New financial wellbeing pilot goes beyond financial literacy

Kick-off in Q4 2025
supported by SCBX SUST COM

- **Financial health check & personalized roadmap** to achieve sustainable financial and debt management
- **Financial discipline & healthy money habits** via weekly "missions"
- **Sustainable debt management & long-term behavior change**

SCBX's focus on "Sustainability in Substance"

SCBX

Sustainability that drives business success and positive societal impacts.

01

Systemic Risks

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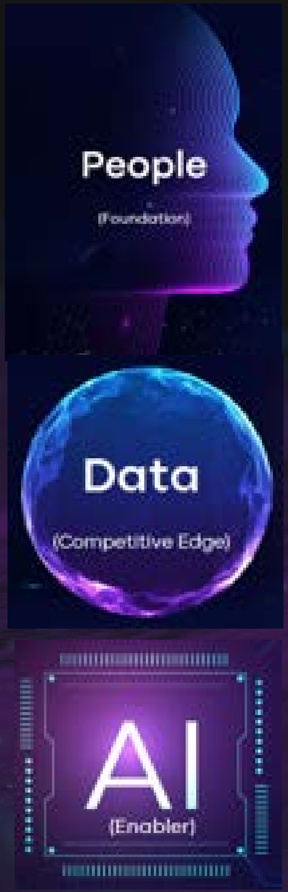


SCBX

SCBX envisions to become a leading financial technology group, built upon and driven by technologies

Vision:

An AI-First Organization

Aspirations FY 2027:

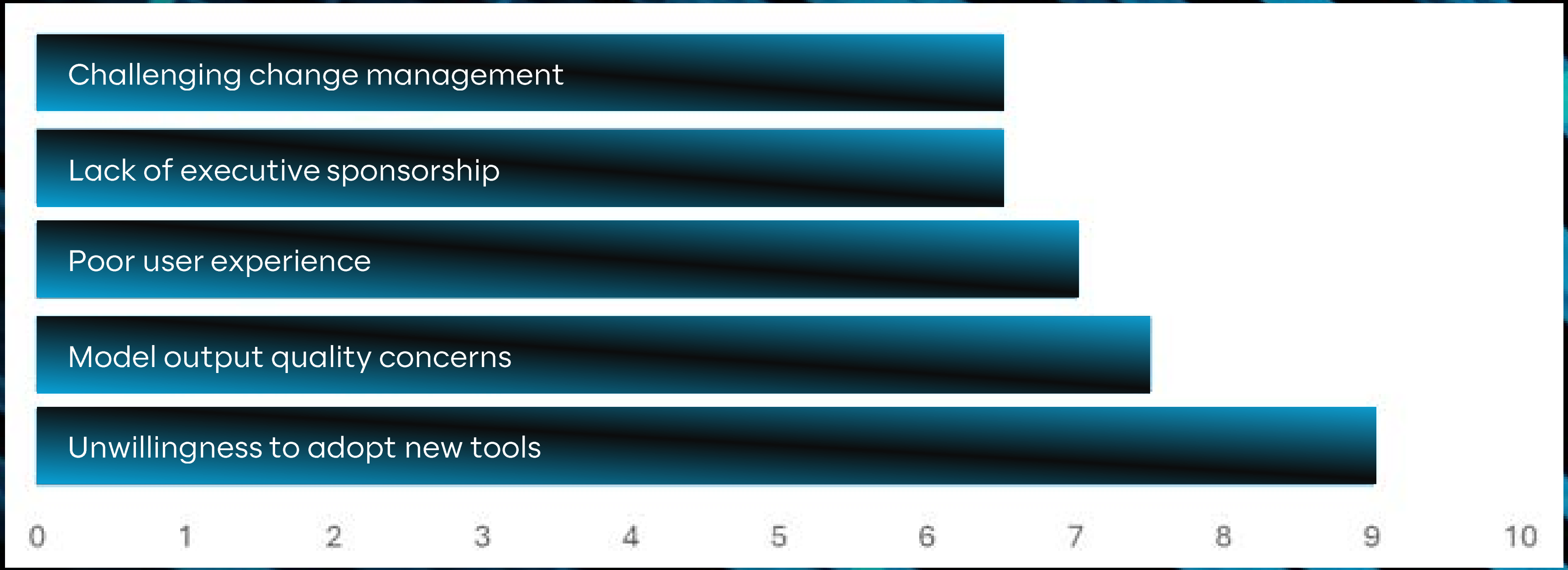
75%	75%	100%	15%
AI-enabled revenue	of processes automated/ enhanced by AI	of employees have basic AI literacy	of employees are AI talents

