KASIKORNTHAI

ธนาคารกสิกรไทย
开泰银行 KASIKORNBANK

SET Sustainability Awards 2025

KASIKORNBANK

BANK OF SUSTAINABILITY

Presenters

Ms.Marisa Watthaphanich

Executive Vice President
Corporate Secretariat Division

Dr. Tiravat Assavapokee

Executive Vice President
Data Intelligence and IT Integration Division

Ms. Romchat Songsiri

First Senior Vice President
Corporate Secretariat Division

Dr. Wichai Narongwanich

First Senior Vice President
Corporate Strategy and Innovation Division

Ms. Phattrapha Hongkumdee

First Senior Vice President
Enterprise Risk Management Division

Content

KBank’s Overview

KBank Sustainable Development Journey

Bank of Sustainability

KASIKORNBANK conducts business with the principles of a Bank of Sustainability, supported by good corporate governance principles, as well as appropriate risk and cost management. We strive to balance economic, social, and environmental dimensions to achieve goals and create sustainable long-term returns. The philosophy of sustainable development is instilled in all our operations as part of our Green DNA, ensuring maximum benefit for all stakeholders and paving the way for sustainable growth.

KBank Sustainable Development Journey

- **2010**: CSR after process
- **2012**: CSR in process; SD Report
- **2014**: SD Policy; SD Policy; ESG credit policy
- **2016**: Human Right Policy; Human Right Due Diligence
- Carbon Neutral
- **2019**: BOT & TBA Responsible Lending; Scenario Analysis
- **2020**: UN PRB; TCFD*
- **2021**: Net Zero Commitment; UN PRI
- **2022**: Decarbonization PCAF; UN Global Compact
- **2024**: Thai CBN
- Net Zero

Pride of KBank

INTERNATIONAL

The first and only commercial bank in Thailand and ASEAN selected as a member of the **DJSI World Index and DJSI Emerging Markets Index** for nine consecutive years (2016-2024)

KBank was ranked in the **top 10% of the S&P Global ESG Score** for the banking industry with score of 86/100 in the S&P Corporate Sustainability Assessments 2024

A member of **the FSTE4Good Emerging Index** for ten consecutive years (2016-2025)

CDP Climate Change recognized as A List (Leadership Level) for three consecutive years (2022-2024)

MSCI: KBank's Leadership Level rating is at AA for its ESG performance among emerging market banking sector peers

NATIONAL

Included in the Thailand Sustainable Investment (THSI) for seven years (2015, 2017-2022), and **SET ESG Ratings AAA Level** (2023-2024)

ESG 100 certificate (2016-2024) (Certified by Thaipat Institute)

Climate Action Leading Organisation (CALO) award from the Thailand Greenhouse Gas Management Organisation (TGO) for 2023-2024

Sustainability Disclosure Award (2019-2024) granted by Thaipat Institute

The first and only commercial bank in Thailand granted **Carbon Neutral Certification** for eight consecutive years (2018-2025)

SET Sustainability Awards granted by the Stock Exchange of Thailand
- SET Sustainability Awards of Honor (2024)
- Best Sustainability Awards (2022-2023),
- Highly Commended in Sustainability Awards (2018-2019, 2021)

*For more information on KBank Task Force on Climate-related Financial Disclosures (TCFD), please see our Sustainability Report or visit our website at www.kasikornbank.com

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Sustainable Development Framework and Policy

Bank of Sustainability

ASPIRATIONS	Be an ESG Leader among Banks in Southeast Asia		
SD FRAMEWORK	Environment	Society	Governance / Economy
GOAL	Ensuring environmental stewardship towards a net zero-carbon society	Being a responsible corporate citizen to create a sustainable society	Being an accountable bank to create sustainable profitability
COMMITMENT	We are committed to preserving the environment and reducing the impact of climate change.	We are committed to developing strong relationships with employees and society to better livelihoods and increase prosperity.	We are committed to strong ESG principles to be a responsible and accountable Bank.
	STAKEHOLDER ENGAGEMENT		
SD POLICY	1. Committing to becoming Net Zero in our own operations by 2030 2. Committing to reducing greenhouse gas emissions in our financed portfolio in line with Thailand's aspirations; reducing greenhouse gas emissions in significantly impacted sectors, both in terms of greenhouse gas emission volume and the proportion of loans extended to each sector; and accelerating this journey where possible 3. Being the leader in innovative "Green Finance" in Thailand 4. Providing services beyond financial solutions to support decarbonization in Thailand	5. Ensuring financial inclusion and promoting financial literacy 6. Safeguarding customer data security and privacy 7. Ensuring the "Best Place to Work, Learn and Lead" by embedding Green DNA and creating future-ready workforce 8. Respecting for human rights and diversity 9. Promoting the development of youth potential as well as the pursuit of environmental, public and social activities	10. Ensuring business operations under good corporate governance practices and delivering services to customers with fairness 11. Adhering to customer centricity by initiating financial innovations that meet every aspect of customers' needs 12. Ensuring efficient risk management focusing on environmental, social, and governance (ESG) issues
MATERIAL AREA	• GREEN OPERATIONS • SUSTAINABLE FINANCE	• FINANCIAL INCLUSION and FINANCIAL/CYBER LITERACY • RESPECT TO HUMAN RIGHTS • CUSTOMER DATA SECURITY AND PRIVACY	• CORPORATE GOVERNANCE & BUSINESS ETHICS • ESG RISK MANAGEMENT

PARIS2015 COP21·CMP11

บริการทุกระดับประทับใจ

Disciplined Execution of K-Strategy

Anchored on 3 + 1 & P Strategy to Drive Long-Term Value-Creation for All Stakeholders

BANK OF SUSTAINABILITY

Purpose

"We commit to driving sustainable prosperity by elevating and unleashing the full potential of every life and business we touch. Through trusted and innovative financial solutions, delivered with heart, we empower success that transforms lives and uplifts our beloved nation, Thailand. We don't just serve Thailand; we are building the future of ASEAN+3. And we believe that begins with our people."

K-Strategy

Stakeholders

Customer
Make our customers **successful** in their life and business

Shareholder
Generate **sustainable total return**

Employee
Provide **learn and lead opportunities**

Regulator
Co-create **future of finance**

Society
Thrive for **better quality of living**

3 + 1 & P Strategic Priorities

1. Reinvigorate **credit performance**
2. Scale **capital-lite fee income** businesses
3. Strengthen and pioneer **sales and service models** to deliver value-based results

+1. **New revenue creation** in medium- and long-term

P. Elevate **innovation** and **productivity** by blending **advanced technology, AI, and human intelligence** while fostering a culture of learning and high performance

Conduct business with good corporate governance principles and appropriate risk and cost management

Key Challenges

We are Living Under Pressure and Uncertainties

Key Risks and Challenges

Thailand's Structural Issues
- Demographics (super-aged society)
- High debt (household and public)
- Weak competitiveness
- Political instability

De-globalization
- Trump 2.0 tariffs
- Export controls on strategic assets
- Retreat from global commitments

Geoeconomic Fragmentation & Trade Protectionism
- USA
- China
- EU

Tech Disruption
- AI
- Cybersecurity
- Data Governance

Climate Change
- Transition Risk
- Physical Risk
- Green Economy

- ❑ Demand-Side Weakness
- ❑ Supply-Side Constrain
- ❑ Supply Chain Competition

Source: AMRO, KResearch

Disciplined Execution of K-Strategy to Navigate Volatility and Drive Sustainable Returns

Continue Driving the K-Strategy to Achieve Double-Digit ROE (Timing of Achievement Subject to Macroeconomic Conditions)

Disciplined Growth Pillars under K-Strategy

1. Reinvigorate **credit performance**
2. Scale **capital-lite fee income**
3. Strengthen and pioneer **sales and service models**

+1 **New revenue creation**

P **Productivity enhancement**

Operational Levers to Enhance Quality & Resilience

- **Higher quality earnings and value-based results**
- **Proactive risk management and improved asset quality**
- **Value-based productivity enhancement**
- **Efficient capital management**

Aspiration Sustainable Financial Outcomes Anchored on Strong Fundamentals

- Improving **NIM – Credit Cost**
- High Single-Digit **Fee Income Growth**
- Normalized **Credit Cost**
- Improving **Cost to Income Ratio**
- 13-15% **CET1 Ratio**
- ≥ 50% **Dividend Payout***

Maintain Double-Digit ROE
(Timing of Achievement Subject to Macroeconomic Conditions)

Note: *Considering additional capital distribution options include special dividend/ share buyback, depending on market conditions, financial performance and capital level
If facing an unforeseen circumstance, the Bank may consider not to pay at the above-mentioned level of dividend payout ratio by considering prudence and suitable return to shareholders.