Among emerging challenges, a successful shift from pilot to impact become one of the most worrying concern

95% of organizations are getting zero return from investment in GenAI

5% of integrated AI pilots are extracting millions in value

Top barriers to scaling AI in the enterprise



Source: The GenAI Divide in Business 2025, MIT

At SCBX, adoption is driven through 3 key focused areas

People (Foundation) + **Data** (Competitive Edge) + **AI** (Enabler)

01 People

Uplifting knowledge and skills of all employee to eventually become a learning organization.

AI Literacy Program

Customized journey for specific learner profile supported by tailored learning approach.

100% of SCBX Group employee completes

the foundation course by 2025

400 of SCBX Group employee embedded

with intermediate and advanced AI knowledge and skills by 2025

01 People

Creating a 'safe zone' for employees to experiment, learn, and grow with technology.

SCBX EXPO 2024

Communicating real use cases of AI and sharing for practical adoption

1,400
participants

SCBX BATTLE 2024

Showcasing AI-integrated projects with the winning teams received a trip prize to the Singapore FinTech Festival

12
finalist teams

02 Data

Becoming a "Data-Centric organization" empowered by data and AI

Model-centric

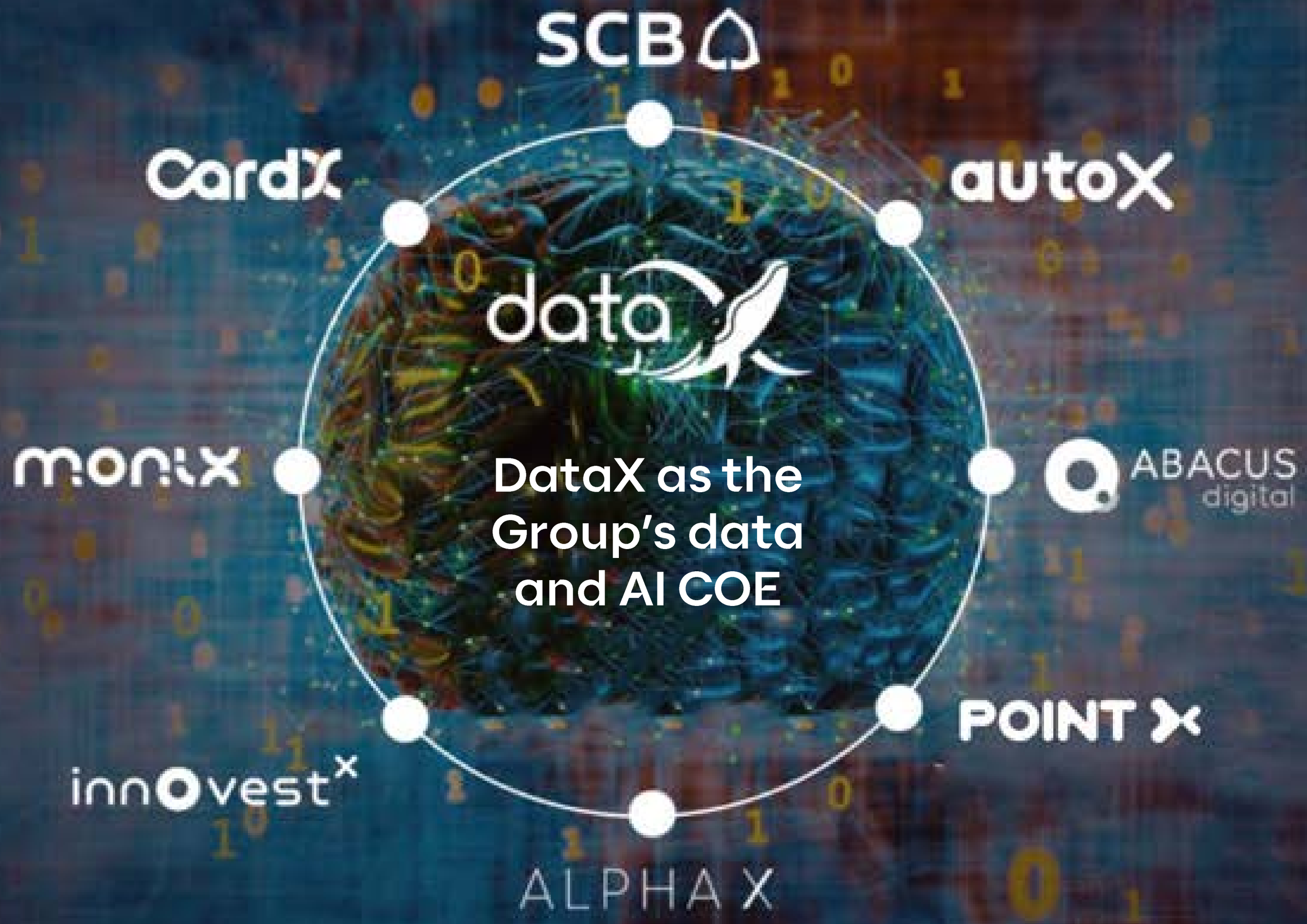
Change the model (code) to improve performance