Key Highlights and Achievements

Sustainable Financial Performance

- **Driving force in Thailand's economic development for the last 80 years**
- Positioned as **the most trusted bank**, guided by a philosophy of being a **Bank of Sustainability**
- **Resilient through multiple economic uncertainties and challenges**

Solid Financial Performance and Strong Capital with Appropriate Capital Distribution to Shareholders

1H25 CAR = 20.7%

1H25 CET1 Ratio = 17.7%

FY24 Dividend Payout Ratio = 47.0%[1]

FY24 Dividend Yield = 7.7%[2]

FY24 Total Shareholder Returns (TSR) = 22.9%

Inclusive & Innovative Customer Solutions

- **Driving inclusive growth by empowering our customers to reach their full potential** through innovative and efficient financial solutions

Corporate Business
Delivering best-in-class financial services and solutions as our customers' trusted partner

SME Business
Prioritizing quality over quantity with SME capabilities via K SME CARE

Retail Business
Providing well-suited and tailored financial solutions that meet customers' needs through a seamless and integrated experience

Innovation
- Ecosystem Play and Innovation Creation
- KBTG: Aiming to be top tech organization in Southeast Asia

Market Leadership & Recognition

- **Leading position in numerous product and service areas**

Leading in Digital Banking Services
- #1 **Digital Payment** (~30% Market Share)
- #1 **X-Border Goods** (24.2% Market Share)

Leading in Wealth Management Business
- #1 **Mutual Fund AUM** (+6.4% YTD)
- #1 **Private Banking** (by # of Customers)

Leading in Card Services
- #1 **Credit Card Spending[3]** (20.8% Market Share)
- #1 **Card-accepting merchant service[4]**

Leading in Service Provider
- #1 **Overall Brand NPS** (Branch, e-Machine, K PLUS, K-Contact Center)

- **Widespread recognition both at home and abroad**, as well as inclusion in **key sustainability indices**

DJSI World Index and DJSI Emerging Markets Index for nine consecutive years

CDP Climate Change recognized A List (Leadership Level) for three consecutive years

FSTE4Good Emerging Index for ten consecutive years

Leadership level (AA) for ESG among emerging market banking sector peers

Note: 1) Regular dividend payout; 2) Dividend yield is based on DPS (Bt9.50 + Bt2.50) / Share price at end 2024; 3) As of 5M25; 4) As of March 2025

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1H25 Key Achievements of K-Strategy

Continue driving progress through the 3+1 & P strategic focus to enhance competitiveness

Reinvigorate Credit Performance

97% — **New Bookings from Existing Customers**[1] (2024 = 97%)

90% — **New Bookings from Secured Loans**[1] (2024 = 90%)

92% — **New Bookings from Retail Lending with Monthly Income > Bt30,000** (2024 = 91%)

Scale Capital-Lite Fee Income: Wealth

Mutual Fund (MF)

#1
MF AUM[2]
(+6.4% YTD)

▼ **-6%** YoY
MF Net Fee Growth

▲ **58K**
New MF Customers

Bancassurance (BA)

#2
BA New Life Premium
(+9% YoY)

▼ **-2%** YoY
BA Net Fee Growth

▲ **57K**
New BA Customers

Scale Capital-Lite Fee Income: Payment

#1
Digital Payment
(~30% Market Share)

#1
Mobile Active Users

▼ **Cost per Transaction**[3]

Strengthen and Pioneer Sales and Service Models

#1
Overall Brand NPS[4]
(Branch, e-Machine, K PLUS, K-Contact Center)

23.4mn
K PLUS Users
(2025T: 23.9mn)
(2024: 23.1mn)

756
Branches
(2025T: 749 branches)
(2024: 781 branches)

9,907
e-Machines
(2025T: 9,986 e-Machines)
(2024: 10,286 e-Machines)

53.9%
Digital Sales and Onboarding
(57% in 2024)

94.5%
Digital Transaction
(93.6% in 2024)

Note: 1) New booking of KBank's SME and retail loans; 2) MF AUM is based on reported AUM from KAsset; 3) Internal Measurement; 4) NPS = Net Promoter Score

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New Revenue Creation: 1H25 Key Achievements

Continue driving progress through the 3+1 & P strategic focus to enhance competitiveness

+1 New Revenue Creation in Medium- and Long-Term

KASIKORN INVESTURE (KIV)

KASIKORN LINE

7.9mn Line BK Platform Users

Bt24.4bn Outstanding Loans

8.7mn Saving Accounts

1.2mn Debit cards

NGERN HAI JAI
Bt21.0bn Outstanding Loans (+1.2% YTD)

KGP
Gross Merchant Volume
Bt35.9bn (+82% YoY)

REGIONAL PENETRATION

▲ **3.1%** for 1H25 **of Net Total Income** (3.3% for 2024)

#1 The Biggest Thai bank in China

1.56mn K PLUS Users in Vietnam

10,348 QRIS merchants in Indonesia

INNOVATION FOR FUTURE GROWTH

Financial Innovation

- make by KBank: **3.3mn** Users & **9.8mn** Cloud Pockets
- KHUNTHONG **2.7mn** Users
- MeowJot **440,000** users with **10,500** subscriptions
- THaLLE: Large Language Model (LLM)
- Verification Tech
- Car AI Tech

Future of Finance (Digital Asset Ecosystem)

- orbix GROUP
  - 3 Digital Asset Licenses
  - ICO Portal
  - DApps on Blockchain
  - Bond Data on chain
  - **>50,000** users (Orbix Trade)
- KBank
  - E- money on blockchain (Q-money)

Uplift Banking

- SKILL KAMP: Launched with **335** courses & **8,000** registered participants
- KON: Launched with **7** key strategic solutions, 64 hotels acquired

Sustainability

- WATT'S UP: e-Marketplace platform for EV Bike with >8,000 Installment payment feature launch
- green pass: 1st REC aggregator platform for Individual & SME
- KCLIMATE 1.5: Comprehensive carbon solutions
- CREATIVE CLIMATE Research Center: NET Zero Leader & CEO course

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Performance

Green Operations

- Net Zero in our own operations (Scope 1&2) by 2030

2024 Result: GHG emissions of KBank's operations reduced by 17.02% (Baseline year: 2020).

Scope 1

Green Mobility

Conversion to EV fleets:

354 vehicles

Conversion to Hybrid fleets:

1,166 vehicles

Scope 2

Clean Energy Management

Solar rooftop installation at

100% of Main Building

And at

135 Branches

(As of June 2025)

Sustainable Finance

- Net Zero in our Financed Portfolio (Scope 3) in line with Thailand's Aspirations, accelerating this journey where possible

6 glidepaths and/or sector strategies

Power Generation / Oil and Gas / Coal / Cement / Aluminum/ Automotive

- Allocation at least Bt100-200bn in Sustainable Financing and Investment by 2030
- Customer Empowerment, Solutions, and Technological Support in transitioning towards Net Zero Economy

Financial Inclusion and Financial / Cyber Literacy

Y2025 Targets:

1. Financial Literacy for the underprivileged to reach:

58,000 persons

1H25 Performance: Financial Literacy for the underprivileged reached 62,900 persons

2. Increase cyber literacy knowledge and awareness to reach

15 million persons

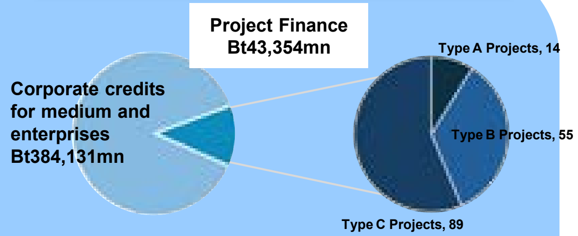
1H25 Performance: Cyber literacy campaign reached 10.3 million people

Respect for Human Rights

100%

Human rights risk assessment in all business activities: 100% of KBank

Credit Approval Results in 2024



- **100%** of project finance requests and medium enterprises and above **must be processed through the ESG credit assessment**
- **Total commercial credits for medium enterprises and above**
- **And project finance approved** in 2024 amounted to Bt**427,485**.
- **Total project finance** in 2024 was **158** projects; 14 type A projects, 55 type B projects, and 89 type C projects

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Productivity Improvement : Driving Efficiency, Delivering Results

Bank-wide Productivity Culture

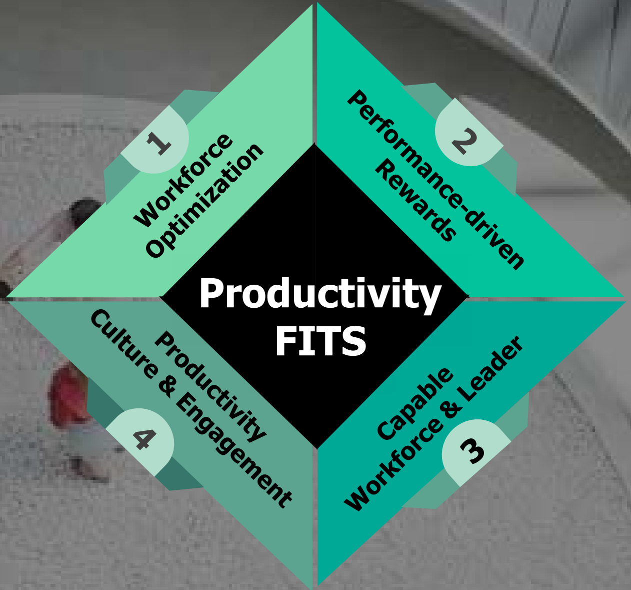
Workforce Productivity	Technology Enablement	Fixed Asset Optimization and Operation Efficiency	Budget Centralization & Others

3 + 1 Strategic Priorities

Productivity Improvement

2025-2027 People Productivity Strategies

- **A** Realign **Organization Design, Workforce Planning** and **Resource Mobility** with K-Strategy
- **B** Strengthen **Performance-Driven Rewards**



- **C** Deliver **Reskilling & Upskilling Program focusing on Credit, Wealth Business,** and **Sales & Service**
- **D** Enhance **Future and AI Capabilities** for Improving Productivity
- **E** Develop **Pipeline of Leaders and Talents** to Ensure Sustainable Organizational Growth and Success
- **F** Instill **Productivity Culture**
- **G** Promote **Employee Well-Being**
- **H** Enhance **Effectiveness of Performance Management**

Enabling Infrastructure : HRIS

Key Highlight Risks and Challenges


Climate Change
Adaptation & Mitigation

The regulatory landscape and customer perception are driving forces behind the green transition, placing banks at its core

Global/regional efforts for climate mitigation are orchestrating

- *Paris Agreement, Article 6.1, UNFCCC, UN SDG*
- *EU ETS / CBAM*
- *CCA / RGGI / Cap&Trade*
- *CCER : Certification GHG emission reductions*

Regulatory oversights in Thailand is intensified

- *Taxonomy Phase 1 and 2*
- *Climate Change Act (Draft - expected 2026)*
- *BOT Green Policy & Fiscal Measures*
- *SET ESG Ratings & Guidelines (Updated)*

Industries are shifting towards low-carbon society

- *Thailand ranks 2nd in ASEAN for ESG bond issuance*
- *1,618 Carbon Footprint Organization labels have been issued by TGO*

Thais are becoming more environmentally conscious

- *Household Solar Rooftop*
- *Growing EV Adoption Rates*
- *Adopt "Reuse, Recycle, Reduce" Concept*
- *The Rise of Green Consumerism*

Delaying the Transition Could Lead to Irreversible Consequences for Humanity.

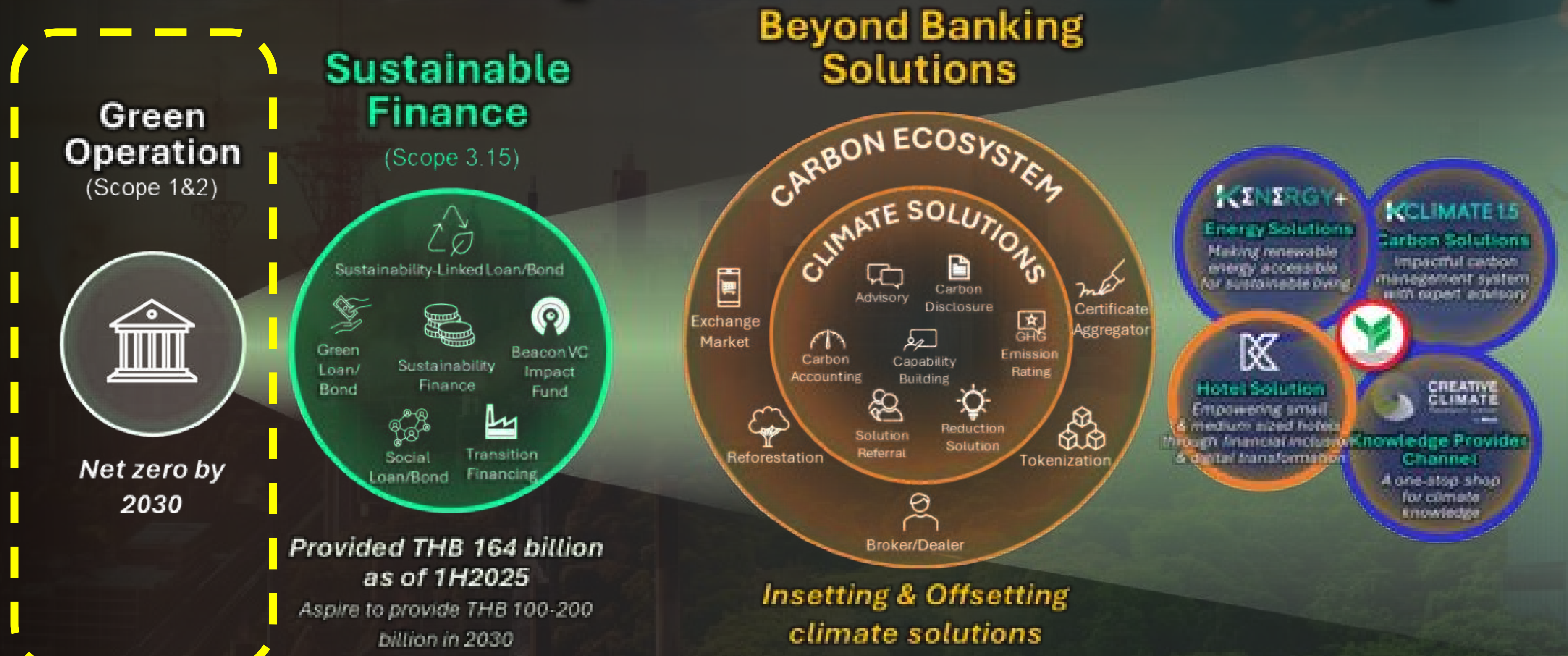
	Damage	Drag	
Global	**$8.5 trillion lost** due to COVID-19 during 2020-2022	**3%**	of global GDP
Global	**$18 trillion lost** due to TEMPERATURE INCREASES OF 3.2°C in 2050	**18%**	of global GDP
Thailand	**$0.2 trillion lost** due to TEMPERATURE INCREASES OF 3.2°C in 2050	**44%**	of Thai GDP
Thailand	**$0.1 trillion** potential impact to total Thailand's total EXPORT VALUE	**45%**	of Thai Exports

- U.S. Clean Competition Act
- European Green Deal & CBAM
- China's Full-Life Cycle Carbon Footprint Tracking System

Source: United Nations, Swiss Re Institute, Calculated by VS, World Economic Forum, Trade Map

KBank's journey toward NET ZERO

Green Banking is not mere Green Financing



KBank Green Operation

Solid Evidence Showcasing our Know-how

Green Operation
(Scope 1&2)

Net zero by 2030

Installation of **Solar Rooftop** System at
100%
of Main Buildings
(As of June 2025

And at **95** Branches

Fleet Vehicle
Conversion to EV fleet
353 Vehicles

EV Currency Exchange **2** Vehicles

(As of June 2025)