Data-centric

Systematically change the data to improve performance

02 Data

Creating data synergy and value creation within the Group through data and AI infrastructure



03 AI

Uplifting organizational capability through strategic tech edge-up efforts

Engaging in frontier research

Partnership with world-renowned universities and tech companies for knowledge exchange and learning

(and many more)

Exploring and prototyping

In-house R&D team with an allocated **5%** of profit dedicated to R&D

Scaling and creating value

In-house Gen-AI platform, enabling Group-wide AI adoption and value-creation at speed and scale

03 AI

Leveraging the Group's competitive advantage with own's technology capability

SCB 10X | SCB X

TYPHOON

Our Typhoon LLM is built for Thais and a wide range of real-world use cases

Multimodal models: processing of text, audio, and images,

Increased efficiency and accuracy of Thai language processing

Extended context length, allowing the model to handle more complex data

30M API calls

2.6M Downloads

(Most downloaded Thai LLM on Hugging Face)

13K Unique Users

Adoptions from partners

- Siriraj Informatics and Data Innovation Center
- VISAI
- Thailand Development Research Institute
- OPDC

03 AI

SCBX

aGenX
GenAI platform by DataX

An agentic AI foundation platform enabling re-useable AI agents, enterprise-grade security, scalable and model agnostic

Design principles

- Agentic AI framework
- API-based open architecture
- Reusable, modularized components
- Enterprise-grade with responsible AI

Value proposition

- Maximized flexibility
- Faster time-to-impact
- Accelerated production deployment

dataX

03 AI

Synergizing AI adoption across the Group through having a dedicated enablement team