Target 2024
-16.80%

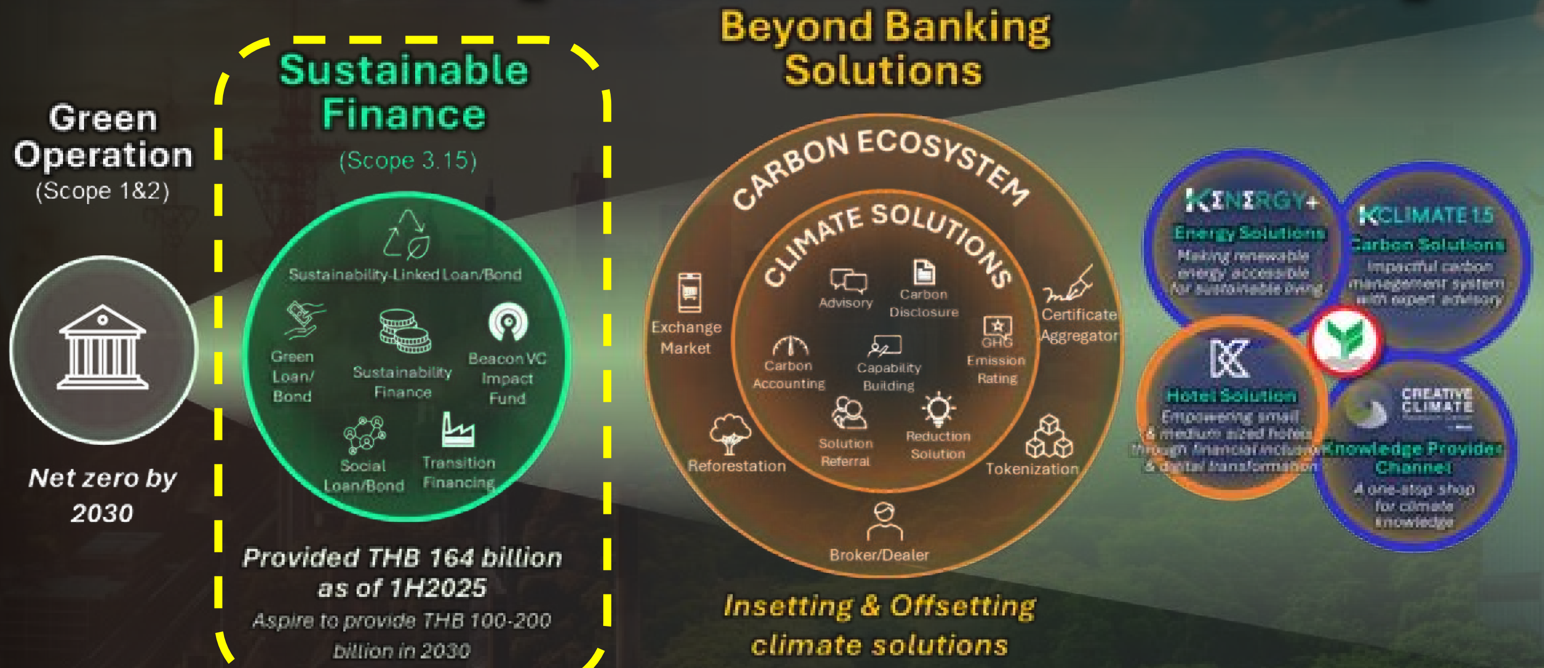
Performance 2024
-17.02%

Reduction of **GHG Emissions* in Own Operations**

* Scope 1&2, base year 2020

Achieved **Carbon Neutral Organization** for
8 Consecutive Years
(2018-2025))

Green Banking is not mere Green Financing



Financing Empowering Customers and Business in Transition

KBank's Sustainable Financing and Investment Commitment
to reach 100-200 Billion Baht in 2030

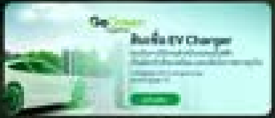
Loans

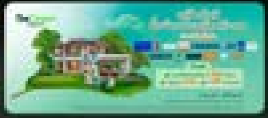
- Sustainability-linked Loan
- Green Loans
- Green Mortgage
- EV Car Leasing and Hire Purchase
- Environmental and Energy Conservation Loans

Investment

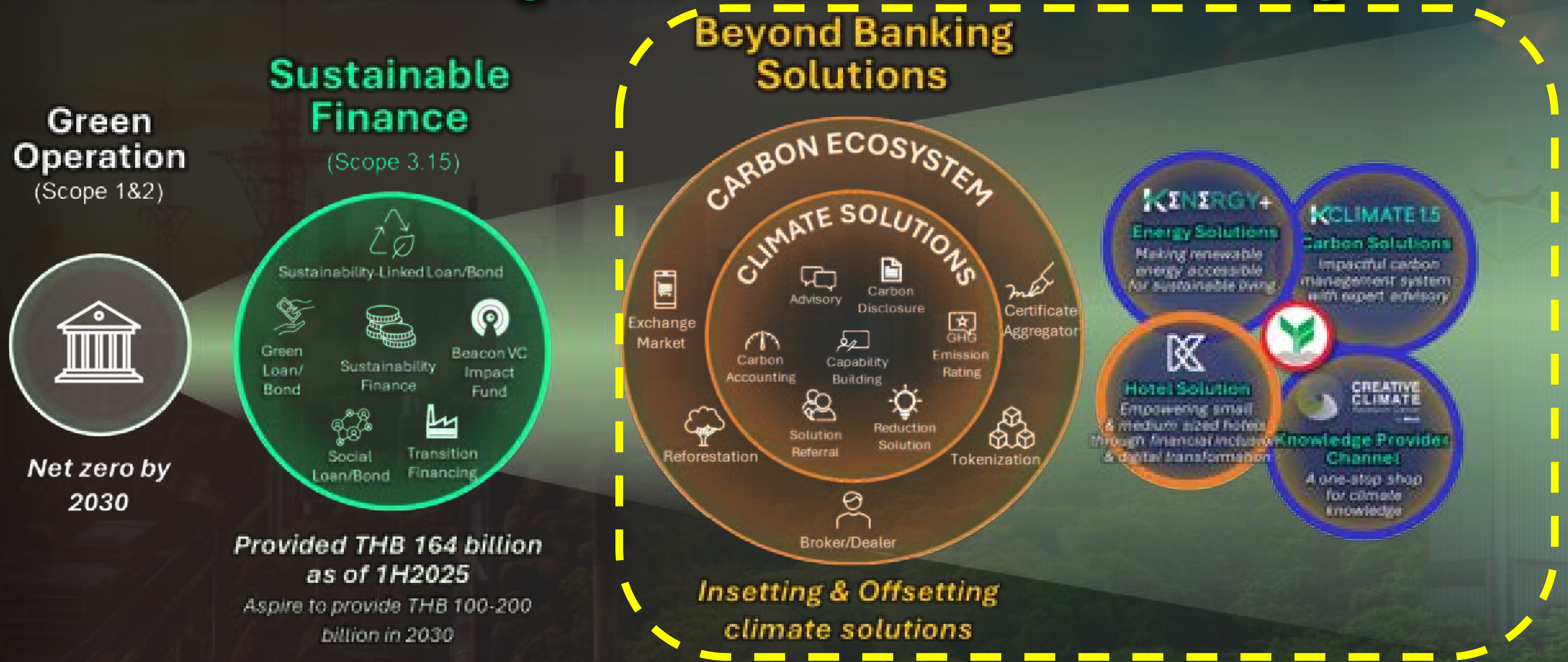
- Sustainability-related bond / Environmental-related bond investment and Underwriting
- VC Investment (invest in ESG startups)

2022	2023	2024	1H2025	2030
26,411 MB	94,670 MB	121,897 MB	165,000MB	Target 100,000 – 200,000 MB





Green Banking is not mere Green Financing



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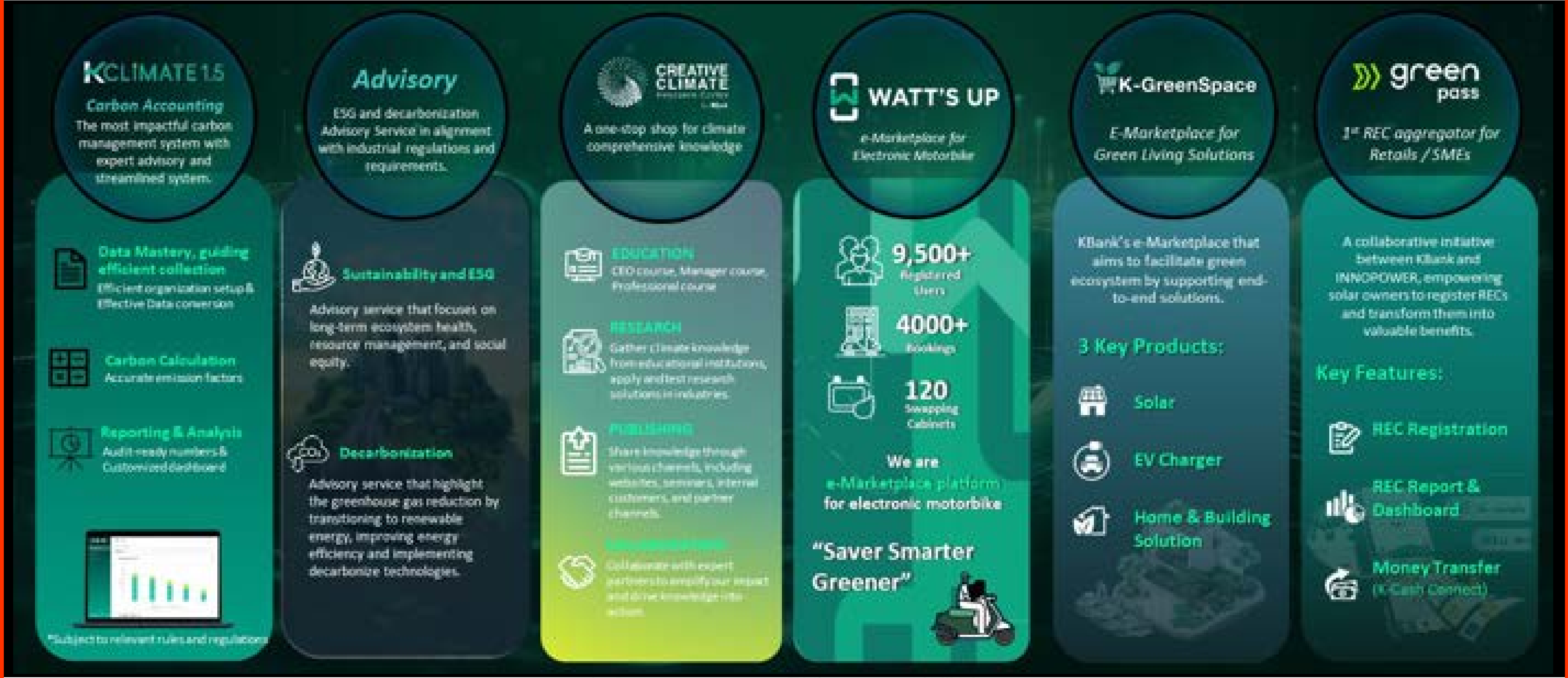

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ThaiCBN
Thailand Climate Business Network

VISION

Empowering thailand's net-zero future by fostering collaborative ecosystems
And transforming corporate & supply chains into engines of change

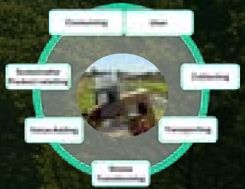
ThaiCBN is enabling scalable climate best practices for Thailand through cross-sector collaboration and synergy across 34 organizations and 5 thematic tracks.

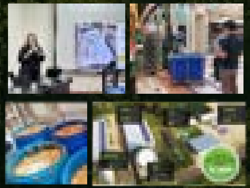
PUBLIC AWARENESS & ADOPTION	AGRICULTURE	ENERGY TRANSITION	TECHNOLOGY & SOLUTIONS	WASTE & CIRCULAR ECONOMY
Promote Net Zero practices and awareness among SMEs and supply chains.	Support Thai farmers to improve livelihoods and reduce GHG emissions.	Advance inclusive energy transition through solutions and policy support.	Build Thailand's climate tech ecosystem to tackle sustainability issues.	Promote sustainable waste management and circular practices in communities.

ThaiCBN E-Handbook for Greener SMES

Launch of Climate Ecosystem Collaboration White Paper

Pilot: Food Waste & Circular in Chiangmai





In collaboratatio
n with

AI Innovation

Data & AI at KBank: Where Innovation meet Practicality

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Three Waves of AI Innovation

AI สายวิทย์ **Wave 1**

AI สายศิลป์ **Wave 2**

กลุ่มของ AI ทำงานร่วมกัน **Wave 3**

Data Analytics

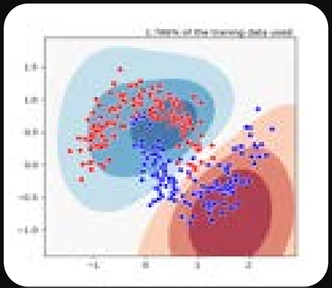
การวิเคราะห์ข้อมูล หา Insight
และ อธิบาย เหตุการณ์ ในอดีต

ช่วย วิเคราะห์ข้อมูล

Customer Segmentation
Performance Monitoring

Predictive AI

วิเคราะห์ สร้าง โมเดล ในการ
ตัดสินใจ เพื่อคาดเดาอนาคต



ช่วย คาดเดา อนาคต

Risk & Fraud Scores
Early Warning Models

Generative AI

สรุปข้อมูล ให้คำปรึกษา
แปลภาษา สร้าง Content

ช่วยสรุป ช่วยคิด ช่วยสร้าง

Agentic AI

กลุ่มของ AI Agent ที่สามารถตัดสินใจ
และ ดำเนินการได้เอง

AI Agents + AI Workflow

+

รวมพลัง AI ที่ทำงาน end-to-end ได้อย่างเสร็จสรรพ

Intelligent Automatic Workflow for Lead Generation
Intelligent Personal Assistant for Customers, RM

Use Cases of Data Analytics and AI supporting 3+1+P Strategy

Use Cases

Reinvigorate Credit Journey		Scale Capital-lite Fee Income		Productivity
Credit & Fraud Risk Enhance credit assessment and fraud detection and prevention capabilities	**Debt Collection** Improve contact rate and enhance contact prioritization and monitoring	**Wealth + Sales & Service** Assist wealth manager in addressing customer needs and preparing scripts	**CASA & Payment** Boost CASA and fund flow by uncovering actionable insights	**Productivity** Assist as a Co-Pilot to improve productivity, reducing man-day

AI Development

AI Utilization for Business

Data Analytics: Analyzing data to uncover insights and explain past events.

Wave 1

Predictive AI: Analyzing and building models to forecast and support future decision-making.

Generative AI: Summarizing information, providing recommendations, translating languages, and creating content.

Wave 2

AI Exploring in 2025+

Agentic AI: A group of AI systems capable of autonomous decision-making and execution.

Wave 3

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Enhancing Productivity and Organizational Readiness for Digital Transformation

People: The success of any organization lies in its people, with three key components as follows:

KNOW HOW

Future-Ready People: Upskilling and reskilling employees within the organization, tailored to specific jobs and roles.

Generative AI Skills & Tools

- Data Scientist
- Data Analyst
- Data MIS
- Dashboard Deveveloper & Dashboard Viewer

Data Skill Trained

AI Skill Trained

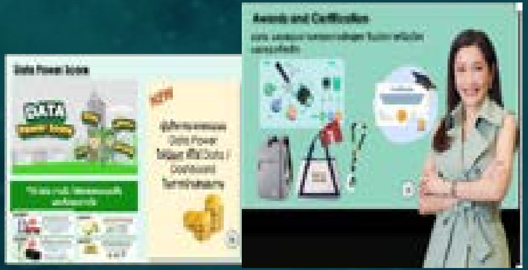
BELIEVE & MOTIVATE

Empowered People who trusting in the value and benefits of their work.

INCENTIVE & AWARD

People with Purpose and Motivation: Employees are diligent in adopting and utilizing the tools.

Recognition from CEO and Supervisor



Becoming Data and AI Driven Organization

Data and AI represent extraordinary opportunities to improve our organization,
We can utilize them to create meaningful impacts for customers & organization

Cybersecurity
and
Customer Data Privacy Protection

Cybersecurity and Customer Data Privacy Protection

Material Topic

- **Generative AI has lowered the barriers to producing false or misleading content**—across text, images, audio, and video—making it harder to identify and far easier to spread widely.
- **Misinformation and disinformation are systemic risks**—driving polarization, eroding governance, and threatening economic and geopolitical stability.