SCBX

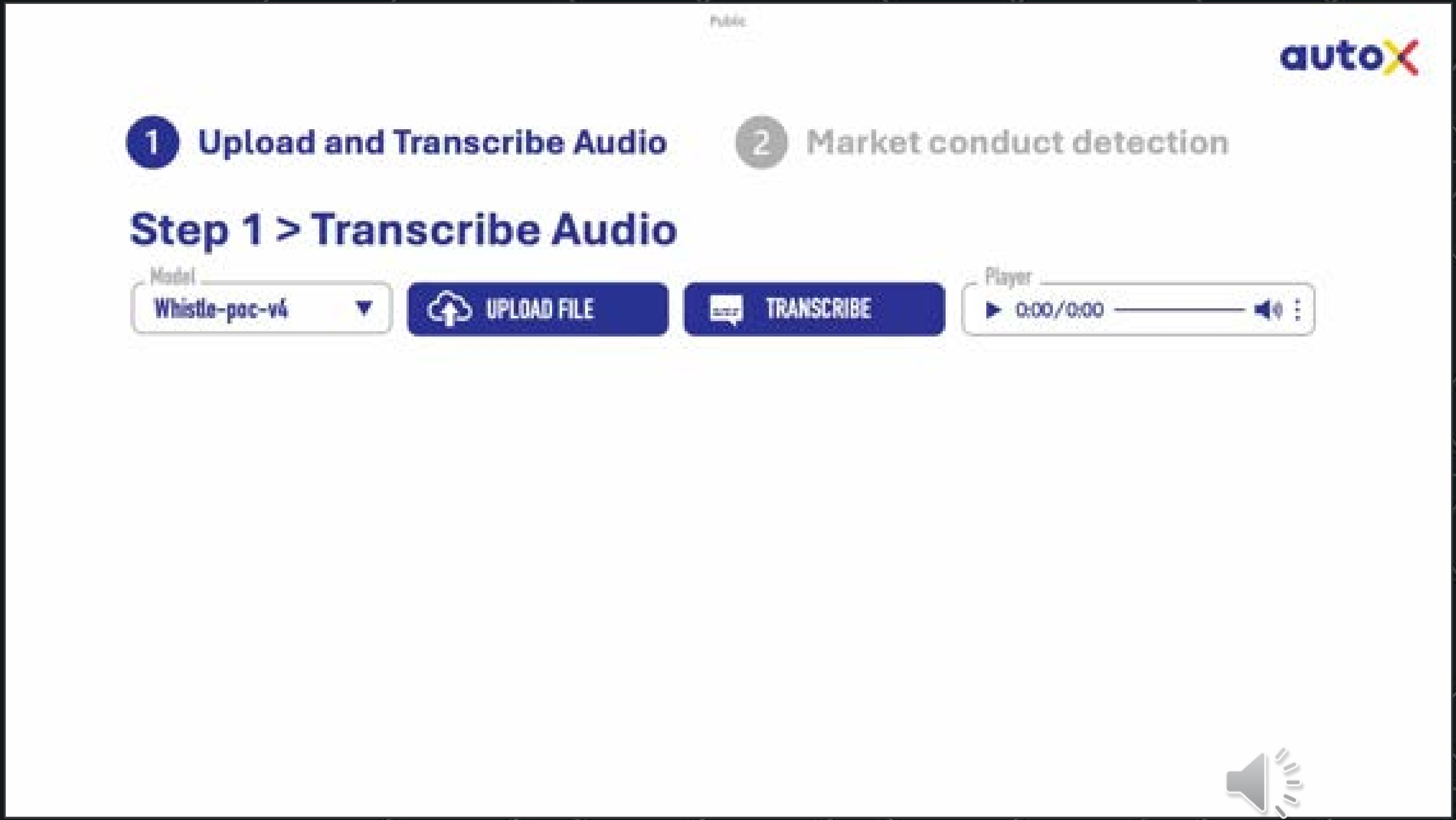
1. Identify potential and strategic AI use cases
2. Register and centralize use cases for resource planning and coordination
3. Assess and prioritize projects to identify implementation and delivery
4. Develop appropriate solutions
5. Monitor implementation

- ✔ Knowledge and expertise leveraged
- ✔ Economies of scale achieved
- ✔ Long-term solutions provided

The first preventive solution for Market Conduct Compliance

Front-Staff conduct
the sales process

AI Machine (Back-end)
running the validation process



ประโยชน์ที่ได้รับและผลตอบแทน (Economic Return)