Risks

- **The rise of AI-powered cyberattacks** (especially generative AI-enhanced phishing) and **risk from adopting new technology, especially AI**
- **Digital fraud** by using misinformation and disinformation **is continuity material risk** impacting personal financial and mental health

Mitigating Actions

AI Risk Management

- Established and enforced an AI risk management framework, policy and responsible AI principle
- Leveraged advanced technology to prevent emerging cyberattacks and sophisticated threats and raised employee AI literacy

Digital Fraud

- Tightening mobile security to prevention digital fraud while continue building digital fraud literacy

Technology and Data Protection

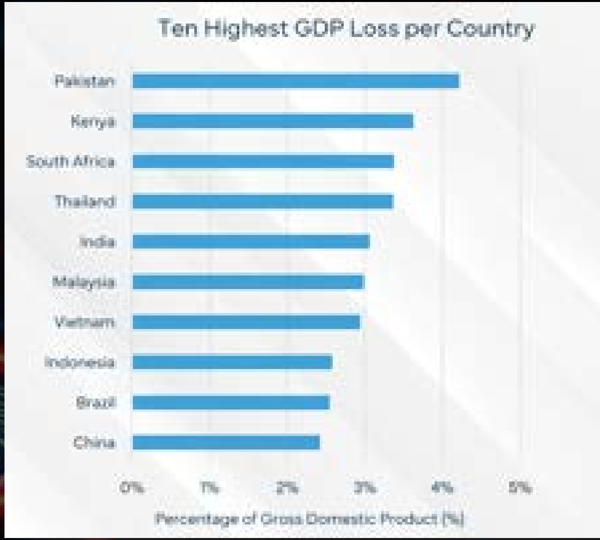
Cybersecurity

Misinformation and disinformation are the First Global Risk for the short term, they should be viewed not merely as communication issues, but as systemic threats with the power to fuel polarization, undermine governance, and destabilize global economic and geopolitical systems.

Source: World Economic Forum

Digital Fraud Scam Worldwide

An estimated US$1.03 trillion has been lost to scams worldwide. Thailand is among the top five most impacted to country GDP.



Key Achievement

2021

Maturity @ 3.5

- Achieved cyber risk maturity at a **level playing field with leading Asian banks**

2023

2023 Outcomes

- KBank and subsidiaries achieved maturity target
- CSOC achieved maturity target at 4.0
- Phishing Resiliency Ratio is at 43.3 (10x industry performance), and all depts & subsidiaries passed target
- Digital fraud literacy reached 28.2 M audience

2024

Maturity @ 4.5

- KBank achieve cybersecurity maturity to world class level at 4.5 of 5.0 (External Assessment)
- CSOC maturity is at 4.1 and expand coverage to 35 subsidiaries in Q4
- Digital fraud losses have decreased by 95%
- Establish AI risk mgmt. framework and build AI literacy for staff (>99% complete)

2025

2025 Plan

- Enhance cyber resilience to consistently deliver secure and trustworthy services.
- Uplift our subsidiaries' risk-based cybersecurity capabilities
- Strengthen 3rd party risk management

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Cyber Strategy

Vision Statement

To-be world-class leader in cybersecurity, deliver secured, resilient, and trustworthy services, while uplift our subsidiaries' risk-based cybersecurity capabilities, manage third party risk effectively and continuously reinforce cybersecurity Literacy and culture

2025 Strategy

1	2	3
Digital Frauds Protection & Digital Channel Availability	**Strengthen IT & Cyber Resilience and Enabler Secure AI Transformation**	**Uplift risk-based cybersecurity capabilities of Subsidiaries & 3rd Party**

Key Deliverables

1
- **Enhance all mobile banking** to meet Thailand SRF requirements.
- **Uplift the digital fraud management** framework for **DA business**.
- **Improve system resiliency** to eliminate single points of failure in critical channels.
- **Promote digital fraud literacy** for consumers

2
- **Strengthen Data Loss Prevention** Capabilities
- Prevent Bank and data from **inappropriate GenAI usage**
- **Secure Development**
- Reinforce **cybersecurity literacy** and culture

3
- **Uplift IT & cyber risk-based capabilities** of subsidiaries
- **Assure cybersecurity implementation** for subsidiaries
- **Boost Third Party Effectiveness**

Key Capabilities

1. Effective Risk Identification
2. Advance Threat Prevention
3. Situation Awareness & Threat Detection
4. Effective Incident Response & Recovery
5. Cyber Hygiene Culture

บริการทุกระดับประทับใจ

SATI Campaign

KBank launched the 'SATI' Campaign in 2019 to raise awareness among our customers and consumers about digital fraud and provide self-protection tips from current threats. Our target is to roll-out awareness campaigns to our customers, reaching 15 million every year.

#ใช้สติป้องกันสตางค์

#อัปเดตสติป้องกันสตางค์

2019

- Launched "SATI" (mindfulness) campaign with the motto "Be mindful to protect your money" to try to prevent threats from phishing
- Call Center Gangs and scams involving money transfers on social media

Reach **11.6M**

2020

2021

2022

- Raising awareness of increasing cyber threats coming from multiple channels (SMS, E-mail, Social Media, Call Center)
- Teaching methods to check for suspicious signs of internet scams

Reach **14.9M**

2023

- Expanding content to cover financial fraud threats (Digital Frauds) such as money-draining apps and money mule accounts
- Providing knowledge focusing on actual fraud cases and giving advice on self-protection methods

Reach **28.2M**

2024

- Communicating when a crisis occurs and affects the bank's reputation
- Continuously issuing warnings about ongoing threats and methods of self-protection
- Providing in-depth knowledge and information about safe transactions or techniques used by criminals

Reach **18.2M**

2025

- Encourage attention to ongoing digital fraud through engaging content on widely accessible platforms, such as short clips on TikTok.
- Communicate KBank's security features to ensure customers safely in mobile banking, such as enable account transaction alert

Reach **16.4M**
as of Jul 2025

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SATI Campaign 2025

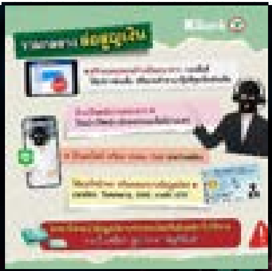
#อัปเดตสติป้องกันสตางค์

Emergency
แจ้งเตือนภัยที่กำลังระบาดหนัก และวิธีป้องกัน

Engagement
ทดสอบเช็ก “สติ” ว่ารู้ทันมิจฉาชีพจริงหรือไม่ และวิธีป้องกัน

Education
ความรู้-ข้อมูลเชิงเทคโนโลยีที่มิจฉาชีพใช้/ความปลอดภัยในการทำธุรกรรมการเงิน

Jan	Feb	Mar	Apr	Apr
สวัสดี มีสติ ทุกวัน	แอบอ้างเป็นพนักงานธนาคาร	3 วิธี เช็กรายการโอนเงิน	SMS แนบลิงก์ปลอม	หลอกรับบริจาค




May	Jun	Jul	Jul	Aug
บัญชีม้า	บริการสอบถาม-แจ้งภัยมิจฉาชีพ	ช่องทางแจ้งเตือนเงินเข้า-ออก	หลอกลงทุน	หลอกทำภารกิจออนไลน์





Cyber Security & Literacy: Targets & Performance

	Performance		Targets	
OKRs	**2023**	**2024**	**2025**	**2026**
No significant incident of customer data privacy infringement (no fines charged by relevant regulatory bodies)	No fines charged	**No fines charged**	No fines charged	No fines charged
Audience reached by cyber literacy campaign (million people)	28.2	**18.8**	15	15


Summary

TOGETHER, CHANGE IS POSSIBLE.

We commit to driving positive impacts

to support every stakeholder's transition toward sustainable growth and shared prosperity.

KBank

We orchestrate collaborative efforts across stakeholders

to support Thai businesses and the Thai economy in their transition into the new business world.

KASIKORNTHAI

บริการทุกระดับประทับใจ

Appendix: KBank's Company Information

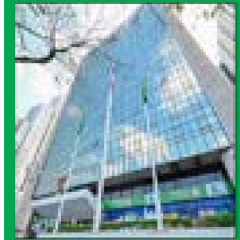
บริการทุกระดับประทับใจ

ธนาคารกสิกรไทย
开泰银行 KASIKORNBANK

KASIKORNBANK at a Glance

Vision: “KASIKORNBANK aims to be the most innovative, proactive, and customer centric financial institution, Delivering world class financial services and sustainable value to stakeholders by harmoniously combining technology and talent”

- Established on June 8, 1945 with registered capital of Bt5mn (USD0.15mn)
- Listed on the Stock Exchange of Thailand (SET) since 1976



Core Value:

Customer at Heart | Collaboration | Agility | Innovativeness | Integrity

Consolidated (1H25)

Financial Figures

	Assets	Loans[1]	Deposits
Value	Bt4,375bn *(USD134.4bn)*	Bt2,434bn *(USD74.8bn)*	Bt2,720bn *(USD83.5bn)*
Rank[2]	#3	#2	#3
Market Share	16.21%	16.20%	16.64%

Key Ratio and Operating Figures

Key Ratio	CAR 20.66%[3]	ROE 9.33%[4]	ROA 1.21%
Operating	Branches 756	K PLUS Users 23.4mn	Employees[5] 18.3k/ 31.1k

Share Information

Share Price (Closing on June 30, 2025)

KBANK		KBANK-F	
Bt153.50 (USD4.71)		Bt152.00 (USD4.67)	
Highest	Lowest	Highest	Lowest
Bt167.50 (USD5.14)	Bt145.00 (USD4.45)	Bt166.50 (USD5.11)	Bt147.50 (USD4.53)

Share Capital

Authorized	Issued and Paid-Up
Bt30.2bn (USD0.93bn)	Bt23.7bn (USD0.73bn)
Number of Shares	**Market Capitalization**
2.4bn	Bt363.7bn (USD11.17bn)
EPS	**BVPS**
Bt5.27 (USD0.16)	Bt235.42 (USD7.23)

Note:
1) Loans = Loans to customers
2) Assets, loans and deposits market share is based on C.B.1.1 (monthly statement of assets and liabilities) of 17 Thai commercial banks as of June 2025
3) Capital Adequacy ratio (CAR) has been reported in accordance with Basel III Capital Requirement from 1 January 2013 onwards. CAR is based on KASIKORNBANK FINANCIAL CONGLOMERATE, which means the company under the notification of the Bank of Thailand re: consolidated supervision, consisting of KBank, K companies and subsidiaries operating in supporting KBank. Phethai Asset Management Co., Ltd. and subsidiaries within the permitted scope from the BOT’s to be financial conglomerate.
4) ROE = Net profit (attribute to equity holders of the Bank) deduct dividend from other equity instruments after income tax divided by average equity of equity excluded other equity instruments
5) Bank only and Consolidated Number of employees includes employees of KBank, the wholly-owned subsidiaries of KBank and support service providers of KBank.
6) Exchange rate at the end of June 2025 (Mid Rate) was Bt32.56 per USD (Source: Bank of Thailand)[1]

บริการทุกระดับประทับใจ

Sustainability Governance Structure

- **Tone at the Top,** Philosophy and Collaboration
- KBank's **Corporate Governance and Sustainability Committee** oversees sustainability matters, integrating them into a framework that affirms ESG and Economic commitments.
- In 2021, KBank formed a **Sustainable Development Sub-Committee** to manage sustainability initiatives and report to the Corporate Governance and Sustainability Committee.
- In 2022, Established a **Climate Pillar Working Group** to collectively drive the Bank toward achieving its Net Zero Commitment.

Board of Directors

- Considering and/ approving Sustainable Development Policy

Risk Oversight Committee

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

Corporate Governance and Sustainability Committee

- Reviewing guidelines / providing recommendations and advice regarding CG/ESG
- Overseeing and monitoring performance results
- Encouraging staff participation
- Supervising Sustainable Development operations

Management Committee

Sustainable Development Sub-Committee (Chaired by CEO)

Corporate Secretariat Division and Corporate Strategy and Innovation Division (CSI & CST) – Secretary of SD Sub-Committee

- Data and Analytics Division (DAS)
- Corporate Business Division (CBS)
- Distribution Network Division (DNW)
- Private Banking Group (PBG)
- Audit Division (ADD)
- Capital Markets Business Division (CMB)
- Human Resource Division (HRE)
- Private Banking Group
- World Business Group (WBG)
- KASIKORN BUSINESS-TECHNOLOGY GROUP (KBTG)
- Marketing Management Division (MMT)
- Integrated Channels and Business Solutions Division (ICB)
- Transaction and Wealth Banking Division (TWG)
- Credit Products Division (CPD)
- Enterprise Risk Management Division (ERM)
- Customer and Enterprise Service Fulfillment Division (CSF)
- Finance and Control Division (FCL)
- Corporate Strategy and Innovation Division(CSI)

KBank ESG Strategy

BANK OF SUSTAINABILITY

Purpose: Delivering Sustainable Value to all Stakeholders

Goal: Be an ESG Leader among Banks in Southeast Asia

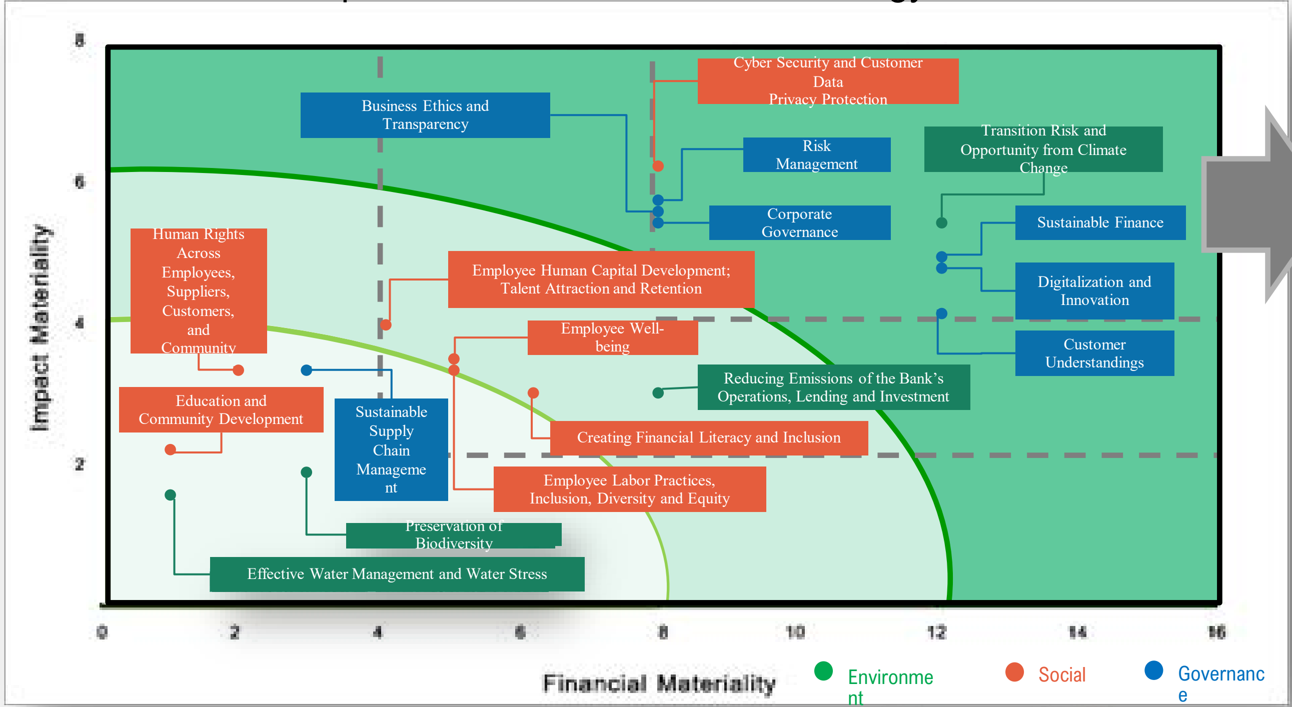
	E Environment	S Society	G Governance / Economy
ESG Pillar Aspiration	Ensuring environmental stewardship towards a net zero society	Being a responsible corporate citizen to create a sustainable society	Being an accountable bank to create sustainable profitability
Material Areas	1. Green Operations 2. Sustainable Finance	3. Financial Inclusion And Financial/Cyber Literacy 4. Customer Data Security And Privacy 5. Respect For Human Rights	6. Corporate Governance & Business Ethics 7. ESG risk management
Key Strategy	**Green operations with cost efficiency** 1.Reduce bank's own emissions (scope 1&2) by 4.2% annually from base year 2020 which in line with SBTi 2.Incorporating internal carbon pricing for emission reduction project prioritization/selection 3.Optimize operational process to ensure eco-efficiency throughout bank's operations **Sustainable Finance** • Portfolio decarbonization 1.Develop sectoral glidepath and sector prioritization to controlled financed emission in highly polluted sectors 2.Facilitate business community's overall transition toward sustainability by promoting green and transition finance 3.Develop customer engagement plan for transition to NZ ▪ Beyond banking solutions 1.Collaborate with strategic partners to deliver knowledge and solutions at scale & developing ESG ecosystems 2.Initiate innovating total solutions for decarbonization	**Financial Inclusion and Financial/Cyber Literacy** 1. Improve the livelihood of people by offering them greater access to financial products and services based on improved credit processes, risk-based offerings, affordability assessment, cost effectiveness, and fast collection & recovery 2.Enhance responsible lending to customer for support their goals and a better quality of life. 3.Strengthen financial literacy and resilience 4.Strengthen cyber literacy knowledge and awareness **Customer Data Security and Privacy** 1. Deliver secure and efficient services & workplace 2. Strengthen third party risk management 3. Expand detection and response **Respect for Human Rights** Run all business activities in conformity with laws and international standards: UN Guiding Principles for Business and Human Rights, etc.	**Corporate Governance & Business Ethics** 1. Ensure that corporate governance and business ethics practices comply with requirements and guidelines of regulatory and other competent agencies: BOT, SET, SEC, IOD, etc.as well as international standards, frameworks and guidelines: DJSI, CDP, TCFD, PCAF, UNPRB, UNGC, GRI , etc **ESG Risk Management** End-to-end ESG Risk Management throughout the Value Chain 1. Strengthen ESG risk assessment, quantification, stress testing. 2. Strengthen ESG risk monitoring, control, and mitigation processes. 3. Enhance ESG risk return profile of credit portfolio.