SCBX

SCBX Innovation Lab is Driving Real-World Cases across SCBX Group & our Novel Innovations are already patented

Market Conduct Detection

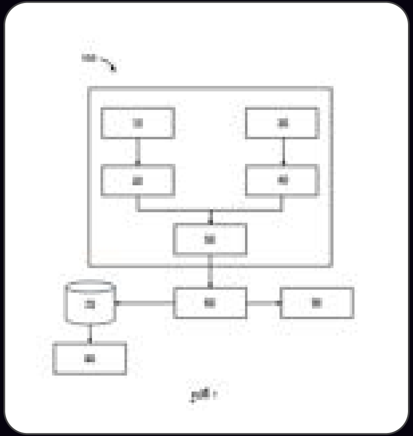
Business Impacts
100 MB/Y

'Zero' regulatory breach case

autoX

Voice to Understanding

ASR+LLM for Market Conduct Detection/Quality Control Process



SCBX autoX

PATENT REGISTRATION 2501003154

คุณค่าต่อผู้มีส่วนได้ส่วนเสียในห่วงโซ่คุณค่า (Value Chain)

ลูกค้า (ผู้รับบริการ)

ได้รับบริการที่มีคุณภาพสูงขึ้น เป็นมาตรฐาน และถูกต้องตามกฎระเบียบ รวมถึงข้อมูลที่ครบถ้วน โปร่งใส ทำให้เกิดความเชื่อมั่นในแบรนด์ "เงินไชโย" และ SCBX

หน่วยงานกำกับดูแล (Regulators)

การมีระบบที่สามารถตรวจสอบและจัดเก็บข้อมูลการปฏิบัติตามกฎได้อย่างเป็นรูปธรรม ช่วยสร้างความเชื่อมั่นว่าองค์กรดำเนินธุรกิจภายใต้กรอบธรรมาภิบาลที่ดี

พนักงาน (ผู้ให้บริการ)

ได้รับผลการประเมินที่เป็นกลาง อ้างอิงจากข้อมูลจริงและรวดเร็วผ่านหน่วยป้อนกลับ ทำให้ทราบจุดที่ต้องพัฒนาและสามารถปรับปรุงการทำงานของตนเองได้อย่างมีประสิทธิภาพ

SCBX/ AutoX

สามารถยกระดับมาตรฐานการบริการ, ลดความเสี่ยง, เพิ่มประสิทธิภาพการทำงาน, และสร้างผลตอบแทนทางธุรกิจที่ชัดเจน นอกจากนี้ยังได้ข้อมูลเชิงลึกจากหน่วยติดตาม (Monitoring Unit) เพื่อใช้ในการวางแผนกลยุทธ์ต่อไป