Key Capabilities

- **Building the ESG Data** Infrastructure
- **Building the capability** of our people and customers in decarbonization
- **Ensuring employee wellbeing** to underpin sustainable development
- **Building ESG/climate communication and behavior** to internal and external stakeholders

KBank Double Materiality Topic 2024-2025

- The double materiality assessment highlights and identifies topics with a higher level of materiality, aiding in the further development of KBank's core ESG strategy.



High Materiality Level

- Cyber Security and Customer Data Privacy Protection
- Risk Management
- Sustainable Finance
- Transition Risks and Opportunity from Climate Change
- Customer Understandings
- Business Ethics and Transparency
- Corporate Governance
- Digitalization and Innovation

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Public Recognition Highlight: 2024 – 1H25

2024

THE ASIAN BANKER
- Best Retail Bank in Thailand
- Most Recommended Retail Bank in Thailand
- Best Mobile Banking Service
- Best Verification Technology (AINU)
- Chief Information and Technology Leader of the Year

RETAIL BANKER
- Best Retail Bank – Thailand
- Highly Commended – Excellence in Mobile Banking from K PLUS
- Analytics Initiative of the Year – Thailand
- Fraud Initiative of the Year – Thailand

THE DIGITAL BANKER
- Best Retail Bank for Digital CX in Thailand
- Best Private Bank for Digital CX in Thailand
- Outstanding Digital CX – Mobile Banking (Retail Banking) from K PLUS
- Outstanding Digital CX – Banking App/Platform from Make

BrandAge
- Thailand's Most Admired Company with Respect to Social Responsibility in the Category of Commercial Banks
- Thailand's Most Admired Brand: Mobile Banking (K PLUS)

Alpha Southeast Asia
- Best Bond House in Thailand
- Best Local Currency Bond Deal of The Year in Thailand
- Best Perpetual Bond
- Best Bond Deal for Retail Investors in Southeast Asia
- Best Blockchain-based Bond Deal of The Year
- Best FX Bank for Corporates & Fis
- Best FX Bank for Hedging requirements (Corporate, Fis, Onshore Middle Market & SMEs) - CCS,IRS, Forward & Options
- Best Wealth Management Bank in Thailand
- Best ESG Green Financing in Southeast Asia

ACCOMM
- NEWS Compass Global Award – Excellence in Coaching and Mentoring

Future trends (Awarded to KASIKORN Business-Technology Group)
- Leader of Technology
- Most Attractive Employer
- Corporate Transformation
- Most Innovative

- Best Private Banking Brand – Thailand

INTERNATIONAL BUSINESS MAGAZINE
- Best Private Bank – Thailand

GLOBAL PRIVATE BANKER
- Best Private Bank – Thailand

- Best Private Bank - Thailand

ASIAN PRIVATE BANKER
- Best Domestic Private Bank in Thailand

- Best Private Bank - HNWIS

GLOBAL FINANCE
- World's Best Trade Finance Providers 2024

- Best DCM House in Thailand

ThaiBMA
- Top Underwriter
- Best Bond House

IFR ASIA
- Bond House – Thailand
- Capital Markets Deal – Thailand

HR Asia
- Best Companies to Work for in Asia 2024

- Thailand's best bank

EUROMONEY PRIVATE BANKING AWARDS 2024
- Best for Digital Solutions – Thailand
- Best for Next-Gen – Thailand
- Best for Sustainability – Thailand

WORLD BUSINESS OUTLOOK
- Best Private Bank Thailand

- SET Sustainability Awards of Honor (2024)

SET
- SET ESG Ratings AAA Level (2024)

The Asset
- Project Finance House of the Year
- Renewable Energy Deal of the Year (ASEAN), Loas
- Monsoon Wind Power Company
- Top arranger - Investors' Choice for primary issues - Corporate bonds
- Top sellside firm in the secondary market- Corporate bonds
- Top sellside firm in the secondary market- Government bonds
- Best Sellside Individual

- Best Online Trade Facilitation Solution in Thailand

1H25

THE ASIAN BANKER
- Best Retail Bank in Thailand
- Best Green Retail Finance Initiative in Asia Pacific

RETAIL BANKER
- Winner - Best Application of Data Analytics
- Highly Commended – Achievement: Trailblazing Use of AI or Machine Learning in Financial Services

BrandAge
- Thailand's Most Admired Brand: Mobile Banking (K PLUS)

FinanceAsia
- Best DCM House in Thailand

Future trends (Awarded to KASIKORN Business-Technology Group)
- Leader of Business
- The Most Corporate Transformation
- The Most Innovative
- The Most Future Brand
- The Most Attractive Employer

Alpha Southeast Asia
- Best Wealth Management Bank in Thailand
- Best FX Bank for Corporates & Fis
- Best Corporate Treasury Sales and Structuring

GPB
- Best Private Bank for Digital Marketing & Communication

THE DIGITAL BANKER
- Best Private Bank for Digital CX

ThaiBMA
- Most Innovative Deal
- Deal of the Year

EUROMONEY PRIVATE BANKING AWARDS
- Thailand's Best for HNW
- Thailand's Best for Sustainability

The Asset
- Best Sustainability-Linked Bond – Hospitality
- Best Sustainability Bond
- Most Innovative Deal
- Best Bond
- Digital Private Bank of the Year

Corporate Governance Asia
- Asia's Best CEO - Investor Relations
- Asia's Best CFO - Investor Relations
- Asia's Best IR Company (Thailand)
- Asia's Best Investor Relations Officer
- Asia's Best Environmental Responsibility (Thailand)
- Asia's Best CSR
- Asia's Best Sustainable Asia Award

INTERNATIONAL FINANCE
- Best New Credit Card - KBank Cashback Plus Vietnam
- Best New Online SME Bank Vietnam

FTSE4Good
- A member of the FTSE4Good Emerging Index for ESG

- Top10% Sustainability

- Carbon Neutral Certification

CDP
- A List (Leadership Level)

Note: CX = Customer Experience; DCM = Debt Capital Markets

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