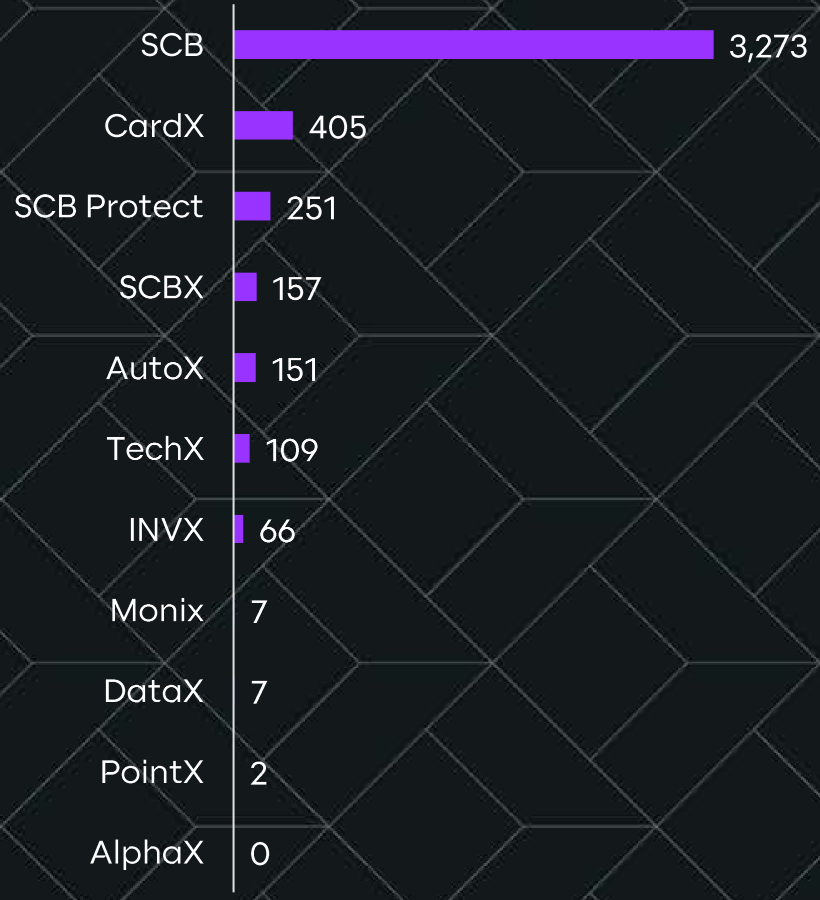
03 SCBX Group: AI Impact Dashboard

SCBX

AI Impact (MTHB)

From cost reduction & efficiency improvement

AI Impact (MTHB)



APPENDIX

About SCBX

A Future Built by All of Us

SCBX Public Company Limited was listed on the Stock Exchange of Thailand on April 22, 2022, following the restructuring plan from Siam Commercial Bank's financial business group to SCBX's financial technology group. The primary goal is to enhance the group's competitiveness and increase its long-term value in the context of significant changes in the current financial transaction landscape.

Vision

To be the most admired regional financial technology group.

Mission

To make finance simple and accessible for everyone through the integration of technology and innovation.

Commitment

Beyond Banking

Drive growth with a comprehensive technology ecosystem, digital asset infrastructure, and environmental technology.

Beyond Thailand

Expand the customer base to 200 million, covering both within and outside the ASEAN region, through SCBX Group's operations and mergers and acquisitions.

Value-Driven

Achieve growth with a company valuation of 1 trillion THB.

Source: SCBX SUSTAINABILITY REPORT 2024, page 7

Business Groups

SCBX serves as the parent company of the financial technology business group, comprising 12 companies under three main business segments

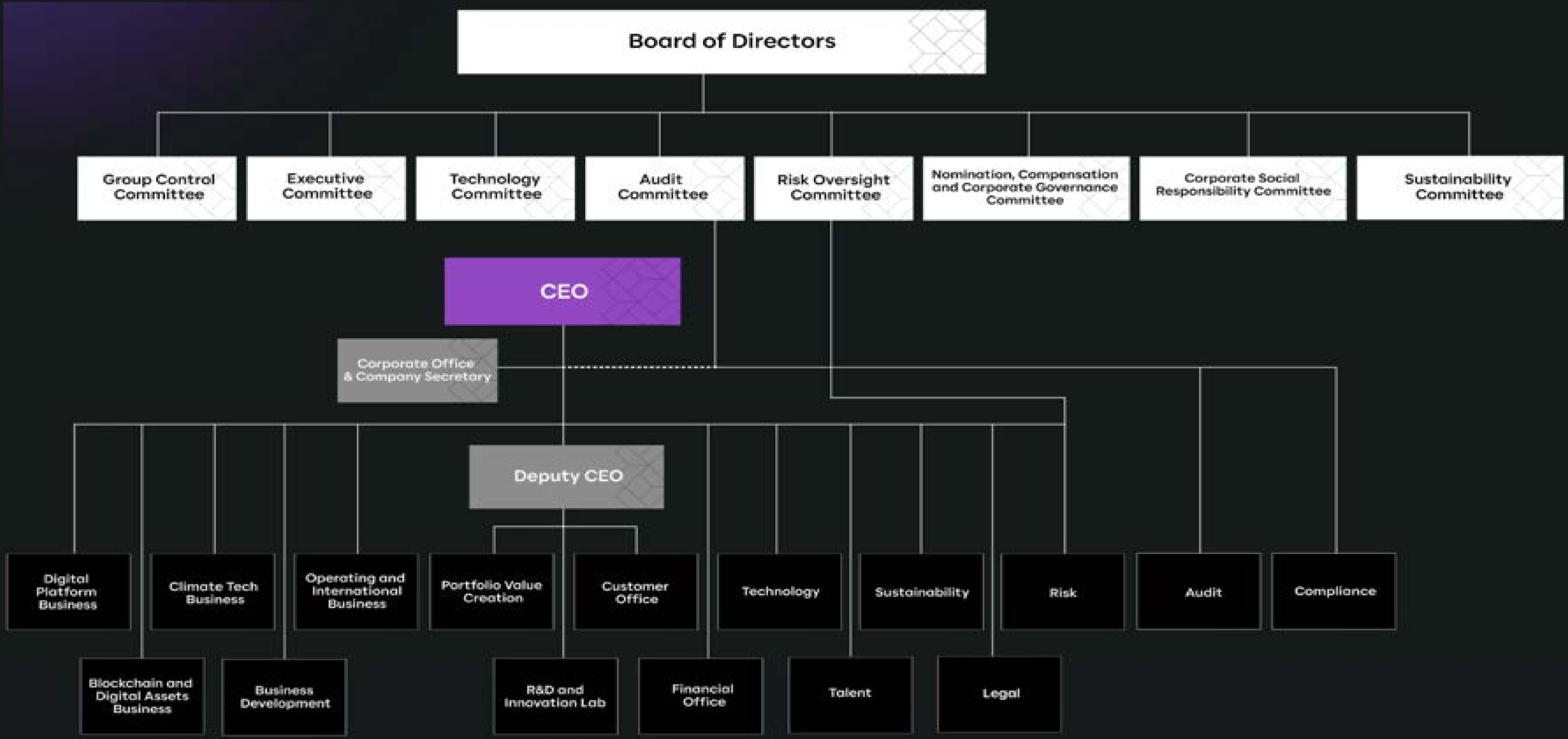
GEN 1	GEN 2	GEN 3	
Banking Business	Consumer and Digital Finance Business	Platform and Technology Business	Climate Technology
SCB	autoX, CardX, monix, ABACUS digital, ALPHA X	innovestX, SCB 10X, TOKENX, POINTX	

Building new capabilities in technology and data.

SCB TECHX dataX

Source: SCBX SUSTAINABILITY REPORT 2024, page 8

MANAGEMENT STRUCTURE



Source: Management structure | SCBX

2024 Performance Overview

FINANCIAL

Total Net Operating Income	172.4	Billion THB
Net Profit	43,943	Million THB
Return on Equity	9.1	
Return on Assets	1.3	

EMPLOYEES

Total Employees	31,912 People
Male Employees	33%
Female Employees	67%
Average Training Hours	41 Hours/Employee
Human Capital Return on Investment (HCROI)	3.80
Proportion of Female Executives	53%

Source: SCBX SUSTAINABILITY REPORT 2024, page 9

2024 Performance Overview

SOCIAL

Expenditure on Social Activities

346 Million THB

5%
In-kind Giving

Expenditure on Social Activities

95%
Cash Contribution

ENVIRONMENTAL

Reduction in Greenhouse Gas Emissions Scope 1-2	15%
Reduction in Non-Hazardous Waste	20%
Reduction in Plastic Bottle Waste	38,000 Bottles

Through the Whale Bottle Project and Bottle Exchange for Eggs Initiative.

Source: SCBX SUSTAINABILITY REPORT 2024, page 10